

DISTRICT OF TUMBLER RIDGE

2010-2014 Financial Plan

(Version 2)



DISTRICT OF TUMBLER RIDGE
2010-2014 Financial Plan

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DISTRICT OF TUMBLER RIDGE
BUDGET WRITE-UP
2010 – 2014 FINANCIAL PLAN

INTRODUCTION

Tumbler Ridge is facing many challenges in the years to come, the largest of which is aging infrastructure. In order to ensure that the community is well positioned to deal with the challenges ahead, a financial plan and strategy need to be established to address these needs. Council's strategic objectives set the direction for this financial plan by committing District resources to achieve the outlined goals and objectives.

BUDGET HIGHLIGHTS

The senior staff of the District of Tumbler Ridge has completed the second draft of the 2010 – 2014 Financial Plan. Council is asked to review the document and provide changes if required. The document is organized to highlight the major components of the Plan, as discussed below.

Revenues

Taxation revenues will increase 12.5% over 2009 budget for 2010 and 2011, with a 5% increase in subsequent years. Depending on how the tax burden is divided, the municipal taxes for an average house valued at \$170,000 will increase from \$842 to \$947 for the year, or an increase of \$8.75 per month. 52% of the District's revenue comes from taxation.

A 2% increase to fees is recommended for 2010, including water and sewer charges. The charges for water and sewer services should be reviewed in order to be able to fund water and sewer utility operations into the future.

Government transfers and grants are estimated to decline due to provincial cut backs to transfers such as small communities grant, community works gas tax and other grants. It is also expected that the federal stimulus funding will be coming to an end.

Service provision and operating expenditures

The level of service provision and operating expenditures is maintained at 2009 levels except for minor reductions in service. The dog control contract will be cancelled from July 2010. Public Works summer student positions have been reduced to three and the Community Centre will be reducing hours for administration, maintenance and the aquatic centre.

Grant in aid

In light of the many challenges facing the District's infrastructure, Council was obliged to review the level of grant in aid funding to community organizations. Even though one of Council's strategic objectives is to encourage and expand volunteerism, grant funding has been cut back significantly from prior year levels. Council has identified other initiatives to assist community groups in these difficult times through their sale of advertising policy and fee waiver policy for fundraising events.

Capital projects

The 2010 proposed capital plan proposes \$7,077,410 in capital expenditures including \$5,027,910 for the community centre building envelope and roof, \$590,000 for water system upgrades, a possible \$300,000 towards the seniors/disabled housing and \$268,000 for a compliant Rescue 4 fire truck. Other capital items are required to maintain existing infrastructure. District staff will continue pursuing available grant opportunities for funding towards capital projects.

SUMMARY

In summary the 2010 – 2014 Financial Plan recommends increasing the tax rate, minimal service provision reduction and a capital plan that addresses our failing infrastructure while taking advantage of the leveraging opportunities available from the Provincial and Federal governments. District staff will continue to work on planning initiatives (specifically the Tangible Capital Asset maintenance projects) to determine our future infrastructure needs and possible service provision efficiencies into the future. The Financial Plan is a living document and staff will continue to make revisions as further information becomes available and from further Council direction.

**District of Tumbler Ridge
2010- 2014 Five-Year Financial Plan**

Year 2010 Objectives

***Strategic Plan Financial Goal:** Our goal is to be fiscally responsible by managing debt, strengthening reserves, maintaining competitive tax rates, expanding the tax base, seeking alternative funding opportunities and managing fees, charges and agreements to ensure reasonable cost recovery/revenue to the District*

Program Budget

Objective 1 - 5 Year Operational Plan

THAT all District departments be required to submit for inclusion in the District's Financial Plan:

- A five-year operating plan,
- With requirements for 2010 as Year 1, and
- With anticipated revenue and expenditure increases shown in years 2 and 3 where normal patterns of growth may not be applicable,
- Including 1st, 2nd, and 3rd year costs of requested new staff and new programs, shown as a separate item,
- And with projections based on an overall percentage supplied by the Finance Dept. for years 4 and 5

Objective 2 - Goals and Objectives

THAT each District department be required to align its programs with the goals and objectives outlined in the District's Strategic Plan, and be required to directly identify how each program supports the stated objectives.

In addition to stated objectives, that each District department be required to supply:

- a statement of what changes, if any, will be made in 2010 to ensure that program delivery improvements and cost containment strategies are implemented.

Objective 3 - Cost Reduction

THAT each District department work together to investigate and report on cost containment and program reduction strategies and that the impacts to service delivery of such program reductions be provided.

Objective 4 - Additions to Base Budgets

THAT separate consideration be given to budget adjustments that may be required due to extraordinary changes in base program delivery costs, such as energy costs, increased maintenance costs due to new inventory completed in prior year, and operating impacts of new program infrastructure.

These costs must be shown as separately listed costs, but will not be treated as "New Items".

**District of Tumbler Ridge
2010- 2014 Five-Year Financial Plan**

Year 2010 Objectives

***Strategic Plan Financial Goal:** Our goal is to be fiscally responsible by managing debt, strengthening reserves, maintaining competitive tax rates, expanding the tax base, seeking alternative funding opportunities and managing fees, charges and agreements to ensure reasonable cost recovery/revenue to the District*

Objective 5 - New Items

THAT all requests for funding of new ongoing program items for Year 2010 be separately presented for consideration by Council as “New Items”, to be funded only if monies are available after basic service provision objectives have been met.

Objective 6 - Tax burden on non-residential property classes

THAT the relationship between residential and non-residential tax rates be reviewed, and that a strategy to decrease the tax burden on classes 2, 4, 5, and 6, compared to class 1, be determined.

Objective 7 – Tangible Capital Assets and Major Maintenance

THAT all District departments identify capital expenditure which falls below the Tangible Capital Asset threshold and budget for these items as major maintenance operating expenses, identified as “additions to base budgets”.

Objective 8 - Items over \$100,000

THAT all District departments provide reports with a detailed justification of the requirement for each non-maintenance project with a proposed budget of \$100,000 or more in the first five years of the 2010-2019 Financial Plan. Each report will specify how the project complies with one or more of the objectives of the District’s 2009 Strategic Plan.

Objective 9 - Project Priorities

THAT Council establish the District’s major project priorities for the 2010-2014 Financial Plan. For major projects, the department sponsoring the project is to make a public presentation to Council on the financial and operational requirements and service delivery justification of the project.

Objective 10 - Reserves and Existing Infrastructure

THAT the District’s Financial Plan continue to reflect an ongoing commitment to the funding of reserves as a means to support long-term planning and required infrastructure maintenance and replacement and that the Plan continue to reflect an ongoing commitment to the maintenance of existing infrastructure, with a goal of transferring a minimum of 5% of taxes collected to reserve support.

**District of Tumbler Ridge
2010- 2014 Five-Year Financial Plan**

Year 2010 Objectives

***Strategic Plan Financial Goal:** Our goal is to be fiscally responsible by managing debt, strengthening reserves, maintaining competitive tax rates, expanding the tax base, seeking alternative funding opportunities and managing fees, charges and agreements to ensure reasonable cost recovery/revenue to the District*

Objective 11 - Stabilization Reserves

THAT the District's Financial Plan continue to reflect on ongoing commitment to the funding of reserves as a means for stabilization of property tax rates due to unexpected reductions in operating revenues, unexpected increases in expenditures or for emergency expenditures, with a goal of maintaining the reserve at 5% -10% of total consolidated revenue.

Objective 12 - Alternate Funding Sources for Major Projects

THAT as part of the presentation on major projects, consideration be given to the use of alternate sources of funding in order that the District may leverage its available funding in the most cost-effective manner.

Objective 13 - Public Input

THAT 2010-2014 Financial Plan meetings be open to the public, and publicly advertised, and allow sufficient time for public comment and questions.

DISTRICT OF TUMBLER RIDGE
CHANGES TO BUDGET BETWEEN VERSION 1 AND 2
2010 - 2014 BUDGET

Area	Description of change	Change	Amount
TOTAL SAVINGS			1,305,000
Revenue			
	For information - the full year lease revenue for the Community Centre included in the budget		
	For information - the full year lease revenue for the camp included in the budget		
General Government			
	Reduce Councillors travel from \$7,000 to \$6,200 per Councillor	Staff	4,800
	Eliminate the cost of alcohol and payment for Councillors for Christmas party expense	Council	800
	Reduce cost of council meeting dinners by looking for more cost effective alternatives and a reduction in quantities	Staff	1,000
	Reduce Community Promotion costs to be more in line with 2009 actual expenditure	Staff	1,000
	Reduce training/conference costs	Staff	2,000
	Reduce training costs for drug and alcohol testing done locally	Council	2,000
	Reduce legal costs associated with land issues	Staff	5,000
	Reduce legal costs relating to policies and challenges to bylaws	Staff	5,000
	Reduce special project/contingency	Staff	1,000
	Increase grant writer allocation by \$500 for mileage to workshops	Staff	(500)
	Reduce training/conference costs	Staff	1,000
	Postpone implementation of electronic HOG on-line claim program in MAIS	Council	2,800
	Reduce advertising costs	Staff	500
	Reduce tax sale expenses	Staff	500
	Reduce office supplies	Staff	1,000
	Increase Hydro to reflect 2009 costs	Staff	(1,100)
	Reduce small equipment budget	Staff	5,000
	Reduce building maintenance by inhouse carpet cleaning and postpone painting foyer	Staff	2,000
	Reduce telephone budget	Staff	1,000
	Reduce office equipment	Staff	1,000
			8,900
Protective Services			
	Increase Insurance to reflect 2009 actual costs	Staff	(1,300)
	Increase volunteer firefighter remuneration to 2009 levels	Staff	(750)
	Cancel dog control contract from July 2010 (@\$2,500 per month)	Council	15,000
	Reduce bylaw travel and training	Staff	1,000
			16,000
Public Works			
	Reduce small equipment	Staff	2,000
	Reduce building inspection travel	Staff	500
	Remove public works shop insurance (inactive code)	Staff	2,600
	Increase hydro, gas and telephone to 2009 actual cost level	Staff	(3,000)
	Remove sweeper lease payments, budgeted elsewhere	Staff	6,000
	Remove costs to maintain boat launch	Staff	6,328
	Reduce equipment and materials to maintain soccer and ball fields	Staff	2,500
	Reduce equipment and materials to maintain public trails	Staff	1,280
	Reduce materials and supplies to maintain Monkman RV Park	Staff	1,000
	Reduce summer students from 4 to 3, by reducing mowing, hand brushing, horticulture	Staff	18,950
			38,158
Environmental Health			
	Reduce solid waste collection hours by 200 to 1475 hours	Staff	5,958
	Increase forest health contractor budget for District portion of grant applied for	Council	(125,000)
			(119,042)
Community Development			
	Reduce small equipment	Staff	1,000
	Remove Industry Training Contribution in tourism development and marketing	Staff	2,000
	Remove image bank duplicate budget	Staff	3,000
			6,000

