

Special Council Meeting
to be held at
City of Penticton Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, February 21, 2017
at 9:00 a.m.

1. **Call Special Council Meeting to Order**
2. **Adoption of Agenda**
3. **Public Comment** (30 minutes)
4. **2017 Budget Talks**

| Time | Topic | Page # |
|-------------------------|---|---------------|
| 9:30 a.m. – 10:15 a.m. | Financial Plan Overview | |
| | Recreation & Culture | |
| 10:15 a.m. – 10:35 a.m. | SOEC | 71 |
| 10:35 a.m. – 10:50 a.m. | BREAK | |
| 10:50 a.m. – 11:00 a.m. | Library | 75-76 |
| 11:00 a.m. – 11:20 a.m. | Museum | 77-78 |
| 11:20 a.m. – 11:40 a.m. | Recreation | 69-70 |
| 11:40 a.m. – 11:55 a.m. | Parks | 72-74 |
| | Transportation | |
| 11:55 a.m. – 12:10 p.m. | Fleet | 42-44 |
| 12:10 p.m. – 1:10 p.m. | LUNCH | |
| 1:10 p.m. – 1:25 p.m. | Roads and Maintenance | 45-47 |
| 1:25 p.m. – 1:35 p.m. | Street Lighting | 48-50 |
| 1:35 p.m. – 1:45 p.m. | Traffic Control | 51-53 |
| 1:45 p.m. – 2:00 p.m. | Transit | 54-55 |
| | Environmental Development Services | |
| 2:00 p.m. – 2:20 p.m. | Tourism | 57 |
| 2:20 p.m. – 2:40 p.m. | Economic Development | 57-58 |
| 2:40 p.m. – 2:55 p.m. | BREAK | |
| 2:55 p.m. – 3:05 p.m. | Development Services | 59 |
| 3:05 p.m. – 3:25 p.m. | Land Management | 60-62 |
| | Protective Services | |
| 3:25 p.m. – 3:45 p.m. | RCMP | 39-40 |

5. **Media and Public Question Period**
6. **Adjourn**



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City of Penticton
2017 -2021 Financial Plan
Proposal to Council



City of Penticton
Finance
171 Main St., Penticton, B.C.

General Revenue Operating Fund

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Revenue | | | | | | | | | |
| Taxation | (26,172,053) | (26,929,404) | (28,985,570) | (28,928,673) | (30,806,511) | (32,012,909) | (33,267,515) | (34,572,255) | (35,929,131) |
| Taxation - Collection for Other Governments | (20,143,314) | (20,512,044) | (20,562,109) | (20,698,202) | (20,607,305) | (20,635,541) | (20,664,004) | (20,692,690) | (20,697,609) |
| Sale of Service | (21,588,110) | (17,644,101) | (15,732,423) | (16,029,254) | (16,121,937) | (15,340,837) | (15,393,382) | (15,450,260) | (15,448,848) |
| Fiscal Services | (1,363,320) | (3,487,540) | (2,040,400) | (2,704,645) | (2,668,400) | (2,669,400) | (2,670,400) | (2,671,400) | (2,671,400) |
| Rentals/Leases | (196,618) | (581,343) | (160,000) | (870,192) | (1,076,638) | (1,086,616) | (1,096,747) | (1,107,035) | (1,117,482) |
| Other Revenue | (5,061,013) | (5,796,535) | (4,550,029) | (4,552,163) | (1,773,000) | (2,013,037) | (2,013,075) | (2,013,114) | (2,013,153) |
| Grants | (1,706,822) | (2,057,628) | (1,445,000) | (1,445,287) | (1,549,774) | (1,550,398) | (1,619,450) | (1,620,086) | (1,620,728) |
| Development Cost Charges | (86,370) | (186,019) | 0 | 0 | (300,000) | (300,000) | (300,000) | (300,000) | (300,000) |
| Donations | 0 | (9,300) | 0 | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| | (76,317,619) | (77,203,915) | (73,475,531) | (75,238,415) | (74,913,565) | (75,618,739) | (77,034,573) | (78,436,840) | (79,808,350) |
| Expense | | | | | | | | | |
| General Government Services | 33,170,799 | 34,168,871 | 34,446,497 | 34,007,769 | 35,337,205 | 34,680,286 | 34,078,063 | 33,983,496 | 34,154,057 |
| Protective Services | 13,256,816 | 14,148,697 | 14,900,621 | 15,272,217 | 16,041,831 | 16,585,572 | 17,091,706 | 17,558,673 | 17,936,714 |
| Transportation Services | 5,089,820 | 5,242,393 | 5,468,780 | 5,431,976 | 5,550,940 | 5,687,352 | 5,838,407 | 6,009,648 | 6,161,274 |
| Environmental Health Services | 1,276,221 | 1,446,528 | 1,465,876 | 1,412,688 | 1,548,566 | 1,557,198 | 1,565,899 | 1,574,671 | 1,583,513 |
| Public Health and Safety | 141,231 | 200,798 | 192,533 | 196,776 | 199,648 | 200,129 | 200,619 | 201,119 | 201,629 |
| Environmental Development Services | 2,089,021 | 2,857,428 | 2,849,303 | 2,644,974 | 3,113,578 | 2,906,854 | 2,933,731 | 2,962,046 | 2,974,415 |
| Recreation and Cultural Services | 6,879,078 | 6,515,402 | 7,117,177 | 6,801,045 | 6,854,084 | 6,980,540 | 7,047,425 | 7,109,891 | 7,142,828 |
| | 61,902,987 | 64,580,116 | 66,440,786 | 65,767,445 | 68,645,852 | 68,597,931 | 68,755,850 | 69,399,544 | 70,154,430 |
| Surplus | 14,414,632 | 12,623,799 | 7,034,746 | 9,470,970 | 6,267,713 | 7,020,808 | 8,278,723 | 9,037,296 | 9,653,920 |
| Debt Principal Repayments | 3,224,838 | 3,226,442 | 3,231,189 | 3,231,853 | 3,232,875 | 1,985,241 | 1,059,152 | 1,041,702 | 1,043,567 |
| Transfer to surplus/reserve | 14,511,276 | 14,703,633 | 7,684,471 | 9,817,321 | 6,582,574 | 7,074,574 | 7,722,451 | 8,497,739 | 9,718,426 |
| Transfer from surplus/reserve | (3,321,483) | (5,306,276) | (3,880,915) | (3,578,204) | (3,547,736) | (2,039,007) | (502,880) | (502,145) | (1,108,073) |
| Surplus (Deficit) | 0 - | 0 | 0 | 0 | 0 - | 0 | 0 | 0 - | 1 |

Draft

General Capital Fund - Summary

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|--------------------|---------------------|---------------------|--------------------|---------------------|
| Expense | | | | | |
| Bylaw Services | 40,812 | 61,572 | 62,342 | 63,121 | 63,910 |
| Facilities | 1,066,458 | 9,245,000 | 11,095,000 | 3,095,000 | 4,095,000 |
| Finance | 274,000 | 433,000 | 232,000 | 137,000 | 122,000 |
| Information Technology | 1,164,450 | 1,726,000 | 791,000 | 1,001,000 | 525,000 |
| Engineering | 1,581,500 | 2,334,000 | 3,780,000 | 2,297,000 | 2,425,000 |
| Fire Services | 92,000 | 83,461 | 84,136 | 72,024 | 57,726 |
| Planning | 150,000 | 100,000 | - | - | - |
| Land Management | 85,000 | - | - | - | - |
| Cemetery | 78,500 | 116,200 | 189,375 | 60,000 | - |
| Fleet | 338,200 | 1,006,000 | 2,050,800 | 1,405,000 | 2,101,500 |
| Parks | 224,558 | 600,242 | 623,449 | 477,680 | 490,936 |
| Roads | 37,000 | 57,000 | 102,000 | 37,000 | 37,000 |
| Street Lights | 30,000 | 45,334 | 44,377 | 43,981 | 42,815 |
| Traffic Control | 141,624 | 184,696 | 184,450 | 186,698 | 286,113 |
| Total General Capital Projects | 5,304,102 | 15,992,505 | 19,238,928 | 8,875,504 | 10,247,000 |
| Revenue | | | | | |
| Land Sales | (2,500,000) | (200,000) | (200,000) | (200,000) | (200,000) |
| Total General Capital Revenue | (2,500,000) | (200,000) | (200,000) | (200,000) | (200,000) |
| Funding Sources | | | | | |
| Equipment Replacement Reserve | (463,200) | (1,130,500) | (2,155,800) | (1,740,000) | (2,226,500) |
| Dividend | (3,177,992) | (3,171,856) | (3,165,733) | (3,159,622) | (3,145,000) |
| Developer Contribution | (55,000) | - | - | - | - |
| Financing | | (7,000,000) | (7,000,000) | | |
| Transfer from Capital Reserve | 892,090 | (4,490,149) | (6,717,395) | (3,775,882) | (4,675,500) |
| Total Funding Sources | (2,804,102) | (15,792,505) | (19,038,928) | (8,675,504) | (10,047,000) |
| Balance General Capital Fund | - | - | - | - | - |

General Government Segment

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|--------------------|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Taxation | -25,872,459 | -26,537,903 | - 28,552,051 | - 28,481,842 | - 30,373,992 | - 31,580,390 | - 32,834,996 | - 34,139,736 | - 35,496,613 |
| General Government | - 9,675,585 | - 9,500,461 | - 5,772,511 | - 6,762,734 | - 6,849,338 | - 6,849,704 | - 6,850,434 | - 6,851,166 | - 6,851,456 |
| Grants | - 1,392,510 | - 1,392,510 | - 42,000 | - 1,370,860 | - 1,439,404 | - 1,439,404 | - 1,507,826 | - 1,507,826 | - 1,507,826 |
| FOIPPA Requests | - 90 | - 84 | - | - 100 | - 100 | - 100 | - 100 | - 100 | - 100 |
| HFAA Gaming Funds | - 1,521,404 | - 1,652,881 | - 1,600,000 | - 1,600,000 | - 1,760,000 | - 2,000,000 | - 2,000,000 | - 2,000,000 | - 2,000,000 |
| Provincial Grant (CARIP) | - | - 46,458 | - | - | - | - | - | - | - |
| DAC Gaming Funds | - 3,539,609 | - 3,851,747 | - 2,937,029 | - 2,937,029 | - | - | - | - | - |
| Revenue Sharing-Traffic Fines | - 314,454 | - 458,557 | - 412,709 | - 401,411 | - 402,000 | - 402,000 | - 402,000 | - 402,000 | - 402,000 |
| Information Technology | - 50,735 | - 37,211 | - 45,506 | - 47,700 | - 47,764 | - 43,359 | - 43,373 | - 43,388 | - 43,650 |
| Revenue & Collections | - | - 106,160 | - 150,000 | - 150,000 | - 150,000 | - 150,000 | - 150,000 | - 150,000 | - 150,000 |
| Collections for Other Governments | -20,161,507 | -20,530,281 | - 20,562,109 | - 20,698,202 | - 20,607,305 | - 20,635,541 | - 20,664,004 | - 20,692,690 | - 20,697,609 |
| | -62,528,354 | -64,114,254 | - 60,073,915 | - 62,449,878 | - 61,629,903 | - 63,100,498 | - 64,452,733 | - 65,786,905 | - 67,149,254 |
| Corporate Administration | 753,766 | 635,179 | 701,762 | 681,811 | 702,253 | 780,285 | 782,254 | 709,811 | 712,534 |
| Mayor and Council | 232,112 | 243,884 | 274,250 | 266,150 | 278,103 | 282,838 | 287,058 | 291,666 | 296,115 |
| Finance | 4,106,941 | 4,280,437 | 4,753,376 | 4,177,615 | 4,426,549 | 3,728,404 | 3,159,699 | 3,154,485 | 3,160,672 |
| Procurement | 433,486 | 382,422 | 408,950 | 420,947 | 475,410 | 466,132 | 465,253 | 465,376 | 465,452 |
| Revenue & Collections | 920,902 | 1,147,586 | 942,269 | 966,983 | 933,964 | 955,229 | 960,024 | 964,920 | 969,916 |
| Municipal Grants/Partnerships | 948,983 | 830,906 | 784,275 | 749,076 | 817,000 | 717,000 | 517,000 | 517,000 | 517,000 |
| Communications | 185,506 | 171,511 | 260,319 | 196,412 | 366,250 | 334,750 | 335,250 | 335,750 | 336,250 |
| General Government | 656,292 | 715,156 | 629,000 | 628,681 | 728,000 | 728,000 | 728,000 | 728,000 | 728,000 |
| Gen Gov-Collections for Other Governments | 20,126,542 | 20,478,735 | 20,562,109 | 20,698,202 | 20,607,305 | 20,635,542 | 20,664,003 | 20,692,690 | 20,697,609 |
| Facilities | 2,835,455 | 3,214,795 | 2,866,966 | 2,915,558 | 3,184,252 | 3,187,645 | 3,251,194 | 3,318,846 | 3,390,981 |
| Human Resources | 619,871 | 643,944 | 715,677 | 798,197 | 789,531 | 800,773 | 833,740 | 845,900 | 838,640 |
| Information Technology | 1,350,944 | 1,424,315 | 1,547,542 | 1,508,137 | 2,028,589 | 2,063,687 | 2,094,587 | 1,959,053 | 2,040,888 |
| | 33,170,799 | 34,168,871 | 34,446,497 | 34,007,769 | 35,337,205 | 34,680,286 | 34,078,063 | 33,983,496 | 34,154,057 |
| Net Operations | -29,357,555 | -29,945,383 | - 25,627,418 | - 28,442,108 | - 26,292,697 | - 28,420,212 | - 30,374,669 | - 31,803,409 | - 32,995,197 |
| Net Operations excluding taxes | - 3,485,096 | - 3,407,480 | 2,924,633 | 39,734 | 4,081,295 | 3,160,178 | 2,460,326 | 2,336,327 | 2,501,416 |
| Cost per Capita | - 106.00 | - 103.64 | 88.96 | 1.21 | 124.14 | 96.12 | 74.83 | 71.06 | 76.08 |
| % of Property Taxes | -13.56% | -12.94% | 10.31% | 0.14% | 13.52% | 10.07% | 7.54% | 6.88% | 7.08% |

Corporate Services - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Goods and Services | 142,559 | 67,261 | 52,850 | 42,250 | 44,130 | 44,412 | 44,697 | 44,984 | 45,220 |
| Legal | 174,608 | 115,288 | 176,500 | 176,500 | 176,500 | 176,500 | 176,500 | 176,500 | 176,500 |
| Salaries and Benefits | 508,819 | 470,605 | 546,800 | 540,800 | 548,674 | 625,578 | 627,513 | 554,480 | 556,800 |
| | 825,986 | 653,154 | 776,150 | 759,550 | 769,303 | 846,490 | 848,710 | 775,964 | 778,520 |
| Recoveries - FOI requests | -90.35 | -84 | - | -100 | -100 | -100 | -100 | -100 | -100 |
| Net Operating Expense | 825,895 | 653,070 | 776,150 | 759,450 | 769,203 | 846,390 | 848,610 | 775,864 | 778,420 |
| Internal Allocations Out | | | | | | | | | |
| Engineering Services | 17,949 | 1,440 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Development Services | 89,056 | 41,162 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Total Internal Allocations Out | 107,005 | 42,603 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | 6,033 | 1,495 | 1,200 | 1,700 | 1,200 | 1,750 | 1,200 | 1,200 | 1,200 |
| HR - training/dues | 3,934 | 3,455 | 3,300 | 4,509 | 10,500 | 10,657 | 10,817 | 10,980 | 11,144 |
| Information Technology | 13,997 | 4,014 | 7,560 | 2,500 | 7,624 | 7,689 | 7,755 | 7,821 | 7,820 |
| Safety - City Hall | 10,822 | 15,664 | 8,552 | 8,552 | 8,625 | 8,698 | 8,772 | 8,847 | 8,850 |
| Total Internal Allocations In | 34,786 | 24,628 | 20,612 | 17,261 | 27,949 | 28,795 | 28,545 | 28,848 | 29,014 |
| Add back Recoveries | - 90.35 | - 84.00 | - | - 100.00 | - 100.00 | - 100.00 | - 100.00 | - 100.00 | - 100.00 |
| Total Operating Expense | 753,766 | 635,179 | 701,762 | 681,811 | 702,253 | 780,285 | 782,254 | 709,811 | 712,534 |
| Outputs and Outcomes | | | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Net Operating Expense | 753,676 | 635,095 | 701,762 | 681,711 | 702,153 | 780,185 | 782,154 | 709,711 | 712,434 |
| Cost per capita | 22.92 | 19.32 | 21.35 | 20.74 | 21.36 | 23.73 | 23.79 | 21.59 | 21.67 |
| % of property tax | 2.93% | 2.41% | 2.47% | 2.41% | 2.33% | 2.48% | 2.40% | 2.09% | 2.02% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>20,442</u> | | | | | | | | |
| % change | <u>3.00%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Training | 5,991 | 0.88% |
| Contractual Labour increases | 7,874 | 1.155% |

Corporate Services - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Advisory Committee | 6,025 | 5,770 | 6,250 | 6,250 | 6,303 | 6,357 | 6,411 | 6,466 | 6,500 |
| Council Catering | 13,738 | 12,383 | 10,000 | 10,000 | 10,085 | 10,171 | 10,258 | 10,345 | 10,450 |
| Legal | 217,946 | 129,264 | 179,100 | 177,500 | 179,122 | 179,144 | 179,167 | 179,190 | 179,200 |
| Municipal Elections | 76,375 | 203 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 |
| Safety (City Hall) | 1,231 | - | 1,500 | 1,500 | 1,513 | 1,526 | 1,539 | 1,552 | 1,560 |
| Salary and Benefits | 493,146 | 470,769 | 533,800 | 527,800 | 535,674 | 612,578 | 614,513 | 541,480 | 543,800 |
| Supplies | 14,459 | 31,859 | 16,500 | 10,000 | 7,564 | 7,628 | 7,693 | 7,759 | 7,810 |
| Travel and Training | 2,975 | 2,904 | 5,000 | 2,500 | 5,043 | 5,086 | 5,129 | 5,173 | 5,200 |
| | 825,895 | 653,153 | 776,150 | 759,550 | 769,303 | 846,490 | 848,710 | 775,964 | 778,520 |
| FOI Recoveries | - | -84 | - | -100 | -100 | -100 | -100 | -100 | -99.99999999 |
| | 825,895 | 653,070 | 776,150 | 759,450 | 769,203 | 846,390 | 848,610 | 775,864 | 778,420 |

Draft

Mayor and Council - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Goods and Services | 20,807 | 25,912 | 33,500 | 26,000 | 33,606 | 33,714 | 33,822 | 33,931 | 34,000 |
| Travel and Conferences | 16,639 | 26,877 | 28,950 | 26,000 | 29,197 | 29,445 | 29,696 | 29,949 | 30,000 |
| Salaries and Benefits | 176,439 | 179,746 | 200,000 | 203,000 | 204,000 | 208,079 | 212,240 | 216,485 | 220,815 |
| Net Operating Expense | 213,885 | 232,534 | 262,450 | 255,000 | 266,803 | 271,238 | 275,758 | 280,366 | 284,815 |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | 7,227 | 350 | 800 | 150 | 300 | 600 | 300 | 300 | 300 |
| Fleet | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Total Internal Allocations In | 18,227 | 11,350 | 11,800 | 11,150 | 11,300 | 11,600 | 11,300 | 11,300 | 11,300 |
| Total Operating Expenses | 232,112 | 243,884 | 274,250 | 266,150 | 278,103 | 282,838 | 287,058 | 291,666 | 296,115 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Cost per capita | 7.06 | 7.42 | 8.34 | 8.10 | 8.46 | 8.60 | 8.73 | 8.87 | 9.01 |
| % of property tax | 0.90% | 0.93% | 0.97% | 0.94% | 0.92% | 0.90% | 0.88% | 0.86% | 0.84% |

Change 2016 forecast to 2017 budget

| | |
|-----------|---------------|
| \$ change | <u>11,953</u> |
| % change | <u>4.49%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|--------------------|-----------|----------|
| Goods and Services | 7,606 | 2.86% |
| Inflation | 3,347 | 1.26% |
| Labour increases | 1,000 | 0.38% |

Mayor and Council - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Supplies | 10,543 | 5,720 | 12,500 | 5,000 | 12,606 | 12,714 | 12,822 | 12,931 | 13,000 |
| Dues and Memberships | 20,542 | 15,349 | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 |
| Travel and Conferences | 16,639 | 26,877 | 28,950 | 26,000 | 29,197 | 29,445 | 29,696 | 29,949 | 30,000 |
| SILGA Conference | - | 10,278 | - | - | - | - | - | - | - |
| Annual Indemnity | 176,439 | 184,589 | 200,000 | 203,000 | 204,000 | 208,079 | 212,240 | 216,485 | 220,815 |
| Net Operating Expense | 213,885 | 232,534 | 262,450 | 255,000 | 266,803 | 271,238 | 275,758 | 280,366 | 284,815 |

Draft

Finance - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 726,353 | 105,729 | 296,800 | 201,000 | 252,850 | 278,500 | 280,200 | 281,950 | 283,700 |
| Insurance | 529,932 | 955,126 | 589,000 | 579,927 | 593,500 | 593,500 | 593,500 | 593,500 | 593,500 |
| Interest and fees | 27,638 | 13,927 | 18,700 | 13,700 | 13,700 | 13,700 | 13,700 | 13,700 | 13,700 |
| Debt Interest | 4,054,484 | 3,946,068 | 3,849,452 | 3,849,452 | 3,574,375 | 2,830,332 | 2,248,449 | 2,233,430 | 2,229,652 |
| Debt Principal | 4,349,036 | 4,350,640 | 4,283,308 | 4,274,647 | 4,230,055 | 2,952,436 | 2,020,262 | 2,002,812 | 2,004,677 |
| Foreign Exchange | -895.5 | 19 | 10,000 | 8,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Operating Provision | - 254,600.08 | - | 512,242 | - | 312,500 | 312,500 | 312,500 | 312,500 | 312,500 |
| Salaries and Benefits | 489,608 | 717,614 | 821,949 | 872,655 | 875,499 | 876,704 | 884,308 | 892,065 | 899,976 |
| | 9,921,556 | 10,089,123 | 10,381,452 | 9,799,381 | 9,862,479 | 7,867,672 | 6,362,919 | 6,339,957 | 6,347,705 |
| | (317,709) | (449,696) | (4,949,738) | (4,938,440) | (2,162,000) | (2,402,000) | (2,402,000) | (2,402,000) | (2,402,000) |
| Net Operating Expense | 9,603,848 | 9,639,428 | 5,431,714 | 4,860,941 | 7,700,479 | 5,465,672 | 3,960,919 | 3,937,957 | 3,945,705 |
| Internal Allocations Out | | | | | | | | | |
| Electric | - | - | - | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Sewer | 1,348,887 | 1,347,097 | 1,358,211 | 1,358,211 | 1,348,887 | 1,300,362 | 1,290,697 | 1,290,697 | 1,290,697 |
| Water | 1,249,092 | 1,249,092 | 1,059,689 | 1,050,364 | 870,918 | 870,918 | 870,918 | 870,918 | 870,918 |
| Total Internal Allocations Out | 2,597,980 | 2,596,189 | 2,417,900 | 2,411,575 | 2,222,805 | 2,174,280 | 2,164,615 | 2,164,615 | 2,164,615 |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | 430 | 1,006 | 1,500 | 1,950 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| HR - training/dues | 6,890 | 12,091 | 19,100 | 19,512 | 16,350 | 16,595 | 16,844 | 17,097 | 17,353 |
| Information Technology | 883 | 847 | 414 | 200 | 2,400 | 2,658 | 2,703 | 2,749 | 2,795 |
| Total Internal Allocations In | 8,203 | 13,944 | 21,014 | 21,662 | 19,750 | 20,253 | 20,547 | 20,845 | 21,149 |
| Add Back Revenue | (317,709) | (449,696) | (4,949,738) | (4,938,440) | (2,162,000) | (2,402,000) | (2,402,000) | (2,402,000) | (2,402,000) |
| Less Debt Principal | 3,224,838 | 3,226,442 | 3,231,189 | 3,231,853 | 3,232,875 | 1,985,241 | 1,059,152 | 1,041,702 | 1,043,567 |
| Total Operating expense | 4,106,941 | 4,280,437 | 4,753,376 | 4,177,615 | 4,426,549 | 3,728,404 | 3,159,699 | 3,154,485 | 3,160,672 |

Debt Principal Repayments are not included in the analytics

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|
| Net Operating Expense | 3,789,232 | 3,830,742 | (196,362) | (760,825) | 2,264,549 | 1,326,404 | 757,699 | 752,485 | 758,672 |
| Cost per capita | 115.25 | 116.52 | - 5.97 | - 23.14 | 68.88 | 40.34 | 23.05 | 22.89 | 23.08 |
| % of property tax | 14.75% | 14.54% | -0.69% | -2.69% | 7.50% | 4.22% | 2.32% | 2.22% | 2.15% |

Change 2016 forecast to 2017 budget

| | |
|-----------|------------------|
| \$ change | <u>3,025,374</u> |
| % change | <u>-397.64%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|-----------------------------|-----------|----------|
| Contractual Labour increase | 2,844 | -0.37% |
| DAC funding ends in 2016 | 2,937,029 | -3.86 |

Finance Accounting- Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Audit | 78,627 | 81,766 | 66,000 | 63,700 | 68,550 | 70,200 | 71,900 | 73,650 | 75,400 |
| Equipment Repairs and Maintenance | 5,489 | 7,307 | 6,500 | 3,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Insurance Claims | 35,966 | 449,898 | 80,000 | 110,000 | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 |
| Property Insurance | 345,715 | 355,194 | 356,000 | 316,510 | 320,000 | 320,000 | 320,000 | 320,000 | 320,000 |
| Liability Insurance | 148,251 | 150,034 | 153,000 | 153,417 | 153,500 | 153,500 | 153,500 | 153,500 | 153,500 |
| Operating Provision | 335,000 | - | 512,242 | - | 312,500 | 312,500 | 312,500 | 312,500 | 312,500 |
| Salary and Benefits | 489,543 | 717,614 | 729,949 | 766,615 | 775,499 | 776,704 | 784,308 | 792,065 | 799,976 |
| Supplies | 60 | 128 | - | 40 | - | - | - | - | - |
| Bank Fees, Charges and Interest | 26,742 | 13,946 | 28,800 | 21,800 | 23,800 | 23,800 | 23,800 | 23,800 | 23,800 |
| Secure courier - deposit services | 3,990 | 4,616 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 |
| Sewer - debenture payments, interest | 773,831 | 772,040 | 773,830 | 773,830 | 773,830 | 755,290 | 751,710 | 751,710 | 751,710 |
| Debt - interest - RCMP building | 112,875 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 |
| Debt - interest - Public Works | 188,893 | 174,478 | 174,478 | 174,478 | 131,732 | 131,732 | 73,022 | 61,687 | 61,687 |
| Debt - interest - Facilities | 459,600 | 459,421 | 455,612 | 455,612 | 453,542 | 452,419 | 449,242 | 447,009 | 444,719 |
| Debt - interest - integrated waterfront | 131,521 | 112,391 | 87,971 | 87,971 | 86,626 | 85,246 | 83,830 | 82,379 | 80,891 |
| Debt - interest - parkland acquisition | 83,580 | 97,975 | 33,600 | 33,600 | 33,600 | 33,600 | 33,600 | 33,600 | 33,600 |
| Debt - interest - Cemetery | 128,750 | 64,375 | 128,750 | 128,750 | 128,750 | 128,750 | 128,750 | 128,750 | 128,750 |
| Debt - interest - sports fields | 141,760 | 141,760 | 141,760 | 141,760 | 56,000 | 56,000 | 56,000 | 56,000 | 56,000 |
| Debt - interest - SOEC project | 1,377,500 | 1,377,500 | 1,377,500 | 1,377,500 | 1,377,500 | 654,500 | 139,500 | 139,500 | 139,500 |
| Debt - interest - accrual on outstanding | - 43,775 | - 37,823 | - | - | - | - | - | - | - |
| Water - debenture payments, interest | 699,951 | 699,951 | 591,951 | 591,951 | 448,795 | 448,795 | 448,795 | 448,795 | 448,795 |
| Debt - principal - RCMP building | 132,597 | 132,597 | 132,597 | 132,597 | 132,597 | 132,597 | 132,597 | 132,597 | 132,597 |
| Debt - principal - Public Works | 203,435 | 203,435 | 203,435 | 203,435 | 203,435 | 203,435 | 108,483 | 89,214 | 89,214 |
| Debt - principal - Facilities | 358,350 | 359,322 | 360,319 | 360,319 | 361,341 | 362,389 | 363,464 | 364,566 | 365,696 |
| Debt - principal - integrated waterfront | 105,214 | 105,846 | 109,594 | 110,258 | 110,258 | 110,940 | 111,638 | 112,355 | 113,090 |
| Debt - principal - parkland acquisition | 50,808 | 50,808 | 50,808 | 50,808 | 50,808 | 50,808 | 50,808 | 50,808 | 50,808 |
| Debt - principal - Cemetery | 83,954 | 83,954 | 83,955 | 83,955 | 83,955 | 83,955 | 83,955 | 83,955 | 83,955 |
| Debt - principal - sports fields | 107,462 | 107,462 | 107,462 | 107,462 | 107,462 | 107,462 | 107,462 | 107,462 | 107,462 |
| Debt - principal - SOEC project | 2,183,019 | 2,183,019 | 2,183,019 | 2,183,019 | 2,183,019 | 933,655 | 100,745 | 100,745 | 100,745 |
| Sewer - debenture payments, principal | 575,057 | 575,057 | 584,381 | 584,381 | 575,057 | 545,072 | 538,987 | 538,987 | 538,987 |
| Water - debenture payments, principal | 549,141 | 549,141 | 467,738 | 458,413 | 422,123 | 422,123 | 422,123 | 422,123 | 422,123 |
| Asset Management/Framework | - | - | - | 130,000 | - | - | - | - | - |
| Labour Load | (234,973) | 66,864.71 | - | 106,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Provincial - Climate Action (CARIP) | 0 | (46,458) | - | - | - | - | - | - | - |
| Municipal Proceeds - Gaming HFAA | (1,521,404) | (1,652,881) | (1,600,000) | (1,600,000) | (1,760,000) | (2,000,000) | (2,000,000) | (2,000,000) | (2,000,000) |
| Municipal Proceeds - Gaming DAC | (3,539,609) | (3,851,747) | (2,937,029) | (2,937,029) | - | - | - | - | - |
| Transfer to other government | 0 | - | - | - | 176,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Revenue Sharing - Traffic Fines | (314,454) | (458,557) | (412,709) | (401,411) | (402,000) | (402,000) | (402,000) | (402,000) | (402,000) |
| | 4,262,466 | 4,134,434 | 5,119,713 | 4,860,941 | 7,700,479 | 5,465,672 | 3,960,919 | 3,937,957 | 3,945,705 |

Finance - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|
| Short Term Opportunities | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| Asset Management Investment Plan | 209,000 | 368,000 | 167,000 | 72,000 | 57,000 |
| | 274,000 | 433,000 | 232,000 | 137,000 | 122,000 |

