



# Agenda

penticton.ca

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

**Thursday, February 28, 2019**  
at 9:00 a.m.

1. **Call Special Council Meeting to Order**
2. **Adoption of Agenda**
3. **2019 Budget Deliberations**

Time	Department	Presenters	Business Plan	Financial Plan	PowerPoint
9:00 a.m. – 9:30 a.m.	Tourism	Barb Haynes		186	Presentation
9:30 a.m. – 10:00 a.m.	SOEC	Dean Clarke & Carla Relvas		198	Presentation
10:00 a.m. – 10:15 a.m.	Library	Heather Buzzell & Jim Bauer	26-29	202-203	Presentation
10:15 a.m. – 10:30 a.m.	Debt/Reserves	Angela Campbell & Jim Bauer			Presentation
10:30 a.m. – 10:45 a.m.	<b>BREAK</b>				
10:45 a.m. – 12:00 p.m.	Grants	Angela Campbell & Jim Bauer			On table
12:00 p.m. – 1:00 p.m.	<b>LUNCH</b>				
1:00 p.m. – 2:00 p.m.	Grants (con't)	Angela Campbell & Jim Bauer			On table
2:00 p.m. – 2:15 p.m.	<b>BREAK</b>				
2:15 p.m. – 2:45 p.m.	Council Deliberations				

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

# 2019

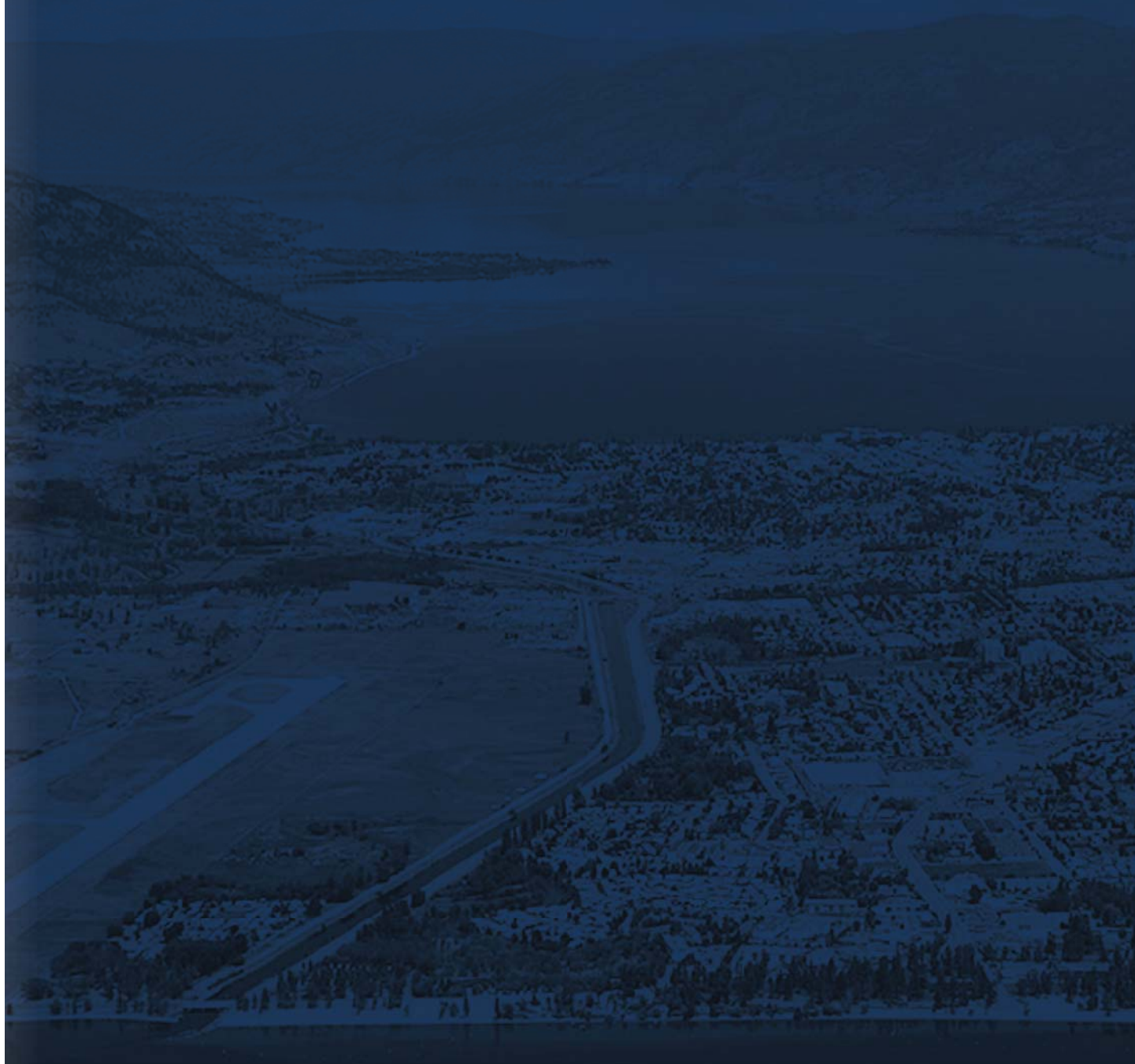
## Corporate Business Plan



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# OVERVIEW



## PLAN PURPOSE

Each year, the City of Penticton carefully deliberates on community programming, services, goals and overall allocation of resources for the coming year. This process involves weighing the needs and requests of the community and ensuring these service levels can be met within the annual budget. For 2019, the City has enhanced its approach to this process, aiming to provide more visibility into the operations of the City by preparing a 2019 City of Penticton Corporate Business Plan.

This plan is made up of formal business plans for each department that include recent achievements, the 2019 initiatives for the department and how they align to Corporate Priorities, as well as how the City of Penticton's 2019-2023 Financial Plan is being used to make it all happen.

## CORPORATE PRIORITIES

The City has identified six priorities that are fundamental to delivering municipal services. All initiatives and priorities identified in each of the department's business plans are required to align with at least one of these six priorities.



### GOOD GOVERNANCE

Good governance refers to the system of municipal government in its role as a democratic institution, a public policy maker and a provider of public services.



### COMMUNITY BUILDING

Community building views the City as a whole and focuses on the investment of services and infrastructure, which are fundamental to quality of life.



### FISCAL SUSTAINABILITY

Good fiscal sustainability refers to the City's ability to maintain programs and services while funding its infrastructure commitments and future growth.



### SOCIAL DEVELOPMENT

Social development encompasses principles of social equity, social well-being and citizen engagement, and support of a healthy community and quality of life.



### ECONOMIC VITALITY

Economic vitality refers to the City's economy, economic development and creating policy that promotes investment and economic sustainability.



### ENVIRONMENTAL SUSTAINABILITY

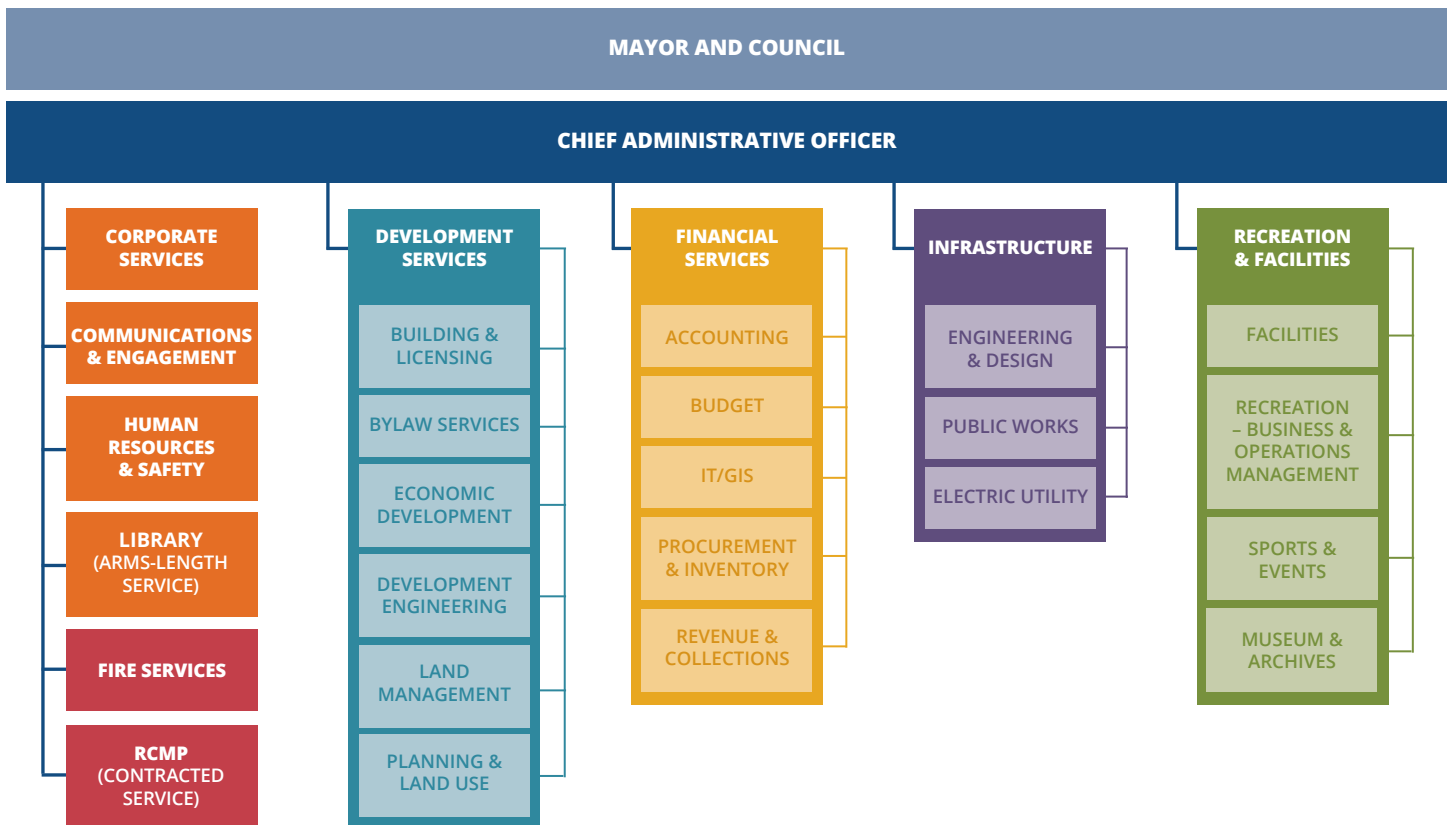
The way we operate has an impact on the environment. The City is committed to integrating environmentally sustainable practices into policy development.

## OVERVIEW OF THE ORGANIZATION

In order to support City Council and the needs of the community, the City is led by the Chief Administrative Officer, with support from Corporate Services, Communications & Engagement and Human Resources. Most programs and services provided through the City are organized under four major divisions, each with a number of supporting departments, as well

as Fire Services as a separate department. The City also has contracted policing services through the RCMP, and arms-length services offered through the Penticton Public Library and the operations of the South Okanagan Events Centre by Spectra Venue Management Inc.

*Colours align with sections in this business plan*



## BUSINESS PLAN STRUCTURE

The City's Business Plan is organized by Division where applicable and broken out by department. This allows residents to see how the priorities align with various aspects of the organization and the budgets associated with specific programs and services. Within each department's business plan, you'll find the following:

- What we do overall and on a daily basis
- Staffing
- 2018 Achievements – Supporting Corporate Priorities
- Challenges and Opportunities
- 2019 Initiatives
- 2019 Proposed Budget
- Council Decision Requests

## BUSINESS PLAN AREAS OF FOCUS

While Corporate Priorities relate to the core services and fundamental responsibilities for the organization, the City has also identified four primary focus areas for 2019. These focus areas are essential for tackling the key challenges facing the City based on risk assessments, identified needs in our community and external factors affecting how we operate and allocate resources.

### PUBLIC SAFETY AND SECURITY

In some cases, increased prevalence of social issues in the City have changed residents' perceptions of safety in the community. As a result, the City has prioritized a number of initiatives to address these issues and help citizens feel safer in the city. The City is directing additional resources towards the RCMP by adding an additional officer and offering continued support of the Community Assistance Support Team and Community Safety Enforcement Team. In addition, two Community Safety Officers are being added to Bylaw Services. Other priorities include:

- Mayor's Safety and Security Task Force
- Downtown Bylaw/RCMP Office
- Strategic Lighting Projects

### PLANNING FOR GROWTH AND DEVELOPMENT

The City has recently completed its Parks and Recreation Master Plan and is nearing completion of its Official Community Plan (OCP). The OCP will guide the development of Penticton over the next 20 years, helping the City make decisions in the face of some of the strongest development pressures in the community in the past 10 to 20 years. In 2019, the City will start implementing plans that will guide sustainable and balanced development as well as our future transportation and mobility networks, and maintain our natural environment to ensure the vibrancy of the community for current and future generations. Specific priority initiatives include:

- Develop Land Management Strategy
- Implement Economic Development Strategic Plan
- Develop Skaha Lake Park Master Plan
- Develop Downtown Parking Strategy
- Develop Arena Development Plan
- Develop South Okanagan Events Centre (SOEC) Parking Strategy



### ASSET MANAGEMENT

As the City's infrastructure continues to age, proactive steps are required to ensure necessary investment is made in its roads, facilities, electrical lines, water and sewer pipes and other assets to ensure infrastructure can meet existing and future needs. Specifically, the City will continue expanding systems to support asset management, such as migrating parks and facilities data into its Geographic Information System (GIS), implementing asset management software and updating the Asset Management Investment Plan. The City will continue to increase its annual contribution to the asset sustainability reserve, allotting \$1.8 million in 2019. The Utility Rate Review will also be completed, helping ensure utility rates are set to provide sustainable electrical, water and sanitary sewer utilities.

*Business Plan Areas of Focus continued on next page*

## PUBLIC ACCOUNTABILITY & FINANCIAL TRANSPARENCY

In 2019, the City has established public business plans to clearly establish priorities and initiatives, and will report on these quarterly. The City continues to increase its financial transparency by enhancing its financial reporting to Council and the public with improvements to the 2019-23 financial plan such as implementing full cost accounting and greater reserve transfer disclosure.

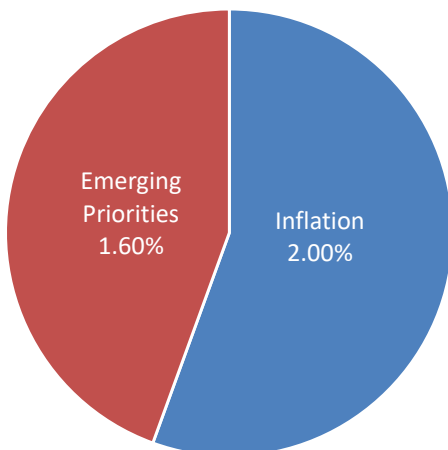
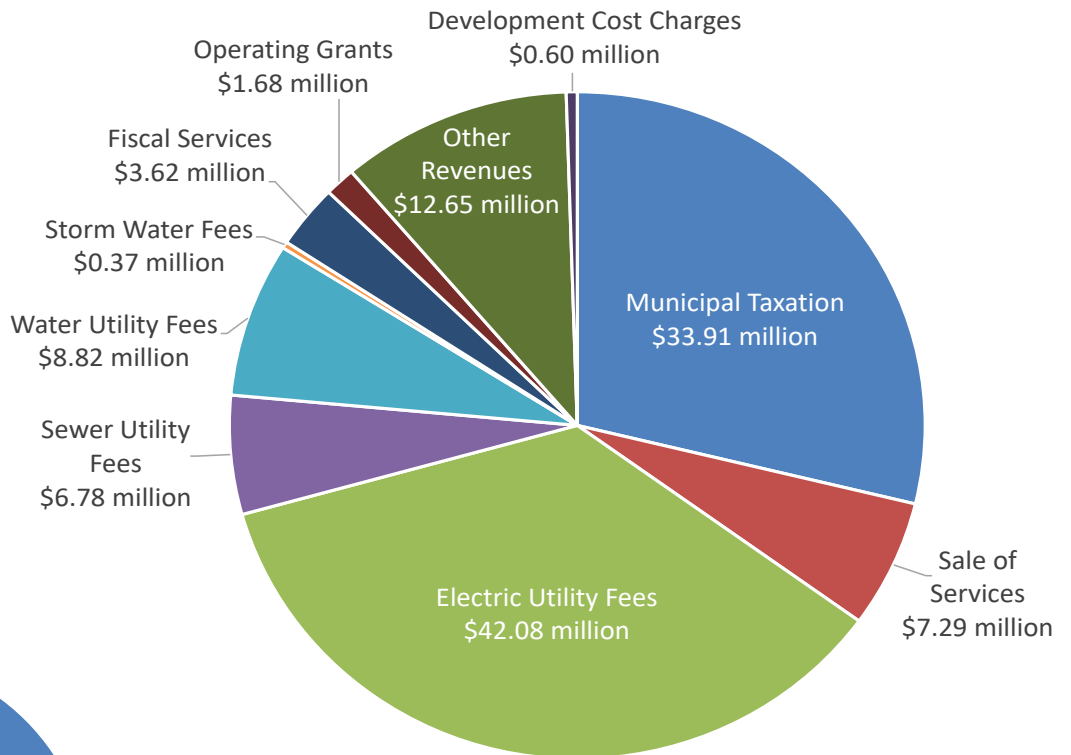
Other priorities include:

- Establish Mayor and Council Remuneration Task Force
- Develop Reserve Policy
- Develop Nominal Lease Policy
- Update Permissive Tax Exemption Policy
- Recreation Cost Sharing Review

## BUDGET AT A GLANCE

### REVENUES

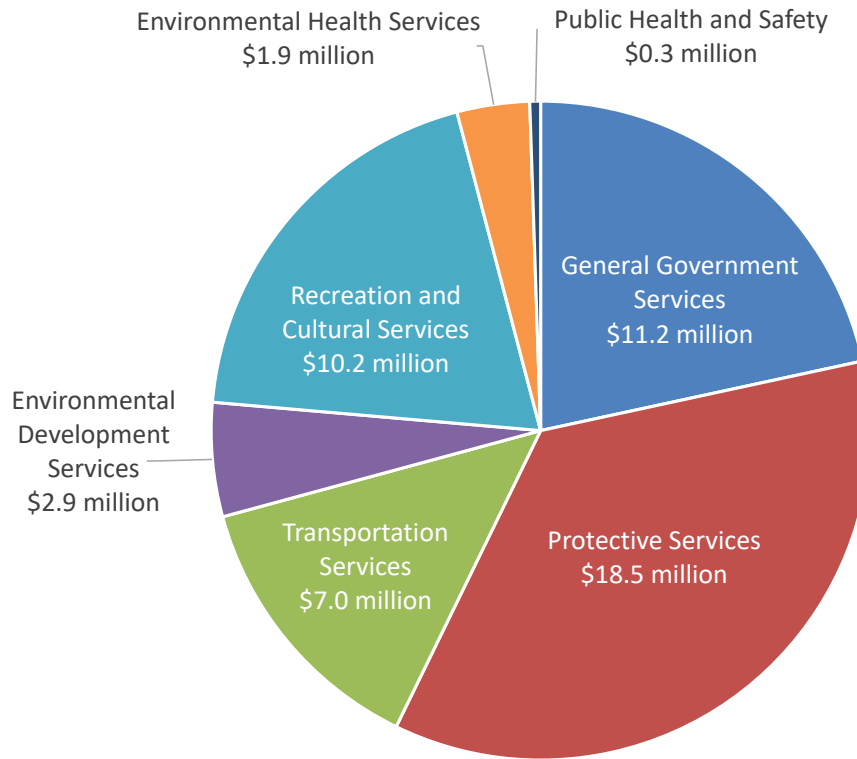
The City generates revenues through taxation, utility fees and other means. City revenues total \$117.8 million, net of tax flows. The net budgeted revenue increase is \$4.8 million or 4.1%.



The City has proposed a 3.6% tax increase to address emerging priorities.

## EXPENSES

The City takes a responsible and prudent approach to funding for programs and services. City general fund expenses total \$52 million, net of tax flows. The net budgeted expense increase is \$2.1 million or 4.2%.



## Key Expense Increases

Key expense increases consist of the following:

AREA	\$ MILLIONS
Non discretionary/Inflation	2.024
Public Safety and Security	.535
Critical Staffing	.366
Growth and Development Initiatives	.246
Various Initiatives	.225
Offset by: Reductions such as municipal grants/partnerships and debt interest	(1.301)
<b>TOTAL</b>	<b>2.095</b>

## Staffing Levels

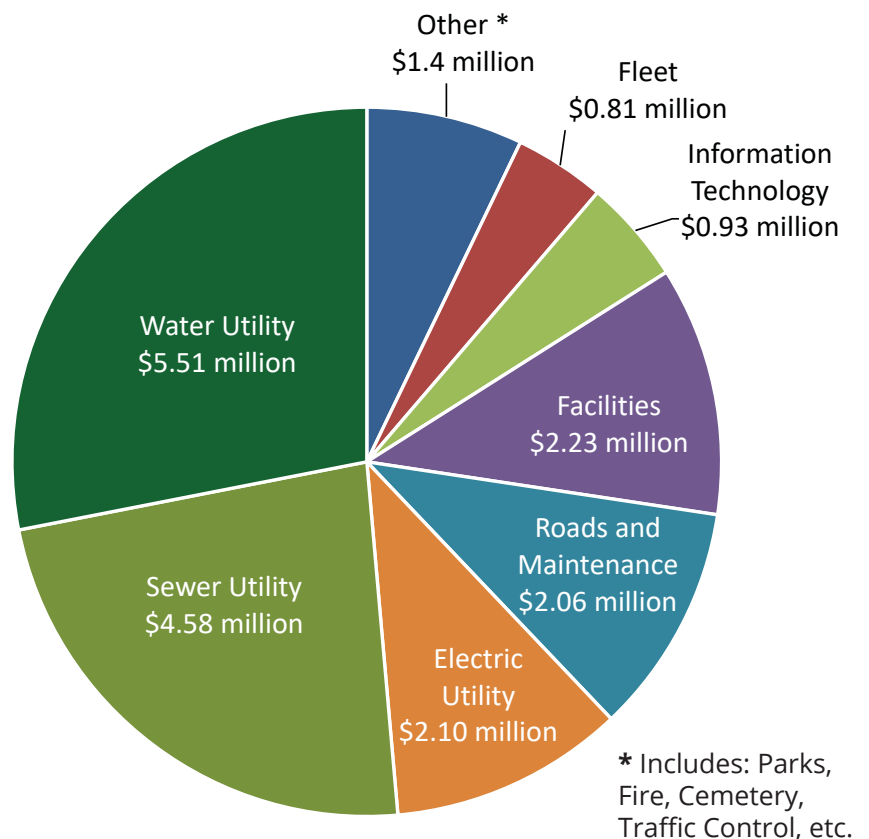
The City has a diverse workforce with unique challenges. While the City works hard to maintain its existing staffing levels, increasing workload, impending retirements, and greater legislative and regulatory requirements have necessitated increases in a number of departments. The full-time equivalent\* staffing levels and increases from 2018 to 2019 are reflected below.

DEPARTMENT	2018	2019	NEW	COMMENTS
Corporate Services and Communications & Engagement	8.5	9.5	1	Records Management (EDRMS) position
Development Services	29.5	32	2.5	Bylaw Officers, 0.5 Ec Dev
Infrastructure	100	103	3	2 Clean Team (=1FTE), Utility Supervisor and Service Advisor
Finance	34	34		
Fire Services – General	39	39		
Human Resources	5	5		
Facilities, Recreation & Culture	46	47	1	Facilities Administrator
RCMP	25	25		
<b>TOTAL</b>	<b>287</b>	<b>294.5</b>	<b>7.5</b>	

\* Note: Full-time equivalent (FTE) is the industry standard to reflect staffing levels for local government. One FTE is equivalent to one staff working full-time.

## CAPITAL

As our infrastructure ages, the City needs to continue making a significant investment into refurbishing roads, facilities and utilities, making a \$19.6 million investment in 2019.



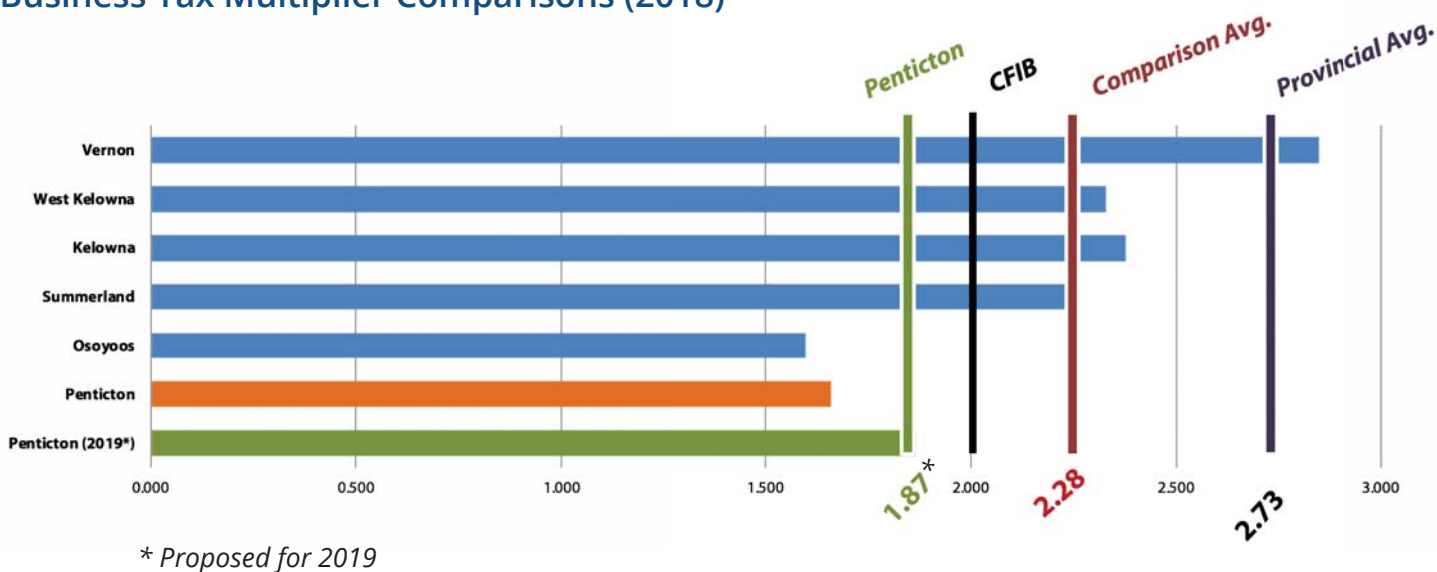
## WHAT IT MEANS TO OUR RESIDENTS ...

The City has taken a responsible approach to the proposed tax and utility rate change, aiming to establish an affordable increase that maintains the level of services the community expects.

As with all municipalities in BC, finding a way to equitably distribute the tax burden between residents and businesses is no easy task. The business tax multiplier is the mechanism used by municipalities to set different tax rates between residents and businesses. In Penticton the multiplier is lower than most comparable municipalities (2.28) and the provincial average (2.73). The Canadian Federation of Independent Business recommends the multiplier to be no more than 2. The table below compares Penticton to others.

Municipalities use business tax multipliers to set different tax rates between residents and businesses, as a way to equitably distribute the tax burden.

### Business Tax Multiplier Comparisons (2018)



The current business tax multiplier in 2019 for Penticton will be 1.73; however, consideration will be undertaken to adjust it to 1.87 when tax rates are set later in spring. If this higher business tax multiplier is set, it will result in a smaller impact to residential properties.

The tables on the next page show the impact to residents and businesses of proposed tax and utility rate increases based on the two business tax multipliers.

### Impact of Tax and Utility Increases with Multiplier

#### TYPICAL RESIDENTIAL PROPERTY (\$451,567)

	GENERAL MUNICIPAL TAXES	STORM WATER	ELECTRIC UTILITY	WATER UTILITY	SEWER UTILITY	TOTAL \$ CHANGE
	<b>Estimated Increase</b>	\$11	\$0	\$30	\$58	
<b>2019 Business Tax Multiplier 1.73</b>	\$59					\$158
<b>2019 Business Tax Multiplier 1.87</b>	\$18					\$117
<b>Assumptions:</b>			914 kwh/mo	(3/4") 1,060 cu ft/mo	532 cu ft/mo in winter	

#### TYPICAL BUSINESS PROPERTY (\$1,177,047)

	GENERAL MUNICIPAL TAXES	STORM WATER	ELECTRIC UTILITY	WATER UTILITY	SEWER UTILITY	TOTAL \$ CHANGE
	<b>Estimated Increase</b>	\$32	\$0	\$53	\$303	
<b>2019 Business Tax Multiplier 1.73</b>	\$266					\$654
<b>2019 Business Tax Multiplier 1.87</b>	\$658					\$1,046
<b>Assumptions:</b>			5,000 kwh/mo	(1 1/2") 7,060 cu ft/mo	7,060 cu ft/mo	

## COUNCIL DECISION REQUESTS

In the departmental business plans, there are a total of 24 decision requests for Council. The financial implications of these initiatives are contained within the proposed budget. The list below summarizes these requests for new operating funding. For details on these requests and how they support goals to benefit the community, visit the applicable department plan.

DEPARTMENT BUSINESS PLAN	REQUEST	VALUE
<b>GENERAL FUND</b>		
<b>Communications &amp; Engagement Department</b>	Develop new City website	\$125,000
	Citizen community survey	\$8,000
<b>Corporate Services Department</b>	Purchase and implement an electronic documents records system (EDRMS) with an FTE position to support digitization and records management	\$75,000
<b>Bylaw Services Department</b>	Two Community Safety Officers	\$155,000
	New centralized downtown Bylaw/RCMP office	\$30,000
<b>Land Management Department</b>	Skaha Park Master Plan	\$75,000
	Land Management Strategy	\$15,000
<b>Planning &amp; Land Use Department</b>	Comprehensive Development Plan to establish the City's future land use vision	\$130,000
	Downtown Parkade Feasibility Study	\$26,000
	Land Use Contracts termination to meet provincial rules and requirements	\$15,000
<b>Procurement &amp; Inventory Department</b>	Research and implement a contract management platform to address maintenance and tracking of City contracts	\$30,000
<b>Public Works Department</b>	Public Works Utility Supervisor (Note: Total cost is \$126,000 with \$66,000 funded from Water and Sewer Utilities)	\$60,000
	Two cleaning and maintenance staff	\$66,000
	Service Advisor Coordinator to address fleet growth	\$100,000
<b>Electrical Department</b>	Strategic area lighting and pedestrian crossing lighting	\$200,000
<b>Recreation &amp; Facilities Division</b>	Facilities Administrative Support	\$65,000
	Recreation Cost Sharing Review	\$30,000
	Public Art Officer and initiatives (Note: not shown as a supported line item in budget)	\$150,000
<b>Museum &amp; Archives</b>	Revamp the First Peoples display area to complete the diorama portion of the exhibit	\$3,000
<b>RCMP</b>	One new RCMP Officer for 2019	\$150,000
<b>LIBRARY</b>		
<b>Library</b>	Increase hours of cataloguer position in relation to the expansion of outreach services	\$7,000
	Increase online services	\$5,000
<b>ELECTRIC UTILITY</b>		
<b>Electric Utility</b>	Investigate power generation possibilities	\$75,000
<b>WATER UTILITY</b>		
<b>Engineering Department</b>	Phase II Drought Management Plan	\$100,000

# CORPORATE ADMINISTRATION

The following departments provide leadership and support services to the organization and the community:

CORPORATE SERVICES

COMMUNICATIONS & ENGAGEMENT

HUMAN RESOURCES & SAFETY

Penticton provides organizational support to the Penticton Public Library, a partner organization. This section also includes Library Services.



# Corporate Services

## WHAT WE DO

Corporate Services is the primary link between City Council, staff and the community. We support Council as it sets policy and strategic priorities, and we provide leadership to support the implementation of Council's directives.

## STAFFING

The Corporate Services Department consists of six full-time equivalent staff, including the Chief Administrative Officer, one Director and one Manager.

## ON A DAILY BASIS, WE...

- Act as the City liaisons: the Chief Administrative Officer (CAO) and other members of the department interact with community groups and other government agencies such as federal, First Nations, provincial and regional agencies as well as social agencies that serve the community;
- Provide administrative support to Mayor, Council and the Council Committees;
- Prepare and organize the agendas and minutes for Council and Committee meetings;
- Manage, maintain and provide access to corporate records including City bylaws;
- Maintain and preserve all of the City's records and manage Freedom of Information and Protection of Privacy issues and requests; and
- Conduct local government elections.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Increased voter opportunity options and turnout for the 2018 General Election.
- Updated and improved the orientation for Council to ensure they have the tools to be effective leaders and decision makers and created all new Committee orientation materials to help committees respond effectively to Council requests.
- Improved business processes for corporate records management and initiated preparations for a new electronic records management system to increase efficiency and provide improved public access to requested records.

- Updated and added new bylaws and policies that will direct how the City conducts business.
- Rebuilt the Corporate Services team with the departure/transfer of staff.

### COMMUNITY BUILDING

- Coordinated City events for Ikeda Sister City visit and Canada Day Drummers and liaised with Downtown Penticton Association and the Prime Minister of Canada's office to coordinate Prime Minister Justin Trudeau and wife Sophie Gregoire Trudeau's visit for BC Day.

*Achievements continued on next page*



## FISCAL SUSTAINABILITY

- Enhanced the 2017 Annual Report to focus on Council Priorities and organizational achievements and future goals.



## ECONOMIC VITALITY

- Initiated planning for the Federation of Canadian Municipalities Board meeting with 150 delegates to be hosted by the City of Penticton in the Spring of 2019.

## CHALLENGES AND OPPORTUNITIES

### RECORDS MANAGEMENT

The City must comply with the Freedom of Information and Protection of Privacy Act, including providing records as requested, or face fines and/or court challenges which can be costly. The difficulty is that the number and complexity of Freedom of Information requests is increasing and the number of electronic documents continues to increase exponentially, tripling every three years and adding 1.9 million new documents in the last three years alone. Searching for documents consumes a lot of staff time.

### NEW COUNCIL

We see the election of a new Council as an opportunity, and there is a need to provide Council with orientation information and support to ensure new and returning Council members have the information and background they require to make decisions over the next four years.

### BYLAWS AND POLICIES

Some Penticton bylaws and policies were adopted many years ago. The City needs to review older bylaws/policies to ensure they are not in conflict with current legislation or other bylaws/policies, and that they are still relevant and applicable.

### EVENTS

Penticton has the advantage of hosting many events and it's important for the City to support these events by ensuring Council members are aware of them and able to attend. Currently, there is no coordinated calendar to outline known events, which makes it difficult to plan and allocate resources as needed.

### ISSUES MANAGEMENT

When citizens advise the City of concerns or identify issues related to municipal responsibilities, it's important to ensure these issues are resolved. Without an effective tracking system there is a risk that some complaints may not be handled consistently or in a timely way. An additional challenge is that some issues relate to other governments or jurisdictions and are outside of the control of the City. However, when these outside issues are not addressed, citizens blame the City as they may not understand the City's role.

## 2019 INITIATIVES

### 1. Implement an Electronic Document and Records Management Plan

An electronic document and records management system (EDRMS) will provide a more efficient way to store and retrieve records and will reduce risks associated with legal challenges to the City by: ensuring documents are retained as required by law, regulation, statute or best practice; providing quick and reliable access to documents for FOI requests and court cases as needed; and, preventing documents from being destroyed prior to the required retention period. An EDRMS also improves efficiency by making it easier and quicker for staff to retrieve documents when needed.

**ESTIMATED COMPLETION:** Plan for and select a system - December 2019; Implementation through 2020



GOOD  
GOVERNANCE

### 2. Formalize Council 2019 Deliverables and Structure Spring 2020-2022 Plan

Council has identified priorities they want addressed and these have been actioned or added to business plans for 2019 and beyond. The next step is to complete a Strategic Plan for the remainder of the Council term to capture their vision.

**ESTIMATED COMPLETION:** May 2019



GOOD  
GOVERNANCE

### 3. Implement New Council Orientation

With a newly-elected Council, it's essential to ensure Council members have all the information and training required to fulfill their roles and make sound decisions. A full orientation began in late 2018 and will carry into 2019.

**ESTIMATED COMPLETION:** March 2019



GOOD  
GOVERNANCE

### 4. Update Bylaws and Policies

Bylaws and policies are the instruments for conducting City business. Often bylaws and policies become obsolete and need upgrading due to changing legislation or changing practices. Penticton will review its bylaws and policies and complete updates, or create new bylaws and policies as needed, as part of ongoing management best practice.

**ESTIMATED COMPLETION:** December 2019



GOOD  
GOVERNANCE

### 5. Implement an Events Tracking Calendar including Council Invitations

Staff will identify as many events requiring Council participation as possible and develop an events calendar, and corresponding planning materials, for what is required (type of attendance, need to purchase tickets, etc.), and ensure all of those event invitations are shared with Council as applicable.

**ESTIMATED COMPLETION:** March 2019 (with event tracking and invitations to Council as an ongoing practice)



GOOD  
GOVERNANCE



COMMUNITY  
BUILDING

*Initiatives continued on next page*

## 6. Implement an Issues Management Program



By developing an Issues Management Program to log and monitor all issues raised by the public and/or Council, City staff will be able to respond to and track issues more effectively. The system will list when the complaint is received, staff involved in responding and the resolution or outcome, as well as help identify trends and look for consistent, long-term solutions to repetitive problems. There is an opportunity to work with Communications & Engagement to ensure the public is aware of municipal roles and responsibilities as opposed to federal, First Nation or provincial jurisdictions.

**ESTIMATED COMPLETION:** June 2019

## CORPORATE SERVICES – BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	141,631	131,329	90,600
Legal	176,500	276,014	240,000
Salaries and Benefits	704,497	857,388	817,000
Internal Allocation In	16,388	20,689	7,500
Internal Allocation Out	-95,000	-155,014	-165,000
Recoveries – FOIPPA	-100	-150	-100
<b>NET OPERATING EXPENSE</b>	<b>943,916</b>	<b>1,130,256</b>	<b>990,000</b>

### KEY BUDGET CHANGES FOR 2019

- › The 2018 municipal election increased expenses in the Corporate Services Department. As there is no election planned for 2019, the net operating costs are lower than in 2018; however, this is offset due to the proposed records management position.



## MAYOR &amp; COUNCIL – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Supplies and Memberships	34,394	39,015	34,000
Travel and Conferences	25,000	13,956	40,000
Salaries and Benefits	208,079	209,000	215,000
Internal Allocation In	11,000	11,000	11,000
<b>TOTAL OPERATING EXPENSE</b>	<b>278,473</b>	<b>272,971</b>	<b>300,000</b>

## KEY BUDGET CHANGES FOR 2019

- › Net operating expenses are increasing in 2019 due to Council orientation expenses and cost of living increase to the Mayor and Council's annual indemnity.

## COUNCIL DECISION REQUEST

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Electronic Document and Records Management System and Staff Position	Enables the City to manage the security, efficient retrieval, and retention of City records, and provide a means of collaboration between departments and people. It will help satisfy Freedom of Information requests for City documents and help avoid costly legal action against the City. It also reduces costs by decreasing staff time required to search for documents.	<b>Year 1</b> \$75,000 (Records Management System position for 8 months and consulting fees)	
		<b>Year 2</b> \$83,000 (annual Records Management System position) \$45,600 (annual software licence cost) <i>*Information Technology staff support will be required in year 1 and year 2, and ongoing.</i>	<b>Year 2</b> \$400,000 (one time software cost)

\* We estimate the current cost of time wasted as staff search for documents is approximately \$372,096/year, based on 15 minutes per day by 170 staff with an average wage of \$36.48/hr over 240 working days.

If funding for a new document management system is not approved, staff will still need to find a way to clean up City records, set naming conventions and train staff to use the current systems and standards in a fashion that supports more efficient searches for records and FOI requests. This will require additional staff resources.

# Communications & Engagement

## WHAT WE DO

In Communications & Engagement we are focused on keeping our residents informed about operations in the City and new decisions and directions from Council, as well as engaging with residents to seek input and help inform Council about community interests and priorities.

## STAFFING

The Communications & Engagement Department consists of 2.5 full-time equivalent staff, including one Manager.

## ON A DAILY BASIS, WE...

- Work internally with staff and externally with stakeholders to make information on City services, events or topics of public interest available and accessible via our website, social media, newsletters, news releases and other channels;
- Partner with staff to develop and execute a process to involve the community in decisions that matter to them and to provide Council with information about community views to assist with their decision making; and
- Work with local and regional media.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Continued growth of social media channels. Revised social media strategy for engagement. Increased diversity of social media content.
- Continued growth of registrations on [shapeyourcitypenticton.ca](http://shapeyourcitypenticton.ca) and participation in engagement activities.
- Significantly increased the number of news releases issued. 170 were issued in 2018 compared to approximately 50 for previous years.
- Revised City newsletter. The focus was on ensuring content was relevant to residents by capturing key announcements from previous months and including tips on utility consumption and recreation services.
- Revised emergency management communication materials and on-site live training.
- Introduced greater rigor on proactive communication and engagement with respect to internal planning and preparedness.

## CHALLENGES AND OPPORTUNITIES

### LONG-RANGE PLANNING

Given the speed by which information is distributed via popular social media channels, combined with the dominant role these channels play in circulating information and news, communication planning is required more than ever, while the time to organize it is less and less. By identifying repeating cycles of annual work, services or decisions, the majority of the City's operational communications (which comprise the largest portion of the City's yearly announcement schedule) can be effectively planned for in advance.

### LISTENING TO RESIDENTS

Despite the City's success in increasing occasions for public engagement, the actual topics of engagement remain primarily set by Council and staff. The opportunity exists for the City to expand its current engagement program to include feedback on topics and issues for which there is currently no established political or administrative attention.

### BUILDING STAFF EXPERTISE

The expanding array of communication channels and opportunities to send out information is placing considerable pressure on the designated communication resources, making it difficult to be actively engaged and responsive.

The opportunity exists through internal staff education and new technology to decentralize some aspects of the City's communication function in order to better serve the expectations of residents.



## 2019 INITIATIVES

### 1. Launch New Version of Penticton.ca

Penticton.ca has reached the end of its functional service life as the primary conduit for accessing online information about the City, the services it supplies or the decisions its elected officials and staff make. Developments in internet technology, combined with new devices by which the internet is accessed, have further reduced the functionality of the current website. The time has come to create and relaunch Penticton.ca.

**ESTIMATED COMPLETION:** October 2019



GOOD GOVERNANCE



COMMUNITY BUILDING

### 2. Develop a Community Engagement Framework

At this time the City's popular engagement program and activities are without a set of defined policies and processes to articulate the City's commitment to community engagement. With this initiative, Council, staff and the community will have a shared understanding of the purpose of community engagement and what to expect from the program.

**ESTIMATED COMPLETION:** June 2019



GOOD GOVERNANCE



SOCIAL DEVELOPMENT

### 3. Implement Citizen-led Engagement Program

Successful community engagement programs include processes and occasions that enable residents to lead the conversation. With achievement of this initiative, the City will have a better understanding of what is important to the community and greater participation from a wider and more inclusive audience. The community will have a regular forum to discuss topics of importance with the City through PenTALKton evenings, where citizens select the topic in advance and drive the conversation.

**ESTIMATED COMPLETION:** Three times in each of the first three quarters



GOOD GOVERNANCE



SOCIAL DEVELOPMENT

### 4. Introduce Continuous Improvement Initiatives

Improving the effectiveness of the City's engagement program by way of aligning existing efforts to industry best practices can lead to a variety of quick wins. Through this initiative, various steps taken will reduce barriers to participation and introduce measures to gauge the effectiveness of the program.

**ESTIMATED COMPLETION:** August 2019



GOOD GOVERNANCE

### 5. Introduce the News Release Creator Tool

This tested and proven piece of technology will be rolled out by the end of 2019 in an effort to better manage the writing, approval, posting and issuing of City news releases. When installed, the application provides a wide range of benefits to select staff, while also addressing a notable short-fall of knowledge surrounding the City's current website Content Management System (CMS). The application's availability during EOC activations will also provide a notable improvement in the time it takes to issue critical information to the public.

**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE

## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Communications	281,942	287,600	326,160
Community Relations	42,000	42,900	1,000
Publications	29,300	26,506	92,000
Print	50,000	52,000	0
Radio	2,000	0	0
Online	15,000	6,500	1,500
Internal Allocation In	15,000	12,840	13,000
Internal Allocation Out	-21,000	-21,400	-23,000
<b>TOTAL OPERATING EXPENSE</b>	<b>414,242</b>	<b>406,946</b>	<b>410,660</b>

### KEY BUDGET CHANGES FOR 2019

- › No material changes between 2018 Forecast and 2019 Budget.

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
New website to replace existing Penticton.ca platform	Addresses current issues with searchability, lack of a mobile screen platform, limited content management system and other performance issues on the current website.	\$125,000*	
Community survey by contractor	Provides expertise and capacity to complete an assessment of initiatives to reduce barriers and improve public participation	\$8,000	

\* This budget request resides in the IT cost centre; however, the Communications & Engagement Department would lead the project.

# Human Resources & Safety

## WHAT WE DO

In Human Resources & Safety, we strive to balance the needs of all City staff by developing and managing corporate programs. These include recruitment, labour relations, collective bargaining, training, staff development, payroll and benefits, and health and safety.

## STAFFING

The Human Resources & Safety Department consists of five full-time equivalent staff, including one Manager.

## ON A DAILY BASIS, WE...

- Handle the recruitment of staff, including posting, interviewing and on-boarding;
- Manage labour relations, including the handling of all union matters and negotiating collective agreements;
- Process the payroll, benefits and pensions of City employees;
- Create, implement and oversee internal policies;
- Ensure the health and safety of City staff by educating employees on safe work practices; and
- Provide advice to managers and supervisors to support effective communication and cooperation with their staff.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Created a Five Year Succession Planning Master Plan to ensure that the City is ready for staffing changes.
- Improved the Safety Management System within the City (i.e. Personal Protective Equipment and Safety Training).
- Implemented a City-wide Performance Management Tool focused on Employee Development.

#### **NOTE:**

*The Human Resources & Safety Department handles a number of private and confidential matters. For this reason, several of the Department's Achievements and Initiatives could not be listed in this Business Plan.*

## CHALLENGES AND OPPORTUNITIES

### EMPLOYER IMPLICATIONS OF LEGALIZED CANNABIS

In October 2018, the use of recreational cannabis was legalized in Canada, creating the need for the Human Resources & Safety Department to prepare for the various challenges the City may face related to the use of cannabis products for medical/non-medical use in the workplace. The City will follow the published experiences of employers regarding cannabis use and will have the safety of staff as its paramount concern.

### COLLECTIVE BARGAINING OF THREE AGREEMENTS

The collective agreements for three of the City's four unions expired on December 31, 2018. This affects the Canadian Union of Public Employees (CUPE), the International Brotherhood of Electrical Workers (IBEW) and CUPE – Library. Collective bargaining is now required for the next contracts, which is a labour-intensive undertaking for both management and unions.

## 2019 INITIATIVES

### 1. Implement the Five Year Succession Planning Master Plan

The City will implement its Five Year Succession Planning Master Plan to ensure up-and-coming staff vacancies are handled with limited disruption to staffing levels and overall productivity.

**ESTIMATED COMPLETION:** July 2019



### 2. Achieve Certificate of Recognition (COR) and The Partners in Injury and Disability Prevention Program (PIR)

Both COR and PIR are voluntary programs that operate through the combined efforts of WorkSafeBC, the Ministry of Labour, industry partners, safety associations, employers and labour groups. By completing (and maintaining) COR and PIR, the City will be eligible for significant WorkSafeBC refunds.

**ESTIMATED COMPLETION:** December 2019



### 3. Ratification of Three Expired Collective Agreements

The Human Resources & Safety Department will aim to successfully negotiate and achieve union ratification of the three collective agreements that expired at the end of 2018. Strong collective agreements are to the mutual benefit of both the City and its unions and will support the City's mandate of being an employer of choice.

**ESTIMATED COMPLETION:** July 2019



### 4. Support Mayor and Council Remuneration Advisory Task Force

A 'Mayor and Council Remuneration Advisory Task Force' will be established to review the current compensation levels and make recommendations related to salary and benefits. The Human Resources, Payroll and Health & Safety Manager will support the work done by the Advisory Task Force.

**ESTIMATED COMPLETION:** April 2019



## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	160,480	105,342	162,000
Salaries and Benefits	509,610	498,249	556,080
Legal	15,000	66,150	35,000
Internal Allocation In	47,538	69,781	49,920
<b>NET OPERATING EXPENSE</b>	<b>732,629</b>	<b>739,523</b>	<b>803,000</b>

### KEY BUDGET CHANGES FOR 2019

- › Net operating expenses are increasing in 2019 primarily as a result of union negotiations and the filling of a prolonged staff vacancy in 2018.



# Library Services

## WHAT WE DO

At the Penticton Public Library, we have a mandate to promote literacy, meet the information needs of our community and offer programming opportunities for residents of all ages. In addition to physical and digital book collections, which are the most traditional service offered at a library, we also offer technical services such as the Integrated Library System (Catalogue), information technology training and support, and reference services to assist with research. We also offer programs for adults, youth and children.



## STAFFING

The Penticton Public Library consists of 16 full-time equivalent staff.



## ON A DAILY BASIS, WE...

- Provide library services to residents of the City of Penticton;
- Enhance digital access to those residents without a home computer;
- Ensure information needs are met through a well-planned and maintained non-fiction collection and reference service;
- Enable life-long learning goals of residents by providing access to learning databases; and
- Deliver innovative and sustainable programming for children, young adults and adults of all ages.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



## GOOD GOVERNANCE

- Conducted outcome-based evaluations of home delivery service, Borrow-a-Librarian and Science, Technology, Engineering, Arts, Math (STEAM) programs. The three services that were evaluated based on this methodology have been identified as providing ongoing added value to library services.
- Introduced three-dimensional printing programs and service development that provides the community with up-to-date technology.
- Evaluated and refined digital resources to stay relevant.
- Adopted SirsiDynix Horizon Enterprise System for a patron-focused catalogue. This online access catalogue is more user friendly for patrons than the previous catalogue – making it easier for patrons to find what they're looking for.

- Continued with essential updates to the library's collection of printed and digital books and other resources to ensure the library's collections are up to date and relevant to library patrons, contributing to a vibrant and active library community. This includes discarding items that are no longer in use by patrons, are damaged and cannot be repaired, or are inaccurate to make space for new items.



## SOCIAL DEVELOPMENT

- Developed STEAM programming for children eight to 12 years old. These programs have been very well received by participants and parents, and have achieved the outcomes assessed in the early

## CHALLENGES AND OPPORTUNITIES

### CAPACITY

It is challenging to maintain staffing levels in the face of increasing workloads. The Library has had up to a six-month backlog in cataloguing due to staffing shortages. Programming attendance stats are up by 15% (all ages), which puts pressure on the programmers in terms of satisfactory delivery. STEAM programming has been tremendously successful – doubling attendance at Tween programs; however, we are limited by equipment and by our ability to manage groups.

### INCREASED COSTS

The rising cost of materials (physical and digital) is posing challenges for our budgeting process. According to Statistic Canada, the cost of reading material has risen 5.7% since 2017 and the average e-book costs libraries three to five times more than the amount it costs consumers. The Library's purchasing budget line has not increased at all in the past seven years.

### AGING INFRASTRUCTURE AND A LACK OF SPACE

Our security (theft prevention) system is failing and we do not have sufficient work space for staff needs. Service desks are not ergonomically correct and the information desk has been assessed as a potential safety hazard for staff dealing with difficult or upset patrons. Further, the Library lacks space for storage both of the public collection and of materials used in our work.

### LESSENING OF INTERNAL INCOME DUE TO FEES AND FINES

The Library has not met its budgeted internal revenue for several years due to a decrease of patrons returning their materials late, and a decrease of lost or damaged items. However, ongoing collection maintenance due to lack of space has increased our revenue from discarded or donated book sales.

### STRATEGIC PLANNING

The Library has come to the end of the 2014-2018 strategic plan and will be engaged in planning through the first quarter of 2019. While this is a positive step in planning for our future, it requires staff time.

### INFORMATION TECHNOLOGY

The ongoing growth and developments in information technology have added to the scope of work. Our patrons expect to be able to have seamless access to resources via the Library. As such, we will be adding further resources and providing services to ease the usage of the Library virtually. However, we also must continue to meet the challenge of assisting those individuals who struggle to use consumer grade technology.

## 2019 INITIATIVES

### 1. Expand Outreach Services

The Library is committed to fostering increased community engagement and lifelong learning. As part of that, we have a well-established home delivery service for patrons who are unable to come into the Library. In 2018, an assessment of this service indicated that its continuation remained an important part of our secondary services. However, it also became apparent that the Library could be doing more to reach under-served members of our community. In 2019, we will be expanding on our outreach services informed by our strategic planning process. Expanded outreach meets community needs with both traditional and new services, in dynamic and changing environments. Whether providing services to those who can't come to the Library, or reaching out to those who are underserved, this outreach and community engagement ensures equitable delivery of the Library's services to all people.

**ESTIMATED COMPLETION:** September 2019



COMMUNITY  
BUILDING



SOCIAL  
DEVELOPMENT

#### LIBRARY BOARD STRATEGIC GOALS:

Increased Community  
Engagement  
Fostering Lifelong  
Learning

### 2. Adjust Online Services

Online services from ebooks (Library2Go, RBD digital) to learning platforms (Mango Languages, Lynda.com) are being increasingly used and sought by residents. Our usage statistics continue to rise, depending on the database, from 20% to 197%. Previously the costs of these services were split between our materials budget and online services. By adjusting our budget allocation to better reflect usage patterns it will normalize the Library's spending on items in high demand by our users while maintaining our current budget for books.

**ESTIMATED COMPLETION:** December 2019



FISCAL  
SUSTAINABILITY



SOCIAL  
DEVELOPMENT

#### LIBRARY BOARD STRATEGIC GOALS:

Put the Patron  
Experience First  
Fostering Lifelong  
Learning

## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUES</b>	<b>-257,212</b>	<b>-248,067</b>	<b>-257,612</b>
Goods and Services	481,800	462,451	499,300
Salaries and Benefits	852,000	886,096	914,004
<b>TOTAL OPERATING EXPENSES</b>	<b>1,333,800</b>	<b>1,348,547</b>	<b>1,413,304</b>
Total Internal Allocation In	0	0	113,400
<b>NET OPERATING EXPENSES</b>	<b>1,076,588</b>	<b>1,100,480</b>	<b>1,269,092</b>

### KEY BUDGET CHANGES FOR 2019

- › Increase in net operating costs due to facilities area allocating in operating expenses of the library building and contractual labour increases, and increased online and outreach services.

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Increase hours of LTI Cataloguer in relation to the expansion of outreach services	This enables the Library to continue valuable outreach services to meet the needs of our community, particularly those who are unable to come to the Library and who are under-served.	\$7,000	
Increase online services	This will enable the Library to maintain digital services and meet the increasing needs of the community for these services.	\$5,000	

# DEVELOPMENT SERVICES

The Development Services Division includes six departments:

BUILDING & LICENSING

BYLAW SERVICES

DEVELOPMENT ENGINEERING

ECONOMIC DEVELOPMENT

LAND MANAGEMENT

PLANNING & LAND USE



# Development Services

## Including Development Engineering

### WHAT WE DO

In the Development Services Division, we are responsible for Economic Development, Land Management, Planning & Land Use, Development Engineering, Building & Licensing and Bylaw Services. We have a unique situation in that we see many municipal processes from creation to implementation. With the addition of Economic Development in 2017 and Land Management in 2018, we have the ability to positively impact new investment from the approval processes all the way to enforcement of bylaws.

This plan includes Development Engineering, while details on the other departments can be found in their individual plans.

### STAFFING

The Development Services Division consists of 32 full-time equivalent staff, including one Director, five Managers and one Supervisor.

### ON A DAILY BASIS, WE...

- Support business retention and attraction efforts;
- Manage the sale, purchase, licence and lease of municipal land;
- Lead the development of the Official Community Plan;
- Conduct rezoning, development permit and subdivision application reviews;
- Issue building permits;
- Issue building licences;
- Provide consistent interpretation and enforcement of City bylaws related to developers to ensure requirements are adhered to during development projects;
- Enforce compliance with municipal bylaws, with regards to individuals and organizations;
- Ensure City infrastructure associated with new development is complete and in compliance with City bylaws; and
- Enforce compliance with City construction standards regardless of whether the City or a developer is funding and carrying out the work.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Oversaw programs related to community awareness and education of the development process.
- Conducted prioritization review of Bylaw Services.
- Completed Master Plan for Parks and Recreation, which included development of the Park Dedication Bylaw, Park Land Protection and Use Policy and Park Zoning amendments.
- Worked with Development Services Advisory Committee to create the new Building Bylaw and update the Subdivision and Development Bylaw.
- Monitored and managed works under construction with a focus on process improvement and maintenance of work quality.
- Managed infrastructure repairs for Project Falcon (TELUS fibre optic rollout).

*Achievements continued on next page*



## COMMUNITY BUILDING

- Engaged the community through the development of an Official Community Plan.
- Implemented a Parking Strategy with Bylaw Services.
- Managed community concerns regarding the impact on surrounding residents of earthworks undertaken by the developer of the Dartmouth Subdivision.
- Completed a detailed analysis of the servicing options for the potential subdivision as part of the Upper Wiltse Area Plan.



## ECONOMIC VITALITY

- Responded positively to increased levels of development activity.
- Co-led the Smart City Challenge application.
- Created an Economic Development Strategy and implemented action items related to: communication, collaboration, retention and expansion, attraction and organizational excellence.

# CHALLENGES AND OPPORTUNITIES

## DEVELOPMENT LEVELS

Penticton has undergone one of the most active development cycles in the City’s history over the past five years, putting pressure on all departments. With a committed team of professionals across the Development Services Division, we have been able to respond efficiently to the needs of our community, development industry and range of customers. However, with increased activity, we have identified stressors on our systems along with the need for continual improvement to ensure we are able to respond to increasing community expectations.

## MANAGEMENT OF DEVELOPMENT INFRASTRUCTURE REQUIREMENTS AND COMMUNICATION WITH DEVELOPERS

Infrastructure upgrades required for new developments can be very costly so we work hard to ensure developers are aware of the total scope and cost of any required works to allow them to factor those in to their costs. Open and honest communication is key for this. Completing infrastructure upgrades based on the size of development is a goal that is not always achievable because the cost is sometimes too significant for the size of the development. As a result, we strive to determine and communicate upgrade allocations in a fair, transparent and consistent manner to ensure good relations with all of our developers.

## COMPLEX SOCIAL ISSUES

2018 saw continued positive momentum in all Development Services departments with each team responding to a variety of complex issues and completing a number of strategically important projects for the organization. Bylaw Services saw the most challenging issues with the community demanding the prioritization of dealing with the social and criminal issues in the community. Bylaw’s partnership with the RCMP and the community’s social organizations will need to continue in 2019 to prepare for and respond to similar issues.

## COMMUNITY ENGAGEMENT

Finding innovative ways to ensure community involvement is critical to success of the Development Services team, whether it be through the development of new policy, creation of new processes or implementation of new bylaws. Looking out to 2019, the momentum built around engaging our community in the work we do will need to continue moving forward.

## 2019 INITIATIVES

### 1. Community Priorities

Development Services oversees departments that assist in creating a sustainable, vibrant and active city for our community. The influence and impact of these departments are far reaching, largely focused on moving the community forward through economic opportunity, land use and development.

Strategic projects falling under the direction of the Development Services Director, working closely with departmental managers will include:

- Completion of Official Community Plan  
**ESTIMATED COMPLETION:** June 2019
- Land Management Strategy  
**ESTIMATED COMPLETION:** June 2019
- Modernization of Business Licence Bylaws  
**ESTIMATED COMPLETION:** December 2019
- Economic Development 2nd Year Operational Plan  
**ESTIMATED COMPLETION:** December 2019
- Skaha Park Master Plan  
**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE



COMMUNITY BUILDING



ECONOMIC VITALITY

### 2. Infrastructure & Servicing Analysis

As our community grows, our development engineering team will ensure that new growth areas and existing infill areas are provided with the appropriate infrastructure to ensure sustainable development of our community.

Work will include completing the servicing and infrastructure analysis for the City's future growth areas and new subdivision applications, including:

- Skaha Bluffs
- Dartmouth Green subdivision
- 157 Abbott Street
- North Wiltse
- Spiller Road
- OCP Implementation – Comprehensive Development Plan review

**ESTIMATED COMPLETION:** Throughout 2019



GOOD GOVERNANCE



COMMUNITY BUILDING



ENVIRONMENTAL SUSTAINABILITY

## DEVELOPMENT SERVICES – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	70,500	42,685	55,125
Carmi Landfill Monitoring	5,000	5,000	5,000
Salaries and Benefits	261,033	253,221	258,110
Internal Allocation In - Revenue	-73,000	-11,000	-61,000
Internal Allocation In - Expense	369,039	440,756	440,765
<b>NET OPERATING EXPENSE</b>	<b>632,573</b>	<b>730,662</b>	<b>698,000</b>

## KEY BUDGET CHANGES FOR 2019

- › Net operating expenses are decreasing due to increase in inspection fee revenue allocated in from the Development Engineering Department.

## DEVELOPMENT ENGINEERING – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUE</b>	<b>-73,000</b>	<b>-11,000</b>	<b>-61,000</b>
DCC Bylaw Update	5,000	456	0
Subdivision & Dev. Bylaw	8,000	17,000	12,000
Engineering Bylaw Review	5,000	0	0
Salary and Wages	266,082	280,300	273,235
Operational Expense	284,082	297,756	285,235
<b>NET OPERATING EXPENSE</b>	<b>211,082</b>	<b>286,756</b>	<b>224,235</b>

## KEY BUDGET CHANGES FOR 2019

- › Net operating expenses are decreasing due to increase in projected inspection fee revenue.

# Building & Licensing

## WHAT WE DO

In Building and Licensing, we help to ensure that buildings are safe and that there are consistent standards for construction and development in Penticton. We also use licensing and other regulations to guide where various types of businesses may operate, and some specialized uses such as liquor licensing. We interact regularly with residents, local businesses and other stakeholders, and provide information and education on how to meet the City's and provincial regulations, and we enforce these requirements as needed.

## STAFFING

The Building & Licensing Department consists of 10 full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Assist in pre-construction developments and business proposals;
- Review and issue demolition, mechanical and building permits – issued 915 in 2018;
- Review and issue business licences, including home-based operations – 3055 active business licences, 117 non-profit licences and 152 active vacation rentals in 2018;
- Conduct on-site inspections of construction projects and business operations – completed 4,452 inspections in 2018;
- Review and issue storefront and sidewalk use permits;
- Review liquor applications for local government input;
- Provide education to building industry and owners on codes, permits and licensing; and
- Enforce regulatory bylaws pertaining to construction, businesses and land uses – 162 case files initiated in 2018.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Completed the new Building Bylaw 2018-01 and related enforcement bylaws and policy, which were all adopted by Council. City staff have also improved their relationship with external partners such as regional building and licensing departments, the Municipal Insurance Association of BC (MIABC), the BC Building and Safety Standards Branch and the Building Officials Association.
- Updated application forms, webpages and guides to support the new Building Bylaw 2018-01.

- Reduced time to complete permit reviews for residential and small commercial projects by more than 50%, while permit volumes remain consistent with previous years.
- Enhanced reporting tools, data management and mobile inspections through improvements to the City's permit software system.
- Developed a new, online tool to allow residents to apply for new business licences and amend existing licences. This new self-service tool will be available to residents in 2019.

*Achievements continued on next page*

- Updated the City's short-term rental vacation program to reflect community priorities, increase education about how the program works, and provide enforcement, including contracting with a third party to help track vacation rentals.
- Saved costs and time for issuing new business licences and renewals by updating online services and the MyCity self-user.
- Addressed unlicensed cannabis retail operations within Penticton through enforcement , resulting in the closure of all non-compliant operations.
- Expanded customer service support for proposed development under a pre-application review process.

## CHALLENGES AND OPPORTUNITIES

### CONSTRUCTION AND BUSINESS DEVELOPMENT

Continued high levels of construction activity and business development, including increasingly complex building projects and more diverse business interests, put pressure on staff time. It's a challenge to balance high work volumes with process improvement, customer service and regulatory enforcement. For 2019, staff will work with our building community and promote the pre-development application meetings to help guide property and business owners by continuing to invest in process efficiencies.

### TECHNOLOGY DELAYS

The new online eApply Service for Business Licence applications has been delayed due to challenges with the software system provider and information technology (IT) support staff workloads. In 2019, clear priorities have been established for projects, along with increased role clarity and collaboration between IT and other City departments.

### GAPS IN CITY LICENSING AND PERMIT PROGRAM

Following investigations into illegal suite complaints, poorly maintained rentals and problems with short-term vacation rentals, the City's current rental licensing and permitting program needs to be expanded to address these issues.

Opportunities exist to review best practices with other communities in an effort to improve public safety, increased revenue and affordable housing opportunities.

