

City of **Parksville**



Five Year Financial Plan 2009 – 2013

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MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER
CITY OF PARKSVILLE - 2009 BUDGET

Upon reviewing the message that I put to paper for the 2008 budget, I see all the same issues, with very little change.

Even though it appears that the economic boom we have been enjoying for the past several years may be at an end, the pendulum has not yet swung back far enough for any of us to feel a benefit. Costs have not materially decreased. If anything, the only thing we are feeling is anxiety as we see our personal investments diminish and we begin to think of our continued employment and the continued viability of our business as we hear how national trade and retail sales are in decline.

Property taxation is still our main source of revenue and although local government politicians have been lobbying the federal and provincial governments for help in addressing the national infrastructure deficit crisis, no changes have been made and none seem likely in the near future. Costs in the municipal basket of goods and services that we purchase to provide our services have increased significantly above the general consumer price index (as an example, asphalt for paving and patching roads is as high as 220% from 2002 levels).

In fact, fiscally things are worse. The provincial government added the carbon tax and a number of other sustainability initiatives to local government responsibilities. As individuals, we have also begun to look to our local governments to do more for sustainability, increased demands for sidewalks and bicycle lanes, increased public transit, more efficient street and traffic lights, more efficient heating and cooling of our buildings, changes to the BC building code and other municipal development requirements to reduce their environmental impact, all of which are a demand upon what we do.

The provincial government has provided new legislation to allow local governments the authority to waive development fees to developers of affordable housing, development fees that local governments were using to help fund the cost of the infrastructure needed for development. This infrastructure will now have to be funded from property taxes. All this for affordable housing that not so long ago, was the responsibility of the federal government through their now defunct CMHC housing programs. This is further exacerbated by the increasing pressure from concerned community groups who expect the City to step in with property tax dollars and provide assistance with reduced fees and the acquisition of land to be donated or provide through long-term leases to show the community commitment for grant applications to these same senior levels of government, which in effect is another passive download.

The provincial government is also continuing to add requirements as to how we operate our water utility, the latest of which is the mandated inclusion of the \$18,000,000 AWS water treatment plant as part of our five-year water utility capital plan.

Unfortunately it doesn't stop there. We continue to feel the pressure for expanded services as expectations of new residents accustomed to the service levels provided in larger cities are felt here and we continue to find it difficult to compete against the private sector in the job market for qualified staff.

I could go on. These are just a few of the many issues we must deal with.

Respectfully submitted,
FRED C. MANSON, Chief Administrative Officer



VISION STATEMENT

We aspire to be the City of choice for ourselves and future generations in a clean, safe, friendly, economically viable and sustainable environment.

MISSION STATEMENT

To provide good governance, prudent financial management, enhancing Parksville's lifestyle through effective leadership, community involvement and commitment to providing services in an effective, efficient manner to all residents.

CORPORATE VALUES

WE VALUE:

Quality Service

We succeed by focusing our attention on serving the citizenry of our community. We believe in proactively involving our citizens in identifying community needs and deciding upon solutions.

Fiscal Responsibility

We are the caretakers of our City. We believe that implementing our community vision requires careful financial planning and accountability to our citizens. We will be fair and prudent and our expenditures will be affordable. We will save for our community's future.

Environmental Awareness

We are proud of our land and our water. Its fragility and the resources it provides us deserve our respect. We believe that we will keep our community lively and healthy by preserving, protecting and rehabilitating our natural environment.

Inclusiveness

We will foster an environment which stimulates professional excellence and encourages contributions by all employees.

City of Parksville

Long-Term Goals Statement

Introduction

The purpose of this long-term goals statement is to express a shared vision of sustainable prosperity, success and liveability for the City of Parksville. Council is committed to a prosperous future for the City and has created this long term goals statement to assist Council and staff in their work and decision making. This is a living document and will be reviewed annually by future Councils to address changing community values.

Parksville – A prosperous people-oriented coastal BC city.

Parksville is a vibrant coastal city with a long and interesting history with many chapters. Parksville is a regional center and one of the most desirable and beautiful places to live in Canada. It has a wealth of beaches, forests, rivers, aquatic life, wildlife, and resources. The people of Parksville represent some of the most talented, successful, engaged and artistic people in the Province.

The City will offer the things its residents and visitors need in order to work, play and live a high quality of life. To achieve this we, as City Council and Staff, work to protect and enhance the unique assets that Parksville has and will continue to do so by pursuing the following goals:

Land Use Goals

Parksville will become a dynamic city that supports residents of all ages while keeping its “small city” feel and charm. It will do so with an appropriate mix of commercial and residential land uses that offer a wide diversity of housing, services and activities.

1. Following smart growth principles, the City will develop using a structure of nodal neighbourhoods.
2. Nodal centers will strongly favour pedestrians, cyclists and small electric vehicles over the automobile.
3. The city will be structured with a clear public centre that is well connected to all areas. This will incorporate roads plus a network of parks, public spaces and greenways.
4. A high level of housing type diversity will provide homes for residents at all stages of life.
5. The commercial area will support boutique style stores with a strong presence of work/live and cottage industry uses.
6. A secure base of light industrial land will be preserved to support Parksville’s economy.
7. Educational and research facilities will be encouraged to provide jobs and support a high level of cultural diversity and expression.
8. Agricultural land and sensitive ecosystem areas will be protected throughout the city to preserve its environmental health and future food resource base.

Transportation Goals

All modes of transportation will be accommodated in a way that creates a safe and sustainable city. Parksville will become a highly accessible community.

1. The downtown will focus on local access with a clear priority for pedestrians, cyclists and scooters over automobiles. This will include a comprehensive and well defined sidewalk and cycling network interconnecting the entire community.

2. The impact of parking will be minimized through good design. Pedestrian only zones will be created where appropriate.
3. Local and downtown streets will be traffic-calmed with ample room for businesses and institutions to have a strong presence on the sidewalks for commercial vitality.
4. Goods movement will be on well marked and defined routes to minimize negative impacts on residential and pedestrian areas.
5. Parksville will be well connected to its region through roads, efficient and effective public transit, park and ride facilities and supporting rail links, stressing access to the regional hospital. It will further support transportation requirements of the tourist industry in particular with links to ferries and airports.
6. Parksville will demonstrate leadership in preparing for alternative and more sustainable transportation modes that reduce both energy use as well as air and greenhouse gas emissions.

Utility Infrastructure Goals

We will pursue sustainability, excellence and innovation in the design, responsible fiscal development and management of our utility infrastructure systems, addressing both supply and demand dimensions.

1. Parksville will work closely with the community and its regional funding partners.
2. A healthy and secure supply of water will be provided to the community.
 - Usage guidelines will require a very high degree of efficiency in buildings and landscapes to ensure the City's water supply is abundant for the future.
 - The City will work with other levels of government to protect watersheds to ensure a healthy and safe supply of water in perpetuity.
 - Rainwater will be treated as a resource. It will be harvested for re-use or percolated back into the groundwater across the community with appropriate treatment as needed, including the use of permeable paving and bio-swales.
3. The City's wastewater will be treated in an ecologically benign manner and the re-use of treated wastewater promoted wherever appropriate.
4. The City supports zero-waste goals and will work to minimize or eliminate all wastes sent to the landfill in favour of recycling, re-use and product stewardship practices by businesses and residents.
5. The City supports use and generation of local, clean and renewable energy sources wherever possible and promotes high levels of energy efficiency throughout the community.
6. The City works with the community to encourage participation in conservation measures to address climate change.

Built Form and Character Goals

Through its building form, Parksville will visibly be a contemporary west coast city.

1. Parksville will express its own unique identity, including a strong presence of the waterfront and coastal style architecture and materials.
2. It will build on a foundation of heritage and small city character.
3. It will maintain a high quality of urban design.
4. Green buildings and development patterns will be required and high levels of innovation such as through the LEED green building rating system are encouraged.
5. Downtown buildings will support medium density and mixed uses with upper levels being stepped back from the sidewalks to maintain a strong sense of human-scale architecture.

6. The City will support a select number of “signature or landmark character buildings” to celebrate Parksville’s heritage.

Landscape Goals

Parksville will be known for its extensive network of interconnected public trails, parks, greenways, ecologically protected areas, public beachfront and the Englishman River estuary.

1. Environmental education will be highlighted and part of everyone’s experience in Parksville.
2. Ecosystem protection and enhancement will be addressed in every development for environmental health and the quality of life in Parksville.
 - a. This will include use of native plants in gardens and parks.
3. The City will offer a wide range of recreation for all ages, with special emphasis on the waterfront walkway.
4. A public area will be created in the downtown to serve as the heart of the community.
5. Local residents and businesses will have a strong sense of ownership of boulevards and adjacent sidewalks to support the beauty of the City's landscapes.
6. Food will be celebrated in the landscape by incorporating community gardens in multi-family areas, and public parks.
7. Farmer’s markets will be promoted, to support the surrounding agricultural community and local residents’ desire for locally produced goods.

Arts and Culture Goals

Parksville will be renowned for the quality and diversity of its arts community. This will include visual art, performing art, sculpture, theatre, music and other art forms.

1. Festivals will be encouraged throughout the year through a wide range of partnerships to profile the richness of Parksville’s arts community including First Nations.
2. Art will be included within the City’s sidewalks and plazas.
3. Art will be integrated with new developments and existing areas of the City.
4. The City’s heritage will be well supported and stories from the community’s past made visible.
5. The tourism industry is encouraged to actively support local arts and culture in order to profile the strong presence of artists in the community.

Economic Goals

Parksville’s economic development foundation will support its overall community goals.

1. We will develop increasingly diverse economic goals for all seasons, including commercial, office, retail, clean industrial, service industries, industries that support the resource sector and others.
2. Parksville will continue to excel as a vibrant tourist destination highlighting its competitive position and its natural beauty and small city character.
3. We will achieve additional market share and facilities for conferences and conventions. Related activities will bring more people to Parksville – and draw them back again and again.
4. Building on its beauty and lifestyle, the City will support a growing high tech and related industry cluster, medical services and educational institutions.
5. Attracting and supporting families and young professionals will be encouraged.
6. The City will take measures to support these goals including development of business incubator areas and including these goals and strategies in business recruitment and retention work.

Social Health Goals

Parksville recognizes that its economic and social health is closely linked.

