

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

Thursday, November 30, 2017
at 9:00 a.m.

1. **Call Special Council Meeting to Order**
2. **Adoption of Agenda**
3. **2018 Budget Talks**

Time	Topic	Presenters	Page #	PowerPoint
Recreation & Culture				
9:00 a.m. – 9:20 a.m.	Tourism	Thom Tischik & Barb Haynes	67	Presentation
9:20 a.m. – 9:40 a.m.	SOEC	Dean Clarke & Carla Relvas		Presentation
General Government				
9:40 a.m. – 9:45 a.m.	Mayor & Council	Dana Schmidt & Jim Bauer	14 - 15	Presentation
9:45 a.m. – 9:55 a.m.	Corporate Administration	Dana Schmidt & Jim Bauer	12 - 13	Presentation
9:55 a.m. – 10:15 a.m.	Communications	JoAnne Kleb & Jim Bauer	25	Presentation
10:15 a.m. – 10:30 a.m.	BREAK			
10:30 a.m. – 10:40 p.m.	Revenue & Collections	Amber Coates & Jim Bauer	20 - 21	Presentation
10:40 a.m. – 10:50 p.m.	Procurement	Cathy Ingram & Jim Bauer	18 - 19	Presentation
10:50 a.m. – 11:00 a.m.	Finance	Angela Campbell & Jim Bauer	16 - 17	Presentation
11:00 a.m. – 11:10 a.m.	Debt/Reserves	Angela Campbell & Jim Bauer	8 - 11	Presentation
11:10 a.m. – 12:00 p.m.	Municipal Grants	Angela Campbell & Jim Bauer	22 - 24	
12:00 p.m. – 1:00 p.m.	LUNCH			
1:00 p.m. – 2:00 p.m.	Municipal Grants (con't)	Angela Campbell & Jim Bauer		
2:00 p.m. – 3:00 p.m.	Budget Summary	Jim Bauer		

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



City of Penticton 2018 -2022 Financial Plan



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

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Introduction

The information presented in this document provides a brief overview of the main focus areas of the City of Penticton's 2018-2022 Financial Plan. Attention towards balancing the City's financial outlook with the priorities of Council and the needs of the community are of top importance. Areas of particular attention include:

Growth: Penticton has continued to experience strong economic development over the past several years. Since 2014, over 1,100 housing units have been approved in Penticton. In 2017, planning applications are up 55%, building permits are up 39% and business licenses are up 13%. 2018 is expected to remain strong with significant demands being placed on development services of the city.

Safety: The City has been dealing with a number of social and criminal issues, such as increased property theft, homelessness, and mental health and addictions problems.

Asset Management: The City's infrastructure continues to age, and investment is required to replace older assets to keep pace with the needs of Community.

Strategic Alignment - The City's financial plan will balance addressing the immediate needs of the community while taking steps to address its aging infrastructure. The financial plan brings a balance aligning to the six Council priorities.



Detailed Highlights

Growth and Development

The City of Penticton is allocating additional resources to address the demands of our growing City. In 2018, the City will be investing \$250,000 to streamline the business approval practices in the areas of permit approvals and business licensing to simplify the regulatory requirements for businesses. More efficient processes enable quicker approvals for housing and new investment into the community, reducing wait times and ultimately costs to those building in our city.

There are also significant capital projects proposed for 2018 that will help accommodate the City's current and future growth, including replacement of aging water and sewer mains at various locations, and the revitalization of the 300 Block of Main Street.

Official Community Plan

In 2018 the City will continue with community engagement and look to complete development of its new Official Community Plan that will guide the long term direction of land use and development, with a plan to be finalized in fall of 2018.

Safety and Enforcement

The City of Penticton is taking steps to address safety and enforcement by adding a bylaw officer for traffic infractions, and converting relief hours to a full time position to streamline the intake process for bylaw complaints. These necessary steps are the continuation of the City's plan to implement process improvements to the City's bylaw enforcement practices.

The City is also proposing to add an additional RCMP officer at a cost of \$150,000, as well as creating a Community Safety Enforcement Team that will focus on community concerns and social issues such as high call volume locations, including the downtown core, mental health calls for service, traffic concerns and youth support.

The City also continues to work with the Province to ensure affordable housing units become available in the community.

Asset Management

The City's infrastructure remains a significant issue, and investment is required to refurbish and renew aged roads, water and sewer pipes, facilities, and other assets.

In order to address that demand, a major capital investment program is proposed for 2018. This program includes alternative funding sources such as borrowing for significant projects, and selling non-core City properties. The City also continues to invest in its future by increasing the asset management reserve contribution by \$300,000, bringing the contribution to the reserve in 2018 to \$1.2 million.

Geographic Information Systems (GIS)

Finding new efficiencies in managing the city's assets is a major priority, and the continued development of a sustainable GIS program will enable this to be achieved. Adding a GIS coordinator will ensure:

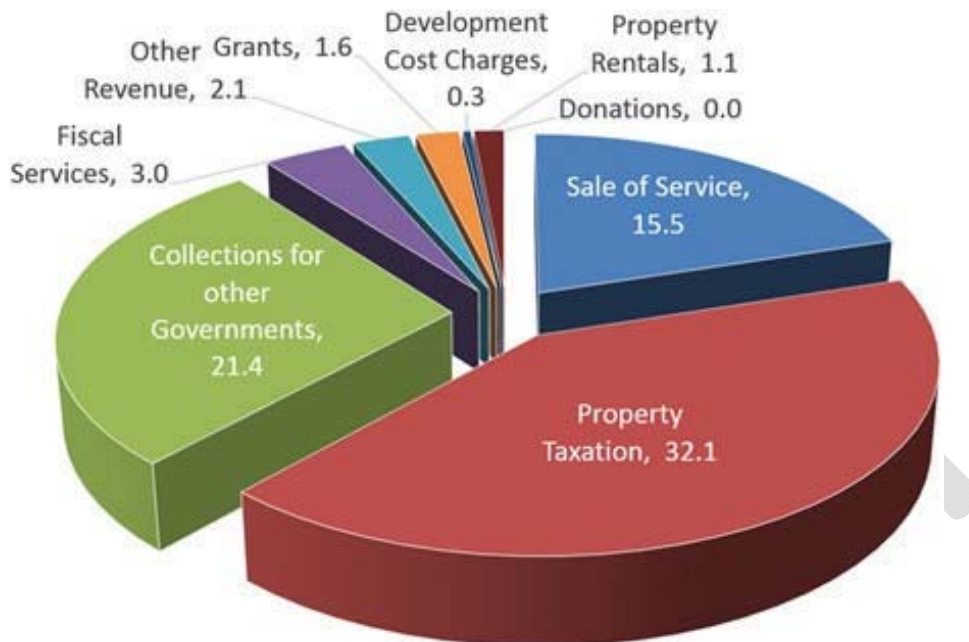
- That a sustainable model is established to leverage the City's investment into GIS
- That a strategic approach is taken to complete development and implement use of GIS to better manage our asset and land needs.

Budget at a glance

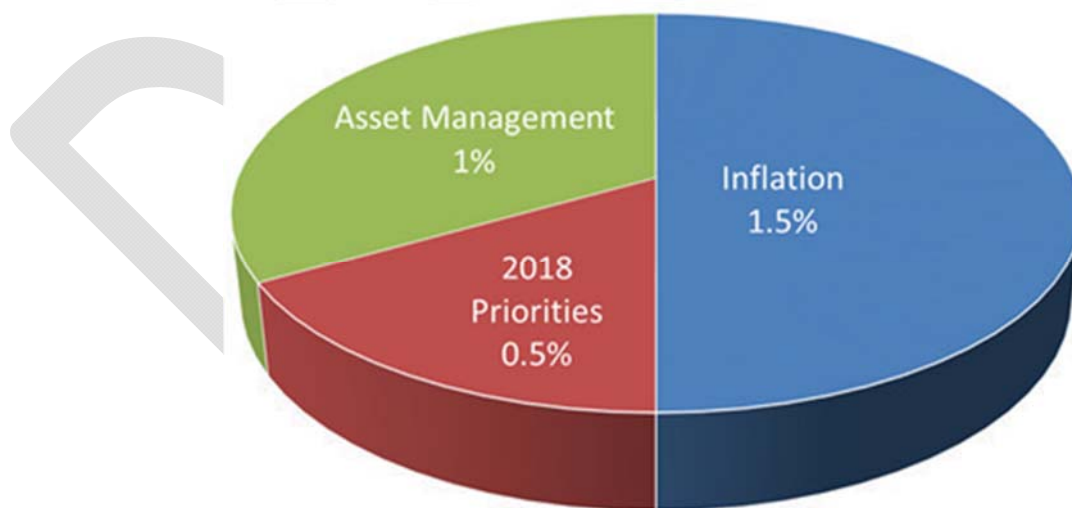
Balancing the demands of a strong economy while addressing infrastructure needs and planning for the future is the focus of the City's 2018 budget.

Revenues

The proposed budget includes \$77.1m of revenue for the General fund:



These revenues include a proposed tax increase of 3% to deal with inflation, fund asset management, and address 2018 priorities.

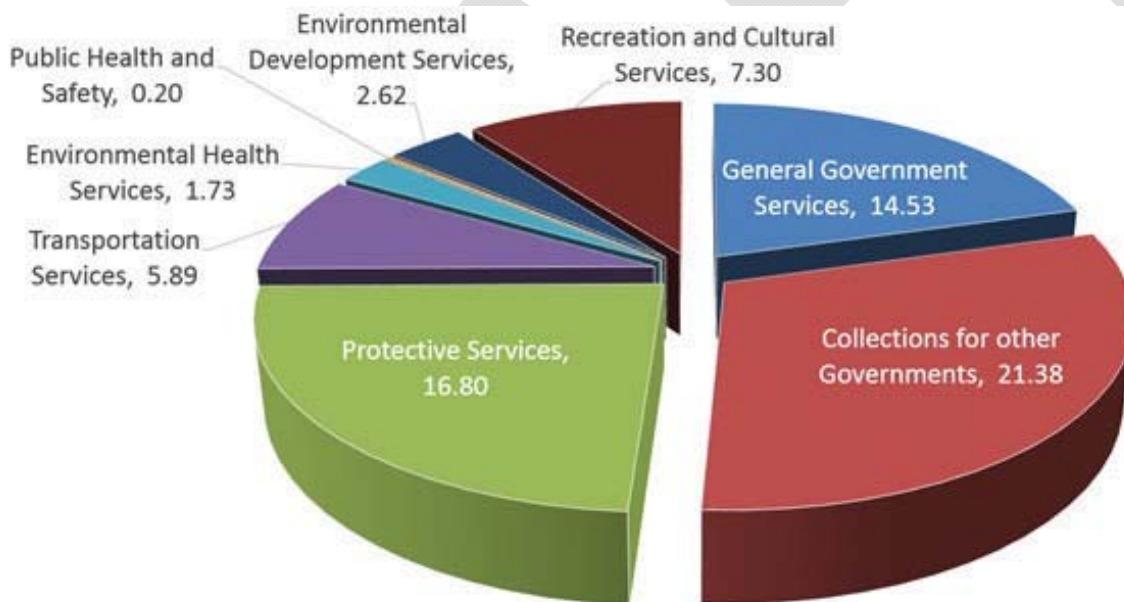


What does this mean to residents and tax payers? Under the current ratio of distributing taxes between residents and businesses, scenario one represents the estimated increase. If the city looks to increase the tax burden to businesses further, scenario two and three reflect those impacts. The Canadian Federal of Independent Business recommend that municipalities set a tax multiplier no more than 2.00. The average tax multiplier for municipalities throughout the Okanagan valley in 2017 is 2.30.

Key Assumptions	Scenario #1	Scenario #2	Scenario #3
Proposed Tax Rate Adjustment	3.00%	3.00%	3.00%
Business Multiplier	1.58*	1.8	2
Annual Increase per \$100,000 Property Value			
Residential	\$13.00	\$5.64	-\$6.81
Business/Other	\$20.54	\$105.47	\$168.34

Expenses

The City's 2018 Budget proposes a responsible approach to spending with general fund spending set at \$70.5 million, a 2.4% increase.



Key Spending increases include:

- Inflation/non-discretionary increases: \$840,000
- Development Services Process Improvement \$250,000
- Critical staffing needs (Bylaw, GIS) \$155,000
- RCMP Officer \$150,000
- Asset Management \$300,000

Utilities

Utility rates are set based on the needs to operate the utility, and fund both current and future capital needs. In 2015, a utility rate review was completed to ensure appropriate rates have been set for the 5 year period (2016-2020). In 2018, these utility rates will be used for Water and Sewer. The 2018 Electrical rate were held virtually the same as 2017 with only a small increase to the monthly basic rate. In 2018 utility rates will be reviewed again to ensure sustainable rates remain in place.

For 2018, rates are estimated to increase as follows:

Estimated Average Monthly Change 2017 to 2018			
Utility	Residential	Small Commercial	Large Commercial Industrial
Electrical	\$ 0.52	\$ 0.52	\$ 0.52
Sanitary Sewer	\$ 6.53	\$ 40.15	\$ 106.06
Water	\$ 2.55	\$ 4.70	\$ 17.89
TOTAL	\$ 9.61	\$ 45.37	\$ 124.48

Proposed storm water utility

In 2018, a storm water utility will be created in an effort to more directly tie revenues to the costs associated with storm water. Presently storm water is funded through the general fund, with tax revenues covering operations, and capital needs funded through general capital means. For 2018 there will be no additional cost to tax payers. Storm Water Utility Charges will also include a charge to assist with funding the revitalization of Penticton and Ellis Creeks. The full cost of the storm water will be funded through rate increases over a seven year period.

Capital Investment

Given the City's aging infrastructure, there is a strong need to make a significant investment into refurbishing the city roads, facilities, and utilities.

2018 will see an investment of \$18.9m in capital projects. To address these significant capital needs, the city will find alternate funding of \$3.6 million through borrowing and selling non-core city properties.

Department	2018 Budget
Engineering (Roads, etc.)	3,899,050
Facilities	2,542,500
Information Technology	925,000
Other (Fleet, Parks, Finance, etc)	<u>2,159,275</u>
Total General Capital	9,525,825
Electric Utility	3,305,287
Water Utility	3,407,250
Sanitary Sewer	<u>2,677,000</u>
Total Utilities Capital	9,389,537
GRAND TOTAL CAPITAL	18,915,362

Major projects include:

- Downtown 300 block Revitalization
- Skaha Marina Upgrades
- Fleet Replacements
- Roofing and mechanical work at the Penticton Trade and Convention Center
- SOEC Suites, Lighting, and Hockey Glass Upgrades
- Structural Upgrades at City Hall
- Official Community Plan development
- Master Plans for the Transportation, Water and Sanitary sewer system
- Implementation of Parks and Recreation Master Plan
- Information Technology Hardware & Software replacement
- Water and Sewer Main Replacements
- Carmi substation and upgrades to electrical system
- Flood & Creek recovery and betterment costs
- Road repairs and upgrades at various locations
- Wildfire Protection Equipment

Alternate Funding

With the debt of the South Okanagan Events Centre retiring at the end of 2018, the City's debt position significantly improves, making it more affordable and responsible to undertake borrowing for projects that have a long term benefit to the community. Short term borrowing (5 year term) is proposed for the downtown 300 block revitalization and Skaha marina upgrades in the 2018 financial plan.

The City also proposes to sell over \$1m in non-core properties to generate funds for critical infrastructure. Properties proposed to be sold include:

- 935 Forestbrook Drive
- 703 & 711 Pineview Road
- 292 Gurnsey Avenue
- 98 Ellis Street

Get Involved

To learn more about the proposed 2018-22 Financial Plan and share your views, join us at one of the community engagement sessions at the Penticton Trade and Convention Centre.

- November 22 - 4:00-7:00 (Business Night)
- November 23 – 4:00-7:00 (Community Night)
- November 25 – 10:00-1:00 (Family Friendly)

Visit Penticton' Shape your City website for more details.

www.shapeyourcitypenticton.ca/

Schedule A

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Revenue					
Taxation	(53,443,100)	(55,501,179)	(57,641,722)	(59,868,037)	(62,182,264)
Sale of Services	(6,850,424)	(6,881,903)	(6,896,816)	(6,932,683)	(6,969,499)
Electric Utility Fees	(42,075,442)	(43,335,543)	(44,633,405)	(45,970,158)	(47,346,968)
Sewer Utility Fees	(5,615,077)	(6,178,775)	(6,653,300)	(6,692,009)	(6,712,253)
Water Utility Fees	(8,466,692)	(8,817,919)	(9,201,250)	(9,601,446)	(10,019,248)
Fiscal Services	(3,007,443)	(3,008,713)	(3,009,991)	(3,010,278)	(3,010,573)
Grants	(1,560,898)	(1,623,320)	(1,623,320)	(1,623,320)	(1,623,320)
Other Revenues	(12,278,848)	(12,128,025)	(12,190,095)	(12,200,387)	(12,222,819)
Development Cost Charges	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Donations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	(133,907,923)	(138,085,378)	(142,459,900)	(146,508,318)	(150,696,944)
Expense					
General Operating	70,453,107	71,256,381	72,969,964	74,563,501	76,128,833
Electric Operating	37,128,974	36,196,869	37,599,706	39,043,568	40,063,985
Sewer Operating	4,720,530	4,799,813	4,811,767	4,910,036	4,730,280
Water Operating	3,989,465	4,030,810	4,154,300	4,185,417	4,213,791
	116,292,076	116,283,873	119,535,737	122,702,522	125,136,890
Annual Surplus	(17,615,847)	(21,801,506)	(22,924,163)	(23,805,796)	(25,560,054)
Capital					
General Capital	9,525,825	12,329,565	23,504,518	23,359,241	18,728,821
Electric Capital	3,305,287	1,551,681	1,373,674	2,082,282	1,643,589
Sewer Capital	2,677,000	6,769,200	2,503,875	6,828,051	4,325,000
Water Capital	3,407,250	5,543,335	8,198,500	4,389,600	3,246,300
	18,915,362	26,193,780	35,580,567	36,659,175	27,943,710
Debt Proceeds	(2,687,040)	(1,150,000)	(2,527,197)	0	0
Land Proceeds	(1,000,000)	(200,000)	(200,000)	(200,000)	(200,000)
Principal repayments	2,982,421	2,532,463	2,725,536	2,594,804	2,596,717
Transfer to/from surplus/reserve	(594,896)	(5,574,738)	(12,654,744)	(15,248,183)	(4,780,373)
Financial Plan Balance	-	-	-	-	-

General Revenue Operating Fund Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Revenue									
Taxation	(26,929,404)	(28,917,872)	(30,624,945)	(30,662,589)	(32,067,227)	(33,322,324)	(34,627,575)	(35,984,982)	(37,396,633)
Taxation - Collection for Other Governments	(20,512,044)	(20,489,113)	(20,607,305)	(20,805,633)	(21,375,873)	(22,178,855)	(23,014,147)	(23,883,055)	(24,785,631)
Sale of Service	(17,644,101)	(21,860,804)	(16,121,937)	(16,633,834)	(15,617,472)	(15,488,130)	(15,572,090)	(15,599,624)	(15,639,095)
Fiscal Services	(3,487,540)	(4,199,148)	(2,668,400)	(2,989,000)	(2,998,443)	(2,999,443)	(3,000,443)	(3,000,443)	(3,000,443)
Rentals/Leases	(581,343)	(996,666)	(1,076,638)	(1,104,442)	(1,097,474)	(1,109,057)	(1,099,577)	(1,110,339)	(1,121,350)
Other Revenue	(5,796,535)	(4,636,949)	(1,873,000)	(1,928,580)	(2,068,595)	(2,074,770)	(2,081,822)	(2,089,684)	(2,098,449)
Grants	(2,057,628)	(3,158,047)	(1,591,774)	(1,605,988)	(1,560,898)	(1,623,320)	(1,623,320)	(1,623,320)	(1,623,320)
Development Cost Charges	(186,019)	(648,208)	(300,000)	(1,005,740)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Donations	(9,300)	(18,214)	(10,000)	(6,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	<u>(77,203,914)</u>	<u>(84,925,021)</u>	<u>(74,873,999)</u>	<u>(76,741,805)</u>	<u>(77,095,982)</u>	<u>(79,105,900)</u>	<u>(81,328,973)</u>	<u>(83,601,447)</u>	<u>(85,974,921)</u>
Expense									
General Government Services	34,168,871	34,359,116	35,596,151	35,679,687	35,910,424	35,984,626	36,749,374	37,602,338	38,634,177
Protective Services	14,185,018	15,200,040	15,969,456	15,973,870	16,804,318	17,229,817	17,747,607	18,293,311	18,705,867
Transportation Services	5,242,393	5,470,847	5,542,940	5,708,806	5,887,130	6,161,495	6,504,621	6,618,770	6,705,103
Environmental Development Services	2,857,619	2,732,685	2,742,246	2,751,349	2,617,475	2,596,752	2,611,776	2,632,088	2,652,791
Recreation and Cultural Services	6,515,402	6,778,558	7,000,084	6,923,766	7,300,233	7,342,395	7,407,453	7,459,960	7,465,892
Environmental Health Services	1,446,528	1,397,196	1,548,566	1,530,809	1,730,878	1,738,254	1,745,686	1,753,176	1,760,723
Public Health and Safety	200,798	195,535	199,648	204,754	202,649	203,042	203,445	203,858	204,280
	<u>64,616,629</u>	<u>66,133,977</u>	<u>68,599,090</u>	<u>68,773,041</u>	<u>70,453,107</u>	<u>71,256,381</u>	<u>72,969,964</u>	<u>74,563,501</u>	<u>76,128,833</u>
Surplus	12,587,285	18,791,045	6,274,909	7,968,764	6,642,875	7,849,519	8,359,009	9,037,946	9,846,088
Debt Principal Repayments	3,226,442	3,225,102	3,232,875	3,232,875	1,985,241	1,499,344	1,698,502	1,567,770	1,569,683
Transfer to surplus/reserve	14,667,119	22,368,916	6,614,574	8,308,430	6,814,880	7,370,622	7,670,826	7,971,034	8,691,264
Transfer from surplus/reserve	(5,306,276)	(6,802,973)	(3,572,540)	(3,572,540)	(2,157,246)	(1,020,447)	(1,010,319)	(500,857)	(414,859)
Surplus (Deficit)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

General Capital Fund Summary

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Expense					
Bylaw Services	61,572	62,342	63,121	63,910	64,709
Asset Management Planning	115,000	347,000	101,500	81,500	74,500
Facilities	2,542,500	4,936,550	12,657,988	16,736,662	13,754,375
Information Technology	925,000	1,738,144	1,877,928	809,832	442,177
Engineering	3,899,050	2,375,800	6,842,065	2,747,230	2,554,930
Fire Services	231,461	85,800	85,800	85,800	85,800
Planning	100,000	-	-	-	-
Cemetery	60,000	60,000	60,000	46,200	129,375
Fleet	1,104,000	1,801,800	1,200,000	2,152,900	968,550
Parks	354,242	561,449	447,680	443,936	480,218
Roads	20,000	195,000	-	20,000	-
Traffic Control	113,000	165,680	168,436	171,271	174,188
Total General Capital Projects	9,525,825	12,329,565	23,504,518	23,359,241	18,728,821
Revenue					
Land Sales	(1,000,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total General Capital Revenue	(1,000,000)	(200,000)	(200,000)	(200,000)	(200,000)
Funding Sources					
Equipment Replacement Reserve	(1,439,000)	(2,046,800)	(1,335,000)	(2,287,900)	(1,103,500)
Electrical Dividend	(2,919,356)	(3,165,733)	(3,159,622)	(3,159,622)	(3,159,622)
Transfer from DCC Reserve	(100,000)	(38,868)	-	-	-
Transfer From Local Improvements Reserve	(299,960)	-	-	-	-
Transfer from Gas Tax Reserve	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
Transfer from Land Acquisition Reserve	(991,065)	-	-	-	-
Transfer to Land Acquisition Reserve	1,000,000	200,000	200,000	200,000	200,000
Debt Financing	(2,337,040)	(1,150,000)	-	-	-
Transfer from Capital Reserve	(0)	(4,420,338)	(17,502,070)	(16,403,893)	(12,957,873)
Total Funding Sources	(8,525,825)	(12,129,565)	(23,304,518)	(23,159,241)	(18,528,821)
Balance General Capital Fund	-	-	-	-	-

General Government Segment

General Government Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Taxation	(26,537,903)	(28,447,588)	(30,192,426)	(30,201,379)	(31,622,708)	(32,877,805)	(34,183,056)	(35,540,464)	(36,952,115)
General Government	(9,500,461)	(9,448,448)	(6,849,338)	(6,931,544)	(7,255,612)	(7,221,957)	(7,222,399)	(7,222,398)	(7,222,398)
Grants	(1,392,510)	(1,439,404)	(1,439,404)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
FOIPPA Requests	(84)	(116)	(100)	(550)	(100)	(100)	(100)	(100)	(100)
HFAA Gaming Funds	(1,652,881)	(1,678,348)	(1,860,000)	(1,860,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Provincial Grant (CARIP)	(46,458)	(42,920)	0	0	0	0	0	0	0
DAC Gaming Funds	(3,851,747)	(2,885,282)	0	0	0	0	0	0	0
Revenue Sharing-Traffic Fines	(458,557)	(401,411)	(402,000)	(381,557)	(380,000)	(380,000)	(380,000)	(380,000)	(380,000)
Information Technology	(37,211)	(43,761)	(47,764)	(40,396)	(40,602)	(41,211)	(41,829)	(42,456)	(43,093)
Revenue & Collections	(106,389)	(148,353)	(150,000)	(146,300)	(142,800)	(135,660)	(128,877)	(122,434)	(116,312)
Development Cost Charges	(46,040)	0	(300,000)	(906,466)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Collections for Other Governments	(20,530,281)	(20,507,207)	(20,607,305)	(20,805,633)	(21,375,873)	(22,178,855)	(23,014,147)	(23,883,055)	(24,785,631)
	(64,160,522)	(65,042,837)	(61,848,337)	(62,713,230)	(64,557,099)	(66,643,414)	(68,778,235)	(70,998,733)	(73,307,475)
Corporate Administration	635,179	711,094	816,085	857,434	873,064	924,054	924,550	924,929	925,131
Mayor and Council	243,884	260,396	278,103	270,847	278,473	282,682	286,975	291,315	295,731
Finance	4,290,479	4,586,711	4,478,549	4,590,286	3,777,077	3,248,882	3,262,721	3,182,828	3,187,198
Procurement	382,422	405,560	480,410	474,585	505,555	512,082	518,740	525,530	532,456
Revenue & Collections	1,147,815	945,484	932,964	932,114	952,137	956,768	961,490	966,305	971,216
Municipal Grants/Partnerships	804,206	710,442	909,238	913,358	1,040,151	810,151	700,151	700,151	700,151
Communications	171,511	209,519	366,250	346,250	400,242	394,942	394,442	353,942	352,942
General Government	715,156	758,862	728,000	756,691	740,000	740,000	740,000	740,000	740,000
Gen Gov-Collections for Other Governments	20,478,735	20,486,789	20,607,305	20,805,633	21,375,873	22,178,855	23,014,147	23,883,055	24,785,631
Facilities	3,214,795	3,119,002	3,184,252	3,108,776	3,057,453	3,064,191	3,081,231	3,098,580	3,116,243
Human Resources	643,944	660,039	754,531	741,107	732,629	735,860	740,156	743,017	746,445
Information Technology	1,424,315	1,505,219	2,060,464	1,882,606	2,177,770	2,136,158	2,124,770	2,192,685	2,281,034
	34,152,441	34,359,116	35,596,151	35,679,687	35,910,424	35,984,626	36,749,374	37,602,338	38,634,177
Net Operations	(30,008,081)	(30,683,721)	(26,252,186)	(27,033,543)	(28,646,675)	(30,658,789)	(32,028,860)	(33,396,396)	(34,673,298)
Net Operations excluding taxes	- 3,470,178	- 2,236,133	3,940,240	3,167,836	2,976,033	2,219,017	2,154,195	2,144,068	2,278,817
Cost per Capita	- 105.55	- 68.02	119.85	96.35	88.15	65.73	63.81	63.51	67.50
% of Property Taxes	-12.89%	-7.73%	12.87%	10.33%	9.28%	6.66%	6.22%	5.96%	6.09%

Corporate administration

Corporate Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	72,211	38,498	54,830	51,792	70,679	58,595	59,016	59,393	59,544
Legal	115,288	168,981	176,500	166,500	176,500	176,500	176,500	176,500	176,500
Salaries and Benefits	470,605	542,928	663,506	722,731	704,497	767,497	767,497	767,497	767,497
	658,104	750,408	894,835	941,023	951,676	1,002,592	1,003,013	1,003,390	1,003,541
Recoveries	(84)	(116)	(100)	(550)	(100)	(100)	(100)	(100)	(100)
Net Operating Expense	658,020	750,292	894,735	940,473	951,576	1,002,492	1,002,913	1,003,290	1,003,441
Internal Allocations Out									
Engineering Services	1,440	233	25,000	20,000	25,000	25,000	25,000	25,000	25,000
Development Services	41,162	58,211	70,000	80,000	70,000	70,000	70,000	70,000	70,000
Total Internal Allocations Out	42,603	58,443	95,000	100,000	95,000	95,000	95,000	95,000	95,000
Internal Allocations In									
Finance - Procurement	-	585	-	161	-	-	-	-	-
Information Technology	4,014	4,188	7,624	7,624	7,689	7,689	7,689	7,689	7,689
Safety - City Hall	15,664	14,357	8,625	8,625	8,698	8,772	8,847	8,850	8,900
Total Internal Allocations In	19,678	19,130	16,249	16,411	16,388	16,462	16,537	16,539	16,589
Add back Recoveries	(84)	(116)	(100)	(550)	(100)	(100)	(100)	(100)	(100)
Total Operating Expense	635,179	711,094	816,085	857,434	873,064	924,054	924,550	924,929	925,131
Outputs and Outcomes									
	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	635,095	710,978	815,985	856,884	872,964	923,954	924,450	924,829	925,031
Cost per capita	19.32	21.63	24.82	26.06	25.86	27.37	27.38	27.39	27.40
% of property tax	2.36%	2.46%	2.66%	2.79%	2.72%	2.77%	2.67%	2.57%	2.47%
Change 2017 forecast to 2018 budget									
\$ change	16,080								
% change	1.88%								

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Election Expenses	15,000	1.75%

Corporate Services - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Advisory Committee	5,770	5,841	6,303	6,303	6,357	6,411	6,466	6,500	6,500
Council Catering	12,383	9,938	10,085	10,085	10,171	10,258	10,345	10,450	10,450
Legal	129,264	169,966	179,122	168,000	179,144	179,167	179,190	179,200	179,200
Municipal Elections	203	197	24,000	24,000	39,000	26,500	26,500	26,500	26,500
Safety (City Hall)	-	1,719	1,513	1,400	1,400	1,400	1,400	1,400	1,400
Salary and Benefits	475,719	547,414	661,206	720,071	691,497	754,497	754,497	754,497	754,497
Supplies	31,860	12,651	7,564	7,564	9,378	9,443	9,509	9,560	9,560
Travel and Training	2,904	2,681	5,043	3,600	14,728	14,916	15,107	15,283	15,434
	658,104	750,408	894,835	941,023	951,676	1,002,592	1,003,013	1,003,390	1,003,541
Recoveries	(84)	(116)	(100)	(550)	(100)	(100)	(100)	(100)	(100)
	658,020	750,293	894,735	940,473	951,576	1,002,492	1,002,913	1,003,290	1,003,441

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Mayor and Council

Mayor and Council - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	26,204	28,818	33,906	33,847	34,394	34,442	34,490	34,500	34,500
Travel and Conferences	26,877	23,620	29,197	22,000	25,000	25,000	25,000	25,000	25,000
Salaries and Benefits	179,746	196,958	204,000	204,000	208,079	212,240	216,485	220,815	225,231
Net Operating Expense	232,827	249,396	267,103	259,847	267,473	271,682	275,975	280,315	284,731
Internal Allocations In									
Finance - Procurement	58	-	-	-	-	-	-	-	-
Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Internal Allocations In	11,058	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Operating Expenses	243,884	260,396	278,103	270,847	278,473	282,682	286,975	291,315	295,731

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	7.42	7.92	8.46	8.24	8.25	8.37	8.50	8.63	8.76
% of property tax	0.91%	0.90%	0.91%	0.88%	0.87%	0.85%	0.83%	0.81%	0.79%

Change 2017 forecast to 2018 budget

\$ change	<u>7,626</u>
% change	<u>2.82%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Budgeted for average historical cost for conferences	547	0.20%
Labour increases	3,000	1.11%

Mayor and Council - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Supplies	6,012	8,486	12,906	12,847	12,894	12,942	12,990	13,000	13,000
Dues and Memberships	15,349	15,903	21,000	21,000	21,500	21,500	21,500	21,500	21,500
Travel and Conferences	26,877	23,620	29,197	22,000	25,000	25,000	25,000	25,000	25,000
SILGA Conference	0	-	-	-	-	-	-	-	-
Annual Indemnity	184,589	201,387	204,000	204,000	208,079	212,240	216,485	220,815	225,231
Net Operating Expense	232,827	249,396	267,103	259,847	267,473	271,682	275,975	280,315	284,731

