

2011—2015 Five-Year Financial Plan Budget Information Package

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KEY HIGHLIGHTS OF THE 2011 BUDGET AND 2011-2015 FINANCIAL PLAN

1. Council Strategic Priorities:

- In 2010 the Bulkley Valley Economic Development Association (BVEDA) was established with the following partners: Town of Smithers, Electoral Area A (Bulkley Nechako Regional District) and the Office of the Wet'suwet'en. Starting in the 2011 Council has approved ongoing funding to the new BVEDA in the amount of \$70,000 per year plus all 2% Hotel Tax revenue (estimated to be approximately \$100,000 per year). Other partners are contributing approximately \$45,000 per year. Tourism costs previously paid for out of 2% Hotel Tax funds, and previously overseen by the Tourism Advisory Committee, will now be handled through BVEDA.
- Council has approved the sale of residential lots in the upper section of the LB Warner property. The Town will be installing water, sewer and storm services in 2011 to accommodate the new residential development.
- Council will work with the Airport Business Land Use Plan, with the commitment to continue to develop the Smithers Regional Airport to maximize opportunities for passenger and air cargo.
- The Town purchased the Kratz/Howard property in 2010. The Town will be revising the Central Park Plan, which will be prepared in-house.
- The Town will be actively marketing the sale of Willowvale property (Phases II and III), to be developed for residential purposes.
- Work is being finalized on a new section of the Town's website to address the Town's new Land Sale Policy and lands currently for sale or lease.
- The Town has developed and implemented a comprehensive Safety Management System with the goal of achieving COR Certification. Achieving the certification will result in savings in employer WCB costs of up to 15% for 3 years.
- The Town has signed a Protocol Agreement with the Office of the Wet'suwet'en and will be working with them concerning the Ministry of Education's approval to dispose of the Chandler Park School property for community use.
- Council will be working with the Board of the Bulkley Nechako Regional District to review the taxation formulas for various Regional District functions, to ensure that taxation formulas amongst the regional areas and the municipalities are fair and equitable.

3. Operating Revenue:

- Property Taxation revenue represents 43.75% of the Town's total operating revenue. Fees and Charges represent approximately 34% of the Town's total operating revenue
- The 2011 General Municipal Tax revenue in 2011 is budgeted to increase by 2.32% over 2010 to maintain current levels of services. Of this 2.32%: 1.54% represents increased taxation due to cost of living increases and 0.78% represents new taxation due to non-market assessment growth.

- The 2011 RCMP Municipal Tax revenue will increase by 4.34%.

- The blended combined 2011 Municipal Tax revenue is 2.91% higher than 2010. Approximately 29.6% of the Town's total Municipal Tax Revenue pertains to RCMP costs.

	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 BUDGET	2011 BUDGET
Municipal (General) Tax levy	2,900,087	2,965,340	3,024,648	3,105,094	3,182,722	3,256,674
General Tax levy increase (decrease) over previous year	2%	2.25%	2%	2.66%	2.5%	2.32%
Municipal (RCMP) Tax levy	1,061,886	1,085,778	1,123,780	1,213,682	1,310,777	1,367,707
RCMP Tax levy increase over previous year	2.00%	2.25%	3.5%	8%	8%	4.34%
Total Municipal Property tax levies	3,961,973	\$4,051,118	\$4,148,428	4,318,776	4,493,499	4,624,381
TOTAL MUNICIPAL TAX CHANGE	2%	2.25%	2.40%	4.11%	4.05%	2.91%

- As a result of the review of the majority of the Town's fees and charges bylaws in the fall of 2010; many of the Town's fees and charges were adjusted for 2011 and future years:

- Cemetery Fees (increased)
- Development fees (increased)
- Arena fees (increased)
- Field User fees (increased)
- Preschool fees (increased)
- Campground fees (increased)
- Garbage Fees (increased)
- Water and Sewer Service Connection fees (increased)
- Commercial quarterly water and sewer fees (increased)
- Residential water and sewer user fees (decreased)
- RV Storage Fees (decreased)

- The airport operations continue to be self sustaining as a result of its user fees. Council approved a continuation of the 2010 airport fee structure in 2011 to allow the new airport manager to review the fees; and to ensure that the Town's airport fees remain competitive with other airports' fees. Council has directed staff to investigate increasing the Airport Improvement Fee (AIF), which has not changed since its implementation in 2000, to ensure there is adequate funding in the future for runway and other airport infrastructure upgrades.

- Council adopted a resolution that makes the use of residential garbage carts mandatory starting in 2014. The \$25 annual reduced garbage fee for property owners who own a residential cart will be in place up to, and including, 2014. Approximately 50% (750) of residential property owners now own residential carts.

- Residential water and sewer fees will decrease annually in 2011, 2012, 2013, and 2014. Residential water and sewer fee savings over the next four years will total \$52.92 per household.

- The senior fee waiver for annual water and sewer fees will be phased out commencing in 2011. In 2011 the senior fee waiver will be at 75% of the water and sewer use fees, in 2012 the fee waiver will be at 50% of the regular fees, in 2013 the senior fee waiver will be at 25% of the regular fees. In 2014 there will be no more senior water and sewer fee waivers.

3. Operating Expenses:

- The Town of Smithers completed its budget deliberations in a series of three Finance Committee meetings held on January 18th, 2011 (Capital Budget) and February 3rd and 9th, 2011 (Operating Budgets). Councillors approved an overall operating budget of \$10.5M, which includes a General Operating Budget of 6.7M, an RCMP budget of \$1.5M, a Utility (Water, Sewer and Storm) operating budget of \$1M and an Airport operating budget of \$1.3M.
- A Town of Smithers' Corporate and Community Energy and GHG Emissions Management Plan will be completed in 2011, fully funded by Federal and Provincial Grants.
- Funds have been included in the airport operating budget for a pre-engineering design and subdivision plan of the airport lands. There will also be a review of most contracts and leases, including lease rates, at the airport over the next year.
- A Smithers Community Wildfire Protection Plan, funded by grants, will be completed in 2011.
- Town Administration will be overseeing the upcoming Council and School District Trustee election, to take place on November 19th, 2011, at a net budgeted cost of \$18,500.
- New course developments will take place utilizing the Fire Training Centre, including the possibility of Aircraft Rescue courses.
- Smithers and Area Transit costs are budgeted to increase due to the upcoming replacement of the older BC Transit bus.
- There have been over 3000 person hours reduced in the 2011 general operating budget, resulting in considerable budget cost savings.
- Increased 2010 operating funding was approved for the Smithers Public Library. Last year their approved Regional District/ Town funding was \$208,517. In 2011 their approved combined funding is \$223,524.
- Total funding to various external organizations through the grant in aid process has been reduced from \$110,919 in 2010 to \$102,400 in 2011

4. Capital Plan:

- Over the past 10 years the Town has spent over \$28M on capital projects/infrastructure. Of this total, close to \$11M (34%) has been spent on Airport capital infrastructure.
- The Town has capital assets totalling \$95.5M (net book value after estimated accumulated amortization brings that to \$51M).
- The Town will be starting an asset management plan/review process over the upcoming months in order to identify how best to manage the replacement and upgrading of the Town's infrastructure over time.
- The Town is also working on a Facilities Maintenance Plan in order to better prioritize the upgrade and maintenance needs of all Town facilities in the future.

Buildings/Facilities...

- The Town has budgeted to spend \$351,200 over the next five years on capital maintenance of Town Buildings.
- Funds have been placed in the Town's Capital Plan, totalling \$105,000 over the next five years, for capital improvements to Fall Fairground facilities.
- Council has allocated \$100,000 in capital funds for Smithers Airport terminal renovations. Staff will be gathering information to make recommendations to Council as to how this is to be utilized.
- The Town completed its Multiplex Feasibility Study in 2010, which provided information for the Town to use to apply for additional grants for a Second Sheet of Ice (i.e. \$2.95M Enabling Accessibility Grant). Council has approved the construction of a Second Sheet of Ice, to a maximum of \$2.2M, if grant funds are not forthcoming by May 2011.

Machinery and Equipment...

- The Town has budgeted \$1.4M over the next five years to replace aging machinery and equipment and fleet vehicles. In 2011 the Town has budgeted to replace an excavator, riding mower, dump truck and sander.
- As part of the upcoming Regional District 9-1-1 implementation; pagers and radios will be purchased to ensure interoperability between the 9-1-1 dispatch and the Smithers Fire Department.

Property Development...

- The Town has budgeted \$300,000 to pay for the servicing of the LB Warner residential lots.

Roads/Streets, Parks Infrastructure...

- The Town has included \$500,000 within its capital plan for Capital Road Work over the next five years. On the priority list is the upgrade of Railway Avenue Road (from Pacific Street to King Street) and 11th Avenue (from Princess Street to Bulkley Lodge).
- The Town has included \$145,000 to be spent over the next five years for parks and playground upgrades/improvements.
- The Town has included the budgets for two Local Area Service projects to occur in 2011: the 4100/4200 Block Second Avenue Paving Project (pending grant approval) and the BV Christian School sidewalk project.
- The \$500,000 Riverside Campground Upgrade project to install showers at Riverside campground and upgrade surrounding trails will be completed in 2011. 75% of this project is funded through a Towns' for Tomorrow grant.