1. The social community in Parksville will be healthy and the City will strive to offer a high quality of life to all who live here.
2. Affordable housing, education, training, and services will be available to the entire community.
3. We will ensure all businesses in Parksville have a strong labour force to support the City's prosperity. This will include those who work in the service and tourism industry.
4. Parksville will offer employment and lifestyle opportunities for all social and economic standings of its population.
5. The City continues to support community and recreational facilities and services that serve all age groups, including families, youth and seniors.
6. A healthy sense of community commitment and volunteerism will continue as a cornerstone of the local culture.

Civic Facilities and Services Goals

Parksville is the centre of social support services for the region.

1. It will offer a high level of barrier free services to both residents and visitors.
2. The City's facilities will be provided in its own green facilities that are energy efficient and environmentally friendly.
3. Collaboration with the Federal and Provincial Governments, regional partners, and community volunteer organizations is important and will continue.
4. The City's police, fire, emergency response capacity and medical facilities and services will be excellent and well supported both with full time and volunteer elements.
5. An effective dialogue process will exist to facilitate communication with the community and other levels of government to identify what services and facilities exist, what additional ones the community needs and the most cost effective way to approach delivery of all services and facilities.

Governance Goals

The City of Parksville's governance process is transparent, accountable and accessible.

1. It supports informed dialogue between Council, staff, the community, regional partners and other levels of government.
2. Recognizing youth as a future generation of community leaders will be a priority in the governance process.
3. Council and staff will be effective and efficient in working together to manage the City and address its issues.
4. This work will be guided by visionary and pragmatic planning perspectives that represent community priorities and provide stability and direction lasting beyond any particular Council's mandate.
5. The City will continue to have an excellent working relationship with its regional partners and make decisions based on a comprehensive base of information, including sustainable levels of performance and resource use in the region.
6. The City's approach to sustainability will be highly visible and understood by the residents through a wide range of clear and effective communication channels that will be developed with the community.

REPORT TO CITY COUNCIL
FROM FRED C. MANSON, CHIEF ADMINISTRATIVE OFFICER
AND
LUCKY BUTTERWORTH, DIRECTOR OF FINANCE
2009 FINAL BUDGET AND 2009-2013 FINAL FINANCIAL PLAN

It is hard to say whether priorities drive a budget or whether a budget drives priorities. Budget realities definitely bring focus to issues and say a lot more about priorities than statements about political desires and intentions.

Under the direction of the Parksville Long-Term Goals Statement and practical reality, the following are the guidelines and assumptions staff used to prepare the provisional budget:

1. Allocation of resources where possible, over the five-year plan for small, positive incremental steps towards the objectives of the Parksville Long-Term Goals Statement.
2. Continue funding for existing Council approved service levels, where practical, and maintain established levels of traditional municipal services to manage long-term costs.
3. To continue with the 2007 strategy for providing capacity so we can look at all services and functions, policies, procedures and bylaws as well as the longer term impacts and requirements for sustainable growth to ensure that we are being as efficient and as effective as possible in meeting the current and future needs of the residents of Parksville.
4. Continued emphasis on infrastructure renewal and replacement.
5. Provision of community leadership to address climate change.

Council may, of course, modify these objectives as it sees fit and re-prioritize any proposed budget expenditures.

Budgeting for the City is no different than home budgets; there will never be enough money for everything we want. A decision to make one item a priority and provide funding often means (given finite resources) that something else of a lesser priority will not be funded. This budget, as with any other budget ever produced, reflects that fundamental reality.

You will see that the five-year plan includes potential future service increases that are projected to translate into significant future tax requirements down the road, all things being equal. It is important that Council and the community see these projections as real. It is said, "If you don't know where you're going – you may end up somewhere else." In budgeting for operations, finance staff is increasingly sophisticated in their ability to predict future tax impacts and therefore to know where we are going. If that is not where Council or the community wants to be in several years, then we must work actively and consistently on changing course now. There is a great tendency for interest groups to make demands on community resources for all manner of things, but then leave Council to deal with the associated tax increases – particularly

for operating costs. The facts are straightforward and simple. The community can have any mix of services and facilities that the community is willing to pay for. It is consideration of the "mix of services" in this statement that is often absent. A responsible community discussion requires that wants not be considered in isolation, that all wants that make up the "mix of services" must be considered together.

The current year's budget is the cumulative result of a multitude of individual service level decisions made by this and previous Councils. Of course, Council can fund any new service or heightened level of service it deems appropriate through either increased property taxes or corresponding decreases in other established services. It is important to remember, however, that all new operational costs are automatically reflected in future years' taxes. Flexibility to reduce the budget, and therefore taxes, does exist, but it is extremely difficult to make significant changes in direction in a short period of time. There is no doubt that you will hear from the people who are affected by the change. Significant changes in direction require forethought, abundant public consultation and forewarning; as well as a concentrated and sustained effort to have any impact. It is comfortable for Council to make a decision in the relative safety of the Council chambers when not many people are in the audience, however, it is a different story once people have been affected by a change they were not aware was coming.

If the community wants increased services in a particular area, the two practical choices are to have the taxpayers pay even more, or to continue to find ways to provide more effective and efficient service delivery. Service curtailment or significant reductions in core functions including transportation, water, sanitary and storm sewer, protective services and even parks (although to a lesser degree) are simply not practical options. The same applies even more so to service levels provided through the planning, engineering, finance and administration departments in that any meaningful reduction of costs in these departments means a reduction in staff.

In terms of percentage of total costs, protective services including police and fire are the fastest growing portion of the City's operating budget with increases of almost \$1 million over the next five years. This is more or less evenly split between police and fire with additional RCMP officers in 2010 and 2012 and increases in fire department spending dealing with additional training requirements and recruitment and retention incentives directed at enhancing the benefits to our volunteer firefighters.

Fire suppression through the benefits of volunteer firefighters is being rapidly impacted by societal changes. We have an aging population and today's demands are making it much more difficult for individuals to commit to the time and training requirements on a volunteer basis. On the other hand, simply scaling up labour costs and hiring career firefighters is cost prohibitive. Any steps we can take to maintain a volunteer force, even on a paid call basis is far less expensive to the community compared to a full career force.

The next biggest area of increase over the next five years is in parks and public works. This increase is in response to a combination of additional costs for aging infrastructure, more infrastructure/parks to look after, and in the case of the Water Tower and Rotary Peace Park gardens, the consequences of decisions made by previous Councils are now coming forward to limit the options of the current Council. These gardens were both started by volunteer groups who are now withdrawing their services.

The final area of significance is information services which includes increases of approximately \$339,000 over the next five years. As mentioned earlier, an underlining objective of this budget

is to build capacity. Staff has included as a 2008 accomplishment objective, the completion of information services strategic plan. The main thrust of this plan will be to provide the City with the appropriate tools in records management, property records, infrastructure maintenance management, fixed asset accounting, geographic information systems and general accounting for staff to be as efficient and effective as possible. Currently the City only has systems in place for GIS and general accounting. The increases in this area will provide for the operating costs, including technical staff support and maintenance agreements for the new systems.

The only totally new programs or services that are included in this budget are an annual contingency of \$10,000 commencing in 2010 for sustainability/climate change control initiatives, and the OCP review at a cost of \$200,000

Respectfully submitted,

FRED C. MANSON
Chief Administrative Officer

LUCKY BUTTERWORTH
Director of Finance

PART 1 - OVERVIEW

1. Introduction

Parksville's 2009 to 2013 Five-Year Financial Plan provides the detailed analysis and planning for City revenues and expenditures. The financial plan, as recommended by staff, incorporates:

- an average property tax increase of 2% for 2009 & 2010., 2.5% for 2010 and 5% for 2012 & 2013
- a 10.5% increase in water rates for 2009, and 2010 and then 3% for 2011 to 2013
- no increase in sewer rates for 2009 through 2010, and 3% for 2011 to 2013

For an average residential home, the total municipal portion of property taxes in 2009 will be approximately \$1, 115.18, an increase of \$25.91 over the 2008 level.

2. Governing Policy and Regulatory Requirements

The *Community Charter* requires that a Five-Year Financial Plan for both operating and capital be adopted by May 15 of the first year of the plan. In addition, the *Community Charter* directs that the public must be consulted prior to adoption of the financial plan. Accordingly, the opportunity for public input has been advertised and citizens will have the opportunity to speak at several open Council meetings. In addition, the financial plan will be posted on the City website.

3. Issues Affecting Financial Planning

The City of Parksville is responsible for the provision of local government services to residents. Services provided include police and fire protection, management of roads, sanitary and storm sewers, parks infrastructure, and water supply and distribution. The City also acts as a regulatory body with respect to business licensing, building permits and inspection, land use planning and subdivision approval services. Services such as the library and the delivery of leisure and cultural services are provided through partnerships with other boards and governments. The City has also chosen to take an active role in economic development through the efforts of City's economic development officer located in the joint Chamber, Oceanside Tourism Association and economic development office.

The City experienced very rapid growth beginning in 2003. This growth needs to be supported by services related to transportation, utilities and other infrastructure that are costly to acquire and maintain. Increased population also results in demands for expensive increases in protective services such as fire and police. Two factors that will influence the issues facing the City of Parksville in both the near and distant future are sustainability and fiscal reality.

Externally the City is faced with challenges resulting from:

- New or expanded service requirements as a result of a shift in responsibility from other levels of government to the municipal level.
- New reporting requirements for capital asset accounting legislated by the public sector accounting body and supported by the provincial government.
- Pressures for new and increased services from the public.
- Lost revenues due to changes in property assessment legislation.
- National, provincial and regional trends of escalating construction costs.
- Labour shortages and escalating salary expectation beyond our existing union wage rates.
- Sustainability and climate change.

Property taxes and (to a much lesser extent), user rates remain the principal funding sources for increased service delivery costs and maintenance of an expanding infrastructure base. Parksville currently operates with property tax rates that are comparable to similar communities around British Columbia. However, Parksville is at a disadvantage when compared to most other communities. 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 from residential properties; 23.6% from commercial properties and less the .6% from industry. Most other communities are in the range of a 65% - 35% split. Correcting this is not a case of lowering residential tax rates and increasing commercial and industrial rates. Correcting this means encouraging the development of more commercial and industrial development to generate the needed additional revenues. In recent years, Council has taken active steps to address this with the creation of the economic development function and the approval of a number of tourist/commercial developments. Time is now needed to see those developments completed and the tax revenues realized.