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Finance

Finance - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	128,696	170,648	322,200	514,935	296,400	296,300	296,400	296,300	296,400
Insurance	955,126	998,059	593,500	796,859	566,900	566,900	566,900	566,900	566,900
Interest and fees	13,927	10,081	13,700	13,700	13,700	13,700	13,700	13,700	13,700
Debt Interest	3,946,068	3,855,538	3,574,375	3,574,375	2,848,872	2,300,933	2,303,264	2,215,486	2,211,612
Debt Principal	4,350,640	4,258,572	4,230,055	4,230,055	2,982,421	2,532,463	2,725,536	2,594,804	2,596,717
Foreign Exchange	19	11,252	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Operating Provision	0	-	312,500	-	315,000	315,000	315,000	315,000	315,000
Salaries and Benefits	717,614	1,016,617	875,499	903,311	949,172	956,802	964,585	972,524	980,622
	10,112,089	10,320,767	9,931,829	10,043,235	7,982,465	6,992,099	7,195,386	6,984,714	6,990,951
	(5,963,185)	(4,965,041)	(2,304,000)	(2,283,557)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)
Net Operating Expense	4,148,904	5,355,727	7,627,829	7,759,678	5,602,465	4,612,099	4,815,386	4,604,714	4,610,951
Internal Allocations Out									
Electric	-	2,781	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Sewer	1,347,097	1,445,849	1,348,887	1,348,887	1,348,887	1,300,362	1,290,697	1,290,697	1,290,697
Water	1,249,092	1,061,676	870,918	870,918	870,918	943,212	943,212	943,212	943,212
Total Internal Allocations Out	2,596,189	2,510,305	2,222,805	2,222,805	2,222,805	2,246,574	2,236,909	2,236,909	2,236,909
Internal Allocations In									
Finance - Procurement	173	1,050	-	331	-	-	-	-	-
Information Technology	847	301	2,400	2,400	2,658	2,702	2,747	2,792	2,839
Total Internal Allocations In	1,020	1,351	2,400	2,731	2,658	2,702	2,747	2,792	2,839
Add back Revenue	(5,963,185)	(4,965,041)	(2,304,000)	(2,283,557)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)
Less Debt Principal	3,226,442	3,225,102	3,232,875	3,232,875	1,985,241	1,499,344	1,698,502	1,567,770	1,569,683
Total Operating expense	4,290,479	4,586,711	4,478,549	4,590,286	3,777,077	3,248,882	3,262,721	3,182,828	3,187,198

Debt Principal Repayments are not included in the analytics

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	(1,672,707)	(378,329)	2,174,549	2,306,729	1,397,077	868,882	882,721	802,828	807,198
Cost per capita	- 50.88	- 11.51	66.14	70.16	41.38	25.74	26.15	23.78	23.91
% of property tax	-6.21%	-1.31%	7.10%	7.52%	4.36%	2.61%	2.55%	2.23%	2.16%

Change 2017 forecast to 2018 budget

\$ change	- 909,652
% change	-39.43%

Changes in net operating budget from 2017 forecast to 2018 budget are primarily due to:

	\$ change	% change
Extraordinary Settlements	(430,000)	-18.64%
Reduction of interest payments	(723,000)	-31.34%
Labour increase for admin position	45,000	1.95%
Management Provision budgeted in Finance, expensed in other areas	315,000	13.66%
Municipal Proceeds - Gaming HFAA	(140,000)	-6.07%
Transfer to other government	14,000	0.61%

Finance Accounting- Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Audit	81,766	67,281	68,550	60,000	65,000	65,000	65,000	65,000	65,000
Equipment Repairs and Maintenance	7,307	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Insurance Claims	449,898	568,088	120,000	550,000	120,000	120,000	120,000	120,000	120,000
Property Insurance	355,194	316,554	320,000	320,000	320,000	320,000	320,000	320,000	320,000
Liability Insurance	150,034	153,417	153,500	126,859	126,900	126,900	126,900	126,900	126,900
Operating Provision	-	-	312,500	-	315,000	315,000	315,000	315,000	315,000
Salary and Benefits	717,614	796,280	775,499	803,311	849,172	856,802	864,585	872,524	880,622
Conferences & Training	9,857	16,157	13,650	14,160	18,100	18,000	18,100	18,000	18,100
Dues & Memberships	3,780	3,750	2,700	3,475	4,000	4,000	4,000	4,000	4,000
Supplies	962	1,049	1,000	1,000	1,100	1,100	1,100	1,100	1,100
Bank Fees, Charges and Interest	13,946	21,333	23,800	23,800	23,700	23,700	23,700	23,700	23,700
Secure courier - deposit services	4,616	4,478	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Shared Services Project	-	18,000	-	-	-	-	-	-	-
Sewer - debenture payments, interest	772,040	762,770	773,830	773,830	773,830	755,290	751,710	751,710	751,710
sewer operating - transfer to equipment rep	-	108,022	-	-	-	-	-	-	-
Debt - interest - RCMP building	84,000	84,000	84,000	84,000	84,000	84,000	84,000	-	-
Debt - interest - Public Works	174,478	174,478	131,732	131,732	131,732	73,022	61,687	61,687	61,687
Debt - interest - Facilities	459,421	466,672	453,542	453,542	452,419	449,242	447,009	444,719	442,371
Debt - interest - integrated waterfront	112,391	87,971	86,626	86,626	85,246	83,830	82,379	80,891	79,365
Debt - interest - parkland acquisition	97,975	97,975	33,600	33,600	33,600	33,600	33,600	33,600	33,600
Debt - interest - Cemetery	64,375	64,375	128,750	128,750	128,750	128,750	128,750	128,750	128,750
Debt - interest - sports fields	141,760	141,760	56,000	56,000	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	654,500	139,500	139,500	139,500	139,500
Debt - interest - accrual on outstanding	(37,823)	61,479	-	-	-	-	-	-	-
Water - debenture payments, interest	699,951	591,951	448,795	448,795	448,795	455,165	455,165	455,165	455,165
Debt - principal - RCMP building	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	108,483	89,214	89,214	89,214
Debt - principal - Facilities	359,322	360,319	361,341	361,341	362,389	363,464	364,566	365,696	366,856
Debt - principal - integrated waterfront	105,846	109,594	110,258	110,258	110,940	111,638	112,355	113,090	113,843
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	933,655	100,745	100,745	100,745	100,745
Sewer - debenture payments, principal	575,057	575,057	575,057	575,057	575,057	545,072	538,987	538,987	538,987
Water - debenture payments, principal	549,141	458,414	422,123	422,123	422,123	488,047	488,047	488,047	488,047
water operating - transfer to reserve, future €	-	11,311	-	-	-	-	-	-	-
Asset Management/Framework	-	5,000	-	-	-	-	-	-	-
Labour Load	66,865	220,337	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Provincial - Climate Action (CARIP)	(46,458)	42,920	-	-	-	-	-	-	-
Municipal Proceeds - Gaming HFAA	(1,652,881)	(1,678,348)	(1,860,000)	(1,860,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Municipal Proceeds - Gaming DAC	(3,851,747)	(2,885,282)	0	0	0	-	-	-	-
Transfer to other government	0	-	186,000	186,000	200,000	200,000	200,000	200,000	200,000
Revenue Sharing - Traffic Fines	(458,557)	(401,411)	(402,000)	(381,557)	(380,000)	(380,000)	(380,000)	(380,000)	(380,000)
	<u>4,148,904</u>	<u>5,355,727</u>	<u>7,627,829</u>	<u>7,759,678</u>	<u>5,602,465</u>	<u>4,129,373</u>	<u>4,095,122</u>	<u>3,884,450</u>	<u>3,890,687</u>

Procurement and inventory services

Procurement - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	29,057	58,345	83,950	67,570	69,068	69,874	70,694	71,531	72,384
Forklift Amortization	4,076	845	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Salaries and benefits	373,147	368,993	380,510	405,943	422,037	427,639	433,353	439,182	445,127
Net Operating Expense	406,280	428,182	467,710	476,762	494,355	500,762	507,298	513,963	520,761
Internal Allocations Out									
Corporate Administration	-	585	-	161	-	-	-	-	-
Animal Control	2,012	3,028	-	60	-	-	-	-	-
Building & Licence	-	150	-	-	-	-	-	-	-
Bylaw Enforcement	346	3,264	-	-	-	-	-	-	-
Operations	317	685	-	429	-	-	-	-	-
Facilities & Recreation	692	300	-	184	-	-	-	-	-
Communications	144	60	-	-	-	-	-	-	-
Economic Development	2,986	390	-	-	-	-	-	-	-
Electric Utility	6,711	2,084	-	4,725	-	-	-	-	-
Engineering	1,929	2,713	-	1,278	-	-	-	-	-
Facilities	1,737	2,176	-	2,500	-	-	-	-	-
Finance	721	1,239	-	331	-	-	-	-	-
Development Services	548	600	-	360	-	-	-	-	-
Fire Services	-	480	-	-	-	-	-	-	-
Human Resources	-	-	-	153	-	-	-	-	-
Information Technology	1,788	1,823	-	276	-	-	-	-	-
Mayor & Council	58	-	-	-	-	-	-	-	-
Planning	115	210	-	-	-	-	-	-	-
Cemetery	808	-	-	-	-	-	-	-	-
Fleet	720	2,023	-	-	-	-	-	-	-
Public Works General	667	2,659	-	1,525	-	-	-	-	-
Parks	437	479	-	-	-	-	-	-	-
Roads & Maintenance	274	319	-	-	-	-	-	-	-
Solid Waste & Recycling	257	60	-	-	-	-	-	-	-
RCMP	1,096	845	-	-	-	-	-	-	-
Recreation	462	780	-	-	-	-	-	-	-
Sewer	981	1,694	-	2,656	-	-	-	-	-
Water	974	690	-	240	-	-	-	-	-
Total Internal Allocations Out	26,782	29,334	-	14,877	-	-	-	-	-
Internal Allocations In									
Communications	-	-	1,500	1,500	-	-	-	-	-
Information Technology	2,924	3,712	8,200	8,200	8,200	8,320	8,442	8,567	8,695
Fleet	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Internal Allocations In	2,924	6,712	12,700	12,700	11,200	11,320	11,442	11,567	11,695
Total Operating Expense	382,422	405,560	480,410	474,585	505,555	512,082	518,740	525,530	532,456
Outputs and Outcomes									
	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Cost per capita	11.63	12.34	14.61	14.44	14.97	15.17	15.37	15.57	15.77
% of property tax	1.42%	1.40%	1.57%	1.55%	1.58%	1.54%	1.50%	1.46%	1.42%
Change 2017 forecast to 2018 budget									
\$ change	<u>30,970</u>								
% change	<u>6.53%</u>								

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Goods and Services	1,499	0.32%
Relief Coverage	16,094	3.39%

Procurement - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Logistics	310,878	318,796	363,837	362,512	469,337	475,639	482,067	488,624	495,312
Mayor & Council	58	-	-	-	-	-	-	-	-
Communications	144	60	-	-	-	-	-	-	-
Operations	317	685	-	429	-	-	-	-	-
Finance	548	190	-	210	-	-	-	-	-
Facilities & Recreation	692	300	-	184	-	-	-	-	-
Information Technology	1,788	1,823	-	276	-	-	-	-	-
Human Resources	-	-	-	153	-	-	-	-	-
Development Services	548	600	-	360	-	-	-	-	-
Corporate Admin	-	585	-	161	-	-	-	-	-
RCMP	1,096	845	-	-	-	-	-	-	-
Fire Hall 1	-	480	-	-	-	-	-	-	-
Fire Hall 2	-	-	-	-	-	-	-	-	-
Water	974	690	-	240	-	-	-	-	-
Public Works	667	2,659	-	1,525	-	-	-	-	-
Engineering	1,929	2,713	-	1,278	-	-	-	-	-
Waste Water	981	1,694	-	2,656	-	-	-	-	-
Finance - Accounting	173	1,050	-	121	-	-	-	-	-
Finance - Logistics	68,620	80,053	103,873	99,373	25,018	25,124	25,230	25,339	25,449
Facilities	1,737	2,176	-	2,500	-	-	-	-	-
Recreation	462	780	-	-	-	-	-	-	-
Bylaw	346	3,264	-	-	-	-	-	-	-
Planning	115	210	-	-	-	-	-	-	-
Building	-	150	-	-	-	-	-	-	-
Cemetery	808	-	-	-	-	-	-	-	-
Roads and Maintenance	274	319	-	-	-	-	-	-	-
Parks	437	479	-	-	-	-	-	-	-
Fleet	720	2,023	-	-	-	-	-	-	-
Waste Disposal	257	60	-	-	-	-	-	-	-
Animal Control	2,012	3,028	-	60	-	-	-	-	-
Economic Development	2,986	390	-	-	-	-	-	-	-
Electric	6,711	2,084	-	4,725	-	-	-	-	-
	406,280	428,182	467,710	476,762	494,355	500,762	507,298	513,963	520,761

Revenue and Collections

Revenue & Collections - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	496,969	289,115	244,660	243,810	245,500	250,061	254,712	259,455	264,291
Salaries and Benefits	647,419	651,038	679,283	679,283	697,300	697,300	697,300	697,300	697,300
Total Operating Expense	1,144,388	940,153	923,943	923,093	942,800	947,361	952,012	956,755	961,591
Recoveries	(106,389)	(148,353)	(150,000)	(146,300)	(142,800)	(135,660)	(128,877)	(122,434)	(116,312)
Net operating expense	1,037,999	791,800	773,943	776,793	800,000	811,701	823,134	834,321	845,279
Internal Allocations In									
Communications	-	-	2,521	2,521	-	-	-	-	-
Information Technology	3,427	5,331	6,500	6,500	9,337	9,407	9,478	9,551	9,625
Total Internal Allocations In	3,427	5,331	9,021	9,021	9,337	9,407	9,478	9,551	9,625
Add back Revenue	(106,389)	(148,353)	(150,000)	(146,300)	(142,800)	(135,660)	(128,877)	(122,434)	(116,312)
Total Operating Expense	1,147,815	945,484	932,964	932,114	952,137	956,768	961,490	966,305	971,216

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	1,041,426	797,131	782,964	785,814	809,337	821,107	832,612	843,872	854,904
Cost per capita	31.68	24.25	23.81	23.90	23.97	24.32	24.66	25.00	25.32
% of property tax	3.87%	2.76%	2.56%	2.56%	2.52%	2.46%	2.40%	2.35%	2.29%

Change 2017 forecast to 2018 budget	
\$ change	<u>23,523</u>
% change	<u>2.99%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Information Technology	2,837	0.36%
Staff achieving max pay and holiday levels per contractual agreement	18,017	2.29%

Revenue & Collections - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Allowance for Bad Debt	223,139	59,085	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Collection Costs	460	840	1,100	1,000	1,000	1,000	1,000	1,000	1,000
Commissions	2,629	4,398	4,150	3,400	3,400	3,400	3,400	3,400	3,400
Land Title Fees	-	482	500	500	500	500	500	500	500
Postage	235,099	188,651	188,600	188,600	192,600	196,438	200,353	204,346	208,419
Salaries and Benefits	648,350	652,647	679,283	679,283	697,300	697,300	697,300	697,300	697,300
Conferences & Training	1,114	2,032	6,210	6,210	4,500	4,585	4,672	4,761	4,851
Supplies	33,368	32,017	34,100	34,100	33,500	34,137	34,786	35,447	36,121
	1,144,159	940,153	923,943	923,093	942,800	947,361	952,012	956,755	961,591
Recoveries	(106,160)	(148,353)	(150,000)	(146,300)	(142,800)	(135,660)	(128,877)	(122,434)	(116,312)
Net Operating Expense	1,037,999	791,800	773,943	776,793	800,000	811,701	823,134	834,321	845,279

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Civic Grants

Civic Grants - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Municipal Grants	503,059	592,905	504,238	508,358	700,151	700,151	700,151	700,151	700,151
Civic Partnerships	301,146	117,537	405,000	405,000	340,000	110,000	-	-	-
	<u>804,206</u>	<u>710,442</u>	<u>909,238</u>	<u>913,358</u>	<u>1,040,151</u>	<u>810,151</u>	<u>700,151</u>	<u>700,151</u>	<u>700,151</u>

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	24.46	21.61	27.66	27.78	30.81	24.00	20.74	20.74	20.74
% of property tax	2.99%	2.46%	2.97%	2.98%	3.24%	2.43%	2.02%	1.95%	1.87%

Change 2017 forecast to 2018 budget

\$ change	<u>126,793</u>
% change	<u>13.88%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
ITU Multisport World Championships	- 250,000	-27.37%
Scotties Tournament of Hearts	195,000	21.35%
YES Project Contribution	150,000	16.42%

Civic Grants - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
B.C. Schizophrenia Society - Penticton	-	18,000	18,000	18,000	-	-	-	-	-
Branch (Mental Wellness Centre)	-	94,826	-	-	-	-	-	-	-
BC Winter Games	638	-	-	-	-	-	-	-	-
Boston Pizza Jr. Triathlon	-	4,500	-	-	-	-	-	-	-
Canada 150 Mosaic Initiative	705	-	-	-	-	-	-	-	-
Canada Day Celebrations	2,000	2,000	2,000	2,000	-	-	-	-	-
Canadian Mental Health Association	-	8,750	8,750	8,750	-	-	-	-	-
CFSOS - Yes Project (Youth Engagement Strategy)	12,312	13,600	12,312	12,312	-	-	-	-	-
Community Arts Council	25,000	25,000	25,000	25,000	-	-	-	-	-
Community Foundation of the South Okanagan Simil	-	-	413	413	-	-	-	-	-
SOICS - Cleland Theatre for Citizenship Ceremony	1,492	1,505	1,500	1,500	-	-	-	-	-
DPA - BC Family Day	7,000	7,893	6,800	6,800	-	-	-	-	-
DPA - Canada Day Celebration	255	-	1,500	1,500	-	-	-	-	-
DPA - Canada Day Fireworks	-	2,194	-	-	-	-	-	-	-
DPA - Fall Fair	18,013	-	-	-	-	-	-	-	-
DPA - Music in the Park	896	-	-	-	-	-	-	-	-
DPA - New Year's Eve Fireworks	-	-	-	-	-	-	-	-	-
DPA - Night Markets Summer Concert Series	-	15,382	9,050	9,050	-	-	-	-	-
DPA & SOIS - Penticton's Birthday	-	560	-	-	-	-	-	-	-
Henning Emergency Clinic of Kindness	12,800	-	-	-	-	-	-	-	-
Literacy Now - South Okanagan Similkimeen (SD 67)	-	350	-	-	-	-	-	-	-
Miss Penticton Royalty	8,516	9,024	9,150	9,150	-	-	-	-	-
OK Similkameen Comm Fndtn - Neighbourhood Sma	5,000	-	-	-	-	-	-	-	-
OK Thunderchairs (BC Storm Power Soccer Tourname	-	900	-	-	-	-	-	-	-
Okanagan Fruit Tree Project Society	10,000	6,700	3,400	3,400	-	-	-	-	-
Canadian Sport Hockey League	-	10,000	10,000	10,000	-	-	-	-	-
Okanagan Motorcycle Association	433	441	500	500	-	-	-	-	-
Okanagan Similkameen Healthy Living Fair Society	7,635	7,838	5,852	5,852	-	-	-	-	-
Okanagan Simlkameen Conservation Alliance - Mead	5,000	3,500	1,750	1,750	-	-	-	-	-
Okanagan Symphony	9,000	5,000	-	-	-	-	-	-	-
Okanagan Trestle Tours	977	1,092	-	-	-	-	-	-	-
Other	24,534	4,125	13,734	18,866	700,151	700,151	700,151	700,151	700,151
PDMS dba SOICS - South Okanagan Immigrant &	-	-	-	-	-	-	-	-	-
Community Services (Citizenship Ceremony)	-	512	-	-	-	-	-	-	-
PDCRS - Recovery Coaching	-	-	5,000	-	-	-	-	-	-
Services (June 2016 Welcoming Communities	-	7,500	-	-	-	-	-	-	-
Peach Festival Society	44,876	41,868	44,000	44,000	-	-	-	-	-
Peach Festival Society - float refurbishment	-	10,000	-	-	-	-	-	-	-
Penticton & Area Access Society	4,300	5,000	4,299	4,299	-	-	-	-	-
Penticton & Area Cycling Association - 3 Blind Mice E	-	-	20,745	20,745	-	-	-	-	-
World Curling Tour	-	-	132	-	-	-	-	-	-
parade participant insurance	-	175	-	-	-	-	-	-	-
Penticton Art Gallery Society	95,000	95,000	105,000	105,000	-	-	-	-	-
Penticton Cycling Association	2,500	2,500	2,500	2,500	-	-	-	-	-
Penticton Dragonboat Festival Society	12,210	13,439	12,704	12,704	-	-	-	-	-
Penticton Elvis Festival	-	-	5,000	5,000	-	-	-	-	-
Penticton Historic Automobile Assn	6,344	6,782	7,000	7,000	-	-	-	-	-
Penticton Jazz Festival	13,000	12,333	9,640	9,640	-	-	-	-	-
Penticton Kiwanis Music Festival	5,250	5,500	5,000	5,000	-	-	-	-	-
Penticton Minor Hockey	3,567	-	-	-	-	-	-	-	-
Penticton Scottish Festival Society	6,475	6,764	4,000	4,000	-	-	-	-	-
Penticton Search & Rescue	12,435	-	12,435	12,435	-	-	-	-	-
Rotary Club of Penticton	25,000	9,358	5,000	5,000	-	-	-	-	-
Royal Cdn Legion - Facility Rent	2,800	2,900	3,000	3,000	-	-	-	-	-
Salvation Army - Facility Rent	6,000	6,525	6,851	6,851	-	-	-	-	-
Salvation Army - Dementia Friendly Community Proj	-	-	2,500	2,500	-	-	-	-	-
School District reciprocal agreement	5,185	5,215	6,000	6,000	-	-	-	-	-
Shatford Building - OSA	15,000	10,000	10,000	10,000	-	-	-	-	-
Skaha Bluffs Park Watch Society	-	15,456	13,000	13,000	-	-	-	-	-
South Okanagan Genealogical Society	-	3,003	721	721	-	-	-	-	-
South Okanagan Seniors Wellness Society	15,000	12,000	13,000	13,000	-	-	-	-	-
South Okanagan Trail Alliance	1,000	-	-	-	-	-	-	-	-
SS Sicamous - Operating	45,000	45,000	45,000	45,000	-	-	-	-	-
SS Sicamous - Utilities	21,461	19,920	22,000	22,000	-	-	-	-	-
The Penticton Centre for Exceptional Learning	-	1,500	-	-	-	-	-	-	-
United Way Emergency Transportation Assistance Pr	4,050	5,400	-	-	-	-	-	-	-
Upperdeck Veas Hockey	4,400	6,075	10,000	14,120	-	-	-	-	-
	503,059	592,905	504,238	508,358	700,151	700,151	700,151	700,151	700,151

Civic Grants - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Civic Partnerships - Challenge Penticton	126,296	110,064	45,000	110,000	-	-	-	-	-
Civic Partnerships - Penmar Partnership	11,301	-	-	-	-	-	-	-	-
Civic Partnerships - Western Canada Cup	-	-	10,000	10,000	-	-	-	-	-
Civic Partnerships - Rogers Hometown Hockey	-	7,473	-	-	-	-	-	-	-
Civic Partnerships - 2017 ITU Multisport	-	-	315,000	250,000	-	-	-	-	-
Civic Partnerships - Scotties Tournament of Hearts	-	-	5,000	5,000	200,000	-	-	-	-
Civic Partnerships - Triathlon	-	-	-	-	110,000	110,000	-	-	-
Civic Partnerships - Gran Fondo	26,700	28,900	30,000	30,000	30,000	-	-	-	-
	164,296	146,437	405,000	405,000	340,000	110,000	-	-	-

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Communications

Communications - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Operations by Object									
Goods and Services	10,874	56,242	40,000	285,271	174,500	166,200	165,700	125,200	124,200
Communications	68,898	74,526	197,271	-	-	-	-	-	-
Salaries and Benefits	92,922	97,805	168,750	100,750	231,742	231,742	231,742	231,742	231,742
Total Operations by Object	172,694	228,574	406,021	386,021	406,242	397,942	397,442	356,942	355,942
Operations by Project									
Communications	97,893	110,025	175,521	175,521	174,769	171,769	171,769	171,769	171,769
Public Relations	1,042	50,595	142,000	122,000	135,173	133,173	133,173	93,173	93,173
Publications	22,535	20,523	24,500	24,500	29,300	29,000	29,000	29,000	29,000
Print	48,671	43,564	53,000	53,000	50,000	46,000	45,000	44,000	43,000
Radio	1,579	2,235	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Online	974	1,631	9,000	9,000	15,000	16,000	16,500	17,000	17,000
Total Operations by Project	172,694	228,574	406,021	386,021	406,242	397,942	397,442	356,942	355,942
Internal Allocations Out									
Animal Control	-	-	500	500	-	-	-	-	-
Building and License	-	-	15,000	15,000	-	-	-	-	-
Economic Development & Tourism	-	-	6,000	6,000	5,000	-	-	-	-
Electrical	-	-	250	250	-	-	-	-	-
Engineering Services	1,076	427	-	-	8,000	10,000	10,000	10,000	10,000
Facilities	-	60	14,000	14,000	-	-	-	-	-
Finance - Procurement	-	-	1,500	1,500	-	-	-	-	-
Finance - Revenue and Collections	-	-	2,521	2,521	-	-	-	-	-
Development Services	-	-	10,000	10,000	8,000	8,000	8,000	8,000	8,000
Human Resources	251	-	-	-	-	-	-	-	-
Sewer	-	18,628	5,000	5,000	-	-	-	-	-
Total Internal Allocations Out	1,326	19,115	54,771	54,771	21,000	18,000	18,000	18,000	18,000
Internal Allocations In									
Finance - Procurement	144	60	-	-	-	-	-	-	-
Information Technology	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Internal Allocations In	144	60	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Net Operating Expense	171,511	209,519	366,250	346,250	400,242	394,942	394,442	353,942	352,942
Outputs and Outcomes	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Cost per capita	5.22	6.37	11.14	10.53	11.86	11.70	11.68	10.48	10.45
% of property tax	0.64%	0.72%	1.20%	1.13%	1.25%	1.19%	1.14%	0.98%	0.94%
Change 2017 forecast to 2018 budget									
\$ change					53,992				
% change					15.59%				

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Reduction in Internal Allocations Out	33,771	9.75%
Public Relations	13,173	3.80%

General Government

General Government - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Revenue									
Taxation	(26,338,349)	(28,296,843)	(30,008,576)	(30,002,452)	(31,408,833)	(32,663,930)	(33,969,181)	(35,326,589)	(36,738,240)
Local Improvement Levy	(199,554)	(150,745)	(183,850)	(198,927)	(213,875)	(213,875)	(213,875)	(213,875)	(213,875)
Franchise Fees	(337,179)	(542,589)	(491,000)	(526,839)	(491,000)	(491,000)	(491,000)	(491,000)	(491,000)
BIA Levy	(178,702)	(178,681)	(178,000)	(206,691)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
MRDT (Hotel Room Tax)	(536,454)	(580,181)	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)
Grants in Lieu	(237,750)	(291,602)	(254,519)	(254,519)	(254,519)	(254,519)	(254,519)	(254,518)	(254,518)
Rentals/Leases	(107,958)	(144,461)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Sale of Services	(679,401)	(608,561)	(86,312)	(99,357)	(86,700)	(86,700)	(86,700)	(86,700)	(86,700)
Fiscal Services	(7,290,596)	(6,978,045)	(4,348,507)	(4,353,139)	(4,380,450)	(4,345,795)	(4,345,237)	(4,345,237)	(4,345,237)
Interest and Penalties	(132,420)	(124,327)	(831,000)	(831,000)	(1,192,943)	(1,193,943)	(1,194,943)	(1,194,943)	(1,194,943)
Equipment Sales Proceeds			(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Grants	(1,392,510)	(1,439,404)	(1,439,404)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
Development Cost Charges	(46,040)	0	(300,000)	(906,466)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Collections for other Governments	(20,530,281)	(20,507,207)	(20,607,305)	(20,805,633)	(21,375,873)	(22,178,855)	(23,014,147)	(23,883,055)	(24,785,631)
	(58,007,196)	(59,842,647)	(59,388,473)	(60,284,426)	(61,993,597)	(64,086,444)	(66,227,429)	(68,453,744)	(70,767,970)
Expenses									
BIA	178,702	178,681	178,000	206,691	190,000	190,000	190,000	190,000	190,000
Hotel Room Tax (MRDT)	536,454	580,181	550,000	550,000	550,000	550,000	550,000	550,000	550,000
Collections for other Governments	20,478,735	20,486,789	20,607,305	20,805,633	21,375,873	22,178,855	23,014,147	23,883,055	24,785,631
Total	21,193,891	21,245,651	21,335,305	21,562,323	22,115,873	22,918,855	23,754,147	24,623,055	25,525,631

Facilities

Facilities - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	1,736,523	1,669,789	1,162,358	1,072,676	1,034,678	1,025,116	1,025,571	1,026,044	1,026,535
Fleet	59,602	39,282	41,286	52,959	41,286	41,286	41,286	41,286	41,286
Salaries and Benefits	1,098,850	1,240,053	1,234,331	1,243,590	1,195,569	1,211,870	1,228,455	1,245,331	1,262,502
Loss on Sale of Assets	198,836	-	-	-	-	-	-	-	-
Utilities	107,972	122,460	678,299	669,073	722,587	722,587	722,587	722,587	722,587
	3,201,782	3,071,583	3,116,274	3,038,298	2,994,120	3,000,858	3,017,899	3,035,247	3,052,910
Gain on Sale of Assets	(43,082)	(3,236)	-	-	-	-	-	-	-
Recoveries	(42,057)	(7,349)	-	367	-	-	-	-	-
Net Operating Expense	3,116,643	3,060,998	3,116,274	3,037,931	2,994,120	3,000,858	3,017,899	3,035,247	3,052,910

Internal Allocations In

Operations	-	-	-	-	30,800	30,800	30,800	30,800	30,800
Communications	-	60	14,000	14,000	-	-	-	-	-
Logistics	1,737	2,176	-	2,500	-	-	-	-	-
Fleet	11,000	41,042	48,500	48,500	27,000	27,000	27,000	27,000	27,000
Safety	276	4,141	5,478	5,478	5,533	5,533	5,533	5,533	5,533
Total Internal Allocations In	13,013	47,418	67,978	70,478	63,333	63,333	63,333	63,333	63,333

Total Operating Expense	3,214,795	3,119,002	3,184,252	3,108,776	3,057,453	3,064,191	3,081,231	3,098,580	3,116,243
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Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	3,129,656	3,108,416	3,184,252	3,108,409	3,057,453	3,064,191	3,081,231	3,098,580	3,116,243
Cost per capita	95.19	94.55	96.85	94.55	90.56	90.76	91.27	91.78	92.30
% of property tax	11.62%	10.75%	10.40%	10.14%	9.53%	9.20%	8.90%	8.61%	8.33%

Change 2017 forecast to 2018 budget

\$ change	- 51,323
% change	-1.65%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Efficiencies in Shift Scheduling	- 48,021	-1.54%
Utility Cost Increases	53,514	1.72%
McLaren Arena Operational Expenses	- 27,500	-0.88%

Facilities - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Facilities - General	348,689	300,751	356,007	388,143	358,176	360,046	361,958	363,913	365,913
Non-Recreational Facilities - City Hall	200,718	143,329	205,890	181,915	195,054	195,813	196,585	197,370	198,169
Non-Recreational Facilities - City Houses	3,640	11,296	10,112	14,483	10,168	10,225	10,283	10,341	10,401
Non-Recreational Facilities - Shelter	5,047	1,592	-	21,598	11,600	11,600	11,600	11,600	11,600
Non-Recreational Facilities - Emergency Measures	1,310	1,773	-	685	-	-	-	-	-
Non-Recreational Facilities - Fire Hall # 1	35,877	39,288	63,193	62,614	58,837	59,015	59,196	59,381	59,568
Non-Recreational Facilities - Fire Hall # 2	26,876	25,148	33,010	40,710	38,281	38,353	38,426	38,500	38,576
Non-Recreational Facilities - Misc Sites	157,100	186,398	174,783	108,057	86,240	86,661	87,089	87,524	87,967
Non-Recreational Facilities - RCMP Building	223,803	208,857	210,106	197,606	192,185	192,481	192,782	193,088	193,399
Non-Recreational Facilities - Yards & Warehouse	185,409	182,725	157,414	187,164	167,761	168,141	168,528	168,922	169,322
Recreational Facilities - 500 Edmonton Ave	1,928	1,167	-	179	-	-	-	-	-
Recreational Facilities - Bathhouse	278,811	293,141	329,931	285,500	324,118	325,392	326,687	328,006	329,347
Recreational Facilities - Community Centre	960,354	928,819	860,803	848,811	889,665	886,279	893,010	899,858	906,826
Recreational Facilities - Curling Club Building	3,377	4,321	3,200	1,289	-	-	-	-	-
Recreational Facilities - Edmonton Ave Centre	6,629	4,147	5,709	7,555	5,387	5,387	5,387	5,387	5,387
Recreational Facilities - Gyro Bandshell	11,247	9,989	6,699	13,230	9,895	9,967	10,040	10,114	10,189
Recreational Facilities - Indoor Soccer Facility	27,088	31,473	44,525	23,601	26,300	26,388	26,477	26,567	26,659
Recreational Facilities - Old Soccer Club House	-	2,316	-	-	-	-	-	-	-
Recreational Facilities - Jubilee Pavilion	13,327	10,470	15,500	23,334	22,229	22,351	22,476	22,603	22,732
Recreational Facilities - Lawn Bowling Club	281	109	-	-	-	-	-	-	-
Recreational Facilities - Library/Museum Complex	176,036	168,797	184,490	178,614	181,137	181,428	181,725	182,026	182,333
Recreational Facilities - Marina - Okanagan	2,216	-	1,526	-	-	-	-	-	-
Recreational Facilities - Marina - Skaha	1,918	667	4,500	11,986	-	-	-	-	-
Recreational Facilities - McLaren Arena	328,199	394,930	366,761	347,765	318,158	322,024	325,958	329,960	334,033
Recreational Facilities - Mobile Concession/Washroom	36,113	25,459	47,599	20,939	24,561	24,686	24,813	24,942	25,073
Recreational Facilities - 675 Marina Way Bldg	4,999	2,159	6,567	6,887	6,639	6,712	6,786	6,862	6,939
Recreational Facilities - New Wine/visitor Info Centre	52,131	34,521	-	2,510	-	-	-	-	-
Recreational Facilities - Sicamous Boathouse	2,118	2,794	1,200	1,900	1,200	1,200	1,200	1,200	1,200
Recreational Facilities - Storage Facilities - Administrative	525	-	-	-	-	-	-	-	-
Recreational Facilities - Walking Pier	3,908	4,319	7,500	3,200	7,631	7,765	7,901	8,039	8,180
Recreational Facilities - Westminster Centre	16,971	16,492	19,249	22,429	24,297	24,345	24,394	24,445	24,496
Non-Recreational Facilities - Property Taxes	-	23,752	-	35,227	34,600	34,600	34,600	34,600	34,600
	3,116,643	3,060,998	3,116,274	3,037,931	2,994,120	3,000,858	3,017,899	3,035,247	3,052,910

