



2017 – 2021 Financial Plan

Agenda

- 2017 Budget Information
- Legislative Framework
- Public Consultation
- Financial Overview Operating
- Operating Budget

2017 Budget Information

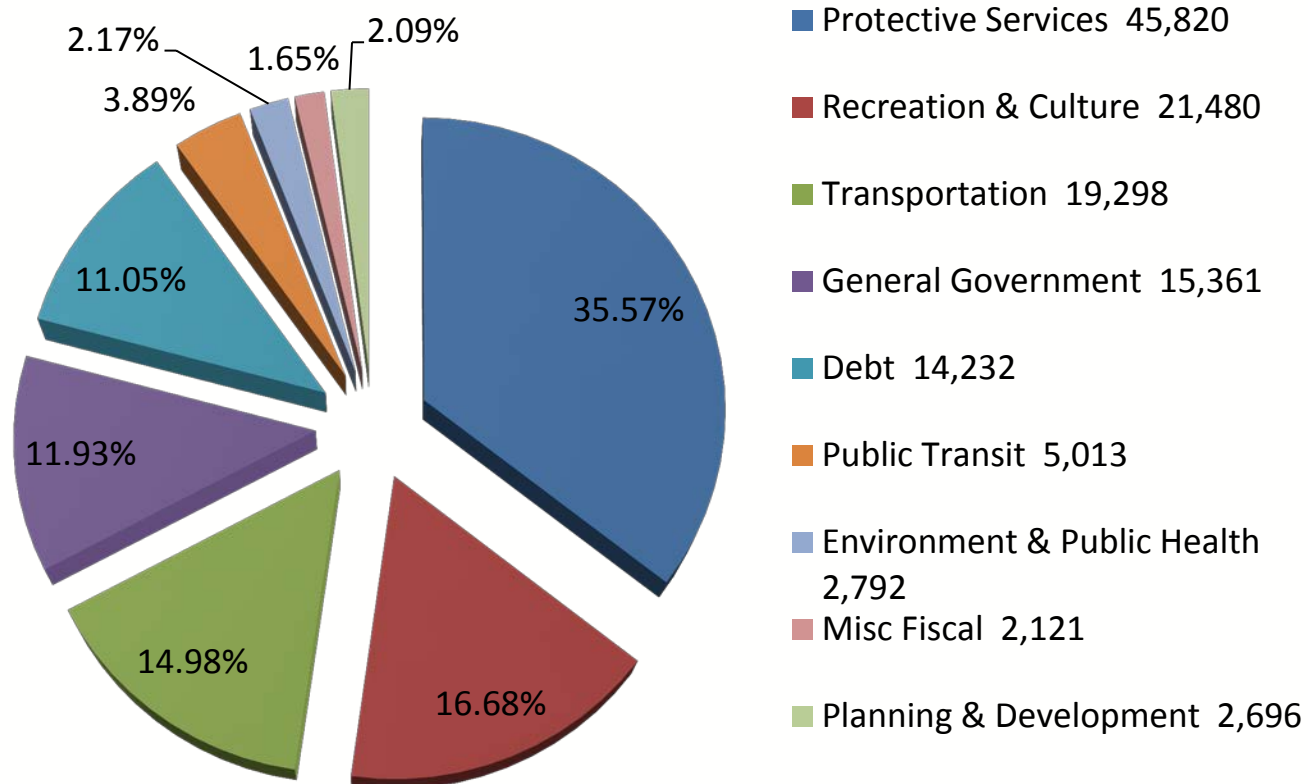
- November 16th – Draft of 3-year operating guideline presented to Finance and Audit Committee and received for information
- December 19th – Draft of Capital Financial Plan presented to Finance and Audit Committee and received for information

Legislative Framework

- Community Charter
- Five Year Financial Plan
- Public Consultation
- Balanced Budget
- Financial Plan Bylaw
- Tax Rate Bylaw

