

City of Penticton: Financial Plan Reporting Structure



General

Utilities

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

Public Works

Engineering

Electric

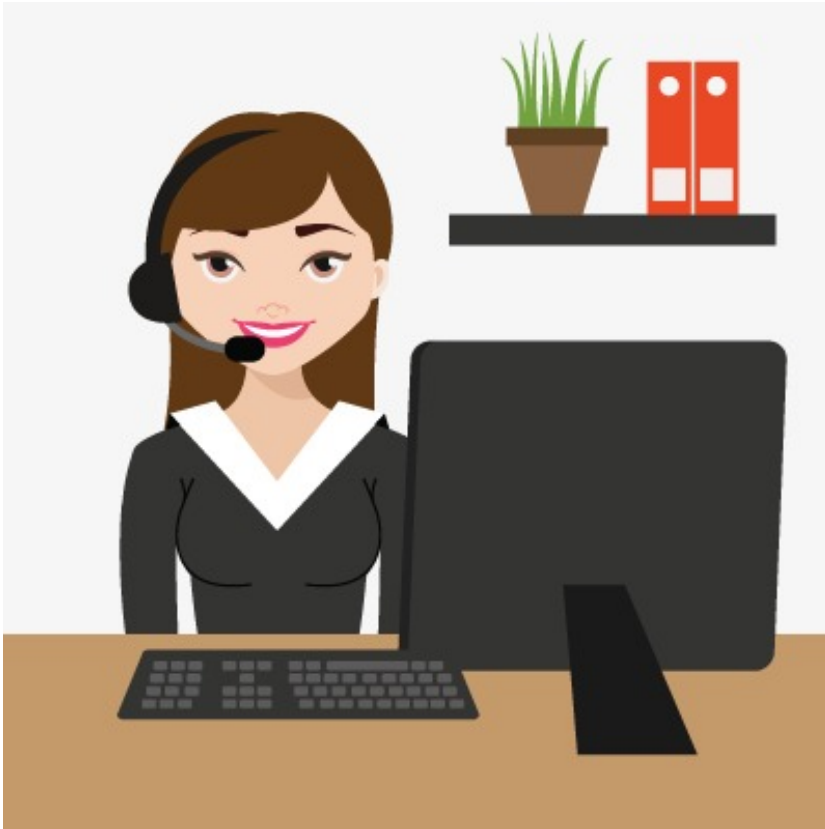
Development Services

Financial Services

Recreation & Culture



General Government: Revenue & Collections



"To give real service, you must add something which cannot be bought or measured with money, and that is sincerity and integrity."

DOUGLAS ADAMS



Overview

General Government Revenue & Collections

Revenue & Collections is primarily responsible for the prudent billing and collection of City Property Taxes and the Electric, Water, and Sewer utility services as well as providing meaningful customer service through the City Hall Cashiering and Reception services.

- **33.6% of Utility accounts are e-billed, up 2.16%**
 - **19,135 Utility accounts billed per month, up 1.04%**
 - **1,460 rental properties participate in the Landlord Notification of Arrears program**
 - **There are an average of 715 Utility customers moving in and out of properties each month**
 - **Utilities staff field an average of 2,019 phone calls each month**
 - **Reception staff field an average of 2,724 phone calls each month**
- **34.91% of the 10,047 Home Owner Grants in 2018 were claimed electronically, up 0.91%**
 - **3 properties went to Tax Sale in 2018**
 - **Cashiers field an average of 5,023 walk-in customers each month**
 - **More than 18,000 payments are received via online methods each month**
 - **7,200+ online banking**
 - **7,900+ Utilities pre-authorized payments**
 - **3,000+ Taxes pre-authorized payments**



2018 Accomplishments

- ✓ Implemented new Property Taxation Distribution Policy
- ✓ Established Equalized Utility Billing to help
- ✓ Augmented Revenue & Collections public web pages
- ✓ Enhanced design of Utility Bills for information and readability
- ✓ Researched best practices and peer municipalities in relation to permissive tax exemptions

Additional Achievements

- ✓ Provided training to front line staff for interactions with the public and understanding mental health
- ✓ Implemented billing for Storm Water on the 2018 Property Tax Notices

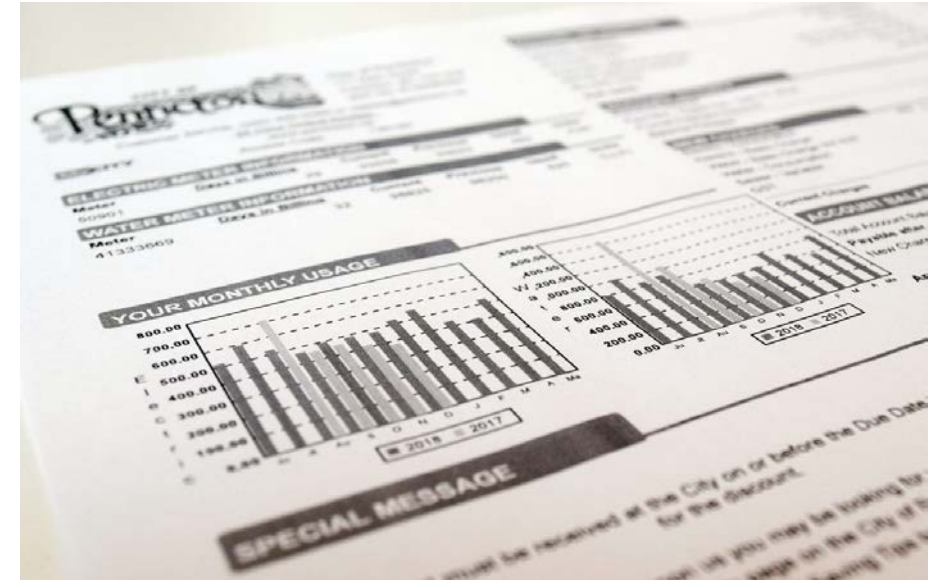


Photo credit: Penticton Herald

Challenges & Opportunities

- **Maximizing Staff Resources**

- Opportunity to find efficiencies and time-savings to continue service without growing the employee base

- **Staff Turnover**

- Opportunity to find non-value added activities through fresh eyes

- **Support Requirements**

- Opportunity to continue increasing communication between departments



2019 Initiatives



- **Update the Permissive Tax Exemption Policy**
- **Deliver a ratio review with the 2019 Tax Rate Bylaw to Council**
- **Implement updated online credit card payment options**



Staffing

General Government Revenue & Collections

<u>2018</u>	<u>2019</u>
9	9



Highlights

	2019 Budget	% change	Trend
Total Revenue	-148,000	0.1%	→
Operational Expense	966,187	3.2%	↑
Total Internal Allocation In	9,513		→
Total Internal Allocation Out	<u>0</u>		→
Net Operating Expense	827,700		↑
Total Capital	0		→
Cost per Capita	24.52		→
% of Property Tax	2.48%		→



2019 Budget

Revenue & Collections

Expenses	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Goods and Services	245,500	239,319	256,550	261,401	266,349	271,396	276,544
Salaries and Benefits	697,300	697,300	709,637	721,793	734,192	746,839	759,739
Internal Allocation In	9,337	9,337	9,513	9,588	9,664	9,743	9,822
Revenue	<u>-142,800</u>	<u>-147,900</u>	<u>-148,000</u>	<u>-150,960</u>	<u>-153,979</u>	<u>-157,059</u>	<u>-160,200</u>
Net Operating Expense	809,337	798,056	827,700	841,822	856,226	870,919	885,905



Questions

