

City of Revelstoke
Annual Report 2010



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Mayor and Council

Back from left: Councilor Phil Welock, Councilor Steve Bender , Councilor Antoinette Halberstadt, Councilor Peter Frew, Front from left: Councilor Tony Scarcella, Mayor David Raven, Councilor Chris Johnston

Chief Administrative Officer
Deputy Director of Corporate Administration
Director of Finance
Deputy Director of Finance
Director of Engineering and Public Works
Operations Manager
Director of Parks and Recreation
Fire Chief
Director of Planning
Manager of Development Services
Director of Community Economic Development
Auditors
Lawyers
Bank

Tim Palmer
Teresa LeRose
Graham Inglis
Tania McCabe
Brian Mallett
Darren Komonoski
Kerry Dawson
Rob Girard
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MAYOR'S REPORT

The City of Revelstoke was an exciting and vibrant community through 2010 as our residents and visitors shared in our vision and the transition to a balanced economy with a significant tourism component. There were many challenges and opportunities and many accomplishments to be very proud of by year end. A few highlights of 2010:



- Completion of the Grizzly Plaza extension on Mackenzie Avenue
- Initial construction work on a new high school and elementary school, including a performing arts theatre and early childhood learning center
- Construction of new hotels at the Nelsen Lodge and Best Western
- Capitalizing on Federal and Provincial grant programs to add a heat exchanger into the operation of the pool, extend of sewers into Clearview Heights, replace the Downie sewage pump, and replace the main water supply tank.
- Extended the supply network for Revelstoke Energy Corporation and improved road infrastructure on Fourth Street.
- Held the first “Town Hall” meeting with Council in addition to the plethora of public involvement and engagement processes.
- Purchased a new “American LaFrance” fire engine.
- Demonstrated the communities’ strength, preparedness and compassion during a tragic avalanche incident.
- Managed the growth in visitors to Revelstoke Mountain Resort including provision of a free bus shuttle service from the down town core.
- Managed close to \$100 million in building permits during the year.
- Added 26 new affordable housing units with the building of a duplex on the City’s Bridge Creek Properties, 16 units at Mt. Begbie Cottages and 8 units at Moberly Cottages.
- Continued growth in the City’s Parks and Recreation programs.
- Continued the program to host free music in Grizzly Plaza during the summer months.
- Made continued improvements to provide open and transparent government and improve communications within the City.
- Approved a new Official Community Plan and substantial progress on the Secondary Planning Requirements.

Overall 2010 was a good year for Revelstoke and I have been proud to serve the community.

Thank You.

David Raven, R.P.F.
Mayor

CHIEF ADMINISTRATIVE OFFICER'S REPORT

Many years ago the community of Revelstoke established a vision that stated: “building on its rich heritage and natural beauty this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean hospitable, resilient and forward thinking.” In a planning session a month ago Council affirmed their commitment to this vision.

This is the vision that has enabled Revelstoke to become a community of choice. With this backdrop, Revelstoke, facing the same economic challenges of all communities, has been most successful at weathering that economic storm. We have the foundation of diversified economy including forestry, energy, retail, and tourism; that gives us a distinct advantage compared to the typical single economy of similar sized communities.

Since arriving in the community just over three months ago, I have been very impressed with the positive, upbeat nature of the community and its high level of participation by residents in a myriad of activities. It is obvious that people admire their city, Revelstoke.

Looking ahead, Council has recently established four major priorities for 2012:

1. Infrastructure Improvements
2. Business Attraction
3. Continued support for our transition to a Resort Municipality
4. Improved communications.

Each city department will be ensuring that their goals, activities and budgets align with these council priorities. We will be finding efficiencies to enable these commitments with the highest level of service within budget constraints.

I send a special thank you to the City of Revelstoke employees for welcoming me and helping make the transition to a new organization very positive. I look forward to collaborating with them in enabling changes that will support Council priorities in a fiscally sustainable manner.

Tim Palmer
Chief Administrative Officer

About the City of Revelstoke

Revelstoke and Area, with an estimated population of 8,500 has built a reputation for community living in a spectacular and historic mountain setting. The community is rich in natural environmental beauty and offers many opportunities for new and expanding businesses. The development of the Revelstoke Mountain Resort is expected to add another significant dimension to the community's social, recreational, cultural and economic base.

Vision Statement

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context. Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence.

Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning; spiritual and cultural values; and diverse forms of recreation. All residents and visitors shall have access to the opportunities afforded by this community.

Mission Statement

Our mission is to provide optimum quality services and security to our community and our visitors, in a fiscally responsible manner.

We will endeavor to provide cooperative, well-informed and innovative leadership in order to sustain our uniquely superior quality of life.

We are committed to fostering a strong sense of community in Revelstoke, and we will be responsive and adaptive to changing social, political and economical conditions.

Corporate Administration

The Chief Administrative Officer's role is to provide overall management of the operations of the City and leadership and direction to City Management staff to ensure department activities are well coordinated in working toward the achievement of Council's strategic goals and priorities. It is also to ensure that the policies, programs and directions of Council are implemented and to advise and inform Council on the operation and affairs of the City.

The Corporate Administration Department provides corporate and other assistance to Council in its efforts to address community issues and provide good governance. The Department works with all City departments providing information and assistance on matters such as bylaw requirements, council and committee agendas, and Council procedural requirements. The Department also provides day-to-day support to the Mayor and Council on Council matters, including public inquiries, and co-ordinates the follow-up of Council directives to ensure the necessary work is completed by staff in a timely manner.

More specifically, the Corporate Administration Department is responsible for managing and maintaining all City records and ensuring access to those records. This involves the preparation and maintenance of Council and Committee of the Whole agendas and minutes, City bylaws, Council policies, contractual agreements, and all City files. The Department also organizes and conducts municipal general elections and by-elections and undertakes special projects such as boundary extension applications and other projects as required by Council. This Department directs the emergency planning function and ensures occupational health and safety needs of staff are being met, working with a consultant on contract for these purposes.

Information and assistance to the public is provided regarding City policies and bylaws, Council meeting agendas and minutes, and municipal elections.

The Department staff consist of the Chief Administrative Officer who is also the Director of Corporate Administration, the Deputy Director of Corporate Administration, the Administration Secretary who assists the above staff and the Mayor, and casual help as is required.

Finance Department

The Finance Department is responsible for the overall treasury function for the City including, but not limited to, property tax and fee collection, investment of funds, bill payments and payroll. Approximately 4,000 property tax notices are issued annually as well as several hundred quarterly commercial utility billings. The Department also provides financial advice to and produces various reports for, Council, city departments

and the public. These reports include the annual financial statements and the five year financial plan, which is updated annually. These reports can be found on the City's website.

The Department is responsible for managing and monitoring the City's overall budget in excess of \$25 million annually as well as providing financial data and advice to Mayor, Council and staff.

Staffing levels remain at five for the Department, which has been consistent for many years, although new staff members have had to have increasingly enhanced skills to deal with improvements in technology and efficiencies to cope with increased work loads over time.

The Finance Department is also responsible for providing information systems and support thereof for the organization as a whole. There is one Information Systems Technician and one Systems Analyst/Programmer.

The Department is also responsible for the management of cemetery records.

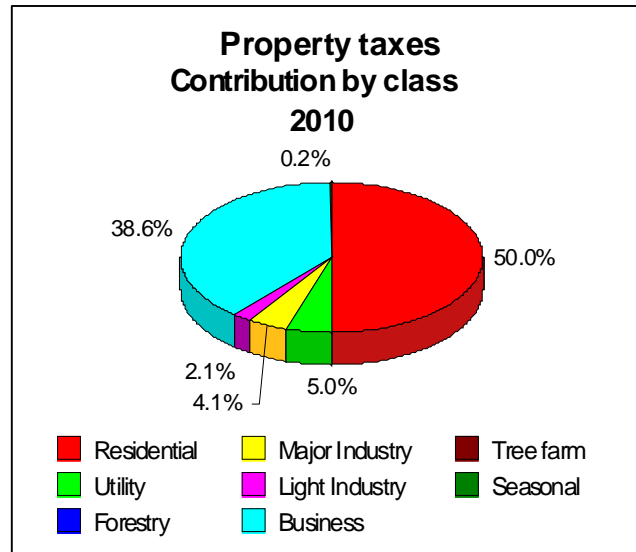
Property taxes

In 2010 the average assessment of a single family dwelling was \$325,974, an increase of 8.6% from 2009. The taxes applicable to a property at this valuation would have been:

General and Debt	\$1,079
School and Other	\$908
Sub-total	\$1,987
Water rates	\$315
Sewer rates	\$184
Garbage rates	\$108
Total	\$2,594

In addition to the above charges there is a sewer frontage charge of \$0.70 per foot frontage with a minimum charge of \$35 and a maximum of \$140. While garbage rates apply to all residences not all homes receive water or sewer services and in these circumstances they do not pay the applicable rates or frontage charge.

The City generated approximately \$7.6 million in property taxes in the year (exc. School and other non-municipal taxes) on a total assessed value of \$1.37 billion which was contributed by the various classes in accordance with the following chart:



In 2010 there was approximately \$45.5 million in new construction that produced an additional \$214,000 a year in property taxes.

Development Cost Charges

The city collects Development Cost Charges (DCC's) to pay for the construction of infrastructure required by new development. The current DCC bylaw indicates that approximately \$57 million will be required to provide this new infrastructure by 2025. At the end of 2010 the City had approximately \$1 million in DCC funds available.

Reserves

The city retains reserves for future capital expenditures. At the end of 2010 these amounted to approximately \$5.2 million. This number is made up as to:

Reserves for future capital expenditures	\$4.2 million
Electric Utility Reserve Fund	\$1 million

Interest earned on the Electric Utility Reserve Fund is often used to help offset operating costs. \$1.2 million of this fund is invested by way of preferred shares in Revelstoke Community Energy Corporation, which is wholly owned by the city.

Subsidiary Operations

The city has investments in two subsidiary operations; Revelstoke Community Forest Corporation (RCFC) and Revelstoke Community Energy Corporation (RCEC). Both corporations are wholly owned by the city. At the end of 2010 the combined city equity in both corporations amounted to approximately \$4 million.

Fire Rescue Services

Revelstoke Fire Rescue Services is responsible for providing an acceptable and realistic level of fire protection and public safety service within jurisdictional boundaries. This service extends to fire prevention and investigations, public education, fire safety inspections, motor vehicle incidents, rescue, first responder and suppression activities.



Revelstoke Fire Rescue Services has 24/7 fire services and consists of one Fire Chief, one Fire Inspector/Assistant Chief, one Training Officer/Assistant Chief, four Career Firefighters, one Career Dispatcher/Clerk and 33 Volunteer Firefighters.

Mission Statement:

The Revelstoke Fire Rescue Services is committed to providing the highest level of public safety service for our community. We protect lives and property through fire suppression, emergency medical services, disaster management, fire prevention and public education.



Our Vision:

We will be a leader in emergency services in our community. We will be a diverse workforce that provides quality fire and life safety services through proactive and innovative training, education, code enforcement, risk assessment and community involvement. We will be vigilant, brave and prepared.

Our Values:

- We will continue to build trust and credibility through our actions and a caring attitude.
- We believe that people are the most valuable resource.
- We believe that pride, pursuit of excellence and commitment to our community is of paramount importance.
- We value progressive positive leadership with a vision towards the future with a commitment to the development of all staff, career and volunteer firefighters.
- We will be accountable to those we serve by being fiscally responsible.
- We will be professional in all our actions.
- We will diligently watch over ourselves, our family, and our community.
- We recognize that every firefighter is a valued member of the departments' family and that what affects one, affects all.
- We shall strive to promote safety, health and welfare at all times.

- We are sensitive and responsive to our community needs and will strive to be an integral part of our community.
- We will enthusiastically complete all tasks safely and with detailed perseverance.
- We will remain skilled, knowledgeable, and ready to serve.
- We believe that training and education are the foundation to our service.
- We will treat all persons with respect, compassion, dignity and tolerance.

Firefighters are engaged in an ongoing training program that is geared to enhance the Fire Rescue Services' capability to respond to and successfully deal with an array of emergency type incidents.

Fire Prevention and Public Education are deemed to be an integral component of the existing organization.



Educational materials and fire and life safety related training information is made readily available to the general public, both at the Fire Station and on the City of Revelstoke website.



HAZMAT Training 2011

Planning, Building and Bylaw Enforcement

The Planning Department has a wide range of current and long range responsibilities which include the following:

Comprehensive Planning

The Department provides long-range planning services that help the City of Revelstoke project and better position itself for the future. These services include implementation strategies and community engagement dictated by the Official Community Plan (OCP), Master plans for transportation, parks, land use, environment, economic development, public safety, social issues and housing. Goals and policies are then linked through development regulations like the Zoning Bylaw, Subdivision, Development & Servicing Bylaw, Sign Bylaw, Works and Services Bylaw, Development Cost Charges, and Public Participation.

Development Control

All development within the City must comply with the Bylaws and an array of Provincial statutes. Staff fosters streamlining, education, incentive-based and enforcement programs to deliver well managed projects. Planning Staff processes applications for: Official

Community Plan and Rezoning amendments, Development Permits, Development Variance Permits, Heritage Alteration Permits, Subdivisions, Board of Variance applications, Sign Permits and Temporary Use Permits. Staff activities include evaluation and analysis of applications; making recommendations to various review bodies that include the Advisory Planning Commission, Heritage Commission, Planning Committee, Development Review Committee, Council; organizing public information meetings and public hearings where development applications require amendments to various City Bylaws.

Building Inspection

The City's Building Inspectors perform plans examinations and inspections of all new and renovated buildings to ensure compliance with municipal Bylaws and the B.C. Building and Plumbing Codes. Staff are being trained to the highest national and provincial qualification levels. The next budget year will see public and trades based presentation programs to help accentuate public safety.



Golf Course Club House

Bylaw Enforcement

Planning Department staff have been tasked with the responsibility of enforcing a variety of municipal Bylaws ranging from unsightly premises and parking regulations to animal control. Staff will continue to work with Council to evaluate program effectiveness and the implementation of efficient practices.

Animal Control

In concert with the Corps of Commissionaires, Planning Department staff oversee the animal control function within the City. Staff continues to look at more efficient ways of delivering this service.