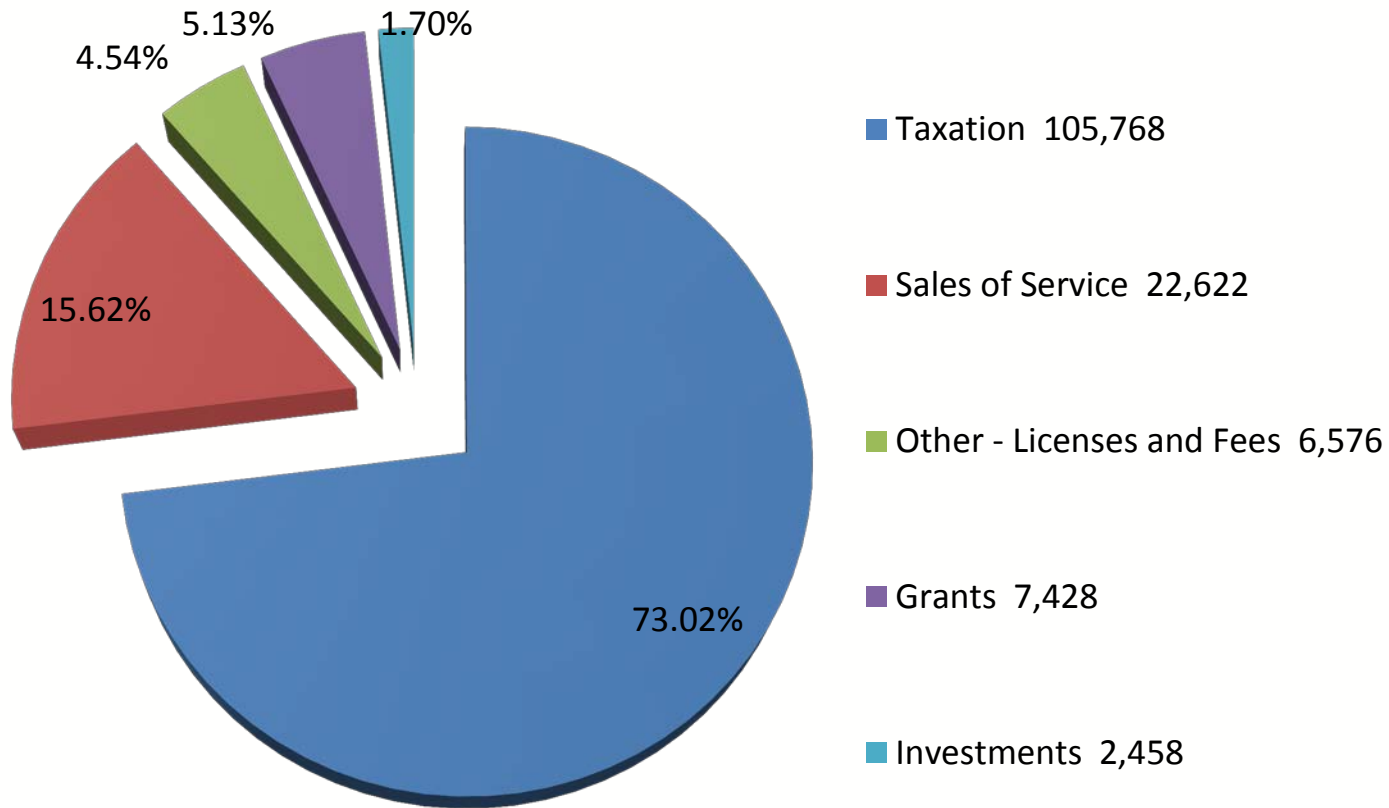
Financial Overview

2017 General Operating Expenses (in 000's)

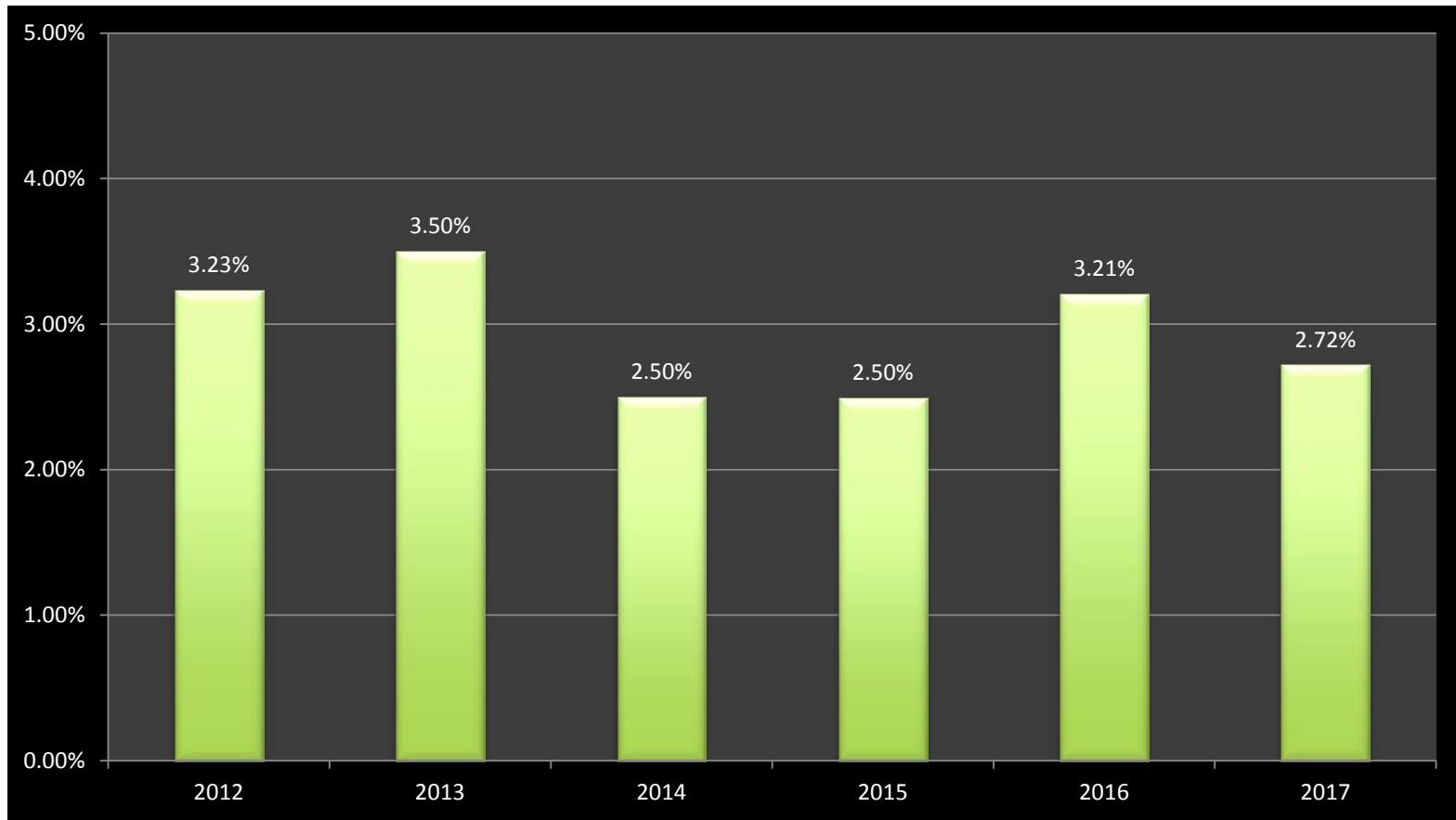


Financial Overview

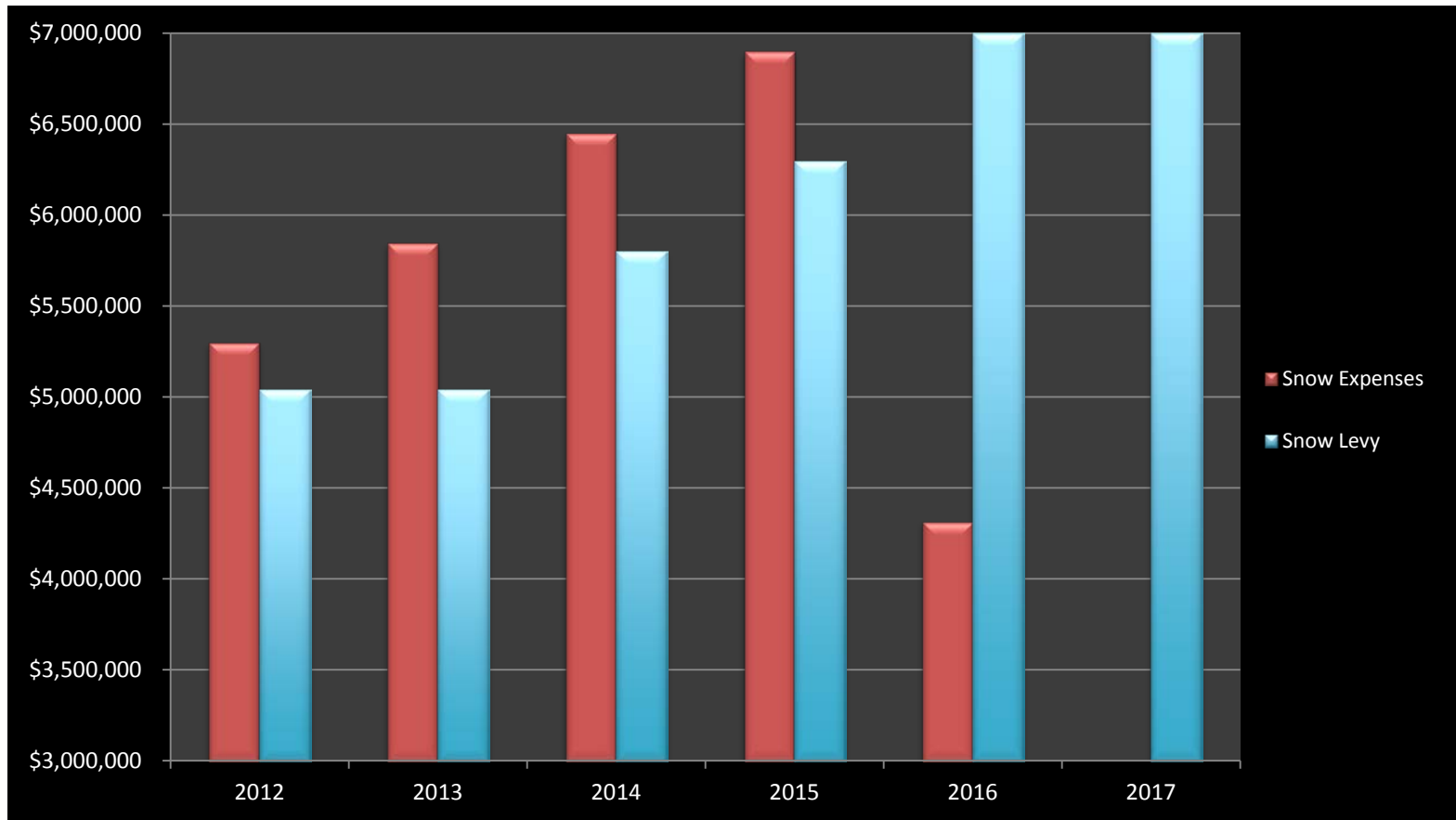
2017 General Operating Source of Funds (in 000's)



