



# **CITY OF ROSSLAND**

## **AMENDED 5 YEAR FINANCIAL PLAN**

**2011 - 2015**



THE CORPORATION OF THE CITY OF ROSSLAND

**MEMORANDUM**

**TO:** Victor Kumar, CAO

**DATE:** Nov. 9, 2011

**FROM:** Deb Timm, Manager of Finance

**SUBJECT: 2011 – 2015 FINANCIAL PLAN AMENDMENTS**

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The Community Charter allows for amendments to the Annual Budget and 5 year Financial Plan from time to time as required. As we near the end of the fiscal year, there requires an amendment to the Financial Plan for spending that is not currently provided for in the 2011 Annual Budget. The amendments are outlined below:

- Zoning Bylaw Re-write - \$10,000 – transfer carried forward funds for this project from reserves to cover the expenses incurred in 2011 for legal review of the bylaw and miscellaneous expenses.
- Washington Street Property purchase - \$118,300 – record purchase of the property funded by transfer from the Statutory Land Reserve.
- Water Meter Incentive program - \$160,000 additional funding – record Gas Tax Grant funding in the amount of \$250,000 and to transfer this funding to the Water Fund to cover the Water Meter Incentive program expenses anticipated for 2011. Under-anticipated the funding required based on previous 3 years.
- Arena Mechanical / Compressor Room Upgrades (mandatory requirements) - \$60,000 – transfer the funding from the Arena Mechanical Room reserve to cover these upgrades. This project had been budgeted for in 2008 but not completed due to the uncertain status of the Arena building at the time.
- Centre Star Gulch Trail - \$5,000 – transfer the remaining grant funding from reserves (\$2,488.50) and add amenities to the trail to utilize the full budget allocated to this trail. The grant funded the trail 50/50.

The net result of the amendments include \$190,800 being transferred from reserves and \$160,000 additional Gas Tax grant funding being recognized to fund \$338,300 in capital projects and \$15,000 in operating projects.

In addition, as a result of reviewing the Financial Plan bylaw, it was discovered that Utility User Fees and Capital Expenditures were both under-recorded by \$7,000. This error has been corrected in the bylaw amendment also.



