



TOWN OF SIDNEY

REPORT TO COUNCIL

TO: MAYOR & COUNCIL

FROM: Troy Restell, Manager of Finance
Andrew Hicik, Director of Corporate Services

DATE: May 30, 2017 **FILE NO.** 1880-20

SUBJECT: 2016 YEAR END FINANCIAL RESULTS

PURPOSE:

The purpose of this report is to provide information on the 2016 operating results, and to update the status of the Town's accumulated operating surplus.

BACKGROUND:

The Town adopted Council Policy FN-012 in 2003 to establish adequate levels of Surplus from Operations. A copy of the policy entitled Surplus Monies is attached as Schedule A. The policy sets out the purposes for establishment, the adequate levels as a percentage of annual revenues, proposed uses of the funds, and methods of replenishing any shortfalls. The policy remains relevant and useful to this day; no changes are recommended at this time.

The Town also follows Council Policy FN-008, amended in 2011, which outlines the financial reports that are presented to Mayor and Council each year. This is the last of the three regular financial reports, presenting the year end results by department, and capital projects, with explanations for significant variations.

DISCUSSION:

The tables below provide a summary of the 2016 Surpluses from Operations, accumulated surpluses from operations, and adequacy of the surpluses per policy FN-012 for each of the Town's operating funds.

General Operating Fund

2016 Surplus from Operations	218,517
2016 temporary use of Surplus for Community Safety Building	(87,833)
Prior year's accumulated Surplus from Operations balance	<u>3,249,855</u>
Accumulated Surplus from Operations at December 31, 2016	3,380,539
Required adequate levels of surplus as per Policy FN-012	<u>(2,682,389)</u>
Surplus available at December 31, 2016	698,150
2017 repayment of Surplus used for Community Safety Building	87,833
2017 budgeted appropriations of Surplus	<u>(300,000)</u>
Remaining surplus available in 2017	<u><u>485,983</u></u>

Garbage Utility

2016 Surplus from Operations	11,355
Prior year's accumulated Surplus from Operations balance	125,503
Accumulated Surplus from Operations at December 31, 2016	136,858
Required adequate levels of surplus as per Policy FN-012	(83,235)
Surplus available at December 31, 2016	53,623
2017 budgeted appropriations of Surplus	(3,875)
Remaining surplus available in 2017	49,748

Water Utility

2016 Deficit from Operations	(126,184)
Prior year's accumulated Surplus from Operations balance	598,436
Accumulated Surplus from Operations at December 31, 2016	472,252
Required adequate levels of surplus as per Policy FN-012	(293,486)
Surplus available at December 31, 2016	178,766
2017 budgeted appropriations of Surplus	(64,407)
Remaining surplus available in 2017	114,359

Sewer Utility

2016 Surplus from Operations	76,864
Prior year's accumulated Surplus from Operations balance	811,907
Accumulated Surplus from Operations at December 31, 2016	888,771
Required adequate levels of surplus as per Policy FN-012	(325,581)
Surplus available at December 31, 2016	563,190
2017 budgeted Surplus	51,917
Remaining surplus available in 2017	615,107

The purpose of the above summary tables is to provide the status of the Surpluses from Operations at the end of 2016. The tables indicate that all four funds are at adequate levels of surplus. It is important to note that the 2016 Surpluses from Operations are a measure of operating results against the budget; this is only one component of the Annual Surplus in the financial statements, which represents the Town's entire increase in economic resources, both financial and non-financial.

2016 marked the 7th consecutive year that an automatic, across the board inflationary increase was not included in the budget. Removing this inflation factor from many of our budgets has meant that there is less flexibility to realize savings; however, sufficient savings were realized to maintain the Town above policy levels. The practice of not including across the board increases has been a useful tool in keeping tax increases as low as possible, while retaining the expected level of service.

