

# Financial Plan

# 2016-2020

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January 26, 2016

City of  
Revelstoke

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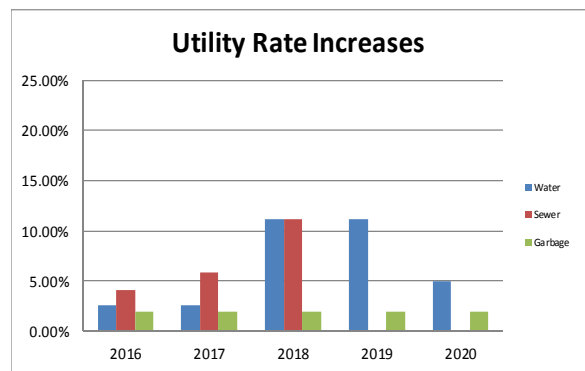
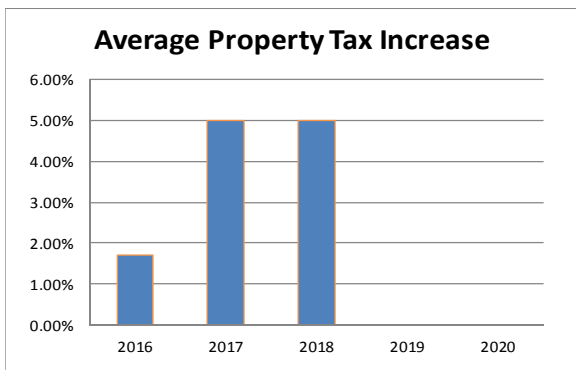
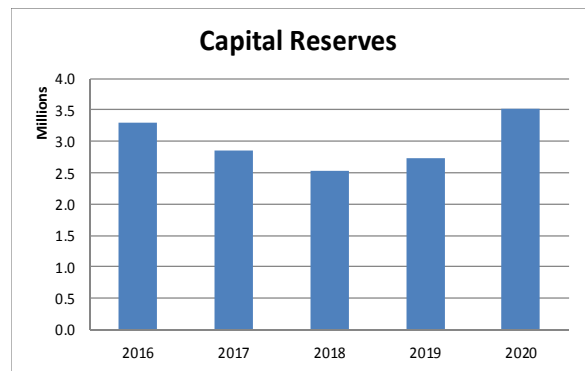
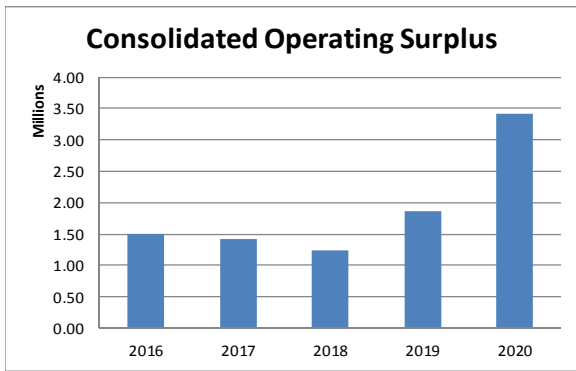
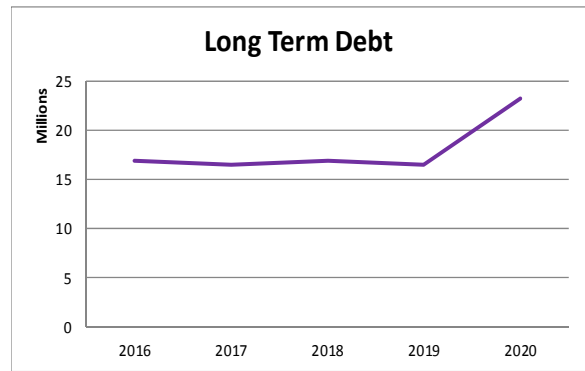
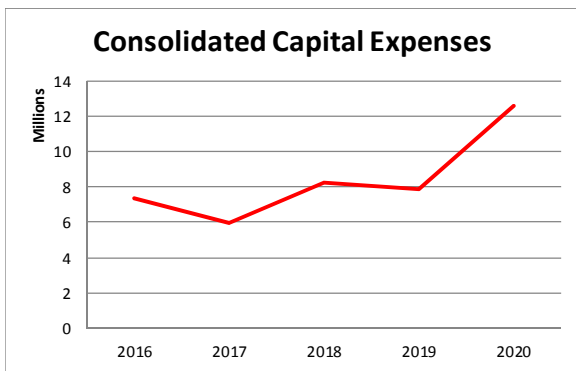
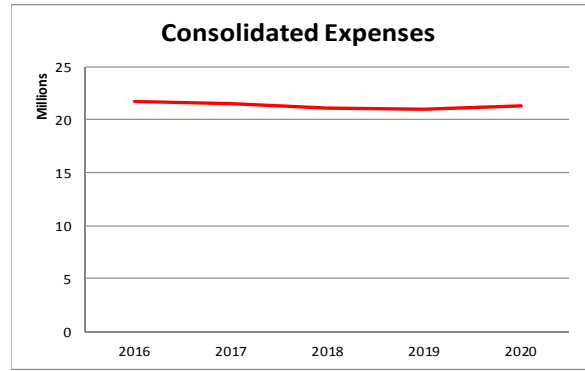
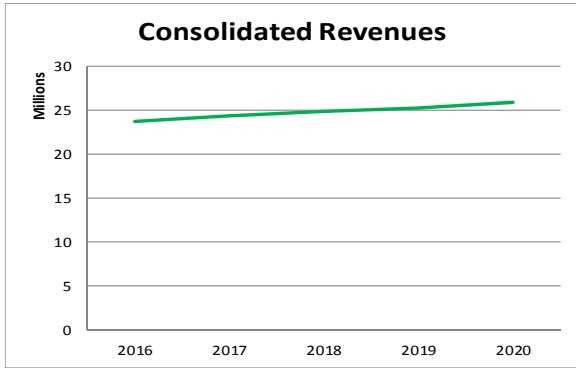
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The Financial Plan at a Glance



### Financial Plan Highlights

1. No proposed changes to service levels.
2. 0% property tax increase proposed for all classes (except Class 2) in 2016.
3. Capital projects over the next 5 years amount to about \$42 million.
4. Long term debt increases to about \$23 million at the end of 2020.
5. Water projects include the replacement of water filters at the filtration plant (\$615,000) in 2019 and the construction of a water supply to Thomas Brook residents (\$650,000) in 2016. This latter project is to be funded by long term borrowing and paid for under a Local Area Service (LAS) by the Thomas Brook users.
6. The Big Eddy Waterworks project has been included at \$5.7 million (2016-2018). Two-thirds of the funding will come from grants while the balance will be paid for by the Big Eddy water users.
7. Thomas Brook sewer connection is included at \$320,000 in 2016. Again, this will be funded by the local users through an LAS.
8. A replacement arena roof is included in the plan at \$7 million (2020) to be funded by long term borrowing. There are several options available to Council regarding the arena roof providing less expensive alternatives but with varying degrees of lifespan. The financial plan contains the most expensive and longest life expectancy option at the moment.

Estimated Cash Flow<sup>1</sup>

		2016	2017	2018	2019	2020
Funds available at the beginning of the year	A	6,436,033	6,361,125	6,070,001	5,790,828	6,800,597
<b>Incoming Funds</b>						
Property taxes		9,499,698	10,259,673	11,080,447	11,412,861	11,755,247
Other taxes		4,888,248	4,255,171	4,304,413	4,304,399	4,328,961
Sales, services and other sources		6,291,295	6,481,537	6,863,998	7,139,038	7,272,311
Provincial funding		2,223,000	2,223,000	3,127,967	4,249,300	3,318,300
Debt proceeds		1,603,333	633,333	1,433,333	887,000	7,833,000
Miscellaneous		3,413,647	2,280,234	1,197,102	836,812	850,748
<b>Total Incoming Funds</b>	B	<b>27,919,220</b>	<b>26,132,948</b>	<b>28,007,260</b>	<b>28,829,410</b>	<b>35,358,566</b>
<b>Outgoing funds</b>						
Employment costs		7,486,400	7,613,291	7,745,275	7,881,052	8,026,048
Travel and meeting expenses		42,500	44,250	45,250	44,500	48,000
Telephone		57,800	59,750	61,200	61,825	63,025
Advertising		71,750	71,450	77,650	71,500	71,600
Licences and insurance		272,175	275,150	277,050	277,875	277,135
Memberships & conferences		134,500	131,750	134,500	135,500	137,000
Contracted services		3,287,145	3,378,295	3,413,100	3,418,600	3,443,267
Office supplies		54,900	54,150	55,150	54,950	55,500
Utilities		950,800	973,100	985,100	991,100	993,767
Miscellaneous		2,384,020	2,375,620	1,757,620	1,793,620	1,789,020
Freight, courier & postage		43,200	43,800	44,400	44,900	46,500
Legal & professional		133,500	140,500	143,500	141,500	142,000
Maintenance of buildings & equipment		422,750	436,750	442,250	443,250	443,500
Materials & supplies		647,150	662,850	667,350	664,350	669,750
Equipment rental (internal & external)		824,200	827,500	830,000	831,500	845,500
Grants-in-aid		97,500	100,000	100,000	100,000	100,000
Vehicle maintenance & fuel		468,500	486,750	487,000	487,000	492,000
Interest		891,854	932,378	967,511	991,878	991,878
Non-TCA expenditures		1,729,160	1,186,171	1,090,492	793,571	886,618
<b>Total Outgoing Funds</b>	C	<b>19,999,804</b>	<b>19,793,505</b>	<b>19,324,397</b>	<b>19,228,471</b>	<b>19,522,107</b>
Increase over previous year		-0.32%	-1.03%	-2.37%	-0.50%	1.53%
Capital expenditures	D	7,373,500	5,955,900	8,266,100	7,847,100	12,558,300
Debt principal repayment	E	620,824	674,667	695,936	744,069	744,069
Funds available at the end of the year	A+B-C-D-E	<b>6,361,125</b>	<b>6,070,001</b>	<b>5,790,828</b>	<b>6,800,597</b>	<b>9,334,688</b>

<sup>1</sup> This estimated cash flow statement has been incorporated into the financial plan document to provide additional clarity. It does not meet the regulatory requirements of PSAB or the province for financial plan presentation. Please refer to Table 18 for the actual consolidated financial plan.

### **Vision Statement**

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context. Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence.

Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning; spiritual and cultural values; and diverse forms of recreation. All residents and visitors shall have access to the opportunities afforded by this community.

### **Mission Statement**

Our mission is to provide optimum quality services and security to our community and our visitors, in a fiscally responsible manner.

We will endeavor to provide cooperative, well-informed and innovative leadership in order to sustain our uniquely superior quality of life.

We are committed to fostering a strong sense of community in Revelstoke, and we will be responsive and adaptive to changing social, political and economical conditions.

## Official Community Plan Extract

### “3.6 MUNICIPAL FINANCE

#### *Background*

The rapid growth of the community with the RMR development creates challenges for balancing City revenues, costs and investments.

City operating revenues are sourced from property taxes, and fees for various services, the grant-in-lieu of taxes from BC Hydro for the Revelstoke dam, cost sharing arrangements for particular services with the Columbia Shuswap Regional District (e.g. fire protection) and provincial transfers. Other cost sharing arrangements with the Columbia Shuswap Regional District include or may include the airport, cemetery, or parks and recreation.

Projected operating costs currently exceed these revenues, prompting the need for careful consideration of service levels to avoid unacceptable tax increases.

Substantial capital investments are necessary for roads, buildings, equipment, water, and sewer enhancements to meet the needs of the growing community. These investments are funded through general revenues, reserves, borrowing, development cost charges, grants, and, for tourism infrastructure, resort municipality hotel tax revenues. While development cost charges are designed to fund infrastructure for new development over the long term, in the short term the City may have to finance community infrastructure improvements, often without certainty about when developments, and development cost charges will be realized.