Business Licences

The Planning Department is responsible for approving Business Licenses and reviewing compliance with the City bylaws

Performance Achievements for 2010

- Continue to work on Unified Development Bylaw
- Continue to work on Transportation and Master Parks Plan
- Initiated a parking ticketing program with a sliding scale

- MTI Bylaw Amendment to include Noise Bylaw and to provide for a graduated payment scale
- Implemented Design Review Committee
- Processed Road Closure for Monashee Court
- Processed various Noise Bylaw exemptions
- Reviewed referral request from MTCA for Revy Riders Dirtbike Club
- Provided all property owners adjacent to a Riparian Area with Information Bulletin regarding Development adjacent to a Riparian Area.
- Continue to work on the following processes:
 - Enforcement of Vacation rentals in residential areas
 - City wide review of Development Bylaws
 - Review of City Hall Floor Plan
 - Public Participation Plan
 - Cost Recovery Study
 - Implementation Plan & Priorities
 - Land Use Analysis
 - Climate Action
 - Housing Study
 - Buildable lands analysis
 - Development Review Committee
- On-going meetings with Neighbourhood Groups
- Various Heritage Functions including Annual Heritage Awards
- Various Bylaw Enforcement Functions including record keeping for Bylaw Enforcement Complaints.
- Reviewed Liquor Control & Licensing Application for Last Drop - Transfer of Liquor Primary Licence
- Reviewed Liquor Control & Licensing Application for Benoit's Wine Bar - new Liquor Primary Licence
- Reviewed referral request from Integrated Land Management Bureau and Ministry of Energy and Mines for expansion to Interoute's Gravel Pit

Department of Engineering and Public Works

The Engineering and Public Works Department is responsible for the construction, operation, and maintenance of the City's infrastructure. This includes approximately 42 km water pipeline, 52 km of sewer pipeline, 104 km of road, 18 buildings, the cemetery, public pathways and parks, and garbage collection. The Department also operates and maintains the City's Graphical Information System (GIS) which contains an up to date record of infrastructure within the City boundaries. Engineering and Public Works also provides engineering services to other City departments in regards to planning, survey, design and review of subdivision and development plans.

The Department also maintains the City's Corporate Green House Gas Emissions Inventory and Reduction Strategy.

The Department has an annual budget of around \$2.5 million. Engineering and Public Works has the highest staffing level within the City with an average of 45 employees.

Roads and Sidewalks

The Engineering and Public Works Department is responsible for preserving the road system and enhancing public safety through continuous inspection and hazard repair. The replacement and upgrade of deteriorated road base is based upon a priority needs system and is subject to budget approval. The Department carries out snow removal and sanding on roads, sidewalks and City owned parking lots in a timely cost effective manner. On average snow removal costs the City between \$1,800 to \$2,000/cm of snow.

Water System

The Department operates water treatment facilities at the primary water supply in Greeley Creek and at the secondary ground water well adjacent to the golf course. The City also maintains 2 reservoirs with a combined storage of 6,346 m³. The City is in the process of implementing a water conservation program to insure that it is able to meet current and future demands.



Greeley Creek Filtration Plant

Sanitary Sewer System

The Department operates and maintains 8 lift stations and a waste water treatment facility. As part of the ongoing maintenance program all mains are flushed on an annual basis. Operations and the treatment facility are continuously monitored to control the quality and quantity of effluent discharged into the Illecillewaet River. The City is in the final stages of developing a Liquid Waste Management Plan as part of its commitment to preserving the environment and meeting the future demand as the City develops.

Garbage Collection and Solid Waste Management

The Engineering and Public Works Department is responsible for residential garbage collection within the City boundaries. The weekly collection schedule is sent out to property owners in December as well as being posted on the City's web page. The City also works with the Columbia Shuswap Regional District to provide a centralized recycling depot which accepts card board, mixed paper, glass, and tin/Aluminum can. The City is in the process of setting up curb side collection of recyclable material.

Buildings

Engineering and Public Works maintains City owned buildings including the Court House, Recreation Centre and Aquatic Centre, and the Forum Arena. Buildings are inspected and maintained on a continuous basis to insure safety and cost effective operation. The City is in the process of reducing the amount of energy it consumes by converting heating and ventilation systems and lighting systems over to power smart devices. Additionally the City is in the process of connecting its buildings to the

alternative heating energy system operated by Revelstoke Community Energy Corporation.

Parks and Public Pathways

Engineering and Public Works maintains the parks, sports fields and public pathways, including the Green Belt and landscaping in public areas. The City has implemented water conservation practices in its landscaping.

Parks, Recreation and Culture

The Aquatic Centre

The Parks, Recreation and Culture Department is responsible for the operation of the Community Aquatic Centre with 3 full time staff, 5 casual relief staff and is open for 14.5 hours per day for close to 364 days out of the year. The aquatic centre has 9 interesting areas for public use. The large pool is designed to accommodate those patrons who are dedicated swimmers and houses a climbing wall as well as a small diving board, while the leisure pool is open for family and group fun type activities.. The aquatic centre also boasts a tot pool, a water spray area, a water slide a sauna a hot tub and a steam room. The aquatic centre is an attractive area with tiles and murals on the walls and has a great view of the Columbia river and the mountain tops of Revelstoke.



Revelstoke Aquatic Centre

The Revelstoke Community Centre

The Revelstoke Community centre is open for public use all year round. The centre is the office space for the Director of the Department, the Recreation Facility/program Coordinator, a full time receptionist as well as 2 or more casual relief staff. Hours of operation are from 8 AM to 9 PM weekly with shortened hours for weekends. The Revelstoke Community centre has a spacious auditorium which hosts numerous community events, a workout centre, a dance studio and several meeting rooms. The centre is home to the Regional Library, a well used Seniors Centre, as well as a community preschool program. The centre is considered to be the HUB of the community and the Department staff are knowledgeable about all aspects of the community and are often asked for directions, about what is going on in the City. AS part of the service provided to the community, the Department works on behalf of the not for profit groups by helping to sell community event tickets, by providing space for many of the community activities, by organizing bottle drives for fund raising programs, by providing announcement space for community group activities and by supporting a volunteer board.

The Revelstoke Forum

Included in the Department responsibilities is the care and use of the arena. The Arena is open for 2 weeks in the Summer for Hockey School and is manned by 4 full time attendants during maximum operating times. The ice is in for and is open for 7.5 months of the year for close to 18 hours per day. Ice user groups share the ice space in a companionable way however there is always need for more ice time during most of the year.

Revelstoke Park and Playground System

The Parks, Recreation and Culture Department is also responsible for overseeing the use of the numerous parks and sports fields in the community. The City often partners with community groups and organizations to further develop parks, park facilities and playgrounds.

General Program Delivery

The Department manages several contractual arrangements for community facilities such as Williamson's Lake, the Seniors Centre, DOKK Park and the Revelstoke Museum. In the direct and indirect management of community facilities, the department provides opportunity for sport, recreation, and cultural programs and activities and, as well, provides support to numerous community organizations that offer opportunities in a wide range of activities. It is the goal of the Department to enhance quality of life of the residents as well as community visitors. We accomplish this through the provision of staff support, leadership, programs and by providing facility availability and management for a number of annual community events. The community hosts well over 50 special events in a given year and the Department has demonstrated its support to these events in all aspects, from marketing and advertizing to the actual delivery of the program or event.

R.C.M.P

The Revelstoke Detachment of the Royal Canadian Mounted Police provides the City of Revelstoke and surrounding area, with 24 hour policing services. Revelstoke Detachment operates using the community policing strategy which embraces communication, collaboration, innovation and partnerships to serve all of our community members.

The Detachment consists of 11 Peace Officers under contract for City policing and 2 for Rural policing services. Servicing 5 area communities we have 2 Forensic Identification Specialists who work in the Detachment. In support of the officers are 1.5 Municipal Employees, a Court Liaison / Exhibit Custodian and 2 Public Servants. We are fortunate to have a full time Victim Services worker and 7 Auxiliary Constables.

The Detachment is also headquarters to a 5 person Traffic Services Unit and 3 person Integrated Road Safety Unit, which patrol the area highways.

We provide a number of core services from emergency planning and response, proactive patrols, crime prevention initiatives and the investigational responsibilities covering criminal, federal, provincial and municipal laws. The Detachment is host to a number of proactive services and initiatives involving youth and various other community organizations. The Detachment members and staff also hosts a very successful annual golf tournament which raises funds for a local charity - Trees for Tots - that assist local families with children in medical emergency / need.

We had an annual reported occurrence level of 4127 complaint files in 2010, which was slightly higher than in 2009. With the anticipated growth and development in the community, it is expected that there will continue to be a corresponding increase in reported occurrences. In spite of this, the City of Revelstoke can still boast to be one of the safest communities in B.C.

The RCMP is proud to be the City of Revelstoke's Police Force of choice and we will continue to work to ensure "A Safe Home, A Safe Community" for everyone.

Achievements in 2010

- With the training of a new DARE officer this year, we were able to deliver the DARE program to all four of our elementary schools.
- A Community Consultative Group (CCG) was developed to seek input from the community at large, to share information, concerns and assist the detachment with aligning our policies and goals to the community.
- Continued to work closely with numerous community groups and organizations involved with community safety or events such as Community Connections, Community Response Network, Substance Use Task Force, Draw Down Zone, Crime Stoppers, Road Traffic Safety, Seniors, SAR, PEP, Torch Relay, Rail Jam, Glacier Challenge, SD 19, Parks Canada, BC Hydro, EDC, MoT.
- Team Alexa is an initiative started by the family of Alexa Middelaer, a four year old who was killed by an impaired driver. Any Police Officer who made a difference in making BC highways safer, by removing impaired drivers, was honoured. For a second year we had two of our officers receive this honour.
- With increased enforcement at local liquor establishments, increased foot and bike patrols in the downtown core area, we saw a decrease of 16.5 % in property crime in 2010. Over a 2 year period we have dropped property crime by 33.5% in the downtown area.
- Our Police Mountain Bike user received training as an Instructor. He in turn trained 4 new Police Mountain Bike Users. He recertified 3 of our Auxiliary Constables and

trained 2 of our new Auxiliary Constables. With this we were able to initiate a number of bike patrols during major community events, bike to work week and on some weekends. This has been well received by the public and has proven to be a very useful method of patrolling large events such as the Glacier Challenge.

➤ Search and rescue calls for service continue to grow both in the back country as well as on the ski hill. We have worked diligently with the main operators, tour guides and other emergency services partners to ensure that our protocols are aligned and understood by all. Emergency Plans were updated and shared where possible.

➤ All detachment personnel received Avalanche Skills Training level 1 as well as ICS100 training. Confined Spaces training received by the Forensic Identification Unit and all required elements of CLC were met in training and inspections.

➤ Some training courses were obtained for the membership throughout the year to enhance their investigative skills. Due to the junior nature of our officers and the annual turnover, this will be a continuing effort. Cross training of support staff also is ongoing and has allowed for greater flexibility within the office environment.

➤ Our Auxiliary Constable complement was increased to 7 fully trained volunteers. They have been very active doing such community crime prevention projects such as Kidz prints, bike rodeo's, working with the seniors with computer training and fraud seminars, DARE, SAFE program, Jail & Bail, Safety Bear, Halloween Safety talks, Remembrance Day Parade, bike and foot patrols, as well as doing ride along with officers.

➤ Two officers were sent as part of the policing contingent at the Olympics and Paralympics in February.

➤ Nationally the RCMP has been on a recruiting blitz. We took the initiative and brought to Revelstoke a recruiter from Vancouver, who throughout the year did 7 information and testing sessions at the detachment during 2010. To date, 2 of these candidates have made it through DEPOT and are now full time Peace Officers. Other candidates are still working through the process.

➤ Federal and Provincial funding for a General Investigation Section (GIS) position for Revelstoke was obtained. Due to budget restraints council once again placed a hold on this position. We believe that this position is necessary to enhance public safety and investigate complex crimes and it is hoped that this position will be funded in 2011.

➤ We celebrated our 20th Charity Golf Tournament in 2010. In the last 2 years we raised in excess of \$30,000.00. All funds raised have been donated to the local charity - Trees for Tots.

Community Economic Development

The year 2010 was an exciting year for the department as staff continued to implement the economic, social and environmental goals and objectives identified in the Community Development Action Plan (CDAP).

Economic Development

Notable highlights included the highest total of building permits by value ever recorded in the City of Revelstoke (over \$90 million); the highest hotel room revenue ever recorded in the City (over \$17.5 million); and a record number of business licenses (over 900). In partnership with our community partners, staff moved forward with the implementation of the Resort Municipality Initiative and several important projects were completed, including the new day lodge at the Nordic Ski Centre at Mount MacPherson, the new snowmobiling cabin on Boulder Mountain, and the installation of a major public art project to complete the Grizzly Plaza expansion begun in 2009.

In partnership with the Revelstoke Community Housing Society, the department also was successful in working to complete the first affordable housing unit, a two story duplex, at the Bridge Creek Properties site. In addition, the Department was also charged with the organization of the local Olympic Torch relay celebration which took place in the downtown core in February. The event attracted between 3,000 and 4,000 people to the town centre and was probably one of the largest celebrations that has ever taken place in downtown Revelstoke.



Nordic Ski Club Cabin



Boulder Mountain Cabin



Public Art – Grizzly Plaza



Olympic Torch Relay

Social Development

With leadership provided by the City's Social Development Committee, a number of priority projects identified in the Social Development section of the CDAP were completed during 2010. These included the completion of a Community Substance Use Strategy and the implementation of several objectives identified in the Age Friendly Plan to benefit our seniors.

The department was also successful in working with BC Transit to introduce a HandyDart bus service in September. This had been identified as a high priority service in the community for many years.

Environmental Development

Working collaboratively with the Engineering and Planning Departments, the department was able to secure funding to hire the city's first Environmental Sustainability Coordinator during 2010. Through this contract position, work to address a number of high priority environmental objectives identified by City Council was undertaken. These included the development of a corporate GHG Emissions Strategy and the preparation of a Cosmetic Pesticide by-law.

Statement of Objectives and Measures for 2010

Department	Objective	Measure	Progress
Administration	Work with Council and senior staff to develop a corporate strategic plan	<ul style="list-style-type: none"> Corporate strategic plan prepared. 	<ul style="list-style-type: none"> This has been deferred to 2011
Administration	Further develop and implement "green city" initiatives.	<ul style="list-style-type: none"> City's commitments under the Climate Action Charter are being met. Official Community Plan policies are being implemented. 	<ul style="list-style-type: none"> Hired consultant to implement initiatives
Administration	Negotiate new Collective Agreement with CUPE Local 363.	<ul style="list-style-type: none"> New Collective Agreement is reached. 	<ul style="list-style-type: none"> Agreement ratified
Administration	Evaluate feasible boundary extension areas.	<ul style="list-style-type: none"> Feasibility study is completed and steps are taken to implement recommendations 	<ul style="list-style-type: none"> Deferred to 2011
Administration	Further develop the City's emergency preparedness.	<ul style="list-style-type: none"> Improvements to the Emergency Operations Centre (EOC) are continued. Alternative EOC location is identified and steps are taken to secure the site. Table-top exercises are 	<ul style="list-style-type: none"> Consultant hired for implementation.

