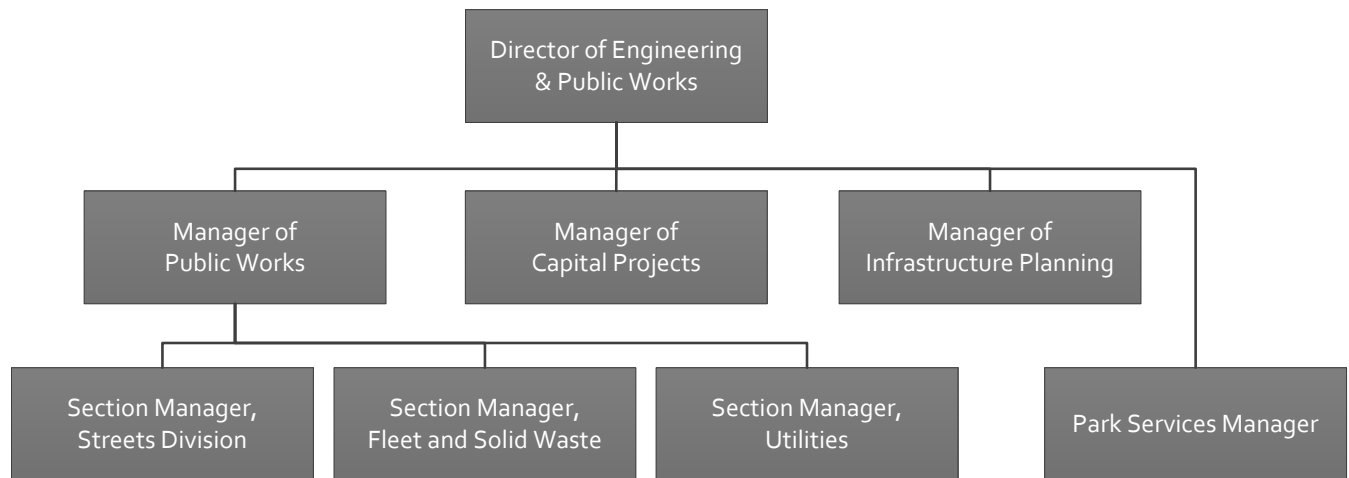


ENGINEERING & PUBLIC WORKS

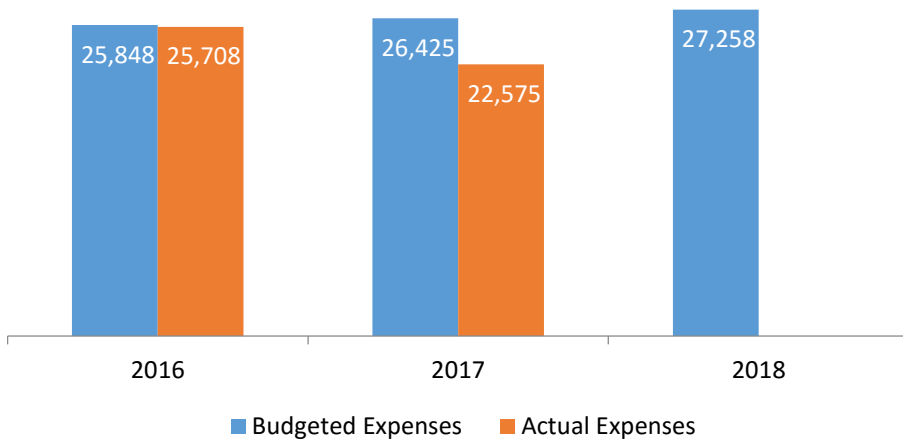
The Engineering & Public Works Department provides and maintains essential municipal services and infrastructure, including the transportation network, parks and trails, vehicles, waste collection, and the sewer and water network.

ORGANIZATIONAL CHART

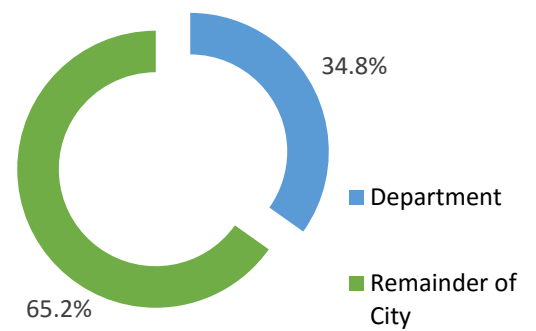


ONGOING OPERATING BUDGET

Total Expenses (in Thousands)

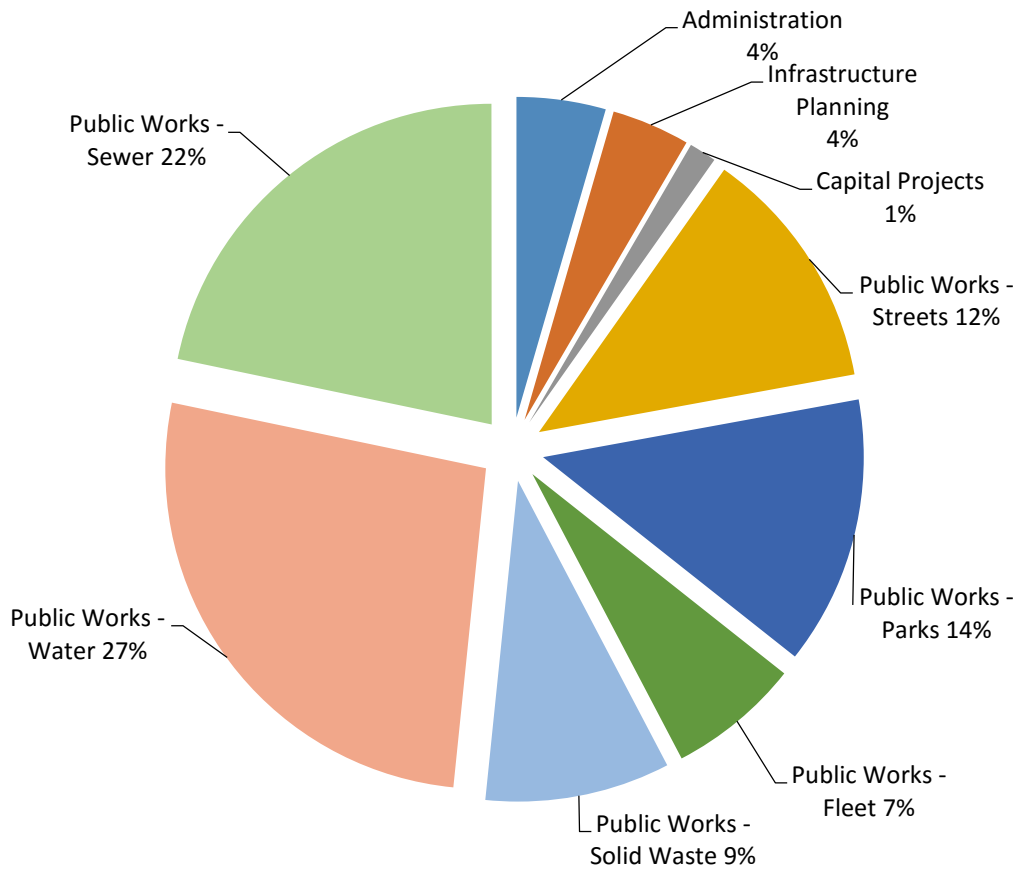


Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Engineering & PW Administration	1,169,400	1,137,800	1,176,000	1,025,100	1,215,500
Engineering - Infrastructure Planning	1,011,600	723,500	930,600	794,400	1,064,300
Engineering - Projects	524,100	358,200	376,800	335,200	373,300
Public Works - Streets	3,241,400	3,927,900	3,380,600	2,736,400	3,350,900
Public Works - Parks	3,669,300	3,785,200	3,661,500	3,138,100	3,795,100
Public Works - Fleet	1,726,000	1,718,100	1,770,800	1,629,700	1,804,900
Public Works - Solid Waste	2,045,700	1,924,800	2,258,200	1,592,200	2,525,000
Public Works - Water	7,001,400	6,999,300	7,191,200	5,906,700	7,238,100
Public Works - Sewer	5,459,500	5,133,600	5,679,500	5,416,600	5,891,100
Total Expenses	\$ 25,848,400	\$ 25,708,400	\$ 26,425,200	\$ 22,574,400	\$ 27,258,200

Division Breakdown



ENGINEERING & PUBLIC WORKS ADMINISTRATION

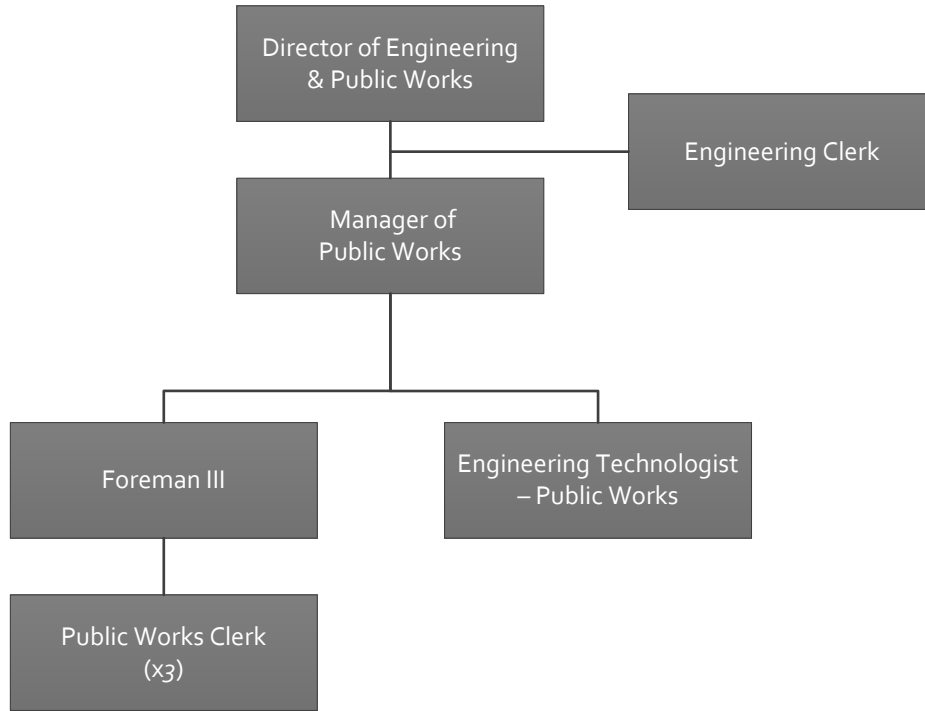
FOCUS

This area is responsible for overall management of the Department of Engineering & Public Works. Staff in this area also support the Transportation Solutions and Public Works Committee, Budget and Infrastructure Committee, Finance and Intergovernmental Committee, and Revenue Committee. They also participate in Regional Committees and working groups (REAC), and the Tri-City’s Transportation Task Force.

