

2015-2016

**TAX SUPPORTED &
LAND AND PROPERTIES**

OPERATING PLAN

2015 – 2016
TAX SUPPORTED & LAND AND PROPERTIES
OPERATING PLAN

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2015 - 2016 OPERATING PLAN Tax Supported Operations

(Statement of Operating Revenues and Expenses by Function)

(In thousands of dollars)

DIVISION SUMMARY BY FUNCTION											
FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
GENERAL MUNICIPAL REVENUES & RELATED EXPENSES											
Revenues	\$ 106,678	\$ 97,069	\$ 92,169	\$ 2,985	\$ 95,154	3.2	\$ 3,925	\$ 99,079	4.1	\$ 106,566	\$ 110,299
Expenses	1,201	3,892	3,776	232	4,008	6.1	1,231	5,239	30.7	6,819	8,443
Net Expenses	(105,477)	(93,177)	(88,393)	(2,753)	(91,146)	3.1	(2,694)	(93,840)	3.0	(99,747)	(101,856)
GENERAL GOVERNMENT											
Revenues	4,337	4,247	4,082	712	4,794	17.4	61	4,855	1.3	4,921	4,976
Expenses	9,665	9,926	10,011	633	10,644	6.3	(18)	10,626	(0.2)	10,737	10,719
Net Expenses	5,328	5,679	5,929	(79)	5,850	(1.3)	(79)	5,771	(1.4)	5,816	5,743
CORPORATE SERVICES											
Revenues	\$ 22,930	\$ 20,111	\$ 21,761	\$ 3,372	\$ 25,133	15.5	\$ 922	\$ 26,055	3.7	\$ 26,750	\$ 27,545
Expenses	31,022	29,424	30,393	6,206	36,599	20.4	2,472	39,071	6.8	40,220	41,987
Net Expenses	8,092	9,313	8,632	2,834	11,466	32.8	1,550	13,016	13.5	13,470	14,442
PUBLIC SERVICES											
Revenues	16,640	13,134	12,991	(878)	12,113	(6.8)	722	12,835	6.0	13,200	13,383
Expenses	55,313	53,804	53,315	3,693	57,008	6.9	2,322	59,330	4.1	61,657	62,665
Net Expenses	38,673	40,670	40,324	4,571	44,895	11.3	1,600	46,495	3.6	48,457	49,282
DEVELOPMENT & INFRASTRUCTURE											
Revenues	\$ 9,518	\$ 8,187	\$ 7,951	\$ 147	\$ 8,098	1.8	\$ 316	\$ 8,414	3.9	\$ 8,806	\$ 9,225
Expenses	31,913	30,769	31,779	44	31,823	0.1	1,251	33,074	3.9	34,768	36,476
Net Expenses	22,395	22,582	23,828	(103)	23,725	(0.4)	935	24,660	3.9	25,962	27,251
POLICE SERVICES											
Revenues	\$ 7,734	\$ 6,934	\$ 7,671	\$ 38	\$ 7,708	0.5	\$ 34	\$ 7,742	0.4	\$ 7,751	\$ 7,846
Expenses	23,170	23,701	24,183	724	24,907	3.0	665	25,572	2.7	25,909	26,195
Net Expenses	15,436	16,767	16,512	687	17,199	4.2	631	17,830	3.7	18,158	18,349
Total Revenues	167,836	149,681	146,625	6,373	152,998	4.3	5,983	158,981	3.9	167,994	173,274
Total Expenses	152,285	151,515	153,457	11,530	164,987	7.5	7,926	172,913	4.8	180,112	186,485
NET	\$ (15,551)	\$ 1,834	\$ 6,832	\$ 5,157	\$ 11,989	75.5	\$ 1,943	\$ 13,932	16.2	\$ 12,118	\$ 13,211

SUMMARY BY FUNCTION

A



2015 - 2016 OPERATING PLAN Tax Supported Operations

DEPARTMENT SUMMARY BY FUNCTION

FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
GENERAL MUNICIPAL REVENUES & RELATED EXPENDITURES											
Revenues	\$ 106,678	\$ 97,069	\$ 92,169	\$ 2,985	\$ 95,154	3.2	\$ 3,925	\$ 99,079	4.1	\$ 106,566	\$ 110,299
Expenses	1,201	3,892	3,776	232	4,008	6.1	1,231	5,239	30.7	6,819	8,443
Net Revenues	(105,477)	(93,177)	(88,393)	(2,753)	(91,146)	3.1	(2,694)	(93,840)	3.0	(99,747)	(101,856)
LEGISLATIVE											
Revenues	-	-	-	-	-	0.0	-	-	0.0	-	-
Expenses	578	-	653	(27)	626	(4.1)	3	629	0.5	632	634
Net Expenses	578	-	653	(27)	626	(4.1)	3	629	0.5	632	634
ADMIN COMMITTEE											
Revenues	367	381	378	34	412	9.0	5	417	1.2	425	430
Expenses	1,825	1,609	1,625	15	1,640	0.9	108	1,748	6.6	1,860	1,885
Net Expenses	1,458	1,228	1,247	(19)	1,228	(1.5)	103	1,331	8.4	1,435	1,455
CITY SOLICITOR (includes City Clerk)											
Revenues	1,379	1,662	1,414	66	1,480	4.7	16	1,496	1.1	1,519	1,529
Expenses	1,721	3,043	1,744	(142)	1,602	(8.1)	(39)	1,563	(2.4)	1,584	1,587
Net Expenses	342	1,381	330	(208)	122	(63.0)	(55)	67	(45.1)	65	58
BUSINESS SUPPORT											
Revenues	1	-	-	-	-	0.0	-	-	0.0	-	-
Expenses	1,066	1,202	1,089	(156)	933	(14.3)	(6)	927	(0.6)	945	963
Net Expenses	1,065	1,202	1,089	(156)	933	(14.3)	(6)	927	(0.6)	945	963
CORPORATE COMMUNICATIONS											
Revenues	336	332	332	(9)	323	(2.7)	19	342	5.9	328	330
Expenses	418	510	556	48	604	8.6	(3)	601	(0.5)	611	611
Net Expenses	82	178	224	57	281	25.4	(22)	259	(7.8)	283	281
HUMAN RESOURCES											
Revenues	2,131	1,792	1,746	(34)	1,712	(1.9)	22	1,734	1.3	1,765	1,799
Expenses	3,694	3,147	3,623	(146)	3,477	(4.0)	(75)	3,402	(2.2)	3,310	3,236
Net Expenses	1,563	1,355	1,877	(112)	1,765	(6.0)	(97)	1,668	(5.5)	1,545	1,437
HEALTH SAFETY & ENVIRONMENT											
Revenues	123	80	212	655	867	309.0	(1)	866	(0.1)	884	888
Expenses	363	415	721	1,041	1,762	144.4	(6)	1,756	(0.3)	1,795	1,803
Net Expenses	240	335	509	386	895	75.8	(5)	890	(0.6)	911	915
Total Revenues	4,337	4,247	4,082	712	4,794	17.4	61	4,855	1.3	4,921	4,976
Total Expenses	9,665	9,926	10,011	633	10,644	6.3	(18)	10,626	(0.2)	10,737	10,719
NET GENERAL GOVERNMENT	5,328	5,679	5,929	(79)	5,850	(1.3)	(79)	5,771	(1.4)	5,816	5,743

SUMMARY BY FUNCTION

B



2015 - 2016 OPERATING PLAN Tax Supported Operations

DEPARTMENT SUMMARY BY FUNCTION

FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
CORPORATE SERVICES											
FINANCE											
Revenues	\$ 6,593	\$ 6,603	\$ 6,492	\$ (143)	\$ 6,349	(2.2)	\$ (175)	\$ 6,174	(2.8)	\$ 6,279	\$ 6,245
Expenses	9,537	9,882	9,816	332	10,148	3.4	396	10,544	3.9	10,569	10,571
Net Expenses	2,944	3,279	3,324	475	3,799	14.3	571	4,370	15.0	4,290	4,326
INFORMATION & COMPUTER SERVICES (includes Mailroom and Records Management)											
Revenues	2,597	2,694	2,679	1,916	4,595	71.5	295	4,890	6.4	5,078	5,049
Expenses	3,208	3,011	3,178	2,502	5,680	78.7	306	5,986	5.4	6,149	6,168
Net Expenses	611	317	499	586	1,085	117.4	11	1,096	1.0	1,071	1,119
CORPORATE ASSET MANAGEMENT											
Revenues	13,740	10,814	12,590	1,599	14,189	12.7	802	14,991	5.7	15,393	16,251
Expenses	18,277	16,531	17,399	3,372	20,771	19.4	1,770	22,541	8.5	23,502	25,248
Net Expenses (Revenues)	4,537	5,717	4,809	1,773	6,582	36.9	968	7,550	14.7	8,109	8,997
Total Revenues	22,930	20,111	21,761	3,372	25,133	15.5	922	26,055	3.7	26,750	27,545
Total Expenses	31,022	29,424	30,393	6,206	36,599	20.4	2,472	39,071	6.8	40,220	41,987
NET CORPORATE SERVICES	8,092	9,313	8,632	2,834	11,466	32.8	1,550	13,016	13.5	13,470	14,442
PUBLIC SERVICES											
FIRE SERVICES											
Revenues	430	380	366	(5)	361	(1.4)	10	371	2.8	377	384
Expenses	11,940	12,932	12,406	1,161	13,567	9.4	366	13,933	2.7	14,010	14,069
Net Expenses	11,510	12,552	12,040	1,166	13,206	9.7	356	13,562	2.7	13,633	13,685
PUBLIC ORGANIZATIONS											
Revenues	-	-	-	-	-	0.0	-	-	0.0	-	-
Expenses	2,682	2,785	2,785	120	2,905	4.3	(18)	2,887	(0.6)	2,970	3,042
Net Expenses	2,682	2,785	2,785	120	2,905	4.3	(18)	2,887	(0.6)	2,970	3,042
COMMUNITY DEVELOPMENT (includes Cultural Development)											
Revenues	7,699	6,657	6,225	224	6,449	3.6	102	6,551	1.6	6,715	6,811
Expenses	18,998	18,621	18,215	844	19,059	4.6	127	19,186	0.7	20,351	20,607
Net Expenses	11,299	11,964	11,990	620	12,610	5.2	25	12,635	0.2	13,636	13,796
PARKS & RECREATION											
Revenues	8,511	6,097	6,400	(1,097)	5,303	(17.1)	610	5,913	11.5	6,108	6,188
Expenses	21,693	19,466	19,909	1,568	21,477	7.9	1,847	23,324	8.6	24,326	24,947
Net Expenses	13,182	13,369	13,509	2,665	16,174	19.7	1,237	17,411	7.6	18,218	18,759
Total Revenues	16,640	13,134	12,991	(878)	12,113	(6.8)	722	12,835	6.0	13,200	13,383
Total Expenses	55,313	53,804	53,315	3,693	57,008	6.9	2,322	59,330	4.1	61,657	62,665
NET PUBLIC SERVICES	38,673	40,670	40,324	4,571	44,895	11.3	1,600	46,495	3.6	48,457	49,282

SUMMARY BY FUNCTION

C



2015 - 2016 OPERATING PLAN Tax Supported Operations

DEPARTMENT SUMMARY BY FUNCTION

FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
<i>DEVELOPMENT & INFRASTRUCTURE</i>											
PLANNING, BUILDING & DEVELOPMENT											
Revenues	\$ 2,826	\$ 2,953	\$ 2,692	\$ (242)	\$ 2,450	(9.0)	\$ 44	\$ 2,494	1.8	\$ 2,553	\$ 2,615
Expenses	4,900	4,446	5,006	(123)	4,883	(2.5)	(50)	4,833	(1.0)	4,880	4,891
Net Expenses	2,074	1,493	2,314	119	2,433	5.1	(94)	2,339	(3.9)	2,327	2,276
MUNICIPAL WORKS											
Revenues	6,692	5,234	5,259	389	5,648	7.4	272	5,920	4.8	6,253	6,610
Expenses	27,013	26,323	26,773	167	26,940	0.6	1,301	28,241	4.8	29,888	31,585
Net Expenses	20,321	21,089	21,514	(222)	21,292	(1.0)	1,029	22,321	4.8	23,635	24,975
Total Revenues	9,518	8,187	7,951	147	8,098	1.8	316	8,414	3.9	8,806	9,225
Total Expenses	31,913	30,769	31,779	44	31,823	0.1	1,251	33,074	3.9	34,768	36,476
NET DEVELOPMENT & INFRASTRUCTURE	22,395	22,582	23,828	(103)	23,725	(0.4)	935	24,660	3.9	25,962	27,251
<i>POLICE SERVICES</i>											
Revenues	7,734	6,934	7,671	38	7,708	0.5	34	7,742	0.4	7,751	7,846
Expenses	23,170	23,701	24,183	724	24,907	3.0	665	25,572	2.7	25,909	26,195
NET POLICE SERVICES	15,436	16,767	16,512	687	17,199	4.2	631	17,830	3.7	18,158	18,349
Total Revenues	167,836	149,681	146,625	6,373	152,998	4.3	5,983	158,981	3.9	167,994	173,274
Total Expenses	152,285	151,515	153,457	11,530	164,987	7.5	7,926	172,913	4.8	180,112	186,485
Net Expenses	(15,551)	1,834	6,832	5,157	11,989	75.5	1,943	13,932	16.2	12,118	13,211



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

TAX SUPPORTED OPERATIONS											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ 55,911	\$ 59,649	\$ 60,740	\$ 3,501	\$ 64,241	5.8	\$ 3,719	\$ 67,960	5.8	\$ 75,414	\$ 79,042
Other Taxes	765	623	623	132	755	21.2	(2)	753	(0.3)	764	772
Investment Earnings	4,356	5,470	2,470	66	2,536	2.7	68	2,604	2.7	2,604	2,682
Fees & Fines	4,612	4,115	4,774	(8)	4,766	(0.2)	16	4,782	0.3	4,793	4,805
Contributions from Utilities & Land	44,582	29,884	27,086	(551)	26,535	(2.0)	117	26,652	0.4	26,652	26,652
Government Grants	8,214	3,391	3,354	(10)	3,344	(0.3)	3	3,347	0.1	3,352	3,356
Internal Recoveries	28,450	28,566	30,482	4,214	34,696	13.8	1,346	36,042	3.9	37,194	38,422
Sale of Goods & Services	10,322	10,220	10,293	(729)	9,565	(7.1)	590	10,155	6.2	10,475	10,666
Miscellaneous	10,624	7,763	6,803	(242)	6,562	(3.5)	126	6,688	1.9	6,748	6,878
TOTAL REVENUES	167,836	149,681	146,625	6,373	152,998	4.3	5,983	158,981	3.9	167,994	173,274
EXPENSES											
Salaries & Wages	59,448	59,489	62,161	2,847	65,008	4.6	1,951	66,959	3.0	68,969	70,460
Benefits	14,955	16,439	16,197	1,473	17,670	9.1	1,370	19,040	7.8	19,239	19,664
Other Personnel Costs	1,486	1,814	1,788	158	1,946	8.8	1	1,947	0.1	1,965	1,982
Contracted Services	22,745	15,734	15,551	1,153	16,704	7.4	564	17,268	3.4	17,680	18,082
Materials and Supplies	9,555	8,949	8,922	1,322	10,244	14.8	(262)	9,982	(2.6)	10,204	10,396
Internal Charges	17,943	19,424	19,966	764	20,730	3.8	1,096	21,825	5.3	23,045	23,940
Interest	1,213	1,202	1,250	415	1,665	33.2	178	1,844	10.7	2,233	2,537
Grants to Individuals & Organizations	3,332	3,462	3,408	197	3,605	5.8	(1)	3,604	(0.0)	3,694	3,665
Transfers: CCDA & Local Improvements	121	117	183	(59)	124	(32.2)	2	126	1.6	128	131
Transfers Related to Local Improvements	356	356	356	(2)	354	(0.6)	(2)	352	(0.6)	358	365
Other	314	3,241	828	412	1,240	49.8	(849)	391	(68.5)	433	443
Amortization	20,769	22,846	22,847	3,150	25,998	13.8	3,879	29,876	14.9	32,465	35,119
Gain or Loss on Disposal/Asset Write Downs	48	(206)	-	(300)	(300)	100.0	-	(300)	0.0	(300)	(300)
Controllable Variance	-	(1,352)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	152,285	151,515	153,457	11,530	164,987	7.5	7,926	172,913	4.8	180,112	186,485
NET EXPENSES (REVENUES)	\$ (15,551)	\$ 1,834	\$ 6,832	\$ 5,157	\$ 11,989	75.5	\$ 1,943	\$ 13,932	16.2	\$ 12,118	\$ 13,211

OBJECT SUMMARY

E



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

TAX SUPPORTED OPERATIONS											
	2013	2014	2014	2015 /	2015 /	2015 /	2016 /	2016 /	2016 /	2017	2018
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	BUDGET	2014 B % CHANGE	2015 B CHANGES	BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET EXPENSES (REVENUES)	\$ (15,551)	\$ 1,834	\$ 6,832	\$ 5,157	\$ 11,989	75.5	\$ 1,943	\$ 13,932	16.2	\$ 12,118	\$ 13,211
OPERATING CASH SOURCES											
Transfer from Reserve	1,065	986	1,000	1,165	2,165	116.5	(900)	1,265	(41.6)	1,145	1,146
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(20,769)	(22,846)	(22,847)	(3,151)	(25,998)	13.8	(3,879)	(29,876)	14.9	(32,465)	(35,119)
Gain or Loss on Disposal / Asset Write Downs	60	206	-	300	300	100.0	-	300	0.0	300	300
MOE Principal Payments	110	80	83	(26)	57	(31.3)	(37)	20	(64.9)	6	3
Transfer to MOE	1,114	1,481	1,281	(265)	1,016	(20.7)	31	1,047	3.1	1,425	1,278
Cash Requirements for Operations	(19,485)	(21,079)	(21,483)	(3,142)	(24,625)	14.6	(3,885)	(28,509)	15.8	(30,734)	(33,538)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	2,145	2,340	2,289	419	2,708	18.3	891	3,599	32.9	4,036	4,940
Internal Loan	-	-	18	(18)	-	(100.0)	-	-	0.0	-	-
Infrastructure Reserve	432	709	803	505	1,308	62.9	161	1,470	12.3	1,846	2,010
Transfer to Capital	3,401	3,200	3,200	653	3,853	20.4	(297)	3,556	(7.7)	5,927	5,925
Cash Requirements for Capital	5,978	6,249	6,310	1,559	7,869	24.7	755	8,625	9.6	11,809	12,875
FUTURE FINANCIAL PLANS											
Transfer to Reserve	30,123	13,982	9,341	(2,410)	6,931	(50.4)	287	7,218	4.1	7,952	8,598
Cash Requirements for Future Financial Plans	30,123	13,982	9,341	(2,410)	6,931	(50.4)	287	7,218	4.1	7,952	8,598
Total Cash Requirements	\$ (0)	\$ -	\$ 0	\$ (0)	\$ (0)	0.0	\$ (0)	\$ 0	0.0	\$ (0)	\$ 0