Overall, financial results for 2016 met expectations, with both revenues and expenses mostly following budget and trends established in previous years. As displayed above, three of the four operating funds realized a Surplus from Operations, resulting in an aggregate Surplus from Operations of \$180,552. The largest contributor to this surplus was the General Operating Fund, which realized a surplus from better than expected revenues and operational savings. On the revenue side, greater than anticipated development activity resulted in better than expected permit and development fee revenues. On the expense side, savings were realized with the RCMP policing contract due to temporary vacancies, and within Public Works, where savings were achieved as various maintenance programs were partly deferred in order to focus on infrastructure renewal projects, as well as on cost-recoverable work due to development.

The 2016 Financial Plan also included a budgeted transfer of \$250,000 from surplus to fund General Operating expenses; however, as anticipated, the year end results did not necessitate this transfer in order to balance our operations for the year.

The Garbage Utility, which operates on a cost recovery basis, remains in good shape, and realized a Surplus from Operations of \$11,356 in 2016. This was an anticipated result as a surplus was budgeted to ensure garbage collection rates for residents and businesses remain unchanged for the duration of the 5-year garbage collection contract. The contract includes cost increases to the Town in each year, so the budgeted surpluses in the first couple of years will offset expected Garbage Utility deficits in the last few years of the contract. A \$3,875 use of surplus (i.e. projected deficit) in 2017 is budgeted.

Water Utility revenues and expenses are budgeted each year using trends from previous years, in an effort to have actual results that balance to budget. Some years we realize surpluses and other years, deficits; this almost always depends on the volume of water consumption in any given year. The Water Utility realized a deficit of \$126,184 in 2016, as compared to a deficit of \$56,411 in 2015 and a surplus of \$59,151 in 2014. Given that water user fees alone do not entirely cover Water Utility operations, the greater than expected water consumption in 2016, along with some significant water systems repairs, were responsible for a larger than expected deficit. It is important to note that the Water Utility still maintains a sufficient accumulated surplus balance from prior years' operations, which has been used in recent years to ensure user rates have remained unchanged, even in light of regular increases in bulk water costs; this will also be the case in 2017.

The Sewer Utility budget is also based on trends from previous years, but in some years actual results deviate from those trends. In 2016, higher water usage resulted in the Sewer Utility realizing a surplus of \$76,864, as sewer user fees collected exceeded the budget. Over the past several years, the Sewer Utility has realized budgeted surpluses, which has allowed the accumulated balance to grow to acceptable policy levels after several years of deficits. As a result, the healthy accumulated surplus balance permitted 2016 Sewer Parcel Tax and Sewer User Rates to remain unchanged; this will also be the case in 2017.

A pending review of the Water and Sewer Utility rate structures will provide vital information in future rate setting, and will take into account the existing levels of surplus in both the Water and Sewer Utility funds.

In the attached Schedule B, actual results are presented by department or activity in each of the Town's operating funds, and also by capital project, with the resulting variance from budget. The operating results are presented on a net basis; that is, revenues and expenses have been combined and presented as a single amount. A one-sided or misleading view of financial results can result when revenues and expenses are presented separately, whereas results presented on a net basis are more complete. The Capital results are presented on an expenditure basis (i.e. actual expenditures vs budget).

Actual and budget amounts represented as negative are net revenues, while positive amounts are net expenses. In the Variance column, a positive number indicates that there is budget remaining, or that revenues exceeded budgeted expectations. A negative number indicates that the budget has been exceeded, or in the case of net revenues, that revenues came in below expectations. Significant factors contributing to the operating and capital results, and notable variances from budget, are outlined below, with note numbers corresponding to the attached Schedule B.