Tax Requisition Increases Actual 2012 to Proposed 2017



Snow Expenses vs. Snow Levy Actual 2012 to Proposed 2017



Tax Notice Line Items Proposed 2017 Changes

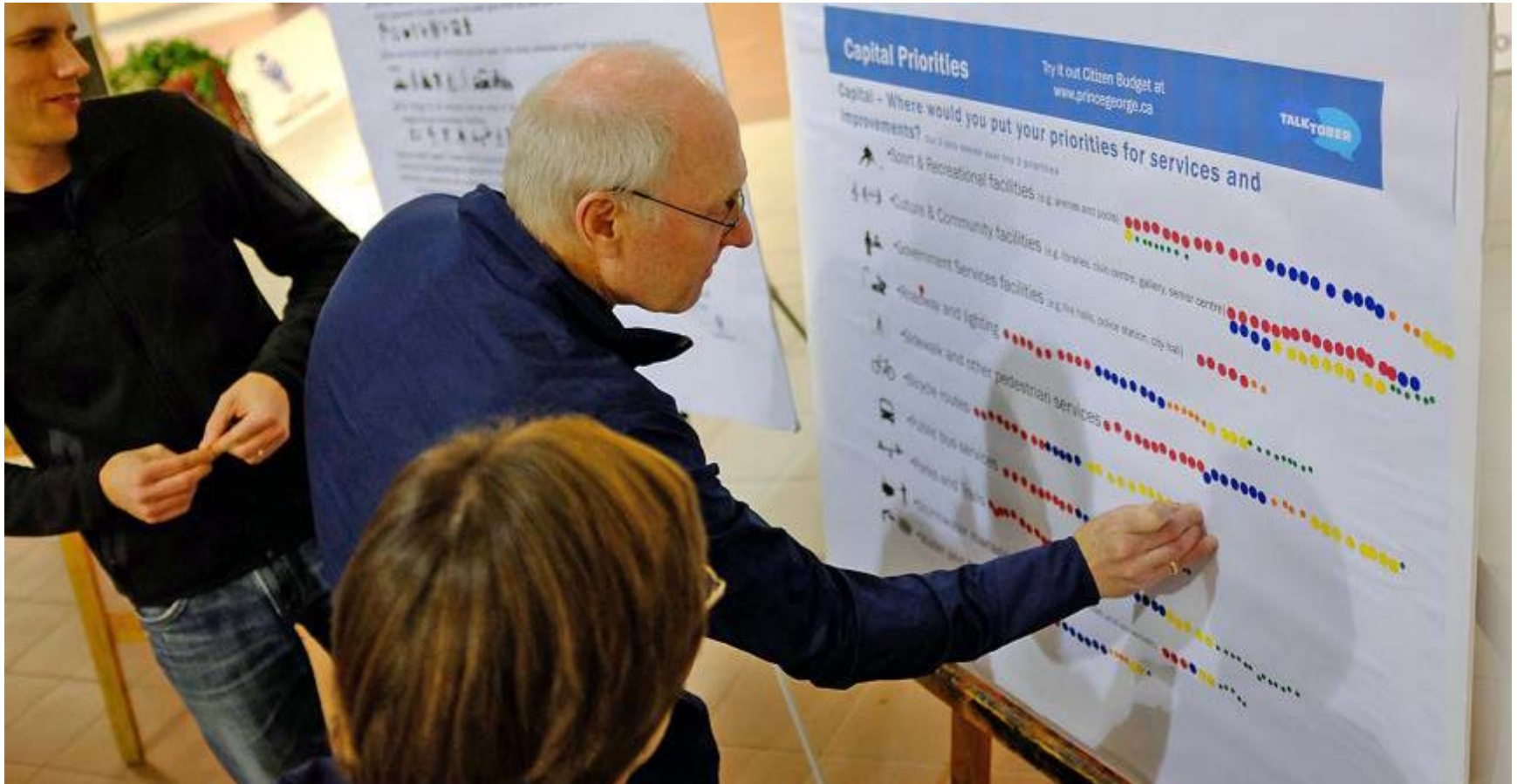
| | 2016 Levy | Proposed Increase | Increase as a % of total levies |
|------------------------------------------|---------------------|--------------------|---------------------------------|
| General | \$81,629,912 | \$2,615,729 | 2.72% |
| Snow Control | 7,000,000 | 0 | 0.00% |
| Road Rehabilitation | 5,000,000 | 0 | 0.00% |
| General Infrastructure Reinvestment Fund | 2,500,000 | 0 | 0.00% |
| | | | |
| Total | \$96,129,912 | \$2,615,729 | 2.72% |

Public Consultation

- “Talktober” Neighbourhood Conversations
- Citizen Budget Online Engagement
- Budget Meetings Public Input