2015 - 2016 OPERATING PLAN Tax Supported Operations

PERSONNEL SUMMARY

DEPARTMENT	2014 RESTATED	RECOMMENDED CHANGES		2015 BUDGET	RECOMMENDED CHANGES		2016 BUDGET	2017 FORECAST	2018 FORECAST
		Reductions	Additions		Reductions	Additions			
<u>GENERAL GOVERNMENT</u>									
LEGISLATIVE									
Permanent Established Positions	1.0		1.0	2.0			2.0	1.0	1.0
Term Positions									
Full Time Equivalent Positions	1.0			1.0			1.0	1.0	1.0
ADMINISTRATIVE COMMITTEE									
Permanent Established Positions	8.0			8.0			8.0	8.0	8.0
Term Positions									
Full Time Equivalent Positions	8.0			8.0			8.0	8.0	8.0
CITY SOLICITOR (includes City Clerk)									
Permanent Established Positions	9.0			9.0			9.0	10.0	10.0
Term Positions			1.0	1.0	0.8		0.2	0.2	0.2
Full Time Equivalent Positions	9.0		1.0	10.0	0.8		9.2	9.2	9.2
BUSINESS SUPPORT									
Permanent Established Positions	1.0			1.0			1.0	1.0	1.0
Term Positions									
Full Time Equivalent Positions	1.5			1.5			1.5	1.5	1.5
CORPORATE COMMUNICATIONS									
Permanent Established Positions	5.0		1.0	6.0			6.0	6.0	6.0
Term Positions									1.0
Full Time Equivalent Positions	4.5		0.6	5.1			5.1	5.1	6.1
HUMAN RESOURCES									
Permanent Established Positions	20.0	1.0	1.0	20.0			20.0	20.0	20.0
Term Positions	5.0	2.0		3.0	1.0		2.0	2.0	2.0
Full Time Equivalent Positions	24.6	3.0	1.0	22.6	1.0		21.6	21.6	21.6
HEALTH SAFETY & ENVIRONMENT									
Permanent Established Positions	10.0		2.0	12.0			12.0	12.0	12.0
Term Positions									
Full Time Equivalent Positions	9.6		2.4	12.0			12.0	12.0	12.0



2015 - 2016 OPERATING PLAN Tax Supported Operations

PERSONNEL SUMMARY

DEPARTMENT	2014 RESTATED	RECOMMENDED CHANGES		2015 BUDGET	RECOMMENDED CHANGES		2016 BUDGET	2017 FORECAST	2018 FORECAST
		Reductions	Additions		Reductions	Additions			
<u>CORPORATE SERVICES</u>									
FINANCE									
Permanent Established Positions	90.0	11.0	4.0	83.0	2.0	1.0	82.0	82.0	82.0
Term Positions									
Full Time Equivalent Positions	68.9	11.0	4.5	62.4	2.0	1.0	61.4	61.4	61.4
INFORMATION & COMPUTER SERVICES (includes Mailroom and Records Management)									
Permanent Established Positions	19.0		8.0	27.0		1.0	28.0	28.0	28.0
Term Positions									
Full Time Equivalent Positions	20.5		6.9	27.4		1.0	28.4	28.4	28.4
CORPORATE ASSET MANAGEMENT									
Permanent Established Positions	36.0		2.0	38.0			38.0	38.0	38.0
Term Positions									
Full Time Equivalent Positions	45.7		3.0	48.7			48.7	48.7	48.7
<u>PUBLIC SERVICES</u>									
FIRE SERVICES									
Permanent Established Positions	83.0			83.0			83.0	83.0	83.0
Term Positions									
Full Time Equivalent Positions	83.5			83.5			83.5	83.5	83.5
COMMUNITY DEVELOPMENT (includes Cultural Development)									
Permanent Established Positions	114.0			114.0		1.0	115.0	115.0	115.0
Term Positions									
Full Time Equivalent Positions	126.1		3.1	129.2		0.5	129.7	129.7	129.7
PARKS & OUTDOOR RECREATION									
Permanent Established Positions	62.0		9.0	71.0		6.0	77.0	77.0	77.0
Term Positions									
Full Time Equivalent Positions	131.0	5.0		126.0	4.3	7.2	128.9	128.9	128.9



2015 - 2016 OPERATING PLAN Tax Supported Operations

PERSONNEL SUMMARY

DEPARTMENT	2014 RESTATED	RECOMMENDED CHANGES		2015 BUDGET	RECOMMENDED CHANGES		2016 BUDGET	2017 FORECAST	2018 FORECAST
		Reductions	Additions		Reductions	Additions			
<u>DEVELOPMENT & INFRASTRUCTURE</u>									
PLANNING & BUILDING SERVICES									
Permanent Established Positions	36.0			36.0			36.0	36.0	36.0
Term Positions	1.0			1.0			1.0	1.0	1.0
Full Time Equivalent Positions	37.0	1.5		35.5			35.5	35.5	35.5
MUNICIPAL WORKS									
Permanent Established Positions	52.0	1.0	2.0	53.0		1.0	54.0	54.0	54.0
Term Positions									
Full Time Equivalent Positions	60.1	1.0	2.5	61.6		1.0	62.6	62.6	62.6
<u>POLICE SERVICES</u>									
Permanent Established Positions	154.0	4.0		150.0			150.0	150.0	150.0
Term Positions									
Full Time Equivalent Positions	157.0	3.5		153.5			153.5	153.5	153.5
Total Tax Supported-Permanent Established Positions	700.0	17.0	30.0	713.0	2.0	10.0	721.0	721.0	721.0
Term Positions	6.0	2.0	1.0	5.0	1.8		3.2	3.2	4.2
Full Time Equivalent Positions	788.0	25.0	25.0	787.9	8.1	10.7	790.5	790.6	791.6
<u>LAND AND PROPERTIES</u>									
Permanent Established Positions	5.0			5.0			5.0	5.0	5.0
Term Positions									
Full Time Equivalent Positions	5.0			5.0			5.0	5.0	5.0



2015 - 2016 OPERATING PLAN
Summary by Function
(Statement of Operating Revenues and Expenses by Function)
(In thousands of dollars)

GENERAL GOVERNMENT												
FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015/ 2014 B CHANGES	2015 BUDGET	2015/ 2014 B % CHANGE	2016/ 2015 B CHANGES	2016 BUDGET	2016/ 2015 B % CHANGE	2017 FORECAST	2018 FORECAST	
LEGISLATIVE												
Revenues	-	-	-	-	-	-	-	-	-	-	-	
Expenses	\$ 578	\$ -	\$ 653	\$ (27)	\$ 626	(4.1)	\$ 3	\$ 629	0.5	\$ 632	\$ 634	
Net Expenses	578	-	653	(27)	626	(4.1)	3	629	0.5	632	634	
ADMIN COMMITTEE												
Revenues	367	381	378	34	412	9.0	5	417	1.2	425	430	
Expenses	1,825	1,609	1,625	15	1,640	0.9	108	1,748	6.6	1,860	1,885	
Net Expenses	1,458	1,228	1,247	(19)	1,228	(1.5)	103	1,331	8.4	1,435	1,455	
CITY SOLICITOR (includes City Clerk)												
Revenues	1,379	1,662	1,414	66	1,480	4.7	16	1,496	1.1	1,519	1,529	
Expenses	1,721	3,043	1,744	(142)	1,602	(8.1)	(39)	1,563	(2.4)	1,584	1,587	
Net Expenses	342	1,381	330	(208)	122	(63.0)	(55)	67	(45.1)	65	58	
BUSINESS SUPPORT												
Revenues	1	-	-	-	-	-	-	-	-	-	-	
Expenses	1,066	1,202	1,089	(156)	933	(14.3)	(6)	927	(0.6)	945	963	
Net Expenses	1,065	1,202	1,089	(156)	933	(14.3)	(6)	927	(0.6)	945	963	
CORPORATE COMMUNICATION												
Revenues	336	332	332	(9)	323	(2.7)	19	342	5.9	328	330	
Expenses	418	510	556	48	604	8.6	(3)	601	(0.5)	611	611	
Net Expenses	82	178	224	57	281	25.4	(22)	259	(7.8)	283	281	
HUMAN RESOURCES												
Revenues	2,131	1,792	1,746	(34)	1,712	(1.9)	22	1,734	1.3	1,765	1,799	
Expenses	3,694	3,147	3,623	(146)	3,477	(4.0)	(75)	3,402	(2.2)	3,310	3,236	
Net Expenses	1,563	1,355	1,877	(112)	1,765	(6.0)	(97)	1,668	(5.5)	1,545	1,437	
HEALTH SAFETY & ENVIRONMENT												
Revenues	123	80	212	655	867	309.0	(1)	866	(0.1)	884	888	
Expenses	363	415	721	1,041	1,762	144.4	(6)	1,756	(0.3)	1,795	1,803	
Net Expenses	240	335	509	386	895	75.8	(5)	890	(0.6)	911	915	
Total Revenues	4,337	4,247	4,082	712	4,794	17.4	61	4,855	1.3	4,921	4,976	
Total Expenses	9,665	9,926	10,011	660	10,644	6.3	(21)	10,626	(0.2)	10,737	10,719	
NET GENERAL GOVERNMENT	\$ 5,328	\$ 5,679	\$ 5,929	\$ (52)	\$ 5,850	(1.3)	\$ (82)	\$ 5,771	(1.4)	\$ 5,816	\$ 5,743	



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

GENERAL GOVERNMENT											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Government Grants	\$ 378	\$ 25	\$ -	\$ 5	\$ 5	100.0	\$ -	\$ 5	0.0	\$ 5	\$ 5
Internal Recoveries	3,794	4,157	4,012	718	4,730	17.9	61	4,791	1.3	4,857	4,912
Sale of Goods & Services	31	33	42	(11)	31	(26.2)	-	31	0.0	31	31
Miscellaneous	134	32	28	-	28	0.0	-	28	0.0	28	28
TOTAL REVENUES	4,337	4,247	4,082	712	4,794	17.4	61	4,855	1.3	4,921	4,976
EXPENSES											
Salaries & Wages	5,533	4,284	5,725	301	6,026	5.3	(18)	6,008	(0.3)	6,058	6,062
Benefits	1,137	2,029	1,183	212	1,395	17.9	(2)	1,393	(0.1)	1,403	1,402
Other Personnel Costs	142	244	218	22	240	10.1	-	240	0.0	242	246
Contracted Services	1,791	2,305	1,760	(61)	1,699	(3.5)	(4)	1,695	(0.2)	1,764	1,798
Materials and Supplies	256	263	212	43	255	20.3	(32)	223	(12.5)	225	229
Internal Charges	553	575	606	134	740	22.1	49	789	6.6	836	847
Interest	18	20	33	(15)	18	(45.5)	(3)	15	(16.7)	12	7
Other	35	-	35	3	38	8.6	-	38	0.0	39	39
Amortization	200	250	239	(6)	233	(2.5)	(8)	225	(3.4)	158	89
Controllable Variance	-	(44)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	9,665	9,926	10,011	633	10,644	6.3	(18)	10,626	(0.2)	10,737	10,719
NET EXPENSES (REVENUES)	\$ 5,328	\$ 5,679	\$ 5,929	\$ (79)	\$ 5,850	(1.3)	\$ (79)	\$ 5,771	(1.4)	\$ 5,816	\$ 5,743



2015 - 2016 OPERATING PLAN Statement of Cash Requirements

(in thousands of dollars)

GENERAL GOVERNMENT											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015/ 2014 B CHANGES	2015 BUDGET	2015/ 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 5,328	\$ 5,679	\$ 5,929	\$ (79)	\$ 5,850	(1.3)	\$ (79)	\$ 5,771	(1.4)	\$ 5,816	\$ 5,743
OPERATING CASH SOURCES											
Transfer from Reserve	39	-	-	264	264	100.0	1	265	0.4	145	146
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(200)	(250)	(239)	6	(233)	(2.5)	8	(225)	(3.4)	(158)	(90)
MOE Principal Payments	-	-	15	(15)	-	(100.0)	-	-	-	-	-
Transfer to MOE	189	-	110	200	310	181.8	(110)	200	(35.5)	330	-
Cash Requirements for Operations	(11)	(250)	(114)	191	77	(167.5)	(102)	(25)	(132.5)	172	(90)
CAPITAL CASH REQUIREMENTS											
Infrastructure Reserve	78	113	129	(40)	89	(31.0)	9	98	10.1	102	105
Transfer to Capital	-	-	-	108	108	100.0	(88)	20	(81.5)	-	-
Cash Requirements for Capital	78	113	129	68	197	52.7	(79)	118	(40.1)	102	105
FUTURE FINANCIAL PLANS											
Transfer to Reserve	179	184	2	(2)	-	(100.0)	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	179	184	2	(2)	-	(100.0)	-	-	-	-	-
Total Cash Requirements	\$ 5,535	\$ 5,726	\$ 5,946	\$ (86)	\$ 5,860	(1.4)	\$ (261)	\$ 5,599	(4.5)	\$ 5,945	\$ 5,612



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

GENERAL MUNICIPAL REVENUES													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Assessment Growth, Property Taxes	\$ 55,911	\$ 59,649	\$ 60,740	\$ 3,501	\$ 64,241	5.8	1	\$ 3,719	\$ 67,960	5.8	1	\$ 75,414	\$ 79,042
Other Taxes	630	623	623	5	628	0.8		-	628	0.0		639	651
Contributions from Utilities & Land	44,582	29,884	27,086	(551)	26,535	(2.0)	2	117	26,652	0.4		26,652	26,652
Investment Earnings	4,356	5,470	2,470	66	2,536	2.7		68	2,604	2.7		2,604	2,682
Other General Municipal Revenues	1,199	1,443	1,250	(36)	1,214	(2.9)		21	1,235	1.7		1,257	1,272
TOTAL REVENUES	106,678	97,069	92,169	2,985	95,154	3.2		3,925	99,079	4.1		106,566	110,299
EXPENSES													
Other Taxes (Transfers Out)	477	473	473	5	478	1.1		-	478	0.0		487	495
Internal Charges	308	1,319	2,384	(175)	2,209	(7.3)		2,117	4,326	95.8		5,883	7,485
Other Expenses	416	3,291	919	402	1,321	43.7	3	(886)	435	(67.1)		449	463
Controllable Variance	-	(1,191)	-	-	-	0.0		-	-	0.0		-	-
TOTAL OPERATING EXPENSES	1,201	3,892	3,776	232	4,008	6.1		1,231	5,239	30.7		6,819	8,443
NET EXPENSES	\$ 105,477	\$ 93,177	\$ 88,393	\$ 2,753	\$ 91,146	3.1		\$ 2,694	\$ 93,840	3.0		\$ 99,747	\$ 101,856



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

GENERAL MUNICIPAL REVENUES

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions	BUDGET	Note	Reductions	Additions	FORECAST	FORECAST
Permanently Established Positions (PEPs)				-			-	-	-
Term Positions (TERM)				-			-	-	-
Full Time Equivalent Positions (FTEs)				-			-	-	-

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and **i) a change greater than 1.8% and > \$10,000 over the prior year, and** **ii) all personnel changes**

No Notes for 2015 and 2016

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.

- 1 Taxes increased to cover inflationary and operating expense increases 2015-2016.
- 2 Land & Properties contribution is budgeted to be zero due to the requirement for working capital capacity for large projects in 2015-2016. Internal Charges have increased due to contingencies (2016).
- 3 Other Expenses increase is due to contingency for Municipal Assist (2015).



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

GENERAL MUNICIPAL REVENUES											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ 55,911	\$ 59,649	\$ 60,740	\$ 3,501	\$ 64,241	5.8	\$ 3,719	\$ 67,960	5.8	\$ 75,414	\$ 79,042
Other Taxes	630	623	623	5	628	0.8	-	628	0.0	639	651
Investment Earnings	4,356	5,470	2,470	66	2,536	2.7	68	2,604	2.7	2,604	2,682
Fees & Fines	659	724	724	(8)	716	(1.1)	16	732	2.2	743	755
Contributions from Utilities & Land	44,582	29,884	27,086	(551)	26,535	(2.0)	117	26,652	0.4	26,652	26,652
Miscellaneous	540	719	526	(28)	498	(5.3)	5	503	1.0	514	517
TOTAL REVENUES	106,678	97,069	92,169	2,985	95,154	3.2	3,925	99,079	4.1	106,566	110,299
EXPENSES											
Contracted Services	244	263	263	3	266	1.1	14	280	5.3	294	308
Internal Charges	308	1,319	2,384	(175)	2,209	(7.3)	2,117	4,326	95.8	5,884	7,484
Transfers: CCDA	121	117	117	7	124	6.0	2	126	1.6	128	131
Transfers Related to Local Improvments	356	356	356	(2)	354	(0.6)	(2)	352	(0.6)	358	365
Other	172	3,028	656	399	1,055	60.8	(900)	155	(85.3)	155	155
Controllable Variance	-	(1,191)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	1,201	3,892	3,776	232	4,008	6.1	1,231	5,239	30.7	6,819	8,443
NET REVENUES	\$ 105,477	\$ 93,177	\$ 88,393	\$ 2,753	\$ 91,146	3.1	\$ 2,694	\$ 93,840	3.0	\$ 99,747	\$ 101,856



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

GENERAL MUNICIPAL REVENUES											
	2013	2014	2014	2015 /	2015 /	2016 /	2016 /	2016 /	2017	2018	
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	2015 BUDGET	2014 B % CHANGE	2015 B CHANGES	2016 BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 105,477	\$ 93,177	\$ 88,393	\$ 2,753	\$ 91,146	3.1	\$ 2,694	\$ 93,840	3.0	\$ 99,747	\$ 101,856
OPERATING CASH SOURCES											
Transfer from Reserve	1,027	1,000	1,000	900	1,900	90.0	(900)	1,000	(47.4)	1,000	1,000
OPERATING CASH REQUIREMENTS											
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	-	-	-	-	-	0.0	-	-	0.0	-	-
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
Infrastructure Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
FUTURE FINANCIAL PLANS											
Transfer to Reserve	24,518	9,403	3,520	(1,485)	2,035	(42.2)	96	2,131	4.7	2,152	2,152
Cash Requirements for Future Financial Plans	24,518	9,403	3,520	(1,485)	2,035	(42.2)	96	2,131	4.7	2,152	2,152
Total Cash Requirements	\$ 81,986	\$ 84,774	\$ 85,873	\$ 368	\$ 91,011	6.0	\$ 3,690	\$ 92,709	1.9	\$ 98,595	\$ 100,704



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

LEGISLATIVE													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Mayor's Office	\$ -	\$ -	\$ -	\$ -	\$ -	0.0		\$ -	\$ -	0.0		\$ -	\$ -
Councillors	-	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL REVENUES	-	-	-	-	-	0.0		-	-	0.0		-	-
EXPENSES													
Mayor's Office	230	-	251	32	283	12.7	1	3	286	1.1		289	291
Councillors	348	-	402	(59)	343	(14.7)	2	-	343	0.0		343	343
TOTAL OPERATING EXPENSES	578	-	653	(27)	626	(4.1)		3	629	0.5		632	634
NET EXPENSES	\$ 578	\$ -	\$ 653	\$ (27)	\$ 626	(4.1)		\$ 3	\$ 629	0.5		\$ 632	\$ 634



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

LEGISLATIVE

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions	BUDGET	Note	Reductions	Additions	FORECAST	FORECAST
Permanently Established Positions (PEPs)	1.0		1.0	2.0	1.0		2.0	2.0	2.0
Term Positions (TERM)									
Full Time Equivalent Positions (FTEs)	1.0			1.0			1.0	1.0	1.0

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- 1 Move 1 FTE from City Clerk to Mayor's Office business unit (1 PEP)
- 2 Adjustment in Councillor budget due to reductions in traditionally under-spent areas.

