

CITY OF **REVELSTOKE.**

DRAFT LONG-TERM FINANCIAL PLAN
(2026 - 2040)



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Feedback/Comments

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Long Term Operating Plans

Overview

Council's [Financial Planning and Budgeting Policy \(F-16\)](#) provides guidance when developing the long-term financial plan. The Policy recognizes that long-term financial planning and related budgeting is essential to achieving ongoing financial sustainability, providing a consistent level of public services, and for protecting citizens and ratepayers from property tax and user fee volatility. Long-Term Financial Planning also helps elected officials and management determine the best use of limited resources.

The Policy sets out the City's goals and expectations for financial planning and budgeting, including the processes that the City will follow. The Policy also outlines the roles and responsibilities of the various stakeholders and participants in the planning process. An important part of the long-term financial planning process is the strategy to seek public and stakeholder input.

Under the Policy, a planning period of 15 years has been adopted for both operating and capital budgets. This is to ensure that the long-term implications of current day decisions are considered, and that the City can chart a sustainable financial path for the community.

Additional policies serve as the foundation for financial planning and management at the City, these include: [Reserve Funds and Surpluses Policy \(F-14\)](#) · [Debt Management and Financing Policy \(F-15\)](#) · [Budget Management Policy \(F-4\)](#) · [Budget Amendment Policy \(F-6\)](#)

Contributors

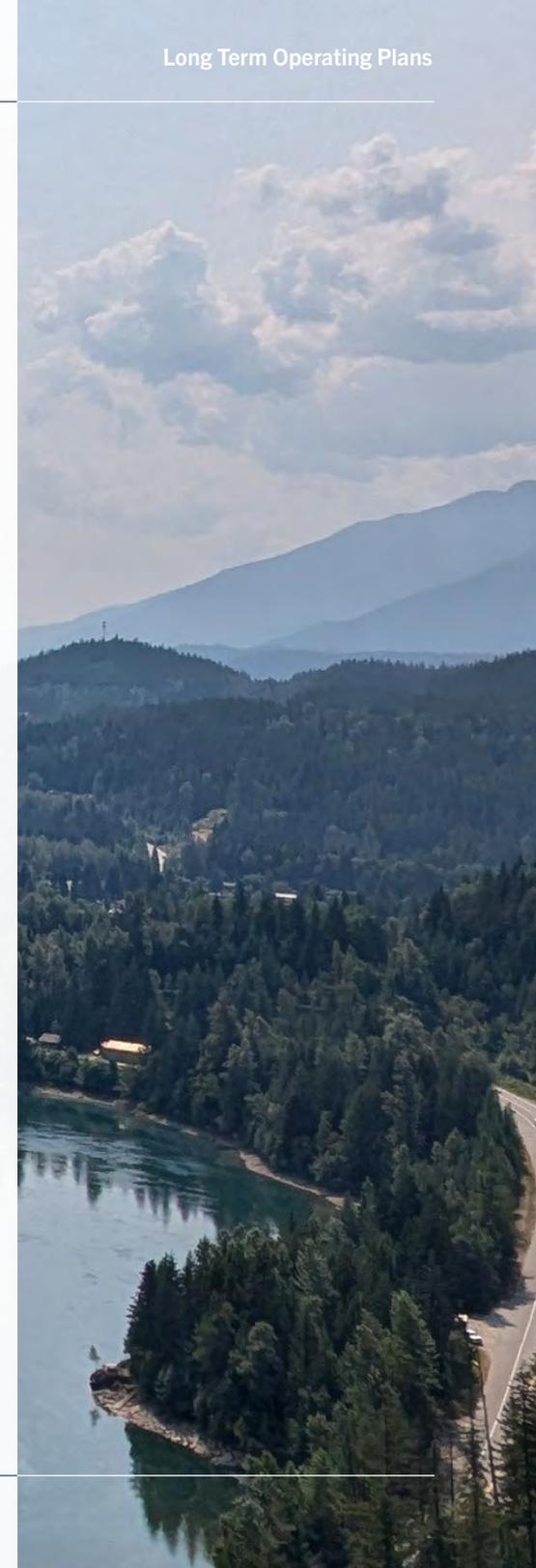
The Draft Long-Term Financial Plan has been prepared by:

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With the assistance of:

All City Departments and Staff

We welcome your feedback!





The City of Revelstoke

Revelstoke has an estimated population of 8,275 and has built a reputation for community living in a spectacular and historic mountain setting. The community is rich in natural beauty and offers many opportunities for new and expanding businesses. The development of Revelstoke Mountain Resort added another significant dimension to the community’s social, recreational, cultural, and economic base.

Strategic Direction and Priorities

1: A Sustainable Community

A focus area for strategic objectives that aim to balance the needs of housing, protecting our natural assets and driving economic development for the benefit of the community.

2: Safety and Mobility

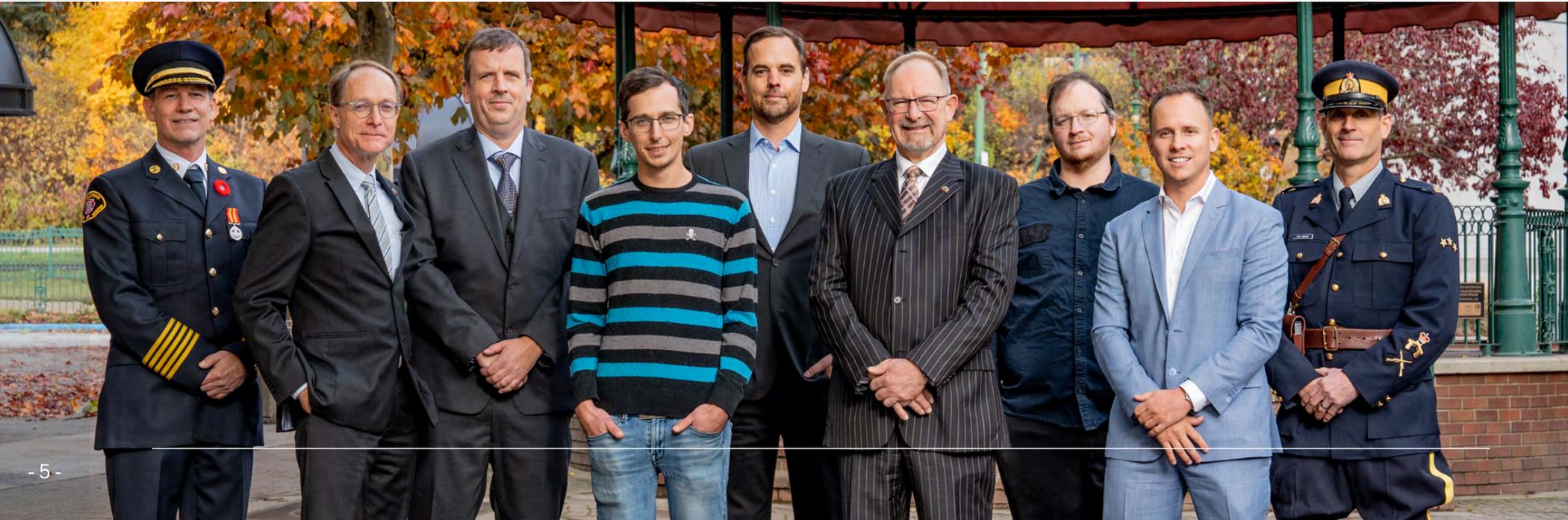
A focus area for strategic objectives that focus on enhancing safety, preventing risk and enabling our community to freely move around and access services within the City.

3: Enhanced Service Delivery

A focus area for strategic objectives that build and continuously improve on the City’s infrastructure in line with the expected growth and changing needs of our community.

4: A Resilient Organization

A focus area for strategic objectives that support the City’s Staff and Council in building and maintaining an organization in service to the community.





The Draft Long-Term Financial Plan and Annual Budget are based around Council's Strategic Priorities. Financial decisions will be guided by the following criteria.

Now

Sustainable Community:

- Implement the Heritage Management Plan
- Adopt the DCC bylaw
- Present a comprehensive rewrite of the Zoning bylaw

Safety and Mobility:

- Build MUP to RMR via Nichol
- Build a Pump Track facility
- Build a washroom facility at Woodenhead Park

A Resilient Organization:

- Develop a workplace assessment of all Job descriptions (clarity of roles/responsibilities)
- Establishment of a Governance Committee
- Develop and implement a new Corporate Branding Strategy

Next

Sustainable Community:

- Review and address the new BC Short Term Rental Regulations through an economic impact assessment

Safety and Mobility:

- Remove the potential logjam threat on the Illecillewaet River
- Construct further MUP's creating an active transportation network

Enhanced Service Delivery

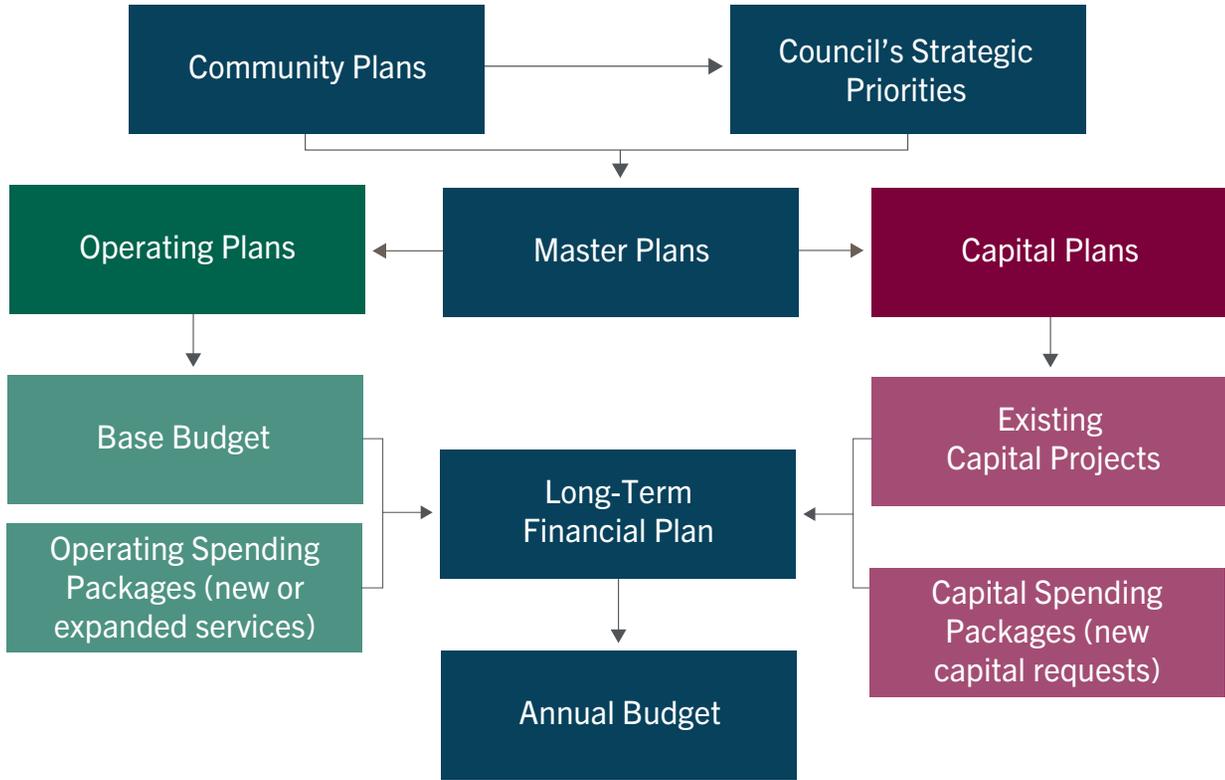
- Deliver a comprehensive Multisport Facility feasibility Study (phase 2)
- Adopt Fire Services Review top four recommendations
- Expand Wastewater Treatment Facility (\$21M)
- Implement a Residential organics removal program. Apply for grant funding under the Strategic Priorities Fund program (SPF)
- Explore a partner to operate and manage the Revelstoke Bio heat facility

A Resilient Organization:

- Implement a new Financial software program
- Establishment of a comprehensive Communications Strategy
- Complete a comprehensive review of City policies
- Complete a comprehensive review of Council committees



The chart below depicts the Financial Planning/Budgeting process.



Operating

The City's financial plan identifies the core, cash-based operating budgets (both revenues and expenses) that are needed to maintain the City's existing services and programs while also taking into account new or expanded services through presenting Operating Spending Packages from various departments. These requests are subject to a separate Council approval process and undergo greater scrutiny than the base operating budgets.

Capital

The City's capital plans provide for larger projects of a long-term nature which are mostly for maintaining, upgrading, and replacing the City's infrastructure and facilities. Capital Spending Packages for new capital are presented to Council for consideration and are subject to a separate decision-making process. Any new capital projects that exceed the City's funding capacity are placed on an unfunded capital list for future consideration. Projects that need further evaluation in terms of cost estimates and/or recommended solutions are put on the same list.



Corporate Structure



Accounting for the Corporations

The City adjusts its investment in the Corporations on its consolidated Statement of Financial Position and presents the net income or loss of the Corporations as a separate item on its consolidated Statement of Operations. In 2024 the City auditors determined that RCEC is no longer a viable government business entity and is fully consolidated into the City’s financial statements and budget similar to other utility funds. RCEC’s corporate structure remains intact.

Any projected net income or loss from Corporations will not impact the City’s cash-based budget. In other words, any projected net income from the Corporations cannot be used to pay for City services and programs unless there is an actual cash dividend distribution from the Corporations to the City.

Revelstoke Community Energy Corporation (RCEC)

The Revelstoke Community Energy Corporation is a Consolidated subsidiary of the City, which was created for the purpose of creating and distributing thermal energy.

The Company’s operations consist of supplying heat to local municipal, school board, and corporate customers.

Revelstoke Community Forest Corporation (RCFC)

In June of 1993, the City of Revelstoke in partnership with three local sawmills, purchased a tree farm licence and formed the Revelstoke Community Forest Corporation, which is 100% owned by the City.

This provides guaranteed wood supply for the local processors, promotes economic stability and security, and ensures local control of resources.



The City's financial operating plans, which include the City's 2026 budget, are summarized in the following pages.

Long-term plans are provided for the:

- General Operating Fund (includes Garbage Service)
- Three (3) Utilities (water, Big Eddy water, and sewer)
- Vehicle/Equipment operations

The **five-year plans** are highlighted in this section with the long-term 15-year plans in the [attached appendices](#).

The financial plans include:

- A cash-based Financial Plan/Budget for each of the City's operating funds which identifies all operating revenues and expenses, and all transfers to/from reserves and surpluses related to operations.
- A long-term Capital Plan/Budget which identifies anticipated projects for the next 15 years, including internal and external funding sources.

These plans represent the City's core budgets for maintaining existing services and service levels. Initiatives or requests for new or enhanced programs or services ("Spending Packages"), are shown in [Appendix "A"](#).

The presented Spending Packages have been reviewed by Senior Management and as noted, certain items are being recommended for inclusion in the 2025 budget.

These items will undergo a separate Council approval process from that of the core budgets.

The City's financial operating plans, which include the City's 2026 budget, are summarized in the following pages

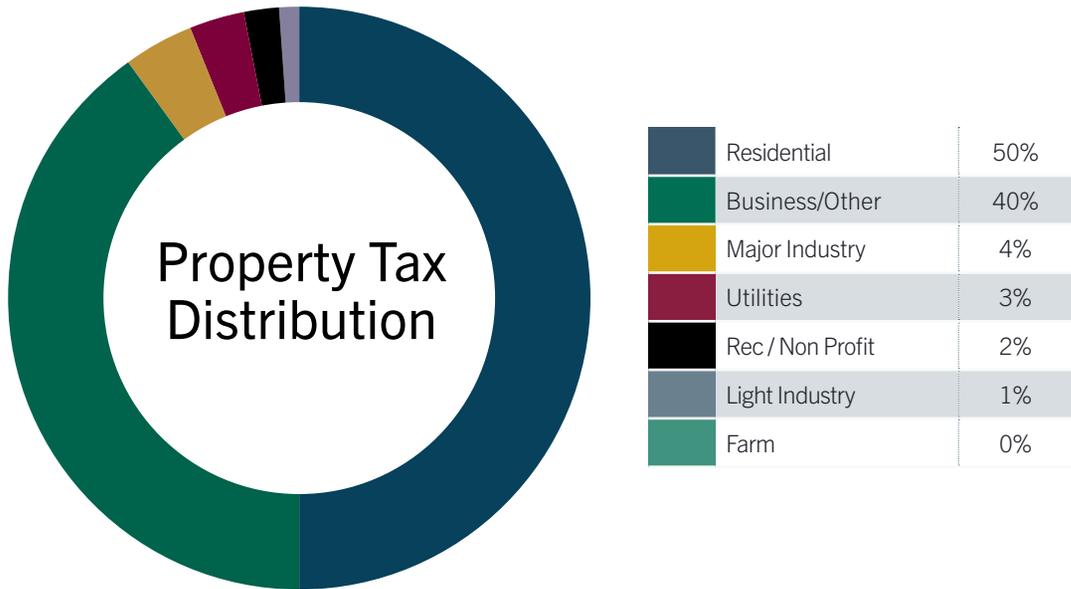


Property taxes are the main source of revenue for the City. These are calculated based on the assessed value of land and/or improvements. In addition, Utility Fees (sewer/water/garbage) contribute to revenue streams, however, need to cover the cost of both operations and capital projects of the corresponding utility. The City reviews Utility Fee levels annually as these need to keep up with the cost of providing the related services.

The City’s Financial Plan includes preliminary total property tax levies in each year. These levies may change as budget discussions proceed.

Property Tax Distribution

The majority (90%) of the City’s property taxes are collected from the residential and business/other tax classes, which also represents the majority of the City’s assessed property values.



Revenue and Property Tax Policy
 “The proportion of the property tax burden borne by the residential sector has been less than 50%.

It is City Council’s intention that this proportionate share increase to at least 50%. This may occur as the result of a natural growth in assessment value or by shifting the burden from the non-residential sector through applying different tax increases to the various classes, or through a combination of both methods, over time”

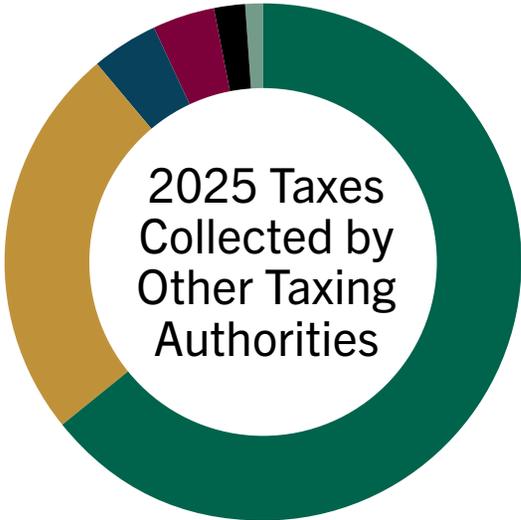
As noted above, the percentage of municipal property taxes collected from the residential class was 50% in 2025, consistent with 2024. This aligns with one of the key guiding principles within the [Revenue and Property Tax Policy \(F-9\)](#).



Other Taxing Authorities

The City serves as a collection agency for other taxing authorities, including provincial school taxes, Columbia Shuswap Regional District, North Okanagan Regional Hospital District, BC Assessment Authority, MFA and Library levies. Approximately 65% of taxes collected by the City in 2025 were for municipal purposes and the remaining balance was collected on behalf of the other authorities.

Approximately 65% of taxes collected by the City in 2025 were for municipal purposes



Revelstoke Municipal Tax	65%
Provincial School Tax	25%
North Okanagan Regional Hospital District	4%
Columbia Shuswap Regional District	4%
Okanagan Regional Library	2%
BC Assessment Authority	1%





Impact of Proposed Municipal Property Tax and Utility Fee Increases

Council is considering 3.75%, 4.75%, and 5.75%, property tax increase scenarios, as shown below, and would like your feedback. The proposed increases for Utility Fees are also noted below.

The following calculations are based on the average 2025 assessed home value in Revelstoke at \$860,000.

Property Tax Scenarios

Current Draft 2026 Budget

	Scenario 1	Draft 2026 Budget	Scenario 3
	Scenario 1	Scenario 2	Scenario 3
2025 Actual	\$2,265	\$2,265	\$2,265
Increase	3.75% or \$85	4.75% or \$108	5.75% or \$130
2026 Total	\$2,350	\$2,373	\$2,395

Why Consider a Higher Tax Increase?
 The additional taxation revenue generated beyond the 3.75% tax increase will be set aside in the Arena Re-Development Reserve [page 55](#).

Utility Fee Changes

Fees	2025 Actual	2026 Increase	2026 Total
Garbage	\$156	6% or \$9	\$165
Water*	\$624	4% or \$25	\$649
Big Eddy Water	\$601	4% or \$24	\$625
Sewer*	\$594	4% or \$24	\$618
Sewer Frontage**	\$347	4% or \$14	\$361

Why an Increase in Utility Fees?
 Utility Fee increases are needed to provide for increased operating costs and future infrastructure replacement.

* Doesn't apply to Big Eddy
 ** Sewer frontage based on 100' frontage



Total Municipal Property Tax and User Fee Scenarios

Draft 2026 Budget

	Scenario 1		Scenario 2		Scenario 3	
	City	Big Eddy	City	Big Eddy	City	Big Eddy
2025 Actual	\$3,989	\$3,025	\$3,989	\$3,025	\$3,989	\$3,025
Increase	3.9% or \$157	3.9% or \$118	4.5% or \$180	4.7% or \$141	5.1% or \$202	5.4% or \$164
2026 Total	\$4,143	\$3,140	\$4,166	\$3,163	\$4,188	\$3,186

Not including parcel taxes applicable to the Big Eddy, Clearview Heights, and Thomas Brook Local Area Services; 2025 Municipal Taxes Only





Impact of Proposed Property Tax and Utility Fee Increases



Residential taxes per \$100,000 of 2025 assessed value:

\$263



Commercial taxes per \$100,000 of 2025 assessed value:

\$1,309

Tax increase breakdown

		Draft 2026 Budget	
	Scenario 1	Scenario 2	Scenario 3
Core Budget Changes	2.20%	2.20%	2.20%
Operating Spending Initiatives	1.55%	1.55%	1.55%
Increased Transfers to Arena Re-development Reserve	0.00%	1.00%	2.00%
Total Tax Increase	3.75%	4.75%	5.75%

Calculation Reference

1% Increase is Equivalent to:	
Property Taxes	\$174,000
Garbage Rates	\$5,400
Water Utility	\$36,000
Big Eddy Water Utility	\$2,300
Sewer Utility	\$36,000

Based on Final 2025 Budget



Arena Project Description:

The arena project focuses on addressing the aging infrastructure of the Revelstoke Forum and Curling Club, which were originally built in the 1960s. Redevelopment of the existing facility is needed as the existing roof structure of the Forum is showing signs of deterioration and the facility no longer meets the needs of the current and future user groups. In 2023, the City launched a public engagement process to gather input on future options. There was a strong interest from the community in supporting the redevelopment of the arena in a new multiplex facility. Community feedback highlighted the three most important considerations for future planning:

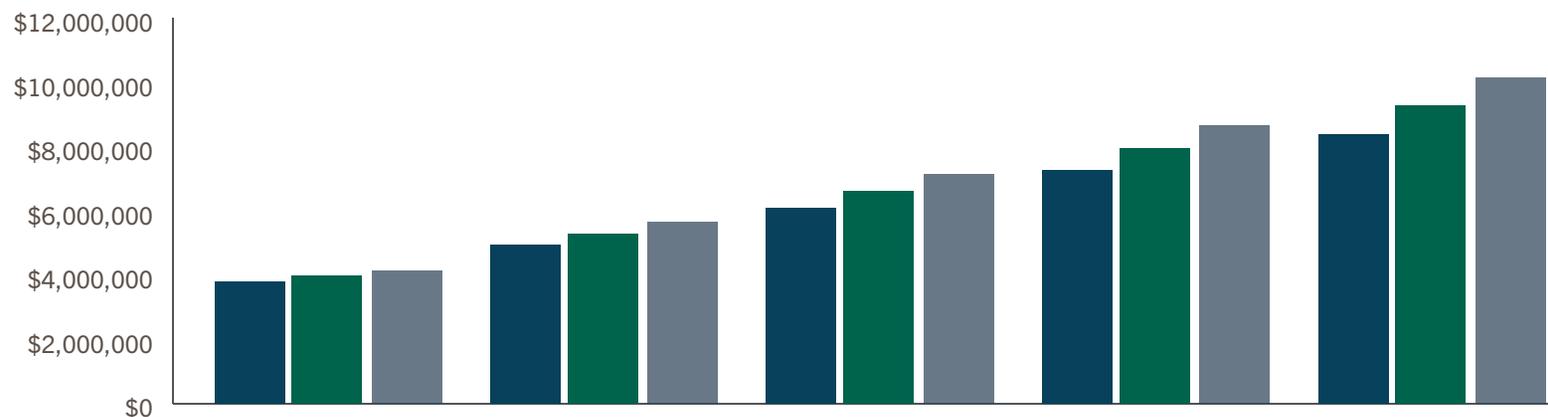
- More year-round recreation amenities
- Expanding existing programs
- Capital Cost

In 2024, the City hired HCMA Architecture & Design to conduct a Feasibility Study. The study will assess a mix of amenities, construction and operating costs and cost recovery potential. To help guide the process, Council formed a Multipurpose Facility Advisory Committee in June 2024.

The past year, the consultants have reviewed program amenities and high level costs, evaluated potential sites, conducted benchmarking exercise reviewing recent comparable projects across BC and Alberta, validated initial cost estimate with two independent sources, and studied multiple variations of designs and scopes to test out sizes and different alternatives.

In 2026, the City will be launching a community wide survey to help better understand community priorities and financial thresholds for a new facility to replace the Forum.