Although Parksville has increased funding over the past few years for new infrastructure and infrastructure replacement (roads and underground utilities), escalating construction costs have greatly reduced the amount we are able to do. In order to provide financial stability, the City needs to develop a long-term strategy for funding a formal replacement and maintenance program. With this goal in mind, the challenge is to manage the significant economic realities while dealing with:

- The necessity to fund increases through property taxes and user fees;
- Expectation of the continuance of services that have traditionally been provided;
- Public opinions ranging from "shrink government and eliminate non-essential services" to demands for more social, cultural and recreational services to promote a more balanced and healthy society; and
- The establishment of future replacement and sustainability policies.

To continue providing adequate services under these conditions, Council will need to examine and prioritize City services in order to provide services acceptable to the public. This situation is not unique to Parksville. Every municipality in Canada is faced with the same issue. Local governments through their provincial organizations (Union of British Columbia Municipalities in British Columbia) and nationally through FCM (Federation of Canadian Municipalities) have been lobbying their respective provincial governments and the federal government for assistance. Realistically, funding the growing infrastructure deficit cannot be accomplished by simply increasing taxes, cutting existing services or

even a combination of both. Local governments must continue to increase their efforts to obtain additional funding and/or access to new revenue sources from the senior levels of government.

4. 2009 - 2013 Five-Year Financial Plan Highlights

(a) Revenues

New growth and assessment classification changes generated approximately \$222,200 in additional taxation in 2008. Further growth is expected in 2009, but cannot be quantified at this time. Virtually all growth in 2008 was from residential development including new resort development. The financial plan also includes an increase in the Provincial Small Communities Grant of \$52,000 in 2009 and a small increase in investment income for 2009 followed by large interest decreases for 2010-2013 due to the depletion of reserves.

(b) Expenditures

The financial plan incorporates an annual property tax increase of 2.0% for 2009 & 2010, 2.5% in 2011 and 5% in 2012 & 2013. This increase is the result of inflation, labour increases and significant expenditures for infrastructure renewal. The larger items include:

- Fire hall addition (up to \$4,000,000)
- Replace two fire trucks (\$900,000)
- Two additional police officers (\$87,000 annual cost per officer)
- Community Park improvement projects (\$757,000)
- Resurfacing on Highway 19A (\$1,070,000)
- Temple Street upgrades (\$1,994,000)
- Upgrade software systems (financial, asset, property, and records management - \$700,000)
- OCP review (\$200,000)

(c) Protective Services

Protective services continues to be a high priority for new funding in 2008 and averages approximately 34% of the City's annual operating budget over the five years covered by the plan.

Funding is provided for two additional RCMP officers; one in 2010 and one in 2012. The current number of RCMP officers is 15 at the end of 2008. Funding is also included for an additional fire inspector starting in 2011.

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 2009, the majority of which is being funded through long-term debt; up to \$4,000,000.
- Two fire trucks, replacement of an existing vehicle planned for 2012 and the addition of a new vehicle in 2013; \$900,000.

- Construction of components of the Industrial Park fire department training grounds; \$25,000 in 2009 and \$250,000 in 2010 for construction of a high rise training tower.
- Turnout gear cleaner; \$15,000.
- Replacement of auto extrication tools; \$50,000.

New operational items amounting to \$875,000 in total over the five years includes:

- Additional RCMP officers in 2010 and 2012; \$522,000.
- Additional operating and maintenance costs for the new fire truck, fire hall, and training grounds; \$50,000 (\$10,000 per year).
- Provisions for an additional fire inspector/emergency preparedness coordinator starting in 2011; \$155,500 (pushed back to 2011).

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

When the water and sewer utilities operations are included, engineering, public works and parks is 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. It is this department that ensures that water comes out of the taps, that sewers don't back up, that roads and sidewalks are safe and parks are maintained and safe for everyone to enjoy.

(e) Capital Expenditure Program

The proposed capital plan includes \$30.0 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, \$10.0 million will be spent upgrading and maintaining the City's water, sanitary and storm sewer infrastructure; \$12.4 million will be spent on transportation and parks; \$5.5 million will be spent on fire protection and the remaining \$1.0 million will be spent on civic facilities, information technology and equipment requirements.

Highlights of the 2009 program include:

- Fire hall renovation and addition, up to \$4.0 million
- Fire training ground improvements (training tower), \$25,000
- Completion of water front walkway, \$790,000
- Road replacement and upgrades:
 - Moilliet St. – Bernard Avenue to Birch Avenue - \$1.08 million
- Storm sewer replacement and upgrades:
 - Moilliet St. – Bernard Avenue to Morison Avenue - \$710,000
- Water infrastructure replacement and upgrades:
 - Moilliet St. – Bernard Avenue to 19a - \$450,000
 - Wright Road -- \$160,500
 - Arrowsmith Water Service River Intake planning - \$104,000
- Sewer infrastructure replacement and upgrades:
 - Moilliet St. – Birch St. to Morison Avenue - \$80,000
 - Moilliet St. – Bernard Avenue to Harnish - \$120,000

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 2009-2010 and 3% per year for 2011-2013. Sanitary sewer rates are forecast to increase 3% per year for 2011-2013.

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 were completed in 2008 and planning for water treatment from the river intake water station is now underway. 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 working on a water conservation strategy including looking at our current fee structure as a means to encourage water conservation.

The 2009-2013 Financial Plan for water totals approximately \$15.1 million of which \$5.0 million is directed towards capital with the remainder for operations.

The 2009-2013 Financial Plan for sanitary sewer totals approximately \$15.2 million, of which \$1.5 million is directed towards capital, \$9.4 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 from residential properties. 23.6% comes from commercial properties and less the .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 15 of each year. The tax rates bylaw will be presented to Council for adoption in spring 2009 once final information is received from BC Assessment.

PART II - Financial Planning Policies and Processes

The City of Parksville 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 including a quarterly budget report to Council. 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 ensure 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 are 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 (COPS). 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 and development and permits and bylaw compliance.

Planning and 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 and bylaw compliance consists 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)

Engineering and operations is responsible for the design, construction, operation 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, including renewal and replacement. Engineering also reviews, coordinates and regulates the design (and associated requirements) of roads and utilities associated with subdivision development, in accordance with Council policy.

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.

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 water supply system consisting of groundwater wells and a surface-water supply from the Englishman River. Water distribution mains, reservoirs, pumping facilities and disinfection facilities are also part of the utility. In addition, the City operates and maintains the Arrowsmith Dam (through the AWS partnership).

(c) Sanitary Sewer Utility Fund

The Parksville sanitary sewer utility is a self-funded entity that operates and maintains a sewer collection system serving 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 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 being funded through lease payments received from the two tenants the City has for the property. By the end of the current planning period in 2013, 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 - 2009 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 3.0% in 2007, the province's forecast for economic growth in 2008 is 1.7%. Economic growth is slowing and is expected to be low in 2009. Inflation in Canada and British Columbia has remained stable at approximately 2% for 2007. 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 2009, the rate of inflation within the province and on Vancouver Island was approximately 1.8%. However, because of pressures resulting from labour cost increases (over 3%), RCMP contract increases, natural gas and electricity rate increases and fuel price increases, using 1.8% would only allow minimal increases in the base budget for other operating costs. For future years in the five-year plan, increases of 2% in years 2010 & 2011 and increases of 3% in 2012 & 2013 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 1.5% in 2010 and 3% in the remaining years of the plan.

(c) Union Contract

The contract with the City's union has a three-year term for the period January 1, 2007 to December 31, 2009 and includes 3% increases for each of those years. Those increases have been included in the plan for 2009. Estimates of potential increases for 2010-2013 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 after operating expenditures are paid. 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 2009, the City of Parksville plans to collect \$23.7 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 2009 financial plan is taxation at \$9.6 million or 52% of the total revenues (excluding borrowing) on a consolidated basis. The property taxation levy includes an increase of \$520,500 for City services in 2009, made up of \$259,000 from new assessment growth, and \$222,000 from property tax rate increases and \$39,500 from an increase in business taxes.

(b) Other Revenues

(i) Fees and Charges

The revenue from fees and charges are expected to remain relatively stable at approximately \$1.1 million annually. As a percentage of total revenue, fees and charges are steady at 4.2% in 2009 and 4.7% in 2013.

(ii) User Fees – Water and Sanitary Sewer

Recent changes to water regulations and issues arising from the boil water advisory for Parksville identified the need for significant upgrades to the water system. As a result, water rates were increased 9% in 2006 and 2007, 10.5% in 2008 and are expected to increase at 10.5% for 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 3% in 2006 and 2007, no increases are required for 2008 through 2010 and a 3% increase is projected for 2011 and 2012.

PART IV - Five-Year Operating Plan Overview

1. Operating Budget 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 and 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 downtown revitalization and additional parks maintenance for Rotary Peace Park and the Water Tower Park.

Once department budgets are submitted, they are reviewed by finance department staff 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 advise finance 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 also submit higher service level requests for additional resources. The requests may include service maintenance requests where additional resources are required to ensure that the same level of service or maintenance of the City's expanding infrastructure is provided or there 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. 2009 Service Level Changes

The financial plan incorporates an overall increase in property taxes of 5% over 2008 levels. This increase is a result of high inflation for construction materials, additional staff required to meet increased operational needs, increases to fire department training requirements and Council directed service level changes including OPC review and implementation of the communications strategy.

