

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

**Tuesday, December 10, 2019**  
at 9:00 a.m.

1. **Call Special Council Meeting to Order**
2. **Adoption of Agenda**
3. **Bylaws and Permits:**
  - 3.1 Fees and Charges Amendment Bylaw No. 2019-37 1-84 Adopt
4. **Business Plan & Financial Plan Overview** – Jim Bauer, Chief Financial Officer
5. **Community Engagement Overview** – JoAnne Kleb, Engagement Strategist
6. **Public Comment** (30 minutes)
7. **2020 Budget Deliberations**

Time	Department	Presenters	Business Plan	Financial Plan	PowerPoint
10:15 a.m. – 10:30 a.m.	<b>BREAK</b>				
10:30 a.m. – 12:00 p.m.	<b>People &amp; Community Safety</b>				
	People & Community Safety Overview	Kerri Lockwood & Jim Bauer	134-141	207	Presentation
	Human Resources/Safety Bylaw Services			190-192 208-209 216-217	
	RCMP	Kirsten Marshall & Jim Bauer	142-146	221-222	Presentation
	Fire	Larry Watkinson & Jim Bauer	147-150	218-220	Presentation
12:00 p.m. – 1:00 p.m.	<b>LUNCH</b>				
1:00 p.m. – 3:00 p.m.	<b>Recreation and Culture</b>				
	Library	Heather Buzzell & Jim Bauer	159-162	252-253	Presentation
	SOEC	Dean Clarke		262-263	Presentation
	Travel Penticton	Thom Tischik		245	Presentation
	Recreation and Culture	Bregje Kozak & Jim Bauer	152-158	254-255 260-261	Presentation
3:00 p.m. – 3:15 p.m.	<b>BREAK</b>				
3:15 p.m. – 3:45 p.m.	<b>Public Question Period</b>				
3:15 p.m. – 4:30 p.m.	<b>Community Design</b>				
	Development Services	Blake Laven & Jim Bauer	104-112	241-244 249-250	Presentation

8. **Adjourn**

## The Corporation of the City of Penticton

### Bylaw No. 2019-37

*A bylaw to amend the Fees and Charges Bylaw No. 2014-07*

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WHEREAS the Council of the City of Penticton has adopted a Fees and Charges Bylaw pursuant to the *Community Charter*,

AND WHEREAS the Council of the City of Penticton wishes to amend the "Fees and Charges Bylaw No. 2014-07";

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. **Title:**

This Bylaw may be cited as "Fees and Charges Amendment Bylaw No. 2019-37".

2. **Amendment:**

"Fees and Charges Bylaw No. 2014-07" is amended as follows:

2.1 Delete and replace the following appendices in their entirety:

- Appendix 1 – Administrative Rates
- Appendix 2 – Dog Control – Dog Kennel, Licence and Penalty Charges
- Appendix 3 – Arena Rates (McLaren)
- Appendix 4 – Building Department Fees
- Appendix 5 – Business Licence Fee
- Appendix 6 – Cemetery
- Appendix 7 – Electric
- Appendix 8 – Equipment Rates
- Appendix 9 – Fire Department
- Appendix 10 – Fitness Room
- Appendix 11 – Garbage Rates
- Appendix 13 – Information Technology
- Appendix 14 – Liquor Licences
- Appendix 16 – Meeting Rooms/Activity Spaces
- Appendix 18 - Parking
- Appendix 19 – Parks and Sports Fields
- Appendix 20 – Planning and Development
- Appendix 21 – Pool/Aquatics
- Appendix 23 - RCMP
- Appendix 24 – Recreation – Miscellaneous
- Appendix 25 – Sewer
- Appendix 28 – Vending Fees
- Appendix 29 – Water
- Appendix 31 – Storm Water Utility

2.3 Appendices 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 16, 18, 19, 20, 21, 23, 24, 25, 28, 29, 31 attached hereto forms part of this bylaw.

READ A FIRST time this	5 day of	November, 2019
READ A SECOND time this	5 day of	November, 2019
READ A THIRD time this	5 day of	November, 2019
RESCIND THIRD and give THIRD READING as AMENDED	19 day of	November ,2019
RESCIND THIRD and give THIRD READING as AMENDED	3 day of	December,2019
ADOPTED this	day of	, 2019

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John Vassilaki, Mayor

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Angie Collison, Corporate Officer

## SCHEDULE A

### TABLE OF APPENDICES

<b>Appendix 1</b>	Administrative Rates
<b>Appendix 2</b>	Dog Control - Dog Kennel, Licence and Penalty Charges
<b>Appendix 3</b>	Arena Rates (McLaren)
<b>Appendix 4</b>	Building Department Fees
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<b>Appendix 6</b>	Cemetery
<b>Appendix 7</b>	Electric
<b>Appendix 8</b>	Equipment Rates
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<b>Appendix 16</b>	Meeting Rooms/Activity Spaces
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<b>Appendix 21</b>	Pool/Aquatics
<b>Appendix 22</b>	Public Works
<b>Appendix 23</b>	RCMP
<b>Appendix 24</b>	Recreation - Miscellaneous
<b>Appendix 25</b>	Sewer
<b>Appendix 26</b>	Theatre
<b>Appendix 27</b>	Transit
<b>Appendix 28</b>	Vending Fees
<b>Appendix 29</b>	Water
<b>Appendix 30</b>	Excessive Nuisance Abatement Fee
<b>Appendix 31</b>	Storm Water Utility

<b>Appendix 1</b>		
<b>ADMINISTRATIVE RATES</b>	<b>2019</b>	<b>2020</b>
Historical Information Search (per hour, 1 hour minimum)	\$37.00	\$37.00
Mortgage Roll Register (hard or electronic copy) - price per folio*	\$10.00	\$10.00
N.S.F. Cheques	\$30.00	\$30.00
Manual Tax Search - written*	\$30.00	\$30.00
Manual Tax Search - verbal*	\$10.00	\$10.00
Online Tax Search - per tax roll*	\$10.00	\$10.00
Online Tax Search - per utility account*	\$10.00	\$10.00
Monthly Billing/Postage Fee for Electric and Water Bills*	\$1.00	\$1.00
Freedom of Information requests fees shall be as prescribed by BC Reg 155-2012 as amended or replaced from time to time		
Interest rate on Accounts Receivable in arrears	2% per Month	2% per Month
Commercial Freedom of Information Request Minimum Fee (all commercial requests except Media)	\$20.00	
<b>Freedom of Information Protection of Privacy - Requests for Information</b>		
Non Commercial and Media Applicants	<i>Per Regulation B.C. Reg. 155/2012</i>	
Commercial Applicants	Actual Cost	
<b>Transferring payments</b>		
Account Transfer (first time - fee waived)	\$25.00	\$25.00
Refund overpayment (excludes final overpaid utility accounts)	\$25.00	\$25.00
Photocopying (black and white) - per page (letter and legal)*	\$0.30	\$0.30
Photocopying (black and white) - per page (ledger)*	\$0.50	\$0.50
Photocopying (colour) - per page (letter and legal)*	\$1.00	\$1.00
Photocopying (colour) - per page (ledger)*	\$1.25	\$1.25
<b>* GST applicable</b>		

<b>Appendix 2</b>		
<b>DOG CONTROL - DOG KENNEL, LICENCE AND PENALTY CHARGES</b>	<b>2019</b>	<b>2020</b>
<b>Licence Fee if purchased prior to January 31st</b>		
Unspayed or Unneutered Dog*	\$62.00	\$63.50
Dog Licence – Female Dog	<del>*\$62.00</del>	
License fees for new dogs brought into the City after June 30th	50% off the licence fee	50% off the licence fee
Spayed or Neutered Dog (where proof from a veterinarian or sworn declaration is provided)	\$31.00	\$31.50
*If an owner provides proof of spaying or neutering, the difference in the fee will be refunded		
Foster Care Dog (where Foster Care Permit is provided)	No Charge	No Charge
<b>Licence Fee Late Charge (purchased after January 31st)</b>		
Unspayed or Unneutered Dog	\$72.00	\$73.50
Spayed or Neutered Dog (where proof from a veterinarian or sworn declaration is provided)	\$41.00	\$42.00
Service, Guide or RCMP Dog (where certification is provided)	No Charge	No Charge
Foster Care Dog (where Foster Care Permit is provided)	No Charge	No Charge
<b>Replacement Tag</b>		
Replacement for lost tag for the non-expired period of the current licence year	\$10.00	\$10.00
Owner holding a valid and current licence from another BC Local Government	\$10.00	\$10.00
<b>Impoundment of a dog with a valid licence:</b>		
First offence	\$25.00	\$25.50
Second offence	\$50.00	\$51.00
Third offence	\$75.00	\$76.50
Fourth and each subsequent offence**	\$100.00	\$102.00
** increasing by \$200.00 for each subsequent impoundment		
<b>Impoundment of a dog Without a valid licence:</b>		
First offence		\$75.00
<b>Impoundment of an aggressive or dangerous dog with a valid licence:</b>		
First offence	\$250.00	\$255.00
Second offence	\$350.00	\$357.00
Third offence	\$450.00	\$459.00

<b>Appendix 2</b>		
<b>DOG CONTROL - DOG KENNEL, LICENCE AND PENALTY CHARGES</b>	<b>2019</b>	<b>2020</b>
Fourth and each subsequent offence***	\$500.00	\$510.00
***increasing by \$300.00 for each subsequent impoundment		
<b>Impoundment Maintenance Fee</b>		
Maintenance fee per day or part day of impoundment	\$20.00	\$30.00
Maintenance fee per day or part day for impoundment of a dangerous dog	\$30.00	\$50.00
<b>Disposal Fees</b>		
Euthenasia	\$60.00	\$61.50
Disposal Fees	\$35.00	\$35.50
Pick up dog carcass	\$30.00	\$30.50
<b>Veterinarian Exam/Treatment</b>		
Examination or treatment by a licensed veterinarian	Actual Cost	Actual Cost
<b>Kennel Operation Permits</b>		
Commercial Kennel Operation Permit (includes 2 licence tags)	Requires Business Licence	Requires Business Licence
Hobby Kennel Operation Permit	\$25.00	\$25.00
Foster Care Permit (includes 2 dog tags)	\$25.00	\$25.00

<b>Appendix 3</b>		
<b>Arena Hourly Rates (McLaren)</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Ice in</b>		
Non Profit/Local		
Child/Youth	\$88.74	\$90.51
Adult	\$163.20	\$166.46
Non School District 67 Schools*	\$44.37	\$45.26
Local Private	\$165.24	\$168.54
Local Commercial	\$179.52	\$183.11
Non Resident	\$168.30	\$171.67
<b>Ice Out (Dry Floor)</b>		
Non Profit/Local		
Child/Youth	\$35.96	\$36.68
Adult	\$53.91	\$54.99
Non School District 67 Schools*	\$17.98	\$18.34
Commercial Day Rate (8 hours)	\$800.00	\$800.00
Local Private	\$53.91	\$54.99
Local Commercial	\$139.72	\$142.51
Non Resident	\$56.56	\$57.69

<b>Appendix 3</b>		
<b>Arena Hourly Rates (McLaren)</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Admission Rates - Public Skating</b>		
<b>Single Admission</b>		
Preschool	\$1.70	\$1.90
Child	\$2.67	\$2.86
Youth	\$3.64	\$3.81
Adult	\$4.38	\$4.52
Senior	\$3.64	\$3.81
Super Senior	\$2.67	\$2.86
Family	\$11.17	\$11.43
Parent & Tot -Adult	\$2.67	\$2.86
Parent & Tot -preschooler	\$1.70	\$1.90
Skate Rentals	\$3.64	\$3.81
Skate Rentals preschooler	\$2.67	\$2.86
Skate rentals - school	\$2.67	\$2.86

<b>Appendix 3</b>		
<b>Arena Hourly Rates (McLaren)</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>10 Tickets</b>		
Preschool	\$15.33	\$17.14
Child	\$24.05	\$25.71
Youth	\$32.77	\$34.29
Adult	\$39.38	\$40.00
Senior	\$32.77	\$34.29
Super Senior	\$24.05	\$25.71
Family	\$100.52	\$102.86
Parent & Tot -Adult	\$24.05	\$25.71
Parent & Tot -preschooler	\$15.33	\$17.14
<b>Community Centre/McLaren Arena Meeting Room</b>		
Non Profit/Local		
Child/Youth	\$12.13	\$12.38
Adult	\$12.13	\$12.38
Non School District 67 Schools*	\$9.10	\$9.28
Local Private	\$15.35	\$15.65
Local Commercial	\$26.86	\$27.39
Non-Resident	\$38.37	\$39.13
Non School District 67 Schools* are defined as grade schools (K-12) located		

<b>Appendix 4</b>		
<b>BUILDING DEPARTMENT FEES</b>	<b>2019</b>	<b>2020</b>
<b>Building Application Fees</b>		
A non-refundable deposit is required at time of building permit application (credited towards end of Building Permit Fee)	\$175.00	\$180.00
<b>Building Permit Fee Calculations</b>		
\$1.00 - \$25,000 (Flat Fee)	\$175.00	\$180.00
\$25,001 - \$500,000	\$175.00 + \$12.00 per \$1,000 of Construction Value (between \$25,001 and \$500,000)	\$180.00 + \$12.00 per \$1,000 of Construction Value (between \$25,001 and \$500,000)
\$500,001 - \$1,500,000	\$5,875 + \$10.00 per \$1,000 of Construction Value (between \$500,001 and \$1,500,000)	\$5880.00 + \$11.00 per \$1,000 of Construction Value (between \$500,001 and \$1,500,000)
over \$1,500,000	\$15,875 + \$10.00 per \$1,000 of Construction Value (above \$1,500,000)	\$16,880.00 + \$10.00 per \$1,000 of Construction Value (above \$1,500,000)
<b>Security Deposits</b>		
Foundation Only Permit Security (Complex Buildings only)	\$25,000.00	\$25,000.00
Relocating a home, including a manufactured home	\$500.00	\$520.00
Temporary Building Permit Security	the greater of \$500.00 or 10% of the value of the temporary building.	the greater of \$500.00 or 10% of the value of the temporary building.
Partial Occupancy security	the greater of \$500.00 or 10% of the original value of the building permit fee.	the greater of \$500.00 or 10% of the original value of the building permit fee.
<b>Plumbing Fees</b>		
Minimum application (up to 10 Fixtures - including water/sanitary/storm service replacement)	\$75.00	\$80.00
Per Fixture thereafter	\$10.00	\$10.00
For Alteration to an existing system where there are no fixture count changes	\$75.00	\$80.00
<b>Site Plumbing</b>		
<b>Single and Two family dwellings</b>		
Water service inspection fee per unit	\$35.00	\$35.00
Sanitary service inspection fee per unit	\$35.00	\$35.00
Storm service inspection fee per unit	\$35.00	\$35.00
Combined water and sewer service inspection fee per unit	NA	NA
Combined water, sewer and storm service inspection fee per unit	NA	NA
<b>Water service inspection fee, except single and two family dwellings</b>		
First 15 m, or part thereof, plus	\$35.00	\$35.00
Each additional 15 m, or part thereof	\$25.00	\$25.00
<b>Sanitary service inspection fee, except single and two family dwellings</b>		
First 15 m, or part thereof, plus	\$35.00	\$35.00
Each additional 15 m, or part thereof	\$25.00	\$25.00
<b>Storm service inspection fee, except single and two family dwellings</b>		
First 15 m, or part thereof, plus	\$35.00	\$35.00
Each additional 15 m, or part thereof	\$25.00	\$25.00
Each storm catch basin, sump or oil/grease interceptor	\$25.00	\$25.00
<b>Sprinkler Permits (Including site works)</b>		
For first ten (10) sprinkler heads	\$175.00	\$180.00
For each additional sprinkler head	\$2.00	\$2.00
For each Siamese connection, standpipe, hose cabinet, hose outlet	\$25.00	\$25.00
First 15 m of underground fire lines of portion thereof, plus	\$75.00	\$75.00
each additional 15 m of fire lines of portion thereof.	\$25.00	\$25.00
Each private fire hydrant on private property	\$25.00	\$25.00
<b>Mechanical Permits (Building)</b>		
New or Replacement of Mechanical System in a Single or Two Family Dwelling	\$75.00	\$80.00
New installation or replacement of a spray booth or commercial cooking ventilation system	\$250.00	\$260.00
<b>Demolition Fees</b>		
Removal of Building(s) on a property	\$175.00	\$180.00
Security Deposit - refunded upon completion of works and confirmation of hazardous material assessment and appropriate disposal of waste	\$500.00	\$500.00
Security Deposit - pre-utility disconnect agreement- refunded upon completion of works and confirmation of hazardous material assessment and appropriate disposal of waste	\$1,000.00	\$1,000.00

<b>Appendix 4</b>		
<b>BUILDING DEPARTMENT FEES</b>	<b>2019</b>	<b>2020</b>
<b>Locating/Relocating a Building or Structure</b>		
Minimum Fee for relocating/placement of mobile home or accessory structure, plus	\$250.00	\$260.00
Minimum Fee for relocating/placement of an existing building or manufactured home, plus	\$1,000.00	\$1,050.00
Additional Building Permit Fee for new work on site for foundations, cribbing, etc.	Calculated as per building application fees above	Calculated as per building application fees above
<b>Permit Reductions and Additional Charges</b>		
<b>Reductions</b>		
Complex (Part 3) Building Projects - Where the City has stated in writing that it is relying on the Certification by a Professional Engineer or Architect, registered as such under Provincial Legislation, that the plans or the aspects of the plans, complied with the Building Code or other applicable enactment.	5% for Registered Coordinating Professional 5% per Registered Professional discipline up to a maximum of 15% (including RPC if used as well as RP)	5%
Simple (Part 9) Building Projects - Where the City has stated in writing that it is relying on the Certification by Professional Engineers, registered as such under Provincial Legislation, that the plans or the aspects of the plans, complied with the Building	10% for every Registered Professional Discipline up to 20% maximum	10% for every Registered Professional Discipline up to 20% maximum.
Plumbing Permit Homeowner Surcharge	\$50 or 25% (whichever is greater) surcharge for Single Family new construction and renovation projects completed by home owners	\$50 or 25% (whichever is greater) surcharge for Single Family new construction and renovation projects completed by home owners
BC Energy Step Code - building permit refund for residential projects designed and certified to Step 03 at time of Occupancy.	5%	5%
Mid-construction blower door test refund for all new Simple (Part 9) residential projects, issued as of January 01, 2020.		\$250 (per residential building)
<b>Additional Fees</b>		
Plan Check Fee - For review of revised drawings where more than two plan checks have been submitted or substantial changes to the approved design during construction that requires additional Building Code or Zoning Reviews	\$100.00	\$105.00 (Plus GST)
Re-Inspection Penalty	\$175.00 where more than two inspections have been called for. Fee must be paid in full prior to any additional inspections or completion certificate granted.	\$180.00 where more than two inspections have been called for. Fee must be paid in full prior to any additional inspections or completion certificate granted. (Plus GST)
Alternative Building Code Solutions Review	\$200.00 per alternate solution or substantial revision to approved alternate solution	\$210.00 per alternate solution or substantial revision to approved alternate solution. (Plus GST)
After hours inspections or permit application review (minimum one hour)	\$175.00 for first hour and \$75.00 for every subsequent hour	\$180.00 for first hour and \$80.00 for every subsequent hour. (Plus GST)
Preliminary Application Reviews - For Stratifications and potential change of use inquiries, file searches and / or site inspections prior to permit applications.	\$250.00	\$260.00
Earthworks	\$250.00	\$260.00
Annual Backflow test filing fee per device	\$14.45	\$14.45
Blasting Permit	\$250.00	\$260.00
<b>Other Miscellaneous Building Permit Fees</b>		
Permit to install a fireplace/stove or chimney	\$175.00	\$180.00

<b>Appendix 4</b>		
<b>BUILDING DEPARTMENT FEES</b>	<b>2019</b>	<b>2020</b>
Swimming Pool Permit (Private)	\$175.00	\$180.00
Foundation Permit - Additional Application to above grade Building Permit, plus Additional Fee shall be charged based on the estimated cost of construction	\$175.00 Calculated as per Section 2	\$180.00 Calculated as per Section 3
Secondary Suite	\$300.00	\$400.00
Crane Permits	\$175.00	\$180.00
Change of Use or Occupancy when a Building Permit is not required	\$175.00	\$180.00
Permit Extension Fee - when existing Building Permit has expired	\$100 or 10% of original permit fee(s), whichever is greater	\$105 or 10% of original permit fee(s), whichever is greater
Permit Transfer Fee	\$100.00	\$105.00 (Plus GST)
<b>Development Application Refunds</b>		
Refunds with respect to development application are to be addressed in the following manner:		
<b>Building and Plumbing Permit Fee Refund:</b>		
Building and or Plumbing Permit application submitted, permit not issued – Upon cancellation of the Building and or Plumbing Permit application, refund Building Permit and or Plumbing Permit fees less an administrative fee of:		
For Single Family, Duplex and smaller developments	\$500.00 plus \$200.00 for each Alternative Solution requested	\$500.00 plus \$200.00 for each Alternative Solution requested
For all other larger developments	\$1000.00 plus \$200.00 for each Alternative Solution Requested	\$1000.00 plus \$200.00 for each Alternative Solution Requested
Building and or Plumbing Permit issued, no construction started as determined by the Director of Development Services – Upon cancellation of the Building and or Plumbing Permit, refund Building Permit and or Plumbing Permit fees less an administrative fee of:		
For Single Family, Duplex and smaller developments	\$750.00 plus \$200.00 for each Alternative Solution Requested	\$750.00 plus \$200.00 for each Alternative Solution Requested
For all other larger developments	\$1500.00 plus \$200.00 for each Alternative Solution	\$1500.00 plus \$200.00 for each Alternative Solution
Building and or Plumbing Permit issued, construction started as determined by the Director of Development Services – No refund.		
<b>City infrastructure<sup>1</sup> requirements as part of Building Permit:</b>		
Building permit and/or plumbing permit application submitted, permit not issued – Upon cancellation of the building permit and/or plumbing permit application refund City infrastructure costs paid by the developer less an administrative fee of:		
For Single Family, Duplex and smaller developments	\$470.00	\$480.00
For all other larger developments	\$990.00	\$1,000.00
Building permit and/or plumbing permit issued, construction not started as determined by the Director of Development Services and the City infrastructure has not been installed – Upon cancellation of the building permit and or plumbing permit refund City infrastructure costs paid by the developer less an administrative fee of:		
For Single Family, Duplex Triplex and smaller developments	\$470.00	\$480.00
For all other larger developments	\$990.00	\$1,000.00
Building permit and/or plumbing permit issued, construction not started as determined by the Director of Development Services and the City infrastructure has been installed – No refund.	No Refund	No Refund
Building permit and/or plumbing permit issued, construction started as determined by the Director of Development Services and the City infrastructure has not been installed – The person seeking a refund must make a submission for a refund in the prescribed form to the Director of Development Services or the designate who will prepare a report for Council's consideration.	Council consideration	Council consideration
Council will consider the matter and may by resolution:		

Appendix 4		
BUILDING DEPARTMENT FEES	2019	2020
a. authorize the density bonus refund subject to conditions as; or b. refuse the request for a density bonus refund; c. refer the matter to staff or a future Council meeting; or d. such other determination as Council may direct. As a requirement of any density bonus refund the development permit and building permit must be cancelled and the development Permit must be discharged from the title of the lands.		
Admin. Fee for Single Family, Duplex, Triplex and small Development	\$470.00	\$480.00
For all larger Developments will be held	\$990.00	\$1,000.00
Building permit and/or plumbing permit issued, construction started as determined by the Director of Development Services and the City infrastructure has been installed.	No Refund	No Refund
<b>Notes:</b>		
<b>1. City Infrastructure is defined as:</b>		
a. Any items related to the City of Penticton water, sanitary, storm system including main line pipe, appurtenances, services etc.		
b. Any items related to roads, sidewalks, curb, gutter, signs etc.		
<b>Sidewalk Uses</b>		
Type 1 Sidewalk Café- Annual Fee	\$300.00	\$310.00 (Plus GST)
Type 2 Sidewalk Café - Annual Fee	\$300.00	\$310.00 (Plus GST)
For each parking space or portion thereof occupied by a temporary sidewalk café - Annual Fee	\$200.00	\$210.00 (Plus GST)
Sidewalk Sales Area or sidewalk seating area - (maximum of 2 tables and 8 seats)	\$100.00	\$105.00 (Plus GST)
Martin Street and Westminster Avenue Revitalization Project Area - Storefront sales/seating	\$100.00	\$105.00 (Plus GST)
Martin Street and Westminster Avenue Revitalization Project Area - Storefront Café	\$300.00	\$310.00 (Plus GST)
Main Street Revitalization Project Area - Storefront Sales/Seating (100 & 200 blocks)	n/c to 2019	\$105.00 (Plus GST)
Main Street Revitalization Project Area - Storefront Café (100 and 200 blocks)	n/c to 2019	\$310.00 (Plus GST)
Main Street Revitalization Project Area - Storefront Sales/Seating (300 block)	n/c to 2022	n/c to 2022
Main Street Revitalization Project Area - Storefront Café (300 block)	n/c to 2022	n/c to 2022
<b>VACANT BUILDING REGISTRATION FEES</b>		
Fee for special safety inspection prior to registration permit	\$500.00	\$520.00 (Plus GST)
Fee for subsequent inspections not related to Vacant Building Registration Permit	\$175.00 per inspection	\$180.00 (Plus GST) per inspection
Fee for Vacant Building Registration Permit (12 months maximum) for each building or structure located on a single and two family zoned properties	\$2,500.00	\$2,600.00
Fee for Vacant Building Registration Permit (24 months maximum) for each building or structure located on all other zoned properties.	\$5,000.00	\$5,200.00
Fee for additional Vacant Building Registration (12 month maximum)	\$2,500.00	\$2,600.00
Attendance by City of Penticton Fire Services	Actual costs incurred by the City for related labour, materials and equipment	Actual costs incurred by the City for related labour, materials and equipment
Refund	75% of Vacant Building Permit Fee may be refunded if it is remediated or demolished within first six (6) months of registration.	75% of Vacant Building Permit Fee may be refunded if it is remediated or demolished within first six (6) months of registration.

<b>Appendix 5</b>		
<b>BUSINESS LICENCE FEES</b>	<b>2019 Revised</b>	<b>2020</b>
Application Fee: Non-refundable deposit is required at time of application ( credited towards end of Business Licence Fee)		\$80.00
Application Fee: Short Term Rental - Major High Occupant - Non-refundable deposit is required at time of application ( credited towards end of Business Licence Fee)		\$250.00
Business Licence Base Fee	\$175.00	\$180.00
Accomodation	Base fee plus \$2.00 per room	Base fee plus \$2.00 per room
Adult Only	Base fee plus Criminal Record Check	Base fee plus Criminal Record Check
Criminal Records Checks	As set out in the RCMP section of this bylaw	As set out in the RCMP section of this bylaw
Vacation Rental & Bed and Breakfast	Base Fee plus tourism fee	Removed
Bed and Breakfast (Bylaw 2017-16)	Base Fee plus tourism fee	\$180.00
Vacation Rental Application Fee (Bylaw 2017-16)	\$75.00	delete
Vacation Rental (Home Stay) (Bylaw 2017-16)	No Fees	No Fees
Short Term Vacation Rental (Minor) (Bylaw 2017-16) (per year)	\$100 Annual Fee plus \$100 Toursim Fee	\$180.00
Short Term Vacation Rental (Major) (Bylaw 2017-16) (per year)	\$150 Annual Fee plus \$200 Toursim Fee	\$250.00
Short Term Vacation Rental (Major High Occupant) (Bylaw 2017-16) (per year)	\$250 Annual Fee. \$250 first year public notification fee plus \$300 Tourism Fee.	\$400.00
Tourism Fee - Bed & Breakfast (per year)	\$200.00	NA
Seasonal - Six month maximum	\$100.00	\$100.00
Seasonal - Short Term 30 day - no location	\$35.00	\$35.00
Change of Owner Fee	\$0.00	\$0.00
Change of Location Fee	\$75.00	\$100.00
Penalty (late payment)	\$50.00	\$50.00
Seconday Suites and Carriage houses (per year)	\$175.00	\$180.00
Agricultural Business (seasonal)	\$100.00	\$105.00
Downtown Farmers Market	\$400/per yr.	\$500/per yr.
Downtown Community Market	\$1000/per yr.	\$1250/per yr.
Inter-Community Business Licence fee		\$150.00

Appendix 6		
CEMETERY	2019	2020
<b>Grave Space</b>		
<b>Standard Size Plot - Flat Marker Section</b>		
Residents (including Care Fund contribution of 25%)	\$1,393	\$1,435
Non-Residents (including Care Fund contribution of 25%)	\$1,881	\$1,937
<b>Standard Size Plot - Up-Right Marker Section</b>		
Residents (including Care Fund contribution of 25%)	\$2,028	\$2,089
Non-Residents (including Care Fund contribution of 25%)	\$2,738	\$2,820
<b>Small Size Plot (includes infants less than 2 years) - Flat Marker Section</b>		
Residents (including Care Fund contribution of 25%)	\$454	\$468
Non-Residents (including Care Fund contribution of 25%)	\$613	\$631
<b>Small Size Plot (includes infants less than 2 years) - Up-Right Marker Section</b>		
Residents (including Care Fund contribution of 25%)	\$662	\$682
Non-Residents (including Care Fund contribution of 25%)	\$893	\$920
<b>Cremation Size Plot - Flat Marker Section</b>		
Residents (including Care Fund contribution of 25%)	\$447	\$460
Non-Residents (including Care Fund contribution of 25%)	\$603	\$621
<b>Cremation Size Plot - Up-Right Marker Section</b>		
Residents (including Care Fund contribution of 25%)	\$651	\$671
Non-Residents (including Care Fund contribution of 25%)	\$879	\$906
<b>Green Burial Plot</b>		
Residents (including Care Fund contribution of 25%)	\$1,393	\$1,435
Non-Residents (including Care Fund contribution of 25%)	\$1,881	\$1,937
<b>Family Estate Plot - Traditional In-ground</b>		
Residents (including Care Fund contribution of 25%)	\$29,000	\$29,000
Non-Residents (including Care Fund contribution of 25%)	\$39,150	\$39,150
<b>Family Estate Plot - Cremation</b>		
Residents (including Care Fund contribution of 25%)	\$2,300	\$2,300
Non-Residents (including Care Fund contribution of 25%)	\$3,105	\$3,105
Any plots reserved as per The Corporation of the City of Penticton Cemetery Management Bylaw No. 2010-		
<b>Services Internment</b>		
Standard size - Traditional In-ground or Green Burial - First Interment per Plot	\$1,428	\$1,471
Standard size - Traditional In-ground or Green Burial - Second Interment	\$975	\$1,004
Small size	\$484	\$499
Infant under 2 years	\$484	\$499
Cremation size	\$303	\$312
Green Burial - Memorialization - Name and Dates etched into communal marker stone (optional)	\$225	\$225
<b>Opening and Closing Grave for Exhumation</b>		
Standard size	\$1,851	\$1,907
Small size	\$745	\$767
Infant under 2 years	\$745	\$767
Cremation size	\$392	\$404
<b>Extra Deep to Permit Second Burial in Same Grave</b>		
Less than 24 Hours Notice – Charge	\$240	\$247
Installation of Memorials (each time) - including care fund contribution of 25%	\$280	\$288
Reset Fee	\$190	\$196
<b>Reservation of Side by Side Graves for Extended Family</b>		
One time Administration Fee	\$75	\$77
Annual Reservation Fee	\$28	\$29
<b>Fairview Internment</b>		
Fairview Cemetery Fee	\$377	\$388

<b>Appendix 6</b>		
<b>CEMETERY</b>	<b>2019</b>	<b>2020</b>
<b>Goods</b>		
Grave Liners – Regular	\$490	\$490
Grave Liners – Child	\$207	\$207
Concrete Slab for Lanterns	\$207	\$207
<b>Columbarium</b>		
Resident		
Level I	\$3,150	\$3,245
Level II	\$3,045	\$3,136
Level III	\$2,940	\$3,028
Non-Resident		
Level I	\$4,253	\$4,381
Level II	\$4,111	\$4,234
Level III	\$3,969	\$4,088
The rates include a one-time opening/closing rate, and initial engraving		
<b>Care Fund Per Niche Sold</b>		
Columbarium	\$379	\$440
Marker	\$26	\$27
<b>Other Charges</b>		
Additional Opening/closing (includes 2nd engraving)	\$302	\$312
Niche Flower Vase	\$81	\$81
Exhumation	\$332	\$342
Overtime	\$424	\$437
<b>Mausoleum</b>		
Basic Rate per unit		
Resident		
Level I	\$19,110	\$19,683
Level II	\$18,375	\$18,926
Level III	\$17,640	\$18,169
Non-Resident		
Level I	\$25,799	\$26,573
Level II	\$24,806	\$25,550
Level III	\$23,814	\$24,528
The rates include a one-time opening/closing rate, and initial engraving		
<b>Care Fund Per Unit Sold</b>		
Mausoleum	\$379	\$2,700
Marker	\$26	\$27
<b>Opening and Closing for Exhumation</b>		
Level I, II and III	\$1,758	\$1,811
<b>Ossuary / Scattering Garden and Memorial</b>		
Basic Rate per Unit:		
Ossuary - Resident	\$439	\$440
Ossuary - Non-resident	\$593	\$594
Bronze Memorial Wall Name Plaque	\$325	\$335
Lakeview Cemetery – Cost of Saturday burials is the same as on weekdays		
Fairview Cemetery – cost of Saturday burials is subject to additional labour charges		
No Sunday or Statutory Holiday Burials		

<b>Appendix 7</b>		
<b>ELECTRIC</b>	<b>2019</b>	<b>2020</b>
<b>Utility Administration Rates</b>		
Utility credit references (current or recent account)	\$17.00	\$17.25
Archived account	\$30.00	\$30.50
Utility account history	\$17.00	\$17.25
Interest rate on delinquent utility accounts	10% per annum	10% per annum
Special electric meter reading	\$41.50	\$41.50
Special electric meter inspection fee	\$41.50	\$41.50
<b>AMR OPT OUT</b>		
AMR Opt Out manual electric meter reading for an individual meter	\$17.80	\$17.80
AMR Opt Out manual combined electric and water meter reading for an individual for an individual meter read	\$18.80	\$18.80
AMR Opt Out manual electric meter reading for a meter bank installation	\$17.80 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the electric meter bank read is to be equally split between all customers serviced by the bank meter	\$17.80 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the electric meter bank read is to be equally split between all customers serviced by the bank meter
AMR Opt Out combined electric and water meter reading for a combined electric and water meter bank installation	\$18.80 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the combined electric and water meter bank read is to be equally split between all customers served by the meter bank.	\$18.80 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the combined electric and water meter bank read is to be equally split between all customers served by the meter bank.
AMR Opt Out electric meter use of a digital non radio frequency electric meter	\$153.00	\$153.00
Utility application fee – next day service	\$47.50	\$47.50
Utility application fee – same day service (accounts with combined electric and water)	\$105.00	\$105.00
Utility application fee (electric only) same day service (accounts that only have electric services)	\$59.50	\$59.50
Non-Payment: Electric disconnect and re-connect(during City Hall hours only)	\$83.00	\$83.00

<b>Appendix 7</b>		
<b>ELECTRIC</b>	<b>2019</b>	<b>2020</b>
Non-Payment: Site visit without a disconnect (during City Hall hours only)	\$41.50	\$41.50
Electrical disconnect or re-connect or site visit (cost per visit after hours with call-out)	\$430.25	\$430.25
Electrical disconnect or reconnect or site visit (cost per visit during City Hall hours)	\$41.50	\$41.50
Electrical disconnect or reconnect or site visit (cost per visit after hours without call-out)	\$83.00	\$83.00
Illegal reconnection administration charge	\$280.00	\$285.00
Utility fee - Leave on Authorized	\$12.25	\$12.50
Electrical Disconnect and reconnect from pole	\$358.00	\$358.00
Special Administration charge per service	\$28.00	\$28.50
<b>Electric Rates</b>		
<b>Rate Code 10 - Residential</b>		
Basic Charge	\$18.72 per billing plus	\$18.72 per billing plus
Energy Charge	\$0.1284 per kwh for all consumption during the billing period	\$0.1284 per kWh for all consumption during the billing period
<b>Rate Code 20 - General - Secondary metered and City owned Transformation</b>		
Basic Charge	\$18.72 per billing plus	\$18.72 per billing plus
Energy Charge: First 10,000 kwh per billing	\$0.1429per kwh	\$0.1429per kWh
Next 90,000 kwh per billing	\$0.1126 per kwh	\$0.1126 per kWh
Additional kwh per billing	\$0.0789 per kwh	\$0.0789 per kWh
Demand Charge	\$10.09 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing or b) 75% of the maximum kVA billable demand in excess of 45kVA recorded during the previous 364 days to the current billable demand read	\$10.09 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing or b) 75% of the maximum kVA billable demand in excess of 45kVA recorded during the previous 364 days to the current billable demand read

<b>Appendix 7</b>		
<b>ELECTRIC</b>	<b>2019</b>	<b>2020</b>
<b>Rate Code - 25, 30 and 35</b>		
Are subject to the same base rates for consumption and demand as set out in Rate Code 20 with the following discounts:		
Primary Metering	1.5% discount on consumption and demand charges. Customer-owned transformation - 9.0% discount on demand charges only	1.5% discount on consumption and demand charges. Customer-owned transformation - 9.0% discount on demand charges only
<b>Rate Code 25 - General - Primary metered and City owned Transformation</b>		
Basic Charge	\$18.72 per billing plus	\$18.72 per billing plus
Energy Charge		
First 10,000 kwh per billing	\$0.1408 per kwh	\$0.1408 per kWh
Next 90,000 kwh per billing	\$0.1109 per kwh	\$0.1109 per kWh
Additional kwh per billing	\$0.0777 per kwh	\$0.0777 per kWh
Demand Charge	\$9.93 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing; or b) 75% of the maximum kVA billable demand in excess of 45kVA recorded during the previous 364 days to the current billable demand read	\$9.93 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing; or b) 75% of the maximum kVA billable demand in excess of 45kVA recorded during the previous 364 days to the current billable demand read

<b>Appendix 7</b>		
<b>ELECTRIC</b>	<b>2019</b>	<b>2020</b>
<b>Rate Code 30 - General - Secondary metered and customer owned Transformation</b>		
Basic Charge	\$18.72 per billing plus	\$18.72 per billing plus
Energy Charge		
First 10,000 kwh per billing	\$0.1429 per kwh	\$0.1429 per kWh
Next 90,000 kwh per billing	\$0.1126 per kwh	\$0.1126 per kWh
Additional kwh per billing	\$0.0789 per kwh	\$0.0789 per kWh
Demand Charge	\$9.18 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing; or b) 75% of the maximum KVA demand in excess of 45 KVA recorded during the previous 364 days to the current billable demand read	\$9.18 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing; or b) 75% of the maximum KVA demand in excess of 45 KVA recorded during the previous 364 days to the current billable demand read
<b>Rate Code 35 - General - Primary metered and customer owned Transformation</b>		
Basic Charge	\$18.72 per billing plus	\$18.72 per billing plus
Energy Charge		
First 10,000 kwh per billing	\$0.1408 per kwh	\$0.1408 per kWh
Next 90,000 kwh per billing	\$0.1109 per kwh	\$0.1109 per kWh
Additional kwh per billing	\$0.0777 per kwh	\$0.0777 per kWh
Demand Charge	\$9.04 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing; or b) 75% of the maximum KVA demand in excess of 45 KVA recorded during the previous 364 days to the current billable demand read	\$9.04 per KVA of billing demand which is the greater of a) the maximum KVA demand in excess of 45 KVA for the current billing; or b) 75% of the maximum KVA demand in excess of 45 KVA recorded during the previous 364 days to the current billable demand read
<b>Rate Code 45 - General - City Accounts</b>		
Energy Charge	\$0.0953 per kwh for all consumption	\$0.0953 per kWh for all consumption

Appendix 7		
ELECTRIC	2019	2020
<b>Rate Code 55 - Street Lighting, Traffic Lights &amp; Other Un-metered Loads</b>		
Per fixture watt or volt ampere per billing subject to Electric Utility Services Bylaw No. 2017-44	\$0.1071 per fixture watt or volt ampere per billing	\$0.1071 per fixture kWh <del>watt</del> or kVAh <del>volt ampere</del> per billing
Per watt or volt ampere per billing based on equipment name plate data or customer information, or where data is insufficient, the City will determine by appropriate measurement and calculation what equipment <del>kilowatt-hour</del> or <del>kilovolt ampere-hour</del> loading shall be used for billing purposes.	\$0.2024 per watt	\$0.2024 per kWh <del>watt</del>
Monthly minimum charge per fixture or service connection	\$18.72 per billing plus	\$18.72 per billing plus
<b>Net Metering Rate Code (aka Micro-DR)</b>		
When paying Net Metered Customers for any excess Energy generated by the Customer, the Penticton Electric Utility shall use the applicable <b>Rate Code under which the Customer is receiving Service from the Penticton Electric Utility</b> . Customers will be responsible for all costs of their Distribution Generation System including, but not limited to, design, permits, installation, inspection fees, connection fees, repairs and maintenance.		
<b>Electrical Service Calls</b>		
Service Call – 1 stop (1 hr. max)	\$217.25	\$217.25
Service Call – 2 stops (1.5 hr. max)	\$326.00	\$350.00
<b>Electrical Service Connections</b>		
<b>Temporary Service Connection</b>		
1 Phase up to 200 amps	\$217.25	\$349.00
all except 1 phase up to 200 amps	Actual Cost	Actual Cost
<b>Service Relocate</b>		
1 phase up to 200 amps	\$347.00	\$421.00
<b>Service Upgrade</b>		
1 phase over 200 amps	Actual Cost	Actual Cost
3 phase overhead and underground (all)	Actual Cost	Actual Cost

<b>Appendix 7</b>		
<b>ELECTRIC</b>	<b>2019</b>	<b>2020</b>
<b>Service Connection</b>		
1 phase per unit (200 amps max -includes 1 meter) overhead and underground	\$393.25	\$480.00
Additional meters	Actual Cost	Actual Cost
1 phase overhead and underground over 200 amps	Actual Cost	Actual Cost
3 phase overhead and underground (all)	Actual Cost	Actual Cost
Primary Underground Cable	Actual Cost	Actual Cost
Terminate and Energize underground - Per lot	Actual Cost	Actual Cost
Installation of electrical poles, vaults, road-crossings, etc	Actual Cost	Actual Cost
Electrical Call Out Rate	\$430.25	\$430.25
<b>Electrical Pole Contacts</b>		
Telus (JU Contacts, WiFi, Power Point Contact + Energy at appropriate rate code(s))	As per Contract	As per Contract
Shaw Cable (JU Contacts, WiFi, Antenna, Power Point Contact + Energy at appropriate rate code(s))	As per Contract	As per Contract
Bell Canada JU Contacts <del>Shaw WiFi</del>	As per Contract	As per Contract
Recoverable Sign Installations	Actual Cost	Actual Cost

Appendix 7		
ELECTRIC	2019	2020
<p><b>Power Factor Surcharge:</b></p> <p>a) Every Customer must regulate their load to maintain a Power Factor of not less than ninety (90%) percent.</p> <p>b) If customers have equipment or install equipment that results in poor power factor (less than 90%) a power factor surcharge may be applied and it is the Customer's responsibility to install equipment to correct or improve power factor.</p> <p>c) The surcharge shall be added to the Customer's bill after the rates or minimum charges have been calculated and the surcharge will remain in effect until the Penticton Electric Utility is satisfied that the Power Factor has been corrected.</p> <p>d) Electrical Service shall not be provided to any customer whose Load Power Factor is less than fifty (50%) percent.</p>	<b>Power Factor</b>	<b>Surcharge</b>
	Between 90% and 100%	Nil
	Between 88% and 90%	2%
	Between 85% and 88%	4%
	Between 80% and 85%	9%
	Between 75% and 80%	16%
	Between 70% and 75%	24%
	Between 65% and 70%	34%
	Between 60% and 65%	44%
	Between 55% and 60%	57%
	Between 50% and 55%	72%
	Less than 50%	90% and electrical service may be disconnected

## Appendix 7

Appendix 7		
<b>ELECTRIC</b>	<b>2019</b>	<b>2020</b>

**Notes:**

#1. Any applicable Federal or Provincial taxes are in addition to the above charges. A discount forfeit equal to 10% of the "current charges" (excluding Goods and Services Tax) will result if full payment of current charges is not received. a) on "residential-(rate codes 10), on or before the expiration of fifteen (15) days after the date of the mailing of the invoices therefore. b) on all other services not included in the definition of "residential" on or before the expiration of twenty-two (22) days after the date of the mailing of the invoices therefore, provided that when the said day falls on Saturday, Sunday, or holiday, the discount shall apply if payment is received on the next succeeding day which is not a holiday. In the event of a partial payment of the current charges on or before the discount date, a proportionate discount shall be allowed.

#2. Basic charges will be applicable to accounts that are disconnected from electric for seasonal or temporary purposes when the electric is being turned off at the account holders request but the account holder(s) is not altering.

#3. City Electrical Infrastructure is defined as: Any items related to the City of Penticton Electrical Utility distribution system including but not limited to primary duct and secondary duct, street lighting, power cables, transformers and associated appurtenances.

#4. All customers are eligible to access the "Electrical Service Payment Plan" for the installation of City Electrical Infrastructure and/or customer owned Micro-DR equipment that supplies power to their properties. The details of this program are summarized as follows:

- Payment Plan range: A customer can put a minimum amount of \$2,000 up to a maximum amount of \$50,000 on a Payment Plan;
- Payment Plan terms: 5 year payback in equal monthly amounts on the Electric Utility Bill plus interest calculated at the Prime Interest Rate +0.5%; and
- The customer has the ability to end the Payment Plan at any time by repaying the balance owing in full at any time without penalty.

Eligibility requirements:

- Must be for a new or an upgrade to an Electrical Service;
- Must be a City of Penticton Electric Utility customer;
- Must have a credit score of: 650 or greater for an individual, or less than 25 for a business;
- Must have a maximum of 19 City of Penticton Utility Credit Points;
- The customer must own both the land and building where the service is required; and
- If Micro-DR, receipts must be submitted from the contractor performing the work; and
- Protection: Any defaults on the Payment Plan will be subject to the normal City of Penticton utility collection procedures, including service disconnect and ultimately transfer of outstanding amount to taxes. Any outstanding payment plan amounts must be paid in full upon sale of the property.

<b>Appendix 8</b>		
<b>EQUIPMENT RATES</b>	<b>2019</b>	<b>2020</b>
Passenger Vehicle (<5,500 kg)	\$6.50	\$6.50
Single / Tandem Dump	\$36.00	\$36.00
Trailers	\$5.00	\$5.00
Small Aerial	\$25.00	\$30.00
1 Ton Dump	\$7.50	\$7.50
1 Ton with Utility Box	\$7.50	\$7.50
Litter Truck	\$18.85	\$18.85
AWWTP - Crane Truck	\$7.50	\$9.00
parks Tractor	\$18.75	\$18.75
Electrical Line Truck	\$34.00	\$40.80
Grader	\$75.00	\$75.00
Back Hoe	\$29.00	\$29.00
Sewer Flush Truck	\$53.00	\$63.50
Street Sweeper	\$50.00	\$50.00
Wheel Loader	\$38.00	\$38.00
Rotary Mower - Large	\$30.00	\$30.00
Rotary Mower - Small	\$16.50	\$16.50
Chipper	\$20.00	\$20.00
Tractor	\$13.00	\$13.00
Fork Lift	\$40.50	\$40.50
Beach Cleaner	\$45.00	\$45.00
Air Compressor	\$10.00	\$10.00
Large Sander & Blade	\$37.25	\$37.25
Small Sander & Blade	\$18.00	\$18.00
Ice Resurfacers	\$6.50	\$6.50
Leaf Vac	\$25.00	\$25.00
utility Truck (Water/Sewer)	\$12.00	\$14.50

<b>Appendix 8</b>		
<b>EQUIPMENT RATES</b>	<b>2019</b>	<b>2020</b>
Passenger Van (15 Passenger)	\$8.00	\$8.00
ATV	\$6.00	\$6.00
Compost Screener - Trommel	\$100.00	\$120.00
Small Equipment	\$4.00	\$4.00
Valve Machine	\$10.00	\$12.00
Flat Deck Crane Truck	\$33.00	\$33.00
Barge - Water Craft	\$32.00	\$32.00
Pick-Up Utility Box	\$7.50	\$7.50

## Appendix 9

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Fire Department	2019	2020
The fees hereinafter specified shall be paid to the City by all applicants for any permit required by this bylaw, or under		
<b>Installation of compressed gas systems, gasoline tanks, oil tanks, diesel tanks and dispensing pumps or refueling station:</b>		
<b>Aboveground Tank</b>		
<2500L	\$100.00	\$102.00
>2500L-<5000L	\$250.00	\$255.00
>5000L	\$350.00	\$357.00
<b>Underground Tank</b>		
<2500L	\$100.00	\$102.00
>2500L-<5000L	\$250.00	\$255.00
>5000L	\$350.00	\$357.00
Each dispensing pump	\$50.00	\$51.00
Tank removal or decommission*	\$150.00	\$153.00
* all installation and removal are subject to an environmental assessment to accompany application		
<b>Inspection and installation of domestic and commercial oil burners:</b>		
each domestic installation	\$15.75	\$16.00
each commercial installation	\$26.25	\$26.75
<b>Permits</b>		
<b>Public Fireworks Display permit</b>		
Low Hazard	\$50.00	\$51.00
High Hazard	\$250.00	\$255.00
Burning Permit as allowed by bylaw	\$50.00	\$51.00
Permanent Outdoor Fireplace	\$50.00	\$51.00
<b>Emergency Assist Calls</b>		
Charge for responding to Jaws of Life	as per Provincial Emergency Program Fee Schedule	as per Provincial Emergency Program Fee Schedule
Ambulance Assist	as per Provincial Emergency Program Fee Schedule	as per Provincial Emergency Program Fee Schedule
Public Service	Actual Cost	Actual Cost
False Alarms	1st - n/c 2nd - \$200 3rd - \$300 4th+ \$400	1st - n/c 2nd - \$200 3rd - \$300 4th+ \$400
<b>Other Fees</b>		
File Search for Building Deficiencies/Incident Reports/Investigations	\$165.00	\$165.00
Fire Investigation (for Fire Damage greater than \$5,000.00)	\$500.00	\$500.00
Requested on-site inspection/consultation for commercial purposes	Actual Cost	Actual Cost
Fire Extinguisher Training (per person)	\$5.00	\$5.00
Failure to keep fire under control and Fire Dept must attend pursuant to Fire and Life Safety Bylaw 2004-57 Section 9.04(g) as amended or superceded	Rates are based on the Office of the Fire Commissioner inter agency reimbursement rates as it changes from time to time	Rates are based on the Office of the Fire Commissioner inter agency reimbursement rates as it changes from time to time
Drive over fire hose pursuant to Fire and Life Safety Bylaw 2004-57 Section 8.01 as amended or superceded	Actual cost to repair or replace damaged hose	Actual cost to repair or replace damaged hose
Flat rate per fill for both Self Contained Breathing Apparatus (SCBA) and Self Contained Underwater Breathing Apparatus (SCUBA)	\$10.00	\$10.00
Fire Flow Testing	Actual Cost	Actual Cost

## Appendix 9

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<b>Fire Department</b>	<b>2019</b>	<b>2020</b>
Re-Inspection after Order	\$100.00	\$100.00
Fire Safety Plan Review - Initial	\$100.00	\$100.00
Fire Safety Plan Review - Subsequent	\$50.00	\$50.00
<b>Training Centre Rental Rates</b>		
Classroom (projector/screen/TV/sound/flipcharts) / day	\$118	\$118
Live Fire Burn Building / day	\$531	\$531
Search Building / day	\$118	\$118
Engine / day	\$236	\$236
Full Facility - one day (including Engine)	\$826	\$826
Full Facility - two days (including Engine)	\$1,652	\$1,652
Instructor	\$354	\$354
Safety Officer	\$300	\$300
Technician (Rehab/Fire Control/Pump Operator)	\$300	\$300
Consumables (artificial smoke, generator, pallets, propane)	Actual Cost	Actual Cost
SCBA Rental per pack/per day	\$25	\$25
Natural Gas/Fuels	Actual Cost	Actual Cost
Student User Fee (Consumable Supplies) / day / student	\$6	\$6
Bunker Gear Rental (per set per day)	\$25	\$25
Fog Machine / per day	\$50	\$50
Mobile Vending Permit (Annual)**	\$50	\$50
Failure of Property Owner or Agent to attend Emergency Incident Scene	\$300	\$300
Fire Department control of life safety system until Owner or Agent takes responsibility	Actual Cost	Actual Cost
Fire Smart Burning Permit	No Charge	No Charge
Fire Smart Home Assessment	\$100	\$100
**Fee waived if inspected on Fire Department designated inspection dates		

<b>Appendix 10</b>		
<b>FITNESS ROOM</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Single Admission</b>		
Youth	\$4.50	\$4.76
Adult	\$6.50	\$6.67
Senior	\$4.50	\$4.76
Super Senior	\$3.50	\$3.81
Family		\$15.24
<b>10 Tickets</b>		
Youth	\$40.00	\$40.95
Adult	\$58.00	\$59.05
Senior	\$40.00	\$40.95
Super Senior	\$31.00	\$31.43
Family		\$136.19
<b>1 Month</b>		
Youth	\$40.00	\$40.95
Adult	\$58.00	\$59.05
Senior	\$40.00	\$40.95
Super Senior	\$31.00	\$31.43
Family		\$136.19
<b>3 Months</b>		
Youth	\$108.00	\$110.48
Adult	\$152.00	\$155.24
Senior	\$108.00	\$110.48
Super Senior	\$86.00	\$87.62
Family		\$359.05
<b>6 Months</b>		
Youth	\$185.00	\$188.57
Adult	\$261.00	\$267.62
Senior	\$185.00	\$188.57
Super Senior	\$152.00	\$154.29
Family		\$614.29

<b>Appendix 10</b>		
<b>FITNESS ROOM</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>12 Month Annual Pass</b>		
Youth	\$294.00	\$300.00
Adult	\$414.00	\$422.86
Senior	\$294.00	\$300.00
Super Senior	\$239.00	\$243.81
Family		\$975.24
<b>Fitness Room/Pool Combined Single Admission</b>		
Youth	\$7.75	\$7.86
Adult	\$10.75	\$10.95
Senior	\$7.75	\$7.86
Super Senior	\$6.75	\$6.90
Family	\$25.36	\$25.71
<b>10 Tickets</b>		
Youth	\$69.00	\$70.48
Adult	\$96.00	\$98.10
Senior	\$69.00	\$70.48
Super Senior	\$60.00	\$60.95
Family	\$226.50	\$228.57
<b>1 Month</b>		
Youth	\$69.00	\$70.48
Adult	\$96.00	\$98.10
Senior	\$69.00	\$70.48
Super Senior	\$60.00	\$60.95
Family	\$226.50	\$228.57

<b>Appendix 10</b>		
<b>FITNESS ROOM</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>3 Months</b>		
Youth	\$182.00	\$185.71
Adult	\$246.00	\$250.48
Senior	\$182.00	\$185.71
Super Senior	\$149.00	\$152.38
Family	\$583.00	\$585.71
<b>6 Months</b>		
Youth	\$320.00	\$326.67
Adult	\$427.00	\$435.24
Senior	\$320.00	\$326.67
Super Senior	\$256.00	\$260.95
Family	\$1,014.00	\$1,018.10
<b>12 Month Annual Pass</b>		
Youth	\$503.00	\$513.33
Adult	\$674.00	\$687.62
Senior	\$503.00	\$513.33
Super Senior	\$406.00	\$414.29
Family	\$1,599.50	\$1,604.76
<b>FITNESS ROOM / PUBLIC SWIMMING DAY PASS - Single Admission</b>		
Youth	\$11.50	\$11.67
Adult	\$15.50	\$15.71
Senior	\$11.50	\$11.67
Super Senior	\$9.50	\$9.76
Family	\$36.75	\$37.14

<b>Appendix 10</b>		
<b>FITNESS ROOM</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Clinic Rates</b>		
<b>Weekly Fitness</b>		
Senior	\$11.00	\$11.19
Adult	\$16.00	\$16.43
<b>Weekly Fitness/Pool</b>		
Senior	\$19.01	\$19.29
Adult	\$26.50	\$27.14
<b>Monthly Fitness</b>		
Senior	\$30.00	\$30.48
Adult	\$43.50	\$44.29
<b>Monthly Fitness/Pool</b>		
Senior	\$51.75	\$52.86
Adult	\$72.00	\$73.33
<b>Fitness 10 Ticket</b>		
Senior	\$32.00	\$32.62
Adult	\$46.00	\$46.90
<b>Fitness/Pool 10 Ticket</b>		
Senior	\$55.00	\$56.19
Adult	\$77.00	\$78.57

Appendix 11		
GARBAGE RATES	2019	2020
The scale of charges by The Corporation of the City of Penticton for the collection, removal and disposal of solid waste and recyclable materials as provided for in the City of Penticton Garbage "Solid Waste Collection and Recyclable Materials Disposal Bylaw", shall be as follows and will be billed by the City as current taxes on the property for which the premises were served by solid waste and recycling collection.		
<b>Annual Fee - Solid Waste Collection</b> Includes one (1) 120L Garbage Cart and one (1) 240L Yard Waste Cart	\$142.00	\$144.00
<b>Annual Fee - Recycling Collection - Bi-Weekly</b> Includes one (1) 240L Recyclable Cart	\$31.50	\$32.00
<b>Annual Fee - Multi-Family Weekly Recycling Collection (per unit, per year)</b>	\$63.00	\$64.00
Administration Fee for Sewer and Garbage Extension - for first unit	\$15.75	\$15.75
- Each Additional Unit in same complex	\$5.00	\$5.00
Tag a Bag - Additional Curb Side Collection bag - price per tag	\$3.50	\$3.50
25 Tag a Bag Coupons	\$62.50	\$62.50
Application for Curb Side Collection from a Multi-Family Dwelling	\$80.00	\$81.50
Application fee for Multi-Family Residential Weekly Recycle Collection	\$80.00	\$81.50
<b>Base Cart Program</b>		
Base Cart Program includes: one (1) 120 Litre Garbage Cart, one (1) 240 Litre Recyclables Cart, and one (1) 240 Litre Yard Waste Cart		
Cart Change Administration Fee Per property visit, any quantity of carts (Commences January 1, 2017)	\$30.00	\$30.50
Disability Exemption Application	No charge	No charge
Garbage Cart - upgrade to two (2) 120L Carts In addition to the Annual Fee - Solid Waste Collection	\$120.00	\$122.00
Garbage Cart - upgrade to a 240L Cart In addition to the Annual Fee - Solid Waste Collection	\$120.00	\$122.00
Recyclables Cart - upgrade to a 360L Cart	No charge, part of Annual Fee	No charge, part of Annual Fee
Recyclables Cart - upgrade to two (2) 240L Carts	No charge, part of Annual Fee	No charge, part of Annual Fee
Recyclables Cart - upgrade to two (2) 360L Carts	No charge, part of Annual Fee	No charge, part of Annual Fee
Recyclables Cart - downgrade to a 120L Cart	No charge, part of Annual Fee	No charge, part of Annual Fee
Yard Waste Cart - upgrade to 360L Cart In addition to the Annual Fee - Solid Waste Collection	\$34.50	\$35.00
Yard Waste Cart - upgrade to two (2) 240L Carts In addition to the Annual Fee - Solid Waste Collection (max 2 carts allowed)	\$69.00	\$70.00
Yard Waste Cart - upgrade to two (2) 360L Carts In addition to the Annual Fee - Solid Waste Collection (max 2 carts allowed)	\$69.00	\$70.00
Yard Waste Cart - downgrade to 120L Cart	No charge, part of Annual Fee	No charge, part of Annual Fee
Yard Waste Cart - opt out of Yard Waste Program	No charge, part of Annual Fee	No charge, part of Annual Fee
Wildlife Resistant Cart Upgrade - 120L Garbage Cart only (one time fee)	\$75.00/Cart	\$75.00/Cart
Repeated or willful damage to Carts will be charged to property owner	Actual Cost of replacement and Cart Change Administration Fee	Actual Cost of replacement and Cart Change Administration Fee
<b>Screened Compost Sales</b>		
Bulk / Wholesale - (greater than 5 tonnes)	\$12.50 / tonne	\$12.50 / tonne
Less than 5 tonnes	\$20.00 / tonne	\$20.00 / tonne
Individual Bags	\$2.50 / bag	\$2.50 / bag

<b>Appendix 12</b>		
<b>HUMAN RESOURCES DEPARTMENT</b>	<b>2019</b>	<b>2020</b>
Seminars and Speakers	Actual Costs	Actual Costs

<b>Appendix 13</b>		
<b>INFORMATION TECHNOLOGY</b>	<b>2019</b>	<b>2020</b>
<b>Provision of Dark Fibre Services</b>		
Dark Fibre - per fibre optic strand (per month)	336.60	343.25
Administration Fee	included	included
One Time Connection Fee	831.30	\$848.00
Physical Connection Costs	As quoted	As quoted
Co-location Services (per month)	156.06	\$159.00
<b>Provision of Telephone and Internet Services</b>		
High-end 8861 (Gigabit, Bluetooth, Wifi)	41.82	\$42.50
High-end 8851 (Gigabit, Bluetooth)	31.62	\$32.25
Mid-range 8841 (Gigabit)	26.52	\$27.00
Low-end greyscale 8811 (Gigabit)	15.30	\$15.50
Wireless portable phone Model 8821 (Bluetooth)	46.92	\$48.00
Conference phone Model 8832	41.82	\$42.50
D-A Convertor Allows for analog devices on City digital phone network Model ATA 190 (fee per ATA device)	10.20	\$10.40
Extra DID external phone number added to existing hardware	5.10	\$5.20
Internet	41.82	\$42.50
Wireless Internet Services add-on (where available)	10.20	\$10.40
Connection/Configuration Charge	104.04	\$106.00
<b>Electronic Data Fees</b>		
GIS Electronic Data	share data free of charge	share data free of charge

<b>Appendix 14</b>		
<b>LIQUOR LICENCES</b>	<b>2019</b>	<b>2020</b>
A non-refundable application review for Local Government confirmation for Receipt Application or Zoning Confirmation. (credited towards end of Liquor Licence Review Fee)	\$175.00	\$180.00
New Food Primary review or Occupant load reviews	\$175.00	\$180.00
New Liquor Primary Licence (Public Consultation)	\$700.00 + public notice sign	\$700.00 + public notice sign
Permanent Change including <b>change in hours, occupant load</b> , addition of a winery, brewery or distillery lounge or special event area.	\$700.00 + public notice sign	\$700.00 + public notice sign
Structural Change - with public consultation	\$700.00 + public notice sign	\$700.00 + public notice sign
Structural Change - no public consultation	\$350.00	\$360.00
Structural Change - Zoning confirmation <b>including Picnic Area Endorsement</b>	\$175.00	\$180.00
Temporary Change or Request to extend hours for a Special Event Permit	\$175.00	\$180.00
Appeal to Council of a Staff Decision on a Liquor Application Review	\$350.00	\$360.00
<b>Public Notice Signs</b>		
Initial Public Consultation Notice Sign	\$250 (plus GST)	\$250 (plus GST)
Repair of Damaged Signs	\$80 (plus GST)	\$80 (plus GST)
Replacement of damaged signs	\$80 (plus GST)	\$80 (plus GST)

<b>Appendix 15</b>		
<b>MARINAS</b>	<b>2019</b>	<b>2020</b>
<b>Penticton Marina (Okanagan Lake)</b>		
Moorage Fees – January 1 <sup>st</sup> to December 31 <sup>st</sup>	Moorage fees, land storage, and parking fee increases as per lease agreement	Moorage fees, land storage, and parking fee increases as per lease agreement
<b>Skaha Lake Marina</b>		
Moorage Fees	Moorage and land storage fees to be determined by the operator based on market value	Moorage and land storage fees to be determined by the operator based on market value
<p><b>DEFINITIONS:</b></p> <p>A. Moorage season – March 1 to November 30 inclusive (9 months)</p> <p>B. Storage season – October 1 to March 31 inclusive (6 months)</p> <p>C. Penticton residents and taxpayers acquire moorage on a first come first served basis until May 1<sup>st</sup> annually, after which any available moorage may be rented to non-resident or non-taxpayer.</p> <p><b>Overnight Parking</b></p> <p>A window permit is issued to those user groups requiring an RV on site for <b>special event security</b> – pending approval by the PRC Director or designate. Permit is issued through the RCMP.</p>		
RV Overnight Parking Permit	\$29.68	\$29.68

<b>Appendix 16</b>		
<b>Meeting Rooms/Activity Spaces Hourly Rate</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Community Centre/McLaren Arena Meeting Room</b>		
Non Profit/Local/ Regular		
Child/Youth	\$11.79	\$12.00
Adult	\$11.79	\$12.00
Non School District 67 Schools*	\$8.84	\$9.00
Local Private	\$14.91	\$15.25
Local Commercial	\$26.09	\$26.75
Non-Resident	\$37.27	\$38.25
<b>Community Centre Large Meeting Room</b>		
Note: Meeting Room #4, Meeting Room #7, and Combined #2 & #3 Rate is 1.75X Meeting Room Rate		
Non Profit/Local/ Regular		
Child/Youth	\$20.63	\$21.00
Adult	\$20.63	\$21.00
Non School District 67 Schools*	\$15.47	\$15.75
Local Private	\$26.25	\$27.00
Local Commercial	\$45.66	\$46.75
Non-Resident	\$65.22	\$67.00
<b>Community Centre Conference Room</b>		
Note: Conference Room Rate is 75% X Meeting Room Rate		
Non Profit/Local/ Regular		
Child/Youth	\$8.84	\$9.00
Adult	\$8.84	\$9.00
Non School District 67 Schools*	\$6.63	\$6.75
Local Private	\$11.18	\$11.50
Local Commercial	\$19.57	\$20.00
Non-Resident	\$27.95	\$28.75
<b>Library/Museum Auditorium</b>		
Note – Security premium of \$10.50 added to base rates. To be increased by CPI.		
Non Profit/Local/ Regular		
Child/Youth	\$18.34	\$18.75
Adult	\$25.74	\$26.25
Non School District 67 Schools*	\$13.75	\$14.00
Local Private	\$29.89	\$30.50
Local Commercial	\$53.06	\$54.25
Non-Resident	\$75.81	\$77.50

<b>Appendix 16</b>		
<b>Meeting Rooms/Activity Spaces Hourly Rate</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Activity Spaces</b>		
<b>Community Centre Dance Studio</b>		
Non Profit/Local/ Regular		
Child/Youth	\$20.63	\$21.00
Adult	\$20.63	\$21.00
Non School District 67 Schools*	\$15.47	\$15.75
Local Private	\$26.09	\$26.75
Local Commercial	\$45.66	\$46.75
Non-Resident	\$65.22	\$66.75
<b>Community Centre Gymnasium</b>		
Non Profit/Local/ Regular		
Child/Youth	\$18.02	\$18.25
Adult	\$37.35	\$38.25
Non School District 67 Schools*	\$13.51	\$13.75
Local Private	\$49.80	\$51.00
Local Commercial	\$87.14	\$89.00
Non-Resident	\$124.49	\$127.50
<b>Community Centre 1/2 Gymnasium</b>		
Note: 1/2 Gymnasium Rate 66.7% X Gymnasium Rate		
Non Profit/Local/ Regular		
Child/Youth	\$12.02	\$12.25
Adult	\$24.91	\$25.50
Non School District 67 Schools*	\$9.02	\$9.25
Local Private	\$33.22	\$34.00
Local Commercial	\$58.12	\$59.50
Non-Resident	\$83.04	\$85.00
Non School District 67 Schools* are defined as grade schools (K-12) located within City of		
NOTE: For all after hours bookings a security premium will be added to the base rate at		