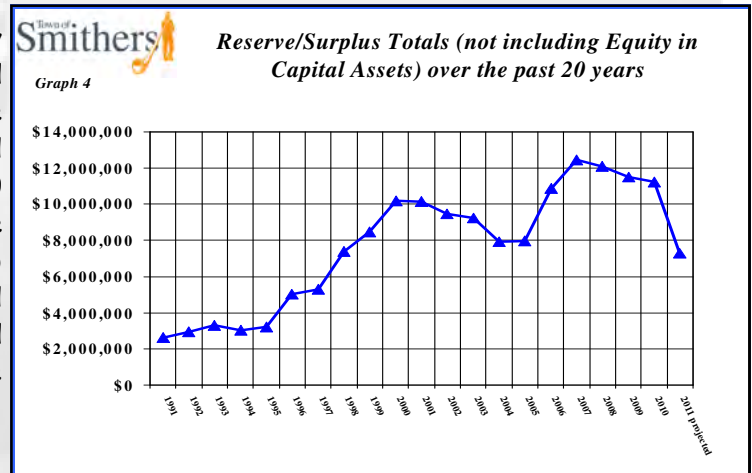
Utilities (Water, Sewer, Storm)...

- The \$2.4M South Trunk Storm sewer project is budgeted to be completed in 2011. Two-thirds of the funding for this project (\$1.6M) is paid for through a Building Canada Fund, shared by the Province and the Federal Government.

- The Town has budgeted to spend \$835,000 over the next five years upgrading water, sewer and storm systems.
- The Town will be installing a 500,000 litre water cistern at the Airport at a cost of \$259,000 to increase fire-fighting capacity within the airport water system.

5. Town Surplus and Debt:

• The Town continues to maintain healthy operating and capital reserves. All current and projected surplus/reserve balances are noted on the 2011-2015 Budget Schedules. Total Surplus and Reserves on hand at the end of December 31, 2010 are \$11.25M and that total is budgeted to decrease to just under \$7.3M as of December 31, 2011, due to the budgeted use of surplus, capital reserves and statutory reserve for capital projects (i.e. budgeted use of the \$2M Second Sheet of Ice Capital Reserve etc).

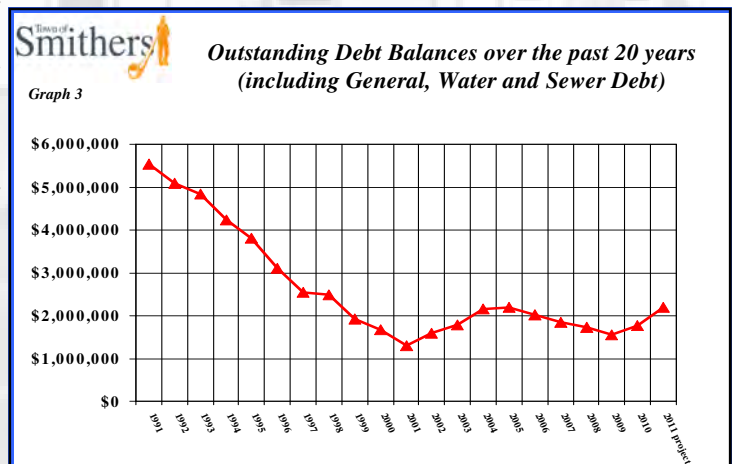


• In the fall of 2010 the Town adopted an Operating Surplus and Capital Reserve Policy, establishing criteria as to when operating surplus and capital reserves can be used, as well as maintaining minimum balances within various operating surplus funds.

• Council has approved that \$10,000 from an Economic Development Operating Reserve can be used to pay for the costs of organizing a 100th anniversary celebration in 2013.

• Council created a Facilities Maintenance Capital Reserve in 2009 to pay for ongoing facilities upgrades/capital maintenance based on an upcoming approved Facility Maintenance/Upgrade Plan. To date \$160,000 has been placed into this capital reserve fund and \$25,000 is budgeted to go into this reserve, annually. Funding to this reserve is from redirected funds from the Machinery and Equipment Replacement Reserve funds.

• The annual Gas Tax Funds received from the Federal Government, administered through UBCM, is placed into a Gas Tax Capital Reserve. The Town has received \$962,671 since 2005, and of this has spent \$577,460 on eligible capital projects. The Town is expecting to receive an additional \$780,918 over the next 3 years and has budgeted to utilize \$360,189 within the Five Year Capital Plan.



• Current long term debt outstanding is at \$1.7M. The balance of the South Trunk Storm sewer project debt will be finalized in 2011. Debt payments will be funded from the Utility Operating Fund.

Assessment Class Values in Smithers

	Residential Class 1	Utility Class 2	Heavy Industry Class 4	Light Industry Class 5	Business, Commercial Class 6	Recreation/ Not-for-profit Class 8	Total
2007 Assessment	229,800,697	2,015,650	9,774,900	3,307,400	82,190,350	941,400	328,030,397
2008 Assessment	343,276,673	2,123,530	10,720,300	3,753,500	107,664,300	1,382,400	468,920,703
2009 Assessment	351,355,447	2,116,000	11,015,300	3,539,500	110,799,700	1,163,400	479,989,347
2010 Assessment	389,950,200	2,188,565	10,568,800	4,114,000	126,530,373	1,371,500	534,723,438
2011 Assessment	416,273,792	2,137,230	10,233,800	4,022,200	125,040,250	1,345,500	559,052,772
% change of 2011 assessment over 2010	6.75 %	-2.35 %	-3.17 %	-2.23 %	-1.18 %	-1.90 %	4.55 %

6. Municipal Tax Information:

As seen on the figure above, Town of Smithers' 2011 assessments increased in total by 4.55%. The majority of this was due to market changes. Only 1.34% of the 4.55% increase was due to non-market (new construction) changes. The only class to see an assessment increase was that of the class 1 residential class.

After approving the 2011 tax revenue requirements, Council then reviewed all 2011 assessment changes. They made changes as to how the 2011 municipal tax revenue was to be apportioned amongst the assessment classes based on non market changes within the classes.

As a result the share of the share of the municipal tax revenue paid by the residential class was increased slightly in 2011 and the % paid by the other classes was reduced in 2011.

Smithers Municipal Property Tax Rates and Share of Tax Revenue: Summary Overview

- 2011 changes...**
- adjusted the share of taxes amongst the classes by the non market changes in assessment values
 - the only class to have an increase in total assessment values was the residential class which was allocated a slightly higher share of the municipal tax revenue than in 2010
 - as a result of increasing the class 1 residential class tax share the share apportionment of the other assessments classes were decreased.

	Class 1 Residential	Class 2 Utility	Class 4 Heavy Industrial	Class 5 Light Industrial	Class 6 Business	Class 8 Recreation Not for profit	total
General tax rate	3.161160	28.761150	36.469050	15.596190	11.504460	3.588260	
RCMP tax rate	1.327594	12.078825	15.315920	6.549940	4.831530	1.506960	
total municipal tax rates	4.488754	40.839975	51.784970	22.146130	16.335990	5.095220	
share of tax revenue	40.4065%	1.8875%	11.4601%	1.9262%	44.1714%	0.1483%	100%
tax revenue to be collected	\$1,868,551	\$87,284	\$529,957	\$89,076	\$2,042,656	\$6,856	\$4,624,380
reason for tax rate change	increased % share of tax revenue	reduced % share tax revenue	reduced % share tax revenue	reduced % share tax revenue	reduced % share tax revenue	reduced % share tax revenue	
	tax rate down due to increased assessment base	increased rate due to decreased assessment base	increased rate due to decreased assessment base	increased rate due to decreased assessment base	increased rate due to decreased assessment base	increased rate due to decreased assessment base	
2010	General tax rate	3.264747	28.328800	34.875389	15.111351	11.160321	3.988665
	RCMP tax rate	1.344558	11.666978	14.363130	6.223480	4.596280	1.427850
	total municipal tax rates	4.609305	39.995778	49.238519	21.334831	15.756601	5.416515
	share of tax revenue	40.0000%	1.9480%	11.5810%	1.9533%	44.3683%	0.1494%
	tax revenue collected	\$1,797,400	\$87,533	\$520,392	\$87,772	\$1,993,689	\$6,713
							\$4,493,499

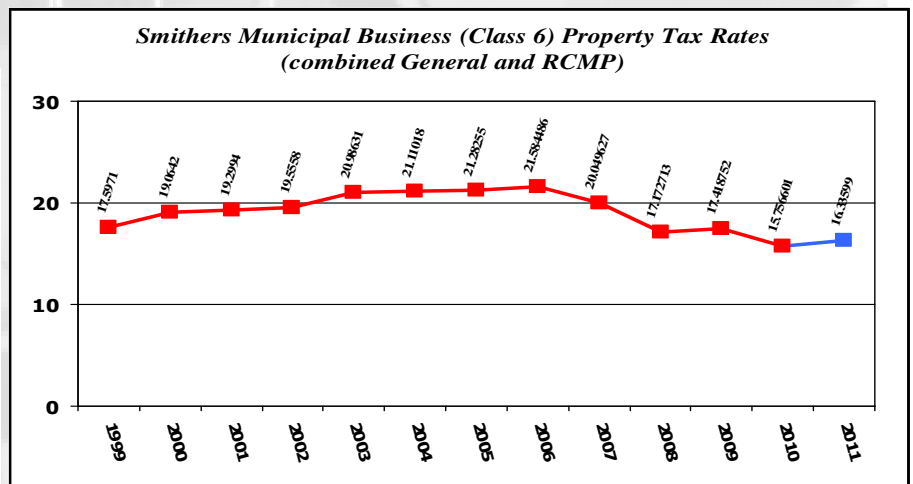
The percentage of municipal tax revenue paid by class 6 properties has been decreasing each year over the past 8 years. The percentage of municipal tax revenue paid by the class 5 light industrial properties has been reduced significantly over the past 6 years. The percentage of municipal tax revenue paid by the residential class has been increasing over the past 8 years.

