

2020-2024  
**FINANCIAL PLAN**

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CITY OF  
PRINCE GEORGE

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# Budget Meeting Schedule

Date	Time	Service Category
January 6, 2020	3:30 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Budget overview and public consultation results</li> <li>• 2020-2024 Capital Expenditure Plan</li> <li>• Corporate Management</li> <li>• Strategic Initiatives and Partnerships</li> <li>• Fire</li> <li>• Police</li> <li>• Community Services</li> <li>• Planning and Development</li> </ul>
	5:00 pm - 6:00 pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Service Agreements (Prince George Public Library, Tourism Prince George)</li> <li>• External Relations</li> <li>• Engineering and Public Works</li> <li>• Administrative Services</li> <li>• Human Resources</li> <li>• Finance</li> </ul>
January 8, 2020 (if necessary)	3:30 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> </ul>
	5:00 pm - 6:00 pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> </ul>

2020

# CITY OF PRINCE GEORGE WORK PLAN

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CITY OF  
PRINCE GEORGE



# SOCIAL HEALTH AND WELL-BEING

## MyPG Goals

- Affordable, accessible housing
- Clear identity and pride
- Cultural richness
- Equity and inclusion
- Health and wellness
- Safe environment
- Supportive and engaged community

## COUNCIL FOCUS AREAS

- Support and promote initiatives that facilitate healthy and active living
- Collaborate with local organizations and partners to enhance quality of life, cultural vitality, local heritage, and inter-cultural understanding
- Celebrate community successes in order to foster community pride
- Make Prince George accessible and enjoyable for everyone, regardless of their age or ability
- Enhance safety and security throughout Prince George with a focus on downtown
- Support initiatives that provide access to safe housing, healthy food, and community services

2020 WORKPLAN PRIORITIES
Provide Select Committee on Poverty Reduction’s recommendations to Council concerning the City of Prince George’s role in the implementation of a provincial poverty reduction strategy
Provide Select Committee’s recommendations to Council concerning A Safe, Clean, and Inclusive Downtown Strategy
Work with Northern Health and BC Housing to advance an integrated health and housing project for Prince George, which includes public information that is developed and deployed by the partners
Develop a Downtown Arts Strategy that is aligned with other Civic Core planning processes
Pending capital grant approval, facilitate child care developments planned for downtown and the Hart
Enhance and expand the current community service program delivery model to be more responsive, innovative, and equitably supported
Continue reconciliation initiatives aligned with the City’s Reconciliation Framework
Collaborate with the Lheidli T’enneh and local cultural organizations to celebrate diverse cultures and foster intercultural understanding
Continue to implement the actions related to the Social Development, Age-inclusive, and Parks Strategies
Continue with the replacement and improvement of City playgrounds



# ENVIRONMENTAL LEADERSHIP AND CLIMATE ACTION

## MyPG Goals

- Clean air
- Clean water
- Green city, green practices
- Green energy
- Reduce carbon emissions and adapt to climate change
- Reduce waste

## COUNCIL FOCUS AREAS

- Pursue operations and activities that conserve water and energy, improve air quality, enhance the urban forest and green spaces, reduce waste, and consider environmental sustainability
- Monitor and work to decrease greenhouse gas emissions from City operations and from the community as a whole
- Incorporate adaptation to climate change in relevant operations
- Enhance and integrate various transportation options, including transit, cycle routes, sidewalks, and trails
- Protect and enhance public access and enjoyment of riverfront areas

2020 WORKPLAN PRIORITIES
Recommend climate change mitigation and adaptation plans to Council along with actions that have been informed by public input
Continue to develop an integrated stormwater management strategy
Implement the recommendations and actions from the Community Wildfire Protection Plan
Implement the recommendations and actions from the updated Salt Management Plan (2019)
Increase the City's Downtown Renewable Energy System's customer base where financially feasible and highlight the energy system as the City's most successful GHG-reduction action to date
Develop a step code implementation plan regarding the energy efficiency of new buildings
Continue to implement the Prince George Transit Future Plan
Continue to participate in the Charge North consortium of local governments working with the Community Energy Association to identify and install improved charging infrastructure for electric vehicles
Begin to develop a strategic management plan for solid waste diversion



# ECONOMIC GROWTH AND DEVELOPMENT

## MyPG Goals

- Diversified and vibrant economy
- Employment diversity and accessibility
- International connections
- Sustainable business

## COUNCIL FOCUS AREAS

- Enhance local conditions that support existing businesses and attract new ones, with a focus on clean technology
- Target development at community commercial, housing, and transportation nodes, and in the downtown
- Prioritize infill developments and diverse housing options in targeted growth areas
- Enhance Prince George’s attractiveness to visitors, especially for meetings and sporting events
- Enhance Prince George’s position as a centre for education, training, research, and innovation
- Explore opportunities for collaboration with other cities and countries, and enhanced international trade

2020 WORKPLAN PRIORITIES
Begin to implement the Economic Development Strategy and continue to implement the clean technology project
Provide recommendations to Council concerning how the City can provide incentives and/or tax exemptions to targeted developments
Update the Development Cost Charge Bylaw
Update the City’s development related fees and charges
Continue to support the downtown housing development by completing construction of a new parkade and related street, plaza and utility infrastructure upgrades
Host the 2020 World Women’s Curling Championship and plan to host other national and provincial events, including the 2022 BC Summer Games
Collaborate with Tourism Prince George to identify and showcase civic facilities/parks/trails and establish a wayfinding program



# CITY GOVERNMENT AND INFRASTRUCTURE

## **MyPG Goals**

- Sustainable infrastructure
- Sustainable fiscal management
- Organizational excellence
- Healthy workplace
- Effective governance

## **COUNCIL FOCUS AREAS**

- Enhance local conditions that support existing businesses and attract new ones, with a focus on clean technology
- Prioritize infrastructure re-investment and renewal to ensure the delivery of critical recreation, emergency, transportation, and utility services
- Maintain fiscal sustainability and balance service levels with affordability of City services, facilities, and operations
- Provide a workplace where employees are safe and healthy and committed to excellence, service, accountability, and transparency
- Foster respectful dialogue and knowledge exchange between Council and City staff
- Advance reconciliation and relationship-building with the Lheidli T'enneh
- Encourage meaningful public participation in the City's processes and procedures, including Council's committees
- Communicate with employees, citizens, local organizations, other governments, and targeted constituencies outside of Prince George to increase public awareness of City operations and advance the community's interests

**SEE 2020 WORKPLAN PRIORITIES ON NEXT PAGE**



# CITY GOVERNMENT AND INFRASTRUCTURE

## 2020 WORKPLAN PRIORITIES

Implement initiatives related to the asset management strategy so that decisions about infrastructure reinvestment can be informed by cost, risk, and service levels; incorporate information about the historic development of Prince George into public information about infrastructure investment

Complete a Downtown Community Facilities Needs Assessment that builds on the findings of the Community Recreation Services Plan (2014) and the Official Community Plan (2012) and that is aligned with the Civic Core plan

Complete a Civic Core plan for the development of the area of downtown that features a number of civic facilities including the new pool

Complete construction of the new Fire Hall #1 and a new entrance to the Bob Harkins Branch of the Prince George Public Library

Extend the City's fibre-optic network to the new fire hall and construct a redundant loop

Start construction of the new downtown pool

Plan, design, and construct stormwater drainage, water, and sewer projects identified in the Capital Financial Plan along with the identified roads, sidewalks, riverfront trails, and cemetery projects

Enhance capital project accountability and transparency by implementing a project portfolio management system and ArcGIS Capital Project Dashboard

Initiate a plan to meet the Wastewater Systems Effluent Regulations

Research and develop a strategy for revisions/replacement of the Storm Sewer Bylaw (1974)

Review and update the City's Emergency Program bylaw, enhance community preparedness, and build staff capacity to respond to threats that could affect the community

Review and update Standards of Cover report and recommend action plan to Council

Continue to enhance the City's confined space entry program and complete the actions identified in the 2019 Certificate of Recognition program audit

Develop a recruitment, retention, and succession strategy for City employees that involves enhanced promotion of Prince George's assets, attractions, and quality of life

Implement City employee training program focused on indigenous awareness

Update the Council Procedures Bylaw

Review and update processes to deliver effective and efficient customer service through Lean Six Sigma reviews

Implement e-procurement software

Continue to provide training for City employees that enhances skills in project management and public engagement

Work with partner agencies, the RCMP, and Prince George Fire Rescue Services to coordinate messaging related to individual/family emergency preparedness during Emergency Preparedness Week in May

Begin a review of City communication, public engagement, and marketing channel

**DATE:** December 24, 2019

**TO:** MAYOR AND COUNCIL

**NAME AND TITLE:** Kris Dalio, Director of Finance

**SUBJECT:** 2020 – 2024 Financial Plan

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**PURPOSE:**

To provide readers with a clear understanding of the City’s proposed 2020 – 2024 Financial Plan and the Sustainable Finance Guidelines which underlie the development of the plan.

**BALANCED FINANCIAL PLAN:**

The City’s Financial Plan is aligned with its Strategic and Corporate Plans 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 15<sup>th</sup> 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 the *Community Charter* Section 165, 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 regarding the proposed financial plan before it is adopted. In Prince George, this consultation has largely involved a public engagement program called “Talktober”. Public consultation for the five year financial plan is received by Council until the end of November and may, for example, take the form of neighbourhood meetings or public opinion surveys concerning municipal services and quality of life. Council’s budget meeting agendas also advertise, in advance, opportunities for public presentations and written submissions. The results from all public consultations are considered by Council in its deliberations on budget and finance matters.

Like last year, Prince George used an online budget survey tool called Citizen Budget. Citizen Budget is an online budget simulator and public consultation tool that is available to the public. It focuses on gauging the public’s priorities when it comes to both operational service categories as well as asking the public how they would prioritize funding for capital projects. In 2019, just over 270 people submitted completed surveys that identify their budget priorities, a 40% increase over 2018. Council received a high level summary of these results at the November 18<sup>th</sup> Council meeting and more detailed results will be presented to Council at the beginning of the first budget meeting on January 6<sup>th</sup>, 2020.

Lastly, when Council considers the proposed financial plan, members of the public will be provided with an opportunity to address Council during 15 minute sessions that will be scheduled at the beginning of both the afternoon and evening sessions of the January 6<sup>th</sup> meeting. If the budget discussions have not concluded by the end of the January 6<sup>th</sup> meeting, Administration and Council will reconvene on January 8<sup>th</sup> and there will be scheduled 15 minute sessions at the beginning of each necessary session of Council that follows.

#### **FUND STRUCTURE:**

The City has four funds: General, Sewer, Water and District Energy. 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 general government, police and fire protection, bylaw enforcement, real estate services, 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 are off-street parking and solid waste services which are operated to achieve self-financing positions within the general fund. Capital projects related to these operational areas are funded from reserves, grants and debt.

Sewer and Water Funds – these funds provide for the sanitary sewer and water operations and capital programs. They are largely supported by user fees and reserves as per Sustainable Finance Guideline 3.

District Energy Fund – The District Energy System supplies centralized heating to downtown buildings through a system of hot water distribution pipes. The system will be supported by user fees as per Sustainable Finance Guideline 3. The District Energy System is not fully self-supporting and requires funding from the General Fund to continue operating.

#### **FINANCIAL PLANNING PRINCIPLES:**

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

- Realistic Plan (14) – 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 and tax burden 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. User fees are reviewed on an annual basis.
- External Debt (13) – 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 and Housing 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.

**GENERAL OPERATING FUND:**

The 2020 Financial Plan provides for general operating expenditures of \$142.3 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$44.8 million.

A taxation increase of \$2,076,194 is required to maintain core service levels and funding for contractual commitments. No additional increases are being recommended to the Road Rehabilitation Levy, General Infrastructure Reinvestment Reserve Fund or the Snow Control levy. Thus, the combined total taxation increase for 2020 is proposed to be \$3,373,351, which equates to a 1.89% increase. This increase includes an estimated offset of \$1,297,157 in non-market change tax revenue.

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 2020 gaming revenue budget has been estimated at \$2.6 million, equivalent to the

2019 total. \$2.4 million of the gaming revenues are used to fund general capital expenditures and the other \$200,000 is transferred to the Major Events Reserve.

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 \$1,015,000 for 2020, which is the same as the budgeted amount in 2019.

User fees in each service category were approved by Council prior to inclusion in the 2020 Financial Plan.

#### **DISTRICT ENERGY OPERATING FUND:**

The Downtown District Energy System is supplying hot water for space heating and domestic hot water to eleven facilities and has the potential to connect to more buildings in downtown Prince George. The system is supported by user fees and an annual transfer from the General Fund.

#### **SEWER OPERATING FUND:**

The sewer utility is operated as a self-financing utility and is funded through user fees. Revenues and expenditures of the sewer utility are reviewed and user rates are set to fully recover the utility's operating and capital cost requirements. Council approved a bylaw that established that the sewer utility's user fee rates would increase by 5% in 2020 over the 2019 level.

#### **WATER OPERATING FUND:**

The water utility is operated as a self-financing utility and is funded through user fees. Revenues and expenditures of the water utility are reviewed and user rates are set to fully recover the utility's operating and capital cost requirements. Council approved a bylaw that established that the water utility's user fee rates would increase by 3% in 2020 over the 2019 level.

#### **SIGNIFICANT EXPENDITURE SUMMARY:**

External Debt (13) - The total general external debt repayment amount in 2020 is projected to be \$16.8 million. This amount includes \$7.5 million for the FortisBC Lease-In-Lease-Out Agreement (Sustainable Finance Guideline 11) which is funded from operating lease payments from FortisBC.

Internal Debt (12) - Funding from the endowment reserve is used for internal loans. In 2020, the repayment amount to the endowment reserve is estimated at \$4.1 million.

Protective Services - The RCMP provide police services to the City through a contract with the federal government. The contract allows for 142 authorized members. As has been the case in previous years, the proposed Police Protection budget is risk managed. Therefore, it is based on the cost of 128 members rather than the cost of 142 members.

Road Rehabilitation - The City's 2019 Road Rehabilitation Levy was \$5,650,000. Analysis of the City's road inventory was conducted by the Asset Management Division in 2011 and it was estimated that \$7,000,000 per year should be reinvested in the City's roads. Administration has prepared the 2020 budget with a \$5,650,000 road rehabilitation levy.

Snow Control - The Snow Levy is one of the specific levies that make up the overall City of Prince George property tax levy. The 2019 Snow Levy was funded at \$8,500,000 to fund the City's net snow control expenses. 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 required annual snow levy. Please note that this table has been adjusted to include Winter Sand Pickup of approximately \$1,000,000 per year to fully account for the true cost of snow removal in the City. These expenses were funded out of the General Levy in 2016 and prior.

Table 1 – Snow Control Levy and Expenses						
	2015	2016	2017	2018	2019 (to date)	2019 (projected Dec. 31st)
Budget	\$6,300,000	\$7,000,000	\$7,000,000	\$7,000,000	\$8,500,000	\$8,500,000
Net Expenses	\$7,639,684	\$5,306,568	\$7,116,064	\$9,658,594	\$8,439,599	\$9,000,000

2019 had a very heavy snowfall accumulation early in the calendar year and, because of that, the Snow Removal Service Category expenses are projected to be 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.

Due to the volatility of the amount of snowfall that can occur from one year to the next, the levy should be high enough to create a reserve that is equal to 25% (\$2.125 million) of the annual net snow control expenses, as well as the capital needs of the snow control function. Administration is recommending that the snow levy remain at \$8,500,000 for 2020.

#### Investing in the City’s Infrastructure

Like most Canadian cities, Prince George faces a considerable financial challenge to ensure optimal performance and efficiency from its infrastructure. 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. To address the difference between the investment required and the budget available (the “gap”), Council created the General Infrastructure Reinvestment Levy in 2013.

The 2019 General Infrastructure Reinvestment Fund Levy is \$2,550,000 and Administration has prepared the budget with no increase to the 2019 figure.

Mobile Equipment – The cost of the City’s mobile equipment is distributed through rental rates which are allocated to general, water and sewer operations. The City attempts to recover all operating, maintenance and lease costs through the rental rate program.

Solid Waste Utility – The solid waste utility is operated as a self-financing utility and is funded through user fees. As with each of our utilities the City attempts to set user rates that achieve a surplus of between 5% and 10% of operating expenses. The solid waste utility is projected to achieve an operating surplus of \$100,000 in 2020 and to contribute \$1,082,239 to the solid waste capital reserve.

Off Street Parking – The off street parking function is operated as a self-financing utility and is funded by a combination of the Downtown Off Street Parking Levy and user fees. The Downtown Off Street Parking Levy is proposed to increase from \$1,200,000 in 2019 to \$1,700,000 in 2020. The 2020 budget is balanced with a projected contribution of \$1,798,945 to the off street parking capital reserve.

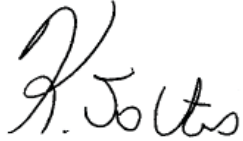
RESPECTFULLY SUBMITTED:

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Kris Dalio, Director of Finance

APPROVED:

Handwritten signature of Kathleen Soltis in cursive script.

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Kathleen Soltis, City Manager  
Meeting date: January 6, 2020

**General Operating Fund and General Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Corporate Management</b>								
REVENUE	(2,372)	0	0	0	0	0	0	0
EXPENDITURES	1,242,217	1,251,686	1,404,857	1,409,115	1,429,541	1,450,373	1,471,622	1,493,297
TRANSFERS	1,906	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>GENERAL OPERATING FUND</b>	<b>1,241,752</b>	<b>1,252,686</b>	<b>1,405,857</b>	<b>1,410,115</b>	<b>1,430,541</b>	<b>1,451,373</b>	<b>1,472,622</b>	<b>1,494,297</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Corporate Management</b>	<b>1,241,752</b>	<b>1,252,686</b>	<b>1,405,857</b>	<b>1,410,115</b>	<b>1,430,541</b>	<b>1,451,373</b>	<b>1,472,622</b>	<b>1,494,297</b>
<b>Strategic Initiatives &amp; Partn.</b>								
REVENUE	(444,290)	0	0	0	0	0	0	0
EXPENDITURES	1,135,819	665,155	752,558	1,176,682	1,188,377	1,200,306	1,212,474	1,224,884
TRANSFERS	52,791	(86,614)	(48,411)	3,850	3,850	3,850	3,850	3,850
<b>GENERAL OPERATING FUND</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Strategic Initiatives &amp; Partn.</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</b>
<b>Fire</b>								
REVENUE	(1,717,162)	(1,583,060)	(1,581,750)	(1,599,300)	(1,614,750)	(1,633,750)	(1,649,800)	(1,666,011)
EXPENDITURES	18,092,074	17,724,328	18,293,135	18,855,956	19,219,279	19,589,865	19,967,865	20,353,424
TRANSFERS	1,046,198	911,350	1,042,000	1,095,400	1,095,400	1,095,400	1,095,400	1,095,400
<b>GENERAL OPERATING FUND</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Fire</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</b>
<b>Police</b>								
REVENUE	(581,291)	(439,380)	(465,201)	(523,610)	(523,610)	(523,610)	(523,610)	(523,610)
EXPENDITURES	26,657,991	26,555,184	27,401,612	27,723,299	27,816,829	27,912,230	28,009,537	28,108,790
TRANSFERS	42	0	0	0	0	0	0	0
<b>GENERAL OPERATING FUND</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Police</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</b>
<b>Community Services</b>								
REVENUE	(9,076,170)	(6,440,123)	(6,583,665)	(6,841,573)	(6,841,586)	(6,841,599)	(6,841,612)	(6,841,625)
EXPENDITURES	16,126,706	12,434,322	13,026,469	13,120,369	13,293,787	13,470,681	13,651,101	13,835,131
TRANSFERS	712,950	759,710	781,801	802,316	802,316	802,316	802,316	802,316
<b>GENERAL OPERATING FUND</b>	<b>7,763,486</b>	<b>6,753,909</b>	<b>7,224,605</b>	<b>7,081,112</b>	<b>7,254,517</b>	<b>7,431,398</b>	<b>7,611,805</b>	<b>7,795,822</b>
REVENUE	(106,954)	0	0	0	0	0	0	0
EXPENDITURES	1,161,177	953,134	1,094,368	911,325	920,733	930,330	940,121	950,107
TRANSFERS	(199,151)	(220,000)	0	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>855,072</b>	<b>733,134</b>	<b>1,094,368</b>	<b>911,325</b>	<b>920,733</b>	<b>930,330</b>	<b>940,121</b>	<b>950,107</b>
<b>Total Community Services</b>	<b>8,618,558</b>	<b>7,487,043</b>	<b>8,318,973</b>	<b>7,992,437</b>	<b>8,175,250</b>	<b>8,361,728</b>	<b>8,551,926</b>	<b>8,745,929</b>
<b>Planning and Development Serv</b>								
REVENUE	(8,533,529)	(8,236,756)	(7,986,731)	(8,241,380)	(8,241,380)	(8,241,380)	(8,241,380)	(8,241,380)
EXPENDITURES	11,834,514	11,959,075	12,032,279	12,473,190	12,565,480	12,659,616	12,755,634	12,853,575
TRANSFERS	988,325	1,020,536	1,029,443	1,015,309	1,006,056	996,617	986,991	977,171
<b>GENERAL OPERATING FUND</b>	<b>4,289,311</b>	<b>4,742,855</b>	<b>5,074,991</b>	<b>5,247,119</b>	<b>5,330,156</b>	<b>5,414,853</b>	<b>5,501,245</b>	<b>5,589,366</b>
REVENUE	(43,985)	0	0	0	0	0	0	0
EXPENDITURES	106,212	12,430	77,430	77,430	77,430	77,430	77,430	77,430
TRANSFERS	(62,840)	0	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(613)</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>
<b>Total Planning and Development Serv</b>	<b>4,288,698</b>	<b>4,755,285</b>	<b>5,087,421</b>	<b>5,259,549</b>	<b>5,342,586</b>	<b>5,427,283</b>	<b>5,513,675</b>	<b>5,601,796</b>