Community Centre

Reduce hours aquatic centre 423 hours, office asst#1 367 hours, maintenance 310 hours	Staff	40,894
Reduce general facility maintenance training course costs from \$6,000 TO \$1,000	Staff	5,000
Reduce general facility maintenance materials	Staff	1,000
Reduce general facility improvement materials	Staff	1,000
Reduce special events hours from 300 to 250 hours	Staff	1,480
Reduce aquatic centre mechanical breakdown materials	Staff	5,000
Reduce aquatic centre improvement materials	Staff	4,000
Increase aquatic centre chemistry materials to 2009 consumption	Staff	(2,000)
Reduce administration membership and travel	Staff	4,000
Reduce administration office equipment maintenance	Staff	1,000
Reduce administration recruitment costs	Staff	1,500
Increase insurance to 2009 levels	Staff	(13,000)
Reduce hydro, gas and telephone to 2009 levels	Staff	4,000
Reduce administration small equipment	Staff	2,000
Remove uniform costs from general programming	Staff	500
Reduce programming training and travel costs	Staff	1,000
		57,374

Grant in Aid

Library - no capital, and reduce operating expenses by 5.4%	Council	39,702
Golf Course - no capital	Council	25,000
Museum - reduce total budget by 10%	Council	20,000
Museum - consistent with library to have no capital and reduce operating by 5.4%	Staff	20,983
TR Youth Centre - reduce operating expenses	Council	1,100
Northern Dog Mushers - reduce to \$500	Council	1,500
Royal Canadian Legion - disallow grant	Council	1,900
Terry Lansdowne Foundation - disallow grant	Council	1,000
TR Cares - reduce to \$500	Council	4,300
TR Chamber of Commerce - disallow grant	Council	28,000
TR Children Society - reduce to \$500	Council	2,000
TR Arts Council - reduce to \$500	Council	2,625
TR PAC - reduce to \$500	Council	9,000
TR Seniors - disallow grant	Council	1,000
TR Youth Soccer Association - reduce to \$500	Council	500
		158,610

Capital

General Government - reduce grant leverage capital to \$200,000	Staff	100,000
Economic Development - reduce signage project	Council	10,000
Recreation fire alarm upgrades - defer part of the project to 2011	Council	15,000
Recreation washroom upgrades - defer project to 2011	Council	22,000
Public Works - defer shop improvements to 2012	Council	45,000
Public Works - defer paving upgrades to 2011	Council	49,000
PublicWorks - cancel the replacement of Christmas decorations	Council	12,000
Public Works - reduce the downtown revitalization project	Council	50,000
Public Works - replace one small fleet item, in stead of two	Council	30,000
Water/Sewer - remove water line to saddle club for the community garden	Council	6,000
Long Term loan - draw an additional amount in 2010	Staff	800,000
		1,139,000

DISTRICT OF TUMBLER RIDGE
CONSOLIDATED FUNDS SUMMARY
2010 - 2014 BUDGET

	2008 Actual	2009 Budget	2009 Actual	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
REVENUES								
Taxation Revenue	5,238,472	6,062,347	5,550,564	6,823,624	7,676,577	8,060,406	8,463,426	8,886,597
Utility Taxes and Grants in Lieu	94,547	102,842	100,349	103,969	103,969	103,969	103,969	103,969
Sales of Services	1,094,788	457,633	598,583	461,351	467,093	472,646	478,310	484,088
Revenue from Own Sources	551,868	519,902	492,164	413,342	413,165	417,066	421,045	425,104
Grants - operational	457,461	813,417	878,629	243,176	426,500	428,030	429,591	431,182
Grants - capital	1,162,315	1,557,446	1,616,931	1,764,402	1,726,546	1,238,811	1,251,200	1,263,712
Water User Fees	313,600	298,000	305,395	306,143	312,185	312,185	312,185	312,185
Sewer User Fees	168,200	183,200	190,909	190,106	190,106	190,106	190,106	190,106
Cemetery Revenue	1,996	415	983	1,000	1,000	1,000	1,000	1,000
	9,083,247	9,995,202	9,734,507	10,307,111	11,317,141	11,224,219	11,650,832	12,097,943
EXPENDITURE								
General Government Services	(1,153,761)	(1,382,201)	(1,204,621)	(1,237,234)	(1,260,374)	(1,201,087)	(1,225,434)	(1,250,387)
Protective Services	(466,855)	(499,839)	(467,687)	(485,572)	(480,998)	(495,351)	(499,948)	(510,033)
Transportation Services	(1,097,182)	(1,190,937)	(1,283,054)	(1,195,666)	(1,208,964)	(1,236,443)	(1,262,421)	(1,290,482)
Environmental Health Services	(297,304)	(341,261)	(470,505)	(464,661)	(470,085)	(330,600)	(336,213)	(341,942)
Community Development Services	(746,732)	(787,188)	(732,002)	(632,331)	(687,292)	(575,869)	(548,575)	(581,413)
Recreation Services	(1,617,502)	(1,813,920)	(1,772,493)	(1,813,977)	(1,808,069)	(1,839,086)	(1,870,777)	(1,902,240)
Grants To Other Organizations	(729,926)	(781,351)	(781,351)	(619,200)	(639,200)	(619,200)	(599,200)	(579,200)
Fiscal Services Operations	(10,763)	(10,000)	(13,352)	(7,000)	(7,140)	(7,283)	(7,428)	(7,577)
Fiscal Services Capital Interest	-	(318,005)	(86,518)	(169,204)	(350,000)	(400,000)	(400,000)	(400,000)
Amortization Expense	-	-	(1,570,839)	(1,600,000)	(1,650,000)	(1,670,000)	(1,700,000)	(1,700,000)
Water Services	(194,955)	(198,264)	(229,375)	(198,416)	(202,608)	(206,496)	(210,343)	(214,291)
Sewer Services	(122,854)	(123,851)	(91,414)	(123,953)	(122,112)	(124,079)	(126,008)	(128,052)
Cemetery Services	(3,708)	(2,620)	(1,697)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)
	(6,441,542)	(7,449,437)	(8,704,909)	(8,549,814)	(8,889,443)	(8,708,094)	(8,788,948)	(8,908,217)
OTHER AUTHORITIES								
Tax Collections on behalf of Other	2,696,810	2,734,600	2,413,352	2,461,619	2,510,852	2,561,069	2,612,290	2,664,536
Transfers to Other Authorities	(2,734,371)	(2,738,000)	(2,412,753)	(2,465,019)	(2,514,252)	(2,564,469)	(2,615,690)	(2,667,936)
	(37,561)	(3,400)	600	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)
SURPLUS (DEFICIT) FOR THE YEAR	2,604,144	2,542,365	1,030,198	1,753,897	2,424,298	2,512,726	2,858,484	3,186,326
ADJUST FOR NON-CASH ITEMS								
Amortization Expense	-	-	1,570,839	1,600,000	1,650,000	1,670,000	1,700,000	1,700,000
	-	-	1,570,839	1,600,000	1,650,000	1,670,000	1,700,000	1,700,000
TOTAL CASH FROM OPERATIONS	2,604,144	2,542,365	2,601,037	3,353,897	4,074,298	4,182,726	4,558,484	4,886,326
ADJUST FOR CASH ITEMS								
Capital Asset Expenditure		(7,442,939)	(2,187,234)	(7,077,410)	(4,756,500)	(2,885,500)	(3,538,500)	(2,933,500)
Fiscal Services - Principal debt pmt		(114,206)	-	(150,000)	(280,000)	(324,206)	(324,206)	(324,206)
Long Term Debt		3,300,000	-	2,800,000	900,000	-	-	-
Reserve Fund Interest		158,000	29,489	30,079	30,680	31,294	31,920	32,558
OTHER CASH ITEMS		(4,099,145)	(2,157,745)	(4,397,331)	(4,105,820)	(3,178,412)	(3,830,786)	(3,225,148)
TRANSFER FROM/(TO) RESERVES								
Transfer to increase Reserves		-	-	(142,000)	(401,000)	(444,000)	(483,500)	(524,750)
Transfer between Reserves		-	-	0	0	-	-	-
Transfer from (to) Surplus		1,556,780	(443,292)	1,185,434	432,522	(560,314)	(244,197)	(1,136,428)
TRANSFERS		1,556,780	(443,292)	1,043,434	31,522	(1,004,314)	(727,697)	(1,661,178)
SURPLUS		-	-	-	-	-	-	-

DISTRICT OF TUMBLER RIDGE
REVENUE AND TAX POLICY DISCLOSURE
2010 - 2014 FINANCIAL PLAN

The District has determined the funding priority for revenues to be applied firstly to operations, secondly to infrastructure and thirdly to growth and opportunities. This priority is important based on the need to provide essential services and socially beneficial services to the community at a reasonable standard on an annual basis; the need to ensure assets supporting the services provided are adequately funded for replacement; and the need for a progressive approach to the District's future.

In accordance with Section 165(7) of the Community Charter, the proposed funding sources for inclusion in the financial plan include property value taxes, parcel taxes, fees, other sources and proceeds from borrowing. The proration of these revenue sources for the District are comprised of the following:

	<u>2010</u>	<u>2009</u>
Property Value Taxes	52.1%	45.2%
Parcel Taxes	0.0%	0.0%
Fees	7.3%	10.8%
Other Sources	19.3%	19.4%
Proceeds from Borrowing	21.4%	24.6%
	<hr/>	<hr/>
	100.0%	100.0%

The Distribution of the property tax revenue across the different property classes is as follows:

	<u>2010</u>	<u>2009</u>	<u>2008</u>
CI 1 Residential		17.4%	17.7%
CI 2 Utilities		4.1%	1.9%
CI 4 Major Industry		50.2%	51.4%
CI 5 Light Industry		18.8%	19.2%
CI 6 Business/Other		9.5%	9.8%
CI 8 Rec/Non-profit		0.0%	0.0%
CI 9 Farm		0.0%	0.0%
		<hr/>	<hr/>
	100.0%	100.0%	100.0%

The proration of the tax revenues is based on the premise that the tax rates have increased by 12.5% for the current year. The 12.5% was applied across all classes of taxable properties in Tumbler Ridge with the exception of the utility class. Current regulation caps the the tax rate for class 2 utilities at the greater of \$40 for each \$1,000 of assessed value and 2.5 times the municipal rate for class properties.

The Annual Municipal Report for 2009 contains a list of permissive exemptions granted for the taxation year and the amount of tax revenue foregone. This list demonstrates the policy of council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community. These include religious institutions, historical societies, some recreational facilities, service organizations and cultural institutions.

