

**City of Revelstoke**  
**Financial Plan 2005-2009**

**April 7, 2005**



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**Computation of tax increase (exc. New  
constr.)**

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**Computation of tax increase (inc. New  
constr.)**

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**Property taxes on typical  
houses/businesses**

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## Executive Summary of the Financial Plan 2005-2009

### Introduction

The City presents herewith its Financial Plan for the five year period 2005-2009.

The plan addresses the key areas of general operating revenues and expenditures, capital projects, utilities and finally, reserve funds.

### Revenues

The City's main source of revenue is property taxation. This is simply due to the fact that it is certain and can be controlled by Council.

For the five year period 2005-2009 property taxes for all classes are projected to increase as follows:

	2005	2006	2007	2008	2009
Operational	1.60%	3.49%	-0.19	0.16%	-0.98
Debt (exc. pool)	0.79%	1.19%	2.42%	0.58%	0.50%
Aquatic centre	2.46%	3.37%	0.00%	0.00%	0.00%
Capital out of revenue	4.06%	-2.01	0.63%	-1.19	0.67%
Reserves and surpluses	0.03%	1.47%	1.64%	0.69%	0.07%
Total	8.95%	7.50%	4.50%	0.25%	0.25%

The amount of the property tax increase applicable to the aquatic centre in 2004 was 4.03% which included a reserve of \$70k.

The effect of a property tax increase of 10% on property owners in 2005 is demonstrated in the following table:

<b>Property tax increase for 2005</b>							
<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		2004		\$50,000	\$100,000	\$150,000	\$200,000
Assessed value		2005	22.53%	\$61,265	\$122,530	\$183,795	\$245,060
Tax rate		2004	7.4017	\$370	\$740	\$1,110	\$1,480
Tax rate		2005	6.5816	\$403	\$806	\$1,210	\$1,613
Increase		\$		\$33	\$66	\$99	\$133
Increase		%		8.95%	8.95%	8.95%	8.95%
<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		2004		\$100,000	\$250,000	\$500,000	\$1,000,000
Assessed value		2005	2.91%	\$102,910	\$257,275	\$514,550	\$1,029,100
Tax rate		2004	22.1392	\$2,214	\$5,535	\$11,070	\$22,139
Tax rate		2005	23.4380	\$2,412	\$6,030	\$12,060	\$24,120
Increase		\$		\$198	\$495	\$990	\$1,981
Increase		%		8.95%	8.95%	8.95%	8.95%

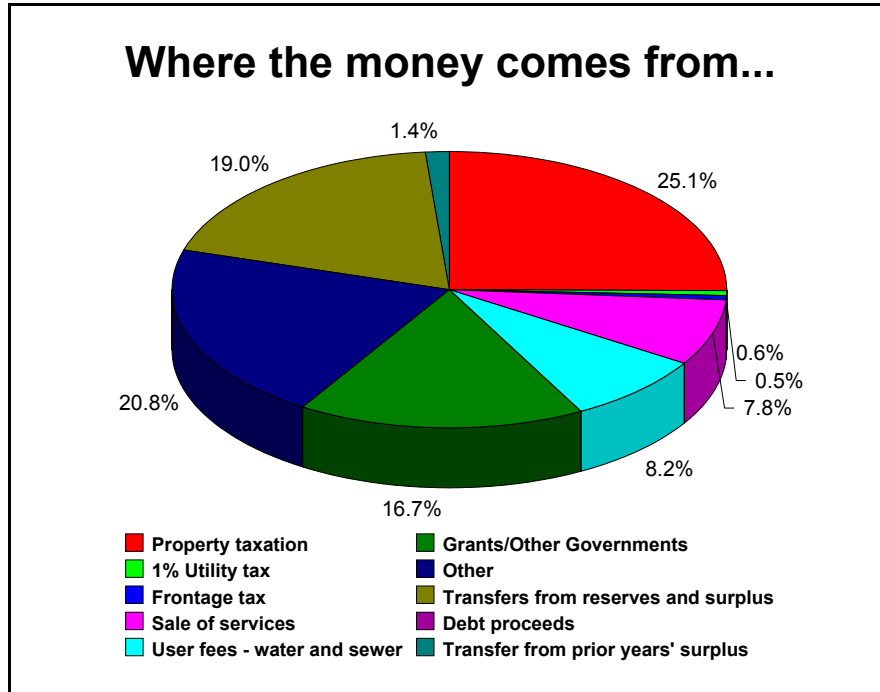
Other areas of significant growth worth noting are Traffic Fine Revenues that are forecast to provide the City with an additional \$50 - \$60,000<sup>1</sup> per year as well as the full GST rebate which will produce a similar amount annually.

Total revenues for the five year period 2005-2009 are summarized in the following table:

				<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
				<b>Millions of dollars</b>				
<b>Taxation and user fees</b>				8.55	9.05	9.43	9.60	9.76
<b>Other income</b>				7.60	4.33	3.14	3.16	3.20
<b>Transfers from reserves and surpluses</b>				4.13	1.40	1.47	1.02	0.76
<b>Debt</b>				0.00	2.55	0.40	0.35	0.30
				<b>20.28</b>	<b>17.32</b>	<b>14.45</b>	<b>14.14</b>	<b>14.01</b>

In 2005, the main sources of revenues are represented by the following pie chart:

<sup>1</sup> Traffic fine revenues are now estimated to produce an additional \$80,000 per year.



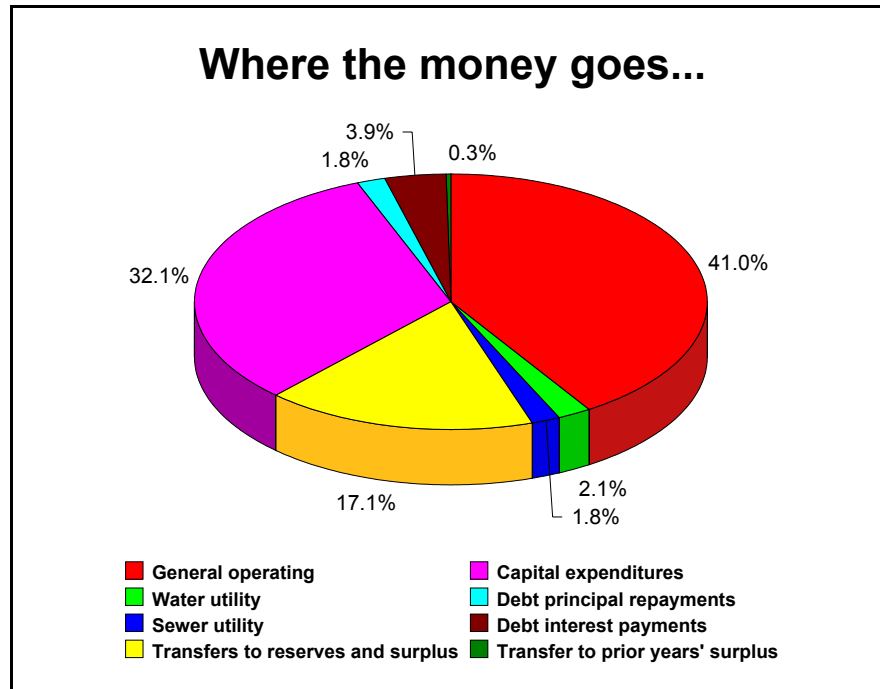
## Expenditures

There continues to be an expanding workload flowing from a variety of projects developing concurrently and this will lead to decisions to either prioritize and delay certain projects or hire additional staff to deal with the additional work load. The financial plan assumes that additional staffing will be made available with the consequent increase in costs.

Total expenditures for the five year period 2005-2009 are summarized in the following table:

	2005	2006	2007	2008	2009
	Millions of dollars				
<b>Operating expenditures</b>	9.10	9.24	9.24	9.34	9.37
<b>Capital expenditures</b>	6.51	5.44	2.33	1.84	1.60
<b>Transfers to reserves and surpluses</b>	3.52	1.33	1.50	1.56	1.61
<b>Debt</b>	1.14	1.31	1.38	1.40	1.43
	<b>20.28</b>	<b>17.32</b>	<b>14.45</b>	<b>14.14</b>	<b>14.01</b>

In 2005, the following pie chart demonstrates how the City's expenditures are constituted:



Capital expenditures are estimated to be \$6,512,800 in 2005 and about \$12 million for the remainder of the five year term. The main issue for 2005 is the source of funding for the additional expenditures required to finish the aquatic centre. For the purposes of the financial plan as it stands currently it has been assumed that Council will authorize the transfer of sufficient funds from the land sale reserve following receipt of the balance of the sale proceeds of the ski hill lands.

### Financial Resources

The City's financial resources - what it has available to spend - is forecast to move from about \$5 million at the beginning of 2005 to about \$6 million at the end of 2009. At first glance this may appear satisfactory but, as the financial plan moves out to the later years, it becomes increasingly difficult to predict expenditures - at least of a capital nature. Also, this favourable position is dependent upon the funds flowing from the sale of City's lands at the base of the ski hill into reserves.

Summary of Financial Resources					
	2005	2006	2007	2008	2009
Total Reserves and Accumulated Surpluses at January 1	\$5,163,285	\$4,628,082	\$4,560,322	\$4,583,576	\$5,121,843
Income	16,152,666	15,921,274	12,974,506	13,117,096	13,258,151
Expenditures:					
Operating	(9,101,720)	(9,238,680)	(9,243,305)	(9,342,255)	(9,373,355)
Capital	(6,512,800)	(5,437,945)	(2,328,395)	(1,835,800)	(1,595,800)
Debt servicing	(1,073,349)	(1,312,408)	(1,379,552)	(1,400,774)	(1,430,534)
Total Reserves and Accumulated Surpluses at December 31	<b>\$4,628,082</b>	<b>\$4,560,322</b>	<b>\$4,583,576</b>	<b>\$5,121,843</b>	<b>\$5,980,306</b>

Total reserves and accumulated surpluses are summarized in the following table:

Reserve Funds					
Building	128,975	60,599	27,754	70,141	114,648
Cemetery	16,843	27,935	29,331	44,123	59,654
Fire Capital Replacement	19,518	3,478	3,601	17,824	14,307
Recreation Capital Replacement	14,438	57,697	55,149	55,857	76,075
Equipment Replacement	180,350	89,738	124,052	226,092	359,372
Park land Cash in lieu	42,075	43,177	44,307	45,465	46,651
Land Sale	1,249,125	1,342,809	1,443,520	1,551,784	1,668,168
Community Centre Operating	200,000	200,000	200,000	200,000	200,000
Water Replacement	172,720	262,141	148,470	250,664	553,230
Sewer Replacement	58,513	64,513	204,064	347,517	511,468
Snow Removal	0	0	0	0	0
Liability Self-insurance	34,850	35,721	36,614	37,530	38,468
Police Station Capital	5,125	10,506	16,157	22,089	33,444
Mt. Mackenzie Chair Lift	0	0	0	0	0
	<b>\$2,122,531</b>	<b>\$2,198,314</b>	<b>\$2,333,018</b>	<b>\$2,869,085</b>	<b>\$3,675,485</b>
<b>Development Cost Charges</b>					
Future Services Upgrading	\$68,250	\$71,663	\$75,246	\$79,008	\$82,958
<b>Electric Utility Reserve Fund</b>					
	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
<b>Operating Surpluses</b>					
General	521,064	498,106	479,276	501,258	522,166
Water	277,480	166,753	75,662	43,480	50,571
Sewer	138,757	125,487	120,375	129,013	149,126
	<b>\$937,301</b>	<b>\$790,346</b>	<b>\$675,312</b>	<b>\$673,750</b>	<b>\$721,863</b>
<b>TOTAL</b>	<b>\$4,628,082</b>	<b>\$4,560,322</b>	<b>\$4,583,576</b>	<b>\$5,121,843</b>	<b>\$5,980,306</b>

It can be seen from the foregoing table that certain individual reserve funds will need careful attention if they are to meet current anticipated capital expenditures. The Fire Capital Replacement Reserve is particularly sensitive to expenditure levels in spite of anticipated additional funding.

## Borrowing

The City's borrowing is estimated to move from about \$12 million at the end of 2005 to \$13.6 million at the end of 2006 as can be seen in the following table<sup>2</sup>:

<sup>2</sup> The City's current borrowing capacity is estimated at about \$22 million.



December 31	2005	2006	2007	2008	2009
Balance	\$11,924,072	\$14,092,893	\$14,015,536	\$13,852,971	\$13,614,334

Newly acquired debt during the five year period relates to the road reconstruction and rehabilitation programme, the eastern access bridge rehabilitation and the plaza extension.

### Utilities

In order to meet proposed operational and capital programmes in the water utility, residential water rates (with a comparable increase in commercial rates) are forecast to increase as follows:

Year	2005	2006	2007	2008	2009
Annual rate	\$285	\$290	\$295	\$310	\$320

It is also being recommended that residential sewer rates be increased (with a comparable increase in commercial rates) as follows:

Year	2005	2006	2007	2008	2009
Annual rate	\$161	\$164	\$168	\$171	\$174

The five year plan does not include, at this stage of development, any increase in garbage rates.

### 2005 Cost Drivers

The main cost drivers can be seen from the schedule on Appendix 9 page 33. Each department has its own particular issues that require funding and these are summarized below:

#### Council

In 2004 Council approved an increase in indemnities which results in an increase of \$13,650 in the budget. Additionally, \$3,500 has been added to the Travel and Meetings budget. Although this budget has been decreased in the past actual expenditures continue to exceed budget and is indicative of the number of issues with which Council involves itself.

#### Administration

Additional secretarial assistance is required in this department and an additional \$10,000 has been added to accommodate this.

#### Finance and Information Technology

There are no specific cost drivers here other than the usual salary and benefit increases.

### **Administration and Finance**

Additional funding is required in this function to deal with CBT administration (not previously budgeted). A net increase in the function's budget of \$4,500 has been included.

### **Fire Protection**

This department requires a \$61,000 increase in its budget for 2005. Most of this increase is attributable to wage and benefit costs resulting from the recent IAFF contract settlement and scale increases for firefighters. There is also an addition of \$5,000 to the budget to provide some casual secretarial assistance to deal with the backlog of administrative work.

### **Provincial Emergency Programme (PEP)**

PEP is a regional district function and traditionally has been funded by the district in the amount of \$13,000 per year with no funding from the City. In 2005, an addition of \$25,000 has been made to the budget for this function to cover the cost of a part-time emergency response coordinator. It is anticipated that 30% of this additional cost will be covered by the CSRD while the remaining 75% will be a City responsibility.

### **Planning, Building Inspection and Bylaw Enforcement**

An increase of \$81,500 is anticipated in this department's budget in 2005. Most of this increase is attributable to staffing costs - the addition of a junior planner; partial funding for a planning technician, and some part time administrative assistance. This increase in staffing levels is the direct result of the increased workload being experienced in this department from potential developments. Council has already authorized the junior planner position.