No 2016 Notes

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

LEGISLATIVE											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Government Grants	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Miscellaneous	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL REVENUES	-	-	-	-	-	0.0	-	-	0.0	-	-
EXPENSES											
Salaries & Wages	421	-	460	8	468	1.7	-	468	0.0	468	468
Benefits	71	-	95	(23)	72	(24.2)	-	72	0.0	72	72
Other Personnel Costs	39	-	60	(14)	46	(23.3)	-	46	0.0	46	46
Contracted Services	24	-	23	(2)	21	(8.7)	-	21	0.0	21	21
Materials and Supplies	11	-	6	(2)	4	(33.3)	-	4	0.0	5	5
Internal Charges	12	-	9	6	15	66.7	3	18	20.0	20	22
Interest	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	578	-	653	(27)	626	(4.1)	3	629	0.5	632	634
NET EXPENSES (REVENUES)	\$ 578	\$ -	\$ 653	\$ (27)	\$ 626	(4.1)	\$ 3	\$ 629	0.5	\$ 632	\$ 634



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

LEGISLATIVE											
	2013	2014	2014	2015 /	2015 /	2016 /		2016 /	2017	2018	
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	BUDGET	2014 B % CHANGE	2015 B CHANGES	BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 578	\$ -	\$ 653	\$ (27)	\$ 626	(4.1)	\$ 3	\$ 629	0.5	\$ 632	\$ 634
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
Infrastructure Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 578	\$ -	\$ 653	\$ (27)	\$ 626	(4.1)	\$ 3	\$ 629	0.5	\$ 632	\$ 634



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

ADMIN COMMITTEE

ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Chief Administrative Officer	\$ 91	\$ 93	\$ 93	\$ 45	\$ 138	48.4		\$ 3	\$ 141	2.2		\$ 144	\$ 146
Corporate Services Commissioner	126	131	130	(7)	123	(5.4)		-	123	0.0		123	123
Development & Infrastructure Commissioner	149	1	155	(4)	151	(2.6)		2	153	1.3		158	161
Public Services Commissioner	1	156	-	-	-	0.0		-	-	0.0		-	-
TOTAL REVENUES	367	381	378	34	412	9.0		5	417	1.2		425	430
EXPENSES													
Chief Administrative Officer	624	599	553	21	574	3.8	1	8	582	1.4		595	605
Corporate Services Commissioner	377	319	351	(5)	346	(1.4)		4	350	1.2		356	356
Development & Infrastructure Commissioner	418	374	362	(7)	355	(1.9)		5	360	1.4		360	363
Public Services Commissioner	406	317	359	6	365	1.7	2	91	456	24.9		549	561
TOTAL OPERATING EXPENSES	1,825	1,609	1,625	15	1,640	0.9		108	1,748	6.6		1,860	1,885
NET EXPENSES	\$ 1,458	\$ 1,228	\$ 1,247	\$ (19)	\$ 1,228	(1.5)		\$ 103	\$ 1,331	8.4		\$ 1,435	\$ 1,455



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

ADMIN COMMITTEE

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	RECOMMENDED CHANGES		2016	2017		2018	
	APPROVED	Reductions	Additions	BUDGET	Note	Reductions	Additions	BUDGET	Note	FORECAST	FORECAST
Permanently Established Positions (PEPs)	8.0			8.0				8.0		8.0	8.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	8.0			8.0				8.0		8.0	8.0

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- 1 Council Strategic Planning Session costs
- 2 The Project Manager will report to the Commissioner of Public Services rather than the CAO of Municipal Services (effective July 1/14). The related employee expenses are charged to specific projects for all of 2015 and half of 2016. After that the related expenses are charged entirely to this budget

No 2016 Notes

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

ADMIN COMMITTEE											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Internal Recoveries	\$ 367	\$ 381	\$ 378	\$ 34	\$ 412	9.0	\$ 5	\$ 417	1.2	\$ 425	\$ 430
TOTAL REVENUES	367	381	378	34	412	9.0	5	417	1.2	425	430
EXPENSES											
Salaries & Wages	1,218	862	1,084	(28)	1,056	(2.6)	74	1,130	7.0	1,207	1,213
Benefits	255	425	246	7	253	2.8	18	271	7.1	289	289
Other Personnel Costs	21	54	41	1	42	2.4	-	42	0.0	43	44
Contracted Services	145	84	69	(4)	65	(5.8)	5	70	7.7	70	72
Materials and Supplies	42	38	41	2	43	4.9	(3)	40	(7.0)	40	44
Internal Charges	144	146	144	37	181	25.7	14	195	7.7	211	223
TOTAL OPERATING EXPENSES	1,825	1,609	1,625	15	1,640	0.9	108	1,748	6.6	1,860	1,885
NET EXPENSES (REVENUES)	\$ 1,458	\$ 1,228	\$ 1,247	\$ (19)	\$ 1,228	(1.5)	\$ 103	\$ 1,331	8.4	\$ 1,435	\$ 1,455



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

ADMIN COMMITTEE											
	2013	2014	2014	2015 /	2015 /	2016 /	2016 /	2016 /	2017	2018	
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	2015 BUDGET	2014 B % CHANGE	2015 B CHANGES	2016 BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 1,458	\$ 1,228	\$ 1,247	\$ (19)	\$ 1,228	(1.5)	\$ 103	\$ 1,331	8.4	\$ 1,435	\$ 1,455
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	-	-	-	-	-	0.0	-	-	0.0	-	-
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	-	-	-	-	-	0.0	-	-	0.0	-	-
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 1,458	\$ 1,228	\$ 1,247	\$ (19)	\$ 1,228	(1.5)	\$ 103	\$ 1,331	8.4	\$ 1,435	\$ 1,455



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

CITY SOLICITOR													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
City Solicitor	\$ 666	\$ 681	\$ 730	\$ (60)	\$ 670	(8.2)		\$ 8	\$ 678	1.2		\$ 690	\$ 702
City Clerk	713	981	684	126	810	18.4		8	818	1.0		829	827
TOTAL REVENUES	1,379	1,662	1,414	66	1,480	4.7		16	1,496	1.1		1,519	1,529
EXPENSES													
City Solicitor	943	962	1,020	(57)	963	(5.6)	1	(5)	958	(0.5)		965	965
City Clerk	778	2,081	724	(85)	639	(11.7)	2	(34)	605	(5.3)		619	622
TOTAL OPERATING EXPENSES	1,721	3,043	1,744	(142)	1,602	(8.1)		(39)	1,563	(2.4)		1,584	1,587
NET EXPENSES	\$ 342	\$ 1,381	\$ 330	\$ (208)	\$ 122	(63.0)		\$ (55)	\$ 67	(45.1)		\$ 65	\$ 58

2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

CITY SOLICITOR

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	2017	2018
	RESTATED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET	Note FORECAST	FORECAST
Permanently Established Positions (PEPs)	9.0			9.0				9.0	9.0	9.0
Term Positions (TERM)			1.0	1.0	3	0.8		0.2	4	0.2
Full Time Equivalent Positions (FTEs)	9.0		1.0	10.0		0.8		9.2		9.2

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and **i) a change greater than 1.8% and > \$10,000 over the prior year, and** **ii) all personnel changes**

2015 Notes:

- Expenses decreased in salaries due to departure of previous City Solicitor and senior lawyer during the 2012-2014 budget cycle and decrease in legal fees as per corporate direction.
- Increase in Boards/Committees/Commissions expenses due to increased activity of the Senior Citizens advisory board re. the new Seniors Centre, and the Advisory Committee on Disability Issues requiring a companion for out of town conferences/education.
- Add 1 FTE temporary term for 2015 as per business plan (City Clerk)
- Reduce 2015 temporary term position to .25 FTE in City Clerk business unit, as per business plan.

No 2016 Notes

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

CITY SOLICITOR											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Government Grants	\$ 1	\$ 25	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Internal Recoveries	1,348	1,630	1,413	61	1,474	4.3	16	1,490	1.1	1,513	1,523
Miscellaneous	30	7	1	5	6	500.0	-	6	0.0	6	6
TOTAL REVENUES	1,379	1,662	1,414	66	1,480	4.7	16	1,496	1.1	1,519	1,529
EXPENSES											
Salaries & Wages	1,107	1,330	1,071	(126)	945	(11.8)	(35)	910	(3.7)	912	910
Benefits	261	655	253	(29)	224	(11.5)	(9)	215	(4.0)	215	214
Other Personnel Costs	33	144	48	3	51	6.3	-	51	0.0	50	51
Contracted Services	140	708	153	(14)	139	(9.2)	(1)	138	(0.7)	141	144
Materials and Supplies	47	76	46	5	51	10.9	(11)	40	(21.6)	43	41
Internal Charges	76	71	57	24	81	42.1	16	97	19.8	110	116
Interest	-	5	18	(12)	6	(66.7)	-	6	0.0	6	4
Other	35	-	35	3	38	8.6	-	38	0.0	39	39
Amortization	22	74	63	4	67	6.3	1	68	1.5	68	68
Controllable Variance	-	(20)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	1,721	3,043	1,744	(142)	1,602	(8.1)	(39)	1,563	(2.4)	1,584	1,587
NET EXPENSES (REVENUES)	\$ 342	\$ 1,381	\$ 330	\$ (208)	\$ 122	(63.0)	\$ (55)	\$ 67	(45.1)	\$ 65	\$ 58



2015 - 2016 OPERATING PLAN Statement of Cash Requirements

(in thousands of dollars)

CITY SOLICITOR											
	2013	2014	2014	2015 /	2015 /	2016 /	2016 /	2016 /	2017	2018	
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	2015 BUDGET	2014 B % CHANGE	2015 B CHANGES	2016 BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 342	\$ 1,381	\$ 330	\$ (208)	\$ 122	(63.0)	\$ (55)	\$ 67	(45.1)	\$ 65	\$ 58
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(22)	(74)	(63)	(5)	(68)	7.9	-	(68)	0.0	(68)	(69)
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	15	(15)	-	(100.0)	-	-	0.0	-	-
Transfer to MOE	174	-	110	-	110	0.0	(110)	-	(100.0)	330	-
Cash Requirements for Operations	152	(74)	62	(20)	42	(32.3)	(110)	(68)	(261.9)	262	(69)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
Infrastructure Reserve	-	32	48	(26)	22	(54.2)	6	28	27.3	29	29
Transfer to Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	32	48	(26)	22	(54.2)	6	28	27.3	29	29
FUTURE FINANCIAL PLANS											
Transfer to Reserve	(40)	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	(40)	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 454	\$ 1,339	\$ 440	\$ (254)	\$ 186	(57.7)	\$ (159)	\$ 27	(85.5)	\$ 356	\$ 18



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

BUSINESS SUPPORT

ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Business Support	\$ 1	\$ -	\$ -	\$ -	\$ -	0.0		\$ -	\$ -	0.0		\$ -	\$ -
TOTAL REVENUES	1	-	-	-	-	0.0		-	-	0.0		-	-
EXPENSES													
Business Support	1,066	1,202	1,089	(156)	933	(14.3)		(6)	927	(0.6)		945	963
TOTAL OPERATING EXPENSES	1,066	1,202	1,089	(156)	933	(14.3)		(6)	927	(0.6)		945	963
NET EXPENSES	\$ 1,065	\$ 1,202	\$ 1,089	\$ (156)	\$ 933	(14.3)		\$ (6)	\$ 927	(0.6)		\$ 945	\$ 963



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

BUSINESS SUPPORT

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions			BUDGET	Reductions			
Permanently Established Positions (PEPs)	1.0			1.0				1.0	1.0	1.0
Term Positions (TERM)										
Full Time Equivalent Positions (FTEs)	1.5			1.5				1.5	1.5	1.5

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and j) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

No 2015 or 2016 Notes

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

BUSINESS SUPPORT											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	-	-	-	-	-	0.0	-	-	0.0	-	-
Sale of Goods & Services	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	1	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL REVENUES	1	-	-	-	-	0.0	-	-	0.0	-	-
EXPENSES											
Salaries & Wages	110	91	99	(2)	97	(2.0)	-	97	0.0	97	97
Benefits	24	44	22	1	23	4.5	-	23	0.0	23	23
Other Personnel Costs	2	3	5	(1)	4	(20.0)	-	4	0.0	4	4
Contracted Services	852	970	854	(140)	714	(16.4)	1	715	0.1	732	750
Materials and Supplies	3	4	5	(1)	4	(20.0)	-	4	0.0	4	4
Internal Charges	57	72	86	(6)	80	(7.0)	-	80	0.0	81	81
Interest	-	-	-	-	-	0.0	-	-	0.0	-	-
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	18	18	18	(7)	11	(38.9)	(7)	4	(63.6)	4	4
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	1,066	1,202	1,089	(156)	933	(14.3)	(6)	927	(0.6)	945	963
NET EXPENSES (REVENUES)	\$ 1,065	\$ 1,202	\$ 1,089	\$ (156)	\$ 933	(14.3)	\$ (6)	\$ 927	(0.6)	\$ 945	\$ 963



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

BUSINESS SUPPORT											
	2013	2014	2014	2015 /	2015	2015 /	2016 /	2016	2016 /	2017	2018
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	BUDGET	2014 B % CHANGE	2015 B CHANGES	BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 1,065	\$ 1,202	\$ 1,089	\$ (156)	\$ 933	(14.3)	\$ (6)	\$ 927	(0.6)	\$ 945	\$ 963
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(18)	(18)	(18)	8	(10)	(44.4)	6	(4)	(60.0)	(4)	(4)
Gain or Loss on Disposal / Asset Write Downs				-		0.0	-		0.0		
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	15	-	-	200	200	100.0	-	200	0.0	-	-
Cash Requirements for Operations	(3)	(18)	(18)	208	190	(1,155.6)	6	196	3.2	(4)	(4)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 1,062	\$ 1,184	\$ 1,071	\$ 52	\$ 1,123	4.9	\$ -	\$ 1,123	0.0	\$ 941	\$ 959



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

CORPORATE COMMUNICATIONS													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Communications	\$ 328	\$ 332	\$ 332	\$ (9)	\$ 323	(2.7)		\$ 19	\$ 342	5.9		\$ 328	\$ 330
Civic Functions	-	-	-	-	-	0.0		-	-	0.0		-	-
Flood	8	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL REVENUES	336	332	332	(9)	323	(2.7)		19	342	5.9		328	330
EXPENSES													
Communications	357	490	531	42	573	7.9	1	2	575	0.3		580	585
Civic Functions	44	20	25	6	31	24.0	2	(5)	26	(16.1)		31	26
Flood	17	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL OPERATING EXPENSES	418	510	556	48	604	8.6		(3)	601	(0.5)		611	611
NET EXPENSES	\$ 82	\$ 178	\$ 224	\$ 57	\$ 281	25.4		\$ (22)	\$ 259	(7.8)		\$ 283	\$ 281



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

CORPORATE COMMUNICATIONS

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions			BUDGET	Reductions			
Permanently Established Positions (PEPs)	5.0		1.0	6.0	1			6.0	6.0	6.0
Term Positions (TERM)										1.0
Full Time Equivalent Positions (FTEs)	4.5		0.6	5.1				5.1	5.1	6.1

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- In order to keep up with increasing Graphic Design requests, a part-time PEP has been requested to help meet demand. Associated operating costs related to this increased demand has also caused an increase to the overall expenses.
- Responsibility of the Family Christmas party has been transferred into Corporate Communications budget from the CAO budget

No Notes for 2016

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >1.8% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

CORPORATE COMMUNICATIONS											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	-	0.0	\$ -	-	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	8	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	327	332	331	(9)	322	(2.7)	19	341	5.9	327	329
Sale of Goods & Services	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	1	-	1	-	1	0.0	-	1	0.0	1	1
TOTAL REVENUES	336	332	332	(9)	323	(2.7)	19	342	5.9	328	330
EXPENSES											
Salaries & Wages	259	257	347	19	366	5.5	-	366	0.0	366	366
Benefits	57	127	78	9	87	11.5	-	87	0.0	87	87
Other Personnel Costs	3	8	9	(1)	8	(11.1)	-	8	0.0	9	9
Contracted Services	68	88	95	9	104	9.5	(4)	100	(3.8)	105	102
Materials and Supplies	9	11	8	4	12	50.0	(4)	8	(33.3)	8	8
Internal Charges	22	19	19	8	27	42.1	5	32	18.5	36	39
Interest	-	-	-	-	-	0.0	-	-	0.0	-	-
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	-	-	-	-	-	0.0	-	-	0.0	-	-
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	418	510	556	48	604	8.6	(3)	601	(0.5)	611	611
NET EXPENSES (REVENUES)	\$ 82	\$ 178	\$ 224	\$ 57	\$ 281	25.4	\$ (22)	\$ 259	(7.8)	\$ 283	\$ 281



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

CORPORATE COMMUNICATIONS											
CASH REQUIREMENTS	2013	EST.	2014	2014 B	2015	2014 B %	2015 B	2016	2015 B %	2017	2018
	ACTUAL	ACTUAL	BUDGET	CHANGES	BUDGET	CHANGE	CHANGES	BUDGET	CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 82	\$ 178	\$ 224	\$ 57	\$ 281	25.4	\$ (22)	\$ 259	(7.8)	\$ 283	\$ 281
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	-	-	-	-	-	0.0	-	-	0.0	-	-
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	-	-	-	-	-	0.0	-	-	0.0	-	-
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 82	\$ 178	\$ 224	\$ 57	\$ 281	25.4	\$ (22)	\$ 259	(7.8)	\$ 283	\$ 281

2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

HUMAN RESOURCES													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Administration	\$ 1,015	\$ 1,042	\$ 1,044	\$ (34)	\$ 1,010	(3.3)		\$ 21	\$ 1,031	2.1		\$ 1,050	\$ 1,071
Payroll & Benefits	9	-	-	-	-	0.0		-	-	0.0		-	-
Occupational Health & Safety	-	-	-	-	-	0.0		-	-	0.0		-	-
Recruitment/Compensation Benefits	-	-	-	-	-	0.0		-	-	0.0		-	-
Training & Development	747	750	702	-	702	0.0		1	703	0.1		715	728
Flood (Disaster Reponse)	360	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL REVENUES	2,131	1,792	1,746	(34)	1,712	(1.9)		22	1,734	1.3		1,765	1,799
EXPENSES													
Administration	592	485	581	(40)	541	(6.9)		19	560	3.5	4	586	594
Payroll & Benefits	520	524	569	(74)	495	(13.0)		(22)	473	(4.4)		416	396
Labour Relations & Compensation	521	336	337	(3)	334	(0.9)		-	334	0.0		334	334
Occupational Health & Safety	429	502	510	(65)	445	(12.7)		-	445	0.0		442	443
Staffing & Development	552	561	752	(98)	654	(13.0)		(68)	586	(10.4)		586	587
Training	540	566	701	140	841	20.0	1	1	842	0.1		854	862
Flood (Disaster Reponse)	362	-	-	-	-	0.0		-	-	0.0		-	-
Interest	18	15	15	(3)	12	(20.0)		(3)	9	(25.0)		6	3
Amortization	160	158	158	(3)	155	(1.9)		(2)	153	(1.3)		86	17
TOTAL OPERATING EXPENSES	3,694	3,147	3,623	(146)	3,477	(4.0)		(75)	3,402	(2.2)		3,310	3,236
NET EXPENSES	\$ 1,563	\$ 1,355	\$ 1,877	\$ (112)	\$ 1,765	(6.0)		\$ (97)	\$ 1,668	(5.5)		\$ 1,545	\$ 1,437



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

HUMAN RESOURCES

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	20.0	1.0	1.0	20.0	2			20.0		20.0	20.0
Term Positions (TERM)	5.0	2.0		3.0	3	1.0		2.0		2.0	2.0
Full Time Equivalent Positions (FTEs)	24.6	3.0	1.0	22.6		1.0		21.6		21.6	21.6

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- The Training budget increased due to transfer of existing Permanently Established Position from Staffing and Development into this area to create an Organizational Development Manager position.
- Existing temporary receptionist position reclassified to permanent. Transfer of one Safety position to HS&E due to restructuring in the City.
- The reduction of 2 Temp Term Positions reflects the restructuring of temporary and permanent positions.

