# Agenda

penticton.ca

## Special Council Meeting

**to be held at**
**Penticton Trade and Convention Centre**
**273 Power Street, Penticton, B.C.**

**Monday, November 22, 2021**
**at 9:00 a.m.**

1. **Call Special Council Meeting to Order**

2. **Adoption of Agenda**

3. **Business Plan & Financial Plan Overview** – Jim Bauer, CFO/ General Manager, Finance & Administration

4. **Community Engagement Overview** –JoAnne Kleb, Public Engagement Program Manager

5. **Public Comment – In-person, via zoom or telephone** (30 minutes)

6. **2022 Budget Deliberations**

| Department | Presenters | Business Plan | Financial Plan | PowerPoint |
|---|---|---|---|---|
| **BREAK** | | | | |
| **Community Services** | | | | |
| Community Services | Anthony Haddad & Jim Bauer | 21 - 31 | 26 – 30<br>83<br>96 – 97<br>102 – 103<br>135 | Presentation |
| **External** | | | | |
| South Okanagan Event Centre | Dean Clarke | | 104 - 105 | Presentation |
| Library | Heather Buzzell & Jim Bauer | 32 - 34 | 94 - 95 | Presentation |
| **Protective Services** | | | | |
| Fire | Larry Watkinson & Jim Bauer | 56 - 61 | 62 - 64<br>138 | Presentation |
| **LUNCH** (approx. 12:15 pm – 1:15 pm) | | | | |
| RCMP | Brian Hunter & Jim Bauer | 62 - 67 | 65 - 66 | Presentation |
| **Development Services** | | | | |
| Development Services | Blake Laven & Jim Bauer | 48 - 55 | 51 - 61<br>84 – 88<br>91 - 92 | Presentation |
| **Infrastructure Services** | | | | |
| Infrastructure | Ian Chapman & Jim Bauer | 35 - 47 | 67 – 82<br>98 - 101 | Presentation |

| | | | | |
|---|---|---|---|---|
| | | | 106 – 111<br>112 – 132<br>137<br>140 - 148 | |
| **BREAK** | | | | |
| **Finance & Administration** | | | | |
| Finance & Administration | Jim Bauer | 11 - 20 | 15 – 25<br>31 – 50<br>89 – 90<br>139 | Presentation |
| **Public Question Period –** in-person, via zoom or telephone | | | | |

7. **Adjourn**



# 2022

# Draft Corporate Business Plan

CITY OF Penticton

# Table of Contents


| | |
|---|---|
| Overview | 3 |
| Chief Administrative Officer | 9 |
| Finance & Administration | 11 |
| Community Services | 21 |
| Infrastructure | 35 |
| Development Services | 48 |
| Penticton Fire Department | 56 |
| RCMP | 62 |






# OVERVIEW

# Plan Purpose

Each year, the City of Penticton carefully deliberates on community programming, services, goals and overall allocation of resources, including capital projects for the coming year. This process involves weighing the needs and requests of the community and ensuring these service levels can met be within the annual budget.

In 2022, the Council Priority of Community Safety will be at the forefront of the Corporate Business Plan initiatives and funding within the annual budget. This focus in 2022 is intended to address community concerns working towards a more safe, secure and healthy community for residents and visitors of Penticton.

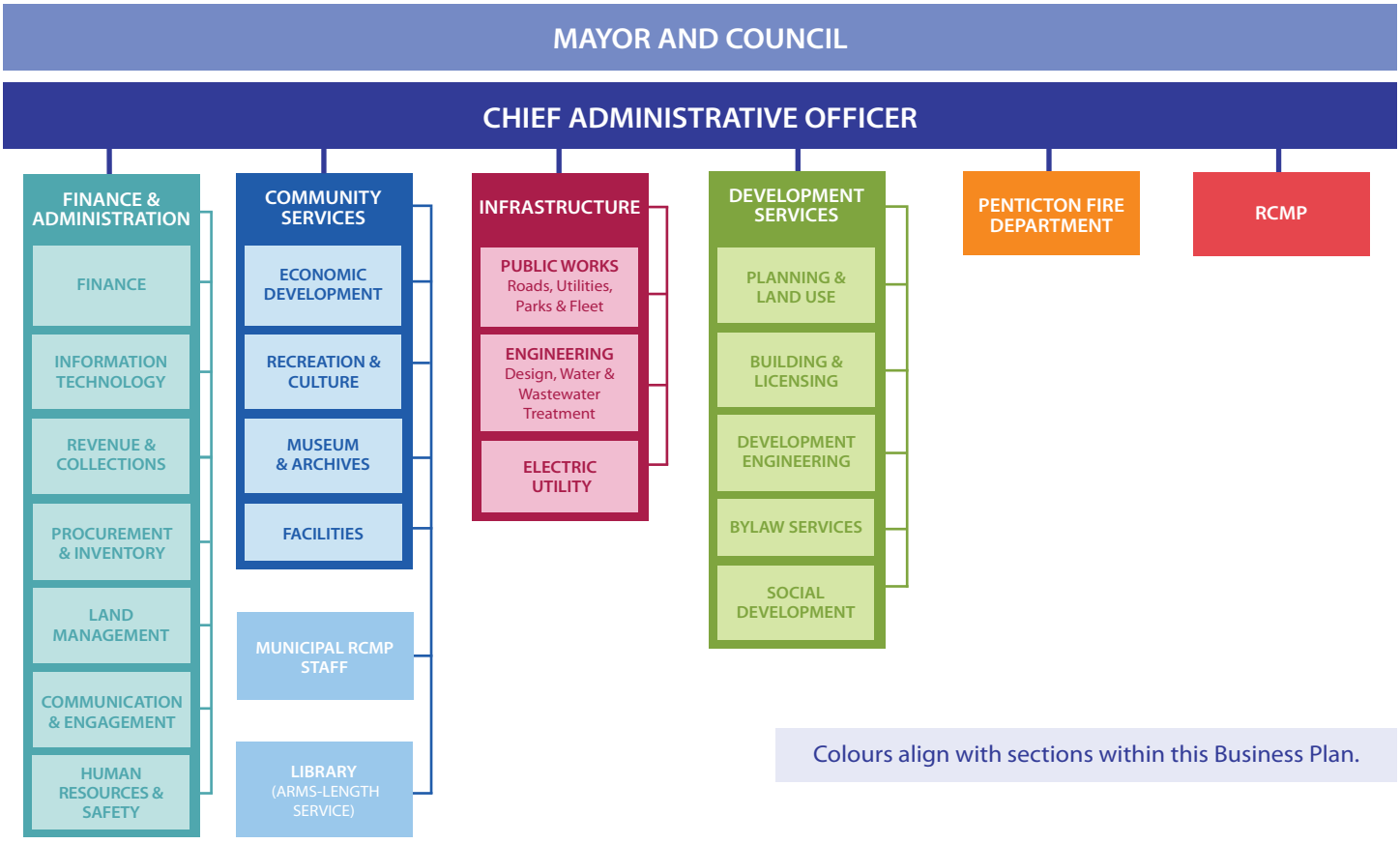
This Corporate Business Plan is organized into sections representing each City division and department. Each area includes proposed 2022 initiatives and represents how they align with Council Priorities, as well as how they have been incorporated into the City of Penticton's 2022-2026 Financial Plan.

To view the 2022-2026 Financial Plan, please visit our website at **www.penticton.ca/city-hall/reports-plans**

## ORGANIZATION OVERVIEW

In order to support City Council and the needs of the community, the City is led by a Chief Administrative Officer with support from the City's general managers, director, managers and union staff.

The majority of City services are provided by four major divisions: Finance and Administration, Community Services, Infrastructure, and Development Services, each with a number of departments. Stand-alone services include Fire Services, contracted policing services through the RCMP, arms-length services offered through the Penticton Public Library and the operations of the South Okanagan Events Centre by Spectra Venue Management Inc.




Colours align with sections within this Business Plan.

# Business Plan Structure

The City's Business Plan is organized by division, and in a few cases, by stand-alone departments. This allows residents to see how the priorities align with various aspects of the organization and the budgets associated with specific programs and services. Within each division's business plan, you'll find the following:

- What We Do Overall and on a Daily Basis
- Staffing
- Challenges and Opportunities
- 2022 Initiatives
- 2022 Proposed Budget
- Proposed Increases

# Business Plan Area of Focus

In late spring of 2020, Council reviewed and reset its priorities to include Asset and Amenity Management, Community Safety and Community Vitality. For the 2022 year, Council has determined that specific attention will be given to the Community Safety priority. The City is committed to ensuring residents and visitors feel safe to enjoy all that Penticton has to offer. The City's Corporate Business Plan focuses not only on serving its residents, businesses and visitors through good governance, partnership and the provision of effective and community-focused services, but also on achieving Council's three priorities.

# Financial Impacts of Business Plan Initiatives

In the divisional business plans there are a total of 13 major budget increases proposed, these increases require the support of Council. The financial implications of these initiatives are contained within the draft budget. The list on page 6 summarizes these requests for new operating funding. For details on these increases and how they support goals to benefit the community please visit the applicable division plan.



# Financial Impacts of Business Plan Initiatives

In the divisional business plans, there are a total of 13 major budget increases that require support of Council. The financial implications of these initiatives are contained within the draft budget. The list below summarizes these requests for new operating funding. For details on these increases and how they support goals to benefit the community, visit the applicable department plan.



| Community Safety Priorities | | Proposed Increase |
|---|---|---|
| **Economic and Social Development** | Community Safety Review | $75,000 |
| **Facilities** | Upgrade Public Washrooms to Address Vandalism and Safety Issues | $48,500 |
| **RCMP** | Improve RCMP Investigation Capacity through Technical and Administrative Support | $155,000 |
| **RCMP** | Enhance Proactive Policing through Prolific Offender Management and Traffic Services | $588,000 |
| **Fire** | Expanding Internal Training Strategy and Resources | $174,000 |
| **Bylaw** | Expand Bylaw Services and Community Safety Capacity | $699,000 |
| **Social Development** | Explore City Sponsored Monitoring Devices for Repeat Offenders | $15,000 |







| Other City Priorities | | Proposed Increase |
|---|---|---|
| **Electrical** | Conduct Distribution System Resiliency Study | $30,000 |
| **Public Works** | Cleanliness Initiative for Parks and Core City Areas | $140,000 |
| **Development Engineering** | Complete a Housing Policy Review | $12,000 |
| **Library** | Expansion of Library Holds Program to Penticton Community Centre | $29,000 |
| **Library** | Additional Hours for Part-Time Staff to Increase Availability of Full-Time Staff | $55,134 |
| **Development Services** | New Online Application Software for Developers and Homeowners | $120,000 |
| **IT/GIS** | Increase Information Technology Capacity | $132,000 |
| **Grand Total** | | **$2,272,634** |



# COUNCIL PRIORITIES 2020-2022

CITY OF Penticton

## VISION

*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.*

## 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 and affordability for users of services.
- 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

- Engage 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 health issues in the community.
- Enhance safety through partnerships with other service delivery agencies.
- Improve resident and visitor confidence through engagement, protection, prevention and enforcement.
- Invest in appropriate human assets and technology to keep our community safe and secure.

## COMMUNITY VITALITY

The City of Penticton, guided by the Official Community Plan, will promote the economic wellbeing and vitality of the community.

### Strategic Initiatives and Actions

- Support the community in economic recovery from the impacts of the COVID-19 health crisis.
- Attract and promote sustainable growth and development.
- 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.



## 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 2021 to 2022 are reflected below.

| | FTE |
|---|---|
| **Opening 2021 FTE** | 306 |
| **Proposed New Additions for 2022** | 12** |
| **Total Number of FTE per 2022 Business Plan** | 318 |

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

*Opening 2021 FTE captures in-year adjustments as well as a change in how FTE is reported for part-time employees and not an actual increase in the number of positions at the City.*

***Note: Of the 12 additional proposed FTE, this includes increases for: 2 additional municipal RCMP civilian staff; 8 additional Bylaw staff; 1 new IT Coordinator; and 1 new firefighter.*

****Note: FTE summarized above does not include RCMP members. At the start of 2021 there were 50 RCMP members for the City. In July 2021, Mayor and Council approved an additional 2 RCMP members. For 2022, there are an additional 3 members proposed, bringing the total number of RCMP members to 55.*



# CHIEF ADMINISTRATIVE OFFICER



# Chief Administrative Officer

## WHAT WE DO

The Chief Administrative Officer (CAO) is the primary link between City Council, staff and the community. The CAO supports Council as it sets policy and strategic priorities and provides leadership to ensure the implementation of Council directives.

## ON A DAILY BASIS, WE . . .

- Provide strategic advice and support to the Mayor and Council.
- Interact with community groups and other government agencies such as federal, First Nations, provincial and regional agencies as well as social service agencies that serve the community.
- Provide leadership and vision to the City's leadership team.

## STAFFING

This office consists of the Chief Administrative Officer and Senior Executive Assistant, who support the Mayor and Council.

# Challenges

## COMMUNITY SAFETY

In 2021, Council and community conversations focused heavily on safety for residents and visitors of Penticton. In 2022, the Council priority to support a safe, secure and healthy community will be at the forefront of projects and planning for the City. We will continue to strengthen relationships with community agencies, emergency responders and First Nations government toward the common goal of a safe and vibrant community.



# FINANCE & ADMINISTRATION

This section includes the following departments:

- **Finance**
- **Procurement & Inventory**
- **Communication & Engagement**
- **Corporate Services**
- **Information Technology & Geographic Information Systems (IT/GIS)**
- **Land Administration**
- **Human Resources & Safety**




# Finance & Administration

## WHAT WE DO

The Finance and Administration division works as a strategic partner with departments throughout the City to ensure effective delivery of City services and programs by providing financial, human resources, information technology, procurement, land administration and communication services. We are responsible for the overall financial administration of the City, corporate administration, recruitment, retention and development of the City's workforce, managing the City's public communications and community engagement, the administration of over 500 City Lands and the collection of all City revenues.

### General Manager's Office

The General Manager of Finance and Administration provides strategic financial leadership to the City, financial advice to City Council and overall leadership to the division. The General Manager is the City's Chief Financial Officer and the City's Risk Manager, responsible for administering the risk management and insurance program. The General Manager also leads Corporate business planning and reporting, and is leading the development and implementation of the Asset & Amenity Management Council Priority.

### Finance

The Finance department provides financial leadership to the City. We deliver transactional services, financial analysis and relevant reporting to both internal and external users for their decision-making purposes as well as maintain controls to safeguard the City's financial resources. We are responsible for coordinating with each City department to establish a five-year financial plan and ensure spending compliance with the plan. We also coordinate in-year forecasts, annual updates to Fees and Charges and annual budget presentations to Council.

The Finance department also consists of Revenue and Collections, which is responsible for billing and collecting a variety of service fees and taxes, including the City's electricity, water and sewage as well as property taxes. We also provide collection services on behalf of external organizations, as their taxes are included in the City's property tax notices.

### Procurement & Inventory

In Procurement and Inventory, we provide centralized procurement services for the acquisition of goods and services following an established fair and transparent competitive process to allow all suppliers an equal opportunity to do business with the City of Penticton. This includes coordinating all requests for proposals and bids for contracts. We also manage the City's 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.

## Communication & Engagement

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

## Corporate Services

Corporate Services is responsible for conducting local elections, organizing and preparing the agendas and minutes for Council and Council Committee meetings, maintaining and preserving City records and managing Freedom of Information and Protection of Privacy issues and requests.

## Information Technology & 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 more than 400 users.

## Land Administration

Land Administration manages all City land sales and purchases, and administers the beach vending and mobile vending programs. Our department is also responsible for more than 500 City-owned properties, which includes more than 140 residential and commercial tenancies. Our staff ensures legal requirements are met for various land transactions. We also provide legal research, title and company searches to all City departments.

## Human Resources & Safety

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



## 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.
- Procure goods and services for all City departments.
- Manage the City's inventory to deliver consistent and efficient service.
- Ensure appropriate disposal of obsolete City assets.
- 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 licence-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.
- Provide land-related advice to other City departments on matters affecting the City and respond to public inquiries.
- Oversee, manage and produce the City's announcement, media relations and online content.
- Lead public engagement events and activities to support various City divisions, departments and projects and compile public opinions.
- Prepare and organize the agendas and minutes for Council and Committee meetings.
- Manage, maintain and provide access to corporate records including City bylaws.
- Manage Freedom of Information and Protection of Privacy issues and requests.
- Conduct local government elections.
- Handle the recruitment of staff, including posting, interviewing and onboarding.
- Manage labour relations, including handling all union matters and negotiating collective agreements.
- Process the payroll, benefits and pensions of City employees.
- Create, implement and oversee internal policies.
- Ensure the health and safety of City staff by educating employees on safe work practices.
- Provide advice to managers and supervisors to support effective communication and cooperation with staff.

## STAFFING

The Finance & Administration division consists of 51 full-time equivalent staff including one general manager and 10 managers/supervisors.

# Challenges & Opportunities

## FINANCIAL IMPACT OF COVID-19

COVID-19 continues to have a profound impact on the City's financial situation. Financial strategies continue to be undertaken to address reduced traditional revenue streams, including containing costs, identifying new revenue opportunities and focusing efforts on essential services and critical projects. In addition, for 2022, the City will shift planning and preparedness activities to lessen financial impacts due to supply chain interruptions and resulting cost increases due to shortages. The City will take proactive steps to mitigate cost increases and project delays through department collaboration, creativity and strategic planning when negotiating work contracts and supply needs.

## ASSET & AMENITY MANAGEMENT

The City has more assets and amenities than funds available to sustainably manage going forward. The City developed a proposed actionable and implementable roadmap to address the City's key assets and amenities, which includes four key recommendations. The City is engaging the public and seeking feedback on the proposed recommendations. Community input will guide the direction of how the City should continue to invest in its assets and amenities.

## SUPPORT FOR STAFF

The devastation of the pandemic has had a marked effect on mental health. Many fear that the negative effects could linger long after the pandemic has subsided. In addition to COVID-19, we are having to adapt and learn from other emergencies, including extreme weather conditions and wildfires. To support City staff, the Human Resources and Safety department will implement a Mental Health Strategy, endeavouring to improve engagement, support mental well-being, build resilience, and reduce employee claims and benefit costs related to mental health.

## PERVASIVE NATURE OF TECHNOLOGY & PROTECTING OUR SECURITY

Technology plays a vital role for the City, including providing services to citizens as well as operations for City departments. Overall, local governments are seeing an increase in cyber threats and stronger abilities to detect system weaknesses. This has initiated a closer look at how the City can protect information and limit service disruptions due to security breaches. The City will increase its capacity to ensure appropriate focus is given to address the ever-increasing cyber security threats faced. We will continue to advance best practices relating to information management and plans for enhanced records management and greater digitalization of City records.



# 2022 Initiatives

## FINANCE




### Implement Asset Retirement Obligations

As a municipality, the City is required to follow Public Sector Accounting Standards in order to have clean audited financial statements. Asset Retirement Obligations (AROs) is a new accounting standard that affects municipalities, as it requires recognition of future costs related to the retirement of the City's tangible capital assets. The City is required to incorporate this new standard into its financial statements for its 2023 year-end financial statements.

**ESTIMATED COMPLETION**: March 2024

## CORPORATE ADMINISTRATION




### Conduct 2022 General Local Election

In accordance with the Local Government Act, the general local election will be held on Oct. 15, 2022. Residents will have an opportunity to vote for a mayor and six members of Council. Staff will ensure the election is well planned and conducted in a transparent manner to ensure the community has confidence in the outcome of the election results.

**ESTIMATED COMPLETION**: November 2022




### Facilitate New Council Orientation and Strategic Planning

Newly elected council members will participate in a variety of orientation sessions including those led by the Local Government Leadership Academy (LGLA), Union of BC Municipalities (UBCM), and regionally to support and enhance their knowledge of local governance. Additionally, staff will plan and facilitate an effective planning session with Council to set the strategic direction which will lead to the continuation of current, or implementation of new Council Advisory Committees.

**ESTIMATED COMPLETION**: December 2022



## IT / GIS

COMMUNITY SAFETY

### Increase Information Technology Capacity

In 2022, the IT/GIS department will expand its team in an effort to prevent and protect the City from cyber security risks. This includes hiring an IT Operations Coordinator, who will assist by developing a Cyber Incident Response Plan, providing expertise to City departments on how to prevent and protect against potential cyber attacks.

**ESTIMATED COMPLETION**: Spring 2022

## HUMAN RESOURCES & SAFETY

MISSION

### Implement a City Mental Health Strategy

In 2021, Human Resources and Safety developed a Mental Health Strategy to focus on staff's psychological health and safety. Implementing the strategy will support our employee's mental well-being, develop resilience, improve engagement and endeavor to reduce employee claim and benefit costs related to mental health.

**ESTIMATED COMPLETION**: December 2022

# Budget Overview & Key Budget Changes

| Corporate Services | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (100) | (600) | (500) |
| Expenses | 1,145,055 | 1,339,055 | 1,433,955 |
| Net Cost Allocations | (245,455) | (445,455) | (522,955) |
| **Net Expense/(Revenue)** | **$899,500** | **$893,000** | **$910,500** |

| Communication | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 460,344 | 475,044 | 519,750 |
| Net Cost Allocations | (86,344) | (84,044) | (89,381) |
| **Net Expense/(Revenue)** | **$374,000** | **$391,000** | **$430,369** |

| Finance | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (835,000) | (835,000) | (1,635,000) |
| Expenses | 6,388,707 | 6,399,057 | 6,190,398 |
| Net Cost Allocations | (4,550,073) | (4,550,073) | (4,467,951) |
| **Net Expense/(Revenue)** | **$1,003,634** | **$1,013,984** | **$87,447** |

| Procurement | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 441,820 | 441,805 | 461,320 |
| Net Cost Allocations | (259,820) | (268,320) | (204,601) |
| **Net Expense/(Revenue)** | **$182,000** | **$173,485** | **$256,719** |

| Revenue & Collections | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (140,000) | (140,000) | (136,000) |
| Expenses | 1,020,525 | 1,013,025 | 1,044,525 |
| Net Cost Allocations | (702,525) | (702,525) | (728,769) |
| **Net Expense/(Revenue)** | **$178,000** | **$170,500** | **$179,756** |

| Land Administration | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,196,895) | (1,215,842) | (1,200,780) |
| Expenses | 527,729 | 513,174 | 514,298 |
| Net Cost Allocations | 73,166 | 221,375 | 163,545 |
| **Net Expense/(Revenue)** | **$(596,000)** | **$(481,293)** | **$(522,937)** |

| Human Resources | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 787,511 | 786,511 | 747,482 |
| Net Cost Allocations | (482) | (1,518) | (60,291) |
| **Net Expense/(Revenue)** | **$787,029** | **$788,029** | **687,191** |

| Information Technology | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (59,600) | (49,100) | (39,492) |
| Expenses | 2,732,953 | 2,689,221 | 3,226,850 |
| Net Cost Allocations | (552,353) | (485,463) | (855,702) |
| **Net Expense/(Revenue)** | **$2,121,000** | **$2,154,658** | **$2,331,656** |

| Information Technology - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 676,000 |

| Mayor and Council | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 311,039 | 299,280 | 319,039 |
| Net Cost Allocations | (47,039) | (47,039) | (52,224) |
| **Net Expense/(Revenue)** | **$264,000** | **$252,241** | **$266,815** |

| General Government | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (67,527,942) | (67,310,021) | (69,596,011) |
| Expenses | 24,979,750 | 24,529,834 | 24,739,150 |
| Transfers | 3,795,696 | 6,037,327 | 2,364,537 |
| Net Cost Allocations | (1,048,051) | (1,048,051) | (1,106,051) |
| **Net Expense/(Revenue)** | **$(39,800,547)** | **$(37,790,911)** | **$(43,598,375)** |

| Civic Grants & Partnerships | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | 0 | (15,000) | (29,900) |
| Expenses | $1,196,000 | $665,697 | $996,000 |
| **Net Expense/(Revenue)** | **$1,196,000** | **$650,697** | **$966,100** |

# Proposed Increases

## IT / GIS

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| IT Operations Coordinator | IT/GIS department will expand its team in an effort to prevent and protect the City from cyber security risks. | $132,000 |



# COMMUNITY SERVICES

This section includes the following departments:

- **Economic Development**
- **Facilities**
- **Recreation & Culture**
- **Penticton Museum & Archives**
- **Transit**
- **Municipal RCMP Staff**



# Community Services

## WHAT WE DO

The Community Services division, led by the General Manager, takes a strategic approach to support all facets of community health, economic prosperity and safety. Our work is focused on activities and actions that enable citizens to have a high quality of life. Our Facilities team ensures City-owned buildings operate at optimum efficiency for service and program delivery. Recreation & Culture welcomes visitors to our many recreation facilities and parks, where we deliver a wide range of recreation programs and services for people of all ages. Our Economic Development department collaborates closely with businesses and key City partnerships to support economic growth, sports and events. Rounding out this division is the Municipal RCMP staff, who provide an integral service to the RCMP members and further support Council's Community Safety priority.

### Economic Development

Economic Development builds and enhances the economic well-being of Penticton. We collaborate with community businesses, investors, organizations, agencies and community leaders to identify opportunities to support economic growth. We also support key City partnerships with the Downtown Penticton Association (DPA), Penticton & Wine Country Chamber of Commerce, Travel Penticton, Penticton Indian Band and Penticton Airport.

We follow a five-year strategic plan that builds on our strengths and is focused on developing a prosperous community for the future. A priority that will be our focus involving further investment is the City's North Gateway Redevelopment and Investment strategy. We will continue to promote the city as an event destination and contribute to a healthy and vibrant community by attracting, developing and facilitating festivals and sporting events. Our team also leads the development of long-range strategic planning, including the redevelopment of existing areas and master planning of public spaces.

### Facilities

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

## Recreation & Culture

In Recreation and Culture, 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.

## Penticton Museum & Archives

At the Penticton Museum and 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 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.

## Transit

The Community Services division manages the BC Transit contract for the city. Transit is an essential service for our community and staff work with BC Transit to work toward creating a more efficient system.

## Municipal RCMP Staff

Working under the direction of the Penticton RCMP, municipal RCMP staff are City employees who provide administrative and technical services for the RCMP.



## ON A DAILY BASIS, WE …

- 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.
- Administer the City's Bus Transit service contract and future route-planning efforts.
- Administer, through contract, conventional and custom transit.
- Offer presentation, preservation and interpretation services for Penticton's history and heritage, and serve as an important resource for researchers and City staff through the Penticton Museum & Archives.
- Implement actions from the Economic Development Strategic 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 the RCMP and other community agencies to ensure public safety.
- Provide administrative support to the RCMP.
- Plan, design, construct, operate and maintain City-owned buildings for City departments and lessees as part of overall asset management.
- 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.
- Lead strategic initiatives and long-range planning processes for the community.

## STAFFING

The Community Services division currently consists of 78 full-time equivalent staff including one general manager, six managers and two supervisors.

# Challenges & Opportunities

## ADAPTING SERVICES TO MEET SAFETY PROTOCOLS

COVID-19 continues to present challenges to all service areas of the Recreation & Culture department. We will continually monitor and adapt service methods and levels to meet all orders, regulations and requirements. Meeting the current Provincial Health protocols and regulations requires more time and resources, with smaller revenue potential in return. Developing new protocols and practices to support the Provincial Vaccine Passport program will be a priority into early 2022.

## FACILITIES SERVICE LEVELS

Preparation for full reopening of the City's facilities and assets will require investment over the coming years to ensure readiness and adaptability. The changing operational models and levels of service for our recreational facilities means the Facilities team must react to and support fluctuating operational needs. While our team is fully staffed for 2022, we will need to continue adjusting to COVID-19 protocols and policies throughout the year. Forecasting the financial impacts and ultimate staffing needs will continue to be a challenge until operations are recovered with certainty.

## ASSET MANAGEMENT PLANNING

Our Facilities team continues to be challenged with undertaking the necessary asset management projects to address the City's aging facilities. Implementing the Asset and Amenity Management Plan to address major/priority facilities, and conducting facility assessments for minor facilities, will enable a proactive and focused investment approach to ensure the City's facilities remain in good condition to enable the delivery of services that the Community requires.

## OPERATIONS AND MAINTENANCE OF AGING FACILITIES

Making sustainable financial decisions with regards to our aging facilities will continue to be a challenge in 2022. With the direction provided in the City's Asset and Amenity Management Strategy, investment decision in facilities and buildings that have a short life-span will need to be carefully considered. The Facilities team will need to balance the provision of service levels and prudent financial decision-making in line with the new Strategy.



*Pre-COVID Recreation Program image*

# 2022 Initiatives

## COMMUNITY SERVICES



COMMUNITY VITALITY

### Refresh the Okanagan-Similkameen Transit Future Plan

BC Transit is working with the City of Penticton and the Regional District of Okanagan-Similkameen (RDOS) to refresh the 2015 Okanagan-Similkameen Transit Future Plan. This work will include assessing how transit service is provided in 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 transit changes and expansions in the coming years.

**ESTIMATED COMPLETION**: September 2022 (delayed from 2021)



COMMUNITY SAFETY

### Community Safety Review

The Community Safety Review, completed in 2021, has identified staffing level requirements across the City's community safety portfolio, including RCMP, Fire and Bylaw Services. In line with the increase to staffing levels, investing in community health and well-being initiatives will also be required. Working with the City's Safety & Security Advisory Committee and local and provincial partners, the Community Safety Review will look at providing a holistic approach to address the City's safety issues.

**ESTIMATED COMPLETION**: Implementation ongoing through 2022



COMMUNITY SAFETY

### Evaluate Results of the DPA's Remote Guard Service Pilot Project

The City will participate in this opportunity with the Downtown Penticton Association (DPA) to improve community safety, liveability and downtown security through this pilot project. The Remote Guard Service includes innovative technology that, when installed on private property, features strobe lighting and two-way voice activation when a trespass or unwanted activity occur. The City will receive monthly updates and data gathered from this pilot project from the DPA.

**ESTIMATED COMPLETION**: Monitoring throughout 2022



ASSET & AMENITY MANAGEMENT

### Finalize and Implement the Asset & Amenity Management Project

The City has defined an actionable plan to advance the Asset & Amenity Management Project (AAMP). Working with consultants, we have been able to narrow the focus and put forward four key recommendations to modernize the City's assets over the next 20 years. These provide direction for aging facilities that are in critical need of a plan. We are taking steps to ensure that Penticton residents enjoy new facilities lasting over the next 30-50 years with modern functionality, reduced environmental footprint and are cheaper to maintain overall. Based on the results of the public engagement and consultation, staff will seek Council support to proceed with implementing the plan.

**ESTIMATED COMPLETION**: December 2022

# ECONOMIC DEVELOPMENT

COMMUNITY VITALITY

## Continue COVID-19 Business Community Support and Recovery

Economic Development staff will continue to consult with businesses and community groups to identify support for post-pandemic recovery, following the Economic Development Strategic Plan 2023-2027. We will continue to work with the Downtown Penticton Association, Penticton & Wine Country Chamber of Commerce and Penticton Industrial Development Association to identify needs and provide support required through 2022.

**ESTIMATED COMPLETION**: December 2021

COMMUNITY VITALITY

## Support Event Portfolio and Future Destination Development

We look forward to once again hosting major events, which contribute significantly to the economic and social health of the community. Many of these events have faced fundamental challenges throughout the pandemic and will require significant operational and financial support to return. Major events are key to the City's economic and tourism recovery plan as they attract significant overnight visitation and tourism exposure. It is crucial that the City continues to position itself as a desired event destination and strategically pursues future events to facilitate our economic and social recovery. Our Economic Development team will work with Travel Penticton, Downtown Penticton Association and others to achieve this initiative.

**ESTIMATED COMPLETION**: December 2022

MISSION

## Implement IRONMAN Canada Event

The City will be honoured to welcome back IRONMAN Canada in August 2022 and beyond. We look forward to the 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.

**ESTIMATED COMPLETION**: August 2022

COMMUNITY VITALITY

## Online Accommodation Platform (OAP) Housing Study

The City of Penticton has completed a number of Housing Needs Assessments over the past five years, which have identified a critical shortage of housing throughout the community. The Employee Housing Needs Assessment to be completed in 2022 as part of the overall Affordable Housing strategy, funded by the Online Accommodation Platform funds, will build upon this existing work and provide the detailed framework for the eventual development of new employee-focused housing projects in the community. Through a comprehensive engagement process with tourism and industry stakeholders, the identification of specific needs, a range of housing types, suitable locations and eventual development partners will allow for momentum to be built around the development of future projects.

**ESTIMATED COMPLETION**: September 2022

# FACILITIES



ASSET & AMENITY MANAGEMENT

## RCMP Building Mechanical Upgrades

Mechanical equipment at the RCMP Detachment requires replacing and upgrading to ensure the facility's continued operation.

**ESTIMATED COMPLETION**: October 2022



COMMUNITY SAFETY

## Upgrade Public Washrooms to Address Vandalism and Safety Issues

Ongoing issues involving vandalism at outdoor washroom facilities located within our parks may result in extended closures and give the impression that these locations are prone to safety issues. This initiative will continue in 2022 with the addition of high-security gates and locks on every door.

The washroom building at Riverside Park is aging and requires replacing due to plumbing fixtures that are no longer available. The building will be relocated in the same area to be more accessible and closer to the public roadway in a location that is less susceptible to vandalism concerns.

**ESTIMATED COMPLETION**: Washroom Upgrades Completed: June 2022, Riverside Washroom Replacement Completion: October 2022



ASSET & AMENITY MANAGEMENT

## Construct New 2-Bay Storage Building at Fire Hall 202

The Penticton Fire Department requires a new two-bay building at Fire Hall 202 for fire truck storage. This new building will have capacity for four fire fighting apparatus.

**ESTIMATED COMPLETION**: October 2022

# RECREATION & CULTURE

MISSION

## Continue Recreation & Culture Service Recovery Plan

Recreation & Culture Services play an integral role in the health, well-being and vibrancy of our community. We will continue to design creative solutions and alternatives that meet Public Health Orders while advocating for the sector through our involvement with the British Columbia Parks & Recreation Association (BCRPA). We recognize that multiple stakeholders, such as sports clubs, community groups and for-profit organizations, access our facilities to provide services to the community. We will continue to maintain strong connections and work collaboratively with these community partners, while providing support and expertise for navigating operational requirements and expectations at City-owned facilities.

**ESTIMATED COMPLETION**: September 2022

MISSION

## Implement Cleland Theatre Optimization 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, and building on work completed in 2021, staff will implement identified operational practices and seek funding to proceed with the technical equipment upgrade strategy. Our team has formed new partnerships to increase the number of ticketed presentations booked at the Cleland Theatre, resulting in more affordable entertainment options for the community throughout 2022.

**ESTIMATED COMPLETION**: September 2022 (continued from 2021)

# MUSEUM & ARCHIVES

MISSION

## Installation of Penticton Heritage Plaques

Penticton's Built Heritage Project aims to raise the visibility of the Penticton Heritage Registry, which currently includes about 50 sites throughout the city. This project follows the successful receipt of the BC Heritage Grant in 2021 and opened in October 2021 with an exhibit at the Penticton Museum & Archives. The second component of the initiative will be underway in 2022, which will include placing heritage markers on individual properties.

**ESTIMATED COMPLETION**: September 2022

# Budget Overview & Key Budget Changes

| Economic Development | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (75,000) | (75,000) | (150,000) |
| Expenses | 868,500 | 679,000 | 1,167,000 |
| Net Cost Allocations | 2,000 | - | - |
| **Net Expense/(Revenue)** | **$795,500** | **$604,000** | **$1,017,000** |

| Facilities | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 3,380,063 | 3,490,112 | 3,675,470 |
| Net Cost Allocations | (2,528,363) | (2,736,522) | (2,812,580) |
| **Net Expense/(Revenue)** | **$851,700** | **$753,590** | **$862,890** |

| Facilities - Capital | | | 2022 Budget |
|---|---|---|---|
| Proposed Capital Projects | | | $4,364,000 |

| Museum | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (88,726) | (65,050) | (58,000) |
| Expenses | 314,826 | 266,750 | 334,700 |
| Net Cost Allocations | 60,900 | 71,700 | 73,700 |
| **Net Expense/(Revenue)** | **$287,000** | **$273,400** | **$350,400** |

| Recreation | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,305,250) | (1,109,150) | (1,474,150) |
| Expenses | 2,298,982 | 2,080,600 | 2,425,350 |
| Net Cost Allocations | 1,532,268 | 1,566,468 | 1,696,420 |
| **Net Expense/(Revenue)** | **$2,526,000** | **$2,537,918** | **$2,647,620** |

| South Okanagan Events Centre (SOEC) | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (203,167) | (191,680) | (206,100) |
| Expenses | 2,214,865 | 2,054,865 | 2,368,103 |
| Net Cost Allocations | 79,500 | 79,500 | 79,500 |
| **Net Expense/(Revenue)** | **$2,091,198** | **$1,942,685** | **$2,241,503** |

| Transit | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (826,421) | (788,921) | (625,047) |
| Expenses | 2,105,800 | 2,103,921 | 2,113,000 |
| Net Cost Allocations | 30,000 | 30,000 | 34,500 |
| **Net Expense/(Revenue)** | **$1,309,379** | **$1,345,000** | **$1,522,453** |

# Proposed Increases

## COMMUNITY SERVICES

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Community Safety Review** | Will provide a holistic approach to address the City's safety issues. | $75,000 |

## FACILITIES

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Upgrade Public Washrooms to Address Vandalism and Safety Issues** | Improved security, safety and accessibility for the City's public washrooms. | $48,500 |




# 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, we offer technical services such as the Integrated Library System (Catalogue), information technology training and support, and reference services to assist with research.

** The Penticton Public Library is governed by a Board which consists of a Councillor and eight citizens.*

## 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 lifelong learning goals of residents by providing access to learning databases.
- Deliver innovative and sustainable programming for all ages.

## STAFFING

The library has 14.3 full-time equivalent staff and proposes an increase to 14.8 staff in 2022.

# Challenges & Opportunities

## RETURN TO PRE-PANDEMIC SERVICE LEVELS

In response to the challenges brought about by COVID-19 in early 2020, the library adjusted funding levels to prepare for long-term service impacts. By returning to the pre-pandemic level budget it would allow for increased staffing and more funding for technology programming and materials, enabling the library to best serve our community.

## INCREASE SERVICE DEMAND FOR HELD ITEMS

In 2021 the library expanded open hours to pre-pandemic schedules and introduced a new public catalogue. The library continues to enjoy an uptick in patrons using the online catalogue system to access materials. To support patrons in accessing materials however they choose, a holds locker program will be launched in 2022. Introducing a holds locker at the Penticton Community Centre will make it possible for the library to offer an additional location for patrons to retrieve materials. This will make it possible for people to pick up their items outside of the library's operating hours and at another location in the city.

## ADDITIONAL HOURS TO INCREASE STAFF PRODUCTIVITY

COVID-19 created much uncertainty for the library and staff had to switch focus from strategic planning for the future to adapting services and safety plans per evolving public health orders. In 2022, additional hours for part-time staff, including service desk coverage, would free up about six hours per week for full-time staff to focus on projects and work that advances the library's strategic plan.

## ADJUSTMENT OF ONLINE SERVICES

Usage of online resources is fluctuating, as "online fatigue" is increasing among library users. Patrons are returning to the library for in-person experiences and resources. To improve appeal and usability for online resources, the library will investigate online platforms that may replace underused databases.



# 2022 Initiatives




### Expansion of Library Holds Program to Penticton Community Centre

An electronic locker system will be installed at the Penticton Community Centre on Power Street to allow patrons to pick up items outside of library hours.

**ESTIMATED COMPLETION**: Summer 2022

# Budget Overview & Key Budget Changes

| Library | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| **Revenue** | (274,695) | (272,775) | (264,412) |
| **Expenses** | 1,319,895 | 1,327,375 | 1,388,012 |
| **Net Cost Allocations** | 278,800 | 295,000 | 298,000 |
| **Net Expense/(Revenue)** | **$1,324,000** | **$1,349,600** | **$1,421,600** |

# Proposed Increases

## LIBRARY

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Holds Locker Program** | Provides a library service in an additional location which will highlight and expand both services. | $29,000 |
| **Additional Hours to Increase Staff Productivity** | Additional hours for part-time staff to increase availability of full-time staff for strategic library projects. | $55,134 |




# INFRASTRUCTURE

This section includes the following departments:

- **Electric Utility**
- **Engineering**
- **Public Works**



# Infrastructure

## WHAT WE DO

The Infrastructure division, led by the General Manager, is responsible for overseeing many of the City's operations that enable our residents to go about their daily lives. Our team is responsible for planning, designing, constructing, operating and maintaining City infrastructure assets including the electrical distribution system, roads, bridges, parks, beaches, water treatment and distribution networks, and sewer collection and treatment systems. We also collect garbage and recycling, and set utility rates.

### Electric Utility

The Electric Utility is owned and operated by the City of Penticton, providing electrical service to residential, commercial and industrial customers. Our department is responsible for overseeing operations, maintenance and ongoing improvements of the electrical distribution system. We also manage electrical meters, traffic signals and street lighting.

### Engineering

The Engineering department consists of the Design branch, Water Treatment branch and Wastewater Treatment branch. We are responsible for the planning, design and construction administration of the road and pedestrian network, the water distribution system, the wastewater collection system and the drainage system. This includes water and wastewater treatment plants, water reservoirs, water pump stations and sewage lift stations. We also keep record drawing, perform survey functions and issue Road Closure Permits for special events.

### Public Works

The Public Works department consists of the Utilities branch, the Roads and Drainage branch, the Parks branch and the Fleet branch. Together, we keep our community safe by bringing clean, safe drinking water and a reliable sanitary sewer system and storm water drainage system. We provide irrigation water to the agricultural areas and operate and maintain our City-owned dams. We also manage the road maintenance in our community, as well as the parks and cemeteries, and we collect your garbage and recycling. To help support these services, we also manage the City's fleet of vehicles.

## ON A DAILY BASIS, WE …

- Lead the management of infrastructure assets including the electrical distribution system, roads, bridges, creeks, water and sewer systems, parks and fleet.
- Lead utility rate setting.
- Lead snowpack and creek flow monitoring and any ensuing emergency operations that may be required.
- Provide professional engineering advice to Council and staff.
- Operate, maintain and undertake construction projects involving road and pedestrian networks, the water treatment and distribution system, wastewater collection and treatment system, 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 wastewater solids composting facility.
- Administer, though contract, the Lakeview Cemetery operation, design and construct cemetery expansion and upgrades and maintain Fairview Cemetery.
- Operate, maintain, plan, design and construct the electrical distribution system, traffic signal system and street lighting system.

## STAFFING

The Infrastructure Division consists of 110 full-time equivalent staff, including one general manager, three managers and nine supervisors.

# Challenges & Opportunities

## 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. While the three Penticton Creek System dams have been modified to meet dam safety regulations, the three Ellis Creek system dams require safety upgrades to ensure they comply with current guidelines. A decision has been made to proceed the first upgrade to one of the dams, with preliminary design costs estimated at $8.03 million. In addition, preliminary designs for a second dam upgrade will begin in 2022, with construction to follow in 2024.

## SANITARY SEWER PLANT RESIDUALS AND ORGANICS WASTE MANAGEMENT

The City is working with the Regional District of the Okanagan-Similkameen (RDOS) to implement a joint composting facility to address both food waste and sewer residuals management in a cost-effective manner. The City's existing wastewater treatment compost facility no longer meets updated Provincial requirements and requires upgrades. An opportunity has arisen to combine resources with the RDOS to build a facility to meet both needs, while also making it possible for residents, commercial retailers and farmers to dispose of their food and agricultural waste in a sustainable way. The cost of the joint facility has been estimated at $24.5 million. In 2022, the City and the RDOS will determine how it would be operated and negotiate cost-sharing and operational agreements.

# 2022 Initiatives

## Public Works - Parks

ASSET & AMENITY MANAGEMENT

### Skaha Park Splash Pad Replacement

The existing splash pad was constructed in 1996 and is now due to be replaced. The new splash pad will be built in the same location and will incorporate a local Indigenous theme. This project is co-funded by the City of Penticton and the Rotary Club of Penticton.

**ESTIMATED COMPLETION**: December 2022

COMMUNITY VITALITY

### Develop an Urban Forestry Master Plan

The purpose of developing an Urban Forestry Master Plan is to further the goals and policies identified in both the Official Community Plan (OCP) and Parks and Recreation Master Plan. This will be a multi-year priority, which will begin in 2022 by developing the Plan's scope, setting achievable targets and launching an analysis of our current urban forest canopy.

**ESTIMATED COMPLETION**: December 2022

COMMUNITY VITALITY

### Cleanliness Initiative for Parks and Core City Areas

In 2022, the proposed budget provides additional funds to the Public Works department to expand our current maintenance levels for Penticton's parks and core areas. Currently, Parks and Public Works staff are responsible for litter collection, beach sand cleaning, vandalism and homeless site cleanup, including downtown and waterfront walkways. The expanded services will include pressure washing and sanitizing street furniture as well as increased litter collection for parks. This initiative will improve resident and visitor experiences of our local parks and beaches.

**ESTIMATED COMPLETION**: September 2022



# Electric Utility

COMMUNITY VITALITY

## Conduct Distribution System Resiliency Study

A resiliency study will help the City's electric utility prepare for any unexpected issues or events. This study will review four key areas – preparation, mitigation, response and recovery – to identify events that have a low probability of occurring but would create a major impact if they were to happen. This would help the utility prepare for any major unprecedented natural event, such as fires or solar flares, or external threats including cyber security, terrorism, and loss of supply or other major incidents.

**ESTIMATED COMPLETION**: December 2022

# Public Works

ASSET & AMENITY MANAGEMENT

## Partnership with RDOS to Address Sanitary Sewer Plant Residuals and Organics Waste Management

The City is working with the Regional District of the Okanagan-Similkameen (RDOS) on plans for a joint composting facility that would address both food waste and sewer residuals management in a cost-effective manner. By combining resources with the RDOS, a dual-purpose facility will keep food waste out of the landfill, extend its lifespan and result in cost savings to both the City and RDOS, while also reducing odours and leachate. The current RDOS schedule will see design and permitting in 2022/23 and construction in 2023/24. The cost of the joint facility has been estimated at $24.5 million. In 2022, the City and the RDOS will determine how the facility would be operated and negotiate cost-sharing and operational agreements.

**ESTIMATED COMPLETION**: December 2024

ASSET & AMENITY MANAGEMENT

## Upgrades for Dam Safety Compliance

Six active dams store water for Penticton's domestic and agricultural water usage. Of these, modifications have been completed on the Penticton Creek System dams to ensure they comply with current dam safety regulations. However, upgrades have yet to be conducted on the three Ellis Creek system dams. A decision has been made to proceed the first upgrade to one of the Ellis Creek dams, with detailed design and permitting to proceed in late 2021 and into 2022, with construction to follow in 2023. Preliminary design costs for this upgrade are estimated at $8.03 million. In addition, preliminary designs for a second dam upgrade on the Ellis Creek System will begin in 2022, with construction to follow in 2024.

**ESTIMATED COMPLETION ELLIS 4:** December 2023
**ESTIMATED COMPLETION ELLIS 2:** December 2024

# Public Works




## Introduction of a Fully Electric Vehicle to Fleet Department

To support the City's Climate Action target to reduce emissions by 10-percent by the year 2030, our Fleet Services team will acquire its first full battery-powered electrical vehicle in 2022. This is anticipated to amount to cost savings by reducing reliance on rising fuel prices and costs associated with routine maintenance. We are committed to the Community Climate Action Plan and this electric vehicle supports our shift to green transportation options to reduce greenhouse gas emissions.

**ESTIMATED COMPLETION**: July 2022




## Installation of a New Lighted Landmark for the Nighttime Landscape

In 2019, the original historic scroll lights had to be removed from their locations at Riverside Drive and Skaha Lake Road. The lights had been in place for more than 50 years; however, due to structural design and aging electrical systems, the lights were no longer safe. The scroll lights were part of Penticton's identity and in 2022 funds are proposed in the budget to install a new lighted landmark to remake the essence of the historic scroll lights.

**ESTIMATED COMPLETION**: November 2022

# Engineering




## Water Treatment Plant (WTP) Arc Flash Study

The purpose of this Arc Flash Study is to model the electrical system at the Water Treatment Plant, perform required analyses during utility power supply mode of operation and provide protection relay settings for safe and reliable operation in case of electrical faults, in compliance with Canadian Workplace Electrical Safety Standards (CSA Z462). This upgrade will result in improved safety for the City's Water Treatment Plant as well as a reduction in unexpected service disruptions due to power failures.

**ESTIMATED COMPLETION**: September 2022

# Engineering

ASSET & AMENITY MANAGEMENT

## Wastewater Treatment Plant Expansion

This expansion project will include three phases of improvements at the Wastewater Treatment Plant. This will include adding a third secondary clarifier, which would allow maintenance to be performed while two clarifiers are operating – a critical process that separates solids from liquids. Secondly, a bio solids bin room needs to be upgraded to address capacity and maintenance issues. This will involve expanding the building where the bio solids are produced to simplify processes, resulting in lower operating costs, less maintenance and increased safety for workers. Thirdly, larger nitrified mixed liquor recycle pumps are needed, which are critical pumps that remove nitrogen from wastewater.

**ESTIMATED COMPLETION**: December 2023

COMMUNITY VITALITY

## Completion of Section Two of the Lake-to-Lake Bike Route

To support our transportation and climate change goals, the 2022 budget will include plans to construct section two of the Lake-to-Lake Bike Route. Section two includes a new divided bike lane along Duncan Avenue, Atkinson Street and Kinney Avenue, which will connect existing painted bike lanes on South Main Street with the new route, of which sections three and four were completed in 2021. This initiative will support a healthy community with car-alternative transportation options for all residents and visitors. Note that plans for construction of the final extension of the protected bike lanes on South Main Street (section one), which would complete the connection to Skaha Lake, are still in the works.

**ESTIMATED COMPLETION**: September 2022

COMMUNITY VITALITY

## Create a New Point Intersection to Address Traffic Congestion

This project involves the upgrade of Galt Avenue complete with new intersections at South Main Street and Skaha Lake Road in order to remove the traffic bottleneck on the short section of Kinney Avenue which will be closed to traffic. Design is currently in progress and this project will integrate with the Lake-to-Lake bike route that will utilize Kinney Avenue.

**ESTIMATED COMPLETION**: September 2022

ASSET & AMENITY MANAGEMENT

## Penticton Creek Naturalization Project

This project addresses the naturalization/upgrade of the section of creek from Nanaimo Avenue vehicle bridge (which will be removed) to the pedestrian bridge adjacent to Norton Street (Reach 3A Upper and 3B on Penticton Creek). Designs are being completed and the work is scheduled to proceed within the usual late summer fisheries window when in-stream work is permitted. The project will address the existing deteriorating concrete channel lining and will incorporate works designed to accommodate mandated high creek flows as well as improve fish and wildlife habitat.

**ESTIMATED COMPLETION**: October 2022

# Budget Overview & Key Budget Changes

| Operations | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 221,000 | 221,700 | 228,500 |
| Net Cost Allocations | (221,000) | (221,700) | (228,500) |
| Net Expense/(Revenue) | - | - | - |

| Storm Water | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (755,000) | (763,517) | (966,000) |
| Expenses | 201,390 | 224,750 | 244,550 |
| Net Cost Allocations | 274,000 | 274,000 | 306,623 |
| Transfers | 279,610 | 264,767 | 414,827 |
| Net Expense/(Surplus) | - | - | - |

| Public Works - General | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 935,796 | 935,796 | 951,463 |
| Net Cost Allocations | (784,608) | (784,608) | (951,463) |
| Net Expense/(Revenue) | **$151,188** | **$151,188** | - |

| Public Works - Parks | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 2,371,954 | 2,445,204 | 2,680,065 |
| Net Cost Allocations | 624,046 | 591,690 | 659,946 |
| Net Expense/(Revenue) | **2,996,000** | **3,036,894** | **3,340,011** |

| Public Works - Parks - Capital | | | 2022 Budget |
|---|---|---|---|
| Proposed Capital Projects | | | 641,600 |

| Public Works - Fleet | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (2,258,100) | (2,258,100) | (2,442,503) |
| Expenses | 2,476,731 | 2,490,581 | 2,579,925 |
| Net Cost Allocations | (231,631) | (242,217) | (217,422) |
| **Net Expense/(Revenue)** | **$(13,000)** | **$(9,736)** | **$(80,000)** |

| Public Works - Fleet - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 1,168,200 |

| Public Works - Cemetery | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (378,500) | (378,500) | (378,500) |
| Expenses | 296,760 | 311,460 | 280,034 |
| Net Cost Allocations | 93,740 | 93,740 | 96,466 |
| **Net Expense/(Revenue)** | **$12,000** | **$26,700** | **($2,000)** |

| Public Works - Cemetery - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 64,000 |

| Public Works - Roads and Maintenance | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 1,880,334 | 1,982,526 | 2,218,261 |
| Net Cost Allocations | 358,666 | 334,901 | 308,023 |
| **Net Expense/(Revenue)** | **$2,239,000** | **$2,317,427** | **$2,526,284** |

| Public Works - Roads - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 100,000 |

| Public Works - Solid Waste Disposal | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (2,689,100) | (2,711,648) | (2,708,600) |
| Expenses | 1,983,825 | 1,947,492 | 1,977,050 |
| Net Cost Allocations | 53,500 | 53,500 | 60,500 |
| **Net Expense/(Revenue)** | **$(651,775)** | **$(710,656)** | **$(671,050)** |

| Electric | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (40,633,193) | (42,573,923) | (43,420,808) |
| Expenses | 33,182,349 | 33,398,062 | 36,002,252 |
| Net Cost Allocations | 1,816,623 | 1,743,572 | 1,932,688 |
| Transfers | 5,634,221 | 7,432,289 | 5,485,868 |
| **Net Expense/(Revenue)** | **-** | **-** | **-** |

| Electric - Capital | 2022 Budget |
|---|---|
| Electrical Utility | 8,190,169 |

| Street Lighting | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 311,100 | 316,000 | 418,000 |
| **Net Expense/(Revenue)** | **$311,100** | **$316,000** | **$418,000** |

| Traffic Control | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 129,250 | 144,000 | 151,000 |
| **Net Expense/(Revenue)** | **$129,250** | **$144,000** | **$151,000** |

| Traffic Control - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 178,000 |

| Engineering Services | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expenses | 1,306,940 | 865,980 | 1,327,800 |
| Net Cost Allocations | (1,156,940) | (1,095,480) | (1,327,800) |
| **Net Expense/(Revenue)** | **$150,000** | **$229,500** | **-** |

| Engineering Services - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 8,869,000 |

| Water Utility | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (10,344,000) | (10,381,500) | (10,462,600) |
| Expenses | 2,909,810 | 3,083,310 | 3,091,549 |
| Net Cost Allocations | 1,738,881 | 1,743,165 | 1,885,491 |
| Transfers | 5,695,309 | 5,555,025 | 5,485,560 |
| **Net Expense/(Revenue)** | **-** | **-** | **-** |

| Water Utility - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 11,448,000 |

| Water Distribution | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (10,000) | (17,500) | (15,000) |
| Expenses | 1,024,811 | 1,095,661 | 1,129,550 |
| **Net Expense/(Revenue)** | **$1,014,811** | **$1,078,161** | **$1,114,550** |

| Engineering - WTP | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (10,134,000) | (10,164,000) | (10,247,600) |
| Expenses | 1,885,000 | 1,987,650 | 1,962,000 |
| Net Cost Allocations | (40,000) | (40,000) | (40,000) |
| **Net Expense/(Revenue)** | **$(8,289,000)** | **$(8,216,350)** | **$(8,325,600)** |

| Sewer System | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (9,130,534) | (9,334,160) | (9,219,918) |
| Expenses | 3,316,493 | 3,344,242 | 3,576,816 |
| Net Cost Allocations | 1,856,094 | 1,860,378 | 1,889,820 |
| Transfers | 3,957,947 | 4,129,540 | 3,753,282 |
| Net Expense/(Revenue) | - | - | - |

| Sewer System - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 11,004,000 |

| Sewer Collection | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (5,000) | (5,000) | (5,000) |
| Expenses | 797,406 | 820,656 | 858,150 |
| Net Expense/(Revenue) | **$792,406** | **$815,656** | **$853,150** |

| Engineering - AWWTP | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (8,625,534) | (8,629,160) | (8,714,918) |
| Expenses | 2,519,088 | 2,523,588 | 2,718,667 |
| Net Cost Allocations | (53,000) | (53,000) | (55,000) |
| Net Expense/(Revenue) | **$(6,159,446)** | **$(6,158,572)** | **$(6,051,251)** |

# Proposed Increases

## ELECTRICAL

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Distribution System Resiliency Study** | Resiliency study will help the City's electric utility prepare for any unexpected issues or events. | $30,000 |

## PUBLIC WORKS

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Cleanliness Initiative for Parks and Core City Areas** | The expanded services will include pressure washing and sanitizing street furniture as well as increased litter collection for parks. | $140,000 |





# DEVELOPMENT SERVICES

This section includes the following departments:

- **Planning & Licensing**
- **Building & Permitting**
- **Development Engineering**
- **Social Development**
- **Bylaw Services**




# Development Services

## WHAT WE DO

The Development Services team, led by the Director, serves the community by building, enhancing and securing a vibrant and healthy Penticton. We work with the public and development community to guide growth and provide support and direction for those investing in our city's future. We abide by robust and transparent processes to facilitate smart long-term planning, land use policies, enforcement of City regulations, community safety and well-being and bylaw education. We are also responsible for community sustainability and meeting the City's Climate Action commitments.

### Planning & Licensing

Within Planning & Licensing, we manage land use policy and regulations for the City with the goal of achieving a livable community 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 bylaw and policies, including the Official Community Plan. We also oversee Climate Action commitments and the City's business, liquor and cannabis licensing programs.

### Building & Permitting

In Building & Permitting, we ensure buildings are constructed safely and that consistent standards for construction and development in Penticton are followed, including priorities set out in the Community Climate Action Plan. 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, through inspection and monitoring.

### Development Engineering

Working in close partnerships with the Planning and Building departments, Development Engineering ensures that infrastructure built as part of any new development meets established standards and conforms to City bylaws. Additionally, we serve as a liaison between Public Works and Penticton's development and design community.

### Social Development

Social Development builds and enhances the social well-being of Penticton. Aligned with the City's Community Safety priority, we provide leadership in the community on planning, responses and monitoring of opportunities to strengthen social infrastructure. We work with and support various businesses, governments, organizations, residents and community leaders on topics such as child care, older adults, equity, housing and homelessness, truth and reconciliation, and health and safety.

### Bylaw Services

Bylaw Services provides citizens with a variety of services related to regulatory issues. Our purpose is to enhance community safety, improve livability and complement 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 animal control services.

## 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.
- Work with the RCMP and other community agencies to ensure public safety, security and cleanliness.
- Assist City departments with Regulatory Bylaw education and enforcement.
- Conduct traffic and parking as well as timed and metered parking enforcement.
- Respond to calls for service from the public.
- Manage the animal control services through an agreement with a private contractor.
- Work with government and community partners to address social development, and community health and safety opportunities at a leadership level.
- Ensure infrastructure associated with new development is constructed in compliance with City bylaws.
- 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 38 full-time equivalent (FTE) staff, including one director and five exempt managers. We also have a complement of relief and contract staff supplementing our full-time staff in the Bylaw and Building and Licensing areas.

