

2024-2028
FINANCIAL PLAN



CITY OF
PRINCE GEORGE

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Budget Meetings Schedule

Date	Time	Service Category
January 22, 2024	3:30pm	<ul style="list-style-type: none"> Budget overview and public consultation results 2024-2028 Capital Expenditure Plan
	5:00 - 6:00pm	<ul style="list-style-type: none"> Recess
	6:00pm	<ul style="list-style-type: none"> Service Agreements (Prince George Public Library, Tourism Prince George) Corporate Management Public Safety
January 23, 2024	3:30pm	<ul style="list-style-type: none"> Civic Operations
	5:00 - 6:00pm	<ul style="list-style-type: none"> Recess
	6:00pm	<ul style="list-style-type: none"> Civic Facilities & Events Planning and Development Finance and IT Services
January 29, 2024	3:30pm	<ul style="list-style-type: none"> Council final deliberation day
	5:00 - 6:00pm	<ul style="list-style-type: none"> Recess
	6:00pm	<ul style="list-style-type: none"> Council final deliberation day continued

OUR VISION AND MISSION

A diverse, progressive, and vibrant provincial centre with accessible opportunities, a strong and stable economy, and an enviable quality of life.

Along with our regional neighbours, we are leading the way to a strong and prosperous future. We grow by attracting and celebrating innovative people, businesses, and organizations.

OUR VALUES

- Civic Pride
- Inclusivity
- Integrity
- Accountability
- Optimism
- Resilience
- Vitality
- Transparency

OUR FOUR STRATEGIC PILLARS

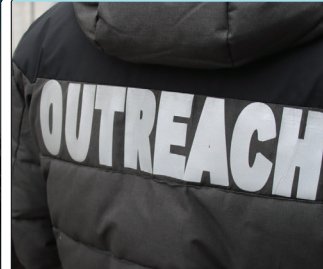
I. CITY GOVERNMENT AND INFRASTRUCTURE



II. ECONOMIC DIVERSITY AND GROWTH



III. SOCIAL HEALTH AND WELL-BEING



IV. ENVIRONMENT STEWARDSHIP AND CLIMATE ACTION



I. CITY GOVERNMENT AND INFRASTRUCTURE PRIORITIES

Grow the city.

- Create and share a long-term vision roadmap with targets (including population targets) and milestones that reflect the integration of capital planning, asset management, infrastructure planning, and Official Community Plan renewal processes, and associated financial commitments.

Focus on meaningful communication and relationship development to advance shared priorities.

- Develop a strategy to implement the United Nations Declaration on the Rights of Indigenous Peoples that builds on the City's relationships with the Lheidli T'enneh First Nation and urban indigenous service providers.
- Build and maintain the relationships necessary to ensure co-ordinated advocacy, responsive service delivery, and the acquisition of external funding to meet the diverse needs of all residents.

Continue to improve processes and practices to support effective and efficient service delivery.

II. ECONOMIC DIVERSITY AND GROWTH PRIORITIES

Market Prince George as a place to invest, live, and visit.

- Promote presence and use of local assets and amenities in a way that aligns with growth goals.

Build a strong, resilient, and diverse economy for Prince George.

- Update the 2020-2025 Economic Development Strategy to reflect the current context, including immigration, and support its continued implementation.
- Identify and support the development of catalysts that enable and expedite the diversification of the economy.

III. SOCIAL HEALTH AND WELL-BEING PRIORITIES

Maximize the quality of life for all residents.

- Create a vibrant civic core.

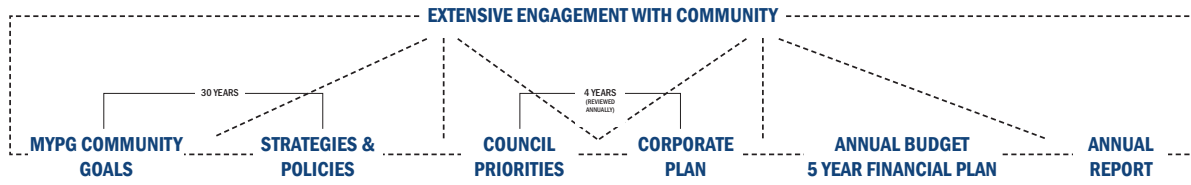
Ensure a safe, healthy, and clean community for all.

- Document, communicate, and implement the city's homelessness and public safety strategies to support advocacy efforts and enhance service delivery.

IV. ENVIRONMENTAL STEWARDSHIP & CLIMATE ACTION PRIORITIES

Preserve the environment.

- Implement local government actions that advance environmental protection including climate change and adaptation.



COMMUNITY ENGAGEMENT

Community engagement informs each step of the strategic planning process. Without regular input from residents and partners, this framework would not be successful in accurately representing the City’s goals and long-term vision.

myPG Community Goals:

Planning at the City of Prince George is based on an integrated community sustainability plan, known as myPG, that was completed in 2010 and subsequently incorporated into a strategic framework the following year. The myPG plan for a sustainable and prosperous community captures the results of extensive public and stakeholder engagement that created a shared vision of the **long-term future** of Prince George. myPG was originally organized around four pillars: social development, the environment, economic development, and City government and is intended to improve alignment of the entire community’s efforts to achieve its shared vision of a sustainable future.

myPG Strategies and Policies:

Strategies defining how to achieve the community’s goals comprised part two of the myPG planning process. The strategic directions reflect principles of sustainability by being integrative (i.e., they incorporate action in many disciplines) and long term. Each one will be most successful when the City, partner organizations, and individual community members contribute together.

Council Priorities:

The City retained the original myPG pillars but refined the titles as follows: city government and infrastructure, economic diversity and growth, social health and well-being, environmental stewardship and climate action.

In conjunction with the election cycle, Council priorities are established every four years and reviewed annually. They reflect Council’s consideration of how the City can contribute to long-term community goals and strategies established during the myPG planning process, extensive and ongoing engagement with community members, a review of recent actions and measures associated with each of them, as well as the identification of opportunities to enhance what is working well and address areas requiring improvement.

Council’s priorities are established during a facilitated workshop. Priorities provide high-level, strategic direction and help inform decision-making.

Corporate Work Plan:

The Corporate Work Plan is updated annually following Council’s approval of the Strategic Plan. It identifies the specific actions administration will undertake to address Council’s priorities. Council receives information about Corporate Work Plan activities through staff reports comprising open Council meeting agendas and regular updates.

Annual Budget (5 Year Financial Plan):

The City’s Financial Plan aligns with its Strategic Plan and Corporate Work Plan and reflects the revenue generated from and the cost of delivering its services. As required by the Community Charter, a process of public consultation precedes finalization of the budget.

Annual Report:

The City’s Annual Report includes audited financial statements, a list of permissive tax exemptions, and highlights progress made to address Council’s priorities in the previous year. The report also includes information about goals and objectives for the upcoming year.

DATE: January 10, 2024

TO: MAYOR AND COUNCIL

NAME AND TITLE: Kris Dalio, Director of Finance and IT Services

SUBJECT: 2024 – 2028 Financial Plan

PURPOSE:

To provide readers with a clear understanding of the City’s proposed 2024 – 2028 Financial Plan and the Sustainable Finance Policies which underlie the development of the plan.

BALANCED FINANCIAL PLAN:

The City’s Financial Plan is aligned with its Strategic Plan and Corporate Work Plan and reflects the revenues from, and costs of, delivering its services.

The *Community Charter* requires that Council adopt five year financial operating and capital plans by bylaw before the annual property tax bylaw is adopted (before May 15th of each year). The financial plan must include the following for each year of the plan:

- Proposed expenditures including separate amounts for:
 - Interest and principal on debt;
 - Capital purposes;
 - A deficiency from a previous year, if applicable; and
 - Other purposes.

- Proposed funding sources including separate amounts for:
 - Revenue from property and parcel taxes;
 - Fees and charges;
 - Proceeds from borrowing; and
 - Revenue from other sources.

- Proposed transfers between funds, including separate amounts for each statutory reserve fund and accumulated surplus.

As per section 165 of the *Community Charter*, for each year of the financial plan, the proposed expenditures and transfers to other funds cannot exceed the proposed revenue, transfers from other funds and proceeds from debt – i.e., there cannot be a deficit. If a deficit does occur, it must be reflected in the financial plan as an expenditure in the next year. A financial plan may be amended by bylaw at any time.

PUBLIC CONSULTATION:

According to the *Community Charter*, a council must undertake a process of public consultation prior to finalizing the budget.

Consultation this year was done through:

- The annual Citizen Budget online survey
- Five online satisfaction surveys
- Gathering comments received on social media
- Three town hall in-person meetings

The citizen satisfaction surveys were used to gather input from the public regarding five different service areas. These shorter topic-specific surveys attracted those who have are passionate about specific service, those who rent and/or, do not want to complete a longer survey.

All the participation opportunities were promoted extensively through radio, digital, newspaper and social media advertising as well as public displays in civic facilities.

A fulsome summary of the 2024 Community Engagement was provided to the [Finance and Audit Committee](#) in December, 2023. The committee was also provided the full summary report from the [Citizen Budget Survey](#).

The results of the 2023 budget consultation are available to the public on the [City website](#).

FUND STRUCTURE:

The City has four funds: General Fund, Sewer Fund, Water Fund and District Energy Fund. Each fund has a balanced budget for both operating and capital expenditures and each has specific operating and capital sources of funds available to finance its programs.

General Fund – This is the largest fund and provides for services such as police and fire protection, bylaw enforcement, land administration, corporate and fiscal services, fleet services, city management, service agreements and grants, transportation, transit and snow control, cemetery and parks, development planning and permits, as well as recreation programs, services and facilities.

Also included within the general fund are off-street parking and solid waste services which are operated as self-financing divisions which are funded by user fees (user fees and the Downtown Off-Street Parking Levy in the case of off-street parking). As with each of our self-funded services, the City attempts to set user rates that achieve a surplus of between 5% and 10% of operating expenses and build a reserve that is able to fund their asset reinvestment needs. The 2024 solid waste utility budget is balanced with a projected contribution of \$0.91M to the solid waste capital reserve.

The 2023 Downtown Off-Street Parking Levy was \$2,000,000 and Administration is recommending the \$2,050,000 for 2024. The 2024 budget is balanced with a projected contribution of \$0.96M to the off-street parking capital reserve.

Sewer and Water Funds – These funds provide for the sanitary sewer and water operations and capital programs. The sewer and water utilities are operated as self-financing utilities and are funded through user fees as per Sustainable Finance Policy 3. Revenues and expenditures of the utilities are reviewed and user rates are set to fully recover the utilities operating and capital cost requirements. Council approved a bylaw that established that the utilities user fee rates would increase by 6% for sewer and 7% for water in 2024 over the 2023 level.

District Energy Fund – The Downtown District Energy System supplies centralized space heating and domestic hot water to a number of downtown buildings through a system of distribution pipes and has the potential to connect to more buildings in downtown Prince George. The system is supported by user fees as per Sustainable Finance Policy 3.

FINANCIAL PLANNING PRINCIPLES:

The Financial Plan embraces the following planning principles in the development of the operating and capital five year plans. Sustainable Finance Policies are quoted in parentheses where applicable.

- Realistic Plan (13) – Revenues and expenditures within the plan must be realistic and achievable. Variance reviews are completed and reviewed by Administration.
- Taxation (2) – The revenue required to provide City services that cannot be recovered through any other sources is raised through the property tax levy. Council and Administration regularly review the levels of taxation in relation to historical levels and in comparison with other municipalities.
- User Fees (3, 4) – The user pay principle means that fees should be applied to services that are easily identifiable to users such that those who use the service are the ones who substantially pay for it. In determining user fees the City also considers demand and ability to pay.
- External Debt (12) – The City uses debt to fund major capital works and expansion projects. The repayment of debt is a cost borne by the general, sewer, water, and district energy operating funds. The Ministry of Municipal Affairs sets a limit on the amount of debt a city may have; it is equivalent to payment costs of no greater than 25% of the previous year's certain revenue.
- Reserves (10) – General, sewer and water reserves are used to fund various components of the operating and capital five year plans. Administration continues to review and develop sustainable approaches to reserve fund balances.

BASE BUDGET, ASSET MAINTENANCE AND AMORTIZATION:

The Financial Plan as presented is balanced at a level that maintains core service levels, meets Council commitments and funds contractual expenditures.

Asset Maintenance is defined as expenses incurred in maintaining the predetermined service potential of an asset for a given useful life or to keep the asset in its usual condition and operating standard.

The amortization of tangible capital assets is a Public Sector Accounting Board (PSAB) 3150 requirement and will be reflected in the City's Financial Statements and five year Financial Plan Bylaw. However, while reflected, amortization of tangible capital assets is not funded in the Financial Plan.

BACKGROUND:

2021 - 2023 Tax Increases, CPI, and Comparison to Other Municipalities

Year	Proposed increase at F&A	Final Tax Levy Approved By Council	Consumer Price Index (CPI) from October to October
2021	3.16%	0.00%	4.70%
2022	6.37%	3.00%	6.90%
2023	7.22%	7.58%	3.10%
TOTAL (2021*2022*2023)		10.81%	15.39%

Inflation remains quite high for the last few years. It's important to recognize that CPI is a not a perfect indicator for municipalities. For example, CPI measures inflation on a basket of goods that are used by a household such as clothing or food. Municipalities do not deal in these goods but they do deal in items such as asphalt for roads, or construction costs, which are absent from the CPI. However, CPI is still used as a measure for inflation in the absence of a specific municipal price index for Prince George.

Administration has prepared a comparative table below with other commonly compared BC municipalities. Prince George is at the extreme low end of our peers and this information is presented along with CPI for the last three years to illustrate that the City is at risk of compromising long term sustainability of service levels.

Municipality	2021	2022	2023	TOTAL INCREASE (2021*2022*2023)	2023 Representative Home Tax
Saanich	5.76%	6.67%	7.19%	20.93%	\$3,412
Nanaimo	3.00%	6.00%	7.20%	17.04%	\$2,751
Maple Ridge	3.60%	4.40%	5.65%	14.27%	\$2,938
Kamloops	0.97%	4.92%	6.80%	13.14%	\$2,646
Victoria	2.03%	3.89%	6.15%	12.52%	\$3,458
Coquitlam	2.94%	3.43%	5.48%	12.31%	\$3,135
Kelowna	4.04%	3.94%	3.78%	12.23%	\$2,681
Chilliwack	2.99%	2.99%	4.48%	10.82%	\$2,175
Prince George	0.00%	3.00%	7.58%	10.81%	\$2,550

GENERAL OPERATING FUND:

The 2024 Financial Plan provides for general operating expenditures of \$166.4 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$59.7 million.

The proposed taxation increase for 2024 is required to maintain core service levels and funding for contractual commitments. The combined total taxation increase for 2024 is proposed to be \$8,062,192 which equates to a 6.24% increase. This increase includes an estimated offset of \$828,479 in non-market change tax revenue.

The tax levy is made up of four individual levies:

- General (operating) – provides the operating funding for all City service categories with the exceptions of Off Street Parking, Snow, Solid Waste, Sewer, Water and District Energy;

- General Infrastructure Reinvestment Fund (capital) – created in 2013 to start closing the gap between the reinvestment required and the funding available to maintain the City’s existing Civic Facilities.
- Snow Control (operating and capital) – funds the full scope of costs associated with providing the City’s snow control service;
- Road Rehabilitation (capital) – created in 2004 and funds the reinvestment needs of the City’s transportation network;

The table below illustrates how the increase is dispersed among the City’s four different tax levies.

	2023 LEVY	PROPOSED INCREASE	NON MARKET CHANGE	2024 LEVY PROPOSED	% TAX INCREASE
General - Base	110,398,156	5,169,710	828,479	116,396,345	4.00%
General - Infrastructure Reinvestment	2,950,000	1,292,482	0	4,242,482	1.00%
Snow Control	9,800,000	1,000,000	0	10,800,000	0.77%
Road Rehab	6,100,000	600,000	0	6,700,000	0.46%
Total	129,248,156	8,062,192	828,479	138,138,827	6.24%

A 6.24% tax increase is an approximate \$159.12 tax increase to the representative household.

General Infrastructure Reinvestment Fund

Like most Canadian cities, Prince George faces a considerable financial challenge to ensure optimal performance and efficiency from its infrastructure assets. The asset management program has identified the difference between the annual investment required to maintain and replace new and aging municipal infrastructure and the available annual budget.

Many of the city’s asset types have dedicated funding sources for reinvestment: roads is funded by the Road Rehabilitation levy; sewer assets, water assets and solid waste garbage trucks and bins are funded by their respective utility rates. To address the difference between the investment required in the remaining asset types and the budget available (the “infrastructure gap”), Council created the General Infrastructure Reinvestment Levy in 2013.

After a strong investment in the first few years of the levy’s existence, the 2016 General Infrastructure Reinvestment Fund Levy was at \$2,500,000. Since then, the levy has only grown to \$2,950,000 in 2023 and is not meeting our asset reinvestment needs. Council is provided regular updates from the Asset Management division to illustrate the gap and Council amended the Sustainable Finance Policy to include a 1% increase to the tax levy per year to transfer to infrastructure reserves to address that gap. 1% of the 2023 tax levy is \$1,292,482 which brings the proposed 2024 General Infrastructure Reinvestment Levy to \$4,242,482.

Snow Control

Snow Removal continues to be among the highest ranked services during budget consultations and highest volume calls for service. The 2023 Snow Levy was funded at \$9,800,000 to fund the City’s net

snow control expenses. In 2023, Administration recommended that the levy be set at \$10,400,000 to provide for inflationary costs on snow control for a “normal” snow year. Council elected to reduce the levy to \$9,800,000 and let any potential overruns be covered by a Snow Reserve that had a healthy balance due to lighter snow years in 2021 and 2022.

Bearing in mind the principle of preparing operating budget guidelines that reflect the costs of maintaining existing services and service levels, Administration has prepared some historical information concerning annual snow control expenses and estimates concerning the required annual snow levy. The 2023 Projected figure estimates outstanding invoices not yet recorded in the system.

Table 1 – Snow Control Levy and Expenses					
	2020	2021	2022	2023 (to date)	2023 (projected)
Budget	\$8,500,000	\$10,000,000	\$10,000,000	\$9,800,000	\$9,800,000
Net Expenses	\$10,522,130	\$7,707,770	\$9,290,365	\$10,578,122	\$11,000,000

The Snow Removal Service Category expenses in 2023 are projected to be over budget. As Table 1 illustrates, there can be a lot of volatility of the amount of snowfall that can occur from one year to the next. As a result, snow control is one of the City’s services at the highest risk of going over budget. If the annual net expenses are greater than the annual Snow Levy and the snow reserve has no available funds, the shortfall between snow expenses and revenues is taken from the City’s general operating surplus. In the event that the general operating surplus is fully depleted of funds and the City has a deficit, that deficit must be reflected as an expenditure in the next year’s financial plan as per the *Community Charter*.

To mitigate the City’s risk, the Snow Control levy should be high enough to create a reserve that is equal to 25% (approximately \$2.5 million) of the annual net snow control expenses, as well as the capital needs of the snow control function. If the 2023 projected amount is correct, the City will exceed their 2023 budget by \$1,200,000 and have a year end reserve remaining of approximately \$1,840,269 and will be short of the reserve goal by the end of 2023.

Inflationary pressures for snow removal include staff wages, contracted services, fuel and other fleet costs. Therefore, the cost of an average snowfall year continues to increase. Administration is recommending that the snow levy increase by the amount suggested in 2023 to the 2024 figure of \$10,800,000 to keep pace with increasing costs of providing the service.

Road Rehabilitation

In 2023, Administration recommended that the road rehabilitation levy be increased to \$6,100,000 to keep pace with the rising costs of asphalt, labour and fleet expenses and maintain existing service levels. The City is able to rehab approximately 50 lane kilometers with the current funding level.

For 2024, the City is still experiencing significant inflationary costs. The City is paying approximately \$141 per ton placed with a provision for minimum tonnage required, meaning for smaller jobs we could see rates as high as \$200 per ton. Administration is projecting a range of 6-10% increase in the contribution to the Road Rehabilitation Levy to maintain the same number of lane kilometers of work per year. Administration is recommending an additional \$600,000 to bring the total recommended 2024 levy to \$6,700,000. For reference, the average annual reinvestment for our roads infrastructure is \$8,400,000.

Revenue Entitlements Under Agreements and Grants

The Province of BC provides a share of the traffic fine revenue that is earned within the municipal boundary; these funds are allocated to the general operating fund to offset policing costs. The grant is estimated at \$1,100,000 for 2024, which is \$50,000 lower than the budgeted amount in 2023.

On a quarterly basis, the Ministry of Public Safety and Solicitor General transfers 10% of net casino revenues from the Treasure Cove Casino to the City; annual reporting on the use of these funds is required. The 2024 gaming revenue budget has been estimated at \$3.0 million. \$2.7 million of the gaming revenues are used to fund general capital expenditures and the other \$300,000 is transferred to the Major Events Reserve. Gaming contributions are normally considered a reliable source of funds for capital but the COVID-19 pandemic had rendered casinos closed from March of 2020 to June of 2021. Should restrictions tighten again, this would have large impacts on the available funding for the capital plan.

The City receives an operating fee from FortisBC Inc. based on 3% of the gross revenue from the sale of natural gas within the municipal boundaries. The operating fee revenue is used for general operating purposes. The operating fee is estimated at \$1,200,000 for 2024, which is \$50,000 higher than the budgeted amount in 2023.

The Federal Government provides the transfer of federal gas tax funds under the Canada Community-Building Funds (CCBF) program to BC local governments via the Union of British Columbia Municipalities (UBCM). Funding can be used for infrastructure construction, renewal, and enhancement projects in eligible categories and for capacity building projects. The Agreement is currently being renegotiated. Administration has been advised that a similar level of funding can be expected in the new agreement. The grant for 2024 is estimated at \$3,500,000 for 2024, which is \$42,517 higher than the budgeted amount in 2023. CCBF grants are used to fund projects in the capital plan.

Fees and Charges

Taxation accounts for approximately 80% of the City's total revenues. The next largest contributor is Fees and Charges at approximately 10%. In accordance with the City of Prince George Sustainable Finance Policy #4 and Section 194 of the *Community Charter*, the City recovers the costs associated with goods and services in the following ways:

- General Taxation – for goods and services that benefit the community as a whole (eg. snow control);
- Fully Funded User Fees - for goods and services that benefit specific organizations and individuals (Development Costs, such as business licences and permit fees; and Utility Rates);
- User Fees subsidized by taxation – where specific organizations and individuals gain benefits from goods and services that are also providing significant public benefit to the community as a whole. User fees are designed to reduce the amount of subsidization as much as possible while still ensuring accessibility to users and operational efficiency.

Council has previously approved increases to the following fees and charges for 2024 to 2027: Building, Demolition, Moving and Plumbing Permits; Business Licenses; Cemetery; Land Use Planning; Solid Waste; Highways; Sewer; Signage; Storm Sewer; Subdivision; Tree Protection; Water; Snow Dumping; CN Centre and Community Arenas; Conference and Civic Centre; Aquatics; Pine Valley Golf Centre; Parks and Recreation; Prince George Playhouse Theatre; Parking and Traffic; Records Administration; and Corporate Services.

SIGNIFICANT BUDGET IMPACTS:

General Operating Expenses

Salaries and Benefits – this line includes:

- An increase to the benefits for staff which includes premiums for basic life insurance, short and long term disability, extended health and dental. There is also an expected increase to the Canada Pension Plan (CPP) that includes additional contributions for employees above a certain income threshold
- Collective agreement step progression increases for IAFF. The current agreement is expired as of 2021 and cost of living increases are estimated and stored in the City's contingency
- 2% increase and step progressions for Management/Exempt for 2023 (this was budgeted for last year so there is a corresponding reduction in contingency)
- Increase for Mayor & Council as per Council Remuneration Bylaw approval (1% for Mayor; 3.5% for Council) as well as 2% cost of living adjustment from 2023 (this was budgeted for last year so there is a corresponding reduction in contingency)
- an estimated 17.6 full-time equivalent (FTE) increase over last year. 12.1 FTE's are funded by the general tax levy. The other 5.5 FTE's are positions that are fully funded by utility fees or capital.
 - 6.5 FTE is adjusting to a better than expected usage of the City's two swimming pools. As the number of customers increase, so is our responsibility to meet the appropriate safety lifeguard-to-customer ratio. We have increased revenues but as aquatics is a heavily subsidized recreational service, it results in a net cost to the City.
 - 3.0 FTEs have been added to sewer and water for engineering support for capital projects and is funded by their utility fee and does not affect the tax levy
 - 1.5 FTEs of truck drivers for Solid Waste due to increased accounts, especially in areas of limited space for high density developments. The majority of solid waste fleet are the large trucks that do curbside pickup. We only have one smaller single axel truck for the smaller spaces and will now require a second small truck and driver for these newer developments. Solid waste is funded by utility fees and does not affect the tax levy
 - 1.5 FTEs of outreach workers has been added as per the November 2022 Council report reallocating non-labour expenses to make these formally grant-paid positions permanent staff.
 - 1.0 FTE resulted from one senior position in Human Resources being eliminated and replaced by two junior positions with a very small cost difference.
 - 1.0 FTE for two more labourers in the summer. This is for employee safety as we are no longer able to assign parks staff to attend to downtown park spaces and civic facilities
 - 1.0 FTE for an engineering technician position in the Transportation and Technical Services division. This position will be used to maintain/update asset inventory and document management for the division as well as assist with the preparation of as-built drawings for City projects and assist with divisional projects. This would allow us to better meet service levels in reviewing, monitoring and enforcing permit requirements
 - 1.0 FTE is a clerical error from last year. A project manager position in Project Delivery that is funded from capital was not showing in our FTE report. The dollars were reported properly last year so there is no change that will affect the tax levy.
 - The remaining 1.1 FTE's include an additional position in Procurement and other small adjustments including additional hours for electrician work in Street Lighting and labourer work in Cemetery.

The total salary and benefits increase for 2024 is \$1.076M. This line item normally shows much higher amounts but the CUPE collective agreement expires at the end of 2023 and the IAFF collective agreement expired at the end of 2021. Until those agreements are renegotiated, 2024 estimates for CUPE, and 2022 – 2024 estimates for IAFF, have been made and included in contingency. Management and Council do not have collective agreements but 2024 estimates are included in contingency as well.

Prince George Public Library (PGPL) – increase of \$0.223M includes the purchase of new software and the addition of a full-time staff member to assume responsibility in 2024 for payroll and benefit administration at the request of CPG Administration. In addition, the requested amount reflects negotiated union commitments such as the increase in the Employer portion of benefit premiums from 90% to 95%, as well as a 2% wage increase for library staff.

The budget request also includes amounts required to absorb inflationary costs and to permit upgrades to outdated or end-of-life equipment and technology:

- A 5% increase in funds for the purchase of books and other physical and digital library materials to cover inflationary and currency exchange expenses.
- Upgrading of the Prince George Digital Newspaper Database from unsupported open source to commercial, full-featured software.
- An increase in the amount needed for CPG maintenance and landscaping of the Knowledge Garden.

RCMP Contract – The 2024 RCMP contract budget has increased by \$2.005M. RCMP members have recently unionized and the City has seen larger increases to the contract since that time. Labour makes up the largest component of the cost per member that is provided by the Province. The City has a contract for 149 RCMP members compared to 142 last year. One municipal employee was replaced by an RCMP member, four members were added as a 2023 service enhancement and two more members were added in May of 2023 by Council. The City risk manages that budget for vacancies and funds 135 members at \$220,782/member.

Utilities – estimates provided for increased costs of hydro and natural gas, as well as the increase of sewer, water and district energy expenses (already established in user fee bylaws) paid by City facilities to those respective funds. The total increase to the 2024 budget for these expenditures is \$0.115M.

Debt Servicing Costs – interest on debt and leases have increased but there is also a reduction in internal debt repayments to the Endowment Reserve Fund. The net effect is a slight reduction in debt servicing costs of \$0.052M compared to 2023. The next year of substantial debt maturity is in 2025. Detailed information on debt can be found in Schedule 5 of the City's financial statements.

Fleet – Inflationary increases on fuel, tires and maintenance remains a challenge. An increase of \$0.016M reflects a roughly 4% increase in these costs less the amounts that are collected from other funds (sewer, water, solid waste, snow).

Transit – a \$0.488M increase reflects changes in the City's Annual Operating Agreement (AOA) with BC Transit.

One-time expense – a budget of \$0.190M has been included to complete the Official Community Plan review.

Other adjustments – Some large items of note are:

- Condition assessments, security, HVAC, electrical and other maintenance costs for city facilities - \$0.316M
- Aquatics - \$0.236M. More than half of this figure is for security at the new Canfor Leisure Pool. The remainder is for chlorine inflation as well as inspections for the waterslide and the NinjaCross and a maintenance budget for components should they fail those inspections.
- Event Services - \$0.235M. As more events are held, our revenue increases but our food services contract directly increases with the additional activity.

- Increase to contracts the City has with IT service providers for software such as Microsoft, the City's integrated financial management system, electronic document management system, etc. - \$0.331M
- Insurance premiums for city assets - \$0.881M. This is the second consecutive year of high premium increases. Overall replacement value has gone up substantially with recent inflation and we have to update the values of major civic facilities, such as City Hall and the CN Centre if we want to be fully insured. The rates themselves have increased as well as insuring municipalities has become more challenging with recent fires, floods and mudslides.

General Operating Revenues

Tax Base Growth (non-market change) – development can add new assessment to the City's inventory that creates additional taxation revenue we did not have in prior years. Assessed values are provided by BC Assessment. The increase in non-market change for 2024 is \$828,479.

Grant-in-lieu – Senior levels of government are exempt from taxation but to recognize the loss of potential revenue this can cause for municipalities, we receive a grant in lieu of the taxation. The 2024 budget has increased by \$0.224M over the 2023 amount.

FOCC (9-1-1 Dispatch) –The City has a contract with the Regional District to provide this service on their behalf and they pay for those costs. The 2024 budget has increased by \$0.145M over the 2023 amount.

Fees and Charges – includes positive and negative adjustments. Large items of note are:

- After years of record development, building permit revenue is finally showing signs of slowing. There is a corresponding reduction of \$0.800M of revenue compared to 2023
- RCMP Post Garage revenue is down by approximately \$0.250M. Expected staff shortages for 2024 affect this revenue but is likely to return in future years when staff shortages end
- Real Estate lease revenue is up by \$0.235M. This includes some reductions offset by the increase in revenue the City is receiving for the purchase of the Knight's Inn
- Increases in Aquatics, Event Services, Arenas and Ballfields and Cemetery revenues are enough to offset fees and charges decreases in other areas for a slight increase overall of \$0.030M.

Investment Revenue – while high interest rates will increase the City's borrowing costs, it also has a positive affect as well on our investment revenues. This budget item reflects the City's recent yield on investments during recent hikes to the Bank of Canada rate. The 2024 investment revenue budget is \$3,983M higher than 2023 but if the Bank of Canada rate decreases, this figure will decrease along with it in future years.

Service Enhancements

The following service enhancements are also included for Council's consideration as directed by Council resolution:

- Increase the RCMP contract strength from 149 to 153. Four new members at \$220,782 - \$883,128 (0.68%)
- Increase Police Support Services municipal employee staff by two: one transcriptionist (\$77,923) and one training coordinator (\$83,037) – total of \$160,960 (0.12%)
- Increase Fire Protection staff by seven: 1 Fire Prevention Inspector (\$141,787), 1 Training Branch Captain (\$171,320) and 5 Firefighters (\$118,844 each including \$20k of clothing/training) – total of \$907,327 (0.70%). The official enhancement request in the budget meetings will also have smaller incremental options as well

- Increase Fire Protection admin staff by one full time administrative clerk - \$76,519 (0.06%)
- One-time funding request for phase 2 of the Prince George Fire Training Site Feasibility Study (Nov 20, 2023 motion of Council to consider during 2024 budget deliberations) - \$75,000 (0.06%)
- One-time funding request from REAPS (Sep 11, 2023 motion of Council to consider during 2024 budget deliberations) - \$100,000 (0.08%)
- Increase in service agreement with Exploration Place for the operation of the Little Prince (January 8th, 2024 motion of Council to consider during 2024 budget deliberations) - \$75,000 (0.06%)
- Increase in Road Rehabilitation Levy as per Finance and Audit resolution for increased service level - \$300,000 (0.23%)

Should Council approve all of the service enhancements, the total tax levy increase would increase an additional 1.99% from the estimate of 6.24% to 8.23%.

TAX DEFERRAL SCENARIOS:

For reference, a 1% reduction in tax levy equates to \$1,292,482. Subject to assessment value changes from BC Assessment, and tax rates set by Council, a 1% increase in taxes translates to approximately \$25.50 for the representative household. Funds required to reach reduced % targets are as follows:

Tax Levy	Required Reduction
6.00%	307,300
5.00%	1,599,782
4.00%	2,892,264
3.00%	4,184,746

RESPECTFULLY SUBMITTED:

Kris Dalio, Director of Finance and IT Services

APPROVED:

Walter Babicz, City Manager
Meeting date: January 22, 2024

General Operating Fund and General Asset Maintenance

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Service Agreements & Grants								
REVENUE	(402,036)	(402,040)	(418,654)	(501,197)	(521,245)	(542,095)	(563,779)	(586,330)
EXPENDITURES	4,260,030	4,260,030	4,454,052	4,677,083	4,864,166	5,058,732	5,261,081	5,471,524
GENERAL OPERATING FUND	3,857,994	3,857,990	4,035,398	4,175,886	4,342,921	4,516,637	4,697,302	4,885,194
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Service Agreements & Grants	3,857,994	3,857,990	4,035,398	4,175,886	4,342,921	4,516,637	4,697,302	4,885,194
Corporate Management								
REVENUE	(36,727)	(20,000)	(30,000)	(40,000)	(41,600)	(43,264)	(44,995)	(46,795)
EXPENDITURES	5,433,892	5,077,616	5,786,233	6,061,959	6,304,434	6,556,611	6,818,881	7,091,627
TRANSFERS	9,815	36,200	46,200	46,200	48,048	49,970	51,969	54,048
GENERAL OPERATING FUND	5,406,980	5,093,816	5,802,433	6,068,159	6,310,882	6,563,317	6,825,855	7,098,880
REVENUE	(10,084)	0	0	0	0	0	0	0
EXPENDITURES	60,895	227,091	200,000	200,000	208,000	216,320	224,973	233,972
TRANSFERS	(19,304)	(27,091)	0	0	0	0	0	0
GENERAL ASSET MAINTENANCE	31,507	200,000	200,000	200,000	208,000	216,320	224,973	233,972
Total Corporate Management	5,438,486	5,293,816	6,002,433	6,268,159	6,518,882	6,779,637	7,050,828	7,332,852
Public Safety								
REVENUE	(4,121,458)	(4,399,230)	(4,490,940)	(4,709,022)	(4,896,183)	(5,090,830)	(5,293,265)	(5,503,798)
EXPENDITURES	54,135,629	54,909,458	57,673,145	60,736,867	63,166,340	65,692,989	68,320,730	71,053,558
TRANSFERS	1,356,811	1,835,225	1,542,662	1,461,206	1,515,554	1,572,076	1,630,852	1,691,986
GENERAL OPERATING FUND	51,370,982	52,345,453	54,724,867	57,489,051	59,785,711	62,174,235	64,658,317	67,241,746
REVENUE	(9,539)	0	0	0	0	0	0	0
EXPENDITURES	183,288	110,876	111,482	160,282	166,694	173,361	180,295	187,508
TRANSFERS	(173,750)	(110,876)	(111,482)	(160,282)	(166,694)	(173,361)	(180,295)	(187,508)
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Public Safety	51,370,982	52,345,453	54,724,867	57,489,051	59,785,711	62,174,235	64,658,317	67,241,746
Civic Operations								
REVENUE	(8,918,801)	(8,510,434)	(9,043,892)	(9,546,566)	(9,928,430)	(10,325,567)	(10,738,592)	(11,168,139)
EXPENDITURES	31,046,846	33,573,196	35,859,370	37,754,525	39,264,697	40,835,289	42,468,723	44,167,472
TRANSFERS	511,444	(667,410)	(812,807)	(743,957)	(145,628)	(116,299)	267,105	146,255
GENERAL OPERATING FUND	22,639,489	24,395,352	26,002,671	27,464,002	29,190,639	30,393,423	31,997,236	33,145,588
REVENUE	(79,196)	0	0	0	0	0	0	0
EXPENDITURES	3,473,821	3,385,988	3,376,528	3,674,208	3,821,176	3,974,024	4,132,988	4,298,314
TRANSFERS	378,120	422,520	628,134	1,075,449	1,118,467	1,163,205	1,209,734	1,258,122
GENERAL ASSET MAINTENANCE	3,772,745	3,808,508	4,004,662	4,749,657	4,939,643	5,137,229	5,342,722	5,556,436
Total Civic Operations	26,412,234	28,203,860	30,007,333	32,213,659	34,130,282	35,530,652	37,339,958	38,702,024
Civic Facilities & Events								
REVENUE	(7,727,543)	(3,877,419)	(4,780,159)	(5,237,220)	(5,446,709)	(5,664,578)	(5,891,161)	(6,126,810)
EXPENDITURES	17,372,651	14,998,807	16,009,038	16,335,504	16,988,922	17,668,482	18,375,234	19,110,237
TRANSFERS	924,126	1,021,503	1,213,166	1,352,966	1,403,932	1,414,849	1,464,898	1,512,487
GENERAL OPERATING FUND	10,569,233	12,142,891	12,442,045	12,451,250	12,946,145	13,418,753	13,948,971	14,495,914
REVENUE	(22,135)	(18,500)	(16,800)	(16,800)	(17,472)	(18,171)	(18,898)	(19,654)
EXPENDITURES	1,651,238	1,537,097	1,669,352	1,877,071	1,952,153	2,030,241	2,111,454	2,195,908
TRANSFERS	(96,986)	(161,997)	(150,000)	1,200	1,248	1,298	1,350	1,404
GENERAL ASSET MAINTENANCE	1,532,117	1,356,600	1,502,552	1,861,471	1,935,929	2,013,368	2,093,906	2,177,658
Total Civic Facilities & Events	12,101,350	13,499,491	13,944,597	14,312,721	14,882,074	15,432,121	16,042,877	16,673,572

General Operating Fund and General Asset Maintenance

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Planning & Development								
REVENUE	(4,327,245)	(3,444,460)	(3,958,020)	(3,394,550)	(3,530,332)	(3,671,546)	(3,818,406)	(3,971,144)
EXPENDITURES	3,788,417	4,626,999	4,240,381	4,368,560	4,543,302	4,725,036	4,914,042	5,110,599
TRANSFERS	267,202	128,920	131,320	136,120	141,565	147,228	153,117	159,242
GENERAL OPERATING FUND	(271,626)	1,311,459	413,681	1,110,130	1,154,535	1,200,718	1,248,753	1,298,697
REVENUE	12,794	(137,206)	0	0	0	0	0	0
EXPENDITURES	7,878	221,006	0	0	0	0	0	0
TRANSFERS	(20,672)	(83,800)	0	0	0	0	0	0
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Planning & Development	(271,626)	1,311,459	413,681	1,110,130	1,154,535	1,200,718	1,248,753	1,298,697
Finance & IT Services								
REVENUE	(195,179,407)	(186,330,107)	(214,916,427)	(221,035,548)	(231,799,914)	(240,110,067)	(249,452,216)	(258,503,326)
EXPENDITURES	31,316,705	11,768,556	12,660,084	17,676,092	18,383,138	19,118,463	19,883,209	20,678,532
DEBT	9,666,328	9,434,833	11,757,463	12,905,856	15,615,886	15,517,322	15,649,996	15,608,285
TRANSFERS	50,952,223	65,979,757	87,077,785	81,695,122	84,070,057	87,207,199	90,542,577	94,050,490
GENERAL OPERATING FUND	(103,244,151)	(99,146,961)	(103,421,095)	(108,758,478)	(113,730,833)	(118,267,083)	(123,376,434)	(128,166,019)
EXPENDITURES	84,863	254,627	227,000	0	0	0	0	0
TRANSFERS	(5,421,231)	(5,619,735)	(5,934,214)	(6,811,128)	(7,083,572)	(7,366,917)	(7,661,601)	(7,968,066)
GENERAL ASSET MAINTENANCE	(5,336,368)	(5,365,108)	(5,707,214)	(6,811,128)	(7,083,572)	(7,366,917)	(7,661,601)	(7,968,066)
Total Finance & IT Services	(108,580,519)	(104,512,069)	(109,128,309)	(115,569,606)	(120,814,405)	(125,634,000)	(131,038,035)	(136,134,085)
Net City-Wide	(9,671,099)	0	0	0	0	0	0	0

District Energy Operating Fund and District Energy Asset Maintenance

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Civic Operations								
REVENUE	(197,232)	(192,975)	(394,103)	(394,103)	(409,867)	(426,261)	(443,311)	(461,044)
EXPENDITURES	1,408,126	805,293	439,143	440,216	457,824	476,138	495,183	514,990
DEBT	409,321	409,321	201,660	0	0	0	0	0
TRANSFERS	(1,620,214)	(1,021,639)	(246,700)	(46,113)	(47,957)	(49,877)	(51,872)	(53,946)
DISTRICT ENERGY OPERATING FUND	0	0	0	0	0	0	0	0
EXPENDITURES	6,848	38,688	29,638	29,664	30,850	32,084	33,368	34,702
TRANSFERS	(6,848)	(38,688)	(29,638)	(29,664)	(30,850)	(32,084)	(33,368)	(34,702)
DISTRICT ENERGY ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Civic Operations	0	0	0	0	0	0	0	0
Net City-Wide	0	0	0	0	0	0	0	0

Sewer Operating Fund and Sewer Asset Maintenance

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Civic Operations								
REVENUE	(15,905,997)	(15,072,264)	(16,027,679)	(17,315,606)	(18,000,004)	(18,720,373)	(19,466,320)	(20,238,047)
EXPENDITURES	6,880,399	4,445,755	4,670,262	4,852,138	5,046,224	5,248,070	5,457,993	5,676,308
DEBT	453,301	450,017	448,365	261,595	253,251	259,605	253,783	236,772
TRANSFERS	8,572,297	10,176,492	10,909,052	12,201,873	12,700,529	13,212,698	13,754,544	14,324,967
SEWER OPERATING FUND	0	0	0	0	0	0	0	0
REVENUE	6,637	0	0	0	0	0	0	0
EXPENDITURES	1,658,699	2,152,378	1,976,905	1,867,325	1,942,017	2,019,696	2,100,486	2,184,506
TRANSFERS	(1,665,336)	(2,152,378)	(1,976,905)	(1,867,325)	(1,942,017)	(2,019,696)	(2,100,486)	(2,184,506)
SEWER ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Civic Operations	0	0	0	0	0	0	0	0
Net City-Wide	0	0	0	0	0	0	0	0

Water Operating Fund and Water Asset Maintenance

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Civic Operations								
REVENUE	(18,155,489)	(17,913,654)	(18,540,510)	(19,710,536)	(20,502,399)	(21,185,520)	(21,830,639)	(22,646,500)
EXPENDITURES	6,903,101	4,519,035	4,588,080	4,853,370	5,047,505	5,249,407	5,459,385	5,677,758
DEBT	1,439,450	1,445,058	1,467,922	1,393,664	1,404,830	697,689	286,163	122,250
TRANSFERS	9,812,938	11,949,561	12,484,508	13,463,502	14,050,064	15,238,424	16,085,091	16,846,492
WATER OPERATING FUND	0	0	0	0	0	0	0	0
REVENUE	1,913	0	0	0	0	0	0	0
EXPENDITURES	2,673,460	2,673,399	3,063,446	3,065,938	3,188,575	3,316,116	3,448,764	3,586,712
TRANSFERS	(2,675,374)	(2,673,399)	(3,063,446)	(3,065,938)	(3,188,575)	(3,316,116)	(3,448,764)	(3,586,712)
WATER ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Civic Operations	0	0	0	0	0	0	0	0
Net City-Wide	0	0	0	0	0	0	0	0

Service Agreements & Grants Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Library Services								
REVENUE	(402,036)	(402,040)	(418,654)	(501,197)	(521,245)	(542,095)	(563,779)	(586,330)
EXPENDITURES	3,933,030	3,933,030	4,127,052	4,350,083	4,524,086	4,705,049	4,893,251	5,088,981
Total	3,530,994	3,530,990	3,708,398	3,848,886	4,002,841	4,162,954	4,329,472	4,502,651
Tourism Prince George								
EXPENDITURES	327,000	327,000	327,000	327,000	340,080	353,683	367,830	382,543
Total	327,000	327,000	327,000	327,000	340,080	353,683	367,830	382,543
GRAND TOTAL	3,857,994	3,857,990	4,035,398	4,175,886	4,342,921	4,516,637	4,697,302	4,885,194

Service Category Summary

Library Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Grants - Library	(402,036)	(402,040)	(418,654)	(501,197)	(82,543)
Total Revenues	(402,036)	(402,040)	(418,654)	(501,197)	(82,543)
Expenditures					
Grants - Library	3,933,030	3,933,030	4,127,052	4,350,083	223,031
Total Expenditures	3,933,030	3,933,030	4,127,052	4,350,083	223,031
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	3,530,994	3,530,990	3,708,398	3,848,886	140,488

**Service Category Summary****Library Services**

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(402,036)	(402,040)	(418,654)	(501,197)	(82,543)
Expenditures					
Non-Salary Expenses	3,933,030	3,933,030	4,127,052	4,350,083	223,031
Total Expenditures	3,933,030	3,933,030	4,127,052	4,350,083	223,031
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	3,530,994	3,530,990	3,708,398	3,848,886	140,488



The Prince George Public Library

t. 250-563-9251 e. ask@pgpl.ca f. 250-563-0892

 /pglibrary

 /pg_library

November 15, 2023

Mayor and Council
City of Prince George
1100 Patricia Blvd.
Prince George, BC V2L 3V9

Mayor Yu and Members of Council:

Attached for your consideration is the Prince George Public Library's (PGPL) proposed operations budget for 2024. We have prepared a budget of \$4,591,133 to support the operation of our branches as well as to continue to offer digital and outreach services. The City of Prince George (CPG) and Regional District of Fraser-Fort George portion of this proposed budget is \$4,350,083.