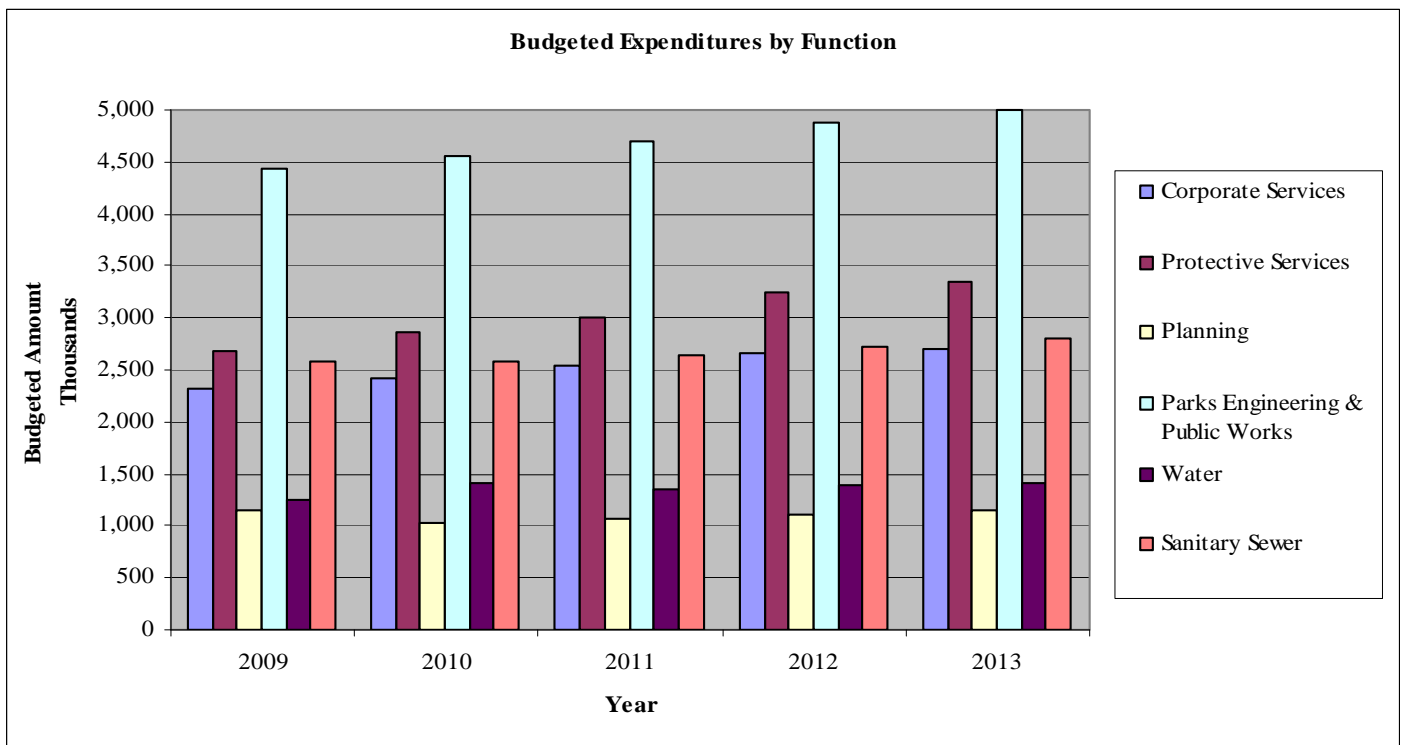
**Operating Budget Summary
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Corporate Services	2,006,766	1,990,361	2,055,313	2,125,788	2,161,139
Protective Services	2,720,214	2,854,754	2,970,722	3,199,286	3,308,607
Planning	1,057,703	1,001,882	1,025,249	1,059,469	1,094,835
Parks Engineering & Public Works	4,396,246	4,589,866	4,693,184	4,880,794	4,991,539
Water	1,237,552	1,392,476	1,320,973	1,361,664	1,391,493
Sanitary Sewer	2,349,123	2,313,497	2,343,644	2,418,774	2,496,323
	13,767,604	14,142,836	14,409,085	15,045,775	15,443,936

Revenues					
Corporate Services	(1,537,221)	(1,630,464)	(1,521,599)	(1,575,349)	(1,585,846)
Protective Services	(327,700)	(376,350)	(451,730)	(455,054)	(458,413)
Planning	(283,500)	(278,637)	(307,197)	(335,835)	(364,554)
Parks Engineering & Public Works	(743,293)	(736,384)	(755,736)	(776,606)	(798,093)
Water	(2,597,769)	(2,942,747)	(3,100,614)	(3,274,275)	(3,437,623)
Sanitary Sewer	(2,795,175)	(2,831,320)	(2,906,076)	(3,007,256)	(3,109,320)
	(8,284,658)	(8,795,902)	(9,042,952)	(9,424,375)	(9,753,849)

Transfers to (from)					
General Reserves and Funds	(213,900)	(188,969)	(193,126)	(197,372)	(201,709)
Water Reserves and Funds	1,360,217	1,550,271	1,779,641	1,912,611	2,046,130
Sewer Reserves and Funds	446,052	517,823	562,432	588,482	612,997
	1,592,369	1,879,125	2,148,947	2,303,721	2,457,418

Funded by Property Taxes **\$ 7,075,315 \$ 7,226,059 \$ 7,515,080 \$ 7,925,121 \$ 8,147,505**



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 effective and efficient operation of the City.

(a) Purpose

Administration

Administration services staff are responsible for five key areas - human resources, records management, legislative services, economic development and communications.

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 strong 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 five 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 the funds to pay City employees and 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 City 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 provide 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

- New Council orientation
- Records management – investigate software needs
- Human resources policy 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 (if required)
- 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
- Complete online homeowner grant claims

(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
- Water conservation strategy
- Improved website communications

(e) Departmental Highlights

Administration

- Completion of communications audit
- Successful recruitment of new human resources assistant
- Successful recruitment of new administrative assistant
- Transfer of administration of employee benefit program from finance to administration
- Successful negotiation of three-year collective agreement with CUPE

Finance

- 2009 Provisional budget completed prior to UBCM convention
- DCC program and rates updated
- Commenced quarterly budget progress reports to Council
- Progress made towards new capital asset reporting requirements
- Produced annual financial statements in house (auditor did previously)

(f) Other Goals and Objectives Considered but Deferred Due to Resource Constraints

Administration

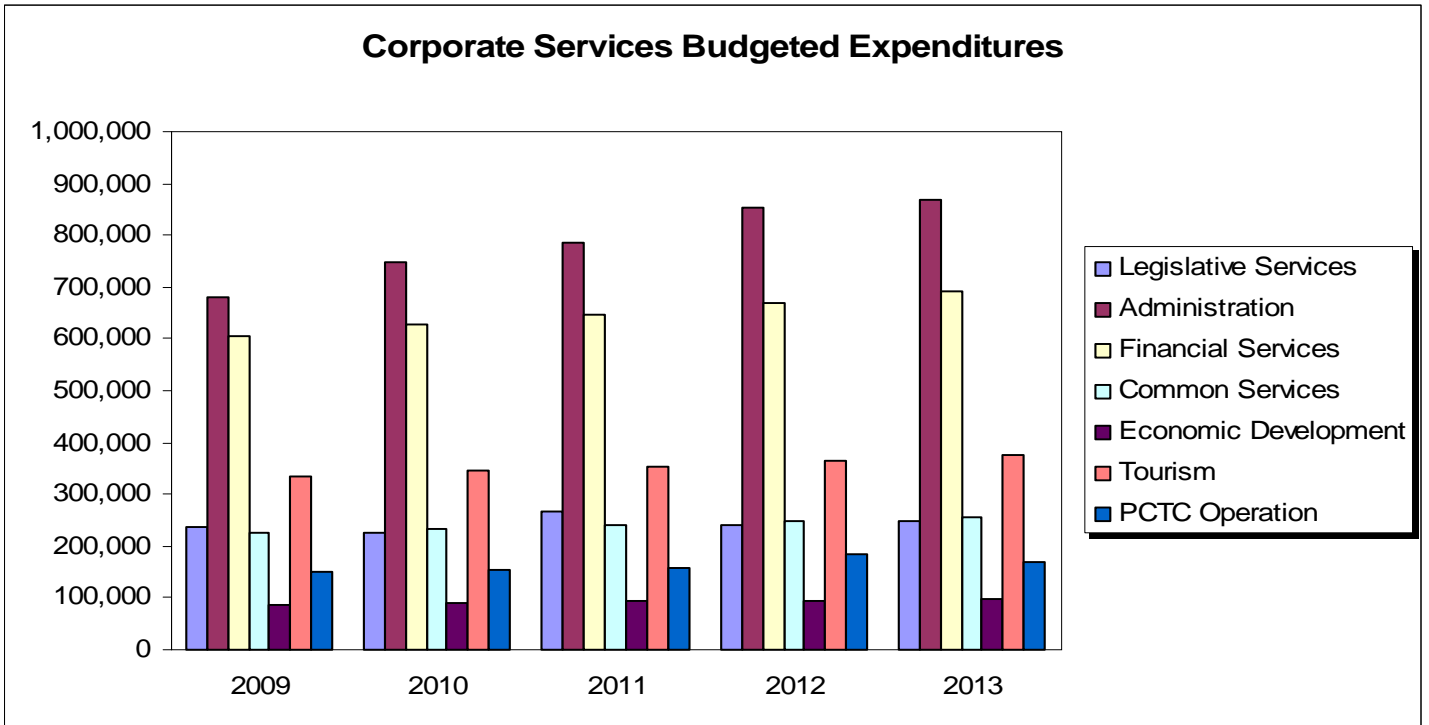
- Completion of customer satisfaction survey

Finance

- Ramp up customer service to excellent
 - Online tax and utility account inquires
 - Allow Visa use for tax and utility payments and other transactions
 - Remove switchboard and mail from customer service clerks

**Corporate Services
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Legislative Services	271,700	218,664	255,202	231,701	239,679
Administration	622,002	663,131	666,090	701,200	711,334
Financial Services	604,314	618,752	633,557	655,093	677,366
Common Services	249,900	255,724	261,692	270,430	279,461
Economic Development	49,350	20,400	20,808	21,432	22,074
Tourism	60,000	61,200	62,424	64,296	66,222
PCTC Operation	149,500	152,490	155,540	181,636	165,003
	2,006,766	1,990,361	2,055,313	2,125,788	2,161,139
Revenues					
Legislative Services	-	-	(6,121)	(15,455)	-
Administration Service Allocation	(162,250)	(165,495)	(168,805)	(173,867)	(179,075)
Finance/Common Allocations	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)
Financial Services	(239,600)	(325,274)	(202,599)	(236,895)	(252,496)
Economic Development	-	-	-	-	-
Tourism	(60,000)	(61,200)	(62,424)	(64,296)	(66,222)
PCTC Leases	(312,371)	(315,495)	(318,650)	(321,836)	(325,053)
Provincial Grants	(437,000)	(437,000)	(437,000)	(437,000)	(437,000)
	(1,537,221)	(1,630,464)	(1,521,599)	(1,575,349)	(1,585,846)
Transfers to (from) Reserves & Other Funds	(5,900)	23,100	23,100	23,100	23,100
Funded by Property Taxes	\$ 463,645	\$ 382,997	\$ 556,814	\$ 573,539	\$ 598,393



2. Protective Services

The protective services department includes three key areas:

- Emergency management
- Fire services
- Police services

(a) Purpose

Emergency Management

The emergency management program is designed to prepare and protect the community from man-made or natural catastrophes. This program is responsible for maintaining the operational readiness of the Emergency Coordination Centre (ECC). In order to achieve operational readiness, staff must maintain the emergency plan with updates in processes and changes in threats that affect the City along with training of staff associated to the ECC and support of volunteers associated to the local Oceanside Emergency Social Services (OESS) and the Mid Island Radio Association. Staff also works with neighbouring local governments to ensure operational readiness of a regional plan in the case of a large scale event affecting multiple jurisdictions.