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Procurement - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Goods and Services | 56,787 | 54,425 | 95,550 | 100,585 | 117,800 | 103,650 | 101,800 | 101,800 | 99,300 |
| Forklift Amortization | 3,829 | 4,076 | 3,250 | 3,250 | 3,250 | 3,250 | 3,250 | 3,250 | 3,201 |
| Salaries and benefits | 420,804 | 373,147 | 370,250 | 370,850 | 380,510 | 386,112 | 386,112 | 386,112 | 386,112 |
| Net Operating Expense | 481,420 | 431,648 | 469,050 | 474,685 | 501,560 | 493,012 | 491,162 | 491,162 | 488,614 |
| Internal Allocations Out | | | | | | | | | |
| Corporate Administration | 6,033 | 1,495 | 1,200 | 1,700 | 1,200 | 1,750 | 1,200 | 1,200 | 1,200 |
| Animal Control | 2,807 | 2,012 | 2,700 | 3,100 | 200 | 200 | 200 | 200 | 200 |
| Building & Licence | 43 | 535 | 500 | 400 | 400 | 400 | 400 | 400 | 400 |
| Bylaw Enforcement | 314 | 416 | 700 | 3,200 | 200 | 200 | 200 | 200 | 200 |
| Operations | 111 | 456 | 1,200 | 1,075 | 100 | 100 | 100 | 100 | 100 |
| Facilities & Recreation | 227 | 692 | - | 350 | - | - | - | - | - |
| Communications | 764 | 144 | 1,000 | 150 | - | - | - | - | - |
| Economic Development | - | 3,125 | 3,200 | 1,250 | 200 | 200 | 200 | 200 | 200 |
| Electric Utility | 3,904 | 7,649 | 8,500 | 4,200 | 1,500 | 1,500 | 1,500 | 1,500 | - |
| Engineering | 1,292 | 2,138 | 4,200 | 3,100 | 200 | 200 | 200 | 200 | 200 |
| Facilities | 2,825 | 1,737 | 2,500 | 2,070 | 200 | 200 | 200 | 200 | 200 |
| Finance | 1,106 | 1,555 | 1,500 | 1,950 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Revenue & Collections | 10,852 | 7,040 | 12,500 | 10,000 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Development Services | 10,607 | 9,413 | 11,000 | 10,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Fire Services | 377 | 1,969 | 2,250 | 2,100 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 |
| Human Resources | 250 | 325 | 700 | 350 | 200 | 200 | 200 | 200 | 200 |
| Information Technology | - | 1,788 | 1,000 | 2,000 | - | - | - | - | - |
| Mayor & Council | 7,227 | 350 | 800 | 150 | 300 | 600 | 300 | 300 | 300 |
| Museum | 850 | - | 1,500 | 100 | 1,000 | 1,000 | 1,000 | 1,000 | - |
| Planning | 700 | 255 | 1,200 | 650 | 200 | 200 | 200 | 200 | 200 |
| Cemetery | 426 | 808 | 500 | - | - | - | - | - | - |
| Fleet | 966 | 859 | 1,700 | 2,000 | 200 | 200 | 200 | 200 | 200 |
| Public Works General | 398 | 667 | 500 | 3,000 | - | - | - | - | - |
| Parks | 142 | 577 | 700 | 570 | 200 | 200 | 200 | 200 | 200 |
| Roads & Maintenance | 321 | 274 | 1,000 | 320 | - | - | - | - | - |
| Solid Waste & Recycling | - | 257 | - | 100 | - | - | - | - | - |
| RCMP | 57 | 1,096 | - | - | - | - | - | - | - |
| Recreation | 398 | 10,692 | 11,000 | 11,750 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Sewer | 4,484 | 2,753 | 3,500 | 2,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Water | 2,773 | 1,530 | 1,750 | 450 | 750 | 750 | 750 | 750 | 750 |
| Total Internal Allocations Out | 60,256 | 62,607 | 78,800 | 69,335 | 40,800 | 41,650 | 40,800 | 40,800 | 38,300 |
| Internal Allocations In | | | | | | | | | |
| Communications | - | - | - | - | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| HR - training/dues | 7,869 | 10,457 | 13,000 | 9,897 | 7,950 | 8,069 | 8,190 | 8,313 | 8,438 |
| Information Technology | 4,155 | 2,924 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Fleet | 298 | - | 3,500 | 3,500 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Total Internal Allocations In | 12,321 | 13,381 | 18,700 | 15,597 | 14,650 | 14,769 | 14,890 | 15,013 | 15,138 |
| Total Operating Expense | 433,486 | 382,422 | 408,950 | 420,947 | 475,410 | 466,132 | 465,253 | 465,376 | 465,452 |
| Outputs and Outcomes | | | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Cost per capita | 13.19 | 11.63 | 12.44 | 12.80 | 14.46 | 14.18 | 14.15 | 14.16 | 14.16 |
| % of property tax | 1.69% | 1.45% | 1.44% | 1.49% | 1.57% | 1.48% | 1.42% | 1.37% | 1.32% |

Change 2016 forecast to 2017 budget

| | |
|-----------|--------|
| \$ change | 54,463 |
| % change | 12.94% |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Goods and Services | 17,215 | 4.09% |
| Contractual Labour increases | 9,660 | 2.29% |

Procurement - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Logistics | 340,556 | 310,878 | 336,500 | 317,850 | 363,837 | 355,378 | 356,378 | 357,378 | 357,329 |
| Mayor & Council | 7,227 | 350 | 800 | 150 | 300 | 600 | 300 | 300 | 300 |
| Communications | 764 | 144 | 1,000 | 150 | - | - | - | - | - |
| Fire Services | 239 | - | - | - | - | - | - | - | - |
| Operations | 111 | 456 | 1,200 | 1,075 | 100 | 100 | 100 | 100 | 100 |
| Finance | 676 | 548 | - | 200 | - | - | - | - | - |
| Facilities & Recreation | 227 | 692 | - | 350 | - | - | - | - | - |
| Information Technology | - | 1,788 | 1,000 | 2,000 | - | - | - | - | - |
| Human Resources | 250 | 325 | 700 | 350 | 200 | 200 | 200 | 200 | 200 |
| Development Services | 10,607 | 9,413 | 11,000 | 10,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Corporate Admin | 6,033 | 1,495 | 1,200 | 1,700 | 1,200 | 1,750 | 1,200 | 1,200 | 1,200 |
| RCMP | 57 | 1,096 | - | - | - | - | - | - | - |
| Fire Hall 1 | - | 1,969 | 2,250 | 2,100 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 |
| Fire Hall 2 | 138 | - | - | - | - | - | - | - | - |
| Water | 2,773 | 1,530 | 1,750 | 450 | 750 | 750 | 750 | 750 | 750 |
| Public Works | 398 | 667 | 500 | 3,000 | - | - | - | - | - |
| Engineering | 1,292 | 2,138 | 4,200 | 3,100 | 200 | 200 | 200 | 200 | 200 |
| Waste Water | 4,484 | 2,753 | 3,500 | 2,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Finance - Revenue | 10,852 | 7,040 | 12,500 | 10,000 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Finance - Accounting | 430 | 1,006 | 1,500 | 1,750 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Finance - Logistics | 80,608 | 58,162 | 53,750 | 87,500 | 96,923 | 95,985 | 93,985 | 92,985 | 92,985 |
| Facilities | 2,825 | 1,737 | 2,500 | 2,070 | 200 | 200 | 200 | 200 | 200 |
| Museum | 850 | - | 1,500 | 100 | 1,000 | 1,000 | 1,000 | 1,000 | - |
| Recreation | 398 | 10,692 | 11,000 | 11,750 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Bylaw | 314 | 416 | 700 | 3,200 | 200 | 200 | 200 | 200 | 200 |
| Planning | 700 | 255 | 1,200 | 650 | 200 | 200 | 200 | 200 | 200 |
| Building | 43 | 535 | 500 | 400 | 400 | 400 | 400 | 400 | 400 |
| Cemetery | 426 | 808 | 500 | - | - | - | - | - | - |
| Roads and Maintenance | 321 | 274 | 1,000 | 320 | - | - | - | - | - |
| Parks | 142 | 577 | 700 | 570 | 200 | 200 | 200 | 200 | 200 |
| Fleet | 966 | 859 | 1,700 | 2,000 | 200 | 200 | 200 | 200 | 200 |
| Waste Disposal | - | 257 | - | 100 | - | - | - | - | - |
| Animal Control | 2,807 | 2,012 | 2,700 | 3,100 | 200 | 200 | 200 | 200 | 200 |
| Economic Development | - | 3,125 | 3,200 | 1,250 | 200 | 200 | 200 | 200 | 200 |
| Electric | 3,904 | 7,649 | 8,500 | 4,200 | 1,500 | 1,500 | 1,500 | 1,500 | - |
| | 481,420 | 431,648 | 469,050 | 474,685 | 501,560 | 493,012 | 491,162 | 491,162 | 488,614 |

Revenue & Collections - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|----------------|------------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Goods and Services | 230,453 | 488,586 | 225,910 | 273,400 | 230,950 | 235,469 | 240,084 | 244,795 | 249,606 |
| Salaries and Benefits | 671,019 | 647,419 | 692,092 | 680,583 | 679,283 | 693,083 | 693,083 | 693,083 | 693,083 |
| Total Operating Expense | 901,473 | 1,136,006 | 918,002 | 953,983 | 910,233 | 928,552 | 933,167 | 937,878 | 942,689 |
| Recoveries | - | (106,160) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) |
| Net operating expense | 901,473 | 1,029,846 | 768,002 | 803,983 | 760,233 | 778,552 | 783,167 | 787,878 | 792,689 |
| Internal Allocations In | | | | | | | | | |
| Communications | - | - | - | - | 2,521 | 2,521 | 2,521 | 2,521 | 2,521 |
| Finance - Procurement | 10,852 | 7,040 | 12,500 | 10,000 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| HR - training/dues | 2,597 | 1,114 | 6,000 | - | 7,210 | 7,318 | 7,428 | 7,539 | 7,652 |
| Information Technology | 5,980 | 3,427 | 5,767 | 3,000 | 6,500 | 9,337 | 9,408 | 9,481 | 9,554 |
| Total Internal Allocations In | 19,429 | 11,581 | 24,267 | 13,000 | 23,731 | 26,676 | 26,857 | 27,042 | 27,227 |
| Add back Revenue | - | (106,160) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) |
| Total Operating Expense | 920,902 | 1,147,586 | 942,269 | 966,983 | 933,964 | 955,229 | 960,024 | 964,920 | 969,916 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Expense | 920,902 | 1,041,426 | 792,269 | 816,983 | 783,964 | 805,229 | 810,024 | 814,920 | 819,916 |
| Cost per capita | 28.01 | 31.68 | 24.10 | 24.85 | 23.85 | 24.49 | 24.64 | 24.79 | 24.94 |
| % of property tax | 3.58% | 3.95% | 2.79% | 2.88% | 2.60% | 2.56% | 2.48% | 2.40% | 2.32% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | - | 33,019 | | | | | | | |
| % change | | -4.04% | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|----------------------------------|-----------|----------|
| Bad debt expense in 2016 | - 47,000 | 5.75% |
| Information Technology | 3,500 | 0.428% |
| New staff at lower salary levels | - 1,300 | 0.159% |

Revenue & Collections - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|----------------|------------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Allowance for Bad Debt | 254 | 223,139 | 10,000 | 57,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Collection Costs | 706 | 460 | 1,900 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| Commissions | 1,786 | 2,629 | 4,100 | 4,150 | 4,150 | 4,150 | 4,150 | 4,150 | 4,150 |
| Land Title Fees | - | - | - | 500 | 500 | 500 | 500 | 500 | 500 |
| Postage | 201,582 | 235,099 | 184,650 | 184,650 | 188,600 | 192,561 | 196,605 | 200,734 | 204,950 |
| Salaries and Benefits | 673,243 | 648,350 | 692,092 | 680,583 | 679,283 | 693,083 | 693,083 | 693,083 | 693,083 |
| Supplies | 23,902 | 26,328 | 25,260 | 26,000 | 26,600 | 27,159 | 27,729 | 28,311 | 28,906 |
| | 901,473 | 1,136,006 | 918,002 | 953,983 | 910,233 | 928,552 | 933,167 | 937,878 | 942,689 |
| Recoveries | - | (106,160) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) | (150,000) |
| Net Operating Expense | 901,473 | 1,029,846 | 768,002 | 803,983 | 760,233 | 778,552 | 783,167 | 787,878 | 792,689 |

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Civic Grants - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Municipal Grants | 620,645 | 623,536 | 760,725 | 725,526 | 567,000 | 517,000 | 517,000 | 517,000 | 517,000 |
| Rogers Hometown Hockey | - | 23,550 | 23,550 | 23,550 | - | - | - | - | - |
| BC Winter Games | - | 90,000 | - | - | - | - | - | - | - |
| Public Art | - | 50,000 | - | - | - | - | - | - | - |
| ITU Multisport World Championships | | | | - | 250,000 | | | | |
| Scotties Tournament of Hearts | | | | | | 200,000 | | | |
| Civic partnerships - Penmar Partnership | 51,306 | 11,301 | | | | | | | |
| Civic partnerships - Challenge Penticton | 277,032 | 32,519 | | | | | | | |
| | <u>948,983</u> | <u>830,906</u> | <u>784,275</u> | <u>749,076</u> | <u>817,000</u> | <u>717,000</u> | <u>517,000</u> | <u>517,000</u> | <u>517,000</u> |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Cost per capita | 28.86 | 25.27 | 23.85 | 22.78 | 24.85 | 21.81 | 15.73 | 15.73 | 15.73 |
| % of property tax | 3.69% | 3.15% | 2.76% | 2.64% | 2.71% | 2.28% | 1.58% | 1.52% | 1.46% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | | | | | <u>67,924</u> | | | | |
| % change | | | | | <u>9.07%</u> | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------------|-----------|----------|
| ITU Multisport World Championships | 250,000 | 33.37% |
| Municipal Grants | - 158,526 | -21.16% |

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Civic Grants - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| B.C. Schizophrenia Society - Penticton Branch (Mental Wellness Centre) | - | - | 18,000 | 18,000 | | | | | |
| BC Elders Gathering Society | 5,000 | - | - | - | | | | | |
| BC Winter Games | 1,921 | - | 90,000 | 94,826 | | | | | |
| Boston Pizza Jr. Triathlon | 573 | 638 | - | - | | | | | |
| Canada 150 Mosaic Initiative | - | - | - | 4,500 | | | | | |
| Canada Day Celebrations | 157 | 705 | - | - | | | | | |
| Canadian Mental Health Association | 1,800 | 2,000 | 2,000 | 2,000 | | | | | |
| CFSOS - Yes Project (Youth Engagement Strategy) | - | - | 8,750 | 8,750 | | | | | |
| Challenge Penticton - All Services | 110,000 | 93,777 | 110,000 | 110,000 | | | | | |
| Community Arts Council | 12,310 | 12,312 | 13,600 | 13,600 | | | | | |
| Community Foundation of the South Okanagan Similkameen | - | 25,000 | 25,000 | 25,000 | | | | | |
| DPA - BC Family Day | - | 1,492 | 1,500 | 1,505 | | | | | |
| DPA - Canada Day Celebration | 7,751 | 7,000 | 6,800 | 7,893 | | | | | |
| DPA - Canada Day Fireworks | - | 255 | - | - | | | | | |
| DPA - Fall Fair | - | - | - | - | | | | | |
| DPA - Music in the Park | 18,538 | 18,013 | - | - | | | | | |
| DPA - New Year's Eve Fireworks | - | 896 | 970 | - | | | | | |
| DPA - Night Markets Summer Concert Series | - | - | 15,000 | 15,382 | | | | | |
| DPA & SOIS - Penticton's Birthday | - | - | 1,200 | 1,200 | | | | | |
| Get Bent Active Arts Society | 500 | - | - | - | | | | | |
| Grand Fondo | 24,459 | 26,700 | 30,000 | 29,000 | | | | | |
| Henning Emergency Clinic of Kindness | - | 12,800 | - | - | | | | | |
| Japanese Gardens | 2,500 | - | - | - | | | | | |
| Literacy Now - South Okanagan Similkameen (SD 67) | 1,500 | - | - | - | | | | | |
| Miss Penticton Royalty | 8,911 | 8,516 | 9,150 | 9,024 | | | | | |
| OK Similkameen Comm Fndtn - Neighbourhood Small Grants | - | 5,000 | - | - | | | | | |
| OK Thunderchairs (BC Storm Power Soccer Tournament) | - | - | 900 | 900 | | | | | |
| Okanagan fruit Tree Project Society | - | 10,000 | 6,700 | 6,700 | | | | | |
| Okanagan Hockey Group | - | - | - | 10,000 | | | | | |
| Okanagan International Children's | 31,505 | - | - | - | | | | | |
| Okanagan Motorcycle Association | 425 | 433 | 500 | - | | | | | |
| Okanagan Similkameen Healthy Living Fair Society | 7,487 | 7,635 | 8,778 | 7,838 | | | | | |
| Okanagan Similkameen Conservation Alliance | 5,760 | 5,000 | 3,500 | 3,500 | | | | | |
| Okanagan Symphony | 9,000 | 9,000 | 5,000 | 5,000 | | | | | |
| Okanagan Trestle Tours | - | 977 | 1,000 | 1,000 | | | | | |
| OliveUs Education Society | 2,000 | - | - | - | | | | | |
| Other | 767 | 24,534 | 29,782 | - | 567,000 | 517,000 | 517,000 | 517,000 | 517,000 |
| PDMS dba SOICS - South Okanagan Immigrant & Community Services (Citizenship Ceremony) | - | - | 2,000 | 2,000 | | | | | |
| PDMS dba SOICS - South Okanagan Immigrant & Community Services (June 2016 Welcoming Communities Summit) | - | - | 7,500 | 7,500 | | | | | |
| Peach Festival Society | 37,234 | 44,876 | 45,000 | 58,996 | | | | | |
| Peach Festival Society - float refurbishment | - | - | 10,000 | - | | | | | |
| Penticton & Area Access Society | - | 4,300 | 5,000 | 5,000 | | | | | |
| Penticton and District Community Resource Society | 10,923 | - | - | - | | | | | |
| Penticton Board of Education - highschool grad parade participant insurance | - | - | - | 175 | | | | | |
| Penticton Art Gallery Society | 95,000 | 95,000 | 95,000 | 95,000 | | | | | |
| Penticton Cycling Association | 2,565 | 2,500 | 2,500 | 2,500 | | | | | |
| Penticton Dragonboat Festival Society | 9,599 | 12,210 | 14,120 | 7,920 | | | | | |
| Penticton Duplicate Bridge Club | 3,870 | - | - | - | | | | | |
| Penticton Historic Automobile Assn | 8,422 | 6,344 | 7,000 | 6,782 | | | | | |
| Penticton Jazz Festival | 12,470 | 13,000 | 12,333 | 12,333 | | | | | |
| Penticton Kiwanis Music Festival | 4,280 | 5,250 | 5,500 | 5,500 | | | | | |
| Penticton Metal detectors Club | 229 | - | - | - | | | | | |
| Penticton Minor Hockey | 455 | 3,567 | - | - | | | | | |
| Penticton Scottish Festival Society | 18,720 | 6,475 | 4,000 | 4,000 | | | | | |
| Penticton Search & Rescue | 12,435 | 12,435 | 12,435 | 12,435 | | | | | |
| Performing Arts BC Provincial Festival | 18,390 | - | - | - | | | | | |
| Rotary Club of Penticton | - | 25,000 | 12,800 | 9,358 | | | | | |
| Royal Cdn Legion - Facility Rent | 2,700 | 2,800 | - | - | | | | | |
| Salvation Army - Facility Rent | 4,325 | 6,000 | - | - | | | | | |
| School district reciprocal agreement | 10,078 | 5,185 | 14,000 | 14,000 | | | | | |
| Shatford Building - OSA | 25,200 | 15,000 | 10,000 | 10,000 | | | | | |
| Skaha Bluffs Park Watch Society | - | - | 15,456 | 15,456 | | | | | |
| South Okanagan Genealogical Society | - | - | 4,451 | 3,003 | | | | | |
| South Okanagan Seniors Wellness Society | 18,468 | 15,000 | 12,000 | 12,000 | | | | | |
| South Okanagan Trail Alliance | - | 1,000 | - | - | | | | | |
| SS Sicamous - Operating | 45,000 | 45,000 | 45,000 | 33,750 | | | | | |
| SS Sicamous - Utilities | 20,715 | 21,461 | 20,000 | 20,000 | | | | | |
| The Penticton Centre for Exceptional Learning | - | - | 1,500 | 1,500 | | | | | |
| United Way Emergency Transportation Assistance Program | 2,700 | 4,050 | 7,200 | 7,200 | | | | | |
| Upperdeck Veas Hockey | 4,000 | 4,400 | 7,800 | 3,500 | | | | | |
| | 620,645 | 623,536 | 760,725 | 725,526 | 567,000 | 517,000 | 517,000 | 517,000 | 517,000 |

Civic Grants - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Civic partnerships - Penmar Partnership | 51,306 | 11,301 | - | - | - | - | - | - | - |
| Civic partnerships - Challenge Penticton - 2013 operating deficit | 77,032 | - | - | - | - | - | - | - | - |
| Civic partnerships - Challenge Penticton - 2014 operating deficit | 200,000 | 32,519 | - | - | - | - | - | - | - |
| Civic grants - Rogers Hometown Hockey | - | - | 23,550 | 23,550 | - | - | - | - | - |
| Civic grants - 2017 ITU Multisport World Championships | - | - | - | - | 250,000 | - | - | - | - |
| | 328,338 | 43,819 | 23,550 | 23,550 | 250,000 | - | - | - | - |

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Communications - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Operations by Object | | | | | | | | | |
| Goods and Services | 92,102 | 9,712 | 166,125 | 31,467 | 40,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| Communications | - | 68,898 | - | 83,762 | 197,271 | 158,771 | 157,271 | 155,771 | 154,271 |
| Salaries and Benefits | 89,563 | 92,922 | 91,494 | 87,500 | 168,750 | 170,750 | 172,750 | 174,750 | 176,750 |
| Total Operations by Object | 181,665 | 171,532 | 257,619 | 202,729 | 406,021 | 364,521 | 365,021 | 365,521 | 366,021 |
| Operations by Project | | | | | | | | | |
| Communications | 93,802 | 96,731 | 106,494 | 95,667 | 175,521 | 160,521 | 160,521 | 160,521 | 160,521 |
| Public Relations | 1,449 | 1,042 | 62,000 | 25,000 | 142,000 | 117,000 | 119,000 | 121,000 | 123,000 |
| Publications | 24,674 | 22,535 | 25,125 | 22,462 | 24,500 | 24,500 | 24,500 | 24,500 | 24,500 |
| Print | 59,099 | 48,671 | 53,000 | 50,000 | 53,000 | 51,000 | 49,000 | 47,000 | 45,000 |
| Radio | 1,117 | 1,579 | 2,000 | 1,600 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Online | 1,524 | 974 | 9,000 | 8,000 | 9,000 | 9,500 | 10,000 | 10,500 | 11,000 |
| Total Operations by Project | 181,665 | 171,532 | 257,619 | 202,729 | 406,021 | 364,521 | 365,021 | 365,521 | 366,021 |
| Internal Allocations Out | | | | | | | | | |
| Animal Control | - | - | - | - | 500 | 500 | 500 | 500 | 500 |
| Building and License | - | - | - | - | 15,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Economic Development & Tourism | - | - | - | - | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Electrical | - | - | - | - | 250 | 250 | 250 | 250 | 250 |
| Engineering Services | - | 1,076 | - | - | - | - | - | - | - |
| Facilities | - | - | - | - | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 |
| Finance - Procurement | - | - | - | - | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Finance - Revenue and Collections | - | - | - | - | 2,521 | 2,521 | 2,521 | 2,521 | 2,521 |
| Fire | 479 | - | - | - | - | - | - | - | - |
| Development Services | - | - | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Human Resources | - | 251 | - | - | - | - | - | - | - |
| RCMP | - | 4 | - | - | - | - | - | - | - |
| Sewer | - | - | - | 6,467 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total Internal Allocations Out | 474 | 1,326 | - | 6,467 | 54,771 | 44,771 | 44,771 | 44,771 | 44,771 |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | 764 | 144 | 1,000 | 150 | - | - | - | - | - |
| HR - training/dues | 2,438 | 1,162 | 1,700 | - | - | - | - | - | - |
| Information Technology | 1,113 | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Total Internal Allocations In | 4,315 | 1,306 | 2,700 | 150 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Net Operating Expense | 185,506 | 171,511 | 260,319 | 196,412 | 366,250 | 334,750 | 335,250 | 335,750 | 336,250 |
| Outputs and Outcomes | | | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Cost per capita | 5.64 | 5.22 | 7.92 | 5.97 | 11.14 | 10.18 | 10.20 | 10.21 | 10.23 |
| % of property tax | 0.72% | 0.65% | 0.92% | 0.69% | 1.21% | 1.07% | 1.03% | 0.99% | 0.95% |

Change 2016 forecast to 2017 budget

| | |
|-----------|----------------|
| \$ change | <u>169,838</u> |
| % change | <u>86.47%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|--|-----------|----------|
| Engagement HQ Software | 15,000 | 7.64% |
| New Engagement Coordinator | 70,000 | 35.64% |
| Additional Communication and Public Relations Activities | 80,000 | 40.73% |

The increase to the information technology budget is for the Engagement HQ software service

General Government - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | |
| Taxation | (25,696,012) | (26,338,349) | (28,368,201) | (28,323,233) | (30,190,142) | (31,396,540) | (32,651,146) | (33,955,886) | (35,312,763) |
| Local Improvement Levy | (176,447) | (199,554) | (183,850) | (158,609) | (183,850) | (183,850) | (183,850) | (183,850) | (183,850) |
| Franchise Fees | (597,625) | (337,179) | (531,000) | (542,589) | (491,000) | (491,000) | (491,000) | (491,000) | (491,000) |
| BIA Levy | (177,123) | (178,702) | (179,000) | (178,681) | (178,000) | (178,000) | (178,000) | (178,000) | (178,000) |
| MRDT (Hotel Room Tax) | (478,299) | (536,454) | (254,519) | (268,150) | (254,519) | (254,519) | (254,519) | (254,519) | (254,518) |
| Grants in Lieu | (236,732) | (237,750) | (450,000) | (450,000) | (550,000) | (550,000) | (550,000) | (550,000) | (550,000) |
| Rentals/Leases | (148,830) | (107,958) | (80,000) | (80,000) | (80,000) | (80,000) | (80,000) | (80,000) | (80,000) |
| Sale of Services | (698,379) | (679,401) | (94,200) | (99,230) | (86,312) | (86,312) | (86,312) | (86,312) | (86,312) |
| Fiscal Services | (7,167,934) | (7,290,596) | (3,439,792) | (4,259,339) | (4,348,507) | (4,347,873) | (4,347,603) | (4,347,335) | (4,347,626) |
| Interest and Penalties | (170,663) | (132,420) | (714,000) | (878,245) | (831,000) | (832,000) | (833,000) | (834,000) | (834,000) |
| Equipment Sales Proceeds | | | (30,000) | (6,500) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Grants | (1,392,510) | (1,392,510) | (42,000) | (1,370,860) | (1,439,404) | (1,439,404) | (1,507,826) | (1,507,826) | (1,507,826) |
| Collections for other Governments | (20,161,507) | (20,530,281) | (20,562,109) | (20,698,202) | (20,607,305) | (20,635,541) | (20,664,004) | (20,692,690) | (20,697,609) |
| | (57,102,062) | (57,961,156) | (54,928,671) | (57,313,638) | (59,270,039) | (60,505,039) | (61,857,260) | (63,191,418) | (64,553,504) |
| Expenses | | | | | | | | | |
| BIA | 177,993 | 178,702 | 179,000 | 178,681 | 178,000 | 178,000 | 178,000 | 178,000 | 178,000 |
| Hotel Room Tax (MRDT) | 478,299 | 536,454 | 450,000 | 450,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| Collections for other Governments | 20,126,542 | 20,478,735 | 20,562,109 | 20,698,202 | 20,607,305 | 20,635,542 | 20,664,003 | 20,692,690 | 20,697,609 |
| Total | 20,782,834 | 21,193,891 | 21,191,109 | 21,326,883 | 21,335,305 | 21,363,542 | 21,392,003 | 21,420,690 | 21,425,609 |

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Facilities - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Goods and Services | 1,662,430 | 1,736,187 | 1,719,671 | 971,355 | 1,152,758 | 1,152,975 | 1,153,200 | 1,153,436 | 1,153,683 |
| Fleet | 61,471 | 59,602 | 1,000 | - | 41,286 | 41,286 | 41,286 | 41,286 | 41,286 |
| Salaries and Benefits | 1,086,479 | 1,098,850 | 1,008,725 | 1,240,053 | 1,234,331 | 1,200,434 | 1,216,819 | 1,233,492 | 1,250,455 |
| Loss on Sale of Assets | - | 198,836 | - | - | - | - | - | - | - |
| Utilities | - | 107,972 | 80,000 | 648,130 | 678,299 | 721,571 | 768,407 | 819,102 | 873,979 |
| | 2,810,379 | 3,201,446 | 2,809,396 | 2,859,538 | 3,106,674 | 3,116,266 | 3,179,712 | 3,247,316 | 3,319,403 |
| Gain on Sale of Assets | (4,760) | (43,082) | - | - | - | - | - | - | - |
| Recoveries | - | (42,057) | - | - | - | - | - | - | - |
| Net Operating Expense | 2,805,619 | 3,116,307 | 2,809,396 | 2,859,538 | 3,106,674 | 3,116,266 | 3,179,712 | 3,247,316 | 3,319,403 |
| Internal Allocations In | | | | | | | | | |
| Communications | - | - | - | - | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 |
| Logistics | 2,825 | 1,737 | 2,500 | 2,070 | 200 | 200 | 200 | 200 | 200 |
| HR - training/dues | 370 | 336 | 300 | 250 | 9,400 | 3,146 | 3,194 | 3,242 | 3,290 |
| Fleet | 20,308 | 11,000 | 49,400 | 48,500 | 48,500 | 48,500 | 48,500 | 48,500 | 48,500 |
| Safety | 1,573 | 276 | 5,370 | 5,200 | 5,478 | 5,533 | 5,588 | 5,588 | 5,588 |
| Total Internal Allocations In | 25,076 | 13,349 | 57,570 | 56,020 | 77,578 | 71,379 | 71,482 | 71,530 | 71,578 |
| Total Operating Expense | 2,835,455 | 3,214,795 | 2,866,966 | 2,915,558 | 3,184,252 | 3,187,645 | 3,251,194 | 3,318,846 | 3,390,981 |
| Outputs and Outcomes | | | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Net Operating Expense | 2,830,695 | 3,129,656 | 2,866,966 | 2,915,558 | 3,184,252 | 3,187,645 | 3,251,194 | 3,318,846 | 3,390,981 |
| Cost per capita | 86.10 | 95.19 | 87.20 | 88.68 | 96.85 | 96.96 | 98.89 | 100.95 | 103.14 |
| % of property tax | 11.02% | 11.88% | 10.11% | 10.29% | 10.55% | 10.15% | 9.96% | 9.77% | 9.60% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>268,694</u> | | | | | | | | |
| % change | <u>9.22%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change | |
|--------------------|-----------|----------|---|
| Goods and Services | 181,403 | 6.22% | Repairs previously capitalized now in Ops |
| Fleet | 41,286 | 1.42% | Not budgeted in 2016 |
| Utilities | 30,169 | 1.035% | Inflation |

Facilities - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Facilities - General | 90,236 | 348,352 | 345,009 | 345,509 | 346,407 | 348,030 | 349,687 | 351,381 | 353,111 |
| Non-Recreational Facilities - City Hall | 261,866 | 200,718 | 181,111 | 183,150 | 205,890 | 210,716 | 215,854 | 221,324 | 227,152 |
| Non-Recreational Facilities - City Houses | 8,888 | 3,640 | 9,058 | 9,000 | 10,112 | 10,168 | 10,225 | 10,283 | 10,341 |
| Non-Recreational Facilities - Shelter | 133 | 5,047 | - | - | - | - | - | - | - |
| Non-Recreational Facilities - Emergency Measures | 1,122 | 1,310 | - | - | - | - | - | - | - |
| Non-Recreational Facilities - Fire Hall # 1 | 27,737 | 35,877 | 47,650 | 41,850 | 63,193 | 64,718 | 66,347 | 68,089 | 69,950 |
| Non-Recreational Facilities - Fire Hall # 2 | 30,081 | 26,876 | 31,755 | 30,460 | 33,010 | 34,341 | 35,767 | 37,296 | 38,936 |
| Non-Recreational Facilities - Misc Sites | 176,358 | 157,100 | 145,510 | 186,429 | 174,783 | 176,050 | 177,389 | 178,805 | 180,303 |
| Non-Recreational Facilities - RCMP Building | 210,073 | 223,803 | 201,950 | 202,900 | 210,106 | 213,697 | 217,542 | 221,658 | 226,066 |
| Non-Recreational Facilities - Yards & Warehouse | 163,213 | 185,409 | 137,630 | 149,600 | 157,414 | 161,936 | 166,782 | 171,977 | 177,547 |
| Recreational Facilities - 500 Edmonton Ave | 2,542 | 1,928 | - | - | - | - | - | - | - |
| Recreational Facilities - Bathhouse | 193,360 | 278,811 | 214,173 | 229,750 | 329,931 | 332,412 | 335,015 | 337,749 | 340,622 |
| Recreational Facilities - Community Centre | 960,507 | 960,354 | 830,790 | 865,740 | 860,803 | 833,771 | 858,326 | 884,599 | 912,736 |
| Recreational Facilities - Curling Club Building | 6,322 | 3,377 | 3,200 | 3,200 | 3,200 | 3,200 | 3,200 | 3,200 | 3,200 |
| Recreational Facilities - Edmonton Ave Centre | 7,826 | 6,629 | 5,700 | 4,500 | 5,709 | 5,896 | 6,098 | 6,315 | 6,548 |
| Recreational Facilities - Gyro Bandshell | 5,977 | 11,247 | 4,190 | 3,180 | 6,699 | 6,895 | 7,102 | 7,321 | 7,551 |
| Recreational Facilities - Indoor Soccer Facility | 8,864 | 27,088 | 37,000 | 27,000 | 44,525 | 45,087 | 45,677 | 46,296 | 46,945 |
| Recreational Facilities - Jubilee Pavilion | 10,736 | 13,327 | 14,420 | 9,920 | 15,500 | 15,826 | 16,171 | 16,535 | 16,921 |
| Recreational Facilities - Lawn Bowling Club | 352 | 281 | - | - | - | - | - | - | - |
| Recreational Facilities - Library/Museum Complex | 170,971 | 176,036 | 181,150 | 179,150 | 184,490 | 188,397 | 192,576 | 197,047 | 201,831 |
| Recreational Facilities - Marina - Okanagan | 360 | 2,216 | 1,500 | - | 1,526 | 1,553 | 1,580 | 1,608 | 1,636 |
| Recreational Facilities - Marina - Skaha | 1,237 | 1,918 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 |
| Recreational Facilities - McLaren Arena | 367,676 | 328,199 | 296,320 | 301,070 | 366,761 | 375,684 | 385,140 | 395,174 | 405,833 |
| Recreational Facilities - Mobile Concession/Washroom | 24,061 | 36,113 | 22,740 | 22,740 | 47,599 | 47,872 | 48,157 | 48,458 | 48,773 |
| Recreational Facilities - 675 Marina Way Bldg | 5,737 | 4,999 | 7,550 | 2,550 | 6,567 | 6,639 | 6,712 | 6,786 | 6,862 |
| Recreational Facilities - New Wine/visitor Info Centre | 40,883 | 52,131 | 46,400 | 33,000 | - | - | - | - | - |
| Recreational Facilities - Sicamous Boathouse | 1,392 | 2,118 | 14,200 | 2,000 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Recreational Facilities - Storage Facilities - Administrative | 1,478 | 525 | - | - | - | - | - | - | - |
| Recreational Facilities - Walking Pier | 9,454 | 3,908 | 7,640 | 7,640 | 7,500 | 7,631 | 7,765 | 7,901 | 8,039 |
| Recreational Facilities - Westminster Centre | 16,179 | 16,971 | 18,250 | 14,700 | 19,249 | 20,047 | 20,901 | 21,817 | 22,799 |
| | 2,805,619 | 3,116,307 | 2,809,396 | 2,859,538 | 3,106,674 | 3,116,266 | 3,179,713 | 3,247,316 | 3,319,402 |

