

obtain additional funding and/or access to new revenue sources from the senior levels of government.

4. 2008 - 2012 Five-Year Financial Plan Highlights

(a) Revenues

New growth will generate approximately \$270,000 in additional taxation in 2008. The majority of the growth is from residential development including new resort development which is split between residential and business. The Financial Plan also includes an increase in the Provincial Small Communities Grant of \$52,000 in both 2008 and 2009 and an increase in investment income in 2008 followed by large reductions in interest income for 2009-12 due to the depletion of reserves.

(b) Expenditures

The Financial Plan incorporates an annual property tax increase of 5.0% for 2008 - 2011. This increase is the result of inflation, labour increases and significant expenditures for infrastructure renewal including beach erosion mitigation. The larger items include:

- Fire Hall Addition (funded by Long Term Borrowing) (\$3,200,000).
- Mitigation of the Beach erosion in the Community Park (\$400,000).
- Resurfacing on Highway 19a (\$1,060,000).
- Additional staffing in Information Technology to keep up with technology changes and funding for market wage increases due to labour shortages (\$95,000 in 2008 to \$211,000 in 2012).
- Renovation of office spaces at PCTC to allow for additional staff (\$100,000).
- OCP Development Permit Guidelines Review (\$50,000).

(c) Protective Services

Protective Services continues to be a high priority for new funding in 2008 and averages approximately 20% of the City's annual operating budget over the five years covered by the plan.

Funding has been included for two additional RCMP officers including one in 2010 and the other in 2012. These two new officers are in addition the one approved and already in place for 2007.

Significant capital funding and increases to the Fire Department Operating budget is planned over the five years covered by the plan.

Capital items include:

- Major fire hall renovation and addition planned for 2008, the majority of which is being funded through long term debt; \$3,200,000.
- Two fire trucks, replacement of an existing vehicle planned for 2011 and the addition of a new vehicle planned for 2009; \$900,000.
- Construction of components of the Industrial Park Fire Department Training Grounds; \$25,000 in each of 2008 and 2009 and \$250,000 in 2010 for construction of a high rise training tower; \$300,000.

New operational items amounting to \$480,350 in total over the five years include:

- Additional training for new officers and firefighters as well for high angle rescue and high rise fire fighting; \$150,000.
- Implementation of a "Paid Call" remuneration system for the volunteer officers and firefighters; additional \$120,000.
- Additional operating and maintenance costs for the new fire truck, fire hall, and training grounds; \$50,000.
- Provisions for an additional fire inspector/emergency preparedness coordinator starting in 2010; \$155,500.

(d) Engineering and Operations (Public Works and Parks)

When the Water and Sewer Utilities operations are included, Engineering, Public Works and Parks make up the largest part of the City's operating budget at an average of 56% over the five years covered by the plan. This department has the biggest impact on the everyday lives of Parksville's citizens, since they are the ones who ensure that water comes out of the taps, the sewers don't back up, roads and sidewalks are safe to travel on and parks are maintained and safe for everyone to enjoy.

(e) Capital Expenditure Program

The proposed capital plan includes \$34.2 million in total spending over the five-year period covered by the plan. This is funded by a combination of taxation, water and sanitary sewer user fees, development cost charges, grants, reserves, borrowing and private contributions. Over the five years of the plan, \$15.8 million will be spent upgrading and maintaining the City's water, sanitary and storm sewer infrastructure; \$12.7 million will be spent on transportation and parks; \$4.8 million will be spent on fire protection and the remaining \$0.9 million will be spent on civic facilities, information technology and office equipment requirements.

Highlights of the program include:

- Fire hall renovation and addition, \$3.2 million
- Fire truck replacement and addition, \$900,000
- Fire training ground improvements (training tower), \$300,000
- Completion of water front walkway, \$820,000
- Road replacement and upgrades:
 - Resurfacing sections of Highway 19A, \$ 1,060,000
 - Allwood St. - \$377,000
 - Young – Doehle to Park, \$448,000
 - Moilliet - Harnish to Morison, \$690,000
 - Temple - Philips to Doehle, \$1.7 million
 - Memorial - Hwy 4A to McMillan, \$400,000
 - Corfield - Stanford to Hwy 19A, \$840,000
 - Jensen Extension, \$1.3 million
 - Pedestrian Improvements - \$221,000
- Storm Sewer replacement and upgrades:
 - Allwood - \$220,000
 - Corfield - Stanford to Jensen, \$220,000
 - Finholm – Rowan to Hirst, \$420,000
 - Forsyth - Acacia to Finholm, \$110,000
 - Jensen - Hwy 4A to Moilliet, \$420,000
 - Moilliet - Bernard to Morison, \$710,000

- Temple - Phillips to Sanderson, \$450,000
- Temple - Sanderson to Bay, \$760,000
- Rushton – Temple East, \$355,000
- Water Infrastructure replacement and upgrades:
 - Jensen - Hwy 4A to Moilliet, \$340,000
 - Moilliet - Bernard to Hwy 19A, \$450,000
 - Temple - Phillips to Bay, \$750,000
 - Springwood Water Facility Systems, \$2.8 million
 - Arrowsmith Water Service, \$304,000
 - Jensen Extension, \$215,000

5. User Rates

The Financial Plan includes budgets for our water and sanitary sewer utilities that are self-financing through their respective user fees. Water rate user fees are forecast to increase by 10.5% per year for 2008 – 2010 and 3% per year for 2011 and 2012. Sanitary sewer rates are forecast to increase 3% per year for 2011 and 2012.