**General Operating Fund and General Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Service Agreements &amp; Grants</b>								
REVENUE	(425,440)	(417,100)	(417,100)	(407,887)	(407,887)	(407,887)	(407,887)	(407,887)
EXPENDITURES	4,360,310	4,360,310	4,010,401	4,112,070	4,112,070	4,112,070	4,112,070	4,112,070
<b>GENERAL OPERATING FUND</b>	<b>3,934,870</b>	<b>3,943,210</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Service Agreements &amp; Grants</b>	<b>3,934,870</b>	<b>3,943,210</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>
<b>External Relations</b>								
EXPENDITURES	552,680	628,485	602,438	621,555	632,301	643,262	654,442	665,846
TRANSFERS	0	0	0	5,000	5,000	5,000	5,000	5,000
<b>GENERAL OPERATING FUND</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total External Relations</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>
<b>Engineering &amp; Public Works</b>								
REVENUE	(6,942,420)	(5,954,299)	(6,085,555)	(6,335,431)	(6,460,448)	(6,585,460)	(6,711,667)	(6,891,610)
EXPENDITURES	27,117,287	25,621,116	26,907,997	27,566,673	27,791,052	28,019,920	28,253,363	28,491,483
TRANSFERS	682,409	798,143	1,104,092	694,047	1,561,824	1,443,087	1,584,261	1,709,921
<b>GENERAL OPERATING FUND</b>	<b>20,857,275</b>	<b>20,464,960</b>	<b>21,926,534</b>	<b>21,925,289</b>	<b>22,892,428</b>	<b>22,877,547</b>	<b>23,125,957</b>	<b>23,309,794</b>
REVENUE	(266,419)	(10,500)	(10,500)	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
EXPENDITURES	5,584,087	3,580,360	3,816,797	3,543,616	3,587,529	3,632,326	3,678,019	3,724,623
TRANSFERS	223,070	(59,692)	145,633	901,075	899,797	898,492	897,161	895,805
<b>GENERAL ASSET MAINTENANCE</b>	<b>5,540,738</b>	<b>3,510,168</b>	<b>3,951,930</b>	<b>4,433,191</b>	<b>4,475,826</b>	<b>4,519,318</b>	<b>4,563,680</b>	<b>4,608,928</b>
<b>Total Engineering &amp; Public Works</b>	<b>26,398,013</b>	<b>23,975,128</b>	<b>25,878,464</b>	<b>26,358,480</b>	<b>27,368,254</b>	<b>27,396,865</b>	<b>27,689,637</b>	<b>27,918,722</b>
<b>Administrative Services</b>								
REVENUE	(193,747)	(142,420)	(135,110)	(114,340)	(114,340)	(114,340)	(114,340)	(114,340)
EXPENDITURES	6,667,476	6,823,401	7,032,310	7,282,274	7,367,782	7,455,001	7,543,961	7,634,702
TRANSFERS	21,014	25,150	17,350	22,150	22,150	22,150	22,150	22,150
<b>GENERAL OPERATING FUND</b>	<b>6,494,744</b>	<b>6,706,131</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,275,592</b>	<b>7,362,811</b>	<b>7,451,771</b>	<b>7,542,512</b>
EXPENDITURES	191,778	367,500	258,000	0	0	0	0	0
TRANSFERS	(191,778)	(367,500)	(258,000)	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Administrative Services</b>	<b>6,494,744</b>	<b>6,706,131</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,275,592</b>	<b>7,362,811</b>	<b>7,451,771</b>	<b>7,542,512</b>
<b>Human Resources</b>								
REVENUE	(135)	0	0	0	0	0	0	0
EXPENDITURES	2,662,544	2,747,779	2,759,324	2,800,672	2,841,235	2,882,609	2,924,811	2,967,856
TRANSFERS	52,484	6,100	6,000	6,000	6,000	6,000	6,000	6,000
<b>GENERAL OPERATING FUND</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Human Resources</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>
<b>Finance</b>								
REVENUE	(170,760,936)	(169,039,190)	(184,365,285)	(181,077,435)	(184,157,390)	(180,404,238)	(181,101,192)	(183,691,491)
EXPENDITURES	21,547,543	3,081,620	3,360,742	3,839,832	3,881,537	3,926,568	3,972,500	4,019,352
DEBT	13,202,121	14,302,744	15,482,980	16,772,614	18,615,657	13,078,301	12,716,023	14,296,172
TRANSFERS	42,097,006	60,661,748	70,620,020	63,741,583	63,102,868	63,976,042	63,839,117	63,698,564
<b>GENERAL OPERATING FUND</b>	<b>(93,914,266)</b>	<b>(90,993,078)</b>	<b>(94,901,543)</b>	<b>(96,723,406)</b>	<b>(98,557,328)</b>	<b>(99,423,327)</b>	<b>(100,573,552)</b>	<b>(101,677,403)</b>
TRANSFERS	(6,395,196)	(4,255,732)	(5,058,728)	(5,356,946)	(5,408,989)	(5,462,078)	(5,516,231)	(5,571,465)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(6,395,196)</b>	<b>(4,255,732)</b>	<b>(5,058,728)</b>	<b>(5,356,946)</b>	<b>(5,408,989)</b>	<b>(5,462,078)</b>	<b>(5,516,231)</b>	<b>(5,571,465)</b>
<b>Total Finance</b>	<b>(100,309,462)</b>	<b>(95,248,810)</b>	<b>(99,960,271)</b>	<b>(102,080,352)</b>	<b>(103,966,317)</b>	<b>(104,885,405)</b>	<b>(106,089,783)</b>	<b>(107,248,868)</b>
<b>Net City-Wide</b>	<b>(1,823,083)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**District Energy Operating Fund and District Energy Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(204,473)	(126,400)	(197,363)	(210,706)	(210,706)	(210,706)	(210,706)	(210,706)
EXPENDITURES	970,827	339,433	360,467	372,151	373,788	375,458	377,162	378,901
DEBT	441,321	442,000	433,321	425,321	417,321	409,321	201,660	0
TRANSFERS	(1,207,675)	(655,033)	(596,425)	(586,766)	(580,403)	(574,073)	(368,116)	(168,195)
<b>DISTRICT ENERGY OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	45,051	67,880	88,804	38,623	38,795	38,970	39,150	39,332
TRANSFERS	(45,051)	(67,880)	(88,804)	(38,623)	(38,795)	(38,970)	(39,150)	(39,332)
<b>DISTRICT ENERGY ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer Operating Fund and Sewer Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(13,065,926)	(12,795,253)	(13,189,231)	(13,876,169)	(14,548,559)	(15,283,966)	(15,987,659)	(16,691,895)
EXPENDITURES	6,462,577	4,001,661	3,998,982	4,091,787	4,149,487	4,208,338	4,268,366	4,329,596
DEBT	308,793	307,394	319,737	424,990	447,658	460,599	446,001	262,120
TRANSFERS	6,294,556	8,486,198	8,870,512	9,359,392	9,951,414	10,615,029	11,273,292	12,100,179
<b>SEWER OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	1,377,555	2,313,282	2,234,726	2,042,138	2,068,875	2,096,148	2,123,966	2,152,343
TRANSFERS	(1,377,555)	(2,313,282)	(2,234,726)	(2,042,138)	(2,068,875)	(2,096,148)	(2,123,966)	(2,152,343)
<b>SEWER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water Operating Fund and Water Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(16,578,003)	(16,316,281)	(16,212,492)	(17,043,483)	(17,446,050)	(18,001,363)	(18,597,719)	(19,144,961)
EXPENDITURES	6,940,714	4,596,475	4,668,934	4,659,036	4,717,366	4,776,862	4,837,547	4,899,445
DEBT	1,320,014	1,325,219	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712
TRANSFERS	8,329,833	10,394,587	10,191,779	11,015,932	11,328,359	11,791,079	12,307,089	12,862,804
<b>WATER OPERATING FUND</b>	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	2,317,434	1,633,833	1,550,710	1,535,042	1,552,100	1,569,500	1,587,246	1,605,348
TRANSFERS	(2,317,434)	(1,633,833)	(1,550,710)	(1,535,042)	(1,552,100)	(1,569,500)	(1,587,246)	(1,605,348)
<b>WATER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Corporate Management Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Office of City Manager</b>								
REVENUE	(605)	0	0	0	0	0	0	0
EXPENDITURES	593,697	587,359	647,218	635,861	646,558	657,469	668,598	679,950
TRANSFERS	120	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total</b>	<b>593,212</b>	<b>588,359</b>	<b>648,218</b>	<b>636,861</b>	<b>647,558</b>	<b>658,469</b>	<b>669,598</b>	<b>680,950</b>
<b>Mayor &amp; Council</b>								
REVENUE	(1,767)	0	0	0	0	0	0	0
EXPENDITURES	648,520	664,327	757,639	773,254	782,983	792,904	803,024	813,347
TRANSFERS	1,786	0	0	0	0	0	0	0
<b>Total</b>	<b>648,539</b>	<b>664,327</b>	<b>757,639</b>	<b>773,254</b>	<b>782,983</b>	<b>792,904</b>	<b>803,024</b>	<b>813,347</b>
<b>GRAND TOTAL</b>	<b>1,241,752</b>	<b>1,252,686</b>	<b>1,405,857</b>	<b>1,410,115</b>	<b>1,430,541</b>	<b>1,451,373</b>	<b>1,472,622</b>	<b>1,494,297</b>

## Service Category Summary

### Office of City Manager

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Corporate Management	605	0	0	0	0
Events and Conferences	(1,210)	0	0	0	0
<b>Total Revenues</b>	<b>(605)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Corporate Management	593,582	584,359	644,218	632,861	(11,357)
Corp Mgmt - CN Centre Suite	115	3,000	3,000	3,000	0
<b>Total Expenditures</b>	<b>593,697</b>	<b>587,359</b>	<b>647,218</b>	<b>635,861</b>	<b>(11,357)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Corporate Management	120	1,000	1,000	1,000	0
<b>Total Transfers</b>	<b>120</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>593,212</b>	<b>588,359</b>	<b>648,218</b>	<b>636,861</b>	<b>(11,357)</b>

### Service Category Summary Office of City Manager

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(605)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	504,682	479,359	546,218	534,861	(11,357)
Non-Salary Expenses	89,015	108,000	101,000	101,000	0
Total Expenditures	593,697	587,359	647,218	635,861	(11,357)
Debt	0	0	0	0	0
Transfers	120	1,000	1,000	1,000	0
Net Operations	593,212	588,359	648,218	636,861	(11,357)

## Service Category Summary

### Mayor & Council

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Legislative-Council	(1,767)	0	0	0	0
<b>Total Revenues</b>	<b>(1,767)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development Advocacy	12,096	40,010	40,000	40,000	0
Corporate Plan / Orientation	25,756	15,000	15,000	15,000	0
Legislative-Mayor	145,208	142,846	184,425	189,646	5,221
Crime Reduction Taskforce	1,382	0	0	0	0
Legislative-Council	411,768	398,971	428,714	439,108	10,394
Council - Krause	8,285	6,000	8,000	8,000	0
Council - Skakun	0	6,000	8,000	8,000	0
Council Committee	10,855	19,500	25,500	25,500	0
Council - Frizzell	5,474	6,000	8,000	8,000	0
Council - Koehler	3,233	6,000	0	0	0
Council - Everitt	8,022	6,000	8,000	8,000	0
Council - Merrick	5,287	6,000	0	0	0
Council - McConnachie	1,381	6,000	8,000	8,000	0
Council - Scott	9,423	6,000	8,000	8,000	0
Council - Ramsay	350	0	8,000	8,000	0
Council - Sampson	0	0	8,000	8,000	0
<b>Total Expenditures</b>	<b>648,520</b>	<b>664,327</b>	<b>757,639</b>	<b>773,254</b>	<b>15,615</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Corporate Plan / Orientation	344	0	0	0	0
Crime Reduction Taskforce	(1,382)	0	0	0	0
Legislative-Council	2,825	0	0	0	0
<b>Total Transfers</b>	<b>1,786</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>648,539</b>	<b>664,327</b>	<b>757,639</b>	<b>773,254</b>	<b>15,615</b>

## Service Category Summary

### Mayor & Council

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(1,767)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	396,110	394,057	470,739	486,364	15,625
Non-Salary Expenses	252,410	270,270	286,900	286,890	(10)
Total Expenditures	648,520	664,327	757,639	773,254	15,615
Debt	0	0	0	0	0
Transfers	1,786	0	0	0	0
Net Operations	648,539	664,327	757,639	773,254	15,615

**Strategic Initiatives & Partn. Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Strategic Initiatives &amp; Partn.</b>								
REVENUE	(444,290)	0	0	0	0	0	0	0
EXPENDITURES	1,135,819	665,155	752,558	1,176,682	1,188,377	1,200,306	1,212,474	1,224,884
TRANSFERS	52,791	(86,614)	(48,411)	3,850	3,850	3,850	3,850	3,850
<b>Total</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</b>
<b>GRAND TOTAL</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</b>

## Service Category Summary Strategic Initiatives & Partn.

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Social Planning/Coordination	(10,500)	0	0	0	0
NCPC Strengthening Families	(433,790)	0	0	0	0
<b>Total Revenues</b>	<b>(444,290)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
myPG Social Development Fund	500,069	359,150	359,150	500,000	140,850
Social Planning/Coordination	255,399	306,005	393,408	676,682	283,274
NCPC Strengthening Families	380,351	0	0	0	0
<b>Total Expenditures</b>	<b>1,135,819</b>	<b>665,155</b>	<b>752,558</b>	<b>1,176,682</b>	<b>424,124</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Social Planning/Coordination	(648)	(86,614)	(48,411)	3,850	52,261
NCPC Strengthening Families	53,439	0	0	0	0
<b>Total Transfers</b>	<b>52,791</b>	<b>(86,614)</b>	<b>(48,411)</b>	<b>3,850</b>	<b>52,261</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>476,385</b>

## Service Category Summary Strategic Initiatives & Partn.

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(444,290)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>214,102</b>	<b>239,915</b>	<b>264,208</b>	<b>584,744</b>	<b>320,536</b>
Non-Salary Expenses	<b>921,717</b>	<b>425,240</b>	<b>488,350</b>	<b>591,938</b>	<b>103,588</b>
Total Expenditures	<b>1,135,819</b>	<b>665,155</b>	<b>752,558</b>	<b>1,176,682</b>	<b>424,124</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>52,791</b>	<b>(86,614)</b>	<b>(48,411)</b>	<b>3,850</b>	<b>52,261</b>
Net Operations	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>476,385</b>

**Fire Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Fire Protection</b>								
REVENUE	(1,717,162)	(1,583,060)	(1,581,750)	(1,599,300)	(1,614,750)	(1,633,750)	(1,649,800)	(1,666,011)
EXPENDITURES	18,092,074	17,724,328	18,293,135	18,855,956	19,219,279	19,589,865	19,967,865	20,353,424
TRANSFERS	1,046,198	911,350	1,042,000	1,095,400	1,095,400	1,095,400	1,095,400	1,095,400
<b>Total</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</b>
<b>GRAND TOTAL</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</b>

## Service Category Summary

### Fire Protection

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Fire Dept - Headquarters	(1,075)	(750)	(750)	(750)	0
Fire Prevention/Investigation	(19,580)	(15,000)	(15,000)	(15,000)	0
Fire Halls	(3,226)	(4,310)	(3,000)	(3,000)	0
Fire Opr Comm Centre	(1,555,000)	(1,555,000)	(1,555,000)	(1,570,550)	(15,550)
Fire Suppress Operations	(123,463)	0	0	0	0
Fire Equip - High Angle Rescue	(14,819)	(8,000)	(8,000)	(10,000)	(2,000)
<b>Total Revenues</b>	<b>(1,717,162)</b>	<b>(1,583,060)</b>	<b>(1,581,750)</b>	<b>(1,599,300)</b>	<b>(17,550)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	1,825,004	1,876,882	1,955,997	2,030,150	74,153
Fire Dept - Recruitment	894	10,000	10,000	10,000	0
Fire Prevention/Investigation	27,546	36,470	36,470	36,480	10
Fire Communications	23,575	23,000	43,000	43,000	0
Fire Halls	97,770	54,760	54,760	54,780	20
Fire Opr Comm Centre	1,562,028	1,585,556	1,512,968	1,609,744	96,776
Fire Suppress Operations	14,283,958	13,952,890	14,541,190	14,933,062	391,872
Fire Fighting Fleet	227,063	138,770	112,750	112,740	(10)
Fire Equip - Radios	25,410	20,000	0	0	0
Fire Equip - High Angle Rescue	8,703	11,000	11,000	11,000	0
Fire - Confined Space	10,122	15,000	15,000	15,000	0
<b>Total Expenditures</b>	<b>18,092,074</b>	<b>17,724,328</b>	<b>18,293,135</b>	<b>18,855,956</b>	<b>562,821</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Dept - Headquarters	3,006	0	0	2,500	2,500
Fire Suppress Operations	107,377	0	0	0	0
Fire Fighting Fleet	935,426	911,350	1,042,000	1,092,900	50,900
Fire Equip - High Angle Rescue	222	0	0	0	0
Fire - Confined Space	167	0	0	0	0
<b>Total Transfers</b>	<b>1,046,198</b>	<b>911,350</b>	<b>1,042,000</b>	<b>1,095,400</b>	<b>53,400</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>598,671</b>

## Service Category Summary

### Fire Protection

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	<b>(1,717,162)</b>	<b>(1,583,060)</b>	<b>(1,581,750)</b>	<b>(1,599,300)</b>	<b>(17,550)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>17,140,265</b>	<b>17,014,498</b>	<b>17,603,295</b>	<b>18,166,076</b>	<b>562,781</b>
Non-Salary Expenses	<b>951,809</b>	<b>709,830</b>	<b>689,840</b>	<b>689,880</b>	<b>40</b>
Total Expenditures	<b>18,092,074</b>	<b>17,724,328</b>	<b>18,293,135</b>	<b>18,855,956</b>	<b>562,821</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,046,198</b>	<b>911,350</b>	<b>1,042,000</b>	<b>1,095,400</b>	<b>53,400</b>
Net Operations	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>598,671</b>

**Police Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(581,291)	(439,380)	(465,201)	(523,610)	(523,610)	(523,610)	(523,610)	(523,610)
EXPENDITURES	26,657,991	26,555,184	27,401,612	27,723,299	27,816,829	27,912,230	28,009,537	28,108,790
TRANSFERS	42	0	0	0	0	0	0	0
<b>Total</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</b>
<b>GRAND TOTAL</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</b>