Arena Re-Development Reserve



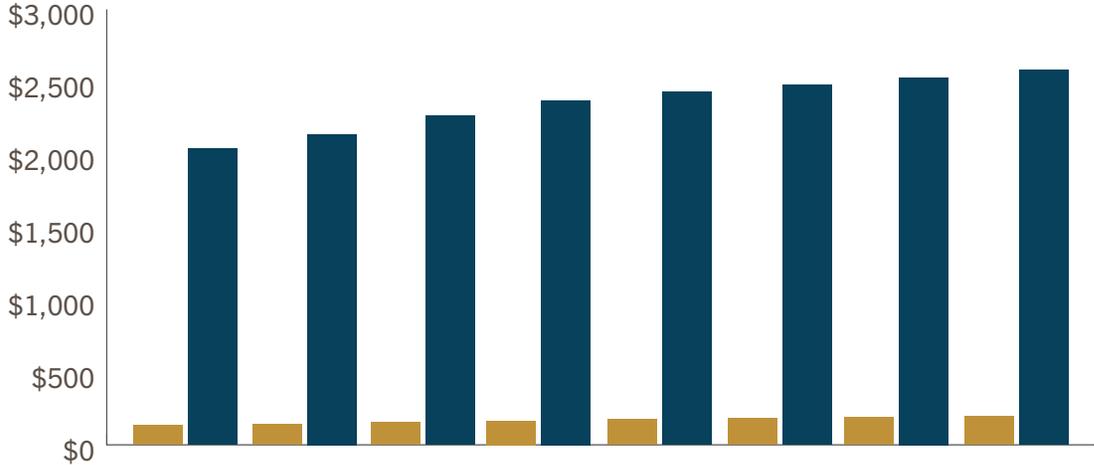
	Draft 2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Scenario 1	\$3,795,000	\$4,948,000	\$6,106,000	\$7,270,000	\$8,400,000
Scenario 2	\$3,969,000	\$5,296,000	\$6,628,000	\$7,966,000	\$9,270,000
Scenario 3	\$4,143,000	\$5,644,000	\$7,150,000	\$8,662,000	\$10,140,000



General Operating Fund

The highlights and a summary of the City’s 5-year general operating plan are shown in this section. The longer term 15-year general operating fund plan is shown in [Appendix “B”](#).

Garbage and Tax Rates



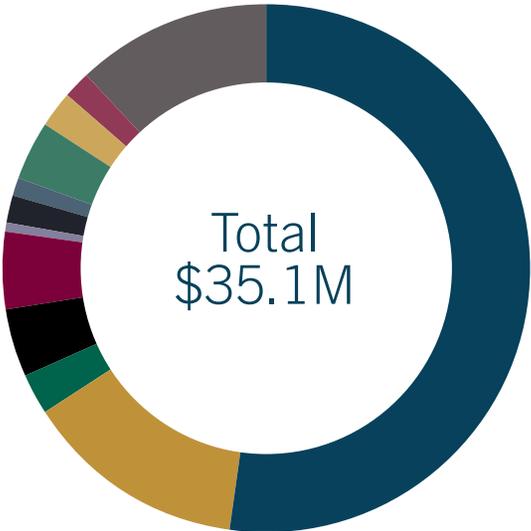
	2023 Actual	2024 Actual	2025 Actual	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Annual Garbage Rates	\$137	\$142	\$156	\$165	\$175	\$182	\$189	\$197
% Increases Garbage Rates	4.0%	4.0%	10.0%	6.0%	6.0%	4.0%	4.0%	4.0%
Annual Tax Rates	\$2,039	\$2,140	\$2,265	\$2,373	\$2,432	\$2,481	\$2,530	\$2,581
% Increases Tax Rates	5.0%	5.0%	6.0%	4.75%	2.50%	2.0%	2.0%	2.0%

Highlights for 5-Year Plan

- Inflation for fees for services and expenditures is set at 5% for 2026, and 2% per annum thereafter, and refuse rates are set at 6% for 2026 and 2027, and 4% thereafter.
- Garbage rate increases will be reassessed closer to the implementation of the composting system and users may see further increases above inflation.
- New construction revenue is estimated to be \$250,000 per annum subject to inflationary increases.
- \$35.1 million in revenue and cost recoveries.
- \$27.5 million in operating expenditures.
- \$7.0 million in transfers to reserves.
- \$635k in debt payments.

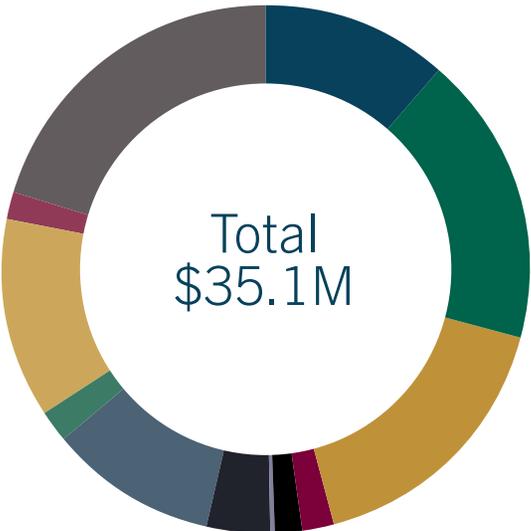


2026 General Operating Fund Revenue and Cost Recoveries



Taxation, 1% Utility Taxes and Franchise Fees	\$18,389,400	52.3%	Solid Waste	\$583,000	1.7%
Grants-In-Lieu	\$4,789,300	13.6%	Rentals	\$401,900	1.1%
Regional District Cost Sharing	\$918,300	2.6%	Parks, Recreation and Culture	\$1,256,500	3.6%
Administrative Cost Recoveries	\$1,464,300	4.2%	Interest & Penalties	\$855,500	2.4%
Sale of Services, Licenses, Permits & Fines	\$1,604,800	4.6%	Unconditional Grant Transfers	\$578,000	1.6%
Transit	\$185,000	0.5%	Conditional Grant Transfers	\$4,133,200	11.8%
			Transfers from Reserves	\$-	0.0%

2026 General Fund Operating Expenses and Reserve Transfers



General Government	\$4,062,800	11.6%	Community Economic Development	\$3,643,800	10.4%
Protective Services	\$6,211,700	17.7%	Social and Community Development	\$663,500	1.9%
Engineering and Public Works	\$5,855,300	16.7%	Parks, Recreation & Culture	\$4,293,000	12.2%
Transit System	\$699,600	2.0%	Debt Payments and Bank Charges	\$634,700	1.8%
Environmental Health (Garbage)	\$574,000	1.6%	Transfers to Reserves	\$7,072,400	20.1%
Cemetery	\$161,700	0.5%			
Development Services	\$1,286,700	3.7%			



Core Budget Changes

Below is a summary of the core budget changes in the general operating fund. The core budget has had a net increase of \$384,000 (rounded) based on the changes in revenues, expenses and reserve transfers. These core budget changes do not include the provisional increase in property tax revenue of 3.75%, which has been built into the 2025 Budget.

Summary of Main Core Budget Changes in General Operating Fund (from 2025 approved budget to 2026 budget)

Draft 2026 Budget Changes			
Revenue Increases () and Decreases (+)	Budget Dollars	% Property Tax Impact	Comments and Notes
Property Taxes	(\$110,000)	-0.6%	2025 new construction revenue that exceeded the budgeted amount.
Grants in Lieu of Taxes	(\$421,700)	-2.4%	Increase in revenue for inflation based on historical amounts received.
Business License Revenue	(\$75,900)	-0.4%	Increase based on new business licenses issued and 5% inflationary adjustment to fees and charges bylaw.
User Fee and Permit Inflationary Increases	(\$213,000)	-1.2%	Increase based on 5% inflationary adjustment to fees and charges bylaw.
Rental Income	(\$93,800)	-0.5%	Increase based on historical actuals.
Return on Investments	\$53,700	0.3%	Based on estimated interest earned on reserves.
Other	(\$474,400)	-2.7%	Various other small increases.
Total Revenue Increases over Prior Year	(\$1,335,100)	-7.66%	
Expenditure Increases (+) and Decreases ()			
Wage & Benefits - Inflationary Increase	\$648,600	3.7%	Wage inflationary adjustments and other adjustments during the year.
Internal equipment Charges	\$189,100	1.1%	Internal equipment charges increasing at an inflationary rate of 5% in addition to increased charges for the composting program with an expected implementation of September 2026.
RCMP Contract	\$125,000	0.7%	An adjustment to the RCMP contract above inflation is required due to lower vacancy rates and successful bargaining within their union.
Janitorial	\$53,500	0.3%	Increase in janitorial costs above inflation.
Transit	\$273,000	1.6%	Annual inflationary increase above average plus increase of \$175K related to Handy Dart increased hours (2,000 additional hours).
Software Support	\$141,200	0.8%	Increase in software support above costs above inflation. Several licensing renewal fees range from a 5-25% increase from the previous year.
Other	\$216,200	1.2%	All other expenditures are increased by 2% for inflation.
Total Revenue Increases over Prior Year	\$1,646,600	9.44%	
Other Increases (+) and Decreases ()			
Estimated New Construction Revenue	(\$250,000)	-1.4%	Estimated new construction for the year.
Debt Servicing Cost for Existing Debt	\$89,100	0.5%	Increase in debt servicing due refinancing of outstanding debt at higher interest rates (aquatic centre).
Increased Reserve Transfers	\$233,400	1.3%	To build up capital & operating reserves for increased costs of construction.
Total Revenue Increases (Decreases) Over Prior Year	\$72,500	0.42%	
Net Changes to General Operating Fund Core Budget	\$384,000	2.20%	Net increase from all general core operating budget changes



Operating Spending Initiatives

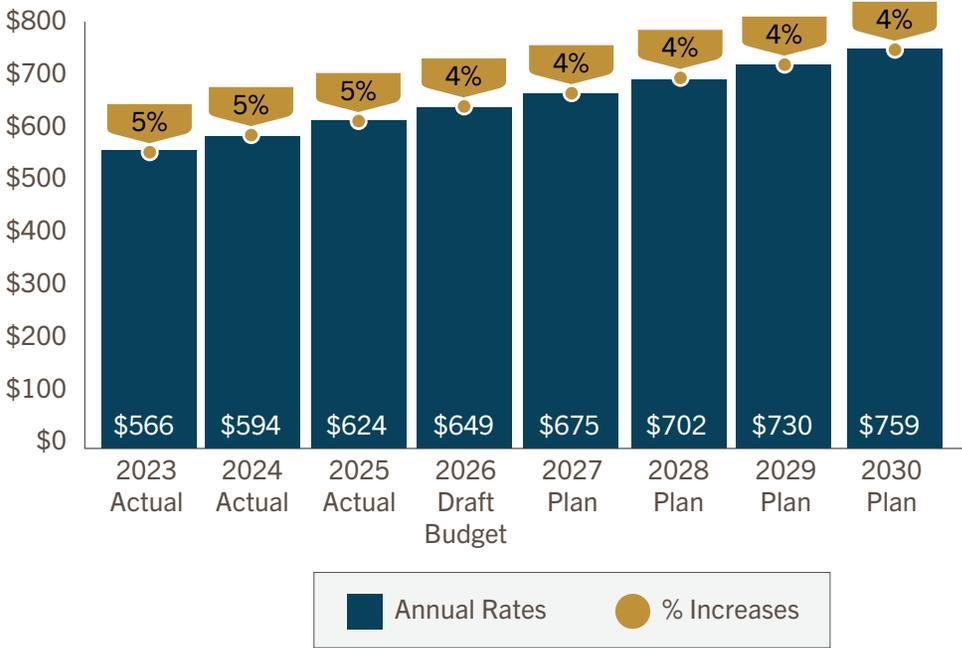
	Budget Impact	Tax Impact	Whether Recommended (R) and Year
General Operating Spending Initiatives			
Corporate Services staff member (1.0 FTE - July 2026 Start)	\$36,600	0.21%	
IT Helpdesk Technician (1.0 FTE)	\$81,500	0.47%	To be deferred and reconsidered in 2027
Capital Project - CCTV System at Farewell Park	\$200	0.00%	To be deferred and reconsidered in 2027
Capital Project - IT Fleet Vehicle	\$12,000	0.07%	
Full Time Flex Firefighter (9 th Firefighter) (1.0 FTE)	\$146,900	0.84%	
4 IAFF Captain's Positions (two year implication with a total of \$56K)	\$28,000	0.16%	
Maintenance Service Technician - Electrician (1.0 FTE) (50% in PW)	\$34,200	0.20%	To be deferred and reconsidered in 2027
Golf Course Grant In Aid	\$40,000	0.23%	
Revelstoke Museum Grant In Aid	\$2,500	0.01%	
Special Presentations / Events	\$5,000	0.03%	
Total Impact on Taxation (excl. Deferred)	\$271,000	1.55%	
Water Utility Operating Spending Initiative			
Capital Project - SCADA Site Upgrades	\$2,900	0.08%	
Maintenance Service Technician - Electrician (1.0 FTE) (22.5% in Water)	\$18,700	0.55%	To be deferred and reconsidered in 2027
BEWW Utility Operating Spending Initiative			
Capital Project - SCADA Site Upgrades	\$4,400	0.16%	
Maintenance Service Technician - Electrician (1.0 FTE) (22.5% in Sewer)	\$18,700	0.55%	To be deferred and reconsidered in 2027
Sewer Utility Operating Spending Initiative			
Capital Project - SCADA Site Upgrades	\$700	0.31%	
Maintenance Service Technician - Electrician (1.0 FTE) (5% in BEWW)	\$4,150	0.12%	To be deferred and reconsidered in 2027



Water Utility Operating Fund

The highlights and a summary of the City’s 5-year water operating plan are shown in this section. The longer term 15-year water operating plan is shown in [Appendix “C”](#).

Water Utility Rates



Highlights for 5-Year Plan

- 4% increase in water utility fees, and an additional 1% increase in utility revenue related to new growth.
- 5% per annum inflationary increase for vehicle and equipment charges.
- 2% per annum inflationary increase for operating expenditures
- \$129,000 of annual debt servicing costs with \$21,000 of these costs being recovered from the Local Area Service (LAS).
- \$2.2 million transferred to the Water Capital Reserve in 2026 for future capital expenditures.

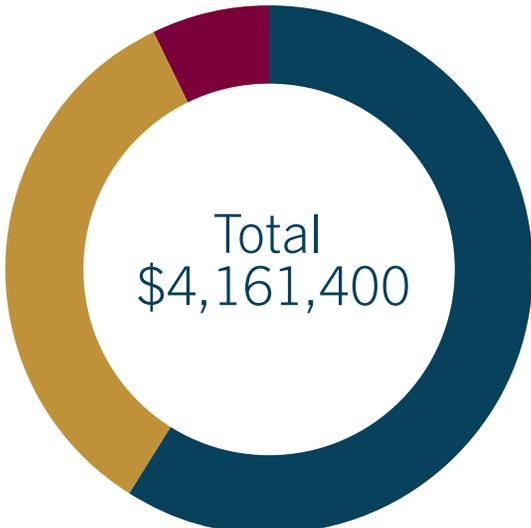


2026 Water Utility Operating Revenue and Cost Recoveries



User Fees	\$3,700,000	93%
Interest Income and Other Revenue	\$240,000	6%
Recovery Debt Servicing Cost from LAS	\$20,900	1%

2026 Water Utility Operating Expenses and Reserve Transfers



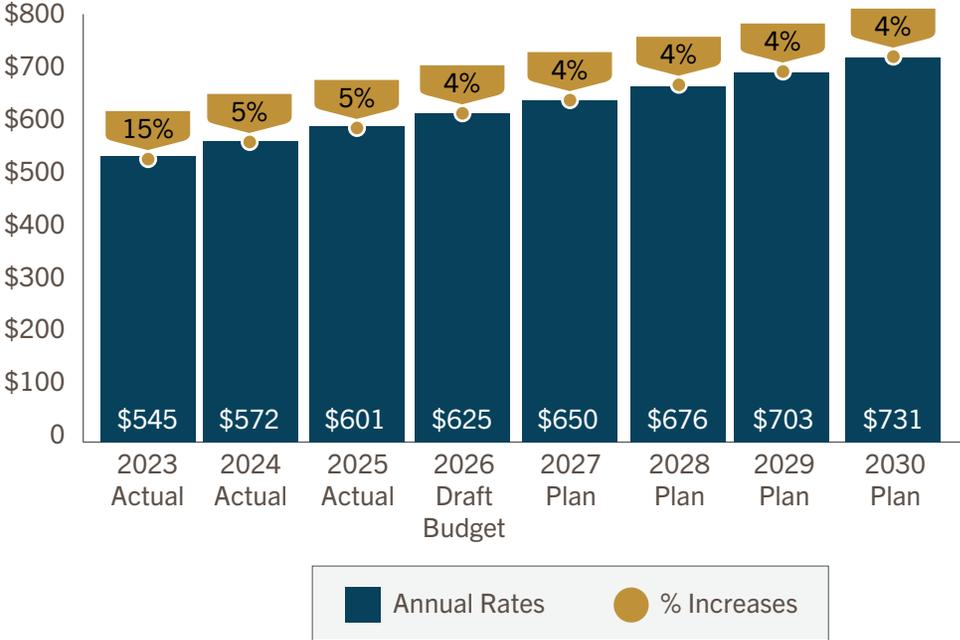
Transfers to Reserves and Accumulated Surplus	\$2,175,400	55%
Operating Expenses	\$1,656,100	42%
Debt Servicing	\$129,400	3%



Big Eddy Water Operating Fund

The highlights and a summary of the City’s 5-year Big Eddy water operating are shown in this section. The longer term 15-year Big Eddy Water operating plan is shown in [Appendix “D”](#).

Big Eddy Water Utility Rates



Highlights for 5-Year Plan

- 4% increase in water utility fees, and an additional 1% increase in utility revenue related to new growth.
- 5% per annum inflationary increase for vehicle and equipment charges.
- 2% per annum inflationary increase for operating expenditures.
- \$131,000 of annual debt servicing costs with 100% of these costs being recovered from LAS.
- \$93,000 transferred to the Big Eddy Water Capital Reserve in 2026 for future capital expenditures.

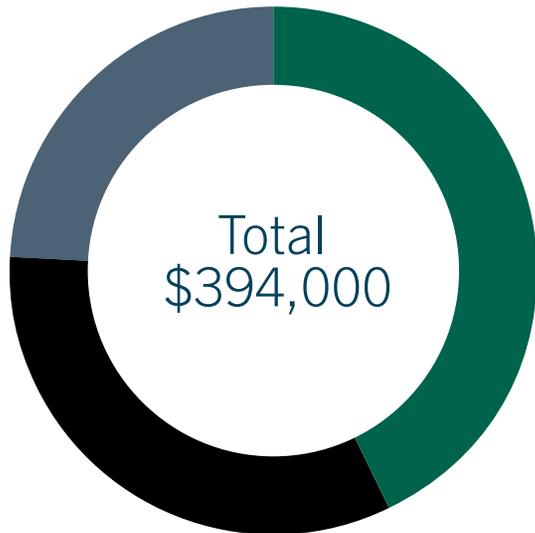


2026 Big Eddy Water Utility Operating Revenue and Cost Recoveries



User Fees	\$235,000	60%
Recovery of Debt Servicing Cost From LAS	\$131,510	33%
Interest Income	\$27,500	7%

2026 Big Eddy Water Utility Operating Expenses and Reserve Transfers



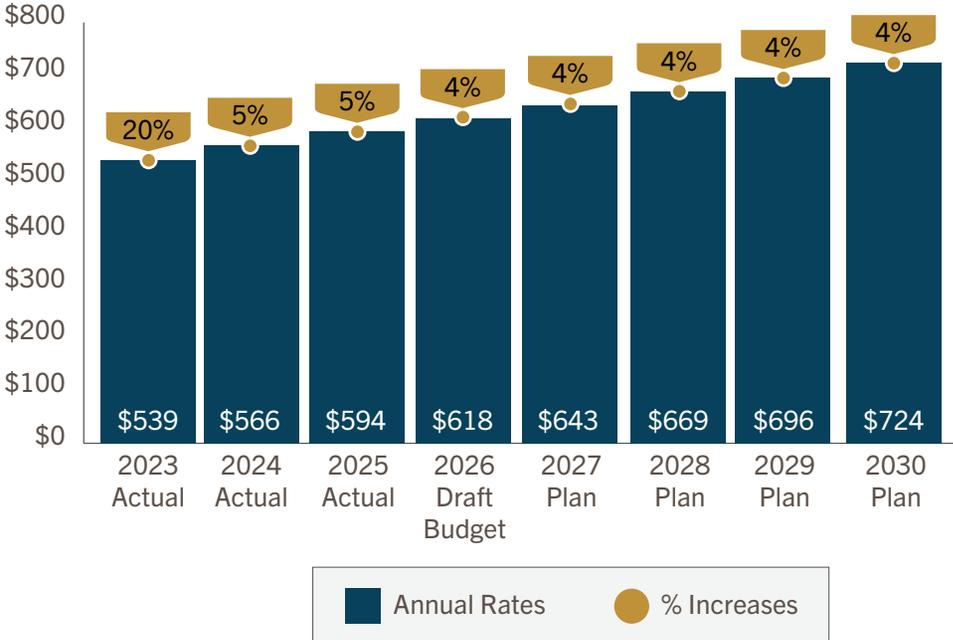
Operating Expenses	\$169,400	43%
Debt Servicing Costs	\$131,500	33%
Transfer to Reserve	\$93,100	24%



Sewer Utility Operating Fund

The highlights and a summary of the City’s 5-year sewer operating plan are shown in this section. The longer term 15-year sewer operating plan is shown in [Appendix “E”](#).

Sewer Utility Rates

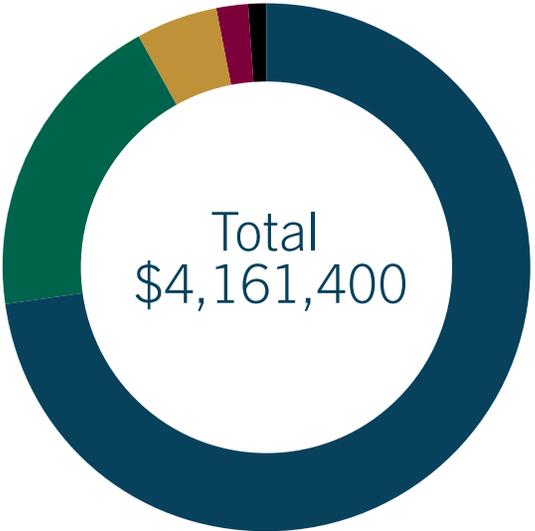


Highlights for 5-Year Plan

- 2% per annum inflationary increase for other operating expenditures.
- The sewer utility fund required a 30% increase in utility rates in 2022, and a 20% increase in utility rates in 2023.
- 4% increase in annual sewer utility fees, and an additional 1% increase in utility revenue related to new growth.
- 5% per annum inflationary increase for vehicle and equipment charges.
- \$273,000 of annual debt servicing costs with \$34,000 of these costs being recovered from the LAS and \$97,000 from DCCs.
- \$2.5 million transferred to the Sewer Capital Reserve in 2026 for future capital expenditures.

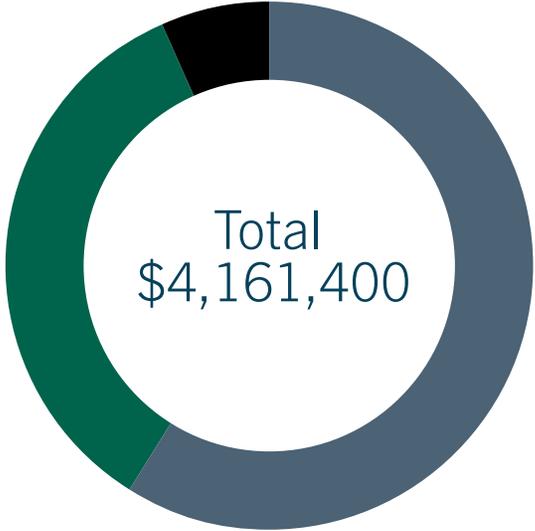


2026 Sewer Utility Operating Revenue and Cost Recoveries



User Fees	\$3,055,000	73%
Frontage Taxes	\$774,800	19%
Interest Income and Other Revenue	\$200,500	5%
DCC Recoveries	\$97,200	2%
Debt Servicing Cost Recoveries from LAS	\$33,900	1%

2026 Sewer Utility Operating Expenses and Reserve Transfers



Transfers to Reserves and Surplus	\$2,452,700	59%
Operating Expenses	\$1,435,800	34%
Debt Servicing Costs	\$272,900	7%



Vehicle and Equipment Operating Plan

The City's vehicle and equipment operating plan shows the recoveries from the charge out of vehicles/equipment to the various operational areas. The cost of maintaining the City's fleet is also shown in this plan in terms of fuel, shop expenses, insurance, etc. The net revenues are transferred to the Vehicle and Equipment Reserve to pay for future replacements as the units reach the end of their useful lives. The City needs to generate enough revenues from the charge out of its fleet to pay for ongoing operating costs and capital replacements, with the goal of not borrowing for capital replacements. The City's other operating plans have budget levels for vehicle/equipment usage costs to reach this goal.

The City's vehicle and equipment operating plans, which are broken down into two areas (the Fire Department and the Other Departments) are shown below and the long-term 15-year vehicle and equipment operating plan is shown in [Appendix "F"](#).

Highlights for 5-Year Plan

- A 40% increase over 2022 and 2023 was required to cover increased costs for the replacement and maintenance of vehicles and equipment.
- Rates for the fire fleet increased by \$110,000 in 2024, and \$65,000 in 2025 due to the substantial increase in the cost to replace the fire fleet.
- In 2026 and going forward all vehicle and equipment charges increase by 5%, which is above current inflation to address diminishing reserves.

The City needs to generate enough revenues from the charge out of its fleet to pay for ongoing operating and replacement costs

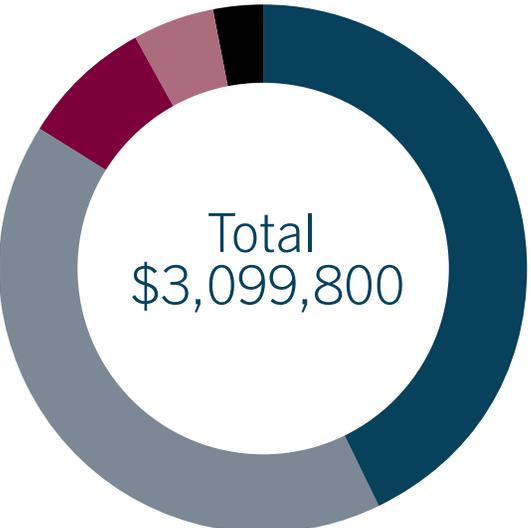


2026 Vehicle and Equipment Operating Revenue and Cost Recoveries



Other Department Recoveries	\$2,549,800	82%
Fire Department Recoveries	\$515,000	17%
Interest Income	\$35,000	1%

2026 Vehicle and Equipment Operating Expenses and Reserve Transfers



Other Department Transfers to Reserves	\$1,315,400	43%
Other Department Expenditures	\$1,269,300	41%
Fire Department Transfer to Reserves	\$256,700	8%
Fire Department Expenditures	\$167,900	5%
Debt Servicing Costs	\$90,500	3%



Departmental Services and Financial Plans



Departmental Services and Financial Plans

Council

Council's specific role in the financial planning process is as follows:

- Engage the community in terms of their priorities and issues.
- Before adopting a Strategic Plan at the beginning of their term, assess and consider the impact of the plan on the City's Draft Long-Term Financial Plan.
- Review and update (as required) Council's Strategic Plan annually, with any impact(s) on the City's Draft Long-Term Financial Plan again being considered.
- Approve the Financial Planning/Budgeting schedule annually.
- Approve the annual community consultation strategy and communication plan related to the Financial Plan/Budget.
- Adopt the Financial Plan and Budget annually.
- Consider implications of decisions, including those related to other plans, on the Draft Long-Term Financial Plan, before proceeding.