While the City of Parksville is fortunate to currently have one of the best water supplies in Canada, the impacts of new regulations and new science, continued growth and climate change as well as an aging infrastructure means that continuing to maintain that quality and assurance of supply is and will remain a very high priority for the City. Significant upgrades to the Springwood Water Facility are in the five year capital plan. The City is also actively developing a long term capital plan for continuation of supply through our partnership with Arrowsmith Water Service. The City is also actively looking at our current fee structure as a means to encourage water conservation.

The 2008 - 2012 Financial Plan for Water totals approximately \$19.2 million of which \$8.0 million is directed towards capital with the remainder for operations.

The 2008 - 2012 Financial Plan for Sanitary Sewer totals approximately \$18.2 million, of which \$2.3 million is directed towards capital, \$11.2 million to the RDN for trunk collection and treatment costs, with the remainder to City operations. The RDN trunk collection and treatment costs are funded by property taxes through a tax requisition by the RDN while operating and capital costs for the sanitary sewer collection function are funded through user fees.

6. Tax Rates

Parksville currently operates with property tax rates that are comparable to similar communities around British Columbia. However, our ability to fund municipal services and capital replacement is more limited in comparison to most other communities because of our relatively high residential tax base. Over 75% of our tax revenue comes for residential properties. 23.6% comes for commercial properties and less than .6% comes from industry. In recent years Council has taken active steps to address this with the creation of the Economic Development function and approval of a number of tourist/commercial developments. Time is now needed to see those developments completed and the tax revenues realized.

Specific tax rates must be approved by May 15th of each year. The tax rates bylaw will be presented to Council for adoption in the spring of 2008 once final information is received from BC Assessment.

PART II - Financial Planning Policies & Processes

The City of Parkville develops its Five-Year Financial Plan in a manner that follows generally accepted accounting principles (GAAP) for local governments. With the exception of depreciation of fixed assets this is the same as normal commercial accounting. The City uses the accrual method of accounting in which revenues and expenses are recognized at the time they are incurred. The budget is prepared on the same basis. The budget is organized by type of operation (i.e. general fund, and utility funds) with each operation considered a separate budgeting and accounting entity. Funds are budgeted and reports along departmental lines, with authority for budgetary approval resting with Council. Council delegates the authority for actual disbursement and implementation of the Financial Plan to the Chief Administrative Officer. All financial operational policies relating to accounting practices are adhered to in the development of the Five-Year Financial Plan.

1. Budget Monitoring

The City monitors its financial performance as it relates to budget on an ongoing basis and through a detailed quarterly variance analysis. This regular monitoring provides management the information required to determine if any changes might be necessary to ensure the year's actual revenues and expenditures are within budget.

2. Funds

The resources and operations of the City are segregated into General, Sanitary Sewer Utility, Water Utility and Reserve Funds for budgeting purposes. Each fund is treated as a separate entity as identified in the budget reports provided in this document. The general and utility funds also have corresponding capital funds. The fund structure is as follows:

General Fund

- Revenue Fund
- Capital Fund

Sanitary Sewer Utility Fund

- Revenue Fund
- Capital Fund

Water Utility Fund

- Revenue Fund
- Capital Fund

Reserve Funds

- Various Development Cost Charge Reserve Funds
- Land Sale Reserve Fund
- Parkland Dedication Reserve Fund
- Equipment Replacement Reserve Fund
- Off Street Parking Reserve Fund
- Federal Gas Tax Reserve Fund

(a) General Fund

The General Fund is the primary fund for most municipal services. It excludes sanitary sewer and water services which are funded from specific utility funds. The

General Fund is funded from a number of revenue sources, the largest of which is property taxation. A number of services to the community are funded including:

(i) Administrative Services

Administrative Services ensures that Council is provided with relevant information from City staff, committees and the general public. It provides the public with information related to activities of Council, ensures meeting and agenda material is complete and provides the necessary information for decision making. Human resources is responsible for providing assistance to the other city departments in areas relating to labour relations, recruitment, compensation and employee benefit administration.

The Economic development office works to retain and expand existing businesses and attract and generate new businesses.

(ii) Financial Services

The Finance Department provides financial stewardship of the City's financial assets. It provides financial reporting and control and is responsible for the implementation of financial management policies that ensure the City is able to meet Council's future service expectations.

