



**City of Revelstoke  
Draft Financial Plan 2007-2011**

**Revised March 22, 2007**



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## EXECUTIVE SUMMARY

### INTRODUCTION

The following five year financial plan is based on an interactive model in which different scenarios can be established. There are three scenarios in the model: Original; Council and Management. The original scenario contains all the requests for expenditures to date received from Council and staff.. The results showed significant deficits for the first two years of the plan and smaller deficits for the last two years as well as a substantial lack of funding in most of the reserves. Management subsequently met to review the plan and cut, deferred or adjusted expenditures and found additional revenues. These reductions in expenditures are, in the opinion of management, the most that can be made without effecting the level of service or jeopardizing the integrity of assets. Council subsequently met with staff and gave direction to make further adjustments to meet a target property tax increase of 5%.

The results of that exercise are now shown in the financial plan that follows and is referred to as the Council Scenario.

The following report is intended to guide readers throughout the accompanying five year financial plan which is based on the Council Scenario.

### GENERAL OPERATING REVENUES

#### Property taxes

Property taxes are anticipated to rise by 6.01% in 2007. This assumes a property tax increase of 5.00% with the balance attributable to growth. Property taxes are forecast to increase by 7.50% in 2008, 8.00% in 2009, 4.00% in 2010 and 2.00% in 2011<sup>1</sup>.

Because of the effect of Bill 55 on Class 2 (Utility rates) the actual overall property tax increase for 2007 is 3.70%. The Management Scenario assumes a property tax growth rate over the remaining four years of the plan of 2.00% attributable to new construction. Previously this had been set at 1.5% and actual results will depend upon the amount of development that will occur in relation to the ski hill resort.

#### Grants-in-lieu

In 2006 the province announced an increase in the BC hydro dam grant which will commence in 2007. This increase in revenue of about \$420,000 has been incorporated in the financial plan along with increases equivalent to the property tax increase in subsequent years. As a result the revenue from this source shows a 33.54% increase in 2007.

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<sup>1</sup> In the 2006-2010 Financial Plan property tax increases were projected to be 8.5% in 2007 and 2008, 4% in 2009 and 3% in 2010. Even with these increases a deficit of \$282,463 was forecast for 2007 as well as a deficit of \$63,184 for 2008. General operating surplus was not forecast to return to the \$450,000 level until the end of 2010.

## Regional District Contributions

Cost sharing contributions from the CSRD are projected to increase in 2007 by 31.91% This increase is attributable mostly to the additional funding required for the Emergency Programme Coordinator.

## Provincial Transfers

The provincial government has started its phased increase in the small communities unconditional grant funding. The province has committed to increasing the funding from this programme by 100% over five years commencing 2006. However, the formula favours smaller, low growth communities and therefore it is unlikely that Revelstoke will see its grant double over the stated time frame. As a result, the anticipated funding has been reduced in 2007 by -12.28%.

## GENERAL OPERATING EXPENDITURES

General operating expenditures are forecast to increase from \$9,517,311 in 2006 to \$10,698,050 in 2007, or 12.41%. The main cost drivers can be seen in Appendix 9 page 31. The more significant areas to point out are:

Aquatic centre operating	\$119,500
Arena operating	\$ 41,500
Snow removal	\$120,000
RCMP Contract	\$105,000
Fire fighting force (inc. 1 FTE additional)	\$67,500
Planning department (inc. 1 FTE additional)	\$61,000
IT support	\$30,240

By the last year of the five year financial plan annual operating expenses are projected to be 11,336,139.

The increase in aquatic centre operating costs is largely due to utilities and maintenance costs. The actual aquatic centre operating deficit is estimated to increase by \$145,500 in 2007 - equivalent to a 2.72% property tax increase. Over the three years 2004-2006 the property tax increase attributable to the aquatic centre amounted to 11.88%.

The aquatic centre continues to represent a heavy burden on our resources. It has already been reported that the centre is consuming approximately 2.6 times more energy than originally anticipated and this is reflected in the considerable increases in the budget for utilities. There is no firm evidence thus far that any solution would provide a significant reduction in energy

consumption<sup>2</sup>. RCEC, the main provider of energy to the centre, has been asked to review its delivery and metering system to ascertain whether or not there have been any inaccuracies in the billing but, at the date of this report, no information has been received<sup>3</sup>.

## GENERAL OPERATING RESULTS

Based on the anticipated property tax increases noted above and the forecast expenditures outlined in the plan, it is expected that there will be a general operating surplus/(deficit) of \$(50,055) in 2007, \$(4,493) in 2008, \$(79,896) in 2009, \$58,847 in 2010 and \$526,992 in 2011. Overall, the general operating surplus is expected to move from about \$483,000 at the beginning of the five year plan to \$934,395 at the end.

## CAPITAL EXPENDITURES

Capital expenditures are outlined in Appendix 10 page 34. The Community Works Fund<sup>4</sup> in years 2008-2010 has been included as contributing to largely unspecified projects at this time except for the completion of the OCP and Liquid Waste management Plan.

The Grizzly Plaza extension has been deferred until 2008 as this is most likely to be a Spring project and, while a good deal of the design work has been completed, the public process in terms of establishing a specified area and notification of taxation impacts remains to be done.

Total capital expenditures over the five year period amount to \$36,157,015. These are made up as follows:

Roads and other infrastructure	\$8,383,500
Buildings and equipment	9,639,515
Other	745,000
Water	2,643,000
Sewer	14,746,000

The sources of funds for these capital projects are as follows:

General revenue	\$3,198,500
Reserve funds	12,745,515
Borrowing	8,553,715
DCC'S	930,000
Grants and other funding	10,729,285

<sup>2</sup> At the time of writing this report steps have been taken to reduce the energy consumption at the pool by lowering water and ambient temperature levels. The first invoice from RCEC for 2007 does show a significant drop in energy consumption as a result of these measures, but it is too soon to extrapolate a trend from this limited data.

<sup>3</sup> In a conversation with Larry Marchand on February 7, 2007 it was reported that it was unlikely that the meter was incorrect.

<sup>4</sup> The Community Works Fund is managed by the UBCM on behalf of the federal government for the distribution of gas tax money to municipal governments.

Below each total for each category of expenditure in Appendix 10 there is a comment of either “OK” or “Warning”. If the comment is “OK” it means that there remain sufficient funds in the related reserve fund. If a “Warning” comment is shown this means that the balance on reserve has been exceeded. Since the first draft of the financial plan many capital projects have been deferred in an effort to better meet actual reserve funds available and to relieve pressure on property taxes. In some cases this can present safety concerns (e.g. The Grandstand project) and in others a less than satisfactory preventative maintenance programme to preserve city assets (e.g. Community Centre roofing).

### Community Works Fund

The five year plan anticipates annual funds being received from the federal government with respect to the recently signed “new deal for municipalities” (the return of gas tax funds). This funding is shown in Appendix 10, Capital out of Revenue, and assumes that it will be used to fund projects already identified in that category, such as the OCP review and Liquid Waste Management Plan for 2007-2008. Although the terms of the Community Works Fund are somewhat broad, qualifying projects are required to have a “green” element. Since the projects listed in the plan have not been the subject of an application to the Community Works Fund it is not known at the time of this report whether or not said funding will be made available for any of the identified projects. As yet unspecified projects are included in the plan for 2008-2011 to meet this anticipated funding source.

### RESERVE FUNDS

Reserve funds are projected to move from \$2,445,674 at the end of 2007 to \$2,016,869 at the end of 2011. The following table indicates the projected balances in each of the funds:

Reserve Funds					
Building	45,216	38,765	20,203	7,375	22,607
Cemetery	5,625	7,444	7,303	7,156	32,626
Fire Capital Replacement	7,785	1,256	2,651	22,771	2,897
Recreation Capital Replacement	7,188	2,217	3,353	3,008	5,721
Equipment Replacement	93,730	19,999	21,614	23,412	32,475
Park land Cash in lieu	197,875	202,872	207,994	213,244	218,626
Land Sale	1,298,250	1,395,619	1,500,290	1,612,812	708,773
Community Centre Operating	200,000	200,000	200,000	200,000	200,000
Water Replacement	480,230	579,025	352,197	447,152	344,418
Sewer Replacement	18,325	48,966	91,390	224,084	368,538
Snow Removal	51,300	2,615	2,746	2,883	3,027
Liability Self-insurance	37,925	38,873	39,845	40,841	41,862
Police Station Capital	2,225	7,461	12,959	23,857	35,300
	\$2,445,674	\$2,545,111	\$2,462,544	\$2,828,596	\$2,016,869

Note: Any balances shown in parenthesis are deficits and are not permitted. Expenditures will have to be reduced or funding increased to correct these deficits before the financial plan is finalized<sup>5</sup>.

The Version Analysis on page 9, “Building Our Reserves”, shows substantial increases in reserve funding for several of the reserve funds over the duration of the plan in order to meet planned

<sup>5</sup> All reserve fund balances are subject to the finalizing of balances at December 31, 2006 which is in process at the time of writing this report.

capital expenditures. These increases have a direct impact on general operating results and consequently property taxes. The increase in transfer to reserves for 2007 is \$(17,000).

You will see also from the Version Analysis that snow removal costs have been increased to \$620,000 in 2007<sup>6</sup> with additional increases in subsequent years. In 2006 the budget was \$500,000 and the increase is designed to account for contractors' requests for guaranteed hours. In order to offset some of these increases the Snow Removal reserve Fund is expected to be fully depleted by the end of 2008.

**DEVELOPMENT COST CHARGES<sup>7</sup>**

Based on development projections provided in the ski hill master plan, it is anticipated that DCC's will amount to \$4,043,957 at the end of 2011. However, readers should be cautioned that this number is directly related to the amount and mix of development growth<sup>8</sup> and the actual results could be significantly different to those currently forecast.

**BORROWING**

The financial plan indicates that, based on the capital projects identified, borrowing of an additional \$8,953,715 will be required over the term of the plan. The City's debt will move from \$14,473,127 at the end of 2007 (\$12,990,273 approx. - 2006) to \$18,204,890 at the end of 2011.

New borrowing in each year is estimated to be as follows:

<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
\$2,178,000	\$3,630,715	\$300,000	\$2,245,000	\$200,000

**UTILITIES**

The Management Scenario indicates that water rates would increase at about 2% a year over the term of the plan. Sewer rates would have to increase at an accelerated rates to ensure that sufficient funding is available for capital projects. In 2007 residential sewer rates are projected to rise to \$173 from \$164 and commercial rates will need to increase by a similar percentage rate - 5.49%.

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<sup>6</sup> At the end of February 2007 approximately \$593,500 had been spent on snow removal for the current fiscal year.

<sup>7</sup> Although DCC's are included with reserves in the plan under the title of Future Services Upgrades, they are not reserves. They are in fact funds received on account of future works to be carried out by the City and therefore constitute a liability until such time as those funds are used to finance a project identified in the DCC bylaw.

<sup>8</sup> The model generating the financial plan is linked to another model that calculates the expected DCC revenue from a given level of development. The level of development currently being used is in accordance with the projections contained in the ski hill master plan.

The City is in the process of reviewing its delivery of garbage collection and disposal service. Of the options being explored at the date of this report, two have been included in the financial plan since cost and revenue estimates are available for them. These two options are to maintain the status quo with the replacement of the garbage truck or going to a one man truck service. The Management Scenario include the one man truck option, but in either option garbage rates will need to rise in order to meet the anticipated expenses and revenue shortfall. In 2007, residential garbage rates are estimated to rise to \$96.00 from \$89 and further increase to \$98.00 at the end of the financial plan term<sup>9</sup>.

### PROPERTY TAX BURDEN

The following table demonstrates the property tax burden on example residential (Class 1) and business (Class 6) properties:

<b>Residential</b>	<b>Class 1</b>		<b>Increase</b>	<b>House A</b>	<b>House B</b>	<b>House C</b>	<b>House D</b>
Assessed value		2006		\$100,000	\$200,000	\$350,000	\$500,000
Assessed value		2007	29.75%	\$129,752	\$259,504	\$454,133	\$648,761
Tax rate		2006	5.2846	\$528	\$1,057	\$1,850	\$2,642
Tax rate		2007	4.2765	\$555	\$1,110	\$1,942	\$2,774
Increase		\$		\$26	\$53	\$92	\$132
Increase		%		5.00%	5.00%	5.00%	5.00%
<b>Business</b>	<b>Class 6</b>		<b>Increase</b>	<b>Business A</b>	<b>Business B</b>	<b>Business C</b>	<b>Business D</b>
Assessed value		2006		\$100,000	\$250,000	\$500,000	\$1,000,000
Assessed value		2007	13.41%	\$113,407	\$283,517	\$567,033	\$1,134,067
Tax rate		2006	22.6225	\$2,262	\$5,656	\$11,311	\$22,623
Tax rate		2007	20.9456	\$2,375	\$5,938	\$11,877	\$23,754
Increase		\$		\$113	\$283	\$566	\$1,131
Increase		%		5.00%	5.00%	5.00%	5.00%

In 2006 Council reduced the property tax burden for Class 4 (Major Industry) by approximately \$80,000. Bases on the proposed property tax increase for 2007, the property tax burden borne by Class 4 decreases from 7.86% in 2006 to 7.77% in 2007. In 2005, Downie Sawmills overall property taxes for all classes<sup>10</sup> amounted to \$550,279 or 10.81% of the total property tax burden and in 2006 they decreased to \$439,586<sup>11</sup> or 8.24% of the total property tax burden. Based on the

<sup>9</sup> Rates would have to go up further if the City maintains its 2 man truck approach.

<sup>10</sup>Classes 1,4,5 and 6

<sup>11</sup>The reduction in Downie’s property taxes of \$111,143 is a loss of revenue to the City in perpetuity and is equivalent to the loss of an investment of \$2.22 million at an assumed rate of return of 5% per annum. Council may decide to recoup this loss, either wholly or in part, by increasing Class 4 taxes at a higher rate than the average in the future.

proposed property tax increase the liability would increase to \$478,294 or 8.44% of the total tax burden.

## CONCLUSION

There are considerable challenges being faced by the City in the current five year plan. Operating demands continue to increase in terms of snow removal, recreational facilities, asset maintenance and development services. Snow removal costs are a particular area of concern. The budget for 2007 stands at \$620,000 while we have already spent \$593,500 so far this year. Little is left to meet the start of the 2007/8 winter. Capital demands continue to strain available resources even with increases to reserve funds and many projects have been canceled or put on hold until sufficient funds become available. Ultimately, this approach could jeopardize the integrity of existing assets and create further maintenance and safety issues in the future. In the meantime, new projects will be identified that could supersede needed capital works. With limited funds, a strict approach to prioritization will be required. From an operating standpoint, consideration should be given to reducing or eliminating services and maximizing non-taxation revenues.

The observation could be made that the City should be in better shape for 2007 because of the additional dam grant. However, it can be seen from earlier in this report as well as from Appendix 9 that these additional funds have been quickly absorbed by operating and capital needs.

Development, both actual and planned, is placing an increasing burden on the City before meaningful property tax revenues are generated and it is predicted that the City will experience a negative fiscal impact for some years to come.

The situation outlined above was predicted in the 2006-2010 Financial Plan (as well as previous plans) and as each year passes the situation becomes more critical.