Draft

Facilities - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|
| City Hall - Mechanical | 225,000 | - | - | - | - |
| City Hall - Repairs and Maintenance | 12,000 | - | - | - | - |
| Memorial Arena Capital | 300,000 | 7,000,000 | 7,000,000 | - | - |
| Penticton Trade & Convention Centre | 275,000 | - | - | - | - |
| Yacht & Tennis Club- Capital | 110,000 | - | - | - | - |
| Recreation Capital | 26,500 | 20,000 | 20,000 | 20,000 | 20,000 |
| PTCC - Internal Capital Requests | 27,958 | - | - | - | - |
| City Wide Security | 40,000 | - | - | - | - |
| Facilities Master Plan | - | 25,000 | 25,000 | 25,000 | 25,000 |
| Facilities Capital - General | 50,000 | 2,200,000 | 4,050,000 | 3,050,000 | 4,050,000 |
| | 1,066,458 | 9,245,000 | 11,095,000 | 3,095,000 | 4,095,000 |

Draft

Human Resources - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Goods and Services | 340,828 | 329,873 | 490,931 | 431,791 | 572,565 | 556,347 | 584,257 | 591,500 | 579,268 |
| Salaries and Benefits | 375,748 | 384,758 | 458,983 | 533,677 | 535,106 | 542,215 | 550,924 | 559,808 | 568,870 |
| Legal | 10,758 | 41,843 | 10,000 | 12,000 | 10,000 | 10,200 | 10,404 | 10,612 | 10,824 |
| Net Operating Expense | 727,334 | 756,474 | 959,914 | 977,468 | 1,117,671 | 1,108,761 | 1,145,585 | 1,161,920 | 1,158,962 |
| Internal Allocations Out | | | | | | | | | |
| Corporate Administration | 3,934 | 3,455 | 3,300 | 4,509 | 10,500 | 10,657 | 10,817 | 10,980 | 11,144 |
| Building & Licence | 10,230 | 14,282 | 17,415 | 13,444 | 35,789 | 36,147 | 36,508 | 36,873 | 37,242 |
| Bylaw Enforcement | 3,582 | 3,947 | 5,229 | 3,229 | 3,135 | 3,182 | 3,230 | 3,278 | 3,327 |
| Operations | 1,100 | 3,201 | 2,950 | 2,810 | 3,050 | 3,096 | 3,142 | 3,189 | 3,237 |
| Facilities & Recreation | - | 256 | - | - | - | - | - | - | - |
| Communications | 2,438 | 1,162 | 1,700 | - | - | - | - | - | - |
| Economic Development | 5,339 | 610 | 1,300 | 2,272 | 9,161 | 4,297 | 4,340 | 4,383 | 4,427 |
| Electric Utility | 4,077 | 5,766 | 68,735 | 40,326 | 75,450 | 66,985 | 67,122 | 67,261 | 67,402 |
| Engineering | 7,001 | 2,454 | 11,550 | 8,250 | 17,998 | 18,268 | 18,542 | 18,820 | 19,102 |
| Facilities | 370 | 336 | 300 | 250 | 9,400 | 3,146 | 3,194 | 3,242 | 3,290 |
| Finance | 8,473 | 13,637 | 19,100 | 19,512 | 16,350 | 16,595 | 16,844 | 17,097 | 17,353 |
| Procurement | 7,869 | 10,457 | 13,000 | 9,897 | 7,950 | 8,069 | 8,190 | 8,313 | 8,438 |
| Revenue & Collections | 2,597 | 1,114 | 6,000 | - | 7,210 | 7,318 | 7,428 | 7,539 | 7,652 |
| Fire Services | 8,214 | 7,866 | 12,927 | 9,125 | 18,375 | 18,651 | 18,930 | 19,214 | 19,503 |
| Development Services | 5,555 | 4,413 | 5,400 | 5,300 | 5,627 | 5,711 | 5,797 | 5,884 | 5,972 |
| Land Management | - | 1,011 | 3,750 | 2,671 | 4,300 | 4,348 | 4,397 | 4,446 | 4,496 |
| Information Technology | 22,994 | 14,575 | 39,150 | 39,155 | 43,350 | 44,000 | 44,660 | 45,330 | 46,010 |
| Museum | 473 | 168 | 3,365 | 2,465 | 3,020 | 3,065 | 3,111 | 3,158 | 3,205 |
| Planning | 5,675 | 4,626 | 7,200 | 6,802 | 7,800 | 7,917 | 8,036 | 8,156 | 8,279 |
| Fleet | 449 | 4,222 | 6,800 | 4,573 | 10,885 | 11,048 | 11,214 | 11,382 | 11,553 |
| Public Works General | 6,523 | 5,365 | - | 3,344 | 3,800 | - | - | - | - |
| Parks | 8,582 | 11,079 | 9,050 | 7,700 | 12,685 | 12,875 | 13,068 | 13,264 | 13,463 |
| Roads & Maintenance | 4,700 | 4,842 | 7,030 | 1,350 | 13,430 | 13,631 | 13,836 | 14,043 | 14,254 |
| RCMP | 95 | 1,381 | 3,800 | 1,900 | 4,000 | 4,060 | 4,121 | 4,183 | 4,245 |
| Recreation | 6,012 | 9,853 | 16,600 | 13,800 | 18,125 | 18,397 | 18,673 | 18,953 | 19,237 |
| Sewer | 13,802 | 17,210 | 17,385 | 15,432 | 18,815 | 17,646 | 17,910 | 18,179 | 18,452 |
| Water | 5,491 | 5,056 | 9,915 | 9,645 | 16,370 | 16,616 | 16,865 | 17,118 | 17,375 |
| Total Internal Allocations Out | 145,575 | 152,357 | 292,951 | 227,761 | 376,575 | 355,727 | 359,976 | 364,287 | 368,661 |
| Internal Allocations In | | | | | | | | | |
| Communications | - | 251 | - | - | - | - | - | - | - |
| Logistics | 250 | 325 | 700 | 350 | 200 | 200 | 200 | 200 | 200 |
| Information Technology | 2,314 | 1,966 | 414 | 1,500 | 1,500 | 414 | 414 | 414 | 414 |
| Fleet | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Safety | 30,047 | 31,785 | 42,100 | 41,140 | 41,235 | 41,624 | 42,017 | 42,153 | 42,225 |
| Total Internal Allocations In | 38,111 | 39,827 | 48,714 | 48,490 | 48,435 | 47,738 | 48,131 | 48,267 | 48,339 |
| Net Operating Expense | 619,871 | 643,944 | 715,677 | 798,197 | 789,531 | 800,773 | 833,740 | 845,900 | 838,640 |
| Outputs and Outcomes | | | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Cost per capita | 18.85 | 19.59 | 21.77 | 24.28 | 24.01 | 24.36 | 25.36 | 25.73 | 25.51 |
| % of property tax | 2.41% | 2.44% | 2.52% | 2.82% | 2.62% | 2.55% | 2.55% | 2.49% | 2.37% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>(8,666)</u> | | | | | | | | |
| % change | <u>-1.09%</u> | | | | | | | | |
| Changes in net operating budget from 2016 forecast to 2017 are primarily due to: | | | | | | | | | |
| | | | \$ change | % change | | | | | |
| Goods and Services | | | 140,774 | 17.64% | | | | | |
| Allocations out Training City Wide | | | 148,814 | 18.64% | | | | | |
| Contractual Labour increases | | | 1,429 | 0.179% | | | | | |

Human Resources - Operating Budget By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Human Resources - general | 401,453 | 428,612 | 471,075 | 511,972 | 544,361 | 555,140 | 566,531 | 577,349 | 588,787 |
| Labour relations | 69,679 | 45,279 | 45,000 | 51,500 | 45,000 | 45,800 | 46,616 | 47,448 | 48,297 |
| Employee assistance & recognition | 26,993 | 53,546 | 54,500 | 77,500 | 41,000 | 41,300 | 61,606 | 61,918 | 42,236 |
| Emergency Preparedness - Boonstock | 25,956 | - | - | - | - | - | - | - | - |
| Communications | 2,438 | 1,162 | 1,700 | - | - | - | - | - | - |
| Fire | 8,214 | 7,866 | 12,927 | 9,125 | 18,375 | 18,651 | 18,930 | 19,214 | 19,503 |
| Operations | 1,100 | 3,201 | 2,950 | 2,810 | 3,050 | 3,096 | 3,142 | 3,189 | 3,237 |
| Finance | 1,583 | 1,546 | - | 637 | - | - | - | - | - |
| Facilities & Recreation | - | 256 | - | - | - | - | - | - | - |
| Information Technology | 22,994 | 14,575 | 39,150 | 39,155 | 43,350 | 44,000 | 44,660 | 45,330 | 46,010 |
| Human Resources | 57,317 | 82,681 | 96,388 | 108,735 | 110,735 | 110,795 | 110,856 | 110,918 | 110,980 |
| Development Services | 5,555 | 4,413 | 5,400 | 5,300 | 5,627 | 5,711 | 5,797 | 5,884 | 5,972 |
| Corporate Admin | 3,934 | 3,455 | 3,300 | 4,509 | 10,500 | 10,657 | 10,817 | 10,980 | 11,144 |
| RCMP | 95 | 1,381 | 3,800 | 1,900 | 4,000 | 4,060 | 4,121 | 4,183 | 4,245 |
| Fire Services | 362 | - | - | - | - | - | - | - | - |
| Water | 5,491 | 5,056 | 9,915 | 9,645 | 16,370 | 16,616 | 16,865 | 17,118 | 17,375 |
| Public Works | 6,523 | 5,365 | - | 3,344 | 3,800 | - | - | - | - |
| Engineering | 7,001 | 2,454 | 11,550 | 8,250 | 17,998 | 18,268 | 18,542 | 18,820 | 19,102 |
| Waste Water | 13,802 | 17,210 | 17,385 | 15,432 | 18,815 | 17,646 | 17,910 | 18,179 | 18,452 |
| Finance - Revenue | 2,597 | 1,114 | 6,000 | - | 7,210 | 7,318 | 7,428 | 7,539 | 7,652 |
| Finance - Accounting | 6,890 | 12,091 | 19,100 | 18,875 | 16,350 | 16,595 | 16,844 | 17,097 | 17,353 |
| Finance - Logistics | 7,869 | 10,457 | 13,000 | 9,897 | 7,950 | 8,069 | 8,190 | 8,313 | 8,438 |
| Facilities | 370 | 336 | 300 | 250 | 9,400 | 3,146 | 3,194 | 3,242 | 3,290 |
| Museum | 473 | 168 | 3,365 | 2,465 | 3,020 | 3,065 | 3,111 | 3,158 | 3,205 |
| Recreation | 6,012 | 9,853 | 16,600 | 13,800 | 18,125 | 18,397 | 18,673 | 18,953 | 19,237 |
| Bylaw | 3,582 | 3,947 | 5,229 | 3,229 | 3,135 | 3,182 | 3,230 | 3,278 | 3,327 |
| Planning | 5,675 | 4,626 | 7,200 | 6,802 | 7,800 | 7,917 | 8,036 | 8,156 | 8,279 |
| Building | 10,230 | 14,282 | 17,415 | 13,444 | 35,789 | 36,147 | 36,508 | 36,873 | 37,242 |
| Public Works - Cemetery | - | 13 | - | - | - | - | - | - | - |
| Public Works - Roads and Maintenance | 4,700 | 4,842 | 7,030 | 1,350 | 13,430 | 13,631 | 13,836 | 14,043 | 14,254 |
| Public Works - Parks | 8,582 | 11,079 | 9,050 | 7,700 | 12,685 | 12,875 | 13,068 | 13,264 | 13,463 |
| Public Works - Fleet | 449 | 4,222 | 6,800 | 4,573 | 10,885 | 11,048 | 11,214 | 11,382 | 11,553 |
| Economic Development | 5,339 | 610 | 1,300 | 2,272 | 9,161 | 4,297 | 4,340 | 4,383 | 4,427 |
| Electric | 4,077 | 5,766 | 68,735 | 40,326 | 75,450 | 66,985 | 67,122 | 67,261 | 67,402 |
| Land Management Overhead | - | 1,011 | 3,750 | 2,671 | 4,300 | 4,348 | 4,397 | 4,446 | 4,496 |
| Human resources recoverable costs | - | - | 6,000 | - | - | - | - | - | - |
| | 727,334 | 756,474 | 959,914 | 977,468 | 1,117,671 | 1,108,761 | 1,145,585 | 1,161,920 | 1,158,962 |

Information Technology - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 698,360 | 733,205 | 634,188 | 596,308 | 1,034,964 | 872,705 | 898,035 | 856,879 | 933,193 |
| Equipment Amortization | - | - | 213,855 | 213,855 | 213,855 | 213,855 | 213,855 | 213,855 | 213,855 |
| Fleet | 5,500 | - | - | - | - | - | - | - | - |
| Salaries and benefits | 675,125 | 700,828 | 699,721 | 681,899 | 807,054 | 1,012,455 | 1,017,907 | 923,411 | 928,746 |
| Total Operating Expense | 1,378,985 | 1,434,033 | 1,547,764 | 1,492,062 | 2,055,873 | 2,099,015 | 2,129,797 | 1,994,145 | 2,075,793 |
| Recoveries | -50,735.24 | -37,210.89 | -45,506.02 | -47,700 | -47,764.37 | -43,358.73 | -43,373.12 | -43,387.508 | -43,650 |
| Net Operating Expense | 1,328,249 | 1,396,822 | 1,502,258 | 1,444,362 | 2,008,109 | 2,055,657 | 2,086,424 | 1,950,757 | 2,032,143 |
| Internal Allocations Out | | | | | | | | | |
| Corporate Administration | 13,997 | 4,014 | 7,560 | 2,500 | 7,624 | 7,689 | 7,755 | 7,821 | 7,820 |
| Bylaw Enforcement | 43 | - | 414 | - | 400 | 414 | 414 | 414 | 414 |
| Communications | 1,113 | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Electric Utility | 1,592 | 2,548 | 1,800 | 1,800 | 6,800 | 6,900 | 7,002 | 7,106 | 7,212 |
| Engineering | - | - | - | - | 1,000 | 1,020 | 1,040 | 1,061 | 1,082 |
| Facilities | 96 | - | - | - | - | - | - | - | - |
| Finance | 1,076 | 847 | 414 | 200 | 2,400 | 2,658 | 2,703 | 2,749 | 2,795 |
| Finance - Procurement | 4,155 | 2,924 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Revenue & Collections | 5,980 | 3,427 | 5,767 | 3,000 | 6,500 | 9,337 | 9,408 | 9,481 | 9,554 |
| Fire Services | 2,952 | 1,983 | 1,683 | 2,200 | 10,410 | 8,323 | 8,456 | 8,591 | 8,730 |
| Development Services | 8,979 | 6,081 | 5,530 | 5,530 | 6,900 | 6,958 | 6,986 | 7,015 | 7,045 |
| Human Resources | 2,314 | 1,966 | 414 | 1,500 | 1,500 | 414 | 414 | 414 | 414 |
| Museum | 1,047 | 335 | 2,500 | 500 | 500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Fleet | 35 | 64 | 5,100 | 5,100 | 6,400 | 6,426 | 6,453 | 6,480 | 6,507 |
| Public Works General | 5,047 | 3,042 | 5,940 | 2,300 | 2,300 | 5,940 | 5,940 | 5,940 | 5,940 |
| Recreation | 5,635 | 3,323 | 4,800 | 3,000 | 5,100 | 6,942 | 6,985 | 7,029 | 7,073 |
| Sewer | 1,879 | 707 | 1,500 | 500 | 850 | 1,857 | 1,864 | 1,871 | 1,879 |
| Water | 595 | 320 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| Total Internal Allocations Out | 56,534 | 31,581 | 45,872 | 30,580 | 76,134 | 84,828 | 85,370 | 85,922 | 86,416 |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | - | 1,788 | 1,000 | 2,000 | - | - | - | - | - |
| Human Resources | 22,994 | 14,575 | 39,150 | 39,155 | 43,350 | 44,000 | 44,660 | 45,330 | 46,010 |
| Fleet | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Total Internal Allocations In | 28,494 | 21,863 | 45,650 | 46,655 | 48,850 | 49,500 | 50,160 | 50,830 | 51,510 |
| Add Back Revenue | (50,735) | (37,211) | (45,506) | (47,700) | (47,764) | (43,359) | (43,373) | (43,388) | (43,650) |
| Total Operating Expense | 1,350,944 | 1,424,315 | 1,547,542 | 1,508,137 | 2,028,589 | 2,063,687 | 2,094,587 | 1,959,053 | 2,040,888 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Expense | 1,300,209 | 1,387,104 | 1,502,036 | 1,460,437 | 1,980,824 | 2,020,329 | 2,051,214 | 1,915,666 | 1,997,238 |
| Cost per capita | 39.55 | 42.19 | 45.69 | 44.42 | 60.25 | 61.45 | 62.39 | 58.27 | 60.75 |
| % of property tax | 5.06% | 5.27% | 5.29% | 5.16% | 6.56% | 6.43% | 6.28% | 5.64% | 5.66% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | 520,387 | | | | | | | | |
| % change | 35.63% | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| IT Strategy | | |
| Digitalization | 120,000 | 8.22% |
| Business Process Improvement | 120,000 | 8.22% |
| IT Maturity | 100,000 | 6.85% |
| IT Infrastructure | 60,000 | 4.11% |
| New Position | 100,000 | 6.85% |

Information Technology - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Forecast | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Print | 1,110 | 947 | 1,150 | 1,150 | 1,200 | 1,224 | 1,248 | 1,273 | 1,299 |
| Information technology - general | 589,408 | 597,373 | 561,693 | 543,872 | 627,557 | 811,887 | 816,258 | 740,669 | 744,946 |
| Equipment maintenance and rentals | 264,392 | 298,174 | 310,441 | 311,250 | 320,555 | 323,509 | 326,597 | 312,826 | 316,202 |
| Software maintenance | 209,600 | 227,182 | 233,860 | 221,706 | 224,950 | 241,879 | 257,488 | 273,286 | 289,281 |
| Contract services | 9,954 | 13,563 | 87,600 | 81,000 | 61,000 | 58,650 | 61,429 | 64,343 | 67,398 |
| Telephone and fax | 163,299 | 161,678 | 168,800 | 164,400 | 164,400 | 164,400 | 164,400 | 164,400 | 164,400 |
| IT Strategy | - | - | - | - | 400,000 | 211,250 | 214,537 | 167,864 | 221,232 |
| Communications | 4 | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Information Technology | 85,797 | 100,141 | 138,348 | 138,105 | 180,076 | 201,388 | 202,470 | 183,562 | 184,620 |
| Human Resources | 2,314 | 1,966 | 414 | 1,500 | 1,500 | 414 | 414 | 414 | 414 |
| Development Services | 8,979 | 6,081 | 5,530 | 5,530 | 6,900 | 6,958 | 6,986 | 7,015 | 7,045 |
| Corporate Admin | 13,997 | 4,014 | 7,560 | 2,500 | 7,624 | 7,689 | 7,755 | 7,821 | 7,820 |
| Fire Hall 1 (Downtown) | 2,952 | 1,983 | 1,683 | 2,200 | 10,410 | 8,323 | 8,456 | 8,591 | 8,730 |
| Water | 595 | 320 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| Public Works | 5,047 | 3,042 | 5,940 | 2,300 | 2,300 | 5,940 | 5,940 | 5,940 | 5,940 |
| Engineering | - | - | - | - | 1,000 | 1,020 | 1,040 | 1,061 | 1,082 |
| Waste Water | 1,879 | 707 | 1,500 | 500 | 850 | 1,857 | 1,864 | 1,871 | 1,879 |
| Finance - Revenue | 5,980 | 3,427 | 5,767 | 3,000 | 6,500 | 9,337 | 9,408 | 9,481 | 9,554 |
| Finance - Accounting | 1,076 | 847 | 414 | 200 | 2,400 | 2,658 | 2,703 | 2,749 | 2,795 |
| Finance - Logistics | 4,155 | 2,924 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Facilities | 96 | - | - | - | - | - | - | - | - |
| Museum | 1,047 | 335 | 2,500 | 500 | 500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Recreation | 5,635 | 3,323 | 4,800 | 3,000 | 5,100 | 6,942 | 6,985 | 7,029 | 7,073 |
| Bylaw | 43 | - | 414 | - | 400 | 414 | 414 | 414 | 414 |
| Public Works - Fleet | 35 | 64 | 5,100 | 5,100 | 6,400 | 6,426 | 6,453 | 6,480 | 6,507 |
| Electric | 1,592 | 2,548 | 1,800 | 1,800 | 6,800 | 6,900 | 7,002 | 7,106 | 7,212 |
| | 1,378,985 | 1,430,639 | 1,547,764 | 1,492,062 | 2,055,873 | 2,099,015 | 2,129,797 | 1,994,145 | 2,075,793 |
| Recoveries | (50,735) | (33,816) | (45,506) | (47,700) | (47,764) | (43,359) | (43,373) | (43,388) | (43,650) |
| | 1,328,249 | 1,396,822 | 1,502,258 | 1,444,362 | 2,008,109 | 2,055,657 | 2,086,424 | 1,950,757 | 2,032,143 |

Information Technology - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|----------------|----------------|
| Information Technology - hardware | 191,000 | 401,000 | 161,000 | 171,000 | 145,000 |
| Information Technology - Infrastructure | 10,000 | 5,000 | 5,000 | 250,000 | 5,000 |
| Information Technology - Software | 247,500 | 305,000 | 115,000 | 115,000 | 20,000 |
| Information Technology - GIS | 415,000 | 460,000 | 135,000 | 115,000 | 80,000 |
| IT Strategy-Digitalization | 220,500 | 335,000 | 325,000 | 300,000 | 225,000 |
| IT Capital - SOEC | 80,450 | 220,000 | 50,000 | 50,000 | 50,000 |
| | 1,164,450 | 1,726,000 | 791,000 | 1,001,000 | 525,000 |
| Electric Utility | | | | | |
| GIS Implementation & Conversion | - | 40,000 | 40,000 | - | - |

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Protective Services Segment

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Revenue | | | | | | | | | |
| Animal Control | (59,272) | (84,650) | (67,400) | (82,000) | (78,400) | (78,400) | (78,400) | (78,400) | (78,400) |
| Building and License | (1,062,725) | (1,082,991) | (1,573,675) | (2,330,600) | (2,198,500) | (1,408,725) | (1,421,763) | (1,438,132) | (1,447,851) |
| Bylaw Enforcement | (490,126) | (476,957) | (580,700) | (558,850) | (550,350) | (557,229) | (564,195) | (571,247) | (578,388) |
| Fire Services | (545,465) | (449,488) | (462,935) | (441,464) | (481,485) | (481,335) | (481,335) | (481,335) | (481,335) |
| RCMP | (607,053) | (607,424) | (470,978) | (464,126) | (463,258) | (451,091) | (443,953) | (436,841) | (439,759) |
| | (2,764,642) | (2,701,510) | (3,155,688) | (3,877,040) | (3,771,993) | (2,976,780) | (2,989,646) | (3,005,955) | (3,025,733) |
| Expenses | | | | | | | | | |
| Dog Control | 88,058 | 92,188 | 110,100 | 108,939 | 109,850 | 112,450 | 116,250 | 121,250 | 126,300 |
| Building and License | 579,674 | 590,753 | 702,683 | 715,022 | 836,064 | 827,053 | 827,434 | 828,955 | 830,573 |
| Bylaw Services | 338,664 | 394,391 | 385,212 | 383,988 | 398,763 | 403,624 | 408,532 | 413,502 | 418,534 |
| Fire Services | 4,471,126 | 4,830,853 | 4,981,756 | 5,358,107 | 5,666,211 | 5,710,704 | 5,839,781 | 5,972,441 | 6,108,995 |
| RCMP | 7,779,294 | 8,240,512 | 8,720,870 | 8,706,161 | 9,030,943 | 9,531,741 | 9,899,708 | 10,222,526 | 10,452,312 |
| | 13,256,816 | 14,148,697 | 14,900,621 | 15,272,217 | 16,041,831 | 16,585,572 | 17,091,706 | 17,558,673 | 17,936,714 |
| Net Operating Expense | 10,492,174 | 11,447,187 | 11,744,933 | 11,395,177 | 12,269,838 | 13,608,792 | 14,102,060 | 14,552,719 | 14,910,981 |
| Cost per Capita | 319 | 348 | 357 | 347 | 373 | 414 | 429 | 443 | 454 |
| % of Property Taxes | 40.83% | 43.46% | 41.40% | 40.23% | 40.64% | 43.34% | 43.19% | 42.86% | 42.23% |

Draft

Dog Control - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Operations by Project | | | | | | | | | |
| House Rental | - | - | 14,400 | 14,400 | 14,400 | 15,000 | 15,500 | 15,500 | 15,500 |
| Tags and Supplies | 772 | 1,011 | 1,500 | 1,339 | 1,700 | 1,700 | 1,800 | 1,800 | 1,850 |
| Brochures | - | 516 | 500 | - | 250 | 250 | 250 | 250 | 250 |
| Commission to SPCA for tag sales | 480 | 729 | 800 | 500 | 800 | 800 | 800 | 800 | 800 |
| Officer contract | 84,000 | 86,520 | 88,000 | 88,000 | 90,000 | 92,000 | 95,000 | 100,000 | 105,000 |
| Uniforms and ID Badges | - | 927 | 1,200 | 1,200 | 1,000 | 1,000 | 1,200 | 1,200 | 1,200 |
| Seminars | - | 472 | 1,000 | 400 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total Expense | 85,252 | 90,176 | 107,400 | 105,839 | 109,150 | 111,750 | 115,550 | 120,550 | 125,600 |
| Dogs - Ticketing Revenue | 0 | 0 | 0 | (6,600) | (3,000) | (3,000) | (3,000) | (3,000) | (3,000) |
| Dog Licences | (59,272) | (74,250) | (57,000) | (65,000) | (65,000) | (65,000) | (65,000) | (65,000) | (65,000) |
| Dog Kennels | 0 | (10,400) | (10,400) | (10,400) | (10,400) | (10,400) | (10,400) | (10,400) | (10,400) |
| Net Operating Expense | 25,979 | 5,526 | 40,000 | 23,839 | 30,750 | 33,350 | 37,150 | 42,150 | 47,200 |
| Internal Allocations In | | | | | | | | | |
| Communications | - | - | - | - | 500 | 500 | 500 | 500 | 500 |
| Finance - Procurement | 2,807 | 2,012 | 2,700 | 3,100 | 200 | 200 | 200 | 200 | 200 |
| Total Internal Allocations In | 2,807 | 2,012 | 2,700 | 3,100 | 700 | 700 | 700 | 700 | 700 |
| Add back Revenues | (59,272) | (84,650) | (67,400) | (82,000) | (78,400) | (78,400) | (78,400) | (78,400) | (78,400) |
| Total Operating Expense | 88,058 | 92,188 | 110,100 | 108,939 | 109,850 | 112,450 | 116,250 | 121,250 | 126,300 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Net Operating Expense | 28,786 | 7,538 | 42,700 | 26,939 | 31,450 | 34,050 | 37,850 | 42,850 | 47,900 |
| Cost per capita | 0.88 | 0.23 | 1.30 | 0.82 | 0.96 | 1.04 | 1.15 | 1.30 | 1.46 |
| % of property tax | 0.11% | 0.03% | 0.15% | 0.10% | 0.10% | 0.11% | 0.12% | 0.13% | 0.14% |

Change 2016 forecast to 2017 budget

| | |
|-----------|---------------|
| \$ change | <u>4,511</u> |
| % change | <u>16.75%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change | |
|----------------------|-----------|----------|--|
| Poundkeeper Contract | 2,000 | 1.84% | As per the negotiated contract |
| Seminars | 600 | 2.23% | Cost for bylaw to keep up with legislation, case law and regulations |

As of October 2016 Dog Control management will move from Procurement to Bylaw Services, there will be no increased costs for the operator

| | 2015 | 2016 |
|------------------------------------|------|------|
| Dog Tags sold | 2344 | 2147 |
| Bylaw offense Notices issued | 174 | 211 |
| Number of dogs impounded | 152 | 147 |
| Number of days with dogs impounded | 498 | 1120 |
| Complaint files opened | 402 | 232 |

Building and License - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|------------------|------------------|------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|
| Operations by Object | | | | | | | | | |
| Goods and Services | 43,434 | 26,611 | 54,000 | 36,926 | 37,850 | 27,842 | 28,912 | 30,067 | 31,317 |
| Salaries and Benefits | 516,975 | 538,224 | 614,268 | 647,752 | 727,775 | 738,414 | 737,364 | 737,364 | 737,364 |
| Total Expenses | 560,409 | 564,835 | 668,268 | 684,678 | 765,625 | 766,256 | 766,276 | 767,431 | 768,681 |
| Revenues | (1,062,725) | (1,082,991) | (1,573,675) | (2,330,600) | (2,198,500) | (1,408,725) | (1,421,763) | (1,438,132) | (1,447,851) |
| Net Operating Surplus | (502,317) | (518,156) | (905,407) | (1,645,922) | (1,432,875) | (642,469) | (655,487) | (670,700) | (679,171) |
| Operations by Project | | | | | | | | | |
| Building | | | | | | | | | |
| Salaries and Benefits | 441,667 | 483,416 | 549,931 | 593,885 | 582,882 | 590,623 | 590,623 | 590,623 | 590,623 |
| Bylaw Consultation | 2,873 | - | 15,000 | 7,500 | 7,500 | - | - | - | - |
| Remedial Action | -1256.71 | 8,605 | 10,000 | 10,000 | 15,000 | 15,188 | 15,377 | 15,570 | 15,764 |
| Goods and Services | 4,492 | 4,762 | 5,000 | 2,926 | 2,850 | 2,886 | 2,922 | 2,958 | 2,995 |
| | 447,775 | 496,783 | 579,931 | 614,311 | 608,232 | 608,696 | 608,922 | 609,151 | 609,382 |
| Revenues | (568,732) | (622,249) | (1,074,500) | (1,830,000) | (1,654,000) | (862,375) | (872,308) | (882,293) | (892,323) |
| Net Building by Project | (120,957) | (125,467) | (494,569) | (1,215,689) | (1,045,768) | (253,679) | (263,386) | (273,142) | (282,940) |
| Licensing | | | | | | | | | |
| Salaries and Benefits | 52,254 | 53,689 | 64,337 | 53,867 | 144,893 | 147,791 | 146,741 | 146,741 | 146,741 |
| Liquor Licensing Public Consultation | -2675 | - | 1,500 | - | - | - | - | - | - |
| Liquor License | 2,296 | 1,458 | 2,500 | 1,500 | - | - | - | - | - |
| Goods and Services | 494 | 1,604 | 2,500 | 2,500 | 1,500 | 1,519 | 1,538 | 1,557 | 1,576 |
| Bylaw Research and Consultation | 3,955 | 3,560 | 5,500 | 1,500 | 3,500 | - | - | - | - |
| | 56,324 | 60,311 | 76,337 | 59,367 | 149,893 | 149,310 | 148,279 | 148,298 | 148,317 |
| Revenues | (439,157) | (453,000) | (487,175) | (489,600) | (537,000) | (538,100) | (540,380) | (545,856) | (544,548) |
| Net Licensing by Project | (382,832) | (392,689) | (410,838) | (430,233) | (387,107) | (388,790) | (392,101) | (397,559) | (396,230) |
| Internal Allocations In | | | | | | | | | |
| Communications | - | - | - | - | 15,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Finance - procurement | 43 | 535 | 500 | 400 | 400 | 400 | 400 | 400 | 400 |
| HR - training/dues | 10,230 | 14,282 | 17,415 | 13,444 | 35,789 | 36,147 | 36,508 | 36,873 | 37,242 |
| Fleet | 8,992 | 11,100 | 16,500 | 16,500 | 19,250 | 19,250 | 19,250 | 19,250 | 19,250 |
| Total Internal Allocations In | 19,265 | 25,917 | 34,415 | 30,344 | 70,439 | 60,797 | 61,158 | 61,523 | 61,892 |
| Add back Revenue | (1,062,725) | (1,082,991) | (1,573,675) | (2,330,600) | (2,198,500) | (1,408,725) | (1,421,763) | (1,438,132) | (1,447,851) |
| Total Operating Expense | 579,674 | 590,753 | 702,683 | 715,022 | 836,064 | 827,053 | 827,434 | 828,955 | 830,573 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Surplus | (484,523) | (492,238) | (870,992) | (1,615,578) | (1,362,436) | (581,672) | (594,329) | (609,177) | (617,278) |
| Cost per capita | - 14.74 - | 14.97 - | 26.49 - | 49.14 - | 41.44 - | 17.69 - | 18.08 - | 18.53 - | 18.78 |
| % of property tax | -1.89% | -1.87% | -3.07% | -5.70% | -4.51% | -1.85% | -1.82% | -1.79% | -1.75% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>(253,141)</u> | | | | | | | | |
| % change | <u>15.67%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|-------------------------------|-----------|----------|
| Additional Building Inspector | 80,023 | -4.95% |
| Communications | 15,000 | -0.93% |
| Training | 22,345 | -1.38% |