<b>Appendix 17</b>		
<b>MUSEUM</b>	<b>2019</b>	<b>2020</b>
<b>Museum Exhibits</b>		
Entrance Fee	By Donation-suggested donations: Adult: \$2.00 Child:\$1:00	By Donation-suggested donations: Adult: \$2.00 Child:\$1:00
Exhibit Openings	By Donation-suggested donations: Adult: \$2.00 Child:\$1:00	By Donation-suggested donations: Adult: \$2.00 Child:\$1:00
<b>Museum Programs</b>		
School & group visits (guided)		
Public & Private schools - per student	\$3.00	\$3.00
- maximum per group	\$25.00	\$25.00
Service Groups, Clubs & Societies - per person	\$3.00	\$3.00
- maximum per group	\$50.00	\$50.00
School & group visits (self-guided) - per student	\$1.00	\$1.00
- per adult	\$3.00	\$3.00
Curator Kid Program		
Curator Kid Yearly Membership - individuals	\$20.00	\$20.00
- per family	\$50.00	\$50.00
Curator Kid Programs - drop-in; non-members - per child	\$5.00	\$5.00
- per family	\$20.00	\$20.00
Curator Kid Programs - offsite	Cost dependent on activities	Cost dependent on activities
Curator Kid Programs - summer specials - per child	\$5.00	\$5.00
- per family	\$20.00	\$20.00
Adult Programs		
Onsite - Museum	\$25/per person + supplies	\$25/per person + supplies
	\$25 min; activity dependent	\$25 min; activity dependent

<b>Appendix 17</b>		
<b>MUSEUM</b>	<b>2019</b>	<b>2020</b>
<b>Lectures</b>		
Brown Bag - per person	admission by donation	admission by donation
Custom Guest	Cost dependent on lecture	Cost dependent on lecture
<b>Archives</b>		
Self-guided research	By donation-suggested min. \$10/ph	By donation-suggested min. \$10/ph
Staff-assisted research		
Non-commercial clients - first hour	Free	Free
- each additional hour	\$30.00	\$30.00
Commercial clients (first hour)	\$50.00	\$50.00
(every additional 60 minutes) - per hour	\$30.00	\$30.00
Photograph Reproductions (Print format)		
From existing digital file (up to 8x10 only)	\$16.00	\$16.00
Outsource (paper type and size dependent)	Actual Cost	Actual Cost
Outsource (paper type and size dependent)	Actual Cost	Actual Cost
Photographic reproductions (digital format only - 1200 dpi jpg)		
By email	\$18.00	\$18.00
Non-photographic reproductions (maps, plans, manuscripts)		
From existing digital file - In House (up to 32" only)	\$16.00	\$16.00
Outsource (paper type and size dependent)	Actual Cost	Actual Cost
Outsource (paper type and size dependent)	Actual Cost	Actual Cost
Publication & Commercial Fees (supplement)		
Fee for print, negative or digital copies for : Reports, calendars, brochures, magazines, newsletter, websites - per image	\$20.00	\$20.00
Fee for Print, negative or digital copies for : Books, films, videos - per image	\$50.00	\$50.00

<b>Appendix 17</b>		
<b>MUSEUM</b>	<b>2019</b>	<b>2020</b>
Fee for Print, negative or digital copies for : Postcards, T-shirts, mugs etc. merchandise - per image	\$50.00	\$50.00
Photocopy Fees (black and white only)	see Administration services for fee	see Administration services for fee
Archival Supplies (boxes, tissue, encapsulation etc.)	Retail price plus 35%	Retail price plus 35%
<b>Gift shop</b>		
Books & other Publications	Retail suggested price; minimum 35% markup	Retail suggested price; minimum 35% markup
Souvenirs & crafts	Wholesale price plus 35%	Wholesale price plus 35%
Photographic posters & postcard books	Style and format dependent	Style and format dependent
<b>Museum Curatorial Services &amp; Presentations</b>		
On-site consultation	By donation-suggested min. \$35/ph	By donation-suggested min. \$35/ph
Off-site consultation	By donation-(suggested \$35/ph plus travel)	By donation-(suggested \$35/ph plus travel)

## Appendix 18

<b>PARKING</b>	<b>2019</b>	<b>2020</b>
Off Street Scramble Parking permit (unassigned stall lots) per month	\$45.00	\$50.00
Off Street Reserved Parking Permit - monthly rate	\$50.00	\$60.00
Meters Bagged, No Parking or Reserved Parking - first day	\$10.50	\$11.00
- each day thereafter	\$6.30	\$11.00
Off-Street Parking Rental - first day	\$50.00	\$50.00
- each day thereafter	\$50.00	\$50.00
Sidewalk closure and parking meter rental permit	\$10.50	\$11.00
- administration fee per application	\$5.00	\$25.00
<b>Resident Only Parking Areas</b>		
Resident Parking Only Application - non refundable deposit	\$157.50	\$175.00
Resident Parking Only Sign and Each Timed Parking Sign	\$84.00	\$90.00
Resident Parking Only Permit	\$15.00	\$15.00
Replacement Parking Only Permit	\$15.00	\$15.00
<b>Parking Meters</b>		
For each twelve (12) minutes (2019: for each 6 minutes)	\$0.10	\$0.25
For each 1/2 hour up to the maximum time on the meter	\$0.50	Remove
For two (2) hours -up to the maximum time on the meter	\$2.00	\$2.50
<b>Ticket Spitters</b>		
Martin Street Extension Lot, 200, 300, and 400 and 500 Blocks of Main Street parking Lots (first one (1) hour free and for each twelve (12) minutes thereafter (2019: for each 30 minutes thereafter)	\$0.50	\$0.25
For all other ticket spitters, for each twelve (12) minutes up to the maximum time on ticket (2019: for each 30 minutes)	\$0.50	\$0.25

## Appendix 18

<b>PARKING</b>	<b>2019</b>	<b>2020</b>
<b>Boat Trailer Parking (South Main &amp; Skaha Parking Lot)</b>		
Half Day Permit (up to 5 hours)	\$5.00	\$5.00
Full Day Permit (5 or more hours)	\$10.00	\$10.00
Annual Permit for Residents of Penticton	\$70.00	\$70.00
Annual Permit for Non-Residents	\$105.00	\$105.00
<b>Parking Violations</b>		
Towing and Impound Charges (made payable to the "Contractor" as designed in the Municipal Towing Contract)	As set under: Motor Vehicle Act Regulations, or ICBC Payment Schedule	As set under: Motor Vehicle Act Regulations, or ICBC Payment Schedule
Administration Fee: collected by the "Contractor" payable to the City of Penticton	\$50.00	\$50.00
Storage of Materials or Impounding per 30 days	\$50.00	\$50.00
<b>Permit Parking Sign Installation Fees</b>		
Supply of Placard (each)	\$2.00	\$2.00
Supply of sign post (each)	\$20.00	\$20.00
Supply of sign post sleeve (each)	\$10.00	\$10.00
Supply of Residential Parking Only or Special Event Parking Only sign (each)	\$10.50	\$10.50
Labour to erect a sign and post (each)	\$21.00	\$21.00
Labour to erect and remove a sign from existing infrastructure (each)	\$7.00	\$7.00
<p>Note: i) In all instances Public Works Staff will endeavor to erect permit Parking Signs on existing sign posts; ii) In instances where Special Event Permit Parking signs are being erected in areas where it is likely that multiple or re-occurring Special Events will occur there will be no charge for the sign, or post of sleeve. The only charge will be for the labor to erect and remove the sign.</p>		

<b>Appendix 19</b>		
<b>Parks &amp; Sports Fields Hourly Rate per Field</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Sports Fields</b>		
Note: Phased in rates 2010-2012		
Non Profit/Local		
Child/Youth	\$3.82	\$3.90
Adult	\$11.45	\$11.68
Non School District 67 Schools*	\$2.87	\$2.92
Local Private	\$15.27	\$15.58
Local Commercial	\$26.73	\$27.26
Non-Resident	\$38.17	\$38.93
<b>Kings Park</b>		
Non Profit/Local		
Child/Youth	\$5.01	\$5.11
Adult	\$12.85	\$13.11
Non School District 67 Schools*	\$3.76	\$3.83
Local Private	\$19.30	\$19.68
Local Commercial	\$33.77	\$34.45
Non-Resident	\$48.26	\$49.22
<b>Major Event Park</b>		
Non Profit/Local		
Child/Youth	\$6.12	\$6.24
Adult	\$18.33	\$18.69
Non School District 67 Schools*	\$4.59	\$4.68
Local Private	\$24.44	\$24.93
Local Commercial	\$42.76	\$43.61
Non-Resident	\$61.09	\$62.31
<b>Major Event Park (duplicate event - non prime - Before May 1 and After Sept 30)</b>		
Non Profit/Local		
Child/Youth	\$4.89	\$4.99
Adult	\$14.66	\$14.95
Non School District 67 Schools*	\$3.67	\$3.74
Local Private	\$19.55	\$19.94
Local Commercial	\$34.20	\$34.89
Non-Resident	\$48.87	\$49.85
<b>Major Event Parks:</b> Okanagan Lake Park, Gyro Park/Bandshell, Rotary Park, Skaha		
<b>Minor Event Park</b>		
Non Profit/Local		
Child/Youth	\$5.44	\$5.55
Adult	\$16.32	\$16.65
Non School District 67 Schools*	\$4.08	\$4.17
Local Private	\$21.76	\$22.19
Local Commercial	\$38.08	\$38.84
Non-Resident	\$54.40	\$55.49
*Major event users	\$22.98	\$23.44

<b>Appendix 19</b>		
<b>Parks &amp; Sports Fields Hourly Rate per Field</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Minor Event Park (additional/second event - non prime - Before May 1 and After Sept 30)</b>		
Non Profit/Local		
Child/Youth	\$4.36	\$4.44
Adult	\$13.06	\$13.32
Non School District 67 Schools*	\$3.27	\$3.33
Local Private	\$17.41	\$17.75
Local Commercial	\$30.46	\$31.07
Non-Resident	\$43.52	\$44.39
*Major event users	\$18.38	\$18.75
<b>Minor Event Parks:</b> Penticton Youth Park, Lakawanna, Gyro South Lawn, Rose Garden and		
Wedding Ceremony Rate - Minimum 4 hour booking (additional hours subject to hourly park rates)	\$225.23	\$229.74
<b>Passive Parks and Play Courts</b>		
Passive Parks		
Non Profit/Local		
Child/Youth	\$3.31	\$3.38
Adult	\$9.94	\$10.14
Non School District 67 Schools*	\$2.48	\$2.53
Local Private	\$13.23	\$13.49
Local Commercial	\$23.14	\$23.61
Non-Resident	\$33.08	\$33.74
Admin Rate User	\$9.04	\$9.22
<b>Passive Parks (additional/second event - non prime - Before May 1 and After Sept 30)</b>		
Non Profit/Local		
Child/Youth	\$2.65	\$2.70
Adult	\$7.95	\$8.11
Non School District 67 Schools*	\$1.99	\$2.03
Local Private	\$10.58	\$10.79
Local Commercial	\$18.51	\$18.88
Non-Resident	\$26.46	\$26.99
Admin Rate User	\$7.23	\$7.38
Passive Parks: Neighbourhood parks, Parking lots, Riverside and Beaches		
<b>Play Courts</b>		
Non Profit/Local		
Child/Youth	\$1.73	\$1.77
Adult	\$5.20	\$5.30
Non School District 67 Schools*	\$1.30	\$1.32
Local Private	\$12.10	\$12.34
Local Commercial	\$13.84	\$14.12
Non-Resident	\$17.30	\$17.64
Penticton Pickleball Society seasonal court usage (per player)	\$14.25	\$14.54

<b>Appendix 19</b>		
<b>Parks &amp; Sports Fields Hourly Rate per Field</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Play Courts (additional/second event - non prime - Before May 1 and After Sept 30)</b>		
Non Profit/Local		
Child/Youth	\$1.39	\$1.41
Adult	\$4.16	\$4.24
Non School District 67 Schools*	\$1.04	\$1.06
Local Private	\$9.68	\$9.87
Local Commercial	\$11.08	\$11.30
Non-Resident	\$13.84	\$14.11
Non School District 67 Schools* are defined as grade schools (K-12) located within City of Penticton boundaries		
Parking Space Rental (per parking space/per day)	\$5.63	\$5.74
Specialty Vehicle Event Parking Permits (minimum 50 permits); per vehicle; per day	\$2.04	\$2.08
<b>Misc. Park Fees</b>		
Garbage Removal	Actual Cost	Actual Cost
Beach Cleaning Services - Regular Working Hours - Min 4 Hour Charge (incl. admin fees)	\$1,020.00	\$1,025.00
Beach Cleaning Services - Regular Working Hours - Hourly Rate After 4 Hours (incl. admin fees)	\$255.00	\$258.00
Beach Cleaning Services - Outside Regular Working Hours - Min 4 Hour Charge (incl. admin fees)	\$1,428.00	\$1,450.00
Beach Cleaning Services - Outside Regular Working Hours - Hourly Rate After 4 Hours (incl. admin fees)	\$357.00	\$365.00
Double Cut and Tournament Preparation for Sports Fields on Weekends	Actual Cost	Actual Cost
Field Mowing - Regular Time - Soccer / Field	\$82.81	\$85.00
Field Mowing - Over Time - Soccer / 2 Fields - First 2 Fields	\$249.52	\$255.00
Field Mowing - Over Time - Soccer / Additional Field	\$124.77	\$125.00
Field Lining - Regular Time - Soccer / First Field	\$206.46	\$210.00
Field Lining - Regular Time - Soccer / Additional Field	\$155.68	\$160.00
Field Lining - Over Time - Soccer / First Field	\$292.59	\$295.00
Field Lining - Over Time - Soccer / Additional Field	\$198.73	\$200.00
Rates listed are per day		
Picnic Table (per table)	\$8.45	\$8.61
Picnic Table Delivery & Return (per table)	\$33.12	\$33.78
Garbage/Recycling Cans (per pair of 2)		\$8.61
Garbage Can/Recycling Delivery & Return (per pair of 2)****	\$33.11	\$33.77
Local Private/ Commercial	\$77.28	Removed
Gyro Park Connect & Disconnect	\$55.19	Removed
All other Parks Delivery, Connect, Disconnect, Return	\$496.83	\$506.76
Note: Additional washroom cleaning charges are applied (when required for an event) as set by contracted service rates.		
Rates listed are per day		

<b>Appendix 19</b>		
<b>Parks &amp; Sports Fields Hourly Rate per Field</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Three - Five Tiered Bleacher Rental</b>		
Non Profit/Local	\$10.12	\$11.00
Local Private/ Commercial	\$22.51	\$25.00
Moving and Set Up One Time Fee	\$198.72	\$200.00
Rates listed are per day		
<b>Ten Tiered Bleacher Rental</b>		
Non Profit/Local	\$22.51	\$25.00
Local Private/ Commercial	\$50.66	\$55.00
Moving and Set Up One Time Fee	\$419.54	\$420.00
*Moving and set up costs are in addition to rental fees. A damage deposit may be required.		
<b>Mobile Stage (Rates listed are per day)</b>		
Non Profit/Local	\$157.66	\$160.00
Local Private/ Commercial	\$337.84	\$340.00
Moving and Set Up One Time Fee	\$202.70	\$205.00
<b>Mobile Stage with Awning (Rates listed are per day)</b>		
Non Profit/Local	\$180.17	\$185.00
Local Private/ Commercial	\$427.93	\$430.00
Moving and Set Up One Time Fee	\$1,126.15	\$1,130.00
**Mobile stage daily rates to be calculated annually as part of the City Fleet and approved by Council. Moving and set up costs are in addition to rental fees. Actual Costs of labour and equipment to be added. Prior to confirmation of the booking, users will receive a quote for the estimated moving charges. Users may receive permission to move on their own. A damage deposit may be required.		
Delivery/Removal 1-10 Barricades/Signs*** (one-time fee)	\$91.26	\$95.00
Delivery/Removal 11-20 Barricades/Signs*** (one-time fee)	\$136.90	\$140.00
Delivery/Removal 21-40 Barricades/Signs*** (one-time fee)	\$182.53	\$185.00
Delivery/Removal 40+ Barricades/Signs*** (one-time fee)	Actual Cost	Actual Cost
Delivery/Removal 1-5 Water Stands (Gyro Only) (one-time fee)	\$106.12	Removed
Delivery/Removal Garbage Cans & Bags**** (one-time fee)	\$53.06	\$33.78
***No charge if paying for delivery/removal of picnic table or bleachers		
****No charge if paying for delivery/removal of picnic tables or bleachers		

<b>Appendix 19</b>		
<b>Parks &amp; Sports Fields Hourly Rate per Field</b>	<b>Effective April 1, 2019</b>	<b>Effective April 1, 2020</b>
<b>Park Donation Program</b>		
Park Bench Donation - New Bench - 15 year - Council Policy 1037 - December 17, 2012 as amended from time to time.	\$2,570.00	\$2,570.00
Park Bench Donation - Refurbished Bench - 10 year renewal - Council Policy 1037 - December 17, 2012 as amended from time to time.	50% of current donation	50% of current donation
Picnic Table Donation - New Table - 15 year - Council Policy 1037 - December 17, 2012 as amended from time to time.	\$3,060.00	\$3,060.00
Picnic Table Donation - Refurbished Table - 10 year renewal - Council Policy 1037 - December 17, 2012 as amended from time to time.	50% of current donation	50% of current donation
Plaque Addition or Replacement	\$415.00	\$415.00
Tree Donation	\$415.00	\$415.00
Bike Rack - New Rack - 15 year - Council Policy 1037 - December 17, 2012 as amended from time to time.	\$1,040.00	\$1,040.00
Bike Rack - Refurbished Rack - 10 year renewal - Council Policy 1037 - December 17, 2012 as amended from time to time.	50% of current donation	50% of current donation
Pet Stand - New Pet Stand - 5 year - Council Policy 1037 - December 17, 2012 as amended from time to time.	\$315.00	\$315.00
Hanging Basket Sponsor - 1 season - location determined by City	\$250.00	\$250.00
Park Stewardship - contribution towards favorite park, trail or beach	\$200.00	\$200.00
Floral Display Sponsor - 1 season - Sponsor one of the City's garden displays	\$2,500.00	\$2,500.00
Park Improvement Projects - Platinum Sponsor	\$10,000.00	\$10,000.00
Park Improvement Projects - Gold Sponsor	\$2,500.00	\$2,500.00
Park Improvement Projects - Silver Sponsor	\$500.00	\$500.00
<b>Electrical Fees</b>		
Gyro Park - seasonal per 50 amp receptical	\$318.36	\$324.73
Gyro Park - seasonal per 15 amp receptical	\$159.18	\$162.36
Gyro Park - Saturday market only (seasonal) per receptical	\$108.20	\$110.37
Nanaimo Square - Saturday market only (season) per receptical	\$54.10	\$55.18

<b>Appendix 20</b>		
<b>PLANNING AND DEVELOPMENT</b>	<b>2019</b>	<b>2020</b>
<b>Subdivision and Development Costs</b>		
Every person who obtains:		
a) approval of the subdivision of a parcel of land under the "Land Registry Act" or the "Strata Titles Act" for any purpose other than the creation of three (3) or less lots to provide sites for a total of three (3) or less self-contained dwelling units; or		
b) a Building Permit authorizing the construction or alteration of buildings or structures for any purpose other than the construction of three (3) or less self-contained dwelling units; or		
c) a building Permit authorizing construction, alteration or extension of a building or structure, other than a building or portion of it used for residential purposes, where the value of the work exceeds Twenty-five Thousand Dollars (25,000);		
Shall:		
1) prior to commencement of the construction or installation of any works or services required under the Subdivision and Development Bylaw 2004-81, the owner shall pay to the City an administration fee of 3% of all works and services to be provided;		
2) prior to commencement of the construction or installation of any works or services required under the Subdivision and Development Bylaw 2004-81, as amended from time, the owner shall pay to the City a Rectification and Repair Contingency fee of 2% of the estimated cost of construction. This fee shall be used to repair or replace existing City infrastructure that has been altered or damaged by activity related to the installation of the works and services for the development. The remainder of the fee will be returned to the owner upon issuance of the Total Performance Certificate.		
<b>OCP Amendments</b>		
a) OCP Amendments in Rural Residential, Detached Residential and Agricultural OCP-designated areas	\$1,600.00	Removed
b) OCP Amendments	\$2,000.00	\$2,000.00
c) OCP Amendments in Rural Residential, Detached Residential and Agricultural OCP-designated areas (where in-conjunction with a Rezoning Application)	\$1,100.00	Removed
d) OCP Amendments (where in conjunction with a Rezoning Application)	\$1,300.00	\$1,300.00
e) OCP Text Amendments	\$1,600.00	Removed
<b>Rezoning</b>		
a) Stand alone Rezoning applications in Rural Residential, Detached Residential and Agricultural OCP-designated areas	\$1,250.00	Removed
b) All other stand alone Rezoning applications.	\$1,750.00	\$1,750.00
c) Zoning Bylaw Text Amendments	\$1,250.00	\$1,250.00
d) Comprehensive Development Zone	\$5,000.00	\$5,000.00
<b>Public Notice Signs (OCP and Zoning Amendments)</b>		
a) Initial OCP or Zoning Bylaw Sign	\$250.00	\$250.00
b) Repair of Damaged Signs	\$250.00	\$250.00
c) Replacement of damaged signs	\$250.00	\$250.00
d) Additional Public Hearing Fee	\$250.00	\$250.00
<b>Development Permit Application</b>		
a) Major Development Permit (Council Decision)	\$1,200.00	\$1,200.00

<b>Appendix 20</b>		
<b>PLANNING AND DEVELOPMENT</b>	<b>2019</b>	<b>2020</b>
b) Minor Development Permit (Staff issuable)	\$700.00	\$700.00
c) Major Amendments to Development Permits (Council Decision)	\$600.00	\$600.00
d) Minor Amendments to Development Permits (Staff issuable)	\$350.00	\$350.00
e) Appeal to Council of a Staff Decision on a Development Permit	\$700.00	\$700.00
f) Reissuance of an expired Development Permit	<del>\$450.00</del>	Removed
g) Riparian / Environmental Assessment Development Permit	\$600.00	\$600.00
<b>Development Variance Permit Application or Board of Variance Application</b>		
a) Major Variance (3+ Variances per development)	\$1,200.00	\$1,200.00
b) Major Variance (3+ Variances per development) if in conjunction with a Development Permit Application	\$700.00	\$700.00
c) Minor Variance (1 or 2 Variances per development)	\$700.00	\$700.00
d) Minor Variance (1 or 2 Variances per development) if in conjunction with a Development Permit Application	\$500.00	\$500.00
e) Reissuance of expired Development Variance Permit	<del>\$600.00</del>	Removed
f) Note: No additional fee is required for a Variance where it is issued under Section 490 (1)(a) of the <i>Local Government Act</i> .		
g) Board of Variance	\$500.00	\$500.00
<b>Temporary Use Permit</b>		
a) Temporary Use Permit	\$800.00	\$800.00
b) Temporary Use Permit Renewal	\$400.00	\$400.00
<b>Canabis Retail Store</b>		
a) Application for local government support or relocation of a Cannabis Retail Store	\$2,500.00	\$2,500.00
<b>Subdivision (Fee Simple &amp; Bareland Strata)</b>		
a) Preliminary Layout Approval Review		
1-2 Lots	\$1,000.00	\$1,000.00
3-10 Lots	\$1000.00 + \$300.00 per lot in excess of 2 lots	\$1000.00 + \$300.00 per lot in excess of 2 lots

Appendix 20		
PLANNING AND DEVELOPMENT	2019	2020
11-20 Lots	\$3,000.00 + \$220.00 per lot in excess of 10 lots	\$3,000.00 + \$220.00 per lot in excess of 10 lots
21-30 Lots	\$5,000.00 + \$200.00 per lot in excess of 20 lots	\$5,000.00 + \$200.00 per lot in excess of 20 lots
31-40 Lots	\$7,000.00 + \$180.00 per lot in excess of 30 lots	\$7,000.00 + \$180.00 per lot in excess of 30 lots
41 Lots or Greater	\$8,800.00 + \$110.00 per lot in excess of 40 lots	\$8,800.00 + \$110.00 per lot in excess of 40 lots
b) Preliminary Layout Approval (PLA) Renewal or Amendment	\$220.00	\$220.00
c) Early Registration Agreement (Applicable to Fee Simple Subdivisions)	\$800.00	\$800.00
d) Latecomer Agreement (Applicable to any excess or extended services as a result of Subdivision or Building)	\$750.00	\$750.00
<b>Strata Conversion</b>		
a) First lot	\$500.00	\$500.00
b) Each Additional Lot	\$500 + \$150 per strata lot to a max. of \$2,000.	\$500 + \$150 per strata lot to a max. of \$2,000.
c) Report Inspection Fees	\$250.00	\$250.00
d) Third Party Review of Professional Reports submitted with an Application	Actual Cost	Actual Cost
<b>Phased Strata</b>		
a) Phasing Approval Fee	\$600.00	\$600.00
c) Form P Approval	\$100.00	\$100.00
d) Preliminary Layout Approval (PLA) Renewal or Amendment	\$450.00	\$450.00
<b>ALR</b>		
ALR Exclusion/Inclusion/Subdivision/Non Farm Use	As established by the Agricultural Land Commission	As established by the Agricultural Land Commission
<b>Other Administrative Fees</b>		
b) Boulevard Trees	\$472.50	\$472.50
c) Ministry of Environment-Site Profile Referral	\$100.00	\$100.00
d) Address Number Change Request (owner initiated)	\$150.00	\$150.00
e) Road Name Change Fee (owner initiated)	\$500.00	\$500.00

Appendix 20		
PLANNING AND DEVELOPMENT	2019	2020
f) Land Title Search (when not provided at time of application)	\$20.00	\$20.00
g) File Search or comfort letter initial fee for first hour	\$250.00	\$250.00
h) File search hourly rate (minimum 1/2 hour charge \$30)	\$60.00	\$60.00
i) Property File review request (new)	\$25.00	\$25.00
j) Developer initiated address change affecting other properties (fee charged per unit affected)		\$250.00
j) Landscape inspection fees		
First inspection		No charge
2nd inspection		\$75.00
Additional inspections		\$150.00
<b>Map and Bylaw Rates</b>		
a) Plotter Printing Fees for all documents over 11" X 17"/ per sq/m (A1 page = 0.5 sq/m)	\$12.00	\$12.00
b) Bylaws (OCP, Zoning, Subdivision and Development)/page (note: large bylaw maps shall be charges separately as above)	As outlined in Appendix 1 Administrative Rates	As outlined in Appendix 1 Administrative Rates
<b>Land Administration Services</b>		
a) Prepare document and register with Land Titles Office	\$1200 min or actual cost <sup>1</sup>	\$1200 min or actual cost <sup>1</sup>
b) Prepare amended document and register with LTO	\$840 min. or actual cost <sup>1</sup>	\$840 min. or actual cost <sup>1</sup>
c) Prepare discharge document and register with LTO	\$840 min. or actual cost <sup>1</sup>	\$840 min. or actual cost <sup>1</sup>
d) Prepare document (lease, licence, sub-licence) not registered with LTO	\$300.00	\$300.00
e) Amend or renew document (lease, licence, sub-licence)	\$150.00	\$150.00
f) Location Certificate (Licenced BC Land Surveyor prepared)	Actual Cost	Actual Cost
g) Use of City Owned Lands	Market Value	Market Value
h) Appraisals	Actual Cost	Actual Cost
i) To raise title on Park or Road for the purposes of Disposition	\$1200 min or actual cost <sup>1</sup>	\$1200 min or actual cost <sup>1</sup>
j) Road Closure Permit (excluding GST)	\$135.00	\$140.00
l) City Survey Costs	Actual Cost	Actual Cost
Removal of Section 57 Notice on Title*	\$500.00	\$500.00
<sup>1</sup> Any additional city legal and/or survey costs which are required in the processing of any of the applications listed in this Application Fee Schedule will be borne by the applicant including but not limited to the preparation and registration of restrictive covenants, land use Contract Amendments, Statutory Rights-of-Way, Road Closure and Disposition, etc.		
<b>*Development Applications Refunds</b> Development Cost Charges, DCC, Refund:  Refunds for development cost charges are to be addressed as per City of Penticton Development Cost Charges Bylaw No. 2007-79 as amended or superceded.		

Appendix 20		
PLANNING AND DEVELOPMENT	2019	2020
<p>Density Bonus Refund:</p> <p>Density bonus paid as part of building permit issuance, construction beyond the footings not started, as determined by the Director of Development Services – Upon cancellation of the building permit or building permit application refund all density bonus paid less an administrative fee of \$250.</p> <p>Density bonus paid as part of building permit issuance, construction beyond the footings started as determined by the Director of Development Services – The person seeking a refund must make a submission for a refund in the prescribed form to the Director of Development Services or the designate who will prepare a report for Council’s consideration.</p> <p>Council will consider the matter and may by resolution:</p> <ul style="list-style-type: none"> <li>a. authorize the density bonus refund subject to conditions as; or</li> <li>b. refuse the request for a density bonus refund;</li> <li>c. refer the matter to staff or a future Council meeting; or</li> <li>d. such other determination as Council may direct.</li> </ul>		
As a requirement of any density bonus refund the development permit and/or building permits must be cancelled and the development permit must be discharged from the title of the land – all density bonus paid shall be refunded less an administration fee of:	\$250.00 and a discharge notice of fee of \$250.00	\$250.00 and a discharge notice of fee of \$250.00
<p><b>City infrastructure<sup>1</sup> requirements as part of Subdivision:</b></p> <p>Subdivision not approved and infrastructure not installed – Upon cancellation of the preliminary layout approval, refund infrastructure charges less an administrative fee of:</p>		
a. For Single Family, Duplex and smaller developments	\$470.00	\$470.00
b. For all other larger developments	\$990.00	\$990.00
Subdivision not approved and infrastructure installed	No Refund	No Refund
Subdivision approved	No Refund	No Refund
<p><b>City infrastructure<sup>1</sup> requirements as part of Zoning:</b></p> <p>Zoning Bylaw amendment not adopted and infrastructure not installed – Upon rescinding all readings of the Zoning Bylaw amendment refund infrastructure charges less an administrative fee of:</p>		
a. For Single Family, Duplex and smaller developments	\$470.00	\$470.00
b. For all other larger development	\$990.00	\$990.00
Zoning Bylaw amendment not adopted and infrastructure installed	No Refund	No Refund
Zoning Bylaw Amendment adopted	No Refund	No Refund
<p><b>Development Variance Permit Application Fee:</b></p>		
a. Cancellation of a development variance permit application not received at a Technical Planning Committee meeting	\$500.00	\$500.00

<b>Appendix 20</b>		
<b>PLANNING AND DEVELOPMENT</b>	<b>2019</b>	<b>2020</b>
b. Cancellation of a development variance permit application, discussed at a Technical Planning Committee meeting but not scheduled for delegations and submissions at Council	\$250.00	\$250.00
c. Development variance permit application scheduled for Council consideration	No Refund	No Refund
<b>Development Permit Application Fee:</b>		
a. Cancellation of a development permit application not reviewed at a Technical Planning Committee meeting	\$500.00	\$500.00
b. Cancellation of a development permit application discussed at a Technical Planning Committee meeting but not scheduled for Council consideration.	\$250.00	\$250.00
c. Development permit application considered by Council	No Refund	No Refund
<b>Rezoning Application Fee:</b>		
a. Cancellation of a rezoning application not reviewed at a Technical Planning Committee meeting	\$1000.00 + associated Public Hearing signage fees	\$1000.00 + associated Public Hearing signage fees
b. Cancellation of a rezoning application discussed at a Technical Planning Committee meeting but has not considered by Council	\$600.00 + associated Public Hearing signage fees	\$600.00 + associated Public Hearing signage fees
c. Rezoning application considered by Council	No Refund	No Refund
<b>Official Community Plan, (OCP) Amendment Application Fee:</b>		
a. Cancellation of an OCP amendment application not reviewed at a Technical Planning Committee meeting	\$1000.00 + associated Public Hearing signage fees	\$1000.00 + associated Public Hearing signage fees
b. Cancellation of an OCP amendment application reviewed by the Technical Planning Committee but not considered by Council	\$600.00 + associated Public Hearing signage fees	\$600.00 + associated Public Hearing signage fees
c. OCP amendment application considered by Council	No Refund	No Refund
<b>Subdivision Application Fee Refund</b>		
a. Cancellation of a subdivision application that has not been reviewed at a Technical Planning Committee meeting	75% of original application fee	75% of original application fee
b. Cancellation of a subdivision application reviewed by the Technical Planning Committee but has not been issued preliminary layout approval (PLA)	50% of original application fee	50% of original application fee
c. Subdivision has been issued or refused Preliminary Layout Approval (PLA)	No Refund	No Refund
<b>Landscaping Security Refund:</b>		
a. In the case where a development has paid a landscape bond, but the development has not proceeded.	full refund minus a \$350.00 administration fee	full refund minus a \$350.00 administration fee
<b>Agriculture Land Reserve (ALR) Application Fee:</b>		
a. Cancellation of an ALR application that has not been forwarded to the Agricultural Land Commission (ALC)	\$1,200	As per the Agricultural Land Commission
b. Cancellation of an ALR application that has been forwarded to the Agricultural Land Commission	No Refund	No Refund

Appendix 20		
PLANNING AND DEVELOPMENT	2019	2020
<p><b>Notes:</b></p> <p><b>1. City Infrastructure is defined as:</b></p> <p>a. Any items related to the City of Penticton water, sanitary, storm system including main line pipe, appurtenances, services etc.</p> <p>b. Any items related to roads, sidewalks, curb, gutter, signs etc.</p> <p><b>Sign Permit Fees:</b></p> <p>For the purpose of calculating the fee for a sign permit, the value of construction shall be the total contract price for the work, including all subcontractors, or the value of construction as determined by the Building Inspector on the basis of the plans, specifications and information available, whichever value shall be the greater.</p>		
for enlargement, conversion, alteration or relocation of a sign for which a permit has been issued	\$30.00	\$30.00
signs with a value of \$1,000 or less (per sign)	\$50.00	\$50.00
for each \$1,000 of part thereof, by which the value exceeds the sum of \$1,000 (per sign)	\$10.00	\$10.00
Variance to the Sign Bylaw	\$700.00	\$700.00
Where any sign has been erected without a permit having previously been obtained, the fee for obtaining such permit shall be double the amount of the regular permit fee	minimum \$100 fine	minimum \$100 fine

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>1 Lane (minimum 3 lane rental required for booking unless special</b>		
Non Profit/Local		
Child/Youth	\$5.43	\$5.54
Adult	\$12.86	\$13.12
Local Private	\$16.28	\$16.60
Local Commercial	\$28.46	\$29.03
Non-Resident	\$40.66	\$41.47
<b>3 Lanes</b>		
Non Profit/Local		
Child/Youth	\$16.14	\$16.46
Adult	\$38.19	\$38.96
Local Private	\$48.81	\$49.79
Local Commercial	\$85.39	\$87.09
Non-Resident	\$121.99	\$124.43
Note: Lifeguard/Instructor wages + 5% Admin Fee to be added to rental rate when appropriate		
<b>4 Lanes to a Maximum of 13 Lanes Multiply # of Leisure Pool</b>		
Note: Leisure Pool Rate is 7 Lane Rate		
Non Profit/Local		
Child/Youth	\$38.03	\$38.79
Adult	\$89.98	\$91.78
Local Private	\$113.91	\$116.19
Local Commercial	\$199.26	\$203.24
Non-Resident	\$284.66	\$290.36

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>Full Aquatic Facility</b>		
Note: Full Aquatic Facility Rate is 15 Lane Rate		
Non Profit/Local		
Child/Youth	\$81.47	\$83.10
Adult	\$192.80	\$196.66
Local Private	\$244.10	\$248.98
Local Commercial	\$426.96	\$435.50
Non-Resident	\$609.99	\$622.19
<b>Public Swimming</b>		
<b>Single Admission</b>		
Preschool	\$1.25	\$1.43
Child	\$4.25	\$4.52
Youth	\$5.25	\$5.48
Adult	\$6.25	\$6.43
Senior	\$5.25	\$5.48
Super Senior	\$4.25	\$4.52
Family	\$16.00	\$16.19

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>10 Tickets</b>		
Preschool	\$11.00	\$11.43
Child	\$38.00	\$39.05
Youth	\$47.00	\$47.62
Adult	\$56.00	\$57.14
Senior	\$47.00	\$47.62
Super Senior	\$38.00	\$39.05
Family	\$144.00	\$146.67
<b>1 Month</b>		
Preschool	\$11.00	\$11.43
Child	\$38.00	\$39.05
Youth	\$47.00	\$47.62
Adult	\$56.00	\$57.14
Senior	\$47.00	\$47.62
Super Senior	\$38.00	\$39.05
Family	\$144.00	\$146.67

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>3 Months</b>		
Preschool	\$27.00	\$27.62
Child	\$94.00	\$95.24
Youth	\$104.00	\$104.76
Adult	\$146.00	\$147.62
Senior	\$104.00	\$104.76
Super Senior	\$94.00	\$95.24
Family	\$346.00	\$352.38
<b>6 Months</b>		
Preschool	\$50.00	\$50.48
Child	\$167.00	\$170.48
Youth	\$188.00	\$190.48
Adult	\$251.00	\$256.19
Senior	\$188.00	\$190.48
Super Senior	\$167.00	\$170.48
Family	\$629.00	\$641.90

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>12 Month Annual Pass</b>		
Preschool	\$76.00	\$76.19
Child	\$262.00	\$266.67
Youth	\$293.00	\$299.05
Adult	\$398.00	\$404.76
Senior	\$293.00	\$299.05
Super Senior	\$262.00	\$266.67
Family	\$976.00	\$995.24
<b>Fitness Room/Pool Combined Single Admission</b>		
Youth	\$7.75	\$7.86
Adult	\$10.75	\$10.95
Senior	\$7.75	\$7.86
Super Senior	\$6.75	\$6.90
Family	\$25.36	\$25.71
<b>10 Tickets</b>		
Youth	\$69.00	\$70.48
Adult	\$96.00	\$98.10
Senior	\$69.00	\$70.48
Super Senior	\$60.00	\$60.95
Family	\$226.50	\$228.57

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>1 Month</b>		
Youth	\$69.00	\$70.48
Adult	\$96.00	\$98.10
Senior	\$69.00	\$70.48
Super Senior	\$60.00	\$60.95
Family	\$226.50	\$228.57
<b>3 Months</b>		
Youth	\$182.00	\$185.71
Adult	\$246.00	\$250.48
Senior	\$182.00	\$185.71
Super Senior	\$149.00	\$152.38
Family	\$583.00	\$585.71
<b>6 Months</b>		
Youth	\$320.00	\$326.67
Adult	\$427.00	\$435.24
Senior	\$320.00	\$326.67
Super Senior	\$256.00	\$260.95
Family	\$1,014.00	\$1,018.10

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>12 Month Annual Pass</b>		
Youth	\$503.00	\$513.33
Adult	\$674.00	\$687.62
Senior	\$503.00	\$513.33
Super Senior	\$406.00	\$414.29
Family	\$1,599.50	\$1,604.76
<b>FITNESS ROOM / PUBLIC SWIMMING DAY PASS - Single Admission</b>		
Youth	\$11.50	\$11.67
Adult	\$15.50	\$15.71
Senior	\$11.50	\$11.67
Super Senior	\$9.50	\$9.76
Family	\$36.75	\$37.14
Agency Activity Pass - Annual	\$629.00	\$633.33
Access Passes	Eligible Persons with disabilities: 25% off 10 Ticket, 1, 3, 6, 12, month passes for pool and fitness room	Eligible Persons with disabilities: 25% off 10 Ticket, 1, 3, 6, 12, month passes for pool and fitness room

<b>Appendix 21</b>		
<b>POOL/AQUATICS</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>CLINIC RATES</b>		
<b>Weekly Pool</b>		
Senior	\$13.00	\$13.33
Adult	\$15.50	\$15.95
<b>Weekly Fitness/Pool</b>		
Senior	\$19.01	\$19.29
Adult	\$26.50	\$27.14
<b>Monthly Pool</b>		
Senior	\$35.50	\$36.19
Adult	\$42.25	\$43.10
<b>Monthly Fitness/Pool</b>		
Senior	\$51.75	\$52.86
Adult	\$72.00	\$73.33
<b>10 Ticket Pool</b>		
Senior	\$38.00	\$38.81
Adult	\$45.00	\$45.95
<b>Fitness/Pool 10 Ticket</b>		
Senior	\$55.00	\$56.19
Adult	\$77.00	\$78.57

<b>Appendix 22</b>		
<b>PUBLIC WORKS</b>	<b>2019</b>	<b>2020</b>
<b>Concrete Rates:</b> Note: costs involving concrete will be estimated by the Engineering Department (with the exception being all flat rate fees for water, sewer and storm sewer for which concrete costs are included)		
<b>Asphalt Rates:</b> Note: costs involving asphalt will be estimated by the Engineering Department (with the exception being all flat rate fees for water, sewer and storm sewer for which concrete costs are included)		
<b>Minimum Work Order Charge:</b>		
The minimum charge for any work order shall be:	\$400.00	\$400.00

<b>Appendix 23</b>		
<b>RCMP</b>	<b>2019</b>	<b>2020</b>
Criminal Record Checks (includes VISA and Liquor Control Board Applications)	\$40.00	\$45.00
Volunteers – require stamped self addressed envelope	n/c	n/c
Chauffer’s Permits (annual renewal)	\$40.00	Removed
Private Investigators Applications	\$40.00	\$45.00
Canadian Police Certificate (any agency including Visa applications Foreign Travel/Work Permits) Admin Fee	\$25.00	\$30.00
Fingerprinting Fee		\$30.00
RV Overnight Parking Permit (a window permit is issued to those user groups requiring an RV on site for special event security - pending approval by the PRC Director of designate. Permit is issued through the RCMP.	\$30.88	\$35.00
<b>Police Reports</b>		
Accident reports	\$40.00	\$45.00
Court Ordered File copy – up to and including 60 pages	\$60.00	\$65.00
File copy in excess of 60 pages - per page	\$0.55	\$0.60
Traffic Analyst/Collision Reports	\$60.00	\$65.00
CD & Video tape/cd reproductions	\$30.00	\$35.00
<b>False Alarms</b>		
1 <sup>st</sup> occurrence	n/c	n/c
2 <sup>nd</sup> occurrence	\$55.00	\$60.00
3 <sup>rd</sup> occurrence	\$80.00	\$85.00
4 <sup>th</sup> occurrence and subsequent	\$105.00	\$110.00
<b>False Alarms - Hold Up Alarms (Robbery in Progress)</b>		
1 <sup>st</sup> occurrence	n/c	n/c
2 <sup>nd</sup> and subsequent	\$160.00	\$165.00
(False alarm and hold up alarms will be counted on a calendar year basis. Each January 1 <sup>st</sup> all businesses and residences will start with a clean slate for the purposes of the charges noted above)		
Disclosure of Information - Ministry of Children & Families (per hour, min 1/2 hour charge)	\$50.00	\$55.00

<b>Appendix 24</b>		
<b>Recreation - Miscellaneous</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>Gymnasium Drop -In</b>		
Single Visit	\$4.25	\$4.29
Family	\$10.50	\$11.43
<b>Service Fees</b>		
Membership Card Replacement	\$2.25	\$2.14
*Non-Profit Sport/Recreation Groups	\$2.25	\$2.38
*Non-Profit Theatre Tickets	\$2.25	\$2.38
*Commercial Theatre Tickets	\$2.75	\$2.86
* Subject to applicable taxes and card service (Visa/Master/Amex) fees for credit card use.		
Agency Activity Pass—Annual	\$629.00	See appendix 21
Access Passes	Eligible Persons with disabilities: 25% off 10-Ticket, 1, 3, 6, 12, month passes for pool and fitness room	See appendix 21
Group Discounts	10% off drop-in admission rates for groups of 10 or more. 20% off drop-in admission rates for groups of 20 or more. Non School District 67 schools*: 50% off drop-in admission rates for groups of 30 or more.	10% off drop-in admission rates for groups of 10 or more. 20% off drop-in admission rates for groups of 20 or more. Non School District 67 schools*: 50% off drop-in admission rates for groups of 30 or more.
<b>Recreation Program Fees</b>		
Program fees set at a level sufficient at minimum to cover all instructor, expendable and consumable materials and extraordinary costs plus an additional 20%.		

<b>Appendix 24</b>		
<b>Recreation - Miscellaneous</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>Storage Rental (Community Centre Gym)</b>		
4x7x10 compartment (per month)	\$26.45	\$26.97
Misc. Storage Rentals/sq feet/month (minimum \$10/month)	\$0.64	\$0.65
<b>Piano Rental</b>		
The Licensee shall be responsible for and shall pay for the tuning of the Piano if required	Actual Cost	Actual Cost
Grand/Upright Piano (1/3 of a day)	\$12.37	\$12.37
<b>Concert Steinway Piano</b>		
Commercial - 1 day of First day	\$190.83	\$190.83
Commercial - Subsequent Days	\$95.40	\$95.40
Non-Profit 1 day or first day	\$95.40	\$95.40
Non-profit - Subsequent days	\$47.70	\$47.70
<b>Specialty Items</b>		
Community Centre Equipment Rentals	market value	market value
Community Centre Retail Merchandise	mark up at Retail Price to reflect 25%-50%	mark up at Retail Price to reflect 25%-50%
RV Overnight Parking Permit (a window permit is issued to those user groups requiring an RV on site for special event security - pending approval by the PRC Director of designate. Permit is issued through the RCMP.	\$30.88	Remove: Moved to Appendix 23
<b>McLaren Arena Advertising</b>		
Standard Rink Boards	\$499.00	\$499.00
On-site advertising/promotion per week (commercial)	\$50.00	\$50.00
Non School District 67 Schools* are defined as grade schools (K-12) located within City of Penticton boundaries and Penticton Indian Band lands. The Non School District 67 Schools rates		

## Appendix 25

<b>SEWER</b>	<b>2019</b>	<b>2020</b>
<p>Such charges to be effective immediately upon the expiration of 180 days (60 days in the case of a renovated building) from the date of validation of the building permit, provided however, that this amount may be pro-rated from the effective date to December 31 of the year in which the building is built or renovated.</p> <p>An extension to the 180 day period will be considered providing the builder applies <b>in writing</b> to Building &amp; Licence Division prior to the expiration of the 180 day period. Should a request come from a builder <b>after</b> the expiration of the 180 day period, an extension may still be granted upon payment of an administration fee:</p> <p>Extensions are only to be granted in multiples of 30 days, ie 30, 60, 90 days.</p>		
<b>Sanitary Sewer Charges based on Treated Water Use</b>		
<b>Residential Use Monthly Fixed Sanitary Sewer Rates Based on Water Meter Size charged April to</b>		
13mm / 16mm / 19mm (1/2 inch, 5/8 inch and 3/4 inch /month April to October)	\$31.96	\$34.68
25mm (1 inch) / month April to October	\$79.90	\$88.90
38 mm (1 1/2 inches) / month April to October	\$159.79	\$178.14
50 mm (2 inches) / month April to October	\$255.67	\$292.57
75 mm (3 inches) / month April to October	\$559.29	\$614.10
100 mm (4 inches) / month April to October	\$1,006.73	\$1,168.17
<b>PLUS Variable Sanitary Sewer Generation Charge based on Water Use for all Meter Sizes charged November to March</b>		
<b>Variable Consumption Charge</b> / 2.83 cubic meters (100 cubic feet) charged monthly November to March [Minimum monthly consumption charge for 3/4" meter size customer based on 250 cubic feet]	\$6.87	\$7.51
<b>Non- Residential Use Monthly Fixed Sanitary Sewer Rates Based on Water Meter Size charged January to</b>		
13mm / 16mm / 19mm (1/2 inch, 5/8 inch and 3/4 inch /month January to December)	\$15.65	\$17.12
25mm (1 inch) / month January to December	\$39.13	\$42.79
38 mm (1 1/2 inches) / month January to December	\$78.28	\$85.61
50 mm (2 inches) / month January to December	\$125.24	\$136.97

## Appendix 25

<b>SEWER</b>	<b>2019</b>	<b>2020</b>
75 mm (3 inches) / month January to December	\$273.96	\$299.62
100 mm (4 inches) / month January to December	\$493.14	\$539.32
<b>PLUS Variable Sanitary Sewer Generation Charge based on Water Use for all Meter Sizes</b>		
<b>Variable Consumption Charge</b> / 2.83 cubic meters (100 cubic feet) charged monthly January to December	\$3.00	\$3.28
Request for Reduction Submission and Review	\$100.00	\$100.00
Fee for falsification of information on a Request for Reduction	\$500.00	\$500.00

### NOTES

Residential Uses includes: All single family, duplex, multi-family and mobile home parks

Non Residential Customers may apply after paying the prescribed fee to the City for a reduction in the % of water use to calculate the sanitary sewer consumption fee to account for business practices that create a large discrepancy between water use and sewage generation.

The following business practices will be eligible for consideration for a reduction:

- i. Water used to produce a product for sale that is consumed or used off the site. Examples include: Concrete production, off sales beer and wine, take out coffee and soft drinks.
- ii. Water used to irrigate plants that are sold. Examples include: Garden Centers.
- iii. Water used in a cooling process that does not enter the sanitary sewer.
- iv. Water used by contractors in water trucks for dustcontrol.

The requested reduction in water use must be substantiated either through:

- i. The installation and reading of a water meter that will monitor the water used in the process for which the reduction is being sought.
- ii. Financial records or audit documents prepared by an accountant or a report prepared by a professional engineer that calculates the volume of water that should be considered for reduction.

The cost of producing the substantiation is to be borne by the party requesting the reduction.

## Appendix 25

SEWER	2019	2020
No reduction will be granted for volumes of water less than 5%.		
A person found to have submitted false information to support their reduction request will be required to pay the Fee for falsification of information on a Request for Reduction		
<b>Sanitary sewer charges no water meter or no water service (per month)</b>		
Fee based on property zoning as follows:		
For properties zoned Single Family Residential	\$31.31	\$34.24
For properties zoned I Multi Family Residential	\$44.56	\$48.73
For properties zoned Commercial	\$104.77	\$114.58
For properties zoned Industrial	\$711.71	\$778.36
For all other properties	\$104.77	\$114.58
Sanitary sewer charges based on a negotiated agreement	Fee to be as per the agreement approved by Council	Fee to be as per the agreement approved by Council
Sanitary Sewer Fixture Charge	\$43.57	\$47.65
Minimum flat rate charge for sanitary sewer for residential properties adjacent to a sanitary sewer main but not connected	\$37.94	\$41.49
Minimum flat rate charge for sanitary sewer for non-residential properties adjacent to a sanitary sewer main but not connected	\$307.09	\$335.85
Permit to Discharge	\$248.00	\$248.00
Evaluation of restricted wastes of over strength matter	Actual cost	Actual Cost
Over strength B.O.D. charge (over 300 mg/l)	\$0.57/kg	\$0.60/kg
Over strength C.O.D. surcharge (over 600 mg/l)	Fee to be developed	Fee to be developed
Over strength oil and grease surcharge (over 100 mg/l)	\$0.247/kg	\$0.259/kg
Over strength phosphorous surcharge (over 10 mg/l)	Fee to be developed	Fee to be developed
Over strength total suspended solids surcharge (over 300 mg/l)	\$0.58/kg	\$0.61/kg
<b>Septic Waste Receiving Facility Rate - Tipping Fee</b>		

## Appendix 25

<b>SEWER</b>	<b>2019</b>	<b>2020</b>
Tipping Fee for receiving septic waste	\$36.00 per cubic meter	\$36.00 per cubic meter
<b>Sanitary or Storm Sewer Service Connections</b>		
(a) 100mm (4") sanitary or storm sewer service and connections	\$3,500.00	\$4,000.00
(b) Two – 100mm (4") sanitary or storm sewer service and connections installed in the same trench	\$4,100.00	\$4,700.00
(c) All other sanitary or storm sewer and service and connections	Actual Cost	Actual Cost
(d) When winter conditions prevail or hot mix asphalt is not available, if installation is to proceed, add \$525.00 each to the estimated and flat rate costs for service provided by the city that requires excavation.	\$550.00	\$550.00
(e) Repair of service failure or interruption	Actual Cost	Actual Cost
(f) Winter Trench Repair maintenance	\$450.00	\$450.00
(g) Reconnecting to a capped sewer service - No work by City - Reconnection Fee Only	\$220.00	\$220.00
(h) Sanitary or Storm Sewer Service Video Inspection	\$182.00	\$186.00
In the event problem is determined to be caused by the City or the responsibility of the City all associated costs shall be applied to the City.		
<b>Other:</b>		
(a) Service inspection of an irrigation water service, treated water service, sanitary sewer service and storm sewer service.	\$175.00	\$178.50
(b) Termination of an irrigation water service, treated water service, sanitary sewer service and storm sewer service	\$1,675.00	\$1,750.00
(c) Service calls regarding water service, treated water service, sanitary sewer service and storm sewer service	Actual Cost	Actual Cost

<b>Appendix 26</b>		
<b>Theatre</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
Theatre Technician Rate of \$35.25/hr effective April 1, 2017 is included. To be increased by CPI in non-review years.	\$35.25	\$35.25
<p>Theatre may be rented for a minimum of 4 hours. First half hour and last half hour of rental is for staff to ensure safety requirements and is not available to licensee.</p> <p>Theatre rental comes with the Basic House Wash Lighting. Any additions or changes and the reversal back to the Basic House Wash will be charged at actual hours required X Theatre Technician rate per hour.</p>		
Non-Profit/Local Public/Rehearsal/Set up/Take down		
Child/Youth	\$50.95	\$50.95
Adult	\$75.75	\$75.75
Non School District 67 Schools*	\$47.43	\$47.43
Non-Profit/ Local Public/ Performance		
Child/Youth	\$65.25	\$65.25
Adult	\$89.35	\$89.35
Non School District 67 Schools*	\$58.16	\$58.16
Local Private/Commercial/ Rehearsal/Set up/Take Down		
Convention Rate	\$89.35	\$89.35
Local Private/ Commercial/ Performance	\$156.38	\$156.38
Non-Resident/Private/Commercial: Rehearsal Set Up/Take Down	\$175.22	\$175.22
Non-Resident/Private/Commercial: Performance	\$219.02	\$219.02
Non-Resident/Non Profit: Rehearsal Set Up/Take Down	\$89.35	\$89.35
Non-Resident/Non Profit: Performance	\$156.39	\$156.39
Non-Resident Commercial Day Rate*	\$1490/day	\$1490/day
Non-Resident Non Profit Day Rate*	\$850/day	\$850/day

\*Additional rental hours past 8 hours on Day Rate will be charged Technician Rate for each additional

## Appendix 26

<b>Theatre</b>	<b>Effective April 1,2019</b>	<b>Effective April 1,2020</b>
<b>Dark Days</b>		
Non-profit Child/Youth	\$13.61	\$13.61
Non School District 67 Schools*	\$10.20	\$10.20
Adult/Private/ Commercial/Non-Resident	\$26.69	\$26.69
Set Shop Only	\$6.72	\$6.72
*Non-Profit Theatre Tickets	\$2.14	\$2.14
*Commercial Theatre Tickets	\$2.62	\$2.62
* Subject to applicable taxes and card service (Visa/Master/Amex) fees for credit		
Note: Non School District 67 Schools* are defined as grade schools (K-12) located within City of Penticton boundaries and Penticton Indian Band lands. The Non School District 67 Schools rates are applicable during school hours.		
Note: Security premium may be added to after hour and high risk bookings at actual cost for service		

<b>Appendix 27</b>		
<b>TRANSIT</b>	<b>Effective July 1, 2019</b>	<b>Effective July 1, 2020</b>
<b>CONVENTIONAL TRANSIT</b>		
<b>Cash Fares</b>		
Local Fare	\$2.25	\$2.25
Regional Fare	\$4.00	\$4.00
<b>Book of Ten Tickets</b>		
Local Fare	\$20.25	\$20.25
Regional Fare	\$36.00	\$36.00
<b>Monthly Passes</b>		
Local Fare	\$45.00	\$45.00
Regional Fare	\$60.00	\$60.00
Discounted Local Fare	\$35.00	\$35.00
Discounted Regional Fare	\$40.00	\$40.00
Discounted Fares apply to: Seniors over 65 years of age with valid ID; Students 20 or under in full-time attendance to Grade 12 with valid ID; Post-Secondary with proof of attendance. Post-Secondary institution refers to universities, vocational universities, community colleges, liberal arts colleges, institutes of technology and other collegiate level institution, such as vocational schools, trade schools and career colleges that award academic degrees or professional certifications.		
<b>Day Passes</b>		
Local Fare	\$4.50	\$4.50
Regional Fare	\$8.00	\$8.00
<b>CUSTOM TRANSIT</b>		
<b>Cash Fares</b>		
Adult	\$2.25	\$2.25
Child (aged 6 and under)	Free	Free

<b>Appendix 27</b>		
<b>TRANSIT</b>	<b>Effective July 1, 2019</b>	<b>Effective July 1, 2020</b>
<b>RDOS Regional Route 70 Penticton Kelowna</b>		
<b>Effective September 3, 2019</b>		
<b>Cash Fares</b>		
All	\$5.00	\$5.00
<b>Book of Ten Tickets</b>		
All	\$45.00	\$45.00
<b>Monthly Passes</b>		
Adult	\$100.00	\$100.00
Student / Senior	\$85.00	\$85.00
<p><b>NOTE:</b> The RDOS Regional Route 70 Penticton to Kelowna is run by the RDOS. In the event there is a discrepancy between the fees listed in this bylaw and those listed in the RDOS Fees and Charges Bylaw the fees in the RDOS Fees and Charges Bylaw will govern.</p>		

<b>Appendix 28</b>		
<b>VENDING FEES</b>	<b>2019</b>	<b>2020</b>
<b>Park, Beach and Street Vending Fees</b>		
One Year Permits (Victoria Day - Labour Day weekends) Price per 10'x10' spot annually (3 year terms available, rate adjusted annually by CPI)		
Beach and Park Vending Fee (annually) 10'*10' Okanagan Prime Plus	\$1,581.00	\$1,615.00
Beach and Park Vending Fee (annually) 10'*10' Okanagan Prime	\$1,428.00	\$1,460.00
Beach and Park Vending Fee (annually) 10'*10' Okanagan Secondary	\$1,351.50	\$1,380.00
Beach and Park Vending Fee (annually) 10'*10' Skaha Prime	\$1,351.50	\$1,380.00
Beach and Park Vending Fee (annually) 10'*10' Skaha Secondary	\$1,326.00	\$1,355.00
Sudbury Beach Shack	\$1,530.00	\$1,565.00
<b>Street Vending Fees</b>		
One Year Permit 6' x 12'	\$1,351.50	\$1,380.00
<b>Motorized and Non-Motorized Mobile Vending (Victoria Day -</b>		
Seasonal Motorized Mobile Vending Fee	\$1,917.60	\$1,960.00

<b>Appendix 29</b>		
<b>WATER</b>	<b>2019</b>	<b>2020</b>
<b>Utility Administration Rates</b>		
Utility credit references (current or recent account)	\$17.00	\$17.25
Archived account	\$30.00	\$30.50
Utility account history	\$17.00	\$17.25
Interest rate on delinquent utility accounts	10% per annum	10% per annum
Special water meter reading	\$36.25	\$41.50
Special water meter inspection fee	\$36.25	\$41.50
<b>AMR OPT OUT</b>		
AMR Opt Out manual water meter reading for an individual meter	\$27.50	\$17.80
AMR Opt Out manual combined electric and water meter reading for an individual for an individual meter read	\$28.50	\$18.80
AMR Opt Out manual water meter reading for a meter bank installation	\$27.50 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the electric meter bank read is to be equally split between all customers serviced by the bank meter	\$17.80 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the electric meter bank read is to be equally split between all customers serviced by the bank meter
AMR Opt Out combined electric and water meter reading for a combined electric and water meter bank installation	\$29.50 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the combined electric and water meter bank read is to be equally split between all customers served by the meter bank.	\$18.80 for the first meter and \$1.00 per read for each additional meter in the meter bank per meter read. The total cost for the combined electric and water meter bank read is to be equally split between all customers served by the meter bank.
<b>Applications / Connect / Disconnect / Reconnect</b>		
City padlocks	\$22.50	\$22.50
City lock boxes (installed by City)	\$68.00	\$68.00
City lock boxes (installed by customer)	\$50.00	\$50.00
Utility application fee – next day service	\$33.00	\$33.50
Utility application fee – same day service (accounts with combined electric and water)	\$105.00	\$105.00
Utility application fee (water only) same day service (accounts that only have water services)	\$65.00	\$66.00
Water disconnect / re-connect fee (for non payment during regular City hall hours)	\$65.00	\$66.00
Water disconnect / re-connect fee (for non payment after hours without call-out)	\$91.50	\$93.00
Water disconnect or re-connect (customer / agent request during City hall hours)	\$32.00	\$32.50
Water disconnect or re-connect (customer / agent request after hours without call-out)	\$46.00	\$46.75
Water disconnect or re-connect (customer / agent request after hours with call-out)	\$213.00	\$217.00
Illegal reconnection administration charge	\$280.00	\$285.50

<b>Appendix 29</b>		
<b>WATER</b>	<b>2019</b>	<b>2020</b>
Utility fee - Leave on Authorized	\$12.25	\$12.50
Water Disconnection (for non-payment) requiring capping or plugging service	\$230.00	\$235.00
Special Administration charge per service	\$28.00	\$28.50
<b>Non Treated Irrigation Water Charges</b>		
<b>No Meter</b>		
Non-treated irrigation water per acre per year	\$171.15	\$178.00
Minimum charge for non-treated irrigation water / year	\$171.15	\$178.00
Household use from a connection to the untreated irrigation water system, unless metered, in which case metered rates then apply. (per annum per residence)	\$401.68	\$417.75
<b>Monthly Fixed Non Treated Irrigation Water Meter Rates based on Meter Size</b>		
13mm / 16mm / 19mm (1/2 inch, 5/8 inch and 3/4 inch /month)	\$11.13	\$11.58
25mm (1 inch) / month	\$23.86	\$24.81
38 mm (1 1/2 inches) / month	\$70.29	\$73.10
50 mm (2 inches) / month	\$154.77	\$160.96
75 mm (3 inches) / month	\$444.33	\$462.10
100 mm (4 inches) / month	\$977.02	\$1,016.10
150 mm (6 inches) / month	\$2,742.12	\$2,851.80
PLUS Variable Consumption Charge for all Meter Sizes		
Variable Consumption Charge / 2.83 cubic meters (100 cubic feet)	\$0.27	\$0.28
<b>Reclaimed Treated Effluent for Irrigation Charges</b>		
Monthly Fixed Reclaimed Treated Effluent Meter Rates Based on Meter Size		
13mm / 16mm / 19mm (1/2 inch, 5/8 inch and 3/4 inch /month)	\$15.30	\$15.40
25mm (1 inch) / month	\$57.49	\$57.49
38 mm (1 1/2 inches) / month	\$69.85	\$70.29
50 mm (2 inches) / month	\$164.64	\$165.67
75 mm (3 inches) / month	\$360.70	\$360.70
100 mm (4 inches) / month	\$761.37	\$766.15
150 mm (6 inches) / month	Potable water has no 6' fee	Potable water has no 6' fee
<b>PLUS Variable Consumption Charge for all Meter Sizes</b>		
Variable Consumption Charge / 2.83 cubic meters (100 cubic feet)	\$1.13	\$1.14
<b>Treated Water Rates</b>		
Monthly Fixed Treated Water Meter Rates Based on Meter Size		
13mm / 16mm / 19mm (1/2 inch, 5/8 inch and 3/4 inch /month)	\$30.60	\$30.79
25mm (1 inch) / month	\$114.97	\$114.97
38 mm (1 1/2 inches) / month	\$139.70	\$140.58

<b>Appendix 29</b>		
<b>WATER</b>	<b>2019</b>	<b>2020</b>
50 mm (2 inches) / month	\$329.27	\$331.34
75 mm (3 inches) / month	\$721.39	\$721.39
100 mm (4 inches) / month	\$1,522.74	\$1,532.30
Individually metered Bareland Strat Properties with 19mm meters <b>UPON APPLICATION ONLY</b>		\$8.31
<b>PLUS Variable Consumption Charge for all Meter Sizes</b>		
Variable Consumption Charge / 2.83 cubic meters (100 cubic feet)	\$2.26	\$2.27
<p>Notwithstanding the above basic charges, should a 150 mm (6") meter be provided in conjunction with a 150 mm (6") line for the purpose of providing the dual requirements of domestic water and fire protection, the basic charge will be based on the size of meter that would be required to service the domestic water needs of the complex as determined by the Public Works Supervisor. This charge is to commence at the time of the installation of the meter. Prior to the installation of the meter, the service is to be billed at a 25 mm (1") unmetered rate.</p>		
<b>Monthly Fixed Non Metered Treated Water Rates Based on Service Size</b>		
13mm / 16mm / 19mm (1/2 inch, 5/8 inch and 3/4 inch /month)	\$48.87	\$49.18
25mm (1 inch) / month	\$150.80	\$151.75
38 mm (1 1/2 inches) / month	\$247.04	\$248.59
50 mm (2 inches) / month	\$555.80	\$559.29
75 mm (3 inches) / month	\$1,413.52	\$1,422.40
100 mm (4 inches) / month	\$2,992.88	\$3,011.68
Treated water charges based on a negotiated agreement	Fee to be as per the agreement approved by Council	Fee to be as per the agreement approved by Council
Minimum charge for treated water for domestic purposes	Fee to be minimum monthly Basic Charge based on the meter size or the minimum monthly charge based on the size of service	Fee to be minimum monthly Basic Charge based on the meter size or the minimum monthly charge based on the size of service
<b>Minimum Flat Rate Charges for Properties located adjacent to a Treated Water Main but not Connected:</b>		
Fee based on property zoning as follows:		
For properties zoned Single Family Residential	\$48.87	\$49.18
For properties zoned I Multi Family Residential	\$150.80	\$151.75
For properties zoned Commercial	\$247.04	\$248.59
For properties zoned Industrial	\$2,992.88	\$3,011.68
For all other properties	\$247.04	\$248.59
<b>Sundry Charges</b>		
Sign on of new customer	\$27.00	\$27.50
Special Administration charge per service	\$16.00	\$16.50
Transfer fee per service	N/A	N/A
When a customer applies for electric and water service/transfer of service at the same time, only one application/transfer fee will apply		
Any applicable Federal or Provincial taxes are in addition to the above charges		

<b>Appendix 29</b>		
<b>WATER</b>	<b>2019</b>	<b>2020</b>
<p>A discount forfeit equal to 10% of the "current charges" (excluding Goods &amp; Services Tax) will result if full payment of current charges is not received as follows:</p> <p>a) on "residential and residential/special services" (rate codes 10 and 15). On or before the expiration of fifteen (15) days after the date of the mailing of the invoices therefore,</p> <p>b) on all other services not included in the definition of "residential or residential/special services" on or before the expiration of twenty-two (22) days after the date of the mailing of the invoices thereof,</p> <p>provided that when the said day falls on a Saturday, Sunday, or holiday, the discount shall apply if payment is received on the next succeeding day which is not a holiday.</p> <p>In the event of a partial payment of the current charges on or before the discount date, a proportionate discount shall be allowed.</p> <p>The A.R.D.A. rate referred to in this bylaw is billed on the annual property tax notice and is not subject to the 10% discount. Rather a 10% penalty is applicable if unpaid on the tax penalty date in each year.</p> <p>Basic charges will be applicable to accounts that are disconnected from water for seasonal or temporary purposes when the water is being turned off at the account holders request but the account holder(s) is not altering.</p> <p><b>Treated and Irrigation Services and Metering</b></p>		
AMR Opt Out treated or irrigation water meter, old style meter, use of a digital non radio frequency electric meter	\$201.00 per meter	\$201.00 per meter
AMR Opt Out treated or irrigation water meter, new style meter, use of a digital non radio frequency electric meter	\$42.25 per meter	\$42.25 per meter
(a) Treated and Irrigation water service supply and installation, not including meter or meter chamber. Fee to be as follows:		
19mm ( ¾") water service	\$2,750.00	\$3,100.00
25 mm (1") water service	\$3,500.00	\$4,000.00
All other water services	Actual Cost	Actual Cost
(b) Treated and Irrigation water meter supply and installation, not including meter chamber. Fee to be as follows:		
19mm ( ¾") water meter	\$455.00	\$500.00
25 mm (1") water meter	\$640.00	\$700.00
38 mm (1 ½") water meter with register and Radio Frequency	\$1,120.00	\$1,200.00
50 mm (2") compound water meter with register and Radio Frequency	\$3,760.00	\$1,650.00
(c) All other water meters with register and Radio Frequency	Actual Cost	Actual Cost
(d) Water meter chamber up to 25 mm (1") supply and installation (in conjunction with service install)	\$850.00	\$865.00
(e) Water meter chamber up to 25 mm (1") supply and installation (not installed with service)	\$1,850.00	\$2,250.00
(f) Provision of temporary water	Actual Cost	Actual Cost
(g) All other water meter chambers supply and installation	Actual Cost	Actual Cost
(h) Water meter register and Radio Frequency - Supply and install	\$250.00	\$255.00
(i) Water meter testing or repair if replacement is required and deemed the fault of the owner additional charges may be applied.	\$93.00	\$95.00
<p>Note: if the meter is found to be accurate within 98.5% - 101.5%, the party disputing the accuracy of the meter shall bear the cost. If the meter is found not be accurate within the above limits the City shall bear the costs.</p>		
Customer request to relocate (or alter due to construction) meter or appurtenances	Actual Cost	Actual Cost

<b>Appendix 29</b>		
<b>WATER</b>	<b>2019</b>	<b>2020</b>
<b>Water Connection Charges</b>		
(a) Service inspection of an irrigation water service, treated water service, sanitary sewer service and storm sewer service.	\$173.00	\$178.50
(b) Termination of an irrigation water service, treated water service, sanitary sewer service and storm sewer service	\$1,675.00	\$1,750.00
(c) Service calls regarding water service, treated water service, sanitary sewer service and storm sewer service	Actual Cost	Actual Cost
<b>Fire Hydrants (both City and private hydrants)</b>		
(a) Fire hydrant supply and installation not requiring curb, gutter and asphalt work	\$7,500.00	\$7,500.00
(b) Fire hydrant supply and installation requiring curb, gutter and asphalt work	\$9,000.00	\$9,200.00
(c) Fire Hydrant rental (includes hook-up and water usage) Note: if total # of days is not known (amount to be billed)	\$112.00 first day and \$22.00 each day thereafter	\$115.00 first day and \$23.00 each day thereafter
(d) Portable water meter rental	\$16.75 per day (plus cost of water used at the current metered rate)	\$18 per day (plus cost of water used at the current metered rate)
(e) Fire Hydrant Implementation	\$171.00	\$174.50
<b>Other:</b>		
(a) Service inspection of an irrigation water service, treated water service, sanitary sewer service and storm sewer service.	\$173.00	\$178.50
(b) Termination of an irrigation water service, treated water service, sanitary sewer service and storm sewer service	\$1,675.00	\$1,750.00
(c) Service calls regarding water service, treated water service, sanitary sewer service and storm sewer service	Actual Cost	Actual Cost

<b>Appendix 30</b>		
<b>Excessive Nuisance Abatement Fee</b>	<b>2019</b>	<b>2020</b>
<b>Administered through the Good Neighbour Bylaw</b>		
RCMP Nuisance Service Call	\$200/Call	\$200/Call
City of Penticton Fire Department Nuisance Service Call	\$400/Call	\$400/Call
City of Penticton Staff Nuisance Service Call	\$200/Call	\$200/Call

Appendix 31			
STORM WATER UTILITY	Unit	2019	2020
<b>Storm Water NO Direct Connect Fees</b>			
Notes:			
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.			
The following rates apply to properties that are NOT directly connected to the Storm Water System.			
In cases where a property has multiple Property Tax Classifications the City will determine the Property Tax Classification that best represents the property and charge for Storm Water according to that Property Tax Classification.			
<b>Residential</b>			
Single Family Dwellings	\$/year per folio	\$20.50	\$31.00
Multi Family Apartment Buildings with 4 or less units	\$/year per folio	\$32.90	\$49.80
Multi Family Apartment Buildings with more than 4 units	\$/year per unit	\$11.00	\$16.60
Multi Family Dwellings [strata]	\$/year per strata	\$11.00	\$16.60
<b>Farm/Recreational/Non Profit/Supportive Housing</b>			
No Direct Connection to the Storm Sewer	\$/year per folio	\$20.50	\$31.00
<b>Business/Light Industry/Major Industry/Utilities</b>			
No direct connection, with gross assessment value:			
Below \$300,000	\$/year per folio	\$41.60	\$63.00
Between \$300,001 and \$800,000	\$/year per folio	\$62.40	\$94.50
Above \$800,000	\$/year per folio	\$93.70	\$141.70
<b>Storm Water Direct Connect Fees</b>			
Notes:			
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.			
The following rates apply to properties that ARE directly connected to the Storm Water System.			
In cases where a property has multiple Property Tax Classifications the City will determine the Property Tax Classification that best represents the property and charge for Storm Water according to that Property Tax Classification.			
<b>Residential</b>			
Single Family Dwellings	\$/year per folio	\$26.70	\$40.40
Multi Family Apartment Buildings with 4 or less units	\$/year per folio	\$42.80	\$64.70
Multi Family Apartment Buildings with more than 4 units	\$/year per unit	\$14.30	\$21.60
Multi Family Dwellings [strata]	\$/year per strata	\$14.30	\$21.60
<b>Farm/Recreational/Non Profit/Supportive Housing</b>			
Direct Connection to the Storm Sewer	\$/year per folio	\$26.70	\$40.40
<b>Business/Light Industry/Major Industry/Utilities</b>			
Direct connection, with gross assessment value:			
Below \$300,000	\$/year per folio	\$54.10	\$81.90
Between \$300,001 and \$800,000	\$/year per folio	\$81.20	\$112.80
Above \$800,000	\$/year per folio	\$121.80	\$184.20



# 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 2020, the City continues to provide more visibility into its operations by preparing a 2020 City of Penticton Corporate Business Plan.