ENVIRONMENTAL SCAN

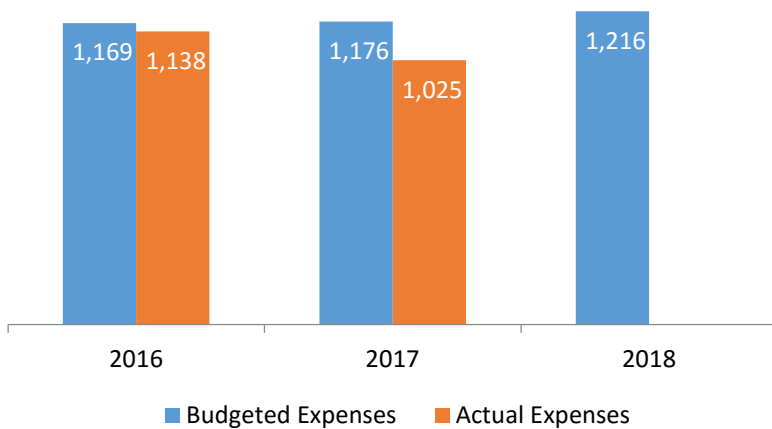
Factor	Implication
Employee retention and attraction	Significant retirements and turnover of young middle managers and as a result the department will be focused on recruitment, professional development and knowledge transfer. Finding qualified candidates to fill key vacancies has been challenging. The ability to deliver on Council’s priorities will be heavily dependent on filling these positions.
Limitations in reclassifying CUPE positions	Union and employer do not agree on rights when job descriptions change, as a result, positions are not being posted, specifications do not reflect organizational needs.
Aging infrastructure	This continues to be a top issue for the department. We will continue to support the work of the budget and infrastructure committee to create a long range capital plan that will meet the long term needs of the community.
Contracting capacity	As the city increases the value of our capital program to begin to address the infrastructure backlog, we will be trying various ways to ensure we are receiving multiple bids. However as the region also increases the volume of work available, the contracting industry may take time to adjust.

STAFFING LEVELS

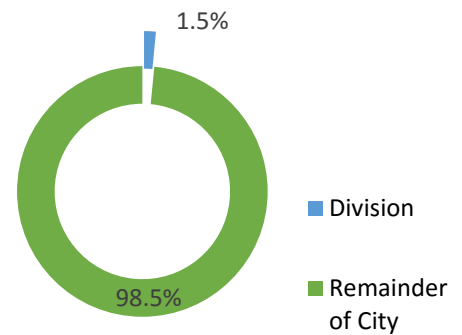


ONGOING OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Revenues					
Sale of services	-	(40,500)	(6,500)	(32,900)	(49,000)
Other revenue	-	(2,200)	-	-	-
Total Revenues	\$ -	\$ (42,700)	\$ (6,500)	\$ (32,900)	\$ (49,000)
Expenses					
Payroll expense	1,064,500	1,045,400	1,029,400	968,600	1,047,100
Other personnel costs	8,800	53,500	8,800	38,900	10,300
Contracted and other services	85,200	26,400	124,900	10,400	144,700
Materials and supplies	10,900	12,400	12,900	7,100	13,400
Interest and bank charges	-	100	-	100	-
Total Expenses	\$ 1,169,400	\$ 1,137,800	\$ 1,176,000	\$ 1,025,100	\$ 1,215,500
Internal Charges (Recoveries)					
Internal charges	(1,230,600)	(1,202,300)	(483,400)	(476,700)	(482,300)
Transfer to Reserve	-	-	-	-	40,000
Transfer From Reserve	(4,500)	(4,500)	-	-	-
Total Internal Charges (Recoveries)	\$ (1,235,100)	\$ (1,206,800)	\$ (483,400)	\$ (476,700)	\$ (442,300)
Net Operating Budget	\$ (65,700)	\$ (111,700)	\$ 686,100	\$ 515,500	\$ 724,200

Significant Changes

- 2017: Re-allocation of internal charges - At the October 17, 2016 meeting of FIG, the Committee directed staff to maintain the existing overhead amounts charged to water and sewer (inclusive of an over allocation of \$800,000). Previously this over allocation was budgeted entirely within Engineering and Public Works Administration. To provide a more accurate representation, in 2017 the \$800,000 overage has been redistributed proportionally across the overhead budgets of other areas of the City. \$697,900
- 2016 & 2017: TSPW Projects / Engineering Studies - The budgets for engineering studies and TSPW Project budget resides within the Engineering & Public Works Administration contracted services budget as a placeholder until allocated to specific projects. A portion of the 2017 budget has not yet been allocated in the financial system. The 2018 budget will be allocated once the projects are defined.
- 2018: There are minor reallocations of existing budgets between line items.

WORK PLAN DELIVERABLES

Category		Council Priority			
Details		The following initiatives are undertaken in support of Council's infrastructure priority			
Initiative		Major Activities	Timeframe	Interdependence	
a	Develop city-wide asset management plan	a.1	Compile all asset information from different sources into a consolidated system to facilitate planning	Q4 2017	Finance, Recreation
		a.2	Draft policy guidelines for asset management plan	Q2 2018	Finance, Recreation
		a.3	Draft asset management plans	Q4 2018	Finance, Recreation
b	Develop 10-Year Capital Plan	b.1	Develop list of new capital projects to be undertaken in the next 10 years	Q4 2018	Finance
		b.2	Develop list of projects from asset management plans	Q4 2018	Finance
		b.3	Review total associated costs and determine a funding strategy	Q4 2018	Finance

Category		Council Priority			
Details		The following initiatives are undertaken in support of Council's Community Recreation Complex priority			
Initiative		Major Activities	Timeframe	Interdependence	
a	Provide project management for the Community Recreation Complex Project	a.1	Overall project management and contract administration	2017-2021	CAO, Finance, Recreation, Development Services
		a.2	Staff liaison for oversight group	2017-2021	CAO, Finance, Recreation, Development Services

Category		Other			
Details		The following initiatives are undertaken in support of Council's livable community priority			
Initiative		Major Activities	Timeframe	Interdependence	
a	Land Strategy	b.1	Participate in discussions to understand what the City wishes to achieve through the acquisition and disposition of municipally-owned lands.	Q3 2017	CAO, Corporate Support, Development Services, Finance
		b.2	Support the implementation of the strategy to achieve the above goals.	2018	CAO, Corporate Support, Development Services, Finance

Category		Other			
Details		The following initiatives are undertaken to be in compliance with new legislation or to gain efficiencies in day-to-day operations in order to either reduce costs and/or provide better service			
Initiative	Major Activities	Timeframe	Interdependence		
a	Support Council and CAO direction in responding to KFN land claim	a.1	Dependent on whether the approach the city takes – a negotiated or court mandated resolution	2017-2018	CAO, Development Services
b	CUPE Negotiations	b.1	Conclude Collective Bargaining	2017	Employer's Bargaining Committee
c	Staff training and development	c.1	Oversee the implementation of the Supervisory Development Program and participate as required	Q1 2017	Human Resources
		c.2	Continue to work with staff to build capacity, improve customer service and develop a positive working culture	2017-2018	All departments
d	Records Software	d.1	Finalize filing structure	Q4 2017	All departments
		d.2	Finalize records management policy and procedures	Q4 2017	All departments
		d.3	Implement new records management software in all departments	Q4 2018	All departments

Category		New			
Details		The following initiatives are additions made after business plans were initially presented in December 2016. Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.			
Initiative	Major Activities	Timeframe	Interdependence		
a	Increased financial oversight	a.1	Amended processes and increased analysis and oversight of financial transactions	Q2 2018	All departments
b	Implement CUPE CA changes	b.1	Implement Class specification review, update CA language and housekeeping	Q4 2018	Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1	Review and assess in partnership with WorkSafe BC	Q2 2018	All departments
d	Commercial Contracts	d.1	Transit Shelter Advertising, Digital Signage, CMO Crossing	Q 1&2 2017	Engineering & Public Works
e	Development of city-owned properties & public right of ways	e.1	Work with proponents for developments that are proposed to include city-owned lands or utilize public right of ways		Engineering & Public Works

INFRASTRUCTURE PLANNING

FOCUS

The Infrastructure Planning Division is responsible for monitoring, managing, planning and improving the City’s infrastructure systems. Staff develops long range plans for infrastructure improvements to support walking, cycling, transit, goods movement, automobile travel, the safe provision of drinking water, sanitary and drainage services. This includes life-cycle analysis to ensure that infrastructure is optimized to support the longest life-span at minimum cost. The section collaborates with both the capital project section and public works.

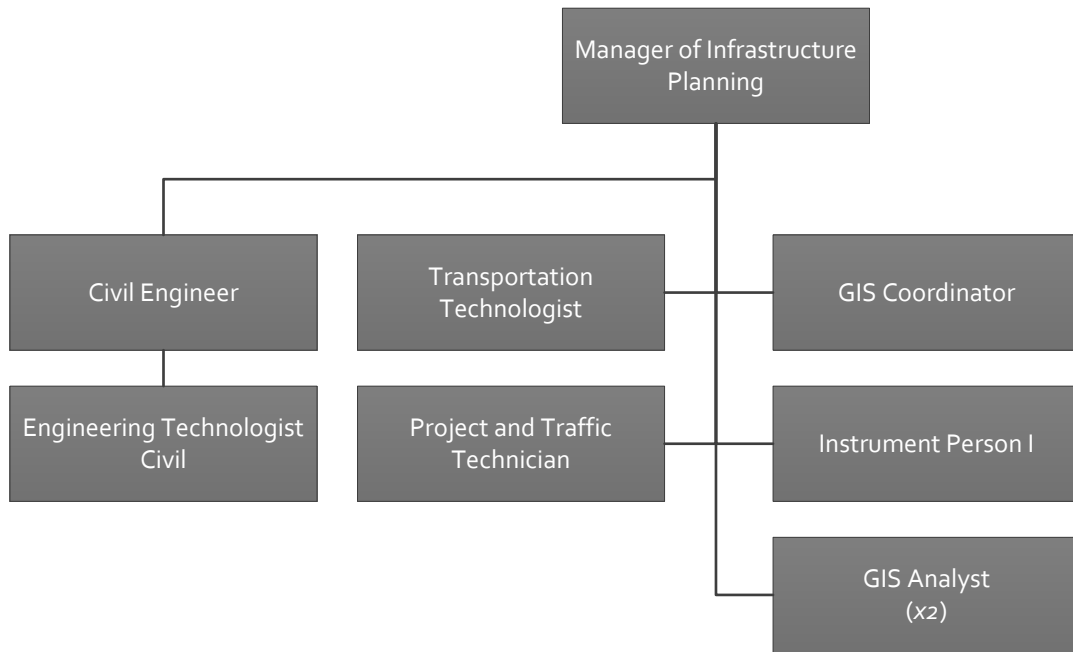
Staff acts as the primary liaison with external agencies such as TransLink, the Coast Mountain Bus Company, the Ministry of Transportation and Infrastructure, ICBC, Metro Vancouver and the RCMP. This liaison function is fundamental to improving services that directly benefit residents, employees, and businesses. Staff in this area also support the Transportation Solutions and Public Works Committee, participate in Regional Transportation Committees and working groups, and the Tri-City’s Transportation Task Force.

As well, staff oversees the traffic management of City roads with the installation and operations by other divisions. This includes the traffic signal system, pedestrian crossing controls, on-street parking/stopping restrictions, school access, construction traffic management, and speeding concerns. This division also supports community development by providing land survey services to a variety of customers including internal City customers and private surveyors, consultants and contractors.