The 2022 proposed FTE numbers include an increase of two additional Community Safety Officers, which would be partly funded through grant funding, five additional Bylaw Enforcement Officers and one Bylaw Services Intake position.



# Challenges & Opportunities

## PUBLIC SAFETY

The past years have seen social issues, such as homelessness, substance use disorder and mental health, spill out into the community, impacting perceptions of safety and security, and negatively impacting quality of life. To address these issues, the City supported the creation of a new Safe Streets and Public Places Bylaw in 2021, intended to clarify community expectations on behaviour in public areas and equip our Bylaw and Enforcement personnel with the tools to manage public disorder in a more impactful way. In 2022, we will see the increase in Bylaw staffing and more community education.

## HOUSING ATTAINABILITY

Housing attainability is as important to the City's economic health as it is our citizen's quality of life. Rising housing costs for both rental and ownership and low attainability/availability are negatively impacting the community, even during a period when we are seeing more housing units constructed than at almost any time in the City's history. The level of development is challenging the underpinnings of our Official Community Plan, showing construction at much higher levels than expected. Safe affordable housing is integral to a prosperous future for the community.

With the 2021 Census data being released in early-mid 2022, we will be able to understand the current trends of the past years and adjust plans accordingly, ensuring available land for future expected growth. Through our social development function, we have the ability to manage social housing and effectively respond to challenges of homelessness. Through our building and inspections area, we will work with developers to prioritize housing diversity and planning to improve attainability and affordability for residents.

## FILE MANAGEMENT

Software limitations, lack of City Hall storage space and changing procedures from paper to digital have created challenges with file and document management. Efficient document management creates streamlined development processes, while also meeting increased demands and expectations for digital online application processes.

The 2021 modernization program includes a plan to move to a new online application software for building permits, of which more than 700 are processed annually. Continued improvement of overall internal City processes and digitization will help with the transition to a new file storage system.

## CLIMATE CHANGE

The effects of our warming climate have become increasingly evident all throughout our province. It has highlighted the need for our community to take steps to reduce greenhouse gas (GHG) and GHG-equivalent emissions. It also saw the development of new Climate Action Plans for both the community at large and the City's corporate operations. Among the projects identified for 2022, the City will undertake electric infrastructure planning and upgrades to expand and upgrade its electrical utility capacity for electric vehicle (EV) charging stations for BC Transit buses, residents and visitors. Additionally, funding is being put in place for a central resource for homeowners to access information on sustainability grants, programs and other resources, empowering individual action.

# 2022 Initiatives

## BYLAW SERVICES

COMMUNITY SAFETY

### Expand Bylaw Services and Community Safety Capacity

To address increasing safety concerns the 2022 budget will include funds to increase hours of service for Bylaw Enforcement to operate from 7 a.m. to 11 p.m. year-round. The goal is to manage social issues proactively, create a stronger presence for safety enforcement, deter negative behaviours and improve the quality of life and experience in Penticton for residents and visitors alike.

**ESTIMATED COMPLETION**: June 2022

## BUILDING & LICENSING

COMMUNITY VITALITY

### New Online Application Software for Developers and Homeowners

Public demand for online applications has grown throughout the COVID-19 pandemic. This process provides a more efficient system internally and for our developer and homeowner clients. The City's current permit tracking software does not have the capability for online applications and the software company is not in a position to develop the capability within the next few years. Building off the 2021 modernization process, a new software solution has been identified, which will involve the Building and IT departments.

**ESTIMATED COMPLETION**: September 2022



# PLANNING & LICENSING




## Complete a Housing Policy Review

When the 2019 Official Community Plan was being developed, the underlying assumptions were based on a low-growth scenario based on the 2016 Census. In 2022, the City will receive new Census data which will assist the City to complete a Housing Policy review to ensure development policies reflect housing start data and identifies current and future growth areas.

**ESTIMATED COMPLETION**: September 2022

# SOCIAL DEVELOPMENT




## Explore City Sponsored Monitoring Devices for Repeat Offenders

To lessen the impacts of crimes committed by repeat offenders, the City will be reviewing the feasibility and costs associated with sponsoring an electronic monitoring system for repeat offenders. This initiative will investigate the use of monitoring devices in our region and opportunities for their increased usage.

**ESTIMATED COMPLETION**: June 2022




## Implementing the Community Climate Action Plan

The Community Climate Action Plan, which is expected to be endorsed by Council in 2021, identifies two projects that require funding for 2022. The first includes a strategy on vehicle electrification and the second is a website that will provide community resources on sustainability initiatives, including grants and other funding options.

**ESTIMATED COMPLETION**: June 2022




## Strengthening Penticton's Housing Response

The City received a $435,000 grant from the Union of BC Municipalities to plan, action and evaluate responses to Penticton's housing and homelessness challenges. The funding will assist in strengthening the community response to these challenges in 2022 and beyond.

**ESTIMATED COMPLETION**: Ongoing

# Budget Overview & Key Budget Changes

| Animal Control | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (99,670) | (104,000) | (107,000) |
| Expenses | 126,670 | 141,570 | 185,000 |
| Net Cost Allocations | 12,000 | 12,000 | 13,500 |
| **Net Expense/(Revenue)** | **$39,000** | **$49,570** | **$91,500** |

| Building & Licensing | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,490,750) | (2,359,152) | (2,016,500) |
| Expenses | 1,403,752 | 1,343,252 | 1,362,652 |
| Net Cost Allocations | 97,000 | 103,600 | 102,500 |
| **Net Expense/(Revenue)** | **$(10,002)** | **$(912,300)** | **$(551,348)** |

| Bylaw Services | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,262,306) | (1,005,806) | (1,202,893) |
| Expenses | 1,129,806 | 1,155,406 | 1,725,100 |
| Net Cost Allocations | 44,400 | 56,400 | 68,400 |
| **Net Expense/(Revenue)** | **$88,100** | **$206,000** | **$590,607** |

| Development Services | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (61,000) | (114,500) | (68,900) |
| Expenses | 670,350 | 656,850 | 678,350 |
| Net Cost Allocations | 60,650 | 263,000 | 419,321 |
| **Net Expense/(Revenue)** | **$670,000** | **$805,350** | **$1,028,771** |

| Planning | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,067,694) | (648,865) | (448,801) |
| Expenses | 1,499,969 | 981,800 | 1,047,301 |
| **Net Expense/(Revenue)** | **$432,275** | **$332,935** | **$598,500** |

# Proposed Increases

## BUILDING & LICENSING

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **New Online Application Software for Developers and Homeowners** | To provide a more efficient system internally and for the City's developer and homeowner clients. | $120,000 |

## DEVELOPMENT ENGINEERING

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Complete a Housing Policy Review** | New Census data will assist the city to complete a Housing Policy review to ensure City development policies reflect and identify current and future growth areas. | $12,000 |

## BYLAW SERVICES

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Expand Bylaw Services and Community Safety Capacity** | To address increasing safety concerns these additional resources will create a stronger presence for safety enforcement. | $699,000 |

## SOCIAL DEVELOPMENT

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Explore City Sponsored Monitoring Devices for Repeat Offenders** | To lessen impacts of crimes by repeat offenders, the City will review feasibility of sponsoring and electronic monitoring system for offenders. | $15,000 |



# PENTICTON FIRE DEPARTMENT



# Penticton Fire Department

## WHAT WE DO

The Penticton Fire Department supports a safe community and enhances the quality of life for our citizens. We respond to emergencies including fires, medical emergencies, marine rescues, technical rope rescues 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 emergencies including 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 and wildfires.
- Respond to airport crashes with rescue and fire suppression services.
- Manage pre-emergency planning and operate a wildfire (FireSmart) prevention program.
- Provide education and mitigation for FireSmart initiatives.
- Operate a fire services training centre, delivering basic to advanced fire service training.
- Lead City emergency management and manage the Emergency Operations Centre (EOC) and Emergency Support Services (ESS).

## STAFFING

The Penticton Fire Department consists of 40 full-time equivalent staff including the Fire Chief, one Deputy Chief and one Assistant Chief. It also includes 20 auxiliary firefighters, with a goal to return to 40 once capacity restrictions allow.

# Challenges & Opportunities

## WILDFIRE PREVENTION

In 2021, the City of Penticton experienced one of the driest and hottest wildfire seasons on record. Wildfires are growing in scale and duration throughout the Province of B.C., and increasingly Wildland Urban Interface (WUI) 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.

Over the past few years, the Penticton Fire Department (PFD) has worked tirelessly to help mitigate the impact of wildfires in our community. We have finished the most advanced pre-planning foundation using complex Geographic Information System (GIS) mapping and mobile applications, which proved to be most successful while we defended Penticton and area from the Christie Mt. Wildfire in 2020 and Skaha Creek in 2021. The City of Penticton has received the British Columbia Local Government FireSmart Community Protection Achievement Award because of our ongoing efforts. We continue to educate people living in WUI areas who need to be aware of the wildfire threat and ways they can take action to ensure their home and community is FireSmart compliant.

The PFD will continue to work with the community and Provincial government toward a progressively fire adaptive community. It's also very important that new developments in WUI areas are building homes to today's industry's best practices in FireSmart initiatives.






## CITY GROWTH

Our community's continued growth creates challenges to maintain current service levels. 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 as it grows and will always advocate for fire safety. For 2022, a new firefighter position has been proposed to overcome this challenge as outlined in the 2021 PFD staffing plan approved by Council in 2021.

## FIRE DEPARTMENT FACILITIES

We are growing out of our facilities due to the many changes in firefighting these past 60 years. The City's Asset & Amenity Management Project has identified the replacement of Fire Hall #1 with a new Public Safety and Emergency Services Centre downtown which would also house Bylaw Services, Community Policing and the City's Emergency Operations Centre.

## TRAINING

The Penticton Fire Department has developed a comprehensive training program and facility, which is used 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 B.C. 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 and 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. For 2022, a new training officer position has been proposed to overcome this challenge.

# 2022 Initiatives




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

Effective collective bargaining with the Penticton Professional Firefighters union allows for a progressive and harmonious working environment. With support from the City's Human Resources department, we will aim to successfully negotiate and achieve union ratification of their collective agreement.

ESTIMATED COMPLETION: December 2022




## Continue FireSmart Penticton Program for 2022

We are applying for a UBCM FireSmart – Community Resiliency Grant to continue the efforts of the Penticton FireSmart Education and Mitigation team. This will support educating residents and assisting our community with home assessments and fuel treatment so they can better prepare their homes from wildfire.

ESTIMATED COMPLETION: March 2023




## Host Wildfire Training Symposium 2022

The Wildland Urban Interface Symposium in Penticton is an annual event aimed to improve the response to wildfires. It involves BC Wildfire Service, municipal fire service staff and industry experts. In 2021, we delivered training to more than 400 firefighters from over 60 jurisdictions across B.C. This event explores wildfire mitigation tactics and methodology involving today's most effective suppression and protection techniques.

ESTIMATED COMPLETION: May 2022




## Expanding Internal Training Strategy and Resources

A training officer will assist the command staff to achieve safe, effective and efficient operations in the Fire Department through the development, implementation, delivery and monitoring of our professional training program, encompassing all aspects of the fire service.

ESTIMATED COMPLETION: March 2022




## Enhancing Fire Fighting Apparatus Program

New apparatus is required to better serve our community and enhance our firefighting capabilities. This includes a rescue engine, aerial ladder and bush truck, which are due for replacement. These enhancements are expected to benefit the PFD through reduced maintenance costs and no out-of-service time due to breakdowns.

ESTIMATED COMPLETION: May 2022

# Budget Overview & Key Budget Changes

| Fire Services | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (788,984) | (1,310,210) | (1,158,935) |
| Expenses | 6,424,884 | 6,856,587 | 7,488,614 |
| Net Cost Allocations | 506,600 | 502,300 | 486,321 |
| **Net Expense/(Revenue)** | **$6,142,500** | **$6,048,677** | **$6,816,000** |

| Fire Services - Capital | 2022 Budget |
|---|---|
| Proposed Capital Projects | 72,500 |

# Proposed Increases

## PENTICTON FIRE DEPARTMENT

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| Expand Internal Training Strategy and Resources | Training officer will assist the command staff to achieve safe, efficient and effective operations. | $174,000 |




RCMP GRC
RCMP/GRC
9:00 am- 5:00 pm
MONDAY - FRIDAY
LUNDI - VENDREDI
1168

# RCMP




# RCMP

## WHAT WE DO

Our mission at Penticton RCMP detachment is to serve and protect the community, and work in partnership with the City to deliver a responsive and progressive police force. 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 hours 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.
- Serve as headquarters to the South Okanagan RCMP detachments of Summerland, Oliver, Osoyoos, Keremeos and Princeton.

**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 the new and emerging issues, crime trends, technology and legislation that may affect the way our services are delivered in the future.
2. **Engage Our Communities** – Provide accountable policing and promote 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. **Innovative 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.

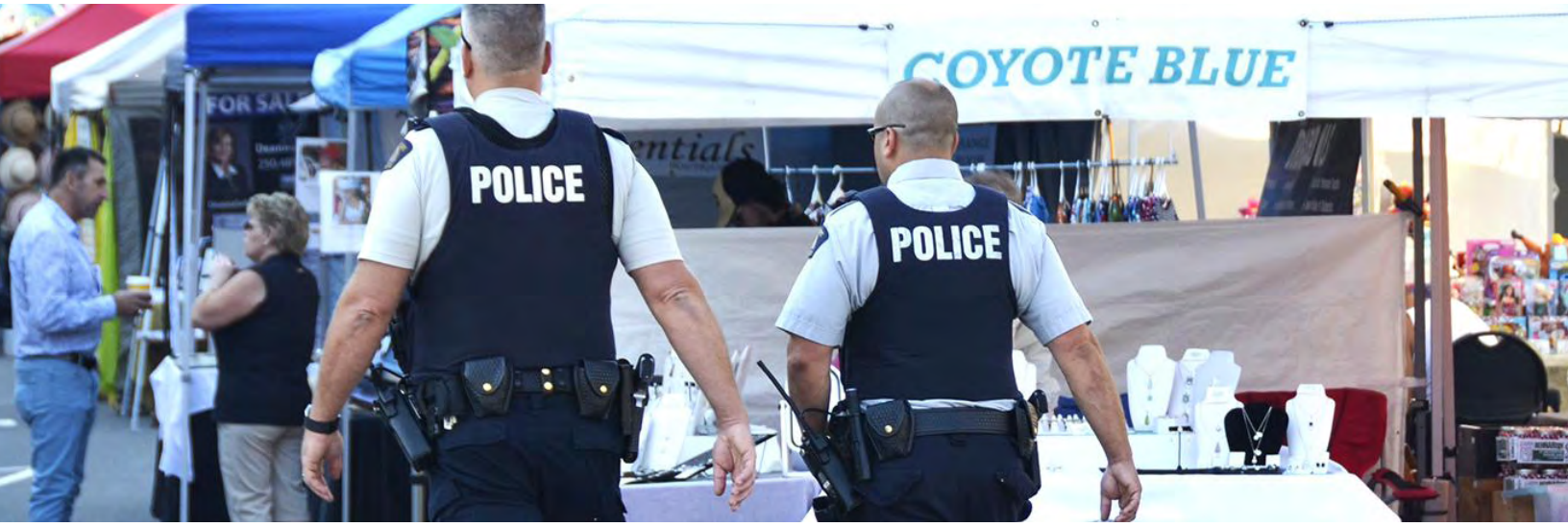
## STAFFING

In 2022 the proposed RCMP staffing numbers include 55 officers and 26 municipal full-time equivalent staff. At a Council meeting in July 2021, two additional RCMP members were approved as an in-year adjustment. In 2022, an additional three officers and two municipal staff members are proposed to support the detachment.

# Challenges & Opportunities

## HANDLING TOXIC ILLEGAL NARCOTICS

The proliferation of highly toxic illegal narcotics – including Fentanyl and Carfentanyl – continues to be a large source of concern in the community. Our detachment lacks a suitable processing room to meet the needs and safety standards required for handling these dangerous narcotics. In 2021, we were successful in increasing and improving the Forensic Identification Lab. In 2022, we will focus on creating a specific handling station. The City's Facilities department will make upgrades to the detachment's building mechanical system, which will allow for the required air exchanges and negative pressure to safely handle toxic substances.



## HIGH CASE BURDEN

Our RCMP detachment is recognized as having one of the highest criminal case burdens per member in the province. We have historically been understaffed by both operational RCMP members and support staff when compared to municipalities of the same size. In July 2021, City Council approved an additional two RCMP members to improve case burden and allow more policing resources to be dedicated to prolific offenders. In 2022, an additional three RCMP members have been added to the budget. The addition of these members will enhance our ability to provide proactive policing services, which is the primary way to reduce crime in a community.

## REPORTING AND PROCESSING

Recording complexities mandated by the Provincial and Federal governments, combined with increasingly complex investigations — and the work required to bring them to court — has increased every year. Support staff are working past their full capacity, which leads to a backlog of information needing to be processed, creating greater pressure and stress.

An increase of municipal staff at the Penticton detachment will create efficiencies for members and improve the volume of work assigned to each staff member. By increasing staffing resources, investigation turnaround times should improve, which will result in an overall positive policing impact for Penticton.

# 2022 Initiatives

COMMUNITY SAFETY

### Enhance Proactive Policing through Prolific Offender Management and Traffic Services

The City of Penticton and RCMP are working together to improve community safety for residents and visitors to Penticton. These additional three officers will assist the RCMP to engage in proactive policing. Proactive police work includes things like: surveillance of drug dealers; traffic stops; foot patrols; bike patrols; executing search warrants; and targeting our prolific offenders.

**ESTIMATED COMPLETION:** March 2022

MISSION

### Improve RCMP Investigation Capacity through Technical and Administrative Support

Two additional municipal staff are proposed to be hired in 2022 to support the Penticton RCMP detachment. This includes a Detachment support clerk and a LAN Admin/DFT.

**ESTIMATED COMPLETION:** March 2022

COMMUNITY SAFETY

### Crime Reduction: Property Crimes and Drugs

This initiative involves identifying and managing prolific offenders through enhanced enforcement in partnership with community agencies. The focus will be on drug and property crime offenders, with the anticipated outcome being a reduction in the city's crime rate.

**ESTIMATED COMPLETION:** April 2022

# 2022 Initiatives




## Family and Sexual Violence Support

Our detachment will focus on education, awareness and community support to foster a "wrap-around" approach of harm reduction. By creating a supportive environment for victims of family and sexual violence, it will foster confidence to come forward and seek assistance from the police and community partners.

**ESTIMATED COMPLETION:** April 2022




## Mental Health and Substance Use Support for the Community

Working collaboratively with community partners, we will provide support to community members suffering from homelessness, substance use disorders and mental health challenges.

**ESTIMATED COMPLETION:** April 2022




## Traffic and Road Safety Enforcement

As part of our ongoing efforts to encourage safety on the roads, our detachment will be increasing enforcement, including both tickets and written warnings. The goal is a reduction of impaired drivers on the roads through Criminal Code charges and Immediate Roadside Prohibitions. This will involve joint operations with South Okanagan District Traffic Services units plus education and awareness campaigns to be presented to the community throughout the year.

**ESTIMATED COMPLETION:** April 2022




## Employee Wellness Strategy

Policing can be very stressful for both our sworn police officers and our civilian employees who support police operations – and the effects can be devastating. The detachment has created a wellness committee, whose objective is to share wellness strategies as well as organize wellness activities for all employees, including workshops, group hikes and other social activities.

**ESTIMATED COMPLETION:** April 2022

# Budget Overview & Key Budget Changes

| RCMP | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (422,232) | (386,000) | (390,000) |
| Expenses | 10,655,732 | 10,344,200 | 12,607,700 |
| Net Cost Allocations | 201,300 | 205,300 | 217,300 |
| **Net Expense/(Revenue)** | **$10,434,800** | **$10,163,500** | **$12,435,000** |

# Proposed Increases

## RCMP

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Enhance Proactive Policing through Prolific Offender Management and Traffic Services** | Hiring of three additional officers to improve community safety. | $588,000 |
| **Improve RCMP Investigation Capacity through Technical and Administrative Support** | Two additional municipal staff to support the Penticton RCMP detachment. | $155,000 |






To view the 2022-2026 Financial Plan, please visit:
www.penticton.ca/financialplan



# 2022 - 2026
# Draft Financial Plan

CITY OF PENTICTON

# City of Penticton

PAGE


**Overview**

Introduction to Financial Plan. ..... 1
Penticton-At-A-Glance ..... 2
Budget Basics ..... 3
2022 Budget Process ..... 4
2022 Budget-At-A-Glance. ..... 5
2022 General Operating ..... 6
2022 Utilities ..... 7
2022 Capital Projects ..... 8
2022 Budget and You. ..... 9
2022 Action on Community Safety ..... 10
2022 Special Topics. ..... 11
Capital Borrowing. ..... 12

Cover Page

**Consolidated Summary**

City of Penticton - Schedule A ..... 14

**Operating Budgets**

**General Fund**

**General Government Services ..... 15**
Mayor and Council ..... 16
Civic Grants ..... 18
Corporate Administration ..... 22
Communications ..... 24
Facilities ..... 26
Finance and Accounting ..... 31
General Government ..... 34
Human Resources ..... 41
Safety ..... 43
Information Technology ..... 44
Procurement ..... 47
Revenue and Collections ..... 49
**Protective Services ..... 51**
Animal Control ..... 52
Building and License ..... 54
Building ..... 56
License ..... 58
Bylaw Services ..... 60
Fire Services ..... 62
RCMP ..... 65
**Transportation Services ..... 67**
Engineering Services ..... 68
Public Works - Fleet ..... 71

# City of Penticton

**CONTENTS**


PAGE

Operations ... 74
Public Works - General ... 75
Public Works - Roads And Maintenance ... 77
Storm Water ... 79
Street Lighting ... 81
Traffic Control ... 82
Transit ... 83
**Environmental Development Services ... 84**
Development Services ... 85
Economic Development ... 87
Land Management ... 89
Planning ... 91
**Recreation and Cultural Services ... 93**
Library ... 94
Museum ... 96
Parks ... 98
Recreation ... 102
SOEC ... 104
**Public Health and Safety ... 106**
Public Works - Cemetery ... 107
**Environmental Health Services ... 109**
Public Works - Solid Waste Disposal ... 110

Utilities
**Electric ... 112**
**Water ... 115**
Water Distribution ... 119
Water Treatment Plant ... 121
**Sewer ... 123**
Sewer Collection ... 128
Advanced Waste Water Treatment Plant ... 130

Appendix A - Capital Plan
Capital Budget
Capital Budget Summary ... 133

General Capital
General Capital Fund - Summary ... 134
Facilities ... 135
Engineering - General Capital Fund ... 137
Fire Services ... 138
Information Technology ... 139
Cemetery ... 140
Fleet ... 141
Parks ... 143
Roads ... 144

# City of Penticton

**CONTENTS**


PAGE

Traffic Control....145

**Utilities Capital**

Sewer Fund....146

Water Fund....147

Electric Fund....148

**Supplemental schedules**

Internal and External Debt Projects....149

Development Cost Charges Funded Projects....150

# INTRODUCTION TO FINANCIAL PLAN

Each year the City follows a multi step process to develop the Five Year Financial Plan that involves evaluating Council Priorities along with community feedback and department needs. The 2022-2026 Financial Plan reflects how we are advancing the 2020-2022 Council Priorities, investing in community safety and funding capital projects that address the City's key assets and amenities.

The City has a well-established financial plan process that focuses on strong financial management, sustainability and transparency to the public. The City strives to be resourceful and innovative to meet community needs while maintaining or enhancing service levels.

This Plan incorporates the initiatives that can be found in the 2022 Corporate Business Plan; to view this document, please visit our website at www.penticton.ca/financialplan.

The following provides a brief overview of the contents of each major section of this document.

**Overview**
This section presents the demographics of Penticton residents, details about services received, a summary of the budget process, and an at a glance summary of this year's financial plan.

**Consolidated Summary**
This schedule contains the consolidated Five Year Financial Plan that is mandated by the Community Charter to be adopted annually by Bylaw before May 15th of the following year. The Plan contains current year operating and capital costs along with future operating revenues, costs and capital improvements.

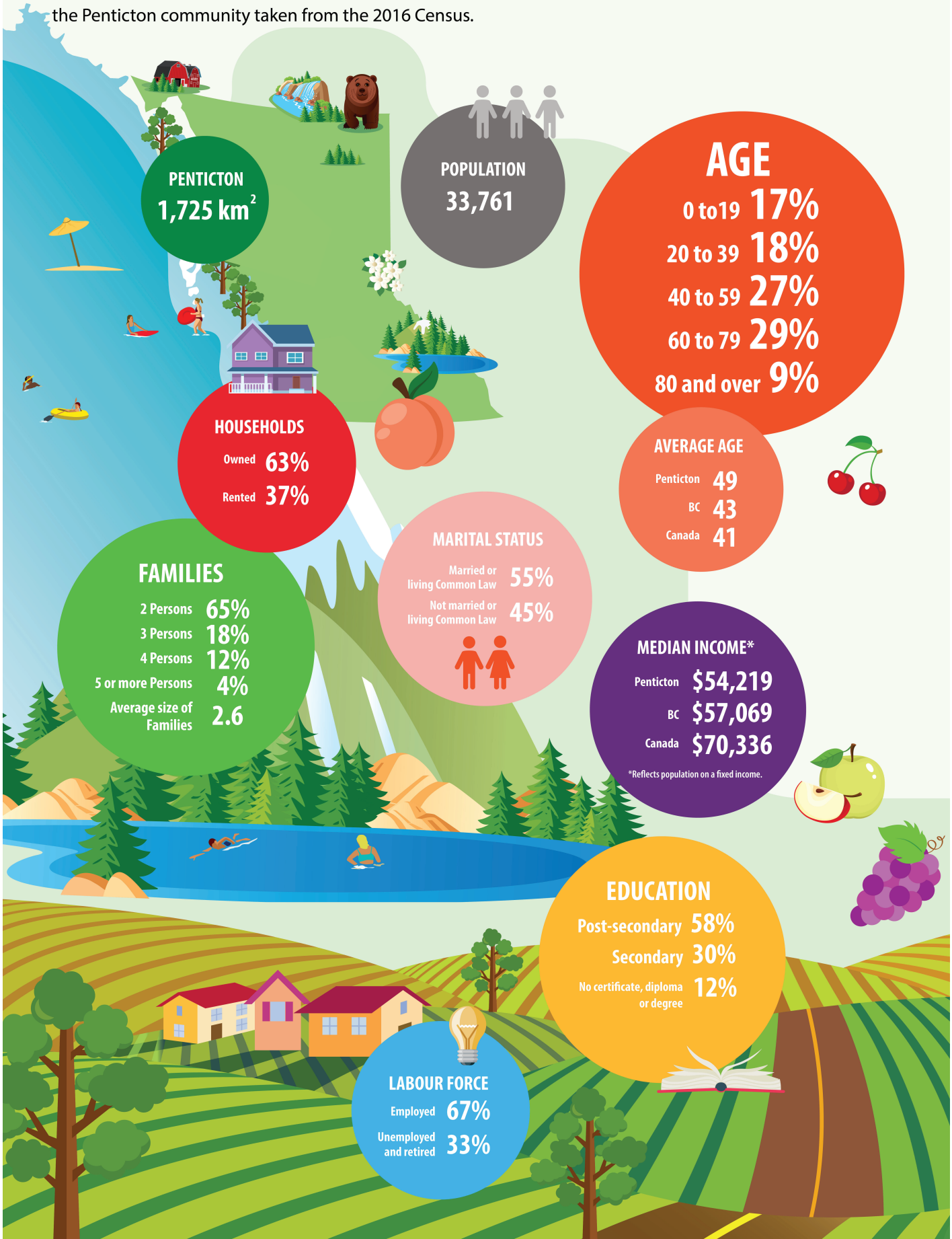
**Operating Budgets:**
Detailed schedules for each operating fund include breakdowns by financial segment and then by cost centre providing a comprehensive look at the City's operating budget for the upcoming five years. Each schedule shows revenues and expenses by category including metrics and key variances.

**Capital Budgets:**
Appendix A includes the City's Five Year Capital Plan which starts with a summary of capital spend by fund. Following this are detailed schedules for each area listing the planned capital projects as well as information on how the capital spend will be funded. Also included in each schedule are unfunded projects that have been identified, but a funding source has not yet been determined.



# PENTICTON-AT-A-GLANCE

Our demographics shape the needs of the community and guide our policies and plans. The following is a selection of interesting statistics about the demographics of the Penticton community taken from the 2016 Census.



# BUDGET BASICS

Each year, the **City** updates its Financial Plan and goes through a **budget** process to determine how much it will need to spend on an annual basis to:

- Maintain current levels of service (base operating **budget**)
- Incorporate service level enhancements or reductions
- Incorporate new operating initiatives
- Fund capital projects

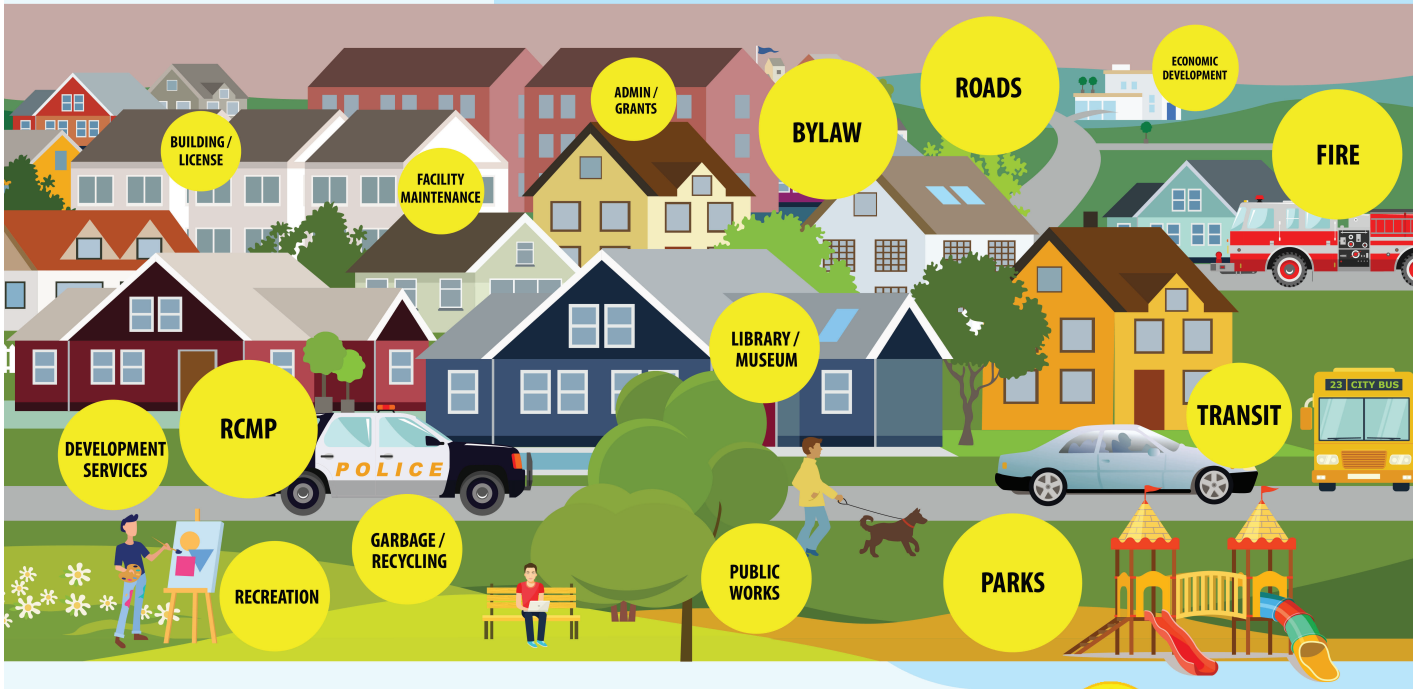
## Parts of the plan

There are five parts to the Financial Plan and each part has at least one operating budget and capital budget.

- General Fund
- Electric Utility
- Sewer Utility
- Storm Water Utility
- Water Utility

## Services you receive

In addition to services provided by the four utilities, residents also receive the following services through the **General Fund**.






## Sources of Funding

The City receives funding for these services and capital projects from the following sources:

- Taxation
- Provincial / Federal Grants
- Utility User Fees
- Electrical Dividend
- Sale of Service
- Donations / Other
- Development Cost Charges
- Investment Income

## A STEADY APPROACH TO TAXATION

As part of updating the Financial Plan, the City considers what funds are required to maintain or enhance these services. This may result in increases to property taxes or utility rates. The City plans for stable, ongoing tax rate increases to fund inflation, ensure sustainable services, and plan for current and future community needs. This approach provides citizens and businesses the ability to anticipate future expenditures.

# 2022 BUDGET PROCESS

The City follows a multi-step process to develop the Business and Financial Plans. It combines community feedback with Council priorities and department needs to prepare the next 5-year Business and Financial Plans.

## Process and Timeline

Here are some of the key steps and dates in the budget cycle.

**INPUT May to September**

Departments developed business plans and operating budgets and identified capital needs during the summer. Council introduced Notices of Motion reflecting the interests of the community at the Sept. 7 and 21 Council Meetings.

**DRAFT October**

Council debated and voted on the Notices of Motion at the Oct. 5 Council Meeting. Senior leaders reviewed all inputs to develop a draft of the overall 2022 Corporate Business Plan and 2022-2026 Financial Plan.

**REVIEW Early November**

The draft plans were released to the public on Nov. 8. The community is invited to review and share their feedback from Nov. 8 to 19.

**DELIBERATE Late November**

Council deliberates the budget in a multi-day meeting that is open to the public on Nov. 22 and 23.

**FINAL December to January**

The 2022-2026 Financial Plan is finalized. Council gives readings to the 2022-2026 Financial Plan Bylaw.

**NOTICES May to June**

Based on the 2022-2026 Financial Plan Bylaw, the tax rate bylaw is set and notices are issued to property owners.

**More information on the upcoming budget will be shared through shapeyourcitypenticton.ca as it becomes available.**



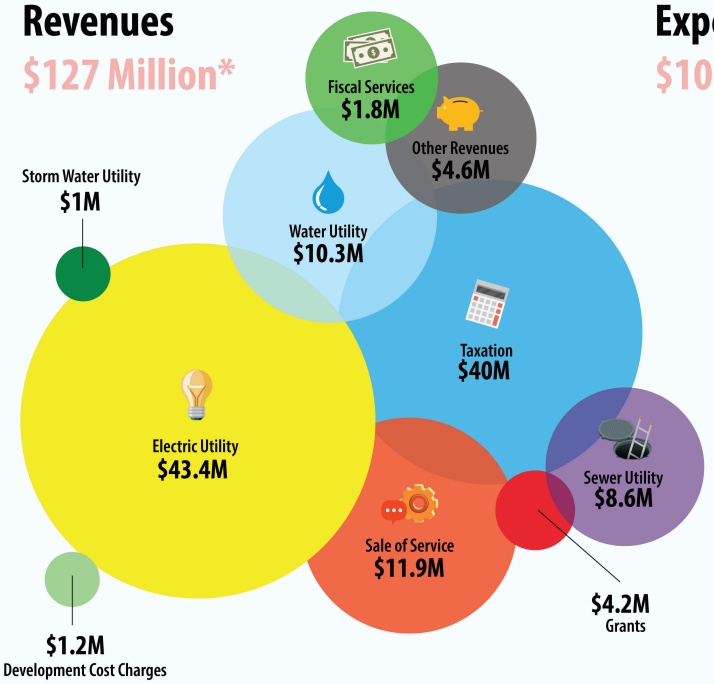
# 2022 BUDGET-AT-A-GLANCE

The following charts provide a summary of the key parts of this year's budget.

**The difference between Revenues and Expenses goes into reserves and funds capital.**

## Revenues

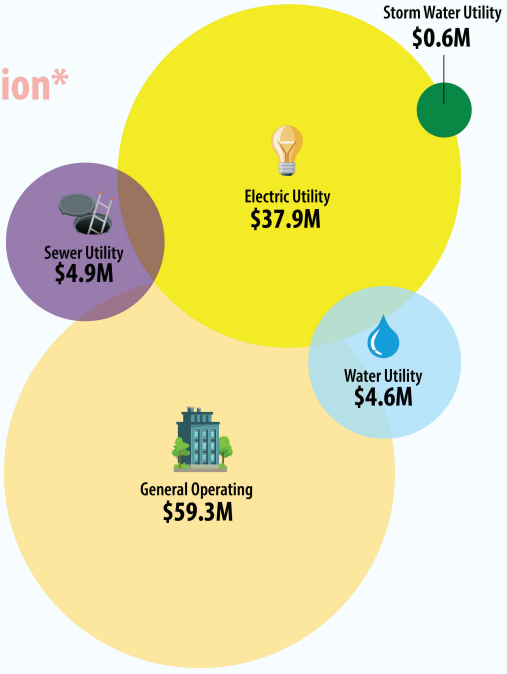
**$127 Million***



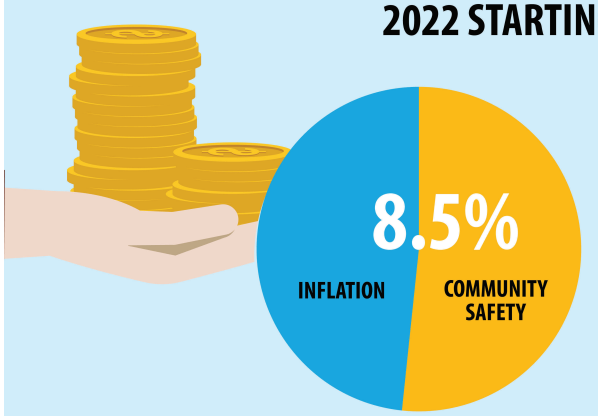

*Net of $23M in taxes collected on behalf of others

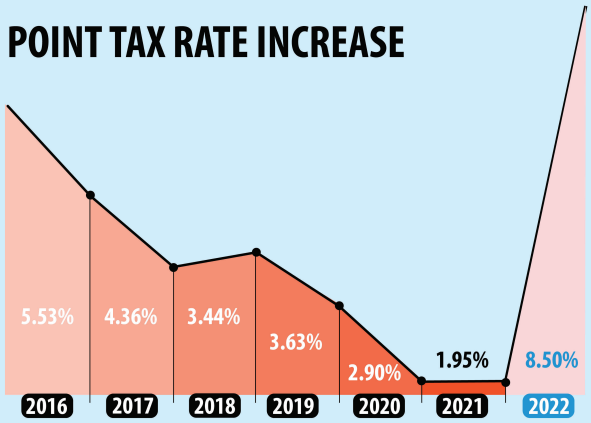
## Expenses

**$107.3 Million***




## 2022 STARTING POINT TAX RATE INCREASE






# 2022 BUDGET GOALS

In addition to maintaining services levels, this year's 2022-2026 Financial Plan prioritizes community safety and supports the following goals.




- **Prioritize investments in community safety.**
- Invest in asset renewal and replacement.
- Reflect inflationary pressures.
- Enhance community vitality.

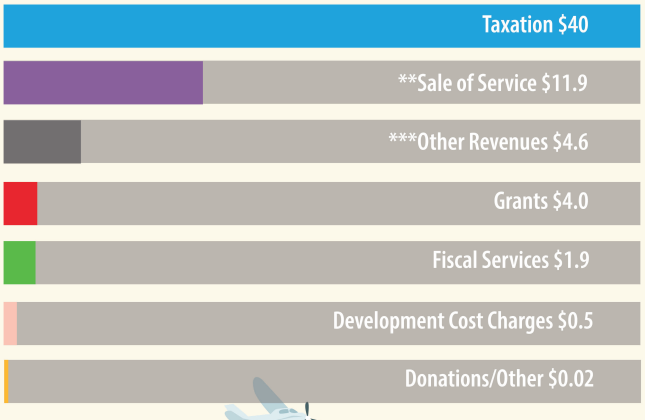


# A CLOSER LOOK 2022 GENERAL OPERATING

The General Operations includes revenue and expenses for all services, assets and amenities that are not associated with the utilities. The main source of funding for the General Fund is property taxes.



## General Revenues $62.9 Million*



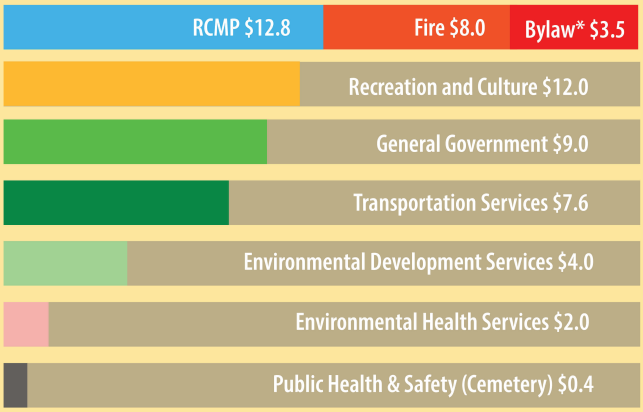

* Net of $23M in taxes collected on behalf of others
** Sale of Service includes items in fees and charges
*** Other Revenues includes fines and charges

### HIGHLIGHTS

- Recreation and other revenues continue to be decreased but remain stable.
- Losses due to COVID-19 offset by building activity and grants.
- Tax increase required to cover inflation and community safety priorities.



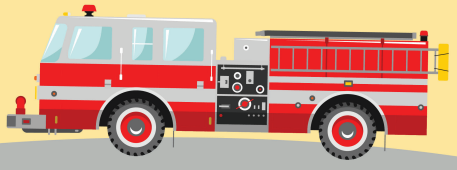
## General Expenses $59.3 Million*




*and Building and Licensing

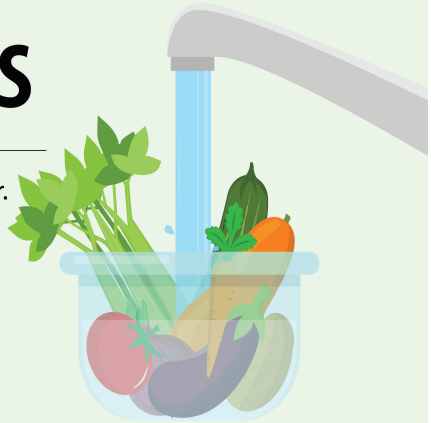
### HIGHLIGHTS

- Expenses increased by $7M over 2021 driven by inflation and community safety priorities including RCMP, Fire and Bylaw



# A CLOSER LOOK 2022 UTILITIES

The City operates four utilities including Water, Sewer, Electricity and Storm Water. The first three utilities are funded independently through your monthly utility bills. The stormwater utility is billed on the annual property tax notice.



## Electric

| Revenue $43.4M | | |
|---|---|---|
| Expenses $37.9M | Capital $6.9M | Reserves ($1.4M) |

### HIGHLIGHTS

- City power purchase from FortisBC accounts for majority of expense.
- FortisBC proposing 3.46% increase in rates in 2022 (decision pending).
- Despite FortisBC increase, City is proposing minimal change due to healthy reserve balance.
- Significant capital projects will draw on reserves i.e. Utility Scale Battery.
- Proposed increase of 2% for electrical rates



## Water

| Revenue $10.4M | | |
|---|---|---|
| Expenses $4.9M | Capital $4.4M | Reserves $1.1M |

### HIGHLIGHTS

- Replace the main Pressure Reducing Valve to improve efficiency and reliability for 70% of customers.
- Twin Ridgedale Reservoir to increase capacity and fire flow. Project funded mainly through grants and Development Cost Charges.
- Proposed increase of 0.6% for water rates

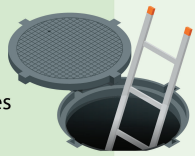


## Sewer

| Revenue $9.2M | | |
|---|---|---|
| Expenses $5.4M | Capital $2.7M | Reserves $1.1M |

### HIGHLIGHTS

- Minimal sewer rate increase proposed to address operational needs as well as capital upgrades
- AWWTP Upgrades
- Proposed increase of 2% for sewer rates



## Storm Water

| Revenue $1M | | |
|---|---|---|
| Expenses $0.6M | Capital $0.5M | Reserves ($0.1M) |

### HIGHLIGHTS

- Planned increases to storm water rates to support self-funding
- Ongoing investments to Penticton Creek offset by significant grants
- Proposed increase of 25.3% for storm water rates



## Sustaining our Utilities

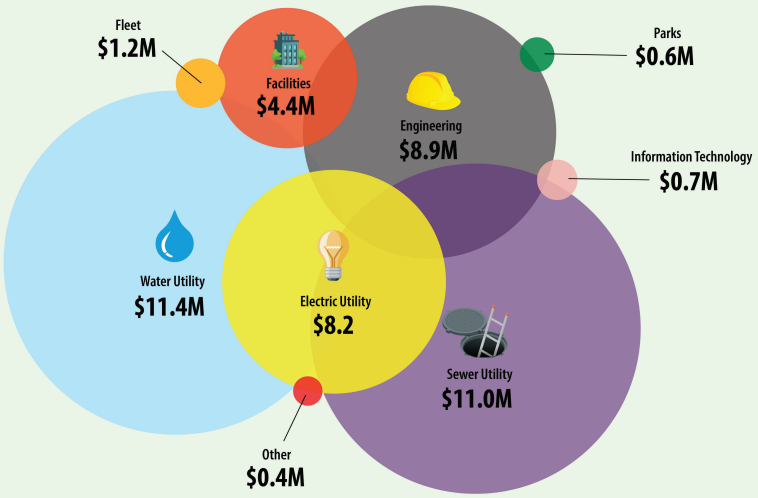
The City reviews its utility rates annually and conducts a complete review every four years to determine what rates need to be in order to properly fund the operation, sustain infrastructure and construct new projects while balancing the impact to customers. The last review was completed in 2019 and a new review is planned for 2023.



# A CLOSER LOOK 2022 CAPITAL PROJECTS

Capital spending refers to the funds we spend to acquire, build, maintain or replace City assets and amenities such as land, buildings and equipment. Every year, the City puts money into reserves to fund future capital projects along with grants.

## $46.8 Million




## Key Projects

**Water Highlights**

Pressure Reducing Valve Replacement $2.9M
Ridgedale Reservoir $4.2M

**Electrical Highlights**

Utility Scale Battery $1.7M
Point Intersection $1.2M

**Sewer Highlights**

North Penticton Interceptor $2.9M
AWWTP expansion & upgrades $5.8M
(Clarifier, Cake Bin, Pump)

**Engineering Highlights**

Lake-to-Lake Bike Route $4.7M
Point Intersection $2.8M

**Facilities Highlights**

Cleland Audiovisual $810k
Fire Hall #2 - Two Bay Garage $500k
RCMP Heating System $400k

**Fleet Highlights**

Dump Truck $150k
Backhoe $180k
Ice Resurfacer $185k

**Parks Highlights**

Skaha Park Splash Park $353k

## Funding our Capital Projects

Funding for our capital projects comes from multiple sources. The following chart shows the source of funding.




## CAPITAL BUDGET




- Electrical Dividend $3.1
- Equipment Replacement Reserve $1.4
- Community Works Reserve $2.7
- Utility Rates $15.2
- DCC Reserve $6.7
- External Debt $9.6
- Internal Debt $6.8
- Grant Funding $0.6
- Marina Reserve $0.1
- RCMP Reserve $0.1
- Storm Reserve $0.5

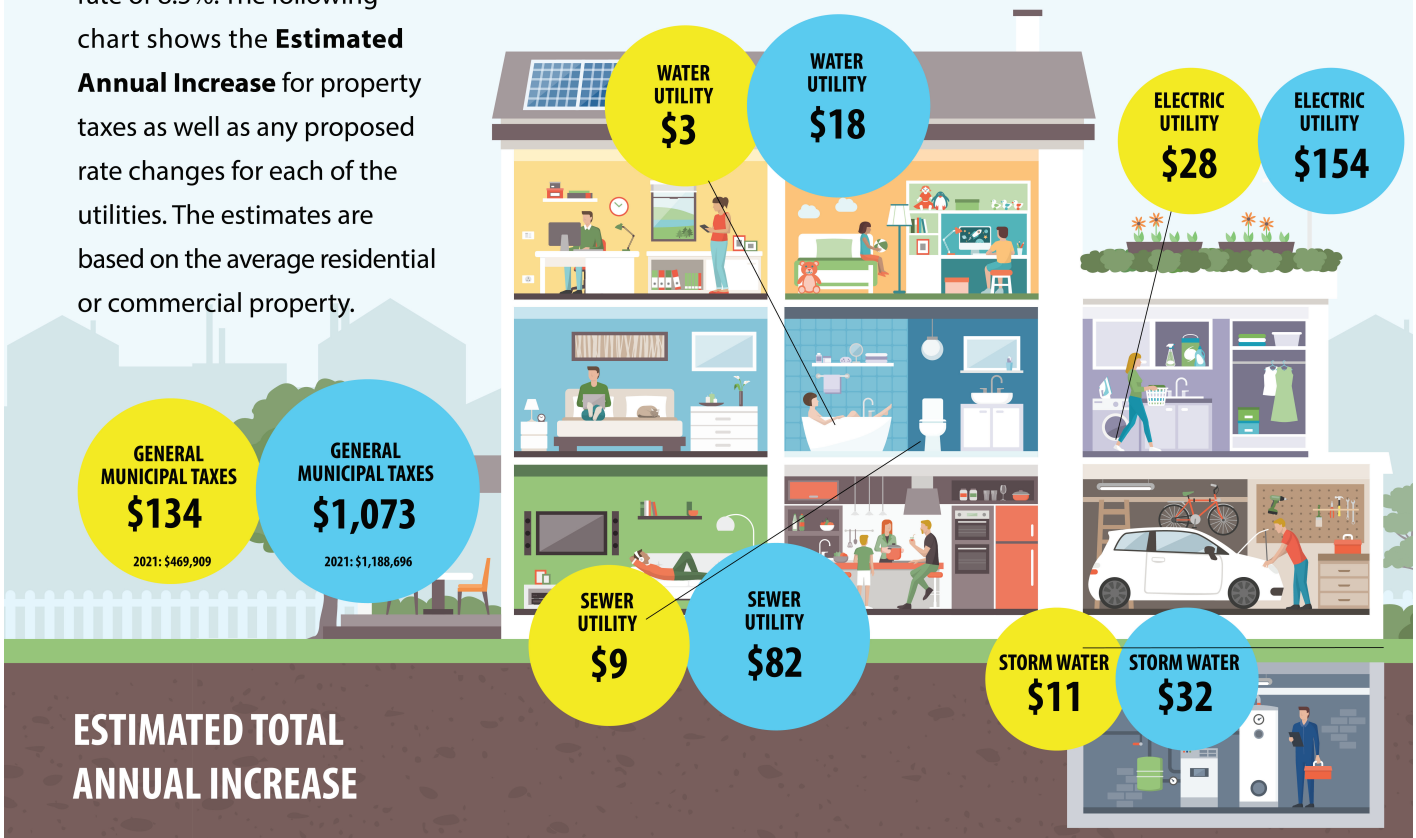
## HIGHLIGHTS

- Debt will be required to help fund projects for the next five years.
- Water, Electric, and Sewer are funded from user fees.
- Fleet is funded from the equipment replacement reserve.
- Roads & Creeks, Facilities, and other capital in the General Fund are predominantly funded by the electrical dividend, gas tax and transfers from reserves.

CITY OF Penticton

# 2022 BUDGET AND YOU

The draft Financial Plan includes a starting point tax rate of 8.5%. The following chart shows the **Estimated Annual Increase** for property taxes as well as any proposed rate changes for each of the utilities. The estimates are based on the average residential or commercial property.




## ESTIMATED TOTAL ANNUAL INCREASE

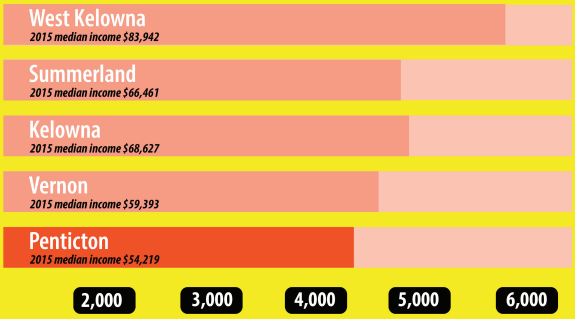
**$185** **$1,359**

## Resident Taxes

**Residential Tax Competitiveness 2021**

**Total Residential Taxes & Charges Comparison**

Penticton continues to have one of the lowest total residential taxes and charges (comparable utilities) in the region.



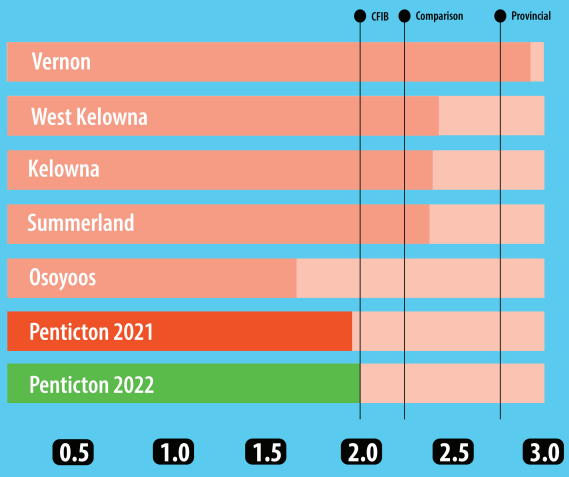

*Median income from 2016 Census*

*Taxes & Charges from Provincial Local Government Statistics*

## Business Taxes

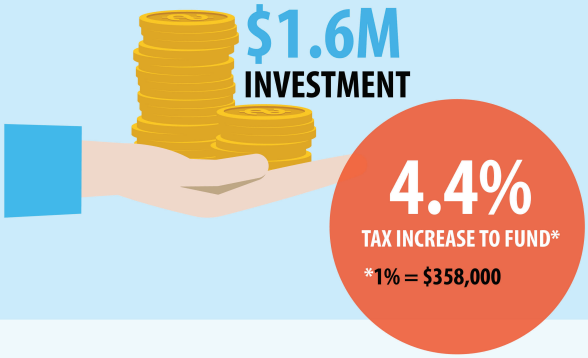
**Business Tax Multiplier Comparisons 2021**

The business taxpayer pays more than the residential taxpayer recognizing their greater use of City assets and infrastructure.

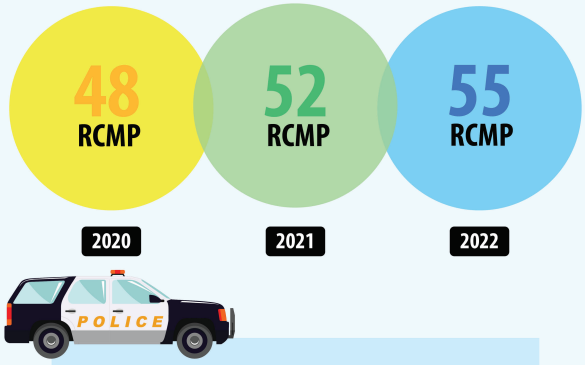


# 2022 ACTION ON COMMUNITY SAFETY

Council identified taking action on safety in the community as their top priority for the 2022 Budget. A tax increase of 4.4% is proposed to provide the $1.6M in funding to implement the following key initiatives in the upcoming year to address concerns about safety.




## Increase Policing




### HIGHLIGHTS

- Presently, 52 RCMP members authorized
- Adding three RCMP officers and two municipal staff in 2022
- Conducting Community Safety Review

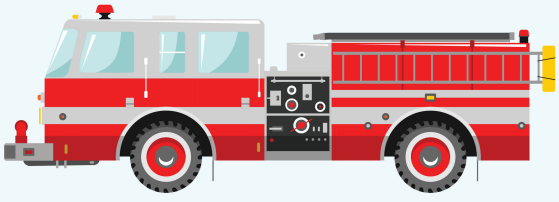
## Expand Bylaw



### HIGHLIGHTS

- Expand Bylaw Enforcement coverage to between the hours of 7 am and 11 pm daily
- Adding five bylaw officers and one intake administrator, plus converting two community safety officers to full time to support expanded service

## Enhance Fire



### HIGHLIGHTS

- Construct new two-bay garage at Fire Hall #2 to accommodate larger trucks and replace aging facility
- Add firefighter as previously committed
- Explore replacing Fire Hall #1 with combined community safety facility
- Add Training Officer

## Community Safety Plan



### HIGHLIGHTS

- Review operations of Police, Fire and Bylaw services
- Overarching plan to guide actions and decisions on Community Safety
- Explore options to monitor repeat offenders

# 2022 SPECIAL TOPICS

The following charts provide a summary of the key factors influencing this year's budget.

## Planning to borrow

The City owns over $1.25 billion in assets and historically spends $16 to $18 million annually to maintain, renew and replace this asset base. Given significant capital projects slated to occur over the next two years, the annual spend will be $74 million.

The City has identified a potential $219 million in major projects, of which $152 million is projected to be funded over the next five years. These projects will be funded partially through grants, Development Cost Charges, internal borrowing and the remainder of an estimated $27 million funded by debt financing. Debt financing is used strategically to maintain the City's financial strength and stability.

### Projects to be funded with debt

**2022**

$3.3M - AWWTP Expansion and Upgrades (Sewer)

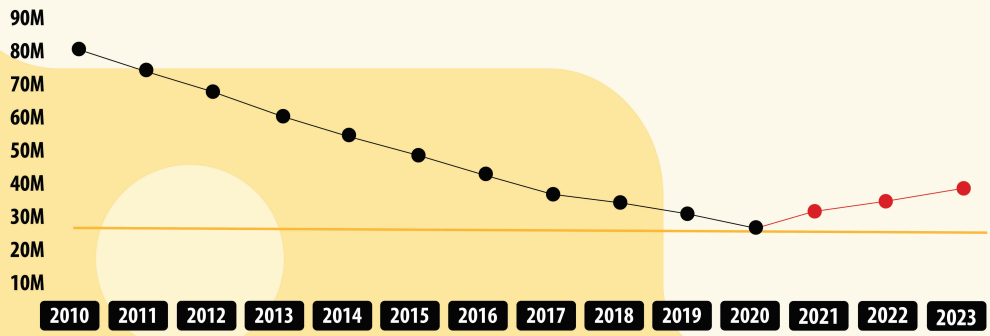
$3.4M - Ridgedale Reservoir Upgrade (Water)

$2.9M - Penticton PRV Upgrade (Water)

**2023**

$8.3M Ellis 4 Dam (Water)

### Total Debt Outstanding






## More about staffing

The City has a diverse workforce with unique challenges. While we work hard to maintain our existing staffing levels, increasing workload, impending retirements and greater legislative and regulatory requirements have required increases in a number of departments. The full-time equivalent* staffing levels and increases from 2021 to 2022 are reflected in the chart.

| | |
|---|---|
| Opening FTE as of December 31, 2021 | 306 |
| 2022 Proposed New Additions | 12 |
| **Total number of FTE per 2022 Business Plan** | **318** |

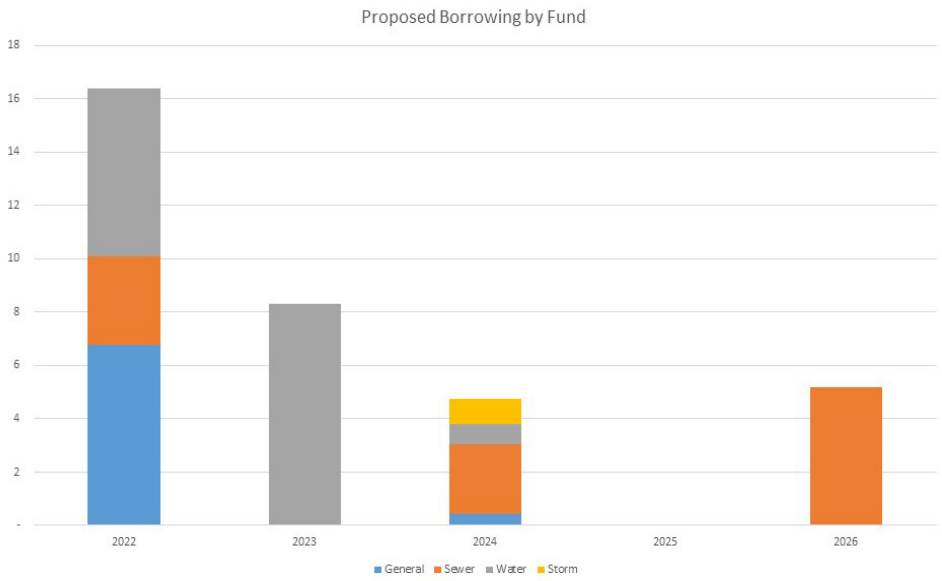
*Note: Full-time equivalent (FTE) is the Industry Standard to reflect staffing levels for local government. One FTE equivalent to one staff working full-time.