This plan is made up of formal business plans for each division/department that include 2020 initiatives and how they align with Council Priorities, as well as how the City of Penticton's 2020-2024 Financial Plan is being used to make it all happen.

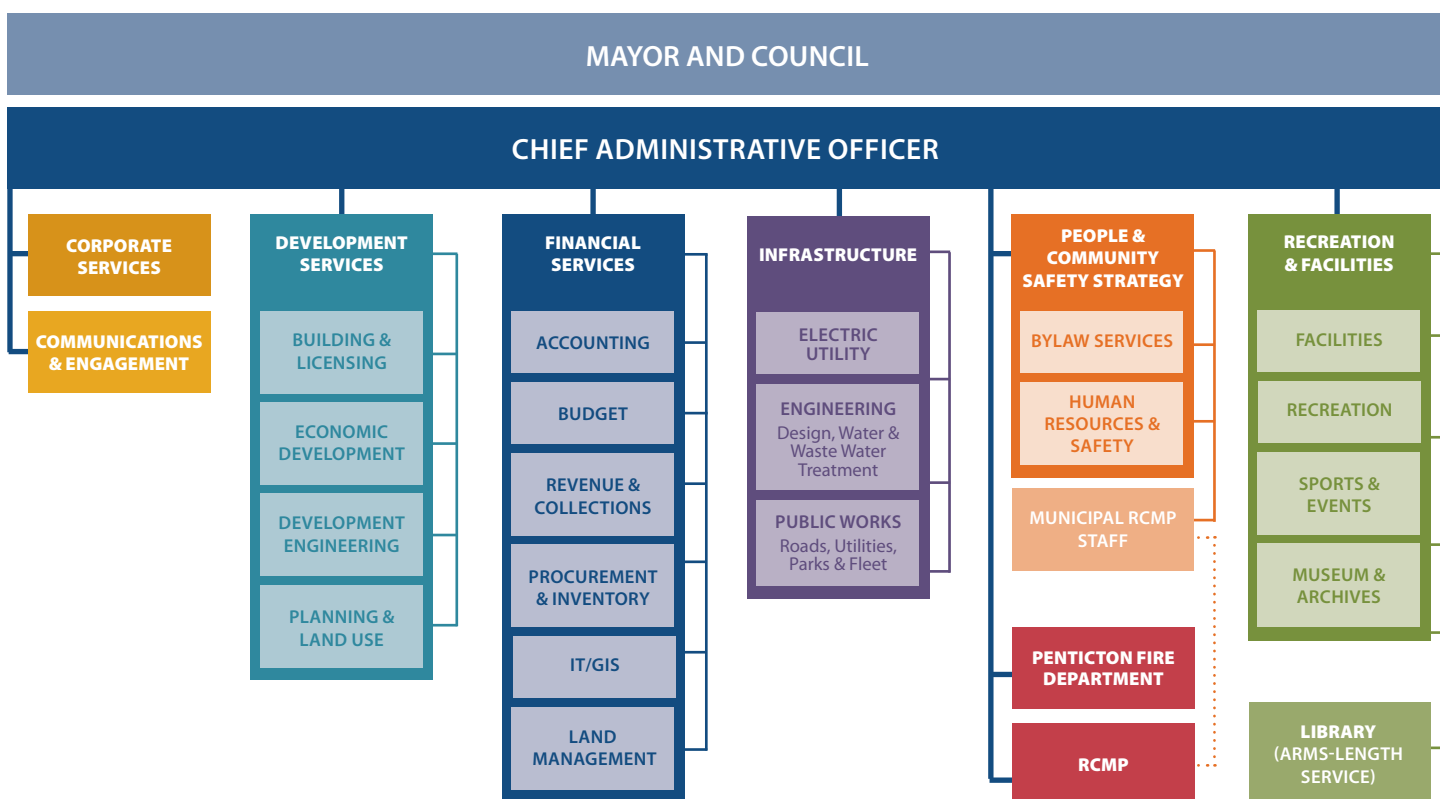
To view the 2020-2024 Financial Plan, please visit our website at [www.penticton.ca](http://www.penticton.ca).

# Organization Overview

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

Our organization also includes emergency response through the Penticton Fire Department and policing services through the RCMP, as well as arms-length services offered through the Penticton Public Library and the operation 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 and in several cases broken out by department. This allows residents to see how initiatives and budgets associated with specific programs and services align with Council Priorities.

Within each division's business plan, you'll find the following:

- > What We Do Overall and on a Daily Basis
- > Staffing
- > Challenges and Opportunities
- > 2020 Initiatives
- > 2020 Proposed Budget
- > Proposed Increases

# Council Priorities

In late spring of 2019, the City of Penticton initiated a strategic planning process that builds on the updated Official Community Plan (OCP 2019). This resulted in Council adopting a Vision and Mission for the City, along with Council's three priorities.

The City's Corporate Business Plan reflects how the City is focusing on the Vision and Mission by serving residents, businesses and visitors through its good governance, partnership and the provision of effective and community-focused services as well as initiatives that support achieving Council's three priorities as outlined on the next page.



## City Council 2018-2022

Front row: Councillor Judy Sentes, Mayor John Vassilaki and Councillor Katie Robinson.

Back row: Councillors Frank Regehr, Jake Kimberley, Campbell Watt and Julius Bloomfield.



A vibrant, innovative, healthy waterfront city focused on sustainability, community and economic opportunity.



## Mission

Penticton will serve its residents, businesses and visitors through good governance, partnership and the provision of effective and community focused services.

# Council Priorities 2019-2021



## ASSET & AMENITY MANAGEMENT

The City of Penticton will ensure the services we provide to our residents and visitors are reliable and cost effective by proactively investing into our natural and built assets.

### Strategic Initiatives and Actions

- > Identify service levels and costs for all community-owned assets and services.
- > Review our amenities and investigate ways to maximize their usage and value while exploring innovative service-delivery options with regional and other partners.
- > Review agreements and determine fee structures to reflect the fiscal realities of service provision.
- > Promote continuous improvement on our Asset Management processes.
- > Modernize the DCC Bylaw to reflect current growth and appropriate distribution of infrastructure costs.
- > Ensure City land is maximized to its full potential.



## COMMUNITY SAFETY

The City of Penticton will support a safe, secure and healthy community.

### Strategic Initiatives and Actions

- > Enhance safety through partnerships with other service-delivery agencies.
- > Improve resident and visitor confidence that a safe and secure community exists through engagement, protection, prevention and enforcement.
- > Invest in appropriate human assets to keep our community safe and secure.
- > Engage the criminal justice system through collaborative approaches to reduce the impact of prolific offenders on the community.
- > Continue engagement with BC Housing and Interior Health to reduce or mitigate the effect of the current opioid crisis on the community.



## COMMUNITY DESIGN

The City of Penticton will attract, promote and support sustainable growth and development congruent with the community's vision for the future.

### Strategic Initiatives and Actions

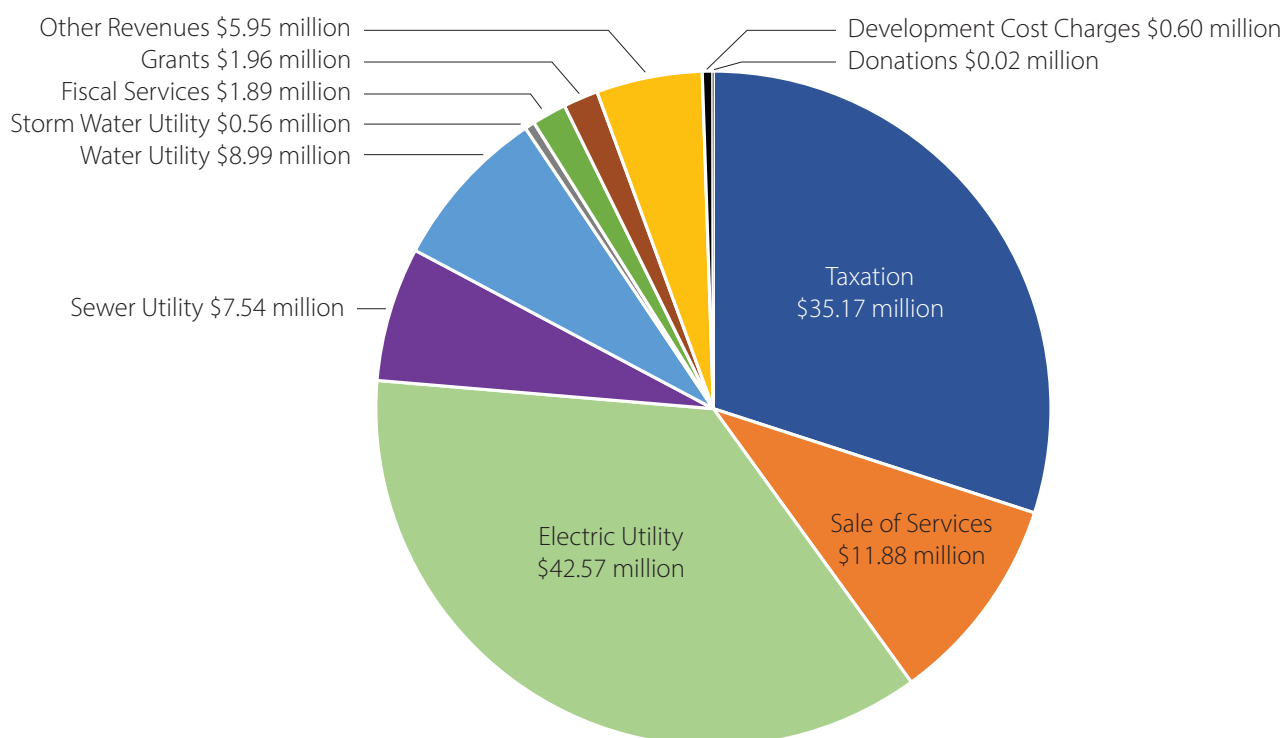
- > Ratify the OCP and update the requisite policies and bylaws.
- > Establish clear intentions for future growth that reflect the OCP.
- > Expand and invest in safe multi-modal transportation options including the "Lake to Lake" connection.
- > Utilize best management practices and strategies related to climate change adaptation and mitigation activities.
- > Encourage environmentally sustainable development including renewable energy initiatives.
- > Continue Downtown revitalization focused on cleanliness, safety, vibrancy and sustainable infrastructure.

# Budget at a Glance

## REVENUES

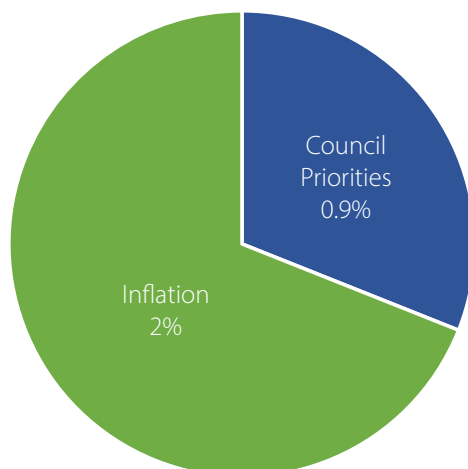
The City generates revenues through taxation, utility fees and other revenues. City revenues total \$117.1 million, net of tax flow-throughs. The net budgeted revenue increase is \$2.5 million or 2.2%.

### Sources of Revenue



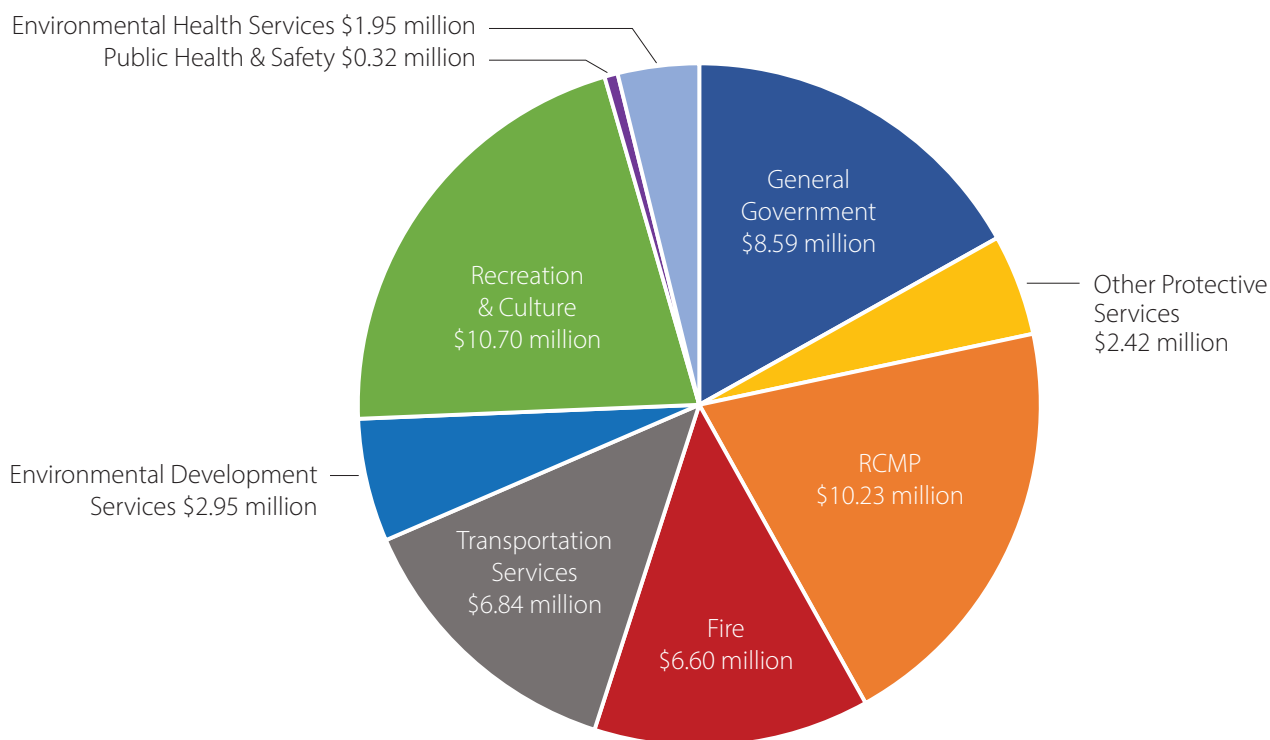
### Breakdown of Proposed Tax Increase

The City has proposed a 2.9% tax increase to address inflation and Council priorities.



## EXPENSES

The City takes a responsible and prudent approach to funding for programs and services. City general fund expenses total \$50.6 million, net of tax flow-throughs. The net budgeted expense increase is \$2.1 million or 4.2%.



### Key General Fund Expense Increases

<b>INFLATION/NON-DISCRETIONARY</b>	\$847,278
<b>Mission</b>	243,000
<b>COUNCIL PRIORITIES</b>	
<b>Asset &amp; Amenity Management</b>	540,800
<b>Community Design</b>	145,000
<b>Community Safety</b>	400,000
<b>Total</b>	<b>\$2,176,078</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 2019 to 2020 are reflected below.

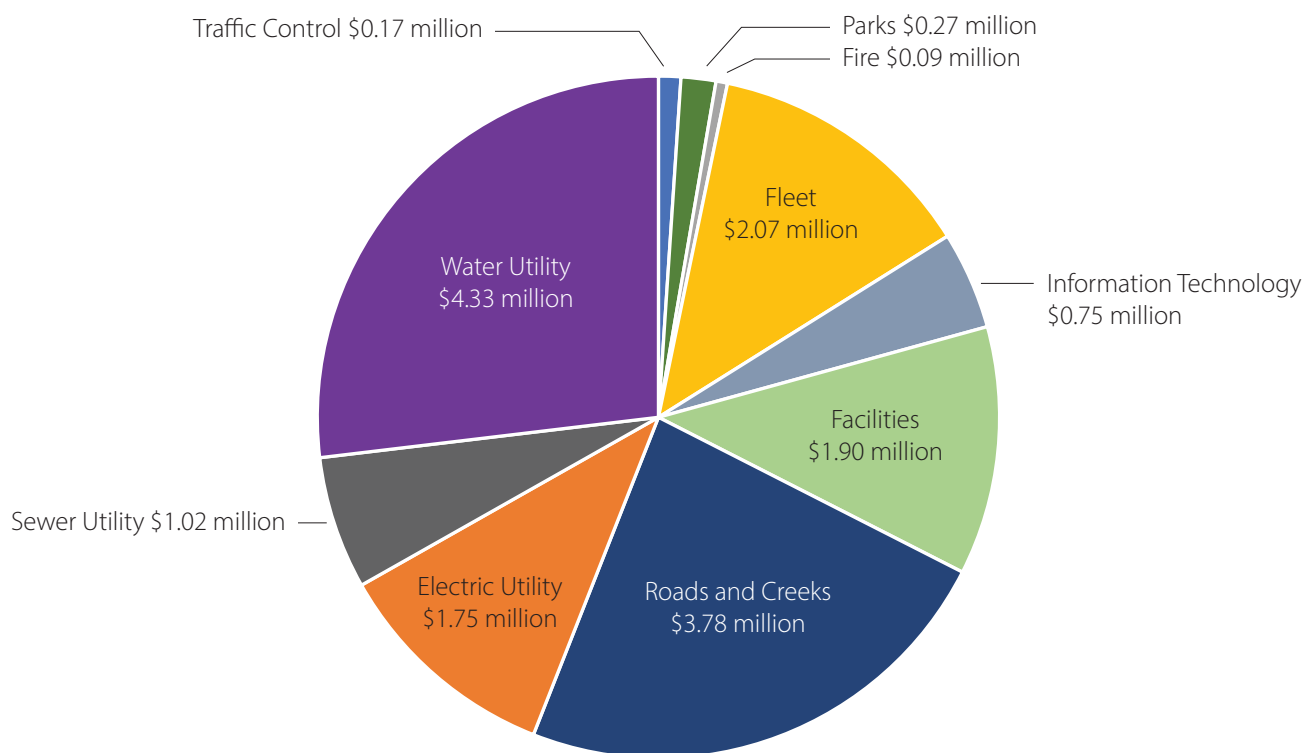
Department	2019	2020	New	Comments
Corporate Services	7	6		
Communications & Engagement	2.5	2.5		
Development Services	22.5	23.5	1	Social Development Specialist
Infrastructure	103	105	2	Infrastructure Optimization Manager WTP/WWTP Integrator
Financial Services	37	39	2	Financial Analyst & Business Analyst
Penticton Fire Department	39	39		
Human Resources & Safety	5	5		
Bylaw Services	8	8		
Facilities, Recreation & Culture	47	47		
Municipal RCMP Staff	25	26	1	Digital Media Field Triage
RCMP**	47	48	1	RCMP Member
<b>Municipal Staffing Total</b>	<b>296</b>	<b>301</b>	<b>6</b>	

\*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.

\*\* RCMP members are not included in municipal staffing totals.

## CAPITAL

As our infrastructure ages, the City needs to continue making a significant investment to repair roads, facilities and utilities, resulting in a \$16.1 million investment in 2020.



### Capital Totals

#### General Capital Fund

Facilities	\$1,898,500
Information Technology	746,000
Storm Drainage (included in Roads)	45,000
Roads	3,739,025
Fire	87,500
Fleet	2,069,950
Parks	266,000
Traffic Control	170,186
<b>Total General Capital Fund</b>	<b>\$9,022,161</b>

#### Engineering Capital Summary

Roads and Creeks	\$3,739,025
Storm Water	45,000
Sewer Utility	325,000
Water Utility	3,009,500
<b>Total Engineering Capital</b>	<b>\$7,118,525</b>

Sewer Utility	\$1,015,000
Water Utility	4,334,500
Electric Utility	1,746,901
<b>Total Capital Budget</b>	<b>\$16,118,562</b>

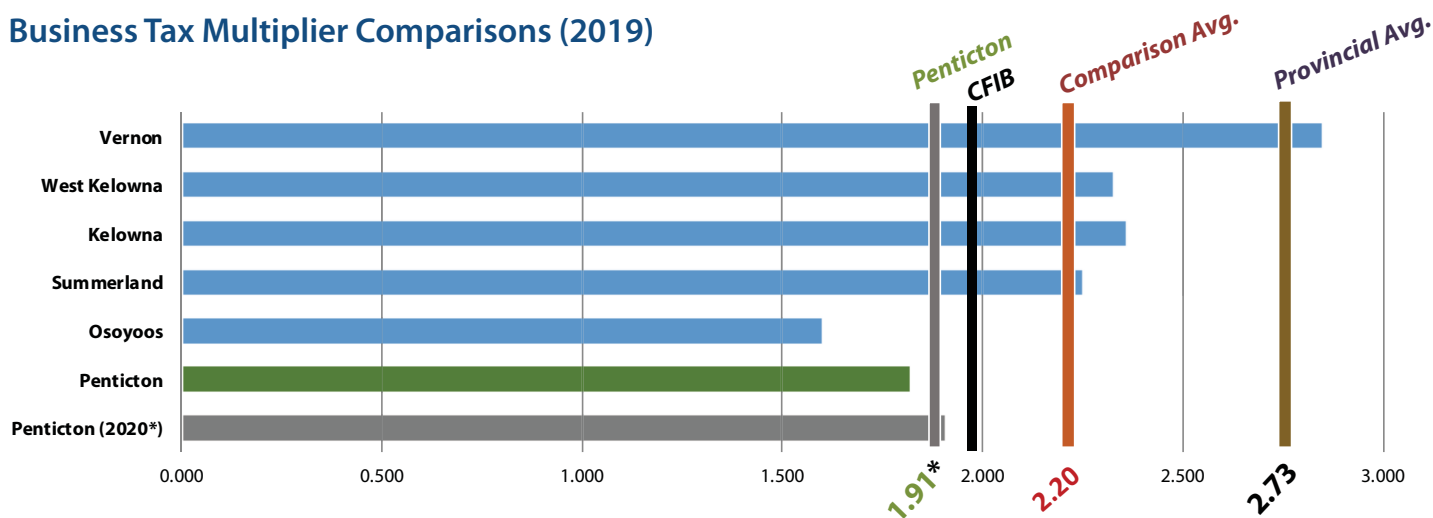
## WHAT IT MEANS TO OUR RESIDENTS

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 B.C., finding a way to equitably distribute the tax burden between residents and businesses is no easy task.

The business tax multiplier is one of the mechanisms used by municipalities to set different tax rates between residents and businesses. In Penticton, the multiplier is lower than most comparable municipalities (2.20) and the provincial average (2.73). The Canadian Federation of Independent Business recommends the multiplier to be no more than 2.00. The table below compares Penticton to others.

### Business Tax Multiplier Comparisons (2019)



\* Proposed for 2020

CFIB – Canadian Federation of Independent Business

The 2019 business tax multiplier for Penticton is 1.82; however, in 2019 Council directed staff to increase the multiplier to 2.00 by 2021. 2020 will be the second year of this plan and the proposed multiplier for 2020 will be 1.91. This phased increase with the business tax multiplier will continue

to gently shift the tax burden from residential properties to businesses. Even with these tax class changes Penticton remains one of the lower in the Okanagan Valley and across the province, creating an extremely favourable business climate.

*See impact charts on next page*

## Impact of Tax and Utility Increases with Multiplier

### Typical residential property (\$500,707)

The average residential property will pay an extra \$6.08 per month.

	General Municipal Taxes	Storm Water	Electric Utility	Water Utility	Sewer Utility	Total \$ Change
<b>Shift Business Tax Multiplier to 1.91</b>	\$28	\$11	\$0	\$3	\$31	\$73
<i>Assumptions:</i>			914 kwh/mo	(3/4") 840 cu ft/mo	500 cu ft/mo in winter	

### Typical business property (\$1,178,265)

The average business property will pay an extra \$72.53 per month.

	General Municipal Taxes	Storm Water	Electric Utility	Water Utility	Sewer Utility	Total \$ Change
<b>Shift Business Tax Multiplier to 1.91</b>	\$529	\$32	\$0	\$17	\$291	\$869
<i>Assumptions:</i>			5,000 kwh/mo	(1 1/2") 7,060 cu ft/mo	7,060 cu ft/mo	

## MAJOR BUDGET INCREASES

In the departmental business plans, there are a total of 23 major budget increases that require the support of 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 increases and how they support the goals to benefit the community, visit the applicable department plan.



<b>MISSION</b>			<b>Proposed Increase</b>
<b>Bylaw</b>	Downtown parking and resident-only parking review		10,000
		<b>Total</b>	<b>10,000</b>
<b>Communications</b>	Major event aesthetics		50,000
		<b>Total</b>	<b>50,000</b>
<b>HR/Safety</b>	Safety/performance software		23,000
	Records management for employee files - summer student		17,000
		<b>Total</b>	<b>40,000</b>
<b>IT/GIS</b>	Hire Business Analyst		90,000
		<b>Total</b>	<b>90,000</b>
<b>Library</b>	Extra staffing to cover service desks		12,000
	Part-time Programming Assistant		16,000
		<b>Total</b>	<b>28,000</b>
<b>Recreation - Sports/Events</b>	Increase civic events budget up to \$75,000		25,000
		<b>Total</b>	<b>25,000</b>



<b>ASSET &amp; AMENITY MANAGEMENT</b>			<b>\$711,600</b>
<b>Facilities</b>	Increase facilities support for rental properties		60,000
		<b>Total</b>	<b>60,000</b>
<b>Finance</b>	Advance the Asset & Amenity Management Council Priority		290,000
	Hire Financial Analyst		110,000
		<b>Total</b>	<b>400,000</b>
<b>Infrastructure</b>	Hire Water & Wastewater Plant Instrumentation Integrator*		110,000
	Hire Infrastructure Optimization Manager**		121,600
		<b>Total</b>	<b>231,600</b>
<b>Recreation</b>	Develop Cleland Theatre operational plan		20,000
		<b>Total</b>	<b>20,000</b>



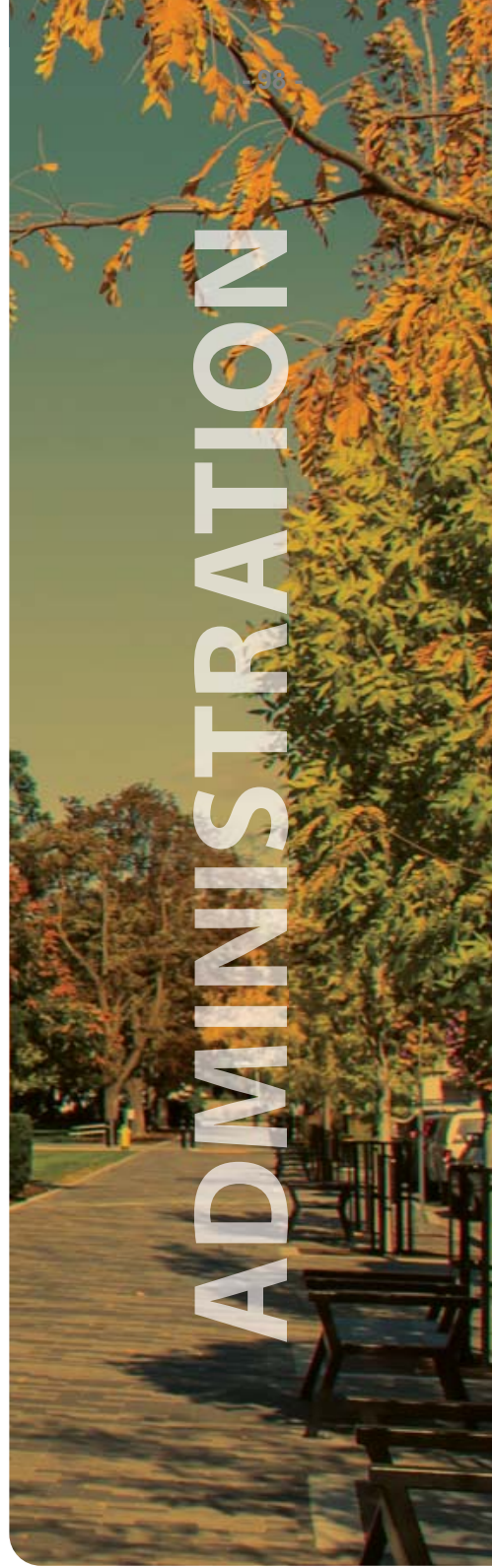
<b>COMMUNITY SAFETY</b>			<b>\$400,000</b>
<b>Building &amp; Licensing</b>	Modernize business licence program		48,000
		<b>Total</b>	<b>48,000</b>
<b>Development Services</b>	Hire Social Development Specialist		106,000
		<b>Total</b>	<b>106,000</b>
<b>RCMP</b>	Hire one Digital Media Triage Field position		76,000
	Hire one RCMP officer		170,000
		<b>Total</b>	<b>246,000</b>



<b>COMMUNITY DESIGN</b>			<b>\$145,000</b>
<b>Infrastructure</b>	Increase consulting budget for Transportation Engineering services		40,000
	Penticton bus stop inspection and prioritized action list		20,000
	Refresh the RDOS Transit Future Action Plan		10,000
		<b>Total</b>	<b>70,000</b>
<b>Planning &amp; Land Use</b>	Climate Action Plan updates		50,000
		<b>Total</b>	<b>50,000</b>
<b>Skaha Park East Plan</b>	Provide long-term strategic direction		25,000
		<b>Total</b>	<b>25,000</b>
<b>GRAND TOTAL</b>			<b>\$1,499,600</b>

\* Funded from Water and Sewer Utilities.

\*\* 50 per cent funded from Utilities.



This section includes the following:

**CORPORATE SERVICES**

**COMMUNICATIONS & ENGAGEMENT**



# 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.



## 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.



## STAFFING

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

# Challenges & Opportunities

## RECORDS MANAGEMENT

We continue to build on our records management advancements and are preparing for an electronic records management system that will efficiently manage all documents created and maintained by the City.

The capital cost for the electronic records management software will be spread over the coming years and we will take a phased approach to implementing the new system.

## 2020 Initiatives



### Prepare for the Implementation of an Electronic Document and Records Management System (EDRMS)

As identified and supported in 2019, an Electronic Document and Records Management System (EDRMS) is a corporate-wide tool that will enable staff to efficiently manage all records and documents created and maintained by the City. The EDRMS will manage the security, efficient retrieval and retention of City records and satisfy any lawful requests for City source documents. The Records Management Specialist will analyze and implement a phased approach beginning with a needs assessment and preparing the Request for Proposal.

**ESTIMATED COMPLETION:** October 2020

## Budget Overview

Corporate Services	2019 Budget	2019 Forecast	2020 Budget
<b>Revenue</b>	(100)	(100)	(100)
<b>Expense</b>	1,137,600	973,880	992,140
<b>Net Cost Allocations</b>	<u>(157,500)</u>	<u>(77,500)</u>	<u>(271,916)</u>
<b>Net Expense/(Revenue)</b>	<b>\$980,000</b>	<b>\$896,280</b>	<b>\$720,124</b>

Mayor & Council	2019 Budget	2019 Forecast	2020 Budget
<b>Expense</b>	289,000	314,000	316,000
<b>Net Cost Allocations</b>	<u>11,000</u>	<u>11,000</u>	<u>(47,664)</u>
<b>Net Expense/(Revenue)</b>	<b>\$300,000</b>	<b>\$325,000</b>	<b>\$268,336</b>

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).



# Communications & Engagement



## WHAT WE DO

In Communications & Engagement, we're focused on engaging with residents to seek input to inform Council about community interests and priorities. In addition, we keep residents informed about City operations plus decisions and directions from Council.



## ON A DAILY BASIS, WE...

- > Work with staff and stakeholders to make information on City services, events or topics of public interest accessible through 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 provide Council with information about community views to assist with their decision making; and,
- > Work with local, regional and national media.



## STAFFING

The department consists of 2.5 full-time equivalent staff, including one manager.

# Challenges & Opportunities

## LONG-RANGE PLANNING

Given the speed that information is distributed via popular social media channels and the dominant role these channels play in circulating information and news, more time to plan communication is required while the time to do that planning has decreased. By identifying repeating

cycles of annual work, services or decisions, the majority of the City's operational communications – which make up 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 public engagement opportunities, 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.

# 2020 Initiatives



### Major Event Aesthetics

We intend to take advantage of opportunities to better plan and schedule branding content appearing on City-owned assets, infrastructure and attire, resulting in a more aligned and supportive appearance during major events and occasions.

**ESTIMATED COMPLETION:** Ongoing

# Budget Overview

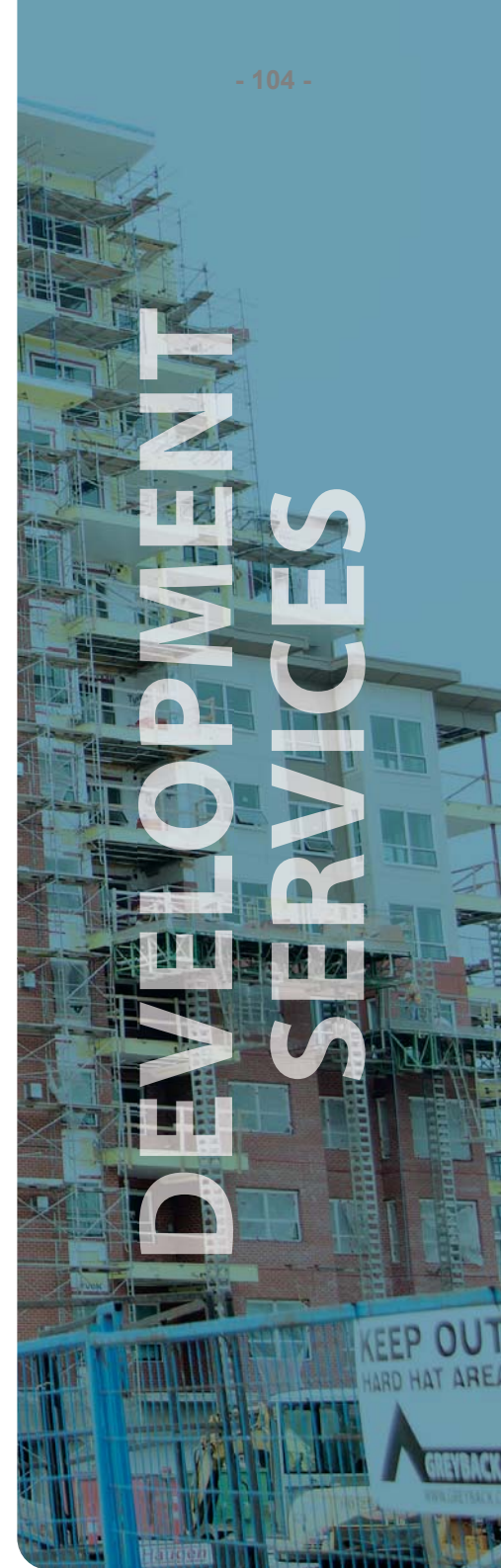
Communications	2019 Budget	2019 Forecast	2020 Budget
<b>Expense</b>	414,660	396,260	460,000
<b>Net Cost Allocations</b>	(10,000)	(6,000)	(90,362)
<b>Net Expense/(Revenue)</b>	<b>\$404,660</b>	<b>\$390,260</b>	<b>\$369,638</b>

# Proposed Increase

Budget Request	Benefit	Operating Budget Request
<b>Major Event Aesthetics</b>	A more aligned and supportive appearance during major events and occasions.	\$50,000

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).





This section includes the following:

**DEVELOPMENT SERVICES DIVISION:**

- Building & Licensing
- Economic Development
- Planning & Land Use
- Development Engineering



# Development Services



## WHAT WE DO

Staff from the Development Services Division are in a unique position to oversee many municipal processes that support development in our community – from long-range planning and approvals, through to construction, monitoring and ultimately occupancy.

Development Services engages in a broad range of work including land use regulation and policy, economic and social development, ensuring compliance of development-related bylaws, and supporting the funding and delivery of new infrastructure related to development.

### Building & Licensing

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

### Economic Development

In Economic Development, our mandate is to increase the economic vitality of Penticton. To do this, we collaborate with stakeholders – like community businesses, potential investors, not-for-profit organizations and social service agencies – as well as with Council and City staff to identify opportunities to support economic growth. Economic Development manages the City's partnerships with the Downtown Penticton Association (DPA), K'ul Group, Airport, Chamber of Commerce and Travel Penticton. We follow a Five Year Strategic Plan that builds on our strengths and is focused on developing a prosperous community for the future.

### Planning & Land Use

Within Planning & Land Use, we manage land use policy and regulations 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 Penticton, and we ensure all development aligns with City bylaws and policies, including the Official Community Plan. We also oversee the community sustainability program, including climate action commitments, as well as addressing social development issues such as affordable housing, homelessness policy, childcare and seniors' issues.

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## Development Engineering

Working in close partnership with the Planning & Land Use Department and Building & Licensing Department, Development Engineering ensures that infrastructure built

as part of new development meets established standards and conforms to City bylaws. Additionally, Development Engineering serves as a liaison between Public Works and Penticton's development and design community.



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

- > Provide a high level of customer service support to developers, builders, homeowners and business owners;
- > Lead implementation of the Official Community Plan;
- > Conduct rezoning, development permit and subdivision application reviews;
- > Review and issue building permits and business licences, and conduct inspections to ensure compliance with safety and land use regulations prior to building occupancy;
- > Ensure infrastructure associated with new development is constructed in compliance with City bylaws;
- > Implement actions from the Economic Development Plan, monitor economic trends and issues, and respond to inquiries and requests for support from the business community and from those interested in relocating to Penticton;
- > Work with government and not-for-profit partners to address social development challenges at a strategic level; and,
- > Ensure that the City of Penticton meets its Climate Action Charter commitments and is taking a leadership role in advancing sustainability initiatives.



### STAFFING

The Development Services Division consists of 23.5 full-time equivalent staff, including one director and five managers.

# Challenges & Opportunities

## IMPLEMENTING THE NEW OFFICIAL COMMUNITY PLAN

In August 2019, Council adopted the new Official Community Plan (OCP), which was built on two years of intensive community engagement and technical analysis. The plan provides clear direction in key policy areas, such as housing and transportation, and establishes a growth plan focusing primarily on infill development in existing urban

areas. The OCP will guide investment and development to meet our growth needs and directly aligns with community priorities and expectations. The clarity provided by the OCP provides transparency and a strong rationale for decisions around growth and development.

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## CONTINUED GROWTH

Penticton is continuing to experience positive levels of growth and development, with more than \$646 million in construction in the last five years. With a committed team of professionals, we've been able to respond efficiently to the needs of our community, development industry and range of customers.

This growth is expected to continue, specifically with continuing interest in infill developments as well as new

neighbourhoods such as North Wiltse, Spiller Road and the Columbia Heights area. We will continue to provide the high level of service the development community expects from Development Services by retaining existing professional and clerical staff, strategic use of relief workers and consultants, and continued commitment to process improvement.

## DEVELOPMENT POLICY AND BYLAW GAPS

A number of key policies are required to support development and cost recovery. The City's Development Cost Charge Program, and approach for development infrastructure financing, needs a substantive overhaul to support the growth envisioned in the Official Community Plan. Several land use bylaws are not aligned with the new OCP, which means updates are needed to both the bylaws and related policies.

The Climate Change policy framework is also out of date. With the new OCP now adopted, there is an opportunity to amend, repeal and replace any misaligned bylaws and policies to reflect the new vision for the community. There is also an opportunity to use the Climate Action Revenue Incentive Program (CARIP) funds and other grants to revise both the Climate Action Plan for the community and the City's Corporate Climate Action Plan.

## COMPLEX SOCIAL ISSUES

Development Services has historically taken a leadership role in initiatives such as developing affordable housing and childcare partnerships and policy responses to homelessness. The public's demand for City leadership on social issues has increased recently on issues such as social nuisance, homelessness, lack of affordable/available child care, senior and youth issues, and indigenous relations.

Existing staff are challenged to have the capacity and skillset to comprehensively meet these expectations and develop a full range of responses with government and not-for-profit partners. To meet this need, a Social Development Specialist position is required to lead initiatives, develop long-term strategies and coordinate the multiple agencies involved in social services.

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## CITY LICENSING OVERHAUL NEEDED

Following legal and industry standard reviews of its existing business-related bylaws, the City identified the need for a major overhaul of these bylaws along with opportunities to enhance licensing processing such as technology improvements. Even though processing for licenses has been improved in recent years, there are still changes needed to enhance the customer service experience. The entire process of setting up or expanding a business can be a complicated task for most business owners and there is also a lack of understanding about construction and zoning requirements. As well, the expanded Short Term Rental program highlighted a relatively high rate of illegal suites,

poorly maintained rentals and illegal construction which became a staff resourcing issue and health safety risk to occupants.

Together, these challenges and opportunities have highlighted the need to update current business bylaws and processes through a collaborative approach within a regional peer advisory group and with provincial agencies. There is also an opportunity to leverage the current licensing software system to develop a one-stop business license liaison process. This will improve consistency and public safety, as well as increase revenue and the number of safe affordable housing opportunities.

# 2020 Initiatives

## BUILDING & LICENSING



### Modernize Business Licence Program

With many of the City's existing bylaws being more than 15 years old and requiring updates to meet current legislation and reflect business practices, staff conducted initial legislative and best practice research in 2019.

Staff hope to expand the project scope and completely modernize the Business Licence Program to include a complete review of short- and long-term rental accommodation and new business trends such as ride hailing while implementing a one-stop business licence liaison process.

Working with provincial agencies, a regional peer advisory group and the City's Economic Development team, staff will restructure core bylaws and procedures. This will promote consistency and improved efficiency for the City and business owners, ensure compliance with provincial legislation and reduce liability exposure.

**ESTIMATED COMPLETION:** September 2020

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## DEVELOPMENT SERVICES



COMMUNITY  
DESIGN

### Skaha Park East Plan

Development Services, through the Special Projects Manager, will lead the Skaha Park East Plan, an interdepartmental project. A top implementation priority in the Parks and Recreation Masterplan and focusing on key opportunities and challenges in Skaha Park, the process to create this plan launched in October 2019 and will take four to five months to complete. The plan will involve intensive community engagement and provide long-term strategic direction on asset renewal, facilities, park design, commercial investment and ecological vulnerabilities.

**ESTIMATED COMPLETION:** May 2020

## ECONOMIC DEVELOPMENT



COMMUNITY  
SAFETY

### 1. Hire a Social Development Specialist

Hiring a Social Development Specialist aligns with Council's Community Safety strategic priority and will provide important leadership in addressing challenging social issues and fostering collaboration on key areas such as homelessness, addictions, lack of affordable child care and affordable housing, indigenous relations and seniors' issues.

This role will serve as a point person, working closely with community members, non-profit organizations, Council, senior levels of government and other City departments (Economic Development in particular) to develop strategies and policies on these issues as well as identify funding opportunities to deliver services at a higher level than today.

**ESTIMATED COMPLETION:** April 2020

### 2. Labour Retention and Expansion – In-Person and Virtual Job Fair

An in-person and virtual job fair will further recommendations from the 2015-16 Labour Market Research Study into retention and attraction challenges faced by South Okanagan employers and build on previous work done including:

- > Launching the StartHereOkanagan.com job board and relocation platform to help local employers reach skilled labour who might consider moving to the region; and,
- > Creating the Pentictonbiztoolkit.com that provides local business information and responds to the needs identified in the 2018 Business Retention and Expansion study.

Presenting Penticton as a forward-looking community is a key focus, so staff will spend time and effort ensuring employers maximize their use of the online job fair platform.

**ESTIMATED COMPLETION:** September 2020

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COMMUNITY  
DESIGN

## PLANNING & LAND USE



### 1. Official Community Plan (OCP) Implementation

This project is intended to update the City's various land use bylaws, including the Development Procedures Bylaw and Zoning Bylaw, now that the new OCP has been ratified. The first step is to update the Development Procedures Bylaw, scheduled for early in 2020, followed by an update to the Zoning Bylaw and a review of existing land use policies, such as panhandle, density bonus, change in use and latecomer policies. Development Services will also be actively involved in updating the Transportation Master Plan, a key implementation item from the OCP.

**ESTIMATED COMPLETION:** September 2020



### 2. Climate Action Plan Updates

This work involves updating both the Corporate Climate Action Plan and Community Climate Action Plan before presenting the recommended updates to Council for endorsement.

**ESTIMATED COMPLETION:** December 2020



### 3. Development Infrastructure Financing and Cost Recovery

This involves completing the parks component of the Development Cost Charge (DCC) program along with Development Services' participation on the infrastructure master plan and the Asset and Amenity Management project. The subsequent step is to begin planning for a larger DCC program update in 2021 once the infrastructure master plans are finalized.

**ESTIMATED COMPLETION:** December 2020

## Budget Overview

Building & Licensing	2019 Budget	2019 Forecast	2020 Budget
Revenue	(1,738,500)	(2,280,550)	(1,672,500)
Expense	1,101,796	1,122,953	1,131,716
Net Cost Allocations	<u>122,000</u>	<u>122,000</u>	<u>122,000</u>
Net Expense/(Revenue)	<b>\$(514,704)</b>	<b>\$(1,035,597)</b>	<b>\$(418,784)</b>

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Development Services & Development Engineering	2019 Budget	2019 Forecast	2020 Budget
Revenue	(61,000)	(50,500)	(61,500)
Expense	611,470	562,181	627,344
Net Cost Allocations	<u>155,530</u>	<u>76,530</u>	<u>75,500</u>
<b>Net Expense/(Revenue)</b>	<b>\$706,000</b>	<b>\$588,211</b>	<b>\$641,344</b>

Economic Development	2019 Budget	2019 Forecast	2020 Budget
Expense	386,000	347,713	402,200
Net Cost Allocations	<u>5,000</u>	-	<u>5,000</u>
<b>Net Expense/(Revenue)</b>	<b>\$391,000</b>	<b>\$347,713</b>	<b>\$407,200</b>

Planning & Land Use	2019 Budget	2019 Forecast	2020 Budget
Revenue	(326,000)	(353,760)	(333,000)
Expense	<u>961,324</u>	<u>757,980</u>	<u>821,100</u>
<b>Net Expense/(Revenue)</b>	<b>\$635,324</b>	<b>\$404,220</b>	<b>\$488,100</b>

## Proposed Increases

### BUILDING & LICENSING

Budget Request	Benefit	Operating Budget Request
<b>Modernize Business Licence Program</b>	This initiative will ensure compliance with provincial legislation and reduce liability exposure. It will also establish performance tools to help departments set up and asses goals for public safety, customer service, budgeting, professional development and other related functions.	\$48,000

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## DEVELOPMENT SERVICES

Budget Request	Benefit	Operating Budget Request
<b>Skaha Park East Plan</b>	Focusing on key opportunities and challenges in Skaha Park that will provide long-term strategic direction on asset renewal, facilities, park design, commercial investment and ecological vulnerabilities.	\$25,000

## ECONOMIC DEVELOPMENT

Budget Request	Benefit	Operating Budget Request
<b>Social Development Specialist</b>	This public-facing staff member would help deal with social issues, serve as a City leader on social challenge issues and act as a liaison to the non-profit community, while highlighting opportunities to realize grants and funding opportunities that our community is currently missing out on.	\$106,000

## PLANNING & LAND USE

Budget Request	Benefit	Operating Budget Request
<b>Climate Action Plan Updates</b>	Alignment with City's Climate Action program.	\$75,000 (to be partially covered by grant assistance)

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).

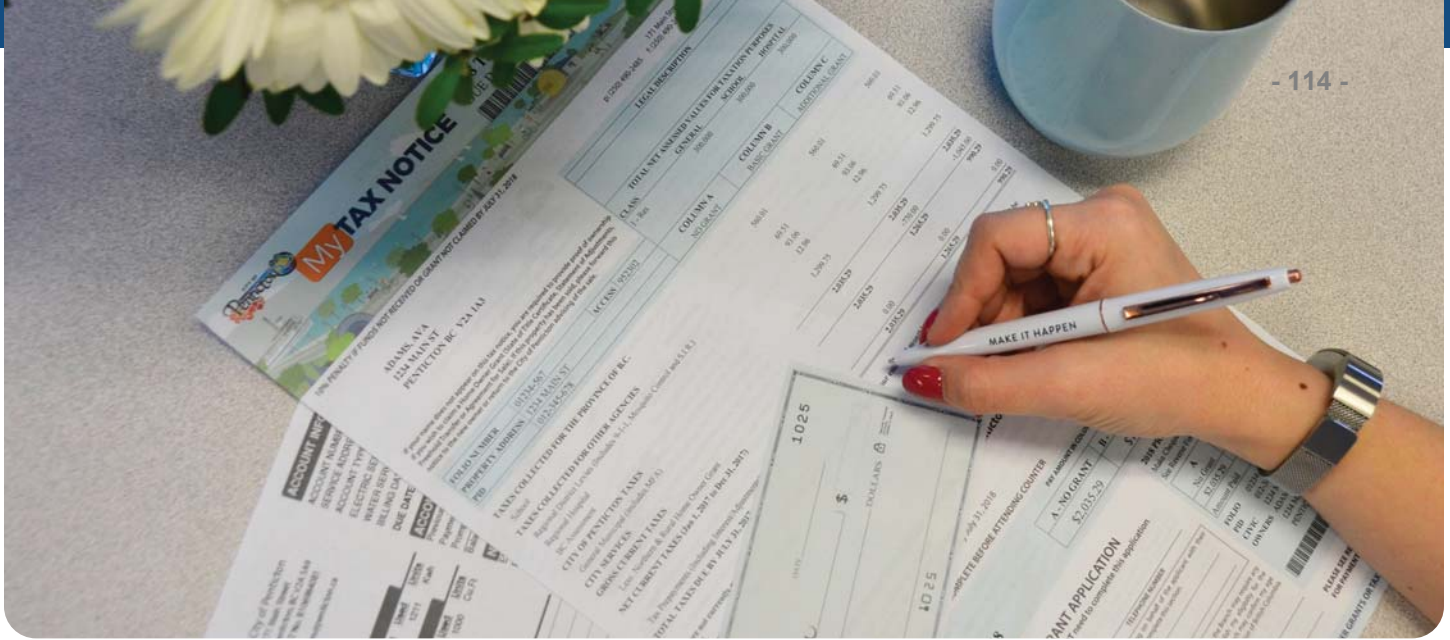
# FINANCIAL SERVICES



This section includes the following:

## FINANCIAL SERVICES DIVISION:

- Accounting
- Budget
- Revenue & Collections
- Procurement & Inventory
- Information Technology and Geographic Information Systems (IT/GIS)
- Land Management



# Financial Services Division



## WHAT WE DO

The Financial Services Division is responsible for the financial administration of the City, the procurement of goods and services, the delivery of innovative information technology services and the administration of over 500 City properties. The division is led by the Chief Financial Officer and includes: Accounting and Budgeting, Revenue & Collections, Procurement & Inventory Services, Information Technology & Geographic Information Systems, and Land Management.

### Chief Financial Officer's Office

The Chief Financial Officer (CFO) provides strategic financial leadership to the City and financial advice to City Council. The CFO is the City's Risk Manager and administers the risk management and insurance program. The CFO leads business planning and reporting, and is leading the development and implementation of the Asset & Amenity Management Council Priority.

### Accounting

The Accounting Department provides financial leadership to the City as well as delivering transactional services and relevant reporting to both internal and external users for their decision-making purposes, as well as maintaining controls to safeguard the City's financial resources.

### Budget

The Budget Department is responsible for coordinating with each City department to establish a Five Year Financial Plan and ensures spending compliance with the Financial Plan. The Budget Department also coordinates in-year forecasts, annual updates to Fees and Charges, and annual Budget presentations to Council.

### Procurement & Inventory Services

The Procurement & Inventory Services Department manages all of the City's purchasing processes, ensuring they follow an established competitive process, including coordinating all requests for proposals and bids for contracts. We also manage the City inventory through a consistent and efficient service delivery model and ensure appropriate disposal of City assets when they become obsolete or reach the end of their life cycle.

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## Information Technology and Geographic Information Systems (IT/GIS)

The primary purpose of IT/GIS is to support City departments and other affiliated organizations with their daily use of IT services through quality customer service. To do this, we provide a secure and stable technology infrastructure which delivers reliable IT services and solutions to over 400 users.

## Revenue & Collections

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

## Land Management

The Land Management Department manages all City land sales and purchases, and administers the beach vending and mobile vending programs. Our department is also responsible for over 500 City-owned properties which includes over 40 residential and commercial tenancies. Our staff ensures legal requirements are met for various land transactions. We are also relied upon to provide legal research, data and title and company searches to all City departments.



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

- > Ensure effective stewardship and control over the City's assets;
- > Maintain effective accounting records and prepare annual financial statements for the City;
- > Administer the Municipal Grant Program;
- > Administer the Permissive Tax Exemption Program;
- > Administer risk management and insurance for the City;
- > Coordinate business planning and reporting;
- > Manage the billing and collection of the City's property taxes, utility services, and other programs such as dog licensing;
- > 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 licensing and municipal tickets;
- > Ensure purchasing processes are fair, open and transparent;
- > Manage the City inventory to deliver consistent and efficient service;
- > Provide new and enhanced technology solutions that are cost-effective and focus on improving processes and creating efficiency;
- > Offer guidance and advice on the best use of current and future technologies;
- > Complete and manage license-to-use and leases of municipal land including residential tenancies;
- > Prepare and coordinate registrations of legal documentation at the Land Title and Survey Authority of B.C. for right of ways, covenants, conveyances and other land transactions; and
- > Provide land related advice to other City departments on matters affecting the City, and respond to public inquiries.



### STAFFING

The Financial Services Division consists of 39 full-time equivalent staff, including the Chief Financial Officer along with eight managers and supervisors.

# Challenges & Opportunities

## FINANCIAL TRANSPARENCY

With growing 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. With this growing expectation comes more information requests that can have a significant

impact on staff time. The City continues to enhance its existing proactive disclosure of financial information, including the financial plan and financial statements, and other routine disclosures to reduce the number of reactive requests.

## ASSET & AMENITY MANAGEMENT

With the extensive asset management analysis undertaken by the City over the past several years, it has come to light that many of our assets and amenities are in need of renewal to provide the current level of service. Furthermore, as the City's delivery of services have evolved, the functionality of many of its facilities no longer meet the needs of some city departments. Given the fiscal realities faced by the City, that we have more assets to maintain than available funding, a more fundamental approach is required to determine what

services the City should provide and what level of service is sustainable. This approach will enable us to understand where best to invest in the renewal of City assets on a proactive basis to create a financially sustainable approach that is affordable to citizens. Taking a disciplined and plan-based approach to confirm City services, service levels and costs, as it relates to the City's assets and amenities will ensure the City is maximizing its investment and land use to meet the needs of the community.

## INCREASED USE 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. Investing in regular external IT audits, cutting edge IT security tools and identifying areas for new fibre optic installations to enable uninterrupted services, are just a few of the ways to maximize these systems.

With the growing use of technology in the City, limited capacity exists with the business analyst team that supports the development and maintenance of the City's more than 60 software applications. Presently the two member business analyst team is only able to address approximately 30% of the requests from City departments (34 project requests have been submitted for 2020 with nine established as priority for the year). Adding an additional business analyst will increase the team's ability to more quickly address system deficiencies, expand technology use and maximize the City's investment in its information technology systems.

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## MAXIMIZING ALL REVENUE SOURCES

With City costs continuing to rise, taxpayers expect any tax increases to be kept at reasonable levels. Exploring opportunities for non-taxation revenue includes examining

all the City's user fees and charges to ensure that they either recover the cost to deliver the services or reaches the appropriate level of taxpayer subsidization.

## LIMITED FINANCIAL CAPACITY

The need continues to grow to better understand the fiscal implications of City business decisions. Given the limited capacity within the Financial Services Division, there has been little ability to create consistent or coordinated approaches to conduct and explain the fiscal implications of City decisions. Furthermore, this often results in inconsistent assumptions, data use and methodologies. As a result, Council often receives different financial information in

different formats from different departments, making it difficult to make informed, fiscally prudent decisions. Growing the capacity of financial expertise in the Finance team will enable common standards to be achieved, and enable an early involvement of financial expertise on city projects and initiatives. This approach will lead to decisions of the City that are more financially informed and best aligned to the interests of the City and community.

# 2020 Initiatives

Within the Financial Services Division, many of our services are focused on running the City and optimizing our daily operations to ensure the City meets its financial responsibilities, is responsive to our community and applies best practices in areas such as land management, financial management and effective oversight of all financial processes. These activities are part of the critical financial operations and are essential to the City's overall financial

administration. As an example, Revenue & Collections are focused on both exceptional customer service and informing residents about payment options. The Land Management Department will provide support for the Asset & Amenity Management priority relating to land analysis and potential dispositions. The Accounting and Budget Departments apply continuous process improvements to enhance finance service delivery.



### 1. Advance the Asset & Amenity Management Council Priority

In July of 2019, City Council endorsed three Council priorities with one being asset and amenity management. The goal of this initiative is that City services provided to residents and visitors are reliable and cost effective by proactively investing into our natural and built assets. The City has over \$1.25 billion in assets, many of which are in need of renewal. The City established an asset management plan in 2016 and has continued to strengthen its asset management practices since then. Also included in this initiative is to develop a Land Management Strategy to determine priorities for the use, management, acquisition and disposition of Municipal-owned land.

Led by the Financial Services Division with extensive involvement from Recreation & Facilities and Infrastructure, this initiative takes a broader approach to understand the services and costs that rely on the City assets. The City will confirm what's important to the community, establish strategies to fund these priority investments with a goal to being fiscally responsible, maximizing City lands and meeting expected service levels of the community.

**ESTIMATED COMPLETION:** December 2021

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## 2. Increasing Financial Analytical Expertise

Given limited capacity within the Financial Services Division there has been little ability to create consistent or coordinated approaches to conduct and explain the fiscal implications of City decisions. Growing the capacity of financial expertise is critical to completing the financial analysis required as part of the Asset & Amenity Management project. In addition it will enable common standards to be achieved, and enable finance staff to work with other departments at the early stages to bring financial expertise to City projects and initiatives. This approach will lead to decisions by Council and thereby the City that are more financially informed, maximizing City resources and better aligning the interests of the City and community.

**ESTIMATED COMPLETION:** September 2020



## 3. Finance Policy Development

Staff have identified policies that require updating or need to be drafted in order to increase operational efficiencies and ensure consistent practices year over year. These policies should be drafted in order of criticality and include creation of a Deferred Revenue Policy, a Debt Policy, a Property Tax Sale Policy and a Capital Spending Policy along with revisions to the Permissive Property Tax Exemption Policy.

**ESTIMATED COMPLETION:** December 2020



## 4. GIS Mobility

The GIS team will build and implement mobile GIS apps for the maintenance and inspection of the City's transit infrastructure, water mains, water valves and traffic lights which will allow City staff to efficiently access, enter and edit this infrastructure data from out in the field.

**ESTIMATED COMPLETION:** November 2020



## 5. Bar Coding System

The Procurement & Inventory Services Department will continue working with the IT/GIS Department to implement 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:** March 2021

# Budget Overview

Finance & Accounting	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,380,000)	(2,185,097)	(2,385,000)
Expense	6,610,472	6,405,443	6,853,470
Net Cost Allocations	<u>(3,974,414)</u>	<u>(3,974,414)</u>	<u>(4,861,440)</u>
Net Expense/(Revenue)	<b>\$256,058</b>	<b>\$245,932</b>	<b>\$(392,970)</b>

Procurement	2019 Budget	2019 Forecast	2020 Budget
Expense	575,957	712,485	599,550
Net Cost Allocations	<u>60,700</u>	<u>19,005</u>	<u>(279,467)</u>
Net Expense/(Revenue)	<b>\$636,657</b>	<b>\$731,490</b>	<b>\$320,083</b>

Revenue & Collections	2019 Budget	2019 Forecast	2020 Budget
Revenue	(148,000)	(145,000)	(145,000)
Expense	966,187	965,087	979,100
Net Cost Allocations	<u>9,513</u>	<u>9,513</u>	<u>(659,751)</u>
Net Expense/(Revenue)	<b>\$827,700</b>	<b>\$829,600</b>	<b>\$174,349</b>

Land Management	2019 Budget	2019 Forecast	2020 Budget
Revenue	(1,114,398)	(1,130,479)	(1,169,727)
Expense	551,485	520,859	507,477
Net Cost Allocations	<u>2,500</u>	<u>2,500</u>	<u>99,718</u>
Net Expense/(Revenue)	<b>\$(560,413)</b>	<b>\$(607,120)</b>	<b>\$(562,532)</b>

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Information Technology	2019 Budget	2019 Forecast	2020 Budget
Revenue	(59,450)	(57,370)	(57,500)
Expense	2,520,198	2,538,852	2,639,148
Net Cost Allocations	<u>(384,528)</u>	<u>(256,873)</u>	<u>(753,415)</u>
<b>Net Expense/(Revenue)</b>	<b>\$2,076,220</b>	<b>\$2,224,609</b>	<b>\$1,828,233</b>

General Government	2019 Budget	2019 Forecast	2020 Budget
Revenue	(63,459,392)	(62,343,156)	(64,949,103)
Expense	23,033,856	21,949,214	24,302,000
Transfers	7,460,724	7,429,129	5,809,754
Net Cost Allocations	<u>(3,334,665)</u>	<u>(3,334,665)</u>	<u>(268,302)</u>
<b>Net Expense/(Revenue)</b>	<b>\$(36,299,477)</b>	<b>\$(36,299,478)</b>	<b>\$(35,105,651)</b>

Civic Grants	2019 Budget	2019 Forecast	2020 Budget
Expense	663,515	636,981	996,000
<b>Net Expense/(Revenue)</b>	<b>\$663,515</b>	<b>\$636,981</b>	<b>\$996,000</b>

## Proposed Increases

Budget Request	Benefit	Operating Budget Request
<b>Asset &amp; Amenity Management Plan</b>	To establish a plan based on the necessary services of the community to proactively invest in City assets that provide the greatest value to City and community.	\$290,000
<b>Financial Analyst</b>	Increased capacity on the Finance team will enable proactive and consistent financial analysis for enhanced City decision making.	\$ 110,000
<b>Business Analyst</b>	Increased Business Analyst capacity will allow more IT system enhancements enabling the City to maximize its investment in technology and better support the current and future software applications that the City departments rely on to do their work.	\$90,000

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).