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Department	Objective	Measure	Progress
		undertaken.	
Administration	Further ensure the City is meeting its Occupational Health & Safety obligations.	<ul style="list-style-type: none"> An Occupational Health & Safety audit is undertaken and progress is made in implementing its recommendations 	<ul style="list-style-type: none"> Consultant hired to develop plan
Administration	Ensure Council receives comprehensive staff reports and analyses to aid in decision-making.	<ul style="list-style-type: none"> A Business Case analysis is provided in all cases where appropriate. 	<ul style="list-style-type: none"> Deferred to 2011
Administration	Develop a performance measurement system for senior staff.	<ul style="list-style-type: none"> A performance measurement system is adopted and implemented. 	<ul style="list-style-type: none"> Deferred to new administrator
Administration	Further develop and implement an improved corporate records system.	<ul style="list-style-type: none"> An improved corporate records system is developed and implemented. 	<ul style="list-style-type: none"> Initiated and underway.
Administration	Continue with review of City bylaws and policies.	<ul style="list-style-type: none"> Additional bylaws and policies are reviewed. 	<ul style="list-style-type: none"> Deferred
Community Economic Development	Implement Community Development Action Plan	<ul style="list-style-type: none"> Monitor progress toward plan objectives 	<ul style="list-style-type: none"> Ongoing
Community Economic Development	Continue to implement Community Marketing Strategy	<ul style="list-style-type: none"> Monitor and track new businesses moving to community 	<ul style="list-style-type: none"> Ongoing
Community Economic Development	Facilitate development of Revelstoke Mountain Resort	<ul style="list-style-type: none"> Monitor development of resort 	<ul style="list-style-type: none"> Ongoing

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Department	Objective	Measure	Progress
Community Economic Development	Support and promote local forest industry	<ul style="list-style-type: none"> • Monitor development of forest industry 	<ul style="list-style-type: none"> • Ongoing
Community Economic Development	Maintain lines of communication with local employers and businesses	<ul style="list-style-type: none"> • Monitor that business concerns are brought to the attention of local government 	<ul style="list-style-type: none"> • Ongoing
Community Economic Development	Maximize local benefits from 2010 Olympic games	<ul style="list-style-type: none"> • Monitor that Revelstoke Spirit of BC Committee initiatives are implemented 	<ul style="list-style-type: none"> • Several Spirit of BC Initiatives completed
Community Economic Development	Assist with development of tourism opportunities	<ul style="list-style-type: none"> • Monitor tourism visitation rates and number of new tourism businesses • Assist Revelstoke Accommodation Association and Chamber of Commerce implement tourism marketing strategies • Implement tourism infrastructure initiatives 	<ul style="list-style-type: none"> • Tourism visitation and new tourism businesses monitored • Several initiatives included in the Tourism Development Strategy completed
Community Economic Development	Continue process to address affordable housing issues	<ul style="list-style-type: none"> • Assist Revelstoke Community Housing Society to develop affordable housing • Work with BC Housing to develop housing for vulnerable populations 	<ul style="list-style-type: none"> • Affordable duplex completed and rented at Bridge Creek Properties • Ongoing communication with BC Housing

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Department	Objective	Measure	Progress
Community Economic Development	Complete Active Transportation Plan for Revelstoke	<ul style="list-style-type: none"> • Active Transportation Plan is completed 	<ul style="list-style-type: none"> • Active Transportation Plan completed
Community Economic Development	Continue process to address social issues in the community	<ul style="list-style-type: none"> • Monitor that social issues are being addressed 	<ul style="list-style-type: none"> • Ongoing
Community Economic Development	Continue to address environmental issues in the community	<ul style="list-style-type: none"> • Monitor that environmental issues are being addressed 	<ul style="list-style-type: none"> • Ongoing
Community Economic Development	Report out to community on progress of Community Strategic Plan	<ul style="list-style-type: none"> • Public meetings are organized and reports completed 	<ul style="list-style-type: none"> • Ongoing

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Department	Objective	Measure	Progress
Finance & IT	Accommodate mobile and remote staff/worksites with IT services.	<ul style="list-style-type: none"> • Purchase software to service beyond the Mesh network. • Develop a business case to solve the bandwidth problem with City facilities. 	<ul style="list-style-type: none"> • Completed • Researched options. Cost prohibitive
Finance & IT	Have the City's IT services Disaster/Emergency tolerant.	<ul style="list-style-type: none"> • Construct a backup data centre in place at the fire hall for 31 December 2010. 	<ul style="list-style-type: none"> • Completed
Fire Rescue Services	Have the final Interface Tactical Plan completed and develop phase 2 of the Wildfire Protection Plan with CSRD	<ul style="list-style-type: none"> • Indicative of UBCM funding and municipal budget approvals • Tactical Plan is being developed spring 2009 through RAEMP process 	<ul style="list-style-type: none"> • Interface Tactical Plan now complete and reviewed and in place for future events
Fire Rescue Services	Transition to an officer rank system for career staff	<ul style="list-style-type: none"> • Secure funds and institute the change when operationally feasible 	<ul style="list-style-type: none"> • Review • Ongoing
Fire Rescue Services	Concerted effort to the acquisition of projected apparatus replacements	<ul style="list-style-type: none"> • Fulfill placement of orders 	<ul style="list-style-type: none"> • Review • Ongoing • Fiscally Mindful
Fire Rescue Services	Develop Revelstoke Fire Rescue Services Training Centre	<ul style="list-style-type: none"> • Commence development of Training Centre in July 2011 	<ul style="list-style-type: none"> • Ongoing • Explanation of training facility i.e. Prop over 5 year plan

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Department	Objective	Measure	Progress
Fire Rescue Services	Satisfy client needs for enhanced service delivery. Developers/General Public Business Owners	<ul style="list-style-type: none"> • Municipal survey web page • Successful and positive liaising with stakeholders 	<ul style="list-style-type: none"> • Ongoing
Fire Rescue Services	Streamline the process for meeting Fire Rescue Services requirements in new or existing developments	<ul style="list-style-type: none"> • Develop department checklists 	<ul style="list-style-type: none"> • Review continually • Ongoing
Fire Rescue Services	Work towards satisfying Fire Underwriters recommendations from 2009 report	<ul style="list-style-type: none"> • FUS Report now received 	<ul style="list-style-type: none"> • FUS Report is being reviewed and data utilized when necessary
Fire Rescue Services	Build upon Fire Inspection and Public Education Programs. Continued Software acquisition.	<ul style="list-style-type: none"> • Continued development and operation of program 	<ul style="list-style-type: none"> • Will be switching to FDM in July 2011
Fire Rescue Services	Transition to First Responder Services	<ul style="list-style-type: none"> • Council approval of Pilot Program and budget to fund initiative 	<ul style="list-style-type: none"> • First Responder Services Provided as of November 2009 • Awaiting final approval of Pilot Program from Council in 2011
Planning, Building & Bylaw Enforcement	Undertake review of planning policies and regulations to permit intensified land uses and infill developments.	<ul style="list-style-type: none"> • Review of planning policies and regulations to permit intensified land uses and infill developments. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Work with the community to develop neighbourhood plans for areas identified in the new Official Community Plan.	<ul style="list-style-type: none"> • Form sub-area plans for 5 areas of the City - Columbia Park, South Revelstoke, Downtown, Big Eddy, and Arrow 	<ul style="list-style-type: none"> • On-going

Department	Objective	Measure	Progress
		Heights.	
Planning, Building & Bylaw Enforcement	Amendment of Subdivision, Development & Servicing Bylaw to ensure that they are consistent with the OCP vision and objectives.	<ul style="list-style-type: none"> • Redraft Development Regulations including Zoning & Building Bylaws (in concert with Engineering & Public Works Department) 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Develop Parks Master Plan including fully integrating Resort Trails.	<ul style="list-style-type: none"> • Parks and Recreation Master Plan adoption 	<ul style="list-style-type: none"> • Draft plan completed.
Planning, Building & Bylaw Enforcement	Work with the Public, Engineering and Public Works, and the Community and Economic Development Departments to adopt a Transportation Master Plan.	<ul style="list-style-type: none"> • Public outreach and adoption of Transportation Master Plan 	<ul style="list-style-type: none"> • Draft plan completed.
Planning, Building & Bylaw Enforcement	Ensure that Zoning Bylaw promotes Best Practices for design, site planning, green building practices & respects the environmental conditions of the region, and design standards for signs and aesthetics.	<ul style="list-style-type: none"> • Include guidelines for best practices in draft Zoning Bylaw. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Prepare Draft Building Design Guidelines.	<ul style="list-style-type: none"> • Draft Building Design Guidelines. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Update Department Policies and Bylaws.	<ul style="list-style-type: none"> • Adoption of amended Policies and Bylaws 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Streamline Development Permit Process.	<ul style="list-style-type: none"> • Explore and adopt a revised administrative review process for design 	<ul style="list-style-type: none"> • Established Design Review Committee

Department	Objective	Measure	Progress
		<p>standards.</p> <ul style="list-style-type: none"> • Adapt commissions and agencies to new process. 	
Planning, Building & Bylaw Enforcement	Continue to monitor new development on Resort Lands to ensure that it is consistent with the Community's vision & corresponding land use.	<ul style="list-style-type: none"> • Monitor new resort development to ensure that it is consistent with the Community's vision & corresponding land use. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Prepare Statements of Significance for various Heritage Properties.	<ul style="list-style-type: none"> • Update Heritage Strategy and designations with grant funding 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Explore tax incentives for Heritage Registered Properties.	<ul style="list-style-type: none"> • Prepare report for Council. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Facilitate public participation for all planning actions.	<ul style="list-style-type: none"> • Adopt a public participation master plan. • Chart and update agency and commission reviews through a cohesive referral process. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Scope master plans for all OCP elements including Social, Environmental, Public Safety, Finance, etc.	<ul style="list-style-type: none"> • Develop implementation program for OCP adoption. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Develop regional plan in concert with CSRD and other partners.	<ul style="list-style-type: none"> • Regional Plan adoption. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Develop performance indicators for all OCP implementation plans.	<ul style="list-style-type: none"> • Community indicators project adoption with all stakeholders. 	<ul style="list-style-type: none"> • On-going

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Department	Objective	Measure	Progress
Planning, Building & Bylaw Enforcement	Develop planning educational program for commissions and agencies.	<ul style="list-style-type: none"> • Developed planning training program. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Examine all fee structures and develop a cost recovery model.	<ul style="list-style-type: none"> • Cost recovery study adoption and implementation. 	<ul style="list-style-type: none"> • Cost recovery study completed.
Planning, Building & Bylaw Enforcement	Explore permit technology for planning and building.	<ul style="list-style-type: none"> • Scope IT functions for web and permitting. 	<ul style="list-style-type: none"> • On-going
Planning, Building & Bylaw Enforcement	Evaluation of Commissionaires role and contract.	<ul style="list-style-type: none"> • Staff report and analysis for program delivery of all Commissionaire contract functions. 	<ul style="list-style-type: none"> • New contract with commissionaires that deals with animal control and bylaw enforcement functions
Planning, Building & Bylaw Enforcement	Parking strategy development.	<ul style="list-style-type: none"> • Establish policy and regulations for all parking objectives. 	<ul style="list-style-type: none"> • Completed. On-going enforcement.
Planning, Building & Bylaw Enforcement	Space utilization and work flow review.	<ul style="list-style-type: none"> • Contribute to enhancing space and work flow analysis for department and City. 	<ul style="list-style-type: none"> • On-going
Public Works & Engineering	To provide for a safe and livable community through the preservation and enhancement of our natural environment.	<ul style="list-style-type: none"> • Continue to implement various initiatives contained in the Environmental Strategy. • Continue with sewage treatment plant upgrades. • Implement the “Liquid Waste Management Plan” • Implement accepted 	<ul style="list-style-type: none"> • Initiated work on a Bylaw to restrict the use of pesticides on residential and municipal properties. • Initiated work on completing the Corporate Green House Gas Inventory and Reduction Strategy. • Upgrades to sewage Treatment facility were deferred.

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Department	Objective	Measure	Progress
		<p>recommendations from the Air Quality Committee report.</p> <ul style="list-style-type: none"> • Continue with implementation of the woodstove exchange program. 	<ul style="list-style-type: none"> • Implementation of Liquid Waste Management Plan delayed. • Wood Stove exchange program continued. Responsibility transferred to Planning and Buildings
Public Works & Engineering	To provide accurate information pertaining to City's underground utility services.	<ul style="list-style-type: none"> • Continue with data collection and documentation of City's underground utility systems 	<ul style="list-style-type: none"> • Completed entry of documents back to 2008. • All new services entered into system.
Public Works & Engineering	Ensure City buildings and properties are adequately maintained.	<ul style="list-style-type: none"> • Continue to implement and monitor the building maintenance and preventative maintenance program. • Implementing Manager Plus program to help with scheduling of items in 2010. 	<ul style="list-style-type: none"> • Preventative Building Maintenance program on-going. •
Public Works & Engineering	Improve information exchange between City departments.	<ul style="list-style-type: none"> • Continue with training and direction to GIS/IMS users on system capabilities, procedures and standards. • Develop SharePoint document reference system 	<ul style="list-style-type: none"> • Continue to participate in training of staff on the GIS system and working with Planning and IT to develop standards. • SharePoint document reference system deferred to insure compatibility with

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Department	Objective	Measure	Progress
		for Engineering documents	
Public Works & Engineering	Promote safety within the workforce.	<ul style="list-style-type: none"> • Hold regular departmental safety meetings, crew talks, and worksite safety audits. 	<ul style="list-style-type: none"> • Weekly Safety meetings held • Participated in WCB lead audit of Public Works' safety program • Participated in Joint Health & Safety Committee safety audit
Public Works & Engineering	Ensure that all fire hydrants are in good working condition for emergency use whenever required.	<ul style="list-style-type: none"> • Complete work in accordance with hydrant service schedule. 	<ul style="list-style-type: none"> •
Public Works & Engineering	Reduce the impact of septic tanks on the environment.	<ul style="list-style-type: none"> • Continue to work towards connecting local service areas into the City's sewer system. 	<ul style="list-style-type: none"> • Completed Clearview Heights Sanitary Sewer Extension.
Public Works & Engineering	Prevent contamination of the water system from cross-connections.	<ul style="list-style-type: none"> • Operate a cross-connection control program. 	<ul style="list-style-type: none"> • On going
Public Works & Engineering	Promote Revelstoke as a development friendly community.	<ul style="list-style-type: none"> • Continue to work with all City departments and developers to improve the development processes and shorten the approval turn around times. • Review and update Engineering standards used in Subdivision, Development and Servicing Bylaw 	<ul style="list-style-type: none"> • Continued to work with Revelstoke Mountain Resort regarding engineering aspects of ongoing development at the resort. • Continued to work with Planning to shorten approval turn around time. • Review of Engineering standards in Subdivision and Development Bylaw delayed until direction from

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Department	Objective	Measure	Progress
			Council on the Unified Development Bylaw
Public Works & Engineering	To ensure major arterial routes meet safe and adequate standards and improve condition of City transportation routes.	<ul style="list-style-type: none"> • Continue with road reconstruction program and paving and patching program. 	<ul style="list-style-type: none"> • Completed road reconstruction projects 1 block on 4th Street, 1 block on Boyle Avenue and 1 block on Pearkes Drive
Public Works & Engineering	Efficient water use in City parks and landscape areas	<ul style="list-style-type: none"> • Implement green turf practices • Continue to install and upgrade irrigation • Implement xeriscaping where possible in new plantings. 	<ul style="list-style-type: none"> • No non-essential pesticides used on City owned sports fields. • Implemented top dressing program from sports fields. • Upgrade irrigation on Bronco, Senior and Little League fields • Approximately 50% of gardens in 'Revite' area converted to xeriscape
Public Works & Engineering	Reduce water consumption	<ul style="list-style-type: none"> • Promote water conservation and public awareness through Waterworks publications • Provide public education through schools, trade fairs and farmers market. • Continue with the retro-fit rebate program. • Develop water metering program for Council Consideration • Continue with 	<ul style="list-style-type: none"> • Spring water leaflet published and mailed out. • Staff presentations to elementary schools on water conservation. • Development of water metering program for Council delayed. • Implementation of water conservation plan on going.