DISTRICT OF TUMBLER RIDGE
GENERAL FUND SUMMARY
2010 - 2014 BUDGET

	2008 Actual	2009 Budget	2009 Actual	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
REVENUES								
Taxation Revenue	5,238,472	6,062,347	5,550,564	6,823,624	7,676,577	8,060,406	8,463,426	8,886,597
Utility Taxes and Grants in Lieu	94,547	102,842	100,349	103,969	103,969	103,969	103,969	103,969
Sales of Services	1,094,788	457,633	598,583	461,351	467,093	472,646	478,310	484,088
Revenue from Own Sources	551,868	519,902	492,164	413,342	413,165	417,066	421,045	425,104
Grants	457,461	813,417	878,629	243,176	426,500	428,030	429,591	431,182
	7,437,136	7,956,141	7,620,290	8,045,461	9,087,304	9,482,117	9,896,341	10,330,941
EXPENDITURE								
General Government Services	(1,153,761)	(1,382,201)	(1,204,621)	(1,237,234)	(1,260,374)	(1,201,087)	(1,225,434)	(1,250,387)
Protective Services	(466,855)	(499,839)	(467,687)	(485,572)	(480,998)	(495,351)	(499,948)	(510,033)
Transportation Services	(1,097,182)	(1,190,937)	(1,283,054)	(1,195,666)	(1,208,964)	(1,236,443)	(1,262,421)	(1,290,482)
Environmental Health Services	(297,304)	(341,261)	(470,505)	(464,661)	(470,085)	(330,600)	(336,213)	(341,942)
Community Development Services	(746,732)	(787,188)	(732,002)	(632,331)	(687,292)	(575,869)	(548,575)	(581,413)
Recreation Services	(1,617,502)	(1,813,920)	(1,772,493)	(1,813,977)	(1,808,069)	(1,839,086)	(1,870,777)	(1,902,240)
Grants To Other Organizations	(729,926)	(781,351)	(781,351)	(619,200)	(639,200)	(619,200)	(599,200)	(579,200)
Fiscal Services	(10,763)	(10,000)	(13,352)	(7,000)	(7,140)	(7,283)	(7,428)	(7,577)
	(6,120,025)	(6,806,697)	(6,725,065)	(6,455,642)	(6,562,123)	(6,304,918)	(6,349,997)	(6,463,274)
OTHER AUTHORITIES								
Tax Collections on behalf of Other	2,696,810	2,734,600	2,413,352	2,461,619	2,510,852	2,561,069	2,612,290	2,664,536
Transfers to Other Authorities	(2,734,371)	(2,738,000)	(2,412,753)	(2,465,019)	(2,514,252)	(2,564,469)	(2,615,690)	(2,667,936)
	(37,561)	(3,400)	600	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)
SURPLUS BEFORE TRANSFERS	1,279,550	1,146,044	895,824	1,586,420	2,521,781	3,173,798	3,542,945	3,864,267
TRANSFER FROM/(TO) RESERVES								
Transfer from/(to) Capital Fund	(2,447,910)	(1,808,574)	552,309	(1,527,212)	(1,864,954)	(1,807,895)	(2,413,506)	(1,895,994)
Transfer from/(to) Cemetery Fund	(1,717)	(2,210)	(2,210)	(1,605)	(1,605)	(1,605)	(1,605)	(1,605)
Transfer from/(to) Reserve Funds	(236,631)	(616,519)	(616,519)	(682,362)	(767,658)	(806,041)	(846,343)	(888,660)
Transfer from/(to) Surplus	1,406,708	1,281,259	(829,404)	624,760	112,436	(558,258)	(281,491)	(1,078,008)
	(1,279,550)	(1,146,044)	(895,824)	(1,586,420)	(2,521,781)	(3,173,798)	(3,542,945)	(3,864,267)
SURPLUS	-	-	-	-	-	-	-	-

**DISTRICT OF TUMBLER RIDGE
REVENUES SUMMARY
2010 - 2014 BUDGET**

	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
REVENUES										
Taxation Revenue										
Real property taxation	5,238,472	6,062,347	5,550,564	6,823,624	7,676,577	8,060,406	8,463,426	8,886,597		
1% Utility taxes	64,347	71,092	71,258	74,954	74,954	74,954	74,954	74,954		
Grants in lieu of taxes	30,200	31,750	29,090	29,015	29,015	29,015	29,015	29,015		
Total taxation revenue	5,333,019	6,165,189	5,650,913	6,927,593	7,780,546	8,164,375	8,567,395	8,990,566		
Variance \$		B09 vs B10 762,404	B09 vs A09 -514,276	A09 vs B10 1,276,680	B10 vs B11 852,953	B11 vs B12 383,829	B12 vs B13 403,020	B13 vs B14 423,171		
Variance %		12.4%	-8.3%	22.6%	12.3%	4.9%	4.9%	4.9%		
Sales of Services										
		* golf course revenue								
Administration	652,397	10,250	30,591	9,103	9,103	9,103	9,103	9,103		
Fire department	1,000	1,000	5,681	1,000	1,000	1,000	1,000	1,000		
Economic development	3,000	3,000	31,583	4,745	4,880	4,880	4,880	4,880		
Public works	174,500	170,500	242,946	172,080	172,080	172,080	172,080	172,080		
Recreation										
Golf Course	-	-	3,101	-	-	-	-	-		
C/C administration	72,866	75,916	80,177	76,756	78,379	79,945	81,542	83,170		
Arena	31,575	28,600	43,563	38,100	38,525	39,290	40,070	40,866		
Curling rink	13,500	19,217	19,485	19,217	19,601	19,993	20,393	20,801		
Programming/Fitness	71,050	78,250	79,699	76,150	78,041	79,562	81,113	82,695		
Aquatic centre	74,900	70,900	61,757	64,200	65,484	66,794	68,130	69,492		
Total sales of services	1,094,788	457,633	598,583	461,351	467,093	472,646	478,310	484,088		
Variance \$		B09 vs B10 3,718	B09 vs A09 140,950	A09 vs B10 -137,233	B10 vs B11 5,742	B11 vs B12 5,553	B12 vs B13 5,664	B13 vs B14 5,777		
Variance %		0.8%	30.8%	-22.9%	1.2%	1.2%	1.2%	1.2%		
Revenue from Own Sources										
Licenses	57,500	57,500	86,564	60,000	61,180	62,384	63,611	64,863		
Fines	3,250	3,250	2,288	2,140	2,163	2,186	2,210	2,234		
Rentals	193,268	209,052	230,186	210,102	207,722	209,376	211,064	212,785		
Return on investments	261,100	194,100	84,591	85,100	86,100	87,120	88,160	89,222		
Penalties and interest	36,750	56,000	88,536	56,000	56,000	56,000	56,000	56,000		
Total revenue from own sources	551,868	519,902	492,164	413,342	413,165	417,066	421,045	425,104		
Variance \$		B09 vs B10 -106,560	B09 vs A09 -27,738	A09 vs B10 -78,822	B10 vs B11 -177	B11 vs B12 3,901	B12 vs B13 3,979	B13 vs B14 4,059		
Variance %		-20.5%	-5.3%	-16.0%	0.0%	0.9%	1.0%	1.0%		
Grants										
Unconditional provincial grants	364,920	723,787	740,926	157,676	350,000	350,000	350,000	350,000		
Other Grants	92,541	89,630	137,703	85,500	76,500	78,030	79,591	81,182		
Total grants	457,461	813,417	878,629	243,176	426,500	428,030	429,591	431,182		
Variance \$		B09 vs B10 -570,241	B09 vs A09 65,212	A09 vs B10 -635,453	B10 vs B11 183,324	B11 vs B12 1,530	B12 vs B13 1,561	B13 vs B14 1,592		
Variance %		-70.1%	8.0%	-72.3%	75.4%	0.4%	0.4%	0.4%		
OWN REVENUE COLLECTED	7,437,136	7,956,141	7,620,290	8,045,461	9,087,304	9,482,117	9,896,341	10,330,941	1-6	All
Variance \$		B09 vs B10 89,320	B09 vs A09 -335,851	A09 vs B10 425,172	B10 vs B11 1,041,842	B11 vs B12 394,813	B12 vs B13 414,224	B13 vs B14 434,599		
Variance %		1.1%	-4.2%	5.6%	12.9%	4.3%	4.4%	4.4%		
Tax Collections for other Authorities										
	2,696,810	2,734,600	2,413,352	2,461,619	2,510,852	2,561,069	2,612,290	2,664,536		
TOTAL REVENUES	10,133,946	10,690,741	10,033,642	10,507,081	11,598,155	12,043,186	12,508,631	12,995,477		

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Taxation Revenue

2009 actual tax revenue is lower than budget due to the Western Coal Corp assessment appeal regarding 2007, 2008 and 2009. The adjustment amounted to \$505,169.

Taxation revenue budget shows a 12.5% increase for 2010 and 2011, with a 5% increase in subsequent years.

Sale of Services

Once off revenues in 2009 for NCMOA conference (\$17,018), power outage reimbursement (\$3,225), Coal Forum revenue (\$24,000), sundry community development grants (\$5,800) and pine log sales (\$57,500). Our outlook for the budget is conservative, and although some of these revenues might re-occur, it is not a certainty, and will not be included in the budget for 2010.

Community Centre received some one-time grants in 2009. There will be a reduction in room rental revenue as a result of the fee-waiver policy.

The full year lease income from the restaurant in the Community Centre is included in the budget.

Revenue from Own Sources

Building and development permit revenue for 2009 was high due to all the repairs resulting from the house explosion.

In 2009 unpaid taxes on July 3 were higher than in the past, resulting in high penalties.

The Shanco Camp lease income is included at the current contract price.

Grants

The Small Communities Grant for 2009+2010 was brought forward to stimulate 2009 economy, with less being received in 2010. The total grant received in 2009 was \$678,146, with \$107,676 receivable in 2010.