The proposed 2024 budget amounts to a 5.11% increase over the 2023 Budget. The increase includes the purchase of new software and the addition of a full-time staff member to assume responsibility in 2024 for payroll and benefit administration at the request of CPG Administration. In addition, the requested amount reflects negotiated union commitments such as the increase in the Employer portion of benefit premiums from 90% to 95%, as well as a 2% wage increase for library staff.

The budget request also includes amounts required to absorb inflationary costs and to permit upgrades to outdated or end-of-life equipment and technology:

- A 5% increase in funds for the purchase of books and other physical and digital library materials to cover inflationary and currency exchange expenses.
- Upgrading of the Prince George Digital Newspaper Database from unsupported open source to commercial, full-featured software.
- An increase in the amount needed for CPG maintenance and landscaping of the Knowledge Garden.

PGPL plays an important role in supporting the City of Prince George's efforts to improve the social health and well-being of our community. We provide free, welcoming, and inclusive services, programs, and spaces for people to come together to *read, connect, and share*.

We cannot accomplish this work without the generous and consistent funding support provided by the City of Prince George. We are grateful for your continued support.

Respectfully submitted,



Anna Duff
Chair, Board of Trustees
Prince George Public Library

Read. Connect. Share.


**The Prince George
Public Library**

t. 250-563-9251 e. ask@pgpl.ca f. 250-563-0892


**Prince George Public Library
Budget 2024**

	Budget 2022	Budget 2023	Budget 2024	Total Change 2024 From 2023
Revenue				
Municipal Funding Sources*	3,933,031	4,127,052	4,350,083	223,031
Provincial Funding Sources	214,000	214,000	214,000	0
Internally Generated Sources	20,050	27,050	27,050	0
Total Revenue	\$4,167,081	\$4,368,102	\$4,591,133	\$223,031
Wages & Related Expenses				
Benefits	542,640	577,940	606,414	28,474
Education & Professional Development	21,500	21,500	21,500	0
Wages	2,573,786	2,675,472	2,779,693	104,221
Other Staff Associated Costs	14,000	14,000	14,000	0
	\$3,151,926	\$3,288,912	\$3,421,607	\$132,695
Operational Expenses				
Supplies	20,875	24,225	24,225	0
Materials Costs	275,215	288,215	327,335	39,120
General & Administrative	166,945	183,950	184,450	500
Information Technology	106,600	115,100	144,612	29,512
Rent	76,500	76,500	76,500	0
Repairs & Maintenance	129,950	129,950	136,950	7,000
	\$776,085	\$817,940	\$894,072	\$76,132
Investment in Tangible Capital Assets				
Furniture	16,500	20,000	20,000	0
Equipment	4,500	6,500	6,500	0
Computer Infrastructure	16,150	29,750	29,750	0
Materials	199,920	205,000	219,204	14,204
	\$237,070	\$261,250	\$275,454	\$14,204
Total Expenses & TCAs	\$4,165,081	\$4,368,102	\$4,591,133	\$223,031

*Includes amount paid to the City of PG from the Regional District of Fraser Fort George estimated at \$501,197

Service Category Summary

Tourism Prince George

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Total Revenues	0	0	0	0	0
Expenditures					
Tourism PG Society-Grant paid	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	327,000	327,000	327,000	327,000	0

Service Category Summary

Tourism Prince George

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	0	0	0	0	0
Expenditures					
Non-Salary Expenses	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	327,000	327,000	327,000	327,000	0



PRINCE GEORGE

Mayor & Council
City of Prince George
1100 Patricia Blvd.
Prince George, BC V2L 3V9

January 12, 2024

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2024 annual budget for Council’s consideration. The total projected revenue has increased by 14% percent, largely as a result of a forecasted increase levels in the Municipal and Regional District Tax (MRDT) revenue. The total expenses have increased by 38% from 2023, as Tourism Prince George looks forward to continuing to encourage visitation to our fantastic city and renovating a new visitor information centre.

In 2024, Tourism Prince George will continue to implement the objectives set out in the 2022-2026 Strategic Plan and ensure the development of the tourism sector and key platforms through consistent brand messaging and online activities. The six key pillars in our Strategic Plan that will allow Tourism Prince George and the tourism industry to grow are: Marketing, Visitor Services, Business Development, Destination Development, Organizational Effectiveness, and Industry Outreach.

Due to the continued funding available through our partners, the City of Prince George, and the MRDT, Tourism Prince George will strive to work toward growing the tourism sector in the community, which helps lead to positive economic growth for the city.

Sincerely,

Colin Carson
Chief Executive Officer
Tourism Prince George Society

TOURISMPG.COM



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Suite 101–1300

1st Ave Prince George, BC

Canada V2L 2Y3

TOURISM PRINCE GEORGE 2024 BUDGET

	2023 Budget	DMO	VIC	2024 Budget	DMO	VIC	% Change from Budget
REVENUE							
City of Prince George	327,000	0	327,000	327,000	0	327,000	0%
MRDT (Hotel Tax)	1,500,000	1,500,000	0	1,750,000	1,750,000	0	17%
Province of BC	62,000	39,000	23,000	63,000	40,000	23,000	2%
Private Partnership	25,000	25,000	0	25,000	25,000	0	0%
Sales Commissions	2,500	0	2,500	0	0	0	-100%
Merchandising Income	25,000	0	25,000	50,000	0	50,000	100%
TOTAL REVENUES	1,941,500	1,564,000	377,500	2,215,000	1,815,000	400,000	14%
EXPENSES							
Operating							
Operating Salaries	150,750	90,750	60,000	149,000	99,000	50,000	-1%
Operating Benefits	24,120	14,520	9,600	23,840	15,840	8,000	-1%
VIC Staff	30,000	0	30,000	102,500	0	102,500	242%
Visitor Information Services Engagement	65,000	0	65,000	26,840	0	26,840	-59%
Security	60,000	30,000	30,000	30,000	0	30,000	-50%
Rent	58,670	29,335	29,335	35,000	17,500	17,500	-40%
Building Maintenance	51,500	25,750	25,750	18,190	9,095	9,095	-65%
Telephone	9,364	4,682	4,682	11,500	7,100	4,400	23%
Professional Services	31,212	15,606	15,606	35,000	17,500	17,500	12%
Admin/Bank Fees	5,202	2,601	2,601	5,000	2,500	2,500	-4%
Cost of Goods	20,400	0	20,400	20,000	0	20,000	-2%
Office Supplies	3,642	1,821	1,821	5,000	2,500	2,500	37%
Office Equipment/Software	32,640	16,320	16,320	32,640	16,320	16,320	0%
Internet/IT	6,120	3,060	3,060	7,330	3,665	3,665	20%
Board Expenses	5,000	2,500	2,500	7,000	3,500	3,500	40%
Insurance	8,000	4,000	4,000	8,000	4,000	4,000	0%
Vehicle Overhead	5,100	2,550	2,550	8,000	4,000	4,000	57%
Mileage and Parking	1,040	520	520	2,320	1,320	1,000	123%
Training and Development	15,610	15,100	510	16,380	15,000	1,380	5%
Subtotal, Operating	583,370	259,115	324,255	543,540	218,840	324,700	-7%
Capital							
Equipment	25,000	25,000	0	0	0	0	-100%
Building Improvements	7,500	7,500	0	600,000	0	600,000	7900%
Subtotal, Capital	32,500	32,500	0	600,000	0	600,000	1746%
Marketing							
Marketing Salaries	457,750	457,750	0	497,000	497,000	0	9%
Marketing Benefits	73,240	73,240	0	79,520	79,520	0	9%
Postage/Freight	5,000	5,000	0	3,400	3,400	0	-32%
Consumer Shows	25,000	25,000	0	25,000	25,000	0	0%
Brand/Niche Paid Campaigns	400,000	400,000	0	476,240	476,240	0	19%
Visitor Guide, Brochures and Maps	25,000	25,000	0	75,000	75,000	0	200%
Communications and Stakeholder Engagement	70,000	70,000	0	100,000	100,000	0	43%
Website	20,000	20,000	0	25,000	25,000	0	25%
Marketing Memberships/Software	30,000	30,000	0	0	0	0	-100%
Event Attraction	135,000	135,000	0	150,000	150,000	0	11%
Destination Development & Training	125,000	125,000	0	165,000	165,000	0	32%
Subtotal, Marketing	1,365,990	1,365,990	0	1,596,160	1,596,160	0	17%
TOTAL EXPENSES	1,981,860	1,657,605	324,255	2,739,700	1,815,000	924,700	38%
Balance	-40,360	-93,605	53,245	-524,700	0	-524,700	1200%
Less Capital	32,500			600,000			
Net Profit/Loss	-7,860			75,300			

Corporate Management Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Office of City Manager								
REVENUE	(90)	0	0	0	0	0	0	0
EXPENDITURES	448,266	520,260	504,378	658,009	684,329	711,702	740,173	769,780
TRANSFERS	(19,775)	(26,891)	200	200	208	216	225	234
Total	428,401	493,369	504,578	658,209	684,537	711,918	740,398	770,014
Mayor & Council								
EXPENDITURES	665,701	745,534	782,444	842,673	876,379	911,435	947,892	985,801
TRANSFERS	3,369	0	0	0	0	0	0	0
Total	669,070	745,534	782,444	842,673	876,379	911,435	947,892	985,801
Legislative Services								
REVENUE	(37,097)	(20,000)	(30,000)	(40,000)	(41,600)	(43,264)	(44,995)	(46,795)
EXPENDITURES	944,713	676,316	788,598	809,867	842,262	875,951	910,990	947,428
TRANSFERS	3,625	25,000	35,000	35,000	36,400	37,856	39,370	40,945
Total	911,240	681,316	793,598	804,867	837,062	870,543	905,365	941,578
Human Resources								
REVENUE	460	0	0	0	0	0	0	0
EXPENDITURES	2,801,775	2,572,410	2,614,734	2,644,190	2,749,956	2,859,955	2,974,353	3,093,326
TRANSFERS	2,455	6,000	6,000	6,000	6,240	6,490	6,750	7,020
Total	2,804,691	2,578,410	2,620,734	2,650,190	2,756,196	2,866,445	2,981,103	3,100,346
Communications								
EXPENDITURES	505,413	566,187	573,355	576,655	599,721	623,709	648,659	674,606
TRANSFERS	201	5,000	5,000	5,000	5,200	5,408	5,624	5,849
Total	505,614	571,187	578,355	581,655	604,921	629,117	654,283	680,455
Capital Program Mgmt Office								
REVENUE	(10,084)	0	0	0	0	0	0	0
EXPENDITURES	124,687	200,000	722,724	730,565	759,787	790,179	821,787	854,658
TRANSFERS	636	0	0	0	0	0	0	0
Total	115,239	200,000	722,724	730,565	759,787	790,179	821,787	854,658
OLD BU'S - Mayor & Council								
EXPENDITURES	4,231	24,000	0	0	0	0	0	0
Total	4,231	24,000	0	0	0	0	0	0
GRAND TOTAL	5,438,486	5,293,816	6,002,433	6,268,159	6,518,882	6,779,637	7,050,828	7,332,852

Service Category Summary

Office of City Manager

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Corporate Management	(90)	0	0	0	0
Total Revenues	(90)	0	0	0	0
Expenditures					
Corporate Management	428,326	493,169	504,378	494,455	(9,923)
Intergovernmental Relations	0	0	0	163,554	163,554
Total Expenditures	428,326	493,169	504,378	658,009	153,631
Debt					
Total Debt	0	0	0	0	0
Transfers					
Corporate Management	165	200	200	200	0
Total Transfers	165	200	200	200	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Project Management Review	19,940	27,091	0	0	0
Total Expenditures - Asset Maintenance	19,940	27,091	0	0	0
Transfers - Asset Maintenance					
Project Management Review	(19,940)	(27,091)	0	0	0
Total Transfers - Asset Maintenance	(19,940)	(27,091)	0	0	0
Net Operations	428,401	493,369	504,578	658,209	153,631



Service Category Summary

Office of City Manager

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(90)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	375,077	399,669	412,078	565,709	153,631
Non-Salary Expenses	73,189	120,591	92,300	92,300	0
Total Expenditures	448,266	520,260	504,378	658,009	153,631
Debt	0	0	0	0	0
Transfers	(19,775)	(26,891)	200	200	0
Net Operations	428,401	493,369	504,578	658,209	153,631

Service Category Summary

Mayor & Council

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Total Revenues	0	0	0	0	0
Expenditures					
Economic Development Advocacy	1,010	40,000	40,000	40,000	0
Corporate Plan / Orientation	17,790	15,010	15,000	17,500	2,500
Legislative-Mayor	185,704	187,977	200,483	202,903	2,420
Legislative-Council	426,077	437,027	452,961	501,270	48,309
Council - Skakun	0	8,000	8,000	8,000	0
Council Committee	14,289	25,520	10,000	17,000	7,000
Council - Frizzell	7,398	8,000	8,000	8,000	0
Council - Scott	3,092	8,000	8,000	8,000	0
Council - Ramsay	6,134	8,000	8,000	8,000	0
Council - Sampson	4,208	8,000	8,000	8,000	0
Council - Bennett	0	0	8,000	8,000	0
Council - Klassen	0	0	8,000	8,000	0
Council - Polillo	0	0	8,000	8,000	0
Total Expenditures	665,701	745,534	782,444	842,673	60,229
Debt					
Total Debt	0	0	0	0	0
Transfers					
Corporate Plan / Orientation	653	0	0	0	0
Legislative-Council	2,716	0	0	0	0
Total Transfers	3,369	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	669,070	745,534	782,444	842,673	60,229



Service Category Summary

Mayor & Council

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	472,832	479,104	491,884	512,273	20,389
Non-Salary Expenses	192,869	266,430	290,560	330,400	39,840
Total Expenditures	665,701	745,534	782,444	842,673	60,229
Debt	0	0	0	0	0
Transfers	3,369	0	0	0	0
Net Operations	669,070	745,534	782,444	842,673	60,229

Service Category Summary

Legislative Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Legislative Services	(37,097)	(20,000)	(30,000)	(40,000)	(10,000)
Total Revenues	(37,097)	(20,000)	(30,000)	(40,000)	(10,000)
Expenditures					
Elections/Referendums	125,639	30,000	0	0	0
Legislative Services	819,074	646,316	788,598	809,867	21,269
Total Expenditures	944,713	676,316	788,598	809,867	21,269
Debt					
Total Debt	0	0	0	0	0
Transfers					
Elections/Referendums	3,625	25,000	35,000	35,000	0
Total Transfers	3,625	25,000	35,000	35,000	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	911,240	681,316	793,598	804,867	11,269

Service Category Summary

Legislative Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(37,097)	(20,000)	(30,000)	(40,000)	(10,000)
Expenditures					
Salary & Wages (including Benefits)	686,535	538,036	725,298	745,267	19,969
Non-Salary Expenses	258,178	138,280	63,300	64,600	1,300
Total Expenditures	944,713	676,316	788,598	809,867	21,269
Debt	0	0	0	0	0
Transfers	3,625	25,000	35,000	35,000	0
Net Operations	911,240	681,316	793,598	804,867	11,269

Service Category Summary

Human Resources

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Human Resources Operations	460	0	0	0	0
Total Revenues	460	0	0	0	0
Expenditures					
Union Negotiations/Grievances	193	0	0	0	0
Human Resources Operations	1,680,258	1,322,732	1,326,781	1,359,370	32,589
Casual Labour Pool	6,096	0	0	0	0
Continuous Improvement	156,405	152,642	155,784	135,241	(20,543)
Disability Management	204,261	272,564	287,856	292,683	4,827
Health & Safety	580,881	566,414	588,755	595,748	6,993
Central Training	173,681	258,058	255,558	261,148	5,590
Total Expenditures	2,801,775	2,572,410	2,614,734	2,644,190	29,456
Debt					
Total Debt	0	0	0	0	0
Transfers					
Central Training	2,455	6,000	6,000	6,000	0
Total Transfers	2,455	6,000	6,000	6,000	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	2,804,691	2,578,410	2,620,734	2,650,190	29,456

**Service Category Summary****Human Resources**

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	460	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	2,348,806	1,864,846	1,934,642	1,975,990	41,348
Non-Salary Expenses	452,970	707,564	680,092	668,200	(11,892)
Total Expenditures	2,801,775	2,572,410	2,614,734	2,644,190	29,456
Debt	0	0	0	0	0
Transfers	2,455	6,000	6,000	6,000	0
Net Operations	2,804,691	2,578,410	2,620,734	2,650,190	29,456



Service Category Summary

Communications

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Total Revenues	0	0	0	0	0
Expenditures					
Communications	505,413	566,187	573,355	576,655	3,300
Total Expenditures	505,413	566,187	573,355	576,655	3,300
Debt					
Total Debt	0	0	0	0	0
Transfers					
Communications	201	5,000	5,000	5,000	0
Total Transfers	201	5,000	5,000	5,000	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	505,614	571,187	578,355	581,655	3,300

Service Category Summary

Communications

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	406,770	481,907	489,075	492,555	3,480
Non-Salary Expenses	98,643	84,280	84,280	84,100	(180)
Total Expenditures	505,413	566,187	573,355	576,655	3,300
Debt	0	0	0	0	0
Transfers	201	5,000	5,000	5,000	0
Net Operations	505,614	571,187	578,355	581,655	3,300

Service Category Summary

Capital Program Mgmt Office

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Total Revenues	0	0	0	0	0
Expenditures					
Capital Program Mgmt Office	83,733	0	522,724	530,565	7,841
Total Expenditures	83,733	0	522,724	530,565	7,841
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Infrastructure Planning - Gen	(10,084)	0	0	0	0
Total Revenues - Asset Maintenance	(10,084)	0	0	0	0
Expenditures - Asset Maintenance					
Infrastructure Planning - Gen	40,955	200,000	200,000	200,000	0
Total Expenditures - Asset Maintenance	40,955	200,000	200,000	200,000	0
Transfers - Asset Maintenance					
Infrastructure Planning - Gen	636	0	0	0	0
Total Transfers - Asset Maintenance	636	0	0	0	0
Net Operations	115,239	200,000	722,724	730,565	7,841



Service Category Summary

Capital Program Mgmt Office

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(10,084)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	81,481	0	498,299	506,140	7,841
Non-Salary Expenses	43,206	200,000	224,425	224,425	0
Total Expenditures	124,687	200,000	722,724	730,565	7,841
Debt	0	0	0	0	0
Transfers	636	0	0	0	0
Net Operations	115,239	200,000	722,724	730,565	7,841

Public Safety Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Police Protection								
REVENUE	(613,270)	(556,290)	(565,440)	(586,522)	(609,983)	(634,383)	(659,758)	(686,149)
EXPENDITURES	29,136,110	31,339,430	33,563,418	35,652,211	37,078,300	38,561,430	40,103,893	41,708,045
TRANSFERS	(272,574)	0	0	0	0	0	0	0
Total	28,250,266	30,783,140	32,997,978	35,065,689	36,468,317	37,927,047	39,444,135	41,021,896
Fire & Rescue Services								
REVENUE	(1,664,646)	(1,642,750)	(1,967,000)	(2,112,000)	(2,196,480)	(2,284,339)	(2,375,714)	(2,470,743)
EXPENDITURES	20,855,738	19,277,422	19,895,375	20,024,181	20,825,147	21,658,152	22,524,481	23,425,458
TRANSFERS	1,133,356	1,204,927	1,137,496	1,419,190	1,473,056	1,529,077	1,587,338	1,647,929
Total	20,324,449	18,839,599	19,065,871	19,331,371	20,101,723	20,902,890	21,736,105	22,602,644
Emergency Programs								
REVENUE	(27,341)	0	0	0	0	0	0	0
EXPENDITURES	367,433	297,724	276,320	310,220	322,629	335,533	348,953	362,911
TRANSFERS	13,655	13,600	14,800	17,200	17,888	18,604	19,348	20,122
Total	353,747	311,324	291,120	327,420	340,517	354,137	368,301	383,033
Bylaw Services								
REVENUE	(519,271)	(645,490)	(591,500)	(673,500)	(700,440)	(728,457)	(757,596)	(787,901)
EXPENDITURES	2,835,037	2,920,230	2,822,598	3,242,471	3,372,170	3,507,058	3,647,350	3,793,250
TRANSFERS	126,755	136,650	138,800	195,600	203,424	211,560	220,022	228,824
Total	2,442,521	2,411,390	2,369,898	2,764,571	2,875,154	2,990,161	3,109,776	3,234,173
Off-Street Parking								
REVENUE	(1,306,469)	(1,554,700)	(1,367,000)	(1,337,000)	(1,389,280)	(1,443,651)	(1,500,197)	(1,559,005)
EXPENDITURES	1,124,600	1,185,528	1,226,916	1,668,066	1,734,788	1,804,177	1,876,348	1,951,402
TRANSFERS	181,869	369,172	140,084	(331,066)	(345,508)	(360,526)	(376,151)	(392,397)
Total	0	0	0	0	0	0	0	0
GRAND TOTAL	51,370,982	52,345,453	54,724,867	57,489,051	59,785,711	62,174,235	64,658,317	67,241,746

Service Category Summary

Police Protection

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Police Operations	(454,017)	(426,290)	(422,440)	(415,400)	7,040
Police Progr-CPAC-Storefront	(36,033)	0	0	0	0
Police Progr - Victim Services	(94,752)	(80,000)	(93,000)	(121,122)	(28,122)
Custody of Prisoners	(28,469)	(50,000)	(50,000)	(50,000)	0
Total Revenues	(613,270)	(556,290)	(565,440)	(586,522)	(21,082)
Expenditures					
Police Contract	24,275,068	26,047,926	28,073,503	30,078,865	2,005,362
Police Operations	3,886,655	4,240,885	4,598,571	4,681,537	82,966
Police Progr-CPAC-Storefront	167,455	176,532	95,578	93,670	(1,908)
Police Progr - Victim Services	97,102	182,322	187,553	188,223	670
Custody of Prisoners	709,830	691,765	608,213	609,916	1,703
Total Expenditures	29,136,110	31,339,430	33,563,418	35,652,211	2,088,793
Debt					
Total Debt	0	0	0	0	0
Transfers					
Police Contract	(273,248)	0	0	0	0
Police Operations	490	0	0	0	0
Custody of Prisoners	184	0	0	0	0
Total Transfers	(272,574)	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	28,250,266	30,783,140	32,997,978	35,065,689	2,067,711

**Service Category Summary****Police Protection**

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(613,270)	(556,290)	(565,440)	(586,522)	(21,082)
Expenditures					
Salary & Wages (including Benefits)	4,489,488	5,108,454	5,284,715	5,299,016	14,301
Non-Salary Expenses	24,646,622	26,230,976	28,278,703	30,353,195	2,074,492
Total Expenditures	29,136,110	31,339,430	33,563,418	35,652,211	2,088,793
Debt	0	0	0	0	0
Transfers	(272,574)	0	0	0	0
Net Operations	28,250,266	30,783,140	32,997,978	35,065,689	2,067,711

Service Category Summary

Fire & Rescue Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Fire Dept - Headquarters	(4,980)	(750)	0	0	0
Fire Prevention/Investigation	(45,181)	(20,000)	(20,000)	(20,000)	0
Fire Halls	(3,295)	(7,000)	(7,000)	(7,000)	0
Fire Opr Comm Centre	(1,605,000)	(1,605,000)	(1,930,000)	(2,075,000)	(145,000)
Fire Equip - High Angle Rescue	(6,190)	(10,000)	(10,000)	(10,000)	0
Total Revenues	(1,664,646)	(1,642,750)	(1,967,000)	(2,112,000)	(145,000)
Expenditures					
Fire Dept - Headquarters	2,107,891	2,106,973	2,210,134	2,158,466	(51,668)
Fire Dept - Recruitment	19,715	10,000	20,000	20,000	0
Fire Prevention/Investigation	30,147	36,470	31,320	31,320	0
Fire Communications	36,442	43,020	35,000	35,000	0
Fire Halls	90,904	60,460	59,080	59,080	0
Fire Opr Comm Centre	1,916,080	1,653,399	1,870,501	1,929,772	59,271
Fire Suppress Operations	16,481,205	15,228,360	15,500,340	15,621,543	121,203
Fire Fighting Fleet	163,367	112,740	144,000	144,000	0
Fire Equip - High Angle Rescue	9,987	11,000	10,000	10,000	0
Fire - Confined Space	0	15,000	15,000	15,000	0
Total Expenditures	20,855,738	19,277,422	19,895,375	20,024,181	128,806
Debt					
Total Debt	0	0	0	0	0
Transfers					
Fire Dept - Headquarters	0	2,500	(97,500)	2,500	100,000
Fire Halls	342	0	0	0	0
Fire Suppress Operations	54,114	63,327	72,540	72,540	0
Fire Fighting Fleet	1,078,900	1,139,100	1,162,456	1,344,150	181,694
Total Transfers	1,133,356	1,204,927	1,137,496	1,419,190	281,694
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	20,324,449	18,839,599	19,065,871	19,331,371	265,500



Service Category Summary

Fire & Rescue Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(1,664,646)	(1,642,750)	(1,967,000)	(2,112,000)	(145,000)
Expenditures					
Salary & Wages (including Benefits)	19,964,349	18,331,882	18,912,005	19,069,111	157,106
Non-Salary Expenses	891,390	945,540	983,370	955,070	(28,300)
Total Expenditures	20,855,738	19,277,422	19,895,375	20,024,181	128,806
Debt	0	0	0	0	0
Transfers	1,133,356	1,204,927	1,137,496	1,419,190	281,694
Net Operations	20,324,449	18,839,599	19,065,871	19,331,371	265,500

Service Category Summary

Emergency Programs

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Emergency Programs	(27,341)	0	0	0	0
Total Revenues	(27,341)	0	0	0	0
Expenditures					
Emergency Programs	367,433	297,724	276,320	310,220	33,900
Total Expenditures	367,433	297,724	276,320	310,220	33,900
Debt					
Total Debt	0	0	0	0	0
Transfers					
Emergency Programs	13,655	13,600	14,800	17,200	2,400
Total Transfers	13,655	13,600	14,800	17,200	2,400
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	353,747	311,324	291,120	327,420	36,300



Service Category Summary

Emergency Programs

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(27,341)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	262,874	285,664	264,270	298,170	33,900
Non-Salary Expenses	104,558	12,060	12,050	12,050	0
Total Expenditures	367,433	297,724	276,320	310,220	33,900
Debt	0	0	0	0	0
Transfers	13,655	13,600	14,800	17,200	2,400
Net Operations	353,747	311,324	291,120	327,420	36,300

Service Category Summary

Bylaw Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Parking Oper - Traffic Control	(225,107)	(281,500)	(270,000)	(332,000)	(62,000)
Animal/SPCA Operations	(225,399)	(309,000)	(260,000)	(280,000)	(20,000)
Enforcement	(13,141)	(4,990)	(11,500)	(11,500)	0
Bylaw Admin Operations	(55,625)	(50,000)	(50,000)	(50,000)	0
Total Revenues	(519,271)	(645,490)	(591,500)	(673,500)	(82,000)
Expenditures					
Parking Oper - Traffic Control	278,905	430,039	428,923	434,604	5,681
Animal/SPCA Operations	727,013	684,369	699,262	686,470	(12,792)
Enforcement	1,292,461	1,264,549	1,167,215	1,388,264	221,049
Bylaw Admin Operations	536,658	541,273	527,198	733,133	205,935
Total Expenditures	2,835,037	2,920,230	2,822,598	3,242,471	419,873
Debt					
Total Debt	0	0	0	0	0
Transfers					
Parking Oper - Traffic Control	21,200	20,250	23,000	40,200	17,200
Animal/SPCA Operations	41,955	50,400	46,800	69,600	22,800
Enforcement	63,600	66,000	69,000	85,800	16,800
Total Transfers	126,755	136,650	138,800	195,600	56,800
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	2,442,521	2,411,390	2,369,898	2,764,571	394,673

Service Category Summary

Bylaw Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(519,271)	(645,490)	(591,500)	(673,500)	(82,000)
Expenditures					
Salary & Wages (including Benefits)	2,195,073	2,317,860	2,274,218	2,494,871	220,653
Non-Salary Expenses	639,964	602,370	548,380	747,600	199,220
Total Expenditures	2,835,037	2,920,230	2,822,598	3,242,471	419,873
Debt	0	0	0	0	0
Transfers	126,755	136,650	138,800	195,600	56,800
Net Operations	2,442,521	2,411,390	2,369,898	2,764,571	394,673

Service Category Summary

Off-Street Parking

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Parking - Off Street	(1,296,930)	(1,554,700)	(1,367,000)	(1,337,000)	30,000
Total Revenues	(1,296,930)	(1,554,700)	(1,367,000)	(1,337,000)	30,000
Expenditures					
Parking - Off Street	302,182	499,324	574,865	660,870	86,005
Facilities Off Street Parking	639,130	575,328	540,569	846,914	306,345
Total Expenditures	941,312	1,074,652	1,115,434	1,507,784	392,350
Debt					
Total Debt	0	0	0	0	0
Transfers					
Parking - Off Street	114,812	292,718	61,029	(409,242)	(470,271)
Facilities Off Street Parking	77,319	74,454	77,055	73,176	(3,879)
Off-Street Mtce (fund 13)	163,487	112,876	113,482	165,282	51,800
Total Transfers	355,619	480,048	251,566	(170,784)	(422,350)
Revenues - Asset Maintenance					
Facilities Off Street Pking AM	(9,539)	0	0	0	0
Total Revenues - Asset Maintenance	(9,539)	0	0	0	0
Expenditures - Asset Maintenance					
Facilities Off Street Pking AM	183,288	110,876	111,482	160,282	48,800
Total Expenditures - Asset Maintenance	183,288	110,876	111,482	160,282	48,800
Transfers - Asset Maintenance					
Facilities Off Street Pking AM	(10,263)	2,000	2,000	5,000	3,000
User Fee Funded - Off-Street	(163,487)	(112,876)	(113,482)	(165,282)	(51,800)
Total Transfers - Asset Maintenance	(173,750)	(110,876)	(111,482)	(160,282)	(48,800)
Net Operations	0	0	0	0	0

Service Category Summary

Off-Street Parking

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(1,306,469)	(1,554,700)	(1,367,000)	(1,337,000)	30,000
Expenditures					
Salary & Wages (including Benefits)	284,343	424,476	522,159	529,886	7,727
Non-Salary Expenses	840,256	761,052	704,757	1,138,180	433,423
Total Expenditures	1,124,600	1,185,528	1,226,916	1,668,066	441,150
Debt	0	0	0	0	0
Transfers	181,869	369,172	140,084	(331,066)	(471,150)
Net Operations	0	0	0	0	0

Civic Operations Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Snow Control								
REVENUE	(25,926)	(20,000)	(20,000)	(20,000)	(20,800)	(21,632)	(22,498)	(23,398)
EXPENDITURES	6,507,974	7,998,300	7,711,336	8,465,712	8,804,339	9,156,511	9,522,769	9,903,682
TRANSFERS	2,808,317	2,021,700	2,108,664	2,354,288	2,448,460	2,546,399	2,648,255	2,754,185
Total	9,290,365	10,000,000	9,800,000	10,800,000	11,231,999	11,681,278	12,148,526	12,634,469
Roads								
REVENUE	(161,004)	(141,912)	(134,928)	(134,928)	(140,325)	(145,938)	(151,775)	(157,846)
EXPENDITURES	2,991,297	3,092,899	3,097,915	3,073,548	3,196,492	3,324,353	3,457,327	3,595,626
TRANSFERS	772,998	905,407	935,692	1,271,722	1,322,591	1,375,495	1,430,517	1,487,740
Total	3,603,290	3,856,394	3,898,679	4,210,342	4,378,758	4,553,910	4,736,069	4,925,520
Storm Drainage								
REVENUE	(79,232)	(174,475)	(112,143)	(112,143)	(116,630)	(121,295)	(126,147)	(131,194)
EXPENDITURES	1,213,273	1,565,350	1,884,556	1,670,638	1,737,461	1,806,959	1,879,238	1,954,403
TRANSFERS	37,017	(9,859)	111,720	378,000	393,120	408,845	425,200	442,208
Total	1,171,058	1,381,016	1,884,133	1,936,495	2,013,951	2,094,509	2,178,291	2,265,417
Fleet Services								
REVENUE	(507,292)	(520,534)	(518,000)	(342,500)	(356,200)	(370,448)	(385,266)	(400,677)
EXPENDITURES	7,395,640	6,942,923	7,970,780	8,462,662	8,801,166	9,153,215	9,519,348	9,900,112
TRANSFERS	(6,406,537)	(5,605,595)	(6,202,769)	(7,007,929)	(6,655,026)	(6,880,937)	(6,703,263)	(7,016,538)
Total	481,811	816,794	1,250,011	1,112,233	1,789,940	1,901,830	2,430,819	2,482,897
Street Lighting								
REVENUE	(109,609)	(51,200)	(51,200)	(52,000)	(54,080)	(56,243)	(58,493)	(60,833)
EXPENDITURES	1,720,590	1,718,885	1,638,914	1,789,617	1,861,202	1,935,652	2,013,082	2,093,607
TRANSFERS	61,745	114,400	112,350	116,304	120,956	125,795	130,826	136,059
Total	1,672,726	1,782,085	1,700,064	1,853,921	1,928,078	2,005,204	2,085,415	2,168,833
Civic Operations Admin								
REVENUE	(14,590)	(5,000)	(44,420)	(44,000)	(45,760)	(47,590)	(49,494)	(51,474)
EXPENDITURES	216,297	298,269	324,971	326,318	339,371	352,946	367,066	381,749
TRANSFERS	162,570	162,570	163,770	168,570	169,578	170,626	111,991	29,480
Total	364,277	455,839	444,321	450,888	463,189	475,982	429,563	359,755
Solid Waste Services								
REVENUE	(5,023,700)	(4,843,000)	(5,115,967)	(5,470,000)	(5,688,800)	(5,916,352)	(6,153,006)	(6,399,126)
EXPENDITURES	2,767,086	2,814,932	2,831,698	3,035,634	3,157,059	3,283,343	3,414,677	3,551,265
TRANSFERS	2,256,615	2,028,068	2,284,269	2,434,366	2,531,741	2,633,009	2,738,329	2,847,861
Total	0	0	0	0	0	0	0	0
Cemetery								
REVENUE	(773,635)	(550,000)	(547,420)	(680,000)	(707,200)	(735,488)	(764,908)	(795,505)
EXPENDITURES	629,238	525,665	549,184	648,528	674,467	701,444	729,506	758,687
TRANSFERS	45,821	95,688	104,256	108,661	113,608	118,753	124,103	129,667
Total	(98,576)	71,353	106,020	77,189	80,875	84,709	88,701	92,849
Sewer Operations								
REVENUE	(15,899,360)	(15,072,264)	(16,027,679)	(17,315,606)	(18,000,004)	(18,720,373)	(19,466,320)	(20,238,047)
EXPENDITURES	5,963,565	6,598,133	6,647,167	6,719,463	6,988,241	7,267,766	7,558,479	7,860,814
DEBT	453,301	450,017	448,365	261,595	253,251	259,605	253,783	236,772
TRANSFERS	9,482,495	8,024,114	8,932,147	10,334,548	10,758,512	11,193,002	11,654,058	12,140,461
Total	0	0	0	0	0	0	0	0

Civic Operations Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Water Operations								
REVENUE	(18,153,576)	(17,913,654)	(18,540,510)	(19,710,536)	(20,502,399)	(21,185,520)	(21,830,639)	(22,646,500)
EXPENDITURES	6,759,356	7,192,434	7,651,526	7,919,308	8,236,080	8,565,523	8,908,149	9,264,470
DEBT	1,439,450	1,445,058	1,467,922	1,393,664	1,404,830	697,689	286,163	122,250
TRANSFERS	9,954,770	9,276,162	9,421,062	10,397,564	10,861,489	11,922,308	12,636,327	13,259,780
Total	0	0	0	0	0	0	0	0
Parks								
REVENUE	(175,730)	(120,743)	(129,750)	(208,000)	(216,320)	(224,973)	(233,972)	(243,331)
EXPENDITURES	4,814,233	4,818,413	5,389,350	5,494,637	5,714,420	5,943,000	6,180,730	6,427,968
TRANSFERS	985,159	872,728	1,024,875	1,222,890	1,271,806	1,322,676	1,375,586	1,430,608
Total	5,623,662	5,570,398	6,284,475	6,509,527	6,769,906	7,040,703	7,322,344	7,615,245
District Energy								
REVENUE	(197,232)	(192,975)	(394,103)	(394,103)	(409,867)	(426,261)	(443,311)	(461,044)
EXPENDITURES	768,645	843,981	468,781	469,880	488,674	508,222	528,551	549,692
DEBT	409,321	409,321	201,660	0	0	0	0	0
TRANSFERS	(980,733)	(1,060,327)	(276,338)	(75,777)	(78,807)	(81,961)	(85,240)	(88,648)
Total	0	0	0	0	0	0	0	0
Transportation & Tech Services								
REVENUE	(2,127,280)	(2,083,570)	(2,370,064)	(2,482,995)	(2,582,315)	(2,685,608)	(2,793,033)	(2,904,755)
EXPENDITURES	6,264,898	7,183,548	7,837,194	8,461,439	8,799,896	9,151,890	9,517,968	9,898,687
TRANSFERS	166,002	(829,997)	(827,500)	(715,380)	(743,995)	(773,755)	(804,705)	(836,893)
Total	4,303,621	4,269,981	4,639,630	5,263,064	5,473,586	5,692,527	5,920,230	6,157,039
OLD BU'S - Sewer Operations								
EXPENDITURES	2,575,533	0	0	0	0	0	0	0
TRANSFERS	(2,575,533)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
OLD BU'S - Water Operations								
EXPENDITURES	2,817,205	0	0	0	0	0	0	0
TRANSFERS	(2,817,205)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
OLD BU'S-Civic Facilities								
EXPENDITURES	143	0	0	0	0	0	0	0
TRANSFERS	(143)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
OLD BU'S - District Energy								
EXPENDITURES	646,329	0	0	0	0	0	0	0
TRANSFERS	(646,329)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
GRAND TOTAL	26,412,234	28,203,860	30,007,333	32,213,659	34,130,282	35,530,652	37,339,958	38,702,024

Service Category Summary

Snow Control

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Snow Dump Mtce - Gen Charges	(21,740)	(10,000)	(10,000)	(10,000)	0
Snow Plow & Rmv - Grader/Plowi	(2,983)	0	0	0	0
Ice Control	(1,202)	(10,000)	(10,000)	(10,000)	0
Total Revenues	(25,926)	(20,000)	(20,000)	(20,000)	0
Expenditures					
Snow Dump Mtce - Gen Charges	296,016	313,876	312,216	312,005	(211)
Snow Plow & Rmv - Grader/Plowi	3,764,371	4,491,829	4,227,103	4,968,622	741,519
Ice Control	1,294,018	1,773,732	1,866,092	1,868,651	2,559
Sidewalk Snow Plow/Ice Control	197,253	311,953	324,467	325,507	1,040
City Facilities Snow/Ice Contr	471,375	512,208	472,995	473,756	761
Winter Sand Pickup	375,149	490,142	406,807	415,401	8,594
Total Expenditures	6,398,183	7,893,740	7,609,680	8,363,942	754,262
Debt					
Total Debt	0	0	0	0	0
Transfers					
Snow Dump Mtce - Gen Charges	2,330	5,000	5,000	5,000	0
Snow Plow & Rmv - Grader/Plowi	1,692,608	966,700	1,024,000	1,157,120	133,120
Ice Control	338,503	350,000	330,864	340,500	9,636
Sidewalk Snow Plow/Ice Control	191,589	125,000	135,000	185,000	50,000
City Facilities Snow/Ice Contr	132,149	120,000	129,600	144,968	15,368
Snow (fund 13)	147,459	109,560	139,355	139,470	115
Winter Sand Pickup	413,469	450,000	446,500	484,000	37,500
Total Transfers	2,918,107	2,126,260	2,210,319	2,456,058	245,739
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Snow Dump Mtce - Gen Chrgs AM	0	4,034	3,817	3,772	(45)
Snow Plow & Rmv-Grader/Plow AM	109,790	100,526	97,839	97,998	159
Total Expenditures - Asset Maintenance	109,790	104,560	101,656	101,770	114
Transfers - Asset Maintenance					
Snow Dump Mtce - Gen Chrgs AM	0	1,000	1,000	1,000	0
Snow Plow & Rmv-Grader/Plow AM	37,669	4,000	36,700	36,700	0
User Fee Funded - Snow	(147,459)	(109,560)	(139,355)	(139,470)	(115)
Total Transfers - Asset Maintenance	(109,790)	(104,560)	(101,655)	(101,770)	(115)
Net Operations	9,290,365	10,000,000	9,800,000	10,800,000	1,000,000



Service Category Summary

Snow Control

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(25,926)	(20,000)	(20,000)	(20,000)	0
Expenditures					
Salary & Wages (including Benefits)	3,582,449	3,483,977	3,329,925	3,343,190	13,265
Non-Salary Expenses	2,925,525	4,514,323	4,381,411	5,122,522	741,111
Total Expenditures	6,507,974	7,998,300	7,711,336	8,465,712	754,376
Debt	0	0	0	0	0
Transfers	2,808,317	2,021,700	2,108,664	2,354,288	245,624
Net Operations	9,290,365	10,000,000	9,800,000	10,800,000	1,000,000

Service Category Summary

Roads

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
3rd Pty Streets - Misc	(2,528)	(15,295)	(15,295)	(15,295)	0
Streets - Gen Admin	(1,342)	0	0	0	0
New Traffic Signs - Sign Insta	(5,270)	0	0	0	0
Curb & Gutter Rpr Conn	(12,000)	(40,453)	(34,749)	(34,749)	0
Pavement Rpr Connection	(47,000)	(57,170)	(57,170)	(57,170)	0
Concrete Sidewalk Rpr Conn	0	(2,760)	(1,480)	(1,480)	0
Asphalt Sidewalk Rpr Conn	(2,000)	(1,234)	(1,234)	(1,234)	0
Sign Mtce Operations	(1,015)	0	0	0	0
Road Cut Fees	(32,426)	(25,000)	(25,000)	(25,000)	0
Total Revenues	(103,581)	(141,912)	(134,928)	(134,928)	0
Expenditures					
Traffic Lane Marking	350,489	364,550	459,976	460,292	316
3rd Pty Streets - Misc	1,467	15,295	15,295	15,323	28
Streets - Gen Admin	413,692	634,130	273,618	312,565	38,947
New Traffic Signs - Sign Insta	4,573	0	0	0	0
Gravel Roads - Grading	61,860	54,030	110,470	66,999	(43,471)
Summer Sweeping Program	110,327	88,197	97,397	97,701	304
Curb & Gutter Mtce	82,413	128,799	220,358	167,701	(52,657)
Mtce Asphalt Rd - Cold Patch R	8,756	24,146	24,784	24,857	73
Mtce Asphalt Rd - Major Patchi	30,568	88,814	232,548	132,594	(99,954)
Mtce Asphalt Rd - Hot Patch Rp	126,208	66,802	80,168	80,377	209
Curb & Gutter Rpr Conn	10,980	29,453	29,749	34,326	4,577
Pavement Rpr Connection	37,701	49,170	49,170	49,244	74
Concrete Sidewalk Rpr Conn	0	2,360	1,480	1,985	505
Asphalt Sidewalk Rpr Conn	1,991	1,234	1,234	1,238	4
Sign Mtce Operations	82,741	30,628	80,894	34,363	(46,531)
Total Expenditures	1,323,766	1,577,608	1,677,141	1,479,565	(197,576)
Debt					
Total Debt	0	0	0	0	0
Transfers					
Traffic Lane Marking	8,687	15,000	12,000	15,600	3,600
3rd Pty Streets - Misc	147	0	0	0	0
Streets - Gen Admin	144	0	0	15,600	15,600
New Traffic Signs - Sign Insta	874	0	0	500	500
Gravel Roads - Grading	10,057	4,200	11,000	500	(10,500)
Summer Sweeping Program	175,842	170,000	196,600	378,000	181,400
Curb & Gutter Mtce	19,041	17,000	17,300	25,000	7,700
Mtce Asphalt Rd - Cold Patch R	4,675	13,000	5,000	5,000	0
Mtce Asphalt Rd - Major Patchi	20,341	25,000	19,500	25,000	5,500
Mtce Asphalt Rd - Hot Patch Rp	43,665	60,000	46,700	50,000	3,300
Curb & Gutter Rpr Conn	3,810	11,000	5,000	15,600	10,600
Pavement Rpr Connection	5,841	8,000	8,000	8,000	0
Concrete Sidewalk Rpr Conn	0	400	0	1,500	1,500
Asphalt Sidewalk Rpr Conn	566	0	0	0	0
Sign Mtce Operations	8,601	8,000	8,500	15,600	7,100
Total Transfers	302,290	331,600	329,600	555,900	226,300
Revenues - Asset Maintenance					
Traff Ctrl & Signal Opt Det UG	(57,424)	0	0	0	0
Total Revenues - Asset Maintenance	(57,424)	0	0	0	0