# CITY OF REVELSTOKE

## Draft Financial Plan 2007-2011



Amended March 22, 2007

VERSION ANALYSIS

RESULTS	Scenario displayed → Council				
	2007	2008	2009	2010	2011
<b>Closing balances:</b>					
Surplus (General)	432,945	428,453	348,556	407,403	934,395
Total reserves/surplus	4,781,242	6,058,025	7,092,454	8,741,570	8,741,424
Total Debt	14,473,127	17,586,555	17,231,456	18,787,625	18,204,890
<b>General operating:</b>					
Capital out of revenue	458,500	500,000	770,000	740,000	730,000
Debt financing	703,185	861,338	971,749	995,574	1,015,219
Surplus/(deficit) for yr.	(50,055)	(4,493)	(79,896)	58,847	526,992
<b>Other:</b>					
Property tax increase	5.00%	7.50%	8.00%	4.00%	2.00%
Applicable to debt (x.pool)	0.25%	2.79%	1.78%	0.35%	0.27%
Capital out of revenue	-0.32%	0.73%	4.35%	-0.44%	-0.14%
Applicable to new pool	2.72%	0.01%	0.22%	0.03%	0.20%
Reserves and surpluses	1.66%	4.93%	5.71%	6.65%	3.36%
Operational	0.69%	-0.96%	-4.06%	-2.59%	-1.69%

Building our Reserves

	Contributions					Balance				
	2007	2008	2009	2010	2011	2007	2008	2009	2010	2011
	Council									
Equipment Replacement	\$175,000	\$255,000	\$315,000	\$430,000	\$500,000	\$93,730	\$19,999	\$21,614	\$23,412	\$32,475
Cemetery Replacement	\$41,000	\$45,000	\$40,000	\$40,000	\$40,000	\$5,625	\$7,444	\$7,303	\$7,156	\$32,626
Fire Capital Replacement	\$100,000	\$305,000	\$435,000	\$350,000	\$460,000	\$7,785	\$1,256	\$2,651	\$22,771	\$2,897
Recreation Reserve	\$260,000	\$215,000	\$420,000	\$265,000	\$360,000	\$7,188	\$2,217	\$3,353	\$3,008	\$5,721
Building Reserve	\$40,000	\$65,000	\$105,000	\$540,000	\$40,000	\$45,216	\$38,765	\$20,203	\$7,375	\$22,607
Community Centre Reserve	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
RCMP Building Reserve	\$40,000	\$5,000	\$5,000	\$10,000	\$10,000	\$2,225	\$7,461	\$12,959	\$23,857	\$35,300
Land Reserve	\$0	\$0	\$0	\$0	\$0	\$1,298,250	\$1,395,619	\$1,500,290	\$1,612,812	\$708,773
<b>Total</b>	<b>\$656,000</b>	<b>\$890,000</b>	<b>\$1,320,000</b>	<b>\$1,635,000</b>	<b>\$1,410,000</b>	<b>\$1,660,019</b>	<b>\$1,672,759</b>	<b>\$1,768,373</b>	<b>\$1,900,391</b>	<b>\$1,040,398</b>

Snow removal

	2007	2008	2009	2010	2011
	Council				
Snow removal	560,000	580,000	610,000	635,000	635,000
Sanding	60,000	60,000	60,000	60,000	60,000



Version Summary for	Council	scenario:
<a href="#">Snow removal</a>	Council	
<a href="#">Building reserves</a>	Council	
<a href="#">Revenues</a>	Council	
<a href="#">Expenses</a>	Council	
<a href="#">Growth</a>	High growth	
<a href="#">Gen. Govt. Exps.</a>	Council	
<a href="#">Fire Protection</a>	Council	
<a href="#">Planning</a>	Council	
<a href="#">RCMP</a>	Council	
<a href="#">Public Works</a>	Council	
<a href="#">Garbage Collection</a>	One-man truck	
<a href="#">CED</a>	Council	
<a href="#">Recreation Expenses</a>	Council	
<a href="#">Recreation Revenues</a>	Council	
<a href="#">Increases</a>	Council	
<a href="#">Discretionary Increases</a>	Council	
<a href="#">Capital out of revenue</a>	Council	
<a href="#">Equipment replacement</a>	Council	
<a href="#">ED Capital</a>	Council	
<a href="#">Recreation Capital</a>	Council	
<a href="#">Cemetery Capital</a>	Council	
<a href="#">RCMP Capital</a>	Council	
<a href="#">General Govt. Capital</a>	Council	
<a href="#">Land Sale</a>	Council	
<a href="#">Water Capital</a>	Council	
<a href="#">Sewer Capital</a>	Council	
<a href="#">Water revenues</a>	Council	
<a href="#">Water expenses</a>	Council	
<a href="#">Water Rates</a>	2% per year	
<a href="#">Sewer revenues</a>	Council	
<a href="#">Sewer expenses</a>	Council	
<a href="#">Sewer rates</a>	Council	

City of Revelstoke

Financial Plan 2007-2011

Summary of Financial Resources

	2007	2008	2009	2010	2011
Total Reserves and Accumulated Surpluses at January 1	\$5,490,116	\$4,781,242	\$6,058,025	\$7,092,454	\$8,741,570
Income	17,426,287	22,311,559	16,263,487	22,867,048	18,867,455
DCC receipts	1,079,458	1,079,458	1,079,458	1,079,458	59,094
Expenditures:					
Operating	(10,845,865)	(10,822,295)	(10,984,995)	(11,088,470)	(11,189,420)
Capital	(7,206,360)	(9,868,955)	(3,686,600)	(9,498,300)	(5,896,800)
Debt servicing	(1,162,394)	(1,422,985)	(1,636,921)	(1,710,620)	(1,840,474)
Total Reserves and Accumulated Surpluses at December 31	<b>\$4,781,242</b>	<b>\$6,058,025</b>	<b>\$7,092,454</b>	<b>\$8,741,570</b>	<b>\$8,741,424</b>

<b>Reserve Funds</b>					
Building	45,216	38,765	20,203	7,375	22,607
Cemetery	5,625	7,444	7,303	7,156	32,626
Fire Capital Replacement	7,785	1,256	2,651	22,771	2,897
Recreation Capital Replacement	7,188	2,217	3,353	3,008	5,721
Equipment Replacement	93,730	19,999	21,614	23,412	32,475
Park land Cash in lieu	197,875	202,872	207,994	213,244	218,626
Land Sale	1,298,250	1,395,619	1,500,290	1,612,812	708,773
Community Centre Operating	200,000	200,000	200,000	200,000	200,000
Water Replacement	480,230	579,025	352,197	447,152	344,418
Sewer Replacement	18,325	48,966	91,390	224,084	368,538
Snow Removal	51,300	2,615	2,746	2,883	3,027
Liability Self-insurance	37,925	38,873	39,845	40,841	41,862
Police Station Capital	2,225	7,461	12,959	23,857	35,300
	<b>\$2,445,674</b>	<b>\$2,545,111</b>	<b>\$2,462,544</b>	<b>\$2,828,596</b>	<b>\$2,016,869</b>
<b>Development Cost Charges</b>					
Future Services Upgrading	\$264,020	\$1,383,665	\$2,559,292	\$3,793,701	\$4,043,957
	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>
<b>Electric Utility Reserve Fund</b>					
	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>
<b>Operating Surpluses</b>					
General	432,945	428,453	348,556	407,403	934,395
Water	137,999	119,010	112,092	76,718	85,868
Sewer	604	31,787	59,969	85,152	110,335
	<b>\$571,549</b>	<b>\$579,249</b>	<b>\$520,618</b>	<b>\$569,273</b>	<b>\$1,130,598</b>
<b>TOTAL</b>	<b>\$4,781,242</b>	<b>\$6,008,025</b>	<b>\$7,042,454</b>	<b>\$8,691,570</b>	<b>\$8,691,424</b>

CITY OF REVELSTOKE

FINANCIAL PLAN 2007-2011

SCHEDULE A OF BYLAW NO.  
SUMMARY

	2007	2008	2009	2010	2011
<b>Revenues</b>					
Property taxation	\$5,667,607	\$6,213,504	\$6,849,243	\$7,258,841	\$7,548,290
1% Utility tax	121,000	128,000	128,000	128,000	128,000
Frontage tax	105,000	122,974	122,974	122,974	122,974
<b>Fees and Charges</b>					
Sale of services	2,052,488	1,809,837	1,813,685	1,813,685	1,813,685
User fees - water and sewer	1,778,403	1,843,852	1,867,424	1,891,467	1,915,991
<b>Other Revenue</b>					
Grants/Other Governments	3,365,900	6,851,800	3,425,420	7,532,365	3,625,656
Other	2,157,889	1,649,905	1,592,244	1,660,344	3,188,277
Transfers from reserves and surplus	2,189,860	1,553,955	2,248,600	2,154,300	4,598,800
Debt proceeds	2,178,000	3,630,715	300,000	2,245,000	200,000
DCC'S	930,000	60,973	164,497	214,372	324,581
Transfer from prior years' surplus	192,265	23,482	86,814	35,374	0
<b>Total</b>	<b>\$20,738,412</b>	<b>\$23,888,996</b>	<b>\$18,598,901</b>	<b>\$25,056,722</b>	<b>\$23,466,255</b>
<b>Expenditures</b>					
General operating	\$9,994,865	\$9,943,795	\$10,121,995	\$10,199,970	\$10,320,920
Water utility	467,500	490,500	472,000	494,500	474,500
Sewer utility	383,500	388,000	391,000	394,000	394,000
Transfers to reserves and surplus	1,573,848	1,743,579	2,262,203	2,675,303	3,978,236
Capital expenditures	7,206,360	9,868,955	3,686,600	9,498,300	5,896,800
Debt principal repayments	336,760	434,258	549,926	560,000	628,730
Debt interest payments	825,634	988,727	1,086,995	1,150,620	1,211,745
Transfer to prior years' surplus	(50,055)	31,183	28,183	84,029	561,325
<b>Total</b>	<b>\$20,738,412</b>	<b>\$23,888,996</b>	<b>\$18,598,901</b>	<b>\$25,056,722</b>	<b>\$23,466,255</b>

CITY OF REVELSTOKE

FINANCIAL PLAN 2007-2011

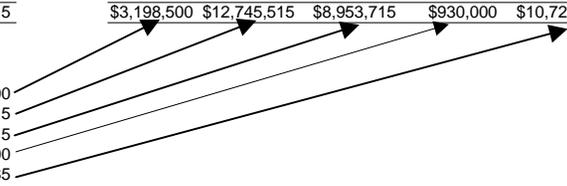
SCHEDULE A OF BYLAW NO.  
SCHEDULE B OF BYLAW NO.

Capital expenditures

	2007	2008	2009	2010	2011	Total	General Revenue	Reserves	Borrowing	DCC'S	Grants and Other
<b>General Capital Fund</b>							\$3,198,500		\$2,691,715	\$15,000	\$2,478,285
Roads and other infrastructure	\$2,248,500	\$2,041,000	\$1,438,000	\$1,358,000	\$1,298,000	\$8,383,500					
Buildings and equipment	985,860	1,680,455	1,382,600	1,669,300	3,921,300	9,639,515		8,979,515	650,000		10,000
Other	345,000	100,000	100,000	100,000	100,000	745,000		640,000		65,000	40,000
<b>Water Capital Fund</b>											
Infrastructure upgrades	1,088,000	222,500	575,000	280,000	477,500	2,643,000		1,793,000		850,000	0
<b>Sewer Capital Fund</b>											
Infrastructure upgrades	2,539,000	5,825,000	191,000	6,091,000	100,000	14,746,000		1,333,000	5,612,000	0	8,201,000
<b>Total</b>	<b>\$7,206,360</b>	<b>\$9,868,955</b>	<b>\$3,686,600</b>	<b>\$9,498,300</b>	<b>\$5,896,800</b>	<b>\$36,157,015</b>	<b>\$3,198,500</b>	<b>\$12,745,515</b>	<b>\$8,953,715</b>	<b>\$930,000</b>	<b>\$10,729,285</b>
<b>Source of funds</b>											
General revenue	\$458,500	\$500,000	\$770,000	\$740,000	\$730,000	\$3,198,500					
Reserve funds	2,189,860	1,553,955	2,248,600	2,154,300	4,598,800	12,745,515					
Borrowing	2,178,000	3,630,715	300,000	2,245,000	200,000	8,553,715					
DCC'S	930,000	0	0	0	0	930,000					
Grants and other funding	1,450,000	4,184,285	368,000	4,359,000	368,000	10,729,285					
<b>Total</b>	<b>\$7,206,360</b>	<b>\$9,868,955</b>	<b>\$3,686,600</b>	<b>\$9,498,300</b>	<b>\$5,896,800</b>	<b>\$36,157,015</b>					

Capital Expenditures Sched's B=A

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FINANCIAL PLAN 2007-2011

GENERAL OPERATING

2006/2007 BUDGET COMPARISON

	2006	2007	Note	Increase %	Total %	2008	2009	2010	2011
	Budget	Budget		%	%				
<b>REVENUES:</b>									
Council									
Taxation	\$5,346,150	\$5,667,607		6.01%	38.08%	\$6,206,030	\$6,826,633	\$7,236,231	\$7,525,680
Specified Area - Revit Phase 2	\$0	\$-0		ERR	-0.00%	\$7,474	\$22,610	\$22,610	\$22,610
1% Utility Taxes	121,000	121,000		0.00%	0.81%	128,000	128,000	128,000	128,000
Grants in Lieu	1,297,000	1,732,000		33.54%	11.64%	1,838,500	1,960,620	2,026,565	2,060,856
Regional District Contributions	313,400	413,400		31.91%	2.78%	414,800	414,800	414,800	414,800
Administrative Services	303,300	308,300		1.65%	2.07%	309,800	310,800	310,800	310,800
Transit	60,000	60,000		0.00%	0.40%	60,000	60,000	60,000	60,000
Fire Department	7,000	7,000		0.00%	0.05%	7,000	7,000	7,000	7,000
Public Works	620,500	1,052,438		69.61%	7.07%	800,787	803,635	803,635	803,635
Cemetery	32,000	32,000		0.00%	0.22%	32,000	32,000	32,000	32,000
Recreation	602,250	592,750		-1.58%	3.98%	600,250	600,250	600,250	600,250
Other Revenue, Own Sources	675,500	780,500		15.54%	5.24%	772,500	772,500	772,500	772,500
Provincial Transfers (and other grants)	867,000	760,500		-12.28%	5.11%	848,500	1,050,000	1,100,000	1,150,000
Debt proceeds	1,420,000	835,000		-41.20%	5.61%	3,630,715	300,000	2,245,000	200,000
Reserve funds	1,239,590	1,215,860		-1.91%	8.17%	1,130,455	1,482,600	1,769,300	4,021,300
DCC'S	27,000	80,000		196.30%	0.54%				
Other Contributions and Donations	1,664,000	1,225,000		-26.38%	8.23%	599,285	483,000	483,000	483,000
<b>TOTAL REVENUES</b>	<b>14,595,690</b>	<b>14,883,355</b>		<b>1.97%</b>		<b>17,386,095</b>	<b>15,254,448</b>	<b>18,011,691</b>	<b>18,592,431</b>
Transfer from Prior Years' Surplus					0.00%	4,493	79,896	0	0
<b>TOTAL</b>	<b>\$14,595,690</b>	<b>\$14,883,355</b>			<b>100.00%</b>	<b>\$17,390,588</b>	<b>\$15,334,344</b>	<b>\$18,011,691</b>	<b>\$18,592,431</b>
<b>EXPENSES:</b>									
Council									
General Government	2	1,193,770	1,314,410	10.11%	8.80%	1,332,540	1,325,740	1,344,615	1,381,965
Fire Protection	3	803,700	888,100	10.50%	5.95%	914,900	934,400	950,400	991,000
Provincial Emergency Program		43,000	86,000	100.00%	0.58%	86,000	86,000	86,000	86,000
Planning, Building and Bylaw Enforcement	4	455,000	516,000	13.41%	3.46%	517,000	601,000	609,000	617,000
Animal and Pest Control		68,500	75,950	10.88%	0.51%	75,950	75,950	76,550	76,550
Police and Court House services	5	1,292,695	1,396,395	8.02%	9.35%	1,446,895	1,484,395	1,489,895	1,492,895
Public Works	6	1,990,800	2,246,700	12.85%	15.04%	2,288,700	2,342,700	2,376,200	2,388,200
Transit		140,000	140,000	0.00%	0.94%	140,000	140,000	140,000	140,000
Environmental Health (Garbage collection)	6	274,000	555,900	102.88%	3.72%	303,400	301,900	302,900	302,900
Public Health and Welfare (Cemetery)		94,500	102,000	7.94%	0.68%	105,000	107,000	108,000	109,000
Community Economic Development	7	432,300	462,950	7.09%	3.10%	483,450	438,950	416,450	417,450
Recreation and Culture	8	2,039,110	2,210,460	8.40%	14.80%	2,249,960	2,283,960	2,299,960	2,317,960
Debt principal repayments		197,674	197,674	0.00%	1.32%	263,159	322,152	332,227	340,622
Debt interest payments		492,262	505,512	2.69%	3.39%	598,179	649,597	663,347	674,597
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$9,517,311</b>	<b>\$10,698,050</b>	<b>12.41%</b>	<b>71.64%</b>	<b>10,805,133</b>	<b>11,093,744</b>	<b>11,195,544</b>	<b>11,336,139</b>

FINANCIAL PLAN 2007-2011

Capital Out of Revenue	10	475,500	458,500	-3.58%	3.07%
Capital expenditures from other funding	10	1,399,000	990,000	-29.24%	6.63%
Capital expenditures from reserves	10	1,239,590	1,215,860	-1.91%	8.14%
Capital expenditures through debt	10	1,420,000	835,000	-41.20%	5.59%
Capital expenditures through DCC'S		27,000	80,000	196.30%	0.54%
Transfer to Reserves		524,000	656,000	25.19%	4.39%
<b>TOTAL EXPENDITURES</b>		<b>14,602,401</b>	<b>14,933,410</b>	<b>2.27%</b>	<b>100.00%</b>

TOTAL		\$14,602,401	\$14,933,410
Surplus/(Deficit)		(6,711)	(50,055)
<b>TOTAL</b>		<b>\$14,595,690</b>	<b>\$14,883,355</b>

Approximate General Operating surplus	January 1	\$483,000
Less: Amount required above to balance budget		(50,055)
Add: Surplus for year		0
Approximate General Operating surplus	December 31	\$432,945

<b>Average estimated property tax increase for all classes</b>	<b>3.70%</b>
Applicable to Aquatic Centre project	4.86% 2.72%

Increase/(decrease) in operating expenditures (excluding debt and capital)	1,167,490
	13.23%
Increase/(decrease) in operating revenues (excluding debt, reserves and oth	1,102,396
	10.76%