Building and Licencing advances the City's mission as a livable, thriving, safe and sustainable City, by guiding how properties are used, buildngs are constructed and businesses operate

The department is responsible for: building, plumbing, mechanical, demolition and vacant buildings, issuing business licences
Enforcement of the City's building, land and other associated regulatory bylaws and cross connection control

Building and License - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|------------------|------------------|------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|
| Building | | | | | | | | | |
| Consultants | 1,617 | 8,605 | 25,000 | 17,500 | 22,500 | 15,188 | 15,377 | 15,570 | 15,764 |
| Forms, codes and subscriptions | 3,069 | 3,381 | 4,500 | 2,520 | 2,600 | 2,632 | 2,665 | 2,699 | 2,732 |
| Goods and Services | 1,423 | 1,382 | 500 | 406 | 250 | 253 | 256 | 259 | 263 |
| Salaries and Benefits | 441,667 | 483,416 | 549,931 | 593,885 | 582,882 | 590,623 | 590,623 | 590,623 | 590,623 |
| | 447,775 | 496,783 | 579,931 | 614,311 | 608,232 | 608,696 | 608,922 | 609,151 | 609,382 |
| Fees | (588,609) | (641,699) | (1,105,500) | (1,859,600) | (1,691,000) | (900,475) | (912,688) | (928,149) | (936,870) |
| Net Operating Surplus - Building | (140,834) | (144,916) | (525,569) | (1,245,289) | (1,082,768) | (291,779) | (303,766) | (318,998) | (327,488) |
| Business License | | | | | | | | | |
| Goods and Services | 494 | 1,604 | 2,500 | 2,500 | 1,500 | 1,519 | 1,538 | 1,557 | 1,576 |
| Policy review | -378.58 | 1,458 | 4,000 | 1,500 | - | - | - | - | - |
| Salaries and Benefits | 52,254 | 53,689 | 64,337 | 53,867 | 144,893 | 147,791 | 146,741 | 146,741 | 146,741 |
| Work shops/public education/consultation | 3,955 | 3,560 | 5,500 | 1,500 | 3,500 | - | - | - | - |
| | 56,324 | 60,311 | 76,337 | 59,367 | 149,893 | 149,310 | 148,279 | 148,298 | 148,317 |
| Fees | (419,279) | (433,551) | (456,175) | (460,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) |
| Net Operating Surplus - Business License | (362,955) | (373,240) | (379,838) | (400,633) | (350,107) | (350,690) | (351,721) | (351,702) | (351,683) |
| Operating Surplus Building and License | (503,789) | (518,156) | (905,407) | (1,645,922) | (1,432,875) | (642,469) | (655,487) | (670,700) | (679,171) |

Draft

Bylaw Services - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------|------------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 37,585 | 68,197 | 70,600 | 71,701 | 75,850 | 76,798 | 77,758 | 78,730 | 79,714 |
| Fleet | 8 | - | - | 400 | - | - | - | - | - |
| Equipment Maintenance | - | - | - | 100 | 100 | 101 | 103 | 104 | 105 |
| Salaries and benefits | 293,432 | 316,332 | 297,269 | 294,358 | 308,078 | 311,929 | 315,828 | 319,776 | 323,773 |
| Total Expenses | 331,025 | 384,528 | 367,869 | 366,559 | 384,028 | 388,828 | 393,689 | 398,610 | 403,592 |
| Revenues | (490,126) | (476,957) | (580,700) | (558,850) | (550,350) | (557,229) | (564,195) | (571,247) | (578,388) |
| Net Operating Surplus | (159,101) | (92,428) | (212,831) | (192,291) | (166,322) | (168,401) | (170,506) | (172,637) | (174,795) |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | 314 | 416 | 700 | 3,200 | 200 | 200 | 200 | 200 | 200 |
| HR - training/dues | 3,582 | 3,947 | 5,229 | 3,229 | 3,135 | 3,182 | 3,230 | 3,278 | 3,327 |
| IT - printing | 43 | - | 414 | - | 400 | 414 | 414 | 414 | 414 |
| PW - fleet | 3,700 | 5,500 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Total Allocations In | 7,639 | 9,863 | 17,343 | 17,429 | 14,735 | 14,796 | 14,844 | 14,892 | 14,941 |
| Add back Revenues | (490,126) | (476,957) | (580,700) | (558,850) | (550,350) | (557,229) | (564,195) | (571,247) | (578,388) |
| Total Operating Expense | 338,664 | 394,391 | 385,212 | 383,988 | 398,763 | 403,624 | 408,532 | 413,502 | 418,534 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Net Operating Surplus | (151,463) | (82,566) | (195,488) | (174,862) | (151,587) | (153,605) | (155,662) | (157,745) | (159,854) |
| Cost per capita | - 4.61 - | 2.51 - | 5.95 - | 5.32 - | 4.61 - | 4.67 - | 4.73 - | 4.80 - | 4.86 |
| % of property tax | -0.59% | -0.31% | -0.69% | -0.62% | -0.50% | -0.49% | -0.48% | -0.46% | -0.45% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>23,275</u> | | | | | | | | |
| % change | <u>-13.31%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 10,809 | -6.18% |
| Revenue | 8,500 | -4.86% |

Bylaw Services - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|------------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Bylaw | 101,363 | 153,994 | 137,839 | 181,959 | 149,926 | 151,800 | 153,698 | 155,619 | 157,564 |
| Bylaw | 4,170 | 13,782 | 18,260 | 19,000 | 18,552 | 18,784 | 19,019 | 19,256 | 19,497 |
| Parking meters | 5,570 | 2,381 | 4,500 | 2,200 | 3,000 | 3,037 | 3,075 | 3,114 | 3,153 |
| Equipment | 20,096 | 19,993 | 21,250 | 24,150 | 25,650 | 25,971 | 26,295 | 26,624 | 26,957 |
| Uniforms and supplies | 2,294 | 3,878 | 1,500 | 500 | 3,000 | 3,038 | 3,075 | 3,114 | 3,153 |
| Monthly Parking | 3,246 | 3,254 | 3,550 | 5,550 | 5,650 | 5,721 | 5,792 | 5,865 | 5,938 |
| Downtown Parking Strategy | - | - | - | 5,000 | - | - | - | - | - |
| Signage | - | - | - | 3,200 | - | - | - | - | - |
| Bylaw Enforcement - General | 194,288 | 187,247 | 180,970 | 125,000 | 178,250 | 180,478 | 182,734 | 185,018 | 187,331 |
| | 331,025 | 384,528 | 367,869 | 366,559 | 384,028 | 388,828 | 393,689 | 398,610 | 403,592 |
| Revenue | (490,126) | (476,957) | (580,700) | (558,850) | (550,350) | (557,229) | (564,195) | (571,247) | (578,388) |
| Operating Surplus | (159,101) | (92,428) | (212,831) | (192,291) | (166,322) | (168,401) | (170,506) | (172,637) | (174,795) |

Draft

Bylaw Enforcement - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Parking Equipment | 40,812 | 61,572 | 62,342 | 63,121 | 63,910 |

Draft

Fire Services - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 529,280 | 220,318 | 191,435 | 204,062 | 262,226 | 241,476 | 247,564 | 254,242 | 261,568 |
| Equipment Amortization | - | - | 20,000 | 20,000 | 69,403 | 17,470 | 17,470 | 17,470 | 17,470 |
| Salaries and Benefits | 3,888,481 | 4,313,898 | 4,476,616 | 4,828,795 | 5,006,097 | 5,125,010 | 5,247,510 | 5,373,073 | 5,501,775 |
| Fire Hall 1 | 4,930 | 7,166 | 5,670 | 5,625 | 5,900 | 5,900 | 5,900 | 5,900 | 5,900 |
| Fire Hall 202 | 4,071 | 2,880 | 3,775 | 4,000 | 9,500 | 9,500 | 9,500 | 9,500 | 9,500 |
| Total Operating Expense | 4,426,761 | 4,544,262 | 4,697,496 | 5,062,482 | 5,353,127 | 5,399,356 | 5,527,944 | 5,660,185 | 5,796,213 |
| Recoveries | (545,465) | (449,488) | (462,935) | (431,464) | (471,485) | (471,335) | (471,335) | (471,335) | (471,335) |
| Donations | - | - | - | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| Net Operating Expense | 3,881,296 | 4,094,773 | 4,234,561 | 4,621,018 | 4,871,642 | 4,918,021 | 5,046,609 | 5,178,850 | 5,314,878 |
| Internal Allocations In | | | | | | | | | |
| Communications | 479 | - | - | - | - | - | - | - | - |
| Procurement - fire services | 239 | - | - | - | - | - | - | - | - |
| Procurement - Fire Hall 1 | - | 1,969 | 2,250 | 2,100 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 |
| HR - training/dues | 8,214 | 7,866 | 12,927 | 9,125 | 18,375 | 18,651 | 18,930 | 19,214 | 19,503 |
| IT - Fire Services | 118 | - | - | - | - | - | - | - | - |
| IT - Implement FDM software | 2,835 | 1,983 | 1,683 | 2,200 | 10,410 | 8,323 | 8,456 | 8,591 | 8,730 |
| Fleet | 28,063 | 272,250 | 260,000 | 275,000 | 275,000 | 275,000 | 275,000 | 275,000 | 275,000 |
| HR Safety | 4,418 | 2,523 | 7,400 | 7,200 | 7,549 | 7,624 | 7,700 | 7,700 | 7,800 |
| Total Internal Allocation In | 44,365 | 286,591 | 284,260 | 295,625 | 313,084 | 311,348 | 311,837 | 312,256 | 312,782 |
| Add back Revenue | (545,465) | (449,488) | (462,935) | (441,464) | (481,485) | (481,335) | (481,335) | (481,335) | (481,335) |
| Total Operating Expense | 4,471,126 | 4,830,853 | 4,981,756 | 5,358,107 | 5,666,211 | 5,710,704 | 5,839,781 | 5,972,441 | 6,108,995 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operation Expense | 3,925,661 | 4,381,365 | 4,518,821 | 4,916,643 | 5,184,726 | 5,229,369 | 5,358,446 | 5,491,106 | 5,627,660 |
| Cost per capita | 119.40 | 133.27 | 137.45 | 149.55 | 157.70 | 159.06 | 162.98 | 167.02 | 171.17 |
| % of property tax | 15.28% | 16.63% | 15.93% | 17.36% | 17.17% | 16.66% | 16.41% | 16.17% | 15.94% |

Change 2016 forecast to 2017 budget

| | |
|-----------|----------------|
| \$ change | <u>268,083</u> |
| % change | <u>5.45%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|--|-----------|----------|
| Contractual Labour increases IAFF 2.5% | 177,302 | 3.61% |
| Goods and Services-new protocols (naloxone), Fire Smart, increase ARFF training, air mask replacements | 58,164 | 1.18% |
| Fire Station 202 training room maintenance, shelving | 5,500 | 0.11% |
| IT - Implement FDM software | 8,210 | 0.17% |
| Amortization | 49,403 | 1.00% |

Fire Services - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Communications | 10,192 | 14,346 | 16,735 | 9,850 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 |
| Depreciation | 47,326 | 46,250 | 20,000 | 20,000 | 69,403 | 17,470 | 17,470 | 17,470 | 17,470 |
| Emergency Training Centre | - | 20,029 | 21,250 | 20,900 | 22,000 | 22,000 | 22,000 | 22,000 | 22,000 |
| Incidental Fire Expenses | 2,488 | 4,332 | 2,625 | 4,500 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| General | 4,170,988 | 4,270,259 | 4,495,941 | 4,844,374 | 5,025,447 | 5,144,360 | 5,266,860 | 5,392,423 | 5,521,125 |
| PEP Building | 4,000 | 3,426 | 4,000 | - | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 |
| Prevention | 8,930 | 9,840 | 10,645 | 12,111 | 49,000 | 22,000 | 22,000 | 22,000 | 22,000 |
| Programs | 63,999 | 44,049 | 57,750 | 60,550 | 62,000 | 67,200 | 72,920 | 79,212 | 86,133 |
| Uniform & Safety Equipment | 79,596 | 77,837 | 64,105 | 73,072 | 76,376 | 77,426 | 77,794 | 78,180 | 78,585 |
| Fire Hall 1 | 4,988 | 7,166 | 5,670 | 5,625 | 5,900 | 5,900 | 5,900 | 5,900 | 5,900 |
| Fire Hall 2 | 4,071 | 2,880 | 3,775 | 4,000 | 9,500 | 9,500 | 9,500 | 9,500 | 9,500 |
| | 4,395,871 | 4,500,412 | 4,702,496 | 5,054,982 | 5,343,127 | 5,389,356 | 5,517,944 | 5,650,185 | 5,786,213 |
| Recoveries | (514,575) | (405,639) | (467,935) | (433,964) | (471,485) | (471,335) | (471,335) | (471,335) | (471,335) |
| Net Operating Expense | 3,881,296 | 4,094,773 | 4,234,561 | 4,621,018 | 4,871,642 | 4,918,021 | 5,046,609 | 5,178,850 | 5,314,878 |

Draft

Fire Services - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|----------------|----------------|
| Fire Hose Replacement Program | 12,000 | 12,800 | 12,800 | - | - |
| Protective Clothing | 27,000 | 27,541 | 28,093 | 28,656 | 29,230 |
| Fire Helmet Replacement Program | 6,000 | 6,120 | 6,243 | 6,368 | 6,496 |
| Training Grounds Upgrade | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Rescue Equipment | 10,000 | 15,000 | 15,000 | 15,000 | - |
| Breathing apparatus replacement | 12,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Fire Services - Aircraft Crash Rescue Equipment | 10,000 | - | - | - | - |
| Classroom Furnishings/Audio Visual | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| | 92,000 | 83,461 | 84,136 | 72,024 | 57,726 |

Draft

RCMP - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|
| Goods and Services | 75,822 | 107,282 | 71,905 | 91,591 | 97,314 | 93,816 | 96,349 | 98,885 | 101,354 |
| Policing Agreement | 6,078,713 | 6,500,799 | 7,008,363 | 6,984,363 | 7,250,141 | 7,721,038 | 8,086,386 | 8,404,045 | 8,631,662 |
| Salaries and Benefits | 1,612,439 | 1,615,214 | 1,620,640 | 1,612,407 | 1,665,938 | 1,699,251 | 1,699,251 | 1,699,251 | 1,699,251 |
| Total Operating Expense | 7,766,973 | 8,223,295 | 8,700,908 | 8,688,361 | 9,013,393 | 9,514,105 | 9,881,986 | 10,202,181 | 10,432,267 |
| Revenue | (607,053) | (607,424) | (470,978) | (464,126) | (463,258) | (451,091) | (443,953) | (436,841) | (439,759) |
| Net Operating Expense | 7,159,920 | 7,615,871 | 8,229,930 | 8,224,235 | 8,550,135 | 9,063,014 | 9,438,033 | 9,765,340 | 9,992,508 |
| Internal Allocations In | | | | | | | | | |
| Finance - procurement | 57 | 1,096 | - | - | - | - | - | - | - |
| HR - training/dues | 95 | 1,381 | 3,800 | 1,900 | 4,000 | 4,060 | 4,121 | 4,183 | 4,245 |
| Fleet | 11,679 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Safety | 490 | 3,740 | 5,162 | 4,900 | 2,550 | 2,576 | 2,602 | 5,162 | 4,800 |
| Total Internal Allocation In | 12,321 | 17,217 | 19,962 | 17,800 | 17,550 | 17,636 | 17,722 | 20,345 | 20,045 |
| Add back Revenues | (607,053) | (607,424) | (470,978) | (464,126) | (463,258) | (451,091) | (443,953) | (436,841) | (439,759) |
| Total Operating Expense | 7,779,294 | 8,240,512 | 8,720,870 | 8,706,161 | 9,030,943 | 9,531,741 | 9,899,708 | 10,222,526 | 10,452,312 |
| Outputs and Outcomes | | | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Net Operation Expense | 7,172,241 | 7,633,088 | 8,249,892 | 8,242,035 | 8,567,685 | 9,080,650 | 9,455,755 | 9,785,685 | 10,012,553 |
| Cost per capita | 218.15 | 232.17 | 250.93 | 250.69 | 260.60 | 276.20 | 287.61 | 297.65 | 304.55 |
| % of property tax | 27.91% | 28.98% | 29.08% | 29.10% | 28.38% | 28.92% | 28.96% | 28.82% | 28.35% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>325,650</u> | | | | | | | | |
| % change | <u>3.95%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 53,531 | 0.65% |
| Policing Agreement | 265,778 | 3.22% |
| Goods and services | 5,723 | 0.07% |
| Training | 2,100 | 0.03% |

RCMP - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| RCMP - General | 5,298 | 4,884 | 3,000 | 3,000 | 3,000 | 3,000 | 3,025 | 3,050 | 3,000 |
| RCMP - Crime Prevention | 11,908 | 45,360 | 28,500 | 17,000 | 21,700 | 21,777 | 21,855 | 21,933 | 22,013 |
| RCMP - Victim services | 2,575 | 1,881 | - | 1,500 | 1,200 | 1,212 | 1,224 | 1,236 | 1,249 |
| RCMP - Prisoner expense | 61,995 | 55,077 | 40,905 | 46,341 | 41,664 | 42,077 | 42,495 | 42,916 | 43,342 |
| RCMP - Policing agreement | 6,078,713 | 6,500,799 | 7,008,363 | 7,008,363 | 7,280,141 | 7,747,038 | 8,114,386 | 8,434,045 | 8,663,662 |
| Salaries and Benefits | 1,603,187 | 1,601,653 | 1,620,140 | 1,612,157 | 1,665,688 | 1,699,001 | 1,699,001 | 1,699,001 | 1,699,001 |
| | 7,763,676 | 8,209,654 | 8,700,908 | 8,688,361 | 9,013,393 | 9,514,105 | 9,881,986 | 10,202,181 | 10,432,267 |
| RCMP - recoveries | (603,756) | (593,783) | (470,978) | (464,126) | (463,258) | (451,091) | (443,953) | (436,841) | (439,759) |
| | 7,159,920 | 7,615,871 | 8,229,930 | 8,224,235 | 8,550,135 | 9,063,014 | 9,438,033 | 9,765,340 | 9,992,508 |

Draft

Transportation Services Segment

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|----------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Revenue | | | | | | | | | |
| Fleet Recoveries | (1,537,128) | (1,568,032) | (1,865,400) | (1,900,400) | (1,914,400) | (1,915,340) | (1,916,299) | (1,917,277) | (1,918,274) |
| Roads and Maintenance | (3,729) | (4,743) | (8,500) | (8,500) | 0 | 0 | 0 | 0 | 0 |
| Transit | (619,323) | (632,268) | (609,520) | (569,332) | (585,115) | (586,115) | (587,215) | (588,315) | (589,515) |
| | (2,160,180) | (2,205,043) | (2,483,420) | (2,478,232) | (2,499,515) | (2,501,455) | (2,503,514) | (2,505,592) | (2,507,789) |
| Expenses | | | | | | | | | |
| Fleet | 1,438,911 | 1,610,436 | 1,844,206 | 1,821,676 | 1,863,217 | 1,851,646 | 1,861,192 | 1,870,928 | 1,880,857 |
| General | 482,498 | 246,660 | 117,786 | 119,549 | 87,861 | 87,912 | 88,125 | 88,172 | 87,737 |
| Roads and Maintenance | 1,399,600 | 1,531,982 | 1,511,097 | 1,491,770 | 1,488,009 | 1,500,058 | 1,512,349 | 1,524,888 | 1,537,680 |
| Storm Sewer | - | - | 103,000 | 130,546 | 159,755 | 161,660 | 163,603 | 165,585 | 167,607 |
| Street Lighting | 193,286 | 191,567 | 141,000 | 116,110 | 151,000 | 162,756 | 175,560 | 189,513 | 204,720 |
| Traffic Control | 47,010 | 52,923 | 72,000 | 72,737 | 72,501 | 75,011 | 77,630 | 80,366 | 83,226 |
| Transit | 1,528,516 | 1,608,825 | 1,679,690 | 1,679,589 | 1,728,597 | 1,848,310 | 1,959,947 | 2,090,195 | 2,199,447 |
| | 5,089,820 | 5,242,393 | 5,468,780 | 5,431,976 | 5,550,940 | 5,687,352 | 5,838,407 | 6,009,648 | 6,161,274 |
| | 2,929,640 | 3,037,350 | 2,985,359 | 2,953,744 | 3,051,425 | 3,185,897 | 3,334,893 | 3,504,056 | 3,653,485 |
| Cost per Capita | 89.11 | 92.39 | 90.80 | 89.84 | 92.81 | 96.90 | 101.44 | 106.58 | 111.13 |
| % of Property Taxes | 11.40% | 11.53% | 10.52% | 10.43% | 10.11% | 10.15% | 10.21% | 10.32% | 10.35% |

Draft

Public Works Fleet - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Goods and Services | 516,448 | 523,491 | 610,500 | 631,150 | 625,500 | 625,500 | 625,500 | 625,500 | 625,500 |
| Fleet Internal Charges | 275,444 | 264,894 | 357,900 | 357,150 | 372,500 | 372,500 | 372,500 | 372,500 | 372,500 |
| Fuel | 305,643 | 300,296 | 310,000 | 300,000 | 310,000 | 310,000 | 310,000 | 310,000 | 310,000 |
| Insurance | 65,623 | 70,564 | 75,000 | 70,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Amortization | 345,997 | 410,078 | 523,488 | 520,000 | 530,000 | 530,000 | 530,000 | 530,000 | 530,000 |
| Salaries and Benefits | 471,165 | 490,020 | 532,915 | 525,000 | 545,340 | 533,218 | 542,203 | 551,367 | 560,714 |
| Operating Expense | 1,980,321 | 2,059,342 | 2,409,803 | 2,403,300 | 2,458,340 | 2,446,218 | 2,455,203 | 2,464,367 | 2,473,714 |
| Recoveries | (1,537,128) | (1,568,032) | (1,865,400) | (1,900,400) | (1,914,400) | (1,915,340) | (1,916,299) | (1,917,277) | (1,918,274) |
| | 443,192 | 491,311 | 544,403 | 502,900 | 543,940 | 530,878 | 538,904 | 547,090 | 555,440 |
| Internal Allocations Out | | | | | | | | | |
| Building And License | 8,992 | 11,100 | 16,500 | 16,500 | 19,250 | 19,250 | 19,250 | 19,250 | 19,250 |
| Bylaw Enforcement | 3,700 | 5,500 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Facilities and Recreation | 11,000 | 11,000 | - | - | - | - | - | - | - |
| Electric | 89,436 | 41,250 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 |
| Engineering Services | 9,883 | 22,000 | 16,500 | 16,500 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Facilities | 20,308 | 11,000 | 49,400 | 48,500 | 48,500 | 48,500 | 48,500 | 48,500 | 48,500 |
| Finance - Purchasing | 298 | - | 3,500 | 3,500 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Fire Services - General | 28,063 | 272,250 | 260,000 | 275,000 | 275,000 | 275,000 | 275,000 | 275,000 | 275,000 |
| Development Services | 1,472 | 105 | - | - | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Human Resources | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Information Technology | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Mayor And Council | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Planning | 1,472 | - | - | - | - | - | - | - | - |
| Public Works - General | 173,159 | 19,250 | 38,500 | 38,500 | 7,790 | 7,790 | 7,790 | 7,790 | 7,790 |
| Public Works - Parks | 119,231 | 16,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 |
| Roads and Maintenance | 919 | - | - | - | - | - | - | - | - |
| Public Works - Solid Waste Disposal | 938 | - | - | - | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| RCMP | 11,679 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Recreation | 3,977 | - | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Sewer | 16,993 | 11,000 | 25,500 | 25,500 | 42,295 | 42,295 | 42,295 | 42,295 | 42,295 |
| Water | 19,340 | 16,500 | 64,500 | 64,500 | 91,165 | 91,165 | 91,165 | 91,165 | 91,165 |
| Total Internal Allocations Out | 542,860 | 470,455 | 604,900 | 619,000 | 639,500 | 639,500 | 639,500 | 639,500 | 639,500 |
| Internal Allocations In | | | | | | | | | |
| Operations | - | - | 8,800 | 8,800 | 8,800 | 8,800 | 8,800 | 8,800 | 8,800 |
| Finance - procurement | 966 | 859 | 1,700 | 2,000 | 200 | 200 | 200 | 200 | 200 |
| HR - training/dues | 449 | 4,222 | 6,800 | 4,573 | 10,885 | 11,048 | 11,214 | 11,382 | 11,553 |
| Information Technology | 35 | 64 | 5,100 | 5,100 | 6,400 | 6,426 | 6,453 | 6,480 | 6,507 |
| Roads and Maintenance | - | 16,403 | 16,903 | 16,903 | 18,092 | 18,454 | 18,823 | 19,199 | 19,583 |
| Total Internal Allocations In | 1,450 | 21,549 | 39,303 | 37,376 | 44,377 | 44,928 | 45,489 | 46,061 | 46,643 |
| Add back recoveries | (1,537,128) | (1,568,032) | (1,865,400) | (1,900,400) | (1,914,400) | (1,915,340) | (1,916,299) | (1,917,277) | (1,918,274) |
| Total Operating Expense | 1,438,911 | 1,610,436 | 1,844,206 | 1,821,676 | 1,863,217 | 1,851,646 | 1,861,192 | 1,870,928 | 1,880,857 |
| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Net Operating Expense | (98,217) | 42,404 | (21,194) | (78,724) | (51,183) | (63,694) | (55,107) | (46,349) | (37,417) |
| Cost per capita | - 2.99 | 1.29 - | 0.64 - | 2.39 - | 1.56 - | 1.94 - | 1.68 - | 1.41 - | 1.14 |
| % of property tax | -0.38% | 0.16% | -0.07% | -0.28% | -0.17% | -0.20% | -0.17% | -0.14% | -0.11% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | | | | | 27,541 | | | | |
| % change | | | | | -34.98% | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 20,340 | -25.84% |

Our fleet consists of:

City Fleet Mobile Units – 138

City Fleet Small Equipment – 120

City Fire Dept – 18 licensed – 36 small equipment

City Generators – 20

RCMP Fleet - 33

RDOS Fleet – 20

Public Works Fleet - Operating Budget By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Fleet Revenue | (1,294,274) | (1,456,677) | (1,561,400) | (1,581,400) | (1,592,400) | (1,592,400) | (1,592,400) | (1,592,400) | (1,592,400) |
| Fleet - Overhead | - | 435,477 | 1,788,403 | 1,751,800 | 1,781,410 | 1,790,218 | 1,799,203 | 1,808,367 | 1,817,714 |
| Public Works - Fleet - general | 107,614 | - | - | - | - | - | - | - | - |
| City Fleet - Fire - 1999 AMER-LA FR (Unit # E203) | 22,704 | 17,950 | - | - | - | - | - | - | - |
| City Fleet - Fire - 2006 AMER-LA FR (Unit # E202) | 43,248 | 31,053 | - | - | - | - | - | - | - |
| City Fleet - Fire - 2009 INTERNATIO 7600 (Unit # WT201) | 18,810 | 17,025 | - | - | - | - | - | - | - |
| City Fleet - Fire - 2001 AMER-LA FR (Unit # L202) | 40,299 | 36,390 | - | - | - | - | - | - | - |
| City Fleet - Fire - 2006 FORD EXPLORER (Unit # C202) | 4,705 | 2,893 | - | - | - | - | - | - | - |
| City Fleet - Fire - 2004 FORD F550 (Unit # R202) | 23,888 | 20,905 | - | - | - | - | - | - | - |
| City Fleet - Public Works - General - 2011 HYUNDAI HL75 | 38,160 | - | - | - | - | - | - | - | - |
| Fleet Recoveries | (222,160) | (1,643) | - | - | - | - | - | - | - |
| City Fleet - Fire - 2013 Spartan fire truck (Unit # E201) | 8,831 | (28) | - | - | - | - | - | - | - |
| City Hall | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Facilities & Recreation | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Information Technology | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Human Resources | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Development Services | 1,472 | 105 | - | - | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| RCMP | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Water | 17,000 | 16,500 | 64,500 | 64,500 | 91,165 | 91,165 | 91,165 | 91,165 | 91,165 |
| Public Works | 33,000 | 19,250 | 38,500 | 38,500 | 7,790 | 7,790 | 7,790 | 7,790 | 7,790 |
| Engineering | 6,972 | 22,000 | 16,500 | 16,500 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Waste Water | 12,472 | 11,000 | 25,500 | 25,500 | 42,295 | 42,295 | 42,295 | 42,295 | 42,295 |
| Finance - Logistics | 298 | - | 3,500 | 3,500 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Facilities | 5,500 | 11,000 | 49,400 | 48,500 | 48,500 | 48,500 | 48,500 | 48,500 | 48,500 |
| Bylaw | 3,700 | 5,500 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Building | 7,400 | 11,100 | 16,500 | 16,500 | 19,250 | 19,250 | 19,250 | 19,250 | 19,250 |
| Public Works - Parks | 22,000 | 16,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 |
| Public Works - Fleet | 393,522 | 443,831 | 16,500 | 32,500 | 37,430 | 16,500 | 16,500 | 16,500 | 16,500 |
| Electric | 39,417 | 41,250 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 |
| Solid Waste | - | - | - | - | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Recoveries - Fleet | (46,693) | (49,677) | (44,000) | (44,000) | (47,000) | (47,940) | (48,899) | (49,877) | (50,874) |
| | - 668,117 | - 304,295 | 544,403 | 502,900 | 543,940 | 530,878 | 538,904 | 547,090 | 555,440 |

In 2015 the City changed the accounting setup for the fleet department and this is why there are numbers in some account codes for only 2014 and 2015

Fleet - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|----------------|----------------|
| Fleet Future Capital Purchases | - | 1,006,000 | 2,018,800 | 1,405,000 | 2,101,500 |
| Parks Small Equipment | 25,100 | - | - | - | - |
| Garage Equipment Replacement | 9,000 | - | - | - | - |
| 3/4 Ton pickup - 4WD to replace Unit 82 | 37,000 | - | - | - | - |
| 1/2 Ton pickup-4WD to replace unit 89 | 35,000 | - | - | - | - |
| 1/2 Ton pickup to replace unit 93 | 32,000 | - | - | - | - |
| 1/2 Ton pickup - 4WD to replace unit 95 | 35,000 | - | - | - | - |
| Beach cleaner to replace unit 98 | 95,600 | - | - | - | - |
| SUV to replace unit 117 | 30,000 | - | - | - | - |
| 1/2 Ton pickup to replace unit 123 | 32,000 | - | - | - | - |
| Fire Van to replace unit F09 | - | - | 32,000 | - | - |
| Fire Bush Truck deck upgrade | 7,500 | - | - | - | - |
| | 338,200 | 1,006,000 | 2,050,800 | 1,405,000 | 2,101,500 |