### NEW BUILDING REGULATIONS AND DEVELOPMENT COMMUNITY IMPACTS

Increasing building permit applications and inspection volumes combined with changes to building regulations has challenged staff and the design and development community, resulting in permit review delays and re-inspections, as well as increased liability risks for some projects. Staff are having to educate the development community and manage permits in detail to ensure proper closure. Staff will continue to work on developing relationships with our local building community to increase the quality of permits applications and code knowledge through education workshops and guides. The implementation of a Home Owner (below) awareness program is another opportunity to assist our local building community to enhance the review process.

### FILE MANAGEMENT

The current file management system is a mix of hard copy storage in six locations and a fragmented digital file system. This can result in delays to find and provide information to prospective property and business owners. Staff have initiated an in-house process of digitizing new permit and license records in conjunction with improved policy and procedures in preparation for the City's proposed file management systems update.

### REGULATORY CHANGES

Changes to provincial government regulations have caused some gaps in consistency and miscommunication between departments and within the Building and Licensing team. There is an opportunity to work with a third-party provider, and build stronger working relationships with other local jurisdictions along with streamlined and consistent processes.

## 2019 INITIATIVES

### 1. Building Department Accreditation

To improve efficiency and customer service, while also reducing liability exposure, the City will be working with a third party to assess its policies and procedures and become accredited by the International Accreditation Service (IAS). With IAS Accreditation, Penticton's Building Department will:



- Implement best practices for public safety;
- Meet nationally recognized standards;
- Use a performance tool that helps departments proactively establish and assess goals for public safety, customer service, budgeting, professional development and other related functions.
- Enhance the public and professional image of building departments.

Currently the City of Kelowna is the only jurisdiction in the province to have gone through and been accredited to this international standard (2016).

**ESTIMATED COMPLETION:** December 2019

### 2. Implement Homeowner Permit Awareness Campaign

To help address lack of awareness and current problems with permits and licensing not being applied consistently by residents, the City will develop and launch a new information campaign to educate homeowners about requirements. This will also help to reduce staff time required to complete plan reviews and site inspections when permit requirements are completed correctly.



**ESTIMATED COMPLETION:** June 2019

### 3. Modernize Business Licence Bylaws

Many of the City's existing bylaws are more than 15 years old and require updating to meet current legislation and reflect business practices. Working with a regional peer advisory group and the City's Economic Development team, staff will restructure core bylaws and procedures for consistency and improved efficiency for the City and business owners. Staff will work with legal counsel to prepare bylaw updates and liaise with other regional and provincial partners.



**ESTIMATED COMPLETION:** December 2019

### 4. Expand Long-Term Residential Rental Program

Building and Bylaw Services have seen a significant increase in the number of complaints related to illegal rental suites and poorly maintained rental buildings and homes. It is estimated that there are several hundred illegal long-term rental suites, putting occupants at risk and negatively impacting the quality of rental units in the city. Also there are no mechanisms in place to ensure apartment buildings are maintained beyond minimum safety standards such as exits, smoke alarm or fire alarm systems. Staff would like to evaluate and consider the benefits (safety and revenues) and challenges (affordable housing) in regulating all long-term rental accommodations in Penticton.



**ESTIMATED COMPLETION:** December 2019

## BUDGET OVERVIEW

### BUILDING – PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>BUILDING - REVENUES</b>	<b>-1,085,000</b>	<b>-1,361,400</b>	<b>-1,185,000</b>
Salaries and Benefits	636,499	650,000	744,796
Remedial Action	25,000	12,229	25,000
Permit Modernization Project	150,000	75,000	65,000
Goods and Services	30,650	36,677	44,800
<b>NET OPERATING SURPLUS</b>	<b>-242,851</b>	<b>-587,494</b>	<b>-305,404</b>

### LICENSING – PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>LICENSE - REVENUES</b>	<b>-577,500</b>	<b>-577,375</b>	<b>-588,500</b>
Salaries and Benefits	122,000	125,000	151,580
Goods and Services	1,500	2,750	12,000
Bylaw Consultation	5,000	3,891	10,000
Business Licensing Modernization Project	100,000	50,000	70,000
<b>NET OPERATING SURPLUS</b>	<b>-349,000</b>	<b>-395,734</b>	<b>-344,920</b>

### SUMMARY – PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Building Operating Surplus	-242,851	-587,494	-305,404
Licensing Operating Surplus	-349,000	-395,734	-344,920
Total Internal Allocations In	16,500	16,900	122,000
<b>NET OPERATING SURPLUS COMBINED</b>	<b>-575,351</b>	<b>-966,328</b>	<b>-528,324</b>

### KEY BUDGET CHANGES FOR 2019

- › Net operating surplus is reduced in 2019 due to the Fire Services Department allocating in costs of supporting building inspections and the anticipation of lower building permit revenues in 2019.

# Bylaw Services

## WHAT WE DO

Bylaw Services provides citizens with a variety of services related to regulatory issues, with the purpose of enhancing community safety and livability, and to be a complement to police services. We are committed to the delivery of professional bylaw education and enforcement in a timely and effective manner, and in accordance with Council direction.

## STAFFING

The Bylaw Services Department consists of seven full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Educate and enforce municipal bylaws;
- Enhance public safety through foot, bike and vehicle patrols; and
- Manage behavioural and nuisance issues to promote a harmonious living environment.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Completed internal process improvements – triaging calls for service and hiring of Bylaw Intake Administrator.
- Launched new deployment strategy to address changing priorities related to community and social issues, including expanded hours of service, downtown foot patrols and bike deployment.
- Conducted Bylaw Officer job duty risk assessments and overall officer safety procedures.



### COMMUNITY BUILDING

- Conducted a prioritization planning session involving community partners who helped to identify and prioritize bylaw services in our community and begin the development of a Community Safety Framework.
- Developed and implemented a parking strategy work plan.
- Implemented the ‘See Something, Say Something’ public safety awareness campaign. Over 20 highly visible signs were installed throughout the city, along with radio messaging. Over 160 downtown businesses were personally contacted with the awareness flyer and stickers. Particular attention was drawn to the after-hours Bylaw Officer phone number. There was a joint response between Bylaw Services and the RCMP to address both criminal and social issues, as well as respective roles and responsibilities. The results of this awareness campaign included increased bylaw calls for service from the public and enhanced public support.



### SOCIAL DEVELOPMENT

- Participated and engaged in action with a community strategy (with Interior Health, Downtown Penticton Association, RCMP etc.) for the safe disposal of sharps to support harm reduction efforts. This included the installation and education/awareness of sharps containers on City property.
- Participated in Community Active Support Table.

## CHALLENGES AND OPPORTUNITIES

### DEMAND VERSUS RESOURCES

It is an ongoing challenge to reduce operating costs while maintaining high levels of bylaw services.

### EXPANDING SOCIAL AND CRIMINAL ISSUES

Drug addiction, mental health and homelessness have led to a myriad of social and criminal justice issues across the province. The recent opioid overdose crisis has resulted in an even more distorted understanding of what is socially acceptable behaviour in public spaces. As a result, the role of a Bylaw Enforcement Officer in our community has expanded well beyond parking/traffic enforcement, which puts a strain on resources.

### REDEFINED ROLE

Utilizing 'Community Safety Officers' to address social issues, while ensuring that other bylaws that generate revenue are still being enforced (i.e. Traffic Bylaw-paid parking, etc.) presents a valuable opportunity that Bylaw Services is exploring.

### LOCAL PARTNERSHIPS

We have a unique opportunity and the ability to jump start a community safety program, and ensure it is in tune with community needs and specific local issues. Bylaw Enforcement Officers complement police services by diverting a volume of lower level nuisance calls for service. The Bylaw Enforcement Officers' presence in public spaces has aided in the deterrence of illicit activities while acting as the municipality's public ambassadors. Over the past year, Bylaw Enforcement Officers have received enhanced training and educational opportunities to be well prepared and equipped to do the job safely. They stay informed with mental health, drug addiction and homelessness issues our community is facing while building a stronger relationship with the RCMP.

The outcome is a reduction in the workload assigned to police services, alleviating valuable police resources to prioritize criminal matters, while still meeting public demand and ensuring the following service expectations are met: *enhancing community safety, livability and quality of life.*



## 2019 INITIATIVES

### 1. Review and Update Role of Bylaw Officers

Modernization of the Bylaw Officer role as a 'Community Safety Officer' will be explored for the purpose of enhancing safety, livability, quality of life and to complement police services. Defensive intervention options will include researching and reviewing best practice across the province for enhanced officer safety options, branding and improving standards for the safety of the community and officers.

**ESTIMATED COMPLETION:** March 2019



### 2. Enhance Service Provision with Staff Additions

A request for two additional full-time positions, Community Safety Officers, is being made to maintain call response times, enhanced hours of service/operation on evenings and weekends, and support increased calls for service and meet public expectations.

**ESTIMATED COMPLETION:** March 2019



### 3. Utilize Geographic Information Systems (GIS) to Improve Service

In partnership with the Information Technology Department, we plan to use GIS mapping for strategic deployment purposes. Using historical calls for service data will allow us to determine trends in complaint locations, hot spot mapping, responses, etc. and to look for long-term solutions and repetitive issues.

**ESTIMATED COMPLETION:** April 2019



### 4. Implement Dog Control Service Changes

We will develop a joint deployment strategy with general Bylaw Enforcement Officers throughout parks, trails, beaches, etc., to proactively educate and enforce the Responsible Dog Owner Bylaw. In addition, we plan to develop public messaging, video and responsible dog owner information with the new Dog Control Officer.

**ESTIMATED COMPLETION:** April-May 2019



### 5. Update Good Neighbour Bylaw

A full review, benchmark assessment and legal review of the Good Neighbour Bylaw will be conducted to amend sections related to social disorder violations (panhandling, relieving oneself in public, etc.). A public education and awareness campaign will be conducted to ensure residents understand their rights and responsibilities.

**ESTIMATED COMPLETION:** June 2019



### 6. Relocate Office/New Deployment

We will relocate the Bylaw Services Department office to a new centralized downtown location with RCMP. The joint deployment location will allow for increased visibility and an enhanced relationship and response with RCMP.

**ESTIMATED COMPLETION:** May-June 2019



## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUES</b>	<b>-573,450</b>	<b>-498,815</b>	<b>-590,956</b>
General Bylaw	270,896	305,250	319,019
Training/Support Costs	4,940	6,900	6,400
Parking meters	2,700	12,200	2,700
Equipment	24,695	18,440	18,000
Uniforms and supplies	12,000	21,750	6,500
Monthly Parking	5,900	15,427	9,050
Bylaw Enforcement Operations	300,901	300,000	458,470
<b>TOTAL EXPENSES</b>	<b>622,033</b>	<b>679,968</b>	<b>820,139</b>
Total Allocations In	15,114	16,100	28,500
<b>NET OPERATING EXPENSE</b>	<b>63,697</b>	<b>197,253</b>	<b>257,684</b>

### KEY BUDGET CHANGES FOR 2019

- › 2019 net operating expenses increasing due to increased bylaw officer presence, increased security presence, and lease costs for new office space.

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Proposed two full-time Community Safety Officer positions	Enables the City to maintain call response times, offer enhanced hours of service and provide weekend shift coverage. In addition, this will enable the City to meet public expectations and support resident engagement as a result of the See Something, Say Something campaign which saw a 1.5% increase in calls from the public.	\$155,000	
Relocation of Bylaw Services Department Office to new centralized downtown location with RCMP (lease of new location)	This will provide operational efficiencies and an increased enforcement presence in the downtown core.	\$30,000	

# Economic Development

## WHAT WE DO

In Economic Development, our mandate is to increase the economic vitality of Penticton. To do this, we work with stakeholders, such as businesses in our community and potential investors, as well as with Council and City staff to identify opportunities and determine how to remove barriers that affect economic growth. We follow a Five-Year Strategic Plan that is focused on developing a resilient and prosperous community for the future.

## STAFFING

The Economic Development Department consists of 1.5 full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Collect and communicate economic data and review the current and projected economic forecasts to develop programs that help Penticton businesses address challenges to business growth and retention;
- Facilitate communication amongst key stakeholder groups within the community; and
- Implement initiatives to meet goals set out in the 2018-2022 Strategic Plan and build Penticton's reputation as a place to invest and grow a business.



## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



## GOOD GOVERNANCE

- Completed a Business Climate Survey to inform strategic goals.
- Provided input into modernization of the Business Licensing process, developing an online application procedure using the existing integrated software.



## FISCAL SUSTAINABILITY

- Completed stakeholder research to identify local priority areas for businesses in Penticton to focus economic development initiatives.
- Issued the 2018 *Start Here Okanagan* magazine.
- Amalgamated the Penticton Works and Start Here Okanagan websites for efficiency and cost savings.



## COMMUNITY BUILDING

- Launched the Business Highlights Public Relations Strategy to increase media coverage on core community themes.
- Developed a Quarterly Reporting Framework to bring regular updates to Council and to highlight key topics. As part of each report, three local business owners were invited to speak about their businesses as a way of tying the civic work to the community being supported.
- Developed the Penticton Economic Development Partnership, a formal agreement between 12 organizations to share strategic goals and seek alignment where possible.
- Launched a data portal website for businesses: PentictonBizToolkit.com.
- Developed a Five-Year Strategic Plan, with an engagement and approval process focused on five key topics.



## ECONOMIC VITALITY

- Provided support for the community-led engagement Smart Cities Challenge process in order to prepare the application for submission to Infrastructure Canada.
- Developed a University of British Columbia Okanagan (UBCO) Capstone research project in partnership with UBCO Faculty of Management students to identify best practices for collecting and reporting community economic indicators from a variety of sources (a project proposed in the Smart Cities Challenge application).
- Hosted the inaugural FutureBiz Penticton Economic Outlook Forum, a half-day event that attracted 175 participants and was designed to provide Penticton residents with a comprehensive outlook on local, regional and international economics and provide insight on upcoming challenges.
- Supported development of the regional application for funding from BC Ministry of Agriculture for an Okanagan Agricultural Innovation Centre.
- Took part in developing a funding application for Okanagan College to develop a technical access centre in Penticton for sustainable agri-fruit beverage research and innovation.

## CHALLENGES AND OPPORTUNITIES

### STRATEGIC COMMUNICATION TO HELP LOCAL BUSINESSES

Greater expectations are being placed on the City to provide key messaging and reporting to our internal and external stakeholders. In an increasingly competitive global landscape, it is critical that the Economic Development Department be forward-looking in developing strategies to help local businesses make better decisions faster by providing ready access to localized data and expert insights. Projections clearly show that the overall aging Canadian population, and expected massive changes in technology, will present both challenges and opportunities for our business community. Penticton's messaging and reputation must be compelling in order to attract the skilled labour that our businesses require to grow.

### GAPS IN CITY LICENSING AND BUSINESS RETENTION AND EXPANSION

An important element of any city's economic vitality and fiscal sustainability is a healthy business community that includes both existing active businesses plus opportunities for new businesses to establish. A strong business culture attracts new investment and business relocation while also maintaining a resilient and prosperous local economy. By identifying Penticton's strongest sectors and industry clusters, our department's efforts can be directed to create a recognizable brand for the City and support overall business growth. Retention and expansion efforts also include regular two-way communication with the local business community to such that arising challenges and opportunities can be addressed quickly in such capacity as the City is able to offer, such as informing City Council and other policy makers, making connections to support organizations or prioritizing development of key support programs.

### COLLABORATION ACROSS THE COMMUNITY

With a small departmental team, developing and enhancing relationships is important to set the scene for long-term collaboration and success in all community areas. Strategic partnerships offer the opportunity of knowledge-sharing and working towards common goals across the community while also reducing the possibility of duplication.

### ATTRACTING LABOUR AND BUSINESS

Attracting new businesses and investment, as well as necessary skilled workers, is significant to Penticton's economic vitality and fiscal sustainability. Skilled workers are needed to maintain and grow existing City businesses, as well as to provide staff for new business ventures and business investment in the area. With a sharp decline in the Canadian workforce due to our aging population, attracting talent is becoming increasingly competitive, requiring a strategic approach to ensure Penticton is attractive to quality candidates who have many options. Developing Industry Clusters is one way to create momentum and identity for Penticton, which is attractive to both skilled labour and new business investment.

### PRACTISING ORGANIZATIONAL EXCELLENCE

In a time where many of the conventions of economics and technology are experiencing rapid change, it is critical for the City to stay informed of the latest trends and opportunities. Knowledge-sharing with stakeholders and the business community is a good way to develop resilience and support strategic decision-making. The department can ensure that priority topics such as workforce availability, innovations in housing, emerging economies and disruptive technology are included in strategic planning, and key learnings are shared internally and externally. We aim to offer organizational excellence and internal alignment in strategic planning as a critical component of our service to the community.

## 2019 INITIATIVES

### 1. Host a Business Community Forum

Hiring and housing remain the two highest-priority concerns in our business community – a difficult situation where businesses are struggling to fill positions with skilled people from outside our community, many of whom are challenged to find affordable and suitable housing options in the Penticton area. In addition, businesses are facing increasing competition for skilled labour as workforce supply is affected by both the retiring Baby Boomer generation, and the growth of business in general. With employers competing further afield from Penticton in their recruiting, the Hiring and Housing Forum is an opportunity to discuss all of the key issues at a one-day event designed to catalyze thoughtful discussions, present innovative recruitment strategies and highlight ways to develop great workplace culture.

**ESTIMATED COMPLETION:** September 2019



### 2. Host the 2nd Annual FutureBiz Penticton: Economic Outlook Forum

This year's program builds on the 2018 inaugural event, a half-day forum aimed at providing the business community an overview of the year just past, paired with a comprehensive economic outlook for the year(s) ahead from a cohort of expert speakers, analysts and economists. The 2019 forum will expand the format to allow for breakout sessions on key topics related to priority industries and economic themes through partnership with local economic development partner organizations.

**ESTIMATED COMPLETION:** December 2019



### 3. Develop an Economic Development Newsletter

This program builds on feedback from a recent Business Climate Survey where many businesses requested regular information from the department be provided to them. A monthly digital newsletter is a common output for economic development organizations, enabling the City to communicate about upcoming events, resources, local statistics and news. This will be a digital-only campaign which will be issued regularly and archived on the City's website.

**ESTIMATED COMPLETION:** September 2019



### 4. Develop a Welcome Package for New Residents and New Business Licences

Two distinct basic welcome packages are recommended: one for new residents and a different one for new business license holders. The intention is to create a concise document for welcoming someone to the business or general community and provide helpful information to assist with settling in quickly and successfully. The package should reduce the time that various front counter staff and managers spend answering common questions as well as create a unified answer to those questions so the whole customer service team is delivering a unified response. The digital versions can live on a website and be downloadable or emailed out. The print packages can double as handouts at various events and be available at our front counters and places where new residents first make contact with City staff (utilities, cashiers, recreation centre, Development Services). Each package will encourage people to sign up for ShapeYourCity, MyCity and departmental newsletters.

**ESTIMATED COMPLETION:** September 2019



*Initiatives continued on next page*

## 5. Priority Clusters Impact and Opportunity Assessments



This program builds on the work done to identify priority focus areas – or priority clusters – for local businesses, along with findings from the 2016 Foreign Direct Investment report. In 2019, the goal is to issue request for proposals for an assessment of the impacts and opportunities stemming from these four priority clusters:

- Manufacturing
- Technology
- Tourism
- Wine, Beer, Spirits Production

**ESTIMATED COMPLETION:** September 2019

## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Special Programs	35,500	12,500	30,000
Strategic Communication	81,000	73,000	52,000
Collaboration	17,000	12,902	10,000
Retention & Expansion	50,000	50,000	90,000
Attraction	105,000	86,000	110,000
Organizational Excellence	10,000	7,000	9,000
Salaries and benefits	90,000	90,000	85,000
<b>TOTAL OPERATING EXPENSES</b>	<b>388,500</b>	<b>331,402</b>	<b>386,000</b>
Internal Allocation In	5,000	5,000	5,000
<b>NET OPERATING EXPENSE</b>	<b>393,500</b>	<b>336,402</b>	<b>391,000</b>

### KEY BUDGET CHANGES FOR 2019

- › Net operating expenses increasing as several projects budgeted in 2018 either came in under budget in 2018 and a few were deferred to future years.

# Land Management

## WHAT WE DO

The Land Management Department administers over 500 City properties. We are responsible for easements, licenses, license-to-use, and residential tenancies as well as negotiation of land sales and purchases. Our staff ensures legal requirements are met for various land transactions. We draft, negotiate, attend to execution of land sales and register statutory right of ways and other various legal Land Title Office documents. We are also relied upon to provide legal research, data, and title and company searches to all City departments.

## STAFFING

The Land Management Department consists of three full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Complete and manage license-to-use and easements of municipal land including residential tenancies;
- Register right-of-ways to protect City infrastructure;
- Manage all City land sales purchases; and
- Administer the beach vending and mobile vending programs.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Completed a map identifying all City-owned land.



### FISCAL SUSTAINABILITY

- Completed and implemented the Land Disposition and Acquisition Policies.
- Achieved and surpassed the City's land sales goal of one million dollars.
- Strategically purchased eight properties and two land swap properties.

## CHALLENGES AND OPPORTUNITIES

### CAPACITY

The Land Management Department is faced with managing an ongoing multitude of daily inquiries and tasks from other City departments and from Council and citizens. These tasks and inquiries need to be done within a timely fashion, while ensuring we adhere to

accuracy and quality work. The Land Management Department will continue to find ways to improve to ensure that we are able to respond to the expectations of staff and the community.

## 2019 INITIATIVES

### 1. Develop a Comprehensive Land Management Strategy

The development of a Strategic Plan and Land Management Strategy is required to determine priorities for the use, management, acquisition and disposition of municipal owned land. The Land Management Strategy will involve City staff, GIS, community engagement and input from the work coming out of the Official Community Plan. This will ensure that departments within the City are planning ahead to determine their future land needs, and that the City is in a position to acquire property as needed, when needed.

**ESTIMATED COMPLETION:** December 2019



GOOD  
GOVERNANCE

### 2. Develop a Parks Master Plan for Skaha Park

This project will commence the implementation of the recently adopted Parks and Recreation Master Plan. The Master Plan process identified the need to look at a master plan for Skaha Lake Park. In 2019 completion of the park's planning processes will be undertaken. This will involve significant community engagement to identify the long-term needs for this community asset.

**ESTIMATED COMPLETION:** December 2019



GOOD  
GOVERNANCE

### 3. Establish Department Efficiencies

As the Land Management Department has undergone recent restructuring, it is imperative that new processes and procedures are developed to help manage the multitude of inquiries from other City departments and externally. It is imperative that we create new processes and procedures to deal with the ongoing demands of the department.

**ESTIMATED COMPLETION:** June 2019



GOOD  
GOVERNANCE

### 4. Feature the Land Management Department on City Website

The internet has undoubtedly become a huge part of our lives and many people rely it to seek out information. Currently the Land Management Department is not featured on the City's website. Creating a presence there would allow the Land Management Department to feature land-related information and be more accessible to the public.

**ESTIMATED COMPLETION:** December 2019



GOOD  
GOVERNANCE

*Initiatives continued on next page*

## 5. Establish a Nominal Lease Policy



The City currently has 20 not-for-profit leases and license-to-use agreements. For most of these agreements the City provides the building for no fee, and the repairs, maintenance and daily expenses are paid for by the not-for-profit organization. Many of these not-for-profit organizations benefit from other grants within the City. Currently the City does not have a policy in place to provide staff direction for the renewal of such leases and license-to-use agreements. It is vital that the City has policies in place to provide staff direction and consistency.

**ESTIMATED COMPLETION:** June 2019

## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUES</b>	<b>-1,286,766</b>	<b>-1,242,099</b>	<b>-1,114,398</b>
Goods and Services	187,375	234,801	314,475
Salaries and Benefits	251,938	263,106	310,323
<b>TOTAL OPERATING EXPENSE</b>	<b>439,313</b>	<b>497,907</b>	<b>624,798</b>
Internal Allocation Out	2,500	2,500	2,500
<b>NET OPERATING SURPLUS</b>	<b>-844,953</b>	<b>-741,692</b>	<b>-487,100</b>

### KEY BUDGET CHANGES FOR 2019

- Decrease in net operating surplus due to Parks Master Plan and Land Management Strategy initiatives commencing in 2019, as well as Okanagan Hockey Group lease revenues being recorded in the South Okanagan Events Centre area beginning in 2019 allocation, as well as payroll costs being reallocated to operating in 2019 from capital in 2018.

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Support for the Skaha Park Master Plan	This will provide opportunities for community engagement to ensure the best plan is created for our community.	\$75,000	
Consulting services for strategic planning and real estate management	This will enable realization of the Land Management Strategy; required to determine priorities for use, management, acquisition and disposition of municipal owned land.	\$15,000	

# Planning & Land Use

## WHAT WE DO

Within Planning & Land Use, we manage the long-range land use policy for the City, with the goal of achieving a livable city with a high quality of life. We are often the first point of contact for development in the City. We ensure that all development takes place in alignment with the City's adopted bylaws and policies. In addition, Planning also oversees the community sustainability program, including climate action commitments.

## STAFFING

The Planning & Land Use Department consist of six full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Process all land development applications including zoning and Official Community Plan (OCP) amendments, development permits and subdivision applications among others;
- Monitor development to ensure it happens in-line with adopted policies and bylaws and is in the best interest of the community;
- Advise City Council and other City departments on land use issues;
- Monitor the City's Climate Action commitments; and
- Coordinate and manage special projects as directed, including policy development on affordable housing, downtown revitalization and other issues.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Created a cannabis regulatory framework preparing the community for cannabis legalization.
- Developed an addressing and street naming policy and bylaw.
- Reviewed carriage house regulations and recommended amendments.
- Conducted research into urban deer and the options for Council's consideration.
- Participated in the Regional District of Okanagan Similkameen Emergency Operations Centre (EOC) for response to the 2018 spring flooding.

### COMMUNITY BUILDING

- Continued the preparation of an updated Official Community Plan, anticipated to be adopted in early 2019.
- Conducted efficient processing of a high volume of land development applications.
- Carried out a boundary adjustment to bring 300 acres of land into the city limits, with over 160 acres of that land being parkland.

*Achievements continued on next page*



**SOCIAL DEVELOPMENT**

- Coordinated an Affordable Housing Forum.



**ENVIRONMENTAL SUSTAINABILITY**

- Maintained carbon neutral status of the City.

**CHALLENGES AND OPPORTUNITIES**

**OFFICIAL COMMUNITY PLAN (OCP) IMPLEMENTATION**

Coming out of the OCP update work done in 2017 and 2018, several bylaws and policies will need to be written or updated based on the vision illustrated in the new OCP. First of these will be a need to revise the City’s Comprehensive Development Plan, ensuring our infrastructure decisions are in line with the OCP growth projections.

**GROWTH MANAGEMENT**

Development activity in Penticton has been happening at near record levels for the past few years; in some cases, causing tension with existing residents. The Planning & Land Use Department is investigating new ways to engage with the community to ensure the development process is as transparent as possible and so that the benefits of development are shared among all citizens of the city.

**SUPPORTING THE DOWNTOWN**

Downtown Penticton is the commercial centre for Penticton and the South Okanagan. To become a true employment hub, additional new office space is required. Staff have heard from several firms that it is the lack of structured parking in the downtown that is deterring development of new office construction. The City has a unique opportunity to invest in parking in the downtown to stimulate commercial development.

**CLIMATE ACTION CHARTER RESPONSIBILITIES**

In 2012, the City was a signatory municipality to the provincial Climate Action Charter, with a commitment to reduce overall corporate and community GHG (Greenhouse Gas) and GHG equivalent emissions. The City as a corporation has been carbon neutral since 2016, one of only a dozen or so municipalities in B.C. Maintaining carbon neutrality at a corporate level will still be a challenge every year, but focus now needs to turn to community wide initiatives to reduce overall climate effecting emissions. This will begin with reporting in 2019.

## 2019 INITIATIVES

### 1. Create a Comprehensive Development Plan (CDP)



Flowing from the direction of the new Official Community Plan, the City's Comprehensive Development Plan provides a high-level overview of infrastructure needs to implement the City's future land use vision. The CDP will inform and also takes direction from the individual utility master planning documents (transportation, sewer, storm, domestic water, parks etc.). The CDP will ultimately inform changes to the Development Cost Charge (DCC) program. The development of the CDP will be contracted out, with the Planning & Land Use Department being project lead.

**ESTIMATED COMPLETION:** March 2020

### 2. Complete a Downtown Parkade Feasibility Study



The lack of a purpose-built parking facility in the downtown is limiting investment in commercial office space in the city centre. This project will look at the feasibility of the construction of a municipal parkade in the downtown, looking at demand, location, financing options etc. This may lead to a capital request in 2020.

**ESTIMATED COMPLETION:** September 2019

### 3. Develop and Implement Plan for Land Use Contract Termination



Land use contracts are historic planning tools used in the 1970s that gave development rights to property owners that would normally be empowered through zoning bylaw regulations. According to provincial rules, as of 2024 LUC will no longer have effect. Local Governments are required to have zoning in place for all properties covered by a land use contract prior to termination. There are 189 individual property titles in Penticton that entered into land use contracts and still remain active and registered on title. This project will evaluate the impact of this provincial requirement and begin to work with all properties that have LUC listed on their titles to have them removed.

**ESTIMATED COMPLETION:** December 2019

### 4. Purchase Carbon Off-sets to Retain Carbon Neutrality



Since 2016, the City has been certified by the provincial government as carbon neutral in our corporate operations. What this means is that as an organization we have successfully off-set the impacts of our corporate greenhouse gas emissions through various means. We have done this through a mixture of environmental initiatives including tree planting, conversion of lighting to LED lighting and land use protections of forested lands within the city among other items. Through review of available ways to offset our greenhouse gas emissions, it is anticipated that we will not retain our carbon neutral status without the purchase of carbon off-sets in 2019. This project will investigate the right off-sets to purchase.

**ESTIMATED COMPLETION:** June 2019

## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Revenues	-253,000	-293,764	-278,000
CARIP Grant	-48,000	-52,320	-48,000
<b>TOTAL REVENUES</b>	<b>-301,000</b>	<b>-346,084</b>	<b>-326,000</b>
Goods and Services	37,800	44,085	221,975
Affordable Housing	15,000	6,000	2,500
Salaries and Benefits	623,969	624,909	663,537
<b>TOTAL OPERATING EXPENSE</b>	<b>676,769</b>	<b>674,994</b>	<b>888,012</b>
Internal Allocation In	5,000	5,000	0
<b>NET OPERATING EXPENSE</b>	<b>380,769</b>	<b>333,910</b>	<b>562,012</b>

### KEY BUDGET CHANGES FOR 2019

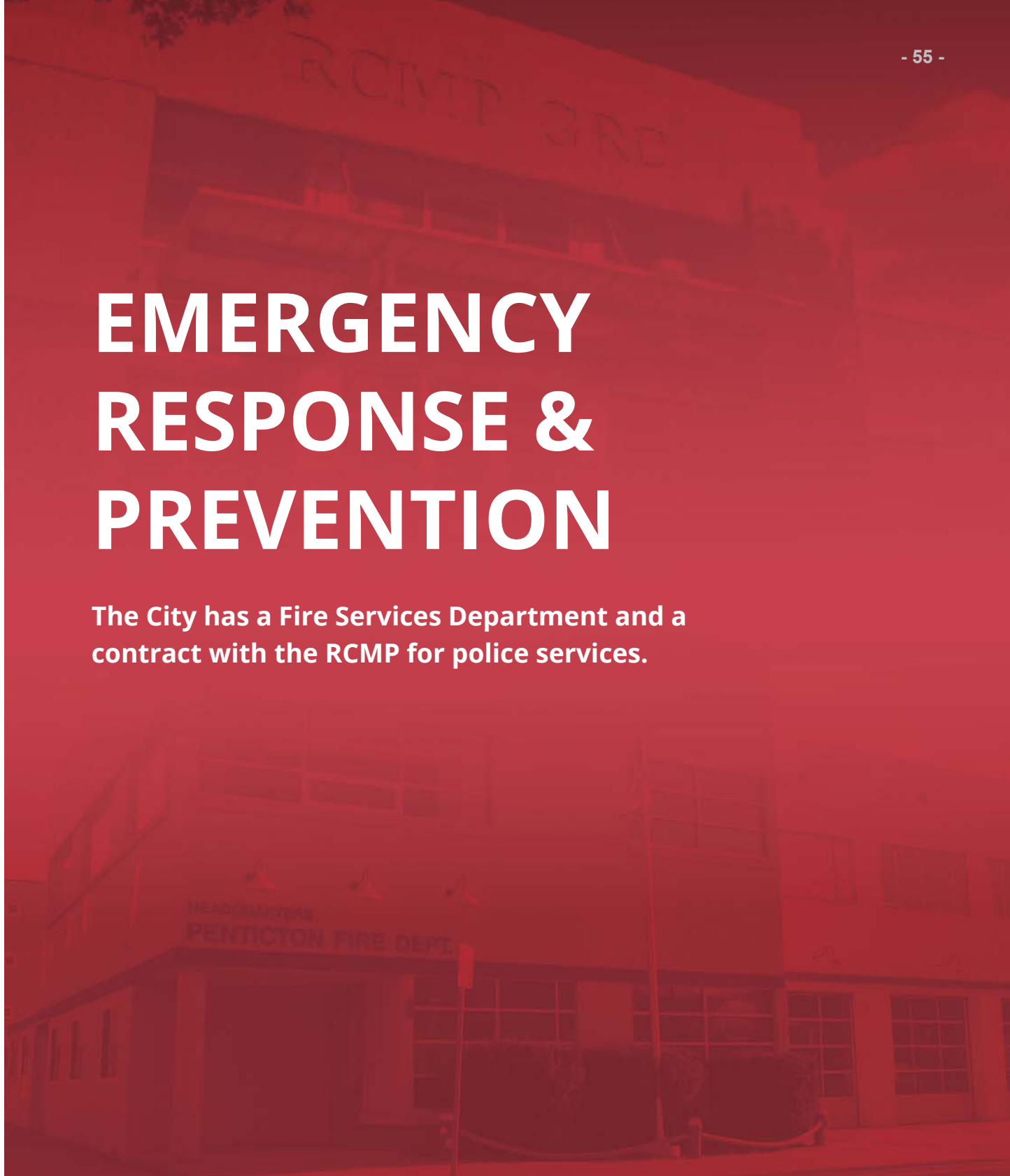
- › Increase in net operating expenses due to Comprehensive Development Plan and Downtown Parkade Feasibility Study commencing in 2019, as well as payroll costs being reallocated to operating in 2019 from capital.

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Review of City's Comprehensive Development Plan	Enables adoption of a new, comprehensive plan based on a realistic growth rate and urban development pattern for Penticton. It is an important component for giving direction to the City's Development Cost Charge Program.	\$130,000	
Downtown Parkade Feasibility Study	The construction of a parkade could attract increased development in downtown of City; a positive move forward for the economy and community.	\$26,000	
Land Use Contract termination	Land Use Contracts will no longer have effect as of 2024; being proactive will enable the City to be prepared for this change and ensure timely and appropriate changes are made.	\$15,000	

# EMERGENCY RESPONSE & PREVENTION

The City has a Fire Services Department and a contract with the RCMP for police services.



# Fire Services

## WHAT WE DO

We support a safe community and enhance the quality of life for our citizens by responding to emergencies including fires and motor vehicle accidents to help minimize injuries and loss of life or damage to property. We also help prevent fires and other emergencies through public education and inspections to ensure properties meet fire regulations and other safety requirements.

## STAFFING

The Fire Services Department consists of 39 full-time equivalent staff including one Fire Chief and two Deputy Fire Chiefs.

## ON A DAILY BASIS, WE...

- Provide fire suppression, fire prevention education and fire inspection services;
- Provide first responder medical services;
- Respond to motor vehicle accident rescues, water and marine emergencies, high angle and technical rope rescue;
- Provide emergency scene management, including identifying dangerous goods and isolating hazardous materials;
- Respond to airport crashes with rescue and fire suppression services;
- Manage pre-emergency planning;
- Operate a fire services training centre, delivering basic to advanced fire service training; and
- Lead City emergency management and manage the Emergency Operations Centre (EOC).

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### COMMUNITY BUILDING

- Conducted a Youth Fire Academy to expose young people to the Fire Services as a profession.
- Hosted the first annual Wildfire Urban Interface (WUI) Training Symposium in Penticton.
- Increased our public education and safety programs.
- Established an additional three new FireSmart Canada recognized neighbourhoods in Penticton: Riddle Road, Sendero Canyon and Spiller Drive.
- Built Penticton Fire Services Department’s first Structure Protection Unit and Wildland Quick Response Unit.

- Assisted in staffing the Emergency Operations Centre (EOC) through the Regional District of Okanagan-Similkameen for the 2018 floods.
- Responded to and supported provincial wildfires.



### GOOD GOVERNANCE

- Created a 2018 Flood Response and Preparedness Plan to establish lessons learned and be better prepared in the future.
- Received the British Columbia Local Government FireSmart Community Protection Achievement Award.

*Achievements continued on next page*



## FISCAL SUSTAINABILITY

- Received \$66,500 in Flood Mitigation grant funding.
- Received \$25,000 in Emergency Support Services (ESS) grant funding.

- Received \$25,000 in EOC grant funding.
- Received grant approval for \$750,000 Structural Flood Mitigation from Emergency Management BC.

## CHALLENGES AND OPPORTUNITIES

### WILDFIRE

As wildfires grow in scale and duration throughout B.C., Wildland Urban Interface (WUI) communities such as Penticton are increasingly being affected. Wildland fire impacts are often described in terms of lives threatened, structures and homes lost or damaged, overall suppression costs, and damage to the natural resource base on which the City of Penticton relies.

Over the past few years, we have bolstered staffing levels to help mitigate the impact of wildfires on our community and enable pre-planning and patrolling the WUI area in preparation for the highest wildfire threat of the year. We continue to educate people living in these risk areas in ways they can take action to make their home and community FireSmart compliant and will continue to work with the community and provincial government towards an increasingly fire adaptive community.

### CITY GROWTH

With the dynamic growth of the City of Penticton, it is challenging to maintain current service levels that meet the needs of our growing community. Large, tall and highly populated buildings pose a much greater challenge to a fire department with limited resources like Penticton. We will strive to maintain today's service level to our growing community and always advocate for fire safety.

### TRAINING

We have developed a comprehensive training program and facility that we use to train our firefighters to the highest levels recognized in our industry. We also open the facility to other users – including other city departments, regional fire departments, RCMP and the B.C. provincial government. While this facility saves the City money as firefighters can be trained locally and generates funding by hosting others, it is challenging to deliver the volume of training required.

## 2019 INITIATIVES

### 1. Fire Hall Replacement

The two City fire halls require replacement due to the aging infrastructure, additional space requirements and general deterioration of the facilities. To help reduce costs for taxpayers and allow for faster completion of a new fire hall, Penticton will conduct a feasibility analysis into partnering with the private sector to build a new fire hall and will need to complete an assessment of this option. Partnering with the private sector may manage risks associated with construction, financing and operations related to replacing fire halls.

**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE

*Initiatives continued on next page*

## 2. Hazardous Materials Response Evaluation and Mitigation Strategy



GOOD GOVERNANCE

To help improve response to risks stemming from hazardous materials in the community, Penticton Fire Services Department will complete an internal risk assessment to evaluate the City's response to hazardous materials spills, leaks or other catastrophic hazardous materials incidents and develop a business case for potential solutions and ways to implement them.

**ESTIMATED COMPLETION:** December 2019

## 3. Develop Pre-incident Plans for Wildfire in Penticton



GOOD GOVERNANCE

Fire crews have patrolled the Wildland Urban Interface areas over the last two summers, conducting pre-incident data analysis. In 2019, the goal is to develop a comprehensive pre-plan for wildfires in Penticton. If disaster strikes, this plan will be provided electronically to fire crews coming from out of area, so they can feel comfortable with all elements that affect wildfire operations.

The plan and map will look much like a Google Earth file, with detailed information required to fight a wildfire disaster in the Penticton area. In the plan, the City is divided into various areas to make attempting to control either a fire threat or actual fire more manageable. Residences that have combustible and non-combustible roofs will be identified as will alternate water supplies in the event our power supply goes down. Key information such as staging areas, identified GPS coordinates and civic addresses as well as access and egress routes will also be elements of this plan.

**ESTIMATED COMPLETION:** December 2019

## 4. FireSmart - Wildland Urban Interface



GOOD GOVERNANCE

The Strategic Wildfire Prevention Initiative has transitioned to a new Community Resiliency Investment (CRI) Program, which will be informed by the recommendations of the recent BC Flood and Wildfire Review and other after-action reviews. The CRI is currently under development and will contain two funding categories: (1) Community Funding and Supports and (2) Landscape Level Priorities.

Community Funding and Supports is dedicated funding for First Nations and Local Governments to participate in prevention activities, including on public and private land. Landscape Level Priorities is targeted towards funding fuel treatments on Crown land and is focused on high-value assets.

**ESTIMATED COMPLETION:** December 2019

## 5. Complete the City's Flood Risk Assessment and Build a Flood Mitigation Plan



GOOD GOVERNANCE

The City applied for a Flood Risk Assessment grant in 2017 for the first phase of the project. This part of the project was completed in late 2018. The second phase of this project is developing a Flood Mitigation Plan. A grant funding application to cover 100% of the costs was made in early 2019, with the project expected to be completed by the end of the year.

The \$900,000 Ellis Creek Structural Flood Mitigation project will start in 2019 and is expected to complete in 2020. This project has received approved funding of \$750,000 to cover the majority of the project cost.

**ESTIMATED COMPLETION:** December 2019

*Initiatives continued on next page*

## 6. Establish a Business Continuity Plan for the City



There's a real risk that the regular delivery of City services may be interrupted if its facilities, staff or systems are impacted by a natural or manmade disaster. By establishing a business continuity plan, the City can identify and prioritize its services to ensure City operations can be returned to normal, based on the needs of the community.

**ESTIMATED COMPLETION:** December 2019

## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Operational Costs	408,127	367,344	320,275
Amortization	46,250	46,250	46,250
Salaries and Benefits	5,130,137	5,430,633	5,535,940
Training	43,798	44,385	63,164
Recoveries	-621,985	-790,765	-600,985
Total Internal Allocation In	300,947	343,023	512,100
Total Internal Allocation Out	0	0	-100,000
<b>NET OPERATIONS</b>	<b>5,307,274</b>	<b>5,440,871</b>	<b>5,776,744</b>

### PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Protective Clothing	80,500
Self-Contained Breathing Apparatus Equipment Replacement	310,000
Various Equipment Replacement & Audio Visual	52,000
<b>TOTAL</b>	<b>442,500</b>

### KEY BUDGET CHANGES FOR 2019

- › 2019 net operating expenses increasing due to facilities area allocating in expenses for operating fire halls, and increases in contractual labour obligations.

# RCMP

## WHAT WE DO

Our mission as Penticton RCMP service is to serve and protect the community, and work in partnership with the community to deliver a responsive and progressive police service. We promote respect for rights and freedoms, the law and democratic traditions, and we treat all people equally and with respect in accordance with our core values.

## STAFFING

The Penticton RCMP consists of 46 officers and 25 full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Execute general duty policing 24 hrs per day 7 days per week;
- Conduct serious crime investigations;
- Engage in management and interdiction of prolific offenders;
- Undertake forensic identification services;
- Manage police dog services;
- Conduct traffic enforcement;
- Engage in community policing programming;
- Develop and implement strategic planning and reporting; and
- Serve as headquarters to the South Okanagan RCMP detachments of Summerland, Oliver, Osoyoos, Keremeos and Princeton.

## GUIDING PRINCIPLES

Five guiding principles underlie this plan, and the work that our employees undertake every day, as we serve Penticton:

1. **Adapt to Emerging Trends** – Plan and prepare for new and emerging issues, crime trends and legislation that may impact the way our services are delivered in the future.
2. **Engage Our Communities** – More accountable policing and the promotion of safer communities - to engage, listen and be responsive to all communities, and offer opportunities for people to connect with us.
3. **Equity, Diversity and Inclusion** – Support and foster a healthy and respectful work environment, and ensure our programs and services are responsive to the needs of the communities we serve.
4. **Innovation and Transformative Change** – Innovate and adapt to lead transformative change to improve services, streamline and enhance internal processes and resources, with greater cost effectiveness.
5. **Leverage Partnerships and Collaboration** – Continue to contribute and work closely with our federal, provincial and municipal partners, local community organizations and service providers, and other stakeholders, to provide effective and efficient services.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### COMMUNITY BUILDING

- Reduced violent crime and direct property crime such as residential break and enters through significant efforts by the Targeted Enforcement Unit on prolific offenders.
- Created a Community Safety Enforcement Team by realigning resources to provide Community Response Officers for traffic enforcement, mental health liaison and youth programs to address community issues.
- Developed and implemented proactive community engagement opportunities by holding a community forum in Penticton to better understand community issues and interests. In addition, monthly Coffee with a Cop was initiated to provide citizens with the opportunity to interact with RCMP members.
- Initiated a Penticton RCMP Twitter account.
- Initiated enhanced patrols for increased visibility and enforcement in the downtown and tourist areas. We deployed ATVs, bikes and UTV to increase our ability to target hotspots all over the community.



### FISCAL SUSTAINABILITY

- Continued to strengthen the statistics and analytical approach for crime reporting and analysis in order to forecast, anticipate and allocate resources to crime patterns within the region. The majority of crime is committed by a small percentage of the population who are very mobile. ComStat allows police to target active criminals throughout the region.



### SOCIAL DEVELOPMENT

- Obtained a \$50,000 grant to create the Community Active Support Table (CAST), which is a multi-disciplinary team made up of RCMP, Bylaw Services, Probation, Mental Health, Interior Health, BC Housing, South Okanagan Women In Need Society (SOWIN), Okanagan Friendship Center, School District 67, Pathways and many others. CAST meets weekly to identify individuals with acute risk factors and then creates intervention teams to support them before they become a risk to our community.

## CHALLENGES AND OPPORTUNITIES

### PERCEPTIONS, RESPONSIBILITIES AND THE LAW

Police are guided by Canadian statutes and the Charter of Rights and Freedoms. Public perceptions of the role of police and Crown Counsel should be managed in terms of realistic expectations. Preventable crimes fall to all residents of Penticton to be active in security and to look out for each other through programs such as Block Watch and Lock Out Auto Crime.

### MENTAL HEALTH AND ADDICTIONS

An increasing burden due to social disorder is evident in the increased call load on the Penticton RCMP Detachment. Although it can be argued that this falls to the police, it is more accurate to state these issues should fall to a collective of local government and social agencies working in collaboration with the police. The mental health picture in this community is growing in complexity, emphasizing the need for a model such as the Community Active Support Table (CAST).

### ROAD SAFETY

Despite educational and engagement programs, driving behaviours on our streets continue to be a leading cause of injury and property damage in our community.

### INCREASING COSTS

The costs to deliver policing services continue to increase due to technological, legislative and societal changes. While some of the increased cost is due to inflation there are also growing expectations of improved and enhanced services. The RCMP needs to continue to explore innovative ways to deliver policing services, such as working with other local agencies, continuing evaluating and streamlining processes and ensuring the delivery of services in the most efficient and cost-effective manner.

### PROGRESSIVE NATURE OF SERVICE DELIVERY

Technology touches every aspect of our lives today. The same holds true for the RCMP as technology plays an integral part in the delivery of services to citizens and requires ongoing training and increased familiarity with different platforms and software.



## 2019 INITIATIVES

### 1. Reduce Crime Related to Drug Use

We plan to reduce the impact of prolific offenders in our community by creating a drug task force, improving our crown court submissions for prolific offenders and targeting violent offenders.

**ESTIMATED COMPLETION:** June 2019



GOOD  
GOVERNANCE

### 2. Increase Transparency and Accessibility to Police

Through a community forum and open house, the introduction of a Community Response Officer for youth, implementing standing patrols in hot spots and redeploying CSET to the downtown location, we plan to focus on community engagement as a means to support our mission.

**ESTIMATED COMPLETION:** June 2019



COMMUNITY  
BUILDING

### 3. CAST - Increase Awareness and Expand to South Okanagan

The Community Active Support Table was well received in 2018 completing 27 situations that were collaboratively addressed within our community. All 22 community partners are committed and actively looking for solutions to assist with the mental health and addiction challenges we are facing. Our goal in 2019 is to expand CAST within the South Okanagan.

**ESTIMATED COMPLETION:** November 2019



COMMUNITY  
BUILDING

### 4. Increase Road Safety

We continue to be challenged by the increase in poor driving behaviours so we will have an increased focus on enforcement initiatives incorporated in all aspects of operations in the coming year. These will include a road safety blitz, targeting of repeat offenders of impaired driving in partnership with South Okanagan Traffic Services and expanded speed enforcement initiatives.

**ESTIMATED COMPLETION:** December 2019



GOOD  
GOVERNANCE

### 5. Ensure Accountability and Financial Transparency

The RCMP will manage and administer its financial and human resources in an efficient and effective manner that supports the public's need for transparency and accountability. We are particularly focused on clear financial reporting, accountability and consultation. To meet this goal E Division plans to make a Council presentation on contract costs, and we plan to invite the Mayor and Council to tour the RCMP Depot in Regina.

**ESTIMATED COMPLETION:** June 2019



GOOD  
GOVERNANCE

### 6. Conduct Organizational Reviews

The RCMP strives to build and promote a culture of organizational excellence. Recognizing the importance of adequately staffing our organization with skilled and engaged employees, we make every effort to maintain a healthy and respectful workplace, and to provide employees with the tools and resources they need to fulfill their potential to provide the best possible service to the public. With this in mind we will conduct reviews of support services and detachment space utilization, expand our ComStat reporting and expand our regular employee recognition efforts.

**ESTIMATED COMPLETION:** June 2019



GOOD  
GOVERNANCE

## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Salaries & Benefits	1,787,864	1,696,932	1,763,419
Community Policing	63,060	79,634	77,250
Cell Block Operating	38,714	36,600	38,100
Policing Agreement	7,413,760	7,065,797	7,737,010
Internal Allocation In	13,576	12,500	287,400
Recoveries	-518,730	-542,995	-501,029
<b>TOTAL</b>	<b>8,798,244</b>	<b>8,348,467</b>	<b>9,402,150</b>

### KEY BUDGET CHANGES FOR 2019

- › Increase in net operating expenses due to the addition of a new officer, contractual labour increases, allocation in of expenses from facilities for operating costs of the RCMP building, the allocation in of expenses from the finance area for debt servicing costs, and officer vacancies in 2018.

## COUNCIL DECISION REQUEST

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Add one RCMP Officer per year 2018 - 2022	A five-year plan to increase one RCMP Officer per year was endorsed in principal in 2017. This is required to maintain pace with population growth, demographic and societal needs as well as enhance operational efficiency. Members anticipated to improve service levels in Downtown and Drug enforcement, Forensic Identification, Youth & Mental Health as well as Investigative services. The net benefit is reduced overtime costs.	\$150,000	

# FINANCIAL SERVICES

The Financial Services Division includes the following departments:

ACCOUNTING

BUDGET

INFORMATION TECHNOLOGY & GEOGRAPHIC INFORMATION SYSTEMS (IT/GIS)

PROCUREMENT & INVENTORY SERVICES

REVENUE & COLLECTIONS

# Financial Services

## Including Accounting and Budget

### WHAT WE DO

In Financial Services, we are responsible for the financial administration of the City and the delivery of innovative information technology services. The Financial Services Division includes Accounting, Budget, Revenue & Collections, Procurement & Inventory Services and Information Technology/ Geographic Information Systems.

This business plan contains the activities for the Chief Financial Officer's Office, Accounting and Budget Departments. Separate business plans follow for Revenue & Collections, Procurement & Inventory Services, and IT/GIS.

### STAFFING

The Finance Division consists of 34 full-time equivalent staff, including the Chief Financial Officer and seven Managers and Supervisors.

### ON A DAILY BASIS, WE...

- Provide overall financial leadership to the City and financial advice to City Council;
- Lead the development of the City's five-year financial plan and ensure compliance with the City's budget;
- Ensure effective stewardship and control over the City's assets;
- Maintain effective accounting records and prepare annual financial statements for the City;
- Provide innovative and secure information technology services throughout the City and online services to the community;
- Collect revenues owed to the City including utility billing;
- Procure goods and services for the City cost effectively;
- Administer the Municipal Grant Program;
- Administer risk management and insurance for the City; and
- Coordinate business planning and reporting.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Re-established the City Risk Management Committee, which has resulted in the development of a draft Risk Management Framework and Policy that will be brought forward for Council approval in 2019.

- Formalized the City's claims handling process to ensure a clear, understandable and efficient approach is being followed on claims raised against the City.
- Refined the Municipal Grant Program, including updating the Municipal Grants Policy and implementation of grant management software.
- Prepared response claims for emergency events.

*Achievements continued on next page*



## FISCAL SUSTAINABILITY

- Continued to strengthen the policy-based approach for City financial administration by conducting a financial policy review and establishing two critical City policies – the Year End Surplus Policy and a Financial Management Policy.
- Continued further implementation of the Capital Prioritization Framework to provide greater rationale and a consistent and visible approach to making capital project decisions.



## ECONOMIC VITALITY

- Co-led the Smart City Challenge Application that resulted in greater collaboration between the City and business community in identifying and exploring issues facing the community and innovative solutions to address these issues.
- Renegotiated the triathlon agreement with MB Events for the final two years of the original five-year agreement.

## CHALLENGES AND OPPORTUNITIES

### PUBLIC ACCOUNTABILITY

Community members have increasing expectations for transparency related to how the City proposes to achieve Council's priorities and how tax dollars are being spent. There is an opportunity to improve transparency by continuing to strengthen the City's integrated planning and reporting practices. This includes the development of the City's business plan for Council and the community, and provide progress reports to Council throughout the year on achievement of these goals.

### FINANCIAL TRANSPARENCY

Along with greater public accountability comes the expectation that financial information will be readily available to citizens, with details on how City funds are being spent and assurance that services are being delivered in a cost-effective manner. The opportunity exists for the City to continue to enhance its existing annual public financial reports, including the financial plan and statements, and also provide additional financial reports by establishing quarterly financial reporting to Council.

### INCREASING COSTS

The costs to deliver City services continue to increase. While some of this is due to inflation, there are also growing expectations for improved and enhanced services such as online services and the use of geographic information systems (GIS) for citizens to interact with the City and also receive real-time information on demand. The City needs to continue to explore innovative ways to deliver City services, such as working with other local agencies, evaluating and streamlining its business processes and ensuring the delivery of City services are provided in the most efficient and cost-effective manner.

### MAXIMIZING ALL REVENUE SOURCES

With City costs continuing to rise, taxpayers should not be expected to absorb more than non-discretionary increases. Other revenue sources need to be explored. Exploring opportunities for non-taxation revenue includes examining all the City's user fees and charges to ensure they either recover the cost to deliver services or there is a clear understanding of level of subsidization that is being provided. The City is also exploring opportunities for grants from senior levels of government to support projects and new initiatives.

*Challenges and Opportunities  
continued on next page*

## RISK MANAGEMENT

With the growing complexity of City operations, the City is faced with numerous risks that create uncertainty and could limit the City's ability to achieve its goals. The City needs to create a culture of risk management within the organization to help staff be more aware of their risks and to take steps to manage and mitigate those risks. This will ensure the City can continue to deliver services to its citizens in a successful manner.

## UNPREDICTABLE INFORMATION REQUESTS

Numerous information requests can have a significant impact on staff time. Proactive disclosure and public education of the City's finances should help increase efficiencies in preparing Freedom of Information (FOI) requests and minimize the number of reactive requests.

## PERVASIVE NATURE OF INFORMATION TECHNOLOGY

Technology touches every aspect of our lives today. The same holds true for the City as technology plays an integral part in the delivery of services to citizens. It is critical that the City takes a deliberate and strategic approach to deploy technology in a reliable, cost-effective and secure manner to maximize the delivery of services to its citizens.

## 2019 INITIATIVES

### 1. Establish a Risk Management Framework and Policy

The increasingly complex business environment faced by the City creates risks that cause uncertainty in terms of the City's ability to achieve its business goals and Council's priorities. Creating a clear framework and a City Council approved policy will provide clear, consistent and formalized direction in how the City will identify, evaluate and mitigate or manage risks that arise throughout all City operations.

**ESTIMATED COMPLETION:** December 2019



### 2. Implement Integrated Business Planning and Financial Reporting to Council

Now that formalized department business planning is underway, the City also needs to report its progress towards goals and its financial results to City Council and the public. This goal will establish a quarterly report process that will be brought to City Council to demonstrate progress on its business plan goals and the financial resources used to achieve these results.

**ESTIMATED COMPLETION:** December 2019



### 3. Establish a Formalized Grant-seeking Framework

To help ensure the City maximizes opportunities for grant funding offered by senior levels of government, the goal is to establish a Grant-seeking Framework to identify grants that become available that align with the priorities and key projects for the City to ensure the City secures grants wherever possible.

**ESTIMATED COMPLETION:** December 2019



*Initiatives continued on next page*

#### 4. Policy Updates and Development

Staff have identified the need to update financial policies and develop a formal Reserve Policy to provide guidance and direction for the development, maintenance, and the use of City's reserve and funds. The City is also continuing to refine and amend its Municipal Grant Policy and process, which provides funding support to many community organizations, to ensure this process is effective for both applicants and the City. This includes a review of the cash versus in-kind request process to establish a set practice in distinguishing what requests fall under these categories.

**ESTIMATED COMPLETION:** September 2019



#### 5. Develop a Long-term Revenue Model

As part of ensuring the City is applying a long-term, fiscally sustainable approach to its financial management, and to address continuous increases in costs while limiting impact on taxpayers, the City needs to explore alternate revenue options beyond taxes. By developing a Long-term Revenue Model, the City will have a framework to identify opportunities and guide decisions.

**ESTIMATED COMPLETION:** September 2019



## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUE</b>	<b>-2,380,000</b>	<b>-1,858,533</b>	<b>-2,380,000</b>
Goods and Services	303,900	281,423	342,615
Insurance	566,900	1,147,712	710,000
Interest and fees	22,695	43,050	42,700
Debt Interest	2,809,877	2,817,853	1,817,916
Debt Principal	2,982,421	2,982,421	2,333,054
Foreign Exchange	10,000	0	10,000
Operating Provision	315,000	0	315,000
Salaries and Benefits	949,172	984,697	970,107
<b>TOTAL OPERATING EXPENSE</b>	<b>7,959,965</b>	<b>8,257,156</b>	<b>6,541,393</b>
Internal Allocation In	2,658	2,658	2,702
Internal Allocation Out	-2,222,805	-2,195,820	-2,611,257
Debt Principal	-1,985,241	-1,985,241	-1,365,859
<b>NET OPERATING (SURPLUS)/EXPENSE</b>	<b>1,374,577</b>	<b>2,220,220</b>	<b>186,978</b>

## 2019 BUDGET – REVENUE

REVENUE	2018 BUDGET	2018 FORECAST	2019 BUDGET
Casino - HFAA	-2,000,000	-1,450,000	-2,000,000
Traffic Fine Revenue Sharing	-380,000	-385,881	-380,000
<b>Sub-total</b>	<b>-2,380,000</b>	<b>-1,835,881</b>	<b>-2,380,000</b>
Transfers to other Governments	200,000	145,000	200,000
<b>TOTAL</b>	<b>-2,180,000</b>	<b>-1,690,881</b>	<b>-2,180,000</b>

## KEY BUDGET CHANGES FOR 2019

- › The Financial Services Division is seeing a significant drop in net operating expenses due to decreased debt servicing expenses for South Okanagan Events Centre, and the allocating out of debt servicing expenses to other areas. In addition, casino revenue was adversely affected by a strike in 2018, and staff expect that this will normalize in 2019. Lastly, insurance claims were higher than anticipated in 2018, and the 2019 budget is significantly lower as staff has based the 2019 budget on historical trends.



# Information Technology & Geographic Information Systems

## WHAT WE DO

In the Information Technology/Geographic Information Systems (IT/GIS) Department, we manage the City's technology hardware and software infrastructure, enabling departments to deliver timely, efficient services to residents and customers. We provide IT services and support to more than 400 users in City departments and affiliated organizations, including Spectra Venue Management, Okanagan Hockey Group, Penticton Vees, Interior Health Authority, RCMP and Tourism Penticton. These users are spread across 16 buildings and connected through a City-owned fibre optic network.

## STAFFING

The IT/GIS Department consists of 10 full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Support City departments and other affiliated organizations with their daily use of IT services through top-notch customer service;
- Provide new and enhanced technology solutions that are cost-effective and focused on improving process and creating efficiency;
- Provide a secure and stable technology infrastructure to deliver reliable IT services; and
- Offer guidance and advice on the best use of current and future technologies.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Implemented the GIS Strategic Plan for continued development and sustainability of this key municipal information system that supports our operations through data analysis and visual access to location-based information.
- Planned the renewal of the IT server and data storage infrastructure to continue delivering reliable IT services.
- Adopted an IT and GIS governance process with best practices to better align these technology services with organizational goals and objectives.

- Supported the 2018 municipal election.
- Received the 2018 Award of Excellence for outstanding achievement in GIS from ESRI Canada in recognition of the implementation of our Roads and Highways GIS project.

### FISCAL SUSTAINABILITY

- Continued the centralization of facility video surveillance and building access control systems to improve efficiency and secure management of these facilities.

## CHALLENGES AND OPPORTUNITIES

### INCREASING DEMAND FOR IT SERVICES AND SUPPORT

As City departments continue to embrace technology and consider ways of using it more in their day-to-day work to create efficiencies, and save time and money, there is increased demand for IT services to enable and support these initiatives. The newly developed IT governance structure will help keep IT focused on the projects that are most important to the organization.

### BALANCING WORKLOAD

IT staff are challenged by trying to balance the day-to-day support and administration of existing IT services with new IT project work that moves the organization forward towards its goals. Implementing best practices to streamline daily operations will assist with balancing the work to make both responsibilities achievable.

### KEEPING THE CITY'S NETWORK SECURE

Increased use of technology and connected services adds to an ever-increasing cyber security risk. We reduce risks by following best practices, staying informed of the latest threats, implementing new tools and regularly auditing the current environment.



## 2019 INITIATIVES

### 1. Continued Implementation of IT Governance

Aligning IT's work with the strategic and operational goals of the organization is our number one goal. Not only do we provide daily support and delivery of IT services, we work closely with the organization to solve business problems, reduce risks and realize returns. As part of an IT governance structure created in 2018, we've created an oversight committee that sets the direction and helps the department align its available capacity with the organizational priorities.

**ESTIMATED COMPLETION:** September 2019



### 2. Continued Implementation of IT Service Management (ITSM)

Information Technology Service Management is the practice of adopting best practices in the areas of people, processes, and technology to deliver IT services and support to internal customers as efficiently as possible.

**ESTIMATED COMPLETION:** June 2019



### 3. Core IT Network Refresh and Redesign

Redesigning and refreshing the core IT networking infrastructure will better support the delivery of reliable, secure and cost-effective IT services.

**ESTIMATED COMPLETION:** September 2019



### 4. Develop a High-level Disaster Recovery Plan

With so much of the organization relying on digital technologies to communicate and operate, making sure that our information systems and infrastructure are available, even in the event of an emergency, has never been more important. A Disaster Recovery Plan is an analysis of the impact, risks and recovery strategies that will help to determine the procedures to ensure the City is able to get IT services back up and running as quickly as possible in the event of a disaster.

**ESTIMATED COMPLETION:** September 2019



### 5. Data Migration of Parks, Facilities and Parking Information

Moving parks, facilities and parking information into the GIS system will enable staff to make decisions based off the most up-to-date information for these assets in the community. The City has already been successful at receiving grants for the parks and facilities projects.

**ESTIMATED COMPLETION:** September 2019



### 6. Development of an Open Data Policy and Public Open Data Portal

Publicly accessible data can support research, innovation, product development and decision-making, which means there is an exciting opportunity to be able to open up City data through an easy-to-use web portal. The goal is to create a policy to support our open data initiative, followed by developing a web portal for the public to access the information.

**ESTIMATED COMPLETION:** April 2019



## BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	1,191,862	1,167,036	1,569,697
Equipment Amortization	213,855	213,855	213,700
Salaries and Benefits	822,664	794,500	807,500
Recoveries	-62,202	-73,836	-57,370
Internal Allocation In	5,500	5,500	5,500
Internal Allocation Out	-92,228	-100,935	-390,027
<b>NET OPERATING EXPENSE</b>	<b>2,079,452</b>	<b>2,006,120</b>	<b>2,149,000</b>

## KEY BUDGET CHANGES FOR 2019

- › Net operating costs are increasing in 2019, primarily due to increased GIS initiatives and the development of a new City website.

## PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Hardware	320,000
Infrastructure	165,000
Software	100,000
Geographic Information System	196,014
Service Management Implementation	75,000
IT Capital - SOEC/PTCC	75,000
<b>TOTAL</b>	<b>931,014</b>

# Procurement & Inventory Services

## WHAT WE DO

In Procurement & Inventory Services we assist departments with purchasing products and services to support City operations. We establish policies and procedures to ensure a competitive process that enables the City to get the best value, and we provide assurance of fair treatment for all businesses who work with the City. We also manage the inventory of a wide variety of products used by City departments to ensure products are readily available when required.