The City prepares a five-year financial plan which is updated annually. The recent global economic recession has slowed development plans in the community. This has further exacerbated the challenge of managing municipal finances to anticipate the needs of future growth when the timing of such growth is uncertain.

#### *Community Goals*

- Appropriately balance revenue limitations with expenditures and investments to meet community needs over the long-term.
- Maintain effective management, efficiencies and accountability of the City’s fiscal budgets and operations.

#### *Policies*

- Annually prepare a 5-year Financial Plan, with community consultation to sustainably balance revenues with operating costs and capital investments, retaining adequate reserves.
- Include lifecycle analysis of major municipal capital purchases recognizing that maintenance and operations are a significant component of municipal expenditures.
- Identify and plan for the efficient allocation of traditional and non-traditional funding sources.



- Continue to pursue senior government funding opportunities (i.e. additional Hotel Tax, Gas Tax, and infrastructure or other grant funding).
- Manage and acquire City owned lands consistent with a Land Acquisition Strategy.
- Develop partnerships and share resources and funding with private, public and non-profit organizations, cooperatively pursuing resources and funding.
- Develop a cost recovery analysis and fee structure for all City fee-for-service functions.
- Consider development tax incentives and fees that promote community amenities such as affordable housing, aging in place, parks and recreation, green space and public safety.
- Work with the Provincial assessment authority and other municipal partners to balance property taxation and achieve a more equitable taxation system.
- Develop a risk evaluation in conjunction with the City's insurance provider.
- Assess and evaluate unfunded mandates from senior levels of government.
- Explore tax increment financing or deferred taxation funding that enhances heritage properties, and economic development.
- Ensure City financial policies and practices are consistent with the Official Community Plan.
- Appreciate the importance of volunteerism in fulfilling community priorities and supplementing City resources.”

## 2016 Council Objectives

### **1. Quality of life**

*The City of Revelstoke will emphasize quality of life issues including social, active living, cultural experiences and recreation opportunities.*

- Move forward with planned recreation/active living and cultural projects.  
i.e.: culture strategy, trails plan, Kovach upgrade, pump track, Williamson Lake Trails
- Move forward with youth and seniors quality of life issues, following strategies previously developed through plans and subject to budget priorities.
- Improve and maintain social, economic, food and institutional (police, fire, ambulance) security for all residents.

### **2. Planning for the Future**

*The City of Revelstoke will ensure that City services encourage and support community vision towards development for the future.*

- OCP & Zoning Review will look for opportunities to increase residential densities, wherever possible, factors to consider include infrastructure, livability, affordability and mobility.
- Land Inventory to be critically assessed as to current land holdings and any acquisition opportunities to achieve community goals and vision.
- External relationships will be fostered on mutual goals and respect and will create an environment of a cohesive problem solving opportunity enhancing partnerships.
- Bylaw enforcement is built on a system that is fair and consistent, easily understood and reasonably enforced.

### **3. Safeguard Infrastructure**

*The City of Revelstoke will protect the continuance of healthy infrastructure for current and future generations.*

- Implementing strategy for the forum roof, golf course, Mutas Road and Townley Road intersections and Big Eddy Water System, subject to budget priorities.
- Completing long range planning documents for Zoning Bylaw and Official Community Plan in house.
- Complete a Development Cost Charges review and bylaw.
- Pursue additional Heritage protection opportunities.

- Finish first stage of upgrades to City Hall
- Implementation of Asset Management Plan

#### **4. Economic Development and Business Support**

*The City of Revelstoke will take initiatives to attract, promote and support economic development.*

##### Policy and Planning

- Over a 4 year period, bring the tax ratio for commercial to residential closer to 2:1
- Streamline administrative processes to better assist businesses and developers in advancing their projects.
- Investigate and develop revitalization tax exemptions
- Promote and facilitate tourism drivers by improving relationships with user groups and Revelstoke Mountain Resort
- Encourage the protection and promotion of Revelstoke's heritage as it relates to economic development

##### Enhancement Projects

- Look to placing attractive changeable signage on the TCH at the east and west approaches to the City, which would promote local Revelstoke events
- Look to making free Wi-Fi available in the downtown core
- Continue with downtown commercial enhancement initiatives
- Promote further hotel development in Revelstoke
- Continue discussions with federal and provincial partners with respect to improving the Revelstoke interchanges with TCH
- Continue discussions with the School Board regarding development plans of the local school properties

Investigate the possibility of having the Rocky Mountaineer use Revelstoke as an overnight stop

## Introduction

The financial plan starts with a consolidated summary (Table 18 page 12) with following subsidiary schedules which provide further, progressive detail supporting the consolidated plan.

The consolidated financial plan shows the operating expenses for all departments, including water and sewer. It also shows all the operating expenses by type. This provides the reader with not only an indication of the proposed expenditures per department but also how those expenditures are allocated between the various cost types.

Readers should note that some columns may not add due to rounding.

## Meeting Council Objectives

Council has set a number of objectives for 2016, some of which will have a direct impact on the financial plan. The most notable of these are:

- The inclusion of the Big Eddy water system upgrade at \$5.7 million in 2016-2018 with two thirds funding from senior governments.
- OCP and zoning bylaw updates.
- Ongoing implementation of Asset Management program.
- Addition of one police officer.

## Consolidated Results

For the 2016-2020 period the projected consolidated results are as follows:

\$'millions	2016	2017	2018	2019	2020
<b>Revenue</b>	23.68	24.33	24.82	25.27	25.86
<b>Expenses</b>	21.72	21.52	21.05	20.95	21.25
<b>Surplus</b>	1.95	2.81	3.77	4.31	4.61

Table 1 – Consolidated Results

The surplus shown in Table 1 above is the consolidated operating surplus before accounting for capital out of revenue, debt principal repayments, transfers from equity in capital assets (to cover amortization) and transfers to reserves. After accounting for these items the net surplus/-deficit becomes:

\$'millions	2016	2017	2018	2019	2020
<b>Net surplus/-deficit</b>	0.19	-0.08	-0.18	0.63	1.55
<b>Accumulated surplus</b>	1.51	1.43	1.24	1.87	3.42

Table 2 – Net consolidated surplus

The accumulated consolidated surplus can be attributed to each of the three operating areas as follows:

\$'millions	2016	2017	2018	2019	2020
<b>General</b>	0.95	0.97	0.76	1.56	3.05
<b>Water</b>	0.39	0.45	0.46	0.20	0.26
<b>Sewer</b>	0.17	0.01	0.02	0.12	0.12
<b>Total</b>	1.51	1.43	1.24	1.87	3.42

Table 3 – Accumulated surpluses

## Major Assumptions

The consolidated results are based on the following assumptions:

- Service levels will remain consistent with last year other than the addition of one police officer.
- CPI will continue generally in the 2% range<sup>2</sup>.

<sup>2</sup> CPI is not the best indicator of future cost increases for municipalities because it is not representative of the types of goods and services normally purchased by local governments. Since municipalities' costs are more likely to involve construction, road maintenance etc. these costs are more aligned with the price of oil and the construction cost index (ENR). The City of St. Albert, AB, has forecast that its Municipal Price Index (MPI) for 2013 will be 3.5% and in the last 3 years it has been between 3.1% and 3.7%.

## 2016-2020 Financial Plan

- Property taxes will increase at an average of 1.72% in 2016.<sup>3</sup>
- Property tax growth from new construction will average 3% a year commencing 2017<sup>4</sup>.
- Fees and charges rates will increase approximately in line with CPI.
- Utility rates will increase generally at a higher rate than CPI to meet operational and capital requirements.

### Consolidated Revenues

The total consolidated revenue in 2016 is expected to increase by about 2.0% over 2015 (including non-TCA funding). If non-TCA funding<sup>5</sup> is excluded from the calculation the increase becomes 6.7% When hotel tax, internal equipment earnings and CBT funding<sup>6</sup> are removed the increase becomes 5.2% .

([www.stalberttaxpayers.org/index.org/index\\_html\\_files/03\\_AR\\_MPI.pdf](http://www.stalberttaxpayers.org/index.org/index_html_files/03_AR_MPI.pdf))

<sup>3</sup> In accordance with Bill 55 the Class 2 (Utility rate) is set at 2.77 times the Class 6 (Business) rate. Therefore, the property tax increase for Class 2 may not equal the average.

<sup>4</sup> Growth is estimated at 14.57% in 2016 due mostly to the transfer by BCAA of a substantial assessment value from Class 1 to Class 6.

<sup>5</sup> In 2015, MFA changed its process for financing leases. Lease payments are now treated as TCA's.

<sup>6</sup> CBT funding of \$351,500 per year is now included as both CED revenue and expenditure to be consistent with the presentation of similar funding sources.

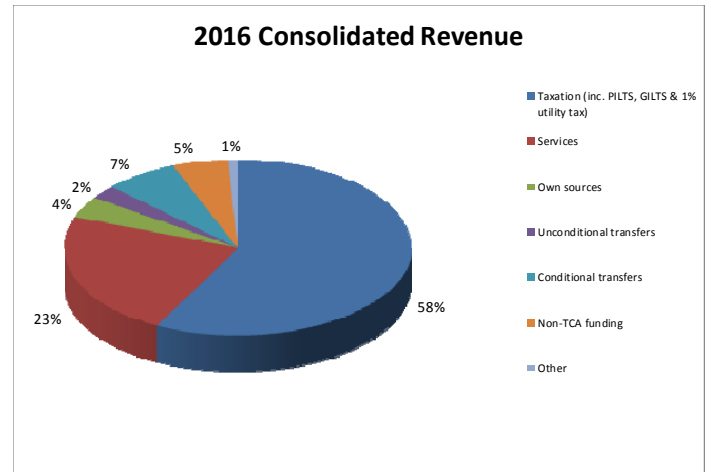


Figure 1 – Consolidated revenue

Revenue growth is attributable to the main categories as follows:

\$	2015	2016	% Inc.
<b>Taxation &amp; grants</b>	12,921,704	13,637,945	5.5%
<b>Services</b>	5,305,953	5,447,495	2.7%
<b>Own sources<sup>7</sup></b>	895,800	936,800	4.6%
<b>Unconditional transfers</b>	600,000	600,000	0.0%
<b>Conditional transfers</b>	1,121,500	1,623,000	44.7%
<b>Non-TCA</b>	2,192,400	1,240,160	-43.4%
<b>Other</b>	184,782	190,222	2.9%
<b>Total</b>	<b>23,222,139</b>	<b>23,675,622</b>	<b>2.0%</b>
<b>Exc. Non-TCA</b>	<b>21,029,739</b>	<b>22,435,462</b>	<b>6.7%</b>

Table 4 – Revenue growth

### Consolidated Operating Expenses

Total consolidated operating expenses in 2016 are expected to decrease by about -0.5% over 2015 (including non-TCA expenditures). If non-TCA expenditures are excluded from the calculation then the increase becomes 4.2%.

<sup>7</sup> Licences/permit fees, fines, rental revenue, return on investments, penalties and interest, sale of fixed assets.

## 2016-2020 Financial Plan

The following table indicates the main cost drivers:

\$	2015	2016	% Inc.
<b>Employment</b>	7,291,400	7,486,400	2.7%
<b>Contracted services</b>	3,108,050	3,287,145	5.8%
<b>Miscellaneous</b>	1,860,820	2,384,020	28.1%
<b>Other operating<sup>8</sup></b>	4,182,925	4,221,225	0.9%
<b>Amortization</b>	1,725,000	1,725,000	0.0%
<b>Interest</b>	1,029,098	891,854	-13.3%
<b>Non-TCA</b>	2,636,965	1,729,160	-34.4%
<b>Total</b>	21,834,258	21,724,804	-0.5%
<b>Exc. Non-TCA</b>	19,197,293	19,995,644	4.2%

Table 5 – Main cost drivers

The substantial increase in miscellaneous expenses is the result of additional hotel tax projects of about \$150,000 and CBT funded projects of about \$350,000.