General Operating Fund

- 1) General Revenue is comprised mostly of property taxes, grants in lieu of taxes, provincial and federal grants, traffic fine revenue and interest generated from the Town's investment portfolio. These revenues equate to approximately 62% of the Town's total revenues and almost achieved budget. The minor shortage is mainly due to a loss of tax revenues due to supplementary adjustments resulting from assessment appeals; this tends to happen each year, to a certain degree.
- 2) General Administration results were better than budgeted mainly due to the Computer Services function realizing savings on contracted services, as well as a rebate from renewal of the Town's cellular phone contract. In the Driver Services function – a profit centre budgeted to realize annual net revenues – commissions exceeded operating costs by a greater margin than expected.
- 3) The policing contract was \$225,000 less than budget due to savings realized from temporary absences of members due to illness, disability or reassignment; costs relating to these absences are not charged directly to the Sidney detachment.
- 4) Permit revenues, including building, plumbing and demolition fees, were greater than budget due to the higher than projected development activity. It is anticipated that these levels of development will continue into 2017; this has been budgeted accordingly, and will help fund two term positions to assist the Development Services and Engineering departments deal with the increased volume of development activity.
- 5) The Roads function finished the year at 90% of budget; this was predominantly due to the deferral of some roads maintenance programs to focus on infrastructure renewal projects, such as the Resthaven Drive sewer and storm drain replacement projects, and cost-recoverable work due to development. Of note, and as a percentage of budget, Traffic Services, which includes street signs and line painting, was at 86%, and Patching & Shouldering, which includes asphalt repairs and crack sealing was at 46%. It is anticipated that budgeted levels of maintenance and repairs will be re-established in 2017.

Also within the Roads function, there was minimal storm damage this past winter season, resulting in the Shoreline Erosion budget ending the year at 1%. Although the 2016 winter season received more snow than in recent years, the activity of snow clearing and sidewalk salting was at 75% of its very modest budget. Much of the cost of snow clearing was incurred in early 2017.

- 6) The Bus Shelter function had better than expected results, as BC Transit has replaced most of the Town's bus shelters in recent years, thus requiring reduced levels of maintenance.
- 7) This functions involves maintenance of the Town's parking lots, and is a profit centre that is budgeted to realize annual net revenues through permit revenue, as opposed to net expenses. Higher than expected permit revenue, and minimal repairs and maintenance performed during the year, resulted in a better than expected outcome.

- 8) The Storm Drain program, which includes maintenance and operational inspection, was largely carried out. However, some remaining work was deferred to 2017 due to a focus during the year on infrastructure renewal projects, such as the Resthaven Drive sewer and storm drain replacement project, and cost-recoverable work due to development.
- 9) The Solid Waste Disposal function mostly represents the expenses incurred by the Town for contracted household and commercial garbage collection, and the offsetting revenues collected through the quarterly garbage levy billed on the Utility Statement. It also includes the pickup and disposal of garbage from public spaces, including the discarding of household items, which has seen an increase in recent years and is responsible for expenses being greater than budget.
- 10) Development Services revenues, including development and rezoning permits, were greater than budget as a result of greater than expected development activity. As well, some savings were realized with the new Planning Technician and Development & Planning Coordinator positions, which were budgeted for the full year, but hired in late February and early April.
- 11) Parks have managed their budgets reasonably well, but overall results for the year are slightly over budget. It was a longer than normal growing season, with above average water use. Some of the Park programs were slightly over budget – such as Iroquois, Eastview and various small Parks – while others were slightly under budget due infrastructure replacement projects and cost-recoverable work due to development.
- 12) This function represents maintenance of the Shoal Centre and related common areas. During the year, Town staff continued to work with Beacon Community Services and the Shoal Centre Strata to find efficiencies in service delivery; as a result, some expenses were less than budget at year end.
- 13) This Fiscal Services function represents transfers to and from internal funds during the year, debt servicing payments, community support, and other miscellaneous budgets that do not fall within a departmental budget. The variance of \$389,966 is principally due to the budgeted transfer of \$250,000 from accumulated surplus not being required, as well as the transfer of \$124,250 from surplus to capital for funding of capital projects (Council Chamber microphones, Community Safety Building and Tulista Skatepark). These surplus-funded projects were amendments to the budget during the year, and are not reflected in the originally approved 2016-20 Financial Plan that is used for comparison purposes in this report. Offsetting this negative variance are savings related to asset disposal and amortization, unspent contingency funds, and a delay in the additional payments budgeted for the Mary Winspear Centre (the lease for the Community Safety Building was not completed in 2016 as anticipated).

Water and Sewer Operating Funds

- 14) The dry spring and summer weather conditions of 2016 resulted in both the sale of water and purchase of bulk water exceeding budget. In General Revenue, the sale of water through user charges exceeded budget by approximately \$56,000; but this was partially offset by a budgeted use of surplus (or deficit) in the amount of \$32,300. In Administration, the purchase of bulk water from the CRD exceeded budget by almost \$94,000.
- 15) The water system realized several significant unexpected repairs during the year, which was principally responsible for Water Operations being over budget. This is being monitored closely in 2017.