	Residential Class 1- % of municipal tax revenue
2011	40.4065%
2010	40.00%
2009	39.0259%
2008	38.8758%
2007	38.3618%
2006	38.1546%
2005	36.5412%
2004	36.5412%
2003	34.331%

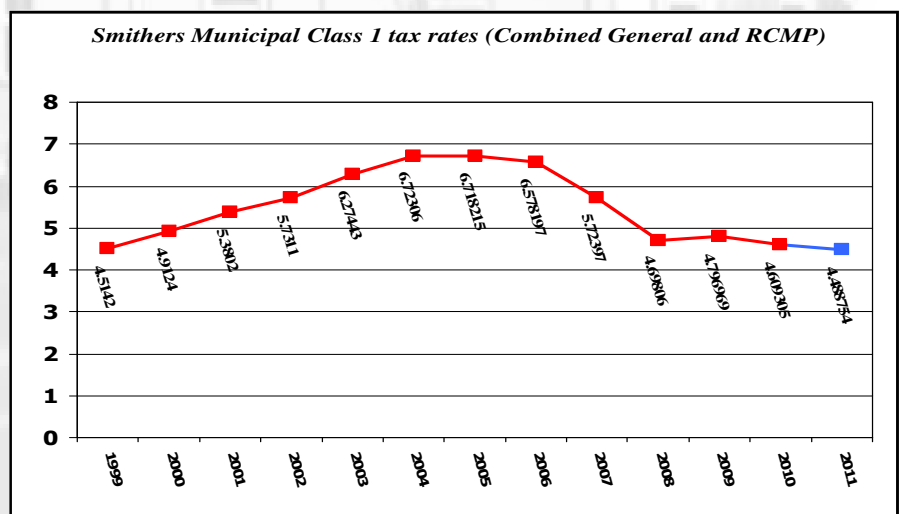
	Light Industry Class5 % of municipal tax revenue
2005	4.4485%
2006	2.4078%
2007	2.128%
2008	2.1265%
2009	1.9533%
2010	1.9533%
2011	1.9262%

	Business Class 6 % of municipal tax revenue
2003	48.227%
2004	47.0366%
2005	44.7766%
2006	44.7766%
2007	44.7766%
2008	44.5684%
2009	44.6884%
2010	44.3683%
2011	44.1714%

Even though the apportionment of the class 6 municipal taxes was reduced in 2011 the combined class 6 municipal tax rate will increase slightly (see graph to the right) due to the overall reduction in the class 6 assessment base and increased total municipal tax revenue. Impacts will vary greatly on class 6 properties since there was considerable fluctuation in property assessment changes.



Although the class 1 residential class was allocated a larger percentage of the tax revenue in 2011, the class 1 residential tax rate (see graph to right) will reduce as a result of increased assessments.



An average residential property owner with a 6.75% average assessment increase should see an increase of \$38 in their municipal (General and RCMP) taxes, however impacts will vary depending on assessment changes.

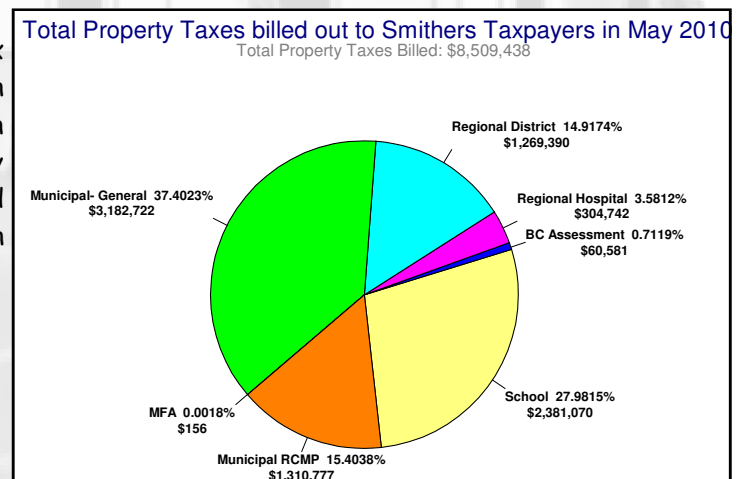
7. Miscellaneous Property Tax Information

✓ **Tax Due Date: Monday July 4, 2011**

- Property Taxes can be paid using on-line banking systems at Credit Union, Royal Bank, CIBC and Scotiabank, using Interac, cheques and/or VISA at Town Office.
- The Provincial Home Owner grant will increase this year by **\$200**. The regular home owner grant in 2011 will be **\$770** and the over 65 years/disability home owner grant will be **\$1,045**.
- Residential taxpayers will see a reduction in their annual water and sewer fees and a slight increase in their garbage fees (as noted in the chart below). The \$100 class 6 garbage flat fee will remain the same as in past years.

User Fees on Tax Notices	2010	2011	\$ difference
Water User Fees	\$180.54	\$176.10	(\$4.44)
Sewer User Fees	\$235.00	\$229.23	(\$5.77)
Garbage Fees (regular)	\$131.40	\$136.71	\$5.31
Garbage Fees (dicounted)	\$106.40	\$111.71	\$5.31
Class 6 Garbage Fee	\$100.00	\$100.00	\$0.00

- The Province has several tax deferment programs in place. The Town acts as an intermediary in that forms are signed and completed by the Town and then sent to the Province. Only actual taxes not user fees qualify for tax deferment programs. The Province reimburses the Town for the outstanding taxes.
- Class 4 and Class 5 properties will continue to see a credit off of their total tax bill on their school taxes. Last year that credit resulted in approximately \$50,000 in total tax savings for class 4 and class 5 properties. In 2011 they will receive a 60% off of their annual school tax requisition, increased from the 50% credit they received in 2009 and 2010.
- The Town continues to have many taxpayers as part of its annual tax prepayment program. Currently over 100 taxpayers participate in the tax prepayment program.
- The Town has not as yet received 2011 Tax Information from other taxing authorities. In 2010 the Town billed out a total of \$8,509,438 in total property taxes to Smithers taxpayers. Only 37% of the annual total tax requisitions is billed out for General Municipal Operations (as noted in the graph to the right).



2011—2015 Five-Year Financial Plan

Draft Budget Bylaw Schedules...

Schedules A through H (pages 11 through 20) represent the Budget Bylaw Schedules proposed for the Town's 2011—2014 Five-Year Financial Plan, which must be adopted by Council by May 15, 2011. Schedule A on page 11 is a consolidated snapshot of all of the funds of the Town (General, RCMP, Utility, Airport, Statutory and Capital). The consolidated financial plan on page 9 includes all revenue and expenses for all of the funds of the Town. Shown on each budget schedule is also the comparative 2010 budget and the final 2010 figures. The Budget Schedule A1 includes Community Charter statutory requirements concerning revenue percentages and other information that is required to now be a part of a municipal budget plan.

Budget Schedule A: Consolidated Five-Year Plan (all funds).....	Page 11
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Budget Schedule E: Airport Operating Fund	Page 18
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Budget Schedule G: Statutory Reserve Funds.....	Page 19
Budget Schedule H: Capital Fund (Capital Projects/Capital Reserves).....	Page 20