Facilities - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
City Yards- Electrical Distribution	75,000	-	-	-	-
City Hall - Structural Upgrades	240,000	-	-	-	-
City Hall - Furniture/Space Redesign	27,500	-	-	-	-
Community Centre - Boiler Upgrade	100,000	-	-	-	-
Community Centre - Door Replacements	25,000	-	-	-	-
Community Centre - Furniture/Redesign	-	32,000	-	-	-
Leir House Safety Upgrades	60,000	-	-	-	-
McLaren Arena - Roofing	25,000	260,000	-	-	-
Memorial Arena	245,000	775,000	5,300,000	11,000,000	11,000,000
Penticton Trade & Convention Centre Mechanical	300,000	-	-	-	-
RCMP Office/Furniture Upgrades	9,000	4,000	4,000	4,000	4,000
Recreation Capital	26,500	26,500	26,500	26,500	26,500
SOEC Capital	312,500	-	-	-	-
Penticton Trade & Convention Centre Roofing	315,000	-	-	-	-
City Wide Security	50,000	-	-	-	-
Facilities Master Plan Projects	-	2,664,050	7,327,488	5,706,162	2,723,875
Facilities Capital - General	-	25,000	-	-	-
Skaha Marina	702,000	1,150,000	-	-	-
Washroom Renovation 888 Westminster	30,000	-	-	-	-
	<u>2,542,500</u>	<u>4,936,550</u>	<u>12,657,988</u>	<u>16,736,662</u>	<u>13,754,375</u>

Human Resources

Human Resources - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	178,844	113,078	162,620	140,545	160,480	162,879	166,325	168,321	170,865
Salaries and Benefits	383,756	480,369	533,676	533,676	509,610	509,610	509,610	509,610	509,610
Legal	41,843	24,367	10,000	17,500	15,000	15,000	15,000	15,000	15,000
Net Operating Expense	604,443	617,814	706,296	691,721	685,090	687,489	690,936	692,931	695,476
Internal Allocations In									
Communications	251	-	-	-	-	-	-	-	-
Logistics	-	-	-	153	-	-	-	-	-
Information Technology	1,966	9,477	1,500	1,500	414	414	414	414	414
Fleet	5,500	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Safety	31,785	32,749	41,235	42,233	41,624	42,457	43,306	44,172	45,056
Total Internal Allocations In	39,502	42,225	48,235	49,386	47,538	48,371	49,220	50,086	50,970
Net Operating Expense	643,944	660,039	754,531	741,107	732,629	735,860	740,156	743,017	746,445

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	19.59	20.08	22.95	22.54	21.70	21.80	21.92	22.01	22.11
% of property tax	2.39%	2.28%	2.46%	2.42%	2.28%	2.21%	2.14%	2.06%	2.00%

Change 2017 forecast to 2018 budget

\$ change	<u>(8,478)</u>
% change	<u>-1.14%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Goods and Services	19,935	2.69%
Reallocated 0.8 FTE position, contractual labour increases	- 24,066	-3.247%

Human Resources - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Human Resources - general	428,612	461,200	509,361	487,286	588,930	590,350	591,799	593,776	595,283
Labour relations	45,279	32,308	45,000	52,500	50,600	51,212	51,836	52,473	53,122
Employee assistance & recognition	53,546	31,412	41,000	41,000	41,300	41,606	42,918	42,236	42,561
Human Resources	83,006	92,893	110,935	110,935	4,260	4,321	4,383	4,445	4,509
Human resources recoverable costs	- 6,000	-	-	-	-	-	-	-	-
	604,443	617,814	706,296	691,721	685,090	687,489	690,936	692,931	695,476

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Information Technology

Information Technology - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	747,780	657,267	1,116,189	1,057,132	1,124,549	1,073,693	1,052,883	1,111,192	1,189,748
Equipment Amortization	-	213,855	213,855	213,855	213,855	213,855	213,855	213,855	213,855
Fleet	-	-	-	-	-	-	-	-	-
Salaries and benefits	700,828	675,684	807,054	688,000	926,094	936,192	946,493	956,999	967,716
Total Operating Expense	1,448,608	1,546,805	2,137,098	1,958,987	2,264,498	2,223,741	2,213,231	2,282,046	2,371,319
Recoveries	(37,211)	(43,761)	(47,764)	(40,396)	(40,602)	(41,211)	(41,829)	(42,456)	(43,093)
Net Operating Expense	1,411,397	1,503,044	2,089,334	1,918,590	2,223,897	2,182,530	2,171,402	2,239,590	2,328,226
Internal Allocations Out									
Corporate Administration	4,014	4,188	7,624	7,624	7,689	7,689	7,689	7,689	7,689
Bylaw Enforcement	-	-	400	400	414	414	414	414	414
Communications	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Electric Utility	2,548	2,155	6,800	6,822	8,300	8,430	8,563	8,698	8,836
Engineering	-	-	1,000	1,000	1,020	1,040	1,061	1,083	1,104
Facilities	-	-	-	-	-	-	-	-	-
Finance	847	301	2,400	2,400	2,658	2,702	2,747	2,792	2,839
Finance - Procurement	2,924	3,712	8,200	8,200	8,200	8,320	8,442	8,567	8,695
Revenue & Collections	3,427	5,331	6,500	6,500	9,337	9,407	9,478	9,551	9,625
Fire Services	1,983	2,835	10,410	10,410	8,323	8,589	8,865	9,152	9,451
Development Services	6,081	7,538	6,900	6,900	6,958	6,986	7,014	7,043	7,073
Human Resources	1,966	9,477	1,500	1,500	414	414	414	414	414
Museum	335	349	500	500	2,500	2,500	2,500	2,500	2,500
Fleet	64	4,232	6,400	6,400	6,426	6,555	6,686	6,819	6,956
Public Works General	3,042	2,943	2,300	2,300	5,940	5,940	5,940	5,940	5,940
Recreation	3,323	4,851	5,100	5,100	6,942	6,984	7,027	7,070	7,115
Sewer	707	643	850	850	1,857	1,864	1,871	1,878	1,886
Water	320	356	250	250	250	250	250	250	250
Total Internal Allocations Out	31,581	48,909	82,134	82,156	92,228	93,083	93,961	94,861	95,785
Internal Allocations In									
Finance - Procurement	1,788	1,823	-	276	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-
Fleet	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Total Internal Allocations In	7,288	7,323	5,500	5,776	5,500	5,500	5,500	5,500	5,500
Add back Revenue	(37,211)	(43,761)	(47,764)	(40,396)	(40,602)	(41,211)	(41,829)	(42,456)	(43,093)
Total Operating Expense	1,424,315	1,505,219	2,060,464	1,882,606	2,177,770	2,136,158	2,124,770	2,192,685	2,281,034
Outputs and Outcomes									
	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Net Operating Expense	1,387,104	1,461,458	2,012,699	1,842,210	2,137,169	2,094,947	2,082,942	2,150,229	2,237,941
Cost per capita	42.19	44.45	61.22	56.03	63.30	62.05	61.70	63.69	66.29
% of property tax	5.15%	5.05%	6.57%	6.01%	6.66%	6.29%	6.02%	5.98%	5.98%

Change 2017 forecast to 2018 budget

\$ change	294,959
% change	16.01%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Process Improvement Specialist (not filled in 2017)	127,500	6.92%
GIS Initiatives	178,606	9.70%
Increased software maintenance costs	12,419	0.67%

Information Technology - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Print	947	-	-	-	-	-	-	-	-
Information technology - general	597,373	571,858	627,557	688,000	759,988	770,086	780,387	790,893	801,610
Equipment maintenance and rentals	298,174	311,010	320,555	311,555	314,089	316,989	303,025	306,205	307,535
Software maintenance	227,182	235,664	224,950	237,860	250,279	266,900	284,884	304,356	325,452
Contract services	13,563	82,942	61,000	52,920	38,000	18,200	13,405	13,615	108,831
Telephone and fax	161,678	165,918	165,600	170,400	152,600	147,900	143,726	140,029	136,763
Training	-	6,040	5,000	7,290	10,000	10,200	10,404	10,612	10,824
IT Strategy	-	-	433,875	371,875	380,000	320,000	310,000	305,000	305,000
GIS*	-	-	-	-	228,606	241,106	233,606	276,106	238,606
Communications	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Information Technology	114,716	130,505	216,426	36,930	38,708	39,277	39,833	40,369	40,913
Human Resources	1,966	3,437	1,500	1,500	414	414	414	414	414
Development Services	6,081	7,538	6,900	6,900	6,958	6,986	7,014	7,043	7,073
Corporate Admin	4,014	4,188	7,624	7,624	7,689	7,689	7,689	7,689	7,689
Fire Hall 1 (Downtown)	1,983	2,835	10,410	10,410	8,323	8,589	8,865	9,152	9,451
Water	320	356	250	250	250	250	250	250	250
Public Works	3,042	2,943	2,300	2,300	5,940	5,940	5,940	5,940	5,940
Engineering	-	-	1,000	1,000	1,020	1,040	1,061	1,083	1,104
Waste Water	707	643	850	850	1,857	1,864	1,871	1,878	1,886
Finance - Revenue	3,427	5,331	6,500	6,500	9,337	9,407	9,478	9,551	9,625
Finance - Accounting	847	301	2,400	2,400	2,658	2,702	2,747	2,792	2,839
Finance - Logistics	2,924	3,712	8,200	8,200	8,200	8,320	8,442	8,567	8,695
Facilities	-	-	-	-	-	-	-	-	-
Museum	335	349	500	500	2,500	2,500	2,500	2,500	2,500
Recreation	3,323	4,851	5,100	5,100	6,942	6,984	7,027	7,070	7,115
Bylaw	-	-	400	400	414	414	414	414	414
Public Works - Fleet	64	4,232	6,400	6,400	6,426	6,555	6,686	6,819	6,956
Electric	2,548	2,155	6,800	6,822	8,300	8,430	8,563	8,698	8,836
	1,445,214	1,546,805	2,137,098	1,958,987	2,264,498	2,223,741	2,213,231	2,282,046	2,371,319
Recoveries	(33,816)	(43,761)	(47,764)	(40,396)	(40,602)	(41,211)	(41,829)	(42,456)	(43,093)
	1,411,397	1,503,044	2,089,334	1,918,590	2,223,897	2,182,530	2,171,402	2,239,590	2,328,226

*Previous year GIS costs were captured in contract services, training, and salaries.

Information Technology - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Information Technology - hardware	421,000	378,500	171,000	171,000	171,000
Cleland Theatre Sound/Lighting Upgrades	50,000	272,691	436,234	62,000	-
Information Technology - Infrastructure	10,000	10,000	75,000	75,000	-
Information Technology - Software	144,000	238,753	162,694	146,832	126,177
Information Technology - GIS*	90,000	280,000	55,000	30,000	45,000
IT Strategy-Digitalization	25,000	325,000	300,000	225,000	-
IT Capital - SOEC/PTCC	185,000	233,200	678,000	100,000	100,000
	925,000	1,738,144	1,877,928	809,832	442,177

*2018 initiatives to be partially funded by unspent 2017 GIS capital carry forwards.

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Protective Services Segment

Protective Services Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Revenue									
Animal Control	(84,650)	(99,108)	(78,400)	(78,369)	(78,369)	(78,400)	(78,400)	(78,400)	(78,400)
Building and License	(1,117,043)	(2,379,090)	(2,198,500)	(2,357,500)	(1,662,500)	(1,667,000)	(1,683,420)	(1,693,285)	(1,694,620)
Bylaw Enforcement	(487,668)	(558,966)	(550,350)	(503,189)	(533,450)	(538,612)	(543,838)	(549,130)	(554,488)
Fire Services	(449,488)	(460,116)	(481,485)	(522,931)	(481,485)	(481,335)	(481,335)	(481,335)	(481,335)
RCMP	(498,900)	(490,452)	(463,258)	(455,758)	(518,730)	(524,628)	(530,643)	(536,777)	(543,034)
	(2,637,750)	(3,987,732)	(3,771,993)	(3,917,747)	(3,274,534)	(3,289,974)	(3,317,636)	(3,338,927)	(3,351,877)
Expenses									
Dog Control	92,188	108,056	109,850	109,851	109,690	109,690	109,690	109,690	109,690
Building and License	616,363	737,290	813,720	812,416	1,087,149	844,764	859,751	875,126	890,906
Bylaw Services	405,102	405,139	398,763	433,246	501,746	508,818	516,023	523,366	530,847
Fire Services	4,830,853	5,210,356	5,661,180	5,700,677	5,788,759	5,919,896	6,035,125	6,173,707	6,314,728
RCMP	8,240,512	8,739,198	8,985,943	8,917,680	9,316,974	9,846,650	10,227,018	10,611,422	10,859,696
	14,185,018	15,200,040	15,969,456	15,973,870	16,804,318	17,229,817	17,747,607	18,293,311	18,705,867
Net Operating Expense	11,547,269	11,212,308	12,197,463	12,056,123	13,529,784	13,939,843	14,429,972	14,954,385	15,353,990
Cost per Capita	351	341	371	367	401	413	427	443	455
% of Property Taxes	42.88%	38.77%	39.83%	39.32%	42.19%	41.83%	41.67%	41.56%	41.06%

Dog Control

Dog Control - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Operations by Project									
House Rental	-	14,400	14,400	14,400	15,000	15,000	15,000	15,000	15,000
Tags and Supplies	1,011	1,339	1,700	1,798	1,700	1,700	1,700	1,700	1,700
Brochures	516	-	250	853	250	250	250	250	250
Commission to SPCA for tag sales	729	540	800	540	540	540	540	540	540
Officer contract	86,520	87,472	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Uniforms and ID Badges	927	895	1,000	500	1,000	1,000	1,000	1,000	1,000
Seminars	472	383	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Office Supplies	-	-	200	200	200	200	200	200	200
Total Expense	90,176	105,028	109,350	109,291	109,690	109,690	109,690	109,690	109,690
Dogs - Ticketing Revenue	0	(7,005)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Dog Licences	(74,250)	(81,703)	(65,000)	(64,969)	(64,969)	(65,000)	(65,000)	(65,000)	(65,000)
Dog Kennels	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)
Net Operating Expense	5,526	5,920	30,950	30,922	31,321	31,290	31,290	31,290	31,290
Internal Allocations In									
Communications	-	-	500	500	-	-	-	-	-
Finance - Procurement	2,012	3,028	-	60	-	-	-	-	-
Total Internal Allocations In	2,012	3,028	500	560	-	-	-	-	-
Add back Revenue	(84,650)	(99,108)	(78,400)	(78,369)	(78,369)	(78,400)	(78,400)	(78,400)	(78,400)
Total Operating Expense	92,188	108,056	109,850	109,851	109,690	109,690	109,690	109,690	109,690
Outputs and Outcomes									
	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	7,538	8,948	31,450	31,482	31,321	31,290	31,290	31,290	31,290
Cost per capita	0.23	0.27	0.96	0.96	0.93	0.93	0.93	0.93	0.93
% of property tax	0.03%	0.03%	0.10%	0.10%	0.10%	0.09%	0.09%	0.09%	0.08%
Change 2017 forecast to 2018 budget									
\$ change	-	161							
% change		-0.51%							

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change

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

	2015	2016	2017
Dog Tags sold	2344	2147	2500
Bylaw offense Notices issued	174	211	132
Number of dogs impounded	152	147	132
Number of days with dogs impounded	498	1120	522
Complaint files opened	402	232	200

Building and license

Building and License - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022									
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection									
Operations by Object																		
Goods and Services	32,987	43,959	51,695	75,500	312,150	57,045	59,058	61,199	63,480									
Salaries and Benefits	572,276	673,932	727,775	702,666	758,499	771,219	784,193	797,427	810,926									
Total Expenses	605,263	717,890	779,470	778,166	1,070,649	828,264	843,251	858,626	874,406									
Revenues	(1,117,043)	(2,379,090)	(2,198,500)	(2,357,500)	(1,662,500)	(1,667,000)	(1,683,420)	(1,693,285)	(1,694,620)									
Net Operating Surplus	(511,780)	(1,661,199)	(1,419,030)	(1,579,334)	(591,851)	(838,736)	(840,169)	(834,658)	(820,214)									
Operations by Project																		
Building																		
Salaries and Benefits	498,233	622,268	596,727	625,685	626,499	636,579	646,861	657,348	668,045									
Bylaw Consultation	-	4,125	7,500	30,000	-	-	-	-	-									
Permit Modernization Project	-	-	-	-	150,000	-	-	-	-									
Remedial Action	8,605	4,799	15,000	15,000	25,000	25,500	26,010	26,530	27,061									
Goods and Services	4,762	1,410	2,850	3,600	28,650	29,215	29,791	29,979	30,579									
	511,600	632,601	622,077	674,285	830,149	691,294	702,662	713,857	725,684									
Revenues	(622,249)	(1,846,679)	(1,654,000)	(1,780,500)	(1,075,000)	(1,074,200)	(1,073,304)	(1,072,302)	(1,066,183)									
Net Building by Project	(110,649)	(1,214,078)	(1,031,923)	(1,106,215)	(244,851)	(382,906)	(370,642)	(358,445)	(340,499)									
Licensing																		
Salaries and Benefits	53,689	62,680	144,893	92,381	122,000	124,440	126,929	129,467	132,057									
Business Licensing Modernization Project	0	-	-	-	100,000	-	-	-	-									
Liquor License	1,458	800	-	-	-	-	-	-	-									
Goods and Services	1,604	1,377	1,500	1,500	1,500	1,530	1,561	1,592	1,624									
Bylaw Research and Consultation	3,560	1,415	3,500	1,000	5,000	-	-	-	-									
	60,311	66,272	149,893	94,881	228,500	125,970	128,489	131,059	133,680									
Revenues	(453,000)	(514,096)	(537,000)	(568,000)	(575,500)	(581,800)	(598,016)	(607,672)	(613,796)									
Net Licensing by Project	(392,689)	(447,825)	(387,107)	(473,119)	(347,000)	(455,830)	(469,527)	(476,613)	(480,115)									
Internal Allocations In																		
Communications	-	-	15,000	15,000	-	-	-	-	-									
Finance - procurement	-	150	-	-	-	-	-	-	-									
Fleet	11,100	19,250	19,250	19,250	16,500	16,500	16,500	16,500	16,500									
Total Internal Allocations In	11,100	19,400	34,250	34,250	16,500	16,500	16,500	16,500	16,500									
Add back Revenue	(1,117,043)	(2,379,090)	(2,198,500)	(2,357,500)	(1,662,500)	(1,667,000)	(1,683,420)	(1,693,285)	(1,694,620)									
Total Operating Expense	616,363	737,290	813,720	812,416	1,087,149	844,764	859,751	875,126	890,906									
Outputs and Outcomes																		
Net Operating Surplus	(492,238)	(1,642,503)	(1,384,780)	(1,545,084)	(575,351)	(822,236)	(823,669)	(818,558)	(804,114)									
Cost per capita	-	14.97	-	49.96	-	42.12	-	47.00	-	17.04	-	24.35	-	24.40	-	24.25	-	23.82
% of property tax	-	-1.83%	-	-5.68%	-	-4.52%	-	-5.04%	-	-1.79%	-	-2.47%	-	-2.38%	-	-2.27%	-	-2.15%
Change Budget forecast to Budget budget																		
\$ change	969,733																	
% change	-62.76%																	
Changes in net operating budget from Budget forecast to Budget are primarily due to:																		
			\$ change	% change														
Process Improvement Initiatives			250,000	-16.18%														
Reduced Building Permit Revenues			705,500	-45.66%														

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

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Building									
Consultants	8,605	8,924	22,500	45,000	25,000	25,500	26,010	26,530	27,061
Forms, codes and subscriptions	3,381	1,003	2,600	2,600	3,250	3,315	3,381	3,449	3,518
Permit Modernization Project	-	-	-	-	150,000	-	-	-	-
Goods and Services	16,199	13,588	14,095	16,400	25,400	25,900	26,410	26,930	27,461
Salaries and Benefits	474,974	609,789	582,882	610,285	626,499	636,579	646,861	657,348	668,045
	503,159	633,305	622,077	674,285	830,149	691,294	702,662	714,257	726,084
Fees	(641,699)	(1,866,932)	(1,691,000)	(1,823,500)	(1,125,500)	(1,120,500)	(1,125,110)	(1,122,840)	(1,111,702)
Net Operating Surplus - Building	(138,540)	(1,233,627)	(1,068,923)	(1,149,215)	(295,351)	(429,206)	(422,448)	(408,583)	(385,617)
Business License									
Goods and Services	1,604	1,377	1,500	1,500	1,500	1,530	1,561	1,592	1,624
Licensing Modernization Projects	1458	800	-	-	100,000	-	-	-	-
Salaries and Benefits	53,689	62,680	144,893	92,381	122,000	124,440	126,929	129,467	132,057
Work shops/public education/consultation	3,560	1,415	3,500	1,000	5,000	-	-	-	-
	60,311	66,272	149,893	94,881	228,500	125,970	128,489	131,059	133,680
Fees	(433,551)	(493,844)	(500,000)	(525,000)	(525,000)	(535,500)	(546,210)	(557,134)	(568,277)
Net Operating Surplus - Business License	(373,240)	(427,572)	(350,107)	(430,119)	(296,500)	(409,530)	(417,721)	(426,075)	(434,597)
Operating Surplus Building and License	(511,780)	(1,661,199)	(1,419,030)	(1,579,334)	(591,851)	(838,736)	(840,169)	(834,658)	(820,214)

Bylaw Services

Bylaw Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	72,213	73,462	79,185	78,596	81,235	82,250	83,278	84,319	85,373
Equipment Maintenance	-	39	100	-	-	-	-	-	-
Salaries and benefits	327,043	320,125	308,078	343,250	409,096	415,153	421,331	427,633	434,061
Total Expenses	399,256	393,626	387,363	421,846	490,332	497,404	504,609	511,952	519,433
Revenues	(487,668)	(558,966)	(550,350)	(503,189)	(533,450)	(538,612)	(543,838)	(549,130)	(554,488)
Net Operating Surplus	(88,412)	(165,340)	(162,987)	(81,343)	(43,118)	(41,208)	(39,229)	(37,178)	(35,055)
Internal Allocations In									
Finance - Procurement	346	3,264	-	-	-	-	-	-	-
HR - training/dues	-	-	-	-	-	-	-	-	-
IT - printing	-	-	400	400	414	414	414	414	414
PW - fleet	5,500	8,250	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Allocations In	5,846	11,514	11,400	11,400	11,414	11,414	11,414	11,414	11,414
Add back Revenue	(487,668)	(558,966)	(550,350)	(503,189)	(533,450)	(538,612)	(543,838)	(549,130)	(554,488)
Total Operating Expense	405,102	405,139	398,763	433,246	501,746	508,818	516,023	523,366	530,847

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Surplus	(82,566)	(153,826)	(151,587)	(69,943)	(31,704)	(29,794)	(27,815)	(25,764)	(23,641)
Cost per capita	- 2.51	- 4.68	- 4.61	- 2.13	- 0.94	- 0.88	- 0.82	- 0.76	- 0.70
% of property tax	-0.31%	-0.53%	-0.49%	-0.23%	-0.10%	-0.09%	-0.08%	-0.07%	-0.06%
Change 2017 forecast to 2018 budget									
\$ change	38,239								
% change	-54.67%								

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Increased bylaw officer presence	65,846	-94.14%
Expected Revenue Increase due to increased presence	(30,261)	43.26%

Bylaw Services - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
General Bylaw	153,619	200,622	149,926	184,761	214,575	216,611	218,685	220,797	222,948
Bylaw	17,798	16,126	21,887	14,449	4,940	5,004	5,068	5,134	5,200
Parking meters	2,381	2,668	3,000	4,359	2,700	2,734	2,768	2,803	2,838
Equipment	19,993	21,513	25,650	24,741	24,695	24,995	25,299	25,607	25,918
Uniforms and supplies	3,878	1,414	3,000	3,500	7,500	7,594	7,689	7,785	7,882
Monthly Parking	3,254	3,363	5,650	5,547	5,900	5,974	6,048	6,124	6,201
Downtown Parking Strategy	-	-	-	-	-	-	-	-	-
Signage	-	-	-	-	-	-	-	-	-
Bylaw Enforcement - General	187,247	147,919	178,250	178,250	223,521	227,992	232,552	237,203	241,947
	388,170	393,625	387,363	415,607	483,832	490,904	498,109	505,452	512,933
Revenue	(476,582)	(558,966)	(550,350)	(496,950)	(526,950)	(532,112)	(537,338)	(542,630)	(547,988)
Operating Surplus	(88,412)	(165,340)	(162,987)	(81,343)	(43,118)	(41,208)	(39,229)	(37,178)	(35,055)

Bylaw Enforcement - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Parking Equipment	61,572	62,342	63,121	63,910	64,709

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Fire Services

Fire Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Operational Costs	240,199	261,083	308,120	282,452	292,080	295,167	279,106	283,137	286,262
Equipment Amortization	-	46,250	69,403	69,403	46,250	46,250	46,250	46,250	46,250
Salaries and Benefits	4,313,898	4,621,717	4,990,697	5,055,806	5,149,482	5,277,266	5,408,280	5,542,544	5,680,141
Total Operating Expense	4,554,097	4,929,050	5,368,221	5,407,661	5,487,812	5,618,683	5,733,635	5,871,931	6,012,652
Recoveries	(449,488)	(459,616)	(471,485)	(522,931)	(471,485)	(471,335)	(471,335)	(471,335)	(471,335)
Donations	0	(500)	(10,000)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Net Operating Expense	4,104,609	4,468,934	4,886,736	4,884,730	5,006,327	5,137,348	5,252,300	5,390,596	5,531,317
Internal Allocations In									
Corporate Admin	-	57	-	57	-	-	-	-	-
Procurement - Fire Hall 1	-	480	-	-	-	-	-	-	-
IT - Fire Services	-	-	-	-	8,323	8,589	8,865	9,152	9,451
IT - Implement FDM software	1,983	2,835	10,410	10,410	-	-	-	-	-
Fleet	272,250	272,965	275,000	275,000	285,000	285,000	285,000	285,000	285,000
HR Safety	2,523	4,969	7,549	7,549	7,624	7,624	7,624	7,624	7,624
Total Internal Allocation In	276,756	281,306	292,959	293,016	300,947	301,213	301,489	301,777	302,075
Add back Revenue	(449,488)	(460,116)	(481,485)	(522,931)	(481,485)	(481,335)	(481,335)	(481,335)	(481,335)
Total Operating Expense	4,830,853	5,210,356	5,661,180	5,700,677	5,788,759	5,919,896	6,035,125	6,173,707	6,314,728

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operation Expense	4,381,365	4,750,240	5,179,695	5,177,746	5,307,274	5,438,561	5,553,790	5,692,372	5,833,393
Cost per capita	133.27	144.49	157.55	157.49	157.20	161.09	164.50	168.61	172.78
% of property tax	16.27%	16.43%	16.91%	16.89%	16.55%	16.32%	16.04%	15.82%	15.60%
Change 2017 forecast to 2018 budget									
\$ change					129,528				
% change					2.50%				

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Contractual Labour increases	93,676	1.81%
Fleet Allocation Increase	10,000	0.19%
All Other Operating Costs net Increase	25,852	0.50%

Fire Services - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Communications	14,346	8,763	14,000	13,800	14,407	14,174	14,248	14,322	14,399
Depreciation	46,250	46,250	69,403	69,403	46,250	46,250	46,250	46,250	46,250
Emergency Training Centre	20,029	11,437	40,400	37,940	20,883	22,000	22,000	22,000	22,000
Incidental Fire Expenses	4,332	4,845	2,500	2,500	2,573	5,075	5,106	5,139	5,171
Wages & Benefits	4,313,898	4,621,717	4,990,697	5,055,806	5,149,482	5,277,266	5,408,280	5,542,544	5,680,141
PEP Building	3,426	3,974	7,500	7,500	7,718	4,500	4,500	4,500	4,500
Prevention	9,840	12,524	31,853	33,017	39,657	40,041	20,432	20,832	21,239
Training Costs	20,291	129,945	111,844	97,623	82,087	81,882	83,512	85,175	86,871
Uniform & Safety Equipment	77,837	72,822	90,023	90,072	114,755	117,495	119,307	121,169	122,082
	4,510,248	4,912,278	5,358,221	5,407,661	5,477,812	5,608,683	5,723,635	5,861,931	6,002,652
Donations	0	(500)	(10,000)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Recoveries	(405,639)	(442,844)	(461,485)	(522,931)	(461,485)	(461,335)	(461,335)	(461,335)	(461,335)
Net Operating Expense	4,104,609	4,468,934	4,886,736	4,884,730	5,006,327	5,137,348	5,252,300	5,390,596	5,531,317

Fire Services - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Fire Hose Replacement Program	12,000	12,800	12,800	12,800	12,800
Protective Clothing	33,000	33,000	33,000	33,000	33,000
Rescue Equipment	28,461	30,000	30,000	30,000	30,000
Wildfire Protection Equipment	148,000	-	-	-	-
Classroom Furnishings/Audio Visual	10,000	10,000	10,000	10,000	10,000
	231,461	85,800	85,800	85,800	85,800

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RCMP

RCMP - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	108,663	69,609	101,314	98,423	101,774	101,990	102,208	102,429	102,652
Policing Agreement	6,500,799	7,028,967	7,205,141	7,205,141	7,413,760	7,907,437	8,248,554	8,595,897	8,806,002
Salaries and Benefits	1,615,214	1,624,151	1,665,938	1,600,566	1,787,864	1,823,621	1,860,094	1,897,296	1,935,242
Total Operating Expense	8,224,676	8,722,727	8,972,393	8,904,130	9,303,398	9,833,048	10,210,856	10,595,622	10,843,896
Revenue	(498,900)	(490,452)	(463,258)	(455,758)	(518,730)	(524,628)	(530,643)	(536,777)	(543,034)
Net Operating Expense	7,725,775	8,232,275	8,509,135	8,448,372	8,784,668	9,308,421	9,680,213	10,058,844	10,300,862
Internal Allocations In									
Finance - procurement	1,096	845	-	-	-	-	-	-	-
Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Safety	3,740	4,627	2,550	2,550	2,576	2,602	5,162	4,800	4,800
Total Internal Allocation In	15,836	16,471	13,550	13,550	13,576	13,602	16,162	15,800	15,800
Add back Revenue	(498,900)	(490,452)	(463,258)	(455,758)	(518,730)	(524,628)	(530,643)	(536,777)	(543,034)
Total Operating Expense	8,240,512	8,739,198	8,985,943	8,917,680	9,316,974	9,846,650	10,227,018	10,611,422	10,859,696
Outputs and Outcomes									
Net Operation Expense	7,741,611	8,248,746	8,522,685	8,461,922	8,798,244	9,322,022	9,696,375	10,074,644	10,316,662
Cost per capita	235.47	250.90	259.23	257.38	260.60	276.12	287.21	298.41	305.58
% of property tax	28.75%	28.52%	27.83%	27.60%	27.44%	27.98%	28.00%	28.00%	27.59%

Change 2017 forecast to 2018 budget

\$ change	<u>336,321</u>
% change	<u>3.97%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Contractual Labour increases	187,298	2.21%
New Police Officer	150,000	1.77%
RCMP Agreement Increases	208,619	2.47%
Utilization Vacancy	- 150,000	-1.77%

The COP Detachment consists of:

- 46 Police Officers – MUN funded
- 9 Police Officers – PROV funded
- 2 Police Officers – PROV/FED funded. (FNCP)
- 22 Municipal Civilian Support Staff
- 2 PROV Public Servants Support Staff
- 6 Reserve Constables
- 6 Auxiliary Constables
- 35 Volunteers

RCMP - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
RCMP - General	6,265	5,799	6,750	7,000	7,060	7,151	7,243	7,336	7,431
RCMP - Crime Prevention	45,360	10,514	21,700	21,000	28,500	28,610	28,721	28,833	28,947
RCMP - Victim services	1,881	2,794	1,200	2,000	1,500	1,515	1,530	1,545	1,561
RCMP - Prisoner expense	55,077	46,377	41,664	38,423	38,714	38,714	38,714	38,714	38,714
RCMP - Policing agreement	6,500,799	7,028,967	7,235,141	7,235,141	7,439,760	7,933,437	8,274,554	8,621,897	8,832,002
Salaries and Benefits	1,601,653	1,624,151	1,665,938	1,600,566	1,787,864	1,823,621	1,860,094	1,897,296	1,935,242
	8,211,035	8,718,602	8,972,393	8,904,130	9,303,398	9,833,048	10,210,856	10,595,622	10,843,896
RCMP - recoveries	(485,260)	(486,327)	(463,258)	(455,758)	(518,730)	(524,628)	(530,643)	(536,777)	(543,034)
	7,725,775	8,232,275	8,509,135	8,448,372	8,784,668	9,308,421	9,680,213	10,058,844	10,300,862

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Transportation Services Segment