### **RCMP and Court House**

The increase in this departmental budget is the result of the RCMP's function. Approximately \$40,000 is attributable to the RCMP contract, while \$33,000 is attributable to a request from Staff Sergeant Randy Brown for additional administrative assistance and auxiliaries. There has also been a request from the Victims Assistance programme Coordinator for additional funding, although nothing has been included in the financial plan thus far.

### **Public Works**

The two most significant cost drivers in this department are snow removal costs (an increase in the budget of \$25,000) and fuel (an increase of \$24,000). Fuel costs have been consistently under budget in prior years and now, with the increases in fuel costs it is time to catch up.

### **Community Economic Development**

This department anticipates an increase of \$95,000 in special projects all of which are anticipated to be funded by third parties and therefore these budget items do not have a direct impact on the taxpayer. It is assumed that without third party funding these projects will not proceed. They include the Research Centre (\$30k), Community Centre Concept Plans (\$20k) and the Retail Survey (\$25k). The budget also includes a further \$10,000 for advertising. Again, it is assumed that the funding for this additional budget will be recovered from third parties. The ski

hill function also shows a reduction of \$50,000 in the budget. This budget was \$120,000 in 2004 (actual \$130,000).

**Parks and Recreation**

Most of the budget increase in this department (\$284,422) is attributable to the new pool. However, there are some other functions that are cost drivers. The most notable of these are the parks and revit maintenance where annual capital out of revenue items have been relocated. These items relate to noxious weed control, top dressing and hanging baskets which have become an annual recurring expenditure and are not really of a capital nature. They amount to about \$23,000.

# CITY OF REVELSTOKE

## Financial Plan 2005-2009



NAVIGATION SHEET		
<a href="#">Versions</a>	<b>Reserves</b>	<b>Property taxes 2005</b>
<a href="#">Overall Summary</a>	<a href="#">Electric Utility</a>	<a href="#">Rate calculation</a>
<b>Financial Resources</b>	<a href="#">Building Replacement</a>	<a href="#">Revenue results</a>
<a href="#">General Operating</a>	<a href="#">Cemetery</a>	<a href="#">Examples</a>
<a href="#">Water Operating</a>	<a href="#">Fire</a>	<a href="#">Property tax composition</a>
<a href="#">Sewer Operating</a>	<a href="#">Recreation</a>	
<a href="#">General Government Expenses</a>	<a href="#">Equipment</a>	
<a href="#">Fire Protection</a>	<a href="#">Parkland</a>	
<a href="#">Planning, Building and Bylaw Enforcement</a>	<a href="#">Future Services</a>	
<a href="#">RCMP</a>	<a href="#">Land Sale</a>	
<a href="#">Public Works</a>	<a href="#">Community Centre</a>	
<a href="#">Community Economic Development</a>	<a href="#">Water</a>	
<a href="#">Recreation</a>	<a href="#">Sewer</a>	
<a href="#">General Operating Increases</a>	<a href="#">Snow removal</a>	
Forced - Operationally necessary - Discretionary	<a href="#">Liability</a>	
<a href="#">Capital Projects</a>	<a href="#">Police Station</a>	
<a href="#">10 Year Plan Comparison</a>	<a href="#">Chair Lift</a>	
<a href="#">Debt Schedule</a>	<a href="#">Summary</a>	

VERSION ANALYSIS

RESULTS	Scenario displayed →		ERR		
	2005	2006	2007	2008	2009
<b>Closing balances:</b>					
Surplus (General)	521,064	498,106	479,276	501,258	522,166
Total reserves/surplus	4,628,082	4,560,322	4,583,576	5,121,843	5,980,306
Total Debt	11,924,072	14,092,893	14,015,536	13,852,971	13,614,334
<b>General operating:</b>					
Capital out of revenue	637,500	535,000	570,000	500,000	540,000
Debt financing	578,672	742,981	877,253	911,475	941,235
Surplus/deficit for yr.	41,064	(22,958)	(18,830)	21,982	20,908
<b>Other:</b>					
Property tax increase	8.95%	7.50%	4.50%	0.25%	0.25%
Applicable to debt (x.pool)	0.79%	1.19%	2.42%	0.58%	0.50%
Capital out of revenue	4.06%	-2.01%	0.63%	-1.19%	0.67%
Applicable to new pool	2.46%	3.37%	0.00%	0.00%	0.00%
Reserves and surpluses	0.03%	1.47%	1.64%	0.69%	0.07%
Operational	1.60%	3.49%	-0.19%	0.16%	-0.98%

Additional funding for Aquatic Centre

	Council
Reserve borrowing:	
Community Centre	\$0
Land Sale	\$0
Total	\$0
Term (Years)	5
Interest rate	5.00%
MFA Borrowing	\$0
Land sale transfer	\$1,200,000

Building our Reserves

	Contributions					Balance				
	2005	2006	2007	2008	2009	2005	2006	2007	2008	2009
Council										
Equipment Replacement	\$167,000	\$171,000	\$168,000	\$168,000	\$168,000	\$180,350	\$89,738	\$124,052	\$226,092	\$359,372
Cemetery Replacement	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$16,843	\$27,935	\$29,331	\$44,123	\$59,654
Fire Capital Replacement	\$50,000	\$130,000	\$245,000	\$250,000	\$250,000	\$19,518	\$3,478	\$3,601	\$17,824	\$14,307
Recreation Reserve	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$14,438	\$57,697	\$55,149	\$55,857	\$76,075
Building Reserve	\$40,000	\$40,000	\$45,000	\$40,000	\$40,000	\$128,975	\$60,599	\$27,754	\$70,141	\$114,648
Community Centre Reserve	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
RCMP Building Reserve	\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$5,125	\$10,506	\$16,157	\$22,089	\$33,444
Chair lift Reserve	\$45,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Reserve	\$0	\$0	\$0	\$0	\$0	\$1,249,125	\$1,342,809	\$1,443,520	\$1,551,784	\$1,668,168
Aquatic Centre Contingency	(\$70,000)									
Total (See Appendix 1)	\$410,000	\$549,000	\$636,000	\$636,000	\$641,000	\$1,814,373	\$1,792,762	\$1,899,564	\$2,187,910	\$2,525,668

Snow removal

	2005	2006	2007	2008	2009
Council					
Snow removal	520,000	545,000	570,000	595,000	620,000
Sanding	55,000	55,000	55,000	55,000	55,000



## VERSION ANALYSIS

### Version Summary for **ERR** scenario:

<a href="#">Snow removal</a>	Council
<a href="#">Revenues</a>	Council
<a href="#">Expenses</a>	Council
<a href="#">Growth</a>	Normal 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="#">CED</a>	Council
<a href="#">Recreation Expenses</a>	Revised #'s March 5 opening
<a href="#">Recreation Revenues</a>	Revised #'s March 5 opening
<a href="#">Increases</a>	Council
<a href="#">Capital out of revenue</a>	Council
<a href="#">Equipment replacement</a>	Council
<a href="#">FD Capital</a>	Council
<a href="#">Recreation Capital</a>	Council
<a href="#">Land Sale</a>	Council
<a href="#">Water revenues</a>	Council
<a href="#">Water expenses</a>	Council
<a href="#">Water Rates</a>	Council
<a href="#">Sewer revenues</a>	Council
<a href="#">Sewer expenses</a>	Council
<a href="#">Sewer rates</a>	2% (approx) inc per year

City of Revelstoke

Financial Plan 2005-2009

Summary of Financial Resources

	2005	2006	2007	2008	2009
Total Reserves and Accumulated Surpluses at January 1	\$5,163,285	\$4,628,082	\$4,560,322	\$4,583,576	\$5,121,843
Income	16,152,666	15,921,274	12,974,506	13,117,096	13,258,151
Expenditures:					
Operating	(9,101,720)	(9,238,680)	(9,243,305)	(9,342,255)	(9,373,355)
Capital	(6,512,800)	(5,437,945)	(2,328,395)	(1,835,800)	(1,595,800)
Debt servicing	(1,073,349)	(1,312,408)	(1,379,552)	(1,400,774)	(1,430,534)
Total Reserves and Accumulated Surpluses at December 31	<b>\$4,628,082</b>	<b>\$4,560,322</b>	<b>\$4,583,576</b>	<b>\$5,121,843</b>	<b>\$5,980,306</b>

<b>Reserve Funds</b>					
Building	128,975	60,599	27,754	70,141	114,648
Cemetery	16,843	27,935	29,331	44,123	59,654
Fire Capital Replacement	19,518	3,478	3,601	17,824	14,307
Recreation Capital Replacement	14,438	57,697	55,149	55,857	76,075
Equipment Replacement	180,350	89,738	124,052	226,092	359,372
Park land Cash in lieu	42,075	43,177	44,307	45,465	46,651
Land Sale	1,249,125	1,342,809	1,443,520	1,551,784	1,668,168
Community Centre Operating	200,000	200,000	200,000	200,000	200,000
Water Replacement	172,720	262,141	148,470	250,664	553,230
Sewer Replacement	58,513	64,513	204,064	347,517	511,468
Snow Removal	0	0	0	0	0
Liability Self-insurance	34,850	35,721	36,614	37,530	38,468
Police Station Capital	5,125	10,506	16,157	22,089	33,444
Mt. Mackenzie Chair Lift	0	0	0	0	0
	<b>\$2,122,531</b>	<b>\$2,198,314</b>	<b>\$2,333,018</b>	<b>\$2,869,085</b>	<b>\$3,675,485</b>
<b>Development Cost Charges</b>					
Future Services Upgrading	\$68,250	\$71,663	\$75,246	\$79,008	\$82,958
	<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	521,064	498,106	479,276	501,258	522,166
Water	277,480	166,753	75,662	43,480	50,571
Sewer	138,757	125,487	120,375	129,013	149,126
	<b>\$937,301</b>	<b>\$790,346</b>	<b>\$675,312</b>	<b>\$673,750</b>	<b>\$721,863</b>
<b>TOTAL</b>	<b>\$4,628,082</b>	<b>\$4,560,322</b>	<b>\$4,583,576</b>	<b>\$5,121,843</b>	<b>\$5,980,306</b>



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CITY OF REVELSTOKE

FINANCIAL PLAN 2005-2009

SCHEDULE A OF BYLAW NO.  
SUMMARY

	2005	2006	2007	2008	2009
<b>Revenues</b>					
Property taxation	\$5,093,305	\$5,560,553	\$5,911,578	\$6,014,562	\$6,119,348
1% Utility tax	118,000	118,000	118,000	118,000	118,000
Frontage tax	105,000	105,000	105,000	105,000	105,000
<b>Fees and Charges</b>					
Sale of services	1,572,250	1,572,250	1,574,250	1,575,750	1,576,750
User fees - water and sewer	1,659,939	1,690,389	1,721,055	1,791,214	1,841,962
<b>Other Revenue</b>					
Grants/Other Governments	3,391,900	3,321,900	2,163,900	2,162,900	2,161,900
Other	4,212,272	1,003,182	980,723	999,670	1,035,191
Transfers from reserves and surplus	3,847,800	1,252,945	1,358,395	985,800	755,800
Debt proceeds	0	2,550,000	400,000	350,000	300,000
Transfer from prior years' surplus	280,364	146,956	115,033	32,182	0
<b>Total</b>	<b>\$20,280,830</b>	<b>\$17,321,174</b>	<b>\$14,447,934</b>	<b>\$14,135,078</b>	<b>\$14,013,951</b>
<b>Expenditures</b>					
General operating	\$8,308,720	\$8,444,180	\$8,448,805	\$8,547,255	\$8,578,355
Water utility	424,500	424,500	424,500	424,500	424,500
Sewer utility	368,500	370,000	370,000	370,500	370,500
Transfers to reserves and surplus	3,461,231	1,332,141	1,496,682	1,525,629	1,566,150
Capital expenditures	6,512,800	5,437,945	2,328,395	1,835,800	1,595,800
Debt principal repayments	360,298	433,632	421,751	422,848	433,433
Debt interest payments	783,051	878,776	957,801	977,926	997,101
Transfer to prior years' surplus	61,730	0	0	30,620	48,112
<b>Total</b>	<b>\$20,280,830</b>	<b>\$17,321,174</b>	<b>\$14,447,934</b>	<b>\$14,135,078</b>	<b>\$14,013,951</b>

CITY OF REVELSTOKE

FINANCIAL PLAN 2005-2009

SCHEDULE A OF BYLAW NO.

SCHEDULE B OF BYLAW NO.

Capital expenditures

	2005	2006	2007	2008	2009	Total	General Revenue	Reserves	Borrowing	Grants and Other
<b>General Capital Fund</b>							\$2,782,500		\$3,100,000	\$565,000
Roads and other infrastructure	\$1,202,500	\$2,585,000	\$970,000	\$850,000	\$840,000	\$6,447,500				
Buildings and equipment	2,147,300	729,300	692,250	522,800	496,300	4,587,950		4,225,450		362,500
Other	385,000	100,000	100,000	100,000	100,000	785,000		785,000		
<b>Water Capital Fund</b>										
Infrastructure upgrades	843,000	710,000	912,500	263,000	72,500	2,801,000		1,934,290	0	866,710
<b>Sewer Capital Fund</b>										
Infrastructure upgrades	1,935,000	1,747,000	87,000	100,000	87,000	3,956,000		1,256,000	500,000	2,200,000
<b>Total</b>	<b>\$6,512,800</b>	<b>\$5,871,300</b>	<b>\$2,761,750</b>	<b>\$1,835,800</b>	<b>\$1,595,800</b>	<b>\$18,577,450</b>	<b>\$2,782,500</b>	<b>\$8,200,740</b>	<b>\$3,600,000</b>	<b>\$3,994,210</b>
<b>Source of funds</b>										
General revenue	\$637,500	\$535,000	\$570,000	\$500,000	\$540,000	\$2,782,500				
Reserve funds	3,847,800	1,252,945	1,358,395	985,800	755,800	8,200,740				
Borrowing	0	2,550,000	400,000	350,000	300,000	3,600,000				
Grants and other funding	2,027,500	1,533,355	433,355	0	0	3,994,210				
<b>Total</b>	<b>\$6,512,800</b>	<b>\$5,871,300</b>	<b>\$2,761,750</b>	<b>\$1,835,800</b>	<b>\$1,595,800</b>	<b>\$18,577,450</b>				