By 2020 consolidated expenses are forecast to decrease by -2.69%. If non-TCA's are excluded the increase becomes 6.06% over the 5 year period and 7.18% when further excluding hotel tax expenditures, internal equipment charges and CBT funding. A more detailed analysis of the various cost drivers can be found on pages 12 – 18.

<sup>8</sup> Includes internal equipment charges offset by equivalent internal equipment earnings.

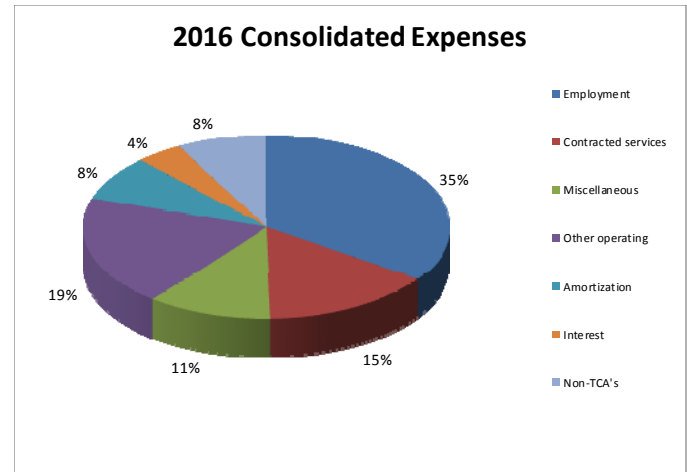


Figure 2 – Consolidated operating expenses

General operating expenses only are forecast to increase by 0.51% in 2016 and -1.87% by 2020. Excluding non-TCA's these numbers become increases of 4.83% and 6.25% respectively. In real terms, overall spending is forecast to remain constant.

### Consolidated Capital Expenditures

The city's capital works programme incorporates a variety of different projects from road reconstruction to vehicle replacement, to major repairs and other non-reoccurring asset maintenance items. City Policy F-10 (Capital Asset) sets the parameters for capitalization of tangible capital assets (TCA's) and those that must be expensed in the year of acquisition (non-TCA's). TCA's are amortized over their useful lives and, again, Policy F-10 sets the applicable amortization rate according to the category of asset.

In summary, TCA expenditures are expected to be as follows:

## 2016-2020 Financial Plan

\$'000's	2016	2017	2018	2019	2020
<b>General</b>	2,784	2,212	3,588	2,461	8,885
<b>Water</b>	3,735	2,714	3,119	1,712	953
<b>Sewer</b>	855	1,030	1,560	3,675	2,720
<b>Total</b>	7,374	5,956	8,266	7,847	12,558

Table 6 – Capital expenditures

and funding for these expenditures is anticipated to come from the following sources:

\$'000's	2016	2017	2018	2019	2020
<b>Reserves</b>	2,760	2,753	3,253	2,999	1,885
<b>Grants</b>	1,550	1,490	1,505	2,626	1,695
<b>Debt</b>	1,603	633	1,433	887	7,833
<b>DCC's</b>	1,160	0	400	0	0
<b>Revenue</b>	300	1,080	1,675	1,335	1,145
<b>Total</b>	7,374	5,956	8,266	7,847	12,558

Table 7 – Capital funding

Some of the capital projects being considered over the next five years include<sup>9</sup>:

Project <sup>10</sup>	\$	Year
<b>City hall reno's</b>	770,000	2016-2020
<b>Fire truck #2</b>	500,000	2016
<b>Arena roof</b>	7,000,000	2020
<b>Fire flow projects (various areas)</b>	639,000	2016-2019
<b>Hydrant replacement programme</b>	300,000	2016-2020
<b>Thomas Brook water supply</b>	670,000	2016
<b>Thomas Brook sewer</b>	340,000	2016
<b>Sewer outflow relocation</b>	4,500,000	2016-2019
<b>Downie force main replacement</b>	1,000,000	2016-2018
<b>Big Eddy water</b>	5,700,000	2016-2018
<b>IT infrastructure</b>	670,000	2016-2020

Table 8 – List of Capital Projects

Road reconstruction is estimated to be about \$6.4 million over the next five years. In 2017, all of the road reconstruction funding is budgeted to come from revenue – hence the property tax increases for that year and 2018 (see Table 12 – Page 7). Amortization of roads and bridges amounts to about \$500,000 a year. So the city is proposing to invest in its transportation infrastructure at a higher rate than that at which it is being consumed.

The equipment replacement programme introduced many years ago continues to eliminate aging and costly to maintain equipment. Public Works reports that in 2007 the average age of its fleet was 13.64 years and that in 2015 it was 7.4 years (2014 – 7.65 years).

<sup>9</sup> The list is illustrative only and does not contain all the capital projects in the 2016-2020 financial plan.

<sup>10</sup> Some projects may be repeated from last year's financial plan as they were not started and have been re-budgeted.

### Opportunities for Cost Reduction

Over the past 20 years, federal government expenditures in constant dollars per capita have been declining, while their revenues have been increasing. Provincial /territorial government expenditures have been increasing at almost the same rate as their revenues. However, both federal and provincial government revenues fell in 2009. Municipal government expenditures have been increasing at a faster rate than their revenues over the past 20 years<sup>11</sup>.

It is important to appreciate that the city is subject to a variety of different cost pressures:

- Inflation (inc. energy costs)
- Demands for new or improved services.
- Development growth.
- Downloading from senior governments.

Nevertheless, there is always opportunity for cost reduction but this inevitably requires some difficult decisions on the part of Council. Management staff will continue to review the way in which we provide services and bring opportunities for cost reductions to Council for review as they arise.

### Employment Costs

As employment costs represent about 35% of all city operating expenses, it is clear that any substantial reduction in costs will involve reductions in the labour force.

A zero based budget approach is used in determining employment costs in the financial planning process. Each year an estimate is made of the hours required to carry out the city's various functions and work projects. For 2016,

this number is 159,017 hours<sup>12</sup> (158,952 hours – 2015) and includes 3,652 hours of overtime (3,652 hours – 2015). The anticipated cost, including benefits, amounts to \$7,529,104 (\$7,348,829 – 2015), which includes \$120,000<sup>13</sup> for Mayor and Council and \$64,600<sup>14</sup> for the volunteer firefighters. The actual budgeted cost in the consolidated financial plan for 2016 is \$7,486,400.

### Subcontract Costs

These include certain mandatory expenditures such as the RCMP contract, Victim Services and Transit which make up the bulk of this expense. Other subcontract costs may not be mandatory but are essential, such as snow removal. Of these expenses perhaps about \$1 million might be considered non-contractual or discretionary. (See Table 23 page 17).

### Miscellaneous Costs

A substantial portion of these expenditures (about \$1.6 million) are offset by equivalent revenues. The balance of about \$550,000 or so relates to discretionary items. (See Table 24 page 18).

Full funding for the Social Strategy Coordinator is included in each year of the plan.

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<sup>11</sup> Federation of Canadian Municipalities – *The State of Canada's Cities and Communities 2012*

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<sup>12</sup> This number does not include hours committed to capital projects.

<sup>13</sup> Mayor and Council increased their remuneration to \$120,000 in 2016.

<sup>14</sup> This includes the monthly stipend, weekend standby compensation and disability insurance.



*Sewer Costs*

Sewer operating costs are forecast to decrease by -8.40% in 2016 mostly as the result of lower non-TCA expenditures.

*Water Costs*

Water operating costs are forecast to decrease by -5.89% in 2016 mostly as the result of a reduction in non-TCA expenditures.

*Snow removal costs*

In 2016, the snow removal budget reflects prior actual results:

	Ave. actual last 3 years	2015 Budget	2016 Budget
<b>Gross costs</b>	1,157,725	1,280,060	1,317,750
<b>Equip. rental - internal<sup>15</sup></b>	371,015	475,000	481,000
<b>Net cost</b>	786,710	805,600	836,750
<b>Per km<sup>16</sup>:</b>			
<b>Roads</b>	4,721	4,834	5,021
<b>Sidewalks</b>	1,882	1,927	2,002

Table 9 - Snow removal costs

**Long Term Debt**

The city is restricted by the Community Charter as to how much it can borrow long term. It can only borrow long term<sup>17</sup> for specific assets and not operational expenses. Also, the length of the loan cannot exceed the useful life of the asset acquired. There are also specific regulations set by the province that limits the city’s capacity to borrow.

<sup>15</sup> City equipment charged to the function and also showing as revenue.

<sup>16</sup> Costs between roads and sidewalks have been apportioned on a 10:1 basis.

<sup>17</sup> Any period between 5 and 30 years.

Over the past 14 years or so the city has borrowed to help fund several major projects. These include the RCMP building, the water filtration plant and the aquatic centre. Almost 50% of the principal and interest applicable to the RCMP building is reimbursed to the city by the federal government by way of rent, while the city’s contribution through debt to the filtration plant and aquatic centre leveraged significant grant funding. We have also borrowed to add new infrastructure such as the Arrow Heights water reservoir and to replace aging infrastructure such as the TCH reservoir. However, a portion of the city’s accumulated long term debt relates to road reconstruction and, although these are assets and do have an expected life in excess of the debt contracted, there is a valid argument that perhaps long term debt should not be used for this type of project. This financial plan continues the strategy established in the previous plan to not borrow further for road reconstruction and rely completely on current revenue to fund such works. The plan does anticipate borrowing long term for certain water and sewer projects as well as a new arena roof.

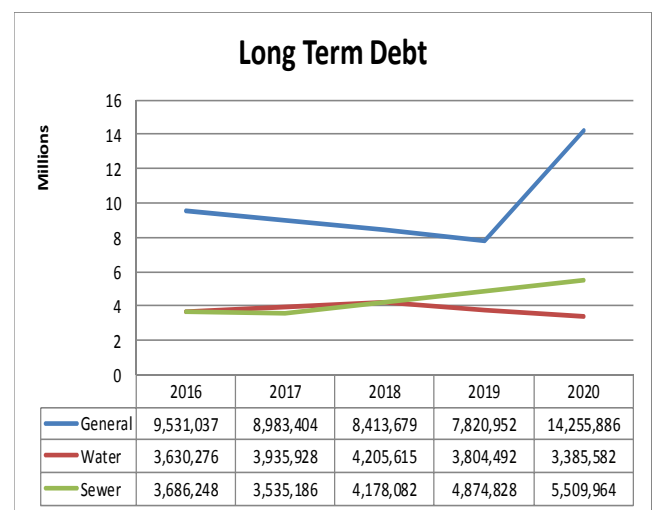


Figure 3 – Long term debt

The city’s projected debt (long term) to asset ratio is as follows and it can be seen that Council’s objective of reducing the ratio reverses in 2020:

2016	2017	2018	2019	2020
23.24%	21.44%	20.17%	18.46%	23.10%

Table 10 - Debt to asset ratio

### Capital Reserves

The city continues to try and establish increased capital reserves. If reliance on debt going forward is to be curtailed then more needs to be done to ensure that cash is available to meet our capital expenditures when needed.

The current financial plan forecasts capital reserve funds to be at the following levels at the end of each year:

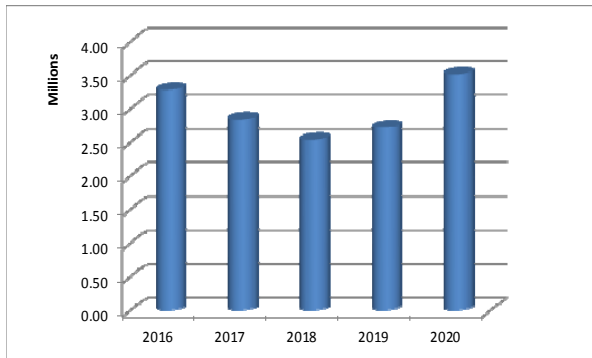


Figure 4 - Reserves

At the end of 2015 capital reserve funds are estimated to be about \$4.5 million.