## STAFFING

The Procurement & Inventory Services Department consists of six full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Ensure that all purchases follow an established competitive process, including coordinating requests for proposals and bids for contracts;
- Ensure that the purchasing process is fair, open and transparent;
- Manage the City inventory to deliver consistent and efficient service; and
- Dispose of City assets when they have reached the end of their life cycle or are obsolete.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Continued planning and resourcing a bar coding system for inventory with anticipated implementation in 2019.
- Standardized requests for proposal (RFP) and contract documents in collaboration with the Okanagan Valley Purchasing Managers. The documents are designed to provide ease and consistency across the Okanagan Valley for businesses to work with local governments.
- Drafted an updated Procurement Policy to align with the Auditor General for Local Government recommendations, increase spending authority and align with Okanagan Valley purchasing policies. The amended policy will be presented to the Council in 2019.
- Organized and labelled warehouse inventory and removed overflow items from the floor and heavy items from top shelves. The organization creates consolidation of inventory, safe access in the aisles and easier identification of items to be issued from inventory.
- Identified areas for improvement to service levels and improved efficiencies in the department through an audit. This included identifying the opportunity to streamline the process for issuing purchase orders.
- Implemented a new process for issuing purchase orders, resulting in an estimated time saving of 8.5 days per calendar year.
- Implemented a new procedure to post bid results on the City's website, eliminating the need to send out more than 300 non-award letters per year. This has resulted in an estimated time saving of 3.8 days per calendar year.

*Achievements continued on next page*



## ECONOMIC VITALITY

- Sold recycled pavers from the 300 block of Main Street revitalization project, generating \$8,770, which was donated to the South Okanagan Similkameen Medical Foundation for the Patient Care Tower hospital expansion project.
- Implemented the Bonfire online procurement portal, which enables vendors to be notified of and electronically respond to the City's bidding opportunities. The program has been well received from the supplier community. Submissions are electronically evaluated, requiring evaluators to provide comments justifying scores. A consensus score from all evaluators is provided identifying the vendor with the highest score or lowest price.

## CHALLENGES AND OPPORTUNITIES

### SPRING FLOOD

The 2018 spring flood events increased the Procurement staff workload when the City Yards became the holding area for sandbags used by the City and the Regional District of Okanagan-Similkameen. The opportunity exists to work more closely with the Regional District to improve communication for enhanced efficiencies for all agencies involved.

### INCREASED ELECTRICAL INVENTORY

Expansion of the Penticton Regional Hospital and development of two major subdivisions along with advancing technology resulted in a substantial increase of electrical inventory requirements. The opportunity exists for improved inter-departmental communications and collaboration to consider and minimize impacts on other departments.

## 2019 INITIATIVES

### 1. Implement Bar Coding System

Working with the IT/GIS Department, this initiative involves implementing a bar coding system for the City's inventory. Use of bar codes greatly reduces the possibility of human error, is faster than manually entering data and ensures inventory is identified for re-ordering to replenish stock as required.

**ESTIMATED COMPLETION:** September 2019



### 2. Amend Purchasing Policy

The Purchasing Policy will be amended to maintain efficient and compliant procurement and best practices and to provide clarity on procedures and authorizations.

**ESTIMATED COMPLETION:** March 2019



### 3. Research and Implement a Contract Management System

A contract management system uses an information technology program to track contracts and provide a quick and convenient method of retrieving and reviewing contracts. This will establish and enhance contract management practices.

**ESTIMATED COMPLETION:** March 2020



## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	94,068	85,070	76,600
Forklift Amortization	3,250	3,250	3,250
Salaries and Benefits	427,037	394,550	496,107
Internal Allocation In	11,200	18,500	60,700
<b>NET OPERATING EXPENSE</b>	<b>535,555</b>	<b>501,370</b>	<b>636,657</b>

### KEY BUDGET CHANGES FOR 2019

- Net operating expenses are increasing in 2019 due to having the Assistant Procurement Manager for a full year (the position was hired in the fall of 2018) and the proposed implementation of the Contract Management System software.

## COUNCIL DECISION REQUEST

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Research, purchase and implement a Contract Management System	Will provide efficiencies and enhance contract management practices	\$30,000	



# Revenue & Collections

## WHAT WE DO

In Revenue & Collections, we are responsible for billing and collecting a variety of service fees and taxes. These include fees for the City's electricity, water and sewage as well as property taxes. We also provide collection services on behalf of a number of external organizations as their taxes are included in our property tax notices.

## STAFFING

The Revenue & Collections Department consists of nine full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Manage the billing and collection of the City's electric, water, and sewer utility services;
- Manage the billing and collection of property taxes, including those for the School District, the Regional District of Okanagan-Similkameen, the Okanagan-Similkameen Hospital District, the Municipal Finance Authority and BC Assessment;
- Manage the billing and collection of the City's dog licencing program;
- Provide customer service for incoming inquiries, payments and applications for City services through telephone, email or in-person communication;
- Administer the collection of overdue accounts such as business licencing and municipal tickets;
- Develop the annual general municipal property tax rates for fair collection of taxes across the City's property classes, in accordance with direction from Council;
- Report to senior levels of government and other taxing authorities regarding property taxation, provincial Home Owner Grant applications, and the provincial Property Tax Deferral program;
- Administer the City's Permissive Tax Exemption program, which may allow eligible properties to be exempted from property taxation for a specified period of time, in accordance with direction from Council; and
- Perform the annual Municipal Tax Sale in accordance with the *Local Government Act*.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Adopted and implemented a new Property Tax Policy that distributes taxes more equitably across the various classes.
- Improved the Revenue & Collections public web pages and enhanced service delivery, which reduced processing times and costs.
- Enhanced utility bill design to increase information provided and readability to ensure City services are customer focused, sustainable and effective.

- Provided training to front-line staff for interacting with the public and understanding mental health challenges.

### COMMUNITY BUILDING

- Formalized the equal payment plan program in Utilities to help customers balance their payments throughout the year.

## CHALLENGES AND OPPORTUNITIES

### MAXIMIZING STAFF RESOURCES TO INCREASE SERVICE WITHOUT ADDING STAFF

While increased housing in Penticton results in increased revenue opportunities for the City through taxes and other fees, it also increases the amount of work required by Revenue & Collections staff. The department is exploring self-service options to provide timely service to residents without adding staff.

### STAFF TURNOVER BRINGS A VARIETY OF IMPACTS

Many of the staff in the department have less than five years' experience in their current roles due to recent staff retirements.

While the loss of historical knowledge is a challenge, we've found employees new to their roles are more likely to question processes and identify non-value-added activities.

### SUPPORTING OTHER DEPARTMENTS OFFERS COMMUNICATION OPPORTUNITIES

Changes made in other departments sometimes create additional work for Revenue & Collections, especially when those changes impact the general public or require a change in billing for a service. The additional work presents an opportunity to increase communication between divisions.

## 2019 INITIATIVES

### 1. Update the Permissive Tax Exemption Policy

Revenue & Collections will prepare an updated policy covering online applications and incorporating the best practices of peer municipalities. We hope to receive Council endorsement to implement updates for a more efficient application process as well as a balanced and sustainable approach to granting permissive tax exemptions for future years.

**ESTIMATED COMPLETION:** April 2019



FISCAL  
SUSTAINABILITY

### 2. Deliver the 2019 Tax Rate Bylaw to Council

The annual Tax Rate Bylaw will be delivered to Council, with an emphasis on reviewing current tax ratios to continue striving for an equitable distribution of property taxes amongst the classes.

**ESTIMATED COMPLETION:** May 2019



FISCAL  
SUSTAINABILITY

### 3. Implement Enhanced Online Payments Options

Although the City currently accepts online payments for a number of services, these enhancements will allow credit card payments for utility fees.

**ESTIMATED COMPLETION:** June 2019



FISCAL  
SUSTAINABILITY

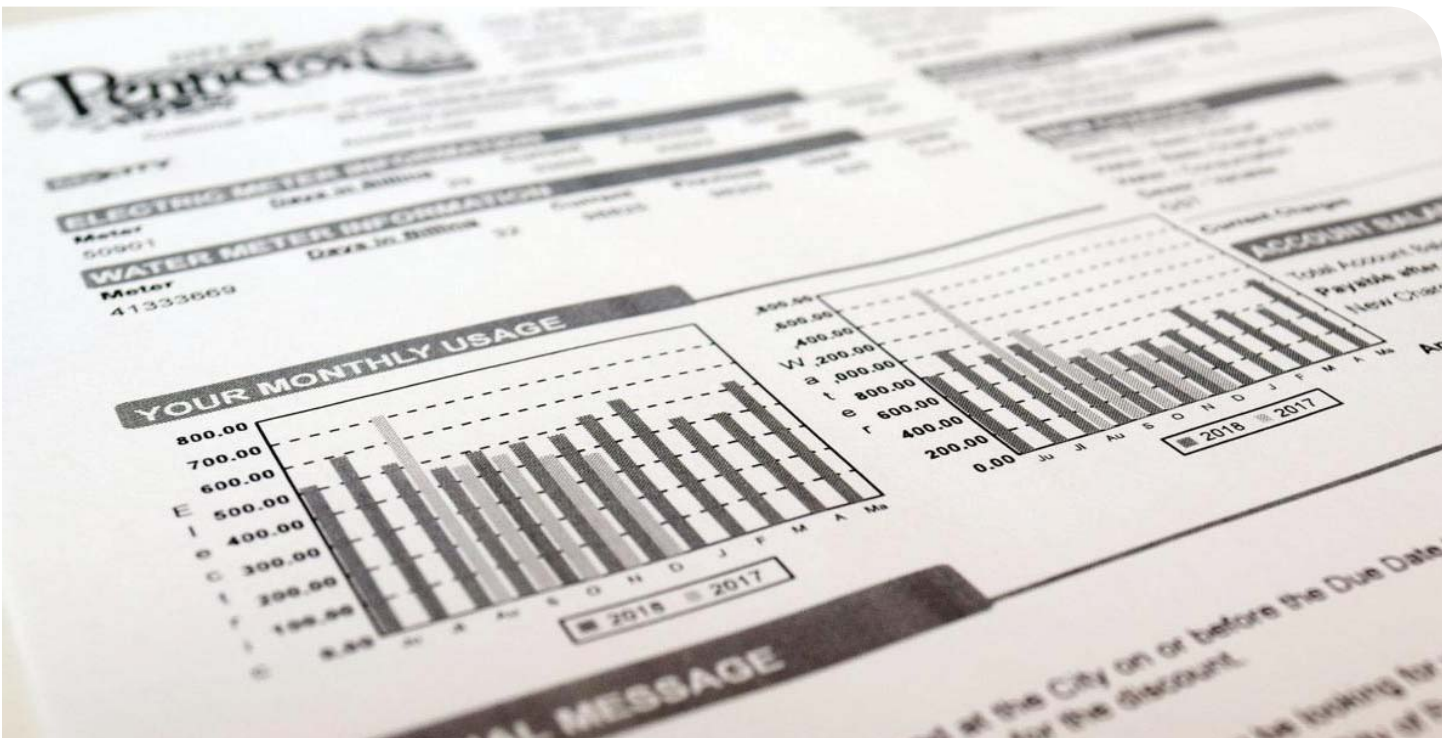
## BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUE</b>	<b>-142,800</b>	<b>-147,900</b>	<b>-148,000</b>
Goods and Services	245,500	239,319	256,550
Salaries and Benefits	697,300	697,300	709,637
Internal Allocation In	9,337	9,337	9,513
<b>NET OPERATING EXPENSE</b>	<b>809,337</b>	<b>798,056</b>	<b>827,700</b>

### KEY BUDGET CHANGES FOR 2019

- Net operating expenses are modestly increasing due to contractual labour increases and an increase in postage expenses.



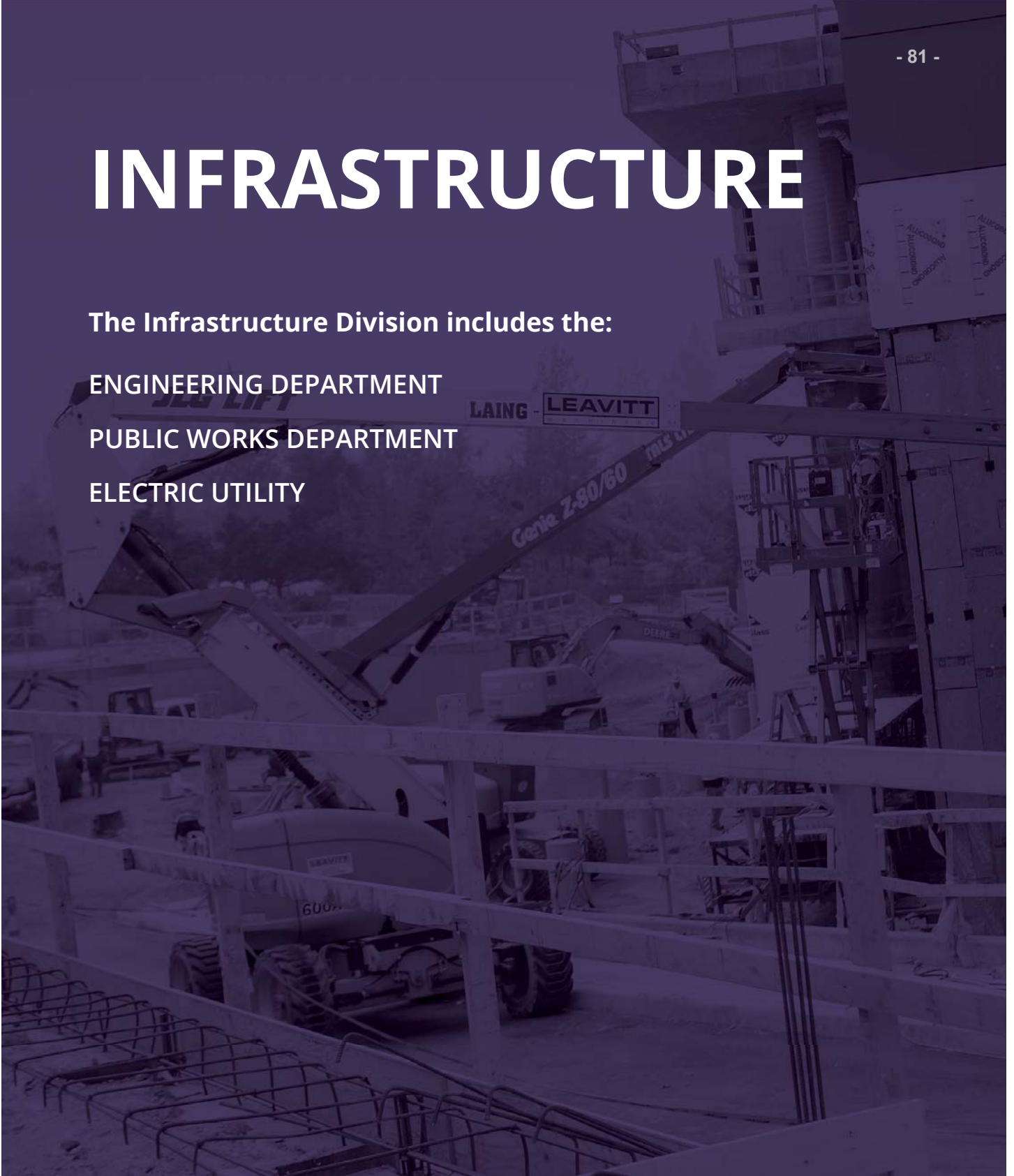
# INFRASTRUCTURE

The Infrastructure Division includes the:

ENGINEERING DEPARTMENT

PUBLIC WORKS DEPARTMENT

ELECTRIC UTILITY



# Infrastructure

## WHAT WE DO

The Infrastructure Division is responsible for overseeing many of the City's operations that enable our residents to go about their daily life. We plan, design, construct, operate and maintain road and pedestrian networks, provide for clean drinking water and sewer management, support electrical services and oversee contracts for services like garbage and recycling and transit. Our division consists of the Electric Utility, Engineering Department and the Public Works Department.

## STAFFING

The Infrastructure Division consists of 100 full-time equivalent staff including the General Manager, three Managers and seven Supervisors.

## ON A DAILY BASIS, WE...

- Lead the management of infrastructure assets like roads, bridges, water and sewer systems;
- Lead utility rate setting;
- Administer, through contract, conventional and custom transit; and
- Operate, maintain and undertake construction projects on the road and pedestrian networks, water distribution system, waste water collection system, the drainage system, parks and electrical distribution system (*See Business Plans for the Engineering Department, Public Works and Electric Utility for more detail*).

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Undertook significant flood mitigation measures on Okanagan Lake, Penticton and Ellis Creeks.
- Managed the Upper Carmi Storm Sewer blockage and debris slide.
- Managed the Campbell Mountain drainage issues.
- Worked with Tetrattech to complete the first phase of the Penticton Flood Risk Assessment.

### COMMUNITY BUILDING

- Worked with Aarde Environmental to obtain permits to sleeve the CN Tug piles at the SS Sicamous.
- Applied for a lease expansion for the CN Tug.
- Worked with the RDOS and BC Transit to obtain approval for a Penticton to West Kelowna/ Kelowna Route twice per day Monday to Friday.

*Achievements continued on next page*



## FISCAL SUSTAINABILITY

- Completed risk assessment of City infrastructure assets and updated the Asset Management Investment Plan.
- Completed the expression of interest process for Asset Management software.
- Commenced work on the Utility Rate review with InterGroup Consultants and the Utility Rate Review Committee.
- Implemented a Storm Water Rate for the 2018 tax year.
- Obtained a Council Resolution to build road projects to the bylaw standard width thereby reducing future asset management costs.

- Completed research on Special Area Bylaws.
- Issued a request for proposals for transit amenities and advertising.
- Worked with a grant writer to submit grants for the Ridgedale Reservoir detail design and construction as well as for the Penticton Creek 3A and 3B detail design.



## ENVIRONMENTAL SUSTAINABILITY

- Completed a request for proposal process for Penticton Creek Reach 12A detail design.
- Completed a request for proposal process for Ellis Creek Master Plan.

## CHALLENGES AND OPPORTUNITIES

### FLOOD RESPONSE

The Spring of 2018 presented infrastructure protection challenges related to addressing high snow pack, high Okanagan Lake levels and high flows in Penticton and Ellis Creeks. This resulted in Infrastructure Division staff having to spend a considerable amount of time addressing flood issues as well as complete planned capital and operating projects. While the flood response was managed effectively, it has delayed other projects within the division.

### RESOURCE LIMITATIONS

The Infrastructure Division is challenged by lack of time and staff resources required to complete key tasks, including the implementation of best practices, policy development and long-range strategic plans.

### BEST PRACTICES

There are many best practices related to infrastructure management that the Infrastructure Division is responsible for that are not being completely implemented due to lack of time to plan and implement. The opportunity exists to improve best practices with respect to water and sewer main flushing, cleaning of the drainage system, valve exercising, pavement management strategies, inspections, improved record keeping, mapping and health and safety hazard risk assessments.

## 2019 INITIATIVES

### 1. Complete the 2018 Utility Rate Review

One of the key solutions to address long-term infrastructure management issues is to have sustainable utility rates. This project will determine what rates are needed for domestic water, agricultural water, sanitary sewer and electrical to achieve 100% cost recovery and sustainability, maintain required minimum reserve balances and include the required annual spend for asset management purposes. The project will be done with the assistance of InterGroup Consulting and the Utility Rate Review Committee, and will involve comparisons to other municipalities and public engagement. The ultimate goal is to create a phased-in rate structure to achieve sustainability and full cost recovery.

**ESTIMATED COMPLETION:** September 2019



### 2. Implement Asset Management Software

In order to improve decision making on where to spend our limited financial resources for the highest benefit, the City needs a tool to evaluate and analyse different scenarios on asset management spends. The purchase, installation and implementation of Asset Management Software will achieve this. It will allow the City to maintain all information with respect to our many assets in one location and to undertake evaluations and scenario analysis to determine where work should be done on our assets based on age, condition, risk and available budget. The software will provide information to create strategic long-range asset replacement plans and will allow the City to see the long-range implications of spending decisions on the health of our infrastructure. Invitational proposals will be solicited from the highest ranked proponents from the 2018 expression of interest process.

**ESTIMATED COMPLETION:** December 2020



### 3. Implement the Penticton-to-Kelowna Transit Route

Citizens of the Regional District and Penticton will benefit from having the option to take transit to Kelowna. This project will see the City working with the Regional District of Okanagan Similkameen to implement two round trips per day Monday to Friday from Penticton to West Kelowna/Kelowna. This route was one of the top priorities from the 2015 Transit Future Plan.

**ESTIMATED COMPLETION:** September 2019



### 4. Update the 1968 Special Area Bylaw

Another key solution to address long-term infrastructure asset management issues is to increase funding for infrastructure projects through the use of a Local Area Service Bylaw. This project will see the 1968 Special Area Bylaw rescinded and updated. The current bylaw is woefully out of date and needs to be replaced with a new bylaw that considers how other communities address funding for reconstruction and will assist with providing alternate funding to address asset management issues.

**ESTIMATED COMPLETION:** September 2019



*Initiatives continued on next page*

## 5. Update the Asset Management Investment Plan



FISCAL  
SUSTAINABILITY

Having the best data in our Asset Management Investment Plan increases the accuracy of long-range planning. The City will have more up to date information on our Parks and Facility infrastructure once it has been entered into the Geographic Information System (GIS). The next step is to update the Asset Management Investment Plan. This will make the plan as complete and up to date as possible.

**ESTIMATED COMPLETION:** December 2019

## INFRASTRUCTURE – BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	3,200	2,605	3,050
Salaries and Benefits	205,182	203,560	207,194
<b>OPERATING EXPENSE</b>	<b>208,382</b>	<b>206,165</b>	<b>210,244</b>
Internal Allocation In	0	0	5,000
Internal Allocation Out	-205,182	-203,729	-215,244
<b>TOTAL OPERATING EXPENSE</b>	<b>3,200</b>	<b>2,436</b>	<b>0</b>

### KEY BUDGET CHANGES FOR 2019

› No material changes between 2018 Forecast and 2019 Budget.

### PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Asset Management Investment Plan Update	20,000
Asset Management Software	200,000
<b>TOTAL</b>	<b>220,000*</b>

\* Funded by general capital fund and utility capital funds based on asset values. See financial plan for details.

*Budgets continued on next page*

## TRANSIT – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUES</b>	<b>-606,700</b>	<b>-668,500</b>	<b>-684,610</b>
Goods and Services	35,450	28,431	31,560
Contract - Municipal Share	1,761,000	1,744,300	2,035,190
Fleet	950	2,442	1,740
<b>SALARIES AND BENEFITS</b>	<b>6,930</b>	<b>16,862</b>	<b>12,050</b>
Total Operating Expense	1,804,330	1,792,035	2,080,540
Internal Allocation In	13,360	13,360	14,000
<b>NET OPERATING EXPENSE</b>	<b>1,210,990</b>	<b>1,136,895</b>	<b>1,409,930</b>

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Net Conventional Transit	1,028,400	955,100	1,217,890
Net Custom Transit	130,700	125,900	138,000
Public Works Support	51,890	55,895	54,040
<b>NET TOTAL TRANSIT</b>	<b>1,210,990</b>	<b>1,136,895</b>	<b>1,409,930</b>

## KEY BUDGET CHANGES FOR 2019

- › Increase in net operating expenses due to the new transit contract and the addition of the route from Penticton to Kelowna.

# Engineering

## WHAT WE DO

The Engineering Department consists of the Design Branch, Water Treatment Branch and Waste Water Treatment Branch. We are responsible for the planning, design and construction administration of the road and pedestrian network, water distribution system, waste water collection system and the drainage system.

## STAFFING

The Engineering Department (including the Water Treatment Plant and Advanced Waste Water Treatment Plant) consists of 26 full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Plan, design and administer construction on water, sanitary, storm, road and pedestrian networks;
- Operate, maintain, plan and administer design and construction projects for the water treatment plant, water reservoirs and water pump stations;
- Operate, maintain, plan and administer design and construction projects for the waste water treatment plant and lift stations;
- Keep record drawings;
- Provide comments on development through the Technical Planning Committee; and
- Provide professional engineering advice to the Council and staff.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Completed the construction of a failed retaining wall on the Kettle Valley Railway trail.
- Completed annual asset management review and planning as per the recently completed asset management plan by our outside engineering consultant, AECOM.
- Continued monthly water quality reporting to provincial and federal regulatory bodies.
- Completed Phase I of the Drought Management Plan.
- Undertook Flood Protection Measures on Okanagan Lake, Penticton and Ellis Creeks for the 2018 freshet.
- Completed repair work at Okanagan Lake, Ellis and Penticton Creeks from damage caused by the 2017 flood and freshet.
- Completed crosswalk and walking area improvements at Uplands Elementary School.
- Selected a consultant and commenced work on detail design for storm water management on Campbell Mountain and Carmi Road.
- Purchased and installed new programmable logic controllers for the water treatment plant.
- Installed new updated instrumentation to continue to ensure water quality is maintained at a high standard.
- Worked on the installation of flow monitoring devices on Penticton and Ellis Creeks.
- Assisted in the Upper Carmi Storm Sewer blockage and 2018 Flood mitigation works.
- Lobbied WorkSafe BC to open the confined space entry regulations for a full regulation review.

*Achievements continued on next page*



## COMMUNITY BUILDING

- Completed significant capital projects in the Design Branch including infrastructure and streetscape improvements, and downtown revitalization and water transmission system improvements on Ridgedale Avenue.
- Completed utility and road upgrades on: Gahan Avenue, King Street, Killarney Street, Nelson Street, Toronto Avenue and Skaha Lake Road; and Repaved Government Street, Industrial Avenue and Dawson Avenue.
- Completed crosswalk improvements at South Main Street and Pineview Road, Government Street and the crossing of the Kettle Valley Railway with Eckhardt Avenue and Pickering Street.
- In conjunction with the Public Works Department completed work at Campbell Mountain: Mountain bike parking lot expansion, signage, crosswalk



## FISCAL SUSTAINABILITY

- Participated in the National Water and Waste Water Benchmarking initiative.



## ENVIRONMENTAL SUSTAINABILITY

- Completed the naturalization of Penticton Creek Reach 3A Lower.
- Implemented energy management hardware and software changes to reduce cost and improve efficiency.
- Assisted with the selection of a consultant and commenced work on the Ellis Creek Master Plan.
- Assisted with the selection of a consultant and commenced work on the detail design for Penticton Creek Reach 12A.
- Started an educational campaign on the flushable wipes in sewers issues.

## CHALLENGES AND OPPORTUNITIES

### FLOOD RESPONSE

Challenges in the form of the protection and repair of City assets along Okanagan Lake, Penticton and Ellis Creeks caused a significant draw on human resources in the Engineering Department. This stretched staff to not only deal with flood related activities but to still undertake and complete planned operational and capital works during the year. The Engineering Department responded admirably, protected and repaired City assets and formed solid working relationships with the Fire Services Department, Public Works Department, the Province of BC and Engineering Consultants. Based on the learnings over the past two years, the City is taking proactive and mitigating steps wherever possible to be better positioned for these unplanned events.

### PUBLIC SAFETY

The number and complexity of issues related to road, public safety and security have been increasing. There are numerous requests related to traffic calming, cross walks, traffic signals, parking and bike lanes. However, the Engineering Department lacks the staff and capital budget to adequately deal with all these challenges. Through risk analysis and prioritization the City will focus on those issues that are of highest risk.

*Challenges and Opportunities continued on next page*

## GEOGRAPHIC INFORMATION SYSTEM (GIS)

Managing the changing workflows and data collection issues related to the City's GIS has proved to be a challenge. With the addition of the Infrastructure GIS Analyst, the Engineering Department and the City are starting to better reap the benefits from GIS.

## CONFINED SPACE REGULATIONS

WorkSafeBC (WSBC) confined space regulations are not aligned with existing Advanced Wastewater Treatment Plant design. This issue was brought to WSBC attention by the City of Penticton and other local governments. The regulation has been opened up for a full regulation review, which is expected to be completed by 2019/2020. The City of Penticton sits on the review panel and the opportunity exists for the City to work with WSBC to create regulations that will work.

## OUTDATED INSTRUMENTATION

Programmable logic control and instrumentation systems at the Water Treatment Plant are no longer supported and replacement parts are no longer available. Steps are being taken to make the necessary investment to ensure instrumentation is up to date and current.

## FLUSHABLE WIPES

The Wastewater Treatment Plant has been challenged with addressing flushable wipes that are being introduced into the sanitary sewer system. This adds significant operating expenditures to the utility. In 2019 the Waste Water Treatment Plant will be taking further steps to educate the public to help prevent the issue.

## MOBILE WORKFORCE TECHNOLOGY AND ENERGY MANAGEMENT

Efficiency is not optimal at this point and the opportunity to improve at the Waste Water Treatment Plant will happen through the adoption and installation of mobile workforce technology and energy management techniques.

## 2019 INITIATIVES

### 1. Develop Ellis Creek Master Plan

The City will complete the first step toward flood protection and environmental sustainability on Ellis Creek by completing a Master Plan. This document will set a long-term direction for actions required to address flood control measures, erosion and deposition issues, and naturalization and habitat improvements on Ellis Creek. In addition, a prioritization plan and budget will be created.

**ESTIMATED COMPLETION:** December 2019



ENVIRONMENTAL  
SUSTAINABILITY

### 2. Design and Implement Penticton Creek Reach 12 Revitalization

The City has received grant funding to design and construct the Penticton Creek Revitalization Project, Reach 12. This project will address identified flood issues and improve habitat. Design and permitting will occur in 2019 followed by construction in 2020.

**ESTIMATED COMPLETION:** September 2020



GOOD  
GOVERNANCE



ENVIRONMENTAL  
SUSTAINABILITY

*Initiatives continued on next page*

### 3. Replace Aging and Small Water Mains

The City will improve fire flow and reduce risk by replacing undersized and aging water mains before they fail.

**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE



FISCAL SUSTAINABILITY

### 4. Improve Capacity of South Main Sanitary Sewer and Water

Improvements to the South Main sanitary sewer and water mains will be made to increase capacity and provide for future development.

**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE



FISCAL SUSTAINABILITY

### 5. Complete Main Street Upgrade Okanagan Avenue to Warren Avenue

The construction of two storm sewer diversions will free up capacity in the Main Street storm sewer and the replacement of aging and high-risk water and sanitary sewer mains crossing Ellis Creek will be completed.

**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE



FISCAL SUSTAINABILITY

### 6. Upgrade and Install Pedestrian Crosswalks

Pedestrian safety enhancements will be made at three locations on Government Street and at one location on Kinney Avenue at MacKenzie. The work will see the following completed:

- Government and Forestbrook: Install a pedestrian activated signal, repaint the crosswalk lines and relocate the crosswalk signs.
- Government and Nelson: Repaint the crosswalk lines, relocate the crosswalk signs and examine the installation of a sidewalk on the south side of Nelson Avenue.
- Government and Penticton: Install overhead reflective signage and down lighting.
- Kinney and MacKenzie: Install overhead reflective signage and down lighting.

**ESTIMATED COMPLETION:** June 2019



GOOD GOVERNANCE

### 7. Finalize Phase II Drought Management Plan

This project will align the City with other Okanagan municipalities in terms of how our water resources are responsibly protected and used during drought conditions. A set of drought response triggers and responses will be created that are similar on a valley-wide basis.

**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE

### 8. Implement Chlorine and Sulphur Dioxide Gas Removal from the Water Treatment Process

This project will improve public and staff safety by eliminating the risks associated with gaseous chlorine. The work will remove and replace the aging chlorination system with one that eliminates the use of gaseous chlorine and sulphur dioxide from the water treatment process.

**ESTIMATED COMPLETION:** June 2019



GOOD GOVERNANCE



FISCAL SUSTAINABILITY

*Initiatives continued on next page*

## 9. Upgrade Okanagan Lake Pump Station Electric and Pump Motor

Reliability, efficiency and cost saving improvements will be realized by the replacement of the aging electric system components and pump motors at the City of Penticton's only Raw Water Pump Station located on Okanagan Lake.

**ESTIMATED COMPLETION:** December 2019



GOOD  
GOVERNANCE



FISCAL  
SUSTAINABILITY

## 10. Implement 2019 Actions of the Asset Management Renewal Plan

The detailed Asset Management Renewal plan developed by AECOM will continue to be implanted to replace Waste Water Treatment Plant assets in a prioritized manner that are at or past their service life.

**ESTIMATED COMPLETION:** September 2029



GOOD  
GOVERNANCE



FISCAL  
SUSTAINABILITY

# ENGINEERING – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	48,250	66,961	108,450
Salaries and Benefits	166,450	101,100	102,000
<b>NET OPERATING EXPENSE</b>	<b>214,700</b>	<b>168,061</b>	<b>210,450</b>
Internal Allocation In	196,469	153,633	74,100
Internal Allocation Out	-214,700	-168,061	-284,550
<b>TOTAL OPERATING EXPENSE</b>	<b>196,469</b>	<b>153,633</b>	<b>0</b>

## KEY BUDGET CHANGES FOR 2019

- › Net operating expenses reduced due to the increased allocations out to other areas.

## PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Parks	100,000
Roads and Maintenance	1,964,253
<b>TOTAL GENERAL FUND CAPITAL</b>	<b>2,064,253</b>
Sewer Fund Capital	1,888,800
Water Fund Capital	2,658,000
<b>TOTAL ENGINEERING CAPITAL</b>	<b>6,611,053</b>

*Budgets continued on next page*

## WATER TREATMENT PLANT – BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Total Operational Revenues	-8,479,637	-8,461,692	-8,812,919
Total Operating Expenses	1,666,696	1,647,906	1,731,040
<b>NET OPERATING SURPLUS</b>	<b>-6,812,941</b>	<b>-6,813,786</b>	<b>-7,081,880*</b>

\* Note: Please see the financial plan for details on how the net operating surplus from the Water Treatment Plant funds the water distribution area, allocated costs into the water utility, and the annual transfer to the water capital fund.

### KEY BUDGET CHANGES FOR 2019

- › Increase in net operating surplus due to increased user fees.

### PROPOSED CAPITAL BUDGET

	BUDGET
Water Treatment Plant	2,484,200

## ADVANCED WASTE WATER TREATMENT PLANT – BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
Total Revenues	2,300,066	2,279,413	2,208,818
Total Expenses	-5,945,939	-5,976,636	-7,112,680
<b>NET OPERATING SURPLUS</b>	<b>-3,645,873</b>	<b>-3,697,223</b>	<b>-4,903,862*</b>

\* Note: Please see the financial plan for details on how the net operating surplus from the AWWTP funds the sewer collection area, allocated costs into the sewer utility, and the annual transfer to the sewer capital fund.

### KEY BUDGET CHANGES FOR 2019

- › Increase in net operating surplus due to increased user fees.

### PROPOSED CAPITAL BUDGET

	BUDGET
Advanced Waste Water Treatment Plant	1,684,000

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Drought Management Plan Phase 2	A continuation of a previous phase of drought planning: Create drought response triggers and response actions consistent with valley-wide approach.	\$100,000	
Bike lane planning and bike racks	Planning for a lake-to-lake separated bike route forming the spine of a safe cycling corridor that welcomes and encourages a wider group of cyclists. Plus installation of 50 bike racks at strategic locations.		\$55,000
SS Sicamous area improvements	Realignment and replacement of existing walkway across frontage of SS Sicamous by extending the multi-use waterfront walkway to the Rose Gardens with associated revisions to the parking.		\$100,000



# Public Works

## WHAT WE DO

In Public Works, we keep our community safe by providing clean, safe drinking water, a reliable sanitary sewer system, and storm-water drainage to help prevent flooding. We manage the roads in our community, as well as the parks and cemetery, and we collect your garbage and recycling. To help support these services, as well as those delivered by other departments, we also manage the City's fleet of vehicles.

## STAFFING

The Public Works Department consists of 58 full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Manage the operations, maintenance and construction of the road and pedestrian network, water distribution system, waste water collection system, drainage system and parks;
- Manage the operations, maintenance, planning, design and construction of the City-owned dams;
- Install and maintain the City's water meters;
- Maintain, purchase and coordinate the City's vehicle and equipment fleet;
- Administer, through contract, garbage and recycling collection;
- Operate the waste water solids composting facility;
- Administer, through contract, the Lakeview Cemetery operation, and we design and construct cemetery expansion and upgrades;
- Maintain the Fairview Cemetery; and
- Maintain and upgrade bus stops.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES

### GOOD GOVERNANCE

- Completed recruitment, training and mentoring of the new Parks Supervisor, Public Works Technologist, Utility Technician and Parks Technician.
- Successfully managed extreme winter conditions to mitigate extreme challenges from ensuing spring runoff conditions.
- Completed the dredging and operational gate replacement at the Ellis Creek Diversion Dam.
- Completed the Campbell Mountain Diversion Dam Upgrades.
- Reviewed options to address waste water solids management.
- Undertook 2018 flood mitigation measures on Okanagan Lake, Penticton and Ellis Creeks.
- Addressed the Upper Carmi storm sewer blockage and debris slide.
- Managed the Campbell Mountain drainage issue.

*Achievements continued on next page*



## COMMUNITY BUILDING

- Implemented the Clean Team to address maintenance in key areas during the peak season.
- Worked with the Planning Department to complete the Parks and Recreation Masterplan, Park Land Protection and Use Policy, Park Dedication Bylaw and Zoning Bylaw Amendments to identify different Park types and uses.
- Completed the re-write of the Cemetery Management Bylaw and related Fees and Charges Bylaw.



## ENVIRONMENTAL SUSTAINABILITY

- Achieved carbon reduction in the fleet area by using hybrid vehicles and equipment.
- Completed the expansion and upgrades to the Lakeview Cemetery including the development of a natural burial section.
- Delivered community education program on best recycling practices.
- Renewed the Recycle Collection Contract with Recycle BC for a second five-year term.



## FISCAL SUSTAINABILITY

- Completed all Capital Fleet replacements.
- Installed and commissioned a new Fuel Management System / Fleet Maintenance System.
- Reviewed the Fleet and Equipment Replacement Fund.
- Implemented the new seven-year Solid Waste and Recycle Collection contract in July 2018.
- Developed a Council Policy for Residential Automated Waste Collection Service Levels and Standards.

## CHALLENGES AND OPPORTUNITIES

### FLOOD RESPONSE

Flood protection and repairs monopolize staff time, making it difficult to complete planned projects.

### BEST PRACTICES DELAYS

There are many best practices in water/sewer management, roads and other public works functions that are not being completed due to lack of resources to plan and implement.

### LIABILITY RISKS

With aging infrastructure such as roads, bridges, sanitary sewers and water systems, there is a growing risk of failures that could result in liability for the City. Clearly defined maintenance standards and policies are required.

### INFORMATION AND DATA OVERLOAD

Managing the changing workflows, data collection and paper record keeping leads to duplication of tasks and puts a strain on available human resources.

*Challenges and Opportunities continued on next page*

## CHALLENGES AND OPPORTUNITIES

### GAPS IN RESOURCES AND EXPERTISE

The department is challenged by a steady loss of knowledge and experience due to a significant number of people retiring along with a growing need for specialized skills and expertise to address increasingly complex operations in areas such as sanitary sewer, roads and drainage. Staff shortages are affecting fleet maintenance, as the number of fleet vehicles and equipment has increased significantly over the past decade. The City also needs a dedicated position to manage contracted services such as transit, cemeteries and composting operations. There is also a need for trained staff with required safe work experience and protective equipment to assist with the clean-up of homeless camps.

### NOT MEETING REGULATIONS

Penticton's existing water and sewer infrastructure cannot meet the confined space regulations set by WorkSafeBC (WSBC). This issue has been brought to WSBC's attention, and the regulation is being reviewed, with expected completion by 2019/2020.

The sewer residuals compost site does not meet the Organic Matter Recycling Regulation (OMRR) and sales of compost have declined significantly to the point where the stock piles are affecting operations. One potential solution is somewhat dependant on the Regional District of Okanagan Similkameen. The final solution may be costly. There are also constant challenges with compliance requirements for water distribution and sewer collection regulations including Environmental Operator Certification requirements.

## 2019 INITIATIVES

### 1. Restructure Work Areas to Address Gaps in Resources and Expertise

Restructuring is needed in a number of areas to meet regulatory requirements and address challenges such as gaps expertise and capacity.

**Works Branch:** The current staffing and configuration of the Works Branch includes both water/ sewer utilities and roads and drainage management; however, these are distinctly different areas of expertise areas that each require specific skills, policies and best practices. With this restructuring, the Works area will become more efficient and compliant with the Environmental Operator Certificate Program by splitting the branch into a Utilities Branch (Water/Sewer) and a Roads & Drainage Branch. The new structure will allow for a more focused approach to the various aspects of the work and some duties can be transferred from the Parks Branch to Works Branch, resulting in a more balanced distribution of work load. It will also ensure the legislated Water Distribution and Sewer Collection Operator requirements are met.

**ESTIMATED COMPLETION:** June 2019

**Fleet Branch:** The increase in the size and maintenance requirements for the City's fleet can no longer be managed with existing staff. A new Service Advisor Coordinator full-time position is recommended to support the Fleet Supervisor and the Mechanical Technicians.

**ESTIMATED COMPLETION:** September 2019



*Initiatives continued on next page*

## 2. Create Permanent Clean Team

While the new Clean Team summer staff positions addressed needs in the high tourist season, there is a continued need for trained teams to assist with homeless camp clean up, snow and ice control and other general support to keep Penticton streets, parks and other public areas clean and safe. This permanent crew would provide services year-round, including after-hours calls on weekends during the day. This will result in lower overtime costs and improved service. In addition there will also be savings as the City will no longer need to contract services for homeless camp cleanup.

**ESTIMATED COMPLETION:** June 2019



GOOD GOVERNANCE

## 3. Complete and Begin Implementing a Waste Water Solids Management Plan

To bring the City into compliance with the Organic Matter Recycling Regulation, a Waste Water Solids Management Review was conducted by AECOM Engineering to identify the steps required to meet regulatory requirements. In 2019, the design for the new requirements will be completed, with construction in later years, which may involve significant costs, which will be determined in part during the design development.

**ESTIMATED COMPLETION:** December 2019



GOOD GOVERNANCE



FISCAL SUSTAINABILITY

## 4. Create a Parks & Recreation Advisory Committee

Parks and recreation are a big part of why Penticton is a great place to live and visit; however, the City needs a plan for how to manage and expand these assets in future. It's important to have input from the community to develop these plans, which will be accomplished in part through the creation of a Parks & Recreation Advisory Committee.

**ESTIMATED COMPLETION:** March 2019



COMMUNITY BUILDING

## 5. Parks Master Plans for Skaha Lake Park

Skaha Lake Park has tremendous potential for creating recreation opportunities that benefit the community and visitors. A Parks Master Plan for Skaha Lake Park will ensure that the new direction for developing the park and marina reflect community priorities and best practices in park planning.

**ESTIMATED COMPLETION:** December 2019



COMMUNITY BUILDING

## 6. Implementation of the Parks GIS / Asset Management

The City requires extensive information related to mapping and other data to manage its parks, roads and other infrastructure assets, which is currently a manual process involving multiple records and potential for incomplete or inaccurate/outdated data. Using GIS technology will improve accuracy and access to reliable data that can be used to manage infrastructure assets more efficiently. The City has a grant for the consultation portion of the project and staff will collect the required data.

**ESTIMATED COMPLETION:** September 2019



FISCAL SUSTAINABILITY

## PUBLIC WORKS – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

PUBLIC WORKS NET OPERATING EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Roads	1,637,993	1,773,115	1,861,292
Solid Waste	(611,117)	(688,805)	(649,743)
Storm Water	71,238	104,157	58,300
Water Distribution	948,459	1,034,282	867,700
Sewer Collection	801,414	778,523	746,420
<b>TOTAL NET OPERATING EXPENSES</b>	<b>2,847,987</b>	<b>3,001,272</b>	<b>2,883,969</b>

## KEY BUDGET CHANGES FOR 2019

- › The roads area has seen increasing cost trends in asphalt repairs, road marking, snow clearing, street and sidewalk cleaning, and vandalism in the past few years and have built these trends into the 2019 budget. Further, the roads area will see an increase in cost allocations in from the Public Works area to account for a portion of the new Utilities Supervisor.
- › Increasing net operating costs in solid waste is due to increase in residential and curbside collection expenses.
- › The Storm Water area is seeing less reliance on funding from the general fund in 2019 due to increasing rates from 2018 to 2019. It is anticipated that the Storm Water Utility will be able to fully cover its operational expenses in 2020.
- › Increased net operating expenses in the Water Distribution and Sewer Collection areas due to increased allocations in from the public works area for the proposed Utilities Supervisor, new expenses allocated in from the facilities area for a portion of the costs of operating the yards, and increased allocation expenses from the engineering area due to supporting more operational initiatives rather than capital projects in 2019.

## SEWER COLLECTION – PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Compost Site Improvements	1,000,000

## WATER DISTRIBUTION – PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Ellis 4 Dam - Consulting and Upgrades	225,000
Irrigation Meter Program	140,000
<b>TOTAL</b>	<b>365,000</b>

*Budgets continued on next page*

## PARKS – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Beach Maintenance	200,650	207,540	242,600
Parks Maintenance	521,670	453,930	531,450
Sports Fields	216,000	229,050	216,385
Trail Maintenance	107,800	75,300	98,300
Boulevards & City Lots	313,370	320,640	317,150
Undeveloped Lots and Natural Areas	17,406	18,860	18,000
Support Services	259,085	289,600	264,500
Salaries and Benefits	399,309	429,382	384,300
<b>OPERATING EXPENSE</b>	<b>2,035,291</b>	<b>2,024,302</b>	<b>2,072,686</b>
Internal Allocation In	142,235	143,360	590,384
Internal Allocation Out	-11,579	-11,579	-11,000
<b>NET OPERATING EXPENSE</b>	<b>2,165,947</b>	<b>2,156,083</b>	<b>2,652,070</b>

## KEY BUDGET CHANGES FOR 2019

- › Increase in net operating costs due to facilities area allocating in operating expenses of parks washrooms, finance allocating in relevant debt servicing costs, and contractual labour increases.

## PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Bleacher - Table Replacement	12,000
Okanagan Lake Park - Concrete Replacement	50,000
Wage Allocations	57,000
3 Mile Stair Replacement	80,000
Irrigation Upgrades	50,000
Backstop Upgrades	12,500
Barton Court Walkway	85,000
<b>PARKS CAPITAL TOTAL</b>	<b>346,500</b>

*Budgets continued on next page*

## CEMETERY – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUE</b>	<b>-370,000</b>	<b>-322,000</b>	<b>-345,000</b>
Fairview Cemetery	7,000	4,610	6,100
Lakeview Cemetery	176,660	178,136	177,200
Internal Allocation In	18,989	18,989	91,700
<b>NET OPERATING SURPLUS</b>	<b>-167,351</b>	<b>-120,265</b>	<b>-70,000</b>

## KEY BUDGET CHANGES FOR 2019

- › Increase in net operating costs due to finance allocating in relevant debt servicing costs.

## PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Lakeview Cemetery Irrigation Upgrade	60,000

## FLEET – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUES</b>	<b>-1,884,500</b>	<b>-1,996,100</b>	<b>-2,124,850</b>
Goods and Services	695,585	946,085	885,385
Fleet Internal Charges	334,200	341,700	335,500
Fuel	280,000	330,000	290,000
Insurance	80,000	80,000	80,000
Amortization	550,000	550,000	425,000
Salaries and Benefits	569,169	576,298	682,471
<b>TOTAL OPERATING EXPENSE</b>	<b>2,508,954</b>	<b>2,824,083</b>	<b>2,698,356</b>
Internal Allocation In	26,357	26,357	56,167
Internal Allocation Out	-590,700	-638,700	-637,500
<b>NET OPERATING EXPENSE</b>	<b>60,111</b>	<b>215,640</b>	<b>-7,827</b>

*Fleet Budget continued on next page*

## KEY BUDGET CHANGES FOR 2019

- › Though a new fleet advisor is proposed to be added in 2019, net operating expenses are decreasing due to an increase in fleet rates and reduced amortization expenses.

## PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Van to Replace Unit 9	32,000
1/2 Ton Pickup to Replace Unit 21	32,000
Sewer Flush Truck to Replace Unit 42	350,000
Digger Derrick Aerial to Replace Unit 50	250,000
1/2 Ton Pickup to Replace Unit 123	32,000
3/4 Ton Pickup to Replace Unit 127	35,000
3/4 Ton Pickup to Replace Unit 135	40,000
Various Other	41,950
<b>TOTAL</b>	<b>812,950</b>



## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Proposed New Utility Supervisor Position – Works Branch	Provides required expertise and helps meet regulatory requirements.	\$60,000*	
New Service Advisor Coordinator – Fleet Branch	Addresses increased fleet requirements, providing more hands-on mechanical time.	\$100,000	
Proposed Extension Clean Team to year-round service	Expands the summer season clean up to year-round service and will eliminate contract costs and further reduce weekend overtime costs for homeless camp clean up.	\$66,000	
Develop a Sewer Residuals Management Plan and detailed design of the sewer residual handling system	Helps meet regulatory requirements.		\$1,000,000**

\*Total cost of position is \$126,000 with \$66,000 funded from utilities.

\*\* Note that costs are funded from sewer utilities and may vary. The 2020 construction costs will depend on the method selected. The City is exploring the most appropriate approach, however the overall cost could be significant. Along with the most appropriate method, the City will also explore how this may be phased in to achieve an affordable approach.



# Electric Utility

## WHAT WE DO

The Electric Utility Department is responsible for overseeing the operations, maintenance and ongoing improvement of the City of Penticton’s electrical systems. We manage all electric services from infrastructure and electrical distribution to metering, traffic signals and street lighting.

## STAFFING

The Electric Utility Department consists of 15 full-time equivalent staff.

## ON A DAILY BASIS, WE...

- Operate, maintain, plan, design and construct the electrical distribution system;
- Plan and maintain the City’s electrical meters;
- Plan, maintain, operate, design and construct the City’s traffic signal system; and
- Plan, maintain, design and construct the City’s street lighting system.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Negotiated a new multi-year power purchase agreement with FortisBC.
- Sponsored training by Technical Safety BC for all electricians and their managers to ensure compliance with various electrical safety code requirements.
- Nearly completed the update to the Electrical Bylaw, awaiting final revisions prior to adoption.
- Audited all Instrument Metered accounts and introduced a number of practices to guarantee the accuracy of electrical energy billing.



### COMMUNITY BUILDING

- Improved traffic intersections safety and pedestrian and vehicle movements by: replacing a number of aged traffic controllers; increasing the number of uninterruptible power supplies; and modifying pedestrian signals to better serve the visually impaired.
- Added area lighting in a number of strategic areas in the downtown core.
- Reviewed lighting standards and commenced work on a multi-year improvement plan to address lighting issues for pedestrian crossings city-wide.

*Achievements continued on next page*



## FISCAL SUSTAINABILITY

- Completed the voltage conversion at the substation level by providing a 12kV supply at the Carmi Substation. This will now allow the City to move into the last phase of its multi-decade plan to operate the entire electrical distribution system on the same voltage.
- Completed system reliability improvements including: the addition of the hospital switchgear to the supervisory control and data acquisition (SCADA) system and creating a multi-year plan to deploy faulted circuit indicators, all of which will reduce outage times and related response costs.
- Completed various Electrical Master Plan Projects including: conductor upgrades for Westminster and Power Street; elimination of customer owned high voltage powerlines for Naramata Bench, Dawson and Yorkton Avenue; and elimination of at-risk #6 copper hazardous conductors from the distribution system.

- Continued with the multi-year program of replacing first generation digital meters with a view to reducing future meter reading costs.
- Grew the City's fibre network by adding FortisBC as a customer.
- Further consolidated electrical inventory items through standardization and the removal of obsolete switchgear.



## ECONOMIC VITALITY

- Completed underground civil work for rebuilding the east lane of the 200-block Main Street.
- Provided a new electrical connection to the hospital.
- Finished pole and anchor replacements necessitated by the TELUS Pure Fibre initiative.

## CHALLENGES AND OPPORTUNITIES

### BALANCING DEMANDS

Development in the city has been very busy over the last few years creating competing demands to provide electrical service to new developments and complete the planned electrical distribution work. The opportunity exists to put more resources toward addressing the problem within approved budgets.

### PUBLIC SAFETY ISSUES

The number and complexity of issues related to public safety and security have been increasing. There are numerous requests related to cross walks, traffic signals, increased area lighting and maintenance of additional downtown vendor pedestal and electrical park infrastructure. Lack of staff and or sufficient capital budget to adequately deal with these increasing demands is a significant challenge.

### BEST PRACTICES

There are many best practices that the Electrical Department is responsible for that are not being completely implemented due to lack of time to plan and implement. The opportunity exists to improve best practices with respect to record keeping, mapping and health and safety hazard risk assessments.

### GEOGRAPHIC INFORMATION SYSTEM (GIS)

The Electric Utility Department will continue to leverage the information and software we have now to expand the GIS to better understand the City's infrastructure assets and to better identify the needs of the community.

*Challenges and Opportunities continued on next page*

## MOBILE TECHNOLOGY

Mobile workforce technology will continue to be implemented to improve operational efficiencies.

## IMPROVE PUBLIC SAFETY

Public safety and security improvements consisting of replacing aged traffic control equipment, adding area lighting in strategic areas and improving lighting for pedestrian crossings will be made.

## VOLTAGE CONVERSION

The last phase of the voltage conversion process for the electrical distribution system will be commenced. This project is scheduled to be completed in 2020 and will see the entire City on one common electrical voltage served by four substations resulting in a more robust and reliable electrical distribution system.

## 2019 INITIATIVES

### 1. Complete the 200-block Main Street East Lane Electrical Rebuild

To enhance public safety and economic vitality, the electrical rebuild in the East Lane of the 200-block Main Street will be completed. The infrastructure is nearing its end of life, the style of construction is dated, and it doesn't meet current standards with respect to clearances. The restricted clearances limit development, pose safety risks and are unsightly. The rebuild will address all of these issues.

**ESTIMATED COMPLETION:** June 2019



ECONOMIC VITALITY

### 2. Complete Voltage Conversion

To provide for a more reliable and robust electrical distribution system it is necessary commence the last phase of the voltage conversion project that started decades ago. The overall project is scheduled for completion in 2020 and will see the entire city converted to one voltage, 12KV. The intention is to convert all or portions of the R12, R34, R10 and R11 feeders.

**ESTIMATED COMPLETION:** December 2020



FISCAL SUSTAINABILITY

### 3. Investigate and Report on Power Generation Possibilities

Alternative power generation initiatives could allow the City to reduce its dependence on the purchase of FortisBC electricity. A consultant will be engaged through an RFP process to: examine what other municipalities have done to produce power, how it was funded and what the payback period was; update studies into electricity generation that were previously done; and consider new electricity generation techniques that could be implemented. The initiatives identified will then be costed, power generation capabilities determined and ranked according to criteria that will include Return on Investment, Payback Period, Impact on the Environment, etc.

**ESTIMATED COMPLETION:** December 2019



FISCAL SUSTAINABILITY



ENVIRONMENTAL SUSTAINABILITY

### 4. Improve Strategic Area Lighting and Pedestrian Crossing Lighting City Wide

To increase safety the Electric Utility Department will install security lighting and lighting at pedestrian crosswalks. This project involves a phased and prioritized plan expected to conclude in 2023.

**ESTIMATED COMPLETION:** December 2019



COMMUNITY BUILDING

## ELECTRIC UTILITY – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUES</b>	<b>-42,084,311</b>	<b>-42,053,747</b>	<b>-42,092,690</b>
Goods and Services	33,826,413	30,899,499	32,077,396
Fleet	76,402	61,902	76,402
Salaries and Benefits	1,442,886	1,380,203	1,459,912
Total Internal Allocations In	1,841,723	1,855,562	1,908,062
Total Internal Allocations Out	-12,000	-15,500	-12,365
<b>NET OPERATING SURPLUS</b>	<b>-4,908,887</b>	<b>-7,872,082</b>	<b>-6,583,283*</b>

\* Please see the financial plan for details on how the net operating surplus funds the general capital dividend, and the annual transfer to the electrical capital fund.

## KEY BUDGET CHANGES FOR 2019

- › Decrease in net operating surplus due to lower than expected power costs in 2018, increased power distribution system maintenance in 2019 and the proposed commencement of a power generation study.

## PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Non-Discretionary	1,365,867
Non-Discretionary - Sustainment	1,812,391
Enhancement	473,780
Departmental Tools	41,200
<b>TOTAL CAPITAL EXPENSE</b>	<b>3,693,238</b>
Recoveries	-1,593,005
<b>NET CAPITAL EXPENSE</b>	<b>2,100,233</b>

## STREET LIGHTING – BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Vandalism	3,546	2,750	3,622
City Parking Lots	1,000	0	1,020
Light Standard Condition Assessment	15,450	6,550	0
Street Lighting Projects	10,000	54,000	200,000
Repairs	67,993	33,500	69,625
Electricity	120,560	120,560	160,761
<b>NET OPERATING EXPENSE</b>	<b>218,549</b>	<b>217,360</b>	<b>435,028*</b>

\* Funded by general taxation, but managed by the electrical utility.

Budgets continued on next page

## KEY BUDGET CHANGES FOR 2019

- › Increase in net operating expenses due to increased costs of streetlighting power, increase in light standard replacements, and an increase in special streetlighting projects.

## TRAFFIC CONTROL – BUDGET OVERVIEW

### PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Annual Condition Assessment	17,922	17,922	18,460
Vandalism/Hit and Run Damage	2,045	19,300	2,106
Electricity	12,723	12,723	13,944
Repairs	78,101	79,010	79,924
<b>NET OPERATING EXPENSE</b>	<b>110,791</b>	<b>128,955</b>	<b>114,435*</b>

\* Funded by general taxation, but managed by the electrical utility.

## KEY BUDGET CHANGES FOR 2019

- › Increase in vandalism expenses in 2018, are not expected to occur in 2019.

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Investigation of power generation possibilities	Alternative power generation options could reduce the City's reliance on FortisBC and eventually reduce costs.	\$75,000	
Purchase and installation of strategic area lighting, along with investigation and improvement of pedestrian crossing lighting	Improved safety is incredibly important in our growing community and this effort will contribute greatly to ensuring pedestrians and anyone outside in public areas is sufficiently lit.	\$200,000	

# RECREATION & FACILITIES

The Recreation & Facilities Division includes:

FACILITIES

RECREATION BUSINESS & OPERATIONS

SPORTS & EVENTS

PENTICTON MUSEUM & ARCHIVES



# Recreation & Facilities

## WHAT WE DO

Contributing to a healthy community and enhancing quality of life are the overarching priorities for Recreation & Facilities. We welcome residents and visitors to our many recreation facilities and parks, where we deliver a wide range of recreation programs and services for people of all ages. We design, operate and maintain City-owned buildings and through the Museum & Archives, we support preservation of the heritage and history of our community. Our Sports & Events office markets and promotes the City as an event destination.

## STAFFING

The Recreation & Facilities Division consists of 47 full-time equivalent staff including one Director, two Managers and three Supervisors.

## ON A DAILY BASIS, WE...

- Plan, manage and deliver recreation, sport events and active living opportunities that include aquatic programming, swim lessons and public access to our pool and fitness centre;
- Provide public safety, first aid and emergency response education;
- Ensure City facilities are maintained to required operational standards;
- Provide reception services to assist customers at the community centre pool and fitness room;
- Promote the City of Penticton as an event destination, contributing to a healthy and vibrant community, particularly through signature and shoulder season events that create a strong economic return for the City;
- Offer presentation, preservation and interpretation services for Penticton's history and heritage as well as serving as an important resource for researchers and city staff through the Penticton Museum & Archives; and
- Plan, design, construct, operate and maintain City-owned buildings for City departments and lessees as part of overall asset management.



## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Restructured the Recreation Department and introduced a Recreation Business Supervisor to take overall responsibility for recreation programs, marketing and revenues, and hired a Sport and Event Project Manager.



### ECONOMIC VITALITY

- Secured a \$6 million funding grant towards the Arena Development project.
- Secured a long-term operating agreement with Spectra Venue Management for operating and maintaining the South Okanagan Events Centre campus including the Penticton Trade and Convention Centre, Okanagan Hockey Training Centre and Memorial Arena.



### COMMUNITY BUILDING

- Completed the Parks & Recreation Master Plan, providing clear direction for the City's parks and recreation areas.
- Completed Phase 2 of the Arena Development Strategy including preparing a business case for the development of the twin ice sheet project and the Memorial field house concept. The business case includes revenue and operational analysis as well as life cycle costing.
- Conducted a detailed arch assessment of glulam wood beams at Memorial Arena and developed and implemented a rehabilitation strategy.
- Prepared a South Okanagan Event Centre (SOEC) parking strategy to address community concerns regarding parking at the site. Prepared by a third-party consultant with input from the community through extensive engagement sessions, the strategy will be implemented in 2019.

## CHALLENGES AND OPPORTUNITIES

### RECREATION REVENUES

Penticton taxpayers enjoy a wide array of recreational programs and facilities, but they are the sole funding source for these services. There is a fine balance between setting rates that the community can afford and maximizing cost recovery for these services. A recreation revenue and cost sharing review is planned for 2019 to help guide rate setting, recreation business practices and review opportunities for regional cost sharing.

### FACILITIES AGING INFRASTRUCTURE

The City's facilities infrastructure is aging and underfunded, with most of our facilities more than 40 years old and requiring continued investment to keep them operational over the long term. The Arena Development strategy is one of the key priorities, as significant investment is required into both Memorial and McLaren arenas in order to keep them operational,

even in the short term. A decision must be made in 2019 on the future of the arenas so short- and long-term plans can be developed.

### FACILITIES SUPPORT

With ever increasing usage of our City facilities combined with aging building systems and infrastructure, the Facilities Department is busier than ever. The department currently employs administrative support through a temporary position. A large department with an annual budget of over \$5 million and 16 staff requires consistent processes, procedures and communication to ensure that the City is providing high quality, safe and well operated facilities for our community to enjoy. A dedicated, permanent resource will allow the Director to focus on higher-level, strategic work and the Supervisor to be more hands on with his staff ensuring quality work and customer service.

## 2019 INITIATIVES

### 1. Implementation of South Okanagan Event Centre (SOEC) Parking Strategy

This will provide a phased approach for the various recommendations coming out of the SOEC Parking Strategy study, that was developed in consultation with Council and the community.

**ESTIMATED COMPLETION:** December 2019



### 2. Finalize Arena Development Strategy Business Case

The Arena Development Strategy business case will inform the next phase of the arena development initiative. Along with better understanding of the revenue and expense opportunities for the new arenas, the business case will provide a funding strategy for capital investment and ongoing operational funding requirements.

**ESTIMATED COMPLETION:** December 2019



### 3. Recreation Revenue and Cost Sharing Review

As recommended in the Parks and Recreation Master Plan, a recreation revenue/rate review will be undertaken in 2019 to analyze the current situation and identify the true cost of recreational programs and service delivery. This work will provide us with the data to have discussions around regional cost-sharing opportunities.

**ESTIMATED COMPLETION:** December 2019



### 4. Parks and Recreation Advisory Committee

The Parks and Recreation Advisory Committee will be responsible for master planning of Skaha Park, including the marina, with staff participation to ensure timely execution of planning studies and project implementation to guide future infrastructure planning.

**ESTIMATED COMPLETION:** December 2019



**NOTE:**

The budget for the Recreation & Facilities plan is contained in the Recreation Business & Operations section.

## COUNCIL DECISION REQUESTS

BUDGET REQUEST	BENEFIT	OPERATING BUDGET REQUEST	CAPITAL BUDGET REQUEST
Facilities Administrative Support	This position will provide administrative support to the Facilities team to enable high-quality and responsive delivery of services through consistent processes, procedures and communication with other departments and the community.	\$65,000*	
Recreation Revenue and Cost-Sharing Review	The data collected will help to determine the true cost of delivering recreational programs and services and identify opportunities for revenue-sharing in the region.	\$30,000**	
Creation of a 10-year strategic plan for arts and culture in the City of Penticton	This request was initiated by the 2018 Arts, Culture and Creative Innovations Committee with the objective to provide a dedicated City-funded resource to raise the profile of Arts and Culture in our City and to develop a strategy to integrate Arts into all aspects of our community.	\$100,000 for a one-year Arts Officer contract***  \$50,000 for the development of the strategic plan	

\* Budget resides in the Facilities cost centre.

\*\* Budget resides in the Recreation Business & Operations section.

\*\*\* Not shown as a supported line item in budget.

# Facilities

## WHAT WE DO

The Facilities Department is responsible for planning, design, construction, operations and maintenance of over 30 City-owned buildings. We ensure they operate at optimum efficiency to enable other City departments and lessees to effectively deliver services and programs to the community.



## STAFFING

The Facilities Department consists of 16 full-time equivalent staff.