Town of Smithers		DRAFT							Budget Schedule A	
Consolidated Five Year Financial Plan		Five Year Projection								
	2010 Budget	2010 actual	2011 Budget	\$ change over 2010 budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget		
REVENUE										
Municipal Property Taxation (General & RCMP)	\$4,493,499	\$4,486,685	\$4,624,381	130,882	\$4,882,714	\$4,949,702	\$5,030,564	\$5,125,188		
				2.91% increase						
Other Taxes	541,898	570,265	585,115	43,217	549,776	546,718	546,718	546,718		
User Fees/Sale of Services	3,569,736	3,697,271	3,587,767	18,031	3,459,765	3,470,875	3,480,583	3,519,328		
Investment Income	266,639	152,713	156,410	(110,229)	177,935	193,924	201,417	206,381		
Government Transfers/Grants	3,895,583	2,197,946	6,052,813	2,157,230	1,545,906	4,318,906	4,162,100	1,672,100		
Other Revenue	67,900	67,498	111,931	44,031	500	2,450,500	500	500		
Disposal of Assets	270,000	73,917	478,500	208,500	50,000	36,000	70,000	35,000		
	13,105,255	11,246,295	15,596,917	2,491,662	10,666,596	15,966,625	13,491,882	11,105,215		
Transfers from Funds										
Transfer from Operating Funds	1,274,485	193,106	1,331,034	56,549	394,674	657,585	222,585	422,585		
Transfer from Capital Funds	586,550	218,966	2,397,649	1,811,099	170,000	70,000	70,000	70,000		
Transfer from Equity in Capital Assets		3,378			1,005,553			752,117		
Transfer from Statutory Reserves	1,796,000	1,243,935	1,352,511	(443,489)	421,500	403,500	375,000	360,000		
	3,657,035	1,659,385	5,081,194	1,424,159	1,991,727	1,131,085	667,585	1,604,702		
TOTAL REVENUE	\$16,762,290	\$12,905,680	\$20,678,111	\$3,915,821	\$12,658,323	\$17,097,710	\$14,159,467	\$12,709,917		
EXPENSES										
General Government Services	\$1,290,288	\$1,253,946	\$1,278,655	(11,633)	\$1,285,970	\$1,301,208	\$1,326,695	\$1,333,124		
Protective Services (Including RCMP)	2,175,058	2,097,774	2,245,220	70,162	2,269,704	2,301,656	2,345,799	2,402,122		
Garbage Collection Services	226,361	234,444	326,279	99,918	224,303	223,097	219,785	221,112		
Public Health/Cemetery Services	72,121	47,835	51,187	(20,934)	51,802	48,957	49,351	49,751		
Development/Econ Devt/Tourism Services	918,077	790,231	1,038,323	120,246	721,175	727,396	733,717	740,139		
Transportation & Transit Services	1,164,729	1,021,521	1,158,676	(6,053)	1,174,743	1,191,076	1,207,683	1,224,568		
Recreation and Cultural Services	1,335,765	1,257,074	1,298,587	(37,178)	1,289,077	1,305,464	1,317,522	1,333,752		
Utility (Water, Sewer, Storm) Services	1,041,455	901,334	1,008,269	(33,186)	963,575	940,134	919,099	928,229		
Airport Services	1,315,778	1,051,933	1,313,097	(2,681)	1,164,945	1,179,709	1,194,709	1,209,950		
Interest on Debt	139,644	109,648	129,571	(10,073)	137,531	134,774	131,659	131,299		
Amortization Tangible Capital Assets	2,700,000	2,645,048	2,600,000	(100,000)	2,600,000	2,600,000	2,600,000	2,600,000		
	12,379,276	11,410,788	12,447,864	68,588	11,882,825	11,953,471	12,046,019	12,174,046		
Transfers to Funds										
Transfer to Operating Funds	155,001	706,428	176,742	21,741	217,386	227,372	233,959	235,302		
Transfer to Capital Funds/Equity TCA	3,763,776	381,928	7,402,977	3,639,201	295,142	4,654,411	1,617,385	38,545		
Transfer to Statutory Reserves	464,237	406,536	650,528	186,291	262,970	262,456	262,104	262,024		
	4,383,014	1,494,892	8,230,247	3,847,233	775,498	5,144,239	2,113,448	535,871		
TOTAL EXPENSES	\$16,762,290	\$12,905,680	\$20,678,111	\$3,915,821	\$12,658,323	\$17,097,710	\$14,159,467	\$12,709,917		
Accumulated Surplus										
Opening Balance	\$60,792,305	\$60,792,305	\$60,627,812		\$63,776,865	\$62,560,636	\$66,573,790	\$68,019,653		
Transfers to Accumulated Surplus	4,383,014	1,494,892	8,230,247		775,498	5,144,239	2,113,448	535,871		
Transfers from Accumulated Surplus	(3,657,035)	(1,659,385)	(5,081,194)		(1,991,727)	(1,131,085)	(667,585)	(1,604,702)		
Closing Balance	\$61,518,284	\$60,627,812	\$63,776,865		\$62,560,636	\$66,573,790	\$68,019,653	\$66,950,822		
Accumulated Surplus Balance is comprised of:										
Operating Surplus:										
General Operating Fund	\$1,216,022	\$1,379,317	\$1,295,836		\$1,295,836	\$1,295,836	\$1,295,836	\$1,295,836		
RCMP Operating Fund	121,588	168,354	91,354		91,354	91,354	91,354	91,354		
Utility Operating Fund	1,497,084	1,820,121	1,502,594		1,449,574	1,139,792	1,109,788	928,469		
Airport Operating Fund	830,500	1,930,208	1,253,924		1,129,656	1,009,225	1,050,603	1,044,639		
Statutory Bylaw Reserves Funds	2,569,297	3,063,661	2,361,678		2,203,148	2,062,104	1,949,208	1,851,232		
Capital Reserves	2,469,896	2,893,761	787,496		912,638	1,139,200	1,107,890	1,076,435		
Surplus/Reserves on hand	8,704,387	11,255,422	7,292,882		7,082,206	6,737,511	6,604,679	6,287,965		
Equity Tangible Capital Assets	52,813,897	49,372,390	56,483,983		55,478,430	59,836,279	61,414,974	60,662,857		
	\$61,518,284	\$60,627,812	\$63,776,865		\$62,560,636	\$66,573,790	\$68,019,653	\$66,950,822		

I. PROPORTION OF BUDGETED CONSOLIDATED REVENUE - Community Charter Section 3.1 (a):

a) Goals and Objectives of Operating Revenue:

- One of Council's objectives has been to reduce the usage of operating surplus to cover operations. Past use of operating surplus has averaged 4.54% of total budgeted operating revenue. The upcoming five-year operating plan reflects an average of 1.26% of total budgeted operating revenue coming from operating surplus.
- Property taxation revenue has averaged 42% of total operating revenue over the past five years. The 2011 -2015 budget reflects property taxation as being an average of 48% of operating revenue over the next five years, which is a result of less anticipated grants and other revenue sources.
- Another of Council's objectives is to increase the percentage of revenue from user fees. Past user fee revenue budgets have averaged 33.5% while the upcoming five-year plan shows user fee revenue budgets averaging 34% of total operating revenue. Most fees and charges bylaws were reviewed and adjusted in 2010.

Below is a chart of the Operating Revenue percentages within the five-year plan. This does not include revenue for capital or reserves...

Operating Revenue Percentages General, RCMP, Utility and Airport Operating Funds	Current Five-Year Plan 2011-2015										
	2011		2012		2013		2014		2015		average over next 5 yrs
Municipal Property Taxation	4,624,381	43.75%	4,882,714	48.55%	4,949,702	48.84%	5,030,564	49.18%	5,125,188	49.46%	47.96%
Other Taxes	585,115	5.54%	549,776	5.47%	546,718	5.39%	546,718	5.34%	546,718	5.28%	5.40%
User Fees/sale of services	3,584,567	33.91%	3,456,565	34.37%	3,467,675	34.22%	3,477,383	34.00%	3,516,128	33.93%	34.09%
Investment Income	115,483	1.09%	115,384	1.15%	124,735	1.23%	129,110	1.26%	129,296	1.25%	1.20%
Grants/Government Transfers	1,274,612	12.06%	972,100	9.67%	972,100	9.59%	972,100	9.50%	972,100	9.38%	10.04%
Other Revenue	29,531	0.28%	500	0.00%	500	0.00%	500	0.00%	500	0.01%	0.06%
Use of Operating surplus to fund operating expenses (including debt payments and special projects)	356,334	3.37%	79,674	0.79%	72,585	0.73%	72,585	0.72%	72,585	0.70%	1.26%
Total Operation Funding sources	10,570,023	100.00%	10,056,713	100.00%	10,134,015	100.00%	10,228,960	100.00%	10,362,515	100.00%	100.00%

b) Goals and Objectives of Capital Funding:

- Council's goal is to continue to utilize grant funds, whenever possible, to assist in capital projects. The 2011 -2015 five year capital plan shows grant funding averaging 47%, however that could increase as more grant programs become available.

Below is a chart of the budgeted capital funding sources and the percentage of each over the next five years..

<i>Proposed Capital Asset Funding Sources over 5 years</i>		
	2011-2015	
Grants to fund capital projects	12,607,895	46.98%
Borrowing by the Town to fund capital projects	1,325,179	4.94%
Borrowing on behalf of Local Area Service participants	1,181,000	4.40%
Disposal of Capital Assets	269,500	1.00%
Use of Operating Funds (surplus) to fund capital projects	3,228,895	12.03%
Use of Capital Reserves to fund capital projects	2,777,649	10.35%
Use of Statutory Reserves to fund capital projects	2,912,511	10.85%
Other (fundraising/donations)	2,532,400	9.44%
TOTAL CAPITAL Plan Funding	\$26,835,029	100.00%

c) Proportion of Total Consolidated Revenue from all Financial Plan funding sources:

Property taxes, as a part of the total Consolidated revenue represents 33.15% of the total revenue projected over the next 5 years. Use of Town funds for operating and capital purposes represents 12.8% of the total consolidated revenue.