(iii) Fire Services

The Fire Department has the responsibility of protecting the City's citizens and infrastructure from fire and other emergencies through quick and high quality response to fire, medical and other emergency incidents in the most effective and responsive manner possible. It reduces the number of potential fires, loss of life, injuries and property damage through effective fire code enforcement, fire cause determination and public education programs. The department also oversees and coordinates the delivery of an emergency management program designed to prepare and protect the community from man-made and natural catastrophes.

(iv) Police Services

The Police Department enforces Federal and Provincial laws, prevents crime and maintains order via the current complement of 15 RCMP members supported by 3 and 3/4 civilian staff funded by the City of Parksville. Specific policing functions include a significant complement of uniformed general duty officers, plain clothes serious crimes investigators and a crime prevention/education unit. These paid resources are supplemented by an active Auxiliary Constable program as well as other community based policing programs such as Speed Watch, Neighbourhood Watch, and Citizens on Patrol (C.O.P.S.). In addition, through our RDN requisition the City also provides core funding to the Parksville Police-Based Victim Services Society and for a Restorative Justice program operated by the Nanaimo branch of the John Howard Society.

(v) Community Planning

Community Planning is responsible for a variety of tasks relating to planning and development. This includes processing development applications and developing related policies and regulations.

Community Planning includes two divisions, Planning & Development and Permits & Bylaw Compliance.

Planning & Development consists of two main functions: current and long range planning. Current planning focuses on changes to land use, design review of new development and administration of the Zoning Bylaw. Long range planning is responsible for the development of policies and programs that support the achievement of the visions in the Official Community Plan. Planning Development also includes neighbourhood, heritage, social and environmental planning functions.

Permits & Bylaw Compliance consist of two main functions: including building inspection, and bylaw compliance which includes business and dog licenses. Building inspection focuses on the health, safety and protection of persons and property as related to land developments and ensuring that building developments conform to all relevant bylaws and codes. Bylaw compliance is responsible for administering and enforcing bylaws related to handling complaints relative to all bylaws including unsightly and nuisance properties. Bylaw compliance is also responsible for the administration of business licensing as well as dog licensing and animal control.

(vi) Engineering and Operations (Public Works and Parks)

Parks includes the management and maintenance of all city parks, streetscapes, flower gardens, landscaping around municipal facilities and trails to enhance the quality of life for the citizens of Parksville.

Engineering and Operations is responsible for the construction and maintenance of the City's infrastructure including the City's storm drainage and transportation systems. Other services include the maintenance of the City's fleet and 24/7 response to public calls for service. Engineering services include engineering studies, design, drafting, surveying and construction of city infrastructure renewal and replacement. Engineering also reviews and co-ordinates the requirements and the design of roads and utilities associated with subdivision development.

Information Services, which is a sub department of Engineering, supports the IT structure, projects and systems that Council and City departments require to complete their daily work. IT applies innovative computing and telecommunications technologies to meet the goals and objectives established by Council.

(b) Water Utility Fund

The Parksville Water Utility is a self-funded entity that delivers water to residential, commercial and industrial premises in Parksville. The Utility operates and maintains a supply system consisting of dams (through the AWS partnership), transmission mains, reservoirs and treatment facilities as well as a distribution system.

(c) Sanitary Sewer Utility Fund

The Parksville Sanitary Sewer Utility is a self-funded entity that operates and maintains a sewer collection system that serves the City. Parksville is in the Northern Sewerage Area of the Regional District of Nanaimo which operates and maintains regional systems of trunk sewers, pumping stations and sewage treatment plants. Sewage from residential, commercial and industrial users in Parksville is conveyed to the regional system for treatment and disposal.

(d) Reserve Funds

(i) Development Cost Charge Reserve Funds

Revenue comes from development cost charge fees levied and investment income. The funds can only be used for projects identified in the Development Cost Charge bylaws.

(ii) Land Sale Reserve Fund

Proceeds from the sale of civic properties are placed in this reserve fund. Additional revenue is earned through investments. The funds can be used for any capital project.

(iii) Parkland Dedication Reserve Fund

Revenue is from cash-in-lieu contributions received in lieu of parkland dedication and investment earnings. The funds can only be used for parkland acquisition.

(iv) Equipment Replacement Reserve Fund

The net "revenue" from the operations of the City fleet is placed in this reserve. Additional revenue is earned from investing unspent funds. The funds are used for fleet replacements.

(v) Off Street Parking Reserve Fund

Revenue is from cash-in-lieu contributions received in lieu of parking space dedication and investment earnings. The funds can only be used for the creation of parking.

(vi) Federal Gas Tax Reserve Fund

Revenue is from the Federal Gas Tax Grants and Investment earnings. The funds can only be used for projects which comply with the Federal Gas Tax Program guidelines.