## Service Category Summary

### Police Protection

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Police Operations	(443,628)	(326,280)	(326,290)	(401,290)	(75,000)
Police Progr - Victim Services	(86,196)	(73,100)	(78,911)	(82,320)	(3,409)
Custody of Prisoners	(51,467)	(40,000)	(60,000)	(40,000)	20,000
<b>Total Revenues</b>	<b>(581,291)</b>	<b>(439,380)</b>	<b>(465,201)</b>	<b>(523,610)</b>	<b>(58,409)</b>
<b>Expenditures</b>					
Police Contract	21,887,493	22,043,218	22,635,703	22,863,780	228,077
Police Operations	3,869,722	3,648,386	3,794,293	3,869,263	74,970
Police Progr-CPAC-Storefront	172,243	148,269	165,719	168,592	2,873
Police Progr - Victim Services	181,663	167,125	171,898	174,667	2,769
Custody of Prisoners	546,870	548,186	633,999	646,997	12,998
<b>Total Expenditures</b>	<b>26,657,991</b>	<b>26,555,184</b>	<b>27,401,612</b>	<b>27,723,299</b>	<b>321,687</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Police Progr-CPAC-Storefront	42	0	0	0	0
<b>Total Transfers</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>263,278</b>

## Service Category Summary

### Police Protection

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(581,291)	(439,380)	(465,201)	(523,610)	(58,409)
Expenditures					
Salary & Wages (including Benefits)	4,449,161	4,263,836	4,582,839	4,676,449	93,610
Non-Salary Expenses	22,208,830	22,291,348	22,818,773	23,046,850	228,077
Total Expenditures	26,657,991	26,555,184	27,401,612	27,723,299	321,687
Debt	0	0	0	0	0
Transfers	42	0	0	0	0
Net Operations	26,076,742	26,115,804	26,936,411	27,199,689	263,278

**Community Services Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Emergency Measures</b>								
REVENUE	(1,017,146)	0	0	0	0	0	0	0
EXPENDITURES	1,334,774	146,494	216,805	322,269	327,872	333,588	339,418	345,364
TRANSFERS	141,777	0	0	16,000	16,000	16,000	16,000	16,000
<b>Total</b>	<b>459,404</b>	<b>146,494</b>	<b>216,805</b>	<b>338,269</b>	<b>343,872</b>	<b>349,588</b>	<b>355,418</b>	<b>361,364</b>
<b>Aquatics</b>								
REVENUE	(1,892,782)	(1,900,796)	(1,914,619)	(1,951,780)	(1,951,780)	(1,951,780)	(1,951,780)	(1,951,780)
EXPENDITURES	4,780,387	4,378,164	4,399,418	4,439,857	4,510,461	4,582,477	4,655,935	4,730,862
TRANSFERS	152,484	147,013	313,144	312,684	312,684	312,684	312,684	312,684
<b>Total</b>	<b>3,040,089</b>	<b>2,624,381</b>	<b>2,797,943</b>	<b>2,800,761</b>	<b>2,871,365</b>	<b>2,943,381</b>	<b>3,016,839</b>	<b>3,091,766</b>
<b>Events &amp; Civic Centre</b>								
REVENUE	(1,379,197)	(1,340,370)	(1,338,720)	(1,450,550)	(1,450,550)	(1,450,550)	(1,450,550)	(1,450,550)
EXPENDITURES	2,013,855	1,898,111	1,939,941	1,957,878	1,976,260	1,995,010	2,014,134	2,033,641
TRANSFERS	78,497	109,226	103,883	101,182	101,182	101,182	101,182	101,182
<b>Total</b>	<b>713,155</b>	<b>666,967</b>	<b>705,104</b>	<b>608,510</b>	<b>626,892</b>	<b>645,642</b>	<b>664,766</b>	<b>684,273</b>
<b>Community Partnerships</b>								
REVENUE	(55,422)	(29,830)	(29,830)	(29,830)	(29,830)	(29,830)	(29,830)	(29,830)
EXPENDITURES	1,439,475	1,378,592	1,491,902	1,265,531	1,279,194	1,293,131	1,307,346	1,321,844
TRANSFERS	(53,667)	6,080	1,900	2,050	2,050	2,050	2,050	2,050
<b>Total</b>	<b>1,330,386</b>	<b>1,354,842</b>	<b>1,463,972</b>	<b>1,237,751</b>	<b>1,251,414</b>	<b>1,265,351</b>	<b>1,279,566</b>	<b>1,294,064</b>
<b>Exhibition Park &amp; Comm Arenas</b>								
REVENUE	(4,838,577)	(3,169,127)	(3,300,496)	(3,409,413)	(3,409,426)	(3,409,439)	(3,409,452)	(3,409,465)
EXPENDITURES	7,719,392	5,586,095	6,072,771	6,046,159	6,120,733	6,196,805	6,274,389	6,353,527
TRANSFERS	194,708	277,391	362,874	370,400	370,400	370,400	370,400	370,400
<b>Total</b>	<b>3,075,523</b>	<b>2,694,359</b>	<b>3,135,149</b>	<b>3,007,146</b>	<b>3,081,707</b>	<b>3,157,766</b>	<b>3,235,337</b>	<b>3,314,462</b>
<b>GRAND TOTAL</b>	<b>8,618,558</b>	<b>7,487,043</b>	<b>8,318,973</b>	<b>7,992,437</b>	<b>8,175,250</b>	<b>8,361,728</b>	<b>8,551,926</b>	<b>8,745,929</b>

## Service Category Summary

### Emergency Measures

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Emergency Fire Response	(984,458)	0	0	0	0
Emergency Flood Response	(32,689)	0	0	0	0
<b>Total Revenues</b>	<b>(1,017,146)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	84,150	146,494	216,805	322,269	105,464
Emergency Fire Response	1,196,076	0	0	0	0
Emergency Flood Response	54,547	0	0	0	0
<b>Total Expenditures</b>	<b>1,334,774</b>	<b>146,494</b>	<b>216,805</b>	<b>322,269</b>	<b>105,464</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Emergency Programs	874	0	0	16,000	16,000
Emergency Fire Response	138,995	0	0	0	0
Emergency Flood Response	1,908	0	0	0	0
<b>Total Transfers</b>	<b>141,777</b>	<b>0</b>	<b>0</b>	<b>16,000</b>	<b>16,000</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>459,404</b>	<b>146,494</b>	<b>216,805</b>	<b>338,269</b>	<b>121,464</b>

## Service Category Summary

### Emergency Measures

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(1,017,146)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,090,155</b>	<b>134,394</b>	<b>174,715</b>	<b>280,179</b>	<b>105,464</b>
Non-Salary Expenses	<b>244,620</b>	<b>12,100</b>	<b>42,090</b>	<b>42,090</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,334,774</b>	<b>146,494</b>	<b>216,805</b>	<b>322,269</b>	<b>105,464</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>141,777</b>	<b>0</b>	<b>0</b>	<b>16,000</b>	<b>16,000</b>
<b>Net Operations</b>	<b>459,404</b>	<b>146,494</b>	<b>216,805</b>	<b>338,269</b>	<b>121,464</b>

## Service Category Summary

### Aquatics

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
PGAC - Building Operations	(1,272,289)	(1,264,043)	(1,268,970)	(1,306,130)	(37,160)
FSLP - Building Operations	(594,912)	(636,753)	(645,649)	(645,650)	(1)
<b>Total Revenues</b>	<b>(1,867,201)</b>	<b>(1,900,796)</b>	<b>(1,914,619)</b>	<b>(1,951,780)</b>	<b>(37,161)</b>
<b>Expenditures</b>					
PGAC - Building Operations	2,841,258	2,588,535	2,743,201	2,815,385	72,184
PGAC - Aquatics Store	(961)	0	0	0	0
FSLP - Building Operations	1,560,613	1,496,625	1,515,923	1,484,788	(31,135)
<b>Total Expenditures</b>	<b>4,400,909</b>	<b>4,085,160</b>	<b>4,259,124</b>	<b>4,300,173</b>	<b>41,049</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
PGAC - Building Operations	96,181	90,957	96,764	100,280	3,516
FSLP - Building Operations	206,038	211,556	216,380	212,404	(3,976)
<b>Total Transfers</b>	<b>302,218</b>	<b>302,513</b>	<b>313,144</b>	<b>312,684</b>	<b>(460)</b>
<b>Revenues - Asset Maintenance</b>					
PGAC - Building Operations AM	(25,581)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(25,581)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
AQC-Chlorine Auto Shut-Off	22,944	24,000	0	0	0
AQC-Structural Repairs	64,773	66,500	0	0	0
AQC-Replace Pumps, Valves, Fla	63,039	65,000	0	0	0
PGAC - Building Operations AM	191,491	83,546	86,392	86,167	(225)
FSLP - Building Operations AM	37,230	53,958	53,902	53,517	(385)
<b>Total Expenditures - Asset Maintenance</b>	<b>379,478</b>	<b>293,004</b>	<b>140,294</b>	<b>139,684</b>	<b>(610)</b>
<b>Transfers - Asset Maintenance</b>					
AQC-Chlorine Auto Shut-Off	(22,944)	(24,000)	0	0	0
AQC-Structural Repairs	(64,773)	(66,500)	0	0	0
AQC-Replace Pumps, Valves, Fla	(63,039)	(65,000)	0	0	0
PGAC - Building Operations AM	909	0	0	0	0
FSLP - Building Operations AM	114	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(149,734)</b>	<b>(155,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,040,089</b>	<b>2,624,381</b>	<b>2,797,943</b>	<b>2,800,761</b>	<b>2,818</b>

## Service Category Summary

### Aquatics

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(1,892,782)</b>	<b>(1,900,796)</b>	<b>(1,914,619)</b>	<b>(1,951,780)</b>	<b>(37,161)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,698,814</b>	<b>3,426,408</b>	<b>3,574,391</b>	<b>3,530,238</b>	<b>(44,153)</b>
Non-Salary Expenses	<b>1,081,573</b>	<b>951,756</b>	<b>825,027</b>	<b>909,619</b>	<b>84,592</b>
Total Expenditures	<b>4,780,387</b>	<b>4,378,164</b>	<b>4,399,418</b>	<b>4,439,857</b>	<b>40,439</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>152,484</b>	<b>147,013</b>	<b>313,144</b>	<b>312,684</b>	<b>(460)</b>
Net Operations	<b>3,040,089</b>	<b>2,624,381</b>	<b>2,797,943</b>	<b>2,800,761</b>	<b>2,818</b>

## Service Category Summary

### Events & Civic Centre

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Civic Centre Event Services	(395,328)	(417,370)	(415,720)	(428,200)	(12,480)
Civic Centre - Food Beverage	(35,221)	(33,000)	(33,000)	(32,360)	640
Civic Centre - Food Serv Contr	(947,956)	(890,000)	(890,000)	(989,990)	(99,990)
Civic Ctr-Beverage Serv Contr	(692)	0	0	0	0
<b>Total Revenues</b>	<b>(1,379,197)</b>	<b>(1,340,370)</b>	<b>(1,338,720)</b>	<b>(1,450,550)</b>	<b>(111,830)</b>
<b>Expenditures</b>					
Seniors - Recreation	680	2,400	2,472	2,470	(2)
Civic Centre-Rental Subsidies	2,790	2,790	2,874	2,870	(4)
Civic Centre Bldg Mtce - Oper	536,967	521,217	543,595	550,343	6,748
Event Hosting Services	4,143	5,000	5,000	5,000	0
Civic Centre Event Services	575,506	512,949	531,414	542,492	11,078
Civic Centre - Marketing	27,004	25,010	25,010	25,020	10
Civic Centre - Food Beverage	35,221	33,000	33,000	32,360	(640)
Civic Centre - Programs	7,571	3,000	3,000	3,010	10
Civic Centre - Food Serv Contr	759,472	738,700	738,700	738,700	0
<b>Total Expenditures</b>	<b>1,949,354</b>	<b>1,844,066</b>	<b>1,885,065</b>	<b>1,902,265</b>	<b>17,200</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Seniors - Recreation	1,778	1,940	2,000	2,000	0
Civic Centre Bldg Mtce - Oper	130,835	122,436	115,533	120,882	5,349
Civic Centre Event Services	(56,103)	(15,150)	(13,650)	(21,700)	(8,050)
Civic Centre - Programs	2,176	0	0	0	0
<b>Total Transfers</b>	<b>78,686</b>	<b>109,226</b>	<b>103,883</b>	<b>101,182</b>	<b>(2,701)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Centre-Recommission HVAC	189	0	0	0	0
Civic Centre Bldg Mtce AM	64,312	54,045	54,876	55,613	737
<b>Total Expenditures - Asset Maintenance</b>	<b>64,501</b>	<b>54,045</b>	<b>54,876</b>	<b>55,613</b>	<b>737</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre-Recommission HVAC	(189)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(189)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>713,155</b>	<b>666,967</b>	<b>705,104</b>	<b>608,510</b>	<b>(96,594)</b>

## Service Category Summary

### Events & Civic Centre

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(1,379,197)</b>	<b>(1,340,370)</b>	<b>(1,338,720)</b>	<b>(1,450,550)</b>	<b>(111,830)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>832,961</b>	<b>874,396</b>	<b>903,774</b>	<b>919,111</b>	<b>15,337</b>
Non-Salary Expenses	<b>1,180,894</b>	<b>1,023,715</b>	<b>1,036,167</b>	<b>1,038,767</b>	<b>2,600</b>
Total Expenditures	<b>2,013,855</b>	<b>1,898,111</b>	<b>1,939,941</b>	<b>1,957,878</b>	<b>17,937</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>78,497</b>	<b>109,226</b>	<b>103,883</b>	<b>101,182</b>	<b>(2,701)</b>
Net Operations	<b>713,155</b>	<b>666,967</b>	<b>705,104</b>	<b>608,510</b>	<b>(96,594)</b>

## Service Category Summary

### Community Partnerships

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Active Living & Healthy Eating	(1,554)	0	0	0	0
Community Street Banners	(10,000)	0	0	0	0
Event Hosting - Entertainment	(4,943)	0	0	0	0
Pine Valley Golf - Operations	(762)	(1,700)	(1,700)	(1,700)	0
Active Living Guide	(18,892)	(22,940)	(22,940)	(22,940)	0
Community Partnerships Ops.	(19,272)	(5,190)	(5,190)	(5,190)	0
<b>Total Revenues</b>	<b>(55,422)</b>	<b>(29,830)</b>	<b>(29,830)</b>	<b>(29,830)</b>	<b>0</b>
<b>Expenditures</b>					
Scholarships & Bursaries	3,500	3,500	3,500	3,500	0
Volunteer Grants	11,300	11,300	11,300	11,300	0
Active Living & Healthy Eating	6,422	5,000	5,000	5,000	0
Community Enhancement Grants	22,813	22,650	16,000	16,000	0
Community Street Banners	34,944	25,000	25,000	25,000	0
Community Heritage	7,074	6,990	6,990	7,000	10
Community Flower Baskets	51,048	51,250	57,850	57,850	0
Event Hosting - Entertainment	54,845	35,100	41,127	41,130	3
Pine Valley Golf - Operations	2,153	3,520	3,520	3,520	0
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Sport Event Grants	40,217	0	3,591	3,691	100
Active Living Guide	28,133	27,310	27,310	27,310	0
Community Partnerships Ops.	51,396	41,800	42,312	40,489	(1,823)
Community Partnerships Admin.	825,632	845,172	948,402	723,741	(224,661)
<b>Total Expenditures</b>	<b>1,439,475</b>	<b>1,378,592</b>	<b>1,491,902</b>	<b>1,265,531</b>	<b>(226,371)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Active Living & Healthy Eating	168	0	0	0	0
Community Heritage	143	0	0	0	0
Event Hosting - Entertainment	(10,928)	0	2,500	2,500	0
Sport Event Grants	(40,217)	0	0	0	0
Active Living Guide	(8,031)	(3,500)	(6,600)	(6,950)	(350)
Community Partnerships Ops.	5,198	8,000	6,000	6,500	500
Community Partnerships Admin.	0	1,580	0	0	0
<b>Total Transfers</b>	<b>(53,667)</b>	<b>6,080</b>	<b>1,900</b>	<b>2,050</b>	<b>150</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,330,386</b>	<b>1,354,842</b>	<b>1,463,972</b>	<b>1,237,751</b>	<b>(226,221)</b>

## Service Category Summary

### Community Partnerships

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(55,422)	(29,830)	(29,830)	(29,830)	0
Expenditures					
Salary & Wages (including Benefits)	779,833	788,172	816,402	683,150	(133,252)
Non-Salary Expenses	659,642	590,420	675,500	582,381	(93,119)
Total Expenditures	1,439,475	1,378,592	1,491,902	1,265,531	(226,371)
Debt	0	0	0	0	0
Transfers	(53,667)	6,080	1,900	2,050	150
Net Operations	1,330,386	1,354,842	1,463,972	1,237,751	(226,221)

## Service Category Summary

### Exhibition Park & Comm Arenas

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Ice Oval	(375)	0	0	0	0
Prince George Playhouse	(28,992)	(14,640)	(20,000)	(20,600)	(600)
Comm Arenas - Administration	20	0	0	0	0
Adult Summer Hockey Programs	(25,210)	(31,470)	(32,414)	(32,410)	4
Skating Programs	0	(3,500)	(3,500)	(3,500)	0
Drop in Hockey Programs	(3,973)	(10,490)	(10,805)	(5,000)	5,805
Livestock Arenas - Operating	(38,617)	(31,758)	(31,750)	(35,860)	(4,110)
Exhibition Grounds-Operations	(17,329)	(21,280)	(21,918)	(22,580)	(662)
BC Northern Exhibition	(1,908)	(2,500)	(2,500)	(2,440)	60
Exhibition Sports Ctr - Opr	(52,528)	(42,409)	(43,977)	(45,043)	(1,066)
Coliseum - Operations	(276,227)	(315,450)	(324,867)	(324,870)	(3)
Kin Centre - Operations	(916,031)	(866,400)	(887,380)	(917,670)	(30,290)
Elksentre - Operations	(319,076)	(319,900)	(329,490)	(329,490)	0
CN Centre - Bldg Operations	(170)	0	0	0	0
CN Centre - Sales & Marketing	(58,817)	(91,000)	(91,000)	(66,000)	25,000
CN Centre - Cougar Operations	(454,332)	(371,970)	(375,755)	(450,760)	(75,005)
CN Centre - Show Operations	(2,395,381)	(896,010)	(1,019,140)	(1,044,080)	(24,940)
CN Centre - Recr Use Oper	(168,259)	(150,350)	(106,000)	(109,110)	(3,110)
<b>Total Revenues</b>	<b>(4,757,204)</b>	<b>(3,169,127)</b>	<b>(3,300,496)</b>	<b>(3,409,413)</b>	<b>(108,917)</b>
<b>Expenditures</b>					
Ice Oval	15,275	14,500	14,500	14,500	0
Prince George Playhouse	53,706	45,632	50,508	50,976	468
Comm Arenas - Administration	334,565	302,025	313,477	417,340	103,863
Adult Summer Hockey Programs	9,492	12,000	12,000	12,000	0
Skating Programs	747	3,500	3,500	3,500	0
Drop in Hockey Programs	0	3,000	3,000	3,000	0
Livestock Arenas - Operating	28,241	28,180	30,074	30,724	650
Exhibition Grounds-Operations	18,803	17,856	17,938	18,246	308
BC Northern Exhibition	814	1,000	1,000	1,000	0
Exhibition Sports Ctr - Opr	36,357	36,409	37,665	38,510	845
Coliseum - Operations	582,760	595,861	604,672	643,750	39,078
Kin Centre - Operations	977,999	860,771	859,876	891,031	31,155
Elksentre - Operations	437,124	343,443	403,120	374,590	(28,530)
CN Centre - Bldg Operations	1,399,877	1,076,900	1,157,165	1,160,112	2,947
CN Centre - Sales & Marketing	44,130	33,900	33,910	33,900	(10)
CN Centre - Cougar Operations	372,955	331,031	336,012	338,571	2,559
CN Centre - Show Operations	2,066,702	689,678	694,425	684,958	(9,467)
Police Station Cleaning	235,451	227,881	234,398	241,461	7,063
City Hall Bldg Cleaning	264,041	218,279	224,378	227,887	3,509
18th Ave Admin Bldg Cleaning	54,705	72,132	74,156	75,329	1,173
18th Ave Yard Cleaning	68,451	66,032	67,799	68,746	947
<b>Total Expenditures</b>	<b>7,002,194</b>	<b>4,980,010</b>	<b>5,173,573</b>	<b>5,330,131</b>	<b>156,558</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Exhibition Park & Comm Arenas