Fire Services

Providing emergency response to fires and other related emergencies is one of the fire department's core roles and responsibilities in the City. However, the fire department does much more than respond to fires. Parksville firefighters are also highly-trained first responders for medical emergencies, natural gas leaks, hazardous material incidents, and other highly specialized rescues. In addition to these important responsibilities, the Parksville Volunteer Fire Department is also active in promoting fire prevention and education programs. The department is also required to carry out inspections of multi-family and commercial buildings and perform investigations to determine the cause of fires and check building plans for compliance to the fire code related to life safety issues.

Police Services

In order to provide highly trained, quality policing services in Parksville, the City contracts with the RCMP. The Oceanside RCMP detachment provides a variety of standard policing services and some more specialized services. These include but are not limited to response to emergency and non-emergency calls, criminal investigations, traffic enforcement, accident investigations and special event policing (i.e. Beachfest activities). The RCMP are also actively involved in promoting crime prevention initiatives, drug awareness education in local schools and increasing community awareness and understanding of how to protect people and their property from crime.

(b) Service Level Goals

Emergency Management

- Continue emergency preparedness plan preparation and staff development and training.
- Provide public education programs
- Update equipment and process in ECC for improved efficiencies during emergency operations.
- To deliver an emergency management program designed to prepare and protect the community from man-made and natural catastrophes.
- Continue emergency preparedness plan preparation and staff development and training.

Fire Department

- To provide quick, effective and high quality response to fire, medical and other emergency incidents.
- Reduce the number of fires, loss of life, injuries, and damage through effective fire code enforcement, public education and fire cause determination.
- Ensure financial stability and efficiency in service delivery.
- To protect life, property and the environment.
- Ensure that training provided to fire department members is of the highest quality to make certain all personnel are capable of handling any emergency situation.
- Complete design and construction of fire hall expansion.
- Provide timely and effective public education programs.
- Maintain an effective fire prevention program to meet Council adopted frequency of inspections.
- Provide firefighters with the best possible equipment available.

Police Department

- Actively pursue ultimate goal of “safe homes and safe communities.”
- Provide for a timely and effective response to emergency calls for service.
- Be “pro-active” in enforcement initiatives, targeting high crime areas and known criminals.
- Be “intelligence lead” in determining policing priorities and allocating resources.
- Provide for community crime prevention and drug awareness initiatives.
- Ensure that emergency operations plans are relevant, current and practiced by employees.
- Provide continued development and training opportunities for employees and volunteers.

(c) Accomplishment Objectives – Departmental

Emergency Management

- Completion of required plan updates.
- Development of customized neighbourhood emergency plans.
- Ongoing training of staff to ensure operational readiness of ECC.
- Establishment of executive and planning committees.
- Continue emergency plan training for required City staff.
- Conduct ECC setup exercise; participate in joint exercise with RDN - February 2009.

Fire Department

- Finalize design of fire hall expansion project.
- Begin construction of fire hall expansion.
- Maintain full member complement to be able to respond to emergency situations.
- Improve Standard of Cover response.
- Complete certification of all members of the department.
- Completion of training ground facilities.
- Operational guideline updates.
- Required inspections completed.

Police Department

- Reduction in malicious property damage complaints (youth vandalism).
- Reduction in the distribution and abuse of illicit drugs in the community.
- Increase in “pro-active” enforcement of impaired driving investigations.
- Increase in traffic educational opportunities. (youth and seniors groups)
- Establishment of a “Municipal Traffic Section” mandated to enforce provincial and municipal traffic laws.
- Research and development of a “community consultative group” in order to assist in the establishment of “local” policing priorities.
- Provision of ongoing “in service” training opportunities and completion of “mandatory training” required for employees and volunteers.

(d) Accomplishment Objectives – Interdepartmental

Emergency Management

- Staff training
- Staff personal preparedness

Fire Department

- Mapping updates.
- Fire hall expansion project.
- Emergency plan training.
- Development review

Police Department

- Inter-departmental training initiatives. (i.e. joint fire/police training opportunities)
- Table top exercises involving the community “emergency operations plan.”
- Acquisition and development of increased detachment space and parking.

(e) Other Goals and Objectives Considered but Deferred Due to Resource Constraints

Emergency Management

- Funding for full-time emergency coordinator position

Fire Department

- Staffing positions
- Additional fire inspector
- Emergency coordinator

(f) Departmental Highlights

(i) 2007 Statistics:

Fire Department

▪ Overall fire loss	\$93,750
▪ Total Saved	\$4,500,000
▪ Average response time	5 min. 8 sec. (duty officer on scene)
▪ # lives lost per 1,000 population	0
▪ # of fire/rescue incidents	457
▪ # of Public Education events	41
▪ # of burning complaints	36
▪ # of complaints	5
▪ # of annual fire inspections	449
▪ # of training hours	4,069
▪ # of incident person hours	2,500

(ii) Budget Highlights:

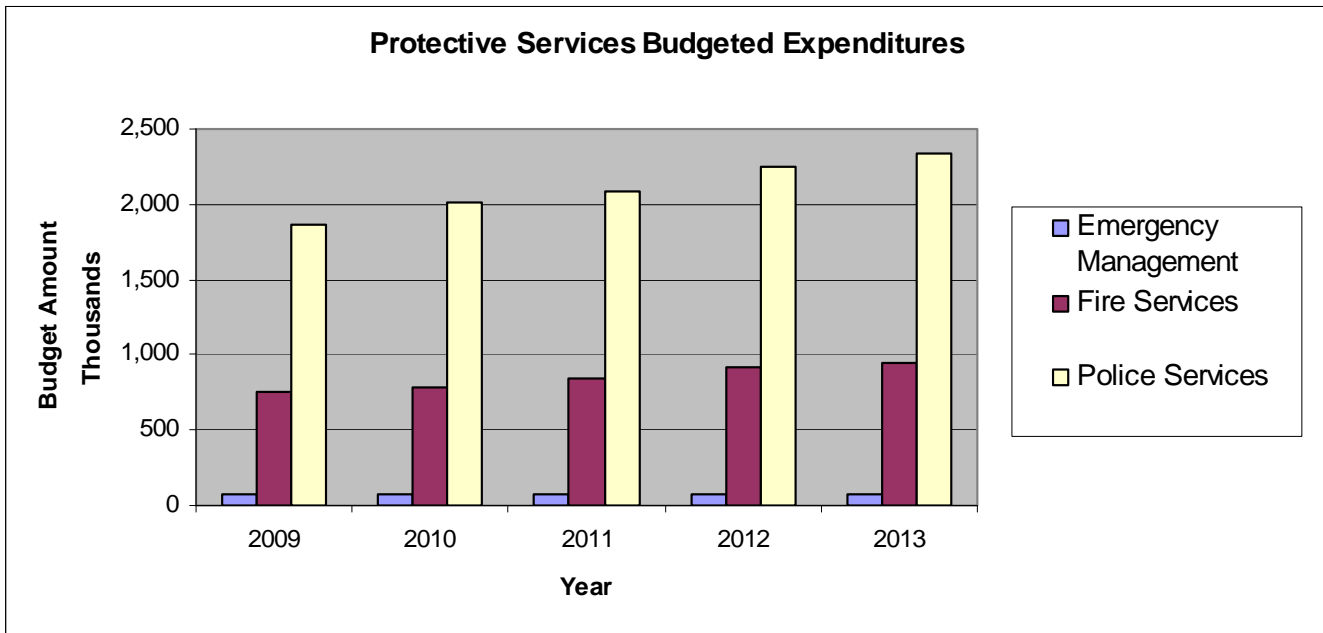
Fire Department

As well as routine equipment replacement, this budget includes:

- Expansion of fire hall in 2009 (up to \$5,400,000)
- Replace pumper truck in 2009 (\$450,000)
- Replace pumper truck in 2011 (\$450,000)
- Tower for training ground in 2010 (\$250,000)

**Protective Services
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Emergency Management	65,622	67,516	69,467	72,177	74,993
Fire Services	780,984	780,369	835,716	898,641	930,298
Police Services	1,873,608	2,006,869	2,065,539	2,228,468	2,303,316
	<u>2,720,214</u>	<u>2,854,754</u>	<u>2,970,722</u>	<u>3,199,286</u>	<u>3,308,607</u>
Revenues					
Emergency Management	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Fire Services	(306,200)	(354,662)	(429,655)	(432,778)	(435,931)
Police Services	(9,500)	(9,688)	(10,075)	(10,276)	(10,482)
	<u>(327,700)</u>	<u>(376,350)</u>	<u>(451,730)</u>	<u>(455,054)</u>	<u>(458,413)</u>
Funded by Property Taxes	<u>\$ 2,392,514</u>	<u>\$ 2,478,404</u>	<u>\$ 2,518,992</u>	<u>\$ 2,744,232</u>	<u>\$ 2,850,194</u>



3. Community Planning

(a) Purpose

The department of community planning encompasses the following functions: current and long-range planning (including social and environmental planning) and subdivision; bylaw compliance and emergency preparedness; business licence administration; and, building inspection. The provision of information, bylaw and permit administration, and, application processing constitute a large portion of the department's routine work. The department provides support to two of Council's advisory committees, the Advisory Design Panel and the Advisory Planning Commission. Support is also provided to the BIA initiative and to the economic development office.