Service Category Summary

Roads

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Expenditures - Asset Maintenance					
Gravel Roads - Grading AM	344,642	316,179	295,215	339,644	44,429
Curb & Gutter Mtce AM	84,016	133,279	117,473	171,691	54,218
Bridges & Structures Mtce	58,511	8,842	8,832	8,849	17
Mtce Asphalt Rd-Cold Patch AM	60,381	78,369	80,283	80,502	219
Mtce Asphalt Rd-Major Patch AM	357,362	339,238	284,927	385,776	100,849
Mtce Asphalt Rd - Hot Patch AM	566,186	327,664	381,121	381,959	838
Sign Mtce Operations AM	100,728	207,227	177,923	225,562	47,639
Traff Ctrl & Signal Opt Det UG	95,706	104,493	75,000	0	(75,000)
Total Expenditures - Asset Maintenance	1,667,530	1,515,291	1,420,774	1,593,983	173,209
Transfers - Asset Maintenance					
Gravel Roads - Grading AM	206,578	263,000	225,000	250,000	25,000
Curb & Gutter Mtce AM	26,397	25,000	27,000	30,000	3,000
Bridges & Structures Mtce	76	400	400	0	(400)
Mtce Asphalt Rd-Cold Patch AM	29,974	114,900	124,092	150,000	25,908
Mtce Asphalt Rd-Major Patch AM	2,025	45,000	48,600	30,000	(18,600)
Mtce Asphalt Rd - Hot Patch AM	201,043	195,000	216,500	200,822	(15,678)
Sign Mtce Operations AM	42,898	35,000	39,500	55,000	15,500
Traff Ctrl & Signal Opt Det UG	(38,282)	(104,493)	(75,000)	0	75,000
Total Transfers - Asset Maintenance	470,708	573,807	606,092	715,822	109,730
Net Operations	3,603,290	3,856,394	3,898,679	4,210,342	311,663



Service Category Summary

Roads

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(161,004)	(141,912)	(134,928)	(134,928)	0
Expenditures					
Salary & Wages (including Benefits)	1,453,361	2,113,120	1,992,179	2,001,612	9,433
Non-Salary Expenses	1,537,935	979,779	1,105,736	1,071,936	(33,800)
Total Expenditures	2,991,297	3,092,899	3,097,915	3,073,548	(24,367)
Debt	0	0	0	0	0
Transfers	772,998	905,407	935,692	1,271,722	336,030
Net Operations	3,603,290	3,856,394	3,898,679	4,210,342	311,663

Service Category Summary

Storm Drainage

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Spills	(2,318)	(10,000)	(5,000)	(5,000)	0
3rd Pty - Curb Drop Installati	(8,476)	(18,539)	(18,538)	(18,538)	0
3rd Pty - Culvert Install	(48,914)	(25,985)	(25,985)	(25,985)	0
Storm Connections	0	(72,331)	(15,000)	(15,000)	0
3rd Pty - Storm Sewer	(61)	(6,914)	(6,914)	(6,914)	0
3rd Pty Streets - Connections	(7,713)	(40,706)	(40,706)	(40,706)	0
Total Revenues	(67,483)	(174,475)	(112,143)	(112,143)	0
Expenditures					
Spills	27,337	56,483	30,402	30,421	19
Ditching - Culvert Replacement	43,887	42,272	255,171	73,971	(181,200)
3rd Pty - Curb Drop Installati	13,429	13,939	13,939	13,977	38
3rd Pty - Culvert Install	60,004	18,785	18,785	18,822	37
Utilities - Admin Operations	8,822	27,040	24,300	24,300	0
Storm Operations	350,982	331,514	512,938	517,717	4,779
Storm Connections	0	72,331	4,957	4,965	8
Storm Sewer Pumphouse - Admin	11,071	9,119	10,432	10,658	226
3rd Pty - Storm Sewer	0	6,914	6,914	6,928	14
3rd Pty Streets - Connections	4,166	40,706	40,706	40,838	132
Total Expenditures	519,698	619,103	918,544	742,597	(175,947)
Debt					
Total Debt	0	0	0	0	0
Transfers					
Spills	1,037	2,000	2,000	3,000	1,000
Ditching - Culvert Replacement	25,196	26,000	27,000	30,000	3,000
3rd Pty - Curb Drop Installati	3,759	4,600	4,600	6,000	1,400
3rd Pty - Culvert Install	15,978	7,200	7,200	10,000	2,800
Storm Operations	51,330	70,000	75,600	90,000	14,400
Storm Sewer Pumphouse - Admin	24	0	0	0	0
3rd Pty Streets - Connections	711	0	0	0	0
Total Transfers	98,033	109,800	116,400	139,000	22,600

Service Category Summary

Storm Drainage

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues - Asset Maintenance					
Drainage Improvements	(8,598)	0	0	0	0
Storm Operations AM	(3,150)	0	0	0	0
Total Revenues - Asset Maintenance	(11,749)	0	0	0	0
Expenditures - Asset Maintenance					
Drainage Improvements	27,713	166,549	105,000	0	(105,000)
Ditching - Culvert Replace AM	181,966	188,406	132,966	315,204	182,238
Storm Operations AM	318,684	430,704	603,568	608,347	4,779
Storm Sewer Pumphouse - Adm AM	3,060	3,478	4,478	4,490	12
Prepaving Storm Water Infrastr	162,152	157,110	120,000	0	(120,000)
Total Expenditures - Asset Maintenance	693,575	946,247	966,012	928,041	(37,971)
Transfers - Asset Maintenance					
Drainage Improvements	(19,114)	(166,549)	(105,000)	0	105,000
Ditching - Culvert Replace AM	67,704	84,000	90,720	120,000	29,280
Storm Operations AM	52,034	120,000	129,600	119,000	(10,600)
Storm Sewer Pumphouse - Adm AM	512	0	0	0	0
Prepaving Storm Water Infrastr	(162,152)	(157,110)	(120,000)	0	120,000
Total Transfers - Asset Maintenance	(61,016)	(119,659)	(4,680)	239,000	243,680
Net Operations	1,171,058	1,381,016	1,884,133	1,936,495	52,362



Service Category Summary

Storm Drainage

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(79,232)	(174,475)	(112,143)	(112,143)	0
Expenditures					
Salary & Wages (including Benefits)	731,364	834,928	1,295,764	1,266,247	(29,517)
Non-Salary Expenses	481,909	730,422	588,792	404,391	(184,401)
Total Expenditures	1,213,273	1,565,350	1,884,556	1,670,638	(213,918)
Debt	0	0	0	0	0
Transfers	37,017	(9,859)	111,720	378,000	266,280
Net Operations	1,171,058	1,381,016	1,884,133	1,936,495	52,362

Service Category Summary

Fleet Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Fleet Mtce - Operations	(1,749)	(5,000)	(3,000)	(3,000)	0
Fleet Serv - RCMP Post Garage	(155,970)	(360,534)	(360,000)	(104,500)	255,500
Fleet Serv - RCMP Refueling	(325,578)	(150,000)	(150,000)	(225,000)	(75,000)
Fleet Serv Shop Overhead	(23,996)	(5,000)	(5,000)	(10,000)	(5,000)
Total Revenues	(507,292)	(520,534)	(518,000)	(342,500)	175,500
Expenditures					
Fleet Serv - Gen Admin	180,563	240,155	244,079	243,603	(476)
Fleet Serv-Sm Tools Rpr/Purch	12,079	12,600	13,600	15,600	2,000
Fleet Serv - Fire Services	647,447	375,100	482,866	521,466	38,600
Welding Shop Operations	48,978	100,891	107,480	111,176	3,696
Fleet Damage	83,093	75,000	90,000	87,600	(2,400)
Fleet Mtce - Operations	5,165,673	4,943,357	5,893,760	6,244,685	350,925
Fleet Serv - RCMP	94,463	90,231	90,626	91,202	576
Fleet Serv - RCMP Post Garage	148,153	270,303	200,230	201,153	923
Fleet Serv - RCMP Refueling	325,578	150,000	150,000	225,000	75,000
Fleet Serv Shop Overhead	682,937	665,286	678,139	692,707	14,568
Supply Serv - Operations	134	0	0	0	0
Total Expenditures	7,389,096	6,922,923	7,950,780	8,434,192	483,412
Debt					
Total Debt	0	0	0	0	0
Transfers					
Fleet Mtce - Operations	499,790	0	0	0	0
Fleet Equipment Rental	(9,586,031)	(8,529,000)	(9,215,013)	(10,349,667)	(1,134,654)
Fleet Internal Leases	2,625,111	2,864,005	2,944,744	3,253,438	308,694
Fleet Serv Shop Overhead	54,593	59,400	67,500	88,300	20,800
Total Transfers	(6,406,537)	(5,605,595)	(6,202,769)	(7,007,929)	(805,160)
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Small Equipment - Acquisitions	6,544	20,000	20,000	28,470	8,470
Total Expenditures - Asset Maintenance	6,544	20,000	20,000	28,470	8,470
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	481,811	816,794	1,250,011	1,112,233	(137,778)

Service Category Summary

Fleet Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(507,292)	(520,534)	(518,000)	(342,500)	175,500
Expenditures					
Salary & Wages (including Benefits)	2,581,810	2,777,583	2,940,480	2,968,772	28,292
Non-Salary Expenses	4,813,830	4,165,340	5,030,300	5,493,890	463,590
Total Expenditures	7,395,640	6,942,923	7,970,780	8,462,662	491,882
Debt	0	0	0	0	0
Transfers	(6,406,537)	(5,605,595)	(6,202,769)	(7,007,929)	(805,160)
Net Operations	481,811	816,794	1,250,011	1,112,233	(137,778)

Service Category Summary

Street Lighting

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Street Lighting	(2,069)	(1,200)	(1,200)	(2,000)	(800)
3rd Pty - Util-Electrical	(101,214)	(50,000)	(50,000)	(50,000)	0
Total Revenues	(103,283)	(51,200)	(51,200)	(52,000)	(800)
Expenditures					
Traffic Signals	114,424	105,151	101,187	128,627	27,440
Street Lighting	1,204,968	1,262,373	1,183,190	1,215,694	32,504
3rd Pty - Util-Electrical	127,546	72,933	72,943	73,008	65
Total Expenditures	1,446,937	1,440,457	1,357,320	1,417,329	60,009
Debt					
Total Debt	0	0	0	0	0
Transfers					
Traffic Signals	18,778	20,000	22,000	24,000	2,000
Street Lighting	16,362	16,000	17,000	18,000	1,000
3rd Pty - Util-Electrical	5,549	8,000	8,000	11,000	3,000
Total Transfers	40,688	44,000	47,000	53,000	6,000
Revenues - Asset Maintenance					
Traffic Signals AM	(2,552)	0	0	0	0
Street Lighting AM	(3,774)	0	0	0	0
Total Revenues - Asset Maintenance	(6,326)	0	0	0	0
Expenditures - Asset Maintenance					
Traffic Signals AM	127,113	81,149	81,782	127,088	45,306
Street Lighting AM	146,539	197,279	199,812	245,200	45,388
Total Expenditures - Asset Maintenance	273,653	278,428	281,594	372,288	90,694
Transfers - Asset Maintenance					
Traffic Signals AM	10,886	42,400	35,000	31,629	(3,371)
Street Lighting AM	10,172	28,000	30,350	31,675	1,325
Total Transfers - Asset Maintenance	21,057	70,400	65,350	63,304	(2,046)
Net Operations	1,672,726	1,782,085	1,700,064	1,853,921	153,857

Service Category Summary

Street Lighting

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(109,609)	(51,200)	(51,200)	(52,000)	(800)
Expenditures					
Salary & Wages (including Benefits)	182,113	241,377	245,596	299,654	54,058
Non-Salary Expenses	1,538,477	1,477,508	1,393,318	1,489,963	96,645
Total Expenditures	1,720,590	1,718,885	1,638,914	1,789,617	150,703
Debt	0	0	0	0	0
Transfers	61,745	114,400	112,350	116,304	3,954
Net Operations	1,672,726	1,782,085	1,700,064	1,853,921	153,857



Service Category Summary

Civic Operations Admin

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Civic Operations Admin.	(14,590)	(5,000)	(44,420)	(44,000)	420
Total Revenues	(14,590)	(5,000)	(44,420)	(44,000)	420
Expenditures					
Civic Operations Admin.	216,297	298,269	324,971	326,318	1,347
Total Expenditures	216,297	298,269	324,971	326,318	1,347
Debt					
Total Debt	0	0	0	0	0
Transfers					
Civic Operations Admin.	162,570	162,570	163,770	168,570	4,800
Total Transfers	162,570	162,570	163,770	168,570	4,800
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	364,277	455,839	444,321	450,888	6,567

Service Category Summary

Civic Operations Admin

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(14,590)	(5,000)	(44,420)	(44,000)	420
Expenditures					
Salary & Wages (including Benefits)	205,625	281,469	308,181	313,718	5,537
Non-Salary Expenses	10,672	16,800	16,790	12,600	(4,190)
Total Expenditures	216,297	298,269	324,971	326,318	1,347
Debt	0	0	0	0	0
Transfers	162,570	162,570	163,770	168,570	4,800
Net Operations	364,277	455,839	444,321	450,888	6,567

Service Category Summary

Solid Waste Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Solid Waste Operations	(5,023,560)	(4,843,000)	(5,115,967)	(5,470,000)	(354,033)
Downtown Clean up	(140)	0	0	0	0
Total Revenues	(5,023,700)	(4,843,000)	(5,115,967)	(5,470,000)	(354,033)
Expenditures					
Solid Waste Operations	2,622,406	2,723,246	2,734,859	2,925,494	190,635
Downtown Clean up	128,345	57,265	76,366	86,233	9,867
Total Expenditures	2,750,751	2,780,511	2,811,225	3,011,727	200,502
Debt					
Total Debt	0	0	0	0	0
Transfers					
Solid Waste Operations	1,222,066	1,203,387	1,491,879	1,490,204	(1,675)
Downtown Clean up	16,818	27,600	36,300	35,100	(1,200)
Solid Waste - Surplus transfer	0	100,000	0	0	0
Solid Waste - trsf Gen Capital	1,017,641	697,081	756,090	909,062	152,972
Solid Waste - Trsf Asset Main.	16,425	34,421	20,473	23,907	3,434
Total Transfers	2,272,950	2,062,489	2,304,742	2,458,273	153,531
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Solid Waste Operations AM	16,335	34,421	20,473	23,907	3,434
Total Expenditures - Asset Maintenance	16,335	34,421	20,473	23,907	3,434
Transfers - Asset Maintenance					
Solid Waste Operations AM	90	0	0	0	0
User Fee Funded-Solid Waste	(16,425)	(34,421)	(20,473)	(23,907)	(3,434)
Total Transfers - Asset Maintenance	(16,335)	(34,421)	(20,473)	(23,907)	(3,434)
Net Operations	0	0	0	0	0

Service Category Summary

Solid Waste Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(5,023,700)	(4,843,000)	(5,115,967)	(5,470,000)	(354,033)
Expenditures					
Salary & Wages (including Benefits)	1,104,653	1,020,019	1,047,066	1,193,990	146,924
Non-Salary Expenses	1,662,432	1,794,913	1,784,632	1,841,644	57,012
Total Expenditures	2,767,086	2,814,932	2,831,698	3,035,634	203,936
Debt	0	0	0	0	0
Transfers	2,256,615	2,028,068	2,284,269	2,434,366	150,097
Net Operations	0	0	0	0	0

Service Category Summary

Cemetery

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Memorial Park Cemetery	(773,635)	(550,000)	(547,420)	(680,000)	(132,580)
Total Revenues	(773,635)	(550,000)	(547,420)	(680,000)	(132,580)
Expenditures					
Memorial Park Cemetery	620,465	517,108	536,766	633,134	96,368
Total Expenditures	620,465	517,108	536,766	633,134	96,368
Debt					
Total Debt	0	0	0	0	0
Transfers					
Memorial Park Cemetery	45,821	94,688	103,256	107,661	4,405
Total Transfers	45,821	94,688	103,256	107,661	4,405
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Memorial Park Cemetery AM	8,774	8,557	12,418	15,394	2,976
Total Expenditures - Asset Maintenance	8,774	8,557	12,418	15,394	2,976
Transfers - Asset Maintenance					
Memorial Park Cemetery AM	0	1,000	1,000	1,000	0
Total Transfers - Asset Maintenance	0	1,000	1,000	1,000	0
Net Operations	(98,576)	71,353	106,020	77,189	(28,831)

Service Category Summary

Cemetery

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(773,635)	(550,000)	(547,420)	(680,000)	(132,580)
Expenditures					
Salary & Wages (including Benefits)	447,009	417,373	425,660	459,705	34,045
Non-Salary Expenses	182,229	108,292	123,524	188,823	65,299
Total Expenditures	629,238	525,665	549,184	648,528	99,344
Debt	0	0	0	0	0
Transfers	45,821	95,688	104,256	108,661	4,405
Net Operations	(98,576)	71,353	106,020	77,189	(28,831)

Service Category Summary

Sewer Operations

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Utilities Sewer Admin	(800)	0	0	0	0
3rd Pty - Sanitary Sewer	(6,706)	(12,659)	(45,718)	(45,718)	0
WWTC - Operations	(9,017)	(10,000)	(10,000)	(10,000)	0
Lagoon - Treatment Plant - Opr	(153,977)	(3,000)	(87,439)	(92,623)	(5,184)
Sewer Connection	(33,300)	(33,059)	(30,000)	(30,000)	0
Fin Plan - Managed Debt	(120,754)	(120,754)	(132,506)	(38,172)	94,334
Investment Earnings - Sewer	(141,759)	(12,000)	(10,000)	(90,000)	(80,000)
Fin Serv - Sewer - Managed	(15,439,684)	(14,880,792)	(15,712,016)	(17,009,093)	(1,297,077)
Total Revenues	(15,905,997)	(15,072,264)	(16,027,679)	(17,315,606)	(1,287,927)
Expenditures					
Utilities Sewer Admin	661,207	920,282	979,084	989,626	10,542
Sanitary Sewer Operations	941,229	1,133,430	896,011	899,979	3,968
3rd Pty - Sanitary Sewer	16,254	5,759	5,759	10,643	4,884
Lift Station Hydro	142,859	170,378	156,783	161,016	4,233
Lift Station Operations/Mtce	435,497	794,389	809,264	802,748	(6,516)
WWTC - Operations	1,855,020	1,280,787	1,688,939	1,850,802	161,863
Lagoon - Treatment Plant - Opr	211,077	117,671	107,853	110,711	2,858
Sewer Connection	40,169	23,059	26,569	26,613	44
Amortization - budget only	0	3,000,000	2,400,000	2,700,000	300,000
Amortization - budget - contra	0	(3,000,000)	(2,400,000)	(2,700,000)	(300,000)
Asset Amort & Gain/Loss-Sewer	2,575,533	0	0	0	0
Fin Serv - Sewer - Managed	1,553	0	0	0	0
Total Expenditures	6,880,399	4,445,755	4,670,262	4,852,138	181,876
Debt					
Fin Plan - Managed Debt	453,301	450,017	448,365	261,595	(186,770)
Total Debt	453,301	450,017	448,365	261,595	(186,770)
Transfers					
Sanitary Sewer Operations	155,892	196,000	211,673	225,000	13,327
3rd Pty - Sanitary Sewer	1,598	6,900	6,900	5,000	(1,900)
Lift Station Operations/Mtce	107,570	120,000	129,600	120,000	(9,600)
WWTC - Operations	155,000	172,100	176,800	191,500	14,700
Lagoon - Treatment Plant - Opr	0	5,000	1,000	1,500	500
Sewer Connection	5,714	10,000	10,000	10,000	0
Asset Amort & Gain/Loss-Sewer	(2,575,533)	0	0	0	0
Fin Plan - Managed OH Chg	1,293,572	1,293,572	1,292,445	1,280,802	(11,643)
Swr Opr - Surplus transfer	7,634,639	6,129,926	6,958,149	8,200,746	1,242,597
Fin Serv - Sewer - Managed	(116,162)	(108,808)	(100,000)	(106,000)	(6,000)
Cont to Asset Mtce (fund 33)	1,910,008	2,351,802	2,222,485	2,273,325	50,840
Total Transfers	8,572,297	10,176,492	10,909,052	12,201,873	1,292,821

Service Category Summary

Sewer Operations

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues - Asset Maintenance					
Sanitary Sewer Operations AM	6,637	0	0	0	0
Total Revenues - Asset Maintenance	6,637	0	0	0	0
Expenditures - Asset Maintenance					
Prepaving Upgrade - Sewer	12,592	130,076	110,000	0	(110,000)
Lift Station Opr/Mtce AM	238,027	334,647	289,505	283,578	(5,927)
WWTC - Operations AM	634,677	599,201	635,135	611,568	(23,567)
Sanitary Sewer Operations AM	648,793	782,557	606,368	604,776	(1,592)
Lagoon Treatment Plant-Opr AM	71,779	5,897	5,897	37,403	31,506
Infrastructure Planning -Sewer	52,830	300,000	330,000	330,000	0
Total Expenditures - Asset Maintenance	1,658,699	2,152,378	1,976,905	1,867,325	(109,580)
Transfers - Asset Maintenance					
Prepaving Upgrade - Sewer	(12,592)	(130,076)	(110,000)	0	110,000
Lift Station Opr/Mtce AM	8,567	10,000	10,000	10,000	0
WWTC - Operations AM	6,987	5,000	6,000	6,000	0
Sanitary Sewer Operations AM	241,150	313,500	338,580	388,500	49,920
Lagoon Treatment Plant-Opr AM	561	1,000	1,000	1,500	500
User Fee Funded - Sewer	(1,910,008)	(2,351,802)	(2,222,485)	(2,273,325)	(50,840)
Total Transfers - Asset Maintenance	(1,665,336)	(2,152,378)	(1,976,905)	(1,867,325)	109,580
Net Operations	0	0	0	0	0

Service Category Summary

Sewer Operations

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(15,899,360)	(15,072,264)	(16,027,679)	(17,315,606)	(1,287,927)
Expenditures					
Salary & Wages (including Benefits)	3,633,020	4,266,679	4,062,683	4,103,571	40,888
Non-Salary Expenses	4,906,078	2,331,454	2,584,484	2,615,892	31,408
Total Expenditures	8,539,098	6,598,133	6,647,167	6,719,463	72,296
Debt	453,301	450,017	448,365	261,595	(186,770)
Transfers	6,906,962	8,024,114	8,932,147	10,334,548	1,402,401
Net Operations	0	0	0	0	0

Service Category Summary

Water Operations

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Water Operations	(48,723)	(28,450)	(38,580)	(38,580)	0
Meter Repairs Opr & Recoveries	(3,119)	0	0	0	0
3rd Pty - Water	(73,693)	(13,475)	(44,663)	(44,663)	0
3rd Pty - Water Main	0	(10,705)	(35,482)	(35,482)	0
Water Connections - Prepaid	(52,400)	(36,113)	(119,696)	(119,696)	0
Water Disconnect	(57)	(7,904)	(26,198)	(26,198)	0
Fin Plan - Managed Debt	(381,833)	(400,850)	(400,123)	(377,558)	22,565
Investment Earnings - Water	(124,351)	(7,000)	3,000	(60,000)	(63,000)
Fin Serv - Water - Managed	(17,471,314)	(17,409,157)	(17,878,768)	(19,008,359)	(1,129,591)
Total Revenues	(18,155,489)	(17,913,654)	(18,540,510)	(19,710,536)	(1,170,026)
Expenditures					
Water Operations	1,404,296	1,272,459	1,451,150	1,474,772	23,622
Water Stns Electricity	980,429	1,118,104	988,188	1,014,869	26,681
Utilities Water Admin	543,456	861,779	887,751	897,707	9,956
Water Treatment	48,007	35,000	45,000	45,000	0
Pumping Stations - Opr	918,563	934,287	1,157,605	1,210,020	52,415
Meter Repairs Opr & Recoveries	71,630	177,994	(8,556)	88,306	96,862
Reservoirs - Operations	28,674	70,215	17,735	17,983	248
3rd Pty - Water	51,360	9,475	9,475	24,534	15,059
3rd Pty - Water Main	0	9,505	9,505	9,534	29
Water Connections - Prepaid	38,632	24,613	24,623	64,895	40,272
Water Disconnect	57	5,604	5,604	5,750	146
Amortization - budget only	0	3,500,000	2,600,000	3,000,000	400,000
Amortization - budget - contra	0	(3,500,000)	(2,600,000)	(3,000,000)	(400,000)
Asset Amort & Gain/Loss-Water	2,817,205	0	0	0	0
Fin Serv - Water - Managed	792	0	0	0	0
Total Expenditures	6,903,101	4,519,035	4,588,080	4,853,370	265,290
Debt					
Fin Plan - Managed Debt	1,439,450	1,445,058	1,467,922	1,393,664	(74,258)
Total Debt	1,439,450	1,445,058	1,467,922	1,393,664	(74,258)
Transfers					
Water Operations	170,098	198,000	217,500	189,695	(27,805)
Water Treatment	433	0	0	0	0
Pumping Stations - Opr	99,524	85,518	92,550	106,500	13,950
Meter Repairs Opr & Recoveries	14,450	14,400	15,600	16,800	1,200
Reservoirs - Operations	820	500	550	4,000	3,450
3rd Pty - Water	9,232	4,000	8,300	8,000	(300)
3rd Pty - Water Main	0	1,200	1,200	0	(1,200)
Water Connections - Prepaid	7,382	11,500	11,500	30,000	18,500
Water Disconnect	0	2,300	2,300	0	(2,300)
Fin Plan - Managed OH Charge	1,254,416	1,254,416	1,407,955	1,473,860	65,905
Asset Amort & Gain/Loss-Water	(2,817,205)	0	0	0	0
Wtr Opr - Surplus transfer	8,289,483	7,730,497	7,674,638	8,425,987	751,349
Fin Serv - Water - Managed	(324,476)	(330,865)	(340,791)	(362,278)	(21,487)
Cont to Asset Mtce (fund 43)	3,108,781	2,978,095	3,393,206	3,570,938	177,732
Total Transfers	9,812,938	11,949,561	12,484,508	13,463,502	978,994



Service Category Summary

Water Operations

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues - Asset Maintenance					
Pumping Stations - Opr AM	(9,923)	0	0	0	0
Water Operations AM	11,836	0	0	0	0
Total Revenues - Asset Maintenance	1,913	0	0	0	0
Expenditures - Asset Maintenance					
Prepaving Water Infrastructure	74,390	146,304	129,000	0	(129,000)
Pumping Stations - Opr AM	410,441	381,263	454,033	563,002	108,969
Meter Repairs Opr & Recover AM	62,271	77,909	162,730	73,076	(89,654)
Reservoirs - Operations AM	73,221	2,684	88,984	74,738	(14,246)
Water Operations AM	1,916,867	1,765,239	1,928,699	2,055,122	126,423
Infrastructure Planning -Water	126,720	300,000	300,000	300,000	0
Small Equipment - Acquisitions	9,551	0	0	0	0
Total Expenditures - Asset Maintenance	2,673,460	2,673,399	3,063,446	3,065,938	2,492
Transfers - Asset Maintenance					
Prepaving Water Infrastructure	(74,390)	(146,304)	(129,000)	0	129,000
Pumping Stations - Opr AM	16,424	20,000	21,600	20,000	(1,600)
Meter Repairs Opr & Recover AM	1,072	2,000	0	0	0
Reservoirs - Operations AM	2,689	2,000	2,160	10,000	7,840
Water Operations AM	487,612	427,000	435,000	475,000	40,000
User Fee Funded - Water	(3,108,781)	(2,978,095)	(3,393,206)	(3,570,938)	(177,732)
Total Transfers - Asset Maintenance	(2,675,374)	(2,673,399)	(3,063,446)	(3,065,938)	(2,492)
Net Operations	0	0	0	0	0

Service Category Summary

Water Operations

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(18,153,576)	(17,913,654)	(18,540,510)	(19,710,536)	(1,170,026)
Expenditures					
Salary & Wages (including Benefits)	3,634,439	3,989,121	4,085,863	4,114,523	28,660
Non-Salary Expenses	5,942,123	3,203,313	3,565,663	3,804,785	239,122
Total Expenditures	9,576,562	7,192,434	7,651,526	7,919,308	267,782
Debt	1,439,450	1,445,058	1,467,922	1,393,664	(74,258)
Transfers	7,137,564	9,276,162	9,421,062	10,397,564	976,502
Net Operations	0	0	0	0	0

Service Category Summary

Parks

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Parks & Recreation Admin	(15,095)	0	(98,000)	(173,000)	(75,000)
Parks Operations	(145,802)	(110,000)	(21,000)	(21,000)	0
Boulevard repairs connections	(11,135)	(10,743)	(10,750)	(14,000)	(3,250)
Total Revenues	(172,032)	(120,743)	(129,750)	(208,000)	(78,250)
Expenditures					
Shared Use Agreement	137,500	275,000	275,000	210,000	(65,000)
Parks & Recreation Admin	239,927	226,854	478,792	469,876	(8,916)
Parks Operations	1,426,440	1,712,249	1,751,002	1,894,687	143,685
Boulevards - Parks	299,941	254,864	276,765	277,370	605
Major Parks	436,734	360,357	305,357	327,066	21,709
Nature Parks & Green Space	156,315	76,240	122,295	110,396	(11,899)
Neighborhood Parks	293,252	408,412	392,776	402,289	9,513
Sportsfield, Turf, & Irrigatio	594,677	532,023	556,043	567,246	11,203
Trails	41,343	65,332	65,021	82,816	17,795
Carpenter Shop Operations	257,451	220,013	346,760	347,900	1,140
Boulevard repairs connections	5,708	10,643	10,846	13,499	2,653
Irrigation	247,886	210,382	267,532	221,637	(45,895)
Total Expenditures	4,137,174	4,352,369	4,848,189	4,924,782	76,593
Debt					
Total Debt	0	0	0	0	0
Transfers					
Parks Operations	199,144	175,875	187,875	209,875	22,000
Boulevards - Parks	86,603	80,000	87,000	98,415	11,415
Major Parks	119,070	110,000	118,800	140,000	21,200
Nature Parks & Green Space	64,595	80,000	86,400	98,000	11,600
Neighborhood Parks	178,181	155,000	167,600	180,000	12,400
Sportsfield, Turf, & Irrigatio	226,625	202,400	258,000	272,000	14,000
Trails	22,148	20,000	21,600	24,500	2,900
Carpenter Shop Operations	13,973	13,200	14,400	17,100	2,700
Boulevard repairs connections	478	100	500	500	0
Irrigation	3,453	200	200	500	300
Total Transfers	914,269	836,775	942,375	1,040,890	98,515

Service Category Summary

Parks

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues - Asset Maintenance					
Neighborhood Parks AM	(198)	0	0	0	0
Sportsfield, Turf, & Irigat AM	(3,500)	0	0	0	0
Total Revenues - Asset Maintenance	(3,698)	0	0	0	0
Expenditures - Asset Maintenance					
Tree Planting	60,441	62,095	47,500	0	(47,500)
Off Leash Areas	8,719	9,952	25,000	0	(25,000)
Parks Operations AM	30,875	39,247	34,788	37,540	2,752
Boulevards - Parks AM	0	3,341	3,406	3,417	11
Major Parks AM	15,900	9,813	7,789	10,765	2,976
Nature Parks & Green Space AM	369,181	209,984	294,357	301,570	7,213
Neighborhood Parks AM	38,285	28,899	45,625	50,418	4,793
Sportsfield, Turf, & Irigat AM	72,770	25,015	26,920	60,553	33,633
Trails AM	27,999	9,801	17,556	18,113	557
Irrigation - AM	52,890	67,897	38,220	87,479	49,259
Total Expenditures - Asset Maintenance	677,059	466,044	541,161	569,855	28,694
Transfers - Asset Maintenance					
Tree Planting	(60,441)	(62,095)	(47,500)	0	47,500
Off Leash Areas	(8,719)	(9,952)	(25,000)	0	25,000
Parks Operations AM	7,967	3,000	8,000	10,000	2,000
Major Parks AM	1,435	4,000	4,000	5,000	1,000
Nature Parks & Green Space AM	117,262	95,000	137,000	155,000	18,000
Neighborhood Parks AM	6,191	1,500	1,500	2,000	500
Sportsfield, Turf, & Irigat AM	2,798	2,000	2,000	4,000	2,000
Trails AM	1,435	1,000	1,000	4,500	3,500
Irrigation - AM	2,962	1,500	1,500	1,500	0
Total Transfers - Asset Maintenance	70,889	35,953	82,500	182,000	99,500
Net Operations	5,623,662	5,570,398	6,284,475	6,509,527	225,052

Service Category Summary

Parks

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(175,730)	(120,743)	(129,750)	(208,000)	(78,250)
Expenditures					
Salary & Wages (including Benefits)	3,585,121	3,844,791	4,040,196	4,142,622	102,426
Non-Salary Expenses	1,229,112	973,622	1,349,154	1,352,015	2,861
Total Expenditures	4,814,233	4,818,413	5,389,350	5,494,637	105,287
Debt	0	0	0	0	0
Transfers	985,159	872,728	1,024,875	1,222,890	198,015
Net Operations	5,623,662	5,570,398	6,284,475	6,509,527	225,052

Service Category Summary

District Energy

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Utilities Distr Energy Admin	0	0	(26,400)	(26,400)	0
Fin Serv-Distr Energy-Managed	(197,232)	(192,975)	(367,703)	(367,703)	0
Total Revenues	(197,232)	(192,975)	(394,103)	(394,103)	0
Expenditures					
Utilities Distr Energy Admin	0	1,947	0	0	0
District Energy Operations	345,481	403,346	439,143	440,216	1,073
Amortization - budget only	0	617,000	630,000	670,000	40,000
Amortization - budget - contra	0	(617,000)	(630,000)	(670,000)	(40,000)
Asset Amort & Gain/Loss-DES	646,329	0	0	0	0
Ramada DES - Design & Build	416,316	400,000	0	0	0
Total Expenditures	1,408,126	805,293	439,143	440,216	1,073
Debt					
Fin Plan - Managed Debt	409,321	409,321	201,660	0	(201,660)
Total Debt	409,321	409,321	201,660	0	(201,660)
Transfers					
District Energy Operations	(6,134)	1,811	1,884	2,000	116
Fin Plan - Managed OH Charge	88,604	88,604	168,644	91,846	(76,798)
Asset Amort & Gain/Loss-DES	(646,329)	0	0	0	0
District Energy - Surplus trsf	(604,890)	(412,135)	134,179	418,927	284,748
Fin Serv-Distr Energy-Managed	(458,572)	(438,607)	(581,045)	(588,550)	(7,505)
Ramada DES - Design & Build	0	(300,000)	0	0	0
Cont to Asset Mtce (fund 23)	7,107	38,688	29,638	29,664	26
Total Transfers	(1,620,214)	(1,021,639)	(246,700)	(46,113)	200,587
Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
District Energy Maintenance	6,848	38,688	29,638	29,664	26
Total Expenditures - Asset Maintenance	6,848	38,688	29,638	29,664	26
Transfers - Asset Maintenance					
District Energy Maintenance	259	0	0	0	0
User Fee Funded - Distr Energy	(7,107)	(38,688)	(29,638)	(29,664)	(26)
Total Transfers - Asset Maintenance	(6,848)	(38,688)	(29,638)	(29,664)	(26)
Net Operations	0	0	0	0	0

Service Category Summary

District Energy

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(197,232)	(192,975)	(394,103)	(394,103)	0
Expenditures					
Salary & Wages (including Benefits)	41,442	92,635	93,424	93,715	291
Non-Salary Expenses	1,373,531	751,346	375,357	376,165	808
Total Expenditures	1,414,974	843,981	468,781	469,880	1,099
Debt	409,321	409,321	201,660	0	(201,660)
Transfers	(1,627,062)	(1,060,327)	(276,338)	(75,777)	200,561
Net Operations	0	0	0	0	0

Service Category Summary

Transportation & Tech Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Transit - BC Transit	(2,126,708)	(2,083,570)	(2,370,064)	(2,482,495)	(112,431)
Transportation & Tech Services	(571)	0	0	(500)	(500)
Total Revenues	(2,127,280)	(2,083,570)	(2,370,064)	(2,482,995)	(112,931)
Expenditures					
Transit - BC Transit	5,679,916	6,644,948	7,292,669	7,785,048	492,379
Transportation & Tech Services	564,564	526,160	532,085	635,891	103,806
Total Expenditures	6,244,480	7,171,108	7,824,754	8,420,939	596,185
Debt					
Total Debt	0	0	0	0	0
Transfers					
Transit - BC Transit	138,644	(858,797)	(858,800)	(750,000)	108,800
Transportation & Tech Services	24,608	28,800	31,300	34,620	3,320
Total Transfers	163,252	(829,997)	(827,500)	(715,380)	112,120
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Transit - BC Transit AM	20,419	12,440	12,440	40,500	28,060
Total Expenditures - Asset Maintenance	20,419	12,440	12,440	40,500	28,060
Transfers - Asset Maintenance					
Transit - BC Transit AM	2,750	0	0	0	0
Total Transfers - Asset Maintenance	2,750	0	0	0	0
Net Operations	4,303,621	4,269,981	4,639,630	5,263,064	623,434



Service Category Summary

Transportation & Tech Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(2,127,280)	(2,083,570)	(2,370,064)	(2,482,995)	(112,931)
Expenditures					
Salary & Wages (including Benefits)	574,020	496,808	601,207	709,884	108,677
Non-Salary Expenses	5,690,879	6,686,740	7,235,987	7,751,555	515,568
Total Expenditures	6,264,898	7,183,548	7,837,194	8,461,439	624,245
Debt	0	0	0	0	0
Transfers	166,002	(829,997)	(827,500)	(715,380)	112,120
Net Operations	4,303,621	4,269,981	4,639,630	5,263,064	623,434

Civic Facilities & Events Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Aquatics								
REVENUE	(1,844,185)	(1,335,640)	(2,157,874)	(2,265,265)	(2,355,875)	(2,450,109)	(2,548,114)	(2,650,038)
EXPENDITURES	4,138,886	3,619,047	4,733,332	5,447,833	5,665,747	5,892,376	6,128,070	6,373,194
TRANSFERS	155,178	163,500	294,129	305,120	317,325	330,018	343,219	356,947
Total	2,449,879	2,446,907	2,869,587	3,487,688	3,627,197	3,772,285	3,923,175	4,080,103
Civic Facilities & Events Admn								
REVENUE	(9,442)	(6,000)	(6,000)	(6,000)	(6,240)	(6,490)	(6,750)	(7,020)
EXPENDITURES	540,677	554,923	559,370	559,962	582,361	605,654	629,882	655,077
Total	531,235	548,923	553,370	553,962	576,121	599,164	623,132	648,057
Project Delivery								
REVENUE	(47,350)	(25,000)	0	0	0	0	0	0
EXPENDITURES	772,909	838,555	793,265	200,090	208,094	216,418	225,076	234,079
TRANSFERS	(104,078)	(149,997)	(136,800)	15,600	16,224	16,873	17,548	18,250
Total	621,481	663,558	656,465	215,690	224,318	233,291	242,624	252,329
Civic Initiatives & Partn.								
REVENUE	(437,331)	0	0	0	0	0	0	0
EXPENDITURES	2,307,575	1,470,093	1,266,231	978,947	1,018,106	1,058,831	1,101,184	1,145,233
TRANSFERS	149,260	3,650	3,650	3,650	3,796	3,948	4,106	4,270
Total	2,019,504	1,473,743	1,269,881	982,597	1,021,902	1,062,779	1,105,290	1,149,503
Facility Maintenance								
REVENUE	(306,358)	(27,610)	(26,965)	(26,965)	(28,044)	(29,166)	(30,333)	(31,546)
EXPENDITURES	2,816,522	2,620,741	2,791,191	3,185,679	3,313,109	3,445,634	3,583,462	3,726,791
TRANSFERS	438,686	378,371	413,332	479,527	495,555	470,136	482,397	490,686
Total	2,948,850	2,971,502	3,177,558	3,638,241	3,780,620	3,886,604	4,035,526	4,185,931
Entertainment Services								
REVENUE	(2,565,771)	(841,580)	(909,630)	(909,630)	(946,015)	(983,854)	(1,023,208)	(1,064,138)
EXPENDITURES	2,322,288	1,353,583	1,330,024	1,335,338	1,388,750	1,444,300	1,502,074	1,562,156
TRANSFERS	(71,648)	4,658	4,844	5,000	5,200	5,408	5,624	5,849
Total	(315,131)	516,661	425,238	430,708	447,935	465,854	484,490	503,867
Event Services								
REVENUE	(986,247)	(430,882)	(438,770)	(746,130)	(775,976)	(807,014)	(839,295)	(872,867)
EXPENDITURES	1,217,681	1,173,620	1,213,914	1,461,327	1,519,780	1,580,566	1,643,790	1,709,538
TRANSFERS	(84,077)	(17,750)	(17,750)	(17,750)	(18,460)	(19,198)	(19,966)	(20,765)
Total	147,357	724,988	757,394	697,447	725,344	754,354	784,529	815,906
Event Operations								
REVENUE	(1,552,994)	(1,229,207)	(1,257,720)	(1,300,030)	(1,352,031)	(1,406,116)	(1,462,359)	(1,520,855)
EXPENDITURES	4,907,351	4,905,342	4,991,063	5,043,399	5,245,128	5,454,944	5,673,150	5,900,077
TRANSFERS	343,819	477,074	501,761	563,019	585,540	608,962	633,320	658,654
Total	3,698,176	4,153,209	4,235,104	4,306,388	4,478,637	4,657,790	4,844,111	5,037,876
GRAND TOTAL	12,101,350	13,499,491	13,944,597	14,312,721	14,882,074	15,432,121	16,042,877	16,673,572

Service Category Summary

Aquatics

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
PGAC - Building Operations	(1,512,216)	(1,167,410)	(900,242)	(1,086,092)	(185,850)
FSLP - Building Operations	0	(168,230)	0	0	0
CLP - Building Operations	(331,969)	0	(1,257,632)	(1,179,173)	78,459
Total Revenues	(1,844,185)	(1,335,640)	(2,157,874)	(2,265,265)	(107,391)
Expenditures					
PGAC - Building Operations	3,467,174	2,937,695	2,440,404	2,789,552	349,148
FSLP - Building Operations	10,009	564,658	0	0	0
CLP - Building Operations	459,978	0	2,185,694	2,443,781	258,087
Total Expenditures	3,937,161	3,502,353	4,626,098	5,233,333	607,235
Debt					
Total Debt	0	0	0	0	0
Transfers					
PGAC - Building Operations	105,637	103,500	103,500	105,000	1,500
FSLP - Building Operations	0	60,000	0	0	0
CLP - Building Operations	47,894	0	190,629	200,120	9,491
Total Transfers	153,531	163,500	294,129	305,120	10,991
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
PGAC - Building Operations AM	196,122	100,591	87,900	126,073	38,173
FSLP - Building Operations AM	0	16,103	0	0	0
CLP - Building Operations AM	5,603	0	19,334	88,427	69,093
Total Expenditures - Asset Maintenance	201,725	116,694	107,234	214,500	107,266
Transfers - Asset Maintenance					
PGAC - Building Operations AM	1,648	0	0	0	0
Total Transfers - Asset Maintenance	1,648	0	0	0	0
Net Operations	2,449,879	2,446,907	2,869,587	3,487,688	618,101

Service Category Summary

Aquatics

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(1,844,185)	(1,335,640)	(2,157,874)	(2,265,265)	(107,391)
Expenditures					
Salary & Wages (including Benefits)	3,195,955	2,871,976	3,769,975	4,237,085	467,110
Non-Salary Expenses	942,930	747,071	963,357	1,210,748	247,391
Total Expenditures	4,138,886	3,619,047	4,733,332	5,447,833	714,501
Debt	0	0	0	0	0
Transfers	155,178	163,500	294,129	305,120	10,991
Net Operations	2,449,879	2,446,907	2,869,587	3,487,688	618,101

Service Category Summary

Civic Facilities & Events Admn

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Pine Valley Golf	(9,442)	(6,000)	(6,000)	(6,000)	0
Total Revenues	(9,442)	(6,000)	(6,000)	(6,000)	0
Expenditures					
Pine Valley Golf	0	3,520	3,520	3,520	0
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Civic Facilities & Events Admn	240,677	251,403	255,850	256,442	592
Total Expenditures	540,677	554,923	559,370	559,962	592
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	531,235	548,923	553,370	553,962	592

Service Category Summary

Civic Facilities & Events Admn

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(9,442)	(6,000)	(6,000)	(6,000)	0
Expenditures					
Salary & Wages (including Benefits)	222,514	222,373	226,820	232,092	5,272
Non-Salary Expenses	318,163	332,550	332,550	327,870	(4,680)
Total Expenditures	540,677	554,923	559,370	559,962	592
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	531,235	548,923	553,370	553,962	592

Service Category Summary

Project Delivery

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Project Delivery	(47,350)	(25,000)	0	0	0
Total Revenues	(47,350)	(25,000)	0	0	0
Expenditures					
Project Delivery	656,831	676,558	643,265	200,090	(443,175)
Total Expenditures	656,831	676,558	643,265	200,090	(443,175)
Debt					
Total Debt	0	0	0	0	0
Transfers					
Project Delivery	12,000	12,000	13,200	15,600	2,400
Total Transfers	12,000	12,000	13,200	15,600	2,400
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Civic Facility Accessibility	116,078	161,997	150,000	0	(150,000)
Total Expenditures - Asset Maintenance	116,078	161,997	150,000	0	(150,000)
Transfers - Asset Maintenance					
Civic Facility Accessibility	(116,078)	(161,997)	(150,000)	0	150,000
Total Transfers - Asset Maintenance	(116,078)	(161,997)	(150,000)	0	150,000
Net Operations	621,481	663,558	656,465	215,690	(440,775)



Service Category Summary

Project Delivery

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(47,350)	(25,000)	0	0	0
Expenditures					
Salary & Wages (including Benefits)	624,435	620,098	619,825	174,090	(445,735)
Non-Salary Expenses	148,474	218,457	173,440	26,000	(147,440)
Total Expenditures	772,909	838,555	793,265	200,090	(593,175)
Debt	0	0	0	0	0
Transfers	(104,078)	(149,997)	(136,800)	15,600	152,400
Net Operations	621,481	663,558	656,465	215,690	(440,775)

Service Category Summary

Civic Initiatives & Partn.