500,000	770,000	740,000	730,000
434,285	368,000	368,000	368,000
1,130,455	1,482,600	1,769,300	4,021,300
3,630,715	300,000	2,245,000	200,000
0	0	0	0
890,000	1,320,000	1,635,000	1,410,000
17,390,588	15,334,344	17,952,844	18,065,439
17,390,588	15,334,344	17,952,844	18,065,439
0	0	58,847	526,992
\$17,390,588	\$15,334,344	\$18,011,691	\$18,592,431
\$432,945	\$428,453	\$348,556	\$407,403
(4,493)	(79,896)	0	0
0	0	58,847	526,992
\$428,453	\$348,556	\$407,403	\$934,395

<b>7.50%</b>	<b>8.00%</b>	<b>4.00%</b>	<b>2.00%</b>
0.01%	0.22%	0.03%	0.20%

<b>Sensitivity factors:</b>	High growth
Revenue from new construction	2.00% 2.00% 2.00% 2.00%

<b>Council</b>	
Property tax increase	7.50% 8.00% 4.00% 2.00%

<b>Sensitivity results:</b>				
Revenue from new construction	\$113,352	\$124,121	\$136,533	\$144,725
Revenue from tax increase	\$425,071	\$496,482	\$273,065	\$144,725

FINANCIAL PLAN 2007-2011

GENERAL GOVERNMENT EXPENSES

	Notes	2006 Budget	2007 Budget	% Increase	2008	2009	2010	2011
		Council						
Legislative	1	151,360	151,860	0.33%	153,760	153,760	153,760	153,760
Administration	2	280,400	332,400	18.54%	339,400	345,400	351,400	356,400
Finance	3	357,400	366,400	2.52%	379,400	389,400	398,400	408,400
Information Technology	4	139,860	170,100	21.62%	221,130	224,680	228,055	232,855
City Hall Maintenance	5	64,950	80,400	23.79%	82,000	83,200	83,700	85,700
Administration/Finance	6	131,500	129,000	-1.90%	114,000	114,000	114,000	114,000
Elections and Referendums	7	0	18,950	ERR	15,550	0	0	15,550
Labour Management	8	68,300	65,300	-4.39%	27,300	15,300	15,300	15,300
		<u>\$1,193,770</u>	<u>\$1,314,410</u>	<u>10.11%</u>	<u>\$1,332,540</u>	<u>\$1,325,740</u>	<u>\$1,344,615</u>	<u>\$1,381,965</u>

FINANCIAL PLAN 2007-2011

GENERAL GOVERNMENT EXPENSES

Notes		Increase/ (Decrease)
<b>1</b>	<b>Legislative:</b>	
	Council indemnities	\$0
	Travel & meeting expenses	0
	Telephone	0
	Advertising	500
	Council Chambers - rent/utiiltites/taxes	0
	Office supplies	0
		<u>500</u>
<b>2</b>	<b>Administration:</b>	
	Salaries and benefits increases	\$5,000
	Salaries and benefits	35,000
	Casual salaries	1,000
	Telephone (transferred from Admin/Finance)	3,500
	Advertising	500
	Legal services/consultants	5,000
	Memberships and conferences	2,000
	Office equipment expense	0
		<u>52,000</u>
<b>3</b>	<b>Finance Department:</b>	
	Salaries and benefits	<u>\$9,000</u>
		9,000
<b>4</b>	<b>Information Technology</b>	
	Salaries and benefits	\$1,375
	Software support	12,365
	Memberships & conferences	(3,000)
	Programming services	19,500
		<u>30,240</u>
<b>5</b>	<b>City Hall Maintenance</b>	
	Wages and benefits	\$14,950
	Insurance	\$500
	Utilities	0
		<u>15,450</u>
<b>6</b>	<b>Administration/Finance:</b>	
	Grants-in-aid:*	
		<b>2006</b> <b>2007</b>
	Unallocated provision	10,513 <b>34,000</b>
	Andrew Russell	200      0
	Columbia Mountains Institute	2,000      0
	Revelstoke Community Foundation	5,000      0
	Revelstoke Ambassador Program	1,000      0
	Revelstoke Arts Council	1,000      0
	Revelstoke Boxing Club	250      0
	Revelstoke Acrobats	500      0
	Revelstoke Curling Club	15,000 <b>15,000</b>
	Revelstoke Museum and Galleries Collective	662      0
	Revelstoke School Band	125      0
	DOKK	2,000      0
	Youth Coordinator	10,000      0
	Revelstoke Community Band	750      0
	<b>Total</b>	<u>49,000</u> <b>49,000</b>

## FINANCIAL PLAN 2007-2011

## GENERAL GOVERNMENT EXPENSES

Increase/(Decrease)		0
MIA insurance	\$500	
Postage meter	\$4,000	
Telephone	(2,000)	
Contingency	(5,000)	
Contracted services	0	
Columbia Basin Trust administration expenses	0	(2,500)
* Applications for grants-in-aid for the year 2007 must be received by February 28, 2007 The above list is provisional pending these applications.		
7 By-election costs following resignation of Russ Gibbs		18,950
8 Labour Management		
Memberships & Training seminars	\$0	
OMMLRA membership	(\$9,000)	
Contracted services - Safety consultant	(4,000)	
Contracted services - management staff recruitment	20,000	
Management staff relocation expenses	(10,000)	(3,000)
Overall increase/(decrease)		<u>\$120,640</u>

CITY OF REVELSTOKE  
 FINANCIAL PLAN 2007-2011  
 FIRE PROTECTION

APPENDIX 3

Expenditures	Notes	2006 Budget	2007 Budget	% Increase	2008	2009	2010	2011
Council								
Administration	1	\$138,700	\$144,400	4.11%	\$146,400	\$149,900	\$152,900	\$154,900
Fire Fighting Force	2	557,000	624,500	12.12%	648,500	663,500	676,500	714,500
Fire Hydrants		19,500	18,800	-3.59%	18,800	18,800	18,800	18,800
Fire Station	3	40,500	50,700	25.19%	51,400	52,100	52,100	52,600
Fire Fighting Equipment	4	48,000	49,700	3.54%	49,800	50,100	50,100	50,200
		<u>\$803,700</u>	<u>\$888,100</u>	<u>10.50%</u>	<u>\$914,900</u>	<u>\$934,400</u>	<u>\$950,400</u>	<u>\$991,000</u>
<b>Revenues</b>								
Regional District		\$42,000	\$56,000	33.33%	\$58,000	\$58,000	\$64,000	\$67,000
Fire Department		7,000	7,000	0.00%	7,000	7,000	7,000	7,000
		<u>\$49,000</u>	<u>\$63,000</u>	<u>28.57%</u>	<u>\$65,000</u>	<u>\$65,000</u>	<u>\$71,000</u>	<u>\$74,000</u>
<b>Net Cost</b>		<u>\$754,700</u>	<u>\$825,100</u>	<u>9.33%</u>	<u>\$849,900</u>	<u>\$869,400</u>	<u>\$879,400</u>	<u>\$917,000</u>

Notes	Increase/ (Decrease)
<b>1</b> Administration	
Salaries and benefits	5,000
Office supplies	700
	<u>5,700</u>
<b>2</b> Fire Fighting Force	
Additional FTE commencing July 1, 2007	\$42,000
Fringe adjustment	500
Retro pay	20,000
Training (Memberships & conferences)	5,000
	<u>67,500</u>
<b>3</b> Fire Station	
Wages and benefits	6,700
Maintenance	3,500
	<u>10,200</u>
<b>4</b> Fire Fighting Equipment	
Wages and benefits	700
Communications equipment	2,000
Insurance	(1,000)
	<u>1,700</u>
Miscellaneous decreases	(700)
Overall increase/(decrease)	<u>\$84,400</u>

## FINANCIAL PLAN 2007-2011

## PLANNING, BUILDING &amp; BYLAW ENFORCEMENT

Expenditures	Notes	2006 Budget	2007 Budget	% Increase	2008	2009	2010	2011
Council								
Salaries and benefits	1	\$381,000	\$397,000	4.20%	\$408,000	\$492,000	\$500,000	\$508,000
Travel and local meetings	2	1,000	2,000	100.00%	2,000	2,000	2,000	2,000
Telephone		3,500	3,500	0.00%	3,500	3,500	3,500	3,500
Advertising		6,500	6,500	0.00%	6,500	6,500	6,500	6,500
Legal services	3	7,500	10,000	33.33%	8,500	8,500	8,500	8,500
Insurance	4	4,000	5,000	25.00%	5,000	5,000	5,000	5,000
Memberships and conferences	5	10,000	12,500	25.00%	12,500	12,500	12,500	12,500
Heritage advisory commission	6	500	1,000	100.00%	500	500	500	500
Advisory planning commission	7	500	1,000	100.00%	500	500	500	500
Planning - Sign and facade design	8	7,500	7,500	0.00%	10,000	10,000	10,000	10,000
Contracted services	9	10,000	45,000	350.00%	45,000	45,000	45,000	45,000
Contracted services - funded		10,000	10,000	0.00%	0	0	0	0
Enhancement planning	10	5,000	5,000	0.00%	5,000	5,000	5,000	5,000
Small capital		500	500	0.00%	500	500	500	500
Office supplies	11	5,000	7,000	40.00%	7,000	7,000	7,000	7,000
Vehicle parts and maintenance		2,500	2,500	0.00%	2,500	2,500	2,500	2,500
		<u>\$455,000</u>	<u>\$516,000</u>	<u>13.41%</u>	<u>\$517,000</u>	<u>\$601,000</u>	<u>\$609,000</u>	<u>\$617,000</u>
<b>Revenues</b>								
CSRD	12	0	0	ERR	0	0	0	0
Licences and permits		\$212,500	\$291,400	37.13%	\$291,400	\$291,400	\$291,400	\$291,400
		<u>\$212,500</u>	<u>\$291,400</u>	<u>37.13%</u>	<u>\$291,400</u>	<u>\$291,400</u>	<u>\$291,400</u>	<u>\$291,400</u>

## FINANCIAL PLAN 2007-2011

## PLANNING, BUILDING &amp; BYLAW ENFORCEMENT

Notes		Increase/ (Decrease)
<b>1</b>	Staff cost increases/(decreases):	
	Salaries and fringe	22,477
	City Planner	(71,958)
	Assistant Planner	55,454
	Manager of Development Services	60,000
	Planning Assistant	(42,973)
	Building Inspector (inc. fringe)	0
	Bylaw Enforcement Officer*	0
	Part time casual assistance	<u>(7,000)</u>
		\$16,000
	*It is anticipated that an additional bylaw enforcement officer will be required in 2009 at an annual cost (inc. fringe) of \$70,000	
<b>2</b>	Travel and local meetings	1,000
<b>3</b>	Legal Services	2,500
<b>4</b>	Insurance - MIA premium increase	1,000
<b>5</b>	Memberships & conferences	2,500
<b>6</b>	Heritage Advisory Commission	500
<b>7</b>	Advisory Planning Commission	500
<b>8</b>	Planning and facade design	0
<b>9</b>	Contracted services	
	Miscellaneous	25,000
	Sign bylaw review	<u>10,000</u>
		35,000
<b>10</b>	Enhancement Planning	0
<b>11</b>	Office supplies	2,000
<b>12</b>	50% share of additional building inspection costs	
	Overall increase/(decrease)	<u>\$61,000</u>



FINANCIAL PLAN 2007-2011

PUBLIC WORKS

Expenditures	Notes	2006	2007	%	2008	2009	2010	2011
		Budget	Budget	Increase				
Council								
Administration	1	325,500	340,500	4.61%	348,000	359,000	364,000	371,500
Engineering Services	2	167,500	201,000	20.00%	211,000	220,000	223,000	224,000
Equipment Maintenance	3	286,500	323,500	12.91%	326,500	328,500	331,500	334,500
Municipal Yards and Buildings	4	102,250	110,250	7.82%	110,250	110,250	110,250	110,250
Street Maintenance		191,500	192,000	0.26%	192,000	192,000	192,000	192,000
Sidewalk Maintenance		35,000	35,000	0.00%	35,000	35,000	35,000	35,000
Drainage Ditch Maintenance		12,500	12,500	0.00%	12,500	12,500	12,500	12,500
Storm Sewer Maintenance	5	46,500	40,000	-13.98%	40,000	42,000	40,000	40,000
Snow Removal	6	445,000	560,000	25.84%	580,000	610,000	635,000	635,000
Sanding		55,000	60,000	9.09%	60,000	60,000	60,000	60,000
Custom Work		19,800	19,800	0.00%	19,800	19,800	19,800	19,800
Street Lighting	7	168,500	166,600	-1.13%	166,600	166,600	166,600	166,600
Traffic Services		46,500	39,000	-16.13%	39,000	39,000	39,000	39,000
Railway Crossing Maintenance		12,000	12,000	0.00%	12,000	12,000	12,000	12,000
Bridge Maintenance		34,750	23,050	-33.67%	23,550	23,550	23,050	23,550
Gravel Pit (Septage facility)	8	42,000	111,500	165.48%	112,500	112,500	112,500	112,500
		<u>\$1,990,800</u>	<u>\$2,246,700</u>	<u>12.85%</u>	<u>\$2,288,700</u>	<u>\$2,342,700</u>	<u>\$2,376,200</u>	<u>\$2,388,200</u>
<b>Revenues</b>								
Custom Work		\$20,000	\$20,000	0.00%	\$20,000	\$20,000	\$20,000	\$20,000
Equipment Earnings - snow removal		100,000	100,000	0.00%	100,000	100,000	100,000	100,000
- other		199,500	224,500	12.53%	224,500	224,500	224,500	224,500
Gravel Sales		42,000	42,000	0.00%	42,000	42,000	42,000	42,000
Septage sales - top soil		0	113,000	ERR	113,000	113,000	113,000	113,000
		<u>\$361,500</u>	<u>\$499,500</u>	<u>38.17%</u>	<u>\$499,500</u>	<u>\$499,500</u>	<u>\$499,500</u>	<u>\$499,500</u>
<b>Net Cost</b>		<u>\$1,629,300</u>	<u>\$1,747,200</u>	<u>7.24%</u>	<u>\$1,789,200</u>	<u>\$1,843,200</u>	<u>\$1,876,700</u>	<u>\$1,888,700</u>
<b>Net snow removal cost</b>		<u>\$400,000</u>	<u>\$520,000</u>	<u>30.00%</u>	<u>\$540,000</u>	<u>\$570,000</u>	<u>\$595,000</u>	<u>\$595,000</u>

FINANCIAL PLAN 2007-2011

PUBLIC WORKS

ENVIRONMENTAL HEALTH - Garbage Collection and Disposal

	One-man truck						
<b>Revenues</b>							
Garbage collection	250,000	273,438	9.38%	276,287	279,135	279,135	279,135
Tag-a-bag residential	3,000	1,500	-50.00%	0	0	0	0
Tag-a-bag commercial	6,000	3,000	-50.00%	0	0	0	0
Bin rental	0	25,000	ERR	25,000	25,000	25,000	25,000
Bin inventory	0	250,000	ERR				
	<u>259,000</u>	<u>552,938</u>	<u>113.49%</u>	<u>301,287</u>	<u>304,135</u>	<u>304,135</u>	<u>304,135</u>
<b>Expenses</b>							
Operating	274,000	253,400	-7.52%	223,400	221,900	222,900	222,900
Garbage truck lease (commencing July 2007)	0	27,500	ERR	55,000	55,000	55,000	55,000
Bins	0	250,000	ERR	0	0	0	0
Amortization of bins	0	25,000	ERR	25,000	25,000	25,000	25,000
	<u>274,000</u>	<u>555,900</u>	<u>102.88%</u>	<u>303,400</u>	<u>301,900</u>	<u>302,900</u>	<u>302,900</u>
<b>Garbage Rate</b>	<b>\$89.00</b>	<b>\$96.00</b>		<b>\$97.00</b>	<b>\$98.00</b>	<b>\$98.00</b>	<b>\$98.00</b>

Notes		Increase/ (Decrease)
<b>1 Administration</b>		
Materials and supplies	\$500	
Casual wages	\$0	
Wage costs	<u>14,500</u>	\$15,000
<b>2 Engineering</b>		
Wages and benefits increases	\$3,500	
Wages and benefits	14,000	
Casual wages - student	10,000	
Contracted services	5,000	
Maps and blueprints	<u>1,000</u>	\$33,500
<b>3 Equipment maintenance</b>		
Wages and benefits increases	\$2,000	
Wage cost	13,000	
Contracted services	10,000	
Gas	7,000	
Vehicle parts	<u>5,000</u>	\$37,000
<b>4 Municipal yards &amp; buildings</b>		
Wage costs	\$8,000	
Insurance	0	
Utilities	0	
Small tools	0	
Contracted services	<u>0</u>	\$8,000
<b>5 Storm sewer maintenance</b>		
Wage costs	(\$6,500)	
Equipment rental-internal	<u>0</u>	(\$6,500)
<b>6 Snow removal</b>		
Wage costs and contracted services		\$120,000