**AMENDED**

**City of Rossland  
5 Year Financial Plan  
2011 - 2015**

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
<b>GENERAL OPERATING FUND</b>										
Governance & Management										
Legislative Services	135,227	144,438	160,842	166,000	166,900	3.77%	165,300	164,800	179,500	179,300
Admin & Customer Support	195,811	162,076	203,107	210,400	206,500		213,700	221,200	228,900	236,900
Financial Services	229,232	234,963	236,201	238,100	252,300		261,100	270,200	279,600	289,400
Other Employee Expenses	37,785	33,213	23,571	41,200	30,300		32,400	30,500	30,600	30,700
City Hall	37,008	33,693	34,022	34,300	35,600		36,000	36,400	36,800	37,200
Legal	42,389	60,798	35,781	64,000	34,000		34,000	34,000	34,000	34,000
Office Supplies	24,895	28,986	23,943	24,700	24,800		24,900	25,000	25,100	25,200
Information Systems	79,908	122,862	104,487	110,000	124,500		125,000	127,500	130,000	132,600
Communications	22,193	19,986	27,193	26,800	26,800		27,100	27,400	27,700	28,000
External Audit	29,742	28,600	31,575	27,000	30,000		30,000	30,000	30,000	30,000
Taxation Expenses	2,169	2,594	2,533	2,500	2,800		2,800	2,800	2,800	2,800
	701,132	727,781	722,413	779,000	767,600	6.26%	787,000	805,000	825,500	846,800
<b>Other Government Services</b>										
Elections & Referenda	21,500	-	662	-	11,000		1,000	1,000	11,000	1,000
Conventions & Delegations	17,482	19,726	25,253	33,000	33,000		33,000	33,000	33,000	33,000
Insurance Premiums	78,252	77,976	95,415	80,000	79,100		79,800	80,500	81,200	81,900
Deductible Claims	-	-	-	5,000	5,000		5,000	5,000	5,000	5,000
Intergovernmental Relations	6,783	6,903	7,229	8,900	7,800		6,300	6,300	6,300	6,300
Public Relations	6,180	5,071	11,955	9,500	10,000		10,000	12,100	10,000	10,000
Misc. General Expenses	24,336	8,768	6,658	28,000	34,300		36,800	36,800	36,800	36,800
	154,566	118,444	147,173	164,400	180,200	22.44%	171,900	174,700	183,300	174,000
	(0)	-	-	-	-		-	-	-	-
<b>Protective Services</b>										
Bylaw Enforcement	38,977	27,206	19,960	31,400	21,500		22,500	23,500	24,500	25,700
Building Inspection	134,339	88,054	106,675	86,900	86,800		89,100	91,400	93,800	96,300
Animal Control	10,865	10,601	11,142	19,500	18,600		18,900	19,400	19,900	20,400
Emergency Measures	495	11,318	11,641	11,100	30,200		31,200	32,200	33,200	34,300
	184,676	137,179	149,418	148,900	157,100	5.14%	161,700	165,500	171,400	176,700
<b>Operations</b>										
Auxiliary Equipment	13,351	15,788	8,024	19,700	19,900		20,200	20,600	21,000	21,400
Tools & Equipment	10,081	9,666	7,807	10,200	10,200		10,200	10,200	10,200	10,200
Repairs - Chains & Edgers	33,118	38,138	25,632	40,100	41,400		42,100	42,800	43,600	44,400
Workshop & Yard Maintenance	109,107	104,318	102,960	122,100	126,800		129,500	120,300	123,200	126,100
Public Works Administration	166,586	165,006	182,778	208,200	213,070		220,300	227,800	235,600	243,800
Third Party Work	16,373	29,592	63,480	30,800	15,800		16,800	17,900	19,000	19,000
Summer Road Maintenance	58,845	48,481	67,044	71,400	77,800		80,600	83,500	86,600	89,900
Sidewalks and Steps Maintenance	27,557	26,213	22,724	29,000	30,300		31,000	31,700	32,400	33,100
Storm Sewers, Catch Basins, Drainage	51,066	65,688	48,039	68,000	71,600		74,800	78,100	81,700	85,400
Street Cleaning	43,085	44,555	44,732	45,100	53,000		56,900	61,100	65,600	70,600
Winter Road Maintenance	390,496	338,276	283,498	392,900	450,700		481,000	513,800	549,300	587,900
Dust Control	10,462	10,380	13,573	14,900	15,200		15,400	15,600	15,800	16,000
Boulevards	49,885	39,972	34,992	53,400	55,500		56,900	58,400	59,900	61,400
Traffic Services	95,257	78,381	87,776	104,900	108,800		112,200	115,700	119,300	123,200

