



# FINANCIAL PLAN 2018 - 2022





## **CITY OF PENTICTON FINANCIAL PLAN | 2018 - 2022**

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# 2018 - 2022 FINANCIAL PLAN OVERVIEW

## INTRODUCTION

The information presented in this document provides a brief overview of the main focus areas of the City of Penticton's 2018-2022 Financial Plan.

### Growth & Development

Penticton has continued to experience strong economic development over the past several years. Since 2014, over 1,100 housing units have been approved in Penticton. In 2017, planning applications are up 38%, building permits are up 16% and business licenses are up 12%. 2018 is expected to remain strong with significant demands being placed on development services of the city.

### Asset Management

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

### Safety & Enforcement

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

### Strategic Alignment

The City's financial plan will balance addressing the immediate needs of the community while taking steps to address its aging infrastructure. The financial plan brings a balance aligning to the six Council priorities. See **Figure 1** below.



Figure 1 | Council Priorities

## DETAILED HIGHLIGHTS

### Official Community Plan

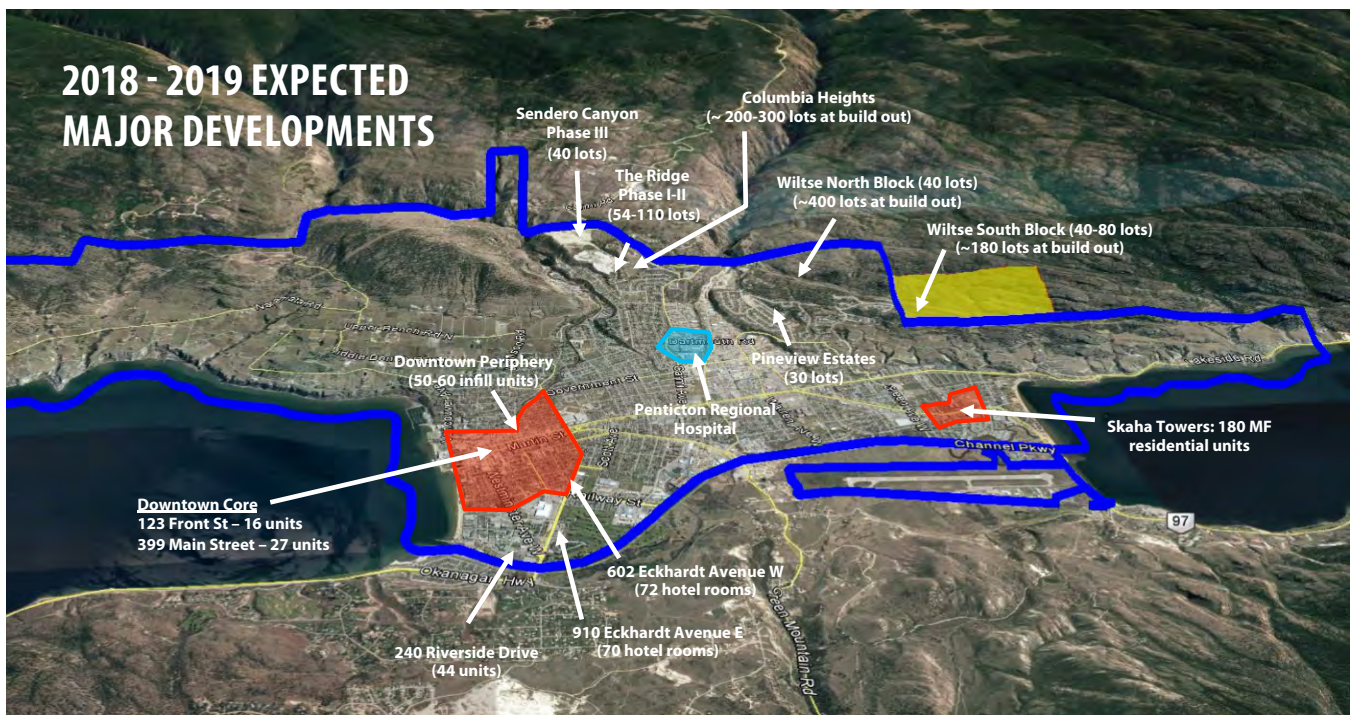
In 2018 the City will continue with community engagement and look to complete development of its new Official Community Plan that will guide the long term direction of land use and development, with a plan to be finalized in fall of 2018.

### Growth and Development

The City of Penticton is allocating additional resources to address the demands of our growing City. In 2018, the City will be investing \$250,000 to streamline the business approval practices in the areas of

permit approvals and business licensing to simplify the regulatory requirements for businesses. More efficient processes enable quicker approvals for housing and new investment into the community, reducing wait times and ultimately costs to those building in our city.

There are also significant capital projects in 2018 that will help accommodate the City's current and future growth, including replacement of aging water and sewer mains at various locations, and the revitalization of the 300 Block of Main Street. See **Figure 2** for expected major developments over the next year.



**Figure 2** | 2018 - 2019 Expected Major Developments

### Safety & Enforcement

The City of Penticton is taking steps to address safety and enforcement by converting relief hours to a full time position to streamline the intake process for bylaw complaints. Additional funds have been earmarked in anticipation of greater resourcing needs after an enforcement prioritization review. These necessary steps are the continuation of the City's plan to implement process improvements to the City's bylaw enforcement practices.

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

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

## **Asset Management**

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

In order to address that demand, a major capital investment program is moving forward in 2018. This program includes alternative funding sources such as borrowing for significant projects, and selling non-core City properties.

The City also continues to invest in its future by increasing the asset management reserve contribution by \$300,000, bringing the contribution to the reserve in 2018 to \$1.2 million.

## **Geographic Information Systems (GIS)**

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

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

## BUDGET AT A GLANCE

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

### Revenues

The 2018 budget includes \$77.3m of revenue for the General Fund:

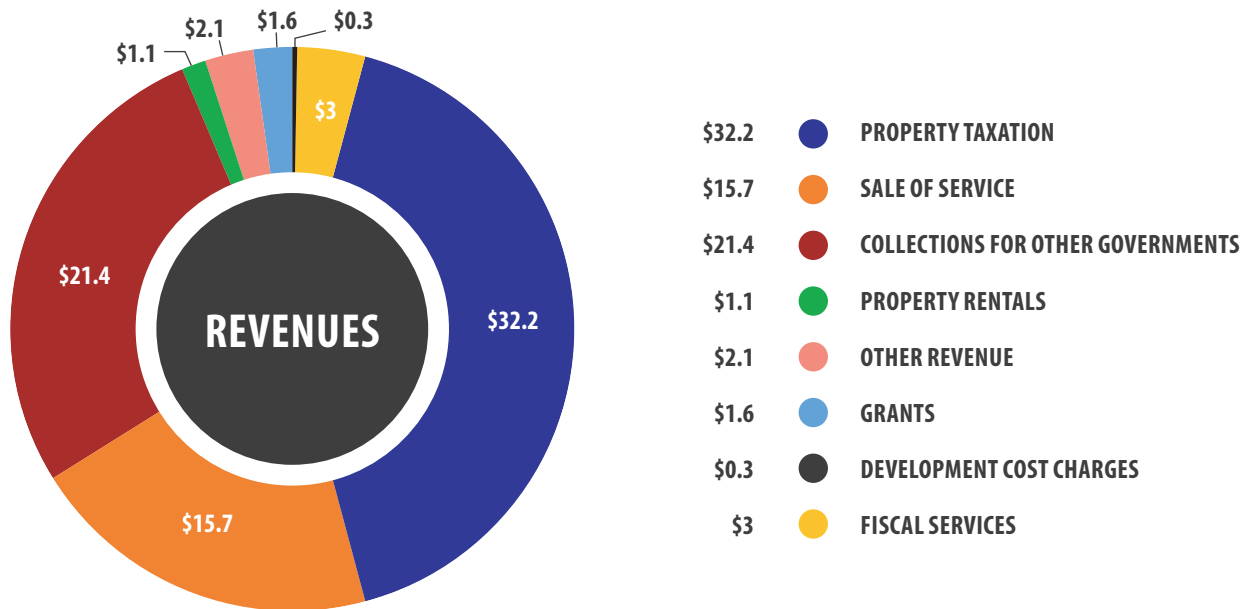


Figure 3 | Revenue for the General Fund

These revenues include a tax increase of 3.44% to deal with inflation, fund asset management, and address 2018 priorities. Please see **Figure 4** for a breakdown of the tax increase allocation.

What does this mean to residents and tax payers? Under the current (2017) ratio of distributing taxes between residents and businesses, the 2018 property tax increase per \$100,000 of assessed property value is shown in the table below (based on 2017 assessment values).

KEY ASSUMPTIONS	
Tax Rate Adjustment	3.44%
Business Multiplier	1.58
Annual Increase per \$100,000 Property Value	
Residential	\$14.90
Business/Other	\$23.55

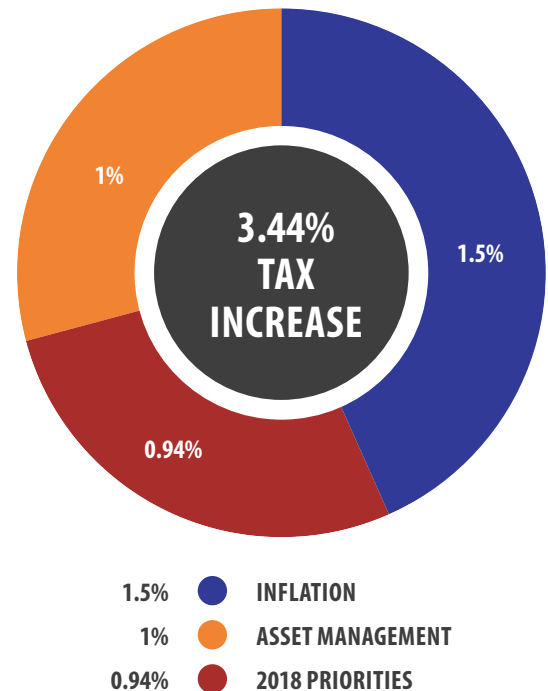


Figure 4 | 3.44% Tax Increase

## Expenses

The City's 2018 Budget reflects a responsible approach to spending, with general fund spending set at \$70.6 million, a 2.5% increase.

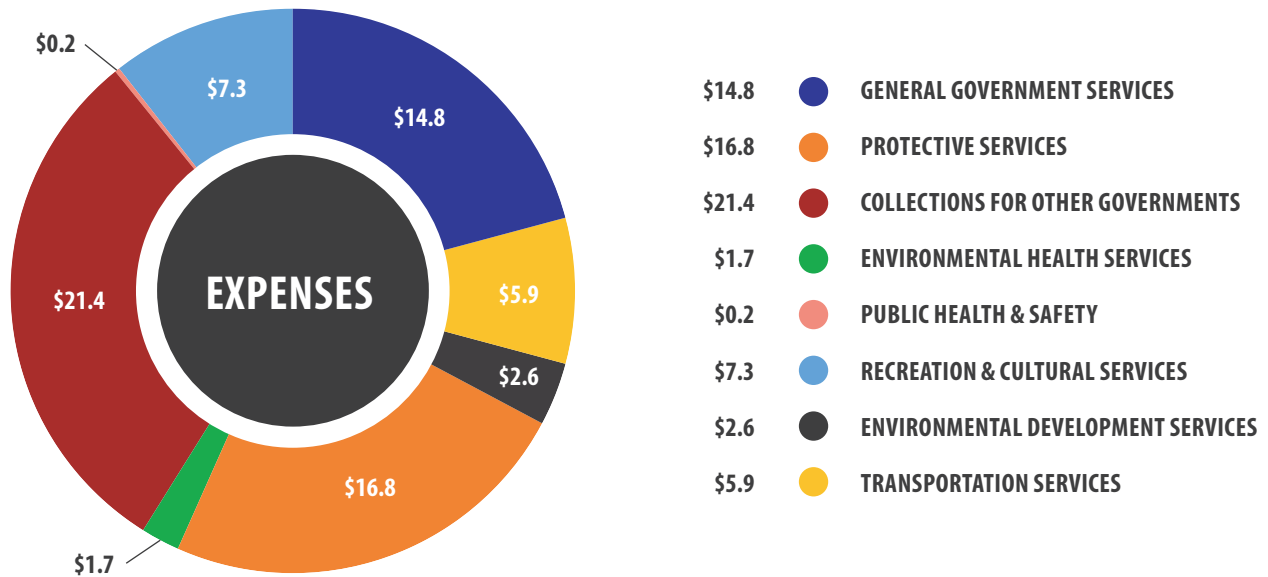


Figure 5 | 2018 Expenses

### Key Spending increases include:

#### General

- › Inflation/non-discretionary increases: \$840,000

#### Safety & Enforcement

- › Increased Bylaw presence \$115,000
- › RCMP Officer \$150,000

#### Asset Management

- › GIS Coordinator \$90,000
- › Asset Management \$300,000

#### Growth & Development

- › Development Services Process Improvement \$250,000
- › Civic Grants & Partnerships \$260,000



## Utilities

Utility rates are set based on the needs to operate the utility, and fund both current and future capital needs. In 2015, a utility rate review was completed to ensure appropriate rates have been set for the 5 year period (2016-2020). In 2018, these utility rates will be used for Water and Sewer. The 2018 Electrical rate is

held virtually the same as 2017 with only a small increase to the monthly basic rate. In 2018, utility rates will be reviewed again to ensure sustainable rates remain in place.

Please see **Table 1** below for estimated rate increases in 2018.

ESTIMATED AVERAGE MONTHLY CHANGE 2017 - 2018			
UTILITY	RESIDENTIAL	SMALL COMMERCIAL	LARGE COMMERCIAL INDUSTRIAL
Electrical	\$0.52	\$0.52	\$0.52
Sanitary Sewer	\$6.53	\$40.15	\$106.06
Water	\$2.55	\$4.70	\$17.89
<b>Total</b>	<b>\$9.61</b>	<b>\$45.37</b>	<b>\$124.48</b>

**Table 1** | Estimated average monthly changes in utility rates

## Proposed Storm Water Utility

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

### HOW DOES THIS IMPACT ME?

- › No increase in cost in 2018
- › Amount will be removed from property tax bill and added to utility bill
- › Reduced risk of flooding
- › Phased in over 7 years
- › Est. \$152/year in 2025 for a typical single-family dwelling
- › Need to determine rate structure

## CAPITAL INVESTMENT

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

2018 will see an investment of \$18.2m in capital projects. To address these significant capital needs, the city will find alternate funding of \$2.6 million through borrowing and selling non-core city properties.

DEPARTMENT	2018 BUDGET
Engineering (Roads, etc.)	3,899,050
Facilities	1,840,500
Information Technology	925,000
Other (Fleet, Parks, etc.)	2,134,275
<b>Total General Capital</b>	<b>8,798,825</b>
Electric Utility	3,305,287
Water Utility	3,407,250
Sanitary Sewer	2,677,000
<b>Total Utilities Capital</b>	<b>9,389,537</b>
<b>Grand Total Capital</b>	<b>18,188,362</b>

### Major projects include (in no specific order):

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

## **Alternate Funding**

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

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

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

## Schedule A

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Revenue</b>					
Taxation	(53,575,138)	(55,638,494)	(57,784,523)	(60,016,545)	(62,336,706)
Sale of Services	(6,850,424)	(6,881,903)	(6,896,816)	(6,932,683)	(6,969,499)
Electric Utility Fees	(42,075,442)	(43,335,543)	(44,633,405)	(45,970,158)	(47,346,968)
Sewer Utility Fees	(5,615,077)	(6,178,775)	(6,653,300)	(6,692,009)	(6,712,253)
Water Utility Fees	(8,466,692)	(8,817,919)	(9,201,250)	(9,601,446)	(10,019,248)
Fiscal Services	(3,032,443)	(3,033,713)	(3,034,991)	(3,035,278)	(3,035,573)
Grants	(1,560,898)	(1,623,320)	(1,623,320)	(1,623,320)	(1,623,320)
Other Revenues	(12,338,848)	(12,208,338)	(12,270,724)	(12,281,337)	(12,304,093)
Development Cost Charges	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Donations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	<u>(134,124,961)</u>	<u>(138,328,005)</u>	<u>(142,708,330)</u>	<u>(146,762,775)</u>	<u>(150,957,660)</u>
<b>Expense</b>					
General Operating	70,581,741	71,106,432	72,842,435	74,457,734	76,023,916
Electric Operating	37,138,460	36,206,355	37,609,191	39,053,053	40,073,471
Sewer Operating	4,726,304	4,805,587	4,817,541	4,915,810	4,736,055
Water Operating	3,995,240	4,030,214	4,153,704	4,184,822	4,213,195
	<u>116,441,744</u>	<u>116,148,588</u>	<u>119,422,872</u>	<u>122,611,420</u>	<u>125,046,636</u>
Annual Surplus	(17,683,217)	(22,179,417)	(23,285,458)	(24,151,355)	(25,911,024)
<b>Capital</b>					
General Capital	8,798,825	11,881,565	24,654,518	23,359,241	18,728,821
Electric Capital	3,305,287	1,551,681	1,373,674	2,082,282	1,643,589
Sewer Capital	2,677,000	6,769,200	2,503,875	6,828,051	4,325,000
Water Capital	3,407,250	5,543,335	8,198,500	4,389,600	3,246,300
	<u>18,188,362</u>	<u>25,745,780</u>	<u>36,730,567</u>	<u>36,659,175</u>	<u>27,943,710</u>
Debt Proceeds	(1,635,040)	(702,000)	(3,677,197)	-	-
Land Proceeds	(1,000,000)	(200,000)	(200,000)	(200,000)	(200,000)
Principal repayments	2,982,421	2,026,347	2,443,004	2,528,880	2,530,793
Transfer to/from surplus/reserve	(852,526)	(4,690,710)	(12,010,916)	(14,836,699)	(4,363,480)
<b>Financial Plan Balance</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

## General Revenue Operating Fund Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Revenue</b>									
Taxation	(26,929,404)	(28,917,872)	(30,624,945)	(30,662,589)	(32,199,265)	(33,459,638)	(34,770,376)	(36,133,490)	(37,551,075)
Taxation - Collection for Other Governments	(20,512,044)	(20,489,113)	(20,607,305)	(20,805,633)	(21,375,873)	(22,178,855)	(23,014,147)	(23,883,055)	(24,785,631)
Sale of Service	(17,644,101)	(21,860,804)	(16,121,937)	(16,633,834)	(15,697,472)	(15,568,443)	(15,652,718)	(15,680,574)	(15,720,369)
Fiscal Services	(3,487,540)	(4,199,148)	(2,668,400)	(2,989,000)	(3,023,443)	(3,024,443)	(3,025,443)	(3,025,443)	(3,025,443)
Rentals/Leases	(581,343)	(996,666)	(1,076,638)	(1,104,442)	(1,097,474)	(1,109,057)	(1,099,577)	(1,110,339)	(1,121,350)
Other Revenue	(5,796,535)	(4,636,949)	(1,873,000)	(1,928,580)	(2,048,595)	(2,074,770)	(2,081,822)	(2,089,684)	(2,098,449)
Grants	(2,057,628)	(3,158,047)	(1,591,774)	(1,605,988)	(1,560,898)	(1,623,320)	(1,623,320)	(1,623,320)	(1,623,320)
Development Cost Charges	(186,019)	(648,208)	(300,000)	(1,005,740)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Donations	(9,300)	(18,214)	(10,000)	(6,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	<b>(77,203,914)</b>	<b>(84,925,021)</b>	<b>(74,873,999)</b>	<b>(76,741,805)</b>	<b>(77,313,020)</b>	<b>(79,348,527)</b>	<b>(81,577,403)</b>	<b>(83,855,904)</b>	<b>(86,235,637)</b>
<b>Expense</b>									
General Government Services	34,168,871	34,364,616	35,601,151	35,784,687	35,989,292	35,784,111	36,570,463	37,444,357	38,476,196
Protective Services	14,185,018	15,200,040	15,969,456	15,973,870	16,844,318	17,270,617	17,789,223	18,335,760	18,749,164
Transportation Services	5,242,393	5,470,847	5,542,940	5,708,806	5,891,801	6,166,166	6,509,292	6,623,441	6,709,774
Environmental Development Services	2,857,619	2,711,534	2,742,246	2,721,349	2,620,725	2,600,001	2,615,026	2,635,338	2,656,041
Recreation and Cultural Services	6,515,402	6,778,558	7,000,084	6,923,766	7,300,233	7,342,395	7,407,453	7,459,960	7,465,892
Environmental Health Services	1,446,528	1,397,196	1,548,566	1,530,809	1,732,723	1,740,100	1,747,532	1,755,022	1,762,569
Public Health and Safety	200,798	195,535	199,648	204,754	202,649	203,042	203,445	203,858	204,280
	<b>64,616,629</b>	<b>66,118,326</b>	<b>68,604,090</b>	<b>68,848,041</b>	<b>70,581,741</b>	<b>71,106,432</b>	<b>72,842,435</b>	<b>74,457,734</b>	<b>76,023,916</b>
Surplus	12,587,285	18,806,696	6,269,909	7,893,764	6,731,279	8,242,095	8,734,968	9,398,170	10,211,721
Debt Principal Repayments	3,226,442	3,225,102	3,232,875	3,232,875	1,985,241	1,059,152	1,481,894	1,567,770	1,569,683
Transfer to surplus/reserve	14,667,119	22,384,567	6,609,574	8,233,430	6,903,284	8,203,390	8,263,393	8,331,257	9,056,897
Transfer from surplus/reserve	(5,306,276)	(6,802,973)	(3,572,540)	(3,572,540)	(2,157,246)	(1,020,447)	(1,010,319)	(500,857)	(414,859)
Surplus (Deficit)	-	-	-	-	-	-	-	-	-