The balances shown in the foregoing chart do not include the Electric Utility Reserve Fund, or other operating reserves. The Electric Utility Reserve Fund contains \$1.4 million of which \$1.2 million is invested in Revelstoke Community Energy Corporation (RCEC). The Snow Removal Reserve Fund is being funded at \$50,000 per year from general operating. By the

end of 2020 it is anticipated that this fund will contain about \$324,315 provided that it does not need to be used in the interim to help equalize unexpectedly heavy snow removal costs. In addition, the City holds approximately \$1.5 million in Development Cost Charges.

In 2016, there is a significant disparity between the amount of funding going into the reserves and the amount being withdrawn to meet expenditures:

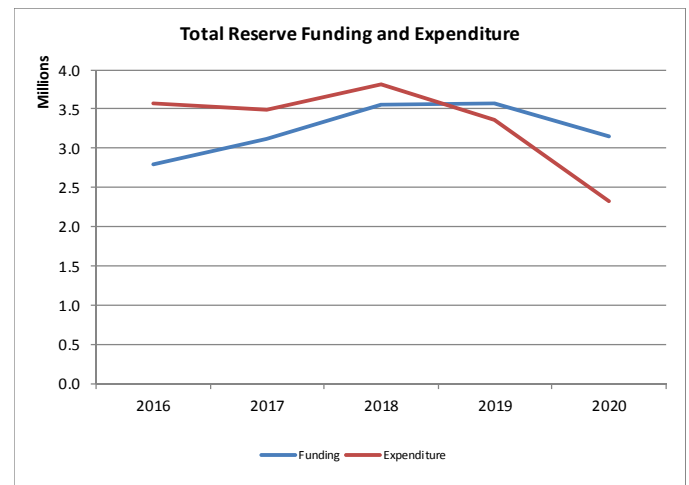


Figure 5 – Total Reserve Funding and expenditure

This funding gap continues through 2017 and 2018 and needs to be eliminated or narrowed considerably if the city is to maintain and build its reserve funds effectively.

In 2013, Council adopted a Reserves and Surpluses Policy which sets targets for minimum and optimal levels for various reserves and surpluses. The following table shows how the city is performing thus far:

Category of reserve	% of minimum balance	% of optimum balance
Statutory	90.99%	52.00%
Capital	68.05%	18.42%
General	160.20%	84.96%
Other	110.95%	53.98%

Table 11 - Reserve targets

### Property Taxes

Property taxes are forecast to increase on average across all classes combined as follows:

2016	2017	2018	2019	2020
1.72%	5.00%	5.00%	0.00%	0.00%

Table 12 – Property tax increases

In 2016, the increases and decreases for the individual property tax classes are as follows<sup>18</sup>:

Class	Increase/-Decrease
1 Residential	2.00%
2 Utility	4.60% <sup>19</sup>
4 Major Industry	1.00%
5 Light Industry	1.00%
6 Business	1.00%
8 Seasonal	1.00%
Average	1.72%

Table 13 – Property tax increases by class

City Policy F-9 Revenue and Property Tax sets a target of Class 1 Residential property taxes being 50%<sup>20</sup> of the overall tax burden. In 2016, the property tax pie is divided as shown in the following chart:

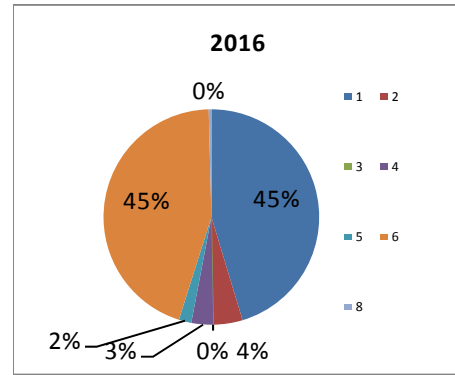


Figure 6 – Share of property tax by class

Property tax growth (revenue from new construction) is expected to contribute an increase of \$1,284,425 (or 14.57%)<sup>21</sup> in new tax revenue in 2016 and then continue to grow at about 3% a year for the remainder of the financial plan. An amount of \$750,000 has been excluded from the 2016 taxation revenue budget as a hedge against future fluctuations caused by ongoing and potential assessment appeals. This amount will be transferred to the Tax Equalization reserve. At the time of writing this report the city has \$49,600<sup>22</sup> in its Tax Equalization reserve.

What does this mean for individual property owners? Well, for home owners the following

<sup>18</sup> These numbers are based on BCAA’s completed roll at the end of 2015. The authenticated roll will not be available until April 2016.

<sup>19</sup> The Class 2 rate is restricted to a maximum of 2.77 times the Class 6 rate. Therefore, this percentage change may alter depending upon the actual variation in assessment values and tax rates.

<sup>20</sup> In 2015 the residential share was 54%.

<sup>21</sup> This is based on BCAA’s number of \$32,304,788 (net) in new construction (NMC) for 2016. This is largely due to a substantial transfer of assessed value from Class 1 to Class 6 (mostly Sutton Place) and has resulted in an increase in the business percentage share of overall taxation and a corresponding reduction in the residential percentage share.

<sup>22</sup> It is unknown at the time of writing this report whether the 2015 financial results will permit maintaining a balance in this account at end of 2015.

## 2016-2020 Financial Plan

table indicates the average tax increase<sup>23</sup> applicable to example assessment values<sup>24</sup>:

House	A	B	C
<b>Assessment</b>			
2015	\$100,000	\$250,000	\$500,000
2016	\$103,400	\$258,499	\$516,998
<b>Taxes</b>			
2015	\$488	\$1,220	\$2,440
2016	\$498	\$1,245	\$2,489
<b>Increase</b>	<b>\$10</b>	<b>\$24</b>	<b>\$49</b>

Table 14 – Taxes on example houses

For business owners falling within Class 6, the results are as follows:

Business	A	B	C
<b>Assessment</b>			
2015	\$100,000	\$250,000	\$500,000
2016	\$100,812	\$252,029	\$504,058
<b>Taxes</b>			
2015	\$1,848	\$4,619	\$9,238
2016	\$1,866	\$4,665	\$9,330
<b>Increase</b>	<b>\$18</b>	<b>\$46</b>	<b>\$92</b>

Table 15 – Taxes on example businesses

The property tax increases shown in the foregoing tables are based on average increases or decreases in assessment values.

The ratio of Class 6 (Business) tax rate to Class 1 (Residential) tax rate in 2015 was 3.79. The ratio for 2016 is 3.84 based on current numbers and assumptions. Reducing the ratio in line with Council’s objective will require further shifting of the tax burden from business to residential taxpayers.

<sup>23</sup> Relates to municipal taxes only and does not include school taxes, CSRD, MFA, BCAA, or utilities.

<sup>24</sup> These numbers are provisional only and subject to change once authenticated assessment numbers for 2016 are known.

Since 2009, Class 4 (Major Industry) taxation<sup>25</sup> will have been reduced from just over \$400,000 to \$333,212 in 2016.

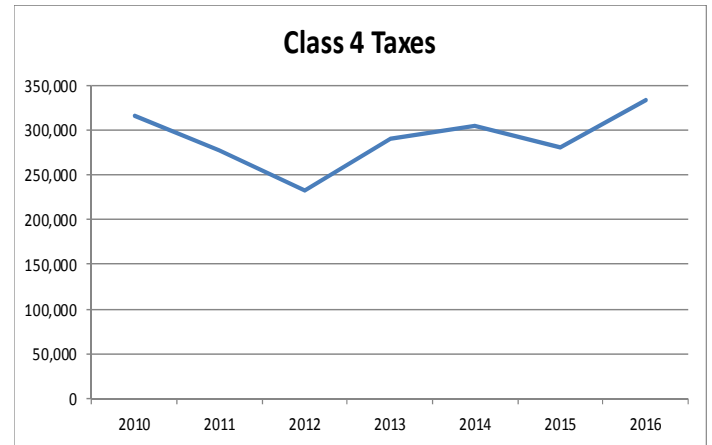


Figure 7 – Class 4 taxes

Overall, property tax increases have averaged approximately 2.44% a year over the last 3 years. Business (Class 6) has averaged a 1.67% annual increase while residential (Class 1) has averaged 2.50% as can be seen in the chart that follows:

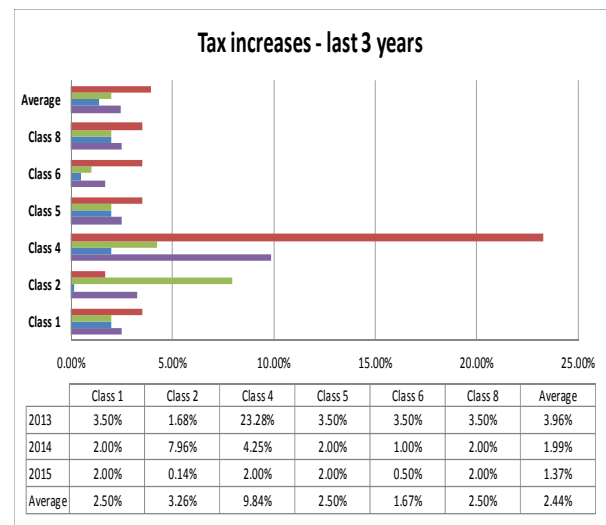


Figure 8 – Tax increases – last 3 years

<sup>25</sup> Downie Timber is the only taxpayer in this class.

### Utility Rates

As mentioned previously in this report, utility rates are forecast to increase over the term of the financial plan. Utility rates (both residential and commercial) are proposed to increase as follows:

Rate Inc.	2016	2017	2018	2019	2020
Water	2.6%	2.5%	11.1%	11.1%	5.0%
Sewer	4.1%	5.9%	11.1%	0.0%	0.0%
Garbage	2.0%	2.0%	2.0%	2.0%	2.0%

Table 16 – Utility rate increases

Based on the foregoing percentage increases residential utility rates will be:

	2016	2017	2018	2019	2020
Water	\$395	\$405	\$450	\$500	\$525
Sewer	\$255	\$270	\$300	\$300	\$300
Garbage	\$112	\$115	\$117	\$119	\$122

Table 17 – Residential utility rates

As well, it is proposed that sewer frontage tax increase from \$1.50 to \$1.60 (per foot frontage) in 2016. The purpose of the sewer frontage tax is to raise funds for capital purposes. This tax is imposed equally on both residential and non-residential property that fronts a sewer line to a maximum of 200 feet (minimum 50 feet).

### Economic Outlook

At the time of writing this report the Canadian economy is showing signs of a technical recession while the USA’s recovery is continuing. There remain signs in Europe as well as other parts of the global economy where recovery is less certain. The IMF has recently downgraded its forecast for global growth for 2016 and 2017.

While the low Canadian dollar is positive for Revelstoke’s tourism and foreign investment prospects, it does negatively impact the City’s budget when sourcing products from the US.

Annual inflation in Canada averaged 1.4% in November 2015. Continued weakness in oil prices has had a marked impact on the Canadian economy and the likelihood is that this will continue for some time. This will inevitably continue to impact the Albertan economy and affect Revelstoke’s domestic tourism.

There does not appear to be any inclination by the Bank of Canada to increase interest rates anytime soon so this should continue to buoy consumer confidence and domestic spending.