**AMENDED**

**City of Rossland  
5 Year Financial Plan  
2011 - 2015**

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
Environmental Health Services										
Waste Collection & Disposal	70,580	76,594	78,087	77,000	76,600		76,600	76,800	77,000	77,200
Spring Cleanup	8,994	12,477	29,645	17,800	41,300	9.44%	19,600	44,800	46,700	48,800
	79,574	89,071	107,732	94,800	117,900		119,600	121,600	123,700	126,000
Public Health and Welfare										
Cemetery Maintenance	11,462	5,341	19,527	21,400	13,000	-33.42%	13,600	14,200	14,800	15,500
Planning & Development										
General Town Planning	18,399	9,824	7,562	10,500	12,000		12,000	12,000	12,000	12,000
Management of Dev. Bylaws	15,786	47,096	7,000	15,000	15,000		5,000	5,000	5,000	5,000
City Planning Administration	161,425	165,359	162,022	155,195	158,900		164,200	169,700	175,400	181,300
	195,610	222,279	176,583	180,695	185,900	5.28%	181,200	186,700	192,400	198,300
Community & Environmental Development										
Administration	125,179	134,576	189,729	134,900	40,000		40,000	40,000	40,000	40,000
Bylaws, Plans & Studies	32,142	7,232	-	-	-		100,000	100,000	100,000	100,000
	157,321	141,808	189,729	134,900	40,000	-78.92%	140,000	140,000	140,000	40,000
Recreation and Cultural Services										
Administration	186,267	180,042	148,837	202,500	167,200		171,500	175,800	180,300	184,900
Recreation Centre	207,303	197,511	230,525	218,000	228,900		236,200	243,800	251,800	260,000
Recreation Centre Concession	8,467	18,777	17,793	15,700	15,700		15,700	15,700	15,700	15,700
Recreation Events	1,322	6,280	2,100	2,100	2,200		2,200	2,200	2,200	2,200
Rotary Health Centre	3,722	3,760	4,482	3,200	4,800		5,000	5,200	5,400	5,600
General Property Maintenance	7,176	3,864	2,756	4,500	5,300		5,700	5,900	6,100	6,300
Maclean School Annex	4,093	1,678	4,428	4,400	4,400		4,400	4,400	4,400	4,400
Cook Avenue Park	3,785	5,049	9,708	5,000	6,400		6,600	6,800	7,100	7,400
Jubilee Park	7,564	9,206	8,209	7,400	9,000		9,400	9,800	10,200	10,600
Museum Park	2,823	5,827	4,333	4,900	5,300		5,500	5,700	5,900	6,100
Centennial Park	5,621	6,919	9,872	8,400	10,900		11,300	11,800	12,300	12,800
Downtown Maintenance	50,793	39,418	46,241	40,200	45,800		47,600	49,500	51,400	53,300
General Park Maintenance	28,684	30,812	41,295	30,800	38,600		39,700	39,800	41,000	42,300
Recreation Trails	7,919	7,840	6,941	7,600	13,300		13,600	13,900	14,200	14,600
Memorial Benches	401	8,405	1,119	3,100	3,200		3,200	3,200	3,200	3,200
Miners' Hall	29,654	35,614	38,063	42,500	49,800		50,500	51,200	51,900	51,800
Other Programs	304	4,682	5,201	3,000	3,400		3,400	3,500	3,600	3,700
	555,899	555,685	581,250	603,300	614,200	5.67%	630,500	648,200	666,700	685,100
<b>General O &amp; M Expenses</b>	<b>3,250,735</b>	<b>3,165,491</b>	<b>3,247,725</b>	<b>3,504,095</b>	<b>3,532,870</b>	<b>8.78%</b>	<b>3,718,700</b>	<b>3,819,200</b>	<b>3,960,500</b>	<b>3,975,300</b>
<b>Before Financing</b>										
Financing Services										
Interest Charges	22,787	9,032	7,551	22,600	9,600		9,600	9,600	9,600	9,600
Transfer to reserves - operating	343,928	256,109	101,244	19,200	16,000	-76.47%	19,500	19,500	16,000	19,500
	366,715	265,141	108,795	41,800	25,600		29,100	29,100	25,600	29,100
<b>Total General O &amp; M Expenses</b>	<b>3,617,450</b>	<b>3,430,632</b>	<b>3,356,520</b>	<b>3,545,895</b>	<b>3,558,470</b>	<b>6.02%</b>	<b>3,747,800</b>	<b>3,848,300</b>	<b>3,986,100</b>	<b>4,004,400</b>