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FINANCIAL PLAN 2005-2009

GENERAL OPERATING

2004/2005 BUDGET COMPARISON

	2004	2005	Note	Increase	Total	2006	2007	2008	2009
	Budget	Budget		%	%				
<b>REVENUES:</b>									
		Council							
Taxation	\$4,516,493	\$5,093,305		12.77%	38.96%	\$5,551,703	\$5,884,805	\$5,987,789	\$6,092,575
Specified Area - Revit Phase 2	\$0	\$-0		ERR	-0.00%	\$8,850	\$26,773	\$26,773	\$26,773
1% Utility Taxes	113,000	118,000		4.42%	0.90%	118,000	118,000	118,000	118,000
Grants in Lieu	1,228,000	1,285,000		4.64%	9.83%	1,285,000	1,285,000	1,285,000	1,285,000
Regional District Contributions	329,400	401,900		22.01%	3.07%	346,900	348,900	347,900	346,900
Administrative Services	295,300	295,300		0.00%	2.26%	295,300	295,300	296,800	297,800
Transit	60,000	60,000		0.00%	0.46%	60,000	60,000	60,000	60,000
Fire Department	8,000	8,000		0.00%	0.06%	8,000	8,000	8,000	8,000
Public Works	617,100	588,500		-4.63%	4.50%	588,500	588,500	588,500	588,500
Cemetery	22,000	32,000		45.45%	0.24%	32,000	32,000	32,000	32,000
Recreation	390,982	588,450		50.51%	4.50%	588,450	590,450	590,450	590,450
Other Revenue, Own Sources	595,500	630,500		5.88%	4.82%	630,500	630,500	630,500	630,500
Provincial Transfers (and other grants)	532,500	605,000		13.62%	4.63%	590,000	530,000	530,000	530,000
Debt proceeds	650,000	0		-100.00%	0.00%	2,550,000	400,000	350,000	300,000
Reserve funds	783,000	2,169,800		177.11%	16.60%	829,300	792,250	622,800	596,300
Other Contributions and Donations	210,000	1,197,500		470.24%	9.16%	145,000	115,000	115,000	115,000
<b>TOTAL REVENUES</b>	10,351,274	13,073,255		26.30%		13,627,503	11,705,478	11,589,512	11,617,798
Transfer from Prior Years' Surplus					0.00%	22,958	18,830	0	0
<b>TOTAL</b>	<b>\$10,351,274</b>	<b>\$13,073,255</b>			<b>100.00%</b>	<b>\$13,650,461</b>	<b>\$11,724,308</b>	<b>\$11,589,512</b>	<b>\$11,617,798</b>
<b>EXPENSES:</b>									
		Council							
General Government	2	1,006,200	1,096,850	9.01%	8.42%	1,073,085	1,073,710	1,093,160	1,091,260
Fire Protection	3	708,800	770,425	8.69%	5.91%	787,450	788,450	808,450	788,450
Provincial Emergency Program		13,000	38,000	192.31%	0.29%	38,000	38,000	38,000	38,000
Planning, Building and Bylaw Enforcement	4	272,500	354,000	29.91%	2.72%	409,000	411,000	411,000	411,000
Animal and Pest Control		59,000	68,500	16.10%	0.53%	68,500	68,500	68,500	68,500
Police and Court House services	5	1,239,500	1,309,195	5.62%	10.05%	1,343,195	1,378,195	1,413,195	1,443,195
Public Works	6	1,877,500	1,938,540	3.25%	14.88%	1,971,540	1,998,540	2,023,540	2,048,540
Transit		120,000	120,000	0.00%	0.92%	120,000	120,000	120,000	120,000
Environmental and Health (Garbage collection)		259,400	244,000	-5.94%	1.87%	246,000	246,000	246,000	246,000
Public Health and Welfare (Cemetery)		90,000	91,000	1.11%	0.70%	93,000	94,000	95,000	95,000
Community Economic Development	7	494,900	551,300	11.40%	4.23%	486,800	424,800	422,800	420,800
Recreation and Culture	8	1,442,488	1,726,910	19.72%	13.25%	1,807,610	1,807,610	1,807,610	1,807,610
Debt principal repayments		100,013	119,671	19.66%	0.92%	193,005	255,002	267,099	277,684
Debt interest payments		316,350	459,001	45.09%	3.52%	549,976	622,251	644,376	663,551
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$7,999,650</b>	<b>\$8,887,392</b>	<b>11.10%</b>	<b>68.20%</b>	<b>9,187,161</b>	<b>9,326,058</b>	<b>9,458,730</b>	<b>9,519,590</b>

FINANCIAL PLAN 2005-2009

Capital Out of Revenue	10	454,000	637,500	40.42%	4.89%
Capital expenditures from other funding	10	15,000	927,500	6083.33%	7.12%
Capital expenditures from reserves	10	783,000	2,169,800	177.11%	16.65%
Capital expenditures through debt	10	650,000	0	-100.00%	0.00%
Transfer to Reserves		512,000	410,000	-19.92%	3.15%
<b>TOTAL EXPENDITURES</b>		<b>10,413,650</b>	<b>13,032,192</b>	<b>25.15%</b>	<b>100.00%</b>
TOTAL		\$10,413,650	\$13,032,192		
Surplus/(Deficit)		(62,376)	41,064		
<b>TOTAL</b>		<b>\$10,351,274</b>	<b>\$13,073,255</b>		

535,000	570,000	500,000	540,000
0	0	0	0
829,300	792,250	622,800	596,300
2,550,000	400,000	350,000	300,000
549,000	636,000	636,000	641,000
13,650,461	11,724,308	11,567,530	11,596,890

13,650,461	11,724,308	11,567,530	11,596,890
0	0	21,982	20,908
\$13,650,461	\$11,724,308	\$11,589,512	\$11,617,798

Approximate General Operating surplus	January 1	\$480,000
Less: Amount required above to balance budget		0
Add: Surplus for year		41,064
Approximate General Operating surplus	December 31	\$521,064

\$521,064	\$498,106	\$479,276	\$501,258
(22,958)	(18,830)	0	0
0	0	21,982	20,908
\$498,106	\$479,276	\$501,258	\$522,166

<b>Average estimated property tax increase for all classes</b>	<b>8.87%</b>
Applicable to Aquatic Centre project	4.03% 2.46%

<b>7.50%</b>	<b>4.50%</b>	<b>0.25%</b>	<b>0.25%</b>
3.37%	0.00%	0.00%	0.00%

Increase/(decrease) in operating expenditures (excluding debt and capital)	725,432
Increase/(decrease) in operating revenues (excluding debt, reserves and other)	817,681
	9.39%

Sensitivity factors:	Normal growth
Revenue from new construction	1.50% 1.50% 1.50% 1.50%

Notes

1 This line item no longer includes \$100,000 for repaying the Electric Utility Reserve Fund for the ski hill road and funding. It continues to contain \$45,000 for the chair lift reserve fund for 2005 and \$30,000 for 2006 paid by MMRL.

Property tax increase	7.5%, 4.5%, .25%, .25%
	7.50% 4.50% 0.25% 0.25%

Sensitivity results:	
Revenue from new construction	\$76,400 \$83,276 \$88,272 \$89,817
Revenue from tax increase	\$381,998 \$249,827 \$14,712 \$14,969

FINANCIAL PLAN 2005-2009

GENERAL GOVERNMENT EXPENSES

	Notes	2004 Budget	2005 Budget	% Increase	2006	2007	2008	2009
<b>Council</b>								
Legislative	1	119,800	136,300	13.77%	135,660	135,660	137,560	137,560
Administration	2	250,400	274,900	9.78%	274,900	274,900	274,900	274,900
Finance	3	323,250	343,600	6.30%	345,400	345,400	345,400	345,400
Information Technology	4	125,000	125,850	0.68%	126,475	127,100	129,100	129,100
City Hall Maintenance		52,850	51,850	-1.89%	51,850	51,850	51,850	51,850
Administration/Finance	5	112,000	116,500	4.02%	116,500	116,500	116,500	116,500
Elections and Referendums	6	0	15,550	ERR	0	0	15,550	13,650
Labour Management	7	22,900	32,300	41.05%	22,300	22,300	22,300	22,300
		<u>\$1,006,200</u>	<u>\$1,096,850</u>	<u>9.01%</u>	<u>\$1,073,085</u>	<u>\$1,073,710</u>	<u>\$1,093,160</u>	<u>\$1,091,260</u>

Notes			Increase/ (Decrease)
<b>1</b> Legislative:			
Council indemnities		\$13,650	
Travel & meeting expenses		3,500	
Advertising		50	
Office supplies		(100)	
GST		(600)	
		<u>16,500</u>	
<b>2</b> Administration:			
Salaries and benefits		\$17,000	
Casual salaries		10,000	
Advertising		500	
Office equipment expense		(1,500)	
GST		(1,500)	
		<u>24,500</u>	
<b>3</b> Finance Department:			
Salaries and benefits		\$21,350	
GST		(1,000)	
		<u>20,350</u>	
<b>4</b> Information Technology			
Salaries and benefits		\$1,250	
Software support		4,000	
Programming services		(2,900)	
Materials & supplies		500	
GST		(2,000)	
		<u>850</u>	
<b>5</b> Administration/Finance:			
Grants-in-aid:*			
	2004	2005	
Unallocated provision	1,153	1,750	
Bear Awareness	3,000	0	
Columbia Mountains Institute	0	750	
Community Connections Food Bank	0	2,000	
Community Connections - Adventurers C	0	1,000	
Revelstoke Highlanders Pipe Band	300	0	
Revelstoke Highway Rescue Society	1,197	0	
Revelstoke Planned Parenthood	1,500	0	
Revelstoke Ambassador Program	0	500	



## FINANCIAL PLAN 2005-2009

## GENERAL GOVERNMENT EXPENSES

Revelstoke Arts Council	0	1,000	
Revelstoke Boxing Club	0	500	
Revelstoke Cadet Society	0	1,500	
Revelstoke Nordic Ski Society	0	2,500	
DOKK	1,000	2,000	
Youth Coordinator	20,000	10,000	
Aquatic Programmes for youth	0	10,000	
Abby Vigue	250	0	
Revelstoke Acrobats	1,000	0	
Mountain Arts Festival	1,500	0	
Revelstoke Community Band	600	500	
Southern Interior Timber Cruisers	0	0	
Workers Memorial	2,500	0	
Total	<u>34,000</u>	<u>34,000</u>	
Revelstoke Homecoming 2004 (out of Contingency)	<u>2,000</u>	<u>0</u>	
Increase/(Decrease)			0
MIA insurance		\$500	
Contracted services		(5,000)	
Columbia Basin Trust administration expenses		10,000	
GST		<u>(1,000)</u>	
			4,500
* Applications for grants-in-aid for the year 2005 must be received by February 28, 2005 The above list is provisional pending these applications.			
<b>6</b> Elections & referendums			15,550
<b>7</b> Labour Management			
Memberships & Training seminars		\$0	
Contracted services - Safety Officer		0	
Management staff relocation expenses		10,000	
GST		<u>(600)</u>	
			9,400
Miscellaneous - GST			(1,000)
Overall increase/(decrease)			<u>\$90,650</u>

FINANCIAL PLAN 2005-2009

FIRE PROTECTION

Expenditures	Notes	2004	2005	%	2006	2007	2008	2009
		Budget	Budget	Increase				
Council								
Administration	1	\$123,300	\$132,925	7.81%	\$132,950	\$133,950	\$133,950	\$133,950
Fire Fighting Force	2	482,700	529,500	9.70%	547,500	547,500	567,500	547,500
Fire Hydrants		20,000	19,500	-2.50%	19,500	19,500	19,500	19,500
Fire Station	3	36,000	40,500	12.50%	40,500	40,500	40,500	40,500
Fire Fighting Equipment	4	46,800	48,000	2.56%	47,000	47,000	47,000	47,000
		<u>\$708,800</u>	<u>\$770,425</u>	<u>8.69%</u>	<u>\$787,450</u>	<u>\$788,450</u>	<u>\$808,450</u>	<u>\$788,450</u>
<b>Revenues</b>								
Regional District		\$40,000	\$42,000	5.00%	\$42,000	\$45,000	\$45,000	\$45,000
Fire Department		8,000	8,000	0.00%	8,000	8,000	8,000	8,000
		<u>\$48,000</u>	<u>\$50,000</u>	<u>4.17%</u>	<u>\$50,000</u>	<u>\$53,000</u>	<u>\$53,000</u>	<u>\$53,000</u>
<b>Net Cost</b>		<u>\$660,800</u>	<u>\$720,425</u>	<u>9.02%</u>	<u>\$737,450</u>	<u>\$735,450</u>	<u>\$755,450</u>	<u>\$735,450</u>

Notes	Increase/ (Decrease)
<b>1 Administration</b>	
Casual assistance	\$5,000
Salaries and benefits	3,225
Telephone	500
Advertising	500
Legal fees	1,200
GST	(800)
	<u>9,625</u>
<b>2 Fire Fighting Force</b>	
Increase in provision for labour costs	\$50,000
Retro pay	(10,000)
Memberships & conferences	6,000
Training supplies	1,300
GST	(500)
	<u>46,800</u>
<b>3 Fire Station</b>	
Wage costs	4,750
Insurance (Highway Rescue vehicle)	550
GST	(800)
	<u>4,500</u>
<b>4 Fire Fighting Equipment</b>	
Fuel and tires	1,500
Insurance	500
GST	(800)
	<u>1,200</u>
<b>5 Miscellaneous - GST</b>	<u>(500)</u>
<b>Overall increase/(decrease)</b>	<u>\$61,625</u>

FINANCIAL PLAN 2005-2009

PLANNING, BUILDING & BYLAW ENFORCEMENT

Expenditures	Notes	2004 Budget	2005 Budget	% Increase	2006	2007	2008	2009
Council								
Salaries and benefits	1	\$200,000	\$290,500	45.25%	\$345,500	\$347,500	\$347,500	\$347,500
Travel and local meetings		1,000	1,000	0.00%	1,000	1,000	1,000	1,000
Telephone		3,000	3,000	0.00%	3,000	3,000	3,000	3,000
Advertising	2	3,500	6,500	85.71%	6,500	6,500	6,500	6,500
Legal services		10,000	10,000	0.00%	10,000	10,000	10,000	10,000
Insurance	4	3,000	4,000	33.33%	4,000	4,000	4,000	4,000
Memberships and conferences	5	5,000	7,500	50.00%	7,500	7,500	7,500	7,500
Heritage advisory commission		500	500	0.00%	500	500	500	500
Advisory planning commission		500	500	0.00%	500	500	500	500
Planning - Sign and facade design	6	6,500	7,500	15.38%	7,500	7,500	7,500	7,500
Contracted services	7	20,000	10,000	-50.00%	10,000	10,000	10,000	10,000
Enhancement planning	8	12,000	5,000	-58.33%	5,000	5,000	5,000	5,000
Small capital		500	500	0.00%	500	500	500	500
Office supplies		5,000	5,000	0.00%	5,000	5,000	5,000	5,000
Vehicle parts and maintenance	9	1,000	2,500	150.00%	2,500	2,500	2,500	2,500
GST	10	1,000	0	-100.00%	0	0	0	0
		<u>\$272,500</u>	<u>\$354,000</u>	<u>29.91%</u>	<u>\$409,000</u>	<u>\$411,000</u>	<u>\$411,000</u>	<u>\$411,000</u>