## ON A DAILY BASIS, WE...

- Consult, inspect, and conduct repairs and maintenance on City buildings;
- Plan, design, construct and operate buildings for their best use;
- Ensure buildings are maintained to all regulations and bylaws;
- Regularly review Penticton’s diverse collection of facilities, including everything from the Peach on the Beach, to the Trade and Convention Centre and the SS Sicamous; and
- Support a high quality work environment for City staff and superior quality of life for residents by providing venues to support arts, culture, sports and entertainment in our community.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



## GOOD GOVERNANCE

- Completed all key 2018 capital projects: Penticton Trade and Convention Centre (PTCC) mechanical upgrades, PTCC roof replacement, Memorial Arena operational upgrades, City Hall structural upgrades, Westminster Centre renovations, Skaha Marina upgrade, South Okanagan Events Centre (SOEC) hockey glass and suite upgrades.
- Completed pool operations training for all Facilities staff.
- Engaged third party security services to monitor some of our highest use facilities and those that were subject to vandalism and affected by issues stemming from homelessness. A lot of staff time was spent dealing with clean up and repairs resulting from undesirable use and vandalism in our city-owned Facilities. The total cost of the security services was more than \$50,000 higher than budgeted due to these unforeseen issues.



## COMMUNITY BUILDING

- Improved cleanliness and community experience in high traffic zones in and around downtown area.



## ENVIRONMENTAL SUSTAINABILITY

- Optimized efficiencies through building automation controls.

## CHALLENGES AND OPPORTUNITIES

### FUNDING

The Facilities Department continues to be challenged by limited funding relative to our aging infrastructure. The community's service expectations keep increasing and facility operation and maintenance requirements must keep up with those demands.

### INCREASED VANDALISM AND SOCIAL ISSUES

Occurrences of vandalism and undesirable behaviours in our City facilities continues to increase, creating additional costs and the need for both training and staff resources to deal with these situations. The frequency and severity of the issue is causing strain on our operational budgets and resources.

## 2019 INITIATIVES

#### 1. Convert Conventional Lighting Systems to LED

Converting existing fixtures and bulbs to LED results in energy saving, adherence to our environmental principles and reduced operating costs. This will also contribute to improved working environments for staff and an enhanced experience for the public.

**ESTIMATED COMPLETION:** June 2019



#### 2. Complete Annual Shutdown of McLaren Arena and the Community Centre

Annual repairs and maintenance are required for preventative maintenance items and the necessary repairs to our pools, basins and equipment. With these temporary closures, the facilities are maintained at high standard, which helps to ensure our patrons have a positive customer experience on an ongoing basis.

**ESTIMATED COMPLETION:** September 2019



## BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

EXPENSES	2018 BUDGET	2018 FORECAST	2019 BUDGET
Goods and Services	1,134,678	1,280,411	1,093,650
Fleet	41,286	56,813	39,550
Salaries and Benefits	1,195,569	1,358,050	1,275,800
Utilities	722,587	732,000	763,000
Internal Allocation In	32,533	33,500	33,000
Internal Allocation Out	0	0	-2,421,850
Recoveries	0	-4,632	0
<b>NET OPERATING EXPENSE</b>	<b>3,126,653</b>	<b>3,456,142</b>	<b>783,150</b>

## KEY BUDGET CHANGES FOR 2019

- › The Facilities Department is seeing a significant drop in net operating expenses due to the allocating out of building operating expenses to other areas. In addition, 2018 saw an increase in security costs in the downtown area, and for 2019 these costs have been centralized in the Bylaw Services Department, resulting in reduced costs in the Facilities Department.

## PROPOSED CAPITAL BUDGET

PROJECT DESCRIPTION	BUDGET
Memorial Arena New Roof	500,000
Penticton Trade & Convention Centre Upgrades	380,000
City Hall - Mechanical & Envelope	300,000
Bylaw/RCMP Building Renovations	300,000
SOEC Parking Upgrades & LED Lighting	190,000
Bus Barn Roof Repair	80,000
Community Centre - Emergency Generator	75,000
RCMP Office/Furniture Upgrades	72,000
OHTC - Spare Compressor	50,000
Skaha Marina Repairs	50,000
Various Other	235,500
<b>TOTAL</b>	<b>2,232,500</b>

# Recreation Business & Operations

## WHAT WE DO

In Recreation Business & Operations, we promote and contribute to a healthy community and enhance the quality of life for Penticton residents and visitors through planning, management and delivery of recreation, sport events and active living opportunities. We partner with volunteers, community members and private sector providers to support recreation opportunities in our city.



## STAFFING

The Recreation Business & Operations Department consists of 24 full-time equivalent staff.



## ON A DAILY BASIS, WE...

- Provide Community Centre reception services;
- Plan and deliver aquatic programs and provide service supervision, instruction and facilitation;
- Offer recreation programs and services at multiple locations for all ages and interests;
- Market and promote all recreation programs; and
- Manage the operation of the Cleland Theatre.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### GOOD GOVERNANCE

- Recruited and trained two new Recreation Coordinators.



### FISCAL SUSTAINABILITY

- Continued improvements to admissions control to ensure service fees are paid and there is a fair and consistent admission process for all patrons.



### COMMUNITY BUILDING

- Completed a full upgrade and replacement of pool's sound system speakers.
- Facilitated a staff workshop on pediatric water therapy to develop skills required to provide programs to clients with disabilities.
- Implemented the 2nd Penticton Public Sculpture Exhibit.



### ECONOMIC VITALITY

- Hosted the 2018 Swim BC Tier 1 Championships.

*Achievements continued on next page*



## SOCIAL DEVELOPMENT

- Partnered with the Penticton and District Seniors Centre, which resulted in two free events for the 50+ age group, support with marketing services for the Seniors Centre and an invitation to collaborate on more opportunities.
- Increased the variety and diversity of recreation program offerings, introducing new programs such as Parkour and a Kids Community Hockey Club.
- Implemented free older-adult wellness programming through the 2018 Age-Friendly Communities Grant.

## CHALLENGES AND OPPORTUNITIES

### OUTDATED RECREATION SOFTWARE

The software currently used for recreation services is outdated and unsupported, which limits the ability to provide good quality and up-to-date customer service. Replacement software will help guide new policy, procedures and recreation business practices.

### QUALIFIED STAFF RECRUITMENT AND RETENTION

There is regularly a high turnover rate in part-time staff and qualified program contractors in the department, making it difficult to support increased demands for recreation programs and services.

### INTERNAL COMMUNICATION MANAGEMENT

There is no formal internal communication process to ensure departments working within the Penticton Community Centre have access to consistent and up-to-date information.

## 2019 INITIATIVES

### 1. Implementation of New Recreation Software (PerfectMind)

The current recreation software, CLASS, is no longer supported technologically so it is imperative that we implement the new software, PerfectMind, as soon as possible. PerfectMind will enhance our ability to communicate more efficiently with other departments and provide modern customer service experiences.

**ESTIMATED COMPLETION:** September 2019



*Initiatives continued on next page*

## 2. Enhance Partnerships with Community Service Groups

Building strong partnerships with community services and stakeholders, including the arts community, social support services and community service providers, is essential to the Recreation Business & Operations Department. This collaboration on vital community projects, programs and services produces efficiencies and enables sharing of resources.

**ESTIMATED COMPLETION:** December 2019



## 3. Create and Facilitate a Shared Community Centre Incident Reporting System

A consistent and shared incident reporting system will enable us to track incidents across departments in all areas of the Community Centre building. By analyzing these incidents, we'll develop a clearer picture of the key issues and be able to make decisions around staff training and support, security requirements (if any) and other actions to be taken for maximum effectiveness.

**ESTIMATED COMPLETION:** December 2019



## 4. Lifeguard Surveillance Evaluation and Enhancement Program

Formalizing the aquatics in-house public safety surveillance program will provide sustainable, effective and relevant best practices for lifeguarding, ensuring the public is protected to the highest standard possible at all times.

**ESTIMATED COMPLETION:** December 2019



# BUDGET OVERVIEW

## PROPOSED OPERATING BUDGET

	2018 BUDGET	2018 FORECAST	2019 BUDGET
<b>REVENUES</b>	<b>-2,090,000</b>	<b>-2,190,209</b>	<b>-2,170,035</b>
Recreation	591,019	643,440	626,286
Aquatics	868,206	827,232	839,870
Facility Rentals	85,800	88,064	90,800
Programs	454,102	453,450	472,431
Recreation General	137,650	115,047	160,700
Sport & Events	129,193	135,000	148,750
Expenses Related to Recoveries	90,000	57,454	90,000
<b>TOTAL OPERATING EXPENSES</b>	<b>2,355,970</b>	<b>2,319,686</b>	<b>2,428,837</b>
Internal Allocation In	28,565	26,805	1,870,599
<b>NET OPERATING EXPENSES</b>	<b>294,536</b>	<b>156,282</b>	<b>2,129,401</b>

## KEY BUDGET CHANGES FOR 2019

- › Increase in net operating costs due to Facilities Department allocating in operating expenses of the recreation facility, finance allocating in relevant debt servicing costs, and contractual labour increases.

# Sports & Events

## WHAT WE DO

As the Sports & Events team, we promote the City of Penticton as an event destination and contribute to a healthy and vibrant community by attracting, developing and managing events in the City.



## STAFFING

The Sports & Events Department consists of two full-time equivalent staff.



## ON A DAILY BASIS, WE...

- Focus specifically on signature and shoulder season events that create a strong economic return for Penticton; and
- Foster and maintain strong relationships between events rights holders, sport organizations and event organizers. This includes connecting and working with Travel Penticton, Spectra Venue Management and other businesses and venues in Penticton.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



## GOOD GOVERNANCE

- Improved internal communications tools and established external events hotline.



## ECONOMIC VITALITY

- Continued development of a Sports and Event tourism strategy.
- Implemented existing events in the City to help promote Penticton as an 'event destination' city.
- Continued to develop Penticton's event hosting potential beyond peak season.
- Hosted 2018 Scotties Tournament of Hearts.
- Completed Economic Impact Assessments for PeachFest and Scotties Tournament of Hearts.

## CHALLENGES AND OPPORTUNITIES

### LACK OF RESOURCES AND CAPACITY

A limiting factor in attracting new and larger events is a considerable lack of resources and capacity. Accommodations are limited both in number and quality. Some venues require upgrades in order to host high level events.

### RECENT TURNOVER

We're experiencing challenges due to recent staff turnover and changing job descriptions within the Sports & Events management area.

### IMPACTS FROM WEATHER AND WILDFIRES

Increased fires/smoke in the area creates reluctance from event organizers to commit to hosting events in summer (particularly in August), and hesitation from participants to participate or spectate at those events.

## 2019 INITIATIVES

### 1. Develop a Sport and Event Tourism Strategy

This strategy will establish the value of sport tourism for the City of Penticton and define target events to pursue for hosting, based on capacity, demand and long-term vision.

**ESTIMATED COMPLETION:** December 2019



### 2. Improve Existing Event-hosting Processes

By improving existing procedures for reserving, hosting and resourcing events, we'll be able to enhance service delivery and create a standard of high quality events in Penticton.

**ESTIMATED COMPLETION:** December 2019



### 3. Develop a Signature Triathlon Event

By determining a long-term strategy for 2020 and beyond to promote, enhance, and resource signature triathlon race opportunities, we'll be able to build a plan to support a signature triathlon event for the next three to five years.

**ESTIMATED COMPLETION:** September 2019



### 4. Develop Other Signature Event(s)

We want to determine a strategy to attract and resource signature event opportunities, with a focus on shoulder season opportunities. In partnership with Spectra Venue Management and Travel Penticton, we plan to focus on marquee events to attract participants and spectators.

**ESTIMATED COMPLETION:** September 2019



*Initiatives continued on next page*

**5. Attract New Events and Event Hosts**

Using a Sport Tourism Strategy, we plan to identify opportunities for new events, particularly beyond peak season and establish relationships with event hosting groups for long-term involvement.

**ESTIMATED COMPLETION:** December 2019



**6. Develop a Special Event Road Closure Policy**

Develop a road closure policy to provide clear guidelines to event organizers, to ensure participant and public safety during road closures, and to minimize risk and liability exposure to the City.

**ESTIMATED COMPLETION:** August 2019



**NOTE:**

*The budget for the Sports & Events plan is contained in the Recreation Business & Operations section.*



# Museum & Archives

## WHAT WE DO

At the Penticton Museum & Archives, we are committed to the presentation, preservation and interpretation of Penticton’s history and heritage. We work with many local heritage and natural history groups and we are active in heritage and museum affairs provincially. Within the Archives, we collect and preserve the documentary and photographic history of the region and serve as an important resource for researchers and City staff.



## STAFFING

The Museum & Archives consists of three full-time equivalent staff.



## ON A DAILY BASIS, WE...

- Offer programs to a wide variety of museum and archives users including school groups, home schooling groups, clubs, seniors and community groups;
- Collect, preserve and interpret a growing collection that is mostly donated by local residents;
- Curate a wide variety of temporary exhibits, showcasing our own collection as well as exhibits borrowed from other museums;
- Welcome visitors to the archives and handle 400 research requests submitted online and in person; and
- Keep our common history accessible to all Penticton residents.

## 2018 ACHIEVEMENTS – SUPPORTING CORPORATE PRIORITIES



### COMMUNITY BUILDING

- Completed phase two of the Hands-on-Heritage Lab, which provides a free or low-cost space for children and caregivers to engage in hands-on activities in basic science concepts, natural history and local history. The lab was built, in part, to address a lack of low cost activities for families in Penticton; a problem that was identified by the Community Foundation.
- Increased collaboration with Penticton Indian Band (PIB).
- Installed new natural history kiosks in the museum.
- Partnered with the Penticton Regional Hospital and Mr. David Kampe to choose approximately 100 images from our archival collection of over 20,000 historical photos to be displayed in public areas and patient rooms of the new hospital wing.



### SOCIAL DEVELOPMENT

- Conceptualized, designed and constructed a child-centered space with interactive components and exhibits at the Museum.
- Mounted two new exhibits – *The Social Life of Water*, borrowed from the Kelowna Museums, and *Nature in Focus*, produced in cooperation with the South Okanagan Naturalists Club.

## CHALLENGES AND OPPORTUNITIES

### PUBLIC ENGAGEMENT

We are continually looking for new ways to engage the public and attract new participants to our programs and displays. By developing initiatives like our new Hands-on-Heritage Lab, we hope to continue to attract families to an ever-changing array of interesting activities and programs.

### RELEVANCE TO COMMUNITY

We are similar to many museums and cultural organizations in that finding innovative programming and exhibits to maintain relevancy within the community is both our biggest challenge and largest opportunity.

## 2019 INITIATIVES

### 1. Curate and Build Two New Off-site Museum Displays

This will increase the profile of the museum and archives in the community, reminding people that we are an important community asset offering valuable services.

**ESTIMATED COMPLETION:** November-December 2019



### 2. Revamp the First Peoples Display Area

The original display area is dated and ineffective in conveying Indigenous culture. By redoing this area in full collaboration with the Penticton Indian Band, we hope to strengthen ties between the two communities and improve the museum’s understanding and interpretive skills when dealing with indigenous culture.

**ESTIMATED COMPLETION:** September-December 2019



### 3. Establish a Cultural Engagement Framework with Penticton Indian Band

Create a cultural engagement framework document with the Penticton Indian Band that will codify procedures and approaches to collaboration between the Band and the Penticton Museum & Archives. This document will clarify expectations, establish roles and assert the right of the Penticton Indian Band to be involved in the planning of exhibits and programs that portray their culture and history.

**ESTIMATED COMPLETION:** May 2019







To view the 2019-2023 Financial Plan, please visit:

[www.penticton.ca/EN/main/departments/finance/financial-plan-2019.html](http://www.penticton.ca/EN/main/departments/finance/financial-plan-2019.html)

City of Penticton

# 2019 - 2023 Financial Plan



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Schedule A

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Revenue</b>					
Taxation	(56,091,125)	(57,816,797)	(60,027,316)	(62,324,767)	(64,710,612)
Sale of Services	(7,290,528)	(7,263,736)	(7,248,673)	(7,335,369)	(7,460,288)
Electric Utility Fees	(42,083,551)	(42,300,494)	(42,518,685)	(42,738,137)	(42,958,859)
Sewer Utility Fees	(6,784,578)	(7,528,926)	(8,380,443)	(9,305,377)	(10,313,395)
Water Utility Fees	(8,822,919)	(9,162,419)	(9,515,154)	(9,881,640)	(10,262,413)
Storm Water Fees	(367,000)	(558,000)	(753,000)	(950,000)	(1,150,000)
Fiscal Services	(3,621,925)	(3,665,398)	(3,665,685)	(3,665,980)	(3,666,283)
Operating Grants	(1,677,995)	(1,647,326)	(1,647,326)	(1,647,326)	(1,647,326)
Other Revenues	(12,650,931)	(12,659,169)	(12,662,895)	(12,716,286)	(12,762,787)
Development Cost Charges	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Donations	-	-	-	-	-
	(139,990,553)	(143,202,264)	(147,019,176)	(151,164,881)	(155,531,964)
<b>Expense</b>					
General Operating	73,720,430	75,613,569	77,471,869	79,543,809	81,383,500
Electric Operating	35,509,407	36,756,740	37,119,323	38,136,398	39,334,021
Sewer Operating	4,569,471	4,972,334	4,947,239	4,758,148	4,808,606
Water Operating	4,268,086	4,438,707	4,374,180	4,437,183	4,498,347
Storm Water Operating	425,300	407,864	468,990	376,178	380,930
	118,492,693	122,189,214	124,381,600	127,251,716	130,405,405
Annual Operating Surplus	(21,497,860)	(21,013,051)	(22,637,576)	(23,913,166)	(25,126,559)
<b>Capital</b>					
General Capital	7,445,397	17,247,389	11,058,480	10,104,745	6,614,599
Electric Capital	2,100,233	1,457,951	2,022,080	2,083,091	1,511,057
Sewer Capital	4,577,800	4,818,900	8,032,700	7,269,050	2,407,000
Water Capital	5,512,200	5,485,403	4,283,100	3,979,310	5,785,800
	19,635,630	29,009,643	25,396,360	23,436,195	16,318,456
Debt Proceeds	(1,000,000)	(7,463,497)	-	-	-
Land Proceeds	-	-	-	-	-
Principal repayments	2,333,054	2,507,992	2,677,215	2,687,215	2,680,992
Capital Grant Funding	(535,000)	(375,000)	(1,450,000)	(562,500)	-
Transfer to/from surplus/reserve	1,064,176	(2,666,087)	(3,986,000)	(1,647,745)	6,127,111
<b>Financial Plan Balance</b>	-	-	-	-	-

## General Operating Fund Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Revenue</b>									
Taxation	(26,929,404)	(30,668,586)	(32,026,536)	(31,934,884)	(33,368,395)	(34,266,991)	(35,617,479)	(37,021,932)	(38,482,507)
Taxation - Collection for Other Gov'ts	(20,489,113)	(20,060,922)	(21,375,873)	(21,375,873)	(22,178,855)	(23,005,931)	(23,865,962)	(24,758,960)	(25,684,230)
Sale of Service	(21,885,220)	(25,058,826)	(15,768,532)	(16,616,968)	(16,792,647)	(16,951,428)	(17,178,807)	(17,493,444)	(17,841,143)
Fiscal Services	(3,487,540)	(4,491,295)	(3,027,330)	(3,519,612)	(3,612,655)	(3,655,850)	(3,655,850)	(3,655,850)	(3,655,850)
Rentals/Leases	(581,343)	(1,179,702)	(1,097,474)	(1,056,052)	(1,084,626)	(1,096,422)	(1,110,551)	(1,125,025)	(1,139,853)
Other Revenue	(5,796,535)	(2,337,257)	(2,072,445)	(1,606,308)	(2,637,090)	(2,643,507)	(2,650,661)	(2,658,638)	(2,667,530)
Grants	(2,057,628)	(2,190,610)	(1,677,398)	(1,756,048)	(1,677,995)	(1,647,326)	(1,647,326)	(1,647,326)	(1,647,326)
Development Cost Charges	(186,019)	(1,086,797)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Donations	(18,214)	(99,939)	(10,000)	(20,815)	-	-	-	-	-
	<b>(81,431,017)</b>	<b>(87,173,933)</b>	<b>(77,355,587)</b>	<b>(78,186,559)</b>	<b>(81,652,264)</b>	<b>(83,567,454)</b>	<b>(86,026,636)</b>	<b>(88,661,175)</b>	<b>(91,418,439)</b>
<b>Expense</b>									
General Government Services	34,168,871	35,468,836	36,239,584	36,963,203	33,409,441	34,141,640	35,159,300	36,145,944	37,205,260
Protective Services	15,199,058	16,326,876	17,080,219	16,904,103	18,507,013	19,216,890	19,810,280	20,490,400	21,038,082
Transportation Services	5,242,393	5,699,555	6,011,801	6,461,121	7,047,618	7,444,116	7,672,837	7,682,454	7,822,314
Environmental Development Service:	2,857,619	2,714,693	2,646,125	2,701,097	2,904,310	2,746,678	2,665,513	2,789,824	2,714,621
Recreation and Cultural Services	6,515,402	6,851,678	7,335,106	7,275,712	10,150,992	10,275,347	10,394,010	10,528,898	10,657,728
Environmental Health Services	1,446,528	1,547,071	1,732,723	1,788,034	1,851,357	1,917,969	1,954,685	1,992,635	2,030,834
Public Health and Safety	200,798	198,347	202,649	201,735	275,000	278,792	284,235	289,833	295,590
	<b>65,630,669</b>	<b>68,807,055</b>	<b>71,248,207</b>	<b>72,295,005</b>	<b>74,145,730</b>	<b>76,021,433</b>	<b>77,940,859</b>	<b>79,919,987</b>	<b>81,764,430</b>
Surplus	15,800,348	18,366,878	6,107,380	5,891,554	7,506,534	7,546,022	8,085,777	8,741,188	9,654,010
Debt Principal Repayments	3,225,102	3,232,873	1,985,241	1,985,241	1,365,859	1,346,882	1,216,105	1,226,105	1,219,882
Transfer to surplus/reserve	17,881,522	17,435,918	6,605,926	6,339,011	7,799,912	8,284,135	8,721,567	9,315,008	10,001,987
Transfer from surplus/reserve	(5,306,276)	(2,301,913)	(2,483,788)	(2,432,698)	(1,659,237)	(2,084,995)	(1,851,895)	(1,799,925)	(1,567,859)
Surplus (Deficit)	-	-	-	-	-	-	-	-	-

## General Capital Fund Summary

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Expense</b>					
Asset Management	110,000	-	-	-	-
Facilities	2,232,500	5,228,075	3,882,620	3,089,412	2,493,670
Information Technology	931,014	1,973,832	858,657	1,053,399	539,811
Engineering	2,064,253	6,208,950	3,528,690	4,396,230	2,392,230
Fire Services	442,500	100,300	103,100	105,700	108,500
Cemetery	60,000	60,000	46,200	129,375	60,000
Fleet	812,950	2,969,450	2,195,200	1,013,750	782,100
Parks	346,500	341,595	269,191	117,286	112,382
Roads	-	195,000	-	20,000	-
Traffic Control	445,680	170,187	174,823	179,593	125,907
<b>Total General Capital Projects</b>	<b>7,445,397</b>	<b>17,247,389</b>	<b>11,058,480</b>	<b>10,104,745</b>	<b>6,614,599</b>
<b>Funding Sources &amp; Transfers</b>					
Transfer to/from Marina Reserve	(50,000)	-	-	-	-
Electrical Dividend	(3,165,733)	(3,159,622)	(3,159,622)	(3,159,622)	(3,159,622)
Transfer to/from Gas Tax Reserve	(1,680,950)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
Transfer to/from DCC storm sewer	(98,303)	-	-	-	-
Transfer to/from Capital Reserve	(253,211)	(5,978,641)	(1,888,032)	(2,548,697)	(73,151)
Transfer to/from Equipment Reserve	(1,524,950)	(2,647,000)	(2,909,000)	(1,728,000)	(1,728,000)
Transfer to/from RCMP Reserve	(137,250)	-	-	-	-
Transfer to/from Storm Operating	-	(150,136)	(284,010)	(573,822)	(769,070)
Transfer to/from Storm Reserve	-	7,136	140,010	(24,278)	623,070
Penticton & Ellis Creek Grant Funding	(535,000)	(375,000)	(1,450,000)	(562,500)	-
Debt Financing	-	(3,436,300)	-	-	-
<b>Total Funding Sources</b>	<b>(7,445,397)</b>	<b>(17,247,389)</b>	<b>(11,058,480)</b>	<b>(10,104,745)</b>	<b>(6,614,599)</b>
<b>Balance General Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## General Government Segment

### General Government Segment Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Taxation	(28,447,588)	(30,186,207)	(31,582,017)	(31,501,007)	(33,368,395)	(34,266,991)	(35,617,479)	(37,021,932)	(38,482,507)
General Government	(9,448,448)	(9,338,018)	(7,571,050)	(8,048,585)	(7,961,157)	(7,982,045)	(7,983,045)	(7,984,045)	(7,985,045)
Grants	(1,439,404)	(1,458,679)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
FOIPPA Requests	(116)	(550)	(100)	(150)	(100)	(100)	(100)	(100)	(100)
HFAA Gaming Funds	(1,678,348)	(1,982,787)	(2,000,000)	(1,450,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Provincial Grant (CARIP)	(42,920)	-	-	-	-	-	-	-	-
DAC Gaming Funds	(2,885,282)	-	-	-	-	-	-	-	-
Revenue Sharing-Traffic Fines	(401,411)	(381,557)	(380,000)	(385,881)	(380,000)	(380,000)	(380,000)	(380,000)	(380,000)
Information Technology	(43,761)	(41,449)	(62,202)	(73,836)	(57,370)	(58,231)	(59,104)	(59,991)	(60,890)
Revenue & Collections	(148,353)	(143,568)	(142,800)	(147,900)	(148,000)	(150,960)	(153,979)	(157,059)	(160,200)
Development Cost Charges	-	-	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Collections for Other Governments	(20,507,207)	(20,078,257)	(21,375,873)	(21,375,873)	(22,178,855)	(23,005,931)	(23,865,962)	(24,758,960)	(25,684,230)
	(65,042,837)	(63,611,072)	(64,853,445)	(64,722,636)	(67,901,703)	(69,652,084)	(71,867,495)	(74,169,912)	(76,560,799)
Corporate Administration	711,094	858,039	944,016	1,130,406	990,100	1,014,932	1,020,779	1,026,742	1,032,825
Mayor and Council	260,396	252,490	278,473	272,971	300,000	290,360	295,827	308,904	314,592
Finance	4,706,945	4,834,997	3,754,577	4,078,753	2,566,978	2,584,620	2,601,435	2,618,767	2,635,625
Procurement	405,560	432,986	535,555	501,370	636,657	609,150	616,774	624,529	632,420
Revenue & Collections	945,484	900,166	952,137	945,956	975,700	992,782	1,010,205	1,027,977	1,046,105
Municipal Grants/Partnerships	739,342	974,347	1,173,776	1,160,675	672,970	672,970	672,970	672,970	672,970
Communications	209,519	339,659	414,242	406,946	410,660	412,670	414,720	416,811	418,944
General Government	792,082	855,935	810,000	810,000	885,000	855,000	855,000	855,000	855,000
Collections for Other Governments	20,486,789	20,018,950	21,375,873	21,375,873	22,178,855	23,005,931	23,865,962	24,758,960	25,684,230
Facilities	3,119,002	3,354,672	3,126,653	3,460,774	783,150	795,054	807,207	819,611	832,275
Human Resources	660,039	983,952	732,629	739,523	803,000	807,740	823,795	840,170	856,874
Information Technology	1,505,219	1,662,643	2,141,653	2,079,956	2,206,370	2,100,430	2,174,627	2,175,502	2,223,401
	34,541,469	35,468,836	36,239,584	36,963,203	33,409,441	34,141,640	35,159,300	36,145,944	37,205,260
Net Operations	(30,501,368)	(28,142,236)	(28,613,861)	(27,759,433)	(34,492,263)	(35,510,444)	(36,708,195)	(38,023,968)	(39,355,538)

Corporate Administration

Corporate Services - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	38,498	46,815	141,631	131,329	90,600	44,982	45,882	46,799	47,735
Legal	168,981	231,365	176,500	276,014	240,000	244,800	249,696	254,690	259,784
Salaries and Benefits	542,928	756,825	704,497	857,388	817,000	819,800	822,656	825,569	828,541
	750,408	1,035,006	1,022,628	1,264,731	1,147,600	1,109,582	1,118,234	1,127,058	1,136,059
Recoveries	(116)	(550)	(100)	(150)	(100)	(100)	(100)	(100)	(100)
<b>Net Operating Expense</b>	<b>750,292</b>	<b>1,034,456</b>	<b>1,022,528</b>	<b>1,264,581</b>	<b>1,147,500</b>	<b>1,109,482</b>	<b>1,118,134</b>	<b>1,126,958</b>	<b>1,135,959</b>
<b>Internal Allocations Out</b>									
Engineering Services	233	41,228	25,000	30,014	25,000	25,500	26,010	26,530	27,061
Development Services	58,211	148,016	70,000	125,000	140,000	122,400	124,848	127,345	129,892
<b>Total Internal Allocations Out</b>	<b>58,443</b>	<b>189,245</b>	<b>95,000</b>	<b>155,014</b>	<b>165,000</b>	<b>147,900</b>	<b>150,858</b>	<b>153,875</b>	<b>156,953</b>
<b>Internal Allocations In</b>									
Finance - Procurement	585	223	-	-	-	-	-	-	-
Information Technology	4,188	5,609	7,689	7,689	7,500	53,250	53,403	53,559	53,718
Safety - City Hall	14,357	6,447	8,698	13,000	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>19,130</b>	<b>12,278</b>	<b>16,388</b>	<b>20,689</b>	<b>7,500</b>	<b>53,250</b>	<b>53,403</b>	<b>53,559</b>	<b>53,718</b>
Add back Recoveries	(116)	(550)	(100)	(150)	(100)	(100)	(100)	(100)	(100)
<b>Total Operating Expense</b>	<b>711,094</b>	<b>858,039</b>	<b>944,016</b>	<b>1,130,406</b>	<b>990,100</b>	<b>1,014,932</b>	<b>1,020,779</b>	<b>1,026,742</b>	<b>1,032,825</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>710,978</b>	<b>857,489</b>	<b>943,916</b>	<b>1,130,256</b>	<b>990,000</b>	<b>1,014,832</b>	<b>1,020,679</b>	<b>1,026,642</b>	<b>1,032,725</b>
Cost per capita	21.63	26.08	28.71	34.38	29.32	30.06	30.23	30.41	30.59
% of property tax	2.64%	2.80%	2.95%	3.54%	2.97%	2.96%	2.87%	2.77%	2.68%
Change 2018 forecast to 2019 budget									
\$ change	<u>(140,256)</u>								
% change	<u>-12.41%</u>								

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Municipal election held in 2018, no election planned for 2019	(121,592)	-10.76%
Legal expenses expected to decrease from 2018 levels	(36,014)	-3.19%
Increase in allocations out to Dev Services for records amangement support	(15,000)	-1.33%
City Hall safety allocation now included in HR budget	(13,000)	-1.15%
New RMS position proposed, incremental cost of \$65K	65,000	5.75%

Corporate Services - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Advisory Committee	5,841	444	6,357	6,357	6,500	6,630	6,763	6,898	7,036
Council Catering	9,938	9,695	10,171	6,000	9,000	9,180	9,364	9,551	9,742
Legal	169,966	235,901	179,144	277,014	242,500	247,350	252,297	257,343	262,490
Municipal Elections	197	647	109,952	121,592	-	-	-	-	-
Records Management	-	31,779	12,000	10,709	95,000	76,500	78,030	79,591	81,182
Safety (City Hall)	1,719	1,294	1,400	1,400	1,400	1,428	1,457	1,486	1,515
FCM Meeting Host Expenses	-	-	-	-	26,500	-	-	-	-
Salary and Benefits	547,414	736,022	690,890	819,441	742,000	743,300	744,626	745,979	747,358
Supplies	12,651	16,216	7,628	17,218	9,200	9,384	9,572	9,763	9,958
Travel and Training	2,681	3,007	5,086	5,000	15,500	15,810	16,126	16,449	16,778
	750,408	1,035,006	1,022,628	1,264,731	1,147,600	1,109,582	1,118,234	1,127,058	1,136,059
Recoveries	(116)	(550)	(100)	(150)	(100)	(100)	(100)	(100)	(100)
	750,292	1,034,456	1,022,528	1,264,581	1,147,500	1,109,482	1,118,134	1,126,958	1,135,959

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## Mayor and Council

### Mayor and Council - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	28,818	34,216	34,394	44,265	34,000	34,560	35,131	35,714	36,308
Training, Travel and Conferences	23,620	19,041	25,000	13,956	40,000	25,500	26,010	34,030	34,561
Salaries and Benefits	196,958	188,234	208,079	203,750	215,000	219,300	223,686	228,160	232,723
<b>Net Operating Expense</b>	<b>249,396</b>	<b>241,490</b>	<b>267,473</b>	<b>261,971</b>	<b>289,000</b>	<b>279,360</b>	<b>284,827</b>	<b>297,904</b>	<b>303,592</b>
<b>Internal Allocations In</b>									
Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total Internal Allocations In</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
<b>Total Operating Expenses</b>	<b>260,396</b>	<b>252,490</b>	<b>278,473</b>	<b>272,971</b>	<b>300,000</b>	<b>290,360</b>	<b>295,827</b>	<b>308,904</b>	<b>314,592</b>

<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Cost per capita	7.92	7.68	8.47	8.30	8.89	8.60	8.76	9.15	9.32
% of property tax	0.97%	0.82%	0.87%	0.85%	0.90%	0.85%	0.83%	0.83%	0.82%

Change 2018 forecast to 2019 budget

\$ change	<u>27,029</u>
% change	<u>9.90%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
New Council orientation costs will be incurred in 2019	15,000	5.50%
Labour increases	11,250	4.12%

Mayor and Council - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Supplies	8,486	8,560	12,894	14,015	12,000	12,120	12,242	12,367	12,495
Dues and Memberships	15,903	20,826	21,500	25,000	22,000	22,440	22,889	23,347	23,813
Training, Conferences, Travel	23,620	19,041	25,000	13,956	40,000	25,500	26,010	34,030	34,561
Annual Indemnity	201,387	193,064	208,079	209,000	215,000	219,300	223,686	228,160	232,723
<b>Net Operating Expense</b>	<b>249,396</b>	<b>241,490</b>	<b>267,473</b>	<b>261,971</b>	<b>289,000</b>	<b>279,360</b>	<b>284,827</b>	<b>297,904</b>	<b>303,592</b>

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## Finance

## Finance - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	118,650	539,131	303,900	281,423	342,615	345,467	348,377	351,344	354,371
Insurance	998,059	1,292,008	566,900	1,147,712	710,000	724,205	738,695	753,475	768,550
Interest and fees	10,701	13,299	22,695	43,050	42,700	42,914	43,132	43,355	43,582
Debt Interest	3,855,538	3,568,707	2,809,877	2,817,853	1,817,916	1,877,459	1,765,775	1,741,775	1,709,123
Debt Principal	4,258,572	4,230,053	2,982,421	2,982,421	2,333,054	2,507,992	2,677,215	2,687,215	2,680,992
Foreign Exchange	11,252	(9,270)	10,000	-	10,000	10,200	10,404	10,612	10,824
Transfer To Reserves	119,333	-	-	-	-	-	-	-	-
Operating Provision	-	-	315,000	-	315,000	315,000	315,000	315,000	315,000
Salaries and Benefits	1,013,521	596,776	949,172	984,697	970,107	977,890	985,829	993,926	1,002,186
	10,385,626	10,230,705	7,959,965	8,257,156	6,541,393	6,801,128	6,884,427	6,896,702	6,884,628
Revenue	(5,029,900)	(2,525,146)	(2,380,000)	(1,858,533)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)
<b>Net Operating Expense</b>	<b>5,355,727</b>	<b>7,705,559</b>	<b>5,579,965</b>	<b>6,398,623</b>	<b>4,161,393</b>	<b>4,421,128</b>	<b>4,504,427</b>	<b>4,516,702</b>	<b>4,504,628</b>
<b>Internal Allocations Out</b>									
Electric	2,781	1,486	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Debt Interest - Cemetery	-	-	-	-	72,500	72,500	72,500	72,500	72,500
Debt Interest - Parks	-	-	-	-	96,510	96,510	95,059	95,059	92,045
Debt Interest - RCMP	-	-	-	-	84,000	84,000	-	-	-
Debt Interest - Recreation	-	-	-	-	482,742	482,742	480,509	480,509	475,871
Sewer	1,445,849	1,339,616	1,348,887	1,321,902	1,091,587	1,352,712	1,637,712	1,622,712	1,607,712
Water	1,061,676	870,918	870,918	870,918	780,918	780,918	780,918	780,918	780,918
Gen Gov't - Debt Interest Accruals	(55,185)	(46,715)	-	-	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>2,455,120</b>	<b>2,165,305</b>	<b>2,222,805</b>	<b>2,195,820</b>	<b>2,611,257</b>	<b>2,872,382</b>	<b>3,069,698</b>	<b>3,054,698</b>	<b>3,032,046</b>
<b>Internal Allocations In</b>									
Finance - Procurement	1,239	331	-	-	-	-	-	-	-
Information Technology	301	2,139	2,658	2,658	2,702	2,756	2,811	2,867	2,925
<b>Total Internal Allocations In</b>	<b>1,540</b>	<b>2,470</b>	<b>2,658</b>	<b>2,658</b>	<b>2,702</b>	<b>2,756</b>	<b>2,811</b>	<b>2,867</b>	<b>2,925</b>
Add back Revenue	(5,029,900)	(2,525,146)	(2,380,000)	(1,858,533)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)
Less Debt Principal	3,225,102	3,232,873	1,985,241	1,985,241	1,365,859	1,346,882	1,216,105	1,226,105	1,219,882
<b>Total Operating expense</b>	<b>4,706,945</b>	<b>4,834,997</b>	<b>3,754,577</b>	<b>4,078,753</b>	<b>2,566,978</b>	<b>2,584,620</b>	<b>2,601,435</b>	<b>2,618,767</b>	<b>2,635,625</b>
<b>Outputs and Outcomes</b>									
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
<b>Net Operating Expense</b>	<b>(322,955)</b>	<b>2,309,851</b>	<b>1,374,577</b>	<b>2,220,220</b>	<b>186,978</b>	<b>204,620</b>	<b>221,435</b>	<b>238,767</b>	<b>255,625</b>
Cost per capita	- 9.82	70.26	41.81	67.53	5.54	6.06	6.56	7.07	7.57
% of property tax	-1.20%	7.53%	4.29%	6.95%	0.56%	0.60%	0.62%	0.64%	0.66%
Change 2018 forecast to 2019 budget									
\$ change					<u>(2,033,242)</u>				
% change					<u>-91.58%</u>				

Changes in net operating budget from 2018 forecast to 2019 budget are primarily due to:

	\$ change	% change
Reduction of interest payments	(999,937)	-45.04%
Decrease in casino revenue in 2018 due to strike, anticipated to normalize in 2019	(495,000)	-22.30%
Increase in cost allocations out to other cost centers	(388,452)	-17.50%
2018 insurance claims more than 2019 budget	(519,434)	-23.40%
Management Provision budgeted in Finance, expensed in other areas	315,000	14.19%

Finance Accounting- Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Audit & Consulting	67,281	41,693	72,500	90,000	100,000	102,000	104,040	106,121	108,243
Equipment Repairs and Maintenance	-	3,994	4,000	3,700	4,000	4,080	4,162	4,245	4,330
Insurance Claims	568,088	1,039,285	120,000	647,675	210,000	214,200	218,484	222,854	227,311
Property Insurance	316,554	325,864	320,000	360,000	360,000	367,200	374,544	382,035	389,675
Liability Insurance	153,417	126,859	126,900	140,037	140,000	142,806	145,667	148,587	151,564
Operating Provision	-	-	315,000	-	315,000	315,000	315,000	315,000	315,000
Salary and Benefits	1,016,617	609,700	949,172	976,522	970,107	977,890	985,829	993,926	1,002,186
Conferences & Training	16,157	10,313	18,100	14,940	28,315	28,881	29,459	30,048	30,649
Dues & Memberships	3,750	3,475	4,000	4,550	5,000	5,100	5,202	5,306	5,412
Supplies	1,049	530	1,000	3,517	1,100	1,122	1,144	1,167	1,191
Bank Fees, Charges and Interest	21,333	3,053	32,795	41,817	52,700	53,114	53,536	53,967	54,406
Secure courier - deposit services	4,478	5,265	4,200	5,000	4,200	4,284	4,370	4,457	4,546
Shared Services Project	18,000	(4,772)	-	1,472	-	-	-	-	-
Sewer - debenture payments, interest	762,770	764,560	773,830	746,845	546,515	613,725	598,725	583,725	568,725
sewer operating - trans. to equip. rep. res.	108,022	-	-	-	-	-	-	-	-
Debt - interest - RCMP building	84,000	84,000	84,000	84,000	84,000	84,000	-	-	-
Debt - interest - Public Works	174,478	126,064	131,732	131,732	67,354	61,687	61,687	61,687	61,687
Debt - interest - Facilities	466,672	462,812	452,419	472,501	426,742	426,742	424,509	424,509	419,871
Debt - interest - integrated waterfront	87,971	86,626	76,251	76,251	62,910	62,910	61,459	61,459	58,445
Debt - interest - parkland acquisition	97,975	33,600	33,600	33,600	33,600	33,600	33,600	33,600	33,600
Debt - interest - Cemetery	64,375	128,750	128,750	128,750	72,500	72,500	72,500	72,500	72,500
Debt - interest - sports fields	141,760	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000
Debt - interest - SOEC project	1,377,500	1,377,500	624,500	624,500	79,500	79,500	79,500	79,500	79,500
Debt - interest - 300 Block Main	-	-	-	14,879	30,000	28,000	19,000	10,000	-
Debt - interest - accrual on outstanding	(61,479)	(46,715)	-	-	-	-	-	-	-
Water - debenture payments, interest	591,951	448,795	448,795	448,795	358,795	358,795	358,795	358,795	358,795
Debt - principal - RCMP building	132,597	132,597	132,597	132,597	132,597	132,597	-	-	-
Debt - principal - Public Works	203,435	203,435	203,435	203,435	108,483	89,214	89,214	89,214	89,214
Debt - principal - Facilities	360,319	361,341	362,389	362,389	363,464	363,464	364,566	364,566	366,856
Debt - principal - integrated waterfront	109,594	110,258	110,940	110,940	111,638	111,638	112,355	122,355	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	83,954	83,955	83,955	83,954
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	933,655	933,655	100,745	100,745	100,745	100,745	100,745
Debt - principal - 300 Block Main	-	-	-	-	306,707	307,000	307,000	307,000	307,000
Sewer - debenture payments, principal	575,057	575,057	575,057	575,057	545,072	738,987	1,038,987	1,038,987	1,038,987
Water - debenture payments, principal	458,414	422,123	422,123	422,123	422,123	422,123	422,123	422,123	422,123
water operating - trans. to res. - future exp	11,311	-	-	-	-	-	-	-	-
Asset Management/Framework	5,000	(2,950)	-	-	-	-	-	-	-
Provincial - Climate Action (CARIP)	(42,920)	-	-	-	-	-	-	-	-
Municipal Proceeds - Gaming HFAA	(1,678,348)	(1,982,787)	(2,000,000)	(1,450,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Municipal Proceeds - Gaming DAC	(2,885,282)	-	-	-	-	-	-	-	-
Transfer to other government	-	155,548	200,000	145,000	200,000	200,000	200,000	200,000	200,000
Revenue Sharing - Traffic Fines	(401,411)	(381,557)	(380,000)	(385,881)	(380,000)	(380,000)	(380,000)	(380,000)	(380,000)
<b>Net Operating Expense</b>	<b>5,355,727</b>	<b>7,705,559</b>	<b>5,579,965</b>	<b>6,398,623</b>	<b>4,161,393</b>	<b>4,421,128</b>	<b>4,504,427</b>	<b>4,516,702</b>	<b>4,504,628</b>

Procurement and Inventory Services

Procurement - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	58,345	67,104	94,068	85,070	76,600	77,500	78,418	79,354	80,309
Forklift Amortization	845	868	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Salaries and benefits	368,993	375,452	427,037	394,550	496,107	501,700	507,406	513,225	519,161
<b>Net Operating Expense</b>	<b>428,182</b>	<b>443,424</b>	<b>524,355</b>	<b>482,870</b>	<b>575,957</b>	<b>582,450</b>	<b>589,074</b>	<b>595,829</b>	<b>602,720</b>
<b>Internal Allocations Out</b>									
Corporate Administration	585	223	-	-	-	-	-	-	-
Animal Control	3,028	60	-	-	-	-	-	-	-
Building & Licence	150	-	-	-	-	-	-	-	-
Bylaw Enforcement	3,264	519	-	-	-	-	-	-	-
Operations	685	429	-	-	-	-	-	-	-
Facilities & Recreation	300	184	-	-	-	-	-	-	-
Communications	60	-	-	-	-	-	-	-	-
Economic Development	390	60	-	-	-	-	-	-	-
Electric Utility	2,084	5,995	-	-	-	-	-	-	-
Engineering	2,713	1,676	-	-	-	-	-	-	-
Facilities	2,176	2,495	-	-	-	-	-	-	-
Finance	1,239	331	-	-	-	-	-	-	-
Development Services	600	605	-	-	-	-	-	-	-
Fire Services	480	-	-	-	-	-	-	-	-
Human Resources	-	153	-	-	-	-	-	-	-
Information Technology	1,823	276	-	-	-	-	-	-	-
Planning	210	-	-	-	-	-	-	-	-
Fleet	2,023	1,676	-	-	-	-	-	-	-
Public Works General	2,659	1,556	-	-	-	-	-	-	-
Parks	479	603	-	-	-	-	-	-	-
Roads & Maintenance	319	-	-	-	-	-	-	-	-
Solid Waste & Recycling	60	-	-	-	-	-	-	-	-
RCMP	845	814	-	-	-	-	-	-	-
Recreation	780	1,125	-	-	-	-	-	-	-
Sewer	1,694	2,687	-	-	-	-	-	-	-
Water	690	240	-	-	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>29,334</b>	<b>21,705</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internal Allocations In</b>									
Information Technology	3,712	8,209	8,200	15,000	57,700	23,700	24,700	25,700	26,700
Mayor & Council	-	59	-	-	-	-	-	-	-
Fleet	3,000	3,000	3,000	3,500	3,000	3,000	3,000	3,000	3,000
<b>Total Internal Allocations In</b>	<b>6,712</b>	<b>11,267</b>	<b>11,200</b>	<b>18,500</b>	<b>60,700</b>	<b>26,700</b>	<b>27,700</b>	<b>28,700</b>	<b>29,700</b>
<b>Total Operating Expense</b>	<b>405,560</b>	<b>432,986</b>	<b>535,555</b>	<b>501,370</b>	<b>636,657</b>	<b>609,150</b>	<b>616,774</b>	<b>624,529</b>	<b>632,420</b>

Procurement - Operating Budget (Con't)

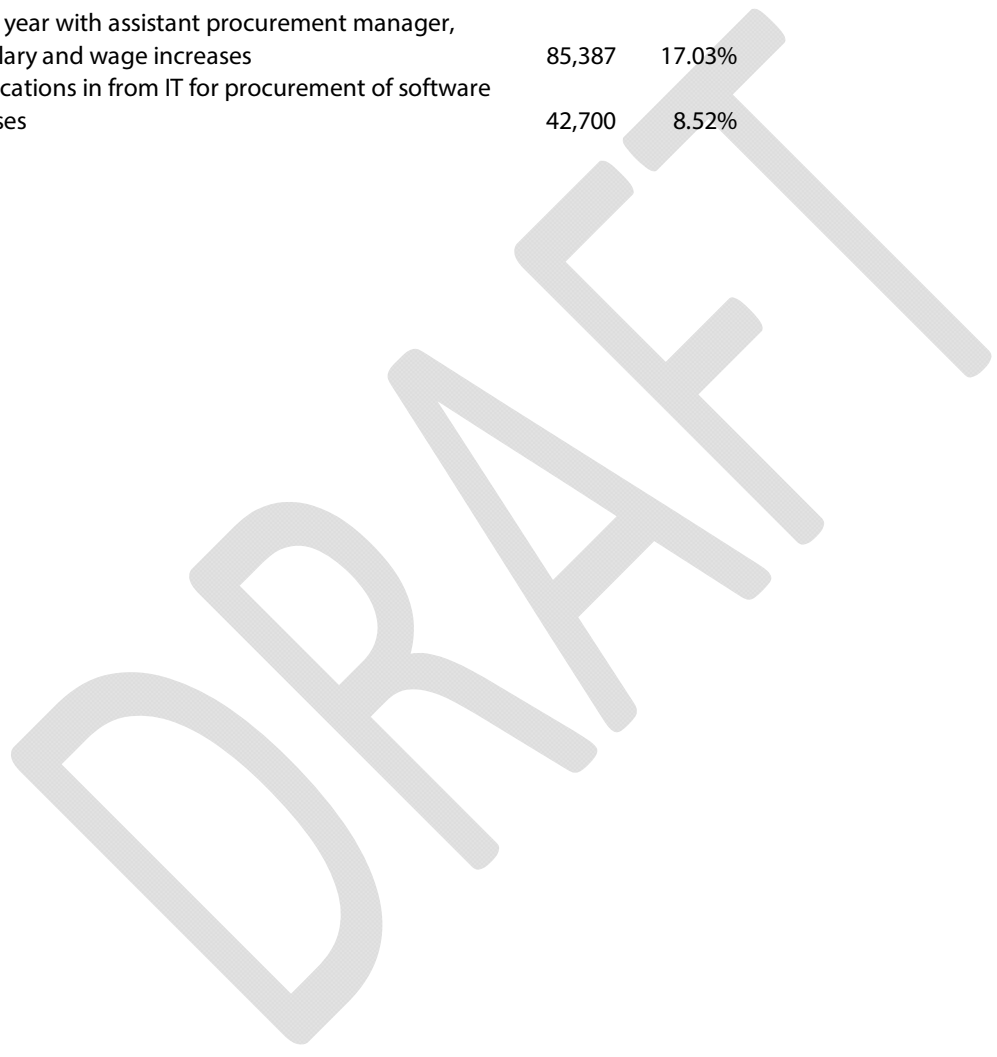
Outputs and Outcomes	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Cost per capita	12.34	13.17	16.29	15.25	18.86	18.04	18.27	18.50	18.73
% of property tax	1.51%	1.41%	1.67%	1.57%	1.91%	1.78%	1.73%	1.69%	1.64%

Change 2018 forecast to 2019 budget

\$ change	<u>135,287</u>
% change	<u>26.98%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
2019 is first full year with assistant procurement manager, other minor salary and wage increases	85,387	17.03%
Increase in allocations in from IT for procurement of software & related licenses	42,700	8.52%



Procurement - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Logistics	318,796	340,054	499,337	469,370	554,757	561,250	567,874	574,629	581,520
Mayor & Council	-	-	-	-	-	-	-	-	-
Communications	60	-	-	-	-	-	-	-	-
Operations	685	429	-	-	-	-	-	-	-
Finance	190	210	-	-	-	-	-	-	-
Facilities & Recreation	300	184	-	-	-	-	-	-	-
Information Technology	1,823	276	-	-	-	-	-	-	-
Human Resources	-	153	-	-	-	-	-	-	-
Development Services	600	605	-	-	-	-	-	-	-
Corporate Admin	585	223	-	-	-	-	-	-	-
RCMP	845	814	-	-	-	-	-	-	-
Fire Hall 1	480	-	-	-	-	-	-	-	-
Water	690	240	-	-	-	-	-	-	-
Public Works	2,659	1,556	-	-	-	-	-	-	-
Engineering	2,713	1,676	-	-	-	-	-	-	-
Waste Water	1,694	2,687	-	-	-	-	-	-	-
Finance - Accounting	1,050	121	-	-	-	-	-	-	-
Training, Dues, & Conferences	80,053	81,665	25,018	13,500	21,200	21,200	21,200	21,200	21,200
Facilities	2,176	2,495	-	-	-	-	-	-	-
Recreation	780	1,125	-	-	-	-	-	-	-
Bylaw	3,264	519	-	-	-	-	-	-	-
Planning	210	-	-	-	-	-	-	-	-
Building	150	-	-	-	-	-	-	-	-
Roads and Maintenance	319	-	-	-	-	-	-	-	-
Parks	479	603	-	-	-	-	-	-	-
Fleet	2,023	1,676	-	-	-	-	-	-	-
Waste Disposal	60	-	-	-	-	-	-	-	-
Animal Control	3,028	60	-	-	-	-	-	-	-
Economic Development	390	60	-	-	-	-	-	-	-
Electric	2,084	5,995	-	-	-	-	-	-	-
	428,182	443,424	524,355	482,870	575,957	582,450	589,074	595,829	602,720

## Revenue and Collections

### Revenue & Collections - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	289,115	237,250	245,500	239,319	256,550	261,401	266,349	271,396	276,544
Salaries and Benefits	651,038	658,362	697,300	697,300	709,637	721,793	734,192	746,839	759,739
Total Operating Expense	940,153	895,612	942,800	936,619	966,187	983,194	1,000,541	1,018,235	1,036,283
Recoveries	(148,353)	(143,568)	(142,800)	(147,900)	(148,000)	(150,960)	(153,979)	(157,059)	(160,200)
<b>Net operating expense</b>	<b>791,800</b>	<b>752,044</b>	<b>800,000</b>	<b>788,719</b>	<b>818,187</b>	<b>832,234</b>	<b>846,562</b>	<b>861,176</b>	<b>876,083</b>
<b>Internal Allocations In</b>									
Communications	-	268	-	-	-	-	-	-	-
Information Technology	5,331	4,287	9,337	9,337	9,513	9,588	9,664	9,743	9,822
<b>Total Internal Allocations In</b>	<b>5,331</b>	<b>4,554</b>	<b>9,337</b>	<b>9,337</b>	<b>9,513</b>	<b>9,588</b>	<b>9,664</b>	<b>9,743</b>	<b>9,822</b>
Add back Revenue	(148,353)	(143,568)	(142,800)	(147,900)	(148,000)	(150,960)	(153,979)	(157,059)	(160,200)
<b>Total Operating Expense</b>	<b>945,484</b>	<b>900,166</b>	<b>952,137</b>	<b>945,956</b>	<b>975,700</b>	<b>992,782</b>	<b>1,010,205</b>	<b>1,027,977</b>	<b>1,046,105</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>797,131</b>	<b>756,598</b>	<b>809,337</b>	<b>798,056</b>	<b>827,700</b>	<b>841,822</b>	<b>856,226</b>	<b>870,919</b>	<b>885,905</b>
Cost per capita	24.25	23.01	24.62	24.27	24.52	24.93	25.36	25.80	26.24
% of property tax	2.96%	2.47%	2.53%	2.50%	2.48%	2.46%	2.40%	2.35%	2.30%
Change 2018 forecast to 2019 budget									
\$ change	<u>29,644</u>								
% change	<u>3.71%</u>								
Changes in net operating budget from 2018 forecast to 2019 are primarily due to:									
						\$ change	% change		
Staff achieving max pay and holiday levels per contractual agreement						12,337	1.55%		
Allowance for bad debt budgeted annually, minimally used in 2018						9,000	1.13%		
Increase in postage expenses						3,900	0.49%		

Revenue & Collections - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Allowance for Bad Debt	59,085	2,336	10,000	1,000	10,000	10,000	10,000	10,000	10,000
Collection Costs	840	811	1,000	1,050	1,350	1,350	1,350	1,350	1,350
Commissions	4,398	3,344	3,400	1,950	1,950	1,950	1,950	1,950	1,950
Land Title Fees	482	615	500	350	700	700	700	700	700
Postage	188,651	201,873	192,600	192,600	196,500	200,430	204,439	208,527	212,698
Salaries and Benefits	652,647	658,757	697,300	697,300	709,637	721,793	734,192	746,839	759,739
Conferences & Training	2,032	3,740	4,500	1,750	4,500	4,590	4,682	4,775	4,871
Supplies	32,017	24,116	33,500	40,719	41,550	42,381	43,229	44,093	44,975
	940,153	895,592	942,800	936,719	966,187	983,194	1,000,541	1,018,235	1,036,283
Recoveries	(148,353)	(143,548)	(142,800)	(148,000)	(148,000)	(150,960)	(153,979)	(157,059)	(160,200)
<b>Net Operating Expense</b>	<b>791,800</b>	<b>752,044</b>	<b>800,000</b>	<b>788,719</b>	<b>818,187</b>	<b>832,234</b>	<b>846,562</b>	<b>861,176</b>	<b>876,083</b>

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Civic Grants

Civic Grants - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Municipal Grants	592,905	476,146	533,776	530,675	532,970	532,970	532,970	532,970	532,970
Civic Partnerships	146,437	498,200	640,000	630,000	140,000	140,000	140,000	140,000	140,000
	<u>739,342</u>	<u>974,347</u>	<u>1,173,776</u>	<u>1,160,675</u>	<u>672,970</u>	<u>672,970</u>	<u>672,970</u>	<u>672,970</u>	<u>672,970</u>

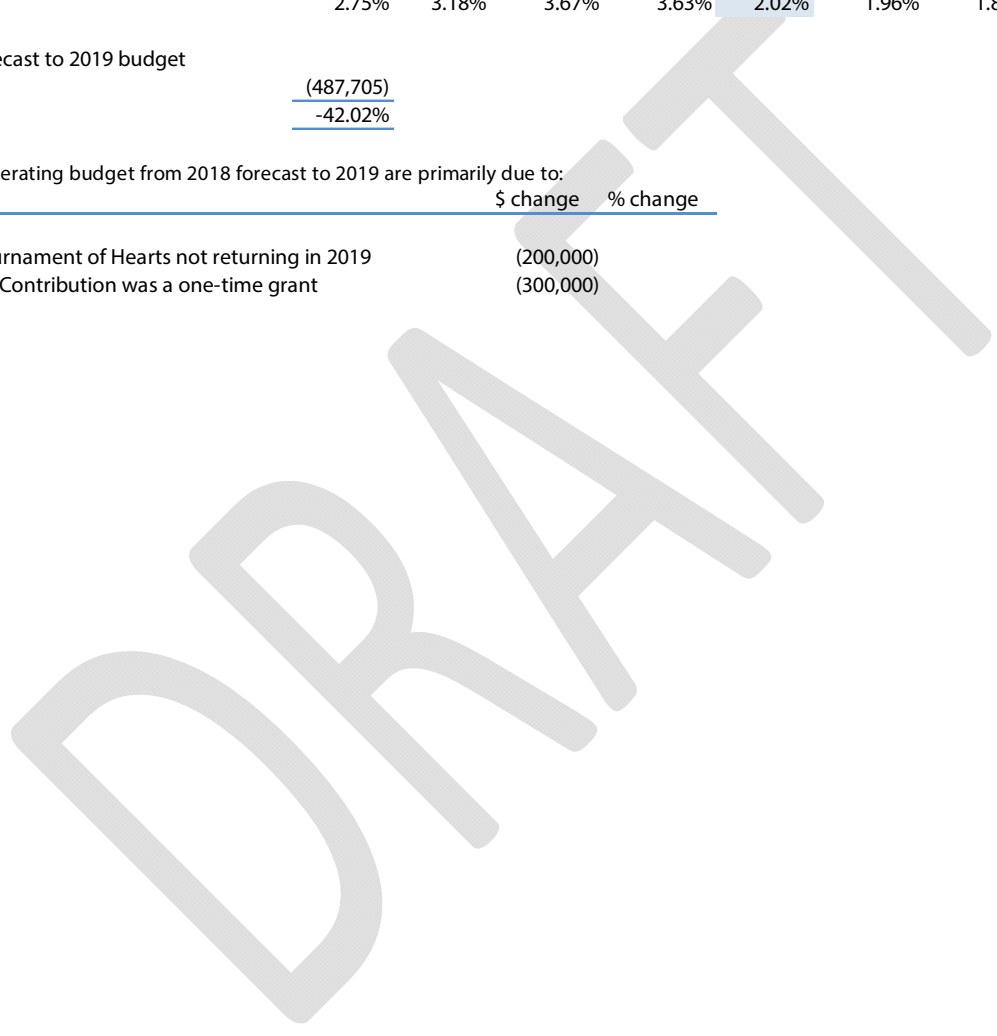
<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Cost per capita	22.49	29.64	35.70	35.30	19.93	19.93	19.93	19.93	19.93
% of property tax	2.75%	3.18%	3.67%	3.63%	2.02%	1.96%	1.89%	1.82%	1.75%

Change 2018 forecast to 2019 budget

\$ change	<u>(487,705)</u>
% change	<u>-42.02%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
2018 Scotties Tournament of Hearts not returning in 2019	(200,000)	
2018 YES Project Contribution was a one-time grant	(300,000)	



Civic Grants - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
B.C. Schizophrenia Society - Penticton Branch (Mental Wellness Centre)	18,000	18,000	18,000	18,000	-				
BC Winter Games	94,826	-	-	-	-				
Canada 150 Mosaic Initiative	4,500	-	-	-	-				
Canada Day Celebrations	-	-	2,500	-	-				
Canadian Mental Health Association	2,000	2,000	2,000	2,000	-				
Canadian Sport School Hockey League	-	10,000	10,000	10,000	-				
CFSOS - Yes Project (Youth Engagement Strategy)	8,750	8,750	-	-	-				
Community Arts Council	13,600	12,312	12,312	12,312	-				
Community Foundation of the South Okanagan Society	25,000	25,000	25,000	25,000	-				
SOICS - Cleland Theatre for Citizenship Ceremony	-	413	-	-	-				
DPA - BC Family Day	1,505	947	2,100	2,100	-				
DPA - Block Parties	-	-	1,950	1,400	-				
DPA - Canada Day Celebration	7,893	5,493	5,500	5,500	-				
DPA - Canada Day Fireworks	-	1,500	-	-	-				
DPA - Fall Fair	2,194	-	-	-	-				
DPA - Night Markets Summer Concert Series	15,382	8,000	10,300	10,300	-				
DPA & SOIS - Penticton's Birthday	560	-	-	-	-				
Get Bent Active Arts Society	-	-	450	450	-				
Literacy Now - South Okanagan Similkameen (SD)	350	-	-	-	-				
Miss Penticton Royalty	9,024	9,193	9,150	9,150	-				
OK Similkameen Comm Fndtn - Neighbourhood Support	-	500	-	-	-				
OK Thunderchairs (BC Storm Power Soccer Tournament)	900	-	-	-	-				
Okanagan Fruit Tree Project Society	6,700	3,400	-	-	-				
Canadian Sport Hockey League	10,000	-	-	-	-				
Okanagan International Children's	-	-	-	-	-				
Okanagan Motorcycle Association	441	450	500	500	-				
Okanagan Similkameen Healthy Living Fair Society	7,838	5,852	3,921	3,921	-				
Okanagan Similkameen Conservation Alliance - M	3,500	1,750	-	-	-				
Okanagan Symphony	5,000	-	-	-	-				
Okanagan Trestle Tours	1,092	-	-	-	-				
Other	4,125	733	-	1,200	522,970	532,970	532,970	532,970	532,970
PDMS dba SOICS - South Okanagan Immigrant & Community Services (Citizenship Ceremony)	512	-	-	-	-				
PDCRS - Recovery Coaching Services (June 2016 Welcoming Communities)	7,500	-	15,700	15,700	-				
PACA - Bike Valet	-	-	782	782	-				
Peach Festival Society	41,868	40,595	44,000	44,000	10,000				
Peach Festival Society - float refurbishment	10,000	-	-	-	-				
Penticton & Area Access Society	5,000	4,299	4,300	4,300	-				
Penticton Amateur Radio Club	-	-	666	666	-				
Penticton Arts Council - Arts Rising	-	438	5,000	5,000	-				
Penticton & Area Cycling Association - 3 Blind Mic	-	20,745	-	-	-				
Penticton BMX	-	-	1,252	-	-				
Penticton Ikeda Sister City	-	-	200	200	-				
Penticton Tennis Club (in-kind LTU)	-	-	4,200	4,200	-				
World Curling Tour	-	39	14,000	14,000	-				
parade participant insurance	175	-	-	-	-				
Parkrun	-	-	2,500	2,500	-				
Penticton Art Gallery Society	95,000	105,000	125,000	125,000	-				
Penticton Cycling Association	2,500	2,500	2,500	2,500	-				
Penticton Dragonboat Festival Society	13,439	10,724	12,752	12,752	-				
Penticton Elvis Festival	-	4,107	5,000	5,000	-				
Penticton Historic Automobile Assn	6,782	6,655	7,000	7,000	-				
Penticton Jazz Festival	12,333	9,307	9,700	9,700	-				
Penticton Kiwanis Music Festival	5,500	5,000	5,000	5,000	-				
Penticton Minor Hockey	-	-	-	-	-				
Penticton Scottish Festival Society	6,764	4,000	4,000	4,000	-				
Penticton Search & Rescue	-	12,435	12,435	12,435	-				
RCMP Youth Academy	-	-	3,000	3,000	-				
Rotary Club of Penticton	9,358	4,825	5,807	5,807	-				
Royal Cdn Legion - Facility Rent	2,900	3,000	3,000	3,000	-				
Salvation Army - Facility Rent	6,525	-	-	-	-				
School District reciprocal agreement	5,215	-	6,000	6,000	-				
Shatford Building - OSA	10,000	10,000	10,000	10,000	-				
Skaha Bluffs Park Watch Society	15,456	13,000	13,000	13,000	-				
South Okanagan Genealogical Society	3,003	721	-	-	-				
South Okanagan Seniors Wellness Society	12,000	13,000	13,000	13,000	-				
South Okanagan Similkameen Volunteer Centre Society	-	-	20,000	20,000	-				
SS Sicamous - Operating	45,000	45,000	45,000	45,000	-				
SS Sicamous - Utilities	19,920	22,000	20,000	20,000	-				
The Penticton Centre for Exceptional Learning	1,500	-	1,500	1,500	-				
United Way Emergency Transportation Assistance	5,400	6,345	-	-	-				
Upperdeck Veas Hockey	6,075	14,120	8,800	8,800	-				
YoungLife	-	-	5,000	5,000	-				
<b>Total Municipal Grants</b>	<b>592,905</b>	<b>476,146</b>	<b>533,776</b>	<b>530,675</b>	<b>532,970</b>	<b>532,970</b>	<b>532,970</b>	<b>532,970</b>	<b>532,970</b>

Civic Grants - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Civic Partnerships - Challenge Penticton	110,064	29,896	-	-	-	-	-	-	-
Civic Partnerships - Western Canada Cup	-	10,000	-	-	-	-	-	-	-
Civic Partnerships - Rogers Hometown Hockey	7,473	-	-	-	-	-	-	-	-
Civic Partnerships - 2017 ITU Multisport	-	330,104	-	-	-	-	-	-	-
Civic Partnerships - Scotties Tournament of Heart	-	212	200,000	200,000	-	-	-	-	-
Civic Partnerships - Triathlon	-	-	110,000	100,000	110,000	110,000	110,000	110,000	110,000
Civic Partnerships - Gran Fondo	28,900	27,988	-	-	-	-	-	-	-
Civic Partnerships - Gran Fondo	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Civic Partnerships - YES Project	-	100,000	300,000	300,000	-	-	-	-	-
<b>Total Civic Partnerships</b>	<b>146,437</b>	<b>498,200</b>	<b>640,000</b>	<b>630,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>

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Communications and Engagement

Communications - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Object</b>									
Goods and Services	56,242	66,128	188,500	165,506	143,500	145,410	147,358	149,345	151,372
Communications	74,526	107,494	-	-	-	-	-	-	-
Salaries and Benefits	97,805	163,030	231,742	250,000	277,160	277,160	277,160	277,160	277,160
<b>Total Operations by Object</b>	<b>228,574</b>	<b>336,652</b>	<b>420,242</b>	<b>415,506</b>	<b>420,660</b>	<b>422,570</b>	<b>424,518</b>	<b>426,505</b>	<b>428,532</b>
<b>Operations by Project</b>									
Communications	110,025	111,682	281,942	287,600	326,160	326,660	327,170	327,690	328,221
Public Relations	50,595	127,737	42,000	42,900	1,000	1,000	1,000	1,000	1,000
Publications	20,523	28,941	29,300	26,506	92,000	93,380	94,788	96,223	97,688
Print	43,564	66,888	50,000	52,000	-	-	-	-	-
Radio	2,235	704	2,000	-	-	-	-	-	-
Online	1,631	700	15,000	6,500	1,500	1,530	1,561	1,592	1,624
<b>Total Operations by Project</b>	<b>228,574</b>	<b>336,652</b>	<b>420,242</b>	<b>415,506</b>	<b>420,660</b>	<b>422,570</b>	<b>424,518</b>	<b>426,505</b>	<b>428,532</b>
<b>Internal Allocations Out</b>									
Building and License	-	4,271	-	400	-	-	-	-	-
Economic Development & Tourism	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Engineering Services	427	500	8,000	8,000	10,000	10,000	10,000	10,000	10,000
Facilities	60	-	-	-	-	-	-	-	-
Finance - Revenue and Collections	-	268	-	-	-	-	-	-	-
Development Services	-	683	8,000	8,000	8,000	8,160	8,323	8,490	8,659
Sewer	18,628	-	-	-	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>19,115</b>	<b>5,721</b>	<b>21,000</b>	<b>21,400</b>	<b>23,000</b>	<b>23,160</b>	<b>23,323</b>	<b>23,490</b>	<b>23,659</b>
<b>Internal Allocations In</b>									
Finance - Procurement	60	-	-	-	-	-	-	-	-
Information Technology	-	8,728	15,000	12,840	13,000	13,260	13,525	13,796	14,072
<b>Total Internal Allocations In</b>	<b>60</b>	<b>8,728</b>	<b>15,000</b>	<b>12,840</b>	<b>13,000</b>	<b>13,260</b>	<b>13,525</b>	<b>13,796</b>	<b>14,072</b>
<b>Net Operating Expense</b>	<b>209,519</b>	<b>339,659</b>	<b>414,242</b>	<b>406,946</b>	<b>410,660</b>	<b>412,670</b>	<b>414,720</b>	<b>416,811</b>	<b>418,944</b>
<b>Outputs and Outcomes</b>									
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
Cost per capita	6.37	10.33	12.60	12.38	12.16	12.22	12.28	12.35	12.41
% of property tax	0.78%	1.11%	1.29%	1.27%	1.23%	1.20%	1.16%	1.13%	1.09%
Change 2018 forecast to 2019 budget									
\$ change	<u>3,714</u>								
% change	<u>0.91%</u>								

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:  
\$ change    % change

No material changes between 2018 Forecast and 2019 Budget.