# INFRASTRUCTURE



This section includes the following:

## INFRASTRUCTURE DIVISION:

- Electric Utility
- Engineering (Design, Water & Waste Water Treatment)
- Public Works (Roads, Utilities, Parks & Fleet)



# Infrastructure Division



## 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. On a daily basis, we plan, design, construct, operate and maintain infrastructure assets like electrical distribution systems, roads, bridges, water treatment and distribution networks, and sewer collection and treatment systems. We also collect garbage and recycling, set utility rates and administer conventional and custom transit. The division includes the following departments:

### Electric Utility

The Electric Utility Department is responsible for overseeing the operations, maintenance and ongoing improvement of the City of Penticton’s electrical distribution system. We manage the electrical distribution systems, electrical meters, traffic signals and street lighting.

### Engineering

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, the water distribution system, the waste water collection system and the storm water drainage system. We are responsible for operating, maintaining, planning and administering design and construction for the water and waste water treatment plants, water reservoirs, water pump stations and sewage lift stations. We also keep record drawings and issue Special Event Road Closure Permits.

### Public Works

The Public Works Department consists of the Utilities Branch, the Roads & Drainage Branch, the Parks Branch and the Fleet Branch. We keep our community safe by bringing clean, safe drinking water to your door, providing irrigation water to the agricultural areas, operating and maintaining our City-owned dams, and providing a reliable sanitary sewer system and storm-water drainage system. 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.



## ON A DAILY BASIS, WE...

- > Lead the management of infrastructure assets like the electrical distribution system, roads, bridges, water and sewer systems, parks and fleet;
- > Lead utility rate setting;
- > Administer, through contract, conventional and custom transit;
- > Provide professional engineering advice to Council and staff;
- > Operate, maintain and undertake construction projects on: the road and pedestrian networks; the water treatment and distribution system; the wastewater collection and treatment system; the drainage system; parks and beaches; and electrical distribution system.
- > Install and maintain the City's water and electrical meters;
- > Manage the operations, maintenance, planning, design and construction of the City-owned dams and the agricultural irrigation system;
- > 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, design and construct cemetery expansion and upgrades and maintain Fairview Cemetery; and
- > Operate, maintain, plan, design and construct the electrical distribution system, traffic signal system and street lighting system.



## STAFFING

The division consists of 105 full-time equivalent staff, including one general manager, three managers and eight supervisors.

# Challenges & Opportunities

## LIMITED RESOURCES

The Infrastructure Division has had limited resources to solve the number of transportation issues throughout the community that need to be reviewed and addressed. As well, there's been a rapidly increasing volume of requests for a Transportation Engineer to investigate and provide solutions for transportation safety issues, Special Event Road Closure Permits, day-to-day road design work and review of private development designs. To address these issues, the Engineering Department has increased the operating budget for additional transportation engineering services.

Lack of resources in the Infrastructure Division is also limiting the ability to properly manage the City's linear infrastructure assets. With the purchase of asset management software in 2019, the City now needs to implement the software. The next step is to create an Infrastructure Optimization Manager

position to analyze the data, undertake scenario analysis that will explore different maintenance strategies, manage asset maintenance and replacement plans and provide detailed long-term and annual budget advice for the division.

Resources are also needed to address a number of transit stops that do not meet BC Transit standards. Transit stop maintenance, including snow and ice control, bus stop and bus shelter maintenance is currently managed off of the side of the desk of the General Manager of Infrastructure and the Manager of Public Works. Additional budget is needed to hire a summer student and develop a GIS field application to collect data to identify transit shelters requiring upgrades, determine the budget and prioritize the work.

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## GIS DATA MANAGEMENT

Under the Geographic Information Systems (GIS) Strategic Plan, each department is responsible for updating its own data sets. Unfortunately, the Infrastructure Division have not been able to keep up with the data entry process, affecting the accuracy of the GIS data. There is also a risk to operations stemming from a lack of cross training and succession planning as there is only one person in the Electric Utility Department that knows how the highly

specialized system works and only one GIS Analyst in the Infrastructure Division. If these two people leave, no one has the knowledge or capacity to operate these key systems. To remedy this issue, the Infrastructure Division will work with the IT/GIS Department to complete an audit of current GIS processes to develop a solution. This may lead to changes to work processes or to the need for a dedicated GIS Technician position in the future.

## BALANCING DEMANDS

Balancing resource allocation in the Electric Utility Department between the demands for servicing new development and undertaking electrical distribution work is a struggle. The department works very hard to service

new development and at times, our own maintenance work suffers. The opportunity exists to put more resources, within approved budgets, toward the maintenance side and achieve both demands.

## SANITARY SEWER PLANT RESIDUALS

It is an ongoing challenge to manage the volume of bio-solid residuals from the sanitary sewer plant; however, staff have recently completed a Sewer Residuals Management Plan with a recommendation to develop an enclosed compost facility to meet all of the legislative standards of the Provincial Organic Matter Recycling Regulation.

With the Sewer Residuals Management Plan now in place, there is an opportunity to work collaboratively with the Regional District of Okanagan Similkameen (RDOS) to develop a regional solution to address both food waste and bio-solids management in a more cost-effective way.

## DAM SAFETY COMPLIANCE

Penticton's domestic and agricultural water system is serviced by six active dams that store water for the Penticton Creek and Ellis Creek systems. The three Penticton Creek System dams have been modified to meet current dam safety regulations; however, the three Ellis Creek system dams still require upgrades to ensure they comply.

Preliminary design costs for one of the Ellis Creek Dams was estimated at \$8.3 million. Staff are investigating alternative, more cost-effective solutions to the preliminary design with the goal of finding an alternative that is also suitable for the other two Ellis System dams.

# 2020 Initiatives

## INFRASTRUCTURE/TRANSPORTATION



### 1. Asset Management Software Implementation

To improve decision making on where to spend our limited financial resources for the highest benefit, the City now has a tool to undertake evaluations and scenario analysis on asset management spends. The completion of the implementation and launch of the new asset management software will allow the City to maintain all information on our many assets in one location and to complete evaluations and scenario analysis to determine where work should be done based on age, condition, risk and available budget. The software will also 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. This will be led by the new Infrastructure Optimization Manager in the Engineering Department.

**ESTIMATED COMPLETION:** March 2021



### 2. Refresh the Regional District of Okanagan-Similkameen (RDOS) Transit Future Action Plan for Penticton

BC Transit will work with the RDOS and the City of Penticton to refresh the 2015 Okanagan Similkameen Transit Future Plan. This work will include assessing how transit service is provided in the City of Penticton. The City will have an opportunity to make changes to routes, service levels and determine expansion priorities. The final plan will provide a blueprint for Penticton Transit changes and/or expansions for the next 5 years. As this project may affect current routes, the planned expansions to Sendero Canyon and upper Wiltse have not been included in the 2020 budget.

**ESTIMATED COMPLETION:** March 2021



### 3. Penticton Bus Stop Inspection and Prioritized Action List

Each bus stop in Penticton will be inspected and compared to BC Transit standards, amenity additions will be identified, and a prioritized Capital Budget for transit stop improvements will be developed. All data will be entered into the City GIS system. Upon completion of the project, the City will have up-to-date GIS information on Transit Stops and will have a plan to improve service to our transit customers.

**ESTIMATED COMPLETION:** September 2020

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## ELECTRIC UTILITY



ASSET &  
AMENITY  
MANAGEMENT

### 1. 2020 Voltage Conversion

This project is the last phase of a fifteen-year voltage conversion project and will conclude our efforts to provide a more reliable and robust electrical distribution system. The overall project will see the entire city converted to one voltage, 12kV, when it is completed in 2020. This will increase reliability and reduce line losses.

**ESTIMATED COMPLETION:** December 2020

### 2. Deploy Power Generation Programs

Research is being conducted into a number of power generation initiatives that could allow the City to reduce their dependence on the purchase of FortisBC electricity. A report will be made to Council in Q1 2020 that sets out the findings. Various alternative solutions will be evaluated based on their feasibility and ranked according to criteria such as return on investment, payback period and environmental impact. Following the initial report to Council, staff will bring forward the most feasible and beneficial project to Council for their consideration as a mid-year budget amendment request.

**ESTIMATED COMPLETION:** March 2020 for the initial report to Council. No set date for the implementation of a project.



COMMUNITY  
DESIGN

## ENGINEERING



COMMUNITY  
DESIGN

### 1. Advance the Lake-to-Lake Cycling Route

Building on the work started in 2019 to identify a route for an all ages and abilities cycling corridor between Skaha and Okanagan lakes, further work is needed to complete the design and construction. The project will ultimately see measures installed that will protect cyclists from vehicle traffic on busier roads, encouraging cyclists of all ages and abilities to use a bicycle for their travels. The work on route selection is expected to be completed early in 2020, followed by the detailed design for a portion of the Lake-to-Lake Cycling Route, with construction to follow in 2021 pending budget approval.

**ESTIMATED COMPLETION:** September 2020

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COMMUNITY DESIGN



COMMUNITY DESIGN



ASSET & AMENITY MANAGEMENT



ASSET & AMENITY MANAGEMENT

## 2. Move Downtown Revitalization Forward

The downtown revitalization is focused on cleanliness, safety, vibrancy and sustainable infrastructure. As the next step, staff will be incorporating features that include reducing the road width to allow for wider pedestrian sidewalks, increased numbers of trees and enhanced planting areas as well as upgrades to street lighting, garbage facilities, seating areas and bicycle racks. On-street parking will remain essentially unchanged. The Downtown Penticton Association has polled its members to gauge support for the project and the associated special area bylaw that is needed to carry out these changes. The current focus of attention is the 400 Block of Main Street. The plan is to complete the design in 2020 followed by construction in 2021 pending budget approval.

**ESTIMATED COMPLETION:** September 2020

## 3. Source Water Protection Plan

Okanagan Lake is a key source of drinking water for Penticton residents. To ensure the safety and ongoing viability of this water source, it's important to identify any potential threats to the lake and mitigate them wherever possible. City staff will develop a plan that assesses threats to the water that flows into the lake and examines all human and animal activities that take place within these contributing creeks, including climatic challenges such as wildfire and reviews of the lake intake structure.

**ESTIMATED COMPLETION:** September 2020

## 4. Asset Management Renewal Advanced Waste Water Treatment Plant

Facilities such as the Advanced Waste Water Treatment Plant and our Sanitary Sewer lift stations are important assets. Pumps, electrical motors and electronic control equipment all function in a challenging environment. In order to ensure Penticton waste water disposal services are reliable and cost effective, the City manages these types of complex assets in a systematic way, identifying every component in the plant and predicting remaining life and replacement schedules for each part. This asset management approach also takes into account the potential for upgrading technology where higher efficiency and reliability can be achieved and is considered best practice for municipalities today. The goal is to renew waste water equipment that was previously identified through the Asset Management review process.

**ESTIMATED COMPLETION:** December 2020

## 5. Wilson Street and Marina Way Lift Station Generator Installation

Both the Wilson Street and Marina Way Lift Stations are critical to transmitting wastewater from locations where gravity flow is not possible. In the event of a power failure, these stations can experience a build-up of wastewater, to the point of overflowing if power is not restored quickly. Installing a standby generator that can engage immediately during a power outage will reduce the risk of this overflow, particularly important at the Marina Way lift station, where an overflow could cause pollution of Okanagan Lake.

**ESTIMATED COMPLETION:** June 2020

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## PUBLIC WORKS



### 1. Sanitary Sewer Residuals – Opportunities and Design Development

The Waste Water Solids Management Review was completed in 2019 and included a recommendation to proceed with an enclosed modernized compost facility for managing sewer residuals to produce a Class A compost. Before beginning a design for this facility, the City will work with RDOS to review opportunities to develop a regional solution that will address both sewer residuals and food waste. A regional solution may be more cost effective than proceeding with a stand-alone process and may assist the RDOS in their goal of banning organics from the Campbell Mountain Landfill. Upon completion of exploring shared solutions with the RDOS, the plan is to proceed to detailed design and permitting

**ESTIMATED COMPLETION:** December 2020



### 2. Dam Safety Compliance – Ellis 4 Dam

The three dams that store and provide water for the Ellis Creek system provide water for the South Agricultural Irrigation System and perform a freshet storm water management role for Ellis Creek. These dams require updating to meet current standards and regulations. A preliminary design process for the design of the Ellis 4 Dam upgrade, completed in December 2018, indicated that the cost to make the required improvements was estimated at of \$8.3 million. Given this cost estimate, an alternate solution is being explored with staff working with external consultants in the last quarter of 2019 to determine these alternative solutions. Pending the outcome of the 2019 work, detailed design of the solution would take place in 2020 and construction would occur in 2021. Once Ellis 4 Dam is addressed, a similar process will be implemented for Ellis 2 Dam and the Ellis Creek Diversion Dam.

**ESTIMATED COMPLETION:** December 2021



# Budget Overview

Operations	2019 Budget	2019 Forecast	2020 Budget
Expense	210,244	210,244	217,108
Net Cost Allocations	<u>(210,244)</u>	<u>(210,244)</u>	<u>(217,108)</u>
Net Expense/(Revenue)	-	-	-

Electric	2019 Budget	2019 Forecast	2020 Budget
Revenue	(42,092,822)	(42,092,822)	(42,567,428)
Expense	33,613,842	30,898,228	32,835,476
Transfers	6,583,283	9,396,856	7,916,714
Net Cost Allocations	<u>1,895,697</u>	<u>1,797,738</u>	<u>1,815,238</u>
Net Expense/(Revenue)	-	-	-

Engineering Services	2019 Budget	2019 Forecast	2020 Budget
Expense	940,450	940,450	1,432,600
Transfer to Capital	(730,000)	(730,000)	(718,000)
Net Cost Allocations	<u>(210,450)</u>	<u>(210,450)</u>	<u>(714,600)</u>
Net Expense/(Revenue)	-	-	-

Storm Water	2019 Budget	2019 Forecast	2020 Budget
Revenue	(367,000)	(362,104)	(558,000)
Expense	246,900	242,805	191,401
Transfers	-	-	45,018
Net Cost Allocations	<u>178,400</u>	<u>178,400</u>	<u>321,581</u>
Net Expense/(Revenue)	<b>\$58,300</b>	<b>\$59,101</b>	-

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Public Works - Cemetery	2019 Budget	2019 Forecast	2020 Budget
Revenue	(345,000)	(371,000)	(337,000)
Expense	183,300	190,600	223,800
Net Cost Allocations	<u>91,700</u>	<u>91,700</u>	<u>92,480</u>
Net Expense/(Revenue)	<b>\$(70,000)</b>	<b>\$(88,700)</b>	<b>\$(20,720)</b>

Public Works - Fleet	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,124,850)	(2,124,850)	(2,199,450)
Expense	2,646,136	2,632,249	2,773,775
Net Cost Allocations	<u>(581,333)</u>	<u>(581,333)</u>	<u>(640,370)</u>
Net Expense/(Revenue)	<b>\$(60,047)</b>	<b>\$(73,934)</b>	<b>\$(66,045)</b>

Public Works - General	2019 Budget	2019 Forecast	2020 Budget
Expense	771,800	770,550	804,670
Net Cost Allocations	<u>(771,800)</u>	<u>(770,550)</u>	<u>(804,670)</u>
Net Expense/(Revenue)	-	-	-

Public Works - Parks	2019 Budget	2019 Forecast	2020 Budget
Expense	2,086,985	2,067,860	2,177,322
Net Cost Allocations	<u>579,384</u>	<u>575,915</u>	<u>581,980</u>
Net Expense/(Revenue)	<b>\$2,666,369</b>	<b>\$2,643,775</b>	<b>\$2,759,302</b>

Public Works - Roads & Maintenance	2019 Budget	2019 Forecast	2020 Budget
Expense	1,651,851	1,674,659	1,773,750
Net Cost Allocations	<u>209,441</u>	<u>216,089</u>	<u>253,003</u>
Net Expense/(Revenue)	<b>\$1,861,292</b>	<b>\$1,890,748</b>	<b>\$2,026,753</b>

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Street Lighting	2019 Budget	2019 Forecast	2020 Budget
Expense	435,028	435,211	400,000
<b>Net Expense/(Revenue)</b>	<b>\$435,028</b>	<b>\$435,211</b>	<b>\$400,000</b>

Traffic Control	2019 Budget	2019 Forecast	2020 Budget
Expense	114,434	114,490	120,000
<b>Net Expense/(Revenue)</b>	<b>\$114,434</b>	<b>\$114,490</b>	<b>\$120,000</b>

Transit	2019 Budget	2019 Forecast	2020 Budget
Revenue	(684,610)	(688,805)	(702,650)
Expense	2,080,540	1,866,140	2,134,852
Net Cost Allocations	<u>14,000</u>	<u>14,000</u>	<u>29,798</u>
<b>Net Expense/(Revenue)</b>	<b>\$1,409,930</b>	<b>\$1,191,335</b>	<b>\$1,462,000</b>

Public Works - Solid Waste Disposal	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,529,717)	(2,565,600)	(2,611,192)
Expense	1,815,774	1,794,157	1,894,775
Net Cost Allocations	<u>64,200</u>	<u>64,200</u>	<u>51,254</u>
<b>Net Expense/(Revenue)</b>	<b>\$(649,743)</b>	<b>\$(707,243)</b>	<b>\$(665,163)</b>

Water Utility	2019 Budget	2019 Forecast	2020 Budget
Revenue	(9,022,920)	(9,030,449)	(9,194,753)
Expense	2,609,490	2,494,702	2,748,560
Transfers	4,332,711	4,468,054	4,189,022
Net Cost Allocations	<u>2,080,719</u>	<u>2,067,693</u>	<u>2,257,171</u>
<b>Net Expense/(Revenue)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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Water Distribution	2019 Budget	2019 Forecast	2020 Budget
Revenue	(10,000)	(10,000)	(10,000)
Expense	<u>877,700</u>	<u>911,665</u>	<u>972,615</u>
Net Expense/(Revenue)	<b>\$867,700</b>	<b>\$901,665</b>	<b>\$962,615</b>

Engineering - WTP	2019 Budget	2019 Forecast	2020 Budget
Revenue	(8,812,920)	(8,820,449)	(8,984,753)
Expense	1,731,790	1,583,036	1,775,946
Net Cost Allocations	<u>(37,693)</u>	<u>(37,693)</u>	<u>(39,954)</u>
Net Expense/(Revenue)	<b>\$(7,118,823)</b>	<b>\$(7,275,106)</b>	<b>\$(7,248,761)</b>

Sewer System	2019 Budget	2019 Forecast	2020 Budget
Revenue	(7,222,680)	(6,818,199)	(7,815,559)
Expense	2,965,238	2,823,723	3,436,351
Transfers	1,998,137	1,735,171	1,984,025
Net Cost Allocations	<u>2,259,305</u>	<u>2,259,305</u>	<u>2,395,183</u>
Net Expense/(Revenue)	-	-	-

Sewer Collection	2019 Budget	2019 Forecast	2020 Budget
Revenue	(10,000)	(10,000)	(5,000)
Expense	<u>756,420</u>	<u>695,675</u>	<u>752,584</u>
Net Expense/(Revenue)	<b>\$746,420</b>	<b>\$685,675</b>	<b>\$747,584</b>

Engineering - AWWTP	2019 Budget	2019 Forecast	2020 Budget
Revenue	(7,112,680)	(6,708,199)	(7,710,559)
Expense	2,208,818	2,128,048	2,683,766
Net Cost Allocations	<u>(38,985)</u>	<u>(38,985)</u>	<u>(35,000)</u>
Net Expense/(Revenue)	<b>\$4,942,847</b>	<b>\$4,619,136</b>	<b>\$5,061,793</b>

# Proposed Increase

## INFRASTRUCTURE/TRANSPORTATION

Budget Request	Benefit	Operating Budget Request
<b>Refresh of the RDOS Transit Future Action Plan (including Penticton)</b>	This plan will provide a blueprint for Penticton Transit changes and potential expansions for the next five years. These funds are to supplement engagement activities that are part of BC Transit's work plan.	\$10,000
<b>Penticton Bus Stop Inspection and Generation of a Prioritized Action List</b>	This project provides the City with up-to-date GIS information on transit stops and will provide a prioritized plan to improve service to transit customers.	\$20,000

## ENGINEERING

Budget Request	Benefit	Operating Budget Request
<b>Transportation Engineering Functions</b>	The Transportation Engineer will address the backlog of Transportation Safety Policy issues, provide input into Special Event Road Closure Permits and participate in the Transportation Master Plan.	\$40,000
<b>Infrastructure Optimization Manager</b>	This position will provide better management for the City's linear assets and improve our capital budgeting for the Engineering Department. It will also provide improvements to GIS oversight and the functionality of the Design Branch of the division.	\$121,600
<b>Water and Waste Water Plant Instrumentation Integrator</b>	This position will bring the task of integrating our SCADA and PLC work in-house. It will also increase the opportunity to advance consistency at both plants and will ultimately lead to a reduction in consulting costs in 2021 and should be cost neutral.	\$110,000

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).



PEOPLE & COMMUNITY SAFETY

This section includes the following:

**PEOPLE & COMMUNITY SAFETY STRATEGY DIVISION:**

- Bylaw Services
- Human Resources & Safety
- Municipal RCMP Staff

**PENTICTON RCMP**

**PENTICTON FIRE DEPARTMENT**



# People & Community Safety Strategy



## WHAT WE DO

The People & Community Safety Strategy Division has been created as part of a strategic approach to support all facets of community health and safety. Whether it is for the purpose of planning, operating or responding, this division, along with the RCMP and Fire Department, form the backbone of the City's ability to carry out Council's priority to support a safe, secure and healthy community. Our approach to this priority is also closely aligned with the mission to serve Penticton residents, businesses and visitors through good governance, partnership and the provision of effective and community-focused services. The People & Community Safety Strategy Division encompasses the following areas:

### Human Resources & Safety

The Human Resources & Safety Department is responsible for developing and managing corporate programs related to employee and labour relations, recruitment and selection, compensation, safety and employee well-being, training and development, benefits and payroll. Human Resources & Safety provides comprehensive strategies, programs, policies, services and consultation to support the City's exceptional people resources and meet organizational objectives. Human Resources & Safety is also responsible for overseeing four collective agreements and relationships with three union organizations representing City staff.

### Bylaw Services

The Bylaw Services Department provides citizens with a variety of services related to regulatory issues. Our purpose is to enhance community safety, improve livability and be a complement to RCMP services. The department is committed to the delivery of professional bylaw education and enforcement in a timely and effective manner in accordance with Council direction. We also manage the delivery of the dog control program.

### Municipal RCMP Staff

The municipal RCMP staff are City employees who act as an integral part of the day-to-day operations of the RCMP Detachment. The staff perform highly technical and specialized duties that ensure the Detachment is compliant with RCMP policy and Provincial and Federal legislation. The municipal staff also assist the members with investigations by providing technical support on the various systems used by the RCMP and ensuring accuracy in the files for crime-reporting accuracy. Crime analysis is also provided to the RCMP Detachment, along with the care and control of persons in RCMP custody, Victim Services and creating disclosure documents for Crown that are important for effective prosecutions. The municipal staff report to the Director of People & Community Safety Strategy while also having a direct link to the RCMP Officer in Charge.



## ON A DAILY BASIS, WE...

- > Handle the recruitment of staff, including posting, interviewing and on-boarding;
- > Manage labour relations, including handling all union matters and negotiating collective agreements;
- > Process the payroll, benefits and pensions of City employees;
- > Ensure the health and safety of City staff by educating employees on safe work practices;
- > Provide advice to managers and supervisors to support effective communication and cooperation with their staff;
- > Conduct patrols checking on the wellbeing of people in public spaces;
- > Conduct timed and meter parking enforcement;
- > Respond to calls for service from the public;
- > Routinely conduct school zone patrols;
- > Assist the public both on the streets and at our front counter;
- > Assist City departments with Regulatory Bylaw education & enforcement;
- > Collect discarded sharps and abandoned material from public spaces;
- > Work with the RCMP and other community agencies to ensure public safety;
- > Provide administrative support to the RCMP; and
- > Manage the dog control program through an agreement with a private contractor.



## STAFFING

The People & Community Safety Strategy Division consists of 37 full-time equivalent staff, including one director, two managers and two supervisors.



# Challenges & Opportunities

## ALIGN AND ELEVATE EMERGENCY NOTIFICATION PROCESS

There are several resources focused on the safety and security of the citizens of Penticton. There is a clear opportunity to unite under one leadership umbrella, working as one team.

When the City encounters emergencies, we will be able to engage as one voice to deliver timely and important information.

## GROW AND EXPAND THE CITY'S CULTURE OF SAFETY

The City has invested in RCMP and Bylaw resources over a number of years. The City continues to see opportunities to

grow and expand its culture of safety through providing a visible and reassuring presence in the community.

## BALANCE COMMUNITY NEED WITH RESOURCE AVAILABILITY

Across the province local governments are attempting to reduce operating costs while maintaining high levels of bylaw services. Increases in budgets associated with public safety and police services have led to local governments searching for innovative ways to ensure safe communities, while maintaining fiscal responsibility.

The role of a Bylaw Enforcement Officer in our community has expanded well beyond parking/traffic enforcement. Drug addiction, mental health, and homelessness has led to a myriad of social and criminal justice issues across the province. When there are obvious signs of disorder (a broken window, a person panhandling or a graffiti tag), it signals to others that social nuisance or criminal behaviour is not monitored and is acceptable in that area. If left unmonitored for any length of time, much like a broken window, issues will spread and worsen over time. When the complexities of the opioid overdose crisis are added in, there is an even more distorted understanding of what is socially acceptable behaviour in public spaces.

Bylaw Enforcement Officers complement police services by diverting a volume of lower level nuisance calls for service. The Bylaw Enforcement Officer presence in public spaces has aided in the deterrence of illicit activities while acting as a municipality's public ambassador. Officers have collected over 2,000 used sharps over four months of 2019. Over the past year, Bylaw Enforcement Officers have rebranded two new Community Safety Bylaw Officers and have received enhanced training and educational opportunities to be most prepared and equipped to do the job safely and be most informed with mental health, drug addiction and homelessness issues our community is facing.

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, cleanliness and quality of life.*

# 2020 Initiatives

## HUMAN RESOURCES & SAFETY



### 1. Source and Implement a Stand-alone Safety Management Platform with Performance Management / Employee Development Capacity

The City's safety management platform is very outdated and no longer effective for tracking the training needs of staff. The proposal is to implement an upgraded tool for tracking all training (safety and other), including mandatory training such as Lockout/Tagout, Ladder Safety, Transportation of Dangerous Goods (TDG), WHMIS and others. This will also satisfy a number of outstanding items required for the City to pass a Certificate of Recognition audit and receive WorkSafeBC savings.

In 2018, the City began using a performance management platform connected to its payroll system. While the beginning and end-of-year forms in the new system used for employee development discussions were a marked improvement over previous tools, the new platform lacks many capabilities required for long-term use and the ability to track and analyze performance trends across a variety of sub-sections (e.g. department, length of service, manager). Rolling out this new platform will also provide a better performance management system for the City's union and exempt employees.

**ESTIMATED COMPLETION:** October 2020



### 2. Implement Findings from the GAP Analysis Completed in 2019 in Order to Achieve Certificate of Recognition in 2021

Certificate of Recognition is a voluntary program that operates through the combined efforts of WorkSafeBC, the Ministry of Labour, industry partners, safety associations, employers and labour groups. By completing and maintaining the City's certification, the City will be eligible for significant WorkSafeBC savings.

**ESTIMATED COMPLETION:** December 2020



### 3. Additional Support for General HR Duties and Records Management for Employee Files (Hard Copy and Electronic File System)

All employees have an official personnel file; a compilation of communication and documents related to the job and employment details. The Human Resources & Safety Department owns and is responsible for all of the employee personnel files that are currently stored in locked filing cabinets. This practice is dated and lacks the compliance, security and speed of access required, which is why an electronic employee file system is being installed. A student studying human resources is recommended to support both this filing transition and other general HR duties.

**ESTIMATED COMPLETION:** December 2020

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#### 4. Ratify New Collective Agreement with the International Association of Fire Fighters, Local 1399

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. In support of the Fire Department, the Human Resources & Safety Department will aim to successfully negotiate and achieve union ratification of the IAFF collective agreement that expires at the end of 2019.

**ESTIMATED COMPLETION:** June 2020

*Note: The Human Resources & Safety Department handles a number of private and confidential matters. For this reason, there may be some department initiatives not listed in this Business Plan.*

### BYLAW SERVICES



#### 1. Pawn Shops Bylaw Education and Enforcement Project

The Pawnbroker and Second-hand Dealers bylaw was updated in 2018 to allow for reporting changes to track intake of goods to businesses. The bylaw changes employed new technology to all shops to ensure legitimate and legal business practices and improve the general welfare of the community through regulation that discourages the market for stolen goods. Bylaw Services is working with RCMP and local pawn shops to educate and enforce the bylaw with the long term goal of reducing property crimes/thefts in our community.

**ESTIMATED COMPLETION:** September 2020

#### 2. Downtown Parking and Resident Only Parking review

After making parking changes recommended by Bylaw Services and Council in 2018, a full review of the changes needs to be completed. Staff have received numerous ongoing parking/traffic public concerns related to existing parking configurations (parking meter placement, etc.), as well as applications and petitions for new Resident Only Parking zones; each which require a full review. In order to manage the Resident Only Parking program more efficiently, we are converting the data from stand-alone spreadsheets to software that integrates with the City's GIS mapping.

**ESTIMATED COMPLETION:** December 2020



# Budget Overview

Human Resources & Safety	2019 Budget	2019 Forecast	2020 Budget
Expense	753,080	758,450	863,000
Net Cost Allocations	<u>49,920</u>	<u>47,140</u>	<u>(140,298)</u>
Net Expense/(Revenue)	<b>\$803,000</b>	<b>\$805,590</b>	<b>\$722,702</b>

Bylaw Services	2019 Budget	2019 Forecast	2020 Budget
Revenue	(590,956)	(546,356)	(632,600)
Expense	820,139	970,675	1,000,300
Net Cost Allocations	<u>28,500</u>	<u>29,500</u>	<u>28,500</u>
Net Expense/(Revenue)	<b>\$257,683</b>	<b>\$453,819</b>	<b>\$396,200</b>

Dog Control	2019 Budget	2019 Forecast	2020 Budget
Revenue	(94,400)	(95,825)	(97,600)
Expense	119,690	120,990	123,700
Net Cost Allocations	<u>12,600</u>	<u>12,600</u>	<u>13,500</u>
Net Expense/(Revenue)	<b>\$37,890</b>	<b>\$37,765</b>	<b>\$39,600</b>

# Proposed Increase

## HUMAN RESOURCES & SAFETY

Budget Request	Benefit	Operating Budget Request
<b>Purchase a safety management platform that can also be used for performance management</b>	Provide a platform for tracking safety and other training courses, along with providing a performance management tool that is user friendly, provides for analysis and supports long-term succession planning and accountability	\$23,000
<b>Hire a human resources student from April – September to support the transition of HR files into a Record Management System and general HR duties</b>	Employee files will be secured electronically and ensure compliance and quick access to important employee information	\$17,000

## BYLAW SERVICES

Budget Request	Benefit	Operating Budget Request
<b>Downtown Parking Review</b>	In order to manage the Resident Only Parking program more efficiently, Bylaw Services is converting the data from stand-alone spreadsheets to our software that integrates with the City's GIS mapping.	\$10,000

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).



# RCMP



## WHAT WE DO

Our mission as the 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.



## ON A DAILY BASIS, WE...

- > Execute general duty policing 24 hrs per day seven 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.



## STAFFING

The Penticton RCMP consists of 48 officers and 26 municipal full-time equivalent staff.



## 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, technology 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 efficiency.
- 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.

# Challenges & Opportunities

## DEMANDS OF DIGITAL MEDIA ANALYSIS

The City of Penticton's RCMP Detachment is recognized as having one of the highest criminal case burdens per member in the province. The Detachment has historically been under-staffed by both operational RCMP members and support staff when compared to municipalities of the same size. This under-deployment, combined with the higher than normal file load, challenges the Detachment to respond rapidly to low priority files. As a result, provincially funded members spend more time in the city than they should. The detachment has reorganized both operational members and administrative staff in an attempt to meet the public safety needs of the community, with a focus on the municipalities most vulnerable clients and ensuring timely, quality data control and analysis in order to target high crime areas.

While the overall support/administrative needs of the RCMP are great, one particular area requiring increased attention is Digital Media Field Triage, which is the analysis of digital and mobile devices.

Digital Media Field Triage (DMFT) has become an important factor in successful prosecution in the majority of serious crimes, ultimately keeping offenders off the street. The proliferation of personal electronic devices combined with the incredible size of off-line storage available to people today has monumentally increased the complexity and labour intensiveness of evidence gathering. This task is currently performed by a regular member in addition to their substantive duties, incurring large amounts of overtime. The training is quite extensive and when the trained member is transferred the detachment loses their unique skillset.

Digital Evidence Management and Online Crime Reporting (OCR) will roll out in the near future. These programs will significantly reduce file processing time for investigators. It will, however, be very IT intensive and necessitate a full time need for a municipal RCMP (DMFT) employee.

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## PROLIFERATION OF OPIOIDS

The proliferation of highly toxic illegal narcotics (such as fentanyl and carfentanil) continues to be a large source of concern in the community. The lab within the Detachment is not meeting the needs or safety standards required for the increase in the handling of these dangerous narcotics.

To combat the proliferation of these dangerous substances, increased patrols and special projects using members on over-time for enforcement is not sustainable, nor is it cost efficient. Old fashioned policing alone will not achieve the results the community is looking for and so the detachment strives to balance enforcement with proactive and educational activities, particularly with youth.

## INCREASING COMPLEXITY OF RECORDING AND REPORTING REQUIREMENTS

Recording provisions mandated by the Provincial and Federal governments, combined with increasingly complex investigations and the work required to bring them to court, are adding to the workload every year. Support staff are working past their full capacity which leads to a backlog of information needing to be processed and staff are under greater pressures and stress. This is the information that drives police operations and is ultimately utilized in reporting crime statistics to the community.

Online reporting will be rolled out in the near future. Any crime can be reported online that has no witnesses or suspects, is not a violent crime, and which deals with property under \$5,000. Property crime is the largest portion of Penticton's file load and the largest portion of that involves reports that can be handled online. These types of files will not involve the dispatch of a member. The public will not have an option to have a member attend which will significantly improve the on road time of officers to investigate active and more serious criminal offences.

## MITIGATION OF JUDICIAL PROCESS CHANGES

Police are bound by the laws and legislation of the day, and case law regularly changes the way our staff do business, both operationally and administratively. These changes create a need for more complex techniques and investigations, increased disclosure in less time and the

need to find alternate means to holding accused persons to account if the matter does not meet the threshold for court process. Not only do these changes add to the workload of all staff, but it may also impact public confidence in the judicial system.

## SOCIAL MEDIA AND TECHNOLOGY

Audio and video devices are changing the face of policing. An increase in devices that may capture crime, either in business or residential settings, has presented some unique benefits and challenges. This data is often helpful in investigations, affording evidence to assist in prosecution. This data is sometimes released by the public through social media, which can hinder investigations due to disclosure issues.

These devices also create a greater awareness for the public in regards to crime in their own neighbourhoods, which can increase the perception of crime while at the same time provide valuable data for police to recognize neighbourhoods as high crime areas and redirect resources as required.

# 2020 Initiatives



## 1. Reduce Response Times and Increase Crime Solve Rates

Increasing the regular member strength of the Detachment will enable quicker response times to priority calls. Additional resources will be focused on peak call periods, locations identified as high crime areas, or areas that have high seasonal population density. This will increase visibility of clearly identified police officers and contribute to public confidence and safety. The addition of one municipal employee tasked with some of the modern policing requirements mentioned in initiative #2 will assist in timely recovery of information for disclosure leading to increased solve rates.

**ESTIMATED COMPLETION:** December 2020



## 2. Ensure the Penticton Detachment is Meeting Modern Policing Requirements

Digital Media Field Triage (DMFT), Digital Evidence Management are two modern policing initiatives which require local expertise. The addition of one municipal employee tasked with these functions will both save the City money in salary dollars, as well as ensure that the knowledge stays with the city and is not transferred out with a regular member. The DMFT role is vitally important in policing in the modern world and the loss of this knowledge set would be very costly to the city. This initiative also includes ensuring resources continue to focus on more vulnerable segments of the population, such as youth and those with mental illness, with proactive programs and education.

**ESTIMATED COMPLETION:** June 2020



## 3. Utilize Data to More Effectively Deploy Police Resources

Better usage of General Duty Statistical Analysis (GDSA) system works to align the number of members fielded with the workload, geographics, types and volume of Calls for Service to accurately account for Regular Member's time and workload. This allows the detachment to determine how much time is spent reacting to calls for service, and how much time is available for proactive activities.

Continued usage of the Comparative Statistics (Compstat) program. This program uses the skills of our Crime Analyst to assess data to determine where resources should be allocated to address prolific offenders or high crime locations. This data is driven by calls received for service, and the data quality is heavily supported by administrative staff to ensure accuracy.

**ESTIMATED COMPLETION:** December 2020



## 4. Continue to Increase the Public Profile of the Penticton RCMP

Seek out opportunities to engage the community through programs, education, community events, media releases and social media platforms. Timely sharing of information with the community as it pertains to concerns of public safety, particularly high-profile events. Continued collaboration with partner agencies and local government in public spaces and venues, and with communications as appropriate.

**ESTIMATED COMPLETION:** December 2020

# Budget Overview

RCMP	2019 Budget	2019 Forecast	2020 Budget
Revenue	(501,029)	(477,919)	(470,700)
Expense	9,615,779	9,333,161	9,980,023
Net Cost Allocations	<u>287,400</u>	<u>287,400</u>	<u>249,825</u>
Net Expense/(Revenue)	<b>\$9,402,150</b>	<b>\$9,142,642</b>	<b>\$9,759,148</b>

# Proposed Increase

Budget Request	Benefit	Operating Budget Request
<b>Increase one RCMP member</b>	This is required to bring the detachment in line with the needs of the population. This addition will reduce response times, improve service levels and enhance public perception of safety by targeting peak activity periods. The net benefit is reduced overtime, safer community, and increase in public confidence.	\$170,000
<b>Increase one municipal staff member for Digital Media Field Triage (DMTF)</b>	This position is required to provide a service currently performed by regular members on overtime. It will also support the Detachment with the many IT initiatives being installed by the modernization of the Force and increase solve rates for crimes involving digital media.	\$76,000

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).



# Penticton Fire Department



## WHAT WE DO

At the Penticton Fire Department (PFD), 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.



## 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).



## STAFFING

The Penticton Fire Department consists of 39 full-time equivalent staff including the Fire Chief and two deputy fire chiefs.

# Challenges & Opportunities

## WILDFIRE RISK

Wildfires are growing in scale and duration throughout the province; increasingly Wildland Urban Interface communities, including Penticton, are 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 the PFD has “staffed up” to help mitigate the impact of wildfires in our community and has begun pre-planning and patrolling the Wildland Urban Interface area, in preparation for the highest wildfire

threat of the year. The City of Penticton has received the British Columbia Local Government FireSmart Community Protection Achievement Award. We continue to educate people living in Wildland Urban Interface areas who need to be aware of the wildfire threat and ways they can take action to make their home and community be FireSmart compliant. The PFD will continue to work with the community and provincial government towards a progressively fire adaptive community.

## CITY GROWTH

With the dynamic growth of the City of Penticton, the PFD is challenged to maintain current service levels that meet the needs of our growing community; large, high and highly populated buildings pose a much greater challenge to a

resource limited fire department like Penticton. We will strive to maintain today’s service level to our community as it grows and will always advocate for fire safety.

## FIRE DEPARTMENT FACILITIES

The PFD is growing out of its facilities. Our current facilities have been out-grown due to the many changes in firefighting over the past 60 years when the facilities were originally built. PFD is interested in partnering with other groups or City departments to better utilize facility space,

and not be a one-service facility. Many cities have been very successful in the multi-use facility approach. Working with the Facilities Department and other City officials, we will research the opportunities for fire hall replacement.

## TRAINING CAPACITY

Over the past few years the Penticton Fire Department has developed a comprehensive training program and facility. This facility is utilized 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 provincial government. The facility supports major cost savings by not having to

send firefighters away for training. We have developed partnerships with post-secondary institutions like the Justice Institute of BC, Fire & Safety Division, and we host their programs at our facility to recover some of our own expenditures. The challenge we face is capacity in our training delivery. Organization for Career and Auxiliary Volunteer firefighters is a complex and logistical strain.

# 2020 Initiatives



## 1. Firefighter Union Contract Negotiations

The City of Penticton is committed to negotiating with the International Association of Firefighters Local 1399 "Penticton Professional Firefighters Union" in order to maintain a harmonious working environment and continue the robust level of emergency services to the City of Penticton.

**ESTIMATED COMPLETION:** June 2020



## 2. Engine 202 and Facility

The replacement of an aged-out fire engine gives the PFD an opportunity to re-evaluate its fleet. With new technology now available, we plan to reduce our fleet by one rescue truck and build a new Engine with rescue capacity utilizing electric rescue equipment, and compact rescue equipment design. Designing new fire apparatus that will be a multi-functional apparatus improves our operational effectiveness and reduces the overall cost to the fleet and capital requirements.

**ESTIMATED COMPLETION:** RFP Completed January 2020 - In service June 2021



## 3. FireSmart – Fuel Management

The Strategic Wildfire Prevention Initiative/Community Resiliency Investment (CRI) Program has provided the City with Grant funding to complete FireSmart work the amount of \$100,000. The funding will go towards fuel management and risk reduction in areas of the Community Wildfire Protection Plan.

**ESTIMATED COMPLETION:** June 2021



## 4. Wildfire Urban Interface Training Symposium

Penticton Fire Department will host the third annual Wildfire Urban Interface (WUI) training symposium in the spring of 2020. Over three days, 200+ firefighters from across the province will learn about new wildfire mitigation tactics and methodology; integrating with BC Wildfire professionals and municipal firefighters that are active and current in today's most effective wildfire suppression and protection techniques. This training symposium has been recognized as the premier WUI training event for municipal firefighters.

**ESTIMATED COMPLETION:** June 2021

# Budget Overview

Fire Department	2019 Budget	2019 Forecast	2020 Budget
<b>Revenue</b>	(669,985)	(781,142)	(706,985)
<b>Expense</b>	6,034,629	6,153,897	6,246,848
<b>Net Cost Allocations</b>	<u>412,100</u>	<u>412,100</u>	<u>353,400</u>
<b>Net Expense/(Revenue)</b>	<b>\$5,776,744</b>	<b>\$5,784,855</b>	<b>\$5,893,263</b>

For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).



# RECREATION, CULTURE & FACILITIES



This section includes the following:

## RECREATION, CULTURE & FACILITIES DIVISION:

- Recreation
- Sports & Events
- Museum & Archives
- Facilities

## LIBRARY



# Recreation, Culture & Facilities



## WHAT WE DO

Contributing to a healthy community and enhancing quality of life are the overarching priorities of Recreation, Culture and 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 Sport & Event office markets and promotes the City as an event destination.

### Recreation

In Recreation, 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, aquatics, events and festivals, and active living opportunities. We partner with volunteers, community members and private sector providers to support recreation and wellness opportunities in our city.

### Sports & Events

The Sports & Events team promotes the City of Penticton as an event destination and contributes to a healthy and vibrant community by attracting, developing and facilitating festivals and sporting events in the City. The goals of the department are to extend the event season into non-peak periods, as well as encourage economic impact benefits and vibrancy in our community.

### Culture – Museum & Archives

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

### Facilities

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



## 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 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.



## STAFFING

The Recreation, Culture & Facilities Division consists of 47 full-time equivalent staff, including one director, two managers and three supervisors.

# Challenges & Opportunities

## LIMITED FUNDING AND RESOURCES

The Facilities Department faces a significant challenge with limited capital funding relative to aging facilities and completing required projects along with ongoing maintenance with current resource levels. An asset and amenity plan is required to prioritize how funding is distributed among key facilities and services, and needs to include a future plan for land use.

Our rental property inventory is aging and in need of investment. This includes both commercial properties and City-owned housing. Additional funding is required to address the increased workload at these locations going forward, as it was required throughout 2019 to address repair and maintenance requirements.

In addition, the City lacks internal resources to continue delivering key civic events so will need to establish a sustainable and effective delivery method.

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## FACILITIES & MAINTENANCE SERVICE LEVELS

Due to the already strained resources, one of the biggest challenges we have is finding the capacity to deal with unexpected departmental requests for facilities support. We need to continue to look for process efficiencies as well as rely on relief staff to help support peaks and valleys in our work plans. There also needs to be greater clarification

of expectations and availability of existing service levels for other departments to help them plan and schedule their needs into the overall Facilities work plan. This will help facilitate efficient use of resources, offer detailed planning and scheduling of maintenance activities and prioritize work based on safety, need and impact to assets.

## AQUATICS SERVICE LEVELS

Meeting the demand for aquatic service levels is complicated by the combination of a shortage of new lifeguards/instructors and a high turnover of existing ones. This requires an analysis of the required/desired service levels followed by

development of a plan for delivering these services moving forward to guide effective and sustainable programming, training and recruitment decisions.

## STRATEGY FOR CITY EVENTS

The City of Penticton is known as a summer event destination and our events have proven to bring vibrancy and positive economic spinoffs into the community. However, there have been challenges in extending signature events past the summer into shoulder and non-peak seasons.

The opportunity exists to assess the current landscape of events in Penticton to create a long-term strategy that is aligned with Council priorities and which provides a plan to extend the event hosting season.

## CLELAND THEATRE OPERATIONS

The Cleland Theatre has been operating with very little management oversight over the years and is challenged with aging technology and equipment. Staff plan to develop

a short- and long-term operational plan that will outline options for management of the theatre and determine capital upgrade requirements for technology and equipment.

# 2020 Initiatives

## RECREATION, CULTURE & FACILITIES DIVISION



### Asset & Amenity Management

Our division will play a key role, along with the Financial Services and Infrastructure Divisions, in the development of the Asset and Amenity Management Plan. Part of the plan's focus will be on reviewing the condition, usage and costs of our key City facilities and the services they provide, and translate that into a facilities strategy that includes options and prioritization of facility upgrades, replacement, expansion or decommissioning/disposal. The review will include both recreational and non-recreational assets and services.

**ESTIMATED COMPLETION:** December 2021

## RECREATION



### 1. Aquatics Service Evaluation and Delivery Method(s)

Identifying appropriate aquatics service levels and determining the reasons for increased turnover rate among staff will allow us to effectively adjust operations or increase resources to provide efficient and sustainable delivery of these services.

**ESTIMATED COMPLETION:** December 2020



### 2. Implement IRONMAN Canada 2020

On August 30, 2020 Penticton will welcome back IRONMAN Canada to its original home. This is an opportunity to strengthen Penticton's identity as an event destination and welcoming host community, and to show off Penticton's assets to an international audience. The IRONMAN Canada race will be accompanied by additional ancillary events and marketing opportunities that will animate the City of Penticton.

**ESTIMATED COMPLETION:** September 2020



### 3. Create Event Strategy and Enhance Event Destination Portfolio

Building Penticton's brand as a desirable event host destination will support Penticton's vision of being a vibrant, innovative, healthy waterfront city focused on sustainability, community and economic opportunity. Recruiting and executing new major events, while enhancing existing ones through strong support will enhance Penticton's event portfolio. A defined Sport and Event Tourism Strategy will help to direct the recruitment and investment in events in Penticton.

**ESTIMATED COMPLETION:** December 2020

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#### 4. Establish and Implement a Sustainable Delivery Method to Provide Civic Events

The City will seek to secure a partner(s) to establish a sustainable service delivery model for the delivery of civic events, such as Canada Day and the Santa Claus Parade, that support the vibrancy of our community and provide opportunities to showcase local artists and talent.

**ESTIMATED COMPLETION:** May 2020



#### 5. Develop a Cleland Theatre Operational Plan

The Cleland Theatre is a community asset in need of vital technical equipment upgrades and a strong operational plan. Using information from the 2016 Theatre Consultant's Report, staff will develop an operational plan to inform theatre business practices and revenue generating opportunities, define operating objectives and establish and equipment upgrade strategy.

**ESTIMATED COMPLETION:** June 2020 with evaluation and reporting by December 2020

## CULTURE - MUSEUM & ARCHIVES



#### 1. Indigenous Collaboration

We will continue to work with the Penticton Indian Band, the E'nowkin Centre and other indigenous stakeholders to increase understanding and cooperation between the museum and First Peoples. Working with the indigenous community benefits the museum by ensuring that our programming and exhibits are accurate in reflecting the historical record, artifact descriptions and general display information. Collaboration opens the door for more shared initiatives in the future as well as bolstering our case for provincial grants.

**ESTIMATED COMPLETION:** Ongoing



#### 2. Re-design and Curate Portions of the Existing Permanent Exhibits

Keeping the museum up-to-date ensures that it will remain an asset for the citizens of Penticton and that the city aligns with responsible asset and amenity management. We will endeavour to design new spaces and curate their contents.

**ESTIMATED COMPLETION:** December 2020



#### 3. Improve Existing Activities and Offer New Activities for the Hands-on Heritage Lab

The Lab has been the main driver in increased visitation and door donations. It fills a unique need in providing low cost family-oriented activities in the region and gives the museum a platform for programming and other activities.

**ESTIMATED COMPLETION:** December 2020

# Budget Overview

Facilities	2019 Budget	2019 Forecast	2020 Budget
Expense	3,172,000	3,275,988	3,217,350
Net Cost Allocations	<u>(2,388,850)</u>	<u>(2,388,550)</u>	<u>(2,562,327)</u>
Net Expense/(Revenue)	<b>\$783,150</b>	<b>\$887,438</b>	<b>\$655,023</b>

Museum	2019 Budget	2019 Forecast	2020 Budget
Revenue	(42,250)	(42,250)	(39,700)
Expense	246,750	246,750	260,000
Net Cost Allocations	<u>78,100</u>	<u>78,100</u>	<u>74,700</u>
Net Expense/(Revenue)	<b>\$282,600</b>	<b>\$282,600</b>	<b>\$295,000</b>

Recreation	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,162,035)	(2,164,600)	(2,266,500)
Expense	2,539,458	2,511,525	2,595,193
Net Cost Allocations	<u>1,870,599</u>	<u>1,864,976</u>	<u>1,867,157</u>
Net Expense/(Revenue)	<b>\$2,248,022</b>	<b>\$2,211,901</b>	<b>\$2,195,850</b>

# Proposed Increase

## FACILITIES

Budget Request	Benefit	Operating Budget Request
<b>Facilities support for rental properties</b>	Provides much-needed support to address urgent repairs.	\$60,000

## RECREATION

Budget Request	Benefit	Operating Budget Request
<b>Establish and Implement a Sustainable Delivery Method to Provide Civic Events</b>	Increase civic events budget up to \$75,000.	\$25,000
<b>Develop Cleland Theatre Operational Plan</b>	Supports the long-term viability and success of this theatre as an important asset in the community.	\$20,000

*For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).*



# Penticton Public Library



## 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.



## 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.



## STAFFING

The Library has 17 full-time equivalent staff.

# Challenges & Opportunities

## CAPACITY

We are experiencing a challenge with staffing levels in the face of increasing workloads. Our programming stats are up by 17% (all ages) which puts pressure on the programmers in terms of satisfactory preparation and delivery. The 2019 community survey identified areas that library users value

and a corresponding need to focus on ongoing program assessment and development of programs in line with the Library's strategic plan and community survey. The opportunity of increased staffing in programming assistant and with extra relief staff will help.

## RISING COST OF MATERIAL (PHYSICAL AND DIGITAL)

According to Statistic's Canada Consumer Price Index, 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 7 years. Developments in library collection development and

cataloguing standards have expanded libraries roles from provision of access to books and audio visual materials for learning and pleasure to broaden to the role of libraries to provide access to tools to explore ideas and learnings (Library of Things).

## SOCIAL ISSUES

Social issues and transients' use of the space around the library has created the impression in the community that the library is not a safe place to bring children; we have seen a corresponding overall decrease in physical use of the

library by 4%. The library is investigating staff training as well as reviewing and revising our security procedures to help mitigate this problem.

# 2020 Initiatives



## 1. Ongoing Assessment and Expansion of Programming and Outreach

(Library Strategic Direction: Fostering Lifelong Learning & Putting the Patron Experience First)

The Library undergoes a process of continuous evaluation of our public program delivery for all ages. This assessment evaluates the currency and impact of our public programming to meet the goals of library service. However, due to a lack of capacity we struggle to complete this assessment in a timely manner and meet the demands on these services. Our community survey and consultation with patrons who attend programs highlighted the need for more regular programs (weekly instead of bi-weekly or the addition of Saturday children's programming, for example). To meet these demands, we require an additional 12-16 hours/week part time programming assistant to work with our Adult and Children's departments. This individual will work with these departments to plan and present programs of need and interest to the patrons of the Penticton Public Library. Benefits to the city include regular library programming for children and seniors.

**ESTIMATED COMPLETION:** September 2020



## 2. Library of Things Project

(Library Strategic Direction: Fostering Lifelong Learning & Increasing Community Engagement)

A "Library of Things" is the creation of a collection of non-traditional library materials for loan to the public. This idea has proven extremely successful at other public libraries in BC as a value-added service, and is supported by community interest in the project as demonstrated through the Library's recent community survey and consultation process in strategic planning. The goal of this project is to develop an interesting and useful collection of items that the community may borrow. In 2019, a member of the community donated a board game collection to the Library beginning the process. Beyond this, the Library is planning on adding: telescopes, Sphero robots, birdwatching packs, musical instruments, and other items to the collection for loan. The benefit of this project is:

- > Enhancing the relevance of the library's collection practices
- > Removing barriers to access for community members
- > Expanding library services

**ESTIMATED COMPLETION:** September 2020 with evaluation by December 2020



## 3. Adjustment of Online Services

(Library Strategic Direction: Putting the Patron Experience First & Promoting Responsible Management)

This is a continuation of our 2019 goal to ensure that useful and reputable digital services are available to PPL patrons, are cost effective in relation to usage and comply with the Privacy Guidelines for BC Public Libraries.

**ESTIMATED COMPLETION:** December 2020 selection for 2021 implementation

# Budget Overview

Library	2019 Budget	2019 Forecast	2020 Budget
Revenue	(257,612)	(270,047)	(263,412)
Expense	1,224,504	1,232,657	1,285,514
Net Cost Allocations	302,200	<u>302,200</u>	<u>299,500</u>
Net Expense/(Revenue)	<b>\$1,269,092</b>	<b>\$1,264,810</b>	<b>\$1,321,602</b>

# Proposed Increase

Budget Request	Benefit	Operating Budget Request
<b>Extra Staffing to Cover Service Desks</b>	To enhance capacity for full time staff to increase programing and outreach and improve cataloguing times.	\$12,000
<b>Part-time Programming Assistant</b>	To meet demands for public programming as outlined in needs assessment & community survey.	\$16,000

*For more detailed information, please see the 2020-2024 Financial Plan at [www.penticton.ca](http://www.penticton.ca).*



To view the 2020-2024 Financial Plan, please visit:

[www.penticton.ca](http://www.penticton.ca)

FINANCIAL PLAN



**2020-2024  
Financial Plan**



# City of Penticton

Financial Plan 2020 - 2024

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Financial Plan 2020 - 2024

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Appendix A - Capital Plan

City of Penticton - Schedule A

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>					
Taxation	\$ (59,518,120)	\$ (60,557,923)	\$ (61,628,921)	\$ (62,732,048)	\$ (63,868,270)
Sale of Services	(11,876,437)	(11,867,375)	(11,924,485)	(12,166,863)	(12,413,281)
Electric Utility Revenue	(42,567,428)	(42,768,457)	(42,970,998)	(43,831,469)	(44,709,186)
Sewer Utility Revenue	(7,542,165)	(8,282,450)	(9,077,415)	(9,875,482)	(10,730,402)
Water Utility Revenue	(8,994,753)	(9,000,071)	(9,005,394)	(9,010,720)	(9,016,047)
Storm Water Utility Revenue	(558,000)	(753,000)	(950,000)	(1,150,000)	(1,352,000)
Fiscal Services	(1,892,316)	(1,868,016)	(1,829,715)	(1,829,663)	(1,829,610)
Grants	(1,957,135)	(1,934,003)	(1,934,003)	(2,000,646)	(2,000,646)
Other Revenues	(5,948,550)	(5,946,560)	(5,949,629)	(5,952,757)	(5,955,946)
Development Cost Charges	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Donations	(19,500)	(19,500)	(19,500)	(19,500)	(19,500)
<b>Total Revenues</b>	<b>(141,474,404)</b>	<b>(143,597,355)</b>	<b>(145,890,060)</b>	<b>(149,169,148)</b>	<b>(152,494,888)</b>
<b>Expenses</b>					
General Operating Fund	74,898,209	76,057,544	76,891,664	77,928,955	78,907,729
Storm Water	512,982	499,678	467,264	474,942	482,714
Electrical Supply	34,650,714	35,038,013	35,860,258	36,738,202	37,230,079
Sewer System	5,292,547	5,071,065	4,889,610	5,073,248	5,190,998
Water Utility	4,583,608	4,416,970	4,463,326	4,506,449	4,546,351
<b>Total Expenses</b>	<b>119,938,060</b>	<b>121,083,270</b>	<b>122,572,122</b>	<b>124,721,796</b>	<b>126,357,871</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(21,536,344)</b>	<b>(22,514,085)</b>	<b>(23,317,938)</b>	<b>(24,447,352)</b>	<b>(26,137,017)</b>
<b>Capital</b>					
General Capital	9,022,161	19,398,871	17,267,279	14,458,060	10,781,697
Electric Capital	1,746,901	2,347,725	2,424,205	1,868,401	1,940,430
Sewer Capital	1,015,000	12,069,400	9,496,200	7,096,000	2,280,000
Water Capital	4,334,500	6,812,200	4,158,203	4,549,200	5,337,200
	16,118,562	40,628,196	33,345,887	27,971,661	20,339,327
Debt Proceeds	-	(8,500,000)	-	-	-
Debt Servicing - Principal Repayments	2,309,811	2,479,080	2,480,240	2,481,428	2,177,965
Capital Grant Funding	(481,000)	(1,450,000)	(197,500)	(2,287,500)	(130,000)
Transfer To/(From) Surplus/Reserve	3,588,971	(10,643,191)	(12,310,689)	(3,718,237)	3,749,725
<b>Financial Plan Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**General Government Services - Segment Summary**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Mayor and Council	\$ (898)	\$ (2,957)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Administration	(550)	(360)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Communications	(5,931)	-	-	-	-	-	-	-	-
Facilities	(3,687)	(6,454)	-	-	-	-	-	-	-
Finance and Accounting	(2,534,432)	(1,954,858)	(2,380,000)	(2,185,097)	(2,385,000)	(2,385,000)	(2,385,000)	(2,385,000)	(2,385,000)
General Government	(59,368,450)	(60,723,647)	(63,459,392)	(62,343,156)	(64,949,103)	(66,031,474)	(67,064,171)	(68,233,889)	(69,370,058)
Human Resources	(8,134)	(8,975)	-	-	-	-	-	-	-
Safety	(719,125)	(180,880)	-	-	-	-	-	-	-
Information Technology	(41,554)	(54,468)	(59,450)	(57,370)	(57,500)	(58,365)	(59,237)	(60,128)	(61,027)
Land Management	(1,233,149)	(2,027,709)	(1,114,398)	(1,130,479)	(1,169,727)	(1,192,398)	(1,216,461)	(1,242,050)	(1,269,308)
Civic Grants	(11,685)	(2,537)	-	-	-	-	-	-	-
Procurement	(884)	(2,007)	-	-	-	-	-	-	-
Revenue and Collections	(143,548)	(148,511)	(148,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)
<b>Total Revenues</b>	<b>(64,072,027)</b>	<b>(65,113,363)</b>	<b>(67,161,340)</b>	<b>(65,861,202)</b>	<b>(68,706,430)</b>	<b>(69,812,337)</b>	<b>(70,869,969)</b>	<b>(72,066,167)</b>	<b>(73,230,493)</b>
<b>Expenses</b>									
Mayor and Council	253,102	290,529	300,000	325,000	268,336	274,506	280,799	287,219	293,766
Corporate Administration	858,039	1,175,095	980,100	896,380	720,224	773,287	900,901	788,663	796,583
Communications	345,591	422,808	404,660	390,260	369,638	374,768	372,930	378,126	376,356
Facilities	3,354,913	3,510,325	783,150	887,438	655,023	665,066	636,285	645,995	655,875
Finance and Accounting	4,844,283	4,160,770	2,636,058	2,431,029	1,992,030	1,871,590	1,739,697	1,757,348	1,785,547
General Government	20,061,904	20,423,695	19,699,191	18,614,549	24,033,698	24,032,698	24,031,698	24,030,698	24,029,698
Human Resources	989,796	596,207	803,000	805,590	722,702	734,052	751,748	769,798	788,210
Safety	719,125	180,880	-	-	-	-	-	-	-
Information Technology	1,665,039	1,909,835	2,135,670	2,281,979	1,885,733	1,943,965	1,959,252	1,997,675	2,018,387
Land Management	418,157	484,625	553,985	523,359	607,195	572,337	578,601	584,988	591,501
Civic Grants	994,717	1,135,249	663,515	636,981	996,000	1,096,000	996,000	996,000	996,000
Procurement	434,099	491,569	636,657	731,490	320,083	314,913	322,135	329,501	337,014
Revenue and Collections	900,147	925,100	975,700	974,600	319,349	339,740	360,636	382,051	403,998
<b>Total Expenses</b>	<b>35,838,912</b>	<b>35,706,687</b>	<b>30,571,686</b>	<b>29,498,655</b>	<b>32,890,011</b>	<b>32,992,922</b>	<b>32,930,682</b>	<b>32,948,062</b>	<b>33,072,935</b>
<b>Net Operating Expense / (Surplus)</b>	<b>\$ (28,233,115)</b>	<b>\$ (29,406,676)</b>	<b>\$ (36,589,654)</b>	<b>\$ (36,362,547)</b>	<b>\$ (35,816,419)</b>	<b>\$ (36,819,415)</b>	<b>\$ (37,939,287)</b>	<b>\$ (39,118,105)</b>	<b>\$ (40,157,558)</b>

Mayor and Council - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (898)	\$ (2,957)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(898)	(2,957)	-	-	-	-	-	-	-
<b>Expenses</b>									
Annual Indemnity	193,063	221,743	215,000	250,000	255,000	260,100	265,302	270,608	276,020
General Expenses	4,901	3,285	6,000	6,000	5,500	5,610	5,722	5,837	5,953
Public Engagement/Education	4,271	13,900	21,000	8,000	7,500	7,500	7,500	7,500	7,500
Training, Conferences, & Memberships	39,867	40,601	47,000	50,000	48,000	48,960	49,939	50,938	51,957
<b>Total Expenses</b>	242,102	279,529	289,000	314,000	316,000	322,170	328,463	334,883	341,430
<b>Net Operating Expense / (Surplus)</b>	241,204	276,572	289,000	314,000	316,000	322,170	328,463	334,883	341,430
<b>Cost Allocations In</b>									
Public Works - Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
General Government/Utility Overhead Credit	-	-	-	-	(58,664)	(58,664)	(58,664)	(58,664)	(58,664)
<b>Total cost allocations in</b>	11,000	11,000	11,000	11,000	(47,664)	(47,664)	(47,664)	(47,664)	(47,664)
<b>Net Expense (Surplus)</b>	\$ 252,204	\$ 287,572	\$ 300,000	\$ 325,000	\$ 268,336	\$ 274,506	\$ 280,799	\$ 287,219	\$ 293,766

Mayor and Council - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 7.47	\$ 8.52	\$ 8.89	\$ 9.63	\$ 7.95	\$ 8.13	\$ 8.32	\$ 8.51	\$ 8.70
% of Property Tax	0.84 %	0.92 %	0.90 %	0.98 %	0.77 %	0.77 %	0.76 %	0.76 %	0.75 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(56,664)</u>
% Change	<u>(17.44)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$59K) Mayor and Council portion of utilities overhead allocation

Corporate Administration - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ (550)	\$ (360)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)
<b>Total Revenues</b>	(550)	(360)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
<b>Expenses</b>									
Election Expenses	647	135,802	-	-	-	-	120,000	-	-
General Expenses	21,166	17,135	64,900	49,650	23,000	23,460	23,930	24,408	24,896
Legal	235,901	311,241	242,500	180,000	195,000	183,600	187,272	191,017	194,838
Public Engagement/Education	11,416	24,009	12,700	15,000	21,500	21,930	22,369	22,816	23,272
Salaries and Wages	757,745	836,027	807,000	717,230	732,250	736,365	740,563	744,843	749,211
Training, Conferences, & Memberships	8,130	9,670	10,500	12,000	20,390	20,798	21,214	21,638	22,071
<b>Total Expenses</b>	1,035,005	1,333,884	1,137,600	973,880	992,140	986,153	1,115,348	1,004,722	1,014,288
<b>Net Operating Expense / (Surplus)</b>	1,034,455	1,333,524	1,137,500	973,780	992,040	986,053	1,115,248	1,004,622	1,014,188
<b>Cost Allocations In</b>									
Finance - Purchasing	223	-	-	-	-	-	-	-	-
Information Technology	5,609	6,077	7,500	7,500	7,500	53,250	53,403	53,559	53,718
General Government/Utility Overhead Credit	-	-	-	-	(179,416)	(179,416)	(179,416)	(179,416)	(179,416)
Safety	6,447	13,008	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	12,279	19,085	7,500	7,500	(171,916)	(126,166)	(126,013)	(125,857)	(125,698)
<b>Cost Allocations Out</b>									
Engineering Services	(41,228)	(47,360)	(25,000)	(25,000)	(25,000)	(25,500)	(26,010)	(26,530)	(27,061)
Fire Services	-	-	-	-	(15,000)	-	-	-	-
Development Services	(148,017)	(130,514)	(140,000)	(60,000)	(60,000)	(61,200)	(62,424)	(63,672)	(64,946)
<b>Total cost allocations out</b>	(189,245)	(177,874)	(165,000)	(85,000)	(100,000)	(86,700)	(88,434)	(90,202)	(92,007)
<b>Net Expense (Surplus)</b>	\$ 857,489	\$ 1,174,735	\$ 980,000	\$ 896,280	\$ 720,124	\$ 773,187	\$ 900,801	\$ 788,563	\$ 796,483