ENVIRONMENTAL SCAN

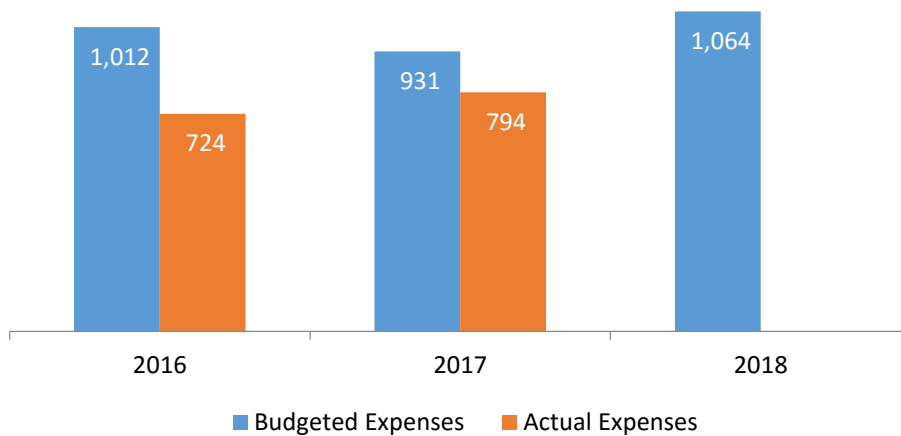
Factor	Implication
Employee retention and attraction	Finding qualified candidates to fill key vacancies has been challenging. Our ability to deliver on Council’s priorities will be heavily dependent on filling these positions.
Aging infrastructure	This continues to be a top issue for the department. We will continue to support the work of the budget and infrastructure committee to create a long range capital plan that will meet the long term needs of the community.
Balancing the desire for new with the need to care for the existing	Council and staff recognize the tension between balancing the desire for new amenities. Without careful life cycle planning and budgeting, new and existing infrastructure may not be properly funded when it comes time to maintain, rehabilitate and replace.

STAFFING LEVELS

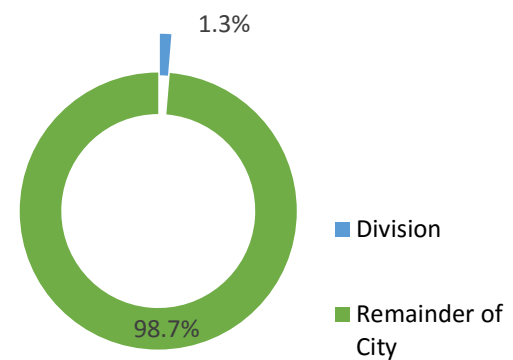


ONGOING OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Revenues					
Sale of services	-	(7,800)	(12,000)	(6,500)	(5,000)
Permits and licences	-	-	-	(18,400)	(15,000)
Other revenue	(12,000)	(26,300)	-	(7,900)	(7,000)
Total Revenues	\$ (12,000)	\$ (34,100)	\$ (12,000)	\$ (32,800)	\$ (27,000)
Expenses					
Payroll expense	957,900	652,000	876,900	731,100	997,700
Other personnel costs	4,000	4,300	4,000	9,100	18,500
Contracted and other services	42,100	63,600	42,100	48,000	40,000
Materials and supplies	6,700	2,300	6,700	5,600	7,000
Telephone, utilities and rent	900	1,300	900	600	1,100
Total Expenses	\$ 1,011,600	\$ 723,500	\$ 930,600	\$ 794,400	\$ 1,064,300
Internal Charges (Recoveries)					
Internal charges	(157,600)	(156,400)	(384,100)	(373,600)	(383,900)
Total Internal Charges (Recoveries)	\$ (157,600)	\$ (156,400)	\$ (384,100)	\$ (373,600)	\$ (383,900)
Net Operating Budget	\$ 854,000	\$ 567,100	\$ 546,500	\$ 420,800	\$ 680,400

Significant Changes

- 2017: Re-allocation of internal charges - At the October 17, 2016 meeting of FIG, the Committee directed staff to maintain the existing overhead amounts charged to water and sewer (inclusive of an over allocation of \$800,000). Previously this over allocation was budgeted entirely within Engineering and Public Works Administration. To provide a more accurate representation, in 2017 the \$800,000 overage has been redistributed proportionally across the overhead budgets of other areas of the City. \$88,100
- 2017: Corporate vacancy rate – Actual 2017 budget for Personnel is \$976,900. Due to multiple vacancies in this division during 2017, the corporate vacancy amount of \$100,000 was applied. 2018 Budget is re-established at the full amount as all positions are now filled.
- 2018: Other personnel costs: Establish required budgets for phone allowance, mileage and required courses that did not previously exist. \$13,200

WORK PLAN DELIVERABLES

Category		Council Priority			
Details		The following initiatives are undertaken in support of Council’s infrastructure priority			
Initiative	Major Activities	Timeframe	Interdependence		
a	Develop city-wide asset management plan	a.1	Compile all asset information from different sources into a consolidated system to facilitate planning	Q4 2017	Finance, Recreation
		a.2	Draft policy guidelines for asset management plan	Q2 2018	Finance, Recreation
		a.3	Draft asset management plans	Q4 2018	Finance, Recreation
b	Develop 10-Year Capital Plan	b.1	Develop list of new capital projects to be undertaken in the next 10 years	Q4 2018	Finance
		b.2	Develop list of projects from asset management plans	Q4 2018	Finance
		b.3	Review total associated costs and determine a funding strategy	Q4 2018	Finance
c	Track third-party utility installations	c.1	Transition one-call process for internal crews from Infrastructure Planning to Public Works	Q4 2017	
		c.2	Become member of BC one-call, and create system for monitoring and permitting road cuts	Q2 2017	
e	Active Transportation	e.1	Design active transportation routes to Evergreen Line, integration of B Line or better transit sources. Update of traffic calming policy.	Q2 2018	
f	Kwikwetlem First Nation Service Agreement	f.1	Manage processes leading to a Service Agreement (SA)	2017-2018	Development Services
		f.2	Determine the technical requirements of the SA	2017-2018	Development Services
		f.3	Work with legal team to develop the SA	2017-2018	Development Services
g	Subdivision Servicing Bylaw	g.1	Replace obsolete bylaw with new one (carried over from previous years)	2018	Development Services

Category		Council Priority			
Details		The following initiatives are undertaken in support of Council’s livable community priority			
Initiative	Major Activities	Timeframe	Interdependence		
a	Downtown Action Plan	a.1	Streetscapes, parklets, traffic changes as required	2017-2018	Development Services

Category		New			
Details		The following initiatives are additions made after business plans were initially presented in December 2016. Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.			
Initiative	Major Activities	Timeframe	Interdependence		
a	Increased financial oversight	a.1	Amended processes and increased analysis and oversight of financial transactions	Q2 2018	All departments
b	Implement CUPE CA changes	b.1	Implement Class specification review, update CA language and housekeeping	Q4 2018	Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1	Review and assess in partnership with WorkSafe BC	Q2 2018	All departments
d	Transportation	d.1	Review and prepare new list of prioritized sidewalk projects	Q4 2017	
		d.2	Develop list of pedestrian/safety improvement projects	Q4 2017	
e	No cut policy	e.1	Develop no cut policy for newly paved roads	Q2 2018	Development Services
f	LED street light conversion	f.1	Develop business case for conversion of existing street lights to LED	Q4 2017	
g	Coquitlam River Bridge	g.1	Planning study for bridge replacement	Q3/Q4 2017	
h	Street Furniture Agreements	h.1	Secure new transit shelter sites and issue new contract for bench advertising	Q4 2017	

INDICATORS & MEASURES

Indicator/Measure	2013	2014	2015	2016	2017 YTD
# Lane Closure Permits Issued	121	135	173	327	309
# Traffic signal warrants completed	24	6	1	2	11
# Pedestrian crossing warrants completed	15	20	2	1	9
# of Partnerships with external transportation service providers	20	12	3	4	8
\$ value of Partnerships with external transportation service providers	1.0 Million	\$999,500	\$825,500	\$855,231	\$1,241,400

CAPITAL PROJECTS

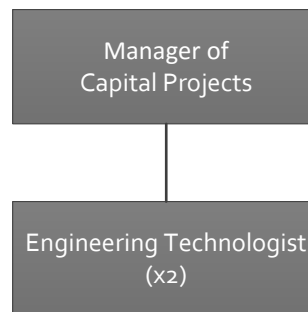
FOCUS

The Capital Projects Team supports the community by designing and coordinating the development, implementation and completion of the Capital Projects approved in the City’s annual 5-year Financial plan for road, water, sewer, drainage and parks infrastructure. The team also prepares construction estimates for future capital projects, maintains historical project costing information, and assists with the recording and valuation of fixed assets for road, water, sewer, drainage and parks infrastructure.

ENVIRONMENTAL SCAN

Factor	Implication
Increased expectations from the public	Increasing public involvement/notification during capital project design and construction.
Contracting capacity	As the city increases the value of our capital program to begin to address the infrastructure backlog, we will be trying various ways to ensure we are receiving multiple bids. However as the region also increases the volume of work available, the contracting industry may take time to adjust.

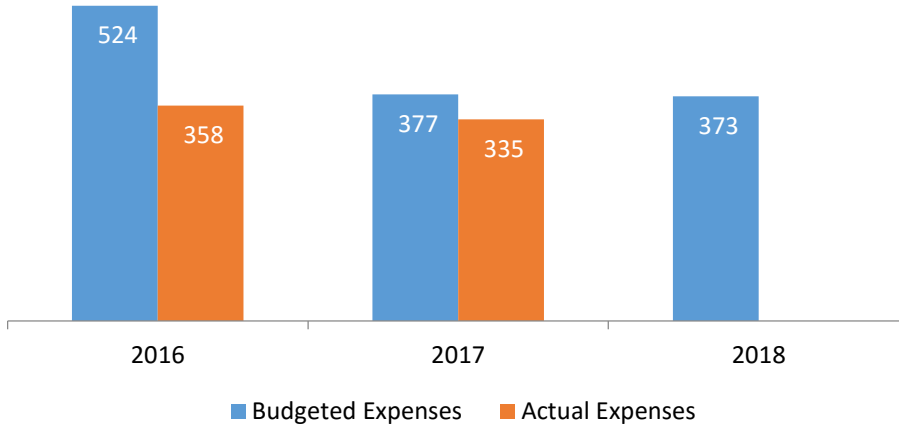
STAFFING LEVELS



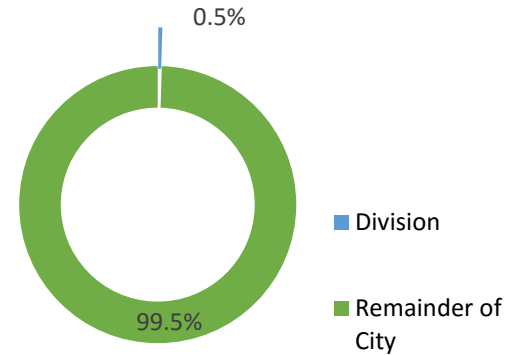
Total Headcount 3 \$363,400	Exempt 1 \$167,300	Unionized 2 \$196,100
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ONGOING OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Expenses					
Payroll expense	349,000	347,300	355,600	317,900	363,400
Other personnel costs	9,100	8,900	9,100	10,800	9,900
Contracted and other services	165,500	-	11,600	6,000	-
Materials and supplies	500	1,000	500	100	-
Telephone, utilities and rent	-	1,000	-	400	-
Total Expenses	\$ 524,100	\$ 358,200	\$ 376,800	\$ 335,200	\$ 373,300
Internal Charges (Recoveries)					
Internal charges	(256,600)	(256,600)	(262,600)	(262,600)	(262,600)
Transfer From Reserve	(59,800)	-	(11,600)	-	-
Total Internal Charges (Recoveries)	\$ (316,400)	\$ (256,600)	\$ (274,200)	\$ (262,600)	\$ (262,600)
Net Operating Budget	\$ 207,700	\$ 101,600	\$ 102,600	\$ 72,600	\$ 110,700

Significant Changes

- 2017: Re-allocation of internal charges - At the October 17, 2016 meeting of FIG, the Committee directed staff to maintain the existing overhead amounts charged to water and sewer (inclusive of an over allocation of \$800,000). Previously this over allocation was budgeted entirely within Engineering and Public Works Administration. To provide a more accurate representation, in 2017 the \$800,000 overage has been redistributed proportionally across the overhead budgets of other areas of the City. \$144,300
- 2017: Operating Carry Forward - One-time funds included in the 2017 contracted services budget for an

operating carry forward for Storm Main Major Repairs. The work has been completed and the operating carry forward is not required in 2018. \$11,600