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Active Living Guide	156	0	0	0	0
Social Planning/Coordination	(124,997)	0	0	0	0
Strengthening Communities Serv	(312,490)	0	0	0	0
Total Revenues	(437,331)	0	0	0	0
Expenditures					
Civic Grants & Serv Agreements	0	0	562,300	567,940	5,640
Social Planning/Coordination	1,292,467	1,470,093	655,273	411,007	(244,266)
SIP Project Management	982,681	0	0	0	0
Strengthening Communities Serv	32,427	0	48,658	0	(48,658)
Total Expenditures	2,307,575	1,470,093	1,266,231	978,947	(287,284)
Debt					
Total Debt	0	0	0	0	0
Transfers					
Social Planning/Coordination	(100,843)	3,650	3,650	3,650	0
SIP Project Management	(29,961)	0	0	0	0
Strengthening Communities Serv	280,063	0	0	0	0
Total Transfers	149,260	3,650	3,650	3,650	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	2,019,504	1,473,743	1,269,881	982,597	(287,284)



Service Category Summary

Civic Initiatives & Partn.

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(437,331)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	605,800	499,513	455,781	208,657	(247,124)
Non-Salary Expenses	1,701,776	970,580	810,450	770,290	(40,160)
Total Expenditures	2,307,575	1,470,093	1,266,231	978,947	(287,284)
Debt	0	0	0	0	0
Transfers	149,260	3,650	3,650	3,650	0
Net Operations	2,019,504	1,473,743	1,269,881	982,597	(287,284)

Service Category Summary

Facility Maintenance

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Library Operations	(10,675)	(8,310)	(10,165)	(10,165)	0
3rd Pty-Art Gallery-Bldg Mtce	(788)	(800)	0	0	0
1300 1st Ave Bldg Operations	(272,761)	0	0	0	0
Total Revenues	(284,223)	(9,110)	(10,165)	(10,165)	0
Expenditures					
Fire Halls	61,996	58,848	62,168	60,618	(1,550)
Massey Drive Fire Hall	112,079	107,323	97,837	98,438	601
Other City Bldgs - General Exp	62,010	83,121	115,830	146,013	30,183
Library Operations	173,819	185,479	180,280	187,473	7,193
3rd Pty-Art Gallery-Bldg Mtce	788	800	0	0	0
RCMP Detachment Operations	109,037	114,765	111,513	113,951	2,438
City Hall - Building Mtce	81,743	89,622	82,212	100,732	18,520
18th Ave Yard Bldg - Operation	159,843	144,270	150,466	172,641	22,175
Police Station Cleaning	242,988	263,213	261,791	271,065	9,274
City Hall Bldg Cleaning	288,498	255,384	223,093	219,045	(4,048)
18th Ave Admin Bldg Cleaning	91,666	78,425	116,220	118,602	2,382
18th Ave Yard Cleaning	83,794	71,881	79,259	91,988	12,729
Civic Facilities - Admin	475,700	613,727	612,496	736,527	124,031
1300 1st Ave Bldg Operations	227,306	500	8,663	9,241	578
1310 3rd Ave - Operations	51,075	102,770	99,218	100,803	1,585
Malaspina Ave Daycare	1,129	0	0	0	0
Total Expenditures	2,223,470	2,170,128	2,201,046	2,427,137	226,091
Debt					
Total Debt	0	0	0	0	0
Transfers					
Fire Halls	14,981	16,043	16,685	17,769	1,084
Massey Drive Fire Hall	13,171	12,938	13,456	14,330	874
Other City Bldgs - General Exp	38,907	41,169	45,380	91,757	46,377
Library Operations	54,959	46,408	47,336	48,283	947
RCMP Detachment Operations	76,787	73,270	75,253	77,969	2,716
City Hall - Building Mtce	128,925	120,244	123,083	126,563	3,480
18th Ave Yard Bldg - Operation	15,041	14,749	15,339	16,336	997
Civic Facilities - Admin	70,800	53,550	76,800	86,520	9,720
1310 3rd Ave - Operations	1,899	0	0	0	0
Total Transfers	415,468	378,371	413,332	479,527	66,195

Service Category Summary

Facility Maintenance

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues - Asset Maintenance					
Othr City Bldgs-General Exp AM	(2,834)	0	0	0	0
Library Operations AM	(2,627)	(1,700)	0	0	0
3rd Pty-Art Gally-Bldg Mtc AM	(16,800)	(16,800)	(16,800)	(16,800)	0
RCMP Detachment Operations AM	126	0	0	0	0
Total Revenues - Asset Maintenance	(22,135)	(18,500)	(16,800)	(16,800)	0
Expenditures - Asset Maintenance					
Infrastructure Planning - CF	(6,602)	0	0	0	0
Fire Halls AM	76,698	26,336	45,732	50,264	4,532
Massey Drive Fire Hall AM	48,779	36,273	31,347	44,838	13,491
Othr City Bldgs-General Exp AM	55,967	156,104	268,070	273,658	5,588
Library Operations AM	64,470	31,685	34,521	50,481	15,960
3rd Pty-Art Gally-Bldg Mtc AM	58,503	26,231	15,900	25,618	9,718
RCMP Detachment Operations AM	101,368	51,596	52,490	114,851	62,361
City Hall - Building Mtce AM	77,317	63,066	60,068	83,661	23,593
18th Ave Yard Bldg - Opr AM	104,639	41,833	65,363	96,612	31,249
1310 3rd Ave - AM	11,913	17,489	16,654	18,559	1,905
Total Expenditures - Asset Maintenance	593,051	450,613	590,145	758,542	168,397
Transfers - Asset Maintenance					
Fire Halls AM	223	0	0	0	0
Othr City Bldgs-General Exp AM	51,471	0	0	0	0
Library Operations AM	268	0	0	0	0
3rd Pty-Art Gally-Bldg Mtc AM	114	0	0	0	0
RCMP Detachment Operations AM	38	0	0	0	0
18th Ave Yard Bldg - Opr AM	(28,896)	0	0	0	0
Total Transfers - Asset Maintenance	23,218	0	0	0	0
Net Operations	2,948,850	2,971,502	3,177,558	3,638,241	460,683



Service Category Summary

Facility Maintenance

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(306,358)	(27,610)	(26,965)	(26,965)	0
Expenditures					
Salary & Wages (including Benefits)	1,222,464	1,367,774	1,395,267	1,458,831	63,564
Non-Salary Expenses	1,594,058	1,252,967	1,395,924	1,726,848	330,924
Total Expenditures	2,816,522	2,620,741	2,791,191	3,185,679	394,488
Debt	0	0	0	0	0
Transfers	438,686	378,371	413,332	479,527	66,195
Net Operations	2,948,850	2,971,502	3,177,558	3,638,241	460,683

Service Category Summary

Entertainment Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Prince George Playhouse	(43,253)	0	0	0	0
CN Centre - Sales & Marketing	(116,426)	(78,500)	(79,880)	(79,880)	0
CN Centre - Cougar Operations	(436,156)	(303,080)	(324,220)	(324,220)	0
Show Operations	(1,654,636)	(460,000)	(505,530)	(505,530)	0
CN Centre - Special Event Oper	(315,300)	0	0	0	0
Total Revenues	(2,565,771)	(841,580)	(909,630)	(909,630)	0
Expenditures					
Prince George Playhouse	89,339	51,454	55,270	55,936	666
CN Centre - Sales & Marketing	34,581	40,400	41,780	41,780	0
CN Centre - Cougar Operations	318,226	398,439	391,379	391,941	562
Show Operations	1,523,366	856,375	834,618	838,694	4,076
CN Centre - Special Event Oper	326,619	0	0	0	0
Total Expenditures	2,292,132	1,346,668	1,323,047	1,328,351	5,304
Debt					
Total Debt	0	0	0	0	0
Transfers					
Prince George Playhouse	(8,965)	4,658	4,844	5,000	156
Show Operations	1,163	0	0	0	0
CN Centre - Special Event Oper	(63,940)	0	0	0	0
Total Transfers	(71,742)	4,658	4,844	5,000	156
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Prince George Playhouse AM	30,156	6,915	6,977	6,987	10
Total Expenditures - Asset Maintenance	30,156	6,915	6,977	6,987	10
Transfers - Asset Maintenance					
Prince George Playhouse AM	94	0	0	0	0
Total Transfers - Asset Maintenance	94	0	0	0	0
Net Operations	(315,131)	516,661	425,238	430,708	5,470



Service Category Summary

Entertainment Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(2,565,771)	(841,580)	(909,630)	(909,630)	0
Expenditures					
Salary & Wages (including Benefits)	470,086	515,070	525,363	530,012	4,649
Non-Salary Expenses	1,852,203	838,513	804,661	805,326	665
Total Expenditures	2,322,288	1,353,583	1,330,024	1,335,338	5,314
Debt	0	0	0	0	0
Transfers	(71,648)	4,658	4,844	5,000	156
Net Operations	(315,131)	516,661	425,238	430,708	5,470

Service Category Summary

Event Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Event Hosting - Entertainment	0	(1,250)	0	0	0
Civic Centre Event Services	(413,947)	(84,592)	(84,590)	(165,000)	(80,410)
Civic Centre - F&B Marketing	(10,194)	(13,000)	(28,340)	(28,340)	0
Civic Centre - Food Serv Contr	(398,635)	(197,930)	(197,930)	(425,070)	(227,140)
Adult Summer Hockey Programs	(10,605)	(24,000)	(12,000)	(9,000)	3,000
Drop in Hockey Programs	0	(3,750)	(3,750)	(3,750)	0
CN Centre - Recr Use Oper	(152,866)	(106,360)	(112,160)	(114,970)	(2,810)
Total Revenues	(986,247)	(430,882)	(438,770)	(746,130)	(307,360)
Expenditures					
Seniors - Recreation	657	2,470	2,470	4,000	1,530
Event Hosting - Entertainment	34,918	41,130	39,880	47,900	8,020
Sport Event Grants	79,813	3,690	3,700	4,700	1,000
Civic Centre-Rental Subsidies	2,870	2,870	2,870	2,956	86
Event Hosting Services	0	5,000	5,000	0	(5,000)
Civic Centre Event Services	721,391	903,900	935,824	977,303	41,479
Civic Centre - Marketing	14,201	29,700	29,690	29,440	(250)
Civic Centre - F&B Marketing	20,298	15,000	30,340	30,340	0
Civic Centre - Programs	11,654	3,020	3,020	0	(3,020)
Civic Centre - Food Serv Contr	316,280	147,740	147,740	352,808	205,068
Adult Summer Hockey Programs	4,033	12,600	5,680	2,680	(3,000)
Skating Programs	9,709	3,500	4,700	6,200	1,500
Drop in Hockey Programs	1,855	3,000	3,000	3,000	0
Total Expenditures	1,217,681	1,173,620	1,213,914	1,461,327	247,413
Debt					
Total Debt	0	0	0	0	0
Transfers					
Seniors - Recreation	1,116	2,000	0	0	0
Event Hosting - Entertainment	2,004	2,500	0	0	0
Sport Event Grants	(71,261)	0	0	0	0
Civic Centre Event Services	(16,141)	(22,250)	(17,750)	(17,750)	0
Civic Centre - Programs	205	0	0	0	0
Total Transfers	(84,077)	(17,750)	(17,750)	(17,750)	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	147,357	724,988	757,394	697,447	(59,947)

**Service Category Summary****Event Services**

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(986,247)	(430,882)	(438,770)	(746,130)	(307,360)
Expenditures					
Salary & Wages (including Benefits)	642,153	818,110	850,024	862,603	12,579
Non-Salary Expenses	575,528	355,510	363,890	598,724	234,834
Total Expenditures	1,217,681	1,173,620	1,213,914	1,461,327	247,413
Debt	0	0	0	0	0
Transfers	(84,077)	(17,750)	(17,750)	(17,750)	0
Net Operations	147,357	724,988	757,394	697,447	(59,947)

Service Category Summary

Event Operations

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Ice Oval	(689)	0	0	0	0
Livestock Arenas - Operating	(38,800)	(36,000)	(36,000)	(36,000)	0
Exhibition Grounds-Operations	(22,419)	(7,500)	(25,000)	(12,000)	13,000
BC Northern Exhibition	(3,225)	(2,500)	(2,700)	(2,700)	0
Exhibition Sports Ctr - Opr	(31,000)	(41,107)	(39,400)	(39,400)	0
Kopar Arena - Operations	(233,102)	(200,000)	(206,410)	(226,150)	(19,740)
Kin Centre - Operations	(937,054)	(741,750)	(742,740)	(772,160)	(29,420)
Elksentre - Operations	(286,705)	(200,350)	(205,470)	(211,620)	(6,150)
Total Revenues	(1,552,994)	(1,229,207)	(1,257,720)	(1,300,030)	(42,310)
Expenditures					
Ice Oval	30,689	30,000	30,000	30,000	0
Civic Centre Bldg Mtce - Oper	491,634	560,637	563,932	566,683	2,751
Comm Arenas - Administration	215,814	186,755	196,219	199,945	3,726
Livestock Arenas - Operating	31,031	30,505	27,291	28,178	887
Exhibition Grounds-Operations	13,103	21,254	24,649	22,461	(2,188)
BC Northern Exhibition	1,861	1,500	1,500	400	(1,100)
Exhibition Sports Ctr - Opr	24,198	34,483	27,939	27,854	(85)
Kopar Arena - Operations	595,791	562,829	609,766	612,221	2,455
Kin Centre - Operations	1,331,597	1,139,998	1,165,602	1,160,028	(5,574)
Elksentre - Operations	313,972	383,381	450,374	404,282	(46,092)
CN Centre - Bldg Operations	1,147,432	1,153,122	1,078,795	1,094,305	15,510
Total Expenditures	4,197,123	4,104,464	4,176,067	4,146,357	(29,710)
Debt					
Total Debt	0	0	0	0	0
Transfers					
Civic Centre Bldg Mtce - Oper	118,957	125,795	128,697	129,243	546
Comm Arenas - Administration	460	0	0	0	0
Livestock Arenas - Operating	8,135	10,868	11,303	11,000	(303)
Exhibition Grounds-Operations	3,536	0	0	12,000	12,000
BC Northern Exhibition	200	0	0	0	0
Exhibition Sports Ctr - Opr	7,392	6,624	6,889	7,000	111
Kopar Arena - Operations	121,205	108,068	120,000	134,676	14,676
Kin Centre - Operations	51,166	99,519	104,288	120,400	16,112
Elksentre - Operations	30,861	35,225	37,146	42,800	5,654
CN Centre - Bldg Operations	7,775	90,975	93,438	104,700	11,262
Total Transfers	349,686	477,074	501,761	561,819	60,058

Service Category Summary

Event Operations

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Civic Centre Bldg Mtce AM	125,203	51,292	54,325	67,746	13,421
Livestock Arenas-Operating AM	21,850	2,641	2,685	2,691	6
Exhibition Grounds - Opr AM	30,970	3,245	3,286	5,792	2,506
Exhibition Sports Ctr - Opr AM	23,805	3,430	3,476	4,313	837
Kopar Arena - Operations AM	12,530	153,957	174,967	175,336	369
Kin Centre - Operations AM	204,352	265,569	269,535	284,616	15,081
Elksentre - Operations AM	67,098	107,759	78,461	128,048	49,587
CN Centre - Bldg Operations AM	224,420	212,985	228,261	228,500	239
Total Expenditures - Asset Maintenance	710,227	800,878	814,996	897,042	82,046
Transfers - Asset Maintenance					
Civic Centre Bldg Mtce AM	241	0	0	0	0
Livestock Arenas-Operating AM	885	0	0	0	0
Exhibition Grounds - Opr AM	(7,749)	0	0	0	0
Kopar Arena - Operations AM	152	0	0	0	0
Kin Centre - Operations AM	336	0	0	0	0
CN Centre - Bldg Operations AM	268	0	0	1,200	1,200
Total Transfers - Asset Maintenance	(5,868)	0	0	1,200	1,200
Net Operations	3,698,176	4,153,209	4,235,104	4,306,388	71,284

Service Category Summary

Event Operations

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(1,552,994)	(1,229,207)	(1,257,720)	(1,300,030)	(42,310)
Expenditures					
Salary & Wages (including Benefits)	2,880,165	3,331,377	3,395,609	3,409,450	13,841
Non-Salary Expenses	2,027,186	1,573,965	1,595,454	1,633,949	38,495
Total Expenditures	4,907,351	4,905,342	4,991,063	5,043,399	52,336
Debt	0	0	0	0	0
Transfers	343,819	477,074	501,761	563,019	61,258
Net Operations	3,698,176	4,153,209	4,235,104	4,306,388	71,284

Planning & Development Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Dev Planning and Admin								
REVENUE	(4,293,816)	(3,561,666)	(3,953,020)	(3,389,550)	(3,525,132)	(3,666,138)	(3,812,782)	(3,965,295)
EXPENDITURES	2,946,283	3,740,958	3,139,119	3,263,377	3,393,912	3,529,671	3,670,861	3,817,694
TRANSFERS	246,530	45,120	131,320	136,120	141,565	147,228	153,117	159,242
Total	(1,101,003)	224,412	(682,581)	9,947	10,345	10,761	11,196	11,641
Economic Development								
REVENUE	(20,635)	(20,000)	(5,000)	(5,000)	(5,200)	(5,408)	(5,624)	(5,849)
EXPENDITURES	491,648	731,782	718,866	715,616	744,240	774,009	804,970	837,167
Total	471,013	711,782	713,866	710,616	739,040	768,601	799,346	831,318
Asset Management								
EXPENDITURES	358,364	375,265	382,396	389,567	405,150	421,356	438,211	455,738
Total	358,364	375,265	382,396	389,567	405,150	421,356	438,211	455,738
GRAND TOTAL	(271,626)	1,311,459	413,681	1,110,130	1,154,535	1,200,718	1,248,753	1,298,697

Service Category Summary

Dev Planning and Admin

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Land Use Planning	(159,635)	(160,000)	(160,010)	(140,000)	20,010
Subdiv, Infra, Bldg Inspection	(2,580,470)	(1,796,460)	(2,234,010)	(1,435,300)	798,710
Engineering	(2,130)	0	(1,000)	(10,000)	(9,000)
Business Licenses	(978,361)	(960,000)	(960,000)	(971,000)	(11,000)
Land Administration	(578,458)	(500,000)	(590,000)	(825,250)	(235,250)
Dev Services Admin	(7,556)	(8,000)	(8,000)	(8,000)	0
Total Revenues	(4,306,610)	(3,424,460)	(3,953,020)	(3,389,550)	563,470
Expenditures					
ENV-Air Quality Implementation	0	65,000	80,000	80,000	0
Environmental Services	133,338	181,783	185,679	197,920	12,241
ENV-Clean Air Monitoring	80,007	50,000	0	0	0
Land Use Planning	570,665	561,734	594,639	864,412	269,773
Subdiv, Infra, Bldg Inspection	679,197	740,310	780,819	810,389	29,570
Engineering	430,580	608,967	197,198	234,767	37,569
Business Licenses	880	0	0	0	0
Land Administration	298,915	335,416	375,078	283,753	(91,325)
Dev Services Admin	744,824	976,742	925,706	792,136	(133,570)
Total Expenditures	2,938,405	3,519,952	3,139,119	3,263,377	124,258
Debt					
Total Debt	0	0	0	0	0
Transfers					
Environmental Services	90	0	0	0	0
Subdiv, Infra, Bldg Inspection	267,112	128,920	131,320	136,120	4,800
Total Transfers	267,202	128,920	131,320	136,120	4,800
Revenues - Asset Maintenance					
Wildfire Mitigation - Fuel Rem	12,794	(137,206)	0	0	0
Total Revenues - Asset Maintenance	12,794	(137,206)	0	0	0
Expenditures - Asset Maintenance					
Wildfire Mitigation - Fuel Rem	7,878	221,006	0	0	0
Total Expenditures - Asset Maintenance	7,878	221,006	0	0	0
Transfers - Asset Maintenance					
Wildfire Mitigation - Fuel Rem	(20,672)	(83,800)	0	0	0
Total Transfers - Asset Maintenance	(20,672)	(83,800)	0	0	0
Net Operations	(1,101,003)	224,412	(682,581)	9,947	692,528

Service Category Summary

Dev Planning and Admin

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(4,293,816)	(3,561,666)	(3,953,020)	(3,389,550)	563,470
Expenditures					
Salary & Wages (including Benefits)	2,413,068	2,897,656	2,584,986	2,625,877	40,891
Non-Salary Expenses	533,216	843,302	554,133	637,500	83,367
Total Expenditures	2,946,283	3,740,958	3,139,119	3,263,377	124,258
Debt	0	0	0	0	0
Transfers	246,530	45,120	131,320	136,120	4,800
Net Operations	(1,101,003)	224,412	(682,581)	9,947	692,528

Service Category Summary

Economic Development

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Economic Development	(20,635)	(20,000)	(5,000)	(5,000)	0
Total Revenues	(20,635)	(20,000)	(5,000)	(5,000)	0
Expenditures					
Economic Development	491,648	731,782	718,866	715,616	(3,250)
Total Expenditures	491,648	731,782	718,866	715,616	(3,250)
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	471,013	711,782	713,866	710,616	(3,250)



Service Category Summary

Economic Development

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(20,635)	(20,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	190,796	365,646	352,730	351,316	(1,414)
Non-Salary Expenses	300,852	366,136	366,136	364,300	(1,836)
Total Expenditures	491,648	731,782	718,866	715,616	(3,250)
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	471,013	711,782	713,866	710,616	(3,250)

Service Category Summary

Asset Management

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Total Revenues	0	0	0	0	0
Expenditures					
Asset Management	358,364	375,265	382,396	389,567	7,171
Total Expenditures	358,364	375,265	382,396	389,567	7,171
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	358,364	375,265	382,396	389,567	7,171



Service Category Summary

Asset Management

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	347,165	357,995	365,126	371,397	6,271
Non-Salary Expenses	11,199	17,270	17,270	18,170	900
Total Expenditures	358,364	375,265	382,396	389,567	7,171
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	358,364	375,265	382,396	389,567	7,171

Finance & IT Services Summary

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
Fiscal Services								
REVENUE	(194,959,782)	(186,124,617)	(214,714,397)	(220,855,518)	(231,612,683)	(239,915,347)	(249,249,708)	(258,292,719)
EXPENDITURES	22,758,189	2,778,330	3,111,984	6,748,015	7,017,936	7,298,655	7,590,601	7,894,226
DEBT	9,666,328	9,434,833	11,757,463	12,905,856	15,615,886	15,517,322	15,649,996	15,608,285
TRANSFERS	45,591,855	60,590,649	81,344,171	74,852,794	76,954,037	79,806,536	82,845,880	86,045,924
Total	(116,943,410)	(113,320,805)	(118,500,779)	(126,348,853)	(132,024,824)	(137,292,834)	(143,163,231)	(148,744,284)
Risk & Procurement								
REVENUE	(22,826)	0	0	0	0	0	0	0
EXPENDITURES	2,031,976	2,174,717	2,315,903	3,335,574	3,468,997	3,607,758	3,752,071	3,902,154
Total	2,009,149	2,174,717	2,315,903	3,335,574	3,468,997	3,607,758	3,752,071	3,902,154
IT Services								
REVENUE	(64,171)	(77,490)	(64,030)	(17,030)	(17,711)	(18,419)	(19,155)	(19,920)
EXPENDITURES	3,862,889	4,066,025	4,397,970	4,464,604	4,643,189	4,828,917	5,022,075	5,222,957
TRANSFERS	(60,863)	(230,627)	(200,600)	31,200	32,448	33,746	35,096	36,500
Total	3,737,855	3,757,908	4,133,340	4,478,774	4,657,926	4,844,244	5,038,016	5,239,537
Financial Services								
REVENUE	(132,628)	(128,000)	(138,000)	(163,000)	(169,520)	(176,301)	(183,353)	(190,687)
EXPENDITURES	2,748,515	3,004,111	3,061,227	3,127,899	3,253,016	3,383,133	3,518,462	3,659,195
Total	2,615,887	2,876,111	2,923,227	2,964,899	3,083,496	3,206,832	3,335,109	3,468,508
GRAND TOTAL	(108,580,519)	(104,512,069)	(109,128,309)	(115,569,606)	(120,814,405)	(125,634,000)	(131,038,035)	(136,134,085)

Service Category Summary

Risk & Procurement

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Insurance and Claims	(22,826)	0	0	0	0
Total Revenues	(22,826)	0	0	0	0
Expenditures					
Risk Management - Admin	210,227	282,991	297,352	288,660	(8,692)
Procurement	277,614	437,356	298,551	410,454	111,903
Insurance Premiums	1,370,337	1,338,500	1,550,000	2,431,460	881,460
Insurance and Claims	173,798	115,870	170,000	205,000	35,000
Total Expenditures	2,031,976	2,174,717	2,315,903	3,335,574	1,019,671
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	2,009,149	2,174,717	2,315,903	3,335,574	1,019,671

Service Category Summary

Risk & Procurement

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(22,826)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	444,458	642,197	540,103	650,614	110,511
Non-Salary Expenses	1,587,517	1,532,520	1,775,800	2,684,960	909,160
Total Expenditures	2,031,976	2,174,717	2,315,903	3,335,574	1,019,671
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	2,009,149	2,174,717	2,315,903	3,335,574	1,019,671

Service Category Summary

IT Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
IT Services	(64,171)	(59,000)	(61,530)	(14,530)	47,000
3rd Pty - IT Services	0	(18,490)	(2,500)	(2,500)	0
Total Revenues	(64,171)	(77,490)	(64,030)	(17,030)	47,000
Expenditures					
IT Services	2,137,644	2,318,408	2,554,820	2,538,391	(16,429)
IT Services - Mtce Contracts	1,618,920	1,451,510	1,591,500	1,923,713	332,213
IT Services-Non-Contract Mtc	19,400	22,990	22,150	0	(22,150)
3rd Pty - IT Services	2,061	18,490	2,500	2,500	0
Total Expenditures	3,778,026	3,811,398	4,170,970	4,464,604	293,634
Debt					
Total Debt	0	0	0	0	0
Transfers					
IT Services	24,000	24,000	26,400	31,200	4,800
Total Transfers	24,000	24,000	26,400	31,200	4,800
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
IT Maintenance	84,863	254,627	227,000	0	(227,000)
Total Expenditures - Asset Maintenance	84,863	254,627	227,000	0	(227,000)
Transfers - Asset Maintenance					
IT Maintenance	(84,863)	(254,627)	(227,000)	0	227,000
Total Transfers - Asset Maintenance	(84,863)	(254,627)	(227,000)	0	227,000
Net Operations	3,737,855	3,757,908	4,133,340	4,478,774	345,434

Service Category Summary

IT Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(64,171)	(77,490)	(64,030)	(17,030)	47,000
Expenditures					
Salary & Wages (including Benefits)	2,067,957	2,215,564	2,435,136	2,390,091	(45,045)
Non-Salary Expenses	1,794,932	1,850,461	1,962,834	2,074,513	111,679
Total Expenditures	3,862,889	4,066,025	4,397,970	4,464,604	66,634
Debt	0	0	0	0	0
Transfers	(60,863)	(230,627)	(200,600)	31,200	231,800
Net Operations	3,737,855	3,757,908	4,133,340	4,478,774	345,434

Service Category Summary

Financial Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Billings & Collection	(130,997)	(125,000)	(135,500)	(160,500)	(25,000)
Service Centre	(1,630)	(3,000)	(2,500)	(2,500)	0
Total Revenues	(132,628)	(128,000)	(138,000)	(163,000)	(25,000)
Expenditures					
Billings & Collection	553,190	587,996	600,095	619,470	19,375
Financial Planning	480,338	550,143	554,232	572,544	18,312
Accounting	684,898	791,538	804,406	814,586	10,180
Payroll	374,610	319,775	340,173	353,580	13,407
Service Centre	655,479	754,659	762,321	767,719	5,398
Total Expenditures	2,748,515	3,004,111	3,061,227	3,127,899	66,672
Debt					
Total Debt	0	0	0	0	0
Transfers					
Total Transfers	0	0	0	0	0
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Total Transfers - Asset Maintenance	0	0	0	0	0
Net Operations	2,615,887	2,876,111	2,923,227	2,964,899	41,672

Service Category Summary

Financial Services

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(132,628)	(128,000)	(138,000)	(163,000)	(25,000)
Expenditures					
Salary & Wages (including Benefits)	2,450,985	2,704,283	2,814,902	2,859,039	44,137
Non-Salary Expenses	297,530	299,828	246,325	268,860	22,535
Total Expenditures	2,748,515	3,004,111	3,061,227	3,127,899	66,672
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	2,615,887	2,876,111	2,923,227	2,964,899	41,672



POLICE PROTECTION – RCMP MEMBERS ENHANCEMENT

DESCRIPTION:

Increase of 4 RCMP positions as per the results from the Police Services Resource Review, increasing the current contracted strength from 149 to 153.

City Council had directed Administration to have a Police Resource Review performed. Dr. Curt Griffiths had been contracted to perform the review which resulted in a suggested increase of 19 RCMP positions. We have paced the request for positions over 5 years with 4 members being asked for in each of years 2023-2026 and 3 members in 2027.

FINANCIAL COST OF THE ENHANCEMENT:

The annual cost for 4 RCMP positions is estimated to be \$883,128.

MEASUREMENT OF SERVICE LEVEL INCREASE:

The service level increase is meant to create capacity for the RCMP to reduce crime in the City.



POLICE PROTECTION – MUNICIPAL EMPLOYEES ENHANCEMENT

DESCRIPTION:

Increase of 2 Municipal Employee positions as per the results from the Police Services Resource Review.

City Council had directed Administration to have a Police Resource Review performed. Curt Griffiths Research and Consulting had been contracted to perform the review which resulted in a suggested increase of 11 Municipal Employee positions plus an unknown number of Data Processors. We have paced the request for positions over 5 years with 2 employees being asked for in each of years 2023-2027

Transcription – Increase of one (1) full time position. Transcriptionists type out the witness and accused statements taken by RCMP members. With the anticipation of Body Worn Cameras it is expected that there will be a high transcription component to the processing of the digital evidence management of the Body Worn camera video adding onto the already heavy workload in transcription.

Missing Person Unit Social/Family Worker -One (1) full time position. The Missing Persons Unit in the detachment has a high workload and the Corporal in the unit is unable to meet demands for service. A high percentage of missing persons are youth. The position would be in the Missing Persons Unit and would have training and experience in working with families. The Missing Persons unit can work closely with the recommended Youth Liaison Team.

FINANCIAL COST OF THE ENHANCEMENT:

The estimated annual cost based on 2023 wage figures for the Transcriptionist is **\$77,923** and the Missing Person Unit Social/Family worker is **\$83,037** for a total request of **\$160,960**.

MEASUREMENT OF SERVICE LEVEL INCREASE:

The service level increase is meant to address the shortages per the resource review in providing clerical support to the RCMP per the Municipal Policing Unit Agreement.

FIRE SERVICES - STAFFING ENHANCEMENT

DESCRIPTION:

Firefighters in Prince George have experienced an increase in call volume over the last two years and are on target to meet last years call volume in 2023. A 66% increase between 2015 and 2022 is an important comparator, as it was in 2015 Council learned that, at that time, fire services staffing was not meeting the National Fire Protection Association (NFPA) standards. The NFPA recommends the number of firefighters required on scene for various incident types, and Prince George Fire Services was identified as not reaching that standard for structure fires larger than a single-family dwelling.

Reports to Council in 2015, 2022 and 2023 have highlighted prioritized recommendations to enhance the fire rescue services to the citizens of Prince George. Addressing a staffing shortage was identified in each of these reports and detailed in a 5-year plan during the 2023 Fire Services Committee of the Whole, where 37 firefighters were recommended. Utilizing the same staffing as 2015, with 4000 more incident responses has placed greater pressure on the work force today.

The 5-year plan introduced this spring was designed based on Fire Services maximum capacity to increase staffing in any one year. The 7 members for 2024 would be utilized to bolster Suppression (5 members), Training (1 member) and Fire Prevention staff (1 member). With typical recruit training classes containing at least 2 members, Fire Service Administration is open to consider alternative hiring patterns to achieve the required staffing levels: from 2 members up to the recommended 7 members.

FINANCIAL COST OF THE ENHANCEMENT:

Option A:

Addition of 2 firefighting members – 1- Fire Prevention Inspector with an estimated annual cost of \$141,773. 1 – Fire Training Captain with an estimated annual cost of \$171,320. A total request of **\$313,107.**

*estimate based on employees with 15 years of service

Option B:

Addition of firefighters, up to the requested 5 additional members. The estimated annual cost of a firefighter is \$118,844, for a total request of **\$594,220.**

*estimate based on new hire with six months' probation and second six months post-probation and clothing/gear and training (\$20,000) per firefighter

Option C:

Addition of 7 firefighting members – 1 – Fire Prevention Inspector, 1 – Training Branch Captain, and 5 firefighters, for a total request of **\$907,327.**

MEASUREMENT OF SERVICE LEVEL INCREASE:

Increased completion rate of commercial property fire safety inspections, increased fire training evolution efficiencies, and incremental steps to meeting the NFPA standards for structure fire response are a few of the metrics to measure the success of this enhancement.

FIRE SERVICES - ADMIN STAFFING ENHANCEMENT

DESCRIPTION:

With the increase in call volume over the last two years, introduction of provincial training standards, transition to NG911 fire dispatch and the increased growth in commercial property development in the city, Fire Services administrative support functions have grown at a similar rate. Additionally, it has been noted that operational staff have been performing more administration functions to ensure inspection, training and incident response reports are completed and remain current.

While researching and developing the 5-year staffing plan, one common gap and recommendation identified was to ensure support functions and roles are considered and proactively increased and maintained to ensure administrative support keeps pace with the increase in operational functions.

Fire Services current Admin staff include 1 Admin Coordinator, 1 full time Admin Clerk, and a permanent part-time Admin Clerk. The addition of 1 full time Admin Clerk will allow admin functions to be efficiently divided among the Fire Services branches. The addition of the part-time position several years ago proved to supplement vacation and sick coverage, however, has not been able to keep pace with the increase in admin functions and processes because of the increased call volume, training branch support and property inspection support.

The addition of the full-time position will also provide much needed support for the Emergency Program during increased activity, typically during the spring freshet, summer wildfire evacuation support, and will be a proactive addition to future wildfire activity impacting the City of Prince George.

FINANCIAL COST OF THE ENHANCEMENT:

The annual cost for 1 full time Administrative Clerk is estimated to be **\$76,519**.

MEASUREMENT OF SERVICE LEVEL INCREASE:

Reduced operational staff and interdivisional support performing administrative and EOC functions. Increased administrative efficiencies within fire services branches and will reduce pressure and stress from the growth in workload over the last couple years.



FIRE TRAINING SITE PROJECT ENHANCEMENT

DESCRIPTION:

One-time Fire Services operating budget enhancement, securing a consultant to continue phase two of the Fire Services Training Site Project.

Fire Services conducted phase one of a Fire Services Training Site Feasibility study during 2023. A primary recommendation from that report was to continue with phase two of the project in 2024.

Phase two will see Fire Service Administration partner with a consultant to develop 5 key concepts arising from the 2023 report and recommendations from Mayor and Council:

1. Assess and provide recommendation on priority for training site and/or fifth fire hall
2. Recommendation on ideal training site location
3. Explore Stakeholder partnerships
4. Recommend detailed project phasing
5. 2025 capital submission recommendations.

FINANCIAL COST OF THE ENHANCEMENT:

The one-time 2024 operating budget enhancement to continue with phase two of this project is **\$75,000.00**.

MEASUREMENT OF SERVICE LEVEL INCREASE:

Continuing the work from 2023, this will culminate in a report to council, focusing on City Government and infrastructure Priorities. Adopting this phased approach will create a long-term vision roadmap with targets and milestones for current Council, internal divisions, and external stakeholders. The groundwork from this report will ensure transparent, coordinated service delivery, meeting the fire training needs and improving fire protection to all residents for years to come.



REAPS COMMUNITY GARDEN ENHANCEMENT

DESCRIPTION:

On May 31, 2023, the Recycling and Environmental Action Planning Society (REAPS) presented to Council as a delegation and provided an overview that detailed the relocation of their operation from the existing City Parks Yard on Gorse Street to their new location adjacent to the David Douglas Botanical Garden at UNBC.

REAPS was established in 1989 and works with the Regional District of Fraser-Fort George with the goal to reduce waste and deliver environmental education through a variety of initiatives and services. To support REAPS, the City of Prince George provided space at 1950 Gorse Street for REAPS to operate from.

As part of the presentation from REAPS, representatives also requested financial support in the form of cash or in-kind services to facilitate the re-establishment of the REAPS Growing Knowledge Community Compost Garden located adjacent to the expanded David Douglas Botanical Garden Society's Botanical Garden at UNBC.

The requested budget includes significant works including the installation of infrastructure such as water utilities and electrical utilities, surface works, foundation, patio, pathway works, garden features (i.e. furniture and pergola), and signage. These works would be installed on UNBC lands.

FINANCIAL COST OF THE ENHANCEMENT:

The cost of this one-time enhancement is estimated to be **\$100,000** delivered in cash or in-kind services.

MEASUREMENT OF SERVICE LEVEL INCREASE:

This is to re-establish REAPS in a new location to operate from. Administration is unaware of any service level improvement being provided by the ask.

EXPLORATION PLACE – LITTLE PRINCE ENHANCEMENT

DESCRIPTION:

The purpose of the enhancement is to consider an increase in the service agreement with Exploration Place for the operation of the Little Prince train.

On January 8th, 2024, Exploration Place presented to Council as a delegation and provided information as the train's operator:

- A six-ton engine built in 1912
- Repaired in the 1920's and displayed at the railway station until 1969
- Donated by CN to the City in 1971
- Rail laid in Lheidli T'enneh Memorial Park in 1975 by volunteers and engine restored
- Operated by volunteers from 1978 – 2007 until train needed refurbishment
- Service Agreement began in 2009 with Exploration Place for operation of train
- The train must comply with Canadian Railroad Operating Regulations as well as the BC Safety Authority's Antique Show Boiler Regulations and requires qualified engineers and conductors to operate the train on the 2.2km of track
- 20,000 passengers a year

The current annual budget for the operation of the train is \$25,000/yr and Exploration Place is advising it can only operate the train one day per week for that amount. Exploration Place has advised Council that their feedback from the public includes requests for the train to operate four days a week, as well as holiday Mondays. There are also requests for locals discounts or free rides.

There were additional requests from Exploration Place involving capital works for a new work shed and storage shed, passenger car refurbishment, as well as a dedicated reserve. These requests will be deferred for future discussions in a subsequent Council meeting.

FINANCIAL COST OF THE ENHANCEMENT:

As the operator of the train, Exploration Place is advising that it will cost an additional **\$75,000** to operate the train four days a week as compared to one day a week. The discussion on January 8th, 2024 suggested that for each day of the week the train operates, it would cost approximately \$25,000. Based on that discussion, Administration believes Council is being asked to set a service level for the operation of the train and has the option to consider anywhere from zero days a week to four days a week and the cost would range from \$0 to \$100,000 per year.

Administration searches for revenue opportunities including but not limited to grants and sponsorships but there is no assurance at the time of this report that there will be any opportunities available to offset the operational expenses of the train.

MEASUREMENT OF SERVICE LEVEL INCREASE:

Increasing the number of days of operation would make the train more available and provide more service to the public.



ROAD REHABILITATION ENHANCEMENT

DESCRIPTION:

During the December 4th, 2023 meeting of the Standing Committee on Finance and Audit, the following resolution was approved:

“That the Standing Committee on Finance and Audit DIRECTS Administration to return to the 2024 budget meetings an increase of \$300,000 to the road rehabilitation levy.”

The Road Rehabilitation levy was created in 2004 and funds the reinvestment needs of the City’s transportation network. The 2024 budget has been prepared with a budget of \$6,700,000 as presented in the December 4th, 2023 meeting.

FINANCIAL COST OF THE ENHANCEMENT:

The cost of the enhancement is \$300,000.

MEASUREMENT OF SERVICE LEVEL INCREASE:

The proposed 2024 budget of \$6,700,000 represents the ability to rehabilitate approximately 50 lane kilometers. An increase of \$300,000 would result in the rehabilitation of an additional 2-3 lane kilometers.