Transportation Services Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Revenue									
Fleet Recoveries	(1,518,249)	(1,817,138)	(1,914,400)	(1,835,000)	(1,884,500)	(1,885,480)	(1,886,480)	(1,887,499)	(1,888,539)
Roads and Maintenance	(4,743)	(7,944)	-	-	-	-	-	-	-
Transit	(632,268)	(635,042)	(585,115)	(617,500)	(606,700)	(633,310)	(661,520)	(671,430)	(672,440)
	(2,155,260)	(2,460,124)	(2,499,515)	(2,452,500)	(2,491,200)	(2,518,790)	(2,548,000)	(2,558,929)	(2,560,979)
Expenses									
Fleet	1,560,654	1,814,983	1,858,217	1,829,417	1,944,611	1,954,136	1,963,851	1,973,760	1,983,865
Operations	344,073	76,245	57,470	115,794	3,262	3,308	3,356	3,403	3,452
General	63,098	94,799	30,391	28,116	-	-	-	-	-
Roads and Maintenance	1,531,982	1,648,312	1,640,764	1,803,694	1,802,227	1,806,871	1,819,763	1,812,908	1,826,312
Storm Sewer	-	-	-	-	-	-	-	-	-
Street Lighting	191,567	124,145	151,000	151,300	208,549	222,314	237,252	253,470	271,088
Traffic Control	52,923	59,439	72,501	72,501	110,791	114,435	118,259	122,278	126,506
Transit	1,608,825	1,652,925	1,732,597	1,707,984	1,817,690	2,060,430	2,362,140	2,452,950	2,493,880
	5,353,122	5,470,847	5,542,940	5,708,806	5,887,130	6,161,495	6,504,621	6,618,770	6,705,103
	3,197,862	3,010,723	3,043,425	3,256,305	3,395,930	3,642,705	3,956,622	4,059,841	4,144,124
Cost per Capita	97.27	91.58	92.57	99.05	100.59	107.90	117.20	120.25	122.75
% of Property Taxes	11.87%	10.41%	9.94%	10.62%	10.59%	10.93%	11.43%	11.28%	11.08%

Public Works - Fleet

Public Works Fleet - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	831,657	721,788	631,585	628,585	695,585	695,756	695,929	696,105	696,284
Fleet Internal Charges	321,192	326,812	372,500	375,500	330,500	330,500	330,500	330,500	330,500
Fuel	300,296	265,139	310,000	290,000	280,000	280,000	280,000	280,000	280,000
Insurance	70,564	(1,857)	75,000	75,000	80,000	80,000	80,000	80,000	80,000
Amortization	-	547,341	530,000	530,000	550,000	550,000	550,000	550,000	550,000
Salaries and Benefits	490,212	509,224	545,340	545,340	569,169	578,395	587,805	597,404	607,194
Operating Expense	2,013,922	2,368,447	2,464,425	2,444,425	2,505,254	2,514,651	2,524,234	2,534,009	2,543,978
Recoveries	(1,518,249)	(1,817,138)	(1,914,400)	(1,835,000)	(1,884,500)	(1,885,480)	(1,886,480)	(1,887,499)	(1,888,539)
Net Operating Expense	495,673	551,309	550,025	609,425	620,754	629,171	637,755	646,510	655,439
Internal Allocations Out									
Building And License	11,100	19,250	19,250	19,250	16,500	16,500	16,500	16,500	16,500
Bylaw Enforcement	5,500	8,250	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Facilities and Recreation	11,000	-	-	-	-	-	-	-	-
Electric	41,250	48,000	44,000	44,000	39,500	39,500	39,500	39,500	39,500
Engineering Services	22,000	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Facilities	11,000	41,042	48,500	48,500	27,000	27,000	27,000	27,000	27,000
Finance - Purchasing	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Fire Services - General	272,250	272,965	275,000	275,000	285,000	285,000	285,000	285,000	285,000
Development Services	105	-	5,500	5,500	-	-	-	-	-
Human Resources	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
Public Works - General	19,250	45,190	7,790	7,790	11,450	11,450	11,450	11,450	11,450
Public Works - Parks	16,500	29,815	31,500	31,500	38,000	38,000	38,000	38,000	38,000
Public Works - Solid Waste Disposal	-	-	5,500	5,500	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
Recreation	-	14,015	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Sewer	11,000	18,154	42,295	42,295	43,525	43,525	43,525	43,525	43,525
Water	16,500	35,691	91,165	91,165	51,525	51,525	51,525	51,525	51,525
Total Internal Allocations Out	470,455	576,621	639,500	639,500	587,000	587,000	587,000	587,000	587,000
Internal Allocations In									
Operations	-	-	8,800	-	-	-	-	-	-
Finance - procurement	720	2,023	-	-	-	-	-	-	-
Information Technology	64	4,232	6,400	6,400	6,426	6,555	6,686	6,819	6,956
PW - Wage Allocation	-	-	-	-	19,931	19,931	19,931	19,931	19,931
Roads and Maintenance	16,403	16,903	18,092	18,092	-	-	-	-	-
Total Internal Allocations In	17,187	23,157	33,292	24,492	26,357	26,486	26,617	26,751	26,887
Add back Recoveries	(1,518,249)	(1,817,138)	(1,914,400)	(1,835,000)	(1,884,500)	(1,885,480)	(1,886,480)	(1,887,499)	(1,888,539)
Total Operating Expense	1,560,654	1,814,983	1,858,217	1,829,417	1,944,611	1,954,136	1,963,851	1,973,760	1,983,865
Outputs and Outcomes									
Net Operating Expense	42,405	(2,156)	(56,183)	(5,583)	60,111	68,656	77,372	86,260	95,326
Cost per capita	1.26 -	0.06 -	1.66 -	0.17	1.78	2.03	2.29	2.56	2.82
% of property tax	0.16%	-0.01%	-0.18%	-0.02%	0.19%	0.21%	0.22%	0.24%	0.25%
Change 2017 forecast to 2018 budget									
\$ change	65,694								
% change	-1176.68%								

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Fleet Materials/Parts	67,000	-1200.07%

Our fleet consists of:

City Fleet Mobile Units – 171	City Generators – 20
City Fleet Small Equipment – 124	RCMP Fleet - 34
City Fire Dept – 14 licensed – 36 small equipment	RDOS Fleet – 20

Public Works Fleet - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Fleet Revenue	(1,294,274)	(1,475,131)	(1,592,400)	(1,513,000)	(1,550,500)	(1,550,500)	(1,550,500)	(1,550,500)	(1,550,500)
Fleet - Overhead	435,477	811,796	1,781,410	1,761,410	1,878,169	1,887,395	1,896,805	1,906,404	1,916,194
Public Works - Fleet - general	632,703	932,117	-	-	-	-	-	-	-
City Fleet - Fire - 1999 AMER-LA FR (Unit # E203)	17,950	-	-	-	-	-	-	-	-
City Fleet - Fire - 2006 AMER-LA FR (Unit # E202)	31,053	-	-	-	-	-	-	-	-
City Fleet - Fire - 2009 INTERNATIO 7600 (Unit # WT201)	17,025	-	-	-	-	-	-	-	-
City Fleet - Fire - 2001 AMER-LA FR (Unit # L202)	36,390	-	-	-	-	-	-	-	-
City Fleet - Fire - 2006 FORD EXPLORER (Unit # C202)	2,893	-	-	-	-	-	-	-	-
City Fleet - Fire - 2004 FORD F550 (Unit # R202) HL757-9 (Unit # 57)	20,905	-	-	-	-	-	-	-	-
Fleet Recoveries	(1,643)	-	-	-	-	-	-	-	-
City Fleet - Fire - 2013 Spartan fire truck (Unit # E201)	(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	14,015	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
Development Services	105	-	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	35,597	91,165	91,165	51,525	51,525	51,525	51,525	51,525
Public Works	19,250	45,190	7,790	7,790	11,450	11,450	11,450	11,450	11,450
Engineering	22,000	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Waste Water	11,000	18,154	42,295	42,295	43,525	43,525	43,525	43,525	43,525
Finance - Logistics	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Facilities	11,000	41,042	48,500	48,500	27,000	27,000	27,000	27,000	27,000
Bylaw	5,500	8,250	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Building	11,100	19,250	19,250	19,250	16,500	16,500	16,500	16,500	16,500
Public Works - Parks	16,500	29,815	31,500	31,500	38,000	38,000	38,000	38,000	38,000
Public Works - Fleet	448,193	33,829	43,515	43,515	40,085	40,256	40,429	40,605	40,784
Electric	41,250	48,000	44,000	44,000	39,500	39,500	39,500	39,500	39,500
Solid Waste	-	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Recoveries - Fleet	(49,677)	(54,865)	(47,000)	(47,000)	(49,000)	(49,980)	(50,980)	(51,999)	(53,039)
	495,672	551,309	550,025	609,425	620,754	629,171	637,755	646,510	655,439

Fleet - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Fleet Future Capital Purchases	-	1,801,800	1,200,000	2,152,900	968,550
Parks Small Equipment	10,500	-	-	-	-
Garage Equipment Replacement	12,500	-	-	-	-
Cargo Van to replace Unit 37	32,000	-	-	-	-
Road Sweeper to replace Unit 77	270,000	-	-	-	-
1/2 Ton 4X2 Pickup to replace Unit 85	32,000	-	-	-	-
Sander/Spreader to replace Unit 86	10,000	-	-	-	-
Car to replace Unit 87	30,000	-	-	-	-
Car to replace Unit 88	30,000	-	-	-	-
1/2 Ton 4X2 Pickup to replace Unit 113	30,000	-	-	-	-
1/2 Ton 4X4 Pickup to replace Unit 126	35,000	-	-	-	-
3/4 Ton 4X4 cab/chassis to replace Unit 128	40,000	-	-	-	-
Replace deck on Unit 130	12,000	-	-	-	-
1 ton Truck with flat deck to replace Unit 131	50,000	-	-	-	-
Small Aerial Truck to replace Unit 132	120,000	-	-	-	-
Wheel Loader to replace Unit 63	250,000	-	-	-	-
1/2 Ton 4X4 w/canopy to replace Unit C201 (F08)	55,000	-	-	-	-
1/2 Ton 4x4 w/canopy to replace Unit C202 (F12)	55,000	-	-	-	-
1/2 Ton 4X2 Pickup to replace Unit U202 (F15)	30,000	-	-	-	-
	<u>1,104,000</u>	<u>1,801,800</u>	<u>1,200,000</u>	<u>2,152,900</u>	<u>968,550</u>

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Operations

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	3,340	3,100	3,150	3,150	3,200	3,246	3,294	3,342	3,390
Salaries and Benefits	185,086	207,439	201,925	236,145	205,182	205,182	205,182	205,182	205,182
Operating Expense	188,426	210,540	205,075	239,295	208,382	208,428	208,476	208,523	208,572
Internal Allocations Out									
Electric	-	51,259	41,288	42,458	37,908	53,300	53,300	53,300	53,300
Engineering Services	-	17,086	14,292	14,697	13,122	18,500	18,500	18,500	18,500
Facilities	-	-	-	-	30,800	30,800	30,800	30,800	30,800
Storm Sewer	-	-	-	7,290	10,260	10,260	10,260	10,260	10,260
Fleet	-	-	8,800	-	-	-	-	-	-
Roads and Maintenance	-	12,426	12,704	13,064	11,664	16,400	16,400	16,400	16,400
Solid Waste Disposal	-	7,766	7,940	8,165	7,290	10,260	10,260	10,260	10,260
Sewer	-	37,279	33,348	34,293	23,328	32,800	32,800	32,800	32,800
Water	-	29,513	25,408	26,128	23,328	32,800	32,800	32,800	32,800
Total Internal Allocations Out	-	155,329	134,980	147,605	123,930	205,120	205,120	205,120	205,120
Internal Allocations In									
Finance - procurement	317	685	-	429	-	-	-	-	-
Total Internal Allocations in	317	685	-	429	-	-	-	-	-
Total Operating Expense	344,073	76,245	57,470	115,794	3,262	3,308	3,356	3,403	3,452

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	10.47	2.32	1.75	3.52	0.10	0.10	0.10	0.10	0.10
% of property tax	1.28%	0.26%	0.19%	0.38%	0.01%	0.01%	0.01%	0.01%	0.01%

Operations – Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Asset Management	115,000	347,000	101,500	81,500	74,500

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Public Works General – Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Training, Dues, Conferences	8,362	8,362	3,800	-	8,200	8,230	8,260	8,291	8,323
Fleet	856	856	-	-	-	-	-	-	-
Salaries and Benefits	15,302	15,302	-	-	532,926	532,926	532,926	532,926	532,926
Operating Expense	24,521	24,521	3,800	-	541,126	541,156	541,187	541,218	541,249
Internal Allocations Out									
Storm Sewer	-	-	-	-	50,461	50,461	50,461	50,461	50,461
Cemetery	-	-	-	-	7,410	7,410	7,410	7,410	7,410
Fleet	-	-	-	-	19,931	19,931	19,931	19,931	19,931
Parks	-	-	-	-	14,820	14,820	14,820	14,820	14,820
Roads and Maintenance	-	-	-	-	140,566	140,566	140,566	140,566	140,566
Transit	-	-	-	-	13,360	13,360	13,360	13,360	13,360
Solid Waste Disposal	-	-	-	-	36,968	36,968	36,968	36,968	36,968
Sewer	-	-	-	-	145,833	145,833	145,833	145,833	145,833
Water	-	-	-	-	145,833	145,833	145,833	145,833	145,833
Total Internal Allocations Out	-	-	-	-	575,182	575,182	575,182	575,182	575,182
Internal Allocations In									
Finance - procurement	667	2,659	-	1,525	-	-	-	-	-
Information Technology	3,042	2,943	2,300	2,300	5,940	5,940	5,940	5,940	5,940
Fleet	19,250	45,190	7,790	7,790	11,450	11,450	11,450	11,450	11,450
Safety	15,619	19,486	16,501	16,501	16,666	16,636	16,606	16,575	16,543
Total Internal Allocations in	38,578	70,278	26,591	28,116	34,056	34,026	33,996	33,965	33,933
Total Operating Expense	63,098	94,799	30,391	28,116	-	-	-	-	-

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	1.92	2.88	0.92	0.86	-	-	-	-	-
% of property tax	0.23%	0.33%	0.10%	0.09%	0.00%	0.00%	0.00%	0.00%	0.00%

Change 2017 forecast to 2018 budget

\$ change	- 28,116
% change	-100.00%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Change In Internal Allocations	- 28,116	-100.00%

Public Works – Roads and Maintenance

Roads and Maintenance - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Operations by Object									
Goods and Services	597,010	670,363	667,980	730,785	720,160	721,184	722,218	703,263	704,319
Fleet	252,831	264,515	266,550	276,575	265,250	264,750	264,750	264,750	264,750
Salaries and Benefits	991,408	1,028,994	1,038,531	1,130,031	577,130	580,917	592,433	604,182	616,168
Total Operating Expense	1,841,249	1,963,872	1,973,061	2,137,391	1,562,540	1,566,851	1,579,401	1,572,195	1,585,237
Recoveries	(4,743)	(7,944)	-	-	-	-	-	-	-
Net Operating Expense	1,836,505	1,955,928	1,973,061	2,137,391	1,562,540	1,566,851	1,579,401	1,572,195	1,585,237
Operations by Project									
Roads and Related Infrastructure	981,149	1,057,843	1,092,850	1,111,180	1,184,110	1,183,842	1,191,721	1,179,751	1,187,935
Sidewalks and Walkways	214,749	195,635	199,550	198,900	204,620	207,285	210,003	212,775	215,603
Storm Sewer Operations	86,958	118,339	118,350	131,800	106,400	107,485	108,592	109,721	110,873
Support Services	71,622	70,714	37,750	170,950	59,950	60,668	61,400	62,146	62,908
Salaries and Benefits	482,027	513,397	524,561	524,561	7,460	7,572	7,685	7,801	7,918
Net Operating Expense	1,836,505	1,955,928	1,973,061	2,137,391	1,562,540	1,566,851	1,579,401	1,572,195	1,585,237
Internal Allocations Out									
Cemetery	6,320	6,356	6,795	6,795	-	-	-	-	-
Fleet	16,403	16,903	18,092	18,092	-	-	-	-	-
Parks	12,279	12,712	13,591	13,591	-	-	-	-	-
Transit	8,614	8,870	9,496	9,496	-	-	-	-	-
Solid Waste Disposal	28,250	29,136	30,786	30,786	-	-	-	-	-
Sewer	139,141	141,309	148,726	148,726	-	-	-	-	-
Water	130,452	132,705	139,275	139,275	-	-	-	-	-
Total Internal Allocations Out	341,459	347,991	366,761	366,761	-	-	-	-	-
Internal Allocations In									
Operations	12,426	12,704	13,064	11,664	16,400	16,400	16,400	16,400	16,400
Electric - radios	9,493	9,408	11,400	11,400	12,000	12,333	12,674	13,026	13,388
Storm Sewer - From Public Works General	-	-	-	-	50,461	50,461	50,461	50,461	50,461
Storm Sewer - From Operating	-	-	-	-	10,260	10,260	10,260	10,260	10,260
Engineering Design	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Finance - Procurement	274	319	-	-	-	-	-	-	-
HR - training/dues	-	-	-	-	-	-	-	-	-
PW - Wage Allocation	-	-	-	-	140,566	140,566	140,566	140,566	140,566
Total Internal Allocations In	32,193	32,431	34,464	33,064	239,687	240,020	240,362	240,713	241,075
Add back recoveries	(4,743)	(7,944)	-	-	-	-	-	-	-
Total Operating Expense	1,531,982	1,648,312	1,640,764	1,803,694	1,802,227	1,806,871	1,819,763	1,812,908	1,826,312
FTE		26	26	26	27				
Outputs and Outcomes									
	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Net Operating Expense	1,527,239	1,640,368	1,640,764	1,803,694	1,802,227	1,806,871	1,819,763	1,812,908	1,826,312
Cost per capita	46.45	49.89	49.91	54.86	53.38	53.52	53.90	53.70	54.10
% of property tax	5.67%	5.67%	5.36%	5.88%	5.62%	5.42%	5.26%	5.04%	4.88%
Change 2017 forecast to 2018 budget									
\$ change	(1,467)								
% change	-0.08%								
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								

Roads and Maintenance - Operating Budget by Project

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Standby after hrs. call	9,958	11,125	12,200	12,350	12,500	12,750	13,005	13,265	13,530
Tools & Supplies	13,177	12,316	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Yards Grounds	10,157	12,281	4,000	4,525	4,500	4,560	4,621	4,684	4,747
Sign and barricade construction	6,771	7,993	4,750	6,600	4,700	4,767	4,835	4,905	4,976
Safety Equipment	913	1,815	-	-	-	-	-	-	-
Vandalism	20,896	20,997	18,000	21,250	22,000	22,301	22,607	22,920	23,239
Emergency support	1,295	1,154	500	112,975	750	760	770	781	791
Subdivision and capital works callback	8,455	3,034	5,000	2,750	5,000	5,030	5,061	5,092	5,124
Lanes	63,735	64,822	64,100	67,100	68,220	68,535	68,858	69,190	69,532
Streets	461,227	468,586	506,500	524,150	527,750	531,742	535,803	539,937	544,143
Bridges	6,980	39,626	19,250	20,850	54,790	46,831	46,873	26,915	26,959
Parking Lots	16,007	28,688	29,900	41,100	34,500	34,880	35,267	35,662	36,064
Street scape	37,118	29,975	27,200	26,700	50,400	50,792	51,192	51,600	52,016
Street and sidewalk cleaning	187,432	204,089	188,200	190,800	203,450	205,073	206,729	208,418	210,141
Traffic control	208,650	222,057	240,500	240,480	245,000	245,990	247,000	248,030	249,080
Sidewalks	195,770	174,327	180,050	180,600	175,350	177,537	179,769	182,044	184,366
Walkways	18,980	21,308	19,500	18,300	29,270	29,747	30,234	30,731	31,238
Drainage Storm Sewer	86,958	118,339	118,350	131,800	106,400	107,485	108,592	109,721	110,873
Unallocated salaries and benefits	482,027	513,397	524,561	524,561	7,460	7,572	7,685	7,801	7,918
	1,836,505	1,955,928	1,973,061	2,137,391	1,562,540	1,566,851	1,579,401	1,572,195	1,585,237

Roads and Maintenance - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Christmas Decorations - D/T Core	-	75,000	-	-	-
Waste and Recycling Receptacles	20,000	20,000	-	20,000	-
Main St. - 200 Blk Breeze Way Upgrade	-	100,000	-	-	-
	20,000	195,000	-	20,000	-

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Public Works – Street Lighting

Street Lighting - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Operations by Object									
Goods and Services	155,160	102,403	147,771	148,071	178,445	191,755	206,229	221,974	239,108
Fleet	5,961	4,254	100	100	7,350	7,350	7,350	7,350	7,350
Salaries and benefits	30,445	17,488	3,129	3,129	22,754	23,209	23,673	24,147	24,630
Net Operating Expense	191,567	124,145	151,000	151,300	208,549	222,314	237,252	253,470	271,088
Operations by Project									
Vandalism	2,375	579	3,500	3,500	3,546	3,622	3,700	3,781	3,863
City Parking Lots	536	-	500	800	1,000	1,020	1,041	1,062	1,083
Light Standard Condition Assessment	-	952	15,000	15,000	15,450	15,913	16,391	16,883	17,389
Repairs	16,931	21,783	22,000	22,000	67,993	69,625	71,302	73,024	74,795
Electricity	140,000	100,831	110,000	110,000	120,560	132,134	144,819	158,721	173,958
Total Operating Expense	191,567	124,145	151,000	151,300	208,549	222,314	237,252	253,470	271,088

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	5.83	3.78	4.59	4.60	6.18	6.58	7.03	7.51	8.03
% of property tax	0.71%	0.43%	0.49%	0.49%	0.65%	0.67%	0.69%	0.70%	0.72%

Change 2017 forecast to 2018 budget

\$ change	57,249
% change	37.84%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Electricity allocation increase	10,560	6.98%
Budgeting for repairs in Operations in 2018 vs. Capital in 2017	45,993	30.40%

3,281 street lights
 1,518 on steel standards
 1,763 mounted on power poles

Street Lighting - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Relamp Fixtures	31,724	-	-	-	-	-	-	-	-
Vandalism	2,375	579	3,500	3,500	3,546	3,622	3,700	3,781	3,863
City Parking Lots	536	-	500	800	1,000	1,020	1,041	1,062	1,083
Light Standard Condition Assessment	-	952	15,000	15,000	15,450	15,913	16,391	16,883	17,389
Repairs	16,931	21,783	22,000	22,000	67,993	69,625	71,302	73,024	74,795
Electricity	140,000	100,831	110,000	110,000	120,560	132,134	144,819	158,721	173,958
Total Expenses	191,567	124,145	151,000	151,300	208,549	222,314	237,252	253,470	271,088

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Public Works - Traffic Control

Traffic Control - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Operations by Object									
Goods and Services	16,994	31,665	70,646	70,646	64,480	67,254	70,192	73,307	76,611
Fleet	1,185	713	488	488	2,837	2,837	2,837	2,837	2,837
Salaries and benefits	34,744	27,061	1,367	1,367	43,474	44,343	45,230	46,135	47,058
Total Operating Expense	52,923	59,439	72,501	72,501	110,791	114,435	118,259	122,278	126,506
Operations by Project									
Annual Condition Assessment	8,969	4,453	17,400	17,400	17,922	18,460	19,013	19,584	20,171
Provincial Cost Sharing	5,383	5,388	6,500	6,500	-	-	-	-	-
Vandalism/Hit & Run Damage	2,271	2,710	2,000	2,000	2,045	2,106	2,170	2,235	2,302
Traffic Control Electricity	5,299	5,000	5,500	5,500	12,723	13,944	15,283	16,750	18,358
Repairs	29,570	49,098	41,101	41,101	78,101	79,924	81,793	83,710	85,675
Total Operating Expense	52,923	59,439	72,501	72,501	110,791	114,435	118,259	122,278	126,506

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	1.61	1.81	2.21	2.21	3.28	3.39	3.50	3.62	3.75
% of property tax	0.20%	0.21%	0.24%	0.24%	0.35%	0.34%	0.34%	0.34%	0.34%

Change 2017 forecast to 2018 budget

\$ change	<u>38,290</u>
% change	<u>52.81%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Electricity allocation increase	723	1.00%
Budgeting for repairs in Operations in 2018 vs. Capital in 2017	37,000	51.03%

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

Traffic Control - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Annual Condition Assessment	8,969	4,453	17,400	17,400	17,922	18,460	19,013	19,584	20,171
Provincial Cost Sharing	5,383	5,388	6,500	6,500	-	-	-	-	-
Vandalism/Hit & Run Damage	2,271	2,710	2,000	2,000	2,045	2,106	2,170	2,235	2,302
Traffic Control Electricity	5,299	5,000	5,500	5,500	12,723	13,944	15,283	16,750	18,358
Repairs	23,790	41,887	41,101	41,101	78,101	79,924	81,793	83,710	85,675
Salaries and Benefits	7,211	-	-	-	-	-	-	-	-
Total Expenses	52,923	59,439	72,501	72,501	110,791	114,435	118,259	122,278	126,506

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Traffic Control - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Traffic signalization - Upgrade Controllers and Loop Detectors	50,000	102,680	105,436	108,271	111,188
Traffic Signals - New Traffic Detection Devices	63,000	63,000	63,000	63,000	63,000
	113,000	165,680	168,436	171,271	174,188

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Public Works - Transit
Transit - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	23,765	25,551	38,940	42,299	35,450	35,930	36,400	36,870	37,350
Contract - Municipal Share	1,568,813	1,609,661	1,663,007	1,638,915	1,761,000	2,003,090	2,304,180	2,394,370	2,434,660
Fleet	1,233	806	1,086	976	950	960	970	980	990
Salaries and benefits	6,400	8,036	20,068	16,298	6,930	7,090	7,230	7,370	7,520
Total Operating Expense	1,600,211	1,644,055	1,723,101	1,698,488	1,804,330	2,047,070	2,348,780	2,439,590	2,480,520
Revenue	(632,268)	(635,042)	(585,115)	(617,500)	(606,700)	(633,310)	(661,520)	(671,430)	(672,440)
Net Operating Expense	967,943	1,009,013	1,137,986	1,080,988	1,197,630	1,413,760	1,687,260	1,768,160	1,808,080
Internal Allocations In									
PW - Wage Allocation	-	-	-	-	13,360	13,360	13,360	13,360	13,360
Roads and Maintenance	8,614	8,870	9,496	9,496	-	-	-	-	-
	8,614	8,870	9,496	9,496	13,360	13,360	13,360	13,360	13,360
Add back Revenue	(632,268)	(635,042)	(585,115)	(617,500)	(606,700)	(633,310)	(661,520)	(671,430)	(672,440)
Total Operating Expense	1,608,825	1,652,925	1,732,597	1,707,984	1,817,690	2,060,430	2,362,140	2,452,950	2,493,880

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	976,557	1,017,883	1,147,482	1,090,483	1,210,990	1,427,120	1,700,620	1,781,520	1,821,440
Cost per capita	29.70	30.96	34.90	33.17	35.87	42.27	50.37	52.77	53.95
% of property tax	3.63%	3.52%	3.75%	3.56%	3.78%	4.28%	4.91%	4.95%	4.87%

Conventional Transit									
Total Cost per ride	5.65	5.93	6.16	6.30	6.83	7.27	7.87	8.11	8.24
Municipal Cost per ride	2.07	2.19	2.16	2.21	2.42	2.82	3.23	3.36	3.44
Passenger Count	436,663	420,614	420,614	416,671	423,214	438,314	466,614	471,647	471,647

Custom Transit									
Total Cost per ride	8.36	13.42	13.83	16.32	17.56	17.91	18.27	18.63	19.01
Municipal Cost per ride	2.72	4.55	4.55	5.39	5.84	5.98	6.12	6.26	6.40
Passenger Count	34,572	23,212	22,616	22,382	22,382	22,382	22,382	22,382	22,382

Change 2017 forecast to 2018 budget

\$ change	<u>120,507</u>
% change	<u>11.05%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Contract	122,086	11.20%

2018 same service level as 2017, increase reflects change to City BC Transit Contract from fuel costs and anticipated operating cost increases from going to request for proposals

Conventional Transit

8 buses in service
5 routes Monday to Saturday, 1 night route and 1 Sunday route
423,214 rides
Funding: City 38%, BC Transit 42%, Fares 20%
2018 status quo level of service
2019 add 2 trips per day M-F Penticton to Kelowna
2021 add 2 trips per day M-F Penticton to Kelowna

Custom Transit

3 buses in service including 1 spare
Door to door service for people with disabilities, no set route
22,382 rides
Funding: City 34%, BC Transit 61%, Fares 5%
Status quo level of service
2018 increase in taxi saver level of service, then status quo to 2022

Transit - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Electricity	2,857	3,068	3,290	3,250	3,290	3,400	3,500	3,600	3,700
Maintenance Bus Shelters & Benches	24,493	26,929	52,704	51,188	35,240	35,770	36,280	36,790	37,320
Municipal Expense	1,568,813	1,609,661	1,663,007	1,638,915	1,761,000	2,003,090	2,304,180	2,394,370	2,434,660
Taxi Supplements	87	22	200	200	200	200	200	200	200
Coin Processing	3,960	4,374	3,900	4,250	3,900	3,900	3,900	3,900	3,900
Total Expenses	1,600,211	1,644,055	1,723,101	1,697,802	1,803,630	2,046,360	2,348,060	2,438,860	2,479,780
Recoveries	(632,268)	(635,042)	(585,115)	(616,815)	(606,000)	(632,600)	(660,800)	(670,700)	(671,700)
Net Operating Expenses	967,943	1,009,013	1,137,986	1,080,988	1,197,630	1,413,760	1,687,260	1,768,160	1,808,080

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

Environmental Development Segment

Environmental Development Services Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Revenue Summary									
Development Engineering	(17,014)	(37,027)	(71,000)	(79,750)	(73,000)	(73,200)	(73,404)	(73,612)	(73,824)
Economic Development	(95,116)	(75,253)	-	0	-	-	-	-	-
Land Management	(733,832)	(1,026,258)	(1,389,964)	(1,292,702)	(1,286,766)	(1,304,667)	(1,302,233)	(1,320,850)	(1,340,621)
Climate Action Reporting Grant	-	-	(43,000)	(48,073)	(48,000)	(43,000)	(43,000)	(43,000)	(43,000)
Planning	(131,373)	(212,274)	(126,000)	(304,000)	(253,000)	(99,000)	(104,000)	(76,000)	(76,000)
	(977,335)	(1,350,812)	(1,629,964)	(1,724,525)	(1,660,766)	(1,519,867)	(1,522,637)	(1,513,462)	(1,533,445)
Expenditure Summary									
Economic Development	946,236	761,328	425,329	467,746	393,500	378,563	373,626	373,690	373,755
Tourism	354,000	354,000	354,000	354,000	300,000	300,000	300,000	300,000	300,000
Engineering	432,657	165,582	136,995	152,146	170,720	174,686	176,787	178,819	180,878
Development Services	313,682	535,606	644,913	657,091	632,573	612,955	615,653	618,404	621,209
Land Management	189,203	371,788	417,780	382,095	438,913	441,633	444,407	447,237	450,124
Planning	630,392	544,381	763,229	738,272	681,769	688,915	701,303	713,938	726,826
	2,866,169	2,732,685	2,742,246	2,751,349	2,617,475	2,596,752	2,611,776	2,632,088	2,652,791
Net Operating expense	1,888,833	1,381,873	1,112,282	1,026,824	956,709	1,076,884	1,089,140	1,118,626	1,119,346
Cost Per Capita	57.45	42.03	33.83	31.23	28.34	31.90	32.26	33.13	33.16
% of Property Taxes	7.01%	4.78%	3.63%	3.35%	2.98%	3.23%	3.15%	3.11%	2.99%

Economic Development

Economic Development - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Projects	717,718	378,656	231,578	251,578	-	-	-	-	-
Small Business Development	40,713	48,514	50,000	50,000	-	-	-	-	-
Legal	45,159	3,572	20,000	-	-	-	-	-	-
Business Retention & Expansion	-	-	-	-	180,000	180,000	180,000	180,000	180,000
Business Attraction	-	-	-	-	110,000	100,000	95,000	95,000	95,000
Administrative Expenses	-	-	-	-	8,500	8,563	8,626	8,690	8,755
Salaries and benefits	139,659	330,196	117,751	160,168	90,000	90,000	90,000	90,000	90,000
	943,249	760,938	419,329	461,746	388,500	378,563	373,626	373,690	373,755
Labour Market Partner Agreement	(32,108)	(35,528)	-	-	-	-	-	-	-
Recoveries	(63,009)	(39,725)	-	-	-	-	-	-	-
Net Operating Expense	848,133	685,685	419,329	461,746	388,500	378,563	373,626	373,690	373,755
Internal Allocations In									
Communications	-	-	6,000	6,000	5,000	-	-	-	-
Procurement	2,986	390	-	-	-	-	-	-	-
Total Internal Allocations In	2,986	390	6,000	6,000	5,000	-	-	-	-
Add back Revenue	(95,116)	(75,253)	-	-	-	-	-	-	-
Total Operating Expense	946,236	761,328	425,329	467,746	393,500	378,563	373,626	373,690	373,755

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	851,119	686,075	425,329	467,746	393,500	378,563	373,626	373,690	373,755
Cost per capita	25.89	20.87	12.94	14.23	11.97	11.51	11.36	11.37	11.37
% of property tax	3.16%	2.37%	1.39%	1.53%	1.23%	1.14%	1.08%	1.04%	1.00%
Change 2017 forecast to 2018 budget									
\$ change	-	74,246							
% change	-	-15.87%							

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Reorganization Savings	- 70,368	-15.04%