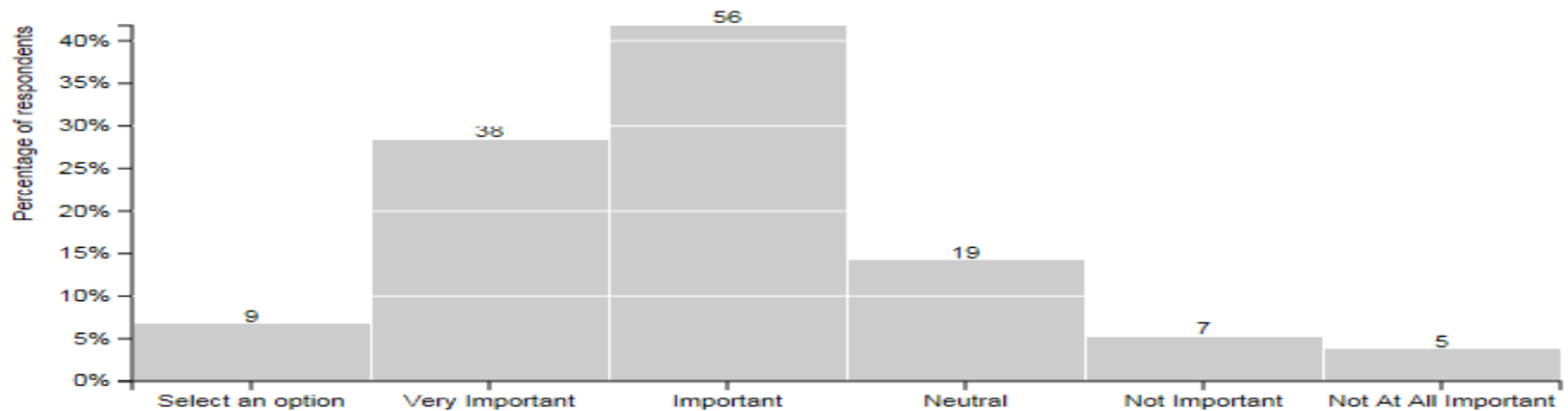
Talktober topics: beautification, housing, parks and trails, active transportation, infrastructure



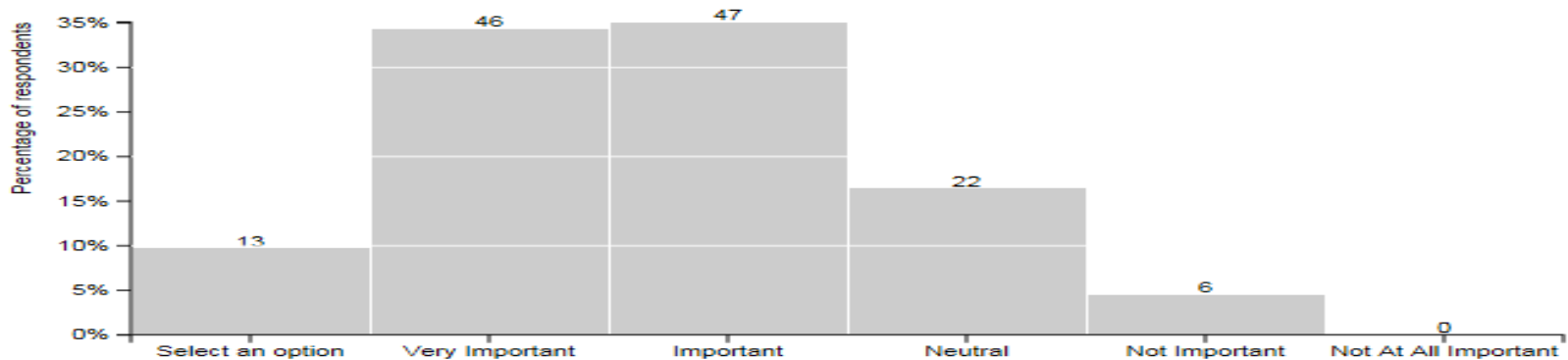
Infrastructure priorities: parks and trails, sport and recreation, cultural and community facilities, and roadways and lighting

Your Priorities for Infrastructure Investment

18 Sport and recreation facilities (examples include the arenas and pools)



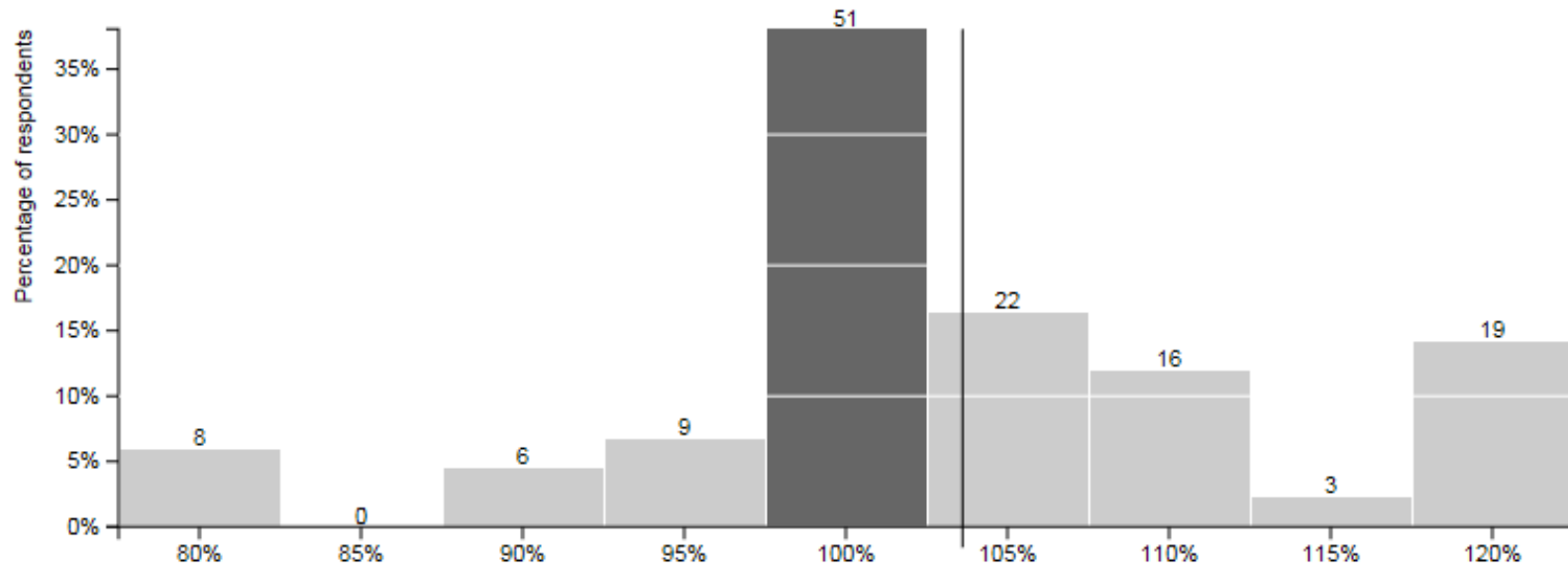
27 Water and Sewer



Citizen Budget - Infrastructure: Roadways and Lighting, Sport and Recreation. Water and Sewer was #1 for “most important.”

Recreation Services (Aquatics, Civic Centre, CN Centre and Community Arenas)

3 Would you choose to increase, decrease, or maintain current levels of funding for Recreation Services?



Citizen Budget - Functions/Services: funding increases for rec services, police, snow control, transportation, and parks.