2016 Notes:

- Due to ICS service level agreement (new pricing model) for 2016

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >1.8% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

HUMAN RESOURCES											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	361	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	1,752	1,772	1,725	(33)	1,692	(1.9)	22	1,714	1.3	1,745	1,779
Sale of Goods & Services	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	18	20	21	(1)	20	(4.8)	-	20	0.0	20	20
TOTAL REVENUES	2,131	1,792	1,746	(34)	1,712	(1.9)	22	1,734	1.3	1,765	1,799
EXPENSES											
Salaries & Wages	2,219	1,491	2,015	(144)	1,871	(7.1)	(56)	1,815	(3.0)	1,785	1,785
Benefits	426	734	456	(11)	445	(2.4)	(11)	434	(2.5)	426	426
Other Personnel Costs	33	31	51	(4)	47	(7.8)	-	47	0.0	48	49
Contracted Services	480	407	559	7	566	1.3	(5)	561	(0.9)	568	577
Materials and Supplies	136	92	96	12	108	12.5	(8)	100	(7.4)	98	100
Internal Charges	222	243	273	-	273	0.0	10	283	3.7	293	279
Interest	18	15	15	(3)	12	(20.0)	(3)	9	(25.0)	6	3
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	160	158	158	(3)	155	(1.9)	(2)	153	(1.3)	86	17
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
Controllable Variance	-	(24)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	3,694	3,147	3,623	(146)	3,477	(4.0)	(75)	3,402	(2.2)	3,310	3,236
NET EXPENSES (REVENUES)	\$ 1,563	\$ 1,355	\$ 1,877	\$ (112)	\$ 1,765	(6.0)	\$ (97)	\$ 1,668	(5.5)	\$ 1,545	\$ 1,437



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

HUMAN RESOURCES											
CASH REQUIREMENTS	2013	2014	2014	2015 /	2015	2015 /	2016 /	2016	2016 /	2017	2018
	ACTUAL	EST.	BUDGET	2014 B	BUDGET	2014 B %	2015 B	BUDGET	2015 B %	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 1,563	\$ 1,355	\$ 1,877	\$ (112)	\$ 1,765	(6.0)	\$ (97)	\$ 1,668	(5.5)	\$ 1,545	\$ 1,437
OPERATING CASH SOURCES											
Transfer from Reserve	39	-	-	264	264	100.0	1	265	0.4	145	146
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(160)	(158)	(158)	3	(155)	(1.9)	2	(153)	(1.3)	(86)	(17)
Gain or Loss on Disposal / Asset Write Downs				-		0.0	-		0.0		
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	(160)	(158)	(158)	3	(155)	(1.9)	2	(153)	(1.3)	(86)	(17)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	78	81	81	(14)	67	(17.3)	3	70	4.5	73	76
Transfer to Capital	-	-	-	108	108	100.0	(88)	20	(81.5)	-	-
Cash Requirements for Capital	78	81	81	94	175	116.0	(85)	90	(48.6)	73	76
FUTURE FINANCIAL PLANS											
Transfer to Reserve	219	184	2	(2)	-	(100.0)	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	219	184	2	(2)	-	(100.0)	-	-	0.0	-	-
Total Cash Requirements	1,661	1,462	1,802	(281)	1,521	(15.6)	(181)	1,340	(11.9)	1,387	1,350



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

HEALTH, SAFETY & ENVIRONMENT													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
HS&E	\$ -	\$ 44	\$ 165	\$ 666	\$ 831	403.6		\$ (1)	\$ 830	(0.1)		\$ 848	\$ 852
Emergency Management	123	36	47	(11)	36	(23.4)		-	36	0.0		36	36
TOTAL REVENUES	123	80	212	655	867	309.0		(1)	866	(0.1)		884	888
EXPENSES													
HS&E	-	94	495	970	1,465	196.0	1	(6)	1,459	(0.4)		1,462	1,465
Emergency Management	363	321	226	71	297	31.4	2	-	297	0.0		333	338
TOTAL OPERATING EXPENSES	363	415	721	1,041	1,762	144.4		(6)	1,756	(0.3)		1,795	1,803
NET EXPENSES	\$ 240	\$ 335	\$ 509	\$ 386	\$ 895	75.8		\$ (5)	\$ 890	(0.6)		\$ 911	\$ 915



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

HEALTH, SAFETY & ENVIRONMENT

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions			BUDGET	Reductions			
Permanently Established Positions (PEPs)	10.0		2.0	12.0				12.0	12.0	12.0
Term Positions (TERM)										
Full Time Equivalent Positions (FTEs)	9.6		2.4	12.0	2			12.0	12.0	12.0

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- Increase is due to the transition of current safety advisors from the various departments moving under Health, Safety and Environment as well as associated costs
- Increase is due to the transition of the Administrative Support of Emergency Management from part time to a full time position

No 2016 Notes

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

HEALTH, SAFETY & ENVIRONMENT											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	8	-	-	5	5	100.0	-	5	0.0	5	5
Internal Recoveries	-	42	165	665	830	403.0	(1)	829	(0.1)	847	851
Sale of Goods & Services	31	33	42	(11)	31	(26.2)	-	31	0.0	31	31
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	84	5	5	(4)	1	(80.0)	-	1	0.0	1	1
TOTAL REVENUES	123	80	212	655	867	309.0	(1)	866	(0.1)	884	888
EXPENSES											
Salaries & Wages	199	252	649	574	1,223	88.4	(1)	1,222	(0.1)	1,223	1,223
Benefits	43	45	33	258	291	781.8	-	291	0.0	291	291
Other Personnel Costs	11	4	4	38	42	950.0	-	42	0.0	42	43
Contracted Services	82	48	7	83	90	1,185.7	-	90	0.0	127	132
Materials and Supplies	8	42	10	23	33	230.0	(6)	27	(18.2)	27	27
Internal Charges	20	24	18	65	83	361.1	1	84	1.2	85	87
Interest	-	-	-	-	-	0.0	-	-	0.0	-	-
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvments	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	-	-	-	-	-	0.0	-	-	0.0	-	-
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	363	415	721	1,041	1,762	144.4	(6)	1,756	(0.3)	1,795	1,803
NET EXPENSES (REVENUES)	\$ 240	\$ 335	\$ 509	\$ 386	\$ 895	75.8	\$ (5)	\$ 890	(0.6)	\$ 911	\$ 915



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

HEALTH, SAFETY & ENVIRONMENT											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 240	\$ 335	\$ 509	\$ 386	\$ 895	75.8	\$ (5)	\$ 890	(0.6)	\$ 911	\$ 915
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	-	-	-	-	-	0.0	-	-	0.0	-	-
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	-	-	-	-	-	0.0	-	-	0.0	-	-
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 240	\$ 335	\$ 509	\$ 386	\$ 895	75.8	\$ (5)	\$ 890	(0.6)	\$ 911	\$ 915



2015 - 2016 OPERATING PLAN

Summary by Function

(Statement of Operating Revenues and Expenses by Function)

(In thousands of dollars)

CORPORATE SERVICES											
FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015/ 2014 B CHANGES	2015 BUDGET	2015/ 2014 B % CHANGE	2016/ 2015 B CHANGES	2016 BUDGET	2016/ 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
FINANCE											
Revenues	\$ 6,593	\$ 6,603	\$ 6,492	\$ (143)	\$ 6,349	(2.2)	\$ (175)	\$ 6,174	(2.8)	\$ 6,279	\$ 6,245
Expenses	9,537	9,882	9,816	332	10,148	3.4	396	10,544	3.9	10,569	10,571
Net Expenses	2,944	3,279	3,324	475	3,799	14.3	571	4,370	15.0	4,290	4,326
INFORMATION & COMPUTER SERVICES (includes Mailroom and Records Management)											
Revenues	2,597	2,694	2,679	1,916	4,595	71.5	295	4,890	6.4	5,078	5,049
Expenses	3,208	3,011	3,178	2,502	5,680	78.7	306	5,986	5.4	6,149	6,168
Net Expenses	611	317	499	586	1,085	117.4	11	1,096	1.0	1,071	1,119
CORPORATE ASSET MANAGEMENT											
Revenues	13,740	10,814	12,590	1,599	14,189	12.7	802	14,991	5.7	15,393	16,251
Expenses	18,277	16,531	17,399	3,372	20,771	19.4	1,770	22,541	8.5	23,502	25,248
Net Expenses	4,537	5,717	4,809	1,773	6,582	36.9	968	7,550	14.7	8,109	8,997
Total Revenues	22,930	20,111	21,761	3,372	25,133	15.5	922	26,055	3.7	26,750	27,545
Total Expenses	31,022	29,424	30,393	6,206	36,599	20.4	2,472	39,071	6.8	40,220	41,987
NET CORPORATE SERVICES	\$ 8,092	\$ 9,313	\$ 8,632	\$ 2,834	\$ 11,466	32.8	\$ 1,550	\$ 13,016	13.5	\$ 13,470	\$ 14,442



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

CORPORATE SERVICES											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	20	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	19,456	19,160	20,917	3,201	24,118	15.3	918	25,036	3.8	25,779	26,566
Sale of Goods & Services	392	141	241	141	382	58.5	-	382	0.0	383	384
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	3,062	810	603	30	633	5.0	4	637	0.6	588	595
TOTAL REVENUES	22,930	20,111	21,761	3,372	25,133	15.5	922	26,055	3.7	26,750	27,545
EXPENSES											
Salaries & Wages	10,322	10,335	10,424	1,289	11,713	12.4	110	11,823	0.9	11,786	11,820
Benefits	2,699	2,627	2,696	507	3,203	18.8	43	3,246	1.3	3,244	3,256
Other Personnel Costs	209	293	310	13	323	4.2	-	323	0.0	326	328
Contracted Services	7,244	4,279	4,985	714	5,699	14.3	336	6,035	5.9	6,168	6,369
Materials and Supplies	842	899	962	1,225	2,187	127.3	30	2,217	1.4	1,725	1,768
Internal Charges	2,072	2,685	2,449	591	3,040	24.1	51	3,091	1.7	3,102	3,115
Interest	262	263	261	284	545	108.8	89	634	16.3	776	744
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	32	122	53	-	53	0.0	-	53	0.0	53	53
Amortization	7,346	8,242	8,253	1,883	10,136	22.8	1,813	11,949	17.9	13,340	14,834
Gain or Loss on Disposal/Asset Write Downs	(6)	(204)	-	(300)	(300)	100.0	-	(300)	0.0	(300)	(300)
Controllable Variance	-	(117)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	31,022	29,424	30,393	6,206	36,599	20.4	2,472	39,071	6.8	40,220	41,987
NET EXPENSES (REVENUES)	\$ 8,092	\$ 9,313	\$ 8,632	\$ 2,834	\$ 11,466	32.8	\$ 1,550	\$ 13,016	13.5	\$ 13,470	\$ 14,442



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

CORPORATE SERVICES											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 8,092	\$ 9,313	\$ 8,632	\$ 2,834	\$ 11,466	32.8	\$ 1,550	\$ 13,016	13.5	\$ 13,470	\$ 14,442
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(7,346)	(8,242)	(8,252)	(1,884)	(10,136)	22.8	(1,811)	(11,947)	17.9	(13,341)	(14,834)
Gain or Loss on Disposal / Asset Write Downs	6	204	-	300	300	100.0	-	300	0.0	300	300
MOE Principal Payments	90	80	67	(10)	57	(14.9)	(35)	22	(61.4)	6	3
Transfer to MOE	229	225	50	75	125	150.0	175	300	140.0	450	515
Cash Requirements for Operations	(7,021)	(7,733)	(8,135)	(1,519)	(9,654)	18.7	(1,671)	(11,325)	17.3	(12,585)	(14,016)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	562	659	608	212	820	34.9	714	1,534	87.1	1,947	2,058
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	328	371	408	539	947	132.1	84	1,031	8.9	1,132	1,225
Transfer to Capital	1,094	782	782	2	784	0.3	342	1,126	43.6	1,000	1,040
Cash Requirements for Capital	1,984	1,812	1,798	753	2,551	41.9	1,140	3,691	44.7	4,079	4,323
FUTURE FINANCIAL PLANS											
Transfer to Reserve	5,298	4,366	5,795	(923)	4,872	(15.9)	191	5,063	3.9	5,767	6,409
Cash Requirements for Future Financial Plans	5,298	4,366	5,795	(923)	4,872	(15.9)	191	5,063	3.9	5,767	6,409
Total Cash Requirements	8,353	7,758	8,090	1,145	9,235	14.2	1,210	10,445	13.1	10,731	11,158



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)
(In thousands of dollars)

FINANCE													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Accounting	\$ 1,782	\$ 1,882	\$ 1,884	\$ 308	\$ 2,192	16.3	1	\$ 25	\$ 2,217	1.1	9	\$ 2,260	\$ 2,308
Treasury & Risk Management	124	127	122	49	171	40.2	2	3	174	1.8		177	180
Customer Service/Collection/Cashier	1,165	1,187	1,163	82	1,245	7.1	3	22	1,267	1.8	10	1,283	1,309
Purchasing	774	783	783	30	813	3.8	4	15	828	1.8	11	840	852
Systems, Billing & Meter Reading	2,476	2,347	2,265	(619)	1,646	(27.3)	5	(246)	1,400	(14.9)	12	1,479	1,352
Accounts Payable	218	222	222	7	229	3.2		6	235	2.6		239	243
Assessment	3	3	1	-	1	0.0		-	1	0.0		1	1
Non-Divisional Finance	51	52	52	-	52	0.0		-	52	0.0		-	-
TOTAL REVENUES	6,593	6,603	6,492	(143)	6,349	(2.2)		(175)	6,174	(2.8)		6,279	6,245
EXPENSES													
Accounting	2,725	2,852	2,877	624	3,501	21.7	6	333	3,834	9.5	9	3,804	3,781
Treasury & Risk Management	439	574	468	78	546	16.7	7	86	632	15.8	13	678	714
Customer Service/Collection/Cashier	1,298	1,324	1,303	71	1,374	5.4	3	26	1,400	1.9	10	1,423	1,457
Purchasing	901	928	973	5	978	0.5		23	1,001	2.4	11	1,015	1,024
Systems, Billing & Meter Reading	2,459	2,338	2,243	(499)	1,744	(22.2)	5	(111)	1,633	(6.4)	12	1,661	1,623
Accounts Payable	351	368	383	6	389	1.6		1	390	0.3		394	397
Assessment	1,359	1,440	1,501	47	1,548	3.1	8	38	1,586	2.5	14	1,594	1,575
Non-Divisional Finance	5	58	68	-	68	0.0		-	68	0.0		-	-
TOTAL OPERATING EXPENSES	9,537	9,882	9,816	332	10,148	3.4		396	10,544	3.9		10,569	10,571
NET EXPENSES	\$ 2,944	\$ 3,279	\$ 3,324	\$ 475	\$ 3,799	14.3		\$ 571	\$ 4,370	15.0		\$ 4,290	\$ 4,326



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

FINANCE

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	90.0	11.0	4.0	83.0		2.0	1.0	82.0		82.0	82.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	68.9	11.0	4.5	62.4		2.0	1.0	61.4		61.4	61.4

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- Accounting Recovery increase is due to 2 PEP's for accounting support; 2 PEP's for ERP support (last quarter of 2015); and increased computer support for maintaining both JDE and the new ERP system in 2015.
- Treasury & Risk Management recovery increased to include Budgeting & Management Reporting allocation
- Customer Service increase in recovery and expense is mainly due to increased interdepartmental charges for ICS and increased meter disconnect costs due to the remote disconnect function on AMI not being available at this time.
- Purchasing increased recovery to cover increased cost of ICS interdepartment charges and warehouse building costs.
- Systems Billing & Meter Reading recovery and expense decrease is mainly due to the reduction of 11 PEP Meter Reading staff, leaving only 2 PEP Meter Reading staff in 2015.
- Accounting expense increase is due to an increase in debt servicing costs for the new ERP system, 2 PEP's for accounting support; 2 PEP's for ERP support (last quarter of 2015); and increased computer support for maintaining both JDE and the new ERP system in 2015.
- Treasury & Risk Management increase is due to reflecting actual salary adjustments and additional interdepartmental charges for ICS services.
- Assessment increase in expense due primarily to annual software licences, software programming and maintenance costs, legal costs, and postage.