Service Category Summary

Fiscal Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues					
Investment Earnings	(1,967,765)	(250,000)	(301,000)	(4,284,000)	(3,983,000)
Payroll Burden Clearing	(148,667)	0	(130,000)	0	130,000
External Debt - MFA	(602,224)	(606,153)	(663,934)	(790,602)	(126,668)
Road Rehabilitation program	(5,483,535)	(5,500,000)	(6,100,000)	(6,700,000)	(600,000)
General Infrastructure Reinvest	(2,792,203)	(2,800,000)	(2,950,000)	(4,242,482)	(1,292,482)
Snow Control	(9,971,429)	(10,000,000)	(9,800,000)	(10,800,000)	(1,000,000)
Off Street Parking - Fiscal	(2,000,000)	(2,000,000)	(2,002,461)	(2,052,461)	(50,000)
Traffic Fine Revenue - Grant	(1,158,473)	(1,250,000)	(1,150,000)	(1,100,000)	50,000
Gaming Grant	(3,018,312)	(2,600,000)	(2,800,000)	(3,000,000)	(200,000)
Federal Gas Tax Revenue	(3,314,897)	(3,314,897)	(3,457,483)	(3,500,000)	(42,517)
Provincial Grants	(485,082)	0	(12,783,000)	(285,000)	12,498,000
Miscellaneous Revenues	(81,428)	(62,000)	(80,500)	(81,500)	(1,000)
Provincial School	(32,375,192)	(31,900,000)	(32,450,000)	(34,500,000)	(2,050,000)
Regional District	(6,259,886)	(6,100,000)	(6,250,000)	(6,450,000)	(200,000)
FFG Reg. Hospital District	(12,730,948)	(8,900,000)	(12,500,000)	(15,200,000)	(2,700,000)
BC Assessment Authority	(814,881)	(800,000)	(810,000)	(860,000)	(50,000)
MFA	(3,732)	(3,300)	(3,700)	(4,500)	(800)
911 Emergency Service	(2,011,068)	(1,800,000)	(2,000,000)	(2,200,000)	(200,000)
20th/Victoria BIA Assoc	0	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(337,653)	(337,653)	(347,782)	(358,216)	(10,434)
Taxes - General	(101,172,857)	(101,270,760)	(111,298,157)	(117,296,346)	(5,998,189)
Grant in Lieu - Provincial	(3,230,445)	(3,331,000)	(3,300,000)	(3,446,000)	(146,000)
Grant in Lieu - Federal	(404,047)	(365,000)	(425,000)	(445,000)	(20,000)
Grant in Lieu - Private Utilit	(1,634,468)	(1,634,300)	(1,693,200)	(1,791,231)	(98,031)
Operating Fee - FortisBC	(2,820,421)	(1,050,000)	(1,150,000)	(1,200,000)	(50,000)
PG Pulpmill Rd Erosion LAS	(10,054)	(10,054)	(26,680)	(26,680)	0
Non Res Schl Tax	(35,076)	(30,000)	(35,000)	(35,000)	0
Tax Sales	(1,571)	(7,500)	(4,500)	(4,500)	0
Tax Balance Adj	6,222	0	0	0	0
3rd Pty - Union 1048 Recovery	(40,610)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(13,583)	(10,000)	(10,000)	(10,000)	0
3rd Pty - Union 1048 National	0	(1,000)	(1,000)	(1,000)	0
3rd Pty - Union 399 Recovery	(45,498)	(35,000)	(35,000)	(35,000)	0
3rd Pty - Union 399 National	0	(1,000)	(1,000)	(1,000)	0
Total Revenues	(194,959,782)	(186,124,617)	(214,714,397)	(220,855,518)	(6,141,121)

Service Category Summary

Fiscal Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Expenditures					
YE Accrual Adj - General Oper	6,662	0	0	0	0
RTE Early Benefit Program:NDIT	492,928	500,000	489,809	452,873	(36,936)
Library - Cost Recovery	(436,321)	0	0	0	0
Audit	68,250	56,500	56,000	83,000	27,000
Investment Earnings	30	0	0	0	0
Amortization - budget only	0	22,000,000	20,400,000	23,000,000	2,600,000
Asset Amort & Gain/Loss - GEG	1,607,219	0	0	0	0
Asset Amort & Gain/Loss - PRS	2,905,792	0	0	0	0
Amortization - budget - contra	0	(22,000,000)	(20,400,000)	(23,000,000)	(2,600,000)
Asset Amort & Gain/Loss - TNS	11,826,615	0	0	0	0
Asset Amort & Gain/Loss - SWR	177,740	0	0	0	0
Asset Amort & Gain/Loss - PHW	78,209	0	0	0	0
Asset Amort & Gain/Loss - PRC	5,147,212	0	0	0	0
Payroll Burden Clearing	766,758	0	0	0	0
Accts Pay-Rounding-W/O-Disc	23	0	0	0	0
Contingency	8,750	2,111,830	2,459,175	6,105,142	3,645,967
Taxes - General	400	1,000	0	0	0
Tax Balance Adj	4,774	7,000	5,000	5,000	0
3rd Pty - Union 1048 Recovery	40,150	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	13,583	10,000	10,000	10,000	0
3rd Pty - Union 1048 National	0	1,000	1,000	1,000	0
3rd Pty - Union 399 Recovery	45,122	35,000	35,000	35,000	0
3rd Pty - Union 399 National	0	1,000	1,000	1,000	0
Library Union - Cost Recovery	4,292	0	0	0	0
Total Expenditures	22,758,189	2,778,330	3,111,984	6,748,015	3,636,031
Debt					
Mobile Equipment	2,383,020	2,552,180	2,725,253	3,029,790	304,537
External Debt - MFA	6,328,091	5,861,862	7,998,646	8,756,640	757,994
Lease Payments - Other	234,825	245,176	258,491	304,686	46,195
Off Street Parking - Fiscal	616,228	725,615	725,073	764,740	39,667
Interest on Property Tax	104,164	50,000	50,000	50,000	0
Total Debt	9,666,328	9,434,833	11,757,463	12,905,856	1,148,393

Service Category Summary

Fiscal Services

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Transfers					
YE Accrual Adj - General Oper	(6,662)	0	0	0	0
Library - Cost Recovery	436,321	0	0	0	0
Investment Earnings	349	0	0	0	0
Asset Amort & Gain/Loss - GEG	(1,607,219)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(2,905,792)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(11,826,615)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(177,740)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(78,209)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(5,147,212)	0	0	0	0
Payroll Burden Clearing	(436,321)	0	0	0	0
Mobile Equipment	(2,313,287)	(2,552,180)	(2,725,253)	(3,029,790)	(304,537)
Mgmt OH Recoveries	(3,346,496)	(3,346,496)	(3,641,439)	(3,616,228)	25,211
Prior Year's Surplus	6,662	0	0	0	0
Internal Debt	4,100,000	4,100,000	4,100,000	3,061,079	(1,038,921)
External Debt - MFA	(65,487)	(65,500)	(65,500)	(65,500)	0
Road Rehabilitation program	5,483,535	5,500,000	6,100,000	6,700,000	600,000
General Infrastructure Reinvets	2,792,203	2,800,000	2,950,000	4,242,482	1,292,482
Snow Control	681,064	0	0	0	0
Lease Payments - Other	(231,860)	(245,176)	(258,491)	(304,686)	(46,195)
Operating Contribution - DDES	604,890	412,135	0	0	0
Contingency	14,406	0	0	0	0
Off Street Parking - Fiscal	1,383,772	1,274,385	1,277,389	1,287,721	10,332
Cont to Asset Mtce (fund 13)	5,336,368	5,365,108	5,707,214	6,811,128	1,103,914
Gaming Grant	3,018,312	2,600,000	2,800,000	3,000,000	200,000
Federal Gas Tax Revenue	3,314,897	3,314,897	3,457,483	3,500,000	42,517
Provincial Grants	285,082	0	12,783,000	285,000	(12,498,000)
Provincial School	32,375,192	31,900,000	32,450,000	34,500,000	2,050,000
Regional District	6,259,886	6,100,000	6,250,000	6,450,000	200,000
FFG Reg. Hospital District	12,730,948	8,900,000	12,500,000	15,200,000	2,700,000
BC Assessment Authority	814,881	800,000	810,000	860,000	50,000
MFA	3,732	3,300	3,700	4,500	800
911 Emergency Service	2,011,068	1,800,000	2,000,000	2,200,000	200,000
20th/Victoria BIA Assoc	0	100,000	100,000	100,000	0
Downtown BIA Assoc	337,653	337,653	347,782	358,216	10,434
Taxes - General	(3,247,369)	(3,247,369)	0	0	0
Grant in Lieu - Provincial	281,632	85,000	90,900	105,000	14,100
Grant in Lieu - Federal	45,263	20,000	14,600	15,000	400
3rd Pty - Union 399 Recovery	376	0	0	0	0
Total Transfers	50,928,223	65,955,757	87,051,385	81,663,922	(5,387,463)
Revenues - Asset Maintenance					
Total Revenues - Asset Maintenance	0	0	0	0	0
Expenditures - Asset Maintenance					
Total Expenditures - Asset Maintenance	0	0	0	0	0
Transfers - Asset Maintenance					
Levy Funded	(5,336,368)	(5,365,108)	(5,707,214)	(6,811,128)	(1,103,914)
Total Transfers - Asset Maintenance	(5,336,368)	(5,365,108)	(5,707,214)	(6,811,128)	(1,103,914)
Net Operations	(116,943,410)	(113,320,805)	(118,500,779)	(126,348,853)	(7,848,074)

**Service Category Summary****Fiscal Services**

Supporting Detail (Consolidation)	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	Budget Change 2024 vs 2023
Revenues	(194,959,782)	(186,124,617)	(214,714,397)	(220,855,518)	(6,141,121)
Expenditures					
Salary & Wages (including Benefits)	433,584	102,000	102,000	102,000	0
Non-Salary Expenses	22,324,604	2,676,330	3,009,984	6,646,015	3,636,031
Total Expenditures	22,758,189	2,778,330	3,111,984	6,748,015	3,636,031
Debt	9,666,328	9,434,833	11,757,463	12,905,856	1,148,393
Transfers	45,591,855	60,590,649	81,344,171	74,852,794	(6,491,377)
Net Operations	(116,943,410)	(113,320,805)	(118,500,779)	(126,348,853)	(7,848,074)

2024-2028
CAPITAL PLAN



CITY OF
PRINCE GEORGE

DATE: January 10, 2024

TO: **MAYOR AND COUNCIL**

NAME AND TITLE: Kris Dalio, Director of Finance and IT Services

SUBJECT: 2024 – 2028 Capital Plan

ATTACHMENTS: Capital Plans

RECOMMENDATION:

That Council APPROVES the 2024 – 2028 Capital Plan attached to the Staff Report dated January 10, 2024 from the Director of Finance and IT Services titled “2024 – 2028 Capital Plan.”

PURPOSE:

The Capital Plan provides for the purchase, construction, rehabilitation and upgrade of capital assets. Capital assets include land and improvements, buildings, vehicles, machinery and equipment, infrastructure (roads, drainage, water, sewer and parks), and leasehold improvements. The 2024 - 2028 Capital Plan is presented to Council by fund and by service category.

STRATEGIC PRIORITIES:

The prioritization of capital projects has been governed by Council’s myPG Strategic Framework which identifies community and corporate goals and has established strategies and supporting policies to move the City of Prince George toward a sustainable future.

Directors submitted their highest priority projects based on the professional expertise and advice of their respective departmental teams. The Senior Leadership Team then discussed and prioritized all high priority projects through a series of meetings considering inputs and factors such as: facility assessments; asset master plans; public consultation; and social, economic and environmental impacts.

The presentation of the Capital Plan is organized by service category, which follows the same style of presentation as the Operational Budget in the Financial Plan as well as making specific projects easier to find for the reader.

POLICY/REGULATORY ANALYSIS:

The *Community Charter* requires a municipality to adopt by bylaw a financial plan with a planning period of five years. The year 2024 budget process is compliant with the Financial Plan requirements of the *Community Charter* and is consistent with the guidance provided in the City’s Sustainable Finance Policy.

FINANCIAL CONSIDERATIONS:

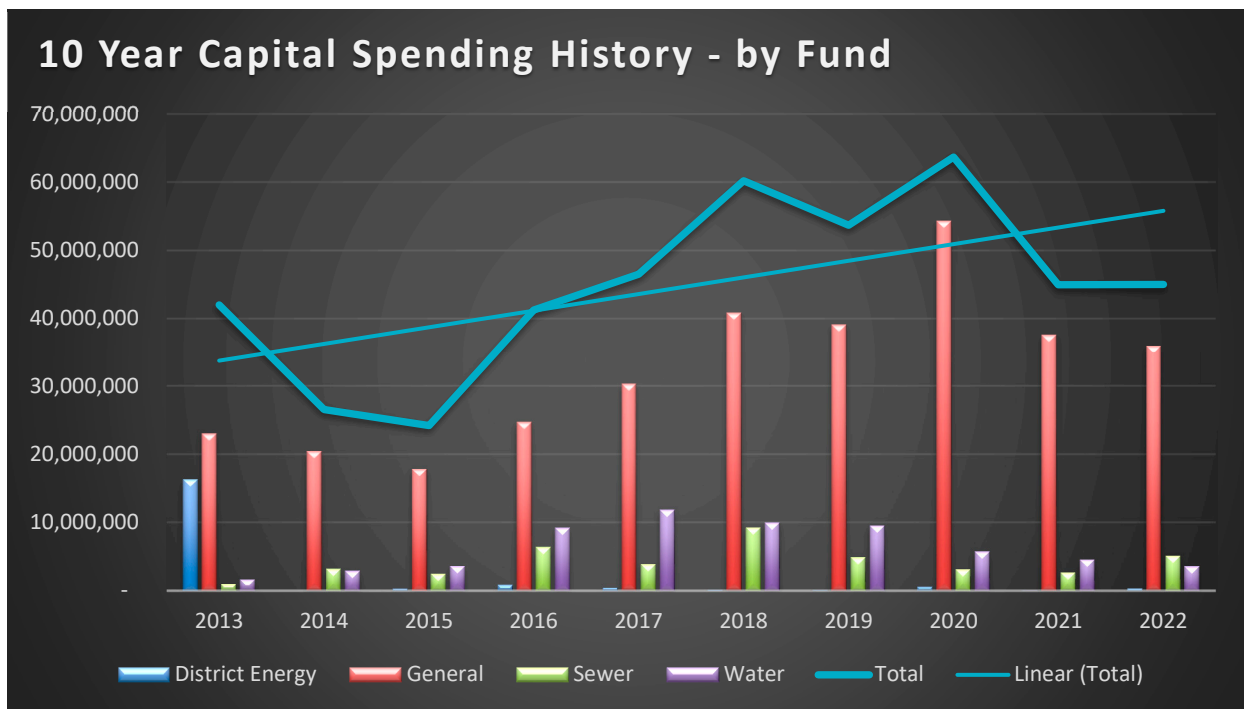
This report assumes the capital levy contributions as reflected in the Fiscal Services Service Category in the Operational Financial Plan.

Many categories of the City’s operations and infrastructure have dedicated funding sources (Road Rehabilitation, Snow Control, Sewer, Water, Solid Waste, Off-Street Parking). However, excluding those examples, the reliable sources of funds the City receives in a given year that can be allocated to general capital projects are:

- Canada Community-Building Fund (Gas Tax) revenues of \$3,500,000;
- General Infrastructure Reinvestment Fund Levy of \$4,242,482;
- Gaming funds of \$2,700,000 (if casinos close, ie. pandemic, this would affect available funding for the capital plan)

This plan also assumes available reserve funds that were bolstered by the cancellation of a few previously approved capital projects. The cancelled projects are as follows:

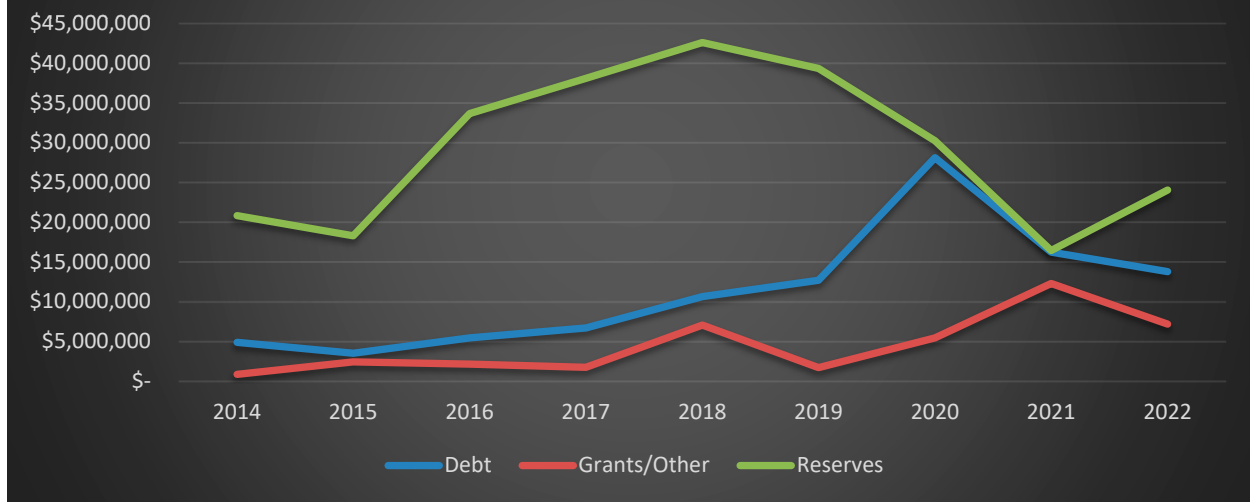
Project #	Project Name	Approval Year
1459	CH-Glazing Replacement Phase 2	2020
1388	Aquatic Centre Parking Lot	2022
3386	New Loader Water/Sewer	2023



Capital investment in City infrastructure has historically trended upwards. 2022 spending was in line with the prior year with \$45 million spent including maintenance projects funded from reserve. Reserves continue to be heavily committed to current and future capital spending.

It is important to note that some of the increased spending from reserves has been a result of a “pay as you go” approach, as opposed to debt funding, that the City has applied in areas such as sewer, water and solid waste. The following graph helps illustrate that point.

10 Year Capital Spending History - by Funding Source



Debt

BC municipalities' financial liabilities (e.g. under leases, partnering, and long-term debt agreements) are subject to liability servicing limits. They also require elector approval if they are:

- a loan guarantee or are of a capital nature; and
- the agreement is for more than five years; or
- the agreement could be for more than five years if an extension were exercised.

A municipality cannot incur a liability if it would cause their total annual cost of debt servicing (principal and interest payments) to exceed the regulated amount. The regulated amount is currently based on 25% of a municipality's controllable annual revenues such as: property taxes; payments in lieu of taxes; user fees; and unconditional grants.

The City relies on debt financing for new infrastructure and for major repair of existing infrastructure. The City also enters into financing agreements for the purchase of general use mobile equipment. The following chart provides the debt capacity and available capacity as determined by the Municipal Liabilities Regulation. The total amount of all approved loan authorization bylaws is included in the liability servicing limit regardless of whether the funds have actually been borrowed. 2023 figures were not available at the time of this report.

Year	Municipal Controllable Revenue	Liability Servicing Limit	Payment Capacity Available	Approximate Principal Borrowing Available
2018	\$172,759,289	\$43,189,822	\$25,154,282	\$279,492,022
2019	\$177,512,689	\$44,378,172	\$23,982,421	\$266,471,344
2020	\$171,514,757	\$42,878,689	\$15,422,526	\$194,975,044
2021	\$178,208,247	\$44,552,062	\$24,965,473	\$289,622,657
2022	\$188,567,032	\$47,141,758	\$33,029,835	\$369,048,436

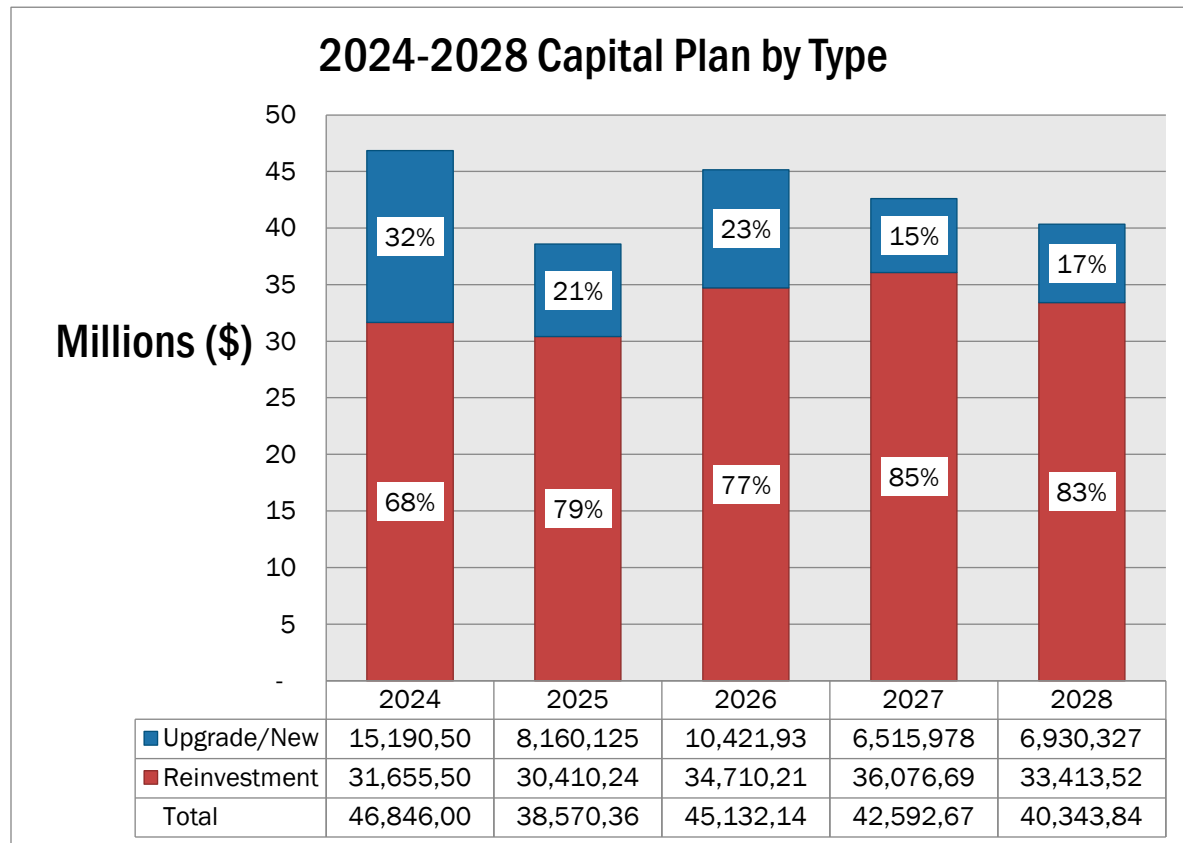
There is one new debt funded project proposed for 2024:

- 3321 - Stormwater System Renewal - \$2,550,000

The City also finances its fleet equipment purchases every year through the Municipal Finance Authority, which requires an elector assent process.

In 2024, the following long-term debt issues have maturity dates in 2024: one general issue, one sewer issues and two water issues all reach maturity.

The 2024 – 2028 Capital Plan includes all requests for capital work for the five year period; however not all projects have been funded. Unfunded projects have been listed so that Council and the community are able to view the full complement of project requests. A project that is unfunded may meet grant criteria at a future date and could thus be considered for approval through a capital plan budget amendment. The chart below provides a breakdown of the current capital plan by type of project.



Descriptions of project types are as follows:

Upgrade/New

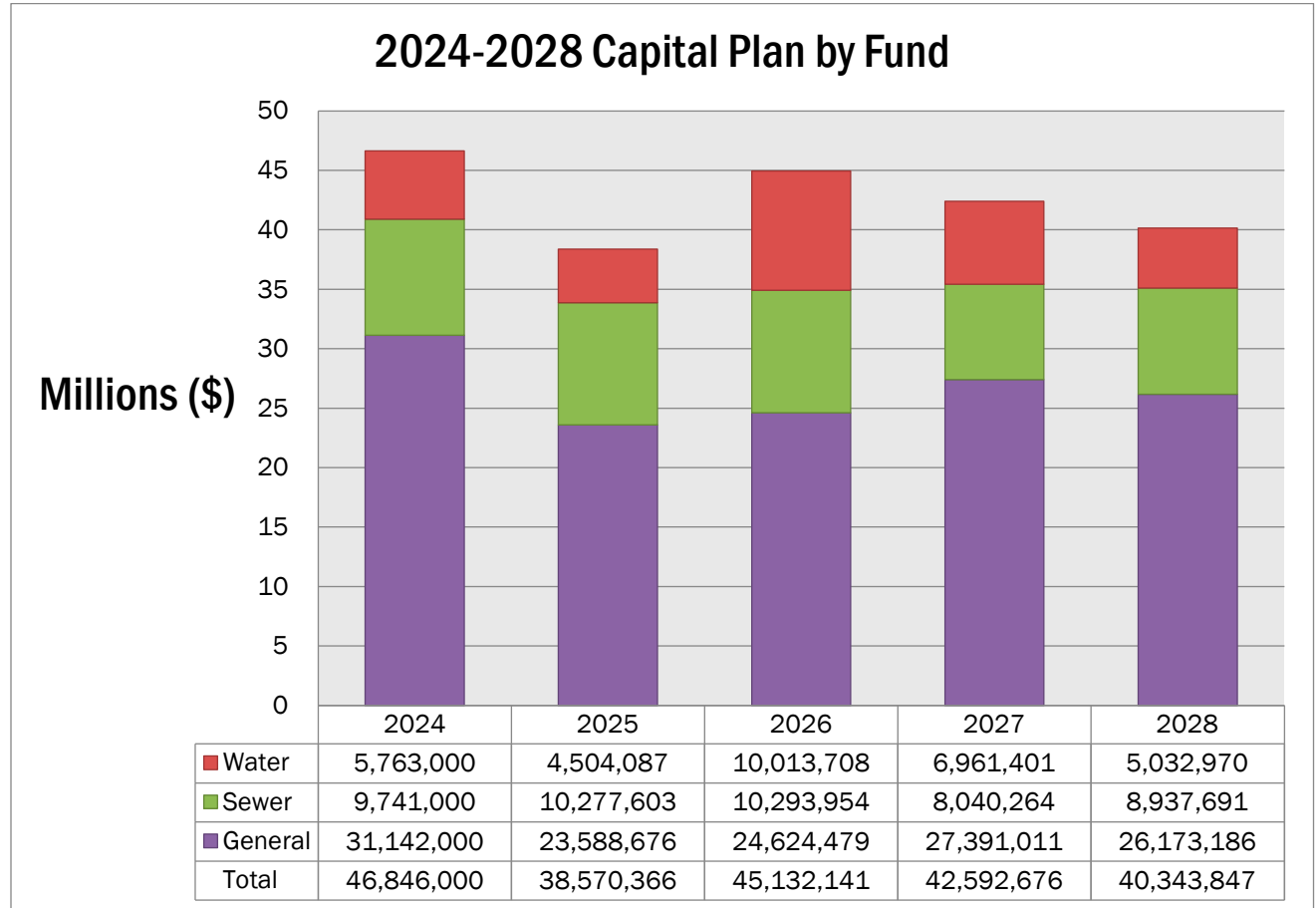
- Works to provide a higher level of service, either with increased capacity or increased performance capability.
- Works that add a new asset to the City’s inventory.

Reinvestment (Renew, Replace, and Maintain)

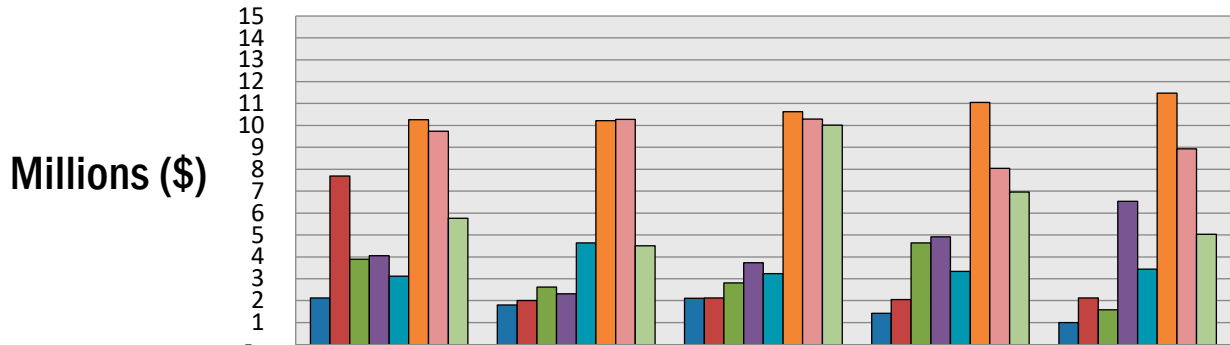
- Works to continue to provide the same level of service that also: fully replace an existing asset and dispose of the old asset, extend an asset life beyond the original expected life, lower the associated operating costs, or improve the quality of output.
- Works to retain an asset as near as practicable to its original condition and maintain the predetermined service potential of the asset for its expected life.

Capital Plan by Fund

The general capital program encompasses projects for all areas of the City except for specific areas such as water and sewer. The following tables provide a summary by general, sewer and water fund for the five year plan as well as a further breakdown by service type of the City.



2024-2028 Capital Plan by Service Type



	2024	2025	2026	2027	2028
■ Administrative Services	2,120,000	1,795,000	2,105,000	1,417,000	1,002,000
■ Civic Facilities	7,688,000	2,012,000	2,116,500	2,046,626	2,130,507
■ Recreation and Culture	3,898,000	2,626,250	2,803,812	4,632,753	1,588,140
■ Solid Waste and Fleet	4,056,000	2,308,926	3,735,842	4,912,890	6,539,511
■ Storm Drainage	3,115,000	4,635,000	3,235,000	3,336,000	3,444,000
■ Transportation	10,265,000	10,211,500	10,628,325	11,045,742	11,469,028
■ Sewer	9,741,000	10,277,603	10,293,954	8,040,264	8,937,691
■ Water	5,763,000	4,504,087	10,013,708	6,961,401	5,032,970
Total	46,846,000	38,570,366	45,132,141	42,592,676	40,343,847

Administrative Services includes development planning and administration, engineering, and IT services.

Civic Facilities manages the structural capital needs for all buildings owned by the City. This includes facilities such as the two aquatic facilities, CN Centre, Civic Centre, and Kin Centres. It also includes other government facilities like City Hall, the 18th Avenue Yard, the RCMP building, and the fire halls.

Recreation and Culture includes cemetery and parks, as well as non-structural projects in aquatics, Civic Centre, CN Centre, and community arenas.

Solid Waste and Fleet includes solid waste mobile equipment, as well as other fleet-related tools and equipment.

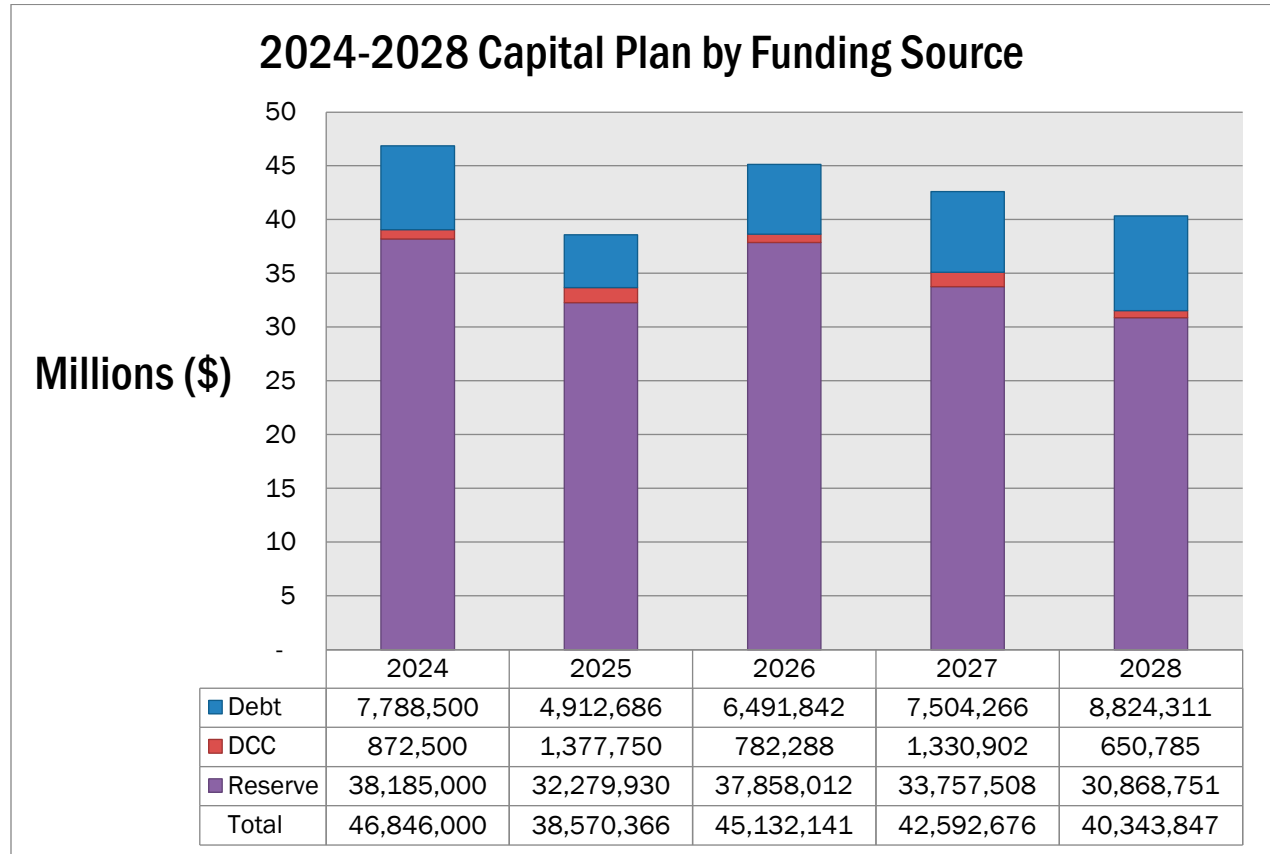
Storm Drainage includes catchbasins, culverts, and other forms of drainage control.

Transportation includes roads, snow control, and street lighting.

Capital Plan by Funding Source

The City utilizes debt, development cost charges (DCCs), grants, third party contributions, and reserves to fund its capital program. Wherever possible the City applies for federal, provincial and other grants.

The sewer and water utility projects are funded from capital reserves and DCCs specific to those funds. Current debenture payments as a result of previous debt financing are recovered through the utility user rates.



Debt is used to provide funding for projects that are necessary, but for which reserve funds are insufficient, or for projects that expand the City’s infrastructure. Equipment loans are currently in place for funding of the City’s Mobile Equipment Replacement Program. Debt repayments are made from operating funds and these payments must be within the liability servicing limit provided by the Province.

Grants from other levels of government often require that the municipality have a project in their capital plan that is approved by Council. As such the funding source “grants” is listed but the project is contingent on grant funding being approved through a grant application process or grant program.

DCCs are used to fund expansion of infrastructure assets. DCC levies are calculated for projects that are included in the capital plan. For that purpose, unfunded and future year projects (2029 - 2033) are included in the overall plan.

The **Capital Expenditure Reserves** are used to fund most capital projects. The Capital Expenditure Reserves are replenished through transfers from operating and gaming revenue. Other reserves such as the General Infrastructure Reinvestment Fund, Road Rehabilitation, and Canada Community-Building Fund are used for funding capital projects that meet the specific funding criteria of these reserves.

SUMMARY AND CONCLUSION:

This report and the capital project reports on the pages that follow in the budget book provide the details of the 2024 – 2028 proposed Capital Plan. City Administration has prioritized the projects organizationally and sorted the projects to present the investment in assets. Known funding sources have been identified and utilized. Projects that are not funded for 2024 - 2028 and projects that are anticipated for future years (2029 - 2033) have been listed for Council's information.

RESPECTFULLY SUBMITTED:

Kris Dalio, Director of Finance and IT Services

APPROVED:

Walter Babicz, City Manager
Meeting date: January 22, 2024



CIVIC FACILITIES & PARKING INFRASTRUCTURE REPORT CARD 2024

Estimated Required Funding:

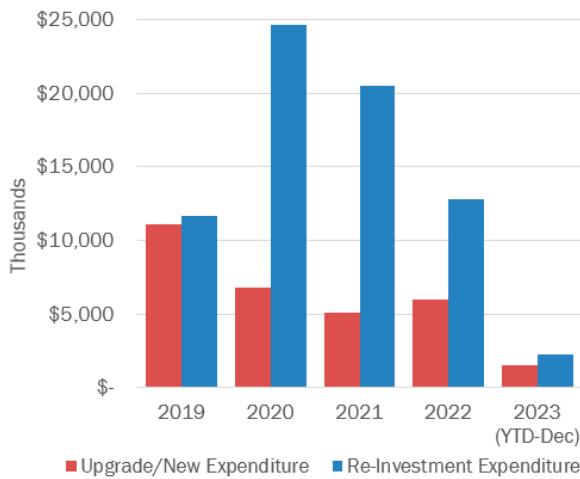
Average Annual Re-investment (AAR) = \$13.9M

Annual Infrastructure Funding Gap:

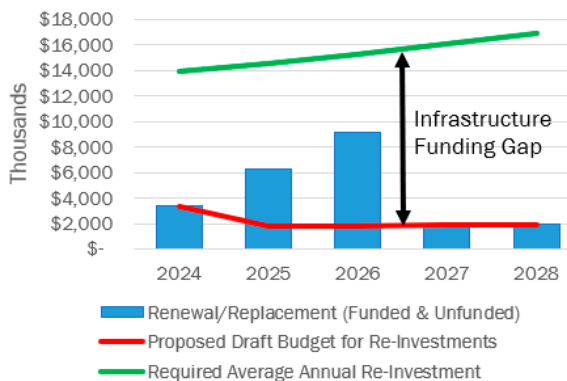
AAR – Last 5 years’ Avg Re-Investment = \$0M

(Zero gap due to large building replacements skewing the gap. Other facilities still have a funding gap)

Last 5 Year Capital Investment

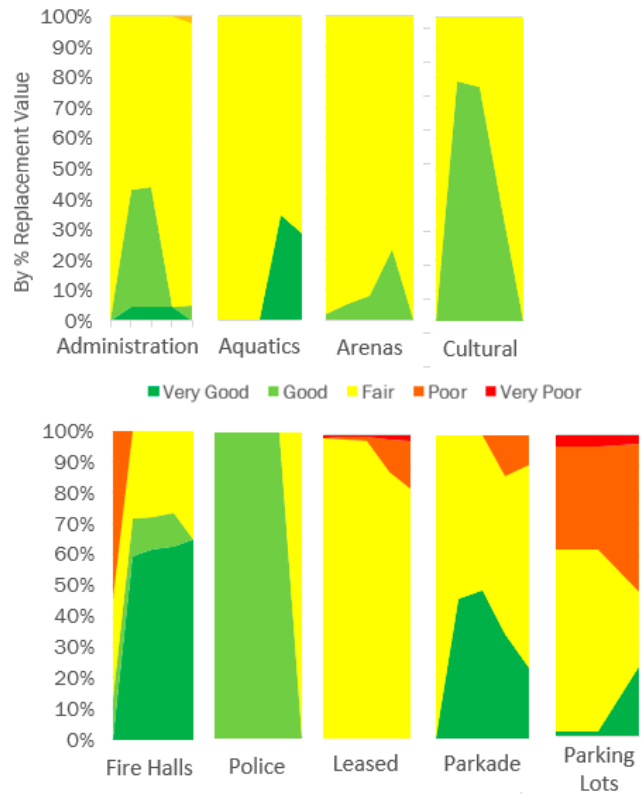


Next 5 Year Capital Funding



Approximate Replacement Value of Civic Facilities (incl parking lots): \$680M

Condition:



Asset Inventory:

Type of Facility	Amount
Fire Halls	4
Aquatics	2
Arenas/Atrium	6/1
Cultural	4
Administration	9
Police	1
Parkades/Pay Lots/Civic Parking Lots	5/5/35
Leased (to 3 rd Party)	20



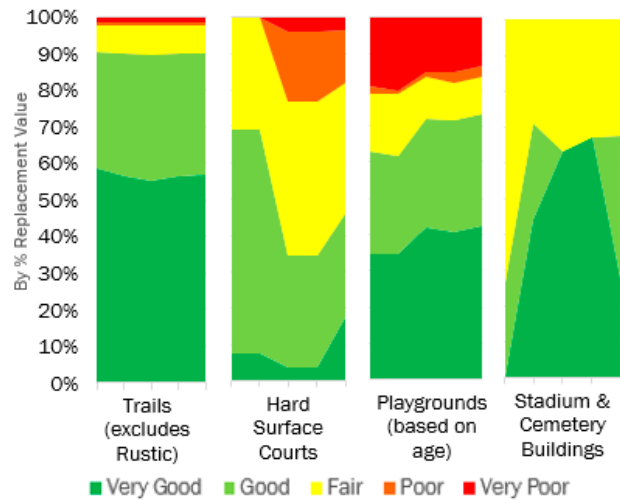
PARKS & TRAILS INFRASTRUCTURE REPORT CARD 2024

Estimated Required Funding:
Average Annual Re-Investment (AAR) = \$1.4M

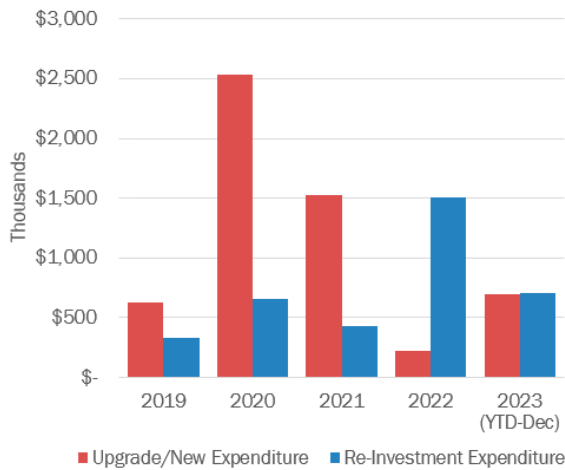
Annual Infrastructure Funding Gap:
AAR – Last 5 Years' Re-Investment = \$0.6M

Approximate Replacement Value of Parks & Trails: \$94M (excluding park land value)

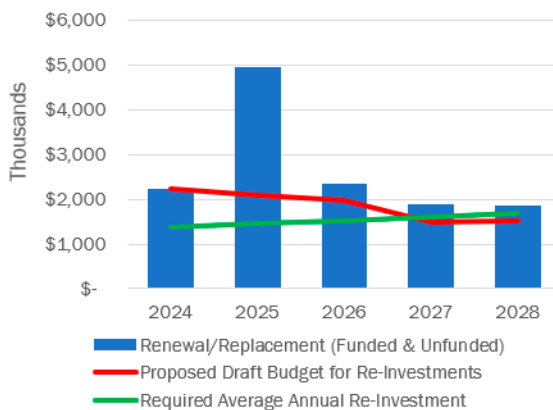
Condition:



Last 5 Year Capital Investment



Next 5 Year Capital Funding



Asset Inventory:

Asset Type	Amount
# of Parks & Green Spaces	369
Trees (Parks/Streets/Civic Buildings)	5,436
Parking Lots at Parks	48
Washrooms/Outhouses	14/18
Individual Sport Fields & Baseball	66
Hard Surface Courts/Skateboard Parks	24/3
Bollards	3,249
Signs	721
Trash Containers	460
Fences	24km
Benches/Picnic Tables	319/168
Fire Pits	2
Playgrounds	48
Area of City Parks & Green Spaces	1,908ha
Length of Trails	91km
Stadium Buildings	2
Cemetery Buildings	3



STORMWATER DRAINAGE INFRASTRUCTURE REPORT CARD 2024

Estimated Required Annual Funding:

(Average Annual Re-Investment- AAR)

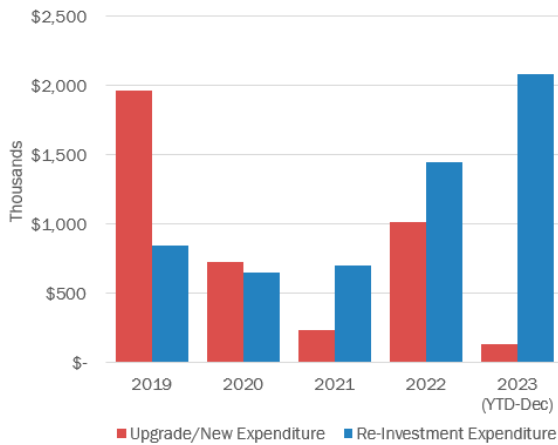
Linear = \$5.1M
Facilities = \$0.1M
Total = \$5.2M

Annual Infrastructure Funding Gap:

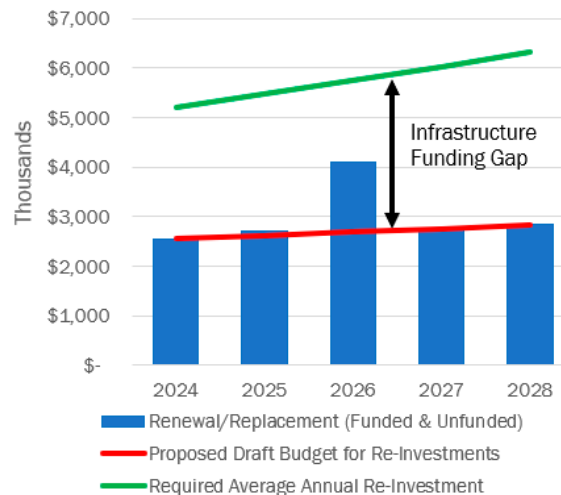
AAR – Last 5 years' Re-Investment = \$4.2M

The AAR and gap is related to capital works only, not O&M.