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Transfers</b>					
Ice Oval	100	100	100	0	(100)
Prince George Playhouse	5,596	4,839	5,638	5,835	197
Comm Arenas - Administration	(44)	0	0	0	0
Livestock Arenas - Operating	10,274	5,530	8,160	8,446	286
Exhibition Grounds-Operations	0	200	0	0	0
Exhibition Sports Ctr - Opr	6,224	6,000	6,312	6,533	221
Coliseum - Operations	75,126	89,022	91,511	102,979	11,468
Kin Centre - Operations	6,467	111,500	111,343	101,325	(10,018)
Elksentre - Operations	36,289	36,800	36,898	38,396	1,498
CN Centre - Bldg Operations	103,681	87,400	102,412	106,386	3,974
CN Centre - Show Operations	500	500	500	500	0
CN Centre - Recr Use Oper	(278)	0	0	0	0
<b>Total Transfers</b>	<b>243,936</b>	<b>341,891</b>	<b>362,874</b>	<b>370,400</b>	<b>7,526</b>
<b>Revenues - Asset Maintenance</b>					
Elksentre-Replace Skate Floor	(25,554)	0	0	0	0
Coliseum - Operations AM	(38,983)	0	0	0	0
Kin Centre - Operations AM	(15,658)	0	0	0	0
CN Centre - Bldg Operations AM	(1,179)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(81,374)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Elksentre-Replace Skate Floor	67,794	52,000	0	0	0
CN-Replace Office Flooring	8,456	12,500	0	0	0
Prince George Playhouse AM	12,563	3,665	3,747	3,786	39
Livestock Arenas-Operating AM	9,832	1,736	1,760	1,775	15
Exhibition Grounds - Opr AM	5,193	6,797	6,970	7,072	102
Exhibition Sports Ctr - Opr AM	8,884	3,100	3,155	3,189	34
Coliseum - Operations AM	108,860	75,433	162,626	98,593	(64,033)
Kin Centre - Operations AM	222,496	159,168	242,077	234,757	(7,320)
Elksentre - Operations AM	68,993	56,916	149,743	86,637	(63,106)
CN Centre - Bldg Operations AM	204,127	234,770	329,120	280,219	(48,901)
<b>Total Expenditures - Asset Maintenance</b>	<b>717,198</b>	<b>606,085</b>	<b>899,198</b>	<b>716,028</b>	<b>(183,170)</b>
<b>Transfers - Asset Maintenance</b>					
Elksentre-Replace Skate Floor	(42,240)	(52,000)	0	0	0
CN-Replace Office Flooring	(8,456)	(12,500)	0	0	0
Coliseum - Operations AM	696	0	0	0	0
CN Centre - Bldg Operations AM	772	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(49,228)</b>	<b>(64,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,075,523</b>	<b>2,694,359</b>	<b>3,135,149</b>	<b>3,007,146</b>	<b>(128,003)</b>

## Service Category Summary

### Exhibition Park & Comm Arenas

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(4,838,577)</b>	<b>(3,169,127)</b>	<b>(3,300,496)</b>	<b>(3,409,413)</b>	<b>(108,917)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,767,381</b>	<b>3,478,487</b>	<b>3,583,769</b>	<b>3,728,778</b>	<b>145,009</b>
Non-Salary Expenses	<b>3,952,011</b>	<b>2,107,608</b>	<b>2,489,002</b>	<b>2,317,381</b>	<b>(171,621)</b>
Total Expenditures	<b>7,719,392</b>	<b>5,586,095</b>	<b>6,072,771</b>	<b>6,046,159</b>	<b>(26,612)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>194,708</b>	<b>277,391</b>	<b>362,874</b>	<b>370,400</b>	<b>7,526</b>
Net Operations	<b>3,075,523</b>	<b>2,694,359</b>	<b>3,135,149</b>	<b>3,007,146</b>	<b>(128,003)</b>

**Planning and Development Serv Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Bylaw Enforcement</b>								
REVENUE	(712,698)	(649,000)	(706,500)	(745,490)	(745,490)	(745,490)	(745,490)	(745,490)
EXPENDITURES	1,923,266	1,854,578	1,964,758	1,995,394	2,025,159	2,055,519	2,086,486	2,118,074
TRANSFERS	128,166	125,340	137,325	133,923	133,923	133,923	133,923	133,923
<b>Total</b>	<b>1,338,734</b>	<b>1,330,918</b>	<b>1,395,583</b>	<b>1,383,827</b>	<b>1,413,592</b>	<b>1,443,952</b>	<b>1,474,919</b>	<b>1,506,507</b>
<b>Dev Planning and Admin</b>								
REVENUE	(5,897,295)	(5,515,620)	(5,258,961)	(5,489,090)	(5,489,090)	(5,489,090)	(5,489,090)	(5,489,090)
EXPENDITURES	8,027,045	8,225,392	8,111,645	8,556,436	8,600,093	8,644,622	8,690,043	8,736,372
TRANSFERS	128,278	8,000	19,200	24,000	24,000	24,000	24,000	24,000
<b>Total</b>	<b>2,258,028</b>	<b>2,717,772</b>	<b>2,871,884</b>	<b>3,091,346</b>	<b>3,135,003</b>	<b>3,179,532</b>	<b>3,224,953</b>	<b>3,271,282</b>
<b>Economic Development</b>								
REVENUE	(183,985)	(99,916)	(55,800)	(42,800)	(42,800)	(42,800)	(42,800)	(42,800)
EXPENDITURES	875,505	793,367	875,754	827,176	836,791	846,599	856,603	866,807
TRANSFERS	415	0	0	0	0	0	0	0
<b>Total</b>	<b>691,936</b>	<b>693,451</b>	<b>819,954</b>	<b>784,376</b>	<b>793,991</b>	<b>803,799</b>	<b>813,803</b>	<b>824,007</b>
<b>Off-Street Parking</b>								
REVENUE	(1,783,536)	(1,972,220)	(1,965,470)	(1,964,000)	(1,964,000)	(1,964,000)	(1,964,000)	(1,964,000)
EXPENDITURES	1,114,910	1,098,168	1,157,552	1,171,614	1,180,867	1,190,306	1,199,932	1,209,752
TRANSFERS	668,626	887,196	807,918	792,386	783,133	773,694	764,068	754,248
<b>Total</b>	<b>0</b>	<b>13,144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>4,288,698</b>	<b>4,755,285</b>	<b>5,087,421</b>	<b>5,259,549</b>	<b>5,342,586</b>	<b>5,427,283</b>	<b>5,513,675</b>	<b>5,601,796</b>

## Service Category Summary

### Bylaw Enforcement

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Parking Oper - Traffic Control	(359,024)	(381,500)	(381,500)	(381,500)	0
Animal/SPCA Operations	(240,524)	(237,500)	(300,000)	(309,000)	(9,000)
Enforcement	0	(10,000)	(5,000)	(4,990)	10
Bylaw Admin Operations	(113,150)	(20,000)	(20,000)	(50,000)	(30,000)
<b>Total Revenues</b>	<b>(712,698)</b>	<b>(649,000)</b>	<b>(706,500)</b>	<b>(745,490)</b>	<b>(38,990)</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	328,817	405,077	413,195	417,871	4,676
Animal/SPCA Operations	617,008	563,906	573,491	578,732	5,241
Enforcement	609,573	590,238	673,330	684,005	10,675
Bylaw Admin Operations	367,868	295,357	304,742	314,786	10,044
<b>Total Expenditures</b>	<b>1,923,266</b>	<b>1,854,578</b>	<b>1,964,758</b>	<b>1,995,394</b>	<b>30,636</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parking Oper - Traffic Control	17,119	15,600	20,550	21,600	1,050
Plaza Parkade Office Space	12,750	12,750	12,750	0	(12,750)
Animal/SPCA Operations	51,738	56,790	56,725	56,623	(102)
Enforcement	46,558	40,200	47,300	55,700	8,400
<b>Total Transfers</b>	<b>128,166</b>	<b>125,340</b>	<b>137,325</b>	<b>133,923</b>	<b>(3,402)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,338,734</b>	<b>1,330,918</b>	<b>1,395,583</b>	<b>1,383,827</b>	<b>(11,756)</b>

## Service Category Summary

### Bylaw Enforcement

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(712,698)</b>	<b>(649,000)</b>	<b>(706,500)</b>	<b>(745,490)</b>	<b>(38,990)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,338,727</b>	<b>1,347,406</b>	<b>1,457,568</b>	<b>1,488,244</b>	<b>30,676</b>
Non-Salary Expenses	<b>584,539</b>	<b>507,172</b>	<b>507,190</b>	<b>507,150</b>	<b>(40)</b>
Total Expenditures	<b>1,923,266</b>	<b>1,854,578</b>	<b>1,964,758</b>	<b>1,995,394</b>	<b>30,636</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>128,166</b>	<b>125,340</b>	<b>137,325</b>	<b>133,923</b>	<b>(3,402)</b>
Net Operations	<b>1,338,734</b>	<b>1,330,918</b>	<b>1,395,583</b>	<b>1,383,827</b>	<b>(11,756)</b>

## Service Category Summary

### Dev Planning and Admin

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Transit - BC Transit	(2,222,626)	(2,149,390)	(2,149,390)	(2,381,520)	(232,130)
Community Planning	(141,449)	(170,490)	(140,490)	(140,490)	0
Subdiv, Infra, Bldg Inspection	(1,587,247)	(1,317,900)	(1,511,750)	(1,511,750)	0
Business Licenses	(984,496)	(1,001,830)	(1,001,830)	(1,001,830)	0
Land Management Operations	(910,341)	(855,910)	(445,501)	(445,500)	1
Dev Serv Admin - Operations	(9,056)	(20,100)	(10,000)	(8,000)	2,000
<b>Total Revenues</b>	<b>(5,855,215)</b>	<b>(5,515,620)</b>	<b>(5,258,961)</b>	<b>(5,489,090)</b>	<b>(230,129)</b>
<b>Expenditures</b>					
Transit - BC Transit	5,399,042	5,354,213	5,356,946	5,915,260	558,314
Community Planning	591,200	630,198	679,377	532,702	(146,675)
Subdiv, Infra, Bldg Inspection	691,081	816,328	717,317	720,132	2,815
Land Management Operations	312,213	301,744	313,162	318,390	5,228
Dev Serv Admin - Operations	993,299	1,110,479	1,032,413	1,057,522	25,109
<b>Total Expenditures</b>	<b>7,986,835</b>	<b>8,212,962</b>	<b>8,099,215</b>	<b>8,544,006</b>	<b>444,791</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Transit - BC Transit	(59)	0	0	0	0
Subdiv, Infra, Bldg Inspection	126,895	0	19,200	24,000	4,800
Business Licenses	0	18,000	0	0	0
Land Management Operations	0	(10,000)	0	0	0
Dev Serv Admin - Operations	185	0	0	0	0
<b>Total Transfers</b>	<b>127,022</b>	<b>8,000</b>	<b>19,200</b>	<b>24,000</b>	<b>4,800</b>
<b>Revenues - Asset Maintenance</b>					
Transit - BC Transit AM	(42,080)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(42,080)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Transit - BC Transit AM	40,211	12,430	12,430	12,430	0
<b>Total Expenditures - Asset Maintenance</b>	<b>40,211</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Transit - BC Transit AM	1,256	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>1,256</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,258,028</b>	<b>2,717,772</b>	<b>2,871,884</b>	<b>3,091,346</b>	<b>219,462</b>

## Service Category Summary

### Dev Planning and Admin

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(5,897,295)</b>	<b>(5,515,620)</b>	<b>(5,258,961)</b>	<b>(5,489,090)</b>	<b>(230,129)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,251,871</b>	<b>2,500,902</b>	<b>2,386,905</b>	<b>2,182,806</b>	<b>(204,099)</b>
Non-Salary Expenses	<b>5,775,174</b>	<b>5,724,490</b>	<b>5,724,740</b>	<b>6,373,630</b>	<b>648,890</b>
Total Expenditures	<b>8,027,045</b>	<b>8,225,392</b>	<b>8,111,645</b>	<b>8,556,436</b>	<b>444,791</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>128,278</b>	<b>8,000</b>	<b>19,200</b>	<b>24,000</b>	<b>4,800</b>
Net Operations	<b>2,258,028</b>	<b>2,717,772</b>	<b>2,871,884</b>	<b>3,091,346</b>	<b>219,462</b>

## Service Category Summary

### Economic Development

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Economic Development	(183,985)	(99,916)	(55,800)	(42,800)	13,000
<b>Total Revenues</b>	<b>(183,985)</b>	<b>(99,916)</b>	<b>(55,800)</b>	<b>(42,800)</b>	<b>13,000</b>
<b>Expenditures</b>					
Economic Development	875,505	793,367	875,754	827,176	(48,578)
<b>Total Expenditures</b>	<b>875,505</b>	<b>793,367</b>	<b>875,754</b>	<b>827,176</b>	<b>(48,578)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Economic Development	415	0	0	0	0
<b>Total Transfers</b>	<b>415</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>691,936</b>	<b>693,451</b>	<b>819,954</b>	<b>784,376</b>	<b>(35,578)</b>

## Service Category Summary

### Economic Development

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(183,985)</b>	<b>(99,916)</b>	<b>(55,800)</b>	<b>(42,800)</b>	<b>13,000</b>
Expenditures					
Salary & Wages (including Benefits)	509,660	510,367	529,352	480,786	(48,566)
Non-Salary Expenses	365,846	283,000	346,402	346,390	(12)
Total Expenditures	<b>875,505</b>	<b>793,367</b>	<b>875,754</b>	<b>827,176</b>	<b>(48,578)</b>
Debt	0	0	0	0	0
Transfers	415	0	0	0	0
Net Operations	<b>691,936</b>	<b>693,451</b>	<b>819,954</b>	<b>784,376</b>	<b>(35,578)</b>

## Service Category Summary

### Off-Street Parking

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Parking - Off Street	(1,781,631)	(1,972,220)	(1,965,470)	(1,964,000)	1,470
<b>Total Revenues</b>	<b>(1,781,631)</b>	<b>(1,972,220)</b>	<b>(1,965,470)</b>	<b>(1,964,000)</b>	<b>1,470</b>
<b>Expenditures</b>					
Parking - Off Street	444,067	420,419	450,391	457,599	7,208
Facilities Off Street Parking	604,841	677,749	642,161	649,015	6,854
<b>Total Expenditures</b>	<b>1,048,908</b>	<b>1,098,168</b>	<b>1,092,552</b>	<b>1,106,614</b>	<b>14,062</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parking - Off Street	649,514	872,386	788,657	772,836	(15,821)
Facilities Off Street Parking	18,792	14,810	16,921	17,210	289
Off-Street Mtce (fund 13)	64,416	0	67,340	67,340	0
<b>Total Transfers</b>	<b>732,722</b>	<b>887,196</b>	<b>872,918</b>	<b>857,386</b>	<b>(15,532)</b>
<b>Revenues - Asset Maintenance</b>					
Facilities Off Street Pking AM	(1,905)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(1,905)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Facilities Off Street Pking AM	66,001	0	65,000	65,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>66,001</b>	<b>0</b>	<b>65,000</b>	<b>65,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Facilities Off Street Pking AM	320	0	2,340	2,340	0
User Fee Funded - Off-Street	(64,416)	0	(67,340)	(67,340)	0
<b>Total Transfers - Asset Maintenance</b>	<b>(64,096)</b>	<b>0</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>0</b>
<b>Net Operations</b>	<b>0</b>	<b>13,144</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Off-Street Parking

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(1,783,536)</b>	<b>(1,972,220)</b>	<b>(1,965,470)</b>	<b>(1,964,000)</b>	<b>1,470</b>
Expenditures					
Salary & Wages (including Benefits)	<b>275,720</b>	<b>416,652</b>	<b>452,229</b>	<b>462,650</b>	<b>10,421</b>
Non-Salary Expenses	<b>839,189</b>	<b>681,516</b>	<b>705,323</b>	<b>708,964</b>	<b>3,641</b>
Total Expenditures	<b>1,114,910</b>	<b>1,098,168</b>	<b>1,157,552</b>	<b>1,171,614</b>	<b>14,062</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>668,626</b>	<b>887,196</b>	<b>807,918</b>	<b>792,386</b>	<b>(15,532)</b>
Net Operations	<b>0</b>	<b>13,144</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Agreements & Grants Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Library Services</b>								
REVENUE	(425,440)	(417,100)	(417,100)	(407,887)	(407,887)	(407,887)	(407,887)	(407,887)
EXPENDITURES	4,033,310	4,033,310	3,683,401	3,785,070	3,785,070	3,785,070	3,785,070	3,785,070
<b>Total</b>	<b>3,607,870</b>	<b>3,616,210</b>	<b>3,266,301</b>	<b>3,377,183</b>	<b>3,377,183</b>	<b>3,377,183</b>	<b>3,377,183</b>	<b>3,377,183</b>
<b>Tourism Prince George</b>								
EXPENDITURES	327,000	327,000	327,000	327,000	327,000	327,000	327,000	327,000
<b>Total</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>
<b>GRAND TOTAL</b>	<b>3,934,870</b>	<b>3,943,210</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>

## Service Category Summary

### Library Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Grants - Library	(425,440)	(417,100)	(417,100)	(407,887)	9,213
<b>Total Revenues</b>	<b>(425,440)</b>	<b>(417,100)</b>	<b>(417,100)</b>	<b>(407,887)</b>	<b>9,213</b>
<b>Expenditures</b>					
Grants - Library	4,033,310	4,033,310	3,683,401	3,785,070	101,669
<b>Total Expenditures</b>	<b>4,033,310</b>	<b>4,033,310</b>	<b>3,683,401</b>	<b>3,785,070</b>	<b>101,669</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,607,870</b>	<b>3,616,210</b>	<b>3,266,301</b>	<b>3,377,183</b>	<b>110,882</b>

## Service Category Summary

### Library Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(425,440)</b>	<b>(417,100)</b>	<b>(417,100)</b>	<b>(407,887)</b>	<b>9,213</b>
Expenditures					
Non-Salary Expenses	<b>4,033,310</b>	<b>4,033,310</b>	<b>3,683,401</b>	<b>3,785,070</b>	<b>101,669</b>
Total Expenditures	<b>4,033,310</b>	<b>4,033,310</b>	<b>3,683,401</b>	<b>3,785,070</b>	<b>101,669</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>3,607,870</b>	<b>3,616,210</b>	<b>3,266,301</b>	<b>3,377,183</b>	<b>110,882</b>



# The Prince George Public Library

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

f /pglibrary

t /pg\_library

November 21<sup>st</sup>, 2019

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

Mayor Hall and Members of Council:

Please find attached for your consideration the Prince George Public Library's 2020 operations budget. We have prepared a proposed budget of \$4,090,967.00 to support our branches as well as our digital and outreach services. The City and Regional District portion of this budget is \$3,785,067.00.

We look forward to launching several new projects and initiatives in 2020. The opening of the renovated entrance at the Bob Harkins Branch in spring of 2020 represents a significant upgrade to the safety and accessibility of that facility. With a welcoming and accessible entrance that permits library patrons to easily access all levels of the facility, we anticipate an increase in the number of people visiting the facility. Library accessibility will be further enhanced through expanded customer services on the second floor of the branch. This will permit patrons using the new entrance to access membership and borrowing services on both floors. Library Board and staff members are grateful for the years of hard work and determination of City Council and staff members who provided the leadership and support needed to make the entrance renovation project a reality in 2019.

In addition to these enhancements, the library will also introduce Radio Frequency Identification (RFID) technology that will improve staff workflow and the security of our materials while also adding increased convenience for patrons.

In 2020 the library will continue to ensure the library is a safe and welcoming facility for all library patrons. We have adopted a new approach to the provision of security services that relies on internal security staff rather than contracting with private security firms. This allows us to better orient security staff to the library's service philosophy and values, so that we focus on building relationships with library patrons and act preventatively to address security concerns before incidents can occur.