Economic Development - Operating Budget by Project

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Special Programs	301,372	52,163	-	-	-	-	-	-	-
Small bus development	40,713	48,514	50,000	50,000	28,000	28,000	28,000	28,000	28,000
Promo material-commun	46,966	58,563	29,000	29,000	15,000	15,000	15,000	15,000	15,000
Office supplies	239	113	1,500	1,500	-	-	-	-	-
Auto & mileage	1,271	305	-	-	-	-	-	-	-
Miscellaneous	98,294	7,061	7,000	7,000	5,000	5,000	5,000	5,000	5,000
Minor Projects	5,494	16,428	2,917	2,917	38,000	38,000	38,000	38,000	38,000
Remote Worker & Business Attraction	54,613	82,253	55,000	55,000	55,000	45,000	40,000	40,000	40,000
Biking	34,253	25,211	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Event Sport Tourism	64,661	10,221	-	-	-	-	-	-	-
Labour market partnership agreement	3,938	13,508	30,000	30,000	30,000	30,000	30,000	30,000	30,000
VFX/Animation Industry Attract	-	-	7,075	7,075	10,000	10,000	10,000	10,000	10,000
Wine/Viticulture Industry Expand.	-	-	17,800	17,800	15,000	15,000	15,000	15,000	15,000
South OK FDI Group Formation	-	-	5,625	5,625	10,000	10,000	10,000	10,000	10,000
Agri-Tech Industry Develop	-	-	5,300	5,300	15,000	15,000	15,000	15,000	15,000
Performance Management	-	-	10,000	10,000	15,000	15,000	15,000	15,000	15,000
Strategic Outreach	-	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Welcoming Community	-	-	7,000	7,000	8,000	8,000	8,000	8,000	8,000
Community Branding	-	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Start Here Magazine	-	-	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Tourism - external consultants	-	18,279	-	-	-	-	-	-	-
Gateway Casino	56,890	20,023	20,000	20,000	-	-	-	-	-
Event Sport Tourism - General Expenses	-	3,534	-	-	-	-	-	-	-
Scotties Tournament of Hearts	-	4,952	-	-	-	-	-	-	-
Training, Conferences & Dues	610	975	7,161	7,161	8,500	8,563	8,626	8,690	8,755
Salaries and wages	138,819	323,582	117,951	160,368	90,000	90,000	90,000	90,000	90,000
	848,133	685,686	419,329	461,746	388,500	378,563	373,626	373,690	373,755

Tourism

Tourism - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Tourism Funding	354,000	354,000	354,000	354,000	300,000	300,000	300,000	300,000	300,000
Cost per capita	10.77	10.77	10.77	10.77	9.12	9.12	9.12	9.12	9.12
% of property tax	1.31%	1.22%	1.16%	1.15%	0.94%	0.90%	0.87%	0.83%	0.80%

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Development Services

Development Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	23,840	40,226	98,127	113,127	70,500	48,321	48,409	48,497	48,587
Legal	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	163,344	343,078	228,088	228,111	261,033	261,033	261,033	261,033	261,033
Total Operating Expense	194,311	388,304	331,215	346,238	336,533	314,355	314,442	314,531	314,621
Grants	-	(5,878)	-	(158,706)	-	-	-	-	-
Development Cost Charges	(115,880)	(490,984)	(200,000)	(388,501)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Net Operating Expense	78,431	(108,559)	131,215	(200,970)	136,533	114,355	114,442	114,531	114,621
Transfer to DCC Reserve	115,880	490,984	200,000	388,501	200,000	200,000	200,000	200,000	200,000
Internal Allocations In Revenue									
Development Engineering Fees	-	(8,047)	(71,000)	(79,750)	(73,000)	(73,200)	(73,404)	(73,612)	(73,824)
Corporate Services	41,162	58,211	70,000	80,000	70,000	70,000	70,000	70,000	70,000
Communications	-	-	10,000	10,000	8,000	8,000	8,000	8,000	8,000
Development Engineering Expense	71,475	80,954	292,298	287,843	284,082	286,814	289,601	292,442	295,340
Finance - Procurement	548	600	-	360	-	-	-	-	-
Information Technology	6,081	7,538	6,900	6,900	6,958	6,986	7,014	7,043	7,073
Fleet	105	-	5,500	5,500	-	-	-	-	-
Total Internal Allocations In	119,371	147,302	384,698	390,603	369,039	371,800	374,615	377,485	380,412
Add back Recoveries	-	-	(271,000)	(79,750)	(73,000)	(73,200)	(73,404)	(73,612)	(73,824)
Total Operating Expense	313,682	535,606	644,913	657,091	632,573	612,955	615,653	618,404	621,209

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	313,682	535,606	444,913	109,883	432,573	412,955	415,653	418,404	421,209
Cost per capita	9.29	15.86	13.18	3.25	12.81	12.23	12.31	12.39	12.48
% of property tax	1.16%	1.85%	1.45%	0.36%	1.35%	1.24%	1.20%	1.16%	1.13%

Change 2017 forecast to 2018 budget

\$ change	322,689
% change	293.67%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Grant Revenue	158,706	144.43%
DCC Revenue	188,501	171.55%

Land Management

Land Management - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	191,800	209,877	304,136	188,931	186,975	186,975	186,975	186,975	186,975
Legal	-	7,517	-	-	-	-	-	-	-
Salaries and benefits	144,456	202,852	211,344	240,963	251,938	254,658	257,432	260,262	263,149
Total Operating Expense	336,257	420,247	515,480	429,895	438,913	441,633	444,407	447,237	450,124
Revenue	(733,832)	(1,026,258)	(1,389,964)	(1,292,702)	(1,286,766)	(1,304,667)	(1,302,233)	(1,320,850)	(1,340,621)
Net Operating Surplus	(397,575)	(606,012)	(874,484)	(862,808)	(847,853)	(863,034)	(857,825)	(873,613)	(890,497)
Internal Allocations Out									
Planning	147,054	48,459	97,700	47,800	-	-	-	-	-
Total Internal Allocations Out	147,054	48,459	97,700	47,800	-	-	-	-	-
Add back Revenue	(733,832)	(1,026,258)	(1,389,964)	(1,292,702)	(1,286,766)	(1,304,667)	(1,302,233)	(1,320,850)	(1,340,621)
Total Operating Expense	189,203	371,788	417,780	382,095	438,913	441,633	444,407	447,237	450,124

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Surplus	(544,629)	(654,471)	(972,184)	(910,608)	(847,853)	(863,034)	(857,825)	(873,613)	(890,497)

Cost per capita	- 16.13	- 17.95	- 25.90	- 25.56	- 25.11	- 25.56	- 25.41	- 25.88	- 26.38
% of property tax	-2.02%	-2.26%	-3.17%	-2.97%	-2.64%	-2.59%	-2.48%	-2.43%	-2.38%

Change 2017 forecast to 2018 budget

\$ change	62,755
% change	-6.89%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Reduction of internal allocations out	47,800	5.25%
Contractual Wage Increases	10,975	1.21%

Land Management - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Planning									
Land Lease Costs	110,295	57,000	84,243	87,051	82,000	82,000	82,000	82,000	82,000
Land - Utilities	2,114	-	4,000	-	-	-	-	-	-
Goods and Services	15,938	136,049	63,359	57,793	51,575	51,575	51,575	51,575	51,575
630 Munson Mountain Road	4,243	-	-	-	-	-	-	-	-
Land Registration, Appraisals and Surveys	23,066	23,352	67,700	37,800	53,800	53,800	53,800	53,800	53,800
Salaries and Benefits	140,805	202,852	211,344	231,921	251,938	254,658	257,432	260,262	263,149
Revenue	(694,036)	(48,409)	(277,792)	(158,116)	(159,147)	(159,147)	(159,147)	(159,147)	(159,147)
Land Mgmt - City Leases	-	(612,206)	(661,276)	(760,639)	(764,435)	(777,731)	(791,858)	(806,936)	(823,060)
Land Mgmt - License to Use	-	(147,081)	(182,664)	(178,318)	(188,973)	(190,590)	(171,544)	(172,509)	(173,483)
Land Mgmt - Tenancy	-	(129,550)	(120,398)	(111,692)	(105,603)	(105,802)	(106,615)	(107,437)	(108,267)
Land Mgmt - Other	-	(88,019)	(63,000)	(68,608)	(69,008)	(71,798)	(73,468)	(75,222)	(77,063)
	<u>(397,575)</u>	<u>(606,012)</u>	<u>(874,484)</u>	<u>(862,807)</u>	<u>(847,853)</u>	<u>(863,034)</u>	<u>(857,825)</u>	<u>(873,613)</u>	<u>(890,497)</u>

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Land Management - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Land Sales	(1,000,000)	(200,000)	(200,000)	(200,000)	(200,000)
	(1,000,000)	(200,000)	(200,000)	(200,000)	(200,000)

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Planning

Planning - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	24,322	20,108	29,000	33,090	37,800	32,914	33,030	33,147	33,266
Affordable Housing	10,000	31,000	15,000	15,310	15,000	15,000	15,000	15,000	15,000
Salaries and benefits	433,517	420,227	611,529	632,071	623,969	636,001	648,274	660,791	673,559
Urban Forestry Plan	10,259	10,000	-	-	-	-	-	-	-
Total Operating Expense	478,099	481,335	655,529	680,472	676,769	683,915	696,303	708,938	721,826
Revenue	(131,373)	(212,274)	(126,000)	(304,000)	(253,000)	(99,000)	(104,000)	(76,000)	(76,000)
CARIP Grant	-	-	(43,000)	(48,073)	(48,000)	(43,000)	(43,000)	(43,000)	(43,000)
Net Operating Expense	346,726	269,061	486,529	328,399	375,769	541,915	549,303	589,938	602,826
Internal Allocations In									
Land Management	147,053	48,459	97,700	47,800	-	-	-	-	-
Development Services	124	4,377	-	-	-	-	-	-	-
Engineering Design	5,000	10,000	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Finance - Procurement	115	210	-	-	-	-	-	-	-
Total Internal Allocations In	152,293	63,046	107,700	57,800	5,000	5,000	5,000	5,000	5,000
Add back Revenues	(131,373)	(212,274)	(126,000)	(304,000)	(301,000)	(142,000)	(147,000)	(119,000)	(119,000)
Total Operating Expense	630,392	544,381	763,229	738,272	681,769	688,915	701,303	713,938	726,826
Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	499,019	332,108	594,229	386,199	380,769	546,915	554,303	594,938	607,826
Cost per capita	14.78	9.84	17.60	11.44	11.28	16.20	16.42	17.62	18.00
% of property tax	1.85%	1.15%	1.94%	1.26%	1.19%	1.64%	1.60%	1.65%	1.63%
Change 2017 forecast to 2018 budget									
\$ change					(5,429)				
% change					-1.41%				
Changes in net operating budget from 2017 forecast to 2018 are primarily due to:					\$ change	% change			
Reallocation of Land Management expenses					(47,800)				
Reduction of Application Fee Revenue					49,000				
Reduced payroll costs					(8,102)				

Planning - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Public Notification	4,577	7,182	5,000	13,000	10,000	5,000	5,000	5,000	5,000
Policy Review	-	524	5,000	4,000	5,000	5,000	5,000	5,000	5,000
Affordable Housing	10,000	31,000	15,000	15,310	15,000	15,000	15,000	15,000	15,000
Climate action	14,443	7,011	33,385	33,177	37,385	37,385	37,385	37,385	37,385
Urban Forestry Plan	10,259	10,000	-	-	-	-	-	-	-
Conferences, Training, Dues & Memberships	4,297	6,075	8,000	5,298	7,800	7,914	8,030	8,147	8,266
Salaries and Wages	434,385	419,543	589,144	609,686	601,584	613,616	625,889	638,406	651,174
	477,961	481,335	655,529	680,472	676,769	683,915	696,303	708,938	721,826
Recoveries	(131,236)	(212,274)	(169,000)	(352,073)	(301,000)	(142,000)	(147,000)	(119,000)	(119,000)
Net Operating Expense by Project	346,726	269,061	486,529	328,399	375,769	541,915	549,303	589,938	602,826

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Planning - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Official Community Plan	100,000	-	-	-	-

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Engineering Services

Engineering - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	26,567	27,018	51,198	51,198	48,250	48,431	48,614	48,800	48,989
Salaries and Benefits	431,558	186,149	113,100	138,548	143,950	146,815	149,833	152,802	155,818
Net Operating Expense	458,125	213,167	164,298	189,746	192,200	195,246	198,448	201,603	204,808
Internal Allocations Out									
Electric	10,000	10,000	10,000	15,000	15,000	15,300	15,606	15,918	16,236
Engineering Services	82,954	113,153	85,298	105,746	107,200	109,146	111,226	113,236	115,274
Planning	5,000	10,000	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Parks	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Roads and Maintenance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Solid Waste Disposal	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sewer	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
Water	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
Total Internal Allocations Out	151,954	192,153	164,298	189,746	192,200	195,246	198,448	201,603	204,808
Internal Allocations In									
Corporate Administration	1,440	233	25,000	20,000	25,000	25,000	25,000	25,000	25,000
Engineering Design	82,954	113,153	85,298	105,746	107,200	109,146	111,226	113,236	115,274
Operations	17,086	14,292	14,697	13,122	18,500	18,500	18,500	18,500	18,500
Communications	1,076	427	-	-	8,000	10,000	10,000	10,000	10,000
Finance - Procurement	1,929	2,713	-	1,278	-	-	-	-	-
Information Technology	-	-	1,000	1,000	1,020	1,040	1,061	1,083	1,104
Fleet	22,000	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Internal Allocations In	126,486	144,568	136,995	152,146	170,720	174,686	176,787	178,819	180,878
Total Operating expense	432,657	165,582	136,995	152,146	170,720	174,686	176,787	178,819	180,878
Outputs and Outcomes									
	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	12.82	4.90	4.06	4.51	5.06	5.17	5.24	5.30	5.36
% of property tax	1.61%	0.57%	0.45%	0.50%	0.53%	0.52%	0.51%	0.50%	0.48%
Change 2017 forecast to 2018 budget									
\$ change	18,574								
% change	11.30%								
Changes in net operating budget from 2017 forecast to 2018 are primarily due to:									
					\$ change	% change			
Change to internal allocations					18,574	100.00%			

Engineering - General Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Facilities					
Rainfall Monitoring - Budget - Gen Cap	16,000	16,000	-	-	-
Storm Drainage					
Storm Water Management - Liquid Waste Management Plan - Gen Cap Portion	-	84,000	85,000	86,000	87,000
Oxbow Drainage Improvements - Gen Cap Portion	-	59,000	59,000	59,000	59,000
Huth Ave. Storm Sewer Construction - Gen Cap Portion	-	-	-	890,500	-
Storm Master Drainage Plan	-	-	-	122,000	-
	-	143,000	144,000	1,157,500	146,000
Roads and Maintenance					
Transportation Master Plan - Gen Cap Portion	-	57,000	-	-	-
Transportation Master Plan - DCC Portion	100,000	-	-	-	-
Pavement Condition Assessment	58,800	-	-	115,000	-
GIS Development & Support - Gen Cap Portion	-	10,000	10,000	10,000	10,000
Orchard Avenue Reconstruction - Gen Cap Portion	-	919,232	-	-	-
Orchard Avenue Reconstruction - DCC Portion	-	38,868	-	-	-
Bird St & Pl, Haywood St, Gahan St Reconstruction - Gen Cap Portion	313,250	-	-	-	-
East Penticton Interceptor - Fairway Ave to Treatment Plant - Budget - Gen Cap	-	-	-	570,000	-
Aging Storm Sewer Infrastructure Replacement and Upgrades - Gen Cap Portion	-	-	-	-	500,000
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Gen Cap Portion	-	-	175,000	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Financing	-	-	4,836,300	-	-
Warrant Analysis - Intersection Signalization & Pedestrian Crossings - Gen Cap Portion	22,000	24,000	26,000	28,000	30,000
Pavement Management: Rehabilitation - Gen Cap Portion	499,000	127,200	447,190	185,230	568,280
Downtown Revitalization - Main Street - Financing	1,635,040	-	-	-	-
Downtown Revitalization - Main Street 300 Block Street Scape - LIA Portion	299,960	-	-	-	-
Woodstock Road Reconstruction - Gen Cap Portion	-	400,000	248,100	-	-
Penticton Creek Master Plan	25,000	250,000	250,000	250,000	250,000
Penticton Creek Master Plan - Grant Funding	-	250,000	250,000	250,000	250,000
Intersection and Road Marking Improvements - Gen Cap Portion	-	-	51,500	51,500	60,650
Dewdney Crescent Storm Upgrades - Budget - Gen Cap	-	-	33,000	-	-
South Main Street Sanitary Sewer - Budget - Gen Cap	-	-	185,975	-	-
Riddle Road Turn Around - Budget - Gen Cap	37,500	-	-	-	-
Flood & Creek Recovery Costs	749,000	-	-	-	-
Sidewalks, Curbs and Gutter Projects	20,000	-	130,000	75,000	685,000
Traffic Calming Program	123,500	140,500	55,000	55,000	55,000
	3,883,050	2,216,800	6,698,065	1,589,730	2,408,930
Total Engineering General Capital	3,899,050	2,375,800	6,842,065	2,747,230	2,554,930

Recreation and Cultural Services Segment

Recreation and Culture Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Revenue									
Recreation	(1,869,616)	(2,047,297)	(1,955,000)	(2,079,300)	(2,090,000)	(2,112,705)	(2,135,705)	(2,159,004)	(2,182,606)
Parks	(35,879)	(41,004)	-	-	-	-	-	-	-
Library	(175,371)	(133,942)	(245,812)	(239,837)	(252,212)	(252,212)	(252,212)	(252,212)	(252,212)
Library Grants	(125,012)	(125,720)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Museum and Archives	(92,344)	(34,565)	(36,800)	(40,341)	(53,800)	(47,000)	(47,000)	(47,000)	(47,500)
	<u>(2,298,222)</u>	<u>(2,382,528)</u>	<u>(2,242,612)</u>	<u>(2,364,478)</u>	<u>(2,401,012)</u>	<u>(2,416,917)</u>	<u>(2,439,917)</u>	<u>(2,463,216)</u>	<u>(2,487,318)</u>
Expenses									
Recreation	2,003,873	2,107,712	2,289,045	2,265,609	2,382,842	2,398,873	2,413,662	2,428,713	2,444,033
SOEC	1,050,687	1,172,045	1,133,187	1,100,590	1,180,228	1,186,129	1,192,060	1,198,020	1,204,010
Parks	1,917,567	1,984,643	2,038,841	2,044,086	2,160,061	2,168,726	2,203,673	2,224,595	2,199,460
Library	1,288,845	1,301,816	1,300,300	1,287,527	1,333,800	1,342,320	1,351,010	1,359,875	1,368,916
Museum and Archives	266,268	212,343	238,711	225,955	243,302	246,347	247,048	248,757	249,473
	<u>6,527,240</u>	<u>6,778,558</u>	<u>7,000,084</u>	<u>6,923,766</u>	<u>7,300,233</u>	<u>7,342,395</u>	<u>7,407,453</u>	<u>7,459,960</u>	<u>7,465,892</u>
Net Operating Expense	4,229,018	4,396,030	4,757,472	4,559,288	4,899,221	4,925,478	4,967,536	4,996,744	4,978,574
Cost Per Capita	128.63	133.71	144.71	138.68	145.11	145.89	147.14	148.00	147.47
% of Property Taxes	15.70%	15.20%	15.53%	14.87%	15.28%	14.78%	14.35%	13.89%	13.31%

Recreation

Recreation - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	261,478	344,806	370,625	380,880	402,350	404,938	406,039	407,151	408,276
Fleet	2,446	1,727	-	-	-	-	-	-	-
Salaries and benefits	1,728,924	1,731,415	1,891,802	1,858,111	1,951,927	1,965,327	1,978,973	1,992,868	2,007,018
Total Operating Expense	1,992,847	2,077,947	2,262,427	2,238,991	2,354,277	2,370,266	2,385,012	2,400,020	2,415,295
Recoveries	(1,869,616)	(2,047,297)	(1,955,000)	(2,079,300)	(2,090,000)	(2,112,705)	(2,135,705)	(2,159,004)	(2,182,606)
Net Operating Expense	123,231	30,651	307,427	159,691	264,277	257,561	249,307	241,016	232,689
Internal Allocations In									
Safety	7,241	10,119	10,518	10,518	10,623	10,623	10,623	10,623	10,623
Finance - Procurement	462	780	-	-	-	-	-	-	-
Information Technology	3,323	4,851	5,100	5,100	6,942	6,984	7,027	7,070	7,115
Fleet	-	14,015	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Internal Allocations In	11,026	29,765	26,618	26,618	28,565	28,607	28,650	28,694	28,738
Add back Revenue	(1,869,616)	(2,047,297)	(1,955,000)	(2,079,300)	(2,090,000)	(2,112,705)	(2,135,705)	(2,159,004)	(2,182,606)
Total Operating Expense	2,003,873	2,107,712	2,289,045	2,265,609	2,382,842	2,398,873	2,413,662	2,428,713	2,444,033

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	134,257	60,416	334,045	186,309	292,842	286,168	277,957	269,710	261,427
Cost per capita	4.08	1.84	10.16	5.67	8.91	8.70	8.45	8.20	7.95
% of property tax	0.50%	0.21%	1.09%	0.61%	0.91%	0.86%	0.80%	0.75%	0.70%
Change 2017 forecast to 2018 budget									
\$ change					106,533				
% change					57.18%				

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Contractual Labour increases	93,816	50.35%

1,400+ annual programs
500,000 visitors each year

Recreation - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Expenses									
Recreation	463,065	429,839	574,218	575,800	591,019	597,995	605,111	612,370	619,773
Aquatics	811,602	877,717	852,973	844,700	868,206	868,376	868,548	868,721	868,896
Facility Rentals	53,480	57,811	58,800	78,455	85,800	85,150	85,504	85,861	86,221
Programs	402,523	414,641	447,111	449,511	454,102	462,780	469,061	475,447	481,940
Recreation General	63,582	81,163	106,700	106,200	106,200	106,760	107,326	107,897	108,474
Sport & Events	-	-	103,500	65,200	130,000	130,000	130,000	130,000	130,000
Recreation	122,571	107,751	29,125	29,125	28,950	29,204	29,462	29,724	29,990
Recoveries - Recreation	76,024	109,025	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Expenses	1,992,847	2,077,947	2,262,427	2,238,991	2,354,277	2,370,266	2,385,012	2,400,020	2,415,295
Revenue									
Recreation	-	-	-	-	-	-	-	-	-
Aquatics	(735,710)	(858,294)	(846,000)	(906,000)	(907,000)	(916,070)	(925,231)	(934,483)	(943,828)
Facility Rentals	(628,339)	(682,253)	(637,500)	(705,800)	(706,500)	(716,660)	(726,989)	(737,491)	(748,168)
Programs	(337,371)	(351,927)	(343,500)	(347,000)	(355,500)	(358,975)	(362,485)	(366,030)	(369,610)
Recreation General	(74,786)	(29,620)	(28,000)	(20,500)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)
Recoveries - Recreation	(93,409)	(125,203)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Revenue	(1,869,616)	(2,047,297)	(1,955,000)	(2,079,300)	(2,090,000)	(2,112,705)	(2,135,705)	(2,159,004)	(2,182,606)
Net Operating Expense	123,231	30,651	307,427	159,691	264,277	257,561	249,307	241,016	232,689

SOEC - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Contract	1,049,995	1,163,945	1,133,187	1,100,406	1,180,228	1,186,129	1,192,060	1,198,020	1,204,010
Procurement Services	692	300	-	184	-	-	-	-	-
Equipment Repairs and Maintenance	-	7,800	-	-	-	-	-	-	-
Total Operating Expense	1,050,687	1,172,045	1,133,187	1,100,590	1,180,228	1,186,129	1,192,060	1,198,020	1,204,010
Cost per capita	31.96	35.65	34.47	33.48	35.90	36.08	36.26	36.44	36.62
% of property tax	3.07%	3.41%	3.18%	3.08%	3.68%	3.30%	3.24%	3.19%	3.12%

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Public Works - Parks

Public Works Parks - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	291,550	270,458	272,190	301,835	317,385	301,033	301,184	291,337	291,492
Fleet	343,390	353,564	328,550	319,050	347,200	346,200	346,200	346,200	346,200
Salaries and Benefits	1,187,890	1,243,565	1,323,635	1,308,735	1,364,819	1,384,337	1,411,902	1,440,026	1,468,720
Total Operating Expense	1,822,830	1,867,587	1,924,375	1,929,620	2,029,404	2,031,570	2,059,286	2,077,562	2,106,411
Recoveries	(35,879)	(41,004)	-	-	-	-	-	-	-
Net Operating Expense	1,786,950	1,826,582	1,924,375	1,929,620	2,029,404	2,031,570	2,059,286	2,077,562	2,106,411
Internal Allocations Out									
Cemetery		9,808	11,233	11,233	11,579	11,811	12,047	12,288	12,533
Internal Allocations In									
Irrigation - sewer	-	-	30,000	30,000	33,900	38,985	44,833	46,000	-
Engineering Design	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Irrigation - water	55,000	55,000	31,325	31,325	36,140	37,693	39,312	41,001	42,762
Procurement	437	479	-	-	-	-	-	-	-
HR - training/dues	-	-	-	-	-	-	-	-	-
Fleet	16,500	29,815	31,500	31,500	38,000	38,000	38,000	38,000	38,000
PW - Wage Allocation	-	-	-	-	14,820	14,820	14,820	14,820	14,820
PW - Wage Allocation	12,279	12,712	13,591	13,591	-	-	-	-	-
HR - Safety	5,521	18,858	9,283	9,283	9,376	9,469	9,469	9,500	-
Total Internal Allocations In	94,737	126,864	125,699	125,699	142,235	148,967	156,434	159,320	105,582
Add Back Recoveries	(35,879)	(41,004)	-	-	-	-	-	-	-
Total Operating Expense	1,917,567	1,984,643	2,038,841	2,044,086	2,160,061	2,168,726	2,203,673	2,224,595	2,199,460
Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	1,881,687	1,953,446	2,038,841	2,044,086	2,160,061	2,168,726	2,203,673	2,224,595	2,199,460
Cost per capita	57.23	59.42	62.01	62.17	65.70	65.96	67.03	67.66	66.90
% of property tax	6.99%	6.76%	6.66%	6.67%	6.74%	6.51%	6.36%	6.18%	5.88%
Change 2017 forecast to 2018 budget									
\$ change					115,975				
% change					5.67%				
Changes in net operating budget from 2017 forecast to 2018 are primarily due to:									
					\$ change	% change			
Contractual Labour increases					56,084	2.74%			
Fleet Cost Increases					28,150	1.38%			

Public Works Parks - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Parks - General	311,111	320,239	324,320	322,670	393,423	395,524	402,767	400,155	407,690
A - Standard - Beaches	123,194	124,438	122,100	123,150	134,400	125,935	127,508	129,119	130,769
A - Standard - Parks	364,678	385,294	377,950	383,600	380,300	385,365	390,531	395,801	401,177
B - Standard - Beaches	55,107	39,518	59,350	54,800	57,600	58,071	58,551	59,041	59,541
B - Standard - Parks	118,379	117,733	127,750	127,100	127,870	129,622	131,410	133,233	135,093
Boulevards	192,370	205,404	190,850	196,725	200,550	203,119	205,740	208,413	211,140
C - Standard - Beaches	4,774	7,512	8,650	8,650	8,650	8,753	8,858	8,966	9,075
C - Standard - Parks	7,121	10,514	15,875	12,050	13,500	13,682	13,868	14,058	14,251
Natural Green Belts	15,568	13,411	14,230	16,600	15,006	15,207	15,413	15,622	15,836
Parking Lots	5,753	4,300	11,000	11,000	13,400	13,489	13,580	13,672	13,767
Parks City Owned Buildings	75,948	66,698	95,450	98,700	99,420	100,922	102,455	104,018	105,613
School District	10,021	14,337	15,050	19,000	18,100	18,357	18,620	18,888	19,161
Sports Fields	204,617	200,015	216,300	218,100	216,000	218,737	221,529	224,378	227,283
Trails	72,563	59,015	90,800	79,550	107,800	98,892	100,006	101,142	102,301
Undeveloped Lots	842	1,243	2,750	2,300	2,400	2,435	2,471	2,507	2,545
Parks - Tools and Equipment	3,160	3,310	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Parks - Garbage and Recycling	106,203	124,602	124,250	123,000	136,500	137,973	139,475	141,008	142,571
Parks - snow and ice control	43,967	57,310	53,000	53,000	54,000	54,758	55,531	56,319	57,123
Parks - wildlife control	19,123	20,499	20,500	25,200	20,500	20,560	20,621	20,684	20,748
Parks - porta toilets	4,543	5,942	6,000	5,950	6,000	6,000	6,000	6,000	6,000
Parks - fountains	2,069	2,189	2,050	2,050	2,100	2,133	2,167	2,201	2,236
Parks - other accounts	14,993	14,969	8,800	8,800	8,800	8,800	8,800	8,800	8,800
Public Works - Parks	34,077	27,338	34,350	34,350	10,085	10,233	10,384	10,537	10,692
Public Works - Parks - recoveries	(3,231)	751	-	275	-	-	-	-	-
	1,786,950	1,826,582	1,924,375	1,929,620	2,029,404	2,031,570	2,059,286	2,077,562	2,106,411

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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

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Irrigation Upgrades	120,000	100,000	90,000	35,000	120,000
Tennis Court Upgrades	-	100,000	15,000	15,000	15,000
Wage Allocations	60,242	61,449	62,680	63,936	65,218
Parks Master Plan	100,000	150,000	250,000	250,000	250,000
Queens Park Irrigation		70,000			
Turf Grass Conversion	-	-	30,000	30,000	30,000
Leir House Landscape Design	-	-	-	50,000	-
Parkway Field Fence Upgrade	-	80,000	-	-	-
Columbia Field Upgrades	24,000	-	-	-	-
Okanagan Lake Park - Concrete Replacement	50,000	-	-	-	-
	354,242	561,449	447,680	443,936	480,218

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Library

Library - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	473,899	474,208	469,300	456,527	481,800	481,800	481,800	481,800	481,800
Salaries and benefits	814,946	827,608	831,000	831,000	852,000	860,520	869,210	878,075	887,116
Total Operating Expense	1,288,845	1,301,816	1,300,300	1,287,527	1,333,800	1,342,320	1,351,010	1,359,875	1,368,916
Recoveries	(175,371)	(133,942)	(245,812)	(239,837)	(252,212)	(252,212)	(252,212)	(252,212)	(252,212)
Grants	(125,012)	(125,720)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Net Operations	988,462	1,042,154	1,049,488	1,042,690	1,076,588	1,085,108	1,093,798	1,102,663	1,111,704
From/to Prior year surplus	37,176	(17,214)	-	6,798	-	-	-	-	-
Balance	1,025,638	1,024,940	1,049,488	1,049,488	1,076,588	1,085,108	1,093,798	1,102,663	1,111,704

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Operating Subsidy	1,025,638	1,024,940	1,049,488	1,049,488	1,076,588	1,085,108	1,093,798	1,102,663	1,111,704
Cost per capita	31.20	31.17	31.92	31.92	32.75	33.01	33.27	33.54	33.81
% of property tax	3.81%	3.54%	3.43%	3.42%	3.36%	3.26%	3.16%	3.06%	2.97%

Change 2017 forecast to 2018 budget

\$ change	<u>27,100</u>
% change	<u>2.58%</u>

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Contractual Labour increases	21,000	2.00%
Additional Revenues	-	-1.18%
Goods and Services	25,273	2.41%

Library - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Library costs - postage & freight	3,695	4,835	4,000	2,890	4,000	4,000	4,000	4,000	4,000
Library costs - program support	4,355	3,785	4,000	7,110	10,000	10,000	10,000	10,000	10,000
Library costs - equipment maintenance	-	1,196	1,000	3,348	2,000	2,000	2,000	2,000	2,000
Library costs - equipment	3,328	10,840	5,000	9,000	10,000	10,000	10,000	10,000	10,000
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	34,213	37,954	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Library costs - office supplies	37,121	39,148	30,000	32,087	30,000	30,000	30,000	30,000	30,000
Library costs - book purchases	141,303	134,026	145,000	135,000	145,000	145,000	145,000	145,000	145,000
Library costs - audio books	6,569	77	-	-	-	-	-	-	-
Library costs - software	369	726	500	703	1,000	1,000	1,000	1,000	1,000
Library costs - online databases	8,997	13,919	12,500	16,512	12,500	12,500	12,500	12,500	12,500
Library costs - videos	7,492	4,185	10,000	2,795	10,000	10,000	10,000	10,000	10,000
Library costs - periodicals	18,228	21,684	18,000	15,712	18,000	18,000	18,000	18,000	18,000
Library costs - vehicle allowance	1,054	288	1,500	820	1,500	1,500	1,500	1,500	1,500
Library costs - internet	-	1,628	5,000	5,500	5,000	5,000	5,000	5,000	5,000
Library costs - planning	331	784	3,000	647	3,000	3,000	3,000	3,000	3,000
Library costs - marketing	2,603	6,608	5,000	969	5,000	5,000	5,000	5,000	5,000
Library costs - wellness	1,149	966	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Library costs - recruitment	983	3,126	-	-	-	-	-	-	-
Library Costs - training	12,388	13,334	10,000	15,432	10,000	10,000	10,000	10,000	10,000
Library Costs - telephone	760	-	-	-	-	-	-	-	-
Library Costs - safety	140	-	-	-	-	-	-	-	-
Salary and benefits	814,941	807,907	831,000	831,000	852,000	860,520	869,210	878,075	887,116
Library - Grant Revenue	(137,289)	(125,012)	(130,712)	(130,712)	(130,712)	(130,712)	(130,712)	(130,712)	(130,712)
Library - Sales and service fees	(51,000)	(60,987)	(64,500)	(59,708)	(64,500)	(64,500)	(64,500)	(64,500)	(64,500)
Library - Other contributions	(74,918)	(84,874)	(55,600)	(54,417)	(62,000)	(62,000)	(62,000)	(62,000)	(62,000)
	<u>1,025,639</u>	<u>1,024,940</u>	<u>1,049,488</u>	<u>1,049,488</u>	<u>1,076,588</u>	<u>1,085,108</u>	<u>1,093,798</u>	<u>1,102,663</u>	<u>1,111,704</u>

Museum and Archives

Museum and Archives - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	87,582	23,411	101,520	87,228	104,320	104,364	105,066	106,774	107,490
Salaries and benefits	178,351	188,582	136,691	138,227	136,482	139,482	139,482	139,482	139,482
	265,933	211,994	238,211	225,455	240,802	243,847	244,548	246,257	246,973
Recoveries	(92,344)	(34,565)	(36,800)	(40,341)	(53,800)	(47,000)	(47,000)	(47,000)	(47,500)
Net Operating Expense	173,589	177,429	201,411	185,114	187,002	196,847	197,548	199,257	199,473
Internal Allocations In									
IT - printing/software	335	349	500	500	2,500	2,500	2,500	2,500	2,500
Total Internal Allocations In	335	349	500	500	2,500	2,500	2,500	2,500	2,500
Add back Revenue	(92,344)	(34,565)	(36,800)	(40,341)	(53,800)	(47,000)	(47,000)	(47,000)	(47,500)
Total Operating Expenses	266,268	212,343	238,711	225,955	243,302	246,347	247,048	248,757	249,473
Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Expense	173,924	177,778	201,911	185,614	189,502	199,347	200,048	201,757	201,973
Cost per capita	5.29	5.41	6.14	5.65	5.76	6.06	6.08	6.14	6.14
% of property tax	0.65%	0.61%	0.66%	0.61%	0.59%	0.60%	0.58%	0.56%	0.54%
Change 2017 forecast to 2018 budget									
\$ change	3,889								
% change	2.10%								