2016 Notes:

- Accounting revenue and expense increase is mainly the result of debt servicing costs for the new ERP system as well as adding the 2 PEP's for ERP business support in the last quarter of 2015. 2016 reflects the full yearly cost of these employees.
- Customer Service revenue and expense increase is mainly due to an increase in the cost of ICS service level agreement (new pricing model).
- Purchasing recovery and expense increase is mainly due to increased costs of new fleet leases (right-sizing) and ICS service level agreement.
- Systems Billing & Meter Reading recovery and expense decrease is mainly due the reduction of 2 PEP Meter Reading staff as a result of staff no longer required due to the completion of the AMI project.
- Treasury & Risk Management increase is mainly due to adding 1 PEP for the Business Analysis position.
- Assessment cost increase is due mainly to debt servicing of new assessment software projected to be implemented in 2016

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

FINANCE											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	5,936	5,893	5,925	(190)	5,735	(3.2)	(176)	5,559	(3.1)	5,717	5,681
Sale of Goods & Services	166	-	136	25	161	18.4	-	161	0.0	161	161
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	491	710	431	22	453	5.1	1	454	0.2	401	403
TOTAL REVENUES	6,593	6,603	6,492	(143)	6,349	(2.2)	(175)	6,174	(2.8)	6,279	6,245
EXPENSES											
Salaries & Wages	6,014	6,231	6,185	(255)	5,930	(4.1)	66	5,996	1.1	5,994	5,995
Benefits	1,410	1,424	1,415	9	1,424	0.6	18	1,442	1.3	1,442	1,442
Other Personnel Costs	117	143	169	(35)	134	(20.7)	1	135	0.7	135	135
Contracted Services	593	366	506	(103)	403	(20.4)	(1)	402	(0.2)	408	418
Materials and Supplies	233	290	296	175	471	59.1	(17)	454	(3.6)	402	423
Internal Charges	897	1,333	1,034	316	1,350	30.6	(16)	1,334	(1.2)	1,310	1,275
Interest	28	36	30	51	81	170.0	17	98	21.0	80	62
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	41	48	53	-	53	0.0	-	53	0.0	53	53
Amortization	204	128	128	174	302	135.9	328	630	108.6	745	768
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
Controllable Variance	-	(117)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	9,537	9,882	9,816	332	10,148	3.4	396	10,544	3.9	10,569	10,571
NET EXPENSES (REVENUES)	\$ 2,944	\$ 3,279	\$ 3,324	\$ 475	\$ 3,799	14.3	\$ 571	\$ 4,370	15.0	\$ 4,290	\$ 4,326



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

FINANCE											
	2013	2014	2014	2015 /	2015 /	2016 /	2016 /	2016 /	2017	2018	
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	BUDGET	2014 B % CHANGE	2015 B CHANGES	BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 2,944	\$ 3,279	\$ 3,324	\$ 475	\$ 3,799	14.3	\$ 571	\$ 4,370	15.0	\$ 4,290	\$ 4,326
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(204)	(128)	(128)	(174)	(302)	135.9	(326)	(628)	107.9	(746)	(769)
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	44	44	45	(28)	17	(62.2)	(17)	-	(100.0)	-	-
Transfer to MOE	175	-	-	25	25	100.0	175	200	700.0	200	265
Cash Requirements for Operations	15	(84)	(83)	(177)	(260)	213.3	(168)	(428)	64.6	(546)	(504)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	96	45	53	98	117.8	387	485	394.9	494	503
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	235	281	280	181	461	64.6	(22)	439	(4.8)	503	572
Transfer to Capital	-	-	-	-	-	0.0	350	350	100.0	-	-
Cash Requirements for Capital	235	377	325	234	559	72.0	715	1,274	127.9	997	1,075
FUTURE FINANCIAL PLANS											
Transfer to Reserve	224	138	137	(137)	-	(100.0)	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	224	138	137	(137)	-	(100.0)	-	-	0.0	-	-
Total Cash Requirements	\$ 3,418	\$ 3,710	\$ 3,703	\$ 395	\$ 4,098	10.7	\$ 1,118	\$ 5,216	27.3	\$ 4,741	\$ 4,897



2015 - 2016 OPERATING PLAN Activity Summary

(Statement of Operating Revenues and Expenses By Activity)
(In thousands of dollars)

INFORMATION & COMPUTER SERVICES													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Administration	\$ 2,486	\$ 2,690	\$ 2,639	\$ 433	\$ 3,072	16.4		\$ 304	\$ 3,376	9.9		\$ 3,682	\$ 3,639
Application Services	-	-	-	-	-	0.0		-	-	0.0		-	-
Client Services	4	4	-	-	-	0.0		-	-	0.0		-	-
Technical Services	-	-	-	107	107	100.0		-	107	0.0		-	-
Electric Communications	-	-	-	1,216	1,216	100.0		(9)	1,207	(0.7)		1,216	1,230
Mailroom	107	-	40	160	200	400.0		-	200	0.0		180	180
Records Management	-	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL REVENUES	2,597	2,694	2,679	1,916	4,595	71.5		295	4,890	6.4		5,078	5,049
EXPENSES													
Administration	267	313	173	235	408	135.8	1, 4	-	408	0.0		409	409
Application Services	624	706	734	(76)	658	(10.4)		-	658	0.0		660	662
Client Services	943	930	932	64	996	6.9	2	31	1,027	3.1	8	1,035	1,048
Technical Services	856	875	874	410	1,284	46.9	3	21	1,305	1.6	9	1,201	1,205
Interest	10	9	12	59	71	491.7		25	96	35.2		157	139
Amortization	122	178	190	159	349	83.7		240	589	68.8		750	760
Electric Communications	-	-	-	1,216	1,216	100.0	5	(9)	1,207	(0.7)		1,216	1,230
Mailroom	386	-	263	271	534	103.0	6	1	535	0.2		552	548
Records Management	-	-	-	164	164	100.0	7	(3)	161	(1.8)		169	167
TOTAL OPERATING EXPENSES	3,208	3,011	3,178	2,502	5,680	78.7		306	5,986	5.4		6,149	6,168
NET EXPENSES	\$ 611	\$ 317	\$ 499	\$ 586	\$ 1,085	117.4		\$ 11	\$ 1,096	1.0		\$ 1,071	\$ 1,119



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

INFORMATION & COMPUTER SERVICES

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	RESTATED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	19.0		8.0	27.0	1,3		1	28.0	10	28.0	28.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	20.5		6.9	27.4			1	28.4		28.4	28.4

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- 1 Administrative Support (1 PEP)
- 2 Increase in Microsoft Support Costs
- 3 Technical Services Analyst (1 PEP); Transition from Electric as part of Electronics and Communication transfer (4 PEP); Police transfer (1 PEP).
- 3 Oracle Licenses (ERP)
- 4 Increased costs from Electric as a result of Corporate reorganization initiative
- 5 Four positions transferred into ICS from Electric as part of the ICT reorganization initiative
- 6 5 positions transferred into ICS from Mailroom (1 PEP, 4 Temps)
- 7 Establishment of Records Management sub department as per business plan. Add 1 PEP Records Tech to records management business unit.

2016 Notes:

- 8 Citrix maintenance and Remote Desktop Services maintenance
- 9 Anticipated increase in Internet costs
- 10 VOIP Technician (1 PEP)

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

INFORMATION & COMPUTER SERVICES											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	2,585	2,670	2,632	1,916	4,548	72.8	295	4,843	6.5	5,030	5,000
Sale of Goods & Services	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	12	24	47	-	47	0.0	-	47	0.0	48	49
TOTAL REVENUES	2,597	2,694	2,679	1,916	4,595	71.5	295	4,890	6.4	5,078	5,049
EXPENSES											
Salaries & Wages	1,702	1,661	1,707	882	2,589	51.7	(21)	2,568	(0.8)	2,503	2,503
Benefits	389	380	387	273	660	70.5	-	660	0.0	645	646
Other Personnel Costs	55	57	74	30	104	40.5	(3)	101	(2.9)	102	104
Contracted Services	780	584	648	612	1,260	94.4	35	1,295	2.8	1,303	1,316
Materials and Supplies	61	59	66	346	412	524.2	2	414	0.5	420	421
Internal Charges	89	83	94	141	235	150.0	28	263	11.9	269	279
Interest	10	9	12	59	71	491.7	25	96	35.2	157	139
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	122	178	190	159	349	83.7	240	589	68.8	750	760
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	3,208	3,011	3,178	2,502	5,680	78.7	306	5,986	5.4	6,149	6,168
NET EXPENSES (REVENUES)	\$ 611	\$ 317	\$ 499	\$ 586	\$ 1,085	117.4	\$ 11	\$ 1,096	1.0	\$ 1,071	\$ 1,119



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

INFORMATION & COMPUTER SERVICES											
CASH REQUIREMENTS	2013	2014	2014	2015 /	2015	2015 /	2016 /	2016	2016 /	2017	2018
	ACTUAL	EST.	BUDGET	2014 B	BUDGET	2014 B %	2015 B	BUDGET	2015 B %	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 611	\$ 317	\$ 499	\$ 586	\$ 1,085	117.4	\$ 11	\$ 1,096	1.0	\$ 1,071	\$ 1,119
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(122)	(178)	(189)	(160)	(349)	84.7	(240)	(589)	68.8	(751)	(760)
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	46	36	22	18	40	81.8	(18)	22	(45.0)	6	3
Transfer to MOE	-	175	-	-	-	0.0	-	-	0.0	75	75
Cash Requirements for Operations	(76)	33	(167)	(142)	(309)	85.0	(258)	(567)	83.5	(670)	(682)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	179	179	100.0	67	246	37.4	521	533
Infrastructure Reserve	85	113	150	21	171	14.0	97	268	56.7	297	312
Transfer to Capital	29	30	30	(30)	-	(100.0)	76	76	100.0	-	-
Cash Requirements for Capital	114	143	180	170	350	94.4	240	590	68.6	818	845
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 649	\$ 493	\$ 512	\$ 614	\$ 1,126	119.9	\$ (7)	\$ 1,119	(0.6)	\$ 1,219	\$ 1,282



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

CORPORATE ASSET MANAGEMENT													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Building Services	\$ 6,099	\$ 3,293	\$ 3,696	\$ 1,179	\$ 4,875	31.9	1	\$ 342	\$ 5,217	7.0		\$ 5,344	\$ 5,525
Fleet Services	7,641	7,521	8,894	420	9,314	4.7		460	9,774	4.9		10,049	10,726
TOTAL REVENUES	13,740	10,814	12,590	1,599	14,189	12.7		802	14,991	5.7		15,393	16,251
EXPENSES													
Building Services	11,296	8,838	9,608	2,018	11,626	21.0	2	627	12,253	5.4	4	12,769	13,150
Fleet Services	6,981	7,693	7,791	1,354	9,145	17.4	3	1,143	10,288	12.5		10,733	12,098
TOTAL OPERATING EXPENSES	18,277	16,531	17,399	3,372	20,771	19.4		1,770	22,541	8.5		23,502	25,248
NET EXPENSES	\$ 4,537	\$ 5,717	\$ 4,809	\$ 1,773	\$ 6,582	36.9		\$ 968	\$ 7,550	14.7		\$ 8,109	\$ 8,997



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

CORPORATE ASSET MANAGEMENT

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	36.0		2.0	38.0	2			38.0		38.0	38.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	45.7		3.0	48.7				48.7		48.7	48.7

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- Increase in recoveries related to transfer of three electricians and the Project Management Office.
- Three electrician positions (2 PEP's, 1 Temp) transferred into CAM/BS from Electric as part of the ICT reorganization initiative
- Building Services increase in contracted services due to aging infrastructure, new technologies and OH&S requirements
- The majority of the increase is due to Amortization of new equipment in both 2015 and 2016

2016 Notes:

- Increase in contracted services is associated with an aging infrastructure. This is offset by an increase in recoveries.

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

CORPORATE ASSET MANAGEMENT											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	20	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	10,935	10,597	12,360	1,475	13,835	11.9	799	14,634	5.8	15,032	15,885
Sale of Goods & Services	226	141	105	116	221	110.5	-	221	0.0	222	223
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	2,559	76	125	8	133	6.4	3	136	2.3	139	143
TOTAL REVENUES	13,740	10,814	12,590	1,599	14,189	12.7	802	14,991	5.7	15,393	16,251
EXPENSES											
Salaries & Wages	2,606	2,442	2,532	662	3,194	26.1	65	3,259	2.0	3,289	3,322
Benefits	900	824	894	225	1,119	25.2	25	1,144	2.2	1,157	1,168
Other Personnel Costs	37	93	67	18	85	26.9	2	87	2.4	89	89
Contracted Services	5,871	3,329	3,831	205	4,036	5.4	302	4,338	7.5	4,457	4,635
Materials and Supplies	548	550	600	704	1,304	117.3	45	1,349	3.5	903	924
Internal Charges	1,086	1,269	1,321	134	1,455	10.1	39	1,494	2.7	1,523	1,561
Interest	224	218	219	174	393	79.5	47	440	12.0	539	543
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	(9)	74	-	-	-	0.0	-	-	0.0	-	-
Amortization	7,020	7,936	7,935	1,550	9,485	19.5	1,245	10,730	13.1	11,845	13,306
Gain or Loss on Disposal/Asset Write Downs	(6)	(204)	-	(300)	(300)	100.0	-	(300)	0.0	(300)	(300)
TOTAL OPERATING EXPENSES	18,277	16,531	17,399	3,372	20,771	19.4	1,770	22,541	8.5	23,502	25,248
NET EXPENSES (REVENUES)	\$ 4,537	\$ 5,717	\$ 4,809	\$ 1,773	\$ 6,582	36.9	\$ 968	\$ 7,550	14.7	\$ 8,109	\$ 8,997



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

CORPORATE ASSET MANAGEMENT											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 4,537	\$ 5,717	\$ 4,809	\$ 1,773	\$ 6,582	36.9	\$ 968	\$ 7,550	14.7	\$ 8,109	\$ 8,997
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(7,020)	(7,936)	(7,935)	(1,550)	(9,485)	19.5	(1,245)	(10,730)	13.1	(11,844)	(13,305)
Gain or Loss on Disposal / Asset Write Downs	6	204	-	300	300	100.0	-	300	0.0	300	300
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	54	50	50	50	100	100.0	-	100	0.0	175	175
Cash Requirements for Operations	(6,960)	(7,682)	(7,885)	(1,200)	(9,085)	15.2	(1,245)	(10,330)	13.7	(11,369)	(12,830)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	562	563	563	(20)	543	(3.6)	260	803	47.9	932	1,022
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	8	(23)	(22)	337	315	(1,531.8)	9	324	2.9	332	341
Transfer to Capital	1,065	752	752	32	784	4.3	(84)	700	(10.7)	1,000	1,040
Cash Requirements for Capital	1,635	1,292	1,293	349	1,642	27.0	185	1,827	11.3	2,264	2,403
FUTURE FINANCIAL PLANS											
Transfer to Reserve	5,074	4,228	5,658	(786)	4,872	(13.9)	191	5,063	3.9	5,767	6,409
Cash Requirements for Future Financial Plans	5,074	4,228	5,658	(786)	4,872	(13.9)	191	5,063	3.9	5,767	6,409
Total Cash Requirements	\$ 4,286	\$ 3,555	\$ 3,875	\$ 136	\$ 4,011	3.5	\$ 99	\$ 4,110	2.5	\$ 4,771	\$ 4,979



2015 - 2016 OPERATING PLAN

Summary by Function

(Statement of Operating Revenues and Expenses by Function)

(In thousands of dollars)

PUBLIC SERVICES											
FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015/ 2014 B CHANGES	2015 BUDGET	2015/ 2014 B % CHANGE	2016/ 2015 B CHANGES	2016 BUDGET	2016/ 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
FIRE											
Revenues	\$ 430	\$ 380	\$ 366	\$ (5)	\$ 361	(1.4)	\$ 10	\$ 371	2.8	\$ 377	\$ 384
Expenses	11,940	12,932	12,406	1,161	13,567	9.4	366	13,933	2.7	14,010	14,069
Net Expenses	11,510	12,552	12,040	1,166	13,206	9.7	356	13,562	2.7	13,633	13,685
PUBLIC ORGANIZATIONS											
Revenues	-	-	-	-	-	-	-	-	-	-	-
Expenses	2,682	2,785	2,785	120	2,905	4.3	(18)	2,887	(0.6)	2,970	3,042
Net Expenses	2,682	2,785	2,785	120	2,905	4.3	(18)	2,887	(0.6)	2,970	3,042
COMMUNITY DEVELOPMENT (includes Cultural Development)											
Revenues	7,699	6,657	6,225	224	6,449	3.6	102	6,551	1.6	6,715	6,811
Expenses	18,998	18,621	18,215	844	19,059	4.6	127	19,186	0.7	20,351	20,607
Net Expenses	11,299	11,964	11,990	620	12,610	5.2	25	12,635	0.2	13,636	13,796
PARKS											
Revenues	8,511	6,097	6,400	(1,097)	5,303	(17.1)	610	5,913	11.5	6,108	6,188
Expenses	21,693	19,466	19,909	1,568	21,477	7.9	1,847	23,324	8.6	24,326	24,947
Net Expenses	13,182	13,369	13,509	2,665	16,174	19.7	1,237	17,411	7.6	18,218	18,759
Total Revenues	16,640	13,134	12,991	(878)	12,113	(6.8)	722	12,835	6.0	13,200	13,383
Total Expenses	55,313	53,804	53,315	3,693	57,008	6.9	2,322	59,330	4.1	61,657	62,665
NET PUBLIC SERVICES	\$ 38,673	\$ 40,670	\$ 40,324	\$ 4,571	\$ 44,895	11.3	\$ 1,600	\$ 46,495	3.6	\$ 48,457	\$ 49,282



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

PUBLIC SERVICES											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	4,121	1,712	1,701	(17)	1,684	(1.0)	2	1,686	0.1	1,689	1,692
Internal Recoveries	1,159	1,078	1,200	2	1,202	0.2	105	1,307	8.7	1,326	1,342
Sale of Goods & Services	9,294	9,388	9,370	(880)	8,490	(9.4)	582	9,072	6.9	9,377	9,566
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	2,066	956	720	17	737	2.4	33	770	4.5	808	783
TOTAL REVENUES	16,640	13,134	12,991	(878)	12,113	(6.8)	722	12,835	6.0	13,200	13,383
EXPENSES											
Salaries & Wages	21,811	22,865	22,327	1,002	23,329	4.5	365	23,694	1.6	24,150	24,211
Benefits	5,793	6,089	6,254	276	6,530	4.4	140	6,670	2.1	6,821	6,843
Other Personnel Costs	469	495	500	114	614	22.8	(3)	611	(0.5)	629	638
Contracted Services	7,445	4,759	4,262	438	4,700	10.3	93	4,793	2.0	4,884	4,979
Materials and Supplies	4,924	4,694	4,461	50	4,511	1.1	(279)	4,232	(6.2)	4,883	4,984
Internal Charges	8,610	8,286	8,856	137	8,993	1.5	662	9,655	7.4	10,105	10,594
Interest	272	234	245	203	448	82.9	164	612	36.6	739	748
Grants to Individuals & Organizations	3,332	3,462	3,475	130	3,605	3.7	(1)	3,604	(0.0)	3,694	3,665
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	46	57	70	19	89	27.1	41	130	46.1	181	181
Amortization	2,611	2,865	2,865	1,324	4,189	46.2	1,140	5,329	27.2	5,571	5,822
Gain or Loss on Disposal/Asset Write Downs	-	(2)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	55,313	53,804	53,315	3,693	57,008	6.9	2,322	59,330	4.1	61,657	62,665
NET EXPENSES (REVENUES)	\$ 38,673	\$ 40,670	\$ 40,324	\$ 4,571	\$ 44,895	11.3	\$ 1,600	\$ 46,495	3.6	\$ 48,457	\$ 49,282



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

PUBLIC SERVICES											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 38,673	\$ 40,670	\$ 40,324	\$ 4,571	\$ 44,895	11.3	\$ 1,600	\$ 46,495	3.6	\$ 48,457	\$ 49,282
OPERATING CASH SOURCES											
Transfer from Reserve	(1)	(14)	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(2,610)	(2,865)	(2,864)	(1,325)	(4,189)	46.3	(1,139)	(5,328)	27.2	(5,571)	(5,821)
Gain or Loss on Disposal / Asset Write Downs	-	2	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	135	467	332	(237)	95	(71.4)	35	130	36.8	230	123
Cash Requirements for Operations	(2,475)	(2,396)	(2,532)	(1,562)	(4,094)	61.7	(1,104)	(5,198)	27.0	(5,341)	(5,698)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	379	382	383	118	501	30.8	127	628	25.3	584	586
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	23	29	76	76	152	100.0	59	211	38.8	471	534
Transfer to Capital	292	770	770	484	1,254	62.9	(504)	750	(40.2)	2,967	2,854
Cash Requirements for Capital	694	1,181	1,229	678	1,907	55.2	(318)	1,589	(16.7)	4,022	3,974
FUTURE FINANCIAL PLANS											
Transfer to Reserve	24	24	24	-	24	0.0	-	24	0.0	24	24
Cash Requirements for Future Financial Plans	24	24	24	-	24	0.0	-	24	0.0	24	24
Total Cash Requirements	36,917	39,493	39,045	3,687	42,732	9.4	178	42,910	0.4	47,162	47,582



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

FIRE SERVICES

ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Fire Services	\$ 430	\$ 380	\$ 366	\$ (5)	\$ 361	(1.4)		\$ 10	\$ 371	2.8		\$ 377	\$ 384
TOTAL REVENUES	430	380	366	(5)	361	(1.4)		10	371	2.8		377	384
EXPENSES													
Fire Services	11,940	12,932	12,406	1,161	13,567	9.4	1	366	13,933	2.7	2	14,010	14,069
TOTAL OPERATING EXPENSES	11,940	12,932	12,406	1,161	13,567	9.4		366	13,933	2.7		14,010	14,069
NET EXPENSES	\$ 11,510	\$ 12,552	\$ 12,040	\$ 1,166	\$ 13,206	9.7		\$ 356	\$ 13,562	2.7		\$ 13,633	\$ 13,685



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

FIRE SERVICES

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	83.0			83.0				83.0		83.0	83.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	83.5			83.5				83.5		83.5	83.5

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- The increased expense in 2015 is due to the IAFF wage settlements occurring in 2014, increased ICS allocation charges, and Police IT charges

2016 Notes:

- The increased expense in 2016 is due to IAFF wage settlements occurring in 2014, increased operating costs for the relocated station #2, and increased fleet lease costs.

