

# City of Powell River



## General Operations 2018 Budget

# City of Powell River General Operations 2018 Budget

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City of Powell River Financial Plan General Operations DRAFT	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>										
Property Taxation	(17,723,048)	-	(17,723,048)	(16,883,387)	(16,930,643)	(16,311,404)	(16,057,265)	(14,967,662)	(839,661)	5.0%
Parcel taxes	-	-	-	-	-	-	-	-	-	0.0%
Fees and charges	(4,936,778)	-	(4,936,778)	(4,522,511)	(4,728,406)	(4,202,783)	(3,852,274)	(3,685,971)	(414,267)	9.2%
Government Transfers	(2,172,047)	(60,000)	(2,232,047)	(2,194,967)	(2,212,022)	(2,373,206)	(2,113,651)	(1,997,606)	(37,080)	1.7%
Other revenue	(1,893,822)	-	(1,893,822)	(3,236,607)	(1,989,062)	(1,712,325)	(850,686)	(545,188)	1,342,785	-41.5%
	(26,725,695)	(60,000)	(26,785,695)	(26,837,472)	(25,860,133)	(24,599,718)	(22,873,876)	(21,196,427)	51,777	-0.2%
<b>Expenses</b>										
General government services	4,234,910	-	4,234,910	5,124,720	3,998,048	5,143,626	3,566,308	3,245,598	(889,810)	-17.4%
Protective services	6,778,113	-	6,778,113	6,078,585	6,609,211	5,823,811	5,586,859	4,973,716	699,528	11.5%
Transportation services	5,083,484	-	5,083,484	4,937,284	4,917,837	4,880,746	4,435,270	4,466,201	146,200	3.0%
Environmental and public health	550,253	22,500	572,753	592,495	559,652	475,672	472,340	512,749	(19,742)	-3.3%
Environmental development	1,001,906	161,000	1,162,906	986,944	1,178,829	835,933	758,564	728,423	175,962	17.8%
Recreation, parks, and cultural	5,911,038	80,500	5,991,538	5,744,369	5,860,528	5,286,901	4,960,714	4,785,958	247,169	4.3%
	23,559,704	264,000	23,823,704	23,464,397	23,124,105	22,446,689	19,780,056	18,712,645	359,307	1.5%
<b>Operating (Surplus) Deficit</b>	<b>(3,165,991)</b>	<b>204,000</b>	<b>(2,961,991)</b>	<b>(3,373,075)</b>	<b>(2,736,028)</b>	<b>(2,153,029)</b>	<b>(3,093,820)</b>	<b>(2,483,782)</b>	<b>411,084</b>	<b>-12.2%</b>
<b>Debt interest</b>	433,745	-	433,745	390,817	434,745	370,335	310,748	313,224	42,928	11.0%
<b>Principle Payments</b>	925,538	-	925,538	889,208	925,538	774,432	670,035	668,819	36,330	4.1%
<b>Contribution to Reserves / Surplus</b>	1,825,213	0	1,825,213	1,771,393	1,679,557	2,280,567	2,162,255	1,661,199	53,820	3.0%
<b>Draw Down from Reserves/Surplus</b>	(40,208)	(78,500)	(118,708)	(10,420)	(303,812)	0	0	0	(108,288)	1039.2%
<b>Net Cost (Surplus)</b>	<b>(21,704)</b>	<b>125,500</b>	<b>103,796</b>	<b>(332,077)</b>	<b>0</b>	<b>1,272,305</b>	<b>49,218</b>	<b>159,460</b>	<b>435,874</b>	

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: GENERAL GOVERNMENT SERVICES

COST CENTRE: TAXATION / OTHER REVENUE

## 1. Overview

Taxation and Other Revenue consist of revenues that are not directly related to a service provided to City residents. Taxation is the municipal general property taxes, payments in place of property taxes received from the Provincial and Federal Governments, and the 1% Utility Tax required to be paid by all Utility companies selling their services within the City boundaries. I.e. Fortis, Telus, BC Hydro.

Other Revenue consists of property tax penalties and interest, bank interest, lease revenue, and the Fortis Franchise Fee.

Government Transfers consist of the Small Communities Grant funding provided by the Province of BC and the Gas Tax funding. The Gas Tax funding is automatically transferred into a Reserve from which projects that meet eligibility requirements may receive funding.

## 2. Budget Highlights

**Net Revenue Increase 2017 Actual to 2018 Budget: \$797,660**

### Budget changes from Prior Year

The Net Revenue Increase from 2017 Actual to 2018 Budget has occurred due to the following:

Property Taxation has increased:

1. Revitalization Tax Credit Reduction to Catalyst	\$ 300,000
2. 2% Property Tax Increase	\$ 268,000
3. 2% New Construction	\$ 268,000

Lease Revenue from the Sante Veritas (\$60,000):

1. It is expected Sante Veritas will purchase the building on Yew Street in 2018. This lease revenue has been reduced by 50% or \$60,000 for 2018, and will be \$0 going forward.

### 2018 Goals, Objectives and Work Plan

- To review the effect on residential and commercial properties if the City were to change from a Sewer Parcel Tax to a Sewer User Fee.

## 3. Service Level(s) / Resources

- Property owners in Powell River should be treated in a fair and consistent manner.
- The tax calculation methodology must be consistent, transparent and understandable.
- To ensure property value taxes remain affordable / reasonable for services provided.
- To maintain consistent tax increases for average property values in all property classes.
- The City of Powell River will continue to consider the provision of permissive tax exemptions to non-profit

societies.

- The City of Powell River will continue to consider continuing current Revitalization Tax Exemption Programs and new Revitalization Tax Exemption Programs that will strengthen the economic diversity of the community.

#### 4. Challenges / Opportunities

The main challenges are:

- determining the appropriate balance between Property Taxation and User Fees to pay for the Services provided to the citizens of Powell River; and
- determining the appropriate balance of services, the level of service provided with what the tax payers are willing to pay in property taxation.

City of Powell River Property Taxation and Other General Revenue	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>										
Property Taxation	(17,723,048)		(17,723,048)	(16,883,387)	(16,930,643)	(16,311,404)	(16,057,265)	(14,967,662)	(839,661)	4.97%
Parcel taxes			-						0	0.00%
Fees and charges		-	-						0	0.00%
Government Transfers	(976,833)	-	(976,833)	(957,870)	(923,388)	(1,121,335)	(931,553)	(828,023)	(18,963)	1.98%
Other revenue	(621,072)	-	(621,072)	(682,036)	(696,432)	(546,365)	(553,627)	(479,493)	60,964	-8.94%
			-						0	0.00%
			-							0.00%
			-							0.00%
			-							0.00%
			-							0.00%
			-							0.00%
<b>Expenses</b>										
	(19,320,953)	-	(19,320,953)	(18,523,293)	(18,550,463)	(17,979,104)	(17,542,445)	(16,275,178)	(797,660)	4.31%
			-							
	0	0	0	0	0	0	-	-	0	0.00%
<b>Operating (Surplus) Deficit</b>	<b>(19,320,953)</b>	<b>-</b>	<b>(19,320,953)</b>	<b>(18,523,293)</b>	<b>(18,550,463)</b>	<b>(17,979,104)</b>	<b>(17,542,445)</b>	<b>(16,275,178)</b>	<b>(797,660)</b>	<b>4.31%</b>
<b>Debt interest</b>			-						0	0.00%
<b>Principle Payments</b>			-						0	0.00%
<b>Contribution to (draw down) Reserves</b>	656,833	0	656,833	635,579	598,915	802,532	1,294,173	966,359	21,254	3.34%
<b>Contribution to Capital Projects</b>			-							
<b>Net Cost (Surplus)</b>	<b>(18,664,120)</b>	<b>0</b>	<b>(18,664,120)</b>	<b>(17,887,714)</b>	<b>(17,951,548)</b>	<b>(17,176,572)</b>	<b>(16,248,272)</b>	<b>(15,308,819)</b>	<b>(776,406)</b>	





# General Government Services 2018 Budget

City of Powell River General Government	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>	-	-	-	-	-	-	-	-	-	0.00%
Fees and charges	-	-	-	-	-	-	-	-	-	0.00%
Government Transfers	-	-	-	-	-	-	-	-	-	0.00%
Other revenue	(943,000)	-	(943,000)	(2,217,821)	(961,380)	(1,130,966)	(283,703)	(32,608)	1,274,821	-57.48%
	(943,000)	-	(943,000)	(2,217,821)	(961,380)	(1,130,966)	(283,703)	(32,608)	1,274,821	-57.48%
<b>Expenses</b>										
Administration	1,712,768	-	1,712,768	1,557,298	1,578,872	1,897,874	1,968,025	1,559,807	155,470	9.98%
Mayor & Council	339,793	-	339,793	262,643	316,413	268,383	261,191	249,346	77,150	29.37%
Grants in Aid	975,000	-	975,000	2,249,339	975,000	1,935,824	346,607	383,280	(1,274,339)	-56.65%
Finance	1,207,350	-	1,207,350	1,055,440	1,127,762	1,041,545	990,485	1,053,165	151,910	14.39%
	4,234,910	0	4,234,910	5,124,720	3,998,048	5,143,626	3,566,308	3,245,598	(889,810)	-17.36%
<b>Operating (Surplus) Deficit</b>	<b>3,291,910</b>	<b>-</b>	<b>3,291,910</b>	<b>2,906,899</b>	<b>3,036,668</b>	<b>4,012,660</b>	<b>3,282,605</b>	<b>3,212,990</b>	<b>385,011</b>	<b>13.24%</b>
<b>Debt interest</b>	27,318	-	27,318	10,740	27,318	2,391	-	-	16,578	154.37%
<b>Principle Payments</b>	259,033	-	259,033	222,703	259,033	103,151	-	-	36,330	16.31%
<b>Contribution to Reserves</b>	73,579	-	73,579	68,579	68,579	77,341	(6,447)	78,302	5,000	7.29%
<b>Draw Down from Reserves/Surplus</b>	(35,150)	-	(35,150)	-	(20,000)	-	-	-	(35,150)	
<b>Net Cost (Surplus)</b>	<b>3,616,690</b>	<b>-</b>	<b>3,616,690</b>	<b>3,208,921</b>	<b>3,371,598</b>	<b>4,195,544</b>	<b>3,276,158</b>	<b>3,291,292</b>	<b>407,770</b>	
<b>Cost Recovery of Operations</b>	<b>20.52%</b>	<b>0.00%</b>	<b>20.52%</b>	<b>40.87%</b>	<b>22.09%</b>	<b>21.23%</b>	<b>7.97%</b>	<b>0.98%</b>	<b>153.24%</b>	



# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: GENERAL GOVERNMENT SERVICES

COST CENTRE: CORPORATE SERVICES

## 1. Overview

Delivers and oversees several areas of Corporate and Governance Services including:

- General Local Election 2018,
- Corporate Office,
- Bylaw Enforcement,
- Corporate Records Management,
- Human Resources,
- Freedom of Information and Protection of Privacy,
- Bylaws, Policies and Governance Procedures,
- Direct Mayor and Council support,
- Execution of agreements and contracts approved by Council,
- Certify and seal City documents,
- Liaise with the Ombudsperson Office, and other Provincial and Federal Governments
- Labour Relations and Negotiations, and
- Benefits and Claims Administration.

## 2. Budget Highlights

**Net Cost Increase (Decrease):** \$221,719

### Budget changes from Prior Year

The increase for this cost centre covers expenses related to the General Local Election for 2018. No other changes are anticipated for the Corporate Administration and Human Resources operating budget.

There is approximately \$30,000 in an election reserve fund; an additional \$40,000 should be allocated to supplement this amount. It is estimated the election will cost less than \$70,000.

### 2018 Goals, Objectives and Work Plan

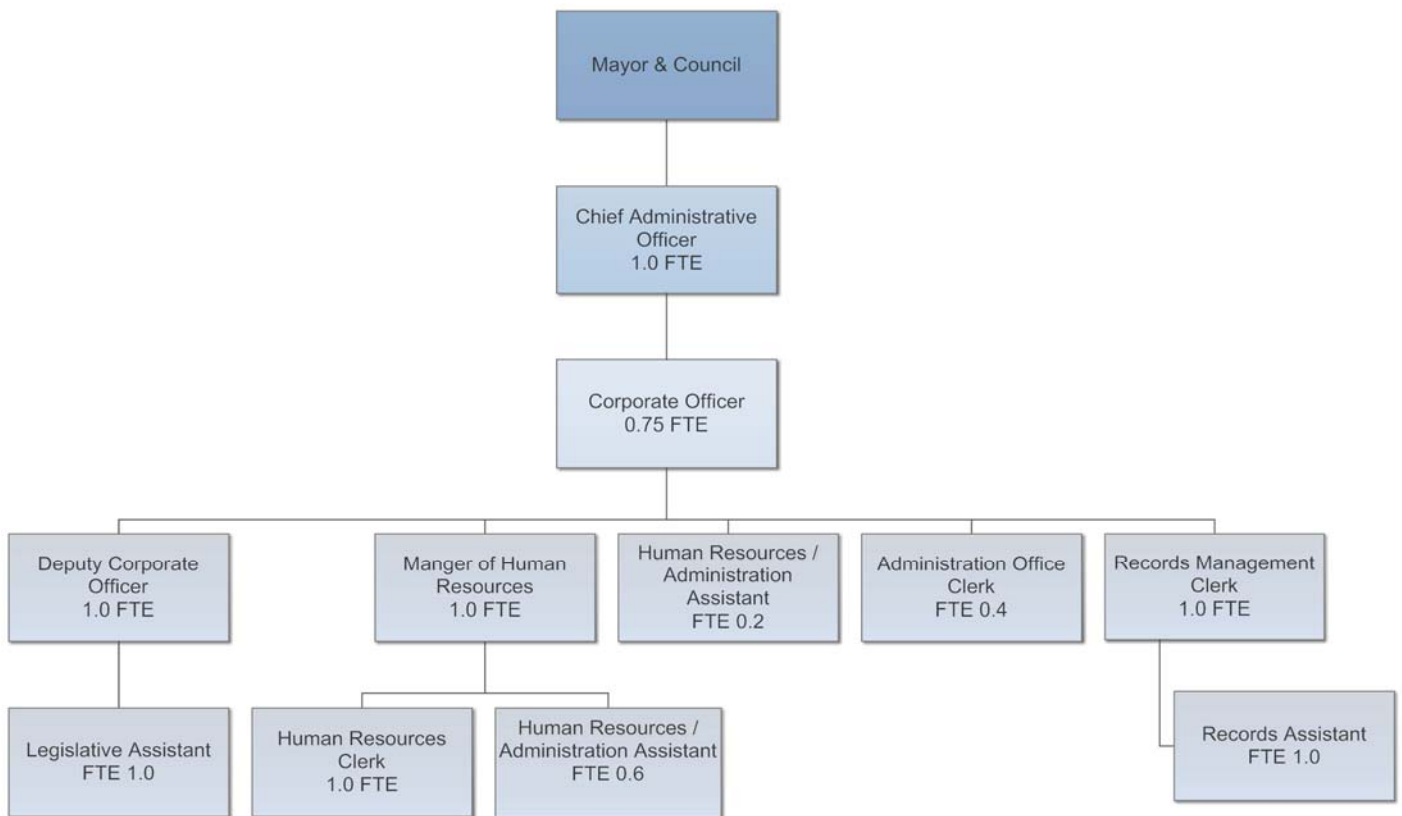
The following are the Corporate Services 2018 work program:

- Conduct 2018 General Local Elections;
- Website Redevelopment;
- Completion of Job Evaluation Project;
- Corporate Records Management Review and Reclassification Project; and
- Develop Privacy Information Bank.

Time and resources permitting, the following projects are department work program priorities:

- Relocation of Council Chambers to Lower Floor of City Hall;
- Relocation of Department to Lower Floor of City Hall;
- Develop Staff Report Guide and Implement New Templates;
- Review Corporate Training and Development Policy;
- Develop and Implement Privacy Impact Assessment Procedures;
- Initiate Privacy Management Program;
- In Camera Release, as per Council Policy;
- Review of Council Bylaws, Updates and Efficacy;
- Implementation Review of Council Policy and Procedures; and
- Work with Association of Vancouver Island and Coastal Communities to host 2019 annual convention in Powell River.

### 3. Service Level(s) / Resources



## 4. Challenges / Opportunities

Incremental Changes: task volumes and demands increase incrementally over time. The Corporate Administration Department has approached a threshold in capacity where additional resources are required, or some workloads need to be reduced.

Looking ahead to future budget years, there appears to be other demands that will need to be resourced. For example: support to council advisory committees, increased use and interaction with City website, trend where FOIPP requests are increasing in numbers and complexity, increasing number of contracts and agreements to monitor and follow-up, increasing expectations that the number of council and committee meetings will be recorded and that the video/audio quality improves.

Back up and Relief: a significant amount of time is spent with staff filling in for each other, both within the department and in other departments throughout the City. This is a legacy issue that has evolved over time. While a number of work-arounds have been developed, these are temporary solutions and are not sustainable.

Privacy & Supervision: The *Freedom of Information and Protection of Privacy Act* obliges Council to provide sufficient resources to meet the demands of FOIPP requests, provide ongoing FOIPP training, ensure staff are kept apprised of Office of the Information and Privacy Commissioner orders and Privacy Impact Assessments are undertaken.

There is a trend occurring throughout the Province where more FOIPP requests are being submitted and the complexity of many of those requests is increasing. The City appears to be following a similar trend, although the volume remains relatively low at this time. The proactive elements of the FOIPP Act must be addressed as there has not been resources allocated to achieve success in these areas.

City of Powell River General Government Corporate Services	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-	-	-	-	-	-	0	0.00%
Fees and charges	-	-	-	-	-	-	-	-	0	0.00%
Government Transfers		-							0	0.00%
Other revenue	(900,000)	-	(900,000)	(2,183,589)	(900,000)	(1,050,852)	-	-	1,283,589	-58.78%
			-	-	-	-	-	-	0	0.00%
			-	-	-	-	-	-	0	0.00%
			-	-	-	-	-	-	0	0.00%
			-	-	-	-	-	-	0	0.00%
			-	-	-	-	-	-	0	0.00%
			-	-	-	-	-	-	0	0.00%
	(900,000)	-	(900,000)	(2,183,589)	(900,000)	(1,050,852)	-	-	1,283,589	-58.78%
<b>Expenses</b>										
Administration	1,712,768	-	1,712,768	1,557,298	1,578,872	1,897,874	1,968,025	1,559,807	155,470	9.98%
Mayor & Council	339,793		339,793	262,643	316,413	268,383	261,191	249,346	77,150	29.37%
Grants in Aid	975,000		975,000	2,249,339	975,000	1,935,824	346,607	383,280	(1,274,339)	-56.65%
Buildings										
	3,027,561	0	3,027,561	4,069,280	2,870,285	4,102,081	2,575,823	2,192,433	(1,041,720)	-25.60%
<b>Operating (Surplus) Deficit</b>	<b>2,127,561</b>	<b>-</b>	<b>2,127,561</b>	<b>1,885,691</b>	<b>1,970,285</b>	<b>3,051,229</b>	<b>2,575,823</b>	<b>2,192,433</b>	<b>241,869</b>	<b>12.83%</b>
<b>Debt interest</b>	20,000	-	20,000	10,000	20,000	-	-	-	10,000	100.00%
<b>Principle Payments</b>	160,000	-	160,000	160,000	160,000	-	-	-	0	0.00%
<b>Contribution to Reserves</b>	23,579	-	23,579	18,579	18,579	27,341	(56,898)	26,796	5,000	26.91%
<b>Draw Down from Reserves/Surplus</b>	(35,150)		(35,150)						(35,150)	0.00%
<b>Net Cost (Surplus)</b>	<b>2,295,990</b>	<b>0</b>	<b>2,295,990</b>	<b>2,074,270</b>	<b>2,168,864</b>	<b>3,078,570</b>	<b>2,518,925</b>	<b>2,219,229</b>	<b>221,719</b>	
<b>Cost Recovery of Operations</b>	<b>27.85%</b>	<b>0.00%</b>	<b>27.85%</b>	<b>51.28%</b>	<b>29.33%</b>	<b>25.45%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>125.02%</b>	

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: GENERAL GOVERNMENT SERVICES

COST CENTRE: FINANCE

## 1. Overview

The Financial Services Department provides financial management for the municipality. This includes budgeting, safeguarding of assets, financial reporting and accountability. The budget process includes analyzing the forecasted revenues and balancing this with the planned expenditures. All departments prepare their own budgets, but it is up to financial services to review the projections and accurately compile the 10,000 line items into the Five Year Financial Plan for authorization by Council.