## General Capital Fund Summary

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Expense</b>					
Bylaw Services	61,572	62,342	63,121	63,910	64,709
Asset Management Planning	90,000	347,000	101,500	81,500	74,500
Facilities	1,840,500	4,488,550	13,807,988	16,736,662	13,754,375
Information Technology	925,000	1,738,144	1,877,928	809,832	442,177
Engineering	3,899,050	2,375,800	6,842,065	2,747,230	2,554,930
Fire Services	231,461	85,800	85,800	85,800	85,800
Planning	100,000	-	-	-	-
Cemetery	60,000	60,000	60,000	46,200	129,375
Fleet	1,104,000	1,801,800	1,200,000	2,152,900	968,550
Parks	354,242	561,449	447,680	443,936	480,218
Roads	20,000	195,000	-	20,000	-
Traffic Control	113,000	165,680	168,436	171,271	174,188
<b>Total General Capital Projects</b>	<b>8,798,825</b>	<b>11,881,565</b>	<b>24,654,518</b>	<b>23,359,241</b>	<b>18,728,821</b>
<b>Revenue</b>					
Land Sales	(1,000,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Total General Capital Revenue</b>	<b>(1,000,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>
<b>Funding Sources</b>					
Equipment Replacement Reserve	(1,439,000)	(2,046,800)	(1,335,000)	(2,287,900)	(1,103,500)
Electrical Dividend	(2,919,356)	(3,165,733)	(3,159,622)	(3,159,622)	(3,159,622)
Transfer from DCC Reserve	(100,000)	(38,868)	-	-	-
Transfer From Local Improvements Reserve	(299,960)	-	-	-	-
Transfer from Gas Tax Reserve	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
Transfer from Land Acquisition Reserve	(966,065)	-	-	-	-
Transfer to Land Acquisition Reserve	1,000,000	200,000	200,000	200,000	200,000
Debt Financing	(1,635,040)	(702,000)	(1,150,000)	-	-
Transfer from Capital Reserve	(0)	(4,420,338)	(17,502,070)	(16,403,893)	(12,957,873)
<b>Total Funding Sources</b>	<b>(7,798,825)</b>	<b>(11,681,565)</b>	<b>(24,454,518)</b>	<b>(23,159,241)</b>	<b>(18,528,821)</b>
<b>Balance General Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# General Government Segment

## General Government Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Taxation	(26,537,903)	(28,447,588)	(30,192,426)	(30,201,379)	(31,754,746)	(33,015,119)	(34,325,857)	(35,688,972)	(37,106,557)
General Government	(9,500,461)	(9,448,448)	(6,849,338)	(6,931,544)	(7,320,612)	(7,286,957)	(7,287,399)	(7,287,398)	(7,287,398)
Grants	(1,392,510)	(1,439,404)	(1,439,404)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
FOIPPA Requests	(84)	(116)	(100)	(550)	(100)	(100)	(100)	(100)	(100)
HFAA Gaming Funds	(1,652,881)	(1,678,348)	(1,860,000)	(1,860,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Provincial Grant (CARIP)	(46,458)	(42,920)	0	0	0	0	0	0	0
DAC Gaming Funds	(3,851,747)	(2,885,282)	0	0	0	0	0	0	0
Revenue Sharing-Traffic Fines	(458,557)	(401,411)	(402,000)	(381,557)	(380,000)	(380,000)	(380,000)	(380,000)	(380,000)
Information Technology	(37,211)	(43,761)	(47,764)	(40,396)	(40,602)	(41,211)	(41,829)	(42,456)	(43,093)
Revenue & Collections	(106,389)	(148,353)	(150,000)	(146,300)	(142,800)	(135,660)	(128,877)	(122,434)	(116,312)
Development Cost Charges	(46,040)	0	(300,000)	(906,466)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Collections for Other Governments	(20,530,281)	(20,507,207)	(20,607,305)	(20,805,633)	(21,375,873)	(22,178,855)	(23,014,147)	(23,883,055)	(24,785,631)
	(64,160,522)	(65,042,837)	(61,848,337)	(62,713,230)	(64,754,137)	(66,845,729)	(68,986,036)	(71,212,241)	(73,526,917)
Corporate Administration	635,179	711,094	816,085	857,434	873,064	924,054	924,550	924,929	925,131
Mayor and Council	243,884	260,396	278,103	270,847	278,473	282,682	286,975	291,315	295,731
Finance	4,290,479	4,586,711	4,478,549	4,590,286	3,777,077	3,206,348	3,241,791	3,182,828	3,187,198
Procurement	382,422	405,560	480,410	474,585	505,555	512,082	518,740	525,530	532,456
Revenue & Collections	1,147,815	945,484	932,964	932,114	952,137	956,768	961,490	966,305	971,216
Municipal Grants/Partnerships	809,456	715,942	914,238	1,018,358	1,172,970	642,970	532,970	532,970	532,970
Communications	171,511	209,519	366,250	346,250	400,242	394,942	394,442	353,942	352,942
General Government	715,156	758,862	728,000	756,691	616,849	780,000	780,000	780,000	780,000
Gen Gov-Collections for Other Governments	20,478,735	20,486,789	20,607,305	20,805,633	21,375,873	22,178,855	23,014,147	23,883,055	24,785,631
Facilities	3,214,795	3,119,002	3,184,252	3,108,776	3,126,653	3,033,391	3,050,431	3,067,780	3,085,443
Human Resources	643,944	660,039	754,531	741,107	732,629	735,860	740,156	743,017	746,445
Information Technology	1,424,315	1,505,219	2,060,464	1,882,606	2,177,770	2,136,158	2,124,770	2,192,685	2,281,034
	34,157,691	34,364,616	35,601,151	35,784,687	35,989,292	35,784,111	36,570,463	37,444,357	38,476,196
Net Operations	(30,002,831)	(30,678,221)	(26,247,186)	(26,928,543)	(28,764,845)	(31,061,618)	(32,415,573)	(33,767,885)	(35,050,721)
<b>Net Operations excluding taxes</b>	<b>- 3,464,928</b>	<b>- 2,230,633</b>	<b>3,945,240</b>	<b>3,272,836</b>	<b>2,989,901</b>	<b>1,953,501</b>	<b>1,910,284</b>	<b>1,921,087</b>	<b>2,055,836</b>
<b>Cost per Capita</b>	<b>- 105.39</b>	<b>- 67.85</b>	<b>120.00</b>	<b>99.55</b>	<b>88.56</b>	<b>57.86</b>	<b>56.58</b>	<b>56.90</b>	<b>60.89</b>
<b>% of Property Taxes</b>	<b>-12.87%</b>	<b>-7.71%</b>	<b>12.88%</b>	<b>10.67%</b>	<b>9.29%</b>	<b>5.84%</b>	<b>5.49%</b>	<b>5.32%</b>	<b>5.47%</b>

## Corporate administration

### Corporate Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	72,211	38,498	54,830	51,792	70,679	58,595	59,016	59,393	59,544
Legal	115,288	168,981	176,500	166,500	176,500	176,500	176,500	176,500	176,500
Salaries and Benefits	470,605	542,928	663,506	722,731	704,497	767,497	767,497	767,497	767,497
	658,104	750,408	894,835	941,023	951,676	1,002,592	1,003,013	1,003,390	1,003,541
Recoveries	(84)	(116)	(100)	(550)	(100)	(100)	(100)	(100)	(100)
<b>Net Operating Expense</b>	<b>658,020</b>	<b>750,292</b>	<b>894,735</b>	<b>940,473</b>	<b>951,576</b>	<b>1,002,492</b>	<b>1,002,913</b>	<b>1,003,290</b>	<b>1,003,441</b>
<b>Internal Allocations Out</b>									
Engineering Services	1,440	233	25,000	20,000	25,000	25,000	25,000	25,000	25,000
Development Services	41,162	58,211	70,000	80,000	70,000	70,000	70,000	70,000	70,000
<b>Total Internal Allocations Out</b>	<b>42,603</b>	<b>58,443</b>	<b>95,000</b>	<b>100,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>
<b>Internal Allocations In</b>									
Finance - Procurement	-	585	-	161	-	-	-	-	-
Information Technology	4,014	4,188	7,624	7,624	7,689	7,689	7,689	7,689	7,689
Safety - City Hall	15,664	14,357	8,625	8,625	8,698	8,772	8,847	8,850	8,900
<b>Total Internal Allocations In</b>	<b>19,678</b>	<b>19,130</b>	<b>16,249</b>	<b>16,411</b>	<b>16,388</b>	<b>16,462</b>	<b>16,537</b>	<b>16,539</b>	<b>16,589</b>
Add back Recoveries	(84)	(116)	(100)	(550)	(100)	(100)	(100)	(100)	(100)
<b>Total Operating Expense</b>	<b>635,179</b>	<b>711,094</b>	<b>816,085</b>	<b>857,434</b>	<b>873,064</b>	<b>924,054</b>	<b>924,550</b>	<b>924,929</b>	<b>925,131</b>
<b>Outputs and Outcomes</b>									
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Expense</b>	<b>635,095</b>	<b>710,978</b>	<b>815,985</b>	<b>856,884</b>	<b>872,964</b>	<b>923,954</b>	<b>924,450</b>	<b>924,829</b>	<b>925,031</b>
Cost per capita	19.32	21.63	24.82	26.06	25.86	27.37	27.38	27.39	27.40
% of property tax	2.36%	2.46%	2.66%	2.79%	2.71%	2.76%	2.66%	2.56%	2.46%
Change 2017 forecast to 2018 budget									
\$ change	<u>16,080</u>								
% change	<u>1.88%</u>								

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

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



Corporate Services - Operating Budget by Project

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

## Mayor and Council

### Mayor and Council - Operating Budget

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

<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
Cost per capita	7.42	7.92	8.46	8.24	8.25	8.37	8.50	8.63	8.76
% of property tax	0.91%	0.90%	0.91%	0.88%	0.86%	0.84%	0.83%	0.81%	0.79%

Change 2017 forecast to 2018 budget

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

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

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

Mayor and Council - Operating Budget by Project

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

## Finance

### Finance - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	128,696	170,648	322,200	514,935	296,400	296,300	296,400	296,300	296,400
Insurance	955,126	998,059	593,500	796,859	566,900	566,900	566,900	566,900	566,900
Interest and fees	13,927	10,081	13,700	13,700	13,700	13,700	13,700	13,700	13,700
Debt Interest	3,946,068	3,855,538	3,574,375	3,574,375	2,848,872	2,252,029	2,275,964	2,209,116	2,205,242
Debt Principal	4,350,640	4,258,572	4,230,055	4,230,055	2,982,421	2,026,347	2,443,004	2,528,880	2,530,793
Foreign Exchange	19	11,252	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Operating Provision	0	-	312,500	-	315,000	315,000	315,000	315,000	315,000
Salaries and Benefits	717,614	1,016,617	875,499	903,311	949,172	956,802	964,585	972,524	980,622
	10,112,089	10,320,767	9,931,829	10,043,235	7,982,465	6,437,078	6,885,554	6,912,420	6,918,657
	(5,963,185)	(4,965,041)	(2,304,000)	(2,283,557)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)
<b>Net Operating Expense</b>	<b>4,148,904</b>	<b>5,355,727</b>	<b>7,627,829</b>	<b>7,759,678</b>	<b>5,602,465</b>	<b>4,057,078</b>	<b>4,505,554</b>	<b>4,532,420</b>	<b>4,538,657</b>
<b>Internal Allocations Out</b>									
Electric	-	2,781	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Sewer	1,347,097	1,445,849	1,348,887	1,348,887	1,348,887	1,300,362	1,290,697	1,290,697	1,290,697
Water	1,249,092	1,061,676	870,918	870,918	870,918	870,918	870,918	870,918	870,918
<b>Total Internal Allocations Out</b>	<b>2,596,189</b>	<b>2,510,305</b>	<b>2,222,805</b>	<b>2,222,805</b>	<b>2,222,805</b>	<b>2,174,280</b>	<b>2,164,615</b>	<b>2,164,615</b>	<b>2,164,615</b>
<b>Internal Allocations In</b>									
Finance - Procurement	173	1,050	-	331	-	-	-	-	-
Information Technology	847	301	2,400	2,400	2,658	2,702	2,747	2,792	2,839
<b>Total Internal Allocations In</b>	<b>1,020</b>	<b>1,351</b>	<b>2,400</b>	<b>2,731</b>	<b>2,658</b>	<b>2,702</b>	<b>2,747</b>	<b>2,792</b>	<b>2,839</b>
Add back Revenue	(5,963,185)	(4,965,041)	(2,304,000)	(2,283,557)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)	(2,380,000)
Less Debt Principal	3,226,442	3,225,102	3,232,875	3,232,875	1,985,241	1,059,152	1,481,894	1,567,770	1,569,683
<b>Total Operating expense</b>	<b>4,290,479</b>	<b>4,586,711</b>	<b>4,478,549</b>	<b>4,590,286</b>	<b>3,777,077</b>	<b>3,206,348</b>	<b>3,241,791</b>	<b>3,182,828</b>	<b>3,187,198</b>

Debt Principal Repayments are not included in the analytics

<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Expense</b>	(1,672,707)	(378,329)	2,174,549	2,306,729	1,397,077	826,348	861,791	802,828	807,198
Cost per capita	- 50.88	- 11.51	66.14	70.16	41.38	24.48	25.53	23.78	23.91
% of property tax	-6.21%	-1.31%	7.10%	7.52%	4.34%	2.47%	2.48%	2.22%	2.15%

Change 2017 forecast to 2018 budget

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

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

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

## Finance Accounting- Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Audit	81,766	67,281	68,550	60,000	65,000	65,000	65,000	65,000	65,000
Equipment Repairs and Maintenance	7,307	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Insurance Claims	449,898	568,088	120,000	550,000	120,000	120,000	120,000	120,000	120,000
Property Insurance	355,194	316,554	320,000	320,000	320,000	320,000	320,000	320,000	320,000
Liability Insurance	150,034	153,417	153,500	126,859	126,900	126,900	126,900	126,900	126,900
Operating Provision	-	-	312,500	-	315,000	315,000	315,000	315,000	315,000
Salary and Benefits	717,614	796,280	775,499	803,311	849,172	856,802	864,585	872,524	880,622
Conferences & Training	9,857	16,157	13,650	14,160	18,100	18,000	18,100	18,000	18,100
Dues & Memberships	3,780	3,750	2,700	3,475	4,000	4,000	4,000	4,000	4,000
Supplies	962	1,049	1,000	1,000	1,100	1,100	1,100	1,100	1,100
Bank Fees, Charges and Interest	13,946	21,333	23,800	23,800	23,700	23,700	23,700	23,700	23,700
Secure courier - deposit services	4,616	4,478	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Shared Services Project	-	18,000	-	-	-	-	-	-	-
Sewer - debenture payments, interest	772,040	762,770	773,830	773,830	773,830	755,290	751,710	751,710	751,710
sewer operating - transfer to equipment rep	-	108,022	-	-	-	-	-	-	-
Debt - interest - RCMP building	84,000	84,000	84,000	84,000	84,000	84,000	84,000	-	-
Debt - interest - Public Works	174,478	174,478	131,732	131,732	131,732	73,022	61,687	61,687	61,687
Debt - interest - Facilities	459,421	466,672	453,542	453,542	452,419	449,242	447,009	444,719	442,371
Debt - interest - integrated waterfront	112,391	87,971	86,626	86,626	85,246	83,830	82,379	80,891	79,365
Debt - interest - parkland acquisition	97,975	97,975	33,600	33,600	33,600	33,600	33,600	33,600	33,600
Debt - interest - Cemetery	64,375	64,375	128,750	128,750	128,750	128,750	128,750	128,750	128,750
Debt - interest - sports fields	141,760	141,760	56,000	56,000	56,000	56,000	56,000	56,000	56,000
Debt - interest - SOEC project	1,377,500	1,377,500	1,377,500	1,377,500	654,500	139,500	139,500	139,500	139,500
Debt - interest - accrual on outstanding	(37,823)	61,479	-	-	-	-	-	-	-
Water - debenture payments, interest	699,951	591,951	448,795	448,795	448,795	448,795	448,795	448,795	448,795
Debt - principal - RCMP building	132,597	132,597	132,597	132,597	132,597	132,597	132,597	-	-
Debt - principal - Public Works	203,435	203,435	203,435	203,435	203,435	108,483	89,214	89,214	89,214
Debt - principal - Facilities	359,322	360,319	361,341	361,341	362,389	363,464	364,566	365,696	366,856
Debt - principal - integrated waterfront	105,846	109,594	110,258	110,258	110,940	111,638	112,355	113,090	113,843
Debt - principal - parkland acquisition	50,808	50,808	50,808	50,808	50,808	50,808	50,808	50,808	50,808
Debt - principal - Cemetery	83,954	83,954	83,955	83,955	83,955	83,955	83,955	83,955	83,955
Debt - principal - sports fields	107,462	107,462	107,462	107,462	107,462	107,462	107,462	107,462	107,462
Debt - principal - SOEC project	2,183,019	2,183,019	2,183,019	2,183,019	933,655	100,745	100,745	100,745	100,745
Sewer - debenture payments, principal	575,057	575,057	575,057	575,057	575,057	545,072	538,987	538,987	538,987
Water - debenture payments, principal	549,141	458,414	422,123	422,123	422,123	422,123	422,123	422,123	422,123
water operating - transfer to reserve, future €	-	11,311	-	-	-	-	-	-	-
Asset Management/Framework	-	5,000	-	-	-	-	-	-	-
Labour Load	66,865	220,337	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Provincial - Climate Action (CARIP)	(46,458)	42,920	-	-	-	-	-	-	-
Municipal Proceeds - Gaming HFAA	(1,652,881)	(1,678,348)	(1,860,000)	(1,860,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Municipal Proceeds - Gaming DAC	(3,851,747)	(2,885,282)	0	0	0	-	-	-	-
Transfer to other government	0	-	186,000	186,000	200,000	200,000	200,000	200,000	200,000
Revenue Sharing - Traffic Fines	(458,557)	(401,411)	(402,000)	(381,557)	(380,000)	(380,000)	(380,000)	(380,000)	(380,000)
	<u>4,148,904</u>	<u>5,355,727</u>	<u>7,627,829</u>	<u>7,759,678</u>	<u>5,602,465</u>	<u>4,057,078</u>	<u>4,022,828</u>	<u>3,812,156</u>	<u>3,818,393</u>