3. Reserve Accounts (Surplus Appropriations)

The City has a variety of operating reserve accounts that are used to fund ongoing projects and potential liabilities such as tax appeals and insurance claims.

4. Balanced Budget

In compliance with the *Community Charter*, the Financial Plan must be balanced. The total of proposed expenditures and transfers to other funds for a year must not exceed the total of the proposed funding sources and transfers from other funds for the year. The City complies with this requirement.

5. Investment Policy

It is the policy of the City to invest its funds in a secure manner which will provide the optimal blend of investment security and return while meeting the daily cash flow demands of the City and complying with the statutory requirements of the *Community Charter*.

6. Debt Management

In the past it has generally been the City's policy to minimize external debt borrowings by using existing reserves as a means of financing necessary capital expenditures. Only major projects that will benefit future residents have and will continue to be financed with debt. This is based on the assumption that since future residents will benefit from the projects they should share in the costs by paying the debt servicing costs through future property taxes.

The 2008 to 2012 Capital Program includes \$3.2 million in debt borrowing. This is for the Fire Hall renovation and addition. The assent of the electors is required for any borrowing.

The City's current outstanding debt is for a number of projects including local improvements, water system improvements, and the PCTC. The local improvement debt is funded through local improvement charges levied specifically against the properties benefiting from the local improvement. The PCTC debt is been funded through lease payments received from the two tenants the City has for the property. By the end of the current planning period, in 2012, the City's debt level is expected to increase only by the amount borrowed for the Fire Hall. Over the longer term the City will need to incur a significant amount of debt in order to fund the Water Supply Strategic Plan.

PART III - 2008 Financial Plan Overview

1. Key Budget Assumptions

(a) Economy

Provincially, British Columbia's economy remains strong, supported by a low unemployment rate, robust domestic demand and strong business investment. Following real gross domestic product growth of 4.0% in 2006, the Province's forecast for economic growth in 2007 is 3.4%. Economic growth is expected to moderate to an average of 3.2% over the next few years. Inflation in Canada and British Columbia has remained stable at approximately 2%. The most significant cost drivers for the City continue to be labour and other contractual costs which have been increasing at a rate higher than inflation. These cost pressures, coupled with increasing demands placed on the City's infrastructure and services, place significant demands on financial resources.

(b) Allowable Inflationary Increases

At the time of budgeting for 2008, the rate of inflation within the Province and on Vancouver Island was approximately 2%. However, because of cost pressures resulting from labour cost increases, RCMP contract increases, natural gas and electricity rate increases and fuel price increases, minimal increases were allowed in the base budget for other operating costs. For future years in the Five Year Plan, across the board increases of 3% were used except where other increases were known. Increased operating costs resulting from capital projects were also included where known. Revenue from fees and charges and sales of service were estimated to increase at a rate of 1% per year while other revenues were expected to remain flat. Capital Infrastructure replacements are inflated at 5% per year over the term of the plan.

(c) Union Negotiations

The Contract with the City's union has just been ratified for the period January 1, 2007 – December 31, 2009 and include a 3% increases for each of those years. Those increases have been included in the plan for 2008 and 2009. Estimates of potential increases for 2010 - 2012 at 3% also been included in the Plan.

(d) Budget Review

The operating budgets, prepared by the Departments, are reviewed to ensure base budget funding is sufficient for the level of service currently provided. If insufficient resources exist departmental directors must reallocate resources, request additional funding or adjust the level of service to align with existing resources.

The City plans for major capital expenditures on a five-year cycle with annual reviews and updates. Funding for capital improvements comes from a number of sources, including general tax revenues (pay-as-you-go financing), statutory and other reserves, grants, external contributions and borrowed funds. General tax revenues available for capital purposes are limited. The borrowing of funds for all uses, other than short-term borrowing, requires the assent of the electors either through an alternative approval process or referendum.

2. Consolidated Revenues by Type

In 2008, the City of Parkville plans to collect \$23.6 million in revenues from a number of sources including taxation, borrowing, fees and service charges, grants, investment income and other smaller sources.

(a) Taxation

The primary funding source for City services in the 2008 Financial Plan is taxation at \$8.8 million or 38% of the total revenues on a consolidated basis. The property taxation levy includes an increase of \$598,000 for City services in 2008, made up of \$228,000 from new assessment growth, a reduction of \$70,000 in debt taxation from debt paid off, and \$440,000 from property tax increases.

(b) Other Revenues

(i) Fees and Charges

The revenue from fees and charges are expected to remain relatively stable at approximately \$1.15 million annually. As a percentage of total revenue however, fees and charges are expected to drop from 6.4% in 2008 to 5.6% in 2012.