Corporate Administration - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 25.40	\$ 34.80	\$ 29.03	\$ 26.55	\$ 21.33	\$ 22.90	\$ 26.68	\$ 23.36	\$ 23.59
% of Property Tax	2.86 %	3.75 %	2.95 %	2.70 %	2.08 %	2.17 %	2.45 %	2.08 %	2.04 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(176,156)</u>
% Change	<u>(19.65)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$179K) Corporate Administration portion of utilities overhead allocation

**Communications - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (5,931)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(5,931)	-	-	-	-	-	-	-	-
<b>Expenses</b>									
Consulting Services	22,025	12,705	15,000	2,000	5,000	5,100	5,202	5,306	5,412
General Expenses	4,465	543	12,000	12,500	11,000	11,020	11,040	11,061	11,082
Major Event Aesthetics	3,594	6,506	-	-	50,000	50,000	50,000	50,000	50,000
Public Engagement/Education	228,760	130,064	106,500	103,100	104,500	109,410	107,348	112,315	110,311
Salaries and Wages	83,741	259,922	277,160	277,160	285,500	285,500	285,500	285,500	285,500
Training, Conferences, & Memberships	-	540	4,000	1,500	4,000	4,000	4,000	4,000	4,000
<b>Total Expenses</b>	342,585	410,280	414,660	396,260	460,000	465,030	463,090	468,182	466,305
<b>Net Operating Expense / (Surplus)</b>	336,654	410,280	414,660	396,260	460,000	465,030	463,090	468,182	466,305
<b>Cost Allocations In</b>									
Information Technology	8,728	13,023	13,000	13,000	13,000	13,260	13,525	13,796	14,072
General Government/Utility Overhead Credit	-	-	-	-	(80,362)	(80,362)	(80,362)	(80,362)	(80,362)
<b>Total cost allocations in</b>	8,728	13,023	13,000	13,000	(67,362)	(67,102)	(66,837)	(66,566)	(66,290)
<b>Cost Allocations Out</b>									
Building And License	(4,270)	(400)	-	-	-	-	-	-	-
Economic Development & Tourism	-	-	(5,000)	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Engineering Services	(500)	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Revenue & Collections	(268)	-	-	-	-	-	-	-	-
Development Services	(684)	(95)	(8,000)	(9,000)	(8,000)	(8,160)	(8,323)	(8,490)	(8,659)
<b>Total cost allocations out</b>	(5,722)	(495)	(23,000)	(19,000)	(23,000)	(23,160)	(23,323)	(23,490)	(23,659)
<b>Net Expense (Surplus)</b>	\$ 339,660	\$ 422,808	\$ 404,660	\$ 390,260	\$ 369,638	\$ 374,768	\$ 372,930	\$ 378,126	\$ 376,356

**Communications - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 10.06	\$ 12.52	\$ 11.99	\$ 11.56	\$ 10.95	\$ 11.10	\$ 11.05	\$ 11.20	\$ 11.15
% of Property Tax	1.13 %	1.35 %	1.22 %	1.18 %	1.07 %	1.05 %	1.01 %	1.00 %	0.96 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(20,622)</u>
% Change	<u>(5.28)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$80K) Communication portion of utilities overhead allocation

\$50K new budget item in 2020 for City Aesthetics

**Facilities - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (3,687)	\$ (6,454)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(3,687)	(6,454)	-	-	-	-	-	-	-
<b>Expenses</b>									
General Expenses	19,411	138,309	26,500	29,305	31,000	31,600	32,213	32,837	33,472
Property Taxes/Leases	117,882	121,532	116,050	121,561	135,250	137,560	139,917	142,319	144,771
Repairs & Maintenance - Electrical	157,383	129,523	106,500	107,900	106,350	108,457	110,602	112,796	115,032
Repairs & Maintenance - Envelope	1,893	8,559	21,600	17,700	30,200	30,744	18,291	18,602	18,910
Repairs & Maintenance - HVAC	110,737	113,309	98,500	122,550	103,750	105,805	107,895	110,041	112,214
Repairs & Maintenance - Plumbing	94,406	93,026	83,000	93,800	88,600	90,372	92,177	94,023	95,900
Salaries and Wages	345,290	340,523	343,500	343,500	343,500	346,430	349,419	352,467	355,576
Security	-	81,570	16,500	76,450	71,000	72,380	73,788	75,223	76,688
Service Contracts	705,516	615,478	515,400	538,682	496,100	506,022	490,132	499,932	509,930
Small Equipment, Supplies, General Repairs & Maint	989,081	1,017,438	1,006,950	993,670	953,100	972,077	991,440	1,011,208	1,031,378
Utilities	739,237	745,789	782,500	776,520	797,000	812,290	827,884	843,793	860,018
Vandalism Removal	39,732	71,247	55,000	54,350	61,500	62,700	63,923	65,173	66,444
<b>Total Expenses</b>	3,320,568	3,476,303	3,172,000	3,275,988	3,217,350	3,276,437	3,297,681	3,358,414	3,420,333
<b>Net Operating Expense / (Surplus)</b>	3,316,881	3,469,849	3,172,000	3,275,988	3,217,350	3,276,437	3,297,681	3,358,414	3,420,333

**Facilities - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations In</b>									
Finance - Purchasing	2,495	-	-	-	-	-	-	-	-
Information Technology	(486)	-	-	1,300	1,300	1,300	1,300	1,300	1,300
Public Works - Fleet	31,998	30,148	28,000	28,000	42,500	43,350	44,217	45,101	46,003
General Government/Utility Overhead Credit	-	-	-	-	(103,527)	(103,527)	(103,527)	(103,527)	(103,527)
Safety	338	3,874	5,000	4,000	4,000	4,080	4,162	4,245	4,330
<b>Total cost allocations in</b>	<b>34,345</b>	<b>34,022</b>	<b>33,000</b>	<b>33,300</b>	<b>(55,727)</b>	<b>(54,797)</b>	<b>(53,848)</b>	<b>(52,881)</b>	<b>(51,894)</b>
<b>Cost Allocations Out</b>									
Animal Control	-	-	(12,600)	(12,600)	(13,500)	(13,770)	(14,045)	(14,326)	(14,613)
Electric	-	-	-	-	(47,800)	(48,735)	(49,688)	(50,660)	(51,651)
Fire Services	-	-	(171,900)	(171,900)	(94,400)	(96,288)	(98,214)	(100,178)	(102,182)
Land Management	-	-	-	-	(163,150)	(166,341)	(169,595)	(172,912)	(176,294)
Museum	-	-	(75,600)	(75,600)	(73,800)	(75,276)	(76,782)	(78,317)	(79,884)
Public Works - Fleet	-	-	-	-	(30,592)	(31,190)	(31,800)	(32,422)	(33,057)
Public Works - General	-	-	(175,700)	(175,700)	-	-	-	-	-
Public Works - Parks	-	-	(323,500)	(323,500)	(323,532)	(329,993)	(336,584)	(343,306)	(350,162)
Public Works - Roads & Maintenance	-	-	-	-	(11,472)	(11,696)	(11,925)	(12,158)	(12,396)
RCMP	-	-	(189,900)	(189,900)	(190,900)	(194,718)	(198,612)	(202,585)	(206,636)
Recreation	-	-	(1,359,250)	(1,359,250)	(1,366,450)	(1,393,779)	(1,421,655)	(1,450,088)	(1,479,090)
Sewer Utility	-	-	-	-	(40,152)	(40,937)	(41,738)	(42,555)	(43,387)
Water Utility	-	-	-	-	(40,152)	(40,937)	(41,738)	(42,555)	(43,387)
Library	-	-	(113,400)	(113,400)	(110,700)	(112,914)	(115,172)	(117,476)	(119,825)
<b>Total cost allocations out</b>	<b>-</b>	<b>-</b>	<b>(2,421,850)</b>	<b>(2,421,850)</b>	<b>(2,506,600)</b>	<b>(2,556,574)</b>	<b>(2,607,548)</b>	<b>(2,659,538)</b>	<b>(2,712,564)</b>
<b>Net Expense (Surplus)</b>	<b>\$ 3,351,226</b>	<b>\$ 3,503,871</b>	<b>\$ 783,150</b>	<b>\$ 887,438</b>	<b>\$ 655,023</b>	<b>\$ 665,066</b>	<b>\$ 636,285</b>	<b>\$ 645,995</b>	<b>\$ 655,875</b>

**Facilities - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 197.51	\$ 103.78	\$ 23.20	\$ 26.29	\$ 19.40	\$ 19.70	\$ 18.85	\$ 19.13	\$ 19.43
% of Property Tax	22.23 %	11.17 %	2.36 %	2.67 %	1.89 %	1.86 %	1.73 %	1.71 %	1.68 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(232,415)</u>
% Change	<u>(26.19)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$163K) increase to allocation out to land admin for city expenses relating to property holdings

(\$103K) Facilities portion of utilities overhead allocation

Facilities - Budget by Location

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Facilities - General	\$ 368,463	\$ 468,695	\$ 359,200	\$ 376,840	\$ 371,250	\$ 374,715	\$ 378,262	\$ 381,889	\$ 385,601
Non-Recreational Facilities - City Hall	153,171	156,608	188,800	192,050	187,600	191,272	195,017	198,838	202,733
Non-Recreational Facilities - City Houses	16,017	10,762	9,400	24,500	66,500	67,830	30,171	30,775	31,389
Non-Recreational Facilities - Dog Pound	21,534	7,287	12,600	10,400	13,500	13,770	14,043	14,325	14,611
Non-Recreational Facilities - Emergency Measures	684	926	-	-	-	-	-	-	-
Non-Recreational Facilities - Fire Hall # 1	48,950	35,532	89,500	95,000	55,500	56,490	57,498	58,531	59,577
Non-Recreational Facilities - Fire Hall # 2	46,361	41,020	39,900	37,400	38,900	39,678	40,470	41,279	42,106
Non-Recreational Facilities - Misc Sites	101,197	111,052	97,600	100,939	115,250	116,985	118,755	120,560	122,401
Non-Recreational Facilities - RCMP Building	230,592	226,492	189,900	179,067	189,400	193,188	197,052	200,993	205,011
Non-Recreational Facilities - Yards & Warehouse	221,967	220,257	175,700	224,500	188,500	192,270	196,115	200,038	204,035
Recreational Facilities - 500 Edmonton Ave	224	330	-	-	-	-	-	-	-
Recreational Facilities - Bathhouse	357,383	397,353	323,500	272,500	304,500	310,590	316,801	323,137	329,602
Recreational Facilities - Community Centre	1,013,729	1,131,636	997,000	1,071,000	1,004,000	1,024,080	1,044,560	1,065,451	1,086,759
Recreational Facilities - Curling Club Building	2,959	4,948	2,000	3,200	2,000	2,040	2,080	2,122	2,164
Recreational Facilities - Edmonton Ave Centre	7,623	4,966	5,500	10,500	7,200	7,344	7,491	7,641	7,793
Recreational Facilities - Gyro Bandshell	11,260	2,267	9,000	4,200	7,500	7,650	7,801	7,960	8,116
Recreational Facilities - Indoor Soccer Facility	16,069	16,367	19,000	11,332	16,700	17,004	17,313	17,630	17,953
Recreational Facilities - Jubilee Pavilion	19,405	13,423	19,700	14,200	16,200	16,524	16,853	17,193	17,533
Recreational Facilities - Lawn Bowling Club	-	136	-	-	-	-	-	-	-
Recreational Facilities - Library/Museum Complex	227,603	188,597	189,000	174,000	180,000	183,600	187,270	191,016	194,835
Recreational Facilities - Marina - Okanagan	-	1,669	-	-	-	-	-	-	-
Recreational Facilities - Marina - Skaha	11,986	1,475	-	7,170	-	-	-	-	-
Recreational Facilities - McLaren Arena	360,866	347,614	341,250	335,200	332,250	338,895	345,671	352,588	359,636
Recreational Facilities - Mobile Concession/Washro	12,190	10,194	21,000	10,000	18,500	18,870	19,246	19,632	20,024
Recreational Facilities - 675 Marina Way Bldg	335	1,712	6,500	2,000	2,500	2,550	2,601	2,653	2,707

**Facilities - Budget by Location**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Recreational Facilities - New Wine/visitor Info Ce	2,510	-	-	-	-	-	-	-	-
Recreational Facilities - Sicamous Boathouse	3,004	3,347	3,700	1,700	3,700	3,774	3,848	3,926	4,004
Recreational Facilities - Walking Pier	4,259	2,490	9,000	6,750	8,500	8,630	8,761	8,897	9,034
Recreational Facilities - Westminster Centre	21,474	27,899	27,200	36,200	26,200	26,724	27,258	27,803	28,360
Non-Recreational Facilities - Misc.	25,056	25,835	26,350	53,280	38,750	39,325	39,912	40,509	41,120
Recreational Facilities - 199 Ellis St	-	94	-	12,250	13,000	13,000	13,000	13,000	13,000
Non-Recreational Facilities - 298 Sudbury Ave	10,010	8,866	9,700	9,510	9,450	9,639	9,832	10,028	10,229
<b>Net Operating Expense / (Surplus)</b>	<b>\$ 3,316,881</b>	<b>\$ 3,469,849</b>	<b>\$ 3,172,000</b>	<b>\$ 3,275,688</b>	<b>\$ 3,217,350</b>	<b>\$ 3,276,437</b>	<b>\$ 3,297,681</b>	<b>\$ 3,358,414</b>	<b>\$ 3,420,333</b>

Finance and Accounting - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Grants	\$ (42,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gaming Revenue	(1,982,787)	(1,546,325)	(2,000,000)	(1,800,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Traffic Fines - Municipal Portion	(381,557)	(385,881)	(380,000)	(385,097)	(385,000)	(385,000)	(385,000)	(385,000)	(385,000)
Revenue - Other	(128,088)	(22,652)	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(2,534,432)</b>	<b>(1,954,858)</b>	<b>(2,380,000)</b>	<b>(2,185,097)</b>	<b>(2,385,000)</b>	<b>(2,385,000)</b>	<b>(2,385,000)</b>	<b>(2,385,000)</b>	<b>(2,385,000)</b>
<b>Expenses</b>									
Asset Management Projects	39,050	-	-	-	-	-	-	-	-
Debt Principal Payments	3,232,874	1,985,240	1,365,859	1,365,859	1,348,701	1,217,970	1,219,130	1,220,318	916,855
Debt Principal Payments - Sewer	575,057	575,057	545,072	545,072	538,987	838,987	838,987	838,987	838,987
Debt Principal Payments - Water	422,123	422,123	422,123	422,123	422,123	422,123	422,123	422,123	422,123
General Expenses	102,852	166,144	202,080	231,569	496,000	358,444	210,952	213,512	216,121
Insurance Claims/Settlements	1,039,285	639,434	210,000	350,000	210,000	214,200	218,484	222,854	227,311
Debt Interest	2,355,352	1,600,585	912,606	835,106	861,459	804,756	791,882	777,908	773,834
Debt Interest - Sewer	764,560	737,575	546,515	546,515	413,125	413,125	413,125	413,125	413,125
Debt Interest - Water	448,795	448,795	358,795	358,795	285,475	285,475	285,475	285,475	285,475
Labour Load Stabilization	(355,797)	162,224	-	-	-	-	-	-	-
Liability Insurance	126,859	140,437	140,000	130,000	140,000	142,800	145,656	148,569	151,541
Operating Provision	-	-	315,000	-	315,000	315,000	315,000	315,000	315,000
Property Insurance	325,864	347,214	360,000	385,000	415,000	423,300	431,766	440,401	449,209
Salaries and Wages	965,498	1,001,776	999,107	1,030,465	1,180,300	1,188,520	1,196,904	1,205,457	1,214,180
Training, Conferences, & Memberships	13,788	21,465	33,315	24,939	27,300	27,846	28,404	28,972	29,549
Transfers to Other Governments - PIB	230,548	154,633	200,000	180,000	200,000	200,000	200,000	200,000	200,000
<b>Total Expenses</b>	<b>10,286,708</b>	<b>8,402,702</b>	<b>6,610,472</b>	<b>6,405,443</b>	<b>6,853,470</b>	<b>6,852,546</b>	<b>6,717,888</b>	<b>6,732,701</b>	<b>6,453,310</b>
<b>Net Operating Expense / (Surplus)</b>	<b>7,752,276</b>	<b>6,447,844</b>	<b>4,230,472</b>	<b>4,220,346</b>	<b>4,468,470</b>	<b>4,467,546</b>	<b>4,332,888</b>	<b>4,347,701</b>	<b>4,068,310</b>

Finance and Accounting - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations In</b>									
Finance - Purchasing	331	-	-	-	-	-	-	-	-
Information Technology	2,139	1,396	2,702	2,702	2,500	2,550	2,601	2,653	2,706
General Government/Utility Overhead Credit	-	-	-	-	(1,081,138)	(1,081,138)	(1,081,138)	(1,081,138)	(1,081,138)
<b>Total cost allocations in</b>	<b>2,470</b>	<b>1,396</b>	<b>2,702</b>	<b>2,702</b>	<b>(1,078,638)</b>	<b>(1,078,588)</b>	<b>(1,078,537)</b>	<b>(1,078,485)</b>	<b>(1,078,432)</b>
<b>Cost Allocations Out</b>									
Facilities & Recreation	-	-	-	-	(79,500)	(79,500)	(79,500)	(79,500)	(79,500)
Electric	(1,486)	(2,292)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Public Works - Cemetery	-	-	(72,500)	(72,500)	(72,500)	(72,500)	(72,500)	(72,500)	(72,500)
Public Works - Parks	-	-	(96,510)	(96,510)	(100,759)	(99,271)	(97,745)	(96,179)	(94,574)
RCMP	-	-	(84,000)	(84,000)	(45,925)	-	-	-	-
Recreation	-	-	(482,742)	(482,742)	(472,707)	(470,417)	(468,069)	(465,661)	(463,192)
Sewer Utility	(1,339,617)	(1,384,878)	(1,091,587)	(1,091,587)	(952,112)	(1,252,112)	(1,252,112)	(1,252,112)	(1,252,112)
Water Utility	(870,918)	(870,918)	(780,918)	(780,918)	(707,598)	(707,598)	(707,598)	(707,598)	(707,598)
Principal Payments	(3,232,874)	(1,985,240)	(1,365,859)	(1,365,859)	(1,348,701)	(1,217,970)	(1,219,130)	(1,220,318)	(916,855)
<b>Total cost allocations out</b>	<b>(5,444,895)</b>	<b>(4,243,328)</b>	<b>(3,977,116)</b>	<b>(3,977,116)</b>	<b>(3,782,802)</b>	<b>(3,902,368)</b>	<b>(3,899,654)</b>	<b>(3,896,868)</b>	<b>(3,589,331)</b>
<b>Net Expense / (Surplus) before Debt Servicing and Transfers</b>	<b>2,309,851</b>	<b>2,205,912</b>	<b>256,058</b>	<b>245,932</b>	<b>(392,970)</b>	<b>(513,410)</b>	<b>(645,303)</b>	<b>(627,652)</b>	<b>(599,453)</b>
<b>Transfers to Reserve</b>									
<b>Transfer To Statutory Reserves</b>									
Equipment Replacement	-	72,246	-	-	-	-	-	-	-
	-	72,246	-	-	-	-	-	-	-
<b>Total Transfers to Reserves</b>	<b>-</b>	<b>72,246</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Net Transfers</b>	<b>-</b>	<b>72,246</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Expense (Surplus)</b>	<b>\$ 2,309,851</b>	<b>\$ 2,278,158</b>	<b>\$ 256,058</b>	<b>\$ 245,932</b>	<b>\$ (392,970)</b>	<b>\$ (513,410)</b>	<b>\$ (645,303)</b>	<b>\$ (627,652)</b>	<b>\$ (599,453)</b>

Finance and Accounting - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 68.42	\$ 65.34	\$ 7.58	7.28	\$ 11.64	\$ 15.21	\$ 19.11	\$ 18.59	\$ 17.76
% of Property Tax	7.70 %	7.03 %	0.77 %	0.74 %	(1.13)%	(1.44)%	(1.75)%	(1.66)%	(1.54)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>(638,902)</u>
% Change	<u>(259.79)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

- (\$1.08M) Finance and Accounting portion of utilities overhead allocation
- \$400K increase in expenses due to Asset & Amenity Management initiative

General Government - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
<b>Municipal Taxation</b>									
General Property Tax Levy	\$ (29,995,068)	\$ (31,357,381)	\$ (33,197,395)	\$ (33,197,395)	\$ (34,660,120)	\$ (35,699,923)	\$ (36,770,921)	\$ (37,874,048)	\$ (39,010,270)
Local Improvement Levy	(191,138)	(158,515)	(171,000)	(171,000)	(171,000)	(171,000)	(171,000)	(171,000)	(171,000)
PILT - Federal	(104,075)	(114,506)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)
PILT - Provincial	(171,613)	(130,344)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Total Municipal Taxation</b>	<b>(30,461,894)</b>	<b>(31,760,746)</b>	<b>(33,703,395)</b>	<b>(33,703,395)</b>	<b>(35,166,120)</b>	<b>(36,205,923)</b>	<b>(37,276,921)</b>	<b>(38,380,048)</b>	<b>(39,516,270)</b>
<b>Taxes Collected for Other Entities</b>									
911 Levy	(304,437)	(362,022)	(256,137)	(375,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
B.I.A. Levy	(206,691)	(218,205)	(215,000)	(234,000)	(234,000)	(234,000)	(234,000)	(234,000)	(234,000)
BCAA Levy	(392,230)	(409,730)	(482,507)	(415,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
Hospital Levy	(2,483,961)	(2,603,331)	(2,662,296)	(2,662,296)	(2,750,000)	(2,750,000)	(2,750,000)	(2,750,000)	(2,750,000)
Hotel Room Tax (MRDT)	(610,005)	(633,471)	(640,000)	(640,000)	(740,000)	(740,000)	(740,000)	(740,000)	(740,000)
MFA Levy	(1,614)	(1,819)	(1,568)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Regional District Levy	(1,354,085)	(1,366,346)	(1,171,431)	(1,502,145)	(1,561,000)	(1,561,000)	(1,561,000)	(1,561,000)	(1,561,000)
School Tax Levy - Non Res	(5,715,911)	(5,538,679)	(6,734,997)	(5,173,931)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
School Tax Levy - Res	(9,602,637)	(10,109,210)	(10,659,724)	(10,734,842)	(11,000,000)	(11,000,000)	(11,000,000)	(11,000,000)	(11,000,000)
SIR Levy	(170,871)	(178,462)	(173,620)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
SIR Parcel Tax Levy	(35,174)	(34,185)	(36,575)	(30,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
<b>Total Taxes Collected for Others</b>	<b>(20,877,616)</b>	<b>(21,455,460)</b>	<b>(23,033,855)</b>	<b>(21,949,214)</b>	<b>(24,352,000)</b>	<b>(24,352,000)</b>	<b>(24,352,000)</b>	<b>(24,352,000)</b>	<b>(24,352,000)</b>

General Government - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Other Revenues</b>									
DCC - Parks	(334,932)	(215,864)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
DCC - Roads	(522,032)	(282,113)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
DCC - Waste Water	(229,833)	1,653	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Equipment Sales Proceeds	(83,747)	(40,391)	(30,000)	(30,000)	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)
Franchise Fees	(493,649)	(542,611)	(559,000)	(559,000)	(559,000)	(559,000)	(559,000)	(559,000)	(559,000)
Gas Tax Revenue	(1,458,679)	(1,507,824)	(3,015,650)	(2,984,055)	(1,476,229)	(1,543,097)	(1,543,097)	(1,609,740)	(1,609,740)
Interest and Penalties	(226,092)	(250,674)	(236,000)	(236,000)	(246,000)	(246,000)	(246,000)	(246,000)	(246,000)
Investment Income	(2,808,692)	(3,102,251)	(1,356,805)	(1,356,805)	(1,608,816)	(1,584,516)	(1,546,215)	(1,546,163)	(1,546,110)
Misc. Recoveries	(413,715)	(505,265)	(242,187)	(242,187)	(219,438)	(219,438)	(219,438)	(219,438)	(219,438)
Other Revenues	(1,235,203)	(924,364)	(902,500)	(902,500)	(904,000)	(904,000)	(904,000)	(904,000)	(904,000)
Property Rentals	(222,366)	(137,737)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
<b>Total Other Revenues</b>	<b>(8,028,940)</b>	<b>(7,507,441)</b>	<b>(6,722,142)</b>	<b>(6,690,547)</b>	<b>(5,430,983)</b>	<b>(5,473,551)</b>	<b>(5,435,250)</b>	<b>(5,501,841)</b>	<b>(5,501,788)</b>
<b>Total Revenues</b>	<b>(59,368,450)</b>	<b>(60,723,647)</b>	<b>(63,459,392)</b>	<b>(62,343,156)</b>	<b>(64,949,103)</b>	<b>(66,031,474)</b>	<b>(67,064,171)</b>	<b>(68,233,889)</b>	<b>(69,370,058)</b>
<b>Expenses</b>									
General Expenses	20,297	20,107	-	-	-	-	-	-	-
Debt Interest Accrual	(46,715)	(68,669)	-	-	-	-	-	-	-
Labour Load Stabilization	375,458	67,120	-	-	-	-	-	-	-
Other Flow Throughs	206,691	218,250	215,000	234,000	234,000	234,000	234,000	234,000	234,000
Taxes Collected for Other Entities	20,663,351	21,243,220	22,818,856	21,715,214	24,068,000	24,068,000	24,068,000	24,068,000	24,068,000
<b>Total Expenses</b>	<b>21,219,082</b>	<b>21,480,028</b>	<b>23,033,856</b>	<b>21,949,214</b>	<b>24,302,000</b>	<b>24,302,000</b>	<b>24,302,000</b>	<b>24,302,000</b>	<b>24,302,000</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(38,149,368)</b>	<b>(39,243,619)</b>	<b>(40,425,536)</b>	<b>(40,393,942)</b>	<b>(40,647,103)</b>	<b>(41,729,474)</b>	<b>(42,762,171)</b>	<b>(43,931,889)</b>	<b>(45,068,058)</b>

**General Government - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations In</b>									
Land Management	(2,405)	(2,405)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Operating Transfers	2,102,508	2,277,795	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	2,100,103	2,275,390	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
<b>Cost Allocations Out</b>									
Corporate Administration	-	-	-	-	179,416	179,416	179,416	179,416	179,416
Communications	-	-	-	-	80,362	80,362	80,362	80,362	80,362
Electric	(1,881,457)	(1,702,834)	(1,524,211)	(1,524,211)	(1,401,158)	(1,401,158)	(1,401,158)	(1,401,158)	(1,401,158)
Facilities	-	-	-	-	103,527	103,527	103,527	103,527	103,527
Finance	-	-	-	-	1,081,138	1,081,138	1,081,138	1,081,138	1,081,138
Purchasing	-	-	-	-	308,167	308,167	308,167	308,167	308,167
Revenue & Collections	-	-	-	-	669,651	669,651	669,651	669,651	669,651
Land Management	-	-	-	-	65,932	65,932	65,932	65,932	65,932
Human Resources	-	-	-	-	199,298	199,298	199,298	199,298	199,298
Information Technology	-	-	-	-	371,876	371,876	371,876	371,876	371,876
Mayor & Council	-	-	-	-	58,664	58,664	58,664	58,664	58,664
Storm Water	-	(75,000)	(76,000)	(76,000)	(77,000)	(78,000)	(79,000)	(80,000)	(81,000)
Sewer Utility	(557,594)	(649,601)	(741,608)	(741,608)	(833,782)	(833,782)	(833,782)	(833,782)	(833,782)
Water Utility	(629,430)	(715,488)	(801,546)	(801,546)	(883,093)	(883,093)	(883,093)	(883,093)	(883,093)
Library	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)	(188,800)
<b>Total cost allocations out</b>	(3,257,281)	(3,331,723)	(3,332,165)	(3,332,165)	(265,802)	(266,802)	(267,802)	(268,802)	(269,802)
<b>Net Expense / (Surplus) before Debt</b>									
<b>    Servicing and Transfers</b>	(39,306,546)	(40,299,952)	(43,760,201)	(43,728,607)	(40,915,405)	(41,998,776)	(43,032,473)	(44,203,191)	(45,340,360)

**General Government - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Transfer from Surplus/Reserves</b>									
<b>Transfer from DCC</b>									
Parks	(117,669)	(117,669)	(117,669)	(117,669)	(117,669)	(117,669)	(117,669)	(117,669)	(117,669)
Waste Water	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)	(58,099)
<b>Total Transfer from DCC</b>	(175,768)	(175,768)	(175,768)	(175,768)	(175,768)	(175,768)	(175,768)	(175,768)	(175,768)
<b>Transfer From Statutory Reserves</b>									
Capital	(2,105)	(33,885)	-	-	-	-	-	-	-
Land Acquisition	(24,041)	(17,339)	-	-	-	-	-	-	-
Local Improvement	(140,186)	(160,501)	-	-	-	-	-	-	-
Off-Street Parking	(1,535)	(2,143)	-	-	-	-	-	-	-
Affordable Housing	(2,120)	(2,958)	-	-	-	-	-	-	-
Asset Sustainability	9,551	31,703	(337,967)	(337,967)	(335,000)	(326,000)	(317,000)	(307,000)	-
Water Capital	(8,260)	13,421	-	-	-	-	-	-	-
Electric Capital	(12,725)	(17,757)	-	-	-	-	-	-	-
<b>Total Transfer from Statutory Reserves</b>	(181,421)	(189,459)	(337,967)	(337,967)	(335,000)	(326,000)	(317,000)	(307,000)	-

General Government - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Transfer From Non-Statutory Reserves</b>									
Asset Emergency	263,203	378,504	-	-	-	-	-	-	-
Building Permit Stabilization	-	(54,989)	(45,000)	(45,000)	-	-	-	-	-
Election	-	(70,952)	-	-	-	-	(120,000)	-	-
Electric Surplus	-	(252,500)	-	-	-	-	-	-	-
Financial Stabilization	78,568	132,986	-	-	-	-	-	-	-
Gaming	(3,172,441)	(1,584,978)	(811,352)	(811,352)	(1,410,617)	(1,409,864)	(1,409,091)	(1,408,298)	(1,407,486)
General Surplus	-	-	-	-	-	(524,292)	(556,863)	(777,914)	(775,644)
Multi-Material BC	-	(222,000)	(246,000)	(246,000)	(246,000)	(246,000)	(246,000)	(246,000)	(246,000)
Northgate	-	-	(52,000)	(52,000)	-	-	-	-	-
Public Art	(19,740)	(27,500)	-	-	-	-	-	-	-
Wine/Info	-	-	(13,150)	(13,150)	-	-	-	-	-
<b>Total Transfer from Non-Stat. Res.</b>	<b>(2,850,410)</b>	<b>(1,701,429)</b>	<b>(1,167,502)</b>	<b>(1,167,502)</b>	<b>(1,656,617)</b>	<b>(2,180,156)</b>	<b>(2,331,954)</b>	<b>(2,432,212)</b>	<b>(2,429,130)</b>
<b>Total Transfers from Surplus/Reserves</b>	<b>(3,207,599)</b>	<b>(2,066,656)</b>	<b>(1,681,237)</b>	<b>(1,681,237)</b>	<b>(2,167,385)</b>	<b>(2,681,924)</b>	<b>(2,824,722)</b>	<b>(2,914,980)</b>	<b>(2,604,898)</b>

General Government - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Transfers to Reserve</b>									
<b>Transfer To DCC</b>									
Parks	334,932	215,864	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Roads	522,032	282,112	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Drainage	229,832	(1,652)	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Transfer to DCC</b>	1,086,796	496,324	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>Transfer To Statutory Reserves</b>									
Equipment Replacement	1,154,652	1,188,812	900,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000
Land Acquisition	-	846,228	-	-	-	-	-	-	-
Local Improvement	-	-	171,000	171,000	171,000	171,000	171,000	171,000	171,000
Community Works	1,470,787	1,532,499	3,015,650	2,984,055	1,476,229	1,543,097	1,543,097	1,609,740	1,609,740
Asset Sustainability	900,000	1,200,000	1,874,141	1,874,141	2,174,000	2,474,370	2,774,742	3,075,116	3,375,491
<b>Total Transfer to Stat. Res.</b>	3,525,439	4,767,539	5,960,791	5,929,196	4,821,229	5,288,467	5,688,839	6,155,856	6,556,231
<b>Transfer To Non-Statutory Reserves</b>									
Cemetery Carefund Revenue	(22,800)	(23,300)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Cemetery Care Fund Remittance	39,240	30,324	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Climate Action	48,073	52,320	48,000	48,000	48,000	48,000	48,000	48,000	48,000
Election	23,353	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Gaming	1,982,787	1,391,693	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Investment Income	-	-	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Marinas	57,923	60,494	61,170	61,170	61,170	61,170	61,170	61,170	61,170
Multi-Material BC	467,109	445,898	492,000	492,000	466,740	466,740	466,740	466,740	466,740
Public Art	32,000	75,000	-	-	-	-	-	-	-
<b>Total Transfer to Non-Stat. Res.</b>	2,627,685	2,032,429	2,881,170	2,881,170	2,855,910	2,855,910	2,855,910	2,855,910	2,855,910
<b>Total Net Transfers</b>	4,032,321	5,229,636	7,460,724	7,429,129	5,809,754	5,762,453	6,020,027	6,396,786	7,107,243
<b>Net Expense (Surplus)</b>	\$ (35,274,225)	\$ (35,070,316)	\$ (36,299,477)	\$ (36,299,478)	\$ (35,105,651)	\$ (36,236,323)	\$ (37,012,446)	\$ (37,806,405)	\$ (38,233,117)

## General Government - Operating Budget

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Change 2019 forecast to 2020 budget:

\$ Change	<u>2,813,202</u>
% Change	<u>(6.43)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$3.1M of utility overhead allocations now being credited to specific departments

Human Resources - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (8,134)	\$ (8,975)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(8,134)	(8,975)	-	-	-	-	-	-	-
<b>Expenses</b>									
General Expenses	822	977	1,000	500	1,000	1,020	1,040	1,061	1,082
Labour Relations	75,733	68,449	89,500	131,500	86,000	87,520	89,070	90,651	92,264
Legal	61,326	48,775	35,000	15,000	35,000	35,700	36,414	37,142	37,885
Regulatory, Safety & Wellness	45,195	46,482	46,500	46,500	46,500	47,330	48,177	49,040	49,920
Salaries and Wages	512,269	523,701	556,080	540,450	648,500	661,470	674,699	688,193	701,958
Training, Conferences, & Memberships	21,839	21,378	25,000	24,500	46,000	40,360	40,727	41,102	41,484
<b>Total Expenses</b>	717,184	709,762	753,080	758,450	863,000	873,400	890,127	907,189	924,593
<b>Net Operating Expense / (Surplus)</b>	709,050	700,787	753,080	758,450	863,000	873,400	890,127	907,189	924,593
<b>Cost Allocations In</b>									
Finance - Purchasing	153	-	-	-	-	-	-	-	-
Information Technology	3,590	3,901	420	2,500	8,500	8,550	8,601	8,653	8,706
Public Works - Fleet	-	2,750	-	-	5,500	5,500	5,500	5,500	5,500
General Government/Utility Overhead Credit	-	-	-	-	(199,298)	(199,298)	(199,298)	(199,298)	(199,298)
Safety	268,869	(120,206)	49,500	44,640	45,000	45,900	46,818	47,754	48,709
<b>Total cost allocations in</b>	272,612	(113,555)	49,920	47,140	(140,298)	(139,348)	(138,379)	(137,391)	(136,383)
<b>Net Expense (Surplus)</b>	\$ 981,662	\$ 587,232	\$ 803,000	\$ 805,590	\$ 722,702	\$ 734,052	\$ 751,748	\$ 769,798	\$ 788,210

**Human Resources - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 29.08	\$ 17.39	\$ 23.78	\$ 23.86	\$ 21.41	\$ 21.74	\$ 22.27	\$ 22.80	\$ 23.35
% of Property Tax	3.27 %	1.87 %	2.42 %	2.43 %	2.09 %	2.06 %	2.04 %	2.03 %	2.02 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(82,888)</u>
% Change	<u>(10.29)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

- (\$199K) Human Resources portion of utilities overhead allocation
- \$23K increase for performance management software
- \$20K increase in 2020 legal budget as 2019 is forecasting lower than anticipated
- \$17K increase for summer student
- \$15K increase for additional payroll coverage

Safety - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (719,125)	\$ (180,880)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(719,125)	(180,880)	-	-	-	-	-	-	-
<b>Expenses</b>									
Emergency Work/Prevention	951,103	21,117	16,000	14,640	15,000	15,300	15,606	15,918	16,236
Regulatory, Safety & Wellness	66,812	106,037	106,583	79,294	88,000	89,760	91,556	93,385	95,253
<b>Total Expenses</b>	1,017,915	127,154	122,583	93,934	103,000	105,060	107,162	109,303	111,489
<b>Net Operating Expense / (Surplus)</b>	298,790	(53,726)	122,583	93,934	103,000	105,060	107,162	109,303	111,489
<b>Cost Allocations Out</b>									
Corporate Administration	(6,447)	(13,008)	-	-	-	-	-	-	-
Electric	(5,085)	(12,844)	(10,406)	(6,235)	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)
Facilities	(338)	(3,874)	(5,000)	(4,000)	(4,000)	(4,080)	(4,162)	(4,245)	(4,330)
Fire Services	(216)	(7,123)	(7,500)	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Human Resources	(268,869)	120,206	(49,500)	(44,640)	(45,000)	(45,900)	(46,818)	(47,754)	(48,709)
Public Works - General	(6,125)	(5,233)	(16,500)	(10,000)	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)
Public Works - Parks	(4,419)	(10,044)	(9,469)	(6,000)	(9,500)	(9,690)	(9,884)	(10,081)	(10,283)
RCMP	(171)	(1,563)	(2,500)	(2,500)	(2,000)	(2,040)	(2,081)	(2,122)	(2,165)
Recreation	(2,489)	(4,182)	(10,623)	(5,000)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Sewer Utility	(3,700)	(6,192)	(5,559)	(5,559)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Water Utility	(931)	(2,417)	(5,526)	(2,500)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
<b>Total cost allocations out</b>	(298,790)	53,726	(122,583)	(93,934)	(103,000)	(105,060)	(107,162)	(109,303)	(111,489)
<b>Net Expense (Surplus)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Information Technology - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ (41,554)	\$ (54,468)	\$ (59,450)	\$ (57,370)	\$ (57,500)	\$ (58,365)	\$ (59,237)	\$ (60,128)	\$ (61,027)
<b>Total Revenues</b>	(41,554)	(54,468)	(59,450)	(57,370)	(57,500)	(58,365)	(59,237)	(60,128)	(61,027)
<b>Expenses</b>									
General Expenses	198,777	202,776	202,137	203,137	225,585	221,924	222,635	223,365	224,107
GIS Operations	-	243,245	651,940	602,287	729,340	762,690	746,190	759,845	743,666
Operational Reviews & Process Improvements	185,746	286,089	219,000	233,322	199,000	194,000	194,000	194,000	194,000
Salaries and Wages	717,560	606,652	587,600	679,961	756,500	768,960	781,669	794,633	807,855
Service Contracts	54,265	33,490	141,200	141,733	34,200	34,725	35,261	35,810	36,370
Small Equipment, Supplies, General Repairs & Maint	84,985	112,849	113,000	108,600	109,000	112,950	117,098	121,452	126,025
Software Licenses & Maintenance	281,700	297,613	412,121	356,348	402,023	466,118	485,673	506,360	528,269
Telephone/Internet/Fax	172,431	183,838	147,500	166,941	141,000	137,840	135,107	123,782	122,909
Training, Conferences, & Memberships	31,521	25,986	45,700	46,523	42,500	43,183	43,876	44,582	45,298
<b>Total Expenses</b>	1,726,985	1,992,538	2,520,198	2,538,852	2,639,148	2,742,390	2,761,509	2,803,829	2,828,499
<b>Net Operating Expense / (Surplus)</b>	1,685,431	1,938,070	2,460,748	2,481,482	2,581,648	2,684,025	2,702,272	2,743,701	2,767,472
<b>Cost Allocations In</b>									
Finance - Purchasing	276	-	-	-	-	-	-	-	-
Public Works - Fleet	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
General Government/Utility Overhead Credit	-	-	-	-	(371,877)	(371,877)	(371,877)	(371,877)	(371,877)
<b>Total cost allocations in</b>	5,776	5,500	5,500	5,500	(366,377)	(366,377)	(366,377)	(366,377)	(366,377)

Information Technology - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations Out</b>									
Corporate Administration	(5,609)	(6,077)	(7,500)	(7,500)	(7,500)	(53,250)	(53,403)	(53,559)	(53,718)
Bylaw Enforcement	(213)	(1,587)	(1,000)	(2,000)	(1,000)	-	-	-	-
Operations	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Communications	(8,728)	(13,023)	(13,000)	(13,000)	(13,000)	(13,260)	(13,525)	(13,796)	(14,072)
Electric	(7,417)	(8,313)	(188,770)	(108,430)	(193,133)	(193,388)	(193,649)	(193,917)	(194,190)
Engineering Services	-	-	(5,100)	(5,100)	(5,899)	(7,376)	(8,864)	(10,360)	(11,867)
Facilities	486	-	-	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)
Accounting	(2,139)	(1,396)	(2,702)	(2,702)	(2,500)	(2,550)	(2,601)	(2,653)	(2,706)
Purchasing	(8,209)	(14,796)	(57,700)	(16,005)	(25,700)	(26,140)	(26,589)	(27,047)	(27,514)
Revenue & Collections	(4,287)	(5,880)	(9,513)	(9,513)	(9,900)	(10,098)	(10,300)	(10,506)	(10,716)
Fire Services	(2,435)	(2,908)	(7,700)	(7,700)	(11,500)	(11,810)	(12,132)	(12,466)	(12,813)
Development Services	(9,190)	(10,865)	(7,530)	(7,530)	(7,500)	(7,650)	(7,803)	(7,959)	(8,119)
Human Resources	(3,590)	(3,901)	(420)	(2,500)	(8,500)	(8,550)	(8,601)	(8,653)	(8,706)
Museum	(465)	(613)	(2,500)	(2,500)	(900)	(918)	(936)	(955)	(974)
Storm Water	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Public Works - Fleet	(3,076)	(8,105)	(6,555)	(6,555)	(6,500)	(6,630)	(6,763)	(6,898)	(7,036)
Public Works - General	(2,819)	(1,904)	(5,940)	(5,940)	(5,940)	(6,059)	(6,180)	(6,304)	(6,430)
Recreation	(8,097)	(6,764)	(6,984)	(6,984)	(12,000)	(12,044)	(12,089)	(12,135)	(12,181)
Sewer Utility	(1,562)	(1,549)	(21,864)	(21,864)	(25,651)	(25,765)	(25,880)	(25,998)	(26,117)
Water Utility	(372)	(522)	(20,250)	(10,250)	(23,615)	(20,260)	(20,265)	(20,271)	(20,276)
<b>Total cost allocations out</b>	<b>(67,722)</b>	<b>(88,203)</b>	<b>(390,028)</b>	<b>(262,373)</b>	<b>(387,038)</b>	<b>(432,048)</b>	<b>(435,880)</b>	<b>(439,777)</b>	<b>(443,735)</b>
<b>Net Expense (Surplus)</b>	<b>\$ 1,623,485</b>	<b>\$ 1,855,367</b>	<b>\$ 2,076,220</b>	<b>\$ 2,224,609</b>	<b>\$ 1,828,233</b>	<b>\$ 1,885,600</b>	<b>\$ 1,900,015</b>	<b>\$ 1,937,547</b>	<b>\$ 1,957,360</b>

Information Technology - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 48.09	\$ 54.96	\$ 61.50	\$ 65.89	\$ 54.15	\$ 55.85	\$ 56.28	\$ 57.39	\$ 57.98
% of Property Tax	5.41 %	5.92 %	6.25 %	6.70 %	5.27 %	5.28 %	5.17 %	5.12 %	5.02 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(396,376)</u>
% Change	<u>(17.82)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$90K increase for new business analyst

(\$372K) IT portion of utilities overhead allocation (this calculation was based on IT costs net of GIS expenses)

(\$85K) reduction due to allocating out direct cost of GIS expenses to electrical utility

Land Management - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Land Proceeds	\$ -	\$ (777,354)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc. Recoveries	(23,655)	(20,755)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)
Property Rentals	(1,209,494)	(1,229,600)	(1,091,898)	(1,107,979)	(1,147,227)	(1,169,898)	(1,193,961)	(1,219,550)	(1,246,808)
<b>Total Revenues</b>	<b>(1,233,149)</b>	<b>(2,027,709)</b>	<b>(1,114,398)</b>	<b>(1,130,479)</b>	<b>(1,169,727)</b>	<b>(1,192,398)</b>	<b>(1,216,461)</b>	<b>(1,242,050)</b>	<b>(1,269,308)</b>
<b>Expenses</b>									
General Expenses	47,340	28,399	33,800	50,000	71,332	55,332	55,332	55,332	55,332
Master Plans & Assessments	-	-	90,000	10,000	25,000	-	-	-	-
Property Taxes/Leases	191,152	168,580	160,675	183,550	133,300	133,300	133,300	133,300	133,300
Regulatory, Safety & Wellness	25,998	26,373	25,000	30,000	25,000	25,000	25,000	25,000	25,000
Salaries and Wages	217,201	258,556	237,010	242,309	247,845	250,796	253,806	256,876	260,007
Training, Conferences, & Memberships	3,672	262	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Expenses</b>	<b>485,363</b>	<b>482,170</b>	<b>551,485</b>	<b>520,859</b>	<b>507,477</b>	<b>469,428</b>	<b>472,438</b>	<b>475,508</b>	<b>478,639</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(747,786)</b>	<b>(1,545,539)</b>	<b>(562,913)</b>	<b>(609,620)</b>	<b>(662,250)</b>	<b>(722,970)</b>	<b>(744,023)</b>	<b>(766,542)</b>	<b>(790,669)</b>
<b>Cost Allocations In</b>									
Facilities	-	-	-	-	163,150	166,341	169,595	172,912	176,294
General Government/Utility Overhead Credit	-	-	-	-	(65,932)	(65,932)	(65,932)	(65,932)	(65,932)
<b>Total cost allocations in</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>97,218</b>	<b>100,409</b>	<b>103,663</b>	<b>106,980</b>	<b>110,362</b>
<b>Cost Allocations Out</b>									
Planning	(69,611)	50	-	-	-	-	-	-	-
General Government	2,405	2,405	2,500	2,500	2,500	2,500	2,500	2,500	2,500
<b>Total cost allocations out</b>	<b>(67,206)</b>	<b>2,455</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>
<b>Net Expense (Surplus)</b>	<b>\$ (814,992)</b>	<b>\$ (1,543,084)</b>	<b>\$ (560,413)</b>	<b>\$ (607,120)</b>	<b>\$ (562,532)</b>	<b>\$ (620,061)</b>	<b>\$ (637,860)</b>	<b>\$ (657,062)</b>	<b>\$ (677,807)</b>

Land Management - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 24.14	\$ 45.71	\$ 16.60	\$ 17.98	\$ 16.66	\$ 18.37	\$ 18.89	\$ 19.46	\$ 20.08
% of Property Tax	(2.72)%	(4.92)%	(1.69)%	(1.83)%	(1.62)%	(1.74)%	(1.73)%	(1.73)%	(1.74)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>44,588</u>
% Change	<u>(7.34)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:  
 \$97K net increase in allocated cost in as a result of facilities and utility overhead allocations  
 (\$65K) decrease in Skaha master plan budget

**Civic Grants - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (11,685)	\$ (2,537)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(11,685)	(2,537)	-	-	-	-	-	-	-
<b>Expenses</b>									
Civic Partnerships	448,997	624,510	91,000	91,000	410,000	510,000	410,000	410,000	410,000
Municipal Grants	545,720	510,739	572,515	545,981	586,000	586,000	586,000	586,000	586,000
<b>Total Expenses</b>	994,717	1,135,249	663,515	636,981	996,000	1,096,000	996,000	996,000	996,000
<b>Net Operating Expense / (Surplus)</b>	983,032	1,132,712	663,515	636,981	996,000	1,096,000	996,000	996,000	996,000
<b>Net Expense (Surplus)</b>	\$ 983,032	\$ 1,132,712	\$ 663,515	\$ 636,981	\$ 996,000	\$ 1,096,000	\$ 996,000	\$ 996,000	\$ 996,000

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Outputs and Outcomes</b>									
Cost per Capita	\$ 29.12	\$ 33.55	\$ 19.65	\$ 18.87	\$ 29.50	\$ 32.46	\$ 29.50	\$ 29.50	\$ 29.50
% of Property Tax	3.28 %	3.61 %	2.00 %	1.92 %	2.87 %	3.07 %	2.71 %	2.63 %	2.55 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>359,019</u>
% Change	<u>56.36</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

The 2020 return of IRONMAN

Civic Grants and Partnerships - Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Civic Grants</b>									
Branch (Mental Wellness Centre)	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -
Canada Day Celebrations	-	2,500	-	-	-	-	-	-	-
Canadian Council of the Blind	-	-	261	-	-	-	-	-	-
Canadian Mental Health Association	2,000	2,000	9,800	9,800	-	-	-	-	-
Canadian Sport School Hockey League	10,000	10,000	10,000	10,000	-	-	-	-	-
CFSOS - Yes Project	8,750	-	8,750	8,750	-	-	-	-	-
Challenge Penticton	29,897	-	-	-	-	-	-	-	-
Chamber of Commerce	-	-	626	-	-	-	-	-	-
Community Arts Council	12,312	12,312	12,312	-	-	-	-	-	-
Community Foundation of the S. Ok. Similkameen	25,000	25,000	-	-	-	-	-	-	-
DPA - BC Family Day	947	7,350	-	-	-	-	-	-	-
DPA - Block Parties	-	1,443	-	-	-	-	-	-	-
DPA - Canada Day Celebration	5,493	5,819	-	-	-	-	-	-	-
DPA - Canada Day Fireworks	1,500	-	-	-	-	-	-	-	-
DPA - Night Markets Summer Concert Series	8,000	8,616	-	-	-	-	-	-	-
DPA Shred It & Forget It	-	-	30	-	-	-	-	-	-
Dragonfly Pond Family Society	-	-	600	500	-	-	-	-	-
Get Bent Active Arts Society	-	320	-	-	-	-	-	-	-
Grand Fondo	27,989	-	-	-	-	-	-	-	-
OK Similk. Comm Fndtn - Neighbourh. Sm. Grants	(500)	13,642	-	-	-	-	-	-	-
Okanagan Comedy Festival Society	-	-	3,500	3,500	-	-	-	-	-
Okanagan Fruit Tree Project Society	3,400	-	-	-	-	-	-	-	-
Okanagan Motorcycle Association	450	451	500	500	-	-	-	-	-
Okanagan Similkameen Healthy Living Fair Society	5,852	3,921	-	-	-	-	-	-	-
Okanagan Valley Music Festival Society	5,000	5,000	5,000	5,000	-	-	-	-	-
OSCA - MeadowLark Festival	1,750	-	2,500	2,500	-	-	-	-	-
Other	733	-	1,683	4,810	586,000	586,000	586,000	586,000	586,000
PACA - Bike Valet & Bike to Work Week	-	732	4,660	4,480	-	-	-	-	-
Parkrun	-	2,500	-	-	-	-	-	-	-
PDCRS - Recovery Coaching	5,000	-	-	-	-	-	-	-	-
Peach Festival Society	40,596	40,698	44,000	44,000	-	-	-	-	-
Peach Festival Society - float refurbishment	-	-	10,000	10,000	-	-	-	-	-
Pentastic Jazz Festival	9,307	9,367	9,700	9,700	-	-	-	-	-
Penti-Con	-	-	2,100	2,100	-	-	-	-	-
Penticton & Area Access Society	4,299	4,300	7,067	7,067	-	-	-	-	-
Penticton & Area Cycling Assoc. - 3 Blind Mice Exp	20,745	-	-	-	-	-	-	-	-
Penticton Amateur Radio Club	-	666	-	-	-	-	-	-	-
Penticton Art Gallery Society	105,000	125,000	148,464	125,000	-	-	-	-	-
Penticton Arts Council - Inc. Arts Rising	438	5,000	3,333	15,645	-	-	-	-	-

**Civic Grants and Partnerships - Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Penticton BMX	-	1,252	4,200	4,200	-	-	-	-	-
Penticton Concert Band	-	-	500	500	-	-	-	-	-
Penticton Curling Club/World Curling Tour	39	9,000	14,000	14,000	-	-	-	-	-
Penticton Cycling Association	2,500	2,500	2,500	2,500	-	-	-	-	-
Penticton Dragonboat Festival Society	10,724	12,099	13,650	13,650	-	-	-	-	-
Penticton Elvis Festival	4,107	3,890	5,000	5,000	-	-	-	-	-
Penticton Historic Automobile Assn	6,655	6,115	7,000	7,000	-	-	-	-	-
Penticton Recovery Resource Society	-	-	9,684	9,684	-	-	-	-	-
Penticton Royalty Society	9,193	9,150	9,150	9,150	-	-	-	-	-
Penticton Scottish Festival Society	4,000	4,000	4,500	4,500	-	-	-	-	-
Penticton Search & Rescue	12,435	-	-	-	-	-	-	-	-
Penticton Senior's drop in center	-	-	5,240	5,240	-	-	-	-	-
RCMP Youth Academy	-	3,000	3,000	3,000	-	-	-	-	-
Red Cross	-	-	1,838	1,838	-	-	-	-	-
Rotary Club of Penticton	4,825	5,539	-	-	-	-	-	-	-
Royal Cdn Legion - Facility Rent	3,000	3,000	3,000	3,000	-	-	-	-	-
Salvation Army	-	-	4,667	4,667	-	-	-	-	-
Services (June 2016 Welcoming Communities Summit)	-	15,700	-	-	-	-	-	-	-
Shatford Building - OSA	10,000	10,000	47,000	47,000	-	-	-	-	-
Skaha Bluffs Park Watch Society	13,000	13,000	13,000	13,000	-	-	-	-	-
SOICS - Cleland Theatre for Citizenship Ceremony	413	-	-	-	-	-	-	-	-
SOPAC	-	-	5,000	-	-	-	-	-	-
South Okanagan Genealogical Society	721	-	-	-	-	-	-	-	-
South Okanagan Kin Club	-	-	100	100	-	-	-	-	-
South Okanagan Loss Society	-	-	8,400	8,400	-	-	-	-	-
South Okanagan Seniors Wellness Society	13,000	13,000	13,000	13,000	-	-	-	-	-
South Okanagan Similkameen Vol. Centre Society	-	20,000	20,000	20,000	-	-	-	-	-
SS Sicamous - Operating	45,000	45,000	45,000	45,000	-	-	-	-	-
SS Sicamous - Utilities	22,000	20,000	20,000	20,000	-	-	-	-	-
The Penticton Centre for Exceptional Learning	-	1,500	2,100	2,100	-	-	-	-	-
United Way	6,345	7,290	8,100	8,100	-	-	-	-	-
Upperdeck Veas Hockey	14,120	3,640	-	-	-	-	-	-	-
YoungLife	-	5,000	-	-	-	-	-	-	-
<b>Civic Grants Total</b>	<b>534,035</b>	<b>518,312</b>	<b>572,515</b>	<b>545,981</b>	<b>586,000</b>	<b>586,000</b>	<b>586,000</b>	<b>586,000</b>	<b>586,000</b>

**Civic Grants and Partnerships - Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Civic Partnerships</b>									
Civic Partnerships Library	8,680	8,680	-	-	-	-	-	-	-
National Junior A Hockey Championship	-	-	-	-	-	100,000	-	-	-
Western Canada Cup	10,000	-	-	-	-	-	-	-	-
ITU Multiport World Championships	330,105	-	-	-	-	-	-	-	-
Scotties Tournament of Hearts	212	200,000	-	-	-	-	-	-	-
Triathlon	-	40,767	60,000	60,000	410,000	410,000	410,000	410,000	410,000
Grand Fondo	-	26,207	30,000	30,000	-	-	-	-	-
YES Project	100,000	300,000	-	-	-	-	-	-	-
Okanagan Trestle Tours	-	-	1,000	1,000	-	-	-	-	-
<b>Civic Partnerships Total</b>	<b>448,997</b>	<b>575,654</b>	<b>91,000</b>	<b>91,000</b>	<b>410,000</b>	<b>510,000</b>	<b>410,000</b>	<b>410,000</b>	<b>410,000</b>
<b>Total Civic Grants and Partnerships</b>	<b>\$ 983,032</b>	<b>\$ 1,093,966</b>	<b>\$ 663,515</b>	<b>\$ 636,981</b>	<b>\$ 996,000</b>	<b>\$ 1,096,000</b>	<b>\$ 996,000</b>	<b>\$ 996,000</b>	<b>\$ 996,000</b>

Procurement - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (884)	\$ (2,007)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(884)	(2,007)	-	-	-	-	-	-	-
<b>Expenses</b>									
Consulting Services	1,440	17,831	6,500	1,500	6,500	6,500	6,500	6,500	6,500
General Expenses	95,408	73,576	73,050	247,250	88,750	79,650	80,568	81,504	82,459
Salaries and Wages	346,192	394,244	488,707	459,035	495,350	501,090	506,945	512,917	519,008
Training, Conferences, & Memberships	1,557	3,548	7,700	4,700	8,950	6,700	6,700	6,700	6,700
<b>Total Expenses</b>	444,597	489,199	575,957	712,485	599,550	593,940	600,713	607,621	614,667
<b>Net Operating Expense / (Surplus)</b>	443,713	487,192	575,957	712,485	599,550	593,940	600,713	607,621	614,667
<b>Cost Allocations In</b>									
Finance - Purchasing	-	-	-	-	(308,167)	(308,167)	(308,167)	(308,167)	(308,167)
Information Technology	8,209	14,796	57,700	16,005	25,700	26,140	26,589	27,047	27,514
Public Works - Fleet	3,000	3,492	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total cost allocations in</b>	11,209	18,288	60,700	19,005	(279,467)	(279,027)	(278,578)	(278,120)	(277,653)

Procurement - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations Out</b>									
Corporate Administration	(223)	-	-	-	-	-	-	-	-
Animal Control	(60)	-	-	-	-	-	-	-	-
Bylaw Enforcement	(519)	-	-	-	-	-	-	-	-
Operations	(429)	-	-	-	-	-	-	-	-
Facilities & Recreation	(184)	(15,673)	-	-	-	-	-	-	-
Economic Development & Tourism	(60)	-	-	-	-	-	-	-	-
Electric	(5,995)	(245)	-	-	-	-	-	-	-
Engineering Services	(1,676)	-	-	-	-	-	-	-	-
Facilities	(2,495)	-	-	-	-	-	-	-	-
Accounting	(121)	-	-	-	-	-	-	-	-
Finance	(210)	-	-	-	-	-	-	-	-
Development Services	(605)	-	-	-	-	-	-	-	-
Human Resources	(153)	-	-	-	-	-	-	-	-
Information Technology	(276)	-	-	-	-	-	-	-	-
Public Works - Fleet	(1,676)	-	-	-	-	-	-	-	-
Public Works - General	(1,556)	-	-	-	-	-	-	-	-
Public Works - Parks	(603)	-	-	-	-	-	-	-	-
RCMP	(814)	-	-	-	-	-	-	-	-
Recreation	(1,125)	-	-	-	-	-	-	-	-
Sewer Utility	(2,687)	-	-	-	-	-	-	-	-
Water Utility	(240)	-	-	-	-	-	-	-	-
<b>Total cost allocations out</b>	<b>(21,707)</b>	<b>(15,918)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Expense (Surplus)</b>	<b>\$ 433,215</b>	<b>\$ 489,562</b>	<b>\$ 636,657</b>	<b>\$ 731,490</b>	<b>\$ 320,083</b>	<b>\$ 314,913</b>	<b>\$ 322,135</b>	<b>\$ 329,501</b>	<b>\$ 337,014</b>

Procurement - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 12.83	\$ 14.50	\$ 18.86	\$ 21.67	\$ 9.48	\$ 9.33	\$ 9.54	\$ 9.76	\$ 9.98
% of Property Tax	1.44 %	1.56 %	1.92 %	2.20 %	0.92 %	0.88 %	0.88 %	0.87 %	0.86 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(411,407)</u>
% Change	<u>(56.24)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$308K) Procurement portion of utilities overhead allocation

(\$134K) one-time obsolete inventory write-off forecasted for 2019, not expected to recur in 2020

Revenue and Collections - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ (143,548)	\$ (148,511)	\$ (148,000)	\$ (145,000)	\$ (145,000)	\$ (145,000)	\$ (145,000)	\$ (145,000)	\$ (145,000)
<b>Total Revenues</b>	(143,548)	(148,511)	(148,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)
<b>Expenses</b>									
General Expenses	233,095	235,988	252,050	250,950	268,600	276,643	284,944	293,512	302,355
Salaries and Wages	658,757	682,832	709,637	709,637	706,000	718,060	730,361	742,908	755,707
Training, Conferences, & Memberships	3,740	400	4,500	4,500	4,500	4,590	4,682	4,776	4,871
<b>Total Expenses</b>	895,592	919,220	966,187	965,087	979,100	999,293	1,019,987	1,041,196	1,062,933
<b>Net Operating Expense / (Surplus)</b>	752,044	770,709	818,187	820,087	834,100	854,293	874,987	896,196	917,933
<b>Cost Allocations In</b>									
Communications	268	-	-	-	-	-	-	-	-
Information Technology	4,287	5,880	9,513	9,513	9,900	10,098	10,300	10,506	10,716
General Government/Utility Overhead Credit	-	-	-	-	(669,651)	(669,651)	(669,651)	(669,651)	(669,651)
<b>Total cost allocations in</b>	4,555	5,880	9,513	9,513	(659,751)	(659,553)	(659,351)	(659,145)	(658,935)
<b>Net Expense (Surplus)</b>	\$ 756,599	\$ 776,589	\$ 827,700	\$ 829,600	\$ 174,349	\$ 194,740	\$ 215,636	\$ 237,051	\$ 258,998

Revenue and Collections - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 22.41	\$ 23.00	\$ 24.52	\$ 24.57	\$ 5.16	\$ 5.77	\$ 6.39	\$ 7.02	\$ 7.67
% of Property Tax	2.52 %	2.48 %	2.49 %	2.50 %	0.50 %	0.55 %	0.59 %	0.63 %	0.66 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(655,251)</u>
% Change	<u>(78.98)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$670K) Revenue & Collection portion of utilities overhead allocation

Protective Services - Segment Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Animal Control	\$ (94,182)	\$ (97,519)	\$ (94,400)	\$ (95,825)	\$ (97,600)	\$ (99,512)	\$ (101,463)	\$ (103,452)	\$ (105,480)
Building and License	(2,513,282)	(1,960,111)	(1,738,500)	(2,280,550)	(1,672,500)	(1,584,350)	(1,496,437)	(1,608,766)	(1,721,341)
Bylaw Services	(590,955)	(513,488)	(590,956)	(546,356)	(632,600)	(644,791)	(657,224)	(669,908)	(682,845)
Fire Services	(844,886)	(710,084)	(669,985)	(781,142)	(706,985)	(616,985)	(616,985)	(616,985)	(616,985)
RCMP	(558,286)	(544,850)	(501,029)	(477,919)	(470,700)	(474,985)	(479,355)	(483,809)	(488,351)
<b>Total Revenues</b>	<b>(4,601,591)</b>	<b>(3,826,052)</b>	<b>(3,594,870)</b>	<b>(4,181,792)</b>	<b>(3,580,385)</b>	<b>(3,420,623)</b>	<b>(3,351,464)</b>	<b>(3,482,920)</b>	<b>(3,615,002)</b>
<b>Expenses</b>									
Animal Control	106,741	118,279	132,290	133,590	137,200	139,934	142,722	145,566	148,469
Building and License	759,625	1,018,760	1,223,796	1,244,953	1,253,716	1,234,448	1,253,549	1,273,033	1,292,907
Bylaw Services	438,587	702,612	848,639	1,000,175	1,028,800	1,001,454	1,017,932	1,034,737	1,051,879
Fire Services	6,115,856	6,217,682	6,446,729	6,565,997	6,600,248	6,622,288	6,783,444	6,920,165	7,050,444
RCMP	9,021,933	8,862,866	9,903,179	9,620,561	10,229,848	10,626,373	11,089,716	11,574,974	12,083,217
<b>Total Expenses</b>	<b>16,442,742</b>	<b>16,920,199</b>	<b>18,554,633</b>	<b>18,565,276</b>	<b>19,249,812</b>	<b>19,624,497</b>	<b>20,287,363</b>	<b>20,948,475</b>	<b>21,626,916</b>
<b>Net Operating Expense / (Surplus)</b>	<b>\$ 11,841,151</b>	<b>\$ 13,094,147</b>	<b>\$ 14,959,763</b>	<b>\$ 14,383,484</b>	<b>\$ 15,669,427</b>	<b>\$ 16,203,874</b>	<b>\$ 16,935,899</b>	<b>\$ 17,465,555</b>	<b>\$ 18,011,914</b>

**Animal Control - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
License Fees	\$ (81,927)	\$ (81,474)	\$ (80,000)	\$ (80,000)	\$ (81,600)	\$ (83,232)	\$ (84,897)	\$ (86,595)	\$ (88,326)
Penalty/Ticket/Fee Revenues	(1,855)	(5,505)	(4,000)	(2,000)	(2,000)	(2,040)	(2,081)	(2,122)	(2,165)
Property Rentals	(10,400)	(10,540)	(10,400)	(13,825)	(14,000)	(14,240)	(14,485)	(14,735)	(14,989)
<b>Total Revenues</b>	(94,182)	(97,519)	(94,400)	(95,825)	(97,600)	(99,512)	(101,463)	(103,452)	(105,480)
<b>Expenses</b>									
General Expenses	2,382	5,425	3,440	4,740	4,950	5,039	5,130	5,222	5,317
Property Taxes/Leases	14,400	15,000	15,000	15,000	15,500	15,810	16,126	16,449	16,778
Public Engagement/Education	853	988	250	250	250	255	260	265	271
Service Contracts	89,046	96,566	100,000	100,000	102,000	104,040	106,121	108,243	110,408
Training, Conferences, & Memberships	-	300	1,000	1,000	1,000	1,020	1,040	1,061	1,082
<b>Total Expenses</b>	106,681	118,279	119,690	120,990	123,700	126,164	128,677	131,240	133,856
<b>Net Operating Expense / (Surplus)</b>	12,499	20,760	25,290	25,165	26,100	26,652	27,214	27,788	28,376
<b>Cost Allocations In</b>									
Facilities	-	-	12,600	12,600	13,500	13,770	14,045	14,326	14,613
Finance - Purchasing	60	-	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	60	-	12,600	12,600	13,500	13,770	14,045	14,326	14,613
<b>Net Expense (Surplus)</b>	\$ 12,559	\$ 20,760	\$ 37,890	\$ 37,765	\$ 39,600	\$ 40,422	\$ 41,259	\$ 42,114	\$ 42,989

**Animal Control - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 0.37	\$ 0.61	\$ 1.12	\$ 1.12	\$ 1.17	\$ 1.20	\$ 1.22	\$ 1.25	\$ 1.27
% of Property Tax	0.04 %	0.07 %	0.11 %	0.11 %	0.11 %	0.11 %	0.11 %	0.11 %	0.11 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 1,835</u>
% Change	<u>4.86 %</u>