WORK PLAN DELIVERABLES

Category		Council Priority		
Details		The following initiatives are undertaken in support of Council’s infrastructure priority		
Initiative		Major Activities	Timeframe	Interdependence
a	Complete Detailed 5-Year Capital Plan	a.1 Complete the listing of capital projects to be undertaken in the next 5 years	Q4 2018	
		a.2 Review associated cost efficiencies in the 2017 plan and apply to future funding strategy	Q3 2017	
b	Successful Delivery of the 2016/2017/2018 Capital Plan	b.1 Complete Design Assignments	Q4 2017	
		b.2 Complete Construction Projects	Q4 2018	

Category		Other		
Details		The following initiatives are undertaken to be in compliance with new legislation or to gain efficiencies in day-to-day operations in order to either reduce costs and/or provide better service		
Initiative		Major Activities	Timeframe	Interdependence
a	Review Environmental Construction Practices to determine if they can be incorporated into the City’s Capital Projects	a.1 Meet with industry representatives to determine if hot in place asphalt recycling projects are applicable in Port Coquitlam and if this technique can offer cost savings.	Q3 2017	Development Services

Category		New		
Details		The following initiatives are additions made after business plans were initially presented in December 2016. Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.		
Initiative	Major Activities	Timeframe	Interdependence	
a	Increased financial oversight	a.1 Amended processes and increased analysis and oversight of financial transactions	Q2 2018	All departments
b	Implement CUPE CA changes	b.1 Implement Class specification review, update CA language and housekeeping	Q4 2018	Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1 Review and assess in partnership with WorkSafe BC	Q2 2018	All departments
d	Transportation Projects	d.1 Design and construct selected sidewalk projects	Q3 2018	
		d.2 Design and construct selected pedestrian/safety improvement projects	Q3 2018	
e	Implementation of underground wiring where required by Subdivision Servicing Bylaw	e.1 Work with developers in the Downtown and subdivisions >3 lots to ensure underground wiring is achieved at time of development	Q2 2017	Development Services
		e.2 Strategy for Downtown U/G Wiring	Q2 2018	Development Services

INDICATORS & MEASURES

Indicator/Measure	2013	2014	2015	2016	2017 YTD
# Projects (by Location)	28	30	13	15	14
# Open Houses for Projects	2	2	1	4	4

PARKS SERVICES

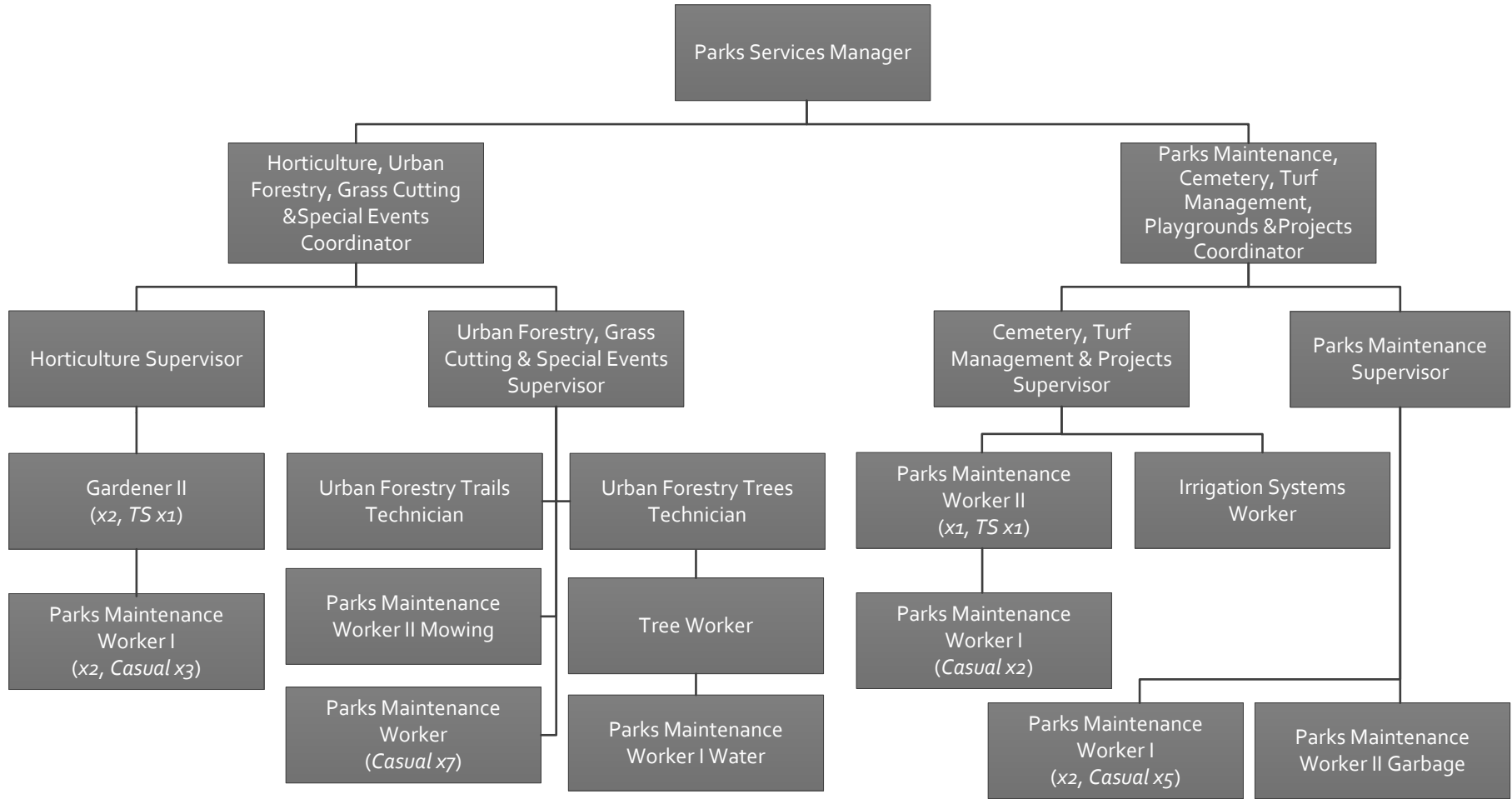
FOCUS

The Parks Division provides parks and open space to strengthen our community, provide a cleaner environment and make our city and neighborhoods more attractive places to live and work. In addition, the division provides cemetery operations, community engagement, the donation program (bench, table & tree), special events support and opportunities for learning, sport, fun and relaxation. These public spaces consist of numerous parks, trails, athletic fields, playgrounds, ornamental and urban forestry areas.

ENVIRONMENTAL SCAN

Factor	Implication
Invasive species	The division is facing ongoing invasive species challenges from the effects of the European Chafer beetle and Japanese Knotweed which is causing financial and staffing resource pressures and is necessitating the consideration of other ground treatments.
Employee retention and attraction	The division is continuing through a demographic shift of an aging workforce whereby employee health/wellness, professional development and retention/attraction are key priorities.
Climate change	Extreme weather events are becoming more frequent causing stresses on available resources for planned or scheduled maintenance activities. Changing weather patterns including wind and rainfall events are requiring emergency response, sea level and flood protection strategies.
Community densification and growth	Increased community demands are putting pressure on existing facilities and amenities. Available parkland for future growth is limited given our built environment.
Regional waste reduction initiatives	Increased illegal dumping into parks and trails.
Homelessness	The division is continuing to struggle with inappropriate use of parks and facilities, vandalism, garbage, litter and used needles.

STAFFING LEVELS



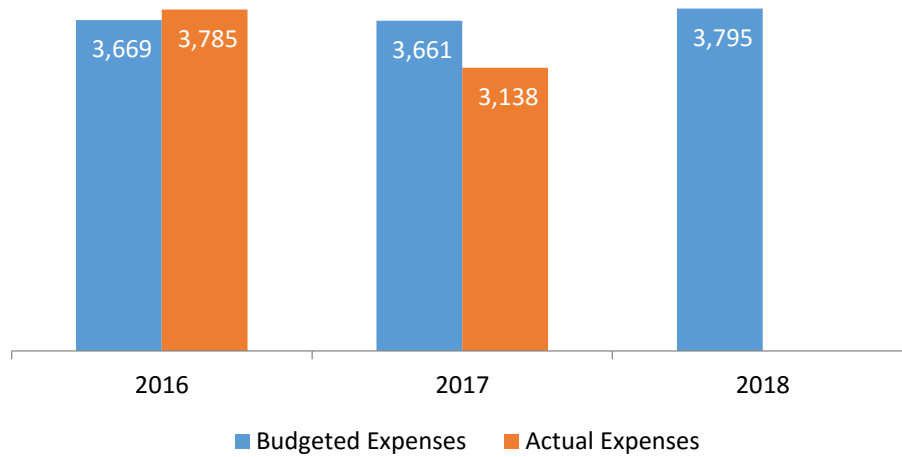
Total Headcount
23 plus 17 Casuals
\$2,856,400

Exempt
1
\$167,300

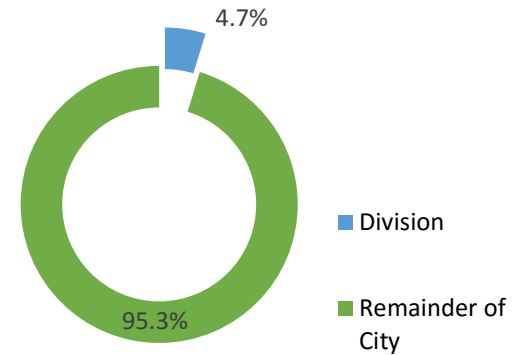
Unionized
22 plus 17 Casuals
\$2,689,100

ONGOING OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Revenues					
Sale of services	(229,100)	(581,400)	(461,800)	(478,600)	(501,800)
Contributions	-	(8,900)	-	(16,100)	-
Permits and licences	(8,000)	-	(21,600)	(8,700)	(21,600)
Other revenue	(246,300)	(29,000)	-	(11,000)	-
Total Revenues	\$ (483,400)	\$ (619,300)	\$ (483,400)	\$ (514,400)	\$ (523,400)
Expenses					
Payroll expense	2,680,600	2,737,900	2,697,900	2,343,700	2,856,400
Other personnel costs	8,500	27,200	11,300	18,400	11,300
Contracted and other services	479,700	518,800	455,100	371,100	445,300
Materials and supplies	414,500	382,500	408,500	327,800	426,100
Telephone, utilities and rent	86,000	114,000	88,700	73,500	51,500
Interest and bank charges	-	4,600	-	3,600	4,500
Insurance and claims	-	200	-	-	-
Total Expenses	\$ 3,669,300	\$ 3,785,200	\$ 3,661,500	\$ 3,138,100	\$ 3,795,100
Internal Charges (Recoveries)					
Internal charges	469,800	435,600	479,700	378,900	495,400
Transfer From Reserve	(6,800)	(4,000)	-	-	(32,600)
Total Internal Charges (Recoveries)	\$ 463,000	\$ 431,600	\$ 479,700	\$ 378,900	\$ 462,800
Net Operating Budget	\$ 4,132,300	\$ 4,216,800	\$ 4,141,200	\$ 3,517,000	\$ 4,257,900

Significant Changes

- 2017: Re-allocation of services from Streets to Parks as part of the CIA Shared Services implementation - Transfer in of brush/vegetation control, graffiti removal and pathway maintenance; transfer out of litter collection and disposal. \$51,500
- 2018: Re-allocation of services and utility costs from Parks to Facilities - Transfer out of building maintenance services and utility costs based on department restructuring that occurred in a prior year. \$84,800
- 2018: Prior Year Cost of Capital for Blakeburn Lagoon Park \$123,000