Chief Administrative Officer (CAO)

The Chief Administrative Officer's specific role in the financial planning process is as follows:

- Recommend and reinforce the annual Financial Planning Budgeting schedule and mobilize staff to meet the approved schedule.
- Recommend annual community consultation strategy and communications plan, regarding the Financial Plan/Budget, to Council, and work with staff to execute the approved strategy and plan.
- Administer the Financial Planning and Budgeting Policy and approve any related Financial Planning/Budget procedures.
- Approve Financial Plans/Budgets before Council review.

Director of Finance

The Director of Finance plays a central role in developing a long-term financial plan for the City. They provide strategic financial leadership by assessing the municipality's current financial position, forecasting future revenues and expenditures, and identifying funding needs for long-term projects and services. The Director of Finance ensures that financial planning aligns with policy priorities, statutory requirements, and sustainability goals. They collaborate with departments, elected officials, and external stakeholders to create realistic financial projections, evaluate risks, and recommend strategies for maintaining fiscal stability, managing debt, and supporting long-term community development.

Decisions made on the Financial Plan are conducted through Council meetings. Prior to this, the Plan is presented, reviewed, and discussed through the Committee of the Whole, with the collaborative assistance of the Finance Committee. For more information on meeting schedules and minutes, please visit our Civic Web site.

Council – Tax Exemptions and Grant Programs

Council recognizes the value to the community of local clubs, groups, non-profit organizations, and charities, especially in their efforts to promote or meet the goals and objectives of the City in accordance with the Official Community Plan (OCP).

The City has a Grant-In-Aid Policy with established criteria for providing permissive tax exemptions and other grant assistance to these organizations, as permitted under the Community Charter.

These applications are reviewed and approved on an annual basis.

2026 Permissive Tax Exemptions (Estimated)

Organization	Municipal Taxes	Organization	Municipal Taxes
Avalanche Canada	\$14,142	Revelstoke Golf Club	\$18,959
BC Hydro/Selkirk Saddle Club	\$64,794	Revelstoke Grizzlies Hockey Society - Arena Concession	\$1,275
BC Interior Forestry Museum Society	\$38,084	Revelstoke Heritage Railway Society	\$49,271
Christian & Missionary Alliance	\$2,979	Revelstoke Hospital Auxiliary Society	\$12,177
Christian City Church	\$6,431	Revelstoke Rod & Gun Club	\$190
City of Revelstoke	\$19,241	Revelstoke Search and Rescue Society	\$5,585
City of Revelstoke (RCHS)	\$5,271	Revelstoke Senior Citizens Housing Society	\$5,598
Community Connections (Revelstoke)	\$37,177	Revelstoke Snowmobile Club Society	\$11,366
Community Connections (Revelstoke) Society	\$4,898	Revelstoke Visual Arts Society	\$13,469
Council Chambers - Selkirk Hall	\$3,745	Revy Riders Dirtbike Club	\$6,012
Gold RGE Ldge No. 26 Knights of Pythias	\$3,879	Roman Catholic Bishop of Nelson	\$16,356
Illecillewaet Greenbelt Society	\$28,066	Royal Canadian Legion	\$18,136
NEXUS Community Support	\$4,381	Scout Properties (BC/Yukon) Ltd	\$10,724
Provincial Rental Housing Corporation	\$5,090	Seventh Day Adventist Church	\$3,868
Revelstoke Community Energy Corporation	\$19,600	Tourism Revelstoke	\$3,587
Revelstoke Community Housing Society	\$7,495	Trustees of the Congregation of King's Cathedral	\$7,942
Revelstoke Congregation of United Church	\$2,369	Trustees Revelstoke Jehovah's	\$7,294
Revelstoke Fellowship Baptist Church	\$11,908	Visitor Information Centre	\$10,899
Revelstoke Flying Club	\$623		
Grand Total			\$482,881



Grants-in-aid

Grant Recipient Categories	2023 Actual	2024 Actual	2025 Actual	2026 Budget
Museum	\$81,500	\$85,000	\$86,500	\$86,500
Streetfest	\$25,000	\$25,000	\$25,000	\$0*
Performing Arts Centre	\$0	\$10,000	\$10,000	\$10,000
Golf Club	\$50,000	\$50,000	\$50,000	\$0
Grants-in-Aid	\$23,314	\$20,530	\$25,000	\$25,000
Totals	\$178,314	\$187,030	\$195,000	\$121,500

* Streetfest funded through RMI, instead of taxation, budget reallocated to cleaning Woodenhead park washrooms.





Council 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Expenses	\$344,426	\$342,996	\$385,700	\$431,225	\$401,619	\$410,766	\$420,153	\$486,805

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- Increase in Council conferences, training, and travel budget line item in 2025 approved through an operating spending initiative.
- Increase in Council remuneration in 2023 based on results of an external review.
- Increased allocation for information technology software costs in 2023 based on review of costs applicable to each departmental area.
- Additional election costs required in 2022 with additional revenue to offset those costs.

Highlights of 5-Year Plan

- Provision for annual increases to Council remuneration.
- Provision for election costs in 2026 with additional revenue to offset those costs.
- General inflationary increases of 2% per year.

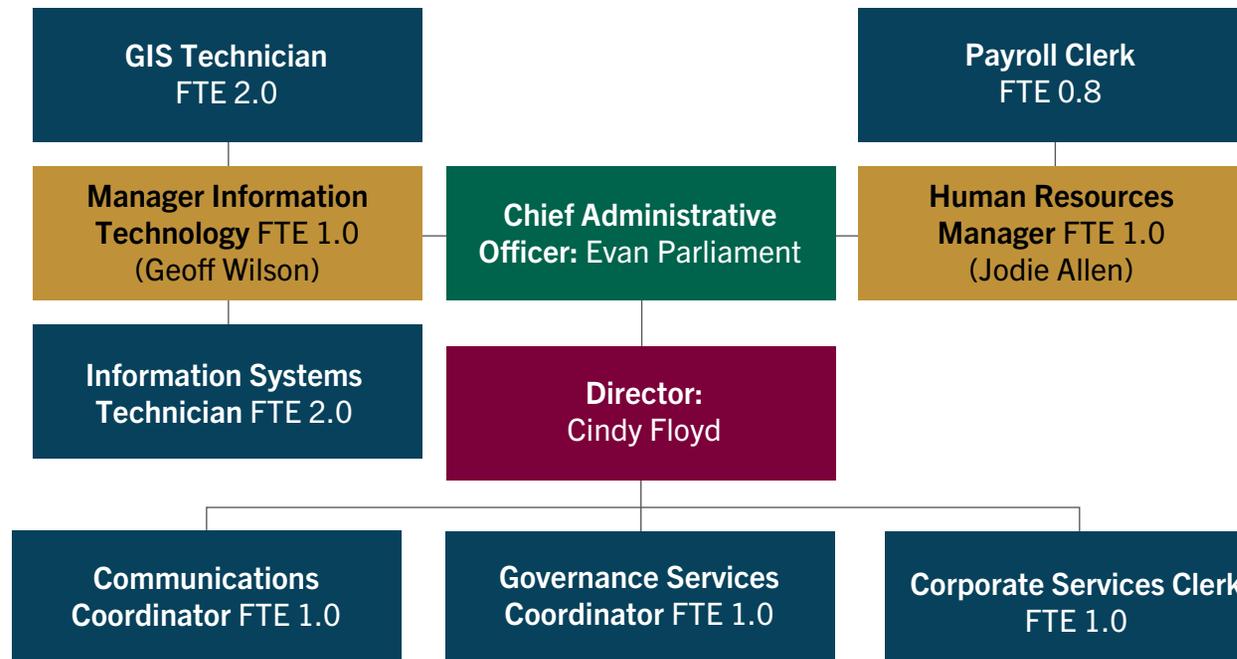
Corporate Services, Human Resource, and Information Technology and GIS

Corporate Services provides assistance to Council in its efforts to address community issues and provide good governance. The Department works with all City departments to provide information and assistance on matters such as bylaw requirements, Council and committee agendas, Council procedural requirements, and City communications. Staff also provide day-to-day support to the Mayor and Council on council matters, including public inquiries, and also co-ordinates follow-up of Council directives to ensure the necessary work is completed by staff in a timely manner.

The Human Resources and Payroll department manages employee recruitment, retention, payroll processing, and benefits administration. It works to support a positive and productive workforce by addressing employee relations issues, ensuring compliance with employment regulations, and fostering employee development across all City departments.

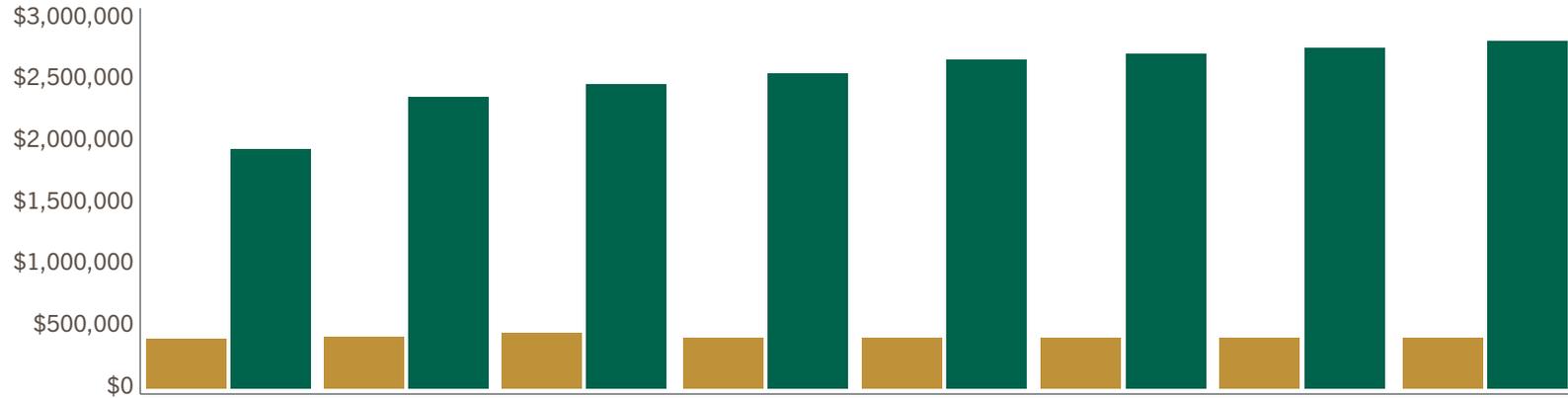
IT provides and support technology and productivity tools in the City of Revelstoke. They are also responsible for Geographic Information Systems (GIS), that provide spatial mapping tools and information to the City.

Department Structure: 11.8 FTE for CAO, CS, HR, and IT





Corporate Services, Human Resource, Information Technology and GIS 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$405,721	\$422,181	\$450,795	\$412,959	\$412,977	\$412,996	\$413,015	\$413,035
Total Expenses	\$1,938,369	\$2,364,734	\$2,465,343	\$2,553,089	\$2,670,427	\$2,712,860	\$2,765,986	\$2,820,526

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- Increased allocation for information technology software costs based on review of costs applicable to each departmental area.
- An increase in 2024 software costs that were reallocated from the Council departmental budget and the approval of TalkRevelstoke spending initiative.
- Increased wages due to restructuring of the GIS staff to fall within the IT departments scope.
- Increased wages due to new payroll and communications positions.

Highlights of 5-Year Plan

- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.

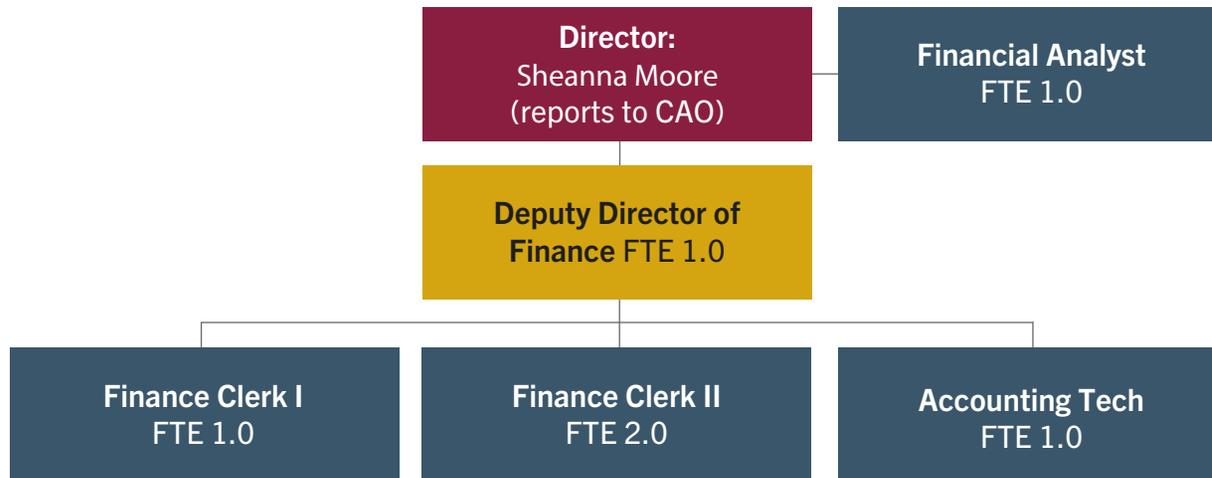


Finance

The Finance Department is responsible for the City’s overall financial administration, provides visionary stewardship over the City’s financial resources, and supports other departments in the provision of quality services to the citizens and customers of Revelstoke.

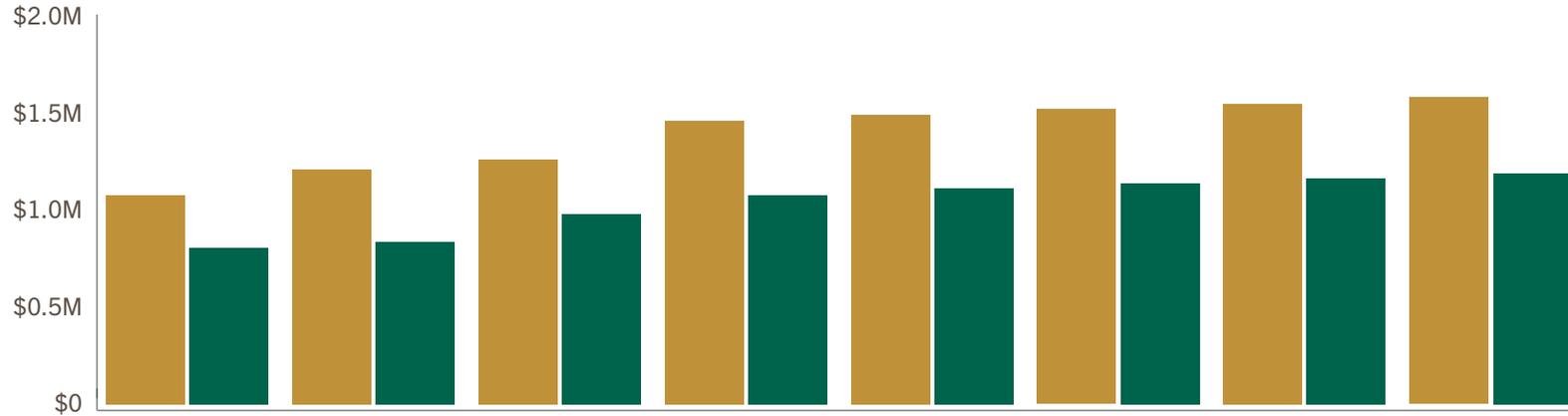
Finance provides financial advice to, and produces various reports for, Council, City departments and the public. These reports include the annual financial statements and the Draft Long-Term Financial Plan.

Department Structure: 7.0 FTE Positions





Finance 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$1,078,359	\$1,215,430	\$1,263,607	\$1,464,845	\$1,494,253	\$1,524,145	\$1,554,634	\$1,585,733
Total Expenses	\$810,358	\$839,319	\$983,347	\$1,078,413	\$1,117,290	\$1,142,534	\$1,168,427	\$1,194,991

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- Increased wages due to new Financial Analyst position in 2025.
- Increased allocation for information technology software costs based on review of costs applicable to each departmental area.
- Deputy Director of Finance position was vacant in 2023.
- Increase in professional services for annual audited financial statements.

Highlights of 5-Year Plan

- Increased operating costs due to new licensing fees from financial software implementation.
- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.

Engineering and Public Works

Engineering

Engineering Services provides engineering technical support to all City departments. Services include: project management, geographic information systems, engineering design, development design review, contract management, asset management, and risk management.

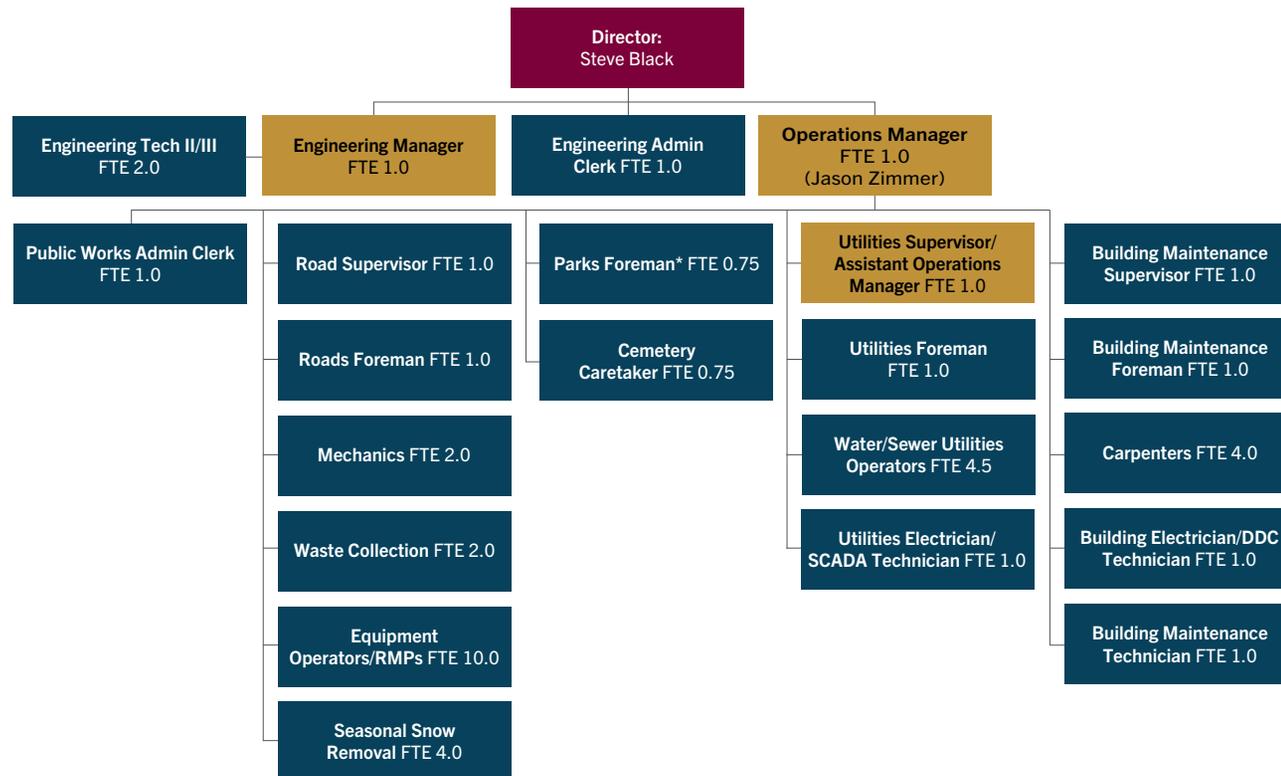
Engineering is also involved in the development review and approval process, with a focus on water/sewer/storm water/road design and on improving the outcome for neighbourhoods through the development of land. Considerations

include pedestrian access and safety, traffic control, parking, transit, flood management, slope stability, protection of watercourses, and the quality of infrastructure that the City or strata developments inherit.

Public Works Overview

Public Works maintains the City's infrastructure assets. Staff and contractors provide these services to the community within Council's operating budgets and levels of service. All levels of service and function meet provincial and federal regulatory requirements.

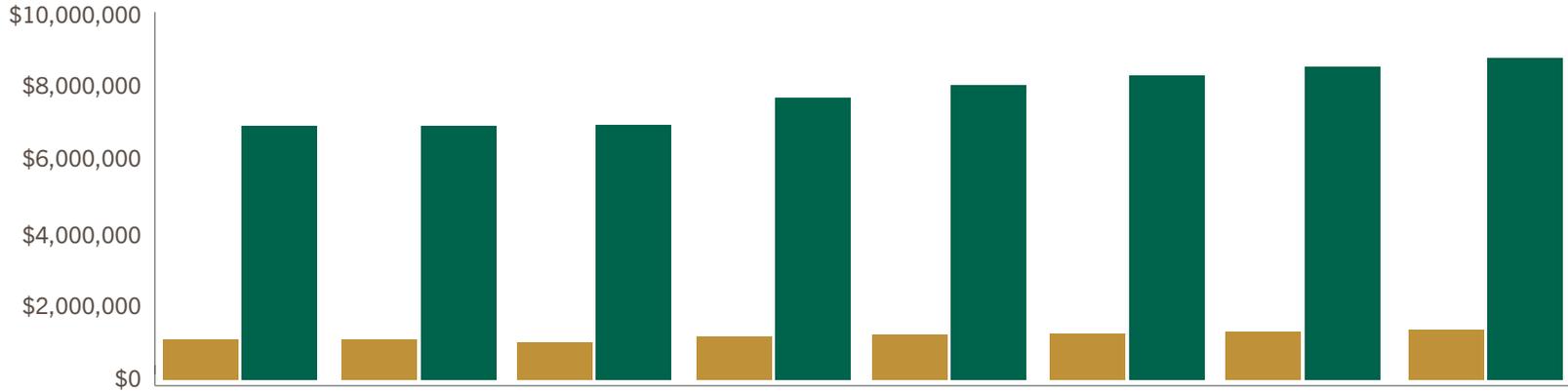
Department Structure: 39.25 FTE Positions and 4 Seasonal Snow Removal Positions



* The Cemetery Caretaker reports to the Parks Foreman; however, the Foreman operates within the Parks, Recreation and Culture budget (see page 43).



Engineering and Public Works 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$1,099,904	\$1,110,757	\$1,030,056	\$1,180,257	\$1,232,012	\$1,274,367	\$1,318,504	\$1,364,507
Total Expenses	\$6,958,853	\$6,942,866	\$6,977,514	\$7,725,059	\$8,067,835	\$8,326,606	\$8,562,016	\$8,805,577

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- 40% increase in vehicle & equipment charges in 2022 and 2023 combined.
- Elimination of small capital budget from operations in 2023 – now budgeted in capital.
- Increase in budgeted public works hours in 2023 based on a detailed review of positions and related hours.

Highlights of 5-Year Plan

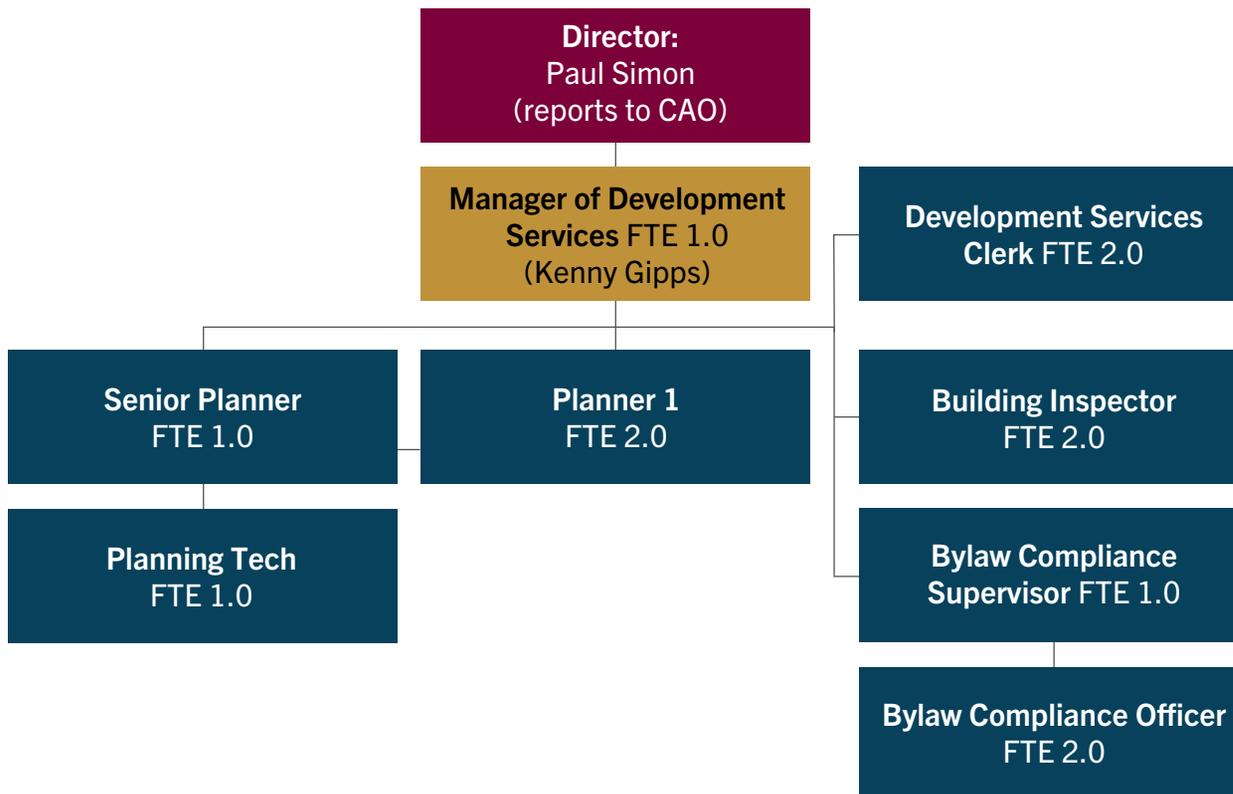
- Vehicle and equipment annual increase of 5%.
- Increased wages due to more hours being allocated to operations vs capital projects.
- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.
- Annual increase in refuse services of 6% in 2026 and 2027, and 4% thereafter.