**Building and License - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
License Fees	\$ (570,079)	\$ (600,605)	\$ (553,500)	\$ (545,550)	\$ (582,500)	\$ (594,050)	\$ (605,831)	\$ (617,848)	\$ (630,105)
Other Revenues	(18,035)	(808)	-	-	-	-	-	-	-
Penalty/Ticket/Fee Revenues	(3,385)	(13,543)	(5,000)	(14,000)	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
Permitting Fees	(1,921,783)	(1,345,155)	(1,180,000)	(1,721,000)	(1,075,000)	(975,000)	(875,000)	(975,000)	(1,075,000)
<b>Total Revenues</b>	<b>(2,513,282)</b>	<b>(1,960,111)</b>	<b>(1,738,500)</b>	<b>(2,280,550)</b>	<b>(1,672,500)</b>	<b>(1,584,350)</b>	<b>(1,496,437)</b>	<b>(1,608,766)</b>	<b>(1,721,341)</b>
<b>Expenses</b>									
Consulting Services	9,308	2,229	25,000	20,000	25,500	26,010	26,530	27,061	27,602
General Expenses	24,105	29,768	17,620	28,695	22,340	22,758	23,182	23,616	24,058
Operational Reviews & Process Improvements	-	130,868	115,000	47,000	48,000	10,000	10,000	10,000	10,000
Public Engagement/Education	211	4,741	30,000	30,000	10,000	10,000	10,000	10,000	10,000
Salaries and Wages	690,035	804,195	885,376	968,058	996,500	1,013,800	1,031,446	1,049,445	1,067,804
Training, Conferences, & Memberships	12,446	27,309	28,800	29,200	29,376	29,880	30,391	30,911	31,443
<b>Total Expenses</b>	<b>736,105</b>	<b>999,110</b>	<b>1,101,796</b>	<b>1,122,953</b>	<b>1,131,716</b>	<b>1,112,448</b>	<b>1,131,549</b>	<b>1,151,033</b>	<b>1,170,907</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(1,777,177)</b>	<b>(961,001)</b>	<b>(636,704)</b>	<b>(1,157,597)</b>	<b>(540,784)</b>	<b>(471,902)</b>	<b>(364,888)</b>	<b>(457,733)</b>	<b>(550,434)</b>
<b>Cost Allocations In</b>									
Communications	4,270	400	-	-	-	-	-	-	-
Fire Services - General	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Public Works - Fleet	19,250	19,250	22,000	22,000	22,000	22,000	22,000	22,000	22,000
<b>Total cost allocations in</b>	<b>23,520</b>	<b>19,650</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>
<b>Net Expense (Surplus)</b>	<b>\$ (1,753,657)</b>	<b>\$ (941,351)</b>	<b>\$ (514,704)</b>	<b>\$ (1,035,597)</b>	<b>\$ (418,784)</b>	<b>\$ (349,902)</b>	<b>\$ (242,888)</b>	<b>\$ (335,733)</b>	<b>\$ (428,434)</b>

**Building and License - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 51.94	\$ 27.88	\$ 15.25	\$ 30.67	\$ 12.40	\$ 10.36	\$ 7.19	\$ 9.94	\$ 12.69
% of Property Tax	(5.85)%	(3.00)%	(1.55)%	(3.12)%	(1.21)%	(0.98)%	(0.66)%	(0.89)%	(1.10)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 616,813</u>
% Change	<u>59.56 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

-Building permit reveues forecasted to be \$1.65M in 2019, budgeted to be \$1M in 2020

**Building - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (18,035)	\$ (808)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty/Ticket/Fee Revenues	(3,385)	(13,543)	(5,000)	(14,000)	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
Permitting Fees	(1,921,783)	(1,345,155)	(1,180,000)	(1,721,000)	(1,075,000)	(975,000)	(875,000)	(975,000)	(1,075,000)
<b>Total Revenues</b>	<b>(1,943,203)</b>	<b>(1,359,506)</b>	<b>(1,185,000)</b>	<b>(1,735,000)</b>	<b>(1,090,000)</b>	<b>(990,300)</b>	<b>(890,606)</b>	<b>(990,918)</b>	<b>(1,091,236)</b>
<b>Expenses</b>									
Consulting Services	9,308	2,229	25,000	20,000	25,500	26,010	26,530	27,061	27,602
General Expenses	7,135	3,790	40,620	45,837	10,100	10,273	10,448	10,627	10,809
Operational Reviews & Process Improvements	-	74,749	65,000	30,000	-	-	-	-	-
Salaries and Wages	576,169	674,923	733,796	808,058	831,500	845,500	859,780	874,346	889,203
Training, Conferences, & Memberships	12,446	27,309	28,800	29,200	29,376	29,880	30,391	30,911	31,443
<b>Total Expenses</b>	<b>605,058</b>	<b>783,000</b>	<b>893,216</b>	<b>933,095</b>	<b>896,476</b>	<b>911,663</b>	<b>927,149</b>	<b>942,945</b>	<b>959,057</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(1,338,145)</b>	<b>(576,506)</b>	<b>(291,784)</b>	<b>(801,905)</b>	<b>(193,524)</b>	<b>(78,637)</b>	<b>36,543</b>	<b>(47,973)</b>	<b>(132,179)</b>
<b>Cost Allocations In</b>									
Communications	4,270	400	-	-	-	-	-	-	-
Fire Services - General	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Public Works - Fleet	19,250	19,250	22,000	22,000	22,000	22,000	22,000	22,000	22,000
<b>Total cost allocations in</b>	<b>23,520</b>	<b>19,650</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>	<b>122,000</b>
<b>Net Expense (Surplus)</b>	<b>\$ (1,314,625)</b>	<b>\$ (556,856)</b>	<b>\$ (169,784)</b>	<b>\$ (679,905)</b>	<b>\$ (71,524)</b>	<b>\$ 43,363</b>	<b>\$ 158,543</b>	<b>\$ 74,027</b>	<b>\$ (10,179)</b>

**Building - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 78.57	\$ 16.49	\$ 5.03	\$ 20.14	\$ 2.12	\$ 1.28	\$ 4.70	\$ 2.19	\$ 0.30
% of Property Tax	(8.84)%	(1.78)%	(0.51)%	(2.05)%	(0.21)%	0.12 %	0.43 %	0.20 %	(0.03)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 608,381</u>
% Change	<u>(89.48)%</u>

License - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
License Fees	\$ (570,079)	\$ (600,605)	\$ (553,500)	\$ (545,550)	\$ (582,500)	\$ (594,050)	\$ (605,831)	\$ (617,848)	\$ (630,105)
<b>Total Revenues</b>	(570,079)	(600,605)	(553,500)	(545,550)	(582,500)	(594,050)	(605,831)	(617,848)	(630,105)
<b>Expenses</b>									
General Expenses	16,970	25,978	(23,000)	(17,142)	12,240	12,485	12,734	12,989	13,249
Operational Reviews & Process Improvements	-	56,119	50,000	17,000	48,000	10,000	10,000	10,000	10,000
Public Engagement/Education	211	4,741	30,000	30,000	10,000	10,000	10,000	10,000	10,000
Salaries and Wages	113,866	129,272	151,580	160,000	165,000	168,300	171,666	175,099	178,601
<b>Total Expenses</b>	131,047	216,110	208,580	189,858	235,240	200,785	204,400	208,088	211,850
<b>Net Operating Expense / (Surplus)</b>	(439,032)	(384,495)	(344,920)	(355,692)	(347,260)	(393,265)	(401,431)	(409,760)	(418,255)
<b>Net Expense (Surplus)</b>	\$ (439,032)	\$ (384,495)	\$ (344,920)	\$ (355,692)	\$ (347,260)	\$ (393,265)	\$ (401,431)	\$ (409,760)	\$ (418,255)

License - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 13.00	\$ 11.39	\$ 10.22	\$ 10.54	\$ 10.29	\$ 11.65	\$ 11.89	\$ 12.14	\$ 12.39
% of Property Tax	(1.46)%	(1.23)%	(1.04)%	(1.07)%	(1.00)%	(1.10)%	(1.09)%	(1.08)%	(1.07)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 8,432</u>
% Change	<u>(2.37)%</u>

**Bylaw Services - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ 10	\$ (2,601)	\$ (7,000)	\$ (7,500)	\$ (7,000)	\$ (7,140)	\$ (7,283)	\$ (7,428)	\$ (7,577)
Other Revenues	-	(1,083)	-	-	-	-	-	-	-
Penalty/Ticket/Fee Revenues	(138,314)	(88,520)	(186,500)	(128,000)	(140,000)	(142,800)	(145,656)	(148,569)	(151,540)
Parking Revenues	(452,651)	(421,284)	(397,456)	(410,856)	(485,600)	(494,851)	(504,285)	(513,911)	(523,728)
<b>Total Revenues</b>	<b>(590,955)</b>	<b>(513,488)</b>	<b>(590,956)</b>	<b>(546,356)</b>	<b>(632,600)</b>	<b>(644,791)</b>	<b>(657,224)</b>	<b>(669,908)</b>	<b>(682,845)</b>
<b>Expenses</b>									
General Expenses	32,847	62,143	37,050	70,400	54,800	12,540	12,785	13,034	13,289
Property Taxes/Leases	-	-	30,000	15,000	30,000	30,000	30,000	30,000	30,000
Public Engagement/Education	2,596	3,312	4,200	4,200	4,200	4,284	4,370	4,457	4,546
Salaries and Wages	364,811	569,811	669,489	808,375	838,800	853,280	868,050	883,115	898,481
Security	95	17,480	45,000	20,000	30,000	30,000	30,000	30,000	30,000
Training, Conferences, & Memberships	3,206	5,729	5,400	23,800	13,500	13,720	13,944	14,173	14,406
Vandalism Removal	28,800	28,800	29,000	28,900	29,000	29,580	30,172	30,775	31,390
<b>Total Expenses</b>	<b>432,355</b>	<b>687,275</b>	<b>820,139</b>	<b>970,675</b>	<b>1,000,300</b>	<b>973,404</b>	<b>989,321</b>	<b>1,005,554</b>	<b>1,022,112</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(158,600)</b>	<b>173,787</b>	<b>229,183</b>	<b>424,319</b>	<b>367,700</b>	<b>328,613</b>	<b>332,097</b>	<b>335,646</b>	<b>339,267</b>
<b>Cost Allocations In</b>									
Finance - Purchasing	519	-	-	-	-	-	-	-	-
Information Technology	213	1,587	1,000	2,000	1,000	-	-	-	-
Public Works - Fleet	5,500	13,750	27,500	27,500	27,500	28,050	28,611	29,183	29,767
<b>Total cost allocations in</b>	<b>6,232</b>	<b>15,337</b>	<b>28,500</b>	<b>29,500</b>	<b>28,500</b>	<b>28,050</b>	<b>28,611</b>	<b>29,183</b>	<b>29,767</b>
<b>Net Expense (Surplus)</b>	<b>\$ (152,368)</b>	<b>\$ 189,124</b>	<b>\$ 257,683</b>	<b>\$ 453,819</b>	<b>\$ 396,200</b>	<b>\$ 356,663</b>	<b>\$ 360,708</b>	<b>\$ 364,829</b>	<b>\$ 369,034</b>

**Bylaw Services - Operating Budget**

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<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 4.51	\$ 5.60	\$ 7.63	\$ 13.44	\$ 11.74	\$ 10.56	\$ 10.68	\$ 10.81	\$ 10.93
% of Property Tax	(0.51)%	0.60 %	0.78 %	1.37 %	1.14 %	1.00 %	0.98 %	0.96 %	0.95 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ (57,619)</u>
% Change	<u>(12.70)%</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$65K) parking revenue increase projected for 2020

**Fire Services - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Donations	\$ (89,470)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency Recoveries	(48,897)	(32,964)	(17,435)	(37,007)	(17,435)	(17,435)	(17,435)	(17,435)	(17,435)
Misc. Recoveries	(197,613)	(29,684)	(29,000)	(31,373)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Mutual Aid/Service Contracts	(496,088)	(592,529)	(545,000)	(639,077)	(585,000)	(585,000)	(585,000)	(585,000)	(585,000)
Misc. Grants	(9,266)	(49,002)	(69,000)	(69,000)	(90,000)	-	-	-	-
Permitting Fees	(3,552)	(5,905)	(9,550)	(4,685)	(6,550)	(6,550)	(6,550)	(6,550)	(6,550)
<b>Total Revenues</b>	<b>(844,886)</b>	<b>(710,084)</b>	<b>(669,985)</b>	<b>(781,142)</b>	<b>(706,985)</b>	<b>(616,985)</b>	<b>(616,985)</b>	<b>(616,985)</b>	<b>(616,985)</b>
<b>Expenses</b>									
Depreciation Offset	36,865	36,865	46,250	46,250	46,250	46,250	46,250	46,250	46,250
Emergency Work/Prevention	55,561	21,248	21,800	23,364	24,000	24,480	24,970	25,470	25,978
Fire Events & Mutual Aid Costs	240,842	193,356	176,600	89,070	178,800	180,576	182,388	184,235	186,120
Fire Prevention	8,486	5,559	2,500	2,500	97,000	7,210	7,426	7,649	7,879
General Expenses	49,390	34,124	32,050	36,300	27,935	28,479	29,032	29,598	30,175
Grant Expenses	6,709	45,996	69,000	69,000	-	-	-	-	-
Public Engagement/Education	3,176	23,093	28,000	27,773	-	-	-	-	-
Regulatory, Safety & Wellness	97,660	104,066	112,500	115,035	125,300	127,506	130,061	132,665	135,322
Salaries and Wages	5,147,840	5,246,595	5,423,540	5,618,192	5,599,488	5,715,837	5,865,769	5,991,027	6,109,595
Small Equipment, Supplies, General Repairs & Maint	65,288	63,575	62,225	62,168	69,675	71,234	72,832	74,470	76,149
Training, Conferences, & Memberships	75,204	61,272	60,164	64,245	78,400	79,968	81,567	83,198	84,863
<b>Total Expenses</b>	<b>5,787,021</b>	<b>5,835,749</b>	<b>6,034,629</b>	<b>6,153,897</b>	<b>6,246,848</b>	<b>6,281,540</b>	<b>6,440,295</b>	<b>6,574,562</b>	<b>6,702,331</b>
<b>Net Operating Expense / (Surplus)</b>	<b>4,942,135</b>	<b>5,125,665</b>	<b>5,364,644</b>	<b>5,372,755</b>	<b>5,539,863</b>	<b>5,664,555</b>	<b>5,823,310</b>	<b>5,957,577</b>	<b>6,085,346</b>

**Fire Services - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations In</b>									
Corporate Administration	-	-	-	-	15,000	-	-	-	-
Facilities	-	-	171,900	171,900	94,400	96,288	98,214	100,178	102,182
Information Technology	-	2,908	7,700	7,700	11,500	11,810	12,132	12,466	12,813
Public Works - Fleet	326,184	371,902	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Public Works - Roads And Maintenance	2,435	-	-	-	-	-	-	-	-
Safety	216	7,123	7,500	7,500	7,500	7,650	7,803	7,959	8,118
<b>Total cost allocations in</b>	328,835	381,933	512,100	512,100	453,400	440,748	443,149	445,603	448,113
<b>Cost Allocations Out</b>									
Building And License	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
<b>Total cost allocations out</b>	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
<b>Net Expense (Surplus)</b>	\$ 5,270,970	\$ 5,507,598	\$ 5,776,744	\$ 5,784,855	\$ 5,893,263	\$ 6,005,303	\$ 6,166,459	\$ 6,303,180	\$ 6,433,459

**Fire Services - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 156.13	\$ 163.13	\$ 171.11	\$ 171.35	\$ 174.56	\$ 177.88	\$ 182.65	\$ 186.70	\$ 190.56
% of Property Tax	17.57 %	17.56 %	17.40 %	17.43 %	17.00 %	16.82 %	16.77 %	16.64 %	16.49 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 108,408</u>
% Change	<u>1.87 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:  
 Fire events & mutual aid costs were lower than expected in 2019, budgeted for historical average in 2020.

RCMP - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Donations	\$ (6,468)	\$ (9,737)	\$ (6,500)	\$ (7,500)	\$ (6,500)	\$ (6,500)	\$ (6,500)	\$ (6,500)	\$ (6,500)
Misc. Recoveries	(454,973)	(370,354)	(340,829)	(319,719)	(329,500)	(332,275)	(335,106)	(337,992)	(340,937)
Other Revenues	(96,845)	(164,759)	(153,700)	(150,700)	(134,700)	(136,210)	(137,749)	(139,317)	(140,914)
<b>Total Revenues</b>	<b>(558,286)</b>	<b>(544,850)</b>	<b>(501,029)</b>	<b>(477,919)</b>	<b>(470,700)</b>	<b>(474,985)</b>	<b>(479,355)</b>	<b>(483,809)</b>	<b>(488,351)</b>
<b>Expenses</b>									
Crime Prevention	16,431	46,671	57,119	46,619	35,475	35,560	35,646	35,732	35,820
General Expenses	48,543	42,130	38,600	38,850	38,400	38,405	38,410	38,415	38,420
Regulatory, Safety & Wellness	6,943	15,902	5,000	34,000	6,000	6,060	6,120	6,182	6,244
Salaries and Wages	1,652,240	1,689,052	1,750,000	1,750,000	1,843,500	1,880,370	1,917,977	1,956,337	1,995,464
Service Contracts	7,284,879	7,054,672	7,761,010	7,462,942	8,054,648	8,456,180	8,877,790	9,320,479	9,785,304
Training, Conferences, & Memberships	912	1,050	4,050	750	2,000	2,040	2,080	2,122	2,164
<b>Total Expenses</b>	<b>9,009,948</b>	<b>8,849,477</b>	<b>9,615,779</b>	<b>9,333,161</b>	<b>9,980,023</b>	<b>10,418,615</b>	<b>10,878,023</b>	<b>11,359,267</b>	<b>11,863,416</b>
<b>Net Operating Expense / (Surplus)</b>	<b>8,451,662</b>	<b>8,304,627</b>	<b>9,114,750</b>	<b>8,855,242</b>	<b>9,509,323</b>	<b>9,943,630</b>	<b>10,398,668</b>	<b>10,875,458</b>	<b>11,375,065</b>
<b>Cost Allocations In</b>									
Facilities	-	-	189,900	189,900	190,900	194,718	198,612	202,585	206,636
Finance - General	-	-	84,000	84,000	45,925	-	-	-	-
Finance - Purchasing	814	-	-	-	-	-	-	-	-
Public Works - Fleet	11,000	11,826	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Safety	171	1,563	2,500	2,500	2,000	2,040	2,081	2,122	2,165
<b>Total cost allocations in</b>	<b>11,985</b>	<b>13,389</b>	<b>287,400</b>	<b>287,400</b>	<b>249,825</b>	<b>207,758</b>	<b>211,693</b>	<b>215,707</b>	<b>219,801</b>
<b>Net Expense (Surplus)</b>	<b>\$ 8,463,647</b>	<b>\$ 8,318,016</b>	<b>\$ 9,402,150</b>	<b>\$ 9,142,642</b>	<b>\$ 9,759,148</b>	<b>\$ 10,151,388</b>	<b>\$ 10,610,361</b>	<b>\$ 11,091,165</b>	<b>\$ 11,594,866</b>

**RCMP - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 250.69	\$ 246.38	\$ 278.49	\$ 270.80	\$ 289.07	\$ 300.68	\$ 314.28	\$ 328.52	\$ 343.44
% of Property Tax	28.22 %	26.53 %	28.32 %	27.54 %	28.16 %	28.44 %	28.86 %	29.28 %	29.72 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 616,506</u>
% Change	<u>6.74 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$592K increase in RCMP contract, reflecting 1 new member and inflationary increase

**Transportation Services - Segment Summary**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Public Works - Fleet	\$ (2,079,692)	\$ (2,033,376)	\$ (2,124,850)	\$ (2,124,850)	\$ (2,199,450)	\$ (2,200,950)	\$ (2,202,480)	\$ (2,204,040)	\$ (2,205,632)
Public Works - General	(17,060)	(4,273)	-	-	-	-	-	-	-
Public Works - Roads and Maintenance	(175)	(1,242)	-	-	-	-	-	-	-
Storm Water	-	(182,729)	(367,000)	(362,104)	(558,000)	(753,000)	(950,000)	(1,150,000)	(1,352,000)
Traffic Control	-	(30,000)	-	-	-	-	-	-	-
Transit	(629,863)	(673,662)	(684,610)	(688,805)	(702,650)	(712,850)	(733,650)	(735,950)	(738,350)
<b>Total Revenues</b>	<b>(2,726,790)</b>	<b>(2,925,282)</b>	<b>(3,176,460)</b>	<b>(3,175,759)</b>	<b>(3,460,100)</b>	<b>(3,666,800)</b>	<b>(3,886,130)</b>	<b>(4,089,990)</b>	<b>(4,295,982)</b>
<b>Expenses</b>									
Public Works - Fleet	2,037,113	2,112,030	2,064,803	2,050,916	2,133,405	2,144,199	2,155,209	2,166,439	2,177,894
Operations	61,686	6,605	-	-	-	-	-	-	-
Public Works - General	74,726	38,863	-	-	-	-	-	-	-
Public Works - Roads and Maintenance	1,673,697	2,345,619	1,861,292	1,890,748	2,026,753	2,189,312	2,123,862	2,173,536	2,233,448
Storm Water	130,433	287,147	425,300	421,205	512,982	499,678	467,264	474,942	482,714
Street Lighting	143,902	218,295	435,028	435,211	400,000	438,587	477,141	500,860	327,001
Traffic Control	60,015	144,826	114,434	114,490	120,000	122,240	124,524	126,855	129,232
Transit	1,689,546	1,788,432	2,094,540	1,880,140	2,164,650	2,387,994	2,589,952	2,663,872	2,738,654
<b>Total Expenses</b>	<b>5,871,118</b>	<b>6,941,817</b>	<b>6,995,397</b>	<b>6,792,710</b>	<b>7,357,790</b>	<b>7,782,010</b>	<b>7,937,952</b>	<b>8,106,504</b>	<b>8,088,943</b>
<b>Net Operating Expense / (Surplus)</b>	<b>\$ 3,144,328</b>	<b>\$ 4,016,535</b>	<b>\$ 3,818,937</b>	<b>\$ 3,616,951</b>	<b>\$ 3,897,690</b>	<b>\$ 4,115,210</b>	<b>\$ 4,051,822</b>	<b>\$ 4,016,514</b>	<b>\$ 3,792,961</b>

Public Works - Fleet - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
RDOS Fleet Recoveries	\$ (33,677)	\$ (45,597)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,800)	\$ (41,616)	\$ (42,448)	\$ (43,297)
RCMP Fleet Recoveries	(42,950)	(39,847)	(35,000)	(35,000)	(35,000)	(35,700)	(36,414)	(37,142)	(37,885)
Fleet Hourly Charges	(1,306,380)	(1,224,658)	(1,350,350)	(1,350,350)	(1,356,000)	(1,356,000)	(1,356,000)	(1,356,000)	(1,356,000)
Fleet Pool Charges	(631,918)	(681,838)	(649,500)	(649,500)	(718,450)	(718,450)	(718,450)	(718,450)	(718,450)
Revenue - Other	(64,767)	(41,436)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>Total Revenues</b>	<b>(2,079,692)</b>	<b>(2,033,376)</b>	<b>(2,124,850)</b>	<b>(2,124,850)</b>	<b>(2,199,450)</b>	<b>(2,200,950)</b>	<b>(2,202,480)</b>	<b>(2,204,040)</b>	<b>(2,205,632)</b>
<b>Expenses</b>									
Depreciation Offset	515,779	621,763	425,000	425,000	425,000	425,000	425,000	425,000	425,000
Fleet Insurance	81,195	98,863	80,000	80,000	92,000	92,000	92,000	92,000	92,000
Fuel, Oil, Grease	335,950	369,048	310,000	310,000	315,000	315,000	315,000	315,000	315,000
Internal Fleet Charges	303,549	305,550	335,500	335,500	398,950	400,665	402,414	404,198	406,018
Salaries and Wages	529,241	456,799	630,251	616,364	676,300	685,896	695,684	705,668	715,851
Small Equipment, Supplies, General Repairs & Maint	848,676	880,161	854,000	854,000	854,900	854,900	854,900	854,900	854,900
Training, Conferences, & Memberships	6,732	17,262	11,385	11,385	11,625	11,625	11,625	11,625	11,625
<b>Total Expenses</b>	<b>2,621,122</b>	<b>2,749,446</b>	<b>2,646,136</b>	<b>2,632,249</b>	<b>2,773,775</b>	<b>2,785,086</b>	<b>2,796,623</b>	<b>2,808,391</b>	<b>2,820,394</b>
<b>Net Operating Expense / (Surplus)</b>	<b>541,430</b>	<b>716,070</b>	<b>521,286</b>	<b>507,399</b>	<b>574,325</b>	<b>584,136</b>	<b>594,143</b>	<b>604,351</b>	<b>614,762</b>
<b>Cost Allocations In</b>									
Facilities	-	-	-	-	30,592	31,190	31,800	32,422	33,057
Finance - Purchasing	1,676	-	-	-	-	-	-	-	-
Information Technology	3,076	8,105	6,555	6,555	6,500	6,630	6,763	6,898	7,036
Public Works - General	-	19,931	49,612	49,612	23,488	23,958	24,437	24,926	25,425
Public Works - Roads And Maintenance	18,092	-	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>22,844</b>	<b>28,036</b>	<b>56,167</b>	<b>56,167</b>	<b>60,580</b>	<b>61,778</b>	<b>63,000</b>	<b>64,246</b>	<b>65,518</b>

Public Works - Fleet - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations Out</b>									
Building And License	(19,250)	(19,250)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Bylaw Enforcement	(5,500)	(13,750)	(27,500)	(27,500)	(27,500)	(28,050)	(28,611)	(29,183)	(29,767)
Electric	(39,750)	(39,750)	(45,000)	(45,000)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)
Engineering Services	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Facilities	(31,998)	(30,148)	(28,000)	(28,000)	(42,500)	(43,350)	(44,217)	(45,101)	(46,003)
Purchasing	(3,000)	(3,492)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Fire Services	(326,184)	(371,902)	(325,000)	(325,000)	(325,000)	(325,000)	(325,000)	(325,000)	(325,000)
Human Resources	-	(2,750)	-	-	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
Information Technology	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
Mayor & Council	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Public Works - General	(50,250)	(55,750)	(11,450)	(11,450)	(15,750)	(16,065)	(16,386)	(16,714)	(17,048)
Public Works - Parks	(36,000)	(34,624)	(38,000)	(38,000)	(43,500)	(43,500)	(43,500)	(43,500)	(43,500)
Public Works - Solid Waste Disposal	-	-	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
RCMP	(11,000)	(11,826)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Recreation	(16,681)	(16,500)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Sewer Utility	(21,378)	(21,354)	(48,025)	(48,025)	(58,450)	(58,450)	(58,450)	(58,450)	(58,450)
Water Utility	(18,362)	(16,856)	(34,525)	(34,525)	(48,750)	(48,750)	(48,750)	(48,750)	(48,750)
<b>Total cost allocations out</b>	(606,853)	(665,452)	(637,500)	(637,500)	(700,950)	(702,665)	(704,414)	(706,198)	(708,018)
<b>Net Expense (Surplus)</b>	\$ (42,579)	\$ 78,654	\$ (60,047)	\$ (73,934)	\$ (66,045)	\$ (56,751)	\$ (47,271)	\$ (37,601)	\$ (27,738)

Public Works - Fleet - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 1.26	\$ 2.33	\$ 1.78	\$ 2.19	\$ 1.96	\$ 1.68	\$ 1.40	\$ 1.11	\$ 0.82
% of Property Tax	(0.14)%	0.25 %	(0.18)%	(0.22)%	(0.19)%	(0.16)%	(0.13)%	(0.10)%	(0.07)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>7,889</u>
% Change	<u>(10.67)</u>

Operations - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Expenses</b>									
Salaries and Wages	\$ 197,733	\$ 208,342	\$ 207,194	\$ 207,194	\$ 213,408	\$ 213,408	\$ 213,408	\$ 213,408	\$ 213,408
Training, Conferences, & Memberships	2,329	3,445	3,050	3,050	3,700	3,700	3,700	3,700	3,700
<b>Total Expenses</b>	200,062	211,787	210,244	210,244	217,108	217,108	217,108	217,108	217,108
<b>Net Operating Expense / (Surplus)</b>	200,062	211,787	210,244	210,244	217,108	217,108	217,108	217,108	217,108
<b>Cost Allocations In</b>									
Finance - Purchasing	429	-	-	-	-	-	-	-	-
Information Technology	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total cost allocations in</b>	429	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Cost Allocations Out</b>									
Electric	(42,458)	(62,786)	(67,000)	(67,000)	(67,939)	(67,939)	(67,939)	(67,939)	(67,939)
Engineering Services	(14,697)	(21,749)	(23,000)	(23,000)	(23,517)	(23,517)	(23,517)	(23,517)	(23,517)
Storm Water	(8,165)	(12,106)	(12,500)	(12,500)	(13,065)	(13,065)	(13,065)	(13,065)	(13,065)
Public Works - Roads & Maintenance	(13,064)	(19,287)	(19,744)	(19,744)	(20,904)	(20,904)	(20,904)	(20,904)	(20,904)
Public Works - Solid Waste Disposal	(8,165)	(12,106)	(13,000)	(13,000)	(13,065)	(13,065)	(13,065)	(13,065)	(13,065)
Sewer Utility	(26,128)	(38,574)	(40,000)	(40,000)	(41,809)	(41,809)	(41,809)	(41,809)	(41,809)
Water Utility	(26,128)	(38,574)	(40,000)	(40,000)	(41,809)	(41,809)	(41,809)	(41,809)	(41,809)
<b>Total cost allocations out</b>	(138,805)	(205,182)	(215,244)	(215,244)	(222,108)	(222,108)	(222,108)	(222,108)	(222,108)
<b>Net Expense (Surplus)</b>	\$ 61,686	\$ 6,605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## Operations - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 1.83	\$ 0.20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Property Tax	0.21 %	0.02 %	- %	- %	- %	- %	- %	- %	- %

**Public Works - General - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Service Recoveries	\$ (17,060)	\$ (4,273)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(17,060)	(4,273)	-	-	-	-	-	-	-
<b>Expenses</b>									
Emergency Work/Prevention	-	15,701	-	-	-	-	-	-	-
General Expenses	235	278	-	-	-	-	-	-	-
Salaries and Wages	(18,084)	520,115	761,850	760,600	793,520	809,389	825,578	842,091	858,931
Service Contracts	27,790	6,526	-	-	-	-	-	-	-
Training, Conferences, & Memberships	4,035	8,538	9,950	9,950	11,150	11,373	11,600	11,832	12,070
<b>Total Expenses</b>	13,976	551,158	771,800	770,550	804,670	820,762	837,178	853,923	871,001
<b>Net Operating Expense / (Surplus)</b>	(3,084)	546,885	771,800	770,550	804,670	820,762	837,178	853,923	871,001
<b>Cost Allocations In</b>									
Facilities	-	-	175,700	175,700	-	-	-	-	-
Finance - Purchasing	1,556	-	-	-	-	-	-	-	-
Information Technology	2,819	1,904	5,940	5,940	5,940	6,059	6,180	6,304	6,430
Public Works - Fleet	50,250	55,750	11,450	11,450	15,750	16,065	16,386	16,714	17,048
Safety	6,125	5,233	16,500	10,000	10,000	10,200	10,404	10,612	10,824
<b>Total cost allocations in</b>	60,750	62,887	209,590	203,090	31,690	32,324	32,970	33,630	34,302

**Public Works - General - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations Out</b>									
Electric	-	-	(43,925)	(43,925)	-	-	-	-	-
Storm Water	-	(50,461)	(69,900)	(69,900)	(70,916)	(72,335)	(73,781)	(75,257)	(76,762)
Public Works - Cemetery	-	(7,410)	(8,200)	(8,200)	(8,980)	(9,159)	(9,343)	(9,530)	(9,720)
Public Works - Fleet	-	(19,931)	(49,612)	(49,612)	(23,488)	(23,958)	(24,437)	(24,926)	(25,425)
Public Works - Parks	-	(14,820)	(35,727)	(35,727)	(28,735)	(29,309)	(29,895)	(30,493)	(31,103)
Public Works - Roads & Maintenance	-	(140,566)	(182,532)	(182,532)	(186,495)	(190,224)	(194,029)	(197,910)	(201,868)
Public Works - Transit	-	(13,360)	(14,000)	(14,000)	(29,798)	(30,394)	(31,002)	(31,622)	(32,254)
Public Works - Solid Waste Disposal	-	(36,968)	(45,700)	(45,700)	(32,689)	(33,343)	(34,010)	(34,690)	(35,384)
Sewer Utility	-	(145,833)	(222,897)	(215,147)	(191,405)	(195,233)	(199,138)	(203,121)	(207,183)
Water Utility	-	(145,833)	(308,897)	(308,897)	(263,854)	(269,131)	(274,513)	(280,004)	(285,604)
<b>Total cost allocations out</b>	-	(575,182)	(981,390)	(973,640)	(836,360)	(853,086)	(870,148)	(887,553)	(905,303)
<b>Net Expense (Surplus)</b>	\$ 57,666	\$ 34,590	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Public Works - Roads and Maintenance - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (175)	\$ (1,242)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(175)	(1,242)	-	-	-	-	-	-	-
<b>Expenses</b>									
Loss on Disposition	-	592,231	-	-	-	-	-	-	-
Emergency Work/Prevention	130,023	71,861	4,750	4,750	4,750	4,815	4,881	4,949	5,018
General Expenses	1,333	1,730	7,750	8,750	29,250	29,410	29,573	29,740	29,909
Parking Lots, Sidewalks and Walkways	122,394	148,797	170,250	148,500	171,400	175,729	180,195	184,810	189,570
Public Engagement/Education	26,879	35,997	43,600	43,600	48,950	50,656	52,606	54,859	57,481
Repairs & Maintenance - Roads and Related Infrastr	811,386	929,681	977,001	1,002,309	1,044,050	1,067,366	1,091,461	1,116,368	1,142,117
Salaries and Wages	547,400	12,702	32,000	32,000	36,900	37,638	38,391	39,159	39,942
Small Equipment, Supplies, General Repairs & Maint	22,519	16,389	30,100	34,350	37,700	38,232	38,774	39,329	39,893
Snow & Ice Removal	356,637	319,526	330,500	344,500	336,000	345,817	356,076	366,797	378,002
Training, Conferences, & Memberships	9,028	7,662	7,400	7,400	15,500	15,810	16,127	16,449	16,778
Vandalism Removal	24,700	23,974	48,500	48,500	49,250	50,095	50,957	51,836	52,733
<b>Total Expenses</b>	2,052,299	2,160,550	1,651,851	1,674,659	1,773,750	1,815,568	1,859,041	1,904,296	1,951,443
<b>Net Operating Expense / (Surplus)</b>	2,052,124	2,159,308	1,651,851	1,674,659	1,773,750	1,815,568	1,859,041	1,904,296	1,951,443
<b>Cost Allocations In</b>									
Operations	13,064	19,287	19,744	19,744	20,904	20,904	20,904	20,904	20,904
Electric	6,500	15,216	12,365	25,813	12,500	12,750	13,005	13,266	13,530
Facilities	-	-	-	-	11,472	11,696	11,925	12,158	12,396
Public Works - General	-	140,566	182,532	182,532	186,495	190,224	194,029	197,910	201,868
Design	10,000	10,000	30,050	30,050	66,832	183,370	70,158	70,202	78,507
<b>Total cost allocations in</b>	29,564	185,069	244,691	258,139	298,203	418,944	310,021	314,440	327,205

**Public Works - Roads and Maintenance - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations Out</b>									
Electric	-	-	(3,750)	(3,750)	(6,900)	(6,900)	(6,900)	(6,900)	(6,900)
Storm Water	(41,405)	-	-	-	-	-	-	-	-
Public Works - Cemetery	(6,795)	-	-	-	-	-	-	-	-
Public Works - Fleet	(18,092)	-	-	-	-	-	-	-	-
Public Works - Parks	(13,591)	-	-	-	-	-	-	-	-
Public Works - Transit	(9,496)	-	-	-	-	-	-	-	-
Public Works - Solid Waste Disposal	(30,786)	-	-	-	-	-	-	-	-
Sewer Utility	(148,726)	-	(15,750)	(19,150)	(19,150)	(19,150)	(19,150)	(19,150)	(19,150)
Water Utility	(139,275)	-	(15,750)	(19,150)	(19,150)	(19,150)	(19,150)	(19,150)	(19,150)
<b>Total cost allocations out</b>	(408,166)	-	(35,250)	(42,050)	(45,200)	(45,200)	(45,200)	(45,200)	(45,200)
<b>Net Expense (Surplus)</b>	\$ 1,673,522	\$ 2,344,377	\$ 1,861,292	\$ 1,890,748	\$ 2,026,753	\$ 2,189,312	\$ 2,123,862	\$ 2,173,536	\$ 2,233,448

**Public Works - Roads and Maintenance - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 49.57	\$ 69.44	\$ 55.13	\$ 56.00	\$ 60.03	\$ 64.85	\$ 62.91	\$ 64.38	\$ 66.15
% of Property Tax	5.58 %	7.48 %	5.61 %	5.70 %	5.85 %	6.13 %	5.78 %	5.74 %	5.73 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>136,005</u>
% Change	<u>7.19</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$11K new allocation in from Facilities for portion of city yards cost

\$36K increase in allocation in from engineering for portion of transportation master plan

\$20K of waste and recycling recepticle replacement cost now contained in operating budget rather than capital budget

\$23K increase in sideway and walkway maintenance

\$42K increase in roads maintenance

Storm Water - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ -	\$ (10,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Water User Fee	-	(172,729)	(367,000)	(362,104)	(558,000)	(753,000)	(950,000)	(1,150,000)	(1,352,000)
<b>Total Revenues</b>	-	(182,729)	(367,000)	(362,104)	(558,000)	(753,000)	(950,000)	(1,150,000)	(1,352,000)
<b>Expenses</b>									
Catch Basin Cleaning	7,682	39,419	21,750	18,000	23,250	23,715	24,189	24,673	25,167
Creeks & Dams	-	-	24,000	8,000	-	-	-	-	-
Detention Ponds	22,749	30,806	15,500	11,775	11,000	11,220	11,445	11,674	11,907
Main Repairs	8,812	14,305	35,500	19,330	36,300	37,026	37,766	38,521	39,291
Small Equipment, Supplies, General Repairs & Maint	32,015	58,801	140,150	175,700	110,851	144,817	106,314	107,840	109,398
Video Inspection	9,605	6,249	10,000	10,000	10,000	10,200	10,404	10,612	10,824
<b>Total Expenses</b>	80,863	149,580	246,900	242,805	191,401	226,978	190,118	193,320	196,587
<b>Net Operating Expense / (Surplus)</b>	80,863	(33,149)	(120,100)	(119,299)	(366,599)	(526,022)	(759,882)	(956,680)	(1,155,413)
<b>Cost Allocations In</b>									
Operations	8,165	12,106	12,500	12,500	13,065	13,065	13,065	13,065	13,065
Information Technology	-	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Public Works - General	-	50,461	69,900	69,900	70,916	72,335	73,781	75,257	76,762
Public Works - Roads And Maintenance	41,405	-	-	-	-	-	-	-	-
General Government/Overhead	-	75,000	76,000	76,000	77,000	78,000	79,000	80,000	81,000
Design	-	-	-	-	140,600	89,300	91,300	93,300	95,300
<b>Total cost allocations in</b>	49,570	137,567	178,400	178,400	321,581	272,700	277,146	281,622	286,127
<b>Net Expense / (Surplus) before Debt Servicing and Transfers</b>	130,433	104,418	58,300	59,101	(45,018)	(253,322)	(482,736)	(675,058)	(869,286)
<b>Transfers to Reserve</b>									
<b>Transfer To Non-Statutory Reserves</b>									
Transfer to Storm Capital	-	-	-	-	45,018	253,322	482,736	675,058	869,286
<b>Total Net Transfers</b>	-	-	-	-	45,018	253,322	482,736	675,058	869,286
<b>Net Expense (Surplus)</b>	\$ 130,433	\$ 104,418	\$ 58,300	\$ 59,101	\$ -	\$ -	\$ -	\$ -	\$ -

**Storm Water - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 3.86	\$ 3.09	\$ 1.73	\$ 1.75	\$ 1.33	\$ 7.50	\$ 14.30	\$ 20.00	\$ 25.75
% of Property Tax	0.43 %	0.33 %	0.18 %	0.18 %	(0.13)%	(0.71)%	(1.31)%	(1.78)%	(2.23)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>(104,119)</u>
% Change	<u>(176.17)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$196K) revenue increase per recent rate review

(\$65K) reduction of storm water ditching expenses in 2020

\$53K expense for 2020 storm water master plan allocated in from engineering design

\$87K for allocation in of engineering design wages

Street Lighting - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Expenses</b>									
Crime Prevention	\$ -	\$ 53,718	\$ 200,000	\$ 200,000	\$ 187,500	\$ 209,715	\$ 213,506	\$ 217,371	\$ 21,500
Master Plans & Assessments	1,200	7,316	-	-	-	-	16,888	17,225	17,916
Parking Lots, Sidewalks and Walkways	716	-	1,020	1,020	1,000	1,016	1,032	1,048	1,066
Small Equipment, Supplies, General Repairs & Maint	23,121	34,363	69,625	69,625	46,500	47,330	48,177	49,040	49,920
Utilities	112,831	120,560	160,761	160,761	161,000	176,456	193,396	211,962	232,310
Vandalism Removal	6,034	2,338	3,622	3,805	4,000	4,070	4,142	4,214	4,289
<b>Total Expenses</b>	143,902	218,295	435,028	435,211	400,000	438,587	477,141	500,860	327,001
<b>Net Expense (Surplus)</b>	\$ 143,902	\$ 218,295	\$ 435,028	\$ 435,211	\$ 400,000	\$ 438,587	\$ 477,141	\$ 500,860	\$ 327,001

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 4.26	\$ 6.47	\$ 12.89	\$ 12.89	\$ 11.85	\$ 12.99	\$ 14.13	\$ 14.84	\$ 9.69
% of Property Tax	0.48 %	0.70 %	1.31 %	1.31 %	1.15 %	1.23 %	1.30 %	1.32 %	0.84 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(35,211)</u>
% Change	<u>(8.09)</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

(\$13K) reduction in special streetlighting project budget

(\$23K) reduction in misc. repairs to move closer to historical average

Traffic Control - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ -	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	-	(30,000)	-	-	-	-	-	-	-
<b>Expenses</b>									
Shared Services	5,583	-	-	-	-	-	-	-	-
Small Equipment, Supplies, General Repairs & Maint	39,491	112,880	98,384	98,384	100,500	102,350	104,236	106,161	108,125
Utilities	7,643	12,785	13,944	14,000	17,000	17,340	17,687	18,041	18,401
Vandalism Removal	7,298	19,161	2,106	2,106	2,500	2,550	2,601	2,653	2,706
<b>Total Expenses</b>	60,015	144,826	114,434	114,490	120,000	122,240	124,524	126,855	129,232
<b>Net Operating Expense / (Surplus)</b>	60,015	114,826	114,434	114,490	120,000	122,240	124,524	126,855	129,232
<b>Net Expense (Surplus)</b>	\$ 60,015	\$ 114,826	\$ 114,434	\$ 114,490	\$ 120,000	\$ 122,240	\$ 124,524	\$ 126,855	\$ 129,232

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Outputs and Outcomes</b>									
Cost per Capita	\$ 1.78	\$ 3.40	\$ 3.39	\$ 3.39	\$ 3.55	\$ 3.62	\$ 3.69	\$ 3.76	\$ 3.83
% of Property Tax	0.20 %	0.37 %	0.34 %	0.34 %	0.35 %	0.34 %	0.34 %	0.33 %	0.33 %

Change 2019 forecast to 2020 budget:

\$ Change	5,510
% Change	4.81

Transit - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ (686)	\$ -	\$ (710)	\$ -	\$ (750)	\$ (750)	\$ (750)	\$ (750)	\$ (750)
Transit Fees	(629,177)	(673,662)	(683,900)	(688,805)	(701,900)	(712,100)	(732,900)	(735,200)	(737,600)
<b>Total Revenues</b>	<b>(629,863)</b>	<b>(673,662)</b>	<b>(684,610)</b>	<b>(688,805)</b>	<b>(702,650)</b>	<b>(712,850)</b>	<b>(733,650)</b>	<b>(735,950)</b>	<b>(738,350)</b>
<b>Expenses</b>									
General Expenses	7,783	7,490	7,900	8,300	125,350	171,400	176,450	181,500	187,550
Service Contracts	1,640,118	1,734,068	2,035,900	1,806,000	1,954,000	2,148,000	2,343,000	2,410,000	2,477,000
Snow & Ice Removal	5,114	12,403	12,330	25,070	20,362	22,700	23,300	23,900	24,500
Transit Infrastructure	27,035	21,111	24,410	26,770	35,140	15,500	16,200	16,850	17,350
<b>Total Expenses</b>	<b>1,680,050</b>	<b>1,775,072</b>	<b>2,080,540</b>	<b>1,866,140</b>	<b>2,134,852</b>	<b>2,357,600</b>	<b>2,558,950</b>	<b>2,632,250</b>	<b>2,706,400</b>
<b>Net Operating Expense / (Surplus)</b>	<b>1,050,187</b>	<b>1,101,410</b>	<b>1,395,930</b>	<b>1,177,335</b>	<b>1,432,202</b>	<b>1,644,750</b>	<b>1,825,300</b>	<b>1,896,300</b>	<b>1,968,050</b>
<b>Cost Allocations In</b>									
Public Works - General	-	13,360	14,000	14,000	29,798	30,394	31,002	31,622	32,254
Public Works - Roads And Maintenance	9,496	-	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>9,496</b>	<b>13,360</b>	<b>14,000</b>	<b>14,000</b>	<b>29,798</b>	<b>30,394</b>	<b>31,002</b>	<b>31,622</b>	<b>32,254</b>
<b>Net Expense (Surplus)</b>	<b>\$ 1,059,683</b>	<b>\$ 1,114,770</b>	<b>\$ 1,409,930</b>	<b>\$ 1,191,335</b>	<b>\$ 1,462,000</b>	<b>\$ 1,675,144</b>	<b>\$ 1,856,302</b>	<b>\$ 1,927,922</b>	<b>\$ 2,000,304</b>

**Transit - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 31.39	\$ 33.02	\$ 41.76	\$ 35.29	\$ 43.30	\$ 49.62	\$ 54.98	\$ 57.11	\$ 59.25
% of Property Tax	3.53 %	3.56 %	4.25 %	3.59 %	4.22 %	4.69 %	5.05 %	5.09 %	5.13 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>270,665</u>
% Change	<u>22.72</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$40K increase for portion of the additional two runs per day M-F route 70 - Penticton to Kelowna

\$106K increase due to BC Transit Contract Expense

\$20K increase for Transit stop data collection

\$8K increase for Transit shelter maintenance

**Environmental Development Services - Segment Summary**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Development Services	\$ (138,171)	\$ (12,274)	\$ (61,000)	\$ (50,500)	\$ (61,500)	\$ (9,680)	\$ (9,864)	\$ (10,051)	\$ (10,242)
Economic Development & Tourism	(22,720)	(2,494)	-	-	-	-	-	-	-
Planning	(364,349)	(347,334)	(326,000)	(353,760)	(333,000)	(333,000)	(333,000)	(333,000)	(333,000)
<b>Total Revenues</b>	(525,240)	(362,102)	(387,000)	(404,260)	(394,500)	(342,680)	(342,864)	(343,051)	(343,242)
<b>Expenses</b>									
Development Services	798,372	795,594	767,000	638,711	702,844	858,780	714,836	721,010	727,309
Economic Development	396,315	319,532	391,000	347,713	407,200	410,700	414,270	417,909	421,626
Tourism	354,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Engineering Services	568,989	677,107	730,000	730,000	718,000	718,000	718,000	718,000	718,000
Planning	661,666	702,525	961,324	757,980	821,100	809,600	816,230	822,992	829,891
<b>Total Expenses</b>	2,779,342	2,794,758	3,149,324	2,774,404	2,949,144	3,097,080	2,963,336	2,979,911	2,996,826
<b>Net Operating Expense / (Surplus)</b>	\$ 2,254,102	\$ 2,432,656	\$ 2,762,324	\$ 2,370,144	\$ 2,554,644	\$ 2,754,400	\$ 2,620,472	\$ 2,636,860	\$ 2,653,584

**Development Services - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Inspection Fees	\$ (45,739)	\$ -	\$ (52,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc. Recoveries	(92,432)	(12,274)	(9,000)	(50,500)	(61,500)	(9,680)	(9,864)	(10,051)	(10,242)
<b>Total Revenues</b>	(138,171)	(12,274)	(61,000)	(50,500)	(61,500)	(9,680)	(9,864)	(10,051)	(10,242)
<b>Expenses</b>									
Asset Management Projects	36,110	85,036	30,000	33,885	45,000	45,900	46,818	47,754	48,709
Bylaw & Policy Updates	374	8,360	2,000	2,000	5,000	155,100	5,202	5,306	5,412
General Expenses	24,547	30,311	31,125	25,903	30,000	30,600	31,212	31,836	32,472
Salaries and Wages	572,641	527,561	539,345	494,393	538,344	541,080	543,872	546,719	549,624
Training, Conferences, & Memberships	6,204	2,852	9,000	6,000	9,000	9,090	9,182	9,274	9,368
<b>Total Expenses</b>	639,876	654,120	611,470	562,181	627,344	781,770	636,286	640,889	645,585
<b>Net Operating Expense / (Surplus)</b>	501,705	641,846	550,470	511,681	565,844	772,090	626,422	630,838	635,343
<b>Cost Allocations In</b>									
Corporate Administration	148,017	130,514	140,000	60,000	60,000	61,200	62,424	63,672	64,946
Communications	684	95	8,000	9,000	8,000	8,160	8,323	8,490	8,659
Finance - Purchasing	605	-	-	-	-	-	-	-	-
Information Technology	9,190	10,865	7,530	7,530	7,500	7,650	7,803	7,959	8,119
<b>Total cost allocations in</b>	158,496	141,474	155,530	76,530	75,500	77,010	78,550	80,121	81,724
<b>Net Expense (Surplus)</b>	\$ 660,201	\$ 783,320	\$ 706,000	\$ 588,211	\$ 641,344	\$ 849,100	\$ 704,972	\$ 710,959	\$ 717,067

**Development Services - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 19.56	\$ 23.20	\$ 20.91	\$ 17.42	\$ 19.00	\$ 25.15	\$ 20.88	\$ 21.06	\$ 21.24
% of Property Tax	2.20 %	2.50 %	2.13 %	1.77 %	1.85 %	2.38 %	1.92 %	1.88 %	1.84 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>53,133</u>
% Change	<u>9.03</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$10K increase in road widening initiatives

\$44K payroll increase in 2020 budget as there was a staff vacancy included in the 2019 forecast

**Economic Development - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Other Revenues	\$ (22,720)	\$ (2,494)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(22,720)	(2,494)	-	-	-	-	-	-	-
<b>Expenses</b>									
Attraction	102,210	78,576	55,000	54,000	50,000	51,000	52,020	53,060	54,122
Casino	11,884	2,504	-	-	-	-	-	-	-
Collaboration	14,008	9,911	45,000	33,000	22,000	22,440	22,889	23,346	23,813
Consulting Services	-	10,637	30,000	30,000	-	-	-	-	-
Event Sport Toursim	13,005	-	-	-	-	-	-	-	-
General Expenses	927	70	-	210	-	-	-	-	-
Retention & Expansion	53,802	51,381	70,000	55,000	50,000	51,000	52,020	53,060	54,122
Salaries and Wages	128,687	87,532	125,000	120,000	227,200	227,200	227,200	227,200	227,200
Strategic Communication	66,415	71,951	52,000	48,000	40,000	40,800	41,616	42,448	43,297
Training, Conferences, & Memberships	5,317	6,970	9,000	7,503	13,000	13,260	13,525	13,795	14,072
<b>Total Expenses</b>	396,255	319,532	386,000	347,713	402,200	405,700	409,270	412,909	416,626
<b>Net Operating Expense / (Surplus)</b>	373,535	317,038	386,000	347,713	402,200	405,700	409,270	412,909	416,626
<b>Cost Allocations In</b>									
Communications	-	-	5,000	-	5,000	5,000	5,000	5,000	5,000
Finance - Purchasing	60	-	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	60	-	5,000	-	5,000	5,000	5,000	5,000	5,000
<b>Net Expense (Surplus)</b>	\$ 373,595	\$ 317,038	\$ 391,000	\$ 347,713	\$ 407,200	\$ 410,700	\$ 414,270	\$ 417,909	\$ 421,626

**Economic Development - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 11.07	\$ 9.39	\$ 11.58	10.30	\$ 12.06	\$ 12.16	\$ 12.27	\$ 12.38	12.49
% of Property Tax	1.25 %	1.01 %	1.18 %	1.05 %	1.17 %	1.15 %	1.13 %	1.10 %	1.08 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>59,487</u>
% Change	<u>17.11</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

Addition of Social Development Specialist

Tourism - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Expenses</b>									
Tourism Contract	\$ 354,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
<b>Net Expense (Surplus)</b>	\$ 354,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Outputs and Outcomes</b>									
Cost per Capita	\$ 10.49	\$ 8.89	\$ 8.89	\$ 8.89	\$ 8.89	\$ 8.89	\$ 8.89	\$ 8.89	\$ 8.89
% of Property Tax	1.18 %	0.96 %	0.90 %	0.90 %	0.87 %	0.84 %	0.82 %	0.79 %	0.77 %

Engineering Services - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Expenses</b>									
Consulting Services	\$ 32,499	\$ 50,719	\$ 70,000	\$ 70,000	\$ 120,000	\$ 130,000	\$ 140,000	\$ 140,000	\$ 140,000
General Expenses	9,300	7,363	26,200	26,200	6,200	6,200	6,200	6,200	6,200
Master Plans & Assessments	-	-	-	-	303,300	115,000	-	-	-
Salaries and Wages	528,728	611,034	832,000	832,000	987,600	999,161	1,010,951	1,022,979	1,035,246
Training, Conferences, & Memberships	8,361	12,882	12,250	12,250	15,500	15,500	15,500	15,500	15,500
<b>Total Expenses</b>	<b>578,888</b>	<b>681,998</b>	<b>940,450</b>	<b>940,450</b>	<b>1,432,600</b>	<b>1,265,861</b>	<b>1,172,651</b>	<b>1,184,679</b>	<b>1,196,946</b>
<b>Net Operating Expense / (Surplus)</b>	<b>578,888</b>	<b>681,998</b>	<b>940,450</b>	<b>940,450</b>	<b>1,432,600</b>	<b>1,265,861</b>	<b>1,172,651</b>	<b>1,184,679</b>	<b>1,196,946</b>
<b>Cost Allocations In</b>									
Corporate Administration	41,228	47,360	25,000	25,000	25,000	25,500	26,010	26,530	27,061
Operations	14,697	21,749	23,000	23,000	23,517	23,517	23,517	23,517	23,517
Communications	500	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Finance - Purchasing	1,676	-	-	-	-	-	-	-	-
Information Technology	-	-	5,100	5,100	5,899	7,376	8,864	10,360	11,867
Public Works - Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total cost allocations in</b>	<b>69,101</b>	<b>80,109</b>	<b>74,100</b>	<b>74,100</b>	<b>75,416</b>	<b>77,393</b>	<b>79,391</b>	<b>81,407</b>	<b>83,445</b>

**Engineering Services - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations Out</b>									
Electric	(10,000)	(15,000)	(22,000)	(22,000)	(43,808)	(47,808)	(50,808)	(52,808)	(52,808)
Storm - Engineering	-	-	-	-	(87,300)	(89,300)	(91,300)	(93,300)	(95,300)
Planning	(10,000)	(5,000)	-	-	-	-	-	-	-
Storm Water	-	-	-	-	(53,300)	-	-	-	-
Public Works - Parks	(10,000)	(10,000)	(10,500)	(10,500)	(12,000)	(14,000)	(16,000)	(17,000)	(17,000)
Public Works - Roads & Maintenance	(10,000)	(10,000)	(30,050)	(30,050)	(66,832)	(183,370)	(70,158)	(70,202)	(78,507)
Public Works - Solid Waste Disposal	(5,000)	(5,000)	-	-	-	-	-	-	-
Sewer Utility	-	-	-	-	(125,000)	-	-	-	-
Water Utility	-	-	-	-	(125,000)	-	-	-	-
Water Distribution	-	-	(81,000)	(81,000)	(108,104)	(113,104)	(118,104)	(121,104)	(121,104)
Sewer Collection	-	-	(81,000)	(81,000)	(105,672)	(110,672)	(115,672)	(118,672)	(120,672)
Waste Water Treatment Plant	(17,000)	(20,000)	(30,000)	(30,000)	(32,000)	(34,000)	(36,000)	(38,000)	(40,000)
Water Treatment Plant	(17,000)	(20,000)	(30,000)	(30,000)	(31,000)	(33,000)	(36,000)	(37,000)	(37,000)
<b>Total cost allocations out</b>	<b>(79,000)</b>	<b>(85,000)</b>	<b>(284,550)</b>	<b>(284,550)</b>	<b>(790,016)</b>	<b>(625,254)</b>	<b>(534,042)</b>	<b>(548,086)</b>	<b>(562,391)</b>
<b>Net Expense / (Surplus) before Debt Servicing and Transfers</b>	<b>1,147,877</b>	<b>677,107</b>	<b>730,000</b>	<b>730,000</b>	<b>718,000</b>	<b>718,000</b>	<b>718,000</b>	<b>718,000</b>	<b>718,000</b>
<b>Transfers to Reserve</b>									
<b>Transfer To Statutory Reserves</b>									
General Capital	(172,300)	(125,500)	(140,000)	(140,000)	(325,000)	(325,000)	(325,000)	(325,000)	(325,000)
Water Capital	(131,500)	(248,000)	(335,000)	(335,000)	(314,000)	(314,000)	(314,000)	(314,000)	(314,000)
Sewer Capital	(47,500)	(125,000)	(255,000)	(255,000)	(79,000)	(79,000)	(79,000)	(79,000)	(79,000)
	<b>(351,300)</b>	<b>(498,500)</b>	<b>(730,000)</b>	<b>(730,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>
<b>Total Net Transfers</b>	<b>(351,300)</b>	<b>(498,500)</b>	<b>(730,000)</b>	<b>(730,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>	<b>(718,000)</b>
<b>Net Expense (Surplus)</b>	<b>\$ 217,689</b>	<b>\$ 178,607</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Engineering Services - Operating Budget

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Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 34.00	\$ 20.06	\$ 21.62	\$ 21.62	\$ 21.27	\$ 21.27	\$ 21.27	\$ 21.27	\$ 21.27
% of Property Tax	3.83 %	2.16 %	2.20 %	2.20 %	2.07 %	2.01 %	1.95 %	1.90 %	1.84 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>12,000</u>
% Change	<u>(1.64)</u>

Planning - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Application Fees	\$ (297,577)	\$ (270,246)	\$ (260,000)	\$ (274,274)	\$ (260,000)	\$ (260,000)	\$ (260,000)	\$ (260,000)	\$ (260,000)
Misc. Recoveries	(18,699)	(24,768)	(18,000)	(23,933)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Provincial Grants	(48,073)	(52,320)	(48,000)	(55,553)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
<b>Total Revenues</b>	<b>(364,349)</b>	<b>(347,334)</b>	<b>(326,000)</b>	<b>(353,760)</b>	<b>(333,000)</b>	<b>(333,000)</b>	<b>(333,000)</b>	<b>(333,000)</b>	<b>(333,000)</b>
<b>Expenses</b>									
General Expenses	12,400	43,027	68,817	43,700	108,200	90,204	90,208	90,212	90,216
Master Plans & Assessments	-	-	156,000	25,000	-	-	-	-	-
Public Engagement/Education	11,969	10,230	12,000	10,000	10,000	10,200	10,404	10,612	10,824
Regulatory, Safety & Wellness	15,310	6,569	2,500	1,200	2,500	2,500	2,500	2,500	2,500
Salaries and Wages	538,130	624,933	708,232	666,680	687,200	693,232	699,385	705,660	712,062
Training, Conferences, & Memberships	4,246	12,816	13,775	11,400	13,200	13,464	13,733	14,008	14,289
<b>Total Expenses</b>	<b>582,055</b>	<b>697,575</b>	<b>961,324</b>	<b>757,980</b>	<b>821,100</b>	<b>809,600</b>	<b>816,230</b>	<b>822,992</b>	<b>829,891</b>
<b>Net Operating Expense / (Surplus)</b>	<b>217,706</b>	<b>350,241</b>	<b>635,324</b>	<b>404,220</b>	<b>488,100</b>	<b>476,600</b>	<b>483,230</b>	<b>489,992</b>	<b>496,891</b>
<b>Cost Allocations In</b>									
Land Management	69,611	(50)	-	-	-	-	-	-	-
Design	10,000	5,000	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>79,611</b>	<b>4,950</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Expense (Surplus)</b>	<b>\$ 297,317</b>	<b>\$ 355,191</b>	<b>\$ 635,324</b>	<b>\$ 404,220</b>	<b>\$ 488,100</b>	<b>\$ 476,600</b>	<b>\$ 483,230</b>	<b>\$ 489,992</b>	<b>\$ 496,891</b>

Planning - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 8.81	\$ 10.52	\$ 18.82	\$ 11.97	\$ 14.46	\$ 14.12	\$ 14.31	\$ 14.51	\$ 14.72
% of Property Tax	0.99 %	1.13 %	1.91 %	1.22 %	1.41 %	1.34 %	1.31 %	1.29 %	1.27 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>83,880</u>
% Change	<u>20.75</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$56K increase in climate action planning

Recreation and Cultural Services - Segment Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Library	\$ (268,694)	\$ (269,339)	\$ (257,612)	\$ (270,047)	\$ (263,412)	\$ (258,412)	\$ (258,412)	\$ (258,412)	\$ (258,412)
Museum	(41,919)	(49,393)	(42,250)	(42,250)	(39,700)	(39,700)	(39,700)	(39,700)	(39,700)
Parks	(3,179)	(6,787)	-	-	-	-	-	-	-
Recreation	(2,225,090)	(2,225,537)	(2,162,035)	(2,164,600)	(2,266,500)	(2,301,410)	(2,337,015)	(2,373,338)	(2,410,385)
SOEC	-	-	(234,461)	(234,461)	(237,445)	(240,687)	(243,986)	(247,342)	(250,759)
<b>Total Revenues</b>	<b>(2,538,882)</b>	<b>(2,551,056)</b>	<b>(2,696,358)</b>	<b>(2,711,358)</b>	<b>(2,807,057)</b>	<b>(2,840,209)</b>	<b>(2,879,113)</b>	<b>(2,918,792)</b>	<b>(2,959,256)</b>
<b>Expenses</b>									
Library	1,318,182	1,373,220	1,526,704	1,534,857	1,585,014	1,593,998	1,608,262	1,622,812	1,637,652
Museum	230,225	241,688	324,850	324,850	334,700	339,634	344,665	349,800	355,036
Public Works - Parks	1,986,268	2,084,584	2,666,369	2,643,775	2,759,302	2,766,749	2,809,193	2,851,435	2,893,490
Recreation	2,210,670	2,308,961	4,410,057	4,376,501	4,462,350	4,484,626	4,548,134	4,612,902	4,678,952
SOEC	1,101,073	1,241,137	1,461,332	1,434,068	1,560,758	1,568,164	1,575,608	1,583,088	1,590,606
<b>Total Expenses</b>	<b>6,846,418</b>	<b>7,249,590</b>	<b>10,389,312</b>	<b>10,314,051</b>	<b>10,702,124</b>	<b>10,753,171</b>	<b>10,885,862</b>	<b>11,020,037</b>	<b>11,155,736</b>
<b>Net Operating Expense / (Surplus)</b>	<b>\$ 4,307,536</b>	<b>\$ 4,698,534</b>	<b>\$ 7,692,954</b>	<b>\$ 7,602,693</b>	<b>\$ 7,895,067</b>	<b>\$ 7,912,962</b>	<b>\$ 8,006,749</b>	<b>\$ 8,101,245</b>	<b>\$ 8,196,480</b>

Library - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Donations	\$ (836)	\$ (2,448)	\$ (1,000)	\$ (983)	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (1,000)
Federal Grants	(5,420)	(6,782)	(5,000)	(6,895)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Misc. Grants	(32,607)	(36,467)	(39,343)	(32,352)	(35,143)	(35,143)	(35,143)	(35,143)	(35,143)
Other Revenues	(117,949)	(111,592)	(98,400)	(115,478)	(102,400)	(97,400)	(97,400)	(97,400)	(97,400)
Penalty/Ticket/Fee Revenues	(18,513)	(18,681)	(20,500)	(15,700)	(20,500)	(20,500)	(20,500)	(20,500)	(20,500)
Provincial Grants	(93,369)	(93,369)	(93,369)	(98,639)	(99,369)	(99,369)	(99,369)	(99,369)	(99,369)
<b>Total Revenues</b>	<b>(268,694)</b>	<b>(269,339)</b>	<b>(257,612)</b>	<b>(270,047)</b>	<b>(263,412)</b>	<b>(258,412)</b>	<b>(258,412)</b>	<b>(258,412)</b>	<b>(258,412)</b>
<b>Expenses</b>									
Book/Audiobook/Periodical Purchases	174,031	159,021	163,000	159,666	173,000	168,000	168,000	168,000	168,000
General Expenses	57,425	54,444	56,500	51,478	57,500	57,500	57,500	57,500	57,500
Public Engagement/Education	1,200	1,865	5,000	1,100	5,000	5,000	5,000	5,000	5,000
Salaries and Wages	837,326	884,947	915,504	917,571	957,014	968,784	980,790	993,036	1,005,527
Small Equipment, Supplies, General Repairs & Maint	33,034	54,298	47,500	54,461	48,000	48,000	48,000	48,000	48,000
Training, Conferences, & Memberships	11,701	12,392	12,000	13,200	15,000	15,000	15,000	15,000	15,000
Videos & Online Databases	14,665	17,453	25,000	35,181	30,000	30,000	30,000	30,000	30,000
<b>Total Expenses</b>	<b>1,129,382</b>	<b>1,184,420</b>	<b>1,224,504</b>	<b>1,232,657</b>	<b>1,285,514</b>	<b>1,292,284</b>	<b>1,304,290</b>	<b>1,316,536</b>	<b>1,329,027</b>
<b>Net Operating Expense / (Surplus)</b>	<b>860,688</b>	<b>915,081</b>	<b>966,892</b>	<b>962,610</b>	<b>1,022,102</b>	<b>1,033,872</b>	<b>1,045,878</b>	<b>1,058,124</b>	<b>1,070,615</b>
<b>Cost Allocations In</b>									
Facilities	-	-	113,400	113,400	110,700	112,914	115,172	117,476	119,825
General Government	188,800	188,800	188,800	188,800	188,800	188,800	188,800	188,800	188,800
<b>Total cost allocations in</b>	<b>188,800</b>	<b>188,800</b>	<b>302,200</b>	<b>302,200</b>	<b>299,500</b>	<b>301,714</b>	<b>303,972</b>	<b>306,276</b>	<b>308,625</b>
<b>Net Expense (Surplus)</b>	<b>\$ 1,049,488</b>	<b>\$ 1,103,881</b>	<b>\$ 1,269,092</b>	<b>\$ 1,264,810</b>	<b>\$ 1,321,602</b>	<b>\$ 1,335,586</b>	<b>\$ 1,349,850</b>	<b>\$ 1,364,400</b>	<b>\$ 1,379,240</b>

Library - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 31.09	\$ 32.70	\$ 37.59	\$ 37.46	\$ 39.15	\$ 39.56	\$ 39.98	\$ 40.41	\$ 40.85
% of Property Tax	3.50 %	3.52 %	3.82 %	3.81 %	3.81 %	3.74 %	3.67 %	3.60 %	3.54 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>56,792</u>
% Change	<u>4.49</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$28K for new part-time position/additional relief hours