WORK PLAN DELIVERABLES

Category		Council Priority		
Details		The following initiatives are undertaken in support of Council’s infrastructure priority		
Initiative		Major Activities	Timeframe	Interdependence
a	Update Parks asset inventory	a.1 Compile asset inventories in conjunction with asset life cycles and capital replacement programs	Q1 2018	

Category		Other		
Details		The following initiatives are undertaken to be in compliance with new legislation or to gain efficiencies in day-to-day operations in order to either reduce costs and/or provide better service		
Initiative		Major Activities	Timeframe	Interdependence
a	CIA shared services implementation	a.1 Transition aligned services in conjunction with existing services	Q1 2017	Streets and Solid Waste
		a.2 Review service levels, equipment utilization and resource requirements	Q4 2017	Fleet
		a.3 Prepare business case for comparison analysis of internal/external services for graffiti removal	Q2 2018	Fleet/Shop and Streets
b	Update City Pesticide bylaw	b.1 Update bylaw in accordance with Ministry of Environment Pest Management Regulation changes	Q4 2017	Corporate Support, Development Services
c	Implement educational awareness marketing campaign for citizens’ plants & trees	c.1 Update City website providing: alternative plantings and success stories for European Chafer beetle Pollinator plantings Backyard habitat gardens Tree do’s and don’ts	Q4 2017	Corporate Support
d	Community Garden	d.1 Explore locations and partnership opportunities for the garden	Q2 2018	Corporate Support, Recreation
e	Off leash dog areas	e.1 Explore off leash dog areas & hours	Q2 2018	Corporate Support

Category		New			
Details		The following initiatives are additions made after business plans were initially presented in December 2016. Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.			
Initiative	Major Activities	Timeframe	Interdependence		
a	Increased financial oversight	a.1	Amended processes and increased analysis and oversight of financial transactions	Q2 2018	All departments
b	Implement CUPE CA changes	b.1	Implement Class specification review, update CA language and housekeeping	Q4 2018	Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1	Review and assess in partnership with WorkSafe BC		All departments
d	Tree policies and regulations, heritage and significant tree inventories	d.1	Identify updates to policies and bylaws to enhance tree protection and recognition, identify additions to inventories	Q2 2017	Development Services
		d.2	Adopt new policies and regulations and update inventories	Q4 2017	Development Services

INDICATORS & MEASURES

Indicator/Measure	2013	2014	2015	2016	2017 YTD
# of Requests for Service by area					
Bears		4	4	0	13
Cemetery		5	7	7	9
Park Buildings		74	98	Moved to Facilities (Rec)	Moved to Facilities (Rec)
Invasive Species		22	17	18	18
Parks		253	275	226	168
Streets/Garbage & Litter		49	28	20	39
Trails		42	51	40	47
Trees		235	427	438	419
Total # of Requests for Service	725	684	907	749	713
# of Public Education Initiatives	5	2	6	2	7
# of Street Trees Planted	335	140	197	196	154
# of Tree Permits	154	207	209	278	284
# of Special Events Supported	14	13	14	13	15

PUBLIC WORKS – STREETS OPERATIONS

FOCUS

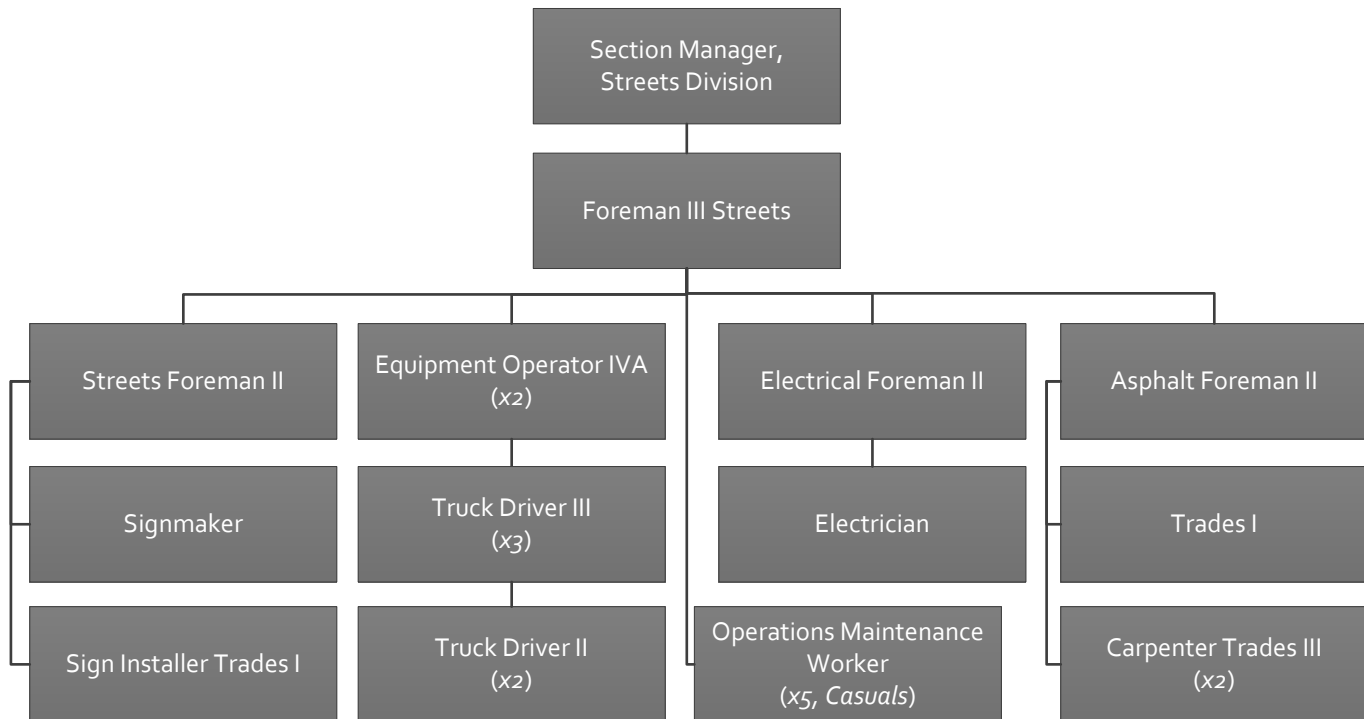
Streets Operations ensures vehicle and pedestrian traveling surfaces meet the expectations of the community through planned maintenance, rehabilitation and response to emergency needs. Flood control, ditch maintenance, street light\traffic signal maintenance, road markings, sign installation, sidewalk maintenance and asphalt rehabilitation fall under the oversight of this work area. New to Streets is the shift from contracted electrical services to in-house.

This Division is responsible for maintenance of the City’s Major Road Network and receives funding from Translink for certain maintenance activities, as well as capital renewal. The total amount received from Translink is shown as revenue in the division, while a portion flows through to a reserve for future works.

ENVIRONMENTAL SCAN

Factor	Implication
Employee retention and attraction	The division is continuing through a demographic shift of an aging workforce whereby employee health/wellness, professional development and retention/attraction are key priorities.
Climate change	Extreme weather events are becoming more frequent causing stresses on available resources for planned or scheduled maintenance activities. Changing weather patterns including wind and rainfall events are requiring emergency response, sea level and flood protection strategies.
Aging infrastructure	Deferring funding of capital road rehabilitation results in increased maintenance costs, increased resident awareness regarding state of infrastructure.

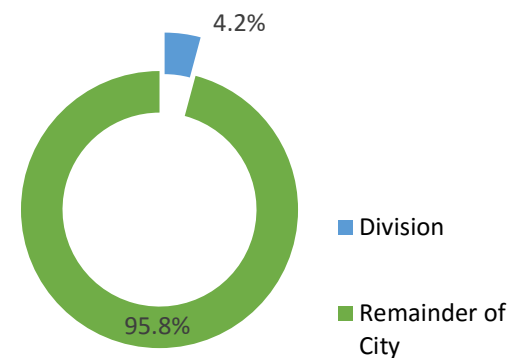
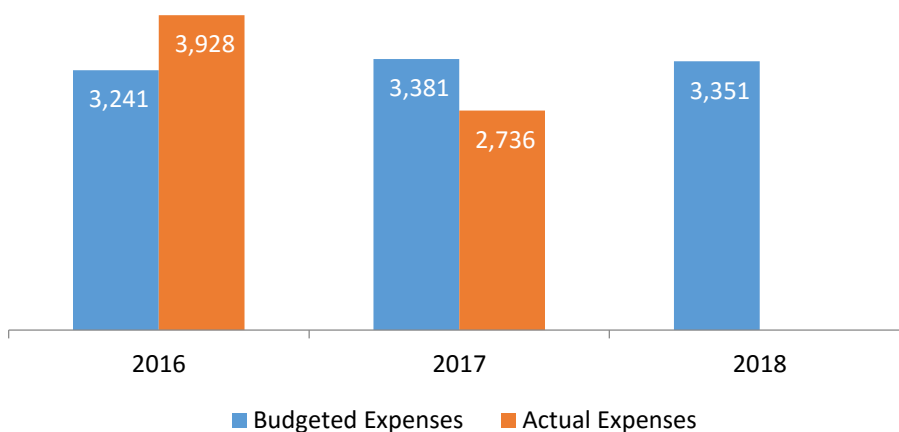
STAFFING LEVELS



ONGOING OPERATING BUDGET

Total Expenses (in Thousands)

Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Revenues					
Sale of services	-	(300)	(23,700)	(1,500)	(23,700)
Contributions	(807,200)	(830,000)	(807,200)	(547,000)	(807,200)
Other revenue	(23,700)	(2,000)	-	(4,100)	-
Total Revenues	\$ (830,900)	\$ (832,300)	\$ (830,900)	\$ (552,600)	\$ (830,900)
Expenses					
Payroll expense	1,432,800	1,639,200	1,449,500	1,497,100	1,667,600
Other personnel costs	800	12,200	800	11,000	800
Contracted and other services	822,900	1,163,100	895,600	383,900	531,300
Materials and supplies	453,400	601,400	476,300	446,100	574,400
Telephone, utilities and rent	531,500	512,000	558,500	398,300	576,800
Total Expenses	\$ 3,241,400	\$ 3,927,900	\$ 3,380,700	\$ 2,736,400	\$ 3,350,900
Internal Charges (Recoveries)					
Internal charges	608,300	449,100	539,300	397,400	554,400
Transfer to Reserve	249,500	320,300	249,500	-	249,500
Transfer From Reserve	(16,000)	(501,700)	(104,000)	-	(16,000)
Total Internal Charges (Recoveries)	\$ 841,800	\$ 267,700	\$ 684,800	\$ 397,400	\$ 787,900
Net Operating Budget	\$ 4,083,200	\$ 4,195,600	\$ 4,065,500	\$ 3,133,800	\$ 4,138,800

Significant Changes

- 2017: Re-allocation of services to parks and solid waste as part of CIA Shared Services implementation - Transfer out of brush/vegetation control, graffiti removal and pathway maintenance. \$164,300
- 2018: Re-allocation of existing budgets between line items - Existing budget lines have been re-allocated between cost categories to more accurately reflect actual service provision. Contracted and other services budget lines decreased \$316,100; Personnel budget lines increased \$228,400 (electrical services now performed in house); Materials and supplies budget lines increased \$48,900; Telephone, utilities and rent budget lines increased \$18,300. Re-allocation of budget lines to Fleet Services and Solid Waste \$20,500.
- 2018: Increased materials and supplies for snow clearing \$50,000
- 2018: Reduction in number of annual traffic signal pole replacements following service level review \$23,000