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
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15,000 visits in 2017
 70 programming events
 24,000 images in digital photo library
 500 + inquiries for public/archive research

Museum and Archives - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Admin & Office	2,031	944	2,500	1,000	2,500	3,000	3,000	3,000	3,000
Archives	24,888	28,256	26,000	28,500	28,000	26,523	26,788	27,056	27,326
Collections Management	15,935	14,152	15,500	8,400	16,000	15,812	15,970	16,129	16,291
Events	917	3,418	5,000	2,500	4,000	5,000	5,000	6,000	6,000
Exhibits	9,650	19,960	23,500	19,000	23,500	23,972	24,212	24,454	24,699
Gift Shop	1,023	598	500	500	300	500	500	500	500
Marketing	1,719	2,663	4,000	3,000	4,500	4,000	4,000	4,000	4,000
Operations & Equipment	5,913	2,020	4,000	3,000	4,500	5,000	5,000	5,000	5,000
Programs & Projects	10,306	10,742	10,000	8,000	10,000	10,000	10,000	10,000	10,000
Staff & Volunteers	3,484	2,297	7,000	5,000	7,500	10,000	10,000	10,000	10,000
Steamfest	55,000	8,791	-	169	-	-	-	-	-
Hands on Heritage Lab	-	4,298	-	3,893	-	-	-	-	-
office supplies - museum	-	290	1,000	1,000	1,000	1,000	1,000	1,000	1,000
HR services - museum - conferenc	158	47	1,900	1,900	1,900	1,928	1,957	1,987	2,017
HR services - museum - dues and	-	-	620	620	620	629	639	648	658
Salaries and Benefits	133,015	128,161	136,691	138,973	136,482	136,482	136,482	136,482	136,482
	264,039	209,054	238,211	225,455	240,802	243,847	244,548	246,257	246,973
Donations - Door	(8,100)	(7,070)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(7,000)
Donations - Specific Projects	(10,140)	(400)	(5,000)	(200)	0	(6,000)	(6,000)	(6,000)	(6,000)
Archival/Environment Research	(1,018)	(1,344)	(2,000)	(1,200)	(1,500)	(2,000)	(2,000)	(2,000)	(2,000)
Museum Programs	(3,137)	(1,134)	(3,000)	(2,500)	(2,500)	(5,000)	(5,000)	(5,000)	(5,000)
Gift Shop Revenues	(448)	(319)	(300)	(300)	(300)	(500)	(500)	(500)	(500)
Provincial Grant	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Federal Grants	(47,606)	0	0	(3,000)	20,000	(5,000)	(5,000)	(5,000)	(5,000)
Other Grants	0	(1,359)	0	(6,641)	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)
	173,589	177,429	201,411	185,114	187,002	196,847	197,548	199,257	199,473

Public Works - Cemetery

Cemetery - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	172,177	171,629	173,120	178,226	175,120	175,120	175,120	175,120	175,120
Fleet	3,380	1,518	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Salaries and benefits	8,292	5,475	6,000	6,000	6,040	6,202	6,368	6,540	6,717
Total Operating Expense	183,849	178,622	181,620	186,726	183,660	183,822	183,988	184,160	184,337
Recoveries	(279,413)	(363,357)	(345,600)	(440,000)	(370,000)	(370,000)	(370,000)	(370,000)	(370,000)
Net Operating Surplus	(95,564)	(184,735)	(163,980)	(253,274)	(186,340)	(186,178)	(186,012)	(185,840)	(185,663)
Internal Allocations In									
Finance - Procurement	808	-	-	-	-	-	-	-	-
Public Works Wage Allocation	-	-	-	-	7,410	7,410	7,410	7,410	7,410
Parks	9,808	10,557	11,233	11,233	11,579	11,811	12,047	12,288	12,533
Roads and maintenance	6,320	6,356	6,795	6,795	-	-	-	-	-
Total Internal Allocations In	16,935	16,913	18,028	18,028	18,989	19,220	19,457	19,698	19,943
Add back Revenue	(279,413)	(363,357)	(345,600)	(440,000)	(370,000)	(370,000)	(370,000)	(370,000)	(370,000)
Total Operating Expense	200,784	195,535	199,648	204,754	202,649	203,042	203,445	203,858	204,280

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net surplus	(78,629)	(167,822)	(145,952)	(235,246)	(167,351)	(166,958)	(166,555)	(166,142)	(165,720)
Cost per capita	(2.39)	(5.10)	(4.44)	(7.16)	(5.09)	(5.08)	(5.07)	(5.05)	(5.04)
% of property tax	-0.29%	-0.58%	-0.48%	-0.77%	-0.52%	-0.50%	-0.48%	-0.46%	-0.44%
Change 2017 forecast to 2018 budget									
\$ change	67,895								
% change	-28.86%								

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

	\$ change	% change
Columbarium Sales budgeted higher than 2017 budget but les than 2017 Forecast	70,000	-29.76%

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 internment options , such as green burial and estate plots

Public Works Cemetery - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Fairview Cemetery - Maintenance - general	12,820	5,117	7,000	7,000	7,000	7,080	7,162	7,245	7,330
Lakeview Cemetery - Annual Maintenance & Service Contract	140,470	150,070	150,070	150,070	150,070	150,070	150,070	150,070	150,070
Grave Liners	12,864	11,354	9,000	11,106	11,000	11,000	11,000	11,000	11,000
Irrigation - Annual Charges for Water	523	483	2,300	2,300	2,300	2,300	2,300	2,300	2,300
Miscellaneous Labour & Supplies	5,471	4,090	5,500	5,500	5,540	5,622	5,706	5,795	5,887
Columbarium - niche plates	5,825	6,411	3,500	6,500	3,500	3,500	3,500	3,500	3,500
Niche vases	1,255	318	250	250	250	250	250	250	250
Advertising	348	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	179,577	177,843	181,620	186,726	183,660	183,822	183,988	184,160	184,337
Plot Sales	(44,792)	(35,796)	(55,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Grave Open/Close	(77,114)	(87,271)	(80,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Grave Marker Maintenance	(20,664)	(28,387)	(26,800)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Grave Liners	(17,667)	(19,578)	(20,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Carefund	(30,686)	(33,220)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Reservation Fee	(1,454)	(1,493)	(1,800)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Columbarium Sales	(80,338)	(154,455)	(130,000)	(250,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Lantern Concrete Tablet Sales	(2,428)	(2,379)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Net Operating Surplus	(95,564)	(184,735)	(163,980)	(253,274)	(186,340)	(186,178)	(186,012)	(185,840)	(185,663)

Cemetery - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cemetery - Lakeview Cemetery	60,000	60,000	60,000	46,200	129,375
	60,000	60,000	60,000	46,200	129,375

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Public Works – Solid waste disposal

Solid Waste - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	1,396,268	1,342,745	1,440,040	1,419,028	1,586,800	1,592,489	1,598,201	1,603,936	1,609,693
Fleet	1,530	1,493	1,500	1,530	1,500	1,500	1,500	1,500	1,500
Salaries and Benefits	7,457	10,822	57,575	61,675	84,850	86,537	88,258	90,012	91,802
Total Operating Expense	1,405,255	1,355,060	1,499,115	1,482,233	1,673,150	1,680,526	1,687,959	1,695,448	1,702,995
Recoveries	(1,995,719)	(1,998,781)	(2,029,350)	(2,107,130)	(1,877,100)	(1,882,696)	(1,888,310)	(1,893,940)	(1,899,587)
MMBC	(466,801)	(467,109)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)
Net Operating Surplus	(1,057,264)	(1,110,830)	(996,975)	(1,091,637)	(670,690)	(668,910)	(667,091)	(665,232)	(663,332)
Internal Allocations In									
Operations	7,766	7,940	8,165	7,290	10,260	10,260	10,260	10,260	10,260
Finance - Procurement	257	60	-	-	-	-	-	-	-
Engineering Design	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
PW - Fleet	-	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
PW - Wage Allocations	-	-	-	-	36,968	36,968	36,968	36,968	36,968
PW - Roads and Maintenance	28,250	29,136	30,786	30,786	-	-	-	-	-
Total Internal Allocations In	41,273	42,136	49,451	48,576	57,728	57,728	57,728	57,728	57,728
Add back Revenue	(2,462,519)	(2,465,890)	(2,496,090)	(2,573,870)	(2,343,840)	(2,349,436)	(2,355,050)	(2,360,680)	(2,366,327)
Total Operating Expense	1,446,528	1,397,196	1,548,566	1,530,809	1,730,878	1,738,254	1,745,686	1,753,176	1,760,723

Outputs and Outcomes	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Net Operating Surplus	(1,015,991)	(1,068,694)	(947,524)	(1,043,061)	(612,962)	(611,183)	(609,363)	(607,504)	(605,604)
Cost per capita	(30.90)	(32.51)	(28.82)	(31.73)	(18.64)	(18.59)	(18.53)	(18.48)	(18.42)
% of property tax	-3.77%	-3.70%	-3.09%	-3.40%	-1.91%	-1.83%	-1.76%	-1.69%	-1.62%

Change 2017 forecast to 2018 budget

\$ change	430,099
% change	41.23%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Tippling Fees Increase	64,500	6.18%
Recycling Revenue Reduction	229,620	22.01%
Yard Waste Expenses	45,500	4.36%
Curbside Collection Expenses	48,610	4.66%

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

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Solid Waste - general - City clean up	6,713	5,809	5,350	6,700	6,450	6,555	6,662	6,771	6,883
Solid Waste - Residential & Rural curbside collection	308,325	303,654	307,740	307,740	356,350	357,419	358,491	359,567	360,645
Garbage tags	-	2,597	500	500	500	500	500	500	500
Tipping Fees - solid waste	396,212	387,210	408,500	408,500	473,000	475,365	477,742	480,130	482,531
Yard Waste Prog	126,523	129,033	127,000	127,000	172,500	173,018	173,537	174,057	174,579
Tipping Fees - Yard Waste Prog	74,256	35,909	40,800	40,800	66,000	66,329	66,661	66,993	67,328
Spring Bulky Item Pickup Program	9,936	9,837	10,000	9,976	10,000	10,030	10,060	10,090	10,121
Tipping Fees - Bulky Item Tipping/Environ Fee	8,472	8,876	9,000	9,262	11,000	11,033	11,066	11,099	11,133
Xmas Tree Recycle	1,281	1,333	2,000	1,580	1,750	1,760	1,770	1,780	1,790
Recycling - Residential & Rural curbside collection	321,950	320,673	322,550	322,500	293,000	293,879	294,761	295,645	296,532
Recycling - Multi-family Bi-Weekly collection	132,830	131,812	133,950	133,950	134,000	134,402	134,805	135,210	135,615
Recycling - Multi-family Weekly collection	3,805	4,704	4,000	4,000	7,500	7,522	7,545	7,568	7,590
Recycling - Calender Production & Mailer	4,760	6,401	8,500	5,500	8,500	8,500	8,500	8,500	8,500
Recycling Education general	10,137	7,211	10,000	10,000	20,000	20,200	20,404	20,612	20,824
Cart Maintenance Contract	-	-	22,000	22,000	14,000	14,042	14,084	14,126	14,169
Cart Maintenance parts	-	-	10,000	5,000	5,000	5,000	5,000	5,000	5,000
Cart Maintenance New Purchases	-	-	25,000	15,000	25,000	25,000	25,000	25,000	25,000
Solid Waste Sustainable Community Coordinator	-	-	52,225	52,225	68,600	69,972	71,371	72,799	74,255
	1,405,200	1,355,060	1,499,115	1,482,233	1,673,150	1,680,526	1,687,959	1,695,448	1,702,995
User fee garbage rates revenue	(1,257,267)	(1,255,443)	(1,273,800)	(1,346,910)	(1,347,000)	(1,351,041)	(1,355,094)	(1,359,159)	(1,363,237)
Garbage tag sales revenue	(3,862)	(4,738)	(3,500)	(5,000)	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)
User fee recycling	(732,883)	(738,524)	(741,450)	(748,120)	(518,500)	(520,056)	(521,616)	(523,181)	(524,750)
MMBC Recycle Program Financial Incentive	(466,801)	(467,109)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)
Recycling - Calender Production & Mailer	(1,500)	-	(1,500)	-	-	-	-	-	-
Applications for curbside collections	(152)	(76)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Cart Maintenance Administration Fee	-	-	(9,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Net Operating Surplus	(1,057,264)	(1,110,830)	(996,975)	(1,091,637)	(670,690)	(668,910)	(667,091)	(665,232)	(663,332)

Electric Utility

Electric Utility - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	27,346,702	26,842,000	34,289,124	34,196,958	33,701,413	32,916,788	34,469,480	35,925,809	36,912,825
Fleet	78,864	39,985	51,895	55,657	76,402	76,402	76,402	76,402	76,402
Salaries and Benefits	1,255,469	1,339,173	1,409,951	1,431,282	1,530,922	1,561,864	1,593,472	1,625,767	1,658,774
Total Operating Expense	28,681,035	28,221,159	35,750,970	35,683,897	35,308,737	34,555,054	36,139,354	37,627,978	38,648,001
Recoveries	(39,278,532)	(39,658,396)	(42,040,580)	(42,102,694)	(42,084,311)	(43,344,682)	(44,642,822)	(45,979,861)	(47,356,966)
Balance	(10,597,497)	(11,437,237)	(6,289,610)	(6,418,797)	(6,775,574)	(8,789,628)	(8,503,468)	(8,351,883)	(8,708,966)
Internal Allocations Out									
Roads and Maintenance	9,493	9,408	11,400	11,400	12,000	12,333	12,674	13,026	13,388
Internal Allocations In									
Operations	51,259	41,288	42,458	37,908	53,300	53,300	53,300	53,300	53,300
Communications	-	-	250	250	-	-	-	-	-
Finance - POS and banking fees	-	2,781	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Finance - Procurement	6,711	2,084	-	4,725	-	-	-	-	-
Engineering Design	10,000	10,000	10,000	15,000	15,000	15,300	15,606	15,918	16,236
IT - printing/software	2,548	2,155	6,800	6,822	8,300	8,430	8,563	8,698	8,836
PW - Fleet	41,250	48,000	44,000	44,000	39,500	39,500	39,500	39,500	39,500
PW - Wage Allocations	-	-	-	-	-	-	-	-	-
Administration	2,254,447	2,076,635	1,881,457	1,893,431	1,702,834	1,524,211	1,345,588	1,300,000	1,300,000
HR - Safety	17,914	14,375	10,201	10,201	10,303	10,406	7,470	8,200	8,500
Total Internal Allocations In	2,384,129	2,197,318	1,998,166	2,015,337	1,832,237	1,654,147	1,473,027	1,428,616	1,429,372
Total Operating Expense	31,055,671	30,409,069	37,737,736	37,687,834	37,128,974	36,196,869	37,599,706	39,043,568	40,063,985
Net Operating Surplus	(8,203,875)	(9,230,511)	(4,302,844)	(4,414,860)	(4,955,337)	(7,147,813)	(7,043,116)	(6,936,293)	(7,292,981)
Transfers to Surplus/Reserve									
Electric Surplus	5,013,575	4,851,111	(2,590,233)	(2,478,217)	(1,521,806)	2,430,399	2,509,820	1,709,011	2,504,392
Electric Capital	6,676,682	2,672,393	3,715,085	3,715,085	3,305,287	1,551,681	1,373,674	2,082,282	1,643,589
Reserve for Future Expenditures	(6,676,682)	(1,362,733)	-	-	-	-	-	-	-
General Revenue Operating Fund	137,400	23,000	-	-	-	-	-	-	-
General Revenue Capital (Dividend)	3,052,900	3,046,740	3,177,992	3,177,992	3,171,856	3,165,733	3,159,622	3,145,000	3,145,000
Balance Electric Operating Fund	-	-	-	-	-	-	-	-	-

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 18 distribution circuits, 362 km of overhead power lines, 166 km of underground cables 4,086 power poles (3,035 wood, 1,051 steel), 2,664 distribution transformers and 17,342 active customer accounts

Change 2017 forecast to 2018 budget

\$ change	- 540,477
% change	12.24%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Energy Purchases	706,648	16.01%
Power Distribution	359,759	8.15%
General Electrical	133,315	3.02%
2017 contains \$3.5 million dollars which is the Fortis BC portion of the Carmi Substation project	- 1,699,445	-38.49%
2018 contains \$1.8 million dollars which is the Fortis BC portion of the Carmi Substation project		

Electric Utility - Operating Budget by Project

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Expense by Project									
Billing & Damage	74,277	83,738	47,500	47,500	48,694	49,920	51,179	52,472	53,801
Power Distribution	295,932	352,939	370,700	370,700	730,459	748,285	766,591	1,785,392	1,804,701
Electric - non-productive costs	298,493	367,465	461,711	466,963	399,201	407,853	416,699	425,742	434,987
Carmi Substation	8,344	1,099	3,508,500	3,408,500	1,809,055	9,018	9,288	9,567	9,584
Customer Billing and Collections	34,709	27,057	32,918	32,918	33,494	34,082	34,682	35,295	35,921
General Electrical	1,389,749	742,515	968,363	992,482	1,125,797	1,211,726	1,405,119	1,274,205	1,244,261
Huth Substation	1,198	11,489	38,500	10,056	38,755	9,018	9,288	42,070	9,854
Meter Testing and Maintenance	61,857	117,233	98,500	100,500	200,000	205,200	610,540	216,024	221,656
Turn-Ons and Cut-Offs	85,707	76,927	90,404	90,404	80,000	81,400	82,829	84,288	85,778
Waterford Substation	403	753	8,500	38,500	8,755	39,018	9,288	9,567	43,332
Westminster Substation	3,102	2,506	8,500	8,500	8,755	9,018	40,845	9,289	9,567
Bulk Energy Purchases	26,281,943	26,842,757	30,050,474	30,050,474	30,757,122	31,679,836	32,630,231	33,609,138	34,617,412
Two-Way Radios	9,493	9,408	11,400	11,400	12,000	12,333	12,674	13,026	13,388
Energy Retrofit Loan Program	141,431	34,537	55,000	55,000	56,650	58,349	60,100	61,903	63,760
Total Expenses	28,686,638	28,670,423	35,750,970	35,683,897	35,308,737	34,555,054	36,139,354	37,627,978	38,648,001
Revenue									
Electric - other revenues	(38,807,442)	(39,861,167)	(41,730,910)	(41,791,524)	(41,768,519)	(43,021,575)	(44,312,222)	(45,641,588)	(47,010,836)
Pole Contacts	(258,000)	(192,903)	(205,170)	(205,170)	(206,598)	(210,736)	(214,957)	(219,263)	(223,655)
Recoveries - Billing & Damage	(67,285)	(7,895)	(47,500)	(47,500)	(48,694)	(50,056)	(51,458)	(52,900)	(54,382)
Energy Retrofit Loan Program	(151,407)	(45,696)	(57,000)	(58,500)	(60,500)	(62,315)	(64,184)	(66,110)	(68,093)
	(39,284,135)	(40,107,660)	(42,040,580)	(42,102,694)	(42,084,311)	(43,344,682)	(44,642,822)	(45,979,861)	(47,356,966)
Net Operating Surplus by Project	(10,597,497)	(11,437,237)	(6,289,610)	(6,418,797)	(6,775,574)	(8,789,628)	(8,503,468)	(8,351,883)	(8,708,966)

Electric Utility - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Carmi Substation	1,400,000	100,000	-	-	-
GIS Implementation & Conversion	50,000	50,000	-	-	-
SCADA Upgrades - New Dual PC, PowerLink upgrade investigation	52,152	53,584	55,507	58,092	61,570
Non Discretionary - Estimated New/Upgraded Services	1,039,500	1,066,724	1,103,100	1,151,768	1,216,959
Non Discretionary - Flat Rate New/Upgrade Services	100,000	102,029	104,657	108,067	112,502
Non Discretionary - New UG Subdivision	150,000	154,049	159,056	165,340	173,330
Distribution System Rebuild- Voltage Conversion/System Rebuild	1,600,000	622,791	656,618	707,389	784,303
System Reliability Improvements	400,000	410,196	423,774	441,884	466,071
New Westminster Carmi Substation Tie	-	-	-	500,000	-
Departmental Tools- PLT & Engineering Tools	40,000	41,200	42,831	45,049	48,067
Fiber System Redundancy	-	100,000	-	100,000	-
	<u>4,831,652</u>	<u>2,700,573</u>	<u>2,545,544</u>	<u>3,277,589</u>	<u>2,862,802</u>
Recoveries	(1,526,365)	(1,148,892)	(1,171,870)	(1,195,307)	(1,219,213)
Total Electrical Capital Expense	<u>3,305,287</u>	<u>1,551,681</u>	<u>1,373,674</u>	<u>2,082,282</u>	<u>1,643,589</u>
Transfer from Electric Capital	(3,305,287)	(1,551,681)	(1,373,674)	(2,082,282)	(1,643,589)
	-	-	-	-	-

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Sewer Utility

Sanitary Sewer - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Advanced Waste Water Treatment Plant									
Goods and Services	830,143	804,651	1,127,705	1,133,061	1,255,536	1,368,738	1,275,731	1,352,314	1,103,287
Salaries and Benefits	857,627	853,745	963,252	941,489	1,008,632	1,027,123	1,045,302	1,063,837	1,082,735
Total Operating Expense	1,687,771	1,658,396	2,090,957	2,074,550	2,264,168	2,395,861	2,321,033	2,416,150	2,186,022
Fees	(5,950,390)	(6,188,644)	(5,418,890)	(5,452,671)	(5,945,939)	(6,501,877)	(6,971,855)	(7,010,564)	(7,030,808)
Operating Surplus	(4,262,619)	(4,530,248)	(3,327,933)	(3,378,121)	(3,681,771)	(4,106,016)	(4,650,822)	(4,594,414)	(4,844,786)
Internal Allocations Out									
Parks	-	-	30,000	30,000	33,900	38,985	44,833	46,000	-
Total Allocations In									
Internal Allocations In									
Revenue									
Collection System Revenue	(33,588)	(26,305)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
DCC	(195,171)	(447,145)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	(228,759)	(473,450)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)
Expenses									
Operations	37,279	33,348	34,293	23,328	32,800	32,800	32,800	32,800	32,800
Communications	-	18,628	5,000	5,000	-	-	-	-	-
Engineering	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
Debt Interest	772,040	762,770	773,830	773,830	773,830	755,290	751,710	751,710	751,710
Debt Principal*	575,057	575,057	575,057	575,057	575,057	545,072	538,987	538,987	538,987
Procurement	981	1,694	-	2,656	-	-	-	-	-
Development Services	(18,720)	(26)	-	-	-	-	-	-	-
Information Technology	707	643	850	850	1,857	1,864	1,871	1,878	1,886
Fleet	11,000	18,154	42,295	42,295	43,525	43,525	43,525	43,525	43,525
PW - Wage Allocations	-	-	-	-	145,833	145,833	145,833	145,833	145,833
Roads and maintenance	139,141	141,309	148,726	148,726	-	-	-	-	-
Dues & Memberships	992	932	885	885	898	912	925	939	953
Administration	414,760	465,587	557,594	557,594	649,601	741,608	833,615	833,615	833,615
Collection System Expense	608,083	607,472	670,857	668,458	816,414	695,146	698,921	702,771	706,698
Safety	4,827	4,295	5,449	5,449	5,504	5,559	5,559	5,590	5,590
Total Allocations In	2,563,147	2,646,863	2,831,837	2,821,128	3,065,319	2,988,009	3,074,554	3,078,873	3,083,246
Total Operating Expense	3,675,861	3,730,203	4,317,737	4,290,622	4,720,530	4,799,813	4,811,767	4,910,036	4,730,280
Net Operating Surplus	(1,733,060)	(1,883,384)	(526,096)	(586,992)	(650,352)	(1,156,992)	(1,621,101)	(1,561,541)	(1,761,541)
Transfer to/from Surplus									
Development Cost Charges					(100,000)	(973,544)	-	-	-
Sewer Operating Surplus	(4,805,898)	(273,442)	(1,519,904)	(1,459,008)	(1,926,648)	(4,638,664)	(882,774)	(5,266,510)	(2,563,459)
Sewer surplus - grant revenue	-	-	-	-	-	-	-	-	-
Sewer Capital	6,538,959	2,156,826	2,046,000	2,046,000	2,677,000	6,769,200	2,503,875	6,828,051	4,325,000
Sewer Operating Fund	-	-	-	-	-	-	-	-	-

*Debt principal is not included in total operating expense

Operations are maintained 24 hours a day

Change 2017 forecast to 2018 budget

\$ change	(63,359)
% change	10.79%

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Increase in user fees based on utility rate review designed to capture projected operating, maintenance & replacement costs for sewer infrastructure	(493,268)	-84.03%
Increased sewer collection system	147,956	25.21%
Increase in internal allocations per InterGroup rate review	244,191	41.60%
Water reclaiming expenses	69,358	11.82%

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

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
AWWTP	1,422,945	1,475,090	1,847,283	1,833,815	2,044,907	1,918,535	2,079,457	2,118,418	1,977,414
Pumps, Stations, and Sewers	123,930	111,656	124,507	120,358	129,526	132,773	139,030	142,717	147,783
Septage	38,008	35,317	47,996	49,206	33,235	284,967	36,113	37,415	38,224
City Waste Water	34,551	36,333	41,171	41,171	22,600	20,600	21,600	21,600	22,600
Asset Management Plan	-	-	-	-	-	-	-	50,000	-
Parks	-	-	30,000	30,000	33,900	38,985	44,833	46,000	-
	1,619,433	1,658,396	2,090,957	2,074,550	2,264,168	2,395,861	2,321,033	2,416,150	2,186,022
Sewer Fees	(5,662,851)	(5,972,822)	(5,203,069)	(5,236,850)	(5,730,121)	(6,293,819)	(6,765,344)	(6,804,053)	(6,824,297)
Grants	(219,201)	(215,822)	(215,821)	(215,821)	(215,818)	(208,058)	(206,511)	(206,511)	(206,511)
Net Operating Surplus	(4,262,619)	(4,530,248)	(3,327,933)	(3,378,121)	(3,681,771)	(4,106,016)	(4,650,822)	(4,594,414)	(4,844,786)
Change forecast to budget									
\$ change		<u>(303,650)</u>							
% change		8.99%							

See the sanitary sewer operating page for a summary of changes in the sewer fund.

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 544 loads which equals 6,473 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 10 FTE's.

In 2017 the AWWTP:

Treated 3,824 million liters of waste water

Recycled 460 million litres of treated effluent used to irrigate sports fields and a golf course, reducing the demand on the treated potable water system equivalent to 12% of the total plant flow

Processed 6,473,000kg of bio solids in 2017 = 193kg per person

Sanitary Sewer - Collection System

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Operations by Project									
Collection system	150,325	158,146	185,758	186,108	177,200	179,260	181,330	183,440	185,593
Sewer Service Repairs	100,088	103,403	84,000	80,000	87,800	88,616	89,448	90,297	91,163
Sewer Main Repairs	1,504	10,390	10,500	10,500	25,500	25,580	25,662	25,745	25,830
Sewer Main Blockages	4,700	1,035	2,000	2,000	2,000	2,028	2,057	2,086	2,115
Video Inspection	56,535	67,900	71,500	72,750	103,550	103,611	103,673	103,737	103,801
Manholes	7,398	4,066	3,000	3,000	3,024	3,049	3,074	3,099	3,125
Vandalism	-	195	1,000	1,000	1,010	1,020	1,031	1,041	1,052
Compost facility	243,992	224,609	271,700	271,700	374,550	249,801	250,056	250,317	250,583
Tools	6,337	11,688	10,500	10,500	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	10,094	11,578	11,200	11,200	11,400	11,628	11,861	12,098	12,340
Effluent collection system	732	201	1,950	1,950	1,730	1,761	1,792	1,824	1,856
Sewer system	26,372	14,262	7,750	7,750	8,150	8,293	8,439	8,588	8,739
	608,078	607,472	670,857	668,458	816,414	695,146	698,921	702,771	706,698
Recoveries - Compost	(33,583)	(26,305)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Net Operations by Project	574,495	581,167	655,857	653,458	801,414	680,146	683,921	687,771	691,698
Public Works Wage Allocation	139,141	141,309	148,726	148,726	145,833	145,833	145,833	145,833	145,833
Total Cost for Sewer Collection	713,636	722,476	804,583	802,184	947,247	825,979	829,754	833,604	837,531

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

Change 2017 forecast to 2018 budget

\$ change	<u>147,956</u>
% change	22.64%

See the sanitary sewer operating page for a summary of changes in the sewer fund.