Financial Services puts in place controls to ensure that the income, capital and assets such as money, safeguarding vehicles and equipment against misuse, damage, loss and theft. We also manage the cash flow ensuring funds are invested safely until needed.

Financial Services monitors the actual income and expenditures and compares this to the budget approved by council. Financial reports are prepared quarterly for Councils information. These reports reflect what has occurred, compared to the annual budget; thereby indicating how closely the municipality is meeting the annual plan for delivery of service. The municipality is held accountable to all stakeholders by preparing annual financial statements audited by an independent external auditor.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$106,680**

### Budget changes from Prior Year

Method of charging out wages of Finance Services to other departments has changed in the 2018 budget compared to the 2017 budget. This is seen in the increase in Finance Expenses and the increase in the Recovery from Departments.

New debt for software upgrades planned for in 2016 has not yet been issued. The software upgrades had been put on hold until a priority list for software upgrades was compiled. It is expected these will occur in 2018. The debt principle and interest payments were budgeted for 2017 but did not occur, resulting in a smaller 2017 actual than budget.

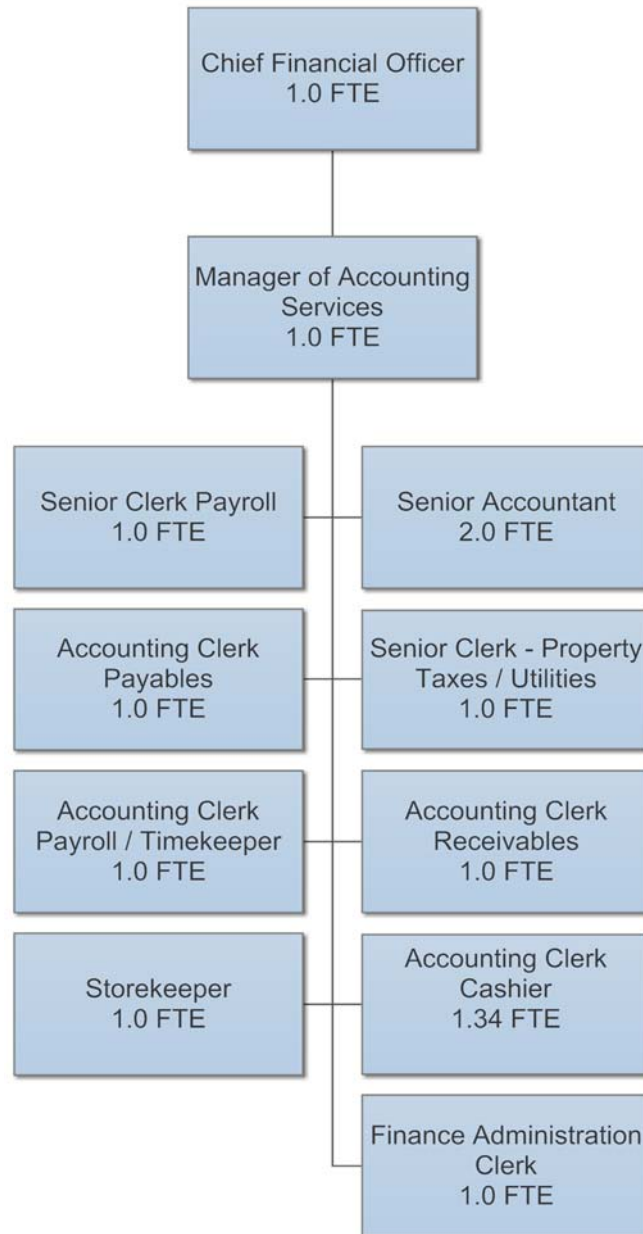
A budget error occurred in 2017, that resulted in approx. \$60,000 in wages not to be included in the 2017 budget.

### 2018 Goals, Objectives and Work Plan

- Implementation of purchasing cards to improve the efficiency of making, and paying for, small purchases.
- Purchase and implementation of software that permits accounts payable invoices to be scanned into the financial system for electronic invoice payment approvals. Also improves information retrieval for departments to track expenditures.

- Purchase and implement on-line services to improve the efficiency of the financial department and increase service levels to our customers.
- Implement the use of CaseWare software for the 2017 Financial Statements and the 2019 Financial Plan.
- Review process within the Finance Department to increase efficiency within the department and improve the accuracy and timeliness of financial information distributed to other departments.
- Review process between the Finance Department and all other departments.
- Review the current purchasing policy while considering current local government practices around social procurement.

### 3. Service Level(s) / Resources





Financial Services has 12.34 full time equivalent employees. The services provided by these employees are as follows:

- payroll for over 200 employees and five different employee classes: CUPE, IAFF, Exempt, Council and auxiliary firefighters;
- processing of over 11,000 invoices annually by accounts payable and issuance of 3,500 payments;
- issuance of 6,600 tax notices, 4,580 Home Owner Grants, 515 utility bills, and 2,934 accounts receivable invoices issues;
- processed 206 property tax deferments to the Province of BC on behalf of local citizens. The total value of these deferments equal \$457,655;
- counting and rolling 175,000 coins collected by transit, parking and harbour services;
- maintenance of a detailed tangible capital inventory list that consists of 19,650 items that have a dollar value, amortization value and risk rating;
- supplying all city works crews with 1,246 purchase orders and over 20,000 stock withdrawals from the City Warehouse annually for the delivery of services.

#### 4. Challenges / Opportunities

One of the biggest challenges to the department is handling the volume of work. There is an increase in demand from all departments, other levels of government and stakeholders to deliver information in a timely manner. In 2017, we have hired a second Senior Accountant with the expectation that we will now have the time to improve the delivery of services by:

- implementing efficient workflow within our existing systems;
- additional training and further customization of our existing software.

There is also an opportunity to improve systems by purchasing software programs designed specifically for certain processes, such as a procurement software program and a budget software program.

In 2017 we printed, faxed and invoiced for 850 tax certificates requested by lawyers. In 2018, we plan to implement a self-serve online access through the Land Titles website to increase the efficiency and timeliness of this service as well as free up staff time.

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: GENERAL GOVERNMENT SERVICES

COST CENTRE: INFORMATION TECHNOLOGY

## 1. Overview

The Information Technology Department Maintains IT systems for ten City sites and their respective departments, as well as assisting the Public Library and the RCMP.

City IT Staff maintain 20 servers, 26 printers and over 100 workstations with their associated hardware, operating systems, and diverse applications.

The IT department is responsible for public WiFi systems at 6 City locations and maintaining parking meter equipment at all the City's paid parking lots.

The IT department is committed to providing security, reliability, regulatory compliance, integrity, and availability to all users on the network so that they can continue with their duties every day, serving the people of Powell River.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$45,230**

### Budget changes from Prior Year

The budget for 2018 has increased mainly due to the cost of Active Net, which is \$17,250

Adsl service charges have gone up since last year because TELUS was not charging us for our Internet service at City Hall. Cost of \$2,400/year

### 2018 Goals, Objectives and Work Plan

Upgrading the Recreation Complex server room to facilitate a virtual server environment

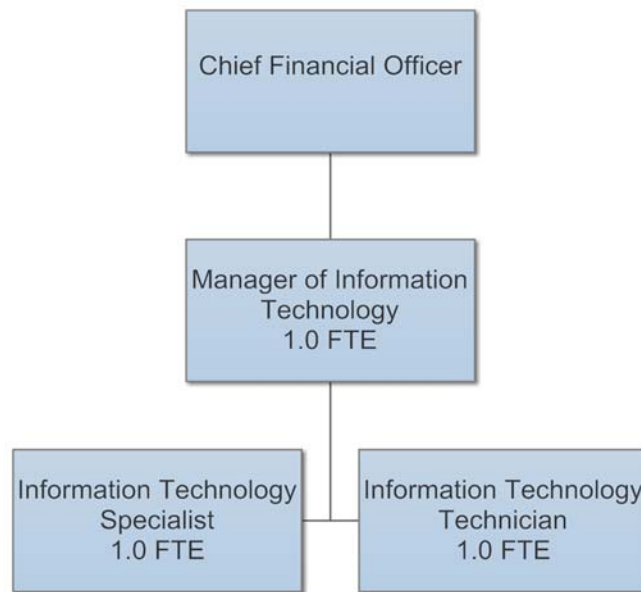
Implementing virtual servers and new disaster recovery strategy

Continuing enhancements to existing software – Agresso, Tempest & GIS

Supporting a new recreation software

Developing Computer/Technology policy

### 3. Service Level(s) / Resources



The IT Manager oversees the IT Department, advises other departments on technology requests, advises the CFO on IT strategies and sets priorities on service requests.

The IT Specialist's duties are to maintain the servers and network equipment, as well as handle the majority of service requests from the RCMP Detachment.

The IT Technician handles most help desk calls as well as maintains the backups and brings them off site daily. All IT staff will work together to resolve larger widespread issues that are affect the network.

IT usually resolves issues within a short period of time, 1-2 hours.

### 4. Challenges / Opportunities

Challenges to IT always include maintaining a happy customer base (City employees) and trying to stay up to date with new hardware and software. There are always new demands on the IT infrastructure and staff, which is usually exciting on one hand but costly on the other.

Trying to live within our means and find cost effective solutions is always the goal.

With the recent acquisition of a 16 blade server system, a 24 terabyte NAS (network attached storage) system and two other high-end servers, we are proposing to move the main data centre to the Recreation Complex. The Recreation Complex has the required electrical power infrastructure in place, City Hall does not. These "new to us" systems were given to the City by the First Credit Union and will provide the much needed hardware infrastructure to start utilizing a virtual server environment.

With virtual servers you have the benefit of being able to "move" a server to any offsite server system and turn it back on. Disaster recovery times will be reduced greatly with this type of system. Downtime turns into hours, not days in the event of a hardware failure.

There will be a cost to upgrade the existing server room at the Recreation Complex, which will be presented during Capital budget.

There should be an ongoing cost to replace these new servers in the future. \$15,000/yr

Other challenges for 2018 will include being more involved with the day to day support of the Public Library. The outgoing Head Librarian started at the Library as their computer technician and has been handling most, if not all, the day to day little things that pop up. IT expects to be much more involved in 2018.

IT training can prove to be difficult with the high costs of staying out of town when going to a dedicated training session. We would like to utilize online training to help reduce the costs of travel, as well as take dedicated "classroom" courses.

City of Powell River General Government Financial Services	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-							
Fees and charges			-							
Government transfers		-	-							
Other revenue	(43,000)	-	(43,000)	(34,232)	(61,380)	(80,113)	(283,703)	(32,608)	(8,768)	25.61%
	(43,000)	-	(43,000)	(34,232)	(61,380)	(80,113)	(283,703)	(32,608)	(8,768)	25.61%
<b>Expenses</b>										
Finance	1,432,363	-	1,432,363	1,100,613	1,134,731	1,027,646	1,009,468	1,088,057	331,751	30.14%
Information technology	460,789	-	460,789	415,559	453,763	366,301	333,943	318,434	45,230	10.88%
Recovery from departments	(685,803)	-	(685,803)	(460,732)	(460,732)	(352,402)	(352,926)	(353,326)	(225,071)	48.85%
Buildings										
	1,207,350	0	1,207,350	1,055,440	1,127,762	1,041,545	990,485	1,053,165	151,910	14.39%
<b>Operating (Surplus) Deficit</b>	<b>1,164,350</b>	<b>-</b>	<b>1,164,350</b>	<b>1,021,208</b>	<b>1,066,382</b>	<b>961,431</b>	<b>706,782</b>	<b>1,020,557</b>	<b>143,142</b>	<b>14.02%</b>
Debt interest	7,318	-	7,318	740	7,318	2,391	-	-	6,578	889.52%
Principle Payments	99,033	-	99,033	62,703	99,033	103,151	-	-	36,330	57.94%
Contribution to Reserves	50,000		50,000	50,000	50,000	50,000	50,451	51,506	-	0.00%
Draw Down from Reserves/Surplus	-		-	-	(20,000)					
<b>Net Cost (Surplus)</b>	<b>1,320,701</b>	<b>-</b>	<b>1,320,701</b>	<b>1,134,650</b>	<b>1,202,733</b>	<b>1,116,974</b>	<b>757,233</b>	<b>1,072,063</b>	<b>186,051</b>	<b>16.40%</b>
<b>Cost Recovery of Operations</b>	<b>3.15%</b>	<b>0.00%</b>	<b>3.15%</b>	<b>2.93%</b>	<b>4.78%</b>	<b>6.69%</b>	<b>27.25%</b>	<b>2.95%</b>	<b>4.50%</b>	



# Protective Services 2018 Budget



City of Powell River Protective Services	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>										
Fees and charges	(127,300)	0	(127,300)	(126,700)	(130,800)	(139,756)	(130,106)	(125,932)	(600)	0.47%
Government Transfers	(191,314)	0	(191,314)	(185,992)	(199,734)	(205,014)	(203,965)	(164,651)	(5,322)	2.86%
Other revenue	(8,750)	0	(8,750)	(8,750)	(8,750)	(10,683)	(8,356)	(9,136)	0	0.0%
	(327,364)	-	(327,364)	(321,442)	(339,284)	(355,453)	(342,427)	(299,719)	(5,922)	1.84%
<b>Expenses</b>										
Fire & rescue	3,193,886	-	3,193,886	2,961,514	3,058,319	2,794,680	2,871,498	2,351,425	232,372	7.85%
Police	3,315,319	-	3,315,319	2,924,367	3,277,381	2,866,240	2,558,014	2,466,592	390,952	13.37%
Bylaw Enforcement	268,908	-	268,908	192,704	273,511	162,892	157,347	155,699	76,204	39.54%
	6,778,113	0	6,778,113	6,078,585	6,609,211	5,823,811	5,586,859	4,973,716	699,528	11.51%
<b>Operating (Surplus) Deficit</b>	<b>6,450,749</b>	<b>-</b>	<b>6,450,749</b>	<b>5,757,143</b>	<b>6,269,927</b>	<b>5,468,358</b>	<b>5,244,432</b>	<b>4,673,997</b>	<b>693,606</b>	<b>12.05%</b>
<b>Debt interest</b>	-	-	-	-	-	-	-	-	0	0.00%
<b>Principle Payments</b>	-	-	-	-	-	-	-	-	0	0.00%
<b>Contribution to Reserves</b>	-	-	-	-	-	-	-	-	0	0.00%
<b>Draw Down from Reserves</b>	-	-	-	-	(236,312)	-	-	-		
<b>Net Cost (Surplus)</b>	<b>6,450,749</b>	<b>-</b>	<b>6,450,749</b>	<b>5,757,143</b>	<b>6,033,615</b>	<b>5,468,358</b>	<b>5,244,432</b>	<b>4,673,997</b>	<b>693,606</b>	
<b>Cost Recovery of Operations</b>	<b>4.83%</b>	<b>0.00%</b>	<b>4.83%</b>	<b>5.29%</b>	<b>5.13%</b>	<b>6.10%</b>	<b>6.13%</b>	<b>6.03%</b>	<b>0.85%</b>	

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: PROTECTIVE SERVICES

COST CENTRE: FIRE & RESCUE

## 1. Overview

Powell River Fire Rescue is committed and dedicated to protecting the people and property within our community. The 24/7 professional rapid response provided by the department is essential to the health, safety and wellbeing of every citizen. We are always strategic in our vision and make sustainable decisions in management and funding. Active participation in our community is encouraged both on and off the job.

Services provided include: fire suppression (structure, vehicle, outdoor fires); emergency medical care (via the first responder program); fire prevention through numerous public education initiatives, code compliance, fire bylaw enforcement; technical rescues; hazardous materials spills; motor vehicle incidents; as well as general public assistance when requested. In 2016 incident responses totaled 1,037 calls while currently we are on track for an estimated 5% increase for 2017. This is a continuing trend.

The 2018 budget request is \$3,154,335 million dollars that includes a contractual wage increases as per the collective agreement signed in early 2016.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$232,372**

### Budget changes from Prior Year

Change in Net Cost is largely due to contractual wage and benefit increases. 2017 internal computer administration costs still apply. The 2017 department cost saving measures that were implemented for reducing overtime costs have proven to be successful

No changes are requested in the budget from last year. In 2017 the flex firefighters have proven instrumental in maintaining minimal staffing requirements and diminishing overtime costs while building morale with the needed growth that we require.

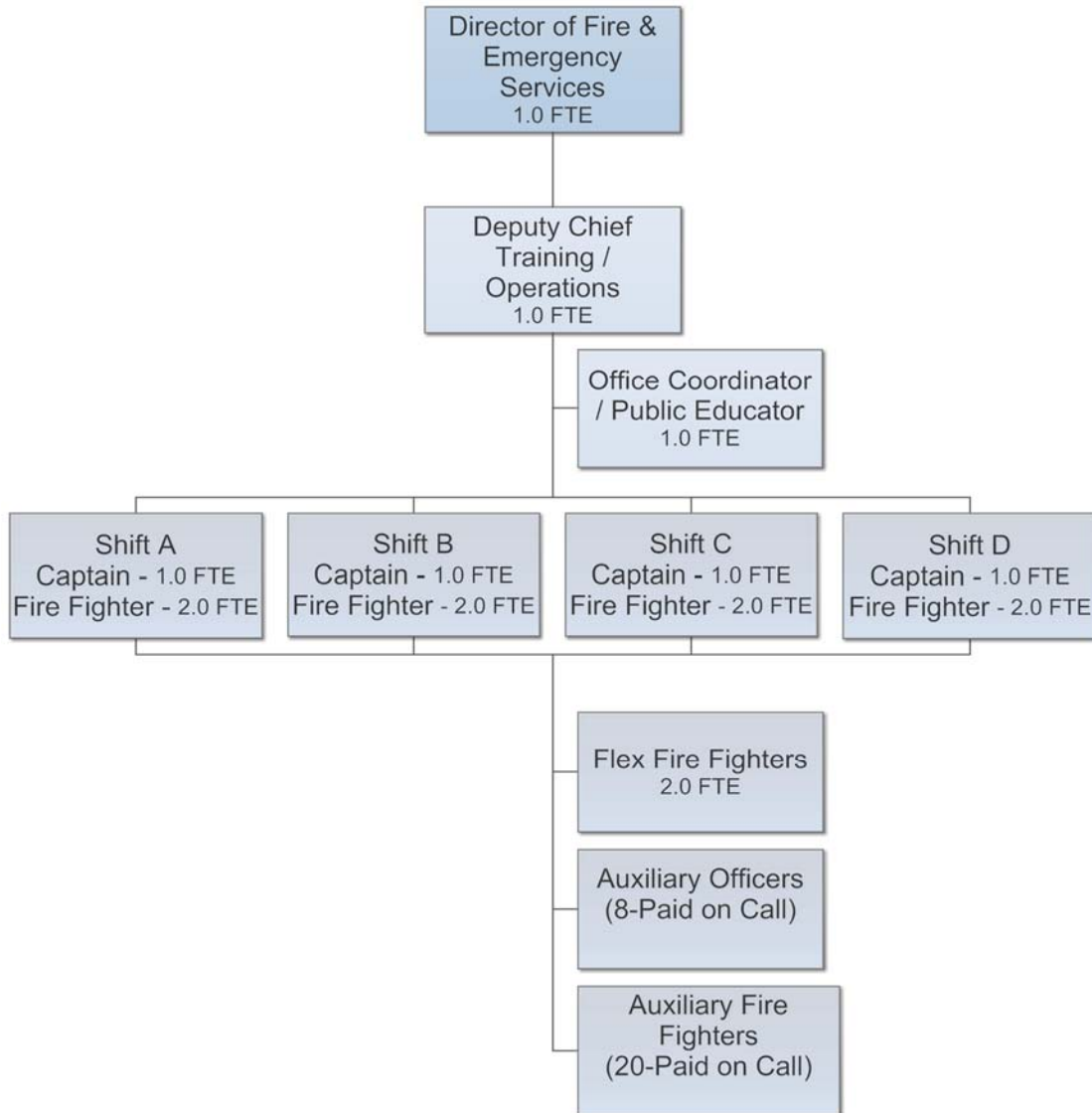
### **2018 Goals, Objectives and Work Plan**

Leadership training is a priority for Career & Auxiliary staff through a plan being developed by the Chief Officers and outside training agencies. 2018 will also see considerable public relations venues such as the Fire Smart Program joining resources from our regional partners within the emergency response program and recreation staff for neighborhood awareness initiatives. Many public venues are also planned to provide an informative vote for the upcoming election and referendum for a new emergency services facility. This will be assisted with the winning contractor of the feasibility & conceptual design RFP approved by Council.