## Procurement and inventory services

### Procurement - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	29,057	58,345	83,950	67,570	69,068	69,874	70,694	71,531	72,384
Forklift Amortization	4,076	845	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Salaries and benefits	373,147	368,993	380,510	405,943	422,037	427,639	433,353	439,182	445,127
<b>Net Operating Expense</b>	<b>406,280</b>	<b>428,182</b>	<b>467,710</b>	<b>476,762</b>	<b>494,355</b>	<b>500,762</b>	<b>507,298</b>	<b>513,963</b>	<b>520,761</b>
<b>Internal Allocations Out</b>									
Corporate Administration	-	585	-	161	-	-	-	-	-
Animal Control	2,012	3,028	-	60	-	-	-	-	-
Building & Licence	-	150	-	-	-	-	-	-	-
Bylaw Enforcement	346	3,264	-	-	-	-	-	-	-
Operations	317	685	-	429	-	-	-	-	-
Facilities & Recreation	692	300	-	184	-	-	-	-	-
Communications	144	60	-	-	-	-	-	-	-
Economic Development	2,986	390	-	-	-	-	-	-	-
Electric Utility	6,711	2,084	-	4,725	-	-	-	-	-
Engineering	1,929	2,713	-	1,278	-	-	-	-	-
Facilities	1,737	2,176	-	2,500	-	-	-	-	-
Finance	721	1,239	-	331	-	-	-	-	-
Development Services	548	600	-	360	-	-	-	-	-
Fire Services	-	480	-	-	-	-	-	-	-
Human Resources	-	-	-	153	-	-	-	-	-
Information Technology	1,788	1,823	-	276	-	-	-	-	-
Mayor & Council	58	-	-	-	-	-	-	-	-
Planning	115	210	-	-	-	-	-	-	-
Cemetery	808	-	-	-	-	-	-	-	-
Fleet	720	2,023	-	-	-	-	-	-	-
Public Works General	667	2,659	-	1,525	-	-	-	-	-
Parks	437	479	-	-	-	-	-	-	-
Roads & Maintenance	274	319	-	-	-	-	-	-	-
Solid Waste & Recycling	257	60	-	-	-	-	-	-	-
RCMP	1,096	845	-	-	-	-	-	-	-
Recreation	462	780	-	-	-	-	-	-	-
Sewer	981	1,694	-	2,656	-	-	-	-	-
Water	974	690	-	240	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>26,782</b>	<b>29,334</b>	<b>-</b>	<b>14,877</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internal Allocations In</b>									
Communications	-	-	1,500	1,500	-	-	-	-	-
Information Technology	2,924	3,712	8,200	8,200	8,200	8,320	8,442	8,567	8,695
Fleet	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Internal Allocations In</b>	<b>2,924</b>	<b>6,712</b>	<b>12,700</b>	<b>12,700</b>	<b>11,200</b>	<b>11,320</b>	<b>11,442</b>	<b>11,567</b>	<b>11,695</b>
<b>Total Operating Expense</b>	<b>382,422</b>	<b>405,560</b>	<b>480,410</b>	<b>474,585</b>	<b>505,555</b>	<b>512,082</b>	<b>518,740</b>	<b>525,530</b>	<b>532,456</b>
<b>Outputs and Outcomes</b>									
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
Cost per capita	11.63	12.34	14.61	14.44	14.97	15.17	15.37	15.57	15.77
% of property tax	1.42%	1.40%	1.57%	1.55%	1.57%	1.53%	1.49%	1.45%	1.42%
Change 2017 forecast to 2018 budget									
\$ change	<u>30,970</u>								
% change	<u>6.53%</u>								

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

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

## Procurement - Operating Budget by Project

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

## Revenue and Collections

### Revenue & Collections - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	496,969	289,115	244,660	243,810	245,500	250,061	254,712	259,455	264,291
Salaries and Benefits	647,419	651,038	679,283	679,283	697,300	697,300	697,300	697,300	697,300
<b>Total Operating Expense</b>	<b>1,144,388</b>	<b>940,153</b>	<b>923,943</b>	<b>923,093</b>	<b>942,800</b>	<b>947,361</b>	<b>952,012</b>	<b>956,755</b>	<b>961,591</b>
Recoveries	(106,389)	(148,353)	(150,000)	(146,300)	(142,800)	(135,660)	(128,877)	(122,434)	(116,312)
<b>Net operating expense</b>	<b>1,037,999</b>	<b>791,800</b>	<b>773,943</b>	<b>776,793</b>	<b>800,000</b>	<b>811,701</b>	<b>823,134</b>	<b>834,321</b>	<b>845,279</b>
<b>Internal Allocations In</b>									
Communications	-	-	2,521	2,521	-	-	-	-	-
Information Technology	3,427	5,331	6,500	6,500	9,337	9,407	9,478	9,551	9,625
<b>Total Internal Allocations In</b>	<b>3,427</b>	<b>5,331</b>	<b>9,021</b>	<b>9,021</b>	<b>9,337</b>	<b>9,407</b>	<b>9,478</b>	<b>9,551</b>	<b>9,625</b>
Add back Revenue	(106,389)	(148,353)	(150,000)	(146,300)	(142,800)	(135,660)	(128,877)	(122,434)	(116,312)
<b>Total Operating Expense</b>	<b>1,147,815</b>	<b>945,484</b>	<b>932,964</b>	<b>932,114</b>	<b>952,137</b>	<b>956,768</b>	<b>961,490</b>	<b>966,305</b>	<b>971,216</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>1,041,426</b>	<b>797,131</b>	<b>782,964</b>	<b>785,814</b>	<b>809,337</b>	<b>821,107</b>	<b>832,612</b>	<b>843,872</b>	<b>854,904</b>
Cost per capita	31.68	24.25	23.81	23.90	23.97	24.32	24.66	25.00	25.32
% of property tax	3.87%	2.76%	2.56%	2.56%	2.51%	2.45%	2.39%	2.34%	2.28%
Change 2017 forecast to 2018 budget									
\$ change	<u>23,523</u>								
% change	<u>2.99%</u>								

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

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



## Revenue & Collections - Operating Budget by Project

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

## Civic Grants

### Civic Grants - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Municipal Grants	508,309	598,405	509,238	513,358	532,970	532,970	532,970	532,970	532,970
Civic Partnerships	301,146	117,537	405,000	505,000	640,000	110,000	-	-	-
	809,456	715,942	914,238	1,018,358	1,172,970	642,970	532,970	532,970	532,970

<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
Cost per capita	24.62	21.78	27.81	30.97	34.74	19.04	15.79	15.79	15.79
% of property tax	3.01%	2.48%	2.99%	3.32%	3.64%	1.92%	1.53%	1.48%	1.42%

Change 2017 forecast to 2018 budget

\$ change	<u>154,612</u>
% change	<u>15.18%</u>

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

	\$ change	% change
ITU Multisport World Championships	- 250,000	-24.55%
Scotties Tournament of Hearts	195,000	19.15%
YES Project Contribution	150,000	14.73%

## Civic Grants - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
B.C. Schizophrenia Society - Penticton					-				
Branch (Mental Wellness Centre)	-	18,000	18,000	18,000	18,000				
BC Winter Games	-	94,826	-	-	-				
Boston Pizza Jr. Triathlon	638	-	-	-	-				
Canada 150 Mosaic Initiative	-	4,500	-	-	-				
Canada Day Celebrations	705	-	-	-	-				
Canadian Mental Health Association	2,000	2,000	2,000	2,000	2,000				
Canadian Sport School Hockey League	-	-	-	-	10,000				
CFSOS - Yes Project (Youth Engagement Strategy)	-	8,750	8,750	8,750	-				
Community Arts Council	12,312	13,600	12,312	12,312	12,312				
Community Foundation of the South Okanagan Simil	25,000	25,000	25,000	25,000	25,000				
SOICS - Cleland Theatre for Citizenship Ceremony	-	-	413	413	-				
DPA - BC Family Day	1,492	1,505	1,500	1,500	2,100				
DPA - Canada Day Celebration	7,000	7,893	6,800	6,800	5,500				
DPA - Canada Day Fireworks	255	-	1,500	1,500	-				
DPA - Fall Fair	-	2,194	-	-	-				
DPA - Music in the Park	18,013	-	-	-	-				
DPA - New Year's Eve Fireworks	896	-	-	-	-				
DPA - Night Markets Summer Concert Series	-	15,382	9,050	9,050	10,300				
DPA & SOIS - Penticton's Birthday	-	560	-	-	-				
Henning Emergency Clinic of Kindness	12,800	-	-	-	-				
Literacy Now - South Okanagan Similkameen (SD 67)	-	350	-	-	-				
Miss Penticton Royalty	8,516	9,024	9,150	9,150	9,150				
OK Similkameen Comm Fndtn - Neighbourhood Sma	5,000	-	-	-	-				
OK Thunderchairs (BC Storm Power Soccer Tourname	-	900	-	-	-				
Okanagan Fruit Tree Project Society	10,000	6,700	3,400	3,400	-				
Canadian Sport Hockey League	-	10,000	10,000	10,000	-				
Okanagan Motorcycle Association	433	441	500	500	500				
Okanagan Similkameen Healthy Living Fair Society	7,635	7,838	5,852	5,852	3,921				
Okanagan Similkameen Conservation Alliance - Mead	5,000	3,500	1,750	1,750	-				
Okanagan Symphony	9,000	5,000	-	-	-				
Okanagan Trestle Tours	977	1,092	-	-	-				
Okanagan Valley Music Festival Society	5,250	5,500	5,000	5,000	5,000				
Other	24,534	4,125	13,734	18,866	15,000	532,970	532,970	532,970	532,970
PDMS dba SOICS - South Okanagan Immigrant &					-				
Community Services (Citizenship Ceremony)	-	512	-	-	-				
PDCRS - Recovery Coaching	-	-	5,000	-	-				
Services (June 2016 Welcoming Communities	-	7,500	-	-	15,700				
Peach Festival Society	44,876	41,868	44,000	44,000	44,000				
Peach Festival Society - float refurbishment	-	10,000	-	-	-				
Penticton & Area Access Society	4,300	5,000	4,299	4,299	4,300				
Penticton & Area Cycling Association - 3 Blind Mice E	-	-	20,745	20,745	-				
World Curling Tour	-	-	132	-	14,000				
parade participant insurance	-	175	-	-	-				
Parkrun	-	-	-	-	2,500				
Penticton Art Gallery Society	95,000	95,000	105,000	105,000	125,000				
Penticton Cycling Association	2,500	2,500	2,500	2,500	2,500				
Penticton Dragonboat Festival Society	12,210	13,439	12,704	12,704	12,752				
Penticton Elvis Festival	-	-	5,000	5,000	5,000				
Penticton Historic Automobile Assn	6,344	6,782	7,000	7,000	7,000				
Penticton Jazz Festival	13,000	12,333	9,640	9,640	9,700				
Penticton Kiwanis Music Festival	5,250	5,500	5,000	5,000	5,000				
Penticton Minor Hockey	3,567	-	-	-	-				
Penticton Scottish Festival Society	6,475	6,764	4,000	4,000	4,000				
Penticton Search & Rescue	12,435	-	12,435	12,435	12,435				
Rotary Club of Penticton	25,000	9,358	5,000	5,000	5,000				
Royal Cdn Legion - Facility Rent	2,800	2,900	3,000	3,000	3,000				
Salvation Army - Facility Rent	6,000	6,525	6,851	6,851	-				
Salvation Army - Dementia Friendly Community Proj	-	-	2,500	2,500	-				
School District reciprocal agreement	5,185	5,215	6,000	6,000	6,000				
Shatford Building - OSA	15,000	10,000	10,000	10,000	10,000				
Skaha Bluffs Park Watch Society	-	15,456	13,000	13,000	13,000				
South Okanagan Genealogical Society	-	3,003	721	721	-				
South Okanagan Seniors Wellness Society	15,000	12,000	13,000	13,000	13,000				
South Okanagan Similkameen Volunteer Centre Soci	-	-	-	-	20,000				
South Okanagan Trail Alliance	1,000	-	-	-	-				
SS Sicamous - Operating	45,000	45,000	45,000	45,000	45,000				
SS Sicamous - Utilities	21,461	19,920	22,000	22,000	20,000				

## Civic Grants - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
United Way Emergency Transportation Assistance	4,050	5,400	-	-	-				
Upperdeck Vees Hockey	4,400	6,075	10,000	14,120	8,800				
YoungLife	-	-	-	-	5,000				
	508,309	598,405	509,238	513,358	532,970	532,970	532,970	532,970	532,970

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Budget	Budget	Budget	Budget
Civic Partnerships - Challenge Penticton	126,296	110,064	45,000	110,000	-	-	-	-	-
Civic Partnerships - Penmar Partnership	11,301	-	-	-	-	-	-	-	-
Civic Partnerships - Western Canada Cup	-	-	10,000	10,000	-	-	-	-	-
Civic Partnerships - Rogers Hometown Hockey	-	7,473	-	-	-	-	-	-	-
Civic Partnerships - 2017 ITU Multisport	-	-	315,000	250,000	-	-	-	-	-
Civic Partnerships - Scotties Tournament of Hearts	-	-	5,000	5,000	200,000	-	-	-	-
Civic Partnerships - Triathlon	-	-	-	-	110,000	110,000	-	-	-
Civic Partnerships - Gran Fondo	26,700	28,900	30,000	30,000	30,000	-	-	-	-
Civic Partnerships - YES Project	-	-	-	100,000	300,000	-	-	-	-
	164,296	146,437	405,000	505,000	640,000	110,000	-	-	-

## Communications

### Communications - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Object</b>									
Goods and Services	10,874	56,242	40,000	285,271	174,500	166,200	165,700	125,200	124,200
Communications	68,898	74,526	197,271	-	-	-	-	-	-
Salaries and Benefits	92,922	97,805	168,750	100,750	231,742	231,742	231,742	231,742	231,742
<b>Total Operations by Object</b>	<b>172,694</b>	<b>228,574</b>	<b>406,021</b>	<b>386,021</b>	<b>406,242</b>	<b>397,942</b>	<b>397,442</b>	<b>356,942</b>	<b>355,942</b>
<b>Operations by Project</b>									
Communications	97,893	110,025	175,521	175,521	174,769	171,769	171,769	171,769	171,769
Public Relations	1,042	50,595	142,000	122,000	135,173	133,173	133,173	93,173	93,173
Publications	22,535	20,523	24,500	24,500	29,300	29,000	29,000	29,000	29,000
Print	48,671	43,564	53,000	53,000	50,000	46,000	45,000	44,000	43,000
Radio	1,579	2,235	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Online	974	1,631	9,000	9,000	15,000	16,000	16,500	17,000	17,000
<b>Total Operations by Project</b>	<b>172,694</b>	<b>228,574</b>	<b>406,021</b>	<b>386,021</b>	<b>406,242</b>	<b>397,942</b>	<b>397,442</b>	<b>356,942</b>	<b>355,942</b>
<b>Internal Allocations Out</b>									
Animal Control	-	-	500	500	-	-	-	-	-
Building and License	-	-	15,000	15,000	-	-	-	-	-
Economic Development & Tourism	-	-	6,000	6,000	5,000	-	-	-	-
Electrical	-	-	250	250	-	-	-	-	-
Engineering Services	1,076	427	-	-	8,000	10,000	10,000	10,000	10,000
Facilities	-	60	14,000	14,000	-	-	-	-	-
Finance - Procurement	-	-	1,500	1,500	-	-	-	-	-
Finance - Revenue and Collections	-	-	2,521	2,521	-	-	-	-	-
Development Services	-	-	10,000	10,000	8,000	8,000	8,000	8,000	8,000
Human Resources	251	-	-	-	-	-	-	-	-
Sewer	-	18,628	5,000	5,000	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>1,326</b>	<b>19,115</b>	<b>54,771</b>	<b>54,771</b>	<b>21,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>Internal Allocations In</b>									
Finance - Procurement	144	60	-	-	-	-	-	-	-
Information Technology	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Total Internal Allocations In</b>	<b>144</b>	<b>60</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Net Operating Expense</b>	<b>171,511</b>	<b>209,519</b>	<b>366,250</b>	<b>346,250</b>	<b>400,242</b>	<b>394,942</b>	<b>394,442</b>	<b>353,942</b>	<b>352,942</b>
<b>Outputs and Outcomes</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
Cost per capita	5.22	6.37	11.14	10.53	11.86	11.70	11.68	10.48	10.45
% of property tax	0.64%	0.72%	1.20%	1.13%	1.24%	1.18%	1.13%	0.98%	0.94%
Change 2017 forecast to 2018 budget									
\$ change					53,992				
% change					15.59%				

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

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

## General Government

### General Government - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Revenue</b>									
Taxation	(26,338,349)	(28,296,843)	(30,008,576)	(30,002,452)	(31,540,871)	(32,801,244)	(34,111,982)	(35,475,097)	(36,892,682)
Local Improvement Levy	(199,554)	(150,745)	(183,850)	(198,927)	(213,875)	(213,875)	(213,875)	(213,875)	(213,875)
Franchise Fees	(337,179)	(542,589)	(491,000)	(526,839)	(491,000)	(491,000)	(491,000)	(491,000)	(491,000)
BIA Levy	(178,702)	(178,681)	(178,000)	(206,691)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
MRDT (Hotel Room Tax)	(536,454)	(580,181)	(550,000)	(550,000)	(590,000)	(590,000)	(590,000)	(590,000)	(590,000)
Grants in Lieu	(237,750)	(291,602)	(254,519)	(254,519)	(254,519)	(254,519)	(254,519)	(254,518)	(254,518)
Rentals/Leases	(107,958)	(144,461)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Sale of Services	(679,401)	(608,561)	(86,312)	(99,357)	(86,700)	(86,700)	(86,700)	(86,700)	(86,700)
Fiscal Services	(7,290,596)	(6,978,045)	(4,348,507)	(4,353,139)	(4,380,450)	(4,345,795)	(4,345,237)	(4,345,237)	(4,345,237)
Interest and Penalties	(132,420)	(124,327)	(831,000)	(831,000)	(1,217,943)	(1,218,943)	(1,219,943)	(1,219,943)	(1,219,943)
Equipment Sales Proceeds			(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Grants	(1,392,510)	(1,439,404)	(1,439,404)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)	(1,507,826)
Development Cost Charges	(46,040)	0	(300,000)	(906,466)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Collections for other Governments	(20,530,281)	(20,507,207)	(20,607,305)	(20,805,633)	(21,375,873)	(22,178,855)	(23,014,147)	(23,883,055)	(24,785,631)
	(58,007,196)	(59,842,647)	(59,388,473)	(60,284,426)	(62,190,635)	(64,288,758)	(66,435,230)	(68,667,251)	(70,987,412)
<b>Expenses</b>									
BIA	178,702	178,681	178,000	206,691	190,000	190,000	190,000	190,000	190,000
Labour Load Adjustment	-	-	-	-	(163,151)	-	-	-	-
Hotel Room Tax (MRDT)	536,454	580,181	550,000	550,000	590,000	590,000	590,000	590,000	590,000
Collections for other Governments	20,478,735	20,486,789	20,607,305	20,805,633	21,375,873	22,178,855	23,014,147	23,883,055	24,785,631
<b>Total</b>	21,193,891	21,245,651	21,335,305	21,562,323	21,992,722	22,958,855	23,794,147	24,663,055	25,565,631

## Facilities

### Facilities - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	1,736,523	1,669,789	1,162,358	1,072,676	1,134,678	1,025,116	1,025,571	1,026,044	1,026,535
Fleet	59,602	39,282	41,286	52,959	41,286	41,286	41,286	41,286	41,286
Salaries and Benefits	1,098,850	1,240,053	1,234,331	1,243,590	1,195,569	1,211,870	1,228,455	1,245,331	1,262,502
Loss on Sale of Assets	198,836	-	-	-	-	-	-	-	-
Utilities	107,972	122,460	678,299	669,073	722,587	722,587	722,587	722,587	722,587
	3,201,782	3,071,583	3,116,274	3,038,298	3,094,120	3,000,858	3,017,899	3,035,247	3,052,910
Gain on Sale of Assets	(43,082)	(3,236)	-	-	-	-	-	-	-
Recoveries	(42,057)	(7,349)	-	367	-	-	-	-	-
<b>Net Operating Expense</b>	<b>3,116,643</b>	<b>3,060,998</b>	<b>3,116,274</b>	<b>3,037,931</b>	<b>3,094,120</b>	<b>3,000,858</b>	<b>3,017,899</b>	<b>3,035,247</b>	<b>3,052,910</b>
<b>Internal Allocations In</b>									
Operations	-	-	-	-	-	-	-	-	-
Communications	-	60	14,000	14,000	-	-	-	-	-
Logistics	1,737	2,176	-	2,500	-	-	-	-	-
Fleet	11,000	41,042	48,500	48,500	27,000	27,000	27,000	27,000	27,000
Safety	276	4,141	5,478	5,478	5,533	5,533	5,533	5,533	5,533
<b>Total Internal Allocations In</b>	<b>13,013</b>	<b>47,418</b>	<b>67,978</b>	<b>70,478</b>	<b>32,533</b>	<b>32,533</b>	<b>32,533</b>	<b>32,533</b>	<b>32,533</b>
<b>Total Operating Expense</b>	<b>3,214,795</b>	<b>3,119,002</b>	<b>3,184,252</b>	<b>3,108,776</b>	<b>3,126,653</b>	<b>3,033,391</b>	<b>3,050,431</b>	<b>3,067,780</b>	<b>3,085,443</b>
<b>Outputs and Outcomes</b>									
	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Net Operating Expense</b>	<b>3,129,656</b>	<b>3,108,416</b>	<b>3,184,252</b>	<b>3,108,409</b>	<b>3,126,653</b>	<b>3,033,391</b>	<b>3,050,431</b>	<b>3,067,780</b>	<b>3,085,443</b>
Cost per capita	95.19	94.55	96.85	94.55	92.61	89.85	90.35	90.87	91.39
% of property tax	11.62%	10.75%	10.40%	10.14%	9.71%	9.07%	8.77%	8.49%	8.22%