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Department	Objective	Measure	Progress
		implementation of water conservation plan	
Public Works & Engineering	Improve public consultation and communication with public on operational and capital projects	<ul style="list-style-type: none"> • Continue to publish information newsletters and pamphlets, hold public meetings, discussion groups and open houses to review and discuss capital and operational projects. 	<ul style="list-style-type: none"> • Participated in Town Hall meeting, continued to publish winter newsletter and garbage schedule, implemented capital project information section of public internet site.
Public Works & Engineering	Improve traffic and pedestrian safety and improve school zone awareness.	<ul style="list-style-type: none"> • Install new signage, crosswalks and improved line painting. • Upgrade and repair sidewalks. • Implement accepted recommendation from School District traffic report completed for the new high school and primary school site. 	<ul style="list-style-type: none"> • Installed high visibility school zone signage in all school zones. • Implemented traffic control changes to 4 road intersections to improve safety. • Instituted double solid line barrier across Illecillewaet Bridge to improve bicycle safety. • Completed 100% of level 1 sidewalk repairs, 30% of level 2 repairs. • Initiated design of sidewalk along 8th street from Edward St to Temple St.
Public Works & Engineering	To improve aesthetics of City parks, gardens, boulevards and public spaces	<ul style="list-style-type: none"> • Continue with garden, park and landscaped area revitalization, • Upgrade picnic tables, benches and trashcans. 	<ul style="list-style-type: none"> • Provided support for the installation of the steel sturgeon and kokanee sculpture. • Upgrades to tables and benches delayed.

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Department	Objective	Measure	Progress
Public Works & Engineering	Comply with community Bear Aware initiative	<ul style="list-style-type: none"> • Continue to install and upgrade bear-proof and in-ground trash/recycle containers. 	<ul style="list-style-type: none"> • Installed 11 new bear proof cans in Williamson Lake and at Centennial Park
Public Works & Engineering	Improve safety in City playgrounds	<ul style="list-style-type: none"> • Continue with inspections, upgrades and installation of new playground equipment. 	<ul style="list-style-type: none"> • All playground equipment inspected. • New equipment installed at Beruschi Park
Public Works & Engineering	Strengthen urban forest	<ul style="list-style-type: none"> • Continue to prune/remove and replace street trees that have out grown their location. Prune/remove maple trees affected by Powdery Mildew. 	<ul style="list-style-type: none"> • Completed removal of 8 maple tree damaged by powdery mildew and 1 birch damaged by Birch bore. Trees to be replay in 2011 growing season.
Public Works & Engineering	To improve the walking/cycling trails network	<ul style="list-style-type: none"> • Continue to repair sections of the greenway with trip hazards. • Implement recommendations made in 2010 traffic strategy study. • Implement recommendations made in the "Age Friendly planning study with respect to parking, priority sidewalks and snow clearing. 	<ul style="list-style-type: none"> • Completed repairs to 200m of trail • Implementation of recommendations made in 2010 traffic strategy study delayed until study approved by Council. • Priority snow clearing of sidewalks identified in Age Friendly planning study implemented.
Public Works & Engineering	Improve water distribution system	<ul style="list-style-type: none"> • Upgrade water mains as per the replacement 	<ul style="list-style-type: none"> • Water mains replaced: 1 block on 4th St

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Department	Objective	Measure	Progress
		<ul style="list-style-type: none"> • schedule • Start Replacement of Trans Canada Highway Reservoir. • Complete Arrow Height Reservoir access road • Continue with residential and business service upgrades 	<ul style="list-style-type: none"> 1 Block on Campbell St 1 block on Pearkes Dr 1 block on 9th St • Start up of TransCanada Highway Reservoir Replacement project delayed until 2011. • Upgraded service line connections as per the main replacement program.
Public Works & Engineering	Improve SCADA Communication System.	<ul style="list-style-type: none"> • Install radio for the water treatment plant • Upgrade SCADA system. • Implement recommendations in the Dayton & Knight SCADA Systems Assessment Report. 	<ul style="list-style-type: none"> • Greeley Radio project cancelled • DNP3 upgrade to SCADA system 90% completed. • Corporate Historian system installed. • Began implementing recommendations made in report.
Public Works & Engineering	Improve sewer collection system	<ul style="list-style-type: none"> • Start replacement of Downie Street Lift Station project. 	<ul style="list-style-type: none"> • Project started expected completion date March 2011
Public Works & Engineering	Upgrade worker safety	<ul style="list-style-type: none"> • Carry out site audits and initiate carrying out the recommendations 	<ul style="list-style-type: none"> • Audits of sites on going.
Public Works & Engineering	Improve worker health and well being.	<ul style="list-style-type: none"> • Improve indoor air quality in all City buildings. 	<ul style="list-style-type: none"> • Upgraded HVAC at City Hall • Install Air Conditioning unit in Server Room.
Public Works & Engineering	Reduce energy costs and impact on the environment.	<ul style="list-style-type: none"> • Continue upgrading City buildings to an energy efficient status, converting 	<ul style="list-style-type: none"> • Continued to upgrade lighting in facilities to Power Smart fixtures. • No new City owned

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Department	Objective	Measure	Progress
		to the District energy heating system where possible. <ul style="list-style-type: none"> • Start Heat Recovery project for Aquatic Centre. 	Buildings added to RCEC heating system. <ul style="list-style-type: none"> • Heat Recovery Project 90% complete.
Public Works & Engineering	Maintain historic qualities in City-owned buildings.	<ul style="list-style-type: none"> • Carry out the roof replacement as noted in the roofing report. 	<ul style="list-style-type: none"> • Roof replacements completed on Fire hall, Community Centre and 4th and Connaught Building
Public Works & Engineering	Reduce GHG emissions from City owned sources and achieve carbon neutral standing	<ul style="list-style-type: none"> • Develop Action plan for GHG reduction. 	<ul style="list-style-type: none"> • Draft GHG Inventory and Reduction Strategy complete. Ready for adoption in 2011.

Statement of Objectives and Measures 2011

Department	Objective	Measure
Administration	Continue to work with Council and senior staff to implement the corporate Strategic Plan priorities.	<ul style="list-style-type: none"> Corporate Strategic Plan priorities are implemented.
Administration	Continue implementation of "green city" and "sustainable community" initiatives.	<ul style="list-style-type: none"> City's commitments under the Climate Action Charter are being met. Official Community Plan policies are being implemented.
Administration	Continue development of the City's emergency preparedness.	<ul style="list-style-type: none"> Practice training sessions for staff are continued. An alternative, secure Emergency Operations Centre is developed.
Administration	Continue to ensure the City is meeting its Occupational Health & Safety obligations.	<ul style="list-style-type: none"> Development of a culture of Occupational Health & Safety consciousness in all City work places.
Administration	Establish a comprehensive wellness program available to all City employees.	<ul style="list-style-type: none"> A comprehensive wellness program is available to all City employees.
Administration	Establish the City's reputation as a "preferred Employer".	<ul style="list-style-type: none"> Steps taken to make the City a desired workplace. Objective survey of the City's reputation and ranking as a "preferred Employer".
Finance and Technology	Improve Community Centre's conference hosting services	<ul style="list-style-type: none"> Installation of equipment to support conference hosting ability
Finance and Technology	Public on-line access to cemetery database	<ul style="list-style-type: none"> Ability of public to access database
Fire Rescue Services	Concerted effort to the acquisition of projected apparatus replacements	<ul style="list-style-type: none"> Fulfill placement of orders Aerial Apparatus is a priority for mid 2012

Department	Objective	Measure
Fire Rescue Services	Satisfy client needs for enhanced service delivery. Developers/General Public and Businesses Owners	<ul style="list-style-type: none"> • Municipal survey web page • Successful and positive liaising with stakeholders
Fire Rescue Services	Streamline the process for meeting Fire Rescue Services requirements in new or existing developments	<ul style="list-style-type: none"> • Develop Fire Rescue checklists
Fire Rescue Services	Work towards satisfying Fire Underwriters Survey recommendations from 2009 Report	<ul style="list-style-type: none"> • FUS received • Anticipated objective to continue into 2011
Fire Rescue Services	Build upon our current training by developing a Live Fire Training Centre	<ul style="list-style-type: none"> • Build upon the specifications process in 2011
Fire Rescue Services	Build upon Fire Inspection and Public Education Programs. Continued Software acquisitions	<ul style="list-style-type: none"> • Ongoing development and review
Public Works and Engineering	Improve information exchange between City departments.	<ul style="list-style-type: none"> • Continue with providing direction to GIS/IMS users on system capabilities, procedures and standards.
Public Works and Engineering	Promote Revelstoke as a development friendly community.	<ul style="list-style-type: none"> • Continue to work with all City departments and developers to improve the development processes and shorten the approval turn around times. • Review and update Engineering standards used in Subdivision, Development and Servicing Bylaw or the Unified Development Bylaw if adopted
Public Works and Engineering	Improve public consultation and communication with public on operational and capital projects	<ul style="list-style-type: none"> • Continue to publish information newsletters and pamphlets, hold public meetings, discussion groups and open houses to review and discuss capital and operational projects.

Department	Objective	Measure
Public Works and Engineering	Upgrade worker safety	<ul style="list-style-type: none"> Carry out site audits and initiate carrying out the recommendations.
Public Works and Engineering	Promote safety within the workforce.	<ul style="list-style-type: none"> Hold regular departmental safety meetings, crew talks, and worksite safety audits.
Public Works and Engineering	Reduce GHG emissions from City owned sources and achieve carbon neutral standing	<ul style="list-style-type: none"> Implement GHG Reduction Action Plan.
Public Works and Engineering - Parks	Efficient water use in City parks and landscape areas	<ul style="list-style-type: none"> Implement green turf practices Continue to install and upgrade irrigation Implement xeriscaping where possible in new plantings.
Public Works and Engineering - Parks	To improve aesthetics of City parks, gardens, boulevards and public spaces	<ul style="list-style-type: none"> Continue with garden, park and landscaped area revitalization, Upgrade picnic tables, benches and trashcans. Continue with zero cosmetic pesticide use in City owned parks
Public Works and Engineering - Parks	Improve safety in City playgrounds	<ul style="list-style-type: none"> Continue with inspections, upgrades and installation of new playground equipment.
Public Works and Engineering - Parks	Strengthen urban forest	<ul style="list-style-type: none"> Continue to prune/remove and replace street trees that have out grown their location. Prune/remove maple trees affected by Powdery Mildew.
Public Works and Engineering - Infrastructure	Improve worker health and well-being.	<ul style="list-style-type: none"> Improve indoor air quality in all City buildings.
Public Works and Engineering - Infrastructure	Reduce energy costs and impact on the environment.	<ul style="list-style-type: none"> Upgrade City buildings to an energy efficient status. Complete Heat Recovery System at

Department	Objective	Measure
		Aquatic Centre
Public Works and Engineering - Infrastructure	Maintain historic qualities in City-owned buildings.	<ul style="list-style-type: none"> Carry out the roof replacement as noted in the roofing report.
Public Works and Engineering - Infrastructure	Ensure City buildings and properties are adequately maintained.	<ul style="list-style-type: none"> Continue to implement and monitor the building maintenance and preventative maintenance program.
Public Works and Engineering - Garbage	Comply with community Bear Aware initiative	<ul style="list-style-type: none"> Continue to install and upgrade bear-proof and in-ground trash/recycle containers.
Public Works and Engineering - Garbage	Reduce Solid Waste Going to Land Fill	<ul style="list-style-type: none"> Implement Curbside Recycling Program in conjunction with CSRD Continue with development of Compost / Septage Receiving Facility with CSRD
Public Works and Engineering - Utilities	Provide accurate information pertaining to City's underground utility services.	<ul style="list-style-type: none"> Continue with data collection and documentation of City's underground utility systems
Public Works and Engineering - Utilities	Ensure that all fire hydrants are in good working condition for emergency use whenever required.	<ul style="list-style-type: none"> Complete work in accordance with hydrant service schedule.
Public Works and Engineering - Utilities	Prevent contamination of the water system from cross-connections.	<ul style="list-style-type: none"> Operate a cross-connection control program.
Public Works and Engineering - Utilities	Reduce water consumption	<ul style="list-style-type: none"> Promote water conservation and public awareness through Waterworks publications Provide public education through schools, trade fairs and farmers market. Continue with the retrofit rebate program. Implement water-metering program if adopted.