# 2022 CAPITAL BORROWING

The City, like many cities, is challenged to fund the increasing costs to maintain, replace and extend the life of its aging infrastructure. Asset management plays a vital role in ensuring that the City is fully optimizing its assets and amenities with minimized financial impact on residents. Capital projects are funded through multiple sources including debt financing, Development Cost Charges (DCCs), grants, third party contributions, taxation, utility user rates, and reserves.

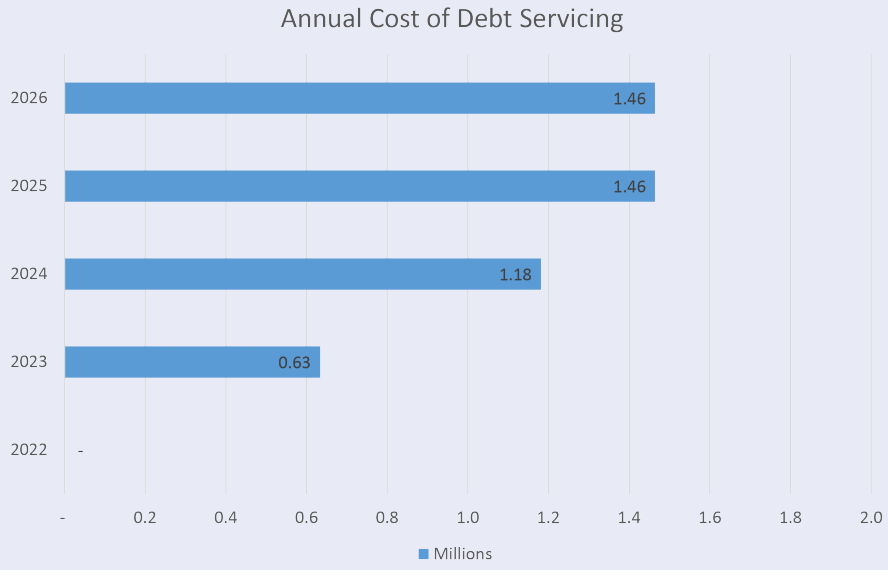
The City owns over $1.25 billion in assets and historically has spent between $16-18 million annually to maintain, renew and replace this asset base. Given significant capital projects slated to occur over the next five years, the annual spend from 2022-2026 is in the range of $19-47M.

The City has identified a potential $219M in major projects, of which $152M is projected to be funded over the next 5 years. These projects will be funded partially through grants, DCCs, internal borrowing and the remainder of an estimated $27M funded by debt financing. Debt financing is used strategically to maintain the City's financial strength and stability. Debt financing will only be undertaken in compliance with the relevant sections of the Community Charter and related regulations. Proposed borrowing, both internal and external, over the next five years is included in the table.




Under the Community Charter legislation, the provincial regulations establish a limit based on the cost of servicing the aggregate liabilities of the municipality. The cost of servicing the liabilities cannot exceed 25-percent of the total revenues for the previous year (some exclusions apply). The City's 2020 debt financing ratio was 12.88%, with the additional borrowing, the debt financing ratio will fluctuate over the next five years from 11.96% to 13.44%. The City is in a healthy position to take on additional debt to finance its capital needs.

Utility debenture payments are recovered through the utility user rates and the general capital debenture payments will be funded through reserves. Based on the anticipated $27M in external borrowing, the annual cost of debt financing would be:




The City is committed to long term asset management in which debt financing will assist in a predictable and adequate funding stream to sustain City asset and amenities.

# City of Penticton

## Draft Financial Plan 2022 - 2026

## City of Penticton - Schedule A

| | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **Revenue** | | | | | |
| Taxation | $ (63,427,239) | $ (65,548,477) | $ (67,592,104) | $ (69,737,995) | $ (71,991,266) |
| Sale of Services | (11,907,942) | (12,049,542) | (12,320,451) | (12,599,519) | (12,887,400) |
| Electric Utility Revenue | (43,420,808) | (44,290,251) | (45,177,113) | (46,081,748) | (47,004,507) |
| Sewer Utility Revenue | (8,567,580) | (8,735,316) | (8,906,406) | (9,080,917) | (9,258,918) |
| Water Utility Revenue | (10,262,600) | (10,473,644) | (10,689,029) | (10,908,846) | (11,133,189) |
| Storm Water Utility Revenue | (966,000) | (1,179,000) | (1,391,000) | (1,614,000) | (1,914,250) |
| Fiscal Services | (1,856,516) | (1,856,516) | (1,856,516) | (1,856,516) | (1,856,516) |
| Grants | (4,181,862) | (2,316,296) | (2,216,296) | (2,216,296) | (2,216,296) |
| Other Revenues | (4,602,303) | (4,882,363) | (5,299,706) | (5,317,394) | (5,335,323) |
| Development Cost Charges | (1,195,000) | (1,195,000) | (1,195,000) | (1,195,000) | (1,195,000) |
| Donations | (19,500) | (19,500) | (19,500) | (19,500) | (19,500) |
| **Total Revenues** | (150,407,350) | (152,545,905) | (156,663,121) | (160,627,731) | (164,812,165) |
| **Operating Expenses** | | | | | |
| General Operating | 82,723,469 | 80,960,131 | 81,990,970 | 83,261,893 | 84,706,247 |
| Storm Sewer | 551,173 | 590,383 | 597,475 | 601,830 | 606,451 |
| Electrical Supply | 37,934,940 | 38,774,412 | 39,377,164 | 40,853,322 | 40,899,530 |
| Sewer System | 4,927,649 | 4,707,184 | 4,766,775 | 4,791,219 | 4,854,744 |
| Water Utility | 4,554,917 | 4,528,344 | 4,395,638 | 4,437,360 | 4,492,007 |
| **Total Operating Expenses** | 130,692,148 | 129,560,454 | 131,128,022 | 133,945,624 | 135,558,979 |
| **Net Operating Surplus** | (19,715,202) | (22,985,451) | (25,535,099) | (26,682,107) | (29,253,186) |
| **Capital Expenses** | | | | | |
| General Capital | 16,133,300 | 7,529,500 | 11,482,275 | 8,445,650 | 11,594,710 |
| Electric Capital | 8,190,169 | 4,341,523 | 4,688,280 | 4,007,866 | 6,158,511 |
| Sewer Capital | 11,004,000 | 4,011,000 | 5,275,000 | 2,882,000 | 8,156,000 |
| Water Capital | 11,448,000 | 11,216,500 | 4,060,500 | 3,962,500 | 6,822,200 |
| **Total Capital Expenses** | 46,775,469 | 27,098,523 | 25,506,055 | 19,298,016 | 32,731,421 |
| Debt Proceeds | (9,618,519) | (8,300,000) | (4,288,500) | - | (5,171,000) |
| Debt Servicing - Principal Repayments | 2,211,126 | 2,642,309 | 2,671,499 | 2,807,517 | 2,807,517 |
| Capital Grant Funding | (410,000) | - | (2,854,500) | - | (2,854,500) |
| Transfer To (From) Surplus/Reserve | (19,242,874) | 1,544,619 | 4,500,545 | 4,576,574 | 1,739,748 |
| **Financial Plan Balance** | $ - | $ - | $ - | $ - | $ - |

## General Government Services - Segment Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Mayor and Council | $ (19,340) | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Civic Grants | (14,117) | - | - | (15,000) | (29,900) | - | - | - | - |
| Corporate Administration | (164) | (3,231) | (100) | (600) | (500) | (500) | (500) | (500) | (500) |
| Facilities | (6,237) | (64,518) | - | - | - | - | - | - | - |
| Finance and Accounting | (2,251,997) | (809,356) | (835,000) | (835,000) | (1,635,000) | (1,935,000) | (2,335,000) | (2,335,000) | (2,335,000) |
| General Government | (64,234,452) | (65,842,920) | (67,527,942) | (67,310,021) | (69,596,011) | (70,362,477) | (72,407,226) | (74,554,261) | (76,808,700) |
| Human Resources | (9,517) | (10,120) | - | - | - | - | - | - | - |
| Information Technology | (64,168) | (62,279) | (59,600) | (49,100) | (39,492) | (40,085) | (40,686) | (41,296) | (41,916) |
| Revenue and Collections | (144,760) | (140,444) | (140,000) | (140,000) | (136,000) | (136,000) | (136,000) | (136,000) | (136,000) |
| **Total Revenues** | (66,744,752) | (66,932,868) | (68,562,642) | (68,349,721) | (71,436,903) | (72,474,062) | (74,919,412) | (77,067,057) | (79,322,116) |
| **Expenses** | | | | | | | | | |
| Mayor and Council | 326,155 | 237,646 | 264,000 | 252,241 | 266,815 | 270,165 | 276,132 | 284,718 | 288,426 |
| Civic Grants | 712,191 | 424,145 | 1,196,000 | 665,697 | 996,000 | 996,000 | 996,000 | 996,000 | 996,000 |
| Corporate Administration | 943,562 | 747,918 | 899,600 | 893,600 | 911,000 | 738,347 | 740,740 | 743,180 | 925,668 |
| Communications | 409,802 | 334,208 | 374,000 | 391,000 | 430,369 | 425,619 | 425,874 | 426,134 | 426,399 |
| Facilities | 856,635 | 607,841 | 851,700 | 753,590 | 862,890 | 812,382 | 831,113 | 837,084 | 851,309 |
| Finance and Accounting | 2,586,166 | 1,268,381 | 1,838,634 | 1,848,984 | 1,722,447 | 1,759,848 | 1,824,326 | 1,849,290 | 1,874,759 |
| General Government | 15,658,805 | 17,270,802 | 23,931,699 | 23,481,783 | 23,633,099 | 22,404,549 | 22,403,549 | 22,402,549 | 22,401,549 |
| Human Resources | 893,030 | 916,991 | 787,029 | 788,029 | 687,191 | 677,191 | 647,191 | 667,191 | 647,191 |
| Information Technology | 2,366,075 | 1,974,494 | 2,180,600 | 2,203,758 | 2,371,148 | 2,456,025 | 2,457,599 | 2,470,868 | 2,545,835 |
| Procurement | 682,292 | 265,195 | 182,000 | 173,485 | 256,719 | 260,799 | 264,961 | 269,205 | 273,535 |
| Revenue and Collections | 978,169 | 265,177 | 318,000 | 310,500 | 315,756 | 336,917 | 358,581 | 380,763 | 403,472 |
| **Total Expenses** | 26,412,882 | 24,312,798 | 32,823,262 | 31,762,667 | 32,453,434 | 31,137,842 | 31,226,066 | 31,326,982 | 31,634,143 |
| **Net Operating Expense / (Surplus)** | $ (40,331,870) | $ (42,620,070) | $ (35,739,380) | $ (36,587,054) | $ (38,983,469) | $ (41,336,220) | $ (43,693,346) | $ (45,740,075) | $ (47,687,973) |

## Mayor and Council - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Other Revenues | $ (19,340) | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Total Revenues** | (19,340) | - | - | - | - | - | - | - | - |
| **Expenses** | | | | | | | | | |
| Annual Indemnity | 246,128 | 254,056 | 260,000 | 250,280 | 266,000 | 271,320 | 276,746 | 282,281 | 287,927 |
| General Expenses | 11,213 | 1,902 | 5,039 | 5,000 | 4,539 | 4,539 | 4,539 | 4,539 | 4,539 |
| Public Engagement/Education | 5,050 | 1,958 | 7,500 | 7,500 | 10,000 | 7,500 | 7,500 | 10,000 | 7,500 |
| Training, Conferences, & Memberships | 52,764 | 27,394 | 38,500 | 36,500 | 38,500 | 39,030 | 39,571 | 40,122 | 40,684 |
| **Total Expenses** | 315,155 | 285,310 | 311,039 | 299,280 | 319,039 | 322,389 | 328,356 | 336,942 | 340,650 |
| **Net Operating Expense** | 295,815 | 285,310 | 311,039 | 299,280 | 319,039 | 322,389 | 328,356 | 336,942 | 340,650 |
| **Allocations In** | | | | | | | | | |
| 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) | (58,039) | (58,039) | (63,224) | (63,224) | (63,224) | (63,224) | (63,224) |
| **Total Cost Allocations In** | 11,000 | (47,664) | (47,039) | (47,039) | (52,224) | (52,224) | (52,224) | (52,224) | (52,224) |
| **Net Expense** | $ 306,815 | $ 237,646 | $ 264,000 | $ 252,241 | $ 266,815 | $ 270,165 | $ 276,132 | $ 284,718 | $ 288,426 |

## Mayor and Council - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.93 % | 0.69 % | 0.74 % | 0.71 % | 0.68 % | 0.65 % | 0.64 % | 0.63 % | 0.55 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 14,574 |
| % Change | 5.78 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$6k Increase in annual idemenity for annual increases

$10k Increase over forecast as 2021 Forecast reduced for vacancy

## Civic Grants - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Other Revenues | $ (14,117) | $ - | $ - | $ (15,000) | $ (29,900) | $ - | $ - | $ - | $ - |
| **Total Revenues** | (14,117) | - | - | (15,000) | (29,900) | - | - | - | - |
| **Expenses** | | | | | | | | | |
| Civic Partnerships | 102,633 | 13,680 | 680,200 | 284,000 | 410,000 | 410,000 | 410,000 | 410,000 | 410,000 |
| Municipal Grants | 609,558 | 410,465 | 515,800 | 381,697 | 586,000 | 586,000 | 586,000 | 586,000 | 586,000 |
| **Total Expenses** | 712,191 | 424,145 | 1,196,000 | 665,697 | 996,000 | 996,000 | 996,000 | 996,000 | 996,000 |
| **Net Operating Expense / (Surplus)** | 698,074 | 424,145 | 1,196,000 | 650,697 | 966,100 | 996,000 | 996,000 | 996,000 | 996,000 |
| **Net Expense (Surplus)** | $ 698,074 | $ 424,145 | $ 1,196,000 | $ 650,697 | $ 966,100 | $ 996,000 | $ 996,000 | $ 996,000 | $ 996,000 |

| **Outputs and Outcomes** | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 2.11 % | 1.23 % | 3.34 % | 1.82 % | 2.45 % | 2.41 % | 2.30 % | 2.19 % | 2.29 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 315,403 |
| % Change | 48.47 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:
2021 events postponed/deferred to 2022 due to pandemic restrictions, including Ironman and Peachfest.

## Civic Grants and Partnerships - Detailed Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Civic Grants** | | | | | | | | | |
| B.C. Schizophrenia Society - Penticton Branch | $ 18,000 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Beacon´s Furry FUNdation | - | - | 4,000 | - | - | - | - | - | - |
| Canadian Council of the Blind | 61 | - | - | - | - | - | - | - | - |
| Canadian Mental Health Association | 9,800 | 6,000 | 6,000 | 6,000 | - | - | - | - | - |
| Canadian Sport School Hockey League (CSSHL) | 10,000 | 10,000 | 10,000 | - | - | - | - | - | - |
| CFSOS - Yes Project (Youth Engagement Strategy) | 8,750 | - | - | - | - | - | - | - | - |
| Community Arts Council | 12,312 | 12,312 | 12,312 | 12,312 | - | - | - | - | - |
| Community Market (Farmer´s Market) | - | 4,696 | 5,002 | 5,002 | - | - | - | - | - |
| Curling Club - World Curling Tour | 9,160 | 9,000 | 14,000 | 14,000 | - | - | - | - | - |
| DPA - Breezeway Improvement Project | - | 5,000 | - | - | - | - | - | - | - |
| DPA - Combined Grants | - | - | 8,320 | 8,320 | - | - | - | - | - |
| DPA Shred It and Forget It | 30 | - | - | - | - | - | - | - | - |
| Dragonfly Pond Family Society | 403 | - | 500 | 500 | - | - | - | - | - |
| First Things First Okanagan | - | 1,080 | 1,080 | 1,080 | - | - | - | - | - |
| HA HA HA Kidzfest Society | - | 3,000 | 8,000 | 5,220 | - | - | - | - | - |
| Miss Penticton Royalty | 9,150 | 200 | 9,150 | 500 | - | - | - | - | - |
| OK Similkameen Comm Fndtn - Flow Through | - | - | 5,000 | 5,000 | - | - | - | - | - |
| Okanagan Comedy Festival Society | 3,500 | - | - | - | - | - | - | - | - |
| Okanagan Fruit Tree Project Society | - | - | 3,500 | 3,500 | - | - | - | - | - |
| Okanagan Motorcycle Association | 479 | - | - | - | - | - | - | - | - |
| Okanagan School of the Arts - Shatford Centre | 47,000 | 36,479 | 10,000 | 10,000 | - | - | - | - | - |
| Okanagan Similkameen Conservation Alliance - Meadowlark | 2,500 | - | - | - | - | - | - | - | - |
| Other | - | 101 | 66,028 | 40,800 | 572,000 | 586,000 | 586,000 | 586,000 | 586,000 |
| Peach Festival Society | 51,309 | 20,000 | 29,000 | - | - | - | - | - | - |
| Peach Festival Society - float refurbishment | 10,000 | - | - | - | - | - | - | - | - |
| Peach Festival Society - Mini Peach | - | - | 12,500 | 12,960 | - | - | - | - | - |
| Peachfest - Mini Royalty Parade | - | 305 | - | - | - | - | - | - | - |
| Pentastic Jazz Festival | 9,367 | - | 9,700 | - | - | - | - | - | - |
| Penticton & Area Access Society | 7,067 | 6,000 | 6,000 | 6,000 | - | - | - | - | - |
| Penticton Art Gallery Society | 148,464 | 125,000 | 100,000 | 100,000 | - | - | - | - | - |
| Penticton Arts Council - Arts Rising | 3,333 | - | 4,000 | - | - | - | - | - | - |
| Penticton BMX | 4,200 | 4,200 | 4,200 | 4,200 | - | - | - | - | - |
| Penticton Chamber of Commerce | 626 | - | - | - | - | - | - | - | - |
| Penticton Concert Band | 500 | - | - | - | - | - | - | - | - |
| Penticton & Area Cycling Association - Bike Valet | 4,653 | - | 6,100 | 6,100 | - | - | - | - | - |
| Penticton & Area Cycling Association | 2,500 | 2,500 | 2,500 | 2,500 | - | - | - | - | - |
| Penticton Dragon Boat Festival (Event) | - | - | 5,130 | - | - | - | - | - | - |
| Penticton Dragonboat Festival Society | 13,475 | 10,092 | 9,104 | 9,104 | - | - | - | - | - |

## Civic Grants and Partnerships - Detailed Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| Penticton Elvis Festival | 4,067 | - | 5,000 | - | 14,000 | - | - | - | - |
| Penticton Historic Automobile Assn | 6,687 | - | 9,000 | - | - | - | - | - | - |
| Penticton Kiwanis Music Festival | 5,000 | - | 5,000 | - | - | - | - | - | - |
| Penticton Lawn Bowling Club | - | 5,127 | 2,215 | 2,215 | - | - | - | - | - |
| Penticton Medical Society | 30,000 | - | - | - | - | - | - | - | - |
| Penticton Recovery Resource Society | 9,684 | 9,684 | 9,684 | 9,684 | - | - | - | - | - |
| Penticton Scottish Festival Society | 3,908 | - | 8,000 | - | - | - | - | - | - |
| Penticton Senior´s Drop in Centre | 4,519 | 10,000 | 2,500 | - | - | - | - | - | - |
| Penticton Tennis Club | - | 5,161 | - | - | - | - | - | - | - |
| RCMP Youth Academy | 3,000 | - | - | - | - | - | - | - | - |
| Red Cross HELP Depot | 1,838 | 1,838 | 3,000 | 3,000 | - | - | - | - | - |
| Rotary Club of Penticton | - | - | 8,000 | 8,000 | - | - | - | - | - |
| Royal Cdn Legion - Facility Rent | 3,000 | - | - | - | - | - | - | - | - |
| Salvation Army | 4,667 | - | 2,575 | - | - | - | - | - | - |
| Skaha Bluffs Park Watch Society | 13,000 | 15,000 | 15,000 | 15,000 | - | - | - | - | - |
| South Okanagan Kin Club | 92 | - | - | - | - | - | - | - | - |
| South Okanagan Loss Society (SOLS) | 8,400 | 8,400 | - | - | - | - | - | - | - |
| South Okanagan Minor Baseball Association | - | 4,000 | - | - | - | - | - | - | - |
| South Okanagan Performing Arts Centre | 2,500 | - | - | - | - | - | - | - | - |
| South Okanagan Seniors Wellness Society | 13,000 | 13,000 | 13,000 | 13,000 | - | - | - | - | - |
| South Okanagan Seniors Wellness Society - Senior's Week | - | - | 2,500 | 2,500 | - | - | - | - | - |
| South Okanagan Similkameen Volunteer Society | 20,000 | 10,000 | - | - | - | - | - | - | - |
| SS Sicamous - Operating | 45,000 | 45,000 | 45,000 | 45,000 | - | - | - | - | - |
| SS Sicamous - Utilities | 20,000 | 20,000 | 20,000 | 20,000 | - | - | - | - | - |
| The Penti-Con Association | 2,100 | - | 4,000 | - | - | - | - | - | - |
| The Penticton Centre for Exceptional Learning | 1,050 | - | 2,100 | 2,100 | - | - | - | - | - |
| United Way Emergency Transportation Assistance | 7,290 | 7,290 | 8,100 | 8,100 | - | - | - | - | - |
| **Civic Grants Total** | 595,441 | 410,465 | 515,800 | 381,697 | 586,000 | 586,000 | 586,000 | 586,000 | 586,000 |

## Civic Grants and Partnerships - Detailed Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Civic Partnerships** | | | | | | | | | |
| Civic partnerships - Library | 8,680 | 8,680 | - | - | - | - | - | - | - |
| Civic partnerships - Triathlon | 60,000 | - | 410,000 | - | 380,100 | 410,000 | 410,000 | 410,000 | 410,000 |
| Civic partnerships - Granfondo | 32,953 | - | 60,000 | 60,000 | - | - | - | - | - |
| Civic Partnerships - Okanagan Trestle Tours | 1,000 | - | 1,200 | - | - | - | - | - | - |
| Expedition Canada | - | 5,000 | 9,000 | 9,000 | - | - | - | - | - |
| Civic partnership - Activate Penticton Ice Rink | - | - | 200,000 | 200,000 | - | - | - | - | - |
| **Civic Partnerships Total** | 102,633 | 13,680 | 680,200 | 269,000 | 380,100 | 410,000 | 410,000 | 410,000 | 410,000 |
| **Total Civic Grants and Partnerships** | $ 698,074 | $ 424,145 | $ 1,196,000 | $ 650,697 | $ 966,100 | $ 996,000 | $ 996,000 | $ 996,000 | $ 996,000 |

## Corporate Administration - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (164) | $ (1,556) | $ (100) | $ (600) | $ (500) | $ (500) | $ (500) | $ (500) | $ (500) |
| Misc Revenue | - | (1,675) | - | - | - | - | - | - | - |
| **Total Revenues** | (164) | (3,231) | (100) | (600) | (500) | (500) | (500) | (500) | (500) |
| **Expenses** | | | | | | | | | |
| Election Expenses | 445 | 197 | 176,500 | 176,500 | 175,000 | - | - | - | 180,000 |
| General Expenses | 52,208 | 13,276 | 26,500 | 23,500 | 117,955 | 27,955 | 27,955 | 27,955 | 27,955 |
| Legal | 219,609 | 254,165 | 215,000 | 415,000 | 360,000 | 262,347 | 264,740 | 267,180 | 269,668 |
| Public Engagement/Education | 25,933 | 10,509 | 22,000 | 19,000 | 17,500 | 17,500 | 17,500 | 17,500 | 17,500 |
| Salaries and Wages | 701,924 | 715,369 | 690,850 | 690,850 | 744,500 | 744,500 | 744,500 | 744,500 | 744,500 |
| Training, Conferences, & Memberships | 11,868 | 9,675 | 14,205 | 14,205 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 |
| **Total Expenses** | 1,011,987 | 1,003,191 | 1,145,055 | 1,339,055 | 1,433,955 | 1,071,302 | 1,073,695 | 1,076,135 | 1,258,623 |
| **Net Operating Expense / (Surplus)** | 1,011,823 | 999,960 | 1,144,955 | 1,338,455 | 1,433,455 | 1,070,802 | 1,073,195 | 1,075,635 | 1,258,123 |
| **Allocations In** | | | | | | | | | |
| Information Technology | 9,854 | 9,004 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| General Government/Utility Overhead Credit | - | (179,416) | (157,955) | (157,955) | (200,455) | (200,455) | (200,455) | (200,455) | (200,455) |
| **Total cost allocations in** | 9,854 | (170,412) | (150,455) | (150,455) | (192,955) | (192,955) | (192,955) | (192,955) | (192,955) |
| **Allocations Out** | | | | | | | | | |
| Engineering Services | (35,091) | (39,732) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) |
| Fire Services | - | - | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| Development Services | (43,188) | (45,129) | (45,000) | (245,000) | (280,000) | (90,000) | (90,000) | (90,000) | (90,000) |
| **Total cost allocations out** | (78,279) | (84,861) | (95,000) | (295,000) | (330,000) | (140,000) | (140,000) | (140,000) | (140,000) |
| **Net Expense (Surplus)** | $ 943,398 | $ 744,687 | $ 899,500 | $ 893,000 | $ 910,500 | $ 737,847 | $ 740,240 | $ 742,680 | $ 925,168 |

## Corporate Administration - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 2.85 % | 2.16 % | 2.51 % | 2.50 % | 2.31 % | 1.78 % | 1.71 % | 1.63 % | 1.58 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 17,500 |
| % Change | 1.96 % |

## Communications - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Expenses** | | | | | | | | | |
| Consulting Services | $ 6,622 | $ 7,591 | $ 25,000 | $ 25,000 | $ 45,000 | $ 45,000 | $ 45,000 | $ 45,000 | $ 45,000 |
| General Expenses | 11,276 | 10,659 | 3,000 | 3,244 | 9,750 | 9,750 | 9,750 | 9,750 | 9,750 |
| Public Engagement/Education | 115,269 | 79,214 | 95,244 | 110,200 | 104,500 | 99,750 | 100,005 | 100,265 | 100,530 |
| Salaries and Wages | 283,971 | 306,413 | 336,100 | 336,100 | 360,000 | 360,000 | 360,000 | 360,000 | 360,000 |
| Training, Conferences, & Memberships | 457 | 175 | 1,000 | 500 | 500 | 500 | 500 | 500 | 500 |
| **Total Expenses** | 417,595 | 404,052 | 460,344 | 475,044 | 519,750 | 515,000 | 515,255 | 515,515 | 515,780 |
| **Net Operating Expense / (Surplus)** | 417,595 | 404,052 | 460,344 | 475,044 | 519,750 | 515,000 | 515,255 | 515,515 | 515,780 |
| **Allocations In** | | | | | | | | | |
| Information Technology | 10,028 | 16,219 | 16,000 | 18,300 | 19,094 | 19,094 | 19,094 | 19,094 | 19,094 |
| General Government/Utility Overhead Credit | - | (80,362) | (82,344) | (82,344) | (88,475) | (88,475) | (88,475) | (88,475) | (88,475) |
| **Total cost allocations in** | 10,028 | (64,143) | (66,344) | (64,044) | (69,381) | (69,381) | (69,381) | (69,381) | (69,381) |
| **Allocations Out** | | | | | | | | | |
| Economic Development & Tourism | - | (1,766) | (2,000) | - | - | - | - | - | - |
| Engineering Services | (8,823) | (993) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| Development Services | (8,998) | (2,942) | (8,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| **Total cost allocations out** | (17,821) | (5,701) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) |
| **Net Expense (Surplus)** | $ 409,802 | $ 334,208 | $ 374,000 | $ 391,000 | $ 430,369 | $ 425,619 | $ 425,874 | $ 426,134 | $ 426,399 |

## Communications - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 1.24 % | 0.97 % | 1.04 % | 1.09 % | 1.09 % | 1.03 % | 0.98 % | 0.94 % | 0.78 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 39,369 |
| % Change | 10.07 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$24k increase advertising and website budgets moved from Information Technology

## Facilities - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Other Revenues | $ (6,237) | $ (64,518) | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Total Revenues** | (6,237) | (64,518) | - | - | - | - | - | - | - |
| **Expenses** | | | | | | | | | |
| General Expenses | 25,029 | 49,246 | 79,900 | 76,380 | 121,050 | 96,050 | 96,050 | 96,050 | 96,050 |
| Property Taxes/Leases | 126,494 | 127,245 | 140,903 | 121,627 | 125,500 | 127,709 | 129,963 | 132,260 | 134,605 |
| Repairs & Maintenance - Electrical | 119,236 | 128,793 | 111,550 | 113,100 | 116,670 | 116,670 | 116,670 | 116,670 | 116,670 |
| Repairs & Maintenance - Envelope | 15,299 | 22,416 | 28,500 | 27,175 | 28,550 | 28,800 | 29,055 | 29,315 | 29,580 |
| Repairs & Maintenance - HVAC | 142,160 | 96,798 | 106,950 | 105,000 | 110,450 | 110,530 | 110,612 | 110,695 | 110,780 |
| Repairs & Maintenance - Plumbing | 84,465 | 79,288 | 89,600 | 117,100 | 112,100 | 112,100 | 112,100 | 112,100 | 112,100 |
| Salaries and Wages | 351,071 | 238,767 | 267,560 | 342,500 | 439,000 | 447,780 | 456,735 | 465,870 | 475,188 |
| Security | 86,299 | 55,776 | 64,100 | 65,100 | 65,100 | 65,100 | 65,100 | 65,100 | 65,100 |
| Service Contracts | 561,200 | 624,820 | 637,200 | 574,045 | 517,250 | 494,370 | 496,532 | 498,737 | 500,988 |
| Small Equipment, Supplies, General Repairs & Maint | 1,006,079 | 659,414 | 1,012,400 | 1,042,200 | 1,088,400 | 1,076,280 | 1,083,168 | 1,077,062 | 1,078,966 |
| Utilities | 798,617 | 747,023 | 764,000 | 839,850 | 876,000 | 892,630 | 909,592 | 926,896 | 944,541 |
| Vandalism Removal | 56,274 | 74,751 | 77,400 | 66,035 | 75,400 | 75,420 | 75,440 | 75,460 | 75,481 |
| **Total Expenses** | 3,372,223 | 2,904,337 | 3,380,063 | 3,490,112 | 3,675,470 | 3,643,439 | 3,681,017 | 3,706,215 | 3,740,049 |
| **Net Operating Expense** | 3,365,986 | 2,839,819 | 3,380,063 | 3,490,112 | 3,675,470 | 3,643,439 | 3,681,017 | 3,706,215 | 3,740,049 |

## Facilities - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations In** | | | | | | | | | |
| Information Technology | 1,227 | 2,082 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Public Works - Fleet | 33,548 | 38,004 | 56,500 | 63,750 | 76,000 | 76,000 | 76,000 | 76,000 | 76,000 |
| General Government/Utility Overhead Credit | - | (103,527) | (110,260) | (110,260) | (109,708) | (109,708) | (109,708) | (109,708) | (109,708) |
| Safety | 1,770 | - | 3,000 | 2,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| **Total cost allocations in** | 36,545 | (63,441) | (48,260) | (42,010) | (27,208) | (27,208) | (27,208) | (27,208) | (27,208) |
| **Allocations Out** | | | | | | | | | |
| Animal Control | (7,722) | (9,931) | (12,000) | (12,000) | (13,500) | (13,500) | (13,500) | (13,500) | (13,500) |
| Bylaw Enforcement | - | - | (14,900) | (26,900) | (14,900) | (14,900) | (14,900) | (14,900) | (14,900) |
| Electric | - | (62,471) | (59,125) | (64,225) | (69,263) | (70,058) | (70,868) | (71,696) | (72,539) |
| Fire Services | (107,636) | (123,396) | (139,800) | (135,500) | (116,920) | (118,240) | (119,586) | (120,960) | (122,361) |
| Land Management | - | (164,347) | (137,103) | (285,312) | (232,200) | (233,899) | (235,632) | (237,400) | (239,203) |
| Museum | (63,231) | (61,928) | (60,000) | (70,800) | (72,800) | (73,344) | (73,911) | (74,464) | (75,042) |
| Public Works - Fleet | - | (39,981) | (37,840) | (41,104) | (44,328) | (44,837) | (45,356) | (45,885) | (46,425) |
| Public Works - General | (243,879) | - | - | - | - | - | - | - | - |
| Public Works - Parks | (276,446) | (332,644) | (333,515) | (308,659) | (338,976) | (340,025) | (341,096) | (342,188) | (343,302) |
| Public Works - Roads & Maintenance | - | (14,993) | (14,190) | (15,414) | (16,623) | (16,814) | (17,008) | (17,207) | (17,409) |
| RCMP | (181,367) | (183,819) | (190,300) | (194,300) | (206,300) | (208,780) | (211,310) | (213,890) | (216,522) |
| Recreation | (1,577,005) | (1,041,703) | (1,292,000) | (1,326,200) | (1,434,000) | (1,441,740) | (1,449,635) | (1,457,688) | (1,465,901) |
| Sewer Utility | - | (52,475) | (49,665) | (53,949) | (58,181) | (58,848) | (59,529) | (60,224) | (60,933) |
| Water Utility | - | (52,475) | (49,665) | (53,949) | (58,181) | (58,848) | (59,529) | (60,224) | (60,933) |
| Library | (94,847) | (92,892) | (90,000) | (106,200) | (109,200) | (110,016) | (110,836) | (111,697) | (112,562) |
| **Total cost allocations out** | (2,552,133) | (2,233,055) | (2,480,103) | (2,694,512) | (2,785,372) | (2,803,849) | (2,822,696) | (2,841,923) | (2,861,532) |
| **Net Expense (Surplus)** | $ 850,398 | $ 543,323 | $ 851,700 | $ 753,590 | $ 862,890 | $ 812,382 | $ 831,113 | $ 837,084 | $ 851,309 |

## Facilities - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 2.57 % | 1.57 % | 2.38 % | 2.11 % | 2.18 % | 1.97 % | 1.92 % | 1.84 % | 8.60 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 109,300 |
| % Change | 14.50 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$20k Misc building demolitions

$25k Library/Museum upgrades

$70k Community Center and McLaren increased salary expenses for anticpated full operations in 2022

$96k For overlap of positions for retirement

$37k Increase in utilities

($75k) Increase for allocations in/out

($46k) Decrease for Misc. City Owned Storm Water Charges moved to Storm Water

## Facilities - Budget by Location

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Facilities - General** | | | | | | | | | |
| General Facilities | $ 362,520 | $ 247,589 | $ 295,060 | $ 365,000 | $ 481,500 | $ 490,280 | $ 499,235 | $ 508,370 | $ 517,688 |
| Facilities | 2,434 | (43,301) | 5,000 | 5,000 | 11,500 | 11,500 | 11,500 | 11,500 | 11,500 |
| Facilities - SOEC, PTCC, & OHTC | - | - | - | - | 17,500 | 5,000 | 11,500 | 5,000 | 6,500 |
| Facilities - other accounts | 391 | 437 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| Recoveries - Facilities | 4,081 | 1,252 | - | - | - | - | - | - | - |
| GIS Operations | 15,151 | 3,938 | 8,950 | 7,677 | 7,950 | 8,028 | 8,108 | 8,188 | 8,272 |
| Recreational Facilities - Misc | 259 | 19,000 | 10,500 | 2,180 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 |
| Recreational Facilities - Misc | - | (18,507) | (10,000) | (1,680) | (1,750) | (1,750) | (1,750) | (1,750) | (1,750) |
| Non-Recreational Facilities - Emergency Measures | 34 | - | - | - | - | - | - | - | - |
| Recreational Facilities - New Wine/visitor Info Centre | 25 | - | - | - | - | - | - | - | - |
| | 384,895 | 210,408 | 310,010 | 378,677 | 519,450 | 515,808 | 531,343 | 534,058 | 544,960 |
| Non-Recreational Facilities - City Hall | 169,090 | 158,702 | 199,800 | 182,800 | 198,800 | 201,500 | 204,254 | 207,062 | 209,928 |
| Non-Recreational Facilities - City Houses & Leases | 22,588 | 57,280 | 53,500 | 97,805 | 77,500 | 77,830 | 78,167 | 78,510 | 78,860 |
| Non-Recreational Facilities - Animal Control | 7,722 | 9,931 | 12,000 | 12,000 | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 |
| Non-Recreational Facilities - Fire Hall # 1 | 64,342 | 74,699 | 93,900 | 86,700 | 60,020 | 60,540 | 61,070 | 61,611 | 62,163 |
| Non-Recreational Facilities - Fire Hall # 2 | 43,297 | 48,698 | 45,900 | 48,800 | 56,900 | 57,700 | 58,516 | 59,348 | 60,197 |
| Non-Recreational Facilities - Misc Sites | 99,690 | 196,998 | 249,800 | 242,300 | 130,300 | 130,810 | 131,330 | 131,861 | 132,401 |
| Non-Recreational Facilities - RCMP Building | 181,368 | 183,821 | 190,300 | 194,300 | 206,300 | 208,780 | 211,309 | 213,890 | 216,522 |
| Non-Recreational Facilities - Yards & Warehouse | 243,884 | 249,886 | 263,600 | 256,900 | 277,050 | 280,230 | 283,474 | 286,782 | 290,157 |
| Recreational Facilities - Bathhouse | 276,448 | 305,156 | 307,500 | 261,400 | 290,000 | 290,700 | 291,414 | 292,142 | 292,885 |
| Recreational Facilities - Community Centre | 1,172,408 | 782,511 | 931,000 | 960,000 | 1,036,000 | 1,042,200 | 1,048,524 | 1,054,975 | 1,061,554 |
| Recreational Facilities - Curling Club Building | 2,991 | 288 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Recreational Facilities - Edmonton Ave Centre | 8,463 | 6,174 | 7,200 | 7,200 | 7,250 | 7,250 | 7,250 | 7,250 | 7,250 |
| Recreational Facilities - Gyro Bandshell | 1,869 | 1,104 | 7,500 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Recreational Facilities - Indoor Soccer Facility | 12,164 | 11,133 | 16,500 | 24,500 | 49,500 | 24,500 | 24,500 | 24,500 | 24,500 |
| Recreational Facilities - Jubilee Pavilion | 14,429 | 15,959 | 16,500 | 18,100 | 18,500 | 18,500 | 18,500 | 18,500 | 18,500 |
| Recreational Facilities - Lawn Bowling Club | - | 293 | - | - | - | - | - | - | - |
| Recreational Facilities - Library/Museum Complex | 158,081 | 154,822 | 150,000 | 177,000 | 207,000 | 183,360 | 184,747 | 186,161 | 187,604 |
| Recreational Facilities - Marina - Skaha | 7,169 | - | - | - | - | - | - | - | - |
| Recreational Facilities - McLaren Arena | 385,901 | 247,772 | 342,500 | 339,700 | 371,500 | 373,040 | 374,611 | 376,213 | 377,847 |
| Recreational Facilities - Mobile Concession | 4,688 | 5,819 | 14,000 | 17,900 | 19,500 | 19,500 | 19,500 | 19,500 | 19,500 |
| Recreational Facilities - 675 Marina Way Bldg | 498 | 683 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Recreational Facilities - Sicamous Boathouse | 1,005 | 10,042 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |

## Facilities - Budget by Location

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| Recreational Facilities - Walking Pier | 5,542 | 11,374 | 8,500 | 11,000 | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 |
| Recreational Facilities - Westminster Centre | 32,949 | 24,126 | 26,200 | 30,700 | 33,200 | 33,720 | 34,250 | 34,792 | 35,343 |
| Non-Recreational Facilities - Misc. | 42,951 | 32,588 | 34,203 | 36,585 | 33,550 | 34,111 | 34,684 | 35,267 | 35,862 |
| Recreational Facilities - 199 Ellis St | 12,051 | 11,114 | 11,000 | 14,500 | 14,500 | 14,500 | 14,500 | 14,500 | 14,500 |
| Non-Recreational Facilities - 298 Sudbury Ave | 9,503 | 9,446 | 54,250 | 45,165 | 10,500 | 10,710 | 10,924 | 11,143 | 11,366 |
| Non-Recreational Facilities - 2509 South Main Stre | - | 18,507 | 10,000 | 1,680 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 |
| Bylaw Office | - | 485 | 14,900 | 26,900 | 14,900 | 14,900 | 14,900 | 14,900 | 14,900 |
| **Net Operating Expense** | $ 3,365,986 | $ 2,839,819 | $ 3,380,063 | $ 3,490,112 | $ 3,675,470 | $ 3,643,439 | $ 3,681,017 | $ 3,706,215 | $ 3,740,049 |

## Finance and Accounting - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (6,317) | $ (51,271) | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Gaming Revenue | (1,860,583) | (338,543) | (500,000) | (500,000) | (1,300,000) | (1,600,000) | (2,000,000) | (2,000,000) | (2,000,000) |
| Traffic Fines - Municipal Portion | (385,097) | (419,542) | (335,000) | (335,000) | (335,000) | (335,000) | (335,000) | (335,000) | (335,000) |
| **Total Revenues** | (2,251,997) | (809,356) | (835,000) | (835,000) | (1,635,000) | (1,935,000) | (2,335,000) | (2,335,000) | (2,335,000) |
| **Expenses** | | | | | | | | | |
| Debt Principal Payments | 1,365,151 | 1,347,701 | 1,242,366 | 1,242,366 | 1,250,016 | 1,246,240 | 942,251 | 944,314 | 944,314 |
| Debt Principal Payments - Sewer | 545,072 | 538,987 | 538,987 | 538,987 | 538,987 | 672,262 | 672,262 | 776,110 | 776,110 |
| Debt Principal Payments - Storm Water | - | - | - | - | - | 48,852 | 48,852 | 48,852 | 48,852 |
| Debt Principal Payments - Water | 422,123 | 422,123 | 422,123 | 422,123 | 422,123 | 674,955 | 1,008,134 | 1,038,241 | 1,038,241 |
| General Expenses | 254,872 | 348,792 | 507,924 | 499,474 | 185,050 | 156,841 | 158,669 | 160,532 | 162,434 |
| Insurance Claims/Settlements | 170,546 | (49,128) | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 |
| Debt Interest | 910,213 | 723,863 | 537,007 | 537,007 | 495,617 | 505,047 | 500,973 | 496,794 | 496,794 |
| Debt Interest - Sewer | 546,515 | 413,125 | 413,125 | 413,125 | 413,125 | 498,783 | 498,783 | 565,528 | 565,528 |
| Debt Interest - Storm Water | - | - | - | - | - | 36,074 | 36,074 | 36,074 | 36,074 |
| Debt Interest - Water | 358,795 | 285,475 | 285,475 | 285,475 | 275,201 | 437,701 | 651,841 | 671,191 | 671,191 |
| Labour Load Stabilization | 205,085 | (90,338) | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Liability Insurance | 138,802 | 126,150 | 152,000 | 152,000 | 152,000 | 155,040 | 158,141 | 161,304 | 164,530 |
| Operating Provision | - | 266,282 | 315,000 | 315,000 | 315,000 | 315,000 | 315,000 | 315,000 | 315,000 |
| Property Insurance | 381,621 | 415,487 | 500,000 | 512,000 | 511,000 | 521,220 | 531,644 | 542,277 | 553,123 |
| Salaries and Wages | 1,044,637 | 1,202,427 | 1,195,000 | 1,195,000 | 1,255,000 | 1,263,260 | 1,271,685 | 1,280,279 | 1,289,045 |
| Training, Conferences, & Memberships | 25,178 | 11,588 | 19,700 | 16,500 | 27,279 | 27,825 | 28,382 | 28,948 | 29,528 |
| Transfers to Other Governments - PIB | 186,058 | 33,854 | 50,000 | 50,000 | 130,000 | 160,000 | 200,000 | 200,000 | 200,000 |
| **Total Expenses** | 6,554,668 | 5,996,388 | 6,388,707 | 6,399,057 | 6,190,398 | 6,939,100 | 7,242,691 | 7,485,444 | 7,510,764 |
| **Net Operating Expense / (Surplus)** | 4,302,671 | 5,187,032 | 5,553,707 | 5,564,057 | 4,555,398 | 5,004,100 | 4,907,691 | 5,150,444 | 5,175,764 |

## Finance and Accounting - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations In** | | | | | | | | | |
| Information Technology | 1,638 | 6,865 | 7,500 | 7,500 | 7,500 | 7,640 | 7,783 | 7,928 | 8,077 |
| General Government/Utility Overhead Credit | - | (1,081,140) | (1,077,797) | (1,077,797) | (1,111,334) | (1,111,334) | (1,111,334) | (1,111,334) | (1,111,334) |
| **Total cost allocations in** | 1,638 | (1,074,275) | (1,070,297) | (1,070,297) | (1,103,834) | (1,103,694) | (1,103,551) | (1,103,406) | (1,103,257) |
| **Allocations Out** | | | | | | | | | |
| Facilities & Recreation | - | (79,500) | (79,500) | (79,500) | (79,500) | (79,500) | (79,500) | (79,500) | (79,500) |
| Electric | (1,957) | (3,118) | (3,000) | (3,000) | (3,000) | (3,000) | (3,000) | (3,000) | (3,000) |
| Storm Water | - | - | - | - | - | (84,926) | (84,926) | (84,926) | (84,926) |
| Public Works - Cemetery | (72,500) | (72,500) | (72,500) | (72,500) | (72,500) | (72,500) | (72,500) | (72,500) | (72,500) |
| Public Works - General | - | (387) | (1,000) | (1,000) | (1,000) | (1,000) | (1,000) | (1,000) | (1,000) |
| Public Works - Parks | (96,510) | (100,759) | (99,271) | (99,271) | (97,745) | (96,179) | (94,574) | (92,928) | (92,928) |
| RCMP | (78,625) | (45,925) | - | - | - | - | - | - | - |
| Recreation | (482,742) | (344,132) | (213,268) | (213,268) | (210,920) | (208,512) | (206,043) | (203,510) | (203,510) |
| Sewer Utility | (1,091,587) | (952,112) | (1,061,273) | (1,061,273) | (952,112) | (1,171,045) | (1,171,045) | (1,341,638) | (1,341,638) |
| Water Utility | (781,068) | (707,598) | (707,598) | (707,598) | (697,324) | (1,112,656) | (1,659,975) | (1,709,432) | (1,709,432) |
| Principal Payments | (1,365,151) | (1,347,701) | (1,242,366) | (1,242,366) | (1,250,016) | (1,246,240) | (942,251) | (944,314) | (944,314) |
| **Total cost allocations out** | (3,970,140) | (3,653,732) | (3,479,776) | (3,479,776) | (3,364,117) | (4,075,558) | (4,314,814) | (4,532,748) | (4,532,748) |
| **Net Expense (Surplus)** | $ 334,169 | $ 459,025 | $ 1,003,634 | $ 1,013,984 | $ 87,447 | $ (175,152) | $ (510,674) | $ (485,710) | $ (460,241) |

## Finance and Accounting - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 1.01 % | 1.33 % | 2.80 % | 2.84 % | 0.22 % | (0.42)% | (1.18)% | (1.07)% | 2.17 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (926,537) |
| % Change | (91.38)% |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($800k) Increased gaming revenue for reopening after pandemic closure

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| **Municipal Taxation** | | | | | | | | | |
| General Property Tax Levy | $ (33,132,633) | $ (34,499,927) | $ (35,846,672) | $ (35,764,769) | $ (39,493,639) | $ (41,339,877) | $ (43,383,504) | $ (45,529,395) | $ (47,782,666) |
| Local Improvement Levy | (147,128) | (86,106) | (171,000) | (171,000) | (171,000) | (171,000) | (171,000) | (171,000) | (171,000) |
| PILT - Federal | (121,333) | (129,764) | (135,000) | (125,000) | (125,000) | (125,000) | (125,000) | (125,000) | (125,000) |
| PILT - Provincial | (185,543) | (233,097) | (200,000) | (241,000) | (241,000) | (241,000) | (241,000) | (241,000) | (241,000) |
| **Total Municipal Taxation** | (33,586,637) | (34,948,894) | (36,352,672) | (36,301,769) | (40,030,639) | (41,876,877) | (43,920,504) | (46,066,395) | (48,319,666) |
| **Taxes Collected for Other Entities** | | | | | | | | | |
| 911 Levy | (372,551) | (340,117) | (400,000) | (355,013) | (365,000) | (365,000) | (365,000) | (365,000) | (365,000) |
| B.I.A. Levy | (233,673) | (241,910) | (234,000) | (239,603) | (245,000) | (245,000) | (245,000) | (245,000) | (245,000) |
| BCAA Levy | (413,586) | (450,282) | (450,000) | (451,412) | (450,000) | (450,000) | (450,000) | (450,000) | (450,000) |
| Hospital Levy | (2,625,433) | (2,602,347) | (2,750,000) | (2,605,026) | (2,650,000) | (2,650,000) | (2,650,000) | (2,650,000) | (2,650,000) |
| Hotel Room Tax (MRDT) | (696,168) | (579,191) | (300,000) | (500,000) | (785,000) | (1,060,000) | (1,060,000) | (1,060,000) | (1,060,000) |
| MFA Levy | (1,997) | (2,044) | (2,000) | (2,076) | (2,100) | (2,100) | (2,100) | (2,100) | (2,100) |
| Regional District Levy | (1,498,748) | (1,600,578) | (1,634,500) | (1,556,703) | (1,564,500) | (1,564,500) | (1,564,500) | (1,564,500) | (1,564,500) |
| School Tax Levy - Non Res | (5,140,935) | (2,019,335) | (5,000,000) | (5,480,742) | (5,500,000) | (5,500,000) | (5,500,000) | (5,500,000) | (5,500,000) |
| School Tax Levy - Res | (10,725,587) | (11,357,580) | (11,000,000) | (11,579,124) | (11,600,000) | (11,600,000) | (11,600,000) | (11,600,000) | (11,600,000) |
| SIR Levy | (177,759) | (212,725) | (220,000) | (203,435) | (210,000) | (210,000) | (210,000) | (210,000) | (210,000) |
| SIR Parcel Tax Levy | (29,317) | (23,216) | (35,000) | (25,000) | (25,000) | (25,000) | (25,000) | (25,000) | (25,000) |
| **Total Taxes Collected for Others** | (21,915,754) | (19,429,325) | (22,025,500) | (22,998,134) | (23,396,600) | (23,671,600) | (23,671,600) | (23,671,600) | (23,671,600) |

## General Government - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Other Revenues** | | | | | | | | | |
| DCC - Parks | (275,448) | (328,227) | (200,000) | (300,000) | (225,000) | (225,000) | (225,000) | (225,000) | (225,000) |
| DCC - Roads | (200,288) | (221,692) | (150,000) | (300,000) | (160,000) | (160,000) | (160,000) | (160,000) | (160,000) |
| DCC - Waste Water | (174,465) | (145,479) | (100,000) | (120,000) | (110,000) | (110,000) | (110,000) | (110,000) | (110,000) |
| Equipment Sales Proceeds | (25,622) | (13,081) | (37,500) | (47,591) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) |
| Franchise Fees | (541,264) | (561,261) | (569,000) | (568,036) | (570,000) | (570,000) | (570,000) | (570,000) | (570,000) |
| Gas Tax Revenue | (2,984,053) | (1,476,868) | (3,086,194) | (3,019,965) | (1,543,768) | (1,610,446) | (1,610,446) | (1,610,446) | (1,610,446) |
| Interest and Penalties | (314,762) | (226,249) | (246,000) | (316,000) | (246,000) | (246,000) | (246,000) | (246,000) | (246,000) |
| Investment Income | (3,829,902) | (3,193,519) | (1,500,888) | (1,500,888) | (1,570,516) | (1,570,516) | (1,570,516) | (1,570,516) | (1,570,516) |
| Misc Recoveries | (331,113) | (338,168) | (221,938) | (221,938) | (221,938) | (221,938) | (221,938) | (221,938) | (221,938) |
| Other Revenues | (5,144) | (198,157) | (4,000) | (4,000) | (4,000) | (4,000) | (4,000) | (4,000) | (4,000) |
| Property Rentals | (50,000) | (51,000) | (80,000) | (80,000) | (55,000) | (56,100) | (57,222) | (58,366) | (59,534) |
| Provincial Grants | - | (4,711,000) | (2,954,250) | (1,531,700) | (1,422,550) | - | - | - | - |
| **Total Other Revenues** | (8,732,061) | (11,464,701) | (9,149,770) | (8,010,118) | (6,168,772) | (4,814,000) | (4,815,122) | (4,816,266) | (4,817,434) |
| **Total Revenues** | (64,234,452) | (65,842,920) | (67,527,942) | (67,310,021) | (69,596,011) | (70,362,477) | (72,407,226) | (74,554,261) | (76,808,700) |
| **Expenses** | | | | | | | | | |
| Misc Adjustments | 93,917 | 140,052 | - | - | - | - | - | - | - |
| Grant Expenses | - | - | 2,954,250 | 1,531,700 | 1,422,550 | - | - | - | - |
| Other Flow Throughs | 233,673 | 239,019 | 234,000 | 239,603 | 245,000 | 245,000 | 245,000 | 245,000 | 245,000 |
| Taxes Collected for Other Entities | 21,720,120 | 19,183,818 | 21,791,500 | 22,758,531 | 23,071,600 | 23,266,600 | 23,266,600 | 23,266,600 | 23,266,600 |
| **Total Expenses** | 22,047,710 | 19,562,889 | 24,979,750 | 24,529,834 | 24,739,150 | 23,511,600 | 23,511,600 | 23,511,600 | 23,511,600 |
| **Net Operating Expense / (Surplus)** | (42,186,742) | (46,280,031) | (42,548,192) | (42,780,187) | (44,856,861) | (46,850,877) | (48,895,626) | (51,042,661) | (53,297,100) |

## General Government - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Cost/Revenue Allocations In** | | | | | | | | | |
| Public Works - Solid Waste Disposal | (16,041) | - | - | - | - | - | - | - | - |
| Operating Transfers | (2,125,124) | (1,039,249) | - | - | - | - | - | - | - |
| **Total cost allocations in** | (2,141,165) | (1,039,249) | - | - | - | - | - | - | - |
| **Allocations Out** | | | | | | | | | |
| Corporate Administration | - | 179,416 | 157,955 | 157,955 | 200,455 | 200,455 | 200,455 | 200,455 | 200,455 |
| Communications | - | 80,362 | 82,344 | 82,344 | 88,475 | 88,475 | 88,475 | 88,475 | 88,475 |
| Electric | (1,524,211) | (1,401,158) | (1,384,510) | (1,384,510) | (1,471,283) | (1,471,283) | (1,471,283) | (1,471,283) | (1,471,283) |
| Facilities | - | 103,527 | 110,260 | 110,260 | 109,708 | 109,708 | 109,708 | 109,708 | 109,708 |
| Finance | - | 1,081,140 | 1,077,797 | 1,077,797 | 1,111,334 | 1,111,334 | 1,111,334 | 1,111,334 | 1,111,334 |
| Purchasing | - | 308,167 | 298,020 | 298,020 | 235,301 | 235,301 | 235,301 | 235,301 | 235,301 |
| Revenue & Collections | - | 669,651 | 710,025 | 710,025 | 736,269 | 736,269 | 736,269 | 736,269 | 736,269 |
| Land Management | - | 65,932 | 63,937 | 63,937 | 68,655 | 68,655 | 68,655 | 68,655 | 68,655 |
| Human Resources | - | 199,298 | 127,982 | 127,982 | 151,291 | 151,291 | 151,291 | 151,291 | 151,291 |
| Information Technology | - | 371,876 | 383,424 | 383,424 | 518,509 | 518,509 | 518,509 | 518,509 | 518,509 |
| Mayor & Council | - | 58,664 | 58,039 | 58,039 | 63,224 | 63,224 | 63,224 | 63,224 | 63,224 |
| Storm Water | (76,000) | (77,000) | (78,000) | (78,000) | (79,000) | (80,000) | (81,000) | (82,000) | (83,000) |
| Public Works - Fleet | (915,568) | (987,038) | (781,250) | (781,250) | (838,250) | (838,250) | (838,250) | (838,250) | (838,250) |
| Sewer Utility | (741,615) | (833,782) | (823,334) | (823,334) | (884,437) | (884,437) | (884,437) | (884,437) | (884,437) |
| Water Utility | (801,546) | (883,093) | (861,940) | (861,940) | (927,502) | (927,502) | (927,502) | (927,502) | (927,502) |
| Library | (188,800) | (188,800) | (188,800) | (188,800) | (188,800) | (188,800) | (188,800) | (188,800) | (188,800) |
| **Total cost allocations out** | (4,247,740) | (1,252,838) | (1,048,051) | (1,048,051) | (1,106,051) | (1,107,051) | (1,108,051) | (1,109,051) | (1,110,051) |
| **Net Expense / (Surplus) before Debt Servicing and Transfers** | (48,575,647) | (48,572,118) | (43,596,243) | (43,828,238) | (45,962,912) | (47,957,928) | (50,003,677) | (52,151,712) | (54,407,151) |