Work will continue in partnership with other city, industry and regional staff for invasive species control notably the Powell River branch of Vancouver Islands broom busters that is operated through the fire department with great success at no cost other than a small amount of seasonal staff time.

Powell River Fire Rescue is committed and dedicated to protecting the people and property within our community. We will be responsible to the needs of our citizens and visitors, by providing rapid, professional service essential to the health, safety and wellbeing of the community. We will accomplish our mission through careful and continual planning, education and evaluation of the needs of our growing community. We will actively participate in our community, serve as role models and strive to effectively and efficiently utilize all the necessary resources at our command to provide service deemed excellent by our citizens and ourselves.

### 3. Service Level(s) / Resources



We are a full-service fire department of 14 career firefighters, 1 office coordinator/public educator, 36 auxiliary paid-on-call staff and 2 chief officers. Our main resources are our fully equipped apparatus, consisting of: four engines, one ladder truck, two pick-up trucks for Chief Officer response, and one equipped squad utility transport vehicle.

2018 training budgets will support the ongoing requirement to maintain certification levels. In 2016, the department achieved provincial standards for full service firefighters for over 90% of all auxiliary staff that has resulted in further cost savings to the department. 2018 budget also supports recruitment for new auxiliary members. Funding for career training focuses on in-house training standards in cooperation with our regional district partners to bring cost effective training to our community. The department must also maintain specialized skills such as technical rescue, hazmat, motor vehicle incidents and, advanced firefighting competencies.

Budget levels currently do not allow for a full complement of career firefighters to meet National Fire Protection Association standards for initial response minimum staffing levels.

#### 4. Challenges / Opportunities

There has been a steady increase of emergency calls over the last ten years; 2017 will see a call volume of over 1000 for the second year in a row. This is a pattern that is predicted to continue as our community grows and our population ages. Our challenge is to mitigate the risk to our staff and citizens with our limited resources with this increasing workload.

The fire department is not housed in a post-disaster standard building. This is a significant risk to the community as a seismic event will hamper our ability to respond. An emergency services facility is planned for Council's approval with proposed completion over the next five-years. A referendum is planned for November 2018 and with the hope of a success outcome we should see construction preparation commencing in 2019. In the interim, staff must maintain an aging building with contingency plans to evacuate and operate in the event of an earthquake. Engineering Services are preparing budget figures for the new facility. Options to liquidate the Cranberry Training Centre are ongoing.

Recruitment and retention of auxiliary firefighters is a nationwide challenge for fire departments. Incentives are always being sought and we will continue to promote recruitment and motivate existing staff. If the numbers of auxiliary staff drop to critical levels the only way to maintain the same level of service would be through hiring of additional career staff to make up the short fall. Costs would be salaries and benefits.

Maintaining or improving our Underwriters Grade Rating is an important challenge to not only provide a standardized service level for our citizens but to also ensure fair and equitable insurance rates throughout the region. The current grade rating could drop if we are unable to maintain a minimum level of response from auxiliaries or the city water infrastructure degrades impacting access to water or adequate pressure. It is also important to note that there were reductions in chief officer staffing (fire prevention officer) since the last assessment. The cost to a decrease in rating would be increased tax rates for business and residential insurance customers.

Opportunities include strengthening mutual and auto aid agreements with adjoining departments to provide a higher level of service and ensure backup and redundancy to our vulnerable human resources.

City of Powell River Protective Services Fire & Rescue	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>	-	-	-	-	-	-	-	-	-	0.00%
Fees and charges	-	-	-	-	-	-	-	-	-	0.00%
Government Transfers	-	-	-	-	-	-	-	-	-	0.00%
Other revenue	(8,750)	-	(8,750)	(8,750)	(8,750)	(10,683)	(8,356)	(9,136)	-	0.00%
	(8,750)	-	(8,750)	(8,750)	(8,750)	(10,683)	(8,356)	(9,136)	-	0.00%
<b>Expenses</b>										
Fire & rescue	3,107,194	-	3,107,194	2,882,827	2,972,100	2,731,579	2,808,397	2,291,355	224,367	7.78%
Buildings	86,692		86,692	78,687	86,219	63,101	63,101	60,070	8,005	10.17%
	3,193,886	0	3,193,886	2,961,514	3,058,319	2,794,680	2,871,498	2,351,425	232,372	7.85%
<b>Operating (Surplus) Deficit</b>	<b>3,185,136</b>	<b>-</b>	<b>3,185,136</b>	<b>2,952,764</b>	<b>3,049,569</b>	<b>2,783,997</b>	<b>2,863,142</b>	<b>2,342,289</b>	<b>232,372</b>	<b>7.87%</b>
Debt interest	-	-	-	-	-	-	-	-	-	0.00%
Principle Payments	-	-	-	-	-	-	-	-	-	0.00%
Contribution to Reserves	-	-	-	-	(8,600)	-	-	-	-	0.00%
Draw down from Reserves/Surplus	-	-	-	-	-	-	-	-	-	
<b>Net Cost (Surplus)</b>	<b>3,185,136</b>	<b>-</b>	<b>3,185,136</b>	<b>2,952,764</b>	<b>3,049,569</b>	<b>2,783,997</b>	<b>2,863,142</b>	<b>2,342,289</b>	<b>232,372</b>	
<b>Cost Recovery of Operations</b>	<b>0.27%</b>	<b>0.00%</b>	<b>0.27%</b>	<b>0.30%</b>	<b>0.29%</b>	<b>0.38%</b>	<b>0.29%</b>	<b>0.39%</b>	<b>0.00%</b>	



# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: PROTECTIVE SERVICES

COST CENTRE: POLICE

## 1. Overview

The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our community.

The Powell River RCMP provides policing services under contract to the City 24 hours a day, 7 days a week. Under this contract the City of Powell River pays 70% of the policing costs for 19 FTE's and the Federal Government picks up the remaining 30%. The services provided include General Duty Officers who respond to calls for service, conduct patrols and investigate crime; General Investigation Officers who investigate serious crime and conduct drug enforcement and a Community Policing Officer who oversees crime prevention programs and media relations.

Last year police responded to 5760 complaints which equates to over 15 per day. The projected budget for 2018 policing contract is \$2,389,996 which has the Federal Government's 30% share subtracted.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$390,952**

### Budget changes from Prior Year

RCMP Contract is increasing by \$86,268. The per member cost for the municipality (70%) has increased from \$125,500 to \$127,244 (including overtime). We have a contract for 19 FTE's and it is planned to fill all 19 this fiscal year..

The change in the policing contract includes a 2.5% increase in salary for 19 FTE's. The wage increase is only a forecast and ultimately the City is only billed for actual costs.

Municipal Obligations, incorporating civilian staff, office operations and building maintenance, is increasing by \$114,000. As stated above no increase to City budget is being requested other than contractual obligations. The City budget covers the costs of municipal employees, guards and cellblock operations as well as supplies and services in support of the employees. This also covers the costs of the police based victim service worker.

### 2018 Goals, Objectives and Work Plan

1. Create a Policing Services reserve fund. This reserve would be made up of any surplus in the policing contract and would be used to cover off extraordinary expenses including major crime investigations, mandated detachment upgrades etc.
2. Staffing Analysis. Starting in November 2017 the detachment will implement a General Duty Staffing Analysis (GDSA) program. GDSA will track the time members take to complete/respond to core policing duties. This will give a more in depth overview of workloads and staffing levels.

### **3. Service Level(s) / Resources**

The current service level will be unchanged in 2018. This means that all calls are prioritized and responded to in order of urgency. It is anticipated that a vacancy that was run for the 2017 budget year will be filled in 2018. It is not expected this increase will have an effect on service levels.

### **4. Challenges / Opportunities**

Given the unpredictable nature of policing, extraordinary expenses can be experienced without notice. It is both a challenge and an opportunity to manage these situations with good stewardship and accountability. Service reductions at the Federal/Provincial Government level directly impacts the detachment. The downloading of the technical crime examination costs is an example of an added cost that had historically been a service provided for free. This impacts any investigation where a computer device needs to be forensically examined.

RCMP officers have been without a contract since January 1, 2017. Any raise would be subject to retroactivity.

As of May 2017, the RCMP membership has filed for union certification with the Public Service Labour Relations Board. The full impact of unionization is not known but a more expensive police service should be expected.

# Core Change Overview Statement

## Executive Summary

**Project Name:** Police Reserve Fund

**Department:** Protective Services

**Budget Year:** On-going

### Project Budget

Budget Summary
<p><b><u>Expenditures:</u></b>            To create a Police Reserve Fund to fund possible major RCMP investigations which could incur costs significantly outside the scope of the City's contract with the RCMP.</p> <p>The maximum amount that would accumulate in this fund would be \$500,000.</p>
<p><b><u>Source of Funds:</u></b>            The source of Funding would be any unused or surplus funds from the RCMP Contract budget for the previous year (surplus most often occurs when the RCMP are unable to fill the FTE Member positions the City contracts each year). Each year's RCMP contract surplus would be reserved until the reserve reaches \$500,000.</p> <p><b>TOTAL FUNDING:</b> Funding would not be determined until year-end accounting is completed.</p>

### Impact on Future Operating Costs associated with Project

Additional Operating Costs
<p><b>Nil</b></p>

## Project Business Case

### Project Overview

Recent events in Lund triggering a major RCMP investigation, highlight the City's need to be prepared for emergent situations outside the control of Council or City staff. The City is open to a variety of expensive emergent situations: for example, a major water main break that destroys infrastructure and adjacent property, storm water event that destroys infrastructure, structure fire, wild-fire, flooding, etc. The City has funding available for most of these types of events:

- The water and sewer reserves are significant, and Council could choose to use these should the cause be water or sewer.
- The City's various forms of insurance are available in some circumstances.
- Provincial Emergency Program funding is often available for disasters.

However, a major RCMP investigation, which could incur expenses outside our contract, in the range of \$500,000 to even \$1,000,000 does not have a simple source of funding. Establishment of a reserve would enable Council to readily pay for such an event.

Funding for the reserve could be relatively painless. Currently, when the cost of our RCMP Contract is below budget, due to the City receiving the service of fewer than the contracted 19 FTE Members, this surplus falls back into the accumulated General Surplus. If there is a shortfall, the additional funds come out of General Surplus.

In the last four years the contract has balanced as follows:

	2016	2015	2014	2013
Contract Budget	\$2,251,577	\$2,098,500	\$2,059,624	\$1,901,735
Actual cost of Contract	\$2,178,813	\$1,857,163	\$1,727,140	\$1,971,122
Annual Surplus (Shortfall) \$	72,764	\$ 241,337	\$ 332,484	\$ (69,387)

### Council Strategic Priority OR Business Issue/Opportunity

**Business Issue:** With a limited accumulated General Fund Surplus, concern exists for the potential to have a "major" RCMP investigation that may cost the City between \$500,000 and \$1,000,000 more than what is provided in the annual operating budget. Such an expenditure is unforeseeable and entirely outside the City's control. An expenditure of this magnitude could result in a 3% to 7% tax increase.

### Priority Level

<b>Project Benefits</b>	
<p>To ensure sufficient funds are available in the case of a major RCMP Investigation that could possibly cost the City between \$500,000 and \$1,000,000.</p> <p>There will be no immediate cost to the taxpayers to fund this new Police Reserve Fund as it will be funded from each year's surplus from the RCMP Contract.</p>	
<b>Project Timeline</b>	<b>Date Estimate</b>
Project Start Date	2018
Project End Date	Until the reserve reaches \$500,000



City of Powell River Protective Services Police	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-						0	0.00%
Fees and charges	(17,000)		(17,000)	(16,500)	(17,000)	(16,599)	(18,744)	(15,130)	(500)	3.03%
Government Transfers	(191,314)	-	(191,314)	(185,992)	(199,734)	(205,014)	(203,965)	(164,651)	(5,322)	2.86%
Other revenue		-	-						0	0.00%
	(208,314)	-	(208,314)	(202,492)	(216,734)	(221,613)	(222,709)	(179,781)	(5,822)	2.88%
<b>Expenses</b>										
RCMP contract	2,492,148	-	2,492,148	2,202,720	2,477,720	2,178,813	1,857,163	1,727,139	289,428	13.14%
Municipal obligations	721,835		721,835	628,947	699,297	581,547	595,782	634,532	92,888	14.77%
Buildings	101,336		101,336	92,700	100,364	105,880	105,069	104,921	8,636	9.32%
	3,315,319	0	3,315,319	2,924,367	3,277,381	2,866,240	2,558,014	2,466,592	390,952	13.37%
<b>Operating (Surplus) Deficit</b>	<b>3,107,005</b>	<b>-</b>	<b>3,107,005</b>	<b>2,721,875</b>	<b>3,060,647</b>	<b>2,644,627</b>	<b>2,335,305</b>	<b>2,286,811</b>	<b>385,130</b>	<b>14.15%</b>
<b>Debt interest</b>			-						-	0.00%
<b>Principle Payments</b>			-						-	0.00%
<b>Contribution to Reserves</b>		-	-	-	-	-	-	-	-	0.00%
<b>Draw Down from Reserves/Surplus</b>	-		-	-	(216,000)					
<b>Net Cost (Surplus)</b>	<b>3,107,005</b>	<b>-</b>	<b>3,107,005</b>	<b>2,721,875</b>	<b>2,844,647</b>	<b>2,644,627</b>	<b>2,335,305</b>	<b>2,286,811</b>	<b>385,130</b>	
<b>Cost Recovery of Operations</b>	<b>6.28%</b>	<b>0.00%</b>	<b>6.28%</b>	<b>6.92%</b>	<b>6.61%</b>	<b>7.73%</b>	<b>8.71%</b>	<b>7.29%</b>	<b>1.49%</b>	

# 2018 – 2022 FINANCIAL PLAN

## DEPARTMENT

### COST CENTRE: BYLAW ENFORCEMENT

#### 1. Overview

Provide support for consist enforcement of City regulatory bylaws focusing on voluntary compliance

- Receive, investigate and respond to public complaints regarding bylaw violations
- Assist other City departments concerning bylaw enforcement matters
- Provide assistance to City departments for service of documents, notices
- Carry out the service of summons for bylaw infractions
- Represent the City in Provincial Court for prosecution of disputed violation tickets

#### Animal Control

- Receive, investigate and respond to public complaints regarding animal issues
- Operate the City Pound
- Liaise with SPCA on animal issues

#### Parking

- Patrol and issue tickets at the three City pay parking areas;
- Patrol and issue tickets where vehicles block bike paths, laneways and exceed time limits.

#### 2. Budget Highlights

**Net Cost Increase (Decrease): \$76,104**

No change is requested for the 2018 fiscal year. In 2017, a moderate increase occurred which appears to provide a significant improvement in service delivery.

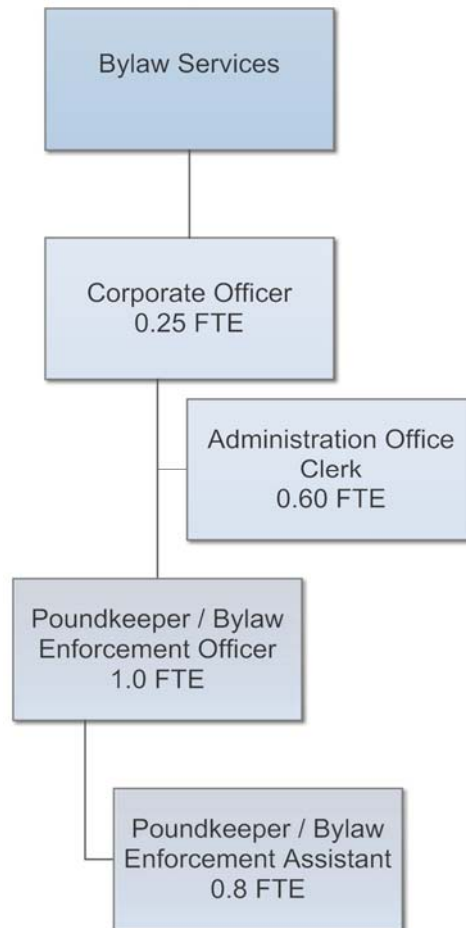
### 3. Service Level(s) / Resources

Council approved a moderate increase to the Bylaw Enforcement Department in 2017 which resulted in the following:

Prior staffing:

- Bylaw Enforcement Officer Assistant, 2 part time officers, 2,600 hrs/yr or 1.43 FTE
- Administrative Office Clerk, 1 part time, 728 hrs/yr or 0.40 FTE

Current staffing:



### 4. Challenges / Opportunities

Changes to the department has resulted in increased responsiveness and follow through. The department is now able to turn attention to developing procedures and reviewing efficacy.