Last 5 Year Capital Investment



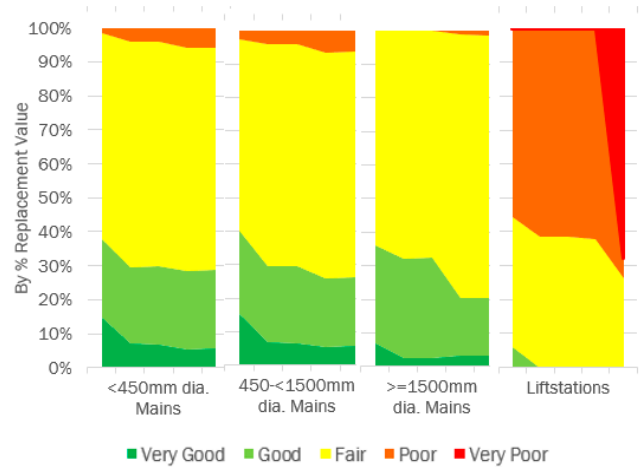
Next 5 Year Capital Funding



Approximate Replacement Value of Stormwater Drainage Assets:

Linear = \$386M
Facilities = \$1.8M

Condition (Mains Based on Age):



Asset Inventory:

Asset Type	Approx Length
Gravity Mains	397km
Forcemains	0.2km
Lateral Lines (Service Connections)	43km
Total:	440km

Asset Type	Amount
Catch Basins	6,260
Manholes	4,303
Discharge Points	373
Inlet Structures	233
Storm Lift Stations	6
Ditches	696km



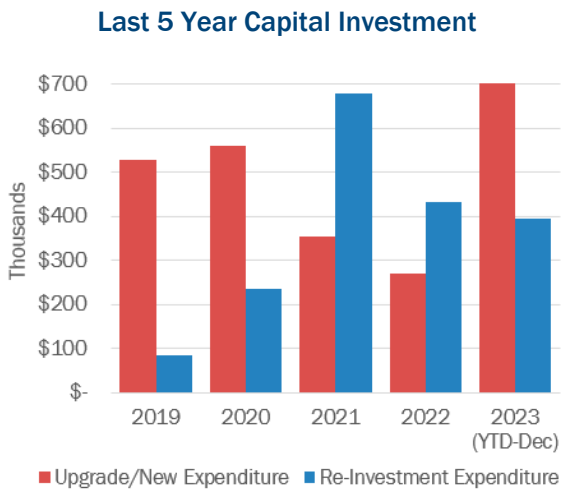
STREETLIGHTS & TRAFFIC SIGNALS INFRASTRUCTURE REPORT CARD 2024

Estimated Required Funding:
Average Annual Re-Investment (AAR) = \$3M

Annual Infrastructure Funding Gap:
AAR – Last 5 years' Avg Re-Investment = \$1.7M

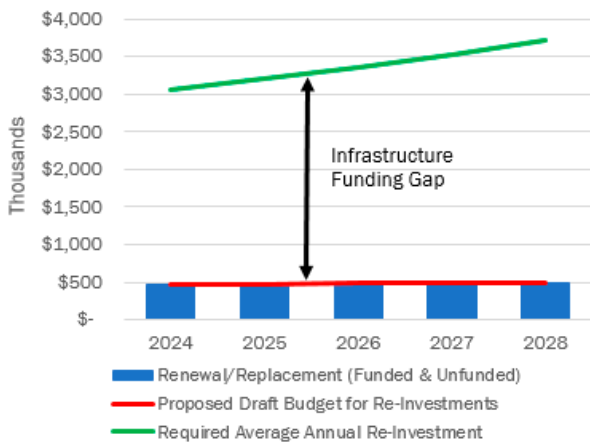
Approximate Replacement Value of Streetlights & Traffic Signals:
\$141M

Condition:



Streetlight Conditions based on 2018 inspections. Funding requirements include underground wiring. Traffic Signal & Pedestrian Condition is based on age.

Next 5 Year Capital Funding



Asset Inventory:

Asset Type	Est. Amount
Galvanized Poles	2,210
Non-Galvanized Poles	2,518
Total:	4,728
Light Fixtures	Est. Amount
LED	2,456
Non-LED	2,552
Total:	5,008
Traffic Signals	Est. Amount
Traffic Signals	47
4 Way Flashers	3
Pedestrian Controls	15
Total:	65



ROADS & BRIDGES INFRASTRUCTURE REPORT CARD 2024

Estimated Required Funding:

Average Annual Re-Investment (AAR) = \$10.7M

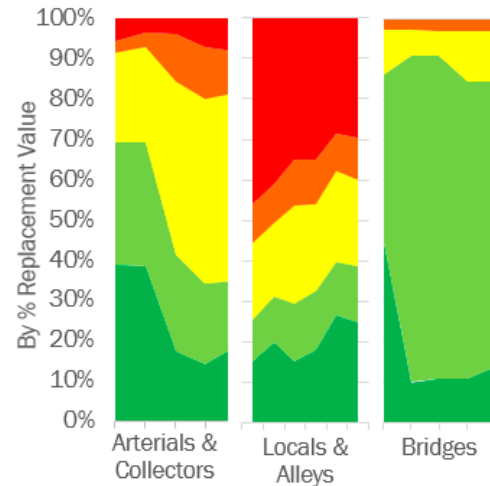
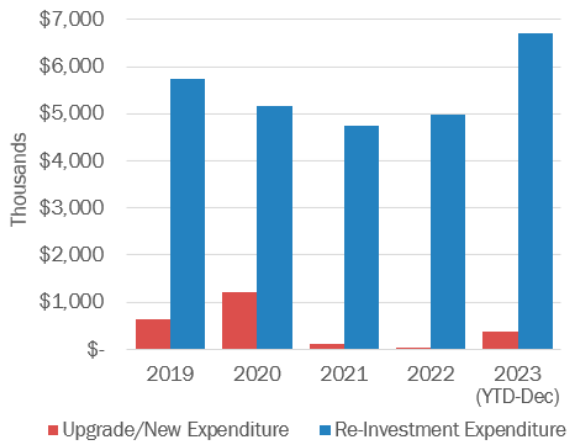
Approximate Replacement Value of
Road & Bridge Assets: \$1.4 Billion

Annual Infrastructure Funding Gap:

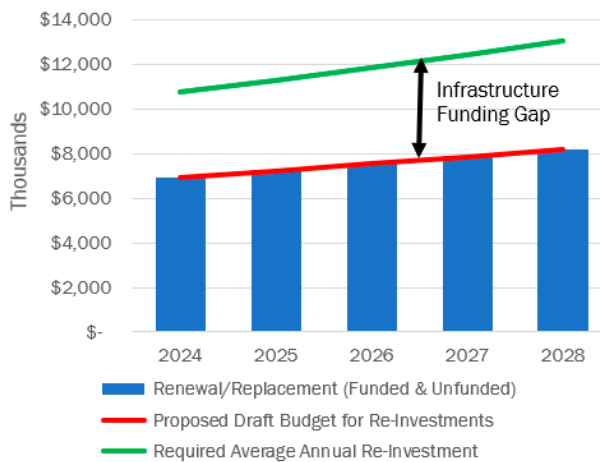
AAR - Last 5 years' Avg Re-Investment = \$6.1M

Condition:

Last 5 Year Capital Investment



Next 5 Year Capital Funding



Asset Inventory:

Road Class	Approx. Lane km's
Arterial	319
Major Collector	122
Minor Collector	155
Local	682
Alley	20
Ramps	6
Paved Roads Total:	1,304km
Intersections	2km ² (Area)
Gravel Roads	252km
Vehicle Bridges	16



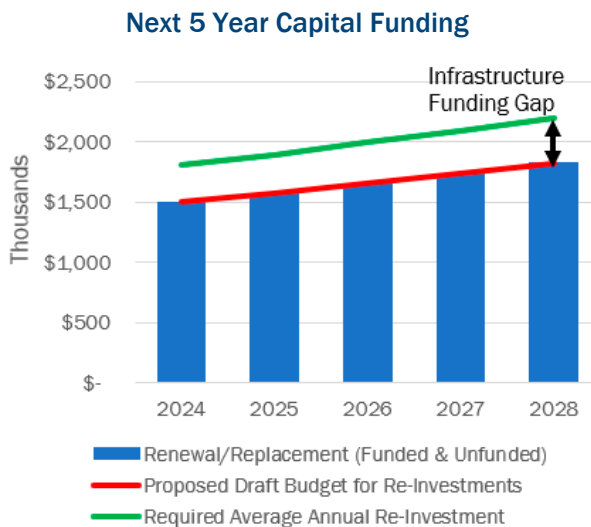
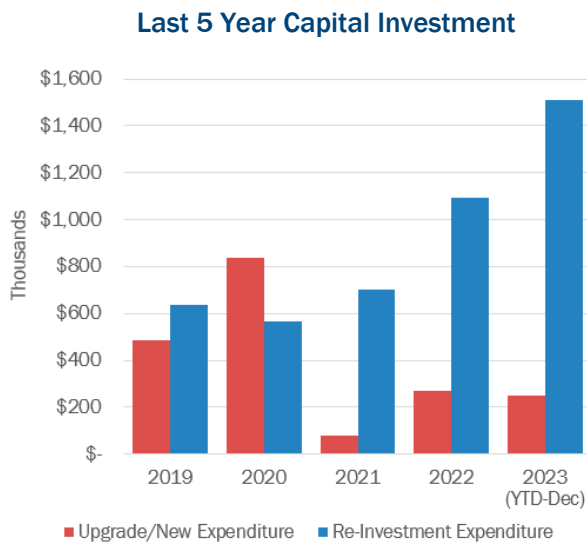
SIDEWALKS & WALKWAYS INFRASTRUCTURE REPORT CARD 2024

Estimated Required Funding:
Average Annual Re-Investment (AAR) = \$1.8M

**Approximate Replacement Value of
Sidewalk & Walkway Assets: \$198M**

Annual Infrastructure Funding Gap:
AAR – Last 5 years' Avg Re-Investment = \$1.1M

Condition:



Asset Inventory:

Sidewalks	
Surface Type	Length
Concrete	94km
Asphalt	102km
Other	3km
Total:	199km

Walkways (Between Roads)	
Surface Type	Length
Concrete	0.1km
Asphalt	11km
Other	4km
Total:	15km



WATER INFRASTRUCTURE REPORT CARD 2024

Estimated Required Funding:

(Average Annual Re-Investment- AAR)

Linear = \$10.1M
 Facilities = \$1.9M
 Total = \$12.0M

Approximate Replacement Value of Water Assets:

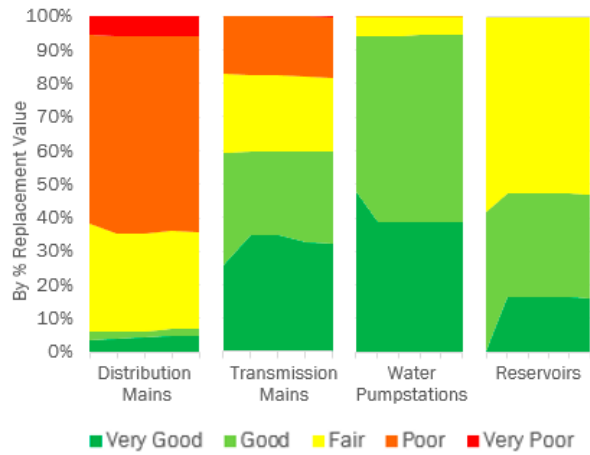
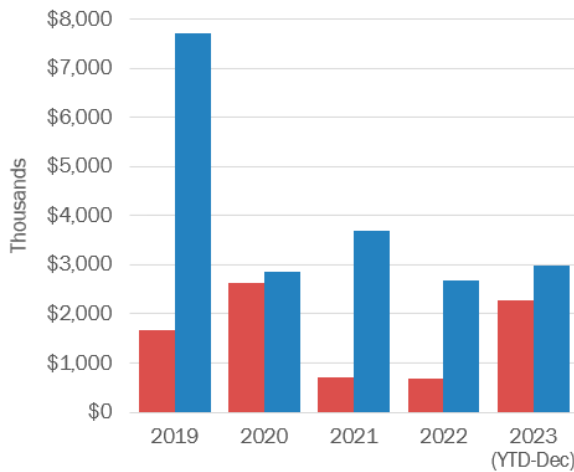
Linear = \$627M
 Facilities = \$101M

Annual Infrastructure Funding Gap:

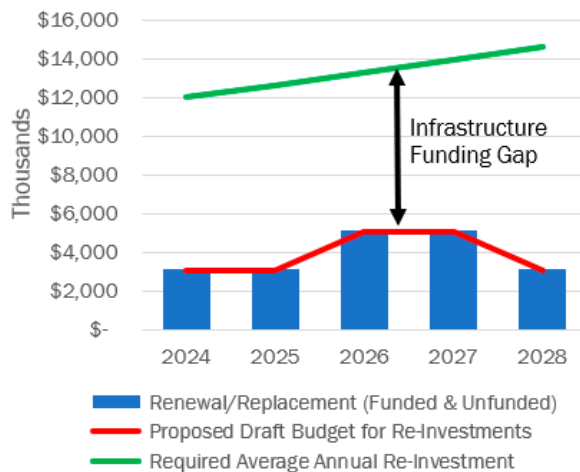
AAR – Last 5 Years’ Avg Re-Investment = \$7.3M

Condition:

Last 5 Year Capital Investment



Next 5 Year Capital Funding



Asset Inventory:

Asset Type	Approx Length
Lateral Lines (Service Connections)	240km
Mains	580km
Total:	820km
Asset Type	Amount
Booster Stations	9
Wells	7
Reservoirs	15
Pressure Reducing Valves	24
System Valves	7,779
Control Valves	247
Hydrants	2,170



SANITARY SEWER INFRASTRUCTURE REPORT CARD 2024

Estimated Required Funding:

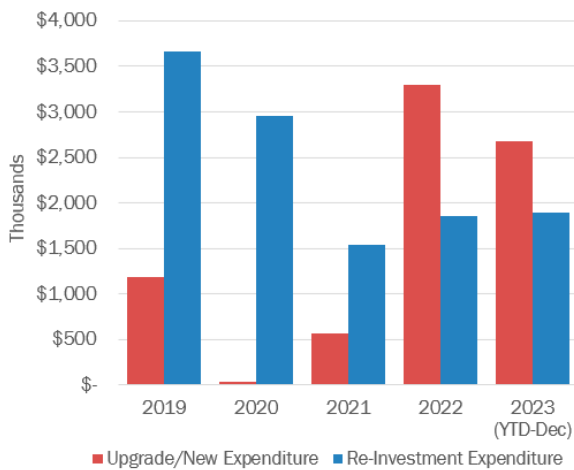
Average Annual Re-Investment (AAR)

Linear = \$6.4M
 Facilities = \$2.6M
 Total = \$9.0M

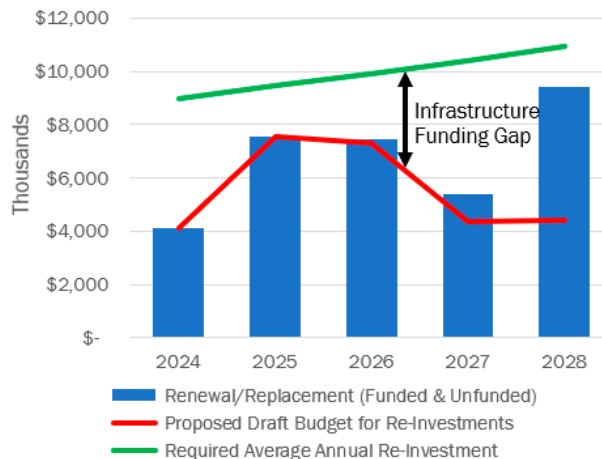
Annual Infrastructure Funding Gap:

AAR – Last 5 years' Avg Re-Investment = \$5.1M

Last 5 Year Capital Investment



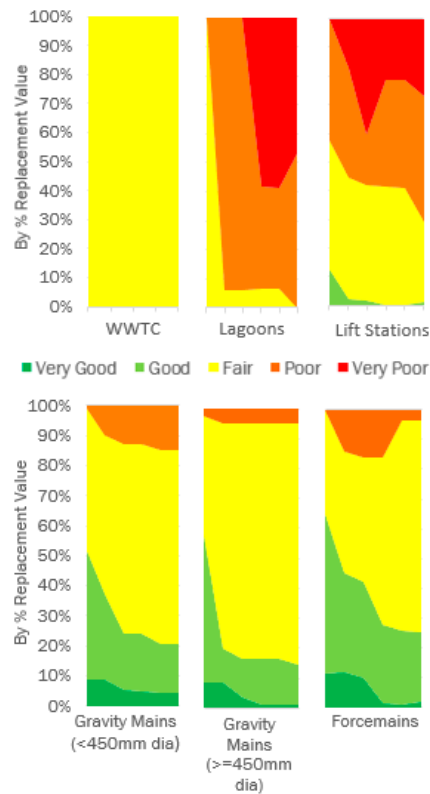
Next 5 Year Capital Funding



Approximate Replacement Value of Sanitary Assets:

Linear = \$669M
 Facilities = \$131M

Condition (Mains based on age):



Asset Inventory:

Asset Type	Length
Gravity Mains	457km
Forcemains	18km
Lateral Lines (Service Connections)	229km
Total:	704km

Asset Type	Amount
Sewer Lift Stations	30
Wastewater Treatment Plant	1
Treatment Lagoons	5
Sanitary Chambers	10
Sanitary Valves	17
Manholes	5,554



Civic Core District: Civic Facilities

Estimated 10 year Renewal Investment Needs

The Civic Facilities Renewal Strategy (CFRS) was received by Council in 2019. This strategy sets the framework to determine the necessary funding and communicates the actions required for the renewal and management of the City's civic buildings with the objective of continuing to provide the services these buildings offer.

The Civic Core District Plan work is underway in 2023 and 2024, where a number of civic facilities and their reinvestment needs are associated to the plan's review. The following information is provided to consider the next 10 year reinvestment needs for those civic facilities that are within the plan area or are related to the Civic Core Plan. This information is provided in conjunction with budget considerations due to the planning work underway and the significant reinvestment needs of some of the City's aging facilities.

Estimated Renewal Projections

The following renewal costs have been identified for the City's facilities associated to the Civic Core District Plan and represent required asset replacements in order to keep these facilities in good order and repair. The estimated replacement costs are sourced from the City's predictive modelling software BUILDER SMS for those building components with condition ratings ≤ 74 (Fair, Poor to Very Poor) condition ratings. 74 and under is an indicator of any components that are showing signs of moderate to severe deterioration that would affect serviceability or reliability and is an indicator to address these items in the immediate to short term.

The predictive modeling information are high level estimates based on a broad visual condition assessment and represent a rough order of magnitude. The replacement costs do not include enhancements such as modernization or remodeling to meet current trends, demands, and technologies which generally incur much higher costs. More detailed assessments are prioritized and completed based on this information (condition, age, operational and user needs) to inform project scope development for Capital budget submissions and proposed budgets for Council consideration. This does not include any "urgent" or unplanned emergency repairs that may happen in the meantime.

As an example, the CFRS recommends options be reviewed for the downtown Kopar Memorial Arena as it is quickly nearing the end of its estimated service life with significant capital reinvestment needs. A component of this is the original brine floor piping system at Kopar Memorial Arena requires more frequent repairs due to leakage and may not remain operational for another ten years. In addition, there are significant capital reinvestment needs necessary for all arenas in our community anticipated in the short to medium term. The renewal costs for all our arenas are estimated to total approximately \$50M, with close to one third of these costs identified for the Kopar Memorial Arena built in 1957, exceeding its estimated service life.

Civic Core District Plan related Facilities

The table below lists the buildings associated with the Civic Core District Plan and their estimated 10-year investment as of November 2023.

Note: All of the below cost estimates are rough “order-of-magnitude” costs and substantial detailed costing is required to provide greater accuracy. These costs are 2023 dollars and include a 25% contingency:

Building Name	Year Built	Overall Building Condition Rating (2023)	Estimated 10-year Re-Investment 2023 (incl 25% Contingency)*. For condition rating =<74** *Considers capital projects contemplated in budget to prevent double counting **Indicates need to address these buildings in the immediate to short term
Kopar Memorial Arena (Coliseum)	1957	Fair (71)	\$16,808,143
PG Playhouse	1971	Poor (68)	\$2,142,299
Studio 2820 and Studio 2880	1942	Fair (72)	\$2,252,531
		Poor (64)	
Civic Centre and Conference Centre and Plaza	1994	Fair (82)	\$7,744,218
City Hall and Annex	1966	Fair (84)	\$8,030,140
	1960	Poor (62)	
Two Rivers Art Gallery	2000	Fair (80)	\$5,129,870
Bob Harkins Library <i>In 2020 received major capital investment - circulation desk and accessible entrance.</i>	1981 Entrance 2020	Fair (84)	\$3,954,878
Total Estimated 10-year Re-Investment			\$46,062,079
Annual Average			\$4,606,208

in thousands (000)

Fund # Project	Page	Cost	2024	2025	2026	2027	2028
1-General Fund							
Aquatics							
1 #3274 AQC-Replace Cardio Equipment	158	175	175	0	0	0	0
2 #3417 Aquatic Centre Bleacher Replacement	158	205	205	0	0	0	0
Aquatics Total		380	380	0	0	0	0
Cemetery							
3 #0302 Memorial Park Cemetery Enhancement	159	315	315	0	0	0	0
Cemetery Total		315	315	0	0	0	0
Development Planning and Administration							
4 #1503 Off-Site Works	160	615	120	120	125	125	125
Development Planning and Administration Total		615	120	120	125	125	125
Events & Civic Centre							
5 #3422 CN Centre Suites Renewal	161	270	270	0	0	0	0
6 #3423 CN Centre Repaint Interior	161	158	158	0	0	0	0
7 #3436 Civic Centre Furniture and Equipment Replacement	161	75	75	0	0	0	0
8 #3437 Civic Centre Kitchen Equipment Replacement	162	75	75	0	0	0	0
Events & Civic Centre Total		578	578	0	0	0	0
Facility Maintenance							
9 #3208 Janitorial Equip-Replace Floor Scrubbers	163	322	42	87	139	14	40
10 #3331 Parking Lot Renewal	163	1,231	431	200	200	200	200
11 #3342 Emergency Infrastructure Reinvestment - General	164	2,500	500	500	500	500	500
12 #3426 Facility Maintenance Fleet Van New	164	100	100	0	0	0	0
13 #3429 City Hall Second Floor East Lighting Upgrade	164	336	336	0	0	0	0
14 #3432 Civic Facilities HVAC System Renewal	165	1,658	300	315	331	347	365
15 #3433 Civic Facilities Electrical System Renewal	165	1,381	250	263	276	289	304
16 #3434 Civic Facilities Plumbing System Renewal	166	1,658	300	315	331	347	365
17 #3435 Civic Facilities Lighting System Renewal	166	829	150	158	165	174	182
Facility Maintenance Total		10,014	2,409	1,837	1,942	1,872	1,956
Fire & Rescue Services							
18 #3388 Fire Services Rapid Deployment Tents	167	44	44	0	0	0	0
19 #3405 Fire Services Thermal Cameras	167	125	125	0	0	0	0
20 #3406 Fire Services Hose Package	167	152	52	25	25	25	25
21 #3407 Fire Services Convert Fire Unit 8552 -S11 to Medical Unit	168	39	39	0	0	0	0
22 #3430 Fire Services Apparatus Pumper Truck New	168	1,400	1,400	0	0	0	0
Fire & Rescue Services Total		1,760	1,660	25	25	25	25

in thousands (000)

Fund	# Project	Page	Cost	2024	2025	2026	2027	2028
Fleet Services								
	23 #0431 Mobile Equipment Replacement	169	20,573	3,476	2,209	3,636	4,813	6,440
	24 #3226 Fleet Shop Equipment	169	500	100	100	100	100	100
Fleet Services Total			21,073	3,576	2,309	3,736	4,913	6,540
IT Services								
	25 #0715 IT Maintenance	170	1,044	195	210	230	207	202
	26 #0720 IT Upgrades	170	1,800	470	350	680	155	145
	27 #0724 IT Renewal	170	2,350	720	575	445	380	230
	28 #0727 IT New	171	2,630	615	540	625	550	300
IT Services Total			7,824	2,000	1,675	1,980	1,292	877
Parks								
	29 #0251 Connaught Park Enhancement	172	300	300	0	0	0	0
	30 #0311 Tree Planting Greening the City	172	290	53	55	58	61	64
	31 #1097 Trails Rehabilitation	173	1,450	263	276	289	304	319
	32 #1189 Off Leash Areas	173	125	50	25	25	25	0
	33 #1385 Park Washroom Refurbishment	174	1,500	500	500	500	0	0
	34 #3276 Carrie Jane Gray Park Upgrade	174	4,700	300	600	750	3,050	0
	35 #3332 Ball Diamond and Sport Field Renewal	175	4,750	950	950	950	950	950
	36 #3392 Hard Surface Court Replacements	175	1,160	210	221	232	243	255
Parks Total			14,276	2,625	2,626	2,804	4,633	1,588
Project Delivery								
	37 #1303 Connaught Youth Centre-Ext Wall Finishes Replacement	176	270	270	0	0	0	0
	38 #1467 Accessibility Improvements	176	750	150	150	150	150	150
	39 #3420 Kopar Memorial Arena Chiller Replacement	177	550	550	0	0	0	0
	40 #3421 Elksentre Electrical Upgrades	177	500	500	0	0	0	0
	41 #3424 Elksentre Refrigeration Upgrades	178	2,150	2,150	0	0	0	0
Project Delivery Total			4,220	3,620	150	150	150	150
Roads								
	42 #0399 Road Rehabilitation	179	36,500	6,700	7,000	7,300	7,600	7,900
	43 #1093 Sidewalk and Walkway Rehabilitation	179	8,288	1,500	1,575	1,654	1,736	1,823
	44 #1489 New Sidewalks	180	2,321	420	441	463	486	511
	45 #3249 Traffic Controller and Signal Optical Detection Replacement	180	390	75	75	80	80	80
	46 #3366 General Bridge Renewal	180	1,160	210	221	232	243	255
Roads Total			48,660	8,905	9,312	9,728	10,146	10,569
Solid Waste Services								
	47 #3431 Single Axle Automated Garbage Truck	182	480	480	0	0	0	0
Solid Waste Services Total			480	480	0	0	0	0

in thousands (000)

Fund	# Project	Page	Cost	2024	2025	2026	2027	2028
Storm Drainage								
	48 #1117 Storm Sewer Improvements Ferry to Range	183	1,575	75	1,500	0	0	0
	49 #1500 Drainage Improvements	183	608	110	115	122	127	134
	50 #3321 Stormwater System Renewal	184	13,475	2,550	2,620	2,692	2,767	2,846
	51 #3411 Stormwater System Upgrade	184	1,277	230	242	255	268	282
	52 #3412 Stormwater System New	185	830	150	158	166	174	182
Storm Drainage Total			17,765	3,115	4,635	3,235	3,336	3,444
Street Lighting								
	53 #3116 Street Light Replacement Program	186	2,000	400	400	400	400	400
Street Lighting Total			2,000	400	400	400	400	400
Transportation & Technical Services								
	54 #3219 Pedestrian/Traffic Safety Improvements	187	2,300	300	500	500	500	500
	55 #3408 Transit Spruceland Exchange Upgrade	187	660	660	0	0	0	0
Transportation & Technical Services Total			2,960	960	500	500	500	500
1-General Fund Total			132,919	31,142	23,589	24,624	27,391	26,173
2-District Energy Fund								
District Energy								
	56 #3410 District Energy System	189	1,000	200	200	200	200	200
District Energy Total			1,000	200	200	200	200	200
2-District Energy Fund Total			1,000	200	200	200	200	200

in thousands (000)

Fund	# Project	Page	Cost	2024	2025	2026	2027	2028
3-Sewer Fund								
Sewer Operations								
	57 #1031 Sanitary Collection System - Renewal	190	3,873	700	736	773	812	852
	58 #1168 Mobile Equipment Replacement - Sewer	190	4,618	1,291	153	343	1,008	1,823
	59 #1492 Sanitary Forcemain and Liftstations Upgrade	191	1,800	1,000	200	200	200	200
	60 #3221 Wastewater Treatment Plant Renewal	191	8,100	900	1,800	1,800	1,800	1,800
	61 #3222 Sanitary Liftstation PW101 Victoria & Milburn Replacement	192	6,500	500	3,000	3,000	0	0
	62 #3224 Wastewater Treatment Plant New Components	192	3,250	650	650	650	650	650
	63 #3328 Sanitary Lagoon Re-Routing	192	6,000	2,000	1,000	1,000	1,000	1,000
	64 #3329 Sanitary Forcemain and Liftstation Renewal	193	5,000	1,000	1,000	1,000	1,000	1,000
	65 #3372 Emergency Infrastructure Reinvestment - Sewer	193	2,500	500	500	500	500	500
	66 #3393 Lagoon Components Renewal	193	1,750	500	500	250	250	250
	67 #3413 Sanitary Collection System New	194	2,777	500	527	554	583	613
	68 #3414 Sanitary Collection System Upgrade	194	1,123	200	212	224	237	250
Sewer Operations Total			47,291	9,741	10,278	10,294	8,040	8,938
3-Sewer Fund Total			47,291	9,741	10,278	10,294	8,040	8,938
4-Water Fund								
Water Operations								
	69 #1109 Central Hart Water Improvements	195	3,400	200	200	3,000	0	0
	70 #1169 Mobile Equipment Replacement - Water	195	1,650	588	29	289	636	108
	71 #1391 Construction Tools and Equipment	195	125	25	25	25	25	25
	72 #3184 Water Facilities New	196	800	400	100	100	100	100
	73 #3185 Water Facilities Renewal	196	3,000	600	600	600	600	600
	74 #3330 Water Facility Upgrade	197	1,400	250	250	300	300	300
	75 #3373 Emergency Infrastructure Reinvestment - Water	197	2,500	500	500	500	500	500
	76 #3415 Water Distribution System Renewal	198	14,000	2,000	2,000	4,000	4,000	2,000
	77 #3416 Water Distribution System New	198	5,400	1,200	800	1,200	800	1,400
Water Operations Total			32,275	5,763	4,504	10,014	6,961	5,033
4-Water Fund Total			32,275	5,763	4,504	10,014	6,961	5,033
Grand Total			213,485	46,846	38,570	45,132	42,593	40,344

in thousands (000)

Fund # Project	Page	Cost	2024	2025	2026	2027	2028
1-General Fund							
Development Planning and Administration							
1 #0697 South Ft George Flood Protection	200	1,000	0	0	0	0	1,000
2 #0701 Flood Protect Various Risk Areas	200	1,535	0	0	0	0	1,535
Development Planning and Administration Total		2,535	0	0	0	0	2,535
Events & Civic Centre							
3 #3418 Civic Centre Auditorium Doors Replacement	201	400	0	400	0	0	0
Events & Civic Centre Total		400	0	400	0	0	0
Exhibition Park & Community Arenas							
4 #1390 Exhibition Park-Replace Fencing	202	150	0	0	150	0	0
5 #1418 Kopar Memorial Arena -Replace Skate Floor	202	175	0	175	0	0	0
Exhibition Park & Community Arenas Total		325	0	175	150	0	0
Facility Maintenance							
6 #1487 Pine Valley-New Irrigation System	203	400	0	0	400	0	0
7 #3427 CN Centre Lighting and Power Upgrade	203	250	0	250	0	0	0
8 #3428 CN Centre Curtain Winches New	203	27	0	27	0	0	0
Facility Maintenance Total		677	0	277	400	0	0
Fleet Services							
9 #1285 Refurbish Fleet Cranes	204	250	0	0	250	0	0
Fleet Services Total		250	0	0	250	0	0
Parks							
10 #0382 Nature Park Improvements	205	200	0	50	50	50	50
11 #0644 Hwy 16/97 Landscaping	205	400	0	0	0	0	400
12 #0931 Boulevard Restoration	206	760	0	176	185	194	204
13 #1140 Ospika/Tabor Blvd Irrigation	206	100	0	0	0	0	100
14 #1192 Hart Connector Trail	206	2,000	0	2,000	0	0	0
15 #1378 Playground Replacement Program	207	1,188	0	276	289	304	319
16 #1384 Rainbow Park Washroom	207	500	0	500	0	0	0
17 #1499 New Trails and Paths	207	1,188	0	276	289	304	319
18 #3036 Lheidli T'enneh Memorial Playground Renewal	208	2,500	0	2,500	0	0	0
19 #3313 Neighbourhood Park Development	208	1,500	0	500	500	500	0
20 #3391 Gravel Parking Lot Renewal	209	225	0	75	75	75	0
Parks Total		10,561	0	6,353	1,389	1,427	1,392

in thousands (000)

Fund	# Project	Page	Cost	2024	2025	2026	2027	2028
Project Delivery								
	21 #0125 B Harkins Lib-Concrete Deck Upgrade	210	1,528	0	0	1,528	0	0
	22 #0892 B Harkins Lib-Replace Flooring	210	434	0	0	434	0	0
	23 #1163 Kopar Memorial Arena-Replace HVAC	210	2,760	0	0	2,760	0	0
	24 #1187 Kopar Memorial Arena-Replace Arena Floor	211	3,590	0	0	3,590	0	0
	25 #3196 18th Ave Yard Emergency Generator	211	286	0	0	286	0	0
	26 #3198 B Harkins Lib-Replace Soffits	211	320	0	0	320	0	0
	27 #3199 RCMP-Security Gate Replacement	212	275	0	0	275	0	0
	28 #3251 Civic Facility Roofs Replacements 2025	212	186	0	186	0	0	0
	29 #3280 Civic Centre -BAS & Chiller Replacement	212	670	0	670	0	0	0
	30 #3399 Plaza Parkade Upgrade	213	4,700	0	0	4,700	0	0
	31 #3419 Aquatic Centre Interior Renewal	213	371	0	371	0	0	0
	32 #3425 Two Rivers Art Gallery HVAC	213	2,750	0	2,750	0	0	0
Project Delivery Total			17,870	0	3,977	13,893	0	0
Roads								
	33 #0670 Hwy 97/22nd and Griffiths Improve	215	250	0	0	0	0	250
	34 #1131 Hwy 97 & Hwy 16 Corridor Improvements	215	2,000	0	0	1,000	1,000	0
	35 #1208 Tyner University Heights Turn Lanes	216	150	0	0	0	0	150
	36 #1210 Tyner Blvd Traffic Signal	216	150	0	0	0	0	150
	37 #1218 Hwy 16 and Ferry Ave Intersection	216	3,500	0	0	0	0	3,500
	38 #1292 Bus Bay Pullout Program	217	1,200	0	0	400	400	400
Roads Total			7,250	0	0	1,400	1,400	4,450
Storm Drainage								
	39 #0677 Retention Pond Aberdeen	218	125	0	0	0	125	0
	40 #0678 Storm Trunk Shamrock Rd	218	60	0	0	0	0	60
	41 #0679 Storm Outfall BCR Danson	218	70	0	0	0	0	70
	42 #0680 Noranda Retention Pond	219	430	0	0	0	430	0
	43 #0681 Storm System Upgrades College Heights	219	1,200	0	0	0	1,200	0
	44 #0682 Detention Pond Gladstone	219	2,650	0	0	2,650	0	0
	45 #0859 Watershed Monitoring Stations	220	70	0	35	35	0	0
	46 #1112 Meyer Rd Storm Sewer	220	390	0	0	0	390	0
	47 #1116 Storm Sewer University Heights to Range Rd	221	2,000	0	0	2,000	0	0
	48 #1439 Winnipeg Street Storm Drainage Treatment	221	400	0	0	0	200	200
	49 #3379 Parkridge Creek Domano Blvd Culvert	222	1,500	0	100	1,400	0	0
Storm Drainage Total			8,895	0	135	6,085	2,345	330

in thousands (000)

Fund	# Project	Page	Cost	2024	2025	2026	2027	2028
Street Lighting								
	50 #1222 Crescents Street Lighting	223	1,031	0	0	431	406	194
Street Lighting Total			1,031	0	0	431	406	194
Transportation & Technical Services								
	51 #1122 Downtown Transit Exchange	224	525	0	0	525	0	0
	52 #1133 Ferry/Upland/Lansdowne Intersection	224	4,227	0	0	0	552	3,675
	53 #1209 Tyner Blvd Bus Pullouts	225	50	0	0	0	0	50
	54 #1443 School and Playground Sign Upgrade	225	210	0	210	0	0	0
	55 #3278 Pidherny Recreation Site Improvements	225	336	0	0	336	0	0
	56 #3290 Westgate and Hwy 16 Improvement	226	200	0	200	0	0	0
Transportation & Technical Services Total			5,548	0	410	861	552	3,725
1-General Fund Total			55,341	0	11,726	24,858	6,130	12,626
3-Sewer Fund								
Sewer Operations								
	57 #0511 Forcemain PW117 Tomlin Road Replacement	227	3,200	0	200	3,000	0	0
	58 #0537 Sanitary North/Central Relief	227	900	0	0	0	0	900
	59 #0538 Sanitary Otway/Tabor Relief	227	410	0	0	0	0	410
	60 #0901 Blackburn Lagoon System Upgrades	228	2,200	0	0	0	1,200	1,000
	61 #1196 PW125 Decommission and New Sewer Main	228	3,000	0	0	3,000	0	0
	62 #3223 Sanitary Liftstation PW102 Lower Patricia Replacement	228	6,100	0	0	100	1,000	5,000
	63 #3409 PW126 Hart Sewage Liftstation Upgrade	229	7,300	0	7,300	0	0	0
Sewer Operations Total			23,110	0	7,500	6,100	2,200	7,310
3-Sewer Fund Total			23,110	0	7,500	6,100	2,200	7,310
4-Water Fund								
Water Operations								
	64 #0087 Lower Hart Water Main	230	3,200	0	0	0	200	3,000
	65 #0743 River Rd Water Main Extension	230	2,300	0	0	0	0	2,300
	66 #1228 PW619 Pump Installation	230	1,150	0	0	0	1,150	0
	67 #1237 West Noranda Water Main Connector	231	150	0	0	0	150	0
	68 #1238 Noranda Rd East Water Main Connector	231	1,000	0	0	0	1,000	0
	69 #3186 Repurpose PW601/Decommission PW602	231	100	0	0	0	0	100
Water Operations Total			7,900	0	0	0	2,500	5,400
4-Water Fund Total			7,900	0	0	0	2,500	5,400
Grand Total			86,351	0	19,226	30,958	10,830	25,336

in thousands (000)

Fund # Project	Page	Cost	2029	2030	2031	2032	2033
1-General Fund							
Development Planning and Administration							
1 #0697 South Ft George Flood Protection	233	1,900	900	1,000	0	0	0
2 #0701 Flood Protect Various Risk Areas	233	1,000	1,000	0	0	0	0
3 #1503 Off-Site Works	233	625	125	125	125	125	125
Development Planning and Administration Total		3,525	2,025	1,125	125	125	125
Facility Maintenance							
4 #3208 Janitorial Equip-Replace Floor Scrubbers	235	369	101	67	67	67	67
5 #3331 Parking Lot Renewal	235	1,000	200	200	200	200	200
6 #3432 Civic Facilities HVAC System Renewal	236	2,116	383	402	422	443	465
7 #3433 Civic Facilities Electrical System Renewal	236	1,763	319	335	352	369	388
8 #3434 Civic Facilities Plumbing System Renewal	237	2,116	383	402	422	443	465
9 #3435 Civic Facilities Lighting System Renewal	237	1,058	191	201	211	222	233
Facility Maintenance Total		8,421	1,577	1,607	1,674	1,744	1,818
Fleet Services							
10 #0431 Mobile Equipment Replacement	238	14,754	3,668	5,626	1,810	1,570	2,081
11 #3226 Fleet Shop Equipment	238	500	100	100	100	100	100
Fleet Services Total		15,254	3,768	5,726	1,910	1,670	2,181
IT Services							
12 #0715 IT Maintenance	239	1,075	232	202	207	227	207
13 #0720 IT Upgrades	239	665	130	145	105	150	135
14 #0724 IT Renewal	239	1,560	555	190	270	190	355
15 #0727 IT New	240	940	145	160	175	230	230
IT Services Total		4,240	1,062	697	757	797	927
Parks							
16 #0311 Tree Planting Greening the City	241	370	67	70	74	78	81
17 #0853 Lower Patricia Greenway	241	904	372	532	0	0	0
18 #0931 Boulevard Restoration	241	1,185	214	225	236	248	261
19 #1097 Trails Rehabilitation	242	1,851	335	352	369	388	407
20 #1378 Playground Replacement Program	242	1,851	335	352	369	388	407
21 #1499 New Trails and Paths	242	1,851	335	352	369	388	407
22 #3039 Cpl Darren Fitzpatrick Bravery Park Washroom	243	300	0	300	0	0	0
Parks Total		8,313	1,658	2,183	1,418	1,489	1,564

in thousands (000)

Fund	# Project	Page	Cost	2029	2030	2031	2032	2033
Project Delivery								
	23 #1467 Accessibility Improvements	244	750	150	150	150	150	150
Project Delivery Total			750	150	150	150	150	150
Roads								
	24 #0167 Road Widening Austin Rd West	245	3,000	3,000	0	0	0	0
	25 #0399 Road Rehabilitation	245	47,955	8,679	9,113	9,568	10,047	10,549
	26 #0665 Ring Rd Dangerous Goods Route	245	8,200	0	0	200	1,000	7,000
	27 #0668 Glengarry Rd Extension	246	1,326	0	0	300	1,026	0
	28 #0670 Hwy 97/22nd and Griffiths Improve	246	5,000	5,000	0	0	0	0
	29 #0671 Road Realign Hwy 97/Northwood	246	1,750	250	1,500	0	0	0
	30 #0672 Glen Lyon Way Extension	247	2,000	0	0	200	1,800	0
	31 #0673 Malaspina Cowart Connector	247	6,000	1,000	5,000	0	0	0
	32 #0675 Foothills Blvd Extension	247	20,000	0	0	10,000	10,000	0
	33 #0676 Ospika Connector	248	30,000	0	0	10,000	10,000	10,000
	34 #1093 Sidewalk and Walkway Rehabilitation	248	10,578	1,914	2,010	2,111	2,216	2,327
	35 #1208 Tyner University Heights Turn Lanes	248	1,030	1,030	0	0	0	0
	36 #1210 Tyner Blvd Traffic Signal	249	500	500	0	0	0	0
	37 #1211 Tyner Blvd Four-Laning	249	10,200	5,100	5,100	0	0	0
	38 #1218 Hwy 16 and Ferry Ave Intersection	249	1,000	1,000	0	0	0	0
	39 #1292 Bus Bay Pullout Program	250	2,000	400	400	400	400	400
	40 #1489 New Sidewalks	250	2,962	536	563	591	621	652
	41 #3138 Handlen Rd Improvements	250	700	700	0	0	0	0
	42 #3249 Traffic Controller and Signal Optical Detection Replacement	251	400	80	80	80	80	80
	43 #3366 General Bridge Renewal	251	1,481	268	281	295	310	326
Roads Total			156,083	29,457	24,047	33,745	37,500	31,333
Storm Drainage								
	44 #0215 Nordic Dr Storm Trunk	252	1,150	0	0	0	1,150	0
	45 #0678 Storm Trunk Shamrock Rd	252	420	420	0	0	0	0
	46 #0679 Storm Outfall BCR Danson	252	380	380	0	0	0	0
	47 #1439 Winnipeg Street Storm Drainage Treatment	253	4,000	4,000	0	0	0	0
	48 #1500 Drainage Improvements	253	774	140	147	155	162	170
	49 #3210 New 1st Ave Flood Pump Station	254	1,850	0	0	150	1,700	0
	50 #3321 Stormwater System Renewal	254	15,546	2,927	3,014	3,104	3,201	3,300
	51 #3411 Stormwater System Upgrade	255	1,634	296	311	326	342	359
	52 #3412 Stormwater System New	255	1,053	190	200	210	221	232
Storm Drainage Total			26,807	8,353	3,672	3,945	6,776	4,061
Street Lighting								
	53 #1222 Crescents Street Lighting	256	355	355	0	0	0	0
	54 #3116 Street Light Replacement Program	256	2,000	400	400	400	400	400
Street Lighting Total			2,355	755	400	400	400	400

in thousands (000)

Fund	# Project	Page	Cost	2029	2030	2031	2032	2033
Transportation & Technical Services								
	55 #1209 Tyner Blvd Bus Pullouts	257	325	325	0	0	0	0
	56 #1226 Otway Multi-Use Trail	257	2,100	0	0	1,050	1,050	0
	57 #3219 Pedestrian/Traffic Safety Improvements	258	2,500	500	500	500	500	500
Transportation & Technical Services Total			4,925	825	500	1,550	1,550	500
1-General Fund Total			230,672	49,630	40,106	45,674	52,202	43,059
2-District Energy Fund								
District Energy								
	58 #3410 District Energy System	259	1,000	200	200	200	200	200
District Energy Total			1,000	200	200	200	200	200
2-District Energy Fund Total			1,000	200	200	200	200	200
3-Sewer Fund								
Sewer Operations								
	59 #0536 Sanitary Extension Nordic/Chestnut	260	1,700	200	1,500	0	0	0
	60 #0539 Sanitary Trunk Extension Cranbrook Hill	260	500	500	0	0	0	0
	61 #1031 Sanitary Collection System - Renewal	260	4,944	894	939	986	1,036	1,089
	62 #1168 Mobile Equipment Replacement - Sewer	261	1,199	236	263	323	208	168
	63 #1263 Ahbau Sanitary Sewer Upgrade	261	1,000	0	1,000	0	0	0
	64 #1492 Sanitary Forcemain and Liftstations Upgrade	261	1,000	200	200	200	200	200
	65 #3221 Wastewater Treatment Plant Renewal	262	9,000	1,800	1,800	1,800	1,800	1,800
	66 #3224 Wastewater Treatment Plant New Components	262	3,250	650	650	650	650	650
	67 #3329 Sanitary Forcemain and Liftstation Renewal	262	5,000	1,000	1,000	1,000	1,000	1,000
	68 #3413 Sanitary Collection System New	263	3,556	644	676	710	745	781
	69 #3414 Sanitary Collection System Upgrade	263	1,451	263	276	290	304	318
Sewer Operations Total			32,600	6,387	8,304	5,959	5,943	6,006
3-Sewer Fund Total			32,600	6,387	8,304	5,959	5,943	6,006

in thousands (000)