Proportion of Total CONSOLIDATED Revenue from Financial plan Funding sources											
	2011 Budget	% of revenue	2012 Budget	% of revenue	2013 Budget	% of revenue	2014 Budget	% of revenue	2015 Budget	% of revenue	average next 5 yrs
REVENUE											
Municipal Property Taxation	\$4,624,381	22.36%	\$4,882,714	38.57%	\$4,949,702	28.95%	\$5,030,564	35.53%	\$5,125,188	40.32%	33.15%
Other Taxes	585,115	2.83%	549,776	4.34%	546,718	3.20%	546,718	3.86%	546,718	4.30%	3.71%
User Fees/Sale of Services	3,587,767	17.35%	3,459,765	27.33%	3,470,875	20.30%	3,480,583	24.58%	3,519,328	27.69%	23.45%
Investment Income	156,410	0.76%	177,935	1.41%	193,924	1.13%	201,417	1.42%	206,381	1.62%	1.27%
Government Transfers/Grants	6,052,813	29.27%	1,545,906	12.21%	4,318,906	25.26%	4,162,100	29.39%	1,672,100	13.16%	21.86%
Other Revenue	111,931	0.54%	500	0.00%	2,450,500	14.33%	500	0.00%	500	0.00%	2.97%
Disposal of assets	478,500	2.31%	50,000	0.40%	36,000	0.21%	70,000	0.50%	35,000	0.28%	0.74%
	15,596,917		10,666,596		15,966,625		13,491,882		11,105,215		
Transfers from Funds											
Transfer from Operating Funds	1,331,034		394,674		657,585		222,585		422,585		
Transfer from Capital Funds	2,397,649		170,000		70,000		70,000		70,000		
Transfer from Equity in Capital Assets			1,005,553						752,117		
Transfer from Statutory Reserves	1,352,511		421,500		403,500		375,000		360,000		
	5,081,194	24.58%	1,991,727	15.74%	1,131,085	6.62%	667,585	4.72%	1,604,702	12.63%	12.86%
TOTAL REVENUE	\$20,678,111	100.00%	\$12,658,323	100.00%	\$17,097,710	100.00%	\$14,159,467	100.00%	\$12,709,917	100.00%	100.00%

**II. PROPERTY VALUE TAX DISTRIBUTIONS AMONGST THE PROPERTY CLASSES -
Community Charter Section 3.1 (b):**

Goals and Objectives of Allocating Tax Revenue Amongst the Property Classes:

- Council's goal in 2011 was to slightly adjust the share of the tax revenue in 2011 based on the changes in the non market value assessments for each class. As a result, the residential class 1 tax apportionment was increased slightly from 40.0% of the municipal tax revenue in 2010 to 40.4065% of the tax revenue in 2011 and the remaining assessment classes had reduced tax share apportionments.
- The method of calculation of the 2011 tax shares for each class involved breaking out the tax revenue approved for 2011 into cost of living increases and the increase due to non market growth (0.78%). The 2011 non market assessment was deducted from the 2011 assessments, the 2010 tax revenue was multiplied by the 2011 cost of living tax revenue increase resulting in a "base" 2011 tax revenue from each class. This base tax revenue was then divided by the market assessment resulting in a draft tax rate per class. This new tax rate was multiplied by the non market assessment to produce non market tax revenue. The non market tax revenue was added to the base tax revenue to produce a combined tax revenue to come from each class. The total 2011 tax revenue was divided into each class's total 2011 assessment base and the resulting 2011 tax shares were determined.

On the right is the apportioned share of the 2011 tax revenue from the assessment classes compared to the 2010 apportioned tax revenue. The chart below shows the trend in the changes in the apportioned share of property tax revenue for each assessment class over the past years.

Apportioned Share of Municipal Property Tax Revenue amongst the Assessment Classes				
	2010		2011 Budget	
Class 1 Residential	\$1,797,400	40.0000%	\$1,868,551	40.4065%
Class 2 Utility	\$87,533	1.9480%	\$87,284	1.8875%
Class 4 Heavy Industrial	\$520,392	11.5810%	\$529,959	11.4601%
Class 5 Light Industrial	\$87,772	1.9533%	\$89,075	1.9262%
Class 6 Business/Commercial	\$1,993,689	44.3683%	\$2,042,654	44.1714%
Class 8 Not for profit/Recreation	\$6,713	0.1494%	\$6,858	0.1483%
Total Municipal Taxation	\$4,493,499	100.00%	\$4,624,381	100.0000%

Share of the Municipal Tax Levy allocated to each Assessment Class:						
	Residential Class 1	Utilities Class 2	Heavy Industry Class 4	Light Industry Class 5	Business Class 6	Recreation/ Not for profit Class 8
2002	34.331%	2.521%	12.558%	2.107%	48.227%	0.256%
2003	34.331%	2.623%	12.558%	2.107%	48.227%	0.154%
2004	36.5412%	2.5525%	9.8178%	3.898%	47.0366%	0.154%
2005	36.5412%	2.304%	11.7757%	4.4485%	44.7766%	0.154%
2006	38.1546%	2.4078%	11.7757%	2.4078%	44.7766%	0.154%
2007	38.3618%	2.4939%	12.0857%	2.128%	44.7766%	0.154%
2008	38.8758%	2.1976%	12.0494%	2.1265%	44.5684%	0.1823%
2009	39.0259%	2.1336%	12.0494%	1.9533%	44.6884%	0.1494%
2010	40.00%	1.948%	11.581%	1.9533%	44.3683%	0.1494%
2011	40.4065%	1.8875%	11.4601%	1.9262%	44.1714%	0.1483%

III. USE OF PERMISSIVE TAX EXEMPTIONS - Community Charter Section 3.1 (c):

The Town of Smithers Permissive Tax Exemptions currently include public worship facilities, senior care/housing facilities, hospital and private school. These Town exemptions supplement their statutory assessment exemptions.

The Town currently allows Not-For-Profit permissive tax exemptions but they are very specific. There are exemptions for organizations that are sports related (Golf Course land, Gymnastics Club, Curling Club). Not-for-Profit cultural organizations also receive permissive tax exemptions (Museum, Old Church). Heritage exemptions have been given to the Smithers Community Services (for a portion of the old CN building), the Central Park Building and the Office of the Wet'suwet'en. The Salvation Army has been given a permissive tax exemption for the portion of its building related to the food bank. All other Not-for-Profit organizations are encouraged to apply for grants to cover property taxes through the Town's Grant-in-Aid policy, rather than ask for permissive tax exemptions.

The Town does not have revitalization tax exemptions in place at this time.

Town of Smithers
General Operating Fund

DRAFT

Budget Schedule B

Five Year Plan

	2010 Budget	2010 Actual	2011 Budget	\$ change over 2010 budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
REVENUE								
Operating revenue								
Municipal General Property Taxation	\$3,182,722	\$3,177,896	\$3,256,674	73,952 2.32% increase	\$3,404,940	\$3,448,163	\$3,493,231	\$3,538,141
Other Taxes (LAS Charges, Grants in Lieu of Taxes, 2% hotel taxes)	535,084	563,451	578,301	43,217	542,962	539,904	539,904	539,904
Fees and Charges/Sale of Services	1,149,665	1,186,402	1,197,042	47,377	1,089,043	1,098,195	1,106,726	1,119,943
Investment Income	165,000	67,644	110,000	(55,000)	110,000	120,000	125,000	125,000
Government Transfers (Grants)	1,179,523	1,022,321	1,188,512	8,989	887,100	887,100	887,100	887,100
Other Revenue	36,500	40,441	28,531	(7,969)	500	500	500	500
Transfers from own Funds	6,248,494	6,058,155	6,359,060	110,566	6,034,545	6,093,862	6,152,461	6,210,588
Transfer from General Operating Surplus	40,313		79,981	39,668				
Transfer from Emergency Services Operating Reserve	35,985		10,000	(35,985)				
Transfer from Econ Devt Operating Reserve				10,000				
Transfers from other Funds								
Transfer from 2nd Sheet Ice Capital Reserve	50,000	36,054		(50,000)				
Property Tax Collections for other Governments	3,965,150	4,141,206	4,237,160	272,010	4,237,160	4,237,160	4,237,160	4,237,160
Total Revenue	\$10,339,942	\$10,235,415	\$10,686,201	346,259	\$10,271,705	\$10,331,022	\$10,389,621	\$10,447,748
EXPENSES								
Operating Expenses								
General Government Services	\$1,340,288	\$1,303,946	\$1,303,655	(36,633)	\$1,310,970	\$1,326,208	\$1,351,695	\$1,358,124
Protective Services	743,198	699,682	743,013	(185)	736,930	746,117	755,466	763,075
Transportation and Transit Services	1,298,907	1,193,290	1,310,177	11,270	1,326,221	1,342,523	1,359,089	1,375,923
Garbage Collection/Recycling Services	226,361	234,444	326,279	99,918	224,303	223,097	219,785	221,112
Public Health/Cemetery Services	72,121	47,835	51,187	(20,934)	51,802	48,957	49,351	49,751
Dev't Services/Tourism/Econ Dev't	918,077	790,231	1,038,323	120,246	721,175	727,396	733,717	740,139
Recreation and Culture Services	1,366,484	1,288,915	1,329,364	(37,120)	1,319,954	1,336,441	1,348,599	1,364,929
Interest on Debt	112,257	101,693	99,884	(12,373)	99,884	97,127	94,012	93,652
Fiscal and other Services	6,077,693	5,660,036	6,201,882	124,189	5,791,239	5,847,866	5,911,714	5,966,705
Principal payments on Debt	87,589	86,159	75,200	(12,389)	75,200	75,200	67,218	67,578
Transfers to own Funds								
Transfer to General Operating Surplus		86,830		0				
Transfer to 2nd Sheet Ice Future Operating Reserve	13,000	13,167	6,500	(6,500)				
Transfer to Econ Dev't Operating reserve	31,051	31,051		(31,051)				
Transfers to other Funds								
Transfer to Facilities Maintenance Capital Reserve		50,000		0				
Transfer to Capital Fund (Major Patchwork/Office Equipment)	165,459	166,966	165,459	0	168,106	170,796	173,529	176,305
Property Tax Remittances to other Governments	3,965,150	4,141,206	4,237,160	272,010	4,237,160	4,237,160	4,237,160	4,237,160
Total Expenses	\$10,339,942	\$10,235,415	\$10,686,201	346,259	\$10,271,705	\$10,331,022	\$10,389,621	\$10,447,748
General Operating Surplus:								
Opening Balance	\$1,248,269	\$1,248,269	\$1,379,317		\$1,295,836	\$1,295,836	\$1,295,836	\$1,295,836
Transfer to Surplus	44,051	131,048	6,500		0	0	0	0
Transfers from Surplus	(76,298)	0	(89,981)		0	0	0	0
Closing Balance	\$1,216,022	\$1,379,317	\$1,295,836		\$1,295,836	\$1,295,836	\$1,295,836	\$1,295,836
General Operating Surplus balance comprised of the following								
General Operating Surplus (uncommitted)	\$1,106,664	\$1,233,807	\$1,153,826		\$1,153,826	\$1,153,826	\$1,153,826	\$1,153,826
2nd Sheet Ice Operating Reserve	59,969	60,136	66,636		66,636	66,636	66,636	66,636
Gravel Pit Replacement	18,338	18,338	18,338		18,338	18,338	18,338	18,338
Emergency Services Operating Reserve	0	35,985	35,985		35,985	35,985	35,985	35,985
Economic Development Operating Reserve	31,051	31,051	21,051		21,051	21,051	21,051	21,051
	\$1,216,022	\$1,379,317	\$1,295,836		\$1,295,836	\$1,295,836	\$1,295,836	\$1,295,836