Change 2017 forecast to 2018 budget

\$ change	<u>17,877</u>
% change	<u>0.58%</u>

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

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

## Facilities - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Facilities - General	348,689	300,751	356,007	388,143	458,176	360,046	361,958	363,913	365,913
Non-Recreational Facilities - City Hall	200,718	143,329	205,890	181,915	195,054	195,813	196,585	197,370	198,169
Non-Recreational Facilities - City Houses	3,640	11,296	10,112	14,483	10,168	10,225	10,283	10,341	10,401
Non-Recreational Facilities - Shelter	5,047	1,592	-	21,598	11,600	11,600	11,600	11,600	11,600
Non-Recreational Facilities - Emergency Measures	1,310	1,773	-	685	-	-	-	-	-
Non-Recreational Facilities - Fire Hall # 1	35,877	39,288	63,193	62,614	58,837	59,015	59,196	59,381	59,568
Non-Recreational Facilities - Fire Hall # 2	26,876	25,148	33,010	40,710	38,281	38,353	38,426	38,500	38,576
Non-Recreational Facilities - Misc Sites	157,100	186,398	174,783	108,057	86,240	86,661	87,089	87,524	87,967
Non-Recreational Facilities - RCMP Building	223,803	208,857	210,106	197,606	192,185	192,481	192,782	193,088	193,399
Non-Recreational Facilities - Yards & Warehouse	185,409	182,725	157,414	187,164	167,761	168,141	168,528	168,922	169,322
Recreational Facilities - 500 Edmonton Ave	1,928	1,167	-	179	-	-	-	-	-
Recreational Facilities - Bathhouse	278,811	293,141	329,931	285,500	324,118	325,392	326,687	328,006	329,347
Recreational Facilities - Community Centre	960,354	928,819	860,803	848,811	889,665	886,279	893,010	899,858	906,826
Recreational Facilities - Curling Club Building	3,377	4,321	3,200	1,289	-	-	-	-	-
Recreational Facilities - Edmonton Ave Centre	6,629	4,147	5,709	7,555	5,387	5,387	5,387	5,387	5,387
Recreational Facilities - Gyro Bandshell	11,247	9,989	6,699	13,230	9,895	9,967	10,040	10,114	10,189
Recreational Facilities - Indoor Soccer Facility	27,088	31,473	44,525	23,601	26,300	26,388	26,477	26,567	26,659
Recreational Facilities - Old Soccer Club House	-	2,316	-	-	-	-	-	-	-
Recreational Facilities - Jubilee Pavilion	13,327	10,470	15,500	23,334	22,229	22,351	22,476	22,603	22,732
Recreational Facilities - Lawn Bowling Club	281	109	-	-	-	-	-	-	-
Recreational Facilities - Library/Museum Complex	176,036	168,797	184,490	178,614	181,137	181,428	181,725	182,026	182,333
Recreational Facilities - Marina - Okanagan	2,216	-	1,526	-	-	-	-	-	-
Recreational Facilities - Marina - Skaha	1,918	667	4,500	11,986	-	-	-	-	-
Recreational Facilities - McLaren Arena	328,199	394,930	366,761	347,765	318,158	322,024	325,958	329,960	334,033
Recreational Facilities - Mobile Concession/Washroom	36,113	25,459	47,599	20,939	24,561	24,686	24,813	24,942	25,073
Recreational Facilities - 675 Marina Way Bldg	4,999	2,159	6,567	6,887	6,639	6,712	6,786	6,862	6,939
Recreational Facilities - New Wine/visitor Info Centre	52,131	34,521	-	2,510	-	-	-	-	-
Recreational Facilities - Sicamous Boathouse	2,118	2,794	1,200	1,900	1,200	1,200	1,200	1,200	1,200
Recreational Facilities - Storage Facilities - Administrative	525	-	-	-	-	-	-	-	-
Recreational Facilities - Walking Pier	3,908	4,319	7,500	3,200	7,631	7,765	7,901	8,039	8,180
Recreational Facilities - Westminster Centre	16,971	16,492	19,249	22,429	24,297	24,345	24,394	24,445	24,496
Non-Recreational Facilities - Property Taxes	-	23,752	-	35,227	34,600	34,600	34,600	34,600	34,600
	3,116,643	3,060,998	3,116,274	3,037,931	3,094,120	3,000,858	3,017,899	3,035,247	3,052,910



## Facilities - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
City Yards- Electrical Distribution	75,000	-	-	-	-
City Hall - Structural Upgrades	240,000	-	-	-	-
City Hall - Furniture/Space Redesign	27,500	-	-	-	-
Community Centre - Boiler Upgrade	100,000	-	-	-	-
Community Centre - Door Replacements	25,000	-	-	-	-
Community Centre - Furniture/Redesign	-	32,000	-	-	-
Leir House Safety Upgrades	60,000	-	-	-	-
McLaren Arena - Roofing	25,000	260,000	-	-	-
Memorial Arena	245,000	775,000	5,300,000	11,000,000	11,000,000
Penticton Trade & Convention Centre Mechanical	300,000	-	-	-	-
RCMP Office/Furniture Upgrades	9,000	4,000	4,000	4,000	4,000
Recreation Capital	26,500	26,500	26,500	26,500	26,500
SOEC Capital	312,500	-	-	-	-
Penticton Trade & Convention Centre Roofing	315,000	-	-	-	-
City Wide Security	50,000	-	-	-	-
Facilities Master Plan Projects	-	2,664,050	7,327,488	5,706,162	2,723,875
Facilities Capital - General	-	25,000	-	-	-
Skaha Marina Docks	-	552,000	1,150,000	-	-
Skaha Marina Boathouse	-	150,000	-	-	-
Washroom Renovation 888 Westminster	30,000	-	-	-	-

## Human Resources

### Human Resources - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	178,844	113,078	162,620	140,545	160,480	162,879	166,325	168,321	170,865
Salaries and Benefits	383,756	480,369	533,676	533,676	509,610	509,610	509,610	509,610	509,610
Legal	41,843	24,367	10,000	17,500	15,000	15,000	15,000	15,000	15,000
<b>Net Operating Expense</b>	<b>604,443</b>	<b>617,814</b>	<b>706,296</b>	<b>691,721</b>	<b>685,090</b>	<b>687,489</b>	<b>690,936</b>	<b>692,931</b>	<b>695,476</b>
<b>Internal Allocations In</b>									
Communications	251	-	-	-	-	-	-	-	-
Logistics	-	-	-	153	-	-	-	-	-
Information Technology	1,966	9,477	1,500	1,500	414	414	414	414	414
Fleet	5,500	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Safety	31,785	32,749	41,235	42,233	41,624	42,457	43,306	44,172	45,056
<b>Total Internal Allocations In</b>	<b>39,502</b>	<b>42,225</b>	<b>48,235</b>	<b>49,386</b>	<b>47,538</b>	<b>48,371</b>	<b>49,220</b>	<b>50,086</b>	<b>50,970</b>
<b>Net Operating Expense</b>	<b>643,944</b>	<b>660,039</b>	<b>754,531</b>	<b>741,107</b>	<b>732,629</b>	<b>735,860</b>	<b>740,156</b>	<b>743,017</b>	<b>746,445</b>
<b>Outputs and Outcomes</b>									
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
Cost per capita	19.59	20.08	22.95	22.54	21.70	21.80	21.92	22.01	22.11
% of property tax	2.39%	2.28%	2.46%	2.42%	2.28%	2.20%	2.13%	2.06%	1.99%

Change 2017 forecast to 2018 budget

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

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

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

## Human Resources - Operating Budget by Project

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

## Information Technology

### Information Technology - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	747,780	657,267	1,116,189	1,057,132	1,124,549	1,073,693	1,052,883	1,111,192	1,189,748
Equipment Amortization	-	213,855	213,855	213,855	213,855	213,855	213,855	213,855	213,855
Fleet	-	-	-	-	-	-	-	-	-
Salaries and benefits	700,828	675,684	807,054	688,000	926,094	936,192	946,493	956,999	967,716
<b>Total Operating Expense</b>	<b>1,448,608</b>	<b>1,546,805</b>	<b>2,137,098</b>	<b>1,958,987</b>	<b>2,264,498</b>	<b>2,223,741</b>	<b>2,213,231</b>	<b>2,282,046</b>	<b>2,371,319</b>
Recoveries	(37,211)	(43,761)	(47,764)	(40,396)	(40,602)	(41,211)	(41,829)	(42,456)	(43,093)
<b>Net Operating Expense</b>	<b>1,411,397</b>	<b>1,503,044</b>	<b>2,089,334</b>	<b>1,918,590</b>	<b>2,223,897</b>	<b>2,182,530</b>	<b>2,171,402</b>	<b>2,239,590</b>	<b>2,328,226</b>
<b>Internal Allocations Out</b>									
Corporate Administration	4,014	4,188	7,624	7,624	7,689	7,689	7,689	7,689	7,689
Bylaw Enforcement	-	-	400	400	414	414	414	414	414
Communications	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Electric Utility	2,548	2,155	6,800	6,822	8,300	8,430	8,563	8,698	8,836
Engineering	-	-	1,000	1,000	1,020	1,040	1,061	1,083	1,104
Facilities	-	-	-	-	-	-	-	-	-
Finance	847	301	2,400	2,400	2,658	2,702	2,747	2,792	2,839
Finance - Procurement	2,924	3,712	8,200	8,200	8,200	8,320	8,442	8,567	8,695
Revenue & Collections	3,427	5,331	6,500	6,500	9,337	9,407	9,478	9,551	9,625
Fire Services	1,983	2,835	10,410	10,410	8,323	8,589	8,865	9,152	9,451
Development Services	6,081	7,538	6,900	6,900	6,958	6,986	7,014	7,043	7,073
Human Resources	1,966	9,477	1,500	1,500	414	414	414	414	414
Museum	335	349	500	500	2,500	2,500	2,500	2,500	2,500
Fleet	64	4,232	6,400	6,400	6,426	6,555	6,686	6,819	6,956
Public Works General	3,042	2,943	2,300	2,300	5,940	5,940	5,940	5,940	5,940
Recreation	3,323	4,851	5,100	5,100	6,942	6,984	7,027	7,070	7,115
Sewer	707	643	850	850	1,857	1,864	1,871	1,878	1,886
Water	320	356	250	250	250	250	250	250	250
<b>Total Internal Allocations Out</b>	<b>31,581</b>	<b>48,909</b>	<b>82,134</b>	<b>82,156</b>	<b>92,228</b>	<b>93,083</b>	<b>93,961</b>	<b>94,861</b>	<b>95,785</b>
<b>Internal Allocations In</b>									
Finance - Procurement	1,788	1,823	-	276	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-
Fleet	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Total Internal Allocations In</b>	<b>7,288</b>	<b>7,323</b>	<b>5,500</b>	<b>5,776</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
Add back Revenue	(37,211)	(43,761)	(47,764)	(40,396)	(40,602)	(41,211)	(41,829)	(42,456)	(43,093)
<b>Total Operating Expense</b>	<b>1,424,315</b>	<b>1,505,219</b>	<b>2,060,464</b>	<b>1,882,606</b>	<b>2,177,770</b>	<b>2,136,158</b>	<b>2,124,770</b>	<b>2,192,685</b>	<b>2,281,034</b>
<b>Outputs and Outcomes</b>									
	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Net Operating Expense</b>	<b>1,387,104</b>	<b>1,461,458</b>	<b>2,012,699</b>	<b>1,842,210</b>	<b>2,137,169</b>	<b>2,094,947</b>	<b>2,082,942</b>	<b>2,150,229</b>	<b>2,237,941</b>
Cost per capita	42.19	44.45	61.22	56.03	63.30	62.05	61.70	63.69	66.29
% of property tax	5.15%	5.05%	6.57%	6.01%	6.64%	6.26%	5.99%	5.95%	5.96%

Change 2017 forecast to 2018 budget

\$ change	<u>294,959</u>
% change	<u>16.01%</u>

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

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

## Information Technology - Operating Budget by Project

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

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

## Information Technology - Capital Budget

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

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

## Protective Services Segment

### Protective Services Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Revenue</b>									
Animal Control	(84,650)	(99,108)	(78,400)	(78,369)	(78,369)	(78,400)	(78,400)	(78,400)	(78,400)
Building and License	(1,117,043)	(2,379,090)	(2,198,500)	(2,357,500)	(1,662,500)	(1,667,000)	(1,683,420)	(1,693,285)	(1,694,620)
Bylaw Enforcement	(487,668)	(558,966)	(550,350)	(503,189)	(573,450)	(578,924)	(584,467)	(590,079)	(595,762)
Fire Services	(449,488)	(460,116)	(481,485)	(522,931)	(481,485)	(481,335)	(481,335)	(481,335)	(481,335)
RCMP	(498,900)	(490,452)	(463,258)	(455,758)	(518,730)	(524,628)	(530,643)	(536,777)	(543,034)
	(2,637,750)	(3,987,732)	(3,771,993)	(3,917,747)	(3,314,534)	(3,330,287)	(3,358,265)	(3,379,876)	(3,393,151)
<b>Expenses</b>									
Dog Control	92,188	108,056	109,850	109,851	109,690	109,690	109,690	109,690	109,690
Building and License	616,363	737,290	813,720	812,416	1,087,149	844,764	859,751	875,126	890,906
Bylaw Services	405,102	405,139	398,763	433,246	541,746	549,618	557,639	565,814	574,145
Fire Services	4,830,853	5,210,356	5,661,180	5,700,677	5,788,759	5,919,896	6,035,125	6,173,707	6,314,728
RCMP	8,240,512	8,739,198	8,985,943	8,917,680	9,316,974	9,846,650	10,227,018	10,611,422	10,859,696
	14,185,018	15,200,040	15,969,456	15,973,870	16,844,318	17,270,617	17,789,223	18,335,760	18,749,164
<b>Net Operating Expense</b>	11,547,269	11,212,308	12,197,463	12,056,123	13,529,784	13,940,330	14,430,959	14,955,884	15,356,014
<b>Cost per Capita</b>	351	341	371	367	401	413	427	443	455
<b>% of Property Taxes</b>	42.88%	38.77%	39.83%	39.32%	42.02%	41.66%	41.50%	41.39%	40.89%

## Dog Control

### Dog Control - Operating Budget by Project

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

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

\$ change % change

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

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



## Building and license

### Building and License - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Object</b>									
Goods and Services	32,987	43,959	51,695	75,500	312,150	57,045	59,058	61,199	63,480
Salaries and Benefits	572,276	673,932	727,775	702,666	758,499	771,219	784,193	797,427	810,926
Total Expenses	605,263	717,890	779,470	778,166	1,070,649	828,264	843,251	858,626	874,406
Revenues	(1,117,043)	(2,379,090)	(2,198,500)	(2,357,500)	(1,662,500)	(1,667,000)	(1,683,420)	(1,693,285)	(1,694,620)
<b>Net Operating Surplus</b>	(511,780)	(1,661,199)	(1,419,030)	(1,579,334)	(591,851)	(838,736)	(840,169)	(834,658)	(820,214)
<b>Operations by Project</b>									
<b>Building</b>									
Salaries and Benefits	498,233	622,268	596,727	625,685	626,499	636,579	646,861	657,348	668,045
Bylaw Consultation	-	4,125	7,500	30,000	-	-	-	-	-
Permit Modernization Project	-	-	-	-	150,000	-	-	-	-
Remedial Action	8,605	4,799	15,000	15,000	25,000	25,500	26,010	26,530	27,061
Goods and Services	4,762	1,410	2,850	3,600	28,650	29,215	29,791	29,979	30,579
	511,600	632,601	622,077	674,285	830,149	691,294	702,662	713,857	725,684
Revenues	(622,249)	(1,846,679)	(1,654,000)	(1,780,500)	(1,075,000)	(1,074,200)	(1,073,304)	(1,072,302)	(1,066,183)
<b>Net Building by Project</b>	(110,649)	(1,214,078)	(1,031,923)	(1,106,215)	(244,851)	(382,906)	(370,642)	(358,445)	(340,499)
<b>Licensing</b>									
Salaries and Benefits	53,689	62,680	144,893	92,381	122,000	124,440	126,929	129,467	132,057
Business Licensing Modernization Project	0	-	-	-	100,000	-	-	-	-
Liquor License	1,458	800	-	-	-	-	-	-	-
Goods and Services	1,604	1,377	1,500	1,500	1,500	1,530	1,561	1,592	1,624
Bylaw Research and Consultation	3,560	1,415	3,500	1,000	5,000	-	-	-	-
	60,311	66,272	149,893	94,881	228,500	125,970	128,489	131,059	133,680
Revenues	(453,000)	(514,096)	(537,000)	(568,000)	(575,500)	(581,800)	(598,016)	(607,672)	(613,796)
<b>Net Licensing by Project</b>	(392,689)	(447,825)	(387,107)	(473,119)	(347,000)	(455,830)	(469,527)	(476,613)	(480,115)
<b>Internal Allocations In</b>									
Communications	-	-	15,000	15,000	-	-	-	-	-
Finance - procurement	-	150	-	-	-	-	-	-	-
Fleet	11,100	19,250	19,250	19,250	16,500	16,500	16,500	16,500	16,500
<b>Total Internal Allocations In</b>	11,100	19,400	34,250	34,250	16,500	16,500	16,500	16,500	16,500
Add back Revenue	(1,117,043)	(2,379,090)	(2,198,500)	(2,357,500)	(1,662,500)	(1,667,000)	(1,683,420)	(1,693,285)	(1,694,620)
<b>Total Operating Expense</b>	616,363	737,290	813,720	812,416	1,087,149	844,764	859,751	875,126	890,906
<b>Outputs and Outcomes</b>									
<b>Net Operating Surplus</b>	(492,238)	(1,642,503)	(1,384,780)	(1,545,084)	(575,351)	(822,236)	(823,669)	(818,558)	(804,114)
Cost per capita	- 14.97	- 49.96	- 42.12	- 47.00	- 17.04	- 24.35	- 24.40	- 24.25	- 23.82
% of property tax	-1.83%	-5.68%	-4.52%	-5.04%	-1.79%	-2.46%	-2.37%	-2.27%	-2.14%
Change Budget forecast to Budget budget									
\$ change	969,733								
% change	-62.76%								

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

	\$ change	% change
Process Improvement Initiatives	250,000	-16.18%
Reduced Building Permit Revenues	705,500	-45.66%

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

The department is responsible for: building, plumbing, mechanical, demolition and vacant buildings, issuing business licences

Enforcement of the City's building, land and other associated regulatory bylaws and cross connection control

## Building and License - Operating Budget by Project

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

## Bylaw Services

### Bylaw Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	72,213	73,462	79,185	78,596	81,235	82,250	83,278	84,319	85,373
Equipment Maintenance	-	39	100	-	-	-	-	-	-
Salaries and benefits	327,043	320,125	308,078	343,250	449,096	455,953	462,947	470,081	477,358
<b>Total Expenses</b>	<b>399,256</b>	<b>393,626</b>	<b>387,363</b>	<b>421,846</b>	<b>530,332</b>	<b>538,204</b>	<b>546,225</b>	<b>554,400</b>	<b>562,731</b>
Revenues	(487,668)	(558,966)	(550,350)	(503,189)	(573,450)	(578,924)	(584,467)	(590,079)	(595,762)
<b>Net Operating Surplus</b>	<b>(88,412)</b>	<b>(165,340)</b>	<b>(162,987)</b>	<b>(81,343)</b>	<b>(43,118)</b>	<b>(40,721)</b>	<b>(38,242)</b>	<b>(35,679)</b>	<b>(33,031)</b>
<b>Internal Allocations In</b>									
Finance - Procurement	346	3,264	-	-	-	-	-	-	-
HR - training/dues	-	-	-	-	-	-	-	-	-
IT - printing	-	-	400	400	414	414	414	414	414
PW - fleet	5,500	8,250	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total Allocations In</b>	<b>5,846</b>	<b>11,514</b>	<b>11,400</b>	<b>11,400</b>	<b>11,414</b>	<b>11,414</b>	<b>11,414</b>	<b>11,414</b>	<b>11,414</b>
Add back Revenue	(487,668)	(558,966)	(550,350)	(503,189)	(573,450)	(578,924)	(584,467)	(590,079)	(595,762)
<b>Total Operating Expense</b>	<b>405,102</b>	<b>405,139</b>	<b>398,763</b>	<b>433,246</b>	<b>541,746</b>	<b>549,618</b>	<b>557,639</b>	<b>565,814</b>	<b>574,145</b>

<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Surplus</b>	<b>(82,566)</b>	<b>(153,826)</b>	<b>(151,587)</b>	<b>(69,943)</b>	<b>(31,704)</b>	<b>(29,307)</b>	<b>(26,828)</b>	<b>(24,265)</b>	<b>(21,617)</b>
Cost per capita	- 2.51 -	4.68 -	4.61 -	2.13 -	0.94 -	0.87 -	0.79 -	0.72 -	0.64
% of property tax	-0.31%	-0.53%	-0.49%	-0.23%	-0.10%	-0.09%	-0.08%	-0.07%	-0.06%
Change 2017 forecast to 2018 budget									
\$ change	<u>38,239</u>								
% change	<u>-54.67%</u>								