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

FIRE SERVICES											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	21	7	7	(7)	-	(100.0)	-	-	0.0	-	-
Sale of Goods & Services	355	366	339	5	344	1.5	10	354	2.9	360	367
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	54	7	20	(3)	17	(15.0)	-	17	0.0	17	17
TOTAL REVENUES	430	380	366	(5)	361	(1.4)	10	371	2.8	377	384
EXPENSES											
Salaries & Wages	7,958	8,730	8,084	1,006	9,090	12.4	163	9,253	1.8	9,252	9,252
Benefits	1,935	2,130	2,189	47	2,236	2.1	69	2,305	3.1	2,305	2,305
Other Personnel Costs	308	318	265	22	287	8.3	-	287	0.0	293	298
Contracted Services	134	139	164	(6)	158	(3.7)	2	160	1.3	163	166
Materials and Supplies	353	297	311	16	327	5.1	(10)	317	(3.1)	322	328
Internal Charges	1,082	1,155	1,231	36	1,267	2.9	141	1,408	11.1	1,451	1,488
Interest	9	7	6	(2)	4	(33.3)	(2)	2	(50.0)	9	9
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	161	156	156	42	198	26.9	3	201	1.5	215	223
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	11,940	12,932	12,406	1,161	13,567	9.4	366	13,933	2.7	14,010	14,069
NET EXPENSES (REVENUES)	\$ 11,510	\$ 12,552	\$ 12,040	\$ 1,166	\$ 13,206	9.7	\$ 356	\$ 13,562	2.7	\$ 13,633	\$ 13,685



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

FIRE SERVICES											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 11,510	\$ 12,552	\$ 12,040	\$ 1,166	\$ 13,206	9.7	\$ 356	\$ 13,562	2.7	\$ 13,633	\$ 13,685
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(161)	(156)	(156)	(42)	(198)	26.9	(3)	(201)	1.5	(215)	(223)
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	(161)	(156)	(156)	(42)	(198)	26.9	(3)	(201)	1.5	(215)	(223)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	48	50	50	2	52	4.0	2	54	3.8	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	8	8	14	(6)	8	(42.9)	-	8	0.0	42	37
Transfer to Capital	92	20	20	(20)	-	(100.0)	-	-	0.0	90	190
Cash Requirements for Capital	148	78	84	(24)	60	(28.6)	2	62	3.3	132	227
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 11,497	\$ 12,474	\$ 11,968	\$ 1,100	\$ 13,068	9.2	\$ 355	\$ 13,423	2.7	\$ 13,550	\$ 13,689



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

PUBLIC ORGANIZATIONS													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Medicine Hat Public Library	\$ -	\$ -	\$ -	\$ -	\$ -	0.0		\$ -	\$ -	0.0		\$ -	\$ -
Shortgrass Public Library	-	-	-	-	-	0.0		-	-	0.0		-	-
Medalta	-	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL REVENUES	-	-	-	-	-	0.0		-	-	0.0		-	-
EXPENSES													
Medicine Hat Public Library	2,110	2,191	2,192	134	2,326	6.1	1	(23)	2,303	(1.0)		2,375	2,436
Shortgrass Public Library	286	304	304	(4)	300	(1.3)		7	307	2.3		313	318
Medalta	230	237	236	(7)	229	(3.0)		1	230	0.4		234	239
Interest- Medalta	56	53	53	(3)	50	(5.7)		(3)	47	(6.0)		48	49
TOTAL OPERATING EXPENSES	2,682	2,785	2,785	120	2,905	4.3		(18)	2,887	(0.6)		2,970	3,042
NET EXPENSES	\$ 2,682	\$ 2,785	\$ 2,785	\$ 120	\$ 2,905	4.3		\$ (18)	\$ 2,887	(0.6)		\$ 2,970	\$ 3,042



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

PUBLIC ORGANIZATIONS

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)				-				-		-	-
Term Positions (TERM)				-				-		-	-
Full Time Equivalent Positions (FTEs)				-				-		-	-

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

1. A marketing position was approved for the Library's centennial year, to assist with all the centennial activities including fundraising for theatre renovations.

No 2016 Notes

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

PUBLIC ORGANIZATIONS											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	-	-	-	-	-	0.0	-	-	0.0	-	-
Sale of Goods & Services	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL REVENUES	-	-	-	-	-	0.0	-	-	0.0	-	-
EXPENSES											
Salaries & Wages	-	-	-	-	-	0.0	-	-	0.0	-	-
Benefits	-	-	-	-	-	0.0	-	-	0.0	-	-
Other Personnel Costs	-	-	-	-	-	0.0	-	-	0.0	-	-
Contracted Services	-	-	-	-	-	0.0	-	-	0.0	-	-
Materials and Supplies	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Charges	-	-	-	-	-	0.0	-	-	0.0	-	-
Interest- Medalta	56	53	53	(3)	50	(5.7)	(3)	47	(6.0)	48	49
Grants to Individuals & Organizations	2,626	2,732	2,732	123	2,855	4.5	(15)	2,840	(0.5)	2,922	2,993
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	-	-	-	-	-	0.0	-	-	0.0	-	-
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	2,682	2,785	2,785	120	2,905	4.3	(18)	2,887	(0.6)	2,970	3,042
NET EXPENSES (REVENUES)	\$ 2,682	\$ 2,785	\$ 2,785	\$ 120	\$ 2,905	4.3	\$ (18)	\$ 2,887	(0.6)	\$ 2,970	\$ 3,042



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

PUBLIC ORGANIZATIONS											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 2,682	\$ 2,785	\$ 2,785	\$ 120	\$ 2,905	4.3	\$ (18)	\$ 2,887	(0.6)	\$ 2,970	\$ 3,042
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	-	-	-	-	-	0.0	-	-	0.0	-	-
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	-	-	-	-	-	0.0	-	-	0.0	-	-
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan- Medalta	62	65	65	3	68	4.6	4	72	5.9	73	74
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve- Medalta	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	62	65	65	3	68	4.6	4	72	5.9	73	74
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 2,744	\$ 2,850	\$ 2,850	\$ 123	\$ 2,973	4.3	\$ (14)	\$ 2,959	(0.5)	\$ 3,043	\$ 3,116



2015 - 2016 OPERATING PLAN Activity Summary

*(Statement of Operating Revenues and Expenses By Activity)
(In thousands of dollars)*

COMMUNITY DEVELOPMENT													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
911 Communications	\$ 584	\$ 502	\$ 802	\$ (184)	\$ 618	(22.9)	1	\$ -	\$ 618	0.0		\$ 617	\$ 615
Administration	2,456	1,344	1,343	1	1,344	0.1		-	1,344	0.0		1,343	1,344
Senior Services	318	245	380	(107)	273	(28.2)	2	44	317	16.1	6	381	386
Social Development	137	138	128	1	129	0.8		1	130	0.8		131	133
Transit	1,508	1,497	1,302	134	1,436	10.3	3	66	1,502	4.6	7	1,575	1,650
Cultural Development	2,696	2,931	2,270	379	2,649	16.7	4	(9)	2,640	(0.3)		2,668	2,683
TOTAL REVENUES	7,699	6,657	6,225	224	6,449	3.6		102	6,551	1.6		6,715	6,811
EXPENSES													
911 Communications	2,180	2,360	2,598	(67)	2,531	(2.6)	1	1	2,532	0.0		2,542	2,547
Administration	1,758	777	820	(10)	810	(1.2)		24	834	3.0	8	943	958
Senior Services	1,320	1,278	1,408	(83)	1,325	(5.9)	2	269	1,594	20.3	6	1,833	1,858
Social Development	1,146	1,166	1,200	(32)	1,168	(2.7)		12	1,180	1.0		1,279	1,285
Transit	6,725	7,012	6,843	466	7,309	6.8	3	(228)	7,081	(3.1)	7	7,664	7,795
Cultural Development	5,869	6,028	5,346	570	5,916	10.7	4	49	5,965	0.8		6,090	6,164
TOTAL OPERATING EXPENSES	18,998	18,621	18,215	844	19,059	4.6		127	19,186	0.7		20,351	20,607
NET EXPENSES	\$ 11,299	\$ 11,964	\$ 11,990	\$ 620	\$ 12,610	5.2		\$ 25	\$ 12,635	0.2		\$ 13,636	\$ 13,796



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

COMMUNITY DEVELOPMENT

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	RESTATED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	114.0			114.0		1.0		115.0		115.0	115.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	126.1		3.1	129.2	5	0.5		129.7		129.7	129.7

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- 1 911 Communications Revenue - Projected decrease in revenue is due to loss of the EMS Dispatch Contract which is partially offset by the new grant program for the collection of cell phone 911 fees.
 911 Communications Expenses - Projected decrease in expenses is due to the reduction of the 4 term positions (salaries, wages & benefits) from the loss of the EMS Dispatch Contract.
- 2 Senior Services Revenue - Projected decrease in revenue is due to reduced Sales of Goods and Services resulting from the relocation to Strathcona Centre following the 2013 Flood; reduced Membership Sales and Donations; and reduced Internal Recoveries.
 Senior Services Expenses - Projected decrease in expenses is due to reductions in Materials & Supplies and Internal Charges as a result of the closure of Veiner Centre following the 2013 Flood and the relocation of operations over to the Strathcona Centre. This will be partially offset by increases in Salaries, Wages & Benefits for the inclusion of temporary program coverage charges and increases in Contracted Services for rental of various community locations to accommodate Senior Services clubs.
- 3 Transit Services Revenue - Projected increase in revenue is due to anticipated monthly pass sales continuing to increase, expansion of service and increased ridership.
 Transit Services Expenses - Projected increase in expenses is due to additional Salaries, Wages & Benefits for the addition of 1.5 FTE in Operations and the reclassification of 2 Operations Superintendents; additional Internal Charges for the retention of older units during the CNG in service transition; and additional Materials & Supplies resulting from the deferral of Fleet Replacements for added fuel costs, parts, sublet services and garage rates.
- 4 Culture - Projected increases are primarily due to activities at the Esplanade Theatre including the 10th Anniversary Celebration; reflecting a positive net impact in revenue (2015).
- 5 Summary of Personnel - 911 Communications will be increasing 1 FTE due to recruitment issues and additional temp coverage needed for dispatch functions, including transit dispatch and Transit Services will be increasing 1.5 FTE as a result of the expansion of service to Box Springs Business Park, NW Crescent Height and the Regional Event Centre.

2016 Notes:

- 6 Senior Services Revenue - Projected increase in revenue is due to anticipated increased membership and food services sales.
 Senior Services Expenses - Projected increase in expenses is due to anticipated additional Internal Charges.
- 7 Transit Services Revenue - Projected increase in revenue is due to anticipated monthly pass sales continuing to increase, expansion of service and increased ridership.
 Transit Services Expenses - Projected increase in expenses is due to additional Internal Charges for Fleet Lease expenses for the new fleet buses and retention of older units during the CNG in service transition; and additional Materials & Supplies resulting from the deferral of Fleet Replacements for added fuel costs, parts, sublet services and garage rates.
- 8 Administration Expenses - Projected decrease in expenses is due to reduced expenditures for Emergency Social Services training/supplies and computer replacement costs.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

COMMUNITY DEVELOPMENT											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	2,830	1,712	1,694	(10)	1,684	(0.6)	2	1,686	0.1	1,689	1,692
Internal Recoveries	146	130	132	21	153	15.9	4	157	2.6	167	171
Sale of Goods & Services	4,205	4,166	4,035	166	4,201	4.1	80	4,281	1.9	4,400	4,512
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	518	649	364	47	411	12.9	16	427	3.9	459	436
TOTAL REVENUES	7,699	6,657	6,225	224	6,449	3.6	102	6,551	1.6	6,715	6,811
EXPENSES											
Salaries & Wages	7,587	7,737	7,748	77	7,825	1.0	28	7,853	0.4	8,128	8,131
Benefits	2,055	2,143	2,154	51	2,205	2.4	14	2,219	0.6	2,307	2,308
Other Personnel Costs	96	110	145	38	183	26.2	(12)	171	(6.6)	183	184
Contracted Services	3,201	2,760	2,194	426	2,620	19.4	25	2,645	1.0	2,687	2,745
Materials and Supplies	2,555	2,377	2,158	283	2,441	13.1	(292)	2,149	(12.0)	2,754	2,830
Internal Charges	2,647	2,428	2,742	(54)	2,688	(2.0)	339	3,027	12.6	3,142	3,223
Interest	-	(5)	-	21	21	100.0	3	24	14.3	25	33
Grants to Individuals & Organizations	518	536	537	21	558	3.9	11	569	2.0	573	577
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvments	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	37	37	37	50	87	135.1	1	88	1.1	88	88
Amortization	302	500	500	(69)	431	(13.8)	10	441	2.3	464	488
Gain or Loss on Disposal/Asset Write Downs	-	(2)	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	18,998	18,621	18,215	844	19,059	4.6	127	19,186	0.7	20,351	20,607
NET EXPENSES (REVENUES)	\$ 11,299	\$ 11,964	\$ 11,990	\$ 620	\$ 12,610	5.2	\$ 25	\$ 12,635	0.2	\$ 13,636	\$ 13,796



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

COMMUNITY DEVELOPMENT											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 11,299	\$ 11,964	\$ 11,990	\$ 620	\$ 12,610	5.2	\$ 25	\$ 12,635	0.2	\$ 13,636	\$ 13,796
OPERATING CASH SOURCES											
Transfer from Reserve	(1)	(14)	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(301)	(500)	(499)	68	(431)	(13.6)	(9)	(440)	2.1	(464)	(487)
Gain or Loss on Disposal / Asset Write Downs	-	2	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	45	87	37	58	95	156.8	(45)	50	(47.4)	180	30
Cash Requirements for Operations	(256)	(411)	(462)	126	(336)	(27.3)	(54)	(390)	16.1	(284)	(457)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	-	(9)	-	43	43	100.0	21	64	48.8	75	94
Transfer to Capital	-	-	-	200	200	100.0	(200)	-	(100.0)	-	-
Cash Requirements for Capital	-	(9)	-	243	243	100.0	(179)	64	(73.7)	75	94
FUTURE FINANCIAL PLANS											
Transfer to Reserve	24	24	24	-	24	0.0	-	24	0.0	24	24
Cash Requirements for Future Financial Plans	24	24	24	-	24	0.0	-	24	0.0	24	24
Total Cash Requirements	\$ 11,068	\$ 11,582	\$ 11,552	\$ 989	\$ 12,541	8.6	\$ (208)	\$ 12,333	(1.7)	\$ 13,451	\$ 13,457



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

PARKS & RECREATION

ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Administration	\$ 12	\$ 13	\$ 13	\$ -	\$ 13	0.0		\$ -	\$ 13	0.0		\$ 13	\$ 13
Design & Development	2,479	1	5	(3)	2	(60.0)		-	2	0.0		2	2
Parks Maintenance	143	121	142	5	147	3.5		27	174	18.4		174	174
Parks Operations	1,074	1,234	1,114	2	1,116	0.2		18	1,134	1.6		1,148	1,162
Recreation & Leisure	3,946	3,899	4,195	(1,079)	3,116	(25.7)	1	493	3,609	15.8		3,778	3,832
Mobile Equipment	857	829	931	(22)	909	(2.4)		72	981	7.9		993	1,005
TOTAL REVENUES	8,511	6,097	6,400	(1,097)	5,303	(17.1)		610	5,913	11.5		6,108	6,188
EXPENSES													
Administration	537	550	538	24	562	4.5	2	15	577	2.7		696	594
Design & Development	2,964	456	486	6	492	1.2		6	498	1.2		505	508
Parks Maintenance	3,957	4,001	4,346	266	4,612	6.1		188	4,800	4.1		4,852	4,901
Parks Operations	2,768	2,871	2,676	11	2,687	0.4		43	2,730	1.6		2,767	2,803
Recreation & Leisure	8,232	8,335	8,540	(240)	8,300	(2.8)	1	230	8,530	2.8		8,830	8,986
Mobile Equipment	903	865	928	(13)	915	(1.4)		72	987	7.9		1,150	1,411
Interest	184	179	186	163	349	87.6		166	515	47.6		634	633
Amortization	2,148	2,209	2,209	1,351	3,560	61.2		1,127	4,687	31.7		4,892	5,111
TOTAL OPERATING EXPENSES	21,693	19,466	19,909	1,568	21,477	7.9		1,847	23,324	8.6		24,326	24,947
NET EXPENSES	\$ 13,182	\$ 13,369	\$ 13,509	\$ 2,665	\$ 16,174	19.7		\$ 1,237	\$ 17,411	7.6		\$ 18,218	\$ 18,759



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

PARKS & RECREATION

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	62.0		9.0	71.0	2		6.0	77.0	3	77.0	77.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	131.0	5.0		126.0		4.3	7.2	128.9	4	128.9	128.9

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

1. Reduced revenue and expenses for the relocation of Tigers from Arena to Regional Events Centre including concessions, security, special events and Tigers contract offset by Regional Events Centre Operator contract
2. Combining Temporary Parks and Recreation FTE's to establish PEP's

2016 Notes:

3. Facilities Operation Superintendent plus FLC expansion PEP's
4. Completion of Tigers use of Arena reduced FTE's with final move