In 2020 we will continue efforts to supplement core funding through library supporters in the community. Our renovation of the meeting room at the Nechako Branch and the Capital fundraising project to renovate the Teen space at the Bob Harkins Branch are large projects that will be donor funded.

The Prince George Public Library looks forward to supporting the ongoing development and success of the City of Prince George and the surrounding community in 2020.

*Read, Learn, Discover.*



Respectfully submitted,

Mike Gagel,  
Chair, Board of Trustees  
Prince George Public Library

*Read, Learn, Discover.*



# The Prince George Public Library

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## Prince George Public Library Budget 2020

	<u>Budget 2019</u>	<u>Budget 2020</u>	<u>Total Deviation From 2019</u>
<b>Revenue</b>			
Municipal Funding Sources	3,683,399	3,785,067	101,668
Provincial Funding Sources	215,000	215,000	0
Internally Generated Sources	98,400	90,900	(7,500)
<b>Total Revenue</b>	<b><u>\$3,996,799</u></b>	<b><u>\$4,090,967</u></b>	<b><u>\$94,168</u></b>
<b>Wages &amp; Related Expenses</b>			
Benefits	536,797	527,350	(9,447)
Education & Professional Development	21,500	21,500	0
Wages	2,421,351	2,505,000	83,649
Other Staff Associated Costs	7,500	7,500	0
	<b><u>2,987,148</u></b>	<b><u>3,061,350</u></b>	<b><u>\$74,202</u></b>
<b>Operational Expenses</b>			
Supplies	25,010	21,075	(3,935)
Materials Costs	275,000	280,500	5,500
General & Administrative	181,750	154,450	(27,300)
Information Technology	101,200	102,572	1,372
Rent	74,091	76,500	2,409
Repairs & Maintenance	112,550	139,950	27,400
	<b><u>769,601</u></b>	<b><u>775,047</u></b>	<b><u>\$5,446</u></b>
<b>Investment in Tangible Capital Assets</b>			
Furniture	4,500	16,500	12,000
Equipment	3,500	22,000	18,500
Computer Infrastructure	36,050	16,150	(19,900)
Materials	196,000	199,920	3,920
	<b><u>240,050</u></b>	<b><u>254,570</u></b>	<b><u>\$14,520</u></b>
<b>Total Expenses &amp; TCA's</b>	<b><u>\$3,996,799</u></b>	<b><u>\$4,090,967</u></b>	<b><u>\$94,168</u></b>

*Read, Learn, Discover.*

## Service Category Summary

### Tourism Prince George

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Tourism PG Society-Grant paid	327,000	327,000	327,000	327,000	0
Total Expenditures	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>

## Service Category Summary

### Tourism Prince George

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
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

# Tourism PRINCE GEORGE

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

September 30, 2019

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2020 annual budget for Council's consideration. The annual budget has increased by 3.4 percent as a result of forecasted growth in the Municipal and Regional District Tax (MRDT) revenue.

In 2020, Tourism Prince George will start to implement the objectives set out in the 2020 - 2024 Strategic Plan and continue to develop the tourism sector and key platforms through consistent brand messaging and online activities. Destination marketing activities will focus on promoting the diversity of opportunities in Prince George, including both urban and wilderness experiences.

In addition, Visitor Services will carry forward with expanding the number of ways to interact directly with consumers. Other areas of focus will include tradeshow attendance, advertising (both traditional and non-traditional), social media interaction, digital asset creation, earned media coverage, industry relations, market research and community training.

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,



Erica Hummel  
CEO

**TOURISM PRINCE GEORGE 2020 BUDGET**

	2019			2020			% Change
REVENUE	Budget	DMO	VIC	Budget	DMO	VIC	from Budget
City of Prince George	327,000	163,500	163,500	327,000	163,500	163,500	0.0
MRDT (Hotel Tax)	1,160,000	1,160,000	0	1,218,000	1,218,000	0	5.0
Province of BC	70,000	47,000	23,000	70,000	47,000	23,000	0.0
Private Partnership	50,000	50,000	0	50,000	50,000	0	0.0
Advertising Guide Sales	60,000	60,000	0	60,000	60,000	0	0.0
Sales Commissions	4,000	0	4,000	4,000	0	4,000	0.0
Merchandising Income	20,000	0	20,000	20,000	0	20,000	0.0
Other							
<b>TOTAL REVENUES</b>	<b>1,691,000</b>	<b>1,480,500</b>	<b>210,500</b>	<b>1,749,000</b>	<b>1,538,500</b>	<b>210,500</b>	<b>3.4</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	155,000	85,000	70,000	165,000	95,000	70,000	6.5
Operating Benefits	26,000	14,000	12,000	28,000	16,000	12,000	7.7
VIC Staff	42,000	0	42,000	65,000	0	65,000	54.8
Visitor Services Programs	10,000	0	10,000	10,000	0	10,000	0.0
Security	15,000		15,000	15,000		15,000	0.0
Rent	47,000	23,500	23,500	47,000	23,500	23,500	0.0
Building Maintenance	42,000	21,000	21,000	42,000	21,000	21,000	0.0
Telephone	14,000	7,000	7,000	6,000	3,000	3,000	-57.1
Legal/Accounting	27,000	13,500	13,500	27,000	13,500	13,500	0.0
Admin/Bank Fees	1,700	850	850	1,700	850	850	0.0
Cost of Goods	11,000	0	11,000	11,000	0	11,000	0.0
Office Supplies	6,500	3,250	3,250	6,500	3,250	3,250	0.0
Office Equipment	7,000	3,500	3,500	7,000	3,500	3,500	0.0
Internet/IT	8,000	4,000	4,000	8,000	4,000	4,000	0.0
Board Expenses	20,000	10,000	10,000	10,000	5,000	5,000	-50.0
Insurance	6,500	3,250	3,250	6,500	3,250	3,250	0.0
Vehicle Overhead	9,000	4,500	4,500	9,000	4,500	4,500	0.0
Mileage and Parking	2,500	1,250	1,250	2,500	1,250	1,250	0.0
Training and Development	12,000	10,000	2,000	12,000	10,000	2,000	0.0
<b>Subtotal, Operating</b>	<b>462,200</b>	<b>204,600</b>	<b>257,600</b>	<b>479,200</b>	<b>207,600</b>	<b>271,600</b>	<b>3.7</b>
<b>Capital</b>							
Equipment	22,000	11,000	11,000	70,000	35,000	35,000	218.2
Building Improvements	6,000	3,000	3,000	6,000	3,000	3,000	0.0
<b>Subtotal, Capital</b>	<b>28,000</b>	<b>14,000</b>	<b>14,000</b>	<b>76,000</b>	<b>38,000</b>	<b>38,000</b>	<b>171.4</b>
<b>Marketing</b>							
Marketing Salaries	360,000	360,000	0	415,000	415,000	0	15.3
Marketing Benefits	60,000	60,000	0	70,000	70,000	0	16.7
Postage/Freight	10,000	10,000	0	10,000	10,000	0	0.0
Consumer Shows				50,000	50,000		
Brand Campaign	100,000	100,000		75,000	75,000		-25.0
Route 97				10,000	10,000		
RV Touring Campaign	100,000	100,000		5,000	5,000		-95.0
Route 16 Co-op (Motorcycle Tour)	100,000	100,000		80,000	80,000		-20.0
TakeOnPG Campaign	50,000	50,000		10,000	10,000		-80.0
Celebrate Prince George Partnership	30,000	30,000		30,000	30,000		0.0
Fishing Campaign	25,000	25,000		13,500	13,500		-46.0
Hunting Campaign	20,000	20,000		0	0		-100.0
Mountain Biking Campaign	15,000	15,000		7,500	7,500		-50.0
Culinary Campaign	8,000	8,000		20,000	20,000		150.0
Ski (NBCT) Campaign	2,000	2,000		5,000	5,000		150.0
Golf Campaign				5,000	5,000		
Visitor Guide	70,000	70,000	0	70,000	70,000	0	0.0
Media Tours	2,000	2,000	0	5,000	5,000	0	150.0
Website	12,000	12,000	0	25,000	25,000	0	108.3
Marketing Memberships	6,500	6,500	0	6,500	6,500	0	0.0
Sport/Event Development	75,000	75,000	0	75,000	75,000	0	0.0
Meetings & Conventions Development	75,000	75,000	0	75,000	75,000	0	0.0
Destination Development & Training	25,000	25,000	0	70,000	70,000	0	180.0
<b>Subtotal, Marketing</b>	<b>1,145,500</b>	<b>1,145,500</b>	<b>0</b>	<b>1,132,500</b>	<b>1,132,500</b>	<b>0</b>	<b>-1.1</b>
<b>TOTAL EXPENSES</b>	<b>1,635,700</b>	<b>1,364,100</b>	<b>271,600</b>	<b>1,687,700</b>	<b>1,378,100</b>	<b>309,600</b>	<b>3.2</b>
Balance	55,300	116,400	-61,100	61,300	160,400	-99,100	10.8

**External Relations Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>External Relations</b>								
EXPENDITURES	552,680	628,485	602,438	621,555	632,301	643,262	654,442	665,846
TRANSFERS	0	0	0	5,000	5,000	5,000	5,000	5,000
<b>Total</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>
<b>GRAND TOTAL</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>

## Service Category Summary

### External Relations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
External Relations	552,680	628,485	602,438	621,555	19,117
Total Expenditures	552,680	628,485	602,438	621,555	19,117
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
External Relations	0	0	0	5,000	5,000
Total Transfers	0	0	0	5,000	5,000
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	552,680	628,485	602,438	626,555	24,117

## Service Category Summary

### External Relations

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	512,395	505,745	528,168	537,295	9,127
Non-Salary Expenses	40,286	122,740	74,270	84,260	9,990
Total Expenditures	552,680	628,485	602,438	621,555	19,117
Debt	0	0	0	0	0
Transfers	0	0	0	5,000	5,000
Net Operations	552,680	628,485	602,438	626,555	24,117

### Engineering & Public Works Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(105,498)	(65,000)	(65,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
EXPENDITURES	6,850,983	5,178,700	6,697,650	6,639,350	6,639,350	6,639,350	6,639,350	6,639,350
TRANSFERS	2,913,109	1,886,300	1,867,350	1,910,650	1,910,650	1,910,650	1,910,650	1,910,650
<b>Total</b>	<b>9,658,594</b>	<b>7,000,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>
<b>Roads</b>								
REVENUE	(415,851)	(108,329)	(106,547)	(135,124)	(136,251)	(137,404)	(138,579)	(139,780)
EXPENDITURES	3,208,967	3,320,880	2,970,481	2,927,998	2,965,914	3,004,591	3,044,043	3,084,287
TRANSFERS	801,470	448,261	798,450	956,257	956,257	956,257	956,257	956,257
<b>Total</b>	<b>3,594,586</b>	<b>3,660,812</b>	<b>3,662,384</b>	<b>3,749,131</b>	<b>3,785,920</b>	<b>3,823,444</b>	<b>3,861,721</b>	<b>3,900,764</b>
<b>Storm Drainage</b>								
REVENUE	(216,597)	(166,231)	(150,347)	(148,740)	(151,417)	(154,149)	(156,936)	(159,777)
EXPENDITURES	1,331,672	1,197,517	1,165,907	960,958	975,963	991,271	1,006,883	1,022,809
TRANSFERS	303,188	95,619	121,584	317,488	317,488	317,488	317,488	317,488
<b>Total</b>	<b>1,418,263</b>	<b>1,126,905</b>	<b>1,137,144</b>	<b>1,129,706</b>	<b>1,142,034</b>	<b>1,154,610</b>	<b>1,167,435</b>	<b>1,180,520</b>
<b>Fleet Services</b>								
REVENUE	(597,457)	(435,340)	(604,340)	(604,340)	(604,340)	(604,340)	(604,340)	(604,340)
EXPENDITURES	6,171,653	5,906,810	6,245,735	6,551,396	6,596,935	6,643,385	6,690,766	6,739,095
TRANSFERS	(6,655,946)	(4,773,581)	(5,085,240)	(5,457,981)	(4,692,625)	(4,913,321)	(4,874,842)	(4,905,142)
<b>Total</b>	<b>(1,081,751)</b>	<b>697,889</b>	<b>556,155</b>	<b>489,075</b>	<b>1,299,970</b>	<b>1,125,724</b>	<b>1,211,584</b>	<b>1,229,613</b>
<b>Street Lighting</b>								
REVENUE	(78,389)	(18,600)	(18,600)	(36,200)	(36,200)	(36,200)	(36,200)	(36,200)
EXPENDITURES	1,984,388	1,608,369	1,796,103	1,623,619	1,628,253	1,632,980	1,637,801	1,642,717
TRANSFERS	61,744	107,700	(101,100)	118,614	118,614	118,614	118,614	118,614
<b>Total</b>	<b>1,967,743</b>	<b>1,697,469</b>	<b>1,676,403</b>	<b>1,706,033</b>	<b>1,710,667</b>	<b>1,715,394</b>	<b>1,720,215</b>	<b>1,725,131</b>
<b>Eng. &amp; Public Works Admin</b>								
REVENUE	(8,929)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
EXPENDITURES	925,284	885,142	949,977	780,175	795,442	811,014	826,898	843,100
TRANSFERS	286	0	0	0	0	0	0	0
<b>Total</b>	<b>916,641</b>	<b>880,142</b>	<b>944,977</b>	<b>775,175</b>	<b>790,442</b>	<b>806,014</b>	<b>821,898</b>	<b>838,100</b>
<b>Solid Waste Services</b>								
REVENUE	(4,622,293)	(4,564,746)	(4,587,824)	(4,707,660)	(4,828,670)	(4,949,590)	(5,071,624)	(5,247,309)
EXPENDITURES	2,537,324	2,440,278	2,465,601	2,419,118	2,438,985	2,459,251	2,479,921	2,501,002
TRANSFERS	2,084,969	2,117,886	2,122,223	2,288,542	2,389,685	2,490,339	2,591,703	2,746,307
<b>Total</b>	<b>0</b>	<b>(6,582)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>								
REVENUE	(592,221)	(451,886)	(398,729)	(498,720)	(498,720)	(498,720)	(498,720)	(498,720)
EXPENDITURES	556,490	473,969	489,244	496,335	504,288	512,400	520,675	529,114
TRANSFERS	354,996	118,955	73,638	52,525	52,525	52,525	52,525	52,525
<b>Total</b>	<b>319,266</b>	<b>141,038</b>	<b>164,153</b>	<b>50,140</b>	<b>58,093</b>	<b>66,205</b>	<b>74,480</b>	<b>82,919</b>
<b>Sewer Operations</b>								
REVENUE	(13,065,926)	(12,795,253)	(13,189,231)	(13,876,169)	(14,548,559)	(15,283,966)	(15,987,659)	(16,691,895)
EXPENDITURES	5,805,897	6,314,943	6,233,708	6,133,925	6,218,362	6,304,486	6,392,332	6,481,939
DEBT	308,793	307,394	319,737	424,990	447,658	460,599	446,001	262,120
TRANSFERS	6,971,997	6,172,916	6,635,786	7,317,254	7,882,539	8,518,881	9,149,326	9,947,836
<b>Total</b>	<b>20,762</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Engineering & Public Works Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Water Operations</b>								
REVENUE	(16,578,003)	(16,316,281)	(16,212,492)	(17,043,483)	(17,446,050)	(18,001,363)	(18,597,719)	(19,144,961)
EXPENDITURES	7,125,085	6,145,308	6,219,644	6,194,078	6,269,466	6,346,362	6,424,793	6,504,793
DEBT	1,320,014	1,325,219	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712
TRANSFERS	8,145,462	8,845,754	8,641,069	9,480,890	9,776,259	10,221,579	10,719,843	11,257,456
<b>Total</b>	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>								
REVENUE	(150,270)	(87,057)	(110,957)	(115,957)	(116,160)	(116,367)	(116,578)	(116,794)
EXPENDITURES	4,672,953	4,237,940	4,503,874	4,389,228	4,456,063	4,524,235	4,593,767	4,664,697
TRANSFERS	963,829	988,320	1,169,489	1,027,641	1,027,641	1,027,641	1,027,641	1,027,641
<b>Total</b>	<b>5,486,512</b>	<b>5,139,203</b>	<b>5,562,406</b>	<b>5,300,912</b>	<b>5,367,544</b>	<b>5,435,509</b>	<b>5,504,830</b>	<b>5,575,544</b>
<b>Facilities Maintenance</b>								
REVENUE	(265,104)	(28,700)	(28,711)	(25,190)	(25,190)	(25,190)	(25,190)	(25,190)
EXPENDITURES	2,516,388	2,078,378	1,909,983	1,930,568	1,946,702	1,963,159	1,979,945	1,997,065
TRANSFERS	139,861	55,861	231,431	325,386	325,386	325,386	325,386	325,386
<b>Total</b>	<b>2,391,145</b>	<b>2,105,539</b>	<b>2,112,703</b>	<b>2,230,764</b>	<b>2,246,898</b>	<b>2,263,355</b>	<b>2,280,141</b>	<b>2,297,261</b>
<b>Engineering</b>								
REVENUE	(104,230)	(33,910)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
EXPENDITURES	1,540,580	1,520,705	1,164,014	1,739,282	1,765,808	1,792,864	1,820,462	1,848,611
TRANSFERS	(62,028)	(306,870)	51,900	56,000	56,000	56,000	56,000	56,000
<b>Total</b>	<b>1,374,322</b>	<b>1,179,925</b>	<b>1,195,914</b>	<b>1,775,282</b>	<b>1,801,808</b>	<b>1,828,864</b>	<b>1,856,462</b>	<b>1,884,611</b>
<b>Asset Management</b>								
REVENUE	(52,000)	0	0	0	0	0	0	0
EXPENDITURES	404,693	352,788	366,225	372,270	379,285	386,441	393,740	401,185
<b>Total</b>	<b>352,693</b>	<b>352,788</b>	<b>366,225</b>	<b>372,270</b>	<b>379,285</b>	<b>386,441</b>	<b>393,740</b>	<b>401,185</b>
<b>District Energy</b>								
REVENUE	(204,473)	(126,400)	(197,363)	(210,706)	(210,706)	(210,706)	(210,706)	(210,706)
EXPENDITURES	414,636	407,313	449,271	410,774	412,583	414,428	416,312	418,233
DEBT	441,321	442,000	433,321	425,321	417,321	409,321	201,660	0
TRANSFERS	(651,483)	(722,913)	(685,229)	(625,389)	(619,198)	(613,043)	(407,266)	(207,527)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Services</b>								
EXPENDITURES	0	0	0	279,992	285,593	291,305	297,131	303,074
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>279,992</b>	<b>285,593</b>	<b>291,305</b>	<b>297,131</b>	<b>303,074</b>
<b>OLD BU'S - Sewer Operations</b>								
EXPENDITURES	2,034,234	0	0	0	0	0	0	0
TRANSFERS	(2,054,997)	0	0	0	0	0	0	0
<b>Total</b>	<b>(20,762)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - Water Operations</b>								
EXPENDITURES	2,133,062	85,000	0	0	0	0	0	0
TRANSFERS	(2,133,062)	(85,000)	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - District Energy</b>								
EXPENDITURES	601,242	0	0	0	0	0	0	0
TRANSFERS	(601,242)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>26,410,572</b>	<b>23,975,128</b>	<b>25,878,464</b>	<b>26,358,480</b>	<b>27,368,254</b>	<b>27,396,865</b>	<b>27,689,637</b>	<b>27,918,722</b>