City of Powell River Protective Services Bylaw Enforcement	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>										
Fees and charges	(110,300)	-	(110,300)	(110,200)	(113,800)	(123,157)	(111,362)	(110,802)	(100)	0.09%
Government Transfers										
Other revenue										
	(110,300)	-	(110,300)	(110,200)	(113,800)	(123,157)	(111,362)	(110,802)	(100)	0.09%
<b>Expenses</b>										
Bylaw Enforcement	264,938	-	264,938	191,629	269,811	161,762	153,300	152,215	73,309	38.26%
Buildings	3,970		3,970	1,075	3,700	1,130	4,047	3,484	2,895	269.30%
	268,908	0	268,908	192,704	273,511	162,892	157,347	155,699	76,204	39.54%
<b>Operating (Surplus) Deficit</b>	<b>158,608</b>	<b>-</b>	<b>158,608</b>	<b>82,504</b>	<b>159,711</b>	<b>39,735</b>	<b>45,985</b>	<b>44,897</b>	<b>76,104</b>	<b>92.24%</b>
<b>Debt interest</b>			-						-	0.00%
<b>Principle Payments</b>			-						-	0.00%
<b>Contribution to Reserves</b>			-	-	-	-			-	0.00%
<b>Draw Down from Reserves/Surplus</b>			-							
<b>Net Cost (Surplus)</b>	<b>158,608</b>	<b>-</b>	<b>158,608</b>	<b>82,504</b>	<b>159,711</b>	<b>39,735</b>	<b>45,985</b>	<b>44,897</b>	<b>76,104</b>	
<b>Cost Recovery of Operations</b>	<b>41.02%</b>	<b>0.00%</b>	<b>41.02%</b>	<b>57.19%</b>	<b>41.61%</b>	<b>75.61%</b>	<b>70.77%</b>	<b>71.16%</b>	<b>0.13%</b>	



# **Transportation Services 2018 Budget**

City of Powell River Transportation	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>	-	-	-	-	-	-	-	-	0	0.00%
Fees and charges										
Engineering	(41,000)	-	(41,000)	(21,800)	(41,000)	(9,723)	(51,814)	(54,300)	(19,200)	88.07%
Operations	(47,500)	-	(47,500)	(42,000)	(47,500)	(42,881)	(60,370)	(82,005)	(5,500)	13.10%
Transit	(246,760)	-	(246,760)	(231,200)	(237,470)	(217,617)	(236,807)	(219,665)	(15,560)	6.73%
Harbours	(1,009,010)	-	(1,009,010)	(1,004,700)	(985,507)	(979,934)	(934,801)	(908,714)	(4,310)	0.43%
Airport	(315,389)	-	(315,389)	(304,000)	(304,789)	(259,125)	(231,490)	(231,097)	(11,389)	3.75%
Government Transfers	(998,900)	-	(998,900)	(990,000)	(983,900)	(1,046,858)	(972,133)	(1,004,932)	(8,900)	0.90%
Other revenue	-	-	-	-	-	-	-	-	0	0.00%
	(2,658,559)	-	(2,658,559)	(2,593,700)	(2,600,166)	(2,556,138)	(2,487,415)	(2,500,713)	(64,859)	2.50%
<b>Expenses</b>										
Engineering	317,463		317,463	303,565	312,289	299,638	322,898	266,279	13,898	4.58%
Operations										
Buildings	462,968	-	462,968	466,387	491,669	512,470	334,384	435,518	(3,419)	-0.73%
Roads	1,432,331	-	1,432,331	1,420,273	1,306,414	1,389,366	1,244,541	1,181,093	12,058	0.85%
Transit	1,940,642	-	1,940,642	1,917,908	1,915,708	1,836,290	1,789,491	1,747,860	22,734	1.19%
Harbours	632,173	-	632,173	584,676	610,213	566,435	536,905	590,408	47,497	8.12%
Airport	297,907	-	297,907	244,475	281,545	276,547	207,052	245,043	53,432	21.86%
	5,083,484	0	5,083,484	4,937,284	4,917,837	4,880,746	4,435,270	4,466,201	146,200	2.96%
<b>Operating (Surplus) Deficit</b>	2,424,925	-	2,424,925	2,343,584	2,317,671	2,324,608	1,947,855	1,965,488	81,341	3.47%
<b>Debt interest</b>	221,268	-	221,268	221,268	221,268	237,435	239,973	242,449	0	0.00%
<b>Principle Payments</b>	188,362	-	188,362	188,362	188,362	608,560	607,314	606,098	(0)	0.00%
<b>Contribution to Reserves</b>	1,040,594	-	1,040,594	1,019,978	930,354	1,360,772	834,927	582,991	20,616	2.02%
<b>Draw down from Reserves/Surplus</b>	(5,058)									
<b>Net Cost (Surplus)</b>	<b>3,875,149</b>	<b>-</b>	<b>3,875,149</b>	<b>3,773,192</b>	<b>3,657,655</b>	<b>4,531,375</b>	<b>3,630,069</b>	<b>3,397,026</b>	<b>101,957</b>	
<b>Cost Recovery of Operations</b>	<b>40.69%</b>	<b>0.00%</b>	<b>40.69%</b>	<b>40.74%</b>	<b>41.55%</b>	<b>36.07%</b>	<b>40.66%</b>	<b>42.40%</b>	<b>38.88%</b>	

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: TRANSPORTATION SERVICES

COST CENTRE: ENGINEERING

## 1. Overview

Engineering Services' Vision is one of a professional, well trained and experienced team that carries out the strategic priorities of Council related to transportation systems, utilities and civic facilities. At the same time we hold paramount the safety, health and welfare of the public, the protection of the environment and the promotion of health and safety in the work place.

This department manages the development, maintenance and upgrading of city infrastructure including roads, drainage, sanitary sewer, water and development, which consists of 106 kms of roads, 144 kms of water mains, 138 kms of sanitary mains, 109 kms of storm mains, 2 water reservoir sources, 3 sewer treatment facilities and 15 pumping stations

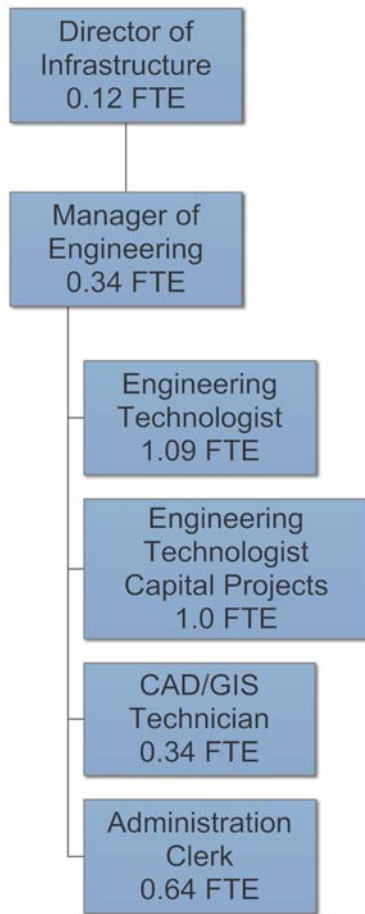
## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$5,200**

### **Budget changes from Prior Year**

No budget changes from 2017 to 2018.

### 3. Service Level(s) / Resources



### 4. Challenges / Opportunities

The Asset Management Plan has highlighted the challenge of funding for maintenance, renewal and replacement of the city's infrastructure.

City of Powell River Transportation Services Engineering	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>	-		-							
Fees and charges	(41,000)		(41,000)	(21,800)	(41,000)	(9,723)	(51,814)	(54,300)	(19,200)	88.07%
Government Transfers	-	-	-	-	-	-	-	-	-	0.00%
Other revenue	-	-	-	-	-	-	-	-	-	0.00%
	(41,000)	-	(41,000)	(21,800)	(41,000)	(9,723)	(51,814)	(54,300)	(19,200)	88.07%
<b>Expenses</b>										
Administration - wages	233,433	-	233,433	228,100	231,577	222,759	259,675	204,403	5,333	2.34%
Administration - other	84,030		84,030	75,465	80,712	76,879	63,223	61,876	8,565	11.35%
	317,463	0	317,463	303,565	312,289	299,638	322,898	266,279	13,898	4.58%
<b>Operating (Surplus) Deficit</b>	<b>276,463</b>	<b>-</b>	<b>276,463</b>	<b>281,765</b>	<b>271,289</b>	<b>289,915</b>	<b>271,084</b>	<b>211,979</b>	<b>(5,302)</b>	<b>-1.88%</b>
<b>Debt interest</b>			-		-				-	0.00%
<b>Principle Payments</b>			-		-				-	0.00%
<b>Contribution to Reserves</b>		-	-		-				-	0.00%
<b>Draw down from Reserves/Surplus</b>			-		-				-	
<b>Net Cost (Surplus)</b>	<b>276,463</b>	<b>0</b>	<b>276,463</b>	<b>281,765</b>	<b>271,289</b>	<b>289,915</b>	<b>271,084</b>	<b>211,979</b>	<b>(5,302)</b>	
<b>Cost Recovery of Operations</b>	<b>12.91%</b>	<b>0.00%</b>	<b>12.91%</b>	<b>7.18%</b>	<b>13.13%</b>	<b>3.24%</b>	<b>16.05%</b>	<b>20.39%</b>	<b>138.15%</b>	

# 2018 – 2022 FINANCIAL PLAN

## OPERATIONAL SERVICES

### OPERATIONS

#### 1. Overview

The Operations Department includes **building, equipment, sanitation and roads**. The Building section is responsible for cleaning and maintaining several buildings including City Hall, Library, Wharfinger, Public Works, RCMP, Dwight Hall, Fire Hall and the Willingdon campsite. The equipment section repairs and maintains the City fleet including Transit buses, Fire Trucks, airport ploughs, heavy equipment, trucks and passenger vehicles. The sanitation section collects garbage and recycling material from residents as part of the curbside collection program. Also all garbage and recycling is collected from City owned buildings. The Roads section maintains and repairs pavements, sidewalks, road signage, road markings and boulevard trees.

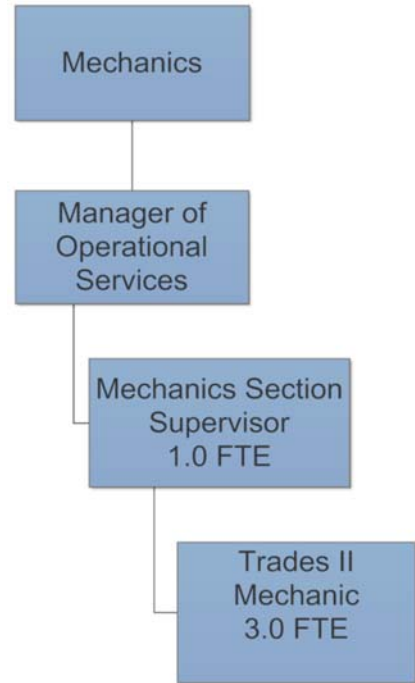
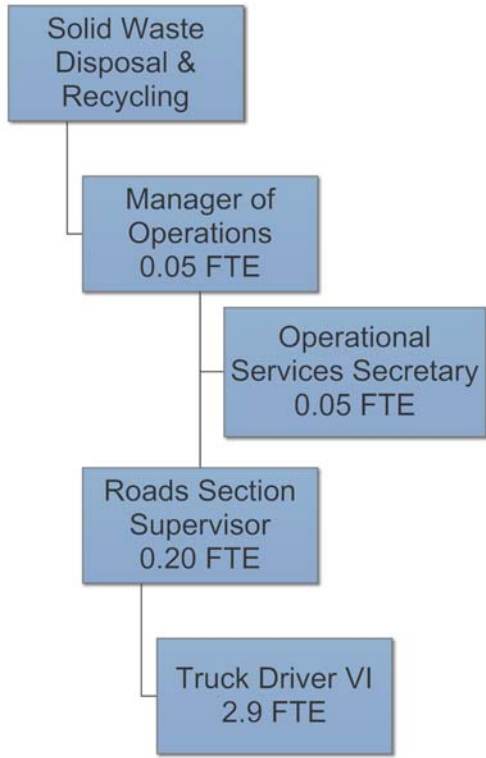
#### 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$106,111**

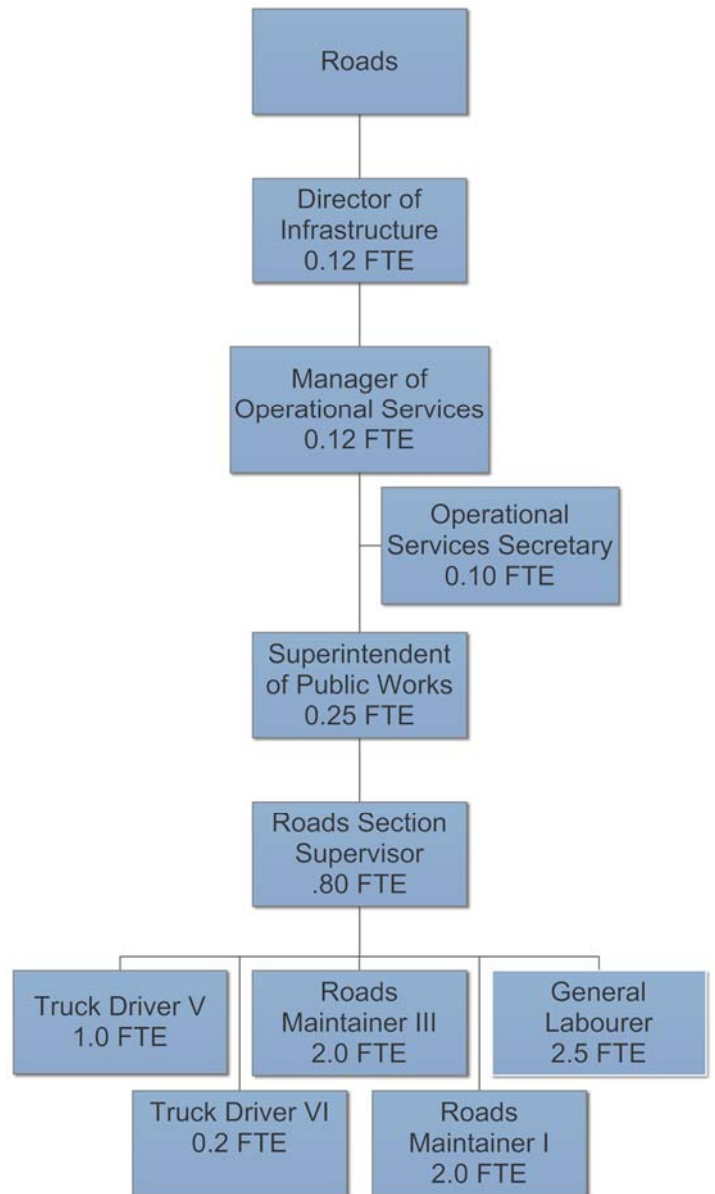
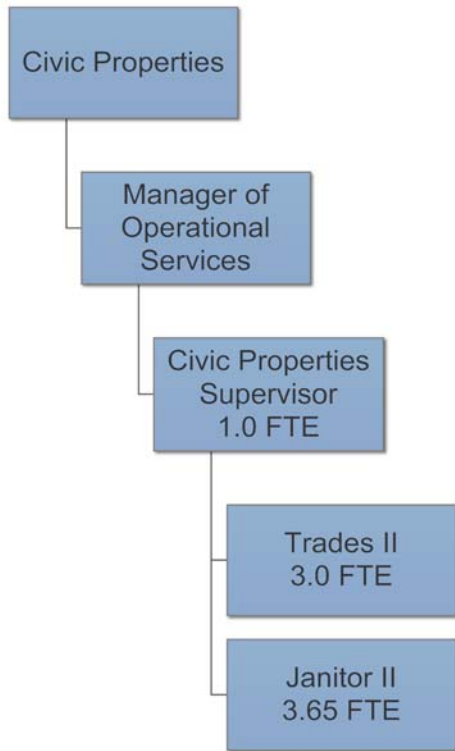
- Transfer to Equipment Reserve increased by \$100,000 to make up for the decrease in contributions in prior years.
- In July of 2017 the new library opened. This additional 10,000 ft<sup>2</sup> of floor space will require additional resources for cleaning and maintenance;
- Landfill costs are anticipated to increase by \$33,750, this will be offset by \$12,000 increase in tag; revenue and \$3,400 collection fees;
- Hydro costs for street lighting have increased by \$10,800;
- Fleet insurance costs increased by \$9,500;
- Fuel has increased by \$7,500.

#### 3. Service Level(s) / Resources

The janitors clean City buildings 7 days a week in the summer and 5 in the winter. The building section checks HVAC systems, fire alarms, fire extinguishers, smoke alarms and security alarms on an annual basis. Ongoing maintenance includes electrical plumbing, flooring, painting and renovation work. The equipment section is responsible for insurance, commercial inspection, procurement and upkeep of a preventative maintenance program. The sanitation department collects 850 tonnes of garbage and 190 tonnes of recycling per year. Curbside pick-up of garbage is available to residential households every week. Curbside pick-up of recycling is available to residential households every two weeks. The maintenance activities undertaken by the Roads section every year include crack sealing, pothole patching, sidewalk grinding, snow removal, street sweeping, sidewalk vegetation removal and ditch inspection. There are 19.5 FTE's in this cost centre







#### 4. Challenges / Opportunities

Staff received two new garbage trucks in 2017. The trucks will allow the City to pick-up garbage, recycle and organics bins using an automated system and will eliminate manual dumping by staff.

City of Powell River Transportation Services Operations	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-						0	0.00%
Fees and charges									0	0.00%
Operational	(41,500)	-	(41,500)	(36,000)	(41,500)	(35,887)	(54,070)	(75,779)	(5,500)	15.28%
Street lighting	(6,000)	-	(6,000)	(6,000)	(6,000)	(6,994)	(6,300)	(6,226)	0	0.00%
Government Transfers	-	-	-	-	-	-	-	-	0	0.00%
Other revenue	-	-	-	-	-	-	-	-	0	0.00%
	(47,500)	-	(47,500)	(42,000)	(47,500)	(42,881)	(60,370)	(82,005)	(5,500)	13.10%
<b>Expenses</b>										
Roads and Streets	1,432,331	0	1,432,331	1,420,273	1,306,414	1,389,366	1,244,541	1,181,093	12,058	0.85%
Buildings	462,968		462,968	466,387	491,669	512,470	334,384	435,518	(3,419)	-0.73%
	1,895,299	0	1,895,299	1,886,660	1,798,082	1,901,836	1,578,925	1,616,611	8,639	0.46%
<b>Operating (Surplus) Deficit</b>	<b>1,847,799</b>	<b>-</b>	<b>1,847,799</b>	<b>1,844,660</b>	<b>1,750,582</b>	<b>1,858,955</b>	<b>1,518,555</b>	<b>1,534,606</b>	<b>3,139</b>	<b>0.17%</b>
<b>Debt interest</b>	24,828		24,828	24,828	24,828	26,814	29,352	31,828	0	0.00%
<b>Principle Payments</b>	51,381		51,381	51,381	51,381	50,104	48,858	47,643	(0)	0.00%
<b>Contribution to Reserves</b>	902,025	-	902,025	799,053	799,053	1,238,424	712,579	489,136	102,972	12.89%
<b>Draw down from Reserves/Surplus</b>										
<b>Net Cost (Surplus)</b>	<b>2,826,033</b>	<b>0</b>	<b>2,826,033</b>	<b>2,719,922</b>	<b>2,625,844</b>	<b>3,174,296</b>	<b>2,309,344</b>	<b>2,103,213</b>	<b>106,111</b>	
<b>Cost Recovery of Operations</b>	<b>1.65%</b>	<b>0.00%</b>	<b>1.65%</b>	<b>1.52%</b>	<b>1.78%</b>	<b>1.33%</b>	<b>2.55%</b>	<b>3.75%</b>	<b>4.93%</b>	

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: TRANSPORTATION SERVICES

COST CENTRE: TRANSIT

## 1. Overview

The City operates the conventional transit system in Powell River for BC Transit.. The system provides approximately 200,000 rides per year. The system has five buses operating the three routes of Grief Point, Upper Westview and Townsite/Wildwood. As well the City contributes funding to the operation of the handyDART transit system.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$1,000**

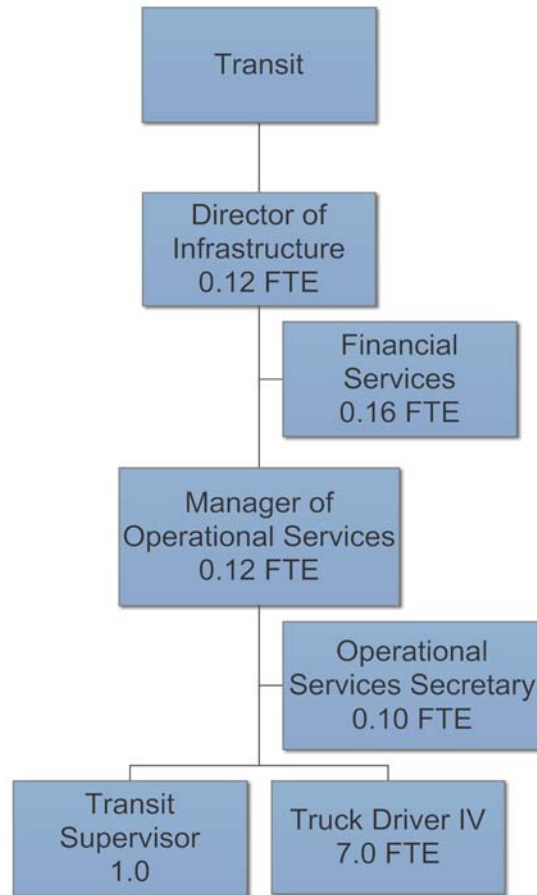
### Budget changes from Prior Year

Transfers to BC Transit for handyDART have increased by \$30,000 from the previous year's budget. Conventional System revenues from other fees have increased by \$24,000.