General Government  
General Government - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>General Government Revenues</b>									
<b>Taxation Revenue</b>									
General Property Tax Levy	(28,296,843)	(29,995,068)	(31,368,142)	(31,287,132)	(33,197,395)	(34,095,991)	(35,446,479)	(36,850,932)	(38,311,507)
Local Improvement Levy	(150,745)	(191,139)	(213,875)	(213,875)	(171,000)	(171,000)	(171,000)	(171,000)	(171,000)
<b>Total Taxation Revenue</b>	<b>(28,447,588)</b>	<b>(30,186,207)</b>	<b>(31,582,017)</b>	<b>(31,501,007)</b>	<b>(33,368,395)</b>	<b>(34,266,991)</b>	<b>(35,617,479)</b>	<b>(37,021,932)</b>	<b>(38,482,507)</b>
<b>Development Cost Charge (DCC) Revenue</b>									
DCC - Storm Water	(72,145)	(44,650)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
DCC - Roads	(114,051)	(70,585)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
DCC - Public Open Space	(161,789)	(100,130)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
<b>Total DCC Revenue</b>	<b>(347,985)</b>	<b>(215,365)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>
<b>Grant Revenue</b>									
Community Works Fund Grant Revenue	(1,439,404)	(1,458,679)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
<b>Total Grant Revenue</b>	<b>(1,439,404)</b>	<b>(1,458,679)</b>	<b>(1,439,404)</b>	<b>(1,439,404)</b>	<b>(1,507,826)</b>	<b>(1,507,826)</b>	<b>(1,507,826)</b>	<b>(1,507,826)</b>	<b>(1,507,826)</b>
<b>Misc. Other Revenue</b>									
Tax Penalties	(196,217)	(175,955)	(198,000)	(201,948)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Tax Arrears Interest	(34,209)	(29,812)	(14,000)	(17,331)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
Tax Delinquent Interest	(11,490)	(9,020)	(10,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Payment in Lieu of Taxes - Federal	(102,790)	(104,075)	(129,421)	(137,888)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)
Payment in Lieu of Taxes - Provincial	(188,813)	(171,613)	(125,098)	(112,724)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
3% Franchise Fees	(297,247)	(263,810)	(297,000)	(326,457)	(325,000)	(325,000)	(325,000)	(325,000)	(325,000)
1% Franchise Fees	(245,342)	(229,839)	(194,000)	(216,154)	(234,000)	(234,000)	(234,000)	(234,000)	(234,000)
General Fund Interest Earned	(2,557,154)	(2,808,693)	(989,830)	(1,400,000)	(1,356,805)	(1,400,000)	(1,400,000)	(1,400,000)	(1,400,000)
RCMP Facilities Rental	(70,000)	(70,000)	(80,000)	(53,001)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Tax Searches	(46,925)	(46,885)	(26,000)	(45,098)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Debt - interest - accrual on outstanding	(61,479)	(46,715)	-	-	-	-	-	-	-
RDOS - Community Center Bylaw	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
SOEC Recoveries	(28,617)	(21,447)	(32,412)	-	(45,238)	(45,238)	(45,238)	(45,238)	(45,238)
SOEC Facility Fee Revenue	(74,461)	(152,366)	(93,215)	(81,965)	-	-	-	-	-
SOEC Property Insurance	(63,760)	(65,899)	(73,000)	(66,700)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Depreciation Offset	(913,264)	(705,082)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Electric Administration Fee	(2,060,080)	(1,881,457)	(1,702,834)	(1,702,834)	(1,524,211)	(1,345,588)	(1,345,588)	(1,345,588)	(1,345,588)
Library Administration Fee	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)
Sewer Administration Fee	(465,587)	(557,594)	(649,601)	(649,601)	(741,608)	(833,615)	(833,615)	(833,615)	(833,615)
Storm Water Administration Fee	-	-	(75,000)	(75,000)	(76,000)	(77,000)	(78,000)	(79,000)	(80,000)
Water Administration Fee	(543,372)	(629,430)	(715,488)	(715,488)	(801,546)	(887,604)	(887,604)	(887,604)	(887,604)
Misc Revenue	(86,937)	31,116	(247,351)	(318,596)	(111,949)	(89,200)	(89,200)	(89,200)	(89,200)
<b>Total Misc. Other Revenue</b>	<b>(8,256,543)</b>	<b>(8,147,376)</b>	<b>(6,761,050)</b>	<b>(7,238,585)</b>	<b>(7,076,157)</b>	<b>(7,097,045)</b>	<b>(7,098,045)</b>	<b>(7,099,045)</b>	<b>(7,100,045)</b>
<b>Revenue Flow-Throughs - Other Gov'ts</b>									
School Tax Levy - Residential	(9,979,556)	(9,602,637)	(10,245,400)	(10,245,400)	(10,659,724)	(11,086,539)	(11,530,444)	(11,992,123)	(12,472,288)
School Tax Levy - Non Residential	(6,079,190)	(5,715,911)	(6,473,220)	(6,473,220)	(6,734,997)	(7,004,667)	(7,285,133)	(7,576,830)	(7,880,207)
Regional Hospital Levy	(2,378,286)	(2,483,961)	(2,558,818)	(2,558,818)	(2,662,296)	(2,768,894)	(2,879,761)	(2,995,067)	(3,114,989)
Municipal Finance Authority Levy	(1,508)	(1,614)	(1,508)	(1,508)	(1,568)	(1,631)	(1,696)	(1,764)	(1,835)
B.C. Assessment Authority Levy	(438,770)	(392,230)	(463,752)	(463,752)	(482,507)	(501,826)	(521,919)	(542,817)	(564,551)
Regional District (RDOS) General Levy	(1,154,578)	(1,354,085)	(1,168,126)	(1,168,126)	(1,171,431)	(1,174,751)	(1,178,087)	(1,181,438)	(1,181,438)
RDOS SIR Parcel Tax Levy	(34,396)	(35,174)	(36,575)	(36,575)	(36,575)	(36,575)	(36,575)	(36,575)	(36,575)
RDOS 911 Levy	(251,951)	(304,437)	(254,853)	(254,853)	(256,137)	(257,428)	(258,726)	(258,726)	(258,726)
RDOS SIR Levy	(170,879)	(170,871)	(173,620)	(173,620)	(173,620)	(173,620)	(173,620)	(173,620)	(173,620)
<b>Total Revenue Flow-Throughs - Other Gov'ts</b>	<b>(20,489,113)</b>	<b>(20,060,922)</b>	<b>(21,375,873)</b>	<b>(21,375,873)</b>	<b>(22,178,855)</b>	<b>(23,005,931)</b>	<b>(23,865,962)</b>	<b>(24,758,960)</b>	<b>(25,684,230)</b>
<b>Revenue Flow-Throughs to Others</b>									
Business Improvement Area Levy	(178,681)	(206,691)	(190,000)	(190,000)	(215,000)	(215,000)	(215,000)	(215,000)	(215,000)
Hotel Room Tax (MRDT) Levy	(580,181)	(610,005)	(590,000)	(590,000)	(640,000)	(640,000)	(640,000)	(640,000)	(640,000)
Cemetery Perpetual Care Fund Revenues	(30,000)	(22,800)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
<b>Total Revenue Flow-Throughs to Others</b>	<b>(788,862)</b>	<b>(839,495)</b>	<b>(810,000)</b>	<b>(810,000)</b>	<b>(885,000)</b>	<b>(885,000)</b>	<b>(885,000)</b>	<b>(885,000)</b>	<b>(885,000)</b>
<b>Total General Government Revenue</b>	<b>(59,769,495)</b>	<b>(60,908,044)</b>	<b>(62,268,344)</b>	<b>(62,664,869)</b>	<b>(65,316,233)</b>	<b>(67,062,793)</b>	<b>(69,274,312)</b>	<b>(71,572,763)</b>	<b>(73,959,608)</b>

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Expense Flow-Throughs - Other Gov'ts</b>									
School Tax Remittance - Residential	9,990,638	9,594,724	10,245,400	10,245,400	10,659,724	11,086,539	11,530,444	11,992,123	12,472,288
School Tax Remittance - Non-Resident	6,081,360	5,715,911	6,473,220	6,473,220	6,734,997	7,004,667	7,285,133	7,576,830	7,880,207
Regional Hospital Remittance	2,381,140	2,484,196	2,558,818	2,558,818	2,662,296	2,768,894	2,879,761	2,995,067	3,114,989
Municipal Finance Authority Remittance	1,497	1,614	1,508	1,508	1,568	1,631	1,696	1,764	1,835
B.C. Assessment Authority Remittance	439,121	392,220	463,752	463,752	482,507	501,826	521,919	542,817	564,551
RDOS Remittance	1,613,032	1,864,681	1,633,174	1,633,174	1,637,763	1,642,374	1,647,008	1,650,359	1,650,359
<b>Total Expense Flow-Throughs - Other Gov'ts</b>	<b>20,506,789</b>	<b>20,053,346</b>	<b>21,375,873</b>	<b>21,375,873</b>	<b>22,178,855</b>	<b>23,005,931</b>	<b>23,865,962</b>	<b>24,758,960</b>	<b>25,684,230</b>
<b>Net Flow-Throughs - Other Gov'ts</b>	<b>17,676</b>	<b>(7,576)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expense Flow-Throughs to Non-Gov't</b>									
Business Improvement Area Remittance	178,681	206,691	190,000	190,000	215,000	215,000	215,000	215,000	215,000
Transfer to Cemetery Care Fund	33,220	39,240	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Hotel Room Tax (MRDT) Remittance	580,181	610,005	590,000	590,000	640,000	640,000	640,000	640,000	640,000
<b>Total Expense Flow-Throughs to Non-Gov't</b>	<b>792,082</b>	<b>855,935</b>	<b>810,000</b>	<b>810,000</b>	<b>885,000</b>	<b>885,000</b>	<b>885,000</b>	<b>885,000</b>	<b>885,000</b>
<b>Net Flow-Throughs - Other Entities</b>	<b>3,220</b>	<b>16,440</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers from Reserves</b>									
Transfer From Electric Rev. (Dividend Portion)	-	-	(252,500)	(252,500)	-	-	-	-	-
Transfer from Asset Sustainability Reserve	-	-	-	-	(263,826)	(260,000)	(251,000)	(242,000)	(232,000)
Transfer from storm DCC (princ. payments)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)
Transfer to/from DCC reserve - Park Aquisition	(10,207)	(10,207)	(10,207)	(10,207)	(10,207)	(10,207)	(10,207)	(10,207)	(10,207)
Trans. from Pub. Open Sp. Res. DCC (princ. pmnts)	-	(107,462)	(107,462)	(107,462)	(107,462)	(107,462)	(107,462)	(107,462)	(107,462)
Transfer from MMBC Reserve	-	-	(222,000)	(222,000)	(246,000)	(246,000)	(246,000)	(246,000)	(246,000)
Transfer from Election Reserve	-	-	(70,952)	(70,952)	-	-	-	(120,000)	-
Transfer From Public Art Reserve	(2,000)	(19,740)	(27,500)	(27,500)	-	-	-	-	-
Transfer to/from Building Reserve	-	-	(100,000)	(55,000)	(45,000)	-	-	-	-
Transfer to/from Wine/Info Center Reserve	-	-	-	-	(13,150)	-	-	-	-
Transfer to/from Gaming Reserve	(3,258,882)	(3,172,441)	(1,559,978)	(1,559,978)	(811,352)	(810,617)	(809,864)	(809,091)	(809,091)
Misc. Transfers from/to reserves	(120,830)	(831,708)	(2,000)	-	-	-	-	-	-
<b>Total transfers from Reserves</b>	<b>(3,450,018)</b>	<b>(4,199,657)</b>	<b>(2,410,698)</b>	<b>(2,363,698)</b>	<b>(1,555,096)</b>	<b>(1,492,385)</b>	<b>(1,482,632)</b>	<b>(1,592,859)</b>	<b>(1,462,859)</b>
<b>Transfers to Reserves</b>									
Transfer to/from General Surplus	-	-	27,293	-	-	487,610	(264,263)	(102,066)	188,029
Transfer to Local Improvement Reserve	-	-	213,875	213,875	171,000	171,000	171,000	171,000	171,000
Transfer to Community Works (Gas Tax) Reserve	1,466,813	1,470,787	1,439,404	1,439,404	1,507,826	1,507,826	1,507,826	1,507,826	1,507,826
Transfer to DCC reserve - Storm Water	132,083	229,832	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to DCC reserve - Roads	286,346	522,032	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to DCC reserve - Public Open Space	229,778	334,932	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to/from Investment Income Reserve	-	-	414,879	-	450,000	450,000	450,000	450,000	450,000
Transfer to Equipment Replacement Reserve	1,124,570	1,154,652	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Transfer to Asset Sustainability Reserve	300,000	900,000	1,200,000	1,200,000	1,800,000	2,100,000	2,400,000	2,700,000	3,000,000
Transfer to CARIP Reserve	42,920	48,073	43,000	48,000	48,000	48,000	48,000	48,000	48,000
Transfer to/from Marinas Reserve	30,298	57,923	61,580	61,580	61,170	61,170	61,170	61,170	61,170
Transfer to Gaming Reserve	4,563,630	1,982,787	1,800,000	1,305,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Transfer to MMBC Reserve	467,109	467,109	466,740	466,740	492,000	466,740	466,740	466,740	466,740
Transfer to/from Election Reserve	23,803	23,353	(39,000)	(39,000)	30,000	30,000	30,000	30,000	30,000
Transfer to Public Art Reserve	25,000	32,000	75,000	75,000	-	25,000	25,000	25,000	25,000
<b>Total transfers to Reserves</b>	<b>8,692,350</b>	<b>7,223,480</b>	<b>6,848,185</b>	<b>5,970,600</b>	<b>7,559,996</b>	<b>7,372,126</b>	<b>7,895,473</b>	<b>8,357,670</b>	<b>8,947,765</b>
<b>Total General Government</b>	<b>(33,228,293)</b>	<b>(36,974,941)</b>	<b>(35,644,984)</b>	<b>(36,872,095)</b>	<b>(36,247,478)</b>	<b>(37,292,121)</b>	<b>(38,110,509)</b>	<b>(39,163,992)</b>	<b>(39,905,472)</b>

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	1,669,789	1,812,613	1,134,678	1,280,411	1,093,650	1,115,708	1,138,215	1,161,183	1,184,620
Fleet	39,282	43,753	41,286	56,813	39,550	40,341	41,148	41,971	42,810
Salaries and Benefits	1,240,053	1,336,074	1,195,569	1,358,050	1,275,800	1,297,377	1,319,385	1,341,833	1,364,731
Utilities	122,460	127,888	722,587	732,000	763,000	778,260	793,825	809,702	825,896
	3,071,583	3,320,328	3,094,120	3,427,274	3,172,000	3,231,685	3,292,573	3,354,689	3,418,056
Gain on Sale of Assets	(3,236)	-	-	-	-	-	-	-	-
Recoveries	(7,349)	(3,455)	-	(4,632)	-	-	-	-	-
<b>Net Operating Expense</b>	<b>3,060,998</b>	<b>3,316,873</b>	<b>3,094,120</b>	<b>3,422,642</b>	<b>3,172,000</b>	<b>3,231,685</b>	<b>3,292,573</b>	<b>3,354,689</b>	<b>3,418,056</b>

**Internal Allocations Out**

Animal Control	-	-	-	-	12,600	12,852	13,109	13,371	13,639
Fire	-	-	-	-	171,900	175,338	178,845	182,422	186,070
RCMP	-	-	-	-	189,900	193,700	197,576	201,530	205,562
Public Works	-	-	-	-	175,700	179,214	182,798	186,454	190,183
Parks	-	-	-	-	323,500	329,972	336,573	343,306	350,173
Recreation	-	-	-	-	1,359,250	1,386,435	1,414,163	1,442,446	1,471,295
Library	-	-	-	-	113,400	115,668	117,981	120,341	122,748
Museum	-	-	-	-	75,600	77,112	78,654	80,227	81,832
<b>Total Internal Allocations Out</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,421,850</b>	<b>2,470,291</b>	<b>2,519,700</b>	<b>2,570,098</b>	<b>2,621,502</b>

**Internal Allocations In**

Communications	60	-	-	-	-	-	-	-	-
Logistics	2,176	2,495	-	-	-	-	-	-	-
IT	-	(487)	-	-	-	-	-	-	-
Fleet	41,042	31,998	27,000	29,000	28,000	28,560	29,131	29,714	30,308
Safety	4,141	338	5,533	4,500	5,000	5,100	5,202	5,306	5,412
<b>Total Internal Allocations In</b>	<b>47,418</b>	<b>34,344</b>	<b>32,533</b>	<b>33,500</b>	<b>33,000</b>	<b>33,660</b>	<b>34,333</b>	<b>35,020</b>	<b>35,720</b>

**Total Operating Expense**

	3,119,002	3,354,672	3,126,653	3,460,774	783,150	795,054	807,207	819,611	832,275
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**Outputs and Outcomes**

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Net Operating Expense</b>	<b>3,108,416</b>	<b>3,351,217</b>	<b>3,126,653</b>	<b>3,456,142</b>	<b>783,150</b>	<b>795,054</b>	<b>807,207</b>	<b>819,611</b>	<b>832,275</b>
Cost per capita	94.55	101.93	95.10	105.12	23.20	23.55	23.91	24.28	24.65
% of property tax	11.54%	10.93%	9.76%	10.82%	2.35%	2.32%	2.27%	2.21%	2.16%

Change 2018 forecast to 2019 budget

\$ change	(2,677,624)
% change	-77.37%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Allocations Out to other areas starting in 2019	(2,421,850)	-69.98%
Bathroom security costs incurred in 2018 were budgeted in Bylaw area in 2019	(45,000)	-1.30%
Facility security costs budgeted in 2019 are lower than the 2018 forecast due to increased bylaw presence	(30,000)	-0.87%
Major one-time pool repair required in 2018	(15,000)	-0.43%
Extra staffing was required for 2018 major events	(90,000)	-2.60%
Bus Barn roof repairs and air quality upgrades	(11,000)	-0.32%
2018 vandalism costs were more than historical average	(11,000)	-0.32%
2018 RCMP building repairs more than budgeted in 2019	(40,850)	-1.18%

Facilities - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Facilities - General	300,751	368,517	458,176	360,723	357,200	360,584	364,045	367,584	371,204
Non-Recreational Facilities - City Hall	143,329	153,171	195,054	171,564	188,800	192,576	196,428	200,356	204,363
Non-Recreational Facilities - City Houses	11,296	16,016	10,168	12,094	9,400	9,588	9,780	9,975	10,175
Non-Recreational Facilities - Shelter	1,592	21,532	11,600	11,150	12,600	12,852	13,109	13,371	13,639
Non-Recreational Facilities - Emergency Measures	1,773	684	-	1,100	-	-	-	-	-
Non-Recreational Facilities - Fire Hall # 1	39,288	48,950	58,837	42,100	89,500	91,290	93,116	94,978	96,878
Non-Recreational Facilities - Fire Hall # 2	25,148	46,363	38,281	43,050	39,900	40,698	41,512	42,342	43,189
Non-Recreational Facilities - Misc Sites	186,398	101,195	86,240	127,050	97,600	99,552	101,543	103,574	105,646
Non-Recreational Facilities - RCMP Building	208,857	230,592	192,185	230,750	189,900	193,700	197,576	201,530	205,562
Non-Recreational Facilities - Yards & Warehouse	182,725	221,964	167,761	218,100	175,700	179,214	182,798	186,454	190,183
Recreational Facilities - 500 Edmonton Ave	1,167	224	-	550	-	-	-	-	-
Recreational Facilities - Bathhouse	293,141	357,383	324,118	403,050	323,500	329,972	336,573	343,306	350,173
Recreational Facilities - Community Centre	928,819	1,013,727	889,665	1,131,034	997,000	1,016,940	1,037,279	1,058,024	1,079,184
Recreational Facilities - Curling Club Building	4,321	2,959	-	4,965	2,000	2,040	2,081	2,122	2,165
Recreational Facilities - Edmonton Ave Centre	4,147	7,623	5,387	5,200	5,500	5,610	5,722	5,837	5,953
Recreational Facilities - Gyro Bandshell	9,989	11,260	9,895	2,750	9,000	9,180	9,364	9,551	9,742
Recreational Facilities - Indoor Soccer Facility	31,473	16,069	26,300	17,900	19,000	19,380	19,768	20,163	20,566
Recreational Facilities - Old Soccer Club House	2,316	-	-	-	-	-	-	-	-
Recreational Facilities - Jubilee Pavilion	10,470	19,405	22,229	14,550	19,700	20,094	20,496	20,906	21,324
Recreational Facilities - Lawn Bowling Club	109	-	-	-	-	-	-	-	-
Recreational Facilities - Library/Museum Complex	168,797	227,601	181,137	189,110	189,000	192,780	196,636	200,569	204,580
Recreational Facilities - Marina - Okanagan	-	-	-	2,112	-	-	-	-	-
Recreational Facilities - Marina - Skaha	667	11,986	-	1,650	-	-	-	-	-
Recreational Facilities - McLaren Arena	394,930	360,867	318,158	348,875	341,250	348,075	355,036	362,137	369,380
Recreational Facilities - Mobile Concession/Washroom	25,459	12,189	24,561	11,700	21,000	21,420	21,848	22,285	22,731
Recreational Facilities - 675 Marina Way Bldg	2,159	335	6,639	1,850	6,500	6,630	6,763	6,898	7,036
Recreational Facilities - New Wine/visitor Info Centre	34,521	2,510	-	-	-	-	-	-	-
Recreational Facilities - Sicamous Boathouse	2,794	3,004	1,200	3,650	3,700	3,774	3,849	3,926	4,005
Recreational Facilities - Walking Pier	4,319	4,259	7,631	3,175	9,000	9,180	9,364	9,551	9,742
Recreational Facilities - Westminster Centre	16,492	21,473	24,297	29,275	27,200	27,744	28,299	28,865	29,442
Non-Recreational Facilities - Property Taxes	23,752	35,013	34,600	33,565	38,050	38,812	39,590	40,383	41,193
<b>Net Operating Expense</b>	<b>3,060,998</b>	<b>3,316,872</b>	<b>3,094,120</b>	<b>3,422,642</b>	<b>3,172,000</b>	<b>3,231,685</b>	<b>3,292,573</b>	<b>3,354,689</b>	<b>3,418,056</b>

Facilities - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Art Gallery Structural	5,000	-	-	-	-
City Yards- Roof Replacement	-	-	20,000	250,000	200,000
City Hall - Misc. Renovations	38,000	-	-	-	-
City Hall - Mechanical & Envelope	300,000	1,170,000	-	-	-
City Hall - Furniture	25,000	-	-	-	-
Community Centre - Emergency Generator	75,000	-	-	-	-
Community Centre - Door Replacements	-	20,000	-	-	-
Library/Museum - Mechanical	25,000	150,000	150,000	150,000	150,000
McLaren Arena - Roofing	-	-	260,000	-	-
McLaren Arena - Refrigeration	15,000	1,075,000	-	-	-
Memorial Arena New Roof	500,000	-	-	-	-
Memorial Arena Upgrades	-	310,000	1,025,000	150,000	450,000
Penticton Trade & Convention Centre Mechanical	-	148,750	150,000	250,000	-
RCMP Office/Furniture Upgrades	72,000	85,000	85,000	85,000	10,000
Recreation Capital	26,500	20,000	20,000	20,000	20,000
SOEC Parking Upgrades & LED Lighting	190,000	100,000	-	-	-
Penticton Trade & Convention Centre Upgrades	380,000	663,625	439,000	300,000	330,000
Dog Shelter Fence Repair	18,500	-	-	-	-
City Wide Security	40,000	40,000	20,000	-	-
Fire Station Dorm Room Upgrades	7,500	-	-	-	-
Gyro Bandshell Concrete Apron	15,000	-	-	-	-
OHTC - Spare Compressor	50,000	-	-	-	-
PEP Search & Rescue Power Distribution Upgrades	10,000	-	-	-	-
Bylaw/RCMP Building Renovations	300,000	-	-	-	-
Facilities Master Plan Projects	-	1,445,700	1,713,620	1,884,412	1,333,670
Bus Barn Roof Repair	80,000	-	-	-	-
Skaha Marina Repairs	50,000	-	-	-	-
Okanagan Lake Washroom Upgrade	10,000	-	-	-	-
<b>Total Facilities Capital</b>	<b>2,232,500</b>	<b>5,228,075</b>	<b>3,882,620</b>	<b>3,089,412</b>	<b>2,493,670</b>

Human Resources

Human Resources - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	113,078	114,695	160,480	105,342	162,000	153,920	156,898	159,936	163,035
Salaries and Benefits	480,369	512,803	509,610	498,249	556,080	567,202	578,545	590,116	601,919
Legal	24,367	81,553	15,000	66,150	35,000	35,700	36,414	37,142	37,885
<b>Net Operating Expense</b>	<b>617,814</b>	<b>709,052</b>	<b>685,090</b>	<b>669,742</b>	<b>753,080</b>	<b>756,821</b>	<b>771,858</b>	<b>787,195</b>	<b>802,839</b>
<b>Internal Allocations In</b>									
Logistics	-	153	-	-	-	-	-	-	-
Information Technology	9,477	5,880	414	414	420	428	437	446	455
Fleet	-	-	5,500	5,500	-	-	-	-	-
Safety	32,749	268,868	41,624	63,867	49,500	50,490	51,500	52,530	53,580
<b>Total Internal Allocations In</b>	<b>42,225</b>	<b>274,901</b>	<b>47,538</b>	<b>69,781</b>	<b>49,920</b>	<b>50,918</b>	<b>51,937</b>	<b>52,975</b>	<b>54,035</b>
<b>Net Operating Expense</b>	<b>660,039</b>	<b>983,952</b>	<b>732,629</b>	<b>739,523</b>	<b>803,000</b>	<b>807,740</b>	<b>823,795</b>	<b>840,170</b>	<b>856,874</b>

<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Cost per capita	20.08	29.93	22.28	22.49	23.78	23.93	24.40	24.89	25.38
% of property tax	2.45%	3.21%	2.29%	2.32%	2.41%	2.36%	2.31%	2.27%	2.23%

Change 2018 forecast to 2019 budget

\$ change	<u>63,477</u>
% change	<u>8.58%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Staff vacancy in 2018 lowered 2018 expenses, position is now filled	16,610	2.246%
New initiatives in 2019 such as implementing applicant tracking software	11,000	1.487%
Union contracts will be negotiated in 2019, resulting in increased expenses	30,000	4.057%
Long service awards to be recognized in 2019	5,000	0.676%

Human Resources - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Human Resources - general	461,200	517,324	588,930	566,749	635,680	637,173	649,917	662,915	676,173
Labour relations	32,308	83,294	50,600	63,530	67,500	68,850	70,227	71,632	73,064
Employee assistance & recognition	31,412	38,992	41,300	37,912	46,500	47,330	48,177	49,040	49,921
Human Resources	92,893	71,373	4,260	2,200	3,400	3,468	3,537	3,608	3,680
Recoveries	-	(1,931)	-	(650)	-	-	-	-	-
<b>Net Operating Expense</b>	<b>617,814</b>	<b>709,052</b>	<b>685,090</b>	<b>669,742</b>	<b>753,080</b>	<b>756,821</b>	<b>771,858</b>	<b>787,195</b>	<b>802,839</b>

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Information Technology

Information Technology - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	657,267	846,108	1,191,862	1,167,036	1,569,697	1,477,151	1,529,493	1,506,061	1,526,851
Equipment Amortization	213,855	158,525	213,855	213,855	213,700	213,700	213,700	213,700	213,700
Salaries and benefits	675,684	722,243	822,664	794,500	807,500	829,680	854,043	880,893	910,581
<b>Total Operating Expense</b>	<b>1,546,805</b>	<b>1,726,877</b>	<b>2,228,381</b>	<b>2,175,391</b>	<b>2,590,897</b>	<b>2,520,531</b>	<b>2,597,236</b>	<b>2,600,654</b>	<b>2,651,132</b>
Recoveries	(43,761)	(41,449)	(62,202)	(73,836)	(57,370)	(58,231)	(59,104)	(59,991)	(60,890)
<b>Net Operating Expense</b>	<b>1,503,044</b>	<b>1,685,427</b>	<b>2,166,180</b>	<b>2,101,555</b>	<b>2,533,527</b>	<b>2,462,301</b>	<b>2,538,132</b>	<b>2,540,664</b>	<b>2,590,241</b>
<b>Internal Allocations Out</b>									
Corporate Administration	4,188	5,609	7,689	7,689	7,500	53,250	53,403	53,559	53,718
Bylaw Enforcement	-	213	414	1,400	1,000	1,000	1,000	1,000	1,000
Operations	-	-	-	-	5,000	27,500	27,500	27,500	27,500
Communications	-	8,728	15,000	12,840	13,000	13,260	13,525	13,796	14,072
Electric Utility	2,155	7,417	8,300	8,300	188,770	188,903	189,038	189,176	189,317
Engineering	-	-	1,020	-	5,100	5,202	5,306	5,412	5,520
Facilities	-	(487)	-	-	-	-	-	-	-
Finance	301	2,139	2,658	2,658	2,702	2,756	2,811	2,867	2,925
Finance - Procurement	3,712	8,209	8,200	15,000	57,700	23,700	24,700	25,700	26,700
Revenue & Collections	5,331	4,287	9,337	9,337	9,513	9,588	9,664	9,743	9,822
Fire Services	2,835	2,436	8,323	10,523	7,700	7,974	8,258	8,553	8,859
Development Services	7,538	9,189	6,958	10,000	7,530	7,681	7,834	7,991	8,151
Human Resources	9,477	5,880	414	414	420	428	437	446	455
Museum	349	465	2,500	1,000	2,500	2,550	2,601	2,653	2,706
Storm Water	-	-	-	-	20,000	20,000	20,000	20,000	20,000
Fleet	4,232	3,076	6,426	6,426	6,555	6,686	6,819	6,956	7,095
Public Works General	2,943	2,819	5,940	5,940	5,940	5,940	5,940	5,940	5,940
Recreation	4,851	8,096	6,942	7,300	6,984	7,028	7,072	7,118	7,164
Sewer	643	1,562	1,857	1,857	21,864	21,901	21,939	21,978	22,018
Water	356	372	250	250	20,250	20,255	20,260	20,265	20,271
<b>Total Internal Allocations Out</b>	<b>48,909</b>	<b>70,009</b>	<b>92,228</b>	<b>100,935</b>	<b>390,027</b>	<b>425,601</b>	<b>428,109</b>	<b>430,652</b>	<b>433,231</b>
<b>Internal Allocations In</b>									
Finance - Procurement	1,823	276	-	-	-	-	-	-	-
Fleet	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Total Internal Allocations In</b>	<b>7,323</b>	<b>5,776</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
<b>Total Operating Expense</b>	<b>1,505,219</b>	<b>1,662,643</b>	<b>2,141,653</b>	<b>2,079,956</b>	<b>2,206,370</b>	<b>2,100,430</b>	<b>2,174,627</b>	<b>2,175,502</b>	<b>2,223,401</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>1,461,458</b>	<b>1,621,194</b>	<b>2,079,452</b>	<b>2,006,120</b>	<b>2,149,000</b>	<b>2,042,200</b>	<b>2,115,523</b>	<b>2,115,512</b>	<b>2,162,510</b>
Cost per capita	44.45	49.31	63.25	61.02	63.65	60.49	62.66	62.66	64.05
% of property tax	5.43%	5.29%	6.49%	6.28%	6.44%	5.96%	5.94%	5.71%	5.62%
Change 2018 forecast to 2019 budget									
\$ change	142,880								
% change	7.12%								

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Increase in GIS costs to capture Electrical Utility Initiative:	180,470	9.00%
Increase in allocations out to Electrical department as GIS is now centralized in IT	(180,470)	-9.00%
Increase in allocations out to other departments	(108,623)	-5.41%
IT initiatives shifting to GIS initiatives in 2019	(162,643)	-8.11%
GIS Initiatives increasing in 2019 with new staff capacity	205,064	10.22%
New City website being developed in 2019	125,000	6.23%
Increased software maintenance costs	47,564	2.37%

Information Technology - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Information technology - general	571,858	632,152	593,398	610,200	570,100	578,900	587,876	597,031	606,370
Equipment maintenance and rental	311,010	259,025	314,089	340,855	336,700	323,850	328,201	330,764	335,549
Software maintenance	235,664	253,860	250,279	258,186	305,750	325,490	336,954	348,912	361,389
Contract services	82,942	40,264	38,000	24,500	133,200	18,405	18,615	18,831	19,051
Telephone and fax	165,918	170,918	152,600	169,250	145,500	142,800	139,076	135,783	133,883
Training	6,040	2,837	10,000	7,500	9,200	9,384	9,572	9,763	9,958
IT Strategy	-	185,746	453,430	381,643	219,000	199,000	194,000	194,000	194,000
GIS	-	-	291,766	239,036	444,100	459,234	516,410	495,930	518,141
Communications	-	8,728	15,000	12,840	13,000	13,260	13,525	13,796	14,072
Opoerations - AMIP Software	-	-	-	-	5,000	27,500	27,500	27,500	27,500
Information Technology	130,505	114,356	32,591	21,300	37,320	37,867	38,423	38,987	39,560
Human Resources	3,437	3,590	414	414	420	428	437	446	455
Development Services	7,538	9,189	6,958	10,000	7,530	7,681	7,834	7,991	8,151
Corporate Admin	4,188	5,609	7,689	7,689	7,500	53,250	53,403	53,559	53,718
Fire Hall 1 (Downtown)	2,835	2,436	8,323	8,323	7,700	7,974	8,258	8,553	8,859
Water	356	372	250	250	20,250	20,255	20,260	20,265	20,271
Public Works	2,943	2,819	5,940	5,940	5,940	5,940	5,940	5,940	5,940
Engineering	-	-	1,020	-	5,100	5,202	5,306	5,412	5,520
Waste Water	643	1,562	1,857	1,857	41,864	41,901	41,939	41,978	42,018
Finance - Revenue	5,331	4,287	9,337	9,337	9,513	9,588	9,664	9,743	9,822
Finance - Accounting	301	2,139	2,658	2,658	2,702	2,756	2,811	2,867	2,925
Finance - Logistics	3,712	8,209	8,200	15,000	57,700	23,700	24,700	25,700	26,700
Facilities	-	(487)	-	-	-	-	-	-	-
Museum	349	465	2,500	1,000	2,500	2,550	2,601	2,653	2,706
Recreation	4,851	8,096	6,942	7,300	6,984	7,028	7,072	7,118	7,164
Bylaw	-	213	414	1,400	1,000	1,000	1,000	1,000	1,000
Public Works - Fleet	4,232	3,076	6,426	6,426	6,555	6,686	6,819	6,956	7,095
Electric	2,155	7,417	8,300	8,300	188,770	188,903	189,038	189,176	189,317
	1,546,805	1,726,877	2,228,381	2,151,205	2,590,897	2,520,531	2,597,236	2,600,654	2,651,132
Recoveries	(43,761)	(41,449)	(62,202)	(49,650)	(57,370)	(58,231)	(59,104)	(59,991)	(60,890)
<b>Net Operating Expense</b>	<b>1,503,044</b>	<b>1,685,427</b>	<b>2,166,180</b>	<b>2,101,555</b>	<b>2,533,527</b>	<b>2,462,301</b>	<b>2,538,132</b>	<b>2,540,664</b>	<b>2,590,241</b>

Information Technology - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Information Technology - Hardware	320,000	216,000	191,000	166,000	161,000
Cleland Theatre Sound/Lighting Upgrades	-	10,000	10,000	10,000	10,000
Information Technology - Infrastructure	165,000	100,000	75,000	50,000	25,000
Information Technology - Software	100,000	524,000	148,200	612,610	167,241
Information Technology - GIS	196,014	145,832	109,457	114,789	76,570
Service Management Implementation	75,000	300,000	225,000	-	-
IT Capital - SOEC/PTCC	75,000	678,000	100,000	100,000	100,000
<b>Total IT Capital</b>	<b>931,014</b>	<b>1,973,832</b>	<b>858,657</b>	<b>1,053,399</b>	<b>539,811</b>
<b>Allocation out to Electric Utility</b>					
GIS Implementation & Conversion	50,000	-	-	-	-
<b>Total IT Capital Including Allocation Out</b>	<b>981,014</b>	<b>1,973,832</b>	<b>858,657</b>	<b>1,053,399</b>	<b>539,811</b>

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## Protective Services Segment

### Protective Services Segment Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Revenue</b>									
Dog Control	(99,108)	(94,151)	(78,369)	(93,349)	(94,400)	(96,288)	(98,214)	(100,178)	(102,182)
Building and License	(2,379,090)	(2,481,120)	(1,662,500)	(1,938,775)	(1,773,500)	(1,683,170)	(1,588,413)	(1,604,269)	(1,620,781)
Bylaw Enforcement	(558,966)	(598,967)	(573,450)	(498,815)	(590,956)	(602,773)	(614,827)	(627,122)	(639,663)
Fire Services	(460,116)	(771,029)	(621,985)	(790,765)	(600,985)	(600,985)	(600,985)	(600,985)	(600,985)
RCMP	(490,452)	(548,820)	(518,730)	(542,995)	(501,029)	(471,833)	(476,139)	(480,530)	(485,007)
	(3,987,732)	(4,494,087)	(3,455,034)	(3,864,699)	(3,560,870)	(3,455,049)	(3,378,578)	(3,413,084)	(3,448,617)
<b>Expenses</b>									
Dog Control	108,056	106,711	109,690	112,490	132,290	134,936	137,634	140,387	143,195
Building and License	736,587	727,459	1,087,149	972,447	1,245,176	1,158,586	1,177,504	1,196,954	1,216,963
Bylaw Services	404,861	446,599	637,147	696,068	848,639	831,884	845,395	859,175	873,231
Fire Services	5,210,356	6,033,641	5,929,259	6,231,636	6,377,729	6,561,559	6,759,932	6,952,963	7,150,766
RCMP	8,739,198	9,012,466	9,316,974	8,891,462	9,903,179	10,529,925	10,889,814	11,340,920	11,653,927
	15,199,058	16,326,876	17,080,219	16,904,103	18,507,013	19,216,890	19,810,280	20,490,400	21,038,082
<b>Net Operating Expense</b>	11,211,326	11,832,788	13,625,185	13,039,403	14,946,144	15,761,841	16,431,701	17,077,316	17,589,465
<b>Cost per Capita</b>	341	360	414	397	443	467	487	506	521
<b>% of Property Taxes</b>	41.63%	38.58%	42.54%	40.83%	44.79%	46.00%	46.13%	46.13%	45.71%

Dog Control

Dog Control - Operating Budget by Project

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Project</b>									
House Rental	14,400	14,400	15,000	15,000	15,000	15,300	15,606	15,918	16,236
Tags and Supplies	1,339	1,798	1,700	4,500	1,700	1,734	1,769	1,804	1,840
Brochures	-	853	250	250	250	255	260	265	271
Commission to SPCA for tag sale	540	507	540	540	540	551	562	573	585
Officer contract	87,472	89,046	90,000	90,000	100,000	102,000	104,040	106,121	108,243
Uniforms and ID Badges	895	46	1,000	1,000	1,000	1,020	1,040	1,061	1,082
Seminars	383	-	1,000	1,000	1,000	1,020	1,040	1,061	1,082
Office Supplies	-	-	200	200	200	204	208	212	216
<b>Total Expense</b>	<b>105,028</b>	<b>106,651</b>	<b>109,690</b>	<b>112,490</b>	<b>119,690</b>	<b>122,084</b>	<b>124,525</b>	<b>127,016</b>	<b>129,556</b>
Dogs - Ticketing Revenue	(7,005)	(1,855)	(3,000)	(5,505)	(4,000)	(4,080)	(4,162)	(4,245)	(4,330)
Dog Licences	(81,703)	(81,896)	(64,969)	(77,444)	(80,000)	(81,600)	(83,232)	(84,897)	(86,595)
Dog Kennels	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,608)	(10,820)	(11,037)	(11,257)
<b>Net Operating Expense</b>	<b>5,920</b>	<b>12,500</b>	<b>31,321</b>	<b>19,141</b>	<b>25,290</b>	<b>25,796</b>	<b>26,312</b>	<b>26,838</b>	<b>27,375</b>
<b>Internal Allocations In</b>									
Facilities	-	-	-	-	12,600	12,852	13,109	13,371	13,639
Finance - Procurement	3,028	60	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>3,028</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>12,600</b>	<b>12,852</b>	<b>13,109</b>	<b>13,371</b>	<b>13,639</b>
Add back Revenue	(99,108)	(94,151)	(78,369)	(93,349)	(94,400)	(96,288)	(98,214)	(100,178)	(102,182)
<b>Total Operating Expense</b>	<b>108,056</b>	<b>106,711</b>	<b>109,690</b>	<b>112,490</b>	<b>132,290</b>	<b>134,936</b>	<b>137,634</b>	<b>140,387</b>	<b>143,195</b>

<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Net Operating Expense</b>	8,948	12,560	31,321	19,141	37,890	38,648	39,421	40,209	41,013
Cost per capita	0.27	0.38	0.95	0.58	1.12	1.14	1.17	1.19	1.21
% of property tax	0.03%	0.04%	0.10%	0.06%	0.11%	0.11%	0.11%	0.11%	0.11%
Change 2018 forecast to 2019 budget									
\$ change					<u>18,749</u>				
% change					<u>97.95%</u>				

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
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Officer contract negotiated in fall of 2018, price increase reflected in 2019	10,000	52.24%
Facilities department allocating in costs to run facility	12,600	65.83%

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Dog Tags sold	2,344	2,147	2,500	2,900
Bylaw offense notices issued	174	211	132	100
Number of dogs impounded	152	147	132	160
Complaint files opened	402	232	200	849

## Building and License

### Building and License - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Operations by Object</b>									
Goods and Services	43,959	30,023	312,150	160,547	206,800	105,006	108,416	112,048	115,923
Salaries and Benefits	673,228	673,916	758,499	795,000	916,376	931,580	947,088	962,906	979,041
Total Expenses	717,187	703,939	1,070,649	955,547	1,123,176	1,036,586	1,055,504	1,074,954	1,094,963
Revenues	(2,379,090)	(2,481,120)	(1,662,500)	(1,938,775)	(1,773,500)	(1,683,170)	(1,588,413)	(1,604,269)	(1,620,781)
<b>Net Operating Surplus</b>	<b>(1,661,903)</b>	<b>(1,777,181)</b>	<b>(591,851)</b>	<b>(983,228)</b>	<b>(650,324)</b>	<b>(646,584)</b>	<b>(532,909)</b>	<b>(529,315)</b>	<b>(525,818)</b>
<b>Operations by Project - Building</b>									
Salaries and Benefits	610,549	560,049	636,499	650,000	744,796	757,168	769,788	782,660	795,790
Bylaw Consultation	4,125	7,712	-	-	-	-	-	-	-
Permit Modernization Project	-	-	150,000	75,000	65,000	20,000	20,000	20,000	20,000
Remedial Action	4,799	1,595	25,000	12,229	25,000	25,500	26,010	26,530	27,061
Goods and Services	30,899	19,146	30,650	36,677	44,800	47,066	49,517	52,172	55,048
	650,372	588,503	842,149	773,906	879,596	849,734	865,315	881,362	897,899
Revenues	(1,864,450)	(1,925,168)	(1,085,000)	(1,361,400)	(1,185,000)	(1,080,100)	(970,202)	(970,306)	(970,412)
<b>Net Building by Project</b>	<b>(1,214,078)</b>	<b>(1,336,665)</b>	<b>(242,851)</b>	<b>(587,494)</b>	<b>(305,404)</b>	<b>(230,366)</b>	<b>(104,887)</b>	<b>(88,944)</b>	<b>(72,513)</b>
<b>Licensing</b>									
Salaries and Benefits	62,680	113,866	122,000	125,000	151,580	154,612	157,704	160,858	164,075
Business Lic. Modernization Project	-	-	100,000	50,000	70,000	10,000	10,000	10,000	10,000
Liquor License	800	-	-	750	-	-	-	-	-
Goods and Services	1,921	1,359	1,500	2,000	12,000	12,240	12,485	12,734	12,989
Bylaw Research and Consultation	1,415	211	5,000	3,891	10,000	10,000	10,000	10,000	10,000
	66,816	115,436	228,500	181,641	243,580	186,852	190,189	193,592	197,064
Revenues	(514,640)	(555,952)	(577,500)	(577,375)	(588,500)	(603,070)	(618,211)	(633,963)	(650,369)
<b>Net Licensing by Project</b>	<b>(447,825)</b>	<b>(440,516)</b>	<b>(349,000)</b>	<b>(395,734)</b>	<b>(344,920)</b>	<b>(416,218)</b>	<b>(428,023)</b>	<b>(440,371)</b>	<b>(453,305)</b>
<b>Net Building and Licence</b>	<b>(1,661,903)</b>	<b>(1,777,181)</b>	<b>(591,851)</b>	<b>(983,228)</b>	<b>(650,324)</b>	<b>(646,584)</b>	<b>(532,909)</b>	<b>(529,315)</b>	<b>(525,818)</b>
<b>Internal Allocations In</b>									
Communications	-	4,271	-	400	-	-	-	-	-
Finance - procurement	150	-	-	-	-	-	-	-	-
Fire	-	-	-	-	100,000	100,000	100,000	100,000	100,000
Fleet	19,250	19,250	16,500	16,500	22,000	22,000	22,000	22,000	22,000
<b>Total Internal Allocations In</b>	<b>19,400</b>	<b>23,521</b>	<b>16,500</b>	<b>16,900</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>
Add back Revenue	(2,379,090)	(2,481,120)	(1,662,500)	(1,938,775)	(1,773,500)	(1,683,170)	(1,588,413)	(1,604,269)	(1,620,781)
<b>Total Operating Expense</b>	<b>736,587</b>	<b>727,459</b>	<b>1,087,149</b>	<b>972,447</b>	<b>1,245,176</b>	<b>1,158,586</b>	<b>1,177,504</b>	<b>1,196,954</b>	<b>1,216,963</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Surplus</b>	<b>(1,642,503)</b>	<b>(1,753,661)</b>	<b>(575,351)</b>	<b>(966,328)</b>	<b>(528,324)</b>	<b>(524,584)</b>	<b>(410,909)</b>	<b>(407,315)</b>	<b>(403,818)</b>
Cost per capita	- 49.96	- 53.34	- 17.50	- 29.39	- 15.65	- 15.54	- 12.17	- 12.06	- 11.96
% of property tax	-6.10%	-5.72%	-1.80%	-3.03%	-1.58%	-1.53%	-1.15%	-1.10%	-1.05%

Change Budget forecast to Budget budget

\$ change 438,004

% change -45.33%

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

	\$ change	% change
Fire Department starting to allocate costs of performing building inspections in 2019	100,000	-10.35%
Anticipating less Building Permit Revenues in 2019	175,000	-18.11%
Increased license modernization project budget in 2019	20,000	-2.07%
Staff wages reflected in projects in 2019, were classified as goods & services in 2018	60,000	-6.21%
Staff priority restructuring, certification and contractual union labour increase	61,376	-6.35%

[Bylaw Services](#)

Bylaw Services - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	73,223	75,556	172,937	123,717	150,650	122,123	123,626	125,158	126,721
Salaries and benefits	320,125	364,811	449,096	556,250	669,489	680,711	692,158	703,834	715,743
<b>Total Expenses</b>	<b>393,347</b>	<b>440,367</b>	<b>622,033</b>	<b>679,968</b>	<b>820,139</b>	<b>802,834</b>	<b>815,784</b>	<b>828,992</b>	<b>842,464</b>
Revenues	(558,966)	(598,967)	(573,450)	(498,815)	(590,956)	(602,773)	(614,827)	(627,122)	(639,663)
<b>Net Operating Surplus</b>	<b>(165,618)</b>	<b>(158,601)</b>	<b>48,583</b>	<b>181,153</b>	<b>229,184</b>	<b>200,061</b>	<b>200,957</b>	<b>201,870</b>	<b>202,801</b>
<b>Internal Allocations In</b>									
Finance - Procurement	3,264	519	-	-	-	-	-	-	-
IT - printing	-	213	414	1,400	1,000	1,000	1,000	1,000	1,000
PW - fleet	8,250	5,500	14,700	14,700	27,500	28,050	28,611	29,183	29,767
<b>Total Allocations In</b>	<b>11,514</b>	<b>6,232</b>	<b>15,114</b>	<b>16,100</b>	<b>28,500</b>	<b>29,050</b>	<b>29,611</b>	<b>30,183</b>	<b>30,767</b>
Add back Revenue	(558,966)	(598,967)	(573,450)	(498,815)	(590,956)	(602,773)	(614,827)	(627,122)	(639,663)
<b>Total Operating Expense</b>	<b>404,861</b>	<b>446,599</b>	<b>637,147</b>	<b>696,068</b>	<b>848,639</b>	<b>831,884</b>	<b>845,395</b>	<b>859,175</b>	<b>873,231</b>

<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Net Operating Expense</b>	<b>(154,104)</b>	<b>(152,369)</b>	<b>63,697</b>	<b>197,253</b>	<b>257,684</b>	<b>229,111</b>	<b>230,568</b>	<b>232,053</b>	<b>233,568</b>
Cost per capita	- 4.69	- 4.63	1.94	6.00	7.63	6.79	6.83	6.87	6.92
% of property tax	-0.57%	-0.50%	0.20%	0.62%	0.77%	0.67%	0.65%	0.63%	0.61%
Change 2018 forecast to 2019 budget									
\$ change					<u>60,431</u>				
% change					<u>30.64%</u>				

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Increased bylaw officer presence	113,239	57.41%
Expected revenue Increase due to increased presence	(92,141)	-46.71%
Increase in seasonal security	27,000	13.69%
New lease fee for new bylaw space	30,000	15.21%
Decrease in uniform purchases budget	(14,750)	-7.48%

Bylaw Services - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
General Bylaw	199,530	200,616	270,896	305,250	319,019	291,732	294,499	297,321	300,200
Training/Support Costs	16,126	17,103	4,940	6,900	6,400	6,488	6,578	6,669	6,763
Parking meters	2,668	4,159	2,700	12,200	2,700	2,754	2,809	2,865	2,923
Equipment	21,513	18,926	24,695	18,440	18,000	18,360	18,727	19,102	19,484
Uniforms and supplies	1,414	2,708	5,500	21,750	6,500	6,630	6,763	6,898	7,036
Monthly Parking	3,363	6,842	5,900	15,427	9,050	9,231	9,416	9,604	9,796
Bylaw Enforcement Operation	147,919	190,014	300,901	300,000	451,470	460,500	469,710	479,104	488,686
	<b>392,533</b>	<b>440,367</b>	<b>615,533</b>	<b>679,968</b>	<b>813,139</b>	<b>795,694</b>	<b>808,501</b>	<b>821,563</b>	<b>834,887</b>
Revenue	(558,151)	(598,967)	(566,950)	(498,815)	(583,956)	(595,633)	(607,544)	(619,693)	(632,086)
<b>Operating Surplus</b>	<b>(165,618)</b>	<b>(158,600)</b>	<b>48,583</b>	<b>181,153</b>	<b>229,184</b>	<b>200,061</b>	<b>200,957</b>	<b>201,870</b>	<b>202,801</b>

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## Fire Services

### Fire Services - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Operational Costs	261,083	331,788	451,925	411,730	383,439	388,318	393,302	398,393	403,595
Equipment Amortization	46,250	36,865	46,250	46,250	46,250	46,250	46,250	46,250	46,250
Salaries and Benefits	4,621,717	5,336,152	5,130,137	5,430,633	5,535,940	5,711,030	5,900,475	6,084,386	6,272,874
Total Operating Expense	4,929,050	5,704,805	5,628,312	5,888,613	5,965,629	6,145,597	6,340,026	6,529,029	6,722,719
Recoveries	(459,616)	(684,410)	(611,985)	(780,765)	(600,985)	(600,985)	(600,985)	(600,985)	(600,985)
Grant & Donations	(500)	(86,619)	(10,000)	(10,000)	-	-	-	-	-
<b>Net Operating Expense</b>	<b>4,468,934</b>	<b>4,933,776</b>	<b>5,006,327</b>	<b>5,097,847</b>	<b>5,364,644</b>	<b>5,544,612</b>	<b>5,739,041</b>	<b>5,928,044</b>	<b>6,121,734</b>

#### Internal Allocations In

Corporate Admin	57	-	-	-	-	-	-	-	-
Facilities	-	-	-	-	171,900	175,338	178,845	182,422	186,070
Procurement - Fire Hall 1	480	-	-	-	-	-	-	-	-
IT - Fire Services	-	-	8,323	10,523	7,700	7,974	8,258	8,553	8,859
IT - Implement FDM software	2,835	2,436	-	-	-	-	-	-	-
Fleet	272,965	326,184	285,000	325,000	325,000	325,000	325,000	325,000	325,000
HR Safety	4,969	217	7,624	7,500	7,500	7,650	7,803	7,959	8,118
<b>Total Internal Allocation In</b>	<b>281,306</b>	<b>328,836</b>	<b>300,947</b>	<b>343,023</b>	<b>512,100</b>	<b>515,962</b>	<b>519,906</b>	<b>523,934</b>	<b>528,048</b>

#### Internal Allocations Out

Building Department	-	-	-	-	100,000	100,000	100,000	100,000	100,000
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Add back Revenue	(460,116)	(771,029)	(621,985)	(790,765)	(600,985)	(600,985)	(600,985)	(600,985)	(600,985)
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<b>Total Operating Expense</b>	<b>5,210,356</b>	<b>6,033,641</b>	<b>5,929,259</b>	<b>6,231,636</b>	<b>6,377,729</b>	<b>6,561,559</b>	<b>6,759,932</b>	<b>6,952,963</b>	<b>7,150,766</b>
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	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Net Operation Expense</b>	<b>4,750,240</b>	<b>5,262,612</b>	<b>5,307,274</b>	<b>5,440,871</b>	<b>5,776,744</b>	<b>5,960,574</b>	<b>6,158,947</b>	<b>6,351,978</b>	<b>6,549,781</b>
Cost per capita	144.49	160.07	161.43	165.49	171.11	176.55	182.43	188.15	194.00
% of property tax	17.64%	17.16%	16.57%	17.04%	17.31%	17.39%	17.29%	17.16%	17.02%

Change 2018 forecast to 2019 budget

\$ change	<u>335,873</u>
% change	<u>6.17%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Facilities area allocating costs for fire buildings	171,900	3.16%
Increase in union labour contractual obligations	149,257	2.74%
Standby pay budgeted for full year in 2019, was introduced half way through 2018	27,262	0.50%
PIB and West bench revenue higher than expected in 2018	47,529	0.87%
Fire department allocating time to support building permits	(100,000)	-1.84%

Fire Services - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Communications	8,763	12,981	14,407	14,838	9,200	9,384	9,572	9,763	9,958
Depreciation	46,250	36,865	46,250	46,250	46,250	46,250	46,250	46,250	46,250
Emergency Training Centre	11,437	36,365	20,883	16,871	21,800	22,236	22,681	23,134	23,597
Incidental Fire Expenses	4,845	4,537	3,499	2,200	3,600	3,672	3,745	3,820	3,897
Wages, Benefits & Standby	4,681,801	5,303,005	5,178,154	5,447,985	5,655,940	5,831,030	6,020,475	6,204,386	6,392,874
PEP Building	3,974	10,166	7,718	10,825	8,000	8,160	8,323	8,490	8,659
Grant Expenditures	-	-	160,500	155,464	24,000	24,000	24,000	24,000	24,000
Prevention	12,524	29,712	13,943	25,025	10,200	10,389	10,582	10,778	10,979
Training Costs	69,862	77,506	43,798	44,385	63,164	64,427	65,716	67,030	68,371
Uniform & Safety Equipment	72,822	97,306	129,160	120,641	123,475	126,049	128,683	131,377	134,134
	4,912,278	5,608,443	5,618,312	5,884,484	5,965,629	6,145,597	6,340,026	6,529,029	6,722,719
Donations	(500)	(86,619)	(10,000)	(10,000)	-	-	-	-	-
Recoveries	(442,844)	(588,048)	(601,985)	(776,636)	(600,985)	(600,985)	(600,985)	(600,985)	(600,985)
<b>Net Operating Expense</b>	<b>4,468,934</b>	<b>4,933,776</b>	<b>5,006,327</b>	<b>5,097,847</b>	<b>5,364,644</b>	<b>5,544,612</b>	<b>5,739,041</b>	<b>5,928,044</b>	<b>6,121,734</b>

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Fire Services - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Fire Hose Replacement Program	-	12,800	13,600	14,200	15,000
Protective Clothing	80,500	34,000	34,500	35,000	35,500
Classroom Furnishings/Audio Visual	10,000	10,500	11,000	11,500	12,000
SCBA Equipment	310,000	-	-	-	-
Equipment Replacement	42,000	43,000	44,000	45,000	46,000
<b>Total Fire Capital</b>	<b>442,500</b>	<b>100,300</b>	<b>103,100</b>	<b>105,700</b>	<b>108,500</b>

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## RCMP

### RCMP - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	69,609	72,932	101,774	179,314	115,350	106,571	106,795	107,022	107,252
Policing Agreement	7,028,967	7,284,879	7,413,760	7,002,717	7,737,010	8,347,104	8,751,143	9,161,602	9,433,151
Salaries and Benefits	1,624,151	1,642,669	1,787,864	1,696,932	1,763,419	1,785,000	1,820,699	1,857,113	1,894,255
Total Operating Expense	8,722,727	9,000,480	9,303,398	8,878,962	9,615,779	10,238,675	10,678,637	11,125,737	11,434,658
Revenue	(490,452)	(548,820)	(518,730)	(542,995)	(501,029)	(471,833)	(476,139)	(480,530)	(485,007)
<b>Net Operating Expense</b>	<b>8,232,275</b>	<b>8,451,661</b>	<b>8,784,668</b>	<b>8,335,967</b>	<b>9,114,750</b>	<b>9,766,842</b>	<b>10,202,498</b>	<b>10,645,207</b>	<b>10,949,652</b>
<b>Internal Allocations In</b>									
Facilities	-	-	-	-	189,900	193,700	197,576	201,530	205,562
Finance - Debt Interest	-	-	-	-	84,000	84,000	-	-	-
Finance - procurement	845	814	-	-	-	-	-	-	-
Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Safety	4,627	171	2,576	1,500	2,500	2,550	2,601	2,653	2,706
<b>Total Internal Allocation In</b>	<b>16,471</b>	<b>11,985</b>	<b>13,576</b>	<b>12,500</b>	<b>287,400</b>	<b>291,250</b>	<b>211,177</b>	<b>215,183</b>	<b>219,268</b>
Add back Revenue	(490,452)	(548,820)	(518,730)	(542,995)	(501,029)	(471,833)	(476,139)	(480,530)	(485,007)
<b>Total Operating Expense</b>	<b>8,739,198</b>	<b>9,012,466</b>	<b>9,316,974</b>	<b>8,891,462</b>	<b>9,903,179</b>	<b>10,529,925</b>	<b>10,889,814</b>	<b>11,340,920</b>	<b>11,653,927</b>