## Service Category Summary

### Snow Control

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(93,414)	(65,000)	(65,000)	(50,000)	15,000
Ice Control	(12,084)	0	0	0	0
<b>Total Revenues</b>	<b>(105,498)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(50,000)</b>	<b>15,000</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	314,506	162,268	312,472	312,743	271
Snow Plow & Rmv - Grader/Plowi	4,025,122	2,499,656	3,366,529	3,210,268	(156,261)
Ice Control	1,312,625	1,572,639	1,768,905	1,743,597	(25,308)
Sdwk Snw Plw/Ice Cntrl-Outsid	206,931	356,633	367,446	301,926	(65,520)
City Facilities Snow/Ice Contr	439,625	209,535	414,591	516,501	101,910
Winter Sand Pickup	458,621	347,198	382,920	469,073	86,153
<b>Total Expenditures</b>	<b>6,757,431</b>	<b>5,147,929</b>	<b>6,612,863</b>	<b>6,554,108</b>	<b>(58,755)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Snow Dump Mtce - Gen Charges	2,229	0	2,000	5,000	3,000
Snow Plow & Rmv - Grader/Plowi	1,694,659	830,000	875,000	945,244	70,244
Ice Control	435,807	320,000	268,000	268,006	6
Sdwk Snw Plw/Ice Cntrl-Outsid	186,719	130,000	135,000	122,900	(12,100)
City Facilities Snow/Ice Contr	94,746	50,000	90,000	118,000	28,000
Snow (fund 13)	100,564	0	87,137	88,742	1,605
Winter Sand Pickup	491,938	550,000	495,000	448,000	(47,000)
<b>Total Transfers</b>	<b>3,006,661</b>	<b>1,880,000</b>	<b>1,952,137</b>	<b>1,995,892</b>	<b>43,755</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Snow Dump Mtce - Gen Chrgs AM	203	2,129	2,152	2,165	13
Snow Plow & Rmv-Grader/Plow AM	93,349	28,642	82,635	83,077	442
<b>Total Expenditures - Asset Maintenance</b>	<b>93,552</b>	<b>30,771</b>	<b>84,787</b>	<b>85,242</b>	<b>455</b>
<b>Transfers - Asset Maintenance</b>					
Snow Dump Mtce - Gen Chrgs AM	0	2,000	0	1,400	1,400
Snow Plow & Rmv-Grader/Plow AM	7,013	4,300	2,350	2,100	(250)
User Fee Funded - Snow	(100,564)	0	(87,137)	(88,742)	(1,605)
<b>Total Transfers - Asset Maintenance</b>	<b>(93,552)</b>	<b>6,300</b>	<b>(84,787)</b>	<b>(85,242)</b>	<b>(455)</b>
<b>Net Operations</b>	<b>9,658,594</b>	<b>7,000,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>0</b>

## Service Category Summary

### Snow Control

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(105,498)	(65,000)	(65,000)	(50,000)	15,000
Expenditures					
Salary & Wages (including Benefits)	3,258,556	3,072,282	3,170,328	3,340,132	169,804
Non-Salary Expenses	3,592,427	2,106,418	3,527,322	3,299,218	(228,104)
Total Expenditures	6,850,983	5,178,700	6,697,650	6,639,350	(58,300)
Debt	0	0	0	0	0
Transfers	2,913,109	1,886,300	1,867,350	1,910,650	43,300
Net Operations	9,658,594	7,000,000	8,500,000	8,500,000	0

## Service Category Summary

### Roads

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
3rd Pty Streets - Misc	(123,894)	(15,099)	(15,231)	(15,230)	1
New Traffic Signs - Sign Insta	(8,149)	0	0	0	0
Curb & Gutter Rpr Conn	(42,057)	(22,677)	(21,912)	(39,736)	(17,824)
Pavement Rpr Connection	(146,693)	(65,649)	(64,000)	(74,013)	(10,013)
Concrete Sidewalk Rpr Conn	(34,483)	(3,306)	(3,788)	(4,525)	(737)
Asphalt Sidewalk Rpr Conn	0	(1,598)	(1,616)	(1,620)	(4)
Sign Mtce Operations	(2,426)	0	0	0	0
Road Cut Fees	(21,617)	0	0	0	0
<b>Total Revenues</b>	<b>(379,319)</b>	<b>(108,329)</b>	<b>(106,547)</b>	<b>(135,124)</b>	<b>(28,577)</b>
<b>Expenditures</b>					
Traffic Lane Marking	337,028	358,762	360,579	361,629	1,050
3rd Pty Streets - Misc	128,024	15,099	15,231	15,230	(1)
Streets - Gen Admin	404,048	768,396	792,737	617,527	(175,210)
New Traffic Signs - Sign Insta	3,028	0	0	0	0
Gravel Roads - Grading	66,046	97,272	50,160	61,013	10,853
Summer Sweeping Program	97,260	80,596	82,976	84,369	1,393
Curb & Gutter Mtce	52,125	110,024	39,997	55,988	15,991
Bridges & Structures	0	913	922	922	0
Mtce Asphalt Rd - Cold Patch R	40,478	85,564	21,485	18,980	(2,505)
Mtce Asphalt Rd - Major Patchi	23,141	64,695	37,972	45,769	7,797
Mtce Asphalt Rd - Hot Patch Rp	66,451	107,064	58,921	64,472	5,551
Curb & Gutter Rpr Conn	34,347	14,777	14,912	28,736	13,824
Pavement Rpr Connection	101,858	48,649	49,000	49,013	13
Concrete Sidewalk Rpr Conn	29,221	2,266	2,288	2,350	62
Asphalt Sidewalk Rpr Conn	0	1,598	1,616	1,620	4
Sign Mtce Operations	41,404	13,253	13,488	13,631	143
Road Cut Fees	18,076	0	0	0	0
<b>Total Expenditures</b>	<b>1,442,535</b>	<b>1,768,928</b>	<b>1,542,284</b>	<b>1,421,249</b>	<b>(121,035)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Traffic Lane Marking	8,608	7,200	9,000	6,800	(2,200)
3rd Pty Streets - Misc	2,694	0	0	0	0
Streets - Gen Admin	20,589	0	0	0	0
New Traffic Signs - Sign Insta	255	0	0	0	0
Gravel Roads - Grading	10,600	7,000	11,000	11,000	0
Summer Sweeping Program	129,056	200,000	186,000	190,000	4,000
Curb & Gutter Mtce	11,909	22,000	20,000	20,000	0
Mtce Asphalt Rd - Cold Patch R	187,929	5,000	10,000	23,000	13,000
Mtce Asphalt Rd - Major Patchi	9,055	21,300	10,000	15,000	5,000
Mtce Asphalt Rd - Hot Patch Rp	34,949	32,660	35,000	45,000	10,000
Curb & Gutter Rpr Conn	8,244	7,900	7,000	11,000	4,000
Pavement Rpr Connection	19,282	17,000	15,000	25,000	10,000
Concrete Sidewalk Rpr Conn	1,373	1,040	1,500	2,175	675
Sign Mtce Operations	3,699	4,100	3,950	3,200	(750)
Road Cut Fees	4,850	0	0	0	0
<b>Total Transfers</b>	<b>453,090</b>	<b>325,200</b>	<b>308,450</b>	<b>352,175</b>	<b>43,725</b>

## Service Category Summary

### Roads

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Traffic Controller Upgrade	(12,500)	0	0	0	0
Class 3 Crosswalk Sign Safety	(24,032)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(36,532)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Boundary Rd and Hwy 97 Signlz	83,500	0	0	0	0
Traffic Controller Upgrade	51,508	50,000	0	0	0
Class 3 Crosswalk Sign Safety	132,920	0	0	0	0
Bridge Structures Rehab	0	408,339	0	0	0
Traffic Signal Optical Det UG	23,850	25,000	0	0	0
Gravel Roads - Grading AM	364,614	210,434	263,358	306,773	43,415
Curb & Gutter Mtce AM	75,884	60,728	135,560	199,520	63,960
Bridges & Structures Mtce	0	8,214	8,287	8,287	0
Mtce Asphalt Rd-Cold Patch AM	182,040	22,615	89,579	79,560	(10,019)
Mtce Asphalt Rd-Major Patch AM	410,718	315,667	346,357	377,588	31,231
Mtce Asphalt Rd - Hot Patch AM	315,189	241,456	296,111	318,348	22,237
Sign Mtce Operations AM	126,210	209,499	213,945	216,673	2,728
Traff Ctrl & Signal Opt Det UG	0	0	75,000	0	(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,766,432</b>	<b>1,551,952</b>	<b>1,428,197</b>	<b>1,506,749</b>	<b>78,552</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Controller Upgrade	(39,008)	(50,000)	0	0	0
Class 3 Crosswalk Sign Safety	(108,888)	0	0	0	0
Bridge Structures Rehab	0	(408,339)	0	0	0
Traffic Signal Optical Det UG	(23,850)	(25,000)	0	0	0
Gravel Roads - Grading AM	188,869	225,000	190,000	245,000	55,000
Curb & Gutter Mtce AM	9,085	20,000	15,000	25,000	10,000
Bridges & Structures Mtce	0	0	0	3,612	3,612
Mtce Asphalt Rd-Cold Patch AM	88,592	120,000	120,000	79,470	(40,530)
Mtce Asphalt Rd-Major Patch AM	59,976	38,000	45,000	45,000	0
Mtce Asphalt Rd - Hot Patch AM	144,077	170,000	170,000	180,000	10,000
Sign Mtce Operations AM	29,529	33,400	25,000	26,000	1,000
Traff Ctrl & Signal Opt Det UG	0	0	(75,000)	0	75,000
<b>Total Transfers - Asset Maintenance</b>	<b>348,381</b>	<b>123,061</b>	<b>490,000</b>	<b>604,082</b>	<b>114,082</b>
<b>Net Operations</b>	<b>3,594,586</b>	<b>3,660,812</b>	<b>3,662,384</b>	<b>3,749,131</b>	<b>86,747</b>

## Service Category Summary

### Roads

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	(415,851)	(108,329)	(106,547)	(135,124)	(28,577)
Expenditures					
Salary & Wages (including Benefits)	1,373,650	1,805,461	1,863,401	2,022,249	158,848
Non-Salary Expenses	1,835,317	1,515,419	1,107,080	905,749	(201,331)
Total Expenditures	3,208,967	3,320,880	2,970,481	2,927,998	(42,483)
Debt	0	0	0	0	0
Transfers	801,470	448,261	798,450	956,257	157,807
Net Operations	3,594,586	3,660,812	3,662,384	3,749,131	86,747

## Service Category Summary

### Storm Drainage

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Spills	(15,594)	0	0	0	0
Ditching - Culvert Replacement	(142)	0	0	0	0
3rd Pty - Curb Drop Installati	(28,296)	(20,438)	(13,818)	(13,858)	(40)
3rd Pty - Culvert Install	(38,486)	(30,580)	(18,753)	(18,708)	45
Storm Connections	(17,987)	(67,736)	(70,252)	(68,865)	1,387
3rd Pty - Storm Sewer	(14,525)	(7,477)	(6,894)	(6,884)	10
3rd Pty Streets - Connections	(10,593)	(40,000)	(40,630)	(40,425)	205
<b>Total Revenues</b>	<b>(125,623)</b>	<b>(166,231)</b>	<b>(150,347)</b>	<b>(148,740)</b>	<b>1,607</b>
<b>Expenditures</b>					
Spills	50,781	6,082	6,233	6,289	56
Ditching - Culvert Replacement	77,306	73,659	75,590	75,111	(479)
3rd Pty - Curb Drop Installati	26,258	13,638	13,818	13,858	40
3rd Pty - Culvert Install	41,710	18,580	18,753	18,708	(45)
Utilities - Admin Operations	32,673	27,050	27,040	27,040	0
Storm Operations	209,737	406,840	400,863	381,685	(19,178)
Storm Connections	16,770	65,536	67,452	68,865	1,413
Storm Sewer Pumphouse - Admin	12,749	9,100	9,967	10,112	145
3rd Pty - Storm Sewer	34,132	6,827	6,894	6,884	(10)
3rd Pty Streets - Connections	(41)	40,000	40,630	40,425	(205)
<b>Total Expenditures</b>	<b>502,075</b>	<b>667,312</b>	<b>667,240</b>	<b>648,977</b>	<b>(18,263)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Spills	2,583	500	2,000	2,000	0
Ditching - Culvert Replacement	15,497	10,000	16,000	24,000	8,000
3rd Pty - Curb Drop Installati	9,287	6,800	0	0	0
3rd Pty - Culvert Install	16,359	12,000	0	0	0
Utilities - Admin Operations	0	100	0	0	0
Storm Operations	84,732	115,000	98,020	91,988	(6,032)
Storm Connections	2,845	2,200	2,800	0	(2,800)
Storm Sewer Pumphouse - Admin	138	510	0	0	0
3rd Pty - Storm Sewer	5,645	650	0	0	0
3rd Pty Streets - Connections	(1,543)	0	0	0	0
<b>Total Transfers</b>	<b>135,541</b>	<b>147,760</b>	<b>118,820</b>	<b>117,988</b>	<b>(832)</b>

## Service Category Summary

### Storm Drainage

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Parkridge Creek WDP	(23,576)	0	0	0	0
West Fraser River WDP	(48,922)	0	0	0	0
Drainage Improvements 2016	(18,476)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(90,974)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Parkridge Creek WDP	23,576	70,392	46,816	0	(46,816)
West Fraser River WDP	54,357	102,277	47,920	0	(47,920)
Drainage Improvements 2016	30,816	42,914	0	0	0
Drainage Improvements	19,601	13,558	80,000	0	(80,000)
Ditching - Culvert Replace AM	159,860	117,731	120,509	119,834	(675)
Storm Operations AM	535,112	182,211	202,282	190,996	(11,286)
Storm Sewer Pumphouse - Adm AM	3,319	1,122	1,140	1,151	11
Hwy 16 W Four-Laning - General	2,954	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>829,596</b>	<b>530,205</b>	<b>498,667</b>	<b>311,981</b>	<b>(186,686)</b>
<b>Transfers - Asset Maintenance</b>					
Parkridge Creek WDP	0	(70,392)	(46,816)	0	46,816
West Fraser River WDP	(5,435)	(102,277)	(47,920)	0	47,920
Drainage Improvements 2016	(12,340)	(42,914)	0	0	0
Drainage Improvements	(19,601)	(13,558)	(80,000)	0	80,000
Ditching - Culvert Replace AM	70,092	88,000	58,000	80,000	22,000
Storm Operations AM	137,886	89,000	119,500	119,500	0
Hwy 16 W Four-Laning - General	(2,954)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>167,647</b>	<b>(52,141)</b>	<b>2,764</b>	<b>199,500</b>	<b>196,736</b>
<b>Net Operations</b>	<b>1,418,263</b>	<b>1,126,905</b>	<b>1,137,144</b>	<b>1,129,706</b>	<b>(7,438)</b>

## Service Category Summary

### Storm Drainage

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	(216,597)	(166,231)	(150,347)	(148,740)	1,607
Expenditures					
Salary & Wages (including Benefits)	738,736	758,596	780,595	750,292	(30,303)
Non-Salary Expenses	592,936	438,921	385,312	210,666	(174,646)
Total Expenditures	1,331,672	1,197,517	1,165,907	960,958	(204,949)
Debt	0	0	0	0	0
Transfers	303,188	95,619	121,584	317,488	195,904
Net Operations	1,418,263	1,126,905	1,137,144	1,129,706	(7,438)

## Service Category Summary

### Fleet Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Fleet Serv - Fire Services	(31,804)	0	0	0	0
Fleet Damage	(30,824)	0	0	0	0
Fleet Mtce - Operations	(30,327)	(4,340)	(4,340)	(4,340)	0
Fleet Serv - RCMP Post Garage	(268,344)	(431,000)	(600,000)	(600,000)	0
Fleet Serv - RCMP Refueling	(228,529)	0	0	0	0
Fleet Serv Shop Overhead	(7,629)	0	0	0	0
<b>Total Revenues</b>	<b>(597,457)</b>	<b>(435,340)</b>	<b>(604,340)</b>	<b>(604,340)</b>	<b>0</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	230,368	225,584	234,158	237,725	3,567
Fleet Serv-Sm Tools Rpr/Purch	10,319	12,600	12,600	12,600	0
Fleet Serv - Fire Services	476,455	325,783	338,844	340,517	1,673
Welding Shop Operations	43,315	131,743	138,126	143,304	5,178
Fleet Damage	129,503	75,010	75,010	75,000	(10)
Fleet Mtce - Operations	4,108,442	4,115,126	4,197,860	4,582,920	385,060
Fleet Serv - RCMP	90,047	85,440	87,795	89,154	1,359
Fleet Serv - RCMP Post Garage	198,630	382,430	512,205	510,846	(1,359)
Fleet Serv - RCMP Refueling	228,529	0	0	0	0
Fleet Serv Shop Overhead	642,282	503,104	629,137	539,330	(89,807)
Supply Serv - Operations	575	29,990	0	0	0
<b>Total Expenditures</b>	<b>6,158,466</b>	<b>5,886,810</b>	<b>6,225,735</b>	<b>6,531,396</b>	<b>305,661</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fleet Mtce - Operations	464,589	0	0	0	0
Fleet Equipment Rental	(9,100,610)	(7,468,720)	(7,817,520)	(8,189,542)	(372,022)
Fleet Internal Leases	1,919,083	2,626,915	2,662,056	2,644,137	(17,919)
Fleet Serv Shop Overhead	59,774	68,224	70,224	87,424	17,200
<b>Total Transfers</b>	<b>(6,657,164)</b>	<b>(4,773,581)</b>	<b>(5,085,240)</b>	<b>(5,457,981)</b>	<b>(372,741)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Ventilation Sys MechanicalShop	(1,218)	0	0	0	0
Small Equipment - Acquisitions	14,405	20,000	20,000	20,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>13,187</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Ventilation Sys MechanicalShop	1,218	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>1,218</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>(1,081,751)</b>	<b>697,889</b>	<b>556,155</b>	<b>489,075</b>	<b>(67,080)</b>

## Service Category Summary

### Fleet Services

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	(597,457)	(435,340)	(604,340)	(604,340)	0
Expenditures					
Salary & Wages (including Benefits)	2,464,802	2,400,230	2,479,322	2,554,785	75,463
Non-Salary Expenses	3,706,851	3,506,580	3,766,413	3,996,611	230,198
Total Expenditures	6,171,653	5,906,810	6,245,735	6,551,396	305,661
Debt	0	0	0	0	0
Transfers	(6,655,946)	(4,773,581)	(5,085,240)	(5,457,981)	(372,741)
Net Operations	(1,081,751)	697,889	556,155	489,075	(67,080)

## Service Category Summary

### Street Lighting

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Street Lighting	(1,719)	(1,200)	(1,200)	(1,200)	0
3rd Pty - Util-Electrical	(57,470)	(17,400)	(17,400)	(35,000)	(17,600)
<b>Total Revenues</b>	<b>(59,189)</b>	<b>(18,600)</b>	<b>(18,600)</b>	<b>(36,200)</b>	<b>(17,600)</b>
<b>Expenditures</b>					
Traffic Signals	101,689	96,292	84,276	85,437	1,161
Street Lighting	1,159,040	1,165,532	1,159,100	1,182,146	23,046
3rd Pty - Util-Electrical	38,792	37,263	37,617	37,595	(22)
<b>Total Expenditures</b>	<b>1,299,521</b>	<b>1,299,087</b>	<b>1,280,993</b>	<b>1,305,178</b>	<b>24,185</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Traffic Signals	19,083	30,400	32,000	20,000	(12,000)
Street Lighting	14,413	14,400	14,400	16,000	1,600
3rd Pty - Util-Electrical	6,388	5,000	6,500	2,300	(4,200)
<b>Total Transfers</b>	<b>39,884</b>	<b>49,800</b>	<b>52,900</b>	<b>38,300</b>	<b>(14,600)</b>
<b>Revenues - Asset Maintenance</b>					
Street Lighting AM	(19,200)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(19,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Traffic Signals AM	101,338	98,806	100,347	101,230	883
Street Lighting AM	254,949	210,476	214,763	217,211	2,448
Hwy 16 W Four-Laning-Ministry	328,581	0	0	0	0
Hwy 97 Street Lighting	0	0	200,000	0	(200,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>684,867</b>	<b>309,282</b>	<b>515,110</b>	<b>318,441</b>	<b>(196,669)</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Signals AM	4,360	23,000	18,000	52,314	34,314
Street Lighting AM	17,501	34,900	28,000	28,000	0
Hwy 97 Street Lighting	0	0	(200,000)	0	200,000
<b>Total Transfers - Asset Maintenance</b>	<b>21,861</b>	<b>57,900</b>	<b>(154,000)</b>	<b>80,314</b>	<b>234,314</b>
<b>Net Operations</b>	<b>1,967,743</b>	<b>1,697,469</b>	<b>1,676,403</b>	<b>1,706,033</b>	<b>29,630</b>