### 2018 Goals, Objectives and Work Plan

We are awaiting a response from BC Transit regarding increased night time service and the addition of service to the Complex, otherwise no changes to the service.

### 3. Service Level(s) / Resources



The conventional system operates seven days a week including weekends and evenings and several holidays. Service starts at 7am and runs until the late evening on Friday and Saturday. The City maintains over 200 bus stops and there are currently 14 bus shelters at various high use locations on the route. All buses are low floor allowing easier access for wheelchairs and mobility challenged. The HandyDart system operates six days per week within the City limits and provides transportation to persons with disabilities that have difficulty using the conventional buses..

### 4. Challenges / Opportunities

City of Powell River Transportation Services Transit	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>	-		-	-	-	-	-	-	0	0.00%
Fees and charges	(246,760)		(246,760)	(231,200)	(237,470)	(217,617)	(236,807)	(219,665)	(15,560)	6.73%
Government Transfers	(990,000)	-	(990,000)	(990,000)	(975,000)	(1,047,156)	(971,834)	(1,004,932)	0	0.00%
Other revenue	-	-	-	-	-	-	-	-	0	0.00%
	(1,236,760)	-	(1,236,760)	(1,221,200)	(1,212,470)	(1,264,773)	(1,208,641)	(1,224,597)	(15,560)	1.27%
<b>Expenses</b>										
Administration	756,342	-	756,342	787,411	771,090	750,563	722,389	710,620	(31,069)	-3.95%
Vehicles	263,575		263,575	219,720	253,825	192,006	210,773	242,704	43,855	19.96%
Handi-dart	168,000		168,000	162,000	162,000	162,320	148,758	116,500	6,000	3.70%
Taxi-Saver Program	800		800	200	800	-	693	10	600	300.00%
Transfer to BC Transit Authority	744,000		744,000	740,000	720,000	725,412	701,118	673,743	4,000	0.54%
Buildings	7,925		7,925	8,577	7,993	5,989	5,760	4,283	(652)	-7.60%
	1,940,642	0	1,940,642	1,917,908	1,915,708	1,836,290	1,789,491	1,747,860	22,734	1.19%
<b>Operating (Surplus) Deficit</b>	<b>703,882</b>	<b>-</b>	<b>703,882</b>	<b>696,708</b>	<b>703,238</b>	<b>571,517</b>	<b>580,850</b>	<b>523,263</b>	<b>7,174</b>	<b>1.03%</b>
<b>Debt interest</b>			-	-	-	-	-	-	0	0.00%
<b>Principle Payments</b>			-	-	-	-	-	-	0	0.00%
<b>Contribution to Reserves</b>		-	-	-	-	-	-	-	0	0.00%
<b>Draw down from Reserves/Surplus</b>			-	-	-	-	-	-	0	0.00%
<b>Net Cost (Surplus)</b>	<b>703,882</b>	<b>0</b>	<b>703,882</b>	<b>696,708</b>	<b>703,238</b>	<b>571,517</b>	<b>580,850</b>	<b>523,263</b>	<b>7,174</b>	
<b>Cost Recovery of Operations</b>	<b>63.73%</b>	<b>0.00%</b>	<b>63.73%</b>	<b>63.67%</b>	<b>63.29%</b>	<b>68.88%</b>	<b>67.54%</b>	<b>70.06%</b>	<b>68.44%</b>	

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: TRANSPORTATION SERVICES

COST CENTRE: HARBOURS

## 1. Overview

The Harbour section includes the North, South and Westview Harbours, Spirit Square and Barge Terminal. The North Harbour has over 300 berths and is the home to mainly local recreational vessels. The Westview Harbour is owned by Small Craft Harbours and operated by the City. This facility is home to the commercial and fishing fleet in Powell River. The South Harbour is a mix of recreational transient and local vessels. The North and South Harbours were rehabilitated in 2011 to upgrade the infrastructure and increase capacity. The Spirit Square is a public area adjacent to the harbours use for gatherings, music events and festivals.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$(1,500)**

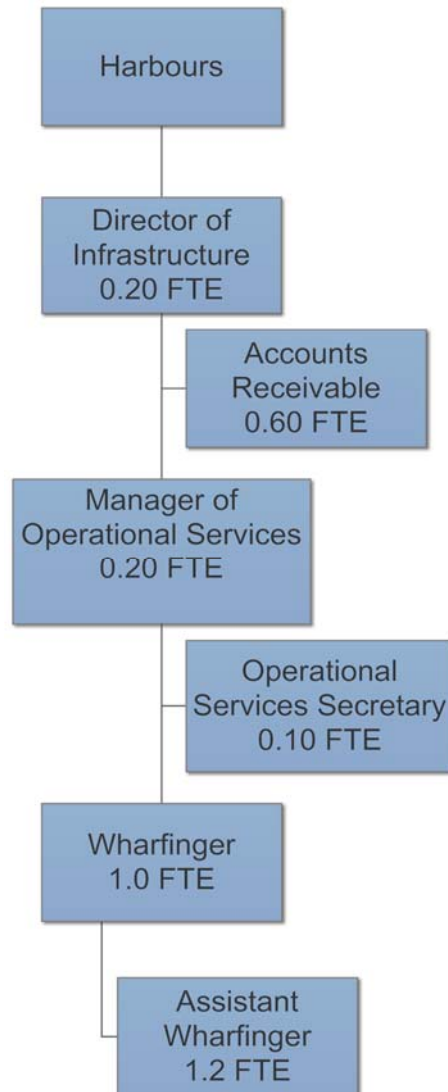
### Budget changes from Prior Year

Although costs are expected to increase in this section by \$22,000, revenue is also expected to rise by \$23,500

### 2018 Goals, Objectives and Work Plan

North Harbour currently operates at approximately 92% annually, measures are taken to encourage more customers to migrate from seasonal contracts to annual contracts. The goal in the South Harbour is to increase transient vessel traffic.

### 3. Service Level(s) / Resources



The harbour facilities includes water, power, showers, wharfinger building, WFI, laundry, fire protection, washrooms, boat ramp and vessel pump out. Staff operate the facility in the spring, summer and fall seven days a week for 12 hours per day. In the winter the staff operate six days per week for 8 hours per day. The docks, wharfinger building and washrooms are cleaned and maintained daily by the Building section.

### 4. Challenges / Opportunities

The old barge terminal facility south of the South Harbour was used for transportation of goods until 2011 when it was relocated to the Mill site in the Townsite. This area is to be developed with a Coast Guard Search and Rescue building and has potential for further development including a park area and other retail and commercial ventures

City of Powell River Transportation Services Harbours	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>									-	0.00%
Fees and charges									-	0.00%
North Harbour	(692,135)	-	(692,135)	(691,000)	(678,132)	(679,353)	(633,888)	(637,930)	(1,135)	0.16%
South Harbour	(119,375)	-	(119,375)	(111,700)	(112,375)	(92,281)	(103,836)	(92,284)	(7,675)	6.87%
Westview Harbour	(137,500)		(137,500)	(142,000)	(135,000)	(145,548)	(129,614)	(129,241)	4,500	-3.17%
Barge Terminals	(60,000)		(60,000)	(60,000)	(60,000)	(62,752)	(67,463)	(49,259)	0	0.00%
Government Transfers	-		-	-	-	-	-	-	0	0.00%
Other revenue	-		-	-	-	-	-	-	0	0.00%
	(1,009,010)	-	(1,009,010)	(1,004,700)	(985,507)	(979,934)	(934,801)	(908,714)	(4,310)	0.43%
<b>Expenses</b>										
North Harbour	254,713	-	254,713	255,400	248,751	248,013	242,236	247,373	(687)	-0.27%
South Harbour	170,346		170,346	148,525	161,968	120,051	139,148	101,773	21,821	14.69%
Westview Harbour	166,796		166,796	160,369	161,293	125,394	118,451	133,465	6,427	4.01%
Barge Terminals	15,764		15,764	779	15,764	53,270	14,444	74,891	14,985	1923.62%
Powell Lake	7,860		7,860	7,872	5,804	6,637	10,890	8,063	(12)	-0.15%
Spirit Square	9,505		9,505	5,556	9,483	6,798	3,123	15,841	3,949	71.08%
Buildings	7,189		7,189	6,175	7,150	6,272	8,613	9,002	1,014	16.42%
	632,173	0	632,173	584,676	610,213	566,435	536,905	590,408	47,497	8.12%
<b>Operating (Surplus) Deficit</b>	<b>(376,837)</b>	<b>-</b>	<b>(376,837)</b>	<b>(420,024)</b>	<b>(375,294)</b>	<b>(413,499)</b>	<b>(397,896)</b>	<b>(318,306)</b>	<b>43,187</b>	<b>-10.28%</b>
<b>Debt interest (N. harbour)</b>	195,000		195,000	195,000	195,000	210,621	210,621	210,621	0	0.00%
<b>Principle Payments (N. Harbour)</b>	106,981		106,981	106,981	106,981	558,456	558,456	558,455	0	0.00%
<b>Contribution to Reserves</b>	138,569	-	138,569	192,840	130,597	97,912	97,912	93,855	(54,271)	-28.14%
<b>Draw Down on Reserves</b>										
<b>Net Cost (Surplus)</b>	<b>63,713</b>	<b>0</b>	<b>63,713</b>	<b>74,797</b>	<b>57,284</b>	<b>453,490</b>	<b>469,093</b>	<b>544,625</b>	<b>(11,084)</b>	
<b>Cost Recovery of Operations</b>	<b>94.06%</b>	<b>0.00%</b>	<b>94.06%</b>	<b>93.07%</b>	<b>94.51%</b>	<b>68.36%</b>	<b>66.59%</b>	<b>62.53%</b>		



# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: TRANSPORTATION SERVICES

COST CENTRE: AIRPORT

## 1. Overview

The Powell River Airport is a Transport Canada certified facility owned and operated by the City. The Airport has a total land area of 80 hectares and includes the following facilities:

- Runway 09-27: 1,104m x 46m (3,621 x 150 feet) asphalt surface,
- Two paved taxiways: 110m x 26m Taxiway Alpha and 110m x 10m Taxiway Bravo, both connecting the Apron and Runway 09-27,
- One paved Apron, approximately 3,500m<sup>2</sup>,
- Air Terminal Building; approximately 237m<sup>2</sup>,
- Miscellaneous Storage Building; approximately 55m<sup>2</sup>, and
- Navigational Aids, including a Non- Directional Beacon (NDB) and Distance Measuring Equipment (DME).

Various commercial and recreational aircraft use the facility including Pacific Coastal Airlines, Air Ambulance, couriers and helicopters.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$4,200**

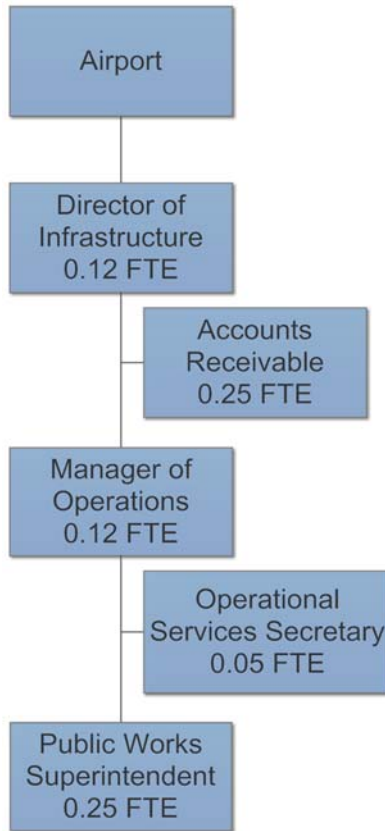
### Budget changes from Prior Year

Management costs are expected to increase at the airport due most in part to increased regulatory increases from Transport Canada, while revenues are expected to increase from additional lease revenue.

### 2018 Goals, Objectives and Work Plan

Completion of the runway extension project is expected to be completed in the late spring of 2018. Deflated passenger numbers are expected to return to normal with the return of Pacific Coastal's Saab and increased capacity of remaining fleet as limitations will be removed at that time. Application to ACAP will also be submitted in 2018 for repaving of the runway.

### 3. Service Level(s) / Resources



City staff provide snow and ice clearing of the runway, mowing of the airside grass, maintenance of terminal and storage facilities, repair of runway/apron lighting system and daily inspection of the runway. Yearly training is provided to staff, Annual maintenance of airport equipment is required including, friction meter, ploughs, sweeper, DME, perimeter fence, hazard beacons and PAPI lights. An annual audit of the airport policies and procedures is required by Transport Canada. Staff are required to maintain a safety management system for the airport. Items include yearly manual updates, hazard reporting, risk analysis, annual management review, annual goals and review of regulation changes.

### 4. Challenges / Opportunities

City of Powell River Transportation Services Airport	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-							
Fees and charges	(315,389)	-	(315,389)	(304,000)	(304,789)	(259,125)	(231,490)	(231,097)	(11,389)	3.75%
Government Transfers	(8,900)	-	(8,900)	-	(8,900)	299	(299)	0	(8,900)	0.00%
Other revenue										
	(324,289)	0	(324,289)	(304,000)	(313,689)	(258,827)	(231,789)	(231,097)	(20,289)	6.67%
<b>Expenses</b>										
Administration	165,569	-	165,569	107,954	156,647	110,765	104,899	99,167	57,615	53.37%
Grounds Maintenance	97,463	-	97,463	102,412	91,587	126,176	62,875	107,820	(4,949)	-4.83%
Buildings	34,875	-	34,875	34,109	33,311	39,606	39,278	38,056	766	2.25%
	297,907	0	297,907	244,475	281,545	276,547	207,052	245,043	53,432	21.86%
<b>Operating (Surplus) Deficit</b>	<b>(26,382)</b>	<b>-</b>	<b>(26,382)</b>	<b>(59,525)</b>	<b>(32,144)</b>	<b>17,721</b>	<b>(24,737)</b>	<b>13,946</b>	<b>33,143</b>	<b>-55.68%</b>
<b>Debt interest</b>	1,440	-	1,440	1,440	1,440				0	0.00%
<b>Principle Payments</b>	30,000	-	30,000	30,000	30,000				0	0.00%
<b>Contribution to Reserves</b>	-	-	-	28,085	704	24,436	24,436		(28,085)	-100.00%
<b>Draw down from Reserves/Surplus</b>	(5,058)		(5,058)							
<b>Net Cost (Surplus)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>42,157</b>	<b>(301)</b>	<b>13,946</b>	<b>5,058</b>	
<b>Cost Recovery of Operations</b>	<b>100.00%</b>	<b>0.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>85.99%</b>	<b>100.13%</b>	<b>94.31%</b>	<b>80.05%</b>	



# Environmental & Public Health Services 2018 Budget

City of Powell River Environmental and Public Health Sanitation	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>										
Parcel taxes-utilities			-						-	0.00%
Fees and charges									-	0.00%
Sanitation and Waste Collection	(667,771)	0	(667,771)	(655,000)	(651,002)	(518,505)	(511,000)	(482,624)	(12,771)	1.95%
Government Transfers	-	-	-	-	-	-	-	-	-	0.00%
Other revenue	-	-	-	-	-	-	-	-	-	0.00%
	(667,771)	-	(667,771)	(655,000)	(651,002)	(518,505)	(511,000)	(482,624)	(12,771)	1.95%
<b>Expenses</b>										
Sanitation	550,253	22,500	572,753	592,495	559,652	475,672	472,340	512,749	(19,742)	-3.33%
	550,253	22,500	572,753	592,495	559,652	475,672	472,340	512,749	(19,742)	-3.33%
<b>Operating (Surplus) Deficit</b>	<b>(117,518)</b>	<b>22,500</b>	<b>(95,018)</b>	<b>(62,505)</b>	<b>(91,349)</b>	<b>(42,833)</b>	<b>(38,660)</b>	<b>30,125</b>	<b>(32,513)</b>	<b>52.02%</b>
<b>Debt interest</b>	7,350		7,350	1,000	7,350	-	-	-	6,350	635.00%
<b>Principle Payments</b>	84,000		84,000	84,000	84,000	-	-	-	0	0.00%
<b>Contribution to Reserves</b>	0	-	-	-	-	-	-	-	-	0.00%
<b>Draw down from Reserves/Surplus</b>										
<b>Net Cost (Surplus)</b>	<b>(26,168)</b>	<b>22,500</b>	<b>(3,668)</b>	<b>22,495</b>	<b>1</b>	<b>(42,833)</b>	<b>(38,660)</b>	<b>30,125</b>	<b>(26,163)</b>	
<b>Cost Recovery of Operations</b>	<b>104.08%</b>	<b>0.00%</b>	<b>100.55%</b>	<b>96.68%</b>	<b>100.00%</b>	<b>109.00%</b>	<b>108.18%</b>	<b>94.12%</b>	<b>-95.36%</b>	





# Environmental Development Services 2018 Budget

City of Powell River Environmental Development	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>	-	-	-	-	-	-	-	-	-	-
Fees and charges	(591,786)	-	(591,786)	(435,926)	(600,828)	(437,373)	(326,284)	(301,769)	(155,860)	35.75%
Government Transfers	-	(60,000)	(60,000)	(61,105)	(100,000)	-	-	-	1,105	-1.81%
Other revenue	-	-	-	-	(12,500)	-	-	-	0	0.00%
	(591,786)	- 60,000.00	(651,786)	(497,031)	(713,328)	(437,373)	(326,284)	(301,769)	(154,755)	31.14%
<b>Expenses</b>										
Planning & Building Inspection	650,409	101,000	751,409	615,392	712,652	517,330	427,240	533,723	136,017	22.10%
Economic Development	351,497	60,000	411,497	371,552	466,177	318,603	331,324	194,700	39,945	10.75%
	1,001,906	161,000	1,162,906	986,944	1,178,829	835,933	758,564	728,423	175,962	17.83%
<b>Operating (Surplus) Deficit</b>	<b>410,120</b>	<b>101,000</b>	<b>511,120</b>	<b>489,913</b>	<b>465,501</b>	<b>398,560</b>	<b>432,280</b>	<b>426,654</b>	<b>21,207</b>	<b>4.33%</b>
<b>Debt interest</b>	-	-	-	-	-	-	-	-	-	0.00%
<b>Principle Payments</b>	-	-	-	-	-	-	-	-	-	0.00%
<b>Contribution to Reserves</b>	-	-	-	-	-	-	-	-	-	0.00%
<b>Draw Down from Reserves/Surplus</b>	-	(34,500)	(34,500)	(10,420)	(47,500)	-	-	-	-	
<b>Net Cost (Surplus)</b>	<b>410,120</b>	<b>66,500</b>	<b>476,620</b>	<b>479,493</b>	<b>418,001</b>	<b>398,560</b>	<b>432,280</b>	<b>426,654</b>	<b>21,207</b>	
<b>Cost Recovery of Operations</b>	<b>59.07%</b>	<b>37.27%</b>	<b>56.05%</b>	<b>50.36%</b>	<b>60.51%</b>	<b>52.32%</b>	<b>43.01%</b>	<b>41.43%</b>	<b>87.95%</b>	

# 2018 – 2021 FINANCIAL PLAN

## DEVELOPMENT SERVICES

### PLANNING / BUILDING INSPECTION

#### 1. Overview

The Planning Services Department is responsible for developing and over-seeing a wide range of Policies, Plans and Bylaws in consultation with various stakeholders including Council, local residents and business owners in Powell River in order to guide the efficient and sustainable development of land within the City.