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	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
<b>General O &amp; M Surplus (Deficit)</b>	<b>851,270</b>	<b>1,478,106</b>	<b>1,483,238</b>	<b>1,425,250</b>	<b>1,251,621</b>		<b>1,286,424</b>	<b>952,344</b>	<b>892,284</b>	<b>767,084</b>
<b>Special Projects</b>										
Special Projects - General Government	17,059	49,218	44,411	73,400	62,400		37,000	37,000	117,000	37,000
Special Projects - Protective Services	86	30,255	1,119	50,000	53,400		91,000	-	-	-
Special Projects - Operations	5,075	7,202	19,220	33,400	32,600		-	-	-	-
Special Projects - Planning & Develop	100,402	-	15,000	83,634	-		-	-	-	-
Special Projects - City Engineering	-	-	31,429	35,000	-		-	-	-	-
Special Projects - Recreation	-	-	49,824	73,167	76,767		44,800	45,800	50,000	45,500
	<b>122,622</b>	<b>86,675</b>	<b>161,002</b>	<b>348,601</b>	<b>225,167</b>	39.85%	<b>172,800</b>	<b>82,800</b>	<b>167,000</b>	<b>82,500</b>
<b>Community Support, Grants &amp; Assistance</b>										
Rossland Chamber of Commerce	40,000	41,400	41,400	41,400	41,400		-	-	-	-
Rossland Council for Arts & Culture	3,500	3,500	4,000	4,000	4,000		4,000	4,000	4,000	4,000
Kootenay Columbia Trails Society	-	18,885	19,000	19,500	19,000		-	-	-	-
Tourism Rossland	76,562	77,836	71,487	75,000	75,000		45,000	45,000	45,000	45,000
Bear Aware	2,500	2,500	2,500	2,500	2,500		2,500	2,500	-	-
Recreation Group assistance	-	-	8,197	20,000	20,000		-	-	-	-
Misc. Grants / Grants in Aid	6,076	9,000	15,603	-	1,800		1,800	1,800	1,800	1,800
<b>Municipality Funded Operating Support</b>										
Rossland Pool Society	32,371	39,666	43,693	38,400	40,900		40,900	40,900	40,900	40,900
Senior Citizen's Hall	1,086	1,023	515	1,200	1,200		1,200	1,200	1,200	1,200
Curling Rink	8,918	5,009	10,657	8,300	11,500		11,500	11,500	11,600	11,600
Lions Campground	1,032	27	820	1,300	1,300		1,300	1,300	1,300	1,300
Golden City Days	5,293	4,703	5,799	5,500	6,500		6,600	6,700	6,800	6,900
Rossland Winter Carnival	2,161	4,512	13,302	6,000	6,400		6,500	6,600	6,700	6,800
Western Regional Pond Hockey	279	9,917	1,991	4,000	2,500		-	-	-	-
Rossland Historical Museum Society	41,522	40,166	49,766	40,000	50,100		40,100	40,100	40,100	40,100
Rossland Public Library	-	115,400	125,838	132,400	132,400		132,400	132,400	132,400	132,400
Rossland Tennis Society	3,987	8,504	8,190	8,500	8,500		8,500	8,500	8,500	8,500
Sustainability Commission	45,803	57,297	50,285	61,150	57,700		-	-	-	-
Neighborhoods of Learning	-	-	12,367	10,000	10,000		-	-	-	-
Heritage Commission	-	-	1,414	4,000	7,000		-	-	-	-
	<b>271,090</b>	<b>439,345</b>	<b>486,827</b>	<b>483,150</b>	<b>499,700</b>	2.64%	<b>302,300</b>	<b>302,500</b>	<b>300,300</b>	<b>300,500</b>
<b>General Operating Surplus After Special Projects &amp; Community Support</b>	<b>457,558</b>	<b>952,086</b>	<b>815,409</b>	<b>593,499</b>	<b>526,754</b>		<b>811,324</b>	<b>567,044</b>	<b>424,984</b>	<b>384,084</b>
<b>Transfer to General Capital, Debt &amp; Reserves</b>	<b>457,558</b>	<b>952,086</b>	<b>815,409</b>	<b>593,499</b>	<b>526,754</b>		<b>811,324</b>	<b>567,044</b>	<b>424,984</b>	<b>384,084</b>

**City of Rossland  
5 Year Financial Plan  
2011 - 2015**

**AMENDED**

**GENERAL CAPITAL FUND**

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
<b>Other Non-Operating Revenues - Capital</b>										
Interest on Investments	10,039	19,037	110,905	35,000	20,000		20,000	20,000	20,000	20,000
Parking Space Fees	3,000	-	-	-	-		-	-	-	-
Sale of Equipment	11,500	-	21,874	-	-		-	-	-	-
Sale of Property	8,583	12,231	40,989	-	-		-	-	-	-
3% Inspection Fee	-	64,065	-	-	-		-	-	-	-
	<b>33,122</b>	<b>95,333</b>	<b>173,769</b>	<b>35,000</b>	<b>20,000</b>	<b>-88.49%</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Equipment Costs</b>										
Rentals	463,696	372,334	348,378	454,077	561,500		607,600	642,000	696,000	755,200
Less: Maintenance Expense	299,663	265,419	283,259	327,100	334,000		330,600	347,500	365,400	384,700
Funds Available for Lease Payments & Transfer to Equipment Reserve	<b>164,033</b>	<b>106,915</b>	<b>65,119</b>	<b>126,977</b>	<b>227,500</b>	<b>249.36%</b>	<b>277,000</b>	<b>294,500</b>	<b>330,600</b>	<b>370,500</b>
<b>Total Capital Revenues</b>	<b>197,155</b>	<b>202,248</b>	<b>238,888</b>	<b>161,977</b>	<b>247,500</b>	<b>3.61%</b>	<b>297,000</b>	<b>314,500</b>	<b>350,600</b>	<b>390,500</b>
<b>Debt Financing</b>										
Funding for Capital Projects / DCC's	-	-	575,198	767,300	215,000		3,053,100	645,000	1,015,000	195,000
Development Cost Charges	-	-	-	-	-		-	-	-	-
Grants	106,663	78,632	872,974	927,700	250,000		182,400	182,400	482,400	682,400
<b>Total Capital Revenues w/ Grants &amp; Debt Financing</b>	<b>303,818</b>	<b>280,880</b>	<b>1,687,060</b>	<b>1,856,977</b>	<b>712,500</b>	<b>-57.77%</b>	<b>3,532,500</b>	<b>1,141,900</b>	<b>1,848,000</b>	<b>1,267,900</b>
<b>Transfers from own reserves/funds:</b>										
Funding for capital expenses	21,768	4,300	192,000	204,500	1,024,560		311,000	374,000	845,500	253,000
<b>Total Capital Revenues w/ Grants &amp; Transfers</b>	<b>325,586</b>	<b>285,180</b>	<b>1,879,060</b>	<b>2,061,477</b>	<b>1,737,060</b>	<b>-7.56%</b>	<b>3,843,500</b>	<b>1,515,900</b>	<b>2,693,500</b>	<b>1,520,900</b>
<b>Taxation</b>										
Debt service taxation	\$ 165,072	\$ 181,583	\$ 169,808	\$ 164,100	\$ 153,200	<b>-9.78%</b>	\$ 187,700	\$ 524,680	\$ 771,040	\$ 854,740
<b>Total Capital Revenues w/ Grants, Transfers &amp; Taxation</b>	<b>490,659</b>	<b>466,763</b>	<b>2,048,868</b>	<b>2,225,577</b>	<b>1,890,260</b>	<b>-7.74%</b>	<b>4,031,200</b>	<b>2,040,580</b>	<b>3,464,540</b>	<b>2,375,640</b>