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Roads and Maintenance - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Operations by Object | | | | | | | | | |
| Goods and Services | 593,441 | 592,168 | 652,557 | 650,802 | 661,550 | 661,550 | 661,550 | 661,550 | 661,550 |
| Fleet | 250,512 | 252,831 | 263,507 | 268,343 | 266,550 | 266,550 | 266,550 | 266,550 | 266,550 |
| Salaries and Benefits | 521,671 | 991,408 | 1,003,890 | 1,016,248 | 1,038,531 | 1,059,302 | 1,080,488 | 1,102,097 | 1,124,139 |
| Total Operating Expense | 1,365,623 | 1,836,407 | 1,919,954 | 1,935,393 | 1,966,631 | 1,987,402 | 2,008,588 | 2,030,197 | 2,052,239 |
| Recoveries | (3,729) | (4,743) | (8,500) | (8,500) | - | - | - | - | - |
| Net Operating Expense | 1,361,894 | 1,831,664 | 1,911,454 | 1,926,893 | 1,966,631 | 1,987,402 | 2,008,588 | 2,030,197 | 2,052,239 |
| Operations by Project | | | | | | | | | |
| Roads and Related Infrastructure | 928,117 | 981,149 | 1,062,464 | 1,039,166 | 1,075,650 | 1,081,760 | 1,087,992 | 1,094,349 | 1,100,833 |
| Sidewalks and Walkways | 199,673 | 214,749 | 201,400 | 184,682 | 199,550 | 202,143 | 204,788 | 207,486 | 210,237 |
| Storm Sewer Operations | 116,065 | 86,958 | 103,000 | 130,546 | 118,350 | 119,427 | 120,526 | 121,646 | 122,789 |
| Support Services | 72,371 | 71,622 | 56,000 | 66,511 | 54,950 | 55,578 | 56,219 | 56,872 | 57,538 |
| Salaries and Benefits | 45,668 | 477,185 | 488,590 | 505,988 | 518,131 | 528,494 | 539,064 | 549,845 | 560,842 |
| Net Operating Expense | 1,361,894 | 1,831,664 | 1,911,454 | 1,926,893 | 1,966,631 | 1,987,402 | 2,008,588 | 2,030,197 | 2,052,239 |
| Internal Allocations Out | | | | | | | | | |
| Storm Sewer | - | - | 103,000 | 130,546 | 159,755 | 161,660 | 163,603 | 165,585 | 167,607 |
| Cemetery | - | 6,320 | 6,356 | 6,356 | 6,795 | 6,931 | 7,070 | 7,211 | 7,355 |
| Fleet | - | 16,403 | 16,903 | 16,903 | 18,092 | 18,454 | 18,823 | 19,199 | 19,583 |
| Parks | - | 12,279 | 12,712 | 12,712 | 13,591 | 13,863 | 14,140 | 14,423 | 14,711 |
| Transit | - | 8,614 | 8,870 | 8,869 | 9,496 | 9,686 | 9,880 | 10,077 | 10,279 |
| Solid Waste Disposal | - | 28,250 | 29,136 | 29,136 | 30,786 | 31,402 | 32,030 | 32,670 | 33,324 |
| Sewer | - | 139,141 | 141,309 | 141,309 | 148,726 | 151,701 | 154,735 | 157,829 | 160,986 |
| Water | - | 130,452 | 132,705 | 132,705 | 139,275 | 142,061 | 144,902 | 147,800 | 150,756 |
| Total Internal Allocations Out | - | 341,459 | 450,991 | 478,536 | 526,516 | 535,756 | 545,181 | 554,795 | 564,601 |
| Internal Allocations In | | | | | | | | | |
| Operations | - | 12,426 | 12,704 | 12,704 | 13,064 | 13,064 | 13,064 | 13,064 | 13,064 |
| Electric - radios | 8,956 | 9,493 | 11,400 | 10,539 | 11,400 | 11,717 | 12,043 | 12,378 | 12,723 |
| Engineering Design | 20,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Finance - Procurement | 321 | 274 | 1,000 | 320 | - | - | - | - | - |
| HR - training/dues | 4,700 | 4,842 | 7,030 | 1,350 | 13,430 | 13,631 | 13,836 | 14,043 | 14,254 |
| Total Internal Allocations In | 33,977 | 37,035 | 42,134 | 34,913 | 47,894 | 48,412 | 48,943 | 49,486 | 50,041 |
| Add back recoveries | (3,729) | (4,743) | (8,500) | (8,500) | - | - | - | - | - |
| Total Operating Expense | 1,399,600 | 1,531,982 | 1,511,097 | 1,491,770 | 1,488,009 | 1,500,058 | 1,512,349 | 1,524,888 | 1,537,680 |
| FTE | | 26 | 26 | 26 | 27 | | | | |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Expense | 1,395,871 | 1,527,239 | 1,502,597 | 1,483,270 | 1,488,009 | 1,500,058 | 1,512,349 | 1,524,888 | 1,537,680 |
| Cost per capita | 42.46 | 46.45 | 45.70 | 45.12 | 45.26 | 45.63 | 46.00 | 46.38 | 46.77 |
| % of property tax | 5.43% | 5.80% | 5.30% | 5.24% | 4.93% | 4.78% | 4.63% | 4.49% | 4.35% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>4,739</u> | | | | | | | | |
| % change | <u>0.32%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 55,177 | 3.72% |
| Cold Mix Asphalt Patching | 5,500 | 0.37% |
| Skaha Storm Detention Pond | 23,000 | 1.55% |
| Bridge Maintenance | 9,500 | 0.64% |
| SOEC Parking Lot | 7,850 | 0.53% |

| | |
|---------------------------|---------------------------------------|
| 198 kmof asphalt roadways | 500 metres of public access stairways |
| 45 km of asphalt lanes | 88 km of storm pipe |
| 131 km of sidewalks | 2,150 storm catch basins |
| 12.5 km of walkways | |

Roads and Maintenance - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Standby after hrs. call | 10,872 | 9,958 | 12,000 | 12,000 | 12,200 | 12,444 | 12,693 | 12,947 | 13,206 |
| Tools & Supplies | 14,467 | 13,177 | 13,000 | 8,700 | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 |
| Yards Grounds | 14,303 | 10,157 | 1,000 | 9,265 | 4,000 | 4,060 | 4,121 | 4,184 | 4,247 |
| Sign and barricade construction | 6,873 | 6,771 | 4,500 | 8,050 | 4,750 | 4,816 | 4,883 | 4,952 | 5,022 |
| Safety Equipment | 686 | 913 | - | 946 | - | - | - | - | - |
| Vandalism | 23,395 | 20,896 | 20,000 | 21,700 | 18,000 | 18,220 | 18,444 | 18,673 | 18,907 |
| Emergency support | 751 | 1,295 | 500 | 850 | 500 | 508 | 516 | 524 | 533 |
| Subdivision and capital works callback | 1,025 | 8,455 | 5,000 | 5,000 | 5,000 | 5,030 | 5,061 | 5,092 | 5,124 |
| Lanes | 57,550 | 63,735 | 63,000 | 53,850 | 64,100 | 64,313 | 64,530 | 64,752 | 64,978 |
| Streets | 467,469 | 461,227 | 503,000 | 490,227 | 506,500 | 509,258 | 512,071 | 514,941 | 517,867 |
| Bridges | 4,521 | 6,980 | 26,500 | 28,650 | 19,250 | 19,450 | 19,654 | 19,862 | 20,074 |
| Parking Lots | 16,634 | 16,007 | 18,500 | 21,079 | 29,900 | 30,222 | 30,550 | 30,885 | 31,227 |
| Street scape | 30,125 | 37,118 | 28,000 | 26,100 | 27,200 | 27,535 | 27,877 | 28,225 | 28,581 |
| Street and sidewalk cleaning | 183,557 | 187,432 | 183,464 | 195,160 | 188,200 | 189,512 | 190,850 | 192,215 | 193,608 |
| Traffic control | 168,261 | 208,650 | 240,000 | 224,100 | 240,500 | 241,470 | 242,459 | 243,469 | 244,498 |
| Sidewalks | 178,894 | 195,770 | 183,900 | 161,192 | 180,050 | 182,351 | 184,698 | 187,092 | 189,534 |
| Walkways | 20,779 | 18,980 | 17,500 | 23,490 | 19,500 | 19,792 | 20,090 | 20,394 | 20,704 |
| Drainage Storm Sewer | 116,065 | 86,958 | 103,000 | 130,546 | 118,350 | 119,427 | 120,526 | 121,646 | 122,789 |
| Unallocated salaries and benefits | 45,668 | 477,185 | 488,590 | 505,988 | 518,131 | 528,494 | 539,064 | 549,845 | 560,842 |
| | 1,361,894 | 1,831,664 | 1,911,454 | 1,926,893 | 1,966,631 | 1,987,402 | 2,008,588 | 2,030,197 | 2,052,239 |

Draft

Roads and Maintenance - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|----------------|----------------|
| Street and lane construction - Banners | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Traffic Control Box Wraps | 5,000 | - | - | - | - |
| Christmas Decorations - D/T Core | - | 5,000 | 50,000 | 5,000 | 5,000 |
| Bridge Upgrades | - | 20,000 | 20,000 | 20,000 | 20,000 |
| Waste and Recycling Receptacles | 20,000 | 20,000 | 20,000 | - | - |
| | 37,000 | 57,000 | 102,000 | 37,000 | 37,000 |

Draft

Street Lighting - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Operations by Object | | | | | | | | | |
| Goods and Services | 152,962 | 155,160 | 140,158 | 116,110 | 147,771 | 159,464 | 172,205 | 186,092 | 201,233 |
| Fleet | 6,403 | 5,961 | 201 | - | 100 | 100 | 100 | 100 | 100 |
| Salaries and benefits | 33,922 | 30,445 | 641 | - | 3,129 | 3,192 | 3,255 | 3,321 | 3,387 |
| Net Operating Expense | 193,286 | 191,567 | 141,000 | 116,110 | 151,000 | 162,756 | 175,560 | 189,513 | 204,720 |
| Operations by Project | | | | | | | | | |
| Vandalism | 1,482 | 2,375 | 3,500 | 110 | 3,500 | 3,576 | 3,653 | 3,732 | 3,813 |
| City Parking Lots | 508 | 536 | 500 | - | 500 | 510 | 520 | 531 | 542 |
| Light Standard Condition Assessment | - | - | 15,000 | 1,000 | 15,000 | 15,450 | 15,914 | 16,391 | 16,883 |
| Repairs | 13,476 | 16,931 | 22,000 | 15,000 | 22,000 | 22,660 | 23,340 | 24,040 | 24,761 |
| Electricity | 139,900 | 140,000 | 100,000 | 100,000 | 110,000 | 120,560 | 132,134 | 144,819 | 158,721 |
| Total Operating Expense | 193,286 | 191,567 | 141,000 | 116,110 | 151,000 | 162,756 | 175,560 | 189,513 | 204,720 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Forecast | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Cost per capita | 5.88 | 5.83 | 4.29 | 3.53 | 4.59 | 4.95 | 5.34 | 5.76 | 6.23 |
| % of property tax | 0.75% | 0.73% | 0.50% | 0.41% | 0.50% | 0.52% | 0.54% | 0.56% | 0.58% |

Change 2016 forecast to 2017 budget

\$ change 34,890

% change 30.05%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|-------------------------------------|-----------|----------|
| Contractual Labour increases | 2,488 | 2.14% |
| Light Standard Condition Assessment | 14,000 | 12.06% |

3,204 street lights

1,465 on steel standards

1,739 mounted on power poles

Draft

Street Lighting - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Relamp Fixtures | 37,921 | 31,724 | - | - | - | - | - | - | - |
| Vandalism | 1,482 | 2,375 | 3,500 | 110 | 3,500 | 3,576 | 3,653 | 3,732 | 3,813 |
| City Parking Lots | 508 | 536 | 500 | - | 500 | 510 | 520 | 531 | 542 |
| Light Standard Condition Assessmer | - | - | 15,000 | 1,000 | 15,000 | 15,450 | 15,914 | 16,391 | 16,883 |
| Repairs | 13,476 | 16,931 | 22,000 | 15,000 | 22,000 | 22,660 | 23,340 | 24,040 | 24,761 |
| Electricity | 139,900 | 140,000 | 100,000 | 100,000 | 110,000 | 120,560 | 132,134 | 144,819 | 158,721 |
| Total Expenses | 193,286 | 191,567 | 141,000 | 116,110 | 151,000 | 162,756 | 175,560 | 189,513 | 204,720 |

Draft

Street Lighting - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|----------------|----------------|
| Street lighting - New Additions | 10,000 | 10,240 | 10,487 | 10,740 | 11,001 |
| Street lighting - Replacement Program | 20,000 | 20,420 | 20,852 | 21,295 | 21,751 |
| Street lighting - LED Conversion Program | - | 14,674 | 13,038 | 11,945 | 10,063 |
| | 30,000 | 45,334 | 44,377 | 43,981 | 42,815 |

Draft

Traffic Control - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Operations by Object | | | | | | | | | |
| Goods and Services | 23,727 | 16,994 | 59,551 | 49,493 | 70,646 | 73,128 | 75,720 | 78,428 | 81,258 |
| Fleet | 382 | 1,185 | 2,065 | 2,021 | 488 | 488 | 488 | 488 | 488 |
| Salaries and benefits | 22,901 | 34,744 | 10,383 | 21,223 | 1,367 | 1,394 | 1,422 | 1,451 | 1,480 |
| Total Operating Expense | 47,010 | 52,923 | 72,000 | 72,737 | 72,501 | 75,011 | 77,630 | 80,366 | 83,226 |
| Operations by Project | | | | | | | | | |
| Annual Condition Assessment | 9,352 | 8,969 | 17,400 | 17,400 | 17,400 | 17,922 | 18,460 | 19,013 | 19,584 |
| Provincial Cost Sharing | 5,483 | 5,383 | 6,500 | 6,048 | 6,500 | 6,695 | 6,896 | 7,103 | 7,316 |
| Vandalism/Hit & Run Damage | 636 | 2,271 | 2,000 | 2,289 | 2,000 | 2,045 | 2,091 | 2,138 | 2,186 |
| Traffic Control Electricity | 3,600 | 5,299 | 5,000 | 5,000 | 5,500 | 6,028 | 6,607 | 7,241 | 7,936 |
| Repairs | 27,939 | 31,001 | 41,100 | 42,000 | 41,101 | 42,321 | 43,577 | 44,871 | 46,204 |
| Total Operating Expense | 47,010 | 52,923 | 72,000 | 72,737 | 72,501 | 75,011 | 77,630 | 80,366 | 83,226 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Forecast | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Cost per capita | 1.43 | 1.61 | 2.19 | 2.21 | 2.21 | 2.28 | 2.36 | 2.44 | 2.53 |
| % of property tax | 0.18% | 0.20% | 0.25% | 0.26% | 0.24% | 0.24% | 0.24% | 0.24% | 0.24% |

Change 2016 forecast to 2017 budget

| | |
|-----------|--------|
| \$ change | - 236 |
| % change | -0.32% |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|--------------------|-----------|----------|
| Labour | - 19,856 | -27.30% |
| Goods and Services | 21,153 | 29.08% |

36 full traffic signals
7 pedestrian activated half-signals
3 pedestrian crossing signals

Traffic Control - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Annual Condition Assessment | 9,352 | 8,969 | 17,400 | 17,400 | 17,400 | 17,922 | 18,460 | 19,013 | 19,584 |
| Provincial Cost Sharing | 5,483 | 5,383 | 6,500 | 6,048 | 6,500 | 6,695 | 6,896 | 7,103 | 7,316 |
| Vandalism/Hit & Run Damage | 636 | 2,271 | 2,000 | 2,289 | 2,000 | 2,045 | 2,091 | 2,138 | 2,186 |
| Traffic Control Electricity | 3,600 | 5,299 | 5,000 | 5,000 | 5,500 | 6,028 | 6,607 | 7,241 | 7,936 |
| Repairs | 22,159 | 23,790 | 41,100 | 42,000 | 41,101 | 42,321 | 43,577 | 44,871 | 46,204 |
| Salaries and Benefits | 5,780 | 7,211 | - | - | - | - | - | - | - |
| Total Expenses | 47,010 | 52,923 | 72,000 | 72,737 | 72,501 | 75,011 | 77,630 | 80,366 | 83,226 |

Draft

Traffic Control - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|----------------|----------------|
| Traffic signalization - Upgrade Controllers and Loop Detectors | 30,000 | 63,000 | 66,150 | 69,458 | 72,930 |
| Traffic signalization - Audible Signals | - | 25,491 | 17,285 | 11,174 | 23,692 |
| Traffic signalization - UPS Installations | 18,000 | 18,900 | 19,845 | 20,837 | - |
| Traffic Lights - Standard Replacements | 20,000 | - | - | - | 100,001 |
| Traffic Signals - New Traffic Detection Devices | 60,000 | 63,000 | 66,150 | 69,458 | 72,930 |
| Traffic Signals - LED replacement | 13,624 | 14,305 | 15,020 | 15,771 | 16,560 |
| | 141,624 | 184,696 | 184,450 | 186,698 | 286,113 |

Draft

Transit - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 24,234 | 23,765 | 31,150 | 24,294 | 38,940 | 28,140 | 28,900 | 29,680 | 30,510 |
| Contract - Municipal Share | 1,492,707 | 1,568,813 | 1,621,785 | 1,625,683 | 1,659,007 | 1,788,900 | 1,899,152 | 2,027,991 | 2,135,754 |
| Fleet | 373 | 1,233 | 1,565 | 1,056 | 1,086 | 1,108 | 1,141 | 1,164 | 1,182 |
| Salaries and benefits | 11,201 | 6,400 | 16,320 | 19,687 | 20,068 | 20,476 | 20,874 | 21,283 | 21,722 |
| Total Operating Expense | 1,528,516 | 1,600,211 | 1,670,820 | 1,670,720 | 1,719,101 | 1,838,624 | 1,950,067 | 2,080,118 | 2,189,168 |
| Recoveries | (619,323) | (632,268) | (609,520) | (569,332) | (585,115) | (586,115) | (587,215) | (588,315) | (589,515) |
| Net Operating Expense | 909,192 | 967,943 | 1,061,300 | 1,101,388 | 1,133,986 | 1,252,509 | 1,362,852 | 1,491,803 | 1,599,653 |
| Internal Allocations In | | | | | | | | | |
| Roads and Maintenance | - | 8,614 | 8,870 | 8,869 | 9,496 | 9,686 | 9,880 | 10,077 | 10,279 |
| Add Back revenue | (619,323) | (632,268) | (609,520) | (569,332) | (585,115) | (586,115) | (587,215) | (588,315) | (589,515) |
| Total Operating Expense | 1,528,516 | 1,608,825 | 1,679,690 | 1,679,589 | 1,728,597 | 1,848,310 | 1,959,947 | 2,090,195 | 2,199,447 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Forecast | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Net Operating Expense | 909,192 | 976,557 | 1,070,170 | 1,110,257 | 1,143,482 | 1,262,195 | 1,372,732 | 1,501,880 | 1,609,932 |
| Cost per capita | 27.65 | 29.70 | 32.55 | 33.77 | 34.78 | 38.39 | 41.75 | 45.68 | 48.97 |
| % of property tax | 3.54% | 3.71% | 3.77% | 3.92% | 3.79% | 4.02% | 4.20% | 4.42% | 4.56% |

| Conventional Transit | | | | | | | | | |
|-------------------------|---------|---------|---------|---------|---------|---------|---------|------|------|
| Total Cost per ride | 5.65 | 5.93 | 6.06 | 6.06 | 6.18 | 6.02 | 6.15 | 6.36 | 6.60 |
| Municipal Cost per ride | 2.07 | 2.19 | 2.23 | 2.23 | 2.30 | 2.28 | 2.41 | 2.57 | 2.75 |
| Passenger Count | 436,663 | 420,614 | 420,614 | 420,614 | 420,614 | 444,014 | 451,814 | - | - |

| Custom Transit | | | | | | | | | |
|-------------------------|--------|--------|--------|--------|--------|--------|--------|-------|-------|
| Total Cost per ride | 8.36 | 13.42 | 15.01 | 15.01 | 14.03 | 14.34 | 14.68 | 15.03 | 15.42 |
| Municipal Cost per ride | 2.72 | 4.55 | 5.06 | 5.06 | 4.76 | 4.93 | 5.12 | 5.33 | 5.57 |
| Passenger Count | 34,572 | 23,212 | 23,616 | 23,616 | 25,646 | 25,646 | 25,646 | - | - |

| | |
|-------------------------------------|---------------|
| Change 2016 forecast to 2017 budget | |
| \$ change | <u>33,225</u> |
| % change | <u>2.99%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|---|-----------|----------|
| Contractual Labour increases | 381 | 0.03% |
| Contract | 33,324 | 3.00% |
| 2017 same service level as 2016, increase reflects change to City BC Transit Contract and smoothing of lease fees | | |

Conventional Transit
 8 buses in service
 5 routes Monday to Saturday, 1 night route and 1 Sunday route
 22,832 hours of service

Custom Transit
 3 buses in service including 1 spare
 Door to door service for people with disabilities, no set route
 3,984 hours of service

Transit - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Electricity | 2,857 | 2,857 | 3,000 | 3,000 | 3,290 | 3,600 | 3,950 | 4,330 | 4,740 |
| Maintenance Bus Shelters & Benches | 29,335 | 24,493 | 42,435 | 38,051 | 52,704 | 41,984 | 42,785 | 43,577 | 44,414 |
| Municipal Expense | 1,492,754 | 1,568,813 | 1,621,785 | 1,625,683 | 1,659,007 | 1,788,900 | 1,899,152 | 2,027,991 | 2,135,754 |
| Taxi Supplements | - | 87 | 500 | 100 | 200 | 200 | 200 | 200 | 200 |
| Coin Processing | 3,569 | 3,960 | 3,100 | 3,885 | 3,900 | 3,940 | 3,980 | 4,020 | 4,060 |
| Total Expenses | 1,528,516 | 1,600,211 | 1,670,820 | 1,670,720 | 1,719,101 | 1,838,624 | 1,950,067 | 2,080,118 | 2,189,168 |
| Recoveries | (619,323) | (621,818) | (609,520) | (569,332) | (585,115) | (586,115) | (587,215) | (588,315) | (589,515) |
| Net Operating Expenses | 909,192 | 978,393 | 1,061,300 | 1,101,388 | 1,133,986 | 1,252,509 | 1,362,852 | 1,491,803 | 1,599,653 |

Conventional 2018 addition of 2 trips/day M-F Penticton to West Kelowna, City pays 75%
Increases due to fuel, inflation and lease rate smoothing

Draft

Environmental Development Segment

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue Summary | | | | | | | | | |
| Development Engineering | - | - | - | (43,000) | (71,000) | (71,100) | (71,201) | (71,304) | (71,408) |
| Economic Development | (1,036) | (95,116) | - | (58,583) | - | - | - | - | - |
| Land Management | (923,218) | (733,832) | (1,161,850) | (1,058,104) | (1,389,964) | (1,401,774) | (1,413,763) | (1,425,934) | (1,437,230) |
| Planning | (95,374) | (131,373) | (97,000) | (184,691) | (126,000) | (99,000) | (99,000) | (104,000) | (62,000) |
| | (1,019,628) | (960,322) | (1,258,850) | (1,344,378) | (1,586,964) | (1,571,874) | (1,583,965) | (1,601,238) | (1,570,638) |
| Expenditure Summary | | | | | | | | | |
| Development Services | 347,179 | 313,492 | 440,569 | 533,328 | 715,913 | 659,008 | 659,122 | 659,238 | 641,856 |
| Engineering | 250,789 | 149,106 | 144,592 | 160,341 | 142,995 | 148,433 | 159,078 | 169,934 | 181,007 |
| Land Management | 209,647 | 189,203 | 377,880 | 328,127 | 417,780 | 374,103 | 386,080 | 399,171 | 413,482 |
| Planning | 661,216 | 630,392 | 715,347 | 569,655 | 762,229 | 709,514 | 713,611 | 717,820 | 722,144 |
| Economic Development | 322,391 | 1,221,236 | 816,915 | 699,522 | 720,661 | 715,797 | 715,840 | 715,883 | 715,927 |
| Tourism | 297,798 | 354,000 | 354,000 | 354,000 | 354,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| | 2,089,021 | 2,857,428 | 2,849,303 | 2,644,974 | 3,113,578 | 2,906,854 | 2,933,731 | 2,962,046 | 2,974,415 |
| Net Operating expense | 1,069,393 | 1,897,106 | 1,590,453 | 1,300,595 | 1,526,614 | 1,334,980 | 1,349,766 | 1,360,808 | 1,403,778 |
| Cost Per Capita | 32.53 | 57.70 | 48.38 | 39.56 | 46.43 | 40.61 | 41.06 | 41.39 | 42.70 |
| % of Property Taxes | 4.16% | 7.20% | 5.61% | 4.59% | 5.06% | 4.25% | 4.13% | 4.01% | 3.98% |

Draft

Economic Development & Tourism - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Projects | 157,238 | 991,969 | 248,600 | 270,000 | 190,000 | 190,000 | 190,000 | 190,000 | 190,000 |
| Small Business Development | 36,090 | 40,713 | 180,000 | 161,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 |
| Legal | 2,169 | 45,159 | - | - | - | - | - | - | - |
| Salaries and benefits | 121,555 | 139,659 | 383,815 | 265,000 | 385,300 | 385,300 | 385,300 | 385,300 | 385,300 |
| | 317,052 | 1,217,500 | 812,415 | 696,000 | 705,300 | 705,300 | 705,300 | 705,300 | 705,300 |
| Labour Market Partner Agreemer | - | (32,108) | - | (35,527) | - | - | - | - | - |
| Recoveries | (1,036) | (63,009) | - | (23,056) | - | - | - | - | - |
| Net Operating Expense | 316,016 | 1,122,384 | 812,415 | 637,417 | 705,300 | 705,300 | 705,300 | 705,300 | 705,300 |
| Internal Allocations In | | | | | | | | | |
| Communications | - | - | - | - | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Procurement | - | 3,125 | 3,200 | 1,250 | 200 | 200 | 200 | 200 | 200 |
| HR - training/dues | 5,339 | 610 | 1,300 | 2,272 | 9,161 | 4,297 | 4,340 | 4,383 | 4,427 |
| Total Internal Allocations In | 5,339 | 3,735 | 4,500 | 3,522 | 15,361 | 10,497 | 10,540 | 10,583 | 10,627 |
| Add Back Revenue | (1,036) | (95,116) | - | (58,583) | - | - | - | - | - |
| Total Operating Expense | 322,391 | 1,221,236 | 816,915 | 699,522 | 720,661 | 715,797 | 715,840 | 715,883 | 715,927 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Net Operating Expense | 321,356 | 1,126,119 | 816,915 | 640,939 | 720,661 | 715,797 | 715,840 | 715,883 | 715,927 |
| Cost per capita | 9.77 | 34.25 | 24.85 | 19.50 | 21.92 | 21.77 | 21.77 | 21.77 | 21.78 |
| % of property tax | 1.25% | 4.28% | 2.88% | 2.26% | 2.39% | 2.28% | 2.19% | 2.11% | 2.03% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | | | | | 79,722 | | | | |
| % change | | | | | 12.44% | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|-------------------------|-----------|---|
| Communications | 6,000 | 0.94% |
| 2016 Grant Funding | 58,583 | 9.14% |
| Conference and training | 6,889 | 1.07% Increased use of conferences for sales events |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Tourism Funding | 297,798 | 354,000 | 354,000 | 354,000 | 354,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Cost per capita | 9.06 | 10.77 | 10.77 | 10.77 | 10.77 | 9.12 | 9.12 | 9.12 | 9.12 |
| % of property tax | 1.16% | 1.34% | 1.25% | 1.25% | 1.17% | 0.96% | 0.92% | 0.88% | 0.85% |

Economic Development & Tourism - Operating Budget By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Economic Development | | | | | | | | | |
| Special Programs | 49,366 | 301,372 | 104,000 | 100,000 | - | - | - | - | - |
| Small bus development | 35,877 | 40,713 | 105,000 | 161,000 | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 |
| Promo material-commun | 35,607 | 46,966 | 75,000 | 2,000 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Office supplies | 43 | 239 | - | - | - | - | - | - | - |
| Auto & mileage | 1,497 | 1,271 | 1,600 | - | - | - | - | - | - |
| Miscellaneous | 126 | 98,294 | 5,821 | 18,000 | - | - | - | - | - |
| Major Projects | 4,465 | 5,494 | 0 | 28,000 | 188,500 | 188,500 | 188,500 | 188,500 | 188,500 |
| Challenge Roth event | 1,000 | - | - | - | - | - | - | - | - |
| Home Base Penticton | 30,043 | - | - | - | - | - | - | - | - |
| Virtual | - | 54,613 | 80,000 | 80,000 | - | - | - | - | - |
| Biking | - | 34,253 | 30,000 | 22,000 | - | - | - | - | - |
| Event Sport Tourism | - | 64,661 | 15,000 | 13,500 | - | - | - | - | - |
| Labour market partnership agreement | - | 3,938 | - | 36,027 | - | - | - | - | - |
| Tourism - external consultants | - | - | 12,179 | 18,921 | - | - | - | - | - |
| Gateway Casino | - | 56,890 | - | 1,477 | - | - | - | - | - |
| Scotties Tournament of Hearts | - | - | - | 1,500 | - | - | - | - | - |
| Salaries and wages | 137,617 | 138,680 | 383,815 | 230,000 | 385,300 | 385,300 | 385,300 | 385,300 | 385,300 |
| | 295,640 | 847,384 | 812,415 | 637,417 | 705,300 | 705,300 | 705,300 | 705,300 | 705,300 |

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Development Services - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------|-----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Goods and Services | 14,938 | 10,563 | 57,360 | 28,557 | 82,500 | 32,500 | 32,500 | 32,500 | 15,000 |
| Legal | 524 | 2,127 | - | - | - | - | - | - | - |
| Carmi Landfill Monitoring | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Salaries and benefits | 113,391 | 62,712 | 286,279 | 332,569 | 291,088 | 292,275 | 292,275 | 292,275 | 292,275 |
| Total Operating Expense | 133,853 | 80,401 | 348,639 | 366,126 | 378,588 | 329,775 | 329,775 | 329,775 | 312,275 |
| Development Cost Charges | (527,765) | (115,690) | - | (138,210) | (200,000) | (200,000) | (200,000) | (200,000) | (200,000) |
| Net Operating Expense | (393,913) | (35,288) | 348,639 | 227,916 | 178,588 | 129,775 | 129,775 | 129,775 | 112,275 |
| Transfer to DCC Reserve | 527,765 | 115,690 | - | 138,210 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Internal Allocations Out | | | | | | | | | |
| Planning | - | - | - | 4,377 | - | - | - | - | - |
| Total Internal Allocations Out | - | - | - | 4,377 | - | - | - | - | - |
| Internal Allocations In | | | | | | | | | |
| Corporate Services | 89,056 | 41,162 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Communications | - | - | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Development Engineering Fees | - | 191 | - | (43,000) | (71,000) | (71,100) | (71,201) | (71,304) | (71,408) |
| Development Engineering Expenses | 97,657 | 172,107 | - | 80,000 | 229,298 | 221,064 | 221,064 | 221,064 | 221,064 |
| Finance - Procurement | 10,607 | 9,413 | 11,000 | 10,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| HR - training/dues | 5,555 | 4,413 | 5,400 | 5,300 | 5,627 | 5,711 | 5,797 | 5,884 | 5,972 |
| Information Technology | 8,979 | 6,081 | 5,530 | 5,530 | 6,900 | 6,958 | 6,986 | 7,015 | 7,045 |
| Fleet | 1,472 | 105 | - | - | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Total Internal Allocations In | 213,327 | 233,091 | 91,930 | 128,580 | 266,325 | 258,133 | 258,146 | 258,159 | 258,174 |
| Add back recoveries | - | - | - | (43,000) | (71,000) | (71,100) | (71,201) | (71,304) | (71,408) |
| Total Operating Expense | 347,179 | 313,492 | 440,569 | 533,328 | 715,913 | 659,008 | 659,122 | 659,238 | 641,856 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Net Operating Expense | 347,179 | 313,492 | 440,569 | 490,328 | 644,913 | 587,908 | 587,921 | 587,934 | 570,449 |
| Cost per capita | 10.56 | 9.54 | 13.40 | 14.91 | 19.62 | 17.88 | 17.88 | 17.88 | 17.35 |
| % of property tax | 1.35% | 1.19% | 1.55% | 1.73% | 2.14% | 1.87% | 1.80% | 1.73% | 1.62% |

Change 2016 forecast to 2017 budget

| | |
|-----------|----------------|
| \$ change | <u>154,584</u> |
| % change | <u>31.53%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|----------------------------|-----------|--|
| Mapping Project | 50,000 | 10.20% |
| New Construction Inspector | 63,000 | 12.85% Shared position with Public Works |
| Staff Vacancies in 2016 | 60,600 | 12.36% |

Land Management - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|-------------------|-------------------|------------------|-------------------|--------------------|-------------------|------------------|-------------------|-------------------|
| Goods and Services | 202,772 | 190,790 | 430,183 | 235,333 | 299,836 | 264,948 | 276,092 | 288,365 | 301,873 |
| Legal | 6,377 | - | - | 10,000 | - | - | - | - | - |
| Salaries and benefits | 498 | 144,456 | 141,647 | 164,641 | 211,344 | 201,707 | 201,707 | 201,707 | 201,707 |
| Total Operating Expense | 209,647 | 335,246 | 571,830 | 409,974 | 511,180 | 466,655 | 477,799 | 490,072 | 503,580 |
| Revenue | (923,218) | (733,832) | (1,161,850) | (1,058,104) | (1,389,964) | (1,401,774) | (1,413,763) | (1,425,934) | (1,437,230) |
| Net Operating Surplus | -713570.74 | -398586.26 | -590019.9 | -648129.83 | -878783.932 | -935119.68 | -935964.3 | -935861.66 | -933650.01 |
| Internal Allocations Out | | | | | | | | | |
| Planning | - | 147,054 | 197,700 | 84,518 | 97,700 | 96,900 | 96,116 | 95,348 | 94,595 |
| Total Internal Allocations Out | - | 147,054 | 197,700 | 84,518 | 97,700 | 96,900 | 96,116 | 95,348 | 94,595 |
| Internal Allocations In | | | | | | | | | |
| HR - training/dues | - | 1,011 | 3,750 | 2,671 | 4,300 | 4,348 | 4,397 | 4,446 | 4,496 |
| RCMP Building | - | - | - | - | - | - | - | - | - |
| Total Internal Allocations In | - | 1,011 | 3,750 | 2,671 | 4,300 | 4,348 | 4,397 | 4,446 | 4,496 |
| Add back Revenue | (923,218) | (733,832) | (1,161,850) | (1,058,104) | (1,389,964) | (1,401,774) | (1,413,763) | (1,425,934) | (1,437,230) |
| Total Operating Expense | 209,647 | 189,203 | 377,880 | 328,127 | 417,780 | 374,103 | 386,080 | 399,171 | 413,482 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| Net Operating Surplus | (713,571) | (544,630) | (783,970) | (729,977) | (972,184) | (1,027,672) | (1,027,684) | (1,026,763) | (1,023,748) |
| Cost per capita | - 21.70 | - 12.12 | - 17.95 | - 19.71 | - 26.73 | - 28.44 | - 28.47 | - 28.47 | - 28.40 |
| % of property tax | -2.78% | -2.07% | -2.76% | -2.58% | -3.22% | -3.27% | -3.15% | -3.02% | -2.90% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | - | 242,207 | | | | | | | |
| % change | | 33.18% | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 9,703 | 1.33% |
| Extension of Land assistant | 37,000 | 5.07% |