Notes	Increase/ (Decrease)
1 Staff cost increases	
Salary increases	5,000
Junior Planner	50,000
Planning Technician - part year	13,000
Part time casual assistance	<u>22,500</u>
	\$90,500
2 Advertising	3,000
4 MIA Insurance	1,000
5 Memberships & conferences	2,500
6 Planning - Sign & facade design	1,000
7 Contracted services - to offset junior planner costs	(10,000)
8 Enhancement planning - to offset junior planner costs	(7,000)
\$3,000 of remaining budget committed to Mountainview School playground concept plan.	
9 Vehicle maintenance	1,500
10 GST	(1,000)
Overall increase/(decrease)	<u>\$81,500</u>

FINANCIAL PLAN 2005-2009

POLICE AND COURT HOUSE SERVICES

Notes

		2004 Budget	2005 Budget	% Increase	2006	2007	2008	2009
					Council			
Police station(s)	1	\$112,500	\$109,000	-3.11%	\$109,000	\$109,000	\$109,000	\$109,000
Court House		82,000	81,500	-0.61%	81,500	81,500	81,500	81,500
RCMP Contract	2	1,045,000	1,118,695	7.05%	1,152,695	1,187,695	1,222,695	1,252,695
		<u>\$1,239,500</u>	<u>\$1,309,195</u>	<u>5.62%</u>	<u>\$1,343,195</u>	<u>\$1,378,195</u>	<u>\$1,413,195</u>	<u>\$1,443,195</u>

Notes	Increase/ (Decrease)
1 Overhead now relates to both police stations. The costs relating to the old police station are assumed to be covered by rental revenues.	(3,500)
2 Includes \$2,000 cash grant in aid to Victim's Assistance Program together with the additional \$1,345 a year funding already approved by Council to match equivalent provincial funding.	
VAP additional funding from City	695
In 1998 the total for this function was \$735,876 and in 2009 it is estimated to climb to \$1,252,695	
RCMP Contract	40,000
Wages and benefits - additional 0.5 FTE admin	25,000
Auxiliaries - increase to 10	8,000
	<u>73,000</u>
Miscellaneous - GST	(500)
Overall increase/(decrease)	<u>\$69,695</u>

FINANCIAL PLAN 2005-2009

PUBLIC WORKS

Expenditures	Notes	2004 Budget	2005 Budget	% Increase	2006	2007	2008	2009
<b>Council</b>								
Administration	1	271,500	282,500	4.05%	284,500	285,000	285,000	285,000
Engineering Services	2	160,000	162,500	1.56%	166,500	168,000	168,000	168,000
Equipment Maintenance	3	261,000	285,500	9.39%	287,500	287,500	287,500	287,500
Municipal Yards and Buildings	4	75,000	77,000	2.67%	77,000	77,000	77,000	77,000
Street Maintenance		193,500	191,500	-1.03%	191,500	191,500	191,500	191,500
Sidewalk Maintenance		36,000	35,000	-2.78%	35,000	35,000	35,000	35,000
Drainage Ditch Maintenance		13,000	12,500	-3.85%	12,500	12,500	12,500	12,500
Storm Sewer Maintenance	5	41,500	46,500	12.05%	46,500	46,500	46,500	46,500
Snow Removal	6	500,000	520,000	4.00%	545,000	570,000	595,000	620,000
Sanding		50,000	55,000	10.00%	55,000	55,000	55,000	55,000
Custom Work		20,000	19,800	-1.00%	19,800	19,800	19,800	19,800
Street Lighting		160,000	156,000	-2.50%	156,000	156,000	156,000	156,000
Traffic Services		47,500	46,500	-2.11%	46,500	46,500	46,500	46,500
Railway Crossing Maintenance		5,500	5,490	-0.18%	5,490	5,490	5,490	5,490
Bridge Maintenance		35,000	34,750	-0.71%	34,750	34,750	34,750	34,750
Gravel Pit		8,000	8,000	0.00%	8,000	8,000	8,000	8,000
		<u>\$1,877,500</u>	<u>\$1,938,540</u>	<u>3.25%</u>	<u>\$1,971,540</u>	<u>\$1,998,540</u>	<u>\$2,023,540</u>	<u>\$2,048,540</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	188,100	199,500	6.06%	199,500	199,500	199,500	199,500
Gravel Sales		10,000	10,000	0.00%	10,000	10,000	10,000	10,000
		<u>\$318,100</u>	<u>\$329,500</u>	<u>3.58%</u>	<u>\$329,500</u>	<u>\$329,500</u>	<u>\$329,500</u>	<u>\$329,500</u>
<b>Net Cost</b>		<u>\$1,559,400</u>	<u>\$1,609,040</u>	<u>3.18%</u>	<u>\$1,642,040</u>	<u>\$1,669,040</u>	<u>\$1,694,040</u>	<u>\$1,719,040</u>
<b>Net snow removal cost</b>		<u>\$450,000</u>	<u>\$475,000</u>	<u>5.56%</u>	<u>\$500,000</u>	<u>\$525,000</u>	<u>\$550,000</u>	<u>\$575,000</u>

Notes	Increase/ (Decrease)
1 Administration	
GST	(\$1,000)
Telephone (additional line at City Hall)	2,000
Advertising	1,000
Casual labour	5,000
Wage costs	4,000
	<u>\$11,000</u>
2 Engineering	
Wage cost	\$2,500
Drafting supplies	1,000
GST	(1,000)
	<u>\$2,500</u>
3 Equipment maintenance	
Wage cost	\$3,500
Overtime	1,500
Licences & insurance	(2,000)

## FINANCIAL PLAN 2005-2009

## PUBLIC WORKS

Diesel fuel	14,000	
Materials & supplies	10,000	
GST	<u>(2,500)</u>	\$24,500
<b>4</b> Municipal yards & buildings		
Insurance	\$1,000	
Contracted services	2,500	
GST	<u>(1,500)</u>	\$2,000
<b>5</b> Storm sewer maintenance		
Wage cost	\$5,500	
Equipment rental-internal	0	
GST	<u>(500)</u>	\$5,000
<b>6</b> Snow removal		
Snow removal contracted services reinstated		\$25,000
<b>7</b> Miscellaneous reductions - GST		(\$8,960)
Overall increase/(decrease)		<u>\$61,040</u>

FINANCIAL PLAN 2005-2009

COMMUNITY ECONOMIC DEVELOPMENT

Expenses	Notes	2004	2005	%	2006	2007	2008	2009	
		Budget	Budget	Increase					
			Council						
Tourism and Public Relations	1	134,500	136,400	1.41%	138,400	138,400	138,400	138,400	
Ski Hill	2	120,000	70,000	-41.67%	20,000	20,000	20,000	20,000	
Economic Development Commission	3	180,400	187,900	4.16%	190,400	190,400	190,400	190,400	
Special Projects	6	30,000	125,000	316.67%	110,000	50,000	50,000	50,000	
Tourism Development Coordinator	4	30,000	32,000	6.67%	28,000	26,000	24,000	22,000	
		<u>\$494,900</u>	<u>\$551,300</u>	<u>11.40%</u>	<u>\$486,800</u>	<u>\$424,800</u>	<u>\$422,800</u>	<u>\$420,800</u>	
<b>Revenues</b>									
Special projects funding	6	30,000	125,000	316.67%	110,000	50,000	50,000	50,000	
CSRD cost sharing	5	0	0	ERR	0	0	0	0	
EOF	4	115,000	16,000	-86.09%	14,000	13,000	12,000	11,000	
EDC		77,400	77,400	0.00%	77,400	77,400	77,400	77,400	
		<u>\$222,400</u>	<u>\$218,400</u>	<u>-1.80%</u>	<u>\$201,400</u>	<u>\$140,400</u>	<u>\$139,400</u>	<u>\$138,400</u>	
<b>Net Cost</b>		<u>\$272,500</u>	<u>\$332,900</u>	<u>22.17%</u>	<u>\$285,400</u>	<u>\$284,400</u>	<u>\$283,400</u>	<u>\$282,400</u>	

FINANCIAL PLAN 2005-2009

COMMUNITY ECONOMIC DEVELOPMENT

Notes			Increase/ (Decrease)
<b>1</b> Tourism and Public Relations			
Chamber - contracted services (inc. GST cost)		\$0	
Chamber - Tourism marketing		3,000	
Equipment rental - internal		1,500	
GST		(2,600)	
Plaza Entertainment		<u>0</u>	
			1,900
<b>2</b> Legal and other professional fees and expenses concerning the development of the ski hill.			(50,000)
<b>3</b> Economic Development Commission			
Salary costs		1,000	
Advertising & promotion - funded externally		10,000	
Memberships & conferences		(2,000)	
GST		<u>(1,500)</u>	
			7,500
<b>4</b> 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.			2,000
<b>5</b> Although no funding from CSRD is shown (this has been \$86,000 a year for many years - \$23,000 from Area B and \$63,000 recovered from City taxpayers) for the ski hill, it is anticipated that it will still be received. It has been included in the budget but is not shown here because there is no related cost against which to offset it in this budget function. It is anticipated that this funding will reduce in 2006 and thereafter to approximately \$30k.			
<b>6</b> Social Strategy Coordinator on a contract basis. (\$30k in 2004 and 2005 - \$60k in 2006)			0
	Funding	Expenditure	
Research Centre	30,000	30,000	
Community Centre Concept Plans	20,000	20,000	
Retail Survey	25,000	25,000	
Other	<u>20,000</u>	<u>20,000</u>	
	<u>95,000</u>		95,000
Projects assumed to be externally funded		100%	
Overall increase/(decrease)			<u>\$56,400</u>



FINANCIAL PLAN 2005-2009

RECREATION AND CULTURE

Expenditures	Notes	2004 Budget	2005 Budget	% Increase	2006	2007	2008	2009
Revised #'s March 5 opening								
Administration	1	125,000	126,910	1.53%	129,410	129,410	129,410	129,410
Community Centre	2	331,400	313,900	-5.28%	315,900	315,900	315,900	315,900
Centennial Pool	3	126,300	0	-100.00%	0	0	0	0
Aquatic Centre	4	113,688	495,300	335.67%	563,000	563,000	563,000	563,000
Arena	5	278,300	294,400	5.79%	293,400	293,400	293,400	293,400
Williamsons Lake	6	4,000	3,900	-2.50%	3,900	3,900	3,900	3,900
Parks - General	7	220,800	239,400	8.42%	244,400	244,400	244,400	244,400
Columbia View Park		1,000	1,000	0.00%	1,000	1,000	1,000	1,000
Boulevard maintenance	8	71,500	71,300	-0.28%	72,800	72,800	72,800	72,800
Revit maintenance	8	105,000	113,000	7.62%	116,000	116,000	116,000	116,000
Senior Citizens Drop-in Centre		8,000	8,000	0.00%	8,000	8,000	8,000	8,000
Golf course	8	1,500	2,000	33.33%	2,000	2,000	2,000	2,000
Museum	9	56,000	57,800	3.21%	57,800	57,800	57,800	57,800
		<u>\$1,442,488</u>	<u>\$1,726,910</u>	<u>19.72%</u>	<u>\$1,807,610</u>	<u>\$1,807,610</u>	<u>\$1,807,610</u>	<u>\$1,807,610</u>
<b>Revenues</b>	<b>10</b>		Cost recovery	Cost recovery				
Revised #'s March 5 opening								
Regional District	11	\$60,000	\$70,000	16.67%	\$73,000	\$73,000	\$73,000	\$73,000
Community Centre		173,750	168,750	54% -2.88%	168,750	170,750	170,750	170,750
Centennial Pool		47,000	0	ERR -100.00%	0	0	0	0
Aquatic Centre		52,232	300,000	61% 474.37%	300,000	300,000	300,000	300,000
Arena		104,000	105,700	36% 1.63%	105,700	105,700	105,700	105,700
Other Facility User Charges		14,000	14,000	0.00%	14,000	14,000	14,000	14,000
		<u>\$450,982</u>	<u>\$658,450</u>	<u>46.00%</u>	<u>\$661,450</u>	<u>\$663,450</u>	<u>\$663,450</u>	<u>\$663,450</u>
<b>Net Cost</b>		<u>\$991,506</u>	<u>\$1,068,460</u>	<u>7.76%</u>	<u>\$1,146,160</u>	<u>\$1,144,160</u>	<u>\$1,144,160</u>	<u>\$1,144,160</u>
Aquatic Centre increase - net (excluding debt repayment and interest)			54,544		67,700	0	0	0

## FINANCIAL PLAN 2005-2009

## RECREATION AND CULTURE

Notes		Increase/ (Decrease)
<b>1</b>	Administration	
	GST	(\$90)
	Salaries and benefits	2,000
	Other	0
		<u>1,910</u>
<b>2</b>	Community Centre	
	Wage increase	\$2,000
	Staffing costs	(17,000)
	Telephone	1,000
	Building insurance	500
	Snow removal	1,000
	Janitorial	1,000
	GST	(4,000)
	Other	0
		<u>(17,500)</u>
<b>3</b>	Centennial Pool	
	Other	(126,300)
<b>4</b>	Aquatic Centre	
	Aquatic Centre overhead	381,612
<b>5</b>	Arena	
	Wage increases	\$3,000
	Memberships & conferences	1,000
	Staffing cost s	19,000
	Building insurance	500
	Equipment maintenance	(3,500)
	GST	(3,900)
		<u>16,100</u>
<b>6</b>	Williamson's Lake	
	GST	(100)
<b>7</b>	Parks - General	
	Wage increases	\$3,500
	Contracted services - obnoxious weed control	6,000
	Materials and supplies - top dressing	10,000
	GST	(900)
		<u>18,600</u>
<b>8</b>	Boulevard Maintenance	
	GST	(200)
<b>8</b>	Revit Maintenance	
	GST	(\$500)
	Wage increases	1,500
	Revit hanging baskets/self watering baskets	7,000
		<u>8,000</u>
<b>8</b>	Golf course	
	Under the new lease with the Golf Club the City is responsible for insurance on the clubhouse building.	500
<b>9</b>	Museum	
	Grant increase	2,000
	Insurance	500
	GST	(700)
		<u>1,800</u>
<b>10</b>	Revenues - cost recovery	

FINANCIAL PLAN 2005-2009

RECREATION AND CULTURE

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.