Town of Smithers RCMP Operating Fund		DRAFT				Budget Schedule C			
						Five Year Plan			
		2010 Budget	2010 Actual	2011 Budget	\$ change over 2010 budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
REVENUE									
Operating Revenue									
RCMP Municipal Property Taxation	\$1,310,777	\$1,308,789	\$1,367,707	56,930	\$1,477,774	\$1,501,539	\$1,537,333	\$1,587,047	
Fees and Charges	15,000	23,668	17,500	2,500	17,000	17,000	17,000	17,000	
Government Transfers (Grants)	80,706	80,706	85,000	4,294	85,000	85,000	85,000	85,000	
Other Revenue			1,000	1,000					
	1,406,483	1,413,163	1,471,207	4.34% increase	1,579,774	1,603,539	1,639,333	1,689,047	
Transfer from Own Funds									
Transfer from RCMP Operating Surplus	70,377	70,377	77,000	6,623					
Total Revenue	\$1,476,860	\$1,483,540	\$1,548,207	71,347	\$1,579,774	\$1,603,539	\$1,639,333	\$1,689,047	
EXPENSES									
Operating Expenses									
Municipal RCMP operating expenses	\$1,476,860	\$1,436,774	\$1,548,207	71,347	\$1,579,774	\$1,603,539	\$1,639,333	\$1,689,047	
Transfer to own Funds									
Transfer to RCMP Operating Surplus		46,766							
Total Expenses	\$1,476,860	\$1,483,540	\$1,548,207	71,347	\$1,579,774	\$1,603,539	\$1,639,333	\$1,689,047	
RCMP Operating Surplus:									
Opening Balance	\$191,965	\$191,965	\$168,354		\$91,354	\$91,354	\$91,354	\$91,354	
Transfers to Surplus	0	46,766	0		0	0	0	0	
Transfers from Surplus	(70,377)	(70,377)	(77,000)		0	0	0	0	
Closing Balance	\$121,588	\$168,354	\$91,354		\$91,354	\$91,354	\$91,354	\$91,354	

Town of Smithers Utility Operating Fund (Water, Sanitary Sewer, Storm Sewer)		DRAFT				Budget Schedule D			
						Five Year Plan			
		2010 Budget	2010 actual	2011 Budget	\$ change over 2010 budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
REVENUE									
Operating Revenue									
Other Taxes: Local Area Service Charges	\$6,814	\$6,814	\$6,814	0	\$6,814	\$6,814	\$6,814	\$6,814	
Fees and Charges:									
Water/Sewer User Fees- Residential	659,197	665,426	649,075	(10,122)	627,426	604,639	580,682	580,682	
Water/Sewer Fees- Commercial/Other	483,208	490,562	498,239	15,031	505,713	513,298	520,998	528,813	
Government Transfers (Grants)	10,000	9,386	1,100	(8,900)					
	1,159,219	1,172,188	1,155,228	(3,991)	1,139,953	1,124,751	1,108,494	1,116,309	
Transfer from Own Funds									
Transfer from Utility Surplus - Capital Funding	215,000	64,485	413,000	198,000	150,000	415,000	140,000	290,000	
Transfer from Utility Operating Surplus -Debt Pmts	25,396	5,964	44,672	19,276	72,585	72,585	72,585	72,585	
Total Revenue	\$1,399,615	\$1,242,637	\$1,612,900	\$213,285	\$1,362,538	\$1,612,336	\$1,321,079	\$1,478,894	
EXPENSES									
Operating Expenses									
Utility Operating expenses:									
Water Services	\$401,061	\$379,590	\$403,903	2,842	\$391,050	\$395,183	\$399,383	\$403,654	
Sanitary Sewer Services	433,226	364,380	430,585	(2,641)	432,556	436,692	440,895	445,165	
Storm Sewer Services	76,055	24,941	77,109	1,054	77,671	78,241	78,821	79,410	
Senior Water/Sewer Fee waiver costs	131,113	132,423	96,672	(34,441)	62,298	30,018	0	0	
Interest on debt payments	27,387	7,955	29,687	2,300	37,647	37,647	37,647	37,647	
	1,068,842	909,289	1,037,956	-30,886	1,001,222	977,781	956,746	965,876	
Fiscal Services									
Principal Debt payments	4,823	4,823	21,799	16,976	41,752	41,752	41,752	41,752	
Transfer to Own Funds									
Transfer to Utility Surplus	110,950	264,040	140,145	29,195	169,564	177,803	182,581	181,266	
Transfer to Other Funds									
Funding of Capital Assets - Utility Surplus	215,000	64,485	413,000	198,000	150,000	415,000	140,000	290,000	
Total Expenses	\$1,399,615	\$1,242,637	\$1,612,900	\$213,285	\$1,362,538	\$1,612,336	\$1,321,079	\$1,478,894	
Utility Operating Surplus:									
Opening Balance	\$1,626,530	\$1,626,530	\$1,820,121		\$1,502,594	\$1,449,573	\$1,139,791	\$1,109,787	
Transfers to Surplus	110,950	264,040	140,145		169,564	177,803	182,581	181,266	
Transfers from Surplus (for capital funding)	(215,000)	(64,485)	(413,000)		(150,000)	(415,000)	(140,000)	(290,000)	
Transfers from Surplus (for debt payments)	(25,396)	(5,964)	(44,672)		(72,585)	(72,585)	(72,585)	(72,585)	
Closing Balance	\$1,497,084	\$1,820,121	\$1,502,594		\$1,449,573	\$1,139,791	\$1,109,787	\$928,468	

Town of Smithers Airport Operating Fund		Budget Schedule E							
		DRAFT		Five Year Plan					
		2010 Budget amended	2010 actual	2011 Budget	\$ change over 2010 budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
REVENUE									
Operating Revenue									
Airport Fees and Charges		\$1,259,466	\$1,326,785	\$1,222,711	(36,755)	\$1,217,383	\$1,234,543	\$1,251,977	\$1,269,690
Investment Income		17,179	7,756	5,483	(11,696)	5,384	4,735	4,110	4,296
Government Transfers									
		1,276,645	1,334,541	1,228,194	(48,451)	1,222,767	1,239,278	1,256,087	1,273,986
Transfer from Own Funds									
Transfer from Airport Surplus - Capital funding		818,600	32,599	561,700	(256,900)	165,000	170,000	10,000	60,000
Tsf from Airport Operating Surplus - debt repayments		19,681	19,681	19,681	0	7,089			
Tsf from Airport Surplus - Special Projects		125,000		125,000					
Total Revenue		\$2,239,926	\$1,386,821	\$1,934,575	(\$305,351)	\$1,394,856	\$1,409,278	\$1,266,087	\$1,333,986
EXPENSES									
Operating Expenses									
Airport Operating Expenses		\$1,200,778	\$1,069,967	\$1,198,097	(2,681)	\$1,174,945	\$1,189,709	\$1,204,709	\$1,219,950
Airport Special Projects		125,000		125,000	0				
Interest on debt payments									
		1,325,778	1,069,967	1,323,097	(2,681)	1,174,945	1,189,709	1,204,709	1,219,950
Fiscal and Other Services									
Principal Debt Payments		19,681	19,681	19,681	0	7,089			
Transfer to own Funds									
Transfer to Airport Operating Surplus		75,867	264,574	30,097	(45,770)	47,822	49,569	51,378	54,036
Transfer to Other Funds									
Funding of Capital Assets from Airport Surplus		818,600	32,599	561,700	(256,900)	165,000	170,000	10,000	60,000
Total Expenses		\$2,239,926	\$1,386,821	\$1,934,575	(\$305,351)	\$1,394,856	\$1,409,278	\$1,266,087	\$1,333,986
Airport Operating Surplus:									
Opening Balance		\$1,717,914	\$1,717,914	\$1,930,208		\$1,253,924	\$1,129,657	\$1,009,226	\$1,050,604
Transfers to Surplus		75,867	264,574	30,097		47,822	49,569	51,378	54,036
Transfers from Surplus		(963,281)	(52,280)	(706,381)		(172,089)	(170,000)	(10,000)	(60,000)
Closing Balance		\$830,500	\$1,930,208	\$1,253,924		\$1,129,657	\$1,009,226	\$1,050,604	\$1,044,640