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

	\$ change	% change
Increased bylaw officer presence	105,846	-151.33%
Expected Revenue Increase due to increased presence	(70,261)	100.45%

## Bylaw Services - Operating Budget by Project

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
General Bylaw	153,619	200,622	149,926	184,761	214,575	216,611	218,685	220,797	222,948
Training/Support Costs	17,798	16,126	21,887	14,449	4,940	5,004	5,068	5,134	5,200
Parking meters	2,381	2,668	3,000	4,359	2,700	2,734	2,768	2,803	2,838
Equipment	19,993	21,513	25,650	24,741	24,695	24,995	25,299	25,607	25,918
Uniforms and supplies	3,878	1,414	3,000	3,500	7,500	7,594	7,689	7,785	7,882
Monthly Parking	3,254	3,363	5,650	5,547	5,900	5,974	6,048	6,124	6,201
Downtown Parking Strategy	-	-	-	-	-	-	-	-	-
Signage	-	-	-	-	-	-	-	-	-
Bylaw Enforcement Operations	187,247	147,919	178,250	178,250	263,521	268,792	274,168	279,651	285,244
	388,170	393,625	387,363	415,607	523,832	531,704	539,725	547,900	556,231
Revenue	(476,582)	(558,966)	(550,350)	(496,950)	(566,950)	(572,424)	(577,967)	(583,579)	(589,262)
<b>Operating Surplus</b>	<b>(88,412)</b>	<b>(165,340)</b>	<b>(162,987)</b>	<b>(81,343)</b>	<b>(43,118)</b>	<b>(40,721)</b>	<b>(38,242)</b>	<b>(35,679)</b>	<b>(33,031)</b>

Bylaw Enforcement - Capital Budget

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

## Fire Services

### Fire Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Operational Costs</b>	240,199	261,083	308,120	282,452	292,080	295,167	279,106	283,137	286,262
Equipment Amortization	-	46,250	69,403	69,403	46,250	46,250	46,250	46,250	46,250
Salaries and Benefits	4,313,898	4,621,717	4,990,697	5,055,806	5,149,482	5,277,266	5,408,280	5,542,544	5,680,141
<b>Total Operating Expense</b>	<b>4,554,097</b>	<b>4,929,050</b>	<b>5,368,221</b>	<b>5,407,661</b>	<b>5,487,812</b>	<b>5,618,683</b>	<b>5,733,635</b>	<b>5,871,931</b>	<b>6,012,652</b>
Recoveries	(449,488)	(459,616)	(471,485)	(522,931)	(471,485)	(471,335)	(471,335)	(471,335)	(471,335)
Donations	0	(500)	(10,000)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Net Operating Expense</b>	<b>4,104,609</b>	<b>4,468,934</b>	<b>4,886,736</b>	<b>4,884,730</b>	<b>5,006,327</b>	<b>5,137,348</b>	<b>5,252,300</b>	<b>5,390,596</b>	<b>5,531,317</b>
<b>Internal Allocations In</b>									
Corporate Admin	-	57	-	57	-	-	-	-	-
Procurement - Fire Hall 1	-	480	-	-	-	-	-	-	-
IT - Fire Services	-	-	-	-	8,323	8,589	8,865	9,152	9,451
IT - Implement FDM software	1,983	2,835	10,410	10,410	-	-	-	-	-
Fleet	272,250	272,965	275,000	275,000	285,000	285,000	285,000	285,000	285,000
HR Safety	2,523	4,969	7,549	7,549	7,624	7,624	7,624	7,624	7,624
<b>Total Internal Allocation In</b>	<b>276,756</b>	<b>281,306</b>	<b>292,959</b>	<b>293,016</b>	<b>300,947</b>	<b>301,213</b>	<b>301,489</b>	<b>301,777</b>	<b>302,075</b>
<b>Add back Revenue</b>	<b>(449,488)</b>	<b>(460,116)</b>	<b>(481,485)</b>	<b>(522,931)</b>	<b>(481,485)</b>	<b>(481,335)</b>	<b>(481,335)</b>	<b>(481,335)</b>	<b>(481,335)</b>
<b>Total Operating Expense</b>	<b>4,830,853</b>	<b>5,210,356</b>	<b>5,661,180</b>	<b>5,700,677</b>	<b>5,788,759</b>	<b>5,919,896</b>	<b>6,035,125</b>	<b>6,173,707</b>	<b>6,314,728</b>
<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operation Expense</b>	4,381,365	4,750,240	5,179,695	5,177,746	5,307,274	5,438,561	5,553,790	5,692,372	5,833,393
Cost per capita	133.27	144.49	157.55	157.49	157.20	161.09	164.50	168.61	172.78
% of property tax	16.27%	16.43%	16.91%	16.89%	16.48%	16.25%	15.97%	15.75%	15.53%
<b>Change 2017 forecast to 2018 budget</b>									
\$ change					129,528				
% change					2.50%				

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

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

## Fire Services - Operating Budget by Project

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

## Fire Services - Capital Budget

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



## RCMP

### RCMP - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	108,663	69,609	101,314	98,423	101,774	101,990	102,208	102,429	102,652
Policing Agreement	6,500,799	7,028,967	7,205,141	7,205,141	7,413,760	7,907,437	8,248,554	8,595,897	8,806,002
Salaries and Benefits	1,615,214	1,624,151	1,665,938	1,600,566	1,787,864	1,823,621	1,860,094	1,897,296	1,935,242
Total Operating Expense	8,224,676	8,722,727	8,972,393	8,904,130	9,303,398	9,833,048	10,210,856	10,595,622	10,843,896
Revenue	(498,900)	(490,452)	(463,258)	(455,758)	(518,730)	(524,628)	(530,643)	(536,777)	(543,034)
<b>Net Operating Expense</b>	<b>7,725,775</b>	<b>8,232,275</b>	<b>8,509,135</b>	<b>8,448,372</b>	<b>8,784,668</b>	<b>9,308,421</b>	<b>9,680,213</b>	<b>10,058,844</b>	<b>10,300,862</b>
<b>Internal Allocations In</b>									
Finance - procurement	1,096	845	-	-	-	-	-	-	-
Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Safety	3,740	4,627	2,550	2,550	2,576	2,602	5,162	4,800	4,800
<b>Total Internal Allocation In</b>	<b>15,836</b>	<b>16,471</b>	<b>13,550</b>	<b>13,550</b>	<b>13,576</b>	<b>13,602</b>	<b>16,162</b>	<b>15,800</b>	<b>15,800</b>
Add back Revenue	(498,900)	(490,452)	(463,258)	(455,758)	(518,730)	(524,628)	(530,643)	(536,777)	(543,034)
<b>Total Operating Expense</b>	<b>8,240,512</b>	<b>8,739,198</b>	<b>8,985,943</b>	<b>8,917,680</b>	<b>9,316,974</b>	<b>9,846,650</b>	<b>10,227,018</b>	<b>10,611,422</b>	<b>10,859,696</b>
<b>Outputs and Outcomes</b>									
<b>Net Operation Expense</b>	<b>7,741,611</b>	<b>8,248,746</b>	<b>8,522,685</b>	<b>8,461,922</b>	<b>8,798,244</b>	<b>9,322,022</b>	<b>9,696,375</b>	<b>10,074,644</b>	<b>10,316,662</b>
Cost per capita	235.47	250.90	259.23	257.38	260.60	276.12	287.21	298.41	305.58
% of property tax	28.75%	28.52%	27.83%	27.60%	27.32%	27.86%	27.89%	27.88%	27.47%

#### Change 2017 forecast to 2018 budget

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

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

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

The COP Detachment consists of:

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

## RCMP - Operating Budget by Project

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

# Transportation Services Segment

## Transportation Services Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Revenue</b>									
Fleet Recoveries	(1,518,249)	(1,817,138)	(1,914,400)	(1,835,000)	(1,884,500)	(1,885,480)	(1,886,480)	(1,887,499)	(1,888,539)
Roads and Maintenance	(4,743)	(7,944)	-	-	-	-	-	-	-
Transit	(632,268)	(635,042)	(585,115)	(617,500)	(606,700)	(633,310)	(661,520)	(671,430)	(672,440)
	(2,155,260)	(2,460,124)	(2,499,515)	(2,452,500)	(2,491,200)	(2,518,790)	(2,548,000)	(2,558,929)	(2,560,979)
<b>Expenses</b>									
Fleet	1,560,654	1,814,983	1,858,217	1,829,417	1,944,611	1,954,136	1,963,851	1,973,760	1,983,865
Operations	344,073	76,245	57,470	115,794	3,200	3,246	3,294	3,342	3,390
General	63,098	94,799	30,391	28,116	-	-	-	-	-
Roads and Maintenance	1,531,982	1,648,312	1,640,764	1,803,694	1,806,960	1,811,604	1,824,496	1,817,641	1,831,045
Storm Sewer	-	-	-	-	-	-	-	-	-
Street Lighting	191,567	124,145	151,000	151,300	208,549	222,314	237,252	253,470	271,088
Traffic Control	52,923	59,439	72,501	72,501	110,791	114,435	118,259	122,278	126,506
Transit	1,608,825	1,652,925	1,732,597	1,707,984	1,817,690	2,060,430	2,362,140	2,452,950	2,493,880
	5,353,122	5,470,847	5,542,940	5,708,806	5,891,801	6,166,166	6,509,292	6,623,441	6,709,774
	3,197,862	3,010,723	3,043,425	3,256,305	3,400,601	3,647,376	3,961,293	4,064,512	4,148,795
<b>Cost per Capita</b>	<b>97.27</b>	<b>91.58</b>	<b>92.57</b>	<b>99.05</b>	<b>100.73</b>	<b>108.04</b>	<b>117.33</b>	<b>120.39</b>	<b>122.89</b>
<b>% of Property Taxes</b>	<b>11.87%</b>	<b>10.41%</b>	<b>9.94%</b>	<b>10.62%</b>	<b>10.56%</b>	<b>10.90%</b>	<b>11.39%</b>	<b>11.25%</b>	<b>11.05%</b>

## Public Works - Fleet

### Public Works Fleet - Operating Budget

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

Change 2017 forecast to 2018 budget

\$ change	<u>65,694</u>
% change	<u>-1176.68%</u>

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

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

Our fleet consists of:

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

### Public Works Fleet - Operating Budget by Project

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Fleet Revenue	(1,294,274)	(1,475,131)	(1,592,400)	(1,513,000)	(1,550,500)	(1,550,500)	(1,550,500)	(1,550,500)	(1,550,500)
Fleet - Overhead	435,477	811,796	1,781,410	1,761,410	1,878,169	1,887,395	1,896,805	1,906,404	1,916,194
Public Works - Fleet - general	632,703	932,117	-	-	-	-	-	-	-
City Fleet - Fire - 1999 AMER-LA FR (Unit # E203)	17,950	-	-	-	-	-	-	-	-
City Fleet - Fire - 2006 AMER-LA FR (Unit # E202)	31,053	-	-	-	-	-	-	-	-
City Fleet - Fire - 2009 INTERNATIO 7600 (Unit # WT201)	17,025	-	-	-	-	-	-	-	-
City Fleet - Fire - 2001 AMER-LA FR (Unit # L202)	36,390	-	-	-	-	-	-	-	-
City Fleet - Fire - 2006 FORD EXPLORER (Unit # C202)	2,893	-	-	-	-	-	-	-	-
City Fleet - Fire - 2004 FORD F550 (Unit # R202)	20,905	-	-	-	-	-	-	-	-
HL757-9 (Unit # 57)	-	-	-	-	-	-	-	-	-
Fleet Recoveries	(1,643)	-	-	-	-	-	-	-	-
City Fleet - Fire - 2013 Spartan fire truck (Unit # E201)	(28)	-	-	-	-	-	-	-	-
City Hall	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Facilities & Recreation	11,000	14,015	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Information Technology	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Human Resources	5,500	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Development Services	105	-	5,500	5,500	-	-	-	-	-
RCMP	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Water	17,000	35,597	91,165	91,165	51,525	51,525	51,525	51,525	51,525
Public Works	19,250	45,190	7,790	7,790	11,450	11,450	11,450	11,450	11,450
Engineering	22,000	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Waste Water	11,000	18,154	42,295	42,295	43,525	43,525	43,525	43,525	43,525
Finance - Logistics	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Facilities	11,000	41,042	48,500	48,500	27,000	27,000	27,000	27,000	27,000
Bylaw	5,500	8,250	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Building	11,100	19,250	19,250	19,250	16,500	16,500	16,500	16,500	16,500
Public Works - Parks	16,500	29,815	31,500	31,500	38,000	38,000	38,000	38,000	38,000
Public Works - Fleet	448,193	33,829	43,515	43,515	40,085	40,256	40,429	40,605	40,784
Electric	41,250	48,000	44,000	44,000	39,500	39,500	39,500	39,500	39,500
Solid Waste	-	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Recoveries - Fleet	(49,677)	(54,865)	(47,000)	(47,000)	(49,000)	(49,980)	(50,980)	(51,999)	(53,039)
	495,672	551,309	550,025	609,425	620,754	629,171	637,755	646,510	655,439

## Fleet - Capital Budget

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

## Operations

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Goods and Services	3,340	3,100	3,150	3,150	3,200	3,246	3,294	3,342	3,390
Salaries and Benefits	185,086	207,439	201,925	236,145	205,182	205,182	205,182	205,182	205,182
<b>Operating Expense</b>	<b>188,426</b>	<b>210,540</b>	<b>205,075</b>	<b>239,295</b>	<b>208,382</b>	<b>208,428</b>	<b>208,476</b>	<b>208,523</b>	<b>208,572</b>
<b>Internal Allocations Out</b>									
Electric	- 51,259	41,288	42,458	37,908	62,786	62,786	62,786	62,786	62,786
Engineering Services	- 17,086	14,292	14,697	13,122	21,749	21,749	21,749	21,749	21,749
Facilities	-	-	-	-	-	-	-	-	-
Storm Sewer	-	-	-	7,290	12,106	12,106	12,106	12,106	12,106
Fleet	-	-	8,800	-	-	-	-	-	-
Roads and Maintenance	- 12,426	12,704	13,064	11,664	19,287	19,287	19,287	19,287	19,287
Solid Waste Disposal	- 7,766	7,940	8,165	7,290	12,106	12,106	12,106	12,106	12,106
Sewer	- 37,279	33,348	34,293	23,328	38,574	38,574	38,574	38,574	38,574
Water	- 29,513	25,408	26,128	23,328	38,574	38,574	38,574	38,574	38,574
<b>Total Internal Allocations Out</b>	<b>- 155,329</b>	<b>134,980</b>	<b>147,605</b>	<b>123,930</b>	<b>205,182</b>	<b>205,182</b>	<b>205,182</b>	<b>205,182</b>	<b>205,182</b>
<b>Internal Allocations In</b>									
Finance - procurement	317	685	-	429	-	-	-	-	-
<b>Total Internal Allocations in</b>	<b>317</b>	<b>685</b>	<b>-</b>	<b>429</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operating Expense</b>	<b>344,073</b>	<b>76,245</b>	<b>57,470</b>	<b>115,794</b>	<b>3,200</b>	<b>3,246</b>	<b>3,294</b>	<b>3,342</b>	<b>3,390</b>

<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
Cost per capita	10.47	2.32	1.75	3.52	0.09	0.10	0.10	0.10	0.10
% of property tax	1.28%	0.26%	0.19%	0.38%	0.01%	0.01%	0.01%	0.01%	0.01%

## Operations – Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Asset Management	90,000	347,000	101,500	81,500	74,500



## Public Works General – Operating Budget

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

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

Change 2017 forecast to 2018 budget

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

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

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

## Public Works – Roads and Maintenance

### Roads and Maintenance - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Operations by Object</b>									
Goods and Services	597,010	670,363	667,980	730,785	720,160	721,184	722,218	703,263	704,319
Fleet	252,831	264,515	266,550	276,575	265,250	264,750	264,750	264,750	264,750
Salaries and Benefits	991,408	1,028,994	1,038,531	1,130,031	577,130	580,917	592,433	604,182	616,168
Total Operating Expense	1,841,249	1,963,872	1,973,061	2,137,391	1,562,540	1,566,851	1,579,401	1,572,195	1,585,237
Recoveries	(4,743)	(7,944)	-	-	-	-	-	-	-
<b>Net Operating Expense</b>	<b>1,836,505</b>	<b>1,955,928</b>	<b>1,973,061</b>	<b>2,137,391</b>	<b>1,562,540</b>	<b>1,566,851</b>	<b>1,579,401</b>	<b>1,572,195</b>	<b>1,585,237</b>
<b>Operations by Project</b>									
Roads and Related Infrastructure	981,149	1,057,843	1,092,850	1,111,180	1,184,110	1,183,842	1,191,721	1,179,751	1,187,935
Sidewalks and Walkways	214,749	195,635	199,550	198,900	204,620	207,285	210,003	212,775	215,603
Storm Sewer Operations	86,958	118,339	118,350	131,800	106,400	107,485	108,592	109,721	110,873
Support Services	71,622	70,714	37,750	170,950	59,950	60,668	61,400	62,146	62,908
Salaries and Benefits	482,027	513,397	524,561	524,561	7,460	7,572	7,685	7,801	7,918
<b>Net Operating Expense</b>	<b>1,836,505</b>	<b>1,955,928</b>	<b>1,973,061</b>	<b>2,137,391</b>	<b>1,562,540</b>	<b>1,566,851</b>	<b>1,579,401</b>	<b>1,572,195</b>	<b>1,585,237</b>
<b>Internal Allocations Out</b>									
Cemetery	6,320	6,356	6,795	6,795	-	-	-	-	-
Fleet	16,403	16,903	18,092	18,092	-	-	-	-	-
Parks	12,279	12,712	13,591	13,591	-	-	-	-	-
Transit	8,614	8,870	9,496	9,496	-	-	-	-	-
Solid Waste Disposal	28,250	29,136	30,786	30,786	-	-	-	-	-
Sewer	139,141	141,309	148,726	148,726	-	-	-	-	-
Water	130,452	132,705	139,275	139,275	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>341,459</b>	<b>347,991</b>	<b>366,761</b>	<b>366,761</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internal Allocations In</b>									
Operations	12,426	12,704	13,064	11,664	19,287	19,287	19,287	19,287	19,287
Electric - radios	9,493	9,408	11,400	11,400	12,000	12,333	12,674	13,026	13,388
Storm Sewer - From Public Works General	-	-	-	-	50,461	50,461	50,461	50,461	50,461
Storm Sewer - From Operating	-	-	-	-	12,106	12,106	12,106	12,106	12,106
Engineering Design	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Finance - Procurement	274	319	-	-	-	-	-	-	-
HR - training/dues	-	-	-	-	-	-	-	-	-
PW - Wage Allocation	-	-	-	-	140,566	140,566	140,566	140,566	140,566
<b>Total Internal Allocations In</b>	<b>32,193</b>	<b>32,431</b>	<b>34,464</b>	<b>33,064</b>	<b>244,420</b>	<b>244,753</b>	<b>245,094</b>	<b>245,446</b>	<b>245,808</b>
Add back recoveries	(4,743)	(7,944)	-	-	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,531,982</b>	<b>1,648,312</b>	<b>1,640,764</b>	<b>1,803,694</b>	<b>1,806,960</b>	<b>1,811,604</b>	<b>1,824,496</b>	<b>1,817,641</b>	<b>1,831,045</b>
FTE		26	26	26	27				
<b>Outputs and Outcomes</b>									
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
<b>Net Operating Expense</b>	<b>1,527,239</b>	<b>1,640,368</b>	<b>1,640,764</b>	<b>1,803,694</b>	<b>1,806,960</b>	<b>1,811,604</b>	<b>1,824,496</b>	<b>1,817,641</b>	<b>1,831,045</b>
Cost per capita	46.45	49.89	49.91	54.86	53.52	53.66	54.04	53.84	54.24
% of property tax	5.67%	5.67%	5.36%	5.88%	5.61%	5.41%	5.25%	5.03%	4.88%
Change 2017 forecast to 2018 budget									
\$ change		3,266							
% change		0.18%							
198 kmof asphalt roadways	500 metres of public access stairways								
45 km of asphalt lanes	88 km of storm pipe								
131 km of sidewalks	2,150 storm catch basins								

## Roads and Maintenance - Operating Budget by Project

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

## Roads and Maintenance - Capital Budget

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

## Public Works – Street Lighting

### Street Lighting - Operating Budget

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

<b>Outputs and Outcomes</b>	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Cost per capita	5.83	3.78	4.59	4.60	6.18	6.58	7.03	7.51	8.03
% of property tax	0.71%	0.43%	0.49%	0.49%	0.65%	0.66%	0.68%	0.70%	0.72%