## Service Category Summary

### Street Lighting

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(78,389)	(18,600)	(18,600)	(36,200)	(17,600)
Expenditures					
Salary & Wages (including Benefits)	229,943	221,879	228,260	231,683	3,423
Non-Salary Expenses	1,754,446	1,386,490	1,567,843	1,391,936	(175,907)
Total Expenditures	1,984,388	1,608,369	1,796,103	1,623,619	(172,484)
Debt	0	0	0	0	0
Transfers	61,744	107,700	(101,100)	118,614	219,714
Net Operations	1,967,743	1,697,469	1,676,403	1,706,033	29,630

## Service Category Summary

### Eng. & Public Works Admin

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Eng. & Public Works Admin	(8,929)	(5,000)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(8,929)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Eng. & Public Works Admin	925,284	885,142	949,977	780,175	(169,802)
<b>Total Expenditures</b>	<b>925,284</b>	<b>885,142</b>	<b>949,977</b>	<b>780,175</b>	<b>(169,802)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Eng. & Public Works Admin	286	0	0	0	0
<b>Total Transfers</b>	<b>286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>916,641</b>	<b>880,142</b>	<b>944,977</b>	<b>775,175</b>	<b>(169,802)</b>

## Service Category Summary

### Eng. & Public Works Admin

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(8,929)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	885,194	868,312	933,157	763,365	(169,792)
Non-Salary Expenses	40,090	16,830	16,820	16,810	(10)
Total Expenditures	925,284	885,142	949,977	780,175	(169,802)
Debt	0	0	0	0	0
Transfers	286	0	0	0	0
Net Operations	916,641	880,142	944,977	775,175	(169,802)

## Service Category Summary

### Solid Waste Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Solid Waste Operations	(4,622,293)	(4,564,746)	(4,587,824)	(4,707,660)	(119,836)
<b>Total Revenues</b>	<b>(4,622,293)</b>	<b>(4,564,746)</b>	<b>(4,587,824)</b>	<b>(4,707,660)</b>	<b>(119,836)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,352,903	2,239,072	2,270,825	2,291,648	20,823
Downtown Clean up	69,953	55,935	58,790	65,391	6,601
<b>Total Expenditures</b>	<b>2,422,856</b>	<b>2,295,007</b>	<b>2,329,615</b>	<b>2,357,039</b>	<b>27,424</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Solid Waste Operations	1,042,822	1,030,244	1,036,464	1,079,603	43,139
Downtown Clean up	21,413	13,100	11,100	26,700	15,600
Solid Waste - Surplus transfer	41,754	100,000	100,000	100,000	0
Solid Waste - trsf Gen Capital	1,060,487	1,060,487	1,049,659	1,082,239	32,580
Solid Waste - Trsf Asset Main.	32,962	59,326	60,986	62,079	1,093
<b>Total Transfers</b>	<b>2,199,438</b>	<b>2,263,157</b>	<b>2,258,209</b>	<b>2,350,621</b>	<b>92,412</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Solid Waste Operations AM	32,872	59,326	60,986	62,079	1,093
Bear Smart Program	81,597	85,945	75,000	0	(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>114,469</b>	<b>145,271</b>	<b>135,986</b>	<b>62,079</b>	<b>(73,907)</b>
<b>Transfers - Asset Maintenance</b>					
Solid Waste Operations AM	90	0	0	0	0
Bear Smart Program	(81,597)	(85,945)	(75,000)	0	75,000
User Fee Funded-Solid Waste	(32,962)	(59,326)	(60,986)	(62,079)	(1,093)
<b>Total Transfers - Asset Maintenance</b>	<b>(114,469)</b>	<b>(145,271)</b>	<b>(135,986)</b>	<b>(62,079)</b>	<b>73,907</b>
<b>Net Operations</b>	<b>0</b>	<b>(6,582)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Solid Waste Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(4,622,293)</b>	<b>(4,564,746)</b>	<b>(4,587,824)</b>	<b>(4,707,660)</b>	<b>(119,836)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,025,192</b>	<b>929,435</b>	<b>964,903</b>	<b>993,346</b>	<b>28,443</b>
Non-Salary Expenses	<b>1,512,132</b>	<b>1,510,843</b>	<b>1,500,698</b>	<b>1,425,772</b>	<b>(74,926)</b>
Total Expenditures	<b>2,537,324</b>	<b>2,440,278</b>	<b>2,465,601</b>	<b>2,419,118</b>	<b>(46,483)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>2,084,969</b>	<b>2,117,886</b>	<b>2,122,223</b>	<b>2,288,542</b>	<b>166,319</b>
Net Operations	<b>0</b>	<b>(6,582)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Cemetery

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Memorial Park Cemetery	(592,221)	(451,886)	(398,729)	(498,720)	(99,991)
<b>Total Revenues</b>	<b>(592,221)</b>	<b>(451,886)</b>	<b>(398,729)</b>	<b>(498,720)</b>	<b>(99,991)</b>
<b>Expenditures</b>					
Memorial Park Cemetery	553,156	458,874	473,608	480,429	6,821
<b>Total Expenditures</b>	<b>553,156</b>	<b>458,874</b>	<b>473,608</b>	<b>480,429</b>	<b>6,821</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Memorial Park Cemetery	354,786	118,955	73,638	51,525	(22,113)
<b>Total Transfers</b>	<b>354,786</b>	<b>118,955</b>	<b>73,638</b>	<b>51,525</b>	<b>(22,113)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Memorial Park Cemetery AM	3,334	15,095	15,636	15,906	270
<b>Total Expenditures - Asset Maintenance</b>	<b>3,334</b>	<b>15,095</b>	<b>15,636</b>	<b>15,906</b>	<b>270</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	210	0	0	1,000	1,000
<b>Total Transfers - Asset Maintenance</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>Net Operations</b>	<b>319,266</b>	<b>141,038</b>	<b>164,153</b>	<b>50,140</b>	<b>(114,013)</b>

## Service Category Summary

### Cemetery

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(592,221)	(451,886)	(398,729)	(498,720)	(99,991)
Expenditures					
Salary & Wages (including Benefits)	400,419	377,370	390,895	397,632	6,737
Non-Salary Expenses	156,071	96,599	98,349	98,703	354
Total Expenditures	556,490	473,969	489,244	496,335	7,091
Debt	0	0	0	0	0
Transfers	354,996	118,955	73,638	52,525	(21,113)
Net Operations	319,266	141,038	164,153	50,140	(114,013)

## Service Category Summary

### Sewer Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
3rd Pty - Sanitary Sewer	(25,388)	(10,333)	(10,296)	(10,331)	(35)
WWTC - Operations	(15,068)	0	0	(10,000)	(10,000)
Lagoon - Treatment Plant - Opr	(3,440)	(4,320)	(4,320)	(4,320)	0
Sewer Connection	(59,654)	(29,296)	(29,505)	(44,965)	(15,460)
Fin Plan - Managed Debt	(76,148)	(76,148)	(85,716)	(95,727)	(10,011)
Investment Earnings - Sewer	(39,546)	(20,000)	(12,000)	(35,000)	(23,000)
Fin Serv - Sewer - Managed	(12,846,682)	(12,655,156)	(13,047,394)	(13,675,826)	(628,432)
<b>Total Revenues</b>	<b>(13,065,926)</b>	<b>(12,795,253)</b>	<b>(13,189,231)</b>	<b>(13,876,169)</b>	<b>(686,938)</b>
<b>Expenditures</b>					
Utilities Sewer Admin	621,210	831,850	869,335	929,418	60,083
Infrastructure Planning -Sewer	(20,762)	0	0	0	0
Sanitary Sewer Operations	1,204,311	1,429,587	1,343,819	1,248,013	(95,806)
3rd Pty - Sanitary Sewer	22,660	5,633	5,696	5,731	35
Lift Station Hydro	155,922	152,250	156,024	159,144	3,120
Lift Station Operations/Mtce	568,340	544,965	504,008	607,222	103,214
WWTC - Operations	1,609,505	922,240	980,303	1,003,103	22,800
Lagoon - Treatment Plant - Opr	187,771	90,840	115,292	116,191	899
Sewer Connection	57,070	24,296	24,505	22,965	(1,540)
Amortization - budget only	0	1,690,000	1,800,000	2,000,000	200,000
Amortization - budget - contra	0	(1,690,000)	(1,800,000)	(2,000,000)	(200,000)
Asset Amort & Gain/Loss-Sewer	2,054,997	0	0	0	0
Fin Serv - Sewer - Managed	1,553	0	0	0	0
<b>Total Expenditures</b>	<b>6,462,577</b>	<b>4,001,661</b>	<b>3,998,982</b>	<b>4,091,787</b>	<b>92,805</b>
<b>Debt</b>					
Fin Plan - Managed Debt	308,793	307,394	319,737	424,990	105,253
<b>Total Debt</b>	<b>308,793</b>	<b>307,394</b>	<b>319,737</b>	<b>424,990</b>	<b>105,253</b>
<b>Transfers</b>					
Utilities Sewer Admin	24,111	7,800	0	0	0
Sanitary Sewer Operations	251,224	240,000	240,000	243,699	3,699
3rd Pty - Sanitary Sewer	4,340	4,700	4,600	4,600	0
Lift Station Operations/Mtce	124,254	85,200	110,000	104,100	(5,900)
WWTC - Operations	143,288	133,700	153,047	177,876	24,829
Lagoon - Treatment Plant - Opr	1,440	0	1,500	1,500	0
Sewer Connection	13,789	5,000	5,000	22,000	17,000
Asset Amort & Gain/Loss-Sewer	(2,054,997)	0	0	0	0
Fin Plan - Managed OH Chg	1,099,584	1,099,586	1,207,969	1,259,654	51,685
Swr Opr - Surplus transfer	5,410,284	5,191,132	5,055,241	5,326,182	270,941
Fin Serv - Sewer - Managed	(109,565)	(133,873)	(121,118)	(124,357)	(3,239)
Cont to Asset Mtce (fund 33)	1,386,804	1,852,953	2,214,273	2,344,138	129,865
<b>Total Transfers</b>	<b>6,294,556</b>	<b>8,486,198</b>	<b>8,870,512</b>	<b>9,359,392</b>	<b>488,880</b>

## Service Category Summary

### Sewer Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Utility Sew Plants Cond Assess	169,067	71,079	0	0	0
Sewer Forcemain Assessment	0	350,000	0	0	0
Prepaving Upgrade - Sewer	21,254	110,000	197,206	0	(197,206)
Sanitary Lat Relin/Repl	9,253	30,000	50,747	0	(50,747)
Lift Station Opr/Mtce AM	193,106	372,121	426,389	495,195	68,806
WWTC - Operations AM	420,592	928,703	914,045	939,905	25,860
Sanitary Sewer Operations AM	521,725	420,350	615,283	576,153	(39,130)
Lagoon Treatment Plant-Opr AM	22,462	6,029	6,056	5,885	(171)
Infrastructure Planning -Sewer	10,462	25,000	25,000	25,000	0
Hwy 16 W Four-Laning - Sewer	9,634	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>1,377,555</b>	<b>2,313,282</b>	<b>2,234,726</b>	<b>2,042,138</b>	<b>(192,588)</b>
<b>Transfers - Asset Maintenance</b>					
Utility Sew Plants Cond Assess	(169,067)	(71,079)	0	0	0
Sewer Forcemain Assessment	0	(350,000)	0	0	0
Prepaving Upgrade - Sewer	(21,254)	(110,000)	(197,206)	0	197,206
Sanitary Lat Relin/Repl	(9,253)	(30,000)	(50,747)	0	50,747
Lift Station Opr/Mtce AM	1,307	1,500	1,500	5,000	3,500
WWTC - Operations AM	2,885	1,000	4,000	5,000	1,000
Sanitary Sewer Operations AM	212,436	95,000	218,000	290,000	72,000
Lagoon Treatment Plant-Opr AM	1,830	3,250	4,000	2,000	(2,000)
Hwy 16 W Four-Laning - Sewer	(9,634)	0	0	0	0
User Fee Funded - Sewer	(1,386,804)	(1,852,953)	(2,214,273)	(2,344,138)	(129,865)
<b>Total Transfers - Asset Maintenance</b>	<b>(1,377,555)</b>	<b>(2,313,282)</b>	<b>(2,234,726)</b>	<b>(2,042,138)</b>	<b>192,588</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Sewer Operations

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(13,065,926)</b>	<b>(12,795,253)</b>	<b>(13,189,231)</b>	<b>(13,876,169)</b>	<b>(686,938)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,412,211</b>	<b>3,939,046</b>	<b>4,084,187</b>	<b>4,221,846</b>	<b>137,659</b>
Non-Salary Expenses	<b>4,427,920</b>	<b>2,375,897</b>	<b>2,149,521</b>	<b>1,912,079</b>	<b>(237,442)</b>
Total Expenditures	<b>7,840,131</b>	<b>6,314,943</b>	<b>6,233,708</b>	<b>6,133,925</b>	<b>(99,783)</b>
Debt	<b>308,793</b>	<b>307,394</b>	<b>319,737</b>	<b>424,990</b>	<b>105,253</b>
Transfers	<b>4,917,001</b>	<b>6,172,916</b>	<b>6,635,786</b>	<b>7,317,254</b>	<b>681,468</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Water Operations	(29,222)	(33,840)	(23,000)	(27,290)	(4,290)
Pumping Stations - Opr	(208)	0	0	0	0
Meter Repairs Opr & Recoveries	(2,997)	0	0	0	0
3rd Pty - Water	(21,113)	(10,015)	(10,154)	(13,433)	(3,279)
3rd Pty - Water Main	(10,193)	(10,025)	(10,164)	(10,643)	(479)
Water Connections - Prepaid	(79,582)	(45,578)	(46,669)	(28,545)	18,124
Water Disconnect	(10,000)	(5,368)	(6,142)	(7,860)	(1,718)
Fin Plan - Managed Debt	(269,494)	(269,494)	(300,274)	(332,277)	(32,003)
Investment Earnings - Water	(22,571)	(25,000)	(7,000)	(20,000)	(13,000)
Fin Serv - Water - Managed	(16,132,623)	(15,916,961)	(15,809,089)	(16,603,435)	(794,346)
<b>Total Revenues</b>	<b>(16,578,003)</b>	<b>(16,316,281)</b>	<b>(16,212,492)</b>	<b>(17,043,483)</b>	<b>(830,991)</b>
<b>Expenditures</b>					
Water Operations	1,635,836	1,386,777	1,429,207	1,559,561	130,354
Water Stns Electricity	1,123,278	945,000	985,432	1,005,141	19,709
Utilities Water Admin	551,365	656,852	696,877	819,368	122,491
Water Treatment	31,605	27,060	27,060	27,060	0
Pumping Stations - Opr	1,158,036	1,346,780	1,205,817	941,622	(264,195)
Meter Repairs Opr & Recoveries	108,447	103,754	186,713	189,628	2,915
Reservoirs - Operations	76,436	61,126	67,499	67,675	176
3rd Pty - Water	9,153	9,315	9,454	9,433	(21)
3rd Pty - Water Main	15,772	9,325	9,464	9,443	(21)
Water Connections - Prepaid	89,729	44,878	45,969	24,545	(21,424)
Water Disconnect	7,995	5,368	5,442	5,560	118
Amortization - budget only	0	1,905,000	2,000,000	2,100,000	100,000
Amortization - budget - contra	0	(1,905,000)	(2,000,000)	(2,100,000)	(100,000)
Asset Amort & Gain/Loss-Water	2,133,062	0	0	0	0
Fin Serv - Water - Managed	0	240	0	0	0
<b>Total Expenditures</b>	<b>6,940,714</b>	<b>4,596,475</b>	<b>4,668,934</b>	<b>4,659,036</b>	<b>(9,898)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,320,014	1,325,219	1,351,779	1,368,515	16,736
<b>Total Debt</b>	<b>1,320,014</b>	<b>1,325,219</b>	<b>1,351,779</b>	<b>1,368,515</b>	<b>16,736</b>
<b>Transfers</b>					
Water Operations	261,532	185,000	210,000	210,000	0
Utilities Water Admin	24,111	7,800	0	0	0
Pumping Stations - Opr	98,030	80,000	90,499	95,516	5,017
Meter Repairs Opr & Recoveries	14,490	15,600	15,600	0	(15,600)
Reservoirs - Operations	1,357	100	1,600	2,000	400
3rd Pty - Water	162	700	700	4,000	3,300
3rd Pty - Water Main	2,579	700	700	1,200	500
Water Connections - Prepaid	19,130	700	700	4,000	3,300
Water Disconnect	2,652	0	700	2,300	1,600
Fin Plan - Managed OH Charge	1,102,592	1,102,592	1,222,567	1,304,655	82,088
Asset Amort & Gain/Loss-Water	(2,133,062)	0	0	0	0
Wtr Opr - Surplus transfer	6,843,261	7,726,220	7,096,055	7,846,636	750,581
Fin Serv - Water - Managed	(341,275)	(312,369)	(358,405)	(371,869)	(13,464)
Cont to Asset Mtce (fund 43)	2,434,275	1,587,544	1,911,063	1,917,494	6,431
<b>Total Transfers</b>	<b>8,329,833</b>	<b>10,394,587</b>	<b>10,191,779</b>	<b>11,015,932</b>	<b>824,153</b>

## Service Category Summary

### Water Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Utility Wat Plants Cond Assess	45,221	54,771	9,550	0	(9,550)
Mezzanine - UTOPS Garage	35,693	41,053	0	0	0
Wtr Conserv Implement Plan	90,395	64,921	0	0	0
Transformer Replacement-PW607	9,353	20,574	10,497	0	(10,497)
Wtr Main Valve Repl	107,009	140,590	0	0	0
South Blackburn Water Services	0	85,000	0	0	0
Pumping Stations - Opr AM	227,367	198,112	343,672	277,547	(66,125)
Meter Repairs Opr & Recover AM	34,748	11,282	31,462	31,783	321
Reservoirs - Operations AM	4,014	1,787	1,791	1,794	3
Water Operations AM	1,619,410	990,743	1,128,738	1,198,918	70,180
Infrastructure Planning -Water	144,224	25,000	25,000	25,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,317,434</b>	<b>1,633,833</b>	<b>1,550,710</b>	<b>1,535,042</b>	<b>(15,668)</b>
<b>Transfers - Asset Maintenance</b>					
Utility Wat Plants Cond Assess	(45,221)	(54,771)	(9,550)	0	9,550
Mezzanine - UTOPS Garage	(35,693)	(41,053)	0	0	0
Wtr Conserv Implement Plan	(90,395)	(64,921)	0	0	0
Transformer Replacement-PW607	(9,353)	(20,574)	(10,497)	0	10,497
Wtr Main Valve Repl	(107,009)	(140,590)	0	0	0
South Blackburn Water Services	0	(85,000)	0	0	0
Pumping Stations - Opr AM	6,472	9,620	25,200	15,000	(10,200)
Meter Repairs Opr & Recover AM	104	0	0	0	0
Reservoirs - Operations AM	438	1,000	200	2,000	1,800
Water Operations AM	397,500	350,000	355,000	365,452	10,452
User Fee Funded - Water	(2,434,275)	(1,587,544)	(1,911,063)	(1,917,494)	(6,431)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,317,434)</b>	<b>(1,633,833)</b>	<b>(1,550,710)</b>	<b>(1,535,042)</b>	<b>15,668</b>
<b>Net Operations</b>	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	<b>(16,578,003)</b>	<b>(16,316,281)</b>	<b>(16,212,492)</b>	<b>(17,043,483)</b>	<b>(830,991)</b>
Expenditures					
Salary & Wages (including Benefits)	3,638,303	3,581,306	3,794,998	3,769,336	(25,662)
Non-Salary Expenses	5,619,845	2,649,002	2,424,646	2,424,742	96
Total Expenditures	<b>9,258,148</b>	<b>6,230,308</b>	<b>6,219,644</b>	<b>6,194,078</b>	<b>(25,566)</b>
Debt	1,320,014	1,325,219	1,351,779	1,368,515	16,736
Transfers	6,012,399	8,760,754	8,641,069	9,480,890	839,821
Net Operations	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Parks