Budget Meetings Schedule

| Date | Time | Service Category |
|------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| January 30, 2017 | 3:30 pm | Opportunity for public input (15 minutes) Budget overview and public consultation results Community Services Planning and Development |
| | 5:00-6:00 pm | Recess |
| | 6:00 pm | Opportunity for public input (15 minutes) Service Agreements (Prince George Public Library, Tourism Prince George) Corporate Management External Relations |
| February 1, 2017 | 3:30 pm | Opportunity for public input (15 minutes) Engineering & Public Works |
| | 5:00-6:00 pm | Recess |
| | 6:00 pm | Opportunity for public input (15 minutes) Administrative Services Human Resources Finance 2017-2021 Capital Expenditure Plan |

2017 Operating Budget

2017 Operating Budget

Citywide

- Revenue \$ (189,004,072)
- Expenditures 114,580,379
- Debt 14,232,069
- Transfers 60,191,624
- **NET TOTAL** \$ 0

Revenue = Expenditures +
Debt + Transfers

BUDGET IS BALANCED

- Departments
 - Community Services
 - Planning and Development
 - Service Agreements
 - Corporate Management
 - External Relations
 - Engineering and Public Works
 - Administrative Services
 - Human Resources
 - Finance

2017 Operating Budget

Community Services

- Revenue \$ (8,483,556)
 - Expenditures 55,838,014
 - Transfers 1,619,815
 - **NET TOTAL \$ 48,974,273**
- Service Categories
 - Police Support Services
 - Fire Protection
 - Emergency Services
 - Aquatics
 - CN Centre
 - Events and Civic Centre
 - Community Partnerships
 - Community Arenas

2017 Operating Budget

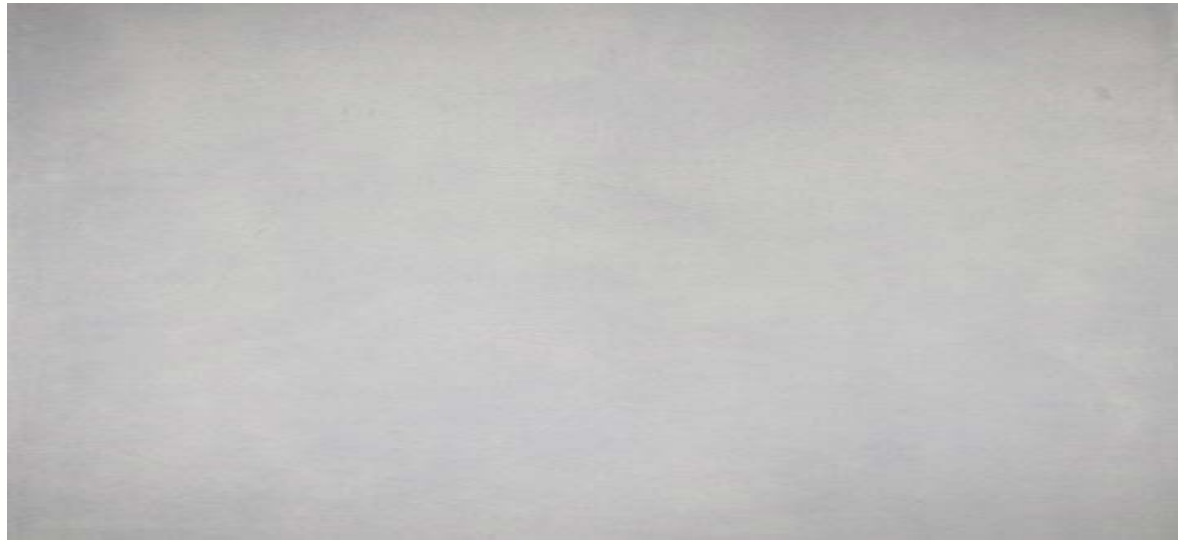
Planning and Development

- Revenue \$ (7,971,410)
 - Expenditures 11,547,197
 - Transfers 639,019
 - **NET TOTAL** **\$ 4,214,806**
- Service Categories
 - Bylaw Services
 - Development Planning
 - Economic Development
 - Off-Street Parking

2017 Operating Budget

Service Agreements

- Revenue \$ (354,500)
 - Expenditures 4,261,935
 - **NET TOTAL** **\$ 3,907,435**
- Service Categories
 - Prince George Public Library
 - Tourism Prince George



PRINCE GEORGE PUBLIC LIBRARY



Tourism Prince George



2017 Operating Budget

Corporate Management

- Revenue \$ 0
 - Expenditures 1,769,942
 - Transfers 200
 - **NET TOTAL \$ 1,770,142**
- Service Categories
 - Office of the City Manager
 - Mayor and Council
 - Social Planning

Social Planning – 2017

- *Key Priorities:*
 - *Advancing the Social Development Strategy in support of healthy community development*
 - Collective Impact: Healthy Youth Development
 - Smoke and Vape Free Outdoor Places Bylaw Implementation
 - Alignment of City granting policies and practices
 - Liaison and Complementary Projects – Northern Health Downtown Health Services Review
 - *Reconciliation Initiatives*
 - Education and Awareness – Internal/External
 - Lheidli T’enneh Liaison
 - First Nations Court

Budget Enhancement Requests

- ***Collective Impact Budget Enhancement - \$141,468***
 - \$76,468 – 1.0 fte Social Planning Coordinator
 - \$60,000 – Operating Agreement for Data Management
 - \$ 5,000 – Enhanced Community Engagement
- ***myPG Community (Social) Grant Enhancement - \$140,850***
 - Increase from 359,150 to \$500,000
 - Transition TNW/CAC/Folkfest Society to Service Agreements
 - Increase number of application intakes from 1 – 2/year
 - Incorporate local events contributing to Healthy Communities in the grant criteria
 - Manage Council referrals of requests to financially support emerging opportunities

Social Planning BU 124070

| Year | Proposed Budget Book | Enhancement Requests (if approved) | Total | Projected Expenses | Variance | % of Variance Externally Funded |
|------|----------------------|------------------------------------|---------|--------------------|----------|---------------------------------|
| 2017 | 576,294 | 282,318 | 858,612 | 894,582 | 35,970 | 100 |
| 2018 | 579,311 | 285,141 | 864,452 | 900,781 | 36,329 | 100 |
| 2019 | 582,388 | 287,992 | 870,380 | 907,072 | 36,692 | 90 |
| 2020 | 585,526 | 290,871 | 876,397 | 913,455 | 37,058 | 40 |
| 2021 | 588,728 | 293,779 | 882,507 | 919,935 | 37,428 | 0 |

2017 Operating Budget

External Relations

- | | | |
|----------------|------------------|----------------------|
| • Revenue | \$ 0 | • Service Categories |
| • Expenditures | <u>531,435</u> | ▪ Communications |
| • NET TOTAL | \$531,435 | |

2017 Operating Budget

Engineering and Public Works

General

| | |
|----------------|------------------|
| • Revenue | \$ (5,876,902) |
| • Expenditures | 27,250,088 |
| • Transfers | <u>1,394,089</u> |
| • NET TOTAL | \$ 22,767,275 |