- 16) Given that water user fees alone do not entirely cover Water Utility operations, higher water consumption in 2016, along with some significant water systems repairs, were responsible for the larger than expected deficit.
- 17) Sewer user fees collected under General Revenue, which are based on water usage, exceeded budget; as a result, the Sewer Utility realized a surplus of \$76,864.

Capital Projects

Several capital projects were not started during the year, as staff did not have the capacity in light of other priorities, including the volume of cost-recoverable development work; those projects have mostly been re-budgeted for 2017, and have had the funding carried forward (these would typically appear with project budgets, but little or no expenditures, in the attached Schedule B). A couple of projects finished over budget, but there was no tax impact, nor impact to operating results, as funds were either redirected from other tax funded projects that were completed under budget or, with infrastructure projects, funded from reserves. During the 2017 budget process, future infrastructure projects were reviewed to ensure cost estimates are correct and the scope is appropriate. However, there is always an element of risk involved with the estimation of infrastructure projects, and any extra costs of ensuring more complete estimates must be weighed against the potential for overages.

- 18) Implementation of the Town's Asset and Work Management software is substantially complete, and the system went live January 1, 2016. These expenses represent ongoing improvements which will continue for several more years. The software provides the Town with a comprehensive asset planning tool that will help ensure fiscally responsible stewardship of the Town's assets.
- 19) The Computer Replacement Plan is an annual program to replace existing computer equipment. The expenditures of this program are funded from reserves, which in turn are funded from annual contributions, to ensure that a consistent amount is allocated to equipment renewal every year, avoiding the need for lump sum allocations when the replacement of major network components is required. Some replacements were deferred to 2017; as a result, the entire budget was not spent in 2016, with the funding to remain in the reserve.
- 20) This software enhancement project will allow the Town's building inspectors in the field to track inspection results and look up information on properties and contacts, and be provided access to maps. Staff did not have the capacity to take on this project, and it will now occur in 2017.
- 21) Preliminary designs costs of the Community Safety Building have been funded from Surplus, some of which will be converted to long-term debt in 2017. Actual construction of the building did not commence in 2016 as originally budgeted and will instead begin in 2017.
- 22) This represents the final installments to procure the Fire Department's new fire engine that was delivered in late 2016.
- 23) With completion of the Downtown Parking Study in late 2016, a phased approach has been adopted for the construction of an employee parking lot on the Mary Winspear lands. The budget for this project has been brought forward for 2017.
- 24) This ongoing annual program is to replace Town Vehicles, as per Council Policy FN-022: Mobile Equipment Replacement Plan, completely funded by reserves. Some replacements

were deferred to 2017; as a result, the entire budget was not spent in 2016, with the funding to remain in the reserve.