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Transfer from Surplus/Reserves** | | | | | | | | | |
| **Transfer from DCC** | | | | | | | | | |
| Parks | (117,669) | (165,561) | (107,462) | (107,462) | (368,613) | (368,613) | (368,613) | (214,924) | (214,924) |
| Waste Water | (58,099) | (10,207) | (68,306) | (68,306) | (58,099) | (58,099) | (58,099) | (58,099) | (58,099) |
| **Total Transfer from DCC** | (175,768) | (175,768) | (175,768) | (175,768) | (426,712) | (426,712) | (426,712) | (273,023) | (273,023) |
| **Transfer From Statutory Reserves** | | | | | | | | | |
| Asset Sustainability | (338,222) | (322,979) | (314,400) | (314,400) | (312,000) | (385,209) | (79,209) | (79,209) | (79,209) |
| Water Capital | (14,316) | (15,807) | - | - | - | - | - | - | - |
| **Total Transfer from Statutory Reserves** | (352,538) | (338,786) | (314,400) | (314,400) | (312,000) | (385,209) | (79,209) | (79,209) | (79,209) |
| **Transfer From Non-Statutory Reserves** | | | | | | | | | |
| Asset Emergency | - | - | (45,000) | (45,000) | - | - | - | - | - |
| Building Permit Stabilization | (2,526) | - | - | - | - | - | - | - | - |
| Climate Action | - | - | - | - | (155,000) | - | - | - | - |
| Election | - | - | - | - | (140,000) | - | - | - | (180,000) |
| Electric Surplus | - | - | (200,000) | (200,000) | - | 129,209 | 129,209 | 129,209 | 129,209 |
| Gaming | (811,352) | (216,317) | (485,319) | (485,319) | (1,102,961) | (1,765,501) | (1,764,689) | (1,694,410) | (1,612,293) |
| General Surplus | - | - | (1,208,270) | - | (238,457) | (1,094,273) | - | - | - |
| COVID-19 Restart | - | (962,724) | (1,375,338) | (1,375,338) | (2,392,938) | - | - | - | - |
| Multi-Material BC | (246,000) | (246,000) | (246,000) | (250,000) | (250,000) | (250,000) | (250,000) | (250,000) | (250,000) |
| Storm Water | (52,000) | - | - | - | - | - | - | - | - |
| Public Art | (18,000) | - | - | - | - | - | - | - | - |
| Special Events Site | (21,166) | - | - | - | - | - | - | - | - |
| OAP Reserve | - | - | - | - | (40,000) | - | - | - | - |
| Wine/Info | (13,150) | - | - | - | - | - | - | - | - |
| **Total Transfer from Non-Statutory Reserves** | (1,164,194) | (1,425,041) | (3,559,927) | (2,355,657) | (4,319,356) | (2,980,565) | (1,885,480) | (1,815,201) | (1,913,084) |
| **Total Transfers from Surplus/Reserves** | (1,692,500) | (1,939,595) | (4,050,095) | (2,845,825) | (5,058,068) | (3,792,486) | (2,391,401) | (2,167,433) | (2,265,316) |

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Transfers to Reserve** | | | | | | | | | |
| **Transfer To DCC** | | | | | | | | | |
| Parks | 275,448 | 328,227 | 200,000 | 300,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 |
| Roads | 200,287 | 221,692 | 150,000 | 300,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 |
| Drainage | 174,465 | 145,479 | 100,000 | 120,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| **Total Transfer to DCC** | 650,200 | 695,398 | 450,000 | 720,000 | 495,000 | 495,000 | 495,000 | 495,000 | 495,000 |
| **Transfer To Statutory Reserves** | | | | | | | | | |
| Equipment Replacement | 1,499,433 | 1,710,133 | 1,075,000 | 1,075,000 | 1,100,000 | 1,200,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| General Capital | 2,347,673 | 2,455,245 | - | - | - | - | - | - | - |
| Land Acquisition | 1,550 | 1,595 | - | - | - | - | - | - | - |
| Local Improvement | 71,139 | 73,288 | 171,000 | 171,000 | 171,000 | 171,000 | 171,000 | 171,000 | 171,000 |
| Off-Street Parking | 2,155 | 2,218 | - | - | - | - | - | - | - |
| Community Works | 3,017,896 | 1,532,586 | 3,086,194 | 3,019,965 | 1,543,768 | 1,610,446 | 1,610,446 | 1,610,446 | 1,610,446 |
| Affordable Housing | 44,454 | 4,147 | - | - | - | - | - | - | - |
| Alternative Transportation | 99,776 | 2,685 | - | - | - | - | - | - | - |
| Asset Sustainability | 1,939,335 | 1,006,649 | 1,206,422 | 1,194,935 | 1,836,667 | 2,136,667 | 2,136,667 | 2,136,667 | 2,136,667 |
| Water Capital | 15,915 | 16,099 | - | - | - | - | - | - | - |
| Sewer Capital | 9,555 | 16,781 | - | - | - | - | - | - | - |
| Electric Capital | 52,461 | 88,986 | - | - | - | - | - | - | - |
| **Total Transfer to Statutory Reserves** | 9,101,342 | 6,910,412 | 5,538,616 | 5,460,900 | 4,651,435 | 5,118,113 | 5,218,113 | 5,218,113 | 5,218,113 |

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Transfer To Non-Statutory Reserves** | | | | | | | | | |
| Asset Emergency | 1,015,082 | 1,224,311 | - | - | - | - | - | - | - |
| Cemetery Carefund Revenue | (23,900) | (24,500) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Cemetery Care Fund Remittance | 39,037 | 52,438 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Climate Action | 55,553 | 55,553 | 48,000 | 48,000 | - | - | - | - | - |
| Electric Surplus | - | - | - | - | - | 313,333 | 313,333 | 403,333 | 403,333 |
| Financial Stabilization | 323,010 | 962,724 | - | - | - | - | - | - | - |
| General Surplus | - | - | 384,288 | 1,196,105 | - | - | 43,953 | 899,640 | 2,112,250 |
| Election | 30,000 | 30,000 | 30,000 | 30,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Gaming | 1,674,525 | 304,689 | 450,000 | 450,000 | 1,170,000 | 1,440,000 | 1,800,000 | 1,800,000 | 1,800,000 |
| Investment Income | - | - | 416,977 | 416,977 | 415,000 | 415,000 | 415,000 | 415,000 | 415,000 |
| Marinas | 49,963 | 57,836 | 61,170 | 61,170 | 61,170 | 61,170 | 61,170 | 61,170 | 61,170 |
| Multi-Material BC | 497,736 | 502,319 | 466,740 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| RCMP | 100,000 | 100,000 | - | - | - | - | - | - | - |
| COVID-19 Restart | - | 4,711,000 | - | - | - | - | - | - | - |
| OAP Reserve | - | - | - | - | 80,000 | 160,000 | 160,000 | 160,000 | 160,000 |
| Amenity Bonusing | 42,781 | 2,426 | - | - | - | - | - | - | - |
| **Total Transfer to Non-Stat. Res.** | 3,803,787 | 7,978,796 | 1,857,175 | 2,702,252 | 2,276,170 | 2,939,503 | 3,343,456 | 4,289,143 | 5,501,753 |
| **Total Transfers to Reserves** | 13,555,329 | 15,584,606 | 7,845,791 | 8,883,152 | 7,422,605 | 8,552,616 | 9,056,569 | 10,002,256 | 11,214,866 |
| **Total Net Transfers** | 11,862,829 | 13,645,011 | 3,795,696 | 6,037,327 | 2,364,537 | 4,760,130 | 6,665,168 | 7,834,823 | 8,949,550 |
| **Net Expense (Surplus)** | $ (36,712,818) | $ (34,927,107) | $ (39,800,547) | $ (37,790,911) | $ (43,598,375) | $ (43,197,798) | $ (43,338,509) | $ (44,316,889) | $ (45,457,601) |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (2,134,674) |
| % Change | 4.87 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($3.0M) Increased revenue for a starting point 8.5% property tax increase

($600k) Non-Market Change estimate for 2022

$1.5M Decreased Gas tax revenue for  additional 2021 funding

## Human Resources - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Other Revenues | $ (9,517) | $ (10,120) | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Total Revenues** | (9,517) | (10,120) | - | - | - | - | - | - | - |
| **Expenses** | | | | | | | | | |
| General Expenses | 613 | 1,609 | 900 | 1,677 | 1,982 | 1,982 | 1,982 | 1,982 | 1,982 |
| Labour Relations | 138,501 | 83,100 | 95,082 | 95,500 | 115,500 | 125,500 | 95,500 | 95,500 | 95,500 |
| Legal | 6,891 | 22,110 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Regulatory, Safety & Wellness | 59,971 | 35,722 | 36,500 | 39,305 | 59,000 | 39,000 | 39,000 | 59,000 | 39,000 |
| Salaries and Wages | 593,697 | 759,100 | 610,029 | 610,029 | 529,000 | 529,000 | 529,000 | 529,000 | 529,000 |
| Training, Conferences, & Memberships | 24,151 | 8,569 | 25,000 | 20,000 | 22,000 | 22,000 | 22,000 | 22,000 | 22,000 |
| **Total Expenses** | 823,824 | 910,210 | 787,511 | 786,511 | 747,482 | 737,482 | 707,482 | 727,482 | 707,482 |
| **Net Operating Expense / (Surplus)** | 814,307 | 900,090 | 787,511 | 786,511 | 747,482 | 737,482 | 707,482 | 727,482 | 707,482 |
| **Allocations In** | | | | | | | | | |
| Engineering Services | - | 56 | - | - | - | - | - | - | - |
| Information Technology | 5,299 | 8,915 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Public Works - Fleet | 2,750 | 5,500 | 5,500 | 5,500 | - | - | - | - | - |
| General Government/Utility Overhead Credit | - | (199,298) | (127,982) | (127,982) | (151,291) | (151,291) | (151,291) | (151,291) | (151,291) |
| Safety/Emergency Expenses | 61,157 | 191,608 | 112,000 | 114,000 | 81,000 | 81,000 | 81,000 | 81,000 | 81,000 |
| **Total cost allocations in** | 69,206 | 6,781 | (482) | 1,518 | (60,291) | (60,291) | (60,291) | (60,291) | (60,291) |
| **Net Expense (Surplus)** | $ 883,513 | $ 906,871 | $ 787,029 | $ 788,029 | $ 687,191 | $ 677,191 | $ 647,191 | $ 667,191 | $ 647,191 |

## Human Resources - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 2.67 % | 2.63 % | 2.20 % | 2.20 % | 1.74 % | 1.64 % | 1.49 % | 1.47 % | 1.22 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (100,838) |
| % Change | (12.80)% |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$20k Long Service awards

$20k Compensation Review

($80k) Salary decrease for change in allocation of staffing.

## Safety - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection |
|---|---|---|---|---|---|---|---|---|
| **Expenses** | | | | | | | | |
| Emergency Work/Prevention | $ 25,741 | $ 149,167 | $ 78,000 | $ 78,000 | $ 28,000 | $ 28,000 | $ 28,000 | $ 28,000 |
| Regulatory, Safety & Wellness | 67,841 | 65,684 | 132,926 | 121,226 | 111,000 | 96,640 | 97,293 | 97,958 |
| Salaries and Wages | - | - | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| **Total Expenses** | 93,582 | 214,851 | 215,926 | 204,226 | 144,000 | 129,640 | 130,293 | 130,958 |
| **Net Operating Expense / (Surplus)** | 93,582 | 214,851 | 215,926 | 204,226 | 144,000 | 129,640 | 130,293 | 130,958 |
| **Allocations Out** | | | | | | | | |
| Electric | (4,226) | (5,332) | (10,200) | (5,000) | (9,500) | (9,690) | (9,884) | (10,081) |
| Facilities | (1,770) | - | (3,000) | (2,000) | (4,000) | (4,000) | (4,000) | (4,000) |
| Fire Services | (7,182) | (7,755) | (5,650) | (5,650) | (7,500) | (7,650) | (7,803) | (7,959) |
| Human Resources | (61,157) | (191,608) | (112,000) | (114,000) | (81,000) | (81,000) | (81,000) | (81,000) |
| Public Works - General | (2,957) | (4,376) | (64,376) | (64,376) | (27,000) | (12,000) | (12,000) | (12,000) |
| Public Works - Parks | (3,662) | (2,213) | (6,500) | 1,000 | - | - | - | - |
| RCMP | (196) | - | - | - | - | - | - | - |
| Recreation | (8,710) | (1,627) | (4,000) | (4,000) | (5,000) | (5,100) | (5,202) | (5,306) |
| Sewer Utility | (2,446) | (932) | (5,100) | (5,100) | (5,000) | (5,100) | (5,202) | (5,306) |
| Water Utility | (1,276) | (1,008) | (5,100) | (5,100) | (5,000) | (5,100) | (5,202) | (5,306) |
| **Total cost allocations out** | $ (93,582) | $ (214,851) | $ (215,926) | $ (204,226) | $ (144,000) | $ (129,640) | $ (130,293) | $ (130,958) |
| **Net Expense (Surplus)** | - | - | - | - | - | - | - | - |

## Information Technology - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (64,168) | $ (62,279) | $ (59,600) | $ (49,100) | $ (39,492) | $ (40,085) | $ (40,686) | $ (41,296) | $ (41,916) |
| **Total Revenues** | (64,168) | (62,279) | (59,600) | (49,100) | (39,492) | (40,085) | (40,686) | (41,296) | (41,916) |
| **Expenses** | | | | | | | | | |
| General Expenses | 56,113 | 73,596 | 73,971 | 82,155 | 93,313 | 83,806 | 84,054 | 84,306 | 84,564 |
| GIS Operations | 553,543 | 756,882 | 676,844 | 567,648 | 778,300 | 763,644 | 803,280 | 783,219 | 823,472 |
| Operational Reviews & Process Improvements | 255,851 | 160,351 | 247,000 | 247,000 | 263,200 | 336,464 | 269,793 | 273,189 | 276,653 |
| Salaries and Wages | 691,105 | 745,337 | 767,200 | 817,340 | 968,100 | 981,620 | 995,410 | 1,009,476 | 1,023,824 |
| Service Contracts | 114,737 | 48,270 | 48,000 | 50,300 | 42,000 | 42,840 | 43,697 | 44,571 | 45,462 |
| Small Equipment, Supplies, General Repairs & Maint | 92,404 | 89,403 | 105,000 | 106,400 | 111,400 | 116,178 | 121,180 | 126,414 | 131,894 |
| Software Licenses & Maintenance | 337,610 | 432,211 | 652,738 | 622,958 | 762,786 | 651,083 | 662,982 | 675,261 | 687,930 |
| Telephone/Internet/Fax | 181,820 | 179,502 | 151,700 | 184,920 | 172,000 | 168,820 | 167,136 | 165,905 | 165,088 |
| Training, Conferences, & Memberships | 36,891 | 4,806 | 10,500 | 10,500 | 35,751 | 36,132 | 36,519 | 36,913 | 37,314 |
| **Total Expenses** | 2,320,074 | 2,490,358 | 2,732,953 | 2,689,221 | 3,226,850 | 3,180,587 | 3,184,051 | 3,199,254 | 3,276,201 |
| **Net Operating Expense** | 2,255,906 | 2,428,079 | 2,673,353 | 2,640,121 | 3,187,358 | 3,140,502 | 3,143,365 | 3,157,958 | 3,234,285 |
| **Allocations In** | | | | | | | | | |
| Public Works - Fleet | 5,500 | 6,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| General Government/Utility Overhead Credit | - | (371,876) | (383,424) | (383,424) | (518,509) | (518,509) | (518,509) | (518,509) | (518,509) |
| Operating Transfers | 263,854 | 287,138 | 264,000 | 264,000 | 264,000 | 264,000 | 264,000 | 264,000 | 264,000 |
| **Total cost allocations in** | 269,354 | (78,238) | (113,924) | (113,924) | (249,009) | (249,009) | (249,009) | (249,009) | (249,009) |

## Information Technology - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations Out** | | | | | | | | | |
| Corporate Administration | (9,854) | (9,004) | (7,500) | (7,500) | (7,500) | (7,500) | (7,500) | (7,500) | (7,500) |
| Bylaw Enforcement | (1,719) | (2,445) | (2,000) | (2,000) | (15,000) | (5,250) | (5,250) | (5,250) | (5,250) |
| Operations | - | (18,749) | (20,000) | (19,300) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) |
| Communications | (10,028) | (16,219) | (16,000) | (18,300) | (19,094) | (19,094) | (19,094) | (19,094) | (19,094) |
| Electric | (91,690) | (236,565) | (193,388) | (133,048) | (196,642) | (196,974) | (197,312) | (197,657) | (198,009) |
| Engineering Services | (6,120) | (9,181) | (10,736) | (10,736) | (16,123) | (16,123) | (16,123) | (16,123) | (16,123) |
| Facilities | (1,227) | (2,082) | (2,500) | (2,500) | (2,500) | (2,500) | (2,500) | (2,500) | (2,500) |
| Accounting | (1,638) | (6,865) | (7,500) | (7,500) | (7,500) | (7,640) | (7,783) | (7,928) | (8,077) |
| Purchasing | (20,563) | (20,025) | (32,200) | (23,700) | (23,700) | (23,700) | (23,700) | (23,700) | (23,700) |
| Revenue & Collections | (9,927) | (7,186) | (7,500) | (7,500) | (7,500) | (7,650) | (7,803) | (7,959) | (8,118) |
| Fire Services | (12,212) | (11,769) | (29,900) | (29,900) | (30,651) | (31,000) | (31,362) | (31,738) | (32,129) |
| Development Services | (10,679) | (9,563) | (7,650) | (8,000) | (129,321) | (9,321) | (9,321) | (9,321) | (9,321) |
| Human Resources | (5,299) | (8,915) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| Museum | (568) | (231) | (900) | (900) | (900) | (900) | (900) | (900) | (900) |
| Storm Water | (7,872) | (16,058) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) | (20,000) |
| Public Works - Fleet | (4,581) | (6,028) | (6,630) | (6,630) | (10,000) | (6,898) | (7,036) | (7,177) | (7,320) |
| Public Works - General | (2,870) | (3,071) | (6,000) | (6,000) | (8,762) | (8,815) | (8,869) | (8,924) | (8,980) |
| Recreation | (7,814) | (6,905) | (12,000) | (12,000) | (34,300) | (34,844) | (35,399) | (35,965) | (36,542) |
| Sewer Utility | (10,140) | (21,449) | (25,765) | (25,765) | (26,500) | (26,630) | (26,763) | (26,898) | (27,036) |
| Water Utility | (8,552) | (25,316) | (20,260) | (20,260) | (20,700) | (20,714) | (20,728) | (20,743) | (20,758) |
| **Total cost allocations out** | (223,353) | (437,626) | (438,429) | (371,539) | (606,693) | (475,553) | (477,443) | (479,377) | (481,357) |
| **Net Expense (Surplus)** | $ 2,301,907 | $ 1,912,215 | $ 2,121,000 | $ 2,154,658 | $ 2,331,656 | $ 2,415,940 | $ 2,416,913 | $ 2,429,572 | $ 2,503,919 |

## Information Technology - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 6.95 % | 5.54 % | 5.92 % | 6.02 % | 5.90 % | 5.84 % | 5.57 % | 5.34 % | 4.42 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 176,998 |
| % Change | 8.21 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$132k IT Operations Coordinator

$24k Orthophoto aquisition

$25k Training and conference reinstated in 2022

($24k) Decrease for advertising and website budgets moved to Communication

## Procurement - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| **Expenses** | | | | | | | | | |
| Consulting Services | $ - | $ 1,565 | $ 3,500 | $ 2,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 |
| General Expenses | 205,169 | 95,353 | 74,620 | 77,000 | 79,500 | 80,600 | 81,722 | 82,866 | 84,034 |
| Salaries and Wages | 450,445 | 452,107 | 355,750 | 355,550 | 368,300 | 371,280 | 374,320 | 377,420 | 380,582 |
| Training, Conferences, & Memberships | 2,806 | 1,312 | 7,950 | 7,255 | 8,520 | 8,520 | 8,520 | 8,520 | 8,520 |
| **Total Expenses** | 658,420 | 550,337 | 441,820 | 441,805 | 461,320 | 465,400 | 469,562 | 473,806 | 478,136 |
| **Net Operating Expense** | 658,420 | 550,337 | 441,820 | 441,805 | 461,320 | 465,400 | 469,562 | 473,806 | 478,136 |
| **Allocations In** | | | | | | | | | |
| General Government/Utility Overhead Credit | - | (308,167) | (298,020) | (298,020) | (235,301) | (235,301) | (235,301) | (235,301) | (235,301) |
| Information Technology | 20,563 | 20,025 | 32,200 | 23,700 | 23,700 | 23,700 | 23,700 | 23,700 | 23,700 |
| Public Works - Fleet | 3,885 | 3,000 | 3,000 | 3,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Operating Transfers | - | - | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| **Total cost allocations in** | 24,448 | (285,142) | (259,820) | (268,320) | (204,601) | (204,601) | (204,601) | (204,601) | (204,601) |
| **Allocations Out** | | | | | | | | | |
| Operations | (506) | - | - | - | - | - | - | - | - |
| Facilities & Recreation | (70) | - | - | - | - | - | - | - | - |
| **Total cost allocations out** | (576) | - | - | - | - | - | - | - | - |
| **Net Expense** | $ 682,292 | $ 265,195 | $ 182,000 | $ 173,485 | $ 256,719 | $ 260,799 | $ 264,961 | $ 269,205 | $ 273,535 |

## Procurement - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 2.06 % | 0.77 % | 0.51 % | 0.49 % | 0.65 % | 0.63 % | 0.61 % | 0.59 % | 0.38 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 83,234 |
| % Change | 47.98 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$64k Decrease in utility credit allocation

## Revenue and Collections - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (144,760) | $ (140,444) | $ (140,000) | $ (140,000) | $ (136,000) | $ (136,000) | $ (136,000) | $ (136,000) | $ (136,000) |
| **Total Revenues** | (144,760) | (140,444) | (140,000) | (140,000) | (136,000) | (136,000) | (136,000) | (136,000) | (136,000) |
| **Expenses** | | | | | | | | | |
| General Expenses | 259,226 | 265,766 | 283,025 | 277,425 | 291,000 | 299,260 | 307,766 | 316,526 | 325,546 |
| Salaries and Wages | 705,835 | 661,876 | 735,000 | 735,000 | 751,000 | 763,700 | 776,654 | 789,867 | 803,344 |
| Training, Conferences, & Memberships | 3,181 | - | 2,500 | 600 | 2,525 | 2,576 | 2,627 | 2,680 | 2,733 |
| **Total Expenses** | 968,242 | 927,642 | 1,020,525 | 1,013,025 | 1,044,525 | 1,065,536 | 1,087,047 | 1,109,073 | 1,131,623 |
| **Net Operating Expense** | 823,482 | 787,198 | 880,525 | 873,025 | 908,525 | 929,536 | 951,047 | 973,073 | 995,623 |
| **Allocations In** | | | | | | | | | |
| Information Technology | 9,927 | 7,186 | 7,500 | 7,500 | 7,500 | 7,650 | 7,803 | 7,959 | 8,118 |
| General Government/Utility Overhead Credit | - | (669,651) | (710,025) | (710,025) | (736,269) | (736,269) | (736,269) | (736,269) | (736,269) |
| **Total cost allocations in** | 9,927 | (662,465) | (702,525) | (702,525) | (728,769) | (728,619) | (728,466) | (728,310) | (728,151) |
| **Net Expense (Surplus)** | $ 833,409 | $ 124,733 | $ 178,000 | $ 170,500 | $ 179,756 | $ 200,917 | $ 222,581 | $ 244,763 | $ 267,472 |

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 2.52 % | 0.36 % | 0.50 % | 0.48 % | 0.46 % | 0.49 % | 0.51 % | 0.54 % | 0.37 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 9,256 |
| % Change | 5.43 % |

## Protective Services - Segment Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Animal Control | $ (98,242) | $ (120,899) | $ (99,670) | $ (104,000) | $ (107,000) | $ (107,360) | $ (107,727) | $ (108,102) | $ (108,484) |
| Building and License | (2,320,511) | (1,534,072) | (1,490,750) | (2,359,152) | (2,016,500) | (2,026,500) | (2,136,500) | (2,246,500) | (2,356,500) |
| Bylaw Services | (566,312) | (313,262) | (1,262,306) | (1,005,806) | (1,202,893) | (1,165,334) | (1,182,503) | (1,200,014) | (1,217,875) |
| Fire Services | (815,524) | (908,490) | (788,984) | (1,310,210) | (1,158,935) | (1,008,935) | (1,008,935) | (1,008,935) | (1,008,935) |
| RCMP | (485,965) | (408,589) | (422,232) | (386,000) | (390,000) | (392,040) | (394,121) | (396,243) | (398,408) |
| **Total Revenues** | (4,286,554) | (3,285,312) | (4,063,942) | (5,165,168) | (4,875,328) | (4,700,169) | (4,829,786) | (4,959,794) | (5,090,202) |
| **Expenses** | | | | | | | | | |
| Animal Control | 130,830 | 134,511 | 138,670 | 153,570 | 198,500 | 201,700 | 204,964 | 208,293 | 211,689 |
| Building and License | 1,297,049 | 1,219,159 | 1,500,752 | 1,446,852 | 1,465,152 | 1,482,660 | 1,505,773 | 1,529,348 | 1,553,395 |
| Bylaw Services | 1,022,388 | 972,057 | 1,174,206 | 1,211,806 | 1,793,500 | 1,802,379 | 1,821,377 | 1,840,754 | 1,860,514 |
| Fire Services | 6,401,404 | 6,510,788 | 6,931,484 | 7,358,887 | 7,974,935 | 7,855,299 | 8,018,997 | 8,191,769 | 8,368,722 |
| RCMP | 9,634,908 | 9,410,209 | 10,857,032 | 10,549,500 | 12,825,000 | 13,279,779 | 13,888,080 | 14,525,508 | 15,193,495 |
| **Total Expenses** | 18,486,579 | 18,246,724 | 20,602,144 | 20,720,615 | 24,257,087 | 24,621,817 | 25,439,191 | 26,295,672 | 27,187,815 |
| **Net Operating Expense / (Surplus)** | $ 14,200,025 | $ 14,961,412 | $ 16,538,202 | $ 15,555,447 | $ 19,381,759 | $ 19,921,648 | $ 20,609,405 | $ 21,335,878 | $ 22,097,613 |

## Animal Control - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| License Fees | $ (82,807) | $ (95,247) | $ (82,000) | $ (82,000) | $ (85,000) | $ (85,000) | $ (85,000) | $ (85,000) | $ (85,000) |
| Penalty/Ticket/Fee Revenues | (1,750) | (3,560) | (3,170) | (4,000) | (4,000) | (4,000) | (4,000) | (4,000) | (4,000) |
| Property Rentals | (13,685) | (22,092) | (14,500) | (18,000) | (18,000) | (18,360) | (18,727) | (19,102) | (19,484) |
| **Total Revenues** | (98,242) | (120,899) | (99,670) | (104,000) | (107,000) | (107,360) | (107,727) | (108,102) | (108,484) |
| **Expenses** | | | | | | | | | |
| General Expenses | 7,889 | 7,027 | 6,400 | 8,300 | 8,500 | 8,500 | 8,500 | 8,500 | 8,500 |
| Property Taxes/Leases | 15,000 | 15,500 | 15,500 | 15,500 | 15,500 | 15,500 | 15,500 | 15,500 | 15,500 |
| Service Contracts | 100,000 | 102,000 | 103,770 | 117,770 | 160,000 | 163,200 | 166,464 | 169,793 | 173,189 |
| Training, Conferences, & Memberships | 219 | 53 | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| **Total Expenses** | 123,108 | 124,580 | 126,670 | 141,570 | 185,000 | 188,200 | 191,464 | 194,793 | 198,189 |
| **Net Operating Expense / (Surplus)** | 24,866 | 3,681 | 27,000 | 37,570 | 78,000 | 80,840 | 83,737 | 86,691 | 89,705 |
| **Allocations In** | | | | | | | | | |
| Facilities | 7,722 | 9,931 | 12,000 | 12,000 | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 |
| **Total cost allocations in** | 7,722 | 9,931 | 12,000 | 12,000 | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 |
| **Net Expense (Surplus)** | $ 32,588 | $ 13,612 | $ 39,000 | $ 49,570 | $ 91,500 | $ 94,340 | $ 97,237 | $ 100,191 | $ 103,205 |

## Animal Control - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.10 % | 0.04 % | 0.11 % | 0.14 % | 0.23 % | 0.23 % | 0.22 % | 0.22 % | 0.08 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 41,930 |
| % Change | 84.59 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$42k increase for Animal Control contract

## Building and License - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| License Fees | $ (630,174) | $ (552,416) | $ (530,750) | $ (604,000) | $ (606,500) | $ (606,500) | $ (606,500) | $ (606,500) | $ (606,500) |
| Misc Grants | (1,470) | - | (20,000) | (45,152) | - | - | - | - | - |
| Penalty/Ticket/Fee Revenues | (16,993) | (23,613) | (20,000) | (35,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Permitting Fees | (1,671,874) | (958,043) | (920,000) | (1,675,000) | (1,380,000) | (1,390,000) | (1,500,000) | (1,610,000) | (1,720,000) |
| **Total Revenues** | (2,320,511) | (1,534,072) | (1,490,750) | (2,359,152) | (2,016,500) | (2,026,500) | (2,136,500) | (2,246,500) | (2,356,500) |
| **Expenses** | | | | | | | | | |
| Consulting Services | 18,321 | 17,266 | 25,000 | 12,500 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| General Expenses | 51,138 | 17,973 | 19,000 | 17,000 | 17,500 | 17,500 | 17,500 | 17,500 | 17,500 |
| Operational Reviews & Process Improvements | 59,612 | 1,859 | 94,000 | 50,000 | 5,152 | - | - | - | - |
| Public Engagement/Education | 26,532 | 8,787 | 15,000 | 20,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Salaries and Wages | 992,509 | 1,029,818 | 1,226,752 | 1,226,752 | 1,280,000 | 1,302,660 | 1,325,773 | 1,349,348 | 1,373,395 |
| Training, Conferences, & Memberships | 26,937 | 21,456 | 24,000 | 17,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| **Total Expenses** | 1,175,049 | 1,097,159 | 1,403,752 | 1,343,252 | 1,362,652 | 1,380,160 | 1,403,273 | 1,426,848 | 1,450,895 |
| **Net Operating Expense / (Surplus)** | (1,145,462) | (436,913) | (86,998) | (1,015,900) | (653,848) | (646,340) | (733,227) | (819,652) | (905,605) |
| **Allocations In** | | | | | | | | | |
| Fire Services - General | 100,000 | 100,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Public Works - Fleet | 22,000 | 22,000 | 22,000 | 28,600 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 |
| **Total cost allocations in** | 122,000 | 122,000 | 97,000 | 103,600 | 102,500 | 102,500 | 102,500 | 102,500 | 102,500 |
| **Net Expense (Surplus)** | $ (1,023,462) | $ (314,913) | $ 10,002 | $ (912,300) | $ (551,348) | $ (543,840) | $ (630,727) | $ (717,152) | $ (803,105) |

## Building and License - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | (3.09)% | (0.91)% | 0.03 % | (2.55)% | (1.40)% | (1.32)% | (1.45)% | (1.58)% | (0.27)% |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 360,952 |
| % Change | 39.57 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$295k Decrease in permitting fees. 2022 Budget increased $460k from 2021 Budget to reflect overall increased building activity.

$45k Decrease for grant revenue from Fortis Energy Code Funding

## Building - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Grants | $ (1,470) | $ - | $ (20,000) | $ (45,152) | $ - | $ - | $ - | $ - | $ - |
| Penalty/Ticket/Fee Revenues | (16,993) | (23,613) | (20,000) | (35,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Permitting Fees | (1,671,874) | (958,043) | (920,000) | (1,675,000) | (1,380,000) | (1,390,000) | (1,500,000) | (1,610,000) | (1,720,000) |
| **Total Revenues** | (1,690,337) | (981,656) | (960,000) | (1,755,152) | (1,410,000) | (1,420,000) | (1,530,000) | (1,640,000) | (1,750,000) |
| **Expenses** | | | | | | | | | |
| Consulting Services | 18,321 | 17,266 | 25,000 | 12,500 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| General Expenses | 42,761 | 6,590 | 9,000 | 7,000 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Operational Reviews & Process Improvements | 30,786 | - | 49,000 | 40,000 | 5,152 | - | - | - | - |
| Salaries and Wages | 819,214 | 852,329 | 989,752 | 989,752 | 1,067,000 | 1,085,400 | 1,104,168 | 1,123,311 | 1,142,837 |
| Training, Conferences, & Memberships | 26,937 | 21,456 | 24,000 | 17,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| **Total Expenses** | 938,019 | 897,641 | 1,096,752 | 1,066,252 | 1,124,652 | 1,137,900 | 1,156,668 | 1,175,811 | 1,195,337 |
| **Net Operating Expense / (Surplus)** | (752,318) | (84,015) | 136,752 | (688,900) | (285,348) | (282,100) | (373,332) | (464,189) | (554,663) |
| **Allocations In** | | | | | | | | | |
| Fire Services - General | 100,000 | 100,000 | 75,000 | 75,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Public Works - Fleet | 22,000 | 22,000 | 22,000 | 28,600 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 |
| **Total cost allocations in** | 122,000 | 122,000 | 97,000 | 103,600 | 77,500 | 77,500 | 77,500 | 77,500 | 77,500 |
| **Net Expense (Surplus)** | $ (630,318) | $ 37,985 | $ 233,752 | $ (585,300) | $ (207,848) | $ (204,600) | $ (295,832) | $ (386,689) | $ (477,163) |

## Building - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | (4.17)% | 0.11 % | 0.65 % | (1.64)% | (0.53)% | (0.49)% | (0.68)% | (0.85)% | 0.19 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 377,452 |
| % Change | (64.49)% |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$295k Decrease in Permitting fees. 2022 Budget increased $460k from 2021 Budget to reflect overall increased building activity.

$45k Decrease in grants for Fortis Energy Code Funding ending.

## License - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| License Fees | $ (630,174) | $ (552,416) | $ (530,750) | $ (604,000) | $ (606,500) | $ (606,500) | $ (606,500) | $ (606,500) | $ (606,500) |
| **Total Revenues** | (630,174) | (552,416) | (530,750) | (604,000) | (606,500) | (606,500) | (606,500) | (606,500) | (606,500) |
| **Expenses** | | | | | | | | | |
| General Expenses | 8,377 | 11,383 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Operational Reviews & Process Improvements | 28,826 | 1,859 | 45,000 | 10,000 | - | - | - | - | - |
| Public Engagement/Education | 26,532 | 8,787 | 15,000 | 20,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Salaries and Wages | 173,295 | 177,489 | 237,000 | 237,000 | 213,000 | 217,260 | 221,605 | 226,037 | 230,558 |
| **Total Expenses** | 237,030 | 199,518 | 307,000 | 277,000 | 238,000 | 242,260 | 246,605 | 251,037 | 255,558 |
| **Net Operating Expense / (Surplus)** | (393,144) | (352,898) | (223,750) | (327,000) | (368,500) | (364,240) | (359,895) | (355,463) | (350,942) |
| **Allocations In** | | | | | | | | | |
| Fire Services - General | - | - | - | - | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| **Total cost allocations in** | - | - | - | - | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| **Net Expense (Surplus)** | $ (393,144) | $ (352,898) | $ (223,750) | $ (327,000) | $ (343,500) | $ (339,240) | $ (334,895) | $ (330,463) | $ (325,942) |

## License - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | (1.19)% | (1.02)% | (0.62)% | (0.91)% | (0.87)% | (0.82)% | (0.77)% | (0.73)% | (0.47)% |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (16,500) |
| % Change | 5.05 % |

## Bylaw Services - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (10,129) | $ (12,735) | $ (2,000) | $ (2,000) | $ (2,000) | $ (2,000) | $ (2,000) | $ (2,000) | $ (2,000) |
| Penalty/Ticket/Fee Revenues | (134,090) | (55,003) | (175,000) | (180,000) | (180,000) | (183,434) | (186,935) | (190,505) | (194,146) |
| Parking Revenues | (422,093) | (245,524) | (1,042,500) | (781,000) | (966,500) | (979,900) | (993,568) | (1,007,509) | (1,021,729) |
| Provincial Grants | - | - | (42,806) | (42,806) | (54,393) | - | - | - | - |
| **Total Revenues** | (566,312) | (313,262) | (1,262,306) | (1,005,806) | (1,202,893) | (1,165,334) | (1,182,503) | (1,200,014) | (1,217,875) |
| **Expenses** | | | | | | | | | |
| General Expenses | 75,273 | 33,830 | 59,500 | 62,250 | 52,200 | 52,200 | 52,200 | 52,200 | 52,200 |
| Property Taxes/Leases | 14,319 | 23,158 | 24,000 | 24,000 | 24,000 | 24,251 | 24,504 | 24,760 | 25,018 |
| Public Engagement/Education | 2,838 | 2,037 | 4,200 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Salaries and Wages | 828,680 | 814,359 | 968,906 | 983,906 | 1,560,900 | 1,579,278 | 1,598,023 | 1,617,144 | 1,636,646 |
| Security | 14,113 | 17,017 | 20,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Training, Conferences, & Memberships | 23,611 | 11,386 | 11,500 | 10,750 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 |
| Vandalism Removal | 28,835 | 40,325 | 41,700 | 41,500 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 |
| **Total Expenses** | 987,669 | 942,112 | 1,129,806 | 1,155,406 | 1,725,100 | 1,743,729 | 1,762,727 | 1,782,104 | 1,801,864 |
| **Net Operating Expense / (Surplus)** | 421,357 | 628,850 | (132,500) | 149,600 | 522,207 | 578,395 | 580,224 | 582,090 | 583,989 |
| **Allocations In** | | | | | | | | | |
| Facilities | - | - | 14,900 | 26,900 | 14,900 | 14,900 | 14,900 | 14,900 | 14,900 |
| Information Technology | 1,719 | 2,445 | 2,000 | 2,000 | 15,000 | 5,250 | 5,250 | 5,250 | 5,250 |
| Public Works - Fleet | 33,000 | 27,500 | 27,500 | 27,500 | 38,500 | 38,500 | 38,500 | 38,500 | 38,500 |
| **Total cost allocations in** | 34,719 | 29,945 | 44,400 | 56,400 | 68,400 | 58,650 | 58,650 | 58,650 | 58,650 |
| **Net Expense (Surplus)** | $ 456,076 | $ 658,795 | $ (88,100) | $ 206,000 | $ 590,607 | $ 637,045 | $ 638,874 | $ 640,740 | $ 642,639 |

## Bylaw Services - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 1.38 % | 1.91 % | (0.25)% | 0.58 % | 1.50 % | 1.54 % | 1.47 % | 1.41 % | (0.18)% |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 384,607 |
| % Change | 186.70 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($186k) Increase parking revenue

$699k Increase for extended bylaw service hours (5 Bylaw Officers, 1 Intake Officer, 2 Community Safety Officers)

($122k) Decrease in relief and grant funded term bylaw positions becoming permanent)

## Fire Services - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Donations | $ - | $ (6,486) | $ - | $ (15,000) | $ - | $ - | $ - | $ - | $ - |
| Emergency Recoveries | (25,747) | (72,199) | (17,435) | (37,435) | (37,435) | (37,435) | (37,435) | (37,435) | (37,435) |
| Misc Recoveries | (73,370) | (116,267) | (5,000) | (38,817) | (35,000) | (35,000) | (35,000) | (35,000) | (35,000) |
| Mutual Aid/Service Contracts | (671,308) | (657,233) | (585,000) | (645,001) | (630,000) | (630,000) | (630,000) | (630,000) | (630,000) |
| Misc Grants | (39,700) | (53,798) | (174,999) | (566,907) | (450,000) | (300,000) | (300,000) | (300,000) | (300,000) |
| Permitting Fees | (5,399) | (2,507) | (6,550) | (7,050) | (6,500) | (6,500) | (6,500) | (6,500) | (6,500) |
| **Total Revenues** | (815,524) | (908,490) | (788,984) | (1,310,210) | (1,158,935) | (1,008,935) | (1,008,935) | (1,008,935) | (1,008,935) |
| **Expenses** | | | | | | | | | |
| Emergency Work/Prevention | 29,037 | 53,817 | 51,500 | 81,919 | 29,000 | 29,480 | 24,970 | 25,470 | 25,978 |
| Fire Events & Mutual Aid Costs | 104,574 | 233,570 | 107,100 | 111,200 | 129,000 | 131,180 | 133,404 | 135,672 | 137,985 |
| Fire Prevention | 2,089 | 7,021 | 7,500 | 7,500 | 7,500 | 7,725 | 7,957 | 8,195 | 8,441 |
| General Expenses | 45,495 | 68,607 | 65,435 | 38,991 | 39,000 | 39,565 | 40,141 | 40,728 | 41,328 |
| Grant Expenses | 43,928 | 56,447 | 149,999 | 508,070 | 471,652 | 197,297 | 197,297 | 197,297 | 197,297 |
| Public Engagement/Education | 33,278 | 538 | - | - | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Regulatory, Safety & Wellness | 108,485 | 79,602 | 165,923 | 166,500 | 184,500 | 177,325 | 180,207 | 183,147 | 186,148 |
| Salaries and Wages | 5,581,095 | 5,591,169 | 5,725,352 | 5,764,632 | 6,413,962 | 6,566,807 | 6,723,385 | 6,883,785 | 7,048,106 |
| Small Equipment, Supplies, General Repairs & Maint | 63,755 | 71,325 | 73,075 | 103,775 | 110,000 | 112,200 | 114,443 | 116,733 | 119,068 |
| Training, Conferences, & Memberships | 67,909 | 41,735 | 79,000 | 74,000 | 79,000 | 80,580 | 82,192 | 83,835 | 85,513 |
| **Total Expenses** | 6,079,645 | 6,203,831 | 6,424,884 | 6,856,587 | 7,488,614 | 7,367,159 | 7,528,996 | 7,699,862 | 7,874,864 |
| **Net Operating Expense / (Surplus)** | 5,264,121 | 5,295,341 | 5,635,900 | 5,546,377 | 6,329,679 | 6,358,224 | 6,520,061 | 6,690,927 | 6,865,929 |

## Fire Services - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations In** | | | | | | | | | |
| Corporate Administration | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Facilities | 107,636 | 123,396 | 139,800 | 135,500 | 116,920 | 118,240 | 119,586 | 120,960 | 122,361 |
| Information Technology | 12,212 | 11,769 | 29,900 | 29,900 | 30,651 | 31,000 | 31,362 | 31,738 | 32,129 |
| Public Works - Fleet | 340,532 | 310,541 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Safety | 7,182 | 7,755 | 5,650 | 5,650 | 7,500 | 7,650 | 7,803 | 7,959 | 8,118 |
| Operating Transfers | 54,197 | 53,496 | 46,250 | 46,250 | 46,250 | 46,250 | 46,250 | 46,250 | 46,250 |
| **Total cost allocations in** | 521,759 | 506,957 | 581,600 | 577,300 | 561,321 | 563,140 | 565,001 | 566,907 | 568,858 |
| **Allocations Out** | | | | | | | | | |
| Building And License | (200,000) | (200,000) | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) |
| **Total cost allocations out** | (200,000) | (200,000) | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) |
| **Net Expense (Surplus)** | $ 5,585,880 | $ 5,602,298 | $ 6,142,500 | $ 6,048,677 | $ 6,816,000 | $ 6,846,364 | $ 7,010,062 | $ 7,182,834 | $ 7,359,787 |

## Fire Services - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 16.86 % | 16.24 % | 17.14 % | 16.91 % | 17.26 % | 16.56 % | 16.16 % | 15.78 % | 12.82 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 767,323 |
| % Change | 12.69 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$117k Decrease misc grant revenue

$15k Decrease in donations

$476k Increase for additional Fire Fighter and increased labour benefits

$174k Contract Training Officer

## RCMP - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Donations | $ (7,532) | $ (4,000) | $ (6,500) | $ (7,500) | $ (6,500) | $ (6,500) | $ (6,500) | $ (6,500) | $ (6,500) |
| Misc Recoveries | (326,716) | (287,015) | (288,032) | (270,500) | (271,500) | (271,500) | (271,500) | (271,500) | (271,500) |
| Other Revenues | (151,717) | (117,574) | (127,700) | (108,000) | (112,000) | (114,040) | (116,121) | (118,243) | (120,408) |
| **Total Revenues** | (485,965) | (408,589) | (422,232) | (386,000) | (390,000) | (392,040) | (394,121) | (396,243) | (398,408) |
| **Expenses** | | | | | | | | | |
| Crime Prevention | 21,939 | 10,095 | 21,832 | 10,300 | 28,032 | 16,500 | 16,500 | 16,500 | 16,500 |
| General Expenses | 44,565 | 42,416 | 45,650 | 45,650 | 40,650 | 40,650 | 40,650 | 40,650 | 40,650 |
| Regulatory, Safety & Wellness | 26,511 | 3,131 | 8,500 | 8,500 | 8,500 | 8,500 | 8,500 | 8,500 | 8,500 |
| Salaries and Wages | 1,714,088 | 1,938,355 | 1,951,641 | 1,951,641 | 2,110,000 | 2,034,811 | 2,074,612 | 2,115,191 | 2,156,565 |
| Service Contracts | 7,556,097 | 7,175,253 | 8,627,093 | 8,327,093 | 10,418,000 | 10,957,000 | 11,522,950 | 12,117,198 | 12,741,158 |
| Training, Conferences, & Memberships | - | - | 1,016 | 1,016 | 2,518 | 2,538 | 2,558 | 2,579 | 2,600 |
| **Total Expenses** | 9,363,200 | 9,169,250 | 10,655,732 | 10,344,200 | 12,607,700 | 13,059,999 | 13,665,770 | 14,300,618 | 14,965,973 |
| **Net Operating Expense / (Surplus)** | 8,877,235 | 8,760,661 | 10,233,500 | 9,958,200 | 12,217,700 | 12,667,959 | 13,271,649 | 13,904,375 | 14,567,565 |
| **Allocations In** | | | | | | | | | |
| Facilities | 181,367 | 183,819 | 190,300 | 194,300 | 206,300 | 208,780 | 211,310 | 213,890 | 216,522 |
| Finance - General | 78,625 | 45,925 | - | - | - | - | - | - | - |
| Public Works - Fleet | 11,520 | 11,215 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Safety | 196 | - | - | - | - | - | - | - | - |
| **Total cost allocations in** | 271,708 | 240,959 | 201,300 | 205,300 | 217,300 | 219,780 | 222,310 | 224,890 | 227,522 |
| **Net Expense (Surplus)** | $ 9,148,943 | $ 9,001,620 | $ 10,434,800 | $ 10,163,500 | $ 12,435,000 | $ 12,887,739 | $ 13,493,959 | $ 14,129,265 | $ 14,795,087 |

## RCMP - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 27.61 % | 26.09 % | 29.11 % | 28.42 % | 31.49 % | 31.18 % | 31.10 % | 31.03 % | 21.83 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 2,271,500 |
| % Change | 22.35 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$155k Increase for 2 additional municipal support staff

$588k Increase for 3 additional RCMP officers for 2022

$392k Increase for 2 additional RCMP officers for 2021 in-year addition

$392k Increase for annualization of 2 additional RCMP officers added 2021 Budget

$719k Increase for RCMP contract inflationary increases

## Transportation Services - Segment Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Engineering Services | $ (26,252) | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Public Works - Fleet | (2,115,150) | (2,181,089) | (2,258,100) | (2,258,100) | (2,442,503) | (2,450,423) | (2,465,685) | (2,481,251) | (2,497,015) |
| Public Works - General | (21,226) | (187,407) | - | - | - | - | - | - | - |
| Storm Water | (362,063) | (562,948) | (755,000) | (763,517) | (966,000) | (1,179,000) | (1,391,000) | (1,614,000) | (1,914,250) |
| Traffic Control | (35,548) | (14,178) | - | - | - | - | - | - | - |
| Transit | (706,785) | (752,255) | (826,421) | (788,921) | (625,047) | (577,820) | (578,858) | (579,916) | (580,992) |
| **Total Revenues** | (3,267,024) | (3,697,877) | (3,839,521) | (3,810,538) | (4,033,550) | (4,207,243) | (4,435,543) | (4,675,167) | (4,992,257) |
| **Expenses** | | | | | | | | | |
| Engineering Services | 148,861 | 93,845 | 150,000 | (229,500) | - | - | - | - | - |
| Public Works - Fleet | 2,231,236 | 2,156,836 | 2,245,100 | 2,248,364 | 2,362,503 | 2,359,383 | 2,374,802 | 2,390,530 | 2,406,571 |
| Operations | 13,222 | 17,543 | - | - | - | - | - | - | - |
| Public Works - General | 189,629 | 187,877 | 151,188 | 151,188 | - | - | - | - | - |
| Public Works - Roads and Maintenance | 1,892,421 | 2,241,197 | 2,239,000 | 2,317,427 | 2,526,284 | 2,463,101 | 2,490,028 | 2,516,472 | 2,544,449 |
| Storm Water | 368,450 | 458,380 | 475,390 | 498,750 | 551,173 | 590,383 | 597,475 | 601,830 | 606,451 |
| Street Lighting | 311,181 | 214,217 | 311,100 | 316,000 | 418,000 | 422,310 | 443,599 | 431,204 | 335,793 |
| Traffic Control | 130,868 | 138,508 | 129,250 | 144,000 | 151,000 | 153,740 | 156,546 | 159,421 | 162,363 |
| Transit | 1,906,072 | 1,747,806 | 2,135,800 | 2,133,921 | 2,147,500 | 2,531,973 | 2,656,765 | 2,760,376 | 2,869,011 |
| **Total Expenses** | 7,191,940 | 7,256,209 | 7,836,828 | 7,580,150 | 8,156,460 | 8,520,890 | 8,719,215 | 8,859,833 | 8,924,638 |
| **Net Operating Expense / (Surplus)** | $ 3,924,916 | $ 3,558,332 | $ 3,997,307 | $ 3,769,612 | $ 4,122,910 | $ 4,313,647 | $ 4,283,672 | $ 4,184,666 | $ 3,932,381 |

## Engineering Services - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Donations | $ (150) | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Service Recoveries | (26,102) | - | - | - | - | - | - | - | - |
| **Total Revenues** | (26,252) | - | - | - | - | - | - | - | - |
| **Expenses** | | | | | | | | | |
| Consulting Services | 71,517 | 154,134 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Emergency Work/Prevention | - | 360,676 | - | 18,540 | - | - | - | - | - |
| General Expenses | 28,667 | 6,717 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 |
| Master Plans & Assessments | - | 357,419 | 275,000 | 120,000 | 75,000 | - | - | - | - |
| Salaries and Wages | 774,203 | 786,300 | 899,640 | 595,140 | 1,120,500 | 1,130,510 | 1,140,720 | 1,151,134 | 1,161,757 |
| Training, Conferences, & Memberships | 9,490 | 6,857 | 15,100 | 15,100 | 15,100 | 15,100 | 15,100 | 15,100 | 15,100 |
| **Total Expenses** | 883,877 | 1,672,103 | 1,306,940 | 865,980 | 1,327,800 | 1,262,810 | 1,273,020 | 1,283,434 | 1,294,057 |
| **Net Operating Expense / (Surplus)** | 857,625 | 1,672,103 | 1,306,940 | 865,980 | 1,327,800 | 1,262,810 | 1,273,020 | 1,283,434 | 1,294,057 |
| **Allocations In** | | | | | | | | | |
| Corporate Administration | 35,091 | 39,732 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Operations | 23,000 | 23,517 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Communications | 8,823 | 993 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Information Technology | 6,120 | 9,181 | 10,736 | 10,736 | 16,123 | 16,123 | 16,123 | 16,123 | 16,123 |
| Public Works - Fleet | 13,750 | 19,250 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| **Total cost allocations in** | 86,784 | 92,673 | 96,736 | 96,736 | 102,123 | 102,123 | 102,123 | 102,123 | 102,123 |

## Engineering Services - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations Out** | | | | | | | | | |
| Electric | (22,000) | (43,808) | (49,000) | (49,000) | (58,000) | (59,000) | (59,000) | (60,000) | (60,000) |
| Storm - Engineering | - | (87,300) | (91,000) | (91,000) | (107,623) | (106,933) | (110,143) | (110,557) | (111,180) |
| Public Works - Roads & Maintenance | - | - | (125,000) | (45,000) | - | - | - | - | - |
| Storm Water | - | (102,740) | - | - | - | - | - | - | - |
| Public Works - Parks | (10,500) | (12,000) | (14,000) | (14,000) | (35,500) | (17,000) | (17,000) | (17,000) | (17,000) |
| Public Works - Roads & Maintenance | (30,050) | (50,198) | (47,676) | (47,676) | (75,500) | (57,000) | (58,000) | (58,000) | (59,000) |
| Public Works - Roads & Maintenance - Emergency Work | - | (343,986) | - | (18,540) | - | - | - | - | - |
| Sewer Utility | - | (129,630) | - | - | - | - | - | - | - |
| Water Utility | 150 | (125,049) | - | - | - | - | - | - | - |
| General Capital | (227,400) | (287,500) | (250,000) | (250,000) | (307,000) | (309,000) | (311,000) | (314,000) | (316,000) |
| Sewer Capital | (184,000) | (52,000) | (150,000) | (150,000) | (179,000) | (180,000) | (181,000) | (183,000) | (184,000) |
| Water Distribution | (81,000) | (108,104) | (115,000) | (115,000) | (137,000) | (138,000) | (139,000) | (140,000) | (141,000) |
| Sewer Collection | (81,000) | (105,672) | (112,000) | (112,000) | (133,300) | (135,000) | (135,000) | (136,000) | (137,000) |
| Safety | - | (56) | - | - | - | - | - | - | - |
| Water Capital | (126,000) | (160,000) | (233,000) | (233,000) | (280,000) | (282,000) | (284,000) | (286,000) | (288,000) |
| Waste Water Treatment Plant | (30,000) | (32,000) | (34,000) | (34,000) | (59,000) | (41,000) | (41,000) | (41,000) | (42,000) |
| Water Treatment Plant | (30,000) | (31,000) | (33,000) | (33,000) | (58,000) | (40,000) | (40,000) | (40,000) | (41,000) |
| **Total cost allocations out** | (821,800) | (1,671,043) | (1,253,676) | (1,192,216) | (1,429,923) | (1,364,933) | (1,375,143) | (1,385,557) | (1,396,180) |
| **Net Expense (Surplus)** | $ 122,609 | $ 93,733 | $ 150,000 | $ (229,500) | $ - | $ - | $ - | $ - | $ - |

## Engineering Services - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.37 % | 0.27 % | 0.42 % | (0.64)% | - % | - % | - % | - % | 0.31 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 229,500 |
| % Change | (100.00)% |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$230k Change in allocations out

## Public Works - Fleet - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| RDOS Fleet Recoveries | $ (41,220) | $ (39,018) | $ (42,000) | $ (42,000) | $ (42,840) | $ (43,697) | $ (44,571) | $ (45,462) | $ (46,371) |
| RCMP Fleet Recoveries | (42,910) | (54,923) | (40,000) | (40,000) | (40,800) | (41,616) | (42,448) | (43,297) | (44,163) |
| Fleet Hourly Charges | (1,178,384) | (1,221,586) | (1,356,000) | (1,356,000) | (1,491,113) | (1,497,360) | (1,510,916) | (1,524,742) | (1,538,731) |
| Fleet Pool Charges | (709,363) | (747,691) | (770,100) | (770,100) | (817,750) | (817,750) | (817,750) | (817,750) | (817,750) |
| Revenue - Other | (143,273) | (117,871) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| **Total Revenues** | (2,115,150) | (2,181,089) | (2,258,100) | (2,258,100) | (2,442,503) | (2,450,423) | (2,465,685) | (2,481,251) | (2,497,015) |
| **Expenses** | | | | | | | | | |
| Depreciation Offset | 133,597 | 120,784 | - | - | - | - | - | - | - |
| Fleet Insurance | 91,645 | 96,017 | 105,000 | 105,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Fuel, Oil, Grease | 369,850 | 297,366 | 315,000 | 315,000 | 330,500 | 330,500 | 330,500 | 330,500 | 330,500 |
| Internal Fleet Charges | 372,140 | 446,169 | 426,101 | 439,951 | 488,250 | 488,645 | 489,049 | 489,460 | 489,879 |
| Salaries and Wages | 475,074 | 433,891 | 704,500 | 704,500 | 723,650 | 738,123 | 752,885 | 767,943 | 783,301 |
| Small Equipment, Supplies, General Repairs & Maint | 940,137 | 888,925 | 914,505 | 914,505 | 921,500 | 906,500 | 906,500 | 906,500 | 906,500 |
| Training, Conferences, & Memberships | 14,364 | 3,905 | 11,625 | 11,625 | 16,025 | 16,025 | 16,025 | 16,025 | 16,025 |
| **Total Expenses** | 2,396,807 | 2,287,057 | 2,476,731 | 2,490,581 | 2,579,925 | 2,579,793 | 2,594,959 | 2,610,428 | 2,626,205 |
| **Net Operating Expense / (Surplus)** | 281,657 | 105,968 | 218,631 | 232,481 | 137,422 | 129,370 | 129,274 | 129,177 | 129,190 |
| **Allocations In** | | | | | | | | | |
| Facilities | - | 39,981 | 37,840 | 41,104 | 44,328 | 44,837 | 45,356 | 45,885 | 46,425 |
| Information Technology | 4,581 | 6,028 | 6,630 | 6,630 | 10,000 | 6,898 | 7,036 | 7,177 | 7,320 |
| Public Works - General | 49,612 | 23,488 | 25,000 | 25,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Operating Transfers | 467,633 | 516,942 | 468,000 | 468,000 | 525,000 | 525,000 | 525,000 | 525,000 | 525,000 |
| **Total cost allocations in** | 521,826 | 586,439 | 537,470 | 540,734 | 609,328 | 606,735 | 607,392 | 608,062 | 608,745 |

## Public Works - Fleet - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations Out** | | | | | | | | | |
| Building And License | (22,000) | (22,000) | (22,000) | (28,600) | (27,500) | (27,500) | (27,500) | (27,500) | (27,500) |
| Bylaw Enforcement | (33,000) | (27,500) | (27,500) | (27,500) | (38,500) | (38,500) | (38,500) | (38,500) | (38,500) |
| Electric | (34,250) | (54,110) | (56,500) | (56,500) | (63,100) | (63,100) | (63,100) | (63,100) | (63,100) |
| Engineering Services | (13,750) | (19,250) | (11,000) | (11,000) | (11,000) | (11,000) | (11,000) | (11,000) | (11,000) |
| Facilities | (33,548) | (38,004) | (56,500) | (63,750) | (76,000) | (76,000) | (76,000) | (76,000) | (76,000) |
| Purchasing | (3,885) | (3,000) | (3,000) | (3,000) | (4,000) | (4,000) | (4,000) | (4,000) | (4,000) |
| Fire Services | (340,532) | (310,541) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) |
| Human Resources | (2,750) | (5,500) | (5,500) | (5,500) | - | - | - | - | - |
| Information Technology | (5,500) | (6,500) | (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 | (74,750) | (67,855) | (12,900) | (12,900) | (19,766) | (20,161) | (20,565) | (20,976) | (21,395) |
| Public Works - Parks | (32,500) | (48,525) | (59,000) | (59,000) | (68,000) | (68,000) | (68,000) | (68,000) | (68,000) |
| Public Works - Solid Waste Disposal | (2,750) | (5,500) | (5,500) | (5,500) | (5,500) | (5,500) | (5,500) | (5,500) | (5,500) |
| RCMP | (11,520) | (11,215) | (11,000) | (11,000) | (11,000) | (11,000) | (11,000) | (11,000) | (11,000) |
| Recreation | (11,000) | (8,250) | (11,000) | (11,000) | (12,200) | (12,200) | (12,200) | (12,200) | (12,200) |
| Sewer Utility | (36,635) | (54,505) | (58,450) | (58,450) | (72,427) | (72,427) | (72,427) | (72,427) | (72,427) |
| Water Utility | (18,027) | (23,405) | (62,751) | (62,751) | (51,257) | (51,257) | (51,257) | (51,257) | (51,257) |
| **Total cost allocations out** | (687,397) | (716,660) | (769,101) | (782,951) | (826,750) | (827,145) | (827,549) | (827,960) | (828,379) |
| **Net Expense (Surplus)** | $ 116,086 | $ (24,253) | $ (13,000) | $ (9,736) | $ (80,000) | $ (91,040) | $ (90,883) | $ (90,721) | $ (90,444) |