Outputs and Outcomes	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Net Operation Expense</b>	<b>8,248,746</b>	<b>8,463,646</b>	<b>8,798,244</b>	<b>8,348,467</b>	<b>9,402,150</b>	<b>10,058,092</b>	<b>10,413,675</b>	<b>10,860,390</b>	<b>11,168,920</b>
Cost per capita	250.90	257.43	267.61	253.93	278.49	297.92	308.45	321.68	330.82
% of property tax	30.63%	27.60%	27.47%	26.14%	28.18%	29.35%	29.24%	29.34%	29.02%
Change 2018 forecast to 2019 budget									
\$ change					<u>1,053,683</u>				
% change					<u>12.62%</u>				

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Contractual Union Labour increases	66,487	0.80%
RCMP Agreement Increases including one new RCMP member	323,250	3.87%
Actual utilized officers below authorized strength in 2018	347,963	4.17%
New allocation in from facilities for costs of RCMP building	189,900	2.27%
New allocation in from finance for debt servicing costs	84,000	1.01%

The COP Detachment consists of:

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

RCMP - Operating Budget by Project

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
RCMP - General	5,799	6,362	7,060	6,050	7,050	7,161	7,274	7,389	7,506
Crimestoppers	-	115	-	6,000	-	-	-	-	-
RCMP - Crime Prevention	14,639	22,617	54,500	44,176	67,700	58,785	58,871	58,958	59,045
RCMP - Victim services	2,794	2,834	1,500	23,408	2,500	2,525	2,550	2,576	2,602
RCMP - Prisoner expense	46,377	41,005	38,714	36,600	38,100	38,100	38,100	38,100	38,100
RCMP - Policing agreement	7,028,967	7,284,880	7,413,760	7,065,797	7,737,010	8,347,104	8,751,143	9,161,602	9,433,151
Salaries and Benefits	1,624,151	1,642,669	1,787,864	1,696,932	1,763,419	1,785,000	1,820,699	1,857,113	1,894,255
	8,722,727	9,000,480	9,303,398	8,878,962	9,615,779	10,238,675	10,678,637	11,125,737	11,434,658
RCMP - recoveries	(490,452)	(548,820)	(518,730)	(542,995)	(501,029)	(471,833)	(476,139)	(480,530)	(485,007)
<b>Net Operating Expense</b>	<b>8,232,275</b>	<b>8,451,661</b>	<b>8,784,668</b>	<b>8,335,967</b>	<b>9,114,750</b>	<b>9,766,842</b>	<b>10,202,498</b>	<b>10,645,207</b>	<b>10,949,652</b>

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## Transportation Services Segment

### Transportation Services Segment Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Revenue</b>									
Fleet Recoveries	(1,817,138)	(1,934,341)	(1,884,500)	(1,996,100)	(2,124,850)	(2,126,350)	(2,127,880)	(2,129,441)	(2,131,032)
Roads and Maintenance	(7,944)	(175)	-	66	-	-	-	-	-
Storm Water	-	-	(172,729)	(182,729)	(367,000)	(558,000)	(753,000)	(950,000)	(1,150,000)
Transit	(635,042)	(629,862)	(606,700)	(668,500)	(684,610)	(692,220)	(728,130)	(738,840)	(740,750)
	<u>(2,460,124)</u>	<u>(2,564,377)</u>	<u>(2,663,929)</u>	<u>(2,847,263)</u>	<u>(3,176,460)</u>	<u>(3,376,570)</u>	<u>(3,609,010)</u>	<u>(3,818,281)</u>	<u>(4,021,782)</u>
<b>Expenses</b>									
Fleet	1,814,983	1,891,733	1,944,611	2,211,740	2,117,023	2,127,314	2,137,810	2,148,515	2,159,434
Operations	76,245	61,685	3,200	2,436	-	-	-	-	-
Public Works General	77,789	48,558	35,000	35,300	-	-	-	-	-
Roads and Maintenance	1,529,973	1,673,689	1,637,993	1,773,049	1,861,292	2,155,694	2,045,495	1,964,712	1,997,864
Street Lighting	124,145	143,899	218,549	217,360	435,028	455,407	477,367	517,938	543,843
Traffic Control	59,439	60,014	110,791	128,955	114,435	117,707	121,146	124,765	128,578
Storm Water	118,339	130,432	243,967	286,886	425,300	407,864	468,990	376,178	380,930
Transit	1,652,925	1,689,545	1,817,690	1,805,395	2,094,540	2,180,130	2,422,030	2,550,345	2,611,665
	<u>5,453,837</u>	<u>5,699,555</u>	<u>6,011,801</u>	<u>6,461,121</u>	<u>7,047,618</u>	<u>7,444,116</u>	<u>7,672,837</u>	<u>7,682,454</u>	<u>7,822,314</u>
	<u>2,993,713</u>	<u>3,135,178</u>	<u>3,347,872</u>	<u>3,613,858</u>	<u>3,871,158</u>	<u>4,067,546</u>	<u>4,063,827</u>	<u>3,864,173</u>	<u>3,800,532</u>
<b>Cost per Capita</b>	<b>91.06</b>	<b>95.36</b>	<b>101.83</b>	<b>109.92</b>	<b>114.66</b>	<b>120.48</b>	<b>120.37</b>	<b>114.46</b>	<b>112.57</b>
<b>% of Property Taxes</b>	<b>11.12%</b>	<b>10.22%</b>	<b>10.45%</b>	<b>11.32%</b>	<b>11.60%</b>	<b>11.87%</b>	<b>11.41%</b>	<b>10.44%</b>	<b>9.88%</b>

Public Works - Fleet

Public Works Fleet - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	721,788	755,519	695,585	946,085	885,385	885,556	885,729	885,905	886,084
Fleet Internal Charges	326,812	416,107	334,200	341,700	335,500	336,610	337,742	338,897	340,075
Fuel	265,139	278,997	280,000	330,000	290,000	290,000	290,000	290,000	290,000
Insurance	(1,857)	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Amortization	547,341	501,011	550,000	550,000	425,000	425,000	425,000	425,000	425,000
Salaries and Benefits	509,224	524,108	569,169	576,298	682,471	691,898	701,514	711,322	721,326
<b>Operating Expense</b>	<b>2,368,447</b>	<b>2,475,742</b>	<b>2,508,954</b>	<b>2,824,083</b>	<b>2,698,356</b>	<b>2,709,064</b>	<b>2,719,985</b>	<b>2,731,124</b>	<b>2,742,485</b>
Recoveries	(1,817,138)	(1,934,341)	(1,884,500)	(1,996,100)	(2,124,850)	(2,126,350)	(2,127,880)	(2,129,441)	(2,131,032)
<b>Net Operating Expense</b>	<b>551,309</b>	<b>541,401</b>	<b>624,454</b>	<b>827,983</b>	<b>573,506</b>	<b>582,714</b>	<b>592,105</b>	<b>601,684</b>	<b>611,452</b>
<b>Internal Allocations Out</b>									
Building And License	19,250	19,250	16,500	16,500	22,000	22,000	22,000	22,000	22,000
Bylaw Enforcement	8,250	5,500	14,700	14,700	27,500	28,050	28,611	29,183	29,767
Electric	48,000	39,750	39,500	39,500	45,000	45,000	45,000	45,000	45,000
Engineering Services	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Facilities	41,042	31,998	27,000	29,000	28,000	28,560	29,131	29,714	30,308
Finance - Purchasing	3,000	3,000	3,000	3,500	3,000	3,000	3,000	3,000	3,000
Fire Services - General	272,965	326,184	285,000	325,000	325,000	325,000	325,000	325,000	325,000
Human Resources	-	-	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	45,190	50,250	11,450	11,450	11,450	11,450	11,450	11,450	11,450
Public Works - Parks	29,815	36,000	38,000	38,000	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	16,681	11,000	16,500	11,000	11,000	11,000	11,000	11,000
Sewer	18,154	21,378	43,525	43,525	48,025	48,025	48,025	48,025	48,025
Water	35,691	18,362	51,525	51,525	34,525	34,525	34,525	34,525	34,525
<b>Total Internal Allocations Out</b>	<b>576,621</b>	<b>606,853</b>	<b>590,700</b>	<b>638,700</b>	<b>637,500</b>	<b>638,610</b>	<b>639,742</b>	<b>640,897</b>	<b>642,075</b>
<b>Internal Allocations In</b>									
Finance - procurement	2,023	1,676	-	-	-	-	-	-	-
Information Technology	4,232	3,076	6,426	6,426	6,555	6,686	6,819	6,956	7,095
Public Works - General	-	-	19,931	19,931	49,612	50,174	50,748	51,333	51,929
Roads and Maintenance	16,903	18,092	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>23,157</b>	<b>22,844</b>	<b>26,357</b>	<b>26,357</b>	<b>56,167</b>	<b>56,860</b>	<b>57,567</b>	<b>58,288</b>	<b>59,024</b>
<b>Total Operating Expense</b>	<b>1,814,983</b>	<b>1,891,733</b>	<b>1,944,611</b>	<b>2,211,740</b>	<b>2,117,023</b>	<b>2,127,314</b>	<b>2,137,810</b>	<b>2,148,515</b>	<b>2,159,434</b>
<b>Outputs and Outcomes</b>									
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
<b>Net Operating Expense</b>	(2,156)	(42,608)	60,111	215,640	(7,827)	964	9,930	19,075	28,402
Cost per capita	(0.06)	(1.26)	1.78	6.39	(0.23)	0.03	0.29	0.56	0.84
% of property tax	-0.01%	-0.14%	0.19%	0.68%	-0.02%	0.00%	0.03%	0.05%	0.07%

Change 2018 forecast to 2019 budget

\$ change	(223,468)
% change	-103.63%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
New Fleet Advisor FTE	100,000	
Increase in fleet rates	(139,750)	
Equipment reaching the end of its useful life results in less amortization expense	(125,000)	
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

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Fleet Revenue	(1,475,131)	(1,500,634)	(1,550,500)	(1,585,100)	(1,724,850)	(1,724,850)	(1,724,850)	(1,724,850)	(1,724,850)
Fleet - Overhead	811,796	833,929	1,878,169	2,145,298	2,026,471	2,035,898	2,045,514	2,055,322	2,065,326
Public Works - Fleet - general	932,117	976,312	-	-	-	-	-	-	-
City Hall	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Facilities & Recreation	14,015	16,681	11,000	16,500	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	-	-	-	-	-
RCMP	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Water	35,597	18,362	51,525	51,525	34,525	34,525	34,525	34,525	34,525
Public Works	45,190	50,250	11,450	11,450	11,450	11,450	11,450	11,450	11,450
Engineering	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Waste Water	18,154	21,378	43,525	43,525	48,025	48,025	48,025	48,025	48,025
Finance - Logistics	3,000	3,000	3,000	3,500	3,000	3,000	3,000	3,000	3,000
Facilities	41,042	31,998	27,000	29,000	28,000	28,560	29,131	29,714	30,308
Bylaw	8,250	5,500	14,700	14,700	27,500	28,050	28,611	29,183	29,767
Building	19,250	19,250	16,500	16,500	22,000	22,000	22,000	22,000	22,000
Public Works - Parks	29,815	36,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
Public Works - Fleet	33,829	27,753	40,085	40,085	34,385	34,556	34,729	34,905	35,084
Electric	48,000	39,750	39,500	39,500	45,000	45,000	45,000	45,000	45,000
Solid Waste	-	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
RCMP Revenue	(37,943)	(42,950)	(27,000)	(40,000)	(35,000)	(35,700)	(36,414)	(37,142)	(37,885)
RDOS Revenue	(16,922)	(33,677)	(22,000)	(46,000)	(40,000)	(40,800)	(41,616)	(42,448)	(43,297)
<b>Net Operating Expense</b>	<b>551,309</b>	<b>541,401</b>	<b>624,454</b>	<b>827,983</b>	<b>573,506</b>	<b>582,714</b>	<b>592,105</b>	<b>601,684</b>	<b>611,452</b>

Fleet - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Fleet Future Capital Purchases	-	2,169,450	2,195,200	1,013,750	782,100
Parks Small Equipment	8,450	-	-	-	-
Garage Equipment Replacement	25,000	-	-	-	-
Van to Replace Unit 9	32,000	-	-	-	-
1/2 Ton Pickup to Replace Unit 21	32,000	-	-	-	-
Sewer Flush Truck to Replace Unit 42	350,000	-	-	-	-
Digger Derrick Aerial to Replace Unit 50	250,000	-	-	-	-
1/2 Ton Pickup to Replace Unit 123	32,000	-	-	-	-
3/4 Ton Pickup to Replace Unit 127	35,000	-	-	-	-
3/4 Ton Pickup to Replace Unit 135	40,000	-	-	-	-
Fire Rescue Truck	-	800,000	-	-	-
Parks - Line Painter - Replaces Unit 9475	5,000	-	-	-	-
Parks - Small Lawn Tractor - Replaces Unit 951	3,500	-	-	-	-
<b>Total Fleet Capital</b>	<b>812,950</b>	<b>2,969,450</b>	<b>2,195,200</b>	<b>1,013,750</b>	<b>782,100</b>

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Infrastructure

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	3,100	2,329	3,200	2,605	3,050	3,111	3,173	3,237	3,301
Salaries and Benefits	207,439	197,733	205,182	203,560	207,194	211,338	215,565	219,876	224,273
<b>Operating Expense</b>	<b>210,540</b>	<b>200,061</b>	<b>208,382</b>	<b>206,165</b>	<b>210,244</b>	<b>214,449</b>	<b>218,738</b>	<b>223,113</b>	<b>227,575</b>
<b>Internal Allocations In</b>									
Finance - procurement	685	429	-	-	-	-	-	-	-
Information Technology	-	-	-	-	5,000	27,500	27,500	27,500	27,500
<b>Total Internal Allocations in</b>	<b>685</b>	<b>429</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>27,500</b>	<b>27,500</b>	<b>27,500</b>	<b>27,500</b>
<b>Internal Allocations Out</b>									
Electric	41,288	42,458	62,786	62,278	67,000	77,000	78,000	79,000	80,000
Engineering Services	14,292	14,697	21,749	21,558	23,000	25,000	26,000	27,000	28,000
Storm Sewer	-	8,165	12,106	11,976	12,500	15,000	15,000	15,000	15,500
Roads and Maintenance	12,704	13,064	19,287	19,162	19,744	21,949	22,238	23,113	24,075
Solid Waste Disposal	7,940	8,165	12,106	12,106	13,000	15,000	15,000	15,500	15,500
Sewer	33,348	26,128	38,574	38,325	40,000	44,000	45,000	45,500	46,000
Water	25,408	26,128	38,574	38,325	40,000	44,000	45,000	45,500	46,000
<b>Total Internal Allocations Out</b>	<b>134,980</b>	<b>138,805</b>	<b>205,182</b>	<b>203,729</b>	<b>215,244</b>	<b>241,949</b>	<b>246,238</b>	<b>250,613</b>	<b>255,075</b>
<b>Total Operating Expense</b>	<b>76,245</b>	<b>61,685</b>	<b>3,200</b>	<b>2,436</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<u>Outputs and Outcomes</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>2020 Projection</u>	<u>2021 Projection</u>	<u>2022 Projection</u>	<u>2023 Projection</u>
Cost per capita	2.32	1.88	0.10	0.07	-	-	-	-	-
% of property tax	0.28%	0.20%	0.01%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%

Change 2018 forecast to 2019 budget	
\$ change	(2,436)
% change	<u>-100.00%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
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There are no material changes to note in this cost center.

Operations – Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Asset Management Software	100,000	-	-	-	-
AMIP Update	10,000	-	-	-	-
<b>Total</b>	<b>110,000</b>	-	-	-	-

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Public Works – General

Public Works General – Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Training, Dues, Conferences	22,274	24,740	43,200	43,500	9,950	10,149	10,352	10,559	10,770
Fleet	6,273	5,494	-	-	-	-	-	-	-
Salaries and Benefits	23,900	27,247	532,926	532,926	761,850	761,850	761,850	761,850	761,850
<b>Operating Expense</b>	<b>52,446</b>	<b>57,481</b>	<b>576,126</b>	<b>576,426</b>	<b>771,800</b>	<b>771,999</b>	<b>772,202</b>	<b>772,409</b>	<b>772,620</b>
Recoveries	(21,916)	(60,568)	-	-	-	-	-	-	-
<b>Net Operating Expense</b>	<b>30,530</b>	<b>(3,087)</b>	<b>576,126</b>	<b>576,426</b>	<b>771,800</b>	<b>771,999</b>	<b>772,202</b>	<b>772,409</b>	<b>772,620</b>
<b>Internal Allocations Out</b>									
Electric	-	-	-	-	43,925	44,803	45,700	46,614	47,546
Storm Sewer	-	-	50,461	50,461	69,900	69,900	69,900	69,900	69,900
Cemetery	-	-	7,410	7,410	8,200	8,200	8,200	8,200	8,200
Fleet	-	-	19,931	19,931	49,612	50,174	50,748	51,333	51,929
Parks	-	-	14,820	14,820	35,727	36,114	36,508	36,910	37,320
Roads and Maintenance	-	-	140,566	140,566	182,532	183,272	184,026	184,796	185,581
Transit	-	-	13,360	13,360	14,000	14,000	14,000	14,000	14,000
Solid Waste Disposal	-	-	36,968	36,968	45,700	45,700	45,700	45,700	45,700
Sewer	-	-	145,833	145,833	222,897	223,635	224,388	225,155	225,938
Water	23,019	9,105	145,833	145,833	308,897	309,635	310,388	311,155	311,938
<b>Total Internal Allocations Out</b>	<b>23,019</b>	<b>9,105</b>	<b>575,182</b>	<b>575,182</b>	<b>981,390</b>	<b>985,433</b>	<b>989,557</b>	<b>993,763</b>	<b>998,054</b>
<b>Internal Allocations In</b>									
Finance - procurement	2,659	1,556	-	-	-	-	-	-	-
Facilities	-	-	-	-	175,700	179,214	182,798	186,454	190,183
Information Technology	2,943	2,819	5,940	5,940	5,940	5,940	5,940	5,940	5,940
Fleet	45,190	50,250	11,450	11,450	11,450	11,450	11,450	11,450	11,450
Safety	19,486	6,125	16,666	16,666	16,500	16,830	17,167	17,510	17,860
<b>Total Internal Allocations in</b>	<b>70,278</b>	<b>60,750</b>	<b>34,056</b>	<b>34,056</b>	<b>209,590</b>	<b>213,434</b>	<b>217,355</b>	<b>221,354</b>	<b>225,433</b>
<b>Total Operating Expense</b>	<b>77,789</b>	<b>48,558</b>	<b>35,000</b>	<b>35,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Cost per capita	2.37	1.48	1.06	1.07	-	-	-	-	-
% of property tax	0.29%	0.16%	0.11%	0.11%	0.00%	0.00%	0.00%	0.00%	0.00%

Change 2018 forecast to 2019 budget	
\$ change	<u>(35,300)</u>
% change	<u>-100.00%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
In 2018, the original net operating costs for this department was \$0 as all costs are allocated out to other areas, as they are in 2019. In 2018, there was a budget amendment done for a one time expense related to flood prevention at Ellis Creek.	(35,300)	-100.00%

## Public Works – Roads and Maintenance

## Public Works – Roads and Maintenance – Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Object</b>									
Goods and Services	621,406	721,079	696,660	711,196	715,200	729,318	743,719	758,407	773,390
Fleet	242,439	236,919	236,500	276,874	251,600	251,600	251,600	251,600	251,600
Salaries and Benefits	981,689	1,094,293	522,980	599,750	685,051	698,761	712,746	727,010	741,561
Total Operating Expense	1,845,533	2,052,291	1,456,140	1,587,820	1,651,851	1,679,679	1,708,064	1,737,018	1,766,550
Recoveries	(7,944)	(175)	-	66	-	-	-	-	-
<b>Net Operating Expense</b>	<b>1,837,590</b>	<b>2,052,116</b>	<b>1,456,140</b>	<b>1,587,887</b>	<b>1,651,851</b>	<b>1,679,679</b>	<b>1,708,064</b>	<b>1,737,018</b>	<b>1,766,550</b>
<b>Operations by Project</b>									
Roads and Related Infrastructure	1,057,843	1,139,082	1,201,610	1,265,393	1,303,101	1,324,824	1,346,981	1,369,582	1,392,635
Sidewalks and Walkways	195,635	177,477	204,620	186,100	218,250	222,119	226,066	230,092	234,199
Support Services	70,714	189,944	42,450	131,175	123,100	125,188	127,318	129,490	131,706
Salaries and Benefits	513,397	545,613	7,460	5,218	7,400	7,548	7,699	7,853	8,010
<b>Net Operating Expense</b>	<b>1,837,590</b>	<b>2,052,116</b>	<b>1,456,140</b>	<b>1,587,887</b>	<b>1,651,851</b>	<b>1,679,679</b>	<b>1,708,064</b>	<b>1,737,018</b>	<b>1,766,550</b>
<b>Internal Allocations Out</b>									
Electric Utility	-	-	-	-	3,750	3,750	3,750	3,750	3,750
Storm Water	-	41,405	-	-	-	-	-	-	-
Cemetery	6,356	6,795	-	-	-	-	-	-	-
Fleet	16,903	18,092	-	-	-	-	-	-	-
Parks	12,712	13,591	-	-	-	-	-	-	-
Transit	8,870	9,496	-	-	-	-	-	-	-
Solid Waste Disposal	29,136	30,786	-	-	-	-	-	-	-
Sewer	141,309	148,726	-	-	15,750	15,750	15,750	15,750	15,750
Water	132,705	139,275	-	-	15,750	15,750	15,750	15,750	15,750
<b>Total Internal Allocations Out</b>	<b>347,991</b>	<b>408,166</b>	<b>-</b>	<b>-</b>	<b>35,250</b>	<b>35,250</b>	<b>35,250</b>	<b>35,250</b>	<b>35,250</b>
<b>Internal Allocations In</b>									
Operations	12,704	13,064	19,287	19,162	19,744	21,949	22,238	23,113	24,075
Electric - radios	9,408	6,500	12,000	15,500	12,365	12,613	12,865	13,122	13,385
Engineering Design	10,000	10,000	10,000	10,000	30,050	293,432	153,551	41,913	43,523
Finance - Procurement	319	-	-	-	-	-	-	-	-
Public Works - General	-	-	140,566	140,566	182,532	183,272	184,026	184,796	185,581
<b>Total Internal Allocations In</b>	<b>32,431</b>	<b>29,564</b>	<b>181,853</b>	<b>185,228</b>	<b>244,691</b>	<b>511,265</b>	<b>372,681</b>	<b>262,944</b>	<b>266,563</b>
Add back recoveries	(7,944)	(175)	-	66	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,529,973</b>	<b>1,673,689</b>	<b>1,637,993</b>	<b>1,773,049</b>	<b>1,861,292</b>	<b>2,155,694</b>	<b>2,045,495</b>	<b>1,964,712</b>	<b>1,997,864</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>1,522,030</b>	<b>1,673,514</b>	<b>1,637,993</b>	<b>1,773,115</b>	<b>1,861,292</b>	<b>2,155,694</b>	<b>2,045,495</b>	<b>1,964,712</b>	<b>1,997,864</b>
Cost per capita	46.29	50.90	49.82	53.93	55.13	63.85	60.59	58.19	59.18
% of property tax	5.65%	5.46%	5.11%	5.55%	5.58%	6.29%	5.74%	5.31%	5.19%
Change 2018 forecast to 2019 budget									
\$ change	88,177								
% change	4.97%								

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Net increase in allocations in/out from other departments	24,213	1.37%
Increase in sign & barracade construction costs	13,800	0.78%
Increase in vandalism budget based on historical trends	23,979	1.35%
Increase in sidewalk maintenance including snow clearing	26,250	1.48%

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

Roads and Maintenance - Operating Budget by Project

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Standby after hrs. call	11,125	10,640	12,500	12,500	32,000	32,641	33,295	33,963	34,643
Tools & Supplies	12,316	11,702	10,500	8,750	10,500	10,560	10,621	10,684	10,747
Yards Grounds	12,281	5,841	4,500	5,716	4,600	4,662	4,725	4,790	4,856
Sign and barricade construction	7,993	7,040	4,700	2,950	16,750	17,079	17,414	17,756	18,105
Safety Equipment	1,815	-	-	-	-	-	-	-	-
Vandalism	20,997	24,698	22,000	24,521	48,500	49,331	50,178	51,042	51,924
Emergency support	1,154	130,023	750	71,888	4,750	4,815	4,882	4,949	5,018
Subdivision and capital works callbacl	3,034	-	5,000	4,850	6,000	6,100	6,202	6,307	6,413
Lanes	64,822	64,455	68,220	72,950	75,500	76,943	78,415	79,916	81,447
Streets	468,586	571,585	527,750	611,446	577,501	586,696	596,074	605,640	615,397
Bridges	39,626	19,522	54,790	32,012	42,500	43,272	44,059	44,861	45,680
Parking Lots	28,688	50,011	34,500	38,128	43,500	44,160	44,833	45,519	46,219
Street scape	29,975	26,896	50,400	38,800	46,600	47,376	48,168	48,975	49,799
Street and sidewalk cleaning	204,089	179,214	203,450	261,245	268,500	272,508	276,596	280,767	285,020
Traffic control	222,057	227,399	245,000	210,812	249,000	253,870	258,837	263,904	269,072
Sidewalks	174,327	162,060	175,350	158,300	184,550	187,837	191,190	194,610	198,099
Walkways	21,308	15,417	29,270	27,800	33,700	34,282	34,876	35,482	36,100
Unallocated salaries and benefits	513,397	545,613	7,460	5,218	7,400	7,548	7,699	7,853	8,010
<b>Net Operating Expense</b>	<b>1,837,590</b>	<b>2,052,116</b>	<b>1,456,140</b>	<b>1,587,887</b>	<b>1,651,851</b>	<b>1,679,679</b>	<b>1,708,064</b>	<b>1,737,018</b>	<b>1,766,550</b>

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Roads and Maintenance - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Christmas Decorations - D/T Core	-	75,000	-	-	-
Waste and Recycling Receptacles	-	20,000	-	20,000	-
Main St. - 200 Blk Breeze Way Upgrade	-	100,000	-	-	-
<b>Total Roads &amp; Maintenance Capital</b>	-	195,000	-	20,000	-

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Public Works – Street Lighting

Street Lighting - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Object</b>									
Goods and Services	102,403	120,629	188,445	195,110	324,469	343,181	363,441	402,278	426,414
Fleet	4,254	3,194	7,350	3,250	27,350	27,350	27,350	27,350	27,350
Salaries and benefits	17,488	20,077	22,754	19,000	83,209	84,876	86,576	88,310	90,079
<b>Net Operating Expense</b>	<b>124,145</b>	<b>143,899</b>	<b>218,549</b>	<b>217,360</b>	<b>435,028</b>	<b>455,407</b>	<b>477,367</b>	<b>517,938</b>	<b>543,843</b>
<b>Operations by Project</b>									
Vandalism	579	6,033	3,546	2,750	3,622	3,688	3,755	3,823	3,893
City Parking Lots	-	716	1,000	-	1,020	1,036	1,053	1,070	1,088
Light Standard Condition Assessment	952	1,200	15,450	6,550	-	-	-	16,888	17,225
Light Standard Replacements	21,783	23,121	67,993	33,500	69,625	70,881	72,163	73,470	74,804
Street Lighting Power	100,831	112,829	120,560	120,560	160,761	176,194	193,109	211,648	231,966
Special Street Lighting Projects	-	-	10,000	54,000	200,000	203,607	207,287	211,040	214,868
<b>Total Operating Expense</b>	<b>124,145</b>	<b>143,899</b>	<b>218,549</b>	<b>217,360</b>	<b>435,028</b>	<b>455,407</b>	<b>477,367</b>	<b>517,938</b>	<b>543,843</b>

<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Forecast</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Cost per capita	3.78	4.38	6.65	6.61	12.89	13.49	14.14	15.34	16.11
% of property tax	0.46%	0.47%	0.68%	0.68%	1.30%	1.33%	1.34%	1.40%	1.41%

Change 2018 forecast to 2019 budget

\$ change	<u>217,668</u>
% change	<u>100.14%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Increase in costs of street lighting power	40,201	18.50%
Increase in special streetlight projects in 2019	146,000	67.17%
Increase in standard replacements, including LED conversions	36,125	16.62%

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

Public Works - Traffic Control

Traffic Control - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Object</b>									
Goods and Services	31,665	24,378	64,480	64,255	67,254	69,659	72,214	74,931	77,825
Fleet	713	2,615	2,837	3,600	2,837	2,837	2,837	2,837	2,837
Salaries and benefits	27,061	33,021	43,474	61,100	44,343	45,211	46,095	46,997	47,916
<b>Total Operating Expense</b>	<b>59,439</b>	<b>60,014</b>	<b>110,791</b>	<b>128,955</b>	<b>114,435</b>	<b>117,707</b>	<b>121,146</b>	<b>124,765</b>	<b>128,578</b>
<b>Operations by Project</b>									
Annual Condition Assessment	4,453	9,660	17,922	17,922	18,460	18,829	19,205	19,590	19,981
Provincial Cost Sharing	5,388	5,583	-	-	-	-	-	-	-
Vandalism/Hit & Run Damage	2,710	7,297	2,045	19,300	2,106	2,149	2,192	2,236	2,280
Traffic Control Electricity	5,000	7,643	12,723	12,723	13,944	15,283	16,750	18,358	20,121
Repairs	41,887	29,831	78,101	79,010	79,924	81,446	82,999	84,582	86,196
<b>Total Operating Expense</b>	<b>59,439</b>	<b>60,014</b>	<b>110,791</b>	<b>128,955</b>	<b>114,435</b>	<b>117,707</b>	<b>121,146</b>	<b>124,765</b>	<b>128,578</b>

Outputs and Outcomes	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Forecast	Budget	Budget	Projection	Projection	Projection	Projection
Cost per capita	1.81	1.83	3.37	3.92	3.39	3.49	3.59	3.70	3.81
% of property tax	0.22%	0.20%	0.35%	0.40%	0.34%	0.34%	0.34%	0.34%	0.33%

Change 2018 forecast to 2019 budget  
 \$ change (14,520)  
 % change -11.26%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Vandalism costs greatly exceeded budget in 2018, not expected to recur in 2019	(17,194)	-13.33%

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

Traffic Control - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Traffic signalization - Upgrade Controllers	102,680	105,436	108,271	111,188	55,594
Traffic Signals - New Traffic Detection Devices	63,000	64,750	66,552	68,405	70,313
Pedestrian Cross Walks	280,000	-	-	-	-
<b>Total Traffic Control Capital</b>	<b>445,680</b>	<b>170,187</b>	<b>174,823</b>	<b>179,593</b>	<b>125,907</b>

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Public Works - Transit  
Transit - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	25,551	32,785	35,450	28,431	31,560	32,180	32,810	33,450	34,090
Contract - Municipal Share	1,609,661	1,639,432	1,761,000	1,744,300	2,035,190	2,119,880	2,360,870	2,488,260	2,548,650
Fleet	806	923	950	2,442	1,740	1,770	1,800	1,835	1,865
Salaries and benefits	8,036	6,909	6,930	16,862	12,050	12,300	12,550	12,800	13,060
<b>Total Operating Expense</b>	<b>1,644,055</b>	<b>1,680,049</b>	<b>1,804,330</b>	<b>1,792,035</b>	<b>2,080,540</b>	<b>2,166,130</b>	<b>2,408,030</b>	<b>2,536,345</b>	<b>2,597,665</b>
Revenue	(635,042)	(629,862)	(606,700)	(668,500)	(684,610)	(692,220)	(728,130)	(738,840)	(740,750)
<b>Net Operating Expense</b>	<b>1,009,013</b>	<b>1,050,188</b>	<b>1,197,630</b>	<b>1,123,535</b>	<b>1,395,930</b>	<b>1,473,910</b>	<b>1,679,900</b>	<b>1,797,505</b>	<b>1,856,915</b>
<b>Internal Allocations In</b>									
PW - Wage Allocation	-	-	13,360	13,360	14,000	14,000	14,000	14,000	14,000
PW - Wage Allocation	8,870	9,496	-	-	-	-	-	-	-
	8,870	9,496	13,360	13,360	14,000	14,000	14,000	14,000	14,000
Add back Revenue	(635,042)	(629,862)	(606,700)	(668,500)	(684,610)	(692,220)	(728,130)	(738,840)	(740,750)
<b>Total Operating Expense</b>	<b>1,652,925</b>	<b>1,689,545</b>	<b>1,817,690</b>	<b>1,805,395</b>	<b>2,094,540</b>	<b>2,180,130</b>	<b>2,422,030</b>	<b>2,550,345</b>	<b>2,611,665</b>
<b>Outputs and Outcomes</b>									
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Net Operating Expense</b>	<b>1,017,883</b>	<b>1,059,684</b>	<b>1,210,990</b>	<b>1,136,895</b>	<b>1,409,930</b>	<b>1,487,910</b>	<b>1,693,900</b>	<b>1,811,505</b>	<b>1,870,915</b>
Cost per capita	30.96	32.23	36.83	34.58	41.76	44.07	50.17	53.66	55.42
% of property tax	3.78%	3.46%	3.78%	3.56%	4.23%	4.34%	4.76%	4.89%	4.86%

<b>Conventional Transit</b>									
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

<b>Custom Transit</b>									
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 2018 forecast to 2019 budget	
\$ change	<u>273,035</u>
% change	<u>24.02%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Increases to level of service reflected in contract increase from BC Transit	224,868	19.78%
Increases to level of service - Kelowna route	66,022	5.81%
Increased revenue as a result of increased service levels	(16,110)	-1.42%

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

**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

Transit - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Electricity	3,068	3,249	3,290	3,200	3,300	3,400	3,500	3,600	3,700
Maintenance Bus Shelters & Benches	26,929	32,149	35,240	39,335	36,740	37,440	38,150	38,875	39,605
Municipal Expense	1,609,661	1,639,432	1,761,000	1,744,300	2,035,190	2,119,880	2,360,870	2,488,260	2,548,650
Taxi Supplements	22	9	200	200	200	200	200	200	200
Coin Processing	4,374	4,525	3,900	4,300	4,400	4,490	4,580	4,670	4,760
<b>Total Expenses</b>	<b>1,644,055</b>	<b>1,679,364</b>	<b>1,803,630</b>	<b>1,791,335</b>	<b>2,079,830</b>	<b>2,165,410</b>	<b>2,407,300</b>	<b>2,535,605</b>	<b>2,596,915</b>
Recoveries	(635,042)	(629,176)	(606,000)	(667,800)	(683,900)	(691,500)	(727,400)	(738,100)	(740,000)
<b>Net Operating Expenses</b>	<b>1,009,013</b>	<b>1,050,188</b>	<b>1,197,630</b>	<b>1,123,535</b>	<b>1,395,930</b>	<b>1,473,910</b>	<b>1,679,900</b>	<b>1,797,505</b>	<b>1,856,915</b>

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## Storm Water Utility

### Storm Water - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Salaries and Benefits	47,305	42,026	54,150	73,150	89,900	83,401	84,932	79,494	81,087
Goods and Services	71,034	38,836	52,250	76,298	157,000	142,563	144,158	112,784	114,443
<b>Operating Expense</b>	<b>118,339</b>	<b>80,862</b>	<b>106,400</b>	<b>149,448</b>	<b>246,900</b>	<b>225,964</b>	<b>229,090</b>	<b>192,278</b>	<b>195,530</b>
Revenues	-	-	(172,729)	(182,729)	(367,000)	(558,000)	(753,000)	(950,000)	(1,150,000)
<b>Net Operating Expense</b>	<b>118,339</b>	<b>80,862</b>	<b>(66,329)</b>	<b>(33,281)</b>	<b>(120,100)</b>	<b>(332,036)</b>	<b>(523,910)</b>	<b>(757,722)</b>	<b>(954,470)</b>
<b>Expenses by Project</b>									
Flushing Mains	17,341	6,334	30,000	15,700	30,500	31,111	31,735	32,371	33,019
CB Cleaning	21,251	7,682	21,500	40,020	21,750	22,186	22,630	23,084	23,547
TV Inspection	8,191	9,605	10,000	-	10,000	10,200	10,405	10,613	10,826
Main Repairs	813	2,477	5,000	1,808	5,000	5,100	5,202	5,307	5,413
Man Hole Repairs	3,054	9,798	4,650	4,220	4,650	4,743	4,838	4,935	5,034
Detention pond maintenance	32,351	22,748	20,000	32,500	15,500	15,811	16,127	16,451	16,780
Ditching / General Maintenance	17,977	22,217	15,250	55,200	65,500	66,813	68,152	69,517	70,910
Storm Water Utility General	17,360	-	-	(10,000)	-	-	-	-	-
Service Confirmation	-	-	-	-	40,000	40,000	40,000	-	-
Trunk Line Cleaning	-	-	-	-	30,000	30,000	30,000	30,000	30,000
Athens Creek Storm System Ditching	-	-	-	-	24,000	-	-	-	-
<b>Total Expenses by Project</b>	<b>118,339</b>	<b>80,862</b>	<b>106,400</b>	<b>139,448</b>	<b>246,900</b>	<b>225,964</b>	<b>229,090</b>	<b>192,278</b>	<b>195,530</b>
<b>Revenues by Project</b>									
User Fees	-	-	(172,729)	(172,729)	(367,000)	(558,000)	(753,000)	(950,000)	(1,150,000)
<b>Net Operating Expense</b>	<b>118,339</b>	<b>80,862</b>	<b>(66,329)</b>	<b>(33,281)</b>	<b>(120,100)</b>	<b>(332,036)</b>	<b>(523,910)</b>	<b>(757,722)</b>	<b>(954,470)</b>
<b>Internal Allocations In</b>									
Operations	-	8,165	12,106	11,976	12,500	15,000	15,000	15,000	15,500
Engineering	-	-	-	-	-	-	57,000	-	-
IT	-	-	-	-	20,000	20,000	20,000	20,000	20,000
PW - Wage Allocation	-	41,405	50,461	50,461	69,900	69,900	69,900	69,900	69,900
Administration	-	-	75,000	75,000	76,000	77,000	78,000	79,000	80,000
<b>Total Internal Allocations In</b>	<b>-</b>	<b>49,570</b>	<b>137,567</b>	<b>137,438</b>	<b>178,400</b>	<b>181,900</b>	<b>239,900</b>	<b>183,900</b>	<b>185,400</b>
<b>Total Operating Expense</b>	<b>118,339</b>	<b>130,432</b>	<b>243,967</b>	<b>286,886</b>	<b>425,300</b>	<b>407,864</b>	<b>468,990</b>	<b>376,178</b>	<b>380,930</b>
<b>Transfer to Storm Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,136</b>	<b>284,010</b>	<b>573,822</b>	<b>769,070</b>
<b>Outputs and Outcomes</b>									
	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Net Operating Expense</b>	<b>118,339</b>	<b>130,432</b>	<b>71,238</b>	<b>104,157</b>	<b>58,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cost per capita	3.60	3.97	2.17	3.17	1.73	-	-	-	-
% of property tax	0.44%	0.43%	0.22%	0.33%	0.17%	0.00%	0.00%	0.00%	0.00%

Change 2018 forecast to 2019 budget

\$ change (45,857)

% change -44.03%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Increase in user fee revenue	(184,271)	-176.92%
Increase in cost allocations in form other departments	40,962	39.33%
2019 initiatives not undertaken in 2018:		
Service Confirmation	40,000	38.40%
Trunk Line Cleaning	30,000	28.80%
Athens Creek Storm System Ditching	24,000	23.04%

## Environmental Development Segment

### Environmental Development Services Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Revenue Summary</b>									
Economic Development	(75,253)	-	-	-	-	-	-	-	-
Development Engineering	(37,027)	(138,171)	(73,000)	(11,000)	(61,000)	(62,220)	(63,464)	(64,734)	(66,028)
Land Management	(1,026,258)	(1,247,881)	(1,286,766)	(1,242,099)	(1,114,398)	(1,132,393)	(1,153,454)	(1,175,677)	(1,199,167)
Climate Action Reporting Grant	-	(48,073)	(48,000)	(52,320)	(48,000)	(48,000)	(48,000)	(48,000)	(48,000)
Planning	(212,274)	(316,275)	(253,000)	(293,764)	(278,000)	(278,000)	(278,000)	(278,000)	(278,000)
	<b>(1,350,812)</b>	<b>(1,750,400)</b>	<b>(1,660,766)</b>	<b>(1,599,182)</b>	<b>(1,501,398)</b>	<b>(1,520,613)</b>	<b>(1,542,919)</b>	<b>(1,566,411)</b>	<b>(1,591,195)</b>
<b>Expenditure Summary</b>									
Economic Development	763,066	373,592	393,500	336,402	391,000	398,728	406,610	414,651	422,852
Tourism	354,000	354,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Development Services	514,681	660,221	632,573	730,662	698,000	688,586	694,284	800,095	706,021
Land Management	410,821	432,889	441,813	500,407	627,298	635,138	543,035	545,990	549,004
Planning	544,381	661,666	681,769	679,994	888,012	724,226	721,584	729,089	736,744
Engineering	144,432	232,324	196,469	153,633	-	-	-	-	-
	<b>2,731,381</b>	<b>2,714,693</b>	<b>2,646,125</b>	<b>2,701,097</b>	<b>2,904,310</b>	<b>2,746,678</b>	<b>2,665,513</b>	<b>2,789,824</b>	<b>2,714,621</b>
<b>Net Operating expense</b>	<b>1,380,569</b>	<b>964,293</b>	<b>985,359</b>	<b>1,101,915</b>	<b>1,402,912</b>	<b>1,226,065</b>	<b>1,122,594</b>	<b>1,223,413</b>	<b>1,123,427</b>
<b>Cost Per Capita</b>	<b>41.99</b>	<b>29.33</b>	<b>29.97</b>	<b>33.52</b>	<b>41.55</b>	<b>36.32</b>	<b>33.25</b>	<b>36.24</b>	<b>33.28</b>
<b>% of Property Taxes</b>	<b>5.13%</b>	<b>3.14%</b>	<b>3.08%</b>	<b>3.45%</b>	<b>4.20%</b>	<b>3.58%</b>	<b>3.15%</b>	<b>3.30%</b>	<b>2.92%</b>

## Economic Development

## Economic Development - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Special Programs	52,163	-	35,500	12,500	30,000	30,600	31,212	31,836	32,473
Small bus development	48,514	53,802	-	-	-	-	-	-	-
Promo material-commun	58,563	27,995	-	-	-	-	-	-	-
Office supplies	113	788	-	-	-	-	-	-	-
Auto & mileage	305	-	-	-	-	-	-	-	-
Miscellaneous	7,061	1,271	-	-	-	-	-	-	-
Minor Projects	16,428	2,624	-	-	-	-	-	-	-
Remote Worker & Business Attraction	82,253	51,675	-	-	-	-	-	-	-
Biking	25,211	3,329	-	-	-	-	-	-	-
Event Sport Tourism	10,221	2,500	-	-	-	-	-	-	-
Labour market partnership agreement	13,508	20,007	-	-	-	-	-	-	-
VFX/Animation Industry Attract	-	5,613	-	-	-	-	-	-	-
Wine/Viticulture Industry Expand.	-	16,375	-	-	-	-	-	-	-
South OK FDI Group Formation	-	5,113	-	-	-	-	-	-	-
Agri-Tech Industry Develop	-	5,000	-	-	-	-	-	-	-
Strategic Outreach	-	18,848	-	-	-	-	-	-	-
Welcoming Community	-	3,922	-	-	-	-	-	-	-
Community Branding	-	2,929	-	-	-	-	-	-	-
Start Here Magazine	-	10,364	-	-	-	-	-	-	-
Tourism - external consultants	18,279	-	-	-	-	-	-	-	-
Gateway Casino	20,023	6,730	-	-	-	-	-	-	-
Event Sport Tourism - General Expenses	3,534	505	-	-	-	-	-	-	-
Scotties Tournament of Hearts	4,952	-	-	-	-	-	-	-	-
Penticton Business Toolkit	-	-	20,000	20,000	22,000	22,441	22,891	23,349	23,817
Exposure Advertising	-	-	15,000	15,000	20,000	20,400	20,808	21,224	21,649
Internal/External Communication	-	-	5,000	4,000	10,000	10,200	10,404	10,612	10,824
Business Climate Survey	-	-	21,000	19,000	-	-	-	-	-
Communications/Exposure	-	-	20,000	15,000	-	-	-	-	-
Governmental Relationships	-	-	2,000	1,250	-	-	-	-	-
Process Improvement	-	-	5,000	1,902	-	-	-	-	-
EIZ Bylaw Review	-	-	2,000	-	-	-	-	-	-
PIB Economic Development Relationship	-	-	1,000	1,500	-	-	-	-	-
Operational Partnership Agreement	-	-	2,000	2,000	2,000	2,040	2,081	2,122	2,165
Welcoming Community	-	-	5,000	6,250	8,000	8,160	8,324	8,491	8,661
Priority Clusters - Retention & Expansion	-	-	30,000	30,000	-	-	-	-	-
Penticton Works Platform	-	-	20,000	20,000	-	-	-	-	-
Hiring & Housing Forum	-	-	-	-	50,000	51,002	52,024	53,067	54,130
FutureBiz Economic Forum	-	-	-	-	20,000	20,401	20,810	21,227	21,652
Welcome Package	-	-	-	-	20,000	20,401	20,810	21,227	21,652
Priority Clusters - Attraction	-	-	15,000	15,000	-	-	-	-	-
Penticton Works Platform	-	-	35,000	35,000	-	-	-	-	-
Start Here Okanagan Magazine	-	-	17,000	-	-	-	-	-	-
Start Here Okanagan Platform	-	-	30,000	29,000	35,000	35,700	36,414	37,142	37,885
Penticton Works/Start Here Okanagan Amalg.	-	-	8,000	7,000	-	-	-	-	-
Priority Clusters - Impact/Opportunity Report	-	-	-	-	75,000	76,503	78,036	79,600	81,195
Training, Conferences & Dues	2,713	5,317	10,000	7,000	9,000	9,180	9,364	9,551	9,742
Salaries and wages	323,582	128,826	90,000	90,000	85,000	86,700	88,434	90,203	92,007
	687,423	373,532	388,500	331,402	386,000	393,728	401,610	409,651	417,852
<b>Internal Allocations In</b>									
Communications	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Procurement	390	60	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	390	60	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Operating Expense</b>	687,813	373,592	393,500	336,402	391,000	398,728	406,610	414,651	422,852
<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Net Operating Expense</b>	687,813	373,592	393,500	336,402	391,000	398,728	406,610	414,651	422,852
Cost per capita	20.92	11.36	11.97	10.23	11.89	12.13	12.37	12.61	12.86
% of property tax	2.55%	1.22%	1.23%	1.05%	1.17%	1.16%	1.14%	1.12%	1.10%

Tourism

Tourism - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
<u>Tourism Funding</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Forecast</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Travel Penticton Contract	354,000	354,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Cost per capita	10.77	10.77	9.12	9.12	9.12	9.12	9.12	9.12	9.12
% of property tax	1.31%	1.15%	0.94%	0.94%	0.90%	0.88%	0.84%	0.81%	0.78%

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Development Services

Development Services - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	40,226	51,292	70,500	42,685	55,125	56,115	57,124	58,153	59,203
Carmi Landfill Monitoring	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Salaries and benefits	343,078	309,746	261,033	253,221	258,110	258,110	258,110	258,110	258,110
Total Operating Expense	388,304	366,039	336,533	300,906	318,235	319,225	320,234	321,263	322,313
Development Cost Charges	(496,862)	(938,388)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Net Operating Expense</b>	<b>(108,559)</b>	<b>(572,349)</b>	<b>136,533</b>	<b>100,906</b>	<b>118,235</b>	<b>119,225</b>	<b>120,234</b>	<b>121,263</b>	<b>122,313</b>
<b>Transfer to DCC Reserve</b>	<b>496,862</b>	<b>938,388</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Internal Allocations Out</b>									
Planning	4,377	-	-	-	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>4,377</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internal Allocations In</b>									
Land Administration	(8,500)	-	-	-	-	-	-	-	-
Development Engineering Fees	(8,047)	(138,171)	(73,000)	(11,000)	(61,000)	(62,220)	(63,464)	(64,734)	(66,028)
Development Engineering Expense	80,954	273,859	284,082	297,756	285,235	293,341	296,508	399,739	303,035
Corporate Services	58,211	148,016	70,000	125,000	140,000	122,400	124,848	127,345	129,892
Communications	-	683	8,000	8,000	8,000	8,160	8,323	8,490	8,659
Finance - Procurement	600	605	-	-	-	-	-	-	-
Information Technology	7,538	9,189	6,958	10,000	7,530	7,681	7,834	7,991	8,151
<b>Total Internal Allocations In</b>	<b>130,755</b>	<b>294,182</b>	<b>296,039</b>	<b>429,756</b>	<b>379,765</b>	<b>369,361</b>	<b>374,049</b>	<b>478,831</b>	<b>383,709</b>
Add back Recoveries	-	-	(273,000)	(11,000)	(61,000)	(62,220)	(63,464)	(64,734)	(66,028)
<b>Total Operating Expense</b>	<b>514,681</b>	<b>660,221</b>	<b>632,573</b>	<b>730,662</b>	<b>698,000</b>	<b>688,586</b>	<b>694,284</b>	<b>800,095</b>	<b>706,021</b>

Outputs and Outcomes	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Net Operating Expense</b>	<b>514,681</b>	<b>660,221</b>	<b>632,573</b>	<b>730,662</b>	<b>698,000</b>	<b>688,586</b>	<b>694,284</b>	<b>800,095</b>	<b>706,021</b>
Cost per capita	15.24	19.56	18.74	21.64	20.67	20.40	20.56	23.70	20.91
% of property tax	1.91%	2.15%	1.98%	2.29%	2.09%	2.01%	1.95%	2.16%	1.83%
Change 2018 forecast to 2019 budget									
\$ change					(32,662)				
% change					-4.47%				

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Increase in expected development engineering revenue	(50,000)	-6.84%
Increase in legal expenses based on historical trend	15,000	2.05%

Development Engineering

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
DCC Bylaw Update	-	-	5,000	456	-	-	-	100,000	-
Subdivision & Dev. Bylaw	-	11,807	8,000	17,000	12,000	12,240	12,485	12,734	12,989
Engineering Bylaw Review	-	-	5,000	-	-	5,000	5,000	5,000	5,000
Salary and Wages	80,954	262,052	266,082	280,300	273,235	276,101	279,023	282,005	285,046
	80,954	273,859	284,082	297,756	285,235	293,341	296,508	399,739	303,035
Fees	(37,027)	(138,171)	(73,000)	(11,000)	(61,000)	(62,220)	(63,464)	(64,734)	(66,028)
<b>Net Operating Expense</b>	<b>43,927</b>	<b>135,689</b>	<b>211,082</b>	<b>286,756</b>	<b>224,235</b>	<b>231,121</b>	<b>233,044</b>	<b>335,006</b>	<b>237,007</b>

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## Land Management

### Land Management - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	209,877	262,823	187,375	228,801	314,475	319,475	224,475	224,475	224,475
Legal	7,517	17,737	-	6,000	-	-	-	-	-
Salaries and benefits	202,852	219,535	251,938	263,106	310,323	313,163	316,060	319,015	322,029
<b>Total Operating Expense</b>	<b>420,247</b>	<b>500,095</b>	<b>439,313</b>	<b>497,907</b>	<b>624,798</b>	<b>632,638</b>	<b>540,535</b>	<b>543,490</b>	<b>546,504</b>
Revenue	(1,026,258)	(1,247,881)	(1,286,766)	(1,242,099)	(1,114,398)	(1,132,393)	(1,153,454)	(1,175,677)	(1,199,167)
<b>Net Operating Surplus</b>	<b>(606,012)</b>	<b>(747,786)</b>	<b>(847,453)</b>	<b>(744,192)</b>	<b>(489,600)</b>	<b>(499,754)</b>	<b>(612,919)</b>	<b>(632,187)</b>	<b>(652,662)</b>

#### Internal Allocations Out

Development Services	(8,500)	-	-	-	-	-	-	-	-
General Government	(30,533)	(2,405)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Planning	48,459	69,610	-	-	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>9,426</b>	<b>67,205</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>

Add back Revenue (1,026,258) (1,247,881) (1,286,766) (1,242,099) (1,114,398) (1,132,393) (1,153,454) (1,175,677) (1,199,167)

**Total Operating Expense** 410,821 432,889 441,813 500,407 627,298 635,138 543,035 545,990 549,004

Outputs and Outcomes	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Net Operating Surplus</b>	<b>(615,438)</b>	<b>(814,992)</b>	<b>(844,953)</b>	<b>(741,692)</b>	<b>(487,100)</b>	<b>(497,254)</b>	<b>(610,419)</b>	<b>(629,687)</b>	<b>(650,162)</b>

Cost per capita - 18.23 - 22.15 - 25.10 - 22.04 - 14.50 - 14.80 - 18.15 - 18.73 - 19.33  
 % of property tax -2.29% -2.66% -2.64% -2.32% -1.46% -1.45% -1.71% -1.70% -1.69%

Change 2018 forecast to 2019 budget

\$ change 254,592  
 % change -34.33%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Interior Health & Okanagan Hockey School lease revenue now reflected in SOEC schedule	160,290	21.61%
Parks Master Plan commencing in 2019	75,000	10.11%
Land Management Strategy to commence in 2019	15,000	2.02%
0.5 FTE budgeted to operations in 2019, was budgeted to a		

Land Management - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Planning									
Land Lease Costs	57,000	87,051	82,000	71,000	82,000	82,000	82,000	82,000	82,000
Goods and Services	25,571	31,805	-	-	-	-	-	-	-
Land Mangement Strategy	-	-	-	-	15,000	-	-	-	-
Parks Master Plan	-	-	-	-	75,000	95,000	-	-	-
Land Registration, Appraisals and Survey	23,352	43,622	53,800	58,800	58,800	58,800	58,800	58,800	58,800
Salaries and Benefits	202,852	217,201	251,938	260,000	310,323	313,163	316,060	319,015	322,029
Misc. Revenue	(48,409)	(119,260)	(159,147)	(116,250)	(159,747)	(159,747)	(159,747)	(159,747)	(159,747)
Training, Dues & Memberships	2,805	3,673	5,900	500	5,000	5,000	5,000	5,000	5,000
Land Mgmt - City Leases	(528,748)	(666,491)	(730,435)	(705,312)	(551,173)	(564,571)	(578,845)	(594,081)	(610,378)
Land Mgmt - License to Use	(135,922)	(159,430)	(179,297)	(160,471)	(161,133)	(163,276)	(165,462)	(167,691)	(169,964)
Land Mgmt - Tenancy	(119,467)	(110,161)	(104,603)	(91,911)	(96,670)	(96,583)	(98,535)	(100,526)	(102,556)
Land Mgmt - Other	(85,047)	(75,797)	(67,608)	(60,548)	(67,000)	(69,540)	(72,191)	(74,958)	(77,846)
<b>Net Operating Surplus</b>	<b>(606,012)</b>	<b>(747,786)</b>	<b>(847,453)</b>	<b>(744,192)</b>	<b>(489,600)</b>	<b>(499,754)</b>	<b>(612,919)</b>	<b>(632,187)</b>	<b>(652,662)</b>

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Planning and Land Use  
 Planning - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	20,108	24,119	37,800	44,085	221,975	51,494	42,024	42,565	43,116
Affordable Housing	31,000	15,310	15,000	6,000	2,500	2,500	2,500	2,500	2,500
Salaries and benefits	420,227	542,627	623,969	624,909	663,537	670,231	677,059	684,024	691,128
Urban Forestry Plan	10,000	-	-	-	-	-	-	-	-
<b>Total Operating Expense</b>	<b>481,335</b>	<b>582,055</b>	<b>676,769</b>	<b>674,994</b>	<b>888,012</b>	<b>724,226</b>	<b>721,584</b>	<b>729,089</b>	<b>736,744</b>
Revenue	(212,274)	(316,275)	(253,000)	(293,764)	(278,000)	(278,000)	(278,000)	(278,000)	(278,000)
CARIP Grant	-	(48,073)	(48,000)	(52,320)	(48,000)	(48,000)	(48,000)	(48,000)	(48,000)
<b>Net Operating Expense</b>	<b>269,061</b>	<b>217,707</b>	<b>375,769</b>	<b>328,910</b>	<b>562,012</b>	<b>398,226</b>	<b>395,584</b>	<b>403,089</b>	<b>410,744</b>
<b>Internal Allocations In</b>									
Land Management	48,459	69,610	-	-	-	-	-	-	-
Development Services	4,377	-	-	-	-	-	-	-	-
Engineering Design	10,000	10,000	5,000	5,000	-	-	-	-	-
Finance - Procurement	210	-	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>63,046</b>	<b>79,610</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Add back Revenues	(212,274)	(316,275)	(253,000)	(293,764)	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)
<b>Total Operating Expense</b>	<b>544,381</b>	<b>661,666</b>	<b>681,769</b>	<b>679,994</b>	<b>888,012</b>	<b>724,226</b>	<b>721,584</b>	<b>729,089</b>	<b>736,744</b>
<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Net Operating Expense</b>	<b>332,108</b>	<b>297,317</b>	<b>380,769</b>	<b>333,910</b>	<b>562,012</b>	<b>398,226</b>	<b>395,584</b>	<b>403,089</b>	<b>410,744</b>
Cost per capita	9.84	8.81	11.28	9.89	16.65	11.80	11.72	11.94	12.17
% of property tax	1.23%	0.97%	1.19%	1.05%	1.68%	1.16%	1.11%	1.09%	1.07%
Change 2018 forecast to 2019 budget									
\$ change					<u>228,102</u>				
% change					<u>68.31%</u>				

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Comprehensive development plan commencing in 2019	130,000	38.93%
Downtown Parkade feasibility study commencing in 2019	26,000	7.79%
0.5 FTE budgeted to operations in 2019, was budgeted to a capital project (OCP) in 2018	73,500	22.01%

Planning - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Public Notification	7,182	11,969	10,000	10,000	12,000	12,240	12,485	12,734	12,989
Policy Review	524	2,000	5,000	4,000	15,000	15,000	5,000	5,000	5,000
Affordable Housing	31,000	15,310	15,000	6,000	2,500	2,500	2,500	2,500	2,500
Climate action	7,011	10,330	37,385	10,000	53,617	38,617	38,617	38,617	38,617
Downtown Parkade Feasibility Study	-	-	-	-	26,000	-	-	-	-
Comprehensive Development Plan	-	-	-	-	130,000	-	-	-	-
Urban Forestry Plan	10,000	-	-	-	-	-	-	-	-
Conferences, Training, Dues & Memberships	5,607	4,316	7,800	15,300	13,975	14,254	14,540	14,830	15,127
Salaries and Wages	420,011	538,131	601,584	624,909	634,920	641,614	648,442	655,407	662,511
	481,335	582,055	676,769	670,209	888,012	724,226	721,584	729,089	736,744
Recoveries	(212,274)	(364,348)	(301,000)	(341,299)	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)
<b>Net Operating Expense by Project</b>	<b>269,061</b>	<b>217,707</b>	<b>375,769</b>	<b>328,910</b>	<b>562,012</b>	<b>398,226</b>	<b>395,584</b>	<b>403,089</b>	<b>410,744</b>

DRAFT

Engineering Services

Engineering - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	27,018	49,740	48,250	66,961	108,450	606,450	280,450	118,450	118,450
Salaries and Benefits	164,998	192,483	166,450	101,100	102,000	133,280	144,785	156,521	168,491
<b>Net Operating Expense</b>	<b>192,017</b>	<b>242,223</b>	<b>214,700</b>	<b>168,061</b>	<b>210,450</b>	<b>739,730</b>	<b>425,235</b>	<b>274,971</b>	<b>286,941</b>
<b>Internal Allocations In</b>									
Corporate Administration	233	41,228	25,000	30,014	25,000	25,500	26,010	26,530	27,061
Engineering Design	113,153	148,587	129,700	83,061	-	-	-	-	-
Operations	14,292	14,697	21,749	21,558	23,000	25,000	26,000	27,000	28,000
Communications	427	500	8,000	8,000	10,000	10,000	10,000	10,000	10,000
Finance - Procurement	2,713	1,676	-	-	-	-	-	-	-
Information Technology	-	-	1,020	-	5,100	5,202	5,306	5,412	5,520
Fleet	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total Internal Allocations In</b>	<b>144,568</b>	<b>217,688</b>	<b>196,469</b>	<b>153,633</b>	<b>74,100</b>	<b>76,702</b>	<b>78,316</b>	<b>79,942</b>	<b>81,581</b>
<b>Internal Allocations Out</b>									
Electric	10,000	10,000	15,000	15,000	22,000	28,000	32,000	35,000	37,000
Engineering Services	113,153	148,587	129,700	83,061	-	-	-	-	-
Planning	10,000	10,000	5,000	5,000	-	-	-	-	-
Storm	-	-	-	-	-	-	57,000	-	-
Parks	10,000	10,000	10,000	10,000	10,500	12,000	14,000	16,000	17,000
Roads and Maintenance	10,000	10,000	10,000	10,000	30,050	293,432	153,551	41,913	43,523
Sewer	17,000	17,000	20,000	20,000	111,000	242,000	124,000	131,000	136,000
Water	17,000	17,000	20,000	20,000	111,000	241,000	123,000	131,000	135,000
<b>Total Internal Allocations Out</b>	<b>192,153</b>	<b>227,587</b>	<b>214,700</b>	<b>168,061</b>	<b>284,550</b>	<b>816,432</b>	<b>503,551</b>	<b>354,913</b>	<b>368,523</b>
<b>Total Operating expense</b>	<b>144,432</b>	<b>232,324</b>	<b>196,469</b>	<b>153,633</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Outputs and Outcomes</b>									
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Actual</b>	<b>Forecast</b>	<b>Budget</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
Cost per capita	4.28	6.88	5.82	4.55	-	-	-	-	-
% of property tax	0.54%	0.76%	0.61%	0.48%	0.00%	0.00%	0.00%	0.00%	0.00%

Change 2018 forecast to 2019 budget

\$ change (153,633)

% change -100.00%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
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Net change to internal allocations in/out to other departments.