Economic uncertainty has impacted the city in recent years by way of the erratic nature of building development. Over the last 8 years new construction has been as shown in the following chart:

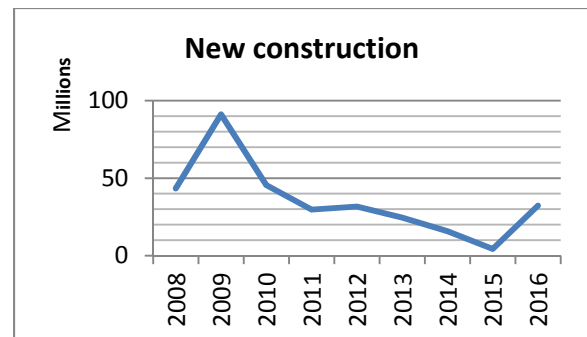


Figure 9 – New construction

As a result, it is difficult to predict with any degree of accuracy what the level of future activity might be and, therefore, the demand for future services along with the potential for future tax growth.

### Risks to the Plan

There are several risks that could impact the financial plan as presented:

- The final results for 2015 will not be known until the spring of 2016. It is too

soon to speculate on draft results for 2015.

- Appeals against assessment values continue to be made and these are often successful resulting in lost revenues to the city. The city has lost about \$150,000 in taxation revenues so far in 2015 as the result of successful appeals which will impact the results for the year.
- The assumption that revenue growth from new construction will be 3% a year is probably over optimistic based on the results in recent years.
- None of the recommendations from the Fire Department Review have been incorporated in the financial plan thus far. Some of them come with a cost and if Council wishes to pursue any or all of the recommendations appropriate provision for these costs will have to be made in the plan.
- The ongoing weakness in the Canadian dollar places upward pressure on costs beyond normal inflation for goods and services originating from the USA.

### Conclusion

The draft plan is based on a 2% property tax increase for residential property owners in 2016 and 1% increase for all other classes (except Class 2). This is an average of 1.72% across all classes. Council's objective to achieve a tax ratio between business and residential rates closer to 2:1 may well require further shifting of the tax burden from business to residential.

The City continues to experience significant assessment appeals spanning multiple years which creates uncertainty in projecting property tax revenues. Successful appeals can have significant impacts on the City's projected

income and detrimentally affect anticipated surpluses. The establishment of a Tax Equalization reserve has gone some way in mitigating the effects in previous years.

The pressure to deal with an ever increasing burden of capital projects as our infrastructure ages it places stress on our resources. This is particularly evident in the water function where significant rate increases are anticipated in later years in order to meet the costs of capital projects. Road reconstruction and rehabilitation is also an area that requires significant, ongoing funding.

In order to ensure that tax and rate increases are maintained at reasonable levels it will be necessary to continue to critically review both capital projects and service levels.

## 2016-2020 Financial Plan

Consolidated Financial Plan	2014			2015	2016	2017	2018	2019	2020
	Budget	Actual	Ave. Actual 3 years	Budget	Budget	Budget	Budget	Budget	Budget
<b>Revenues</b>									
Taxation (inc. PILTS, GILTS & 1% utility tax)	-12,790,869	-12,635,670	-12,212,237	-12,921,704	-13,637,945	-14,514,845	-15,384,860	-15,717,260	-16,084,208
Sale of services	-5,120,335	-5,481,575	-4,985,177	-5,305,953	-5,447,495	-5,670,437	-6,052,898	-6,327,638	-6,460,911
Other & own sources	-1,006,800	-802,023	-879,349	-895,800	-936,800	-904,100	-904,100	-904,400	-904,400
Provincial unconditional transfers	-600,000	-547,969	-549,182	-600,000	-600,000	-600,000	-600,000	-600,000	-600,000
Provincial conditional transfers	-1,151,500	-1,912,535	-1,465,985	-1,121,500	-1,623,000	-1,623,000	-1,023,000	-1,023,000	-1,023,000
Non- TCA funding	-1,922,600	-1,472,080	-1,621,379	-2,192,400	-1,240,160	-810,171	-631,492	-433,571	-522,618
Other contributions & donations	-184,782	-36,729	-146,472	-184,782	-190,222	-206,408	-219,872	-259,932	-259,932
<b>Total Revenues</b>	<b>-22,776,885</b>	<b>-22,888,581</b>	<b>-21,859,782</b>	<b>-23,222,139</b>	<b>-23,675,622</b>	<b>-24,328,961</b>	<b>-24,816,221</b>	<b>-25,265,802</b>	<b>-25,855,069</b>
<b>Operating Expenses by type</b>									
Employment costs	7,173,925	6,668,949	6,755,663	7,291,400	7,486,400	7,613,291	7,745,275	7,881,052	8,026,048
Travel and meeting expenses	42,500	32,803	32,101	39,450	42,500	44,250	45,250	44,500	48,000
Telephone	64,450	62,836	62,575	61,250	57,800	59,750	61,200	61,825	63,025
Advertising	74,150	51,334	53,041	76,050	71,750	71,450	77,650	71,500	71,600
Licences and insurance	243,890	250,507	234,880	267,575	272,175	275,150	277,050	277,875	277,135
Memberships & conferences	109,100	71,273	83,339	126,600	134,500	131,750	134,500	135,500	137,000
Contracted services	3,217,350	3,117,548	2,928,401	3,108,050	3,287,145	3,378,295	3,413,100	3,418,600	3,443,267
Office supplies	49,000	50,915	44,901	53,150	54,900	54,150	55,150	54,950	55,500
Utilities	874,250	962,772	855,947	935,800	950,800	973,100	985,100	991,100	993,767
Miscellaneous	1,851,070	1,979,808	1,981,043	1,860,820	2,384,020	2,375,620	1,757,620	1,793,620	1,789,020
Freight, courier & postage	29,800	34,640	36,656	42,200	43,200	43,800	44,400	44,900	46,500
Legal & professional	124,100	187,623	116,830	167,000	133,500	140,500	143,500	141,500	142,000
Maintenance of buildings & equipment	381,650	359,847	328,449	412,250	422,750	436,750	442,250	443,250	443,500
Materials & supplies	607,710	523,096	536,396	645,150	647,150	662,850	667,350	664,350	669,750
Equipment rental (internal & external)	730,350	766,206	666,569	813,950	824,200	827,500	830,000	831,500	845,500
Grants-in-aid	90,000	79,769	80,342	95,000	97,500	100,000	100,000	100,000	100,000
Vehicle maintenance & fuel	445,500	433,494	408,168	447,500	468,500	486,750	487,000	487,000	492,000
Amortization	1,725,000	1,725,000	1,807,044	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000
Interest	1,031,697	1,004,359	1,016,821	1,029,098	891,854	932,378	967,511	991,878	991,878
Sub-total	18,865,492	18,362,780	18,029,166	19,197,293	19,995,644	20,332,334	19,958,906	20,159,899	20,360,489
Non-TCA expenditures	2,208,614	1,681,012	1,895,524	2,636,965	1,729,160	1,186,171	1,090,492	793,571	886,618
<b>Total operating expenses by type</b>	<b>21,074,106</b>	<b>20,043,792</b>	<b>19,924,690</b>	<b>21,834,258</b>	<b>21,724,804</b>	<b>21,518,505</b>	<b>21,049,397</b>	<b>20,953,471</b>	<b>21,247,107</b>
<b>Operating Expenses by Department</b>									
General Government	2,075,350	1,872,506	1,763,255	2,037,300	2,302,060	2,097,271	2,060,342	2,114,771	2,182,768
Fire Protection	1,443,525	1,559,045	1,468,545	1,503,250	1,395,545	1,455,636	1,395,275	1,399,402	1,421,573
Provincial Emergency Program	92,000	72,882	66,086	92,000	92,000	92,000	92,000	92,000	92,000
Planning and Development	597,100	408,465	514,643	584,200	714,200	663,450	743,700	644,200	656,200
Animal and Pest Control	127,050	117,225	112,661	147,550	150,050	152,800	155,300	160,375	162,935
Police and Court House services	1,948,850	1,987,792	1,867,173	2,086,150	2,164,350	2,195,400	2,242,050	2,230,550	2,288,633
Public Works	4,521,674	4,218,987	4,186,291	4,809,325	4,147,110	4,192,860	4,238,860	4,284,360	4,333,360
Transit	339,000	345,416	329,656	369,000	369,000	369,000	369,000	369,000	369,000
Environmental Health (Garbage collection and Recycling)	417,650	453,915	431,735	395,500	397,500	401,250	404,250	408,250	411,825
Public Health and Welfare (Cemetery)	154,950	133,886	143,998	151,150	138,200	139,500	138,800	128,600	130,350
Community Economic Development	1,679,650	1,714,257	1,772,296	1,580,500	2,056,000	2,061,000	1,464,000	1,472,250	1,475,750
Recreation and Culture	3,212,560	2,971,360	3,022,076	3,328,435	3,378,385	3,337,260	3,378,860	3,253,135	3,329,635
Amortization of capital assets	1,725,000	1,725,000	1,807,044	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000
Water operating	940,350	711,876	709,621	1,125,200	1,036,200	903,250	897,500	900,000	896,750
Sewer operating	767,700	746,821	712,788	870,600	767,350	800,450	776,950	779,700	779,450
Debt interest payments	1,031,698	1,004,359	1,016,821	1,029,098	891,854	932,378	967,511	991,878	991,878
<b>Total operating expenses by Department</b>	<b>21,074,107</b>	<b>20,043,792</b>	<b>19,924,690</b>	<b>21,834,258</b>	<b>21,724,804</b>	<b>21,518,505</b>	<b>21,049,397</b>	<b>20,953,471</b>	<b>21,247,107</b>
Operating (Surplus)/Deficit	-1,702,778	-2,844,789	-1,935,092	-1,387,881	-1,950,817	-2,810,456	-3,766,824	-4,312,331	-4,607,962
Capital expenditures	2,698,221	1,674,533	2,001,075	4,105,247	7,373,500	5,955,900	8,266,100	7,847,100	12,558,300
Contributions from reserves	-1,907,500	-626,004	-563,568	-2,098,740	-2,760,200	-2,752,600	-3,252,800	-2,998,800	-1,885,000
Contributions from DCC's	-350,000	0	-3,952	-90,000	-1,160,000	0	-400,000	0	0
Contributions from Grants	-195,000	-870,774	-358,917	-936,000	-1,549,967	-1,489,967	-1,504,967	-2,626,300	-1,695,300
Debt proceeds	0	0	-835,374	-650,000	-1,603,333	-633,333	-1,433,333	-887,000	-7,833,000
Capital out of revenue	245,721	177,755	239,264	330,507	300,000	1,080,000	1,675,000	1,335,000	1,145,000
Debt principal	620,824	620,824	567,469	620,824	620,824	674,667	695,936	744,069	744,069
Transfer from equity in capital assets	-1,725,000	-1,725,000	-1,807,044	-1,725,000	-1,725,000	-1,725,000	-1,725,000	-1,725,000	-1,725,000
Transfers to reserve	2,611,000	3,524,639	2,627,925	2,140,000	2,561,000	2,865,000	3,305,000	3,330,000	2,890,000
(Surplus)/Deficit	49,767	-246,570	-307,477	-21,549	-193,993	84,211	184,112	-628,261	-1,553,893