11 Regional District	
Additional revenue is anticipated from the CSRD cost sharing programme for the new aquatic centre operating costs.	
12 Other miscellaneous increases/decreases	0
Overall increase/(decrease)	<u>\$284,422</u>

FINANCIAL PLAN 2005-2009

GENERAL OPERATING

FORCED INCREASES

CUPE/Management (inc. fringe benefit)	\$72,525
IAFF (inc. fringe benefit)	50,000
Mayor and Council indemnities	13,650
Junior Planner position	50,000
Administrative assistance	24,800
RCMP contract	40,000
Animal Control contract	11,000
	<hr/>
	\$261,975

2.52%

Notes

Figures in blue can be changed and will alter overall result

\$42k offset by cost reductions/revenue increases

OPERATIONAL NECESSITIES

Decreases in expenditures:

Administration office equipment expense	\$1,500
Administration/Finance - contracted services	5,000
Labour Management - memberships & training	5,000
Information technology - programming services	2,900
Fire Fighting force - retro pay	10,000
Planning - contracted services	10,000
Enhancement planning	7,000
Police station - materials & supplies	3,000
Equipment Maintenance - licences & insurance	2,000
Tipping fees - landfill	15,000
Garbage bin maintenance	2,900
CED - memberships & conferences	2,000
Ski hill professional fees & expenses	50,000
Community centre wages	17,000
Arena - equipment maintenance	3,500
GST	50,110
	<hr/>
	186,910

To help pay for junior planner position  
To help pay for junior planner position

No more commercial bins

Reduces expenses to: \$70,000

Increases in expenditures:

Mayor and Council travel and meeting expenses	\$3,500
Snow removal costs	25,000
New management staff relocation expenses	10,000
Information technology software support	4,000
CBT administration	10,000
Elections and referendums	15,550
Emergency Response coordinator	25,000
Fire Department - training & supplies	1,300
Fire Department - memberships & conferences	6,000
Fire station - additional wages for maintenance	4,750
Fire Department - gas/oil/tires	1,500
Planning - additional casual admin assistance	22,500
Planning - junior technician	13,000
Planning - advertising	3,000
Planning - memberships & conferences	2,500
Planning - liability insurance	1,000
Planning & facade design	1,000
Planning - vehicle maintenance	1,500
RCMP - additional municipal admin assistance	25,000
RCMP Auxiliaries	8,000
Victims Assistance Programme Contract hrs 1080	695
Public Works - telephone City Hall	2,000
Public works - advertising	1,000
Engineering drafting supplies	1,000
Equipment Maintenance - fuel	14,000
Equipment Maintenance - materials & supplies	10,000

Council
\$3,500
25,000
10,000
4,000
10,000
15,550
25,000
1,300
6,000
4,750
1,500
22,500
13,000
3,000
2,500
1,000
1,000
1,500
25,000
8,000
695
2,000
1,000
1,000
14,000
10,000

Calculated

Fixed cost offset by fees from CBT  
Fixed cost  
\$7,500 Funded by CSRD

Increase for Highway Rescue

Part year only

Fixed cost

Increase to actual  
0.5 FTE

Add. hrs.	0	Rate inc. %	3.5	Portion of yr.	75.00%
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New cost re relocation

Needed to fund actual costs  
Needed to fund actual costs

FINANCIAL PLAN 2005-2009

GENERAL OPERATING

Equipment maintenance - additional overtime	1,500	
Municipal yards- building insurance	1,000	Fixed cost
Municipal yards - contracted services	2,500	
Storm sewer maintenance - equipment rental internal	0	
Storm sewer maintenance - additional wages	5,500	
Garbage Collection - liability insurance	1,000	Fixed cost
Garbage collection - vehicle maintenance	2,000	Increase to actual
Transit	0	Increase to actual and to accommodate fuel costs
Tourism Marketing - Chamber of Commerce	3,000	
Chamber of Commerce - contracted services	0	
Tourism Development Coordinator	2,000	50% offset by EOF funding
Tourism - internal equipment charges	1,500	Offset by equivalent earnings
CED - advertising	10,000	Funded by third parties
CED - Social strategy coordinator	0	Funded by third parties
CED - special projects	95,000	Funded by third parties 100%
Aquatic Centre operating	255,312	Including start up costs of \$20,000
Community Centre telephone	1,000	
Community Centre janitorial	1,000	Already agreed by Council
Community Centre snow removal	1,000	
Arena - memberships & conferences	1,000	
Arena wages	19,000	Offset by reduction in Community Centre wages
Revit - materials (hanging & self watering baskets)	7,000	Originally capital - now a recurring expense
Parks - contracted services noxious weed control	6,000	Originally capital - now a recurring expense
Parks - materials - top dressing	10,000	Originally capital - now a recurring expense
Museum grant increase	2,000	
Debt charges and interest	162,310	Calculated
	<u>803,416</u>	
Net increase/(decrease) in operational necessities	<u>\$616,506</u>	5.92%

DISCRETIONARY INCREASES/(DECREASES)

Capital out of revenue	183,500	
Capital from other funding	912,500	
Capital out of reserves	1,386,800	
Capital expenditures through debt	(650,000)	
Transfers to reserves	(102,000)	
	<u>\$1,730,800</u>	16.62%

OTHER INCREASES/(DECREASES)

Increase in budget functions to actual less reductions	<u>\$9,260</u>	0.09%	Generally line items with less than \$1,000 increase
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**TOTAL** \$2,618,541 25.15%

FINANCIAL PLAN 2005-2009

2005 2006 2007 2008 2009

CAPITAL OUT OF REVENUE

Council		2005	2006	2007	2008	2009
Roads - patching and paving		150,000	\$120,000	\$120,000	\$120,000	\$120,000
Mutas Road - A & W/McDonald's ring road (contracted)		70,000	70,000			
Traffic light - Mutas and Victoria				120,000		
Mackenzie Avenue crossing rebudgeted from 2004		200,000				
Illecillewaet pedestrian bridge		400,000				
Less: Grant funding		400,000	0			
Traffic light at Pearson and Victoria		125,000				
Less: Funding from other agencies		115,000	10,000			
6th Street tree planting		10,000				
Revit tune up		15,000				
Clearview Heights - drainage study 50%		50,000				
Gravel inventory study			60,000			
Development Cost Charges Bylaw (balance of work)		10,000				
Sidewalks - Airport Way (Bridge to Nichol)			100,000			
Sidewalks - Orton plus lighting			60,000			
Bridge maintenance		25,000	800,000			
Bicycling network (City share)			10,000	10,000	10,000	
Illecillewaet Dyke, Jordon and other watercourse upgrading		10,000	20,000	20,000	20,000	20,000
Storm sewer expansion		50,000	50,000	50,000	50,000	50,000
Woodenhead Park	Trees		25,000			
	Trail lighting	10,000				
	Restoration	2,500				
	Roof structure	10,000				
Bridge underpass		0	20,000			
Arrow Heights OCP		15,000				
Grizzly Plaza extension	Specified area % 50	50,000	600,000			
Less: Planning grant and other funding		50,000				
Road rehabilitation program:						
	Aquatic Centre parking	0				
	Road reconstruction - Campbell	650,000				
	Other road reconstruction project	0				
	Unexpended funds from previous year	(650,000)				
		0	650,000	650,000	650,000	650,000
Financed through borrowing:		0	(2,050,000)	(400,000)	(350,000)	(300,000)

TOTAL OF ALL CAPITAL EXPENDITURES OUT OF REVENUE

Appendix 1 \$637,500 \$535,000 \$570,000 \$500,000 \$540,000

EQUIPMENT REPLACEMENT

Council		2005	2006	2007	2008	2009
Sewer cleaning truck	(5 year operating lease started 2001)	35,000	116,000			
Survey van	(5 year operating lease started 2000)	14,000				
Utility foreman pickup	(5 year operating lease started 2000)	14,500				
Mower attachment (trackless)	(5 year operating lease started 2000)	14,000				
Single axle plow truck	(5 year operating lease started 2004)	17,000	17,000	61,000		
Used grader	(5 year operating lease started 2001)	13,500	54,000			
Utility truck	(5 year operating lease started 2004)	3,500	3,500	13,000		
Cube van	(5 year operating lease started 2004)	5,000	5,000	5,000	20,000	
Used grader	(5 year operating lease commencing 2007)			7,500	15,000	15,000
Sweeper	(5 year capital lease commencing 2005)	16,000	32,000	32,000	32,000	32,000
Utility truck	(5 year capital lease commencing 2005)	2,750	5,500	5,500	5,500	5,500
Major equipment repair provision (e.g. engine replacement)		24,000	24,000	24,000	24,000	24,000
Foreman's pick up			30,000			

10 Year Capital Plan (Extract) - Comparison  
2005 2006 2007 2008

400,000	450,000	500,000	550,000
200,000	200,000	200,000	200,000
250,000	200,000	150,000	100,000
(250,000)	(200,000)	(150,000)	(100,000)
\$600,000	\$650,000	\$700,000	\$750,000

**FINANCIAL PLAN 2005-2009**

	2005	2006	2007	2008	2009
PW backup	1,000				
Photocopier - Administration (5 year capital lease commencing 2005)	3,000	5,500	5,500	5,500	5,500
Photocopier - Planning (5 year capital lease commencing 2005)	2,000	4,000	4,000	4,000	4,000
Staff tables in Council Chambers	1,500				
CAO office chair		700			
Administration filing cabinets			2,500		
Electronic elections equipment			15,500		
Fax - planning department	500				
PDA and printer for on-site inspections	1,500				
Scanner - planning department	500				
Managed switches and patch panel relocation	5,000				
Rack mount UPS	2,500				
Engineering digital camera	1,000				
GIS computer upgrades		3,000		3,000	
Laptop computer - Operations Manager	1,500				
Terminal server (5 year capital lease commencing 2005)	2,500	4,500	4,500	4,500	4,500
Firewall upgrades	4,000				
Virus scan upgrade	3,000				
Planning study - City site connectivity	5,000				
AutoCAD extra seat licence	6,500				
Postage/folding machines (5 year capital lease commencing 2005)	1,750	3,500	3,500	3,500	3,500
Computer equipment/upgrades	5,000	5,000	5,000	5,000	5,000
<b>Appendix 18</b>					
	<u>\$207,000</u>	<u>\$318,200</u>	<u>\$188,900</u>	<u>\$124,500</u>	<u>\$99,000</u>
	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>

**10 Year Capital Plan (Extract) - Comparison**

2005	2006	2007	2008
<u>\$175,000</u>	<u>\$175,000</u>	<u>\$175,000</u>	<u>\$175,000</u>

**RECREATION**

		Council				
Arena	Heaters			3,000		
	Roof drains	3,000				
	Compressor overhaul	11,000				
	Interior painting		15,000			
	Netting/glass			20,000		
	Condenser			63,000		
	Oil separators		15,000			
	Backpack vacuum cleaner	1,000				
	Zamboni painted			2,000		
	2nd entrance to ice surface				12,000	
	Dehumidifier repair	15,000				
	Exterior lighting/fire exits	1,000				
	Shower upgrade	10,000				
	Bathroom fans	1,000				
	Carbon monoxide detection	6,000				
Curling rink	Intruder alarm			5,500		
Community centre	Kitchen painting & upgrades	5,000				
	Window etching		4,500			
	AV equipment		1,500			
	Tables, chairs and tablecloths		5,000			
	Exterior Christmas lights		2,000			
	Refrigerator		6,000			
	Hallway furnishings			6,000		
	MP decorative lighting			2,000		
	Child care play equipment	25,000				
	Less:Provincial funding	<u>25,000</u>	0			
Aquatic centre	Fitness centre equip (5 year lease)	11,000	11,000	11,000	11,000	11,000
	Additional costs	1,500,000				
	Less: Donations	<u>300,000</u>				

FINANCIAL PLAN 2005-2009

		2005	2006	2007	2008	2009
	Less: Additional borrowing	0	1,200,000			
	Pool manager computer		2,000			
	Membership system (photo)		5,000			
	Lobby furniture		3,000			
Parks	Various		4,000			
	Centennial Park camping		4,000			
	Tools		2,500			
	Bathroom upgrades (QE, Cent. & downtown)		5,000			
	Soccer field improvements	30,000				
	Less: Youth Soccer funding	30,000	0			
DOKK	picnic tables and benches			2,000		
Woodenhead	Irrigation		7,500			
	Garbage cans		3,500			
Playground upgrades	Moose, Big Eddy, Beruschi - border concrete bench		10,000	800		
Beruschi Park	upgrades		11,000			
Queen Elizabeth	Pathways				15,000	
	Electrical upgrades			1,000		
	Portable staging			1,000		
	Picnic tables			3,500		
	Fencing					10,000
	Tennis lights				10,000	
	Tennis court resurfacing				7,500	
Mt. View	Playground upgrades		20,000			
Williamson's Lake	power & fence		12,000			
	campground washroom roof			5,000		
Museum renovations	balance unspent from 2004		11,000			
Library	Furnishings			6,500		
	Other expenditures - as yet unidentified			40,000	40,000	100,000

Appendix 17 \$1,360,500 \$108,500 \$155,300 \$152,000 \$133,000  
 OK OK OK OK OK

MT. MACKENZIE CHAIR LIFT

Major capital repairs	Appendix 28	\$45,000	\$30,000	\$0	\$0	\$0
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CEMETERY

Pick up (5 year operating lease started 2000)		\$18,000				
Cemetery enhancement and expansion		10,000	10,000	10,000	10,000	10,000
Columbarium (5 year operating lease started 2003)		3,000	3,000	13,000		

Appendix 15 \$31,000 \$13,000 \$23,000 \$10,000 \$10,000  
 OK OK OK OK OK

GENERAL GOVERNMENT

		Original				
City Hall	Renovations	50,000				
	carpets - hallway and Admin		20,000			
	roof			80,000		
	work place efficiency study	2,500				
	planning	7,500				
	basement computer room renovations (from 2004)	15,000				
	exterior stucco			88,000		
	roof and window flashing			5,000		

10 Year Capital Plan (Extract) - Comparison				
2005	2006	2007	2008	2009
\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
\$0	\$0	\$0	\$0	\$0