Development Services and Bylaw

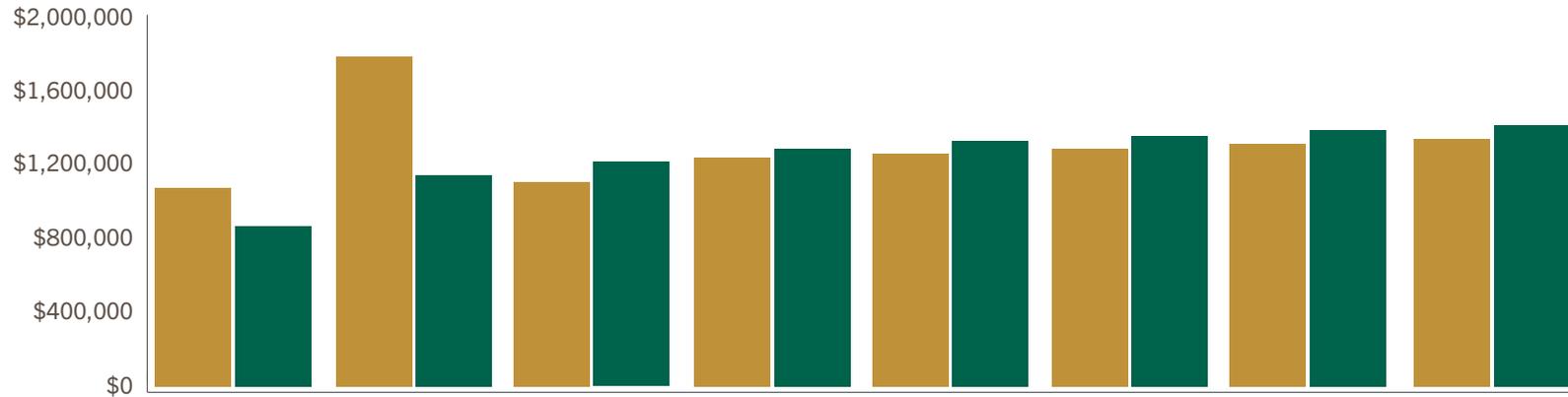
Planning and Development Services as well as Bylaw Compliance Services operates under the umbrella of Development Services. The department provides regulatory oversight of all current and future land use activities within the City. This includes long-range policy planning, current planning, heritage enhancement and protection, business licensing, and building services.

Department Structure: 13.0 FTE Positions





Planning and Development Services 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$1,075,567	\$1,789,150	\$1,106,640	\$1,238,800	\$1,263,576	\$1,288,848	\$1,314,624	\$1,340,917
Total Expenses	\$869,686	\$1,145,089	\$1,216,718	\$1,286,652	\$1,330,032	\$1,358,504	\$1,387,639	\$1,417,454

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

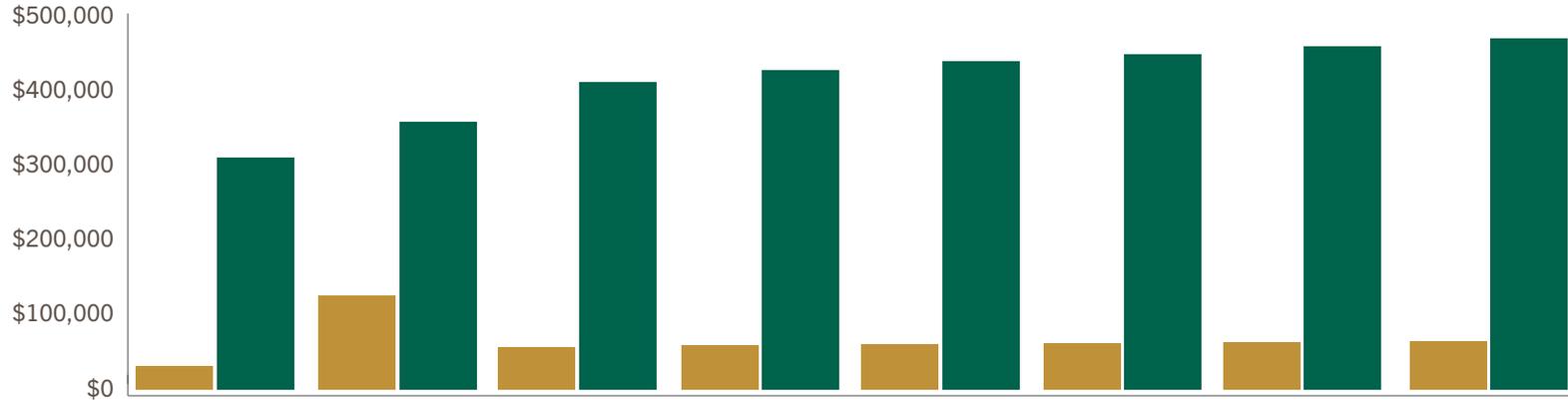
- In 2024 the department was restructured to include a Director position, resulting in increased wage costs.
- Increase in license and permit revenue based on increased construction and general fees and charges increases.
- Savings in 2022 and 2023 based on reduced legal costs resulting in a reduction of professional services budget.
- In 2024 an additional building official position was added to the budget funded through increased permit revenue due to high permit volumes.
- A Planner 1 and Planning Technician were added to the budget in 2023 and 2025.

Highlights of 5-Year Plan

- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.
- Increase in license and permit revenue base on 5% in 2025, and 3% per year thereafter subject to regular fees and charges bylaw updates.



Bylaw Compliance 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$31,285	\$125,772	\$57,064	\$59,600	\$60,792	\$62,008	\$63,248	\$64,513
Total Expenses	\$310,243	\$358,768	\$411,392	\$427,116	\$438,806	\$449,061	\$459,596	\$470,420

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- 40% increase in vehicle and equipment charges in 2022 and 2023 combined.
- In 2024 staff costs increased from 2.80 FTE to 3.50 FTE as a result of a new officer spending initiative and departmental restructuring.

Highlights of 5-Year Plan

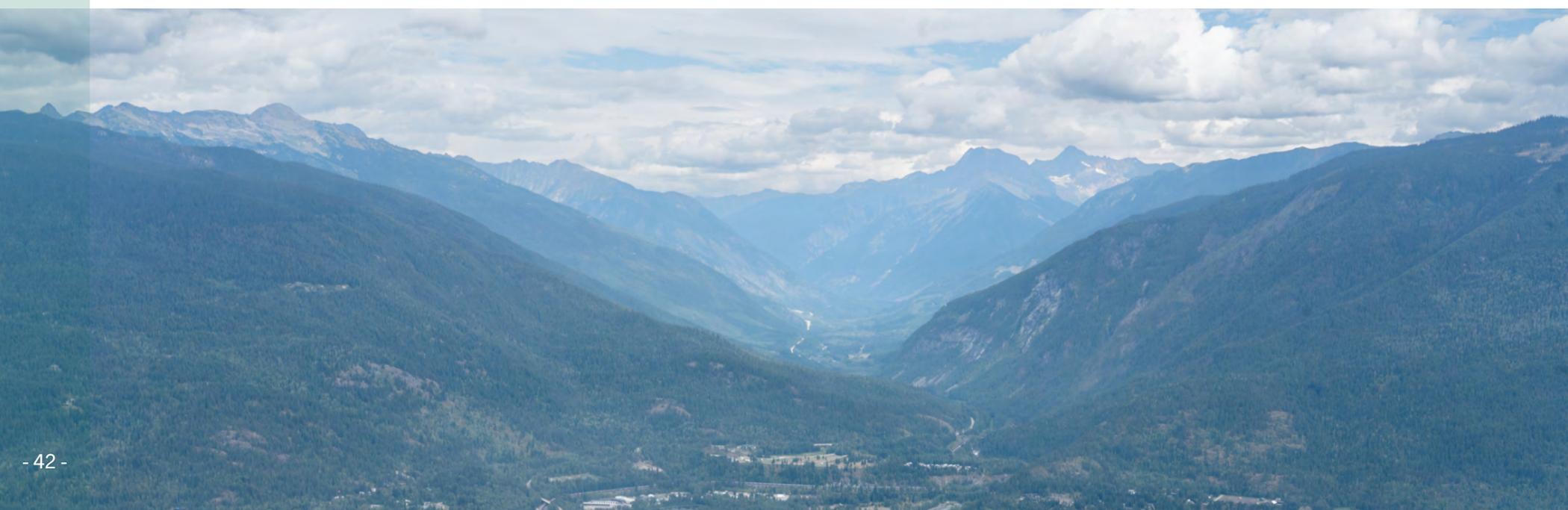
- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.
- Consistent ongoing fine and license revenue budgeted for.



Community Economic Development (CED)

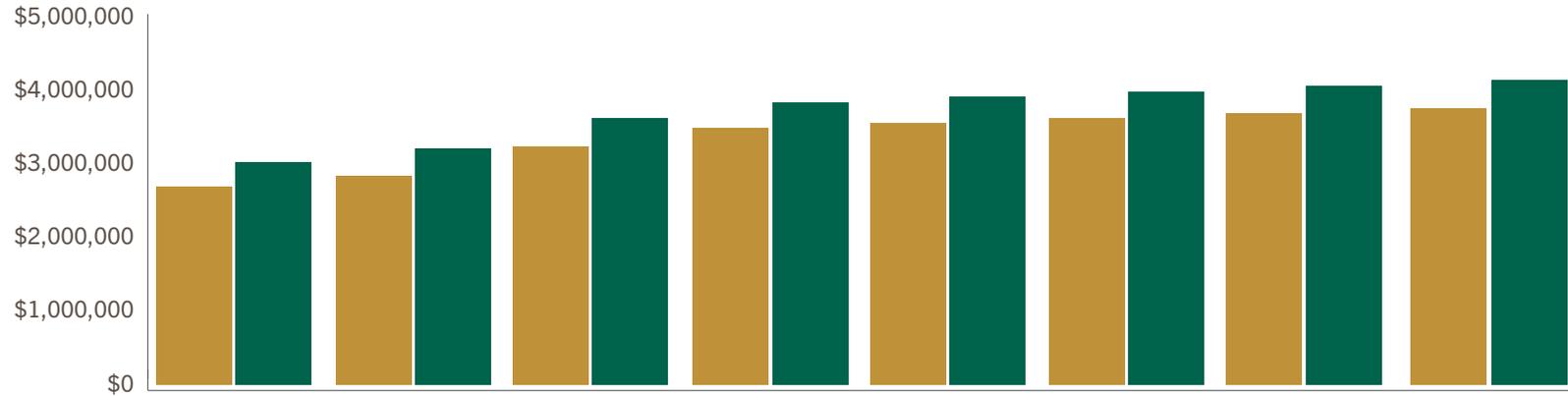
The Community Economic Development (CED) department plays a crucial role in the City’s economic and social sustainability. The main economic functions of the department include support for business and workforce development, economic diversification, investment attraction, tourism destination management, indigenous relationships. Community development support functions include poverty reduction planning, food security, housing, childcare, and overall community wellness.

Department Structure: 3 FTE Positions and 1 Contractors





Community Economic Development 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$2,689,987	\$2,832,787	\$3,238,722	\$3,491,500	\$3,554,930	\$3,619,629	\$3,685,621	\$3,752,934
Total Expenses	\$3,029,363	\$3,215,718	\$3,624,324	\$3,838,774	\$3,914,138	\$3,986,364	\$4,060,052	\$4,135,231

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- In 2023 MRDT revenue increased to 3% collection and expanded to Area B as of May 1.
- Other flow through grants increased and are directed to specific programs (e.g. Emergency Shelter).

Highlights of 5-Year Plan

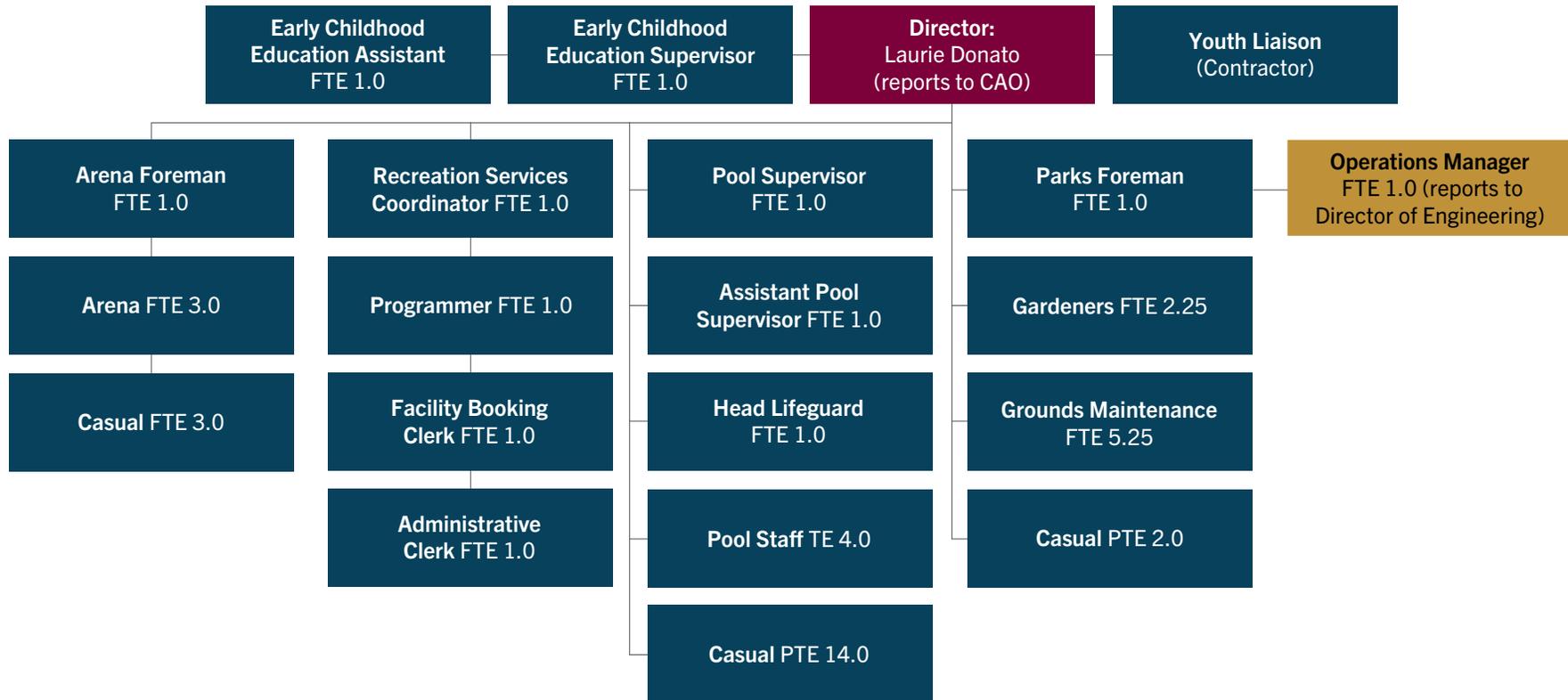
- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.
- Provision for the use of OAP funds for affordable housing initiatives.

Parks, Recreation and Culture

The Parks, Recreation & Culture Department provides overall direction and guidance for managing parks, recreational and cultural facilities, resources, and recreation and culture programs for the community. The department is supported by a variety of positions in all divisions in addition to the leadership and administrative support team. Divisions include: Aquatic Centre, Arena,

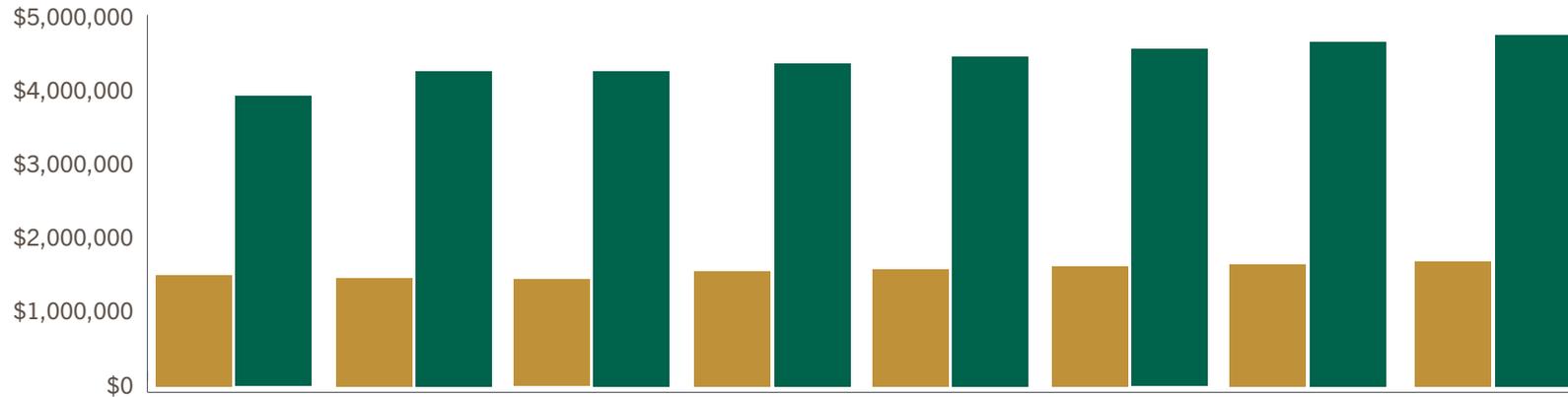
Community Centre, Parks and Playgrounds, Preschool, and Culture. The Department provides cultural services mainly through agreements with partner community organizations, including the Revelstoke Arts Council, the Revelstoke Museum & Archives Society which operates the Revelstoke Museum, and the B.C. Interior Forest Museum Society which operates the Forestry Museum.

Department Structure: 27.5 FTE Positions + 19 Casual and 1 Contractors - Not including Operations Manager





Parks, Recreation and Culture 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$1,507,462	\$1,473,110	\$1,448,416	\$1,561,500	\$1,592,730	\$1,624,585	\$1,657,076	\$1,690,218
Total Expenses	\$3,933,521	\$4,277,523	\$4,277,303	\$4,377,988	\$4,474,820	\$4,570,509	\$4,668,543	\$4,768,990

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- 40% increase in vehicle and equipment charges in 2022 and 2023 combined.
- Elimination of small capital budget from operations in 2023 – now budgeted in capital.
- 2025 and thereafter revenue and costs are budgeted based on extending aquatic/fitness centre week day operating hours and opening 7 days per week during peak season.

Highlights of 5-Year Plan

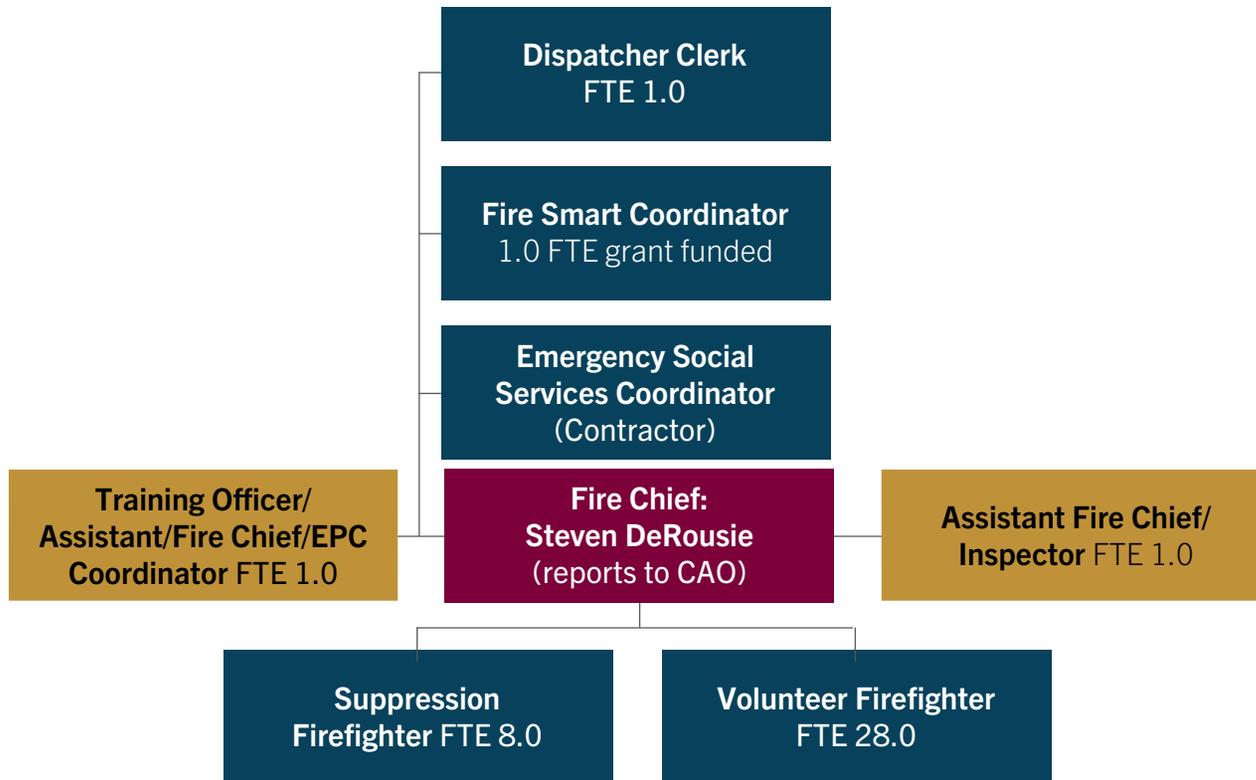
- Revenue and expenditures reflect operating the aquatic and community centre 7 days per week during peak season.
- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.



Fire Rescue Services (FRS)

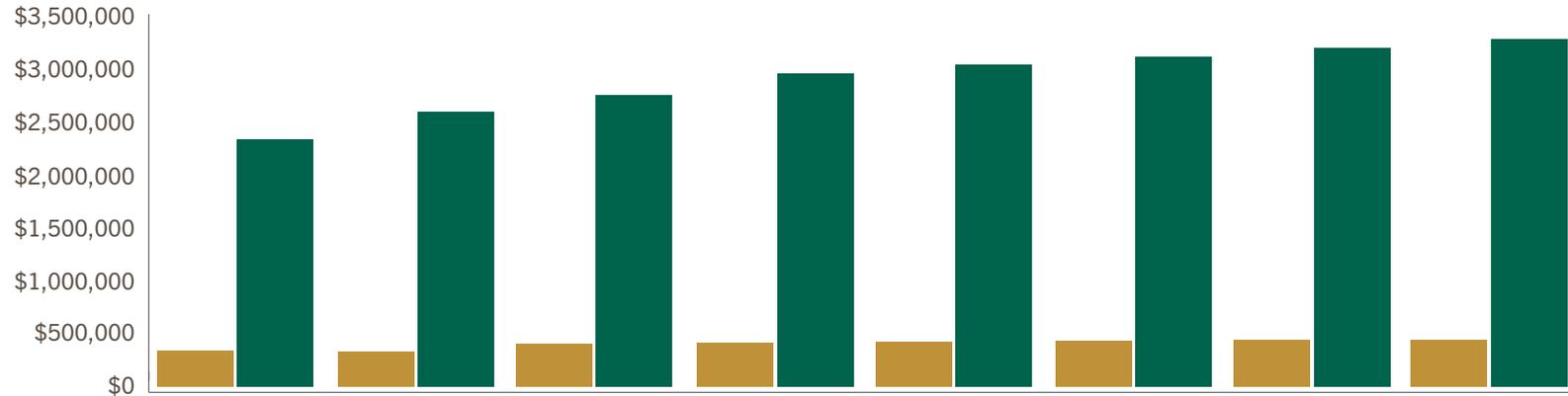
Fire Rescue Services (FRS) is a Full-Service Operations Level Fire Department, delivered through a Composite Department model (both Career and Volunteer Firefighters) The goal of the FRS is to provide fire protection and rescue services through a range of programs designed to protect the lives and property of residents and visitors. Areas of service include the City of Revelstoke, the contracted fire protection area of CSRD Area B, and road rescue services for both the Trans Canada Highway 1 and Highway 23.

Department Structure: 12 FTE Positions + 1 FTE Grant Position + 28 Volunteer Firefighters + 1 Contractor





Fire Rescue Services 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$337,556	\$334,011	\$404,918	\$412,449	\$420,698	\$429,112	\$437,694	\$446,448
Total Expenses	\$2,337,490	\$2,596,636	\$2,760,163	\$2,961,453	\$3,044,691	\$3,122,552	\$3,202,819	\$3,285,582

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- Between 2022 and 2025 vehicle and equipment charges increased 95%.
- Elimination of small capital budget from operations in 2023 – now budgeted in capital.
- 2023 and 2025 wages increased due to an additional suppression fire fighter being added to the department
- In 2025 revenue increased for increased fire rescue and inspection services.

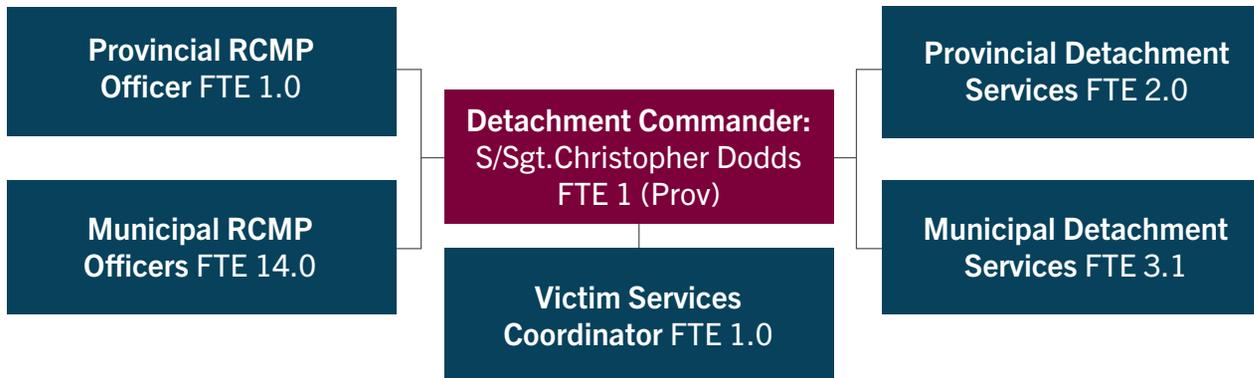
Highlights of 5-Year Plan

- General inflationary increases of 2% per year.
- Provision for annual wage/benefit increases.