Table 18 – Consolidated Financial Plan

## 2016-2020 Financial Plan

Consolidated Financial Plan Capital	TANGIBLE CAPITAL ASSETS EXPENDITURES					NON-TANGIBLE CAPITAL ASSETS EXPENDITURES				
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020
<b>Expenditures:</b>										
General Government	62,500	0	570,000	225,000	0	399,860	171,071	78,992	116,071	155,618
Fire	201,000	179,300	168,800	181,000	168,000	49,500	64,000	15,000	0	0
PEP	0	0	0	0	0	0	0	0	0	0
Planning	75,000	0	0	0	0	100,000	40,000	110,000	0	0
Animal Control	0	0	7500	0	0	0	0	0	0	0
RCMP & Court House	45,900	63,400	38,400	6,000	6,000	76,800	54,600	58,500	17,000	37,000
Land	150,000	150,000	150,000	150,000	150,000	0	0	0	0	0
Public Works	2,088,600	1,465,700	2,564,700	1,770,300	1,517,000	384,000	363,500	377,000	386,500	386,000
Cemetery	6,700	3,900	0	0	0	15,000	15,000	12,500	0	0
CED	28,300	28300	28300	28300	28300	60,000	60,000	60,000	60,000	60,000
Recreation	125,500	321,300	59,900	100,000	7,016,000	339,500	241,000	235,500	66,000	101,500
<b>Total</b>	<b>2,783,500</b>	<b>2,211,900</b>	<b>3,587,600</b>	<b>2,460,600</b>	<b>8,885,300</b>	<b>1,424,660</b>	<b>1,009,171</b>	<b>947,492</b>	<b>645,571</b>	<b>740,118</b>
<b>Sources of funding:</b>										
Revenue	300,000	1,080,000	1,675,000	1,335,000	1,145,000	489,000	376,000	459,000	360,000	364,000
Building reserve	60,000	0	532,500	225,000	20,000	129,500	57,500	20,500	17,000	17,000
Fire reserve	106,000	179,300	168,800	181,000	168,000	49,500	64,000	15,000	0	0
Equipment reserve	626,100	405,700	544,700	445,300	362,000	287,360	172,071	85,992	121,071	160,618
Land reserve	150,000	150,000	150,000	150,000	150,000	0	0	0	0	0
Cemetery reserve	6,700	3,900	0	0	0	15,000	15,000	12,500	0	0
RCMP reserve	45,900	63,400	38,400	6,000	6,000	34,800	8,100	38,000	0	20,000
Recreation reserve	105,500	301,300	49,900	90,000	6,000	339,500	236,000	235,500	66,000	96,500
Grants	195,000	0	0	0	0	0	0	0	0	0
Gas tax	28,300	28,300	28,300	28,300	28,300	80,000	80,500	81,000	81,500	82,000
DCC's	1,160,000	0	400,000	0	0	0	0	0	0	0
Debt	0	0	0	0	7,000,000	0	0	0	0	0
<b>Total</b>	<b>2,783,500</b>	<b>2,211,900</b>	<b>3,587,600</b>	<b>2,460,600</b>	<b>8,885,300</b>	<b>1,424,660</b>	<b>1,009,171</b>	<b>947,492</b>	<b>645,571</b>	<b>740,118</b>
<b>Expenditures:</b>										
Water	3,735,000	2,714,000	3,118,500	1,711,500	953,000	212,250	61,000	51,000	53,250	52,000
Sewer	855,000	1,030,000	1,560,000	3,675,000	2,720,000	92,250	116,000	92,000	94,750	94,500
<b>Total</b>	<b>4,590,000</b>	<b>3,744,000</b>	<b>4,678,500</b>	<b>5,386,500</b>	<b>3,673,000</b>	<b>304,500</b>	<b>177,000</b>	<b>143,000</b>	<b>148,000</b>	<b>146,500</b>
<b>Sources of funding:</b>										
Water reserve	1,125,000	619,000	1,008,500	1,286,500	953,000	177,250	36,000	25,500	27,750	26,000
Grant	1,266,667	1,461,667	1,476,667	425,000	0	10,000	0	0	0	0
Gas tax	60,000	0	0	0	0	0	0	0	0	0
DCC's	0	0	0	0	0	25,000	25,000	25,500	25,500	26,000
Debt	1,283,333	633,333	633,333	0	0	0	0	0	0	0
<b>Total</b>	<b>3,735,000</b>	<b>2,714,000</b>	<b>3,118,500</b>	<b>1,711,500</b>	<b>953,000</b>	<b>212,250</b>	<b>61,000</b>	<b>51,000</b>	<b>53,250</b>	<b>52,000</b>
<b>Sources of funding:</b>										
Sewer reserve	535,000	1,030,000	760,000	615,000	220,000	67,250	91,000	66,500	69,250	68,500
Grant	0	0	0	2,173,000	1,667,000	0	0	0	0	0
DCC	0	0	0	0	0	25,000	25,000	25,500	25,500	26,000
Debt	320,000	0	800,000	887,000	833,000	0	0	0	0	0
<b>Total</b>	<b>855,000</b>	<b>1,030,000</b>	<b>1,560,000</b>	<b>3,675,000</b>	<b>2,720,000</b>	<b>92,250</b>	<b>116,000</b>	<b>92,000</b>	<b>94,750</b>	<b>94,500</b>
<b>Total Capital Expenditure</b>	<b>7,373,500</b>	<b>5,955,900</b>	<b>8,266,100</b>	<b>7,847,100</b>	<b>12,558,300</b>	<b>1,729,160</b>	<b>1,186,171</b>	<b>1,090,492</b>	<b>793,571</b>	<b>886,618</b>
<b>Total Sources of Funding:</b>										
Reserves	2,760,200	2,752,600	3,252,800	2,998,800	1,885,000	1,100,160	679,671	499,492	301,071	388,618
Grants and other	1,549,967	1,489,967	1,504,967	2,626,300	1,695,300	90,000	80,500	81,000	81,500	82,000
Debt	1,603,333	633,333	1,433,333	887,000	7,833,000	0	0	0	0	0
DCC's	1,160,000	0	400,000	0	0	50,000	50,000	51,000	51,000	52,000
Revenue	300,000	1,080,000	1,675,000	1,335,000	1,145,000	489,000	376,000	459,000	360,000	364,000
<b>Total</b>	<b>7,373,500</b>	<b>5,955,900</b>	<b>8,266,100</b>	<b>7,847,100</b>	<b>12,558,300</b>	<b>1,729,160</b>	<b>1,186,171</b>	<b>1,090,492</b>	<b>793,571</b>	<b>886,618</b>
<b>Total Long Term Debt</b>	<b>16,847,561</b>	<b>16,454,518</b>	<b>16,797,375</b>	<b>16,500,272</b>	<b>23,151,432</b>					
<b>Total Capital Reserves</b>	<b>3,291,828</b>	<b>2,845,386</b>	<b>2,534,576</b>	<b>2,724,695</b>	<b>3,513,150</b>					
<b>DCC Fund</b>	<b>1,083,820</b>	<b>1,379,958</b>	<b>1,265,315</b>	<b>1,514,379</b>	<b>1,771,300</b>					

Table 19 – Consolidated Capital Plan



## 2016-2020 Financial Plan

### General Operating Financial Plan

	2014			2015	2016	2017	2018	2019	2020
	Budget	Actual	Ave. Actual 3 years	Budget	Budget	Budget	Budget	Budget	Budget
<b>Revenues</b>									
Taxation (inc. PILTS, GILTS & 1% utility tax)	-12,548,869	-12,389,826	-12,049,048	-12,662,418	-13,361,374	-14,220,987	-15,073,717	-15,388,831	-15,738,493
Sale of services	-2,400,283	-2,682,018	-2,451,762	-2,473,244	-2,502,310	-2,528,424	-2,543,828	-2,557,875	-2,576,818
Other & own sources	-1,006,800	-802,023	-879,349	-895,800	-936,800	-904,100	-904,100	-904,400	-904,400
Provincial unconditional transfers	-600,000	-547,969	-549,182	-600,000	-600,000	-600,000	-600,000	-600,000	-600,000
Provincial conditional transfers	-1,151,500	-1,912,535	-1,465,985	-1,121,500	-1,623,000	-1,623,000	-1,023,000	-1,023,000	-1,023,000
Non- TCA funding	-1,667,600	-1,339,389	-1,455,217	-1,691,900	-935,660	-633,171	-488,492	-285,571	-376,118
Other contributions & donations	-60,000	0	-48,981	-60,000	-60,000	-60,000	-60,000	-60,000	-60,000
<b>Total Revenues</b>	<b>-19,435,051</b>	<b>-19,673,760</b>	<b>-18,899,523</b>	<b>-19,504,862</b>	<b>-20,019,143</b>	<b>-20,569,682</b>	<b>-20,693,137</b>	<b>-20,819,677</b>	<b>-21,278,829</b>
<b>Operating Expenses by type</b>									
Employment costs	6,624,425	6,177,391	6,288,352	6,747,650	6,942,400	7,057,791	7,185,025	7,320,802	7,465,798
Travel and meeting expenses	28,500	24,832	27,182	32,950	36,000	37,250	38,250	37,500	41,000
Telephone	59,450	57,757	57,856	55,650	52,200	54,150	55,600	56,225	57,425
Advertising	71,850	51,334	52,991	73,750	69,450	69,150	75,350	69,200	69,300
Licences and insurance	209,390	219,043	201,480	236,325	240,925	243,650	245,550	246,125	247,385
Memberships & conferences	109,100	71,273	83,339	126,600	134,500	131,750	134,500	135,500	137,000
Contracted services	3,026,550	2,966,259	2,806,237	2,920,250	3,099,345	3,185,995	3,220,800	3,226,300	3,250,967
Office supplies	49,000	50,915	44,901	53,150	54,900	54,150	55,150	54,950	55,500
Utilities	735,200	795,438	713,796	794,700	807,700	826,950	838,950	844,950	847,617
Miscellaneous	1,616,270	1,747,644	1,745,339	1,625,520	2,148,720	2,139,820	1,521,820	1,557,820	1,553,220
Freight, courier & postage	25,200	19,105	19,248	28,300	29,300	29,900	30,500	31,000	32,600
Legal & professional	124,100	187,623	116,830	167,000	133,500	140,500	143,500	141,500	142,000
Maintenance of buildings & equipment	381,650	359,847	328,449	412,250	422,750	436,750	442,250	443,250	443,500
Materials & supplies	397,910	376,226	378,645	420,150	420,650	429,100	433,600	430,600	436,000
Equipment rental (internal & external)	661,650	703,547	606,795	727,150	737,400	740,600	743,100	744,600	758,600
Grants-in-aid	90,000	79,769	80,342	95,000	97,500	100,000	100,000	100,000	100,000
Vehicle maintenance & fuel	445,500	419,411	399,329	431,500	452,500	470,750	471,000	471,000	476,000
Amortization	1,200,000	1,200,000	1,307,853	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Interest	567,001	542,853	552,089	564,401	440,064	442,564	442,564	442,564	442,564
Sub-total	16,422,746	16,050,268	15,811,053	16,712,296	17,519,804	17,790,820	17,377,509	17,553,886	17,756,475
Non-TCA expenditures	1,953,614	1,548,321	1,727,304	2,136,465	1,424,660	1,009,171	947,492	645,571	740,118
<b>Total operating expenses by type</b>	<b>18,376,360</b>	<b>17,598,589</b>	<b>17,538,357</b>	<b>18,848,761</b>	<b>18,944,464</b>	<b>18,799,991</b>	<b>18,325,000</b>	<b>18,199,457</b>	<b>18,496,593</b>
<b>Operating Expenses by Department</b>									
General Government	2,075,350	1,872,506	1,763,255	2,037,300	2,302,060	2,097,271	2,060,342	2,114,771	2,182,768
Fire Protection	1,443,525	1,559,045	1,468,545	1,503,250	1,395,545	1,455,636	1,395,275	1,399,402	1,421,573
Provincial Emergency Program	92,000	72,882	66,086	92,000	92,000	92,000	92,000	92,000	92,000
Planning and Development	597,100	408,465	514,643	584,200	714,200	663,450	743,700	644,200	656,200
Animal and Pest Control	127,050	117,225	112,661	147,550	150,050	152,800	155,300	160,375	162,935
Police and Court House services	1,948,850	1,987,792	1,867,173	2,086,150	2,164,350	2,195,400	2,242,050	2,230,550	2,288,633
Public Works	4,521,674	4,218,987	4,186,291	4,809,325	4,147,110	4,192,860	4,238,860	4,284,360	4,333,360
Transit	339,000	345,416	329,656	369,000	369,000	369,000	369,000	369,000	369,000
Environmental Health (Garbage collection and Recycling)	417,650	453,915	431,735	395,500	397,500	401,250	404,250	408,250	411,825
Public Health and Welfare (Cemetery)	154,950	133,886	143,998	151,150	138,200	139,500	138,800	128,600	130,350
Community Economic Development	1,679,650	1,714,257	1,772,296	1,580,500	2,056,000	2,061,000	1,464,000	1,472,250	1,475,750
Recreation and Culture	3,212,560	2,971,360	3,022,076	3,328,435	3,378,385	3,337,260	3,378,860	3,253,135	3,329,635
Amortization of capital assets	1,200,000	1,200,000	1,307,853	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Debt interest payments	567,001	542,853	552,089	564,401	440,064	442,564	442,564	442,564	442,564
<b>Total operating expenses by Department</b>	<b>18,376,360</b>	<b>17,598,589</b>	<b>17,538,357</b>	<b>18,848,761</b>	<b>18,944,464</b>	<b>18,799,991</b>	<b>18,325,000</b>	<b>18,199,457</b>	<b>18,496,593</b>
Operating (Surplus)/Deficit	-1,058,691	-2,075,170	-1,361,165	-656,101	-1,074,679	-1,769,691	-2,368,136	-2,620,220	-2,782,236
Capital expenditures	1,211,721	1,374,448	1,674,663	2,450,247	2,783,500	2,211,900	3,587,600	2,460,600	8,885,300
Contributions from reserves	-790,000	-325,919	-241,108	-1,153,740	-1,100,200	-1,103,600	-1,484,300	-1,097,300	-712,000
Contributions from DCC's	-50,000	0	0	-90,000	-1,160,000	0	-400,000	0	0
Contributions from Grants	-126,000	-870,774	-358,917	-876,000	-223,300	-28,300	-28,300	-28,300	-28,300
Debt proceeds	0	0	-835,374	0	0	0	0	0	-7,000,000
Capital out of revenue	245,721	177,755	239,264	330,507	300,000	1,080,000	1,675,000	1,335,000	1,145,000
Debt principal	357,493	357,493	312,462	357,493	357,493	357,493	357,493	357,493	357,493
Transfer from equity in capital assets	-1,200,000	-1,200,000	-1,307,853	-1,200,000	-1,200,000	-1,200,000	-1,200,000	-1,200,000	-1,200,000
Transfers to reserve	1,561,000	2,464,639	1,876,259	1,290,000	1,311,000	1,515,000	1,750,000	1,330,000	990,000
(Surplus)/Deficit	-94,477	-275,283	-241,034	121,900	-306,186	-17,197	214,357	-797,727	-1,489,743