(ii) User Fees – Water and Sanitary Sewer

Recent changes to water regulations and issues arising from the boil water advisory for Parkville have identified the need for significant upgrades to the water system. As a result water rates were increased 9% in 2006 and 2007 and are expected to increase at 10.5% for 2008, 2009, and 2010. To put this into perspective, a 1% increase in annual water rates amounts to approximately \$20,000, whereas upgrades amounting to \$2.6 million, for just the Springwood Water Complex alone, have been identified. Further upgrades to our Englishman River water intake and treatment plant amounting to approximately \$10 million within the next 5 to 10 years have also been identified.

Sewer fees increased 2% in each of 2004 and 2005, 3% in 2006 and 2007, no increases are projected for 2008 through 2010 and a 3% increase is projected for 2011 and 2012.

PART IV - Five-Year Operating Plan Overview

1. Operating Planning Process

Budgets are prepared by each department using their prior year budget as a starting point since that has been confirmed as the cost of providing the same range of services. Allowable increases include:

- Labour and benefit cost increases. Current rates for both wages and benefits are provided by Finance. Where contracts have expired so rates are not yet known, an estimated increase is calculated and budgeted as Committed Contingency. Additional hours, or additional staff, are considered a higher service level request
- Known increases. Where costs or rates are known to have increased, departments may include the increase in their budget. An example would be an approved Hydro rate increase.
- Operating costs related to approved capital projects. Departments are expected to include all related operating costs resulting from approved capital projects.
- Increases resulting from Council decisions. Increases resulting from previous Council decisions are included. Examples would include costs relating to 2008 staffing increases approved in the 2007 budget.

Once the departments have submitted their budgets, Finance Department staff review them for reasonableness and accuracy. Any required changes, after discussion with the originating departments, are made and the individual budgets are combined into the first year of the Five-Year Financial Plan. Departments only prepare the first year of the operating plan but are expected to let Finance know of any changes that will impact future years. The Finance Department then enters all known changes and applies inflation factors to calculate estimates for the last four years of the plan.

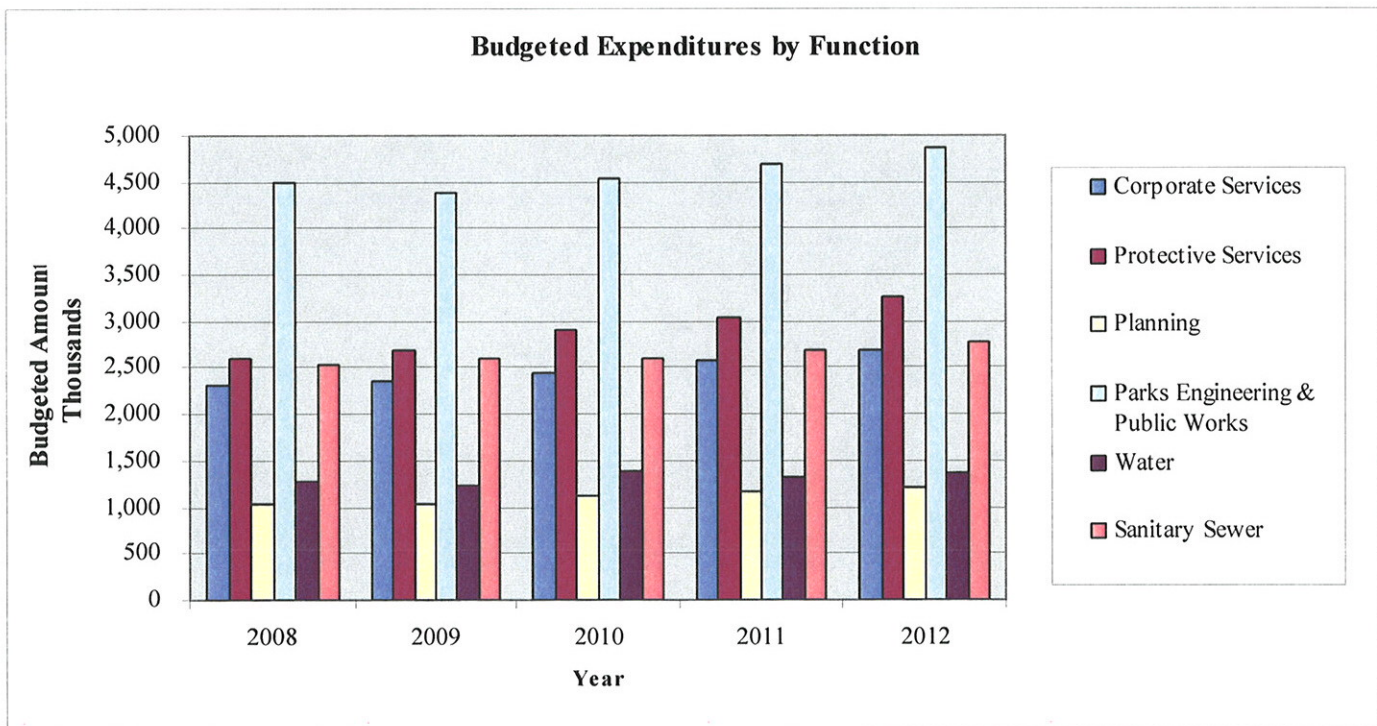
Budgets are submitted at the same level of service as the previous year. Departments may however also submit higher service level requests for additional resources. The requests may include service maintenance requests where additional resources are required to ensure that same level of service or maintenance to the City's expanding infrastructure is provided or they may be requests for new programs or services to expand or enhance existing service levels. Departmental requests are reviewed by senior management who make recommendations on which requests will be included in the Financial Plan as presented to Council.