**City of Rossland  
5 Year Financial Plan  
2011 - 2015**

**AMENDED**

**GENERAL CAPITAL FUND**

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
<b>Fiscal Services</b>										
Debt Servicing & Lease Pmnts - Princ.	135,874	156,305	155,993	147,300	97,100		90,800	90,600	90,600	64,200
Debt Servicing & Lease Pmnts - Interes	29,198	25,278	13,816	16,800	6,100		5,200	3,900	2,600	1,000
Proposed Future Debt & Lease Pmnts	-	-	-	-	50,000		91,700	430,180	677,840	789,540
Amortization expense	730,295	728,060	-	-	723,700		723,700	723,700	723,700	723,700
Transfer to reserves for capital	268,003	666,731	573,752	694,476	729,400		577,700	570,400	591,000	1,332,000
	<b>1,163,371</b>	<b>1,576,374</b>	<b>743,560</b>	<b>858,576</b>	<b>1,606,300</b>	116.03%	<b>1,489,100</b>	<b>1,818,780</b>	<b>2,085,740</b>	<b>2,910,440</b>
<b>Capital</b>										
Administration	58,770	58,770	43,638	90,000	50,000		57,000	-	500,000	-
Road Projects	138,413	14,286	173,285	175,000	252,800		923,400	112,000	-	-
Drainage Projects	1,647	45,362	29,159	29,000	277,900		975,600	49,000	-	-
Equipment Replacement	134,784	50,026	334,260	323,000	56,000		220,000	318,000	303,000	218,000
Sidewalk and Steps	-	11,768	-	-	359,900		1,405,600	99,500	42,000	50,000
Other Operations' Projects	72,599	11,993	73,311	121,000	6,000		200,000	25,000	271,000	-
Planning & Development	-	-	-	-	118,300		-	-	-	-
Recreation, Cultural and Parks	47,935	74,181	1,020,051	1,222,500	413,500		295,500	909,000	1,411,500	305,000
	<b>454,148</b>	<b>266,385</b>	<b>1,673,704</b>	<b>1,960,500</b>	<b>1,534,400</b>	-8.32%	<b>4,077,100</b>	<b>1,512,500</b>	<b>2,527,500</b>	<b>573,000</b>
<b>Total General Capital Expenses</b>	<b>1,617,518</b>	<b>1,842,759</b>	<b>2,417,264</b>	<b>2,819,076</b>	<b>3,140,700</b>	29.93%	<b>5,566,200</b>	<b>3,331,280</b>	<b>4,613,240</b>	<b>3,483,440</b>
<b>General Capital Surplus (Deficit)</b>	<b>(1,126,859)</b>	<b>(1,375,997)</b>	<b>(368,396)</b>	<b>(593,499)</b>	<b>(1,250,440)</b>		<b>(1,535,000)</b>	<b>(1,290,700)</b>	<b>(1,148,700)</b>	<b>(1,107,800)</b>
Transfer from General Operating	457,558	952,086	815,409	593,499	526,754		811,324	567,044	424,984	384,084
Portion of Amortization Expense not funded	730,295	728,060	-	-	723,700		723,700	723,700	723,700	723,700
<b>FUNDS FOR PROJECT FINANCING</b>	<b>60,994</b>	<b>304,149</b>	<b>447,012</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**AMENDED**