Sewer

| | |
|----------------|------------------|
| • Revenue | \$ (12,854,806) |
| • Expenditures | 5,332,635 |
| • Debt | 357,364 |
| • Transfers | <u>7,164,807</u> |
| • NET TOTAL | \$ 0 |

Water

| | |
|----------------|------------------|
| • Revenue | \$ (16,533,995) |
| • Expenditures | 5,347,213 |
| • Debt | 1,332,543 |
| • Transfers | <u>9,854,239</u> |
| • NET TOTAL | \$ 0 |

District Energy

| | |
|----------------|------------------|
| • Revenue | \$ (85,400) |
| • Expenditures | 336,748 |
| • Debt | 450,000 |
| • Transfers | <u>(701,348)</u> |
| • NET TOTAL | \$ 0 |

- Service Categories
 - Snow Control
 - Roads
 - Storm Drainage
 - Fleet Services
 - Street Lighting
 - Engineering and Public Works Admin
 - Solid Waste Services
 - Cemetery
 - Sewer Operations
 - Water Operations
 - Parks
 - Civic Facilities
 - Asset Management
 - Engineering
 - District Energy

2017 Operating Budget

Administrative Services

- Revenue \$ (137,420)
 - Expenditures 6,771,178
 - Transfers (16,906)
 - **NET TOTAL** **\$6,616,852**
- Service Categories
 - Risk and Procurement
 - Legislative Services
 - Service Centre
 - Information Technology

2017 Operating Budget

Human Resources

- Revenue \$ 0
 - Expenditures 2,690,744
 - Transfers 6,100
 - NET TOTAL \$ 2,696,844
- Service Categories
 - Human Resources

2017 Operating Budget

Finance

Financial Services

- Revenue \$ (125,100)
- Expenditures 1,554,304
- NET TOTAL \$ 1,429,204

Fiscal Services (net revenue)

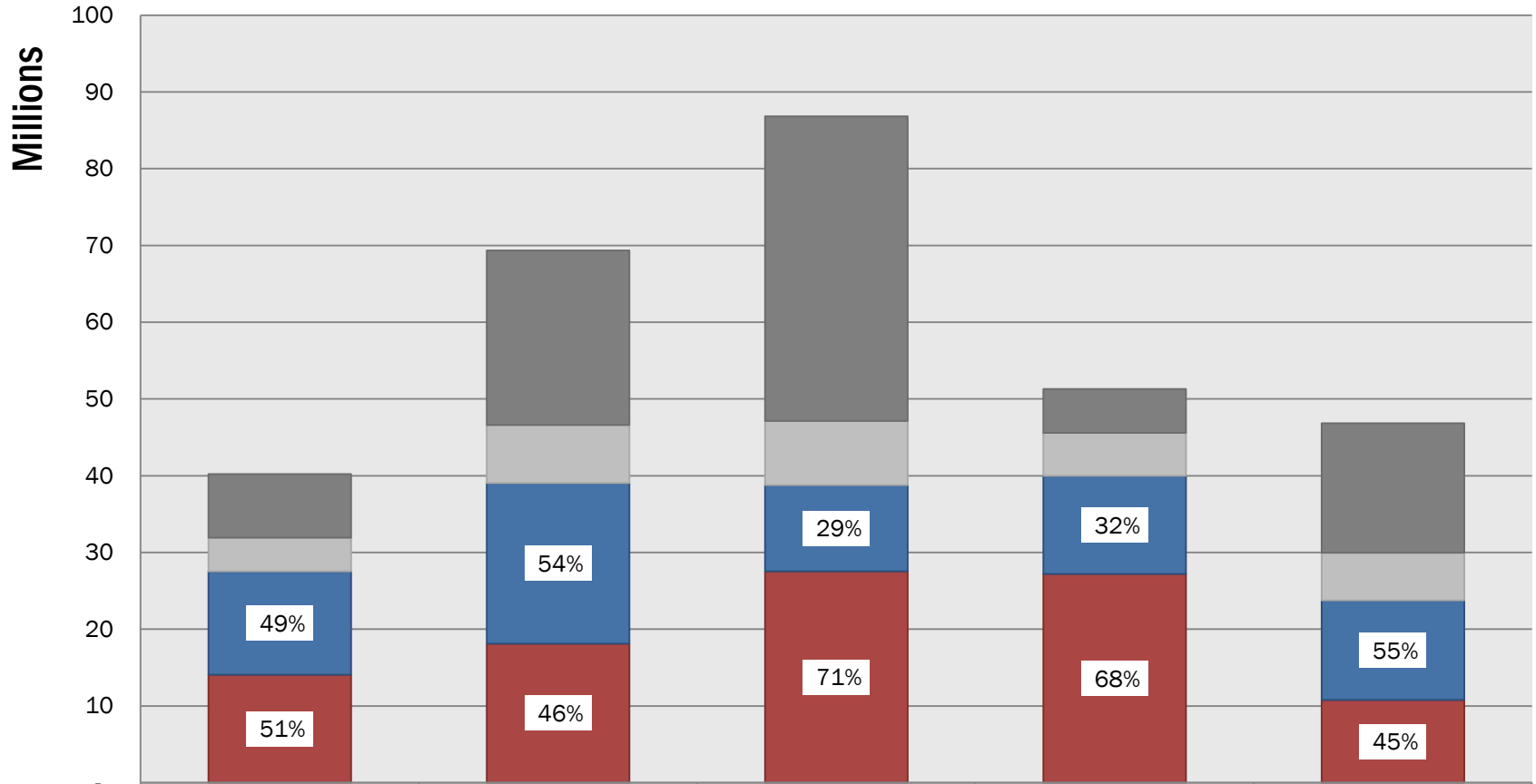
- Revenue \$(166,055,184)
- Expenditures 2,365,542
- Debt 14,232,069
- Transfers 56,549,307
- NET TOTAL \$ (92,908,266)