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

PARKS & RECREATION											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	1,291	-	7	(7)	-	(100.0)	-	-	0.0	-	-
Internal Recoveries	992	941	1,061	(12)	1,049	(1.1)	101	1,150	9.6	1,159	1,171
Sale of Goods & Services	4,734	4,856	4,996	(1,051)	3,945	(21.0)	492	4,437	12.5	4,617	4,687
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	1,494	300	336	(27)	309	(8.0)	17	326	5.5	332	330
TOTAL REVENUES	8,511	6,097	6,400	(1,097)	5,303	(17.1)	610	5,913	11.5	6,108	6,188
EXPENSES											
Salaries & Wages	6,266	6,398	6,495	(81)	6,414	(1.2)	174	6,588	2.7	6,770	6,828
Benefits	1,803	1,816	1,911	178	2,089	9.3	57	2,146	2.7	2,209	2,230
Other Personnel Costs	65	67	90	54	144	60.0	9	153	6.3	153	156
Contracted Services	4,110	1,860	1,904	18	1,922	0.9	66	1,988	3.4	2,034	2,068
Materials and Supplies	2,016	2,020	1,992	(249)	1,743	(12.5)	23	1,766	1.3	1,807	1,826
Internal Charges	4,881	4,703	4,883	155	5,038	3.2	182	5,220	3.6	5,512	5,883
Interest	207	179	186	187	373	100.5	166	539	44.5	657	657
Grants to Individuals & Organizations	188	194	206	(14)	192	(6.8)	3	195	1.6	199	95
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	9	20	33	(31)	2	(93.9)	40	42	2,000.0	93	93
Amortization	2,148	2,209	2,209	1,351	3,560	61.2	1,127	4,687	31.7	4,892	5,111
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	21,693	19,466	19,909	1,568	21,477	7.9	1,847	23,324	8.6	24,326	24,947
NET EXPENSES (REVENUES)	\$ 13,182	\$ 13,369	\$ 13,509	\$ 2,665	\$ 16,174	19.7	\$ 1,237	\$ 17,411	7.6	\$ 18,218	\$ 18,759



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

PARKS & RECREATION											
CASH REQUIREMENTS	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
NET REVENUES OVER EXPENSES	\$ 13,182	\$ 13,369	\$ 13,509	\$ 2,665	\$ 16,174	19.7	\$ 1,237	\$ 17,411	7.6	\$ 18,218	\$ 18,759
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(2,148)	(2,209)	(2,209)	(1,351)	(3,560)	61.2	(1,127)	(4,687)	31.7	(4,892)	(5,111)
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	90	380	295	(295)	-	(100.0)	80	80	100.0	50	93
Cash Requirements for Operations	(2,058)	(1,829)	(1,914)	(1,646)	(3,560)	86.0	(1,047)	(4,607)	29.4	(4,842)	(5,018)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	269	267	268	113	381	42.2	121	502	31.8	511	512
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	15	30	62	39	101	62.9	38	139	37.6	354	403
Transfer to Capital	200	750	750	304	1,054	40.5	(304)	750	(28.8)	2,877	2,664
Cash Requirements for Capital	484	1,047	1,080	456	1,536	42.2	(145)	1,391	(9.4)	3,742	3,579
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	11,608	12,587	12,675	1,475	14,150	11.6	45	14,195	0.3	17,118	17,320



2015 - 2016 OPERATING PLAN

Summary by Function

(Statement of Operating Revenues and Expenses by Function)

(In thousands of dollars)

DEVELOPMENT & INFRASTRUCTURE											
FUNCTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015/ 2014 B CHANGES	2015 BUDGET	2015/ 2014 B % CHANGE	2016/ 2015 B CHANGES	2016 BUDGET	2016/ 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
PLANNING, BUILDING & DEVELOPMENT											
Revenues	\$ 2,826	\$ 2,953	\$ 2,692	\$ (242)	\$ 2,450	(9.0)	\$ 44	\$ 2,494	1.8	\$ 2,553	\$ 2,615
Expenses	4,900	4,446	5,006	(123)	4,883	(2.5)	(50)	4,833	(1.0)	4,880	4,891
Net Expenses	2,074	1,493	2,314	119	2,433	5.1	(94)	2,339	(3.9)	2,327	2,276
MUNICIPAL WORKS											
Revenues	6,692	5,234	5,259	389	5,648	7.4	272	5,920	4.8	6,253	6,610
Expenses	27,013	26,323	26,773	167	26,940	0.6	1,301	28,241	4.8	29,888	31,585
Net Expenses	20,321	21,089	21,514	(222)	21,292	(1.0)	1,029	22,321	4.8	23,635	24,975
Total Revenues	9,518	8,187	7,951	147	8,098	1.8	316	8,414	3.9	8,806	9,225
Total Expenses	31,913	30,769	31,779	44	31,823	0.1	1,251	33,074	3.9	34,768	36,476
NET DEVELOPMENT & INFRASTRUCTURE	\$ 22,395	\$ 22,582	\$ 23,828	\$ (103)	\$ 23,725	(0.4)	\$ 935	\$ 24,660	3.9	\$ 25,962	\$ 27,251



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

DEVELOPMENT & INFRASTRUCTURE											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	135	-	129	(2)	127	(1.6)	(2)	125	(1.6)	125	121
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	2,064	125	125	2	127	1.6	1	128	0.8	130	131
Internal Recoveries	3,884	4,020	4,200	356	4,556	8.5	265	4,821	5.8	5,154	5,519
Sale of Goods & Services	479	508	487	27	514	5.5	4	518	0.8	525	532
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	2,956	3,534	3,010	(236)	2,774	(7.8)	48	2,822	1.7	2,872	2,922
TOTAL REVENUES	9,518	8,187	7,951	147	8,098	1.8	316	8,414	3.9	8,806	9,225
EXPENSES											
Salaries & Wages	6,739	6,774	7,225	(4)	7,221	(0.1)	(36)	7,185	(0.5)	7,248	7,248
Benefits	1,746	1,883	2,007	38	2,045	1.9	22	2,067	1.1	2,094	2,094
Other Personnel Costs	94	157	170	(15)	155	(8.8)	3	158	1.9	155	158
Contracted Services	4,304	2,341	2,439	21	2,460	0.9	91	2,551	3.7	2,630	2,679
Materials and Supplies	2,350	2,038	2,104	(3)	2,101	(0.1)	22	2,123	1.0	2,162	2,201
Internal Charges	5,354	5,510	5,768	65	5,833	1.1	295	6,128	5.1	6,482	6,827
Interest	661	703	703	(50)	653	(7.1)	(74)	579	(11.3)	703	1,030
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	10,611	11,363	11,363	(8)	11,355	(0.1)	928	12,283	8.2	13,294	14,239
Gain or Loss on Disposal/Asset Write Downs	54	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	31,913	30,769	31,779	44	31,823	0.1	1,251	33,074	3.9	34,768	36,476
NET EXPENSES (REVENUES)	\$ 22,395	\$ 22,582	\$ 23,828	\$ (103)	\$ 23,725	(0.4)	\$ 935	\$ 24,660	3.9	\$ 25,962	\$ 27,251



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

DEVELOPMENT & INFRASTRUCTURE											
CASH REQUIREMENTS	2013	2014	2014	2015 /	2015	2015 /	2016 /	2016	2016 /	2017	2018
	ACTUAL	EST.	BUDGET	2014 B	BUDGET	2014 B %	2015 B	BUDGET	2015 B %	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 22,395	\$ 22,582	\$ 23,828	\$ (103)	\$ 23,725	(0.4)	\$ 935	\$ 24,660	3.9	\$ 25,962	\$ 27,251
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(10,611)	(11,363)	(11,363)	8	(11,355)	(0.1)	(928)	(12,283)	8.2	(13,294)	(14,239)
Gain or Loss on Disposal / Asset Write Downs	54	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	20	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	561	749	749	(303)	446	(40.5)	(96)	350	(21.5)	300	600
Cash Requirements for Operations	(9,976)	(10,614)	(10,614)	(295)	(10,909)	2.8	(1,024)	(11,933)	9.4	(12,994)	(13,639)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	1,204	1,299	1,298	89	1,387	6.9	50	1,437	3.6	1,506	2,296
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	3	191	191	(113)	78	(59.2)	2	80	2.6	91	102
Transfer to Capital	2,015	1,648	1,648	2	1,650	0.1	-	1,650	0.0	1,886	2,009
Cash Requirements for Capital	3,222	3,138	3,137	(22)	3,115	(0.7)	52	3,167	1.7	3,483	4,407
FUTURE FINANCIAL PLANS											
Transfer to Reserve	104	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	104	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	15,745	15,106	16,351	(420)	15,931	(2.6)	(37)	15,894	(0.2)	16,451	18,019



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

PLANNING, BUILDING & DEVELOPMENT													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Administration	\$ 12	\$ 4	\$ 4	\$ -	\$ 4	0.0		\$ -	\$ 4	0.0		\$ 4	\$ 4
Safety Codes	1,244	1,816	1,415	16	1,431	1.1		18	1,449	1.3		1,475	1,502
Planning and Licensing	952	968	1,108	(312)	796	(28.2)	1	17	813	2.1	5	828	842
Engineering	20	3	3	5	8	166.7		-	8	0.0		8	9
Insurance & Damage Claims	20	-	-	-	-	0.0		-	-	0.0		-	-
Enviro Advisor	157	162	162	49	211	30.2	2	9	220	4.3	6	238	258
Flood	421	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL REVENUES	2,826	2,953	2,692	(242)	2,450	(9.0)		44	2,494	1.8		2,553	2,615
EXPENSES													
Administration	1,208	1,142	1,142	191	1,333	16.7	3	3	1,336	0.2		1,377	1,384
Safety Codes	1,366	1,454	1,454	52	1,506	3.6		(82)	1,424	(5.4)		1,426	1,428
Planning and Licensing	900	883	1,282	(261)	1,021	(20.4)		2	1,023	0.2		1,025	1,027
Engineering	709	723	884	(91)	793	(10.3)		2	795	0.3		796	797
Insurance & Damage Claims	49	-	-	-	-	0.0		-	-	0.0		-	-
Interest	-	5	5	(5)	-	(100.0)		-	-	0.0		-	-
Amortization	36	36	36	-	36	0.0		24	60	66.7	7	60	58
Enviro Advisor	143	203	203	(9)	194	(4.4)		1	195	0.5		196	197
Flood	489	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL OPERATING EXPENSES	4,900	4,446	5,006	(123)	4,883	(2.5)		(50)	4,833	(1.0)		4,880	4,891
NET EXPENSES	\$ 2,074	\$ 1,493	\$ 2,314	\$ 119	\$ 2,433	5.1		\$ (94)	\$ 2,339	(3.9)		\$ 2,327	\$ 2,276



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

PLANNING, BUILDING & DEVELOPMENT

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET	Note FORECAST	FORECAST
Permanently Established Positions (PEPs)	36.0			36.0				36.0	36.0	36.0
Term Positions (TERM)	1.0			1.0				1.0	1.0	1.0
Full Time Equivalent Positions (FTEs)	37.0	1.5		35.5	4			35.5	35.5	35.5

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

1. New Land Use Bylaw No. 4168 does not require as many as Development Permits.
2. Expected revenue increase based on previous 4 years average.
3. Moved 2 FTE's from Planning to Admin.
4. Reduction of Temp positions and Co-op Student (Engineering)

2016 Notes:

5. Expected year over year revenue growth.
6. Expected revenue increase based on previous 4 years average.
7. Debt servicing of the Electronic Permit System comes into full effect in 2016.

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN

Object Summary

(Statement of Operating Revenues and Expenses)

(In thousands of dollars)

PLANNING, BUILDING & DEVELOPMENT											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	421	-	-	-	-	0.0	-	-	0.0	-	-
Internal Recoveries	246	165	164	49	213	29.9	9	222	4.2	240	260
Sale of Goods & Services	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	2,159	2,788	2,528	(291)	2,237	(11.5)	35	2,272	1.6	2,313	2,355
TOTAL REVENUES	2,826	2,953	2,692	(242)	2,450	(9.0)	44	2,494	1.8	2,553	2,615
EXPENSES											
Salaries & Wages	3,008	2,991	3,351	(93)	3,258	(2.8)	(82)	3,176	(2.5)	3,176	3,176
Benefits	664	688	770	6	776	0.8	-	776	0.0	776	776
Other Personnel Costs	48	116	116	(18)	98	(15.5)	2	100	2.0	101	103
Contracted Services	689	103	221	2	223	0.9	4	227	1.8	234	239
Materials and Supplies	101	145	145	(5)	140	(3.4)	3	143	2.1	145	149
Internal Charges	354	362	362	(10)	352	(2.8)	(1)	351	(0.3)	388	390
Interest	-	5	5	(5)	-	(100.0)	-	-	0.0	-	-
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	36	36	36	-	36	0.0	24	60	66.7	60	58
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	4,900	4,446	5,006	(123)	4,883	(2.5)	(50)	4,833	(1.0)	4,880	4,891
NET EXPENSES (REVENUES)	\$ 2,074	\$ 1,493	\$ 2,314	\$ 119	\$ 2,433	5.1	\$ (94)	\$ 2,339	(3.9)	\$ 2,327	\$ 2,276



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

PLANNING, BUILDING & DEVELOPMENT											
CASH REQUIREMENTS	2013	2014	2014	2015 /	2015 /	2016 /	2016 /	2016 /	2017	2018	
	ACTUAL	EST.	BUDGET	2014 B	2014 B %	2015 B	2015 B %	2016 B	2016 B %	FORECAST	FORECAST
				CHANGES	CHANGE	CHANGES	CHANGE	BUDGET	CHANGE		
NET REVENUES OVER EXPENSES	\$ 2,074	\$ 1,493	\$ 2,314	\$ 119	\$ 2,433	5.1	\$ (94)	\$ 2,339	(3.9)	\$ 2,327	\$ 2,276
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(36)	(36)	(36)	-	(36)	0.0	(24)	(60)	66.7	(60)	(58)
Gain or Loss on Disposal / Asset Write Downs				-		0.0	-		0.0		
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	4	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Operations	(32)	(36)	(36)	-	(36)	0.0	(24)	(60)	66.7	(60)	(58)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	-	18	18	(13)	5	(72.2)	-	5	0.0	-	-
Transfer to Capital	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Capital	-	18	18	(13)	5	(72.2)	-	5	0.0	-	-
FUTURE FINANCIAL PLANS											
Transfer to Reserve	104	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	104	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 2,146	\$ 1,475	\$ 2,296	\$ 106	\$ 2,402	4.6	\$ (118)	\$ 2,284	(4.9)	\$ 2,267	\$ 2,218



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)
(In thousands of dollars)

MUNICIPAL WORKS

ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Administration	\$ 145	\$ 135	\$ 135	\$ (2)	\$ 133	(1.5)		\$ (2)	\$ 131	(1.5)		\$ 131	\$ 128
Mobile Equipment	1,582	1,550	2,050	205	2,255	10.0	1	225	2,480	10.0	8	2,729	3,001
Operations	3,933	2,618	2,143	127	2,270	5.9	2	41	2,311	1.8		2,376	2,447
Engineering	79	80	80	2	82	2.5	3	1	83	1.2		85	86
Airport	953	851	851	57	908	6.7	4	7	915	0.8		932	948
TOTAL REVENUES	6,692	5,234	5,259	389	5,648	7.4		272	5,920	4.8		6,253	6,610
EXPENSES													
Administration	1,789	1,961	1,760	57	1,817	3.2	5	91	1,908	5.0	9	2,014	2,032
Mobile Equipment	1,610	1,614	1,964	(17)	1,947	(0.9)		44	1,991	2.3	8	2,034	2,077
Operations	10,019	8,693	8,695	111	8,806	1.3		329	9,135	3.7	10	9,481	9,821
Engineering	1,224	996	1,296	(170)	1,126	(13.1)	3	1	1,127	0.1		1,132	1,135
Airport	1,081	1,033	1,032	240	1,272	23.3	4	6	1,278	0.5		1,290	1,309
Interest	661	699	699	(46)	653	(6.6)	6	(74)	579	(11.3)	11	703	1,030
Amortization	10,575	11,327	11,327	(8)	11,319	(0.1)		904	12,223	8.0	12	13,234	14,181
Gain or Loss on Disposal/Asset Write Downs	54	-	-	-	-	0.0		-	-	0.0		-	-
TOTAL OPERATING EXPENSES	27,013	26,323	26,773	167	26,940	0.6		1,301	28,241	4.8		29,888	31,585
NET EXPENSES	\$ 20,321	\$ 21,089	\$ 21,514	\$ (222)	\$ 21,292	(1.0)		\$ 1,029	\$ 22,321	4.8		\$ 23,635	\$ 24,975



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

MUNICIPAL WORKS

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	Note	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET		FORECAST	FORECAST
Permanently Established Positions (PEPs)	52.0	1.0	2.0	53.0	7	1.0		54.0	13	54.0	54.0
Term Positions (TERM)											
Full Time Equivalent Positions (FTEs)	60.1	1.0	2.5	61.6	7	1.0		62.6	13	62.6	62.6

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- The Increase in Mobile Equipment Revenue is due to increases in charge out rates of existing Municipal Work Equipment. This increase is offset by an increase in mobile equipment expenditures in operations.
- The increase in operations revenue is due to an increase in revenue from overlay, third party work and third party rentals. The revenue is offset by the increase in equipment usage expenditures due to an increase in charge out rate.
- Reduction in Engineering budget is offset by an increase in Administration budget (Salaries and Wages).
- Increase equipment recovery based on historic average - offset by increase in equipment useage expense; also increase training expense for new positions - regulatory compliance.
- The increase in administrative expenditure is due to the reorganization of Municipal Works personnel and balancing of payroll positions with actual position step increases. The increase are offset by the reduction in Municipal Works Engineering personnel cost. There is an increase in cost due to additional on call personnel to deliver off-hour core services. There is a decrease in expenditure to the corporate transfer of Risk Manager Position (-1.0 FTE/-1.0 PEP) and a decrease in the "Actual Rate" building expenditures based on the anticipated capital investment in the Municipal Works facility.
- Decrease in interest charges due to reduction of internal debt.
- MW Admin FTE/PEP decrease to accommodate transfer of Risk Manager position to corporate Health, Safety and Environment Group. Includes -1.0 FTE/ -1.0 PEP for Risk Manager; MW Airport Increase of 2 FTE, 2 PEP and .5 temp positions as per BP Section 4.2

2016 Notes:

- The Increase in Mobile Equipment Revenue is due to increases in charge out rates of existing Municipal Work Equipment. This increase is offset by an increase in mobile equipment expenditures in operations. The Increase in Mobile Equipment expenditure is due to the lease cost calculation as per the 2015-2016 Fleet budget requests, fuel and garage standard rates.
- The increase in administrative expenditure is due to Asset management software annual maintenance cost (BP Section 4.5) and the "Actual rate" building expenditure being returned in 2016 to current levels based on anticipated completion of capital investments on the Municipal Works facility.
- The increase in operations expenditure is due to increased operations and maintenance activities on new infrastructure BP (Section 4.1 and 4.3), and addition of a Maintenance Worker position (1.0 FTE/1.0 PEP, BP Section 4.2). The increase in operations equipment usage expenses, due to an increase in charge out rates is offset by the increase in mobile equipment revenue.
- Decrease in interest charges due to reduction of internal debt.
- Increase in amortization cost due to several capital projects being completed.
- FTE/PEP increase as per Business Plan Section 4.2 includes 1FTE/PEP for Operations (1 Maintenance Worker).