- 25) The Bevan Fishing Pier project entails removing surface rust and applying a new coat of protective paint. The \$500,000 project was originally approved in the 2016 budget, but since deferred to 2019 to ensure it aligns with the "road map" of the Downtown Waterfront Vision study and resulting plan that will guide future investment in the downtown waterfront.
- 26) The Town's agreement with Washington State Ferries (WSF) requires that the Town undertake miscellaneous works related to the Marine Structures, including major maintenance and capital replacement. This project involves removal of the damaged wooden structure, reattachment of the floating lead chain and removal of the decommissioned dock structure. These works did not occur in 2016, but have been re-budgeted for 2017. Funding is from reserves, which are sustained mostly through the annual rents charged to WSF.
- 27) Actual costs represent consultant costs to assess and report on the condition of the metal beams and supporting piles of the Washington State Ferry (WSF) dock. The original protective coating in many places is failing due to the exposure to waves and salt water, and corrosion is a concern. The budgeted project involved removal of surface rust and application of a new coat of protective paint to the dock. Quotes received for this work greatly exceeded available budget; accordingly, this project has been rebudgeted in 2017 at an increased cost of \$200,000.
- 28) This project involves construction of a new U.S. Border Services building at the WSF terminal. It has been identified that ongoing negotiations between the Canadian and U.S. governments will lead to changes in border services. Due to the uncertainty resulting from these negotiations, the U.S. Customs Building replacement was put on hold in 2016. The budget for the project has been updated to reflect any new requirements that will result from the final agreement. Initial designs costs for the new US Customs Building are expected in late 2017, with construction scheduled to begin in 2018, at an estimated cost of up to \$300,000.
- 29) Upon further review, these projects were deemed not to be priorities at this time. Funds will remain in the reserve.
- 30) This project involves re-paving and replacement of curb & gutter on Resthaven Drive following completion of the Resthaven Sewer project (refer to #38). Although the initial sewer project is complete, and some of the curb and gutter work has been performed, the remaining project will be completed in 2017 to allow adequate time for additional sewer work, as well as subsequent ground settlement.
- 31) To install gateway signage near the Sidney International Ferry Terminal; this project has been deferred to 2017 with a scaled down sign and reduced budget of \$7,000.
- 32) These expenditures represent the design and site preparation costs of the new Skateboard Park. Phase 2 of the project, which is the actual construction, has been awarded to New Line Skateparks for a quoted price of \$400,000. Construction of the skate park will occur in 2017, and the total cost of the project is expected to be \$700,000, with the majority of funding from the Gas Tax Reserve.
- 33) In progress, and to be completed in early 2017, this project will improve accessibility along an uneven and storm impacted section of the Town's waterfront walkway stretching between

the south end of Eastview Park and the access corridor to First Street. The proposed work will provide an extension to the brick pavers installed around 2011.

- 34) These expenditures represent costs of a study to determine the best route for this project to proceed with minimal impact to residential yards. The remaining budget entails work to re-line the storm drain pipes through the Ardwell Easement, which is expected to proceed in 2017.
- 35) This project entailed replacement of the storm main pipe on the Resthaven Drive Easement through to Mermaid Park. It was determined that some of the pipe was in better than expected condition, and it was not replaced; as such, this project was completed under budget.
- 36) Complete and under budget, this project involved replacement of water main pipe on Colinwood Road.
- 37) Complete and under budget, this project involved replacement of water main pipe on Gail Place.
- 38) This project involved replacement of the sewer pipe on Resthaven Drive, from Amelia Avenue to Resthaven Drive Lane, and it was finished under budget. The savings have been reallocated to an additional length of sewer main that was identified for replacement when this project was undertaken. This work will be completed in 2017.

FINANCIAL IMPLICATIONS:

The 2016 Year End Financial Results report is a useful summary of the Town's operating results, and a supplement to the Town's Financial Statements. The report illustrates that the Town's net operating results were better than expected, and resulted in surplus balances in all operating funds, with the exception of the Water Utility, with all balances remaining above policy levels. Overall, the operating results have demonstrated that the Town is committed to sound financial management, and there are no areas of concern.

Please note that the variance report presented here will always differ from the results shown in the Town's financial statements, as the two measures are intended for different purposes, and are prepared according to different sets of accounting rules. This variance report more accurately reflects the Town's results in relation to its budget, and should be the set of numbers that receive the most attention from Council and the public. The Financial Statements, under existing rules, are not intended for such an evaluation. However, the two sets of numbers are both part of the overall measure of the Town's financial position and performance.

RECOMMENDATION:

That this report be received for information.

Respectfully submitted:

I concur:

I concur:

Troy Restell
Manager of Finance

Andrew Hicik
Director of Corp. Svcs.

Randy Humble
Chief Administrative Officer

SCHEDULE A

TITLE:			
SURPLUS MONIES			
Origin:	Finance		
Adopted:	Council – October 27, 2003	#2003.38.807	Ref: FN-012
Amended:			Page: 1 of 1

1. To provide adequate working capital to reduce need for temporary borrowing throughout the year.
2. Revenue Stabilization. If revenue budgets are not met these are funds available to cover shortfall.
3. To provide adequate reserve for major disasters or contingencies.
4. Investment earnings on surplus funds are brought into revenue each year to offset revenue required from property taxes.