DISTRICT OF TUMBLER RIDGE
GENERAL GOVERNMENT SERVICES SUMMARY
2010 - 2014 BUDGET

	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
LEGISLATIVE	172,867	168,640	149,620	166,299	175,523	170,802	173,137	175,530	2	E
ADMINISTRATIVE	455,454	626,598	498,781	526,114	530,054	481,740	492,177	502,873	6	B
FINANCE	378,430	374,688	378,697	376,059	384,444	375,538	384,346	393,373		
TOWN HALL	147,010	212,275	177,523	168,763	170,353	173,007	175,774	178,611		
	1,153,761	1,382,201	1,204,621	1,237,234	1,260,374	1,201,087	1,225,434	1,250,387		
Variance \$		B09 vs B10	B09 vs A09	A09 vs B10	B10 vs B11	B11 vs B12	B12 vs B13	B13 vs B14		
Variance %		-144,967	-177,580	32,613	23,140	-59,287	24,347	24,952		
		-10.5%	-12.8%	2.7%	1.9%	-4.7%	2.0%	2.0%		

Expense analysis:	2008	2009	2009	2010	2011	2012	2013	2014		
Council expenses	172,867	168,640	149,620	166,299	175,523	170,802	173,137	175,530		
Labour/benefits	568,809	795,511	620,360	655,137	670,653	669,054	685,349	702,048		
Advertising/promotion	7,100	7,100	8,511	8,500	8,630	8,763	8,898	9,036		
Insurance	8,950	9,750	11,125	11,350	11,862	12,398	12,961	13,550		
Office supplies	44,500	45,000	37,937	40,000	40,800	41,616	42,448	43,297		
Computer Supplies/Maint.	55,800	58,700	57,520	61,980	63,497	65,051	66,644	68,275		
Small equipment	25,000	25,000	12,311	15,000	15,000	15,000	15,000	15,000		
Miscellaneous	9,600	10,250	27,066	16,250	16,285	16,321	16,357	16,394		
Legal & Audit	91,500	72,750	88,867	99,219	95,799	97,416	99,071	100,763		
Contracted services	102,335	98,000	74,936	70,000	70,000	22,000	22,000	22,000	2	A
Building Maintenance	5,000	5,000	10,583	8,000	8,000	8,000	8,000	8,000	2	A
Professional Development	28,000	32,000	33,476	31,000	31,325	31,658	32,000	32,350	6	D
Staff Recruitment	1,000	10,000	6,889	2,000	1,000	1,000	1,000	1,000	6	D
Telephone	16,000	25,000	21,874	22,000	22,220	22,442	22,667	22,893		
Utilities	12,300	12,500	13,291	14,000	14,280	14,566	14,904	15,250		
Special Projects	5,000	7,000	30,255	16,500	15,500	5,000	5,000	5,000		
	1,153,761	1,382,201	1,204,621	1,237,234	1,260,374	1,201,087	1,225,434	1,250,387	6	A-E

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Legislative

Councillors travel is maintained at \$6,200 per councillor (2009 \$6,150 per councillor).
\$5,000 is budgeted for elections for 2009 and 2010. There was no spending in 2009.
Receptions and meeting includes \$3,800 for the District portion of the Christmas party.
Council Initiated Initiatives is a new budget item of \$10,000 for 2010.

Administrative

Labour and benefits for 2010 are higher than 2009 actual due to full time positions filled later in 2009, 2010 full year staffing.
Labour relations budget increased by \$5,000 from 2009 actual level \$30,000 (budget 2009 \$4,000) to additional services relating to two arbitration cases and the collective agreement negotiation.
NCMOA conference expenses once off for 2009, offset by the revenue received.

Finance

Labour and benefits for 2010 are higher than 2009 actual due to full time positions filled later in 2009, 2010 full year staffing.

Town Hall

Kept at 2009 actual expenditure level, other than providing \$1,500 for drug and alcohol testing costs.

DISTRICT OF TUMBLER RIDGE
PROTECTIVE SERVICES SUMMARY
 2010 - 2014 BUDGET

	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
FIRE PROTECTION	345,458	358,987	322,150	347,117	356,374	368,615	371,019	378,592		
EMERGENCY SERVICES	18,620	26,698	22,775	27,700	27,841	27,985	27,932	28,081		
BYLAW ENFORCEMENT	102,777	114,154	122,762	110,755	96,783	98,752	100,997	103,360		
	466,855	499,839	467,687	485,572	480,998	495,351	499,948	510,033		
Variance \$		B09 vs B10	B09 vs A09	A09 vs B10	B10 vs B11	B11 vs B12	B12 vs B13	B13 vs B14		
Variance %		-14,267	-32,152	17,885	-4,575	14,353	4,597	10,085		
		-2.9%	-6.4%	3.8%	-0.9%	3.0%	0.9%	2.0%		

Expense analysis:										
Labour/benefits	193,769	213,210	212,423	224,565	228,589	233,805	239,501	245,339		
Volunteer Expenses	46,812	50,760	48,017	50,300	51,054	51,823	52,608	53,408		
Advertising	2,792	5,200	3,981	5,000	5,114	5,231	5,351	5,473		
Insurance	6,055	6,175	7,570	7,600	7,752	7,907	8,065	8,226		
Office supplies and Equipment	2,171	3,450	4,213	4,650	4,743	4,838	4,935	5,033		
Materials and Supply	8,995	10,700	11,698	10,700	10,864	11,031	11,002	11,176		
Equipment	42,372	39,700	35,039	35,700	36,414	37,142	37,885	38,643		
Miscellaneous	1,939	1,000	206	1,000	510	520	531	541		
Building Maintenance	12,379	13,000	11,613	12,500	12,740	12,985	13,234	13,489		
Contracted services	27,885	36,265	34,028	20,000	5,000	10,000	5,000	5,000		
Bay Rental	17,874	17,172	16,200	16,200	16,200	16,200	16,200	16,200		
Professional Development	60,681	53,300	42,219	53,500	54,530	55,581	56,652	57,745		
Staff Recruitment	6,364	2,000	-	2,000	2,000	2,000	2,000	2,000		
Telecommunications	16,025	16,100	10,973	11,100	11,264	11,429	11,596	11,765		
Utilities	13,450	14,707	16,624	16,257	16,745	17,247	17,642	18,111		
Vehicle operating costs	7,292	17,100	12,884	14,500	17,479	17,611	17,746	17,884		
	466,855	499,839	467,687	485,572	480,998	495,351	499,948	510,033	1	B,C,D

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Fire Protection

Budgeted Fire Chief at 100% and allowed for fulltime bylaw enforcement officer. 2009 Labour budget was too low.
 Travel and Membership kept at 2009 budget level because Fire Chief only started at the District in February.
 Small equipment ropes, rescue equipment, blankets, tools. Items ordered in 2009 did not arrive in time and will be a 2010 expense of \$30,000.
 Training for 9 FF Live Fire training Level 1&2 (Ft. St. James), LAFC training, training supplies, JIBC, AFCA, Regional weekend training (PG or FSJ), JIBC course (Hazmat Operations).
 Vehicle operating costs kept at 2009 budget level to provide for routine maintenance requirements.
 Staff recruitment budget maintained at \$2,000.

Emergency Services

Training and travel maintained to 2009 budget levels. These expenses will increase from the 2009 actuals with the Fire Chief being employed for the full year.

Bylaw Enforcement

2009 Labour budget was too low.
 Dog Control Contract , 15hrs per day on call, 351 days a year. Contract \$2,500 per month, cancelled from July 2010.

DISTRICT OF TUMBLER RIDGE
TRANSPORTATION SERVICES SUMMARY
2010 - 2014 BUDGET

	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
PW ADMINISTRATION	424,360	434,228	459,891	440,920	444,119	454,652	465,428	476,473	2	A
PW SHOP & GRAVEL PIT	58,759	69,756	77,296	72,968	74,334	75,728	77,152	78,605	2	A
ROADS & STREETS	65,203	65,714	75,546	71,341	68,510	69,725	70,977	72,257	2	A
BOULEVARDS	115,466	107,705	116,895	101,165	122,712	125,863	128,456	131,204	2	A
DRAINAGE	6,247	24,507	23,004	24,960	25,544	26,241	26,779	27,379	4	B
TRAFFIC SERVICES	71,837	80,103	107,320	97,634	89,404	91,322	93,121	95,327	2	A
WINTER WORKS	157,307	188,016	227,642	194,433	198,635	203,199	207,480	212,160	2	A
AIRPORT	30,204	37,877	64,477	45,659	39,275	39,960	40,572	41,302	2	A
INDUSTRIAL PARK	6,602	12,261	7,025	12,449	12,681	13,044	13,288	13,636	2	A
CUSTOM WORK	26,619	13,037	(883)	13,616	13,900	14,189	14,423	14,663	2	A
PARKS	48,594	68,540	75,227	60,518	58,841	60,479	61,653	63,309	4	B
RV PARK	85,984	89,193	49,614	60,001	61,009	62,040	63,092	64,167	2	A
	1,097,182	1,190,937	1,283,054	1,195,666	1,208,964	1,236,443	1,262,421	1,290,482		
Variance \$		B09 vs B10	B09 vs A09	A09 vs B10	B10 vs B11	B11 vs B12	B12 vs B13	B13 vs B14		
Variance %		4.72%	92.11%	-87.38%	13.29%	27.47%	25.97%	28.06%		
		0.4%	7.7%	-6.8%	1.1%	2.3%	2.1%	2.2%		
TOTAL MANHOURS	-	16,436	-	17,360	17,230	17,230	17,230	17,230		
TOTAL PUBLIC WORKS FLEET	201,626	232,010	239,775	288,103	240,947	247,228	250,726	255,073		

Expense analysis:	2008	2009	2009	2010	2011	2012	2013	2014		
Wages & Benefits	607,458	656,388	743,809	693,037	726,963	744,951	763,388	782,287		
Advertising & promotion	3,517	2,500	2,847	2,500	2,550	2,601	2,653	2,706		
Insurance	15,361	19,334	17,104	16,734	16,902	17,073	17,247	17,425		
Office supplies	7,206	4,325	4,633	4,325	4,390	4,455	4,520	4,585		
Materials & supplies	109,679	128,494	114,880	123,432	123,929	126,091	128,185	130,490		
Equipment costs	185,632	195,649	236,761	181,389	178,856	183,166	185,577	189,293		
Miscellaneous	954	2,120	2,157	2,120	1,120	1,125	1,125	1,130		
Contracted services	56,201	67,446	52,445	56,946	40,724	41,595	42,448	43,359		
Professional Development	12,970	17,848	16,257	17,350	14,000	14,127	14,256	14,387		
Telephone	6,467	6,140	7,120	6,940	6,997	7,054	7,113	7,174		
Utilities	82,092	89,193	80,875	86,393	88,033	89,705	91,409	93,145		
Land Lease (RV Park)	9,645	1,500	4,166	4,500	4,500	4,500	4,500	4,500		
	1,097,182	1,190,937	1,283,054	1,195,666	1,208,964	1,236,443	1,262,421	1,290,482		

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Administration

2009 actual wages high due to cut back of 2009 capital projects, resulting in time being spent on operations.
2010 budgeted wages higher than 2009 budget due to the appointment of a utilities operator during the year.

Winter Works

Actual snow removal costs for 2009 were \$40,000 higher than budget due to extreme snowfall in December 2009.

Boulevards

More hours allocated to boulevards for 2010 for the downtown revitalization project.

Airport

2009 actual wages high due to cut back of 2009 capital projects, resulting in time being spent on edge lighting repair.
Contracted services for 2009 were higher due to edge lighting repair at the airport.
In 2009 there was an unexpected expense for the airport GPS maintenance at \$20,000.

Custom Work

Work performed outside of regular maintenance duties offset by corresponding revenue that is billed out. No custom work performed for 2009.

RV Park

Less use in 2009 and Public Works operated the Monkman RV park in 2009.

Fleet costs

Not included in budget except as equipment hours with difference between total cost and total hours being charged to Internal Equipment Revenue.