Change 2017 forecast to 2018 budget

\$ change	<u>57,249</u>
% change	<u>37.84%</u>

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

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

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

## Street Lighting - Operating Budget by Project

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

## Public Works - Traffic Control

### Traffic Control - Operating Budget

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

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

Change 2017 forecast to 2018 budget

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

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

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

36 full traffic signals

7 pedestrian activated half-signals

3 pedestrian crossing signals

## Traffic Control - Operating Budget by Project

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



## Traffic Control - Capital Budget

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

Public Works - Transit  
Transit - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	23,765	25,551	38,940	42,299	35,450	35,930	36,400	36,870	37,350
Contract - Municipal Share	1,568,813	1,609,661	1,663,007	1,638,915	1,761,000	2,003,090	2,304,180	2,394,370	2,434,660
Fleet	1,233	806	1,086	976	950	960	970	980	990
Salaries and benefits	6,400	8,036	20,068	16,298	6,930	7,090	7,230	7,370	7,520
<b>Total Operating Expense</b>	<b>1,600,211</b>	<b>1,644,055</b>	<b>1,723,101</b>	<b>1,698,488</b>	<b>1,804,330</b>	<b>2,047,070</b>	<b>2,348,780</b>	<b>2,439,590</b>	<b>2,480,520</b>
Revenue	(632,268)	(635,042)	(585,115)	(617,500)	(606,700)	(633,310)	(661,520)	(671,430)	(672,440)
<b>Net Operating Expense</b>	<b>967,943</b>	<b>1,009,013</b>	<b>1,137,986</b>	<b>1,080,988</b>	<b>1,197,630</b>	<b>1,413,760</b>	<b>1,687,260</b>	<b>1,768,160</b>	<b>1,808,080</b>
<b>Internal Allocations In</b>									
PW - Wage Allocation	-	-	-	-	13,360	13,360	13,360	13,360	13,360
Roads and Maintenance	8,614	8,870	9,496	9,496	-	-	-	-	-
	8,614	8,870	9,496	9,496	13,360	13,360	13,360	13,360	13,360
Add back Revenue	(632,268)	(635,042)	(585,115)	(617,500)	(606,700)	(633,310)	(661,520)	(671,430)	(672,440)
<b>Total Operating Expense</b>	<b>1,608,825</b>	<b>1,652,925</b>	<b>1,732,597</b>	<b>1,707,984</b>	<b>1,817,690</b>	<b>2,060,430</b>	<b>2,362,140</b>	<b>2,452,950</b>	<b>2,493,880</b>
<b>Outputs and Outcomes</b>									
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Expense</b>	976,557	1,017,883	1,147,482	1,090,483	1,210,990	1,427,120	1,700,620	1,781,520	1,821,440
Cost per capita	29.70	30.96	34.90	33.17	35.87	42.27	50.37	52.77	53.95
% of property tax	3.63%	3.52%	3.75%	3.56%	3.76%	4.27%	4.89%	4.93%	4.85%
<b>Conventional Transit</b>									
Total Cost per ride	5.65	5.93	6.16	6.30	6.83	7.27	7.87	8.11	8.24
Municipal Cost per ride	2.07	2.19	2.16	2.21	2.42	2.82	3.23	3.36	3.44
Passenger Count	436,663	420,614	420,614	416,671	423,214	438,314	466,614	471,647	471,647
<b>Custom Transit</b>									
Total Cost per ride	8.36	13.42	13.83	16.32	17.56	17.91	18.27	18.63	19.01
Municipal Cost per ride	2.72	4.55	4.55	5.39	5.84	5.98	6.12	6.26	6.40
Passenger Count	34,572	23,212	22,616	22,382	22,382	22,382	22,382	22,382	22,382

Change 2017 forecast to 2018 budget

\$ change	120,507
% change	11.05%

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

	\$ change	% change
Contract	122,086	11.20%

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

**Conventional Transit**

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

**Custom Transit**

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

## Transit - Operating Budget by Project

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

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

# Environmental Development Segment

## Environmental Development Services Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Revenue Summary</b>									
Development Engineering	(17,014)	(37,027)	(71,000)	(79,750)	(73,000)	(73,200)	(73,404)	(73,612)	(73,824)
Economic Development	(95,116)	(75,253)	-	0	-	-	-	-	-
Land Management	(733,832)	(1,026,258)	(1,389,964)	(1,292,702)	(1,286,766)	(1,304,667)	(1,302,233)	(1,320,850)	(1,340,621)
Climate Action Reporting Grant	-	-	(43,000)	(48,073)	(48,000)	(43,000)	(43,000)	(43,000)	(43,000)
Planning	(131,373)	(212,274)	(126,000)	(304,000)	(253,000)	(99,000)	(104,000)	(76,000)	(76,000)
	(977,335)	(1,350,812)	(1,629,964)	(1,724,525)	(1,660,766)	(1,519,867)	(1,522,637)	(1,513,462)	(1,533,445)
<b>Expenditure Summary</b>									
Economic Development	946,236	761,328	425,329	437,746	393,500	378,563	373,626	373,690	373,755
Tourism	354,000	354,000	354,000	354,000	300,000	300,000	300,000	300,000	300,000
Engineering	168,787	144,432	136,995	152,146	173,969	177,936	180,036	182,068	184,127
Development Services	313,682	535,606	644,913	657,091	632,573	612,955	615,653	618,404	621,209
Land Management	189,203	371,788	417,780	382,095	438,913	441,633	444,407	447,237	450,124
Planning	630,392	544,381	763,229	738,272	681,769	688,915	701,303	713,938	726,826
	2,602,299	2,711,534	2,742,246	2,721,349	2,620,725	2,600,001	2,615,026	2,635,338	2,656,041
<b>Net Operating expense</b>	1,624,964	1,360,722	1,112,282	996,824	959,959	1,080,133	1,092,389	1,121,875	1,122,596
<b>Cost Per Capita</b>	49.43	41.39	33.83	30.32	28.43	31.99	32.36	33.23	33.25
<b>% of Property Taxes</b>	6.03%	4.71%	3.63%	3.25%	2.98%	3.23%	3.14%	3.10%	2.99%

## Economic Development

### Economic Development - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Projects	717,718	378,656	231,578	251,578	-	-	-	-	-
Small Business Development	40,713	48,514	50,000	50,000	-	-	-	-	-
Legal	45,159	3,572	20,000	-	-	-	-	-	-
Business Retention & Expansion	-	-	-	-	180,000	180,000	180,000	180,000	180,000
Business Attraction	-	-	-	-	110,000	100,000	95,000	95,000	95,000
Administrative Expenses	-	-	-	-	8,500	8,563	8,626	8,690	8,755
Salaries and benefits	139,659	330,196	117,751	130,168	90,000	90,000	90,000	90,000	90,000
	943,249	760,938	419,329	431,746	388,500	378,563	373,626	373,690	373,755
Labour Market Partner Agreement	(32,108)	(35,528)	-	-	-	-	-	-	-
Recoveries	(63,009)	(39,725)	-	-	-	-	-	-	-
<b>Net Operating Expense</b>	<b>848,133</b>	<b>685,685</b>	<b>419,329</b>	<b>431,746</b>	<b>388,500</b>	<b>378,563</b>	<b>373,626</b>	<b>373,690</b>	<b>373,755</b>
<b>Internal Allocations In</b>									
Communications	-	-	6,000	6,000	5,000	-	-	-	-
Procurement	2,986	390	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>2,986</b>	<b>390</b>	<b>6,000</b>	<b>6,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Add back Revenue	(95,116)	(75,253)	-	-	-	-	-	-	-
<b>Total Operating Expense</b>	<b>946,236</b>	<b>761,328</b>	<b>425,329</b>	<b>437,746</b>	<b>393,500</b>	<b>378,563</b>	<b>373,626</b>	<b>373,690</b>	<b>373,755</b>
<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Expense</b>	<b>851,119</b>	<b>686,075</b>	<b>425,329</b>	<b>437,746</b>	<b>393,500</b>	<b>378,563</b>	<b>373,626</b>	<b>373,690</b>	<b>373,755</b>
Cost per capita	25.89	20.87	12.94	13.31	11.97	11.51	11.36	11.37	11.37
% of property tax	3.16%	2.37%	1.39%	1.43%	1.22%	1.13%	1.07%	1.03%	1.00%
Change 2017 forecast to 2018 budget									
\$ change	-	44,246							
% change		-10.11%							

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

	\$ change	% change
Reorganization Savings	-	40,368
		-9.22%

## Economic Development - Operating Budget by Project

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Special Programs	301,372	52,163	-	-	-	-	-	-	-
Small bus development	40,713	48,514	50,000	50,000	28,000	28,000	28,000	28,000	28,000
Promo material-commun	46,966	58,563	29,000	29,000	15,000	15,000	15,000	15,000	15,000
Office supplies	239	113	1,500	1,500	-	-	-	-	-
Auto & mileage	1,271	305	-	-	-	-	-	-	-
Miscellaneous	98,294	7,061	7,000	7,000	5,000	5,000	5,000	5,000	5,000
Minor Projects	5,494	16,428	2,917	2,917	38,000	38,000	38,000	38,000	38,000
Remote Worker & Business Attraction	54,613	82,253	55,000	55,000	55,000	45,000	40,000	40,000	40,000
Biking	34,253	25,211	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Event Sport Tourism	64,661	10,221	-	-	-	-	-	-	-
Labour market partnership agreement	3,938	13,508	30,000	30,000	30,000	30,000	30,000	30,000	30,000
VFX/Animation Industry Attract	-	-	7,075	7,075	10,000	10,000	10,000	10,000	10,000
Wine/Viticulture Industry Expand.	-	-	17,800	17,800	15,000	15,000	15,000	15,000	15,000
South OK FDI Group Formation	-	-	5,625	5,625	10,000	10,000	10,000	10,000	10,000
Agri-Tech Industry Develop	-	-	5,300	5,300	15,000	15,000	15,000	15,000	15,000
Performance Management	-	-	10,000	10,000	15,000	15,000	15,000	15,000	15,000
Strategic Outreach	-	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Welcoming Community	-	-	7,000	7,000	8,000	8,000	8,000	8,000	8,000
Community Branding	-	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Start Here Magazine	-	-	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Tourism - external consultants	-	18,279	-	-	-	-	-	-	-
Gateway Casino	56,890	20,023	20,000	20,000	-	-	-	-	-
Event Sport Tourism - General Expenses	-	3,534	-	-	-	-	-	-	-
Scotties Tournament of Hearts	-	4,952	-	-	-	-	-	-	-
Training, Conferences & Dues	610	975	7,161	7,161	8,500	8,563	8,626	8,690	8,755
Salaries and wages	138,819	323,582	117,951	130,368	90,000	90,000	90,000	90,000	90,000
	848,133	685,686	419,329	431,746	388,500	378,563	373,626	373,690	373,755

## Tourism

### Tourism - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
<b>Tourism Funding</b>	354,000	354,000	354,000	354,000	300,000	300,000	300,000	300,000	300,000
Cost per capita	10.77	10.77	10.77	10.77	9.12	9.12	9.12	9.12	9.12
% of property tax	1.31%	1.22%	1.16%	1.15%	0.93%	0.90%	0.86%	0.83%	0.80%

## Development Services

### Development Services - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	23,840	40,226	98,127	113,127	70,500	48,321	48,409	48,497	48,587
Legal	2,127	-	-	-	-	-	-	-	-
Carmi Landfill Monitoring	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Salaries and benefits	163,344	343,078	228,088	228,111	261,033	261,033	261,033	261,033	261,033
<b>Total Operating Expense</b>	<b>194,311</b>	<b>388,304</b>	<b>331,215</b>	<b>346,238</b>	<b>336,533</b>	<b>314,355</b>	<b>314,442</b>	<b>314,531</b>	<b>314,621</b>
Grants	-	(5,878)	-	(158,706)	-	-	-	-	-
Development Cost Charges	(115,880)	(490,984)	(200,000)	(388,501)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Net Operating Expense</b>	<b>78,431</b>	<b>(108,559)</b>	<b>131,215</b>	<b>(200,970)</b>	<b>136,533</b>	<b>114,355</b>	<b>114,442</b>	<b>114,531</b>	<b>114,621</b>
<b>Transfer to DCC Reserve</b>	<b>115,880</b>	<b>490,984</b>	<b>200,000</b>	<b>388,501</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Internal Allocations In Revenue</b>									
Development Engineering Fees	-	(8,047)	(71,000)	(79,750)	(73,000)	(73,200)	(73,404)	(73,612)	(73,824)
Corporate Services	41,162	58,211	70,000	80,000	70,000	70,000	70,000	70,000	70,000
Communications	-	-	10,000	10,000	8,000	8,000	8,000	8,000	8,000
Development Engineering Expense	71,475	80,954	292,298	287,843	284,082	286,814	289,601	292,442	295,340
Finance - Procurement	548	600	-	360	-	-	-	-	-
Information Technology	6,081	7,538	6,900	6,900	6,958	6,986	7,014	7,043	7,073
Fleet	105	-	5,500	5,500	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>119,371</b>	<b>147,302</b>	<b>384,698</b>	<b>390,603</b>	<b>369,039</b>	<b>371,800</b>	<b>374,615</b>	<b>377,485</b>	<b>380,412</b>
Add back Recoveries	-	-	(271,000)	(79,750)	(73,000)	(73,200)	(73,404)	(73,612)	(73,824)
<b>Total Operating Expense</b>	<b>313,682</b>	<b>535,606</b>	<b>644,913</b>	<b>657,091</b>	<b>632,573</b>	<b>612,955</b>	<b>615,653</b>	<b>618,404</b>	<b>621,209</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>313,682</b>	<b>535,606</b>	<b>444,913</b>	<b>109,883</b>	<b>432,573</b>	<b>412,955</b>	<b>415,653</b>	<b>418,404</b>	<b>421,209</b>
Cost per capita	9.29	15.86	13.18	3.25	12.81	12.23	12.31	12.39	12.48
% of property tax	1.16%	1.85%	1.45%	0.36%	1.34%	1.23%	1.20%	1.16%	1.12%

Change 2017 forecast to 2018 budget

\$ change	<u>322,689</u>
% change	<u>293.67%</u>

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

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



## Development Engineering

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
DCC Bylaw Update	-	-	10,000	5,000	5,000	5,000	5,000	5,000	5,000
S & D Bylaw	-	-	11,000	11,000	8,000	8,000	8,000	8,000	8,000
Engineering Bylaw Review	-	-	-	-	5,000	5,000	5,000	5,000	5,000
Salary and Wages	-	-	271,298	271,843	266,082	268,814	271,601	274,442	277,340
	-	-	292,298	287,843	284,082	286,814	289,601	292,442	295,340
Fees	(17,014)	(37,027)	(71,000)	(79,750)	(73,000)	(73,200)	(73,404)	(73,612)	(73,824)
	(17,014)	(37,027)	221,298	208,093	211,082	213,614	216,197	218,830	221,515

## Land Management

### Land Management - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	191,800	209,877	304,136	188,931	186,975	186,975	186,975	186,975	186,975
Legal	-	7,517	-	-	-	-	-	-	-
Salaries and benefits	144,456	202,852	211,344	240,963	251,938	254,658	257,432	260,262	263,149
<b>Total Operating Expense</b>	<b>336,257</b>	<b>420,247</b>	<b>515,480</b>	<b>429,895</b>	<b>438,913</b>	<b>441,633</b>	<b>444,407</b>	<b>447,237</b>	<b>450,124</b>
Revenue	(733,832)	(1,026,258)	(1,389,964)	(1,292,702)	(1,286,766)	(1,304,667)	(1,302,233)	(1,320,850)	(1,340,621)
<b>Net Operating Surplus</b>	<b>(397,575)</b>	<b>(606,012)</b>	<b>(874,484)</b>	<b>(862,808)</b>	<b>(847,853)</b>	<b>(863,034)</b>	<b>(857,825)</b>	<b>(873,613)</b>	<b>(890,497)</b>
<b>Internal Allocations Out</b>									
Planning	147,054	48,459	97,700	47,800	-	-	-	-	-
<b>Total Internal Allocations Out</b>	<b>147,054</b>	<b>48,459</b>	<b>97,700</b>	<b>47,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Add back Revenue	(733,832)	(1,026,258)	(1,389,964)	(1,292,702)	(1,286,766)	(1,304,667)	(1,302,233)	(1,320,850)	(1,340,621)
<b>Total Operating Expense</b>	<b>189,203</b>	<b>371,788</b>	<b>417,780</b>	<b>382,095</b>	<b>438,913</b>	<b>441,633</b>	<b>444,407</b>	<b>447,237</b>	<b>450,124</b>
<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Surplus</b>	<b>(544,629)</b>	<b>(654,471)</b>	<b>(972,184)</b>	<b>(910,608)</b>	<b>(847,853)</b>	<b>(863,034)</b>	<b>(857,825)</b>	<b>(873,613)</b>	<b>(890,497)</b>
Cost per capita	- 16.13	- 17.95	- 25.90	- 25.56	- 25.11	- 25.56	- 25.41	- 25.88	- 26.38
% of property tax	-2.02%	-2.26%	-3.17%	-2.97%	-2.63%	-2.58%	-2.47%	-2.42%	-2.37%

Change 2017 forecast to 2018 budget

\$ change	62,755
% change	-6.89%

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

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

## Land Management - Operating Budget by Project

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

## Land Management - Capital Budget

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

## Planning

### Planning - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	24,322	20,108	29,000	33,090	37,800	32,914	33,030	33,147	33,266
Affordable Housing	10,000	31,000	15,000	15,310	15,000	15,000	15,000	15,000	15,000
Salaries and benefits	433,517	420,227	611,529	632,071	623,969	636,001	648,274	660,791	673,559
Urban Forestry Plan	10,259	10,000	-	-	-	-	-	-	-
<b>Total Operating Expense</b>	<b>478,099</b>	<b>481,335</b>	<b>655,529</b>	<b>680,472</b>	<b>676,769</b>	<b>683,915</b>	<b>696,303</b>	<b>708,938</b>	<b>721,826</b>
Revenue	(131,373)	(212,274)	(126,000)	(304,000)	(253,000)	(99,000)	(104,000)	(76,000)	(76,000)
CARIP Grant	-	-	(43,000)	(48,073)	(48,000)	(43,000)	(43,000)	(43,000)	(43,000)
<b>Net Operating Expense</b>	<b>346,726</b>	<b>269,061</b>	<b>486,529</b>	<b>328,399</b>	<b>375,769</b>	<b>541,915</b>	<b>549,303</b>	<b>589,938</b>	<b>602,826</b>
<b>Internal Allocations In</b>									
Land Management	147,053	48,459	97,700	47,800	-	-	-	-	-
Development Services	124	4,377	-	-	-	-	-	-	-
Engineering Design	5,000	10,000	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Finance - Procurement	115	210	-	-	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>152,293</b>	<b>63,046</b>	<b>107,700</b>	<b>57,800</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
Add back Revenues	(131,373)	(212,274)	(126,000)	(304,000)	(301,000)	(142,000)	(147,000)	(119,000)	(119,000)
<b>Total Operating Expense</b>	<b>630,392</b>	<b>544,381</b>	<b>763,229</b>	<b>738,272</b>	<b>681,769</b>	<b>688,915</b>	<b>701,303</b>	<b>713,938</b>	<b>726,826</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>499,019</b>	<b>332,108</b>	<b>594,229</b>	<b>386,199</b>	<b>380,769</b>	<b>546,915</b>	<b>554,303</b>	<b>594,938</b>	<b>607,826</b>
Cost per capita	14.78	9.84	17.60	11.44	11.28	16.20	16.42	17.62	18.00
% of property tax	1.85%	1.15%	1.94%	1.26%	1.18%	1.63%	1.59%	1.65%	1.62%

#### Change 2017 forecast to 2018 budget

\$ change	<u>(5,429)</u>
% change	<u>-1.41%</u>

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

	\$ change	% change
Reallocation of Land Management expenses	(47,800)	
Reduction of Application Fee Revenue	49,000	
Reduced payroll costs	(8,102)	