CITY OF REVELSTOKE

FINANCIAL PLAN 2005-2009

2005

2006

2007

2008

2009

Golf Club House

General government undefined

Appendix 14

\$75,000

\$113,000

\$80,000

\$0

\$0

OK

OK

OK

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OK

APPENDIX 10

10 Year Capital Plan (Extract) - Comparison

2005

2006

2007

2008

50,000

50,000

50,000

50,000

\$50,000

\$50,000

\$50,000

\$50,000

FINANCIAL PLAN 2005-2009

2005 2006 2007 2008 2009

PROTECTIVE SERVICES  
RCMP

Appendix 27 \$0 \$0 \$0 \$0 \$0

Fire Department

	Council				
SCBA replacements	3,000	3,000	3,000	6,000	6,000
Paging and radio upgrades	2,900	2,900	2,900	2,900	2,900
Turnout clothing	6,000	6,000	6,000	6,000	6,000
Overhead doors & openers	3,500	5,200	10,400	10,400	10,400
Administration section - balance of painting work from 2004 budget	3,000				
Mask fit testing equipment		5,000			
Hose replacements and nozzle upgrades	5,900	1,500	1,500	1,500	1,500
Washing machine		3,500			
Painting and carpet renewal - exercise room			6,000		
Fire Inspector's vehicle (replacement of existing vehicle)			2,750	5,500	5,500
Haz Mat - confined space equipment	4,500				
Fire chief's vehicle (five year lease)	6,000	6,000	6,000	6,000	24,000
Replace 1982 pumper between (5 year lease)		90,000	180,000	180,000	180,000
ERP review and update	12,000				
Less: JEPP funding	6,000	6,000			
Printer	1,000				
Wireless printer for off site inspections	500				
Laptop and docking station	3,000				
Projector	1,500				
FirePro software for inspections	2,500				
Linoleum replacement			8,500		
Fire Underwriters Survey		3,500			
EOC Training	3,000				
Less: JEPP funding	1,500	1,500			
Filing cabinet and book shelves	2,500				
Alarm panel study	5,000				
Trailer (Council approved \$4,000 in funding in 2004 which was unspent)	8,000				
Firehall alarm monitoring replacement (5 year operating lease)		9,000	18,000	18,000	18,000
Docking station		3,500			
Storage dividers for turnout gear		7,500			

Appendix 16 \$66,300 \$146,600 \$245,050 \$236,300 \$254,300  
OK OK OK OK OK

LAND PURCHASE

Miscellaneous land acquisition program  
Repayment of Mt. Mackenzie Alpine Ski Society debentures  
Repayment to EOF fund re ski hill road

	Council				
Miscellaneous land acquisition program	100,000	100,000	100,000	100,000	100,000
Repayment of Mt. Mackenzie Alpine Ski Society debentures	85,000				
Repayment to EOF fund re ski hill road	200,000				

Appendix 21 \$385,000 \$100,000 \$100,000 \$100,000 \$100,000

10 Year Capital Plan (Extract) - Comparison  
2005 2006 2007 2008

\$0 \$0 \$0 \$0

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

\$0 \$0 \$0 \$0

FINANCIAL PLAN 2005-2009	2005	2006	2007	2008	2009	10 Year Capital Plan (Extract) - Comparison					
						2005	2006	2007	2008		
<b>WATER</b>											
Upper Arrow Heights reservoir Borrowing	750,000 0										
SCADA - computer replacement											
Clearview Heights - study and implementation	25,000										
Greeley Creek - computer replacement (critical systems)			2,500		2,500						
Computer replacement - SCADA 1				3,000							
Software upgrades	8,000				10,000						
Golf Course well connection to main distribution Grant funding		650,000 (433,355)	650,000 (433,355)								
TCH reservoir upgrade			200,000	200,000							1,000,000
Greeley Supply main (Res. to KOA)											200,000
Water distribution upgrading	60,000	60,000	60,000	60,000	60,000	200,000	200,000	200,000			
<b>Appendix 23</b>	<b>\$843,000</b>	<b>\$276,645</b>	<b>\$479,145</b>	<b>\$263,000</b>	<b>\$72,500</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>			<b>\$1,200,000</b>
	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>						
<b>SEWER</b>											
<b>Sewer infrastructure upgrade</b>											
Sewage lagoon upgrades	1,650,000	1,650,000									
Grant funding	(1,100,000)	(1,100,000)									
Borrowing	0	(500,000)									
Sewer distribution upgrades	75,000	75,000	75,000	75,000	75,000	200,000	200,000	200,000			200,000
Clearview Heights - study and implementation	25,000										
Wales St. lift station - rebudgeted from 2004	15,000										
SCADA - computer replacement				3,000							
Software upgrades	8,000			10,000							
Lift station pump replacements	12,000	12,000	12,000	12,000	12,000						
Mackenzie Ave & 8th sewer relocation	100,000										
Septage/composting facility rebudgeted	50,000										
Pump station - pump replacement		10,000									
Storm sewers						50,000	50,000	50,000			50,000
SCADA system (sewer)											
<b>Appendix 24</b>	<b>\$835,000</b>	<b>\$147,000</b>	<b>\$87,000</b>	<b>\$100,000</b>	<b>\$87,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>			<b>\$250,000</b>
	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>	<b>OK</b>						
<b>TOTAL OF ALL CAPITAL EXPENDITURE FROM RESERVES</b>	<b>Appendix 29</b>	<b>\$3,847,800</b>	<b>\$1,252,945</b>	<b>\$1,358,395</b>	<b>\$985,800</b>	<b>\$755,800</b>	<b>\$830,000</b>	<b>\$830,000</b>	<b>\$830,000</b>		<b>\$1,830,000</b>
<b>TOTAL OF ALL CAPITAL EXPENDITURES THROUGH BORROWING</b>		<b>\$-0</b>	<b>\$2,550,000</b>	<b>\$400,000</b>	<b>\$350,000</b>	<b>\$300,000</b>	<b>\$250,000</b>	<b>200,000</b>	<b>\$150,000</b>		<b>\$100,000</b>
<b>TOTAL OF ALL CAPITAL EXPENDITURES THROUGH OTHER FUNDING</b>		<b>\$2,027,500</b>	<b>\$1,533,355</b>	<b>\$433,355</b>	<b>\$-0</b>	<b>\$-0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$-0</b>
<b>TOTAL OF ALL CAPITAL EXPENDITURES</b>		<b>\$6,512,800</b>	<b>\$5,871,300</b>	<b>\$2,761,750</b>	<b>\$1,835,800</b>	<b>\$1,595,800</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>	<b>\$1,680,000</b>		<b>\$2,680,000</b>

\* These items are being financed through 5 year capital leases with MFA. Previously, these leases were operating leases with residual values that could be refinanced after 5 years with a further residual value. Changes to legislation in June 2004 now require public approval for leases capable of exceeding 5 years. Therefore, it has been assumed that all future leases will have a zero residual value. Since the City has always paid the residual value on leases at the end of the 5 year period this change in approach will have a cash flow effect on reserves only and will not impact overall cost.

10 YEAR CAPITAL PLAN - ORIGINAL

Expenditures	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	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

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	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	2,585,000	970,000	850,000	840,000	11,182,300
Recreation	150,000	225,200	207,600	175,900	192,750	150,000	1,715,500	108,500	155,300	152,000	133,000	3,365,750
General government	188,500	70,000	119,500	37,500	377,700	64,500	75,000	113,000	80,000	0	0	1,125,700
Equipment	234,500	207,700	252,000	245,000	278,700	319,200	207,000	318,200	188,900	124,500	99,000	2,474,700
Protective Services	93,000	124,500	160,000	94,900	103,400	101,300	73,800	146,600	245,050	236,300	254,300	1,633,150
Mt. Mackenzie Chair lift	0	30,000	30,000	30,000	30,000	30,000	45,000	30,000	0	0	0	225,000
Cemetery	43,000	30,500	22,000	20,000	18,000	18,000	31,000	13,000	23,000	10,000	10,000	238,500
Land	400,000	110,000	130,000	100,000	100,000	100,000	385,000	100,000	100,000	100,000	100,000	1,725,000
Water utility	175,000	450,000	570,000	590,000	1,491,000	1,572,500	843,000	710,000	912,500	263,000	72,500	7,649,500
Sewer utility	5,000	29,000	285,000	475,000	491,500	607,000	1,935,000	1,747,000	87,000	100,000	87,000	5,848,500
<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							5,500,000
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>\$5,871,300</b>	<b>\$2,761,750</b>	<b>\$1,835,800</b>	<b>\$1,595,800</b>	<b>\$50,707,250</b>
<b>Funding:</b>												
Capital out of revenue	230,000	346,500	424,050	399,400	452,000	454,000	637,500	535,000	570,000	500,000	540,000	5,088,450
Capital out of reserves	889,000	1,276,900	1,861,100	1,768,300	1,188,050	1,387,500	3,847,800	1,252,945	1,358,395	985,800	755,800	16,571,590
Debt	3,300,000	725,000	2,850,000	850,000	4,850,000	2,000,000	0	2,550,000	400,000	350,000	300,000	18,175,000
Other	3,700,000	131,500	246,500	0	2,560,000	240,000	2,027,500	1,533,355	433,355	0	0	10,872,210

10 YEAR CAPITAL PLAN - ORIGINAL

Expenditures	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	TOTAL
<b>Total projected funding sources</b>	\$8,119,000	\$2,479,900	\$5,381,650	\$3,017,700	\$9,050,050	\$4,081,500	\$6,512,800	\$5,871,300	\$2,761,750	\$1,835,800	\$1,595,800	\$50,707,250

FINANCIAL PLAN 2005-2009

10 YEAR COMPARISON (Extract)

DEBT SCHEDULE

	2005	2006	2007	2008	2009	2005	2006	2007	2008
<b>General</b>									
Debt contracted	\$0	\$2,050,000	\$400,000	\$350,000	\$300,000	\$300,000	\$250,000	\$200,000	\$150,000
Repayments	(493,672)	(721,981)	(856,253)	(890,475)	(920,235)	(680,000)	(710,000)	(735,000)	(755,000)
Interest content	374,001	528,976	601,251	623,376	642,551	487,166	492,039	491,642	485,959
Actuarial adjustment	(11,380)	(17,932)	(28,479)	(42,653)	(58,141)				
Balance b/fwd	7,997,410	7,866,359	9,705,422	9,821,941	9,862,189	6,905,938	7,013,104	7,045,143	7,001,785
Balance c/fwd	<u>\$7,866,359</u>	<u>\$9,705,422</u>	<u>\$9,821,941</u>	<u>\$9,862,189</u>	<u>\$9,826,364</u>	<u>\$7,013,104</u>	<u>\$7,045,143</u>	<u>\$7,001,785</u>	<u>\$6,882,744</u>
<b>Water</b>									
Debt contracted	\$-0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repayments	(444,677)	(444,677)	(444,677)	(444,677)	(444,677)	(325,000)	(325,000)	(325,000)	(325,000)
Interest content	304,050	304,050	304,050	304,050	304,050	210,893	202,615	193,738	184,216
Actuarial adjustment	(21,508)	(29,614)	(38,127)	(47,064)	(47,064)				
Balance b/fwd	4,219,848	4,057,713	3,887,471	3,708,717	3,521,025	3,069,805	2,955,698	2,833,313	2,702,051
Balance c/fwd	<u>\$4,057,713</u>	<u>\$3,887,471</u>	<u>\$3,708,717</u>	<u>\$3,521,025</u>	<u>\$3,333,333</u>	<u>\$2,955,698</u>	<u>\$2,833,313</u>	<u>\$2,702,051</u>	<u>\$2,561,267</u>
<b>Sewer</b>									
Debt contracted	\$-0	\$500,000	\$-0	\$-0	\$-0				
Repayments	\$-0	(\$14,750)	(\$44,621)	(\$44,621)	(\$44,621)				
Interest content	\$0	\$14,750	\$29,500	\$29,500	\$29,500				
Actuarial adjustment	\$0	\$0	\$0	\$0	\$0				
Balance b/fwd	\$0	\$0	\$500,000	\$484,879	\$469,757				
Balance c/fwd	<u>\$0</u>	<u>\$500,000</u>	<u>\$484,879</u>	<u>\$469,757</u>	<u>\$454,636</u>				
Total debt balance	<u>\$11,924,072</u>	<u>\$14,092,893</u>	<u>\$14,015,536</u>	<u>\$13,852,971</u>	<u>\$13,614,334</u>	<u>\$9,968,802</u>	<u>\$9,878,456</u>	<u>\$9,703,836</u>	<u>\$9,444,011</u>

General principal						
Road reconstruction	725,000	21,926	21,926	21,926	21,926	21,926
	850,000	25,706	25,706	25,706	25,706	25,706
	650,000	19,658	19,658	19,658	19,658	19,658
Aquatic Centre - add.	0	0	0	0	0	0
	0	0	0	0	0	0
	2,050,000		61,997	61,997	61,997	
	400,000			12,097	12,097	
	350,000				10,585	
	300,000				0	

FINANCIAL PLAN 2005-2009

10 YEAR COMPARISON (Extract)

RCMP station	2,500,000	52,381	52,381	52,381	52,381	52,381
Aquatic Centre	3,500,000		73,334	73,334	73,334	73,334
Total Principal repayments		\$119,671	\$193,005	\$255,002	\$267,099	\$277,684
Reserve fund repayments		0	0	0	0	0
General interest						
Road reconstruction	725,000	46,001	46,001	46,001	46,001	46,001
	850,000	50,150	50,150	50,150	50,150	50,150
	650,000	31,850	31,850	31,850	31,850	31,850
Aquatic Centre - add	0	0	0	0	0	0
	0	0	0	0	0	0
	2,050,000		60,475	120,950	120,950	120,950
	400,000		0	11,800	23,600	23,600
	350,000			0	10,325	20,650
	300,000				0	8,850
RCMP station	2,500,000	151,500	151,500	151,500	151,500	151,500
Aquatic Centre	3,500,000	94,500	189,000	189,000	189,000	189,000
		374,001	528,976	601,251	623,376	642,551
Other interest charges		21,000	21,000	21,000	21,000	21,000
Aquatic Centre temporary int.		64,000	0	0	0	0
Aquatic centre reserve loan int.		0	0	0	0	0
Temporary borrowing interest		0	0	0	0	0
Total interest and charges		\$459,001	\$549,976	\$622,251	\$644,376	\$663,551
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	40,827	40,827	40,827	40,827	40,827
		\$140,627	\$140,627	\$140,627	\$140,627	\$140,627
Water debt interest						
Treatment plant		224,400	224,400	224,400	224,400	224,400
Upper Arrow Heights Reservoir		79,650	79,650	79,650	79,650	79,650
		\$304,050	\$304,050	\$304,050	\$304,050	\$304,050
Sewer debt principal						
Infrastructure	0	\$0	0	0	0	0
	500,000	\$0		15,121	15,121	15,121
	0	\$0			0	0
	0	\$0			0	0
	0	\$0				
		\$0	\$0	\$15,121	\$15,121	\$15,121
Sewer debt interest						
Infrastructure	0	\$0				
	500,000	\$0	14,750	29,500	29,500	29,500
	0	\$0		0	0	0
	0	\$0			0	0
	0	\$0				0

FINANCIAL PLAN 2005-2009

10 YEAR COMPARISON (Extract)

	\$0	\$14,750	\$29,500	\$29,500	\$29,500
Aquatic centre	126,500	103,834	0	0	0
Revit Phase 2 recovery					
Specified area recovery - int	0	(8,850)	0	0	0
Specified area recovery - int	0	0	(17,700)	(17,700)	(17,700)
Specified area recovery - pcl	0	0	(9,073)	(9,073)	(9,073)
	0	(8,850)	(26,773)	(26,773)	(26,773)