Table 20 – General operating financial plan

## 2016-2020 Financial Plan

Water Operating	2014		Ave actual	2015	2016	2017	2018	2019	2020
	Budget	Actual	last 3 years	Budget	Budget	Budget	Budget	Budget	Budget
<b>Revenues</b>									
Sale of services	-1,745,500	-1,695,264	-1,478,522	-1,818,671	-1,886,219	-2,007,631	-2,256,225	-2,516,919	-2,631,248
DCC funding			-2,060						
Non- TCA funding	-100,500	-32,342	-91,842	-304,250	-212,250	-61,000	-51,000	-53,250	-52,000
Other contributions & donations	0	-10,000	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>-1,846,000</b>	<b>-1,737,606</b>	<b>-1,572,424</b>	<b>-2,122,921</b>	<b>-2,098,469</b>	<b>-2,068,631</b>	<b>-2,307,225</b>	<b>-2,570,169</b>	<b>-2,683,248</b>
<b>Operating Expenses by type</b>									
Employment costs	336,500	254,127	245,269	306,000	308,500	316,750	321,000	321,000	321,000
Travel and meeting expenses	8,500	5,776	2,171	3,500	3,500	4,000	4,000	4,000	4,000
Telephone	3,000	2,862	2,951	3,600	3,600	3,600	3,600	3,600	3,600
Advertising	2,000	0	50	2,000	2,000	2,000	2,000	2,000	2,000
Licences and insurance	24,000	19,073	23,972	19,250	19,250	19,500	19,500	19,750	17,750
Memberships & conferences	0	0	0	0	0	0	0	0	0
Contracted services	135,000	102,498	64,782	131,000	131,000	133,500	133,500	133,500	133,500
Office supplies	0	0	0	0	0	0	0	0	0
Utilities	60,050	71,952	56,103	60,600	61,100	62,650	62,650	62,650	62,650
Miscellaneous	117,500	116,812	119,440	117,500	117,500	117,500	117,500	117,500	117,500
Freight, courier & postage	2,500	5,295	4,008	2,500	2,500	2,500	2,500	2,500	2,500
Legal & professional	0	0	0	0	0	0	0	0	0
Maintenance of buildings & equipment	0	0	0	0	0	0	0	0	0
Materials & supplies	122,300	70,456	90,462	136,500	136,500	141,750	141,750	141,750	141,750
Equipment rental (internal & external)	28,500	21,427	9,509	28,500	28,500	28,500	28,500	28,500	28,500
Grants-in-aid	0	0	0	0	0	0	0	0	0
Vehicle maintenance & fuel	0	9,257	2,562	10,000	10,000	10,000	10,000	10,000	10,000
Non-TCA expenditures	100,500	32,342	91,842	304,250	212,250	61,000	51,000	53,250	52,000
Amortization	400,000	400,000	295,536	400,000	400,000	400,000	400,000	400,000	400,000
Interest	296,048	292,857	294,172	296,048	277,702	310,285	331,818	342,585	342,585
<b>Total operating expenses</b>	<b>1,636,398</b>	<b>1,404,732</b>	<b>1,302,829</b>	<b>1,821,248</b>	<b>1,713,902</b>	<b>1,613,535</b>	<b>1,629,318</b>	<b>1,642,585</b>	<b>1,639,335</b>
Operating (surplus)/deficit	-209,603	-332,874	-269,595	-301,673	-384,567	-455,096	-677,907	-927,584	-1,043,913
Capital expenditures	659,000	223,424	660,190	945,000	3,735,000	2,714,000	3,118,500	1,711,500	953,000
Contributions from reserves	-590,000	-223,424	-266,491	-235,000	-1,125,000	-619,000	-1,008,500	-1,286,500	-953,000
Contributions from DCC's	0	0	0	0	0	0	0	0	0
Contributions from Grants	-69,000	0	-193,699	-60,000	-1,326,667	-1,461,667	-1,476,667	-425,000	0
Debt proceeds	0	0	-200,000	-650,000	-1,283,333	-633,333	-633,333	0	0
Capital out of revenue	0	0	0	0	0	0	0	0	0
Debt principal	152,085	152,085	147,283	152,085	152,085	195,182	216,450	237,719	237,719
Transfer from equity in capital assets	-400,000	-400,000	-295,536	-400,000	-400,000	-400,000	-400,000	-400,000	-400,000
Transfers to reserve	320,000	330,000	466,667	550,000	700,000	600,000	850,000	1,350,000	1,150,000
(Surplus)/Deficit	-137,518	-250,789	48,819	412	67,518	-59,914	-11,456	260,135	-56,194

Table 21 – Water operating plan

## 2016-2020 Financial Plan

Sewer Operating	2014		Ave. actual last 3 years	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
	Budget	Actual							
<b>Revenues</b>									
Taxation and grants	-242,000	-245,845	-163,190	-259,286	-276,572	-293,857	-311,143	-328,429	-345,715
Sale of services	-974,552	-1,104,293	-954,701	-1,014,039	-1,058,966	-1,134,383	-1,252,844	-1,252,844	-1,252,844
Non- TCA funding	-154,500	-100,349	-92,226	-196,250	-92,250	-116,000	-92,000	-94,750	-94,500
Other contributions & donations	-124,782	-26,729	-92,098	-124,782	-130,222	-146,408	-159,872	-199,932	-199,932
<b>Total Revenues</b>	<b>-1,495,833</b>	<b>-1,477,215</b>	<b>-1,302,214</b>	<b>-1,594,356</b>	<b>-1,558,009</b>	<b>-1,690,648</b>	<b>-1,815,859</b>	<b>-1,875,956</b>	<b>-1,892,992</b>
<b>Operating Expenses by type</b>									
Employment costs	213,000	237,431	221,664	237,750	235,500	238,750	239,250	239,250	239,250
Travel and meeting expenses	5,500	2,195	917	3,000	3,000	3,000	3,000	3,000	3,000
Telephone	2,000	2,217	1,770	2,000	2,000	2,000	2,000	2,000	2,000
Advertising	300	0	0	300	300	300	300	300	300
Licences and insurance	10,500	12,392	10,404	12,000	12,000	12,000	12,000	12,000	12,000
Memberships & conferences	0	0	0	0	0	0	0	0	0
Contracted services	55,800	48,791	43,345	56,800	56,800	58,800	58,800	58,800	58,800
Office supplies	0	0	0	0	0	0	0	0	0
Utilities	79,000	95,383	81,163	80,500	82,000	83,500	83,500	83,500	83,500
Miscellaneous	117,300	115,351	117,005	117,800	117,800	118,300	118,300	118,300	118,300
Freight, courier & postage	2,100	10,240	12,665	11,400	11,400	11,400	11,400	11,400	11,400
Legal & professional	0	0	0	0	0	0	0	0	0
Maintenance of buildings & equipment	0	0	0	0	0	0	0	0	0
Materials & supplies	87,500	76,414	79,793	88,500	90,000	92,000	92,000	92,000	92,000
Equipment rental (internal & external)	40,200	41,233	46,587	58,300	58,300	58,400	58,400	58,400	58,400
Grants-in-aid	0	0	0	0	0	0	0	0	0
Vehicle maintenance & fuel	0	4,827	3,192	6,000	6,000	6,000	6,000	6,000	6,000
Non-TCA expenditures	154,500	100,349	94,283	196,250	92,250	116,000	92,000	94,750	94,500
Amortization	125,000	125,000	173,016	125,000	125,000	125,000	125,000	125,000	125,000
Interest	168,649	168,649	169,745	168,649	174,089	179,529	193,129	206,729	206,729
<b>Total operating expenses by type</b>	<b>1,061,349</b>	<b>1,040,470</b>	<b>1,055,549</b>	<b>1,164,249</b>	<b>1,066,439</b>	<b>1,104,979</b>	<b>1,095,079</b>	<b>1,111,429</b>	<b>1,111,179</b>
Operating (surplus)/deficit	-434,485	-436,745	-246,665	-430,107	-491,570	-585,669	-720,780	-764,527	-781,813
Capital expenditures	827,500	76,661	29,506	710,000	855,000	1,030,000	1,560,000	3,675,000	2,720,000
Contributions from reserves	-527,500	-76,661	-25,554	-710,000	-535,000	-1,030,000	-760,000	-615,000	-220,000
Contributions from DCC's	-300,000	0	-3,952	0	0	0	0	0	0
Contributions from Grants	0	0	0	0	0	0	0	-2,173,000	-1,667,000
Debt proceeds	0	0	0	0	-320,000	0	-800,000	-887,000	-833,000
Capital out of revenue	0	0	0	0	0	0	0	0	0
Debt principal	111,246	111,246	102,922	111,246	111,246	121,992	121,992	148,857	148,857
Transfer from equity in capital assets	-125,000	-125,000	-173,016	-125,000	-125,000	-125,000	-125,000	-125,000	-125,000
Transfers to reserve	730,000	730,000	341,667	300,000	550,000	750,000	705,000	650,000	750,000
(Surplus)/Deficit	281,761	279,501	24,908	-143,861	44,675	161,323	-18,789	-90,670	-7,956