Fund	# Project	Page	Cost	2029	2030	2031	2032	2033
4-Water Fund								
Water Operations								
	70 #0168 Water Supply BCR/Danson Simon Fraser Bridge	264	5,000	0	0	1,000	4,000	0
	71 #0602 Water Main Construction PW805 to Fishtrap	264	5,000	500	4,500	0	0	0
	72 #0603 PW605 Caisson Renewal	264	5,600	100	2,500	3,000	0	0
	73 #1169 Mobile Equipment Replacement - Water	265	1,674	664	406	346	91	168
	74 #1227 New Pressure Zone 2 Reservoir	265	5,550	0	4,000	1,550	0	0
	75 #1391 Construction Tools and Equipment	265	125	25	25	25	25	25
	76 #3184 Water Facilities New	266	500	100	100	100	100	100
	77 #3185 Water Facilities Renewal	266	3,000	600	600	600	600	600
	78 #3186 Repurpose PW601/Decommission PW602	267	8,000	4,000	4,000	0	0	0
	79 #3298 Pump Station PW614 Replacement	267	1,600	0	100	1,100	400	0
	80 #3330 Water Facility Upgrade	267	1,500	300	300	300	300	300
	81 #3415 Water Distribution System Renewal	268	18,000	4,000	4,000	2,000	4,000	4,000
	82 #3416 Water Distribution System New	268	10,600	800	2,000	800	2,000	5,000
Water Operations Total			66,149	11,089	22,531	10,821	11,516	10,193
4-Water Fund Total			66,149	11,089	22,531	10,821	11,516	10,193
Grand Total			330,421	67,306	71,141	62,655	69,861	59,458

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
1-General Fund									
Aquatics									
1	#3274	AQC-Replace Cardio Equipment							
		Replace the cardio equipment in the Aquatic Centre pool Gym which is at or nearing the end of its 7-10-year service life. 6 Tread Mills, 3 Bikes, 2 Elliptical, 1 shoulder press and 1 Stair climber.							
			Capital Expenditure Reserve	175	0	0	0	0	0
			175	Project Totals:	175	0	0	0	0
2	#3417	Aquatic Centre Bleacher Replacement							
		Replace six (6) sets of spectator bleachers to meet current safety standards, this seating is used during pool competition and events at the P.G. Aquatic Centre.							
			General Infrastructure Reinvestment Fund	205	0	0	0	0	0
			205	Project Totals:	205	0	0	0	0
Aquatics Total:			380		380	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Cemetery									
	3	#0302 Memorial Park Cemetery Enhancement							
		Enhance and develop the cemetery, consistent with the Cemetery Development and Management Plan. Specific projects planned for 2024 include the addition of an outdoor columbaria for cremated remains and moving the existing security gate from the parking lot out to Ferry Ave. The new entrance would include a decorative stone/wrought iron gate version with improved lighting, signage, and enhanced landscaping areas.							
				General Infrastructure Reinvestment Fund	315	0	0	0	0
			315	Project Totals:	315	0	0	0	0
Cemetery Total:			315		315	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Development Planning and Administration									
	4	#1503 Off-Site Works							
		Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
				Capital Expenditure Reserve	24	24	25	25	25
				BC Growing Communities Fund	96	96	100	100	100
			615	Project Totals:	120	120	125	125	125
Development Planning and Administration Total:			615		120	120	125	125	125

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Events & Civic Centre									
	5	#3422 CN Centre Suites Renewal							
		Project to modernize the 14 luxury suites for the 30th anniversary of the CN Centre. Work includes updates to the lighting and controls, the cabinetry, ceilings and paint.							
				General Infrastructure Reinvestment Fund	270	0	0	0	0
			270	Project Totals:	270	0	0	0	0
	6	#3423 CN Centre Repaint Interior							
		Paint over the worn paint and dated colours from the original build in 1995 in the main concourse, main lobby and the railings in the arena area.							
				General Infrastructure Reinvestment Fund	158	0	0	0	0
			158	Project Totals:	158	0	0	0	0
	7	#3436 Civic Centre Furniture and Equipment Replacement							
		Replacement of broken and outdated furniture and equipment, including linen less tables.							
				Capital Expenditure Reserve	75	0	0	0	0
			75	Project Totals:	75	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
	8	#3437 Civic Centre Kitchen Equipment Replacement							
		Replacement of broken and outdated kitchen equipment.							
				General Infrastructure Reinvestment Fund	75	0	0	0	0
			75	Project Totals:	75	0	0	0	0
Events & Civic Centre Total:			578		578	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2024	2025	2026	2027	2028	
Facility Maintenance										
	9	#3208 Janitorial Equip-Replace Floor Scrubbers								
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.								
				MFA Lease Proceeds	42	87	139	14	40	
			322	Project Totals:	42	87	139	14	40	
	10	#3331 Parking Lot Renewal								
		This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition. 2024 Parking Lot Renewal is planned for the Royal Parking Lot on 2nd Ave and the Fire Hall #2 on 5th Ave. Both of these areas are past their service life. Having a new asphalt surface will improve the level of service for users.								
				Canada Community Building Fund	345	160	160	160	160	
				General Infrastructure Reinvestment Fund	86	40	40	40	40	
			1,231	Project Totals:	431	200	200	200	200	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
11	#3342	Emergency Infrastructure Reinvestment - General							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to general infrastructure failures that can't be put off to future years and are a must to reinstate.							
				General Infrastructure Reinvestment Fund	500	500	500	500	500
			2,500	Project Totals:	500	500	500	500	500
12	#3426	Facility Maintenance Fleet Van New							
		To purchase service van to meet the functional requirements of the Building Maintenance Worker to store and transport various tools and materials required to complete maintenance tasks at multiple facilities.							
				MFA Lease Proceeds	100	0	0	0	0
			100	Project Totals:	100	0	0	0	0
13	#3429	City Hall Second Floor East Lighting Upgrade							
		Replace failing and obsolete lighting components & control systems, and install energy efficient LED lights and fixtures in Council Chambers and 2nd floor east meeting rooms.							
				General Infrastructure Reinvestment Fund	336	0	0	0	0
			336	Project Totals:	336	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
14	#3432	Civic Facilities HVAC System Renewal							
		<p>This multi year program is to replace and/or renew existing civic facilities heating, ventilation and air conditioning systems (HVAC) and related components that have been identified to be in fair to poor condition to ensure the community assets continue to provide service to the community and can include the evaluation and implementation of energy reduction opportunities and facilitate greenhouse gas reduction. Components include (but are not limited to) exhaust fans, roof-top units, boilers, furnaces, unit heaters, ductwork, grilles, DX cooling, motors, blowers, etc.) Priority project for 2024 is the Exhibition Park Grounds and SPCA Building.</p>							
				General Infrastructure Reinvestment Fund	300	315	331	347	365
			1,658	Project Totals:	300	315	331	347	365
15	#3433	Civic Facilities Electrical System Renewal							
		<p>This multi year renewal program is to replace and renew existing civic facilities electrical system and related components that have been identified to be in poor condition or at end-of-life to ensure the community assets continue to provide service to the community. Components may include (but not limited to) breakers, auto transfer switches, panels, transformers, motors, emergency lights, exit lights, fire alarm, etc. Intent is not to include lighting in this category.</p> <p>Priority project for 2024 is the Exhibition Park Grounds</p>							
				General Infrastructure Reinvestment Fund	250	263	276	289	304
			1,381	Project Totals:	250	263	276	289	304

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
16	#3434	Civic Facilities Plumbing System Renewal							
		This multi year renewal program is to replace and renew existing civic facilities plumbing system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) plumbing fixture replacement, valve/device replacement, hot water tanks, backflow preventer, drinking fountain, motors/blowers, etc. Priority projects for 2024 are CN Centre (Phase 1), B. Harkins Library and RCMP.							
				General Infrastructure Reinvestment Fund	300	315	331	347	365
			1,658	Project Totals:	300	315	331	347	365
17	#3435	Civic Facilities Lighting System Renewal							
		This multi year renewal program is to replace and renew existing civic facilities lighting system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) interior light fixtures, exterior light fixtures, energy savings components (controls/devices).							
				General Infrastructure Reinvestment Fund	150	158	165	174	182
			829	Project Totals:	150	158	165	174	182
Facility Maintenance Total:			10,014		2,409	1,837	1,942	1,872	1,956

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Fire & Rescue Services									
18	#3388	Fire Services Rapid Deployment Tents							
		Two Military style inflatable tents, complete with dividers and bladders for anchors, first model in 2023 and second model in 2024. Project includes one diesel portable heater required to heat both tents to be purchased in 2024.							
				MFA Lease Proceeds	44	0	0	0	0
			44	Project Totals:	44	0	0	0	0
19	#3405	Fire Services Thermal Cameras							
		To purchase thermal cameras to replace obsolete existing Fire Service cameras at end of useful life. Thermal cameras are used to source fires at every fire scene by detecting heat through walls to assess the situation improving safety.							
				MFA Lease Proceeds	125	0	0	0	0
			125	Project Totals:	125	0	0	0	0
20	#3406	Fire Services Hose Package							
		To replace existing Fire hoses and associated components to meet safety requirements. These hoses deliver water to the truck from the hydrant and fire hoses that delivers water from the truck to the house that are no longer meeting National Fire Protection Association (NFPA) requirements due to age and condition.							
				MFA Lease Proceeds	52	25	25	25	25
			152	Project Totals:	52	25	25	25	25

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
21		#3407 Fire Services Convert Fire Unit 8552 - S11 to Medical Unit							
		Upgrade of Fire Service Fleet Truck Unit # 8552 - Service 11 Wildland response vehicle to make it dual response capable of wildland and medical response. This will involve the modification of the current truck set up and the addition of a canopy with cabinets, sliding deck and emergency medical supplies.							
				Capital Expenditure Reserve	39	0	0	0	0
			39	Project Totals:	39	0	0	0	0
22		#3430 Fire Services Apparatus Pumper Truck New							
		To purchase a new Fire Pumper Apparatus. This new apparatus will serve four functions for the community and fire department: allow the City of PG to enhance our local wildfire response, and interface capacity; serve as an additional back up apparatus; fulfill our apparatus requirements for Superior Tanker Shuttle certification, and support provincial wildfire deployments.							
				MFA Lease Proceeds	1,400	0	0	0	0
			1,400	Project Totals:	1,400	0	0	0	0
Fire & Rescue Services Total:			1,760		1,660	25	25	25	25

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Fleet Services									
	23	#0431 Mobile Equipment Replacement							
		Annual replacement of vehicles currently part of the City fleet.							
				MFA Lease Proceeds	3,476	2,181	3,636	4,698	5,913
				Transfer - Solid Waste Reserve	0	28	0	115	526
			20,573	Project Totals:	3,476	2,209	3,636	4,813	6,440
	24	#3226 Fleet Shop Equipment							
		Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists. Also includes a heated area for the Diesel Exhaust Fluid (DEF) on the fuel island, allowing for a safe and efficient way to add the fluid while fueling.							
				General Infrastructure Reinvestment Fund	100	100	100	100	100
			500	Project Totals:	100	100	100	100	100
Fleet Services Total:			21,073		3,576	2,309	3,736	4,913	6,540

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
IT Services									
	25	#0715 IT Maintenance							
		Support existing on-premise IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).							
				Computer Reserve	195	210	230	207	202
			1,044	Project Totals:	195	210	230	207	202
	26	#0720 IT Upgrades							
		Improve or enhance features and/or functionality of existing on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Computer Reserve	470	350	680	155	145
			1,800	Project Totals:	470	350	680	155	145
	27	#0724 IT Renewal							
		Replace and renew broken, obsolete or unsupported on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Computer Reserve	720	575	445	380	230
			2,350	Project Totals:	720	575	445	380	230

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
28	#0727	IT New							
		Implement new IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Infrastructure, Platform, Desktop) that do not currently exist.							
				Computer Reserve	615	540	625	550	300
			2,630	Project Totals:	615	540	625	550	300
IT Services Total:			7,824		2,000	1,675	1,980	1,292	877

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Parks									
	29	#0251 Connaught Park Enhancement							
		<p>This project would see enhancements to Connaught Hill Park to support the use of this premiere Major Park and replace aging infrastructure. The enhancements include repaved parking lots at the top of the hill to support visitor services and a refurbished flower bed which is well used for wedding or family photos and require upgraded steps, stairs, retaining walls and signage.</p>							
				Canada Community Building Fund	240	0	0	0	0
				General Infrastructure Reinvestment Fund	60	0	0	0	0
			300	Project Totals:	300	0	0	0	0
	30	#0311 Tree Planting Greening the City							
		<p>This project includes planting of new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.</p>							
				General Infrastructure Reinvestment Fund	53	55	58	61	64
			290	Project Totals:	53	55	58	61	64

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
31	#1097	Trails Rehabilitation							
		Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access. Priority work in 2024 will include granular and paved pathway and trail rehabilitation along the Heritage River Trail.							
				Canada Community Building Fund	210	221	232	243	255
				General Infrastructure Reinvestment Fund	53	55	58	61	64
			1,450	Project Totals:	263	276	289	304	319
32	#1189	Off Leash Areas							
		This project includes the implementation of new off leash areas and fenced dog parks throughout the community as supported by policy direction within the 2011 Proposed Off Leash Strategies report and 2017 Park Strategy. Existing park facilities such as underutilized ball diamonds would be repurposed for off leash use. Priority locations and their improvements identified will continue to be reviewed and assessed in combination with community needs to address dog parks as key gathering spots. Project work would include signage, waste receptacles, fencing and other site improvements that would be required to support off leash use.							
				Capital Expenditure Reserve	14	25	25	25	0
				Northern Capital and Planning Reserve	36	0	0	0	0
			125	Project Totals:	50	25	25	25	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
33		#1385 Park Washroom Refurbishment							
		Replace the public washroom facilities at parks throughout the City. The Parks Division currently maintains these public washroom facilities that are failing and in disrepair. New facilities will be designed using up to date CPTED (crime prevention through environmental design) principles while meeting current accessibility standards, BC building codes, and public expectations. Future works proposed include washrooms at Lheidli T'enneh Memorial Park, Carrie Jane Gray Park and Gyro Park. The main focus in 2024 will be the washroom facility in Carrie Jane Gray at the new Jumpstart hard surface courts.							
				General Infrastructure Reinvestment Fund	385	500	500	0	0
				DCC: Parkland	115	0	0	0	0
			1,500	Project Totals:	500	500	500	0	0
34		#3276 Carrie Jane Gray Park Upgrade							
		This multi-year project is to refurbish Carrie Jane Gray Park and bring the park up to Athletic park standard. Projects include ball diamond refurbishment, removal, paved parking lots and trail systems, sewer connections, and overall park formalization with signage programs, pedestrian lighting and tree planting. Conceptual, pre-design, detailed design and cost estimates will be prepared to inform this multi-year capital project.							
				BC Growing Communities Fund	231	462	578	2,349	0
				DCC: Parkland	69	138	173	702	0
			4,700	Project Totals:	300	600	750	3,050	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
35	#3332	Ball Diamond and Sport Field Renewal							
		<p>This multi-year project would see reinvestment in ball diamonds and sport fields based on the Ball Diamond and Sport Field Strategy. Most of these outdoor recreation facilities were developed in the 1970s and 1980s by local sports groups and are in need of refurbishment based on a 2018 facility assessment. To improve infrastructure at the end of its service life and encourage continued community recreation use of these outdoor facilities, proposed to upgrade field lighting to LED, renew bleachers, chain link dugouts and continued renewal of fencing to backstops, outfield, building upgrades for safety and code requirements, structural, irrigation and various renewal needs to ball diamonds and sport fields. The main focus in 2024 will see LED field lighting upgrades to Spruce City Stadium and Freeman Park.</p>							
				General Infrastructure Reinvestment Fund	190	190	190	190	190
				Canada Community Building Fund	760	760	760	760	760
			4,750	Project Totals:	950	950	950	950	950
36	#3392	Hard Surface Court Replacements							
		<p>The 2018 Park Strategy recommended an assessment of hard surface courts. The assessment reviewed 26 city-owned hard surface courts in 2021 and prioritizes replacement needs based on the existing level of condition and will be used in combination with community demand to address resurfacing of these hard surface courts and associated court amenities replacement as necessary which can include tennis courts, basketball courts, lacrosse box and skate parks. 2024 projects include asphalt resurfacing of priority hard surface courts.</p>							
				Canada Community Building Fund	168	176	185	194	204
				General Infrastructure Reinvestment Fund	42	44	46	49	51
			1,160	Project Totals:	210	221	232	243	255
Parks Total:			14,276		2,625	2,626	2,804	4,633	1,588

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Project Delivery									
	37	#1303 Connaught Youth Centre-Ext Wall Finishes Replacement							
		Replace the Connaught Youth Centre siding, windows, doors and insulation to the east elevation. The north, south and west elevations were complete in 2010.							
				General Infrastructure Reinvestment Fund	270	0	0	0	0
			270	Project Totals:	270	0	0	0	0
	38	#1467 Accessibility Improvements							
		Improve the level of accessibility of all of Prince George's municipal facilities and properties, in order to enable the ease of their use and inclusion for all members of our community. Individual projects to be prioritized on an ongoing basis according to need and as resources permit until all municipal properties are deemed appropriately accessible for a community that openly advocates equity and inclusion. Future years would see accessibility improvements to various Civic Facilities as well as park infrastructure to support inclusive, age-friendly use of City facilities.							
				Capital Expenditure Reserve	30	30	30	30	30
				BC Growing Communities Fund	120	120	120	120	120
			750	Project Totals:	150	150	150	150	150

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
39		#3420 Kopar Memorial Arena Chiller Replacement							
		The chiller system required for creating and maintaining an ice surface at Kopar Memorial Arena (Coliseum) is at end of life and will need to be removed and replaced with a more efficient system to meet regulatory requirement timelines to prevent the shutdown of the facility by September 2024 if the work is not completed. The new system will be modified to suit and will provide additional safety improvements to reduce the volume of ammonia levels, as well as provide continued service life to the arena.							
			Canada Community Building Fund	440	0	0	0	0	0
			General Infrastructure Reinvestment Fund	110	0	0	0	0	0
			550	Project Totals:	550	0	0	0	0
40		#3421 Elksentre Electrical Upgrades							
		To complete required electrical upgrades necessary at the Elksentre to meet current Technical Safety BC standards and regulations. This project will improve the facility's service level to the community and safety to its employees. Secondly this project will compliment project 22021 Elksentre Refrigeration Room Upgrades scheduled for 2025. This electrical upgrade will greatly improve the integration of the new equipment required.							
			Canada Community Building Fund	400	0	0	0	0	0
			Capital Expenditure Reserve	100	0	0	0	0	0
			500	Project Totals:	500	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
41	#3424	Elksentre Refrigeration Upgrades							
		<p>The Elksentre Arena refrigeration plant system requires replacement as it is near the end of its service life, resulting in lower efficiency and higher operating costs. A replacement of the system is also required to meet the current Technical Safety BC (TSBC) regulations for refrigeration plant systems stemming from a BC arena ammonia leak in 2017.</p> <p>The City of Prince George has applied for grant funding to further the energy efficiencies of the building by adding a Heat Recovery system. This portion of the project heat recovery system is contingent on receiving the grant.</p> <p>Engineering and design work for the refrigeration replacement and potential heat recovery will begin in 2024 with construction occurring in 2025.</p>							
				Debt Reduction Reserve	2,150	0	0	0	0
			2,150	Project Totals:	2,150	0	0	0	0
Project Delivery Total:			4,220		3,620	150	150	150	150

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Roads									
	42	#0399 Road Rehabilitation							
		The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
				Road Rehab Reserve	6,700	7,000	7,300	7,600	7,900
			36,500	Project Totals:	6,700	7,000	7,300	7,600	7,900
	43	#1093 Sidewalk and Walkway Rehabilitation							
		Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Canada Community Building Fund	1,200	1,260	1,323	1,389	1,459
				General Infrastructure Reinvestment Fund	300	315	331	347	365
			8,288	Project Totals:	1,500	1,575	1,654	1,736	1,823

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
44	#1489	New Sidewalks							
		Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
				DCC: Roads	315	331	347	365	383
				BC Growing Communities Fund	105	110	116	122	128
			2,321	Project Totals:	420	441	463	486	511
45	#3249	Traffic Controller and Signal Optical Detection Replacement							
		Replace traffic controller, traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				DCC: Roads	43	43	46	46	46
				Capital Expenditure Reserve	32	32	34	34	34
			390	Project Totals:	75	75	80	80	80
46	#3366	General Bridge Renewal							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Road Rehab Reserve	210	221	232	243	255
			1,160	Project Totals:	210	221	232	243	255

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Roads Total:			48,660		8,905	9,312	9,728	10,146	10,569

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Solid Waste Services									
	47	#3431 Single Axle Automated Garbage Truck							
		To purchase a new single axle automated garbage truck for Solid Waste Services. An additional truck is necessary to enhance residential/commercial service levels and accommodate future expansion within City limits, as well as to provide coverage in the event of a breakdown of the existing single axle semi-automated collection unit.							
				Transfer - Solid Waste Reserve	480	0	0	0	0
			480	Project Totals:	480	0	0	0	0
Solid Waste Services Total:			480		480	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Storm Drainage									
	48	#1117 Storm Sewer Improvements Ferry to Range							
		Upgrade existing 2400mm diameter storm sewer to facilitate installation of a perforated piping recharge system to accommodate increased storm water runoff volumes from new development (University Heights, Recplace Dr, Foothills Blvd Extension, and future redevelopment). Includes diversion chambers, replacement of existing storm sewer, and installation of new perforated piping to mitigate flooding and maintain the existing volume of discharge to Lansdowne Creek and the Fraser River. The project has high environmental value.							
				General Infrastructure Reinvestment Fund	41	825	0	0	0
				DCC: Drainage	34	675	0	0	0
			1,575	Project Totals:	75	1,500	0	0	0
	49	#1500 Drainage Improvements							
		Respond to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.							
				Northern Capital and Planning Reserve	61	0	0	0	0
				DCC: Drainage	50	52	55	57	60
				Capital Expenditure Reserve	0	63	67	70	74
			608	Project Totals:	110	115	122	127	134

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
50	#3321	Stormwater System Renewal							
		The annual stormwater system renewal program includes activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing assets and disposal of old assets, lowering of operating costs, and bringing an asset up to current code/standards. The renewal program will include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, ditch renewal, electrical, SCADA, communications, property acquisitions and necessary encumbrances. Renewing the stormwater system is essential to prevent flooding, erosion, sedimentation/degradation of water quality and negative impact on aquatic life.							
				MFA Debt Proceeds	2,550	2,620	2,692	2,767	2,846
			13,475	Project Totals:	2,550	2,620	2,692	2,767	2,846
51	#3411	Stormwater System Upgrade							
		The annual stormwater system upgrade program includes works that provide a higher level of service either with increased capacity or increased performance capability on the stormwater system. This would include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, property acquisitions and necessary encumbrances.							
				Capital Expenditure Reserve	46	48	51	54	56
				BC Growing Communities Fund	184	194	204	214	226
			1,277	Project Totals:	230	242	255	268	282

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
52	#3412	Stormwater System New							
		The annual Stormwater System - New program includes works that add a new asset to the stormwater system that did not previously exist. This includes, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, electrical, SCADA, communications, property acquisitions and necessary encumbrances.							
				Capital Expenditure Reserve	150	158	166	174	182
			830	Project Totals:	150	158	166	174	182
Storm Drainage Total:			17,765		3,115	4,635	3,235	3,336	3,444

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Street Lighting									
	53	#3116 Street Light Replacement Program							
		Replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.							
				General Infrastructure Reinvestment Fund	400	400	400	400	400
			2,000	Project Totals:	400	400	400	400	400
Street Lighting Total:			2,000		400	400	400	400	400

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Transportation & Technical Services									
	54	#3219 Pedestrian/Traffic Safety Improvements							
		Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.							
			Capital Expenditure Reserve	60	100	100	100	100	
			BC Growing Communities Fund	240	400	400	400	400	
			2,300	Project Totals:	300	500	500	500	500
	55	#3408 Transit Spruceland Exchange Upgrade							
		The Transit Spruceland Exchange Upgrade project will enhance the security, accessibility, and comfort of transit passengers, and will improve safety for transit operations. The works will occur along the transit exchange platform along Central Street W, Bays B and C. Upgrades to include resurfacing area from asphalt to concrete to improve long-term durability of surface, installation of tactile surfacing around bus boarding areas to improve accessibility for visually-impaired, the installation of new lighting, new bus shelters and seating areas and removal of vegetation causing infrastructure damage and limiting accessibility. A Transit Exchange Study will be completed to determine future investments in transit exchange assets.							
			Capital Expenditure Reserve	132	0	0	0	0	
			BC Growing Communities Fund	528	0	0	0	0	
			660	Project Totals:	660	0	0	0	0
Transportation & Technical Services Total:			2,960		960	500	500	500	500

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
1-General Fund Total:			132,919		31,142	23,589	24,624	27,391	26,173

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
2-District Energy Fund									
District Energy									
	56	#3410 District Energy System							
		<p>This funding is to be applied to infrastructure failures that cannot be put off to future years and are critical to maintaining and operating the Downtown Renewable Energy System. This program will include but not limited to the system and appurtenances including plant and facilities, SCADA, software, hardware equipment, communications, data collection services, electrical, service connections, mains, valves, boilers, pumps, motors, chambers, distribution piping system, heat exchangers and real estate for any land acquisitions (e.g. right of way or easements).</p>							
				Downtown District Energy System	200	200	200	200	200
			1,000	Project Totals:	200	200	200	200	200
District Energy Total:			1,000		200	200	200	200	200
2-District Energy Fund Total:			1,000		200	200	200	200	200

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
3-Sewer Fund									
Sewer Operations									
57		#1031 Sanitary Collection System - Renewal							
		The annual sanitary sewer system renewal and replacement program are activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing asset and disposal of old asset, lowering of operating cost, and bringing an asset up to current code/standards. The renewal program would include mains, service connections, manholes and cleanouts, repaving, property acquisitions and necessary encumbrances.							
				Sewer Reserve	700	736	773	812	852
			3,873	Project Totals:	700	736	773	812	852
58		#1168 Mobile Equipment Replacement - Sewer							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Sewer Reserve	1,291	153	343	1,008	1,823
			4,618	Project Totals:	1,291	153	343	1,008	1,823

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
59		#1492 Sanitary Forcemain and Liftstations Upgrade							
		Annual sanitary forcemain & Liftstation upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary system. This would include but not limited to liftstations, pumps, communications, Scada, property acquisitions and necessary encumbrances, force, gravity, or siphon mains. All the liftstations and forcemains are aging with major components being past life expectancy and do not meet current safety standards in all cases. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures and to allow for more capacity for growth of the system. Upgrading to modern safety standards provides better protection for staff and can also improve operational efficiency.							
				Sewer Reserve	865	173	173	173	173
				DCC: Sewer-Co	135	27	27	27	27
			1,800	Project Totals:	1,000	200	200	200	200
60		#3221 Wastewater Treatment Plant Renewal							
		Renew wastewater treatment plant mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	900	1,800	1,800	1,800	1,800
			8,100	Project Totals:	900	1,800	1,800	1,800	1,800

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
61	#3222	Sanitary Liftstation PW101 Victoria & Milburn Replacement							
		Replace Sanitary liftstation PW101 located at Victoria and Milburn, which was built in 1967 and is in poor condition. The pump station has unique operational challenges due to its loading and residential location. The current pumps are undersized. PW101 is a critical liftstation that services the area bounded by Hwy 97, Hwy 16, and the Fraser River.							
				Sewer Reserve	500	3,000	3,000	0	0
			6,500	Project Totals:	500	3,000	3,000	0	0
62	#3224	Wastewater Treatment Plant New Components							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	650	650	650	650	650
			3,250	Project Totals:	650	650	650	650	650
63	#3328	Sanitary Lagoon Re-Routing							
		This program will reroute lagoons to the Wastewater Treatment Centre .The first project will focus on Western Acres to take place 2021 to 2025 program years. Future projects may include Danson and BCR Lagoons. The rationale for this work is because of new federal discharge regulations.							
				Sewer Reserve	2,000	1,000	1,000	1,000	1,000
			6,000	Project Totals:	2,000	1,000	1,000	1,000	1,000

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
64		#3329 Sanitary Forcemain and Liftstation Renewal							
		This program focuses on renewing 23 km of forcemains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain utilizing 2021-2025 Program budget to maintain the system's operation.							
				Sewer Reserve	1,000	1,000	1,000	1,000	1,000
			5,000	Project Totals:	1,000	1,000	1,000	1,000	1,000
65		#3372 Emergency Infrastructure Reinvestment - Sewer							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to sewer infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Sewer Reserve	500	500	500	500	500
			2,500	Project Totals:	500	500	500	500	500
66		#3393 Lagoon Components Renewal							
		Inspect, investigate, repair, and/or renew the existing infrastructure at the wastewater lagoon. Work includes but is not limited to SCADA renewal, berm and freeboard improvements, sludge removal, diffuser replacement, and sanitary air valve replacement. Assets replacements and renewals are selected based on condition assessments and visual inspections. 2024 Danson Lagoon aeration system to meet regulatory requirements.							
				Sewer Reserve	500	500	250	250	250
			1,750	Project Totals:	500	500	250	250	250

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
67		#3413 Sanitary Collection System New							
		Annual sanitary sewer collection system new program include works that add a new asset to the sanitary collection system that did not previously exist. This would include new mains, service connections, manholes, cleanouts, flow monitors, property acquisitions and necessary encumbrances.							
				Sewer Reserve	500	527	554	583	613
			2,777	Project Totals:	500	527	554	583	613
68		#3414 Sanitary Collection System Upgrade							
		Annual sanitary sewer collection system upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary collection system. This would include mains, service connections, manholes and cleanouts.							
				Sewer Reserve	200	212	224	237	250
			1,123	Project Totals:	200	212	224	237	250
Sewer Operations Total:			47,291		9,741	10,278	10,294	8,040	8,938
3-Sewer Fund Total:			47,291		9,741	10,278	10,294	8,040	8,938

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
4-Water Fund									
Water Operations									
69	#1109	Central Hart Water Improvements							
		Extension of 350mm diameter water main from West Austin and Highway 97 to PW612, a total distance of 1440m to improve fire flows within two pressure zones. Provides for improved conveyance of domestic peak hour and fire flow to new development in Monterey Road area. Design for entire project and installation of 280m from West Austin to Birchwood proposed in first year. Completion of installation on Birchwood and around the mobile home park in the second year.							
				Water Reserve	200	200	3,000	0	0
			3,400	Project Totals:	200	200	3,000	0	0
70	#1169	Mobile Equipment Replacement - Water							
		Annual replacement of water vehicles currently part of the City fleet.							
				Water Reserve	588	29	289	636	108
			1,650	Project Totals:	588	29	289	636	108
71	#1391	Construction Tools and Equipment							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Water Reserve	25	25	25	25	25
			125	Project Totals:	25	25	25	25	25

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
72	#3184	Water Facilities New							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) Supervisory Control and Data Acquisition SCADA including software, hardware, communications, as recommended in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new vertical assets.							
				Water Reserve	400	100	100	100	100
			800	Project Totals:	400	100	100	100	100
73	#3185	Water Facilities Renewal							
		The renewal of water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) including Supervisory Control and Data Acquisition SCADA including software, hardware, communications, and health and safety needs. 2024 works planned to include continuation of ongoing control valve replacements, additional pump rebuilds, and replacement of obsolete SCADA components.							
				Water Reserve	600	600	600	600	600
			3,000	Project Totals:	600	600	600	600	600

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
74	#3330	Water Facility Upgrade							
		Upgrade existing water facilities. All the water facilities are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures. Addition of new components or technology can increase efficiency and reliability, improving the robustness of the system.							
				Water Reserve	138	138	165	165	165
				DCC: Water	113	113	135	135	135
			1,400	Project Totals:	250	250	300	300	300
75	#3373	Emergency Infrastructure Reinvestment - Water							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to water infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Water Reserve	500	500	500	500	500
			2,500	Project Totals:	500	500	500	500	500

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
76		#3415 Water Distribution System Renewal							
		Annual water distribution system renewal and replacement program that consists of linear water assets and components such as water main and appurtenances, valves, hydrants, SCADA, software, hardware equipment, communications, data collection services, connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction for the replacement and renewal of linear water distribution system assets.							
				Water Reserve	2,000	2,000	4,000	4,000	2,000
			14,000	Project Totals:	2,000	2,000	4,000	4,000	2,000
77		#3416 Water Distribution System New							
		Annual water distribution system new program that includes work to construct new linear water assets and components such as, Water-main and appurtenances, valves, hydrants, services and connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new linear assets.							
				Water Reserve	1,200	800	1,200	800	1,400
			5,400	Project Totals:	1,200	800	1,200	800	1,400
Water Operations Total:			32,275		5,763	4,504	10,014	6,961	5,033

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
4-Water Fund Total:			32,275		5,763	4,504	10,014	6,961	5,033
Grand Total:			213,485		46,846	38,570	45,132	42,593	40,344

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
1-General Fund									
Development Planning and Administration									
	1	#0697 South Ft George Flood Protection							
		Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.							
				Unfunded Future Projects	0	0	0	0	1,000
			1,000	Project Totals:	0	0	0	0	1,000
	2	#0701 Flood Protect Various Risk Areas							
		Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.							
				Unfunded Future Projects	0	0	0	0	1,535
			1,535	Project Totals:	0	0	0	0	1,535
Development Planning and Administration Total:			2,535		0	0	0	0	2,535

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Events & Civic Centre									
	3	#3418 Civic Centre Auditorium Doors Replacement							
		To replace interior doors, hardware and incorporate existing access control with new user keypads to provide secure spaces for facility users.							
				Unfunded Future Projects	0	400	0	0	0
			400	Project Totals:	0	400	0	0	0
Events & Civic Centre Total:			400		0	400	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Exhibition Park & Community Arenas									
	4	#1390 Exhibition Park-Replace Fencing							
		Replace approximately 635 linear meters of old wooden fencing with 8ft high black chain link fencing around Exhibition Park.							
				Unfunded Future Projects	0	0	150	0	0
			150	Project Totals:	0	0	150	0	0
	5	#1418 Kopar Memorial Arena -Replace Skate Floor							
		Replace the asphalt black planking skate floor in the Kopar Memorial Arena.							
				Unfunded Future Projects	0	175	0	0	0
			175	Project Totals:	0	175	0	0	0
Exhibition Park & Community Arenas Total:			325		0	175	150	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2024	2025	2026	2027	2028	
Facility Maintenance										
	6	#1487 Pine Valley-New Irrigation System								
		Replace the aging and failing Pine Valley Golf Course irrigation system.								
				Unfunded Future Projects	0	0	400	0	0	
			400	Project Totals:	0	0	400	0	0	
	7	#3427 CN Centre Lighting and Power Upgrade								
		Upgrade the house lighting fixtures and controls from halogen to LED. Upgrade show power disconnects to allow for quick connection and replace power distribution boards.								
				Unfunded Future Projects	0	250	0	0	0	
			250	Project Totals:	0	250	0	0	0	
	8	#3428 CN Centre Curtain Winches New								
		Purchase four curtain winches and slings used during shows at the CN Centre.								
				Unfunded Future Projects	0	27	0	0	0	
			27	Project Totals:	0	27	0	0	0	
Facility Maintenance Total:			677		0	277	400	0	0	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Fleet Services									
	9	#1285 Refurbish Fleet Cranes							
		Refurbish seven overhead cranes that are part of the original building structure to maintain their useful service lives. Major refurbishing is necessary for the ongoing safe operation of the five three-ton and two five-ton overhead cranes in the equipment shop. The cost is contingent on the fact that no major building structure is required.							
				Unfunded Future Projects	0	0	250	0	0
			250	Project Totals:	0	0	250	0	0
Fleet Services Total:			250		0	0	250	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2024	2025	2026	2027	2028	
Parks										
	10	#0382 Nature Park Improvements								
		<p>This program would see upgrades to aging park infrastructure throughout the City's Nature Parks to support community demands and the policy direction in the 2017 Park Strategy which identified Nature Parks as a high priority for strategic investment. Prince George residents increasingly visit our nature parks and our community has seen a steady increase in visits and have heard how important these areas are to our residents for physical and mental health.</p>								
				Unfunded Future Projects	0	50	50	50	50	
			200	Project Totals:	0	50	50	50	50	50
	11	#0644 Hwy 16/97 Landscaping								
		<p>Improve the landscape at the intersection of Hwy 16 and 97, providing a treed backdrop for Mr. PG and adding picnic tables, irrigation, power, and a trail to support public access. This is one of the busiest intersections in northern BC and serves as a crossroads between the two major highways. This area has been under construction over the past few years, and is now at a point where landscaping may be completed.</p>								
				Unfunded Future Projects	0	0	0	0	400	
			400	Project Totals:	0	0	0	0	400	400

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
12	#0931	Boulevard Restoration							
		<p>This project includes upgrades to existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvement would include irrigation system enhancements, edging, and tree/shrub planting. The hard surface areas of the boulevards would be upgraded to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.</p>							
				Unfunded Future Projects	0	176	185	194	204
			760	Project Totals:	0	176	185	194	204
13	#1140	Ospika/Tabor Blvd Irrigation							
		<p>Install irrigation system for Ospika Blvd and Tabor Blvd.</p>							
				Unfunded Future Projects	0	0	0	0	100
			100	Project Totals:	0	0	0	0	100
14	#1192	Hart Connector Trail							
		<p>Plan and develop a citywide off-street trail connection from the Hart area to the bowl. A safe trail connection from the Hart into the bowl area is critical given the narrow shoulder on Hwy 97 along with the fast highway speeds and limited sight lines. This missing citywide trail link would provide multi-use access for commuters as well as for families seeking recreation opportunities and connections to multiple destinations.</p>							
				Unfunded Future Projects	0	2,000	0	0	0
			2,000	Project Totals:	0	2,000	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
15		#1378 Playground Replacement Program							
		<p>This program utilizes the results of a Playground Audit completed to determine the compliancy and risk of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit results informed the playground priorities identified through the 2016 Park Strategy developed through community feedback. The playground priorities consider a variety of factors including community need and demand, land use, playground distribution, provisional standards, condition assessments and the health of area children to determine reinvestment needs and surplus sites. This program also allows for removal of playgrounds in low priority areas. The priority order for playground removal and replacement has been determined by the Playground Audit Risk Assessment as well as the direction provided by the Parks Strategy.</p>							
				Unfunded Future Projects	0	276	289	304	319
			1,188	Project Totals:	0	276	289	304	319
16		#1384 Rainbow Park Washroom							
		<p>Construct a new public washroom building for Rainbow Park. Currently there are two outhouses available for public use.</p>							
				Unfunded Future Projects	0	500	0	0	0
			500	Project Totals:	0	500	0	0	0
17		#1499 New Trails and Paths							
		<p>Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.</p>							
				Unfunded Future Projects	0	276	289	304	319
			1,188	Project Totals:	0	276	289	304	319

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
18	#3036	Lheidli T'enneh Memorial Playground Renewal							
		Replace the Rotary Playground at Lheidli T'enneh Memorial Park. The playground replacement would include the removal of existing equipment and replacement with new accessible playground equipment and surfacing materials. The replacement of this playground equipment would follow age-friendly universal design standards and guidelines to accommodate access for all ages and ability levels. An audit of the City's playgrounds was conducted in 2016 and confirmed that the 17-year old Rotary Playground does not meet the current CAN/CSA-Z614-14 playground standards.							
				Unfunded Future Projects	0	2,500	0	0	0
			2,500	Project Totals:	0	2,500	0	0	0
19	#3313	Neighbourhood Park Development							
		This multi-year project would see the construction of one undeveloped neighbourhood park each year to serve area residents. In 2021, the development of Fraser River Benchlands Park was completed. Future years would include growth priority areas such as Chancellor Park in University Heights and Glen Lyon Park in upper College Heights. Each neighbourhood park would require base construction with the development of a playground, trails, lawn, trees, and other site amenities.							
				Unfunded Future Projects	0	500	500	500	0
			1,500	Project Totals:	0	500	500	500	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
20	#3391	Gravel Parking Lot Renewal							
		Investment in park facilities is a key focus area in the 2018 Park Strategy and includes appropriate access to these park facilities. This multi-year program is to update existing gravel parking lots at Park facilities. Work to include additional granular surfacing, grading, proper drainage, signage, concrete traffic barriers and dust control. Increased focus on increasingly popular site such as Ginter's (West end), Shane Lake, Moore's Meadow, Fairburn Park and Blackburn will ensure proper management of these site for the community to continue to access and enjoy.							
				Unfunded Future Projects	0	75	75	75	0
			225	Project Totals:	0	75	75	75	0
Parks Total:			10,561		0	6,353	1,389	1,427	1,392

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Project Delivery									
21		#0125 B Harkins Lib-Concrete Deck Upgrade							
		Complete concrete repairs and add a waterproof coating to the library sun deck and planters. Replace concrete deck railing.							
				Unfunded Future Projects	0	0	1,528	0	0
			1,528	Project Totals:	0	0	1,528	0	0
22		#0892 B Harkins Lib-Replace Flooring							
		Replace B Harkins Library flooring with carpet tile.							
				Unfunded Future Projects	0	0	434	0	0
			434	Project Totals:	0	0	434	0	0
23		#1163 Kopar Memorial Arena-Replace HVAC							
		Replace the Kopar Memorial Arena's heating and ventilation system with a new system that will control the arena's environment and safeguard against condensation and mold growth.							
				Unfunded Future Projects	0	0	2,760	0	0
			2,760	Project Totals:	0	0	2,760	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
24	#1187	Kopar Memorial Arena-Replace Arena Floor							
		Replace the concrete arena floor and associated refrigeration lines in the Kopar Memorial Arena.							
				Unfunded Future Projects	0	0	3,590	0	0
			3,590	Project Totals:	0	0	3,590	0	0
25	#3196	18th Ave Yard Emergency Generator							
		Supply and install generator to provide backup power for essential service located at 4050 18th Ave. Additionally, the generator would provide backup power to the Fleet Building.							
				Unfunded Future Projects	0	0	286	0	0
			286	Project Totals:	0	0	286	0	0
26	#3198	B Harkins Lib-Replace Soffits							
		Replace soffits around the exterior perimeter of the library on both levels. These soffit panels are drywall panels installed in a metal grid system that have been in place since the original library build.							
				Unfunded Future Projects	0	0	320	0	0
			320	Project Totals:	0	0	320	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
27	#3199	RCMP-Security Gate Replacement							
		Remove existing powered cantilevered gate at southwest member entrance and install new vertical pivot gate.							
				Unfunded Future Projects	0	0	275	0	0
			275	Project Totals:	0	0	275	0	0
28	#3251	Civic Facility Roofs Replacements 2025							
		Replace roofs on the Sports Centre (upper roof) and Millennium Barns.							
				Unfunded Future Projects	0	186	0	0	0
			186	Project Totals:	0	186	0	0	0
29	#3280	Civic Centre -BAS & Chiller Replacement							
		Replacement of the Civic Centre's building automation system (BAS) which controls the heating, ventilation and air conditioning system as well as the air conditioner and associated valves, dampers, electric motors, temperature stats and flow meters.							
				Unfunded Future Projects	0	670	0	0	0
			670	Project Totals:	0	670	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
30		#3399 Plaza Parkade Upgrade							
		Plaza Parkade (1077 - 5th Ave) is a stand alone parking structure located above commercial space, constructed in 1980 and consists of five (5) levels of parking for approximately 320 vehicles. The facility requires structural, mechanical and electrical upgrades.							
				Unfunded Future Projects	0	0	4,700	0	0
			4,700	Project Totals:	0	0	4,700	0	0
31		#3419 Aquatic Centre Interior Renewal							
		PG Aquatic Centre interior components renewal and refurbishment for assets in poor condition and nearing the end of their useful life. This would also see new paint and colour scheme for the space. These works are intended to align with the required shutdown for the Mechanical/Building Envelope project to prevent more than one interruption to pool users. This project would address health and safety items, replace and renew aging assets and include opportunities for energy efficiencies to reduce operating costs.							
				Unfunded Future Projects	0	371	0	0	0
			371	Project Totals:	0	371	0	0	0
32		#3425 Two Rivers Art Gallery HVAC							
		Replacement of the art gallery's aging heating, ventilation, and air condition system to maintain the building's function as a designated national exhibit space for the northern region of British Columbia.							
				Unfunded Future Projects	0	2,750	0	0	0
			2,750	Project Totals:	0	2,750	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Project Delivery Total:			17,870		0	3,977	13,893	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Roads									
	33	#0670 Hwy 97/22nd and Griffiths Improve							
		Realign 22nd Ave, east of Hwy 97 as identified in the Highway 97 Corridor Study to improve the operation of the highway intersection. Geometry improvements to traffic flow and safety.							
				Unfunded Future Projects	0	0	0	0	250
			250	Project Totals:	0	0	0	0	250
	34	#1131 Hwy 97 & Hwy 16 Corridor Improvements							
		Participate with the Ministry of Transportation and Infrastructure to improve the Hwy 97 corridor from 5th Ave to Hwy 16. This project will visit improvement options and priorities, life cycle evaluations, property acquisition requirements, storm drainage and active transportation opportunities. This initial project is the first of many which will break down the improvements into annual manageable projects. Typically any improvement to the highway network corridor which interfaces with the City road corridors will be subject to cost sharing as outlined by the "Arterial Highway and City Street Interface Maintenance Agreement". This is developed in accordance with the Highway Act.							
				Unfunded Future Projects	0	0	1,000	1,000	0
			2,000	Project Totals:	0	0	1,000	1,000	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
35		#1208 Tyner University Heights Turn Lanes							
		Implement two safety improvements to the Tyner Blvd - University Heights Dr intersection through the design and construction of a combination of left turn and right turn movement strategies. Using the functional preliminary design of Tyner Blvd four-laning, this design will be to accommodate dedicated east-bound left and west-bound right turn lanes at the "T" intersection of Tyner Blvd and University Heights Dr. This project is to be aligned with the other Tyner Blvd projects.							
				Unfunded Future Projects	0	0	0	0	150
			150	Project Totals:	0	0	0	0	150
36		#1210 Tyner Blvd Traffic Signal							
		Construct a full movement traffic signal intersection complete with pedestrian buttons and vehicle detection. The design will allow for the expansion of four-laning of Tyner Blvd, location of intersection will be designed for future expansion and include the left turn lane and median.							
				Unfunded Future Projects	0	0	0	0	150
			150	Project Totals:	0	0	0	0	150
37		#1218 Hwy 16 and Ferry Ave Intersection							
		Improve the intersection at Ferry Ave and Hwy 16 in partnership with the Ministry of Transportation and Infrastructure. DCC eligible project.							
				Unfunded Future Projects	0	0	0	0	3,500
			3,500	Project Totals:	0	0	0	0	3,500