Land Management - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Planning | | | | | | | | | |
| Land Lease Costs | 119,510 | 110,295 | 134,626 | 83,561 | 84,243 | 92,667 | 101,934 | 112,128 | 123,341 |
| Land - Utilities | - | 2,114 | - | - | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Goods and Services | 31,354 | 21,866 | 30,000 | 72,912 | 63,359 | 63,359 | 63,359 | 63,359 | 63,359 |
| 630 Munson Mountain Road | - | 4,243 | - | - | - | - | - | - | - |
| Campbell Mountain Plan | - | - | - | - | 45,000 | - | - | - | - |
| Land Registration, Appraisals and Surveys | 20,338 | 23,066 | 167,700 | 55,018 | 67,700 | 66,900 | 66,116 | 65,348 | 64,595 |
| Salaries and Benefits | - | 140,805 | 141,647 | 157,745 | 211,344 | 201,707 | 201,707 | 201,707 | 201,707 |
| Revenue | (891,150) | (694,036) | (867,803) | (147,270) | (156,578) | (154,891) | (153,045) | (151,030) | (148,831) |
| Land Sales | | | (100,000) | (6,800) | - | - | - | - | - |
| Land Mgmt - City Leases | | | - | (544,374) | (661,276) | (668,707) | (676,267) | (683,957) | (691,780) |
| Land Mgmt - License to Use | | | - | (146,690) | (231,964) | (233,713) | (235,479) | (237,263) | (239,064) |
| Land Mgmt - Tenancy | | | - | (117,670) | (120,398) | (121,196) | (122,002) | (122,815) | (123,637) |
| Land Mgmt - Other | | | (41,000) | (61,458) | (63,000) | (63,000) | (63,000) | (63,000) | (63,000) |
| | (719,948) | (391,647) | (534,830) | (655,026) | (757,570) | (812,873) | (812,676) | (811,523) | (809,311) |

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Land Management - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|----------------|----------------|----------------|----------------|----------------|----------------|
| Land purchases | 85,000 | - | - | - | - |
| Land Sales | (2,500,000) | (200,000) | (200,000) | (200,000) | (200,000) |
| | - 2,415,000 | - 200,000 | - 200,000 | - 200,000 | - 200,000 |

Draft

Planning - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Goods and Services | 7,080 | 19,422 | 19,000 | 14,033 | 20,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Affordable Housing | - | 10,000 | 50,000 | 63,000 | 15,000 | - | - | - | - |
| Salaries and benefits | 485,186 | 433,517 | 418,247 | 386,275 | 611,529 | 579,497 | 584,259 | 589,116 | 594,070 |
| Urban Forestry Plan | - | 10,395 | 12,000 | - | - | - | - | - | - |
| Total Operating Expense | 492,266 | 473,334 | 499,247 | 463,308 | 646,529 | 594,497 | 599,259 | 604,116 | 609,070 |
| Revenue | (95,374) | (131,373) | (97,000) | (184,691) | (126,000) | (99,000) | (99,000) | (104,000) | (62,000) |
| CARIP Grant | - | - | - | - | (43,000) | (43,000) | (43,000) | (43,000) | (43,000) |
| Net Operating Expense | 396,892 | 341,961 | 402,247 | 278,617 | 477,529 | 452,497 | 457,259 | 457,116 | 504,070 |
| Internal Allocations In | | | | | | | | | |
| Land Management | 103,693 | 147,054 | 197,700 | 84,518 | 97,700 | 96,900 | 96,116 | 95,348 | 94,595 |
| Development Services | 48,882 | 124 | - | 4,377 | - | - | - | - | - |
| Engineering Design | 10,000 | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Finance - Procurement | 700 | 255 | 1,200 | 650 | 200 | 200 | 200 | 200 | 200 |
| HR - training/dues | 5,675 | 4,626 | 7,200 | 6,802 | 7,800 | 7,917 | 8,036 | 8,156 | 8,279 |
| Total Internal Allocations In | 168,950 | 157,058 | 216,100 | 106,347 | 115,700 | 115,017 | 114,352 | 113,704 | 113,073 |
| Add back Revenues | (95,374) | (131,373) | (97,000) | (184,691) | (169,000) | (142,000) | (142,000) | (147,000) | (105,000) |
| Total Operating Expense | 661,216 | 630,392 | 715,347 | 569,655 | 762,229 | 709,514 | 713,611 | 717,820 | 722,144 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Expense | 565,842 | 499,019 | 618,347 | 384,964 | 593,229 | 567,514 | 571,611 | 570,820 | 617,144 |
| Cost per capita | 17.21 | 15.18 | 18.81 | 11.71 | 18.04 | 17.26 | 17.39 | 17.36 | 18.77 |
| % of property tax | 2.20% | 1.89% | 2.18% | 1.36% | 1.96% | 1.81% | 1.75% | 1.68% | 1.75% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>208,265</u> | | | | | | | | |
| % change | <u>54.10%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change | |
|--|-----------|----------|--|
| Contractual Labour increases | 29,119 | 7.56% | Staff transition for retirement included |
| Manager of Special Projects new position | 143,750 | 37.34% | |
| Sustainability Coordinator new shared position | 22,385 | 5.81% | |

Planning - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Public Notification | 4,109 | 4,577 | 4,000 | 5,065 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Policy Review | - | - | 10,000 | 5,024 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Affordable Housing | - | 10,000 | 50,000 | 63,000 | 15,000 | - | - | - | - |
| Climate action | 1,099 | 14,443 | 5,000 | 4,570 | 32,385 | 5,000 | 5,000 | 5,000 | 5,000 |
| Urban Forestry Plan | - | 10,395 | 12,000 | - | - | - | - | - | - |
| Vehicle Allowance | 1,472 | | | | | | | | |
| Salaries and Wages | 485,585 | 433,917 | 418,247 | 392,545 | 589,144 | 579,497 | 584,259 | 589,116 | 594,070 |
| | 492,266 | 473,333 | 499,247 | 470,204 | 646,529 | 594,497 | 599,259 | 604,116 | 609,070 |
| Recoveries | (95,374) | (131,372) | (97,000) | (184,691) | (169,000) | (142,000) | (142,000) | (147,000) | (105,000) |
| Net Operating Expense by Project | 396,892 | 341,961 | 402,247 | 285,513 | 477,529 | 452,497 | 457,259 | 457,116 | 504,070 |

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Planning - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------|----------------|----------------|----------------|----------------|----------------|
| Official Community Plan | 150,000 | 100,000 | - | - | - |

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Engineering - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Goods and Services | 72,851 | 23,905 | 35,950 | 19,094 | 39,000 | 36,000 | 36,000 | 36,000 | 36,000 |
| Legal | 5,425 | - | - | - | - | - | - | - | - |
| Salaries and Benefits | 276,387 | 148,008 | 116,100 | 153,105 | 113,100 | 121,248 | 131,599 | 142,156 | 152,925 |
| Net Operating Expense | 354,664 | 171,912 | 152,050 | 172,199 | 152,100 | 157,248 | 167,599 | 178,156 | 188,925 |
| Internal Allocations Out | | | | | | | | | |
| Electric | 20,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Engineering Services | 213,194 | 70,217 | 73,050 | 93,199 | 73,100 | 78,248 | 88,599 | 99,156 | 109,925 |
| Planning | 10,000 | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Parks | 10,000 | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Roads and Maintenance | 20,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Solid Waste Disposal | 10,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Sewer | 35,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 |
| Water | 35,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 |
| Total Internal Allocations Out | 353,194 | 139,217 | 152,050 | 172,199 | 152,100 | 157,248 | 167,599 | 178,156 | 188,925 |
| Internal Allocations In | | | | | | | | | |
| Corporate Administration | 17,949 | 1,440 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Engineering Design | 213,194 | 70,217 | 73,050 | 93,199 | 73,100 | 78,248 | 88,599 | 99,156 | 109,925 |
| Operations | - | 17,086 | 14,292 | 14,292 | 14,697 | 14,697 | 14,697 | 14,697 | 14,697 |
| Communications | - | 1,076 | - | - | - | - | - | - | - |
| Finance - Procurement | 1,292 | 2,138 | 4,200 | 3,100 | 200 | 200 | 200 | 200 | 200 |
| HR - training/dues | 7,001 | 2,454 | 11,550 | 8,250 | 17,998 | 18,268 | 18,542 | 18,820 | 19,102 |
| Information Technology | - | - | - | - | 1,000 | 1,020 | 1,040 | 1,061 | 1,082 |
| Fleet | 9,883 | 22,000 | 16,500 | 16,500 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Total Internal Allocations In | 249,320 | 116,411 | 144,592 | 160,341 | 142,995 | 148,433 | 159,078 | 169,934 | 181,007 |
| Total Operating expense | 250,789 | 149,106 | 144,592 | 160,341 | 142,995 | 148,433 | 159,078 | 169,934 | 181,007 |
| Outputs and Outcomes | | | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Forecast | 2016 Budget | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
| Cost per capita | 7.63 | 4.54 | 4.40 | 4.88 | 4.35 | 4.51 | 4.84 | 5.17 | 5.51 |
| % of property tax | 0.98% | 0.57% | 0.51% | 0.57% | 0.47% | 0.47% | 0.49% | 0.50% | 0.51% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | <u>(17,346)</u> | | | | | | | | |
| % change | <u>-11.41%</u> | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|--|
| Contractual Labour increases | #VALUE! | #VALUE! |
| | | GIS project prioritization over Capital projects |

Engineering - General Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|------------------|------------------|------------------|------------------|------------------|
| Engineering | | | | | |
| Pre-Design Engineering for Future Projects | - | 20,000 | 20,000 | 20,000 | 20,000 |
| Facilities | | | | | |
| Rainfall Monitoring - Budget - Gen Cap | - | 14,000 | 14,000 | - | - |
| Storm Drainage | | | | | |
| Storm Water Management - Liquid Waste Management Plan - Gen Cap Portion | - | 50,000 | 50,000 | 50,000 | 50,000 |
| Oxbow Drainage Improvements - Gen Cap Portion | - | 30,000 | 30,000 | 30,000 | 30,000 |
| Huth Ave. Storm Sewer Construction - Gen Cap Portion | - | - | - | 577,000 | - |
| Dawson Avenue Storm Upgrades - Gen Cap | - | - | - | - | 860,000 |
| Storm Master Drainage Plan | - | - | - | - | 110,000 |
| | - | 80,000 | 80,000 | 657,000 | 1,050,000 |
| Roads and Maintenance | | | | | |
| Transportation Master Plan Update | - | 35,000 | - | - | - |
| Transportation Master Plan | - | 100,000 | - | - | - |
| Pavement Condition Assessment | - | - | - | 85,000 | - |
| GIS Development & Support - Gen Cap Portion | - | 10,000 | 10,000 | 10,000 | 10,000 |
| Orchard Avenue Reconstruction - Gen Cap Portion | 30,000 | 686,632 | - | - | - |
| Orchard Avenue Reconstruction - DCC Portion | - | 38,868 | - | - | - |
| Lanes - Pavement Reconstruction - Gen Cap | - | 25,000 | 75,000 | 75,000 | 75,000 |
| Lanes - Pavement Reconstruction - LIA Portion | - | - | 75,000 | 75,000 | 75,000 |
| Timmins St Reconstruction - Scott Ave to Conklin Ave - Gen Cap Portion | 564,000 | - | - | - | - |
| Bird St & Pl, Haywood St, Gahan St Reconstruction - Gen Cap Portion | - | 30,000 | 625,000 | - | - |
| Comox Ave & Vernon Ave - Reconstruction - Gen Cap Portion | - | - | - | - | 75,000 |
| Lawrence St Storm Diversion - Gen Cap Portion | 100,000 | - | - | - | - |
| Aging Storm Sewer Infrastructure Replacement and Upgrades - Gen Cap Portion | - | - | - | - | 35,000 |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue - Gen Cap Portion | 15,000 | - | - | 540,000 | - |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue - Financing | - | - | 1,500,000 | - | - |
| Warrant Analysis - Intersection Signalization & Pedestrian Crossings - Gen Cap Portion | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Pavement Management: Rehabilitation - Gen Cap Portion | - | - | 300,000 | - | 300,000 |
| Woodstock Road Reconstruction - Gen Cap Portion | 150,000 | 200,000 | 200,000 | 200,000 | - |
| Penticton Creek Master Plan | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Penticton Creek Master Plan - Grant Funding | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Intersection and Road Marking Improvements - Gen Cap Portion | 42,500 | 40,000 | 40,000 | 40,000 | 40,000 |
| Bike Network Plan | - | 35,000 | 35,000 | 35,000 | 35,000 |
| Sidewalks, Curbs and Gutter Projects | - | 390,500 | 246,000 | - | 150,000 |
| Traffic Calming Program | 160,000 | 109,000 | 40,000 | 40,000 | 40,000 |
| | 1,581,500 | 2,220,000 | 3,666,000 | 1,620,000 | 1,355,000 |
| Developer Contribution | - 55,000 | - | - | - | - |
| Total Engineering General Capital | 1,526,500 | 2,334,000 | 3,780,000 | 2,297,000 | 2,425,000 |

Recreation and Culture Segment

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|----------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Revenue | | | | | | | | | |
| Recreation | (1,967,288) | (1,869,474) | (1,957,200) | (1,957,700) | (1,955,000) | (1,976,665) | (1,998,623) | (2,020,880) | (2,043,438) |
| Parks | (42,122) | (35,879) | (20,430) | (19,900) | - | - | - | - | - |
| Library | (208,497) | (175,371) | (298,161) | (244,066) | (245,812) | (245,812) | (250,312) | (250,312) | (235,312) |
| Library Grants | (106,015) | (125,012) | - | (10,900) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) |
| Museum and Archives | (34,311) | (90,450) | (56,000) | (42,800) | (36,800) | (48,000) | (48,000) | (48,000) | (48,000) |
| | (2,358,232) | (2,296,186) | (2,331,791) | (2,275,366) | (2,242,612) | (2,275,477) | (2,301,935) | (2,324,192) | (2,331,750) |
| Expenses | | | | | | | | | |
| Recreation | 2,058,402 | 2,003,731 | 2,199,366 | 2,127,459 | 2,161,545 | 2,195,399 | 2,199,027 | 2,202,591 | 2,205,869 |
| SOEC | 1,289,887 | 1,050,687 | 1,244,088 | 1,244,438 | 1,133,187 | 1,138,853 | 1,144,547 | 1,150,270 | 1,156,021 |
| Parks | 2,011,157 | 1,907,759 | 2,095,421 | 1,929,287 | 2,019,841 | 2,052,845 | 2,087,682 | 2,123,848 | 2,156,041 |
| Library | 1,264,849 | 1,288,845 | 1,323,100 | 1,264,190 | 1,300,300 | 1,337,203 | 1,358,028 | 1,373,107 | 1,365,104 |
| Museum and Archives | 254,783 | 264,380 | 255,201 | 235,671 | 239,211 | 256,239 | 258,142 | 260,076 | 259,793 |
| | 6,879,078 | 6,515,402 | 7,117,177 | 6,801,045 | 6,854,084 | 6,980,540 | 7,047,425 | 7,109,891 | 7,142,828 |
| Net Operating Expense | 4,520,846 | 4,219,216 | 4,785,385 | 4,525,679 | 4,611,472 | 4,705,063 | 4,745,490 | 4,785,699 | 4,811,078 |
| Cost Per Capita | 137.51 | 128.33 | 145.55 | 137.65 | 140.26 | 143.11 | 144.34 | 145.56 | 146.34 |
| % of Property Taxes | 17.59% | 16.02% | 16.87% | 15.98% | 15.27% | 14.99% | 14.53% | 14.09% | 13.62% |

Draft

Recreation - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 312,781 | 241,252 | 329,400 | 306,500 | 300,500 | 302,335 | 303,178 | 304,030 | 304,890 |
| Fleet | 2,265 | 2,446 | - | - | - | - | - | - | - |
| Salaries and benefits | 1,722,385 | 1,728,924 | 1,816,255 | 1,771,709 | 1,804,302 | 1,834,102 | 1,836,461 | 1,838,850 | 1,841,268 |
| Total Operating Expense | 2,037,432 | 1,972,622 | 2,145,655 | 2,078,209 | 2,104,802 | 2,136,437 | 2,139,639 | 2,142,880 | 2,146,159 |
| Recoveries | (1,967,288) | (1,869,474) | (1,957,200) | (1,957,700) | (1,955,000) | (1,976,665) | (1,998,623) | (2,020,880) | (2,043,438) |
| Net Operating Expense | 70,144 | 103,148 | 188,455 | 120,509 | 149,802 | 159,772 | 141,016 | 122,000 | 102,720 |
| Internal Allocations In | | | | | | | | | |
| Safety | 4,948 | 7,241 | 10,311 | 9,700 | 10,518 | 10,623 | 10,730 | 10,730 | 10,400 |
| Finance - Procurement | 398 | 10,692 | 11,000 | 11,750 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| HR - training/dues | 6,012 | 9,853 | 16,600 | 13,800 | 18,125 | 18,397 | 18,673 | 18,953 | 19,237 |
| Information Technology | 5,635 | 3,323 | 4,800 | 3,000 | 5,100 | 6,942 | 6,985 | 7,029 | 7,073 |
| Fleet | 3,977 | - | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Total Internal Allocations In | 20,970 | 31,109 | 53,711 | 49,250 | 56,743 | 58,962 | 59,387 | 59,711 | 59,710 |
| Add Back Revenue | (1,967,288) | (1,869,474) | (1,957,200) | (1,957,700) | (1,955,000) | (1,976,665) | (1,998,623) | (2,020,880) | (2,043,438) |
| Total Operating Expense | 2,058,402 | 2,003,731 | 2,199,366 | 2,127,459 | 2,161,545 | 2,195,399 | 2,199,027 | 2,202,591 | 2,205,869 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Net Operating Expense | 91,114 | 134,257 | 242,166 | 169,759 | 206,545 | 218,734 | 200,403 | 181,711 | 162,431 |
| Cost per capita | 2.77 | 4.08 | 7.37 | 5.16 | 6.28 | 6.65 | 6.10 | 5.53 | 4.94 |
| % of property tax | 0.35% | 0.51% | 0.85% | 0.60% | 0.68% | 0.70% | 0.61% | 0.54% | 0.46% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | | | | | 36,786 | | | | |
| % change | | | | | 21.67% | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 32,593 | 19.20% |

Recreation - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenses | | | | | | | | | |
| Recreation | 449,116 | 463,065 | 540,485 | 496,939 | 485,425 | 492,648 | 492,648 | 492,648 | 492,648 |
| Aquatics | 844,165 | 811,602 | 896,200 | 903,700 | 941,766 | 958,061 | 958,233 | 958,406 | 958,581 |
| Facility Rentals | 59,362 | 53,480 | 60,600 | 62,300 | 58,800 | 59,380 | 59,972 | 60,575 | 61,191 |
| Programs | 405,045 | 402,523 | 449,670 | 443,570 | 447,111 | 454,088 | 455,962 | 457,854 | 459,765 |
| Recreation General | 89,435 | 63,582 | 108,700 | 81,700 | 81,700 | 82,260 | 82,826 | 83,397 | 83,974 |
| Recreation | 94,042 | 102,487 | - | - | - | - | - | - | - |
| Recoveries - Recreation | 96,267 | 75,882 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| Total Expenses | 2,037,431 | 1,972,622 | 2,145,655 | 2,078,209 | 2,104,802 | 2,136,437 | 2,139,639 | 2,142,880 | 2,146,159 |
| Revenue | | | | | | | | | |
| Recreation | - 3,250.27 | - | - | - | - | - | - | - | - |
| Aquatics | (823,215) | (735,710) | (824,500) | (832,000) | (846,000) | (854,460) | (863,005) | (871,635) | (880,351) |
| Facility Rentals | (587,744) | (628,339) | (635,200) | (656,200) | (637,500) | (647,420) | (657,516) | (667,791) | (678,249) |
| Programs | (355,232) | (337,371) | (364,500) | (341,500) | (343,500) | (346,715) | (349,962) | (353,242) | (356,554) |
| Recreation General | (82,255) | (74,786) | (33,000) | (28,000) | (28,000) | (28,070) | (28,141) | (28,212) | (28,284) |
| Recoveries - Recreation | (115,591) | (93,267) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) | (100,000) |
| Total Revenue | (1,967,288) | (1,869,474) | (1,957,200) | (1,957,700) | (1,955,000) | (1,976,665) | (1,998,623) | (2,020,880) | (2,043,438) |
| Net Operating Expense | 70,144 | 103,148 | 188,455 | 120,509 | 149,802 | 159,772 | 141,016 | 122,000 | 102,720 |

Draft

SOEC - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Contract | 1,289,660 | 1,049,995 | 1,236,288 | 1,236,288 | 1,133,187 | 1,138,853 | 1,144,547 | 1,150,270 | 1,156,021 |
| Procurement Services | 227 | 692 | - | 350 | - | - | - | - | - |
| Equipment Repairs and Maintenance | - | - | 7,800 | 7,800 | - | - | - | - | - |
| Total Operating Expense | 1,289,887 | 1,050,687 | 1,244,088 | 1,244,438 | 1,133,187 | 1,138,853 | 1,144,547 | 1,150,270 | 1,156,021 |
| Cost per capita | 39.23 | 31.96 | 37.84 | 37.85 | 34.47 | 34.64 | 34.81 | 34.99 | 35.16 |

Public Works Parks - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 308,149 | 280,730 | 278,628 | 244,865 | 260,305 | 260,305 | 260,305 | 260,305 | 260,305 |
| Fleet | 301,755 | 342,991 | 357,365 | 310,860 | 328,550 | 328,550 | 328,550 | 328,550 | 328,550 |
| Salaries and Benefits | 1,201,106 | 1,187,890 | 1,332,823 | 1,248,580 | 1,303,635 | 1,329,693 | 1,356,272 | 1,383,382 | 1,411,035 |
| Total Operating Expense | 1,811,010 | 1,811,611 | 1,968,816 | 1,804,305 | 1,892,490 | 1,918,548 | 1,945,127 | 1,972,237 | 1,999,890 |
| Recoveries | (42,122) | (35,879) | (20,430) | (19,900) | - | - | - | - | - |
| Net Operating Expense | 1,768,889 | 1,775,732 | 1,948,386 | 1,784,405 | 1,892,490 | 1,918,548 | 1,945,127 | 1,972,237 | 1,999,890 |
| Internal Allocations Out | | | | | | | | | |
| Cemetery | | 9,808 | 10,557 | 10,500 | 11,233 | 11,458 | 11,687 | 11,921 | 12,159 |
| Internal Allocations In | | | | | | | | | |
| Irrigation - sewer | - | - | - | - | 30,000 | 33,900 | 38,985 | 44,833 | 46,000 |
| Engineering Design | 10,000 | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Irrigation - water | 55,000 | 55,000 | 55,000 | 55,000 | 31,325 | 34,041 | 36,879 | 39,841 | 42,935 |
| Procurement | 142 | 577 | 700 | 570 | 200 | 200 | 200 | 200 | 200 |
| HR - training/dues | 8,582 | 11,079 | 9,050 | 7,700 | 12,685 | 12,875 | 13,068 | 13,264 | 13,463 |
| Fleet | 119,231 | 16,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 | 31,500 |
| PW - Wage Allocation | - | 12,279 | 12,712 | 12,712 | 13,591 | 13,863 | 14,140 | 14,423 | 14,711 |
| HR - Safety | 7,192 | 5,521 | 18,200 | 18,000 | 9,283 | 9,376 | 9,469 | 9,469 | 9,500 |
| Total Internal Allocations In | 200,147 | 105,955 | 137,162 | 135,482 | 138,584 | 145,755 | 154,242 | 163,531 | 168,310 |
| Add Back Recoveries | - 42,122 - | - 35,879 - | - 20,430 - | - 19,900 | - | - | - | - | - |
| Total Operating Expense | 2,011,157 | 1,907,759 | 2,095,421 | 1,929,287 | 2,019,841 | 2,052,845 | 2,087,682 | 2,123,848 | 2,156,041 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Expense | 1,969,035 | 1,881,687 | 2,074,991 | 1,909,387 | 2,019,841 | 2,052,845 | 2,087,682 | 2,123,848 | 2,156,041 |
| Cost per capita | 59.89 | 57.23 | 63.11 | 58.08 | 61.44 | 62.44 | 63.50 | 64.60 | 65.58 |
| % of property tax | 7.66% | 7.14% | 7.31% | 6.74% | 6.69% | 6.54% | 6.39% | 6.25% | 6.11% |

Change 2016 forecast to 2017 budget

| | |
|-----------|----------------|
| \$ change | <u>110,454</u> |
| % change | <u>5.78%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 55,055 | 2.88% |

Public Works Parks - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Parks - General | 345,043.30 | 311,110.62 | 412,951.01 | 323,875.00 | 324,320.00 | 330,578.40 | 336,961.97 | 343,473.22 | 350,114.70 |
| A - Standard - Beaches | 103,960.26 | 123,193.81 | 124,615.01 | 121,240.00 | 122,100.00 | 123,443.00 | 124,812.86 | 126,210.12 | 127,635.33 |
| A - Standard - Parks | 394,587.82 | 364,677.71 | 399,380.06 | 381,350.00 | 377,950.00 | 382,929.00 | 388,007.58 | 393,187.74 | 398,471.51 |
| B - Standard - Beaches | 35,831.29 | 55,106.99 | 49,249.99 | 37,850.00 | 39,350.01 | 39,815.01 | 40,289.31 | 40,773.10 | 41,266.56 |
| B - Standard - Parks | 116,010.13 | 118,379.24 | 132,150.04 | 116,000.00 | 127,750.02 | 129,485.02 | 131,254.72 | 133,059.81 | 134,901.02 |
| Boulevards | 151,289.49 | 192,370.19 | 173,325.04 | 172,600.00 | 190,850.00 | 193,297.00 | 195,792.95 | 198,338.81 | 200,935.59 |
| C - Standard - Beaches | 6,262.12 | 4,774.31 | 8,950.00 | 7,350.00 | 8,650.00 | 8,753.00 | 8,858.06 | 8,965.23 | 9,074.53 |
| C - Standard - Parks | 9,831.86 | 7,121.48 | 14,775.01 | 12,500.00 | 15,875.00 | 16,059.00 | 16,246.68 | 16,438.11 | 16,633.38 |
| Natural Green Belts | 10,079.96 | 15,568.39 | 8,740.01 | 14,150.00 | 14,230.00 | 14,426.00 | 14,625.92 | 14,829.84 | 15,037.84 |
| Parking Lots | 4,891.08 | 5,752.53 | 5,950.03 | 5,200.00 | 11,000.00 | 11,185.00 | 11,373.70 | 11,566.17 | 11,762.50 |
| Parks City Owned Buildings | 53,878.49 | 75,947.65 | 59,850.02 | 71,000.00 | 95,450.00 | 96,888.00 | 98,354.76 | 99,850.86 | 101,376.88 |
| School District | 4,659.98 | 10,020.61 | 17,950.07 | 13,200.00 | 15,050.01 | 15,264.01 | 15,482.29 | 15,704.93 | 15,932.03 |
| Sports Fields | 214,059.37 | 204,617.27 | 223,150.07 | 203,900.00 | 216,300.01 | 218,979.01 | 221,711.59 | 224,498.83 | 227,341.81 |
| Trails | 78,899.08 | 72,562.65 | 89,300.08 | 81,345.00 | 90,800.00 | 91,878.00 | 92,977.56 | 94,099.12 | 95,243.10 |
| Undeveloped Lots | 220.33 | 842.49 | 3,150.02 | 3,000.00 | 2,750.00 | 2,792.00 | 2,834.84 | 2,878.54 | 2,923.11 |
| Parks - Tools and Equipment | 4,326.63 | 3,159.59 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 | 3,000.00 |
| Parks - Garbage and Recycling | 102,532.68 | 106,203.19 | 125,000.00 | 114,000.00 | 124,250.00 | 125,660.00 | 127,098.20 | 128,565.17 | 130,061.48 |
| Parks - snow and ice control | 45,954.71 | 43,966.78 | 52,999.98 | 44,000.00 | 53,000.00 | 53,740.00 | 54,494.80 | 55,264.69 | 56,049.99 |
| Parks - wildlife control | 20,382.40 | 19,122.98 | 26,099.99 | 19,100.00 | 20,500.00 | 20,580.00 | 20,661.60 | 20,744.84 | 20,829.73 |
| Parks - porta toilets | 4,086.40 | 4,543.07 | 6,000.00 | 5,975.00 | 6,000.00 | 6,000.00 | 6,000.00 | 6,000.00 | 6,000.00 |
| Parks - fountains | 3,150.50 | 2,069.26 | 2,999.99 | 1,975.00 | 2,050.00 | 2,082.00 | 2,114.64 | 2,147.93 | 2,181.89 |
| Parks - other accounts | 30,011.66 | 14,993.19 | 8,800.00 | 8,800.00 | 8,800.00 | 8,800.00 | 8,800.00 | 8,800.00 | 8,800.00 |
| Public Works - Parks | 20,718.69 | 22,859.00 | - | 22,465.00 | 22,465.00 | 22,914.30 | 23,372.59 | 23,840.04 | 24,316.84 |
| Fleet | 6,346.78 | | | | | | | | |
| Public Works - Parks - recoveries | 1,873.55 | - 3,231.04 | - | 530.00 | - | - | - | - | - |
| | 1,768,889 | 1,775,732 | 1,948,386 | 1,784,405 | 1,892,490 | 1,918,548 | 1,945,127 | 1,972,237 | 1,999,890 |

19 FTE

The Parks department maintains:

| | |
|--------------------------------|---------------------------|
| 365 Acres Open Space | 25 Km of Trails/Walkways |
| 75 Acres of Turf | 5,000 Inventoried Trees |
| 100 + Irrigation Systems | 200 + Litter Receptacles |
| 16 Sports Fields | 70 + Pet Stands |
| 6 Beaches (sand, buoys, rafts) | 6 Off-Leash Dog Areas |
| 2 Skate & 2 Water Parks | 500 + Pieces of Furniture |
| 9 Play Grounds | 25,000 m2 Landscape |
| | 140 Hanging Baskets |

Parks - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|
| Playground Surface Upgrades | 20,000 | - | - | - | - |
| Irrigation Upgrades | 80,000 | 230,000 | 80,000 | 80,000 | 30,000 |
| Tennis Court Upgrades | - | - | 100,000 | 15,000 | 15,000 |
| Small Projects | 13,500 | 10,000 | 10,000 | 10,000 | 10,000 |
| Beach Safety Audit | 10,000 | 10,000 | - | - | - |
| Tree Planting | 20,000 | 30,000 | 30,000 | 20,000 | 20,000 |
| Asphalt Pathway Upgrades | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Wage Allocations | 59,058 | 60,242 | 61,449 | 62,680 | 63,936 |
| Bleacher/Table Replacement | 12,000 | 250,000 | 332,000 | 250,000 | 262,000 |
| Turf Grass Conversion | - | - | - | 30,000 | 30,000 |
| Leir House Landscape Design | - | - | - | - | 50,000 |
| | 224,558 | 600,242 | 623,449 | 477,680 | 490,936 |

Draft

Library - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 465,698 | 467,485 | 488,100 | 461,004 | 469,300 | 473,300 | 479,300 | 479,300 | 471,300 |
| Salaries and benefits | 799,152 | 821,360 | 835,000 | 803,186 | 831,000 | 863,903 | 878,728 | 893,807 | 893,804 |
| Total Operating Expense | 1,264,849 | 1,288,845 | 1,323,100 | 1,264,190 | 1,300,300 | 1,337,203 | 1,358,028 | 1,373,107 | 1,365,104 |
| Recoveries | (208,497) | (175,371) | (298,161) | (244,066) | (245,812) | (245,812) | (250,312) | (250,312) | (235,312) |
| Grants | (106,015) | (125,012) | - | (10,900) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) |
| Net Operations | 950,337 | 988,463 | 1,024,939 | 1,009,224 | 1,049,488 | 1,086,391 | 1,102,716 | 1,117,795 | 1,124,792 |
| From/to Prior year surplus | 59,157 | 37,176 | | 15,715 | (7,382) | (37,060) | (46,110) | (53,862) | (53,482) |
| Balance | 1,009,494 | 1,025,639 | 1,024,939 | 1,024,939 | 1,042,106 | 1,049,331 | 1,056,606 | 1,063,933 | 1,071,310 |

| Outputs and Outcomes | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-----------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Operating Subsidy | 1,009,494 | 1,025,639 | 1,024,939 | 1,024,939 | 1,042,106 | 1,049,331 | 1,056,606 | 1,063,933 | 1,071,310 |
| Cost per capita | 30.71 | 31.20 | 31.17 | 31.17 | 31.70 | 31.92 | 32.14 | 32.36 | 32.59 |
| % of property tax | 3.93% | 3.89% | 3.61% | 3.62% | 3.45% | 3.34% | 3.24% | 3.13% | 3.03% |

Change 2016 forecast to 2017 budget

| | |
|-----------|---------------|
| \$ change | <u>17,167</u> |
| % change | <u>1.67%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|-------------------------------------|-----------|----------|
| Contractual Labour increases | 27,814 | 2.71% |
| Additional Subsidy starting in 2017 | 10,000 | 0.98% |
| Goods and Services | 8,296 | 0.01 |