## Public Works - Fleet - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.35 % | (0.07)% | (0.04)% | (0.03)% | (0.20)% | (0.22)% | (0.21)% | (0.20)% | (0.03)% |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (70,264) |
| % Change | 721.69 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$15k Increase fo GPS driver ID

## Operations - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Expenses** | | | | | | | | | |
| General Expenses | $ 1,387 | $ 475 | $ 2,000 | $ 1,700 | $ 3,500 | $ 3,500 | $ 3,500 | $ 3,500 | $ 3,500 |
| Salaries and Wages | 226,541 | 220,427 | 219,000 | 219,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 |
| Training, Conferences, & Memberships | 32 | - | - | 1,000 | - | - | - | - | - |
| **Total Expenses** | 227,960 | 220,902 | 221,000 | 221,700 | 228,500 | 228,500 | 228,500 | 228,500 | 228,500 |
| **Net Operating Expense** | 227,960 | 220,902 | 221,000 | 221,700 | 228,500 | 228,500 | 228,500 | 228,500 | 228,500 |
| **Allocations In** | | | | | | | | | |
| Finance - Purchasing | 506 | - | - | - | - | - | - | - | - |
| Information Technology | - | 18,749 | 20,000 | 19,300 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| **Total cost allocations in** | 506 | 18,749 | 20,000 | 19,300 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| **Allocations Out** | | | | | | | | | |
| Electric | (67,000) | (67,939) | (71,000) | (71,000) | (72,000) | (72,000) | (72,000) | (72,000) | (72,000) |
| Engineering Services | (23,000) | (23,517) | (25,000) | (25,000) | (25,000) | (25,000) | (25,000) | (25,000) | (25,000) |
| Storm Water | (12,500) | (13,065) | (15,000) | (15,000) | (16,000) | (16,000) | (16,000) | (16,000) | (16,000) |
| Public Works - Roads & Maintenance | (19,744) | (20,904) | (25,000) | (25,000) | (27,500) | (27,500) | (27,500) | (27,500) | (27,500) |
| Public Works - Solid Waste Disposal | (13,000) | (13,065) | (15,000) | (15,000) | (16,000) | (16,000) | (16,000) | (16,000) | (16,000) |
| Sewer Utility | (40,000) | (41,809) | (45,000) | (45,000) | (46,000) | (46,000) | (46,000) | (46,000) | (46,000) |
| Water Utility | (40,000) | (41,809) | (45,000) | (45,000) | (46,000) | (46,000) | (46,000) | (46,000) | (46,000) |
| **Total cost allocations out** | (215,244) | (222,108) | (241,000) | (241,000) | (248,500) | (248,500) | (248,500) | (248,500) | (248,500) |
| **Net Expense** | $ 13,222 | $ 17,543 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |

| **Outputs and Outcomes** | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.04 % | 0.05 % | - % | - % | - % | - % | - % | - % | - % |

## Public Works - General - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Service Recoveries | $ (21,226) | $ (187,407) | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Total Revenues** | (21,226) | (187,407) | - | - | - | - | - | - | - |
| **Expenses** | | | | | | | | | |
| General Expenses | 278 | - | - | - | - | - | - | - | - |
| Salaries and Wages | 790,237 | 749,548 | 923,396 | 923,396 | 943,113 | 961,976 | 981,214 | 1,000,839 | 1,020,856 |
| Service Contracts | 48,552 | 66,919 | - | - | - | - | - | - | - |
| Training, Conferences, & Memberships | 7,496 | 2,731 | 12,400 | 12,400 | 8,350 | 8,350 | 8,350 | 8,350 | 8,350 |
| **Total Expenses** | 846,563 | 819,198 | 935,796 | 935,796 | 951,463 | 970,326 | 989,564 | 1,009,189 | 1,029,206 |
| **Net Operating Expense** | 825,337 | 631,791 | 935,796 | 935,796 | 951,463 | 970,326 | 989,564 | 1,009,189 | 1,029,206 |
| **Allocations In** | | | | | | | | | |
| Facilities | 243,879 | - | - | - | - | - | - | - | - |
| Finance - Accounting | - | 387 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Information Technology | 2,870 | 3,071 | 6,000 | 6,000 | 8,762 | 8,815 | 8,869 | 8,924 | 8,980 |
| Public Works - Fleet | 74,750 | 67,855 | 12,900 | 12,900 | 19,766 | 20,161 | 20,565 | 20,976 | 21,395 |
| Public Works - General | - | 129,350 | - | - | - | - | - | - | - |
| Safety | 2,957 | 4,376 | 64,376 | 64,376 | 27,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| **Total cost allocations in** | 324,456 | 205,039 | 84,276 | 84,276 | 56,528 | 41,976 | 42,434 | 42,900 | 43,375 |

## Public Works - General - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations Out** | | | | | | | | | |
| Electric | (43,925) | - | - | - | - | - | - | - | - |
| Storm Water | (69,900) | (70,916) | (70,000) | (70,000) | (84,000) | (84,000) | (84,000) | (84,000) | (84,000) |
| Public Works - Cemetery | (8,200) | (8,980) | (10,000) | (10,000) | (12,391) | (13,095) | (13,149) | (13,204) | (13,260) |
| Public Works - Fleet | (49,612) | (23,488) | (25,000) | (25,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Public Works - Parks | (35,727) | (28,735) | (30,000) | (30,000) | (36,300) | (36,300) | (36,300) | (36,300) | (36,300) |
| Public Works - Roads & Maintenance | (182,532) | (186,495) | (175,000) | (175,000) | (216,600) | (216,600) | (216,600) | (216,600) | (216,600) |
| Public Works - Transit | (14,000) | (29,798) | (30,000) | (30,000) | (34,500) | (34,500) | (34,500) | (34,500) | (34,500) |
| Public Works - Solid Waste Disposal | (45,700) | (32,689) | (33,000) | (33,000) | (39,000) | (39,000) | (39,000) | (39,000) | (39,000) |
| Sewer Utility | (222,897) | (191,405) | (214,344) | (214,344) | (227,700) | (230,000) | (237,000) | (244,000) | (251,000) |
| Water Utility | (308,897) | (263,854) | (281,540) | (281,540) | (327,500) | (328,807) | (341,449) | (354,485) | (367,921) |
| **Total cost allocations out** | (981,390) | (836,360) | (868,884) | (868,884) | (1,007,991) | (1,012,302) | (1,031,998) | (1,052,089) | (1,072,581) |
| **Net Expense** | $ 168,403 | $ 470 | $ 151,188 | $ 151,188 | $ - | $ - | $ - | $ - | $ - |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (151,188) |
| % Change | (100.00)% |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$188k Increase in allocations out for Water Utility and Roads and Maintenance

## Public Works - Roads And Maintenance - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Expenses** | | | | | | | | | |
| Emergency Work/Prevention | $ 2,256 | $ 4,782 | $ 4,750 | $ 5,300 | $ 5,300 | $ 5,300 | $ 5,300 | $ 5,300 | $ 5,300 |
| General Expenses | 3,760 | 6,438 | 29,000 | 29,000 | 61,500 | 61,500 | 61,500 | 61,500 | 61,500 |
| Parking Lots, Sidewalks and Walkways | 124,161 | 158,268 | 171,800 | 227,000 | 263,200 | 266,040 | 268,937 | 271,892 | 274,905 |
| Public Engagement/Education | 27,303 | 28,209 | 45,500 | 45,500 | 45,500 | 45,850 | 46,207 | 46,571 | 46,943 |
| Repairs & Maintenance - Roads and Related Infrastr | 973,514 | 907,345 | 1,150,600 | 1,153,930 | 1,211,100 | 1,226,795 | 1,242,806 | 1,259,136 | 1,275,796 |
| Salaries and Wages | 35,320 | 40,284 | 38,000 | 39,500 | 40,260 | 41,035 | 41,826 | 42,632 | 43,455 |
| Small Equipment, Supplies, General Repairs & Maint | 42,582 | 30,094 | 35,800 | 35,550 | 37,300 | 37,620 | 37,946 | 38,279 | 38,619 |
| Snow & Ice Removal | 396,743 | 403,159 | 351,000 | 355,500 | 371,000 | 375,966 | 381,031 | 386,197 | 391,467 |
| Training, Conferences, & Memberships | 5,592 | 8,751 | 11,284 | 14,146 | 22,001 | 22,001 | 22,001 | 22,001 | 22,001 |
| Vandalism Removal | 28,724 | 33,428 | 42,600 | 77,100 | 161,100 | 91,000 | 91,000 | 91,000 | 91,000 |
| **Total Expenses** | 1,639,955 | 1,620,758 | 1,880,334 | 1,982,526 | 2,218,261 | 2,173,107 | 2,198,554 | 2,224,508 | 2,250,986 |
| **Net Operating Expense** | 1,639,955 | 1,620,758 | 1,880,334 | 1,982,526 | 2,218,261 | 2,173,107 | 2,198,554 | 2,224,508 | 2,250,986 |
| **Allocations In** | | | | | | | | | |
| Operations | 19,744 | 20,904 | 25,000 | 25,000 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 |
| Electric | 23,890 | 15,795 | 17,000 | 29,611 | 17,000 | 17,280 | 17,566 | 17,857 | 18,154 |
| Facilities | - | 14,993 | 14,190 | 15,414 | 16,623 | 16,814 | 17,008 | 17,207 | 17,409 |
| Public Works - General | 182,532 | 186,495 | 175,000 | 198,860 | 216,600 | 216,600 | 216,600 | 216,600 | 216,600 |
| Engineering Services | 30,050 | 427,452 | 172,676 | 111,216 | 75,500 | 57,000 | 58,000 | 58,000 | 59,000 |
| **Total cost allocations in** | 256,216 | 665,639 | 403,866 | 380,101 | 353,223 | 335,194 | 336,674 | 337,164 | 338,663 |

## Public Works - Roads And Maintenance - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations Out** | | | | | | | | | |
| Electric | (3,750) | (6,900) | (6,900) | (6,900) | (6,900) | (6,900) | (6,900) | (6,900) | (6,900) |
| Sewer Utility | 15,750 | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) |
| Water Utility | (15,750) | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) | (19,150) |
| **Total cost allocations out** | (3,750) | (45,200) | (45,200) | (45,200) | (45,200) | (45,200) | (45,200) | (45,200) | (45,200) |
| **Net Expense** | $ 1,892,421 | $ 2,241,197 | $ 2,239,000 | $ 2,317,427 | $ 2,526,284 | $ 2,463,101 | $ 2,490,028 | $ 2,516,472 | $ 2,544,449 |

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 5.71 % | 6.50 % | 6.25 % | 6.48 % | 6.40 % | 5.96 % | 5.74 % | 5.53 % | 4.69 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 208,857 |
| % Change | 9.01 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$49k Increase for Public Washrooms to address vandalism and safety issues

$70k Increase for park cleanliness

$57k Increase for roads maintenance and repairs

$36k Increase for Parking Lots, Sidewalks and Walkways

## Storm Water - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Storm Water User Fee | $ (362,063) | $ (562,948) | $ (755,000) | $ (763,517) | $ (966,000) | $ (1,179,000) | $ (1,391,000) | $ (1,614,000) | $ (1,914,250) |
| **Total Revenues** | (362,063) | (562,948) | (755,000) | (763,517) | (966,000) | (1,179,000) | (1,391,000) | (1,614,000) | (1,914,250) |
| **Expenses** | | | | | | | | | |
| Catch Basin Cleaning | 28,515 | 16,933 | 24,500 | 25,500 | 25,800 | 26,296 | 26,802 | 27,318 | 27,844 |
| Creeks & Dams | 10,154 | - | - | - | - | - | - | - | - |
| Detention Ponds | 11,615 | 7,433 | 9,600 | 11,600 | 9,600 | 9,600 | 9,600 | 9,600 | 9,600 |
| Main Repairs | 10,811 | 20,796 | 40,590 | 40,450 | 41,400 | 42,130 | 42,874 | 43,633 | 44,407 |
| Small Equipment, Supplies, General Repairs & Maint | 122,125 | 46,139 | 116,700 | 137,200 | 111,500 | 112,900 | 114,327 | 115,785 | 117,270 |
| Utilities | - | - | - | - | 46,250 | 46,250 | 46,250 | 46,250 | 46,250 |
| Video Inspection | 18,958 | - | 10,000 | 10,000 | 10,000 | 10,200 | 10,405 | 10,613 | 10,826 |
| **Total Expenses** | 202,178 | 91,301 | 201,390 | 224,750 | 244,550 | 247,376 | 250,258 | 253,199 | 256,197 |
| **Net Operating Surplus** | (159,885) | (471,647) | (553,610) | (538,767) | (721,450) | (931,624) | (1,140,742) | (1,360,801) | (1,658,053) |
| **Allocations In** | | | | | | | | | |
| Operations | 12,500 | 13,065 | 15,000 | 15,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 |
| Finance - General | - | - | - | - | - | 84,926 | 84,926 | 84,926 | 84,926 |
| Information Technology | 7,872 | 16,058 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Public Works - General | 69,900 | 70,916 | 70,000 | 70,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 |
| General Government/Overhead | 76,000 | 77,000 | 78,000 | 78,000 | 79,000 | 80,000 | 81,000 | 82,000 | 83,000 |
| Engineering Services | - | 190,040 | 91,000 | 91,000 | 107,623 | 106,933 | 110,143 | 110,557 | 111,180 |
| **Total cost allocations in** | 166,272 | 367,079 | 274,000 | 274,000 | 306,623 | 391,859 | 396,069 | 397,483 | 399,106 |
| **Allocations Out** | | | | | | | | | |
| Principal Payments | - | - | - | - | - | (48,852) | (48,852) | (48,852) | (48,852) |
| **Total cost allocations out** | - | - | - | - | - | (48,852) | (48,852) | (48,852) | (48,852) |
| **Net Surplus before Debt Servicing and Transfers** | 6,387 | (104,568) | (279,610) | (264,767) | (414,827) | (588,617) | (793,525) | (1,012,170) | (1,307,799) |

## Storm Water - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Transfers to Reserve** | | | | | | | | | |
| **Transfer To Non-Statutory Reserves** | | | | | | | | | |
| Transfer to Storm Reserve | - | 104,568 | 279,610 | 264,767 | 414,827 | 588,617 | 793,525 | 1,012,170 | 1,307,799 |
| **Total Net Transfers** | - | 104,568 | 279,610 | 264,767 | 414,827 | 588,617 | 793,525 | 1,012,170 | 1,307,799 |
| **Net Expense (Surplus)** | $ 6,387 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |

| **Outputs and Outcomes** | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.02 % | - % | - % | - % | - % | - % | - % | - % | - % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (150,060) |
| % Change | 56.68 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($203k) Revenue increase for a 25.3% rate increase

$46k Increase for Misc. City Owned Storm Water Charges that was previously budgeted in Facilities

## Street Lighting - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Expenses** | | | | | | | | | |
| Street Light Projects | $ 104,941 | $ 18,517 | $ 100,770 | $ 100,170 | $ 200,000 | $ 200,000 | $ 200,000 | $ 200,000 | $ 100,000 |
| Master Plans & Assessments | - | - | - | 510 | - | - | 16,888 | - | - |
| Parking Lots, Sidewalks and Walkways | 1,240 | (32) | 1,000 | 2,500 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Small Equipment, Supplies, General Repairs & Maint | 40,356 | 31,659 | 45,500 | 44,990 | 45,000 | 45,950 | 46,924 | 47,921 | 48,944 |
| Utilities | 160,838 | 161,102 | 159,830 | 159,830 | 168,000 | 171,360 | 174,787 | 178,283 | 181,849 |
| Vandalism Removal | 3,806 | 2,971 | 4,000 | 8,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| **Total Expenses** | 311,181 | 214,217 | 311,100 | 316,000 | 418,000 | 422,310 | 443,599 | 431,204 | 335,793 |
| **Net Expense (Surplus)** | $ 311,181 | $ 214,217 | $ 311,100 | $ 316,000 | $ 418,000 | $ 422,310 | $ 443,599 | $ 431,204 | $ 335,793 |

| **Outputs and Outcomes** | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.94 % | 0.62 % | 0.87 % | 0.88 % | 1.06 % | 1.02 % | 1.02 % | 0.95 % | 0.66 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 102,000 |
| % Change | 32.28 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$100k Increase for street light projects

## Traffic Control - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Other Revenues | $ (35,548) | $ (14,178) | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Total Revenues** | (35,548) | (14,178) | - | - | - | - | - | - | - |
| **Expenses** | | | | | | | | | |
| Small Equipment, Supplies, General Repairs & Maint | 118,827 | 114,955 | 104,000 | 104,000 | 109,000 | 110,900 | 112,849 | 114,850 | 116,901 |
| Utilities | 10,058 | 21,640 | 22,750 | 37,500 | 39,500 | 40,290 | 41,096 | 41,918 | 42,756 |
| Vandalism Removal | 1,983 | 1,913 | 2,500 | 2,500 | 2,500 | 2,550 | 2,601 | 2,653 | 2,706 |
| **Total Expenses** | 130,868 | 138,508 | 129,250 | 144,000 | 151,000 | 153,740 | 156,546 | 159,421 | 162,363 |
| **Net Expense (Surplus)** | $ 95,320 | $ 124,330 | $ 129,250 | $ 144,000 | $ 151,000 | $ 153,740 | $ 156,546 | $ 159,421 | $ 162,363 |

| **Outputs and Outcomes** | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.29 % | 0.36 % | 0.36 % | 0.40 % | 0.38 % | 0.37 % | 0.36 % | 0.35 % | 0.27 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 7,000 |
| % Change | 4.86 % |

## Transit - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Transit Fees | $ (706,785) | $ (752,255) | $ (826,421) | $ (788,921) | $ (625,047) | $ (577,820) | $ (578,858) | $ (579,916) | $ (580,992) |
| **Total Revenues** | (706,785) | (752,255) | (826,421) | (788,921) | (625,047) | (577,820) | (578,858) | (579,916) | (580,992) |
| **Expenses** | | | | | | | | | |
| General Expenses | 7,447 | 5,181 | 76,800 | 74,800 | 80,300 | 416,959 | 444,402 | 445,906 | 447,441 |
| Service Contracts | 1,838,971 | 1,680,940 | 1,948,200 | 1,948,200 | 1,947,200 | 2,039,690 | 2,136,708 | 2,238,477 | 2,345,233 |
| Snow & Ice Removal | 19,742 | 11,821 | 20,500 | 20,500 | 20,500 | 20,824 | 21,155 | 21,493 | 21,837 |
| Transit Infrastructure | 25,912 | 20,066 | 60,300 | 60,421 | 65,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| **Total Expenses** | 1,892,072 | 1,718,008 | 2,105,800 | 2,103,921 | 2,113,000 | 2,497,473 | 2,622,265 | 2,725,876 | 2,834,511 |
| **Net Operating Expense / (Surplus)** | 1,185,287 | 965,753 | 1,279,379 | 1,315,000 | 1,487,953 | 1,919,653 | 2,043,407 | 2,145,960 | 2,253,519 |
| **Allocations In** | | | | | | | | | |
| Public Works - General | 14,000 | 29,798 | 30,000 | 30,000 | 34,500 | 34,500 | 34,500 | 34,500 | 34,500 |
| **Total cost allocations in** | 14,000 | 29,798 | 30,000 | 30,000 | 34,500 | 34,500 | 34,500 | 34,500 | 34,500 |
| **Net Expense (Surplus)** | $ 1,199,287 | $ 995,551 | $ 1,309,379 | $ 1,345,000 | $ 1,522,453 | $ 1,954,153 | $ 2,077,907 | $ 2,180,460 | $ 2,288,019 |

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 3.62 % | 2.89 % | 3.65 % | 3.76 % | 3.85 % | 4.73 % | 4.79 % | 4.79 % | 3.26 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 177,453 |
| % Change | 13.19 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$177k Decreased revenue based on BC Transit budget and reduced ridership

## Environmental Development Services - Segment Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Development Services | $ (47,373) | $ (77,646) | $ (61,000) | $ (114,500) | $ (68,900) | $ (68,900) | $ (68,900) | $ (68,900) | $ (68,900) |
| Economic Development & Tourism | - | (118,618) | (75,000) | (75,000) | (150,000) | - | - | - | - |
| Land Management | (1,084,637) | (1,197,676) | (1,196,895) | (1,215,842) | (1,200,780) | (1,215,358) | (1,230,284) | (1,245,570) | (1,261,227) |
| Planning | (346,219) | (252,055) | (1,067,694) | (648,865) | (448,801) | (313,500) | (213,500) | (213,500) | (213,500) |
| **Total Revenues** | (1,478,229) | (1,645,995) | (2,400,589) | (2,054,207) | (1,868,481) | (1,597,758) | (1,512,684) | (1,527,970) | (1,543,627) |
| **Expenses** | | | | | | | | | |
| Development Services | 644,872 | 613,605 | 731,000 | 919,850 | 1,097,671 | 791,727 | 795,864 | 800,084 | 804,388 |
| Economic Development | 586,290 | 693,926 | 870,500 | 679,000 | 1,167,000 | 889,000 | 739,000 | 739,000 | 739,000 |
| Land Management | 480,913 | 643,677 | 600,895 | 734,549 | 677,843 | 683,242 | 688,749 | 694,366 | 700,096 |
| Planning | 737,026 | 572,935 | 1,499,969 | 981,800 | 1,047,301 | 832,280 | 749,706 | 757,280 | 765,005 |
| **Total Expenses** | 2,449,101 | 2,524,143 | 3,702,364 | 3,315,199 | 3,989,815 | 3,196,249 | 2,973,319 | 2,990,730 | 3,008,489 |
| **Net Operating Expense / (Surplus)** | $ 970,872 | $ 878,148 | $ 1,301,775 | $ 1,260,992 | $ 2,121,334 | $ 1,598,491 | $ 1,460,635 | $ 1,462,760 | $ 1,464,862 |

## Development Services - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Inspection Fees | $ (34,457) | $ (57,684) | $ (49,000) | $ (97,000) | $ (52,000) | $ (52,000) | $ (52,000) | $ (52,000) | $ (52,000) |
| Misc Recoveries | (12,916) | (16,910) | (12,000) | (17,500) | (16,900) | (16,900) | (16,900) | (16,900) | (16,900) |
| Misc Grants | - | (3,052) | - | - | - | - | - | - | - |
| **Total Revenues** | (47,373) | (77,646) | (61,000) | (114,500) | (68,900) | (68,900) | (68,900) | (68,900) | (68,900) |
| **Expenses** | | | | | | | | | |
| Asset Management Projects | 41,237 | 27,919 | 35,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Bylaw & Policy Updates | - | 2,456 | 30,000 | 30,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| General Expenses | 28,715 | 13,197 | 25,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Salaries and Wages | 506,407 | 509,701 | 573,350 | 573,350 | 602,850 | 606,906 | 611,043 | 615,263 | 619,567 |
| Training, Conferences, & Memberships | 5,648 | 2,698 | 7,000 | 3,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| **Total Expenses** | 582,007 | 555,971 | 670,350 | 656,850 | 678,350 | 682,406 | 686,543 | 690,763 | 695,067 |
| **Net Operating Expense / (Surplus)** | 534,634 | 478,325 | 609,350 | 542,350 | 609,450 | 613,506 | 617,643 | 621,863 | 626,167 |
| **Allocations In** | | | | | | | | | |
| Corporate Administration | 43,188 | 45,129 | 45,000 | 245,000 | 280,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| Communications | 8,998 | 2,942 | 8,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Information Technology | 10,679 | 9,563 | 7,650 | 8,000 | 129,321 | 9,321 | 9,321 | 9,321 | 9,321 |
| **Total cost allocations in** | 62,865 | 57,634 | 60,650 | 263,000 | 419,321 | 109,321 | 109,321 | 109,321 | 109,321 |
| **Net Expense (Surplus)** | $ 597,499 | $ 535,959 | $ 670,000 | $ 805,350 | $ 1,028,771 | $ 722,827 | $ 726,964 | $ 731,184 | $ 735,488 |

## Development Services - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 1.80 % | 1.55 % | 1.87 % | 2.25 % | 2.60 % | 1.75 % | 1.68 % | 1.61 % | 1.40 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 223,421 |
| % Change | 27.74 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$46k Reduced revenues

$12k Budgeted for Housing Policy review

$75k Community Safety Review

$15k Monitoring of Repeat Offenders

$120k New online application software for developers and homeowners

($55k) Reduction in legal fees

## Economic Development - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Grants | $ - | $ (81,638) | $ - | $ - | $ (150,000) | $ - | $ - | $ - | $ - |
| Other Revenues | - | (36,980) | (75,000) | (75,000) | - | - | - | - | - |
| **Total Revenues** | - | (118,618) | (75,000) | (75,000) | (150,000) | - | - | - | - |
| **Expenses** | | | | | | | | | |
| Attraction | 35,407 | 52,172 | 40,000 | 37,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| Collaboration | 320,396 | 338,262 | 375,000 | 375,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 |
| Consulting Services | 12,437 | - | - | - | 65,000 | - | - | - | - |
| COVID Restart Initiatives | - | - | 165,000 | 28,000 | 152,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Event Sport Tourism | - | - | 60,000 | 20,500 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| General Expenses | 209 | 91,228 | 75,000 | 75,000 | 250,000 | 250,000 | 100,000 | 100,000 | 100,000 |
| Regulatory, Safety & Wellness | - | - | 5,000 | 5,000 | - | - | - | - | - |
| Retention & Expansion | 59,204 | 45,077 | - | - | 28,000 | - | - | - | - |
| Salaries and Wages | 115,852 | 143,917 | 115,000 | 115,000 | 255,000 | 207,000 | 207,000 | 207,000 | 207,000 |
| Strategic Communication | 36,241 | 18,694 | 30,000 | 20,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Training, Conferences, & Memberships | 6,544 | 2,810 | 3,500 | 3,500 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| **Total Expenses** | 586,290 | 692,160 | 868,500 | 679,000 | 1,167,000 | 889,000 | 739,000 | 739,000 | 739,000 |
| **Net Operating Expense / (Surplus)** | 586,290 | 573,542 | 793,500 | 604,000 | 1,017,000 | 889,000 | 739,000 | 739,000 | 739,000 |
| **Allocations In** | | | | | | | | | |
| Communications | - | 1,766 | 2,000 | - | - | - | - | - | - |
| **Total cost allocations in** | - | 1,766 | 2,000 | - | - | - | - | - | - |
| **Net Expense (Surplus)** | $ 586,290 | $ 575,308 | $ 795,500 | $ 604,000 | $ 1,017,000 | $ 889,000 | $ 739,000 | $ 739,000 | $ 739,000 |

## Economic Development - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 1.77 % | 1.67 % | 2.22 % | 1.69 % | 2.58 % | 2.15 % | 1.70 % | 1.62 % | 0.91 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 413,000 |
| % Change | 68.38 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$150k Three Blind Mice Management Plan (flow through revenue & expenses)

$124k COVID Restart Iniatives

$80k Civic Events contract

$65k Innovative Business Idea Grants/Partnerships

$75k Increase for allocation of  a portion of General Manager salary

$48k Temporary Recreation Coordinator

($50k) Airport Marketing

## Land Management - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (20,450) | $ (19,950) | $ (20,000) | $ (20,000) | $ (20,000) | $ (20,000) | $ (20,000) | $ (20,000) | $ (20,000) |
| Property Rentals | (1,064,187) | (1,177,726) | (1,176,895) | (1,195,842) | (1,180,780) | (1,195,358) | (1,210,284) | (1,225,570) | (1,241,227) |
| **Total Revenues** | (1,084,637) | (1,197,676) | (1,196,895) | (1,215,842) | (1,200,780) | (1,215,358) | (1,230,284) | (1,245,570) | (1,261,227) |
| **Expenses** | | | | | | | | | |
| General Expenses | 53,570 | 83,051 | 60,000 | 85,250 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| Master Plans & Assessments | 2,023 | 22,350 | 41,000 | 25,000 | - | - | - | - | - |
| Property Taxes/Leases | 186,261 | 183,525 | 127,800 | 133,307 | 128,850 | 128,850 | 128,850 | 128,850 | 128,850 |
| Regulatory, Safety & Wellness | 31,343 | 25,032 | 25,000 | 25,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 |
| Salaries and Wages | 207,651 | 231,304 | 269,350 | 243,600 | 297,500 | 301,200 | 304,974 | 308,823 | 312,750 |
| Training, Conferences, & Memberships | 65 | - | 4,579 | 1,017 | 4,948 | 4,948 | 4,948 | 4,948 | 4,948 |
| **Total Expenses** | 480,913 | 545,262 | 527,729 | 513,174 | 514,298 | 517,998 | 521,772 | 525,621 | 529,548 |
| **Net Operating Expense / (Surplus)** | (603,724) | (652,414) | (669,166) | (702,668) | (686,482) | (697,360) | (708,512) | (719,949) | (731,679) |
| **Allocations In** | | | | | | | | | |
| Facilities | - | 164,347 | 137,103 | 285,312 | 232,200 | 233,899 | 235,632 | 237,400 | 239,203 |
| General Government/Utility Overhead Credit | - | (65,932) | (63,937) | (63,937) | (68,655) | (68,655) | (68,655) | (68,655) | (68,655) |
| **Total cost allocations in** | - | 98,415 | 73,166 | 221,375 | 163,545 | 165,244 | 166,977 | 168,745 | 170,548 |
| **Net Expense (Surplus)** | $ (603,724) | $ (553,999) | $ (596,000) | $ (481,293) | $ (522,937) | $ (532,116) | $ (541,535) | $ (551,204) | $ (561,131) |

## Land Management - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | (1.82)% | (1.61)% | (1.66)% | (1.35)% | (1.32)% | (1.29)% | (1.25)% | (1.21)% | (1.33)% |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (41,644) |
| % Change | 8.65 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($25k) Decrease for Skaha Park Master Plan completion

($20k) Decrease for Land Management Survey and appraisals

## Planning - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Application Fees | $ (182,898) | $ (174,850) | $ (175,000) | $ (190,000) | $ (190,000) | $ (190,000) | $ (190,000) | $ (190,000) | $ (190,000) |
| Misc Recoveries | (107,768) | (21,652) | (17,000) | (24,500) | (23,500) | (23,500) | (23,500) | (23,500) | (23,500) |
| Misc Grants | - | - | (805,694) | (364,365) | (220,301) | (100,000) | - | - | - |
| Provincial Grants | (55,553) | (55,553) | (70,000) | (70,000) | (15,000) | - | - | - | - |
| **Total Revenues** | (346,219) | (252,055) | (1,067,694) | (648,865) | (448,801) | (313,500) | (213,500) | (213,500) | (213,500) |
| **Expenses** | | | | | | | | | |
| Collaboration | - | - | 423,500 | 133,000 | 150,000 | 150,000 | 60,000 | 60,000 | 60,000 |
| General Expenses | 55,954 | 54,120 | 484,169 | 265,275 | 202,301 | 17,000 | 17,000 | 17,000 | 17,000 |
| Master Plans & Assessments | 11,205 | - | - | - | - | - | - | - | - |
| Public Engagement/Education | 7,739 | 5,737 | 10,000 | 9,075 | 10,000 | 10,200 | 10,404 | 10,612 | 10,824 |
| Regulatory, Safety & Wellness | 922 | 6,126 | 82,000 | 79,500 | 74,500 | 37,500 | 37,500 | 37,500 | 37,500 |
| Salaries and Wages | 650,260 | 501,794 | 491,200 | 488,200 | 603,000 | 610,080 | 617,302 | 624,668 | 632,181 |
| Training, Conferences, & Memberships | 10,946 | 5,158 | 9,100 | 6,750 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| **Total Expenses** | 737,026 | 572,935 | 1,499,969 | 981,800 | 1,047,301 | 832,280 | 749,706 | 757,280 | 765,005 |
| **Net Expense (Surplus)** | $ 390,807 | $ 320,880 | $ 432,275 | $ 332,935 | $ 598,500 | $ 518,780 | $ 536,206 | $ 543,780 | $ 551,505 |

## Planning - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 1.18 % | 0.93 % | 1.21 % | 0.93 % | 1.52 % | 1.25 % | 1.24 % | 1.19 % | 0.82 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 265,565 |
| % Change | 79.76 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$120k Decrease in grants

$83k Increase for extension of term position

## Recreation and Cultural Services - Segment Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Library | $ (257,200) | $ (265,697) | $ (274,695) | $ (272,775) | $ (264,412) | $ (264,412) | $ (264,412) | $ (264,412) | $ (264,412) |
| Museum | (51,277) | (94,499) | (88,726) | (65,050) | (58,000) | (38,000) | (38,000) | (38,000) | (38,000) |
| Parks | (36,654) | (76,225) | - | - | - | - | - | - | - |
| Recreation | (2,261,840) | (901,070) | (1,305,250) | (1,109,150) | (1,474,150) | (1,545,433) | (1,622,581) | (1,706,157) | (1,796,779) |
| SOEC | (244,352) | (196,576) | (203,167) | (191,680) | (206,100) | (209,089) | (212,135) | (215,242) | (218,407) |
| **Total Revenues** | (2,851,323) | (1,534,067) | (1,871,838) | (1,638,655) | (2,002,662) | (2,056,934) | (2,137,128) | (2,223,811) | (2,317,598) |
| **Expenses** | | | | | | | | | |
| Library | 1,507,741 | 1,419,371 | 1,598,695 | 1,622,375 | 1,686,012 | 1,670,478 | 1,684,201 | 1,698,223 | 1,712,512 |
| Museum | 319,403 | 237,755 | 375,726 | 338,450 | 408,400 | 359,044 | 362,263 | 365,521 | 368,858 |
| Public Works - Parks | 2,603,450 | 2,560,313 | 2,996,000 | 3,036,894 | 3,340,011 | 3,253,392 | 3,285,756 | 3,318,719 | 3,354,217 |
| Recreation | 4,783,812 | 3,065,387 | 3,831,250 | 3,647,068 | 4,121,770 | 4,172,539 | 4,224,311 | 4,277,102 | 4,333,535 |
| SOEC | 1,391,191 | 2,182,135 | 2,294,365 | 2,134,365 | 2,447,603 | 2,208,193 | 2,218,837 | 2,229,533 | 2,240,284 |
| **Total Expenses** | 10,605,597 | 9,464,961 | 11,096,036 | 10,779,152 | 12,003,796 | 11,663,646 | 11,775,368 | 11,889,098 | 12,009,406 |
| **Net Operating Expense / (Surplus)** | $ 7,754,274 | $ 7,930,894 | $ 9,224,198 | $ 9,140,497 | $ 10,001,134 | $ 9,606,712 | $ 9,638,240 | $ 9,665,287 | $ 9,691,808 |

## Library - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Donations | $ (1,123) | $ (2,958) | $ (4,000) | $ (4,000) | $ (4,000) | $ (4,000) | $ (4,000) | $ (4,000) | $ (4,000) |
| Federal Grants | (6,895) | - | - | - | - | - | - | - | - |
| Misc Grants | (35,152) | (31,652) | (41,649) | (41,649) | (35,143) | (35,143) | (35,143) | (35,143) | (35,143) |
| Other Revenues | (102,597) | (109,956) | (94,400) | (92,480) | (125,400) | (125,400) | (125,400) | (125,400) | (125,400) |
| Penalty/Ticket/Fee Revenues | (18,064) | (7,262) | (20,500) | (20,500) | (6,500) | (6,500) | (6,500) | (6,500) | (6,500) |
| Provincial Grants | (93,369) | (113,869) | (114,146) | (114,146) | (93,369) | (93,369) | (93,369) | (93,369) | (93,369) |
| **Total Revenues** | (257,200) | (265,697) | (274,695) | (272,775) | (264,412) | (264,412) | (264,412) | (264,412) | (264,412) |
| **Expenses** | | | | | | | | | |
| Book/Audiobook/Periodical Purchases | 142,855 | 162,289 | 187,783 | 194,289 | 201,000 | 172,000 | 172,000 | 172,000 | 172,000 |
| General Expenses | 52,041 | 50,704 | 53,000 | 54,100 | 60,500 | 60,500 | 60,500 | 60,500 | 60,500 |
| Public Engagement/Education | 1,932 | 4,480 | 4,000 | 3,874 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Salaries and Wages | 939,145 | 841,769 | 970,008 | 970,008 | 1,025,512 | 1,038,162 | 1,051,065 | 1,064,226 | 1,077,650 |
| Small Equipment, Supplies, General Repairs & Maint | 46,100 | 35,597 | 58,000 | 58,000 | 41,000 | 41,000 | 41,000 | 41,000 | 41,000 |
| Training, Conferences, & Memberships | 13,249 | 13,827 | 7,104 | 7,104 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Videos & Online Databases | 28,772 | 29,013 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| **Total Expenses** | 1,224,094 | 1,137,679 | 1,319,895 | 1,327,375 | 1,388,012 | 1,371,662 | 1,384,565 | 1,397,726 | 1,411,150 |
| **Net Operating Expense** | 966,894 | 871,982 | 1,045,200 | 1,054,600 | 1,123,600 | 1,107,250 | 1,120,153 | 1,133,314 | 1,146,738 |
| **Allocations In** | | | | | | | | | |
| Facilities | 94,847 | 92,892 | 90,000 | 106,200 | 109,200 | 110,016 | 110,836 | 111,697 | 112,562 |
| General Government | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 | 188,800 |
| **Total cost allocations in** | 283,647 | 281,692 | 278,800 | 295,000 | 298,000 | 298,816 | 299,636 | 300,497 | 301,362 |
| **Net Expense** | $ 1,250,541 | $ 1,153,674 | $ 1,324,000 | $ 1,349,600 | $ 1,421,600 | $ 1,406,066 | $ 1,419,789 | $ 1,433,811 | $ 1,448,100 |

## Library - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 3.77 % | 3.34 % | 3.69 % | 3.77 % | 3.60 % | 3.40 % | 3.27 % | 3.15 % | 2.67 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 72,000 |
| % Change | 5.33 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$29k Increases for electronic book locker

$55k Increases for return to prepandemic staffing levels

## Museum - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Donations | $ (26,399) | $ (3,288) | $ (11,000) | $ (7,500) | $ (9,000) | $ (9,000) | $ (9,000) | $ (9,000) | $ (9,000) |
| Misc Recoveries | (3,428) | (1,271) | (3,726) | (3,550) | (4,000) | (4,000) | (4,000) | (4,000) | (4,000) |
| Misc Grants | (550) | (31,940) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) |
| Provincial Grants | (20,900) | (58,000) | (69,000) | (49,000) | (40,000) | (20,000) | (20,000) | (20,000) | (20,000) |
| **Total Revenues** | (51,277) | (94,499) | (88,726) | (65,050) | (58,000) | (38,000) | (38,000) | (38,000) | (38,000) |
| **Expenses** | | | | | | | | | |
| Archives | 32,897 | 17,279 | 23,500 | 28,275 | 37,500 | 25,000 | 25,000 | 25,000 | 25,000 |
| Collections Management | 6,258 | 3,275 | 6,000 | 5,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Exhibits, Programs, & Projects | 10,046 | 8,629 | 66,500 | 16,000 | 51,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| General Expenses | 3,188 | 2,828 | 2,326 | 2,326 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 |
| Public Engagement/Education | 1,805 | 1,190 | 3,000 | 3,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Salaries and Wages | 201,252 | 142,375 | 212,900 | 211,549 | 225,500 | 228,100 | 230,752 | 233,457 | 236,216 |
| Training, Conferences, & Memberships | 158 | 20 | 600 | 600 | 4,400 | 4,400 | 4,400 | 4,400 | 4,400 |
| **Total Expenses** | 255,604 | 175,596 | 314,826 | 266,750 | 334,700 | 284,800 | 287,452 | 290,157 | 292,916 |
| **Net Operating Expense** | 204,327 | 81,097 | 226,100 | 201,700 | 276,700 | 246,800 | 249,452 | 252,157 | 254,916 |
| **Allocations In** | | | | | | | | | |
| Facilities | 63,231 | 61,928 | 60,000 | 70,800 | 72,800 | 73,344 | 73,911 | 74,464 | 75,042 |
| Information Technology | 568 | 231 | 900 | 900 | 900 | 900 | 900 | 900 | 900 |
| **Total cost allocations in** | 63,799 | 62,159 | 60,900 | 71,700 | 73,700 | 74,244 | 74,811 | 75,364 | 75,942 |
| **Net Expense** | $ 268,126 | $ 143,256 | $ 287,000 | $ 273,400 | $ 350,400 | $ 321,044 | $ 324,263 | $ 327,521 | $ 330,858 |

## Museum - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 0.81 % | 0.42 % | 0.80 % | 0.76 % | 0.89 % | 0.78 % | 0.75 % | 0.72 % | 0.60 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 77,000 |
| % Change | 28.16 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$35k Increase for Exhibits, Programs, & Projects

## Parks - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Service Recoveries | $ (36,654) | $ (76,225) | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| **Total Revenues** | (36,654) | (76,225) | - | - | - | - | - | - | - |
| **Expenses** | | | | | | | | | |
| Beach Maintenance | 198,212 | 137,248 | 196,450 | 189,550 | 186,550 | 188,354 | 190,193 | 192,070 | 193,984 |
| General Expenses | 30,691 | 12,278 | 41,200 | 44,551 | 143,200 | 43,200 | 43,200 | 43,200 | 43,200 |
| Park/Beach Horticulture Expenses | 478,897 | 431,414 | 516,650 | 572,050 | 573,150 | 580,390 | 587,779 | 595,313 | 603,000 |
| Parks, SD, Boulevards, Trails Maintenance | 657,605 | 609,868 | 823,504 | 837,554 | 865,665 | 875,808 | 886,154 | 896,708 | 907,469 |
| Public Engagement/Education | 12,443 | 2,068 | 12,500 | 3,000 | 12,500 | 12,630 | 12,763 | 12,899 | 13,037 |
| Salaries and Wages | 358,021 | 413,478 | 409,250 | 409,250 | 418,750 | 424,805 | 430,981 | 437,281 | 443,706 |
| Service Contracts | 59,654 | 87,605 | 14,000 | 14,000 | 14,000 | 14,281 | 14,567 | 14,859 | 15,156 |
| Signage | 32,614 | 34,615 | 37,550 | 36,550 | 43,750 | 43,930 | 44,114 | 44,302 | 44,493 |
| Snow & Ice Removal | 68,424 | 60,284 | 67,350 | 67,350 | 67,350 | 68,327 | 69,324 | 70,341 | 71,378 |
| Solid Waste Program | 150,527 | 161,284 | 223,000 | 231,000 | 303,000 | 306,707 | 310,489 | 314,347 | 318,281 |
| Training, Conferences, & Memberships | 13,067 | 8,050 | 12,000 | 10,349 | 23,650 | 23,650 | 23,650 | 23,650 | 23,650 |
| Vandalism Removal | 22,272 | 13,291 | 18,500 | 30,000 | 28,500 | 28,500 | 28,500 | 28,500 | 28,500 |
| **Total Expenses** | 2,082,427 | 1,971,483 | 2,371,954 | 2,445,204 | 2,680,065 | 2,610,582 | 2,641,714 | 2,673,470 | 2,705,854 |
| **Net Operating Expense** | 2,045,773 | 1,895,258 | 2,371,954 | 2,445,204 | 2,680,065 | 2,610,582 | 2,641,714 | 2,673,470 | 2,705,854 |

## Parks - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations In** | | | | | | | | | |
| Facilities | 276,446 | 332,644 | 333,515 | 308,659 | 338,976 | 340,025 | 341,096 | 342,188 | 343,302 |
| Finance - General | 96,510 | 100,759 | 99,271 | 99,271 | 97,745 | 96,179 | 94,574 | 92,928 | 92,928 |
| Public Works - Fleet | 32,500 | 48,525 | 59,000 | 59,000 | 68,000 | 68,000 | 68,000 | 68,000 | 68,000 |
| Public Works - General | 35,727 | 28,735 | 30,000 | 30,000 | 36,300 | 36,300 | 36,300 | 36,300 | 36,300 |
| Safety | 3,662 | 2,213 | 6,500 | (1,000) | - | - | - | - | - |
| Waste Water Treatment Plant | 38,985 | 35,000 | 53,000 | 53,000 | 55,000 | 57,000 | 59,000 | 61,000 | 63,000 |
| Engineering Services | 10,500 | 12,000 | 14,000 | 14,000 | 35,500 | 17,000 | 17,000 | 17,000 | 17,000 |
| Water Treatment Plant | 37,693 | 39,954 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| **Total cost allocations in** | 532,023 | 599,830 | 635,286 | 602,930 | 671,521 | 654,504 | 655,970 | 657,416 | 660,530 |
| **Allocations Out** | | | | | | | | | |
| Public Works - Cemetery | (11,000) | (11,000) | (11,240) | (11,240) | (11,575) | (11,694) | (11,928) | (12,167) | (12,167) |
| **Total cost allocations out** | (11,000) | (11,000) | (11,240) | (11,240) | (11,575) | (11,694) | (11,928) | (12,167) | (12,167) |
| **Net Expense** | $ 2,566,796 | $ 2,484,088 | $ 2,996,000 | $ 3,036,894 | $ 3,340,011 | $ 3,253,392 | $ 3,285,756 | $ 3,318,719 | $ 3,354,217 |

## Parks - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 7.75 % | 7.20 % | 8.36 % | 8.49 % | 8.46 % | 7.87 % | 7.57 % | 7.29 % | 11.24 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 303,117 |
| % Change | 9.98 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$100k Urban Forestry master plan

$70k Increase for park cleanliness

$70k Increase for allocations in

## Parks - Project Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Parks - General** | | | | | | | | | |
| Parks - General | $ 429,974 | $ 423,896 | $ 490,450 | $ 497,700 | $ 615,750 | $ 522,436 | $ 529,256 | $ 536,213 | $ 543,308 |
| Public Works - Parks - Recoveries | (20,914) | (72,867) | - | - | - | - | - | - | - |
| Public Works - Parks - Recoveries | 29,914 | 72,246 | - | - | - | - | - | - | - |
| | 438,974 | 423,275 | 490,450 | 497,700 | 615,750 | 522,436 | 529,256 | 536,213 | 543,308 |
| A - Standard - Beaches | 155,037 | 102,145 | 150,900 | 146,000 | 153,400 | 154,943 | 156,517 | 158,123 | 159,760 |
| A - Standard - Parks | 360,126 | 331,833 | 397,200 | 426,350 | 456,800 | 463,063 | 469,453 | 475,971 | 482,616 |
| B - Standard - Beaches | 49,667 | 51,449 | 61,500 | 52,800 | 45,000 | 45,261 | 45,526 | 45,797 | 46,074 |
| B - Standard - Parks | 91,635 | 97,678 | 161,700 | 150,250 | 159,750 | 161,967 | 164,233 | 166,540 | 168,893 |
| Boulevards | 243,123 | 236,048 | 230,600 | 261,300 | 259,700 | 263,247 | 266,866 | 270,556 | 274,321 |
| C - Standard - Beaches | 17,015 | 3,524 | 13,700 | 11,750 | 13,750 | 13,750 | 13,750 | 13,750 | 13,750 |
| C - Standard - Parks | 9,660 | 5,181 | 13,700 | 15,650 | 14,050 | 14,050 | 14,050 | 14,050 | 14,050 |
| Natural Green Belts | 14,700 | 6,543 | 16,800 | 16,750 | 16,750 | 16,872 | 16,996 | 17,124 | 17,254 |
| Parking Lots | 10,448 | 5,226 | 13,404 | 13,354 | 13,350 | 13,350 | 13,350 | 13,350 | 13,350 |
| Parks City Owned Buildings | 92,338 | 100,828 | 92,500 | 108,350 | 102,800 | 103,221 | 103,650 | 104,088 | 104,535 |
| School District | 12,823 | 2,825 | 17,700 | 26,000 | 18,400 | 18,400 | 18,400 | 18,400 | 18,400 |
| Sports Fields | 196,623 | 181,569 | 229,900 | 227,550 | 223,865 | 226,614 | 229,416 | 232,275 | 235,192 |
| Trails | 76,373 | 82,868 | 127,250 | 130,250 | 130,250 | 131,763 | 133,306 | 134,881 | 136,487 |
| Undeveloped Lots | 876 | - | 3,050 | 3,100 | 3,100 | 3,100 | 3,100 | 3,100 | 3,100 |
| Parks - Tools and Equipment | 2,160 | 3,055 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Parks - Garbage and Recycling | 150,527 | 161,284 | 223,000 | 231,000 | 303,000 | 306,707 | 310,489 | 314,347 | 318,281 |
| Parks - Snow and Ice Control | 67,774 | 60,284 | 67,000 | 67,000 | 67,000 | 67,977 | 68,974 | 69,991 | 71,028 |
| Parks - Wildlife Control | 21,036 | 12,607 | 20,500 | 20,500 | 20,500 | 20,871 | 21,249 | 21,635 | 22,027 |
| Parks - Porta Toilets | 6,307 | 4,950 | 8,000 | 8,000 | 8,000 | 8,140 | 8,283 | 8,429 | 8,578 |
| Parks - Fountains | 3,895 | - | 3,900 | 4,000 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 |
| Parks - Other Accounts | 11,327 | 9,046 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Public Works - Parks | 13,329 | 13,168 | 12,200 | 10,550 | 23,850 | 23,850 | 23,850 | 23,850 | 23,850 |
| **Total Parks Projects** | $ 2,045,773 | $ 1,895,386 | $ 2,371,954 | $ 2,445,204 | $ 2,680,065 | $ 2,610,582 | $ 2,641,714 | $ 2,673,470 | $ 2,705,854 |

## Recreation - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Aquatics | $ (1,021,881) | $ (350,825) | $ (493,500) | $ (459,900) | $ (611,000) | $ (667,620) | $ (729,812) | $ (798,134) | $ (873,193) |
| Facility Rentals | (719,536) | (303,685) | (444,250) | (325,750) | (487,750) | (497,445) | (507,334) | (517,420) | (527,709) |
| Federal Grants | - | (9,350) | - | - | - | - | - | - | - |
| Misc Recoveries | (65,570) | (18,309) | (127,000) | (107,000) | (127,000) | (127,000) | (127,000) | (127,000) | (127,000) |
| Programs | (454,853) | (218,901) | (240,500) | (216,500) | (248,400) | (253,368) | (258,435) | (263,603) | (268,877) |
| **Total Revenues** | (2,261,840) | (901,070) | (1,305,250) | (1,109,150) | (1,474,150) | (1,545,433) | (1,622,581) | (1,706,157) | (1,796,779) |
| **Expenses** | | | | | | | | | |
| Aquatics | 852,469 | 427,156 | 725,000 | 632,500 | 775,000 | 790,080 | 805,462 | 821,151 | 837,154 |
| Event Sport Tourism | 223,520 | 127,316 | - | - | - | - | - | - | - |
| Facility Rentals | 99,925 | 45,496 | 139,800 | 89,600 | 143,000 | 145,800 | 148,656 | 151,569 | 154,541 |
| General Expenses | 161,312 | 44,150 | 176,200 | 143,200 | 183,700 | 185,440 | 187,215 | 189,025 | 190,872 |
| Program Expenses | 562,310 | 342,925 | 444,150 | 404,300 | 473,150 | 482,373 | 491,780 | 501,376 | 511,163 |
| Regulatory, Safety & Wellness | 47,530 | 35,538 | 40,000 | 46,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| Salaries and Wages | 729,159 | 633,815 | 754,000 | 752,500 | 784,000 | 799,640 | 815,593 | 831,864 | 848,462 |
| Training, Conferences, & Memberships | 20,316 | 6,374 | 19,832 | 12,500 | 21,500 | 21,810 | 22,126 | 22,448 | 22,778 |
| **Total Expenses** | 2,696,541 | 1,662,770 | 2,298,982 | 2,080,600 | 2,425,350 | 2,470,143 | 2,515,832 | 2,562,433 | 2,609,970 |
| **Net Operating Expense / (Surplus)** | 434,701 | 761,700 | 993,732 | 971,450 | 951,200 | 924,710 | 893,251 | 856,276 | 813,191 |
| **Allocations In** | | | | | | | | | |
| Facilities | 1,577,005 | 1,041,703 | 1,292,000 | 1,326,200 | 1,434,000 | 1,441,740 | 1,449,635 | 1,457,688 | 1,465,901 |
| Finance - General | 482,742 | 344,132 | 213,268 | 213,268 | 210,920 | 208,512 | 206,043 | 203,510 | 203,510 |
| Information Technology | 7,814 | 6,905 | 12,000 | 12,000 | 34,300 | 34,844 | 35,399 | 35,965 | 36,542 |
| Public Works - Fleet | 11,000 | 8,250 | 11,000 | 11,000 | 12,200 | 12,200 | 12,200 | 12,200 | 12,200 |
| Safety | 8,710 | 1,627 | 4,000 | 4,000 | 5,000 | 5,100 | 5,202 | 5,306 | 5,412 |
| **Total cost allocations in** | 2,087,271 | 1,402,617 | 1,532,268 | 1,566,468 | 1,696,420 | 1,702,396 | 1,708,479 | 1,714,669 | 1,723,565 |
| **Net Expense (Surplus)** | $ 2,521,972 | $ 2,164,317 | $ 2,526,000 | $ 2,537,918 | $ 2,647,620 | $ 2,627,106 | $ 2,601,730 | $ 2,570,945 | $ 2,536,756 |

## Recreation - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 7.61 % | 6.27 % | 7.05 % | 7.10 % | 6.70 % | 6.35 % | 6.00 % | 5.65 % | 5.65 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 109,702 |
| % Change | 4.32 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($365k) Increased revenue for pandemic restrictions ending.

$344k Increase delivery of programs costs.