## Planning - Operating Budget by Project

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

## Planning - Capital Budget

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

## Engineering Services

### Engineering - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	26,567	27,018	51,198	51,198	48,250	48,431	48,614	48,800	48,989
Salaries and Benefits	167,689	164,998	113,100	138,548	143,950	146,815	149,833	152,802	155,818
<b>Net Operating Expense</b>	<b>194,256</b>	<b>192,017</b>	<b>164,298</b>	<b>189,746</b>	<b>192,200</b>	<b>195,246</b>	<b>198,448</b>	<b>201,603</b>	<b>204,808</b>
<b>Internal Allocations Out</b>									
Electric	10,000	10,000	10,000	15,000	15,000	15,300	15,606	15,918	16,236
Engineering Services	82,954	113,153	85,298	105,746	107,200	109,146	111,226	113,236	115,274
Planning	5,000	10,000	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Parks	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Roads and Maintenance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Solid Waste Disposal	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sewer	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
Water	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
<b>Total Internal Allocations Out</b>	<b>151,954</b>	<b>192,153</b>	<b>164,298</b>	<b>189,746</b>	<b>192,200</b>	<b>195,246</b>	<b>198,448</b>	<b>201,603</b>	<b>204,808</b>
<b>Internal Allocations In</b>									
Corporate Administration	1,440	233	25,000	20,000	25,000	25,000	25,000	25,000	25,000
Engineering Design	82,954	113,153	85,298	105,746	107,200	109,146	111,226	113,236	115,274
Operations	17,086	14,292	14,697	13,122	21,749	21,749	21,749	21,749	21,749
Communications	1,076	427	-	-	8,000	10,000	10,000	10,000	10,000
Finance - Procurement	1,929	2,713	-	1,278	-	-	-	-	-
Information Technology	-	-	1,000	1,000	1,020	1,040	1,061	1,083	1,104
Fleet	22,000	13,750	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total Internal Allocations In</b>	<b>126,486</b>	<b>144,568</b>	<b>136,995</b>	<b>152,146</b>	<b>173,969</b>	<b>177,936</b>	<b>180,036</b>	<b>182,068</b>	<b>184,127</b>
<b>Total Operating expense</b>	<b>168,787</b>	<b>144,432</b>	<b>136,995</b>	<b>152,146</b>	<b>173,969</b>	<b>177,936</b>	<b>180,036</b>	<b>182,068</b>	<b>184,127</b>
<b>Outputs and Outcomes</b>									
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Forecast</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
Cost per capita	5.00	4.28	4.06	4.51	5.15	5.27	5.33	5.39	5.45
% of property tax	0.63%	0.50%	0.45%	0.50%	0.54%	0.53%	0.52%	0.50%	0.49%

Change 2017 forecast to 2018 budget

\$ change 21,823

% change 13.28%

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

	\$ change	% change
Change to internal allocations	21,823	100.00%



## Engineering - General Capital Budget

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

# Recreation and Cultural Services Segment

## Recreation and Culture Segment Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Revenue</b>									
Recreation	(1,869,616)	(2,047,297)	(1,955,000)	(2,079,300)	(2,090,000)	(2,112,705)	(2,135,705)	(2,159,004)	(2,182,606)
Parks	(35,879)	(41,004)	-	-	-	-	-	-	-
Library	(175,371)	(133,942)	(245,812)	(239,837)	(252,212)	(252,212)	(252,212)	(252,212)	(252,212)
Library Grants	(125,012)	(125,720)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Museum and Archives	(92,344)	(34,565)	(36,800)	(40,341)	(53,800)	(47,000)	(47,000)	(47,000)	(47,500)
	<u>(2,298,222)</u>	<u>(2,382,528)</u>	<u>(2,242,612)</u>	<u>(2,364,478)</u>	<u>(2,401,012)</u>	<u>(2,416,917)</u>	<u>(2,439,917)</u>	<u>(2,463,216)</u>	<u>(2,487,318)</u>
<b>Expenses</b>									
Recreation	2,003,873	2,107,712	2,289,045	2,265,609	2,382,842	2,398,873	2,413,662	2,428,713	2,444,033
SOEC	1,050,687	1,172,045	1,133,187	1,100,590	1,180,228	1,186,129	1,192,060	1,198,020	1,204,010
Parks	1,917,567	1,984,643	2,038,841	2,044,086	2,160,061	2,168,726	2,203,673	2,224,595	2,199,460
Library	1,288,845	1,301,816	1,300,300	1,287,527	1,333,800	1,342,320	1,351,010	1,359,875	1,368,916
Museum and Archives	266,268	212,343	238,711	225,955	243,302	246,347	247,048	248,757	249,473
	<u>6,527,240</u>	<u>6,778,558</u>	<u>7,000,084</u>	<u>6,923,766</u>	<u>7,300,233</u>	<u>7,342,395</u>	<u>7,407,453</u>	<u>7,459,960</u>	<u>7,465,892</u>
Net Operating Expense	4,229,018	4,396,030	4,757,472	4,559,288	4,899,221	4,925,478	4,967,536	4,996,744	4,978,574
<b>Cost Per Capita</b>	<b>128.63</b>	<b>133.71</b>	<b>144.71</b>	<b>138.68</b>	<b>145.11</b>	<b>145.89</b>	<b>147.14</b>	<b>148.00</b>	<b>147.47</b>
<b>% of Property Taxes</b>	<b>15.70%</b>	<b>15.20%</b>	<b>15.53%</b>	<b>14.87%</b>	<b>15.22%</b>	<b>14.72%</b>	<b>14.29%</b>	<b>13.83%</b>	<b>13.26%</b>

## Recreation

### Recreation - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	261,478	344,806	370,625	380,880	402,350	404,938	406,039	407,151	408,276
Fleet	2,446	1,727	-	-	-	-	-	-	-
Salaries and benefits	1,728,924	1,731,415	1,891,802	1,858,111	1,951,927	1,965,327	1,978,973	1,992,868	2,007,018
<b>Total Operating Expense</b>	<b>1,992,847</b>	<b>2,077,947</b>	<b>2,262,427</b>	<b>2,238,991</b>	<b>2,354,277</b>	<b>2,370,266</b>	<b>2,385,012</b>	<b>2,400,020</b>	<b>2,415,295</b>
Recoveries	(1,869,616)	(2,047,297)	(1,955,000)	(2,079,300)	(2,090,000)	(2,112,705)	(2,135,705)	(2,159,004)	(2,182,606)
<b>Net Operating Expense</b>	<b>123,231</b>	<b>30,651</b>	<b>307,427</b>	<b>159,691</b>	<b>264,277</b>	<b>257,561</b>	<b>249,307</b>	<b>241,016</b>	<b>232,689</b>
<b>Internal Allocations In</b>									
Safety	7,241	10,119	10,518	10,518	10,623	10,623	10,623	10,623	10,623
Finance - Procurement	462	780	-	-	-	-	-	-	-
Information Technology	3,323	4,851	5,100	5,100	6,942	6,984	7,027	7,070	7,115
Fleet	-	14,015	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total Internal Allocations In</b>	<b>11,026</b>	<b>29,765</b>	<b>26,618</b>	<b>26,618</b>	<b>28,565</b>	<b>28,607</b>	<b>28,650</b>	<b>28,694</b>	<b>28,738</b>
Add back Revenue	(1,869,616)	(2,047,297)	(1,955,000)	(2,079,300)	(2,090,000)	(2,112,705)	(2,135,705)	(2,159,004)	(2,182,606)
<b>Total Operating Expense</b>	<b>2,003,873</b>	<b>2,107,712</b>	<b>2,289,045</b>	<b>2,265,609</b>	<b>2,382,842</b>	<b>2,398,873</b>	<b>2,413,662</b>	<b>2,428,713</b>	<b>2,444,033</b>
<b>Outputs and Outcomes</b>									
<b>Net Operating Expense</b>	<b>134,257</b>	<b>60,416</b>	<b>334,045</b>	<b>186,309</b>	<b>292,842</b>	<b>286,168</b>	<b>277,957</b>	<b>269,710</b>	<b>261,427</b>
Cost per capita	4.08	1.84	10.16	5.67	8.91	8.70	8.45	8.20	7.95
% of property tax	0.50%	0.21%	1.09%	0.61%	0.91%	0.86%	0.80%	0.75%	0.70%
Change 2017 forecast to 2018 budget									
\$ change	<u>106,533</u>								
% change	<u>57.18%</u>								

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

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

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

## Recreation - Operating Budget by Project

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

## SOEC - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Contract	1,049,995	1,163,945	1,133,187	1,100,406	1,180,228	1,186,129	1,192,060	1,198,020	1,204,010
Procurement Services	692	300	-	184	-	-	-	-	-
Equipment Repairs and Maintenance	-	7,800	-	-	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,050,687</b>	<b>1,172,045</b>	<b>1,133,187</b>	<b>1,100,590</b>	<b>1,180,228</b>	<b>1,186,129</b>	<b>1,192,060</b>	<b>1,198,020</b>	<b>1,204,010</b>
Cost per capita	31.96	35.65	34.47	33.48	35.90	36.08	36.26	36.44	36.62
% of property tax	3.07%	3.41%	3.18%	3.08%	3.67%	3.31%	3.26%	3.20%	3.13%

## Public Works - Parks

### Public Works Parks - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	291,550	270,458	272,190	301,835	317,385	301,033	301,184	291,337	291,492
Fleet	343,390	353,564	328,550	319,050	347,200	346,200	346,200	346,200	346,200
Salaries and Benefits	1,187,890	1,243,565	1,323,635	1,308,735	1,364,819	1,384,337	1,411,902	1,440,026	1,468,720
<b>Total Operating Expense</b>	<b>1,822,830</b>	<b>1,867,587</b>	<b>1,924,375</b>	<b>1,929,620</b>	<b>2,029,404</b>	<b>2,031,570</b>	<b>2,059,286</b>	<b>2,077,562</b>	<b>2,106,411</b>
Recoveries	(35,879)	(41,004)	-	-	-	-	-	-	-
<b>Net Operating Expense</b>	<b>1,786,950</b>	<b>1,826,582</b>	<b>1,924,375</b>	<b>1,929,620</b>	<b>2,029,404</b>	<b>2,031,570</b>	<b>2,059,286</b>	<b>2,077,562</b>	<b>2,106,411</b>
<b>Internal Allocations Out</b>									
Cemetery		9,808	11,233	11,233	11,579	11,811	12,047	12,288	12,533
<b>Internal Allocations In</b>									
Irrigation - sewer	-	-	30,000	30,000	33,900	38,985	44,833	46,000	-
Engineering Design	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Irrigation - water	55,000	55,000	31,325	31,325	36,140	37,693	39,312	41,001	42,762
Procurement	437	479	-	-	-	-	-	-	-
HR - training/dues	-	-	-	-	-	-	-	-	-
Fleet	16,500	29,815	31,500	31,500	38,000	38,000	38,000	38,000	38,000
PW - Wage Allocation	-	-	-	-	14,820	14,820	14,820	14,820	14,820
PW - Wage Allocation	12,279	12,712	13,591	13,591	-	-	-	-	-
HR - Safety	5,521	18,858	9,283	9,283	9,376	9,469	9,469	9,500	-
<b>Total Internal Allocations In</b>	<b>94,737</b>	<b>126,864</b>	<b>125,699</b>	<b>125,699</b>	<b>142,235</b>	<b>148,967</b>	<b>156,434</b>	<b>159,320</b>	<b>105,582</b>
Add Back Recoveries	(35,879)	(41,004)	-	-	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,917,567</b>	<b>1,984,643</b>	<b>2,038,841</b>	<b>2,044,086</b>	<b>2,160,061</b>	<b>2,168,726</b>	<b>2,203,673</b>	<b>2,224,595</b>	<b>2,199,460</b>
<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Expense</b>	<b>1,881,687</b>	<b>1,953,446</b>	<b>2,038,841</b>	<b>2,044,086</b>	<b>2,160,061</b>	<b>2,168,726</b>	<b>2,203,673</b>	<b>2,224,595</b>	<b>2,199,460</b>
Cost per capita	57.23	59.42	62.01	62.17	65.70	65.96	67.03	67.66	66.90
% of property tax	6.99%	6.76%	6.66%	6.67%	6.71%	6.48%	6.34%	6.16%	5.86%

#### Change 2017 forecast to 2018 budget

\$ change	<u>115,975</u>
% change	<u>5.67%</u>

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

	\$ change	% change
Contractual Labour increases	56,084	2.74%
Fleet Cost Increases	28,150	1.38%

## Public Works Parks - Operating Budget by Project

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

19 FTE

The Parks department maintains:

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

## Parks - Capital Budget

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



## Library

### Library - Operating Budget

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

<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Operating Subsidy</b>	<b>1,025,638</b>	<b>1,024,940</b>	<b>1,049,488</b>	<b>1,049,488</b>	<b>1,076,588</b>	<b>1,085,108</b>	<b>1,093,798</b>	<b>1,102,663</b>	<b>1,111,704</b>
Cost per capita	31.20	31.17	31.92	31.92	32.75	33.01	33.27	33.54	33.81
% of property tax	3.81%	3.54%	3.43%	3.42%	3.34%	3.24%	3.15%	3.05%	2.96%

Change 2017 forecast to 2018 budget

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

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

	\$ change	% change
Contractual Labour increases	21,000	2.00%
Additional Revenues	- 12,375	-1.18%
Goods and Services	25,273	2.41%

## Library - Operating Budget by Project

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Library costs - postage & freight	3,695	4,835	4,000	2,890	4,000	4,000	4,000	4,000	4,000
Library costs - program support	4,355	3,785	4,000	7,110	10,000	10,000	10,000	10,000	10,000
Library costs - equipment maintenance	-	1,196	1,000	3,348	2,000	2,000	2,000	2,000	2,000
Library costs - equipment	3,328	10,840	5,000	9,000	10,000	10,000	10,000	10,000	10,000
Library costs - book binding	25	-	-	-	-	-	-	-	-
Library costs - building & admin costs	188,800	188,800	188,800	188,800	188,800	188,800	188,800	188,800	188,800
Library costs - ILS system maintenance	34,213	37,954	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Library costs - office supplies	37,121	39,148	30,000	32,087	30,000	30,000	30,000	30,000	30,000
Library costs - book purchases	141,303	134,026	145,000	135,000	145,000	145,000	145,000	145,000	145,000
Library costs - audio books	6,569	77	-	-	-	-	-	-	-
Library costs - software	369	726	500	703	1,000	1,000	1,000	1,000	1,000
Library costs - online databases	8,997	13,919	12,500	16,512	12,500	12,500	12,500	12,500	12,500
Library costs - videos	7,492	4,185	10,000	2,795	10,000	10,000	10,000	10,000	10,000
Library costs - periodicals	18,228	21,684	18,000	15,712	18,000	18,000	18,000	18,000	18,000
Library costs - vehicle allowance	1,054	288	1,500	820	1,500	1,500	1,500	1,500	1,500
Library costs - internet	-	1,628	5,000	5,500	5,000	5,000	5,000	5,000	5,000
Library costs - planning	331	784	3,000	647	3,000	3,000	3,000	3,000	3,000
Library costs - marketing	2,603	6,608	5,000	969	5,000	5,000	5,000	5,000	5,000
Library costs - wellness	1,149	966	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Library costs - recruitment	983	3,126	-	-	-	-	-	-	-
Library Costs - training	12,388	13,334	10,000	15,432	10,000	10,000	10,000	10,000	10,000
Library Costs - telephone	760	-	-	-	-	-	-	-	-
Library Costs -safety	140	-	-	-	-	-	-	-	-
Salary and benefits	814,941	807,907	831,000	831,000	852,000	860,520	869,210	878,075	887,116
Library - Grant Revenue	(137,289)	(125,012)	(130,712)	(130,712)	(130,712)	(130,712)	(130,712)	(130,712)	(130,712)
Library - Sales and service fees	(51,000)	(60,987)	(64,500)	(59,708)	(64,500)	(64,500)	(64,500)	(64,500)	(64,500)
Library - Other contributions	(74,918)	(84,874)	(55,600)	(54,417)	(62,000)	(62,000)	(62,000)	(62,000)	(62,000)
	1,025,639	1,024,940	1,049,488	1,049,488	1,076,588	1,085,108	1,093,798	1,102,663	1,111,704

## Museum and Archives

### Museum and Archives - Operating Budget

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

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

	\$ change	% change
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15,000 visits in 2017

70 programming events

24,000 images in digital photo library

500 + inquiries for public/archive research

## Museum and Archives - Operating Budget by Project

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

## Public Works - Cemetery

### Cemetery - Operating Budget

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

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

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

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

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

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

## Public Works Cemetery - Operating Budget by Project

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

## Cemetery - Capital Budget

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

## Public Works – Solid waste disposal

### Solid Waste - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	1,396,268	1,342,745	1,440,040	1,419,028	1,586,800	1,592,489	1,598,201	1,603,936	1,609,693
Fleet	1,530	1,493	1,500	1,530	1,500	1,500	1,500	1,500	1,500
Salaries and Benefits	7,457	10,822	57,575	61,675	84,850	86,537	88,258	90,012	91,802
<b>Total Operating Expense</b>	<b>1,405,255</b>	<b>1,355,060</b>	<b>1,499,115</b>	<b>1,482,233</b>	<b>1,673,150</b>	<b>1,680,526</b>	<b>1,687,959</b>	<b>1,695,448</b>	<b>1,702,995</b>
Recoveries	(1,995,719)	(1,998,781)	(2,029,350)	(2,107,130)	(1,877,100)	(1,882,696)	(1,888,310)	(1,893,940)	(1,899,587)
MMBC	(466,801)	(467,109)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)
<b>Net Operating Surplus</b>	<b>(1,057,264)</b>	<b>(1,110,830)</b>	<b>(996,975)</b>	<b>(1,091,637)</b>	<b>(670,690)</b>	<b>(668,910)</b>	<b>(667,091)</b>	<b>(665,232)</b>	<b>(663,332)</b>
<b>Internal Allocations In</b>									
Operations	7,766	7,940	8,165	7,290	12,106	12,106	12,106	12,106	12,106
Finance - Procurement	257	60	-	-	-	-	-	-	-
Engineering Design	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
PW - Fleet	-	-	5,500	5,500	5,500	5,500	5,500	5,500	5,500
PW - Wage Allocations	-	-	-	-	36,968	36,968	36,968	36,968	36,968
PW - Roads and Maintenance	28,250	29,136	30,786	30,786	-	-	-	-	-
<b>Total Internal Allocations In</b>	<b>41,273</b>	<b>42,136</b>	<b>49,451</b>	<b>48,576</b>	<b>59,573</b>	<b>59,573</b>	<b>59,573</b>	<b>59,573</b>	<b>59,573</b>
Add back Revenue	(2,462,519)	(2,465,890)	(2,496,090)	(2,573,870)	(2,343,840)	(2,349,436)	(2,355,050)	(2,360,680)	(2,366,327)
<b>Total Operating Expense</b>	<b>1,446,528</b>	<b>1,397,196</b>	<b>1,548,566</b>	<b>1,530,809</b>	<b>1,732,723</b>	<b>1,740,100</b>	<b>1,747,532</b>	<b>1,755,022</b>	<b>1,762,569</b>
<b>Outputs and Outcomes</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Projection</b>	<b>2020 Projection</b>	<b>2021 Projection</b>	<b>2022 Projection</b>
<b>Net Operating Surplus</b>	<b>(1,015,991)</b>	<b>(1,068,694)</b>	<b>(947,524)</b>	<b>(1,043,061)</b>	<b>(611,117)</b>	<b>(609,337)</b>	<b>(607,518)</b>	<b>(605,658)</b>	<b>(603,758)</b>
Cost per capita	(30.90)	(32.51)	(28.82)	(31.73)	(18.59)	(18.53)	(18.48)	(18.42)	(18.36)
% of property tax	-3.77%	-3.70%	-3.09%	-3.40%	-1.90%	-1.82%	-1.75%	-1.68%	-1.61%