The department comprises ten staff representing the following positions: 2 building inspectors, 1 planner, 1 bylaw compliance officer, 2 clerical support, 1 manager of current planning, 2 planning technicians and the director of community planning.

The department's resources have been full engaged for the past several years. This is a function of having a "development boom" and unprecedented growth generally. Not only is the "quantity" of development and permit applications inquiries large, the scope of the applications tends to exceed the typical norm for a community of this size. This scenario combined with the fact that staff attempts to keep up with a number of the "cutting edge" initiatives (sustainability, affordable housing) has placed high expectations on the department. The productivity and output have been extremely high, despite these demanding conditions.

(b) Service Level Goals

- Continue to handle routine work in a timely and professional manner
- Assist Parksville Downtown Business Association (Business Improvement Area)
- Assist the economic development office
- Continue emergency preparedness planning preparation activities
- Participation in City sustainability initiatives
- Participation in regional growth strategy update

(c) Accomplishment Objectives - Departmental

- Implementation of affordable housing policies
- Waterfront walkway design development and project advancement
- Downtown revitalization program component implementation
 - Interpretative plaque placement
 - Public art and mural policy framework
- Official Community Plan update
- Participation in sustainability initiatives

(d) Accomplishment Objectives – Interdepartmental

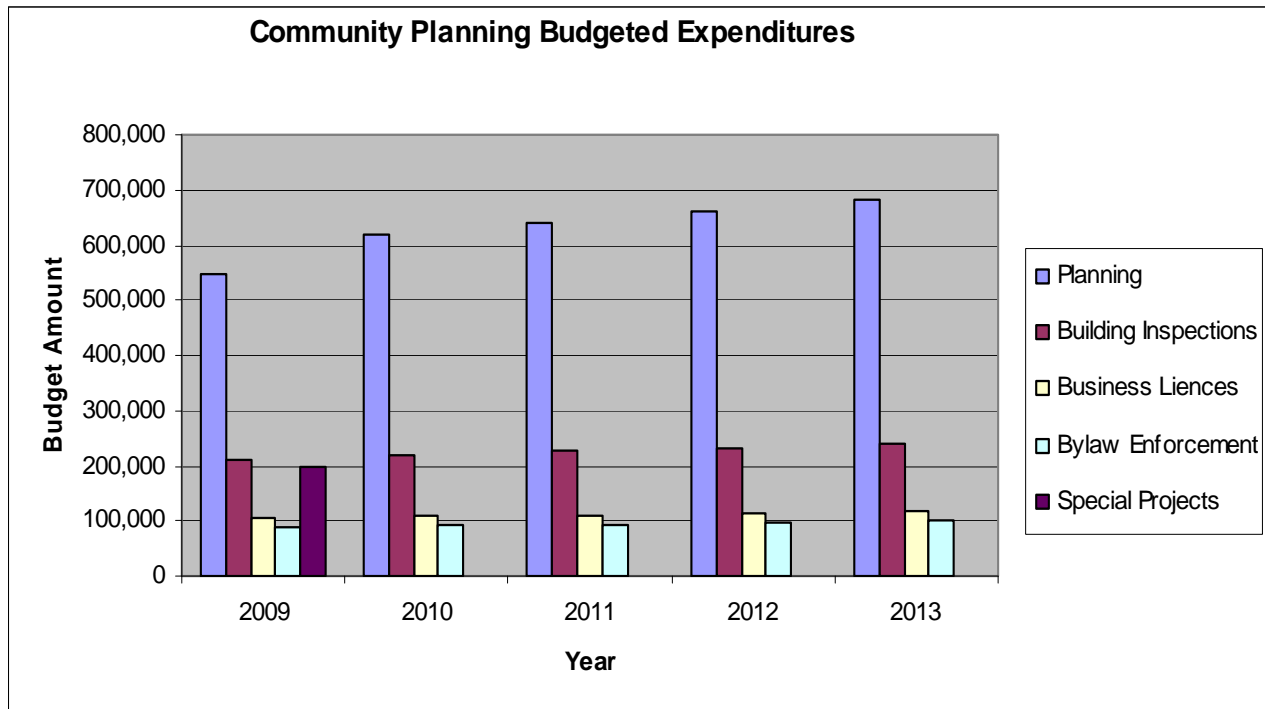
- Updates of older bylaws, policies as required

(e) Departmental Highlights (to October 2008)

- Processed building permit applications representing \$54,268,000 in 2007 and \$18,484,101 from January 1 – October 31, 2008.
- Processed a number of applications representing "major" developments i.e. Phase 2 of VIHA, Corfield Glades, McMillan Street care facility
- Handled approximately 2,100+ zoning counter inquiries and approximately 1,500+ bylaw enforcement calls January 1 – October 31, 2008.
- Accessory carriage house zoning adopted.
- Alburni highway streetscape development completed
- Co-ordinated intensive emergency training for all city staff.
- Emergency plan updated for pandemic influenza scenario.
- Riparian Areas Regulations implemented.
- Secondary suite regulations updated.
- Small lot residential zone template developed.
- Works and Services bylaw threshold updated.

**Community Planning
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Planning	536,745	549,845	563,286	582,729	602,848
Special Projects	215,000	168,300	171,666	176,814	182,111
Building Inspections	140,590	143,866	147,224	152,140	157,221
Business Liences	77,930	50,395	51,509	53,165	54,874
Bylaw Enforcement	87,438	89,476	91,564	94,621	97,781
	1,057,703	1,001,882	1,025,249	1,059,469	1,094,835
Revenues					
Planning	(53,200)	(20,329)	(20,810)	(21,298)	(21,794)
Building Inspections	(100,000)	(125,000)	(150,000)	(175,000)	(200,000)
Business Liences	(113,000)	(115,609)	(118,279)	(121,011)	(123,806)
Bylaw Enforcement	(17,300)	(17,699)	(18,108)	(18,526)	(18,954)
	(283,500)	(278,637)	(307,197)	(335,835)	(364,554)
Funded by Property Taxes	\$ 774,203	\$ 723,245	\$ 718,052	\$ 723,634	\$ 730,281



4. Engineering and Operations (Public Works and Parks)

(a) Purpose

The largest part of the City's operating budget falls under the engineering and operations department. The budget comprises approximately 56% of the total and covers design, operational and maintenance activities required to provide appropriate services to the community, and to sustain related City infrastructure. The department's activities are fundamental to ensuring adequate basic services are consistently provided and include:

- Supply and distribution of safe, potable drinking water
- Conveyance of sanitary sewage to the regional treatment facility
- Storm-water drainage facilities
- Appropriate road and traffic facilities
- Parks
- Operation of Arrowsmith Dam
- Buildings

Critical issues include the planning and design of a new water intake and treatment facility on the Englishman River, which will be required to meet projected water demands within 6 to 9 years. This is a project which will be developed as part of the Arrowsmith Water Service joint venture with the Regional District of Nanaimo and the Town of Qualicum Beach. The City of Parksville owns a 63.9 % share of this venture.

Other issues requiring attention for reasons that include legislative changes, new technology and increased attention on climate change and sustainability include:

- Asset Management – PSAB requirements
- Cross Connection Control – Provincial Health requirements
- Engineering Standards – Core review
- Information Technology
 - Document / records management software
 - Asset management software
 - Web page update
 - Property management

Engineering

The engineering department accounts for approximately 6% of the City's operating budget. This covers technical, information technology and administrative functions. Recruitment and retention of qualified technical staff remains a significant issue, as it has in other jurisdictions and in the private sector. The department has operated short one technologist for most of 2007 and 2008.

Currently there are approximately 115 active development files being handled by the department. There have been 12 new development applications received between January and October 2008.

Operations

The operations department, which includes public works and parks provides the 'hands-on' services to operate and maintain City infrastructure. This includes

inspection of new construction, operation of buildings and pumping facilities, and operational and maintenance activities associated with the City's roads, drainage facilities, and water and sewer utilities.

The on-going growth within the community has resulted in corresponding increases in the amount of required infrastructure. Such growth includes approximate increases of over 25% in the length of paved roads, a 40% increase in the length of sanitary sewers, and a 25% increase in the area of parkland being maintained, over the past 5 or 6 years.

Public Works

The public works budget, including roads, drainage, buildings and the sewer and water utilities, represents approximately 38% of the total operating budget. This includes requirements related to the sewer and water utilities. Responsibilities for the water utility include the operation and maintenance of the Arrowsmith Dam. Buildings include the Parksville Civic and Technology Centre, which is a joint venture facility with School District 69 and Vancouver Island University. Parksville owns approximately 70% of this facility.

Parks

The budget for maintaining the City's parks, open spaces and highway landscapes accounts for approximately 9.2% of the total operating budget. Parksville has been recognized on a national level under the Communities in Bloom program for its outstanding achievements in this regard.

(b) Service Level Goals

- Maintain the City's infrastructure in a cost effective and efficient manner.
- Provide timely and appropriate programs, services and responses to customer needs.
- Manage the City's assets in a cost-effective manner.
- Provide all necessary technical engineering services including, study, design, drafting, surveying, and construction.
- Provide services to efficiently meet the City's water, sanitary sewer, storm drainage, traffic and transportation requirements, now and into the future.
- Facilitate the effective use of resources to achieve the greatest economic, environmental and social benefits in support of Council, administration, City departments and the City's growth and development objectives.
- Administer, supervise and/or construct all municipal infrastructures to ensure it meets the needs and standards of the community.

(c) Accomplishment Objectives - Departmental

- Implement asset management system
- Transportation plan update
- Core area parking study
- Implement cross connection control program (On-going)
- Englishman river intake/treatment facility (Phase 1)
- McMillan Street upgrade – Hwy 19A to Hirst Ave.
- Moilliet Street upgrade – Hwy 19A to Bernard Ave.