FINANCIAL PLAN 2005-2009

ELECTRIC UTILITY RESERVE

	Notes	2005	2006	2007	2008	2009
Balance forward at January 1		\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Return of investment in RCFC		0				
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>
Invested funds (Inc RCFC)		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Less: Withdrawn to offset aquatic centre borrowing		0	0	0	0	0
Balance available to earn interest		<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>
Interest @ 5.00%		75,000	75,000	75,000	75,000	75,000

**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:

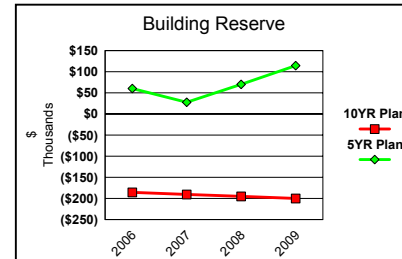
	2000	2001
Reserve fund balance	1,000,000	1,500,000
RCFC investment	1,000,000	500,000
Overall investment	<u>\$2,000,000</u>	<u>\$2,000,000</u>

FINANCIAL PLAN 2005-2009

BUILDING RESERVE	2005	2006	2007	2008	2009
Balance forward at January 1	\$157,000	\$128,975	\$60,599	\$27,754	\$70,141
Contribution from General operating	40,000	40,000	45,000	40,000	40,000
Interest	6,975	4,624	2,155	2,388	4,507
	203,975	173,599	107,754	70,141	114,648
Capital Expenditure	Appendix 10 (75,000)	(113,000)	(80,000)	0	0
Balance at December 31	\$128,975	\$60,599	\$27,754	\$70,141	\$114,648

10 Year Capital Plan

Opening balance	(\$105,852)	(\$180,636)	(\$185,420)	(\$190,204)	(\$194,988)
Contribution from general operating					
Health Centre/RCFC lease	45,216	45,216	45,216	45,216	45,216
Interest earnings					
Projected capital expenditure	(120,000)	(50,000)	(50,000)	(50,000)	(50,000)
Closing balance on reserve	(\$180,636)	(\$185,420)	(\$190,204)	(\$194,988)	(\$199,772)



**CITY OF REVELSTOKE  
FINANCIAL PLAN 2005-2009**

**APPENDIX 15**

<b>CEMETERY RESERVE</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Balance forward January 1	\$23,850	\$16,843	\$27,935	\$29,331	\$44,123
Contribution from General Operating (CSRD cost sharing function 100%)	23,000	23,000	23,000	23,000	23,000
Interest earnings	993	1,092	1,397	1,792	2,531
Capital expenditure	<a href="#">Appendix 10</a> (31,000)	(13,000)	(23,000)	(10,000)	(10,000)
Balance at December 31	<u>\$16,843</u>	<u>\$27,935</u>	<u>\$29,331</u>	<u>\$44,123</u>	<u>\$59,654</u>

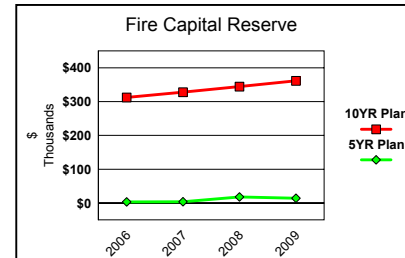
FINANCIAL PLAN 2005-2009

FIRE CAPITAL REPLACEMENT RESERVE

	2005	2006	2007	2008	2009
Balance forward January 1	\$34,500	\$19,518	\$3,478	\$3,601	\$17,824
Contribution from General Operating	50,000	130,000	245,000	250,000	250,000
Interest earnings	1,318	561	173	523	784
	85,818	150,078	248,651	254,124	268,607
Capital expenditure	<a href="#">Appendix 10</a> (66,300)	(146,600)	(245,050)	(236,300)	(254,300)
Balance at December 31	<u>\$19,518</u>	<u>\$3,478</u>	<u>\$3,601</u>	<u>\$17,824</u>	<u>\$14,307</u>

10 Year Capital Plan

Opening balance	\$283,574	\$297,753	\$312,641	\$328,273	\$344,687
Contribution from general operating	35,000	35,000	35,000	35,000	35,000
Interest earnings	14,179	14,888	15,632	16,414	17,234
Projected capital expenditure	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
Closing balance on reserve	<u>\$297,753</u>	<u>\$312,641</u>	<u>\$328,273</u>	<u>\$344,687</u>	<u>\$361,921</u>



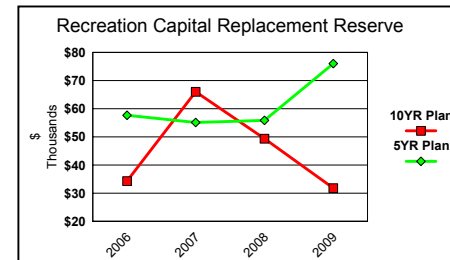
FINANCIAL PLAN 2005-2009

RECREATION CAPITAL REPLACEMENT RESERVE

	2005	2006	2007	2008	2009
Balance forward January 1	\$24,000	\$14,438	\$57,697	\$55,149	\$55,857
Contribution from General Operating	150,000	150,000	150,000	150,000	150,000
Contribution from Land Sale reserve	1,200,000				
Interest earnings	938	1,759	2,752	2,707	3,218
	1,374,938	166,197	210,449	207,857	209,075
Capital expenditure	<a href="#">Appendix 10</a> (1,360,500)	(108,500)	(155,300)	(152,000)	(133,000)
Balance at December 31	<u>\$14,438</u>	<u>\$57,697</u>	<u>\$55,149</u>	<u>\$55,857</u>	<u>\$76,075</u>

10 Year Capital Plan

Opening balance	\$42,047	\$4,149	\$34,356	\$66,074	\$49,378
Contribution from general operating	150,000	150,000	150,000	100,000	100,000
Interest earnings	2,102	207	1,718	3,304	2,469
Projected capital expenditure	(190,000)	(120,000)	(120,000)	(120,000)	(120,000)
Closing balance on reserve	<u>\$4,149</u>	<u>\$34,356</u>	<u>\$66,074</u>	<u>\$49,378</u>	<u>\$31,847</u>



FINANCIAL PLAN 2005-2009

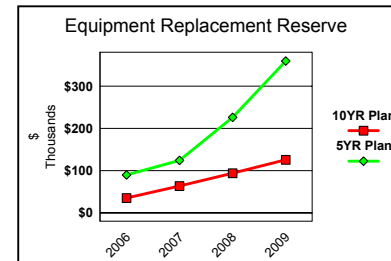
EQUIPMENT REPLACEMENT RESERVE

		Notes:	2005	2006	2007	2008	2009
Balance forward January 1			\$162,000	\$180,350	\$89,738	\$124,052	\$226,092
Contributions from	General Operating	1	167,000	171,000	168,000	168,000	168,000
	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			8,350	6,588	5,214	8,540	14,280
			387,350	407,938	312,952	350,592	458,372
Capital expenditure		<a href="#">Appendix 10</a>	(207,000)	(318,200)	(188,900)	(124,500)	(99,000)
Balance at December 31			<u>\$180,350</u>	<u>\$89,738</u>	<u>\$124,052</u>	<u>\$226,092</u>	<u>\$359,372</u>

10 Year Capital Plan

Opening balance	\$29,127	\$7,583	\$34,962	\$63,710	\$93,895
Contribution from general operating	102,000	152,000	152,000	152,000	152,000
Contribution from water operating	25,000	25,000	25,000	25,000	25,000
Contribution from sewer operating	25,000	25,000	25,000	25,000	25,000
Interest earnings	1,456	379	1,748	3,185	4,695
Projected capital expenditure	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)
Closing balance on reserve	<u>\$7,583</u>	<u>\$34,962</u>	<u>\$63,710</u>	<u>\$93,895</u>	<u>\$125,590</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 2005-2009**

**APPENDIX 19**

**PARK LAND CASH IN LIEU**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Balance forward January 1	\$41,000	\$42,075	\$43,177	\$44,307	\$45,465
Interest earnings	1,075	1,102	1,130	1,158	1,187
Capital expenditure	0	0	0	0	0
Balance at December 31	<u>\$42,075</u>	<u>\$43,177</u>	<u>\$44,307</u>	<u>\$45,465</u>	<u>\$46,651</u>

CITY OF REVELSTOKE

APPENDIX 20

FINANCIAL PLAN 2005-2009

FUTURE SERVICES UPGRADE

	2005	2006	2007	2008	2009
Balance forward January 1	\$65,000	\$68,250	\$71,663	\$75,246	\$79,008
Interest earnings	3,250	3,413	3,583	3,762	3,950
Balance at December 31	<u>\$68,250</u>	<u>\$71,663</u>	<u>\$75,246</u>	<u>\$79,008</u>	<u>\$82,958</u>



CITY OF REVELSTOKE

APPENDIX 21

FINANCIAL PLAN 2005-2009

LAND SALE RESERVE

	Notes	2005	2006	2007	2008	2009
Balance forward January 1		\$510,000	\$1,249,125	\$1,342,809	\$1,443,520	\$1,551,784
Aquatic Centre borrowing		0				
Land sales	1	2,250,000	100,000	100,000	100,000	100,000
Contribution from General operating		0	0	0	0	0
Contribution to Recreation Reserve		(1,200,000)				
Interest earnings		74,125	93,684	100,711	108,264	116,384
Capital expenditure	<a href="#">Appendix 10</a>	(385,000)	(100,000)	(100,000)	(100,000)	(100,000)
Balance at December 31		<u>\$1,249,125</u>	<u>\$1,342,809</u>	<u>\$1,443,520</u>	<u>\$1,551,784</u>	<u>\$1,668,168</u>

Notes:

1	Balance of sale proceeds of ski hill lands	\$2,150,000
	Basford Drive	0
	Miscellaneous land sales	100,000
		<u>\$2,250,000</u>

**CITY OF REVELSTOKE**

**APPENDIX 22**

**FINANCIAL PLAN 2005-2009**

**COMMUNITY CENTRE OPERATING RESERVE**

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Balance forward January 1	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Aquatic Centre borrowing	0				
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>

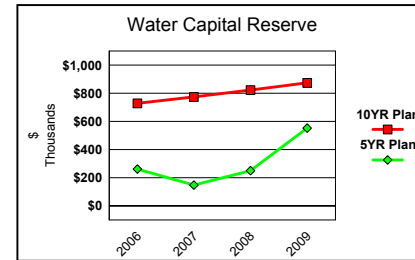
FINANCIAL PLAN 2005-2009

WATER REPLACEMENT RESERVE

	2005	2006	2007	2008	2009
Balance forward January 1	\$494,000	\$172,720	\$262,141	\$148,470	\$250,664
Contribution from Water Operating	505,459	355,459	355,459	355,459	355,459
Interest earnings	16,261	10,606	10,015	9,735	19,607
	1,015,720	538,786	627,615	513,664	625,730
Capital expenditure	Appendix 10 (843,000)	(276,645)	(479,145)	(263,000)	(72,500)
Balance at December 31	<u>\$172,720</u>	<u>\$262,141</u>	<u>\$148,470</u>	<u>\$250,664</u>	<u>\$553,230</u>

10 Year Capital Plan

Opening balance	\$508,794	\$684,234	\$728,445	\$774,867	\$823,610
Contribution from water operating	210,000	210,000	210,000	210,000	210,000
Interest earnings	25,440	34,211	36,422	38,743	41,181
Projected capital expenditure	(60,000)	(200,000)	(200,000)	(200,000)	(200,000)
Closing balance on reserve	<u>\$684,234</u>	<u>\$728,445</u>	<u>\$774,867</u>	<u>\$823,610</u>	<u>\$874,791</u>



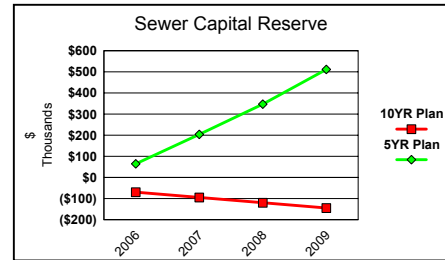
FINANCIAL PLAN 2005-2009

SEWER REPLACEMENT RESERVE

	Notes	2005	2006	2007	2008	2009
Balance forward January 1		\$762,000	\$58,513	\$64,513	\$204,064	\$347,517
Contribution from Sewer Operating		111,500	150,000	220,000	230,000	230,000
Interest earnings		20,013	3,001	6,551	13,453	20,951
		893,513	211,513	291,064	447,517	598,468
Capital expenditure	Appendix 10	(835,000)	(147,000)	(87,000)	(100,000)	(87,000)
Balance at December 31		\$58,513	\$64,513	\$204,064	\$347,517	\$511,468

10 Year Capital Plan

Opening balance	(\$134,525)	(\$114,525)	(\$69,525)	(\$94,525)	(\$119,525)
Contribution from sewer operating	235,000	235,000	225,000	225,000	225,000
Interest earnings	0	0	0	0	0
Projected capital expenditure	(215,000)	(190,000)	(250,000)	(250,000)	(250,000)
Closing balance on reserve	(\$114,525)	(\$69,525)	(\$94,525)	(\$119,525)	(\$144,525)



FINANCIAL PLAN 2005-2009

SNOW REMOVAL RESERVE	2005	2006	2007	2008	2009
Balance forward January 1	\$0	\$0	\$0	\$0	\$0
Contribution from General Operating	\$0	0	0	0	0
Interest earnings	0	0	0	0	0
Balance at December 31	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

**Note:** In 1998 Council approved an increase in the snow removal and sanding budget to a total of \$500,000 per year. This figure includes a "buffer" amount of \$50,000 to be transferred to the Snow Removal Reserve fund in the event that it is not used and to provide for future extraordinary snow removal costs. The Snow Removal Reserve Fund therefore is an equalization account which is designed to maintain annual costs at the \$500,000 level. In estimating the future balances on this reserve, therefore, it has been assumed that, after the year 2001, transfers in and transfers out of the reserve will equate. In 2004 Council approved a "temporary" reduction in the snow removal budget of \$100,000 in order to balance the budget and to take advantage of the reduced costs a low snow fall at the beginning of 2004 had created.