Library - Operating Budget By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Library costs - postage & freight | 3,871 | 3,695 | 4,000 | 4,049 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Library costs - program support | 3,430 | 4,355 | 5,000 | 3,243 | 4,000 | 4,000 | 5,000 | 5,000 | 4,000 |
| Library costs - equipment maintenance | - | - | 1,000 | 1,196 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Library costs - equipment | 1,938 | 3,328 | 7,000 | 9,980 | 5,000 | 7,000 | 7,000 | 7,000 | 5,000 |
| Library costs - book binding | - | 25 | - | - | - | - | - | - | - |
| Library costs - building & admin costs | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 |
| Library costs - ILS system maintenance | 28,905 | 34,213 | 30,000 | 30,169 | 25,000 | 25,000 | 30,000 | 30,000 | 25,000 |
| Library costs - office supplies | 30,819 | 37,121 | 30,000 | 29,200 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Library costs - book purchases | 142,018 | 141,303 | 145,000 | 129,097 | 145,000 | 145,000 | 145,000 | 145,000 | 145,000 |
| Library costs - audio books | 727 | 6,569 | 7,500 | 92 | - | - | - | - | - |
| Library costs - software | 327 | 369 | 500 | 792 | 500 | 500 | 500 | 500 | 500 |
| Library costs - online databases | 12,824 | 8,997 | 12,500 | 13,919 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| Library costs - videos | 12,262 | 7,492 | 10,000 | 3,228 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Library costs - periodicals | 21,864 | 18,228 | 20,000 | 19,719 | 18,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Library costs - vehicle allowance | 1,689 | 1,054 | 1,500 | 1,460 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Library costs - internet | 1,628 | - | 1,300 | 1,628 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Library costs - planning | 3,236 | 331 | 3,000 | 856 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Library costs - marketing | - | 2,603 | 10,000 | 6,608 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Library costs - wellness | - | 1,149 | 1,000 | 767 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Library costs - recruitment | - | 983 | - | 3,125 | - | - | - | - | - |
| Library Costs - Training | 8,617 | 12,388 | 10,000 | 12,347 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Library Costs - Telephone | 1,083 | 760 | - | - | - | - | - | - | - |
| Library Costs -Safety | - | 140 | - | - | - | - | - | - | - |
| Salary and benefits | 794,687 | 814,941 | 835,000 | 803,186 | 831,000 | 863,903 | 878,728 | 893,807 | 893,804 |
| Library - grant revenue | (125,852) | (125,712) | (125,712) | (137,320) | (130,712) | (130,712) | (130,712) | (130,712) | (130,712) |
| Library - Sales and service fees | (46,103) | (51,000) | (59,250) | (56,046) | (74,000) | (74,000) | (74,000) | (74,000) | (74,000) |
| Library - Other contributions | (80,257) | (74,918) | (113,199) | (61,600) | (46,100) | (46,100) | (50,600) | (50,600) | (35,600) |
| | 1,006,514 | 1,037,216 | 1,024,939 | 1,008,495 | 1,049,488 | 1,086,391 | 1,102,716 | 1,117,795 | 1,124,792 |

Museum and Archives - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Goods and Services | 76,940 | 85,527 | 63,000 | 98,000 | 98,000 | 105,650 | 106,307 | 106,970 | 107,639 |
| Salaries and benefits | 175,474 | 178,351 | 184,836 | 134,606 | 136,691 | 144,024 | 145,224 | 146,448 | 146,448 |
| | 252,414 | 263,877 | 247,836 | 232,606 | 234,691 | 249,674 | 251,531 | 253,418 | 254,087 |
| Recoveries | (34,311) | (90,450) | (56,000) | (42,800) | (36,800) | (48,000) | (48,000) | (48,000) | (48,000) |
| Net Operating Expense | 218,103 | 173,428 | 191,836 | 189,806 | 197,891 | 201,674 | 203,531 | 205,418 | 206,087 |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | 850 | - | 1,500 | 100 | 1,000 | 1,000 | 1,000 | 1,000 | - |
| HR - training/dues | 473 | 168 | 3,365 | 2,465 | 3,020 | 3,065 | 3,111 | 3,158 | 3,205 |
| IT - printing/software | 1,047 | 335 | 2,500 | 500 | 500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Total Internal Allocations In | 2,369 | 502 | 7,365 | 3,065 | 4,520 | 6,565 | 6,611 | 6,658 | 5,705 |
| Add Back Revenue | (34,311) | (90,450) | (56,000) | (42,800) | (36,800) | (48,000) | (48,000) | (48,000) | (48,000) |
| Total Expenses | 254,783 | 264,380 | 255,201 | 235,671 | 239,211 | 256,239 | 258,142 | 260,076 | 259,793 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Expense | 220,472 | 173,930 | 199,201 | 192,871 | 202,411 | 208,239 | 210,142 | 212,076 | 211,793 |
| Cost per capita | 6.71 | 5.29 | 6.06 | 5.87 | 6.16 | 6.33 | 6.39 | 6.45 | 6.44 |
| % of property tax | 0.86% | 0.66% | 0.70% | 0.68% | 0.67% | 0.66% | 0.64% | 0.62% | 0.60% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | 9,540 | | | | | | | | |
| % change | 4.95% | | | | | | | | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Contractual Labour increases | 2,085 | 1.08% |

Museum and Archives - Operating Budget By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Admin & Office | 5,461 | 2,031 | 3,000 | 2,500 | 2,500 | 3,000 | 3,000 | 3,000 | 3,000 |
| Archives | 31,382 | 24,888 | 24,500 | 26,500 | 26,000 | 26,260 | 26,523 | 26,788 | 27,056 |
| Collections Management | 21,067 | 15,935 | 15,500 | 15,500 | 15,500 | 15,655 | 15,812 | 15,970 | 16,129 |
| Events | 3,762 | 917 | 8,000 | 5,000 | 5,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Exhibits | 27,481 | 9,650 | 18,000 | 22,500 | 23,500 | 23,735 | 23,972 | 24,212 | 24,454 |
| Gift Shop | 5,426 | 1,023 | 3,000 | 500 | 500 | 3,000 | 3,000 | 3,000 | 3,000 |
| Marketing | 5,362 | 1,719 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Operations & Equipment | 6,813 | 5,909 | 5,000 | 4,000 | 4,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Programs & Projects | 14,914 | 10,306 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Staff & Volunteers | 2,682 | 3,484 | 10,000 | 7,500 | 7,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Steamfest | - | 55,000 | - | - | - | - | - | - | - |
| Hands on Heritage Lab | - | - | 8,000 | - | - | - | - | - | - |
| Salaries and Benefits | 125,367 | 133,015 | 138,836 | 134,606 | 136,691 | 141,024 | 142,224 | 143,448 | 143,448 |
| | 249,718 | 263,877 | 247,836 | 232,606 | 234,691 | 249,674 | 251,531 | 253,418 | 254,087 |
| Donations - Door | (4,818) | (8,100) | (6,500) | (6,000) | (6,500) | (6,500) | (6,500) | (6,500) | (6,500) |
| Donations - Specific Projects | (4,021) | (10,140) | (6,000) | (5,000) | (5,000) | (6,000) | (6,000) | (6,000) | (6,000) |
| Archival/Environment Research | (236) | (1,018) | (2,500) | (1,500) | (2,000) | (2,500) | (2,500) | (2,500) | (2,500) |
| Museum Programs | (2,540) | (3,137) | (5,000) | (2,000) | (3,000) | (5,000) | (5,000) | (5,000) | (5,000) |
| Gift Shop Revenues | 0 | (448) | (3,000) | (300) | (300) | (3,000) | (3,000) | (3,000) | (3,000) |
| Provincial Grant | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) |
| Federal Grants | - | (47,606) | (5,000) | - | - | (5,000) | (5,000) | (5,000) | (5,000) |
| Other Grants | - | - | (8,000) | (8,000) | - | - | - | - | - |
| | 218,103 | 173,428 | 191,836 | 189,806 | 197,891 | 201,674 | 203,531 | 205,418 | 206,087 |

Cemetery - Operating Budget By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|------------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Fairview Cemetery - Maintenance - general | 4,572 | 12,820 | 9,000 | 6,500 | 7,000 | 7,080 | 7,162 | 7,245 | 7,330 |
| Lakeview Cemetery - Annual Maintenance & Service Contract | 115,050 | 140,470 | 150,070 | 150,070 | 150,070 | 150,070 | 150,070 | 150,070 | 150,070 |
| Grave Liners | 7,288 | 12,864 | 5,000 | 9,800 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| Irrigation - Annual Charges for Water | 287 | 523 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 |
| Miscellaneous Labour & Supplies | 6,129 | 5,471 | 6,000 | 5,000 | 5,500 | 5,540 | 5,581 | 5,622 | 5,665 |
| Columbarium - niche plates | 6,350 | 5,825 | - | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| Niche vases | 375 | 1,255 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| Advertising | - | 348 | 2,500 | 2,500 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| | 140,051 | 179,577 | 175,120 | 179,920 | 181,620 | 181,740 | 181,862 | 181,987 | 182,115 |
| Plot Sales | (20,355) | (44,792) | (84,579) | (50,000) | (55,000) | (55,000) | (55,000) | (55,000) | (55,000) |
| Grave Open/Close | (51,601) | (77,114) | (102,903) | (80,000) | (80,000) | (80,000) | (80,000) | (80,000) | (80,000) |
| Grave Marker Maintenance | (16,991) | (20,664) | (26,407) | (26,400) | (26,800) | (26,800) | (26,800) | (26,800) | (26,800) |
| Grave Liners | (9,120) | (17,667) | (31,271) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) |
| Carefund | (22,429) | (30,686) | (20,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Reservation Fee | (1,455) | (1,454) | (1,500) | (1,800) | (1,800) | (1,800) | (1,800) | (1,800) | (1,800) |
| Columbarium Sales | (143,052) | (80,338) | (62,292) | (130,000) | (130,000) | (130,000) | (130,000) | (130,000) | (130,000) |
| Lantern Concrete Tablet Sales | (2,009) | (2,428) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) |
| Net Operating Surplus | (126,961) | (95,564) | (155,832) | (160,280) | (163,980) | (163,860) | (163,738) | (163,613) | (163,485) |

Draft

Public Works Cemetery - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|------------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Goods and Services | 134,494 | 172,177 | 165,620 | 171,420 | 173,120 | 173,120 | 173,120 | 173,120 | 173,120 |
| Fleet | 1,531 | 3,380 | 3,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Salaries and benefits | 4,781 | 8,292 | 6,000 | 6,000 | 6,000 | 6,120 | 6,242 | 6,367 | 6,495 |
| Total Operating Expense | 140,805 | 183,849 | 175,120 | 179,920 | 181,620 | 181,740 | 181,862 | 181,987 | 182,115 |
| Recoveries | (267,766) | (279,413) | (330,952) | (340,200) | (345,600) | (345,600) | (345,600) | (345,600) | (345,600) |
| Net Operating Surplus | (126,961) | (95,564) | (155,832) | (160,280) | (163,980) | (163,860) | (163,738) | (163,613) | (163,485) |
| Internal Allocations In | | | | | | | | | |
| Finance - Procurement | 426 | 808 | 500 | - | - | - | - | - | - |
| HR - training/dues | - | 13 | - | - | - | - | - | - | - |
| Parks | - | 9,808 | 10,557 | 10,500 | 11,233 | 11,458 | 11,687 | 11,921 | 12,159 |
| Roads and maintenance | - | 6,320 | 6,356 | 6,356 | 6,795 | 6,931 | 7,070 | 7,211 | 7,355 |
| Total Internal Allocations In | 426 | 16,949 | 17,413 | 16,856 | 18,028 | 18,389 | 18,756 | 19,131 | 19,514 |
| Add Back Revenue | (267,766) | (279,413) | (330,952) | (340,200) | (345,600) | (345,600) | (345,600) | (345,600) | (345,600) |
| Total Operating Expense | 141,231 | 200,798 | 192,533 | 196,776 | 199,648 | 200,129 | 200,619 | 201,119 | 201,629 |
| Outputs and Outcomes | | | | | | | | | |
| Net surplus | (126,535) | (78,616) | (138,419) | (143,424) | (145,952) | (145,471) | (144,981) | (144,481) | (143,971) |
| Cost per capita | (3.85) | (2.39) | (4.21) | (4.36) | (4.44) | (4.42) | (4.41) | (4.39) | (4.38) |
| % of property tax | -0.49% | -0.30% | -0.49% | -0.51% | -0.48% | -0.46% | -0.44% | -0.43% | -0.41% |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | - | 2,528 | | | | | | | |
| % change | | 1.76% | | | | | | | |

Lakeview Cemetery is 14.7 acres and has 7,500 plots, 1,500 cremation plots, 1,525 niches in the columbarium and 45 in the mausoleum

Fall 2017 will see the opening of new constructed sections, including additional interment options , such as green burial and estate plots

Cemetery - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|----------------|----------------|----------------|----------------|----------------|
| Cemetery - Lakeview Cemetery | 78,500 | 116,200 | 189,375 | 60,000 | - |
| | 78,500 | 116,200 | 189,375 | 60,000 | - |

Draft

Solid Waste - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Goods and Services | 1,257,765 | 1,396,268 | 1,417,050 | 1,364,662 | 1,440,040 | 1,447,012 | 1,454,020 | 1,461,064 | 1,468,144 |
| Fleet | 1,958 | 1,530 | 1,750 | 1,100 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Salaries and Benefits | 5,560 | 7,457 | 5,000 | 4,750 | 57,575 | 58,619 | 59,685 | 60,772 | 61,880 |
| Total Operating Expense | 1,265,283 | 1,405,255 | 1,423,800 | 1,370,512 | 1,499,115 | 1,507,131 | 1,515,205 | 1,523,335 | 1,531,524 |
| Recoveries | (1,976,897) | (1,995,719) | (2,004,175) | (2,008,434) | (2,029,350) | (2,039,426) | (2,049,553) | (2,059,730) | (2,069,959) |
| MMBC | (311,160) | (466,801) | (466,740) | (467,000) | (466,740) | (466,740) | (466,740) | (466,740) | (466,740) |
| Net Operating Surplus | (1,022,773) | (1,057,264) | (1,047,115) | (1,104,922) | (996,975) | (999,035) | (1,001,088) | (1,003,135) | (1,005,174) |
| Internal Allocations In | | | | | | | | | |
| Operations | - | 7,766 | 7,940 | 7,940 | 8,165 | 8,165 | 8,165 | 8,165 | 8,165 |
| Finance - Procurement | - | 257 | - | 100 | - | - | - | - | - |
| Engineering Design | 10,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| PW - Fleet | 938 | - | - | - | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| PW - Roads and Maintenance | - | 28,250 | 29,136 | 29,136 | 30,786 | 31,402 | 32,030 | 32,670 | 33,324 |
| Total Internal Allocations In | 10,938 | 41,273 | 42,076 | 42,176 | 49,451 | 50,067 | 50,695 | 51,335 | 51,989 |
| Add Back Revenue | (2,288,056) | (2,462,519) | (2,470,915) | (2,475,434) | (2,496,090) | (2,506,166) | (2,516,293) | (2,526,470) | (2,536,699) |
| Total Expense | 1,276,221 | 1,446,528 | 1,465,876 | 1,412,688 | 1,548,566 | 1,557,198 | 1,565,899 | 1,574,671 | 1,583,513 |
| Outputs and Outcomes | | | | | | | | | |
| Net Operating Surplus | (1,011,835) | (1,015,991) | (1,005,039) | (1,062,746) | (947,524) | (948,968) | (950,394) | (951,800) | (953,186) |
| Cost per capita | (30.78) | (30.90) | (30.57) | (32.32) | (28.82) | (28.86) | (28.91) | (28.95) | (28.99) |
| % of property tax | -3.94% | -3.86% | -3.54% | -3.75% | -3.14% | -3.02% | -2.91% | -2.80% | -2.70% |

Change 2016 forecast to 2017 budget

| | |
|-----------|----------------|
| \$ change | <u>115,222</u> |
| % change | <u>10.84%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|----------|
| Labour additional 0.7 FTE | 52,225 | 4.91% |
| Fleet for additional 0.7 FTE | 5,500 | 0.52% |
| Cart program | 48,000 | 4.52% |

Annually, Penticton residents generate approximately 4,050 metric tonnes of waste, 1,100 metric tonnes of recyclables and 1,400 metric tonnes of yard waste

Solid Waste - Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|--------------------|--------------------|--------------------|--------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Solid Waste - general - City clean up | 5,811 | 6,713 | 5,000 | 4,750 | 5,350 | 5,350 | 5,350 | 5,350 | 5,350 |
| Solid Waste - Residential & Rural curbside collection | 300,402 | 308,380 | 316,800 | 306,200 | 307,740 | 309,279 | 310,825 | 312,379 | 313,941 |
| Garbage tags | - | - | 1,500 | 2,000 | 500 | 500 | 500 | 500 | 500 |
| Tipping Fees - solid waste | 358,117 | 396,212 | 427,500 | 408,500 | 408,500 | 410,543 | 412,595 | 414,658 | 416,732 |
| Yard Waste Prog | 123,604 | 126,523 | 123,550 | 119,000 | 127,000 | 127,634 | 128,271 | 128,911 | 129,555 |
| Tipping Fees - Yard Waste Prog | 356 | 74,256 | 37,500 | 37,500 | 40,800 | 41,004 | 41,209 | 41,415 | 41,622 |
| Spring Bulky Item Pickup Program | 9,716 | 9,936 | 10,300 | 9,837 | 10,000 | 10,050 | 10,101 | 10,152 | 10,203 |
| Tipping Fees - Bulky Item Tipping/Environ Fee | 8,816 | 8,472 | 9,000 | 8,876 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| Xmas Tree Recycle | 2,024 | 1,281 | 2,000 | 1,350 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Recycling - Residential & Rural curbside collection | 314,567 | 321,950 | 331,800 | 322,500 | 322,550 | 324,163 | 325,784 | 327,412 | 329,050 |
| Recycling - Multi-family Bi-Weekly collection | 131,559 | 132,830 | 137,300 | 133,000 | 133,950 | 134,620 | 135,292 | 135,969 | 136,648 |
| Recycling - Multi-family Weekly collection | 3,468 | 3,805 | 4,050 | - | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Recycling - Calender Production & Mailer | 4,760 | 4,760 | 7,500 | 7,000 | 8,500 | 8,500 | 8,500 | 8,500 | 8,500 |
| Recycling Education general | 2,083 | 10,137 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Cart Maintenance Contract | - | - | - | - | 22,000 | 22,220 | 22,442 | 22,667 | 22,893 |
| Cart Maintenance parts | - | - | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Cart Maintenance New Purchases | - | - | - | - | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Solid Waste Sustainable Community Coordinator | - | - | - | - | 52,225 | 53,269 | 54,335 | 55,422 | 56,530 |
| | 1,265,283 | 1,405,255 | 1,423,800 | 1,370,512 | 1,499,115 | 1,507,131 | 1,515,205 | 1,523,335 | 1,531,524 |
| User fee garbage rates revenue | (1,245,123) | (1,257,307) | (1,267,200) | (1,266,801) | (1,273,800) | (1,280,169) | (1,286,570) | (1,293,003) | (1,299,468) |
| Garbage tag sales revenue | (4,484) | (3,862) | (1,500) | (3,000) | (3,500) | (3,500) | (3,500) | (3,500) | (3,500) |
| User fee recycling | (725,698) | (732,897) | (733,875) | (738,633) | (741,450) | (745,157) | (748,883) | (752,627) | (756,391) |
| MMBC Recycle Program Financial Incentive | (311,160) | (466,801) | (466,740) | (467,000) | (466,740) | (466,740) | (466,740) | (466,740) | (466,740) |
| Recycling - Calender Production & Mailer | (1,524) | (1,500) | (1,500) | - | (1,500) | (1,500) | (1,500) | (1,500) | (1,500) |
| Applications for curbside collections | (68) | (152) | (100) | - | (100) | (100) | (100) | (100) | (100) |
| Cart Maintenance Administration Fee | - | - | - | - | (9,000) | (9,000) | (9,000) | (9,000) | (9,000) |
| Net Operating Surplus | (1,022,773) | (1,057,264) | (1,047,115) | (1,104,922) | (996,975) | (999,035) | (1,001,088) | (1,003,135) | (1,005,174) |

Draft

Electric Utility - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|--------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Goods and Services | 26,370,272 | 27,346,701 | 29,162,260 | 27,210,890 | 34,212,174 | 34,313,869 | 34,634,089 | 36,780,238 | 39,060,184 |
| Fleet | 39,080 | 78,864 | 63,494 | - | 51,895 | 51,895 | 51,895 | 51,895 | 51,895 |
| Salaries and Benefits | 1,250,503 | 1,255,469 | 1,460,854 | 1,349,114 | 1,409,951 | 1,438,435 | 1,467,528 | 1,497,249 | 1,527,620 |
| Total Operating Expense | 27,659,856 | 28,681,035 | 30,686,608 | 28,560,004 | 35,674,020 | 35,804,199 | 36,153,512 | 38,329,382 | 40,639,699 |
| Recoveries | (36,562,998) | (39,278,532) | (40,967,152) | (38,295,178) | (42,040,580) | (43,581,176) | (45,191,504) | (46,851,877) | (48,573,329) |
| Balance | (8,903,142) | (10,597,497) | (10,280,544) | (9,735,174) | (6,366,560) | (7,776,977) | (9,037,992) | (8,522,495) | (7,933,630) |
| Internal Allocations Out | | | | | | | | | |
| Roads and Maintenance | 8,956 | 9,493 | 11,400 | 10,539 | 11,400 | 11,717 | 12,043 | 12,378 | 12,723 |
| Internal Allocations In | | | | | | | | | |
| Operations | - | 51,259 | 41,288 | 41,288 | 42,458 | 42,458 | 42,458 | 42,458 | 42,458 |
| Communications | - | - | - | - | 250 | 250 | 250 | 250 | 250 |
| Finance - POS and banking fees | - | - | - | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Finance - Procurement | 3,904 | 7,649 | 8,500 | 4,200 | 1,500 | 1,500 | 1,500 | 1,500 | - |
| Engineering Design | 20,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| HR training/dues | 4,077 | 5,766 | 68,735 | 40,326 | 75,450 | 66,985 | 67,122 | 67,261 | 67,402 |
| IT - printing/software | 1,592 | 2,548 | 1,800 | 1,800 | 6,800 | 6,900 | 7,002 | 7,106 | 7,212 |
| PW - Fleet | 89,436 | 41,250 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 |
| Administration | 2,226,103 | 2,254,447 | 2,060,080 | 2,060,080 | 1,881,457 | 1,702,834 | 1,524,211 | 1,345,588 | 1,300,000 |
| HR - Safety | 12,793 | 17,914 | 7,470 | 7,470 | 10,201 | 10,303 | 10,406 | 7,470 | 8,200 |
| Total Internal Allocations In | 2,357,903 | 2,390,833 | 2,241,873 | 2,212,164 | 2,075,116 | 1,888,230 | 1,709,949 | 1,528,633 | 1,482,522 |
| Net Operating Surplus | (6,536,282) | (8,197,172) | (8,050,071) | (7,533,549) | (4,302,844) | (5,900,464) | (7,340,086) | (7,006,240) | (6,463,831) |
| Transfers to Surplus/Reserve | | | | | | | | | |
| Electric Surplus | 3,359,882 | 5,006,872 | 1,901,146 | 1,562,029 | 2,590,233 | 249,585 | 1,775,136 | 849,841 | 487,568 |
| Electric Capital | 5,878,707 | 6,676,682 | 3,102,185 | 2,787,380 | 3,715,085 | 2,479,024 | 2,399,218 | 2,996,778 | 2,831,262 |
| Reserve for Future Expenditures | (5,878,707) | (6,676,682) | - | - | - | - | - | - | - |
| General Revenue Operating Fund | 137,400 | 137,400 | - | - | - | - | - | - | - |
| General Revenue Capital (Dividend) | 3,039,000 | 3,052,900 | 3,046,740 | 3,184,140 | 3,177,992 | 3,171,856 | 3,165,733 | 3,159,622 | 3,145,000 |
| Balance Electric Operating Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

15 FTE

This department is responsible for providing safe, efficient and reliable electrical service to our residential, commercial and industrial customers

There are 4 substations feeding 17 distribution circuits, 272 km of overhead power lines, 86 km of underground cables 3,999 power poles (3,061 wood, 938 steel), 2,719 distribution transformers and 17,373 active customer accounts

Change 2016 forecast to 2017 budget

| | |
|-----------|------------------|
| \$ change | <u>3,230,705</u> |
| % change | <u>-42.88%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------|-----------|----------|
| Labour | 60,837 | 0.81% |
| Energy Purchases | 3,280,791 | 43.55% |
| Administration | - 178,623 | 2.37% |

Administration fees adjusted as per the rate review

2017 contains \$3.5 million dollars which is the Fortis BC portion of the Carmi Substation project

2018 contains \$1.5 million dollars which is the Fortis BC portion of the Carmi Substation project

Electric Utility - Operating Budget By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|--------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expense by Project | | | | | | | | | |
| Billing & Damage | 17,918 | 74,277 | 47,500 | 2,104 | 47,500 | 48,694 | 49,920 | 51,179 | 52,473 |
| Power Distribution | 274,555 | 295,932 | 357,700 | 487,395 | 370,700 | 379,168 | 387,861 | 396,785 | 405,947 |
| Electric - non-productive costs | 301,375 | 298,494 | 374,576 | 232,699 | 384,761 | 392,456 | 400,305 | 408,311 | 416,478 |
| Carmi Substation | 505 | 8,344 | 8,500 | 1,445 | 3,508,500 | 1,708,755 | 9,018 | 9,288 | 9,567 |
| Customer Billing and Collections | 36,224 | 34,709 | 32,918 | 28,347 | 32,918 | 33,494 | 34,082 | 34,682 | 35,295 |
| General Electrical | 801,195 | 1,389,749 | 896,650 | 863,752 | 968,363 | 990,002 | 1,012,176 | 1,034,905 | 1,058,211 |
| Huth Substation | 9,766 | 1,198 | 8,500 | 16,671 | 38,500 | 8,755 | 9,018 | 42,070 | 9,567 |
| Meter Testing and Maintenance | 36,181 | 61,857 | 98,000 | 68,826 | 98,500 | 100,888 | 103,337 | 105,848 | 108,422 |
| Turn-Ons and Cut-Offs | 106,298 | 85,707 | 92,131 | 72,079 | 90,404 | 91,986 | 93,601 | 95,250 | 96,933 |
| Waterford Substation | 1,397 | 403 | 8,500 | 875 | 8,500 | 39,655 | 9,018 | 9,289 | 43,332 |
| Westminster Substation | 9,702 | 3,102 | 8,500 | 3,277 | 8,500 | 8,755 | 40,845 | 9,289 | 9,567 |
| Bulk Energy Purchases | 26,001,260 | 26,281,943 | 28,278,733 | 26,769,683 | 30,050,474 | 31,933,224 | 33,933,938 | 36,060,007 | 38,319,281 |
| Two-Way Radios | 8,956 | 9,493 | 11,400 | 10,539 | 11,400 | 11,717 | 12,043 | 12,378 | 12,723 |
| Energy Retrofit Loan Program | 10,373 | 141,431 | 463,000 | 2,312 | 55,000 | 56,650 | 58,350 | 60,100 | 61,903 |
| Total Expenses | 27,615,706 | 28,686,638 | 30,686,608 | 28,560,004 | 35,674,020 | 35,804,199 | 36,153,512 | 38,329,382 | 40,639,699 |
| Revenue | | | | | | | | | |
| Electric - other revenues | (36,283,272) | (38,807,442) | (40,229,409) | (38,122,549) | (41,730,910) | (43,264,569) | (44,867,798) | (46,520,905) | (48,234,922) |
| Pole Contacts | (214,284) | (258,000) | (230,243) | (194,048) | (205,170) | (209,273) | (213,459) | (217,728) | (222,083) |
| Recoveries - Billing & Damage | (11,529) | (67,285) | (47,500) | 33,419 | (47,500) | (48,694) | (49,920) | (51,179) | (52,473) |
| Energy Retrofit Loan Program | (9,763) | (151,407) | (460,000) | (12,000) | (57,000) | (58,640) | (60,328) | (62,065) | (63,852) |
| | - 36,518,848 | - 39,284,135 | - 40,967,152 | - 38,295,178 | - 42,040,580 | - 43,581,176 | - 45,191,504 | - 46,851,877 | - 48,573,329 |
| Net Operating Surplus by Project | (8,903,142) | (10,597,497) | (10,280,544) | (9,735,174) | (6,366,560) | (7,776,977) | (9,037,992) | (8,522,495) | (7,933,630) |

Draft

Electric Utility - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|------------------|------------------|------------------|------------------|------------------|
| Pole Replacements | 100,000 | 102,002 | 104,055 | 106,162 | 108,324 |
| Number 6 Cu Replacement | 100,485 | 105,510 | - | - | - |
| Carmi Substation | 1,325,000 | 700,000 | 100,000 | - | - |
| GIS Implementation & Conversion | 50,000 | 50,000 | - | - | - |
| SCADA Upgrades - New Dual PC, PowerLink upgrade investigation | 50,000 | 52,152 | 54,406 | 56,766 | 59,238 |
| Non Discretionary - Estimated New/Upgraded Services | 320,000 | 328,387 | 337,010 | 345,874 | 354,986 |
| Non Discretionary - Flat Rate New/Upgrade Services | 80,000 | 81,626 | 83,292 | 84,998 | 86,747 |
| Non Discretionary - New UG Subdivision | 100,000 | 102,701 | 105,479 | 108,338 | 111,280 |
| Non Discretionary - City Road Projects | 100,000 | 103,302 | 106,730 | 110,289 | 113,985 |
| Non Discretionary - Emergency replacement of failed equipment | 60,000 | 61,201 | 62,433 | 63,697 | 64,995 |
| Distribution System Rebuild- Voltage Conversion/System Rebuild | 1,000,000 | 1,023,016 | 1,046,763 | 1,071,266 | 1,096,553 |
| Distribution System Rebuild- UG Residential Subdivision Rebuild | - | - | - | 300,000 | 315,000 |
| Planned Replacement | 100,000 | 102,302 | 104,664 | 107,090 | 109,580 |
| Replace analogue radios w/ digital radios | 40,000 | 50,000 | 40,000 | 15,000 | - |
| Fixed Meters reads vs drive by | 80,000 | 80,000 | 400,000 | 80,000 | 80,000 |
| System Reliability Improvements | 100,000 | 103,103 | 106,344 | 109,728 | 113,263 |
| Install Capacitor Banks | 40,000 | 41,121 | 42,288 | 43,503 | 44,770 |
| New Westminster Carmi Substation Tie | - | - | - | - | 500,000 |
| Misc Studies | 60,000 | - | 50,000 | - | 50,000 |
| Departmental Tools- PLT & Engineering Tools | 60,000 | 63,002 | 66,155 | 69,465 | 72,941 |
| Utility Rates Review - Electric | - | 100,000 | - | - | - |
| Electric Storage Building | - | 40,000 | - | - | - |
| Fiber System Redundancy | - | 100,000 | - | 100,000 | - |
| Master Plan | - | - | - | 225,000 | - |
| | 3,765,485 | 3,389,424 | 2,809,618 | 2,997,178 | 3,281,662 |
| Recoveries | (450,400) | (450,400) | (450,400) | (450,400) | (450,400) |
| | 3,315,085 | 2,939,024 | 2,359,218 | 2,546,778 | 2,831,262 |
| Engineering | - | - | - | 350,000 | - |
| Information Technology | - | 40,000 | 40,000 | - | - |
| Total Electrical Capital Expense | 3,315,085 | 2,979,024 | 2,399,218 | 2,896,778 | 2,831,262 |
| Transfer from Electric Capital | (3,315,085) | (2,979,024) | (2,399,218) | (2,896,778) | (2,831,262) |
| | - | - | - | - | - |

Sanitary Sewer - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| Advanced Waste Water Treatment Plant | | | | | | | | | |
| Goods and Services | 712,561 | 812,963 | 770,529 | 754,687 | 1,109,705 | 993,874 | 926,106 | 1,165,466 | 1,234,833 |
| Salaries and Benefits | 826,680 | 856,817 | 993,738 | 857,205 | 961,822 | 970,674 | 970,924 | 971,174 | 971,424 |
| Total Operating Expense | 1,539,240 | 1,669,780 | 1,764,267 | 1,611,892 | 2,071,527 | 1,964,548 | 1,897,030 | 2,136,640 | 2,206,257 |
| Fees | (5,750,557) | (5,950,390) | (6,135,983) | (6,102,328) | (5,418,890) | (5,931,723) | (6,487,348) | (6,959,953) | (6,977,442) |
| Operating Surplus | (4,211,317) | (4,280,610) | (4,371,716) | (4,490,436) | (3,347,363) | (3,967,175) | (4,590,318) | (4,823,313) | (4,771,185) |
| Internal Allocations Out | | | | | | | | | |
| Parks | - | - | - | - | 30,000 | 33,900 | 38,985 | 44,833 | 46,000 |
| Total Allocations in | | | | | | | | | |
| Internal Allocations In | | | | | | | | | |
| Operations | - | 37,279 | 33,348 | 33,348 | 34,293 | 34,293 | 34,293 | 34,293 | 34,293 |
| Communications | - | - | - | 6,467 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Engineering | 35,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 |
| Debt Interest | 773,831 | 772,040 | 773,830 | 773,830 | 773,830 | 755,290 | 751,710 | 751,710 | 751,710 |
| Debt Principal | 575,057 | 575,057 | 584,381 | 584,381 | 575,057 | 545,072 | 538,987 | 538,987 | 538,987 |
| Procurement | 4,484 | 2,753 | 3,500 | 2,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Development Services | (10,041) | (18,720) | - | - | - | - | - | - | - |
| Human Resources | 13,802 | 17,210 | 17,385 | 15,432 | 18,815 | 17,646 | 17,910 | 18,179 | 18,452 |
| Information Technology | 1,879 | 707 | 1,500 | 500 | 850 | 1,857 | 1,864 | 1,871 | 1,879 |
| Fleet | 16,993 | 11,000 | 25,500 | 25,500 | 42,295 | 42,295 | 42,295 | 42,295 | 42,295 |
| Roads and maintenance | - | 139,141 | 141,309 | 141,309 | 148,726 | 151,701 | 154,735 | 157,829 | 160,986 |
| Administration | 382,800 | 414,760 | 465,587 | 465,587 | 557,594 | 649,601 | 741,608 | 833,615 | 833,615 |
| Collection System | 763,148 | 574,495 | 656,100 | 633,800 | 655,857 | 659,207 | 662,879 | 666,625 | 670,445 |
| Safety | 4,323 | 4,827 | 5,342 | 4,300 | 5,449 | 5,504 | 5,559 | 5,559 | 5,590 |
| Total Allocations in | 2,561,274 | 2,547,549 | 2,724,782 | 2,703,955 | 2,836,267 | 2,885,966 | 2,975,341 | 3,074,464 | 3,081,752 |
| Net Operating Surplus | - 1,650,043 | - 1,733,060 | - 1,646,934 | - 1,786,481 | - 541,096 | - 1,115,109 | - 1,653,962 | - 1,793,682 | - 1,735,433 |
| Transfer to/from Surplus | | | | | | | | | |
| Sewer Operating Surplus | (3,042,184) | (4,805,898) | 1,431,434 | 1,786,481 | 541,096 | 1,115,109 | 1,653,962 | 1,793,682 | 1,735,433 |
| Sewer surplus - grant revenue | - | - | 215,500 | - | - | - | - | - | - |
| Sewer Capital | 4,692,226 | 6,538,959 | - | - | - | - | - | - | - |
| Sewer Operating Fund | - 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Operations are maintained 24 hours a day