As engineering is a support department, 100% of the costs have been allocated out to the departments they support. (196,022) -127.59%

Engineering - General Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Facilities</b>					
Rainfall Monitoring - Budget - Gen Cap	-	16,000	-	-	-
<b>Storm Drainage</b>					
Storm Water Management - Liquid Waste Management Plan	-	84,000	85,000	86,000	87,000
Oxbow Drainage Improvements	-	59,000	59,000	59,000	59,000
Huth Ave. Storm Sewer Construction - Gen Cap Portion	-	-	-	453,100	-
	-	143,000	144,000	598,100	146,000
<b>Parks</b>					
SS Sicamous Walkway Extension	100,000	-	-	-	-
<b>Roads and Maintenance</b>					
Orchard Avenue Reconstruction - Gen Cap Portion	-	-	-	1,022,532	551,300
Orchard Avenue Reconstruction - DCC Portion	-	-	-	38,868	-
East Penticton Interceptor - Fairway Ave to Treatment Plant - Budget - Gen Cap	-	-	-	589,000	-
Main Street Upgrades - Industrial Avenue to Warren Avenue - Budget - Gen Cap	280,000	-	-	-	-
Main Street Upgrades - Industrial Avenue to Warren Avenue - Budget - DCC	98,303	-	-	-	-
Aging Storm Sewer Infrastructure Replacement and Upgrades - Gen Cap Portion	-	-	-	530,000	530,000
Overland Drainage Improvements - Budget - Gen Cap	150,000	-	-	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Gen Cap Portion	-	350,000	-	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Financing	-	3,436,300	-	-	-
Pavement Management: Rehabilitation - Gen Cap Portion	520,000	612,150	253,190	636,230	649,280
Downtown On Street Parking Design	5,000	-	-	-	-
Woodstock Road Reconstruction - Gen Cap Portion	-	273,000	-	-	-
Penticton Creek Revitalization - Reach 3 - Gen Cap Portion	160,000	453,000	1,450,000	187,500	275,000
Penticton Creek Revitalization - Grant Portion	-	-	-	562,500	-
Penticton Creek Revitalization - Reach 3 - Grant Funding	160,000	-	1,450,000	-	-
Penticton Creek Revitalization - Reach 12 - Grant Funding	375,000	375,000	-	-	-
Intersection and Road Marking Improvements - Gen Cap Portion	-	210,000	51,500	51,500	60,650
Dewdney Crescent Storm Upgrades - Budget - Gen Cap	-	75,000	-	-	-
South Main Street Sanitary Sewer - Budget - Gen Cap	160,950	-	-	-	-
Bike Network Planning & Infrastructure	55,000	-	-	-	-
Sidewalks, Curbs and Gutter Projects	-	125,000	125,000	125,000	125,000
Traffic Calming Program	-	140,500	55,000	55,000	55,000
<b>Total Engineering - Roads &amp; Maintenance</b>	<b>1,964,253</b>	<b>6,049,950</b>	<b>3,384,690</b>	<b>3,798,130</b>	<b>2,246,230</b>
<b>Total Engineering General Capital</b>	<b>2,064,253</b>	<b>6,208,950</b>	<b>3,528,690</b>	<b>4,396,230</b>	<b>2,392,230</b>

## Recreation and Cultural Services Segment

### Recreation and Culture Segment Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Revenue</b>									
Recreation	(2,047,297)	(2,224,346)	(2,090,000)	(2,190,209)	(2,170,035)	(2,183,441)	(2,205,282)	(2,227,561)	(2,286,711)
SOEC	-	-	-	-	(234,461)	(234,832)	(235,205)	(235,579)	(235,956)
Parks	(41,004)	(9,215)	-	(22,620)	-	-	-	-	-
Library	(133,942)	(137,299)	(252,212)	(244,367)	(245,612)	(245,612)	(245,612)	(245,612)	(245,612)
Library Grants	(137,320)	(131,396)	(5,000)	(3,700)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Museum and Archives	(34,565)	(41,919)	(49,710)	(57,305)	(42,250)	(39,700)	(42,100)	(42,600)	(43,100)
	(2,394,128)	(2,544,174)	(2,396,922)	(2,518,201)	(2,704,358)	(2,715,585)	(2,740,199)	(2,763,352)	(2,823,378)
<b>Expenses</b>									
Recreation	2,107,712	2,209,918	2,384,536	2,346,491	4,299,436	4,352,429	4,414,448	4,479,986	4,542,197
SOEC	1,255,015	1,101,073	1,180,228	1,155,410	1,461,332	1,468,638	1,475,981	1,483,361	1,490,778
Parks	1,986,105	1,992,281	2,165,947	2,178,703	2,652,070	2,700,399	2,733,657	2,779,265	2,821,777
Library	1,296,202	1,318,182	1,361,093	1,348,547	1,413,304	1,424,249	1,435,414	1,446,801	1,458,416
Museum and Archives	212,343	230,224	243,302	246,561	324,850	329,632	334,510	339,485	344,560
	6,857,377	6,851,678	7,335,106	7,275,712	10,150,992	10,275,347	10,394,010	10,528,898	10,657,728
Net Operating Expense	4,463,249	4,307,504	4,938,184	4,757,511	7,446,634	7,559,763	7,653,811	7,765,546	7,834,349
<b>Cost Per Capita</b>	<b>135.76</b>	<b>131.02</b>	<b>150.20</b>	<b>144.71</b>	<b>220.57</b>	<b>223.92</b>	<b>226.71</b>	<b>230.02</b>	<b>232.05</b>
<b>% of Property Taxes</b>	<b>16.57%</b>	<b>14.05%</b>	<b>15.42%</b>	<b>14.90%</b>	<b>22.32%</b>	<b>22.06%</b>	<b>21.49%</b>	<b>20.98%</b>	<b>20.36%</b>

## Recreation

### Recreation - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	344,806	379,125	404,043	379,147	449,520	443,420	447,399	451,457	455,596
Fleet	1,727	2,119	-	2,059	-	-	-	-	-
Salaries and benefits	1,731,415	1,800,289	1,951,927	1,938,481	1,979,317	2,010,968	2,043,253	2,076,183	2,109,771
<b>Total Operating Expense</b>	<b>2,077,947</b>	<b>2,181,533</b>	<b>2,355,970</b>	<b>2,319,686</b>	<b>2,428,837</b>	<b>2,454,389</b>	<b>2,490,651</b>	<b>2,527,640</b>	<b>2,565,367</b>
Recoveries	(2,047,297)	(2,224,346)	(2,090,000)	(2,190,209)	(2,170,035)	(2,183,441)	(2,205,282)	(2,227,561)	(2,286,711)
<b>Net Operating Expense</b>	<b>30,651</b>	<b>(42,813)</b>	<b>265,970</b>	<b>129,477</b>	<b>258,802</b>	<b>270,948</b>	<b>285,369</b>	<b>300,079</b>	<b>278,657</b>
<b>Internal Allocations Out</b>									
Museum	-	6	-	-	-	-	-	-	-
<b>Internal Allocations In</b>									
Safety	10,119	2,489	10,623	3,005	10,623	10,836	11,053	11,274	11,499
Facilities	-	-	-	-	1,359,250	1,386,435	1,414,163	1,442,446	1,471,295
Finance - Debt Interest	-	-	-	-	482,742	482,742	480,509	480,509	475,871
Finance - Procurement	780	1,125	-	-	-	-	-	-	-
Information Technology	4,851	8,096	6,942	7,300	6,984	7,028	7,072	7,118	7,164
Fleet	14,015	16,681	11,000	16,500	11,000	11,000	11,000	11,000	11,000
<b>Total Internal Allocations In</b>	<b>29,765</b>	<b>28,391</b>	<b>28,565</b>	<b>26,805</b>	<b>1,870,599</b>	<b>1,898,040</b>	<b>1,923,797</b>	<b>1,952,347</b>	<b>1,976,829</b>
Add back Revenue	(2,047,297)	(2,224,346)	(2,090,000)	(2,190,209)	(2,170,035)	(2,183,441)	(2,205,282)	(2,227,561)	(2,286,711)
<b>Total Operating Expense</b>	<b>2,107,712</b>	<b>2,209,918</b>	<b>2,384,536</b>	<b>2,346,491</b>	<b>4,299,436</b>	<b>4,352,429</b>	<b>4,414,448</b>	<b>4,479,986</b>	<b>4,542,197</b>

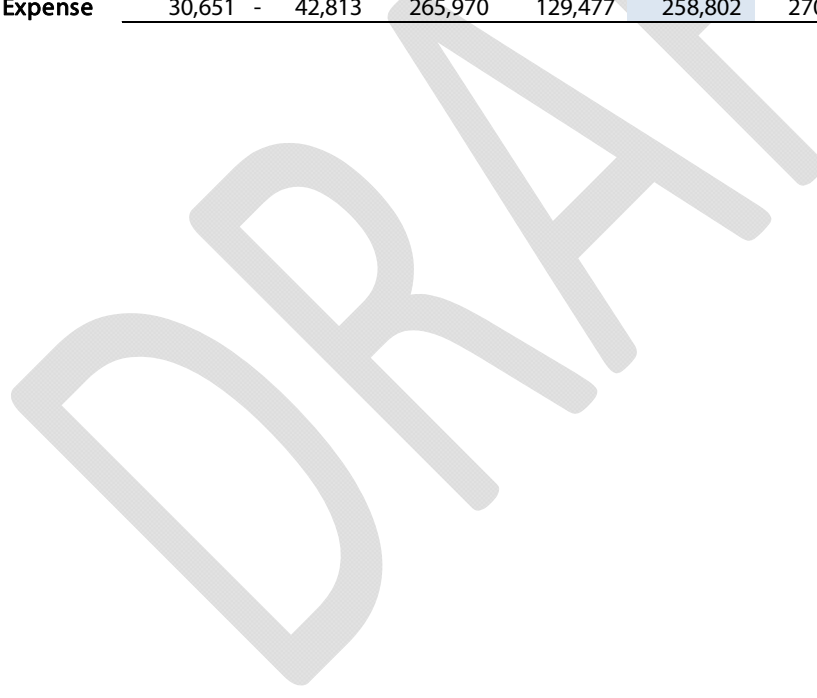
Outputs and Outcomes	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Net Operating Expense</b>	<b>60,416</b>	<b>(14,428)</b>	<b>294,536</b>	<b>156,282</b>	<b>2,129,401</b>	<b>2,168,988</b>	<b>2,209,166</b>	<b>2,252,425</b>	<b>2,255,486</b>
Cost per capita	1.84	(0.44)	8.96	4.75	64.77	65.97	67.19	68.51	68.60
% of property tax	0.22%	-0.05%	0.92%	0.49%	6.38%	6.33%	6.20%	6.08%	5.86%
Change 2018 forecast to 2019 budget									
\$ change	<u>1,973,119</u>								
% change	<u>1262.54%</u>								

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Facilities department is allocating costs to operate recreation buildings starting in 2019	1,359,250	869.74%
Finance department is allocating in debt servicing costs beginning in 2019	482,742	308.89%
Misc. revenue such as donations and grants were received in 2018 but not budgeted for in 2019 due to their unpredictable nature	34,726	22.22%
Contractual labour increases	40,836	26.13%
Strategic Planning Initiative commencing in 2019	30,000	19.20%

Recreation - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Expenses</b>									
Recreation	429,839	515,799	591,019	643,440	626,286	632,962	639,771	646,716	653,801
Aquatics	877,717	814,810	868,206	827,232	839,870	856,467	873,397	890,665	908,278
Facility Rentals	57,811	77,910	85,800	88,064	90,800	92,480	94,194	95,941	97,724
Programs	414,641	417,209	454,102	453,450	472,431	471,680	481,113	490,736	500,550
Recreation General	81,163	74,843	108,700	93,947	143,200	144,354	145,531	146,732	147,956
Sport & Events	-	-	129,193	135,000	148,750	148,750	148,750	148,750	148,750
Sport Tourism	-	105,664	-	-	-	-	-	-	-
Recreation	107,751	97,700	28,950	21,100	17,500	17,696	17,896	18,100	18,308
Recoveries - Recreation	109,025	77,599	90,000	57,454	90,000	90,000	90,000	90,000	90,000
<b>Total Expenses</b>	<b>2,077,947</b>	<b>2,181,533</b>	<b>2,355,970</b>	<b>2,319,686</b>	<b>2,428,837</b>	<b>2,454,389</b>	<b>2,490,651</b>	<b>2,527,640</b>	<b>2,565,367</b>
<b>Revenue</b>									
Aquatics	(858,294)	(953,492)	(907,000)	(918,320)	(933,945)	(947,566)	(952,862)	(958,263)	(989,377)
Facility Rentals	(682,253)	(767,308)	(706,500)	(743,809)	(745,320)	(737,529)	(746,348)	(755,344)	(775,341)
Programs	(351,927)	(358,946)	(355,500)	(409,887)	(378,770)	(386,345)	(394,072)	(401,954)	(409,993)
Recreation General	(29,620)	(39,890)	(21,000)	(16,013)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Recoveries - Recreation	(125,203)	(104,710)	(100,000)	(102,180)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
<b>Total Revenue</b>	<b>(2,047,297)</b>	<b>(2,224,346)</b>	<b>(2,090,000)</b>	<b>(2,190,209)</b>	<b>(2,170,035)</b>	<b>(2,183,441)</b>	<b>(2,205,282)</b>	<b>(2,227,561)</b>	<b>(2,286,711)</b>
<b>Net Operating Expense</b>	<b>30,651</b>	<b>- 42,813</b>	<b>265,970</b>	<b>129,477</b>	<b>258,802</b>	<b>270,948</b>	<b>285,369</b>	<b>300,079</b>	<b>278,657</b>



## South Okanagan Events Centre (SOEC)

### SOEC - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Revenues</b>									
City Leases - Interior Health					(26,030)	(26,030)	(26,030)	(26,030)	(26,030)
City Leases - Okanagan Hockey Group					(134,260)	(134,260)	(134,260)	(134,260)	(134,260)
Facility Fee Revenue					(74,171)	(74,542)	(74,915)	(75,289)	(75,666)
<b>Total Revenue</b>					<b>(234,461)</b>	<b>(234,832)</b>	<b>(235,205)</b>	<b>(235,579)</b>	<b>(235,956)</b>
Operating Contract - SOEC	-	-	-	-	1,111,212	1,116,768	1,122,352	1,127,963	1,133,603
Operating Contract - PTCC	-	-	-	-	354,059	355,829	357,608	359,396	361,193
Operating Contract - OHS	-	-	-	-	(88,462)	(88,904)	(89,349)	(89,796)	(90,244)
Operating Contract - Memorial	-	-	-	-	84,523	84,946	85,370	85,797	86,226
Incentive Payments	84,672	71,991	-	-	-	-	-	-	-
Operating Contract	1,170,043	1,028,898	1,180,228	1,155,410	-	-	-	-	-
Procurement Services	300	184	-	-	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,255,015</b>	<b>1,101,073</b>	<b>1,180,228</b>	<b>1,155,410</b>	<b>1,461,332</b>	<b>1,468,638</b>	<b>1,475,981</b>	<b>1,483,361</b>	<b>1,490,778</b>
<b>Internal Allocations In</b>									
Purchasing	300	184	-	-	-	-	-	-	-
<b>Net Operating Expense</b>	<b>1,254,715</b>	<b>1,100,889</b>	<b>1,180,228</b>	<b>1,155,410</b>	<b>1,226,871</b>	<b>1,233,807</b>	<b>1,240,777</b>	<b>1,247,782</b>	<b>1,254,822</b>
Cost per capita	38.16	33.49	35.90	35.14	37.32	37.53	37.74	37.95	38.17
% of property tax	3.67%	3.10%	3.26%	3.13%	3.67%	3.61%	3.53%	3.45%	3.37%
Change 2018 forecast to 2019 budget									
\$ change	71,461								
% change	6.18%								
Changes in net operating budget from 2018 forecast to 2019 are primarily due to:									
					\$ change	% change			
Increase in operating contract					305,922	26.48%			
Interior Health & Okanagan Hockey School lease revenue now reflected in SOEC schedule rather than the land department					(160,290)	-13.87%			
Facility fee revenue now reflected in this schedule rather than Gen Gov't					(74,171)	-6.42%			

Public Works - Parks

Public Works Parks - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	270,458	322,105	319,385	365,025	336,000	347,626	344,385	351,279	358,311
Fleet	353,564	315,372	347,200	333,241	350,050	350,128	350,208	350,289	350,372
Salaries and Benefits	1,243,565	1,240,099	1,368,705	1,348,656	1,386,635	1,412,233	1,438,344	1,464,977	1,492,144
<b>Total Operating Expense</b>	<b>1,867,587</b>	<b>1,877,576</b>	<b>2,035,291</b>	<b>2,046,922</b>	<b>2,072,686</b>	<b>2,109,988</b>	<b>2,132,937</b>	<b>2,166,546</b>	<b>2,200,828</b>
Recoveries	(41,004)	(9,215)	-	(22,620)	-	-	-	-	-
<b>Net Operating Expense</b>	<b>1,826,582</b>	<b>1,868,362</b>	<b>2,035,291</b>	<b>2,024,302</b>	<b>2,072,686</b>	<b>2,109,988</b>	<b>2,132,937</b>	<b>2,166,546</b>	<b>2,200,828</b>
<b>Internal Allocations Out</b>									
Cemetery	10,557	11,233	11,579	11,579	11,000	11,220	11,444	11,673	11,907
<b>Internal Allocations In</b>									
Irrigation - sewer	-	30,000	33,900	33,900	38,985	40,178	41,407	42,674	43,980
Engineering Design	10,000	10,000	10,000	10,000	10,500	12,000	14,000	16,000	17,000
Irrigation - water	55,000	31,325	36,140	36,140	37,693	39,199	40,765	42,394	44,088
Communications	2,211	-	-	-	-	-	-	-	-
Facilities	-	-	-	-	323,500	329,972	336,573	343,306	350,173
Finance - Debt Interest	-	-	-	-	96,510	96,510	95,059	95,059	92,045
Procurement	479	603	-	-	-	-	-	-	-
Fleet	29,815	36,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
Public Works - General	-	-	14,820	14,820	35,727	36,114	36,508	36,910	37,320
PW - Wage Allocation	12,712	13,591	-	-	-	-	-	-	-
HR - Safety	18,858	4,419	9,376	10,500	9,469	9,659	9,852	10,049	10,250
<b>Total Internal Allocations In</b>	<b>129,075</b>	<b>125,937</b>	<b>142,235</b>	<b>143,360</b>	<b>590,384</b>	<b>601,631</b>	<b>612,164</b>	<b>624,393</b>	<b>632,857</b>
Add Back Recoveries	(41,004)	(9,215)	-	(22,620)	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,986,105</b>	<b>1,992,281</b>	<b>2,165,947</b>	<b>2,178,703</b>	<b>2,652,070</b>	<b>2,700,399</b>	<b>2,733,657</b>	<b>2,779,265</b>	<b>2,821,777</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>1,945,101</b>	<b>1,983,066</b>	<b>2,165,947</b>	<b>2,156,083</b>	<b>2,652,070</b>	<b>2,700,399</b>	<b>2,733,657</b>	<b>2,779,265</b>	<b>2,821,777</b>
Cost per capita	59.16	60.32	65.88	65.58	80.67	82.14	83.15	84.54	85.83
% of property tax	7.22%	6.47%	6.76%	6.75%	7.95%	7.88%	7.68%	7.51%	7.33%

Change 2018 forecast to 2019 budget

\$ change	495,987
% change	23.00%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Facilities department allocating in costs to maintain park washrooms beginning in 2019	323,500	15.00%
Finance department allocating in costs to service debt beginning in 2019	96,510	4.48%
Contractual Labour increases	37,980	1.76%
Fleet Cost Increases	16,809	0.78%
Trails expenses came in under budget in 2018	23,000	1.07%

Public Works Parks - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Parks - General	320,990	319,032	399,309	429,382	384,300	394,670	390,147	395,734	401,432
A - Standard - Beaches	124,438	115,395	134,400	143,350	176,850	179,443	182,088	184,786	187,539
A - Standard - Parks	385,294	379,289	380,300	329,850	385,950	392,267	398,710	405,282	411,986
B - Standard - Beaches	39,518	48,565	57,600	55,090	56,950	57,635	58,334	59,048	59,775
B - Standard - Parks	117,733	103,271	127,870	113,030	131,850	133,944	136,080	138,259	140,482
Boulevards	205,404	216,947	200,550	216,570	203,650	206,792	209,998	213,267	216,602
C - Standard - Beaches	7,512	2,746	8,650	9,100	8,800	8,924	9,051	9,180	9,312
C - Standard - Parks	10,514	9,922	13,500	11,050	13,650	13,863	14,081	14,303	14,530
Natural Green Belts	13,411	10,727	15,006	15,960	15,000	15,244	15,494	15,748	16,008
Parking Lots	4,300	5,355	13,400	7,100	13,400	13,603	13,810	14,020	14,235
Parks City Owned Buildings	66,698	93,158	99,420	96,970	100,100	101,746	103,426	105,138	106,886
School District	14,337	17,085	18,100	14,650	18,250	18,561	18,877	19,201	19,530
Sports Fields	200,015	203,389	216,000	229,050	216,385	219,979	223,645	227,385	231,199
Trails	59,015	61,828	107,800	75,300	98,300	99,991	101,717	103,476	105,272
Undeveloped Lots	1,243	1,231	2,400	2,900	3,000	3,046	3,093	3,141	3,190
Parks - Tools and Equipment	3,310	3,888	3,000	3,600	3,000	3,060	3,121	3,184	3,248
Parks - Garbage and Recycling	124,602	138,309	136,500	140,500	133,000	135,052	137,144	139,279	141,457
Parks - snow and ice control	57,310	63,118	54,000	75,000	61,000	61,977	62,974	63,991	65,028
Parks - wildlife control	20,499	24,811	20,500	19,000	20,500	20,871	21,249	21,635	22,028
Parks - porta toilets	5,942	5,430	6,000	6,850	7,000	7,140	7,283	7,429	7,578
Parks - fountains	2,189	3,346	2,100	12,750	2,150	2,185	2,221	2,257	2,295
Parks - other accounts	14,969	9,824	8,800	8,800	9,500	9,690	9,885	10,083	10,285
Public Works - Parks	27,338	31,695	10,085	8,450	10,100	10,302	10,508	10,718	10,933
<b>Net Operating Expense</b>	<b>1,826,582</b>	<b>1,868,362</b>	<b>2,035,291</b>	<b>2,024,302</b>	<b>2,072,686</b>	<b>2,109,988</b>	<b>2,132,937</b>	<b>2,166,546</b>	<b>2,200,828</b>

The Parks department maintains:

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

Parks - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Irrigation Upgrades	50,000	100,000	90,000	35,000	30,000
Wage Allocations	57,000	57,095	57,191	57,286	57,382
Bleacher - Table Replacement	12,000	-	12,000	-	-
Leir House Landscape Design	-	-	50,000	-	-
Parkway Field Fence Upgrades	-	60,000	-	-	-
Okanagan Lake Park - Concrete Replacement	50,000	-	-	-	-
3 Mile Stair Replacement	80,000	-	-	-	-
Backstop Upgrades	12,500	12,500	-	-	-
Mobility Challenged Beach Upgrades	-	12,000	15,000	-	-
Barton Court Walkway	85,000	-	-	-	-
Tennis Court Upgrades	-	100,000	45,000	25,000	25,000
<b>Total Parks Capital</b>	<b>346,500</b>	<b>341,595</b>	<b>269,191</b>	<b>117,286</b>	<b>112,382</b>

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Library

Library - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	486,882	478,101	481,800	462,451	499,300	499,300	499,300	499,300	499,300
Salaries and benefits	809,320	840,082	879,293	886,096	914,004	924,949	936,114	947,501	959,116
<b>Total Operating Expense</b>	<b>1,296,202</b>	<b>1,318,182</b>	<b>1,361,093</b>	<b>1,348,547</b>	<b>1,413,304</b>	<b>1,424,249</b>	<b>1,435,414</b>	<b>1,446,801</b>	<b>1,458,416</b>
Recoveries	(133,942)	(137,299)	(252,212)	(244,367)	(245,612)	(245,612)	(245,612)	(245,612)	(245,612)
Grants	(137,320)	(131,396)	(5,000)	(3,700)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
<b>Net Operations</b>	<b>1,024,940</b>	<b>1,049,488</b>	<b>1,103,881</b>	<b>1,100,480</b>	<b>1,155,692</b>	<b>1,166,637</b>	<b>1,177,802</b>	<b>1,189,189</b>	<b>1,200,804</b>
<b>Internal Allocations In</b>									
Facilities	-	-	-	-	113,400	115,668	117,981	120,341	122,748
<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Operating Subsidy</b>	<b>1,024,940</b>	<b>1,049,488</b>	<b>1,103,881</b>	<b>1,100,480</b>	<b>1,269,092</b>	<b>1,282,305</b>	<b>1,295,783</b>	<b>1,309,530</b>	<b>1,323,552</b>
Cost per capita	31.17	31.92	33.58	33.47	38.60	39.00	39.41	39.83	40.26
% of property tax	3.81%	3.42%	3.45%	3.45%	3.80%	3.74%	3.64%	3.54%	3.44%
Change 2018 forecast to 2019 budget									
\$ change					<u>168,612</u>				
% change					<u>15.32%</u>				

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Facilities department is allocating the operating costs of running the library building starting in 2019	113,400	10.30%
Contractual Labour increases & Increase to Labour Load Rate	27,908	2.54%
Increaseing outreach and online services	12,000	1.09%
Book purchases less than anticipated in 2018	10,098	0.92%

Library - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Library costs - Library legacy fund	-	435	-	-	-	-	-	-	-
Library costs - postage & freight	4,835	3,408	4,000	1,028	3,000	3,000	3,000	3,000	3,000
Library costs - program support	3,785	13,529	10,000	7,605	10,000	10,000	10,000	10,000	10,000
Library costs - equipment maintenance	1,196	2,232	2,000	4,199	2,500	2,500	2,500	2,500	2,500
Library costs - equipment	10,840	3,842	10,000	9,332	15,000	15,000	15,000	15,000	15,000
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	37,954	26,960	25,000	38,564	30,000	30,000	30,000	30,000	30,000
Library costs - office supplies	39,148	32,135	30,000	28,329	32,000	32,000	32,000	32,000	32,000
Library costs - book purchases	134,026	158,258	145,000	134,902	145,000	145,000	145,000	145,000	145,000
Library costs - audio books	77	1,516	-	-	-	-	-	-	-
Library costs - software	726	1,021	1,000	954	1,500	1,500	1,500	1,500	1,500
Library costs - online databases	13,919	11,008	12,500	13,905	20,000	20,000	20,000	20,000	20,000
Library costs - videos	4,185	3,657	10,000	2,930	5,000	5,000	5,000	5,000	5,000
Library costs - periodicals	21,684	14,257	18,000	13,083	18,000	18,000	18,000	18,000	18,000
Library costs - vehicle allowance	288	930	1,500	1,070	1,500	1,500	1,500	1,500	1,500
Library costs - internet	1,628	5,535	5,000	-	6,000	6,000	6,000	6,000	6,000
Library costs - planning	784	431	3,000	2,247	3,000	3,000	3,000	3,000	3,000
Library costs - marketing	6,608	1,200	5,000	1,877	5,000	5,000	5,000	5,000	5,000
Library costs - wellness	966	931	1,000	123	1,000	1,000	1,000	1,000	1,000
Library costs - recruitment	3,126	-	-	-	-	-	-	-	-
Library Costs - training	12,994	11,701	10,000	13,503	12,000	12,000	12,000	12,000	12,000
Dues and Memberships	729	-	-	-	-	-	-	-	-
Salary and benefits	807,907	836,395	879,293	886,096	914,004	924,949	936,114	947,501	959,116
Library - Grant Revenue	(137,320)	(131,396)	(130,712)	(129,836)	(137,712)	(137,712)	(137,712)	(137,712)	(137,712)
Library - Sales and service fees	(60,987)	(63,480)	(64,500)	(53,496)	(55,900)	(55,900)	(55,900)	(55,900)	(55,900)
Library - Other contributions	(72,955)	(73,818)	(62,000)	(64,735)	(64,000)	(64,000)	(64,000)	(64,000)	(64,000)
<b>Net Operations</b>	<b>1,024,940</b>	<b>1,049,488</b>	<b>1,103,881</b>	<b>1,100,480</b>	<b>1,155,692</b>	<b>1,166,637</b>	<b>1,177,802</b>	<b>1,189,189</b>	<b>1,200,804</b>

Museum and Archives

Museum and Archives - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	23,411	29,641	34,320	31,697	18,000	18,360	18,727	19,102	19,484
Salaries and Benefits	188,582	200,117	206,482	213,864	228,750	231,610	234,527	237,503	240,538
	211,994	229,758	240,802	245,561	246,750	249,970	253,254	256,604	260,021
Recoveries	(34,565)	(41,919)	(49,710)	(57,305)	(42,250)	(39,700)	(42,100)	(42,600)	(43,100)
<b>Net Operating Expense</b>	177,429	187,840	191,092	188,256	204,500	210,270	211,154	214,004	216,921
<b>Internal Allocations In</b>									
Facilities	-	-	-	-	75,600	77,112	78,654	80,227	81,832
IT - Printing/Software	349	465	2,500	1,000	2,500	2,550	2,601	2,653	2,706
<b>Total Internal Allocations In</b>	349	465	2,500	1,000	78,100	79,662	81,255	82,880	84,538
Add back Revenue	(34,565)	(41,919)	(49,710)	(57,305)	(42,250)	(39,700)	(42,100)	(42,600)	(43,100)
<b>Total Operating Expenses</b>	212,343	230,224	243,302	246,561	324,850	329,632	334,510	339,485	344,560

<b>Outputs and Outcomes</b>	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Net Operating Expense</b>	177,778	188,305	193,592	189,256	282,600	289,932	292,410	296,885	301,460
Cost per capita	5.41	5.73	5.89	5.76	8.60	8.82	8.89	9.03	9.17
% of property tax	0.66%	0.61%	0.60%	0.59%	0.85%	0.85%	0.82%	0.80%	0.78%
Change 2018 forecast to 2019 budget									
\$ change					93,344				
% change					49.32%				

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
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Facilities department allocating in costs to maintain the building starting in 2019	75,600	39.95%
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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

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Admin & Office	944	459	2,500	1,500	1,000	1,020	1,040	1,061	1,082
Archives	28,256	30,314	28,000	37,250	25,000	25,500	26,010	26,530	27,061
Collections Management	14,152	7,834	16,000	10,650	7,500	7,650	7,803	7,959	8,118
Events	3,418	995	4,000	1,750	1,000	1,020	1,040	1,061	1,082
Exhibits	19,960	25,905	23,500	37,963	3,500	3,570	3,641	3,714	3,789
Gift Shop	598	330	300	-	-	-	-	-	-
Marketing	2,663	1,942	4,500	2,200	3,500	3,570	3,641	3,714	3,789
Operations & Equipment	2,020	2,163	4,500	4,104	1,000	1,020	1,040	1,061	1,082
Programs & Projects	10,742	8,776	10,000	6,300	5,000	5,100	5,202	5,306	5,412
Staff & Volunteers	2,297	3,227	7,500	1,700	5,000	5,100	5,202	5,306	5,412
Steamfest	(8,791)	169	-	-	-	-	-	-	-
Hands On Heritage Lab	1,359	10,731	-	-	-	-	-	-	-
Office Supplies	290	16	1,000	100	750	765	780	796	812
Conferences	47	166	1,900	1,000	1,650	1,683	1,717	1,751	1,786
Dues and Memberships	-	-	620	-	600	612	624	637	649
Salaries and Benefits	131,100	136,732	136,482	141,043	191,250	193,360	195,512	197,707	199,947
	209,054	229,758	240,802	245,560	246,750	249,970	253,254	256,604	260,021
Donations - Door	(7,070)	(9,064)	(6,500)	(10,700)	(7,000)	(7,000)	(7,200)	(7,500)	(7,800)
Donations - Specific Projects	(400)	(200)	-	(500)	(10,500)	(5,000)	(5,000)	(5,000)	(5,000)
Archival/Environment Research	(1,344)	(1,840)	(1,500)	(1,250)	(1,500)	(1,600)	(1,700)	(1,800)	(1,900)
Museum Programs	(1,134)	(2,425)	(2,500)	(2,801)	(2,500)	(2,600)	(2,700)	(2,800)	(2,900)
Gift Shop Revenues	(319)	(103)	(300)	(500)	(500)	(500)	(500)	(500)	(500)
Provincial Grant	(20,000)	(20,000)	(20,000)	(18,000)	(18,000)	(18,000)	(20,000)	(20,000)	(20,000)
Federal Grants	-	-	(15,910)	(20,000)	-	-	-	-	-
Other Grants	(1,359)	(8,287)	(3,000)	(1,300)	-	(5,000)	(5,000)	(5,000)	(5,000)
Great War	-	-	-	(2,254)	(2,250)	-	-	-	-
<b>Net Operating Expense</b>	<b>177,429</b>	<b>187,840</b>	<b>191,092</b>	<b>188,255</b>	<b>204,500</b>	<b>210,270</b>	<b>211,154</b>	<b>214,004</b>	<b>216,921</b>

## Public Works - Cemetery

### Cemetery - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	171,629	175,211	175,120	176,475	174,450	178,630	183,703	188,924	194,297
Fleet	1,518	1,009	2,500	1,122	2,000	2,020	2,040	2,061	2,083
Salaries and benefits	5,475	4,098	6,040	5,148	6,850	6,222	6,347	6,474	6,604
<b>Total Operating Expense</b>	<b>178,622</b>	<b>180,319</b>	<b>183,660</b>	<b>182,746</b>	<b>183,300</b>	<b>186,872</b>	<b>192,090</b>	<b>197,459</b>	<b>202,983</b>
Recoveries	(363,357)	(493,556)	(370,000)	(322,000)	(345,000)	(345,000)	(345,000)	(345,000)	(345,000)
<b>Net Operating Surplus</b>	<b>(184,735)</b>	<b>(313,237)</b>	<b>(186,340)</b>	<b>(139,254)</b>	<b>(161,700)</b>	<b>(158,128)</b>	<b>(152,910)</b>	<b>(147,541)</b>	<b>(142,017)</b>
<b>Internal Allocations In</b>									
Finance - Debt Interest	-	-	-	-	72,500	72,500	72,500	72,500	72,500
Public Works Wage Allocation	-	-	7,410	7,410	8,200	8,200	8,200	8,200	8,200
Parks	10,557	11,233	11,579	11,579	11,000	11,220	11,444	11,673	11,907
Roads and maintenance	6,356	6,795	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>16,913</b>	<b>18,028</b>	<b>18,989</b>	<b>18,989</b>	<b>91,700</b>	<b>91,920</b>	<b>92,144</b>	<b>92,373</b>	<b>92,607</b>
Add back Revenue	(363,357)	(493,556)	(370,000)	(322,000)	(345,000)	(345,000)	(345,000)	(345,000)	(345,000)
<b>Total Operating Expense</b>	<b>195,535</b>	<b>198,347</b>	<b>202,649</b>	<b>201,735</b>	<b>275,000</b>	<b>278,792</b>	<b>284,235</b>	<b>289,833</b>	<b>295,590</b>

<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Net surplus</b>	<b>(167,822)</b>	<b>(295,209)</b>	<b>(167,351)</b>	<b>(120,265)</b>	<b>(70,000)</b>	<b>(66,208)</b>	<b>(60,765)</b>	<b>(55,167)</b>	<b>(49,410)</b>
Cost per capita	(5.10)	(8.98)	(5.09)	(3.66)	(2.13)	(2.01)	(1.85)	(1.68)	(1.50)
% of property tax	-0.62%	-0.96%	-0.52%	-0.38%	-0.21%	-0.19%	-0.17%	-0.15%	-0.13%
Change 2018 forecast to 2019 budget									
\$ change	50,265								
% change	-41.80%								

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

	\$ change	% change
Finance department is allocating debt servicing costs beginning in 2019	72,500	-60.28%
Columbarium sales were lower than expected in 2018, budgeted based on historical average for 2019	(23,000)	19.12%

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

Public Works Cemetery - Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Fairview Cemetery - Maintenance	5,117	4,734	7,000	4,610	6,100	6,202	6,306	6,413	6,521
Lakeview Cemetery - Annual Maintenance & Service Contract	150,070	150,521	150,070	150,070	150,070	154,572	159,209	163,986	168,905
Grave Liners	11,354	11,891	11,000	11,000	11,000	11,220	11,445	11,675	11,909
Irrigation - Annual Water Charges	483	123	2,300	6,500	2,300	2,300	2,300	2,300	2,300
Miscellaneous Labour & Supplies	4,090	2,797	5,540	2,500	5,500	5,610	5,723	5,837	5,954
Columbarium - Niche Plates	6,411	9,600	3,500	4,775	3,500	3,570	3,642	3,715	3,789
Niche Vases	318	59	250	2,000	250	255	260	265	271
Concrete Lantern Tablets	-	-	-	1,291	1,500	-	-	-	-
Advertising	-	-	4,000	-	3,080	3,142	3,205	3,269	3,334
	177,843	179,724	183,660	182,746	183,300	186,872	192,090	197,459	202,983
Plot Sales	(35,796)	(38,451)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Grave Open/Close	(87,271)	(93,406)	(75,000)	(82,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Grave Marker Maintenance	(28,387)	(28,460)	(25,000)	(28,500)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Grave Liners	(19,578)	(19,969)	(16,000)	(15,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Carefund	(33,220)	(39,240)	(30,000)	(31,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Reservation Fee	(1,493)	(1,981)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Columbarium Sales	(154,455)	(269,640)	(180,000)	(120,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Lantern Concrete Tablet Sales	(2,379)	(1,815)	(2,000)	(3,500)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<b>Net Operating Surplus</b>	<b>(184,735)</b>	<b>(313,237)</b>	<b>(186,340)</b>	<b>(139,254)</b>	<b>(161,700)</b>	<b>(158,128)</b>	<b>(152,910)</b>	<b>(147,541)</b>	<b>(142,017)</b>

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Cemetery - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Lakeview Cemetery Irrigation Upgrade	60,000	60,000	46,200	129,375	60,000
<b>Total Cemetery Capital</b>	<b>60,000</b>	<b>60,000</b>	<b>46,200</b>	<b>129,375</b>	<b>60,000</b>

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## Public Works – Solid Waste Disposal

### Solid Waste - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	1,342,745	1,421,186	1,586,800	1,620,762	1,712,500	1,746,450	1,781,079	1,816,401	1,852,430
Fleet	1,493	1,527	1,500	1,875	1,750	1,765	1,780	1,796	1,812
Salaries and Benefits	10,822	80,407	84,850	105,824	72,907	103,554	105,625	107,738	109,892
<b>Total Operating Expense</b>	<b>1,355,060</b>	<b>1,503,120</b>	<b>1,673,150</b>	<b>1,728,461</b>	<b>1,787,157</b>	<b>1,851,769</b>	<b>1,888,485</b>	<b>1,925,935</b>	<b>1,964,134</b>
Recoveries	(1,998,781)	(2,117,627)	(1,877,100)	(2,010,099)	(2,009,100)	(2,049,180)	(2,090,061)	(2,131,760)	(2,174,293)
MMBC	(467,109)	(467,109)	(466,740)	(466,740)	(492,000)	(492,000)	(492,000)	(492,000)	(492,000)
<b>Net Operating Surplus</b>	<b>(1,110,830)</b>	<b>(1,081,616)</b>	<b>(670,690)</b>	<b>(748,379)</b>	<b>(713,943)</b>	<b>(689,410)</b>	<b>(693,576)</b>	<b>(697,825)</b>	<b>(702,159)</b>
<b>Internal Allocations In</b>									
Operations	7,940	8,165	12,106	12,106	13,000	15,000	15,000	15,500	15,500
Finance - Procurement	60	-	-	-	-	-	-	-	-
Engineering Design	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	45,700	45,700	45,700	45,700	45,700
PW - Roads and Maintenance	29,136	30,786	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>42,136</b>	<b>43,951</b>	<b>59,573</b>	<b>59,573</b>	<b>64,200</b>	<b>66,200</b>	<b>66,200</b>	<b>66,700</b>	<b>66,700</b>
Add back Revenue	(2,465,890)	(2,584,736)	(2,343,840)	(2,476,839)	(2,501,100)	(2,541,180)	(2,582,061)	(2,623,760)	(2,666,293)
<b>Total Operating Expense</b>	<b>1,397,196</b>	<b>1,547,071</b>	<b>1,732,723</b>	<b>1,788,034</b>	<b>1,851,357</b>	<b>1,917,969</b>	<b>1,954,685</b>	<b>1,992,635</b>	<b>2,030,834</b>
<b>Outputs and Outcomes</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Forecast</b>	<b>2019 Budget</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
<b>Net Operating Surplus</b>	<b>(1,068,694)</b>	<b>(1,037,665)</b>	<b>(611,117)</b>	<b>(688,805)</b>	<b>(649,743)</b>	<b>(623,210)</b>	<b>(627,376)</b>	<b>(631,125)</b>	<b>(635,459)</b>
Cost per capita	(32.51)	(31.56)	(18.59)	(20.95)	(19.76)	(18.96)	(19.08)	(19.20)	(19.33)
% of property tax	-3.97%	-3.38%	-1.91%	-2.16%	-1.95%	-1.82%	-1.76%	-1.70%	-1.65%

Change 2018 forecast to 2019 budget

\$ change	<u>39,062</u>
% change	<u>5.67%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Projected increase in residential & curbside collection expenses	67,888	9.86%
Projected increase in MMBC incentive	(25,260)	-3.67%

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

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
City Clean Up	5,809	9,143	6,450	7,900	9,000	9,160	9,323	9,490	9,659
Residential & Rural Curbside Collection	303,654	333,250	356,350	353,112	421,000	429,420	438,008	446,768	455,704
Garbage Tags	2,597	967	500	2,000	500	510	520	531	541
Tipping Fees	387,210	420,381	473,000	490,000	470,000	479,400	488,987	498,767	508,743
Yard Waste Program	129,033	130,233	172,500	193,000	247,000	251,940	256,979	262,118	267,361
Tipping Fees - Yard Waste Program	35,909	44,412	66,000	66,000	66,000	67,320	68,666	70,040	71,440
Spring Bulky Item Pickup Program	9,837	9,976	10,000	10,000	16,000	16,321	16,648	16,981	17,322
Tipping Fees - Bulky Item Tipping/Environ Fee	8,876	9,340	11,000	14,582	13,000	13,260	13,525	13,796	14,072
Xmas Tree Recycle	1,333	1,325	1,750	1,750	2,000	2,040	2,081	2,122	2,165
Recycling - Residential & Rural Curbside Coll.	320,673	294,065	293,000	293,000	275,000	280,500	286,110	291,832	297,669
Recycling - Multi-family Bi-Weekly Collection	131,812	134,082	134,000	134,000	136,000	138,720	141,494	144,324	147,211
Recycling - Multi-family Weekly Collection	4,704	6,541	7,500	10,000	15,000	15,300	15,606	15,918	16,236
Recycling - Calender Production & Mailer	6,401	5,220	8,500	5,580	8,500	8,670	8,843	9,020	9,201
Recycling Education General	7,211	11,397	20,000	14,812	38,500	39,270	40,055	40,856	41,674
Cart Maintenance Contract	-	22,121	14,000	22,000	14,500	14,790	15,086	15,388	15,695
Cart Maintenance Parts	-	153	5,000	500	2,000	2,040	2,081	2,122	2,165
Cart Maintenance New Purchases	-	-	25,000	20,225	15,000	15,000	15,000	15,000	15,000
Solid Waste Sustainable Community Coord.	-	66,316	68,600	85,000	38,157	68,109	69,472	70,861	72,278
	1,355,060	1,498,922	1,673,150	1,723,461	1,787,157	1,851,769	1,888,485	1,925,935	1,964,134
User Fee Garbage Rates Revenue	(1,255,443)	(1,351,432)	(1,347,000)	(1,464,160)	(1,460,000)	(1,489,200)	(1,518,984)	(1,549,363)	(1,580,350)
Garbage Tag Sales Revenue	(4,738)	(8,028)	(4,500)	(5,650)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
User Fee Recycling	(738,524)	(746,516)	(518,500)	(533,690)	(539,000)	(549,780)	(560,775)	(571,991)	(583,431)
MMBC Recycle Program Financial Incentive	(467,109)	(467,109)	(466,740)	(466,740)	(492,000)	(492,000)	(492,000)	(492,000)	(492,000)
Applications For Curbside Collections	(76)	(312)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Cart Maintenance Administration Fee	-	(7,140)	(7,000)	(1,500)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Net Operating Surplus</b>	<b>(1,110,830)</b>	<b>(1,081,616)</b>	<b>(670,690)</b>	<b>(748,379)</b>	<b>(713,943)</b>	<b>(689,410)</b>	<b>(693,576)</b>	<b>(697,825)</b>	<b>(702,159)</b>

## Electric Utility

### Electric Utility - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	27,292,585	33,422,411	33,826,413	30,899,499	32,077,396	33,457,000	33,829,206	34,810,691	35,973,088
Fleet	39,985	172,906	76,402	61,902	76,402	76,402	76,402	76,402	76,402
Salaries and Benefits	1,339,173	2,026,886	1,442,886	1,380,203	1,459,912	1,489,292	1,519,266	1,549,844	1,581,040
<b>Total Operating Expense</b>	<b>28,671,744</b>	<b>35,622,203</b>	<b>35,345,701</b>	<b>32,341,604</b>	<b>33,613,710</b>	<b>35,022,694</b>	<b>35,424,874</b>	<b>36,436,937</b>	<b>37,630,530</b>
Recoveries	(40,107,931)	(45,219,172)	(42,084,311)	(42,053,747)	(42,092,690)	(42,309,910)	(42,528,388)	(42,748,135)	(42,969,161)
<b>Balance</b>	<b>(11,436,187)</b>	<b>(9,596,969)</b>	<b>(6,738,610)</b>	<b>(9,712,143)</b>	<b>(8,478,980)</b>	<b>(7,287,216)</b>	<b>(7,103,515)</b>	<b>(6,311,198)</b>	<b>(5,338,631)</b>
<b>Internal Allocations Out</b>									
Roads and Maintenance	9,408	6,500	12,000	15,500	12,365	12,613	12,865	13,122	13,385
<b>Internal Allocations In</b>									
Operations	41,288	42,458	62,786	62,278	67,000	77,000	78,000	79,000	80,000
Finance - POS and Banking Fees	2,781	1,486	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Finance - Procurement	2,084	5,995	-	-	-	-	-	-	-
Engineering Design	10,000	10,000	15,000	15,000	22,000	28,000	32,000	35,000	37,000
IT - Printing/Software/GIS	2,155	7,417	8,300	8,300	188,770	188,903	189,038	189,176	189,317
PW - Fleet	48,000	39,750	39,500	39,500	45,000	45,000	45,000	45,000	45,000
Facilities	-	-	-	-	43,925	44,803	45,700	46,614	47,546
PW - Barricade/Signage Rep.	-	-	-	-	3,750	3,750	3,750	3,750	3,750
Overhead Allocation	2,076,635	1,893,431	1,702,834	1,714,884	1,524,211	1,345,588	1,300,000	1,300,000	1,300,000
HR - Safety	14,375	5,085	10,303	12,600	10,406	10,614	10,826	11,043	11,264
	<b>2,197,318</b>	<b>2,005,623</b>	<b>1,841,723</b>	<b>1,855,562</b>	<b>1,908,062</b>	<b>1,746,658</b>	<b>1,707,314</b>	<b>1,712,582</b>	<b>1,716,876</b>
<b>Total Operating Expense</b>	<b>30,859,654</b>	<b>37,621,326</b>	<b>37,175,423</b>	<b>34,181,666</b>	<b>35,509,407</b>	<b>36,756,740</b>	<b>37,119,323</b>	<b>38,136,398</b>	<b>39,334,021</b>
<b>Net Operating Surplus</b>	<b>(9,229,461)</b>	<b>(7,584,846)</b>	<b>(4,908,887)</b>	<b>(7,872,082)</b>	<b>(6,583,283)</b>	<b>(5,553,171)</b>	<b>(5,409,066)</b>	<b>(4,611,738)</b>	<b>(3,635,140)</b>
<b>Transfers to Surplus/Reserve</b>									
Electric Surplus	4,850,061	3,017,817	(1,568,256)	-	-	-	-	-	-
Transfer To/(From) Electric Capital	2,672,393	2,526,959	3,305,287	4,700,226	3,417,550	2,393,549	2,264,066	1,466,738	490,140
Reserve For Future Expenditures	(1,362,733)	(1,137,922)	-	-	-	-	-	-	-
General Revenue Operating Fund	23,000	-	-	-	-	-	-	-	-
General Revenue Capital (Dividend)	3,046,740	3,177,992	3,171,856	3,171,856	3,165,733	3,159,622	3,145,000	3,145,000	3,145,000
<b>Balance Electric Operating Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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 cable, 4,086 power poles (3,035 wood, 1,051 steel), 2,664 distribution transformers and 17,342 active customer accounts

Change 2018 forecast to 2019 budget

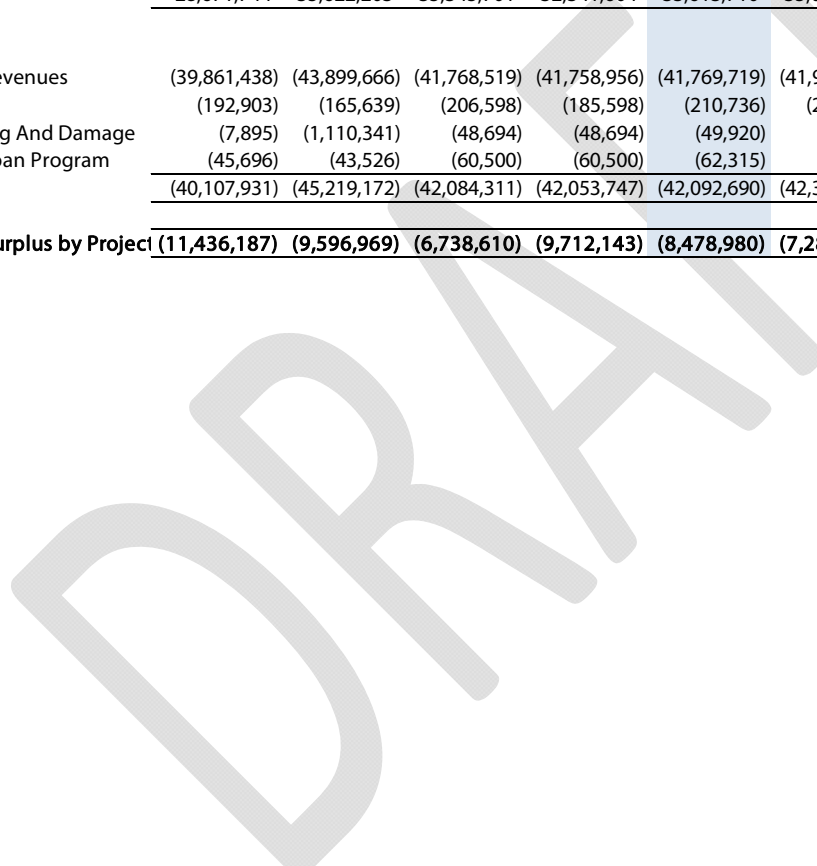
\$ change	<u>1,288,799</u>
% change	<u>-16.37%</u>

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Energy purchase costs were lower than expected in 2018, budgeted for increase in 2019	2,757,122	35.02%
Carmi substation project completed in 2018	(1,750,037)	-22.23%
Increase in power distribution system maintenance repairs	142,690	1.81%
Power generation study commencing in 2019	75,000	0.95%
Crew training budget increased in 2019	34,813	0.44%

Electric Utility - Operating Budget by Project

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Expense by Project</b>									
Billing And Damage	83,738	1,268,339	48,694	48,694	49,920	51,253	52,623	54,033	55,482
Power Distribution	352,939	195,798	730,459	620,259	748,285	766,591	785,392	804,701	824,532
Electric - Non-Productive Costs	368,786	330,587	399,201	248,680	341,651	324,412	339,421	315,549	341,800
Carmi Substation	1,099	3,397,290	1,809,055	1,759,055	9,018	9,289	49,567	9,855	10,150
Customer Billing and Collections	27,057	29,766	33,494	40,000	34,082	34,682	35,295	35,921	36,560
General Electrical	742,515	941,210	1,037,761	1,081,256	1,250,508	1,322,682	1,128,563	1,153,863	1,279,757
Huth Substation	11,489	3,087	38,755	38,755	47,773	9,289	9,568	9,855	49,855
Meter Testing and Maintenance	117,233	112,435	325,000	325,000	205,200	610,540	216,024	221,656	228,326
Turn-Ons and Cut-Offs	76,927	71,656	80,000	80,000	81,400	82,829	84,288	85,778	87,298
Waterford Substation	753	5,883	8,755	19,000	9,018	9,289	9,567	49,854	10,150
Westminster Substation	2,506	313	8,755	8,755	9,018	49,289	9,567	9,854	10,150
Bulk Energy Purchases	26,842,757	29,226,324	30,757,122	28,000,000	30,757,122	31,679,836	32,630,231	33,609,138	34,617,412
Two-Way Radios	9,408	6,500	12,000	15,500	12,365	12,613	12,865	13,122	13,385
Energy Retrofit Loan Program	34,537	33,017	56,650	56,650	58,349	60,100	61,903	63,760	65,673
<b>Total Expenses</b>	<b>28,671,744</b>	<b>35,622,203</b>	<b>35,345,701</b>	<b>32,341,604</b>	<b>33,613,710</b>	<b>35,022,694</b>	<b>35,424,874</b>	<b>36,436,937</b>	<b>37,630,530</b>
<b>Revenue</b>									
Electric - Other Revenues	(39,861,438)	(43,899,666)	(41,768,519)	(41,758,956)	(41,769,719)	(41,979,532)	(42,190,426)	(42,402,406)	(42,615,479)
Pole Contacts	(192,903)	(165,639)	(206,598)	(185,598)	(210,736)	(214,881)	(219,107)	(223,417)	(227,811)
Recoveries - Billing And Damage	(7,895)	(1,110,341)	(48,694)	(48,694)	(49,920)	(51,313)	(52,745)	(54,219)	(55,734)
Energy Retrofit Loan Program	(45,696)	(43,526)	(60,500)	(60,500)	(62,315)	(64,184)	(66,110)	(68,093)	(70,136)
	(40,107,931)	(45,219,172)	(42,084,311)	(42,053,747)	(42,092,690)	(42,309,910)	(42,528,388)	(42,748,135)	(42,969,161)
<b>Net Operating Surplus by Project</b>	<b>(11,436,187)</b>	<b>(9,596,969)</b>	<b>(6,738,610)</b>	<b>(9,712,143)</b>	<b>(8,478,980)</b>	<b>(7,287,216)</b>	<b>(7,103,515)</b>	<b>(6,311,198)</b>	<b>(5,338,631)</b>



## Electric Utility - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Carmi Substation	100,000	-	-	-	-
SCADA Upgrades - New Dual PC, PowerLink Upgrade	53,584	55,057	56,573	58,132	59,735
CIS Software	10,000	10,000	125,000	10,000	10,000
Asset Management Software & AMIP Update	39,600	-	-	-	-
Non Discretionary - Estimated New/Upgraded Services	1,109,789	1,138,865	1,168,756	1,199,485	1,231,076
Non Discretionary - Flat Rate New/Upgrade Services	102,029	104,109	106,240	108,424	110,661
Non Discretionary - New UG Subdivision	154,049	158,216	162,503	166,915	171,453
Distribution System - Voltage Conversion/System Rebuild	1,622,791	646,533	671,258	697,010	723,835
System Reliability Improvements	410,196	420,678	431,450	442,520	453,896
New Westminster Carmi Substation Tie	-	-	500,000	525,000	-
Departmental Tools- PLT & Engineering Tools	41,200	42,436	43,709	45,020	46,370
Fiber System Redundancy	-	100,000	-	100,000	-
<b>Total Electrical Capital Expenses</b>	<b>3,643,238</b>	<b>2,675,894</b>	<b>3,265,489</b>	<b>3,352,505</b>	<b>2,807,027</b>
Recoveries	(1,593,005)	(1,217,943)	(1,243,409)	(1,269,415)	(1,295,971)
<b>Subtotal</b>	<b>2,050,233</b>	<b>1,457,951</b>	<b>2,022,080</b>	<b>2,083,091</b>	<b>1,511,057</b>
GIS Implementation & Conversion	50,000	-	-	-	-
<b>Total Electrical Capital Expense</b>	<b>2,100,233</b>	<b>1,457,951</b>	<b>2,022,080</b>	<b>2,083,091</b>	<b>1,511,057</b>
Transfer to/(from) Electric Operating Fund	(3,417,550)	(2,393,549)	(2,264,066)	(1,466,738)	(490,140)
Transfer to/(from) Electric Capital Reserve/Surplus	1,317,317	935,598	241,986	(616,353)	(1,020,917)
<b>Electrical Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Sewer Utility

### Sanitary Sewer - Operating Budget

	2016	2017	2018	2018	2019	2020	2021	2022	2023
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Advanced Waste Water Treatment Plant</b>									
Goods and Services	821,549	1,156,770	1,256,434	1,252,534	1,237,372	1,319,953	1,400,280	1,191,586	1,223,907
Salaries and Benefits	853,745	917,166	1,043,632	1,026,879	971,446	988,634	1,006,165	1,024,047	1,042,287
Total Operating Expense	1,675,295	2,073,936	2,300,066	2,279,413	2,208,818	2,308,587	2,406,445	2,215,633	2,266,194
Fees	(6,188,644)	(5,273,531)	(5,945,939)	(5,976,636)	(7,112,680)	(7,852,481)	(8,638,998)	(9,563,932)	(10,571,950)
<b>Operating Surplus</b>	<b>(4,513,349)</b>	<b>(3,199,595)</b>	<b>(3,645,873)</b>	<b>(3,697,223)</b>	<b>(4,903,862)</b>	<b>(5,543,894)</b>	<b>(6,232,553)</b>	<b>(7,348,299)</b>	<b>(8,305,756)</b>
<b>Internal Allocations Out</b>									
Parks	-	30,000	33,900	33,900	38,985	40,178	41,407	42,674	43,980
<b>Internal Allocations In</b>									
<b>Revenue</b>									
Collection System Revenue	(26,305)	(23,150)	(15,000)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
DCC	(1,017,068)	(2,312,404)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	(1,043,373)	(2,335,554)	(115,000)	(115,000)	(110,000)	(110,000)	(110,000)	(110,000)	(110,000)
<b>Expenses</b>									
Operations	33,348	26,128	38,574	38,325	40,000	44,000	45,000	45,500	46,000
Communications	18,628	-	-	-	-	-	-	-	-
Engineering	17,000	17,000	20,000	20,000	111,000	242,000	124,000	131,000	136,000
Debt Interest	762,770	764,560	773,830	746,845	546,515	613,725	598,725	583,725	568,725
Debt Principal*	575,057	575,057	575,057	575,057	545,072	738,987	1,038,987	1,038,987	1,038,987
Procurement	1,694	2,687	-	-	-	-	-	-	-
Development Services	(26)	-	-	-	-	-	-	-	-
Information Technology	643	1,562	1,857	1,857	21,864	21,901	21,939	21,978	22,018
Fleet Allocation	18,154	21,378	43,525	43,525	48,025	48,025	48,025	48,025	48,025
Public Works - General	-	-	145,833	145,833	222,897	223,635	224,388	225,155	225,938
Roads and Maintenance Allocation	141,309	148,726	-	-	15,750	15,750	15,750	15,750	15,750
Overhead Allocation	465,587	557,594	649,601	649,601	741,608	833,615	833,615	833,615	833,615
Capital Exp Under Threshold	560,021	439,719	-	-	-	-	-	-	-
Collection System Expense	607,472	693,188	816,414	793,523	756,420	765,604	774,976	784,542	794,305
Safety	4,295	3,699	5,504	5,504	5,559	5,670	5,783	5,899	6,017
<b>Total Allocations In</b>	<b>3,205,952</b>	<b>3,251,296</b>	<b>2,955,195</b>	<b>2,905,070</b>	<b>2,944,710</b>	<b>3,442,912</b>	<b>3,621,189</b>	<b>3,624,177</b>	<b>3,625,380</b>
<b>Total Operating Expense</b>	<b>4,306,190</b>	<b>4,720,176</b>	<b>4,646,304</b>	<b>4,575,526</b>	<b>4,569,471</b>	<b>4,972,334</b>	<b>4,947,239</b>	<b>4,758,148</b>	<b>4,808,606</b>
<b>Net Operating Surplus</b>	<b>(2,350,770)</b>	<b>(2,313,852)</b>	<b>(724,578)</b>	<b>(826,053)</b>	<b>(1,998,137)</b>	<b>(2,141,160)</b>	<b>(2,652,772)</b>	<b>(3,766,797)</b>	<b>(4,724,357)</b>
<b>Transfers to/from Surplus/Reserves</b>									
Transfer to/(from) Sewer DCC	1,017,068	2,304,144	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to/(from) Sewer Operating Surplus	1,225,680	(1,680,649)	(2,017,422)	(1,915,947)	-	-	-	-	-
Transfer to/(from) Sewer Reserve	(2,156,826)	(1,031,396)	-	-	-	-	-	-	-
Transfer to Sewer Capital	2,156,826	2,721,753	2,642,000	2,642,000	1,898,137	2,041,160	2,552,772	3,666,797	4,624,357
Transfer to Sewer Equip Reserve	108,022	-	-	-	-	-	-	-	-
<b>Sewer Operating Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Debt principal is not included in total operating expense

Operations are maintained 24 hours a day

Change 2018 forecast to 2019 budget

\$ change	(1,172,084)
% change	141.89%

Changes in net operating budget from 2018 forecast to 2019 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	(1,136,044)	-137.53%
Decrease in compost facility planning expenses	(47,225)	-5.72%

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

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>AWWTP</b>	1,491,057	1,838,411	2,079,907	2,075,334	1,978,353	2,072,845	2,115,295	1,968,943	2,013,826
Sanitary Lift Stations	111,656	119,827	129,526	122,075	127,041	129,896	132,817	135,807	138,867
Septage Receiving	35,317	40,062	33,235	24,606	40,927	41,687	42,463	43,258	44,071
AWWTP Training & Conferences	37,265	41,066	23,498	23,498	23,512	23,982	24,462	24,951	25,450
Asset Management Plan	-	-	-	-	-	-	50,000	-	-
Parks Reclaimed Water	-	30,000	33,900	33,900	38,985	40,178	41,407	42,674	43,980
<b>Total Expenses</b>	<b>1,675,295</b>	<b>2,069,365</b>	<b>2,300,066</b>	<b>2,279,413</b>	<b>2,208,818</b>	<b>2,308,587</b>	<b>2,406,445</b>	<b>2,215,633</b>	<b>2,266,194</b>
<b>Sewer Fees</b>	<b>(5,972,822)</b>	<b>(5,053,139)</b>	<b>(5,730,121)</b>	<b>(5,760,818)</b>	<b>(6,904,622)</b>	<b>(7,645,970)</b>	<b>(8,432,487)</b>	<b>(9,357,421)</b>	<b>(10,365,439)</b>
<b>Grants</b>	<b>(215,822)</b>	<b>(215,822)</b>	<b>(215,818)</b>	<b>(215,818)</b>	<b>(208,058)</b>	<b>(206,511)</b>	<b>(206,511)</b>	<b>(206,511)</b>	<b>(206,511)</b>
<b>Total Revenue</b>	<b>(6,188,644)</b>	<b>(5,268,960)</b>	<b>(5,945,939)</b>	<b>(5,976,636)</b>	<b>(7,112,680)</b>	<b>(7,852,481)</b>	<b>(8,638,998)</b>	<b>(9,563,932)</b>	<b>(10,571,950)</b>
<b>Net Operating Surplus</b>	<b>(4,513,349)</b>	<b>(3,199,595)</b>	<b>(3,645,873)</b>	<b>(3,697,223)</b>	<b>(4,903,862)</b>	<b>(5,543,894)</b>	<b>(6,232,553)</b>	<b>(7,348,299)</b>	<b>(8,305,756)</b>
Change forecast to budget									
\$ change					(1,206,639)				
% change					32.64%				

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 675 loads which equals 8,187 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 2018 the AWWTP:

Treated 4,452 million liters of waste water

Recycled 481 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 8,187,000kg of bio solids in 2018 = 223kg per person

Sanitary Sewer - Collection System

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Operations by Project</b>									
Collection system	158,146	178,690	177,200	172,500	183,850	186,285	188,768	191,302	193,886
Sewer Service Repairs	103,403	151,214	87,800	117,800	111,000	112,840	114,717	116,631	118,584
Sewer Main Repairs	10,390	2,202	25,500	8,500	25,000	25,440	25,889	26,347	26,813
Sewer Main Blockages	1,035	2,411	2,000	1,100	2,050	2,079	2,109	2,139	2,170
Video Inspection	67,900	69,497	103,550	103,551	103,850	105,917	108,025	110,176	112,369
Manholes	4,066	3,483	3,024	4,838	3,300	3,360	3,421	3,484	3,547
Vandalism	195	139	1,010	-	1,020	1,036	1,051	1,067	1,084
Compost facility	224,609	253,476	374,550	342,725	295,500	297,204	298,948	300,732	302,557
Tools	11,688	9,944	10,500	11,300	10,500	10,710	10,924	11,143	11,366
Consulting	-	-	10,000	10,696	10,000	10,200	10,404	10,612	10,824
Standby	11,578	10,088	11,400	11,532	-	-	-	-	-
Effluent collection system	201	-	1,730	581	1,800	1,832	1,865	1,898	1,932
Sewer system	14,262	12,045	8,150	8,400	8,550	8,701	8,855	9,012	9,172
	607,472	693,188	816,414	793,523	756,420	765,604	774,976	784,542	794,305
Recoveries - Compost	(26,305)	(23,150)	(15,000)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Net Operations by Project</b>	<b>581,167</b>	<b>670,038</b>	<b>801,414</b>	<b>778,523</b>	<b>746,420</b>	<b>755,604</b>	<b>764,976</b>	<b>774,542</b>	<b>784,305</b>
Allocations In Related to									
Sewer Collection	141,309	148,726	145,833	145,833	319,647	320,385	321,138	321,905	322,688
<b>Total Cost for Sewer Collection</b>	<b>722,476</b>	<b>818,764</b>	<b>947,247</b>	<b>924,356</b>	<b>1,066,067</b>	<b>1,075,989</b>	<b>1,086,114</b>	<b>1,096,447</b>	<b>1,106,993</b>

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

Change 2018 forecast to 2019 budget	
\$ change	141,711
% change	18.20%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Decrease in compost facility planning expenses	(47,225)	5.11%
Increase in allocation in from other areas as a result of new Utilities Supervisor, new allocations from facilities for operating costs of yards, and increased engineering expense	173,814	-18.80%