The Department is also responsible for managing land development applications through the review process including SOCP and Zoning Bylaw amendments, subdivisions, site preparation works and other development proposals, which are all coordinated through this department.

The Department is also responsible for community planning, affordable housing, sustainability and climate change initiatives, building permit review, business licensing, the Sustainability Committee and the Board of Variance. To assist Tla'amin Nation on the implementation of their new Building Bylaw, the Department also provides the services of the Building Inspector through a fee-based agreement.

#### 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$1,267**

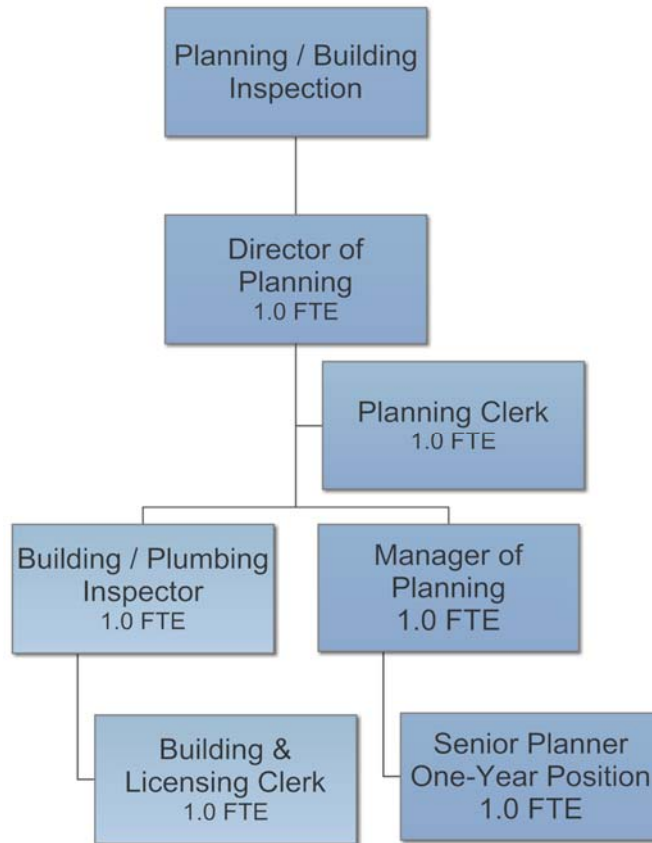
The focus of this year's budget will continue to be on the processing of land development applications that has in the last quarter of 2017, been almost exclusively multiple-residential in scope and complexity. The corresponding demand in development applications has also seen an increase in building permit reviews and inspections. While revenues have remained fairly consistent to 2016 levels, the 2017 totals have been achieved without the addition of any major projects realized in prior years. It is anticipated that approval of the multiple-residential projects in late 2017 and the first quarter of 2018, will generate the highest amount of revenue received to date.

The proposed increase to the Planning Services expenditures for 2018 is estimated is at \$1,267. The anticipated increase in revenues of \$135,000 over 2017 generated through land development applications and building permit review will offset the nominal increase to create



the new Manager of Planning position and fund the contract of a one year term position for a Senior Planner.

### 3. Service Level(s) / Resources



Service levels for FTE's remain strained and limited only to the core responsibilities of the Department primarily in the processing of land development and building permit applications. The number of FTE's available in the Department is significantly less than in other jurisdictions having a similar population or total building construction value.

To assist in the develop and review of new policies and planning initiatives – particularly in regard to sustainability and affordable housing, the budget identifies the hiring of a one year term position for a Senior Planner. It is anticipated that this position will begin in the first quarter of 2018.

### 4. Challenges / Opportunities

Development activity continues to remain at the forefront of all Department activities with building valuations in 2017 continuing to keep pace with the thirteen million achieved in 2016. The key factor for this increase is in single-family home construction from 31 dwellings in 2016 to 48 dwellings to October, 2017. It is anticipated that 2017 will be the first time single-family home construction will top 50 units since 2007.

Challenges to the Department's operations will continue to be: limited staff resources to complete community planning related actions (e.g. sustainability, affordability housing and heritage protection legislation), building permit review and inspections (e.g. increased construction activity, implementation of new BC Building Code and requirement to oversee building inspection services for Tla'amin Nation), and project management of City initiated projects (e.g. PRSC and Sante Veritas land sale obligations to rezone or subdivide properties and ALR exclusions/inclusion applications).

City of Powell River Development Services Planning and Building Inspection	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-						-	0.00%
Fees and charges	(591,786)	-	(591,786)	(435,926)	(600,828)	(437,373)	(326,284)	(301,769)	(155,860)	35.75%
Government Transfers	-	-	-	(21,105)	-	-	-	-	21,105	-100.00%
Other revenue									-	0.00%
	(591,786)	-	(591,786)	(457,031)	(600,828)	(437,373)	(326,284)	(301,769)	(134,755)	29.48%
<b>Expenses</b>										
Development Services	597,409	101,000	698,409	580,392	615,152	515,726	427,240	533,723	118,017	20.33%
Special Projects	53,000	-	53,000	35,000	97,500	1,604	-	-	18,000	51.43%
Buildings										
	650,409	101,000	751,409	615,392	712,652	517,330	427,240	533,723	136,017	22.10%
<b>Operating (Surplus) Deficit</b>	<b>58,623</b>	<b>101,000</b>	<b>159,623</b>	<b>158,361</b>	<b>111,824</b>	<b>79,957</b>	<b>100,956</b>	<b>231,954</b>	<b>1,262</b>	<b>0.80%</b>
<b>Debt interest</b>			-						-	0.00%
<b>Principle Payments</b>			-						-	0.00%
<b>Contribution to Reserves</b>			0			-			-	0.00%
<b>Draw Down from Reserves/Surplus</b>		(34,500)		(10,420)	(47,500)					
<b>Net Cost (Surplus)</b>	<b>58,623</b>	<b>66,500</b>	<b>159,623</b>	<b>147,941</b>	<b>64,324</b>	<b>79,957</b>	<b>100,956</b>	<b>231,954</b>	<b>1,262</b>	
<b>Cost Recovery of Operations</b>	<b>90.99%</b>	<b>0.00%</b>	<b>78.76%</b>	<b>74.27%</b>	<b>84.31%</b>	<b>84.54%</b>	<b>76.37%</b>	<b>56.54%</b>	<b>99.07%</b>	

# 2018 – 2022 FINANCIAL PLAN

## ENVIRONMENTAL DEVELOPMENT

### ECONOMIC DEVELOPMENT

#### 1. Overview

Economic Development's role is to implement the City's vision of a diversified and sustainable economy thereby generating new jobs and streams of tax revenue. To achieve this goal the concentration of work is focused on three areas of activity:

- Investment Attraction
- Business Retention and Expansion (BR&E)
- Community Capacity Building (Sector development and improving investment climate)

Investment Attraction activities include marketing the community and its assets through various mediums including advertising, editorial content, working with provincial government ministries, direct outreach, and the Resident Attraction campaign (Live and Invest Powell River).

The Business Retention and Expansion program's primary goal is to collect data on local businesses to better understand the challenges of the marketplace and attempt to provide assistance through community service providers. The BR&E outreach position, which the City co-funds with Career Link, is currently focussed on updating the 400+ business profiles that are in the database as well as conducting interviews with new businesses when time permits.

The Economic Development Program (EDP) has worked with a number of community partners in the past to support growth in a number of different sectors including Aquaculture, Agriculture, Education, Arts and Culture. In the coming year the EDP will be working with community partners to implement plans developed under the Powell River Sustainable Agriculture Training and Development Program. The final planning materials for the program are expected to be completed in February 2018. The EDP will also continue to support a number of other investments and programs including:

- Private sector aviation park development at airport
- Construction and expansion of Sante Veritas Therapeutics' production facilities
- Development of Strategy to support growth in the Creative Economy Sector (Partnership with VIU and other Culture Industry Stakeholders)
- Development of Powell River as a Music Destination (lead by VIU)
- Powell River Resident Attraction Campaign

## 2. Budget Highlights

### Net Cost Increase 2017 Actual to 2018 Budget: \$19,945

The 2018 budget is \$206,497. This represents a 3% increase over the year before due to a higher allocation for Internal Computer Administration that has been applied to all operating budgets.

One highlight of note of under the Economic Development Special Projects Budget is that \$10,000 has been earmarked to conduct an Agricultural Capability Study on a portion of the City's Airport Reserve Lands. Another \$10,000 has been set aside to undertake projects identified in the Powell River Sustainable Agricultural Training and Development Program planning document.

## 3. Service Level(s) / Resources

One full time employee, Manager of Economic Development, utilizing strategic partnerships with community agencies and stakeholders, conducts a majority of the work. The Business Retention and Expansion program operates through a business outreach position, which is co-funded with Careerlink Employment Services. Local contractors are used to work on the Resident Attraction campaign undertaking activities such as social media, video production, website maintenance, and print design and publication.



The City provides for work to attract visitors to the Powell River region through a fee for service agreement with the Tourism Powell River Society. The term of the agreement is from January 1, 2014 to December 31, 2018. Under the agreement the City provides Tourism Powell River with \$145,000 funds annually to provide the following services:

- To operate a tourist information office twelve (12) months per year;
- To promote Powell River as a tourism destination;
- To support local tourism sector businesses with marketing programs, business plan development and statistical data collection for research purposes;
- To participate in media programs and trade shows to promote the Powell River region;
- To work with Destination BC to bring travel writers and tour operators to the region for purpose of highlighting the region both nationally and internationally as a place to visit;
- To conduct regular research of visitors to the area to ensure annual marketing plans for the organization are targeting the correct demographics to ensure maximum advertising penetration and to increase tourism revenue within the Powell River region;

- To co-ordinate local events and training for local businesses including Superhost and Destination BC approved courses
- To work with the other tourism-related regional boards, committees, and associations that impact tourism in the Powell River Region.

#### **4. Challenges / Opportunities**

Nothing to report at this time

City of Powell River Development Services Economic Development	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-						-	0.00%
Fees and charges			-						-	0.00%
Government transfers	-	(60,000)	(60,000)	(40,000)	(100,000)	-	-	-	(20,000)	50.00%
Other revenue	-	-	-	-	(12,500)	-	-	-	-	0.00%
	-	(60,000)	(60,000)	(40,000)	(112,500)	-	-	-	(20,000)	50.00%
<b>Expenses</b>										
Economic development	206,497	-	206,497	186,552	196,177	173,603	186,324	49,700	19,945	10.69%
Tourism Powell River	145,000	-	145,000	145,000	145,000	145,000	145,000	145,000	-	
PR Regional Sustainable Agricultural Training and Development Prog	-	60,000	60,000	40,000	125,000	-	-	-	20,000	
Buildings										
	351,497	60,000	411,497	371,552	466,177	318,603	331,324	194,700	39,945	10.75%
<b>Operating (Surplus) Deficit</b>	<b>351,497</b>	<b>-</b>	<b>351,497</b>	<b>331,552</b>	<b>353,677</b>	<b>318,603</b>	<b>331,324</b>	<b>194,700</b>	<b>19,945</b>	<b>6.02%</b>
<b>Debt interest</b>	-		-	-	-	-			-	0.00%
<b>Principle Payments</b>	-		-	-	-	-			-	0.00%
<b>Contribution to Reserves</b>			-	-	-	-			-	0.00%
<b>Draw Down from Reserves/Surplus</b>			-							
<b>Net Cost (Surplus)</b>	<b>351,497</b>	<b>-</b>	<b>351,497</b>	<b>331,552</b>	<b>353,677</b>	<b>318,603</b>	<b>331,324</b>	<b>194,700</b>	<b>19,945</b>	
<b>Cost Recovery of Operations</b>	<b>0.00%</b>	<b>100.00%</b>	<b>14.58%</b>	<b>10.77%</b>	<b>24.13%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>50.07%</b>	



## Parks, Recreation, and Cultural Services 2018 Budget



City of Powell River Parks, Recreation and Cultural	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>										
Parcel taxes			-						0	0.00%
Fees and charges									0	0.00%
Parks	(342,800)	-	(342,800)	(337,882)	(319,300)	(290,696)	(282,122)	(208,496)	(4,918)	1.46%
Complex	(1,261,302)	-	(1,261,302)	(1,235,262)	(1,233,852)	(1,214,467)	(1,087,480)	(1,071,369)	(26,040)	2.11%
Culture	(286,160)	-	(286,160)	(225,470)	(286,160)	(92,706)	-	-	(60,690)	26.92%
Government Transfers	(5,000)	-	(5,000)	-	(5,000)	-	(6,000)	-	(5,000)	0.00%
Other revenue	(321,000)	-	(321,000)	(328,000)	(310,000)	(24,310)	(5,000)	(23,951)	7,000	-2.13%
	(2,216,262)	-	(2,216,262)	(2,126,614)	(2,154,312)	(1,622,179)	(1,380,602)	(1,303,816)	(89,648)	4.22%
<b>Expenses</b>										
Parks	1,231,581	15,000	1,246,581	1,251,786	1,214,321	1,116,368	998,285	1,082,369	(5,205)	-0.42%
Complex	3,597,278	44,000	3,641,278	3,451,480	3,525,496	3,312,608	3,106,555	2,889,810	189,798	5.50%
Culture	1,082,179	21,500	1,103,679	1,041,103	1,120,711	857,924	855,875	813,779	62,576	6.01%
	-								0	0.00%
	5,911,038	80,500	5,991,538	5,744,369	5,860,528	5,286,901	4,960,714	4,785,958	247,169	4.30%
<b>Operating (Surplus) Deficit</b>	<b>3,694,775</b>	<b>80,500</b>	<b>3,775,275</b>	<b>3,617,755</b>	<b>3,706,216</b>	<b>3,664,722</b>	<b>3,580,112</b>	<b>3,482,142</b>	<b>157,521</b>	<b>4.35%</b>
<b>Debt interest</b>	177,809	-	177,809	157,809	178,809	130,509	70,775	70,775	20,000	12.67%
<b>Principle Payments</b>	394,143	-	394,143	394,143	394,143	62,721	62,721	62,721	0	0.00%
<b>Contribution to Reserves</b>	54,207	0	54,207	47,257	29,397	39,922	39,602	33,547	6,950	14.71%
<b>Draw down from Reserves/Surplus</b>	-	(44,000)	(44,000)	-	-	-	-	-	(44,000)	0.00%
<b>Net Cost (Surplus)</b>	<b>4,320,934</b>	<b>36,500</b>	<b>4,357,434</b>	<b>4,216,964</b>	<b>4,308,565</b>	<b>3,897,874</b>	<b>3,753,210</b>	<b>3,649,185</b>	<b>140,470</b>	
<b>Cost Recovery of Operations</b>	<b>33.90%</b>	<b>0.00%</b>	<b>33.49%</b>	<b>33.52%</b>	<b>33.33%</b>	<b>29.39%</b>	<b>26.89%</b>	<b>26.32%</b>	<b>32.70%</b>	

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: RECREATION, PARKS, AND CULTURAL

COST CENTRE: PARKS

- **Overview**

## **Vision Statement**

Community leaders for active and healthy lifestyles

**The Parks Division operates and maintains the following:**

### **Multi-Use Parks**

- a) Willingdon Beach: 17.69 acres
- b) Gibson's Beach: 10 acres
- c) Sunset Park: 19 acres
- d) Mowat Bay: 20.38 acres
- e) Complex Grounds: 87.77 acres (Includes Complex)
- f) Timberland Park: 8.70 acres
- g) Larry Outro Park: 17.94 Acres
- h) JP Dallas Park: 4.2 acres
- i) Cranberry Field: 4.08 acres
- j) DA Evans Park: 3.44 acres
- k) Tennis Courts/Lawn Bowling: 1.88 acres

**All Parks Services provided in Multi-Use Parks include:**

- Moving bleachers
- Special event set up (Upon Request and Fees Paid)
- Cutting grass
- Garbage removal
- Maintaining irrigations systems
- Installing and repairing fencing
- Leaf/storm clean-up
- Sport Field maintenance and field conversions
- Inspecting and maintaining playground equipment
- Maintain bike park track
- Fertilizing
- Seeding / Aerating

## Neighborhood Parks

- a) Townsite Park: 1.49 acres
- b) Grief Point Park: .57 acres
- c) Lindsay Park: 2.55 acres
- d) Dog Park: 1.52 acres

### All Parks Services provided in Neighborhood Parks include:

- Special event set up (With Request and Fees Paid) (excluding Dog Park)
- Cutting grass
- Garbage removal
- Maintaining irrigations systems
- Installing and repairing fencing
- Leaf and storm clean-up
- Inspecting and maintaining playground equipment (excluding Dog Park)

## Pocket Parks

- a) Joyce Gardens: 0.15 acres
- b) North Harbour/South Harbour and Spirit Square: .351 acres
- c) Welcome Park: 0.15 acres
- d) Whyte's Beach: 0.43 acres

### Services provided by parks for pocket parks:

- Remove garbage
- Maintain gardens including planting and weeding
- Maintaining irrigation system

## Special Area Parks

- a) Marine Avenue Viewpoint: 0.42 acres
- b) Seawalk 1.25 acres

### Services provided by Parks staff for special area parks:

- Remove garbage
- Garden maintenance: maintain gardens and grounds.
- Maintaining irrigation system
- Leaf/storm clean-up

## Natural Preserves/Special Areas

- a) Wildlife Sanctuary Cranberry: 9.75 Acres in partnership with Natures Trust  
On-site caretaker
- b) Valentine Mountain: 12.26 acres
- c) Millennium Park: 95.58
- d) Museum Lands: 4 acres regular maintenance and tree area 11 acres

### All Parks Services provided in nature preserves/special areas include:

- Cutting grass (museum/wildlife sanctuary)
- Garbage removal
- Work with trail volunteers

## **Civic Properties**

- a) City Hall .409 acres
- b) RCMP Grounds: 0.58 acres
- c) Library: (gardens)
- d) Dwight Hall Cenotaph: .26 acres
- e) Fire Hall Grounds: (Westview and Wildwood)
- f) Public Works Service Centre:
- g) Cranberry Training Centre:

### **Services provided by parks to civic buildings:**

- Plant bulbs and maintain gardens
- Cut grass
- Leaf and storm debris clean-up
- Urban tree maintenance
- Sanding/salting all civic facilities
- Fertilizing
- Seeding

## **Willingdon Beach Campground:**

### **Campsites**

- 2 Group sites
- 11 Tent sites
- 9 Un-serviced sites
- 4 Sites hydro only
- 39 Full hook ups sites
- 15 Beachfront sites
- 1 Boat parking
- 2 Main washroom facilities and 2 satellite washrooms in upper campground (Civic Properties and caretakers)
- 1 Laundry (Civic Properties and caretaker)
- Internet
- On-Site Caretakers

### **Parks services provided at the Willingdon Beach Campsite**

- Grounds mowing and fall clean-up/storm debris (with the assistance of the caretakers)
- Garbage removed from site by City Parks and Public Works crews.
- Caretakers maintain all campsites including fire pits and BBQ area and grass cutting.
- Civic Properties maintain the buildings on site.
- Urban tree management

**Airport:** 63. 53 acres

**Parks services provided at the airport:**

- Cut grass
- Trim grass and brush along the fence line
- Conduct perimeter fence inspections and schedule repairs
- All grass trimming around runway lights
- Change out wind socks as required
- De-Ice
- Assist with wildlife abatement

**Other sites:**

**Traffic calming area:** 12

**Infrastructure properties:**

- a) Westview Treatment Plant:
- b) Wildwood lagoon:
- c) Wildwood water tanks:
- d) Haslam Lake intakes:
- e) Kemano Water:

**Downtown Flower pots:** 72

**City Boulevards:** 130 km

• **Budget Highlights**

**Net Cost Increase (Decrease): \$(1,974)**

**Budget changes from Prior Year**

Presently only City of Powell River taxpayers are contributing to the costs associated with the operations of the department. Although many residents living in the region use the services, they do not contribute through taxation. Other funding sources for the department is realized through revenues generated through parks rentals and revenues generated through the Willingdon Beach Campgrounds.