- Service Categories

- Financial Services
- Fiscal Services

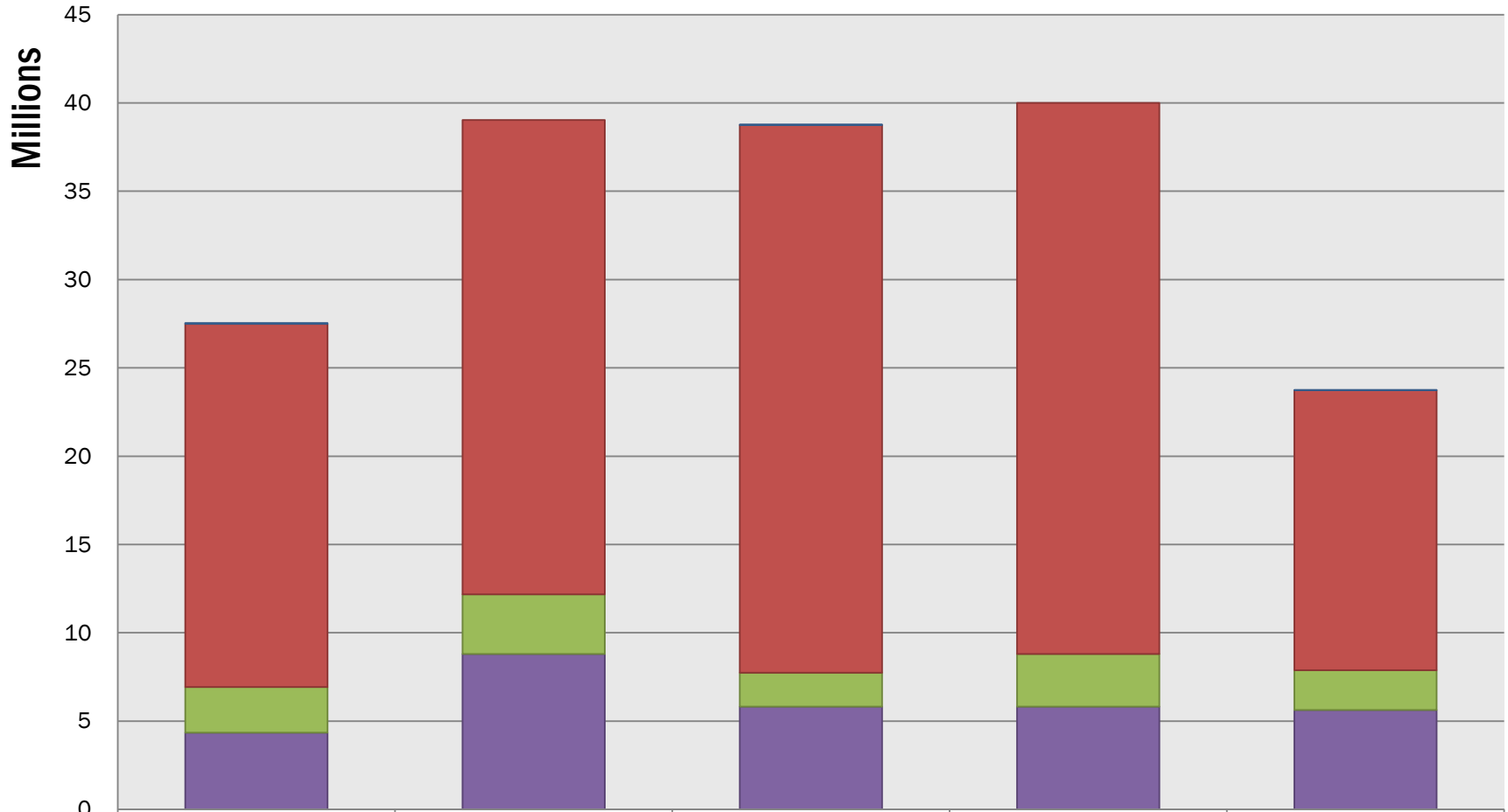
2017 Capital Expenditure Plan

2017-2021 Capital Plan by Type



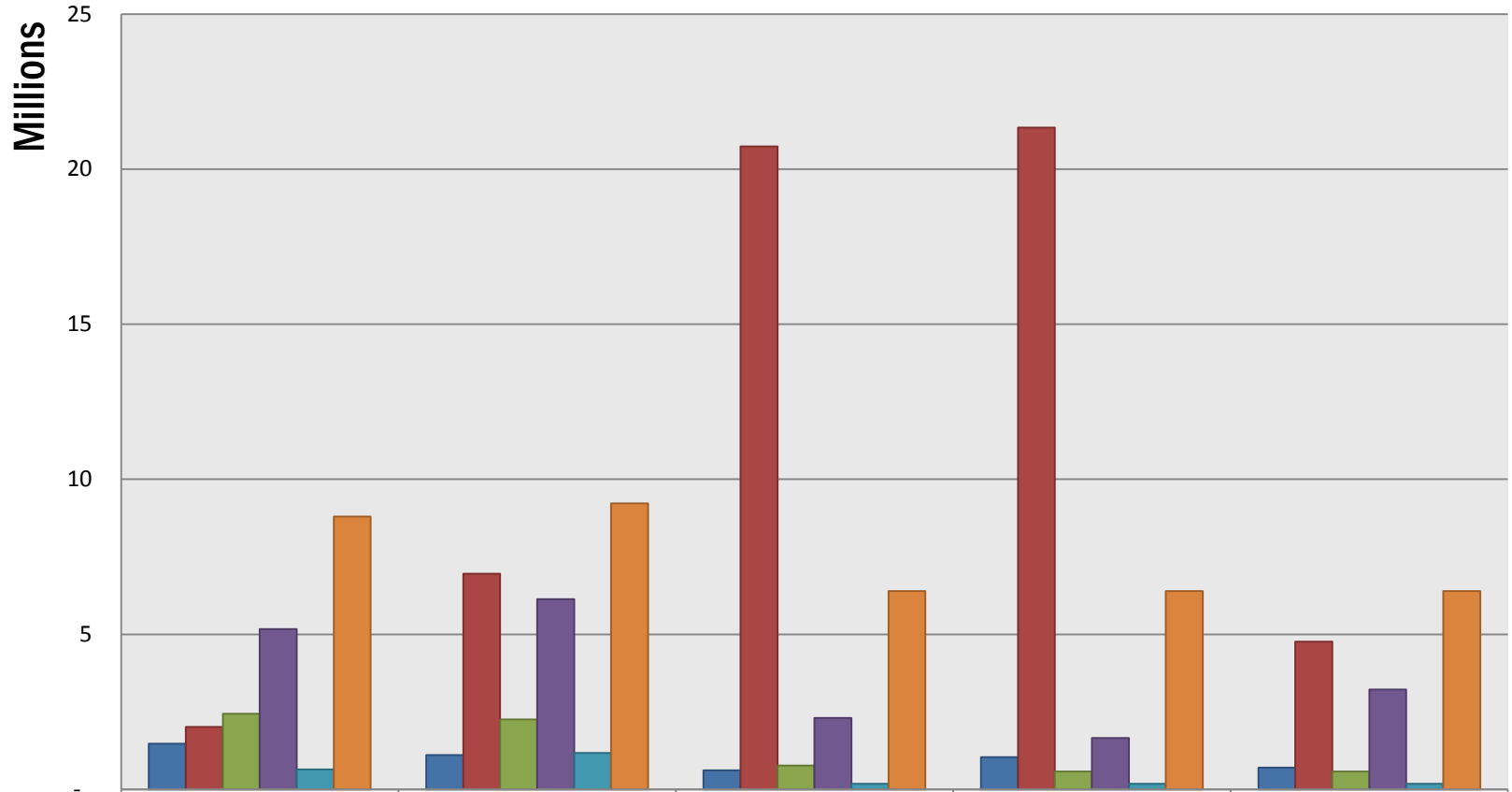
| | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------|------------|------------|------------|------------|------------|
| ■ Unfunded Growth | 8,295,000 | 22,728,300 | 39,697,000 | 5,707,000 | 16,906,000 |
| ■ Unfunded Renewal | 4,371,710 | 7,586,350 | 8,347,950 | 5,578,500 | 6,192,000 |
| ■ Funded Growth | 13,492,000 | 20,920,000 | 11,234,000 | 12,797,000 | 12,983,000 |
| ■ Funded Renewal | 14,056,690 | 18,120,777 | 27,543,342 | 27,209,959 | 10,771,724 |
| Total Funded | 27,548,690 | 39,040,777 | 38,777,342 | 40,006,959 | 23,754,724 |
| Total Unfunded | 12,666,710 | 30,314,650 | 48,044,950 | 11,285,500 | 23,098,000 |
| Total | 40,215,400 | 69,355,427 | 86,822,292 | 51,292,459 | 46,852,724 |