Summer Students

Reduced summer students from 4 to 3 by reducing right of way mowing, hand brushing and horticulture

DISTRICT OF TUMBLER RIDGE
ENVIRONMENTAL HEALTH SERVICES SUMMARY
 2010 - 2014 BUDGET

	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
SOLID WASTE COLLECTION	76,088	79,065	64,107	73,108	74,652	76,223	77,803	79,411	2	B
SOLID WASTE DISPOSAL	86,571	97,499	87,438	97,498	99,524	101,580	103,691	105,840	2	B
COMPOST/RECYCLING	134,645	164,697	318,960	294,055	295,910	152,798	154,719	156,690	1	C
	297,304	341,261	470,505	464,661	470,085	330,600	336,213	341,942		
		<i>B09 vs B10</i>	<i>B09 vs A09</i>	<i>A09 vs B10</i>	<i>B10 vs B11</i>	<i>B11 vs B12</i>	<i>B12 vs B13</i>	<i>B13 vs B14</i>		
Variance \$		123,400	129,244	-5,844	5,424	-139,485	5,613	5,728		
Variance %		36.2%	37.9%	-1.2%	1.2%	-29.7%	1.7%	1.7%		
TOTAL MANHOURS	3,285	5,510	3,835	5,260	5,260	5,260	5,260	5,260		

Expense analysis:										
Wages & Benefits	144,715	171,227	156,008	169,627	173,311	177,075	180,923	184,855		
Advertising	240	240	154	240	250	260	260	260		
Equipment	47,930	49,430	42,860	49,430	49,994	50,561	51,131	51,710		
Materials & Supplies	20,120	15,120	6,220	15,120	15,195	15,255	15,315	15,375		
Contracted services	43,525	52,525	218,658	177,525	177,580	32,636	32,693	32,751		
Miscellaneous	37,500	43,950	37,373	43,950	44,829	45,726	46,640	47,573		
Utilities	2,400	6,650	6,485	6,650	6,783	6,919	7,057	7,198		
Telephone	874	1,669	2,159	1,669	1,694	1,719	1,744	1,770		
Insurance	-	450	589	450	450	450	450	450		
	297,304	341,261	470,505	464,661	470,085	330,600	336,213	341,942		

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Solid Waste Collection

More hours budgeted in 2009 and 2010 than were actually spent in 2009.

Solid Waste Disposal

Budgeted for an increase in tipping fees from PRRD for 2010 from \$30 to \$35 per ton. 2011 will increase to \$40 per ton.

Recycling

Expenses for 2009 include the pine beetle tree removal contract of \$149,500 over budget, offset by a government grant and logging revenue.

The budget for pine beetle tree removal remains at \$58,600, as the District portion of costs for the next grant program.

The District has applied for a further grant for the forest fuel reduction program. The grant will be for \$500,000, with the District portion being \$125,000.

DISTRICT OF TUMBLER RIDGE
COMMUNITY DEVELOPMENT SUMMARY
2010 - 2014 BUDGET

	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
ADMINISTRATION	189,913	186,309	177,915	177,165	173,554	177,035	180,606	189,264	3	A-E
TOURISM DEVELOPMENT	231,564	209,753	197,704	180,192	169,933	203,685	172,468	196,283	4	A,B,C
									2	E
VISITOR SERVICES	16,755	21,626	25,032	18,975	17,806	18,149	18,501	18,865	3	A,B,D
									5	B,E
BUSINESS DEVELOPMENT	267,000	220,500	181,653	143,000	107,000	107,000	107,000	107,000	2	E
									3	A,B,D
PLANNING/ZONING	41,500	149,000	138,020	103,000	209,000	60,000	60,000	60,000	5	B,E
									2	C,D,E
CLAUDE GALIBOIS	-	-	11,678	10,000	10,000	10,000	10,000	10,000	3	A-D
									1	D
									3	E
									4	B,C
									2	A
	746,732	787,188	732,002	632,331	687,292	575,869	548,575	581,413		
Variance \$		<i>B09 vs B10</i>	<i>B09 vs A09</i>	<i>A09 vs B10</i>	<i>B10 vs B11</i>	<i>B11 vs B12</i>	<i>B12 vs B13</i>	<i>B13 vs B14</i>		
Variance %		-154,857	-55,186	-99,670	54,961	-111,424	-27,294	32,838		
		-19.7%	-7.0%	-13.6%	8.7%	-16.2%	-4.7%	6.0%		

Expense analysis:										
Wages & benefits	185,082	203,788	210,911	205,131	199,316	204,261	209,331	214,527		
Advertising & Promotion	6,250	7,750	6,017	6,250	6,250	6,250	6,250	6,250		
Office supplies/equipment	2,500	6,250	6,383	5,500	5,500	5,500	5,500	5,500		
Memberships	2,000	1,500	1,104	1,500	1,500	1,500	1,500	1,500		
Small equipment	8,500	15,000	3,428	6,500	5,000	5,000	5,000	5,000		
Business Development	267,000	220,500	181,703	143,050	107,050	107,050	107,050	107,050		
Tourism Development	182,800	154,300	142,609	123,600	112,750	145,250	112,750	135,250		
Contracted services	20,000	5,000	16,535	15,000	15,000	15,000	15,000	20,000		
Bldg Maintenance	1,000	1,000	2,451	1,000	1,000	1,000	1,000	1,000		
Professional Development	25,000	18,000	17,411	18,000	21,000	21,000	21,000	21,000		
Professional Fees	2,500	2,500	334	500	500	500	500	500		
Telephone	1,600	1,600	1,514	1,600	1,675	1,754	1,836	1,923		
Utilities	1,000	1,000	1,676	1,700	1,751	1,804	1,858	1,913		
Insurance	-	-	1,908	-	-	-	-	-		
Planning & infrastructure	41,500	149,000	138,020	103,000	209,000	60,000	60,000	60,000		
	746,732	787,188	732,002	632,331	687,292	575,869	548,575	581,413		

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Administration

2010 budget kept at the same level as 2009 actual expenditure, and is lower than 2009 budget.

Tourism development and visitor services

Includes Wages for visitor services manager and students.

Tourism Marketing including Online marketing (\$19,000), traditional marketing (\$48,000), media relations (\$15,000) and other initiatives.

Destination and product development (\$19,850), which includes the Real to Reel contest.

District brochure.

Business Development

Includes Business Investment Marketing (\$75,000) and Business Retention and Expansion Program (\$29,000). A number of these initiatives will be partially reimbursed through grant funding.

Contracted Community Forest co-ordination at \$40,000.

Planning and Zoning

Official Community Plan update \$75,000.

Subdivision and Servicing bylaw \$20,000.

Legal costs relating to the revitalization tax exemption bylaw \$8,000.

Boundary expansion \$149,000 moved to 2011.

DISTRICT OF TUMBLER RIDGE
COMMUNITY CENTRE SUMMARY
2010 - 2014 BUDGET

	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
ADMINISTRATION										
Administration	270,575	358,661	333,398	330,370	336,777	343,313	349,981	356,783		
Common Services	236,266	256,600	271,174	276,000	279,130	283,715	288,418	293,242	2	A
	506,841	615,261	604,571	606,370	615,907	627,028	638,399	650,025	5	C,E
PROGRAMS										
General Programming	61,353	65,561	60,883	53,693	53,099	54,279	55,487	56,724		
Fitness/Weight room	46,712	47,841	48,188	49,913	51,625	52,506	53,406	53,406		
Recreation	41,700	64,850	49,278	43,400	32,900	32,900	32,900	32,900		
Aquatic Programming/lessons	177,885	189,942	188,569	178,263	182,067	186,256	190,550	194,951		
	327,650	368,194	346,918	325,269	319,691	325,941	332,342	337,981	5	C,E,G
MAINTENANCE										
Admin	106,429	128,222	146,012	143,045	145,650	148,307	151,017	153,781		
Main Centre	402,457	417,119	414,822	456,332	437,532	444,876	452,366	460,007		
Library/Childcare/Y/C	10,826	16,813	3,683	7,189	7,267	7,346	7,427	7,509		
Arena	76,280	84,737	86,259	87,931	89,121	90,336	91,575	92,838		
Curling Rink	26,991	44,009	42,070	39,875	40,431	41,020	41,620	42,233		
Pool Maintenance	152,007	132,215	122,952	141,117	145,845	147,608	149,406	151,240		
Mobile Equipment	8,021	7,350	5,206	6,849	6,625	6,625	6,625	6,626		
	783,011	830,465	821,004	882,338	872,471	886,116	900,035	914,234	2	A
									4	B
TOTAL EXPENDITURES	1,617,502	1,813,920	1,772,493	1,813,977	1,808,069	1,839,086	1,870,777	1,902,240		
Variance \$		B09 vs B10	B09 vs A09	A09 vs B10	B10 vs B11	B11 vs B12	B12 vs B13	B13 vs B14		
Variance %		57	-41,427	41,483	-5,908	31,017	31,691	31,464		
		0.0%	-2.3%	2.3%	-0.3%	1.7%	1.7%	1.7%		

Expense analysis:										
Wages & Benefits	1,094,813	1,257,920	1,235,129	1,234,778	1,259,074	1,285,108	1,311,691	1,337,915		
Advertising	4,697	7,750	2,559	4,500	4,500	4,500	4,500	4,500		
Travel/training	29,046	35,300	25,921	24,900	25,020	25,142	25,267	25,395		
Office equipment	37,231	51,100	42,761	45,600	45,360	45,625	45,896	46,172		
Recruitment	1,695	5,500	726	4,000	4,000	4,000	4,000	4,000		
Janitorial	-	-	-	-	-	-	-	-		
Utilities	166,278	186,600	177,922	181,500	185,130	189,715	194,418	199,242		
Insurance	49,931	45,000	69,396	69,000	69,000	69,000	69,000	69,000		
Materials & Supplies	176,943	154,740	169,085	184,190	163,700	163,710	163,721	163,731		
Contracted Services	48,847	62,660	43,789	58,660	45,660	45,660	45,660	45,660		
Vehicle costs	8,021	7,350	5,206	6,849	6,625	6,625	6,625	6,626		
	1,617,502	1,813,920	1,772,493	1,813,977	1,808,069	1,839,086	1,870,777	1,902,240		

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Administration

Budgeted wages and benefits increase due largely to union wage increases for the year.
 Training is done as required and as available, Ice Maker, Refrigeration, Curling Ice, Pool Operators 1 & 2, WHMIS, First Aid, 5th Class Power Engineer IFO, First Aid - Other training opportunities as they arise. When we have staff turnover, we train the new workers. We take advantage of training opportunities when they are offered in our region to save on travel costs.
 Recruitment costs are maintained at \$5,500, but will only be used as required.
 Reduce admin hours by 367 hours.

Common Services

Includes insurance and utilities.