2. 2008 Service Level Changes

The Financial Plan incorporates an overall increase in property taxes of 5% over 2007 levels. This increase is a result of inflation, additional staff required to meet increased operational needs, increases to Fire Department training requirements and Council directed service level changes including implementation of the communications strategy.

**Operations Summary
2008 - 2012 Financial Plan**

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expenditures					
Corporate Services	2,302,236	2,347,380	2,439,989	2,579,770	2,680,927
Protective Services	2,590,555	2,695,259	2,913,265	3,046,951	3,249,244
Planning	1,040,312	1,041,276	1,129,351	1,167,162	1,206,330
Parks Engineering & Public Works	4,489,416	4,391,932	4,538,957	4,682,740	4,873,971
Water	1,277,949	1,235,595	1,397,321	1,330,961	1,371,994
Sanitary Sewer	2,525,290	2,595,376	2,598,341	2,681,135	2,766,693
	14,225,758	14,306,818	15,017,224	15,488,719	16,149,159
Revenues					
Corporate Services	(1,795,056)	(1,862,661)	(1,819,463)	(1,874,830)	(1,786,450)
Protective Services	(269,435)	(299,003)	(347,201)	(421,927)	(424,783)
Planning	(449,000)	(385,392)	(390,000)	(399,238)	(390,586)
Parks Engineering & Public Works	(713,525)	(698,353)	(717,748)	(737,897)	(758,461)
Water	(2,375,030)	(2,609,479)	(2,918,945)	(3,056,425)	(3,173,413)
Sanitary Sewer	(3,052,125)	(3,090,903)	(3,158,521)	(3,264,419)	(3,368,509)
	(8,654,171)	(8,945,791)	(9,351,878)	(9,754,736)	(9,902,202)
Transfers to (from)					
General Reserves and Funds	(474,700)	(220,564)	(224,902)	(229,328)	(233,844)
Water Reserves and Funds	1,097,081	1,373,884	1,521,624	1,725,464	1,801,419
Sewer Reserves and Funds	526,835	495,527	560,180	583,284	601,816
	1,149,216	1,648,847	1,856,902	2,079,420	2,169,391
Funded by Property Taxes	\$ 6,720,803	\$ 7,009,874	\$ 7,522,248	\$ 7,813,403	\$ 8,416,348



PART V - Departmental Overviews

1. Corporate Services

Provides service to both the internal organization and the community and encompasses the City's Administration and Finance Departments the functions of which are integral to ensuring the City operates effectively and efficiently.

(a) Purpose

Administration

Administration Services staff are responsible for four key areas - Human Resources, Records Management, Legislative Services, and Economic Development and will be taking on a new function, Communications, in 2008.

Human Resources implements and maintains human resource management policies, strategies and support functions consistent with corporate direction. The department is responsible for all areas relating to labour relations, recruitment, performance management, job evaluation, compensation, employee benefit administration, and employee safety practices and training.

Records Management has the statutory responsibility of maintaining the City's records management program for the creation, maintenance, use and disposition of records so that information is readily available.

Legislative Services provides the primary link between City Council, staff and the community. Legislative services is also responsible for the preparation of the agendas and minutes for Council and Committee meetings, preparation of bylaws and policies, administration of contracts and leases, administrative support to Council and its Committees, and local government elections.

General duties also handled by Administrative Services include processing all legal and liability claims including administering the liability insurance coverage; processing of Freedom of Information requests, grants in aid applications, permissive tax exemptions applications, and special events permits.

The Economic Development Office assists in developing and implementing strategies that build a stronger economy for the benefit of City residents. The office works to support, retain and expand existing businesses and attract and generate new businesses.

Communications will be responsible for development of an effective corporate communications strategy and to ensure that an effective level of two-way internal and external communications is maintained between council, the community and staff.

Finance

The Finance Department provides financial stewardship of the City of Parksville's financial assets and insurance for the physical assets of the City. We provide financial reporting and control and are responsible for the implementation of financial management policies that ensure the City is able to meet Council's future service

expectations. This includes the consolidation of the City department's 5 year financial plans and 20 year capital plans and preparation of annual financial statements.

Finance is responsible for calculating the property tax rates and issuing the annual tax notices, calculating and issuing the bi-annual utility invoices, and the ensuing collection of those revenues. The department invests those revenues and then uses those funds to pay the City employees and City suppliers. Finance also provides reception and switchboard services to the general public.