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 – Engineering Capital Budget

Engineering - Sewer Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Sanitary Master Plan Update	100,000	-	-	-	-
GIS Development & Support - San Cap Portion	10,000	10,000	10,000	10,000	10,000
East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap	-	-	75,000	1,123,051	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion	447,000	-	-	1,030,000	1,150,000
North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion	-	973,544	-	-	-
North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion	-	1,870,656	-	-	-
Small Sanitary Sewer Upsizing - San Cap Portion	-	-	612,900	-	-
South Main Street Sanitary Sewer - Budget - Sewer Cap	-	-	490,975	-	-
50mm and 100mm Water Main Replacement Program	45,000	-	-	-	-
Aging Water Main Replacement Program	5,000	-	-	-	-
	607,000	2,854,200	1,188,875	2,163,051	1,160,000

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Sewer Utility – Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Engineering - Sewer Capital					
Sanitary Master Plan Update	100,000	-	-	-	-
GIS Development & Support	10,000	10,000	10,000	10,000	10,000
East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap	-	-	75,000	1,123,051	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion	447,000	-	-	1,030,000	1,150,000
North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion	-	973,544	-	-	-
North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion	-	1,870,656	-	-	-
Small Sanitary Sewer Upsizing - San Cap Portion	-	-	612,900	-	-
South Main Street Sanitary Sewer - Budget - Sewer Cap	-	-	490,975	-	-
50mm and 100mm Water Main Replacement Program	45,000	-	-	-	-
Aging Water Main Replacement Program	5,000	-	-	-	-
Total Engineering Sewer Capital Projects	607,000	2,854,200	1,188,875	2,163,051	1,160,000
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	900,000	500,000	3,100,000
AWWTP - Equip Replacement for Lift stations	937,500	30,000	30,000	30,000	30,000
Wonderware efficiencies	40,000	35,000	35,000	35,000	35,000
AWWTP - Motor Control Center	525,000	-	-	-	-
AWWTP - Aeration Blower Replacement	235,000	-	-	-	-
AWWTP - Screw Pump	130,000	130,000	-	-	-
AWWTP - Bioreactor Gate Replacement	-	500,000	-	-	-
AWWTP - Bioreactor Mixer Replacement	-	130,000	-	-	-
AWWTP - Area 9 Storage	35,000	-	-	-	-
AWWTP - Washer Parts	10,000	-	-	-	-
AWWTP - Centrifuge MCC AC	15,000	-	-	-	-
AWWTP - PLC Upgrade	50,000	-	-	-	-
AWWTP - Spare Grip Pump	7,500	-	-	-	-
AWWTP - Gas Detection	30,000	-	-	-	-
AWWTP - EQ Tank Cleaners	15,000	-	-	-	-
AWWTP - Door Lock Upgrade Avigilon	40,000	40,000	-	-	-
Total Advanced Waste Water Treatment Plant Capital Projects	2,070,000	1,415,000	1,315,000	4,565,000	3,165,000
Sewer Collection System Capital Projects					
Sanitary Sewer Relining	-	-	-	100,000	-
Compost Site Improvements	-	2,500,000	-	-	-
Total Sewer Collection Capital Projects	-	2,500,000	-	100,000	-
Total Sewer Capital	2,677,000	6,769,200	2,503,875	6,828,051	4,325,000
Funding Source					
Development Cost Charges	(100,000)	(973,544)	-	-	-
Sewer Surplus	(2,577,000)	(5,795,656)	(2,503,875)	(6,828,051)	(4,325,000)
Sewer Utility Capital Fund	-	-	-	-	-

Sewer Collection System - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Projects					
Sanitary Sewer Relining	-	-	-	100,000	-
Compost Site Improvements	-	2,500,000	-	-	-
Total Collection System Capital	-	2,500,000	-	100,000	-

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Water Utility

Water - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	686,317	713,505	836,099	752,741	895,110	823,472	839,927	849,290	855,916
Salaries and Benefits	726,422	730,819	735,658	705,447	745,011	757,516	770,271	783,281	796,551
Total Operating Expense	1,412,739	1,444,324	1,571,757	1,458,188	1,640,121	1,580,988	1,610,198	1,632,571	1,652,467
Fees	(6,914,533)	(8,125,802)	(8,050,014)	(8,048,100)	(8,461,692)	(8,812,919)	(9,196,250)	(9,596,446)	(10,014,248)
Net Operating Surplus	(5,501,794)	(6,681,477)	(6,478,257)	(6,589,913)	(6,821,571)	(7,231,932)	(7,586,052)	(7,963,875)	(8,361,781)
Internal Allocations Out									
Parks	55,000	55,000	31,325	31,325	36,140	37,693	39,312	41,001	42,762
Internal Allocations In - Revenue									
Development Services-DCC	(94,430)	(496,837)	(200,000)	(547,185)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Other Water DCC's	-	-	-	(79,189)	0	-	-	-	-
West Bench Transfer	(78,336)	-	(78,336)	(78,336)	(78,336)	(78,336)	(78,366)	(78,366)	(78,366)
PW - Water Distribution Revenue	(13,400)	(25,445)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Grant Funding	-	-	(1,174,450)	(1,174,450)	-	-	-	-	-
Debt Proceeds	-	-	-	-	(350,000)	-	(2,527,197)	-	-
	(186,166)	(522,282)	(1,457,786)	(1,884,160)	(633,336)	(283,336)	(2,810,563)	(283,366)	(283,366)
Internal Allocations In - Expense									
Debt Principal Repayments*	549,141	458,414	422,123	422,123	422,123	488,047	488,047	488,047	488,047
Operations	29,513	25,408	26,128	23,328	32,800	32,800	32,800	32,800	32,800
Debt Interest	699,951	591,951	448,795	448,795	448,795	455,165	455,165	455,165	455,165
Finance - Procurement	974	690	-	240	-	-	-	-	-
Engineering Design	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
IT - printing/software	320	356	250	250	250	250	250	250	250
PW - Fleet	16,500	35,691	91,165	91,165	51,525	51,525	51,525	51,525	51,525
PW - Wage Allocation	12,834	23,019	-	-	145,833	145,833	145,833	145,833	145,833
PW - roads and maintenance	130,452	132,705	139,275	139,275	-	-	-	-	-
Administration	502,537	543,372	629,430	629,430	715,488	801,546	887,604	888,000	888,000
Office Supplies	557	334	750	750	750	750	750	750	750
PW - Water Distribution Expense	770,624	718,753	907,650	767,741	964,572	973,720	983,153	992,775	1,002,589
HR - Safety	1,910	2,113	5,417	5,417	5,471	5,526	5,525	5,525	5,525
Total Allocations In	2,732,313	2,549,806	2,687,983	2,545,514	2,807,607	2,975,562	3,071,460	3,081,894	3,092,133
Total Operating Expense	3,540,911	3,480,717	3,806,292	3,550,253	3,989,465	4,030,810	4,154,300	4,185,417	4,213,791
Net Operating Surplus	(3,010,646)	(4,708,953)	(5,279,385)	(5,959,884)	(4,683,440)	(4,577,398)	(7,364,466)	(5,206,347)	(5,595,776)
Transfer to/from Surplus									
Water Surplus	(1,397,808)	1,796,329	3,579,385	3,833,510	1,176,190	(1,165,937)	(919,231)	616,747	2,149,476
Transfer to DCC reserve	100,880	555,123	200,000	626,374	100,000	200,000	85,197	200,000	200,000
Water Capital	4,307,574	2,357,501	1,500,000	1,500,000	3,407,250	5,543,335	8,198,500	4,389,600	3,246,300
	-	-	-	-	-	-	-	-	-

*Debt principal is not included in total operating expense

Change 2017 forecast to 2018 budget

\$ change 1,626,445 Debt financing \$1.5 not included in analytics

% change 27.29%

7.5 FTE

Changes in net operating budget from 2017 forecast to 2018 are primarily due to:

	\$ change	% change
Contractual Labour Increases	39,564	0.66%
Increased pumping costs	44,906	0.75%
Increased chemical costs from forecast (less than 2017 budget)	20,000	0.34%
Increase in administration allocation per rate review	86,058	1.44%
Change in Grant Revenues	1,174,450	19.71%
Increased water distribution expenses	196,831	3.30%
Technical assistance needs (inc. SCADA, welding, misc. reviews)	80,000	1.34%

Water - Water Treatment Plant Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Water Treatment Plant									
Cross Connection	58,287	42,673	53,985	47,485	53,935	54,854	55,791	56,747	57,722
Duncan Pump Station	6,722	7,235	15,362	8,500	7,725	7,779	7,835	7,892	7,949
Okanagan Lake Pump Station	246,084	275,764	228,517	261,396	230,595	233,552	236,554	239,604	242,702
Ridgedale Pump Station	25,507	25,291	36,138	24,594	39,760	41,949	44,326	45,349	46,402
Small Reservoirs	29,400	33,658	40,820	38,510	48,949	49,494	50,050	50,617	51,196
Warren Ave Well	2,105	2,928	5,374	4,232	5,975	6,167	6,374	6,488	6,604
Water Conservation	14,538	51,219	52,991	29,000	52,287	52,534	52,785	53,041	53,302
Water Treatment Plant	852,100	847,354	933,889	870,965	992,854	974,870	994,878	1,009,337	1,021,127
Water - general	84,341	85,398	85,589	85,589	109,200	109,200	109,200	109,200	109,200
Parks - other accounts	55,000	55,000	31,325	31,325	36,140	37,693	39,312	41,001	42,762
WTP - Asset Management	-	-	-	-	-	-	-	-	-
Drought Management	-	-	25,000	(0)	50,000	-	-	-	-
Water	38,385	38,822	37,767	31,592	12,700	12,896	13,094	13,296	13,501
	1,412,469	1,465,342	1,546,757	1,433,188	1,640,121	1,580,988	1,610,198	1,632,571	1,652,467
Recoveries - Water	(387,833)	(418,993)	(439,058)	(437,144)	(423,491)	(437,114)	(451,909)	(467,354)	(483,476)
Water - sales	(6,526,430)	(7,727,826)	(7,585,956)	(7,585,956)	(8,038,201)	(8,375,806)	(8,744,341)	(9,129,092)	(9,530,772)
	(5,501,794)	(6,681,477)	(6,478,257)	(6,589,913)	(6,821,571)	(7,231,932)	(7,586,052)	(7,963,875)	(8,361,781)

Water - Distribution by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Hydrant Connection Boxes	(12,331)	(23,938)	(4,100)	(4,100)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transmission and distribution	76,804	62,970	75,600	51,950	51,012	51,798	52,600	53,418	54,252
Hydrant Maintenance	67,559	61,725	70,350	74,366	151,480	152,828	154,204	155,607	157,038
Valve Maintenance	25,996	17,793	24,750	13,875	33,650	34,081	34,520	34,969	35,426
PRV Maintenance	16,130	29,184	16,000	12,500	12,550	12,701	12,855	13,012	13,173
Water Main Repairs	112,985	53,882	246,000	160,000	80,000	80,598	81,209	81,831	82,466
Water Service Repairs	89,299	102,015	92,000	92,000	122,000	123,000	124,020	125,060	126,122
Renew Fire Hydrants	9,224	13,647	15,500	15,500	15,600	15,682	15,766	15,851	15,939
Hydrant Connection Boxes	2,887	10,157	6,000	7,350	6,250	6,290	6,331	6,372	6,415
Meters / Customer Billing and Collections	113,152	149,553	144,900	139,450	219,700	221,845	224,034	226,266	228,542
Meter Pit Installations and maint	23,064	32,146	32,000	32,000	31,500	31,811	32,127	32,451	32,780
Water - tools	7,626	9,063	12,500	12,500	18,500	18,500	18,500	18,500	18,500
Water damage vandalism	846	573	1,000	500	500	505	510	515	521
Penticton Creek - Greyback Dam	22,637	19,900	19,500	18,500	19,780	20,066	20,358	20,656	20,960
Penticton Creek - Howard Lake Dam	601	1,143	4,000	4,000	4,000	4,060	4,121	4,184	4,248
Penticton Creek - Campbell Mountain Diversion	15,676	12,907	10,600	10,600	10,750	10,895	11,043	11,195	11,349
Penticton Creek - Penticton 2 Dam	2,162	5,509	7,600	7,600	4,750	4,780	4,811	4,842	4,874
Penticton Creek - General Maintenance	7,611	6,847	4,500	4,250	4,250	4,315	4,381	4,449	4,518
Ellis Creek - Ellis 2 Dam	7,733	10,882	8,250	7,200	8,250	8,385	8,523	8,664	8,808
Ellis Creek - Ellis 4 Dam	7,018	9,303	9,250	7,250	9,250	9,400	9,554	9,710	9,870
Ellis Creek - Ovid Dam	353	442	500	350	350	356	362	368	375
Ellis Creek - Ellis Intake	6,410	4,991	5,350	5,300	35,350	35,442	35,536	35,632	35,729
Ellis Creek - General Maintenance	6,221	4,268	2,000	3,200	2,600	2,540	2,581	2,622	2,665
Water - general	75,797	37,952	32,100	27,100	32,300	32,636	32,978	33,328	33,684
North irrigation system	50,795	44,726	48,500	43,500	64,000	64,721	65,457	66,208	66,974
South irrigation system	20,262	14,501	17,000	15,000	25,500	25,771	26,047	26,328	26,615
Penticton Creek - Corporation Lake Dam	384	661	400	400	350	356	362	368	375
Penticton Creek - Reed Lake Dam	324	505	600	600	350	356	362	368	375
Net Operating Expense	757,224	693,308	902,650	762,741	959,572	968,720	978,153	987,775	997,589
PW - Wage Allocation	130,452	132,705	139,275	139,275	145,833	145,833	145,833	145,833	145,833
Total Cost for Water Distribution	887,676	826,013	1,041,925	902,016	1,105,405	1,114,553	1,123,986	1,133,608	1,143,422

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

Change 2017 forecast to 2018 budget

\$ change 196,831

% change 25.81%

Water Utility - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Engineering Water Capital Projects					
50mm and 100mm Water Main Replacement Program	1,256,000	1,173,100	1,194,400	1,217,400	1,240,500
Aging Water Main Replacement Program	605,750	497,500	506,600	657,800	670,800
Water Master Plan Update - DCC Portion	100,000	-	-	-	-
Water Master Plan Update - Gen Cap Portion	3,000	-	-	-	-
GIS Development & Support	10,000	10,000	10,000	10,000	10,000
Orchard Avenue Reconstruction - Water Portion	-	440,000	-	-	-
Bird St & Pl, Haywood St, Gahan St Reconstruction - Water Cap Portion	305,000	-	-	-	-
Industrial Area Fire Flow Upgrades - Water Cap Portion	-	613,400	-	529,400	-
Ridgedale Reservoir Upgrade - Budget - DCC Portion	-	-	114,803	-	-
Ridgedale Reservoir Upgrade - Financing Portion	-	-	2,527,197	-	-
Ridgedale Reservoir Upgrade - Water Cap Portion	-	-	350,000	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - Water Cap Portion	-	-	75,000	350,000	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - Water Cap Portion	215,000	-	-	-	-
Downtown Revitalization - Main Street 300 Block Street Scape - Water Cap Portion	350,000	-	-	-	-
Woodstock Road Reconstruction - Water Cap Portion	-	-	50,000	-	-
South Main Street Sanitary Sewer - Budget - Water Cap	-	-	305,000	-	-
Irrigation System - Infrastructure Renewals	-	75,000	375,000	375,000	455,000
Total Engineering Water Capital Projects	2,844,750	2,809,000	5,508,000	3,139,600	2,376,300
Water Treatment Plant Capital Projects					
On-Site Chlorine System	-	1,347,225	-	-	-
Asset Management Equipment Replacement	150,000	150,000	150,000	150,000	150,000
WTP Reservoir Mixing Improvements	-	-	820,000	-	-
WTP Pressure Reducing Station Equipment	-	-	1,000,000	-	-
WTP optimization projects	15,000	20,000	30,000	30,000	30,000
PLC Equipment Replacement	50,000	50,000	-	-	50,000
WTP pressure reducing station equipment	10,000	-	-	-	-
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	-
Replace (2) process computers/update software	5,000	-	-	-	-
Security video monitor	7,500	-	-	-	-
Filter audit	-	-	15,000	-	-
Streaming current detector replacement	20,000	-	-	-	-
Roof replacement WTP	-	467,110	25,500	-	-
Fume hood replacement Lab	15,000	-	-	-	-
Air unit replacement program	15,000	-	50,000	50,000	100,000
Diver inspection Okanagan Lake intake	-	-	-	10,000	-
Agricultural Water Meters	100,000	-	-	-	-
Total Water Treatment Plant Capital Projects	487,500	2,134,335	2,190,500	350,000	430,000
Water Distribution System Capital Projects					
Irrigation Meter Program	-	-	350,000	350,000	350,000
Ellis 2 Dam - Consulting & Upgrades	-	150,000	-	300,000	-
Ellis 4 Dam - Consulting and Upgrades	75,000	450,000	-	-	-
Campbell Mountain Diversion - Consulting and Upgrades	-	-	-	-	50,000
Ellis Creek Diversion Dam - Consulting & Upgrades	-	-	-	100,000	-
Misc Dam Projects	-	-	150,000	150,000	40,000
Total Water Distribution System Capital Projects	75,000	600,000	500,000	900,000	440,000
Total Water Utility Capital Projects	3,407,250	5,543,335	8,198,500	4,389,600	3,246,300
Funding Source					
Financing	(350,000)	-	(2,527,197)	-	-
DCC	(100,000)	-	(114,803)	-	-
Transfer from Water Surplus	(2,957,250)	(5,543,335)	(5,556,500)	(4,389,600)	(3,246,300)
	(3,407,250)	(5,543,335)	(8,198,500)	(4,389,600)	(3,246,300)
Water Utility Capital Fund	-	-	-	-	-

Water Treatment Plant - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Projects					
On-Site Chlorine System	-	1,347,225	-	-	-
Asset Management Equipment Replacement	150,000	150,000	150,000	150,000	150,000
WTP Reservoir Mixing Improvements	-	-	820,000	-	-
WTP Pressure Reducing Station Equipment	-	-	1,000,000	-	-
WTP optimization projects	15,000	20,000	30,000	30,000	30,000
PLC Equipment Replacement	50,000	50,000	-	-	50,000
WTP pressure reducing station equipment	10,000	-	-	-	-
Replace aging electrical equipment Okanagan Lake Pump Stn	100,000	100,000	100,000	100,000	100,000
Roof replacement	-	467,110	25,500	-	-
Replace portable gas detectors and software	-	-	-	10,000	-
Replace (2) process computers/update software	5,000	-	-	-	-
Security video monitor	7,500	-	-	-	-
Electrical surge	-	-	-	-	-
Streaming current detector replacement	20,000	-	-	-	-
Fume hood replacement Lab	15,000	-	-	-	-
Filter audit	-	-	15,000	-	-
Air unit replacement program	15,000	-	50,000	50,000	100,000
Relocate monitoring stations - Ellis/Penticton Creek	100,000	-	-	-	-
Diver inspection Okanagan Lake intake	-	-	-	10,000	-
Total Water Treatment Plant Capital Projects	487,500	2,134,335	2,190,500	350,000	430,000

Water Distribution - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Projects					
Irrigation Meter Program	-	-	350,000	350,000	350,000
Ellis 2 Dam - Consulting & Upgrades	-	150,000	-	300,000	-
Ellis 4 Dam - Consulting and Upgrades	75,000	450,000	-	-	-
Campbell Mountain Diversion - Consulting and Upgrades	-	-	-	-	50,000
Ellis Creek Diversion Dam - Consulting & Upgrades	-	-	-	100,000	-
Misc Dam Projects	-	-	150,000	150,000	40,000
Total Water Distribution Capital Projects	75,000	600,000	500,000	900,000	440,000

DRAFT

TRAVEL
Penticton



2018 BUDGET

Overview

- 2017 has been a year of transition for the Travel Penticton Society, which was formed following a merger between Tourism Penticton & the Penticton Hospitality Association.
- Staffing, branding and rebuilding stakeholder relations has been a key focus for the organisation. Programs such as TRUE Penticton, the Grant Funding initiative and accommodator review have helped the organization to reconnect with our stakeholder base.
- There has been a heavy focus on digital & social media marketing #stillhappening campaign for high water & smoke.
- We have built a solid team of dedicated tourism professionals, who are committed to improving tourism and visitor services in 2018 and beyond. Building EQUITY in the Travel Penticton brand & community

2017 Accomplishments

- MRDT up by 6.95% compared to 2016 (Jan- Aug)
- Average room occupancy rate up from 59.3% to 60.4% (Jan-Aug)
- Complete rebrand of new organization including: websites, social media sites, marketing materials, staff uniforms, signage & trade show collateral.
- Unique visitors to the VisitPenticton website up 55,967 – 65.6% on 2016 (Jan-Oct)
- Through targeted digital promotion impressions on package deals listed on the VisitPenticton website increased by 1,123% compared with 2016, clicks were also up by 238% (Jan-Oct).
- “We’re Still Happening Campaign” set up to negate negative media surrounding high water and smoke from forest fires – Facebook post impressions increase 269% on 2016 and engagement up by 158% (Jun-Sep).
- Earned media increased from 89 articles to 582, total circulation up to 30,168,296 from 11,818,259 and value up from \$142,870 to \$1,277,091 (Jan-Sep)
- Supported 25 events, festivals and marketing initiatives with their external marketing efforts through our grant program (\$183,925 allocated in 2017).

2018 Innovative Projects

- **Youth Influencers Program** – working with grade 8 students from KVR Middle School to develop future tourism ambassadors and social media influencers.
- **Accessible Tourism** - ardently investigate the offerings around tourist and adventure activities for visitors that are not fully able-bodied.
- **Chain of Events (Co-op with Tourism Summerland and Discover Naramata)** – developing the program to expand beyond the realms of cycling and include sensory experiences for a variety of target markets. New Media Product
- **Telus Insights** – placed at key locations throughout the City to monitor visitor traffic and their route of travel. Excellent trackable data.
- **Online Booking System** – available on the VisitPenticton website and via the Visitor Centre to allow visitors to book tourist activities and accommodations.
- **Integration with the Penticton Indian Band & En'owkin Centre** – develop aboriginal tourism product offerings and assist with the promotion of cultural/historic Penticton. Web, Print, Interpretive – TOTA & AtBC
- **Mountain Bike Tourism Co-op with MTBC** - DBC co-op program Okanagan Valley based
- **Media Relations & Content** – Engage a media relations firm to assist with content creation
- **Scotties Tournament of Hearts / Curling Canada Event** – Collaboration with City

Professional Team

Full Time Staff - Marketing

Executive Director, Thom Tischik
Marketing Manager, Austin Weaver
Project Co-ordinator, Jo Charnock

Full Time Staff - Visitor Centre

Visitor Centre Supervisor, Graham Filek
Travel Experiences Councillor, Dawne Young
Travel Experiences Councillor, Cheryl Gill

Volunteer Staff – Visitor Centre

8 current volunteers

2018 Budget - Revenue

Revenue	Budget
MRDT Revenue	\$590,000.00
Municipal Contract for Service	\$300,000.00
Vacation Rental Revenue	\$11,500.00
Stakeholder Marketing Services	\$40,000.00
Experience Guide Advertising	\$51,000.00
Trade Show Partnerships	\$3,000.00
Grants DBC Innovation Fund	\$6,500.00
DBC Visitor Centre Network Funding	\$55,000.00
Retail Sales Revenue	\$35,000.00
Co-op & Special Project Revenue Chain of Events Partnership	\$4,500.00
Revenue TOTAL	\$1,096,500.00

2018 Budget – Expenses

	Budget
Marketing Initiatives	\$377,050.00
Marketing Staff Wages	\$242,518.00
Visitor Centre Operations	\$81,680.00
Visitor Centre Staff Wages	\$91,054.00
Event Co-op Funding	\$175,000.00
Professional Services Expenses	\$62,500.00
Administration Expenses	\$52,890.00
Other Expenses	\$9,250.00
Expenses TOTAL	\$1,091,942.00



South Okanagan Events Centre Complex 2018 Operating Budget

SOEC COMPLEX KEY HIGHLIGHTS

- Our food and beverage per caps have seen increases of 35% since 2014 as a result of efficiencies that have been developed in our delivery of these services
- With the regional retargeting requirement placed on one of our major clients in the premium seating program, we were required to come up with new ways to approach clients with our premium seating packages and have seen success
- Vees playoff run in 2017 was a strong contributor to our complex
- Success of OHA expansion has contributed to the complex and the City as a whole
 - CSSHL Playoff tournament scheduled to continue in Penticton until March 2020
 - The tournament has expanded from a 4 day, 33 team, 600 player event (2015 first year numbers) to a 10 day, 69 team, 1,300 player event (projected for 2018)
 - Economic impact to city has grown from \$1,623M in 2015 to projected of \$3.5M in 2018

SOEC COMPLEX KEY HIGHLIGHTS (Continued)

- Net event revenue increase of \$200,000 was offset by similar increases in some expenses
 - 2017 utilities projected to come in at \$106,000 higher than 2016 expense as a result of 9.5% increase in our rates plus new water sewage charge imposed on our venues
 - Fleet maintenance costs currently looking to exceed \$30,000 in 2017
 - 2015 and prior these costs were approximately \$20,000
 - 2016 jumped up to \$30,000 – assumed was due to higher number of events in 2016 therefore budgeted close to 2015 figure for 2017
 - Seeing a creep in repairs and maintenance as a result of aging of equipment and changes in capital expense policies resulting in more costs that were considered capital in past (over \$5,000) now being realized by the venues

**2018 SOEC Complex Budget
(\$1,180,228)**

SOEC – (\$990,106)

PTCC – (\$199,333)

MA – (\$83,670)

OHS - \$92,879

SOEC COMPLEX

	2017 Budget	2017 Projected	2018 Budget
Event Operating Income	1,638,845	1,863,599	1,913,613
Other Income	1,574,876	1,650,248	1,662,320
Indirect Expenses			
Executive	199,433	184,872	190,304
Marketing/Sales	583,569	576,850	636,423
Finance	296,072	304,199	315,017
Events	262,774	272,551	287,090
Ops	1,525,549	1,759,284	1,708,865
Food and Beverage	426,558	423,219	454,085
Vees	479,132	499,306	535,616
Box Office	149,127	130,273	143,307
Overhead	424,694	408,040	431,441
Total Indirect Expenses	4,346,908	4,558,823	4,702,148
Net Operating Income	(1,133,187)	(1,044,976)	(1,126,215)
Facility Surcharge Paid to City	57,363	55,430	54,012
Net Income (Loss)	(1,190,550)	(1,100,406)	(1,180,228)

South Okanagan Event Centre

	2017 Budget	2017 Projected	2018 Budget
Event Operating Income	709,670	903,943	944,087
Other Income	943,854	998,894	987,270
Indirect Expenses			
Executive	109,865	108,594	108,233
Marketing/Sales	289,076	323,240	315,500
Finance	196,746	201,052	200,619
Events	184,733	195,140	208,694
Ops	754,125	881,241	868,045
Food and Beverage	208,029	213,667	225,837
Veos	479,132	499,306	535,616
Box Office	149,127	130,273	143,307
Overhead	252,086	243,089	252,725
Total Indirect Expenses	2,622,919	2,795,612	2,867,450
Net Operating Income	(969,395)	(892,775)	(936,094)
Facility Surcharge Paid to City	57,363	55,430	54,012
Net Income (Loss)	(1,026,758)	(948,205)	(990,106)

Penticton Trade and Convention Centre

	2017 Budget	2017 Projected	2018 Budget
Event Operating Income	929,175	959,656	969,525
Other Income	20,500	20,754	22,500
Indirect Expenses			
Executive	72,066	59,860	64,165
Marketing/Sales	294,493	253,610	320,923
Finance	74,925	79,047	80,314
Events	78,041	77,411	78,396
Ops	238,533	296,847	270,595
Food and Beverage	218,528	209,542	228,248
Vees	-	-	-
Box Office	-	-	-
Overhead	145,308	140,707	148,717
Total Indirect Expenses	1,121,894	1,117,024	1,191,357
Net Operating Income	(172,219)	(136,614)	(199,332)
Facility Surcharge Paid to City	-	-	-
Net Income (Loss)	(172,219)	(136,614)	(199,332)

OHS Training Centre

	2017 Budget	2017 Projected	2018 Budget
Event Operating Income	-	-	-
Other Income	323,181	350,032	360,816
Indirect Expenses			
Executive	8,751	8,209	8,953
Marketing/Sales	-	-	-
Finance	12,201	12,050	12,605
Events	-	-	-
Ops	200,495	226,016	229,379
Food and Beverage	-	-	-
Vees	-	-	-
Box Office	-	-	-
Overhead	16,000	14,593	17,000
Total Indirect Expenses	237,447	260,868	267,936
Net Operating Income	85,734	89,164	92,879
Facility Surcharge Paid to City	-	-	-
Net Income (Loss)	85,734	89,164	92,879

Memorial Arena

	2017 Budget	2017 Projected	2018 Budget
Event Operating Income	-	-	-
Other Income	287,342	280,568	291,734
Indirect Expenses			
Executive	8,751	8,209	8,953
Marketing/Sales	-	-	-
Finance	12,201	12,050	12,605
Events	-	-	-
Ops	332,395	355,409	340,847
Food and Beverage	-	-	-
Vees	-	-	-
Box Office	-	-	-
Overhead	11,300	9,651	13,000
Total Indirect Expenses	364,647	385,319	375,404
Net Operating Income	(77,305)	(104,751)	(83,670)
Facility Surcharge Paid to City	-	-	-
Net Income (Loss)	(77,305)	(104,751)	(83,670)

SOEC Operating Budget Forecast

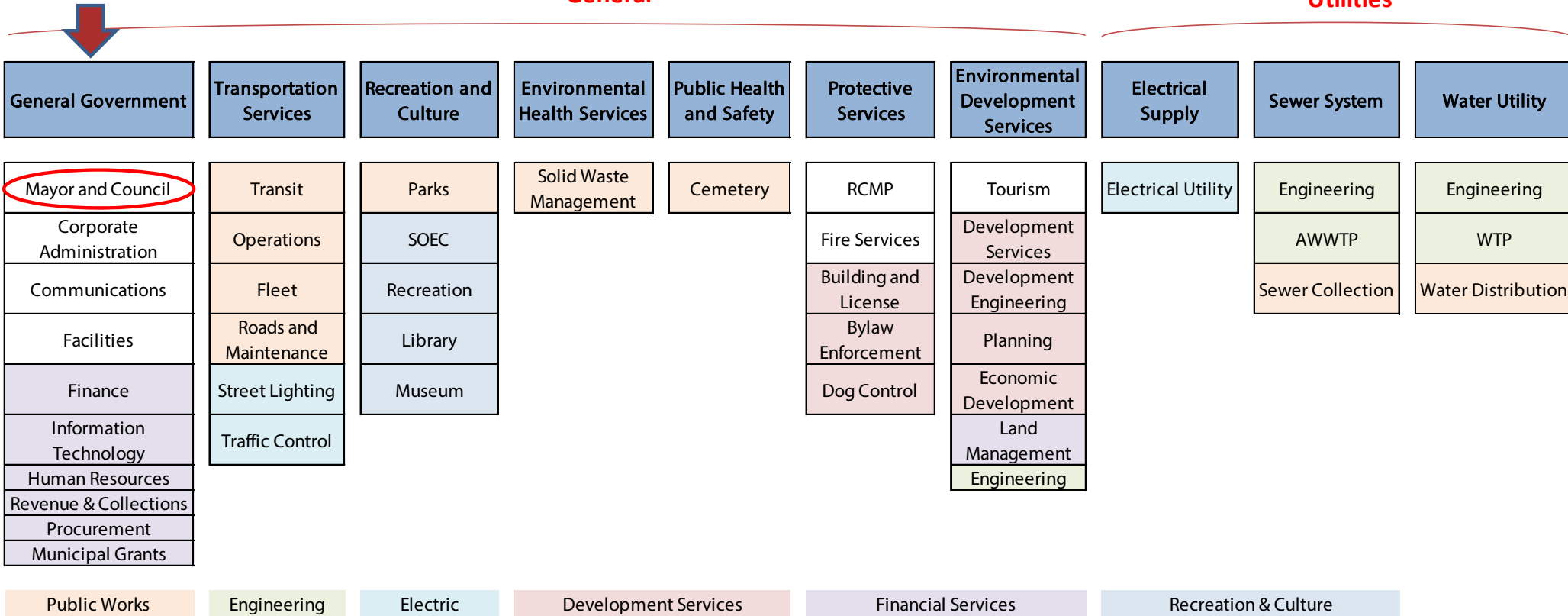
	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Contract	1,133,187	1,044,976	1,126,215	1,131,846	1,137,505	1,143,193	1,148,909
Procurement Services	-	-	-	-	-	-	-
Equipment Repairs and Maintenance	-	-	-	-	-	-	-
Total Operating Expense	1,133,187	1,044,976	1,126,215	1,131,846	1,137,505	1,143,193	1,148,909

** Given nature of industry difficult to project future operations, however have applied marginal increase of 0.5%

City of Penticton: Financial Plan Reporting Structure

General

Utilities



Overview

General Government
Mayor / Council

The Mayor and Council budget includes all expenses for the City's elected officials, including remuneration, travel and general business expenses.



Highlights

*General Government
Mayor / Council*

	2018 Budget	% change	Trend
Total Revenue	0		→
Operational Expense	267,473		↑
Total Internal Allocation In	11,000		→
Total Internal Allocation Out	<u>0</u>		→
Net Operating Expense	278,473	2.82%	↑
Total Capital	0		→
Cost per Capita	8.25		↓
% of Property Tax	0.87%		↓



2018 Budget

*General Government
Mayor / Council*

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Supplies and Memberships	33,906	33,847	34,394	34,442	34,490	34,500	34,500
Travel and Conferences	29,197	22,000	25,000	25,000	25,000	25,000	25,000
Salaries and Benefits	204,000	204,000	208,079	212,240	216,485	220,815	225,231
Internal Allocation In	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Operating Expenses	278,103	270,847	278,473	282,682	286,975	291,315	295,731



Key Changes

*General Government
Mayor / Council*

- There are no capital expenses associated with this budget
- There is a reduction in the Travel and Conference budget
- There is a CPI increase for Elected Official remuneration



Summary

*General Government
Mayor / Council*

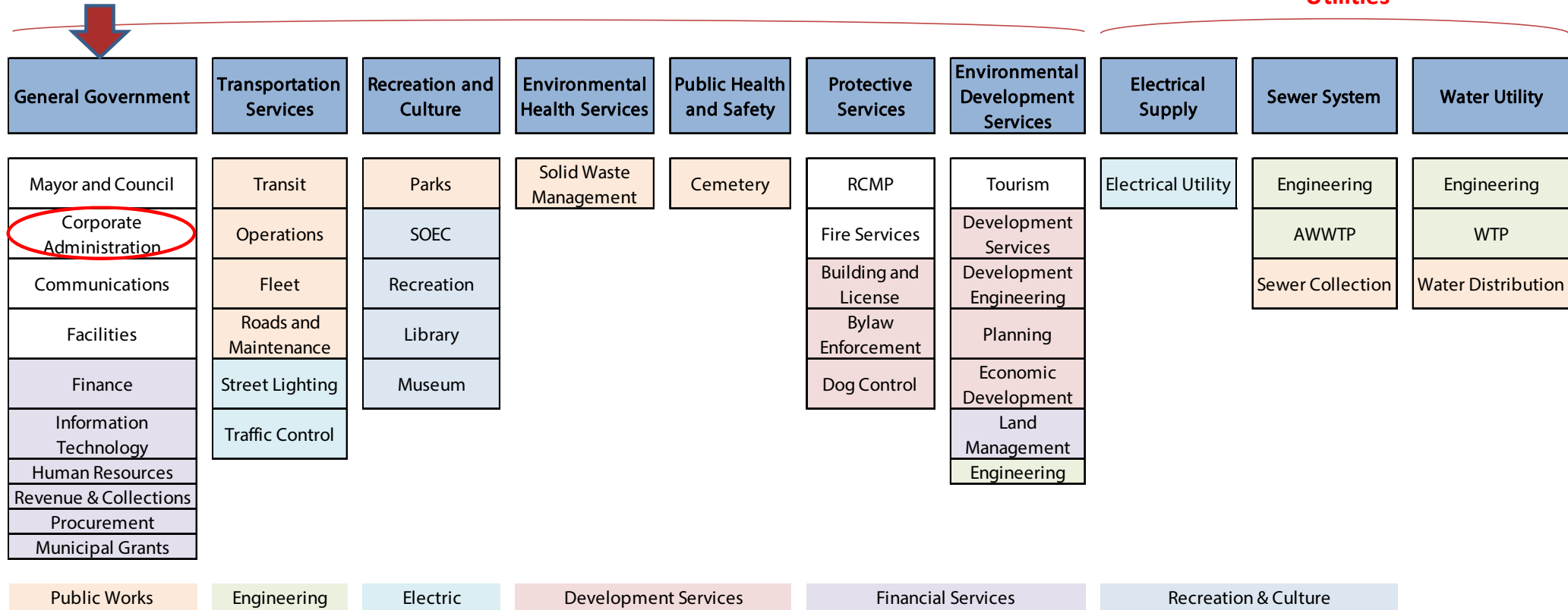
- Effective governance and oversight of the City



City of Penticton: Financial Plan Reporting Structure

General

Utilities



Corporate Administration



Overview

The Corporate Services department is the primary link between City Council, staff and the community, responsible for providing administrative support to Mayor, Council and the committees; organizing the agendas and minutes for Council and committee meetings; maintenance and access to corporate records as well as responsible for City bylaws and local government elections.

- Statutory Duties as outlined in the *Community Charter*
- Accountable for the direction of legislative and corporate functions



2017 Accomplishments

- Continued with Records Management implementation by providing training to over 200 members of City staff and migrating records created since 2013 into the official city directory – at the 3 month mark, 850 gigabytes of data have been moved into the city records structure, removing 67 unnecessary folders from the directory, cancelling the offsite record storage and housing all records on city property;
- Continued to review City policies in accordance with best practices;
- Conducted a Council committee review;
- Streamlined the internal agenda preparation and Council report process;
- At the end of the 3rd quarter of 2017 we have already surpassed the number of bylaws written annually in each of the previous 6 years.



2018 Initiatives

- Our key initiatives are as follows:
 - 2018 General Election – increasing voter opportunity, options, and experience;
 - Council Orientation materials and process – updating and improving orientation for elected members;
 - Committee Orientation materials and process – all new materials and process for new committees post-election;
 - Preparation of new staff orientation materials – easing transition to the city and new to local government staff, including instruction in local government procedures;
 - Corporate Records – Business Process Improvement: building on the advancement of records management made in 2017 and prepare the organization for electronic records management;
 - SILGA and UBCM – organizing travel, resolutions for debate, organizing and preparing for Minister meetings and briefing notes;
 - Review, repeal, and amend outdated bylaws, ie: Fire and Life Safety Bylaw, Business Licence Bylaw, Non-Profit Registration Bylaw;
 - Enhance the 2017 Annual Report.