A) Adequate Levels of Surplus

- | | | |
|----|------------------------|--|
| 1. | General Operating Fund | 25% - 50% of Municipal Property Taxes |
| 2. | Water Operating Fund | 10% - 15% of Water Sales & Water Parcel Tax |
| 3. | Sewer Operating Fund | 10% - 15% of Sewer User Charges & Sewer Parcel Tax |
| 4. | Garbage Utility | 10% - 15% of Garbage User Fees |

B) Surplus Funds in Excess of Adequate Levels

Surplus funds in excess of the adequate level can be used as follows:

1. Brought into general revenue to fund Contingencies.
2. Used as reserve for future expenditures to fund capital work or special projects.
3. Brought into revenue to stabilize property taxes.

C) Insufficient Level of Surplus Funds

Surplus funds can be increased to adequate levels by:

1. Retention of annual surpluses until adequate level of surplus funds achieved.
2. Transfers to surplus can be included in the Annual Budget.

D) Changes to Policy

Council retains the ability to alter the level of surplus or use of surplus funds if such an alteration is determined to be in the best interest of the Town.

SCHEDULE B

	2016 YTD Actual	2016 Budget	YTD Variance	% of Budget	Note #
GENERAL OPERATING					
GENERAL REVENUE					
Taxation, Interest & Gov't Transfers	\$ (12,241,762)	\$ (12,284,868)	\$ (43,106)	100%	1
	(12,241,762)	(12,284,868)	(43,106)	100%	
CORPORATE SERVICES					
Council	213,975	220,400	6,425	97%	
Committees	3,323	5,000	1,677	66%	
	217,299	225,400	8,101	96%	
GENERAL ADMINISTRATION					
Administrative Services	586,769	587,175	406	100%	
Financial Management	649,748	647,025	(2,723)	100%	
Driver Services	(78,081)	(54,780)	23,301	143%	
Common Services	121,121	121,526	405	100%	
Computer Services	450,178	484,294	34,116	93%	
Other	(176,872)	(175,869)	1,003	101%	
	1,552,864	1,609,371	56,507	96%	2
ELECTIONS					
Elections & Referendum	4,331	4,000	(331)	108%	
	4,331	4,000	(331)	108%	
PROTECTIVE SERVICES					
Police Protections	2,096,116	2,312,864	216,748	91%	3
Court House	29,869	30,158	289	99%	
Fire Protection	1,111,703	1,131,255	19,552	98%	
Emergency Measures	37,428	34,000	(3,428)	110%	
Bldg Insepction/Bylaw Enforcement	(116,065)	82,063	198,128	-141%	4
	3,159,051	3,590,340	431,289	88%	
TRANSPORTATION					
Common Services	938,332	903,093	(35,239)	104%	
Roads	821,415	913,527	92,112	90%	5
Bus Shelters	(1,516)	8,987	10,503	-17%	6
Parking Lots	(34,273)	(15,041)	19,232	228%	7
Dock & Port Facilities	(187,210)	(181,868)	5,342	103%	
Storm Drains	171,030	195,605	24,575	87%	8
Hydrants	25,076	38,690	13,614	65%	
	1,732,855	1,862,993	130,138	93%	
ENVIRONMENTAL HEALTH					
Solid Waste & Environmental Programs	154,242	134,035	(20,207)	115%	9
	154,242	134,035	(20,207)	115%	
DEVELOPMENT SERVICES					
Municipal Planning	367,173	392,880	25,707	93%	10
	367,173	392,880	25,707	93%	