WORK PLAN DELIVERABLES

Category		Other			
Details		The following initiatives are undertaken in support of Council's infrastructure priority			
Initiative		Major Activities	Timeframe	Interdependence	
a	Develop comprehensive work program for each activity that aligns with the budget	a.1	Refine service levels for all activities	Q3 2017	
		a.2	Complete scheduling of all activities aligned with the budget	Q3 2017	
		a.3	Complete standard operating procedures for each activity (i.e. pothole patching)	Q4 2017	
b	Develop Benchmarks and Key Performance Indicators for key functions	b.1	Create key performance indicators, benchmarks for each activity	Q4 2017	
		b.2	Ensure accurate field data collection and reporting out of data	Q1 2018	

Category		Other			
Details		The following initiatives are undertaken to be in compliance with new legislation or to gain efficiencies in day-to-day operations in order to either reduce costs and/or provide better service			
Initiative		Major Activities	Timeframe	Interdependence	
a	CIA shared services implementation	a.1	Transition aligned services in conjunction with existing services	Q1 2017	Parks and Solid Waste
		a.2	Review service levels, equipment utilization and resource requirements	Q4 2017	Parks and Fleet
		a.3	Prepare business case for comparison analysis of internal/external services for graffiti removal	Q2 2018	Parks and Fleet

Category		New			
Details		The following initiatives are additions made after business plans were initially presented in December 2016. Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.			
Initiative		Major Activities	Timeframe	Interdependence	
a	Increased financial oversight	a.1	Amended processes and increased analysis and oversight of financial transactions	Q2 2018	All departments
b	Implement CUPE CA changes	b.1	Implement Class specification review, update CA language and housekeeping	Q4 2018	Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1	Review and assess in partnership with WorkSafe BC	Q2 2018	All departments

INDICATORS & MEASURES

Indicator/Measure	2013	2014	2015	2016	2017 YTD
# of Illegal Dumping Requests Completed	147	216	304	262	197
Snow/Ice					
# of Events	-	14	3	2	2*
mm of snow	12	16.2	22	11	42.2
Hours of Service	766	435	534	2,520	3,186
Mm of Rainfall	1,452	1,834	1,611	1,667	938
Calls for Service:					
Street Sweeping	46	73	57	67	47
Flooding/Drainage	94	34	13	8	28
Illegal Dumping	151	2	273	234	129
Pot Hole Filling	125	96	71	109	32
Sidewalk Repairs	32	25	28	31	29
Calls for Service					
Graffiti	108	31	12	6	3
Cross Walks	33	21	19	39	24
Curb Maintenance	45	32	42	31	9
Street Signs	29	34	13	21	12
Traffic Signs	105	130	113	151	60

*Environment Canada data only until November 15, 2017.

PUBLIC WORKS – FLEET SERVICES

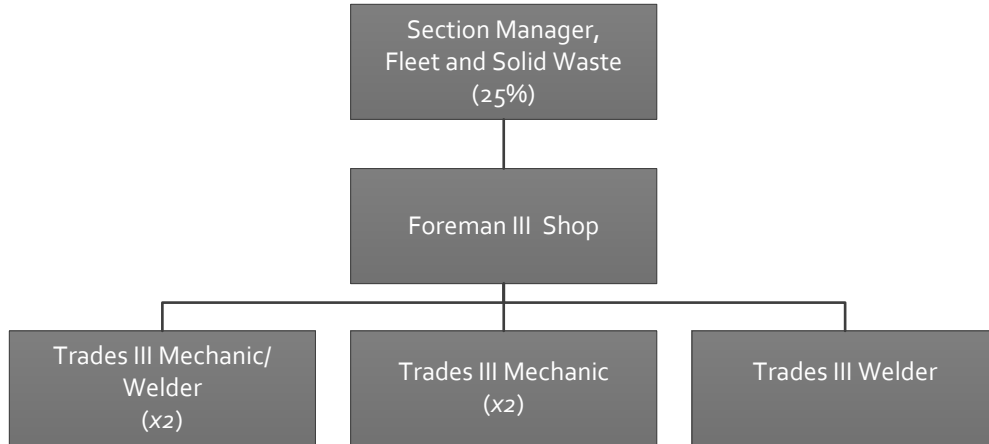
FOCUS

Fleet Operations provide fleet repair and welding services for the City, operating two shifts in efforts of minimizing downtime for the fleet. As an internal service provider all charges for operating the fleet operation are incurred in this section, and then distributed to the various departments via monthly or hourly charge out rates.

ENVIRONMENTAL SCAN

Factor	Implication
Change in fleet allocation	Fleet pooling has required increased interdepartmental coordination and change management for the sharing and right sizing of fleet assets.
Greenhouse gas emissions	Increased scrutiny on carbon emissions reporting and transition to alternative fuels.
Currency	Weak Canadian dollar against U.S Currency increases capital costs for equipment purchases, predominantly in the heavy equipment market.

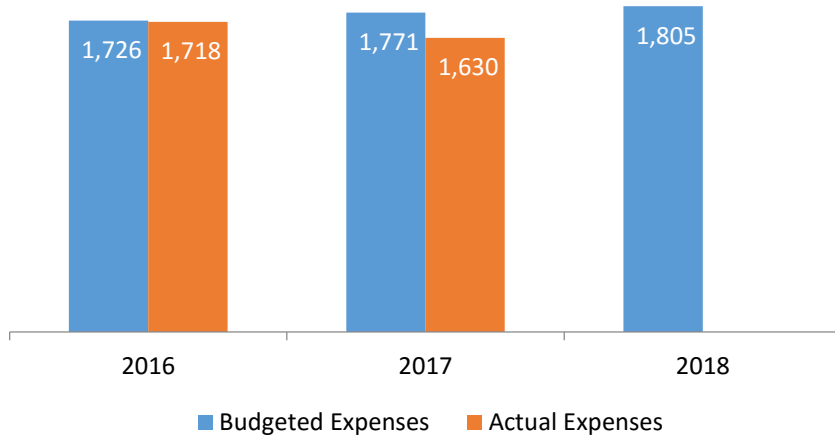
STAFFING LEVELS



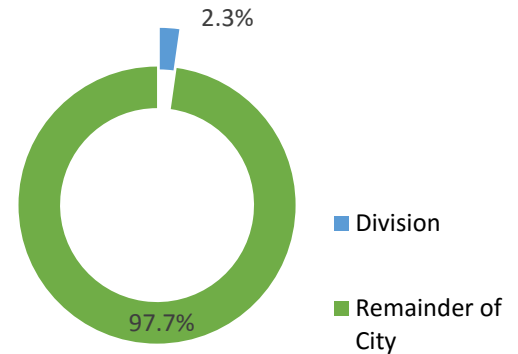
Total Headcount 6.25 \$ 779,300	Exempt 0.25 \$ 35,700	Unionized 6 \$ 743,600
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ONGOING OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Expenses					
Payroll expense	746,200	493,700	754,600	461,600	779,300
Other personnel costs	-	25,900	-	10,500	-
Contracted and other services	180,200	384,600	182,900	272,700	171,400
Materials and supplies	626,400	738,200	656,300	690,300	665,800
Telephone, utilities and rent	-	1,900	-	3,800	-
Insurance and claims	173,200	73,800	177,100	190,800	188,400
Total Expenses	\$ 1,726,000	\$ 1,718,100	\$ 1,770,900	\$ 1,629,700	\$ 1,804,900
Internal Charges (Recoveries)					
Internal charges	(2,415,200)	(2,378,800)	(2,603,500)	(2,366,200)	(2,692,200)
Transfer to Reserve	887,300	865,700	832,700	-	887,300
Total Internal Charges (Recoveries)	\$ (1,527,900)	\$ (1,513,100)	\$ (1,770,800)	\$ (2,366,200)	\$ (1,804,900)
Net Operating Budget	\$ 198,100	\$ 205,000	\$ 100	\$ (736,500)	\$ -

Significant Changes

- 2017: Re-allocation of Fire fleet reserve transfer from Fleet Services to Fire & Emergency Services as part of the CIA Fleet implementation \$184,600
- 2017: Inflation – contracted services, fuel and vehicle insurance \$56,500
- 2017: Savings on vehicle disposals \$20,000
- 2018: Inflation – contracted services, fuel and vehicle insurance \$24,300
- 2018: Savings on elimination of bridge tolls \$15,000
- 2018: Re-allocation of existing budgets from Streets to Fleet Services \$9,700

WORK PLAN DELIVERABLES

Category		Other			
Details		The following initiatives are undertaken to be in compliance with new legislation or to gain efficiencies in day-to-day operations in order to either reduce costs and/or provide better service.			
Initiative		Major Activities	Timeframe	Interdependence	
a	Develop comprehensive work program for each activity that aligns with the budget	a.1	Refine service levels for all activities	Q4 2017	
		a.2	Complete scheduling of all activities aligned with the budget	Q4 2017	
		a.3	Complete standard operating procedures for each activity (i.e. oil changes)	Q4 2018	
b	Develop Benchmarks and Key Performance Indicators for key functions	b.1	Create Key performance indicators, benchmarks for each activity	Q4 2017	
		b.2	Ensure accurate field data collection and reporting out of data	Q1 2018	
c	2017-2018 Fleet Replacement Program	c.1	Procure fleet assets	Q4 2017 & Q4 2018	
d	2019-2020 Fleet Replacement Program	d.1	Complete replacement list of vehicles and equipment including right-sizing requirement and cost estimates	Q3 2018	
e	CIA Fleet Implementation	e.1	Procure Fleet Management Information System	Q4 2017	Corporate Support, Finance
		e.2	Implement Fleet Management Information System	Q2 2018	Corporate Support, Finance
		e.3	Produce fuel consumption and emissions output reporting	Q2 2017	Corporate Support, Finance
		e.4	Issue standardization contract for the procurement of light-duty vehicles	Q4 2017	Corporate Support, Finance
		e.5	Amalgamate fleet budgets and reserves	Q3 2017	Corporate Support, Finance

Category		New		
Details		<p>The following initiatives are additions made after business plans were initially presented in December 2016.</p> <p>Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.</p>		
Initiative		Major Activities	Timeframe	Interdependence
a	Increased financial oversight	a.1 Amended processes and increased analysis and oversight of financial transactions	Q2 2018	All departments
b	Implement CUPE CA changes	b.1 Implement Class specification review, update CA language and housekeeping	Q4 2018	Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1 Review and assess in partnership with WorkSafe BC	Q2 2018	All departments

PUBLIC WORKS – SOLID WASTE

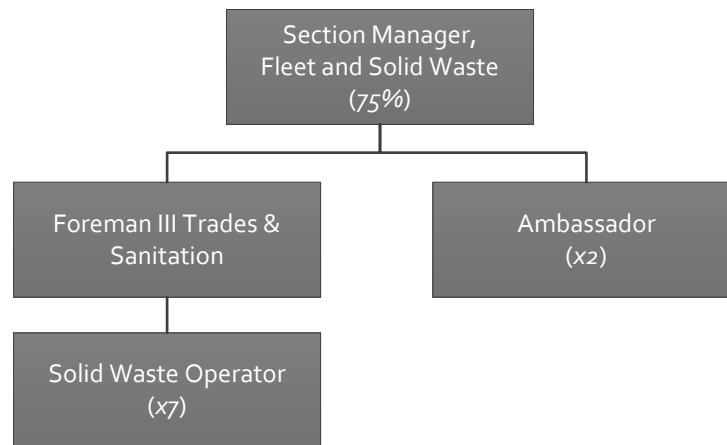
FOCUS

The Solid Waste section provide solid waste collection services for all single family residential households and some multi-family residential and industrial, commercial and institutional units across the City. Solid Waste services include curbside garbage, recycling, organics collection and glass collection from depot locations across the City. Also included in Solid Waste section is the Ambassadors who provide outreach and support to the Community. As a result of the implementation of CIA recommendations Solid Waste is now responsible for public waste collection in various locations including the downtown core and bus shelters, as well as street sweeping operations.