2017-2021 Capital Plan by Fund



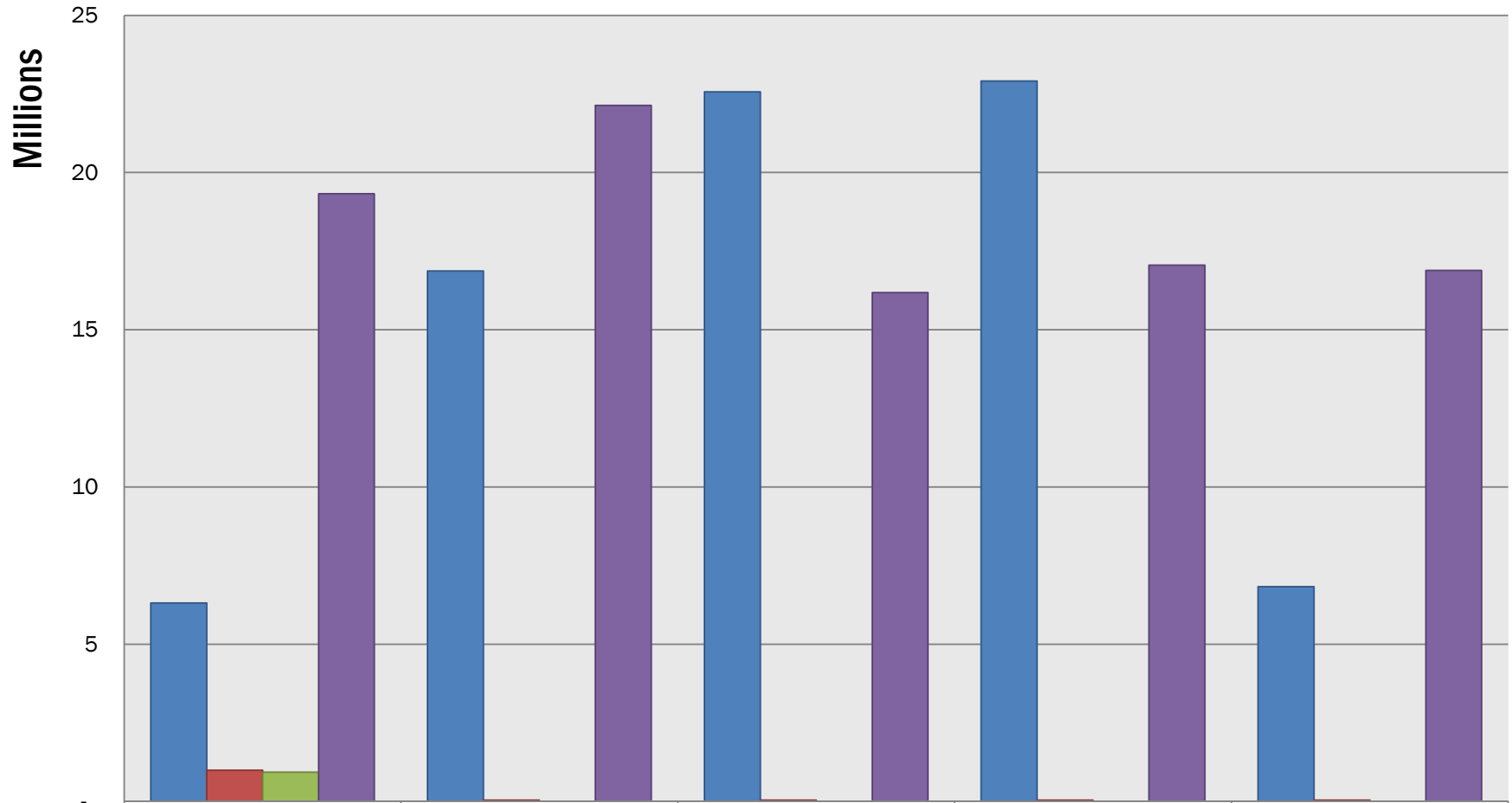
| | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------|------------|------------|------------|------------|------------|
| ■ District Energy | 56,800 | - | 20,800 | - | 20,800 |
| ■ General | 20,553,030 | 26,863,125 | 31,017,527 | 31,196,965 | 15,850,856 |
| ■ Sewer | 2,592,780 | 3,371,390 | 1,911,795 | 2,988,550 | 2,249,034 |
| ■ Water | 4,346,080 | 8,806,262 | 5,827,220 | 5,821,444 | 5,634,034 |
| Total Funded | 27,548,690 | 39,040,777 | 38,777,342 | 40,006,959 | 23,754,724 |

2017-2021 Capital Plan: General by Service Type



| | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Administrative Services | 1,474,000 | 1,112,000 | 617,000 | 1,042,000 | 702,000 |
| Civic Facilities | 2,018,800 | 6,958,018 | 20,736,018 | 21,338,410 | 4,770,554 |
| Recreation & Culture | 2,445,000 | 2,260,000 | 775,000 | 575,000 | 575,000 |
| Solid Waste & Fleet | 5,167,730 | 6,133,107 | 2,309,509 | 1,661,555 | 3,223,302 |
| Storm Drainage | 650,000 | 1,180,000 | 180,000 | 180,000 | 180,000 |
| Transportation | 8,797,500 | 9,220,000 | 6,400,000 | 6,400,000 | 6,400,000 |
| Total Funded General | 20,553,030 | 26,863,125 | 31,017,527 | 31,196,965 | 15,850,856 |

2017-2021 Capital Plan by Funding Source



| | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------|------------|------------|------------|------------|------------|
| ■ Debt | 6,305,330 | 16,871,894 | 22,563,921 | 22,913,965 | 6,831,246 |
| ■ DCCs | 990,000 | 36,000 | 36,000 | 36,000 | 36,000 |
| ■ Other | 927,000 | - | - | - | - |
| ■ Reserves | 19,326,360 | 22,132,883 | 16,177,421 | 17,056,994 | 16,887,478 |
| Total Funded | 27,548,690 | 39,040,777 | 38,777,342 | 40,006,959 | 23,754,724 |