	2016 YTD Actual	2016 Budget	YTD Variance	% of Budget	Note #
RECREATION & CULTURE					
Parks	1,204,510	1,136,015	(68,495)	106%	11
Library	(24,563)	(21,400)	3,163	115%	
Senior's Centre	90,821	111,881	21,060	81%	12
Museums	109,305	115,236	5,931	95%	
	1,380,073	1,341,732	(38,341)	103%	
FISCAL SERVICES					
Internal Transfers to Reserves & Other Ac	2,608,013	2,218,047	(389,966)	118%	
Debt Servicing	308,021	312,632	4,611	99%	
Other	23,561	63,500	39,939	37%	
Community Support	504,407	529,938	25,531	95%	
	3,444,002	3,124,117	(319,885)	110%	13
General (Surplus) / Deficit	\$ (229,872)	\$ -	\$ 229,872		
WATER UTILITY					
General Revenue	\$ (1,961,925)	\$ (1,938,320)	\$ 23,605	101%	14
Administration	1,509,951	1,405,131	(104,820)	107%	14
Training	12,468	16,571	4,103	75%	
Operations	290,118	232,118	(58,000)	125%	15
Internal Transfers to Reserves & Other Ac	275,572	284,500	8,928	97%	
Water (Surplus) / Deficit	\$ 126,184	\$ -	\$ (126,184)		16
SEWER UTILITY					
General Revenue	\$ (2,176,481)	\$ (2,106,000)	\$ 70,481	103%	17
Administration	156,497	155,999	(498)	100%	
Training	14,583	16,657	2,074	88%	
Operations	1,657,337	1,638,116	(19,221)	101%	
Internal Transfers to Reserves & Other Ac	271,200	295,228	24,028	92%	
Sewer (Surplus) / Deficit	\$ (76,864)	\$ -	\$ 76,864		17
Total Operating (Surplus) / Deficit	\$ (180,552)	\$ -	\$ 180,552		

	2016 YTD Actual	2016 Budget	YTD Variance	% of Budget	Note #
GENERAL CAPITAL					
Dev Services Office/File Rm	\$ 10,078	\$ 12,000	\$ 1,922	84%	
Asset Management Software	21,246	30,000	8,754	71%	18
Workspace Efficiency Upgrades	3,731	5,000	1,269	75%	
Council Chamber Microphones	9,250	10,000	750	92%	
Computer Replacement Plan	33,563	50,000	16,437	67%	19
Computer Equip	7,099	5,000	(2,099)	142%	
Tempest Licencing	17,998	20,000	2,002	90%	
Tempest - Prospero Mobile Insp	-	10,000	10,000	0%	20
Tempest - Tax Notice eBilling	8,614	11,850	3,236	73%	
RCMP Furnishings	3,011	7,500	4,489	40%	
Community Safety Bldg.	176,758	2,023,926	1,847,168	9%	21
Fire Dept. Small Equipment	17,221	17,500	279	98%	
Fire Engine Replacement	488,433	493,000	4,567	99%	22
Engineering Equipment	1,050	4,500	3,450	23%	
Public Works Equipment	10,188	10,000	(188)	102%	
Resthaven Driveway Drops	-	10,000	10,000	0%	
Decorative Lighting Upgrades	48,267	60,000	11,734	80%	
Green Tech Projects	9,948	10,000	52	99%	
2nd Street Sidewalk	14,041	16,000	1,959	88%	
Bowerbank/Amelia Traffic Improvements	-	15,000	15,000	0%	
Downtown Employee Parking Lot	-	500,000	500,000	0%	23
Bus Stop Improvements	3,290	12,500	9,210	26%	
Henry Ave Sidewalk 4th to 3rd	25,800	30,000	4,200	86%	
Transportation Vehicles	23,385	150,000	126,615	16%	24
Fishing Pier Metal Painting	-	500,000	500,000	0%	25
Traffic Signal Light Upgrade	8,000	25,000	17,000	32%	
Beacon Ave Curb & Sidewalk	32,055	23,000	(9,055)	139%	
Underground Wiring	6,213	20,000	13,787	31%	
Ferry Terminal Marine Structures	-	145,000	145,000	0%	26
Ferry Terminal Dock Metal Painting	6,750	100,000	93,250	7%	27
Ferry Terminal Bldg. Improvements	-	200,000	200,000	0%	28
Infra Plan - Allbay Rd Drainage	-	33,000	33,000	0%	29
Infra-Bessredge Curb-James White	-	24,800	24,800	0%	29
Infra-Eastbrook Curbs-Northbrook-Frost	115,854	111,400	(4,454)	104%	
Infra-Resthaven-Malaview-Ardwell	143,393	397,700	254,307	36%	30
Decorative Street Lighting	37,196	30,000	(7,196)	124%	
Infra-Mills Paving-Resthaven to 5th	35,469	32,800	(2,669)	108%	
White Birch Storm Drain	-	20,000	20,000	0%	
4th/Ocean Drain Improvements	13,270	10,000	(3,270)	133%	
Beacon Ave Crosswalks	11,713	9,000	(2,713)	130%	
Gateway Signage	380	42,000	41,620	1%	31
Wayfinding Signage	-	29,000	29,000	0%	
Beacon Curb Returns 3rd to 4th	-	45,000	45,000	0%	
PW Admin Bldg. Design	-	25,000	25,000	0%	
Tulista Skateboard	253,662	250,000	(3,662)	101%	32
Building Exposure Analysis	-	50,000	50,000	0%	
PW Compound Extension/Fencing	-	50,000	50,000	0%	