Sewer Utility – Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Engineering - Sewer Capital</b>					
Asset Management Software & AMIP Update - Sewer	33,000	-	-	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap	-	-	75,000	1,186,050	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion	75,000	1,086,000	-	1,213,000	1,317,000
North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion	-	-	973,544	-	-
North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion	35,000	90,000	2,006,656	-	-
Small Sanitary Sewer Upsizing - San Cap Portion	40,000	712,900	-	-	-
Main Street Upgrades - Industrial Avenue to Warren Avenue - Sewer Cap Funding	755,800	-	-	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - San Cap Portion	-	250,000	-	-	-
South Main Street Sanitary Sewer - Budget - Sewer Cap	500,000	-	-	-	-
50mm and 100mm Water Main Replacement Program	125,000	-	-	-	-
Aging Sewer Main Replacement Program	325,000	-	-	-	-
<b>Total Engineering Sewer Capital Projects</b>	<b>1,888,800</b>	<b>2,138,900</b>	<b>3,055,200</b>	<b>2,399,050</b>	<b>1,317,000</b>
<b>Advanced Waste Water Treatment Plant</b>					
Advanced Waste Water Treatment Plant Expansion and Upgrades	-	350,000	4,000,000	1,500,000	-
Liquid Waste Management Plan Review	-	-	-	100,000	-
Wonderware efficiencies	35,000	35,000	35,000	35,000	35,000
CCTV cameras	10,000	-	-	-	-
AWWTP - Bioreactor Gate Replacement	-	500,000	-	-	-
AWWTP - Bioreactor Mixer Replacement	-	130,000	-	-	-
AWWTP - Spectrophotometer	18,000	-	-	-	-
AWWTP - Fine air socks replacement/bio baffles	35,000	-	-	-	-
AWWTP - BIOREM Filter for filter plus install	35,000	-	-	-	-
AWWTP - PME expand to older MCC's	65,000	-	-	-	-
AWWTP - Change management Software	35,000	-	-	-	-
AWWTP - Install screw Pump #2, 3rd of 3 to be replaced	120,000	-	-	-	-
AWWTP - Replace one cake pump	145,000	-	-	-	-
AWWTP - CMMS (Asset Management software)	-	60,000	-	-	-
AWWTP - Server replacement WWTP Industrial servers	100,000	-	-	-	-
AWWTP - A/C headwork's control	10,000	-	-	-	-
AWWTP - 7a rotorks and DO probe	40,000	-	-	-	-
AWWTP - Main breaker PDC replacement	60,000	-	-	-	-
AWWTP - 2nd DAF pump (DAG)	55,000	-	-	-	-
AWWTP - Asset Management Renewal	370,000	-	-	-	-
AWWTP - Chemsan	110,000	-	-	-	-
AWWTP - Disk filter cloth replacement	80,000	-	-	-	-
AWWTP - Wilson LS flow meter and Genset Marina Way flow meter Design	25,000	100,000	-	-	-
AWWTP - Cub Cadet	25,000	-	-	-	-
AWWTP - Dehumidifier for polymer room	6,000	-	-	-	-
AWWTP - Shop crane	10,000	-	-	-	-
AWWTP - Bin room modifications	30,000	-	-	-	-
AWWTP - Test Bench	10,000	-	-	-	-
AWWTP - Bioreactor Waste Pump Replacement	225,000	-	-	-	-
Asset Management Renewal Assessment	-	-	750,000	3,100,000	750,000
Asset Management Renewal Assessment - Lift Stations	30,000	-	30,000	30,000	200,000
<b>Total Advanced Waste Water Treatment Plant Capital Projects</b>	<b>1,684,000</b>	<b>1,175,000</b>	<b>4,815,000</b>	<b>4,765,000</b>	<b>985,000</b>
<b>Sewer Collection System Capital Projects</b>					
Sanitary Sewer Relining	-	-	100,000	100,000	100,000
Compost Site Improvements	1,000,000	1,500,000	-	-	-
<b>Total Sewer Collection Capital Projects</b>	<b>1,000,000</b>	<b>1,500,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
CIS Software Upgrades - Sewer Portion	5,000	5,000	62,500	5,000	5,000
<b>Total Sewer Capital</b>	<b>4,577,800</b>	<b>4,818,900</b>	<b>8,032,700</b>	<b>7,269,050</b>	<b>2,407,000</b>
<b>Funding Source</b>					
Development Cost Charges	-	(125,000)	(973,544)	-	-
Transfer To/From Sewer Reserve/Surplus	(1,679,663)	(1,152,740)	(4,506,384)	(3,602,253)	2,217,357
Transfer from Sewer Operating Fund	(1,898,137)	(2,041,160)	(2,552,772)	(3,666,797)	(4,624,357)
Debt Financing - Compost Site Improvements	(1,000,000)	(1,500,000)	-	-	-
<b>Sewer Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Water Utility

### Water - Operating Budget

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Goods and Services	721,839	753,404	921,685	886,389	957,556	880,962	905,764	932,076	960,017
Salaries and Benefits	730,819	715,870	745,011	761,517	773,484	786,348	799,470	812,854	826,507
<b>Total Operating Expense</b>	<b>1,452,658</b>	<b>1,469,273</b>	<b>1,666,696</b>	<b>1,647,906</b>	<b>1,731,040</b>	<b>1,667,310</b>	<b>1,705,235</b>	<b>1,744,930</b>	<b>1,786,523</b>
Fees	(8,125,802)	(8,548,527)	(8,479,637)	(8,461,692)	(8,812,919)	(9,152,419)	(9,505,154)	(9,871,640)	(10,252,413)
<b>Net Operating Surplus</b>	<b>(6,673,144)</b>	<b>(7,079,254)</b>	<b>(6,812,941)</b>	<b>(6,813,786)</b>	<b>(7,081,880)</b>	<b>(7,485,109)</b>	<b>(7,799,919)</b>	<b>(8,126,710)</b>	<b>(8,465,890)</b>
<b>Internal Allocations Out</b>									
Parks	55,000	31,325	36,140	36,140	37,693	39,199	40,765	42,394	44,088
<b>Internal Allocations In - Revenue</b>									
Development Services-DCC	(496,837)	(938,365)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Other Water DCC's	(58,286)	(125,782)	-	-	-	-	-	-	-
West Bench Transfer	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)
PW - Water Distribution Revenue	(25,445)	(32,628)	(5,000)	(13,554)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Debt Proceeds	-	-	-	-	-	(2,527,197)	-	-	-
	(658,904)	(1,175,111)	(283,336)	(291,890)	(288,336)	(2,815,533)	(288,336)	(288,336)	(288,336)
<b>Internal Allocations In - Expense</b>									
Debt Principal Repayments*	458,414	422,123	422,123	422,123	422,123	422,123	422,123	422,123	422,123
Operations	25,408	26,128	38,574	38,325	40,000	44,000	45,000	45,500	46,000
Debt Interest	591,951	448,795	448,795	448,795	358,795	358,795	358,795	358,795	358,795
Finance - Procurement	690	240	-	-	-	-	-	-	-
Engineering Design	17,000	17,000	20,000	20,000	111,000	241,000	123,000	131,000	135,000
IT - printing/software	356	372	250	250	20,250	20,255	20,260	20,265	20,271
Fleet Allocation	35,691	18,362	51,525	51,525	34,525	34,525	34,525	34,525	34,525
Public Works - General	23,019	9,105	145,833	145,833	308,897	309,635	310,388	311,155	311,938
Roads and Maintenance Allocatio	132,705	139,275	-	-	15,750	15,750	15,750	15,750	15,750
Overhead Allocation	543,372	629,430	715,488	715,488	801,546	887,604	887,604	887,604	887,604
Office Supplies	334	794	750	750	750	765	780	796	812
Capital Exp. Under Threshold	554,548	961,357	-	-	-	-	-	-	-
PW - Water Distribution Expense	718,753	988,602	953,459	1,047,835	877,700	892,631	907,860	923,393	939,236
HR - Safety	2,113	931	5,471	5,471	5,526	5,636	5,749	5,864	5,981
<b>Total Allocations In</b>	<b>3,104,354</b>	<b>3,662,514</b>	<b>2,802,268</b>	<b>2,896,395</b>	<b>2,996,862</b>	<b>3,232,719</b>	<b>3,131,833</b>	<b>3,156,770</b>	<b>3,178,035</b>
<b>Total Operating Expense</b>	<b>4,043,598</b>	<b>4,678,340</b>	<b>4,010,701</b>	<b>4,086,038</b>	<b>4,268,086</b>	<b>4,438,707</b>	<b>4,374,180</b>	<b>4,437,183</b>	<b>4,498,347</b>
<b>Net Operating Surplus</b>	<b>(4,282,693)</b>	<b>(4,623,176)</b>	<b>(4,330,149)</b>	<b>(4,245,420)</b>	<b>(4,411,047)</b>	<b>(7,107,122)</b>	<b>(4,997,187)</b>	<b>(5,300,670)</b>	<b>(5,620,279)</b>
<b>Transfers to/from Surplus/Reserve</b>									
Transfer to Reserve	11,311	-	-	-	-	-	-	-	-
Transfer From Reserve	(1,274,380)	(860,822)	-	-	-	-	-	-	-
Transfer to/(from) Water Surplus	2,633,139	332,125	811,786	813,790	-	-	-	-	-
Transfer to DCC reserve	555,123	1,064,147	100,000	100,000	200,000	200,000	200,000	200,000	200,000
Transfer to/(from) Water Capital	2,357,501	4,087,725	3,418,363	3,331,630	4,211,047	6,907,122	4,797,187	5,100,670	5,420,279
	-	-	-	-	-	-	-	-	-

\*Debt principal is not included in total operating expense

Change 2018 forecast to 2019 budget

\$ change (165,626)

% change -3.90%

7.5 FTE

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Higher than expected water main repairs occurred in 2018	(33,055)	
Ellis Creek dredging and silt removal occurred in 2018, not necessary in 2019	(59,700)	
More water meter maintenance required in 2018 than in expected in 2019	(31,478)	
More south irrigation system maintenance required in 2018 than expected in 2019	(9,000)	

Water - Water Treatment Plant Operating Budget by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Water Treatment Plant</b>									
Cross Connection	42,673	38,214	53,935	53,935	56,228	57,353	58,500	59,670	60,863
Duncan Pump Station	7,235	6,044	7,725	8,525	7,850	8,008	8,168	8,331	8,498
Okanagan Lake Pump Station	275,764	281,977	230,595	230,074	229,750	230,085	230,427	230,775	231,131
Ridgedale Pump Station	25,291	22,128	39,760	39,760	40,214	42,744	45,484	48,453	51,670
Small Reservoirs	33,658	41,295	48,949	48,949	48,500	49,470	50,460	51,469	52,498
Warren Ave Well	2,928	3,368	5,975	5,975	5,350	5,571	5,807	6,060	6,332
Water Conservation	51,219	24,141	52,287	52,287	46,000	46,920	47,858	48,816	49,792
Water Treatment Plant	847,354	878,869	1,093,054	1,109,560	1,141,754	1,169,906	1,199,350	1,230,179	1,262,493
Water - general	85,398	89,931	-	-	-	-	-	-	-
Parks - other accounts	55,000	31,431	36,140	36,140	37,693	39,199	40,765	42,394	44,088
Drought Management	8,333	3,813	85,575	50,000	100,000	-	-	-	-
Water	38,822	41,509	12,700	12,700	17,700	18,054	18,415	18,783	19,159
	1,473,675	1,462,719	1,666,696	1,647,906	1,731,040	1,667,310	1,705,235	1,744,930	1,786,523
Recoveries - Water	(418,993)	(431,874)	(441,436)	(423,491)	(437,114)	(451,632)	(466,776)	(482,571)	(499,047)
Water - sales	(7,727,826)	(8,110,098)	(8,038,201)	(8,038,201)	(8,375,806)	(8,700,787)	(9,038,378)	(9,389,068)	(9,753,366)
<b>Net Operating Surplus</b>	<b>(6,673,144)</b>	<b>(7,079,254)</b>	<b>(6,812,941)</b>	<b>(6,813,786)</b>	<b>(7,081,880)</b>	<b>(7,485,109)</b>	<b>(7,799,919)</b>	<b>(8,126,710)</b>	<b>(8,465,890)</b>

This department maintains the water treatment plant, 6 reservoirs and 5 pump stations in accordance with mandated standards.

The WTP is a budget centre of the water utility fund. The plant is budgeted and managed by our water supervisor with a staff of 7.5 FTE's.

Change 2018 forecast to 2019 budget

\$ change (268,094) See the water operating page for a summary of changes in the water fund.

% change 3.93%

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

## Water - Distribution by Project

	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Hydrant Connection Boxes	(23,938)	(30,803)	(5,000)	(26,638)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transmission and distribution	62,970	62,179	51,012	87,046	68,250	69,405	70,583	71,785	73,010
Hydrant Maintenance	61,725	64,312	151,480	150,559	151,400	154,027	156,706	159,438	162,224
Valve Maintenance	17,793	9,411	33,650	19,950	39,850	40,480	41,123	41,778	42,447
PRV Maintenance	29,184	10,549	12,550	4,770	39,000	39,660	40,333	41,020	41,720
Water Main Repairs	53,882	392,475	80,000	113,655	80,600	81,912	83,250	84,615	86,008
Water Service Repairs	102,015	110,010	122,000	133,073	123,000	124,860	126,757	128,692	130,666
Renew Fire Hydrants	13,647	14,065	15,600	19,200	15,700	15,984	16,274	16,569	16,871
Hydrant Connection Boxes	10,157	8,414	6,250	5,300	7,250	7,390	7,533	7,678	7,827
Meters / Customer Billing and Collections	149,553	137,309	219,700	211,428	179,950	183,220	186,555	189,957	193,428
Meter Pit Installations and maint	32,146	13,092	31,500	32,143	16,000	16,270	16,545	16,826	17,113
Water - tools	9,063	10,225	18,500	20,208	18,500	18,870	19,247	19,632	20,025
Water damage vandalism	573	-	500	365	500	507	514	521	529
Penticton Creek - Greyback Dam	19,900	17,407	19,780	23,100	11,100	11,292	11,488	11,688	11,891
Penticton Creek - Howard Lake Dam	1,143	3,620	2,069	2,130	1,600	1,612	1,624	1,637	1,649
Penticton Creek - Campbell Mountain Diversion	12,907	8,471	10,750	10,500	8,900	9,048	9,199	9,353	9,510
Penticton Creek - Penticton 2 Dam	5,509	5,194	4,750	4,000	9,250	9,430	9,614	9,801	9,992
Penticton Creek - General Maintenance	6,847	4,242	4,250	1,200	3,800	3,861	3,923	3,987	4,051
Ellis Creek - Ellis 2 Dam	10,882	7,660	8,250	6,200	4,500	4,570	4,641	4,714	4,789
Ellis Creek - Ellis 4 Dam	9,303	6,663	9,250	5,500	6,950	7,069	7,190	7,314	7,440
Ellis Creek - Ovid Dam	442	-	350	967	350	356	362	368	375
Ellis Creek - Ellis Intake	4,991	5,101	35,350	64,150	4,450	4,524	4,599	4,676	4,755
Ellis Creek - General Maintenance	4,268	3,712	2,600	4,600	2,000	2,030	2,061	2,092	2,124
Water - general	37,952	40,259	29,516	54,473	16,100	16,392	16,690	16,994	17,304
North irrigation system	44,726	38,602	57,602	57,000	48,000	48,820	49,656	50,510	51,380
South irrigation system	14,501	13,803	25,500	29,000	20,000	20,330	20,667	21,010	21,360
Penticton Creek - Corporation Lake Dam	661	-	350	403	350	356	362	368	375
Penticton Creek - Reed Lake Dam	505	-	350	-	350	356	362	368	375
<b>Net Operating Expense</b>	<b>693,308</b>	<b>955,974</b>	<b>948,459</b>	<b>1,034,282</b>	<b>867,700</b>	<b>882,631</b>	<b>897,860</b>	<b>913,393</b>	<b>929,236</b>
Allocations In Related to Water Distribution	155,724	148,380	145,833	145,833	405,647	406,385	407,138	407,905	408,688
<b>Total Cost for Water Distribution</b>	<b>849,032</b>	<b>1,104,355</b>	<b>1,094,292</b>	<b>1,180,115</b>	<b>1,273,347</b>	<b>1,289,016</b>	<b>1,304,997</b>	<b>1,321,298</b>	<b>1,337,925</b>

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

Change 2018 forecast to 2019 budget

\$ change	93,232
% change	9.01%

Changes in net operating budget from 2018 forecast to 2019 are primarily due to:

	\$ change	% change
Increase in allocation in from other areas as a result of new Utilities Supervisor, new allocations from facilities for operating costs of yards, and increased engineering expenses	259,814	
Higher than expected water main repairs occurred in 2018	(33,055)	
Ellis Creek dredging and silt removal occurred in 2018, not necessary in 2019	(59,700)	
More water meter maintenance required in 2018 than in expected in 2019	(31,478)	
More south irrigation system maintenance required in 2018 than expected in 2019	(9,000)	

Water Utility - Capital Budget

	2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
<b>Engineering Water Capital Projects</b>					
Asset Management Software & AMIP Update - Water	37,400	-	-	-	-
50mm and 100mm Water Main Replacement Program	388,500	883,200	900,800	918,400	933,900
Aging Water Main Replacement Program	976,300	468,400	588,600	763,800	778,800
Orchard Avenue Reconstruction - Water Portion	-	-	-	400,000	160,000
Riddle Road Improvements - Water Service & Fire Protection	-	-	-	-	1,428,100
Industrial Area Fire Flow Upgrades - Water Cap Portion	-	-	1,436,200	-	-
Ridgedale Reservoir Upgrade - Budget - DCC Portion	-	144,803	-	-	-
Ridgedale Reservoir Upgrade - Water Cap Portion	75,000	250,000	-	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant	-	-	75,000	350,000	-
Main Street Upgrades - Industrial Avenue to Warren Avenue	755,800	-	-	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue	-	250,000	-	-	-
Downtown Revitalization - Main Street - Water Cap Portion	-	-	-	-	-
Woodstock Road Reconstruction - Water Cap Portion	-	52,000	-	-	-
South Main Street Sanitary Sewer - Budget - Water Cap	350,000	-	-	-	-
Irrigation System - Infrastructure Renewals	75,000	375,000	375,000	455,000	455,000
<b>Total Engineering Water Capital Projects</b>	<b>2,658,000</b>	<b>2,423,403</b>	<b>3,375,600</b>	<b>2,887,200</b>	<b>3,755,800</b>
<b>Water Treatment Plant Capital Projects</b>					
Bulk Liquid Chlorine System	633,500	-	-	-	-
Asset Management Equipment Replacement	50,000	50,000	50,000	50,000	50,000
WTP Reservoir Mixing Improvements	-	-	-	25,000	655,000
WTP Pressure Reducing Station Equipment	-	1,527,000	-	-	-
WTP optimization projects	15,000	15,000	15,000	15,000	15,000
PLC Equipment Replacement	80,000	80,000	80,000	80,000	80,000
Replace aging electrical equipment Okanagan Lake Pump Stn	1,575,700	-	-	-	-
WTP Rotork Valve Replacement	60,000	60,000	60,000	60,000	60,000
WTP Filter Gallery Valve Replacement	30,000	30,000	30,000	30,000	30,000
Booster Station Communication Upgrades	15,000	-	15,000	-	15,000
WTP Avigilon Door Replacement	20,000	-	-	-	-
Replace portable gas detectors and software	-	-	-	10,000	-
Replace (2) process computers/update software	5,000	5,000	5,000	5,000	5,000
Source Protection Plan & Assessment	-	100,000	-	-	-
Roof replacement WTP	-	-	-	467,110	-
Air unit replacement program	-	50,000	50,000	100,000	100,000
<b>Total Water Treatment Plant Capital Projects</b>	<b>2,484,200</b>	<b>1,917,000</b>	<b>305,000</b>	<b>842,110</b>	<b>1,010,000</b>
<b>Water Distribution System Capital Projects</b>					
Irrigation Meter Program	140,000	140,000	140,000	140,000	140,000
Ellis 2 Dam - Consulting & Upgrades	-	-	250,000	100,000	750,000
Ellis 4 Dam - Consulting and Upgrades	225,000	1,000,000	-	-	-
Ellis Creek Diversion Dam - Consulting & Upgrades	-	-	-	-	125,000
Dam Safety Review - Legislated	-	-	150,000	5,000	-
<b>Total Water Distribution System Capital Projects</b>	<b>365,000</b>	<b>1,140,000</b>	<b>540,000</b>	<b>245,000</b>	<b>1,015,000</b>
CIS Software Upgrades - Water Portion	5,000	5,000	62,500	5,000	5,000
<b>Total Water Utility Capital Projects</b>	<b>5,512,200</b>	<b>5,485,403</b>	<b>4,283,100</b>	<b>3,979,310</b>	<b>5,785,800</b>
<b>Funding Source</b>					
DCC	-	(244,803)	-	-	-
Transfer to/(from) Water Reserve/Surplus	(1,301,153)	1,666,522	514,087	1,121,360	(365,521)
Transfer to/(from) Water Operating Fund	(4,211,047)	(6,907,122)	(4,797,187)	(5,100,670)	(5,420,279)
	<b>(5,512,200)</b>	<b>(5,485,403)</b>	<b>(4,283,100)</b>	<b>(3,979,310)</b>	<b>(5,785,800)</b>
<b>Water Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



To view the 2019-2023 Financial Plan, please visit:

[www.penticton.ca/EN/main/departments/finance/financial-plan-2019.html](http://www.penticton.ca/EN/main/departments/finance/financial-plan-2019.html)

DRAFT



# 2019 BUDGET

## Purpose

Travel Penticton is a Destination Marketing Organization (DMO), charged with the task of providing external marketing and awareness to potential travelers on a regional, provincial, national and international level.

Travel Penticton promotes a collaborative funding model offering a balanced approach to Tourism Marketing utilizing:

- **Print**
- **Digital & Social Media Platforms**
- **Media Development & Leveraging**
- **Event Support**
- **Consumer Direct Shows**
- **Partnerships with Local Events, Facilities and Attractions**

Travel Penticton is the **FIRST FACE** for promotion of Penticton externally at shows, events, conventions & marketplaces.

## Definitions

- **MRDT** Municipal Regional District Tax
- **DMO** Destination Marketing Organization
- **TOTA** Thompson Okanagan Tourism Association – Regional DMO
- **BCHA** British Columbia Hotel Association
- **TIABC** Tourism Industry Association of BC
- **DBC** Destination British Columbia
- **KPI's** Key Performance Indicators for Measurement
- **Analytics** Measurement of Digital & Social Media Performance
- **Conversion** Defined by either direct promotion > \$\$ or by engagement of followers on social media

## 2018 Challenges

- High Water, Fire, Smoke
- July Hwy 97 Summerland/Peachland fire
- Drifting smoke from external fires near Keremeos & Area
- Constant media coverage on ‘Flooding’ & ‘Wildfires’
- BC ‘State of Emergency’
- Repairing Public Perception over the short, medium & long term
- ***Maintain Room Night Levels & Visitation***



BC Wildfires **2018**: Flights cancelled as **smoke** chokes airports  
CBC.ca - Aug. 20, 2018  
Kelowna International Airport, Penticton Regional Airport and the West Kootenay Airport in Castlegar all reported several flights cancelled by ...  
Smoky conditions, poor visibility affect BC-bound flights  
Globalnews.ca - Aug. 20, 2018

[View all](#)



UPDATE: Okanagan air quality index poor due to **smoke**  
Penticton Western News - Aug. 13, 2018  
According to Environment Canada, during a wildfire, smoke conditions can change quickly over short distances and can vary considerably ...  
Thick **smoke** continues to blanket the Okanagan creating bad air ...  
Globalnews.ca - Aug. 13, 2018

[View all](#)



Thick **smoke** to smother the Okanagan again this weekend  
Globalnews.ca - Aug. 16, 2018  
The **smoke**-directing flow in the upper atmosphere transitioned to be more westerly ... Peter Quinlan (@PQuinlanGlobal) August 18, 2018 ...



Air quality in nearly a dozen BC communities 'very high risk' on Sunday  
Globalnews.ca - Aug. 19, 2018  
**Smoke** is filling interior valleys with poor visibility & high AQHI values. ... the **smoke** towards the coast #bcstorm #vernon #kelowna #penticton  
pic.twitter.com/6lFQfrYeXR ... Dwayne Rourke (@DwayneRourke) August 19, 2018 ...



Heavy **smoke** and poor air quality force cancellation of two Okanagan ...  
CBC.ca - Aug. 20, 2018  
Athletes from 19 countries are in Penticton for the race, some from as far ... for a cancelled 2018 national championship event that was initially ...  
Triathlon **smoked** out  
Local Source - Castanet.net - Aug. 18, 2018

[View all](#)




PHOTOS: BC city wakes up to darkness under wildfire **smoke**  
Penticton Western News - Aug. 17, 2018  
The wildfire **smoke** has become so thick in B.C. that it's blocking the sun in some communities. People in Prince George woke up to dark skies ...

# 2018 Solutions

**Visit Penticton** is 😊 feeling curious at Okanagan Lake, Penticton.  
July 20, 2018 · Penticton, BC · 🌐

Wondering about Real Time conditions in Penticton? Take a look at this raw video shot this morning on the Okanagan Lake Beach 📹! Castanet, Penticton Herald, Penticton Western News, Thompson Okanagan, Destination British Columbia & Destination Canada



01:33

**44,124** People Reached      **7,019** Engagements      [Boost Again](#)

Boosted on Jul 20, 2018      Completed By

People Reached	<b>11.1K</b>	10-Second Video Views	<b>2.9K</b>
----------------	--------------	-----------------------	-------------


[View Results](#)

👍❤️ 200      39 Comments 228 Shares

👍 Like    💬 Comment    ➦ Share    🌐

**Visit Penticton** is 😊 feeling curious in Penticton, British Columbia.  
July 22, 2018 · 🌐

Wondering about the "Real Time" conditions in Penticton ? Check out this Raw footage captured this morning from Skaha Lake Park !  
City of Penticton - Municipality , Castanet, Penticton Western News, Penticton Herald, Thompson Okanagan Tourism Association, Route 97, Global BC, Destination British Columbia & Destination Canada



01:10

**62,566** People Reached      **15,890** Engagements      [Boost Again](#)

Boosted on Jul 22, 2018      Completed By


People Reached	<b>11.7K</b>	10-Second Video Views	<b>3.9K</b>
----------------	--------------	-----------------------	-------------

[View Results](#)

👍❤️👏 390      50 Comments 424 Shares

**Visit Penticton** is 😊 feeling curious in Penticton, British Columbia.  
August 4, 2018 · 🌐

Wondering about the "Real Time" conditions in Penticton? Check out th RAW footage from the Channel.  
Shot at 5:00 PM  
City of Penticton - Municipality, Thompson Okanagan Tourism Association, Destination British Columbia, Castanet, Global BC Commu Central, Global Calgary, Global Edmonton, Global Vancouver, CTV Vancouver, CTV Calgary ,CTV Edmonton, CBC Vancouver, CBC Calga CBC Edmonton



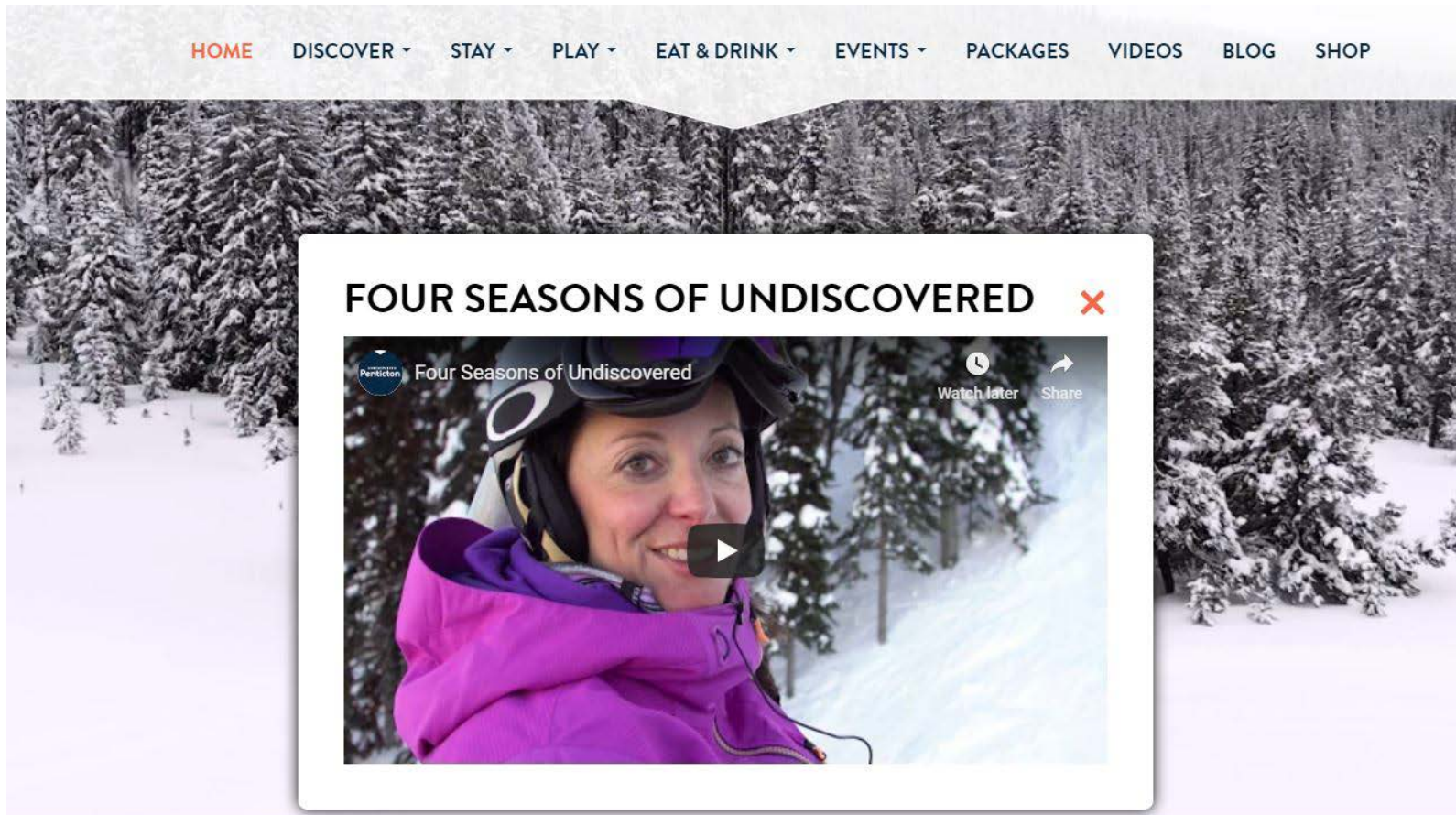
00:25

**24,864** People Reached      **1,105** Engagements      [Boost Ag](#)

Boosted on Aug 4, 2018      Completed By

People Reached	<b>19.4K</b>	10-Second Video Views	<b>4.5K</b>
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## 2018 Accomplishments in Brief



# WELCOME TO PENTICTON

## 2018 Accomplishments in Brief

### EXAMPLE:

- **Consumer Focussed Trade Shows:**  
Travel Penticton representing the entire community for **TOURISM & potential INVESTMENT & RELOCATION**
- Attended 4 Consumer Shows:**
- Calgary Motorcycle: 26593 Attendees**
- Vancouver Motorcycle: 33000 Attendees**
- Vancouver Outdoor Show: 17200 Attendees**
- Calgary Outdoor Show: 13200 Attendees**



Visit Penticton is at Motorcycle Show - Edmonton.

January 10 at 10:25 AM · Edmonton, AB · 🌐

Time to start planning to Ride Somewhere New ! Come visit us at the Edmonton Motorcycle Show on January 11-13th to get your FREE Penticton Motorcycle Route Map !

Event details: [www.motorcycleshows.ca/](http://www.motorcycleshows.ca/)



Visit Penticton

Travel Company

Send Message

Like

Comment

Mannull Rubio Bibanco, Dennis Henderson, Dennis Wolden and 62 others like this.

Most Relevant ▾

## 2019 Innovative Projects

- **Tourism Economic Impact Study**
- **Accessible Tourism Initiative**
- **Cinema Advertising**
- **Increase Media Profile**
- **Penticton Beach & Airport Visitor Kiosks**
- **Local Tourism Open House**
- **Offer Co-Op Marketing Program for Travel Penticton Members**

## Our Partnership with our City of Penticton - 2019

- **Provide Workshops to Council & Staff on Travel Penticton operations**
- **Present Quarterly Reports to Council on Travel Penticton operations – Currently submitted electronically**
- **Work to secure a beach location for a high-volume seasonal Visitor Information Centre**
- **Continue collaboration with Economic Development department on Tourism Impact Assessment**

## Benefits of City Funding - \$300,000

- **Visitor Services**
- **Promotion of Penticton through trade and consumer shows**
- **Support Sales & Marketing Professional Staff**
- **Satellite Visitor Centres**
- **Digital content for promotion**
- **Photography**
- **Videography**
- **Story content**

# Facts about MRDT Program

- 5 Year Term – July 1, 2017 to June 30, 2022
- 2% Supported by Accommodators
- City Resolution for financial community support
- Provincial program – partnership between Ministry of Tourism, Arts and Culture, Ministry of Finance and Destination BC
- Any changes would require a new application supported by local industry...accommodators
- Reporting partnership with City of Penticton and Travel Penticton – working very well!

## 2019 Budget - Revenue

Revenue	Budget
Municipal Contract for Service	\$300,000.00
MRDT Revenue	\$640,000.00
Vacation Rental Revenue	\$11,500.00
Co-op & Special Project Revenue	\$10,000.00
DBC Visitor Centre Network Funding	\$25,000.00
Member Marketing Services	\$35,000.00
Experience Guide Advertising	\$58,000.00
Grants	\$6,500.00
Retail Sales Revenue	\$25,000.00
Other (interest/commission)	\$1,500.00
<b>Revenue TOTAL</b>	<b>\$1,112,500.00</b>

## 2019 Budget – Expenses

	Budget
Marketing Initiatives	\$386,600.00
Marketing Staff Wages	\$246,685.00
Visitor Centre Operations	\$182,514.00
Event Co-op Funding	\$150,000.00
Professional Services Expenses	\$87,500.00
Administration Expenses	\$44,030.00
Other Expenses	\$15,000.00
<b>Expenses TOTAL</b>	<b>\$1,112,329.00</b>

## Team

### Full Time Staff - Marketing

Executive Director, Thom Tischik

Project Co-ordinator, Jo Charnock

Marketing Manager, Brad Morgan

Member Services & Marketing Manager, Karen Davy

### Full Time Staff - Visitor Centre

Visitor Centre Supervisor, Graham Filek

Travel Experiences Councillor, Dawne Young

Travel Experiences Councillor, Cheryl Gill

### Summer Staff - Visitor Centre

Student - Paul Garcha

Student - Jacob Winstone

Student – Sierra Simpson

### Volunteer Staff - Visitor Centre

2 current volunteers



PENTICTON TRADE AND  
CONVENTION CENTRE

- 237 -

# South Okanagan Events Centre Complex 2019 Operating Budget

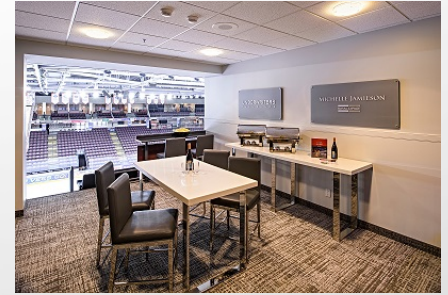
## 2018 AWARDS & ACCOLADES

- VENUES NOW - 2018 Canadian Venues 'TOP STOPS' - **SOEC ranked 5<sup>th</sup> Top Spot in Canada** (5,000-10,000) capacity group
- **2018 NEWSMAKER OF THE YEAR AWARD** – Penticton Chamber of Commerce
- **2018 GREAT TEAM AWARD** – SOEC – Spectra Venue Management – Company Awards
- **2018 REVENUE GENERATION AWARD** – Penticton Trade & Convention Centre– Spectra Venue Management – Company Awards



## 2018 SOEC COMPLEX KEY HIGHLIGHTS

- Extensive SOEC suite level renovation  
Introduction of new 'Jr.' Founders Package – several suite owners have already extended their term until 2022 as a result.



- HVAC and roof upgrades at the Penticton Trade and Convention Centre
- In 2018 the complex hosted 2 large-scale events:
  - Cirque du Soleil CRYSTAL (8 shows)
  - Scotties Tournament of Hearts (24 draws)



# 2018 SOEC COMPLEX KEY HIGHLIGHTS cont.

- **SOEC 10 Year Anniversary**

- Partnered with Cannery Brewing to create a 10 Year anniversary beer 'Power Chord Pilsner' with partial proceeds benefiting Canadian Mental Health Association.



- **Success of OHG expansion has contributed to the complex and the City as a whole**

- CSSHL Playoff tournament scheduled to continue in Penticton until March 2020
- Over the past three years, the economic impact to city has grown from
- \$1.623M in 2015 to \$3.5M in 2018

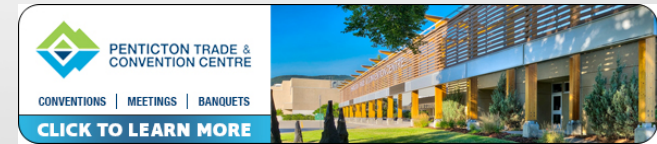


## SOEC COMPLEX CHALLENGES

- As one of the largest employers in Penticton of part-time staff, one of our biggest challenges is attaining and retaining qualified employees.
- Minimum wage increase means an unavoidable increase to our budget
- Implementation of the Employee Health Tax increases is another unavoidable increase to our budget
- Young Stars Tournament not returning
- As venue gets older, repairs and maintenance increase
- The addition of the new for profit , private conference centre space in Penticton has affected the PTCC as it pertains to small business meetings and banquet bookings.
- In 2018 we saw two large event bookings with Cirque du Soleil and a Scotties Tournament of Hearts – difficult to replace

## SOEC COMPLEX 2019 GOALS

- The PTCC currently has 10 city-wide conventions booked in 2019 – we'll look to maximize these events as much as possible.
- Focus on attracting marquee events to Penticton in 2020.
- Look for innovative ways to attract and retain PT staff.
- We are currently working with the City of Penticton's Sport Tourism Manager to create incentivizing bids for future large scale sporting events like the Scotties Tournament of Hearts.
- Find new ways to work with Travel Penticton to grow the MICE (Meetings, Incentives, Conventions and Exhibitions) tourism market segment through strategic sales and marketing initiatives.



## SOEC COMPLEX

	2018 Budget	2018 Unaudited	2019 Budget
<b>Event Operating Income</b>	1,913,613	1,930,540	1,742,685
<b>Other Income</b>	1,662,320	1,674,345	1,718,368
<b>Indirect Expenses</b>			
Executive	190,304	194,053	189,568
Marketing/Sales	636,423	601,203	643,439
Finance	315,017	274,747	284,909
Events	287,090	295,048	306,915
Ops	1,708,865	1,745,622	1,805,488
Food and Beverage	454,085	501,343	518,621
Vees	535,616	520,383	526,411
Box Office	143,307	129,626	151,932
Overhead	431,441	413,042	420,950
<b>Total Indirect Expenses</b>	<b>4,702,148</b>	<b>4,675,068</b>	<b>4,848,233</b>
<b>Net Operating Income</b>	<b>(1,126,215)</b>	<b>(1,070,184)</b>	<b>(1,387,180)</b>
<b>Facility Surcharge Paid to City</b>	<b>54,012</b>	<b>84,737</b>	<b>74,171</b>
<b>Net Income (Loss)</b>	<b>(1,180,228)</b>	<b>(1,154,921)</b>	<b>(1,461,352)</b>

\*\*Impact of part-time labour and employee health tax increases is reflected in net event operating income, operations, food and beverage and box office indirect expenses.

## South Okanagan Event Centre

	2018 Budget	2018 Unaudited	2019 Budget
<b>Event Operating Income</b>	962,952	1,024,724	890,703
<b>Other Income</b>	966,271	994,481	1,033,398
<b>Indirect Expenses</b>			
Executive	108,233	120,553	109,066
Marketing/Sales	315,500	321,247	325,906
Finance	209,493	185,541	186,168
Events	208,694	218,086	226,558
Ops	868,045	921,554	920,683
Food and Beverage	225,837	249,557	267,587
Veeps	535,616	520,383	526,411
Box Office	143,307	129,680	151,932
Overhead	252,725	252,202	246,830
<b>Total Indirect Expenses</b>	2,867,450	2,918,803	2,961,141
<b>Net Operating Income</b>	(936,091)	(899,598)	(1,037,040)
<b>Facility Surcharge Paid to City</b>	54,012	84,737	74,171
<b>Net Income (Loss)</b>	(990,103)	(984,335)	(1,111,212)

\*\*Impact of part-time labour and employee health tax increases is reflected in net event operating income, operations, food and beverage and box office indirect expenses.

## Penticton Trade and Convention Centre

	2018 Budget	2018 Unaudited	2019 Budget
<b>Event Operating Income</b>	969,525	904,349	851,982
<b>Other Income</b>	22,500	21,199	22,000
<b>Indirect Expenses</b>			
Executive	64,165	58,583	62,744
Marketing/Sales	320,923	279,956	317,533
Finance	80,314	70,020	73,023
Events	78,396	76,961	80,357
Ops	270,595	276,405	299,252
Food and Beverage	228,248	251,734	251,033
Vees	-	-	-
Box Office	-	-	-
Overhead	148,717	137,819	144,120
<b>Total Indirect Expenses</b>	<b>1,191,357</b>	<b>1,151,478</b>	<b>1,228,062</b>
<b>Net Operating Income</b>	<b>(199,332)</b>	<b>(225,930)</b>	<b>(354,079)</b>
<b>Facility Surcharge Paid to City</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Income (Loss)</b>	<b>(199,332)</b>	<b>(225,930)</b>	<b>(354,079)</b>

\*\*Impact of part-time labour and employee health tax increases is reflected in net event operating income, operations and food and beverage indirect expenses.

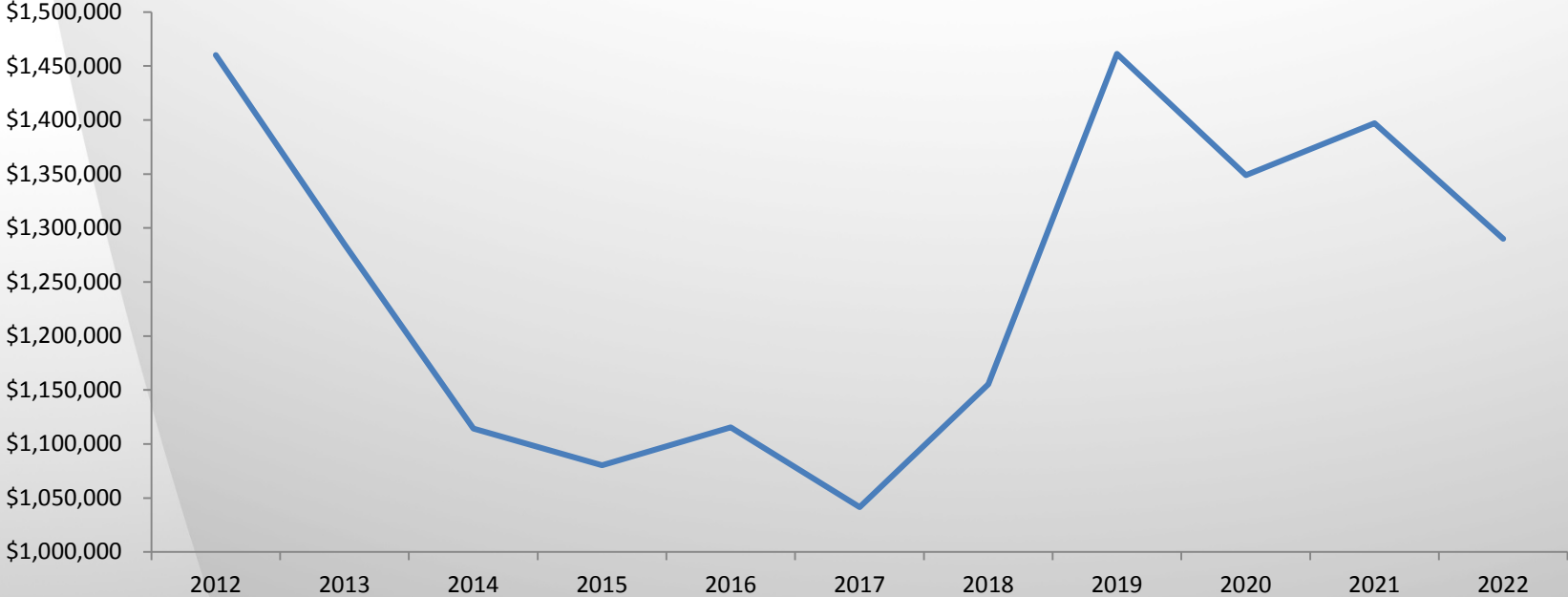
# OHS Training Centre

	<b>2018 Budget</b>	<b>2018 Unaudited</b>	<b>2019 Budget</b>
<b>Event Operating Income</b>	-	-	-
<b>Other Income</b>	360,816	386,722	373,615
<b>Indirect Expenses</b>			
Executive	8,953	7,458	8,879
Marketing/Sales	-	-	-
Finance	12,605	9,593	12,859
Events	-	-	-
Ops	229,379	230,707	246,415
Food and Beverage	-	-	-
Vees	-	-	-
Box Office	-	-	-
Overhead	17,000	14,162	17,000
<b>Total Indirect Expenses</b>	<u>267,936</u>	<u>261,921</u>	<u>285,154</u>
<b>Net Operating Income</b>	92,879	124,801	88,462
<b>Facility Surcharge Paid to City</b>	-	-	-
<b>Net Income (Loss)</b>	<u>92,879</u>	<u>124,801</u>	<u>88,462</u>

# Memorial Arena

	2018 Budget	2018 Unaudited	2019 Budget
<b>Event Operating Income</b>	-	-	-
<b>Other Income</b>	291,734	271,943	289,354
<b>Indirect Expenses</b>			
Executive	8,953	7,458	8,879
Marketing/Sales	-	-	-
Finance	12,605	9,593	12,859
Events	-	-	-
Ops	340,847	316,957	339,138
Food and Beverage	-	-	-
Vees	-	-	-
Box Office	-	-	-
Overhead	13,000	8,858	13,000
<b>Total Indirect Expenses</b>	<b>375,404</b>	<b>342,866</b>	<b>373,877</b>
<b>Net Operating Income</b>	<b>(83,670)</b>	<b>(70,923)</b>	<b>(84,523)</b>
<b>Facility Surcharge Paid to City</b>	-	-	-
<b>Net Income (Loss)</b>	<b>(83,670)</b>	<b>(70,923)</b>	<b>(84,523)</b>

# SOEC Operating Historical and Forecast



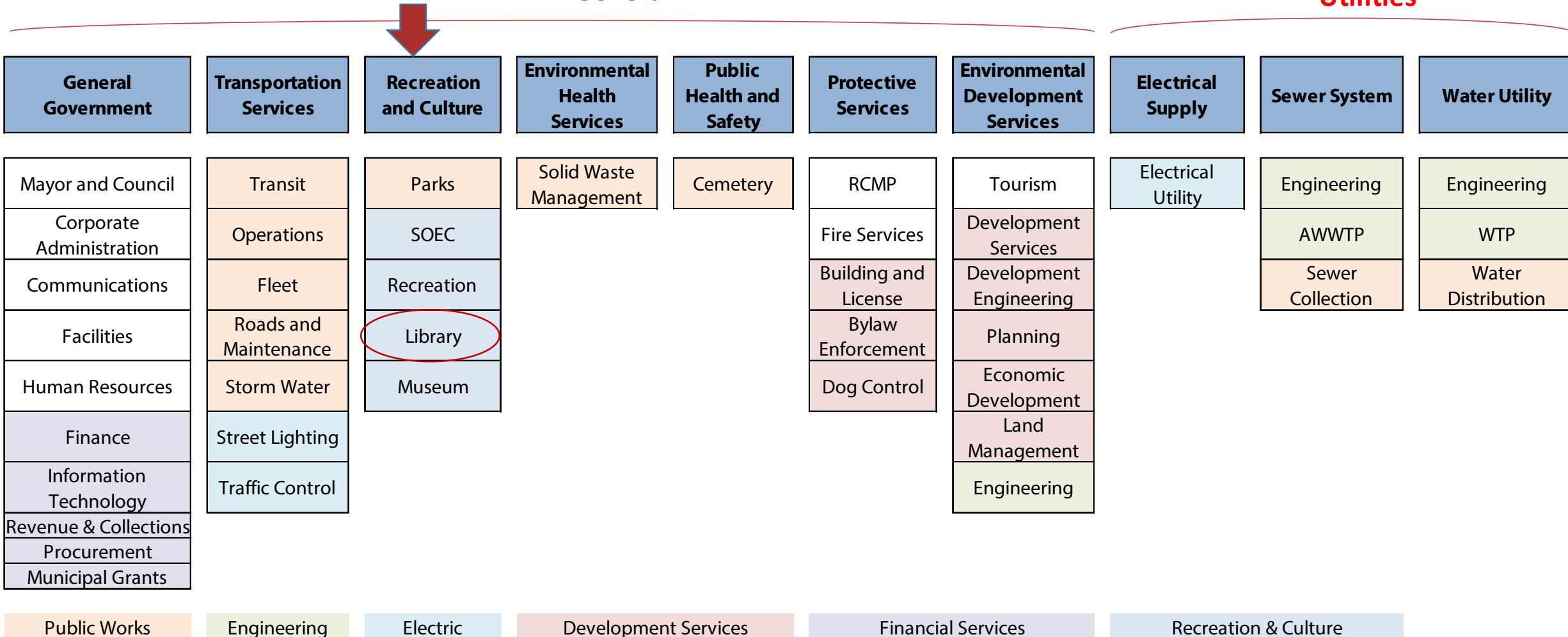
# THANK YOU

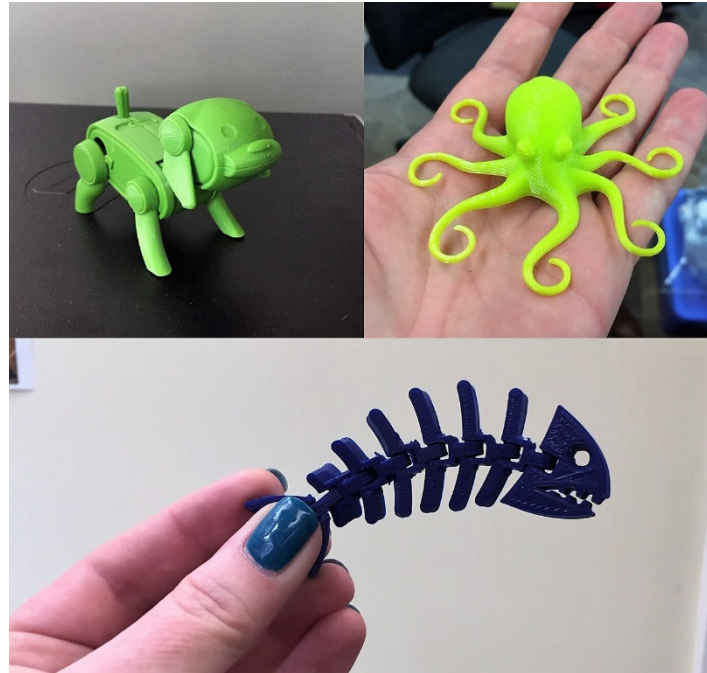


# City of Penticton: Financial Plan Reporting Structure

## General

## Utilities





Penticton Public Library

# Overview



The Penticton Public Library offers library services to the residents of the City of Penticton by providing collections, programming, and services in support of: life-long learning, cultivating creativity, 21<sup>st</sup> century literacies, and reading for pleasure.

18,301 Active resident card holders  
378,657 Items circulated  
99,246 Items in collection  
2,328 Items borrowed from or lent to other libraries  
62 Borrow-A-Librarian appointments

26,583 reference questions answered  
342 programs delivered to 8,004 attendees (all ages)  
222,423 in person visits plus 75,014 virtual visits  
21,267 public computer uses

# 2018 Achievements



- ✓ STEAM programming developed for the 8 to 12 year olds
- ✓ Outcome based evaluations of Homebound delivery service, Borrow-a-Librarian and STEAM programs
- ✓ Collection maintenance

## **Additional Achievements**

- ✓ 3D printing programs/service development
- ✓ Evaluation & refinement of digital resources
- ✓ Adoption of SirsiDynix Horizon Enterprise system for patron focused catalogue

# 2019 Initiatives



## *Expansion of Outreach services*

- **City strategic goal: Community Building & Social Development**
- **Library strategic goals: Increased community engagement & fostering lifelong learning**
  - In 2019, we will be expanding on our outreach services to meet community needs with both traditional and new services.
    - ensures equitable delivery of library services

# 2019 Initiatives



## *Adjustment of Online services:*

- **City strategic goal: Social Development & Fiscal Sustainability**
- **Library strategic goals: Put the patron experience first & fostering lifelong learning**
- This adjustment will be to normalize the Library's spending on items in high demand by our users while maintaining our current budget for books.

# Staffing

<u>2018</u>	<u>2019</u>
15.6	15.8



# Highlights



	2019 Budget	% change	Trend
Total Revenue	-257,612	3.8%	↑
Total Expense	1,413,304	4.8%	↑
Total Internal Allocation In	113,400		↑
Total Internal Allocation Out	<u>0</u>		→
Net Operating Expense	1,269,092		↑
Total Capital	<u>0</u>		→
Cost per Capita	37.59		↑
% of Property Tax	3.80%		↑

# 2019 Budget



	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Goods and Services	481,800	<b>462,451</b>	<b>499,300</b>	499,300	499,300	499,300	499,300
Salaries and Benefits	<u>879,293</u>	<b><u>886,096</u></b>	<b><u>914,004</u></b>	<u>924,949</u>	<u>936,114</u>	<u>947,501</u>	<u>959,116</u>
Total Operating Expenses	1,361,093	<b>1,348,547</b>	<b>1,413,304</b>	1,424,249	1,435,414	1,446,801	1,458,416
Total Internal Allocation In	0	<b>0</b>	<b>113,400</b>	115,668	117,981	120,341	122,748
Grant Revenue	-130,712	<b>-129,836</b>	<b>-137,712</b>	-137,712	-137,712	-137,712	-137,712
Sales and service fees	-64,500	<b>-53,496</b>	<b>-55,900</b>	-55,900	-55,900	-55,900	-55,900
Other contributions	-62,000	<b>-64,735</b>	<b>-64,000</b>	-64,000	-64,000	-64,000	-64,000
<b>Net Operating Expenses</b>	<b>1,103,881</b>	<b>1,100,480</b>	<b>1,269,092</b>	<b>1,282,305</b>	<b>1,295,783</b>	<b>1,309,530</b>	<b>1,323,552</b>

# Decision Requests



- \$7,000 to increase hours of LTI Cataloguer in relation to the expansion of Outreach Services.
- \$5,000 to increase online services to maintain library's digital services

Questions ?

# 2019 Budget

## Debt & Reserves



# Debt Summary

Funding	2019 Interest	2019 Principal	Outstanding 2018
Casino	73,265	132,894	<b>1,568,825</b>
Development Cost Charges (DCC)	95,772	175,768	<b>2,574,030</b>
Asset Sustainability	30,000	306,707	<b>1,530,000</b>
General	<u>713,569</u>	<u>750,489</u>	<b><u>11,616,119</u></b>
Total General	912,606	1,365,858	<b>17,288,974</b>
Water	358,795	422,123	<b>7,214,791</b>
Sewer	<u>546,515</u>	<u>545,072</u>	<b><u>9,869,910</u></b>
Total	1,817,916	2,333,053	<b>34,373,675</b>



# Water Debt

Maturity	Purpose	2019 Interest	2019 Principal	Outstanding 2018
2026	Naramata Road Upgrade	81,725	156,827	<b>2,313,551</b>
2028	Water Filtration Plant	116,000	134,327	<b>2,387,256</b>
2029	Water Filtration Plant	<u>161,070</u>	<u>130,969</u>	<b><u>2,513,984</u></b>
	Totals	358,795	422,123	<b>7,214,791</b>



# Sewer Debt

Maturity	Purpose	2019 Interest	2019 Principal	Outstanding 2018
2019	PIDA	1,790	6,085	<b>8,661</b>
2027	Septage Handling Facility	23,625	35,261	<b>574,460</b>
2028	System Upgrade	232,000	268,654	<b>4,774,511</b>
2029	Plant Expansion	<u>289,100</u>	<u>235,072</u>	<b><u>4,512,278</u></b>
	Totals	546,515	545,072	<b>9,869,910</b>



# General Debt – Casino (Gaming) Funded

Maturity	Purpose	2019 Interest	2019 Principal	Outstanding 2018
2024	Parks – Land acquisition *	33,600	50,808	<b>684,242</b>
2024	Parks – Integrated waterfront	11,000	16,633	<b>224,008</b>
2024	Parks – Youth park	1,000	1,512	<b>20,364</b>
2025	Parks – Integrated waterfront	10,115	28,098	<b>212,391</b>
2025	Parks – Youth park	2,700	5,514	<b>65,819</b>
2025	Parks – Integrated waterfront	<u>14,850</u>	<u>30,328</u>	<b><u>362,002</u></b>
	Sub-total Funded by Casino	73,265	132,893	<b>1,568,826</b>
	<i>* interest only</i>			



# General Debt – DCC Funded

Maturity	Purpose	Funding	2019 Interest	2019 Principal	Outstanding 2018
2024	Storm Sewer	DCC (principal)	8,859	10,207	<b>137,459</b>
2024	Roads design – Main Street	DCC (principal)	3,000	4,536	<b>61,093</b>
2026	Roads work – Fairview & Industrial	DCC (principal)	27,913	53,563	<b>790,174</b>
2026	Parks - Sportsfields	DCC (principal)	<u>56,000</u>	<u>107,462</u>	<u><b>1,585,303</b></u>
	Sub-total Funded by DCC		95,772	175,768	<b>2,574,029</b>



# General Debt – Asset Sustainability Funded

Maturity	Purpose	Funding	2019 Interest	2019 Principal	Outstanding 2018
2023	Downtown 300 Block	Asset Sustainability	30,000	306,707	<b>1,530,000</b>



# General Debt

Maturity	Purpose	Funding	2019 Interest	2019 Principal	Outstanding 2018
2019	PIDA	General	5,668	19,269	<b>27,426</b>
2020	RCMP building	General	52,500	82,873	<b>365,869</b>
2020	RCMP building	General	31,500	49,724	<b>219,521</b>
2024	Roads Work – South Main St	General	3,900	5,897	<b>79,421</b>
2025	Wine Information Centre	General	15,562	43,228	<b>326,755</b>
2027	Integrated Waterfront	General	7,875	11,754	<b>191,487</b>
2028	Wellness Centre	General	79,500	100,745	<b>1,790,442</b>
2028	Cemetery - Columbarium	General	<u>72,500</u>	<u>83,954</u>	<u><b>1,492,035</b></u>
	Sub-total Funded by General		269,005	397,444	<b>4,492,956</b>



# General Debt (Continued)

Maturity	Purpose	Funding	2019 Interest	2019 Principal	Outstanding 2018
2028	Indoor soccer facility	General	29,000	33,582	<b>596,814</b>
2028	Integrated Waterfront	General	15,370	17,798	<b>316,311</b>
2029	Indoor soccer facility	General	17,140	13,936	<b>267,514</b>
2030	Indoor soccer facility – Phase 2	General	26,370	19,679	<b>404,674</b>
2030	Pool upgrades	General	333,000	248,505	<b>5,110,219</b>
2031	Indoor soccer facility	General	5,670	4,534	<b>99,193</b>
2031	Road works – Smythe Dr.	General	18,774	15,011	<b>328,438</b>
	Sub-total Funded by General		<u>445,324</u>	<u>353,045</u>	<u><b>7,123,163</b></u>
	Total Funded by General		714,329	750,489	<b>11,616,119</b>



# Debt Summary

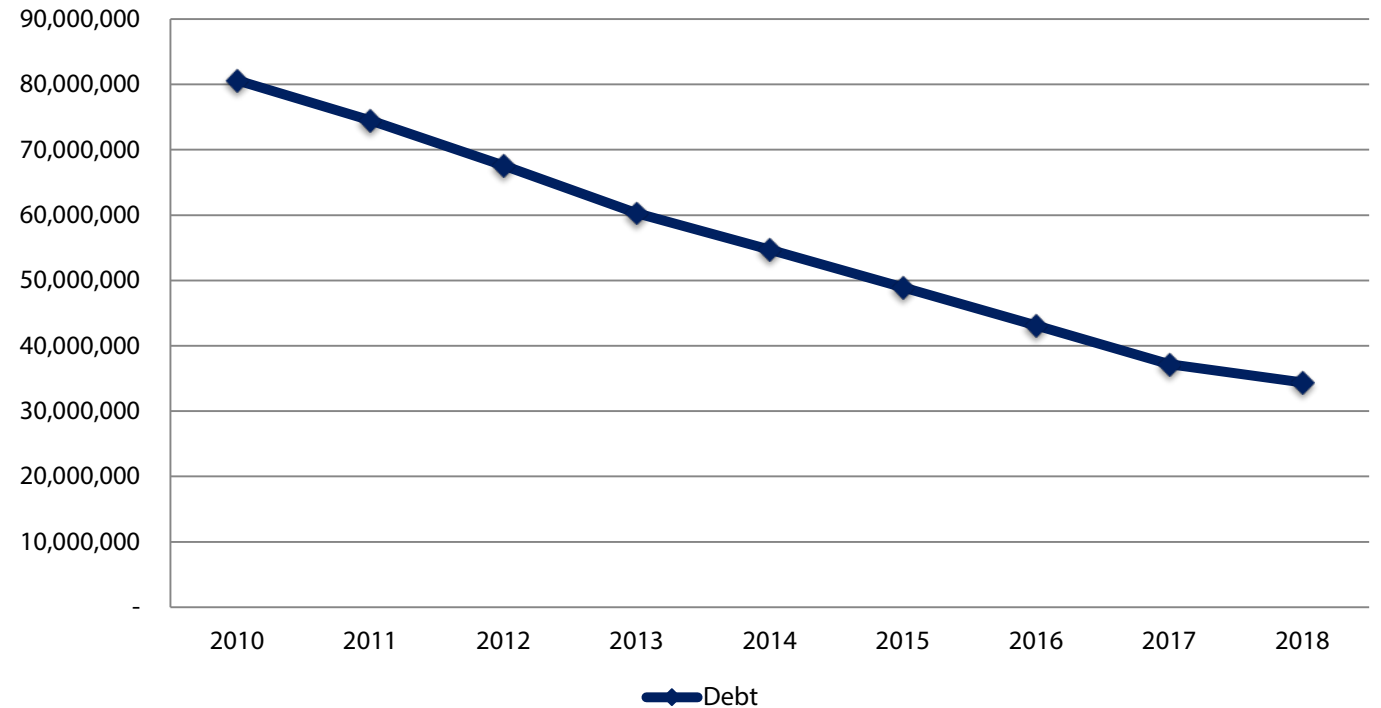
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Sewer	<u>546,515</u>	<u>545,072</u>	<b><u>9,869,910</u></b>
Total	1,817,916	2,333,053	<b>34,373,675</b>



# Historical Debt Levels

The City's debt servicing levels have dropped from 46.25% in 2010 to 23.48% in 2017

### Total Debt Outstanding



# Reserves

Type	2017
Statutory	<b>14,539,200</b>
DCC Reserves	<b>47,200,131</b>
Non-statutory (Own)	<b><u>14,589,967</u></b>
Total Reserves	<b>76,329,298</b>

- 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 over 20 non-statutory (or own) reserves which includes surplus reserves for each fund, Recycling, Public Art, and Gaming (Casino) etc.



# Statutory Reserves

<b>Statutory Reserves</b>	<b>2017 Balance</b>
Affordable Housing	169,021
Alternative Transportation	52,743
Asset Sustainability	1,211,591
Capital	2,538,535
Community Works	922,087
Electric Capital	1,014,692
Equipment Replacement	3,802,136
Land Acquisition	1,917,025
Local Improvement	1,258,805
Off Street Parking	122,434
Parkland Acquisition	0
Public Amenity	75,601
Sewer Capital	542,833
Tax Sale Land	7,555
Water Capital	904,142
<b>Total</b>	<b>14,539,200</b>



# Non-Statutory (Own) Reserves

Non Statutory (Own)	2017 Balance
Asset Emergency	958,474
Building Permit Stabilization	100,000
Carbon Tax Credit Reserve	152,421
Cemetery Land	133,000
Climate Action	179,320
Election	70,952
Electric Surplus	16,822,619
Financial Stabilization	78,568
Gaming	6,160,879
General Surplus	6,026,010
Infrastructure	400,000
Investment Income	1,369,942
Liability Insurance	250,001
Marinas	547,604
MMBC	70,602



# Non-Statutory (Own) Reserves Cont.

Non Statutory (Own)	2017 Balance
Northgate	52,000
Parking & Revitalization	51,765
Public Art	47,271
Rate Stabilization	200,000
RCMP	359,999
Sewer Equipment Replacement	108,022
Sewer Surplus	5,211,677
Snow Clearing Stabilization	75,000
Special Events Site	21,166
Water Surplus	4,909,448
West Bench Capital	1,185,185
West Bench Water	1,645,056
Wine/Info	13,150
<b>Total</b>	<b>47,200,131</b>



# Development Cost Charges (DCC) Reserves

<b>DCC Reserves</b>	<b>2017 Balance</b>
DCC - Parks	710,820
DCC - Roads	1,553,588
DCC - Water	3,808,697
DCC - Drainage	379,993
DCC - Waste Water	8,136,869
<b>Total</b>	<b>14,589,967</b>



# Reserves

Type	Estimated 2018
Statutory	<b>13,039,000</b>
DCC Reserves	<b>15,798,000</b>
Non-statutory (Own)	<b><u>40,135,000</u></b>
Total Reserves	<b>68,972,000</b>



# New Reserve Transfers

- Gaming funds utilized for asset sustainability increase - \$600,000
- Asset Sustainability Reserve funding 300 Block of Downtown Debt - \$306,707



# Questions?