Department	Objective	Measure
		<ul style="list-style-type: none"> • Continue with implementation of water conservation plan
Public Works and Engineering - Utilities	Improve water distribution system	<ul style="list-style-type: none"> • Upgrade water mains as per the replacement schedule • Complete the Trans Canada Highway Reservoir Replacement Project. • Complete Arrow Height Reservoir access road. • Continue with residential and business service upgrades • Implement Valve Exercising program
Public Works and Engineering - Utilities	Improve SCADA Communication System.	<ul style="list-style-type: none"> • Upgrade SCADA system. • Implement recommendations in the Dayton & Knight SCADA Systems Assessment Report.
Public Works and Engineering _ Utilities	Reduce impact of Waste Treatment Facility on the Environment	<ul style="list-style-type: none"> • Continue to implement the Liquid Waste Treatment Plan • Continue with required upgrades to the Waste Treatment Facility.
Public Works and Engineering _ Utilities	Reduce the impact of septic tanks on the environment.	<ul style="list-style-type: none"> • Continue to work towards connecting local service areas into the City's sewer system.
Public Works and Engineering - Utilities	Improve sewer collection system	<ul style="list-style-type: none"> • Complete Downie Street Lift Station Replacement project. • Develop Sewer Main Replacement program
Public Works and Engineering - Roads, Sidewalks & Trails	To ensure major arterial routes meet safe and adequate standards and improve condition of City transportation routes.	<ul style="list-style-type: none"> • Continue with road reconstruction program and paving / patching program. • Implement

Department	Objective	Measure
		recommendations made in 2010 traffic strategy study.
Public Works and Engineering - Roads, Sidewalks & Trails	Improve traffic and pedestrian safety and improve school zone awareness.	<ul style="list-style-type: none"> • Improved line painting. • Upgrade and repair sidewalks. • Implement accepted recommendation from School District traffic report completed for the new high school and primary school site.
Public Works and Engineering - Roads, Sidewalks & Trails	To improve the walking/cycling trails network	<ul style="list-style-type: none"> • Continue to repair sections of the greenway with trip hazards. • Implement recommendations made in 2010 traffic strategy study. • Implement recommendations made in the "Age Friendly planning study with respect to parking, priority sidewalks and snow clearing.
Community Economic Development	Implement Community Development Action Plan	<ul style="list-style-type: none"> • Monitor progress toward plan objectives
Community Economic Development	Continue to implement Community Marketing Strategy	<ul style="list-style-type: none"> • Monitor and track new businesses moving to community
Community Economic Development	Facilitate development of Revelstoke Mountain Resort	<ul style="list-style-type: none"> • Monitor development of resort
Community Economic Development	Support and promote local forest industry	<ul style="list-style-type: none"> • Monitor development of forest industry
Community Economic Development	Maintain lines of communication with local employers and businesses	<ul style="list-style-type: none"> • Monitor that business concerns are brought to the attention of local government
Community Economic Development	Maximize local benefits from 2010 Olympic games	<ul style="list-style-type: none"> • Monitor that Revelstoke Spirit of BC Committee initiatives are

Department	Objective	Measure
		implemented
Community Economic Development	Assist with development of tourism opportunities	<ul style="list-style-type: none"> • Monitor tourism visitation rates and number of new tourism businesses • Assist Revelstoke Accommodation Association and Chamber of Commerce implement tourism marketing strategies • Implement tourism infrastructure initiatives
Community Economic Development	Work with BC Transit to develop improved transit system for the community	<ul style="list-style-type: none"> • Monitor to ensure transit needs in the community are being met
Community Economic Development	Continue process to address affordable housing issues	<ul style="list-style-type: none"> • Assist Revelstoke Community Housing Society to develop affordable housing • Work with BC Housing to develop housing for vulnerable populations
Community Economic Development	Continue process to address social issues in the community	<ul style="list-style-type: none"> • Monitor that social issues are being addressed
Community Economic Development	Continue to address environmental issues in the community	<ul style="list-style-type: none"> • Monitor that environmental issues are being addressed
Community Economic Development	Report out to community on progress of Community Strategic Plan	<ul style="list-style-type: none"> • Public meetings are organized and reports completed
Parks, Recreation and Culture	Develop an all inclusive community Master Plan	<ul style="list-style-type: none"> • Ensure the MP includes parks, recreation and culture components
Parks, Recreation and Culture	Maximize benefits from grant opportunities and prepare a grant directory	<ul style="list-style-type: none"> • Have directory available for community use.
Parks, Recreation and Culture am	Prepare and implement a Community Marketing Strategy	<ul style="list-style-type: none"> • Identify tools and marketing strategies to promote facilities and programs
Parks, Recreation and Culture	Implement Community PRC master plan initiatives	<ul style="list-style-type: none"> • Monitor progress toward plan objectives
Parks, Recreation	Investigate employee health and	<ul style="list-style-type: none"> • Work with city staff to

Department	Objective	Measure
and Culture	wellness program	initiate
Parks, Recreation and Culture	Work towards making aquatic centre more accessible	<ul style="list-style-type: none"> • Request community support for accessible lifts
Parks, Recreation and Culture	Develop operational manuals for facility and staff use	<ul style="list-style-type: none"> • Manuals developed and procedures established and followed
Parks, Recreation and Culture	Review arena operations for efficiency, safety and security	<ul style="list-style-type: none"> • Arena operating more efficiently
Parks, Recreation and Culture	Establish a presence in the arts community	<ul style="list-style-type: none"> • Arts are part of the PRC portfolio
Parks, Recreation and Culture	Review program needs of the community	<ul style="list-style-type: none"> • Identify program gaps

Statement of Objectives and Measures 2012

Department	Objective	Measure
Finance and Technology	Reduce infrastructure maintenance costs	<ul style="list-style-type: none"> • Implement virtualization
Fire Rescue Services	Develop a long term Fire Infrastructure Replacement and Maintenance Plan	<ul style="list-style-type: none"> • Establish equipment and apparatus replacement benchmarks • Assess maintenance expenditures against expected service life
Fire Rescue Services	Investigate by way of a pilot period, a First Responder Program	<ul style="list-style-type: none"> • Report to Council all merits, benefits and recommendations of such a program
Fire Rescue Services	Streamline the process for meeting Revelstoke Fire Rescue services requirements in new and existing programs	<ul style="list-style-type: none"> • Review and create new comprehensive checklists
Fire Rescue Services	Create and implement an action plan with regards to the Fire Underwriters Survey	<ul style="list-style-type: none"> • Create plan and present it to Council • Review benchmarks within the action plan to ensure recommendations in Fire Underwriters Survey are being fulfilled
Fire Rescue Services	Improve the firefighter training for both Career and Volunteer Firefighters	<ul style="list-style-type: none"> • Review completion of Phase 1 of the Live Fire Training Centre • Assess and develop future phases of center • Review successes and improvements required of Training Program
Fire Rescue Services	Review and update recruitment and retention program	<ul style="list-style-type: none"> • Evaluate comments from Volunteer

Department	Objective	Measure
		<p>Firefighters during one on one “Meet the Chief” sessions</p> <ul style="list-style-type: none"> • Evaluate comments received from Volunteer Firefighters during exit interviews
Planning, Building & Bylaw Enforcement	Communication protocol for enforcement of illegal rentals.	<ul style="list-style-type: none"> • Reports. • Community meetings. • Working task force.
Planning, Building & Bylaw Enforcement	Implement Unified Development Bylaw. Public participation.	<ul style="list-style-type: none"> • Development applications, variances, rezonings, OCP amendments, DRC meeting numbers, decision types, and council reports.
Planning, Building & Bylaw Enforcement	Implement Transportation and Parks Plans with public engagement.	<ul style="list-style-type: none"> • Support for street design integration with land use - number of streets, initiated design and construction projects, DCC modifications and site improvements for specific applications.
Planning, Building & Bylaw Enforcement	Review and adoption of the Integrated Community Sustainability Plan (ICSP)	<ul style="list-style-type: none"> • Public outreach and adoption of ICSP.
Planning, Building & Bylaw Enforcement	Initiate work on the Public Safety Master Plan.	<ul style="list-style-type: none"> • Public outreach and adoption of Public Safety Master Plan.
Planning, Building & Bylaw Enforcement	Proactively work with developers to develop illustrative development plans.	<ul style="list-style-type: none"> • Completion of illustrative plans for potential development sites.
Planning, Building & Bylaw Enforcement	Implement recommendations outlined in the cost recovery report tied to service delivery.	<ul style="list-style-type: none"> • Move forward with proposed fee increases on an annual basis.
Planning, Building & Bylaw Enforcement	On-going monitoring of service delivery / communication.	<ul style="list-style-type: none"> • Conduct quarterly meetings with builders and developers to discuss service delivery, surveys, policies etc. and annual presentations to

Department	Objective	Measure
		the public.
Planning, Building & Bylaw Enforcement	Electronic permits and processing for customer service (property system).	<ul style="list-style-type: none"> • Permit turnaround times. • Public access to City info.
Planning, Building & Bylaw Enforcement	Scoping and working for Revelstoke Mountain Resort.	<ul style="list-style-type: none"> • Development plans, community interaction, quality & quantity.
Planning, Building & Bylaw Enforcement	Property development planning.	<ul style="list-style-type: none"> • Assemble and evaluate City properties.
Public Works and Engineering		<ul style="list-style-type: none"> •
Utilities – Water & Sewer	Infrastructure Improvements: Complete Asset Assessment and Replacement Strategy	<ul style="list-style-type: none"> • Complete Engineering Assessment of Water transmission line from Greeley plant to TCH reservoir. • Develop and report out on a 20 year replacement strategy for entire Water system. <ul style="list-style-type: none"> - Consider end of life of assets - Ability of assets to meet functional requirements at present and predicted future demands - Physical condition of assets, areas requiring high incidents of repairs - Projected cost to replace assets. • Develop and report out on a 20 year replacement strategy for entire Sewer System. <ul style="list-style-type: none"> - Consider end of life of assets - Ability of assets to meet functional requirements at present and predicted future

Department	Objective	Measure
		Report out to Council before year end
Roads, Sidewalks and Trails	Insuring value for money in operations	<ul style="list-style-type: none"> • Complete value for service review of sidewalk maintenance, replacement and expansion through out City. <ul style="list-style-type: none"> - Consider level of service - Identify cost centers - Identify areas for possible improvements - Report out to Council before year end
Buildings	Infrastructure Improvements: Reduce energy consumption	<ul style="list-style-type: none"> • Complete Energy Audits on Arena, Recreation/Aquatic Centre, and Fire Hall. Identify areas where energy savings can be achieved. <ul style="list-style-type: none"> - Develop business cases for energy saving projects - Report out
Buildings	Infrastructure Improvements: Preserve City infrastructure	<ul style="list-style-type: none"> • Expand roof replacement program to include new infrastructure. <ul style="list-style-type: none"> - Develop plan for creating a reserve fund to carry out replacement projects.
Garbage	Insuring Value for Money in operations	<ul style="list-style-type: none"> • Develop strategies to reduce costs for garbage collection services. <ul style="list-style-type: none"> - Consider level of service. - alternative service models - Strategies to improve efficiencies - Consider feasibility of construction a

Department	Objective	Measure
		composting facility
Community Economic Development	Implementation of components of Integrated Community Sustainability Plan (ICSP)	<ul style="list-style-type: none"> • Completion of ICSP • Completion of projects identified in ICSP
Community Economic Development	Improve Council and community understanding of effective economic development strategies and practices	<ul style="list-style-type: none"> • Organize workshop for City Council related to effective economic development strategies and practices • Organize community workshop related to effective economic development strategies and practices
Community Economic Development	Implementation of Tourism Development Strategy	<ul style="list-style-type: none"> • Completion of infrastructure projects identified in annual Tourism Development Strategy
Community Economic Development	Coordinate activities to address social issues in the community	<ul style="list-style-type: none"> • Completion of projects identified in the annual Social Development workplan
Community Economic Development	Coordinate activities to address environmental issues in the community	<ul style="list-style-type: none"> • Completion of projects identified in the annual Environmental Strategy workplan
Community Economic Development	Create plans to make transit services more sustainable	<ul style="list-style-type: none"> • Take steps to enhance public transit service • Ensure resort shuttle service is maintained
Community Economic Development	Review strategies related to the provision of affordable housing	<ul style="list-style-type: none"> • Explore affordable housing options with BC Housing • Work with Revelstoke Community Housing Society to develop strategies to develop affordable housing

Department	Objective	Measure
Community Economic Development	Improve lines of communication with local employers and businesses	<ul style="list-style-type: none"> • Organize quarterly meetings of the Economic Development Commission • Organize and facilitate quarterly meetings between City Council and the local Chamber of Commerce • Attend regular meetings with Community Futures Revelstoke • Attend regular meetings with the Forest Workers Society • Organize bi-annual meetings with CPR • Organize annual meeting to review progress on the ICSP
Parks, Recreation and Culture	Implement the top strategies as outlined in the Parks, Recreation and Culture Master Plan	<ul style="list-style-type: none"> • Work with the PRC Committee to ensure the implementation is the will of the people
Parks, Recreation and Culture	Identify and Maximize benefits from grant opportunities and apply for funding.	<ul style="list-style-type: none"> • Update the existing grant manual for community consumption
Parks, Recreation and Culture am	Develop a department communication strategy	<ul style="list-style-type: none"> • Identify tools and marketing strategies. Make use of social media to promote community activities.
Parks, Recreation and Culture	Work with aquatic centre staff to develop a user strategy for community users, tourists, new patrons to increase usage.	<ul style="list-style-type: none"> • Aquatic Centre usage is increased
Parks, Recreation and Culture	Increase centre programming opportunities based on public requests.	<ul style="list-style-type: none"> • Program opportunities are available
Parks, Recreation and Culture	Monitor arena and aquatic centre usage and costs associated with overall operations	<ul style="list-style-type: none"> • Work with Engineering on energy audits for arena and aquatic centre
Parks, Recreation and Culture	Implementation of the arts strategic plan	<ul style="list-style-type: none"> • The Department takes a greater role in

Department	Objective	Measure
		developing the arts in the community.
Parks, Recreation and Culture	Continue to review program needs of the community and identify program gaps.	<ul style="list-style-type: none"> • New initiatives are started in the program area.
RCMP	Continue with Emergency preparedness, training and equipment	<ul style="list-style-type: none"> • New NCO's to obtain EOC & ICS training. • CBRN training & equip • generator for the office
RCMP	Support Staff training to increase knowledge base and skill level	<ul style="list-style-type: none"> • Cross training of duties to increase flexibility within the office during vacancies and emergencies.
RCMP	Membership training to enhance investigative and interview skills.	<ul style="list-style-type: none"> • Members trained at the appropriate service level.
RCMP	Community Relations - Communications	<ul style="list-style-type: none"> • Conduct a community survey on policing • interactive CCG • train a new detachment • Media Relations Officer • radio program • print media releases • council reports • Crime Stoppers bulletins • detachment web page
RCMP	Enhance Crime Reduction and Community Relations via increased visibility	<ul style="list-style-type: none"> • institute a summer bike patrol program • foot patrols at crime hot spots and community events. • boat patrols • sled patrols • ski patrols • strong and active Auxiliary Cst. program • active DARE program in all the schools. • School Liaison program • continue work with Crime Stoppers. • Continued participation in community groups, committees, plans and

Department	Objective	Measure
RCMP	Road safety on Highway 23 during the Mica 5/6 project	events <ul style="list-style-type: none">• enhanced patrols of the highway• minimal increase of motor vehicle incidences