Staffing

<u>2017</u>	<u>2018</u>
6.5	6.2

- 1 FTE is the Community Services Manager
- .5 is the Records Management Administrator union position in 2017, .2 in 2018



Highlights

General Government Corporate Services

	2018 Budget	% change	Trend
Total Revenue	-100		→
Operational Expense	951,676		→
Total Internal Allocation In	16,388		→
Total Internal Allocation Out	<u>-95,000</u>		↓
Net Operating Expense	872,964	1.88%	→
Total Capital	0		→
Cost per Capita	25.86		↑
% of Property Tax	2.72%		↑



2018 Budget

General Government Corporate Services

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Goods and Services	54,830	51,792	70,679	58,595	59,016	59,393	59,544
Legal	176,500	166,500	176,500	176,500	176,500	176,500	176,500
Salaries and Benefits	663,506	722,731	704,497	767,497	767,497	767,497	767,497
Internal Allocation In	16,249	16,411	16,388	16,462	16,537	16,539	16,589
Internal Allocation Out	-95,000	-100,000	-95,000	-95,000	-95,000	-95,000	-95,000
Recoveries – FOIPPA	-100	-550	-100	-100	-100	-100	-100
Net Operating Cost	815,985	856,884	872,964	923,954	924,450	924,829	925,031



Summary

*General Government
Corporate Services*

- Continued advancement of records management program in the City.
- Effective support for Mayor and Council
- Effective orientation program for any new Council members and Committee members



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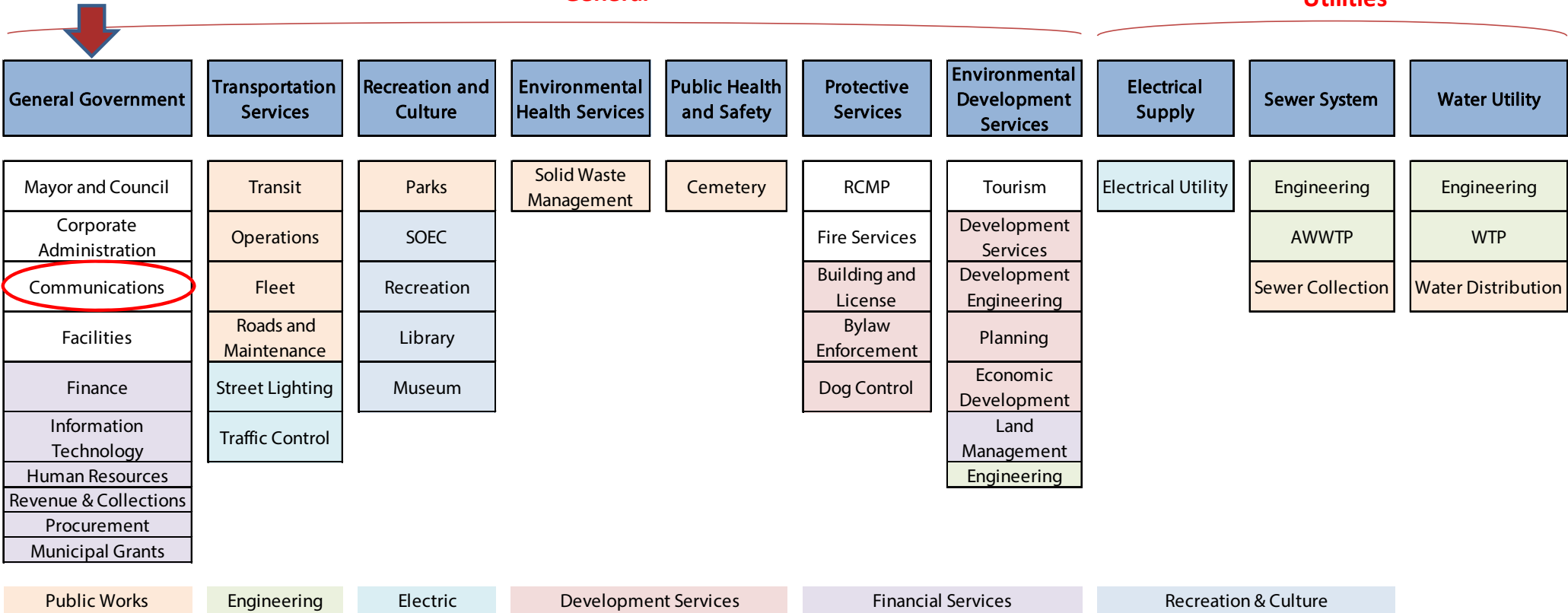
Questions



City of Penticton: Financial Plan Reporting Structure

General

Utilities



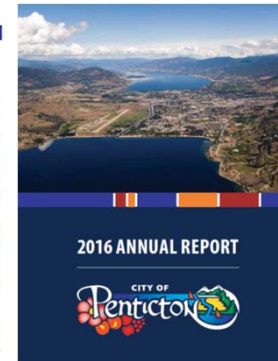
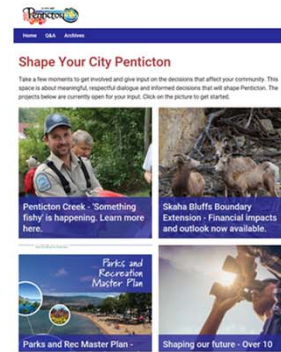
General Government: Communications



Overview

General Government Communications

- Support effective relationships with citizens by:
 - Providing timely access to complete info. about City services and operations that interests or affects them.
 - Providing opportunities for citizens to get involved in decisions that matter to them.



Communications Services

- Media relations
- Issues management
- Emergency communications
- Community engagement
- Department support
- Advertising

Communication Systems and Tools

- Penticton.ca
- Shapeyourcitypenticton.ca
- Social Media (Facebook, Twitter, Instagram)
- Utility Newsletter
- Annual Report
- Media releases and advertising



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2017 Accomplishments

- Updated emergency comms. plan and supported flood response, wildfire preparedness and beach clean
- Dramatic increase in social media presence: Total Reach increased +300%, Total Engagement increased +420% and Engaged Users increased +440%
- Involved the community on key initiatives (Arena Task Force, Official Community Plan, Downtown and Area Parking, Parks & Recreation Master Plan, Skaha Bluffs Area Boundary Extension)

- Broke 3,000 likes on Facebook and 4,000 followers on Twitter
- All-time high of +46,000 people reached on Facebook in one week
- Hosted 13 initiatives through shapeyourcitypenticton online engagement platform
- shapeyourcitypenticton: 1325 Active Participants & 21,330 Visits to the site (compared to 6,500 last year)
- 22+ in-person opportunities to provide input in City initiatives

Communications & Engagement



2018 Initiatives

- Communications Strategy to support effective and sustainable systems and processes, strengthen quality and brand, and build trust in the community
- Citizen Survey to understand resident satisfaction with services and changes in needs and priorities to inform the City communication and department strategies
- Community Engagement Policy and Framework to articulate commitment going forward
- Continued engagement in key initiatives: Parking, Arenas, Park Use Policy, Official Community Plan, Scotties



2018 Initiatives

- Focus on creating effective and sustainable communications systems to ensure citizens have access to timely and accurate information
- Emphasis on quality communications and the City's brand will improve understanding of City activities and strengthen the reputation of the City
- Conduct Citizen Survey to understand resident satisfaction with services and changes in needs and priorities to inform Council and staff priorities
Development of a Community Engagement Policy and Framework to articulate Council's commitment and help citizens understand what to expect from engagement activities and how their involvement is contributing
- Support of key initiatives to ensure they reflect the interests of citizens: Parking, Arenas, Park Use Policy, Official Community Plan, Scotties



Staffing

<u>2017</u>	<u>2018</u>
2.4	2.4

- Inclusive of 2 day/week Marketing & Communications Assistant (shared resource with Recreation Department)



Highlights

General Government Communications

	2018 Budget	% change	Trend
Total Revenue	0		→
Operational Expense	406,242		↑
Total Internal Allocation In	15,000		→
Total Internal Allocation Out	<u>-21,000</u>		↓
Net Operating Expense	400,242	15.59%	↑
Total Capital	0		→
Cost per Capita	11.86		↑
% of Property Tax	1.25%		↑



2018 Budget

General Government Communications

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Communications	175,521	175,521	174,769	171,769	171,769	171,769	171,769
Community Relations	142,000	122,000	135,173	133,173	133,173	93,173	93,173
Publications	24,500	24,500	29,300	29,000	29,000	29,000	29,000
Print	53,000	53,000	50,000	46,000	45,000	44,000	43,000
Radio	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Online	9,000	9,000	15,000	16,000	16,500	17,000	17,000
Internal Allocation In	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Internal Allocation Out	<u>-54,771</u>	<u>-54,771</u>	<u>-21,000</u>	<u>-18,000</u>	<u>-18,000</u>	<u>-18,000</u>	<u>-18,000</u>
Total Operating Expense	366,250	346,250	400,242	394,942	394,442	353,942	352,942



Key Changes

*Communications &
Engagement*

Operating Activities

- Reduction of \$34,000 in allocation of communication and engagement to other departments
- Increase of \$13,000 in community relations activities



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Summary

- Deliverables include:
 - Continued community engagement
 - More proactive communication strategies including establishing the “for the record” to share City information/insights with the community



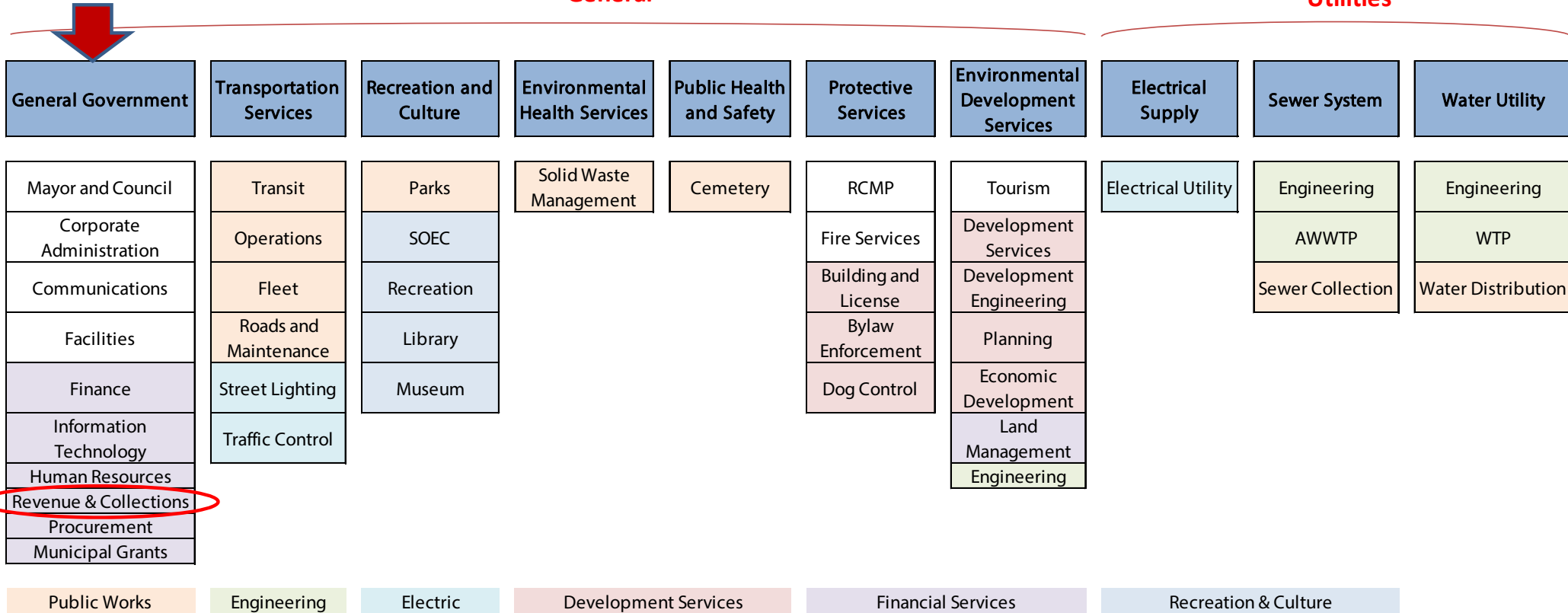
Questions



City of Penticton: Financial Plan Reporting Structure

General

Utilities



General Government: Revenue & Collections



Overview

General Government Revenue & Collections

- ❖ City Hall Reception and Cashiering Services
 - Dog tags, Parking permits, Municipal tickets, Transit passes
- ❖ Electric, Water & Sewer Utility Billing and Collections
- ❖ Property Tax Billing and Collections

- 31.44% of Utility accounts are e-billed, up 1.77%
- 18,360 Utility accounts billed per month, up 1.00%
- 1,093 rental properties participate in the Landlord Notification of Arrears program
- There are an average of 607 Utility customers moving in and out of properties each month
- Utilities staff field an average of 2,277 phone calls each month
- Reception staff field an average of 2,730 phone calls each month

- 34.00% of the 9,907 Home Owner Grants in 2017 were claimed electronically, up 2.00%
- 4 properties went to Tax Sale in 2017
- Cashiers field an average of 5,199 walk-in customers each month
- More than 16,500 payments are received via online methods each month
 - 6,500+ online banking
 - 7,000+ Utilities pre-authorized payments
 - 3,000+ Taxes pre-authorized payments



2017 Accomplishments

General Government Revenue & Collections

- Successful implementation of changes to sewer billing as part of the Utilities Bill and cart garbage & recycling billing on the annual Tax Notice.
- MyCity and electronic Home Owner Grant promotion through various mail-outs such as the annual Tax Guide and pamphlets completed, resulting in further uptake of eServices.
- Service levels reviewed and actions required to improve have been documented. Long-term plan being actively implemented.
- Options for Equalized Utility Billing have been compiled and are under review.
- Successful integration of provincial reporting changes for School Tax remittances and Home Owner Grants claimed.



2018 Initiatives

General Government Revenue & Collections

- Continuing to improve financial transparency through:
 - Enhancement of Utility Bills for information and readability
- Continuing to improve fiscal sustainability through:
 - Aiming to provide an equitable tax burden across properties
 - Review of the Permissive Tax Exemption Policy
- Continuing to improve customer access to information through:
 - Enhancement of public website information and customer ability to self-service



Staffing

General Government Revenue & Collections

<u>2017</u>	<u>2018</u>
9	9



Highlights

General - Other Revenue & Collections

	2018 Budget	% change	Trend
Total Revenue	-142,800		→
Operational Expense	942,800		↑
Total Internal Allocation In	9,337		→
Total Internal Allocation Out	0		→
Net Operating Expense	809,337	2.99%	↑
Total Capital	0		→
Cost per Capita	23.97		→
% of Property Tax	2.52%		↓



2018 Budget

General - Other Revenue & Collections

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Goods and Services	244,660	243,810	245,500	250,061	254,712	259,455	264,291
Salaries and Benefits	679,283	679,283	697,300	697,300	697,300	697,300	697,300
Internal Allocation In	9,021	9,021	9,337	9,407	9,478	9,551	9,625
Recoveries	<u>-150,000</u>	<u>-146,300</u>	<u>-142,800</u>	<u>-135,660</u>	<u>-128,877</u>	<u>-122,434</u>	<u>-116,312</u>
Net Operating Expense	782,964	785,814	809,337	821,107	832,612	843,872	854,904



Summary

- Continued focus on customer service
- Delivery of timely and accurate billing
- 2018 will focus on improvements to:
 - City public website pages for Utilities and Property Taxes
 - Appearance and readability of bills
 - Increasing e-Services for citizens
 - Permissive Tax Exemption process



Questions



City of Penticton: Financial Plan Reporting Structure

General

Utilities



General Government	Transportation Services	Recreation and Culture	Environmental Health Services	Public Health and Safety	Protective Services	Environmental Development Services	Electrical Supply	Sewer System	Water Utility
Mayor and Council	Transit	Parks	Solid Waste Management	Cemetery	RCMP	Tourism	Electrical Utility	Engineering	Engineering
Corporate Administration	Operations	SOEC			Fire Services	Development Services		AWWTP	WTP
Communications	Fleet	Recreation			Building and License	Development Engineering		Sewer Collection	Water Distribution
Facilities	Roads and Maintenance	Library			Bylaw Enforcement	Planning			
Finance	Street Lighting	Museum			Dog Control	Economic Development			
Information Technology	Traffic Control					Land Management			
Human Resources						Engineering			
Revenue & Collections									
Procurement									
Municipal Grants									

Public Works

Engineering

Electric

Development Services

Financial Services

Recreation & Culture



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Overview

- Stock inventory and provide central purchasing services for the City
- Oversee disposition of surplus and obsolete equipment and materials
- Prepare request for quotes, request for proposals and invitations to tender
- Prepare contracts for services

Issued 528 purchase orders totalling \$4,462,000
Processed 2,750 warehouse transactions
totalling \$1,448,000
Saved \$2,283,000 by obtaining quotes
Issued 48 Request for Quotes, Request for
Proposals and Tenders

Implementing new corporate credit card
program
Generated \$91,000 disposing of
surplus/obsolete material and equipment



2017 Accomplishments

- Implementing digital on-line bidding process.
- Working with valley Purchasing Managers for consistency in templates.
- Added numerous items to inventory for Telus upgrade project.
- Completed annual inventory count.



2018 Initiatives

- Complete bar coding for inventory products
- Update Purchasing Policy
- Explore vendor managed inventory
- Label and organized outside inventory



Staffing

*General - Other
Procurement*

2017 2018

5

5



Highlights

*General - Other
Procurement*

	2018 Budget	% change	Trend
Total Revenue	0		→
Operational Expense	494,355		↑
Total Internal Allocation In	11,200		→
Total Internal Allocation Out	<u>0</u>		→
Net Operating Expense	505,555	6.53%	↑
Total Capital	0		→
Cost per Capita	14.97		↑
% of Property Tax	1.58%		→



2018 Budget

*General - Other
Procurement*

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Goods and Services	83,950	67,570	69,068	69,874	70,694	71,531	72,384
Forklift Amortization	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Salaries and Benefits	380,510	405,943	422,037	427,639	433,353	439,182	445,127
Internal Allocation In	12,700	12,700	11,200	11,320	11,442	11,567	11,695
Internal Allocation Out	0	-14,877	0	0	0	0	0
Net Operating Expense	480,410	474,585	505,555	512,082	518,740	525,530	532,456



Key Changes

- Modest increase in net operating expenses from salaries to address increased capacity in department.
- No planned capital expenses.



Summary

- Continue to maximize the long-term value of the City's dollar recognizing the best value while considering price, quality, service, delivery, training, performance, experience and other criteria to determine the total cost of ownership.
- To maintain a high standard of equity, honesty and open communication and to ensure that all suppliers are given fair and equal access to do business with the City.



Questions

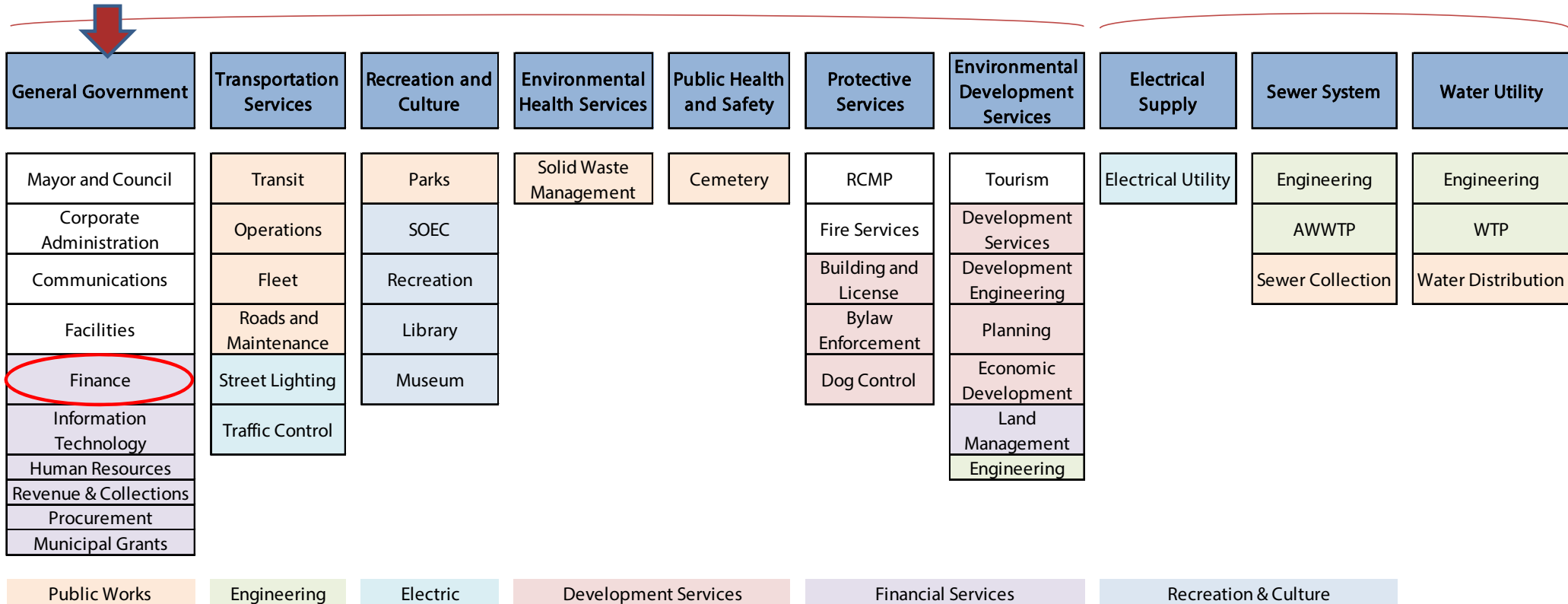


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City of Penticton: Financial Plan Reporting Structure

General

Utilities



Overview

- Provides strategic financial leadership to the City
- Develops compiles and amends the City's' Financial Plan
- Prepares accurate and relevant financial reporting for external users and timely and relevant management reporting for internal users to make effective decisions.
- Provides transactional services and ensures effective controls to safeguard the City's financial resources
- Manages reserves and tangible capital assets
- Risk management and insurance

Process ~ 12,000 Accounts Payable Invoices
Produce ~ 7,800 Cheques
7 emergency claims/billings compiled

Bill ~ 1,000 Sales Invoices
~ 230 Cemetery sales



Staffing

General Government Accounting / Finance

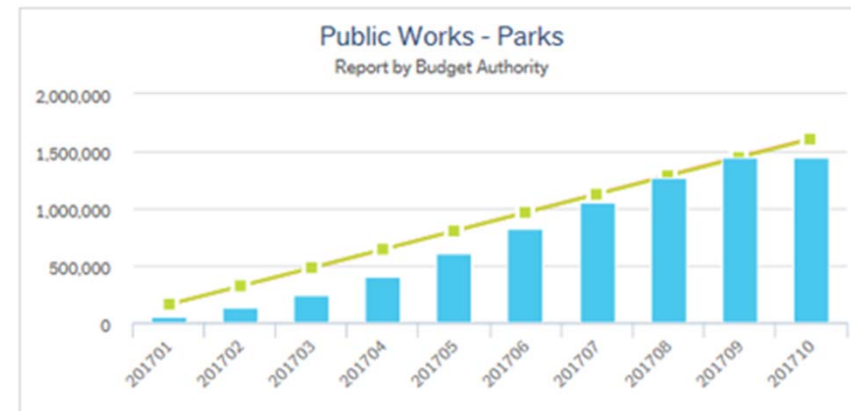
<u>2017</u>	<u>2018</u>
8	8.6



2017 Accomplishments

*General Government
Accounting / Finance*

- Municipal Grant Program Review
- Streamlined accounting processes
 - Year end – Tangible Capital Assets
 - Statement of Financial Information
 - Accounts Receivable
- Implemented internal reporting dashboard for managers
- Established a citizen friendly financial plan process
- Implemented Capital Prioritization Framework
- Improved transparency of financial results to citizens and City Council



2018 Initiatives

- Enhancement of reporting for financial statements, statement of financial information, and annual report schedules
- Financial Plan Improvements
- Municipal Grant Program refinement
- Capital Prioritization Framework refinement
- Continuous improvement of accounting processes
- Continue enhancing the usability of the Financial ERP



2018 Highlights

*General Government
Accounting / Finance*

	2018 Budget	% change	Trend
Total Revenue	-2,380,000		↑
Operational Expense	7,982,465		↓
Total Debt Principal (General)	-1,985,241		↓
Total Internal Allocation In	2,658		→
Total Internal Allocation Out	-2,222,805		→
Net Operating Expense	1,397,077	-39.43%	↓
Total Capital	0		↓
Cost per Capita	41.38		↓
% of Property Tax	4.36%		↓



2018 Budget

*General Government
Accounting / Finance*

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Goods and Services	322,200	514,935	296,400	296,300	296,400	296,300	296,400
Insurance	593,500	796,859	566,900	566,900	566,900	566,900	566,900
Interest and fees	13,700	13,700	13,700	13,700	13,700	13,700	13,700
Debt Interest	3,574,375	3,574,375	2,848,872	2,300,933	2,303,264	2,215,486	2,211,612
Debt Principal	4,230,055	4,230,055	2,982,421	2,532,463	2,725,536	2,594,804	2,596,717
Foreign Exchange	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Operating Provision	312,500	0	315,000	315,000	315,000	315,000	315,000
Salaries and Benefits	<u>875,499</u>	<u>903,311</u>	<u>949,172</u>	<u>956,802</u>	<u>964,585</u>	<u>972,524</u>	<u>980,622</u>
Total Operating Expense	9,931,829	10,043,235	7,982,465	6,992,099	7,195,386	6,984,714	6,990,951



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2018 Budget

*General Government
Accounting / Finance*

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Total Operating Expense	9,931,829	10,043,235	7,982,465	6,992,099	7,195,386	6,984,714	6,990,951
Internal Allocation In	2,400	2,731	2,658	2,702	2,747	2,792	2,839
Internal Allocation Out	-2,222,805	-2,222,805	-2,222,805	-2,246,574	-2,236,909	-2,236,909	-2,236,909
Debt Principal	-3,232,875	-3,232,875	-1,985,241	-1,499,344	-1,698,502	-1,567,770	-1,569,683
Total Operating expense	4,478,549	4,590,286	3,777,077	3,248,882	3,262,721	3,182,828	3,187,198
Revenue	-2,304,000	-2,283,557	-2,380,000	-2,380,000	-2,380,000	-2,380,000	-2,380,000
Net Operating (Surplus)/Expense	2,174,549	2,306,729	1,397,077	868,882	882,721	802,828	807,198



2018 Budget Debt & Interest

*General Government
Accounting / Finance*

Expenses	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Debt Principal - General	3,232,875	3,232,875	1,985,241	1,499,344	1,698,502	1,567,770	1,569,683
Debt Interest - General	2,351,750	2,351,750	1,626,247	1,047,944	1,032,925	945,147	941,273
Debt Principal - Sewer	575,057	575,057	575,057	545,072	538,987	538,987	538,987
Debt Interest - Sewer	773,830	773,830	773,830	755,290	751,710	751,710	751,710
Debt Principal - Water	422,123	422,123	422,123	488,047	488,047	488,047	488,047
Debt Interest - Water	<u>448,795</u>	<u>448,795</u>	<u>448,795</u>	<u>455,165</u>	<u>455,165</u>	<u>455,165</u>	<u>455,165</u>
Debt Total	7,804,430	7,804,430	5,831,293	4,790,862	4,965,336	4,746,826	4,744,865



2018 Revenues

*General Government
Accounting / Finance*

Revenues	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Casino - HFAA	-1,860,000	-1,860,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000
Traffic Fine Revenue Sharing	-402,000	-381,557	-380,000	-380,000	-380,000	-380,000	-380,000
Sub-total	-2,262,000	-2,241,557	-2,380,000	-2,380,000	-2,380,000	-2,380,000	-2,380,000
Transfers to other Governments	186,000	186,000	200,000	200,000	200,000	200,000	200,000
Total	-2,076,000	-2,055,557	-2,180,000	-2,180,000	-2,180,000	-2,180,000	-2,180,000



Key Changes

*General Government
Accounting / Finance*

- Decrease in interest and principal for maturing debt
- .6 FTE increase for shared Finance/Corporate/HR administrative position



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Summary

- Deliver accurate, transparent financial reporting in a timely manner
- Produce a citizen friendly, transparent financial plan
- Continuous improvements on:
 - Municipal grant process
 - Capital prioritization framework
 - Financial plan process



Questions



2018 Budget

Debt & Debt Funding



Debt Summary

Funding	2018 Interest	2018 Principal	Outstanding 2017
Casino	589,681	965,104	2,964,871
Development Cost Charges (DCC)	95,013	175,768	2,849,720
General	941,554	844,366	12,854,963
Total General	1,626,248	1,985,238	18,669,554
Water	448,795	422,123	7,826,648
Sewer	<u>773,830</u>	<u>575,057</u>	<u>10,677,202</u>
Total	2,848,873	2,982,418	37,173,404



Water Debt

Maturity	Purpose	2018 Interest	2018 Principal	Outstanding 2017
2026	Naramata Road Upgrade	81,725	156,827	2,554,979
2028	Water Filtration Plant	206,000	134,327	2,578,445
2029	Water Filtration Plant	<u>161,070</u>	<u>130,969</u>	<u>2,693,224</u>
	Totals	448,795	422,123	7,826,848



Sewer Debt

Maturity	Purpose	2018 Interest	2018 Principal	Outstanding 2017
2018	Penticton Industrial Development Area (PIDA)	18,540	29,985	42,678
2019	PIDA	3,580	6,085	16,988
2027	Septage Handling Facility	50,610	35,261	626,655
2028	System Upgrade	412,000	268,654	5,156,890
2029	Plant Expansion	<u>289,100</u>	<u>235,072</u>	<u>4,833,991</u>
	Totals	773,830	575,057	10,677,202



General Debt – Casino (Gaming) Funded

Maturity	Purpose	Funding	2018 Interest	2018 Principal	Outstanding 2017
2018	SOEC	Casino DAC	515,000	832,909	1,185,490
2024	Parks – Land acquisition	Casino HFAA*	33,600	50,808	780,047
2024	Parks – Integrated waterfront	Casino HFAA	11,000	16,633	255,373
2024	Parks – Youth park	Casino HFAA	1,000	1,512	23,216
2025	Parks – Integrated waterfront	Casino HFAA	11,531	27,400	239,790
2025	Parks – Youth park	Casino HFAA	2,700	5,514	73,993
2025	Parks – Integrated waterfront	Casino HFAA	<u>14,850</u>	<u>30,328</u>	<u>406,962</u>
	Sub-total Funded by Casino		589,681	965,104	2,964,871
	<i>* interest only</i>				



General Debt – DCC Funded

Maturity	Purpose	Funding	Interest	Principal	Outstanding 2017
2024	Storm Sewer	DCC (principal)	8,100	10,207	156,706
2024	Roads design – Main Street	DCC (principal)	3,000	4,536	69,647
2026	Roads work – Fairview & Industrial	DCC (principal)	27,913	53,563	872,632
2026	Parks - Sportsfields	DCC (principal)	<u>56,000</u>	<u>107,462</u>	<u>1,750,735</u>
	Sub-total Funded by DCC		95,013	175,768	2,849,720



General Debt

Maturity	Purpose	Funding	Interest	Principal	Outstanding 2016
2018	PIDA	General	58,710	94,952	135,146
2019	PIDA	General	11,336	19,269	53,796
2020	RCMP building	General	52,500	82,873	537,073
2020	RCMP building	General	31,500	49,724	322,244
2024	Roads Work – South Main St	General	3,900	5,897	90,541
2025	Wine Information Centre	General	18,739	42,153	368,908
2027	Integrated Waterfront	General	16,870	11,754	208,885
2028	Wellness Centre	General	139,500	100,745	1,933,834
2028	Cemetery - Columbarium	General	<u>128,750</u>	<u>83,954</u>	<u>1,611,528</u>
	Sub-total Funded by General		461,805	491,321	5,261,955



General Debt (Continued)

Maturity	Purpose	Funding	Interest	Principal	Outstanding 2017
2028	Indoor soccer facility	General	51,500	33,582	644,611
2028	Integrated Waterfront	General	27,295	17,798	341,644
2029	Indoor soccer facility	General	17,140	13,936	286,587
2030	Indoor soccer facility – Phase 2	General	26,370	19,679	430,570
2030	Pool upgrades	General	333,000	248,505	5,437,235
2031	Indoor soccer facility	General	5,670	4,534	104,929
2031	Road works – Smythe Dr.	General	18,774	15,011	347,432
	Sub-total Funded by General		<u>479,749</u>	<u>353,045</u>	<u>7,593,008</u>
	Total Funded by General		941,554	844,366	12,854,963



Debt Summary

Funding	2018 Interest	2018 Principal	Outstanding 2017
Casino	589,681	965,104	2,964,871
Development Cost Charges (DCC)	95,013	175,768	2,849,720
General	941,554	844,366	12,854,963
Total General	1,626,248	1,985,238	18,669,554
Water	448,795	422,123	7,826,648
Sewer	<u>773,830</u>	<u>575,057</u>	<u>10,677,202</u>
Total	2,848,873	2,982,418	37,173,404



Debt Funding

- Major SOEC loans maturing in 2018 were financed by Casino revenues
- As a result of that debt maturing, City debt servicing levels are dropping from 30% down to 23%
- Funds freed from the maturing debt can finance \$13.5m (10 year loan) or \$24.5m (20 year loan) of new debt
- For every \$1M of debt the City must fund approx. \$115k (10 year loan) or \$65k (20 year loan) (interest plus principal)
- Each \$1m in financing would require approx. a 4% tax increase



Reserves

Type	Estimated 2018
Statutory	11,584,000
DCC Reserves	15,129,000
Non-statutory (Own)	<u>42,289,000</u>
Total Reserves	69,002,000

- Statutory reserves are made up of 15 reserves including a capital reserve for each fund, Equipment Replacement, Gas Tax (Community Works) and Asset Sustainability.
- We have 27 non-statutory (or own) reserves which includes surplus reserves for each fund, Multi Material BC, Public Art, and Gaming (Casino) etc.



Questions?



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