General Facility Maintenance

\$15,000 extra added to cover cost of adding glycol to the HVAC system to prevent freeze ups of the pipes.
 \$15,000 Increase contracted services to cover testing for the HVAC system to identify reasons for corrosion.
 Supplies of +-\$10,000 ordered in 2009 but only delivered in 2010.
 Reduce maintenance hours by 310 hours.

Pool Maintenance and Improvement

In 2010 will replaced pool grating at \$12,000, this has not been done since the pool opened.
 Increase due largely to increasing costs to provide this service (wages, supplies, etc.).
 Replacement of outside deck for pool.
 Supplies of +-\$10,000 ordered in 2009 but only delivered in 2010.
 Reduce aquatic centre hours by 423 hours.

DISTRICT OF TUMBLER RIDGE
FISCAL SERVICES SUMMARY
2010 - 2014 BUDGET

	2008 Actual	2009 Budget	2009 Actual	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
MISCELLANEOUS INTEREST CHARGES	10,763	10,000	13,352	7,000	7,140	7,283	7,428	7,577
TRANSFERS TO OTHER AUTHORITIES	2,734,371	2,738,000	2,412,753	2,465,019	2,514,252	2,564,469	2,615,690	2,667,936
TOTAL FISCAL EXPENSES	2,745,134	2,748,000	2,426,104	2,472,019	2,521,392	2,571,752	2,623,119	2,675,513
		<i>B09 vs B10</i>	<i>B09 vs A09</i>	<i>A09 vs B10</i>	<i>B10 vs B11</i>	<i>B11 vs B12</i>	<i>B12 vs B13</i>	<i>B13 vs B14</i>
		-275,981	-321,896	45,915	49,372	50,360	51,367	52,394
		-10.0%	-11.7%	1.9%	2.0%	2.0%	2.0%	2.0%
Miscellaneous Interest Charges								
Bank service charges	10,763	10,000	13,352	7,000	7,140	7,283	7,428	7,577
Interim borrowing costs	-	-	-	-	-	-	-	-
	10,763	10,000	13,352	7,000	7,140	7,283	7,428	7,577
Transfers to Other Authorities								
Library Taxes	-	-	-	-	-	-	-	-
Museum Taxes	-	-	-	-	-	-	-	-
Residential school taxes	752,808	753,000	796,019	811,940	828,179	844,742	861,637	878,870
Provincial school taxes	1,208,682	1,210,000	790,983	806,803	822,939	839,398	856,186	873,309
Regional hospital district	360,216	361,000	376,714	384,591	392,282	400,128	408,131	416,293
Regional district	207,577	208,000	235,055	239,963	244,762	249,658	254,651	259,744
B.C. Assessment authority	57,067	57,500	60,521	61,793	63,029	64,290	65,575	66,887
Municipal finance authority	95	100	126	129	132	134	137	140
Police Tax	144,548	145,000	153,334	156,401	159,529	162,719	165,974	169,293
Grants in Lieu	3,378	3,400	-	3,400	3,400	3,400	3,400	3,400
	2,734,371	2,738,000	2,412,753	2,465,019	2,514,252	2,564,469	2,615,690	2,667,936
TOTAL OPERATING FISCAL SERVICES	2,745,134	2,748,000	2,426,104	2,472,019	2,521,392	2,571,752	2,623,119	2,675,513

Analysis of 2008 Budget, 2008 Actual and 2009 Budget

Bank service charges

There should be a significant decrease in bank service charges by disallowing the payment of property taxes with credit cards.

Transfers to Other Authorities

The other taxing authorities will vary from year to year based on their needs.

Transfers to Own funds and reserves

The other items reflect the funding arrangements (reserves, surplus, etc.) that the District is going to employ in future years.

DISTRICT OF TUMBLER RIDGE
GRANT IN AID SUMMARY
2010 - 2014 BUDGET

	2006	2007	2008	2009	2010	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Actual	Actual	Actual	Requested	Budget	Budget	Budget	Budget	Budget	Goal	Obj
LIBRARY												
Grant - operating	127,969	179,468	203,256	213,689	211,412	200,000	210,000	210,000	210,000	210,000		
Grant - capital	54,400	72,689	48,900	51,076	28,290	-	28,000	28,000	28,000	28,000		
	182,369	252,157	252,156	264,765	239,702	200,000	238,000	238,000	238,000	238,000		
GOLF COURSE												
Golf course operational	40,000	50,402	61,095									
Golf course capital	54,342	31,090		28,719	25,000	-	-	-	-	-		
Contractor				177,131	175,000	175,000	175,000	175,000	175,000	175,000		
	125,681	96,810	61,095	205,849	200,000	175,000	175,000	175,000	175,000	175,000		
MUSEUM												
TR Museum Foundation Grant	200,000	200,758	225,000	200,000	200,000	180,000	160,000	140,000	120,000	100,000		
	200,000	200,758	225,000	200,000	200,000	180,000	160,000	140,000	120,000	100,000		
FEE FOR SERVICE GRANTS												
TR Hospice/Palliative Care			19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200		
TR Youth Centre	7,000	7,000	11,500	38,000	37,100	36,000	36,000	36,000	36,000	36,000		
	7,000	7,000	30,700	57,200	56,300	55,200	55,200	55,200	55,200	55,200		
OTHER COUNCIL GRANTS												
Citizens On Patrol	3,600		1,715	2,000		-	5,000	5,000	5,000	5,000		
Grant Writer				3,000		-						
Grizfest					In Kind	In Kind						
Grizzly Valley Saddle Club		25,000		940		-						
Housing Complex		8,800	71,880			-						
Northern Dog Musers			2,000	2,000	5,000	500						
RCMP Musical Ride	17,972					-						
Royal Canadian Legion				1,900	5,000	-						
Terry Landsdowne Foundation					10,955	-						
TR Cares		4,215	16,215	4,800	9,000	500						
TR Cares - Victim Services	6,800					-						
TR Chamber of Commerce	26,000	4,333	16,124	28,000	38,000	-						
TR Children Society (Day Care)	5,000	15,729	5,655	2,500	12,000	500						
TR Community Arts Council		1,220	1,688	3,125	10,380	500						
TR Cubs and Beavers			2,000			-						
TR Lions			24,547			-						
TR Minor Hockey					1,350	In Kind						
TR Parents Advisory Council		7,082	9,178		10,280	500						
TR Search & Rescue		4,000				-						
TR Seniors (TROTTS)			2,000	1,000	1,000	-						
TR Youth Soccer Association				340	5,000	500						
Tumbler Ridge Artists		1,200	1,100			-						
WNMS		10,000			In Kind	In Kind						
	59,372	81,579	154,102	49,605	107,965	3,000	5,000	5,000	5,000	5,000		
CONTINGENCY GRANTS												
		2,979	6,873	3,932	6,000	6,000	6,000	6,000	6,000	6,000		
		2,979	6,873	3,932	6,000	6,000	6,000	6,000	6,000	6,000		
TOTAL GRANT IN AID	574,422	641,284	729,926	781,351	809,967	619,200	639,200	619,200	599,200	579,200	5	A

Analysis of 2008 Budget, 2008 Actual and 2009 Budget

At this point in time Council needs to give direction on their expectations regarding grant in aid.

DISTRICT OF TUMBLER RIDGE
CAPITAL FUND SUMMARY
 2010 - 2014 BUDGET

	2008 Actual	2009 Budget	2009 Actual	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
REVENUES								
Disposal of Assets	22,470	-	-					
Sale of Land held for resale	53,000	-	60,142					
Grants Government	183,187	400,000	400,000	550,000	500,000	-	-	-
Fair Share Grant	903,658	1,157,446	1,156,789	1,214,402	1,226,546	1,238,811	1,251,200	1,263,712
TOTAL REVENUES	1,162,315	1,557,446	1,616,931	1,764,402	1,726,546	1,238,811	1,251,200	1,263,712
LONG TERM DEBT								
		3,300,000		2,800,000	900,000			
TOTAL LONG TERM DEBT	-	3,300,000	-	2,800,000	900,000	-	-	-
EXPENDITURES								
Capital Projects	(4,180,947)	(7,442,939)	(2,187,234)	(7,077,410)	(4,756,500)	(2,885,500)	(3,538,500)	(2,933,500)
Fiscal Services - principal payment	-	(114,206)	-	(150,000)	(280,000)	(324,206)	(324,206)	(324,206)
Fiscal Services - interest	-	(318,005)	(86,518)	(169,204)	(350,000)	(400,000)	(400,000)	(400,000)
TOTAL EXPENDITURE	(4,180,947)	(7,875,150)	(2,273,752)	(7,396,614)	(5,386,500)	(3,609,706)	(4,262,706)	(3,657,706)
TRANSFER FROM/(TO) RESERVES								
Transfer from reserve for Future Expenditure		393,395	393,395	300,000	150,000	150,000	150,000	150,000
Transfer from/(to) General Fund surplus capital		1,808,574	(552,309)	1,208,008	1,234,954	1,083,689	1,689,300	1,171,788
Transfer from/(to) General Fund surplus fiscal				319,204	630,000	724,206	724,206	724,206
Transfer from Machine and Equipment Reserve		603,735	603,735	323,000	300,000	300,000	300,000	300,000
Transfer from Water Fund		152,000	152,000	677,000	430,000	105,000	140,000	40,000
Transfer from Sewer Fund		60,000	60,000	5,000	15,000	8,000	8,000	8,000
TOTAL TRANSFERS	3,018,632	3,017,704	656,821	2,832,212	2,759,954	2,370,895	3,011,506	2,393,994
SURPLUS								
	-	-	-	-	-	-	-	-
NON-CASH ITEMS								
Amortization expense			(1,570,839)	(1,600,000)	(1,650,000)	(1,670,000)	(1,700,000)	(1,700,000)
TOTAL NON-CASH ITEMS	-	-	(1,570,839)	(1,600,000)	(1,650,000)	(1,670,000)	(1,700,000)	(1,700,000)