\$5K library of things initiative

\$5K increase for book purchases

\$5K increase to online databases cost

Museum - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Donations	\$ (9,264)	\$ (11,165)	\$ (17,500)	\$ (17,500)	\$ (12,000)	\$ (12,000)	\$ (12,000)	\$ (12,000)	\$ (12,000)
Federal Grants	-	(12,217)	-	-	-	-	-	-	-
Misc. Recoveries	(4,368)	(4,442)	(4,500)	(4,500)	(4,700)	(4,700)	(4,700)	(4,700)	(4,700)
Misc. Grants	(8,287)	(3,554)	(2,250)	(2,250)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Other Revenues	-	(15)	-	-	-	-	-	-	-
Provincial Grants	(20,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
<b>Total Revenues</b>	<b>(41,919)</b>	<b>(49,393)</b>	<b>(42,250)</b>	<b>(42,250)</b>	<b>(39,700)</b>	<b>(39,700)</b>	<b>(39,700)</b>	<b>(39,700)</b>	<b>(39,700)</b>
<b>Expenses</b>									
Archives	30,315	36,892	25,000	25,000	25,000	25,500	26,010	26,530	27,061
Collections Management	7,834	10,291	7,500	7,500	7,500	7,650	7,803	7,959	8,118
Exhibits, Programs, & Projects	46,328	23,940	8,500	8,500	19,500	19,890	20,288	20,694	21,108
Federal Grant Expenses	-	12,498	-	-	-	-	-	-	-
General Expenses	2,968	6,249	2,750	2,750	2,750	2,805	2,860	2,919	2,976
Public Engagement/Education	2,936	4,057	4,500	4,500	4,500	4,590	4,681	4,775	4,871
Salaries and Wages	139,213	146,948	196,250	196,250	198,500	200,710	202,964	205,263	207,609
Training, Conferences, & Memberships	166	200	2,250	2,250	2,250	2,295	2,341	2,388	2,435
<b>Total Expenses</b>	<b>229,760</b>	<b>241,075</b>	<b>246,750</b>	<b>246,750</b>	<b>260,000</b>	<b>263,440</b>	<b>266,947</b>	<b>270,528</b>	<b>274,178</b>
<b>Net Operating Expense / (Surplus)</b>	<b>187,841</b>	<b>191,682</b>	<b>204,500</b>	<b>204,500</b>	<b>220,300</b>	<b>223,740</b>	<b>227,247</b>	<b>230,828</b>	<b>234,478</b>
<b>Cost Allocations In</b>									
Facilities	-	-	75,600	75,600	73,800	75,276	76,782	78,317	79,884
Information Technology	465	613	2,500	2,500	900	918	936	955	974
<b>Total cost allocations in</b>	<b>465</b>	<b>613</b>	<b>78,100</b>	<b>78,100</b>	<b>74,700</b>	<b>76,194</b>	<b>77,718</b>	<b>79,272</b>	<b>80,858</b>
<b>Net Expense (Surplus)</b>	<b>\$ 188,306</b>	<b>\$ 192,295</b>	<b>\$ 282,600</b>	<b>\$ 282,600</b>	<b>\$ 295,000</b>	<b>\$ 299,934</b>	<b>\$ 304,965</b>	<b>\$ 310,100</b>	<b>\$ 315,336</b>

Museum - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 5.58	\$ 5.70	\$ 8.37	\$ 8.37	\$ 8.74	\$ 8.88	\$ 9.03	\$ 9.19	\$ 9.34
% of Property Tax	0.63 %	0.61 %	0.85 %	0.85 %	0.85 %	0.84 %	0.83 %	0.82 %	0.81 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>12,400</u>
% Change	<u>4.39</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$7K for re-designing existing permanent exhibits

\$4K for new activities related to the hands on heritage lab

**Parks - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Service Recoveries	\$ (3,179)	\$ (6,787)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	(3,179)	(6,787)	-	-	-	-	-	-	-
<b>Expenses</b>									
Beach Maintenance	161,506	177,336	220,400	198,400	180,050	182,372	184,742	187,161	189,628
General Expenses	13,783	15,156	32,600	36,300	41,200	18,044	18,395	18,752	19,117
Park/Beach Horticulture Expenses	436,980	451,564	491,450	479,900	501,550	509,642	517,905	526,335	534,930
Parks, SD, Boulevards, Trails Maintenance	676,703	669,105	730,385	707,400	765,050	766,733	779,363	792,254	805,404
Public Engagement/Education	8,847	6,051	8,000	11,350	12,300	12,530	12,765	13,004	13,248
Salaries and Wages	299,848	305,755	334,000	357,660	394,512	400,215	406,032	411,965	418,016
Service Contracts	23,121	37,381	14,000	17,300	14,000	14,280	14,566	14,857	15,154
Signage	13,045	32,740	35,400	32,800	36,950	37,635	38,337	39,050	39,779
Snow & Ice Removal	63,373	65,658	61,350	61,350	67,350	68,421	69,513	70,628	71,764
Solid Waste Program	138,310	137,731	133,000	133,000	134,500	136,580	138,702	140,865	143,073
Training, Conferences, & Memberships	10,960	6,494	9,900	13,900	13,360	13,627	13,900	14,178	14,461
Vandalism Removal	25,087	51,664	16,500	18,500	16,500	16,800	17,106	17,418	17,736
<b>Total Expenses</b>	1,871,563	1,956,635	2,086,985	2,067,860	2,177,322	2,176,879	2,211,326	2,246,467	2,282,310
<b>Net Operating Expense / (Surplus)</b>	1,868,384	1,949,848	2,086,985	2,067,860	2,177,322	2,176,879	2,211,326	2,246,467	2,282,310

Parks - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Cost Allocations In</b>									
Facilities	-	-	323,500	323,500	323,532	329,993	336,584	343,306	350,162
Finance - General	-	-	96,510	96,510	100,759	99,271	97,745	96,179	94,574
Finance - Purchasing	603	-	-	-	-	-	-	-	-
Public Works - Fleet	36,000	34,624	38,000	38,000	43,500	43,500	43,500	43,500	43,500
Public Works - General	-	14,820	35,727	35,727	28,735	29,309	29,895	30,493	31,103
Public Works - Roads And Maintenance	13,591	-	-	-	-	-	-	-	-
Safety	4,419	10,044	9,469	6,000	9,500	9,690	9,884	10,081	10,283
Waste Water Treatment Plant Design	30,000	33,900	38,985	38,985	35,000	35,349	35,701	36,056	36,415
Water Treatment Plant	10,000	10,000	10,500	10,500	12,000	14,000	16,000	17,000	17,000
	31,325	36,140	37,693	37,693	39,954	39,978	40,002	40,026	40,050
<b>Total cost allocations in</b>	125,938	139,528	590,384	586,915	592,980	601,090	609,311	616,641	623,087
<b>Cost Allocations Out</b>									
Public Works - Cemetery	(11,233)	(11,579)	(11,000)	(11,000)	(11,000)	(11,220)	(11,444)	(11,673)	(11,907)
<b>Total cost allocations out</b>	(11,233)	(11,579)	(11,000)	(11,000)	(11,000)	(11,220)	(11,444)	(11,673)	(11,907)
<b>Net Expense (Surplus)</b>	\$ 1,983,089	\$ 2,077,797	\$ 2,666,369	\$ 2,643,775	\$ 2,759,302	\$ 2,766,749	\$ 2,809,193	\$ 2,851,435	\$ 2,893,490

**Parks - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 114.08	\$ 61.54	\$ 78.98	\$ 78.31	\$ 81.73	\$ 81.95	\$ 83.21	\$ 84.46	\$ 85.71
% of Property Tax	12.84 %	6.63 %	8.03 %	7.96 %	7.96 %	7.75 %	7.64 %	7.53 %	7.42 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 115,527</u>
% Change	<u>4.37 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$57K of parks labour no longer being allocated to capital in 2020

\$27K for additional work at Robinson property

\$10K increase to river channel maintenance

\$10K increase for Sudbury Beach signage

**Parks - Project Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Net Operating Expense / (Surplus)</b>									
Parks - General	\$ 319,035	\$ 409,170	\$ 398,600	\$ 431,310	\$ 473,512	\$ 456,769	\$ 463,663	\$ 470,695	\$ 477,865
A - Standard - Beaches	115,396	135,857	176,850	157,450	133,000	134,780	136,600	138,453	140,343
A - Standard - Parks	379,292	323,001	385,950	368,700	390,400	396,771	403,276	409,908	416,670
B - Standard - Beaches	48,564	52,675	56,950	52,650	66,400	67,286	68,189	69,115	70,055
B - Standard - Parks	103,273	105,825	131,850	115,250	146,650	149,019	151,438	153,903	156,425
Boulevards	216,949	213,645	203,650	211,200	214,650	217,975	221,366	224,826	228,352
C - Standard - Beaches	2,747	8,503	8,800	14,850	10,600	10,760	10,923	11,089	11,261
C - Standard - Parks	9,923	10,022	13,650	13,400	13,650	13,863	14,079	14,302	14,532
Natural Green Belts	10,728	19,976	15,000	15,000	15,000	15,244	15,493	15,748	16,007
Parking Lots	5,356	6,121	13,400	12,850	13,400	13,605	13,814	14,027	14,245
Parks City Owned Buildings	93,159	93,182	100,100	100,600	92,600	94,103	95,635	97,200	98,793
School District	17,086	13,417	18,250	19,250	18,250	18,560	18,875	19,196	19,527
Sports Fields	203,390	223,656	216,385	204,800	212,900	216,464	220,099	223,810	227,593
Trails	61,829	76,368	98,300	92,900	108,800	99,785	101,507	103,264	105,057
Undeveloped Lots	1,232	2,732	3,000	3,000	3,050	3,097	3,145	3,193	3,244
Parks - Tools and Equipment	3,889	3,544	3,000	3,000	7,500	7,650	7,803	7,959	8,118
Parks - Garbage and Recycling	138,310	137,731	133,000	133,000	134,500	136,580	138,702	140,865	143,073
Parks - snow and ice control	63,119	65,576	61,000	61,000	67,000	68,067	69,155	70,266	71,398
Parks - wildlife control	24,811	18,222	20,500	23,800	20,500	20,870	21,248	21,633	22,025
Parks - porta toilets	5,430	7,286	7,000	6,800	8,000	8,140	8,283	8,429	8,578
Parks - fountains	3,347	12,282	2,150	3,450	3,900	3,970	4,041	4,115	4,189
Parks - other accounts	9,824	3,057	9,500	9,500	9,500	9,690	9,884	10,081	10,283
Public Works - Parks	31,695	8,000	10,100	14,100	13,560	13,831	14,108	14,390	14,677
	\$ 1,868,384	\$ 1,949,848	\$ 2,086,985	\$ 2,067,860	\$ 2,177,322	\$ 2,176,879	\$ 2,211,326	\$ 2,246,467	\$ 2,282,310

Recreation - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Aquatics	\$ (953,492)	\$ (986,610)	\$ (933,945)	\$ (956,850)	\$ (987,000)	\$ (1,006,740)	\$ (1,026,875)	\$ (1,047,413)	\$ (1,068,360)
Facility Rentals	(767,306)	(724,472)	(745,320)	(697,142)	(745,500)	(752,770)	(760,184)	(767,749)	(775,464)
Misc. Recoveries	(115,334)	(71,389)	(104,000)	(104,030)	(129,000)	(129,000)	(129,000)	(129,000)	(129,000)
Programs	(388,958)	(443,066)	(378,770)	(406,578)	(405,000)	(412,900)	(420,956)	(429,176)	(437,561)
<b>Total Revenues</b>	<b>(2,225,090)</b>	<b>(2,225,537)</b>	<b>(2,162,035)</b>	<b>(2,164,600)</b>	<b>(2,266,500)</b>	<b>(2,301,410)</b>	<b>(2,337,015)</b>	<b>(2,373,338)</b>	<b>(2,410,385)</b>
<b>Expenses</b>									
Aquatics	809,659	811,051	835,070	836,693	847,400	864,108	881,150	898,534	916,264
Event Sport Toursim	105,664	133,300	246,205	227,389	230,000	190,000	190,000	190,000	190,000
Facility Rentals	77,910	95,409	90,800	98,518	111,800	113,900	116,042	118,226	120,455
General Expenses	91,653	92,859	200,200	171,543	190,200	191,394	192,612	193,854	195,121
Program Expenses	435,858	474,203	472,431	509,274	505,093	514,990	525,083	535,380	545,886
Regulatory, Safety & Wellness	19,740	31,484	46,166	25,000	40,000	40,000	40,000	40,000	40,000
Salaries and Wages	624,082	629,852	626,286	626,286	644,500	651,300	658,236	665,311	672,527
Training, Conferences, & Memberships	17,712	13,357	22,300	16,822	26,200	26,594	26,996	27,407	27,824
<b>Total Expenses</b>	<b>2,182,278</b>	<b>2,281,515</b>	<b>2,539,458</b>	<b>2,511,525</b>	<b>2,595,193</b>	<b>2,592,286</b>	<b>2,630,119</b>	<b>2,668,712</b>	<b>2,708,077</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(42,812)</b>	<b>55,978</b>	<b>377,423</b>	<b>346,925</b>	<b>328,693</b>	<b>290,876</b>	<b>293,104</b>	<b>295,374</b>	<b>297,692</b>
<b>Cost Allocations In</b>									
Facilities	-	-	1,359,250	1,359,250	1,366,450	1,393,779	1,421,655	1,450,088	1,479,090
Finance - General	-	-	482,742	482,742	472,707	470,417	468,069	465,661	463,192
Finance - Purchasing	1,125	-	-	-	-	-	-	-	-
Information Technology	8,097	6,764	6,984	6,984	12,000	12,044	12,089	12,135	12,181
Public Works - Fleet	16,681	16,500	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Safety	2,489	4,182	10,623	5,000	5,000	5,100	5,202	5,306	5,412
<b>Total cost allocations in</b>	<b>28,392</b>	<b>27,446</b>	<b>1,870,599</b>	<b>1,864,976</b>	<b>1,867,157</b>	<b>1,892,340</b>	<b>1,918,015</b>	<b>1,944,190</b>	<b>1,970,875</b>
<b>Net Expense (Surplus)</b>	<b>\$ (14,420)</b>	<b>\$ 83,424</b>	<b>\$ 2,248,022</b>	<b>\$ 2,211,901</b>	<b>\$ 2,195,850</b>	<b>\$ 2,183,216</b>	<b>\$ 2,211,119</b>	<b>\$ 2,239,564</b>	<b>\$ 2,268,567</b>

Recreation - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 0.43	\$ 2.47	\$ 66.59	\$ 65.52	\$ 65.04	\$ 64.67	\$ 65.49	\$ 66.34	\$ 67.19
% of Property Tax	(0.05)%	0.27 %	6.77 %	6.66 %	6.34 %	6.12 %	6.01 %	5.91 %	5.82 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>(16,051)</u>
% Change	<u>(0.73)</u>

SOEC - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ -	\$ -	\$ (74,171)	\$ (74,171)	\$ (74,000)	\$ (74,370)	\$ (74,742)	\$ (75,116)	\$ (75,491)
Property Rentals	-	-	(160,290)	(160,290)	(163,445)	(166,317)	(169,244)	(172,226)	(175,268)
<b>Total Revenues</b>	-	-	(234,461)	(234,461)	(237,445)	(240,687)	(243,986)	(247,342)	(250,759)
<b>Expenses</b>									
Service Contracts	1,100,889	1,225,464	-	-	-	-	-	-	-
South Okanagan Event Center (SOEC)	-	-	1,111,212	1,185,374	1,095,848	1,101,327	1,106,834	1,112,368	1,117,930
Penticton Trade & Convention Center (PTCC)	-	-	354,059	307,562	392,512	394,475	396,447	398,429	400,421
Okanagan Hockey School (OHS)	-	-	(88,462)	(133,984)	(106,532)	(107,065)	(107,600)	(108,138)	(108,679)
Memorial Arena	-	-	84,523	75,116	99,430	99,927	100,427	100,929	101,434
<b>Total Expenses</b>	1,100,889	1,225,464	1,461,332	1,434,068	1,481,258	1,488,664	1,496,108	1,503,588	1,511,106
<b>Net Operating Expense / (Surplus)</b>	1,100,889	1,225,464	1,226,871	1,199,607	1,243,813	1,247,977	1,252,122	1,256,246	1,260,347
<b>Cost Allocations In</b>									
Finance - General	-	-	-	-	79,500	79,500	79,500	79,500	79,500
Finance - Purchasing	184	15,673	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	184	15,673	-	-	79,500	79,500	79,500	79,500	79,500
<b>Net Expense (Surplus)</b>	\$ 1,101,073	\$ 1,241,137	\$ 1,226,871	\$ 1,199,607	\$ 1,323,313	\$ 1,327,477	\$ 1,331,622	\$ 1,335,746	\$ 1,339,847

SOEC - Operating Budget

Outputs and Outcomes	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Cost per Capita	\$ 32.61	\$ 36.76	\$ 36.34	\$ 35.53	\$ 39.20	\$ 39.32	\$ 39.44	\$ 39.56	\$ 39.69
% of Property Tax	3.67 %	3.96 %	3.70 %	3.61 %	3.82 %	3.72 %	3.62 %	3.53 %	3.43 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>123,706</u>
% Change	<u>10.31</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$80K increase for debt interest cost allocation beginning in 2020

\$47K increase in service contract cost in 2020

**Public Health and Safety - Segment Summary**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Public Works - Cemetery	\$ (492,962)	\$ (305,593)	\$ (345,000)	\$ (371,000)	\$ (337,000)	\$ (337,000)	\$ (337,000)	\$ (337,000)	\$ (337,000)
<b>Expenses</b>									
Public Works - Cemetery	197,753	196,263	275,000	282,300	316,280	322,850	329,607	336,558	343,708
<b>Net Operating Expense / (Surplus)</b>	\$ (295,209)	\$ (109,330)	\$ (70,000)	\$ (88,700)	\$ (20,720)	\$ (14,150)	\$ (7,393)	\$ (442)	\$ 6,708

Public Works - Cemetery - Operating Budget

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ (123,681)	\$ (110,615)	\$ (107,000)	\$ (127,000)	\$ (114,000)	\$ (114,000)	\$ (114,000)	\$ (114,000)	\$ (114,000)
Other Revenues	(369,281)	(194,978)	(238,000)	(244,000)	(223,000)	(223,000)	(223,000)	(223,000)	(223,000)
<b>Total Revenues</b>	<b>(492,962)</b>	<b>(305,593)</b>	<b>(345,000)</b>	<b>(371,000)</b>	<b>(337,000)</b>	<b>(337,000)</b>	<b>(337,000)</b>	<b>(337,000)</b>	<b>(337,000)</b>
<b>Expenses</b>									
General Expenses	10,085	10,411	5,800	12,500	10,000	10,070	10,141	10,214	10,289
Grave Liners, Niche Vases, Misc. Inventory	11,950	11,091	12,750	13,350	12,300	12,526	12,756	12,991	13,232
Public Engagement/Education	-	-	3,080	3,080	3,000	3,060	3,121	3,184	3,247
Service Contracts	150,521	150,070	150,070	150,070	186,500	192,095	197,858	203,794	209,907
Small Equipment, Supplies, General Repairs & Maint	7,169	5,702	11,600	11,600	12,000	12,220	12,444	12,672	12,906
<b>Total Expenses</b>	<b>179,725</b>	<b>177,274</b>	<b>183,300</b>	<b>190,600</b>	<b>223,800</b>	<b>229,971</b>	<b>236,320</b>	<b>242,855</b>	<b>249,581</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(313,237)</b>	<b>(128,319)</b>	<b>(161,700)</b>	<b>(180,400)</b>	<b>(113,200)</b>	<b>(107,029)</b>	<b>(100,680)</b>	<b>(94,145)</b>	<b>(87,419)</b>
<b>Cost Allocations In</b>									
Finance - General	-	-	72,500	72,500	72,500	72,500	72,500	72,500	72,500
Public Works - Parks	11,233	11,579	11,000	11,000	11,000	11,220	11,444	11,673	11,907
Public Works - General	-	7,410	8,200	8,200	8,980	9,159	9,343	9,530	9,720
Public Works - Roads And Maintenance	6,795	-	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>18,028</b>	<b>18,989</b>	<b>91,700</b>	<b>91,700</b>	<b>92,480</b>	<b>92,879</b>	<b>93,287</b>	<b>93,703</b>	<b>94,127</b>
<b>Net Expense (Surplus)</b>	<b>\$ (295,209)</b>	<b>\$ (109,330)</b>	<b>\$ (70,000)</b>	<b>\$ (88,700)</b>	<b>\$ (20,720)</b>	<b>\$ (14,150)</b>	<b>\$ (7,393)</b>	<b>\$ (442)</b>	<b>\$ 6,708</b>

**Public Works - Cemetery - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 8.74	\$ 3.24	\$ 2.07	\$ 2.63	\$ 0.61	\$ 0.42	\$ 0.22	\$ 0.01	\$ 0.20
% of Property Tax	(0.98)%	(0.35)%	(0.21)%	(0.27)%	(0.06)%	(0.04)%	(0.02)%	- %	0.02 %

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 67,980</u>
% Change	<u>(76.64)%</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$15K decrease in columbarium sales to bring in line with historical average

\$10K decrease in grave open/close revenue to bring in line with historical average

Provision for service contract increases as they will need to be renegotiated in 2020

**Environmental Health Services - Segment Summary**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Public Works - Solid Waste Disposal	\$ (2,580,538)	\$ (2,455,996)	\$ (2,529,717)	\$ (2,565,600)	\$ (2,611,192)	\$ (2,653,334)	\$ (2,696,319)	\$ (2,740,163)	\$ (2,784,884)
<b>Expenses</b>									
Public Works - Solid Waste Disposal	1,542,872	1,717,123	1,879,974	1,858,357	1,946,029	1,984,691	2,024,125	2,064,349	2,105,378
<b>Net Operating Expense / (Surplus)</b>	\$ (1,037,666)	\$ (738,873)	\$ (649,743)	\$ (707,243)	\$ (665,163)	\$ (668,643)	\$ (672,194)	\$ (675,814)	\$ (679,506)

**Public Works - Solid Waste Disposal - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Recoveries	\$ (15,480)	\$ (12,249)	\$ (10,100)	\$ (10,100)	\$ (10,100)	\$ (10,200)	\$ (10,302)	\$ (10,406)	\$ (10,512)
MMBC Recycle Program	(467,109)	(445,898)	(492,000)	(492,000)	(499,000)	(499,000)	(499,000)	(499,000)	(499,000)
Other Revenues	-	-	(28,617)	-	-	-	-	-	-
Recycling User Fees	(746,517)	(533,689)	(539,000)	(549,500)	(562,592)	(573,844)	(585,321)	(597,027)	(608,968)
Solid Waste User Fees	(1,351,432)	(1,464,160)	(1,460,000)	(1,514,000)	(1,539,500)	(1,570,290)	(1,601,696)	(1,633,730)	(1,666,404)
<b>Total Revenues</b>	<b>(2,580,538)</b>	<b>(2,455,996)</b>	<b>(2,529,717)</b>	<b>(2,565,600)</b>	<b>(2,611,192)</b>	<b>(2,653,334)</b>	<b>(2,696,319)</b>	<b>(2,740,163)</b>	<b>(2,784,884)</b>
<b>Expenses</b>									
Cart Maintenance Program	22,274	25,568	40,600	31,500	36,800	37,136	37,479	37,828	38,185
Public Engagement/Education	27,918	30,943	55,900	65,000	56,400	57,488	58,598	59,730	60,884
Recycling/Yard Waste Program	609,333	724,882	739,000	739,000	792,100	807,942	824,100	840,583	857,396
Salaries and Wages	66,316	57,898	66,774	38,157	68,675	70,621	72,606	74,630	76,695
Solid Waste Program	773,080	823,758	913,500	920,500	940,800	959,596	978,767	998,323	1,018,269
<b>Total Expenses</b>	<b>1,498,921</b>	<b>1,663,049</b>	<b>1,815,774</b>	<b>1,794,157</b>	<b>1,894,775</b>	<b>1,932,783</b>	<b>1,971,550</b>	<b>2,011,094</b>	<b>2,051,429</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(1,081,617)</b>	<b>(792,947)</b>	<b>(713,943)</b>	<b>(771,443)</b>	<b>(716,417)</b>	<b>(720,551)</b>	<b>(724,769)</b>	<b>(729,069)</b>	<b>(733,455)</b>
<b>Cost Allocations In</b>									
Operations	8,165	12,106	13,000	13,000	13,065	13,065	13,065	13,065	13,065
Public Works - Fleet	-	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Public Works - General	-	36,968	45,700	45,700	32,689	33,343	34,010	34,690	35,384
Public Works - Roads And Maintenance	30,786	-	-	-	-	-	-	-	-
Design	5,000	5,000	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>43,951</b>	<b>54,074</b>	<b>64,200</b>	<b>64,200</b>	<b>51,254</b>	<b>51,908</b>	<b>52,575</b>	<b>53,255</b>	<b>53,949</b>
<b>Net Expense (Surplus)</b>	<b>\$ (1,037,666)</b>	<b>\$ (738,873)</b>	<b>\$ (649,743)</b>	<b>\$ (707,243)</b>	<b>\$ (665,163)</b>	<b>\$ (668,643)</b>	<b>\$ (672,194)</b>	<b>\$ (675,814)</b>	<b>\$ (679,506)</b>

**Public Works - Solid Waste Disposal - Operating Budget**

<b>Outputs and Outcomes</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>	<b>2024 Projection</b>
Cost per Capita	\$ 30.74	\$ 21.89	\$ 19.25	\$ 20.95	\$ 19.70	\$ 19.81	\$ 19.91	\$ 20.02	\$ 20.13
% of Property Tax	(3.46)%	(2.36)%	(1.96)%	(2.13)%	(1.92)%	(1.87)%	(1.83)%	(1.78)%	(1.74)%

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 42,080</u>
% Change	<u>5.95 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$45K increase in tipping fees based on expected volume and RDOS rates

**Electric - Operating Budget**

<b>Revenue</b>									
Billing & Collecting	\$ (834,470)	\$ (575,013)	\$ (91,251)	\$ (91,251)	\$ (93,820)	\$ (96,107)	\$ (98,387)	\$ (100,726)	\$ (103,126)
Electric User Fees	(43,787,325)	(41,406,806)	(41,728,519)	(41,728,519)	(42,194,543)	(42,387,061)	(42,580,955)	(43,432,574)	(44,301,226)
Energy Retrofit Loan Program	(43,526)	(89,486)	(62,315)	(62,315)	(64,184)	(66,110)	(68,094)	(70,136)	(72,240)
Misc. Revenue	(77,456)	(78,286)	(52,020)	(52,020)	(53,060)	(54,122)	(55,204)	(56,308)	(57,434)
Pole Rental	(152,548)	(155,725)	(158,717)	(158,717)	(161,821)	(165,057)	(168,358)	(171,725)	(175,160)
<b>Total Revenues</b>	<b>(44,895,325)</b>	<b>(42,305,316)</b>	<b>(42,092,822)</b>	<b>(42,092,822)</b>	<b>(42,567,428)</b>	<b>(42,768,457)</b>	<b>(42,970,998)</b>	<b>(43,831,469)</b>	<b>(44,709,186)</b>
<b>Expenses</b>									
Cost of Electrical Energy	29,226,324	27,973,996	30,757,122	28,000,000	29,232,309	29,995,801	30,779,606	31,415,598	32,043,910
Customer Billing and Collection	1,075,191	567,147	223,882	223,882	228,972	234,210	239,583	245,098	250,758
General Expenses	141,662	238,281	360,333	451,844	508,559	266,131	273,928	415,339	272,529
Property Taxes/Leases	-	-	15,656	15,656	16,126	16,609	17,108	17,621	18,150
Regulatory, Safety & Wellness	17,169	8,142	17,572	20,520	27,185	28,001	28,842	29,706	30,598
Salaries and Wages	843,019	861,406	864,840	864,839	1,010,537	1,234,558	1,261,537	1,289,126	1,317,329
Small Equipment, Supplies, General Repairs & Maint	63,451	97,382	99,770	113,218	102,304	105,023	107,813	110,682	113,628
System Operation and Maintenance	3,808,051	2,624,367	1,065,167	998,706	1,491,998	1,117,615	1,103,916	1,211,808	1,155,111
Training, Conferences, & Memberships	118,899	80,943	199,124	199,187	206,917	208,920	212,416	164,322	187,743
Vandalism Removal	7,690	7,835	10,376	10,376	10,569	10,767	10,968	11,174	11,383
<b>Total Expenses</b>	<b>35,301,456</b>	<b>32,459,499</b>	<b>33,613,842</b>	<b>30,898,228</b>	<b>32,835,476</b>	<b>33,217,635</b>	<b>34,035,717</b>	<b>34,910,474</b>	<b>35,401,139</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(9,593,869)</b>	<b>(9,845,817)</b>	<b>(8,478,980)</b>	<b>(11,194,594)</b>	<b>(9,731,952)</b>	<b>(9,550,822)</b>	<b>(8,935,281)</b>	<b>(8,920,995)</b>	<b>(9,308,047)</b>

**Electric - Operating Budget**

<b>Cost Allocations In</b>									
Operations	42,458	62,786	67,000	67,000	67,939	67,939	67,939	67,939	67,939
Facilities	-	-	-	-	47,800	48,735	49,688	50,660	51,651
Finance - Accounting	1,486	2,292	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Finance - Purchasing	5,995	245	-	-	-	-	-	-	-
Information Technology	7,417	8,313	188,770	108,430	193,133	193,388	193,649	193,917	194,190
Public Works - Fleet	39,750	39,750	45,000	45,000	54,000	54,000	54,000	54,000	54,000
Public Works - General	-	-	43,925	43,925	-	-	-	-	-
Public Works - Roads And Maintenance	-	-	3,750	3,750	6,900	6,900	6,900	6,900	6,900
General Government/Utility Overhead Credit	1,881,457	1,702,834	1,524,211	1,524,211	1,401,158	1,401,158	1,401,158	1,401,158	1,401,158
Safety	5,085	12,844	10,406	6,235	10,000	10,200	10,404	10,612	10,824
Design	10,000	15,000	22,000	22,000	43,808	47,808	50,808	52,808	52,808
Under-threshold capital expense	763,848	2,382,890	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>2,757,496</b>	<b>4,226,954</b>	<b>1,908,062</b>	<b>1,823,551</b>	<b>1,827,738</b>	<b>1,833,128</b>	<b>1,837,546</b>	<b>1,840,994</b>	<b>1,842,470</b>
<b>Cost Allocations Out</b>									
Public Works - Roads & Maintenance	(6,500)	(15,216)	(12,365)	(25,813)	(12,500)	(12,750)	(13,005)	(13,266)	(13,530)
<b>Total cost allocations out</b>	<b>(6,500)</b>	<b>(15,216)</b>	<b>(12,365)</b>	<b>(25,813)</b>	<b>(12,500)</b>	<b>(12,750)</b>	<b>(13,005)</b>	<b>(13,266)</b>	<b>(13,530)</b>
<b>Net Expense / (Surplus) before Debt Servicing and Transfers</b>									
	(6,842,873)	(5,634,079)	(6,583,283)	(9,396,856)	(7,916,714)	(7,730,444)	(7,110,740)	(7,093,267)	(7,479,107)
<b>Transfer from Surplus/Reserves</b>									
<b>Transfer From Statutory Reserves</b>									
Electric Capital	1,137,922	482,324	-	-	-	-	-	-	-
<b>Transfer From Non-Statutory Reserves</b>									
Sewer Surplus	-	-	-	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
	-	-	-	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Total Transfers from Surplus/Reserves</b>	<b>1,137,922</b>	<b>482,324</b>	<b>-</b>	<b>-</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>

**Electric - Operating Budget**

<b>Transfers to Reserve</b>									
<b>Transfer To Statutory Reserves</b>									
General Capital	3,177,992	3,171,856	3,165,733	3,165,733	3,100,000	3,162,000	3,225,240	3,289,745	3,355,540
Electric Capital	2,526,959	1,979,899	2,417,550	5,231,123	5,016,714	4,768,444	4,085,500	4,003,522	4,323,567
	5,704,951	5,151,755	5,583,283	8,396,856	8,116,714	7,930,444	7,310,740	7,293,267	7,679,107
<b>Transfer To Non-Statutory Reserves</b>									
Sewer Surplus	-	-	1,000,000	1,000,000	-	-	-	-	-
	-	-	1,000,000	1,000,000	-	-	-	-	-
<b>Total Net Transfers</b>	<b>6,842,873</b>	<b>5,634,079</b>	<b>6,583,283</b>	<b>9,396,856</b>	<b>7,916,714</b>	<b>7,730,444</b>	<b>7,110,740</b>	<b>7,093,267</b>	<b>7,479,107</b>
<b>Net Expense (Surplus)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 1,480,142</u>
% Change	<u>15.75 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$1.2M increase in power purchase costs to reflect expected increase in unit cost and potential increase in volumes consumed

\$175K increase for 2020 electrical master plan

**Water Utility - Operating Budget**

<b>Revenue</b>									
DCC - Water	\$ (1,064,146)	\$ (392,346)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)
Irrigation Revenue	(317,799)	(339,000)	(337,114)	(344,643)	(357,339)	(357,553)	(357,768)	(357,983)	(358,197)
Other Revenues	(6,576)	(5,945)	-	-	-	-	-	-	-
Sale of Water	(8,224,174)	(8,510,152)	(8,475,806)	(8,475,806)	(8,627,414)	(8,632,518)	(8,637,626)	(8,642,737)	(8,647,850)
Service Recoveries	(32,628)	(27,200)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Total Revenues</b>	<b>(9,645,323)</b>	<b>(9,274,643)</b>	<b>(9,022,920)</b>	<b>(9,030,449)</b>	<b>(9,194,753)</b>	<b>(9,200,071)</b>	<b>(9,205,394)</b>	<b>(9,210,720)</b>	<b>(9,216,047)</b>
<b>Expenses</b>									
Consulting Services	10,261	73,640	94,500	91,000	97,500	99,450	101,438	103,468	105,536
Creeks & Dams	62,190	135,085	53,600	56,760	58,350	58,877	59,414	59,961	60,521
General Expenses	47,590	35,378	53,850	42,450	55,015	54,888	55,522	56,175	56,830
Irrigation	52,405	77,898	68,000	94,500	78,100	79,420	80,765	82,139	83,541
Main Repairs	392,484	113,414	80,600	67,000	82,600	83,912	85,250	86,615	88,007
Master Plans & Assessments	13,215	10,575	100,000	100,000	70,000	-	-	-	-
Metering & Billing	137,308	211,642	179,950	184,735	194,325	196,492	198,702	200,958	203,256
Regulatory, Safety & Wellness	45,971	50,821	63,000	67,900	76,000	77,520	79,071	80,651	82,265
Repairs & Maintenance - Hydrants	86,792	174,943	174,350	179,350	180,550	182,686	184,864	187,088	189,354
Repairs & Maintenance - PRV/Water Valves	19,961	22,381	78,850	89,450	82,650	83,530	84,427	85,343	86,277
Salaries and Wages	727,203	701,636	764,983	649,998	795,971	809,490	823,289	837,344	851,701
Small Equipment, Supplies, General Repairs & Maint	320,125	367,287	371,000	335,700	430,950	421,631	424,243	426,909	429,624
Training, Conferences, & Memberships	3,036	7,229	17,700	17,200	33,440	33,860	34,288	34,726	35,170
Transmission & Distribution	62,180	87,596	68,250	71,150	87,000	88,455	89,938	91,453	92,997
Utilities	476,666	446,821	440,357	445,809	425,359	426,421	427,504	428,607	429,733
Vandalism Removal	-	2,213	500	1,700	750	507	514	521	529
<b>Total Expenses</b>	<b>2,457,387</b>	<b>2,518,559</b>	<b>2,609,490</b>	<b>2,494,702</b>	<b>2,748,560</b>	<b>2,697,139</b>	<b>2,729,229</b>	<b>2,761,958</b>	<b>2,795,341</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(7,187,936)</b>	<b>(6,756,084)</b>	<b>(6,413,430)</b>	<b>(6,535,747)</b>	<b>(6,446,193)</b>	<b>(6,502,932)</b>	<b>(6,476,165)</b>	<b>(6,448,762)</b>	<b>(6,420,706)</b>

**Water Utility - Operating Budget**

<b>Cost Allocations In</b>									
Operations	26,128	38,574	40,000	40,000	41,809	41,809	41,809	41,809	41,809
Facilities	-	-	-	-	40,152	40,937	41,738	42,555	43,387
Finance - General	870,918	870,918	780,918	780,918	707,598	707,598	707,598	707,598	707,598
Finance - Purchasing	240	-	-	-	-	-	-	-	-
Information Technology	372	522	20,250	10,250	23,615	20,260	20,265	20,271	20,276
Public Works - Fleet	18,362	16,856	34,525	34,525	48,750	48,750	48,750	48,750	48,750
Public Works - General	-	145,833	308,897	308,897	263,854	269,131	274,513	280,004	285,604
Public Works - Roads And Maintenance	139,275	-	15,750	15,750	19,150	19,150	19,150	19,150	19,150
General Government/Utility Overhead Credit	629,430	715,488	801,546	801,546	883,093	883,093	883,093	883,093	883,093
Safety	931	2,417	5,526	2,500	5,000	5,100	5,202	5,306	5,412
Design	17,000	20,000	111,000	111,000	264,104	146,104	154,104	158,104	158,104
Under-threshold capital expense	1,303,891	1,892,019	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>3,006,547</b>	<b>3,702,627</b>	<b>2,118,412</b>	<b>2,105,386</b>	<b>2,297,125</b>	<b>2,181,932</b>	<b>2,196,222</b>	<b>2,206,640</b>	<b>2,213,183</b>
<b>Cost Allocations Out</b>									
Public Works - Parks	(31,325)	(36,140)	(37,693)	(37,693)	(39,954)	(39,978)	(40,002)	(40,026)	(40,050)
<b>Total cost allocations out</b>	<b>(31,325)</b>	<b>(36,140)</b>	<b>(37,693)</b>	<b>(37,693)</b>	<b>(39,954)</b>	<b>(39,978)</b>	<b>(40,002)</b>	<b>(40,026)</b>	<b>(40,050)</b>
<b>Net Expense / (Surplus) before Debt Servicing and Transfers</b>	<b>(4,212,714)</b>	<b>(3,089,597)</b>	<b>(4,332,711)</b>	<b>(4,468,054)</b>	<b>(4,189,022)</b>	<b>(4,360,978)</b>	<b>(4,319,945)</b>	<b>(4,282,148)</b>	<b>(4,247,573)</b>

**Water Utility - Operating Budget**

<b>Transfer from Surplus/Reserves</b>									
<b>Transfer from DCC</b>									
Water	-	-	-	-	(100,000)	-	-	-	-
	-	-	-	-	(100,000)	-	-	-	-
<b>Transfer From Non-Statutory Reserves</b>									
West Bench Water	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)
	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)	(78,336)
<b>Total Transfers from Surplus/Reserves</b>	<b>(78,336)</b>	<b>(78,336)</b>	<b>(78,336)</b>	<b>(78,336)</b>	<b>(178,336)</b>	<b>(78,336)</b>	<b>(78,336)</b>	<b>(78,336)</b>	<b>(78,336)</b>
<b>Transfers to Reserve</b>									
<b>Transfer To DCC</b>									
Water	1,064,147	405,768	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	1,064,147	405,768	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Transfer To Statutory Reserves</b>									
Water Capital	3,226,903	2,762,165	4,211,047	4,346,390	4,167,358	4,239,314	4,198,281	4,160,484	4,125,909
	3,226,903	2,762,165	4,211,047	4,346,390	4,167,358	4,239,314	4,198,281	4,160,484	4,125,909
<b>Total Net Transfers</b>	<b>4,212,714</b>	<b>3,089,597</b>	<b>4,332,711</b>	<b>4,468,054</b>	<b>4,189,022</b>	<b>4,360,978</b>	<b>4,319,945</b>	<b>4,282,148</b>	<b>4,247,573</b>
<b>Net Expense (Surplus)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Water Utility - Operating Budget

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Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 279,032</u>
% Change	<u>6.25 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$100K for 2020 water master plan

\$81K overhead allocation increase per recent rate review

\$

**Water Distribution - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Service Recoveries	\$ (32,628)	\$ (27,200)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)
<b>Total Revenues</b>	(32,628)	(27,200)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Expenses</b>									
Creeks & Dams	62,072	134,106	53,600	56,760	58,350	58,877	59,414	59,961	60,521
General Expenses	24,298	39,636	16,100	15,100	24,100	24,120	24,140	24,161	24,182
Irrigation	52,405	77,898	68,000	94,500	78,100	79,420	80,765	82,139	83,541
Main Repairs	392,484	113,414	80,600	67,000	82,600	83,912	85,250	86,615	88,007
Metering & Billing	137,308	211,642	179,950	184,735	194,325	196,492	198,702	200,958	203,256
Repairs & Maintenance - Hydrants	86,792	174,943	174,350	179,350	180,550	182,686	184,864	187,088	189,354
Repairs & Maintenance - PRV/Water Valves	19,961	22,381	78,850	89,450	82,650	83,530	84,427	85,343	86,277
Salaries and Wages	17,787	13,560	-	1,420	-	-	-	-	-
Small Equipment, Supplies, General Repairs & Maint	133,327	184,283	157,500	150,500	171,750	160,247	160,633	161,025	161,425
Training, Conferences, & Memberships	-	-	-	-	12,440	12,440	12,440	12,440	12,440
Transmission & Distribution	62,180	87,596	68,250	71,150	87,000	88,455	89,938	91,453	92,997
Vandalism Removal	-	2,213	500	1,700	750	507	514	521	529
<b>Total Expenses</b>	988,614	1,061,672	877,700	911,665	972,615	970,686	981,087	991,704	1,002,529
<b>Net Operating Expense / (Surplus)</b>	955,986	1,034,472	867,700	901,665	962,615	960,686	971,087	981,704	992,529
<b>Net Expense (Surplus)</b>	\$ 955,986	\$ 1,034,472	\$ 867,700	\$ 901,665	\$ 962,615	\$ 960,686	\$ 971,087	\$ 981,704	\$ 992,529

## Water Distribution - Operating Budget

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Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 60,950</u>
% Change	<u>6.76 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$15K increase in main repairs to reflect closer to historical average

\$13K increase in system flushing expenses to bring in line with historical average

\$12K increase in training budget to ensure staff are keeping up with latest industry trends

\$10K increase in water service repairs, reflecting historical average

**Water Treatment Plant - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Irrigation Revenue	\$ (317,799)	\$ (339,000)	\$ (337,114)	\$ (344,643)	\$ (357,339)	\$ (357,553)	\$ (357,768)	\$ (357,983)	\$ (358,197)
Other Revenues	(6,576)	(5,945)	-	-	-	-	-	-	-
Sale of Water	(8,224,174)	(8,510,152)	(8,475,806)	(8,475,806)	(8,627,414)	(8,632,518)	(8,637,626)	(8,642,737)	(8,647,850)
<b>Total Revenues</b>	<b>(8,548,549)</b>	<b>(8,855,097)</b>	<b>(8,812,920)</b>	<b>(8,820,449)</b>	<b>(8,984,753)</b>	<b>(8,990,071)</b>	<b>(8,995,394)</b>	<b>(9,000,720)</b>	<b>(9,006,047)</b>
<b>Expenses</b>									
Consulting Services	10,261	73,640	94,500	91,000	97,500	99,450	101,438	103,468	105,536
General Expenses	27,467	10,194	37,750	27,350	30,915	30,768	31,382	32,014	32,648
Master Plans & Assessments	13,215	10,575	100,000	100,000	70,000	-	-	-	-
Regulatory, Safety & Wellness	45,971	50,821	63,000	67,900	76,000	77,520	79,071	80,651	82,265
Salaries and Wages	709,416	688,076	764,983	648,577	795,972	809,491	823,281	837,345	851,693
Small Equipment, Supplies, General Repairs & Maint	186,798	183,004	213,500	185,200	259,200	261,384	263,610	265,884	268,199
Training, Conferences, & Memberships	3,036	7,229	17,700	17,200	21,000	21,420	21,848	22,286	22,730
Utilities	476,666	446,821	440,357	445,809	425,359	426,421	427,504	428,607	429,733
<b>Total Expenses</b>	<b>1,472,830</b>	<b>1,470,360</b>	<b>1,731,790</b>	<b>1,583,036</b>	<b>1,775,946</b>	<b>1,726,454</b>	<b>1,748,134</b>	<b>1,770,255</b>	<b>1,792,804</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(7,075,719)</b>	<b>(7,384,737)</b>	<b>(7,081,130)</b>	<b>(7,237,413)</b>	<b>(7,208,807)</b>	<b>(7,263,617)</b>	<b>(7,247,260)</b>	<b>(7,230,465)</b>	<b>(7,213,243)</b>
<b>Cost Allocations Out</b>									
Public Works - Parks	(31,325)	(36,140)	(37,693)	(37,693)	(39,954)	(39,978)	(40,002)	(40,026)	(40,050)
<b>Total cost allocations out</b>	<b>(31,325)</b>	<b>(36,140)</b>	<b>(37,693)</b>	<b>(37,693)</b>	<b>(39,954)</b>	<b>(39,978)</b>	<b>(40,002)</b>	<b>(40,026)</b>	<b>(40,050)</b>
<b>Net Expense (Surplus)</b>	<b>\$ (7,107,044)</b>	<b>\$ (7,420,877)</b>	<b>\$ (7,118,823)</b>	<b>\$ (7,275,106)</b>	<b>\$ (7,248,761)</b>	<b>\$ (7,303,595)</b>	<b>\$ (7,287,262)</b>	<b>\$ (7,270,491)</b>	<b>\$ (7,253,293)</b>

## Water Treatment Plant - Operating Budget

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Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 26,345</u>
% Change	<u>0.36 %</u>

**Sewer System - Operating Budget**

<b>Revenue</b>									
Compost Recoveries	\$ (23,150)	\$ (14,899)	\$ (10,000)	\$ (10,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)
DCC - Waste Water	(276,735)	(326,256)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Misc. Grants	(215,822)	(211,504)	(208,058)	(208,058)	(173,394)	(173,394)	(173,394)	(173,394)	(173,394)
Misc. Sewer Recoveries	(437,427)	(489,981)	(493,041)	(500,141)	(490,613)	(534,965)	(564,979)	(597,377)	(617,718)
Sewer User Fees	(4,620,283)	(5,117,472)	(6,411,581)	(6,000,000)	(7,046,552)	(7,742,485)	(8,507,436)	(9,273,105)	(10,107,684)
<b>Total Revenues</b>	<b>(5,573,417)</b>	<b>(6,160,112)</b>	<b>(7,222,680)</b>	<b>(6,818,199)</b>	<b>(7,815,559)</b>	<b>(8,555,844)</b>	<b>(9,350,809)</b>	<b>(10,148,876)</b>	<b>(11,003,796)</b>
<b>Expenses</b>									
AWWTP - Liquids	760,920	790,884	728,160	701,750	1,100,416	889,334	788,432	907,711	917,174
AWWTP - Reclaimed Water	103,677	99,079	168,846	159,505	115,923	117,599	119,310	121,053	122,833
AWWTP - Septage	40,062	21,638	40,927	40,927	43,945	44,690	45,449	46,225	47,016
AWWTP - Solids	405,785	352,581	382,614	361,000	503,299	511,964	450,804	459,819	539,016
General Expenses	87,894	121,076	114,002	82,212	129,739	131,054	132,396	133,764	135,159
Irrigation	30,000	33,900	38,985	38,985	35,000	35,349	35,701	36,056	36,415
Main Repairs	124,115	114,078	144,050	114,125	137,400	139,008	140,649	142,321	144,027
Master Plans & Assessments	-	86,596	62,000	46,500	-	50,000	-	-	-
Pumps, Stations, Sewers	119,828	104,448	127,041	127,041	130,056	132,158	134,299	136,485	138,712
Regulatory, Safety & Wellness	18,067	17,469	26,750	27,750	20,800	21,216	21,640	22,073	22,514
Repairs & Maintenance - Sewer Collection Operation	222,447	200,761	186,400	159,620	181,550	184,362	187,185	190,065	193,002
Repairs & Maintenance - Sewer Compost Operations	250,323	269,803	249,000	262,500	278,059	283,623	289,297	295,086	300,989
Salaries and Wages	440,563	485,177	434,781	437,728	514,389	524,676	535,168	545,874	556,793
Small Equipment, Supplies, General Repairs & Maint	43,794	72,155	91,400	93,210	74,625	89,184	77,780	92,412	81,084
Training, Conferences, & Memberships	19,503	18,807	21,912	22,000	22,200	22,644	23,097	23,558	24,030
Utilities	31,325	32,932	43,500	40,000	41,500	41,955	42,416	42,881	43,353
Vandalism Removal	139	-	1,020	1,020	1,000	1,015	1,030	1,046	1,062
Video Inspection	69,496	92,203	103,850	107,850	106,450	108,560	110,712	112,907	115,147
<b>Total Expenses</b>	<b>2,767,938</b>	<b>2,913,587</b>	<b>2,965,238</b>	<b>2,823,723</b>	<b>3,436,351</b>	<b>3,328,391</b>	<b>3,135,365</b>	<b>3,309,336</b>	<b>3,418,326</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(2,805,479)</b>	<b>(3,246,525)</b>	<b>(4,257,442)</b>	<b>(3,994,476)</b>	<b>(4,379,208)</b>	<b>(5,227,453)</b>	<b>(6,215,444)</b>	<b>(6,839,540)</b>	<b>(7,585,470)</b>
<b>Cost Allocations In</b>									
Operations	26,128	38,574	40,000	40,000	41,809	41,809	41,809	41,809	41,809

**Sewer - Operating Budget**

Facilities	-	-	-	-	40,152	40,937	41,738	42,555	43,387
Finance - General	1,339,617	1,384,878	1,091,587	1,091,587	952,112	1,252,112	1,252,112	1,252,112	1,252,112
Finance - Purchasing	2,687	-	-	-	-	-	-	-	-
Information Technology	1,562	1,549	21,864	21,864	25,651	25,765	25,880	25,998	26,117
Public Works - Fleet	21,378	21,354	48,025	48,025	58,450	58,450	58,450	58,450	58,450
Public Works - General	-	145,833	222,897	222,897	191,405	195,233	199,138	203,121	207,183
Public Works - Roads And Maintenance	148,726	-	15,750	15,750	19,150	19,150	19,150	19,150	19,150
General Government/Utility Overhead Credit	557,594	649,601	741,608	741,608	833,782	833,782	833,782	833,782	833,782
Safety	3,700	6,192	5,559	5,559	5,000	5,100	5,202	5,306	5,412
Design	17,000	20,000	111,000	111,000	262,672	144,672	151,672	156,672	160,672
Under-threshold capital expense	(1,241,746)	(1,398,590)	-	-	-	-	-	-	-
<b>Total cost allocations in</b>	<b>876,646</b>	<b>869,391</b>	<b>2,298,290</b>	<b>2,298,290</b>	<b>2,430,183</b>	<b>2,617,010</b>	<b>2,628,933</b>	<b>2,638,955</b>	<b>2,648,074</b>
<b>Cost Allocations Out</b>									
Public Works - Parks	(30,000)	(33,900)	(38,985)	(38,985)	(35,000)	(35,349)	(35,701)	(36,056)	(36,415)
<b>Total cost allocations out</b>	<b>(30,000)</b>	<b>(33,900)</b>	<b>(38,985)</b>	<b>(38,985)</b>	<b>(35,000)</b>	<b>(35,349)</b>	<b>(35,701)</b>	<b>(36,056)</b>	<b>(36,415)</b>
<b>Net Expense / (Surplus) before Debt Servicing and Transfers</b>	<b>(1,958,833)</b>	<b>(2,411,034)</b>	<b>(1,998,137)</b>	<b>(1,735,171)</b>	<b>(1,984,025)</b>	<b>(2,645,792)</b>	<b>(3,622,212)</b>	<b>(4,236,641)</b>	<b>(4,973,811)</b>

**Sewer - Operating Budget**

<b>Transfer from Surplus/Reserves</b>									
<b>Transfer from DCC</b>									
Waste Water	(2,123,211)	(169,845)	-	-	-	-	-	-	-
	(2,123,211)	(169,845)	-	-	-	-	-	-	-
<b>Transfer From Statutory Reserves</b>									
Sewer Capital	(1,031,396)	(1,252,791)	-	-	-	-	-	-	-
<b>Transfer From Non-Statutory Reserves</b>									
Electric Surplus	-	-	(1,000,000)	(1,000,000)	-	-	-	-	-
	-	-	(1,000,000)	(1,000,000)	-	-	-	-	-
<b>Total Transfers from Surplus/Reserves</b>	<b>(3,154,607)</b>	<b>(1,422,636)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers to Reserve</b>									
<b>Transfer To DCC</b>									
Waste Water	2,391,687	496,101	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	2,391,687	496,101	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Transfer To Statutory Reserves</b>									
Sewer Capital	2,721,753	3,337,569	2,898,137	2,635,171	1,684,025	2,345,792	3,322,212	3,936,641	4,673,811
	2,721,753	3,337,569	2,898,137	2,635,171	1,684,025	2,345,792	3,322,212	3,936,641	4,673,811
<b>Transfer To Non-Statutory Reserves</b>									
Electric Surplus	-	-	-	-	200,000	200,000	200,000	200,000	200,000
	-	-	-	-	200,000	200,000	200,000	200,000	200,000
<b>Total Net Transfers</b>	<b>1,958,833</b>	<b>2,411,034</b>	<b>1,998,137</b>	<b>1,735,171</b>	<b>1,984,025</b>	<b>2,645,792</b>	<b>3,622,212</b>	<b>4,236,641</b>	<b>4,973,811</b>
<b>Net Expense (Surplus)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Sewer - Operating Budget

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Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 248,854</u>
% Change	<u>14.34 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$125K for 2020 sanitary sewer master plan

\$92K overhead allocation increase per recent rate review

**Sewer Collection - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Compost Recoveries	\$ (23,150)	\$ (14,899)	\$ (10,000)	\$ (10,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)
<b>Total Revenues</b>	(23,150)	(14,899)	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Expenses</b>									
General Expenses	-	2,394	5,000	750	5,000	5,100	5,202	5,307	5,413
Main Repairs	124,115	114,078	144,050	114,125	137,400	139,008	140,649	142,321	144,027
Master Plans & Assessments	-	86,596	38,000	22,500	-	-	-	-	-
Repairs & Maintenance - Sewer Collection Operation	222,447	200,761	186,400	159,620	181,550	184,362	187,185	190,065	193,002
Repairs & Maintenance - Sewer Compost Operations	250,323	269,803	249,000	262,500	278,059	283,623	289,297	295,086	300,989
Salaries and Wages	10,088	9,131	-	-	-	-	-	-	-
Small Equipment, Supplies, General Repairs & Maint	16,580	37,622	29,100	27,310	43,125	44,054	45,007	45,984	46,987
Vandalism Removal	139	-	1,020	1,020	1,000	1,015	1,030	1,046	1,062
Video Inspection	69,496	92,203	103,850	107,850	106,450	108,560	110,712	112,907	115,147
<b>Total Expenses</b>	693,188	812,588	756,420	695,675	752,584	765,722	779,082	792,716	806,627
<b>Net Operating Expense / (Surplus)</b>	670,038	797,689	746,420	685,675	747,584	760,722	774,082	787,716	801,627
<b>Net Expense (Surplus)</b>	\$ 670,038	\$ 797,689	\$ 746,420	\$ 685,675	\$ 747,584	\$ 760,722	\$ 774,082	\$ 787,716	\$ 801,627

## Sewer Collection - Operating Budget

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Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ 61,909</u>
% Change	<u>9.03 %</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$22K increase in sewer collection operations repairs and maintenance to reflect historical average

\$20K increase to sewer main flushing

\$13K increase to compost facility operations, reflecting historical average

**Advanced Waste Water Treatment Plant - Operating Budget**

	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenue</b>									
Misc. Sewer Recoveries	\$ (437,427)	\$ (489,981)	\$ (493,041)	\$ (500,141)	\$ (490,613)	\$ (534,965)	\$ (564,979)	\$ (597,377)	\$ (617,718)
Misc. Grants	(215,822)	(211,504)	(208,058)	(208,058)	(173,394)	(173,394)	(173,394)	(173,394)	(173,394)
Sewer User Fees	(4,620,283)	(5,117,472)	(6,411,581)	(6,000,000)	(7,046,552)	(7,742,485)	(8,507,436)	(9,273,105)	(10,107,684)
<b>Total Revenues</b>	<b>(5,273,532)</b>	<b>(5,818,957)</b>	<b>(7,112,680)</b>	<b>(6,708,199)</b>	<b>(7,710,559)</b>	<b>(8,450,844)</b>	<b>(9,245,809)</b>	<b>(10,043,876)</b>	<b>(10,898,796)</b>
<b>Expenses</b>									
AWWTP - Liquids	760,920	790,884	728,160	701,750	1,100,416	889,334	788,432	907,711	917,174
AWWTP - Reclaimed Water	103,677	99,079	168,846	159,505	115,923	117,599	119,310	121,053	122,833
AWWTP - Septage	40,062	21,638	40,927	40,927	43,945	44,690	45,449	46,225	47,016
AWWTP - Solids	405,785	352,581	382,614	361,000	503,299	511,964	450,804	459,819	539,016
General Expenses	87,091	146,643	109,002	81,462	124,739	125,954	127,194	128,457	129,746
Irrigation	30,000	33,900	38,985	38,985	35,000	35,349	35,701	36,056	36,415
Master Plans & Assessments	-	-	24,000	24,000	-	50,000	-	-	-
Pumps, Stations, Sewers	119,828	104,448	127,041	127,041	130,056	132,158	134,299	136,485	138,712
Regulatory, Safety & Wellness	18,067	17,469	26,750	27,750	20,800	21,216	21,640	22,073	22,514
Salaries and Wages	430,475	476,046	434,781	437,728	514,388	524,676	535,170	545,873	556,792
Small Equipment, Supplies, General Repairs & Maint	27,214	34,533	62,300	65,900	31,500	45,130	32,773	46,428	34,097
Training, Conferences, & Memberships	19,503	18,807	21,912	22,000	22,200	22,644	23,097	23,558	24,030
Utilities	31,325	32,932	43,500	40,000	41,500	41,955	42,416	42,881	43,353
<b>Total Expenses</b>	<b>2,073,947</b>	<b>2,128,960</b>	<b>2,208,818</b>	<b>2,128,048</b>	<b>2,683,766</b>	<b>2,562,669</b>	<b>2,356,285</b>	<b>2,516,619</b>	<b>2,611,698</b>
<b>Net Operating Expense / (Surplus)</b>	<b>(3,199,585)</b>	<b>(3,689,997)</b>	<b>(4,903,862)</b>	<b>(4,580,151)</b>	<b>(5,026,793)</b>	<b>(5,888,175)</b>	<b>(6,889,524)</b>	<b>(7,527,257)</b>	<b>(8,287,098)</b>
<b>Cost Allocations Out</b>									
Public Works - Parks	(30,000)	(33,900)	(38,985)	(38,985)	(35,000)	(35,349)	(35,701)	(36,056)	(36,415)
<b>Total cost allocations out</b>	<b>(30,000)</b>	<b>(33,900)</b>	<b>(38,985)</b>	<b>(38,985)</b>	<b>(35,000)</b>	<b>(35,349)</b>	<b>(35,701)</b>	<b>(36,056)</b>	<b>(36,415)</b>
<b>Net Expense (Surplus)</b>	<b>\$ (3,229,585)</b>	<b>\$ (3,723,897)</b>	<b>\$ (4,942,847)</b>	<b>\$ (4,619,136)</b>	<b>\$ (5,061,793)</b>	<b>\$ (5,923,524)</b>	<b>\$ (6,925,225)</b>	<b>\$ (7,563,313)</b>	<b>\$ (8,323,513)</b>

## Advanced Waste Water Treatment Plant - Operating Budget

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Change 2019 forecast to 2020 budget:

\$ Change	<u>\$ (442,657)</u>
% Change	<u>(9.58)%</u>

Changes in net operating budget from 2019 forecast to 2020 budget are primarily due to:

\$600K increase in revenue per recent rate review

\$110K budgeted in 2020 for UV bulbs and seals

\$220K budgeted in 2020 for major bioreactor parts

# **City of Penticton**

**Financial Plan 2020 - 2024**

**Appendix A – Capital Plan**

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## Capital Budget Summary

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>General Capital Fund</b>					
Facilities	1,898,500	3,537,500	2,160,000	2,545,000	2,330,000
Information Technology	746,000	1,071,500	1,436,225	1,309,186	686,396
Storm Drainage	45,000	139,000	597,076	143,000	145,000
Engineering	3,739,025	11,736,150	11,283,290	9,193,930	6,531,930
Fire	87,500	89,500	91,500	93,500	95,300
Cemetery	-	65,000	65,000	-	26,400
Fleet	2,069,950	2,229,200	1,188,250	748,100	778,550
Parks	266,000	358,000	270,000	305,000	65,000
Traffic Control	170,186	173,021	175,938	120,344	123,122
<b>Total General Capital Fund</b>	<b>9,022,161</b>	<b>19,398,871</b>	<b>17,267,279</b>	<b>14,458,060</b>	<b>10,781,697</b>
Sewer Utility	1,015,000	12,069,400	9,496,200	7,096,000	2,280,000
Water Utility	4,334,500	6,812,200	4,158,203	4,549,200	5,337,200
Electric Utility	1,746,901	2,347,725	2,424,205	1,868,401	1,940,430
<b>Total Capital Budget</b>	<b>16,118,562</b>	<b>40,628,196</b>	<b>33,345,888</b>	<b>27,971,662</b>	<b>20,339,327</b>

## General Capital Fund – Summary

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Expense</b>					
Facilities	1,898,500	3,537,500	2,160,000	2,545,000	2,330,000
Information Technology	746,000	1,071,500	1,436,225	1,309,186	686,396
Engineering	3,784,025	11,875,150	11,880,366	9,336,930	6,676,930
Fire Services	87,500	89,500	91,500	93,500	95,300
Cemetery	-	65,000	65,000	-	26,400
Fleet	2,069,950	2,229,200	1,188,250	748,100	778,550
Parks	266,000	358,000	270,000	305,000	65,000
Traffic Control	170,186	173,021	175,938	120,344	123,122
<b>Total General Capital Projects</b>	<b>9,022,161</b>	<b>19,398,871</b>	<b>17,267,279</b>	<b>14,458,060</b>	<b>10,781,697</b>
<b>Funding Sources &amp; Transfers</b>					
Transfer to/from Marina Reserve	(50,000)	-	-	-	-
Electrical Dividend	(3,096,136)	(3,162,000)	(3,225,240)	(3,289,745)	(3,355,540)
Transfer to/from Gas Tax Reserve	(2,954,850)	(1,507,826)	(1,507,826)	(1,507,826)	-
Transfer from DCC Reserve	(300,000)	-	-	-	-
Transfer to/from Equipment Reserve	(2,265,150)	(2,269,950)	(1,388,250)	(948,100)	(978,550)
Transfer to Capital Reserve	900,000	-	-	-	-
Transfer from Asset Management Reserve	(655,025)	-	-	-	-
Transfer to/from RCMP Reserve	(75,000)	-	-	-	-
transfer from capital reserve	-	(10,870,095)	(10,351,387)	(6,281,889)	(6,172,607)
Transfer to/from Storm Operating	(45,018)	(253,322)	(482,736)	(675,058)	(869,286)
Transfer to/from Storm Reserve	18	114,322	(114,341)	532,058	724,286
Penticton & Ellis Creek Grant Funding	(481,000)	(1,450,000)	(197,500)	(2,287,500)	(130,000)
<b>Total Funding Sources</b>	<b>(9,022,161)</b>	<b>(19,398,871)</b>	<b>(17,267,279)</b>	<b>(14,458,060)</b>	<b>(10,781,697)</b>

## Facilities

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Art Gallery Structural	30,000	-	-	-	-
City Yards- Roof Replacement	-	200,000	-	-	-
City Yards- Internal Requests	93,000	-	-	-	-
City Hall - Mechanical & Envelope	-	750,000	750,000	500,000	250,000
City Hall - Furniture & Renos	40,000	40,000	40,000	40,000	40,000
Community Centre-Mechanical	-	-	425,000	-	170,000
Cleland Theatre - AV Upgrades	-	750,000	-	70,000	-
Curling Rink - Roof	250,000	-	-	-	-
Leir House - Architectural	-	-	-	110,000	125,000
Library/Museum - Mechanical	-	80,000	25,000	-	-
McLaren Arena - Roofing	260,000	20,000	110,000	25,000	190,000
Memorial Arena - New Generator	35,000	-	-	-	-
Memorial Arena - New Skate Flooring	100,000	-	-	-	-
McLaren Arena - Refrigeration	537,500	537,500	-	750,000	-
Memorial Arena - Misc. Future Capital	-	300,000	215,000	225,000	1,125,000
Penticton Trade & Convention Centre Mechanical	100,000	150,000	250,000	-	-
Penticton Trade & Convention Centre Roofing	75,000	-	-	770,000	350,000
Penticton Trade & Convention Centre Misc. Capital	30,000	-	-	-	-
RCMP Office/Furniture Upgrades	75,000	75,000	75,000	-	60,000
Recreation Capital	20,000	20,000	20,000	20,000	20,000
SOEC Parking Upgrades & LED Lighting	-	-	50,000	-	-
Soccer Facility	-	200,000	-	-	-
City Wide Security	40,000	20,000	-	-	-
Fire Hall Roof Replacements	-	195,000	-	-	-
Fire Hall #2 - Overhead door replacement	30,000	-	-	-	-
Fire Hall #2 - 2 Bay Garage	-	200,000	-	-	-
Fire Hall #2 - Replace Rear Paved Surfaces	-	-	-	35,000	-
New Generator at IT Fibre enclosure	65,000	-	-	-	-
Library Door Replacement	18,000	-	-	-	-
Skaha Marina Repairs	100,000	-	-	-	-
Okanagan Lake Washroom Upgrade	-	-	200,000	-	-
<b>Total Facilities Capital</b>	<b>1,898,500</b>	<b>3,537,500</b>	<b>2,160,000</b>	<b>2,545,000</b>	<b>2,330,000</b>

## Information Technology

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Information Technology - Hardware	266,000	392,000	342,000	332,000	312,000
Cleland Theatre Sound/Lighting Upgrades	10,000	10,000	10,000	10,000	10,000
Information Technology - Infrastructure	250,000	125,000	75,000	75,000	75,000
Information Technology - Software	130,000	404,500	869,225	174,186	149,396
Information Technology - GIS	40,000	40,000	40,000	40,000	40,000
IT Capital - SOEC/PTCC	50,000	100,000	100,000	678,000	100,000
<b>Total IT Capital</b>	<b>746,000</b>	<b>1,071,500</b>	<b>1,436,225</b>	<b>1,309,186</b>	<b>686,396</b>