Royal Canadian Mounted Police (RCMP)

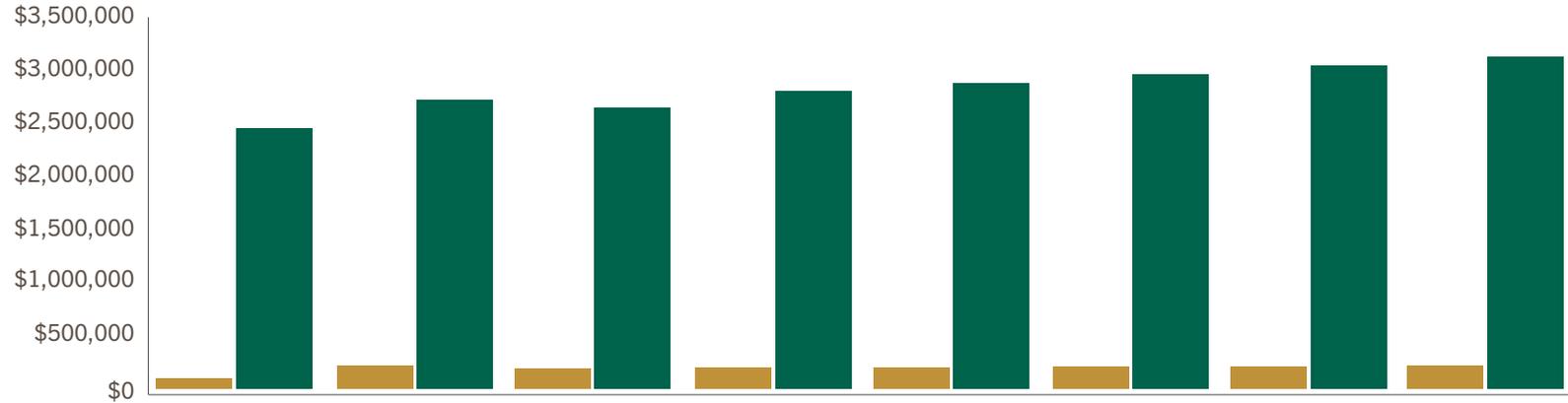
The RCMP is proud to be responsible for policing services to the City of Revelstoke and surrounding area. We provide service in a number of core areas: emergency planning and response, proactive patrols, crime prevention initiatives and investigation responsibilities covering federal, provincial and municipal laws. The RCMP is responsible for providing the initial response for many federal and Provincial agencies. The Detachment is involved in working with community organizations, internal and external partners, as well as international clientele.

Department Structure: 21.5 FTE Positions (4 Provincially funded positions)





RCMP 5-Year Financial Plan



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Total Revenue	\$95,361	\$214,689	\$186,334	\$196,150	\$201,412	\$206,820	\$212,377	\$218,088
Total Expenses	\$2,470,936	\$2,737,749	\$2,665,607	\$2,823,121	\$2,902,078	\$2,983,306	\$3,066,870	\$3,152,840

Explanations of Variances Between Historical Actuals and Draft 2026 Budget

- Elimination of small capital budget from operations in 2023 – now budgeted in capital.
- Historical vacancy rates for positions ranged from 2-3.5 FTE. The current authorized strength is 14 FTE.
- In 2022 RCMP’s collective bargaining reached a decision and retroactive pay was administered. The City over estimated how much retroactive pay was required, causing a decrease in expenses when the accrual was reversed.

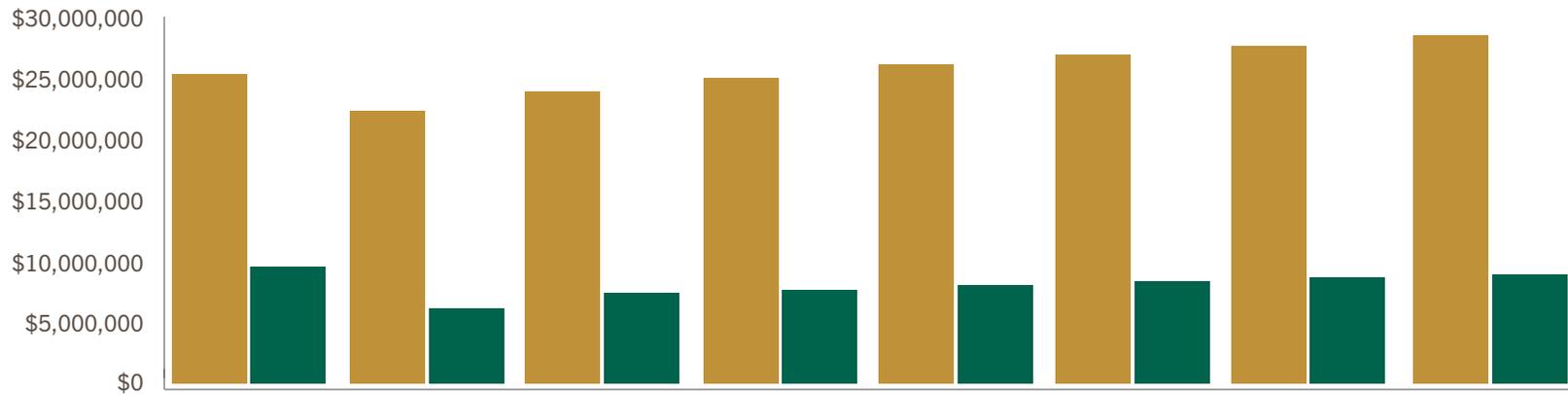
Highlights of 5-Year Plan

- The average vacancy rate for positions was reduced to 2-2.50 FTE, resulting in an increase in annual costs.
- General inflationary increases equivalent to estimates provided from the RCMP.



FISCAL Services

The City’s Fiscal Services area contains revenues and expenses which are not directly attributable to one of the City’s other operating departments. Fiscal Services revenue consists of property taxation, franchise fees, general grants, interest earnings and administrative/departmental cost recoveries while fiscal expenses are for interest charges, debt payments (both principal and interest) and transfers to reserves. The Finance Department oversees the Fiscal Services area and is responsible for the various accounts which comprise this function.



	2023 Actual	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
■ Total Revenue	\$25,457,592	\$22,439,338	\$24,004,726	\$25,141,188	\$26,245,400	\$27,039,876	\$27,828,265	\$28,628,446
■ Total Expenses	\$9,640,594	\$6,212,362	\$7,423,867	\$7,656,358	\$8,117,044	\$8,419,321	\$8,722,959	\$8,966,422



Capital and Major Project Plan





Capital and Major Project Plan

Long-Term Capital Plan

Summaries of the City's 15-year General, Water, Big Eddy Water and Sewer capital and major project plans are shown on the following charts. The major projects to be completed or constructed over the next 5 years are also highlighted.

The recently completed infrastructure master plans have been incorporated into capital plans including DCC funded projects. Capital projects that are planned for past 15 years or require more information are not included in the budget and are noted on the Unfunded List.

It should also be noted that the capital projects in later years are not based on detailed estimates like those in the first few years, and that as capital projects become more current (in subsequent versions of the long-term plan), updated cost estimates are obtained.

The City's 15-year capital plans are compiled to minimize external borrowing and, instead, place an emphasis on internal reserve funding for capital projects. This approach is outlined in the [Debt Management and Financing/Funding Policy](#).

Development Cost Charges (DCCs) and Growth

DCC's are the legislated means by which local governments can recover a portion of capital costs incurred resulting from growth and/or development. For example, because of development, additional burden is placed on the City's parks, roads, sewer, and water systems which in turn need to be expanded to accommodate new growth. The City's DCC bylaw was updated in 2025 and is reflected in the 15-year capital plans.



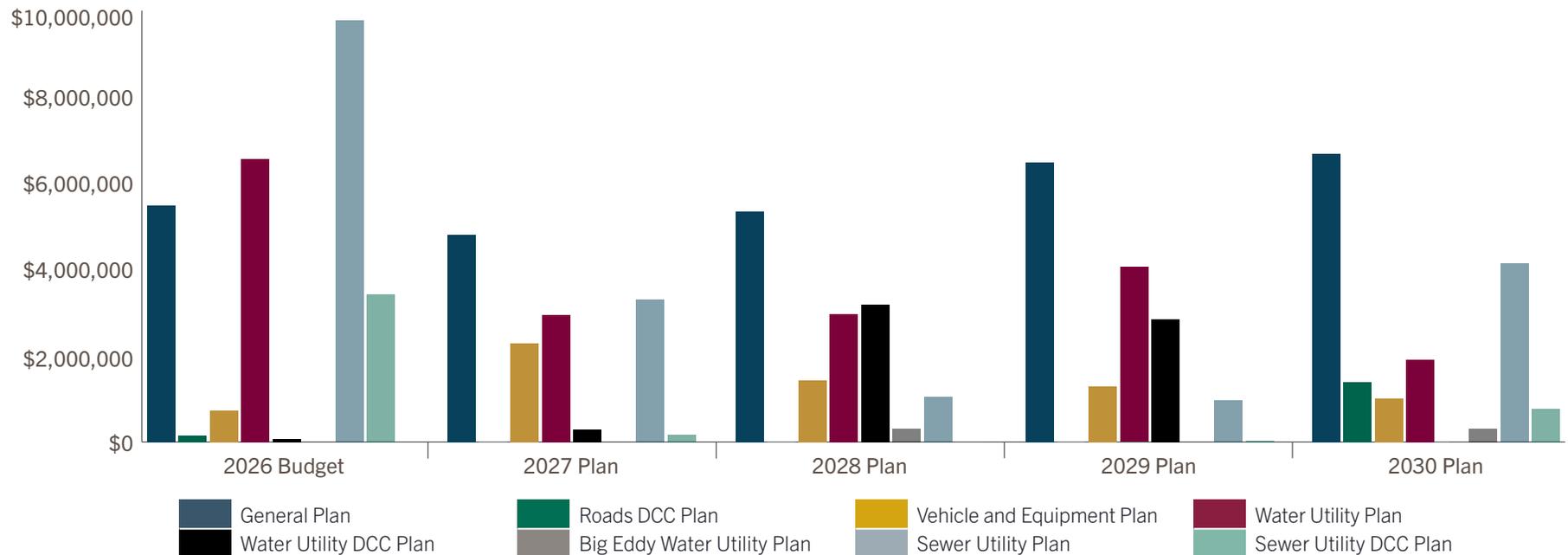
General Capital and Major Project Plan

The following graph summarizes the City’s 15-year General Capital and Major Project Plan. This plan does not include projects that are listed in the provided “Capital/Major Projects Spending Package Summary with Ratings” chart which have come forward as Spending Packages as well as the project listed in the “Unfunded Capital Project List” chart. Specific projects on the Spending Package list are recommended for inclusion in the budget to take advantage of External Funding and/or because of their critical nature. All of these projects have been ranked using a project rating matrix. It is recommended that further capital and major capital spending not be

undertaken beyond those recommended in the Spending Package list until the details around the Major Projects that Require Further Information are available, including the arena project.

The City’s long-term general capital plan totals approximately \$239 million over the next 15 years. The table shows some of the major general capital projects planned for over the next 5 years. The General Capital and Major Project Plan focuses on the renewal and upkeep of existing infrastructure. This includes full funding for the long-term road rehabilitation/ pavement management plan.

Planned Capital and Major Project Spending



Key General Capital and Major Projects Planned Over the Next 5 Years

Description	Total Capital Costs	2026	2027	2028	2029	2030	2031 or later
Wayfinding project	\$900,000	\$50,000	\$250,000	\$50,000	\$250,000	-	\$300,000
Heritage and design guideline	\$310,000	\$10,000	\$50,000	-	\$110,000	-	\$140,000
Official Community Plan update (5-year cycle)	\$495,000	\$40,000	\$80,000	\$125,000	-	-	\$250,000
Zoning bylaw update (5-year cycle)	\$255,000	-	-	-	\$85,000	-	\$170,000
Climate Action Plan	\$80,000	-	-	\$80,000	-	-	-
DCC bylaw update (5-year cycle)	\$225,000	-	-	-	-	\$75,000	\$150,000
Bill 16 implementation	\$65,000	\$65,000	-	-	-	-	-
Housing Action Plan (5-year cycle)	\$205,000	\$35,000	-	-	\$50,000	-	\$120,000
Needs assessment - PW yard phase 1 (covered storage)	\$500,000	\$500,000	-	-	-	-	-
Roads - Pavement patching and repairs	\$10,789,270	\$500,000	\$525,000	\$551,250	\$578,810	\$607,750	\$8,026,460
Roads - Pavement management program	\$33,937,740	\$1,600,000	\$1,650,000	\$1,732,500	\$1,819,120	\$1,910,080	\$25,226,040
Sidewalk and curb	\$750,000	-	-	-	-	\$250,000	\$500,000
Illecillewaet second crossing (DCC)	\$7,710,210	-	-	-	-	-	\$7,710,210
Roads - Multiuse path	\$6,592,940	\$800,000	\$800,000	\$300,000	\$300,000	\$1,692,940	\$2,700,000
Stormwater - Rehabilitation	\$3,000,000	-	-	-	\$1,000,000	-	\$2,000,000
PW canvas building - Jordan Pit (2024 Spending Initiative)	\$200,000	-	\$200,000	-	-	-	-
PW main shop parking lot - Paved surfaces (BCA)	\$260,000	-	-	\$260,000	-	-	-
Century Vallen - Roof replacement (roof report)	\$250,510	-	-	\$250,510	-	-	-
Community Centre - Retractable partitions (BCA)	\$260,000	-	-	\$200,000	\$60,000	-	-
Community Centre - Front parking lot - Paved surfaces (BCA)	\$325,000	-	-	-	\$325,000	-	-
RCMP - Package units (BCA)	\$225,000	-	-	\$225,000	-	-	-
Fire Hall - Roof replacement (roof report)	\$665,000	-	-	-	-	\$665,000	-
Courthouse - Roof replacement (roof report)	\$330,000	-	-	-	-	\$330,000	-
Arena - Condenser project	\$385,000	-	-	\$35,000	\$350,000	-	-
Arena - Curling rink roof	\$400,000	-	-	-	-	\$400,000	-
Arena - HVAC and electrical upgrades	\$370,000	-	-	\$370,000	-	-	-
Arena - Rink slab replacement	\$480,000	-	-	-	\$40,000	\$440,000	-
Golf Course - Clubhouse parking lots - Paved surfaces (BCA)	\$215,000	-	-	-	\$215,000	-	-
Aquatic Centre - Repaint metal trusses and columns	\$400,000	-	\$400,000	-	-	-	-
Aquatic Centre - Resilient floor finishes (BCA)	\$211,200	-	-	-	-	\$211,200	-



Unfunded Capital Project List

Description of Project	Preliminary Dollar Value	Comments
Arena Re-development	\$26,000,000 - \$83,000,000	The construction cost to replace the facility depends on the type of facility chosen.
Boiler system for Aquatic & Community Centre	\$675,000 - \$1,450,000	To provide backup heat to the aquatic and community center when RCEC is not operating. There currently is not a backup system for the facility and the pool is required to close when RCEC is not operating. Staff to perform research on other options and potential grant funding.
Project from Transportation Master Plan (TMP)	\$27,000,000	Replacement of 4th St bridge. Dependant on external grants.
Project from Transportation Master Plan (TMP)	\$2,775,000	4th St bridge rehabilitation/extend sidewalk.
Public Works Yard Upgrades	To be determined	Assessment underway.
Waste Water Treatment Plant Phase 2 and 3	To be determined	The City will need to complete the full three phase upgrades of the Waste Water Treatment Plant. New estimates for construction costs are currently being obtained.
Revelstoke Community Energy Corporation (RCEC)	To be determined	RCEC relies on fibre from the forestry industry. Given the current uncertainties of the forestry industry, a long term sustainability of the utility and what our options are will need to be explored.
South Revelstoke Fire Station - Capital	\$15,000,000	RMR to dedicate land, master planning financial implication currently underway, which will provide staff and Council direction. Current estimate includes building and new equipment.
South Revelstoke Fire Station - Operating	\$1,786,500	Increased annual operating costs over the next 5-10 years.

It is recommended that further capital and major capital spending not be undertaken beyond those recommended in the Spending Package list until the details around the major projects listed here are available, including the arena project.



Capital Project Rating Summary

Department	Project	Total Project Amount	Externally Funded	Annual Operating Impact	Score out of 42	Proposed Funding Sources
Engineering & Public Works	PW Safety Program	\$110,000	-	-	24	Financial Stabilization Reserve
Engineering & Public Works	Pearson Crossing Controller Upgrade	\$140,000	-	-	23	General Capital Reserve
Engineering & Public Works	Victoria Road Traffic Calming & Pedestrian Safety	\$100,000	-	-	23	Transportation Infrastructure Reserve
Engineering & Public Works	Mackenzie Ave Intersection Improvements	\$400,000	-	-	23	Transportation Infrastructure Reserve & Roads DCCs
Engineering & Public Works	Community Speed Limit Reduction Study & Implementation	\$100,000	-	-	22	Transportation Infrastructure Reserve
Engineering & Public Works	Columbia Park Lighting Upgrade	\$60,000	-	-	21	Deferred
Engineering & Public Works	Roads Alleyways Remediation	\$180,000	-	-	20	General Capital Reserve
Engineering & Public Works	Mackenzie Street Lighting Upgrade	\$160,000	-	-	19	Deferred
Engineering & Public Works	Roads Boulevard Revite	\$240,000	-	-	18	Deferred
Fire & Emergency Services	South Revelstoke Fire Station - Class D Estimate	\$20,000	-	-	23	Financial Stabilization Reserve
Fire & Emergency Services	Fire Training Centre Development - Class D Estimate	\$20,000	-	-	20	Financial Stabilization Reserve
Information Technology & GIS	CCTV System - DOKK Park	\$23,000	-	\$206	18	Deferred
Information Technology & GIS	IT-GIS Fleet Vehicle	\$40,000	-	\$12,000	17	Vehicle & Equipment Reserve
Recreation, Parks & Culture	Accessible Playground surface	\$150,000	\$123,500	-	18	General Capital Reserve, Grant & CBT
Recreation, Parks & Culture	Pickleball Court Facility	\$400,000	\$250,000	-	16	General Capital Reserve, Grant & RMI
Recreation, Parks & Culture	Ball Field Improvements (Rotary & Kokanee)	\$80,000	-	-	16	General Capital Reserve
Utility	Utility SCADA Site Upgrades	\$166,000	-	\$8,052	28	Water & Sewer Capital Reserves
Utility	Fire Hydrant Maintenance	\$80,000	-	-	27	Water & Sewer Capital Reserves
Utility	Water PLC upgrades	\$360,000	-	-	25	Water Capital Reserve
Utility	Sewer PLC upgrades	\$150,000	-	-	25	Sewer Capital Reserve
Utility	Reservoir Site Security Upgrades	\$90,000	-	-	24	Water Capital Reserve
		\$3,069,000	\$373,500	\$20,258		



Water Utility Capital Plan

The City’s 15-year water capital plan is summarized below. Water rates are planned to increase by 4% annually. The Water Utility Capital Reserve provides funding for water capital infrastructure projects. It is built up via reserve transfers funded by water user fees. In other words, water user fees need to cover the costs of both operations and capital to avoid external borrowing for water capital projects.

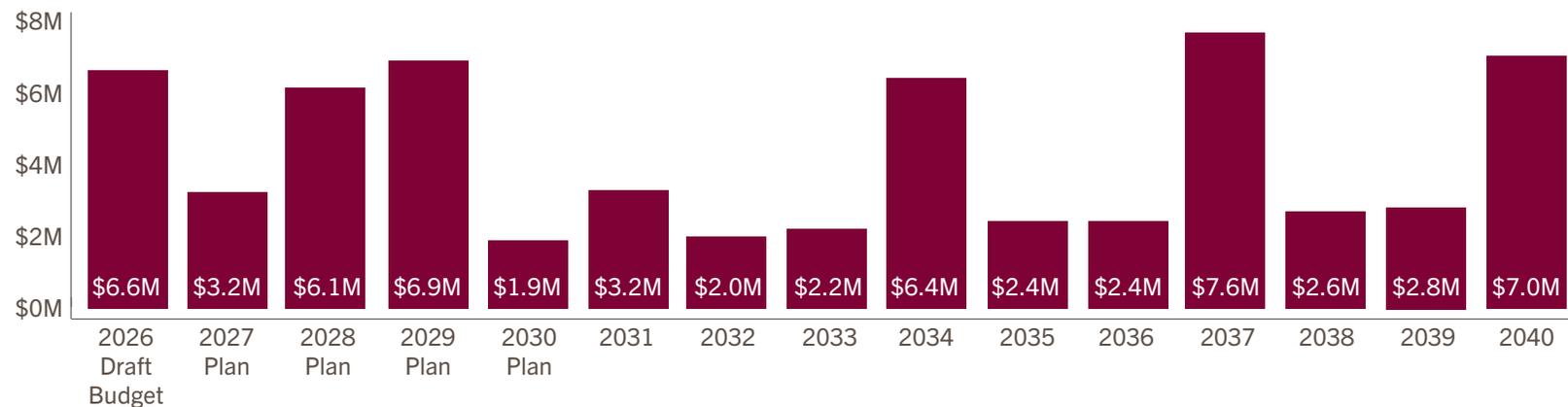
The City’s water utility capital spending program totals approximately \$64 million over the next 15 years (see graph below). Also listed below, are the major capital projects planned over the next 15 years. The water capital plan focuses on the renewal of existing water infrastructure to ensure the long-term integrity of the system.

Key Water Utility Capital Projects Planned Over the Next 5 Years

Description	Total Capital Costs	2026	2027	2028	2029	2030	2031 and later
Water metering	\$6,300,000	\$5,040,000	\$1,260,000	-	-	-	-
Distribution and laterals	\$33,319,970	\$1,500,000	\$1,575,000	\$1,936,000	\$1,600,000	\$1,600,000	\$25,108,970
Distribution Fire flows	\$200,000	-	-	-	-	\$200,000	-
Golf course well development treatment	\$8,639,500	\$100,000	\$400,000	\$4,069,750	\$4,069,750	-	-
Greeley - filter replacement	\$2,000,000	-	-	-	\$1,000,000	-	\$1,000,000
Roof replacement - Greely treatment plant	\$233,700	-	-	-	\$233,700	-	-

* Project budget to extend beyond 2030 to satisfy Total Capital Cost

15-Year Water Utility Capital Plan





Big Eddy Water Utility Capital Plan

The only project planned for in the Big Eddy Water 15-year capital plan is the \$600,000 pipe replacement project shown in the table below. Big Eddy water rates are planned to increase 4% annually to pay for operating costs and piping infrastructure projects.

Key Big Eddy Water Utility Capital Projects Planned Over the Next 5 Years

Description	Total Capital Costs	2026	2027	2028	2029	2030	2031 and later
Replace and upgrade 700m of pipe from wells to reservoir (DCC eligible)	\$600,000	-	-	\$300,000	-	\$300,000	-

* Project budget to extend beyond 2030 to satisfy Total Capital Cost





Sewer Utility Capital Plan

The City’s 15-year sewer capital plan is summarized below. Sewer rates are planned to increase by 4% annually. The Sewer Utility Capital Reserve provides funding for sewer related capital projects and it is built up via reserve transfers funded by sewer user fees. In other words, sewer user fees need to cover the cost of both operations and capital to avoid external borrowing for sewer capital projects.

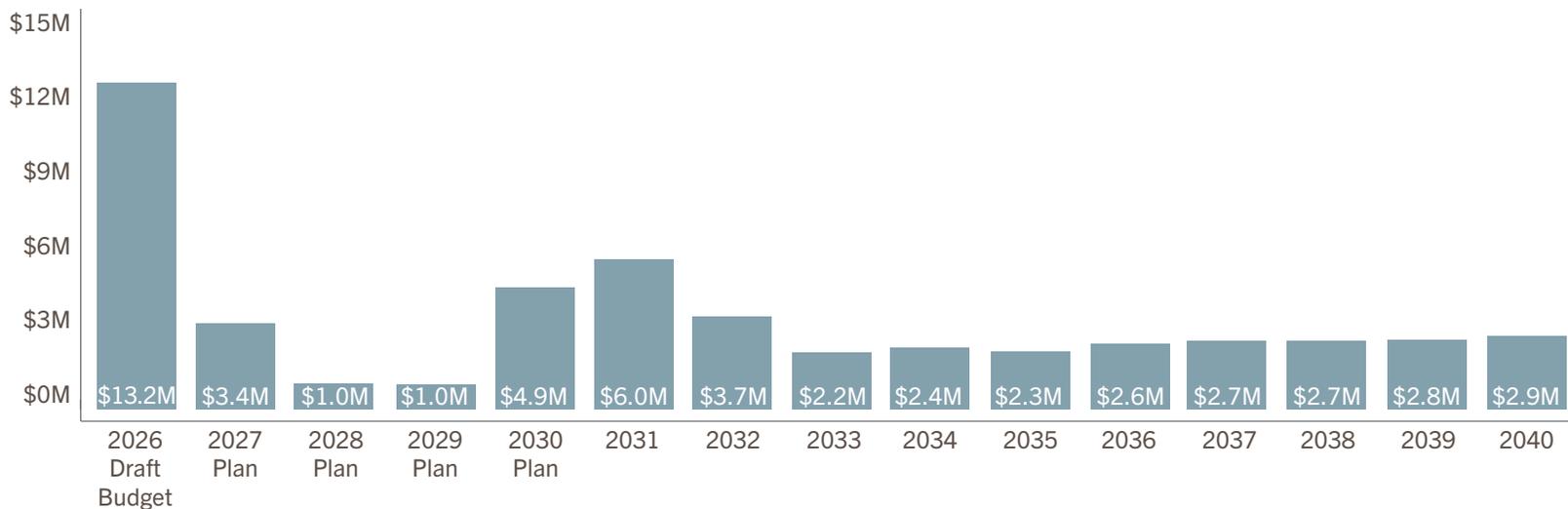
The City’s sewer utility capital spending program totals approximately \$54 million over the next 15 years (see graph below). Also listed below, are the major capital projects planned over the next 15 years. The sewer capital plan focuses on the renewal of existing sewer infrastructure to ensure the long-term integrity of the system.