## FINANCIAL PLAN 2007-2011

## PUBLIC WORKS

<b>7</b> Street lighting		
Wage costs	(\$11,900)	
Materials and supplies	0	
Utilities	10,000	
	<u>          </u>	(1,900)
<b>8</b> Gravel Pit (Septage facility)		
Administration charges	\$5,000	
Wages	9,000	
Advertising	1,000	
Maintenance and repairs	3,000	
Equipment rental - internal	25,000	
Equipment rental - external	25,000	
Materials and supplies	1,500	
	<u>          </u>	69,500
Miscellaneous increases/(decreases)		(18,700)
Total increase/(decrease)		<u>\$255,900</u>

FINANCIAL PLAN 2007-2011

COMMUNITY ECONOMIC DEVELOPMENT

Expenses	Notes	2006	2007	%	2008	2009	2010	2011
		Budget	Budget	Increase				
Council								
Tourism and Public Relations	1	138,400	141,400	2.17%	141,400	141,400	141,400	141,400
Ski Hill	2	10,000	30,000	200.00%	30,000	10,000	10,000	10,000
Economic Development Commission	3	153,400	156,550	2.05%	158,050	160,550	163,050	164,050
Special Projects	5	102,500	105,000	2.44%	130,000	105,000	80,000	80,000
Tourism Development Coordinator	4	28,000	30,000	7.14%	24,000	22,000	22,000	22,000
		<u>\$432,300</u>	<u>\$462,950</u>	<u>7.09%</u>	<u>\$483,450</u>	<u>\$438,950</u>	<u>\$416,450</u>	<u>\$417,450</u>
<b>Revenues</b>								
Special projects funding	5	72,500	50,000	-31.03%	80,000	105,000	80,000	80,000
EOF	4	14,000	15,000	7.14%	12,000	11,000	11,000	10,000
EDC		77,400	77,400	0.00%	77,400	77,400	77,400	77,400
		<u>\$163,900</u>	<u>\$142,400</u>	<u>-13.12%</u>	<u>\$169,400</u>	<u>\$193,400</u>	<u>\$168,400</u>	<u>\$167,400</u>
<b>Net Cost</b>		<u>\$268,400</u>	<u>\$320,550</u>	<u>19.43%</u>	<u>\$314,050</u>	<u>\$245,550</u>	<u>\$248,050</u>	<u>\$250,050</u>

FINANCIAL PLAN 2007-2011

COMMUNITY ECONOMIC DEVELOPMENT

Notes					Increase/ (Decrease)
1	Tourism and Public Relations Chamber - fee for service				3,000
				<u>\$3,000</u>	
2	Legal and other professional fees and expenses concerning the development of the ski hill.				20,000
3	Economic Development Commission				
				2,500	
				650	
				0	
				0	
				0	
				<u>0</u>	
					3,150
4	The Chamber of Commerce has requested funding from the City and CSRD regarding this position commencing 2001. This position is funded 50% by the CSRD EOF and the applicable funding is included in revenues. The position was supposed to be funded by the City on a reducing balance basis at \$2,000 per year. The funding level should be at \$18,000 in 2007 but the Chamber has requested that funding remain at the \$30,000 level.				2,000
5					
	2006		2007		
	Funding	Expenditure	Funding	Expenditure	
Special projects:					
Special programs	0	30,000	0	30,000	
Research Centre	30,000	30,000	30,000	30,000	
Cultural Strategy	22,500	22,500	0	0	
Social Planner*	0	0	0	25,000	
Other	20,000	20,000	20,000	20,000	
	<u>72,500</u>	<u>102,500</u>	<u>50,000</u>	<u>105,000</u>	
Increase/(decrease)					2,500
Projects assumed to be externally funded					\$50,000
*It is anticipated that the Social Planner position will be contracted over a period of 2 years with 0.00% funding from other sources. Commencing July 1, 2007					
Overall increase/(decrease)					<u>\$30,650</u>

FINANCIAL PLAN 2007-2011

RECREATION AND CULTURE

Expenditures	Notes	2006 Budget	2007 Budget	% Increase	2008	2009	2010	2011
<b>Council</b>								
Administration	1	132,910	135,410	1.88%	139,410	140,410	142,410	142,910
Community Centre	2	393,900	377,600	-4.14%	382,100	386,100	387,100	389,100
Aquatic Centre	3	637,000	756,500	18.76%	767,000	780,500	782,500	797,000
Arena	4	321,400	362,900	12.91%	356,900	362,900	367,900	368,900
Williamsons Lake		3,900	6,950	78.21%	6,950	6,950	6,950	6,950
Parks - General	5	258,900	268,900	3.86%	275,900	283,900	287,900	287,900
Trails and walkways	6	9,000	9,000	0.00%	9,000	9,000	9,000	9,000
Columbia View Park		1,000	1,000	0.00%	1,000	1,000	1,000	1,000
Boulevard maintenance	7	89,300	89,300	0.00%	89,300	89,300	89,300	89,300
Revit maintenance	8	116,500	121,000	3.86%	123,500	125,000	127,000	127,000
Senior Citizens Drop-in Centre		8,000	8,000	0.00%	8,000	8,000	8,000	8,000
Golf course	9	2,000	2,000	0.00%	2,000	2,000	2,000	2,000
Museum	10	65,300	71,900	10.11%	88,900	88,900	88,900	88,900
		<u>\$2,039,110</u>	<u>\$2,210,460</u>	<u>8.40%</u>	<u>\$2,249,960</u>	<u>\$2,283,960</u>	<u>\$2,299,960</u>	<u>\$2,317,960</u>
<b>Revenues</b>	11		Cost recovery	Cost recovery				
<b>Council</b>								
Regional District	12	\$73,000	\$83,000	13.70%	\$83,000	\$85,000	\$87,000	\$88,000
Community Centre		171,550	181,050	5.54%	182,550	182,550	182,550	182,550
Aquatic Centre		311,000	285,000	-8.36%	295,000	295,000	295,000	295,000
Arena		105,700	113,700	7.57%	109,700	109,700	109,700	109,700
Other Facility User Charges		14,000	13,000	-7.14%	13,000	13,000	13,000	13,000
		<u>\$675,250</u>	<u>\$675,750</u>	<u>0.07%</u>	<u>\$683,250</u>	<u>\$685,250</u>	<u>\$687,250</u>	<u>\$688,250</u>
<b>Net Cost</b>		<u>\$1,363,860</u>	<u>\$1,534,710</u>	<u>12.53%</u>	<u>\$1,566,710</u>	<u>\$1,598,710</u>	<u>\$1,612,710</u>	<u>\$1,629,710</u>
Aquatic Centre increase - net (excluding debt repayment and interest)			145,500		500	13,500	2,000	14,500

## FINANCIAL PLAN 2007-2011

## RECREATION AND CULTURE

Notes		Increase/ (Decrease)
<b>1</b> Administration		
Salaries and benefits	\$2,500	
Other	<u>0</u>	2,500
<b>2</b> Community Centre		
Wage costs	\$200	
Fall Programmes	(5,000)	
Janitorial	2,000	
Tables and chairs (annual cost - used to be capital)	3,000	
MP 1 outlets	1,500	
Banner programme	4,000	
Utilities	<u>(22,000)</u>	(16,300)
<b>3</b> Aquatic Centre		
Wage costs - management	\$8,000	
Wage costs - maintenance	35,500	
Wages - casual	(45,000)	
Insurance	3,000	
Materials and supplies	9,000	
Pool maintenance and supplies	25,000	
Utilities	90,000	
Program supplies and equipment	<u>(6,000)</u>	
Aquatic Centre overhead		119,500
<b>4</b> Arena		
Wages	\$4,000	
Wage increase - building maintenance	20,000	
Insurance	500	
Plant maintenance	<u>17,000</u>	41,500
<b>5</b> Parks - General		
Wage costs	(5,000)	
Additional wage costs		
Shale	15,000	
Small tools	<u></u>	10,000
<b>6</b> Trails and walkways		
This is a new function to separate out and quantify the significant cost of maintaining these areas of the City that have previously remained unbudgeted.		
<b>7</b> Boulevard Maintenance		
Wage costs		
<b>8</b> Revit Maintenance		
Wage increases	\$4,500	
Materials and supplies	<u>0</u>	4,500
<b>9</b> Golf course		
Under the new lease with the Golf Club the City is responsible for insurance on the clubhouse building.		
		0

FINANCIAL PLAN 2007-2011

RECREATION AND CULTURE

<b>10</b>	Museum		
	Wage costs - building maintenance	\$3,000	
	Grant increase	1,000	
	Telephone	1,600	
	Contracted services	1,000	
	Insurance	0	
		<hr/>	6,600
<b>11</b>	Revenues - cost recovery		
	The City's Fees and Charges manual states that the target recovery for the Community Centre, Arena and Pool is 50% each. While the Community Centre achieves this target, the other two facilities fall short.		
	A 2% increase in recreation fees and charges across the board has been incorporated.		
<b>12</b>	Regional District		
	Additional revenue is anticipated from the CSRD cost sharing programme for the new aquatic centre operating costs.		
<b>13</b>	Other miscellaneous increases/decreases		3,050
	Overall increase/(decrease)		<hr/> \$171,350

FINANCIAL PLAN 2007-2011

GENERAL OPERATING

FORCED INCREASES

CUPE (inc. fringe benefit) and management	\$90,000	
By election costs	18,950	
IAFF retro pay	20,000	
RCMP contract	105,000	
	<u>\$233,950</u>	1.60%

Notes

Figures in blue can be changed and will alter overall result

OPERATIONAL NECESSITIES

**Decreases in expenditures:**

**General Government**

Information technology - memberships & conferences	3,000
Grants-in-aid	0
Telephone	2,000
Contracted services - safety consultant	4,000
Staff relocation expenses	10,000
OMMLRA assessment	9,000
Contingency	5,000

**Fire Department**

Fire equipment insurance	1,000
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**Planning, Building and Bylaw Enforcement**

Planning - City Planner	71,958
Planning - casual assistance	7,000
Planning - Planning Assistant	42,973
Enhancement planning	0

**RCMP**

Auxiliaries	6,000
Staff Sergeant interviews	6,000
Wages and benefits (support staff)	11,000

**Public Works and Engineering**

Storm sewer maintenance wage costs	6,500
Street lighting wage costs	11,900
Traffic services	7,500
Bridge maintenance	11,700
Snow removal costs	0

Calculated field

**Community Economic Development**

Tourism Development Coordinator	2,000
Special projects	22,500

**Recreation and Culture**

Community Centre - Fall programs	5,000
Community Centre - utilities	22,000
Aquatic Centre - wages casual	45,000
Aquatic Centre - fringe benefit	2,000
Aquatic Centre - program supplies	6,000
	<u>\$321,031</u>

FINANCIAL PLAN 2007-2011

GENERAL OPERATING

	Council	Original	Variance	
<b>Increases in expenditures:</b>				
<b>Administration</b>				
Salaries and benefits	\$35,000	\$35,000	\$0	Budget lower in 2006 due to vacancy
Casual assistance	1,000	1,000	\$0	
Telephone	3,500	3,500	\$0	Budget transfer only \$2000
Legal services/consultants	5,000	5,000	\$0	
Memberships and conferences	2,000	2,000	\$0	
<b>Information Technology</b>				
Software support	12,365	12,365	\$0	
Programming services	19,500	19,500	\$0	
<b>City Hall Maintenance</b>				
Wage costs - building maintenance	14,950	14,950	\$0	
<b>Admin/Finance</b>				
Postage	4,000	4,000	\$0	
<b>Labour Management</b>				
Staff recruitment services	20,000	20,000	\$0	
<b>Fire Department</b>				
Firefighter	42,000	42,000	\$0	1 X FTE commencing July 1, 2007
Training - memberships & conferences	5,000	5,000	\$0	
Fire station maintenance	3,500	3,500	\$0	
Wage costs - building maintenance	6,700	6,700	\$0	
Communications equipment	2,000	2,000	\$0	
<b>Provincial Emergency Programme</b>				
Emergency Programme Coordinator	30,000	30,000	\$0	Fully funded by CSRD requisition
Telephone	3,000	3,000	\$0	Fully funded by CSRD requisition
Materials and supplies	10,000	10,000	\$0	Fully funded by CSRD requisition
<b>Planning, Building and Bylaw Enforcement</b>				
Assistant Planner	55,454	55,454	\$0	
Manager of Development Services	60,000	60,000	\$0	
Building Inspector	0	35,000	(\$35,000)	1 X FTE commencing July 1, 2007
Travel and local meetings	1,000	1,000	\$0	
Legal services	2,500	2,500	\$0	
Insurance	1,000	1,000	\$0	
Memberships & conferences	2,500	2,500	\$0	
Planning and facade design	0	2,500	(\$2,500)	
Contracted services	25,000	2,500	\$22,500	
Sign bylaw review	10,000	16,000	(\$6,000)	
Office supplies	2,000	2,000	\$0	
<b>RCMP and Court House</b>				
Court House insurance	4,000	4,000	\$0	
Victims' Assistance Programme	0	10,000	(\$10,000)	
Wage costs - building maintenance RCMP	15,700	15,700	\$0	
Wage costs - building maintenance Court house	1,500	1,500	\$0	
<b>Public Works and Engineering</b>				
Engineering student	10,000	10,000	\$0	
Engineering wage costs	14,000	14,000	\$0	
Maps and blueprints	1,000	1,000	\$0	
Contracted services	5,000	5,000	\$0	
Equipment maintenance - contracted services	10,000	10,000	\$0	
Gas	7,000	7,000	\$0	
Vehicle parts	5,000	5,000	\$0	
Equipment maintenance wage costs	13,000	13,000	\$0	
Municipal yards and buildings wage costs	8,000	8,000	\$0	
Street lighting utilities	10,000	10,000	\$0	
Gravel pit/septage facility:			\$0	
Admin charges	5,000	5,000	\$0	Offset by equivalent revenue
Wages	9,000	9,000	\$0	Offset by equivalent revenue
Advertising	1,000	1,000	\$0	Offset by equivalent revenue

FINANCIAL PLAN 2007-2011

GENERAL OPERATING

Maintenance & repairs	3,000	3,000	\$0	Offset by equivalent revenue
Equipment rental - internal	25,000	25,000	\$0	Offset by equivalent revenue
Equipment rental - external	25,000	25,000	\$0	Offset by equivalent revenue
Materials and supplies	1,500	1,500	\$0	Offset by equivalent revenue
Garbage collection & disposal	281,900	281,900	\$0	Calculated field -Offset by increase in revenues
Air monitoring	3,000		\$3,000	Contractual obligation with province
Air quality committee	2,500		\$2,500	Already approved by Council
Snow removal costs	120,000	120,000	\$0	Calculated field
<b>Community Economic Development</b>				
Social Planner	25,000	100,000	(\$75,000)	\$50k per year commencing July 1, 07
Ski hill professional fees	20,000	50,000	(\$30,000)	
<b>Recreation and Culture</b>				
Community Centre - janitorial	2,000	2,000	\$0	
Tables and chairs	3,000	3,000	\$0	Annualized cost - transferred from capital
MP 1 outlets	1,500	1,500	\$0	
Banner programme	4,000	4,000	\$0	
Aquatic centre - management wages	8,000	10,000	(\$2,000)	
Aquatic centre - insurance	3,000	3,000	\$0	
Aquatic centre - materials and supplies	9,000	10,000	(\$1,000)	
Aquatic centre - maintenance and supplies	25,000	25,000	\$0	
Aquatic centre - utilities	90,000	95,000	(\$5,000)	
Aquatic centre - building maintenance wages	35,500	35,500	\$0	
Arena - plant maintenance	17,000	17,000	\$0	
Arena - building maintenance wages	20,000	20,000	\$0	
Parks - shale	15,000	15,000	\$0	Annualized cost - transferred from capital
Museum telephone	1,600	1,600	\$0	
Debt charges and interest	13,250	13,250	\$0	Calculated field
	<u>1,252,919</u>	<u>1,391,419</u>	<u>(138,500)</u>	
Net increase/(decrease) in operational necessities	<u>\$931,888</u>		6.38%	

DISCRETIONARY INCREASES/(DECREASES)

	Council	Original	Variance	
Management increase (inc fringe)	\$0	\$0	\$0	already approved by council and inc. above
Mayor and Council	0	0	\$0	
Museum - grant-in-aid	1,000	18,000	(\$17,000)	
Museum contracted services	1,000	0	\$1,000	
Heritage Advisory Committee	500	1,000	(\$500)	
Advisory Planning Committee	500	1,000	(\$500)	
Chamber of Commerce - fee for service	3,000	3,000	\$0	
Tourism Development Coordinator	2,000	2,000	\$0	50% funded by EOF
Capital out of revenue	(17,000)	90,500	(\$107,500)	Calculated field
Capital from other funding	(409,000)	(381,500)	(\$27,500)	Calculated field
Capital out of reserves	(23,730)	138,770	(\$162,500)	Calculated field
Capital expenditures through debt	(585,000)	(585,000)	\$0	Calculated field
Capital expenditures through DCC's	53,000	53,000	\$0	Calculated field
Transfers to reserves	132,000	322,000	(\$190,000)	Calculated field
	<u>(\$841,730)</u>		-5.76%	(504,500)

OTHER INCREASES/(DECREASES)