Town of Smithers Fleet Maintenance Fund		Budget Schedule F						
		DRAFT		Five Year Plan				
		2010 Budget	2010 actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
REVENUES								
Sources of Funds								
Internal Equipment Charges: Fire Department		\$100,000	\$100,000	\$101,000	\$102,000	\$103,000	\$104,000	\$105,000
Internal Equipment Charges: Operational Services Department		514,385	536,816	514,535	515,535	516,535	517,535	518,535
Internal Equipment Charges: Airport		60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Revenue		\$674,385	\$696,816	\$675,535	\$677,535	\$679,535	\$681,535	\$683,535
EXPENSES								
Fleet Costs								
Fire Department Fleet Costs		\$55,000	\$61,318	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Operational Services Fleet Costs		299,488	282,931	307,257	308,180	309,111	310,052	311,003
Airport Fleet Costs		50,000	41,966	50,000	50,000	50,000	50,000	50,000
		404,488	386,215	412,257	413,180	414,111	415,052	416,003
** Transfer to Other Funds								
Net Transfer to M & E Statutory Reserve- Fire Dept		45,000	38,682	46,000	47,000	48,000	49,000	50,000
Net Transfer to M & E Statutory Reserve- Operational Services		134,178	172,044	151,501	151,478	151,447	151,406	151,355
Net Transfer to Airport M & E Statutory Reserve		10,000	18,034	10,000	10,000	10,000	10,000	10,000
Net Transfer to Recreation Statutory Reserve		30,719	31,841	30,777	30,877	30,977	31,077	31,177
Net Transfer to Facilities Maintenance Capital Reserve		50,000	50,000	25,000	25,000	25,000	25,000	25,000
Total Expenditures		\$674,385	\$696,816	\$675,535	\$677,535	\$679,535	\$681,535	\$683,535
** Note: For Consolidation purposes in the Financial Plan (Schedule 1) the Net Transfers are deducted off of the expense categories of: General Government, Protective Services, Transportation, Recreation & Culture and Airport and are not show as a revenue item as they are shown in the Statutory Reserve Funds								

Town of Smithers

Budget Schedule G

Statutory Reserve Bylaw Funds

(Restricted Reserves by Bylaw and Legislation)

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Five Year Plan

	2010 Budget	2010 Actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
REVENUES							
Sources of Funds							
Fees and charges							
Investment Income	19,340	13,795	12,250	\$23,615	\$22,032	\$20,621	19,492
Other Revenue							
Net Internal Fleet Charges - Fleet Maintenance Fund	219,897	260,601	238,278	239,355	240,424	241,483	242,532
Proceeds on Capital Assets	225,000	126,640	400,000				
Other		5,500					
Transfer from Other Funds							
Transfer from General Operating Fund							
Transfer from Own Reserves							
Transfer from Capital Works/Land Sales Statutory Reserve	1,235,000	806,653	905,000	100,000	100,000	100,000	100,000
Transfer from Recreation Facilities Statutory Reserve	59,000	57,344	85,000	15,000	15,000		30,000
Transfer from Parkland Statutory Reserve							
Transfer from M & E Replacement Statutory Reserve	340,000	347,938	241,500	290,000	280,000	265,000	230,000
Transfer from Infrastructure Statutory Reserve	32,000	32,000	879				
Transfer from Airport M & E Replacement Statutory Reserve	15,000			16,500	8,500	10,000	
Transfer from Local Area Service Reserve			132				
Transfer from Parking Spaces Reserve	115,000		120,000				
Transfer from Forestry Reserve							
Transfer from Tax Sale reserve							
Total Revenue	\$2,260,237	\$1,650,471	\$2,003,039	\$684,470	\$665,956	\$637,104	\$622,024
EXPENSES							
Miscellaneous							
Transfer to other Funds							
Transfer to Capital Funds	1,796,000	\$1,243,935	1,352,511	\$421,500	\$403,500	\$375,000	\$360,000
Transfer to Operating Funds							
Transfer to Own Reserves							
Transfer to Capital Works/Land Sales Statutory Reserve	234,604	129,957	404,977	7,441	6,516	5,581	4,637
Transfer to Recreation Facilities Statutory Reserve	31,130	32,067	31,004	30,905	31,164	31,426	31,840
Transfer to Parkland Statutory Reserve	164	131	132	331	335	338	341
Transfer to M & E Replacement Statutory Reserve	186,469	217,656	202,812	211,370	211,552	211,827	212,244
Transfer to Infrastructure Statutory Reserve		0					
Transfer to Airport M&E Replacement Statutory Reserve	10,484	18,494	10,461	11,258	11,206	11,233	11,245
Transfer to Local Area Service Reserve							
Transfer to Parking Space Reserve	585	5,990	492	35	36	36	37
Transfer to Forestry Reserve	801	2,241	650	1,630	1,647	1,663	1,680
Transfer to Tax Sale Reserve							
Total Expenditures	\$2,260,237	\$1,650,471	\$2,003,039	\$684,470	\$665,956	\$637,104	\$622,024
Total Statutory Reserve Funds:							
Opening Balance	\$3,901,060	\$3,901,060	\$3,063,661	\$2,361,678	\$2,203,148	\$2,062,104	\$1,949,208
Transfers to reserve funds	464,237	406,536	650,528	262,970	262,456	262,104	262,024
Transfers from reserve funds	(1,796,000)	(1,243,935)	(1,352,511)	(421,500)	(403,500)	(375,000)	(360,000)
Closing Balance	\$2,569,297	\$3,063,661	\$2,361,678	\$2,203,148	\$2,062,104	\$1,949,208	\$1,851,232
Statutory Reserves Balance is comprised of:							
Capital Works/Land Sales Statutory Reserve	\$920,458	\$1,244,158	\$744,135	\$651,576	\$558,092	\$463,673	\$368,310
Recreation Facilities Statutory Reserve	\$54,237	56,830	\$2,834	\$18,739	\$34,903	\$66,329	\$68,169
Parkland Statutory Reserve	\$33,035	33,002	\$33,134	\$33,465	\$33,800	\$34,138	\$34,479
Machinery and Equipment Replacement Statutory Reserve	\$1,304,618	1,327,865	\$1,289,177	\$1,210,547	\$1,142,099	\$1,088,926	\$1,071,170
Infrastructure Statutory Reserve	\$879	879	\$0	\$0	\$0	\$0	\$0
Airport Machinery and Equipment Replacement Statutory Reserve	\$92,334	115,345	\$125,806	\$120,564	\$123,270	\$124,503	\$135,748
Local Area Service Reserve	\$131	132	\$0	\$0	\$0	\$0	\$0
Parking Spaces Reserve	\$2,649	123,054	\$3,546	\$3,581	\$3,617	\$3,653	\$3,690
Forestry Reserve	\$160,956	162,396	\$163,046	\$164,676	\$166,323	\$167,986	\$169,666
Total	\$2,569,297	\$3,063,661	\$2,361,678	\$2,203,148	\$2,062,104	\$1,949,208	\$1,851,232