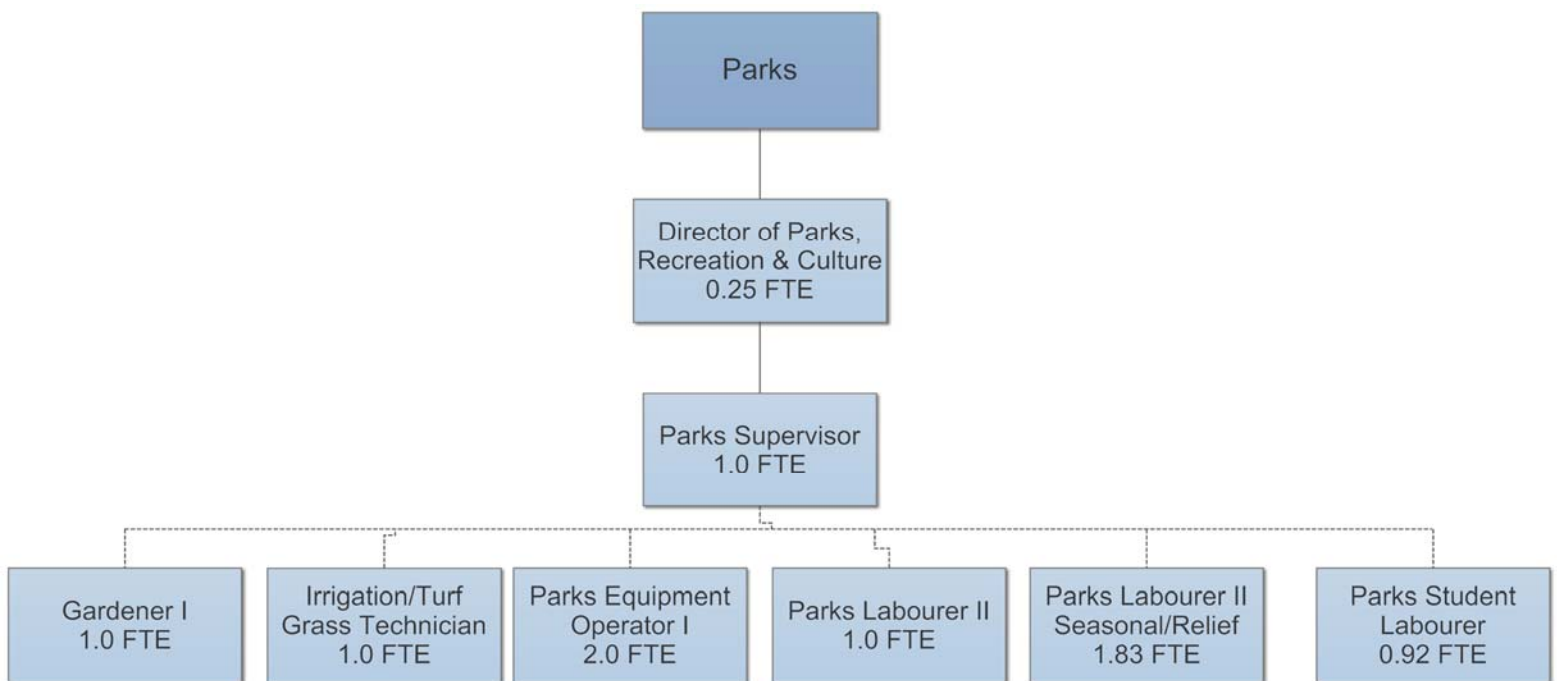
**Services that the department will request additional funding in the 2018 budget:**

- Invasive plant management: Additional Request \$15,000
- Control measures for Geese in public parks- Additional Request \$20,000
- Maintenance of Marine/Alberni Park- \$4,000 Part Year
- Maintenance of Library Gardens – \$12,000

## 2018 Goals, Objectives and Work Plan

- To complete the asset management program for parks assets
- Complete a Management Plan for Millennium Park
- Create Management Plan for Cranberry Lake Wildlife Sanctuary
- Other projects:
  - Complete Gibson's Beach renovations
  - Complete infield renovations at Larry Gouthro Park and DA Evans Parks
  - Install garden at the Library along Alberni
- Install drainage pipes and surface material on the Seawalk
- The completion of the park at Alberni and Marine
- Complete a Willingdon Beach Campground Master Plan
- Completion of C3 dialogue for ERRIS

## • Service Level(s) / Resources



### General Maintenance:

- Sports Fields: 2 cut per week from April to November depending grass growth
- Timberlane: Cut grass 3 times per week from April to November
- Buildings requiring sidewalk sanding/salting: Civic Building and Protective Services
- Sport fields: Fertilized 3 times per year
- Sport Fields: Aerating once per year
- Sport fields: Over seeding once per year
- Playground equipment inspections and maintenance: Monthly
- Parks clean up: on-going
- Moving bleachers: Placement as required for sports and special events
- Neighborhood Parks: Cut grass once per week

- Trim grass: on-going
- Assists with volunteers on trail maintenance: as required
- Multi use sport field conversions: twice per year
- Garbage collection: May-September up to 3 garbage pickups depending on use and bear prone areas. October – April once per week
- Geese control on-going
- Boulevard Mowing: Daily

### Challenges / Opportunities

The regions expectations for parks are changing and as a result, we are experiencing many challenges. These challenges include:

limited available funding to address aging infrastructure,	An asset management plan completed for parks division in 2018.
Why is funding for aging infrastructure a challenge?	Much of the existing equipment in the parks have been in place for many years and are close to the end of its life expectancy. At this time the parks division is not receiving sufficient funding to address the upgrading required.
What is the remedy	Increase capital budgets over the next five to ten years.
What are the opportunities to improve this service?	<p>Sport fields:</p> <ul style="list-style-type: none"> <li>• Improve the user experience</li> <li>• Facilities to enhance the various sports</li> <li>• Suggestions from ERRIS</li> </ul> <p>Playground Equipment:</p> <ul style="list-style-type: none"> <li>• Greater play opportunities</li> <li>• Variety of equipment in each park</li> <li>• Replace existing playground equipment over the next 5 years.</li> </ul> <p>New Park Opportunities:</p> <ul style="list-style-type: none"> <li>• Keep community healthy</li> </ul> <p>Trail:</p> <ul style="list-style-type: none"> <li>• Improved trail usage</li> </ul>
Council strategic priority would this achieve	<p><u>Strategic Community Priorities</u></p> <ul style="list-style-type: none"> <li>• Sustainability- The City will be a leader in increasing community environmental, social/cultural and economic sustainability;</li> <li>• Social Planning and Action- The City will work collaboratively will all parties to enhance community social objectives and needs; and</li> <li>• Community Engagement- The City will facilitate the community being informed and involved in local matters and initiatives.</li> </ul> <p><u>Strategic Corporate Priorities</u></p> <ul style="list-style-type: none"> <li>• Financial Resiliency- The City will strive towards long-term financial sustainability and best practices in internal processes;</li> </ul>

	<ul style="list-style-type: none"> <li>• Asset Management- The City will follow best practices in asset management and seek to maximize capital utilization and stewardship;</li> <li>• Regional Recreation- The City will facilitate, encourage and provide enhanced recreational services in the region; and</li> <li>• Community Planning- The City will lead the community in safeguarding and enhancing the positive physical and environmental attributes of Powell River.</li> </ul>
What is the financial cost	Unknown until the completion of an asset management program
Is there a cost to other services provided	Yes

Accessibility to city services for the disabled and seniors	Parks will be evaluated, and projects determined based on community priorities. Age Friendly Plan will be developed in late 2017 to address the needs of seniors.
Why is funding for accessibility to city services for the disabled and seniors a challenge?	Presently capital funding is limited and senior levels of government grant funding is limited. Matching funding is also required for many grant projects.
What is the remedy	A long-range plan must be established for dealing with accessibility issues throughout the parks and civic facilities. Once established the accessibility plan will be presented to Council for approval.
What are the opportunities to improve this service?	Many opportunities including: <ul style="list-style-type: none"> <li>• Greater access to public services for the disabled and seniors in the region</li> <li>• Keeping populations healthy</li> <li>• Providing opportunities for all citizens</li> </ul>
Council strategic priority would this achieve	<p><u>Strategic Community Priorities</u></p> <ul style="list-style-type: none"> <li>• Sustainability- The City will be a leader in increasing community environmental, social/cultural and economic sustainability;</li> <li>• Social Planning and Action- The City will work collaboratively with all parties to enhance community social objectives and needs; and</li> <li>• Community Engagement- The City will facilitate the community being informed and involved in local matters and initiatives.</li> </ul> <p><u>Strategic Corporate Priorities</u></p> <ul style="list-style-type: none"> <li>• Financial Resiliency- The City will strive towards long-term financial sustainability and best practices in internal processes;</li> </ul>



	<ul style="list-style-type: none"> <li>• Asset Management- The City will follow best practices in asset management and seek to maximize capital utilization and stewardship;</li> <li>• Regional Recreation- The City will facilitate, encourage and provide enhanced recreational services in the region; and</li> <li>• Community Planning- The City will lead the community in safeguarding and enhancing the positive physical and environmental attributes of Powell River.</li> </ul>
What is the financial cost	Unknown until a final plan has been established
Is there a cost to other services provided	Yes

Lack of funding in operational costs	<ul style="list-style-type: none"> <li>• Current workloads are increasing with new assets.</li> <li>• All costs increasing because of inflation.</li> </ul>
Why is funding for operational costs important to the City?	<ul style="list-style-type: none"> <li>• To maintain existing services to levels the public are requesting.</li> <li>• To maintain existing infrastructure</li> </ul>
What is the remedy	<ul style="list-style-type: none"> <li>• Determine required actual operating budgets to maintain existing services.</li> </ul>
What are the opportunities to improve this service?	<ul style="list-style-type: none"> <li>• Maintaining existing assets</li> <li>• Maintain existing services that the public are requesting</li> <li>• Increasing user fees to offset increased operating costs</li> </ul>
Council strategic priority would this achieve	<p><u>Strategic Community Priorities</u></p> <ul style="list-style-type: none"> <li>• Sustainability- The City will be a leader in increasing community environmental, social/cultural and economic sustainability;</li> <li>• Economic Re-vitalization- The City will facilitate, promote and develop community economic resiliency and vibrancy;</li> <li>• Social Planning and Action- The City will work collaboratively will all parties to enhance community social objectives and needs; and</li> <li>• Community Engagement- The City will facilitate the community being informed and involved in local matters and initiatives.</li> </ul> <p><u>Strategic Corporate Priorities</u></p> <ul style="list-style-type: none"> <li>• Financial Resiliency- The City will strive towards long-term financial sustainability and best practices in internal processes;</li> </ul>

	<ul style="list-style-type: none"> <li>• Asset Management- The City will follow best practices in asset management and seek to maximize capital utilization and stewardship; and</li> <li>• Regional Recreation- The City will facilitate, encourage and provide enhanced recreational services in the region;</li> </ul>
What is the financial cost	The entire budget must be evaluated in 2018 and priorities must be developed from the evaluation.
Is there a cost to other services provided	Unknown

Capital Investment for the Willingdon Beach Campgrounds	The Willingdon Beach Campgrounds have received minimal upgrades since the site was established as a campground.
Why is funding for the Willingdon Beach Campground upgrades a challenge?	<ul style="list-style-type: none"> <li>• The campground presently makes a profit for the City.</li> <li>• 50% of surplus is placed into a reserve account. In the future, the entire surplus should be placed into a reserve account.</li> <li>• The City does not presently have a detailed capital plan including priorities of how to improve the site.</li> </ul>
What is the remedy	<ul style="list-style-type: none"> <li>• Completion of a Campground Master Plan by a qualified landscape architect</li> <li>• Development of a long-range plan for required upgrades.</li> </ul>
What are the opportunities to improve this service?	<ul style="list-style-type: none"> <li>• Presently the campsites are 94% full in the months of July and August.</li> <li>• Explore expansion opportunities or better utilization of the existing grounds.</li> <li>• Improve the user experience for those visiting the campgrounds.</li> <li>• Improve the economic benefit to the community with increased tourists visiting the campground.</li> <li>• Greater revenue is generated to the reserve account to be used to upgrade this site.</li> </ul>
Council strategic priority would this achieve	<u>Strategic Community Priorities</u> <ul style="list-style-type: none"> <li>• Sustainability- The City will be a leader in increasing community environmental, social/cultural and economic sustainability;</li> <li>• Economic Re-vitalization- The City will facilitate, promote and develop community economic resiliency and vibrancy;</li> <li>• Social Planning and Action- The City will work collaboratively with all parties to enhance community social objectives and needs; and</li> </ul>

	<ul style="list-style-type: none"> <li>• Community Engagement- The City will facilitate the community being informed and involved in local matters and initiatives.</li> </ul> <p><u>Strategic Corporate Priorities</u></p> <ul style="list-style-type: none"> <li>• Financial Resiliency- The City will strive towards long-term financial sustainability and best practices in internal processes;</li> <li>• Asset Management- The City will follow best practices in asset management and seek to maximize capital utilization and stewardship;</li> <li>• Regional Recreation- The City will facilitate, encourage and provide enhanced recreational services in the region; and</li> <li>• Community Planning- The City will lead the community in safeguarding and enhancing the positive physical and environmental attributes of Powell River.</li> </ul>
What is the financial cost	<ul style="list-style-type: none"> <li>• Cost of the Study is \$50,000</li> <li>• The capital costs to upgrade the Willingdon Beach Campground are unknown until the completion of the study.</li> </ul>
Is there a cost to other services provided	Unknown

City of Powell River Parks, Recreation and Cultural Parks	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-						-	0.00%
Fees and charges									-	0.00%
Parks	(19,500)	-	(19,500)	(11,843)	(19,500)	(11,844)	(18,037)	(14,137)	(7,657)	64.65%
Willingdon beach campground	(323,300)	-	(323,300)	(326,039)	(299,800)	(278,852)	(264,085)	(194,359)	2,739	-0.84%
			-	-		-	-		0	0.00%
			-	-		-	-		0	0.00%
Government Transfers	(5,000)		(5,000)	-	(5,000)	-	(6,000)		(5,000)	0.00%
Other revenue	(21,000)		(21,000)	(28,000)	(10,000)	(24,310)	(5,000)	(23,951)	7,000	-25.00%
										0.00%
	(368,800)	-	(368,800)	(365,882)	(334,300)	(315,006)	(293,122)	(232,447)	(2,918)	0.80%
<b>Expenses</b>										
Parks	1,099,400	15,000	1,114,400	1,084,635	1,097,736	1,001,934	876,882	894,222	29,765	2.74%
Willingdon beach campground	181,440		181,440	197,425	163,490	164,447	194,701	177,283	(15,985)	-8.10%
Internal Charge Back	(145,000)		(145,000)	(130,000)	(145,000)	(130,474)	(130,475)	-	(15,000)	11.54%
Buildings										
Willingdon beach campground	37,447		37,447	36,500	37,516	33,433	25,042	10,864	947	2.59%
Parks	58,294		58,294	63,226	60,579	47,028	32,135		(4,932)	-7.80%
	1,231,581	15,000	1,246,581	1,251,786	1,214,321	1,116,368	998,285	1,082,369	(5,205)	-0.42%
<b>Operating (Surplus) Deficit</b>	<b>862,781</b>	<b>15,000</b>	<b>877,781</b>	<b>885,904</b>	<b>880,021</b>	<b>801,362</b>	<b>705,163</b>	<b>849,922</b>	<b>(8,123)</b>	<b>-0.92%</b>
<b>Debt interest</b>	59,059		59,059	59,059	59,059	59,059	59,059	59,059	0	0.00%
<b>Principle Payments</b>	34,337		34,337	34,337	34,337	34,337	34,337	34,337	0	0.00%
<b>Contribution to Reserves</b>	52,207	0	52,207	46,057	59,397	38,785	38,785	22,921	6,150	13.35%
<b>Draw down from Reserves/Surplus</b>		0	-							
<b>Net Cost (Surplus)</b>	<b>1,008,383</b>	<b>15,000</b>	<b>1,023,383</b>	<b>1,025,357</b>	<b>1,032,814</b>	<b>933,543</b>	<b>837,344</b>	<b>966,239</b>	<b>(1,974)</b>	
<b>Cost Recovery of Operations</b>	<b>26.78%</b>	<b>0.00%</b>	<b>26.49%</b>	<b>26.30%</b>	<b>24.45%</b>	<b>25.23%</b>	<b>25.93%</b>	<b>19.39%</b>	<b>309.05%</b>	



# Core Change Overview Statement

## Executive Summary

**Project Name:** Invasive Plant Management  
**Department:** Parks, Recreation & Culture  
**One Time or On-going:** On-Going  
**Budget Year(s):** 2018 onward

### Project Budget

Budget Summary	
<b><u>Expenditures:</u></b>	
Contractor	\$ 5,000
Staffing	<u>\$ 10,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 15,000</b>
<b><u>Source of Funds:</u></b>	
Taxation	<u>\$ 15,000</u>
<b>TOTAL FUNDING</b>	<b>\$ 15,000</b>

### Impact on Future Operating Costs associated with Project

Additional Operating Costs	
<b>TOTAL</b>	<b>\$0.00</b>

## Project Business Case

Project Overview	
<p>In the past year city staff have been working with the staff at the Tla'amin Nation and the Powell River Regional District to dealing with certain invasive plants in the region. Through an integrated pest management program there is a way of controlling these invasive plants. Plants such as Knotweed have taken over entire areas making it impossible to control them if they take hold in an area.</p>	
Council Strategic Priority OR Business Issue/Opportunity	
<p><u>Strategic Community Priorities</u></p> <ul style="list-style-type: none"> <li>• Sustainability- The City will be a leader in increasing community environmental, social/cultural and economic sustainability;</li> <li>• Economic Re-vitalization- The City will facilitate, promote and develop community economic resiliency and vibrancy;</li> </ul> <p><u>Strategic Corporate Priorities</u></p> <ul style="list-style-type: none"> <li>• Financial Resiliency- The City will strive towards long-term financial sustainability and best practices in internal processes;</li> <li>• Asset Management- The City will follow best practices in asset management and seek to maximize capital utilization and stewardship;</li> <li>• Regional Recreation- The City will facilitate, encourage and provide enhanced recreational services in the region;</li> </ul>	
Priority Level	
<p>[Replace this text with the <u>Corporate</u> priority level of all projects put forward for the budget process. <u>This process will occur with the Directors Group</u>]</p>	
Project Benefits	
<ul style="list-style-type: none"> <li>• Control Giant Knotweed and other invasive plants in the City</li> <li>• Assist home owners in education and awareness concerning invasive plants</li> <li>• Introduce an integrated plant pest management program to Council</li> </ul>	
Project Timeline	Date Estimate
Project Start Date	Spring 2018
Project End Date	On-going

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: RECREATION, PARKS, AND CULTURAL

COST CENTRE: RECREATION COMPLEX

## 1. Overview

The department is committed to providing superior parks, recreation and cultural services to all residents living within the region while being guided by Council's strategic priorities and direction.