**DISTRICT OF TUMBLER RIDGE
CAPITAL BUDGET DETAIL
YEARS 2010 - 2014**

	2009 Strat Plan Goals+Obj	CAPITAL PROJECTS					TOTAL	Costing	Priority 5=High 1=Low
		2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget			
GENERAL GOVERNMENT									
<i>Municipal Hall:</i>									
Renovations - inside/outside/basement (Replace lights)	2A, 2C	40,000	40,000				80,000		3
Artificial Christmas Tree (outside town hall)	2E			25,000			25,000	Rough Estimate	1
Sound System	2A			23,000			23,000	Price list	2
Grant leverage Capital - all departments		100,000					100,000	Rough Estimate	5
Seniors/Disabled Housing	5G, 5H	300,000					300,000	Rough Estimate	5
Town Hall ramp (applied for grant of \$50,000)	5G	90,000					90,000	Not yet determined	4
Community Garden	5A, 5B						-	Rough Estimate	4
Claude Galibois roof repair	2A	20,000					20,000	Rough Estimate	4
Building for NP Groups and Storage	E						-	Not yet determined	4
<i>General Equipment:</i>									
New Phone System	6A		45,000				45,000	Rough Estimate	2
Computer server upgrade	6A	50,000					50,000		4
Computer expansions/replacements	6A	20,000	20,000	20,000	20,000	20,000	100,000	Quote	3
GIS Software - link to MIAS	2A	20,000					20,000	Quote	3
TOTAL GENERAL GOVERNMENT		640,000	105,000	68,000	20,000	20,000	853,000		
PROTECTIVE SERVICES									
<i>Fire hall/buildings:</i>									
Repair fire hall roof	4B	50,000					50,000	Estimate	5
Heated storage bay	1B			500,000			500,000	Rough Estimate	4
<i>Mobile equipment:</i>									
Water tender	1B				150,000		150,000	Market Estimate	3
Ladder Truck	1B		750,000				750,000	Market Estimate	4
Rescue 4 (Pumper/Rescue Combo)	1B	268,000					268,000	Purchased 2009/2010	5
Command Car	1B			75,000			75,000	Estimate	3
<i>Fire Fighting Equipment:</i>									
SCBA Replacement - 1 unit	1B	3,500	3,500	3,500	3,500	3,500	17,500	Listed Price	3
Fire Hose - 100, 65 & 38mm replacement	1B	5,000	5,000	5,000	5,000	5,000	25,000	Rough Estimate	3
Turnout gear	1B	7,000	7,000	7,000	7,000	7,000	35,000	Rough Estimate	4
Storage Rack for SCBA cylinders	1B	5,000					5,000	Listed Price	3
SCBA air bottles (carbon fiber) change over (8)	1B	7,000					7,000	Quote	5
Upgrade lighting in apparatus bay	1B	3,000					3,000	Estimate	3
Upgrade steps in hose tower	1B	2,000					2,000	Estimate	5
Diesel Exhaust system in Rescue Bay	1B	8,000					8,000	Quote	4
Portable Generators (4)-power for heaters in pum	1B	10,000					10,000	Rough Estimate	4
C-can for live fire training (used)	1B	5,000					5,000	Listed Price	4
Replace Flooring in Office Area	1B	2,500					2,500	Quote	4
TOTAL PROTECTIVE SERVICES		376,000	765,500	590,500	165,500	15,500	1,913,000		
ECONOMIC DEVELOPMENT									
<i>Tourism Infrastructure:</i>									
Visitor Centre upgrade	3D, 4B	10,000	500,000				510,000	Rough Estimate	5
Caboose upgrade	3D, 4B		25,000				25,000	Rough Estimate	5
Boat launch upgrade	2A,2E,3D,5B		30,000	50,000	50,000	30,000	160,000	Rough Estimate	3
Town Float							-		
5-Acre Rural Lots	5H						-	Not yet determined	1
Signage (D/T, trail, hwy)	2E,3D,4B,5E	25,000	80,000	40,000	10,000		155,000	Rough Estimate	5
TOTAL ECONOMIC DEVELOPMENT		35,000	635,000	90,000	60,000	30,000	850,000		

DISTRICT OF TUMBLER RIDGE
CAPITAL BUDGET DETAIL
 YEARS 2010 - 2014

	2009 Strat Plan Goals+Obj	CAPITAL PROJECTS						TOTAL	Costing	Priority 5=High 1=Low
		2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget				
RECREATION SERVICES										
<i>Community centre building:</i>										
Renovations Concession/Staff Room	5A, 5C, 6D		50,000					50,000	Rough Estimate	3
Building Envelope	5C	4,517,910	1,000,000					5,517,910	Tender submissions	5
Building Roof	5C	500,000						500,000	Quote	5
Steps for Roman Walkway	2A	10,000						10,000	Not yet determined	5
Flooring	2A		60,000	30,000	30,000	30,000		150,000	Rough Estimate	3
Fire Alarms Upgrades	2A	10,000	15,000					25,000	Quotes	5
Security System	2A		45,000					45,000	Rough Estimate	2
Walking Track	5C			25,000				25,000	Rough Estimate	1
Lighting System in Arena	2A, 5C			50,000				50,000	Rough Estimate	3
Washroom Upgrades	2A		22,000	22,000	22,000			66,000	Rough Estimate	4
Theatre (2013-2015)	1E					X	X	-	Rough Estimate	1
Generator	1D							-	Rough Estimate	3
Tables			15,000	15,000				30,000	Rough Estimate	
Unexpected Repairs								-	Rough Estimate	
<i>Aquatic Centre:</i>										
Heat Exchangers			40,000					40,000		
Domestic Hot Water Solar Heated			60,000					60,000	Estimate - applying for grant	
Water Features							20,000	20,000	Rough Estimate	
Fire Suppression System	1D, 2A		175,000					175,000	Quote	5
Engineering Assessment for water slide					15,000			15,000	Rough Estimate	
Water slide	5C						350,000	350,000	Rough Estimate	1
<i>General Equipment:</i>										
Weight room equipment			8,000	8,000	8,000			24,000	Rough Estimate	
Family Park	5B		150,000	50,000	50,000			250,000	Rough Estimate	2
TOTAL RECREATION SERVICES		5,037,910	1,640,000	200,000	125,000	400,000		7,402,910		
PUBLIC WORKS-TRANSPORTATION										
<i>Buildings:</i>										
Wash Bay hot water tank	2A			8,000				8,000	Rough Estimate	1
Shop Improvements (heating/conc. wash pad)	2A, 2C			45,000				45,000	Rough Estimate	2
<i>Roadworks/sidewalks:</i>										
Sidewalk Replace	2A 4B	10,000	100,000		100,000	100,000		310,000	Rough Estimate	2
Paving	2A		49,000	300,000	300,000	350,000		999,000	Rough Estimate	2
Line Painting									Budget quote	
LED street lights	2B	7,000						7,000	Supplier Quote	3
Self Watering Planters	2A 4B	5,000						5,000	Supplier Quote	4
Downtown Christmas decorations	2A 4B							-	Rough Estimate	3
Downtown revitalization	2A 4B	50,000	100,000	100,000	100,000	100,000		450,000	Rough Estimate	5
Downtown lighting replacement	4B		250,000					250,000	Rough Estimate	4
Cemetery (new sites & fence)	2A	28,000	-	30,000				58,000	Rough Estimate	3
Bear walks/walking paths resurface	2A		75,000	50,000	50,000	50,000		225,000	Rough Estimate	3
Catch basins	2A	50,000	50,000	600,000	1,300,000	700,000		2,700,000	Rough Estimate	5
Solar Cross Walks	2C	8,500						8,500	Supplier Quote	4
<i>Mobile equipment:</i>										
Trucks/attachments (small fleet)	2A	38,000	40,000	40,000	40,000			158,000	Close Estimate	5
Sand Truck (c/w underbody plow)	2A				140,000			140,000	Close Estimate	2
Roller compactor	2A				30,000			30,000	Rough Estimate	1
Grader	2A					250,000		250,000	Close Estimate	2
John Deere-Gator (utility vehicle)	2A	17,000						17,000	Close Estimate	3
Sweeper	2A				220,000			220,000	Close Estimate	3
Brake Lathe	2A			10,000				10,000	Rough Estimate	1
Overhead Hoist	2A		10,000					10,000	Rough Estimate	1
<i>Airport:</i>										
Terminal Building	5D		180,000					180,000	Rough Estimate	4
Commercial lots	3A 3B				35,000	800,000		835,000	Rough Estimate	2
Edge lighting replacement	5D	10,000	80,000					90,000	Rough Estimate	5
Paving	5D			600,000	600,000			1,200,000	Rough Estimate	4

**DISTRICT OF TUMBLER RIDGE
CAPITAL BUDGET DETAIL
YEARS 2010 - 2014**

	2009 Strat Plan Goals+Obj	CAPITAL PROJECTS					TOTAL	Costing	Priority 5=High 1=Low
		2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget			
Parks/Playgrounds:									
Trees (new, large caliper)	4B	8,000					8,000	Close Estimate	4
Picnic tables/Fire pits	3D		10,000	10,000	10,000	10,000	40,000	Rough Estimate	3
RV park upgrades (shower house)	3D		190,000				190,000	Rough Estimate	3
RV park upgrade (stalls)	3D	20,000		8,000	8,000	8,000	44,000	Rough Estimate	3
Playground equipment	5B	10,000	15,000		20,000	20,000	65,000	Rough Estimate	3
Tennis Courts (resurface)	5B	25,000					25,000	Rough Estimate	1
Soccer Fields/Ball Diamonds Irrigation	5B				50,000		50,000	Rough Estimate	1
Solid Waste:									
Commercial Bins	2B		12,000		12,000	12,000	36,000	Supplier Quote	2
Bear Proof bins	2B		5,000		5,000	5,000	15,000	Supplier Quote	2
TOTAL PUBLIC WORKS		286,500	1,166,000	1,801,000	3,020,000	2,405,000	8,678,500		
ENVIRONMENTAL DEVELOPMENT									
Recycling projects - new recycle bins	2B	20,000					20,000	Supplier Quote	4
Cardboard bins	2B			15,000		15,000	30,000	Supplier Quote	2
Glass Crusher	2B			8,000			8,000	Rough Estimate	1
TOTAL ENVIRON. DEVELOPMENT		20,000	-	23,000	-	15,000	58,000		
WATER/SEWER									
Water:									
Commercial meter program	2A	47,000	10,000	5,000	5,000	5,000	72,000	Rough Estimate	5
Watershed/Aquifer protection plan (Engineering)	1C	35,000	100,000	100,000	100,000		335,000	Rough Estimate	4
Telemetry - pump stations	2A	5,000	-				5,000	Rough Estimate	4
HVAC unit (Water Treatment Plant) study	2A		20,000				20,000	Rough Estimate	3
2 pressure filter tanks	2A				35,000	35,000	70,000	Rough Estimate	2
Pumpwell #7 bank erosion		60,000					60,000	Rough Estimate	
Water Line to Saddle Club (community garden)	5B						-	Rough Estimate	2
Pump house & generator upgrades	2A	510,000	300,000				810,000	Engineer estimate	5
Main valve cluster inspection	2A	20,000					20,000	Rough Estimate	4
Sewer:									
Lagoon curtain inspection/recommendations	2A	5,000					5,000	Rough Estimate	3
TRIP Lagoon Berm rehab	2A		15,000	8,000	8,000	8,000	39,000	Rough Estimate	3
TOTAL WATER/SEWER		682,000	445,000	113,000	148,000	48,000	1,436,000		
GRAND TOTAL		7,077,410	4,756,500	2,885,500	3,538,500	2,933,500	21,191,410		