## Engineering – General Fund Capital

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Storm Drainage</b>					
Riverside Dr, Burnaby Ave, Wylie St - Reconstruction	45,000	-	-	-	-
Storm Water Management - Liquid Waste Management Plan	-	80,000	59,476	84,000	86,000
Oxbow Drainage Improvements	-	59,000	59,000	59,000	59,000
Huth Ave. Storm Sewer Construction - Gen Cap Portion	-	-	478,600	-	-
<b>Total Storm Drainage</b>	<b>45,000</b>	<b>139,000</b>	<b>597,076</b>	<b>143,000</b>	<b>145,000</b>
<b>Roads and Maintenance</b>					
Transportation Master Plan - DCC Portion	300,000	-	-	-	-
Riverside Dr, Burnaby Ave, Wylie St - Reconstruction	655,025	-	-	-	-
Orchard Avenue Reconstruction - Gen Cap Portion	-	-	995,432	466,200	-
Orchard Avenue Reconstruction - DCC Portion	-	-	38,868	-	-
Ellis Creek 2018 Freshet Repairs	-	450,000	3,000,000	635,000	4,035,000
East Penticton Interceptor - Fairway Ave to Treatment Plant - Budget - Gen Cap	-	-	589,000	-	-
Aging Storm Sewer Infrastructure Replacement and Upgrades - Gen Cap Portion	-	-	541,000	541,000	540,000
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Gen Cap Portion	-	2,700,000	2,000,000	-	-
Pavement Management: Rehabilitation - Gen Cap Portion	500,000	583,150	222,190	1,225,230	1,236,280
Downtown On Street Parking Design	70,000	927,000	-	-	-
Downtown Revitalization - Main Street 300 Block Street Scape - LIA Portion	-	173,000	-	-	-
Woodstock Road Reconstruction - Gen Cap Portion	200,000	100,000	72,000	-	-
Penticton Creek Revitalization - Reach 3 - Gen Cap Portion	859,000	1,585,000	307,500	2,362,500	180,000
Penticton Creek Revitalization - Grant Portion	-	-	197,500	2,287,500	130,000
Penticton Creek Revitalization - Reach 3 - Grant Funding	-	1,450,000	-	-	-
Penticton Creek Revitalization - Reach 12 - Grant Funding	481,000	-	-	-	-
Intersection and Road Marking Improvements - Gen Cap Portion	170,000	50,000	51,500	58,500	60,650
Dewdney Crescent Storm Upgrades - Budget - Gen Cap	-	76,000	-	-	-
Reservoir Road Reconstruction - Budget - Gen Cap	-	90,000	1,899,300	-	-
Carmi Drainage	-	2,435,000	-	-	-
Campbell Drainage	-	492,000	744,000	968,000	-
Bike Network Planning & Infrastructure	80,000	300,000	300,000	300,000	-
Sidewalks, Curbs and Gutter Projects	165,000	175,000	175,000	200,000	200,000
Traffic Calming Program	259,000	150,000	150,000	150,000	150,000
<b>Total Engineering - Roads &amp; Maintenance</b>	<b>3,739,025</b>	<b>11,736,150</b>	<b>11,283,290</b>	<b>9,193,930</b>	<b>6,531,930</b>
<b>Total Engineering General Capital</b>	<b>3,784,025</b>	<b>11,875,150</b>	<b>11,880,366</b>	<b>9,336,930</b>	<b>6,676,930</b>

## Engineering – Utility Fund Capital

	2020	2021	2022	2023	2024
<b>Engineering - Sewer Capital Budget</b>					
Riverside Dr, Burnaby Ave, Wylie St - Reconstruction	10,000	-	-	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap	75,000	-	1,186,000	-	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion	-	1,116,000	-	1,246,000	1,355,000
North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion	-	-	973,544	-	-
North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion	75,000	-	2,006,656	-	-
Small Sanitary Sewer Upsizing - San Cap Portion	40,000	715,900	-	-	-
Main Street Upgrades - Industrial Avenue to Warren Avenue - Sewer Cap Funding	-	-	-	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - San Cap Portion	-	250,000	-	-	-
Aging Sewer Main Replacement Program	125,000	-	-	-	-
<b>Total Engineering - Sewer Capital Budget</b>	<b>325,000</b>	<b>2,081,900</b>	<b>4,166,200</b>	<b>1,246,000</b>	<b>1,355,000</b>
<b>Engineering - Water Capital Budget</b>					
50mm and 100mm Water Main Replacement Program	919,400	860,200	876,800	894,400	910,900
Aging Water Main Replacement Program	803,100	461,400	581,600	756,800	771,800
Riverside Dr, Burnaby Ave, Wylie St - Reconstruction	585,000	-	-	-	-
Orchard Avenue Reconstruction - Water Portion	-	-	400,000	195,000	-
Industrial Area Fire Flow Upgrades - Water Cap Portion	70,000	1,411,100	-	-	909,500
Ridgedale Reservoir Upgrade - Budget - DCC Portion	-	-	114,803	-	-
Ridgedale Reservoir Upgrade - Water Cap Portion	-	125,000	250,000	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - Water Cap Portion	-	-	350,000	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Water Cap Portion	-	250,000	-	-	-
Downtown Revitalization - Main Street - Water Cap Portion	40,000	300,000	-	-	-
Woodstock Road Reconstruction - Water Cap Portion	52,000	-	-	-	-
Riddle Road Improvements - Water Service & Fire Protection - Water Cap Funding	-	-	-	1,383,000	-
Irrigation System - Infrastructure Renewals	540,000	455,000	455,000	455,000	455,000
<b>Total Engineering - Water Capital Budget</b>	<b>3,009,500</b>	<b>3,862,700</b>	<b>3,028,203</b>	<b>3,684,200</b>	<b>3,047,200</b>
<b>Total Engineering Capital</b>	<b>7,118,525</b>	<b>17,819,750</b>	<b>19,074,769</b>	<b>14,267,130</b>	<b>11,079,130</b>

## Fire Services

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Fire Hose Replacement Program	12,800	13,600	14,200	15,000	15,600
Protective Clothing	34,000	34,500	35,000	35,500	36,000
Emergency Training Center Upgrades	10,500	11,000	11,500	12,000	12,500
Equipment Replacement	30,200	30,400	30,800	31,000	31,200
<b>Total Fire Capital</b>	<b>87,500</b>	<b>89,500</b>	<b>91,500</b>	<b>93,500</b>	<b>95,300</b>

## Cemetery

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Lakeview Cemetery Irrigation Upgrade	-	65,000	65,000	-	26,400
<b>Total Cemetery Capital</b>	-	65,000	65,000	-	26,400

## Fleet

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Fleet Future Capital Purchases	-	2,229,200	1,188,250	748,100	778,550
Auto Hoist	16,000	-	-	-	-
Tire Machine	11,000	-	-	-	-
Misc Shop Equipment	7,500	-	-	-	-
Tandem Dump (replacing unit #43)	185,000	-	-	-	-
Utility Service Truck (replacing unit #51)	150,000	-	-	-	-
Mower 16' (replacing unit #70)	150,000	-	-	-	-
Flail Mower	50,000	-	-	-	-
Winter Sander/Blade (replacing unit #86)	15,000	-	-	-	-
1/2 Ton Pick Up (replacing unit #94)	32,000	-	-	-	-
1/2 Ton Pick Up (replacing unit #96)	32,000	-	-	-	-
1 Ton Pick Up (replacing unit #104)	65,000	-	-	-	-
Car or Small SUV (replacing unit #125)	35,000	-	-	-	-
Aerator (replacing #9430)	20,000	-	-	-	-
Small Lawn Tractor (replacing unit #9510)	3,500	-	-	-	-
Misc Small Equipment	12,950	-	-	-	-
Pumper/Rescue Combination Truck (replacements)	990,000	-	-	-	-
Fire 3/4 Ton 4x4 (Gen cap)	60,000	-	-	-	-
Anti Icing Spray System (Gen Cap)	15,000	-	-	-	-
Road Marking / Painting Unit (Gen Cap)	15,000	-	-	-	-
Snow and Ice - Wing Plow (Gen Cap)	10,000	-	-	-	-
Asphalt Patching Trailer (Gen Cap)	70,000	-	-	-	-
Backhoe (replacing unit #58)	125,000	-	-	-	-
<b>Total Fleet Capital</b>	<b>2,069,950</b>	<b>2,229,200</b>	<b>1,188,250</b>	<b>748,100</b>	<b>778,550</b>

## Parks

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Irrigation Upgrades	150,000	90,000	35,000	30,000	-
Bleacher - Table Replacement	-	12,000	-	-	-
Leir House Landscape Design	-	50,000	-	-	-
Mobility Challenged Beach Upgrades	-	15,000	-	-	-
Tennis Court Upgrades	-	150,000	45,000	25,000	-
Beach Slides	16,000	16,000	-	-	-
Marina Way Park - Pedestrian Access	10,000	-	-	-	-
Parkway 2 - raise outfield fences	90,000	-	-	-	-
Robinson Park - Pickleball Courts	-	-	150,000	-	-
Robinson Park - Revitalization	-	25,000	40,000	250,000	65,000
<b>Total Parks Capital</b>	<b>266,000</b>	<b>358,000</b>	<b>270,000</b>	<b>305,000</b>	<b>65,000</b>

## Traffic Control

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
Traffic signalization - Upgrade Controllers	105,436	108,271	111,188	55,594	58,372
Traffic Signals - New Traffic Detection Devices	64,750	64,750	64,750	64,750	64,750
<b>Total Traffic Control Capital</b>	<b>170,186</b>	<b>173,021</b>	<b>175,938</b>	<b>120,344</b>	<b>123,122</b>

# Sewer Fund

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Engineering - Sewer Capital</b>					
Riverside Dr, Burnaby Ave, Wylie St - Reconstruction	10,000	-	-	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap	75,000	-	1,186,000	-	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion	-	1,116,000	-	1,246,000	1,355,000
North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion	-	-	973,544	-	-
North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion	75,000	-	2,006,656	-	-
Small Sanitary Sewer Upsizing - San Cap Portion	40,000	715,900	-	-	-
Main Street Upgrades - Industrial Avenue to Warren Avenue - Sewer Cap Funding	-	-	-	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - San Cap Portion	-	250,000	-	-	-
Aging Sewer Main Replacement Program	125,000	-	-	-	-
<b>Total Engineering Sewer Capital Projects</b>	<b>325,000</b>	<b>2,081,900</b>	<b>4,166,200</b>	<b>1,246,000</b>	<b>1,355,000</b>
<b>Advanced Waste Water Treatment Plant</b>					
Advanced Waste Water Treatment Plant Expansion and Upgrades	-	-	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
AWWTP - Bioreactor Gate Replacement	-	-	250,000	250,000	-
AWWTP - PLC Upgrade	75,000	75,000	75,000	75,000	75,000
AWWTP - PME expand to older MCC's	25,000	25,000	15,000	15,000	15,000
AWWTP - Replace one cake pump	-	100,000	-	-	-
AWWTP - CMMS (Asset Management software)	-	60,000	-	-	-
AWWTP - Main breaker PDC replacement	-	50,000	50,000	-	-
AWWTP - Asset Management Renewal	50,000	-	-	-	-
AWWTP - Bin room modifications	-	30,000	-	-	-
Replace Two Sludge Pumps	50,000	-	-	-	-
1990 HVAC Replacement	75,000	20,000	20,000	20,000	20,000
Sludge Hauling Roll Off Bins (2)	75,000	-	-	-	-
Wilson & Marina Way Generators and Flow Meters	250,000	-	-	-	-
AWWTP Digester Build	-	-	-	3,000,000	-
Asset Management Renewal Assessment	-	1,000,000	750,000	750,000	750,000
Asset Management Renewal Assessment - Lift Stations	40,000	30,000	30,000	200,000	30,000
<b>Total Advanced Waste Water Treatment Plant Capital Projects</b>	<b>675,000</b>	<b>1,425,000</b>	<b>5,325,000</b>	<b>5,845,000</b>	<b>925,000</b>
<b>Sewer Collection System Capital Projects</b>					
City Yards - FOB Safety System	10,000	-	-	-	-
Compost Site Improvements	-	8,500,000	-	-	-
<b>Total Sewer Collection Capital Projects</b>	<b>10,000</b>	<b>8,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
CIS Software Upgrades - Sewer Portion	5,000	62,500	5,000	5,000	-
<b>Total Sewer Capital</b>	<b>1,015,000</b>	<b>12,069,400</b>	<b>9,496,200</b>	<b>7,096,000</b>	<b>2,280,000</b>
<b>Funding Source</b>					
Development Cost Charges	(125,000)	(973,544)	-	-	-
Transfer To/From Sewer Reserve/Surplus	794,025	(250,064)	(6,173,988)	(3,159,359)	2,393,811
Transfer from Sewer Operating Fund	(1,684,025)	(2,345,792)	(3,322,212)	(3,936,641)	(4,673,811)
Debt Financing - Compost Site Improvements	-	(8,500,000)	-	-	-
<b>Sewer Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Water Fund

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Engineering Water Capital Projects</b>					
50mm and 100mm Water Main Replacement Program	919,400	860,200	876,800	894,400	910,900
Aging Water Main Replacement Program	803,100	461,400	581,600	756,800	771,800
Riverside Dr, Burnaby Ave, Wylie St - Reconstruction	585,000	-	-	-	-
Orchard Avenue Reconstruction - Water Portion	-	-	400,000	195,000	-
Riddle Road Improvements - Water Service & Fire Protection	-	-	-	1,383,000	-
Industrial Area Fire Flow Upgrades - Water Cap Portion	70,000	1,411,100	-	-	909,500
Ridgedale Reservoir Upgrade - Budget - DCC Portion	-	-	114,803	-	-
Ridgedale Reservoir Upgrade - Water Cap Portion	-	125,000	250,000	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant	-	-	350,000	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue	-	250,000	-	-	-
Downtown Revitalization - Main Street - Water Cap Portion	40,000	300,000	-	-	-
Woodstock Road Reconstruction - Water Cap Portion	52,000	-	-	-	-
Irrigation System - Infrastructure Renewals	540,000	455,000	455,000	455,000	455,000
<b>Total Engineering Water Capital Projects</b>	<b>3,009,500</b>	<b>3,862,700</b>	<b>3,028,203</b>	<b>3,684,200</b>	<b>3,047,200</b>
<b>Water Treatment Plant Capital Projects</b>					
WTP building modifications	200,000	-	-	-	-
Asset Management Equipment Replacement	50,000	50,000	50,000	50,000	50,000
WTP Reservoir Mixing Improvements	-	-	-	-	655,000
WTP Pressure Reducing Station Equipment	250,000	1,277,000	-	-	-
PLC Equipment Replacement	80,000	80,000	80,000	80,000	80,000
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
Rebuild lake pump #4	-	-	-	300,000	300,000
Source Protection Plan & Assessment	100,000	-	-	-	-
Roof replacement WTP	-	50,000	410,000	-	-
Air unit replacement program	50,000	50,000	100,000	100,000	100,000
<b>Total Water Treatment Plant Capital Projects</b>	<b>820,000</b>	<b>1,597,000</b>	<b>730,000</b>	<b>620,000</b>	<b>1,275,000</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	200,000	1,000,000	-	-	-
Ellis Creek Diversion Dam - Consulting & Upgrades	150,000	-	-	-	125,000
City Yards - FOB Safety System	10,000	-	-	-	-
Dam Safety Review - Legislated	-	150,000	5,000	-	-
<b>Total Water Distribution System Capital Projects</b>	<b>500,000</b>	<b>1,290,000</b>	<b>395,000</b>	<b>240,000</b>	<b>1,015,000</b>
CIS Software Upgrades - Water Portion	5,000	62,500	5,000	5,000	-
<b>Total Water Utility Capital Projects</b>	<b>4,334,500</b>	<b>6,812,200</b>	<b>4,158,203</b>	<b>4,549,200</b>	<b>5,337,200</b>
<b>Funding Source</b>					
Transfer to/(from) Water Reserve/Surplus	(167,142)	(2,572,886)	40,078	(388,716)	(1,211,291)
Transfer to/(from) Water Operating Fund	(4,167,358)	(4,239,314)	(4,198,281)	(4,160,484)	(4,125,909)
<b>Water Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Electric Fund

	2020 Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
SCADA Upgrades - New Dual PC, PowerLink Upgrade	55,057	56,573	58,132	59,735	61,385
CIS Software	10,000	125,000	10,000	10,000	10,000
Non Discretionary - Estimated New/Upgraded Services	1,138,865	1,168,756	1,199,485	1,231,076	1,263,553
Non Discretionary - Flat Rate New/Upgrade Services	130,800	133,465	136,196	138,993	141,859
Non Discretionary - New UG Subdivision	158,216	162,503	166,915	171,453	176,124
Distribution System - Voltage Conversion/System Rebuild	646,533	671,258	697,010	723,835	751,779
Distribution System Rebuild- UG Residential Subdivision Rebuild	-	300,000	315,000	330,750	347,288
System Reliability Improvements	420,678	431,405	442,429	453,758	465,400
New Westminster Carmi Substation Tie	-	500,000	525,000	-	-
Departmental Tools- PLT & Engineering Tools	191,200	43,709	45,020	46,370	47,762
Electrical Hybrid or Electric Van (Electric)	40,000	-	-	-	-
City Yards - FOB Safety System	10,000	-	-	-	-
55' Pole Trailer	65,000	-	-	-	-
Fiber System Redundancy	100,000	-	100,000	-	-
<b>Total Electrical Capital Expenses</b>	<b>2,966,350</b>	<b>3,592,670</b>	<b>3,695,187</b>	<b>3,165,970</b>	<b>3,265,150</b>
Recoveries	(1,219,449)	(1,244,945)	(1,270,981)	(1,297,569)	(1,324,720)
<b>Subtotal</b>	<b>1,746,901</b>	<b>2,347,725</b>	<b>2,424,205</b>	<b>1,868,401</b>	<b>1,940,430</b>
Transfer to/(from) Electric Operating Fund	(5,016,714)	(4,768,444)	(4,085,500)	(4,003,522)	(4,323,567)
Transfer to/(from) Electric Capital Reserve/Surplus	3,269,813	2,420,719	1,661,294	2,135,121	2,383,137
<b>Electrical Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# *People & Community Safety Strategy*



# COUNCIL PRIORITIES

## Asset & Amenity Management

The City of Penticton will ensure the services we provide to our residents and visitors are reliable and cost effective by proactively investing into our natural and built assets.

### Strategic Initiatives and Actions

- Identify service levels and costs for all community owned assets and services
- Review our amenities and investigate ways to maximize their usage and value while exploring innovative service delivery options with regional and other partners
- Review agreements and determine fee structures to reflect the fiscal realities of service provision
- Promote continuous improvement on our Asset Management processes
- Modernize the DCC Bylaw to reflect current growth and appropriate distribution of infrastructure costs
- Ensure City land is maximized to its' full potential

## Community Safety

The City of Penticton will support a safe, secure and healthy community.

### Strategic Initiatives and Actions

- Enhance safety through partnerships with other service delivery agencies
- Improve resident and visitor confidence that a safe and secure community exists through engagement, protection, prevention and enforcement
- Invest in appropriate human assets to keep our community safe and secure
- Engage the Criminal Justice system through collaborative approaches to reduce the impact of prolific offenders on the community
- Continuing engagement with BC Housing and Interior Health to reduce or mitigate the effect of the current opioid crisis on the community

## Community Design

The City of Penticton will attract, promote and support sustainable growth and development congruent with the community's vision for the future.

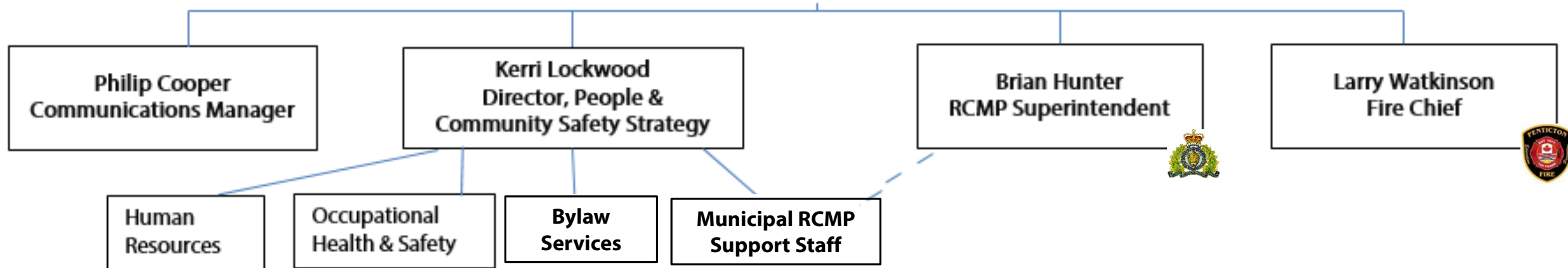
### Strategic Initiatives and Actions

- Ratify the OCP and update the requisite policies and bylaws
- Establish clear intentions for future growth that reflect the OCP
- Expand and invest in safe multi-modal transportation options including the 'Lake to Lake' connection
- Utilize best management practices and strategies related to climate change adaptation and mitigation activities
- Encourage environmentally sustainable development including renewable energy initiatives
- Continue Downtown revitalization focused on cleanliness, safety, vibrancy and sustainable infrastructure





## Strategic Alignment

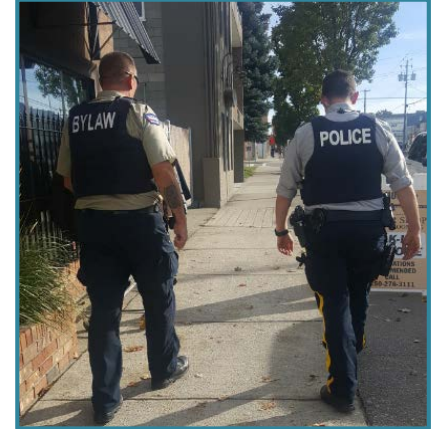


# Challenges & Opportunities

- Elevate the City's emergency notification process through alignment of Community Safety Resources (Bylaw, RCMP, Fire)
- Grow and expand on the City's current culture of safety



## 2020 Initiatives



- Newly created Community Safety Steering Committee
  - RCMP OIC, Bylaw Services Supervisor, Fire Chief, Communications Manager, Health & Safety Representative and Director, People & Community Safety Strategy
- Quarterly media briefing hosted by RCMP OIC, Bylaw and Director, Fire Chief, People & Community Safety Strategy outlining progress being made on Council's Community Safety priorities



# *Human Resources & Health and Safety*



# Overview

The Human Resources (HR) Department is comprised of Human Resources, Payroll and Benefits, and Occupational Health and Safety. The HR department balances the needs of its customers – City employees, supervisors and managers – by developing and managing corporate programs, such as recruitment, labour relations, collective bargaining, training, staff development, payroll and benefits, and health and safety.

The HR department is responsible for:

- Recruitment
- Labour Relations
- Pay, Benefits and Pension
- Internal policies
- Health and Safety
- Advice and direction



# 2019 Achievements

- Successfully ratified three (3) collective agreements, two with 5-year terms, one with 6-year term – all at 2% a year.
- Completed a Gap Analysis of current Health & Safety plans in preparation for achieving Certificate of Recognition (COR).
- Supported the *'Mayor and Council Remuneration Advisory Task Force'* created to review current compensation levels and make recommendations related to salary and benefits.
- Created and delivered a 'Language in the Workplace' presentation.
- Produced and implemented a Drug and Alcohol policy covering cannabis.
- Training – Mental Health, Spotting Impairment and Leadership.



# 2019 Achievements

- Organized Long Service Awards celebration dinner – 15, 20, 25, 30+ and Retirees.
- Completed Succession planning analysis.
- Redeployed an HR position to focus on Recruitment.

## To Date:

400 general resumes submitted  
53 external postings for 63 positions, 1,628 applicants  
44 positions filled by external applicants

57 internal postings for 68 positions, 193 applicants  
49 positions filled by internal applicants



# Challenges & Opportunities

- Continuing to execute on the strong succession plan established for a key role in order to ensure minimal disruption and a seamless transition
- Implementation of changes to the 3 ratified collective agreements
- Improve our WorkSafeBC experience rating



# Innovations & Cost Savings

## Implementation of Applicant Tracking System (Prevue) leading to:

- Streamlining the recruitment process
- Lowering recruiting costs
- Improving quality of hire
- Elevating candidate experience
- Building high-quality talent pools
- Developing stronger relationships with candidates
- Advancing decision-making of hiring managers



# 2020 Initiatives

- Source and implement a Safety & Performance Management Platform
- Implement findings from the GAP Analysis to achieve Certificate of Recognition (COR)
- HR Student to support HR/Records Management Initiatives
- Support the ratification of a new Collective Agreement with IAFF



# Staffing

# *Human Resources*

<u>2019</u>	<u>2020</u>
5	5



# 2020 Budget

## *Human Resources*

	2019 Budget	2019 Forecast	2020 Budget	Variance
Expense	753,080	758,450	863,000	13.8%
Net Cost Allocations	<u>49,920</u>	<u>47,140</u>	<u>(140,298)</u>	
<b>Net Expense/(Revenue)</b>	<b>803,000</b>	<b>805,590</b>	<b>722,702</b>	



# Proposed Increase

## *Human Resources*

Budget Request	Benefit	Operating Budget Request
<b>Purchase a Safety Management Platform that is also capable of being used for Performance Management</b>	Provide a platform for tracking safety training (and other training), along with providing a performance management tool that is user friendly, provides for analysis and supports long-term succession planning and accountability	\$23,000
<b>Hire a Human Resources Student from April – September to support the transition of HR files into a Record Management System and general HR duties</b>	Employee files will be secured electronically and ensure compliance and quick access to important employee information	\$17,000



# Questions



**THAT Council approve in principle the Human Resources business plan initiatives and proposed budget, subject to final review.**



# Overview

Bylaw Services provides education and enforcement of municipal bylaws with a commitment to the delivery of fair, reasonable, and transparent service in a timely and professional manner, and in accordance with Council direction.

- 10,000 Customer Inquiries each year
- Over 4,000 bylaw files opened-calls for service from the public
- Over 900 unauthorized camping/check on welfare requests with efforts to connect to social services through the 'Community Active Support Table' (CAST)

- 6,243 Bylaw Offence Notices/tickets issued YTD
- \$92,000 in ticketing revenue
- 100 vehicles towed
- Collected over 5,000 sharps from public spaces



# 2019 Achievements

- ✓ Enhanced Bylaw Officer role, hiring and training of 2 'Community Safety Officers'
- ✓ New deployment strategy/changing priorities- community/social issues/enhanced hours of service/downtown foot patrols/bike deployment
- ✓ Good Neighbor Bylaw legal review and amendments
- ✓ 8 situations brought to the Community Active Support Table for support services



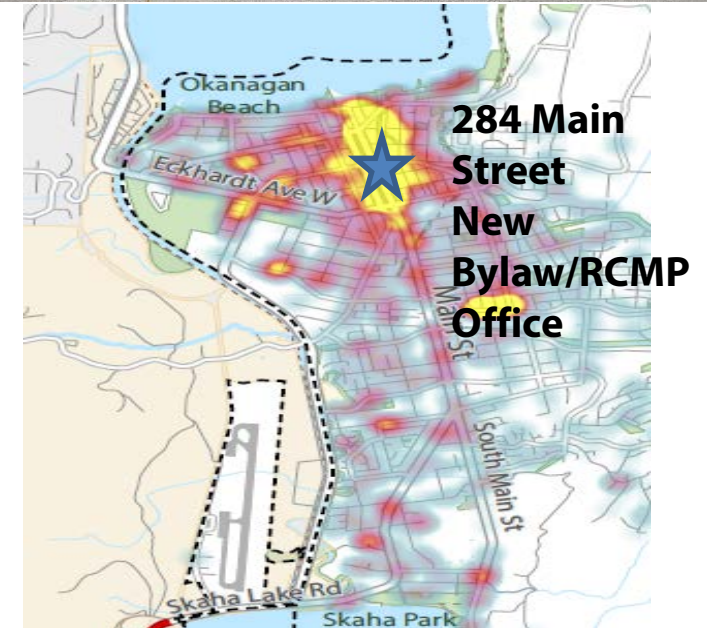
# Challenges & Opportunities

- Balancing Community Need with Resource Availability
- Ensuring the following service expectations are met:
  - enhancing community safety, livability, cleanliness and quality of life



# Innovations & Cost Savings

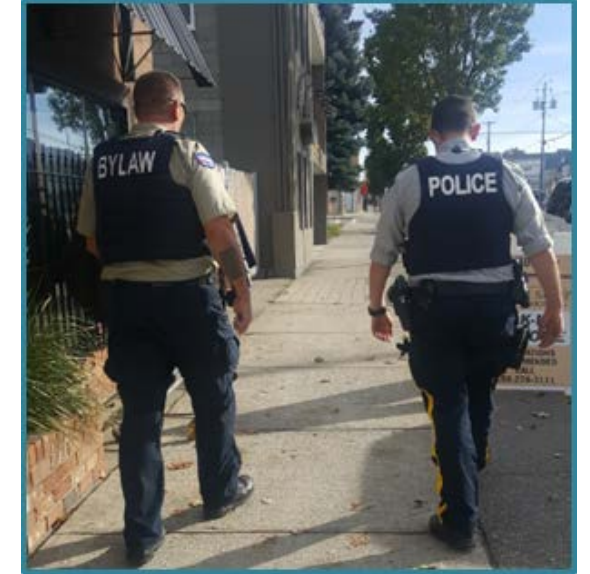
- Hiring and training of 2 'Community Safety Bylaw Officers'
- Increase visibility of Bylaw enforcement – uniform changes, shoulder flash, and branding of fleet vehicles
- Use of GIS/IT data for intelligence led deployment- new office at core



# 2020 Initiatives

*Bylaw Services* <sup>-327</sup>

- Focus remains on community safety-collaboration, high visibility patrols
- Pawn Shops Bylaw Education & Enforcement Project
- Downtown Parking & Resident Only Parking Review



[penticton.ca](http://penticton.ca)

# Staffing

2019

8

2020

8



# 2020 Budget

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(590,956)	(546,356)	(632,600)	15.8%
Expense	820,139	970,675	1,000,300	3.1%
Net Cost Allocations	<u>28,500</u>	<u>29,500</u>	<u>28,500</u>	
<b>Net Expense/(Revenue)</b>	<b>257,683</b>	<b>453,819</b>	<b>396,200</b>	

Note: Variance column represents change between 2019 Forecast and 2020 Budget



# Dog Control

Dog Control Officer and Shelter Management efficiencies- upgrades to facility and dog run, social media improvements, public education video, Downtown Market Etiquette video



# 2020 Budget

## *Dog Control*

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(94,400)	(95,825)	(97,600)	1.9%
Expense	119,690	120,990	123,700	2.2%
Net Cost Allocations	<u>12,600</u>	<u>12,600</u>	<u>13,500</u>	
<b>Net Expense/(Revenue)</b>	<b>37,890</b>	<b>37,765</b>	<b>39,600</b>	



# Proposed Increase

Budget Request	Benefit	Operating Budget Request
<b>Downtown Parking Review</b>	In order to manage the Resident Only Parking program more efficiently, Bylaw Services is converting the data from stand-alone spreadsheets to our software that integrates with the City's GIS mapping.	\$10,000



# Questions



**THAT Council approve in principle the Bylaw Services business plan initiatives and proposed budget, subject to final review.**





# Penticton South Okanagan Similkameen Regional Detachment

## 2020 BUDGET REVIEW



# Penticton RCMP Mission Statement



The mission of the Penticton RCMP is:

In partnership with the community, share in the delivery of a sensitive and progressive police service.

Serve and protect the community.

Treat all people equally and with respect.

Promote respect for rights and freedoms, the law and democratic traditions



# RCMP Guiding Principles



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

- 1. Adapt to Emerging Trends**
- 2. Engage Our Communities**
- 3. Equity, Diversity and Inclusion**
- 4. Innovation and Transformative Change**
- 5. Leverage Partnerships and Collaboration**



# 2019 Achievements



- Reorganization of existing and new resources to meet community safety expectations
- Increased public profile and community engagement
- Community Active Support Table (CAST)
- Operational files involving significant police response and resources



# Challenges & Opportunities



- Demands of digital media analysis
- Proliferation of opioids
- Increasing complexity of recording and reporting requirements
- Mitigation of judicial process changes
- Social media and technology



# 2020 Initiatives



- Reduce Response Times and Increase Crime Solve Rates
- Utilize Data To More Effectively Deploy Police Resources
- Ensure the Penticton Detachment meeting modern Policing requirements
- Continue to Increase the Public Profile of the Penticton RCMP



# Staffing



	2017	2018	2019	2020	2021	2022
<b>Police Officers - Municipal 45</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>49</b>	<b>50</b>	
- Provincial	11	11	11	13	13	13
- First Nations	2	2	2	2	2	2
<b>Support Staff - Municipal</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>25</b>
- Provincial	2	2	2	2	2	2
<b>Reserve Constables</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Auxiliary Constables</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Volunteers</b>	<b>35</b>	<b>30</b>	<b>30</b>			



# 2019 Overtime



Utilization	Hours	Cost	
Investigations	1,425.50	\$ 96,993.75	23%
Downtown Patrols	1,082.50	\$ 90,657.00	21%
DPH	1,063.25	\$ 44,656.50	11%
Backfill	1,020.75	\$ 85,743.00	20%
Major Files (3)	1046.75	\$ 80,960.25	19%
Court	178.50	\$ 14,385.00	3%
Recoverable	108.25	\$ 8,872.50	2%
<b>Total</b>		<b>\$ 422,268.00</b>	<b>100%</b>



# 2020 Budget



	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(501,029)	(477,919)	(470,700)	-1.5%
Expense	9,615,779	9,333,161	9,980,023	6.9%
Net Cost Allocations	<u>287,400</u>	<u>287,400</u>	<u>249,825</u>	
<b>Net Expense/(Revenue)</b>	<b>9,402,150</b>	<b>9,142,642</b>	<b>9,759,148</b>	



# Notice of Motion 451/2019 – Increase RCMP Resources

- Add an additional RCMP member and a municipal support position.
  - \$246,000 contained in the proposed 2020 budget for an additional RCMP member and Digital Media Triage Field position.



# Proposed Increase



Budget Request	Benefit	Operating Budget Request
<p><b>Increase RCMP Establishment x 1</b></p>	<p>This is required to bring the detachment in line with the needs of the population. This addition will reduce response times, improve service levels and enhance public perception of safety by targeting peak activity periods. The net benefit is reduced overtime, safer community and increased public confidence</p>	<p>\$170,000</p>
<p><b>Add One (1) DMTF/Informatics Support</b></p>	<p>This position is required to provide a service currently performed by regular members on overtime. It will also support the Detachment with the many IT initiatives being installed by the modernization of the Force and increase solve rates for crimes involving digital media. The net benefit is cost savings by negating regular member overtime. The ability to enact and roll out the new RCMP initiatives in a timely manner. This specialized knowledge will remain in the detachment and not be lost to transfer.</p>	<p>\$76,000</p>





# Questions



THAT Council approve in principle the RCMP business plan initiatives and proposed budget, subject to final review.



# Overview

“To enhance the quality of living in our community by preventing or minimizing injury and loss of life or property from fire or other emergencies that may occur within the jurisdictional boundaries of the area we serve.”

Penticton Fire Department (PFD) provides:

- Fire, rescue, and medical services
- Operation of a fire services training centre
- City Emergency Management & EOC



**2 Fire Stations, 1 Training Facility**  
**18 pieces of Firefighting apparatus**  
**32 Career Firefighters & 40 Auxiliary Firefighters**

**Over 10,000 hours of Firefighter training annually**  
**Approx 3,000 Emergency Incidents for annually**  
**Complete 1,500 Fire & Life Safety Inspections annually**



# 2019 Achievements

- ✓ Wildfire Urban Interface Pre incident Plans and Geo referenced mapping completed.
- ✓ 2<sup>nd</sup> annual Wildfire Training Symposium hosted by PFD in Penticton.
- ✓ \$100,000 in Community Resiliency Investment Grant funding for Fire Smart Penticton.
- ✓ Designed a new fire apparatus supporting both structural firefighting and rescue operations.
- ✓ Renewal of Fire Service Agreement with PIB and RDOS West Bench.
- ✓ \$62,000 EMBC Grant funding for Flood mitigation report.
- ✓ Supported BC Provincial Wildfire Efforts and International Rescue efforts in Bahamas



# Challenges & Opportunities

- **Wildfire Risk** – FireSmart Community Protection & Community Education
- **City Growth** – Invest in appropriate assets to keep pace with City Growth
- **Fire Department Facilities** – Research opportunities for Fire Hall replacement
- **Training Capacity** – Deputy Chief Operations & Training



# Innovations & Cost Savings

- Straight time overtime for Sickness, Min-Staffing, & Training
- Flex Firefighter positions = Reduced Overtime
- Deployment of Structure Protection Unit to the Province during Wildfire season
- Revenue generated by Provincial Wildfire curriculum development and course delivery
- WUI Symposium = ETC Training Revenue & Econ Dev



# Innovations & Cost Savings

- Increased revenue from FSA
- Considering expansion of Fire Services to the Upper Carmi area
- Fleet Efficiencies; building combination fire trucks
- ETC agreements with Post Secondary Schools including JIBC



# 2020 Initiatives

- Firefighter Union Contract Negotiations
- Engine 202 / Rescue 202 Combination
- FireSmart Program : Fuel Management & Education
- WUI Training Symposium
- Replace the retiring Deputy Fire Chief of Administration



# Staffing

	<u>2019</u>
IAFF	35
Exempt	4
Auxiliary	40



# 2020 Budget

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(669,985)	(781,142)	(706,985)	-9.5%
Expense	6,034,629	6,153,897	6,246,848	1.5%
Net Cost Allocations	<u>412,100</u>	<u>412,100</u>	<u>353,400</u>	
<b>Net Expense/(Revenue)</b>	<b>5,776,744</b>	<b>5,784,855</b>	<b>5,893,263</b>	



Note: Variance column represents change between 2019 Forecast and 2020 Budget



# 2020 Capital Budget

Project description	Budget
Protective Clothing	34,000
Emergency Training Center Upgrades	10,500
Fire Hose Replacement Program	12,800
Equipment Replacement	<u>30,200</u>
<b>Total</b>	<b>87,500</b>



# Questions



THAT Council approve in principle the Penticton Fire Department business plan initiatives and proposed budget, subject to final review.



# Overview

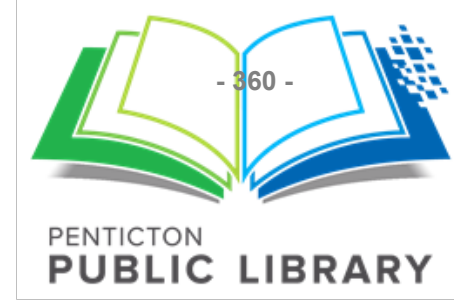


The Penticton Public Library offers library services to the residents of the City of Penticton by providing collections, programming, and services in support of: life-long learning, cultivating creativity, 21<sup>st</sup> century literacies, and reading for pleasure.

21,775 Active resident card holders  
341,657 Items circulated (av. 1,040/day)  
100,714 Items in collection  
3,135 Items borrowed from or lent to other libraries  
62 Borrow-A-Librarian appointments

29,257 reference questions answered  
346 programs delivered to 8,397 attendees (all ages)  
222,423 in person visits plus 75,014 virtual visits  
21,267 public computer uses

# 2019 Achievements



- ✓ Expansion of homebound and outreach services
- ✓ Usage statistics for online services such as E-books and learning platforms continue to rise
- ✓ Continue to assess digital services, examining current databases and testing new high interest items in scope with the Privacy Guidelines for BC Public Libraries

# Challenges & Opportunities

- **CAPACITY** - Increased staffing with Programing Assistant and extra relief help.
- **RISING COST OF MATERIAL (PHYSICAL AND DIGITAL) –** Broaden the role of libraries to provide access to tools to explore ideas and learnings (Library of Things).
- **SOCIAL ISSUES** – The library is investigating staff training as well as reviewing and revising our security procedures to help mitigate this problem.

# Innovations & Cost Savings

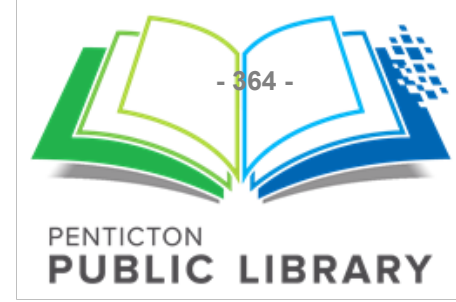
- Continue to take advantage of consortia purchasing in cooperation with other BC Libraries where possible.
- Adoption of best practices for outcome based evaluation in program and service assessment.
- Creation of streamlined workflow for acquisitions department.
- Development of procedures relating to PPL's first non-audiovisual collection.

# 2020 Initiatives



- Ongoing Assessment and Expansion of Programming & Outreach
- Library of Things Project
- Adjustment of Online Services

# Staffing



2019  
15.5

2020  
16

# 2020 Budget



	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(257,612)	(270,047)	(263,412)	-2.5%
Expense	1,224,504	1,232,657	1,285,514	4.3%
Net Cost Allocations	<u>302,200</u>	<u>302,200</u>	<u>299,500</u>	
<b>Net Expense/(Revenue)</b>	<b>1,269,092</b>	<b>1,264,810</b>	<b>1,321,602</b>	

# Decision Requests



Budget Request	Benefit	Operating Budget Request
<b>Part Time Service Desk Assistance</b>	Extra staffing to cover service desks to enhance capacity for full time staff to increase programing and outreach and improve cataloguing times.	\$12,000
<b>Part Time Programming Assistant</b>	Part time programming assistant to meet demands for public programming as outlined in needs assessment & community survey.	\$16,000

# Questions

THAT Council approve in principle the Penticton Public Library's business plan initiatives and proposed budget, subject to final review.



PENTICTON TRADE AND  
CONVENTION CENTRE

- 369 -

# South Okanagan Events Centre Complex 2020 Operating Budget

# SOUTH OKANAGAN EVENTS CENTRE COMPLEX

- 370 -

The four facilities operated by Spectra Venue Management



Penticton Trade and Convention Centre



Okanagan Hockey School Training Centre



Memorial Ice Arena

# 2019 SOEC COMPLEX KEY HIGHLIGHTS

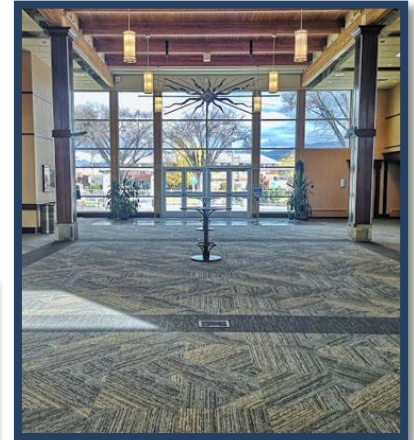
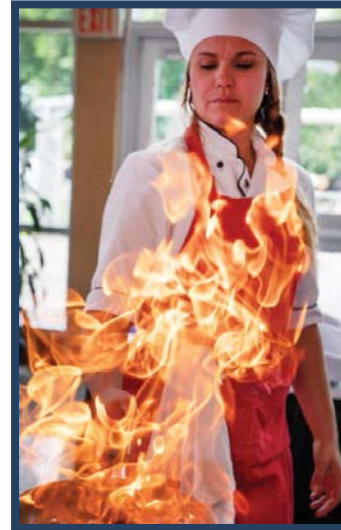
- 371 -

- National Junior 'A' Championship "Centennial Cup" Tournament
  - Successfully bid and won for 2021
  - \$100,000 grant from the City of Penticton
  - CJHL record breaking attendance numbers
- 14 shows budgeted: five (5) major concerts, seven (7) minor concerts and two (2) family shows
- **19 shows booked**: nine (9) major concerts, seven (7) minor concerts and three (3) family shows
- Successfully hosted 2019 BCHL Showcase Festival
- Success of OHA expansion has contributed to the complex and the City during the shoulder season
  - The economic impact of the CSSHL Playoff tournament to city has grown **from \$2.508M in 2018 to \$2.740M in 2019**



## 2019 SOEC COMPLEX KEY HIGHLIGHTS

- Worked closely with Penticton Lakeside Resort & Conference Centre to represent the City of Penticton externally- joint representation under Travel Penticton umbrella at MICE tradeshows and FAM tours.
- New Carpet upgrades at the Penticton Trade and Convention Centre.
- Down-aisle light upgrades at the South Okanagan Events Centre.
- Sold out Offspring and SUM 41 show is projected to be the biggest show of 2019.
- 30,000+ hotel room nights booked due to PTCC events.
- Sold out Small Business, Big Christmas event.
  - 2019: 400 seats sold, 2018: 388 seats sold
- Began process of Upgrading Food and Beverage Point of Sale System.
  - fully functional in the beginning of 2020



## SOEC COMPLEX CHALLENGES

- As one of the largest employers in Penticton of part-time staff, a few of our biggest challenges is attaining and retaining qualified employees, in addition to adapting our business to the high turnover rate of employees
- Next phase of minimum wage increase in June 2020 means an unavoidable increase to our budget
- Implementation of the Employee Health Tax is another unavoidable increase to our budget, as it is a higher expense than MSP from previous years
- As venue gets older, repairs and maintenance increase



## SOEC COMPLEX 2020 GOALS

- The PTCC currently has six (6) city-wide conventions booked in 2020 – we'll look to maximize these events as much as possible.
- The SOEC already has (9) shows booked and on sale for 2020.
  - 2020 shows budgeted (two (2) family, nine (9) minor and four (4) major = **15 total**)
  - Continued focus on attracting large scale marquee events to Penticton in 2020
- Continue working with the City of Penticton's Sport Tourism Manager to create incentivizing bids for future large scale sporting events.
- Continue to work closely with Travel Penticton to grow the MICE (Meetings, Incentives, Conventions and Exhibitions) tourism market segment through strategic sales and marketing initiatives and collaborations.



# SOEC COMPLEX

	2019 Budget	2019 Projected	2020 Budget
<b>Event Operating Income</b>	1,742,685	1,568,190	1,754,298
<b>Other Income</b>	1,718,368	1,688,983	1,745,689
<b>Indirect Expenses</b>			
Executive	268,568	263,294	264,659
Marketing/Sales	676,145	606,940	642,398
Finance	319,909	284,691	306,272
Events	339,621	333,604	338,166
Ops	1,889,488	1,839,341	1,928,242
Food and Beverage	597,621	553,731	651,588
Box Office	335,932	320,226	333,000
Overhead	420,950	424,904	439,110
<b>Total Indirect Expenses</b>	<b>4,848,233</b>	<b>4,626,731</b>	<b>4,903,435</b>
<b>Net Operating Income</b>	<b>(1,387,180)</b>	<b>(1,369,181)</b>	<b>(1,403,448)</b>
<b>Facility Surcharge Paid to City</b>	<b>74,171</b>	<b>64,870</b>	<b>77,810</b>
<b>Net Income (Loss)</b>	<b>(1,461,352)</b>	<b>(1,434,068)</b>	<b>(1,481,258)</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

	2019 Budget	2019 Projected	2020 Budget
<b>Event Operating Income</b>	890,703	795,846	941,011
<b>Other Income</b>	1,033,398	1,007,584	1,041,300
<b>Indirect Expenses</b>			
Executive	188,066	195,465	192,463
Marketing/Sales	358,612	340,970	351,019
Finance	221,168	202,446	205,102
Events	259,264	254,232	256,377
Ops	1,004,683	1,010,025	1,017,323
Food and Beverage	346,587	314,096	387,669
Box Office	335,932	320,226	333,000
Overhead	246,830	256,477	257,396
<b>Total Indirect Expenses</b>	<b>2,961,141</b>	<b>2,893,937</b>	<b>3,000,349</b>
<b>Net Operating Income</b>	<b>(1,037,040)</b>	<b>(1,120,504)</b>	<b>(1,018,039)</b>
<b>Facility Surcharge Paid to City</b>	<b>74,171</b>	<b>64,870</b>	<b>77,810</b>
<b>Net Income (Loss)</b>	<b>(1,111,212)</b>	<b>(1,185,374)</b>	<b>(1,095,848)</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.



# Penticton Trade and Convention Centre

	2019 Budget	2019 Projected	2020 Budget
<b>Event Operating Income</b>	851,982	802,341	813,287
<b>Other Income</b>	22,000	21,749	22,000
<b>Indirect Expenses</b>			
Executive	62,744	52,789	53,326
Marketing/Sales	317,533	265,610	291,379
Finance	73,023	63,793	79,625
Events	80,357	79,372	81,789
Ops	299,252	287,469	306,046
Food and Beverage	251,033	239,635	263,919
Box Office	-	-	-
Overhead	144,120	142,984	151,714
<b>Total Indirect Expenses</b>	<b>1,228,062</b>	<b>1,131,652</b>	<b>1,227,799</b>
<b>Net Operating Income</b>	<b>(354,079)</b>	<b>(307,562)</b>	<b>(392,512)</b>
<b>Facility Surcharge Paid to City</b>	-	-	-
<b>Net Income (Loss)</b>	<b>(354,079)</b>	<b>(307,562)</b>	<b>(392,512)</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.



	2019 Budget	2019 Projected	2020 Budget
<b>Event Operating Income</b>	-	-	-
<b>Other Income</b>	373,615	389,296	396,725
<b>Indirect Expenses</b>			
Executive	8,879	7,520	9,435
Marketing/Sales	-	-	-
Finance	12,859	9,226	10,772
Events	-	-	-
Ops	246,415	223,482	252,985
Food and Beverage	-	-	-
Box Office	-	-	-
Overhead	17,000	15,084	17,000
<b>Total Indirect Expenses</b>	<b>285,154</b>	<b>255,312</b>	<b>290,192</b>
<b>Net Operating Income</b>	<b>88,462</b>	<b>133,984</b>	<b>106,532</b>
<b>Net Income (Loss)</b>	<b>88,462</b>	<b>133,984</b>	<b>106,532</b>



## Memorial Arena

	2019 Budget	2019 Projected	2020 Budget
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<b>Event Operating Income</b>	-	-	-
<b>Other Income</b>	289,354	270,354	285,665
<b>Indirect Expenses</b>			
Executive	8,879	7,520	9,435
Marketing/Sales	-	-	-
Finance	12,859	9,226	10,772
Events	-	-	-
Ops	339,138	318,365	351,887
Food and Beverage	-	-	-
Box Office	-	-	-
Overhead	13,000	10,359	13,000
<b>Total Indirect Expenses</b>	<b>373,877</b>	<b>345,4720</b>	<b>385,094</b>
<b>Net Operating Income</b>	<b>(84,523)</b>	<b>(75,116)</b>	<b>(99,430)</b>
<b>Net Income (Loss)</b>	<b>(84,523)</b>	<b>(75,116)</b>	<b>(99,430)</b>



# THANK YOU



THAT Council approve in principle the South Okanagan Events Centre proposed budget, subject to final review.



# 2020 BUDGET

## Facts about MRDT Program

- 5 Year Term – July 1, 2017 to June 30, 2022
- 2% Approved & Supported by Accommodators
- City of Penticton currently designated Eligible Entity
- Partnership between Ministry of Tourism, Arts and Culture, Ministry of Finance and Destination BC
- Any changes would require a new application supported by local accommodators (51% of rooms by of 51% properties)
- Marketing Strategy & Annual Reporting provided by Travel Penticton to Destination BC
- OAP MRDT 2% goes to Travel Penticton, \$50K rebate back to City for Event and **Major Event Aesthetics** initiative

## Benefits of City to TP Funding - \$300,000 Visitor Services Agreement

- Operation, Rent, Overhead & Staffing of:
  - Visitor Services: 30,000 **direct** interactions with Visitors
    - Main Visitor Centre 888 Westminster
    - Satellite Visitor Centre: Tent at Peach (June – Sept)
    - Mobile Visitor Centre: Van & Tent Saturday Market & Events
    - **NEW**: Airport Visitor Info Kiosk – Electronic & Print Media
    - All administration for tracking, reporting to Destination BC
    - Acquisition of **Jubilee Pavilion** for Satellite Visitor Info Kiosk is crucial to maintain efficient Visitor Information Services and project a positive image to visitors and **remain competitive** with our neighbouring communities and increase Visitor assistance numbers

## General Collaborative Initiatives

- Direct Collaboration and Financial Support to marketing of the PTCC, SOEC & Member Convention Facilities
  - Conference Planner FAM Tours & Hosting
  - CSAE and other Planner Forums & Electronic Booking Platforms
  - NEW Penticton Conference Video
- Collaboration with City Sport & Event department
  - Direct cooperative communication re existing and attracting potential new events, meetings & conferences
  - Financial, marketing and administrative support of Ironman Canada bid and event (on going)
  - Creation of Ironman 'sizzle' video for social media distribution
  - On-going social media support and collaboration (Ironman & other)
  - Support through sponsorship of 320 room nights (\$96K) for IC staff

## General Collaborative Initiatives

- \$50k OAP rebate to City for **Major Event Aesthetics** initiative
  - Collaborative initiative for improved banners, way-finding, event-specific branding on streets, main event area.  
Goal to build strong image, community engagement and pride.
- Local Business support through training seminars/workshops
- Offer Product, Facility and Destination enhancement opportunities
- Regular bi-weekly meetings with TP, City Ec Dev, Chamber, PHA
- Marketing of Penticton's assets supporting and promoting city's Economic Development through enquiries at the Visitor Centre, Conferences, Consumer Trade Shows – *TP is the First Contact*
- Support of community events; Travel Penticton does not 'run' events

## 2020 Key Projects

- Tourism Economic Impact Assessment (TP, City)
- Culinary Trail & Accessible Tourism Initiative (WED - CEF)
- Fuel Free...or almost Promotion
- Ironman Canada (\$96K - 320 Room Nights Support)
- Train Early – Train Late (aimed at shoulder season athletes to come and train)
- Permanent Satellite Okanagan Beach Visitor Info Centre
- TRUE - Local Tourism Expo
- Collaboration with City, Chamber, DPA initiatives
- Continued promotion of Penticton as a destination for tourism and a place to live and start a business

## 2020 Budget - Revenue

Revenue	Budget	
Municipal Contract for Service	\$300,000.00	22.6%
MRDT Revenue (projected)	\$640,000.00	48.4%
OAP Revenue (projected)	\$110,000.00	8.3%
Co-op & Special Project Revenue	\$10,000.00	.75%
DBC Visitor Centre Network Funding	\$25,000.00	1.9%
Stakeholder Marketing Services	\$40,000.00	3%
Experience Guide Advertising	\$55,000.00	4.2%
Grants (WED & other)	\$91,000.00	6.9%
Retail Gross Sales Revenue	\$45,000.00	3.4%
Other (interest/commissions)	\$7,000.00	.55%
<b>Revenue TOTAL</b>	<b>\$1,323,000.00</b>	

## 2020 Budget – Expenses

	Budget	
Marketing Initiatives (External & Regional)	\$340,310.00	21.4%
Projects (Includes \$50k City Rebate Major Events Aesthetics)	\$463,000.00	29.1%
Member Services	\$145,000.00	9.1%
Marketing Staff Wages (5 Full Time)	\$286,380.00	18.0%
Visitor Centre Operations	\$77,600.00	4.9%
Visitor Centre Staff Wages (3 FT & 6 Seasonal)	\$165,795.00	10.4%
Administration Expenses	\$88,630.00	5.6%
Other Expenses	\$24,000.00	1.5%
<b>Expenses TOTAL</b>	<b>\$1,590,715.00</b>	

## Itemized 'Over-Budget' Statement

Through the amalgamation of Tourism Penticton & Penticton Hospitality Association, reserve funds were received. The over-budget spend is to draw-down on those reserves with Board approved, relevant initiatives.

Expenses over Income of Budget:

- Ironman Canada Sponsorship 320 room nights \$96K
- Tourism Impact Assessment \$70K Travel Penticton Direct Support
- CO-OP Funding for Members \$50K (3 yr commitment)
- MICE Extra Funding \$25K (3 yr commitment)
- Aglity PR Media Tracking \$24k (3 yr commitment)
- Other Items \$2,715 (Marketing)
- **Total (\$267,715) 2020 Operations**
- \*Additional **\$34,360** allocated for R&M and operations of Pavilion Visitor Centre (not listed in this budget until confirmation of facility is received)

# Team

## Full Time Staff - Marketing

Executive Director, Thom Tischik

Office & Special Projects Manager, Jo Charnock

Marketing Manager, Brad Morgan

Member Services & Marketing Manager, Karen Davy

## Full Time Staff - Visitor Centre

Visitor Centre Manager, Graham Filek

Travel Experiences Councillor, Dawne Young

Travel Experiences Councillor, Cheryl Gill

## Volunteer Staff - Visitor Centre

2 current volunteers

## Summer Staff - Visitor Centre

6 Seasonal

# Questions

THAT Council approve in principle the Travel Penticton business proposed budget, subject to final review.

# Overview

The Recreation, Culture & Facilities Division consists of:

- Recreation
    - Business Services
    - Recreation Operations
  - Sports and Events
  - Museum and Archives
  - Facilities (contained in its own presentation)
- We welcome residents and visitors to our recreation facilities and parks where we deliver a wide range of recreation programs and services for people of all ages.
  - We contribute to a healthy community and enhance the quality of life
  - Our Sport and Event office markets and promotes the City as an event destination.
  - The Penticton Museum & Archives present, preserve and interpret Penticton's history and heritage.



# Overview

## 2019 Statistics:

- 225+ bookings at the Cleland Theatre
- 11,000+ Facility & Park Bookings
- 2,800+ programs offered in 2019
- 38,000 Recreation Guides distributed
- Received over \$28,000 in grant funds to support recreation programming
- Secured a \$20,900 provincial grant to support Museum operations
- Facilitated the execution of over 140 community events



# 2019 Achievements

- ✓ Implemented a new recreation software, PerfectMind.
- ✓ Negotiated a 5-year agreement to host IRONMAN Canada
- ✓ Improved existing event-hosting procedures by improving internal communication processes and on-site event support
- ✓ Successfully planned and delivered 4 key community events (Canada Day Celebrations & Fireworks, BC Day Celebrations, Rock the Sun Music Series and Santa Clause Parade).
- ✓ Secured the Ministry of Child & Family Development (MCFD) Early Years RFP in partnership with the YMCA of Okanagan resulting in approximately \$100,000/year of early years services being delivered at the Penticton Community Centre from 2019-2022.



## Recreation & Culture <sup>395</sup>



# Challenges & Opportunities

- **Aquatics Service Levels** – Analysis of the required/desired service levels followed by development of a plan for delivering these services.
- **Strategy for Civic Events** - A long-term strategy is required to determine which civic events to sustain and how they will be delivered.
- **Cleland Theatre Operations** – Develop a short and long-term operational plan to outline options for management of the theatre



# Innovation & Cost Savings

- The Recreation Department has confirmed 10 separate partnership agreements to provide a variety of free programs and services to the community at no cost to the department. The value of these services exceeds \$150,000.
- Staff will actively continue to seek grant opportunities and project that a minimum of \$24,000 can be secured to offset recreation program and operational costs.



# 2020 Initiatives

- Aquatics Service Evaluation and Delivery Method(s)
- Implement IRONMAN Canada 2020
- Create Event Strategy and Enhance Event Destination Portfolio
- Establish and Implement a Sustainable Delivery Method to Provide Civic Events
- Develop a Cleland Theatre Operational Plan
- Indigenous Collaboration and
- Improve Existing Activities/exhibits and Offer New Activities for the Hands-on Heritage Lab



# Staffing

2019  
30

2020  
30



# 2020 Budget

## Recreation & Culture <sup>- 400 -</sup>

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(2,162,035)	(2,164,600)	(2,266,500)	4.7%
Expense	2,539,458	2,511,525	2,595,193	3.3%
Net Cost Allocations	<u>1,870,599</u>	<u>1,864,976</u>	<u>1,867,157</u>	
<b>Net Expense/(Revenue)</b>	<b>2,248,022</b>	<b>2,211,901</b>	<b>2,195,850</b>	



Note: Variance column represents change between 2019 Forecast and 2020 Budget



# 2020 Budget

- 401 -  
*Recreation & Culture -  
Museum*

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(42,250)	(42,250)	(39,700)	-6.0%
Expense	246,750	246,750	260,000	5.4%
Net Cost Allocations	<u>78,100</u>	<u>78,100</u>	<u>74,700</u>	
<b>Net Expense/(Revenue)</b>	<b>282,600</b>	<b>282,600</b>	<b>295,000</b>	



Note: Variance column represents change between 2019 Forecast and 2020 Budget



# Notice of Motion 450/2019 – City Revenue Options to Fund IRONMAN

## Staff Recommendation

- Revenue generating options can be brought forward for Council consideration in early 2020.
  - Review Business Licence Structure
  - Enhance City's Pay for Parking Program
  - Further Fees and Charges
- No impact to proposed 2020 budget at this time
- Changes will be incorporated mid-year when these are brought forward and approved if Council were to direct staff to proceed on this motion



# Notice of Motion 450/2019 – City Revenue Options to Fund IRONMAN

## Council Direction Sought

### **Tourism Benefiting Business Licences**

- THAT Council direct staff to complete analysis and proposed business license changes and report back to Council

### **Enhance City's Pay for Parking Program**

- THAT Council direct staff to complete analysis and proposed expansion of pay for parking and report back to Council

### **Other Fees and Charges**

- THAT Council direct staff to analyze and report back to Council on the following fees and charges .....



# Proposed Increase

Budget Request	Benefit	Operating Budget Request
<b>Establish and Implement a Sustainable Delivery Method to Provide Civic Events</b>	Increasing civic events budget to \$75,000	\$25,000
<b>Develop Cleland Theatre Operational Plan</b>	This initiative will start to action the theatre optimization plan that was developed several years ago, and determine how the facility should be booked and operated into the future.	\$20,000



# Questions



**THAT Council approve in principle the Recreation & Culture business plan initiatives and proposed budget, subject to final review.**



Planning, Building and Licencing, Development Engineering, Economic Development

Key functions within the Division include:

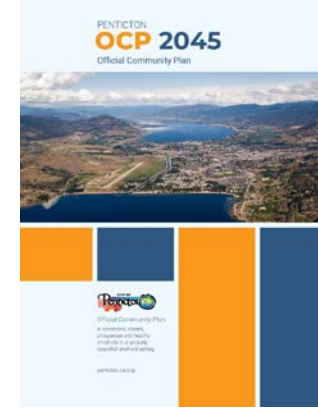
- Regulation of land use and development (zoning, subdivision, DPs)
- Long-range planning (e.g., Official Community Plan)
- Overseeing infrastructure built as part of new development
- Reviewing and issuing building permits and business licences
- Ensuring new construction is in compliance with safety and land use regulations
- Leading economic and social development initiatives and partnerships
- Ensuring the City of Penticton takes a leadership role in Climate Action Charter and sustainability initiatives



# 2019 Achievements

## *Development Services*

- ✓ Completed first comprehensive update of the Official Community Plan since 2002
- ✓ Updated the Subdivision and Development Bylaw
- ✓ Completed review of the Dartmouth Subdivision
- ✓ Implemented the BC Energy Step Code and new BC Building Code.
- ✓ Improved Business Licensing processing (review time down 25%) while increasing overall licensing revenues.
- ✓ Completed rebranding of City's Home Owner Permit Awareness program and Short- and Long-term Rental Programs
- ✓ Convened new Development & Economic Prosperity taskforce
- ✓ Supported development of existing businesses and attraction of new business through forums, partnerships online platforms, and targeted initiatives (e.g., workforce housing, airport survey)



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# Challenges & Opportunities

## *Development Services*

- **IMPLEMENTATION OF THE NEW OFFICIAL COMMUNITY PLAN** – guidance for investment, transparency and strong rationale for decision making.
- **CONTINUED GROWTH** – Growth – both infill and in new neighbourhoods – is likely to continue. Current high levels of service will continue through the retention and training of staff, process improvement, and strategic use of consultants and relief workers.
- **DEVELOPMENT POLICY AND BYLAW GAPS** – Substantive updates to bylaws and policies are required.
- **COMPLEX SOCIAL ISSUES** – Growing demand for City leadership on social issues. Social Development Specialist is proposed to lead initiatives, develop long-term strategies and coordinate with multiple agencies
- **CITY LICENSING OVERHAUL** – enhance the customer service experience, support business owners, increase understanding about construction and zoning requirements and expand Short Term Rental program.



# Innovations & Cost Savings

- Implementing the refined growth plan in the new OCP
- Establishing new Development Cost Charge rates to reflect current-day costs
- Ensuring all costs associated with developments are borne by those developments
- Refining life cycle cost of new infrastructure to minimize City's long-term costs
- Creating efficiencies in Business License applications
- Expanding permit and license payment options
- Ongoing technical training for Building and Licensing staff
- Launch of homeowner Permit Awareness Program
- Increased education and enforcement around Short Term Rentals



## *Development Services*



# 2020 Initiatives

- Social Development Specialist position to provide leadership on challenging social issues and fostering collaboration on key areas
- Range of initiatives to retain and attract business and labour
- Zoning Bylaw and Development Procedures Bylaw updates
- Business License Program modernization
- Corporate and Community Climate Action Plan updates
- Development infrastructure financing and master plans in preparation for DCC Bylaw update
- Ongoing internal process improvements



# Staffing

<u>2019</u>	<u>2020</u>
22.5	23.5



# 2020 Budget

## *Development Services*

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(61,000)	(50,500)	(61,500)	21.8%
Expense	611,470	562,181	627,344	11.6%
Net Cost Allocations	<u>155,530</u>	<u>76,530</u>	<u>75,500</u>	
<b>Net Expense/(Revenue)</b>	<b>706,000</b>	<b>588,211</b>	<b>641,344</b>	

Note: Variance column represents change between 2019 Forecast and 2020 Budget



# 2020 Budget

## *Building & Licensing*

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(1,738,500)	(2,280,550)	(1,672,500)	-26.7%
Expense	1,101,796	1,122,953	1,131,716	0.8%
Net Cost Allocations	<u>122,000</u>	<u>122,000</u>	<u>122,000</u>	
<b>Net Expense/(Revenue)</b>	<b>(514,704)</b>	<b>(1,035,597)</b>	<b>(418,784)</b>	



Note: Variance column represents change between 2019 Forecast and 2020 Budget



# 2020 Budget

## *Planning & Land Use*

	2019 Budget	2019 Forecast	2020 Budget	Variance
Revenue	(326,000)	(353,760)	(333,000)	-5.9%
Expense	<u>961,324</u>	<u>757,980</u>	<u>821,100</u>	<u>8.3%</u>
<b>Net Expense/(Revenue)</b>	<b>635,324</b>	<b>404,220</b>	<b>488,100</b>	

Note: Variance column represents change between 2019 Forecast and 2020 Budget



# 2020 Budget

## *Economic Development*

	2019 Budget	2019 Forecast	2020 Budget	Variance
Economic Dev Expense	386,000	347,713	402,200	15.7%
Net Cost Allocations	<u>5,000</u>	=	<u>5,000</u>	
<b>Net Expense/(Revenue)</b>	<b>\$391,000</b>	<b>\$347,713</b>	<b>\$407,200</b>	

Note: Variance column represents change between 2019 Forecast and 2020 Budget



# Notice of Motion 446/2019 – Social Development Manager

- Create a Social Development Specialist position to address social issues the City is facing.
  - \$106,000 is contained in the proposed 2020 budget for the creation of this position.



# Proposed Increase

## *Development Services*

### Development Services

Budget Request	Benefit	Operating Budget Request
<b>Social Development Specialist</b>	This public-facing staff member would help deal with social issues, serve as a City leader on social challenge issues and a liaison to the non-profit community, while highlighting opportunities to realize grants and funding opportunities that our community is currently missing out on.	\$106,000

### Planning & Land Use

Budget Request	Benefit	Operating Budget Request
<b>Climate Action Plan Updates</b>	Align with City's Climate Action program	\$75,000 (to be partially covered by grant assistance)



# Proposed Increase

## *Development Services*

### Building & Licensing

Budget Request	Benefit	Operating Budget Request
<b>Modernize Business License Program</b>	Modernize bylaws to ensure compliance with provincial legislation and current business trends and reduce liability exposure.  Establish performance tools to help departments establish and assess goals for public safety, customer service, budgeting, professional development and other related functions.	\$48,000



# Questions



**THAT Council approve in principle the Development Services business plan initiatives and proposed budget, subject to final review.**