Increase in budget functions to actual less reductions	<u>\$6,902</u>	0.05%	Generally line items with less than \$1,000 increase
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**TOTAL** \$331,010 2.27%

CITY OF REVELSTOKE

APPENDIX 10  
10 Year Plan comparison

FINANCIAL PLAN 2007-2011

2007 2008 2009 2010 2011

CAPITAL OUT OF REVENUE

2007 2008

	Council				
Roads - patching and paving	150,000	\$150,000	\$150,000	\$150,000	\$150,000
Traffic light - Mutas and Victoria			120,000		
Traffic light - Pearson & Victoria	215,000				
Less: Grant funding	(140,000)	75,000			
Illecillewaet Pedestrian Bridge/Bicycle network	500,000				
Less: Grants and other funding	(500,000)	0			
BC Spirit Squares Program	0				
Less: Program funding	0	0			
Centennial Park - street lighting	10,000	10,000			
Revit tune up (continue rejuvenating revit gardens)	20,000	20,000	20,000	20,000	20,000
Grizzly Plaza painting - bollards and bandshell	8,500				
Sidewalks - Orton				60,000	
Christmas decorations		20,000	20,000		
Illecillewaet Dyke, Jordon and other watercourse upgrading	20,000	20,000	20,000	20,000	20,000
Storm sewer expansion	50,000	50,000	75,000	75,000	75,000
Playground revitalization	10,000	10,000	10,000	10,000	10,000
Fencing	5,000	5,000	5,000	5,000	5,000
Community Works program project(s):	0				
Unidentified		41,000	368,000	368,000	368,000
City wide OCP revision	150,000	100,000			
Liquid waste management plan	150,000	50,000			
Less: Community Works program funding	(300,000)	0	(191,000)	(368,000)	(368,000)
* Grizzly Plaza extension	0	750,000			
Grants	0	(243,285)			
Financed through borrowing	0	(506,715)			
DCC Bylaw updates	15,000				
Funded by DCC 's	(15,000)	0			
Jordan Road septage facility - weigh scale	65,000				
Funded by DCC 's	(65,000)	0			
Heritage Implementation Planning	30,000				
Grant	(15,000)	15,000			
Emission Inventory (actual cost not yet known)	25,000				
Grant	(25,000)	0			
Big Eddy geotech (re-budget from 2006)	35,000				
Clearview Heights surface water management plan	30,000				
Contouring - data collection (already approved by Council)	30,000				
Victoria Road enhancement Stage 1		40,000			

500,000 550,000

CITY OF REVELSTOKE

APPENDIX 10  
10 Year Plan comparison

FINANCIAL PLAN 2007-2011

	2007	2008	2009	2010	2011
Road rehabilitation program:					
Road reconstruction	0	0	0	0	0
Airport Way (rebudgeted from 2006)	610,000				
Powerhouse Road Phase 2					320,000
x Pearkes & Clealand rebuild (linked to watermain project)	225,000				
* Mackenzie Avenue storm sewer expansion		125,000	0	0	0
Other road reconstruction project	0	650,000	650,000	650,000	330,000
	835,000	775,000	650,000	650,000	650,000
	(835,000)	(600,000)	(300,000)	(250,000)	(200,000)

\* Note: Storm sewer expansion is dependent on plaza extension proceeding

x Note: Pearkes/Clealand project dependent on watermain project

already approved by Council subject to successful loan authorization bylaw

TOTAL OF ALL CAPITAL EXPENDITURES OUT OF REVENUE

Appendix 1 \$458,500 \$500,000 \$770,000 \$740,000 \$730,000

150,000 100,000  
(150,000) (100,000)

\$500,000 \$550,000

EQUIPMENT REPLACEMENT

	Council				
<b>ADMINISTRATION:</b>					
Bookcases (Mayor and Teresa)		1,700			
Pictures for Mayor's office		500			
Desk - Administrator			2,500		
Workstation upgrade - Elaine		500			
Council Chambers - Cupboard/shelving		500			
Office chair and 2 public chairs			900		
Filing cabinets				2,500	
Staff tables in Council Chambers			1,000		
Council and senior staff chairs for Council Chambers			4,000		
Photocopier - Administration (5 year capital lease commencing 2005)	3,500		3,500	3,500	3,500
Telephone system upgrade to accommodate voice mail			10,265		
Voice mail system			2,965		
<b>PUBLIC WORKS:</b>					
Single axle plow truck (5 year operating lease started 2002)		69,000			
Utility truck (5 year operating lease started 2002)		13,000			
Cube van (5 year operating lease started 2003)		5,000	20,000		
Sweeper (5 year capital lease commencing 2005)		40,000	40,000	40,000	30,000
Utility truck (5 year capital lease commencing 2005)		8,600	8,600	8,600	8,000
One ton flat deck with hoist (5 year capital lease commencing 2006)		6,000	12,000	12,000	12,000
Sewer truck (5 year capital lease commencing 2006)		20,000	20,000	20,000	20,000
Loader (5 year capital lease commencing 2007)	25,000		50,000	50,000	50,000
Trackless MTV (5 year capital lease commencing 2008)			10,000	20,000	20,000
1 ton flat deck with hoist ('06 rebudget (5 year capital lease commencing 2010)					7,500
Jordan Pit weigh scale (5 year capital lease commencing 2008)			8,000	16,000	16,000
Single axle plow/dump truck (5 year capital lease commencing 2008)			20,000	40,000	40,000
Loader (5 year capital lease commencing 2009)				20,000	40,000
Backhoe (5 year capital lease commencing 2008)			13,000	26,000	26,000
1/2 ton Ford short box (5 year capital lease commencing 2011)					5,000
Recycler (5 year capital lease commencing 2008)			10,000	20,000	20,000
Single axle plow/dump truck (5 year capital lease commencing 2011)					17,000
Loader (5 year capital lease commencing 2010)					40,000
Grader (5 year capital lease commencing 2009)				17,000	34,000
Loader (5 year capital lease commencing 2010)					20,000
1/2 ton Chevy van (5 year capital lease commencing 2010)					6,000
International tandem truck (5 year capital lease commencing 2010)					17,500
Trackless MTV (5 year capital lease commencing 2011)					12,000
Vactor truck (5 year capital lease commencing 2011)					30,000
Gravel box for old garbage truck			25,000		
Tarps for single axles		3,000			
Photocopier - PW (5 year capital lease commencing 2007)		500	3,100	3,100	3,100



FINANCIAL PLAN 2007-2011

2007 2008 2009 2010 2011

2007 2008

RECREATION

Deferred

		Council				
Arena	Plexiglas		30,000			
	Roofing			10,000	12,000	
	Zamboni replacement (lease)				20,000	20,000
	Exterior painting		2,500			
	Grizzlies' shower	6,000				
	Interior painting		3,500			
	Lobby flooring		2,000			
	Sound system upgrade			15,000		
	Heaters				10,000	
	Water fountain - downstairs		1,000			
	Phone system upgrade		5,000			
	Skate rental room upgrade			3,000		
	Referee room upgrade		3,000			
	Minor hockey gate		2,000			
	Bathroom upgrades		5,000			
	Office upgrades			2,000		
	Janitorial storage improvements			2,000		
	Soft start for compressor #2	5,000				
	Dial out system for DDC	4,000				
	Safety controls - exterior compressor room	4,000				
	Crankcase heaters	2,000				
	Power factor panel	15,000				
Curling rink	Intruder alarm			5,000		
	Dehumidifier	14,000				
Centennial Pool	Rehabilitation			65,000		
Community centre	Hanging baskets		2,000			
	Christmas decorations		3,000			
	Storage addressed		5,000			
	Smoking area - back of building			1,000		
	Exterior benches		2,000			
	Photocopier (5 year lease)	500	3,000	3,000	3,000	3,000
	Furniture - lobby/sitting area				10,000	
	Exterior Xmas lights		2,000			
	MP decorative lighting			5,000		
	Refinish dance studio floor			3,000		
	2nd computer workstation		2,000			
	MP3 heat pump	8,000				
	Alarm for sump pump - boiler room			1,500		
	AV equipment		8,000			
	Roofing	65,000		90,000	55,000	140,000
	Roof repair (rebudget from 2006)	5,000				
	Foyer window	3,000				
	Painting	5,000				
	Cooling tower enclosure		5,000			
	Heat pump #25			7,000		
	Heat pump #14	7,000				
	Exterior door replacement		12,000			
	Boiler venting			3,500		
	Main washroom upgrades		10,000			
	Reservation software	5,000				
Aquatic centre	Fitness centre equip (5 year lease)	12,500	12,500	12,500	2,000	0*
	Solar film windows		3,000			
	Salt cells		2,000	2,000	2,000	2,000
	Defibrillator		3,000			
	Playpens for family change room		1,000			

CITY OF REVELSTOKE

APPENDIX 10  
10 Year Plan comparison

FINANCIAL PLAN 2007-2011

		2007	2008	2009	2010	2011
	Pump room exhaust system	10,000				
	Dolphin vacuum cleaner				5,000	
	Aquatic centre sign			5,000		
Parks	Tennis court resurfacing			30,000		
	Irrigation		30,000	30,000	30,000	30,000
	Grandstand upgrade					150,000
	Gazebo lighting	3,000				
	Garbage/recycle cans		5,000	5,000	5,000	5,000
	Leaf vacuum	15,000				
	Kubota tractor (5 year lease 2006)	11,500	11,500	11,500	11,500	7,500
	Field mower	20,000				
	Pave Centennial parking lot				32,000	
	Rotary mower radios		3,000			
	Track & field improvements			1,000		
DOKK	Picnic tables			5,000		
	Entrance path		3,000			
	Pool sandblasting		3,000			
	Water park				50,000	
	Playground installation	4,000				
	Caretaker's house - roof	4,000				
Williamsons Lake	Retaining wall/beach			50,000		
	Beach road/crush		5,000			
	Upgrade to 400 amp with kiosk		11,000			
	Dock repairs	2,500				
Queen Elizabeth	Pathways		11,000	11,000	11,000	
Skateboard Park	upgrading			25,000		
Columbia Park	Playground (already approved by Council)	20,000				
Museum	Exterior painting			5,000		
	Wainscot restoration		3,500			
	Ceiling tile replacement	2,500				
	Antique exterior lights		700			
	Antique interior lights		2,500			
	Roof			10,000		
Library	Shelving		1,500		7,000	
	Appendix 17	\$253,500	\$220,200	\$419,000	\$265,500	\$357,500
		OK	OK	OK	OK	OK

2007	2008
\$120,000	\$120,000

CITY OF REVELSTOKE

APPENDIX 10  
10 Year Plan comparison

FINANCIAL PLAN 2007-2011

2007 2008 2009 2010 2011

2007 2008

CEMETERY

Revit lighting along roadways  
Gates  
Irrigation  
Soil amendment - aeration and top dressing  
Map kiosk  
Computer  
48" deck mower tractor  
Columbarium (5 year operating lease started 2002)

Council					
	10,000	10,000	10,000	10,000	
15,000					
25,000	25,000	25,000	25,000		
	5,500	5,500	5,500	5,500	
2,000					
1,000					
	3,000				
13,000					

Appendix 15

\$56,000	\$43,500	\$40,500	\$40,500	\$15,500
OK	OK	OK	OK	OK

\$0 \$0

GENERAL GOVERNMENT

		Council				
City Hall	New					2,500,000
	Flooring - rebudgeted from 2006			20,000		
	Renovations - storage area	5,000				
	Stucco			200,000		
	Exterior painting	3,000				
	Back door replacement		1,000			
	Flooring					
	Air conditioning	5,000				
	Lighting upgrades	2,750				
	Computer circuit panel	3,500				
	Thermostat relocation	1,000				
	Roof top A/C unit	4,800		10,000		
	Engineering department renovations		20,000			
	Backup generator basement A/C		6,500			
	Wiring upgrades		3,000	4,000		
	City Hall - third floor		650,000			
	Borrowing		(650,000)			
Court House	Roof dome			250,000		
	Sidewalk repairs		1,000			
	Exterior painting		7,500			
	Chimney repairs		4,000			
	Interior painting		6,500		6,500	
	Fascia		1,000			
	Flooring			20,000		
	Replace heat valves	5,500				
	Mechanical room upgrades	5,000		10,000	12,000	
	Smoke detectors	5,000				
	Lighting upgrades	3,000		6,000	7,000	
	Elevator 3rd floor heating sensor	14,500				
	DDC controls		6,500	7,500	10,000	
PW Shop	Exterior painting	3,000		8,000		
	Interior painting	2,500				
	Paint booth repair carpenter shop	2,000				
	Maintenance office	2,000				
	Garage door		5,000			
	Carpenter shop addition			61,000		
	Storage area				30,000	

CITY OF REVELSTOKE

FINANCIAL PLAN 2007-2011

		2007	2008	2009	2010	2011
	Flooring		2,000			
	Fire alarm	6,000				
	Equipment shed electrical upgrades			5,500		
	Carpenter shop electrical upgrades	5,000				
	Compressor room electrical upgrades	1,800				
	Carpenter shop magnetic starter	1,500				
	Electrical panel upgrades	12,000				
	Office alarm	1,000				
	AC unit		2,000			
	Furnace			3,000		
	Lighting upgrades		3,000		4,000	
	Yard lighting		4,500			
	Power factor				22,500	
Animal Pound	Furnace replacement	3,500				
	Smoke detectors	1,000				
	Unidentified			4,000	3,000	
General government	undefined					
		<u>\$99,350</u>	<u>\$73,500</u>	<u>\$125,000</u>	<u>\$553,500</u>	<u>\$2,525,500</u>
		OK	OK	OK	OK	OK

Appendix 14

APPENDIX 10  
10 Year Plan comparison

	2007	2008
	50,000	50,000
	<u>\$50,000</u>	<u>\$50,000</u>

CITY OF REVELSTOKE

FINANCIAL PLAN 2007-2011

PROTECTIVE SERVICES  
RCMP

Video camera upgrades  
Fixed site back up power  
Office walls

	2007	2008	2009	2010	2011
Council					
	45,000				
Appendix 27	\$45,000	\$0	\$0	\$0	\$0
	OK	OK	OK	OK	OK

APPENDIX 10  
10 Year Plan comparison

	2007	2008
	\$0	\$0

FINANCIAL PLAN 2007-2011

Fire Department

	2007	2008	2009	2010	2011
<b>Council</b>					
SCBA replacements	2,500	2,500	2,500	2,500	2,500
Paging and radio upgrades	5,000	5,000	5,000	5,000	5,000
Fire Prevention Officer - laptop and docking station	3,500				
Fire Service Strategic Plan					
Radio repeater					
Air compressor	16,000				
Alarm panel study - rebudgeted from 2006	5,000				
Trees & walkway - Campbell Ave and memorial					
Linoleum in hallways	1,750				
Capacitors for Power Factor					
Door controls alarm room		1,500			
Additional lockers	1,000				
Basement remodeling to accommodate female staff	4,000				
Mezzanine and extinguisher	1,500				
Vehicle exhaust venting system (WCB Part 31.32) (lease over 5 years)	4,000	8,000	8,000	8,000	8,000
Tower sealing			2,000		
Painting and carpet renewals in basement		6,000			
Main hall linoleum replacement		8,500			
Roof repairs			30,000		
Exterior stain			3,000		
Window coverings			2,200		
Turnout clothing	10,000	10,000	10,000	10,000	10,000
Overhead doors & openers	15,600				
Hose replacements and nozzle upgrades	1,500	1,500	1,500	9,500	9,500
Washing machine	3,500				
Electric positive pressure fan		1,950			
Fire Inspector's vehicle (replacement of existing vehicle)	2,750	5,500	5,500	5,500	5,500
Fire chief's vehicle (five year lease)	6,000	6,000	24,000		
Replace 1982 pumper between (5 year lease)	90,000	180,000	180,000	180,000	180,000
Rapid response wildland/resort equipment			150,000		
Fire hall back up power system		50,000			
Underwriters survey - consultants fees	15,000				
ER Programme - radio equipment		5,000			
Community audible warning system		1,800			
Reach Alert Warning System		1,500			
EOC mobile back up power	5,000	10,000	10,000	10,000	10,000
Less: JEPP Grant (lease over 5 years)	(10,000)	(5,000)			
Firehall alarm monitoring replacement (5 year lease)					
Ladder/platform engine (5 year lease commencing 2010)				100,000	250,000
Network upgrading			2,000		
Replicating servers		5,000			
Fire Hall UPS		1,000			
Fuel Treatment Fire Smart WFPC	0				
Less:UBCM grant	0	0			
Adobe Professional licence					

Appendix 16 \$184,600 OK \$311,750 OK \$433,700 OK \$330,500 OK \$480,500 OK

LAND PURCHASE

Miscellaneous land acquisition program  
Sewer to city owned land CPR hill  
Land remediation costs

<b>Council</b>					
Miscellaneous land acquisition program	100,000	100,000	100,000	100,000	100,000
Sewer to city owned land CPR hill	115,000				
Land remediation costs	25,000				