DISTRICT OF TUMBLER RIDGE
WATER RESERVE FUND SUMMARY
 2010 - 2014 BUDGET

Description	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
REVENUES										
Water User Rates	288,600	294,000	296,218	302,143	308,185	308,185	308,185	308,185		
Bulk Water Sales	25,000	4,000	9,177	4,000	4,000	4,000	4,000	4,000		
TOTAL REVENUES	313,600	298,000	305,395	306,143	312,185	312,185	312,185	312,185		
EXPENDITURES										
Administration	(34,507)	(35,309)	(31,726)	(35,461)	(35,980)	(36,512)	(37,056)	(37,612)		
Water supply	(111,814)	(114,321)	(175,472)	(114,321)	(116,950)	(119,531)	(122,065)	(124,669)		
Transmission & Distribution	(33,622)	(33,622)	(13,738)	(33,622)	(34,353)	(34,851)	(35,336)	(35,833)		
Water hydrants	(15,012)	(15,012)	(8,439)	(15,012)	(15,324)	(15,602)	(15,887)	(16,177)		
TOTAL EXPENDITURES	(194,955)	(198,264)	(229,375)	(198,416)	(202,608)	(206,496)	(210,343)	(214,291)	1	C
<i>Total Manhours</i>		2,583		2,583	2,583	2,583	2,583	2,583	2	A,B
TRANSFER FROM/(TO) RESERVES										
Transfer from/(to) water capital	(142,000)	(152,000)	(152,000)	(677,000)	(430,000)	(105,000)	(140,000)	(40,000)		
Transfer from/(to) reserves	-	-	-	-	-	-	-	-		
Transfer from/(to) surplus	23,355	52,264	75,980	569,273	320,423	(689)	38,158	(57,894)		
TOTAL TRANSFERS	(118,645)	(99,736)	(76,020)	(107,727)	(109,577)	(105,689)	(101,842)	(97,894)		
SURPLUS	-	-	-	-	-	-	-	-		

Expense analysis:									
Labour/benefits	96,289	94,599	100,146	94,751	97,082	99,471	101,919	104,427	
Equipment	15,430	15,430	17,846	15,430	15,790	15,840	15,840	15,840	
Materials	27,281	27,280	39,102	27,280	27,480	27,600	27,630	27,660	
Contracted services	4,400	4,400	3,948	4,400	4,410	4,410	4,410	4,410	
Insurance	9,595	9,595	15,856	9,595	9,595	9,595	9,595	9,595	
Memberships/travel	3,600	3,600	2,035	3,600	3,600	3,600	3,600	3,600	
Telephone	660	660	960	660	670	680	690	700	
Utilities	37,700	42,700	49,483	42,700	43,981	45,300	46,659	48,059	
	194,955	198,264	229,375	198,416	202,608	206,496	210,343	214,291	
Variance \$		B09 vs B10	B09 vs A09	A09 vs B10	B10 vs B11	B11 vs B12	B12 vs B13	B13 vs B14	
Variance %		152	31,111	-30,960	4,192	3,888	3,847	3,948	
		0.1%	15.7%	-13.5%	2.1%	1.9%	1.9%	1.9%	

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Amortization expense

The amortization expense on the water infrastructure is \$133,000 per annum.

Expenditures

2009 Electronator electrical work was done through operational expenses to complete a 2008 capital project.

The strategy for the water fund should be that user fees should cover operating expenses, current and future capital costs.

DISTRICT OF TUMBLER RIDGE
SEWER RESERVE FUND SUMMARY
2010 - 2014 BUDGET

Description	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
REVENUES										
Sewer User Rates	167,200	182,900	186,084	189,806	189,806	189,806	189,806	189,806		
Sewer Dumping Fees	1,000	300	4,825	300	300	300	300	300		
TOTAL REVENUES	168,200	183,200	190,909	190,106	190,106	190,106	190,106	190,106		
EXPENDITURES										
Administration/Collection	(39,101)	(39,850)	(24,829)	(39,952)	(40,748)	(41,338)	(41,942)	(42,560)		
Treatment & disposal	(83,753)	(84,001)	(66,585)	(84,001)	(81,364)	(82,740)	(84,066)	(85,492)		
TOTAL EXPENDITURES	(122,854)	(123,851)	(91,414)	(123,953)	(122,112)	(124,079)	(126,008)	(128,052)	2	A,B
<i>Total Manhours</i>		1015		1015	1015	1015	1015	1015		
TRANSFER FROM/(TO) RESERVES										
Transfer from/(to) sewer capital	(18,000)	(60,000)	(60,000)	(5,000)	(15,000)	(8,000)	(8,000)	(8,000)		
Transfer from/(to) reserves	(25,000)	(25,000)	(25,000)	(53,000)	(53,000)	(57,000)	(55,500)	(53,750)		
Transfer from/(to) surplus	(2,346)	25,651	(14,495)	(8,153)	6	(1,027)	(597)	(304)		
TOTAL TRANSFERS	(45,346)	(59,349)	(99,495)	(66,153)	(67,994)	(66,027)	(64,097)	(62,054)		
SURPLUS	-	-	-	-	-	-	-	-		

Expense analysis:									
Labour/benefits	41,064	42,060	25,072	42,162	43,420	44,487	45,581	46,702	
Equipment	7,808	7,809	4,633	7,809	7,864	7,979	8,049	8,165	
Materials	7,590	7,590	2,530	7,590	5,224	5,285	5,316	5,378	
Contracted services	8,542	8,542	1,394	8,542	7,080	7,119	7,158	7,198	
Professional development	2,500	2,500	50	2,500	2,500	2,500	2,500	2,500	
Insurance	10,150	10,150	12,968	10,150	10,150	10,150	10,150	10,150	
Telephone	691	691	1,004	691	698	705	712	719	
Hydro	44,509	44,509	43,763	44,509	45,177	45,854	46,542	47,240	
	122,854	123,851	91,414	123,953	122,112	124,079	126,008	128,052	
<i>Variance \$</i>		<i>B09 vs B10</i>	<i>B09 vs A09</i>	<i>A09 vs B10</i>	<i>B10 vs B11</i>	<i>B11 vs B12</i>	<i>B12 vs B13</i>	<i>B13 vs B14</i>	
		102	-32,437	32,539	-1,841	1,967	1,930	2,043	
<i>Variance %</i>		0.1%	-26.2%	35.6%	-1.5%	1.6%	1.6%	1.6%	

Analysis of 2009 Budget, 2009 Actual and 2010 Budget

Amortization expense

The amortization expense on the sewer infrastructure is \$113,000 per annum.

The strategy for the sewer fund should be that user fees should cover operating expenses, current and future capital costs.

DISTRICT OF TUMBLER RIDGE
RESERVE FUND SUMMARY
 2010 - 2014 BUDGET

Description	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
REVENUES									
Return on Investment	158,000	29,489	30,079	30,680	31,294	31,920	32,558		
TOTAL REVENUES	158,000	29,489	30,079	30,680	31,294	31,920	32,558		
TRANSFER FROM/(TO) RESERVES									
Transfer from general fund <i>(10% of municipal taxes)</i>	616,519	616,519	682,362	767,658	806,041	846,343	888,660		
Transfer from/(to) capital fund	(997,130)	(997,130)	(623,000)	(450,000)	(450,000)	(450,000)	(450,000)		
Transfer from/(to) reserves			(89,000)	(348,000)	(387,000)	(428,000)	(471,000)		
Transfer from/(to) surplus	222,611	351,122	(441)	(338)	(334)	(262)	(218)		
TOTAL INTERFUND TRANSFERS	(158,000)	(29,489)	(30,079)	(30,680)	(31,294)	(31,920)	(32,558)	6	E
SURPLUS	-	-	-	-	-	-	-		

Reserves

- LAND SALES RESERVE FUND -BYLAW #197
- WATER RESERVE FUND-BYLAW #112
- SEWER UNEXPENDED FUNDS-BYLAW #113
- DRAINAGE UNEXPENDED FUNDS-BYLAW #114
- MUN. BUILDINGS UNEXP. FUNDS-BYLAW #116
- RCMP BUILD. UNEXPENDED FUNDS-BYLAW #11
- M & E DEPRECIATION RESERVE

DISTRICT OF TUMBLER RIDGE
CEMETERY FUND SUMMARY
 2010 - 2014 BUDGET

Description	2008	2009	2009	2010	2011	2012	2013	2014	Strat Plan	
	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Goal	Obj
REVENUES										
Plot, Internment and Marker revenue	1,996	415	983	1,000	1,000	1,000	1,000	1,000		
TOTAL REVENUES	1,996	415	983	1,000	1,000	1,000	1,000	1,000		
EXPENDITURES										
Cemetery Maintenance	(3,708)	(2,620)	(1,697)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)		
TOTAL EXPENDITURES	(3,708)	(2,620)	(1,697)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)	2	A
TRANSFER FROM/(TO) RESERVES										
Transfer from/(to) General Fund	1,717	2,210	2,210	1,605	1,605	1,605	1,605	1,605		
Transfer from/(to) Cemetery Care Surplus	(5)	(5)	(1,496)	(5)	(5)	(5)	(5)	(5)		
TOTAL TRANSFERS	1,712	2,205	714	1,600	1,600	1,600	1,600	1,600		
SURPLUS	-	-	-	-	-	-	-	-		

DISTRICT OF TUMBLER RIDGE
STRATEGIC PLAN GOALS WITH OBJECTIVES

1. Ensure Tumbler Ridge is a safe and healthy community

1.a	Help police services meet the needs of the community
1.b	Create and maintain fire rescue services that are equipped and trained to protect the community and its residents
1.c	Be stewards of and advocates for maintaining and enhancing a high quality of natural environment
1.d	Ensure emergency plans and response services are created, maintained, and coordinated as a first line of action in keeping the community and its residents safe

2. Be a sustainable community

2.a	Maintain and expand infrastructure
2.b	Be good stewards of our environment
2.c	Support alternative and renewable energy opportunities
2.d	Maintain the population base
2.e	Enhance community identity and pride locally and promote it globally

3. Diversify economically

3.a	Create a flourishing climate for new and existing businesses
3.b	Promote commercial and industrial development
3.c	Utilize local resources
3.d	Pursue tourism opportunities
3.e	Pursue rural opportunities

4. Maintain the high standards of planning established in the original design of the community

4.a	Continue to build on and evolve from the planning principles used to create Tumbler Ridge
4.b	Maintain the aesthetic quality of the community
4.c	Gain control over more land within the town site

5. Enhance the quality of life for residents

5.a	Encourage and expand volunteerism
5.b	Enhance outdoor recreation
5.c	Create more indoor recreation opportunities
5.d	Provide the best health and dental care possibly
5.e	Promote history, arts, culture, and roots
5.f	Lobby for enhanced educational services
5.g	Meet the needs of the elderly and special needs people
5.h	Provide appropriate housing opportunities for everyone

6. Provide high quality services through outstanding governance

6.a	Maintain a professional working environment
6.b	Utilize sound business practices
6.c	Establish clear direction and priorities through a Strategic Plan
6.d	Attract and retain high quality staff
6.e	Be fiscally responsible
6.f	Be open with the management and operation of the District