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
38		#1292 Bus Bay Pullout Program							
		Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
				Unfunded Future Projects	0	0	400	400	400
			1,200	Project Totals:	0	0	400	400	400
Roads Total:			7,250		0	0	1,400	1,400	4,450

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Storm Drainage									
	39	#0677 Retention Pond Aberdeen							
		Construction of a storm retention pond in the Aberdeen area. Will be required when the Crown land north of Aberdeen Rd is developed.							
				Unfunded Future Projects	0	0	0	125	0
			125	Project Totals:	0	0	0	125	0
	40	#0678 Storm Trunk Shamrock Rd							
		Construct a sub-trunk on Shamrock Rd to deal with storm water runoff from lands west of Shamrock Rd and develop the Shamrock Rd retention pond. The timing of the project will depend upon the rate of development.							
				Unfunded Future Projects	0	0	0	0	60
			60	Project Totals:	0	0	0	0	60
	41	#0679 Storm Outfall BCR Danson							
		Improve the drainage courses and outfalls as required to accommodate increased development.							
				Unfunded Future Projects	0	0	0	0	70
			70	Project Totals:	0	0	0	0	70

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
42		#0680 Noranda Retention Pond							
		Design and construct a storm water retention pond, which is required on Noranda Rd to reduce the peak flows to the storm sewer trunk. The McMillan Creek Watershed is the largest watershed in Prince George and has high riparian value, including salmon and resident fisheries. This watershed also receives large volumes of the storm water south of Monterey Rd. This pond will assist in meeting water quality criteria.							
				Unfunded Future Projects	0	0	0	430	0
			430	Project Totals:	0	0	0	430	0
43		#0681 Storm System Upgrades College Heights							
		Upgrade storm assets to accommodate additional runoff from future development as recommended in the Gladstone, Trent, Varsity Watershed Drainage Plan.							
				Unfunded Future Projects	0	0	0	1,200	0
			1,200	Project Totals:	0	0	0	1,200	0
44		#0682 Detention Pond Gladstone							
		Accommodate additional runoff from future development as recommended in the Watershed Drainage Plan.							
				Unfunded Future Projects	0	0	2,650	0	0
			2,650	Project Totals:	0	0	2,650	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
45	#0859	Watershed Monitoring Stations							
		Install five storm water flow and environmental monitoring stations in key watersheds throughout Prince George. This will assist staff with investigations with respect to regulatory issues. Watershed monitoring stations development provides baseline water quality information for runoff discharge and industrial/commercial drainage.							
				Unfunded Future Projects	0	35	35	0	0
			70	Project Totals:	0	35	35	0	0
46	#1112	Meyer Rd Storm Sewer							
		Install a 350m, 450mm diameter storm sewer with catch basins and asphalt swales to provide storm runoff management where no ditching or drainage channels exist. Ditch and sub-surface recharge options were explored, but would not be effective or feasible. Over the last decade the City has received several reports of flooding from the road onto properties situated on the south side of Meyer that are lower than the road elevation. The reports have been frequent during regular rain fall events, spring runoff and winter thaws. Efforts to address the situation by Public Works during events have not been effective.							
				Unfunded Future Projects	0	0	0	390	0
			390	Project Totals:	0	0	0	390	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
47		#1116 Storm Sewer University Heights to Range Rd							
		Install 1250m trunk storm sewer from the University Heights Development to Range Rd. Project required for new development and will be included in the DCC calculation project list (will be DCC funded). Involves the construction of detention ponds, which must be identified to set aside lands for construction as planning proceeds. Significant slopes, unstable soil types, and possible bedrock are project constraints. Connection at Range Rd may be insufficiently sized and will be confirmed at the pre-design stage.							
				Unfunded Future Projects	0	0	2,000	0	0
			2,000	Project Totals:	0	0	2,000	0	0
48		#1439 Winnipeg Street Storm Drainage Treatment							
		Complete construction to divert storm water from the underground Winnipeg St storm system through an above ground treatment channel which parallels Winnipeg St from 15th Ave overpass to Carney St. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg St storm system rehabilitation project revealed the need for an alternate treatment/catchment area. Diverted sections may either be abandoned due to high siltation/contamination or used for overflow purposes during major storm events. The above ground treatment channel will be easier to maintain and offer treatment options not possible with an underground structure.							
				Unfunded Future Projects	0	0	0	200	200
			400	Project Totals:	0	0	0	200	200

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
49	#3379	Parkridge Creek Domano Blvd Culvert							
		Design and install a new culvert to replace the two existing culverts for the Parkridge Creek crossing at the south end of Domano Blvd. Design the culvert in 2025 and construct in 2026 to ensure construction does not interfere with the Ministry of Forests, Lands, Natural Resource Operations & Rural Development (FLNRORD) operations at their Prince George Tree Improvement Site on the Domano Forrest Service Road.							
				Unfunded Future Projects	0	100	1,400	0	0
			1,500	Project Totals:	0	100	1,400	0	0
Storm Drainage Total:			8,895		0	135	6,085	2,345	330

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Street Lighting									
	50	#1222 Crescents Street Lighting							
		Provide City street lights on the roadways in the Crescents Neighbourhood. Currently BC Hydro lease lights provide lighting in this area and the servicing trespasses over property boundaries. This project will include the design and installation of new LED streetlights to improve the safety in the neighbourhood.							
				Unfunded Future Projects	0	0	431	406	194
			1,031	Project Totals:	0	0	431	406	194
Street Lighting Total:			1,031		0	0	431	406	194

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Transportation & Technical Services									
51	#1122	Downtown Transit Exchange							
		Develop a new downtown transit exchange. This will provide for an off-street exchange which will allow for safer transit rider movement. The exchange will include multiple bus bays, transit shelters, transit benches, lighting and transit schedule information. This will be the relocation of the current downtown exchange at 7th Ave and Dominion Street.							
				Unfunded Future Projects	0	0	525	0	0
			525	Project Totals:	0	0	525	0	0
52	#1133	Ferry/Upland/Lansdowne Intersection							
		Align intersection in order to provide efficiencies along this corridor as identified in the City Master road network and the recent Transportation Network Study. Improvements will mitigate the queuing along each leg and, in particular, extending to the Hwy 16 corridor. Potential partnerships with ICBC Road Improvement Program and Ministry of Transportation and Infrastructure.							
				Unfunded Future Projects	0	0	0	552	3,675
			4,227	Project Totals:	0	0	0	552	3,675

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
53		#1209 Tyner Blvd Bus Pullouts							
		Develop two new bus pullouts along Tyner Blvd at the intersection of the University Heights Dr residential subdivision. The bus pullouts will be developed to meet the Transportation Association of Canada's national guidelines as well as the BC Transit Infrastructure Design Guidelines. With the growth of the residential subdivision there are potentially more riders on the local transit service. This Route #16 UNBC/College Heights is identified in the BC Transit Futures plan as becoming a frequent transit route with bus pullouts between 300-500m along this corridor. This first location will serve the greatest number of residents and provide a safe loading and off-loading with little or no disruption to the through traffic.							
				Unfunded Future Projects	0	0	0	0	50
			50	Project Totals:	0	0	0	0	50
54		#1443 School and Playground Sign Upgrade							
		Review and upgrade approximately 185 existing school and playground areas/zones to the standards prescribed in the Transportation Association of Canada's Geometric Design Guide and the Ministry of Transportation and Infrastructure's Manual of Standard Traffic Signs & Pavement Markings. This project may be eligible for ICBC funding.							
				Unfunded Future Projects	0	210	0	0	0
			210	Project Totals:	0	210	0	0	0
55		#3278 Pidherny Recreation Site Improvements							
		To develop concepts for short and long term improvements for the access road and parking areas for the Pidherny Recreation Site and North Nechako area, this addresses concerns raised around health & safety issues from the multi-user groups.							
				Unfunded Future Projects	0	0	336	0	0
			336	Project Totals:	0	0	336	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
56	#3290	Westgate and Hwy 16 Improvement							
		Capital upgrade to resolve the traffic conflicts and operational concerns at the existing Westgate Ave intersections with the frontage road and Highway 16 Intersection.							
				Unfunded Future Projects	0	200	0	0	0
			200	Project Totals:	0	200	0	0	0
Transportation & Technical Services Total:			5,548		0	410	861	552	3,725
1-General Fund Total:			55,341		0	11,726	24,858	6,130	12,626

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
3-Sewer Fund									
Sewer Operations									
57	#0511	Forcemain PW117 Tomlin Road Replacement							
		Replace, upgrade or new forcemain to accommodate growth in the Hart area subject to planning assessment recommendations.							
				Unfunded Future Projects	0	200	3,000	0	0
			3,200	Project Totals:	0	200	3,000	0	0
58	#0537	Sanitary North/Central Relief							
		Sanitary north/central relief project to accommodate growth and development.							
				Unfunded Future Projects	0	0	0	0	900
			900	Project Totals:	0	0	0	0	900
59	#0538	Sanitary Otway/Tabor Relief							
		Install sanitary sewer main in the Heritage/Otway subdivision area.							
				Unfunded Future Projects	0	0	0	0	410
			410	Project Totals:	0	0	0	0	410

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
60	#0901	Blackburn Lagoon System Upgrades							
		Upgrades to the Lagoon System to meet Ministry of Environment standards and may double the existing capacity. Efforts to mitigate the inflow and infiltration into the collection system may reduce or delay the need for lagoon upgrades. Upgrades include a bypass pump at PW117 to meet spring freshet conditions when inflow is at its peak.							
				Unfunded Future Projects	0	0	0	1,200	1,000
			2,200	Project Totals:	0	0	0	1,200	1,000
61	#1196	PW125 Decommission and New Sewer Main							
		Decommission existing pump station PW125 and construct new 2297m, 300mm dia. gravity sewer from PW125 to Southridge Dr (Project E-2 from Sanitary Sewer Master Plan).							
				Unfunded Future Projects	0	0	3,000	0	0
			3,000	Project Totals:	0	0	3,000	0	0
62	#3223	Sanitary Liftstation PW102 Lower Patricia Replacement							
		Replace Sanitary Liftstation PW102 located at Lower Patricia Blvd. , which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
				Unfunded Future Projects	0	0	100	1,000	5,000
			6,100	Project Totals:	0	0	100	1,000	5,000

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
63	#3409	PW126 Hart Sewage Liftstation Upgrade							
		The City of Prince George needs to replace the existing PW126 sewage pump station to accommodate current and increasing capacity needs. PW126 services the area from the north City Limit to Chief Lake Road and Knight Crescent. The current sewage pumps are undersized for existing sewage flows, and can therefore not accommodate additional flow from new developments. The liftstation will be replaced with a new station consisting of a larger wet well and larger pumps. It will also be relocated to improve the catchment area in anticipation of future development in the area.							
				Unfunded Future Projects	0	7,300	0	0	0
			7,300	Project Totals:	0	7,300	0	0	0
Sewer Operations Total:			23,110		0	7,500	6,100	2,200	7,310
3-Sewer Fund Total:			23,110		0	7,500	6,100	2,200	7,310

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
4-Water Fund									
Water Operations									
64	#0087	Lower Hart Water Main							
		Install water main loop on Northwood Pulpmill Road from Aberdeen Road to Clubhouse Drive. Required to improve fire protection for existing and future development - McTavish Road. Phase 1 was completed in 2018; water main was constructed from Aberdeen Rd to Clubhouse Dr along Northwood Pulpmill Rd. Phase 2 is the continued installation of 350mm diameter water main from Aberdeen Rd to Blueberry Rd to improve reliability of the system by replacing old AC water main on the east side of Hwy 97N that has had numerous breaks over the past 10 years.							
				Unfunded Future Projects	0	0	0	200	3,000
			3,200	Project Totals:	0	0	0	200	3,000
65	#0743	River Rd Water Main Extension							
		Extend the transmission supply water main along River Rd from the existing water main at River Rd and Foley Cres to pump station PW623 located at Upper Patricia Blvd and Hwy 16 East.							
				Unfunded Future Projects	0	0	0	0	2,300
			2,300	Project Totals:	0	0	0	0	2,300
66	#1228	PW619 Pump Installation							
		Install a new 200hp pump for fire flow servicing at the Inverness booster pump station PW619. This will provide an additional capacity of 151 L/s.							
				Unfunded Future Projects	0	0	0	1,150	0
			1,150	Project Totals:	0	0	0	1,150	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
67		#1237 West Noranda Water Main Connector							
		Construct 155m of 200mm water main along Noranda Rd West from Sloan Rd to Hwy 97.							
				Unfunded Future Projects	0	0	0	150	0
			150	Project Totals:	0	0	0	150	0
68		#1238 Noranda Rd East Water Main Connector							
		Construct 850m of 250mm water main on Noranda Rd East from Fehr Rd to Bellamy.							
				Unfunded Future Projects	0	0	0	1,000	0
			1,000	Project Totals:	0	0	0	1,000	0
69		#3186 Repurpose PW601/Decommission PW602							
		Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
				Unfunded Future Projects	0	0	0	0	100
			100	Project Totals:	0	0	0	0	100

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2024	2025	2026	2027	2028
Water Operations Total:			7,900		0	0	0	2,500	5,400
4-Water Fund Total:			7,900		0	0	0	2,500	5,400
Grand Total:			86,351		0	19,226	30,958	10,830	25,336

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
1-General Fund									
Development Planning and Administration									
1	#0697	South Ft George Flood Protection							
		Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.							
				Unfunded Future Projects	900	1,000	0	0	0
			1,900	Project Totals:	900	1,000	0	0	0
2	#0701	Flood Protect Various Risk Areas							
		Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.							
				Unfunded Future Projects	1,000	0	0	0	0
			1,000	Project Totals:	1,000	0	0	0	0
3	#1503	Off-Site Works							
		Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
				Unfunded Future Projects	125	125	125	125	125
			625	Project Totals:	125	125	125	125	125

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
Development Planning and Administration Total:			3,525		2,025	1,125	125	125	125

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2029	2030	2031	2032	2033	
Facility Maintenance										
	4	#3208 Janitorial Equip-Replace Floor Scrubbers								
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.								
				Unfunded Future Projects	101	67	67	67	67	67
			369	Project Totals:	101	67	67	67	67	67
	5	#3331 Parking Lot Renewal								
		This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition. 2024 Parking Lot Renewal is planned for the Royal Parking Lot on 2nd Ave and the Fire Hall #2 on 5th Ave. Both of these areas are past their service life. Having a new asphalt surface will improve the level of service for users.								
				Unfunded Future Projects	200	200	200	200	200	200
			1,000	Project Totals:	200	200	200	200	200	200

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
6	#3432	Civic Facilities HVAC System Renewal							
		<p>This multi year program is to replace and/or renew existing civic facilities heating, ventilation and air conditioning systems (HVAC) and related components that have been identified to be in fair to poor condition to ensure the community assets continue to provide service to the community and can include the evaluation and implementation of energy reduction opportunities and facilitate greenhouse gas reduction. Components include (but are not limited to) exhaust fans, roof-top units, boilers, furnaces, unit heaters, ductwork, grilles, DX cooling, motors, blowers, etc.) Priority project for 2024 is the Exhibition Park Grounds and SPCA Building.</p>							
				Unfunded Future Projects	383	402	422	443	465
			2,116	Project Totals:	383	402	422	443	465

7 #3433 Civic Facilities Electrical System Renewal

This multi year renewal program is to replace and renew existing civic facilities electrical system and related components that have been identified to be in poor condition or at end-of-life to ensure the community assets continue to provide service to the community. Components may include (but not limited to) breakers, auto transfer switches, panels, transformers, motors, emergency lights, exit lights, fire alarm, etc. Intent is not to include lighting in this category.

Priority project for 2024 is the Exhibition Park Grounds

				Unfunded Future Projects	319	335	352	369	388
			1,763	Project Totals:	319	335	352	369	388

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
	8	#3434 Civic Facilities Plumbing System Renewal							
		<p>This multi year renewal program is to replace and renew existing civic facilities plumbing system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) plumbing fixture replacement, valve/device replacement, hot water tanks, backflow preventer, drinking fountain, motors/blowers, etc. Priority projects for 2024 are CN Centre (Phase 1), B. Harkins Library and RCMP.</p>							
				Unfunded Future Projects	383	402	422	443	465
			2,116	Project Totals:	383	402	422	443	465
	9	#3435 Civic Facilities Lighting System Renewal							
		<p>This multi year renewal program is to replace and renew existing civic facilities lighting system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) interior light fixtures, exterior light fixtures, energy savings components (controls/devices).</p>							
				Unfunded Future Projects	191	201	211	222	233
			1,058	Project Totals:	191	201	211	222	233
Facility Maintenance Total:			8,421		1,577	1,607	1,674	1,744	1,818

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2029	2030	2031	2032	2033	
Fleet Services										
	10	#0431 Mobile Equipment Replacement								
		Annual replacement of vehicles currently part of the City fleet.								
				Unfunded Future Projects	3,668	5,626	1,810	1,570	2,081	
			14,754	Project Totals:	3,668	5,626	1,810	1,570	2,081	
	11	#3226 Fleet Shop Equipment								
		Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists. Also includes a heated area for the Diesel Exhaust Fluid (DEF) on the fuel island, allowing for a safe and efficient way to add the fluid while fueling.								
				Unfunded Future Projects	100	100	100	100	100	
			500	Project Totals:	100	100	100	100	100	
Fleet Services Total:			15,254		3,768	5,726	1,910	1,670	2,181	

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2029	2030	2031	2032	2033	
IT Services										
	12	#0715 IT Maintenance								
		Support existing on-premise IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).								
				Unfunded Future Projects	232	202	207	227	207	
			1,075	Project Totals:	232	202	207	227	207	
	13	#0720 IT Upgrades								
		Improve or enhance features and/or functionality of existing on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).								
				Unfunded Future Projects	130	145	105	150	135	
			665	Project Totals:	130	145	105	150	135	
	14	#0724 IT Renewal								
		Replace and renew broken, obsolete or unsupported on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).								
				Unfunded Future Projects	555	190	270	190	355	
			1,560	Project Totals:	555	190	270	190	355	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
15	#0727	IT New							
		Implement new IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Infrastructure, Platform, Desktop) that do not currently exist.							
				Unfunded Future Projects	145	160	175	230	230
			940	Project Totals:	145	160	175	230	230
IT Services Total:			4,240		1,062	697	757	797	927

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2029	2030	2031	2032	2033	
Parks										
16	#0311	Tree Planting Greening the City								
		This project includes planting of new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.								
				Unfunded Future Projects	67	70	74	78	81	
			370	Project Totals:	67	70	74	78	81	
17	#0853	Lower Patricia Greenway								
		The project includes a plan and construction of the Lower Patricia Greenway trail system to provide a connection from the downtown core to riverfront parks and trails. The greenway would follow the Patricia escarpment and connect the downtown to the Heritage River Trail on the Fraser River.								
				Unfunded Future Projects	372	532	0	0	0	
			904	Project Totals:	372	532	0	0	0	
18	#0931	Boulevard Restoration								
		This project includes upgrades to existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvement would include irrigation system enhancements, edging, and tree/shrub planting. The hard surface areas of the boulevards would be upgraded to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.								
				Unfunded Future Projects	214	225	236	248	261	
			1,185	Project Totals:	214	225	236	248	261	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
19		#1097 Trails Rehabilitation							
		Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access. Priority work in 2024 will include granular and paved pathway and trail rehabilitation along the Heritage River Trail.							
				Unfunded Future Projects	335	352	369	388	407
			1,851	Project Totals:	335	352	369	388	407
20		#1378 Playground Replacement Program							
		This program utilizes the results of a Playground Audit completed to determine the compliancy and risk of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit results informed the playground priorities identified through the 2016 Park Strategy developed through community feedback. The playground priorities consider a variety of factors including community need and demand, land use, playground distribution, provisional standards, condition assessments and the health of area children to determine reinvestment needs and surplus sites. This program also allows for removal of playgrounds in low priority areas. The priority order for playground removal and replacement has been determined by the Playground Audit Risk Assessment as well as the direction provided by the Parks Strategy.							
				Unfunded Future Projects	335	352	369	388	407
			1,851	Project Totals:	335	352	369	388	407
21		#1499 New Trails and Paths							
		Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.							
				Unfunded Future Projects	335	352	369	388	407
			1,851	Project Totals:	335	352	369	388	407

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
22	#3039	Cpl Darren Fitzpatrick Bravery Park Washroom							
		<p>Purchase and install a prefabricated concrete flush washroom at Corporal Darren Fitzpatrick Bravery Park. This project will complement the existing playground, skate park, future dog park, and proposed playground extensions. The project will also include the installation of utilities for the washroom and final landscaping around the new building. With completion of the construction of the skate park and the existence of a playground at Corporal Darren Fitzpatrick Bravery Park, the use and the presence of the public has increased.</p>							
				Unfunded Future Projects	0	300	0	0	0
			300	Project Totals:	0	300	0	0	0
Parks Total:			8,313		1,658	2,183	1,418	1,489	1,564

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2029	2030	2031	2032	2033	
Project Delivery										
	23	#1467 Accessibility Improvements								
		<p>Improve the level of accessibility of all of Prince George's municipal facilities and properties, in order to enable the ease of their use and inclusion for all members of our community. Individual projects to be prioritized on an ongoing basis according to need and as resources permit until all municipal properties are deemed appropriately accessible for a community that openly advocates equity and inclusion. Future years would see accessibility improvements to various Civic Facilities as well as park infrastructure to support inclusive, age-friendly use of City facilities.</p>								
				Unfunded Future Projects	150	150	150	150	150	150
			750	Project Totals:	150	150	150	150	150	150
Project Delivery Total:			750		150	150	150	150	150	150

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2029	2030	2031	2032	2033	
Roads										
	24	#0167 Road Widening Austin Rd West								
		Widen Austin Rd West. Phase 1 shopping centre to Kelly Rd. Upgrade of hydro and addition of street lighting. Preliminary design from 2007 requires revisiting and shift to migrate grades and impacts. BC Beautification funds a possibility.								
				Unfunded Future Projects	3,000	0	0	0	0	0
			3,000	Project Totals:	3,000	0	0	0	0	0
	25	#0399 Road Rehabilitation								
		The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.								
				Unfunded Future Projects	8,679	9,113	9,568	10,047	10,549	
			47,955	Project Totals:	8,679	9,113	9,568	10,047	10,549	
	26	#0665 Ring Rd Dangerous Goods Route								
		Construct the western leg of the Boundary Rd project, from Hwy 16 West to Hwy 97 South.								
				Unfunded Future Projects	0	0	200	1,000	7,000	
			8,200	Project Totals:	0	0	200	1,000	7,000	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
27	#0668	Glengarry Rd Extension							
		Extend Glengarry Rd from Monterey Rd West to Highland Dr in order to provide access for private development.							
				Unfunded Future Projects	0	0	300	1,026	0
			1,326	Project Totals:	0	0	300	1,026	0
28	#0670	Hwy 97/22nd and Griffiths Improve							
		Realign 22nd Ave, east of Hwy 97 as identified in the Highway 97 Corridor Study to improve the operation of the highway intersection. Geometry improvements to traffic flow and safety.							
				Unfunded Future Projects	5,000	0	0	0	0
			5,000	Project Totals:	5,000	0	0	0	0
29	#0671	Road Realign Hwy 97/Northwood							
		Realign the intersection of Hwy 97 and Northwood Pulpmill Rd to improve intersection operation and capacity as identified in Highway 97 Corridor Study.							
				Unfunded Future Projects	250	1,500	0	0	0
			1,750	Project Totals:	250	1,500	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
30	#0672	Glen Lyon Way Extension							
		Extend Glen Lyon Way from St. Patrick to Domano Blvd.							
				Unfunded Future Projects	0	0	200	1,800	0
			2,000	Project Totals:	0	0	200	1,800	0
31	#0673	Malaspina Cowart Connector							
		Construct road connecting Malaspina and Cowart Rd. This road connection will provide an alternate route from the Fraser River Benchlands subdivision. The need for this road connection was identified in the Fraser River Benchlands Neighbourhood Plan. It is expected that DCCs will contribute to this project.							
				Unfunded Future Projects	1,000	5,000	0	0	0
			6,000	Project Totals:	1,000	5,000	0	0	0
32	#0675	Foothills Blvd Extension							
		Extend Foothills Blvd from 18th to Ferry, including installation of storm sewers and securing sections of road dedication.							
				Unfunded Future Projects	0	0	10,000	10,000	0
			20,000	Project Totals:	0	0	10,000	10,000	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
33	#0676	Ospika Connector							
		Construct Ospika Blvd from Tyner Blvd to Marleau Rd.							
				Unfunded Future Projects	0	0	10,000	10,000	10,000
			30,000	Project Totals:	0	0	10,000	10,000	10,000
34	#1093	Sidewalk and Walkway Rehabilitation							
		Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Unfunded Future Projects	1,914	2,010	2,111	2,216	2,327
			10,578	Project Totals:	1,914	2,010	2,111	2,216	2,327
35	#1208	Tyner University Heights Turn Lanes							
		Implement two safety improvements to the Tyner Blvd - University Heights Dr intersection through the design and construction of a combination of left turn and right turn movement strategies. Using the functional preliminary design of Tyner Blvd four-laning, this design will be to accommodate dedicated east-bound left and west-bound right turn lanes at the "T" intersection of Tyner Blvd and University Heights Dr. This project is to be aligned with the other Tyner Blvd projects.							
				Unfunded Future Projects	1,030	0	0	0	0
			1,030	Project Totals:	1,030	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
36		#1210 Tyner Blvd Traffic Signal							
		Construct a full movement traffic signal intersection complete with pedestrian buttons and vehicle detection. The design will allow for the expansion of four-laning of Tyner Blvd, location of intersection will be designed for future expansion and include the left turn lane and median.							
				Unfunded Future Projects	500	0	0	0	0
			500	Project Totals:	500	0	0	0	0
37		#1211 Tyner Blvd Four-Laning							
		Expand Tyner Blvd from Ospika Blvd to University Way. Currently this section of road is constructed to two lanes. With the increase in development in the neighbourhood and increased traffic in this corridor, the four-laning of this arterial is critical to the operation of an efficient and safe road network.							
				Unfunded Future Projects	5,100	5,100	0	0	0
			10,200	Project Totals:	5,100	5,100	0	0	0
38		#1218 Hwy 16 and Ferry Ave Intersection							
		Improve the intersection at Ferry Ave and Hwy 16 in partnership with the Ministry of Transportation and Infrastructure. DCC eligible project.							
				Unfunded Future Projects	1,000	0	0	0	0
			1,000	Project Totals:	1,000	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
39	#1292	Bus Bay Pullout Program							
		Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
				Unfunded Future Projects	400	400	400	400	400
			2,000	Project Totals:	400	400	400	400	400
40	#1489	New Sidewalks							
		Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
				Unfunded Future Projects	536	563	591	621	652
			2,962	Project Totals:	536	563	591	621	652
41	#3138	Handlen Rd Improvements							
		Construct 260m of on-street bike lanes along Handlen Rd between Kelly Rd North and Hwy 97. Upgrade a short section of existing road to collector standard to match the rest of the road to the west. Construction of new storm drainage, street lighting, and concrete sidewalk to be included as well as tie in to Hwy 97. Improvement for safety of students travelling to and from Shas Ti Kelly Road Secondary School and the Elementary School on Heather Park Rd intersecting with Hwy 97. The Pedestrian Network Study and Active Transportation Study identify this project as an important link in the network that benefits all users of the road.							
				Unfunded Future Projects	700	0	0	0	0
			700	Project Totals:	700	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
42	#3249	Traffic Controller and Signal Optical Detection Replacement							
		Replace traffic controller, traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				Unfunded Future Projects	80	80	80	80	80
			400	Project Totals:	80	80	80	80	80
43	#3366	General Bridge Renewal							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Unfunded Future Projects	268	281	295	310	326
			1,481	Project Totals:	268	281	295	310	326
Roads Total:			156,083		29,457	24,047	33,745	37,500	31,333

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
Storm Drainage									
44	#0215	Nordic Dr Storm Trunk							
		Alleviate localized flooding on Nordic Dr, redirect drainage from Handlen Rd, and allow for development on Martin Rd.							
				Unfunded Future Projects	0	0	0	1,150	0
			1,150	Project Totals:	0	0	0	1,150	0
45	#0678	Storm Trunk Shamrock Rd							
		Construct a sub-trunk on Shamrock Rd to deal with storm water runoff from lands west of Shamrock Rd and develop the Shamrock Rd retention pond. The timing of the project will depend upon the rate of development.							
				Unfunded Future Projects	420	0	0	0	0
			420	Project Totals:	420	0	0	0	0
46	#0679	Storm Outfall BCR Danson							
		Improve the drainage courses and outfalls as required to accommodate increased development.							
				Unfunded Future Projects	380	0	0	0	0
			380	Project Totals:	380	0	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
47		#1439 Winnipeg Street Storm Drainage Treatment							
		Complete construction to divert storm water from the underground Winnipeg St storm system through an above ground treatment channel which parallels Winnipeg St from 15th Ave overpass to Carney St. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg St storm system rehabilitation project revealed the need for an alternate treatment/catchment area. Diverted sections may either be abandoned due to high siltation/contamination or used for overflow purposes during major storm events. The above ground treatment channel will be easier to maintain and offer treatment options not possible with an underground structure.							
				Unfunded Future Projects	4,000	0	0	0	0
			4,000	Project Totals:	4,000	0	0	0	0

48 #1500 Drainage Improvements

Respond to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.

				Unfunded Future Projects	140	147	155	162	170
			774	Project Totals:	140	147	155	162	170

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
49	#3210	New 1st Ave Flood Pump Station							
		Install a new electric duplex flood protection storm water pump station at 1st Ave/Lower Patricia, near PW623. Station to include automated controls and tie in to the City's SCADA System. System is to provide drainage and flood mitigation for the downtown area during yearly freshets. The automated permanent station will significantly reduce annual operational and maintenance costs. Project could be eligible for grant funding under the National Disaster Mitigation Fund administered by Emergency Management BC.							
				Unfunded Future Projects	0	0	150	1,700	0
			1,850	Project Totals:	0	0	150	1,700	0
50	#3321	Stormwater System Renewal							
		The annual stormwater system renewal program includes activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing assets and disposal of old assets, lowering of operating costs, and bringing an asset up to current code/standards. The renewal program will include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, ditch renewal, electrical, SCADA, communications, property acquisitions and necessary encumbrances. Renewing the stormwater system is essential to prevent flooding, erosion, sedimentation/degradation of water quality and negative impact on aquatic life.							
				Unfunded Future Projects	2,927	3,014	3,104	3,201	3,300
			15,546	Project Totals:	2,927	3,014	3,104	3,201	3,300

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
51	#3411	Stormwater System Upgrade							
		The annual stormwater system upgrade program includes works that provide a higher level of service either with increased capacity or increased performance capability on the stormwater system. This would include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, property acquisitions and necessary encumbrances.							
				Unfunded Future Projects	296	311	326	342	359
			1,634	Project Totals:	296	311	326	342	359
52	#3412	Stormwater System New							
		The annual Stormwater System - New program includes works that add a new asset to the stormwater system that did not previously exist. This includes, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, electrical, SCADA, communications, property acquisitions and necessary encumbrances.							
				Unfunded Future Projects	190	200	210	221	232
			1,053	Project Totals:	190	200	210	221	232
Storm Drainage Total:			26,807		8,353	3,672	3,945	6,776	4,061

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
Street Lighting									
	53	#1222 Crescents Street Lighting							
		Provide City street lights on the roadways in the Crescents Neighbourhood. Currently BC Hydro lease lights provide lighting in this area and the servicing trespasses over property boundaries. This project will include the design and installation of new LED streetlights to improve the safety in the neighbourhood.							
				Unfunded Future Projects	355	0	0	0	0
			355	Project Totals:	355	0	0	0	0
	54	#3116 Street Light Replacement Program							
		Replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.							
				Unfunded Future Projects	400	400	400	400	400
			2,000	Project Totals:	400	400	400	400	400
Street Lighting Total:			2,355		755	400	400	400	400

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
Transportation & Technical Services									
	55	#1209 Tyner Blvd Bus Pullouts							
		Develop two new bus pullouts along Tyner Blvd at the intersection of the University Heights Dr residential subdivision. The bus pullouts will be developed to meet the Transportation Association of Canada's national guidelines as well as the BC Transit Infrastructure Design Guidelines. With the growth of the residential subdivision there are potentially more riders on the local transit service. This Route #16 UNBC/College Heights is identified in the BC Transit Futures plan as becoming a frequent transit route with bus pullouts between 300-500m along this corridor. This first location will serve the greatest number of residents and provide a safe loading and off-loading with little or no disruption to the through traffic.							
				Unfunded Future Projects	325	0	0	0	0
			325	Project Totals:	325	0	0	0	0
	56	#1226 Otway Multi-Use Trail							
		Prepare a detailed design and Class C cost estimate for this off-road trail and then proceed into construction. In 2012, a group of land owners initiated conversation with the City regarding the future alignment and feasibility of this off-road trail. A BikeBC grant application was made to fund the Otway Community Trail feasibility and alignment study.							
				Unfunded Future Projects	0	0	1,050	1,050	0
			2,100	Project Totals:	0	0	1,050	1,050	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
57	#3219	Pedestrian/Traffic Safety Improvements							
		Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.							
				Unfunded Future Projects	500	500	500	500	500
			2,500	Project Totals:	500	500	500	500	500
Transportation & Technical Services Total:			4,925		825	500	1,550	1,550	500
1-General Fund Total:			230,672		49,630	40,106	45,674	52,202	43,059

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
2-District Energy Fund									
District Energy									
	58	#3410 District Energy System							
		<p>This funding is to be applied to infrastructure failures that cannot be put off to future years and are critical to maintaining and operating the Downtown Renewable Energy System. This program will include but not limited to the system and appurtenances including plant and facilities, SCADA, software, hardware equipment, communications, data collection services, electrical, service connections, mains, valves, boilers, pumps, motors, chambers, distribution piping system, heat exchangers and real estate for any land acquisitions (e.g. right of way or easements).</p>							
				Unfunded Future Projects	200	200	200	200	200
			1,000	Project Totals:	200	200	200	200	200
<hr/>									
		District Energy Total:	1,000		200	200	200	200	200
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		2-District Energy Fund Total:	1,000		200	200	200	200	200

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
3-Sewer Fund									
Sewer Operations									
59	#0536	Sanitary Extension Nordic/Chestnut							
		Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.							
				Unfunded Future Projects	200	1,500	0	0	0
			1,700	Project Totals:	200	1,500	0	0	0
60	#0539	Sanitary Trunk Extension Cranbrook Hill							
		Extend sanitary sewer trunk from Ospika Blvd to UNBC through the University Heights neighbourhood. The project serves the large residential development of University Heights and will eventually extend to UNBC to allow for any future expansion of the UNBC campus.							
				Unfunded Future Projects	500	0	0	0	0
			500	Project Totals:	500	0	0	0	0
61	#1031	Sanitary Collection System - Renewal							
		The annual sanitary sewer system renewal and replacement program are activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing asset and disposal of old asset, lowering of operating cost, and bringing an asset up to current code/standards. The renewal program would include mains, service connections, manholes and cleanouts, repaving, property acquisitions and necessary encumbrances.							
				Unfunded Future Projects	894	939	986	1,036	1,089
			4,944	Project Totals:	894	939	986	1,036	1,089

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
62	#1168	Mobile Equipment Replacement - Sewer							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Unfunded Future Projects	236	263	323	208	168
			1,199	Project Totals:	236	263	323	208	168
63	#1263	Ahbau Sanitary Sewer Upgrade							
		Replace 331m of existing 300mm sewer with 375mm on Ahbau between Rainbow and Chilako, replace 65m of existing 200mm sewer with 375mm on Chilako between Ahbau and Commercial, and replace 112m of existing 250mm with 375mm on Rainbow between Kerry and Ahbau.							
				Unfunded Future Projects	0	1,000	0	0	0
			1,000	Project Totals:	0	1,000	0	0	0
64	#1492	Sanitary Forcemain and Liftstations Upgrade							
		Annual sanitary forcemain & Liftstation upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary system. This would include but not limited to liftstations, pumps, communications, Scada, property acquisitions and necessary encumbrances, force, gravity, or siphon mains. All the liftstations and forcemains are aging with major components being past life expectancy and do not meet current safety standards in all cases. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures and to allow for more capacity for growth of the system. Upgrading to modern safety standards provides better protection for staff and can also improve operational efficiency.							
				Unfunded Future Projects	200	200	200	200	200
			1,000	Project Totals:	200	200	200	200	200

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
65	#3221	Wastewater Treatment Plant Renewal							
		Renew wastewater treatment plant mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	1,800	1,800	1,800	1,800	1,800
			9,000	Project Totals:	1,800	1,800	1,800	1,800	1,800
66	#3224	Wastewater Treatment Plant New Components							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	650	650	650	650	650
			3,250	Project Totals:	650	650	650	650	650
67	#3329	Sanitary Forcemain and Liftstation Renewal							
		This program focuses on renewing 23 km of forcemains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain utilizing 2021-2025 Program budget to maintain the system's operation.							
				Unfunded Future Projects	1,000	1,000	1,000	1,000	1,000
			5,000	Project Totals:	1,000	1,000	1,000	1,000	1,000

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
68	#3413	Sanitary Collection System New							
		Annual sanitary sewer collection system new program include works that add a new asset to the sanitary collection system that did not previously exist. This would include new mains, service connections, manholes, cleanouts, flow monitors, property acquisitions and necessary encumbrances.							
				Unfunded Future Projects	644	676	710	745	781
			3,556	Project Totals:	644	676	710	745	781
69	#3414	Sanitary Collection System Upgrade							
		Annual sanitary sewer collection system upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary collection system. This would include mains, service connections, manholes and cleanouts.							
				Unfunded Future Projects	263	276	290	304	318
			1,451	Project Totals:	263	276	290	304	318
Sewer Operations Total:			32,600		6,387	8,304	5,959	5,943	6,006
3-Sewer Fund Total:			32,600		6,387	8,304	5,959	5,943	6,006

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
4-Water Fund									
Water Operations									
70		#0168 Water Supply BCR/Danson Simon Fraser Bridge							
		Connect the water main distribution system to the BCR/Danson site. This project represents funds committed to the Ministry of Transportation and Infrastructure for this portion of the work on the twinning of the Simon Fraser Bridge.							
				Unfunded Future Projects	0	0	1,000	4,000	0
			5,000	Project Totals:	0	0	1,000	4,000	0
71		#0602 Water Main Construction PW805 to Fishtrap							
		Construct a large diameter water main from PW805 (Cranbrook Hill Rd) to the new well on Fishtrap Island to provide water system redundancy to both Pressure Zone 2 and to the Hart.							
				Unfunded Future Projects	500	4,500	0	0	0
			5,000	Project Totals:	500	4,500	0	0	0
72		#0603 PW605 Caisson Renewal							
		Install and rehabilitate well supply laterals, refinish station floor, and upgrade caisson. PW605 was built in 1972 and is one of the key water production wells for the City of Prince George. The project includes well inspection, rehabilitation, and future development to increase the life of this asset.							
				Unfunded Future Projects	100	2,500	3,000	0	0
			5,600	Project Totals:	100	2,500	3,000	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
73	#1169	Mobile Equipment Replacement - Water							
		Annual replacement of water vehicles currently part of the City fleet.							
				Unfunded Future Projects	664	406	346	91	168
			1,674	Project Totals:	664	406	346	91	168
74	#1227	New Pressure Zone 2 Reservoir							
		Construct a new reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	0	4,000	1,550	0	0
			5,550	Project Totals:	0	4,000	1,550	0	0
75	#1391	Construction Tools and Equipment							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Unfunded Future Projects	25	25	25	25	25
			125	Project Totals:	25	25	25	25	25

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
76	#3184	Water Facilities New							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) Supervisory Control and Data Acquisition SCADA including software, hardware, communications, as recommended in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new vertical assets.							
				Unfunded Future Projects	100	100	100	100	100
			500	Project Totals:	100	100	100	100	100
77	#3185	Water Facilities Renewal							
		The renewal of water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) including Supervisory Control and Data Acquisition SCADA including software, hardware, communications, and health and safety needs. 2024 works planned to include continuation of ongoing control valve replacements, additional pump rebuilds, and replacement of obsolete SCADA components.							
				Unfunded Future Projects	600	600	600	600	600
			3,000	Project Totals:	600	600	600	600	600

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
78	#3186	Repurpose PW601/Decommission PW602							
		Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
				Unfunded Future Projects	4,000	4,000	0	0	0
			8,000	Project Totals:	4,000	4,000	0	0	0
79	#3298	Pump Station PW614 Replacement							
		New Pump Station to be constructed to meet current and future water supply needs for the Blackburn area. Station will be designed to fire flow needs to of the area.							
				Unfunded Future Projects	0	100	1,100	400	0
			1,600	Project Totals:	0	100	1,100	400	0
80	#3330	Water Facility Upgrade							
		Upgrade existing water facilities. All the water facilities are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures. Addition of new components or technology can increase efficiency and reliability, improving the robustness of the system.							
				Unfunded Future Projects	300	300	300	300	300
			1,500	Project Totals:	300	300	300	300	300

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
81	#3415	Water Distribution System Renewal							
		Annual water distribution system renewal and replacement program that consists of linear water assets and components such as water main and appurtenances, valves, hydrants, SCADA, software, hardware equipment, communications, data collection services, connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction for the replacement and renewal of linear water distribution system assets.							
				Unfunded Future Projects	4,000	4,000	2,000	4,000	4,000
			18,000	Project Totals:	4,000	4,000	2,000	4,000	4,000
82	#3416	Water Distribution System New							
		Annual water distribution system new program that includes work to construct new linear water assets and components such as, Water-main and appurtenances, valves, hydrants, services and connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction of new linear assets.							
				Unfunded Future Projects	800	2,000	800	2,000	5,000
			10,600	Project Totals:	800	2,000	800	2,000	5,000
Water Operations Total:			66,149		11,089	22,531	10,821	11,516	10,193

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2029	2030	2031	2032	2033
4-Water Fund Total:			66,149		11,089	22,531	10,821	11,516	10,193
Grand Total:			330,421		67,306	71,141	62,655	69,861	59,458