(b) Service Level Goals

Administration

- Implement and maintain human resource management policies consistent with corporate direction. Provide strategic direction and leadership that ensures the City's employees deliver a level of service that meets the expectations of Council.
- Ensure Council is provided with all relevant information from both staff and the general public, and provide the public with information related to the activities of Council. Ensure meeting and agenda material is complete and provides the necessary information for decision making.
- Ensure that all claims against the City are handled fairly and in accordance with Council's expectations.
- Ensure that effective two-way internal and external communications are maintained.

Finance

- Pay City supplier/contractors on a timely basis
- Meet statutory annual reporting deadlines for
 - Statement of Financial Information
 - Audited Financial Statements
 - Annual Report
- Meet statutory deadlines for:
 - Property Tax rates
 - Parcel Tax Roll adjustments
 - Annual Tax Sale for delinquent taxes
- Mail out Tax and Utility notices at least one month prior to due date
- Payroll processing on time and accurately
- Issue Business License and Dog License invoices prior to new year
- Review Water meter readings for water leaks or broken meters
- Annual provisional budget established prior to start of new year
- Obtain financing when required
- Good customer service

(c) Accomplishment Objectives - Departmental

Administration

- 2008 Local Government Election
- New Council Orientation
- Records Management – Internal review
- Human Resources Policy Manual
- Employee Orientation Manual
- Office space review

- Succession Planning and Plans for dealing with an aging workforce
- Communications Strategy
- Staff Recruitment and Retention Strategy

Finance

- Establish Capital Asset reporting model prior to PSAB deadline
- Update DCC model and rates
- Biweekly payroll processing deadlines
- Annual T4 reporting before February 28
- Meet WCB reporting deadlines
- Secure financing for fire hall addition
- Prepare budgets as required
- Process tax/utility payments correctly
- Review water rates and billing structure
- Update Parcel Tax Roll
- Update Utility rates
- Update purchasing policy

(d) Accomplishment Objectives – Interdepartmental

Administration

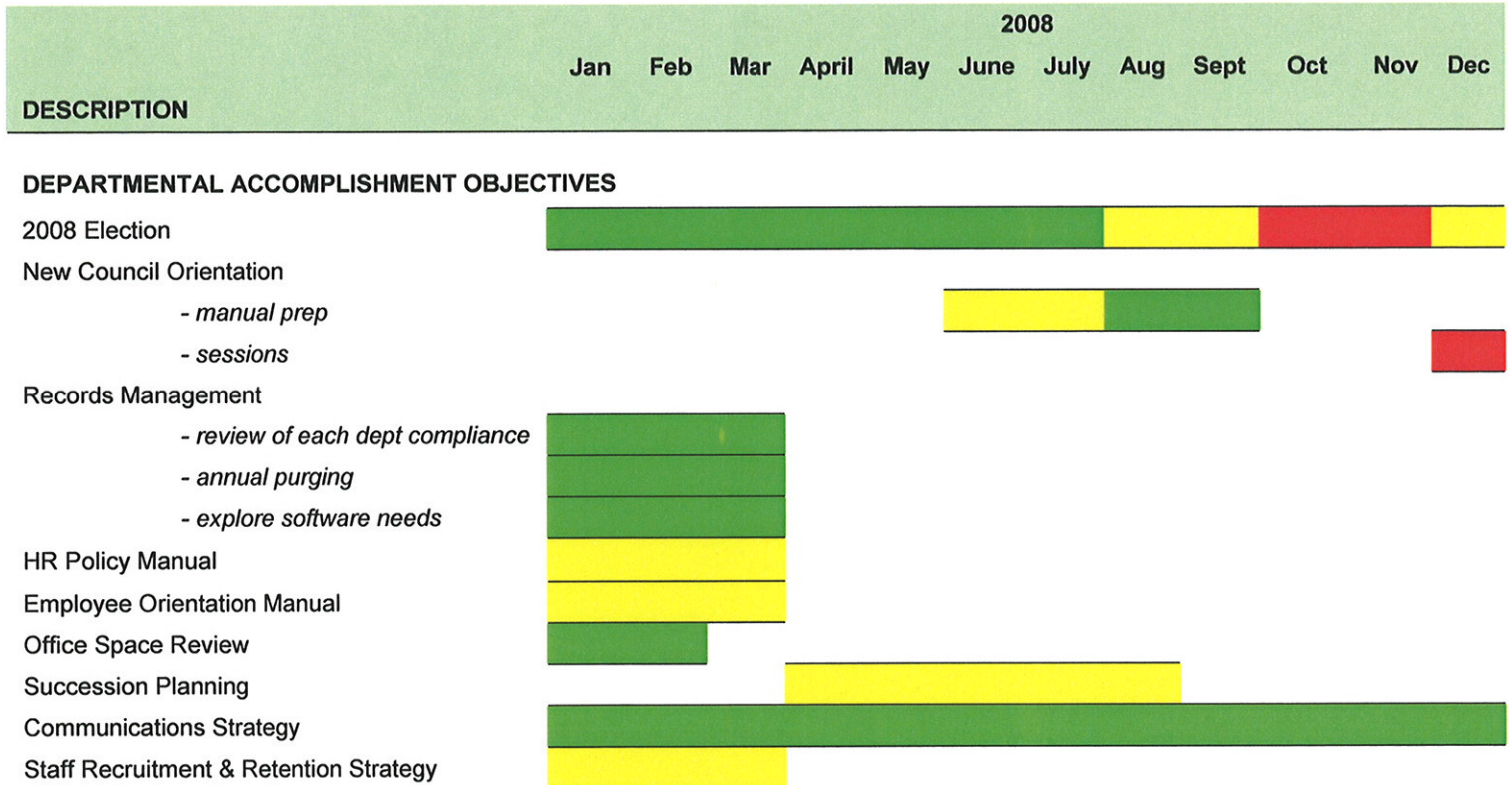
- Bylaw and Policy Updates (Sign, MTI, Tree Management, Traffic)
- Information Technology Strategy
- Website Update
- Annual report
- Development of Intranet System