**Town of Smithers
Capital Funds
Tangible Capital Asset Plan**

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Budget Schedule H

Five Year Plan

	2010 Budget	2010 actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
REVENUES							
amended							
Capital Project/Capital Reserve Sources of Funding							
Fees and Charges	\$3,200	\$4,428	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200
Government Transfers (Grants)	2,625,354	1,085,533	4,778,201	573,806	3,346,806	3,190,000	700,000
Other Revenue (Fundraising, donations etc)	81,400	71,557	107,400	25,000	2,475,000	25,000	25,000
Investment Income	65,120	63,518	28,677	38,936	47,157	51,686	57,593
Net gain (loss) on Disposal	45,000	(52,723)	78,500	50,000	36,000	70,000	35,000
Transfer from other Funds							
General Operating Funds	165,459	216,966	165,459	168,106	170,796	173,529	176,305
Utility Operating Surplus	215,000	64,485	413,000	150,000	415,000	140,000	290,000
Airport Operating Surplus	818,600	32,599	561,700	165,000	170,000	10,000	60,000
Statutory Reserve Funds	1,796,000	1,243,935	1,352,511	421,500	403,500	375,000	360,000
Transfer from Own Funds							
Transfer from Debenture Surplus Capital Reserves	224,000	54,248	147,460	20,000	20,000	20,000	20,000
Transfer from Cemetery Capital Dev't Reserve	11,000	11,000					
Transfer from Gas Tax Capital Reserve	301,550	117,664	160,189	125,000	25,000	25,000	25,000
Transfer from Second Sheet Ice Reserve	50,000	36,054	2,050,000				
Transfer from Facility Maintenance Capital Reserve			40,000	25,000	25,000	25,000	25,000
Use of Equity for Principal Debt Repayment	112,093	110,663	116,680	124,041	116,952	108,970	109,330
Total Revenue	\$6,513,776	\$3,059,927	\$10,002,977	\$1,889,589	\$7,254,411	\$4,217,385	\$1,886,428
EXPENSES							
Capital Expenses							
Miscellaneous		275					
Amortization Tangible Capital Assets	2,700,000	2,645,048	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Transfer to Own Funds							
Transfer to Debenture Surplus Capital Reserves		6,085					
Transfer to Cemetery Capital Development Reserve	3,200	4,428	3,200	3,200	3,200	3,200	3,200
Transfer to Gas Tax Capital Reserve	261,755	262,807	262,382	265,480	266,885	8,998	8,838
Transfer to Second Sheet Ice Capital Reserve	10,390	8,168					
Transfer to Facilities Maintenance Capital Reserve	50,300	100,440	25,802	26,462	26,477	26,492	26,507
Net Transfer to (from) Equity in Tangible Capital Assets	3,438,131	(3,378)	7,111,593	(1,005,553)	4,357,849	1,578,695	(752,117)
Transfer to other Funds							
Transfer to General Fund from Second Sheet Ice Cap Reserve	50,000	36,054					
Total Expenses	\$6,513,776	\$3,059,927	\$10,002,977	\$1,889,589	\$7,254,411	\$4,217,385	\$1,886,428
Capital Funds							
Opening Balance	\$52,106,567	\$52,106,567	\$52,266,151	\$57,271,479	\$56,391,068	\$60,975,479	\$62,522,864
Transfers to (from) Equity TCA	3,438,131	(3,378)	7,111,593	(1,005,553)	4,357,849	1,578,695	(752,117)
Transfer to Capital Reserves	325,645	381,928	291,384	295,142	296,562	38,690	38,545
Transfers from Capital reserves	(586,550)	(218,966)	(2,397,649)	(170,000)	(70,000)	(70,000)	(70,000)
Closing Balance	\$55,283,793	\$52,266,151	\$57,271,479	\$56,391,068	\$60,975,479	\$62,522,864	\$61,739,292
Capital Fund Total Balance is comprised of:							
Cemetery Capital Development Reserve	\$1,744	\$2,972	\$6,172	\$9,372	\$12,572	\$15,772	\$18,972
Debenture Surplus Capital Reserves	89,106	264,944	117,484	97,484	77,484	57,484	37,484
Gas Tax Revenue Capital Reserve	230,312	415,248	517,441	657,921	899,806	883,804	867,642
Second Sheet Ice Capital Reserve	2,038,434	2,050,157	157	157	157	157	157
Facilities Maintenance Capital Reserve	110,300	160,440	146,242	147,704	149,181	150,673	152,180
Equity in Tangible Capital Assets/Other Capital Funds	52,813,897	49,372,390	56,483,983	55,478,430	59,836,279	61,414,974	60,662,857
Total	\$55,283,793	\$52,266,151	\$57,271,479	\$56,391,068	\$60,975,479	\$62,522,864	\$61,739,292
Tangible Capital Asset Plan							
Buildings (Facilities)	\$819,000	\$182,292	\$5,969,900	\$70,000	\$5,120,000	\$70,000	\$70,000
Engineered Structures (Roads/parks/Infrastructure)	1,154,500	314,627	1,731,000	1,155,000	965,000	110,000	140,000
Engineered Structures/Office Equip (General Operating)	165,459	166,966	165,459	168,106	170,796	173,529	176,305
Machinery and Equipment/Office Equipment/IT	800,000	447,891	330,400	695,000	506,000	535,000	265,000
Property purchases/development	1,015,000	606,653	930,000		50,000		50,000
Utility (Water, Sewer, Storm)	2,835,000	1,236,058	1,898,534	150,000	890,000	3,140,000	1,140,000
	\$6,788,959	\$2,954,487	\$11,025,293	\$2,238,106	\$7,701,796	\$4,028,529	\$1,841,305

Five-Year Capital Plan Detail...



Pictures above of Town Parks, Playgrounds and Boulevards

Town of Smithers 2011 - 2015 FIVE YEAR TANGIBLE CAPITAL ASSET PLAN							
	2011	2012	2013	2014	2015	Total 2011-2015	
FACILITIES: BUILDINGS/STRUCTURES							
Current Facilities...							
A	Facility Capital Maintenance/Upgrade Town Bldgs	115,000	50,000	50,000	50,000	50,000	315,000
B	Facility Capital Maintenance/Upgrade Leased Bldgs	36,200					36,200
C	Fairground Building Capital Mtce/Upgrade Program	25,000	20,000	20,000	20,000	20,000	105,000
D	Airport Facilities Capital Mtce/Upgrade Plan:	110,000		50,000			160,000
	Airport Security System	8,700					8,700
		294,900	70,000	120,000	70,000	70,000	624,900
New Facilities...							
E	Second Sheet Ice	5,675,000					5,675,000
	Smithers Public Library Expansion		5,000,000				5,000,000
		5,969,900	70,000	5,120,000	70,000	70,000	11,299,900
MACHINERY AND EQUIPMENT/IT SOFTWARE/HARDWARE							
F	Fire Department Equipment replacement program	40,400	35,000	50,000	30,000		155,400
G	Operational services equipment replacement program	290,000	305,000	266,000	305,000	250,000	1,416,000
H	Development Service Equipment Replacement- plotter					15,000	15,000
I	Airport Machinery and equipment replacement:						
	Replace Plow Truck + Plow (ACAP project)		300,000				300,000
	Tracker (ACAP project)		30,000				30,000
	Loader (ACAP project)			170,000			170,000
	Electric crane (urea shed)			20,000			20,000
	Replace runway sweeper				200,000		200,000
	New hoist for shop		25,000				25,000
		330,400	695,000	506,000	535,000	265,000	2,331,400
PROPERTY DEVELOPMENT							
J	Property Purchase/development	360,000					360,000
K	Servicing of LB Warner Sites	300,000					300,000
L	Parking Lot Purchase	120,000					120,000
M	Airport Land Purchase/Development	150,000		50,000		50,000	250,000
		930,000	0	50,000	0	50,000	1,030,000

Town of Smithers 2011 - 2015 FIVE YEAR TANGIBLE CAPITAL ASSET PLAN							
	2011	2012	2013	2014	2015	Total 2011-2015	
ENGINEERED STRUCTURES							
N	Road and Street Upgrades Program	100,000	100,000	100,000	100,000	100,000	500,000
O	Local Area Service Projects:						
	LAS - Gravel Paving Road Projects 4100/4200 block	751,000					751,000
	LAS sidewalk project (BV Christian School)	100,000					100,000
	Other Gravel Paving Road Projects		800,000	800,000			1,600,000
P	Trail/Pathway Upgrade/enhancement program		100,000				100,000
Q	Playground Development/Equipment Replacement Plan	85,000	15,000	15,000		30,000	145,000
R	Airport Engineered Structures Plan::						
	Pavement Access to Access Rd	30,000	10,000	10,000	10,000	10,000	70,000
	Road Strip between parking lot	75,000					75,000
	Apron lighting - north end	10,000					10,000
	Jet Seal on Apron	40,000					40,000
	Paving around CSB shop	20,000					20,000
	Parking lot resurfacing		100,000				100,000
	Paving of forestry road		30,000				30,000
	Paving and ditching to small aircraft parking			40,000			40,000
	Replace automated gate & wildlife fencing	40,000					40,000
S	Grant Project: Riverside Campground and Trail (Towns for Tomorrow)	480,000					480,000
		1,731,000	1,155,000	965,000	110,000	140,000	4,101,000
UTILITIES CAPITAL:							
T	Water Projects:						
	Water Main improvement program	140,000	50,000	50,000	50,000	50,000	340,000
	Water meter reading equipment		10,000				10,000
U	Airport Utilities:						
	Cistern at Airport	188,000					188,000
	Airport utilities	100,000					100,000
	Water system upgrades				3,000,000		3,000,000
V	Sanitary Sewer Projects						
	Willowvale Lift Station Back up Generator		60,000				60,000
	Sewer Main Relining Program	120,000		60,000	60,000	60,000	300,000
W	Storm Sewer/Storm Water projects:						
	Storm Sewer Improvement program	75,000	30,000	30,000	30,000	30,000	195,000
X	Utility Grant Projects:						
	Smithers South Trunk Storm sewer completion)	1,275,534					1,275,534
	Zobnick Rd Fire Hydrant (aligned with railway ave grant app project)			150,000			150,000
	Railway Ave Watermain Loop (grant app project- pending)			600,000			600,000
	Polishing Lagoon (grant app project)					1,000,000	1,000,000
		1,898,534	150,000	890,000	3,140,000	1,140,000	7,218,534
	CAPITAL ASSET PLAN	10,859,834	2,070,000	7,531,000	3,855,000	1,665,000	25,980,834
Y	Plus TCA Roadwork within the Operating Fund	165,459	168,106	170,796	173,529	176,305	854,195
	TOTAL TANGIBLE CAPITAL ASSET PLAN	11,025,293	2,238,106	7,701,796	4,028,529	1,841,305	26,835,029