Key Sewer Utility Capital Projects Planned Over the Next 5 Years

Description	Total Capital Costs	2026	2027	2028	2029	2030	2031 and later
WWTP upgrade	\$13,931,300	\$12,434,620	\$1,496,680	-	-	-	-
Gravity main & lateral	\$26,153,100	\$750,000	\$800,000	\$800,000	\$850,000	\$900,000	\$22,053,100
Forcemain Downie	\$7,868,000	-	-	-	\$157,360	\$3,855,320	\$3,855,320
Lift Station Upgrades - Burke	\$1,165,000	-	\$1,165,000	-	-	-	-
Lift Stations - Other	\$2,987,400	-	-	-	-	-	\$2,987,400

* Project budget to extend beyond 2030 to satisfy Total Capital Cost

15-Year Sewer Utility Capital Plan



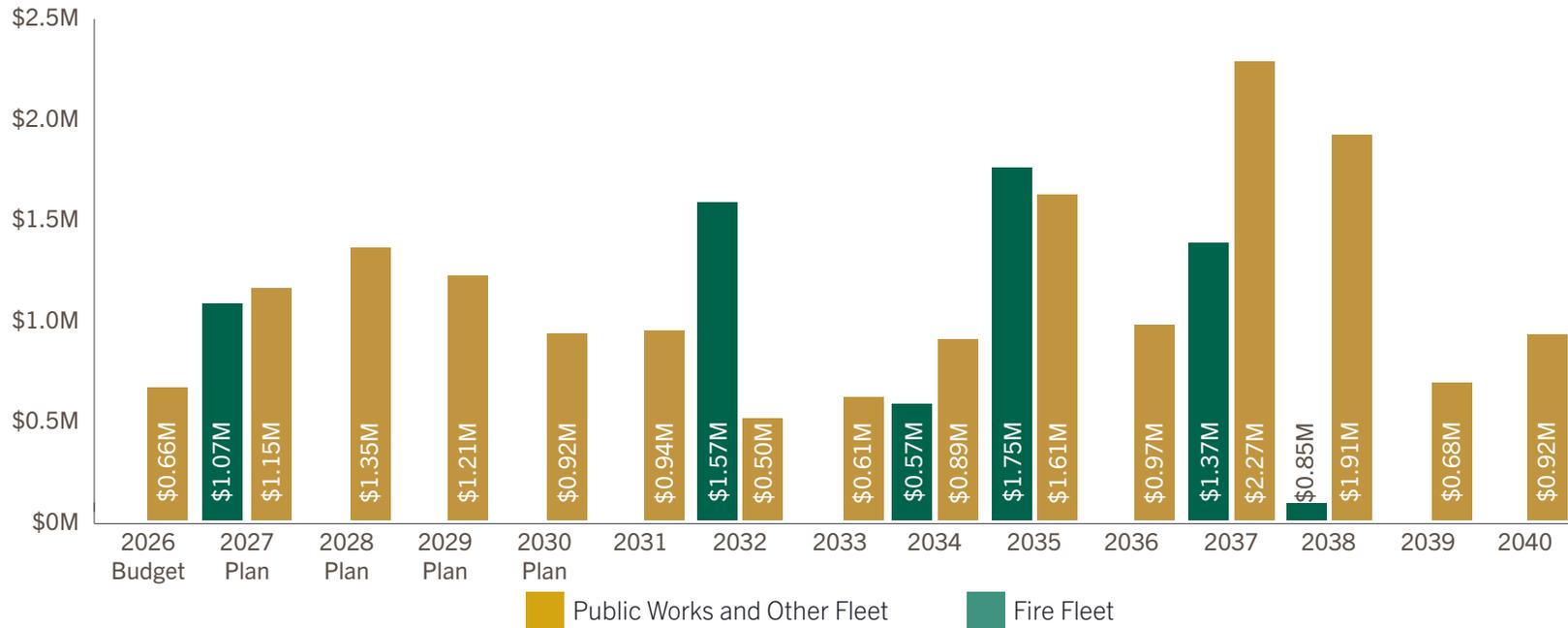


Vehicle and Equipment Capital Plan

The City has a long-term replacement plan for its fleet vehicles and equipment. Higher reserve levels are needed to pay for the replacements without having to borrow. To do this, the City’s financial plan provides for increased charge-out rates and related transfers to the City’s Vehicle and Equipment Reserve.

The City’s 15-year capital plan for the replacement of vehicles and equipment is summarized in the graph below. The vehicle and equipment capital plan totals approximately \$23 million over the next 15 years (see graph below). The internal vehicle and equipment charge-out rates are being increases by 5% plus an adjustment to fire equipment internal charges over the next few years to fund future fleet replacements and operations.

15-Year Vehicle and Equipment Capital Plan





Reserves and Surpluses



Reserves and Surpluses

Overview

The [Reserve Funds and Surpluses Policy \(F-14\)](#) outlines the City's philosophical basis and guiding principles for its various reserves and surpluses. The projected reserve transfers over the next 5 years based on the property tax and utility rate increases built into the financial plans are shown in the table below. The City's various reserve and surplus accounts and their respective projected balances over the next 5 years are also shown below. These balances are subject to change as the full picture of the City's master plans are incorporated into the financial projections.

The City's ability to minimize external debt and to provide internal funding for its capital and major projects is directly related to the health of the City's reserves. The steady build up of reserve levels will increase the City's financial stability and prosperity.

Transfer to Reserves

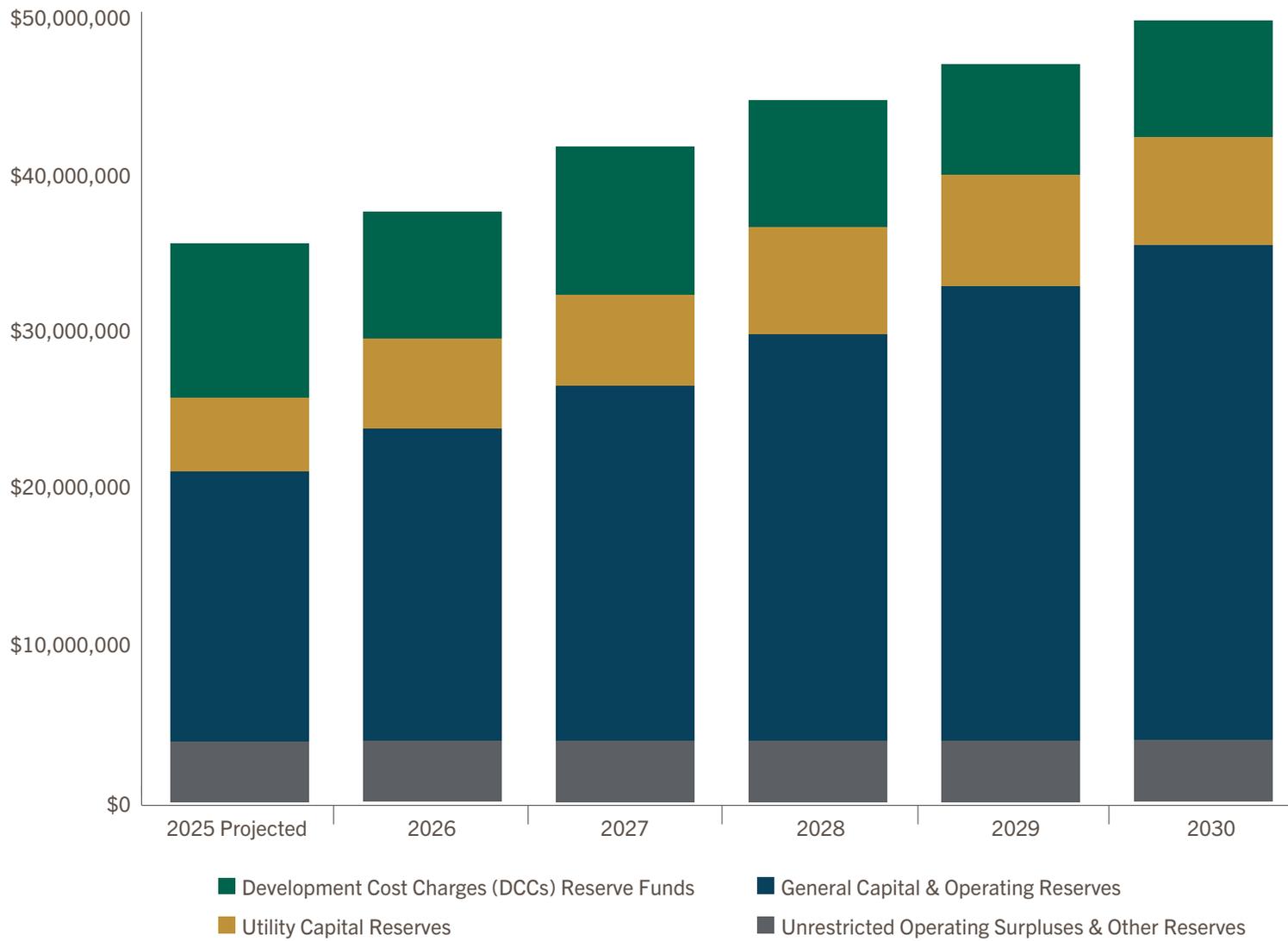
Property Tax and Utility Rate Increases with Resulting Reserve Transfers						
	2025 Budget	Draft 2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Property Tax Increases	6%	4.75%	2.5%	2%	2%	2%
Refuse Increases	10%	6%	6%	4%	4%	4%
Water Rate Increases	5%	4%	4%	4%	4%	4%
Big Eddy Water Rate Increases	5%	4%	4%	4%	4%	4%
Sewer Rate Increases	5%	4%	4%	4%	4%	4%
General Operating Fund Transfers to Reserves (includes Community Building Fund grant)	\$6,694,000	\$7,246,000	\$7,674,000	\$8,047,000	\$8,349,000	\$8,739,000
Water Operating Fund Transfers to Reserves	\$1,965,000	\$2,175,000	\$2,318,000	\$2,475,000	\$2,640,000	\$2,900,000
Big Eddy Water Operating Fund Transfers to Reserves	\$72,000	\$93,000	\$108,000	\$115,000	\$125,000	\$134,000
Sewer Operating Fund Transfers to Reserves	\$2,199,000	\$2,452,000	\$2,310,000	\$2,523,000	\$2,700,000	\$2,886,000
Total Projected Reserve Transfers	\$10,930,000	\$11,966,000	\$12,410,000	\$13,160,000	\$13,814,000	\$14,659,000

1% Increase is Equivalent to:

Property Taxes	\$174,000
Garbage Rates	\$5,400
Water Utility	\$36,000
Big Eddy Water Utility	\$2,300
Sewer Utility	\$36,000

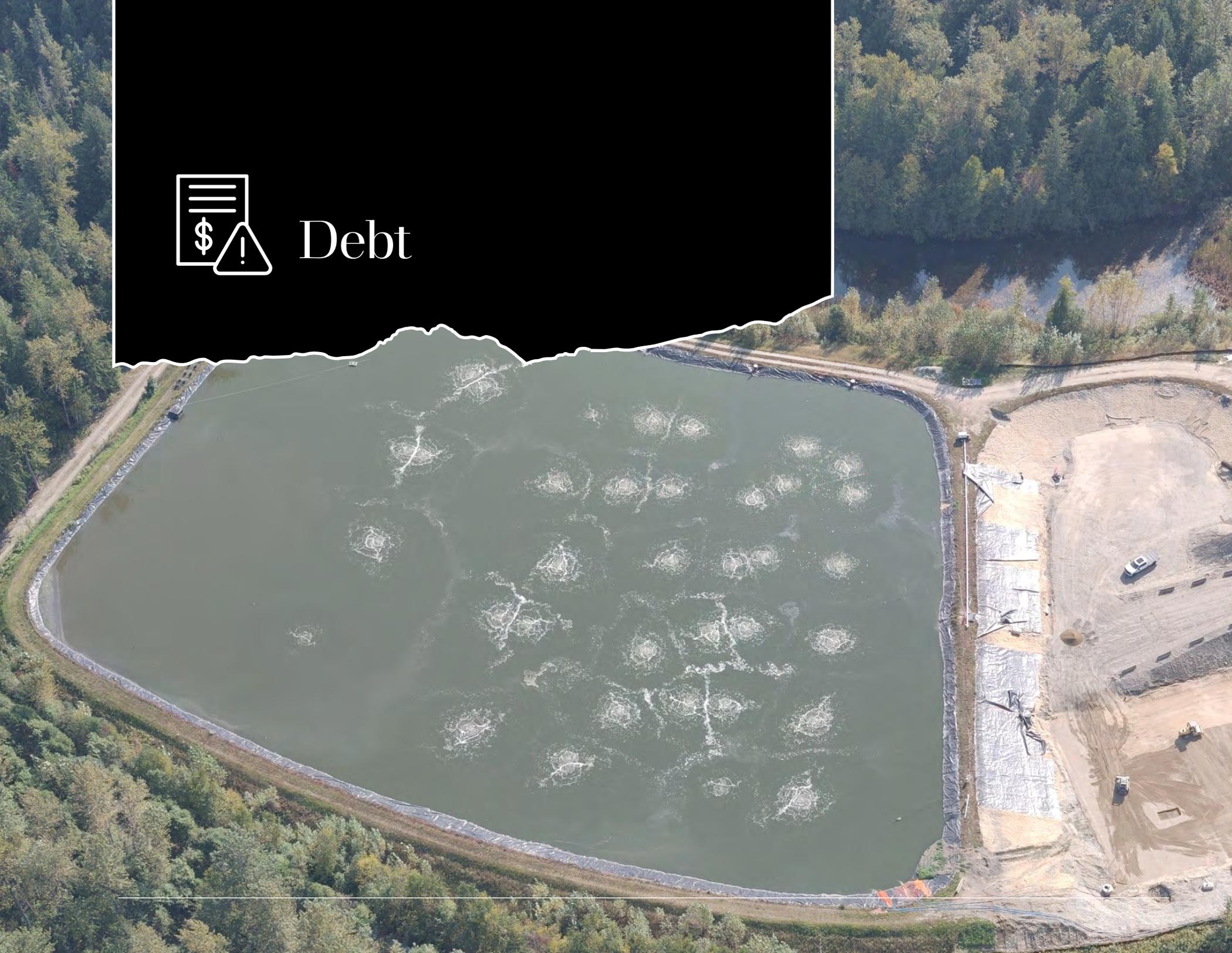
Based on Final 2025 Budget

Projected Reserve and Surplus Balances





Debt





Debt

Overview

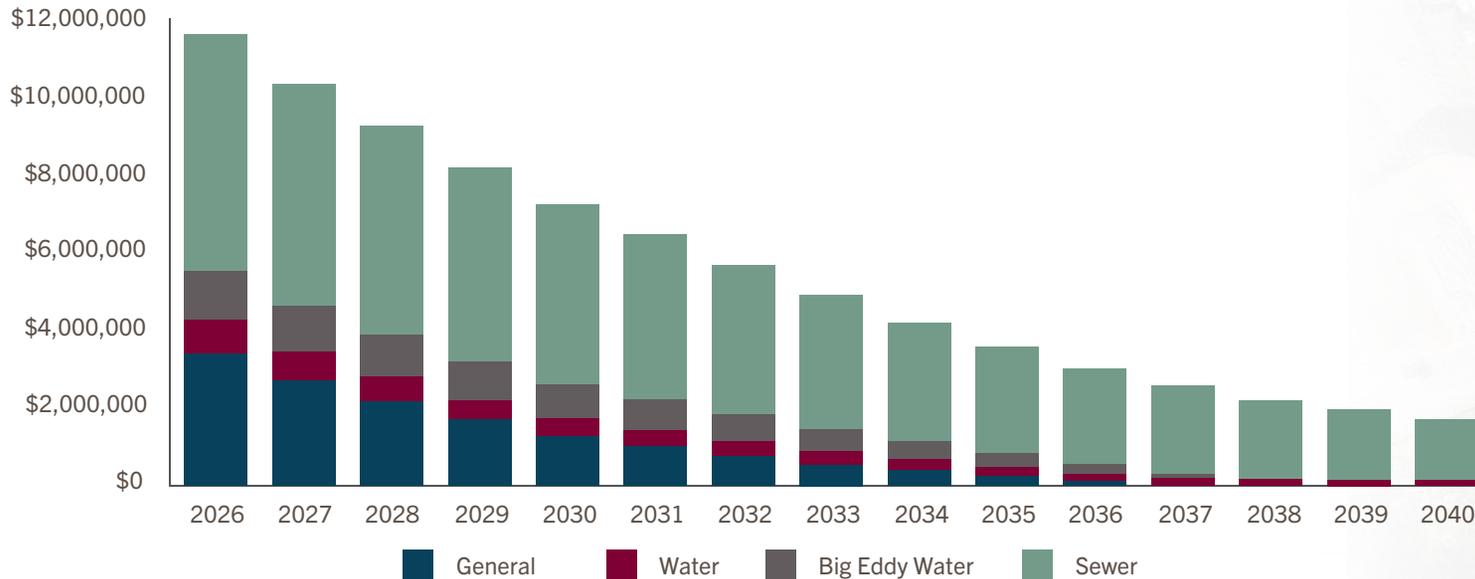
The Debt Management and Financing/Funding Policy explains the different attributes of debt and indicates a clear preference for reserve funding (pay now, buy later) versus debt financing (buy now, pay later) and internal debt versus external debt. An exception to this is local area service borrowings where the debt payments are paid for by specific area residents who benefit from a particular service or project.

The City's Financial plan includes some new external debt (in 2026) to fund the Wastewater Treatment Plant (WWTP) upgrade. The majority of this project is being funded by grants, external borrowing, and Development Cost Charges (DCCs).

External Long-term Debt

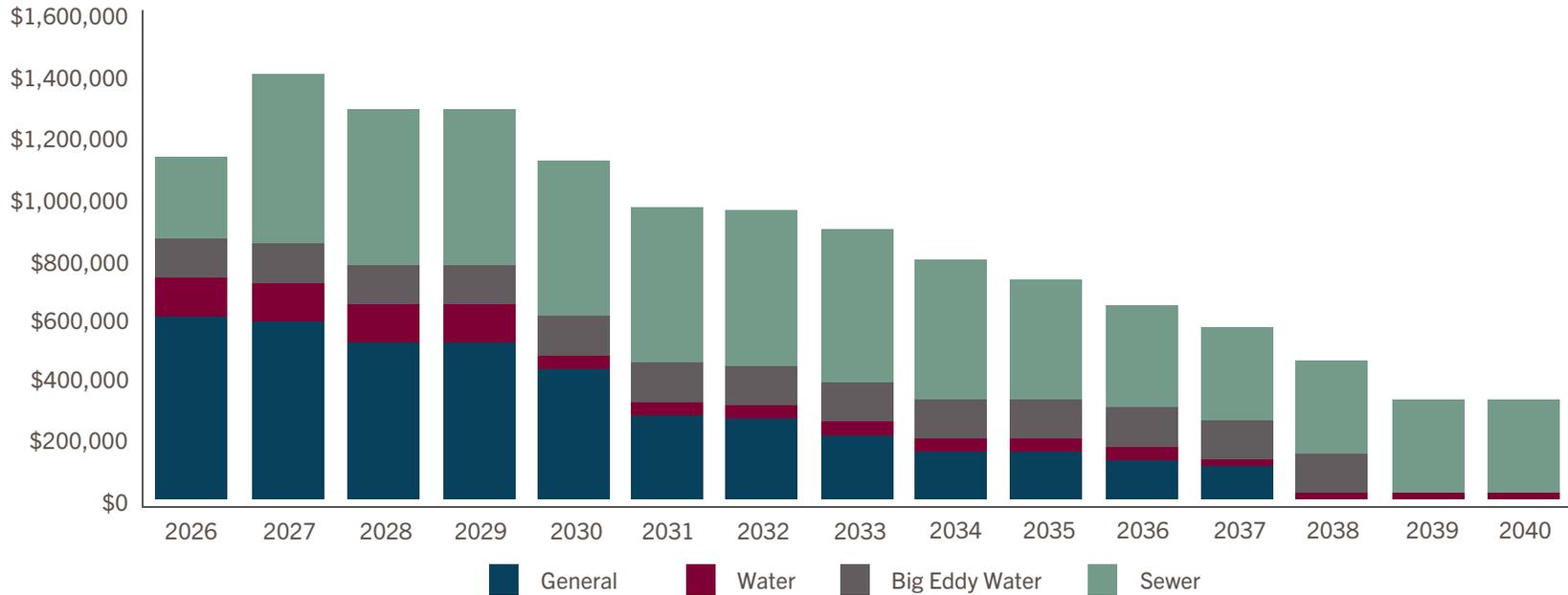
The City has approximately \$8.5 million of existing general and utility debt outstanding at the end of 2025, with \$4.1 million, \$1.0 million, \$1.3 million and \$2.1 million outstanding in the General, Water, Big Eddy Water, and Sewer Funds, respectively (see graph below). The City's existing debt is due to be paid off by 2048 with the general debt expiring in 2037.

City of Revelstoke's Debt





Annual Debt Servicing Costs on Existing Debt (Principal and Interest Payments)



The annual debt servicing costs (principal and interest payments) on the above debt are shown below. In 2026 the annual debt payments will be \$611,000, \$130,000, \$131,000 and \$273,000 for General, Water, Big Eddy Water and Sewer debt, respectively, for a total of \$1,145,000. A portion of the water debt arose from one (1) Local Area Service (LAS) and as a result \$21,000 of the yearly water debt payments are recovered through annual LAS parcel taxes. 100% of the Big Eddy water debt payments are recoverable from LAS parcel taxes. A portion of the sewer debt resulted from two (2) Local Area Services and two (2) development cost charge (DCC) projects and the associated debt servicing costs are proportionately recovered on an annual basis, with \$97,000 of the sewer debt payments being recovered through DCCs and \$34,000 through LAS parcel taxes.



Appendices



	Ongoing Operating Cost	Reduction in Other Costs / Increased Service Revenue	One-Time or Limited Duration Operating Costs	Associated One-Time Capital Cost	Notes/Comments	To be recommended for inclusion in Budget (Yes) (No)	Potential Funding Sources			
							Taxation Impact		Reserve Funds	Total Funding
							\$s	%	\$s	\$s
Corporate Services										
Corporate Services staff member (1.0 FTE - July 2026 Start)	\$53,100	(\$16,500)		\$2,850	Due to the changes of departmental mandate in recent years, approximately 1.0 FTE is required to manage the incremental workload in the following areas: Management of MIABC insurance policies and related claims, Privacy Impact Legislation compliance, Records Management, Governance Standing Committee reports, increasing applications processed through Council agenda, website updates and initiatives on organizational resilience.		\$36,600	0.21%	\$2,850	\$39,450
Information Technology & GIS										
IT Helpdesk Technician (1.0 FTE)	91,500	(\$10,000)		3,500	The proposal for a new helpdesk is a strategic investment that directly supports the department's commitment to efficient service delivery, public safety, and organizational sustainability. As the City continues to evolve, new demands on IT services necessitate a proactive response to ensure uninterrupted support for staff, public initiatives, and technological innovation.	To be deferred and reconsidered in 2027	\$81,500	0.47%	\$3,500	\$85,000
Capital Project - CCTV System at Farewell Park	200				Installation of a CCTV system at Farwell Hill to deter vandals.	To be deferred and reconsidered in 2027	\$200	0.00%		\$200
Capital Project - IT Fleet Vehicle	12,000			40,000	This project proposes the acquisition of a reliable technician vehicle to support the operational needs of Helpdesk and GIS technicians.		\$12,000	0.07%		\$12,000
Fire & Emergency Services										
Full Time Flex Firefighter (9th Firefighter) (1.0 FTE)	\$146,900				The significant increase in volunteer firefighter turnover has resulted in a concerning decline in seniority and experience among our volunteer firefighters. This situation frequently leads to inadequate emergency response staffing and a lack of qualified apparatus operators, raising potential operational, safety, and liability concerns. Adding full-time firefighters aligns with our department's and council's goals of ensuring public safety, operational efficiency, and community trust.		\$146,900	0.84%		\$146,900
4 IAFF Captain's Positions (two year implication with a total of \$56K)	\$28,000				The single most important recommendation from the Revelstoke Fire Rescue Services Service Level Review and Master Plan is the establishment of Captain positions to manage the day-to-day operations of the Department. This initiative is foundational to achieving operational excellence, enhancing community safety, and supporting the long-term strategic goals of both the Fire Department and City Council.		\$28,000	0.16%		\$28,000
Public Works										
Maintenance Service Technician - Electrician (1.0 FTE) (50% in PW)	\$49,200	(\$15,000)		\$66,000	As the City of Revelstoke's infrastructure continues to grow, additional resources are required to support the electrical systems that enable daily operations. The increasing complexity and volume of electrical components across facilities and assets necessitate expanded staffing to ensure safe, reliable, and compliant service delivery.	To be deferred and reconsidered in 2027	\$34,200	0.20%		\$34,200



	Ongoing Operating Cost	Reduction in Other Costs / Increased Service Revenue	One-Time or Limited Duration Operating Costs	Associated One-Time Capital Cost	Notes/Comments	To be recommended for Inclusion in Budget (Yes) (No)	Potential Funding Sources			
							Taxation Impact		Reserve Funds	Total Funding
							\$s	%	\$s	\$s
Parks, Recreation & Culture										
Golf Course Grant In Aid	\$40,000				Council initially approved a \$ 50k grant in aid for a five year period commencing in 2019 to assist with golf course maintenance expenses and to keep the golf course operational until the Cabot Golf Course was built. In 2023, Council further reaffirmed this support with an additional three years of funding. The Club will need to invest a significant amount of capital to complete priority projects such as replacement of the irrigation system. Accordingly, they have requested an additional two-year grant in aid.		\$40,000	0.23%		\$40,000
Revelstoke Museum Grant In Aid	\$2,500				The City provides an annual operating grant to the Revelstoke Museum. The Museum has requested an annual inflationary increase to be built into the GIA on an annual basis going forward. The grant assists the museum in keeping up with costs to the deliver the service to the community.		\$2,500	0.01%		\$2,500
Special Presentations / Events	\$5,000				Hosting quality events enhances our reputation as a cultural destination. Positive public perception and civic pride. Events not only build community they also invite visitors which in turn has an economic benefit for local businesses. Inflationary costs to host events has increased.		\$5,000	0.03%		\$5,000
Total (excl. Deferred)	\$287,500	(\$16,500)	\$0	\$42,850			\$271,000	1.55%	\$2,850	\$273,850