Table 22 – Sewer operating plan

## 2016-2020 Financial Plan

General Operating Contracted Services Blue #'s are offset by equivalent revenues	2014		Ave. Actual	2015	2016	2017	2018	2019	2020
	Budget	Actual	Last 3 years	Budget	Budget	Budget	Budget	Budget	Budget
Mayor and Council	20,000	20,358	18,843	26,000	26,000	26,000	26,000	26,000	26,000
City property	500	922	471	500	500	500	500	500	500
City Hall maintenance	4,750	7,171	5,097	5,250	5,250	5,750	5,750	5,750	5,750
Administration/Finance	3,000	5,724	3,728	3,000	3,000	3,500	3,500	3,500	3,500
Elections & Referendums	20,000	13,464	4,532	0	0	0	25,000	0	0
Labour management	11,650	6,521	8,003	2,500	2,500	2,500	2,500	2,500	2,500
Fire Department Administration	0	75	33	0	0	0	0	0	0
Fire Fighting force	25,000	27,853	24,766	30,000	38,695	64,695	35,000	35,000	35,000
Fire station	0	0	1,436	0	0	0	0	0	0
PEP	<b>3,600</b>	<b>17,859</b>	<b>11,636</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>
Emergency Programme Coordinator	<b>56,000</b>	<b>0</b>	<b>14,241</b>	<b>56,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
ESS Coordinator	<b>9,000</b>	<b>16,444</b>	<b>14,190</b>	<b>9,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
Planning	50,000	9,479	23,918	5,000	10,000	10,000	10,000	10,000	10,000
Planning - funded	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Animal & Pest control	100,000	106,563	99,379	110,000	126,000	128,500	131,000	134,500	137,000
Police station	19,000	35,099	24,463	32,000	32,000	32,000	32,000	32,000	32,000
RCMP	1,250,000	1,250,273	1,205,392	1,260,000	1,375,000	1,420,000	1,445,000	1,470,000	1,495,000
RCMP Overtime	60,000	44,056	42,846	65,000	65,000	65,000	70,000	70,000	73,333
RCMP Prisoner costs	60,000	113,958	70,169	80,000	80,000	80,000	85,000	85,000	88,333
Victim Services	55,000	56,266	55,392	55,000	56,000	56,500	57,000	57,000	57,333
Court House	42,800	36,047	35,227	42,800	43,800	43,800	44,800	44,800	45,467
Engineering - consulting fees	0	9,241	3,442	0	0	0	0	0	0
Public Works administration	0	67	710	0	0	0	0	0	0
Engineering services	7,000	8,694	13,831	7,000	7,000	7,500	7,500	7,500	8,000
Equipment maintenance	9,750	13,415	15,039	12,750	12,750	12,750	12,750	12,750	12,750
Municipal yards & buildings	27,000	28,646	28,772	27,000	27,000	27,500	27,500	27,500	28,500
Street maintenance	85,000	72,180	61,396	86,000	86,000	87,000	87,000	87,000	88,000
Sidewalk maintenance	5,000	6,789	4,036	5,000	5,000	5,000	5,000	5,000	5,000
Drainage Ditch maintenance	0	0	46,384	0	0	0	0	0	0
Storm Sewer maintenance	4,000	4,162	2,726	4,000	4,000	4,000	4,000	4,000	4,000
Snow removal	378,400	322,569	304,861	335,000	364,400	365,000	365,000	365,000	365,000
Custom work	1,050	40,314	18,314	1,050	1,050	1,100	1,100	1,100	1,100
Street lighting	15,000	9,869	11,552	16,000	16,000	16,000	16,000	16,000	16,000
Traffic services	3,500	4,408	2,236	3,500	3,500	3,500	3,500	3,500	3,500
Railway Crossing maintenance	12,000	8,580	11,078	12,000	12,000	12,000	12,000	12,000	12,000
Bridge maintenance	1,000	4,348	2,384	15,000	15,000	15,000	15,000	15,000	1,500
Transit	336,500	343,821	325,038	366,500	366,500	366,500	366,500	366,500	366,500
Garbage collection	2,500	665	1,240	2,750	2,750	3,000	3,000	3,000	3,000
Recycling	<b>110,000</b>	<b>119,232</b>	<b>112,580</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Garbage bins	15,000	7,678	8,948	15,000	15,000	15,000	15,000	15,000	15,000
Cemetery	1,000	471	487	1,000	1,000	1,000	1,000	1,000	1,000
Tourism & Public Relations	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Ski Hill	0	0	1,760	0	0	0	0	0	0
Economic Development	32,000	26,427	25,237	32,000	32,000	32,000	32,000	34,000	34,000
Recreation administration	2,000	894	846	2,000	2,500	2,500	2,000	2,000	2,500
Community centre	11,000	11,192	9,310	11,000	11,500	11,500	11,500	11,500	11,500
Community Centre - snow removal	6,000	14,630	6,150	15,000	15,000	15,000	15,000	15,000	15,000
Aquatic centre	1,800	1,846	3,537	1,800	1,800	1,800	1,800	1,800	1,800
Arena	39,500	43,005	31,581	57,000	57,000	57,000	57,000	57,000	57,000
Williamson's Lake	2,750	1,449	878	2,750	2,750	3,000	3,000	3,000	3,000
Boulevard maintenance	4,000	2,247	1,891	4,000	4,000	4,000	4,000	4,000	4,000
Revit maintenance	11,000	8,035	6,632	11,000	11,500	12,500	13,500	13,500	13,500
Parks - general	35,500	26,759	20,123	29,000	29,000	35,000	35,000	35,000	35,000
Columbia View Park	2,500	721	240	1,000	500	500	500	500	500
Museum	4,000	4,587	5,754	6,000	8,000	8,000	8,000	8,000	8,000
Trails & Walkways	5,500	6,188	5,676	7,500	7,500	9,000	9,000	9,000	9,000
SILGA Convention	0	0	2,808	0	0	0	0	0	0
<b>TOTAL</b>	<b>3,026,550</b>	<b>2,966,259</b>	<b>2,806,237</b>	<b>2,920,250</b>	<b>3,099,345</b>	<b>3,185,995</b>	<b>3,220,800</b>	<b>3,226,300</b>	<b>3,250,967</b>

Table 23 – General operating contracted services

## 2016-2020 Financial Plan

General Operating - Miscellaneous Expenses <i>Blue #'s are offset by equivalent revenues</i>	2014		Ave. Actual	2015	2016	2017	2018	2019	2020
	Budget	Actual	Last 3 years	Budget	Budget	Budget	Budget	Budget	Budget
Administration Charges	60,400	60,400	60,400	61,500	61,500	61,500	61,500	61,500	61,500
Bad Debt expense	100	0	0	100	100	100	100	100	100
Cash over short	10	881	454	10	10	10	10	10	10
Software support	91,000	62,096	66,021	97,000	123,000	115,000	118,000	127,000	120,000
Programming services	3,500	15,238	6,080	3,500	3,500	3,500	3,500	3,500	3,500
Computer leases	15,000	0	0	18,000	19,500	19,500	19,500	21,500	23,500
Taxes city property	0	0	2,099	0	0	0	0	0	0
Columbia Basin Trust	10,000	11,130	8,233	10,000	10,000	10,000	10,000	10,000	10,000
Contingency	20,000	940	2,613	20,000	20,000	20,000	20,000	20,000	20,000
Received from SD19 for election costs	(17,950)	0	0	0	0	0	(23,000)	0	0
Rental of buildings	1,800	0	0	0	0	0	2,000	0	0
Uniform Maintenance	25,000	24,403	18,387	28,000	28,000	28,000	28,000	28,000	28,000
Training Supplies	18,000	16,138	12,569	20,000	23,200	21,500	21,500	21,500	21,500
Recovery from PEP	0	(5,377)	(2,311)	0	0	0	0	0	0
Planning - Sign & Facade Design	0	0	2,168	0	0	0	0	0	0
Advisory Planning Commission	2,000	0	0	0	0	0	0	0	0
Enhancement Planning - Public Art	10,000	0	2,719	10,000	10,000	8,000	8,000	8,000	8,000
Heritage Commission	2,000	0	278	0	0	0	0	0	0
Auxiliary police	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Crimestoppers	1,000	0	667	1,000	1,000	1,000	1,000	1,000	1,000
Surveys & Easements	0	0	265	0	0	0	0	0	0
Tipping Fees	80,000	73,635	78,235	85,000	85,000	85,000	85,000	85,000	85,000
Air Monitoring Equipment	5,000	0	1,197	5,000	0	0	0	0	0
Street Entertainment	45,000	45,000	45,000	50,000	50,000	52,000	52,000	54,000	54,000
Tourism Marketing	45,000	31,434	39,865	45,000	45,000	45,000	45,000	45,000	45,000
Tourism Development Coordinator	25,000	0	16,667	0	0	0	0	0	0
Promotion Programs	2,000	0	0	2,000	2,000	2,000	2,000	2,000	2,000
Social Strategy Co-ordinator	53,000	47,871	50,015	53,000	53,000	53,000	53,000	55,000	55,000
Leases	9,000	1,987	5,952	9,000	5,000	5,000	5,000	5,000	5,000
EDC Special Programs	30,000	14,064	25,914	30,000	30,000	30,000	30,000	30,000	30,000
EDC Tourism Infrastructure - Funded	550,000	554,096	587,019	550,000	600,000	600,000	0	0	0
EDC Tourism Marketing - Funded	300,000	475,917	421,238	300,000	400,000	400,000	400,000	400,000	400,000
EDC Tourism Marketing - Funded (Transit buses)	0	0	12,725	0	0	0	0	0	0
EDC Job opportunities program - Funded	0	0	548	0	0	0	0	0	0
EDC Airport Development Study - Funded	0	3,740	1,322	0	0	0	0	0	0
EDC Other - Funded	50,000	134,885	117,692	50,000	50,000	50,000	50,000	50,000	50,000
EDC CBT					351,500	351,500	351,500	351,500	351,500
EDC Resort Shuttle - Funded	110,000	76,760	53,880	110,000	110,000	110,000	110,000	110,000	110,000
EDC - Caribou Maternity Pen Project		86	29						
Recreation Commission	500	0	11	500	500	500	500	500	500
Summer Programs	10,000	1,252	3,815	10,000	10,000	10,000	10,000	10,000	10,000
Fall Programs	0	0	1,907	0	0	0	0	0	0
Spring Programs	0	0	600	0	0	0	0	0	0
Winter Programs	0	0	2,698	0	0	0	0	0	0
Leadership & Comm. Dev.	2,000	0	9	2,000	2,000	2,000	2,000	2,000	2,000
Special Events	7,000	6,635	6,234	7,000	7,000	7,000	7,000	7,000	7,000
SOCAN	5,500	5,934	1,978	1,500	1,500	1,500	1,500	1,500	1,500
Banner Fund	2,000	10,191	4,792	3,000	3,000	3,000	3,000	3,000	3,000
SILGA Convention	0	0	6,588	0	0	0	0	0	0
Special Presentations	10,000	9,467	9,488	10,000	10,000	10,000	10,000	10,000	10,000
HST - no rebate	0	35,430	35,870	0	0	0	0	0	0
Carbon offset purchase	29,410	29,410	29,410	29,410	29,410	30,210	30,210	30,210	30,610
<b>TOTAL</b>	<b>1,616,270</b>	<b>1,747,644</b>	<b>1,745,339</b>	<b>1,625,520</b>	<b>2,148,720</b>	<b>2,139,820</b>	<b>1,521,820</b>	<b>1,557,820</b>	<b>1,553,220</b>

Table 24 – General operating miscellaneous expenses