CITY OF REVELSTOKE

APPENDIX 26

FINANCIAL PLAN 2005-2009

LIABILITY SELF-INSURANCE RESERVE

	2005	2006	2007	2008	2009
Balance forward January 1	\$34,000	\$34,850	\$35,721	\$36,614	\$37,530
Interest earnings	850	871	893	915	938
Balance at December 31	<u>\$34,850</u>	<u>\$35,721</u>	<u>\$36,614</u>	<u>\$37,530</u>	<u>\$38,468</u>

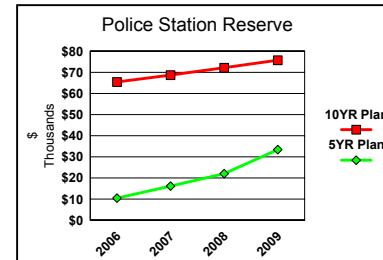
FINANCIAL PLAN 2005-2009

POLICE STATION CAPITAL RESERVE

	2005	2006	2007	2008	2009
Balance forward January 1	\$0	\$5,125	\$10,506	\$16,157	\$22,089
Contribution from General Operating	5,000	5,000	5,000	5,000	10,000
Interest earnings	125	381	650	933	1,354
Capital expenditure	<a href="#">Appendix 10</a> 0	0	0	0	0
Balance at December 31	<u>\$5,125</u>	<u>\$10,506</u>	<u>\$16,157</u>	<u>\$22,089</u>	<u>\$33,444</u>

10 Year Capital Plan

Opening balance	\$59,356	\$62,324	\$65,440	\$68,712	\$72,148
Contribution from general operating	0	0	0	0	0
Interest earnings	2,968	3,116	3,272	3,436	3,607
Projected capital expenditure	0	0	0	0	0
Closing balance on reserve	<u>\$62,324</u>	<u>\$65,440</u>	<u>\$68,712</u>	<u>\$72,148</u>	<u>\$75,755</u>



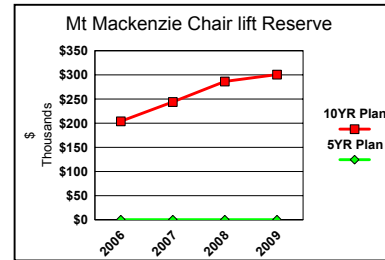
FINANCIAL PLAN 2005-2009

MT. MACKENZIE CHAIR LIFT RESERVE

	2005	2006	2007	2008	2009
Balance forward January 1	\$0	\$0	\$0	\$0	\$0
Contribution	45,000	30,000	0	0	0
Interest earnings	0	0	0	0	0
Capital expenditure	Appendix 10 (45,000)	(30,000)	0	0	0
Balance at December 31	\$0	\$0	\$0	\$0	\$0

10 Year Capital Plan

Opening balance	\$129,304	\$165,769	\$204,057	\$244,260	\$286,473
Contribution from general operating	30,000	30,000	30,000	30,000	0
Interest earnings	6,465	8,288	10,203	12,213	14,324
Projected capital expenditure	0	0	0	0	0
Closing balance on reserve	\$165,769	\$204,057	\$244,260	\$286,473	\$300,797





CITY OF REVELSTOKE

APPENDIX 29

FINANCIAL PLAN 2005-2009

SUMMARY OF ALL RESERVES (Excluding ELECTRIC UTILITY)

	2005	2006	2007	2008	2009
Balance forward January 1	\$2,507,350	\$2,190,781	\$2,269,977	\$2,408,264	\$2,948,093
Loan to Aquatic Centre	0	0	0	0	0
Contributions from General Operating	480,000	549,000	636,000	636,000	641,000
Contributions from Water Operating	530,459	380,459	380,459	380,459	380,459
Contributions from Sewer Operating	136,500	175,000	245,000	255,000	255,000
Land sales	2,250,000	100,000	100,000	100,000	100,000
Interest earnings (Approx. 5% on average balance)	144,272	137,682	145,223	164,170	199,691
Contribution to General Operating	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	6,038,581	3,522,922	3,766,659	3,933,893	4,514,243
Capital Expenditures	(3,847,800)	(1,252,945)	(1,358,395)	(985,800)	(755,800)
Balance at December 31	<u>\$2,190,781</u>	<u>\$2,269,977</u>	<u>\$2,408,264</u>	<u>\$2,948,093</u>	<u>\$3,758,443</u>
Cumulative Total Check	2,190,781	2,269,977	2,408,264	2,948,093	3,758,443

Appendix 10

INDIVIDUAL RESERVE BALANCES SUMMARY

	2004	2005	2006	2007	2008	2009
Building	\$157,000	\$128,975	\$60,599	\$27,754	\$70,141	\$114,648
Cemetery	23,850	16,843	27,935	29,331	44,123	59,654
Fire Capital Replacement	34,500	19,518	3,478	3,601	17,824	14,307
Recreation Capital Replacement	24,000	14,438	57,697	55,149	55,857	76,075
Equipment Replacement	162,000	180,350	89,738	124,052	226,092	359,372
Park land Cash in lieu	41,000	42,075	43,177	44,307	45,465	46,651
Future Services Upgrade	65,000	68,250	71,663	75,246	79,008	82,958
Land Sale	510,000	1,249,125	1,342,809	1,443,520	1,551,784	1,668,168
Community Centre Operating	200,000	200,000	200,000	200,000	200,000	200,000
Water Replacement	494,000	172,720	262,141	148,470	250,664	553,230
Sewer Replacement	762,000	58,513	64,513	204,064	347,517	511,468
Snow Removal	0	0	0	0	0	0
Liability Self-insurance	34,000	34,850	35,721	36,614	37,530	38,468
Police Station Capital	0	5,125	10,506	16,157	22,089	33,444
Mt. Mackenzie Chair Lift	0	0	0	0	0	0
	<u>\$2,507,350</u>	<u>\$2,190,781</u>	<u>\$2,269,977</u>	<u>\$2,408,264</u>	<u>\$2,948,093</u>	<u>\$3,758,443</u>

10 Year capital plan

\$1,899,995 \$2,016,447 \$2,110,211 \$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.

FINANCIAL PLAN 2005-2009

WATER UTILITY

2004/2005 BUDGET COMPARISON

	2004 Budget	2005 Budget	Increase %	2006	2007	2008	2009
<b>REVENUES:</b>							
<b>Council</b>							
Water Revenue	\$1,099,636	\$1,119,273	1.79%	\$1,138,909	\$1,158,545	\$1,217,455	\$1,256,727
Debt proceeds	1,350,000	0	-100.00%	0	0	0	0
Transfer from reserve	222,500	843,000	278.88%	276,645	479,145	263,000	72,500
Prior years surplus	0	280,364	ERR	110,727	91,091	32,182	0
	<u>2,672,136</u>	<u>2,242,636</u>		<u>1,526,281</u>	<u>1,728,781</u>	<u>1,512,636</u>	<u>1,329,227</u>
<b>EXPENSES:</b>							
<b>Council</b>							
Administration	123,000	123,000	0.00%	123,000	123,000	123,000	123,000
Reservoir	31,000	31,000	0.00%	31,000	31,000	31,000	31,000
Connections	104,500	104,500	0.00%	104,500	104,500	104,500	104,500
Transmission and Distributions	20,000	20,000	0.00%	20,000	20,000	20,000	20,000
Greeley Creek filtration plant	146,000	146,000	0.00%	146,000	146,000	146,000	146,000
Debt principal repayment	99,800	140,627	40.91%	140,627	140,627	140,627	140,627
Debt interest payment	264,225	304,050	15.07%	304,050	304,050	304,050	304,050
Contribution to equipment reserve	25,000	25,000	0.00%	25,000	25,000	25,000	25,000
Contribution to water reserve	266,475	505,459	89.68%	355,459	355,459	355,459	355,459
Capital acquisitions through debt	1,350,000	0	-100.00%	0	0	0	0
Capital acquisitions from reserve fund	222,500	843,000	278.88%	276,645	479,145	263,000	72,500
	<u>2,652,500</u>	<u>2,242,636</u>	<u>-15.45%</u>	<u>1,526,281</u>	<u>1,728,781</u>	<u>1,512,636</u>	<u>1,322,136</u>
SURPLUS/(DEFICIT)	<u>19,636</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>7,091</u>
	<u>\$2,672,136</u>	<u>\$2,242,636</u>		<u>\$1,526,281</u>	<u>\$1,728,781</u>	<u>\$1,512,636</u>	<u>\$1,329,227</u>
<b>Residential rate*</b>							
	<b>\$280</b>	<b>\$285</b>		<b>\$290</b>	<b>\$295</b>	<b>\$310</b>	<b>\$320</b>
<b>Operating reserve</b>	<b>\$557,844</b>	<b>\$277,480</b>		<b>\$166,753</b>	<b>\$75,662</b>	<b>\$43,480</b>	<b>\$50,571</b>
<b>Capital reserve</b>		<b>\$172,720</b>		<b>\$262,141</b>	<b>\$148,470</b>	<b>\$250,664</b>	<b>\$553,230</b>

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

FINANCIAL PLAN 2005-2009

SEWER UTILITY

2004/2005 BUDGET COMPARISON

	2004 Budget	2005 Budget	Increase %	Notes	2006	2007	2008	2009
<b>REVENUES:</b>								
					<b>Council</b>			
Sewer Revenue	\$530,065	\$540,666	2.00%		\$551,480	\$562,509	\$573,759	\$585,235
Other Revenue	105,000	105,000	0.00%		105,000	105,000	105,000	105,000
Transfer from reserve	382,000	835,000	118.59%		147,000	87,000	100,000	87,000
Grants	225,000	1,100,000	388.89%		1,100,000	0	0	0
Prior years surplus	0	0			13,270	5,112	0	0
	\$1,242,065	\$2,580,666	107.77%		\$1,916,750	\$759,621	\$778,759	\$777,235
<b>EXPENSES:</b>								
					<b>Council</b>			
Administration	118,000	118,000	0.00%		118,000	118,000	118,000	118,000
Sewer Collection System	75,900	75,900	0.00%		75,900	75,900	75,900	75,900
Lift Stations	74,300	74,300	0.00%		75,800	75,800	76,300	76,300
Treatment and Disposal Plant	100,300	100,300	0.00%		100,300	100,300	100,300	100,300
Debenture principal repayments	221,500	100,000	-54.85%	1	100,000	26,121	15,121	15,121
Debenture interest payments	10,000	20,000	100.00%		24,750	31,500	29,500	29,500
Contribution to equipment reserve	25,000	25,000	0.00%		25,000	25,000	25,000	25,000
Contribution to sewer reserve	0	111,500	ERR		150,000	220,000	230,000	230,000
Capital expenditures through grants	225,000	1,100,000	388.89%		1,100,000	0	0	0
Capital expenditures from reserve	382,000	835,000	118.59%		147,000	87,000	100,000	87,000
	\$1,232,000	\$2,560,000	107.79%		\$1,916,750	\$759,621	\$770,121	\$757,121
SURPLUS/(DEFICIT)	10,065	20,666			0	0	8,638	20,113
	<u>\$1,242,065</u>	<u>\$2,580,666</u>			<u>\$1,916,750</u>	<u>\$759,621</u>	<u>\$778,759</u>	<u>\$777,235</u>
					<b>2% (approx) inc per year</b>			
Residential rate*	\$158	\$161			\$164	\$168	\$171	\$174
Operating reserve	\$118,091	\$138,757			\$125,487	\$120,375	\$129,013	\$149,126
Capital reserve		\$58,513			\$64,513	\$204,064	\$347,517	\$511,468

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

Notes:

1

In 2004 the financial plan incorporated a provision to repay the Electric Utility Reserve Fund at the following rate:

2004	\$221,500
2005	\$100,000
2006	\$100,000
2007	\$11,000
2008	\$0
2009	\$0

for the amount owed regarding funding of previous capital works. The amount owed by the Sewer Fund to the Electric Utility Reserve Fund is \$432,500. In order to achieve these repayments without increasing sewer utility rates the transfer to the Sewer Replacement Reserve Fund has been reduced accordingly. This does not adversely affect the fund as can be seen from Appendix 24.

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

Class	2005					2004	
	Rates	Assessed value	Tax Revenue	% of Total	% Inc.	Tax Revenue	% of Total
	8.95%						
Residential 1	6.5816	351,112,800	2,310,876	47.03%	8.95%	2,121,043	46.99%
Utility 2	64.9232	6,187,500	401,713	8.17%	7.99%	371,983	8.24%
Forestry 3							
Major Industry 4	59.5209	7,509,800	446,990	9.10%	8.95%	410,271	9.09%
Light Industry 5	29.7350	1,688,900	50,219	1.02%	8.95%	46,094	1.02%
Business 6	23.4380	72,574,450	1,700,999	34.61%	8.95%	1,561,266	34.59%
Tree farm 7							
Seasonal 8	7.7117	428,500	3,304	0.07%	8.95%	3,033	0.07%
Farm 9							
		<u>\$439,501,950</u>	<u>\$4,914,102</u>	<u>100.00%</u>		<u>\$4,513,690</u>	<u>100.00%</u>

Increase/(decrease) in revenue \$400,412

**Tax increase 8.95%**

**Average tax increase across all classes 8.87%**

Notes:  
This spreadsheet shows the effect of a 8.95% 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.

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

Class	Rates	2005				2004	
		Assessed value	Tax Revenue	% of Total	% Inc.	Tax Revenue	% of Total
Residential 1	6.5816	354,789,102	2,335,072	45.85%	10.09%	2,121,043	46.99%
Utility 2	64.9232	6,183,500	401,453	7.88%	7.92%	371,983	8.24%
Forestry 3							
Major Industry 4	59.5209	9,291,800	553,057	10.86%	34.80%	410,271	9.09%
Light Industry 5	29.7350	1,710,500	50,862	1.00%	10.34%	46,094	1.02%
Business 6	23.4380	74,623,984	1,749,036	34.34%	12.03%	1,561,266	34.59%
Tree farm 7							
Seasonal 8	7.7117	496,100	3,826	0.08%	26.14%	3,033	0.07%
Farm 9							
		<u>\$447,094,986</u>	<u>\$5,093,305</u>	<u>100.00%</u>		<u>\$4,513,690</u>	<u>100.00%</u>

Increase in revenue \$579,615

Less: Debt repayment portion \$458,501  
 Tax revenues excluding debt portion \$4,634,804

Result of a 8.95% tax increase

**Property tax increase for 2005**

**Appendix 34**

<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		2004	\$50,000	\$100,000	\$150,000	\$200,000	
Assessed value		2005	\$61,265	\$122,530	\$183,795	\$245,060	
			22.53%				
Tax rate		2004	7.4017	\$370	\$740	\$1,110	\$1,480
Tax rate		2005	6.5816	\$403	\$806	\$1,210	\$1,613
Increase		\$	\$33	\$66	\$99	\$133	
Increase		%	8.95%	8.95%	8.95%	8.95%	

<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		2004	\$100,000	\$250,000	\$500,000	\$1,000,000	
Assessed value		2005	\$102,910	\$257,275	\$514,550	\$1,029,100	
			2.91%				
Tax rate		2004	22.1392	\$2,214	\$5,535	\$11,070	\$22,139
Tax rate		2005	23.4380	\$2,412	\$6,030	\$12,060	\$24,120
Increase		\$	\$198	\$495	\$990	\$1,981	
Increase		%	8.95%	8.95%	8.95%	8.95%	