**City of Rossland  
5 Year Financial Plan  
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**WATER OPERATING FUND**

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
Operating Revenues										
Sales of Service	547,741	614,288	594,789	514,117	606,300		606,700	607,900	607,280	608,180
Other	39,146	43,194	12,048	12,000	12,000		12,200	12,400	12,600	12,900
<b>Total Water Operating Revenues</b>	<b>586,887</b>	<b>657,482</b>	<b>606,836</b>	<b>526,117</b>	<b>618,300</b>	1.89%	<b>618,900</b>	<b>620,300</b>	<b>619,880</b>	<b>621,080</b>
Transfers from own reserves/funds	-	-	-	-	-		-	-	-	-
Funding for operations	-	-	-	41,500	-		-	-	-	-
Funding for special projects	-	-	-	-	-		-	-	-	-
<b>Total Water Operating Revenues w/ Transfers</b>	<b>586,887</b>	<b>657,482</b>	<b>606,836</b>	<b>567,617</b>	<b>618,300</b>	1.89%	<b>618,900</b>	<b>620,300</b>	<b>619,880</b>	<b>621,080</b>

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
Expenses										
Administration & Overhead Allocation	81,828	76,280	82,200	84,200	134,300		135,900	87,600	89,300	91,000
Water Treatment Plant Maintenance	130,622	118,290	135,906	142,200	149,700		154,400	159,300	164,500	169,900
Reservoir Maintenance	4,187	9,630	10,599	15,600	17,400		16,800	17,400	18,000	18,600
Watershed Maintenance	9,063	16,031	13,298	19,700	12,900		13,300	13,700	14,100	14,500
Distribution Maintenance	104,758	101,362	116,900	104,700	124,700		124,300	129,000	133,900	139,000
Service Connection & Other Maintenance	85,271	78,546	98,345	97,900	116,800		121,300	125,900	130,700	135,700
Contingency	-	-	365	-	-		5,000	5,000	5,000	5,000
Special Projects	12,500	24,762	18,778	81,500	27,700		-	-	-	-
<b>Total Operating Expenses</b>	<b>428,229</b>	<b>424,891</b>	<b>476,391</b>	<b>545,800</b>	<b>583,500</b>	22.48%	<b>571,000</b>	<b>537,900</b>	<b>555,500</b>	<b>573,700</b>
Transfer to reserves - operating	5,000	105,000	5,000	46,500	5,000		5,000	5,000	5,000	5,000
<b>Water Operating Surplus (Deficit)</b>	<b>153,659</b>	<b>127,591</b>	<b>125,445</b>	<b>(24,683)</b>	<b>29,800</b>		<b>42,900</b>	<b>77,400</b>	<b>59,380</b>	<b>42,380</b>
Transfer to Water Capital, Debt & Reserves	153,659	127,591	125,445	(24,683)	29,800		42,900	77,400	59,380	42,380