ENVIRONMENTAL SCAN

Factor	Implication
Regulatory requirements	Increased scrutiny by processors of contamination resulting in potential for higher disposal costs. Expansion of Extended Producer Responsibility (EPR) programs resulting in increased regulation of products and stewardship. Increased outreach and education to achieve regional diversion goals.
Increased expectations from the public	Demand for service level and program changes may result in increased operational expense to deliver new programs.

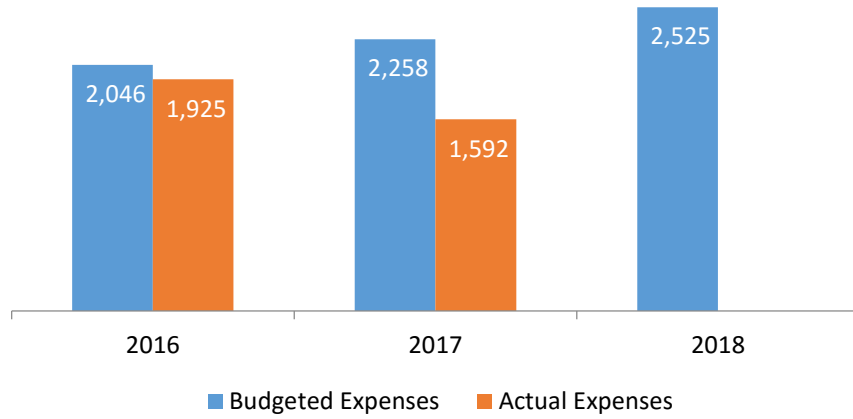
STAFFING LEVELS



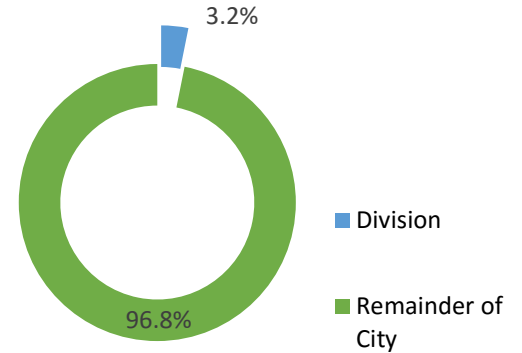
Total Headcount 10.75 \$ 1,018,500	Exempt 0.75 \$ 106,600	Unionized 10 \$ 911,900
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ONGOING OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Revenues					
Utility charges	(2,424,300)	(2,567,400)	(2,540,100)	(2,669,900)	(2,540,000)
Sale of services	-	(644,700)	(553,200)	(426,200)	(555,300)
Other revenue	(553,200)	-	-	-	-
Total Revenues	\$ (2,977,500)	\$ (3,212,100)	\$ (3,093,300)	\$ (3,096,100)	\$ (3,095,300)
Expenses					
Payroll expense	870,800	869,300	975,000	859,800	1,018,500
Other personnel costs	2,600	2,900	2,600	3,800	2,600
Contracted and other services	1,157,300	1,010,200	1,257,900	721,000	1,481,200
Materials and supplies	15,000	40,100	22,700	7,500	22,700
Telephone, utilities and rent	-	200	-	100	-
Insurance and claims	-	2,100	-	-	-
Total Expenses	\$ 2,045,700	\$ 1,924,800	\$ 2,258,200	\$ 1,592,200	\$ 2,525,000
Internal Charges (Recoveries)					
Internal charges	1,368,700	1,427,000	1,387,300	1,389,600	1,418,200
Transfer to Reserve	203,600	203,600	203,600	-	203,600
Total Internal Charges (Recoveries)	\$ 1,572,300	\$ 1,630,600	\$ 1,590,900	\$ 1,389,600	\$ 1,621,800
Net Operating Budget	\$ 640,500	\$ 343,300	\$ 755,800	\$ (114,300)	\$ 1,051,500

Significant Changes

- 2017: Re-allocation of services from Parks to Solid Waste as part of the CIA Shared Services implementation. Transfer in of litter collection and disposal. \$112,800
- 2017: Net increase in tipping fees \$46,200
- 2018: Net increase in tipping fees. Garbage \$15,500; Green Waste \$325,000
- 2018: Consolidation and reduction of budgets for Solid Waste cart maintenance and cart change outs following service level review \$50,000
- 2018: Adjustment to Ambassador Program budget \$50,000
- 2018: Re-allocation of existing budgets between line items - Existing budget lines have been re-allocated between cost categories to more accurately reflect actual service provision. Contracted and other services budget lines decreased \$86,100; Personnel budget lines increased \$86,100. Re-allocation of budget lines to from Streets to Solid Waste \$10,800.

WORK PLAN DELIVERABLES

Category		Other			
Details		The following initiatives are undertaken to be in compliance with new legislation or to gain efficiencies in day-to-day operations in order to either reduce costs and/or provide better service.			
Initiative	Major Activities	Timeframe	Interdependence		
a	Develop comprehensive Work Programs that align with the budget	a.1	Refine service levels for all activities	Q3 2017	
		a.2	Complete scheduling of all activities aligned with the budget	Q4 2017	
		a.3	Complete standard operating procedures for each activity (i.e. curbside collection)	Q2 2018	
b	Develop Benchmarks and Key Performance Indicators for key functions	b.1	Create Key performance indicators, benchmarks for each activity	Q4 2017	
		b.2	Ensure accurate field data collection and reporting out of data	Q1 2018	
c	Weekly Organics Collection	c.1	Define program service levels and operational procedures	Q2 2017	
		c.2	Perform route analysis and adjust collection routes if required	Q3 2017	
		c.3	Collect organics weekly	Q1 2018	
d	Ambassador Program	d.1	Deliver and report out on program	2017-2018	Corporate Support
e	Solid Waste Benchmarking	e.1	Collect data	Q2 2017	
		e.2	Report out on benchmarking data	Q2 2018	

Category		New		
Details		The following initiatives are additions made after business plans were initially presented in December 2016. Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.		
Initiative	Major Activities	Timeframe	Interdependence	
a	Increased financial oversight	a.1 Amended processes and increased analysis and oversight of financial transactions	Q2 2018	All departments
b	Implement CUPE CA changes	b.1 Implement Class specification review, update CA language and housekeeping	Q4 2018	Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1 Review and assess in partnership with WorkSafe BC	Q2 2018	All departments
d	Coquitlam Transfer Station – Recycling Depot	d.1 Review and determine strategy for recycling depot related to replacement of the Coquitlam transfer station	Q3 2017	
e	Develop long-term organics strategy	e.1 Participate in regional strategy for long term organics processing	Q4 2017	
		e.2 Develop and issue RFP for organics processing	Q4 2017	Finance

INDICATORS & MEASURES

Indicator/Measure	2013	2014	2015	2016	2017 YTD
Diversion Rate (%)	63.3	63.3	65.7	66.9	66.0
Solid Waste Calls for Service	1,369	1,872	2,373	1,940	1,022

PUBLIC WORKS – WATER & SEWER

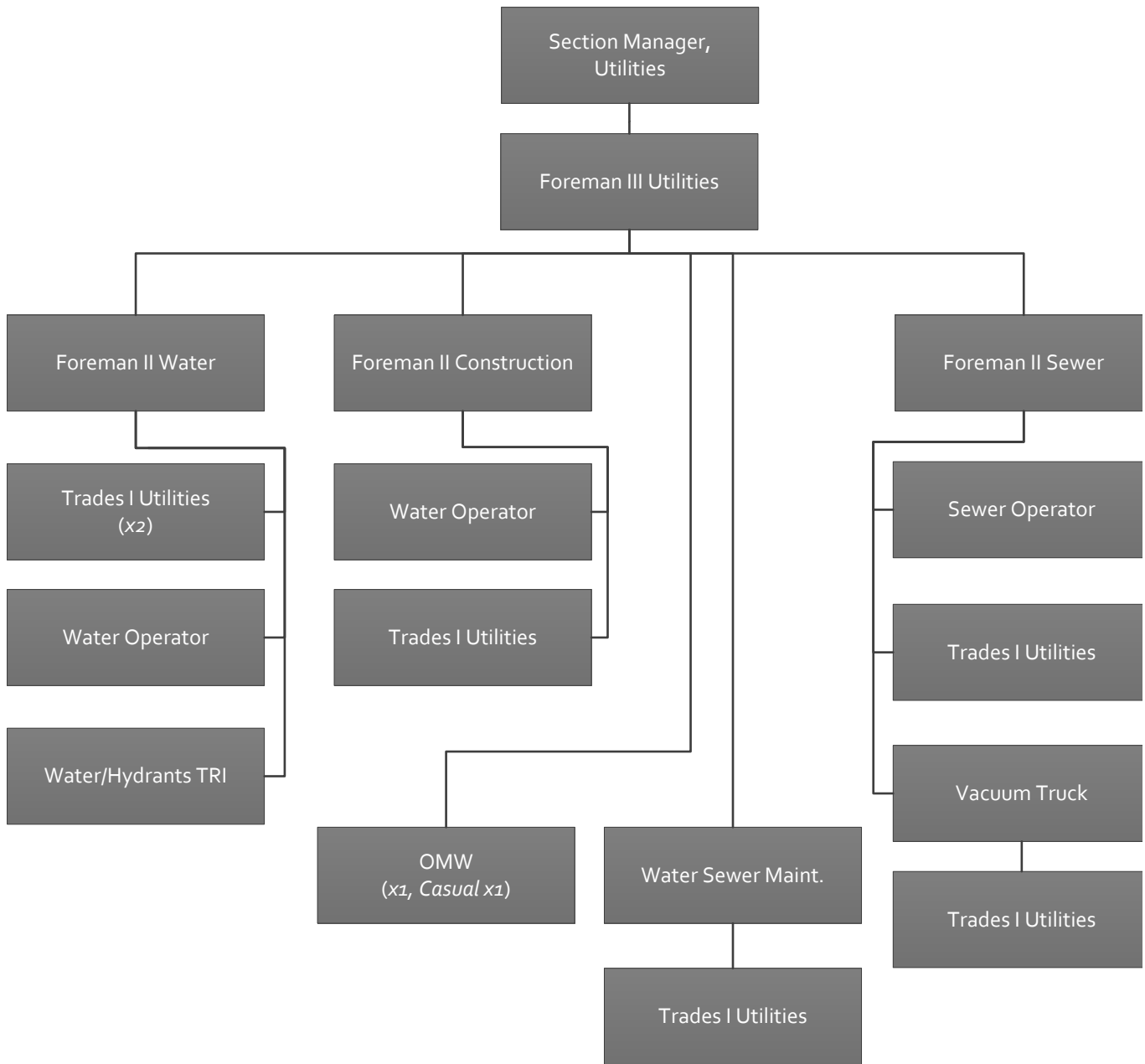
FOCUS

The Utilities section is comprised of Water and Sewer Operations. The City of Port Coquitlam purchases bulk treated water from the Metro Vancouver Regional District. Annually the Utilities section safely delivers approximately 9.6 million cubic meters of high quality potable water to its 22,371 serviced customers within the City. Employees in the work area operate, maintain and construct a city-wide transmission and distribution system that delivers safe and reliable drinking water and ensures adequate flows and pressures are maintained for the City’s fire protection needs. Sewer Operations provides an essential service for the collection and disposal of liquid wastewater. Employees in this work area operate, maintain and construct collection infrastructure that mitigates environmental impact as a result of blockages and overflows, and transfer of wastewater to treatment facilities.