	Ongoing Operating Cost	Reduction in Other Costs/Increased Service Revenue	One-Time or Limited Duration Operating Costs	Associated One-Time Capital Cost	Notes/Comments	To be recommended for inclusion in Budget (Yes) (No)	Potential Funding Sources		
							User Rate Impact		Total Funding
							\$s	%	\$s
Water Operating									
Capital Project - SCADA Site Upgrades	\$2,900				This project aims to modernize the security alarms and communications at our SCADA sites. There have been no significant updates to the alarm systems at our critical infrastructure for over 25 years, resulting in outdated site security. This project proposes upgrading the non-reservoir SCADA sites		\$2,900	0.08%	\$2,900
Maintenance Service Technician - Electrician (1.0 FTE) (22.5% in Water)	\$22,100	(\$3,400)			As the City of Revelstoke's infrastructure continues to grow, additional resources are required to support the electrical systems that enable daily operations. The increasing complexity and volume of electrical components across facilities and assets necessitate expanded staffing to ensure safe, reliable, and compliant service delivery.	To be deferred and reconsidered in 2027	\$18,700	0.55%	\$18,700
Sewer Operating									
Capital Project - SCADA Site Upgrades	\$4,400				This project aims to modernize the security alarms and communications at our SCADA sites. There have been no significant updates to the alarm systems at our critical infrastructure for over 25 years, resulting in outdated site security. This project proposes upgrading the non-reservoir SCADA sites		\$4,400	0.16%	\$4,400
Maintenance Service Technician - Electrician (1.0 FTE) (22.5% in Sewer)	\$22,100	(\$3,400)			As the City of Revelstoke's infrastructure continues to grow, additional resources are required to support the electrical systems that enable daily operations. The increasing complexity and volume of electrical components across facilities and assets necessitate expanded staffing to ensure safe, reliable, and compliant service delivery.	To be deferred and reconsidered in 2027	\$18,700	0.55%	\$18,700
Big Eddy Water Operating									
Capital Project - SCADA Site Upgrades	\$700				This project aims to modernize the security alarms and communications at our SCADA sites. There have been no significant updates to the alarm systems at our critical infrastructure for over 25 years, resulting in outdated site security. This project proposes upgrading the non-reservoir SCADA sites		\$700	0.31%	\$700
Maintenance Service Technician - Electrician (1.0 FTE) (5% in BEWW)	\$4,900	(\$750)			As the City of Revelstoke's infrastructure continues to grow, additional resources are required to support the electrical systems that enable daily operations. The increasing complexity and volume of electrical components across facilities and assets necessitate expanded staffing to ensure safe, reliable, and compliant service delivery.	To be deferred and reconsidered in 2027	\$4,150	0.12%	\$4,150
Total (excl. Deferred)	\$700	\$0	\$0	\$0			\$700	\$0	\$700



	2024	2025	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2036 Plan	2037 Plan	2038 Plan	2039 Plan	2040 Plan
REVENUE																	
Taxation, 1% Utility Taxes & Franchise Fees	16,394,948	17,662,989	18,563,358	19,695,502	20,496,452	21,304,941	22,121,120	22,945,142	23,777,165	24,617,348	25,465,855	26,322,853	27,188,510	28,063,000	28,946,500	29,839,190	30,741,254
Grants-In-Lieu	4,263,526	4,367,621	4,789,300	4,885,086	4,982,788	5,082,443	5,184,092	5,287,774	5,393,530	5,501,400	5,611,428	5,723,657	5,838,130	5,954,893	6,073,990	6,195,470	6,319,380
Regional District Cost Sharing	873,769	898,378	918,306	936,672	955,406	974,514	994,004	1,013,884	1,034,162	1,054,845	1,075,942	1,097,461	1,119,410	1,141,798	1,164,634	1,187,927	1,211,685
Sale of Services, Licenses, Permits & Fines	2,179,461	1,429,435	1,604,778	1,635,991	1,667,723	1,700,090	1,733,106	1,766,781	1,801,130	1,836,168	1,871,906	1,908,359	1,945,543	1,983,470	2,022,156	2,061,616	2,100,954
Transit	149,506	152,412	185,000	188,700	192,474	196,323	200,250	204,255	208,340	212,507	216,757	221,092	225,514	230,024	234,625	239,317	244,104
Solid Waste	489,593	534,433	583,000	623,810	655,001	687,751	722,138	758,245	796,157	835,965	877,763	921,651	967,734	1,016,121	1,066,927	1,120,273	1,176,287
Rentals	358,466	347,728	401,900	411,277	420,882	430,721	440,799	451,122	461,697	472,530	483,627	494,996	506,643	518,575	530,801	543,326	556,200
Parks, Recreation & Culture	1,122,845	1,157,438	1,256,500	1,281,630	1,307,263	1,333,408	1,360,076	1,387,278	1,415,023	1,443,324	1,472,190	1,501,634	1,531,666	1,562,300	1,593,546	1,625,417	1,657,925
Interest & Penalties	1,303,840	881,236	855,530	886,692	919,240	953,239	988,759	1,025,873	1,064,655	1,105,187	1,147,551	1,191,835	1,238,132	1,286,537	1,337,153	1,390,085	1,445,446
Unconditional Grant Transfers	538,900	561,185	578,021	595,362	613,223	631,620	650,569	670,086	690,189	710,895	732,222	754,189	776,815	800,119	824,123	848,847	874,312
Conditional Grant Transfers	3,599,035	3,929,719	4,133,210	4,192,426	4,270,428	4,332,033	4,394,871	4,458,965	4,524,341	4,591,024	4,659,041	4,728,419	4,799,184	4,871,364	4,944,988	5,020,084	5,096,683
TOTAL REVENUE & TRANSFERS	31,273,890	31,922,574	33,868,903	35,333,148	36,480,879	37,627,084	38,789,784	39,969,404	41,166,389	42,381,193	43,614,283	44,866,146	46,137,280	47,428,201	48,739,442	50,071,553	51,221,649
EXPENSES																	
General Government	3,577,649	3,804,989	4,062,834	4,249,921	4,336,690	4,435,292	4,536,485	4,640,351	4,746,976	4,856,449	4,968,864	5,084,316	5,202,906	5,324,738	5,449,920	5,578,565	5,710,791
Protective Services	5,693,153	5,837,162	6,211,690	6,385,575	6,554,919	6,729,285	6,908,841	7,093,762	7,284,231	7,480,435	7,682,571	7,890,842	8,105,459	8,326,643	8,554,619	8,789,627	9,031,911
Engineering & Public Works	5,429,054	5,489,703	5,855,469	6,077,629	6,257,089	6,443,035	6,635,739	6,835,489	7,042,587	7,257,345	7,480,095	7,711,179	7,950,959	8,199,813	8,458,135	8,726,340	9,004,861
Transit System	416,973	426,484	699,600	764,912	812,027	828,268	844,833	861,730	878,964	896,544	914,475	932,764	951,419	970,448	989,857	1,009,654	1,029,847
Environmental Health (Garbage)	495,337	527,649	573,964	616,020	634,636	653,939	673,958	694,725	716,272	738,632	761,841	785,936	810,956	836,941	863,934	891,980	921,125
Cemetery	172,026	144,384	161,650	165,198	168,833	172,557	176,373	180,284	184,292	188,400	192,611	196,929	201,357	205,897	210,554	215,332	220,232
Development Services	1,145,089	1,216,718	1,286,652	1,330,032	1,358,504	1,387,639	1,417,454	1,447,969	1,479,203	1,511,175	1,543,906	1,577,417	1,611,730	1,646,867	1,682,852	1,719,710	1,757,464
Community Economic Development	3,195,239	3,408,574	3,643,774	3,719,138	3,791,364	3,865,052	3,940,231	4,016,933	4,095,189	4,175,031	4,256,492	4,339,605	4,424,405	4,510,925	4,599,203	4,689,274	4,781,177
Social & Community Development	502,471	714,013	663,491	665,191	666,925	668,694	670,498	672,338	674,215	676,129	678,082	680,074	682,106	684,178	686,292	688,448	690,647
Parks, Recreation & Culture	4,194,408	4,197,735	4,292,988	4,388,120	4,482,075	4,578,340	4,676,983	4,778,074	4,881,687	4,987,895	5,096,778	5,208,416	5,322,894	5,440,298	5,560,719	5,684,251	5,810,991
Expenses before Administrative Cost Recoveries, Debt Servicing & Reserve Transfers	24,821,398	25,767,411	27,452,112	28,361,736	29,063,063	29,762,100	30,481,396	31,221,657	31,983,615	32,768,036	33,575,715	34,407,478	35,264,190	36,146,747	37,056,086	37,993,180	38,959,045
Administrative Cost Recoveries	(1,215,430)	(1,263,022)	(1,464,345)	(1,493,632)	(1,523,505)	(1,553,975)	(1,585,054)	(1,616,755)	(1,649,090)	(1,682,072)	(1,715,714)	(1,750,028)	(1,785,028)	(1,820,729)	(1,857,144)	(1,894,286)	(1,932,172)
Expenses Administrative before Debt Servicing & Reserve Transfers	23,605,968	24,504,389	25,987,767	26,868,104	27,539,558	28,208,125	28,896,342	29,604,901	30,334,525	31,085,964	31,860,001	32,657,451	33,479,162	34,326,018	35,198,942	36,098,893	37,026,873
Long-Term Debt Servicing (Principal & Interest Payments)	644,172	635,435	634,687	616,772	546,485	546,964	459,408	304,102	294,016	239,540	183,144	183,683	156,966	139,062	29,170	29,753	30,348
TOTAL EXPENSES	24,250,141	25,139,824	26,622,454	27,484,876	28,086,043	28,755,089	29,355,750	29,909,003	30,628,541	31,325,504	32,043,145	32,841,134	33,636,127	34,465,080	35,228,112	36,128,646	37,057,221
SURPLUS BEFORE RESERVE	(7,023,750)	(6,782,750)	(7,246,449)	(7,848,272)	(8,394,836)	(8,871,995)	(9,434,034)	(10,060,401)	(10,537,848)	(11,055,689)	(11,571,137)	(12,025,012)	(12,501,153)	(12,963,121)	(13,511,330)	(13,942,906)	(14,164,428)
TRANSFERS TO RESERVES & ACCUMULATED SURPLUS	7,023,750	6,782,750	7,246,449	7,848,272	8,394,836	8,871,995	9,434,034	10,060,401	10,537,848	11,055,689	11,571,137	12,025,012	12,501,153	12,963,121	13,511,330	13,942,906	14,164,428



	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2036 Plan	2037 Plan	2038 Plan	2039 Plan	2040 Plan
Revenue																	
User fees	3,291,919	3,418,650	3,700,000	3,885,000	4,079,250	4,283,213	4,497,373	4,722,242	4,958,354	5,206,272	5,466,585	5,739,914	6,026,910	6,328,256	6,644,668	6,976,902	7,325,747
Other revenue	178,080	98,139	115,000	117,300	119,646	122,039	124,480	126,969	129,509	132,099	134,741	137,436	140,184	142,988	145,848	148,765	151,740
Interest income	147,138	216,603	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Total Revenue	3,617,137	3,733,392	3,940,000	4,127,300	4,323,896	4,530,251	4,746,853	4,974,211	5,212,863	5,463,370	5,726,326	6,002,350	6,292,094	6,596,244	6,915,516	7,250,667	7,602,487
Operating Expenses																	
Administration	587,474	647,008	737,769	764,085	783,192	802,872	823,146	844,037	865,567	887,760	910,641	934,236	958,571	983,677	1,009,580	1,036,314	1,063,909
Reservoir	108,407	52,861	50,089	50,795	51,984	53,205	54,461	55,750	57,076	58,439	59,840	61,280	62,762	64,286	65,854	67,467	69,127
Connections	78,862	94,230	93,102	95,165	97,762	100,447	103,222	106,090	109,056	112,124	115,297	118,580	121,978	125,495	129,137	132,907	136,813
Fire hydrants	32,073	54,334	50,278	51,140	52,493	53,890	55,333	56,822	58,361	59,950	61,592	63,290	65,044	66,858	68,734	70,674	72,682
Transmission & distribution	333,284	388,633	359,101	366,320	374,167	382,197	390,415	398,826	407,436	416,249	425,272	434,510	443,969	453,656	463,578	473,740	484,150
Greely creek	361,111	373,657	365,757	372,778	380,407	388,197	396,152	404,276	412,572	421,044	429,697	438,535	447,562	456,782	466,199	475,820	485,647
Total Operating Expenses	1,501,211	1,610,723	1,656,096	1,700,282	1,740,005	1,780,809	1,822,728	1,865,801	1,910,067	1,955,565	2,002,339	2,050,430	2,099,886	2,150,753	2,203,082	2,256,922	2,312,328
Long-Term Debt																	
Debt servicing costs	104,447	129,422	129,422	129,422	129,422	129,422	45,786	45,786	45,786	45,786	45,786	45,786	45,786	20,890	20,890	20,890	-
Recovery of debt servicing cost from Local Area Service (LAS)	(7,029)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	(20,890)	-
Net Debt Servicing Costs	97,418	108,532	108,532	108,532	108,532	108,532	24,896	-	-	-	-						
Total Operating Expenses & Net Debt Servicing Costs	1,598,628	1,719,255	1,764,628	1,808,814	1,848,537	1,889,341	1,847,624	1,890,697	1,934,963	1,980,461	2,027,235	2,075,326	2,124,782	2,150,753	2,203,082	2,256,922	2,312,328
Surplus Available for Transfer to Reserves & Accumulated Surplus	(2,018,508)	(2,014,137)	(2,175,372)	(2,318,486)	(2,475,359)	(2,640,911)	(2,899,229)	(3,083,514)	(3,277,899)	(3,482,909)	(3,699,091)	(3,927,024)	(4,167,312)	(4,445,490)	(4,712,435)	(4,993,745)	(5,290,159)
Transfers to Reserves & Accumulated Surplus	2,018,508	2,014,137	2,175,372	2,318,486	2,475,359	2,640,911	2,899,229	3,083,514	3,277,899	3,482,909	3,699,091	3,927,024	4,167,312	4,445,490	4,712,435	4,993,745	5,290,159



	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2036 Plan	2037 Plan	2038 Plan	2039 Plan	2040 Plan
Revenue																	
User fees	211,209	228,327	235,000	246,750	259,088	272,042	285,644	299,926	314,922	330,669	347,202	364,562	382,790	401,930	422,026	443,128	465,284
Interest income	5,100	27,986	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Other	2,285	2,000	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929	2,988	3,047	3,108	3,171	3,234	3,299
Total Revenue	218,594	258,313	262,500	274,300	286,689	299,695	313,350	327,686	342,738	358,540	375,131	392,550	410,838	430,038	450,197	471,362	493,583
Operating Expenses																	
Administration	68,725	74,760	76,901	76,839	78,905	81,038	83,243	85,520	87,874	90,307	92,822	95,423	98,113	100,897	103,777	106,757	109,843
Reservoir	1,695	1,530	2,100	2,175	2,253	2,335	2,419	2,508	2,600	2,696	2,797	2,902	3,011	3,125	3,244	3,368	3,497
Connections	-	5,324	2,100	5,098	5,235	5,376	5,522	5,672	5,828	5,989	6,155	6,327	6,504	6,688	6,878	7,075	7,279
Fire hydrants	-	4,896	2,100	4,540	4,666	4,796	4,930	5,068	5,212	5,360	5,514	5,673	5,838	6,008	6,185	6,368	6,557
Treatment	32,431	26,257	28,093	24,842	25,374	25,918	26,474	27,044	27,627	28,224	28,835	29,460	30,100	30,756	31,428	32,116	32,820
Transmission & distribution	27,191	50,933	58,093	53,229	54,463	55,731	57,033	58,371	59,745	61,157	62,608	64,100	65,633	67,209	68,831	70,498	72,214
Total Operating Expenses	130,042	163,700	169,387	166,723	170,896	175,194	179,621	184,184	188,886	193,733	198,730	203,884	209,200	214,683	220,342	226,182	232,210
Long-Term Debt																	
Debt Servicing Costs	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	131,510	-	-
Recovery of debt servicing cost from Local Area Service (LAS)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	(131,510)	-	-
Net Debt Servicing Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses & Net Debt Servicing Costs	130,042	163,700	169,387	166,723	170,896	175,194	179,621	184,184	188,886	193,733	198,730	203,884	209,200	214,683	220,342	226,182	232,210
Surplus Available for Transfer to Reserves & Accumulated Surplus	(88,552)	(94,613)	(93,113)	(107,577)	(115,793)	(124,501)	(133,729)	(143,503)	(153,852)	(164,807)	(176,401)	(188,666)	(201,638)	(215,355)	(229,855)	(245,180)	(261,372)
Transfers to Reserves & Surplus	88,552	94,613	93,113	107,577	115,793	124,501	133,729	143,503	153,852	164,807	176,401	188,666	201,638	215,355	229,855	245,180	261,372
Financial Plan Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



	2024 Actual	2025 Budget	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2036 Plan	2037 Plan	2038 Plan	2039 Plan	2040 Plan
Revenue																	
User fees	2,648,861	2,835,500	3,055,000	3,207,750	3,368,138	3,536,544	3,713,372	3,899,040	4,093,992	4,298,692	4,513,626	4,739,308	4,976,273	5,225,087	5,486,341	5,760,658	6,048,691
Frontage taxes	668,773	702,224	774,800	813,540	854,217	896,928	941,774	988,863	1,038,306	1,090,221	1,144,732	1,201,969	1,262,068	1,325,171	1,391,429	1,461,001	1,534,051
Other revenue	97,407	80,000	90,500	92,310	94,156	96,039	97,960	99,919	101,918	103,956	106,035	108,156	110,319	112,525	114,776	117,071	119,413
Interest income	135,914	144,667	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Revenue	3,550,954	3,762,391	4,030,300	4,223,600	4,426,511	4,639,512	4,863,106	5,097,822	5,344,216	5,602,869	5,874,394	6,159,433	6,458,660	6,772,783	7,102,546	7,448,730	7,812,155
Operating Expenses																	
Administration	618,888	656,900	664,685	688,915	705,862	723,307	741,267	759,760	778,807	798,428	818,643	839,475	860,946	883,081	905,905	929,443	953,722
Collection system	195,052	155,930	149,563	154,067	158,636	163,372	168,280	173,369	178,645	184,118	189,795	195,685	201,798	208,143	214,730	221,570	228,674
Lift stations	261,872	203,216	198,972	202,657	206,884	211,203	215,619	220,131	224,745	229,461	234,282	239,211	244,252	249,405	254,676	260,066	265,578
Treatment & disposal	450,769	409,878	402,437	410,867	419,432	428,185	437,132	446,277	455,624	465,180	474,949	484,937	495,149	505,590	516,268	527,187	538,355
Connections	31,211	19,462	20,133	20,933	21,768	22,641	23,553	24,507	25,503	26,545	27,635	28,774	29,965	31,211	32,514	33,877	35,303
Total Operating Expenses	1,557,792	1,445,386	1,435,790	1,477,439	1,512,582	1,548,708	1,585,851	1,624,044	1,663,325	1,703,732	1,745,304	1,788,082	1,832,109	1,877,430	1,924,092	1,972,142	2,021,632
Long-Term Debt																	
Debt Servicing Costs	239,179	253,053	272,856	567,452	521,787	521,787	521,787	521,787	521,787	514,207	466,273	399,505	342,365	311,244	311,244	311,244	311,244
Local Area Service (LAS)																	
Debt Servicing Cost Recoveries	(32,331)	(33,907)	(33,907)	(33,907)	(33,907)	(33,907)	(33,907)	(33,907)	(33,907)	(33,907)	(33,907)	(33,907)	(16,648)	(16,648)	(16,648)	(16,648)	0
DCC Recoveries	(97,170)	(110,906)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)	(597,170)
Net Debt Servicing Costs	109,678	108,240	(358,221)	(63,625)	(109,290)	(109,290)	(109,290)	(109,290)	(109,290)	(116,870)	(164,804)	(231,572)	(271,453)	(302,574)	(302,574)	(302,574)	(285,926)
Total Operating Expenses & Net Debt Servicing Costs	1,667,470	1,553,626	1,077,569	1,413,814	1,403,292	1,439,418	1,476,561	1,514,754	1,554,035	1,586,862	1,580,500	1,556,510	1,560,656	1,574,856	1,621,518	1,669,568	1,735,706
Surplus Available for Transfer to Reserves & Accumulated Surplus	(1,883,484)	(2,208,765)	(2,952,731)	(2,809,786)	(3,023,218)	(3,200,093)	(3,386,545)	(3,583,069)	(3,790,181)	(4,016,008)	(4,293,894)	(4,602,923)	(4,898,003)	(5,197,927)	(5,481,029)	(5,779,162)	(6,076,449)
Transfers to Reserves & Surplus	1,883,484	2,208,765	2,952,731	2,809,786	3,023,218	3,200,093	3,386,545	3,583,069	3,790,181	4,016,008	4,293,894	4,602,923	4,898,003	5,197,927	5,481,029	5,779,162	6,076,449
Financial Plan Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	Actual	Budget	Draft Budget	Plan													
FIRE DEPARTMENT																	
Recoveries & Revenues																	
Internal cost recoveries - operating	(366,667)	(465,000)	(515,000)	(540,750)	(567,788)	(596,177)	(625,986)	(657,285)	(690,149)	(724,657)	(760,890)	(798,934)	(838,881)	(880,825)	(924,866)	(971,109)	(1,019,665)
Interest earnings	(8,579)	(18,949)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Sale and trade-in of vehicles/equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total recoveries	(375,246)	(483,949)	(530,000)	(555,750)	(582,788)	(611,177)	(640,986)	(672,285)	(705,149)	(739,657)	(775,890)	(813,934)	(853,881)	(895,825)	(939,866)	(986,109)	(1,034,665)
Expenditures																	
Wages & benefits	12,638	35,138	14,466	13,822	14,099	14,381	14,668	14,962	15,261	15,566	15,877	16,195	16,519	16,849	17,186	17,530	17,881
Insurance, licenses & software	3,376	24,000	24,200	24,750	25,314	25,893	26,488	27,098	27,724	28,367	29,027	29,705	30,401	31,117	31,852	32,608	33,384
Contract services & supplies	11,907	18,200	42,200	43,044	43,905	44,783	45,679	46,592	47,524	48,475	49,444	50,433	51,442	52,470	53,520	54,590	55,682
Vehicle & shop expenses	48,085	51,983	52,000	53,040	54,101	55,183	56,286	57,412	58,560	59,732	60,926	62,145	63,388	64,655	65,949	67,268	68,613
Fuel	23,179	40,000	35,000	35,700	36,414	37,142	37,885	38,643	39,416	40,204	41,008	41,828	42,665	43,518	44,388	45,276	46,182
Total Expenditures	99,185	169,321	167,866	170,356	173,833	177,382	181,006	184,707	188,485	192,343	196,283	200,306	204,414	208,610	212,895	217,272	221,742
OTHER DEPARTMENTS																	
Recoveries & Revenues																	
Internal cost recoveries - operating	(1,727,778)	(2,293,933)	(2,549,771)	(2,728,660)	(2,865,093)	(3,008,347)	(3,158,765)	(3,316,703)	(3,482,538)	(3,656,665)	(3,839,498)	(4,031,473)	(4,233,047)	(4,444,699)	(4,666,934)	(4,900,281)	(5,145,295)
Interest earnings	(31,632)	(1,333)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Sale and trade-in of vehicles/equipment	(56,517)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total recoveries	(1,815,928)	(2,295,266)	(2,569,771)	(2,748,660)	(2,885,093)	(3,028,347)	(3,178,765)	(3,336,703)	(3,502,538)	(3,676,665)	(3,859,498)	(4,051,473)	(4,253,047)	(4,464,699)	(4,686,934)	(4,920,281)	(5,165,295)
Expenditures																	
Wages & benefits	178,175	199,117	236,656	240,037	244,838	249,735	254,730	259,824	265,021	270,321	275,728	281,242	286,867	292,604	298,456	304,426	310,514
Insurance, licenses & software	7,016	106,435	121,400	131,725	134,829	138,018	141,296	144,665	148,129	151,691	155,354	159,121	162,997	166,985	171,089	175,314	179,663
Contract services & supplies	126,515	188,686	281,500	292,755	298,610	304,582	310,674	316,887	323,225	329,690	336,283	343,009	349,869	356,867	364,004	371,284	378,710
Vehicle & shop expenses	221,606	281,200	285,700	316,800	323,136	329,599	336,191	342,915	349,773	356,768	363,904	371,182	378,605	386,177	393,901	401,779	409,815
Fuel	251,616	346,450	344,000	355,425	362,534	369,784	377,180	384,723	392,418	400,266	408,272	416,437	424,766	433,261	441,926	450,765	459,780
Total Expenditures	784,928	1,121,888	1,269,256	1,336,742	1,363,947	1,391,718	1,420,070	1,449,015	1,478,566	1,508,736	1,539,540	1,570,991	1,603,104	1,635,894	1,669,377	1,703,567	1,738,481
Debt Servicing Costs - Fire Department																	
	-	-	90,476	90,476	69,797	-	-	-	-	-	-	-	-	-	-	-	-
Reserve Transfers																	
Fire Department	315,961	213,209	271,658	294,918	339,158	433,795	459,980	487,578	516,664	547,314	579,607	613,628	649,466	687,215	726,971	768,838	812,923
Other Departments	991,100	1,274,797	1,300,515	1,411,917	1,521,146	1,636,629	1,758,694	1,887,688	2,023,972	2,167,929	2,319,958	2,480,482	2,649,942	2,828,804	3,017,557	3,216,713	3,426,813
Total Reserve Transfers	1,307,061	1,488,006	1,572,173	1,706,835	1,860,304	2,070,424	2,218,674	2,375,266	2,540,636	2,715,242	2,899,565	3,094,110	3,299,409	3,516,019	3,744,528	3,985,551	4,239,736
Financial Plan Balance	-																