Appendix 21 \$240,000 \$100,000 \$100,000 \$100,000 \$100,000

35,000 35,000  
\$0 \$0

\$0 \$0

CITY OF REVELSTOKE

APPENDIX 10  
10 Year Plan comparison

FINANCIAL PLAN 2007-2011

2007 2008 2009 2010 2011

WATER

Greeley Creek - computer replacement (critical systems)  
 Computer replacement - SCADA 1  
 Software upgrades  
 Golf Course well connection to main distribution  
 Borrowing  
 DCC's  
 Grant funding  
  
 Radio tower W.T.P - SCADA  
 Water Conservation Plan (study)  
 Wellhead Protection Plan  
 Air tools for utility truck  
 Chlorinator (spare)  
 Mackenzie Avenue water main replacement  
 Completion of Arrow Heights reservoir access  
 Winch  
 Diffuser/flusher  
 Engineering consulting - water services expansion  
 Less: Funded by DCC's  
 TCH reservoir/system upgrades  
 Membrane replacement  
 Greeley Creek supply main upgrade  
 Water distribution upgrading

(already approved by Council)  
 (already approved by Council)

Council					
	2,500		5,000		2,500
800,000					
(800,000)					
15,000					
15,000					
10,000					
5,000					
5,000					
0	170,000	0	0	0	
80,000					
5,000					
3,000					
50,000					
(50,000)					
50,000		200,000	200,000	400,000	
		300,000			
50,000	50,000	75,000	75,000	75,000	

Appendix 23

\$238,000 \$222,500 \$575,000 \$280,000 \$477,500  
 OK OK OK OK OK

SEWER

Sewage lagoon/plant upgrades  
 Grant funding  
 Borrowing (this project is to be included in the DCC bylaw - DCC's to cover borrowing costs)  
  
 CPR Hill sewer  
 Relocation of existing sewer (see below)  
 Contribution from City owned properties  
 Borrowing  
  
 Sewer distribution upgrades and relining  
 Tripod and harness  
 Lift station pump replacements  
 Moss Street Pump station - pump replacement  
 Septage/Composting facility  
 Lagoon D.O. meter  
 Engineering consulting - development expansion  
 Sewer model study  
 Sewer monitoring - smoke testing  
  
 Track Street sewer replacement  
 Borrowing

(already approved by Council)

(already approved by Council)

Council					
850,000	5,624,000		5,986,000		
(450,000)	(3,750,000)		(3,991,000)		
0	(1,874,000)		(1,995,000)		
1,058,000					
(225,000)					
(115,000)					
(718,000)					
0					
100,000	175,000	175,000	100,000	100,000	
4,000					
15,000	16,000	16,000			
10,000	10,000				
35,000					
10,000					
50,000					
7,000					
100,000					
225,000					
(225,000)					

2007	2008
	1,000,000
200,000	200,000
\$200,000	\$1,200,000

CITY OF REVELSTOKE

APPENDIX 10  
10 Year Plan comparison

FINANCIAL PLAN 2007-2011

	2007	2008	2009	2010	2011	2007	2008
	0						
RMR/Arrow Heights pipeline upgrade	400,000						
Borrowing	(400,000)						
	0						
Big Eddy sewer study	15,000						
Less: Grant	(10,000)						
Wonderware software upgrades				5,000			
Storm sewers (see Capital out of Revenue)						50,000	50,000
	<u>\$736,000</u>	<u>\$201,000</u>	<u>\$191,000</u>	<u>\$105,000</u>	<u>\$100,000</u>	<u>\$250,000</u>	<u>\$250,000</u>
	OK	OK	OK	OK	OK		
<b>TOTAL OF ALL CAPITAL EXPENDITURE FROM RESERVES</b>	<u>\$2,189,860</u>	<u>\$1,553,955</u>	<u>\$2,248,600</u>	<u>\$2,154,300</u>	<u>\$4,598,800</u>	<u>\$795,000</u>	<u>\$1,795,000</u>
<b>TOTAL OF ALL CAPITAL EXPENDITURES THROUGH BORROWING</b>	<u>\$2,178,000</u>	<u>\$3,630,715</u>	<u>\$300,000</u>	<u>\$2,245,000</u>	<u>\$200,000</u>	<u>150,000</u>	<u>\$100,000</u>
<b>TOTAL OF ALL CAPITAL EXPENDITURES THROUGH OTHER FUNDING</b>	<u>\$1,450,000</u>	<u>\$4,184,285</u>	<u>\$368,000</u>	<u>\$4,359,000</u>	<u>\$368,000</u>	<u>\$0</u>	<u>\$0</u>
<b>TOTAL OF ALL CAPITAL EXPENDITURES THROUGH DCC'S</b>	<u>\$930,000</u>	<u>\$-0</u>	<u>\$-0</u>	<u>\$-0</u>	<u>\$-0</u>		
<b>TOTAL OF ALL CAPITAL EXPENDITURES</b>	<u>\$7,206,360</u>	<u>\$9,868,955</u>	<u>\$3,686,600</u>	<u>\$9,498,300</u>	<u>\$5,896,800</u>	<u>\$1,445,000</u>	<u>\$2,445,000</u>

\* These leases through MFA are the remainder of those that were leased on a balloon payment basis. All subsequent leases are contracted over five years with no residual.

10 YEAR CAPITAL PLAN - ORIGINAL

Expenditures	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
<b>Projects:</b>														
Roads and other general infrastructure	150,000	895,000	781,000	762,000	800,000	895,000	850,000	850,000	850,000	850,000				7,533,000
Recreation	315,000	190,000	190,000	190,000	190,000	120,000	120,000	120,000	120,000	120,000				1,360,000
General government	50,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000				650,000
Equipment	255,000	195,000	195,000	195,000	195,000	175,000	175,000	175,000	175,000	175,000				1,655,000
Protective Services	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000				315,000
Water utility	60,000	160,000	60,000	660,000	60,000	200,000	200,000	200,000	200,000	200,000				1,940,000
Sewer utility	50,000	420,000	315,000	320,000	215,000	190,000	250,000	250,000	250,000	250,000				2,460,000
<b>Other:</b>														
Greeley Creek filtration plant		6,500,000												6,500,000
Greeley supply main										1,000,000				1,000,000
RCMP Station				2,200,000										2,200,000
Aquatic Centre					5,000,000									5,000,000
Community enhancement/Downtown revit.					3,000,000									3,000,000
<b>Total projected capital expenditures</b>	<b>\$915,000</b>	<b>\$8,495,000</b>	<b>\$1,676,000</b>	<b>\$4,462,000</b>	<b>\$9,595,000</b>	<b>\$1,665,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$2,680,000</b>				<b>\$33,613,000</b>
<b>Funding:</b>														
Capital out of revenue	150,000	395,000	331,000	362,000	450,000	595,000	600,000	650,000	700,000	750,000				4,833,000
Capital out of reserves	765,000	1,100,000	895,000	1,700,000	795,000	770,000	830,000	830,000	830,000	1,830,000				9,580,000
Debt	0	3,750,000	450,000	2,400,000	3,450,000	300,000	250,000	200,000	150,000	100,000				11,050,000
Other	0	3,250,000	0	0	4,900,000									8,150,000
<b>Total projected funding sources</b>	<b>\$915,000</b>	<b>\$8,495,000</b>	<b>\$1,676,000</b>	<b>\$4,462,000</b>	<b>\$9,595,000</b>	<b>\$1,665,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$2,680,000</b>				<b>\$33,613,000</b>

10 YEAR CAPITAL PLAN - REVISED

Expenditures	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
<b>Projects:</b>														
Roads and other general infrastructure	230,000	940,000	729,400	1,249,400	467,000	1,119,000	1,202,500	3,306,500	2,248,500	2,041,000	1,438,000	1,358,000	1,298,000	17,627,300
Recreation	150,000	225,200	207,600	175,900	192,750	150,000	215,500	621,800	253,500	220,200	419,000	265,500	357,500	3,454,450
General government	188,500	70,000	119,500	37,500	377,700	64,500	75,000	96,500	99,350	723,500	125,000	553,500	2,525,500	5,056,050
Equipment	234,500	207,700	252,000	245,000	278,700	319,200	207,000	247,590	337,410	381,505	364,400	479,300	542,300	4,096,605
Protective Services	93,000	124,500	160,000	94,900	103,400	101,300	73,800	130,200	239,600	311,750	433,700	330,500	480,500	2,677,150
Mt. Mackenzie Chair lift	0	30,000	30,000	30,000	30,000	30,000	45,000	0	0	0	0	0	0	195,000
Cemetery	43,000	30,500	22,000	20,000	18,000	18,000	31,000	33,500	56,000	43,500	40,500	40,500	15,500	412,000
Land	400,000	110,000	130,000	100,000	100,000	100,000	385,000	125,000	345,000	100,000	100,000	100,000	100,000	2,195,000
Water utility	175,000	450,000	570,000	590,000	1,491,000	1,572,500	843,000	949,500	1,088,000	222,500	575,000	280,000	477,500	9,284,000
Sewer utility	5,000	29,000	285,000	475,000	491,500	607,000	1,935,000	2,223,500	2,539,000	5,825,000	191,000	6,091,000	100,000	20,797,000
<b>Other:</b>														
Greeley Creek	6,600,000													6,600,000
Greeley Supply main														0
RCMP Station			2,600,000											2,600,000
Aquatic Centre					5,500,000		1,500,000							7,000,000
Community enhancement/Downtown revit. (originally budgeted in 2000 - c/fwd to 2001)		263,000	276,150											539,150
<b>Total projected capital expenditures</b>	<b>\$8,119,000</b>	<b>\$2,479,900</b>	<b>\$5,381,650</b>	<b>\$3,017,700</b>	<b>\$9,050,050</b>	<b>\$4,081,500</b>	<b>\$6,512,800</b>	<b>\$7,734,090</b>	<b>\$7,206,360</b>	<b>\$9,868,955</b>	<b>\$3,686,600</b>	<b>\$9,498,300</b>	<b>\$5,896,800</b>	<b>\$82,533,705</b>
<b>Funding:</b>														
Capital out of revenue	230,000	346,500	424,050	399,400	452,000	454,000	637,500	475,500	458,500	500,000	770,000	740,000	730,000	6,617,450
Capital out of reserves	889,000	1,276,900	1,861,100	1,768,300	1,188,050	1,387,500	3,847,800	2,535,481	2,189,860	1,553,955	2,248,600	2,154,300	4,598,800	27,499,646
Debt	3,300,000	725,000	2,850,000	850,000	4,850,000	2,000,000	0	1,420,000	2,178,000	3,630,715	300,000	2,245,000	200,000	24,548,715

10 YEAR CAPITAL PLAN - ORIGINAL

Expenditures	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
Dcc's								702,000	930,000	0	0	0	0	1,632,000
Other	3,700,000	131,500	246,500	0	2,560,000	240,000	2,027,500	2,601,109	1,450,000	4,184,285	368,000	4,359,000	368,000	22,235,894
<b>Total projected funding sources</b>	<b>\$8,119,000</b>	<b>\$2,479,900</b>	<b>\$5,381,650</b>	<b>\$3,017,700</b>	<b>\$9,050,050</b>	<b>\$4,081,500</b>	<b>\$6,512,800</b>	<b>\$7,734,090</b>	<b>\$7,206,360</b>	<b>\$9,868,955</b>	<b>\$3,686,600</b>	<b>\$9,498,300</b>	<b>\$5,896,800</b>	<b>\$82,533,705</b>

CITY OF REVELSTOKE

APPENDIX 12

FINANCIAL PLAN 2007-2011

10 YEAR  
COMPARISON (Extract)

DEBT SCHEDULE

	2007	2008	2009	2010	2011		2007	2008
<b>General</b>								
Debt contracted	\$1,950,000	\$1,756,715	\$300,000	\$250,000	\$200,000		\$200,000	\$150,000
Repayments	(682,185)	(840,338)	(950,749)	(974,574)	(994,219)		(730,000)	(745,000)
Interest content	484,512	577,179	628,597	642,347	653,597		491,642	485,959
Actuarial adjustment	(27,555)	(37,942)	(51,427)	(65,993)	(81,621)			
Balance b/fwd	7,657,093	9,381,864	10,837,478	10,763,899	10,615,679		7,013,104	6,974,746
Balance c/fwd	<u>\$9,381,864</u>	<u>\$10,837,478</u>	<u>\$10,763,899</u>	<u>\$10,615,679</u>	<u>\$10,393,436</u>		<u>\$6,974,746</u>	<u>\$6,865,705</u>
<b>Water</b>								
Debt contracted	\$-0	\$-0	\$-0	\$-0	\$-0		\$0	\$0
Repayments	(404,633)	(404,633)	(404,633)	(404,633)	(404,633)		(325,000)	(325,000)
Interest content	276,548	276,548	276,548	276,548	276,548		193,738	184,216
Actuarial adjustment	(36,831)	(45,087)	(53,746)	(62,838)	(72,384)			
Balance b/fwd	3,913,180	3,748,263	3,575,090	3,393,258	3,202,335		2,955,698	2,824,436
Balance c/fwd	<u>\$3,748,263</u>	<u>\$3,575,090</u>	<u>\$3,393,258</u>	<u>\$3,202,335</u>	<u>\$3,001,865</u>		<u>\$2,824,436</u>	<u>\$2,683,652</u>
<b>Sewer</b>								
Debt contracted	\$1,343,000	\$1,874,000	\$-0	\$1,995,000	\$-0			
Repayments	(\$33,575)	(\$157,013)	(\$260,538)	(\$310,413)	(\$420,622)			
Interest content	\$33,575	\$114,000	\$160,850	\$210,725	\$260,600			
Actuarial adjustment	\$0	\$0	\$0	\$0	\$0			
Balance b/fwd	\$0	\$1,343,000	\$3,173,987	\$3,074,299	\$4,969,611			
Balance c/fwd	<u>\$1,343,000</u>	<u>\$3,173,987</u>	<u>\$3,074,299</u>	<u>\$4,969,611</u>	<u>\$4,809,589</u>			
Total debt balance	<u>\$14,473,127</u>	<u>\$17,586,555</u>	<u>\$17,231,456</u>	<u>\$18,787,625</u>	<u>\$18,204,890</u>		<u>\$9,799,182</u>	<u>\$9,549,357</u>

General principal								
Road reconstruction	725,000	21,926	21,926	21,926	21,926	21,926		
Road reconstruction	850,000	25,706	25,706	25,706	25,706	25,706		
Road reconstruction	650,000	13,619	13,619	13,619	13,619	13,619		
Combined projects	0	0	0	0	0	0		
Combined projects	1,950,000	65,484	65,484	65,484	65,484	65,484	Includes	\$1,115,000 authorized in 2006
Combined projects	1,756,715		58,994	58,994	58,994	58,994		625000 Eastern Access Bridge
Combined projects	300,000			10,075	10,075	10,075		250000 Airport Way
Combined projects	250,000				8,395	8,395		240000 Balance of Powerhouse Road
								1115000

CITY OF REVELSTOKE

APPENDIX 12

FINANCIAL PLAN 2007-2011

10 YEAR

Combined projects	200,000					0
RCMP station	2,500,000	52,381	52,381	52,381	52,381	52,381
Aquatic Centre	3,500,000	84,042	84,042	84,042	84,042	84,042

Total Principal repayments		\$197,674	\$263,159	\$322,152	\$332,227	\$340,622
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General interest

Road reconstruction	725,000	46,001	46,001	46,001	46,001	46,001
Road reconstruction	850,000	46,673	46,673	46,673	46,673	46,673
Road reconstruction	650,000	32,338	32,338	32,338	32,338	32,338
Combined projects	0	0	0	0	0	0
Combined projects	1,950,000	48,750	97,500	97,500	97,500	97,500
Combined projects	1,756,715		43,918	87,836	87,836	87,836
Combined projects	300,000		0	7,500	15,000	15,000
Combined projects	250,000			0	6,250	12,500
Combined projects	200,000				0	5,000
RCMP station	2,500,000	151,500	151,500	151,500	151,500	151,500
Aquatic Centre	3,500,000	159,250	159,250	159,250	159,250	159,250

		484,512	577,179	628,597	642,347	653,597
Other interest charges		21,000	21,000	21,000	21,000	21,000
Aquatic Centre temporary int.		0	0	0	0	0
Temporary borrowing interest		0	0	0	0	0
Total interest and charges		\$505,512	\$598,179	\$649,597	\$663,347	\$674,597

Water debt principal

Treatment plant	3,300,000	99,800	99,800	99,800	99,800	99,800
Upper Arrow Heights Reservoir	1,350,000	28,286	28,286	28,286	28,286	28,286
Golf course well conn	0	0	0	0	0	0
	0			0	0	0
	0				0	0
	0					0
	\$-0					
		\$128,086	\$128,086	\$128,086	\$128,086	\$128,086

Water debt interest

Treatment plant		209,385	209,385	209,385	209,385	209,385
Upper Arrow Heights Reservoir		67,163	67,163	67,163	67,163	67,163
Golf course well conn		0	0	0	0	0
			0	0	0	0
				0	0	0
					0	0
						0
		\$276,548	\$276,548	\$276,548	\$276,548	\$276,548