**AMENDED**

**City of Rossland  
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	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
<b>WATER CAPITAL FUND</b>										
Non-Operating Revenues - Capital										
Grants	268,509	-	223,053	745,332	281,200		264,000	-	-	-
Transfers from reserves	-	115,905	170,028	283,665	545,900		-	85,000	-	-
	<b>268,509</b>	<b>115,905</b>	<b>393,081</b>	<b>1,028,997</b>	<b>827,100</b>	110.41%	<b>264,000</b>	<b>85,000</b>	<b>-</b>	<b>-</b>
Taxation										
Parcel Taxes	295,909	304,666	311,828	304,905	304,900		304,900	304,900	304,900	304,900
Local Area Service Tax - Red Mountain	22,267	22,267	22,267	22,267	22,300		22,300	22,300	22,300	22,300
Local Area Service Tax - Ophir Creek	-	-	-	161,000	161,000		161,000	161,000	161,000	161,000
	<b>318,176</b>	<b>326,933</b>	<b>334,095</b>	<b>488,172</b>	<b>488,200</b>	46.13%	<b>488,200</b>	<b>488,200</b>	<b>488,200</b>	<b>488,200</b>
Debt Financing										
Financing for capital projects	-	-	200,962	207,000	34,900		569,600	-	-	-
Development Cost Charges	-	-	-	-	250,000		-	-	-	-
	<b>586,685</b>	<b>442,838</b>	<b>928,138</b>	<b>1,724,169</b>	<b>1,600,200</b>	72.41%	<b>1,321,800</b>	<b>573,200</b>	<b>488,200</b>	<b>488,200</b>
Fiscal Services										
Debt Servicing - Principal	75,998	79,798	48,652	48,652	184,700		94,700	94,700	94,700	94,700
Debt Servicing - Interest	121,398	126,801	128,449	128,521	133,500		223,500	223,500	223,500	223,500
Proposed Future Debt Payments	-	-	-	-	-		-	60,415	60,415	60,415
Amortization Expense	314,601	383,401	-	-	390,000		390,000	390,000	390,000	390,000
Transfer of funds	239,902	141,643	206,210	-	-		42,900	-	109,000	-
	<b>751,899</b>	<b>731,643</b>	<b>383,311</b>	<b>177,173</b>	<b>708,200</b>	84.76%	<b>751,100</b>	<b>768,615</b>	<b>877,615</b>	<b>768,615</b>
Capital Expenditures	979,408	188,668	657,512	1,522,313	1,311,800	99.51%	1,003,600	272,000	60,000	152,000
Total Capital Expenses	<b>1,731,307</b>	<b>920,311</b>	<b>1,040,822</b>	<b>1,699,486</b>	<b>2,020,000</b>	94.08%	<b>1,754,700</b>	<b>1,040,615</b>	<b>937,615</b>	<b>920,615</b>
Water Capital Surplus (Deficit)										
	<b>(1,144,622)</b>	<b>(477,473)</b>	<b>(112,685)</b>	<b>24,683</b>	<b>(419,800)</b>		<b>(432,900)</b>	<b>(467,415)</b>	<b>(449,415)</b>	<b>(432,415)</b>
Transfer from Operating Fund										
	153,659	127,591	125,445	(24,683)	29,800		42,900	77,400	59,380	42,380
Portion of Amortization Expense not funded										
	314,601	383,401	-	-	390,000		390,000	390,000	390,000	390,000
<b>FUNDS FOR PROJECT FINANCING</b>										
	<b>\$ (676,362)</b>	<b>\$ 33,519</b>	<b>\$ 12,761</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Change in parcel taxes & sales of service										
		8.93%	-1.34%	-9.66%	11.25%		0.04%	0.13%	-0.07%	0.10%

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**AMENDED**

**SEWER OPERATING FUND**

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
Operating Revenues	444,894	470,505	511,797	511,000	527,700	3.11%	530,900	541,100	554,800	554,800
Sales of Service	444,894	470,505	511,797	511,000	527,700	3.11%	530,900	541,100	554,800	554,800
<b>Total Operating Revenues</b>	<b>444,894</b>	<b>470,505</b>	<b>511,797</b>	<b>511,000</b>	<b>527,700</b>	<b>3.11%</b>	<b>530,900</b>	<b>541,100</b>	<b>554,800</b>	<b>554,800</b>

Transfers from own reserves/funds  
Funding for operations  
Funding for special projects

	-	-	-	13,000	-	-	-	-	-	-
<b>Total Sewer Operating Revenues w/ Transfers</b>	<b>444,894</b>	<b>470,505</b>	<b>511,797</b>	<b>524,000</b>	<b>527,700</b>	<b>3.11%</b>	<b>530,900</b>	<b>541,100</b>	<b>554,800</b>	<b>554,800</b>

Operating Expenses	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	Plan 2012	Plan 2013	Plan 2014	Plan 2015
Administration & Overhead Allocation	40,170	38,140	41,100	41,100	41,200	42,000	42,800	43,700	44,600
Sewer Collection	84,270	84,860	91,073	90,900	103,900	107,900	112,200	116,600	121,300
Service Connection & Other Maintenance	39,162	45,228	31,227	43,300	51,500	53,200	55,100	57,000	59,100
Reg. Sewer Treatment & Disposal	224,708	224,372	219,887	232,100	232,100	239,100	246,300	253,700	261,300
Contingency	-	-	365	-	-	-	-	-	-
Special Projects	12,500	5,176	2,550	13,000	3,000	-	-	-	-
<b>Total Operating Expenses</b>	<b>400,810</b>	<b>397,776</b>	<b>386,202</b>	<b>420,400</b>	<b>431,700</b>	<b>442,200</b>	<b>456,400</b>	<b>471,000</b>	<b>486,300</b>