Report on Permissive Tax exemptions 2010

Roll #	Name	Amount
110004	Revelstoke Visual Arts Society	\$1,835
113000	Revelstoke Visual Arts Society	10,272
269000	Provincial Rental Housing Association	4,776
275000	Lord Bishop of Kootenay	6,136
280000	Royal Canadian Legion	2,880
378000	Revelstoke Hospital Auxiliary Society	6,413
429000	Pentecostal Assemblies of Canada	5,244
473010	Community Connections (Revelstoke)	9,654
525000	Revelstoke Congregation of United Church	6,587
646000	Roman Catholic Bishop of Nelson	14,157
648000	Roman Catholic Bishop of Nelson	446
648005	Roman Catholic Bishop of Nelson	347
877000	Gold RGE Ldge No. 26 Knights Of Pythias	2,678
1089010	Revelstoke Heritage Railway Society	42,232
1150000	Revelstoke Golf Club	20,115
1174018	Trustees Revelstoke Jehovah's	10,247
1185002	Trustees Fellowship Baptist Church	11,044
1191000	Scout Properties (BC/Yukon) Ltd	2,526
1194000	BC Interior Forestry Museum Society	13,515
1318165	Illecillewaet Greenbelt Society	2,987
1318210	Revelstoke Community Energy Corporation	13,718
1322135	Illecillewaet Greenbelt Society	357
1453505	Illecillewaet Greenbelt Society	624
1453506	Illecillewaet Greenbelt Society	307
1453509	Illecillewaet Greenbelt Society	280
1453511	Illecillewaet Greenbelt Society	2,914
1453680	Illecillewaet Greenbelt Society	1,290
1503225	Christian & Missionary Alliance	6,222
1504000	BC Hydro/Selkirk Saddle Club	4,945
1504100	BC Hydro/Selkirk Saddle Club	9,655
1516950	BC Hydro/Selkirk Saddle Club	2,193
1520000	BC Hydro/Selkirk Saddle Club	15,116
1522440	Lutheran Church of the Resurrection	4,402
1527000	Revelstoke Order of Moose	6,018
1654010	Seventh Day Adventist Church	2,976
	TOTAL	\$245,108

**City of Revelstoke
Consolidated Financial Statements
For the year ended December 31, 2010**

City of Revelstoke
Consolidated Financial Statements
For the year ended December 31, 2010

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Independent Auditor's Report

To the Mayor and Council of the City of Revelstoke

We have audited the accompanying consolidated financial statements of the City of Revelstoke which comprise of the consolidated statement of financial position as at December 31, 2010, and the consolidated statements of operations, change in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility


Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as, evaluating the presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly in all material respects, the financial position of the City of Revelstoke for the year ended December 31, 2010, and their financial performance and cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Accountants

Revelstoke, British Columbia
May 10, 2011

City of Revelstoke
Consolidated Statement of Financial Position

December 31	2010	2009
		Restated (Note 1)
Financial assets		
Cash and cash equivalents (Note 2)	\$ 981,963	\$ 592,033
Taxes receivable	599,073	494,422
Accounts receivable	4,943,352	2,399,958
Portfolio investments (Note 3)	4,385,191	4,880,272
Inventories for resale	115,489	115,489
Investment in RCFC (Note 4)	3,387,626	3,691,633
Investment in RCEC (Note 5)	624,648	502,789
Deposit - Municipal Finance Authority	756,385	706,508
	15,793,727	13,383,104
Liabilities		
Accounts payable and accrued liabilities	3,229,257	2,022,224
Deferred revenue (Note 7)	3,189,196	2,284,798
Obligations under capital lease (Note 8)	1,515,193	1,555,729
Net long term debt (Note 9)	15,134,862	14,120,969
Reserve - Municipal Finance Authority	756,385	706,508
Short term borrowing - Municipal Finance Authority (Note 10)	494,997	438,000
	24,319,890	21,128,228
Net debt	(8,526,163)	(7,745,124)
Non-financial assets		
Tangible capital assets (Note 11)	54,877,266	50,886,070
Prepaid expenses and inventories of supplies	301,239	442,062
Equipment under capital lease (Note 12)	2,273,446	2,009,396
	57,451,951	53,337,528
Accumulated surplus (Note 13)	\$ 48,925,788	\$ 45,592,404

Contingent liabilities (Note 15)

Director of Finance

City of Revelstoke
Consolidated Statement of Operations

For the year ended December 31	Budget 2010	2010	2009
			Restated (Note 1)
Revenues			
Taxation (Note 14)	\$ 9,975,197	\$ 9,815,810	\$ 9,480,510
Government grants - Conditional	5,884,894	4,513,782	1,738,488
Government grants - Unconditional	600,000	557,334	557,333
User fees and service charges	3,938,101	3,431,263	3,314,014
Investment and other income	72,000	408,198	122,288
Loss from RCFC (Note 4)	-	(304,007)	(499,972)
Income (loss) from RCEC (Note 5)	-	121,859	(57,250)
Other	843,300	1,175,491	597,224
	<u>21,313,492</u>	<u>19,719,730</u>	<u>15,252,635</u>
Expenses			
General government	1,667,685	1,588,913	1,442,175
Protection services	3,039,735	2,862,414	3,002,089
Transportation services	3,902,625	3,685,644	3,372,866
Environmental services	317,700	315,509	333,277
Health services	159,500	103,136	133,074
Economic development services	1,163,800	1,519,704	1,533,954
Recreation and cultural services	2,592,935	2,970,238	2,655,052
Planning and development	1,013,250	1,021,739	841,011
Sewer services	646,600	557,039	423,655
Water services	710,000	802,631	520,572
Interest	1,031,690	959,379	955,107
	<u>16,245,520</u>	<u>16,386,346</u>	<u>15,212,832</u>
Annual surplus	<u>5,067,972</u>	<u>3,333,384</u>	<u>39,803</u>
Accumulated surplus, beginning of year	45,592,404	45,592,404	44,552,601
Prior period adjustment (Note 1)	-	-	1,000,000
Accumulated surplus, beginning of year, restated	<u>45,592,404</u>	<u>45,592,404</u>	<u>45,552,601</u>
Accumulated surplus, end of year	<u>\$ 50,660,376</u>	<u>\$ 48,925,788</u>	<u>\$ 45,592,404</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

City of Revelstoke
Consolidated Statement of Change in Net Debt

For the year ended December 31	Budget 2010	2010	2009
			Restated (Note 1)
Annual surplus	\$ 5,067,972	\$ 3,333,384	\$ 39,803
Acquisition of tangible capital assets	(10,133,968)	(5,555,043)	(3,036,150)
Amortization of tangible capital assets	1,500,000	1,531,569	1,474,254
Loss on sale of tangible capital assets	-	32,278	2,854
Acquisition of equipment under capital lease	-	(433,395)	(854,789)
Amortization of equipment under capital lease	-	169,345	139,702
	<u>(3,565,996)</u>	<u>(921,862)</u>	<u>(2,234,326)</u>
Acquisition of prepaid expenses and inventory of supplies	-	-	(12,500)
Use/consumption of prepaid expenses and inventory of supplies	-	140,823	86,979
	<u>-</u>	<u>140,823</u>	<u>74,479</u>
Net change in net debt	<u>(3,565,996)</u>	<u>(781,039)</u>	<u>(2,159,847)</u>
Net debt, beginning of year	(7,745,124)	(7,745,124)	(6,585,277)
Prior period adjustment (Note 1)	-	-	1,000,000
Net debt, beginning of year, restated	<u>(7,745,124)</u>	<u>(7,745,124)</u>	<u>(5,585,277)</u>
Net debt, end of year	\$ (11,311,120)	\$ (8,526,163)	\$ (7,745,124)

City of Revelstoke
Consolidated Statement of Cash Flows

<u>For the year ended December 31</u>	<u>2010</u>	<u>2009</u>
Operating transactions		
Annual surplus	\$ 3,333,384	\$ 39,803
Items not involving cash		
Loss from subsidiary operations	182,148	557,222
Amortization	1,531,569	1,474,254
Loss on disposal of tangible capital assets	32,278	2,854
Amortization of equipment under capital lease	169,345	139,702
Changes in non-cash operating balances		
Taxes receivable	(104,651)	(251,245)
Accounts receivable	(2,543,394)	(661,408)
Prepaid expenses and inventories of supplies	140,823	74,480
Accounts payable and accrued liabilities	1,207,033	208,958
Deferred revenue	904,398	357,664
	<u>4,852,933</u>	<u>1,942,284</u>
Capital transaction		
Acquisition of tangible capital assets	<u>(5,555,043)</u>	<u>(3,036,150)</u>
Investing transactions		
Proceeds on disposition of portfolio investments	911,440	859,324
Acquisition of portfolio investments	<u>(416,359)</u>	<u>(1,000,770)</u>
	<u>495,081</u>	<u>(141,446)</u>
Financing transactions		
Proceeds from issuance of short term debt	57,000	438,000
Proceeds from issuance of long term debt	1,563,000	1,500,000
Repayment of long term debt	(549,107)	(485,350)
Repayment of capital leases	<u>(473,934)</u>	<u>(362,201)</u>
	<u>596,959</u>	<u>1,090,449</u>
Net change in cash and cash equivalents	389,930	(144,863)
Cash and cash equivalents, beginning of year	<u>592,033</u>	<u>736,896</u>
Cash and cash equivalents, end of year	\$ 981,963	\$ 592,033

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

City of Revelstoke
Summary of Significant Accounting Policies

December 31, 2010

**Management's
Responsibility for the
Financial Statements**

The consolidated financial statements of the City of Revelstoke are the responsibility of management. They have been prepared in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The City of Revelstoke (City) is a municipality in the Province of British Columbia and operates under the provisions of the Community Charter. The City provides municipal services such as fire, public works, planning, parks, recreation and other general government services.

Basis of Consolidation

The consolidated financial statements reflect the assets, liabilities, revenue and expenses of all municipal organizations, committees and Boards which are owned or controlled by the City of Revelstoke. The following entities are owned or controlled by the City:

Revelstoke Community Energy Corporation	100%
RCFC Holding Company Ltd.	100%
Revelstoke Community Housing Society	100%

The investments in RCFC Holding Company Ltd. (RCFC) and Revelstoke Community Energy Corporation (RCEC), all of which are government business enterprises, are accounted for using the modified equity method. Under this method, the business enterprises' accounting principles are not adjusted to conform with those of the City. These subsidiaries have a fiscal year end of April 30 and their consolidated financial statements do not reflect any activity between the fiscal year end of each subsidiary and the fiscal year end of the City.

The operations of the Revelstoke Community Housing Society, a non-profit society over whose board of directors the City has control, have been consolidated.

**Cash and Cash
Equivalents**

Management considers all highly liquid investments with maturity of three months or less at acquisition to be cash equivalents.

Portfolio Investments

Portfolio investments are recorded at cost unless there has been a decline in the market value which is other than temporary in nature in which case the investments are written down to market value.

City of Revelstoke
Summary of Significant Accounting Policies

December 31, 2010

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated useful life of the tangible capital asset commencing once the asset is available for productive use. Amortization is recognized, as follows:

Land	not amortized
Buildings	40 - 75 years
Equipment	5 - 25 years
Roads and bridges	10 - 100 years
Water/sewer infrastructure	10 - 100 years
Projects in progress	not amortized

Leased Assets

Leases entered into that transfer, substantially, all the benefits and risks associated with ownership are recorded as the acquisition of a tangible capital asset and the incurrence of an obligation. The asset is amortized in a manner consistent with tangible capital assets owned by the City of Revelstoke, and the obligation, including interest thereon, is liquidated over the term of the lease. All other leases are accounted for as operating leases, and the rental costs are expensed as incurred.

Collection of Taxes on Behalf of Other Taxation Authorities

The City of Revelstoke collects taxation revenue on behalf of other entities. Such levies, other revenues, expenses, assets and liabilities with respect to the operations of entities are not reflected in these financial statements.

The entities the City of Revelstoke collects taxation revenue on behalf of are as follows:

- Province of British Columbia - School Tax
- Columbia Shuswap Regional Hospital District
- Columbia Shuswap Regional District
- British Columbia Assessment Authority
- Municipal Finance Authority
- North Okanagan Regional Health District
- Okanagan Regional Library

Trust Funds

Trust funds held in trust by the City of Revelstoke, and their related operations, are not included in these financial statements. The financial activity and position of the trust funds are reported separately.

City of Revelstoke
Summary of Significant Accounting Policies

December 31, 2010

Retirement Benefits	The City of Revelstoke's contributions, due during the period to its multi-employer defined benefit plan, are expensed as incurred.
Deferred Revenue	Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the consolidated statement of financial position. The revenue is recognized in the consolidated statement of operations in the year in which it is used for the specified purpose.
Government Transfers	Government transfers, which include legislative grants, are recognized in the financial statements in the period in which events giving rise to the transfers occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made.
Revenue Recognition	<p>Taxes are recognized as revenue in the year they are levied.</p> <p>Charges for sewer and water usage are recorded as user fees. Connection fee revenues are recognized when the connection has been established.</p> <p>Conditional grant revenue is recognized to the extent the conditions imposed on it have been fulfilled. Unconditional grant revenue is recognized when monies are receivable.</p> <p>Grants for the acquisition of tangible capital assets are recognized in the period in which eligible expenditures are made.</p> <p>Sales of service and other revenue is recognized when the service or product is provided by the City.</p>
Use of Estimates	The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. The accounts that are affected are accounts receivable and accrued liabilities.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

1. Prior Period Adjustment

In prior years, inter-organizational balances related to RCFC Holdings were eliminated in error under the modified equity method. The impact of this correction is as follows:

Adjustment to 2009 accounts receivable	
Accounts receivable as previously reported	\$ 1,399,958
Add:	
Loan receivable from RCFC Holdings (Note 4)	<u>1,000,000</u>
Accounts receivable as restated	<u>\$ 2,399,958</u>

2. Cash and Cash Equivalents

The City has various cash bank balances earning interest ranging from 0 % - 1.5 %. The City also has available an operating line of credit in the amount of \$3,000,000 bearing interest at Revelstoke Credit Union's prime lending rate. As of December 31, 2010, the City had an undrawn credit capacity under this facility of \$3,000,000 (2009 - \$3,000,000).

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

3. Portfolio Investments

	2010	2009
Laurentian Bank, 4.45%, matures January 11, 2010	\$ -	\$ 125,000
Bank of Nova Scotia, 4.4%, matures June 2, 2011	125,000	125,000
Bank of Nova Scotia, 3.01%, matures September 27, 2013	100,296	100,296
Bank of Montreal, 3.15%, matures September 26, 2013	44,893	44,893
HSBC Financial Corp Ltd, 4.8%, matures April 13, 2011	35,284	35,284
CIBC, 4.95%, matures September 2, 2010	-	251,440
CIBC, 4.4%, matures March 7, 2011	376,916	376,916
Bank of Montreal, 4.6%, matures July 11, 2011	234,000	234,000
Alberta Capital Finance Auth, 5%, matures December 2, 2013	264,180	264,180
City of Toronto, 5.125%, matures September 25, 2013	67,405	67,405
Municipal Finance Authority, 4.65%, matures April 19, 2016	315,365	315,365
National Bank of Canada, 5.5%, matures November 15, 2018	310,401	310,401
MFA Intermediate Fund, variable interest, on demand	819,682	1,059,680
MFA Money Market Fund, variable interest, on demand	2,679	37,601
MFA Short Term Bond Fund, variable interest, on demand	807,444	1,026,161
Revelstoke Credit Union, 2.5%, matures November, 27, 2014	506,649	506,650
RES Receipt Royal Bank, 3.49%, matures November 14, 2014	124,997	-
ING GIC, 3.05%, matures September 23, 2015	100,000	-
Manulife, 3.05 %, matures September 23, 2015	100,000	-
Resmore Trust, 3.05%, matures September 23, 2015	50,000	-
	\$ 4,385,191	\$ 4,880,272

The market value of the City of Revelstoke's marketable securities was \$4,437,672 (2009 - \$4,941,576).