ENVIRONMENTAL SCAN

Factor	Implication
Regulatory requirements	Environmental Operator Certificate Program training and certification changes that regulate Utility Operators. Implementation of BC One Call (call before you dig). Drinking Water Management Plan and Water Shortage Response plan guiding our operational work plans
Employee retention and attraction	The division is facing demographic shift of an aging workforce, knowledge transfer, staff development and succession planning are of key importance. There is a shortage of certified operators internally and externally to fill Utility Operator vacancies.
Climate change	Changing weather patterns leading to the need for water conservation initiatives.

STAFFING LEVELS



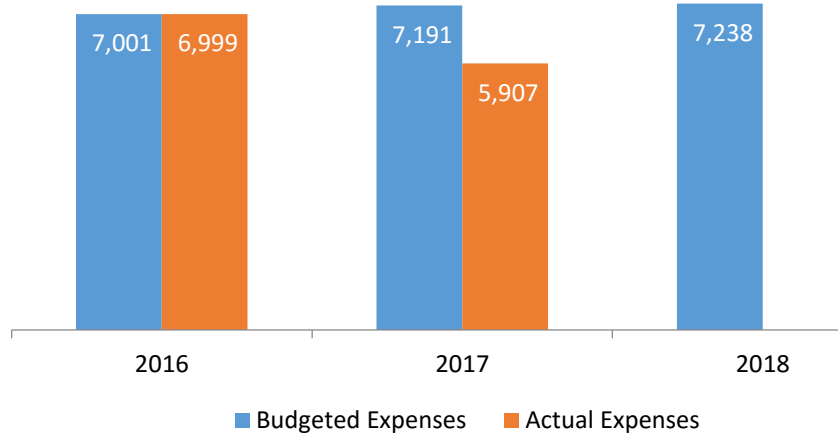
Total Headcount
18 plus 1 Casual
\$1,102,700

Exempt
1
\$139,600

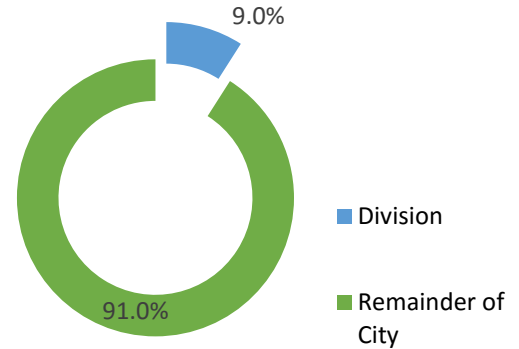
Unionized
17 plus 1 casual
\$963,100

ONGOING OPERATING BUDGET - WATER

Total Expenses (in Thousands)



Percent of City Expenses

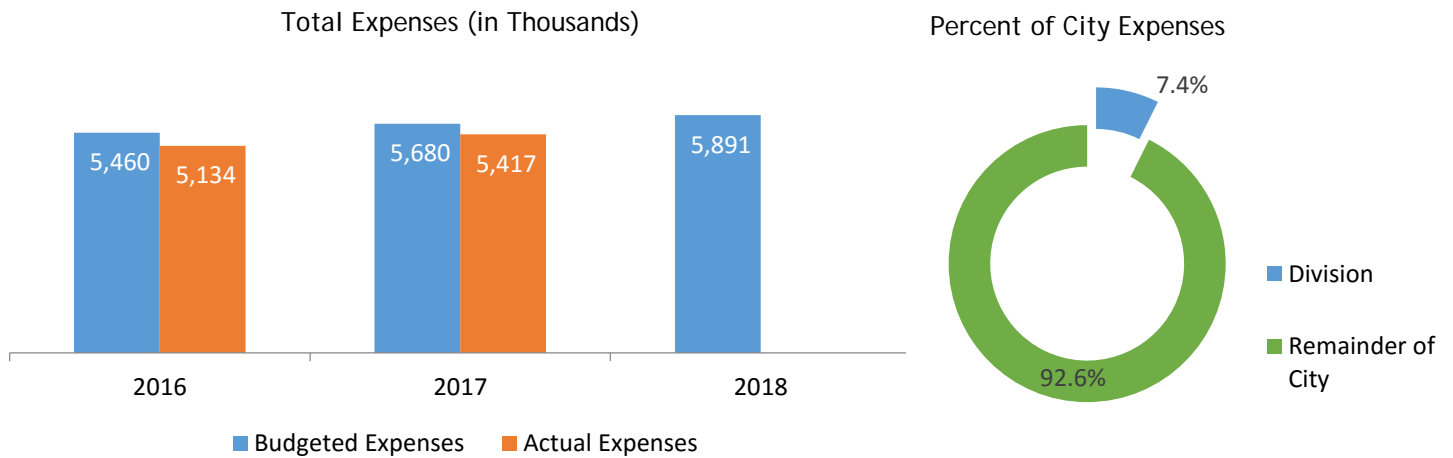


	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Revenues					
Utility charges	(11,088,700)	(11,343,400)	(11,401,900)	(11,592,300)	(11,376,900)
Sale of services	(18,700)	-	(18,700)	-	(18,700)
Permits and licences	-	(15,000)	-	(7,700)	-
Penalties and fines	(63,100)	(79,100)	(63,100)	(93,400)	(63,100)
Other revenue	-	(5,500)	-	(1,500)	-
Total Revenues	\$ (11,170,500)	\$ (11,443,000)	\$ (11,483,700)	\$ (11,694,900)	\$ (11,458,700)
Expenses					
Payroll expense	737,600	697,600	742,900	544,600	759,000
Other personnel costs	-	3,500	-	4,700	-
Contracted and other services	6,038,100	6,075,900	6,221,400	5,226,900	6,303,600
Materials and supplies	190,400	150,500	190,400	77,900	127,900
Telephone, utilities and rent	35,300	71,900	36,600	52,600	47,600
Total Expenses	\$ 7,001,400	\$ 6,999,400	\$ 7,191,300	\$ 5,906,700	\$ 7,238,100
Internal Charges (Recoveries)					
Internal charges	1,359,000	1,359,000	1,372,600	1,297,600	1,380,100
Transfer to Reserve	2,810,100	2,810,100	2,919,900	-	3,032,900
Total Internal Charges (Recoveries)	\$ 4,169,100	\$ 4,169,100	\$ 4,292,500	\$ 1,297,600	\$ 4,413,000
Net Operating Budget	\$ -	\$ (274,500)	\$ 100	\$ (4,490,600)	\$ 192,400

Significant Changes

- 2017: Increased cost for water purchase from Metro Vancouver \$161,700
- 2018: Increased cost for water purchase from Metro Vancouver \$40,700
- 2017: Additional 1% to LTR based on 2016 Water levy \$109,900
- 2018: Additional 1% to LTR based on 2017 Water levy \$113,000

ONGOING OPERATING BUDGET - SEWER



	Budget 2016	Actual 2016	Budget 2017	YTD Actual 2017	Draft Budget 2018
Revenues					
Utility charges	(7,799,600)	(7,997,900)	(8,210,500)	(8,397,500)	(8,173,400)
Permits and licences	-	(20,400)	-	-	-
Penalties and fines	(56,800)	(55,000)	(56,800)	(66,900)	(56,800)
Total Revenues	\$ (7,856,400)	\$ (8,073,300)	\$ (8,267,300)	\$ (8,464,400)	\$ (8,230,200)
Expenses					
Payroll expense	288,500	236,900	358,900	280,900	343,700
Other personnel costs	-	100	-	600	-
Contracted and other services	5,069,900	4,738,300	5,167,600	5,001,300	5,395,400
Materials and supplies	30,600	50,800	80,000	52,800	74,000
Telephone, utilities and rent	70,500	105,200	73,000	81,000	78,000
Insurance and claims	-	2,400	-	-	-
Total Expenses	\$ 5,459,500	\$ 5,133,700	\$ 5,679,500	\$ 5,416,600	\$ 5,891,100
Internal Charges (Recoveries)					
Internal charges	1,292,400	1,242,100	1,298,600	1,239,000	1,303,500
Transfer to Reserve	1,291,300	1,291,300	1,369,000	-	1,451,000
Transfer From Reserve	(186,800)	-	(79,900)	-	-
Total Internal Charges (Recoveries)	\$ 2,396,900	\$ 2,533,400	\$ 2,587,700	\$ 1,239,000	\$ 2,754,500
Net Operating Budget	\$ -	\$ (406,200)	\$ (100)	\$ (1,808,800)	\$ 415,400

Significant Changes From 2016

- 2017: Increased cost for sewage processing from Metro Vancouver \$307,800
- 2018: Increased cost for sewage processing from Metro Vancouver \$274,600
- 2017: Additional 1% to LTR based on 2016 Sewer levy \$77,800
- 2018: Additional 1% to LTR based on 2017 Sewer levy \$81,900

WORK PLAN DELIVERABLES

Category		Other		
Details		The following initiatives are undertaken to be in compliance with new legislation or to gain efficiencies in day-to-day operations in order to either reduce costs and/or provide better service.		
Initiative		Major Activities	Timeframe	Interdependence
a	Develop comprehensive Work Programs that align with the budget	a.1	Refine service levels for all activities	Q3 2017
		a.2	Complete scheduling of all activities aligned with the budget	Q3 2017
		a.3	Complete standard operating procedures for each activity (i.e. valve maintenance)	Q2 2018
b	Develop Benchmarks and Key Performance Indicators for key functions	b.1	Create Key performance indicators, benchmarks for each activity	Q4 2017
		b.2	Ensure accurate field data collection and reporting out of data	Q1 2018
c	BC One Call	c.1	Implementation of BC One Call Process	Q1 2017
d	Operator Training and Development	d.1	Internal training for succession planning, supporting staff to get required certifications	Ongoing
e	Utility rate sector review	e.1	Analyze consumption data and assess revenue generation by utility	Q2 2017 Finance
f	Rain Barrel Program	f.1	Develop Rain Barrel Program and communicate out to residents. Work with Tri-City municipalities to support and promote Rain Barrel Truck Load sale. Residents purchase rain barrels directly from vendor	Q3 2017 Corporate Support

Category		New		
Details		The following initiatives are additions made after business plans were initially presented in December 2016. Some initiatives were requested by Council while some are outcomes of other decisions, circumstances or opportunities.		
Initiative		Major Activities	Timeframe	Interdependence
a	Increased financial oversight	a.1	Amended processes and increased analysis and oversight of financial transactions	Q2 2018 All departments
b	Implement CUPE CA changes	b.1	Implement Class specification review, update CA language and housekeeping	Q4 2018 Bargaining Committee, All Departments except Fire
c	Safety Culture Analysis and Injury Management Initiative	c.1	Review and assess in partnership with WorkSafe BC	Q2 2018 All departments

INDICATORS & MEASURES - WATER

Indicator/Measure	2013	2014	2015	2016	2017 YTD
Water Consumption (L/Capita Per Day)	427	398	414	407*	421
# of Water Main Breaks/ 100 km of Length	8.5	8.9	8.0	7.5	2.8
\$ of capital reinvestment	2.55 M	1.88 M	1.4M	0.3M	1.5M
Operating \$ /100 km of Watermain length	545 K	478 K	542K	584K	560K
Calls for Service:					
Water Quality	29	45	29	29	14
Water On/Off	61	56	63	88	100
Locate Service	22	30	40	49	22
Emergency Leak	93	107	128	84	43

* Forecasted consumption as final water invoice not yet received from Metro

INDICATORS & MEASURES - SEWER

Indicator/Measure	2013	2014	2015	2016	2017 YTD
# of Connections with Sanitary Flooding/ 1000 Service Connections	3.3	3.1	1.0	1.0	0.0
Calls for Service					
Sewer Blockages	30	6	31	42	14
Plugged Catch Basins	28	16	99	97	33
Flooding/Urgent	6	3	12	12	28
Manhole Lids Missing	9	3	5	8	5

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