Transfer to reserves - operating

	-	10,000	50,000	50,000	50,000	50,000	-	-	-	-
<b>Sewer Operating Surplus (Deficit)</b>	<b>44,074</b>	<b>62,729</b>	<b>75,595</b>	<b>53,600</b>	<b>46,000</b>	<b>88,700</b>	<b>84,700</b>	<b>83,800</b>	<b>68,500</b>	

Transfer to Sewer Capital,  
Debt & Reserves

	44,074	62,729	75,595	53,600	46,000	88,700	84,700	83,800	68,500
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**AMENDED**

**City of Rossland  
5 Year Financial Plan  
2011 - 2015**

	Actual 2008	Actual 2009	Actual 2010	Plan 2010	Plan 2011	% Chg Plan to Actual	Plan 2012	Plan 2013	Plan 2014	Plan 2015
<b>Sewer Capital Fund</b>										
Non-Operating Revenues - Capital	-	-	-	108,650	218,000	-	150,000	-	-	-
Transfers from Reserves	-	-	173,778	179,000	200,220	-	700,800	-	-	-
Borrowing Proceeds	42,300	-	-	68,900	68,900	-	-	-	-	299,000
Development Cost Charges	42,300	-	173,778	356,550	487,120	-	850,800	-	-	299,000
Taxation										
Parcel Taxes	75,253	98,758	101,164	100,000	100,000		100,000	135,000	135,000	135,000
Local Area Service Tax - Red Mountain	20,746	20,746	20,746	20,746	20,700		20,700	20,700	20,700	20,700
	95,999	119,504	121,909	120,746	120,700		120,700	155,700	155,700	155,700
<b>Total Capital Revenues</b>	<b>138,299</b>	<b>119,504</b>	<b>295,687</b>	<b>477,296</b>	<b>607,820</b>	<b>105.56%</b>	<b>971,500</b>	<b>155,700</b>	<b>155,700</b>	<b>454,700</b>
<b>Fiscal Services</b>										
Debt Servicing - Principal	10,239	10,751	6,286	6,286	6,286		6,286	6,286	6,286	6,286
Debt Servicing - Interest	14,460	14,460	14,460	14,460	14,460		14,460	14,460	14,460	14,460
Proposed Future Debt Payments	-	-	-	-	42,000		42,000	132,100	132,100	132,100
Amortization Expense	114,213	114,358	-	-	114,500		114,500	114,500	114,500	114,500
Transfers to reserves	24,950	65,668	111,700	-	-		196,700	5,600	46,700	71,400
	163,862	205,236	132,446	20,746	177,246		373,946	272,946	314,046	338,746
Capital Expenses	3,273	30,525	206,154	510,150	591,100		800,800	82,000	40,000	299,000
<b>Total Capital Expenses</b>	<b>167,135</b>	<b>235,761</b>	<b>338,600</b>	<b>530,896</b>	<b>768,346</b>	<b>126.92%</b>	<b>1,174,746</b>	<b>354,946</b>	<b>354,046</b>	<b>637,746</b>
<b>Sewer Capital Surplus (Deficit)</b>	<b>(28,836)</b>	<b>(116,257)</b>	<b>(42,912)</b>	<b>(53,600)</b>	<b>(160,526)</b>		<b>(203,246)</b>	<b>(199,246)</b>	<b>(198,346)</b>	<b>(183,046)</b>
Transfer from Sewer Operating fund	44,074	62,729	75,595	53,600	46,000		88,700	84,700	83,800	68,500
Portion of Amortization Expense not funded	114,213	114,358	-	-	114,500		114,500	114,500	114,500	114,500
<b>FUNDS FOR PROJECT FINANCING</b>	<b>\$ 129,451</b>	<b>\$ 60,830</b>	<b>\$ 32,683</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 49</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 49</b>
Change in parcel taxes & sales of service		9.44%	7.68%	-0.32%	2.73%		0.51%	7.16%	-	0.00%