$130k Increase in allocations in

## SOEC - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (82,672) | $ (32,768) | $ (36,667) | $ (25,180) | $ (36,667) | $ (36,667) | $ (36,667) | $ (36,667) | $ (36,667) |
| Property Rentals | (161,680) | (163,808) | (166,500) | (166,500) | (169,433) | (172,422) | (175,468) | (178,575) | (181,740) |
| **Total Revenues** | (244,352) | (196,576) | (203,167) | (191,680) | (206,100) | (209,089) | (212,135) | (215,242) | (218,407) |
| **Expenses** | | | | | | | | | |
| COVID Restart Initiatives | - | - | 250,000 | - | 250,000 | - | - | - | - |
| Service Contracts | 1,391,121 | 2,102,195 | - | - | - | - | - | - | - |
| South Okanagan Event Centre (SOEC) | - | 440 | 1,575,681 | 1,694,579 | 1,568,575 | 1,576,418 | 1,584,300 | 1,592,222 | 1,600,183 |
| Penticton Trade & Convention Centre (PTCC) | - | - | 395,916 | 437,018 | 600,886 | 603,890 | 606,910 | 609,944 | 612,994 |
| Okanagan Hockey School (OHS) | - | - | (96,373) | (146,373) | (112,944) | (113,509) | (114,076) | (114,647) | (115,220) |
| Memorial Arena | - | - | 89,641 | 69,641 | 61,586 | 61,894 | 62,203 | 62,514 | 62,827 |
| **Total Expenses** | 1,391,121 | 2,102,635 | 2,214,865 | 2,054,865 | 2,368,103 | 2,128,693 | 2,139,337 | 2,150,033 | 2,160,784 |
| **Net Operating Expense / (Surplus)** | 1,146,769 | 1,906,059 | 2,011,698 | 1,863,185 | 2,162,003 | 1,919,604 | 1,927,202 | 1,934,791 | 1,942,377 |
| **Allocations In** | | | | | | | | | |
| Finance - General | - | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 |
| Finance - Purchasing | 70 | - | - | - | - | - | - | - | - |
| **Total cost allocations in** | 70 | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 | 79,500 |
| **Net Expense (Surplus)** | $ 1,146,839 | $ 1,985,559 | $ 2,091,198 | $ 1,942,685 | $ 2,241,503 | $ 1,999,104 | $ 2,006,702 | $ 2,014,291 | $ 2,021,877 |

## SOEC - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | 3.46 % | 5.76 % | 5.83 % | 5.43 % | 5.68 % | 4.84 % | 4.63 % | 4.42 % | 3.93 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 298,818 |
| % Change | 15.38 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$250k COVID Restart Initiative

## Public Health and Safety - Segment Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Public Works - Cemetery | $ (418,445) | $ (450,070) | $ (378,500) | $ (378,500) | $ (378,500) | $ (378,500) | $ (378,500) | $ (378,500) | $ (378,500) |
| **Expenses** | | | | | | | | | |
| Public Works - Cemetery | 275,021 | 324,680 | 390,500 | 405,200 | 376,500 | 382,394 | 387,854 | 393,424 | 398,861 |
| **Net Operating Expense / (Surplus)** | $ (143,424) | $ (125,390) | $ 12,000 | $ 26,700 | $ (2,000) | $ 3,894 | $ 9,354 | $ 14,924 | $ 20,361 |

## Public Works - Cemetery - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (148,689) | $ (103,666) | $ (125,000) | $ (125,000) | $ (125,000) | $ (125,000) | $ (125,000) | $ (125,000) | $ (125,000) |
| Other Revenues | (269,756) | (346,404) | (253,500) | (253,500) | (253,500) | (253,500) | (253,500) | (253,500) | (253,500) |
| **Total Revenues** | (418,445) | (450,070) | (378,500) | (378,500) | (378,500) | (378,500) | (378,500) | (378,500) | (378,500) |
| **Expenses** | | | | | | | | | |
| General Expenses | 10,307 | 12,097 | 11,000 | 11,000 | 11,000 | 11,080 | 11,162 | 11,245 | 11,330 |
| Grave Liners, Niche Vases, Misc. Inventory | 13,435 | 7,511 | 12,500 | 21,000 | 12,000 | 12,220 | 12,444 | 12,673 | 12,907 |
| Salaries and Wages | - | - | - | 200 | - | - | - | - | - |
| Service Contracts | 150,070 | 201,475 | 230,000 | 230,000 | 235,534 | 240,245 | 245,050 | 249,951 | 254,950 |
| Small Equipment, Supplies, General Repairs & Maint | 9,509 | 11,117 | 43,260 | 49,260 | 21,500 | 21,560 | 21,621 | 21,684 | 21,747 |
| **Total Expenses** | 183,321 | 232,200 | 296,760 | 311,460 | 280,034 | 285,105 | 290,277 | 295,553 | 300,934 |
| **Net Operating Surplus** | (235,124) | (217,870) | (81,740) | (67,040) | (98,466) | (93,395) | (88,223) | (82,947) | (77,566) |
| **Allocations In** | | | | | | | | | |
| Finance - General | 72,500 | 72,500 | 72,500 | 72,500 | 72,500 | 72,500 | 72,500 | 72,500 | 72,500 |
| Public Works - Parks | 11,000 | 11,000 | 11,240 | 11,240 | 11,575 | 11,694 | 11,928 | 12,167 | 12,167 |
| Public Works - General | 8,200 | 8,980 | 10,000 | 10,000 | 12,391 | 13,095 | 13,149 | 13,204 | 13,260 |
| **Total cost allocations in** | 91,700 | 92,480 | 93,740 | 93,740 | 96,466 | 97,289 | 97,577 | 97,871 | 97,927 |
| **Net Expense (Surplus)** | $ (143,424) | $ (125,390) | $ 12,000 | $ 26,700 | $ (2,000) | $ 3,894 | $ 9,354 | $ 14,924 | $ 20,361 |

## Public Works - Cemetery - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | (0.43)% | (0.36)% | 0.03 % | 0.07 % | (0.01)% | 0.01 % | 0.02 % | 0.03 % | 0.03 % |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ (28,700) |
| % Change | (107.49)% |

## Environmental Health Services - Segment Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Public Works - Solid Waste Disposal | $ (2,592,901) | $ (2,647,465) | $ (2,689,100) | $ (2,711,648) | $ (2,708,600) | $ (2,779,690) | $ (2,825,182) | $ (2,871,583) | $ (2,918,913) |
| **Expenses** | | | | | | | | | |
| Public Works - Solid Waste Disposal | 1,913,709 | 1,927,680 | 2,037,325 | 2,000,992 | 2,037,550 | 2,076,528 | 2,116,284 | 2,156,836 | 2,198,198 |
| **Net Operating Expense / (Surplus)** | $ (679,192) | $ (719,785) | $ (651,775) | $ (710,656) | $ (671,050) | $ (703,162) | $ (708,898) | $ (714,747) | $ (720,715) |

## Public Works - Solid Waste Disposal - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc Recoveries | $ (10,886) | $ (11,307) | $ (9,600) | $ (9,600) | $ (9,600) | $ (9,690) | $ (9,782) | $ (9,875) | $ (9,971) |
| MMBC Recycle Program | (497,736) | (502,319) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) |
| Recycling User Fees | (566,213) | (565,536) | (580,000) | (580,000) | (594,000) | (605,880) | (617,998) | (630,358) | (642,965) |
| Solid Waste User Fees | (1,518,066) | (1,568,303) | (1,599,500) | (1,622,048) | (1,605,000) | (1,664,120) | (1,697,402) | (1,731,350) | (1,765,977) |
| **Total Revenues** | (2,592,901) | (2,647,465) | (2,689,100) | (2,711,648) | (2,708,600) | (2,779,690) | (2,825,182) | (2,871,583) | (2,918,913) |
| **Expenses** | | | | | | | | | |
| Cart Maintenance Program | 65,930 | 53,524 | 54,500 | 54,500 | 55,500 | 55,890 | 56,288 | 56,694 | 57,107 |
| Master Plans & Assessments | - | - | 30,000 | 30,000 | - | - | - | - | - |
| Public Engagement/Education | 45,996 | 25,839 | 56,250 | 51,906 | 59,300 | 60,064 | 60,843 | 61,637 | 62,449 |
| Recycling/Yard Waste Program | 777,996 | 809,828 | 818,600 | 818,600 | 827,500 | 844,050 | 860,931 | 878,150 | 895,713 |
| Salaries and Wages | 67,182 | 51,733 | 69,475 | 39,700 | 71,250 | 73,275 | 75,341 | 77,447 | 79,596 |
| Solid Waste Program | 879,114 | 935,502 | 955,000 | 952,786 | 963,500 | 982,749 | 1,002,381 | 1,022,408 | 1,042,833 |
| **Total Expenses** | 1,836,218 | 1,876,426 | 1,983,825 | 1,947,492 | 1,977,050 | 2,016,028 | 2,055,784 | 2,096,336 | 2,137,698 |
| **Net Operating Surplus** | (756,683) | (771,039) | (705,275) | (764,156) | (731,550) | (763,662) | (769,398) | (775,247) | (781,215) |
| **Allocations In** | | | | | | | | | |
| Operations | 13,000 | 13,065 | 15,000 | 15,000 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 |
| Public Works - Fleet | 2,750 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| Public Works - General | 45,700 | 32,689 | 33,000 | 33,000 | 39,000 | 39,000 | 39,000 | 39,000 | 39,000 |
| **Total cost allocations in** | 61,450 | 51,254 | 53,500 | 53,500 | 60,500 | 60,500 | 60,500 | 60,500 | 60,500 |
| **Allocations Out** | | | | | | | | | |
| General Government | 16,041 | - | - | - | - | - | - | - | - |
| **Total cost allocations out** | 16,041 | - | - | - | - | - | - | - | - |
| **Net Expense (Surplus)** | $ (679,192) | $ (719,785) | $ (651,775) | $ (710,656) | $ (671,050) | $ (703,162) | $ (708,898) | $ (714,747) | $ (720,715) |

## Public Works - Solid Waste Disposal - Operating Budget

| Outputs and Outcomes | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| % of Property Tax | (2.05)% | (2.09)% | (1.82)% | (1.99)% | (1.70)% | (1.70)% | (1.63)% | (1.57)% | (1.39)% |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 39,606 |
| % Change | 5.57 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

$30k Decrease for Solid Waste - Campbell Mtn Landfill Impact Study completion

## Electric - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Billing & Collecting | $ (255,114) | $ (256,019) | $ (96,107) | $ (96,107) | $ (98,650) | $ (101,037) | $ (103,482) | $ (105,992) | $ (108,563) |
| Electric User Fees | (42,641,476) | (41,722,189) | (40,207,787) | (42,177,768) | (43,021,323) | (43,881,682) | (44,759,248) | (45,654,364) | (46,567,382) |
| Energy Retrofit Loan Program | (57,451) | (60,730) | (66,110) | (66,110) | (68,000) | (70,040) | (72,141) | (74,305) | (76,535) |
| Misc. Revenue | (38,207) | (16,385) | (54,122) | (26,658) | (18,603) | (18,975) | (19,355) | (19,742) | (20,136) |
| Pole Rental | (160,593) | (205,082) | (209,067) | (207,280) | (214,232) | (218,517) | (222,887) | (227,345) | (231,891) |
| Service Recoveries | - | (14,949) | - | - | - | - | - | - | - |
| **Total Revenues** | (43,152,841) | (42,275,354) | (40,633,193) | (42,573,923) | (43,420,808) | (44,290,251) | (45,177,113) | (46,081,748) | (47,004,507) |
| **Expenses** | | | | | | | | | |
| Cost of Electrical Energy | 28,725,106 | 28,450,802 | 29,815,463 | 30,464,749 | 32,840,944 | 33,502,504 | 34,177,395 | 34,865,888 | 35,568,255 |
| Customer Billing and Collection | 419,976 | 392,991 | 234,210 | 234,210 | 250,500 | 256,193 | 262,032 | 268,018 | 274,163 |
| General Expenses | 265,129 | 284,860 | 322,370 | 242,804 | 307,951 | 468,782 | 376,176 | 528,908 | 327,104 |
| Regulatory, Safety & Wellness | 21,209 | 19,045 | 28,001 | 32,750 | 33,500 | 34,505 | 35,540 | 36,606 | 37,705 |
| Salaries and Wages | 960,089 | 1,009,346 | 1,136,519 | 1,159,138 | 1,177,355 | 1,200,841 | 1,224,797 | 1,249,235 | 1,274,152 |
| Small Equipment, Supplies, General Repairs & Maint | 122,969 | 97,327 | 109,273 | 112,026 | 113,000 | 115,914 | 118,909 | 121,985 | 125,146 |
| System Operation and Maintenance | 954,799 | 1,012,411 | 1,317,616 | 1,038,833 | 1,077,899 | 1,050,214 | 1,074,743 | 1,649,600 | 1,175,321 |
| Training, Conferences, & Memberships | 87,162 | 141,520 | 208,130 | 110,552 | 190,103 | 199,538 | 160,396 | 183,624 | 166,918 |
| Vandalism Removal | 2,617 | 6,912 | 10,767 | 3,000 | 11,000 | 11,196 | 11,395 | 11,598 | 11,806 |
| **Total Expenses** | 31,559,056 | 31,415,214 | 33,182,349 | 33,398,062 | 36,002,252 | 36,839,687 | 37,441,383 | 38,915,462 | 38,960,570 |
| **Net Operating Surplus** | (11,593,785) | (10,860,140) | (7,450,844) | (9,175,861) | (7,418,556) | (7,450,564) | (7,735,730) | (7,166,286) | (8,043,937) |

## Electric - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations In** | | | | | | | | | |
| Operations | 67,000 | 67,939 | 71,000 | 71,000 | 72,000 | 72,000 | 72,000 | 72,000 | 72,000 |
| Facilities | - | 62,471 | 59,125 | 64,225 | 69,263 | 70,058 | 70,868 | 71,696 | 72,539 |
| Finance - Accounting | 1,957 | 3,118 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Information Technology | 91,690 | 236,565 | 193,388 | 133,048 | 196,642 | 196,974 | 197,312 | 197,657 | 198,009 |
| Public Works - Fleet | 34,250 | 54,110 | 56,500 | 56,500 | 63,100 | 63,100 | 63,100 | 63,100 | 63,100 |
| Public Works - General | 43,925 | - | - | - | - | - | - | - | - |
| Public Works - Roads And Maintenance | 3,750 | 6,900 | 6,900 | 6,900 | 6,900 | 6,900 | 6,900 | 6,900 | 6,900 |
| General Government/Utility Overhead Credit | 1,524,211 | 1,401,158 | 1,384,510 | 1,384,510 | 1,471,283 | 1,471,283 | 1,471,283 | 1,471,283 | 1,471,283 |
| Safety | 4,226 | 5,332 | 10,200 | 5,000 | 9,500 | 9,690 | 9,884 | 10,081 | 10,283 |
| Engineering Services | 22,000 | 43,808 | 49,000 | 49,000 | 58,000 | 59,000 | 59,000 | 60,000 | 60,000 |
| Under-threshold capital expense | 2,074,078 | 1,003,073 | - | - | - | - | - | - | - |
| **Total cost allocations in** | 3,867,087 | 2,884,474 | 1,833,623 | 1,773,183 | 1,949,688 | 1,952,005 | 1,953,347 | 1,955,717 | 1,957,114 |
| **Allocations Out** | | | | | | | | | |
| Public Works - Roads & Maintenance | (23,890) | (15,795) | (17,000) | (29,611) | (17,000) | (17,280) | (17,566) | (17,857) | (18,154) |
| **Total cost allocations out** | (23,890) | (15,795) | (17,000) | (29,611) | (17,000) | (17,280) | (17,566) | (17,857) | (18,154) |
| **Net Surplus before Debt Servicing and Transfers** | (7,750,588) | (7,991,461) | (5,634,221) | (7,432,289) | (5,485,868) | (5,515,839) | (5,799,949) | (5,228,426) | (6,104,977) |
| **Transfer from Surplus/Reserves** | | | | | | | | | |
| **Transfer From Statutory Reserves** | | | | | | | | | |
| Electric Capital | (350,430) | - | - | - | - | - | - | - | - |
| **Transfer From Non-Statutory Reserves** | | | | | | | | | |
| Electric Surplus | - | 4,490,529 | - | - | (11,431,202) | (826,722) | (1,398,863) | (900,680) | (2,236,717) |
| General Surplus | - | - | 200,000 | - | - | (442,542) | (442,542) | (532,542) | (532,542) |
| | - | 4,490,529 | 200,000 | - | (11,431,202) | (1,269,264) | (1,841,405) | (1,433,222) | (2,769,259) |

## Electric - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Total Transfers from Surplus/Reserves** | (350,430) | 4,490,529 | 200,000 | - | (11,431,202) | (1,269,264) | (1,841,405) | (1,433,222) | (2,769,259) |
| **Transfers to Reserve** | | | | | | | | | |
| **Transfer To Statutory Reserves** | | | | | | | | | |
| General Capital | 3,165,733 | 3,100,000 | 3,162,000 | 3,362,000 | 10,009,410 | 3,289,745 | 3,805,540 | 3,422,651 | 3,491,104 |
| Electric Capital | 935,285 | 400,932 | 2,272,221 | 4,070,289 | 6,907,660 | 3,052,816 | 3,393,272 | 2,706,455 | 4,850,590 |
| | 4,101,018 | 3,500,932 | 5,434,221 | 7,432,289 | 16,917,070 | 6,342,561 | 7,198,812 | 6,129,106 | 8,341,694 |
| **Transfer To Non-Statutory Reserves** | | | | | | | | | |
| Electric Surplus | 4,000,000 | - | - | - | - | 442,542 | 442,542 | 532,542 | 532,542 |
| | 4,000,000 | - | - | - | - | 442,542 | 442,542 | 532,542 | 532,542 |
| **Total Net Transfers** | 7,750,588 | 7,991,461 | 5,634,221 | 7,432,289 | 5,485,868 | 5,515,839 | 5,799,949 | 5,228,426 | 6,104,977 |
| **Net Expense (Surplus)** | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |

| | |
|---|---|
| Change 2021 forecast to 2022 budget: | |
| $ Change | $ 1,946,421 |
| % Change | 26.19 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($844k) Increased revenue for 2% electrical rate increase

$2.4M Increase in electrical purchase costs

$176k Increase in allocations in

$80k Increase in training for return to in person training and conferences

$30k Increase to conduct Distribution System Resiliency Study

## Water Utility - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| DCC - Water | $ (288,005) | $ (208,298) | $ (200,000) | $ (200,000) | $ (200,000) | $ (200,000) | $ (200,000) | $ (200,000) | $ (200,000) |
| Irrigation Revenue | (355,256) | (367,356) | (405,000) | (405,000) | (431,000) | (444,280) | (457,898) | (471,865) | (486,191) |
| Sale of Water | (8,846,315) | (8,841,885) | (9,729,000) | (9,759,000) | (9,816,600) | (10,014,364) | (10,216,131) | (10,421,981) | (10,631,998) |
| Service Recoveries | (19,094) | (20,033) | (10,000) | (17,500) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) |
| **Total Revenues** | (9,508,670) | (9,437,572) | (10,344,000) | (10,381,500) | (10,462,600) | (10,673,644) | (10,889,029) | (11,108,846) | (11,333,189) |
| **Expenses** | | | | | | | | | |
| Consulting Services | 97,772 | 89,317 | 97,500 | 97,500 | 97,500 | 99,450 | 101,438 | 103,467 | 105,535 |
| Creeks & Dams | 51,104 | 59,319 | 58,450 | 59,850 | 61,400 | 124,868 | 60,345 | 60,831 | 61,330 |
| Fuel, Oil, Grease | - | - | - | - | 500 | - | - | - | - |
| General Expenses | 19,999 | 33,160 | 47,856 | 53,356 | 57,000 | 57,680 | 58,373 | 59,082 | 59,803 |
| Irrigation | 90,604 | 51,018 | 78,700 | 78,700 | 72,000 | 73,300 | 74,626 | 75,978 | 77,358 |
| Main Repairs | 59,104 | 36,596 | 87,000 | 97,000 | 100,000 | 101,580 | 103,192 | 104,835 | 106,512 |
| Master Plans & Assessments | 21,503 | 78,438 | - | - | 20,000 | - | - | - | - |
| Metering & Billing | 203,381 | 213,254 | 198,925 | 207,475 | 214,000 | 216,350 | 218,746 | 221,192 | 223,685 |
| Regulatory, Safety & Wellness | 69,429 | 62,962 | 74,500 | 75,500 | 73,500 | 74,970 | 76,470 | 77,998 | 79,559 |
| Repairs & Maintenance - Hydrants | 137,023 | 111,871 | 189,350 | 184,800 | 188,250 | 190,210 | 192,208 | 194,248 | 196,329 |
| Repairs & Maintenance - PRV/Water Valves | 59,750 | 57,444 | 86,000 | 78,500 | 104,500 | 105,820 | 107,166 | 108,539 | 109,940 |
| Salaries and Wages | 723,525 | 858,416 | 923,999 | 964,449 | 918,499 | 936,740 | 955,350 | 974,320 | 993,679 |
| Small Equipment, Supplies, General Repairs & Maint | 331,422 | 601,989 | 446,500 | 567,850 | 564,200 | 566,954 | 569,762 | 572,630 | 575,549 |
| Training, Conferences, & Memberships | 19,601 | 16,991 | 28,530 | 28,030 | 39,950 | 40,370 | 40,798 | 41,236 | 41,680 |
| Transmission & Distribution | 84,154 | 63,355 | 117,850 | 113,600 | 100,950 | 102,250 | 103,576 | 104,929 | 106,308 |
| Utilities | 466,285 | 449,250 | 473,900 | 474,800 | 477,300 | 477,642 | 477,991 | 478,348 | 478,709 |
| Vandalism Removal | 1,765 | 1,156 | 750 | 1,900 | 2,000 | 2,036 | 2,073 | 2,110 | 2,148 |
| **Total Expenses** | 2,436,421 | 2,784,536 | 2,909,810 | 3,083,310 | 3,091,549 | 3,170,220 | 3,142,114 | 3,179,743 | 3,218,124 |
| **Net Operating Surplus** | (7,072,249) | (6,653,036) | (7,434,190) | (7,298,190) | (7,371,051) | (7,503,424) | (7,746,915) | (7,929,103) | (8,115,065) |

## Water Utility - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations In** | | | | | | | | | |
| Operations | 40,000 | 41,809 | 45,000 | 45,000 | 46,000 | 46,000 | 46,000 | 46,000 | 46,000 |
| Engineering Services | (150) | - | - | - | - | - | - | - | - |
| Facilities | - | 52,475 | 49,665 | 53,949 | 58,181 | 58,848 | 59,529 | 60,224 | 60,933 |
| Finance - General | 780,918 | 707,598 | 707,598 | 707,598 | 697,324 | 1,112,656 | 1,659,975 | 1,709,432 | 1,709,432 |
| Information Technology | 8,552 | 25,316 | 20,260 | 20,260 | 20,700 | 20,714 | 20,728 | 20,743 | 20,758 |
| Public Works - Fleet | 18,027 | 23,405 | 62,751 | 62,751 | 51,257 | 51,257 | 51,257 | 51,257 | 51,257 |
| Public Works - General | 308,897 | 263,854 | 281,540 | 281,540 | 327,500 | 328,807 | 341,449 | 354,485 | 367,921 |
| Public Works - Roads And Maintenance | (15,750) | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 |
| General Government/Utility Overhead Credit | 801,546 | 883,093 | 861,940 | 861,940 | 927,502 | 927,502 | 927,502 | 927,502 | 927,502 |
| Safety | 1,276 | 1,008 | 5,100 | 5,100 | 5,000 | 5,100 | 5,202 | 5,306 | 5,412 |
| Engineering Services | 110,999 | 264,153 | 148,000 | 148,000 | 195,000 | 178,000 | 179,000 | 180,000 | 182,000 |
| Under-threshold capital expense | 830,653 | 668,870 | - | - | - | - | - | - | - |
| **Total cost allocations in** | 2,884,968 | 2,950,731 | 2,201,004 | 2,205,288 | 2,347,614 | 2,748,034 | 3,309,792 | 3,374,099 | 3,390,365 |
| **Allocations Out** | | | | | | | | | |
| Public Works - Parks | (37,693) | (169,304) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) |
| Principal Payments | - | - | (422,123) | (422,123) | (422,123) | (674,955) | (1,008,134) | (1,038,241) | (1,038,241) |
| **Total cost allocations out** | (37,693) | (169,304) | (462,123) | (462,123) | (462,123) | (714,955) | (1,048,134) | (1,078,241) | (1,078,241) |
| **Net Surplus before Debt Servicing and Transfers** | (4,224,974) | (3,871,609) | (5,695,309) | (5,555,025) | (5,485,560) | (5,470,345) | (5,485,257) | (5,633,245) | (5,802,941) |

## Water Utility - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Transfer from Surplus/Reserves** | | | | | | | | | |
| **Transfer from DCC** | | | | | | | | | |
| Water | - | (100,000) | - | - | (488,379) | (488,379) | (488,379) | (488,379) | (488,379) |
| **Total Transfer from DCC** | - | (100,000) | - | - | (488,379) | (488,379) | (488,379) | (488,379) | (488,379) |
| **Transfer From Non-Statutory Reserves** | | | | | | | | | |
| Water Surplus | (388,313) | - | (65,000) | (65,000) | - | - | - | - | - |
| West Bench Water | (78,336) | (78,336) | (78,336) | (78,336) | (78,336) | (78,336) | (78,336) | (78,336) | (78,336) |
| | (466,649) | (78,336) | (143,336) | (143,336) | (78,336) | (78,336) | (78,336) | (78,336) | (78,336) |
| **Total Transfers from Surplus/Reserves** | (466,649) | (178,336) | (143,336) | (143,336) | (566,715) | (566,715) | (566,715) | (566,715) | (566,715) |
| **Transfers to Reserve** | | | | | | | | | |
| **Transfer To DCC** | | | | | | | | | |
| Water | 302,321 | 224,104 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| | 302,321 | 224,104 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| **Transfer To Statutory Reserves** | | | | | | | | | |
| Water Capital | 4,389,302 | 1,906,606 | 5,638,645 | 5,498,361 | 4,375,000 | 2,916,500 | 3,310,500 | 3,962,500 | 5,666,200 |
| | 4,389,302 | 1,906,606 | 5,638,645 | 5,498,361 | 4,375,000 | 2,916,500 | 3,310,500 | 3,962,500 | 5,666,200 |
| **Transfer To Non-Statutory Reserves** | | | | | | | | | |
| Water Surplus | - | 1,919,235 | - | - | 1,477,275 | 2,920,560 | 2,541,472 | 2,037,460 | 503,456 |
| | - | 1,919,235 | - | - | 1,477,275 | 2,920,560 | 2,541,472 | 2,037,460 | 503,456 |
| **Total Net Transfers** | 4,224,974 | 3,871,609 | 5,695,309 | 5,555,025 | 5,485,560 | 5,470,345 | 5,485,257 | 5,633,245 | 5,802,941 |
| **Net Expense (Surplus)** | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |

Change 2021 forecast to 2022 budget:

| | |
|---|---|
| $ Change | $ 69,465 |
| % Change | 1.25 % |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($58k) Increased revenues for 0.60% water user fee increase

$143k Increase in allocations in

## Water Distribution - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Service Recoveries | $ (11,644) | $ (19,253) | $ (10,000) | $ (17,500) | $ (15,000) | $ (15,000) | $ (15,000) | $ (15,000) | $ (15,000) |
| **Total Revenues** | (11,644) | (19,253) | (10,000) | (17,500) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) |
| **Expenses** | | | | | | | | | |
| Creeks & Dams | 51,046 | 59,260 | 58,450 | 59,850 | 61,400 | 124,868 | 60,345 | 60,831 | 61,330 |
| General Expenses | 21,438 | 13,326 | 17,256 | 17,256 | 24,000 | 24,020 | 24,040 | 24,061 | 24,082 |
| Irrigation | 90,604 | 51,018 | 78,700 | 78,700 | 72,000 | 73,300 | 74,626 | 75,978 | 77,358 |
| Main Repairs | 59,104 | 36,596 | 87,000 | 97,000 | 100,000 | 101,580 | 103,192 | 104,835 | 106,512 |
| Metering & Billing | 203,381 | 213,254 | 198,925 | 207,475 | 214,000 | 216,350 | 218,746 | 221,192 | 223,685 |
| Repairs & Maintenance - Hydrants | 137,023 | 111,871 | 189,350 | 184,800 | 188,250 | 190,210 | 192,208 | 194,248 | 196,329 |
| Repairs & Maintenance - PRV/Water Valves | 59,750 | 57,444 | 86,000 | 78,500 | 104,500 | 105,820 | 107,166 | 108,539 | 109,940 |
| Salaries and Wages | 3,962 | 3,256 | 2,500 | 2,950 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| Small Equipment, Supplies, General Repairs & Maint | 136,577 | 252,230 | 176,500 | 242,600 | 240,000 | 240,680 | 241,374 | 242,081 | 242,803 |
| Training, Conferences, & Memberships | - | 6,235 | 11,530 | 11,030 | 18,950 | 18,950 | 18,950 | 18,950 | 18,950 |
| Transmission & Distribution | 84,154 | 63,355 | 117,850 | 113,600 | 100,950 | 102,250 | 103,576 | 104,929 | 106,308 |
| Vandalism Removal | 1,765 | 1,156 | 750 | 1,900 | 2,000 | 2,036 | 2,073 | 2,110 | 2,148 |
| **Total Expenses** | 848,804 | 869,001 | 1,024,811 | 1,095,661 | 1,129,550 | 1,203,564 | 1,149,796 | 1,161,254 | 1,172,945 |
| **Net Expense** | $ 837,160 | $ 849,748 | $ 1,014,811 | $ 1,078,161 | $ 1,114,550 | $ 1,188,564 | $ 1,134,796 | $ 1,146,254 | $ 1,157,945 |

| Change 2021 forecast to 2022 budget: | |
|---|---|
| $ Change | $ 36,389 |
| % Change | 3.38 % |

## Water Treatment Plant - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Irrigation Revenue | $ (355,256) | $ (367,356) | $ (405,000) | $ (405,000) | $ (431,000) | $ (444,280) | $ (457,898) | $ (471,865) | $ (486,191) |
| Sale of Water | (8,846,315) | (8,841,885) | (9,729,000) | (9,759,000) | (9,816,600) | (10,014,364) | (10,216,131) | (10,421,981) | (10,631,998) |
| Service Recoveries | (7,450) | (780) | - | - | - | - | - | - | - |
| **Total Revenues** | (9,209,021) | (9,210,021) | (10,134,000) | (10,164,000) | (10,247,600) | (10,458,644) | (10,674,029) | (10,893,846) | (11,118,189) |
| **Expenses** | | | | | | | | | |
| Consulting Services | 97,772 | 89,317 | 97,500 | 97,500 | 97,500 | 99,450 | 101,438 | 103,467 | 105,535 |
| Fuel, Oil, Grease | - | - | - | - | 500 | - | - | - | - |
| General Expenses | 18,830 | 24,144 | 30,600 | 36,100 | 33,000 | 33,660 | 34,333 | 35,021 | 35,721 |
| Master Plans & Assessments | 21,503 | 78,438 | - | - | 20,000 | - | - | - | - |
| Regulatory, Safety & Wellness | 69,429 | 62,962 | 74,500 | 75,500 | 73,500 | 74,970 | 76,470 | 77,998 | 79,559 |
| Salaries and Wages | 719,563 | 855,160 | 921,500 | 961,500 | 915,000 | 933,241 | 951,847 | 970,822 | 990,178 |
| Small Equipment, Supplies, General Repairs & Maint | 194,845 | 349,759 | 270,000 | 325,250 | 324,200 | 326,274 | 328,388 | 330,549 | 332,746 |
| Training, Conferences, & Memberships | 19,601 | 10,756 | 17,000 | 17,000 | 21,000 | 21,420 | 21,848 | 22,286 | 22,730 |
| Utilities | 466,285 | 449,250 | 473,900 | 474,800 | 477,300 | 477,642 | 477,991 | 478,348 | 478,709 |
| **Total Expenses** | 1,607,828 | 1,919,786 | 1,885,000 | 1,987,650 | 1,962,000 | 1,966,657 | 1,992,315 | 2,018,491 | 2,045,178 |
| **Net Operating Surplus** | (7,601,193) | (7,290,235) | (8,249,000) | (8,176,350) | (8,285,600) | (8,491,987) | (8,681,714) | (8,875,355) | (9,073,011) |
| **Allocations Out** | | | | | | | | | |
| Public Works - Parks | (37,693) | (39,954) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) |
| **Total cost allocations out** | (37,693) | (39,954) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) | (40,000) |
| **Net Surplus** | $ (7,638,886) | $ (7,330,189) | $ (8,289,000) | $ (8,216,350) | $ (8,325,600) | $ (8,531,987) | $ (8,721,714) | $ (8,915,355) | $ (9,113,011) |

| Change 2021 forecast to 2022 budget: | |
|---|---|
| $ Change | $ (109,250) |
| % Change | (1.33)% |

## Sewer Utility - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Compost Recoveries | $ (98) | $ - | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) |
| DCC - Waste Water | (1,144,686) | (825,344) | (500,000) | (700,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) |
| Misc Grants | (174,654) | (152,338) | (173,394) | (152,338) | (152,338) | (152,338) | (152,338) | (152,338) | (152,338) |
| Misc. Sewer Recoveries | (568,025) | (577,536) | (663,140) | (687,822) | (617,800) | (626,656) | (635,689) | (644,902) | (654,299) |
| Sewer User Fees | (5,896,769) | (6,425,407) | (7,789,000) | (7,789,000) | (7,944,780) | (8,103,660) | (8,265,717) | (8,431,015) | (8,599,619) |
| **Total Revenues** | (7,784,232) | (7,980,625) | (9,130,534) | (9,334,160) | (9,219,918) | (9,387,654) | (9,558,744) | (9,733,255) | (9,911,256) |

## Sewer Utility - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Expenses** | | | | | | | | | |
| AWWTP - Liquids | 769,005 | 1,024,691 | 1,018,850 | 998,850 | 1,075,000 | 1,019,800 | 1,038,876 | 1,058,233 | 1,077,878 |
| AWWTP - Reclaimed Water | 124,857 | 80,954 | 71,000 | 78,000 | 111,500 | 95,400 | 95,808 | 96,224 | 96,649 |
| AWWTP - Septage | 30,215 | 27,583 | 36,600 | 37,700 | 52,000 | 44,590 | 45,191 | 45,806 | 46,432 |
| AWWTP - Solids | 336,976 | 472,208 | 458,000 | 450,600 | 490,000 | 410,700 | 416,514 | 422,444 | 428,492 |
| Emergency Work/Prevention | - | 266,800 | 47,382 | 47,382 | - | - | - | - | - |
| General Expenses | 41,720 | 61,182 | 72,000 | 74,000 | 88,000 | 88,500 | 89,010 | 89,531 | 90,061 |
| Irrigation | 38,985 | 35,000 | 53,000 | 53,000 | 55,000 | 57,000 | 59,000 | 61,000 | 63,000 |
| Main Repairs | 122,090 | 129,311 | 146,800 | 154,800 | 156,000 | 157,704 | 159,441 | 161,214 | 163,021 |
| Master Plans & Assessments | 33,909 | - | - | - | - | - | - | - | - |
| Pumps, Stations, Sewers | 90,943 | 90,517 | 136,536 | 134,956 | 128,800 | 129,765 | 130,748 | 131,751 | 132,774 |
| Regulatory, Safety & Wellness | 36,459 | 25,523 | 25,800 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 |
| Repairs & Maintenance - Sewer Collection Operation | 189,923 | 210,364 | 188,500 | 203,250 | 217,450 | 220,582 | 223,778 | 227,036 | 230,360 |
| Repairs & Maintenance - Sewer Compost Operations | 261,147 | 281,120 | 306,201 | 306,201 | 325,700 | 332,218 | 338,868 | 345,648 | 352,564 |
| Repairs & Maintenance - Water General | - | 3,222 | - | - | - | - | - | - | - |
| Salaries and Wages | 524,258 | 400,910 | 520,099 | 520,098 | 547,499 | 558,290 | 569,295 | 580,518 | 591,973 |
| Small Equipment, Supplies, General Repairs & Maint | 60,787 | 69,322 | 69,225 | 87,905 | 122,000 | 96,016 | 97,058 | 98,129 | 99,224 |
| Training, Conferences, & Memberships | 26,009 | 17,255 | 22,000 | 20,000 | 25,367 | 25,874 | 26,392 | 26,920 | 27,458 |
| Utilities | 29,509 | 32,430 | 36,500 | 42,500 | 47,500 | 47,500 | 47,500 | 47,500 | 47,500 |
| Vandalism Removal | - | - | 1,000 | 1,000 | 1,000 | 1,015 | 1,030 | 1,046 | 1,062 |
| Video Inspection | 88,415 | 10,981 | 107,000 | 107,000 | 107,000 | 107,117 | 107,237 | 107,359 | 107,483 |
| **Total Expenses** | 2,805,207 | 3,239,373 | 3,316,493 | 3,344,242 | 3,576,816 | 3,419,071 | 3,472,746 | 3,527,359 | 3,582,931 |
| **Net Operating Surplus** | (4,979,025) | (4,741,252) | (5,814,041) | (5,989,918) | (5,643,102) | (5,968,583) | (6,085,998) | (6,205,896) | (6,328,325) |

## Sewer Utility - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Allocations In** | | | | | | | | | |
| Operations | 40,000 | 41,809 | 45,000 | 45,000 | 46,000 | 46,000 | 46,000 | 46,000 | 46,000 |
| Facilities | - | 52,475 | 49,665 | 53,949 | 58,181 | 58,848 | 59,529 | 60,224 | 60,933 |
| Finance - General | 1,091,587 | 952,112 | 1,061,273 | 1,061,273 | 952,112 | 1,171,045 | 1,171,045 | 1,341,638 | 1,341,638 |
| Information Technology | 10,140 | 21,449 | 25,765 | 25,765 | 26,500 | 26,630 | 26,763 | 26,898 | 27,036 |
| Public Works - Fleet | 36,635 | 54,505 | 58,450 | 58,450 | 72,427 | 72,427 | 72,427 | 72,427 | 72,427 |
| Public Works - General | 222,897 | 191,405 | 214,344 | 214,344 | 227,700 | 230,000 | 237,000 | 244,000 | 251,000 |
| Public Works - Roads And Maintenance | 15,750 | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 | 19,150 |
| General Government/Utility Overhead Credit | 741,608 | 833,782 | 823,334 | 823,334 | 884,437 | 884,437 | 884,437 | 884,437 | 884,437 |
| Safety | 2,446 | 932 | 5,100 | 5,100 | 5,000 | 5,100 | 5,202 | 5,306 | 5,412 |
| Operating Transfers | 726,082 | - | - | - | - | - | - | - | - |
| Engineering Services | 111,144 | 267,302 | 146,000 | 146,000 | 192,300 | 176,000 | 176,000 | 177,000 | 179,000 |
| **Total cost allocations in** | 2,998,289 | 2,434,921 | 2,448,081 | 2,452,365 | 2,483,807 | 2,689,637 | 2,697,553 | 2,877,080 | 2,887,033 |
| **Allocations Out** | | | | | | | | | |
| Public Works - Parks | (38,985) | (35,000) | (53,000) | (53,000) | (55,000) | (57,000) | (59,000) | (61,000) | (63,000) |
| Principal Payments | - | - | (538,987) | (538,987) | (538,987) | (672,262) | (672,262) | (776,110) | (776,110) |
| **Total cost allocations out** | (38,985) | (35,000) | (591,987) | (591,987) | (593,987) | (729,262) | (731,262) | (837,110) | (839,110) |
| **Net Surplus before Debt Servicing and Transfers** | (2,019,721) | (2,341,331) | (3,957,947) | (4,129,540) | (3,753,282) | (4,008,208) | (4,119,707) | (4,165,926) | (4,280,402) |

## Sewer Utility - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Transfer from Surplus/Reserves** | | | | | | | | | |
| **Transfer from DCC** | | | | | | | | | |
| Waste Water | (159,252) | (125,000) | - | - | (1,258,132) | (1,258,132) | (1,258,132) | (1,258,132) | (1,258,132) |
| | (159,252) | (125,000) | - | - | (1,258,132) | (1,258,132) | (1,258,132) | (1,258,132) | (1,258,132) |
| **Transfer From Statutory Reserves** | | | | | | | | | |
| Sewer Capital | (1,238,157) | - | - | - | - | - | - | - | - |
| **Transfer From Non-Statutory Reserves** | | | | | | | | | |
| Sewer Surplus | (2,133,158) | - | - | - | - | - | - | - | - |
| | (2,133,158) | - | - | - | - | - | - | - | - |
| **Total Transfers from Surplus/Reserves** | (3,530,567) | (125,000) | - | - | (1,258,132) | (1,258,132) | (1,258,132) | (1,258,132) | (1,258,132) |
| **Transfers to Reserve** | | | | | | | | | |
| **Transfer To DCC** | | | | | | | | | |
| Waste Water | 1,303,938 | 825,345 | 500,000 | 700,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| **Total Transfer to DCC** | 1,303,938 | 825,345 | 500,000 | 700,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| **Transfer To Statutory Reserves** | | | | | | | | | |
| Sewer Capital | 4,246,350 | - | 3,714,958 | 3,686,551 | 2,658,150 | 4,011,000 | 2,688,000 | 2,882,000 | 2,985,000 |
| **Total Transfer to Statutory Reserves** | 4,246,350 | - | 3,714,958 | 3,686,551 | 2,658,150 | 4,011,000 | 2,688,000 | 2,882,000 | 2,985,000 |
| **Transfer To Non-Statutory Reserves** | | | | | | | | | |
| Sewer Surplus | - | 1,640,986 | (257,011) | (257,011) | 1,853,264 | 755,340 | 2,189,839 | 2,042,058 | 2,053,534 |
| **Total Transfer to Non-Statutory Reserves** | - | 1,640,986 | (257,011) | (257,011) | 1,853,264 | 755,340 | 2,189,839 | 2,042,058 | 2,053,534 |
| **Total Net Transfers** | 2,019,721 | 2,341,331 | 3,957,947 | 4,129,540 | 3,753,282 | 4,008,208 | 4,119,707 | 4,165,926 | 4,280,402 |
| **Net Expense (Surplus)** | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |

## Sewer Utility - Operating Budget

| Change 2021 forecast to 2022 budget: | |
|---|---|
| $ Change | $ 376,258 |
| % Change | (9.11)% |

Changes in net operating budget from 2021 forecast to 2022 budget are primarily due to:

($156k) Increase in sewer user fees for 2% rate increase

$79k Increase for AWWTP - Liquids - Parts & Equipment

$77k Increase for AWWTP - Liquids

## Sewer Collection - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Compost Recoveries | $ (98) | $ - | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) | $ (5,000) |
| **Total Revenues** | (98) | - | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) |
| **Expenses** | | | | | | | | | |
| General Expenses | 2,916 | 47 | - | 500 | 4,000 | 4,080 | 4,162 | 4,245 | 4,330 |
| Main Repairs | 122,090 | 129,311 | 146,800 | 154,800 | 156,000 | 157,704 | 159,441 | 161,214 | 163,021 |
| Master Plans & Assessments | 22,022 | - | - | - | - | - | - | - | - |
| Repairs & Maintenance - Sewer Collection Operation | 189,923 | 210,364 | 188,500 | 203,250 | 217,450 | 220,582 | 223,778 | 227,036 | 230,360 |
| Repairs & Maintenance - Sewer Compost Operations | 261,147 | 274,282 | 306,201 | 306,201 | 325,700 | 332,218 | 338,868 | 345,648 | 352,564 |
| Salaries and Wages | - | 79 | - | - | - | - | - | - | - |
| Small Equipment, Supplies, General Repairs & Maint | 15,162 | 36,065 | 47,905 | 47,905 | 47,000 | 48,016 | 49,058 | 50,129 | 51,224 |
| Vandalism Removal | - | - | 1,000 | 1,000 | 1,000 | 1,015 | 1,030 | 1,046 | 1,062 |
| Video Inspection | 88,415 | 10,981 | 107,000 | 107,000 | 107,000 | 107,117 | 107,237 | 107,359 | 107,483 |
| **Total Expenses** | 701,675 | 661,129 | 797,406 | 820,656 | 858,150 | 870,732 | 883,574 | 896,677 | 910,044 |
| **Net Operating Expense / (Surplus)** | 701,577 | 661,129 | 792,406 | 815,656 | 853,150 | 865,732 | 878,574 | 891,677 | 905,044 |
| **Net Expense (Surplus)** | $ 701,577 | $ 661,129 | $ 792,406 | $ 815,656 | $ 853,150 | $ 865,732 | $ 878,574 | $ 891,677 | $ 905,044 |

## Sewer Collection - Operating Budget

| Change 2021 forecast to 2022 budget: | |
|---|---|
| $ Change | $ 37,494 |
| % Change | 4.60 % |

## Advanced Waste Water Treatment Plant - Operating Budget

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Forecast | 2022 Budget | 2023 Projection | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | |
| Misc. Sewer Recoveries | $ (568,025) | $ (577,536) | $ (663,140) | $ (687,822) | $ (617,800) | $ (626,656) | $ (635,689) | $ (644,902) | $ (654,299) |
| Misc Grants | (174,654) | (152,338) | (173,394) | (152,338) | (152,338) | (152,338) | (152,338) | (152,338) | (152,338) |
| Sewer User Fees | (5,896,769) | (6,425,407) | (7,789,000) | (7,789,000) | (7,944,780) | (8,103,660) | (8,265,717) | (8,431,015) | (8,599,619) |
| **Total Revenues** | (6,639,448) | (7,155,281) | (8,625,534) | (8,629,160) | (8,714,918) | (8,882,654) | (9,053,744) | (9,228,255) | (9,406,256) |
| **Expenses** | | | | | | | | | |
| AWWTP - Liquids | 769,005 | 1,024,691 | 1,018,850 | 998,850 | 1,075,000 | 1,019,800 | 1,038,876 | 1,058,233 | 1,077,878 |
| AWWTP - Reclaimed Water | 124,857 | 80,954 | 71,000 | 78,000 | 111,500 | 95,400 | 95,808 | 96,224 | 96,649 |
| AWWTP - Septage | 30,215 | 27,583 | 36,600 | 37,700 | 52,000 | 44,590 | 45,191 | 45,806 | 46,432 |
| AWWTP - Solids | 336,976 | 472,208 | 458,000 | 450,600 | 490,000 | 410,700 | 416,514 | 422,444 | 428,492 |
| Emergency Work/Prevention | - | 266,800 | 47,382 | 47,382 | - | - | - | - | - |
| General Expenses | 70,819 | 66,307 | 72,000 | 73,500 | 84,000 | 84,420 | 84,848 | 85,286 | 85,731 |
| Irrigation | 38,985 | 35,000 | 53,000 | 53,000 | 55,000 | 57,000 | 59,000 | 61,000 | 63,000 |
| Master Plans & Assessments | 11,887 | - | - | - | - | - | - | - | - |
| Pumps, Stations, Sewers | 90,943 | 90,517 | 136,536 | 134,956 | 128,800 | 129,765 | 130,748 | 131,751 | 132,774 |
| Regulatory, Safety & Wellness | 36,459 | 25,523 | 25,800 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 |
| Salaries and Wages | 524,258 | 400,831 | 520,100 | 520,100 | 547,500 | 558,290 | 569,295 | 580,521 | 591,972 |
| Small Equipment, Supplies, General Repairs & Maint | 45,625 | 33,257 | 21,320 | 40,000 | 75,000 | 48,000 | 48,000 | 48,000 | 48,000 |
| Training, Conferences, & Memberships | 26,009 | 17,255 | 22,000 | 20,000 | 25,367 | 25,874 | 26,392 | 26,920 | 27,458 |
| Utilities | 29,509 | 32,430 | 36,500 | 42,500 | 47,500 | 47,500 | 47,500 | 47,500 | 47,500 |
| **Total Expenses** | 2,135,547 | 2,573,356 | 2,519,088 | 2,523,588 | 2,718,667 | 2,548,339 | 2,589,172 | 2,630,685 | 2,672,886 |
| **Net Operating Expense / (Surplus)** | (4,503,901) | (4,581,925) | (6,106,446) | (6,105,572) | (5,996,251) | (6,334,315) | (6,464,572) | (6,597,570) | (6,733,370) |
| **Allocations Out** | | | | | | | | | |
| Public Works - Parks | (38,985) | (35,000) | (53,000) | (53,000) | (55,000) | (57,000) | (59,000) | (61,000) | (63,000) |
| **Total cost allocations out** | (38,985) | (35,000) | (53,000) | (53,000) | (55,000) | (57,000) | (59,000) | (61,000) | (63,000) |
| **Net Expense (Surplus)** | $ (4,542,886) | $ (4,616,925) | $ (6,159,446) | $ (6,158,572) | $ (6,051,251) | $ (6,391,315) | $ (6,523,572) | $ (6,658,570) | $ (6,796,370) |

| Change 2021 forecast to 2022 budget: | |
|---|---|
| $ Change | $ 107,321 |
| % Change | 1.74 % |

# City of Penticton

## Draft Financial Plan 2022-2026

## Appendix A – Capital plan

# Capital Budget Summary

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| **General Capital Fund** | | | | | |
| Engineering | 8,869,000 | 2,505,000 | 6,404,500 | 2,667,500 | 6,680,150 |
| Facilities | 4,364,000 | 2,318,500 | 1,756,500 | 1,750,000 | 1,750,000 |
| Fire Services | 72,500 | 58,000 | 59,300 | 60,600 | 61,300 |
| Information Technology | 676,000 | 776,000 | 1,626,000 | 876,000 | 776,000 |
| Public Works - Cemetery | 64,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Public Works - Fleet | 1,168,200 | 1,287,750 | 1,045,100 | 2,416,050 | 1,846,750 |
| Public Works - Parks | 641,600 | 397,250 | 399,875 | 478,500 | 316,510 |
| Public Works - Roads And Maintenance | 100,000 | - | - | - | - |
| Public Works - Traffic Control | 178,000 | 127,000 | 131,000 | 137,000 | 104,000 |
| **Total General Capital Fund** | **16,133,300** | **7,529,500** | **11,482,275** | **8,445,650** | **11,594,710** |
| Sewer Capital | 11,004,000 | 4,011,000 | 5,275,000 | 2,882,000 | 8,156,000 |
| Water Capital | 11,448,000 | 11,216,500 | 4,060,500 | 3,962,500 | 6,822,200 |
| Electric Capital | 8,190,169 | 4,341,523 | 4,688,280 | 4,007,866 | 6,158,511 |
| **Total Funded Capital Budget** | **$ 46,775,469** | **$ 27,098,523** | **$ 25,506,055** | **$ 19,298,016** | **$ 32,731,421** |
| | - | - | - | - | - |
| **UNFUNDED Capital** | | | | | |
| Engineering | - | 2,760,000 | 1,162,000 | 6,367,000 | 4,367,500 |
| Facilities | 400,000 | 2,304,317 | 45,696,614 | - | - |
| Public Works - Parks | 245,000 | 2,441,745 | 265,000 | 585,000 | 585,000 |
| **Total Unfunded Capital Projects** | **$ 645,000** | **$ 7,506,062** | **$ 47,123,614** | **$ 6,952,000** | **$ 4,952,500** |

# General Capital Fund – Summary

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Engineering | $ 8,869,000 | $ 2,505,000 | $ 6,404,500 | $ 2,667,500 | $ 6,680,150 |
| Facilities | 4,364,000 | 2,318,500 | 1,756,500 | 1,750,000 | 1,750,000 |
| Fire Services | 72,500 | 58,000 | 59,300 | 60,600 | 61,300 |
| Information Technology | 676,000 | 776,000 | 1,626,000 | 876,000 | 776,000 |
| Public Works - Cemetery | 64,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Public Works - Fleet | 1,168,200 | 1,287,750 | 1,045,100 | 2,416,050 | 1,846,750 |
| Public Works - Parks | 641,600 | 397,250 | 399,875 | 478,500 | 316,510 |
| Public Works - Roads And Maintenance | 100,000 | - | - | - | - |
| Public Works - Traffic Control | 178,000 | 127,000 | 131,000 | 137,000 | 104,000 |
| **Total Funded General Capital Projects** | **16,133,300** | **7,529,500** | **11,482,275** | **8,445,650** | **11,594,710** |
| | | | | | |
| **Funding Sources & Transfers** | | | | | |
| Debt Financing | - | - | (951,500) | - | - |
| Transfer from Electric - Internal Borrowing | (6,784,170) | - | (450,000) | - | - |
| Donations | (150,000) | - | - | - | - |
| Electrical Dividend | (3,126,300) | (3,406,750) | (3,465,775) | (2,930,700) | (3,939,210) |
| Grant Funding | (410,000) | - | (2,854,500) | - | (2,854,500) |
| Transfer to/(from) Community Works | (2,775,000) | (1,845,000) | (1,334,000) | (1,833,500) | (881,650) |
| Transfer to/(from) DCC Reserve | (865,830) | - | - | - | - |
| Transfer to/(from) Equipment Reserve | (1,376,000) | (1,543,750) | (1,601,300) | (2,772,450) | (2,203,350) |
| Transfer to/(from) Marina Reserve | (100,000) | - | - | - | - |
| Transfer to/(from) RCMP Reserve | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) |
| Transfer to/(from) Storm Operating | (471,000) | (659,000) | (750,200) | (834,000) | (1,641,000) |
| | | | | | |
| **Total Funding Sources** | **(16,133,300)** | **(7,529,500)** | **(11,482,275)** | **(8,445,650)** | **(11,594,710)** |
| | | | | | |
| **General Capital Fund** | $ - | $ - | $ - | $ - | $ - |
| | - | - | - | - | - |
| **UNFUNDED Capital** | | | | | |
| Engineering | - | 2,760,000 | 1,162,000 | 6,367,000 | 4,367,500 |
| Facilities | 400,000 | 2,304,317 | 45,696,614 | - | - |
| Public Works - Parks | 245,000 | 2,441,745 | 265,000 | 585,000 | 585,000 |
| **Total Unfunded General Capital Projects** | **$ 645,000** | **$ 7,506,062** | **$ 47,123,614** | **$ 6,952,000** | **$ 4,952,500** |

# Facilities

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Art Gallery Structural Repairs | - | 50,000 | - | 150,000 | - |
| City Hall - Front Door replacement | 40,000 | - | - | - | - |
| City Hall - Main floor washroom upgrade | 6,000 | - | - | - | - |
| City Hall - Replace Gates with doors & access control | 8,000 | - | - | - | - |
| City Hall - Sound dampening wall panels | 25,000 | - | - | - | - |
| City Yards - Building upgrades | 500,000 | - | - | - | - |
| City Yards - Mezzanine Stairway | 20,000 | - | - | - | - |
| City Yards - Overhead & Man doors | 15,000 | 15,000 | 15,000 | - | - |
| City Yards - Renovate washrooms | - | 20,000 | - | - | - |
| City Yards - Rooftop units | 30,000 | 30,000 | - | - | - |
| Community Center - Cleland AV Upgrades | 410,000 | - | - | - | - |
| Community Center - Cleland AV Upgrades Grant Expenses | 410,000 | - | - | - | - |
| Community Center - Cleland Dressing Room Renos | - | 70,000 | - | - | - |
| Community Centre - Electrical | - | - | 80,000 | 60,000 | - |
| Community Centre - Front Counter redesign | 25,000 | 100,000 | - | - | - |
| Community Centre - Mechanical | - | - | 40,000 | - | - |
| Community Centre - Replace Boiler & chiller | - | - | 425,000 | - | - |
| Curling Rink - Install Hybrid Elevator | - | 100,000 | - | - | - |
| Curling Rink - New Condenser | - | - | 90,000 | - | - |
| Curling Rink - Replace Main Power Distribution | - | - | 100,000 | - | - |
| Curling Rink - Stair upgrade | 30,000 | - | - | - | - |
| Curling Rink - Unit Heaters | 10,000 | 10,000 | - | - | - |
| Dog kennel building | 25,000 | - | - | - | - |
| Fire Hall 1 - Building reno's/windows | - | - | - | - | 100,000 |
| Fire Hall 2 - 2 Bay Garage (Financed) | 500,000 | - | - | - | - |
| Fire Hall 2 - Central HVAC System | 20,000 | - | - | - | - |
| Fire Hall 2 - Concrete pad at rear of station | 50,000 | - | - | - | - |
| Fire Hall 2 - Rear paved Surfaces | 35,000 | - | - | - | - |
| Jubilee Pavilion - Mechanical | - | 12,500 | - | - | - |
| Leir House - Misc. Capital | 50,000 | 125,000 | - | 125,000 | 100,000 |
| Library/Museum - Circulation desk renovation | 30,000 | - | - | - | - |
| Library/Museum - Full Accessibility washroom | - | - | 50,000 | - | - |
| Library/Museum - Main Distribution Panel | 150,000 | - | - | - | - |
| Library/Museum - Misc. Minor Capital | 25,000 | - | - | - | - |
| McLaren Arena - Refrigeration (Dividend) | 10,000 | 100,000 | 750,000 | - | 10,000 |
| Memorial Arena - Ammonia Dump | 25,000 | - | - | - | - |
| Memorial Arena - Floor Scrubber | 15,000 | - | - | - | - |
| Memorial Arena - Misc. Capital | - | - | 10,000 | - | - |
| OHTC - Misc Capital | 25,000 | 25,000 | 6,500 | - | 10,000 |
| Project not defined | - | - | - | 755,000 | 1,445,000 |
| PTCC - Accessibility and code requirements | - | - | 65,000 | - | - |
| PTCC - Air wall | - | 200,000 | - | - | - |
| PTCC - Apron Repairs | 25,000 | - | - | - | - |
| PTCC - Carpet Shampooer | 25,000 | - | - | - | - |
| PTCC - Carving Station | - | 14,000 | - | - | - |
| PTCC - Expo Lounge renovation | - | - | - | 65,000 | - |
| PTCC - Lutron Controller | - | 50,000 | - | - | - |
| PTCC - Resurface Ballroom floor | - | 35,000 | - | - | - |
| PTCC - Roof Access Deterrent | 15,000 | - | - | - | - |
| PTCC - Small Wares | - | 35,000 | - | - | - |
| PTCC - Staging | 10,000 | - | - | - | - |
| PTCC - Walkway & Rear Entrance | - | 400,000 | - | - | - |
| PTCC - Wallpaper | - | 250,000 | - | - | - |

# Facilities cont'd

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Public Washrooms - 3 stall mobile washroom | 70,000 | - | - | - | - |
| Public Washrooms - Install new Gates/locks | 40,000 | 40,000 | - | - | - |
| Public Washrooms - Large mobile washrooms | 100,000 | - | - | - | - |
| Public Washrooms - Okanagan Lake Park Washroom | 200,000 | - | - | - | - |
| Public Washrooms - Riverside Washroom | 200,000 | - | - | - | - |
| Public Washrooms - Roof replacements | 50,000 | - | - | - | - |
| RCMP - Building & External Upgrades (Gas Tax) | 400,000 | - | - | - | - |
| RCMP - Internal Upgrades | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Re-key City Buildings | 60,000 | 60,000 | - | - | - |
| Skaha Marina Repairs - Marina Reserve | 100,000 | - | - | - | - |
| Soccer Facility - Recover roof | - | 300,000 | - | - | - |
| Soccer Facility - Washroom | - | - | - | 200,000 | - |
| SOEC - LED Lighting | - | 65,000 | - | - | - |
| SOEC - Misc. Minor Capital | - | 12,000 | - | - | - |
| SOEC Bowl Seating Attic Stock | 70,000 | - | - | - | - |
| SOEC Box Office HVAC | - | 50,000 | - | - | - |
| SOEC Gate 1 Remodel | - | - | - | 150,000 | - |
| SOEC Hallway Flooring | 25,000 | 25,000 | 25,000 | 25,000 | - |
| SOEC Heat Pumps | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| SOEC Ovens | 50,000 | - | - | - | - |
| SOEC Readerboard sign | 200,000 | - | - | - | - |
| SOEC Remote Ice Temp Sensors | 10,000 | - | - | - | - |
| SOEC RTU | - | 20,000 | - | - | - |
| SOEC Suite drapes | - | - | 15,000 | - | - |
| SOEC Urinal Replacement | - | - | - | 35,000 | - |
| SOEC Vault Remodel | - | - | - | 100,000 | - |
| SS Sicamous Fire Protection Upgrade | 20,000 | - | - | - | - |
| SS Sicamous Repairs | 100,000 | - | - | - | - |
| Westminister Center - Mechanical | 20,000 | 20,000 | - | - | - |
| **Total Funded Facilities Capital** | **$ 4,364,000** | **$ 2,318,500** | **$ 1,756,500** | **$ 1,750,000** | **$ 1,750,000** |
| | | | | | |
| **UNFUNDED Capital** | | | | | |
| City Hall - UNFUNDED | - | - | 4,400,000 | - | - |
| Public Safety and Emergency Facility - UNFUNDED | 400,000 | - | 7,455,030 | - | - |
| Skaha Park East - Boathouse Building - UNFUNDED | - | 456,317 | - | - | - |
| Skaha Park East - Marina - UNFUNDED | - | 1,098,000 | - | - | - |
| SOEC - Jumbotron - UNFUNDED | - | 750,000 | - | - | - |
| Twin Arenas UNFUNDED | - | - | 33,841,584 | - | - |
| **Total Unfunded Facilities Capital** | **$ 400,000** | **$ 2,304,317** | **$ 45,696,614** | **$ -** | **$ -** |

# Engineering – General Capital Budget

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| **Storm Drainage** | | | | | |
| Carmi Drainage - Budget (Storm) | $ - | $ - | $ - | $ 256,000 | $ - |
| Ellis Creek Reach 7 Design (Financed) | - | - | 951,500 | - | - |
| Ellis Creek Reach 7 Design (Storm) | 200,000 | 35,000 | - | - | - |
| Ellis Creek Reach 7 Grant Expense | - | - | 2,854,500 | - | - |
| Ellis Creek Reach 8 Design (Storm) | - | - | 200,000 | 35,000 | - |
| Ellis Creek Reach 8 Grant Expense | - | - | - | - | 2,854,500 |
| Ellis Creek Reach 9 Design (Storm) | - | - | - | - | 200,000 |
| Huth Ave. Storm Sewer Construction | 43,000 | - | 520,800 | - | - |
| Huth Ave. Storm Sewer Construction (Storm) | - | - | 347,200 | - | - |
| Orchard Avenue Reconstruction (Storm) | - | - | - | - | 400,000 |
| Oxbow Drainage Improvements (Storm) | 56,000 | 56,000 | 56,000 | - | - |
| Penticton Creek Environmental Monitoring | 50,000 | 75,000 | 75,000 | 75,000 | 100,000 |
| Penticton Creek Revitalization Reach 2 (Dividend) | 285,000 | 125,000 | - | - | - |
| Penticton Creek Revitalization Reach 2 (Storm) | 165,000 | 275,000 | - | 395,000 | 35,000 |
| Storm Water Management - Liquid Waste Management Plan (Storm) | - | 68,000 | 72,000 | 73,000 | 74,000 |
| Warren Avenue West Storm Upgrades (Storm) | - | - | - | - | 290,000 |
| **Total Storm Drainage** | **799,000** | **634,000** | **5,077,000** | **834,000** | **3,953,500** |
| | | | | | |
| **Street lighting** | | | | | |
| Point Intersection Kinney & South Main - street lighting (Financed) | 100,000 | - | - | - | - |
| **Total Street Lighting** | **100,000** | **-** | **-** | **-** | **-** |
| | | | | | |
| **Roads and Maintenance** | | | | | |
| Aging Storm Sewer Infrastructure Replacement and Upgrades (Storm) | - | - | - | - | 542,000 |
| Bike Network Plan (Financed) | 4,700,000 | - | - | - | - |
| East Penticton Interceptor - Fairway Ave to Treatment Plant | - | 201,000 | - | - | - |
| East Penticton Interceptor - Fairway Ave to Treatment Plant (Storm) | - | 150,000 | - | - | - |
| Intersection and Road Marking Improvements | 75,000 | 50,000 | 58,500 | 58,500 | 60,650 |
| Lanes - Pavement Reconstruction | - | - | - | - | 181,000 |
| Orchard Avenue Reconstruction | - | - | - | - | 955,000 |
| Pavement Management: Rehabilitation | 445,000 | 1,045,000 | 744,000 | 1,324,000 | 361,000 |
| Pavement Management: Rehabilitation -Primary Access Lanes (Dev Services Contingency) | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue (DCC) | 865,830 | - | - | - | - |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue (Financed) | 1,484,170 | - | - | - | - |
| Reservoir Road Reconstruction | - | - | 100,000 | - | - |
| Sidewalks, Curbs and Gutter Projects | 200,000 | 225,000 | 225,000 | 251,000 | 250,000 |
| Small Developer Driven Drainage Works | - | - | - | - | 177,000 |
| Traffic Calming Program | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| **Total Engineering - Roads & Maintenance** | **7,970,000** | **1,871,000** | **1,327,500** | **1,833,500** | **2,726,650** |
| **Total Funded Engineering General Capital** | **$ 8,869,000** | **$ 2,505,000** | **$ 6,404,500** | **$ 2,667,500** | **$ 6,680,150** |
| | | | | | |
| **UNFUNDED Capital** | | | | | |
| Bike Network Plan - Budget - UNFUNDED | - | 860,000 | - | - | - |
| Campbell Drainage - UNFUNDED | - | - | - | 2,216,000 | - |
| Carmi Drainage - Budget - UNFUNDED | - | - | - | - | 2,191,000 |
| Ellis Creek Reach 8 - UNFUNDED | - | - | - | - | 951,500 |
| Kiwanis Walking Pier - UNFUNDED | - | - | - | - | 1,225,000 |
| Main Street 400 Block infrastructure - UNFUNDED | - | - | 1,162,000 | - | - |
| Penticton Creek Revitalization Reach 2 - UNFUNDED | - | 1,900,000 | - | 1,985,000 | - |
| Reservoir Road Reconstruction - UNFUNDED | - | - | - | 2,166,000 | - |
| **Total Unfunded Engineering Capital** | **$ -** | **$ 2,760,000** | **$ 1,162,000** | **$ 6,367,000** | **$ 4,367,500** |