	2016 YTD Actual	2016 Budget	YTD Variance	% of Budget	Note #
Hydro Box Revitalization	3,412	3,300	(112)	103%	
DCC Bylaw	-	10,000	10,000	0%	
Parks Equipment	7,049	10,000	2,951	70%	
Waterfront Walkway Upgrade	13,066	120,000	106,934	11%	33
Lochside Pk Upper Walkway	39,218	40,000	782	98%	
Lochside Walkway Irrigation	5,682	8,000	2,318	71%	
Seaside Walk Irrigation	9,009	9,000	(9)	100%	
Tulista Park Extension Swing	-	3,000	3,000	0%	
Tulista Park Bike Station	5,900	10,000	4,100	59%	
Tulista Boat Ramp Repairs	4,773	15,000	10,227	32%	
Reay Creek Dam	11,840	34,000	22,160	35%	
Shoal Centre Refrigeration Unit	6,070	10,000	3,930	61%	
Shoal Centre Dining Room Floor	7,679	10,000	2,321	77%	
Shoal Centre Dishwasher Replacement	2,003	10,000	7,997	20%	
Shoal Centre Reception Windows	1,614	2,000	386	81%	
Rotary Park Irrigation Replace	-	30,000	30,000	0%	
Infra Ardwell Storm Drain	13,269	307,900	294,632	4%	34
Infra-Calvin Ave Storm	7,166	9,300	2,134	77%	
Infra-Resthaven Dr Storm	112,547	132,500	19,953	85%	35
Infra-Stirling Way Storm	-	18,600	18,600	0%	
Infra-Frost Right of Way	17,747	17,000	(747)	104%	
Water Fountain Stations Downtown	8,447	15,000	6,553	56%	
Total General	1,873,413	6,511,076	4,637,663	29%	
WATER CAPITAL					
92005 - Hydrant Upgrade	\$ 11,324	\$ 10,000	\$ (1,324)	113%	
92016 - Water Sewer Storm System	4,121	5,000	880	82%	
92017 - Allbay Infra-Landscaping	19,436	15,000	(4,436)	130%	
92018 - Infra-Colinwood-Bowerbank	158,583	163,200	4,617	97%	36
92020 - Water Equipment	4,748	10,000	5,252	47%	
92025 - Infra-Gail Pl to Frost	97,010	119,700	22,690	81%	37
92026 - Infra-7th&Bevan Watermain Relocatio	-	50,000	50,000	0%	
92056 - Backflow Preventer	-	37,000	37,000	0%	
92650 - Water Vehicles	55,903	70,000	14,097	80%	
Total Water	351,125	479,900	128,775	73%	
SEWER CAPITAL					
93005 - Infra-Resthaven Sewer	\$ 340,177	\$ 402,400	\$ 62,223	85%	38
93011 - Pump Station Spare Pump	6,708	10,000	3,292	67%	
93015 - Town Hall Service Connections	-	10,000	10,000	0%	
93020 - Sewer Equipment	1,164	10,000	8,836	12%	
93031 - Access Hatches - Pump Stations	-	20,000	20,000	0%	
Total Sewer	348,049	452,400	104,351	77%	
Total Capital	\$ 2,572,587	\$ 7,443,376	\$ 4,870,789	35%	