One of the main goals of the Department of Parks, Recreation & Culture is for the Powell River Region to become one of the healthiest and active regions in British Columbia. We realize that this goal is a challenge however with our dedicated team of parks, recreation and cultural professionals, who are continually working in partnership with other like-minded agencies and organizations we feel that this is achievable.

The City of Powell River's Parks, Recreation & Culture department provides the following services:

- The operation and maintenance of the Powell River Recreation Complex;
- The delivery of recreation programs and services within the City for all ages in health & fitness, aquatics, sport, arena, and community recreation. These are either delivered as standalone services or in partnership with other like-minded agencies that wish to promote recreational activities in the region.
- The scheduling and rental of the City's indoor and outdoor recreational facilities and parks;
- The coordination and delivery of events and festivals throughout the community that contribute to the City's quality of life.

## 2. Budget Highlights

**Net Cost Increase (Decrease): \$164,558**

### Budget changes from Prior Year

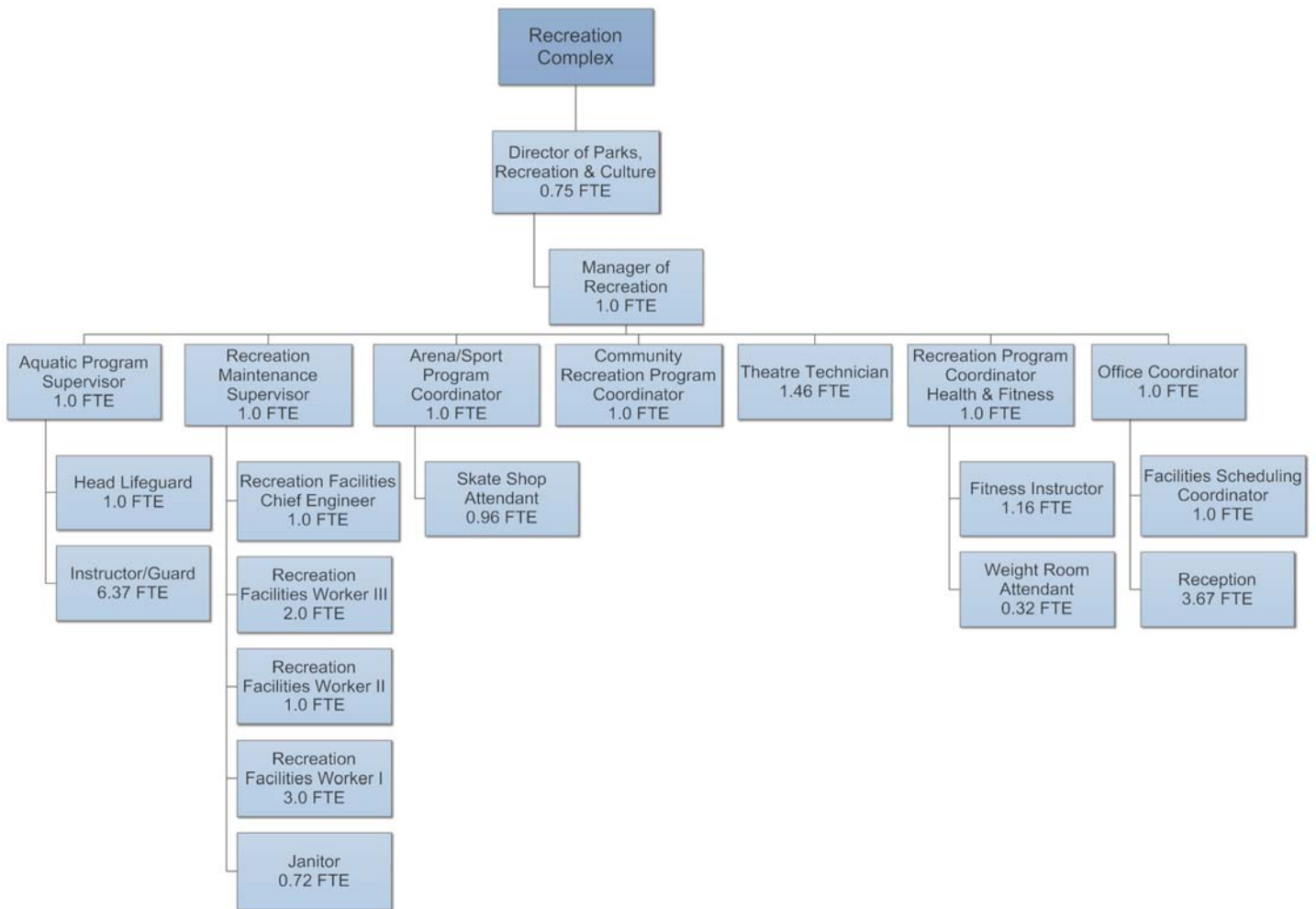
Presently only City of Powell River taxpayers are contributing to the costs associated with the operations of the department. Although many residents living in the region use the services, they do not contribute through taxation. Other funding sources for the department are realized through revenues from program registrations, grants, sponsorships, admission fees, membership sales, and facility rentals. Minimal increases are being recommended in the department budget in 2018.

### 2018 Goals, Objectives and Work Plan

- Redevelopment/rebranding of the department's website & marketing
- Implementation of new Recreation Management Software
- Development of a Youth Engagement Strategy
- Development of an outdoor recreation strategy
- Aquatic Centre Shutdown – Main Pool
- Installation of a new playground at Willingdon Beach Park
- Completion of the asset management plan

The Parks, Recreation, & Culture is expecting additional revenue of 3% in 2018. Expenditures for the department are expected to grow an additional 3% percent in 2018.

### 3. Service Level(s) / Resources



Recreation programs are offered in four (4) program areas that include:

- **Aquatics:** Programs offered in aquatics include swimming lessons for all age groups, aquatic fitness classes, length and public swimming.
- **Arena and Sport Programs:** Programs include: recreation learn to skate, adult & youth hockey leagues, summer sport camps, public skating, and adult slo-pitch leagues.
- **Health & Fitness:** programs include a wide variety of fitness courses for all ages including, yoga, drop in fitness programs, health workshops, specialty fitness, rehabilitation & prevention programs.
- **Community Recreation:** Programs include speciality kids camps (spring & summer), cooking classes, after school based programs, outdoor recreation programs, and community special events.



Recreation programs are offered throughout the community at the Powell River Recreation Complex, various schools, seniors centre and outdoor recreation locations. It is also supported by an active administration section that provides customer service support for course registration, membership services, facility rental inquiries, clerical support and financial services.

Operations include all building maintenance including ice, pool and building cleaning and maintenance as well as set up and tear down for meetings and events

We are a department that continues to change with many differing community expectations. We have a staffing compliment of two exempt managers, 23 full time employees and a number of part time staff.

The City is extremely fortunate to have a number of volunteers that provide many important services to the community. The City would like to thank all of the valuable volunteers that provide their time and talents in constructing and maintaining the many outdoor trails in the community as well as those volunteers providing their time in arts and cultural activities and the many organizations throughout the community.

#### 4. Challenges / Opportunities

The regions' expectations for parks, recreation and culture are changing and as a result, we are experiencing many challenges. These challenges include:

- Aging facility infrastructure
- Accessibility to City services for people with disabilities
- Access to recreation for low income families
- Aging population/demographics
- Social isolation
- Vulnerable youth
- Community health concerns
- Changing demands for recreation
- Reduction of volunteers in the community

While these challenges exist, so to do many opportunities that include:

- The promotion of outdoor recreational opportunities
- Development of programs that support youth services (13-18 yrs)
- After school programming
- Community partnership development opportunities
- Greater opportunity for community engagement
- Social Media Marketing
- Regional Recreation Initiative

Many of these challenges can be addressed through innovative approaches and creativity in the operations of the department as well as developing collaborative partnerships with other governments, agencies and organizations.

With the Implementation of the Expanded Regional Recreation Initiative Study we can share in the costs associated with the operations of the department as well offer additional services throughout most of the region. Other opportunities include:

- determining parks, recreation and culture priorities and opportunities for the City and the region that will lead to a healthier and active region by introducing more health and fitness programs and services that will encourage more active lifestyles.
- Long range planning to determine infrastructure upgrades to deal with change is the principle cause of functional obsolescence including changes to sports regulations, and technical standards.

To ensure that all residents can participate in parks, recreation and culture services, financial programs must be put into place that will ensure residents that are currently living in poverty have the ability to participate in these services. In addition, the department must begin to explore additional "no cost - low cost" program opportunities to encourage participation and promote volunteer opportunities throughout the community.

City of Powell River Parks, Recreation and Cultural Recreation	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-							
Fees and charges										
Arena	(473,072)	-	(473,072)	(421,125)	(441,346)	(434,865)	(345,139)	(408,821)	(51,947)	12.34%
Pool	(513,270)	-	(513,270)	(489,271)	(522,125)	(553,085)	(437,639)	(469,732)	(23,999)	4.91%
Theatre	(144,185)		(144,185)	(113,250)	(130,385)	(103,151)	(153,427)	(95,026)	(30,935)	27.32%
Recreation Programs	(71,786)		(71,786)	(114,924)	(81,142)	(82,666)	(89,365)	(97,790)	43,138	-37.54%
Fitness	(58,989)		(58,989)	(96,692)	(58,854)	(40,700)	(61,910)	-	37,703	-38.99%
Government Transfers			-							-
Other Revenue			-							-
	(1,261,302)	-	(1,261,302)	(1,235,262)	(1,233,852)	(1,214,467)	(1,087,480)	(1,071,369)	(26,040)	2.11%
<b>Expenses</b>										
Arena	1,209,285	-	1,209,285	1,200,619	1,193,556	1,172,630	1,029,636	939,686	8,666	0.72%
Pool	1,207,082		1,207,082	1,145,611	1,160,854	1,090,205	1,137,538	1,126,506	61,471	5.37%
Theatre	461,588		461,588	429,593	452,251	427,185	421,731	391,746	31,995	7.45%
Recreation Programs	292,270	44,000	336,270	301,341	292,811	260,570	254,197	345,334	34,929	11.59%
Fitness	331,639		331,639	289,866	336,327	279,089	200,353	-	41,773	14.41%
Buildings										
Dwight hall	95,414		95,414	84,450	89,696	82,929	63,101	86,538	10,964	12.98%
	3,597,278	44,000	3,641,278	3,451,480	3,525,496	3,312,608	3,106,555	2,889,810	189,798	5.50%
<b>Operating (Surplus) Deficit</b>	<b>2,335,976</b>	<b>44,000</b>	<b>2,379,976</b>	<b>2,216,218</b>	<b>2,291,644</b>	<b>2,098,141</b>	<b>2,019,075</b>	<b>1,818,441</b>	<b>163,758</b>	<b>7.39%</b>
<b>Debt interest</b>	7,750		7,750	7,750	7,750	7,750	11,716	11,716	0	0.00%
<b>Principle Payments</b>	12,006		12,006	12,006	12,006	28,384	28,384	28,384	0	0.00%
<b>Contribution to Reserves</b>	2,000	0	2,000	1,200	(30,000)	1,137	817	10,626	800	66.67%
<b>Draw down from Reserves/Surplus</b>		(44,000)	(44,000)		-					
<b>Net Cost (Surplus)</b>	<b>2,357,732</b>	<b>-</b>	<b>2,357,732</b>	<b>2,237,174</b>	<b>2,281,400</b>	<b>2,135,412</b>	<b>2,059,992</b>	<b>1,869,167</b>	<b>164,558</b>	
<b>Cost Recovery of Operations</b>	<b>34.85%</b>	<b>0.00%</b>	<b>34.43%</b>	<b>35.57%</b>	<b>35.10%</b>	<b>36.25%</b>	<b>34.55%</b>	<b>36.43%</b>	<b>13.66%</b>	

# Core Change Overview Statement

## Executive Summary

**Project Name:** ActiveNet

**Department:** PRComplex

**One Time - 2018 Budget**

### Project Budget

<b>Budget Summary</b>	
<b><u>Expenditures:</u></b>	
This project involves the implementation and training of the new recreation software at the Recreation Complex.	
• Active Network	\$ 18,000.00
• Staff Training Wages	<u>\$ 26,040.00</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 44,040.00</b>
<b><u>Source of Funds:</u></b>	
Funding to come through operations supported by taxation.	
• Accumulated Prior Years Surplus	<u>\$ 44,040.00</u>
<b>TOTAL FUNDING</b>	<b>\$ 44,040.00</b>

### Impact on Future Operating Costs associated with Project

<b>Additional Operating Costs</b>	
There are no additional operating costs associated with this project once implemented. Transaction fees will be incorporated into the cost of programs being provided.	
• <b>TOTAL EXPENDITURES</b>	<b>\$ 0.00</b>

## Project Business Case

Project Overview	
<p>This project is necessary to support the operational requirements of the PRC department. IT will involve the identification of a project lead who will be responsible for rolling out the program between February and September 2018. Given the size of the project and learning from past experiences, a project lead is required for the overall management of the program.</p>	
Council Strategic Priority OR Business Issue/Opportunity	
<p>This project is necessary to ensure processes remain efficient and that customer service levels are maintained to service the needs of Powell River residents that use the PRC services.</p>	
Priority Level	
<p>Click here to enter text.</p>	
Project Benefits	
<ul style="list-style-type: none"> <li>• Financial controls and financial accuracy.</li> <li>• Improved Customer Service</li> <li>• Revenue growth &amp; development</li> <li>• Streamline work processes</li> <li>• Enhanced work efficiencies.</li> </ul>	
Project Timeline	Date Estimate
Project Start Date	3/1/2018
Project End Date	9/30/2018

# 2018 – 2022 FINANCIAL PLAN

DEPARTMENT: RECREATION, PARKS, AND CULTURAL

COST CENTRE: CULTURAL

## 1. Overview

Council holds a vision of Powell River where the arts are an integral part of everyday life; where community cultural development processes strengthen society; where community centres reflect the cultural vitality of the community; and where people can learn and express creativity in ways that build healthy communities. In addition, Council sees vibrant arts and culture community as one that contributes to the economy and economic diversity of the Municipality.

## 2. Budget Highlights

**Net Cost Increase 2017 Actual to 2018 Budget: \$21,886**

The increase of the 2018 budget over the 2017 actual is due to the

1. Library being in the new location for 7.5 months in 2017. As a Library budget presentation to Council and the Regional District Board has not yet occurred, the 2018 budget has a 2% increase over 2017; and
2. Lease revenue for 6975 Alberni Street is now in the 2018 budget at full lease values, where in 2017 they were reduced due to construction interruptions.

The Museum has requested the same budget in 2018 as 2017, a total operating budget of \$113,150 plus \$23,500 for building maintenance. All other funding remains the same as prior years:

- Arts Council \$ 39,000
  - Agreement to provide funding until such time either party provides 6 months' notice of termination.
- PRISMA \$ 50,000
  - Agreement ended August 2017.
- Academy of Music \$ 40,000
  - Agreement to provide funding until such time either party provides 6 months' notice of termination.

## 3. Service Level(s) / Resources

Culture services provided by the City of Powell River include operational funding for the Library; Powell River Historical Museum operational funding and building maintenance; annual operations contribution to the Powell River Council for Arts, Culture and Heritage Society, the Pacific Region International Summer Music Academy, and to the Academy of Music.

#### **4. Challenges / Opportunities**

As a contribution towards construction of the new Library building, the Library Board stated it would fundraise \$1.4 million. At this time, \$600,000 has been contributed to this fundraising by the Powell River Community Forest via the Community Forest Reserve Fund. This leaves approximately \$800,000 remaining to be funded through this fundraising process. If this fundraising is unsuccessful, the City will need to find an alternate source of funding.

City of Powell River Parks, Recreation and Cultural Culture	2018 Core Budget	2018 Additions to Core Budget	2018 Budget	2017 Estimated Actual	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2018 Budget less 2017 Estimated Actual	% Variance
<b>Revenues</b>			-							
Fees and charges										
Lease Revenue - Library	(286,160)	-	(286,160)	(225,470)	(286,160)	(92,706)	-		(60,690)	26.92%
Government Transfers										
Other revenue	(300,000)		(300,000)	(300,000)	(300,000)	-	-			
	(586,160)	-	(586,160)	(525,470)	(586,160)	(92,706)	-	-	(60,690)	11.55%
<b>Expenses</b>										
6975 Alberni Street	76,549	21,500	98,049	95,180	95,049	57,711	-	-	2,869	3.01%
Library Operation Funding	740,000		740,000	680,000	719,828	524,267	561,242	524,267	60,000	8.82%
Museum Operation Funding	113,150		113,150	113,150	113,150	101,460	101,460	101,460	-	0.00%
Arts Council	39,000		39,000	39,000	39,000	39,000	39,000	39,000	-	0.00%
PRISMA	50,000		50,000	50,000	50,000	50,000	50,000	50,000	-	0.00%
Academy of Music	40,000		40,000	40,000	40,000	34,000	34,000	34,000	-	0.00%
Buildings										
Library - Duncan Street				-	39,289	28,819	21,015	38,404	0	0.00%
Museum	23,481		23,481	23,773	24,396	22,668	49,157	26,648	(292)	-1.23%
	1,082,179	21,500	1,163,998	1,041,103	1,120,711	857,924	855,875	813,779	62,576	6.01%
<b>Operating (Surplus) Deficit</b>	<b>496,019</b>	<b>21,500</b>	<b>577,838</b>	<b>515,633</b>	<b>534,551</b>	<b>765,218</b>	<b>855,875</b>	<b>813,779</b>	<b>1,886</b>	<b>0.37%</b>
<b>Debt interest</b>	111,000		111,000	91,000	112,000	63,700	-		20,000	21.98%
<b>Principle Payments</b>	347,800		347,800	347,800	347,800	-	-		0	0.00%
<b>Contribution to (draw down) Reserves</b>		-	-						0	0.00%
<b>Contribution to Capital Projects</b>			-							
<b>Net Cost (Surplus)</b>	<b>954,819</b>	<b>21,500</b>	<b>1,036,638</b>	<b>954,433</b>	<b>994,351</b>	<b>828,918</b>	<b>855,875</b>	<b>813,779</b>	<b>21,886</b>	
<b>Cost Recovery of Operations</b>	<b>38.04%</b>	<b>0.00%</b>	<b>36.12%</b>	<b>35.51%</b>	<b>37.09%</b>	<b>10.06%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>73.50%</b>	