# Fire Services

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Emergency Training Center Upgrades | 11,500 | 12,000 | 12,500 | 13,000 | 13,500 |
| Fire Hose Replacement | 14,200 | 15,000 | 15,600 | 16,200 | 16,200 |
| Fire Services - Equipment Replacement | 46,800 | 31,000 | 31,200 | 31,400 | 31,600 |
| **Total Funded Fire Capital** | **$ 72,500** | **$ 58,000** | **$ 59,300** | **$ 60,600** | **$ 61,300** |

# Information Technology

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Information Technology - Cleland Theatre Sound/Lighting Upgrades | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 |
| Information Technology - Hardware - Audio Visual, Security Video | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Information Technology - Hardware - Council Chambers | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Information Technology - Hardware - Desktop/Cellular Telephone Hardware | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Information Technology - Hardware - Desktops, Laptops, Tablets | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| Information Technology - Hardware - Printers, Pressure Sealer | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Information Technology - Hardware - Servers, Appliances | 100,000 | 100,000 | 400,000 | 200,000 | 200,000 |
| Information Technology - Infrastructure - Local Area Network | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| Information Technology - Software - Records Management | - | 100,000 | 200,000 | 100,000 | - |
| IT - Billing Software upgrade/replacement | - | - | 450,000 | - | - |
| IT Strategy - System reconfigurations | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| SOEC - Capital IT/AV | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| **Total Funded IT Capital** | **$ 676,000** | **$ 776,000** | **$ 1,626,000** | **$ 876,000** | **$ 776,000** |
| | | | | | |
| **Allocation out to Utility** | | | | | |
| Information Technology - Software - CIS - Electrical Portion | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Information Technology - Software - CIS - Sewer Portion | 5,000 | 5,000 | - | - | - |
| Information Technology - Software - CIS - Water Portion | 5,000 | 5,000 | - | - | - |
| IT - Billing Software upgrade/replacement - Electrical Portion | - | 250,000 | - | - | - |
| IT - Billing Software upgrade/replacement - Sewer Portion | - | 125,000 | - | - | - |
| IT - Billing Software upgrade/replacement - Water Portion | - | 125,000 | - | - | - |
| **Total IT Capital Including Allocation Out** | **$ 20,000** | **$ 520,000** | **$ 10,000** | **$ 10,000** | **$ 10,000** |

# Cemetery

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Lakeview Cemetery Upgrades | $ 64,000 | $ 60,000 | $ 60,000 | $ 60,000 | $ 60,000 |
| **Total Funded Cemetery Capital** | **$ 64,000** | **$ 60,000** | **$ 60,000** | **$ 60,000** | **$ 60,000** |

# Fleet

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| 1 Ton Pick up (Replace Unit 104) | - | 65,000 | - | - | - |
| 1 Ton Pick up (Replace Unit 133) | 75,000 | - | - | - | - |
| 1 Ton Pick up (Replace Unit 18) | - | 80,000 | - | - | - |
| 1 Ton Pick up w/ winch crane (Replace Unit 41) | 70,000 | - | - | - | - |
| 1/2 Ton 4x4 Pick up (Replace Unit 29) | - | 40,000 | - | - | - |
| 1/2 Ton Pick up (Replace Unit 138) | - | 65,000 | - | - | - |
| A/C Machine | 5,000 | - | - | - | - |
| Aerator (Replace Unit 9430) | 20,000 | - | - | - | - |
| Auto hoist | 16,000 | - | - | - | - |
| Backhoe (Replace Unit 71) | 180,000 | - | - | - | - |
| Barge new engine (Replace Unit 9413) | - | 30,000 | - | - | - |
| Boom Flail Mower for Municipal tractor | 36,000 | - | - | - | - |
| Brake Lathe | 3,500 | - | - | - | - |
| Broom attachment for Unit 773 | 9,000 | - | - | - | - |
| Bush Truck (Replace Unit B-201) | 80,000 | - | - | - | - |
| Cabinets/Benches | 25,000 | - | - | - | - |
| Car (Replace Unit 125) | 37,000 | - | - | - | - |
| Chipper (Replace Unit 78) | - | 55,000 | - | - | - |
| Compressor (Replace Unit 80) | - | 45,000 | - | - | - |
| Digger Derrick Aerial to Replace Unit 50 | - | 350,000 | - | - | - |
| Fertilizer Spreader (Replace Unit 9424) | - | 6,000 | - | - | - |
| Flail Mower (Replace Unit 9409) | 9,000 | - | - | - | - |
| Flat Deck Trailer (Replace Unit 9217) | 9,000 | - | - | - | - |
| Fleet Future Capital Purchases | - | - | 1,045,100 | 2,416,050 | 1,846,750 |
| Litter Truck (Unit 140) | 15,000 | - | - | - | - |
| Mini Van (Replace Unit 5) | - | 32,000 | - | - | - |
| Minivan (Replace Unit 107) | - | 35,000 | - | - | - |
| New BEO Vehicle | 32,000 | - | - | - | - |
| New CSO Vehicle | 32,000 | - | - | - | - |
| Overseeder (Replace Unit 9460) | - | 11,000 | - | - | - |
| Parks Equipment | 11,200 | 14,750 | - | - | - |
| Parks Tilt Trailer (Replace Unit 9210) | - | 10,000 | - | - | - |
| Personal water rescue craft (Replace Unit MR-202) | - | 20,000 | - | - | - |
| Personal water rescue craft (Replace Unit MR-203) | - | 20,000 | - | - | - |
| Pick up truck (Replace Unit 129) | - | 75,000 | - | - | - |
| Pick up truck (Replace Unit 2) | - | 34,000 | - | - | - |
| Pick up truck (Replace Unit 3) | 34,000 | - | - | - | - |
| Pick up truck (Replace Unit 31) | 40,000 | - | - | - | - |
| Pick up truck (Replace Unit 33) | - | 34,000 | - | - | - |
| Pick up truck (Replace Unit 4) | - | 34,000 | - | - | - |
| Pick up truck (Replace Unit 96) | - | 35,000 | - | - | - |
| Quad Trailer (Replace Unit 9205) | - | 5,000 | - | - | - |
| Rototiller (Replace Unit 9467) | 5,000 | - | - | - | - |
| Rototiller (Replace Unit 9470) | - | 5,000 | - | - | - |
| Rotovator (Replace Unit 9426) | 7,000 | - | - | - | - |
| Sander (Replace Unit 86) | - | 50,000 | - | - | - |
| Shop Equipment | 7,500 | 7,500 | - | - | - |

## Fleet cont'd

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Single Dump (Replace Unit 53) | 150,000 | - | - | - | - |
| Snow Blower (Replace Unit 9469) | 5,000 | - | - | - | - |
| SOEC Ice Resurfacer (Replace Unit 335) | 185,000 | - | - | - | - |
| Spray truck (Replace Unit 130) | 50,000 | - | - | - | - |
| Steam Cleaner | - | 10,000 | - | - | - |
| Tilt deck Trailer (Replace Unit 9203) | 10,000 | - | - | - | - |
| Tractor (Replace Unit 69) | - | 65,000 | - | - | - |
| Trailer (Replace Unit 9207) | 10,000 | - | - | - | - |
| Van (Replace Unit 137) | - | 35,000 | - | - | - |
| Water Tank (Replace Unit 9465) | - | 7,500 | - | - | - |
| Wheel Balancer | - | 12,000 | - | - | - |
| **Total Funded Fleet Capital** | **$ 1,168,200** | **$ 1,287,750** | **$ 1,045,100** | **$ 2,416,050** | **$ 1,846,750** |

# Parks

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Beach Slides | - | - | 7,000 | - | - |
| Irrigation Upgrades | 42,500 | 81,250 | 139,375 | 64,500 | 19,810 |
| Kings Park - Entry Improvements | 35,000 | - | - | - | - |
| Lakawanna Park - Splash Pad replacement | - | - | - | 125,000 | - |
| Park Misc - CinderBlock Dugout Improv. McLaren & Bambino | - | - | 31,500 | - | - |
| Park Misc - McGregor Park Developement | - | - | - | - | 75,700 |
| Park Misc - Parks Recycling Infrastructure | - | - | - | - | 60,000 |
| Park Misc - Playground Equipment | 60,000 | 294,000 | 222,000 | 40,000 | 161,000 |
| Riverside Park - Site/Entry Improvements | - | - | - | 99,000 | - |
| Robinson Park - Pickleball Courts | - | - | - | 150,000 | - |
| Skaha Park - Splash Pad replacement | 353,000 | - | - | - | - |
| SOEC - Landscaping Alberni/Creston parking lot | - | 22,000 | - | - | - |
| SS Sicamous Irrigation and Landscaping | 100,000 | - | - | - | - |
| Sudbury Park - Parking Lot Landscaping | 51,100 | - | - | - | - |
| **Total Funded Parks Capital** | **$ 641,600** | **$ 397,250** | **$ 399,875** | **$ 478,500** | **$ 316,510** |
| | | | | | |
| **UNFUNDED Capital** | | | | | |
| Safety Village - Park upgrades - UNFUNDED | - | 250,000 | - | - | - |
| Skaha Park Beach Wall - UNFUNDED | 70,000 | 700,000 | - | - | - |
| Skaha Park East - Other Parks UNFUNDED | - | 818,345 | - | - | - |
| Sportsfield Fencing Improvements - UNFUNDED | 175,000 | 300,000 | - | 300,000 | 300,000 |
| Tennis Court Upgrades - UNFUNDED | - | - | 265,000 | 285,000 | 285,000 |
| Three Mile Beach - Upgrade parking, site and entry improvement - UNFUNDED | - | 373,400 | - | - | - |
| **Total Unfunded Parks Capital** | **$ 245,000** | **$ 2,441,745** | **$ 265,000** | **$ 585,000** | **$ 585,000** |

# Roads

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Decorative Scroll Installation | $ 100,000 | $ - | $ - | $ - | $ - |
| **Total Funded Roads Capital** | **$ 100,000** | **$ -** | **$ -** | **$ -** | **$ -** |

# Traffic Control

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| New Traffic Detection Devices | $ 68,000 | $ 70,000 | $ 73,000 | $ 76,000 | $ 40,000 |
| Traffic signalization - Upgrade Controllers and Loop Detectors | 110,000 | 57,000 | 58,000 | 61,000 | 64,000 |
| **Total Funded Traffic Control Capital** | **$ 178,000** | **$ 127,000** | **$ 131,000** | **$ 137,000** | **$ 104,000** |

# Sewer Fund

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| **Engineering - Sewer Capital** | | | | | |
| Aging Sanitary Sewer Infrastructure Replacements and Upgrades | $ 1,067,000 | $ - | $ 1,327,000 | $ 1,733,000 | $ 2,170,000 |
| Aging Water Main Replacement Program | 85,000 | - | - | - | - |
| East Penticton Interceptor - Fairview Ave to Treatment Plant | 50,000 | 1,486,000 | - | - | - |
| North Penticton Interceptor - Fairway Road to Treatment Plant | 441,150 | - | - | - | - |
| North Penticton Interceptor - Fairway Road to Treatment Plant (DCC) | 2,499,850 | - | - | - | - |
| Orchard Avenue Reconstruction | - | - | - | - | 35,000 |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue | 175,000 | - | - | - | - |
| SOEC Lift Station Wet Well Expansion | - | 841,000 | - | - | - |
| **Total Engineering Sewer Capital Projects** | 4,318,000 | 2,327,000 | 1,327,000 | 1,733,000 | 2,205,000 |
| | | | | | |
| **Advanced Waste Water Treatment Plant** | | | | | |
| 1990 HVAC Replacement | 20,000 | 20,000 | 20,000 | - | - |
| Asset Management Renewal Assessment Waste Water Lift Stations | 30,000 | 30,000 | 200,000 | 30,000 | 30,000 |
| AWWTP - Asset Management Renewal | 425,000 | 750,000 | 1,041,000 | 750,000 | 750,000 |
| AWWTP - Bioreactor Gate Replacement | 250,000 | 250,000 | - | - | - |
| AWWTP - BIOREM Filter for filter plus install | - | 270,000 | - | - | - |
| AWWTP - PLC Upgrades | 50,000 | 50,000 | 50,000 | 50,000 | - |
| AWWTP Expansion and Upgrades | - | 134,000 | - | 269,000 | - |
| AWWTP Expansion and Upgrades (DCC) | 2,525,911 | - | - | - | - |
| AWWTP Expansion and Upgrades (Financed) | 3,320,089 | - | 2,587,000 | - | 5,171,000 |
| Power Monitoring Efficiencies | 25,000 | 15,000 | 15,000 | 15,000 | - |
| SCADA Efficiencies | 35,000 | 35,000 | 35,000 | 35,000 | - |
| **Total Advanced Waste Water Treatment Plant Capital Projects** | 6,681,000 | 1,554,000 | 3,948,000 | 1,149,000 | 5,951,000 |
| | | | | | |
| **Sewer Collection System Capital Projects** | | | | | |
| **Total Sewer Collection Capital Projects** | - | - | - | - | - |
| | | | | | |
| Information Technology - Software - CIS - Sewer Portion | 5,000 | 5,000 | - | - | - |
| IT - Billing Software upgrade/replacement - Sewer Portion | - | 125,000 | - | - | - |
| **Total Funded Sewer Capital Expense** | **$ 11,004,000** | **$ 4,011,000** | **$ 5,275,000** | **$ 2,882,000** | **$ 8,156,000** |
| | | | | | |
| **Funding Sources & Transfers** | | | | | |
| Debt Financing | (3,320,089) | - | (2,587,000) | - | (5,171,000) |
| Development Cost Charges | (5,025,761) | - | - | - | - |
| Net transfers from Sewer Operating Fund | (2,658,150) | (4,011,000) | (2,688,000) | (2,882,000) | (2,985,000) |
| **Total Funding Sources** | **(11,004,000)** | **(4,011,000)** | **(5,275,000)** | **(2,882,000)** | **(8,156,000)** |
| | | | | | |
| **Sewer Utility Capital Fund** | $ - | $ - | $ - | $ - | $ - |

# Water Fund

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| **Engineering - Water Capital** | | | | | |
| 100mm Water Main Replacement Program | $ 508,000 | $ - | $ - | $ - | $ 1,108,200 |
| Aging Water Main Replacement Program | 1,161,000 | 968,500 | - | - | 1,223,000 |
| Downtown Revitalization - Main Street | - | - | 450,000 | - | - |
| East Penticton Interceptor - Fairview Ave to Treatment Plant | - | 350,000 | - | - | - |
| Industrial Area Fire Flow Upgrades | - | - | 1,237,500 | 1,051,500 | - |
| Irrigation System - Infrastructure Renewals | 638,000 | 638,000 | 638,000 | 638,000 | 638,000 |
| Orchard Avenue Reconstruction | - | - | - | - | 450,000 |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue | 175,000 | - | - | - | - |
| Rainfall Monitoring | 256,000 | - | - | - | - |
| Riddle Road Improvements - Water Service & Fire Protection | - | - | - | 1,593,000 | - |
| Ridgedale Reservoir Upgrade (DCC) | 774,570 | - | - | - | - |
| Ridgedale Reservoir Upgrade (Financed) | 3,386,430 | - | - | - | - |
| Valleyview Road Improvements | 130,000 | - | - | - | 927,000 |
| Valleyview Road Improvements (DCC) | - | - | - | - | 1,156,000 |
| **Total Engineering Water Capital Projects** | 7,029,000 | 1,956,500 | 2,325,500 | 3,282,500 | 5,502,200 |
| | | | | | |
| **Water Treatment Plant Capital Projects** | | | | | |
| Building Code Improvements | 150,000 | 150,000 | - | - | - |
| Equipment Replacement | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Make up air unit replacement program WTP | 70,000 | 140,000 | 140,000 | - | - |
| Penticton Ave PRV Upgrade (Financed) | 2,912,000 | - | - | - | - |
| Roof replacement WTP | 410,000 | - | - | - | - |
| WTP - DAF Pump Retrofit | - | - | - | 50,000 | 300,000 |
| WTP - Electrical Main Switch Replacement | - | - | - | 35,000 | 300,000 |
| | | | | | |
| WTP equipment replacement - PLC's and communications equipment | 100,000 | 120,000 | 200,000 | - | - |
| WTP Rotork Valve Replacement | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 |
| **Total Water Treatment Plant Capital Projects** | 3,822,000 | 590,000 | 520,000 | 265,000 | 780,000 |
| | | | | | |
| **Water Distribution System Capital Projects** | | | | | |
| Ellis 2 Dam - Consulting & Upgrades | 250,000 | 100,000 | - | - | - |
| Ellis 2 Dam (Financed) | - | - | 750,000 | - | - |
| Ellis 4 Dam (Financed) | - | 8,300,000 | - | - | - |
| Ellis Creek Diversion Dam - Bridge Replacement | - | - | 125,000 | 100,000 | 400,000 |
| Irrigation Meter Program | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 |
| Misc Dam Projects | - | - | 200,000 | 175,000 | - |
| ROW - Right of Way Aquisitions | 202,000 | - | - | - | - |
| **Total Water Distribution System Capital Projects** | 592,000 | 8,540,000 | 1,215,000 | 415,000 | 540,000 |
| | | | | | |
| Information Technology - Software - CIS - Water Portion | 5,000 | 5,000 | - | - | - |
| IT - Billing Software upgrade/replacement - Water Portion | - | 125,000 | - | - | - |
| **Total Funded Water Capital Expense** | **$ 11,448,000** | **$ 11,216,500** | **$ 4,060,500** | **$ 3,962,500** | **$ 6,822,200** |
| | | | | | |
| **Funding Sources & Transfers** | | | | | |
| Debt Financing | (6,298,430) | (8,300,000) | (750,000) | - | - |
| Development Cost Charges | (774,570) | - | - | - | (1,156,000) |
| Net transfers from Water Operating Fund | (4,375,000) | (2,916,500) | (3,310,500) | (3,962,500) | (5,666,200) |
| **Total Funding Sources** | **(11,448,000)** | **(11,216,500)** | **(4,060,500)** | **(3,962,500)** | **(6,822,200)** |
| | | | | | |
| **Water Utility Capital Fund** | $ - | $ - | $ - | $ - | $ - |

# Electric Fund

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **FUNDED Capital** | | | | | |
| Carmi Substation Feeders | $ - | $ - | $ - | $ - | $ 1,900,000 |
| City Yards - Building upgrades (Electric) | 1,500,000 | - | - | - | - |
| Departmental Tools- PLT & Engineering Tools | 43,709 | 45,020 | 46,371 | 47,762 | 49,195 |
| Electrical Inventory Storage racks (Utility poles & Spools, etc) | 140,000 | - | - | - | - |
| Enhancement - System Reliability Improvements | 431,405 | 492,327 | 555,030 | 499,565 | 505,987 |
| Enhancement - Utility Scale Battery | 1,700,000 | 300,000 | 600,000 | - | - |
| Expansion- Sendero backup OH extension | 200,000 | - | - | - | - |
| Fiber System Redundancy | 125,000 | - | 131,250 | - | 137,813 |
| Huth Refurbishment | - | - | - | 324,730 | 331,224 |
| Non Discretionary - Estimated New/Upgrade Services | 1,200,684 | 1,234,922 | 1,270,153 | 1,306,405 | 1,343,709 |
| Non Discretionary - Flat Rate New/Upgrade Services | 400,000 | 410,600 | 421,502 | 432,715 | 444,247 |
| Non Discretionary - New UG Subdivision | 169,450 | 172,764 | 176,143 | 179,589 | 183,101 |
| Road - Point intersection - Galt and South Main St | 1,200,000 | - | - | - | - |
| SCADA Upgrades - New Dual PC, PowerLink upgrade investigation | 58,132 | 59,876 | 61,672 | 63,522 | 65,428 |
| Sustainment - Distribution System Rebuild | 696,922 | 723,421 | 750,946 | 779,537 | 809,236 |
| Sustainment - Distribution System Rebuild- UG Residential Subdivision | 314,868 | 330,473 | 346,851 | 364,041 | 378,570 |
| Waterford Refurbishment | - | 312,120 | 318,362 | - | - |
| **Total Electrical Capital Expense** | 8,180,169 | 4,081,523 | 4,678,280 | 3,997,866 | 6,148,511 |
| | | | | | |
| Information Technology - Software - CIS - Electrical Portion | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| IT - Billing Software upgrade/replacement - Electrical Portion | - | 250,000 | - | - | - |
| **Total Funded Electrical Capital Expense** | **$ 8,190,169** | **$ 4,341,523** | **$ 4,688,280** | **$ 4,007,866** | **$ 6,158,511** |
| | | | | | |
| **Funding Sources & Transfers** | | | | | |
| Recoveries | (1,282,509) | (1,288,708) | (1,295,008) | (1,301,411) | (1,307,920) |
| Transfer from Electric Operating Fund | (6,907,660) | (3,052,816) | (3,393,272) | (2,706,455) | (4,850,590) |
| **Total Funding Sources** | **(8,190,169)** | **(4,341,523)** | **(4,688,280)** | **(4,007,866)** | **(6,158,511)** |
| | | | | | |
| **Electrical Utility Capital Fund** | $ - | $ - | $ - | $ - | $ - |

# Internal and External Debt Projects - Capital

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **Internal borrowing** | | | | | |
| Bike Network Plan (Financed) | $ 4,700,000 | $ - | $ - | $ - | $ - |
| Fire Hall 2 - 2 Bay Garage (Financed) | 500,000 | - | - | - | - |
| IT - Billing Software upgrade/replacement | - | - | 450,000 | - | - |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue (Financed) | 1,484,170 | - | - | - | - |
| Point Intersection Kinney & South Main - street lighting (Financed) | 100,000 | - | - | - | - |
| **Total Internal borrowing** | 6,784,170 | - | 450,000 | - | - |
| | | | | | |
| **External borrowing** | | | | | |
| Ellis Creek Reach 7 Design (Financed) | - | - | 951,500 | - | - |
| AWWTP Expansion and Upgrades (Financed) | 3,320,089 | - | 2,587,000 | - | 5,171,000 |
| Ellis 2 Dam (Financed) | - | - | 750,000 | - | - |
| Ellis 4 Dam (Financed) | - | 8,300,000 | - | - | - |
| Penticton Ave PRV Upgrade (Financed) | 2,912,000 | - | - | - | - |
| Ridgedale Reservoir Upgrade (Financed) | 3,386,430 | - | - | - | - |
| **Total External borrowing** | 9,618,519 | 8,300,000 | 4,288,500 | - | 5,171,000 |
| | | | | | |
| **Total Internal and External Debt Projects - Capital** | **$ 16,402,689** | **$ 8,300,000** | **$ 4,738,500** | $ - | **$ 5,171,000** |

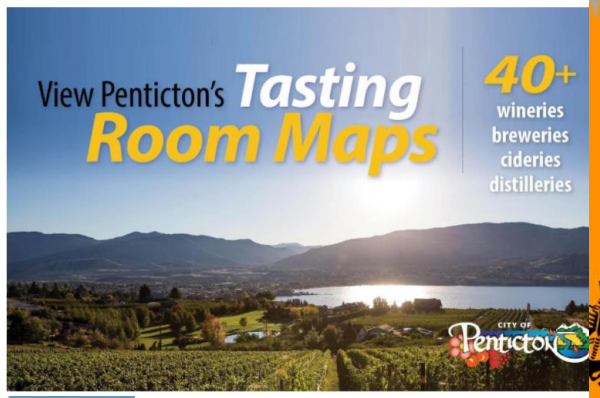
# Development Cost Charges Funded Projects

| | 2022 Budget | 2023 Budget | 2024 Projection | 2025 Projection | 2026 Projection |
|---|---|---|---|---|---|
| **Roads Development Cost Charges** | | | | | |
| Point Intersection Kinney & South Main - Re-Align Galt Avenue (DCC) | $ 865,830 | $ - | $ - | $ - | $ - |
| **Total Roads Development Cost Charges** | 865,830 | - | - | - | - |
| | | | | | |
| **Sewer Development Cost Charges** | | | | | |
| AWWTP Expansion and Upgrades (DCC) | 2,525,911 | - | - | - | - |
| North Penticton Interceptor - Fairway Road to Treatment Plant (DCC) | 2,499,850 | - | - | - | - |
| **Total Sewer Development Cost Charges** | 5,025,761 | - | - | - | - |
| | | | | | |
| **Water Development Cost Charges** | | | | | |
| Ridgedale Reservoir Upgrade (DCC) | 774,570 | - | - | - | - |
| Valleyview Road Improvements (DCC) | - | - | - | - | 1,156,000 |
| **Total Water Development Cost Charges** | 774,570 | - | - | - | 1,156,000 |
| | | | | | |
| **Total Development Cost Charges Funded Capital** | **$ 6,666,161** | **$ -** | **$ -** | **$ -** | **$ 1,156,000** |

# Overview

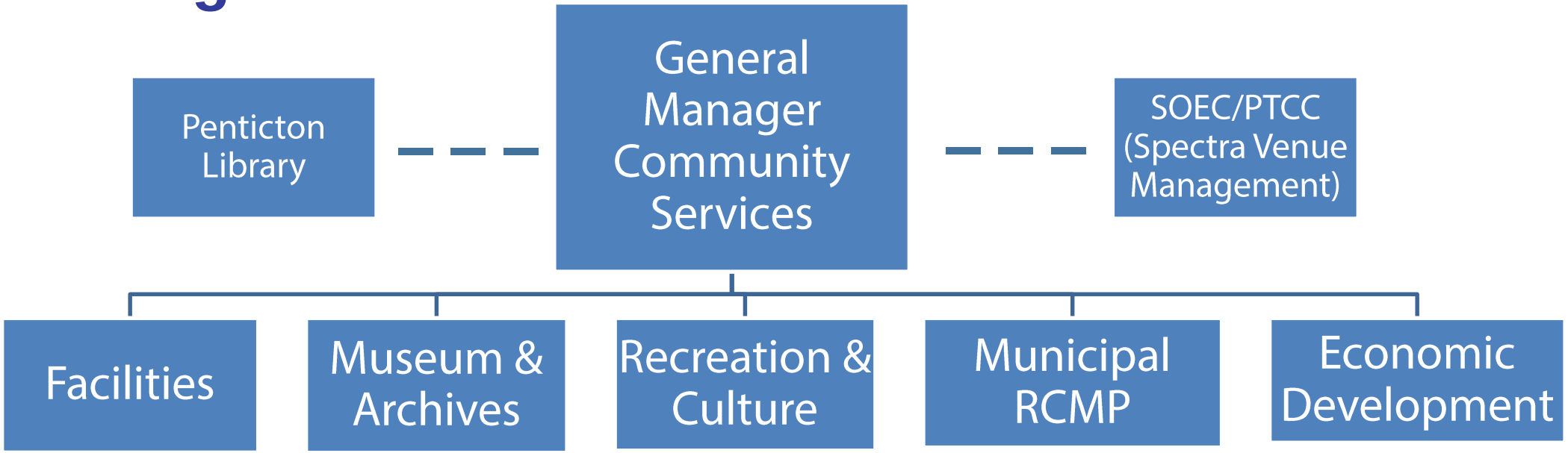
- We support all facets of community health, economic prosperity and safety.
- Focused on activities and actions that enable citizens to have a high quality of life.
  - **Economic Development**
  - **Facilities**
  - **Recreation & Culture**
  - **Museum & Archives**
  - **Library**
  - **Transit**
  - **Municipal RCMP Staff**






# Staffing




The Community Services division consists of 5 distinct departments with 78 full-time equivalent staff. This division also manages the contract with BC Transit for the City and oversees the operations of SOEC/PTCC by Spectra Venue Management.

# 2021 Achievements

- Roof replacements at Fire Halls 201 & 202 and City Yards main building
- Ice Plant refrigeration system replacement at McLaren Arena
- Downtown Ice Rink support / coordination
- Gyro Park washroom implementation
- Municipal RCMP support
- 2021 Public Art Walk
- Museum – Indigenous languages exhibit









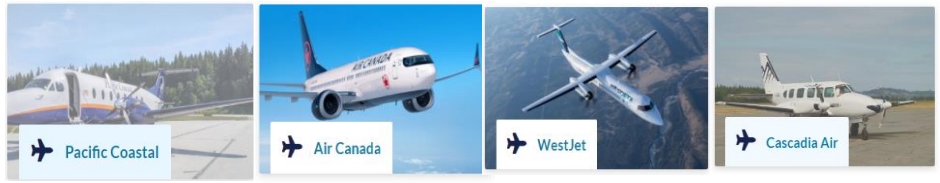

## 2021 Achievements continued…

- Focus on planning for investment and growth within the North Gateway
- Sportsplex operations / surface review
- Skaha Marina RFP development
- Travel Penticton MRDT support
- COVID recovery: Economic Development & Recreation user group support







# Challenges & Opportunities

- **Adapting Services to Meet Safety Protocols**
  - Meeting Provincial Health Orders requires more time and resources
  - User groups / non profit organization support
  - Continued impacts to revenues





- **Facilities Service Levels**
  - Preparation for full reopening of the City's facilities and assets
  - Facilities team must react to support fluctuating operational needs



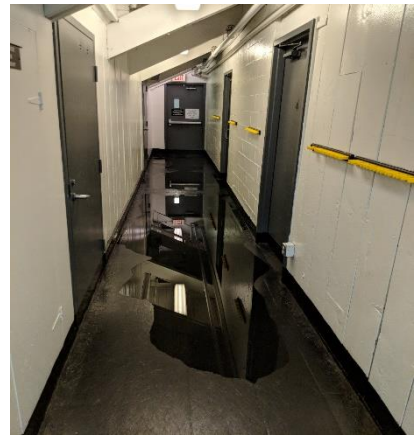
# Challenges & Opportunities continued…

- **Operations and Maintenance of Aging Facilities**
  - Direction provided in the City's Asset & Amenity Management Strategy
  - Facilities team will balance provision of services and decision-making in line with this Strategy

- **Asset Management Planning**
  - Proactive and focused investment approach to ensure the City's facilities remain in good condition to deliver services to the community







# 2022 Initiatives

- Community Safety Review
- Evaluate results of the DPA's Remote Guard Service Pilot Project
- Upgrade public washrooms to address vandalism and safety issues
- Continue COVID-19 business community support and recovery
- Spectra Contract support and partnership





# 2022 Initiatives continued…

- Support event portfolio and future destination development
- Implement IRONMAN Canada event
- Continue Recreation & Culture Service Recovery Plan
- Cleland Theatre Optimization & Investment Plan
- Engagement Penticton as a “Festival Capital” & alignment with Endurance brand






## 2022 Initiatives continued…

- Implementation of Asset & Amenity Management Plan
- Refresh the Okanagan-Similkameen Transit Future Plan / System Efficiencies
- Online Accommodation Platform (OAP) housing study
- RCMP building mechanical upgrades
- Construct new storage building at Fire Hall 202 to accommodate four apparatus
- Installation of Penticton heritage plaques





# 2022 – Economic Development & Tourism

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (75,000) | (75,000) | (150,000) |
| Expense | 868,500 | 679,000 | 1,167,000 |
| Net Cost Allocations | 2,000 | - | - |
| **Net Expense** | **795,500** | **604,000** | **1,017,000** |

# 2022 – Recreation & Culture

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,305,250) | (1,109,150) | (1,474,150) |
| Expense | 2,298,982 | 2,080,600 | 2,425,350 |
| Net Cost Allocations | 1,532,268 | 1,566,468 | 1,696,420 |
| **Net Expense** | **2,526,000** | **2,537,918** | **2,647,620** |

# 2022 – Museum & Archives

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (88,726) | (65,050) | (58,000) |
| Expense | 314,826 | 266,750 | 334,700 |
| Net Cost Allocations | 60,900 | 71,700 | 73,700 |
| **Net Expense** | **287,000** | **273,400** | **350,400** |

# 2022 – Transit

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (826,421) | (788,921) | (625,047) |
| Expense | 2,105,800 | 2,103,921 | 2,113,000 |
| Net Cost Allocations | 30,000 | 30,000 | 34,500 |
| **Net Expense** | **1,309,379** | **1,345,000** | **1,522,453** |

# 2022 - Facilities

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 3,380,063 | 3,490,112 | 3,675,470 |
| Net Cost Allocations | (2,528,363) | (2,736,522) | (2,812,580) |
| **Net Expense** | **851,700** | **753,590** | **862,890** |

# 2022-2026 Capital

*Facilities*

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Facilities** | **4,364,000** | **2,318,500** | **1,756,500** | **1,750,000** | **1,750,000** |

# 2022 - 2026 Capital

## *Facilities*

| Project description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Art Gallery structural repairs | - | 50,000 | 150,000 | |
| City Hall | 79,000 | - | - | Front Door replacement, sound dampening walls, security doors |
| City Yards | 565,000 | 65,000 | 15,000 | Building upgrades, rooftop units |
| Cleland Theatre | 820,000 | 70,000 | - | AV upgrades, Dressing room upgrades |
| Community Centre | 25,000 | 100,000 | 605,000 | Front Counter redesign, Boiler Chiller |
| Curling Rink | 40,000 | 110,000 | 190,000 | Hybrid Elevator, Main power distribtion |
| Penticton Animal Shelter Building | 25,000 | - | - | |
| Fire Hall 1 - building reno's/windows | - | - | 100,000 | |
| Fire Hall 2 | 605,000 | - | - | 2 Bay Garage, HVAC, resurfacing |
| Jubilee Pavilion - mechanical | - | 12,500 | - | |
| Leir House - misc. capital | 50,000 | 125,000 | 225,000 | |
| Library/Museum | 205,000 | - | 50,000 | Circulation desk reno, main distribution panel |
| McLaren Arena - refrigeration | 10,000 | 100,000 | 760,000 | |
| Memorial Arena | 40,000 | - | 10,000 | Ammonia Dump, Floor Scrubber |

# 2022-2026 Capital cont.

*Facilities*

| Project description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| OHTC – misc. capital | 25,000 | 25,000 | 16,500 | |
| Project not defined | - | - | 2,200,000 | |
| PTCC | 75,000 | 984,000 | 130,000 | Airwall, Walkway & enterance, interior updates |
| Public Washrooms | 660,000 | 40,000 | - | Okanagan Lake Park, Riverside, 2 mobile washrooms |
| RCMP - building & external upgrades (Gas Tax) | 400,000 | - | - | |
| RCMP - internal upgrades | 75,000 | 75,000 | 225,000 | |
| Re-key City buildings | 60,000 | 60,000 | - | |
| Skaha Marina Repairs - Marina Reserve | 100,000 | - | - | Boat launch repairs |
| Sportsplex | - | 300,000 | 200,000 | Recover roof, Washroom upgrades |
| SOEC | 365,000 | 182,000 | 380,000 | Readerboard sign, Interior upgrades |
| SS Sicamous | 120,000 | - | - | Fire Potection upgrades, exterior finishes |
| Westminster Center - mechanical | 20,000 | 20,000 | - | |
| **TOTAL** | **4,364,000** | **2,318,500** | **5,256,500** | |

# 2022-2026 Unfunded*

| Project description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| City Hall | 0 | 0 | 4,400,000 | Envelope upgrades |
| Public Safety and Emergency Facility | 400,000 | 0 | 7,455,030 | Planning in 2022 |
| Skaha Park East - Boathouse Building | 0 | 456,317 | 0 | |
| Skaha Park East - Marina | 0 | 1,098,000 | 0 | |
| SOEC - Jumbotron | 0 | 750,000 | 0 | |
| Twin Arenas | 0 | 0 | 33,841,584 | |
| **TOTAL** | **400,000** | **2,304,317** | **45,696,614** | |

*Projects funding source is not yet determined

# Proposed Increases for Council's Consideration

## Facilities

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Upgrade public washrooms to address vandalism and safety issues** | Improved security additions to public washrooms and replacement of the washroom building at Riverside Park. | $48,500 |

# Proposed Increases for Council's Consideration

## Economic/Social Development

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| Community Safety Review | Investing in community health and well-being initiatives | $75,000 |

# Questions?

# Recommendation

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




SOUTH OKANAGAN EVENTS CENTRE

PENTICTON TRADE AND CONVENTION CENTRE

# South Okanagan Events Centre Complex

# OPERATING BUDGET

# SOEC ADVISORY COMMITTEE ENDORSEMENT

The SOEC advisory committee was established to provide the City of Penticton some oversight regarding the SOEC operations including items such as budget and proposed events throughout the year. The role is not to micro-manage the operations, but to provide commentary and suggestions. We have reviewed the proposed 2022 budget with Dean Clarke and provide the following comments;

- 2021 was the first year SOEC did not host concerts. In the 2021 budget, it was expected events would start by the 3rd quarter of 2021. This did not happen and the 1st quarter in 2022 is also expected to be slow, although there are 3 events planned, a much lower number compared to pre-Covid.

- The challenges with COVID have been enormous since the spring of 2020 which has had a significant negative impact on operations. Unfortunately, this will continue to impact 2022 financial projections. In 2021, the uncertainty regarding changing health advisories presented a challenge to book events in addition to gaining customer confidence. The decision to restrict capacities to 50% in the Interior Health region (vs 100% allowance in lower mainland) has made it difficult to plan for many events in the 1rst quarter of 2022. As well. operating at 50% capacity still requires 100% of square footage to be maintained. It is important to note that sufficient lead time is required to book events. As such, as we are nearing the end of 2021, this continuing challenge of only 50% capacity has resulted in additional negative impact to the 1st quarter of 2022. There are 3 events scheduled in 1rst quarter of 2022, however, they are at risk if the 50% capacity limitation is not eliminated.

- Inflation continues to negatively impact costs, especially in the area of food, but also general supplies and other areas. It is apparent from the first few Penticton Vees games this season, there have been many no-shows which negatively affect concession sales and increase spoilage costs. This may continue into 2022.

- There are also increased costs in staff retention and attraction. There is a significant challenge in attracting staff, similar to other service businesses in Penticton, and with limited events planned, the problem of retaining staff will probably continue into 2022

In summary, we are in agreement with the 2022 budget of (2,118,103) being presented. However, it should be noted the continuing capacity restrictions may negatively impact operations beyond the 1st quarter. Customer and promoter confidence is low and time will be needed to return to pre-Covid financial results.

**David Bushby**
Chair, SOEC Committee

# SOUTH OKANAGAN EVENTS CENTRE COMPLEX

## Four (4) facilities operated by Spectra Venue Management



SOUTH OKANAGAN EVENTS CENTRE

SPECTRA




PENTICTON TRADE AND CONVENTION CENTRE



OKANAGAN HOCKEY SCHOOL TRAINING CENTRE



MEMORIAL ARENA

# 2021 SOEC COMPLEX
# KEY HIGHLIGHTS & ACCOMPLISHMENTS

### Okanagan Hockey Summer Camps
Included ice rentals and food and beverage service

### Penticton Highschool Graduation
Second time hosting with COVID-19 protocols

### 2020-21 BCHL Pod Season
Tournament streamed live online

### COVID-19 Vaccine Clinic
Contracted to stay at PTCC through April 2022

### Meetings at PTCC
Contracted to stay at PTCC through April 2022

### Special Events
Rancho Vignola, Artisan's Christmas Market, Roller Derby, Religious Gatherings

### Steady Use of Walking Track
Estimated 12,000 walkers per year, including 18 special needs groups per month

### Elections Hosted at PTCC
Penticton By-Election and Canadian Federal Election

### Continuous Ice Rentals
Rentals to OHG, minor hockey and recreational user groups

### North Gateway Discussions at PTCC
City Council reviewed plans to revitalize Penticton's North end of the city into an entertainment district

# 2021 SOEC COMPLEX KEY HIGHLIGHTS & ACCOMPLISHMENTS (CONT)

- Plans of an attached Four Points By Sheraton Hotel (Mundi Hotel Enterprises Inc.) to the Penticton Trade and Convention Centre were solidified with a completion date of Spring 2023
- Continued collaboration with Travel Penticton and Penticton Lakeside Resort to promote Penticton as a meeting and convention destination
- Renewed 100% of suite owners for 2021-2022 season at reduced rates from COVID adjustments
- Virtual Event – Spectra presents 'Saving Our Jobs 'Comedy Festival
- 'Love In Lights' Marquee Promotions – Fathers Day, Mothers Day & Valentine's Day
- SOEC acted as City of Penticton' Cooling Station during 2021 Heat Wave
- Corporate Partnership support of Valley First 'Shred It and Forget It' event
- Hosted City of Penticton Fire Fighters Water Fight during 2021 Heat Wave in the SOEC parking lot
- Provided partnership and support to City of Penticton Family Day Virtual Art Walk



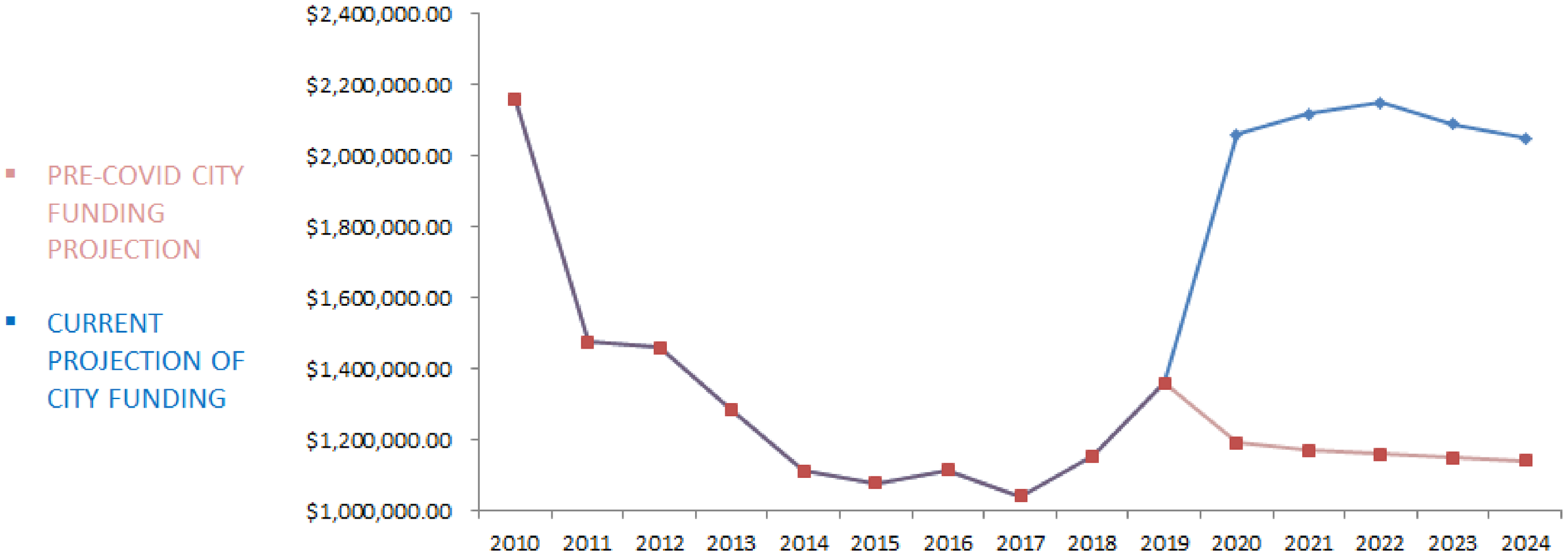
# SOEC Complex Challenges




- Attaining/retaining qualified employees
- Minimum wage increases
- 50% capacity restrictions and the uncertainty of when 100% capacity will return
- 44% of Penticton Vees season ticket holders do not attend/use tickets for every game
- Increase in cleaning, building, and housekeeping expenses
- Creating and implementing safety policies/procedures with ever-changing regulations
- Increase in food & beverage costs (ie. beef up 40%, fries up 14%, fryer oil up 64%, chicken up 28%)

# SOEC COMPLEX HISTORICAL AND FUTURE CITY FUNDING TREND

**The efficiency of event performance has impacted the overall financials positively, however, the rising cost of part-time labour, employer health tax, liability insurance and repairs and maintenance of all buildings has impacted the overall financials negatively, therefore, these items are budgeted appropriately for 2021.**



# SOEC COMPLEX

| | | 2021 Budget | 2021 Projected | 2022 Budget |
|---|---|---|---|---|
| **Event Operating Income** | | 1,292,871 | 330,587 | 1,354,495 |
| **Other Income** | | 1,351,054 | 1,048,436 | 1,592,758 |
| **Indirect Expenses** | | | | |
| | Executive | 164,879 | 151,400 | 196,595 |
| | Marketing/Sales | 474,280 | 376,324 | 533,275 |
| | Finance | 266,079 | 204,493 | 284,037 |
| | Events | 305,361 | 266,665 | 338,816 |
| | Ops | 1,673,603 | 1,280,876 | 1,711,523 |
| | Food and Beverage | 571,329 | 361,690 | 611,644 |
| | Vees | 532,437 | 406,975 | 541,135 |
| | Box Office | 138,338 | 89,643 | 269,205 |
| | Overhead | 445,820 | 420,874 | 517,620 |
| **Total Indirect Expenses** | | 4,572,126 | 3,558,940 | 5,003,849 |
| **Net Operating Income** | | -1,928,201 | -2,179,917 | -2,056,596 |
| **Facility Surcharge Paid to City** | | 36,667 | 0 | 57829 |
| **Net Income (Loss)** | | -1,964,868 | -2,179,917 | -2,114,425 |



# SOUTH OKANAGAN EVENTS CENTRE



| | | 2021 Budget | 2021 Projected | 2022 Budget |
|---|---|---|---|---|
| **Event Operating Income** | | 594,566 | 106,213 | 676,247 |
| **Other Income** | | 686,446 | 468,965 | 895,934 |
| **Indirect Expenses** | | | | |
| | Executive | 92,151 | 85,345 | 111,438 |
| | Marketing/Sales | 224,180 | 162,169 | 234,433 |
| | Finance | 185,411 | 133,003 | 190,132 |
| | Events | 223,491 | 190,253 | 245,247 |
| | Ops | 838,841 | 691,388 | 861,330 |
| | Food and Beverage | 327,438 | 196,167 | 314,086 |
| | Vees | 532,437 | 406,975 | 541,135 |
| | Box Office | 138,338 | 89,643 | 269,205 |
| | Overhead | 257,742 | 251,262 | 315,922 |
| **Total Indirect Expenses** | | 2,820,029 | 2,206,205 | 3,082,928 |
| **Net Operating Income** | | **-1,539,017** | **-1,631,027** | **-1,510,747** |
| ***Facility Surcharge Paid to City** | | 36,667 | | 57829 |
| **Net Income (Loss)** | | -1,575,684 | -1,631,027 | -1,568,576 |

***Helps fund future capital enhancements**
****Revenue cycle in line with hockey season, August to July.**
*****Sales cycle, March, booking into Fall**
******Budget in line with Western Canadian Event Centre's**

# PENTICTON TRADE AND CONVENTION CENTRE

| | | 2021 Budget | 2021 Projected | 2022 Budget |
|---|---|---|---|---|
| **Event Operating Income** | | 698,305 | 224,374 | 678,248 |
| **Other Income** | | 12,000 | 21,143 | 9,000 |
| **Indirect Expenses** | | | | |
| | Executive | 53,700 | 51,009 | 64,759 |
| | Marketing/Sales | 250,100 | 214,155 | 298,842 |
| | Finance | 63,042 | 55,628 | 73,879 |
| | Events | 81,870 | 76,412 | 93,569 |
| | Ops | 255,540 | 160,333 | 288,630 |
| | Food and Beverage | 243,891 | 165,523 | 297,558 |
| | Vees | 0 | 0 | 0 |
| | Box Office | 0 | 0 | 0 |
| | Overhead | 158,078 | 143,007 | 170,898 |
| **Total Indirect Expenses** | | 1,106,221 | 866,067 | 1,288,134 |
| **Net Operating Income** | | -395,916 | -620,550 | -600,886 |
| **Facility Surcharge Paid to City** | | 0 | 0 | 0 |
| **Net Income (Loss)** | | -395,916 | -620,550 | -600,886 |





***Revenue cycle, April-August, with large scale conventions, tradeshows etc.**

****Sales cycle for large scale events, post-covid booking into 2022, 2023, 2024**

# OKANAGAN HOCKEY SCHOOL TRAINING CENTRE

| | | 2021 Budget | 2021 Projected | 2022 Budget |
|---|---|---|---|---|
| **Event Operating Income** | | 0 | 0 | 0 |
| **Other Income** | | 375,513 | 325,382 | 396,814 |
| **Indirect Expenses** | | | | |
| | Executive | 9,514 | 7,523 | 10,199 |
| | Marketing/Sales | 0 | 0 | 0 |
| | Finance | 8,813 | 7,931 | 10,013 |
| | Events | 0 | 0 | 0 |
| | Ops | 243,813 | 170,563 | 243,797 |
| | Food and Beverage | 0 | 0 | 0 |
| | Vees | 0 | 0 | 0 |
| | Box Office | 0 | 0 | 0 |
| | Overhead | 17,000 | 16,151 | 18,500 |
| **Total Indirect Expenses** | | 279,140 | 202,168 | 282,508 |
| **Net Operating Income** | | 96,373 | 123,214 | 114,306 |
| **Net Income (Loss)** | | 96,373 | 123,214 | 114,306 |

# MEMORIAL ARENA

| | | 2021 Budget | 2021 Projected | 2022 Budget |
|---|---|---|---|---|
| **Event Operating Income** | | 0 | 0 | 0 |
| **Other Income** | | 277,095 | 232,946 | 291,009 |
| **Indirect Expenses** | | | | |
| | Executive | 9,514 | 7,523 | 10,199 |
| | Marketing/Sales | 0 | 0 | 0 |
| | Finance | 8,813 | 7,931 | 10,013 |
| | Events | 0 | 0 | 0 |
| | Ops | 335,409 | 258,592 | 317,767 |
| | Food and Beverage | 0 | 0 | 0 |
| | Vees | 0 | 0 | 0 |
| | Box Office | 0 | 0 | 0 |
| | Overhead | 13,000 | 10,454 | 12,300 |
| **Total Indirect Expenses** | | 366,736 | 284,500 | 350,278 |
| **Net Operating Income** | | -89,641 | -51,554 | -59,269 |
| **Net Income (Loss)** | | -89,641 | -51,554 | -59,269 |






# PTCC 2022-23 BOOKED/PROJECTED BUSINESS OPPORTUNITIES

- **Continued contract with Interior Health for Vaccine Clinic – Currently contracted to April 15, 2022**
- **The return of long standing clients forced to postpone including:**
  - Canadian Tire Holiday Party
  - Okanagan Concert Band
  - Canadian Home Builders Association (CHBA)
  - Condominium Home Owners Association (CHOA)
  - Axel Merckx GranFondo
  - Bridge Tournament
  - Pentastic Jazz Festival

- **Conventions Returning and New**
  - Educational Facility Management Association (EFMA)
  - Canadian Avalanche Association
  - Canadian Volkssport Federation
  - Local Government Management Association of BC
  - Canadian Beef Industry
  - Canadian Health Engineering Society (2023)
  - Fire Chiefs

- **Possible Conventions/Trade Shows/Consumer Shows**
  - Okanagan Horticulture Advisors Group
  - Spirits Festival
  - BC Liberals
  - Public Works Association of BC – 2022 and 2023 dates
  - Living Church of God
  - The Howes Group - 2023






# GOALS

**To be ready at a moment's notice to host full capacity events once again.**

# FOCUS

**To recapture the industry, as Penticton is uniquely positioned.**




# LOOKING FORWARD TO 2022

Together AGAIN!

SPECTRA













SOUTH OKANAGAN EVENTS CENTRE

PENTICTON TRADE AND CONVENTION CENTRE



# Overview

The Penticton Public Library offers library services to the residents of the City of Penticton.

We do this through:

- Use of space – 143,582 visits (physical and virtual) (physical 65% and virtual 35%)
- Circulating collections – 246,442 items circulated (physical 78% and digital 22%)
- Virtual and in-person programs – 660 programs attended by 6,988 individuals (mostly virtual and take home)
- Access to technology – 3,760 public computer or Wi-Fi access

*Stats to end of Q3 2021

# Staffing

PENTICTON PUBLIC LIBRARY

July 5 2021
Re-opened
Mondays and
Tues evenings

| 2020 | 2021 | 2022 |
|---|---|---|
| 16 | 14.6 | 14.8 |

October 17
2021
Re-opened
Sundays



# 2021 Achievements

PENTICTON PUBLIC LIBRARY

- ✓ Ongoing assessment & refocused online services
- ✓ Ongoing assessment & expansion of public programing
- ✓ Review of Core Circulation services leading to introduction of new Integrated Library System
- ✓ New values based Strategic Framework and Business Plan



# Challenges & Opportunities

- **Material Service Levels:**
  - ✓ Return to pre-pandemic service levels
- **Access:**
  - ✓ Increase service demand for held items
  - ✓ Introduction of a new holds locker at the Penticton Community Centre
- **Productivity:**
  - ✓ Demands of service desk schedule
  - ✓ Additional hours for part-time staff to allow full-time staff to focus on projects



# 2022 Initiatives

PENTICTON PUBLIC LIBRARY

- Holds Locker at Penticton Community Centre




- Return to pre-pandemic service levels for administration and materials

- Return to pre-Pandemic service levels for staffing



# Holds Locker Project

PENTICTON PUBLIC LIBRARY

- Rationale:
  - ✓ New catalogue is much simpler to use and very visual and we expect is that this will lead to increased use of holds service
- Benefits:
  - ✓ Increased hours of availability to retrieve items outside Library operating hours
  - ✓ Expands library services to other locations in Penticton
- Cost: $29,000
- Completion: Summer 2022






# Staffing

- Rationale:
  - ✓ Mid 2021 returned to full hours – Monday through Saturday, Sunday in winter – two evening openings
- Benefits:
  - ✓ Additional hours for service desk coverage to allow full time staff to maximize operational workflows and focus on strategic projects
- Cost: $55,134
- Completion: Ongoing



# 2022 Budget

PENTICTON PUBLIC LIBRARY

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (274,695) | (272,775) | (264,412) |
| Expense | 1,319,895 | 1,327,375 | 1,388,012 |
| Net Cost Allocations | 278,800 | 295,000 | 298,000 |
| Net Expense/(Revenue) | 1,324,000 | **1,349,600** | **1,421,600** |

# Proposed Increases for Council's Consideration

PENTICTON PUBLIC LIBRARY

## Library

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Holds locker project** | An electronic locker system will allow patrons to pick up items outside of library hours. | $29,000 |
| **Return to pre-Pandemic staffing levels** | Budget increase will allow for increased staffing and more funding for technology, programming and materials. | $55,134 |

PENTICTON
PUBLIC LIBRARY

# Questions ?

# Recommendation

PENTICTON PUBLIC LIBRARY

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

# Fire Services

## Overview

- The Penticton Fire Department supports a safe community and enhances the quality of life for our citizens. We respond to emergencies including fires, medical emergencies, marine rescues, technical rope rescues 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.
- PFD also operates the City's Emergency Program and Emergency Operations Centre (EOC)



# Staffing

| 2021 | 2022 |
|---|---|
| 36 IAFF Firefighters | 37 IAFF Firefighters<br>1 IAFF Training Officer |
| 2 IAFF Fire Prevention | 2 IAFF Fire Prevention |
| 4 Exempt Staff | 4 Exempt Staff |
| 36 Aux. Volunteer Firefighters | 20 Aux. Volunteer Firefighters* |

- 2021 Council supported staffing increases of one FTE firefighter per year for four years to support the efforts working towards staffing PFD with four FF engines.
- 2022 FTE is proposed to increase by one FTE for a Training Officer to expand current training resources and capacity.

*When COVID-19 capacity restrictions allow, goal is to increase volunteer auxiliary firefighters to 40.