	Minimum Recommended Balances Per Policy	2025 Projected	2026 Draft Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2036 Plan	2037 Plan	2038 Plan	2039 Plan	2040 Plan
General Fund																	
General Capital Reserve	3,750,000	3,205,749	3,826,781	4,788,271	4,923,337	4,524,982	3,820,735	3,444,870	5,430,023	7,950,062	8,907,788	11,188,233	13,314,958	16,315,074	18,790,239	19,969,385	22,865,613
General Capital - RCFC Legacy	N/A	1,689,376	1,738,854	1,790,806	1,845,355	1,902,632	1,962,773	2,025,921	2,092,226	2,161,847	2,234,948	2,311,705	2,392,299	2,476,924	2,565,779	2,689,077	2,757,040
Financial Stabilization Reserve	550,000	647,956	747,138	917,822	927,814	734,255	716,752	949,361	1,273,797	1,422,514	1,625,197	1,777,344	2,052,787	2,254,433	2,236,318	2,174,255	2,139,308
Information Technology Reserve	150,000	278,242	269,278	280,349	286,598	297,224	293,502	318,321	358,261	403,178	420,914	465,288	525,584	589,502	659,437	700,390	479,533
Community Works Gas Tax Reserve	N/A	75,018	52,309	39,712	151,360	246,480	324,262	383,853	424,362	444,850	444,333	421,779	376,103	306,166	210,775	88,675	(61,451)
Affordable Housing Reserve	N/A	300,000	300,000	300,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Insurance and Legal Reserve	100,000	400,633	422,561	445,085	468,236	492,044	516,543	531,766	547,751	564,535	582,158	600,662	620,092	640,492	661,913	684,405	708,022
Greening City Reserve	N/A	101,979	130,213	158,609	187,174	215,918	244,849	273,976	303,310	332,861	362,639	392,656	422,924	453,455	484,263	515,361	546,764
Transportation Infrastructure Reserve	4,500,000	2,840,637	3,181,443	3,828,211	4,910,710	6,137,127	6,689,104	7,347,730	3,164,947	4,508,105	5,880,605	6,756,464	8,087,448	9,547,443	11,036,197	12,553,380	14,098,572
Public Art Reserve	N/A	49,686	48,375	47,123	45,934	44,811	43,756	42,773	41,867	41,040	40,297	39,641	39,078	38,611	38,247	37,989	37,843
Arena Re-Development Reserve	TBD	2,646,297	3,968,669	5,295,802	6,627,933	7,965,313	9,308,203	10,656,881	12,011,634	13,372,767	14,740,598	16,115,463	17,497,714	18,887,718	20,285,866	21,692,562	23,108,235
Growing Communities Fund	N/A	588,394	48,659	53,137	57,839	62,777	67,961	73,404	79,120	85,121	91,422	98,039	104,986	112,281	119,940	127,982	136,427
Equipment Replacement Reserve	2,800,000	283,236	1,195,409	677,244	1,187,547	2,042,971	3,336,645	4,771,911	5,232,548	7,337,790	8,767,355	8,496,465	10,825,874	10,691,893	12,441,420	15,746,971	19,066,707
Non-Statutory Reserve Fund Total	11,850,000	13,107,203	15,929,689	18,622,171	21,919,838	24,916,533	27,575,084	31,070,769	31,209,844	38,874,669	44,348,254	48,913,740	56,509,845	62,563,993	69,780,394	77,230,432	86,132,614
Cemetery Perpetual Care Trust Fund	N/A	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588	180,588
Electric Utility Reserve	N/A	2,780,291	2,861,931	2,947,653	3,037,661	3,132,170	3,231,404	3,335,599	3,445,005	3,559,880	3,680,500	3,807,150	3,940,133	4,079,765	4,226,379	4,380,323	4,541,965
Land Sale Reserve	N/A	284,813	293,176	301,957	311,177	320,859	331,024	341,697	352,905	364,672	377,028	390,002	403,624	417,928	432,947	448,716	465,275
DCC - Road Fund	N/A	1,600,000	2,092,720	2,660,491	3,231,651	3,806,369	3,695,315	3,751,754	2,124,646	2,715,466	3,310,827	3,374,393	3,979,529	4,589,921	5,205,833	5,827,540	6,455,333
Park Land Reserve	N/A	418,915	432,093	445,930	460,459	475,714	491,732	508,551	526,210	544,753	564,223	584,666	606,132	628,671	652,337	677,186	703,277
Parking Fund	N/A	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916	311,916
Statutory Reserve Funds		5,576,523	6,172,424	6,848,535	7,533,452	8,227,615	8,241,979	8,430,105	6,941,270	7,677,276	8,425,082	8,648,716	9,421,922	10,208,789	11,009,999	11,826,270	12,658,354
Restricted Accumulated Surplus	N/A	402,606	414,428	426,841	439,875	453,560	467,930	483,018	498,861	515,496	532,962	551,302	570,559	590,778	612,009	634,301	657,708
General Accumulated Surplus	4,000,000	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640	2,027,640
General Fund Total		21,113,972	24,544,181	27,925,188	31,920,805	35,625,348	38,312,632	42,011,532	40,677,614	49,095,081	55,333,938	60,141,397	68,529,966	75,391,200	83,430,042	91,718,642	101,476,315
Water Utility Fund																	
Water Capital Reserve	4,200,000	1,982,667	2,628,039	3,251,525	2,761,958	1,348,244	2,347,473	2,477,762	3,745,518	5,087,777	5,133,135	6,633,166	8,357,137	7,959,568	9,978,218	12,143,489	13,246,200
Statutory Reserve Funds																	
DCC - Water Fund	N/A	5,250,000	5,930,000	6,400,000	3,965,175	1,866,350	2,616,350	3,030,350	3,780,350	4,460,350	2,439,401	3,189,401	3,939,401	1,848,452	2,598,452	3,348,452	1,257,503
Water Accumulated Surplus	750,000	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611	829,611
Water Utility Fund Total		8,062,278	9,387,650	10,481,136	7,556,744	4,044,205	5,793,434	6,337,723	8,355,479	10,377,738	8,402,147	10,652,178	13,126,149	10,637,631	13,406,281	16,321,552	15,333,314
Sewer Utility Fund																	
Sewer Capital Reserve	4,200,000	2,651,800	3,051,238	2,507,692	3,990,910	5,714,800	4,459,379	2,250,480	3,007,279	4,248,287	5,562,181	7,349,854	9,091,245	11,036,609	13,262,446	15,727,407	18,348,945
Statutory Reserve Funds																	
DCC - Sewer Fund	N/A	2,950,000	25,964	362,416	862,416	1,331,259	1,067,906	804,553	100,535	600,535	1,100,535	1,600,535	2,100,535	2,600,535	3,100,535	3,600,535	4,100,535
Sewer Accumulated Surplus	650,000	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907	574,907
Sewer Utility Fund Total		6,176,707	3,652,109	3,445,015	5,428,233	7,620,966	6,102,192	3,629,940	3,682,721	5,423,729	7,237,623	9,525,296	11,766,687	14,212,051	16,937,888	19,902,849	23,024,387
Big Eddy Water Utility Fund																	
DCC - BEWW Fund	N/A	0	20,000	40,000	60,000	80,000	100,000	120,000	140,000	160,000	180,000	200,000	220,000	240,000	260,000	280,000	300,000
BEWW Reserve	N/A	395,495	488,608	596,185	411,977	536,479	370,208	513,710	667,563	832,370	1,008,771	1,197,437	1,399,075	1,614,430	1,844,284	2,089,464	2,350,836
Big Eddy Water Accumulated Surplus	100,000	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626	96,626
Big Eddy Water Utility Fund Total		492,121	605,234	732,811	568,603	713,105	566,834	730,336	904,189	1,088,996	1,285,397	1,494,063	1,715,701	1,951,056	2,200,910	2,466,090	2,747,462
Grand Total - All Reserves and Surpluses		35,845,078	38,189,174	42,584,149	45,474,386	48,003,625	50,775,091	52,709,532	53,620,003	65,985,543	72,259,105	81,812,935	95,138,503	102,191,937	115,975,122	130,409,134	142,581,479



How Revelstoke Compares

Comparative Benchmarks

The comparisons or benchmarks presented here are for discussion purposes during budget deliberations. When viewing the data, it is important to remember that each community is unique in terms of its assessment base, its geography, its budgetary demands, etc. In other words, no two (2) communities are exactly alike. When looking at comparisons from general context certain trends begin to emerge which are worthy of thought and discussion.

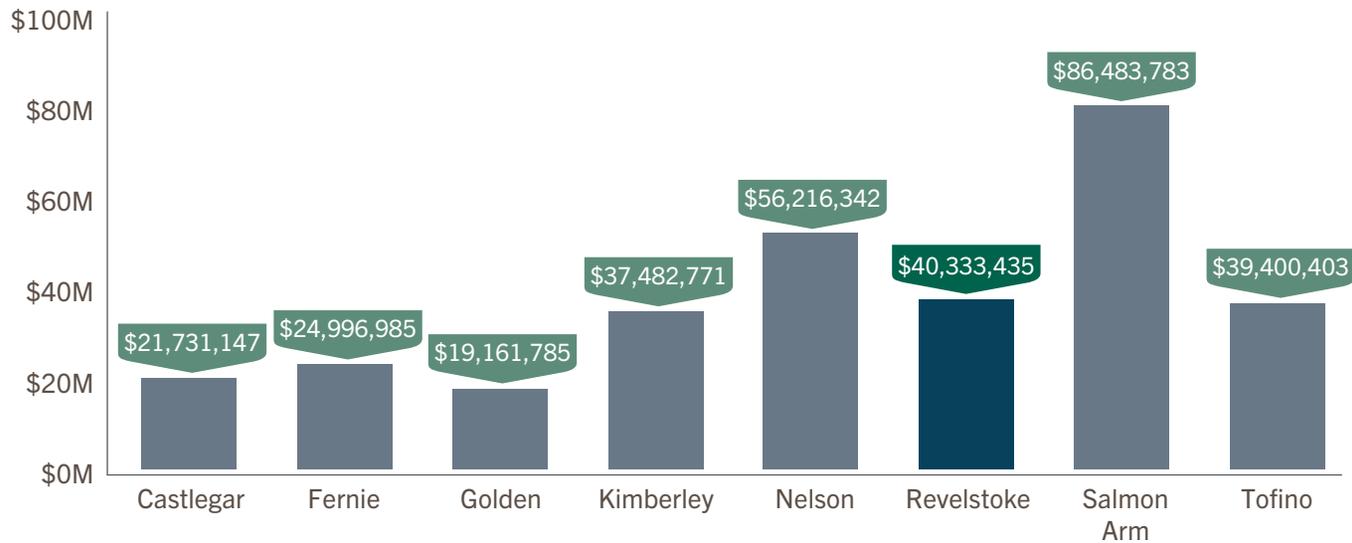
The following communities have been chosen as comparators to Revelstoke:

Castlegar · Fernie · Golden · Kimberley · Nelson · Salmon Arm · Tofino

This statistical data is published by the Ministry of Community, Sport and Cultural Development (Ministry) annually and is referred to as “Local Government Statistics”.

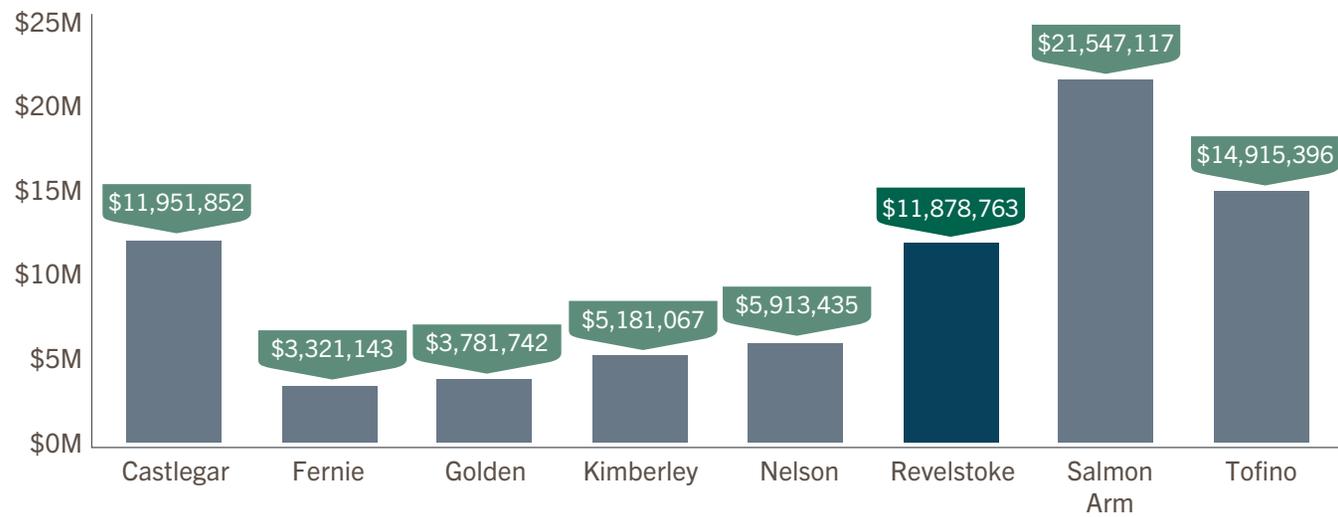
The value of a representative house in Revelstoke for 2025 was \$860,000.

2023 Cash and Investments On-Hand

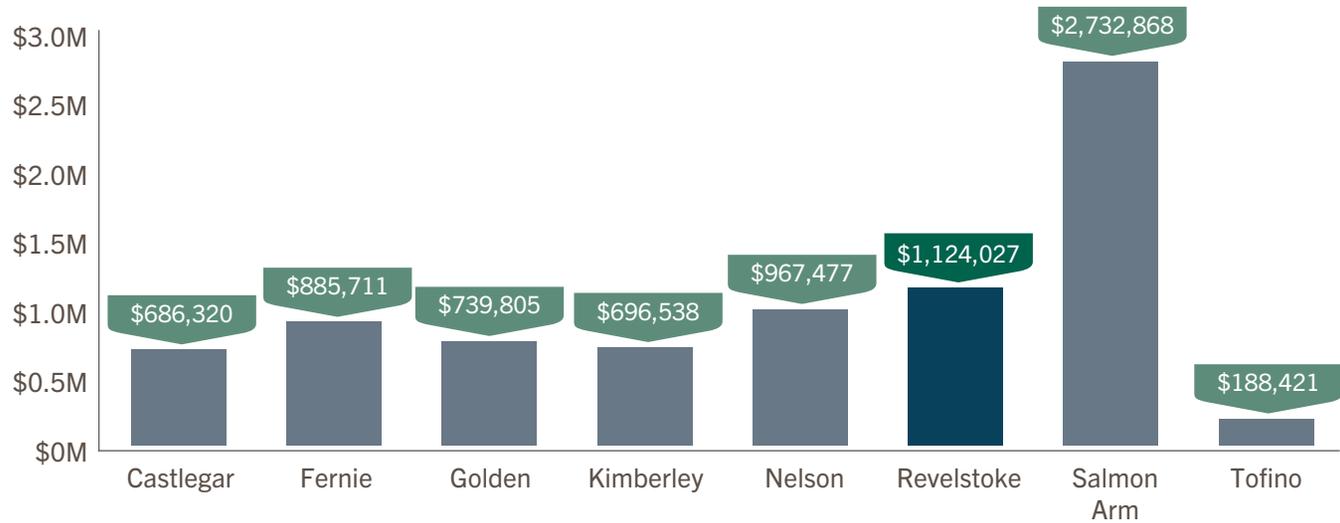




2023 Total Debt Outstanding

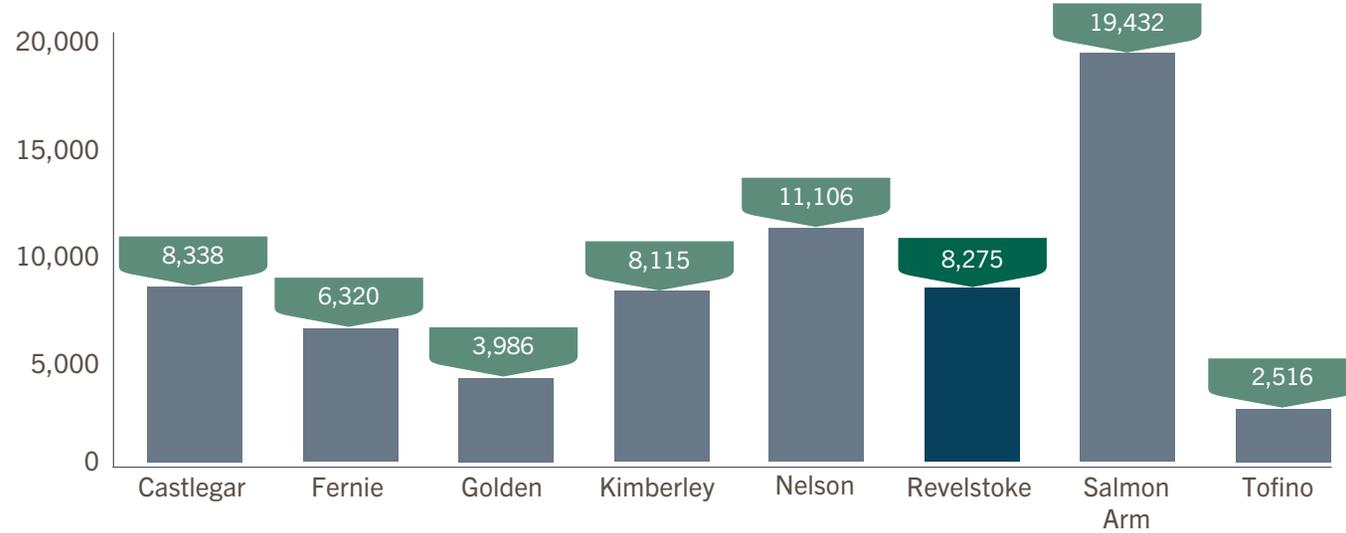


2023 Annual Debt Servicing Costs

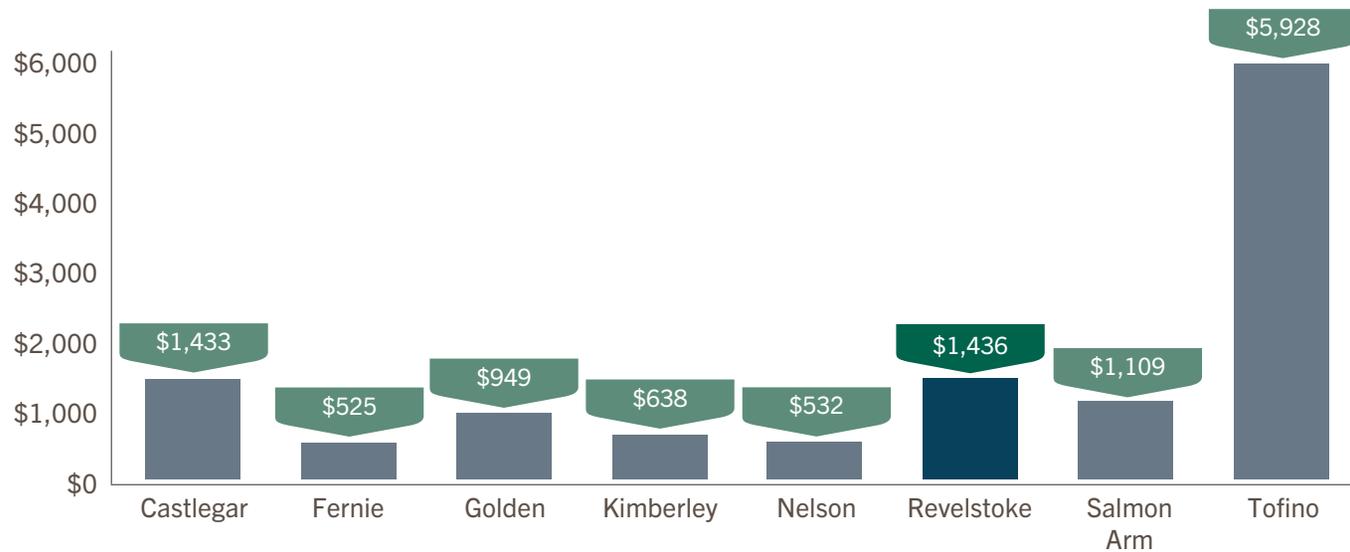




2022 Population

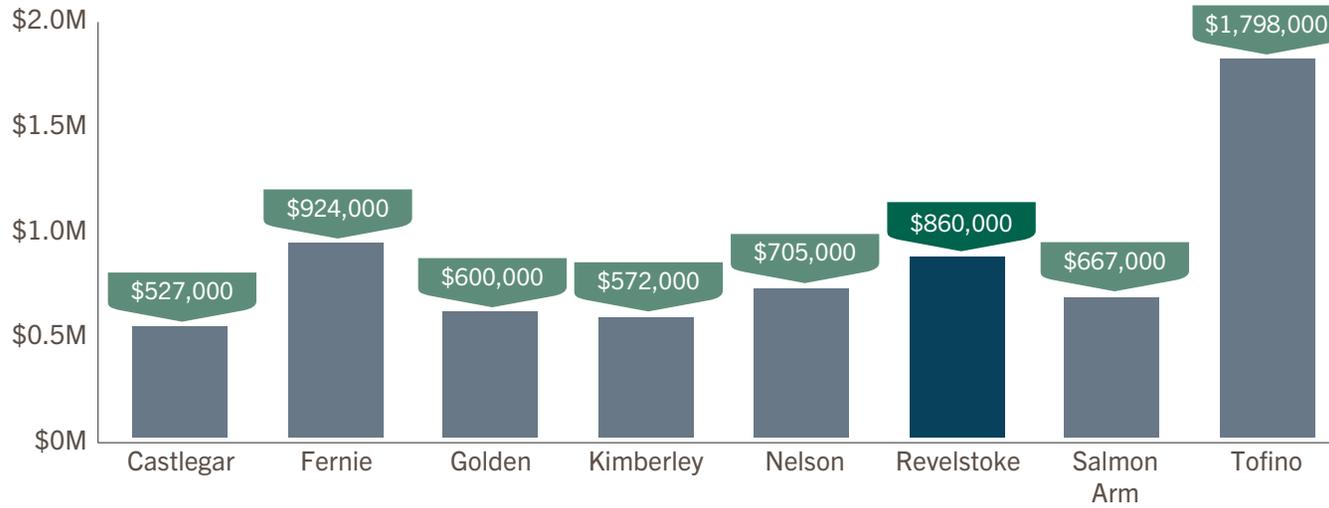


Per Capita Debt Outstanding

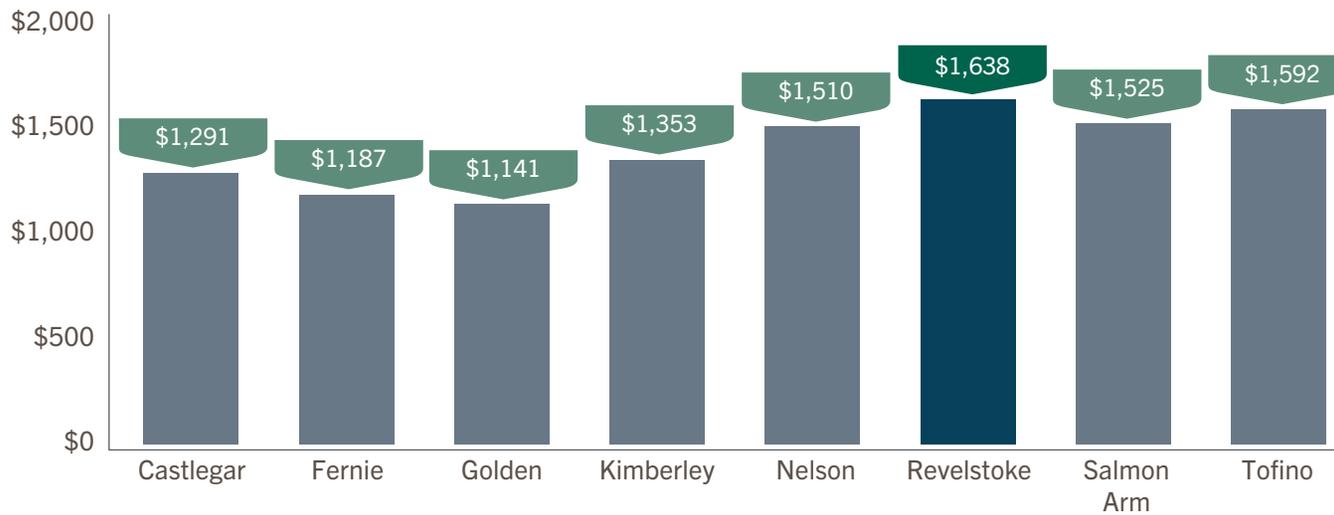




Value of a Representative House

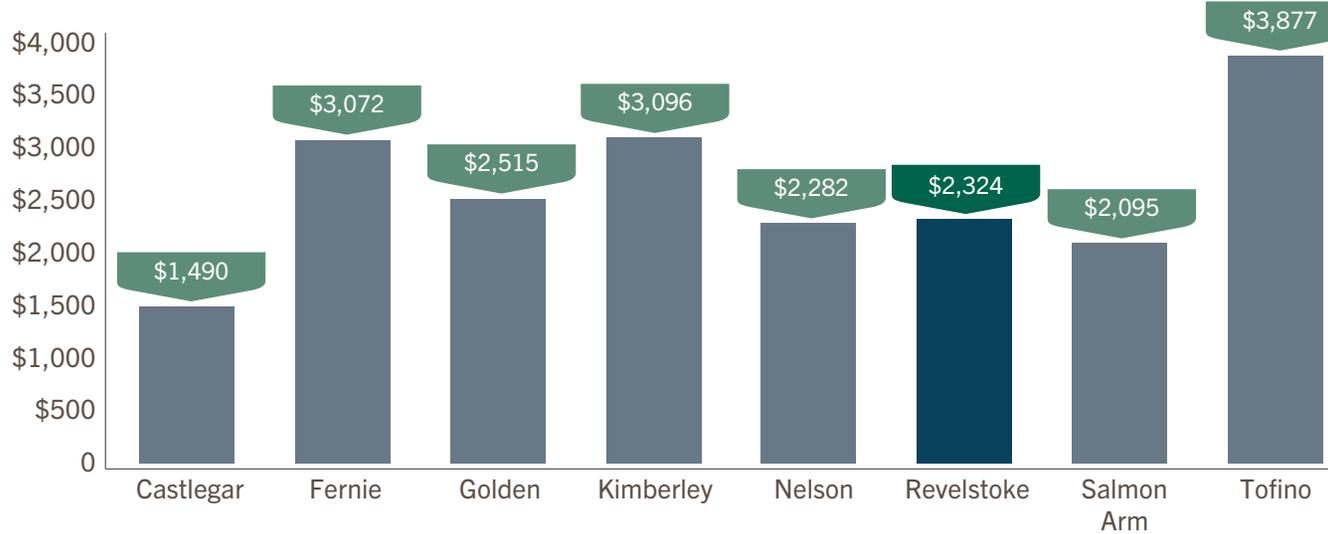


2025 User Fees and Parcel Taxes (on representative house)





2025 Municipal Taxes Only (on representative house)



2025 Total Taxes and Charges (all taxing authorities - on representative house)