Sewer debt principal

CPR Hill	718,000	\$0	24,112	24,112	24,112	24,112
Track Street	225,000		6,805	6,805	6,805	6,805
RMR/AH pipeline	400,000		12,097	12,097	12,097	12,097
Sewer plant upgrade	1,874,000			56,675	56,675	56,675
Sewer plant upgrade	0				0	0

DCC	44%	Parcel Tax	56%
DCC	100%		
DCC	100%		

CITY OF REVELSTOKE

APPENDIX 12

FINANCIAL PLAN 2007-2011

10 YEAR  
100%

Sewer plant upgrade	1,995,000					60,334	DCC		
	0								
		\$0	\$43,013	\$99,688	\$99,688	\$160,022			
Sewer debt interest									
CPR Hill	718,000	17,950	35,900	35,900	35,900	35,900			
Track Street	225,000	5,625	11,250	11,250	11,250	11,250			
RMR/AH pipeline	400,000	10,000	20,000	20,000	20,000	20,000	DCC	44% Parcel Tax	56%
Sewer plant upgrade	1,874,000		46,850	93,700	93,700	93,700	DCC	100%	
Sewer plant upgrade	0			0	0	0	DCC	100%	
Sewer plant upgrade	1,995,000				49,875	99,750	DCC	100%	
	0					0			
		\$33,575	\$114,000	\$160,850	\$210,725	\$260,600			
Aquatic centre		(0)	0	0	0	0			
Revit Phase 2 recovery									
Specified area recovery - int		0	(7,474)	0	0	0			
Specified area recovery - int		0	0	(14,948)	(14,948)	(14,948)			
Specified area recovery - pcl		0	0	(7,662)	(7,662)	(7,662)			
		0	(7,474)	(22,610)	(22,610)	(22,610)			
Sewer									
DCC recoveries									
RMR/AH pipeline	400,000	4,400	14,123	14,123	14,123	14,123			
Sewer plant upgrade	1,874,000	0	46,850	150,375	150,375	150,375			
Sewer plant upgrade	0	0	0	0	0	0			
Sewer plant upgrade	1,995,000	0	0	0	49,875	160,084			
Total sewer DCC recovery		0	60,973	164,497	214,372	324,581			
Estimated interest rate	5.00%								
Estimated DCC recovery	100.00%								

FINANCIAL PLAN 2007-2011

ELECTRIC UTILITY RESERVE

	Notes	2007	2008	2009	2010	2011
Balance forward at January 1		\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Interest RCFC		30,000	30,000	30,000	30,000	30,000
Interest Other investments		75,000	75,000	75,000	75,000	75,000
		1,605,000	1,605,000	1,605,000	1,605,000	1,605,000
Transfer to General Operating - Other contributions and donations	Appendix 1	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
Balance at December 31		<u>\$1,500,000</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>

**Note:** It has been the unwritten policy of previous Councils that the balance in the Electric Utility Reserve Fund be maintained at a level of \$1m (excluding the investment in RCFC). Any accumulated earnings above this balance have been used to balance the budget and defray the costs of special projects to lessen the impact on taxpayers.

In January 2001, one half of the investment in RCFC (\$500,000) was returned to the City. Therefore, if the established policy is to remain consistent, the balance to be maintained on this reserve fund should now be increased to \$1.5 m, and this is the assumption that has been made in computing the above figures.

By following the above policy, the overall investment of the reserve is maintained:

	2000	2001
Reserve fund balance	1,000,000	1,500,000
RCFC investment	1,000,000	500,000
Overall investment	<u>\$2,000,000</u>	<u>\$2,000,000</u>

CITY OF REVELSTOKE

APPENDIX 14

FINANCIAL PLAN 2007-2011

BUILDING RESERVE	2007	2008	2009	2010	2011
Balance forward at January 1	\$101,000	\$45,216	\$38,765	\$20,203	\$7,375
Contribution from General operating	40,000	65,000	105,000	540,000	40,000
Transfer from Land Sale Reserve					2,500,000
Interest	3,566	2,048	1,438	673	731
	144,566	112,265	145,203	560,875	2,548,107
Capital Expenditure	<a href="#">Appendix 10</a> (99,350)	(73,500)	(125,000)	(553,500)	(2,525,500)
Balance at December 31	<u>\$45,216</u>	<u>\$38,765</u>	<u>\$20,203</u>	<u>\$7,375</u>	<u>\$22,607</u>

Opening balance	(\$194,989)	(\$199,773)
Contribution from general operating		
Health Centre/RCFC lease	45,216	45,216
Interest earnings		
Projected capital expenditure	(50,000)	(50,000)
Closing balance on reserve	<u>(\$199,773)</u>	<u>(\$204,557)</u>

CITY OF REVELSTOKE

APPENDIX 15

FINANCIAL PLAN 2007-2011

CEMETERY RESERVE

	2007	2008	2009	2010	2011
Balance forward January 1	\$20,000	\$5,625	\$7,444	\$7,303	\$7,156
Contribution from General Operating (CSRD cost sharing function 100%)	41,000	45,000	40,000	40,000	40,000
Interest earnings	625	319	360	353	970
Capital expenditure	<a href="#">Appendix 10</a> (56,000)	(43,500)	(40,500)	(40,500)	(15,500)
Balance at December 31	<u>\$5,625</u>	<u>\$7,444</u>	<u>\$7,303</u>	<u>\$7,156</u>	<u>\$32,626</u>

## FINANCIAL PLAN 2007-2011

## FIRE CAPITAL REPLACEMENT RESERVE

	2007	2008	2009	2010	2011
Balance forward January 1	\$90,000	\$7,785	\$1,256	\$2,651	\$22,771
Contribution from General Operating	100,000	305,000	435,000	350,000	460,000
Interest earnings	2,385	221	95	620	626
	192,385	313,006	436,351	353,271	483,397
Capital expenditure	<a href="#">Appendix 10</a> (184,600)	(311,750)	(433,700)	(330,500)	(480,500)
Balance at December 31	<u>\$7,785</u>	<u>\$1,256</u>	<u>\$2,651</u>	<u>\$22,771</u>	<u>\$2,897</u>

## 10 Year Capital Plan

Opening balance	\$344,687	\$361,921
Contribution from general operating	35,000	35,000
Interest earnings	17,234	18,096
Projected capital expenditure	(35,000)	(35,000)
Closing balance on reserve	<u>\$361,921</u>	<u>\$380,017</u>

CITY OF REVELSTOKE

APPENDIX 17

FINANCIAL PLAN 2007-2011

RECREATION CAPITAL REPLACEMENT RESERVE

	2007	2008	2009	2010	2011
Balance forward January 1	\$500	\$7,188	\$2,217	\$3,353	\$3,008
Contribution from General Operating	260,000	215,000	420,000	265,000	360,000
Contribution from Land Sale reserve	0				
Interest earnings	188	229	136	155	213
	260,688	222,417	422,353	268,508	363,221
Capital expenditure	<a href="#">Appendix 10</a> (253,500)	(220,200)	(419,000)	(265,500)	(357,500)
Balance at December 31	<u>\$7,188</u>	<u>\$2,217</u>	<u>\$3,353</u>	<u>\$3,008</u>	<u>\$5,721</u>

10 Year Capital Plan

Opening balance	\$49,378	\$31,847
Contribution from general operating	100,000	100,000
Interest earnings	2,469	2,469
Projected capital expenditure	(120,000)	(120,000)
Closing balance on reserve	<u>\$31,847</u>	<u>\$14,316</u>

## FINANCIAL PLAN 2007-2011

## EQUIPMENT REPLACEMENT RESERVE

	Notes:	2007	2008	2009	2010	2011
Balance forward January 1		\$199,000	\$93,730	\$19,999	\$21,614	\$23,412
Contributions from						
General Operating	1	175,000	255,000	315,000	430,000	500,000
Water Operating		25,000	25,000	25,000	25,000	25,000
Sewer Operating		25,000	25,000	25,000	25,000	25,000
Interest earnings		7,140	2,774	1,015	1,098	1,363
		431,140	401,504	386,014	502,712	574,775
Capital expenditure	Appendix 10	(337,410)	(381,505)	(364,400)	(479,300)	(542,300)
Balance at December 31		<u>\$93,730</u>	<u>\$19,999</u>	<u>\$21,614</u>	<u>\$23,412</u>	<u>\$32,475</u>

## 10 Year Capital Plan

Opening balance	\$93,896	\$125,591
Contribution from general operating	152,000	152,000
Contribution from water operating	25,000	25,000
Contribution from sewer operating	25,000	25,000
Interest earnings	4,695	6,280
Projected capital expenditure	(175,000)	(175,000)
Closing balance on reserve	<u>\$125,591</u>	<u>\$158,871</u>

Notes: 1 This amount includes any surplus from the garbage function towards the cost of a new truck. It includes also internal equipment earnings generated from non-general operating functions.

**CITY OF REVELSTOKE  
FINANCIAL PLAN 2007-2011**

**APPENDIX 19**

<b>PARK LAND CASH IN LIEU</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Balance forward January 1	\$193,000	\$197,875	\$202,872	\$207,994	\$213,244
Interest earnings	<u>4,875</u>	4,997	5,122	5,250	5,381
Capital expenditure	0	0	0	0	0
Balance at December 31	<u>\$197,875</u>	<u>\$202,872</u>	<u>\$207,994</u>	<u>\$213,244</u>	<u>\$218,626</u>

**CITY OF REVELSTOKE**

**APPENDIX 20**

**FINANCIAL PLAN 2007-2011**

**FUTURE SERVICES UPGRADE (DCC's)**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Balance forward January 1	\$105,548	\$264,020	\$1,383,665	\$2,559,292	\$3,793,701
Contributions from DCC's	1,079,458	1,079,458	1,079,458	1,079,458	59,094
Interest earnings	9,014	40,187	96,170	154,951	191,162
	<u>1,194,020</u>	<u>1,383,665</u>	<u>2,559,292</u>	<u>3,793,701</u>	<u>4,043,957</u>
Capital expenditures	(930,000)	0	0	0	0
Balance at December 31	<u>\$264,020</u>	<u>\$1,383,665</u>	<u>\$2,559,292</u>	<u>\$3,793,701</u>	<u>\$4,043,957</u>

## CITY OF REVELSTOKE

## APPENDIX 20

## FINANCIAL PLAN 2007-2011

## FUTURE SERVICES UPGRADE (DCC's)

	2007	2008	2009	2010	2011
<b>Original Future Services Upgrade</b>					
Balance forward January 1	\$23,495	\$24,670	\$25,903	\$27,198	\$28,558
Contributions	0	0	0	0	0
Interest earnings	1,175	1,233	1,295	1,360	1,428
	<u>24,670</u>	<u>25,903</u>	<u>27,198</u>	<u>28,558</u>	<u>29,986</u>
Capital expenditures	0	0	0	0	0
Balance at December 31	<u>\$24,670</u>	<u>\$25,903</u>	<u>\$27,198</u>	<u>\$28,558</u>	<u>\$29,986</u>
<b>Water</b>					
Balance forward January 1	\$0	(\$494,785)	(\$143,060)	\$226,252	\$614,029
Contributions	367,283	367,283	367,283	367,283	7,725
Interest earnings	(12,068)	(15,557)	2,029	20,495	30,895
	<u>355,215</u>	<u>(143,060)</u>	<u>226,252</u>	<u>614,029</u>	<u>652,648</u>
Capital expenditures	(850,000)	0	0	0	0
Balance at December 31	<u>(\$494,785)</u>	<u>(\$143,060)</u>	<u>\$226,252</u>	<u>\$614,029</u>	<u>\$652,648</u>
<b>Sanitary Sewer</b>					
Balance forward January 1	\$41,718	\$178,158	\$342,448	\$411,428	\$433,981
Contributions	211,078	211,078	211,078	211,078	7,569
Interest earnings	5,363	14,185	22,399	25,848	21,888
	<u>258,158</u>	<u>403,421</u>	<u>575,925</u>	<u>648,354</u>	<u>463,439</u>
Capital expenditures	(80,000)	0	0	0	0
Debt repayment	0	(60,973)	(164,497)	(214,372)	(324,581)
Balance at December 31	<u>\$178,158</u>	<u>\$342,448</u>	<u>\$411,428</u>	<u>\$433,981</u>	<u>\$138,857</u>
<b>Roads</b>					
Balance forward January 1	\$40,335	\$555,977	\$1,097,401	\$1,665,896	\$2,262,816
Contributions	501,098	501,098	501,098	501,098	43,800
Interest earnings	14,544	40,326	67,397	95,822	114,236
	<u>555,977</u>	<u>1,097,401</u>	<u>1,665,896</u>	<u>2,262,816</u>	<u>2,420,851</u>
Capital expenditures	0	0	0	0	0
Balance at December 31	<u>\$555,977</u>	<u>\$1,097,401</u>	<u>\$1,665,896</u>	<u>\$2,262,816</u>	<u>\$2,420,851</u>
<b>TOTAL</b>	<u>\$264,020</u>	<u>\$1,322,692</u>	<u>\$2,330,774</u>	<u>\$3,339,384</u>	<u>\$3,242,343</u>

FINANCIAL PLAN 2007-2011

LAND SALE RESERVE

	Notes	2007	2008	2009	2010	2011
Balance forward January 1		\$1,330,000	\$1,298,250	\$1,395,619	\$1,500,290	\$1,612,812
Land sales		100,000	100,000	100,000	100,000	1,600,000
Contribution from General operating	1	0	0	0	0	0
Contribution to Recreation Reserve		0				
Contribution to Building Reserve		0	0	0	0	(2,500,000)
Interest earnings		108,250	97,369	104,671	112,522	95,961
		1,538,250	1,495,619	1,600,290	1,712,812	808,773
Capital expenditure	<a href="#">Appendix 10</a>	(240,000)	(100,000)	(100,000)	(100,000)	(100,000)
Balance at December 31		<u>\$1,298,250</u>	<u>\$1,395,619</u>	<u>\$1,500,290</u>	<u>\$1,612,812</u>	<u>\$708,773</u>

Contribution to Recreation Reserve:

Balance of \$1.5 million excess funds transferred by bylaw:  
 Loan repayable over 10 years with interest:

Land sales

Council					
	\$0				
	0				
	<u>\$0</u>				
Land sales	100,000	100,000	100,000	100,000	1,500,000

**Notes:** 1 This represents the repayment of the loan to the Recreation Capital Replacement Reserve

CITY OF REVELSTOKE

APPENDIX 22

FINANCIAL PLAN 2007-2011

COMMUNITY CENTRE OPERATING RESERVE

	2007	2008	2009	2010	2011
Balance forward January 1	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Contribution to General Operating	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Contribution from General operating	0	0	0	0	0
Interest earnings	10,000	10,000	10,000	10,000	10,000
Balance at December 31	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>

FINANCIAL PLAN 2007-2011

WATER REPLACEMENT RESERVE

	2007	2008	2009	2010	2011
Balance forward January 1	\$342,700	\$480,230	\$579,025	\$352,197	\$447,152
Contribution from Water Operating	355,459	295,459	325,459	355,459	355,459
Interest earnings	20,071	25,835	22,713	19,496	19,307
	718,230	801,525	927,197	727,152	821,918
Capital expenditure	<a href="#">Appendix 10</a> (238,000)	(222,500)	(575,000)	(280,000)	(477,500)
Balance at December 31	<u>\$480,230</u>	<u>\$579,025</u>	<u>\$352,197</u>	<u>\$447,152</u>	<u>\$344,418</u>

10 Year Capital Plan

Opening balance	\$823,611	\$874,792
Contribution from water operating	210,000	210,000
Interest earnings	41,181	41,181
Projected capital expenditure	(200,000)	(1,200,000)
Closing balance on reserve	<u>\$874,792</u>	<u>(\$74,027)</u>

## FINANCIAL PLAN 2007-2011

## SEWER REPLACEMENT RESERVE

	Notes	2007	2008	2009	2010	2011
Balance forward January 1		\$384,500	\$18,325	\$48,966	\$91,390	\$224,084
Contribution from Sewer Operating		360,000	230,000	230,000	230,000	230,000
Interest earnings		9,825	1,641	3,423	7,694	14,454
		754,325	249,966	282,390	329,084	468,538
Capital expenditure	Appendix 10	(736,000)	(201,000)	(191,000)	(105,000)	(100,000)
Balance at December 31		<u>\$18,325</u>	<u>\$48,966</u>	<u>\$91,390</u>	<u>\$224,084</u>	<u>\$368,538</u>

## 10 Year Capital Plan

Opening balance	(\$119,525)	(\$144,525)
Contribution from sewer operating	225,000	225,000
Interest earnings	0	0
Projected capital expenditure	(250,000)	(250,000)
Closing balance on reserve	<u>(\$144,525)</u>	<u>(\$169,525)</u>

**CITY OF REVELSTOKE**

**APPENDIX 25**

**FINANCIAL PLAN 2007-2011**

**SNOW REMOVAL RESERVE**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Balance forward January 1	\$166,000	\$51,300	\$2,615	\$2,746	\$2,883
Contribution from/(to) General Operating	(\$120,000)	(50,000)	0	0	0
Interest earnings	5,300	1,315	131	137	144
Balance at December 31	<u>\$51,300</u>	<u>\$2,615</u>	<u>\$2,746</u>	<u>\$2,883</u>	<u>\$3,027</u>