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

4. Investment in RCFC Holding Company Ltd.

RCFC Holding Company Ltd. is 100% owned by the City of Revelstoke. The Company manages Revelstoke Community Forest Corporation, a wholly owned subsidiary, which manages a tree farm license near Revelstoke. The condensed supplementary financial information is as follows:

	<u>2010</u>	<u>2009</u>
Financial position		
Current assets	\$ 2,275,614	\$ 2,261,801
Deferred charges	600,611	602,517
Other assets	1,725,000	1,800,000
Capital assets	<u>2,532,489</u>	<u>2,590,043</u>
Total assets	<u>\$ 7,133,714</u>	<u>\$ 7,254,361</u>
Current liabilities	\$ 1,174,753	\$ 1,498,710
Due to shareholder	1,000,000	564,670
Accrued silviculture	632,868	532,445
Deferred revenue	914,222	953,827
Long term debt	<u>24,245</u>	<u>13,076</u>
Total liabilities	<u>\$ 3,746,088</u>	<u>\$ 3,562,728</u>
Total net assets	<u>\$ 3,387,626</u>	<u>\$ 3,691,633</u>
Results of operations		
Revenue	\$ 3,595,477	\$ 4,557,157
Cost of goods sold	(3,173,528)	(4,235,337)
Logyard operations	(142,506)	(173,504)
Administrative expenses	<u>(583,450)</u>	<u>(648,288)</u>
Net loss for the year	<u>\$ (304,007)</u>	<u>\$ (499,972)</u>

RCFC paid \$11,063 (2009 - \$11,000) in interest to the City of Revelstoke during the year.

Included in accounts receivable of the City is a \$1,000,000 (2009 - \$1,000,000) promissory note from RCFC, which bears interest at prime plus 1.5 %.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

5. Investment in Revelstoke Community Energy Corporation

Revelstoke Community Energy Corporation is a wholly owned subsidiary that was created for the purpose of creating thermal energy. The condensed supplementary financial information is as follows:

	<u>2010</u>	<u>2009</u>
Financial position		
Current assets	\$ 697,126	\$ 71,235
Capital assets	<u>3,527,060</u>	<u>3,665,554</u>
Total assets	<u>\$ 4,224,186</u>	<u>\$ 3,736,789</u>
Current liabilities	\$ 1,081,744	\$ 526,824
Long term debt	1,517,783	1,707,165
Shareholder's equity	<u>1,000,011</u>	<u>1,000,011</u>
Total liabilities	<u>\$ 3,599,538</u>	<u>\$ 3,234,000</u>
Total net assets	<u>\$ 624,648</u>	<u>\$ 502,789</u>
Results of operations		
Revenue	\$ 701,291	\$ 544,280
Expenses	<u>(579,432)</u>	<u>(601,530)</u>
Net income (loss) for the year	<u>\$ 121,859</u>	<u>\$ (57,250)</u>

RCEC paid \$14,059 (2009 - \$5,197) in interest to the City of Revelstoke during the year.

Included in accounts receivable of the City is a \$473,000 (2009 - \$400,000) loan to RCEC with no specified terms of repayment.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

6. Investment in Revelstoke Community Housing Society

Revelstoke Community Housing Society is a society that was created for the purpose of developing affordable housing in Revelstoke. The City appoints the majority of the board members of the Society, giving it control. The condensed supplementary financial information is as follows:

	2010	2009
Financial position		
Current assets	\$ 74,918	\$ 313,075
Capital assets	403,234	-
Total assets	\$ 478,152	\$ 313,075
Current liabilities	\$ 47,152	\$ -
Deferred revenue	261,000	313,075
Long term debt	170,000	-
Total liabilities	\$ 478,152	\$ 313,075
Results of operations		
Revenue	\$ 23,058	\$ 112,269
Expenses	(23,058)	(112,269)
Net income for the year	\$ -	\$ -

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

7. Deferred Revenue

	Opening balance	Contributions received	Externally restricted investment income	Revenue recognized	Ending balance
Federal Gas Tax	\$ 837,117	\$ 341,488	\$ -	\$ (63,031)	\$ 1,115,574
Economic Development grants	233,316	233,000	-	(94,695)	371,621
Tourism Infrastructure	267,831	-	-	(28,882)	238,949
Small Community grant	340,717	-	-	(340,717)	-
Traffic Fine Revenue Sharing	52,660	-	-	(52,660)	-
Deferred Development Cost Charges	392,489	776,260	18,873	(147,709)	1,039,913
Prepaid licenses & utilities	134,340	101,177	-	(134,340)	101,177
Other	26,328	335,883	47	(40,296)	321,962
	<u>\$ 2,284,798</u>	<u>\$ 1,787,808</u>	<u>\$ 18,920</u>	<u>\$ (902,330)</u>	<u>\$ 3,189,196</u>

Federal Gas Tax

The Community Works Fund Agreement (Gas Tax) funding is provided by the Government of Canada. The use of the funding is established by an agreement between the City and the Union of British Columbia Municipalities. Funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects.

Tourism Infrastructure Program

Tourism Infrastructure funding is provided by a 10% tax on hotel room rentals. It is collected by the Province of British Columbia and 3% is remitted to the City on a monthly basis. Expenditures from the Tourism Infrastructure program are restricted to those set out in the establishing Order in Council.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

8. Obligations under Capital Lease

Obligations under capital lease reported on the Consolidated Statement of Financial Position is comprised of the following:

	<u>2010</u>	<u>2009</u>
(a) MFA, payable in monthly instalments of \$ 3,018, including interest at 3.5%, due September 28, 2010	\$ -	\$ 29,258
(b) MFA, payable in monthly instalments of \$ 234, including interest at 3.75%, due October 28, 2010	-	2,520
(c) MFA, payable in monthly instalments of \$ 969, including interest at 3.25%, due February 28, 2010	-	3,399
(d) MFA, payable in monthly instalments of \$ 667, including interest at 3.75%, due November 28, 2010	-	6,459
(e) MFA, payable in monthly instalments of \$ 667, including interest at 5.0%, due November 28, 2010	-	7,723
(f) MFA, payable in monthly instalments of \$ 529, including interest at 4.0%, due June 28, 2011	2,968	10,865
(g) MFA, payable in monthly instalments of \$ 879, including interest at 5.0%, due August 28, 2011	5,488	15,866
(h) MFA, payable in monthly instalments of \$ 460, including interest at 5.0%, due August 28, 2011	2,914	8,345
(i) MFA, payable in monthly instalments of \$ 460, including interest at 5.0%, due August 28, 2011	2,872	8,304
(j) MFA, payable in monthly instalments of \$ 2,829, including interest at 5.25%, due September 28, 2012	48,781	81,705
(k) MFA, payable in monthly instalments of \$ 1,634, including interest at 5.0%, due January 28, 2012	17,193	36,380
(l) MFA, payable in monthly instalments of \$ 972, including interest at 5.0%, due December 28, 2012	19,398	30,672
(m) MFA, payable in monthly instalments of \$ 3,776, including interest at 5.0%, due January 28, 2013	78,572	122,307
(n) MFA, payable in monthly instalments of \$ 682, including interest at 5.0%, due January 28, 2013	14,158	22,063
(o) MFA, payable in monthly instalments of \$ 621, including interest at 4.75%, due February 28, 2013	13,704	20,886

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

8. Obligations under Capital Lease (continued)

	2010	2009
(p) MFA, payable in monthly instalments of \$ 1,985, including interest at 4.25%, due April 28, 2013	48,405	71,284
(q) MFA, payable in monthly instalments of \$ 776, including interest at 3.75%, due May 28, 2013	20,130	29,054
(r) MFA, payable in monthly instalments of \$ 424, including interest at 3.75%, due June 28, 2013	11,391	16,261
(s) MFA, payable in monthly instalments of \$ 472, including interest at 3.75%, due July 28, 2013	13,046	18,462
(t) MFA, payable in monthly instalments of \$ 1,809, including interest at 2.5%, due December 28, 2013	61,096	81,685
(u) MFA, payable in monthly instalments of \$ 3,181, including interest at 3.0%, due November 28, 2013	102,135	138,422
(v) MFA, payable in monthly instalments of \$ 2,742, including interest at 1.5%, due March 28, 2014	104,280	135,302
(w) MFA, payable in monthly instalments of \$ 185, including interest at 1.25%, due June 28, 2014	7,612	9,690
(x) MFA, payable in monthly instalments of \$ 3,845, including interest at 1.25%, due June 28, 2014	158,624	201,930
(y) MFA, payable in monthly instalments of \$ 599, including interest at 1.25%, due July 28, 2014	25,281	32,014
(z) MFA, payable in monthly instalments of \$ 1,639, including interest at 1.25%, due August 28, 2014	70,707	89,119
(aa) MFA, payable in monthly instalments of \$ 680, including interest at 1.25%, due September 28, 2014	29,984	37,611
(bb) MFA, payable in monthly instalments of \$ 2,386, including interest at 1.25%, due October 28, 2014	107,587	134,316
(cc) MFA, payable in monthly instalments of \$ 2,646, including interest at 1.25%, due December 28, 2014	124,367	153,827
(dd) MFA, payable in monthly instalments of \$ 461, including interest at 1.75%, due July 28, 2015	24,325	-
(ee) MFA, payable in monthly instalments of \$ 2,329, including interest at 2.0%, due September 28, 2015	126,494	-

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

8. Obligations under Capital Lease (continued)

	2010	2009
(ff) MFA, payable in monthly instalments of \$ 2,230, including interest at 2.0%, due September 28, 2015	121,153	-
(gg) MFA, payable in monthly instalments of \$ 514, including interest at 2.0%, due September 28, 2015	27,936	-
(hh) MFA, payable in monthly instalments of \$ 519, including interest at 2.0%, due September 28, 2015	28,177	-
(ii) MFA, payable in monthly instalments of \$ 1,284, including interest at 2.0%, due October 28, 2015	70,932	-
(jj) MFA, payable in monthly instalments of \$ 454, including interest at 2.0%, due November 28, 2015	25,483	-
	\$ 1,515,193	\$ 1,555,729

Obligations under capital lease are secured by the leased assets. Interest paid relating to the above obligations on capital leases was \$22,753 (2009 - \$18,215). The future minimum lease payments for the next five years are:

2011	\$	482,312
2012		435,148
2013		323,112
2014		203,909
2015		70,712
		\$ 1,515,193

9. Net Long Term Debt

	2010	2009
Municipal Finance Authority		
Bylaw 1641 Roads, 6.36%, due December 2020	\$ 448,320	\$ 483,233
Bylaw 1681 Roads, 5.491%, due June 2023	640,700	675,149
Bylaw 1664 RCMP Building, 6.06%, due June 2027	1,999,807	2,073,512
Bylaw 1749 Roads, 4.575%, due December 2029	557,364	574,746
Bylaw 1695 Aquatic Centre, 4.55%, due April 2030	3,044,802	3,143,119
Bylaw 1818 Eastern Access bridge, 4.52%, due April 2032	578,153	594,385

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

9. Net Long Term Debt (continued)

	2010	2009
Bylaw 1819 Airport Way, 4.65%, due April 2033	237,754	243,997
Bylaw 1820 Powerhouse Road, 4.65%, due April 2033	808,363	829,590
Bylaw 1875 Pearks Dr & Cleland Rd, 4.65%, due April 2033	213,979	219,597
Bylaw 1615 Greeley Creek, 6.36%, due December 2020	2,040,630	2,199,543
Bylaw 1750 Arrow Heights Water, 4.575%, due December 2029	1,157,602	1,193,703
Bylaw 1877 Airport Way, 4.65%, due April 2033	380,406	390,395
Bylaw 1904 Sewer Lagoon Upgrades, 4.9%, due April 2034	1,463,982	1,500,000
Bylaw 1876 Track Street Sewer, 3.73%, due December 2035	225,000	-
Bylaw 1878 CPR Hill Sewerworks, 3.73%, due December 2035	718,000	-
Bylaw 1914 CPR Hill Roads, 3.73%, due December 2035	450,000	-
Revelstoke Credit Union mortgage, monthly payments \$941, interest at 4.15%, due December 2035	170,000	-
	\$ 15,134,862	\$ 14,120,969

Principal repayments and sinking fund contributions relating to net long term debt of \$15,134,862 outstanding are due as follows:

	Principal Repayments	Sinking Fund Contributions	Total
2011	\$ 467,624	\$ 143,751	\$ 611,375
2012	467,338	170,409	637,747
2013	467,519	198,950	666,469
2014	467,709	228,419	696,128
2015	467,907	259,210	727,117
Thereafter	5,851,334	5,944,692	11,796,026
	\$ 8,189,431	\$ 6,945,431	\$ 15,134,862

The gross interest paid on the above long term debt was \$894,091 (2009 - \$866,181). Included in long term debt are outstanding debentures of \$14,964,862 (2009 - \$14,120,969) secured by sinking fund assets with a carrying value of \$3,314,545 (2009 - \$2,729,206).