#### Change 2017 forecast to 2018 budget

\$ change	<u>431,944</u>
% change	<u>41.41%</u>

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

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

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



## Solid Waste - Operating Budget by Project

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

# Electric Utility

## Electric Utility - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	27,346,702	26,842,000	34,289,124	34,196,958	33,701,413	32,916,788	34,469,480	35,925,809	36,912,825
Fleet	78,864	39,985	51,895	55,657	76,402	76,402	76,402	76,402	76,402
Salaries and Benefits	1,255,469	1,339,173	1,409,951	1,431,282	1,530,922	1,561,864	1,593,472	1,625,767	1,658,774
<b>Total Operating Expense</b>	<b>28,681,035</b>	<b>28,221,159</b>	<b>35,750,970</b>	<b>35,683,897</b>	<b>35,308,737</b>	<b>34,555,054</b>	<b>36,139,354</b>	<b>37,627,978</b>	<b>38,648,001</b>
Recoveries	(39,278,532)	(39,658,396)	(42,040,580)	(42,102,694)	(42,084,311)	(43,344,682)	(44,642,822)	(45,979,861)	(47,356,966)
<b>Balance</b>	<b>(10,597,497)</b>	<b>(11,437,237)</b>	<b>(6,289,610)</b>	<b>(6,418,797)</b>	<b>(6,775,574)</b>	<b>(8,789,628)</b>	<b>(8,503,468)</b>	<b>(8,351,883)</b>	<b>(8,708,966)</b>
<b>Internal Allocations Out</b>									
Roads and Maintenance	9,493	9,408	11,400	11,400	12,000	12,333	12,674	13,026	13,388
<b>Internal Allocations In</b>									
Operations	51,259	41,288	42,458	37,908	62,786	62,786	62,786	62,786	62,786
Communications	-	-	250	250	-	-	-	-	-
Finance - POS and banking fees	-	2,781	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Finance - Procurement	6,711	2,084	-	4,725	-	-	-	-	-
Engineering Design	10,000	10,000	10,000	15,000	15,000	15,300	15,606	15,918	16,236
IT - printing/software	2,548	2,155	6,800	6,822	8,300	8,430	8,563	8,698	8,836
PW - Fleet	41,250	48,000	44,000	44,000	39,500	39,500	39,500	39,500	39,500
PW - Wage Allocations	-	-	-	-	-	-	-	-	-
Administration	2,254,447	2,076,635	1,881,457	1,893,431	1,702,834	1,524,211	1,345,588	1,300,000	1,300,000
HR - Safety	17,914	14,375	10,201	10,201	10,303	10,406	7,470	8,200	8,500
<b>Total Internal Allocations In</b>	<b>2,384,129</b>	<b>2,197,318</b>	<b>1,998,166</b>	<b>2,015,337</b>	<b>1,841,723</b>	<b>1,663,633</b>	<b>1,482,512</b>	<b>1,438,102</b>	<b>1,438,858</b>
<b>Total Operating Expense</b>	<b>31,055,671</b>	<b>30,409,069</b>	<b>37,737,736</b>	<b>37,687,834</b>	<b>37,138,460</b>	<b>36,206,355</b>	<b>37,609,191</b>	<b>39,053,053</b>	<b>40,073,471</b>
<b>Net Operating Surplus</b>	<b>(8,203,875)</b>	<b>(9,230,511)</b>	<b>(4,302,844)</b>	<b>(4,414,860)</b>	<b>(4,945,851)</b>	<b>(7,138,328)</b>	<b>(7,033,630)</b>	<b>(6,926,808)</b>	<b>(7,283,496)</b>
<b>Transfers to Surplus/Reserve</b>									
Electric Surplus	5,013,575	4,851,111	(2,590,233)	(2,478,217)	(1,531,292)	2,420,914	2,500,334	1,699,526	2,494,907
Electric Capital	6,676,682	2,672,393	3,715,085	3,715,085	3,305,287	1,551,681	1,373,674	2,082,282	1,643,589
Reserve for Future Expenditures	(6,676,682)	(1,362,733)	-	-	-	-	-	-	-
General Revenue Operating Fund	137,400	23,000	-	-	-	-	-	-	-
General Revenue Capital (Dividend)	3,052,900	3,046,740	3,177,992	3,177,992	3,171,856	3,165,733	3,159,622	3,145,000	3,145,000
<b>Balance Electric Operating Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

15 FTE

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

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

Change 2017 forecast to 2018 budget

\$ change	- 530,991
% change	12.03%

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

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

## Electric Utility - Operating Budget by Project

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

## Electric Utility - Capital Budget

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

# Sewer Utility

## Sanitary Sewer - Operating Budget

	2015	2016	2017	2017	2018	2019	2020	2021	2022
	Actual	Actual	Budget	Forecast	Budget	Projection	Projection	Projection	Projection
<b>Advanced Waste Water Treatment Plant</b>									
Goods and Services	830,143	804,651	1,127,705	1,133,061	1,255,536	1,368,738	1,275,731	1,352,314	1,103,287
Salaries and Benefits	857,627	853,745	963,252	941,489	1,008,632	1,027,123	1,045,302	1,063,837	1,082,735
Total Operating Expense	1,687,771	1,658,396	2,090,957	2,074,550	2,264,168	2,395,861	2,321,033	2,416,150	2,186,022
Fees	(5,950,390)	(6,188,644)	(5,418,890)	(5,452,671)	(5,945,939)	(6,501,877)	(6,971,855)	(7,010,564)	(7,030,808)
<b>Operating Surplus</b>	(4,262,619)	(4,530,248)	(3,327,933)	(3,378,121)	(3,681,771)	(4,106,016)	(4,650,822)	(4,594,414)	(4,844,786)
<b>Internal Allocations Out</b>									
Parks	-	-	30,000	30,000	33,900	38,985	44,833	46,000	-
<b>Total Allocations In</b>									
<b>Internal Allocations In</b>									
<b>Revenue</b>									
Collection System Revenue	(33,588)	(26,305)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
DCC	(195,171)	(447,145)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	(228,759)	(473,450)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)
<b>Expenses</b>									
Operations	37,279	33,348	34,293	23,328	38,574	38,574	38,574	38,574	38,574
Communications	-	18,628	5,000	5,000	-	-	-	-	-
Engineering	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
Debt Interest	772,040	762,770	773,830	773,830	773,830	755,290	751,710	751,710	751,710
Debt Principal*	575,057	575,057	575,057	575,057	575,057	545,072	538,987	538,987	538,987
Procurement	981	1,694	-	2,656	-	-	-	-	-
Development Services	(18,720)	(26)	-	-	-	-	-	-	-
Information Technology	707	643	850	850	1,857	1,864	1,871	1,878	1,886
Fleet	11,000	18,154	42,295	42,295	43,525	43,525	43,525	43,525	43,525
PW - Wage Allocations	-	-	-	-	145,833	145,833	145,833	145,833	145,833
Roads and maintenance	139,141	141,309	148,726	148,726	-	-	-	-	-
Dues & Memberships	992	932	885	885	898	912	925	939	953
Administration	414,760	465,587	557,594	557,594	649,601	741,608	833,615	833,615	833,615
Collection System Expense	608,083	607,472	670,857	668,458	816,414	695,146	698,921	702,771	706,698
Safety	4,827	4,295	5,449	5,449	5,504	5,559	5,559	5,590	5,590
<b>Total Allocations In</b>	2,563,147	2,646,863	2,831,837	2,821,128	3,071,094	2,993,783	3,080,328	3,084,647	3,089,020
<b>Total Operating Expense</b>	3,675,861	3,730,203	4,317,737	4,290,622	4,726,304	4,805,587	4,817,541	4,915,810	4,736,055
<b>Net Operating Surplus</b>	(1,733,060)	(1,883,384)	(526,096)	(586,992)	(644,578)	(1,151,218)	(1,615,327)	(1,555,767)	(1,755,766)
<b>Transfer to/from Surplus</b>									
Development Cost Charges					(100,000)	(973,544)	-	-	-
Sewer Operating Surplus	(4,805,898)	(273,442)	(1,519,904)	(1,459,008)	(1,932,422)	(4,644,438)	(888,548)	(5,272,284)	(2,569,234)
Sewer surplus - grant revenue	-	-	-	-	-	-	-	-	-
Sewer Capital	6,538,959	2,156,826	2,046,000	2,046,000	2,677,000	6,769,200	2,503,875	6,828,051	4,325,000
<b>Sewer Operating Fund</b>	-	-	-	-	-	-	-	-	-

\*Debt principal is not included in total operating expense

Operations are maintained 24 hours a day

Change 2017 forecast to 2018 budget

\$ change	(57,585)
% change	9.81%

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

	\$ change	% change
Increase in user fees based on utility rate review designed to capture projected operating, maintenance & replacement costs for sewer infrastructure	(493,268)	-84.03%
Increased sewer collection system	147,956	25.21%
Increase in internal allocations per InterGroup rate review	249,965	42.58%
Water reclaiming expenses	69,358	11.82%

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

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

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

This department is responsible for maintenance of the treatment plant, lift stations, and treatment of waste water to required standards. Generation of treated effluent for irrigation and generation of bio-solids for compost production, processing 544 loads which equals 6,473 cubic metres of material

The AWWTP is a budget centre of the sewer utility fund. The plant is budgeted and managed by our waste water supervisor with a staff of 10 FTE's.

In 2017 the AWWTP:

Treated 3,824 million liters of waste water

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

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

## Sanitary Sewer - Collection System

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

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

Change 2017 forecast to 2018 budget

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

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

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

## Sewer Utility – Engineering Capital Budget

### Engineering - Sewer Capital Budget

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



## Sewer Utility – Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Engineering - Sewer Capital</b>					
Sanitary Master Plan Update	100,000	-	-	-	-
GIS Development & Support	10,000	10,000	10,000	10,000	10,000
East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap	-	-	75,000	1,123,051	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion	447,000	-	-	1,030,000	1,150,000
North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion	-	973,544	-	-	-
North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion	-	1,870,656	-	-	-
Small Sanitary Sewer Upsizing - San Cap Portion	-	-	612,900	-	-
South Main Street Sanitary Sewer - Budget - Sewer Cap	-	-	490,975	-	-
50mm and 100mm Water Main Replacement Program	45,000	-	-	-	-
Aging Water Main Replacement Program	5,000	-	-	-	-
<b>Total Engineering Sewer Capital Projects</b>	<b>607,000</b>	<b>2,854,200</b>	<b>1,188,875</b>	<b>2,163,051</b>	<b>1,160,000</b>
<b>Advanced Waste Water Treatment Plant</b>					
Advanced Waste Water Treatment Plant Expansion and Upgrades	-	50,000	350,000	4,000,000	-
AWWTP - Equipment Replacement	-	500,000	900,000	500,000	3,100,000
AWWTP - Equip Replacement for Lift stations	937,500	30,000	30,000	30,000	30,000
Wonderware efficiencies	40,000	35,000	35,000	35,000	35,000
AWWTP - Motor Control Center	525,000	-	-	-	-
AWWTP - Aeration Blower Replacement	235,000	-	-	-	-
AWWTP - Screw Pump	130,000	130,000	-	-	-
AWWTP - Bioreactor Gate Replacement	-	500,000	-	-	-
AWWTP - Bioreactor Mixer Replacement	-	130,000	-	-	-
AWWTP - Area 9 Storage	35,000	-	-	-	-
AWWTP - Washer Parts	10,000	-	-	-	-
AWWTP - Centrifuge MCC AC	15,000	-	-	-	-
AWWTP - PLC Upgrade	50,000	-	-	-	-
AWWTP - Spare Grip Pump	7,500	-	-	-	-
AWWTP - Gas Detection	30,000	-	-	-	-
AWWTP - EQ Tank Cleaners	15,000	-	-	-	-
AWWTP - Door Lock Upgrade Avigilon	40,000	40,000	-	-	-
<b>Total Advanced Waste Water Treatment Plant Capital Projects</b>	<b>2,070,000</b>	<b>1,415,000</b>	<b>1,315,000</b>	<b>4,565,000</b>	<b>3,165,000</b>
<b>Sewer Collection System Capital Projects</b>					
Sanitary Sewer Relining	-	-	-	100,000	-
Compost Site Improvements	-	2,500,000	-	-	-
<b>Total Sewer Collection Capital Projects</b>	<b>-</b>	<b>2,500,000</b>	<b>-</b>	<b>100,000</b>	<b>-</b>
<b>Total Sewer Capital</b>	<b>2,677,000</b>	<b>6,769,200</b>	<b>2,503,875</b>	<b>6,828,051</b>	<b>4,325,000</b>
<b>Funding Source</b>					
Development Cost Charges	(100,000)	(973,544)	-	-	-
Sewer Surplus	(2,577,000)	(5,795,656)	(2,503,875)	(6,828,051)	(4,325,000)
<b>Sewer Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Sewer Collection System - Capital Budget

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

# Water Utility

## Water - Operating Budget

	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Goods and Services	686,317	713,505	836,099	752,741	895,110	823,472	839,927	849,290	855,916
Salaries and Benefits	726,422	730,819	735,658	705,447	745,011	757,516	770,271	783,281	796,551
<b>Total Operating Expense</b>	<b>1,412,739</b>	<b>1,444,324</b>	<b>1,571,757</b>	<b>1,458,188</b>	<b>1,640,121</b>	<b>1,580,988</b>	<b>1,610,198</b>	<b>1,632,571</b>	<b>1,652,467</b>
Fees	(6,914,533)	(8,125,802)	(8,050,014)	(8,048,100)	(8,461,692)	(8,812,919)	(9,196,250)	(9,596,446)	(10,014,248)
<b>Net Operating Surplus</b>	<b>(5,501,794)</b>	<b>(6,681,477)</b>	<b>(6,478,257)</b>	<b>(6,589,913)</b>	<b>(6,821,571)</b>	<b>(7,231,932)</b>	<b>(7,586,052)</b>	<b>(7,963,875)</b>	<b>(8,361,781)</b>
<b>Internal Allocations Out</b>									
Parks	55,000	55,000	31,325	31,325	36,140	37,693	39,312	41,001	42,762
<b>Internal Allocations In - Revenue</b>									
Development Services-DCC	(94,430)	(496,837)	(200,000)	(547,185)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Other Water DCC's	-	-	-	(79,189)	0	-	-	-	-
West Bench Transfer	(78,336)	-	(78,336)	(78,336)	(78,336)	(78,336)	(78,366)	(78,366)	(78,366)
PW - Water Distribution Revenue	(13,400)	(25,445)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Grant Funding	-	-	(1,174,450)	(1,174,450)	-	-	-	-	-
Debt Proceeds	-	-	-	-	0	-	(2,527,197)	-	-
	(186,166)	(522,282)	(1,457,786)	(1,884,160)	(283,336)	(283,336)	(2,810,563)	(283,366)	(283,366)
<b>Internal Allocations In - Expense</b>									
Debt Principal Repayments*	549,141	458,414	422,123	422,123	422,123	422,123	422,123	422,123	422,123
Operations	29,513	25,408	26,128	23,328	38,574	38,574	38,574	38,574	38,574
Debt Interest	699,951	591,951	448,795	448,795	448,795	448,795	448,795	448,795	448,795
Finance - Procurement	974	690	-	240	-	-	-	-	-
Engineering Design	17,000	17,000	17,000	17,000	20,000	20,400	20,808	21,224	21,649
IT - printing/software	320	356	250	250	250	250	250	250	250
PW - Fleet	16,500	35,691	91,165	91,165	51,525	51,525	51,525	51,525	51,525
PW - Wage Allocation	12,834	23,019	-	-	145,833	145,833	145,833	145,833	145,833
PW - roads and maintenance	130,452	132,705	139,275	139,275	-	-	-	-	-
Administration	502,537	543,372	629,430	629,430	715,488	801,546	887,604	888,000	888,000
Office Supplies	557	334	750	750	750	750	750	750	750
PW - Water Distribution Expense	770,624	718,753	907,650	767,741	964,572	973,720	983,153	992,775	1,002,589
HR - Safety	1,910	2,113	5,417	5,417	5,471	5,526	5,525	5,525	5,525
<b>Total Allocations In</b>	<b>2,732,313</b>	<b>2,549,806</b>	<b>2,687,983</b>	<b>2,545,514</b>	<b>2,813,381</b>	<b>2,909,042</b>	<b>3,004,940</b>	<b>3,015,374</b>	<b>3,025,613</b>
<b>Total Operating Expense</b>	<b>3,540,911</b>	<b>3,480,717</b>	<b>3,806,292</b>	<b>3,550,253</b>	<b>3,995,240</b>	<b>4,030,214</b>	<b>4,153,704</b>	<b>4,184,822</b>	<b>4,213,195</b>
<b>Net Operating Surplus</b>	<b>(3,010,646)</b>	<b>(4,708,953)</b>	<b>(5,279,385)</b>	<b>(5,959,884)</b>	<b>(4,327,665)</b>	<b>(4,643,918)</b>	<b>(7,430,986)</b>	<b>(5,272,867)</b>	<b>(5,662,296)</b>
<b>Transfer to/from Surplus</b>									
Water Surplus	(1,397,808)	1,796,329	3,579,385	3,833,510	820,415	(1,171,711)	(925,005)	610,973	2,143,702
Transfer to DCC reserve	100,880	555,123	200,000	626,374	100,000	200,000	85,197	200,000	200,000
Water Capital	4,307,574	2,357,501	1,500,000	1,500,000	3,407,250	5,615,629	8,270,794	4,461,894	3,318,594
	-	-	-	-	-	-	-	-	-

\*Debt principal is not included in total operating expense

Change 2017 forecast to 2018 budget

\$ change 1,632,219 Debt financing \$1.5 not included in analytics

% change 27.39%

7.5 FTE

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

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

## Water - Water Treatment Plant Operating Budget by Project

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

## Water - Distribution by Project

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

This department maintains the dams, and the distribution system

There is 192 KM of domestic water pipe, 985 fire hydrants, 8,653 water meters, 33 KM of agricultural

Change 2017 forecast to 2018 budget

\$ change	<u>196,831</u>
% change	25.81%

## Water Utility - Capital Budget

	2018 Budget	2019 Projection	2020 Projection	2021 Projection	2022 Projection
<b>Engineering Water Capital Projects</b>					
50mm and 100mm Water Main Replacement Program	1,256,000	1,173,100	1,194,400	1,217,400	1,240,500
Aging Water Main Replacement Program	605,750	497,500	506,600	657,800	670,800
Water Master Plan Update - DCC Portion	100,000	-	-	-	-
Water Master Plan Update - Gen Cap Portion	3,000	-	-	-	-
GIS Development & Support	10,000	10,000	10,000	10,000	10,000
Orchard Avenue Reconstruction - Water Portion	-	440,000	-	-	-
Bird St & Pl, Haywood St, Gahan St Reconstruction - Water Cap Portion	305,000	-	-	-	-
Industrial Area Fire Flow Upgrades - Water Cap Portion	-	613,400	-	529,400	-
Ridgedale Reservoir Upgrade - Budget - DCC Portion	-	-	114,803	-	-
Ridgedale Reservoir Upgrade - Financing Portion	-	-	2,527,197	-	-
Ridgedale Reservoir Upgrade - Water Cap Portion	-	-	350,000	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - Water Cap Portion	-	-	75,000	350,000	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - Water Cap Portion	215,000	-	-	-	-
Downtown Revitalization - Main Street 300 Block Street Scape - Water Cap Portion	350,000	-	-	-	-
Woodstock Road Reconstruction - Water Cap Portion	-	-	50,000	-	-
South Main Street Sanitary Sewer - Budget - Water Cap	-	-	305,000	-	-
Irrigation System - Infrastructure Renewals	-	75,000	375,000	375,000	455,000
<b>Total Engineering Water Capital Projects</b>	<b>2,844,750</b>	<b>2,809,000</b>	<b>5,508,000</b>	<b>3,139,600</b>	<b>2,376,300</b>
<b>Water Treatment Plant Capital Projects</b>					
On-Site Chlorine System	-	1,347,225	-	-	-
Asset Management Equipment Replacement	150,000	150,000	150,000	150,000	150,000
WTP Reservoir Mixing Improvements	-	-	820,000	-	-
WTP Pressure Reducing Station Equipment	-	-	1,000,000	-	-
WTP optimization projects	15,000	20,000	30,000	30,000	30,000
PLC Equipment Replacement	50,000	50,000	-	-	50,000
WTP pressure reducing station equipment	10,000	-	-	-	-
Replace aging electrical equipment Okanagan Lake Pump Stn	100,000	100,000	100,000	100,000	100,000
Replace portable gas detectors and software	-	-	-	10,000	-
Replace (2) process computers/update software	5,000	-	-	-	-
Security video monitor	7,500	-	-	-	-
Filter audit	-	-	15,000	-	-
Streaming current detector replacement	20,000	-	-	-	-
Roof replacement WTP	-	467,110	25,500	-	-
Fume hood replacement Lab	15,000	-	-	-	-
Air unit replacement program	15,000	-	50,000	50,000	100,000
Diver inspection Okanagan Lake intake	-	-	-	10,000	-
Agricultural Water Meters	100,000	-	-	-	-
<b>Total Water Treatment Plant Capital Projects</b>	<b>487,500</b>	<b>2,134,335</b>	<b>2,190,500</b>	<b>350,000</b>	<b>430,000</b>
<b>Water Distribution System Capital Projects</b>					
Irrigation Meter Program	-	-	350,000	350,000	350,000
Ellis 2 Dam - Consulting & Upgrades	-	150,000	-	300,000	-
Ellis 4 Dam - Consulting and Upgrades	75,000	450,000	-	-	-
Campbell Mountain Diversion - Consulting and Upgrades	-	-	-	-	50,000
Ellis Creek Diversion Dam - Consulting & Upgrades	-	-	-	100,000	-
Misc Dam Projects	-	-	150,000	150,000	40,000
<b>Total Water Distribution System Capital Projects</b>	<b>75,000</b>	<b>600,000</b>	<b>500,000</b>	<b>900,000</b>	<b>440,000</b>
<b>Total Water Utility Capital Projects</b>	<b>3,407,250</b>	<b>5,543,335</b>	<b>8,198,500</b>	<b>4,389,600</b>	<b>3,246,300</b>
<b>Funding Source</b>					
Financing	-	-	(2,527,197)	-	-
DCC	(100,000)	-	(114,803)	-	-
Transfer from Water Surplus	(3,307,250)	(5,543,335)	(5,556,500)	(4,389,600)	(3,246,300)
	<b>(3,407,250)</b>	<b>(5,543,335)</b>	<b>(8,198,500)</b>	<b>(4,389,600)</b>	<b>(3,246,300)</b>
<b>Water Utility Capital Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Water Treatment Plant - Capital Budget

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

## Water Distribution - Capital Budget

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