(d) Accomplishment Objectives – Interdepartmental

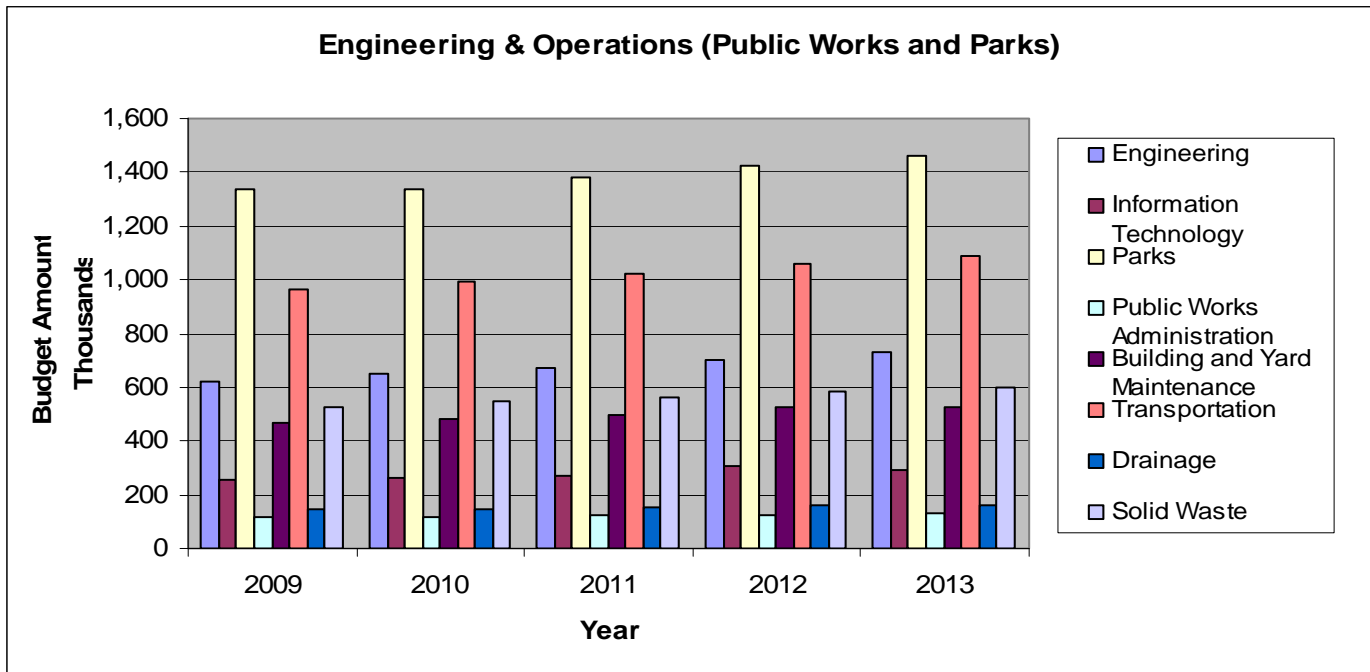
- Develop capital asset accounting program
- Water conservation strategy

(e) Departmental Highlights (to October 2008)

- Completed approximately \$7 million worth of capital upgrades / construction.
- Developed an updated DCC capital program.
- Completed major upgrades at the Springwood water complex.
- Prepared Terms of Reference for, and obtained expressions of interest from, consulting firms for future AWS water intake and treatment facilities.
- Completed and presented an assessment of water supply capacity.
- Participated in ongoing update to regional liquid waste management plan.
- Installed solar-powered crosswalk, and purchased two “Smart” cars, in efforts to address sustainability issues.
- Updated GIS data-base to link storm-drainage and water models to the City GIS system.
- Managed approximately 115 development files (engineering aspects)
- Updated City web page (90% complete)
- Developed Terms of Reference for Transportation Plan Update and Downtown Core Parking Study.

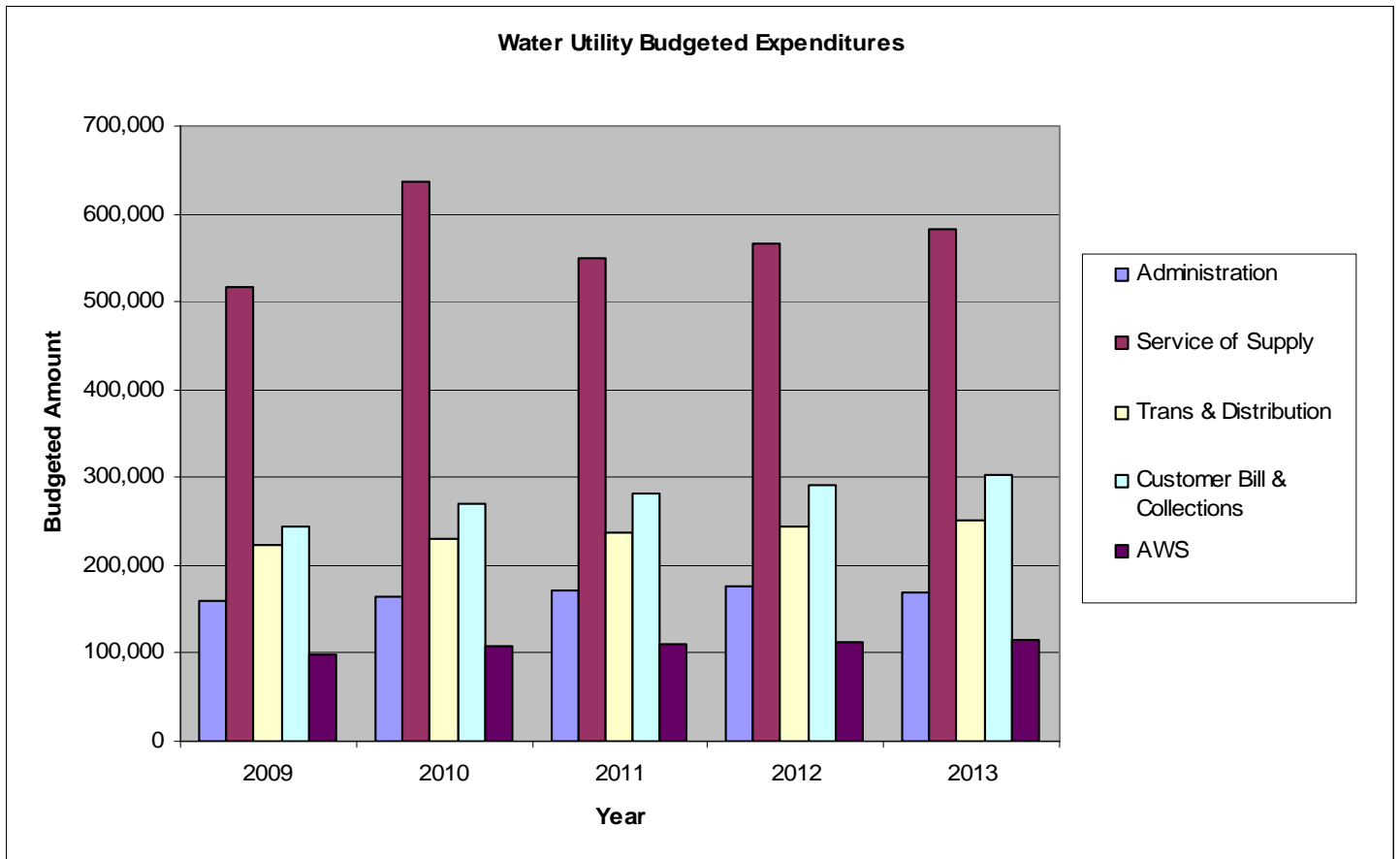
**Engineering & Operations (Public Works and Parks)
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Engineering	671,602	736,571	758,185	788,105	819,208
Information Technology	216,482	262,327	268,313	303,921	286,238
Parks	1,301,214	1,327,239	1,353,784	1,394,382	1,436,149
Public Works Administration	112,722	114,976	117,276	120,793	124,411
Building and Yard Maintenance	468,188	477,552	487,102	515,641	516,740
Transportation	959,505	978,695	998,270	1,028,207	1,059,005
Drainage	138,733	141,508	144,338	148,667	153,119
Solid Waste	527,800	550,998	565,916	581,078	596,669
	4,396,246	4,589,866	4,693,184	4,880,794	4,991,539
Revenues					
Engineering Fees	(43,500)	(18,237)	(18,668)	(19,106)	(19,551)
Information Technology	-	-	-	-	-
Parks	(114,500)	(117,427)	(120,437)	(124,698)	(129,117)
Building Rentals	(23,400)	(23,695)	(23,995)	(24,299)	(24,608)
Transportation	-	-	-	-	-
Drainage	(3,000)	(3,069)	(3,140)	(3,213)	(3,287)
Solid Waste	(558,893)	(573,956)	(589,496)	(605,290)	(621,530)
	(743,293)	(736,384)	(755,736)	(776,606)	(798,093)
Transfers to (from) Reserves & Other Funds	(208,000)	(212,069)	(216,226)	(220,472)	(224,809)
Funded by Property Taxes	\$ 3,444,953	\$ 3,641,413	\$ 3,721,222	\$ 3,883,716	\$ 3,968,637