Finance

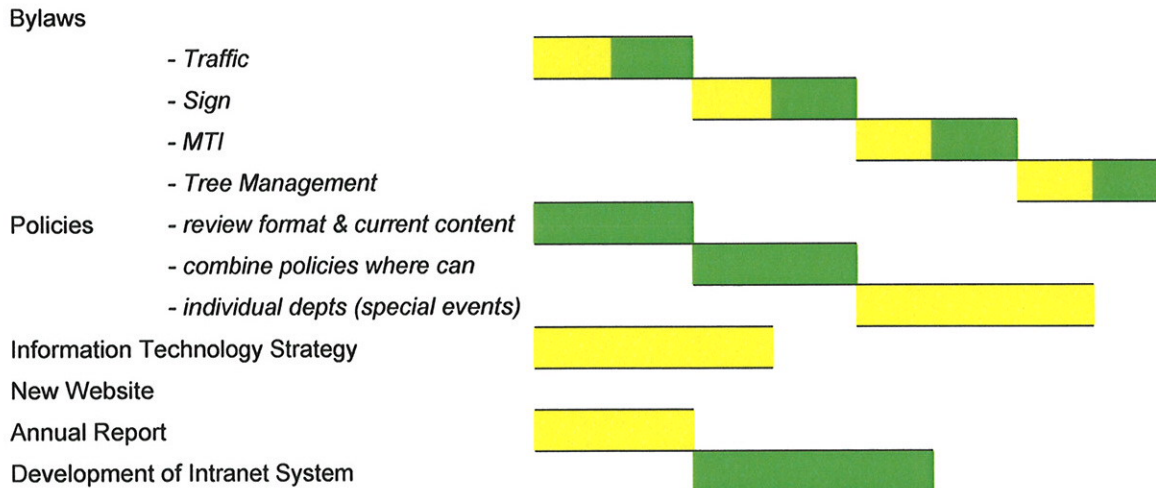
- DCC Bylaw Update
- Budget Preparation and Bylaws
- Annual report preparation
- Capital Asset reporting model
- Accurate, timely, and complete timesheet submissions
- Reduce Business License Receivables

ADMINISTRATION DEPARTMENT

ACCOMPLISHMENT OBJECTIVES



INTER DEPARTMENTAL ACCOMPLISHMENT OBJECTIVES



UNRESOURCED

Customer Satisfaction Survey



FINANCE DEPARTMENT

ACCOMPLISHMENT OBJECTIVES

DESCRIPTION	2008 Priority Ranking	2008											
		Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
DCC'S Updated	1	High	Mid	Low									Mid
Fixed Asset Accounting	2					Mid	Mid	Mid	Mid	Mid	High	High	High
2008 Budget (Provisional-Final-Revised)	1			Final	Mid								
2009 Budget (Provisional)					2009	Provisional	Provisional	Provisional	Provisional	Provisional			
Quarterly Financial Reports to Council	3	High			High			High			High		
Quarterly Departmental reports to Council	5	Mid		Mid			Mid			Mid			Mid
Year end financial statements & audit	1	Mid	High	Low									
LGDE forms/SOFI	1				High								
Annual Report preparation	2				Mid	Mid							
Tax Rate Calculation	1			Mid	High								
Revise Purchasing Policy	4									Mid	Low		
Firehall Long Term Debt	2			Low	Low	Low							
Utilities Billings and Collections	1			High	High	High				High	High		
Property Tax Billing and Collections	1					High	High	High	High				
Payroll Year end and T4's	1	High	High										
Water rates review	3		Mid	Low									

High Priority 

Mid Priority 

Low Priority 