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

MUNICIPAL WORKS											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	135	-	129	(2)	127	(1.6)	(2)	125	(1.6)	125	121
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	-	-	-	-	-	0.0	-	-	0.0	-	-
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	1,643	125	125	2	127	1.6	1	128	0.8	130	131
Internal Recoveries	3,638	3,855	4,036	307	4,343	7.6	256	4,599	5.9	4,914	5,259
Sale of Goods & Services	479	508	487	27	514	5.5	4	518	0.8	525	532
Transfer from Reserves	-	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	797	746	482	55	537	11.4	13	550	2.4	559	567
TOTAL REVENUES	6,692	5,234	5,259	389	5,648	7.4	272	5,920	4.8	6,253	6,610
EXPENSES											
Salaries & Wages	3,731	3,783	3,874	89	3,963	2.3	46	4,009	1.2	4,072	4,072
Benefits	1,082	1,195	1,237	32	1,269	2.6	22	1,291	1.7	1,318	1,318
Other Personnel Costs	46	41	54	3	57	5.6	1	58	1.8	54	55
Contracted Services	3,615	2,238	2,218	19	2,237	0.9	87	2,324	3.9	2,396	2,440
Materials and Supplies	2,249	1,893	1,959	2	1,961	0.1	19	1,980	1.0	2,017	2,052
Internal Charges	5,000	5,148	5,406	75	5,481	1.4	296	5,777	5.4	6,094	6,437
Interest	661	698	698	(45)	653	(6.4)	(74)	579	(11.3)	703	1,030
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	-	-	-	-	-	0.0	-	-	0.0	-	-
Amortization	10,575	11,327	11,327	(8)	11,319	(0.1)	904	12,223	8.0	13,234	14,181
Gain or Loss on Disposal/Asset Write Downs	54	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	27,013	26,323	26,773	167	26,940	0.6	1,301	28,241	4.8	29,888	31,585
NET EXPENSES (REVENUES)	\$ 20,321	\$ 21,089	\$ 21,514	\$ (222)	\$ 21,292	(1.0)	\$ 1,029	\$ 22,321	4.8	\$ 23,635	\$ 24,975



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

MUNICIPAL WORKS											
	2013	2014	2014	2015 /	2015	2015 /	2016 /	2016	2016 /	2017	2018
	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	BUDGET	2014 B % CHANGE	2015 B CHANGES	BUDGET	2015 B % CHANGE	FORECAST	FORECAST
CASH REQUIREMENTS											
NET REVENUES OVER EXPENSES	\$ 20,321	\$ 21,089	\$ 21,514	\$ (222)	\$ 21,292	(1.0)	\$ 1,029	\$ 22,321	4.8	\$ 23,635	\$ 24,975
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	(10,575)	(11,327)	(11,327)	8	(11,319)	(0.1)	(904)	(12,223)	8.0	(13,234)	(14,181)
Gain or Loss on Disposal / Asset Write Downs	54	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	20	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	557	749	749	(303)	446	(40.5)	(96)	350	(21.5)	300	600
Cash Requirements for Operations	(9,944)	(10,578)	(10,578)	(295)	(10,873)	2.8	(1,000)	(11,873)	9.2	(12,934)	(13,581)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	1,204	1,299	1,298	89	1,387	6.9	50	1,437	3.6	1,506	2,296
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	3	173	173	(100)	73	(57.8)	2	75	2.7	91	102
Transfer to Capital	2,015	1,648	1,648	2	1,650	0.1	-	1,650	0.0	1,886	2,009
Cash Requirements for Capital	3,222	3,120	3,119	(9)	3,110	(0.3)	52	3,162	1.7	3,483	4,407
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 13,599	\$ 13,631	\$ 14,055	\$ (526)	\$ 13,529	(3.7)	\$ 81	\$ 13,610	0.6	\$ 14,184	\$ 15,801



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

POLICE													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Office of the Chief	\$ 4,837	\$ 4,293	\$ 4,894	\$ 10	\$ 4,904	0.2	1	\$ -	\$ 4,904	0.0		\$ 4,904	\$ 4,904
Operational Services Division	680	577	570	-	570	0.0		-	570	0.0		570	570
Support Services Division	1,517	1,361	1,517	24	1,541	1.6	2	34	1,575	2.2	6	1,584	1,679
Administrative Services Division	388	397	375	4	379	1.1		-	379	0.0		379	379
Bylaw Enforcement Section	311	306	315	-	315	0.0		-	315	0.0		315	315
TOTAL REVENUES	7,734	6,934	7,671	38	7,708	0.5		34	7,742	0.4		7,751	7,846
EXPENSES													
Police Commission	18	15	25	-	25	0.0		-	25	0.0		25	25
Office of the Chief	1,751	1,470	1,314	6	1,320	0.4	1	(3)	1,317	(0.2)		1,327	1,327
Operational Services Division	9,902	10,123	9,812	537	10,348	5.5	3	448	10,797	4.3	7	10,857	10,903
Support Services Division	7,449	7,708	8,336	(0)	8,336	(0.0)	2	106	8,442	1.3	6	8,577	8,746
Administrative Services Division	2,764	3,150	3,393	203	3,595	6.0	4	73	3,668	2.0	8	3,806	3,830
Bylaw Enforcement Section	1,286	1,107	1,174	22	1,195	1.9	5	35	1,230	2.9	9	1,215	1,223
Interest	-	1	2	0	2	15.8		1	4	51.5		3	7
Amortization	-	127	127	(43)	85	(33.5)		5	89	5.5		102	135
TOTAL OPERATING EXPENSES	23,170	23,701	24,183	724	24,907	3.0		665	25,572	2.7		25,909	26,195
NET EXPENSES	\$ 15,436	\$ 16,767	\$ 16,512	\$ 687	\$ 17,199	4.2		\$ 631	\$ 17,830	3.7		\$ 18,158	\$ 18,349



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

POLICE

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET	Note FORECAST	FORECAST
Permanently Established Positions (PEPs)	154.0	4.0		150.0	10			150.0	150.0	150.0
Term Positions (TERM)										
Full Time Equivalent Positions (FTEs)	157.0	3.5		153.5	11			153.5	153.5	153.5

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

- Revenue increase due to exhibit recovery revenue recorded in Office of the Chief. Exenditure increase due to increase fleet vehicle lease charges and wages.
- Revenue increase due to increase ALERT funding offset by loss of AB Gaming & Liquor reimbursement. Expenditures increase due to wage and benefit provision, offset by transfer of three personnel to Operational Services.
- Expense increase due to wage and benefit provision as well as transfer of three personnel from Support services to Operation services in addition increase in fleet vehicle lease charges.
- Expense increase due to wage and benefit provision as well as increase to internal charges (Building services, utilities and communication)
- Expense increase due to wage and benefit provisions as well as increase to Commissionaire contract, fleet vehicle lease charges

2016 Notes:

- Revenue increase due to ALERT funding, Expenditure increase due to wage and benefit provision, increase to Commissionaire contract (photo radar), increase fleet vehicle lease charges
- Expense increase due to wage provision, increase to Commissionaire contract (prisoner security), increase fleet vehicle lease charges and dog purchase
- Expense increase due to wage provision, increase to internal charges (building services, utilities, communication) increase fire & liability insurance.
- Expense increase due to wage provisions and increase to commissionaire contract (parking).

NOTES: For Wages Explain Changes > 0% AND all Personnel Changes, otherwise Explain All Other Changes >2.1% and >\$10,000.

- Eliminate photo radar manager, civilian system coordinator, 1 police officer, sr system analyst
- Elimination of a special project coordinator



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

POLICE											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
REVENUE											
Property Taxes & Grants in Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	0.0	\$ -	\$ -	0.0	\$ -	\$ -
Other Taxes	-	-	-	-	-	0.0	-	-	0.0	-	-
Investment Earnings	-	-	-	-	-	0.0	-	-	0.0	-	-
Fees & Fines	3,953	3,391	4,050	-	4,050	0.0	-	4,050	0.0	4,050	4,050
Contributions from Utilities & Land	-	-	-	-	-	0.0	-	-	0.0	-	-
Government Grants	1,632	1,529	1,528	-	1,528	0.0	-	1,528	0.0	1,528	1,528
Internal Recoveries	160	152	155	4	159	2.6	-	159	0.0	159	159
Sale of Goods & Services	125	150	153	-	153	0.0	-	153	0.0	153	153
Transfer from Reserves	-	6	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	1,864	1,706	1,786	34	1,820	1.9	34	1,854	1.9	1,863	1,957
TOTAL REVENUES	7,734	6,934	7,671	38	7,708	0.5	34	7,742	0.4	7,751	7,846
EXPENSES											
Salaries & Wages	15,039	15,232	15,335	292	15,627	1.9	412	16,039	2.6	16,148	16,285
Benefits	3,587	3,810	3,806	115	3,921	3.0	143	4,064	3.6	4,234	4,281
Other Personnel Costs	571	625	589	23	612	3.9	-	612	0.0	612	612
Contracted Services	1,714	1,787	1,837	42	1,879	2.3	28	1,907	1.5	1,933	1,951
Materials and Supplies	1,182	1,012	1,185	4	1,190	0.4	-	1,190	0.0	1,209	1,209
Internal Charges	1,048	1,073	1,286	300	1,587	23.3	67	1,653	4.2	1,664	1,699
Interest	-	1	2	0	2	15.8	1	4	51.5	3	7
Grants to Individuals & Organizations	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers: CCDA & Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfers Related to Local Improvements	-	-	-	-	-	0.0	-	-	0.0	-	-
Other	29	34	15	(10)	5	(66.7)	10	15	200.0	5	15
Amortization	-	127	127	(43)	85	(33.5)	5	89	5.5	102	135
Gain or Loss on Disposal/Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
TOTAL OPERATING EXPENSES	23,170	23,701	24,183	724	24,907	3.0	665	25,572	2.7	25,909	26,195
NET EXPENSES (REVENUES)	\$ 15,436	\$ 16,767	\$ 16,512	\$ 687	\$ 17,199	4.2	\$ 631	\$ 17,830	3.7	\$ 18,158	\$ 18,349



2015 - 2016 OPERATING PLAN
Statement of Cash Requirements
(in thousands of dollars)

POLICE											
	2013	2014	2014	2015 /	2015	2015 /	2016 /	2016	2016 /	2017	2018
CASH REQUIREMENTS	ACTUAL	EST. ACTUAL	BUDGET	2014 B CHANGES	BUDGET	2014 B % CHANGE	2015 B CHANGES	BUDGET	2015 B % CHANGE	FORECAST	FORECAST
NET REVENUES OVER EXPENSES	\$ 15,436	\$ 16,767	\$ 16,512	\$ 687	\$ 17,199	4.2	\$ 631	\$ 17,830	3.7	\$ 18,158	\$ 18,349
OPERATING CASH SOURCES											
Transfer from Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
OPERATING CASH REQUIREMENTS											
Annual Amortization Expense	-	(127)	(127)	43	(85)	(33.5)	(5)	(89)	5.5	(102)	(135)
Gain or Loss on Disposal / Asset Write Downs	-	-	-	-	-	0.0	-	-	0.0	-	-
MOE Principal Payments	-	-	-	-	-	0.0	-	-	0.0	-	-
Transfer to MOE	-	40	40	-	40	0.0	27	67	67.5	115	40
Cash Requirements for Operations	-	(87)	(87)	43	(45)	(48.8)	22	(22)	(50.1)	13	(95)
CAPITAL CASH REQUIREMENTS											
Debt Principal Payments											
External Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Internal Loan	-	-	-	-	-	0.0	-	-	0.0	-	-
Infrastructure Reserve	-	5	19	22	41	117.8	7	49	17.8	50	43
Transfer to Capital	-	-	-	57	57	100.0	(47)	10	(82.5)	74	22
Cash Requirements for Capital	-	5	19	79	98	417.8	(40)	59	(40.3)	124	65
FUTURE FINANCIAL PLANS											
Transfer to Reserve	-	-	-	-	-	0.0	-	-	0.0	-	-
Cash Requirements for Future Financial Plans	-	-	-	-	-	0.0	-	-	0.0	-	-
Total Cash Requirements	\$ 15,436	\$ 16,685	\$ 16,444	\$ 809	\$ 17,253	4.9	\$ 614	\$ 17,866	3.6	\$ 18,295	\$ 18,319



2015 - 2016 OPERATING PLAN

Activity Summary

*(Statement of Operating Revenues and Expenses By Activity)
(In thousands of dollars)*

LAND AND PROPERTIES													
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015/ 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	Note	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	Note	2017 FORECAST	2018 FORECAST
REVENUE													
Property Rentals	\$ 367	\$ 351	\$ 194	\$ 33	\$ 227	17.1	1	\$ 3.50	\$ 230	1.5		\$ 30	\$ 30
Miscellaneous	14	125	26	(21)	5	(80.4)	2	\$ -	5	0.0		5	5
Land Sales:													
Residential	9,626	9,512	10,380	1,070	11,450	10.3	3	\$ -	11,450	0.0		12,650	12,650
TOTAL REVENUES	10,006	10,145	10,599	1,082	11,682	10.2		\$ 3.50	11,685	0.0		12,685	12,685
EXPENSES													
Administration	1,282	1,291	1,291	230	1,521	17.8	4,6	\$ (48.26)	1,473	(3.2)	8,9	1,488	1,500
Property Maintenance	41	43	43	(1)	43	(1.7)		\$ (1.48)	41	(3.5)		6	6
Miscellaneous	105	123	123	40	163	32.3	5	\$ 5.01	168	3.1		168	168
Cost of Lots Sold:													
Residential	5,443	6,791	7,319	467	7,786	6.4	3	\$ -	7,786	0.0		8,602	8,602
Amortization	37	31	31	4	35	13.1		\$ (1.76)	34	(5.0)		34	34
TOTAL OPERATING EXPENSES	6,909	8,422	8,808	740	9,548	8.4		\$ (46.49)	9,501	(0.5)		10,298	10,310
NET EARNINGS (LOSS)	\$ 3,097	\$ 1,723	\$ 1,791	\$ 342	\$ 2,134	19.1		\$ 49.99	\$ 2,184	2.3		\$ 2,387	\$ 2,375



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

LAND AND PROPERTIES

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

POSITIONS	2014	RECOMMENDED CHANGES		2015	Note	RECOMMENDED CHANGES		2016	2017	2018
	APPROVED	Reductions	Additions	BUDGET		Reductions	Additions	BUDGET	Note	FORECAST
Permanently Established Positions (PEPs)	5			5				5	5	5
Term Positions (TERM)										
Full Time Equivalent Positions (FTEs)	5			5				5	5	5

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

1. Increase in property rentals revenue is a result of increases in projected lease rate renewals.
2. Decrease in miscellaneous revenue is a result of decreased penalties and extension fees expected as is consistent with prior years.
3. Residential Income has increased due to a significant increase in market value (\$17.50/sf to \$24.00/sf in SL6C). Increase in residential cost of lots sold has increased due to market influences and planning requirements. The expected ROI from residential sales is 47%.
4. Increase in administration costs is a result of increases in interdepartmental transfers for legislative and planning engineer.
5. Increase in miscellaneous costs is a result of projected maintenance costs to existing facilities (i.e. furnace repair/replacement).
6. Salary cost & position changes: Expect a full time PEP position to change as part of succession planning. The remaining increase is due to an estimated settled increase.

2016 Notes:

8. Decrease in administration costs is a result of decreases in interdepartmental transfers for planning engineer.
9. Salary cost & position changes: Expect a full time PEP position to change as part of succession planning. The remaining increase is due to an estimated settled increase.



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

LAND AND PROPERTIES											
ACTIVITY DESCRIPTION	2013	2014	2014	2015 /	2015 /	2016 /	2016 /	2016 /	2016 /	2017	2018
	ACTUAL	EST.	BUDGET	2014 B	2015 B	2015 B %	2015 B	BUDGET	2015 B %	FORECAST	FORECAST
				CHANGES	BUDGET	CHANGE	CHANGES		CHANGE		
REVENUE											
Property Rentals	\$ 333	\$ 315	\$ 189	\$ 3	\$ 192	1.6	\$ 4	\$ 195	1.8	\$ -	\$ -
Government Grants	3	-	-	-	-	0.0	-	-	0.0	-	-
Miscellaneous	12	31	31	(23)	8	(75.4)	-	8	0.0	3	3
Interdepartmental Charges	32	129	-	33	33	100.0	-	33	0.0	33	33
Lot Sales	9,626	9,670	10,380	1,070	11,450	10.3	-	11,450	0.0	12,650	12,650
TOTAL REVENUES	10,006	10,145	10,599	1,082	11,682	10.2	4	11,685	0.0	12,685	12,685
EXPENSES											
Salaries, Wages & Benefits	560	530	530	97	627	18.3	15	642	2.4	642	642
Other Personnel Costs	7	16	16	(3)	13	(19.4)	-	13	0.0	13	13
Contracted Services	103	81	81	42	122	51.7	4	126	2.9	102	102
Materials and Supplies	14	30	30	3	32	8.5	-	32	0.0	29	29
Internal Charges	716	729	729	131	860	17.9	(64)	796	(7.4)	804	816
Cost of Lots Sold	5,443	6,933	7,319	467	7,786	6.4	-	7,786	0.0	8,602	8,602
Other	28	73	73	-	73	0.0	-	73	0.0	73	73
Amortization	37	31	31	4	35	13.1	(2)	34	(5.0)	34	34
TOTAL OPERATING EXPENSES	6,909	8,422	8,808	740	9,548	8.4	(46)	9,501	(0.5)	10,298	10,310
NET EARNINGS (LOSS)	\$ 3,097	\$ 1,723	\$ 1,791	\$ 342	\$ 2,134	19.1	\$ 50	\$ 2,184	2.3	\$ 2,387	\$ 2,375



2015 - 2016 OPERATING PLAN
Change in Financial Position
(Statement of Changes in Financial Position)
(In thousands of dollars)

LAND & PROPERTIES											
ACTIVITY DESCRIPTION	2013 ACTUAL	2014 EST. ACTUAL	2014 BUDGET	2015 / 2014 B CHANGES	2015 BUDGET	2015 / 2014 B % CHANGE	2016 / 2015 B CHANGES	2016 BUDGET	2016 / 2015 B % CHANGE	2017 FORECAST	2018 FORECAST
OPERATING ACTIVITIES											
Net Revenues (Expenses)	\$ 3,097	\$ 1,723	\$ 1,791	\$ 342	\$ 2,134	19.1	\$ 50	\$ 2,184	2.3	\$ 2,387	\$ 2,375
Add: Depreciation Expenses	37	31	31	4	35	13.1	(2)	34	(5.0)	34	34
Add: Cost of Lots Sold	5,443	6,933	7,319	467	7,786	6.4	-	7,786	-	8,602	8,602
Less: Dividend	1,549	3,514	932	(932)	-	(100.0)	-	-	-	-	314
TOTAL OPERATING ACTIVITIES	7,029	5,174	8,210	1,745	9,955	21.3	48	10,003	0.5	11,023	10,697
INVESTMENTS											
Development of Land for Resale											
Current Year Budget	-	-	-	5,500	5,500	100.0	(2,250)	3,250	(40.9)	24,350	10,400
Prior Year Budget	9,097	5,143	5,143	10,967	16,110	213.2	(7,355)	8,755	(45.7)	10,680	735
Net Holding Costs	74	102	102	(0)	102	(0.0)	-	102	-	102	102
TOTAL INVESTING ACTIVITIES	9,171	5,245	5,245	16,467	21,712	314.0	(9,605)	12,107	(44.2)	35,132	11,237
INCR/(DECR) IN WORKING CAPITAL	(2,142)	(71)	2,965	-	(11,757)	-	-	(2,104)	-	(24,109)	(540)
OPENING WORKING CAPITAL	1,021	(1,121)	(1,121)	-	1,844	-	-	(9,913)	-	(12,017)	(36,126)
CLOSING WORKING CAPITAL	\$ (1,121)	\$ (1,192)	\$ 1,844	-	\$ (9,913)	-	-	\$ (12,017)	-	\$ (36,126)	\$ (36,666)