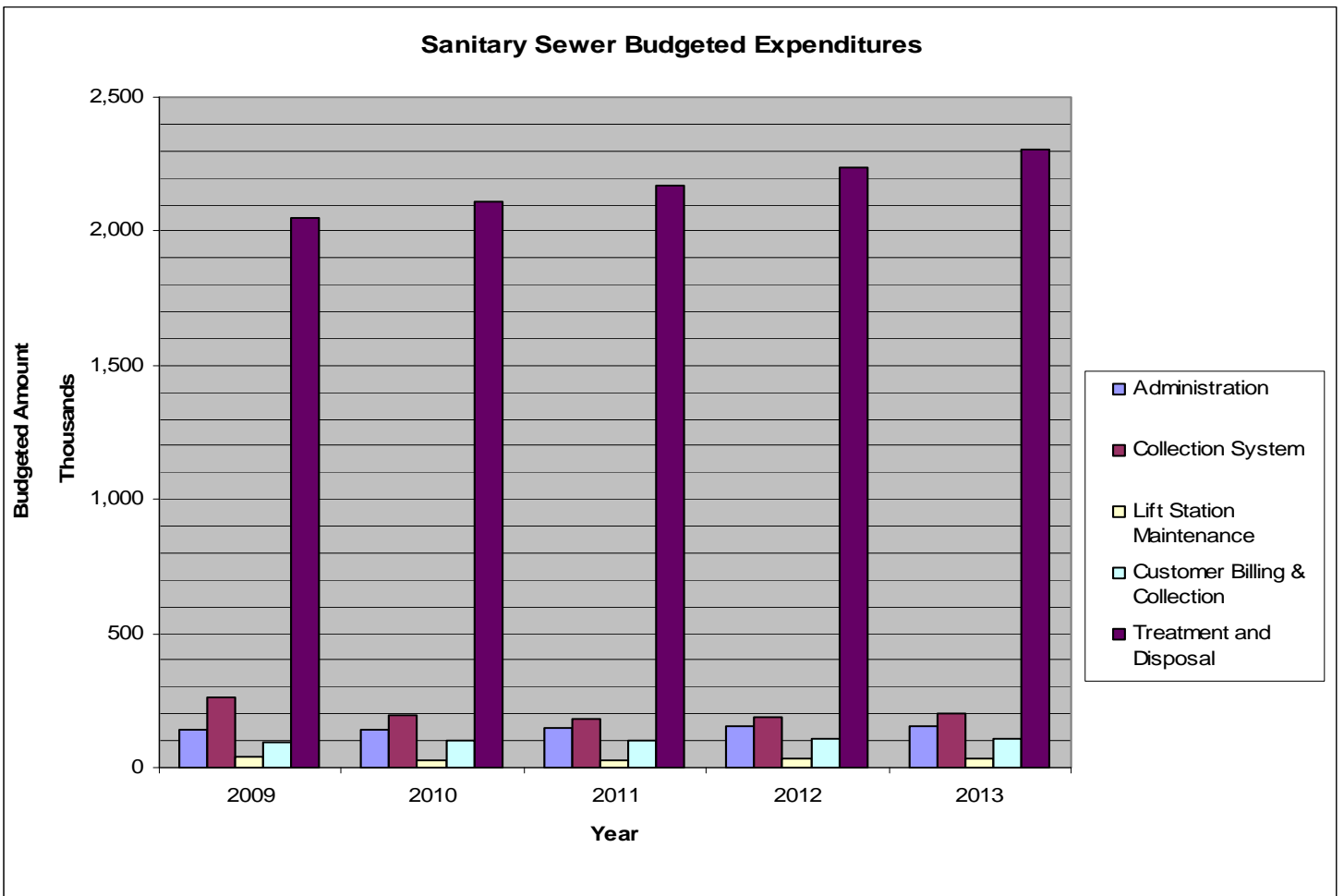
**Water Services
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Administration	166,100	169,422	172,810	177,993	171,184
Service of Supply	517,012	629,352	537,899	554,030	570,626
AWS	99,090	107,468	109,617	111,810	114,047
Trans & Distribution	222,677	227,131	231,673	238,621	245,769
Customer Bill & Collections	232,673	259,103	268,974	279,210	289,867
	1,237,552	1,392,476	1,320,973	1,361,664	1,391,493
Revenues					
Water Fees	(2,567,769)	(2,868,892)	(2,990,485)	(3,117,061)	(3,249,279)
Other	(30,000)	(73,855)	(110,129)	(157,214)	(188,344)
	(2,597,769)	(2,942,747)	(3,100,614)	(3,274,275)	(3,437,623)
Transfers to (from) Reserves & Other Funds	302,125	307,796	313,562	322,565	331,805
Surplus Funds for Water Capital Projects	\$ (1,058,092)	\$ (1,242,475)	\$ (1,466,079)	\$ (1,590,046)	\$ (1,714,325)



**Sewer Services
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Administration	144,002	147,358	150,797	155,832	161,036
Collection System	259,021	190,742	176,923	185,499	194,502
Lift Station Maintenance	37,397	27,890	28,816	30,065	31,368
Treatment and Disposal	1,813,403	1,849,671	1,886,664	1,943,243	2,001,453
Customer Bill & Collect	95,300	97,836	100,444	104,135	107,964
	2,349,123	2,313,497	2,343,644	2,418,774	2,496,323
Revenues					
Sewer Fees	(913,272)	(924,897)	(964,600)	(1,006,012)	(1,049,189)
Sewage Treatment Plant Tax	(1,813,403)	(1,849,671)	(1,886,664)	(1,943,243)	(2,001,453)
Other	(68,500)	(56,752)	(54,812)	(58,001)	(58,678)
	(2,795,175)	(2,831,320)	(2,906,076)	(3,007,256)	(3,109,320)
Transfers to (from) Reserves & Other Funds	346,825	353,762	360,837	371,658	382,791
Surplus Funds for Sewer Capital Projects	\$ (99,227)	\$ (164,061)	\$ (201,595)	\$ (216,824)	\$ (230,206)



PART VI – Five-Year Capital Plan Overview

1. Funding Sources

Funding for capital expenditures comes from a variety of sources including general tax revenues, reserves, statutory funds, grants, contributions from developers, businesses or partners and borrowed funds.

2. Capital Process

Capital assets provide a benefit to the City beyond one year. Such items typically require operating and maintenance expenditures, and may need to be replaced in the future. Examples include infrastructure such as buildings, roads, bridges, water and sewer facilities, as well as vehicles, computer equipment and furniture.

Legislation requires local governments to prepare a five-year financial plan including operating and capital budget.

However, the City's policy is to plan for major capital expenditures on a 20-year cycle with annual reviews and updates. The 20-year capital plan presented to Council includes projects that are consistent with corporate objectives and long-range plans. In accordance with the legislation, the City prepares and adopts a five-year financial plan, however, in reality, the City actually prepares a 20-year plan.

3. Operating Cost Impact

Each capital project in the plan is reviewed to assess the impact it will have on the operating budget. Projects providing new infrastructure will typically require additional expenditures each year for operation and maintenance. Projects which replace or rehabilitate existing infrastructure will typically reduce operating costs, however, this does not generally result in an overall reduction of operating costs as other aging City infrastructure not replaced is progressively more expensive to operate and maintain.

4. Water Supply Strategic Plan

As a result of changes to water regulations and the issues arising from the boil water advisory, staff is in the process of an in-depth review of the City's water supply system to address the long-term questions of:

- How is the City going to address drinking water quality?
- How is the City going to ensure sufficient capacity in the water supply for future growth?
- How and when should we be replacing our major water supply infrastructure?

Projects completed which were identified in the review include:

- The installation of the new Top Bridge reservoir in 2007.
- The \$2.6 million Springwood water facility upgrade in 2008 (partially funded by a federal/provincial MRIF grant application).
- Preliminary studies towards required upgrade of the Englishman River water intake and construction of treatment facilities through the AWS.

5. Departmental Highlights

The 2009-2013 capital expenditure program includes approximately \$30 million to be expended on a variety of projects.

(a) Administrative and other Services (\$148,000)

The majority of this amount is for PCTC office renovations to increase the usable floor space currently in the building (\$100,000). Upgrades to the audio visual equipment in the building is \$25,000. The remaining 23,000 is for office equipment replacements in 2012.

(b) Protective Services (\$5.5 Million)

In addition to routine replacement of small equipment gear and small vehicles this budget includes:

- Major fire hall renovation and addition, \$4,000,000 planned for 2010.
- Two fire trucks, \$900,000; replacement of an existing vehicle planned for 2012 and the addition of a new vehicle planned for 2013.
- Construction of components of the Industrial Park fire department training grounds, \$275,000; \$25,000 in 2009 and \$250,000 in 2010 for construction of a high rise training tower.

(c) Engineering and Operations (Public Works and Parks) (\$23.0 Million)

Highlights of the parks, engineering, public works, water and sanitary sewer capital plan include:

- Completion of water front walkway, \$790,000
- Community Park upgrades, \$747,000
- Road replacement and upgrades:
 - Resurfacing sections of Highway 19A, \$ 1,070,000
 - Moilliet - Bernard to Birch, \$1,080,000
 - Temple - Philips to Doehle, \$1.7 million
 - Corfield - Stanford to Hwy 19A, \$840,000
 - Jensen extension, \$1,300,000
 - Traffic signal upgrades on Jensen, \$545,000
- Storm Sewer replacement and upgrades:
 - Corfield - Stanford to Jensen, \$220,000
 - Finholm – Rowan to Hirst, \$420,000
 - Moilliet - Bernard to Morison, \$710,000
 - Temple - Phillips to Bay, \$760,000
- Water infrastructure replacement and upgrades:
 - Moilliet - Bernard to Hwy 19A, \$450,000
 - Temple - Phillips to Bay, \$750,000
 - Arrowsmith Water Service, \$407,000
 - Jensen extension, \$215,000

**Capital Expenditures
2009 - 2013 Financial Plan**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expenditures					
Corporate Services					
Legislative	125,000	0	0	23,000	0
Protective Services					
Fire Services	162,763	4,328,600	30,000	550,600	511,000
Community Development					
Planning	0	0	0	0	0
Parks, Engineering & Public Works					
Parks	985,053	168,000	60,000	0	437,000
Information Technology	430,000	340,000	35,000	10,000	30,000
Transportation	3,364,216	3,090,776	1,764,000	949,520	1,593,352
Storm Drains	1,219,304	490,000	1,210,000	640,000	0
Buildings, Equipment & Other	255,000	335,000	183,100	10,000	10,000
	6,253,573	4,423,776	3,252,100	1,609,520	2,070,352
Water Services	2,300,607	579,315	894,315	930,367	176,265
Sewer Services	780,728	415,000	65,000	175,000	65,000
Total Capital Expenditures	\$ 9,622,671	\$ 9,746,691	\$ 4,241,415	\$ 3,288,487	\$ 2,822,617
Revenues					
Corporate Services					
Grants	-	-	-	-	-
Community Development					
Protective Services					
Grants	-	(1,000,000)	-	-	-
Reserve Funds	(37,013)	-	-	-	-
Borrowing	-	-	-	-	-
Parks, Engineering & Public Works					
Grants/Donations	(2,622,953)	(574,000)	(1,447,000)	-	-
Reserve Funds	(1,221,340)	(2,304,573)	(564,250)	(10,000)	(628,750)
Borrowing	-	-	-	-	-
Water Services					
Grants	(808,139)	-	(375,000)	-	-
Reserve funds	(630,414)	(142,313)	(31,631)	(63,260)	(63,260)
Sewer Services					
Grants	(380,240)	-	-	-	-
Reserve funds	(165,160)	(173,250)	-	-	-
	(5,865,259)	(4,194,136)	(2,417,881)	(73,260)	(692,010)
Capital Funded from Operating Funds	\$ 3,757,412	\$ 5,552,555	\$ 1,823,534	\$ 3,215,227	\$ 2,130,607

2009 Capital Expenditures