Change 2016 forecast to 2017 budget

| | |
|-----------|------------------|
| \$ change | <u>1,245,385</u> |
| % change | <u>-69.71%</u> |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change | |
|------------------------------|-----------|----------|---|
| Contractual Labour increases | 64,617 | 3.62% | CUPE Increase, employee off in 2016 |
| Millwright apprentice | 40,000 | 2.24% | Request to hire a millwright apprentice and not a student |
| Goods and Services | 355,018 | 19.87% | Realignment of expenses from capital to operations |
| Collection System | 22,057 | 1.23% | Labour increase |
| Administration | 92,007 | 5.15% | As per utility rate review |
| Electric | 26,000 | 1.46% | |
| Decrease in Fees | - 680,058 | 38.07% | |

Sanitary Sewer - Operating Budget by Project Advanced Waste Water Treatment Plant

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| AWWTP | 1,402,191 | 1,422,945 | 1,512,397 | 1,455,964 | 1,847,283 | 1,745,974 | 1,668,550 | 1,898,338 | 1,913,054 |
| Pumps, Stations, and Sewers | 89,831 | 123,930 | 109,027 | 105,737 | 124,507 | 129,106 | 132,674 | 136,268 | 139,116 |
| Septage | 21,573 | 38,008 | 33,738 | 28,450 | 47,996 | 33,827 | 35,080 | 35,460 | 36,346 |
| Waste Water | 25,645 | 16,560 | 109,105 | 21,741 | 21,741 | 21,741 | 21,741 | 21,741 | 21,741 |
| Asset Management Plan | - | - | - | - | - | - | - | - | 50,000 |
| Parks | - | - | - | - | 30,000 | 33,900 | 38,985 | 44,833 | 46,000 |
| | 1,539,240 | 1,601,442 | 1,764,267 | 1,611,892 | 2,071,527 | 1,964,548 | 1,897,030 | 2,136,640 | 2,206,257 |
| Sewer Fees | (5,514,485) | (5,662,851) | (5,920,483) | (5,883,127) | (5,203,069) | (5,715,902) | (6,279,290) | (6,753,442) | (6,770,931) |
| Grants | (236,073) | (219,201) | (215,500) | (219,201) | (215,821) | (215,821) | (208,058) | (206,511) | (206,511) |
| Net Operating Surplus | (4,211,317) | (4,280,610) | (4,371,716) | (4,490,436) | (3,347,363) | (3,967,175) | (4,590,318) | (4,823,313) | (4,771,185) |
| Change 2016 forecast to 2017 budget | | | | | | | | | |
| \$ change | | | | | (1,143,073) | | | | |
| % change | | | | | 25.46% | | | | |

This department is responsible for maintenance of the treatment plant, lift stations, and treatment of waste water to required standards. Generation of treated effluent for irrigation and generation of bio-solids for compost production, processing 745 loads which equals 8,940 cubic metres of material

The AWWTP is a budget centre of the sewer utility fund. The plant is budgeted and managed by our waste water supervisor with a staff of 8 FTE's.

in 2016 the AWWTP:

Treated 3,805,000,000 liters of waste water

Recycled 632,556,000 litres of treated effluent used to irrigate sports fields and a golf course, reducing the demand on the treated potable water system equivalent to 17% of the total plant flow

Processed 6,448,716kg of bio solids in 2016 = 190kg per person

Draft

Sanitary Sewer - Collection System

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|----------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Operations by Project | | | | | | | | | |
| Collection system | 196,047 | 150,325 | 177,800 | 182,300 | 185,758 | 187,681 | 189,644 | 191,646 | 193,687 |
| Sewer Service Repairs | 99,155 | 100,088 | 84,000 | 77,000 | 84,000 | 84,800 | 85,616 | 86,448 | 87,297 |
| Sewer Main Repairs | 6,173 | 1,504 | 10,500 | 8,000 | 10,500 | 10,580 | 10,662 | 10,745 | 10,830 |
| Sewer Main Blockages | 913 | 4,700 | 2,000 | 2,000 | 2,000 | 2,028 | 2,057 | 2,086 | 2,115 |
| Video Inspection | 23,054 | 56,535 | 61,500 | 68,500 | 71,500 | 71,560 | 71,621 | 71,684 | 71,747 |
| Manholes | 734 | 7,398 | 3,000 | 3,000 | 3,000 | 3,024 | 3,048 | 3,073 | 3,099 |
| Vandalism | 196 | - | 1,000 | 600 | 1,000 | 1,010 | 1,020 | 1,031 | 1,041 |
| Compost facility | 293,957 | 243,992 | 283,000 | 252,700 | 271,700 | 271,980 | 272,266 | 272,557 | 272,854 |
| Tools | 6,588 | 6,337 | 10,500 | 12,500 | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 |
| Consulting | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Standby | 9,943 | 10,094 | 11,000 | 11,000 | 11,200 | 11,424 | 11,652 | 11,886 | 12,123 |
| Effluent collection system | 91 | 732 | 2,000 | 1,450 | 1,950 | 1,730 | 1,761 | 1,792 | 1,824 |
| Waste water treatment plant | 153,446 | - | - | - | - | - | - | - | - |
| Sewer system | 8,091 | 26,372 | 14,800 | 14,750 | 7,750 | 7,890 | 8,033 | 8,178 | 8,327 |
| | 798,388 | 608,078 | 671,100 | 643,800 | 670,857 | 674,207 | 677,879 | 681,625 | 685,445 |
| Recoveries - Compost | (35,240) | (33,583) | (15,000) | (10,000) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) |
| Net Operations by Project | 763,148 | 574,495 | 656,100 | 633,800 | 655,857 | 659,207 | 662,879 | 666,625 | 670,445 |

There is 171 KM of sanitary sewer pipe with 8,550 service connections
5.4 KM of sewer effluent irrigation pipe

Change 2016 forecast to 2017 budget

| | |
|-----------|---------------|
| \$ change | <u>22,057</u> |
| % change | <u>3.48%</u> |

The collection system is one of the budget centres of the sewer utility, this component of the sewer system is budgeted for and managed by our Public Works Manager. The staffing complement is part of the 27 FTE in the Roads and Maintenance department.

Sewer Utility - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|------------------|------------------|------------------|------------------|------------------|
| Engineering - Sewer Capital | | | | | |
| | - | 100,000 | - | - | - |
| GIS Development & Support | - | 10,000 | 10,000 | 10,000 | 10,000 |
| WTP Booster Station Upgrade & Feeder Main to Ridgedale Reservoir | 220,000 | - | - | - | - |
| East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap | - | - | 50,000 | 1,461,000 | - |
| Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion | 605,000 | - | 815,000 | - | 1,025,000 |
| North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion | - | 973,544 | - | - | - |
| North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion | 50,000 | 1,166,456 | - | - | - |
| Small Sanitary Sewer Upsizing - San Cap Portion | - | 45,000 | 572,000 | - | - |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue - San Cap Portion | 35,000 | - | - | 300,000 | - |
| Development Related Sewer Upgrades - San Cap Portion | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Asset Replacement Plan - Sanitary | - | 10,000 | 10,000 | 10,000 | 10,000 |
| 50mm and 100mm Water Main Replacement Program | 215,000 | - | - | - | - |
| Timmins St Reconstruction - Scott Ave to Conklin Ave - Sewer Portion | 131,000 | - | - | - | - |
| Total Engineering Sewer Capital Projects | 1,356,000 | 2,405,000 | 1,557,000 | 1,881,000 | 1,145,000 |
| Advanced Waste Water Treatment Plant | | | | | |
| Advanced Waste Water Treatment Plant Expansion and Upgrades | - | - | 50,000 | 350,000 | 4,000,000 |
| AWWTP - Equipment Replacement | - | 500,000 | 500,000 | 500,000 | 500,000 |
| AWWTP - Equip Replacement for Lift stations | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| AWWTP - Screw Pump Replacement | - | 225,000 | - | - | - |
| Reroof UV, North Irrigation, RAS, Screws, Headworks, Mtce Bldgs | 160,000 | - | - | - | - |
| Reclaimed water reservoir, utilize old secondary gravity fill and pump | 70,000 | - | - | - | - |
| FPS pump replacement | 85,000 | - | - | - | - |
| Wonderware efficiencies Intela trac | 60,000 | 30,000 | 30,000 | 35,000 | 35,000 |
| CCTV cameras | 30,000 | - | - | - | - |
| Density meters RAS and FPS sight glass FPS | 65,000 | - | - | - | - |
| U Crane | 25,000 | - | - | - | - |
| Intermediate pump for north irrigation | 20,000 | - | - | - | - |
| Upgrade DAF | 60,000 | - | - | - | - |
| Bio reactor upgrades | 35,000 | - | - | - | - |
| Total Advanced Waste Water Treatment Plant Capital Projects | 640,000 | 785,000 | 610,000 | 915,000 | 4,565,000 |
| Sewer Collection System Capital Projects | | | | | |
| Sanitary Sewer Relining | - | - | - | - | 100,000 |
| Compost Site Improvements | 50,000 | 50,000 | 2,500,000 | 10,000 | 10,000 |
| Total Sewer Collection Capital Projects | 50,000 | 50,000 | 2,500,000 | 10,000 | 110,000 |
| Total Sewer Capital | 2,046,000 | 3,240,000 | 4,667,000 | 2,806,000 | 5,820,000 |
| Funding Source | | | | | |
| Development Cost Charges | - | (1,073,544) | - | - | - |
| Sewer Surplus | (2,046,000) | (2,166,456) | (4,667,000) | (2,806,000) | (5,820,000) |
| Sewer Utility Capital Fund | - | - | - | - | - |

Advanced Waste Water Treatment Plant - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|----------------|----------------|------------------|
| Projects | | | | | |
| Advanced Waste Water Treatment Plant Expansion and Upgrades | - | - | 50,000 | 350,000 | 4,000,000 |
| AWWTP - Equipment Replacement | - | 500,000 | 500,000 | 500,000 | 500,000 |
| AWWTP - Equip Replacement for Lift stations | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| AWWTP - Screw Pump Replacement | - | 225,000 | - | - | - |
| Reroof UV, North Irrigation, RAS, Screws, Headworks, Mtce Bldgs | 160,000 | - | - | - | - |
| Reclaimed water reservoir, utilize old secondary gravity fill and pump | 70,000 | - | - | - | - |
| FPS pump replacement | 85,000 | - | - | - | - |
| Wonderware efficiencies Intela trac | 60,000 | 30,000 | 30,000 | 35,000 | 35,000 |
| CCTV cameras | 30,000 | - | - | - | - |
| Density meters RAS and FPS sight glass FPS | 65,000 | - | - | - | - |
| U Crane | 25,000 | - | - | - | - |
| Intermediate pump for north irrigation | 20,000 | - | - | - | - |
| Upgrade DAF | 60,000 | - | - | - | - |
| Bio reactor upgrades | 35,000 | - | - | - | - |
| Total Advanced Waster Water Treatment Plant Capital Projects | 640,000 | 785,000 | 610,000 | 915,000 | 4,565,000 |

Draft

Sewer Collection System - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|----------------|----------------|------------------|----------------|----------------|
| Projects | | | | | |
| Sanitary Sewer Relining | - | - | - | - | 100,000 |
| Compost Site Improvements | 50,000 | 50,000 | 2,500,000 | 10,000 | 10,000 |
| Total Collection System Capital | 50,000 | 50,000 | 2,500,000 | 10,000 | 110,000 |

Draft

Water - Operating Budget

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Goods and Services | 668,277 | 682,986 | 769,562 | 696,341 | 819,729 | 804,903 | 853,415 | 869,276 | 887,878 |
| Salaries and Benefits | 683,420 | 726,422 | 831,522 | 806,299 | 735,658 | 747,532 | 759,642 | 759,465 | 771,953 |
| Total Operating Expense | 1,351,697 | 1,409,408 | 1,601,084 | 1,502,640 | 1,555,387 | 1,552,434 | 1,613,057 | 1,628,741 | 1,659,830 |
| Fees | - 6,700,970 | - 6,914,533 | - 7,164,766 | - 7,164,766 | - 8,050,014 | - 8,451,584 | - 8,903,307 | - 9,379,530 | - 9,997,579 |
| Net Operating Surplus | - 5,349,273 | - 5,505,125 | - 5,563,682 | - 5,662,126 | - 6,494,627 | - 6,899,149 | - 7,290,250 | - 7,750,789 | - 8,337,749 |
| Internal Allocations Out | | | | | | | | | |
| Parks | 55,000 | 55,000 | 55,000 | 55,000 | 31,325 | 34,041 | 36,879 | 39,841 | 42,935 |
| Internal Allocations In | | | | | | | | | |
| Debt Principal Repayments | 549,141 | - | 467,738 | 458,413 | 422,123 | 422,123 | 422,123 | 422,123 | 422,123 |
| Development Services-DCC | (517,224) | (94,430) | - | (138,210) | (200,000) | (200,000) | (200,000) | (200,000) | (200,000) |
| Public works | (3,174,480) | 12,834 | - | - | - | - | - | - | - |
| West Bench | (78,336) | - | (144,000) | (78,336) | (78,336) | (78,336) | (78,336) | (78,366) | (78,366) |
| Operations | - | 29,513 | 25,408 | 25,408 | 26,128 | 26,128 | 26,128 | 26,128 | 26,128 |
| Debt Interest | 699,951 | - | 591,951 | 591,951 | 448,795 | 448,795 | 448,795 | 448,795 | 448,795 |
| Finance - Procurement | 2,773 | 1,530 | 1,750 | 450 | 750 | 750 | 750 | 750 | 750 |
| Engineering Design | 35,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 |
| HR training/dues | 5,491 | 5,056 | 9,915 | 9,645 | 16,370 | 16,616 | 16,865 | 17,118 | 17,375 |
| IT - printing/software | 595 | 320 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| PW - Fleet | 19,340 | 16,500 | 64,500 | 64,500 | 91,165 | 91,165 | 91,165 | 91,165 | 91,165 |
| PW - roads and maintenance | - | 130,452 | 132,705 | 132,705 | 139,275 | 142,061 | 144,902 | 147,800 | 150,756 |
| Administration | 465,700 | - | 543,372 | 543,372 | 629,430 | 715,488 | 801,546 | 887,604 | 888,000 |
| Grant Funding | - | - | 933,333 | - | - | - | - | - | - |
| Debt Proceeds | - | - | 466,667 | - | - 1,500,000 | - | - | - 2,798,820 | - |
| PW - Water Distribution | 924,868 | 757,224 | 747,150 | 708,400 | 722,650 | 730,238 | 738,998 | 747,933 | 757,046 |
| HR - Safety | - | 1,910 | 3,810 | 3,700 | 5,417 | 5,471 | 5,526 | 5,525 | 5,525 |
| Total Allocations in | - 1,067,181 | 877,911 | 1,061,549 | 2,339,248 | 741,017 | 2,337,748 | 2,435,711 | - 264,996 | 2,546,547 |
| Net Operating Surplus | - 6,471,454 | - 4,682,214 | - 4,557,133 | - 3,377,878 | - 5,784,935 | - 4,595,442 | - 4,891,418 | - 8,055,626 | - 5,834,138 |
| Transfer to/from Surplus | | | | | | | | | |
| Water Surplus | 5,954,230 | 4,587,784 | 3,157,133 | 3,377,878 | 4,084,935 | 4,395,442 | 4,691,418 | 5,056,806 | 5,634,138 |
| Transfer to DCC reserve | 517,224 | 94,430 | - | - | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Water Capital | - | - | 1,400,000 | - | 1,500,000 | - | - | 2,798,820 | - |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

7.5 FTE

Change 2016 forecast to 2017 budget

| | | |
|-----------|-----------|--|
| \$ change | - 907,057 | Debt financing \$1.5 not included in analytics |
| % change | 26.85% | |

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

| | \$ change | % change |
|------------------------------|-----------|--------------------------------------|
| Contractual Labour Increases | - 70,641 | 2.09% |
| Goods and Services | 123,388 | 3.65% |
| Administration | 86,058 | 2.55% As per the utility rate review |

Water - Water Treatment Plant Operating Budget by Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Water Treatment Plant | | | | | | | | | |
| Cross Connection | 55,063 | 58,287 | 56,583 | 47,583 | 53,985 | 54,905 | 55,843 | 56,800 | 57,776 |
| Duncan Pump Station | 9,959 | 6,722 | 14,759 | 8,200 | 15,362 | 16,116 | 16,933 | 16,809 | 17,196 |
| Okanagan Lake Pump Station | 211,193 | 246,084 | 219,726 | 246,256 | 228,517 | 249,684 | 271,149 | 278,602 | 287,116 |
| Ridgedale Pump Station | 20,697 | 25,507 | 37,298 | 29,810 | 36,138 | 38,269 | 40,586 | 41,327 | 42,314 |
| Small Reservoirs | 25,631 | 29,400 | 39,835 | 37,235 | 40,820 | 42,191 | 43,704 | 44,434 | 45,293 |
| Warren Ave Well | 1,917 | 2,105 | 5,644 | 3,779 | 5,374 | 5,525 | 5,686 | 5,781 | 5,877 |
| Water Conservation | 20,005 | 14,538 | 50,735 | 49,173 | 52,991 | 53,251 | 53,516 | 53,787 | 54,062 |
| Water Treatment Plant | 819,961 | 852,100 | 937,432 | 841,532 | 933,889 | 951,466 | 981,775 | 984,375 | 1,000,274 |
| Water - general | 82,576 | 84,341 | 86,265 | 86,265 | 85,589 | 85,589 | 85,589 | 85,589 | 85,589 |
| Parks - other accounts | 55,000 | 55,000 | 55,000 | 55,000 | 31,325 | 34,041 | 36,879 | 39,841 | 42,935 |
| Drought Management | - | - | - | - | 50,000 | - | - | - | - |
| Water | 38,590 | 35,054 | 97,807 | 97,807 | 21,397 | 21,397 | 21,397 | 21,397 | 21,397 |
| | 1,340,592 | 1,409,138 | 1,601,084 | 1,502,640 | 1,555,387 | 1,552,434 | 1,613,057 | 1,628,741 | 1,659,830 |
| Recoveries - Water | (435,471) | (387,833) | (428,313) | (428,313) | (439,058) | (450,797) | (465,003) | (479,784) | (495,165) |
| Water - sales | (6,254,394) | (6,526,430) | (6,736,453) | (6,736,453) | (7,585,956) | (8,000,787) | (8,438,304) | (8,899,746) | (9,502,414) |
| Grants | - | - | - | - | (25,000) | - | - | - | - |
| | (5,349,273) | (5,505,125) | (5,563,682) | (5,662,126) | (6,494,627) | (6,899,149) | (7,290,250) | (7,750,789) | (8,337,749) |

This department maintains the water treatment plant, 6 reservoirs and 5 pump stations in accordance with mandated standards. The WTP is a budget centre of the water utility fund. The plant is budgeted and managed by our water supervisor with a

Change 2016 forecast to 2017 budget

| | |
|-----------|---------------|
| \$ change | - 832,500 |
| % change | <u>14.70%</u> |

The WTP treated between 7,750 and 37,200 cubic metres of water every day with peak capacity of 88,000 cubic metres per day.

In 2016:

Pumped 6,332 ML of water from the Okanagan Lake Pump Station to the treatment plant

Diverted 302ML of water from Penticton Creek to the WTP

Distributed 6,748 ML of water through the system

The average daily demand for water is 528 liters per person per day

The peak daily demand occurred June 6, 2016 at 37.22 ML

The peak summer demand of 37.22 ML equates to 1,063 liters per person per day

Water - Distribution By Project

| | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Hydrant Connection Boxes | - 8,887 | - 12,331 | - 1,000 | - 5,100 | - 4,100 | - 5,000 | - 5,000 | - 5,000 | - 5,000 |
| Transmission and distribution | 63,381 | 76,804 | 81,600 | 74,600 | 75,600 | 76,642 | 77,705 | 78,789 | 79,895 |
| Hydrant Maintenance | 69,142 | 67,559 | 70,000 | 69,100 | 70,350 | 71,435 | 72,542 | 73,671 | 74,822 |
| Valve Maintenance | 25,836 | 25,996 | 41,500 | 22,750 | 24,750 | 25,050 | 25,356 | 25,668 | 25,986 |
| PRV Maintenance | 12,546 | 16,130 | 15,000 | 32,750 | 16,000 | 16,190 | 16,384 | 16,581 | 16,783 |
| Water Main Repairs | 132,565 | 112,985 | 88,000 | 60,000 | 66,000 | 66,440 | 66,889 | 67,347 | 67,814 |
| Water Service Repairs | 114,011 | 89,299 | 92,000 | 92,000 | 92,000 | 92,900 | 93,818 | 94,754 | 95,709 |
| Renew Fire Hydrants | 9,005 | 9,224 | 9,500 | 14,100 | 15,500 | 15,580 | 15,662 | 15,745 | 15,830 |
| Hydrant Connection Boxes | 2,820 | 2,887 | 5,000 | 9,000 | 6,000 | 6,050 | 6,101 | 6,153 | 6,206 |
| Meters / Customer Billing and Collections | 160,035 | 113,152 | 137,200 | 140,100 | 144,900 | 146,794 | 148,726 | 150,696 | 152,706 |
| Meter Pit Installations and maint | 16,088 | 23,064 | 15,000 | 30,000 | 32,000 | 32,300 | 32,606 | 32,918 | 33,236 |
| Water - tools | 10,079 | 7,626 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| Water damage vandalism | 7,661 | 846 | 1,000 | 800 | 1,000 | 1,010 | 1,020 | 1,031 | 1,041 |
| Penticton Creek - Greyback Dam | 13,763 | 22,637 | 18,000 | 19,500 | 19,500 | 19,780 | 20,066 | 20,357 | 20,654 |
| Penticton Creek - Howard Lake Dam | 1,380 | 601 | 1,000 | 600 | 4,000 | 4,060 | 4,121 | 4,184 | 4,247 |
| Penticton Creek - Campbell Mountain Diversion | 8,403 | 15,676 | 10,000 | 11,000 | 10,600 | 10,742 | 10,887 | 11,035 | 11,185 |
| Penticton Creek - Penticton 2 Dam | 1,571 | 2,162 | 9,000 | 7,600 | 7,600 | 7,640 | 7,681 | 7,722 | 7,765 |
| Penticton Creek - General Maintenance | 3,456 | 7,611 | 9,500 | 3,000 | 4,500 | 4,560 | 4,621 | 4,684 | 4,747 |
| Ellis Creek - Ellis 2 Dam | 14,139 | 7,733 | 10,000 | 7,500 | 8,250 | 8,385 | 8,523 | 8,663 | 8,806 |
| Ellis Creek - Ellis 4 Dam | 10,543 | 7,018 | 10,750 | 8,750 | 9,250 | 9,400 | 9,553 | 9,709 | 9,868 |
| Ellis Creek - Ovid Dam | 369 | 353 | 900 | 500 | 500 | 508 | 516 | 524 | 533 |
| Ellis Creek - Ellis Intake | 25,175 | 6,410 | 6,000 | 4,100 | 5,350 | 5,340 | 5,432 | 5,525 | 5,621 |
| Ellis Creek - General Maintenance | 1,227 | 6,221 | 3,750 | 1,750 | 2,000 | 2,034 | 2,069 | 2,104 | 2,140 |
| Water - general | 162,527 | 75,797 | 29,000 | 28,000 | 32,100 | 32,432 | 32,771 | 33,116 | 33,468 |
| North irrigation system | 54,416 | 50,795 | 48,000 | 48,000 | 48,500 | 49,210 | 49,934 | 50,673 | 51,426 |
| South irrigation system | 12,379 | 20,262 | 22,500 | 14,500 | 17,000 | 17,240 | 17,485 | 17,734 | 17,989 |
| Penticton Creek - Corporation Lake Dam | 435 | 384 | 450 | 400 | 400 | 406 | 412 | 418 | 425 |
| Penticton Creek - Reed Lake Dam | 801 | 324 | 1,000 | 600 | 600 | 610 | 620 | 631 | 641 |
| Net Operating Expense | 924,868 | 757,224 | 747,150 | 708,400 | 722,650 | 730,238 | 738,998 | 747,933 | 757,046 |

This department maintains the dams, and the distribution system

There is 192 KM of domestic water pipe, 985 fire hydrants, 8,653 water meters, 33 KM of agricultural irrigation water main with 350 connections and 6 in-service dams and 6 out of service dams

Change 2016 forecast to 2017 budget

| | |
|-----------|---------------|
| \$ change | <u>14,250</u> |
| % change | <u>2.01%</u> |

Water Utility - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Engineering Water Capital Projects | 4,359,000 | 2,385,000 | 1,955,000 | 5,498,820 | 2,040,000 |
| Timmins St Reconstruction - Scott Ave to Conklin Ave - Water Portion | 260,000 | - | - | - | - |
| WTP Booster Station Upgrade & Feeder Main to Ridgedale Reservoir - Water Cap Portion | 1,302,521 | - | - | - | - |
| 50mm and 100mm Water Main Replacement Program | 930,000 | 950,000 | 950,000 | 950,000 | 950,000 |
| Aging Water Main Replacement Program | - | 500,000 | 500,000 | 650,000 | 650,000 |
| Water Master Plan Update | - | 100,000 | - | - | - |
| Water Master Plan Update | - | 10,000 | - | - | - |
| GIS Development & Support | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Orchard Avenue Reconstruction - Water Portion | 30,000 | 400,000 | - | - | - |
| Bird St & Pl, Haywood St, Gahan St Reconstruction - Water Cap Portion | - | 30,000 | 215,000 | - | - |
| Industrial Area Fire Flow Upgrades - Water Cap Portion | 9,000 | 330,000 | - | - | - |
| WTP Booster Station Upgrade & Feeder Main to Ridgedale Reservoir - DCC Portion | 237,479 | - | - | - | - |
| Ridgedale Reservoir Upgrade - Financing Portion | - | - | - | 2,798,820 | - |
| Ridgedale Reservoir Upgrade - Water Cap Portion | - | - | 150,000 | - | - |
| East Penticton Interceptor - Fairview Ave to Treatment Plant - Water Cap Portion | - | - | - | 360,000 | - |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue - Water Cap Portion | 35,000 | - | - | 300,000 | - |
| Pressure Zone 555 - Carmi Reservoir Expansion Design - Financing | 1,500,000 | - | - | - | - |
| Pre-Design of Water Main Projects - Water Cap Portion | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| Asset Replacement Plan - Water | - | 10,000 | 10,000 | 10,000 | 10,000 |
| Irrigation System - Infrastructure Renewals | - | - | 75,000 | 375,000 | 375,000 |
| Total Engineering Water Capital Projects | 4,359,000 | 2,385,000 | 1,955,000 | 5,498,820 | 2,040,000 |
| Water Treatment Plant Capital Projects | | | | | |
| On-Site Chlorine System | - | - | 1,347,225 | - | - |
| Equipment Replacement | 35,000 | 35,000 | 35,000 | 35,000 | 40,000 |
| WTP Reservoir Mixing Improvements | - | 220,000 | 140,000 | 680,000 | - |
| WTP optimization projects | 40,000 | 40,000 | 40,000 | 50,000 | 50,000 |
| WTP Equipment Replacement | 40,000 | 40,000 | 40,000 | - | - |
| Replace aging electrical equipment Okanagan Lake Pump Stn | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Replace portable gas detectors and software | - | - | - | - | 10,000 |
| Security video monitor WTP and Okanagan Lake Pump Stn | 7,500 | - | - | - | - |
| Electrical surge - WTP | - | 12,000 | - | - | - |
| Streaming current detector replacement - WTP | - | 20,000 | - | - | - |
| Gate - WTP | 24,000 | - | - | - | - |
| Filter audit WTP | - | 12,000 | - | - | - |
| Air unit replacement program | - | - | - | 50,000 | 50,000 |
| Diver inspection Okanagan Lake intake | - | - | - | - | 10,000 |
| Roof replacement WTP | 12,000 | 121,700 | 294,060 | 25,500 | - |
| Fume hood replacement Lab - WTP | - | 15,000 | - | - | - |
| Total Water Treatment Plant Capital Projects | 258,500 | 615,700 | 1,996,285 | 940,500 | 260,000 |
| Water Distribution System Capital Projects | | | | | |
| Service Renewals | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Fire Hydrant Spacing Improvements | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Agricultural Irrigations Upgrades | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Water Utility - Dams and Irrigation | - | - | 5,000 | - | - |
| Irrigation Meter Program | - | 350,000 | 350,000 | 350,000 | 350,000 |
| Ellis 2 Dam - Consulting & Upgrades | 100,000 | - | 300,000 | - | - |
| Ellis 4 Dam - Consulting and Upgrades | - | 350,000 | - | - | - |
| Campbell Mountain Diversion - Consulting and Upgrades | 275,000 | - | 25,000 | - | - |
| Ellis Creek Diversion Dam - Consulting & Upgrades | - | - | 80,000 | 200,000 | - |
| Misc Dam Projects | 75,000 | 75,000 | 40,000 | 300,000 | 100,000 |
| 10 Year Capital PW Water | - | - | - | - | 500,000 |
| Domestic Water Meter Upgrades | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Total Water Distribution System Capital Projects | 665,000 | 990,000 | 1,015,000 | 1,065,000 | 1,165,000 |
| Total Water Utility Capital Projects | 5,282,500 | 3,990,700 | 4,966,285 | 7,504,320 | 3,465,000 |
| Funding Source | | | | | |
| Financing | (1,500,000) | - | - | (2,798,820) | - |
| DCC | (237,479) | (130,000) | (215,000) | - | - |
| Transfer from Water Surplus | (3,545,021) | (3,860,700) | (4,751,285) | (4,705,500) | (3,465,000) |
| | (5,282,500) | (3,990,700) | (4,966,285) | (7,504,320) | (3,465,000) |
| Water Utility Capital Fund | - | - | - | - | - |

Water Treatment Plant - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|------------------|----------------|----------------|
| Projects | | | | | |
| On-Site Chlorine System | - | - | 1,347,225 | - | - |
| Equipment Replacement | 35,000 | 35,000 | 35,000 | 35,000 | 40,000 |
| WTP Reservoir Mixing Improvements | - | 220,000 | 140,000 | 680,000 | - |
| WTP optimization projects | 40,000 | 40,000 | 40,000 | 50,000 | 50,000 |
| WTP Equipment Replacement | 40,000 | 40,000 | 40,000 | - | - |
| Replace aging electrical equipment Okanagan Lake Pump Stn | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Roof replacement WTP | 12,000 | 121,700 | 294,060 | 25,500 | - |
| Replace portable gas detectors and software | - | - | - | - | 10,000 |
| Security video monitor WTP and Okanagan Lake Pump Stn | 7,500 | - | - | - | - |
| Electrical surge - WTP | - | 12,000 | - | - | - |
| Streaming current detector replacement - WTP | - | 20,000 | - | - | - |
| Fume hood replacement Lab - WTP | - | 15,000 | - | - | - |
| Gate - WTP | 24,000 | - | - | - | - |
| Filter audit WTP | - | 12,000 | - | - | - |
| Air unit replacement program | - | - | - | 50,000 | 50,000 |
| Diver inspection Okanagan Lake intake | - | - | - | - | 10,000 |
| Total Water Treatment Plant Capital Projects | 258,500 | 615,700 | 1,996,285 | 940,500 | 260,000 |

Draft

Water Distribution - Capital Budget

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget |
|---|----------------|----------------|------------------|------------------|------------------|
| Projects | | | | | |
| Service Renewals | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Fire Hydrant Spacing Improvements | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Agricultural Irrigations Upgrades | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Water Utility - Dams and Irrigation | - | - | 5,000 | - | - |
| Irrigation Meter Program | - | 350,000 | 350,000 | 350,000 | 350,000 |
| Ellis 2 Dam - Consulting & Upgrades | 100,000 | - | 300,000 | - | - |
| Ellis 4 Dam - Consulting and Upgrades | - | 350,000 | - | - | - |
| Campbell Mountain Diversion - Consulting and Upgrades | 275,000 | - | 25,000 | - | - |
| Ellis Creek Diversion Dam - Consulting & Upgrades | - | - | 80,000 | 200,000 | - |
| Misc Dam Projects | 75,000 | 75,000 | 40,000 | 300,000 | 100,000 |
| 10 Year Capital PW Water | - | - | - | - | 500,000 |
| Domestic Water Meter Upgrades | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Total Water Distribution Capital Projects | 665,000 | 990,000 | 1,015,000 | 1,065,000 | 1,165,000 |

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