CITY OF REVELSTOKE

APPENDIX 26

FINANCIAL PLAN 2007-2011

LIABILITY SELF-INSURANCE RESERVE

	2007	2008	2009	2010	2011
Balance forward January 1	\$37,000	\$37,925	\$38,873	\$39,845	\$40,841
Interest earnings	925	948	972	996	1,021
Balance at December 31	<u>\$37,925</u>	<u>\$38,873</u>	<u>\$39,845</u>	<u>\$40,841</u>	<u>\$41,862</u>

CITY OF REVELSTOKE

APPENDIX 27

FINANCIAL PLAN 2007-2011

POLICE STATION CAPITAL RESERVE

	2007	2008	2009	2010	2011
Balance forward January 1	\$7,000	\$2,225	\$7,461	\$12,959	\$23,857
Contribution from General Operating	40,000	5,000	5,000	10,000	10,000
Interest earnings	225	236	498	898	1,443
Capital expenditure	<a href="#">Appendix 10</a> (45,000)	0	0	0	0
Balance at December 31	<u>\$2,225</u>	<u>\$7,461</u>	<u>\$12,959</u>	<u>\$23,857</u>	<u>\$35,300</u>

10 Year Capital Plan

Opening balance	\$72,147	\$75,754
Contribution from general operating	0	0
Interest earnings	3,607	3,788
Projected capital expenditure	0	0
Closing balance on reserve	<u>\$75,754</u>	<u>\$79,542</u>

## CITY OF REVELSTOKE

## APPENDIX 28

## FINANCIAL PLAN 2007-2011

	2007	2008	2009	2010	2011
<b>SUMMARY OF ALL RESERVES (Excluding ELECTRIC UTILITY)</b>					
Balance forward January 1	\$3,176,248	\$2,709,694	\$3,928,776	\$5,021,836	\$6,622,297
Contributions from General Operating	656,000	890,000	1,320,000	1,635,000	1,410,000
Contributions from Water Operating	380,459	320,459	350,459	380,459	380,459
Contributions from Sewer Operating	385,000	255,000	255,000	255,000	255,000
Contributions from DCC's	1,079,458	1,079,458	1,079,458	1,079,458	59,094
Land sales	100,000	100,000	100,000	100,000	1,600,000
Interest earnings (Approx. 5% on average balance)	182,389	188,120	246,744	314,844	342,777
Contribution to General Operating	(130,000)	(10,000)	(10,000)	(10,000)	(10,000)
	5,829,554	5,532,731	7,270,436	8,776,597	10,659,627
Capital Expenditures	(3,119,860)	(1,553,955)	(2,248,600)	(2,154,300)	(4,598,800)
Balance at December 31	<u>\$2,709,694</u>	<u>\$3,978,776</u>	<u>\$5,021,836</u>	<u>\$6,622,297</u>	<u>\$6,060,827</u>
Cumulative Total Check	2,709,694	3,928,776	5,021,836	6,622,297	6,060,827

Appendix 10

## INDIVIDUAL RESERVE BALANCES SUMMARY

	2006	2007	2008	2009	2010	2011
Building	\$101,000	\$45,216	\$38,765	\$20,203	\$7,375	\$22,607
Cemetery	20,000	5,625	7,444	7,303	7,156	32,626
Fire Capital Replacement	90,000	7,785	1,256	2,651	22,771	2,897
Recreation Capital Replacement	500	7,188	2,217	3,353	3,008	5,721
Equipment Replacement	199,000	93,730	19,999	21,614	23,412	32,475
Park land Cash in lieu	193,000	197,875	202,872	207,994	213,244	218,626
Future Services Upgrade (DCC's)	105,548	264,020	1,383,665	2,559,292	3,793,701	4,043,957
Land Sale	1,330,000	1,298,250	1,395,619	1,500,290	1,612,812	708,773
Community Centre Operating	200,000	200,000	200,000	200,000	200,000	200,000
Water Replacement	342,700	480,230	579,025	352,197	447,152	344,418
Sewer Replacement	384,500	18,325	48,966	91,390	224,084	368,538
Snow Removal	166,000	51,300	2,615	2,746	2,883	3,027
Liability Self-insurance	37,000	37,925	38,873	39,845	40,841	41,862
Police Station Capital	7,000	2,225	7,461	12,959	23,857	35,300
	<u>\$3,176,248</u>	<u>\$2,709,694</u>	<u>\$3,928,776</u>	<u>\$5,021,836</u>	<u>\$6,622,297</u>	<u>\$6,060,827</u>

10 Year capital plan

\$1,210,152

Note: Individual reserve fund balances appearing in parenthesis means that they are overdrawn. This is not permitted and will have to be rectified by reducing expenditures and/or increasing funding to the reserves.

**WATER UTILITY**

**2006/2007 BUDGET COMPARISON**

	2006 Budget	2007 Budget	Increase %	2008	2009	2010	2011
<b>REVENUES:</b>							
<b>Council</b>							
Water Revenue	\$1,132,836	\$1,155,493	2.00%	\$1,178,603	\$1,202,175	\$1,226,218	\$1,250,742
Connections and other contributions	\$10,000	\$18,000	80.00%	18,000	18,000	18,000	18,000
Transfer from reserve	274,500	238,000	-13.30%	222,500	575,000	280,000	477,500
Debt proceeds	0	0	ERR	0	0	0	0
Grants	0	0	ERR	0	0	0	0
Other funding	675,000	850,000	25.93%	0	0	0	0
Prior years surplus	92,256	79,100	-14.26%	18,990	6,918	35,374	0
	<u>2,184,592</u>	<u>2,340,592</u>		<u>1,438,092</u>	<u>1,802,092</u>	<u>1,559,592</u>	<u>1,746,242</u>
<b>EXPENSES:</b>							
<b>Council</b>							
Administration	123,000	126,000	2.44%	126,000	126,000	126,000	126,000
Reservoir	42,500	44,500	4.71%	44,500	44,500	44,500	44,500
Connections	109,500	111,500	1.83%	113,500	114,500	116,000	116,000
Transmission and Distributions	20,000	29,000	45.00%	29,000	29,000	29,000	29,000
Greeley Creek filtration plant	155,000	156,500	0.97%	177,500	158,000	179,000	159,000
Debt principal repayment	128,086	128,086	0.00%	128,086	128,086	128,086	128,086
Debt interest payment	276,548	276,548	0.00%	276,548	276,548	276,548	276,548
Contribution to equipment reserve	25,000	25,000	0.00%	25,000	25,000	25,000	25,000
Contribution to water reserve	355,459	355,459	0.00%	295,459	325,459	355,459	355,459
Capital acquisitions through borrowing	0	0	ERR	0	0	0	0
Capital acquisitions through grant funding	0	0	ERR	0	0	0	0
Capital acquisitions through DCC's	675,000	850,000	25.93%	0	0	0	0
Capital acquisitions from reserve fund	274,500	238,000	-13.30%	222,500	575,000	280,000	477,500
	<u>2,184,592</u>	<u>2,340,592</u>	<u>7.14%</u>	<u>1,438,092</u>	<u>1,802,092</u>	<u>1,559,592</u>	<u>1,737,092</u>
SURPLUS/(DEFICIT)	(0)	0		0	0	0	9,150
	<u>\$2,184,592</u>	<u>\$2,340,592</u>		<u>\$1,438,092</u>	<u>\$1,802,092</u>	<u>\$1,559,592</u>	<u>\$1,746,242</u>
<b>2% per year</b>							
Residential rate*	\$291	\$297		\$303	\$309	\$315	\$321
Operating reserve	\$217,099	\$137,999		\$119,010	\$112,092	\$76,718	\$85,868
Capital reserve		\$480,230		\$579,025	\$352,197	\$447,152	\$344,418

\*For the purposes of this exercise commercial rates are assumed to increase at the same percentage as residential. Effective % increase → 2.00%

FINANCIAL PLAN 2007-2011

SEWER UTILITY

2006/2007 BUDGET COMPARISON

	2006 Budget	2007 Budget	Increase %	Notes	2008	2009	2010	2011
<b>REVENUES:</b>								
<b>Council</b>								
Sewer Revenue	\$544,480	\$574,360	5.49%		\$574,360	\$574,360	\$574,360	\$574,360
Other revenues	\$7,000	\$12,600	80.00%		12,877	12,877	12,877	12,877
Frontage tax	105,000	105,000	0.00%		122,974	122,974	122,974	122,974
Specified area (CPR Hill)	0	17,950	ERR		60,012	60,012	60,012	60,012
Transfer from reserve	1,021,391	736,000	-27.94%		201,000	191,000	105,000	100,000
Debt proceeds	0	1,343,000	ERR		1,874,000	0	1,995,000	0
Grants	1,202,109	460,000	-61.73%		3,750,000	0	3,991,000	0
DCC recoveries	0	0			60,973	164,497	214,372	324,581
Prior years surplus	69,520	113,165	62.78%		0	0	0	0
	\$2,949,500	\$3,362,075	13.99%		\$6,656,196	\$1,125,721	\$7,075,596	\$1,194,805
<b>EXPENSES:</b>								
<b>Council</b>								
Administration	118,000	118,000	0.00%		118,000	118,000	118,000	118,000
Sewer Collection System	79,400	80,400	1.26%		81,900	82,900	83,400	83,400
Lift Stations	78,300	78,300	0.00%		80,300	80,800	81,800	81,800
Treatment and Disposal Plant	105,300	106,800	1.42%		107,800	109,300	110,800	110,800
Debtenture principal repayments	100,000	11,000	-89.00%	1	43,013	99,688	99,688	160,022
Debtenture interest payments	20,000	43,575	117.88%		114,000	160,850	210,725	260,600
Contribution to equipment reserve	25,000	25,000	0.00%		25,000	25,000	25,000	25,000
Contribution to sewer reserve	200,000	360,000	80.00%		230,000	230,000	230,000	230,000
Capital expenditures through grants	1,202,109	460,000	-61.73%		3,750,000	0	3,991,000	0
Capital expenditures through debt	0	1,343,000	ERR		1,874,000	0	1,995,000	0
Capital expenditures from reserve	1,021,391	736,000	-27.94%		201,000	191,000	105,000	100,000
	\$2,949,500	\$3,362,075	13.99%		\$6,625,013	\$1,097,538	\$7,050,413	\$1,169,622
SURPLUS/(DEFICIT)	0	0			31,183	28,183	25,183	25,183
	<u>\$2,949,500</u>	<u>\$3,362,075</u>			<u>\$6,656,196</u>	<u>\$1,125,721</u>	<u>\$7,075,596</u>	<u>\$1,194,805</u>
<b>Council</b>								
Residential rate*	\$164	\$173			\$173	\$173	\$173	\$173
Operating reserve	\$113,769	\$604			\$31,787	\$59,969	\$85,152	\$110,335
Capital reserve		\$18,325			\$48,966	\$91,390	\$224,084	\$368,538

\*For the purposes of this exercise commercial rates are assumed to increase at the same percentage as residential. Effective % increase → 5.49%

**Notes:** 1 In 2007 the financial plan incorporates a provision to repay the Electric Utility Reserve Fund at the following rate:  
2007 \$11,000  
for the amount owed regarding funding of previous capital works.  
The amount owed by the Sewer Fund to the Electric Utility Reserve Fund is \$11,000.

**COMPUTATION OF TAX INCREASE (Excluding new construction)**

Class	2007					2006	
	Rates	Assessed value	Tax Revenue	% of Total	% Inc.	Tax Revenue	% of Total
<b>5% increase</b>							
Residential 1	4.2765	615,416,580	2,631,806	47.52%	5.00%	2,506,482	46.93%
Utility 2	58.0193	6,122,700	355,235	6.41%	-12.12%	404,229	7.57%
Forestry 3							
Major Industry 4	50.2302	8,775,500	440,795	7.96%	5.00%	419,805	7.86%
Light Industry 5	30.1046	3,090,400	93,035	1.68%	5.00%	88,605	1.66%
Business 6	20.9456	95,955,550	2,009,845	36.29%	5.00%	1,914,138	35.84%
Tree farm 7							
Seasonal 8	9.1716	809,200	7,422	0.13%	5.00%	7,068	0.13%
		<u>\$730,169,930</u>	<u>\$5,538,137</u>	<u>100.00%</u>		<u>\$5,340,327</u>	<u>100.00%</u>

Increase/(decrease) in revenue \$197,811

**Tax increase 5.00%**

**Average tax increase across all classes 3.70%**

Notes:  
 This spreadsheet shows the effect of a 5.00% increase in taxes on all classes except Class 2. The Class 2 rate is set at 2.77 x Class 6 rate as per provincial regulation.  
 Class 4 increase 5.00%

FACTORS		2007			Debt Revenue per class
GEN.	DEBT	GENERAL	DEBT	RATES TOTAL	
1.00	1.00	3.7134	0.5631	4.2765	346,541
13.57	13.57	50.3796	7.6396	58.0193	46,775
11.75	11.75	43.6162	6.6140	50.2302	58,041
7.04	7.04	26.1406	3.9640	30.1046	12,250
4.90	4.90	18.1876	2.7580	20.9456	264,645
2.14	2.14	7.9640	1.2077	9.1716	977

Debt 729,230  
682,185

FACTORS		2006		
GEN.	DEBT	GENERAL	DEBT	RATES TOTAL
1.00	1.00	4.5971	0.6875	5.2846
11.86	11.86	54.5120	8.1524	62.6643
9.58	9.58	44.0472	6.5873	50.6345
5.85	5.85	26.9015	4.0232	30.9247
4.28	4.28	19.6794	2.9431	22.6225
1.43	1.43	6.5600	0.9811	7.5411

Property Class	Class 1	Class 2	Class 4	Class 5	Class 6	Class 8
# of occurrences	3573	27	25	22	566	51
2007 Ave. assessment	172,241	226,767	351,020	140,473	169,533	15,867
2006 Ave. assessment	132,746	238,914	331,636	130,236	149,491	18,378
% increase	29.75%	-5.08%	5.84%	7.86%	13.41%	-13.66%
2006 City taxes	701.50	14,971.39	16,792.23	4,027.51	3,381.86	138.59
2007 City taxes	736.58	13,156.84	17,631.81	4,228.88	3,550.96	145.52
\$ increase	35.08	(1,814.55)	839.58	201.36	169.10	6.93
% increase	5.00%	-12.12%	5.00%	5.00%	5.00%	5.00%

CITY OF REVELSTOKE

APPENDIX 32

**COMPUTATION OF TAX INCREASE (Including new construction)**

Class	Rates	Assessed value	2007			2006	
			Tax Revenue	% of Total	% Inc.	Tax Revenue	% of Total
Residential 1	4.2765	624,943,680	2,672,548	47.15%	6.63%	2,506,482	46.93%
Utility 2	58.0193	6,609,700	383,490	6.77%	-5.13%	404,229	7.57%
Forestry 3							
Major Industry 4	50.2302	8,763,900	440,213	7.77%	4.86%	419,805	7.86%
Light Industry 5	30.1046	3,308,100	99,589	1.76%	12.40%	88,605	1.66%
Business 6	20.9456	98,589,450	2,065,013	36.44%	7.88%	1,914,138	35.84%
Tree farm 7							
Seasonal 8	9.1716	736,400	6,754	0.12%	-4.45%	7,068	0.13%
		<u>\$742,951,230</u>	<u>\$5,667,607</u>	<u>100.00%</u>		<u>\$5,340,327</u>	<u>100.00%</u>

Increase in revenue \$327,280

Less: Debt repayment portion \$458,501  
 Tax revenues excluding debt portion \$5,209,106

Result of a 5.00% tax increase

New Construction:

Residential 1	9,527,100
Utility 2	487,000
Forestry 3	0
Major Industry 4	(11,600)
Light Industry 5	217,700
Business 6	2,633,900
Tree farm 7	0
Seasonal 8	(72,800)
	<u>\$12,781,300</u>

FACTORS		2007 RATES			Debt Revenue collected
GEN.	DEBT	GENERAL	DEBT	TOTAL	
1.00	1.00	3.6493	0.6272	4.2765	391,965
13.57	13.57	50.3796	7.6396	58.0193	50,496
11.75	11.75	43.6162	6.6140	50.2302	57,965
7.04	7.04	26.1406	3.9640	30.1046	13,113
4.90	4.90	18.1876	2.7580	20.9456	271,909
2.14	2.14	7.9640	1.2077	9.1716	889
					786,337
					731,978
					54,359

FACTORS		2006 RATES			Debt Surplus
GEN.	DEBT	GENERAL	DEBT	TOTAL	
1.00	1.00	4.5971	0.6875	5.2846	
11.86	11.86	54.5120	8.1524	62.6643	
9.58	9.58	44.0472	6.5873	50.6345	
5.85	5.85	26.9015	4.0232	30.9247	
4.28	4.28	19.6794	2.9431	22.6225	
1.43	1.43	6.5600	0.9811	7.5411	