# 2021 Achievements

- Organizational development
- Ratify new Collective Agreement with the International Association of Fire Fighters, Local 1399
- FireSmart – Community Resiliency Grant
- Wildfire Training Symposium



# 2021 Achievements continued…

- New rescue engine
- Response to wildfires and Emergency Support Services
- Provincial emergency recoveries
- Provincial grant approvals






# Challenges & Opportunities




- **WILDFIRE PREVENTION**
  - Increasing risk of wildfire activity in our region
  - Continuing Community FireSmart Program

- **CITY GROWTH**
  - Larger and highly populated buildings present new challenges to fire fighting
  - Enhancing the Fire Fighting Apparatus Program in 2022

# Challenges & Opportunities continued…

- **FIRE DEPARTMENT FACILITIES**
  - Aging facilities with lack of space
  - Construction of a new 2-bay 4-engine storage building at FH 202

- **TRAINING**
  - Limited capacity of training delivery
  - New Training Officer position proposed



# 2022 Initiatives

- Ratify new collective agreement with the International Association of Fire Fighters, Local 1399
- Continue FireSmart Penticton Program for 2022
- Host Wildfire Training Symposium 2022
- Expanding internal training strategy and resources
- Enhancing Fire Fighting Apparatus Program



# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (788,984) | (1,310,210) | (1,158,935) |
| Expense | 6,424,884 | 6,856,587 | 7,488,614 |
| Net Cost Allocations | 506,600 | 502,300 | 486,321 |
| **Net Expense** | **6,142,500** | **6,048,677** | **6,816,000** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Fire** | **72,500** | **58,000** | **59,300** | **60,600** | **61,300** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Emergency Training Center Upgrades | 11,500 | 12,000 | 39,000 | |
| Fire Hose Replacement | 14,200 | 15,000 | 48,000 | |
| Fire Services - Equipment Replacement | 46,800 | 31,000 | 94,200 | BB4 Wildfire Pump |
| **Total** | **72,500** | **58,000** | **181,200** | |

# Questions?

# Recommendation

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

# Penticton South Okanagan Similkameen Regional Detachment

## 2022 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**



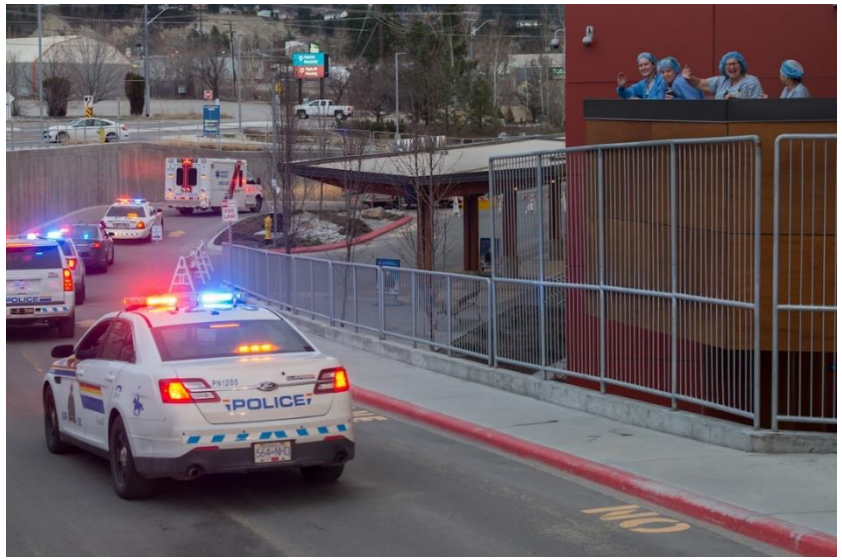
# Staffing

| | | | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|---|---|---|
| Police Officers | – | Municipal | 45 | 46 | 47 | 48 | 52 | 55* |
| | – | Provincial | 11 | 11 | 11 | 12 | 12 | 12 |
| | – | First Nations | 2 | 2 | 2 | 2 | 2 | 2 |
| Support Staff | – | Municipal | 23 | 23 | 23 | 24 | 24 | 26* |
| | – | Provincial | 2 | 2 | 2 | 2 | 2 | 2 |
| Auxiliary Constables | | | 6 | 6 | 6 | 6 | 6 | 6 |
| Volunteers | | | 35 | 30 | 30 | 30 | 30 | 30 |

**Proposed Increases for 2022 Budget*

# 2021 Achievements

- Reduce response times
- Increase crime solve rates



# Challenges & Opportunities

- **Handling Toxic Illegal Narcotics**
  - Continues to be concern
  - Detachment improvements continue to improve Officer safety

- **High Case Burden**
  - Highest per member file load  in the Province
  - Increase in Members and Support Staff required



# Challenges & Opportunities continued…

- **Reporting and Processing**
  - Increase in complexity of recording requirements mandated at Federal and Provincial levels
  - Problems with high file load carried by members is exacerbated by corresponding minimal number of Municipal Employees

# 2022 Initiatives

- Enhance proactive policing through prolific offender management and traffic services
- Crime Reduction: property crime and drugs
- Mental health and substance use support for the community



# 2022 Initiatives continued…

- Improve RCMP investigation capacity through technical and administrative support
- Family and sexual violence support
- Traffic and road safety enforcement
- Employee wellness strategy



# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (422,232) | (386,000) | (390,000) |
| Expense | 10,655,732 | 10,344,200 | 12,607,700 |
| Net Cost Allocations | 201,300 | 205,300 | 217,300 |
| **Net Expense** | **10,434,800** | **10,163,500** | **12,435,000** |

# Proposed Increase

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Three additional RCMP Officers** | Enhance proactive policing through prolific offender management. | $588,000 |

# Proposed Increase

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Acquire two new Municipal RCMP Support Staff** | These staff will improve RCMP investigation capacity through technical and administrative support. Includes a Detachment Support Clerk and a LAN Admin/DFT | $155,000 |

# Questions?

# Recommendation

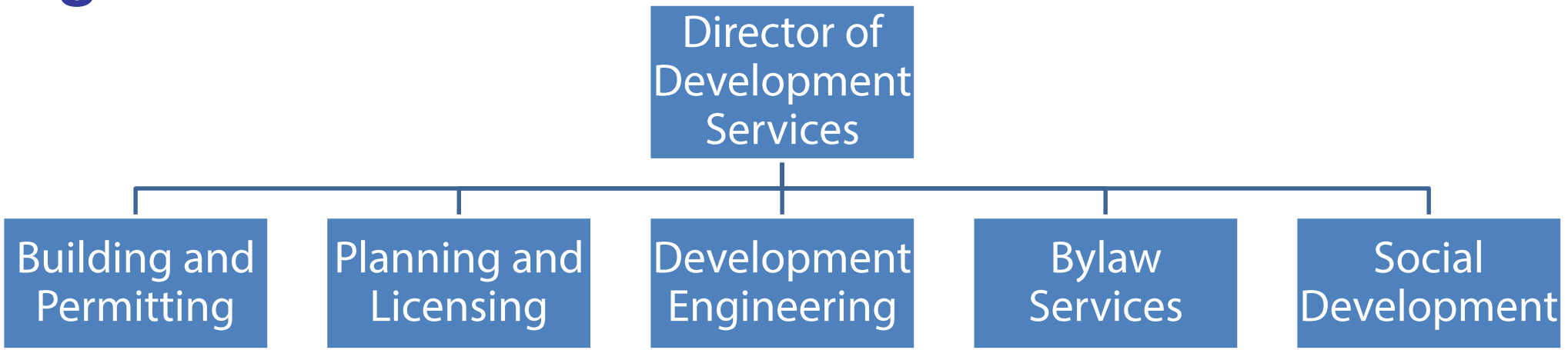
THAT Council approve in principle the RCMP business plan initiatives and proposed budget, subject to final review.

# Development Services

## Overview

- The Development Services team serves the community by building, enhancing and securing a vibrant and healthy Penticton.
- We work with the public and development community to guide growth and provide support and direction for those investing in our city's future.
  - **Planning & Licensing** we manage land use policy and regulations for the City with the goal of achieving a livable community with a high quality of life.
  - **Building & Permitting** we ensure buildings are constructed safely and that consistent standards for construction and development in Penticton are followed, including priorities set out in the Community Climate Action Plan.
  - **Development Engineering** ensures that infrastructure built as part of any new development meets established standards and conforms to City bylaws.
  - **Social Development** builds and enhances the community safety and health of Penticton.
  - **Bylaw Services** our purpose is to enhance community safety, improve liveability and complement RCMP services.

# Staffing




The Development Services division consists of 38 full-time equivalent (FTE) staff, including one director and five exempt staff.

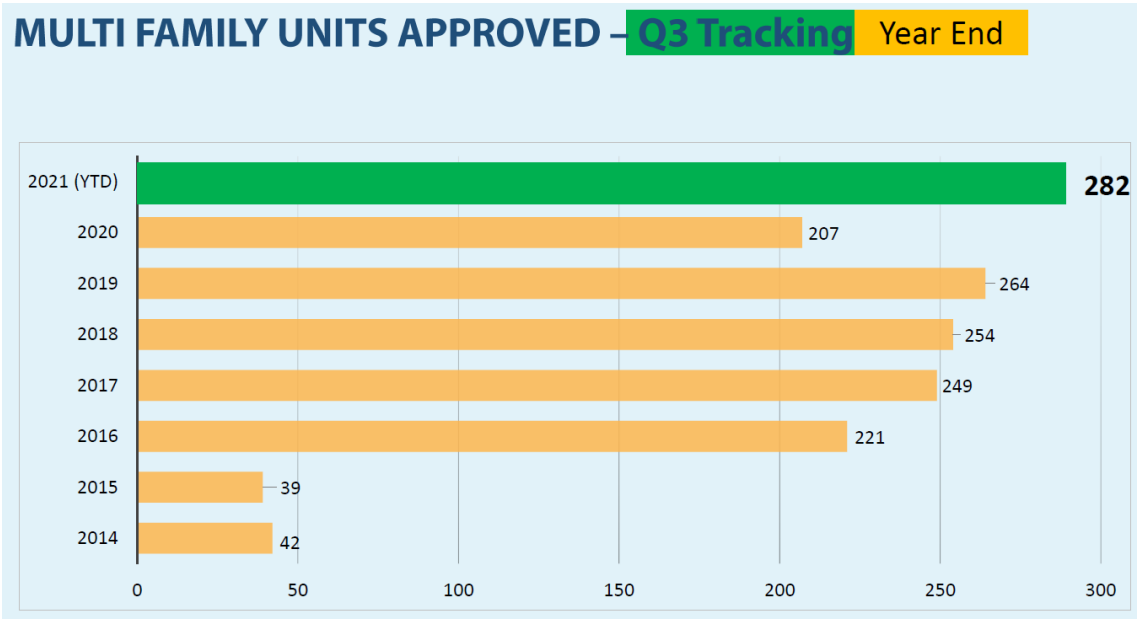
# Development Services

## 2021 Achievements

- Record levels of construction and business activity in city
- Sustainable Construction Position successfully implemented
- Soil mapping update
- Online Licensing Services enhancements
- Downtown parking program implementation
- Animal Control program improvements and new bylaw



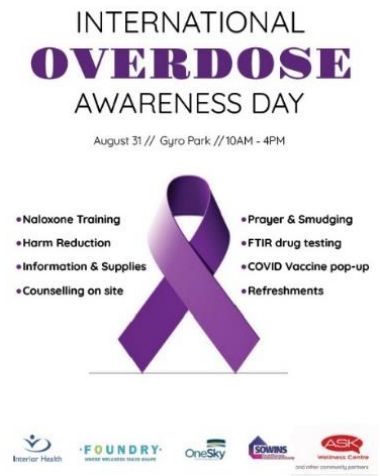




# 2021 Achievements continued…

- Climate Action Plan update
- Adoption of Age Friendly and Child Care Action Plans
- Start of Edmonton Avenue Child Care Centre
- Substance Use Addictions Community Action Plan
- Family Reunification Fund
- Food Security Strategy








# Challenges & Opportunities

- **Public Safety**







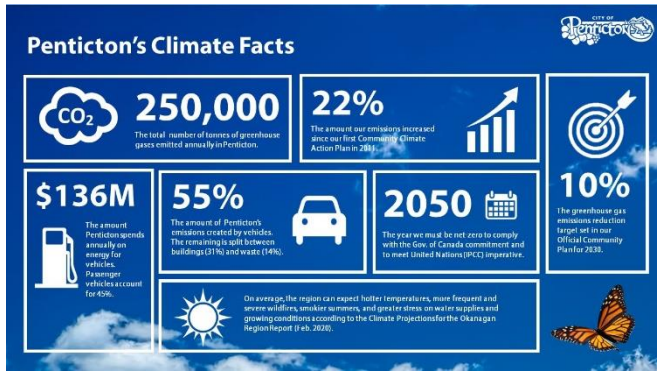




- **Housing Attainability**
  - Significantly important to the City's economic health and quality of life. Rising costs are negatively impacting the community. New Census data and funds for research and policy will allow for effective response to housing challenges.

# Challenges & Opportunities continued…

- **File Management**
  - Software limitations, lack of City Hall storage space and changing procedures from paper to digital have created challenges with file and document management. Efficient document management creates streamlined development processes, while also meeting increased demands and expectations for digital online application processes.
- **Climate Change**



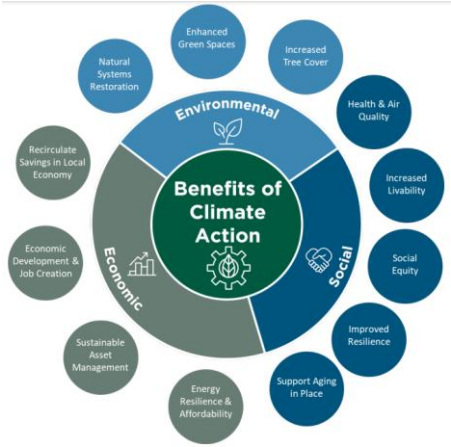
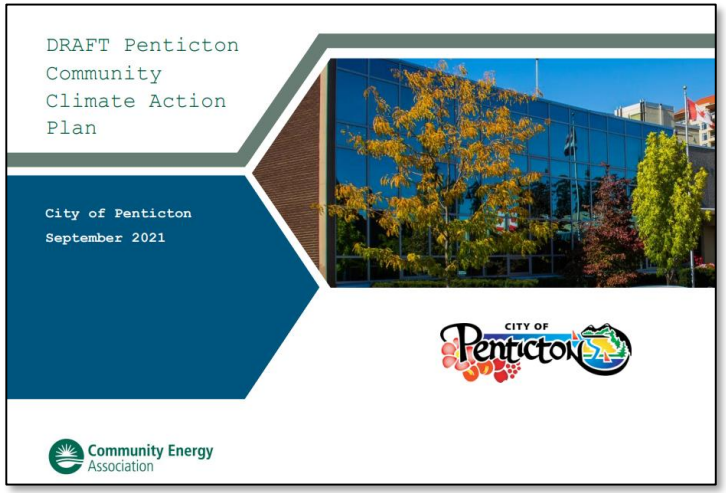
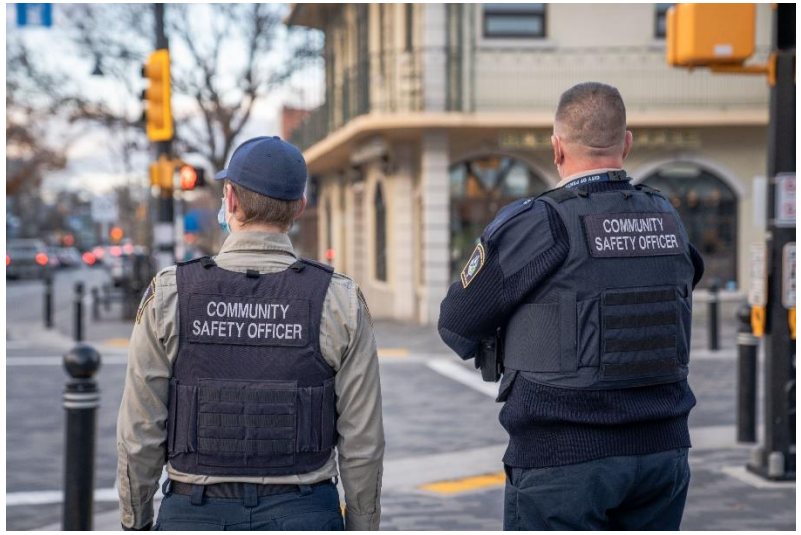




Figure 1 – Climate Action Co-Benefits



# 2022 Initiatives – Bylaw Services

- Expand Bylaw Services and Community Safety Capacity (available 7am to 11pm, seven days a week )






# 2022 Initiatives – Social Development

- Explore City Sponsored Monitoring Devices for Repeat Offenders
- Strengthening Penticton's Housing Response





| Revenue | YTD |
|---|---|
| Building and Licensing | $ 2,153,387.00 |
| **Operating Expenses** | **YTD** |
| Internal Allocation to Fleet | $ 28,600.00 |
| Internal Allocations to PFD ($6250.00/month) | $ 62,500.00 |
| City Admin (18%) | $ 387,609.66 |
| General Bldg and Lic Expenses | $ 1,233,121.00 |
| Total Expenses | $ 1,683,230.66 |
| Total Remaining Revenue | $ 470,156.34 |

# 2022 Initiatives – Building & Permitting/Planning & Licensing

- New Online Application Software for Developers and Homeowners
- Complete a Housing Policy Review
- Implementing the Community Climate Action Plan



# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (61,000) | (114,500) | (68,900) |
| Expense | 670,350 | 656,850 | 678,350 |
| Net Cost Allocations | 60,650 | 263,000 | 419,321 |
| **Net Expense** | **670,000** | **805,350** | **1,028,771** |

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,490,750) | (2,359,152) | (2,016,500) |
| Expense | 1,403,752 | 1,343,252 | 1,362,652 |
| Net Cost Allocations | 97,000 | 103,600 | 102,500 |
| **Net Revenue** | **10,002** | **(912,300)** | **(551,348)** |

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,067,694) | (648,865) | (448,801) |
| Expense | 1,499,969 | 981,800 | 1,047,301 |
| **Net Expense** | **432,275** | **332,935** | **598,500** |

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,262,306) | (1,005,806) | (1,202,893) |
| Expense | 1,129,806 | 1,155,406 | 1,725,100 |
| Net Cost Allocations | 44,400 | 56,400 | 68,400 |
| **Net Expense/(Revenue)** | **(88,100)** | **206,000** | **590,607** |

# Animal Control

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (99,670) | (104,000) | (107,000) |
| Expense | 126,670 | 141,570 | 185,000 |
| Net Cost Allocations | 12,000 | 12,000 | 13,500 |
| **Net Expense** | **39,000** | **49,570** | **91,500** |

# Proposed Increases for Council's Consideration

## Bylaw Services

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Expand Bylaw Services and Community Safety capacity** | To address increasing safety concerns the 2022 budget will include funds to increase hours of service for Bylaw Enforcement from 7 a.m. to 11 p.m. year-round. The goal is to manage social issues proactively, create a stronger presence for safety enforcement, deter negative behaviours and improve the quality of life and experience in Penticton for residents and visitors alike. | $700,000 |

# Proposed Increases for Council's Consideration

## Building & Licensing

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **New online application software for developers and homeowners** | This process provides a more efficient system internally and for our developer and homeowner clients. | $120,000 |

# Proposed Increases for Council's Consideration

## Planning Department

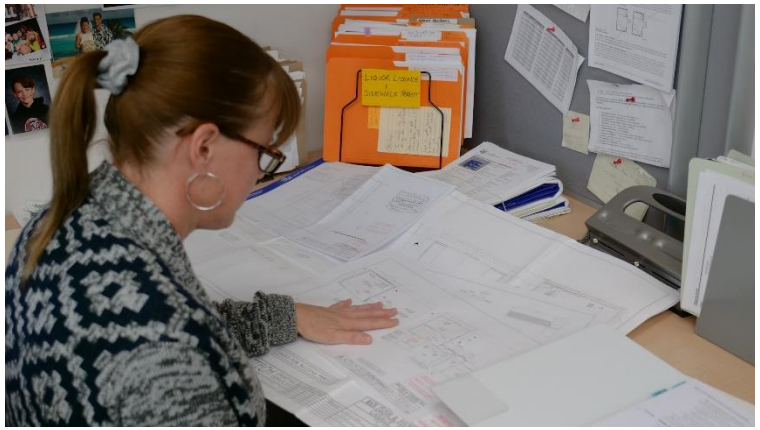
| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| Complete a Housing Policy review | New Census data will be available mid-2022, coupled with the housing start data, which will assist the City to complete a Housing Policy review to ensure City development policies reflect and identify current and future growth areas. | $12,000 |

# Proposed Increases for Council's Consideration

## Social Development

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Explore City sponsored monitoring devices for repeat offenders** | To lessen the impacts of crimes committed by repeat offenders, the City will be reviewing the feasibility and costs associated with sponsoring an electronic monitoring system for repeat offenders. This initiative will investigate the use of monitoring devices in our region and opportunities for their increased usage. | 15,000 |

CITY OF Penticton





# Questions











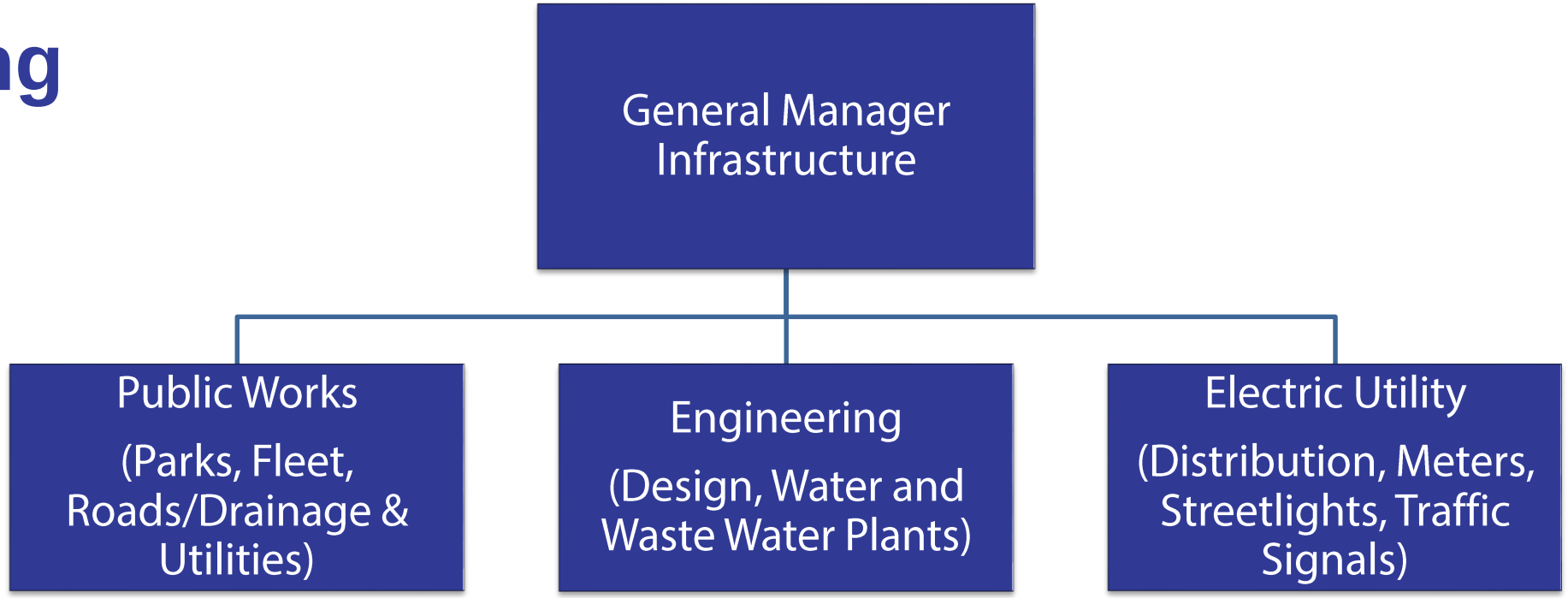
# Recommendation

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

# Overview

- The Infrastructure division is responsible for overseeing many of the City's operations that enable our residents to go about their daily lives.
- Our team is responsible for the planning, design, construction, operation and maintainance of City infrastructure assets. We also collect garbage and recycling and set utility rates.
  - **Electric Utility** our department is responsible for overseeing operations, maintenance and ongoing improvements of the electrical distribution system. We also manage electrical meters, traffic signals and street lighting.
  - **Engineering** we are responsible for the planning, design and construction administration of the road and pedestrian network, the water treatment plant and distribution system, the wastewater treatment plant and collection system and the drainage system.
  - **Public Works** we keep our community safe by maintaining a clean, safe drinking water system and reliable sanitary sewer and storm water drainage systems. We maintain our road network, parks and City owned dams and provide irrigation water to the agricultural areas.

# Staffing




The Infrastructure Division consists of 110 full-time equivalent staff, including one general manager, three managers and nine supervisors.

# 2021 Achievements

- Adoption of the Integrated Infrastructure Master Plan
- Implementation of a phase of the Lake to Lake Cycling Route
- Source Water Protection Plan
- Waste Water Treatment Plant replacements
- Wilson Street and Marina Way lift station upgrade and generator installation
- Efficiency improvements and succession planning in the electrical department



# 2021 Achievements continued…

- Waste and recycle collection at parks and beaches
- Sanitary sewer residuals – opportunities and design development
- Dam safety compliance – Ellis 4 Dam
- Racket courts strategy and utilization review
- Penticton bus stop inspection and prioritized action list







# Challenges & Opportunities

- **Dam Safety Compliance**
  - Ellis Creek system dams require safety upgrades to ensure they comply with current guidelines.
  - Preliminary designs for a second dam upgrade will begin in 2022, with construction to follow in 2024.

- **Sanitary Sewer Plant Residuals and Organics Waste Management**
  - City's existing wastewater treatment compost facility no longer meets updated Provincial requirements.
  - City is working with Regional District of the Okanagan-Similkameen to implement a joint composting facility.



# 2022 Initiatives

- Skaha Park Splash Pad replacement
- Develop an Urban Forestry Master Plan
- Proposed cleanliness initiative for parks and core City areas





# 2022 Initiatives

- Partnership with RDOS to address sanitary sewer plant residuals and organics waste management
- Upgrades for dam safety compliance
- Introduction of a fully electric vehicle to Fleet Department
- Proposed installation of a new lighted landmark for the nighttime landscape

## 2022 Initiatives

- Wastewater Treatment Plant expansion
- Penticton Creek naturalization project
- Completion of Section Two of the Lake-to-Lake Bike Route
- Point Intersection to address traffic congestion
- Water Treatment Plant (WTP) arc flash study





# Utilities

## The City of Penticton has four Utilities serviced by three different departments:

- Electrical (Electrical Department)
- Water (Engineering Department, Public Works Department)
- Sanitary Sewer (Engineering Department, Public Works Department)
- Storm Sewer (Engineering Department, Public Works Department)

# Infrastructure Budget






# Infrastructure

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 221,000 | 221,700 | 228,500 |
| Net Cost Allocations | (221,000) | (221,700) | (228,500) |
| **Net Expense** | **-** | **-** | **-** |

# Public Works Budget

## Parks, Fleet, Roads, Utilities

# 2022 Budget

## Public Works - General

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 935,796 | 935,796 | 951,463 |
| Net Cost Allocations | (784,608) | (784,608) | (951,463) |
| **Net Expense** | **151,188** | **151,188** | **-** |

# Public Works – Roads & Maintenance

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 1,880,334 | 1,982,526 | 2,218,261 |
| Net Cost Allocations | 358,666 | 334,901 | 308,023 |
| **Net Expense** | **2,239,000** | **2,317,427** | **2,526,284** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Roads** | **100,000** | **0** | **0** | **0** | **0** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024 – 2026 | Comments |
|---|---|---|---|---|
| Decorative Scroll Installation | 100,000 | 0 | 0 | New lighted landmark |

# Public Works –Parks

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 2,371,954 | 2,445,204 | 2,680,065 |
| Net Cost Allocations | 624,046 | 591,690 | 659,946 |
| **Net Expense** | **2,996,000** | **3,036,894** | **3,340,011** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Parks** | **641,600** | **397,250** | **399,875** | **478,500** | **316,510** |

# Public Works –Parks

## 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Beach Slides | 0 | 0 | 7,000 | |
| Irrigation Upgrades | 42,500 | 81,250 | 223,685 | Art Gallery area |
| Kings Park - Entry Improvements | 35,000 | 0 | 0 | Gate access and wayfinding improvements |
| Lakawanna Park - Splash Pad replacement | 0 | 0 | 125,000 | |
| Park Misc - CinderBlock Dugout Improv. | 0 | 0 | 31,500 | McLaren & Bambino |
| Park Misc - McGregor Park Development | 0 | 0 | 75,700 | |
| Park Misc - Parks Recycling Infrastructure | 0 | 0 | 60,000 | |
| Park Misc - Playground Equipment | 60,000 | 294,000 | 423,000 | Accumulate funds for 2023 installation project |
| Riverside park - Site/Entry Improvements | 0 | 0 | 99,000 | |
| Robinson Park - Pickleball Courts | 0 | 0 | 150,000 | |
| **Skaha Park - Splash Pad replacement** | **353,000** | **0** | **0** | **Replace aging amenity** |
| SOEC - Landscaping Alberni/Creston parking lot | 0 | 22,000 | 0 | |
| SS Sicamous Irrigation and Landscaping | 100,000 | 0 | 0 | Address disturbed areas |
| Sudbury Park - Parking Lot Landscaping | 51,100 | 0 | 0 | Landscape bank between road and parking lot |
| **Total** | **641,600** | **397,250** | **1,194,885** | |

# 2022-2026 Unfunded*

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Safety Village - Park upgrades | 0 | 250,000 | | |
| Skaha Park Beach Wall | 70,000 | 700,000 | | Design for undermined wall |
| Skaha Park East - Other Parks | 0 | 818,345 | | |
| Sportsfield Fencing Improvements | 175,000 | 300,000 | 600,000 | Add fencing for fly-balls. |
| Tennis Court Upgrades | 0 | 0 | 835,000 | |
| Three Mile Beach - Upgrade parking, site and entry improv. | 0 | 373,400 | | |
| **TOTAL** | **245,000** | **2,441,745** | **1,435,000** | |

*Projects funding source is not yet determined

# Public Works –Cemetery

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (378,500) | (378,500) | (378,500) |
| Expense | 296,760 | 311,460 | 280,034 |
| Net Cost Allocations | 93,740 | 93,740 | 96,466 |
| **Net Expense/(Revenue)** | **12,000** | **26,700** | **(2,000)** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Cemetery** | **64,000** | **60,000** | **60,000** | **60,000** | **60,000** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Cemetery - Lakeview Cemetery | 64,000 | 60,000 | 180,000 | Required building maintenance |

# Public Works –Fleet

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (2,258,100) | (2,258,100) | (2,442,503) |
| Expense | 2,476,731 | 2,490,581 | 2,579,925 |
| Net Cost Allocations | (231,631) | (242,217) | (217,422) |
| **Net Revenue** | **(13,000)** | **(9,736)** | **(80,000)** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Fleet** | **1,168,200** | **1,287,750** | **1,045,100** | **2,416,050** | **1,846,750** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Fleet Future Capital Purchases | 0 | 0 | 5,307,900 | |
| Light Duty Vehicles (Pick Ups and Cars) | 335,000 | 564,000 | 0 | 2022 - 6 replacements, 2 additional vehicles, 2023 - 12 replacements |
| Backhoe (Replace Unit 71) | 180,000 | | 0 | Replacement warranted per policy |
| Bush Truck (Replace Unit B-201) | 80,000 | 0 | 0 | Replacement warranted per policy |
| Shop Equipment | 57,000 | 124,500 | 0 | Replacements: hoist, steam cleaner, wheel balancer, sander, compressor |
| Small Equipment and Attachments | 74,000 | 30,000 | 0 | Replacements: aerator, flail mower, broom attachment, boom flail mower |
| Digger Derrick Aerial to Replace Unit 50 | 0 | 350,000 | 0 | |
| Chipper (Replace Unit 78) | 0 | 55,000 | 0 | |
| Tractor (Replace Unit 69) | 0 | 65,000 | 0 | |
| 2-Personal Water Rescue Craft | 0 | 40,000 | 0 | |

# Public Works –Fleet

## 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Spray Truck (Replace Unit 130) | 50,000 | | 0 | Replacement warranted per policy |
| Public Works Equipment | 28,200 | 44,250 | 0 | Fertilizer spreader, 2 - rototillers, rotovator, snow blower, overseeder |
| Trailer Replacements | 29,000 | 15,000 | 0 | 2022 - 3 replacements, 2023 -2 replacements |
| Single Dump (Replace Unit 53) | 150,000 | | 0 | Replacement warranted per policy |
| SOEC Ice Resurfacer (Replace Unit 335) | 185,000 | | 0 | Replacement warranted per policy – targeting all electric |
| **TOTAL** | **1,168,200** | **1,287,750** | **5,307,900** | |

# Public Works –Storm Water

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (755,000) | (763,517) | (966,000) |
| Expense | 201,390 | 224,750 | 244,550 |
| Net Cost Allocations | 274,000 | 274,000 | 306,623 |
| Transfers | 279,610 | 264,767 | 414,827 |
| **Net Expense** | **-** | - | **-** |

# Public Works –Solid Waste

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (2,689,100) | (2,711,648) | (2,708,600) |
| Expense | 1,983,825 | 1,947,492 | 1,977,050 |
| Net Cost Allocations | 53,500 | 53,500 | 60,500 |
| **Net Revenue** | **(651,775)** | **(710,656)** | **(671,050)** |

# Electric- Street Lighting

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 311,100 | 316,000 | 418,000 |
| **Net Expense** | **311,100** | **316,000** | **418,000** |

# 2022 Budget

## Electric- Traffic Control

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 129,250 | 144,000 | 151,000 |
| **Net Expense** | **129,250** | **144,000** | **151,000** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Traffic Control** | **178,000** | **127,000** | **131,000** | **137,000** | **104,000** |

# Electric- Traffic Control

## 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| New Traffic Detection Devices | 68,000 | 70,000 | 189,000 | Low resolution image capture |
| Traffic Signalization - Upgrade Controllers and Loop Detectors | 110,000 | 57,000 | 183,000 | Annual replacement program |
| **Total** | **178,000** | **127,000** | **372,000** | |

# Engineering

## Design, Water Treatment & Waste Water Treatment Plants

# Engineering - Design

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 1,306,940 | 865,980 | 1,327,800 |
| Net Cost Allocations | (1,156,940) | (1,095,480) | (1,327,800) |
| **Net Expense** | **150,000** | **(229,500)** | **-** |

# 2022- 2026 Capital

| Engineering | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **General** | **8,869,000** | **2,505,000** | **6,404,500** | **2,667,500** | **6,680,150** |
| **Sewer** | **4,318,000** | **2,327,000** | **1,327,000** | **1,733,000** | **2,205,000** |
| **Water** | **7,029,000** | **1,956,500** | **2,325,500** | **3,282,500** | **5,502,200** |
| **Total** | **20,216,000** | **6,788,500** | **10,057,000** | **7,683,000** | **14,387,350** |

# Engineering - Design

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024 - 2026 | Comments |
|---|---|---|---|---|
| Carmi Drainage | - | - | 256,000 | |
| Ellis Creek Reach 7 | 200,000 | 35,000 | 3,806,000 | 2022 Design – Government St to Dartmouth Rd + 120m |
| Ellis Creek Reach 8 | - | - | 3,089,500 | |
| Ellis Creek Reach 9 Design | - | - | 200,000 | |
| Huth Ave. Storm Sewer Construction | 43,000 | - | 868,000 | 2022 Design – address pipe constriction |
| Oxbow Drainage Improvements | 56,000 | 56,000 | 56,000 | Sediment capture at outfalls for Sudbury Beach and Green Ave |
| Penticton Creek Enviromental Monitoring | 50,000 | 75,000 | 250,000 | Annual post construction monitoring |
| **Penticton Creek Revitalization Reach 2** | **450,000** | **400,000** | **430,000** | **2022 design for next reach** |
| Storm Water Management - Liquid Waste Management Plan | - | 68,000 | 219,000 | |
| Warren Avenue West Storm Upgrades | - | - | 290,000 | |
| Aging Storm Sewer Infrastructure Replacement and Upgrades | - | - | 542,000 | |
| **Bike Network Plan** | **4,700,000** | **-** | **-** | **Construct Section 2: Fairview to South Main St** |
| East Penticton Interceptor - Fairway Ave to Treatment Plant | - | 351,000 | - | |

# Engineering - Design

## 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024 - 2026 | Comments |
|---|---|---|---|---|
| Intersection and Road Marking Improvements | 75,000 | 50,000 | 177,650 | |
| Lanes - Pavement Reconstruciton | - | - | 181,000 | |
| Orchard Avenue Reconstruction | - | - | 1,840,000 | General/Sewer/Water |
| Pavement Management: Rehabilitation | 545,000 | 1,145,000 | 2,729,000 | |
| **Point Intersection Kinney & South Main - Re-Align Galt Avenue** | **2,800,000** | **-** | **-** | **General/Sewer/Water** |
| Reservoir Road Reconstruction | - | - | 100,000 | |
| Sidewalks, Curbs and Gutter Projects | 200,000 | 225,000 | 726,000 | |
| Small Developer Driven Drainage Works | - | - | 177,000 | |
| Traffic Calming Program | 100,000 | 100,000 | 300,000 | |
| Aging Sanitary Sewer Infrastructure Replacements/Upgrades | 1,067,000 | - | 5,230,000 | Sewer |
| Aging Water Main Replacement Program | 85,000 | - | - | Sewer |
| East Penticton Interceptor - Fairview Ave to Treatment Plant | 50,000 | 1,836,000 | - | Sewer/Water |
| North Penticton Interceptor - Fairway Road to Treatment Plant | 2,941,000 | - | - | Sewer |

# Engineering - Design

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024 - 2026 | Comments |
|---|---|---|---|---|
| SOEC Lift Station Wet Well Expansion | - | 841,000 | - | |
| 100mm Water Main Replacement Program | 508,000 | - | 1,108,200 | Water - in Uplands area |
| Aging Water Main Replacement Program | 1,161,000 | 968,500 | 1,223,000 | Water - in Uplands area |
| Downtown Revitalization - Main Street | - | - | 450,000 | |
| Industrial Area Fire Flow Upgrades | | | 2,289,000 | |
| Irrigation System - Infrastructure Renewals | 638,000 | 638,000 | 1,914,000 | Water - Accumulate for future construction |
| Rainfall Monitoring | 256,000 | - | - | Water - Watershed monitoring for predictive purposes |
| Riddle Road Improvements - Water Service & Fire Protection | - | - | 1,593,000 | |
| **Ridgedale Reservoir Upgrade** | **4,161,000** | **-** | **-** | **Water - Add storage for balancing, emergency and fire protection** |
| Valleyview Road Improvements | 130,000 | - | 2,083,000 | Water - 2022 design to provide fire flow |
| **TOTAL** | **20,216,000** | **6,788,500** | **32,127,350** | |

# 2022-2026 Unfunded*

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Bike Network Plan | 0 | 860,000 | 0 | Section 1 – South Main St |
| Campbell Drainage | 0 | 0 | 2,216,000 | |
| Carmi Drainage | 0 | 0 | 2,191,000 | |
| Ellis Creek Reach 8 | 0 | 0 | 951,500 | |
| Kiwanis Walking Pier | 0 | 0 | 1,225,000 | |
| Main Street 400 Block Infrastructure | 0 | 0 | 1,162,000 | |
| Penticton Creek Revitalization Reach 2 | 0 | 1,900,000 | 1,985,000 | |
| Reservoir Road Reconstruction | 0 | 0 | 2,166,000 | |
| **Total** | **0** | **2,760,000** | **11,896,500** | |

*Projects funding source is not yet determined

# Utilities




CITY OF PENTICTON
Water Treatment Plant
ADMINISTRATION BUILDING



# Electric Utility

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (40,633,193) | (42,573,923) | (43,420,808) |
| Expense | 33,182,349 | 33,398,062 | 36,002,252 |
| Net Cost Allocations | 1,816,623 | 1,743,572 | 1,932,688 |
| Transfers | 5,634,221 | 7,432,289 | 5,485,868 |
| **Net Expense** | - | - | - |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Electrical Utility** | **8,190,169** | **4,341,523** | **4,688,280** | **4,007,866** | **6,158,511** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 |
|---|---|---|---|
| Non-Discretionary | 2,970,134 | 1,818,286 | 5,757,564 |
| Sustainment | 2,511,790 | 1,366,014 | 4,403,497 |
| Enhancement | 2,199,537 | 1,112,203 | 2,381,204 |
| Expansion | 325,000 | 0 | 2,169,063 |
| Departmental Tools | 183,709 | 45,020 | 143,328 |
| **Total Capital Expense** | **8,190,170** | **4,341,523** | **14,854,656** |
| Recoveries | (1,282,509) | (1,288,708) | (3,904,339) |
| **Net Capital Expense** | **6,907,661** | **3,052,815** | **10,950,317** |

# 2022-2026 Capital

| Non-Discretionary | | | | |
|---|---|---|---|---|
| Project Description | 2022 | 2023 | 2024-2026 | Comments |
| New Services & Service Upgrades | 1,600,684 | 1,645,522 | 5,218,731 | Recover $1.113M |
| New Underground Subdivisions | 169,450 | 172,764 | 538,833 | Recover $169,450 |
| **Point Intersection - Galt and South Main St** | **1,200,000** | | | **Street lighting and traffic signals** |
| **Total** | **2,970,134** | **1,818,286** | **5,757,564** | |

# 2022-2026 Capital

| Sustainment | | | | |
|---|---|---|---|---|
| Project Description | 2022 | 2023 | 2024-2026 | Comments |
| Huth Refurbishment | | | 655,954 | |
| Waterford Refurbishment | | 312,120 | 318,362 | |
| Distribution System Rebuild | 696,922 | 723,421 | 2,339,719 | Replacement of aging insulator, cross arms and poles |
| Distribution System Rebuild- UG Residential Subdivision Rebuild | 314,868 | 330,473 | 1,089,462 | New program to replace end of life cables in residential subdivisions, exact location being determined |
| **City Yards - Building upgrades** | **1,500,000** | | | **75% Electrical, 25% General** |
| **Total** | **2,511,790** | **1,366,014** | **4,403,497** | |

# 2022-2026 Capital

| Enhancement | | | | |
|---|---|---|---|---|
| Project Description | 2022 | 2023 | 2024-2026 | Comments |
| IT Software Upgrades | 10,000 | 260,000 | 30,000 | Upgrade required |
| **Utility Scale Battery** | **1,700,000** | **300,000** | **600,000** | **Peak shaving and back-up power** |
| Reliability Improvements | 431,405 | 492,327 | 1,560,582 | Replacing switches, conductor upgrades, faulted circuit indicator installation |
| Supervisory Control and Data Acquisition(SCADA) | 58,132 | 59,876 | 190,622 | Electrical portion of upgrades |
| **Total** | **2,199,537** | **1,112,203** | **2,381,204** | |

# 2022-2026 Capital

| Expansion | | | | |
|---|---|---|---|---|
| Project Description | 2022 | 2023 | 2024-2026 | Comments |
| Sendero backup OH extension | 200,000 | | | Potential to install U/G subject to corridor acquisition |
| Fiber System Redundancy | 125,000 | | 269,063 | Addition of fibre and associated equipment to reinforce the City's fibre system |
| Carmi Substation Feeders | | | 1,900,000 | |
| **Total** | **325,000** | **0** | **2,169,063** | |

# 2022-2026 Capital

| Departmental Tools | | | | |
|---|---|---|---|---|
| Project Description | 2022 | 2023 | 2024-2026 | Comments |
| PLT & Engineering Tools | 43,709 | 45,020 | 143,328 | Required resources |
| Electrical Inventory Storage Racks (Utility Poles & Spools, etc.) | 140,000 | | | Address deficient storage requirements |
| **Total** | **183,709** | **45,020** | **143,328** | |

# Fund Summary

| | 2022 Budget |
|---|---|
| **Total Revenue** | **(43,420,808)** |
| Operational Expense | 36,002,252 |
| Net Allocations | 1,932,688 |
| General Capital Dividend | 3,225,240 |
| **Total Operating Expenses** | **41,160,180** |
| **Net Operating Surplus** | **(2,260,628)** |
| Net Electric Capital Expense | 6,907,660 |
| Transfer From Reserve | (4,647,032) |
| **Electric Fund Balance** | **-** |

# Water Utility

# Water Utility

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (10,344,000) | (10,381,500) | (10,462,600) |
| Expense | 2,909,810 | 3,083,310 | 3,091,549 |
| Net Cost Allocations | 1,738,881 | 1,743,165 | 1,885,491 |
| Transfers | 5,695,308 | 5,555,024 | 5,485,560 |
| **Net Expense** | **-** | **-** | **-** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Water Utility** | **11,448,000** | **11,216,500** | **4,060,500** | **3,962,500** | **6,822,200** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 |
|---|---|---|---|
| Water - Engineering Design | 7,029,000 | 1,956,500 | 11,110,200 |
| Water Distribution | 592,000 | 8,540,000 | 2,170,000 |
| Water Treatment Plant | 3,822,000 | 590,000 | 1,565,000 |
| CIS Software Upgrades - Water Portion | 5,000 | 130,000 | 0 |
| **Total** | **11,448,000** | **11,216,500** | **14,845,200** |

# Public Works –Water Distribution

## 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Water Distrbution** | **592,000** | **8,540,000** | **1,215,000** | **415,000** | **540,000** |

# Public Works – Water Distribution

## 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Ellis 2 Dam - Consulting and Upgrades | 250,000 | 100,000 | 750,000 | Design process commences 2022 |
| **Ellis 4 Dam - Consulting and Upgrades** | | **8,300,000** | | **Ellis 4 Dam option and design work** |
| Ellis Creek Diversion Dam - Consulting and Upgrades | | | 625,000 | |
| Irrigation Meter Program | 140,000 | 140,000 | 420,000 | Ongoing program to install new service box complete with meters on the irrigation system |
| Misc Dam Projects | | | 375,000 | |
| ROW - Right of Way Aquisitions | 202,000 | | | Secure dam access rights |
| **Total** | **592,000** | **8,540,000** | **2,170,000** | |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Water Treatment Plant** | **3,822,000** | **590,000** | **520,000** | **265,000** | **780,000** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Building Code Improvements | 150,000 | 150,000 | 0 | Reconfigure to accommodate filter aid equipment |
| Equipment Replacement | 60,000 | 60,000 | 180,000 | Replacement of small, aging items |
| Make Up Air Unit Replacement Program WTP | 70,000 | 140,000 | 140,000 | Four year $350,000 project |
| **Penticton Ave PRV Upgrade** | **2,912,000** | **0** | **0** | **New PRV at Duncan Ave Reservoir** |
| Roof Replacement WTP | 410,000 | 0 | 0 | Replace roof – combine with Make-up air replacement. |
| WTP - DAF Pump Retrofit | 0 | 0 | 350,000 | |
| WTP - Electrical Main Switch Replacement | 0 | 0 | 335,000 | |
| WTP Equipment Replacement - PLC's and communications equipment. | 100,000 | 120,000 | 200,000 | Replacement of unsupported electronics |
| WTP Rotork Valve Replacement | 120,000 | 120,000 | 360,000 | Address 2 filter trains, 1st in 2022, 2nd in 2024 |
| **Total** | **3,822,000** | **590,000** | **1,565,000** | |

# Fund Summary

| | 2022 Budget |
|---|---|
| **Total Revenue** | **(10,462,600)** |
| WTP Expense | 1,962,000 |
| Water Distribution Expense | 1,129,550 |
| Net Allocations | 1,885,491 |
| Transfers | (366,715) |
| **Total Operating Expenses** | **4,610,326** |
| **Net Operating Surplus** | **(5,852,274)** |
| Water Capital Expense | 4,375,000 |
| Transfer (from)/to Reserve | 1,477,274 |
| **Water Fund Balance** | **-** |

# Sanitary Sewer Utility

# Sanitary Sewer Utility

## 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (9,130,534) | (9,334,160) | (9,219,918) |
| Expense | 3,316,493 | 3,344,242 | 3,576,816 |
| Net Cost Allocations | 1,856,094 | 1,860,378 | 1,889,820 |
| Transfers | 3,957,947 | 4,129,540 | 3,753,282 |
| **Net Expense** | - | - | - |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Sewer Utility** | **11,004,000** | **4,011,000** | **5,275,000** | **2,882,000** | **8,156,000** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 |
|---|---|---|---|
| Sewer - Engineering Design | 4,318,000 | 2,327,000 | 5,265,000 |
| Advanced Waste Water Treatment Plant | 6,681,000 | 1,554,000 | 11,048,000 |
| CIS Software Upgrades - Sewer Portion | 5,000 | 130,000 | |
| **Total** | **11,004,000** | **4,011,000** | **16,313,000** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **AWWTP** | **6,681,000** | **1,554,000** | **3,948,000** | **1,149,000** | **5,951,000** |

# Sewer - AWWTP

## 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| 1990 HVAC Replacement | 20,000 | 20,000 | 20,000 | Four year project. One unit per year. |
| Asset Management Renewal Assessment Waste Water Lift Stations | 30,000 | 30,000 | 260,000 | Replacing failing pump at Wilson |
| AWWTP - Asset Management Renewal | 425,000 | 750,000 | 2,541,000 | Replacing failing items |
| AWWTP - Bioreactor Gate Replacement | 250,000 | 250,000 | 0 | Replace corroded flow control gate |
| AWWTP - BIOREM Filter for Filter Plus Install | 0 | 270,000 | 0 | |
| AWWTP - PLC Upgrades | 50,000 | 50,000 | 100,000 | Replace unsupported aging electronics |
| **AWWTP Expansion and Upgrades** | **5,846,000** | **134,000** | **8,027,000** | **3rd Secondary clarifier, cake bin room, NMLR pump** |
| Power Monitoring Efficiencies | 25,000 | 15,000 | 30,000 | Five year project to improve power efficiency at the plant |
| SCADA Efficiencies | 35,000 | 35,000 | 70,000 | Five year project to improve the benefits of SCADA |
| **Total** | **6,681,000** | **1,554,000** | **11,048,000** | |

# Fund Summary

| | 2022 Budget |
|---|---|
| **Total Revenue** | **(9,219,918)** |
| AWWTP Expense | 2,718,667 |
| Sewer Collection Expense | 858,150 |
| Net Allocations | 1,889,820 |
| Transfers | (758,132) |
| **Total Operating Expenses** | **4,708,505** |
| **Net Operating Surplus** | **(4,511,413)** |
| Sewer Capital Expense | 2,658,150 |
| Transfer to Capital Reserve | 1,853,263 |
| **Sewer Fund Balance** | **-** |

# Proposed Increase for Council's Consideration

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| Cleanliness initiative for parks and core City areas | In 2022, the proposed budget provides additional funds to the Public Works department to expand our current maintenance levels for Penticton's parks and core areas. | $140,000 |

# Questions?

# Recommendation

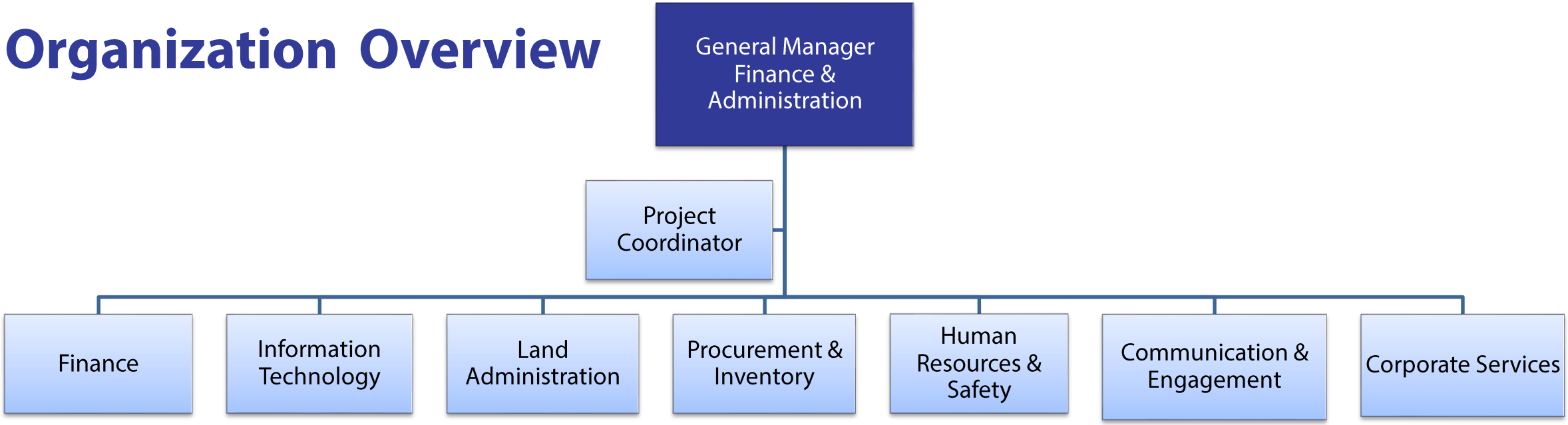
**THAT Council approve in principle the Infrastructure business plan initiatives and proposed budget, subject to final review.**

# Overview

- The Finance & Administration division works as a strategic partner with all City departments. Led by the General Manager and consisting of seven reporting departments:
  - **Finance**
  - **Corporate Services**
  - **Human Resources & Safety**
  - **Information Technology**
  - **Procurement & Inventory**
  - **Land Administration**
  - **Communication & Engagement**

# Finance & Administration

## Organization Overview

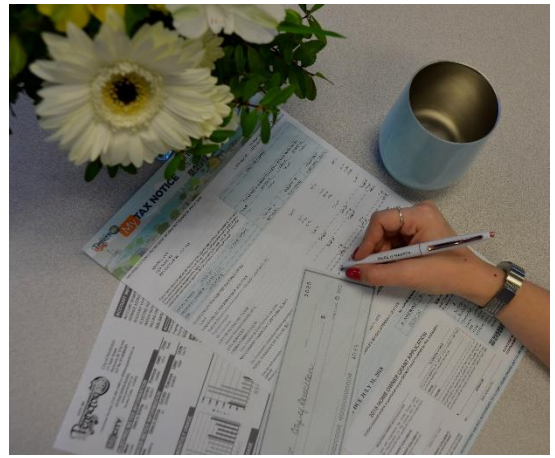



Consists of 7 distinct departments with 51 full-time equivalent staff.

*Includes proposed addition of an IT Operations Coordinator

# 2021 Achievements

- Complete the Asset & Amenity Management Council Priority
- Implement City's Capital Borrowing program
- Enhance the financial reporting of DCC funds use and benefits
- Centralization of Home Owner Grant applications



# 2021 Achievements Continued…



- Strengthen cyber security program
- Review beach and mobile vending programs
- Develop a mental health strategy for our organization
- Held a by-election for a new City councillor



# Challenges & Opportunities

- **FINANCIAL IMPACT OF COVID-19**
  - Financial strategies to address reduced revenue streams, including containing costs.
  - City will shift planning and preparedness activities to lessen financial impacts due to supply chain interruptions and resulting cost increases.

- **ASSET & AMENITY MANAGEMENT**
  - The City has more assets and amenities than funds available to sustainably manage going forward.
  - Community input will guide the direction of how the City should continue to invest in its assets and amenities.



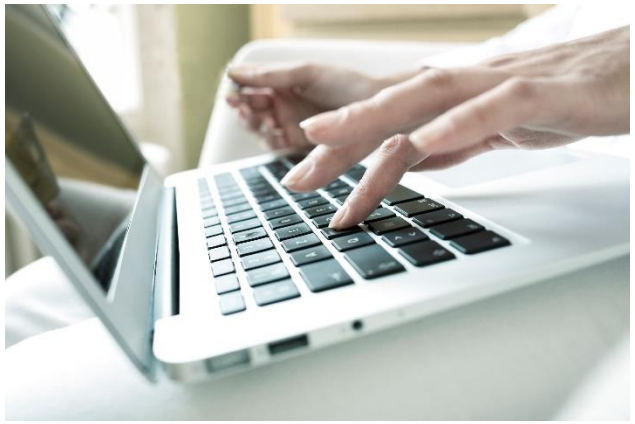
# Challenges & Opportunities continued…

- **SUPPORT FOR STAFF:**
  - Mental Health effects of the COVID-19 pandemic continue.
  - Human Resources & Safety will implement a City Mental Health Strategy.

- **PERVASIVE NATURE OF TECHNOLOGY & PROTECTING OUR SECURITY**
  - Local governments are seeing an increase in cyber threats and stronger abilities to detect system weaknesses.
  - In 2022 the City will increase its capacity to ensure appropriate focus is given to address the ever-increasing cyber security threats faced.

# 2022 Initiatives

- Conduct 2022 General Local Election
- Facilitate new Council orientation and strategic planning
- Implement a City mental health strategy
- Implement Asset Retirement Obligations
- Increase Information Technology capacity



# Corporate Services Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (100) | (600) | (500) |
| Expense | 1,145,055 | 1,339,055 | 1,433,955 |
| Net Cost Allocations | (245,455) | (445,455) | (522,955) |
| **Net Expense** | **899,500** | **893,000** | **910,500** |

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 311,039 | 299,280 | 319,039 |
| Net Cost Allocations | (47,039) | (47,039) | (52,224) |
| **Net Expense** | **264,000** | **252,241** | **266,815** |

# Communication & Engagement Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 460,344 | 475,044 | 519,750 |
| Net Cost Allocations | (86,344) | (84,044) | (89,381) |
| **Net Expense** | **374,000** | **391,000** | **430,369** |

# Finance Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (835,000) | (835,000) | (1,635,000) |
| Expense | 6,388,707 | 6,399,057 | 6,190,398 |
| Net Cost Allocations | (4,550,073) | (4,550,073) | (4,467,951) |
| **Net Expense/(Revenue)** | **1,003,634** | **1,013,984** | **87,447** |

# Revenue & Collections Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (140,000) | (140,000) | (136,000) |
| Expense | 1,020,525 | 1,013,025 | 1,044,525 |
| Net Cost Allocations | (702,525) | (702,525) | (728,769) |
| **Net Expense** | **178,000** | **170,500** | **179,756** |

# Procurement & Inventory Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 441,820 | 441,805 | 461,320 |
| Net Cost Allocations | (259,820) | (268,320) | (204,601) |
| **Net Expense** | **182,000** | **173,485** | **256,719** |

# Land Administration Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (1,196,895) | (1,215,842) | (1,200,780) |
| Expense | 527,729 | 513,174 | 514,298 |
| Net Cost Allocations | 73,166 | 221,375 | 163,545 |
| **Net Revenue** | **(596,000)** | **(481,293)** | **(522,937)** |

# Human Resources & Safety Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 787,511 | 786,511 | 747,482 |
| Net Cost Allocations | (482) | 1,518 | (60,291) |
| **Net Expense** | **787,029** | **788,029** | **687,191** |

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Expense | 215,926 | 204,226 | 144,000 |
| Net Cost Allocations | (215,926) | (204,226) | (144,000) |
| **Net Expense** | **0** | **0** | **0** |

# Information Technology Budget

# 2022 Budget

| | 2021 Budget | 2021 Forecast | 2022 Budget |
|---|---|---|---|
| Revenue | (59,600) | (49,100) | (39,492) |
| Expense | 2,732,953 | 2,689,221 | 3,226,850 |
| Net Cost Allocations | (552,353) | (485,463) | (855,702) |
| **Net Expense** | **2,121,000** | **2,154,658** | **2,331,656** |

# 2022-2026 Capital

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Information Technology** | **676,000** | **776,000** | **1,626,000** | **876,000** | **776,000** |

# 2022-2026 Capital

| Project Description | 2022 | 2023 | 2024-2026 | Comments |
|---|---|---|---|---|
| Cleland Theatre Sound/Lighting Upgrades | 10,000 | 10,000 | 30,000 | |
| Council Chambers Hardware | 25,000 | 25,000 | 75,000 | |
| Information Technology - Hardware | 341,000 | 341,000 | 1,523,000 | Annual equipment replacement |
| Information Technology - Infrastructure | 175,000 | 175,000 | 525,000 | |
| Information Technology - Software | - | 100,000 | 300,000 | RMS project |
| IT - Billing Software Upgrade/Replacement | - | - | 450,000 | Anticipated billing software upgrades |
| IT Capital - SOEC/PTCC | 100,000 | 100,000 | 300,000 | Annual equipment replacement |
| IT Strategy - System Reconfigurations | 25,000 | 25,000 | 75,000 | |
| **TOTAL** | **676,000** | **776,000** | **3,278,000** | |

# Proposed Increase for Council's Consideration

| Budget Request | Benefit | Operating Budget Request |
|---|---|---|
| **Increase Information Technology Capacity** | Addition of an IT Operations Coordinator to the IT/GIS department will focus more attention on preventing and detecting cyber security threats as well as planning for enhanced records management and greater digitization of City records. | $132,000 |

# Questions?

# Recommendation

**THAT Council approve in principle the Finance & Administration business plan initiatives and proposed budget, subject to final review.**