10. Short Term Debt

Owed to the Municipal Finance Authority, interest only, at prime, repayable on demand.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

11. Tangible Capital Assets

								2010
	Land	Buildings	Equipment	Roads and Bridges	Water	Sewer	Projects in Progress	Total
Cost, beginning of year	\$ 14,782,827	\$11,148,071	\$ 10,457,491	\$ 24,753,469	\$ 14,476,398	\$ 8,525,305	\$ 108,754	\$ 84,252,315
Additions	12,392	484,134	1,084,582	939,976	394,284	3,010,274	-	5,925,642
Disposals	-	-	(313,352)	(196,736)	-	-	-	(510,088)
Completed	-	-	-	-	(175,733)	(105,142)	(89,724)	(370,599)
Cost, end of year	<u>\$ 14,795,219</u>	<u>\$11,632,205</u>	<u>\$ 11,228,721</u>	<u>\$ 25,496,709</u>	<u>\$ 14,694,949</u>	<u>\$11,430,437</u>	<u>\$ 19,030</u>	<u>\$ 89,297,270</u>
Accumulated amortization, beginning of year	\$ -	\$ 2,257,103	\$ 5,203,649	\$ 16,463,371	\$ 5,997,865	\$ 3,444,257	\$ -	\$ 33,366,245
Amortization	-	125,510	440,895	499,214	298,160	167,790	-	1,531,569
Disposals	-	-	(281,074)	(196,736)	-	-	-	(477,810)
Accumulated amortization, end of year	<u>\$ -</u>	<u>\$ 2,382,613</u>	<u>\$ 5,363,470</u>	<u>\$ 16,765,849</u>	<u>\$ 6,296,025</u>	<u>\$ 3,612,047</u>	<u>\$ -</u>	<u>\$ 34,420,004</u>
Net carrying amount, end of year	<u>\$ 14,795,219</u>	<u>\$ 9,249,592</u>	<u>\$ 5,865,251</u>	<u>\$ 8,730,860</u>	<u>\$ 8,398,924</u>	<u>\$ 7,818,390</u>	<u>\$ 19,030</u>	<u>\$ 54,877,266</u>

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

11. Tangible Capital Assets (continued)

	2009							
	Land	Buildings	Equipment	Roads and Bridges	Water	Sewer	Projects in Progress	Total
Cost, beginning of year	\$ 14,704,739	\$ 10,943,732	\$ 10,304,791	\$ 23,673,734	\$ 14,122,098	\$ 7,825,678	\$ 76,651	\$ 81,651,423
Additions	78,088	204,339	178,636	1,079,735	763,622	3,086,458	44,031	5,434,909
Disposals	-	-	(25,936)	-	(409,322)	-	-	(435,258)
Completed	-	-	-	-	-	(2,386,831)	(11,928)	(2,398,759)
Cost, end of year	<u>\$ 14,782,827</u>	<u>\$ 11,148,071</u>	<u>\$ 10,457,491</u>	<u>\$ 24,753,469</u>	<u>\$ 14,476,398</u>	<u>\$ 8,525,305</u>	<u>\$ 108,754</u>	<u>\$ 84,252,315</u>
Accumulated amortization, beginning of year	\$ -	\$ 2,133,260	\$ 4,804,668	\$ 15,981,283	\$ 6,084,657	\$ 3,320,527	\$ -	\$ 32,324,395
Amortization	-	123,843	422,063	482,088	322,530	123,730	-	1,474,254
Disposals	-	-	(23,082)	-	(409,322)	-	-	(432,404)
Accumulated amortization, end of year	<u>\$ -</u>	<u>\$ 2,257,103</u>	<u>\$ 5,203,649</u>	<u>\$ 16,463,371</u>	<u>\$ 5,997,865</u>	<u>\$ 3,444,257</u>	<u>\$ -</u>	<u>\$ 33,366,245</u>
Net carrying amount, end of year	<u>\$ 14,782,827</u>	<u>\$ 8,890,968</u>	<u>\$ 5,253,842</u>	<u>\$ 8,290,098</u>	<u>\$ 8,478,533</u>	<u>\$ 5,081,048</u>	<u>\$ 108,754</u>	<u>\$ 50,886,070</u>

The net book value of tangible capital assets not being amortized because they are under construction (or development or have been removed from service) is \$19,030 (2009 - \$108,754). Assets held under capital leases in the amount of \$2,273,446 (2009 - \$2,009,396) with related accumulated amortization in the amount of \$487,970 (2009 - \$318,624) are disclosed separately. The City of Revelstoke holds various works of art. These items are not recognized as tangible capital assets in the financial statements because a reasonable estimate of the future benefits associated with such property cannot be made.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

12. Equipment Under Capital Leases

	2010	2009
Cost, beginning of year	\$ 2,328,020	\$ 1,473,231
Additions	433,395	854,789
Cost, end of year	2,761,415	2,328,020
Accumulated amortization, beginning of year	318,624	178,923
Amortization	169,345	139,701
Accumulated amortization, end of year	487,969	318,624
Net carrying amount, end of year	\$ 2,273,446	\$ 2,009,396

13. Accumulated Surplus

The City of Revelstoke segregates its accumulated surplus in the following categories:

	2010	2009
Investment in tangible capital assets	\$ 38,644,257	\$ 39,446,484
Current Funds	4,918,427	1,691,360
Statutory Reserve Funds		
Equipment Replacement	279,593	185,822
Parkland Cash in Lieu	228,468	222,529
Land Sale Reserve	1,738,867	1,664,700
Community Centre Operating Reserve	200,000	200,000
Cemetery Care Reserve Fund	117,934	114,039
Electric Utility Reserve Fund	1,050,984	1,000,000
Reserve Funds for Future Capital Works		
Fire Capital Replacement	58,185	143,658
Recreation Capital Replacement	153,871	90,131
Cemetery Capital Replacement	7,351	6,475
Building Replacement	114,304	151,230
Police Station Capital Replacement	75,562	80,451
Sewer	617,368	-
Water	653,812	552,605
Liability Self Insurance	44,065	42,920
Snow Removal	22,740	-
	\$ 48,925,788	\$ 45,592,404

The investment in tangible capital assets represents amounts already spent and invested in infrastructure and other non-financial assets.

Reserve funds represent funds set aside by bylaw or council resolution for specific purposes.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

14. Taxation - Net

	Budget 2010	2010	2009
Property taxes and payments-in-lieu	\$ 9,975,197	\$ 9,815,810	\$ 9,480,510
Collections for other governments			
Province of British Columbia - school tax	3,098,400	4,526,378	4,147,137
North Okanagan Regional Health District	60,000	329,716	250,139
Regional Hospital District	40,000	36,305	34,601
Columbia Shuswap Regional District	250,000	638,938	456,995
Municipal Finance Authority	100	334	299
British Columbia Assessment Authority	66,000	121,572	106,619
Libraries	180,500	265,252	250,636
	13,670,197	15,734,305	14,726,936
Transfers			
Province of British Columbia - school tax	(3,098,400)	(4,526,378)	(4,147,137)
North Okanagan Regional Health District	(60,000)	(329,716)	(250,139)
Regional Hospital District	(40,000)	(36,305)	(34,601)
Columbia Shuswap Regional District	(250,000)	(638,938)	(456,995)
Municipal Finance Authority	(100)	(334)	(299)
British Columbia Assessment Authority	(66,000)	(121,572)	(106,619)
Libraries	(180,500)	(265,252)	(250,636)
	(3,695,000)	(5,918,495)	(5,246,426)
Available for general municipal purposes	\$ 9,975,197	\$ 9,815,810	\$ 9,480,510

December 31, 2010

15. Contingent Liabilities

- (a) The City is responsible, as a member of the Columbia Shuswap Regional District, for its portion of any operating deficits or capital debt related to functions in which it participates.
- (b) The municipality and its employees contribute to the Municipal Pension Plan (the plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 163,000 active members and approximately 60,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation as at December 31, 2009 indicated an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. The actuary does not attribute portions of the unfunded liability to individual employers. The City paid \$375,532 (2009 - \$384,911) for employer contributions to the plan in fiscal 2010.

- (c) The City is the defendant in various lawsuits. In the opinion of management, the overall estimation of loss is not determinable. These claims have not been provided for in the financial statements. Settlement, if any, made with respect to these actions would be expected to be accounted for as a change to expenditures in the period in which realization is known.

16. Commitments

The City has committed to replacing the TCH Reservoir during 2011 for the estimated cost of \$1,400,000.

17. Funds Held in Trust

At the year end, the City of Revelstoke held \$117,934 (2009 - \$114,039) in trust for the cemetery. These funds are not included in these financial statements.

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

18. Budget

The Financial Plan (Budget) By-Law adopted by Council on May 15, 2010 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards now require a full accrual basis. The budget figures anticipated carrying current year surpluses forward to subsequent years to reduce expenditures in excess of future year revenues to \$Nil. In addition, the budget expensed all tangible capital expenditures rather than including amortization expense. As a result, the budget figures presented in the Consolidated Statements of Operations and Consolidated Change in Net Debt represent the Financial Plan adopted by Council on May 15, 2010 with adjustments as follows:

	<u>2010</u>
Financial Plan (Budget) Bylaw surplus for the year	\$ -
Add:	
Capital expenditures	10,133,968
Principal repayments	458,450
Budgeted transfers to reserves	1,507,000
Budgeted transfer to surplus	84,613
Less:	
Budgeted transfers from reserves	(3,355,214)
Proceeds from debt	(2,914,900)
Funding from DCCs	(845,945)
	<u>5,067,972</u>
Budget surplus per Consolidated Statement of Operations	\$ <u>5,067,972</u>

December 31, 2010

19. Segmented Information

The City of Revelstoke is a diversified municipal government institution that provides a wide range of services to its citizens such as transit, public housing, police, fire and water. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

General Government

This item relates to the revenues and expenses of the operations of the City itself and cannot be directly attributed to a specific segment.

Protective

Protection is comprised of police and fire protection services. The police services work to ensure the safety and protection of the citizens and their property. The fire department is responsible for providing fire suppression service, fire prevention programs, training and education and rescue services

Transportation

This department provides a number of services including road and storm sewer maintenance, snow removal, building maintenance, transit, city planning, maintenance and enforcement of building codes and review of all property development plans through its application process.

Environmental

Environmental services consist of providing waste disposal to citizens.

Public Health

Health services consist of the management of the cemetery.

Economic Development

This department provides sustainable community economic development programs and services as well as support for economic business retention and development initiatives.

Recreation and Culture

This department provides services meant to improve the health and development of the City's citizens. Recreational and cultural programs like swimming and skating lessons are provided at the arena, aquatic and community centres.

Water

This service provides the drinking water to parts of the City. This service ensures the City's water system meets all provincial and federal standards.

Sewer

This service processes and cleans sewage and ensures the City's sewer system meets all provincial and federal standards.

The accounting policies of the segments are the same as those described in the summary of significant accounting policies. The revenues and expenses and equity in government business enterprises that are directly attributable to a particular segment are allocated to that segment. Amounts that are directly attributable to a number of segments have been allocated on a reasonable basis as follows:

Taxation, fees and user charges	allocated to those segments that are funded by these amounts based on the total expenditures for the year
Grants	based on percent of budgeted expenses

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

19. Segmented Information (continued)

For the year ended December 31	General Government	Protective	Transportation	Planning and Development	Environmental	Public Health	Economic Development	Recreation and Culture	Water	Sewer	Eliminations	2010 Total
Revenue												
Taxation	\$ 1,069,592	\$ 1,992,081	\$ 2,821,412	\$ 669,478	\$ -	\$ 72,302	\$ 1,001,867	\$ 2,079,157	\$ -	\$ 109,921	\$ -	\$ 9,815,810
Government grants	681,577	226,431	77,893	135,268	-	121,565	1,195,887	695,615	62,903	1,873,977	-	5,071,116
User fees and service charges	301,873	4,086	545,732	-	344,613	22,072	-	836,723	1,413,916	713,978	(751,730)	3,431,263
Investment income	273,405	4,713	81,060	-	-	4,067	-	19,236	15,889	9,828	-	408,198
Income from government business enterprises	(182,148)	-	-	-	-	-	-	-	-	-	-	(182,148)
Other	219,598	367,940	-	565,679	-	-	9,470	-	9,949	2,855	-	1,175,491
	<u>2,363,897</u>	<u>2,595,251</u>	<u>3,526,097</u>	<u>1,370,425</u>	<u>344,613</u>	<u>220,006</u>	<u>2,207,224</u>	<u>3,630,731</u>	<u>1,502,657</u>	<u>2,710,559</u>	<u>(751,730)</u>	<u>19,719,730</u>
Expenses												
Salaries and wages	960,245	1,185,085	1,350,703	480,919	114,843	78,918	123,117	1,504,876	335,624	290,273	-	6,424,603
Supplies and services	628,668	1,700,394	2,735,737	539,717	202,793	31,309	1,404,255	1,505,603	595,388	410,230	(751,730)	9,002,364
Interest	41,708	151,500	214,875	-	-	-	-	159,250	276,548	115,498	-	959,379
	<u>1,630,621</u>	<u>3,036,979</u>	<u>4,301,315</u>	<u>1,020,636</u>	<u>317,636</u>	<u>110,227</u>	<u>1,527,372</u>	<u>3,169,729</u>	<u>1,207,560</u>	<u>816,001</u>	<u>(751,730)</u>	<u>16,386,346</u>
Net surplus (deficit)	\$ 733,276	\$ (441,728)	\$ (775,218)	\$ 349,789	\$ 26,977	\$ 109,779	\$ 679,852	\$ 461,002	\$ 295,097	\$ 1,894,558	\$ -	\$ 3,333,384

City of Revelstoke
Notes to Consolidated Financial Statements

December 31, 2010

19. Segmented Information (continued)

For the year ended December 31	General Government	Protective	Transportation	Planning and Development	Environmental	Public Health	Economic Development	Recreation and Culture	Water	Sewer	Eliminations	2009 Total
Revenue												
Taxation	\$ 998,403	\$ 2,117,842	\$ 2,680,861	\$ 556,577	\$ -	\$ 94,509	\$ 1,026,709	\$ 1,898,928	\$ -	\$ 106,681	\$ -	\$ 9,480,510
Government grants	613,258	250,497	-	-	-	128,361	1,147,456	156,249	-	-	-	2,295,821
User fees and service charges	310,778	1,530	581,660	-	333,496	37,933	-	853,880	1,304,515	668,934	(778,712)	3,314,014
Investment income	122,288	-	-	-	-	-	-	-	-	-	-	122,288
Other	183,522	183,418	-	155,787	-	-	13,550	-	59,001	1,946	-	597,224
Income from government business enterprises	(557,222)	-	-	-	-	-	-	-	-	-	-	(557,222)
Other	1,671,027	2,553,287	3,262,521	712,364	333,496	260,803	2,187,715	2,909,057	1,363,516	777,561	(778,712)	15,252,635
Expenses												
Salaries and wages	990,567	1,200,734	1,435,925	469,024	105,814	100,187	114,916	1,359,170	307,366	282,932	-	6,366,635
Supplies and services	451,607	1,827,935	2,374,801	366,737	227,781	41,729	1,426,798	1,333,025	334,647	284,742	(778,712)	7,891,090
Interest	57,036	151,500	214,876	-	-	-	-	159,250	276,548	95,897	-	955,107
	1,499,210	3,180,169	4,025,602	835,761	333,595	141,916	1,541,714	2,851,445	918,561	663,571	(778,712)	15,212,832
Net surplus (deficit)	\$ 171,817	\$ (626,882)	\$ (763,081)	\$ (123,397)	\$ (99)	\$ 118,887	\$ 646,001	\$ 57,612	\$ 444,955	\$ 113,990	\$ -	\$ 39,803