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Parks & Recreation	(57,612)	(57,247)	0	0	0
Parks Operations	(59,867)	(19,010)	(100,000)	(105,000)	(5,000)
Nature Parks & Green Space	(7,800)	0	0	0	0
Boulevard repairs connections	(3,720)	(10,800)	(10,957)	(10,957)	0
<b>Total Revenues</b>	<b>(128,999)</b>	<b>(87,057)</b>	<b>(110,957)</b>	<b>(115,957)</b>	<b>(5,000)</b>
<b>Expenditures</b>					
Shared Use Agreement	210,000	220,000	235,000	245,000	10,000
Parks & Recreation	323,231	298,556	306,795	211,177	(95,618)
Parks Operations	1,290,623	1,370,663	1,404,905	1,342,218	(62,687)
Boulevards - Parks	201,165	253,807	260,522	264,419	3,897
Major Parks	417,753	398,957	409,389	415,427	6,038
Nature Parks & Green Space	89,259	179,094	155,302	157,021	1,719
Neighborhood Parks	239,750	376,774	410,719	412,272	1,553
Sportsfield, Turf, & Irrigation	507,998	318,068	400,698	380,166	(20,532)
Trails	77,505	30,247	30,609	30,818	209
Carpenter Shop Operations	194,681	199,946	205,883	209,362	3,479
Boulevard repairs connections	3,331	10,000	10,157	10,157	0
Irrigation	214,901	174,996	80,570	81,741	1,171
<b>Total Expenditures</b>	<b>3,770,196</b>	<b>3,831,108</b>	<b>3,910,549</b>	<b>3,759,778</b>	<b>(150,771)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parks & Recreation	(6,757)	0	0	0	0
Parks Operations	153,626	153,500	190,489	165,341	(25,148)
Boulevards - Parks	79,412	80,000	85,000	87,000	2,000
Major Parks	123,780	150,000	149,600	90,000	(59,600)
Nature Parks & Green Space	53,755	5,300	55,000	60,000	5,000
Neighborhood Parks	137,197	150,000	240,000	150,000	(90,000)
Sportsfield, Turf, & Irrigation	223,071	260,000	270,000	270,000	0
Trails	22,573	20,000	20,000	20,000	0
Carpenter Shop Operations	15,994	15,600	15,600	20,000	4,400
Boulevard repairs connections	560	800	800	800	0
Irrigation	1,053	4,000	4,000	1,000	(3,000)
<b>Total Transfers</b>	<b>804,263</b>	<b>839,200</b>	<b>1,030,489</b>	<b>864,141</b>	<b>(166,348)</b>

## Service Category Summary

### Parks

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Nature Parks & Green Space AM	(10,000)	0	0	0	0
Neighborhood Parks AM	(6,515)	0	0	0	0
Sportsfield, Turf, & Irigat AM	(4,756)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(21,271)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Ron Brent Park Redevelopment	307,356	0	0	0	0
Pedestrian Network Re-Inspecti	13,347	0	0	0	0
Parks Operations AM	36,698	119,542	132,901	125,796	(7,105)
Boulevards - Parks AM	676	25,433	26,179	26,612	433
Major Parks AM	15,642	19,107	19,655	19,974	319
Nature Parks & Green Space AM	341,026	166,101	196,448	199,632	3,184
Neighborhood Parks AM	50,866	11,361	11,709	11,910	201
Sportsfield, Turf, & Irigat AM	66,883	30,959	71,857	108,720	36,863
Trails AM	7,011	31,789	32,631	33,120	489
Irrigation - AM	63,253	2,540	101,945	103,686	1,741
<b>Total Expenditures - Asset Maintenance</b>	<b>902,757</b>	<b>406,832</b>	<b>593,325</b>	<b>629,450</b>	<b>36,125</b>
<b>Transfers - Asset Maintenance</b>					
Ron Brent Park Redevelopment	4,791	0	0	0	0
Pedestrian Network Re-Inspecti	(13,347)	0	0	0	0
Parks Operations AM	4,178	8,000	5,000	2,000	(3,000)
Boulevards - Parks AM	0	1,000	0	0	0
Major Parks AM	1,920	3,000	3,000	2,000	(1,000)
Nature Parks & Green Space AM	144,811	130,000	115,000	150,000	35,000
Neighborhood Parks AM	8,715	3,000	7,000	4,000	(3,000)
Sportsfield, Turf, & Irigat AM	5,524	3,000	5,500	2,000	(3,500)
Trails AM	1,569	500	2,000	2,000	0
Irrigation - AM	1,406	620	1,500	1,500	0
<b>Total Transfers - Asset Maintenance</b>	<b>159,566</b>	<b>149,120</b>	<b>139,000</b>	<b>163,500</b>	<b>24,500</b>
<b>Net Operations</b>	<b>5,486,512</b>	<b>5,139,203</b>	<b>5,562,406</b>	<b>5,300,912</b>	<b>(261,494)</b>

## Service Category Summary

### Parks

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	(150,270)	(87,057)	(110,957)	(115,957)	(5,000)
Expenditures					
Salary & Wages (including Benefits)	3,179,843	3,257,061	3,467,501	3,469,840	2,339
Non-Salary Expenses	1,493,110	980,879	1,036,373	919,388	(116,985)
Total Expenditures	4,672,953	4,237,940	4,503,874	4,389,228	(114,646)
Debt	0	0	0	0	0
Transfers	963,829	988,320	1,169,489	1,027,641	(141,848)
Net Operations	5,486,512	5,139,203	5,562,406	5,300,912	(261,494)

## Service Category Summary

### Facilities Maintenance

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Other City Bldgs - General Exp	(231,766)	(5,050)	(5,050)	(5,050)	0
Library Operations	(7,725)	(8,200)	(8,200)	(8,200)	0
3rd Pty-Art Gallery-Bldg Mtce	(9,431)	(4,950)	(4,961)	(440)	4,521
Civic Facilities - Admin	59	0	0	0	0
<b>Total Revenues</b>	<b>(248,864)</b>	<b>(18,200)</b>	<b>(18,211)</b>	<b>(13,690)</b>	<b>4,521</b>
<b>Expenditures</b>					
Fire Halls	71,521	77,546	63,148	52,115	(11,033)
Massey Drive Fire Hall	0	0	0	31,334	31,334
Other City Bldgs - General Exp	500,491	276,186	183,552	102,304	(81,248)
Library Operations	179,924	185,629	196,404	189,018	(7,386)
3rd Pty-Art Gallery-Bldg Mtce	7,491	4,950	4,961	440	(4,521)
RCMP Detachment Operations	127,448	142,826	133,781	115,372	(18,409)
City Hall - Building Mtce	117,231	107,391	108,313	95,340	(12,973)
18th Ave Yard Bldg - Operation	181,318	146,690	163,397	153,554	(9,843)
Civic Facilities - Admin	721,133	780,316	731,338	797,323	65,985
<b>Total Expenditures</b>	<b>1,906,556</b>	<b>1,721,534</b>	<b>1,584,894</b>	<b>1,536,800</b>	<b>(48,094)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Halls	15,508	14,500	15,313	15,849	536
Other City Bldgs - General Exp	6,282	20,000	5,615	5,812	197
Vacant Lots	729	3,000	1,800	1,863	63
Library Operations	38,086	34,128	43,508	46,817	3,309
RCMP Detachment Operations	71,593	74,837	74,778	73,135	(1,643)
City Hall - Building Mtce	106,736	114,102	114,688	115,895	1,207
18th Ave Yard Bldg - Operation	14,194	14,000	15,087	15,615	528
Civic Facilities - Admin	59,001	(34,153)	72,000	50,400	(21,600)
<b>Total Transfers</b>	<b>312,128</b>	<b>240,414</b>	<b>342,789</b>	<b>325,386</b>	<b>(17,403)</b>

## Service Category Summary

### Facilities Maintenance

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Library Operations AM	(1,889)	(1,500)	(1,500)	(1,500)	0
3rd Pty-Art Gallery-Bldg Mtc AM	(13,089)	(9,000)	(9,000)	(10,000)	(1,000)
City Hall - Building Mtce AM	(1,261)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(16,240)</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>(11,500)</b>	<b>(1,000)</b>
<b>Expenditures - Asset Maintenance</b>					
CYC-Fire Alarm Upgrade	81,184	0	0	0	0
CN-Roof Ladder Replacement	0	0	26,000	0	(26,000)
Elksentre Roof #3 Replacement	0	6,053	0	0	0
Civic Facility Accessibility	46,932	50,000	65,000	0	(65,000)
CN-Domestic Hot Water Tanks	5,956	66,500	0	0	0
Playhouse-Replace Fire Alarm	21,270	22,000	0	0	0
Westel Parkade-Gas Sensor Syst	19,641	40,000	20,358	0	(20,358)
Fire Halls AM	69,974	18,576	18,690	28,237	9,547
Massey Drive Fire Hall AM	0	0	0	15,229	15,229
Othr City Bldgs-General Exp AM	77,240	17,076	40,490	118,195	77,705
Library Operations AM	64,416	24,902	25,073	35,115	10,042
3rd Pty-Art Gallery-Bldg Mtc AM	15,030	12,725	12,791	16,109	3,318
RCMP Detachment Operations AM	67,902	37,705	54,978	58,556	3,578
City Hall - Building Mtce AM	92,574	36,961	37,221	75,030	37,809
18th Ave Yard Bldg - Opr AM	47,712	24,346	24,488	47,297	22,809
<b>Total Expenditures - Asset Maintenance</b>	<b>609,831</b>	<b>356,844</b>	<b>325,089</b>	<b>393,768</b>	<b>68,679</b>
<b>Transfers - Asset Maintenance</b>					
CYC-Fire Alarm Upgrade	(81,184)	0	0	0	0
CN-Roof Ladder Replacement	0	0	(26,000)	0	26,000
Elksentre Roof #3 Replacement	0	(6,053)	0	0	0
Civic Facility Accessibility	(46,932)	(50,000)	(65,000)	0	65,000
CN-Domestic Hot Water Tanks	(5,956)	(66,500)	0	0	0
Playhouse-Replace Fire Alarm	(21,270)	(22,000)	0	0	0
Westel Parkade-Gas Sensor Syst	(19,641)	(40,000)	(20,358)	0	20,358
Fire Halls AM	135	0	0	0	0
Othr City Bldgs-General Exp AM	346	0	0	0	0
RCMP Detachment Operations AM	2,042	0	0	0	0
18th Ave Yard Bldg - Opr AM	193	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(172,267)</b>	<b>(184,553)</b>	<b>(111,358)</b>	<b>0</b>	<b>111,358</b>
<b>Net Operations</b>	<b>2,391,145</b>	<b>2,105,539</b>	<b>2,112,703</b>	<b>2,230,764</b>	<b>118,061</b>

## Service Category Summary

### Facilities Maintenance

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(265,104)	(28,700)	(28,711)	(25,190)	3,521
Expenditures					
Salary & Wages (including Benefits)	691,804	805,139	756,060	806,622	50,562
Non-Salary Expenses	1,824,584	1,273,239	1,153,923	1,123,946	(29,977)
Total Expenditures	2,516,388	2,078,378	1,909,983	1,930,568	20,585
Debt	0	0	0	0	0
Transfers	139,861	55,861	231,431	325,386	93,955
Net Operations	2,391,145	2,105,539	2,112,703	2,230,764	118,061

## Service Category Summary

### Engineering

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
ENV-Clean Air Monitoring	(622)	0	0	0	0
Engineering	(21,406)	(33,910)	(20,000)	(20,000)	0
<b>Total Revenues</b>	<b>(22,028)</b>	<b>(33,910)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>
<b>Expenditures</b>					
ENV-Partners for Climate Chang	2,000	4,038	4,095	4,095	0
ENV-Air Quality Implementation	35,000	70,000	70,000	70,000	0
ENV-Clean Air Monitoring	54,400	50,000	50,000	50,000	0
Engineering	883,117	1,182,559	839,919	1,415,187	575,268
<b>Total Expenditures</b>	<b>974,517</b>	<b>1,306,597</b>	<b>964,014</b>	<b>1,539,282</b>	<b>575,268</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
ENV-Clean Air Monitoring	1,055	0	0	0	0
Engineering	32,442	(292,762)	51,900	56,000	4,100
<b>Total Transfers</b>	<b>33,497</b>	<b>(292,762)</b>	<b>51,900</b>	<b>56,000</b>	<b>4,100</b>
<b>Revenues - Asset Maintenance</b>					
Ongman/McAloney Fid Protection	(10,000)	0	0	0	0
Infrastructure Planning - Gen	(72,203)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(82,203)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Ongman/McAloney Fid Protection	25,441	14,108	0	0	0
Infrastructure Planning - Gen	540,622	200,000	200,000	200,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>566,063</b>	<b>214,108</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Ongman/McAloney Fid Protection	(15,441)	(14,108)	0	0	0
Infrastructure Planning - Gen	(80,083)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(95,524)</b>	<b>(14,108)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,374,322</b>	<b>1,179,925</b>	<b>1,195,914</b>	<b>1,775,282</b>	<b>579,368</b>

## Service Category Summary

### Engineering

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(104,230)	(33,910)	(20,000)	(20,000)	0
Expenditures					
Salary & Wages (including Benefits)	818,270	1,093,617	751,044	1,326,302	575,258
Non-Salary Expenses	722,310	427,088	412,970	412,980	10
Total Expenditures	1,540,580	1,520,705	1,164,014	1,739,282	575,268
Debt	0	0	0	0	0
Transfers	(62,028)	(306,870)	51,900	56,000	4,100
Net Operations	1,374,322	1,179,925	1,195,914	1,775,282	579,368

## Service Category Summary

### Asset Management

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Asset Management	(52,000)	0	0	0	0
<b>Total Revenues</b>	<b>(52,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Asset Management	404,693	352,788	366,225	372,270	6,045
<b>Total Expenditures</b>	<b>404,693</b>	<b>352,788</b>	<b>366,225</b>	<b>372,270</b>	<b>6,045</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>352,693</b>	<b>352,788</b>	<b>366,225</b>	<b>372,270</b>	<b>6,045</b>

## Service Category Summary

### Asset Management

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	(52,000)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	331,320	331,308	344,745	350,790	6,045
Non-Salary Expenses	73,373	21,480	21,480	21,480	0
Total Expenditures	404,693	352,788	366,225	372,270	6,045
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	352,693	352,788	366,225	372,270	6,045

## Service Category Summary

### District Energy

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Utilities Distr Energy Admin	(26,400)	(26,400)	(26,400)	(26,400)	0
Fin Serv-Distr Energy-Managed	(178,073)	(100,000)	(170,963)	(184,306)	(13,343)
<b>Total Revenues</b>	<b>(204,473)</b>	<b>(126,400)</b>	<b>(197,363)</b>	<b>(210,706)</b>	<b>(13,343)</b>
<b>Expenditures</b>					
Utilities Distr Energy Admin	8,114	18,374	18,383	18,383	0
District Energy Operations	361,471	321,059	342,084	353,768	11,684
Amortization - budget only	0	537,000	560,000	600,000	40,000
Amortization - budget - contra	0	(537,000)	(560,000)	(600,000)	(40,000)
Asset Amort & Gain/Loss-DES	601,242	0	0	0	0
<b>Total Expenditures</b>	<b>970,827</b>	<b>339,433</b>	<b>360,467</b>	<b>372,151</b>	<b>11,684</b>
<b>Debt</b>					
Fin Plan - Managed Debt	441,321	442,000	433,321	425,321	(8,000)
<b>Total Debt</b>	<b>441,321</b>	<b>442,000</b>	<b>433,321</b>	<b>425,321</b>	<b>(8,000)</b>
<b>Transfers</b>					
District Energy Operations	2,237	1,500	1,525	1,578	53
Fin Plan - Managed OH Charge	69,436	69,437	74,112	78,741	4,629
Asset Amort & Gain/Loss-DES	(601,242)	0	0	0	0
District Energy - Surplus trsf	(228,876)	(246,543)	(188,308)	(207,615)	(19,307)
Fin Serv-Distr Energy-Managed	(494,281)	(493,007)	(497,458)	(498,093)	(635)
Cont to Asset Mtce (fund 23)	45,051	13,580	13,704	38,623	24,919
<b>Total Transfers</b>	<b>(1,207,675)</b>	<b>(655,033)</b>	<b>(596,425)</b>	<b>(586,766)</b>	<b>9,659</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
District Energy Maintenance	45,051	13,580	13,704	38,623	24,919
DES Peaking Plant Boilers Insp	0	0	20,800	0	(20,800)
DES Peaking BU Plnt Distr Pump	0	54,300	54,300	0	(54,300)
<b>Total Expenditures - Asset Maintenance</b>	<b>45,051</b>	<b>67,880</b>	<b>88,804</b>	<b>38,623</b>	<b>(50,181)</b>
<b>Transfers - Asset Maintenance</b>					
DES Peaking Plant Boilers Insp	0	0	(20,800)	0	20,800
DES Peaking BU Plnt Distr Pump	0	(54,300)	(54,300)	0	54,300
User Fee Funded - Distr Energy	(45,051)	(13,580)	(13,704)	(38,623)	(24,919)
<b>Total Transfers - Asset Maintenance</b>	<b>(45,051)</b>	<b>(67,880)</b>	<b>(88,804)</b>	<b>(38,623)</b>	<b>50,181</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### District Energy

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(204,473)	(126,400)	(197,363)	(210,706)	(13,343)
Expenditures					
Salary & Wages (including Benefits)	81,562	91,340	93,920	90,495	(3,425)
Non-Salary Expenses	934,316	315,973	355,351	320,279	(35,072)
Total Expenditures	1,015,878	407,313	449,271	410,774	(38,497)
Debt	441,321	442,000	433,321	425,321	(8,000)
Transfers	(1,252,726)	(722,913)	(685,229)	(625,389)	59,840
Net Operations	0	0	0	0	0

## Service Category Summary

### Environmental Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Environmental Services	0	0	0	279,992	279,992
Total Expenditures	0	0	0	<b>279,992</b>	<b>279,992</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>279,992</b>	<b>279,992</b>

## Service Category Summary

### Environmental Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	0	0	0	279,992	279,992
Total Expenditures	0	0	0	279,992	279,992
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	0	0	0	279,992	279,992

### Administrative Services Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Risk &amp; Procurement</b>								
REVENUE	(39,092)	0	0	0	0	0	0	0
EXPENDITURES	1,620,197	1,659,381	1,772,280	1,847,783	1,860,773	1,874,024	1,887,537	1,901,322
<b>Total</b>	<b>1,581,106</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>1,860,773</b>	<b>1,874,024</b>	<b>1,887,537</b>	<b>1,901,322</b>
<b>Legislative Services</b>								
REVENUE	(15,574)	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
EXPENDITURES	916,995	839,291	842,943	846,368	860,730	875,379	890,321	905,562
TRANSFERS	4,385	2,850	0	0	0	0	0	0
<b>Total</b>	<b>905,806</b>	<b>832,141</b>	<b>827,943</b>	<b>831,368</b>	<b>845,730</b>	<b>860,379</b>	<b>875,321</b>	<b>890,562</b>
<b>Service Centre</b>								
REVENUE	(35,371)	(25,100)	(25,100)	(4,340)	(4,340)	(4,340)	(4,340)	(4,340)
EXPENDITURES	837,426	816,567	804,287	818,381	831,564	845,011	858,726	872,716
TRANSFERS	0	6,150	0	0	0	0	0	0
<b>Total</b>	<b>802,055</b>	<b>797,617</b>	<b>779,187</b>	<b>814,041</b>	<b>827,224</b>	<b>840,671</b>	<b>854,386</b>	<b>868,376</b>
<b>IT Services</b>								
REVENUE	(103,710)	(107,320)	(95,010)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)
EXPENDITURES	3,484,636	3,875,662	3,870,800	3,769,742	3,814,715	3,860,587	3,907,377	3,955,102
TRANSFERS	(175,149)	(351,350)	(240,650)	22,150	22,150	22,150	22,150	22,150
<b>Total</b>	<b>3,205,776</b>	<b>3,416,992</b>	<b>3,535,140</b>	<b>3,696,892</b>	<b>3,741,865</b>	<b>3,787,737</b>	<b>3,834,527</b>	<b>3,882,252</b>
<b>GRAND TOTAL</b>	<b>6,494,744</b>	<b>6,706,131</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,275,592</b>	<b>7,362,811</b>	<b>7,451,771</b>	<b>7,542,512</b>

## Service Category Summary

### Risk & Procurement

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Insurance and Claims	(39,092)	0	0	0	0
<b>Total Revenues</b>	<b>(39,092)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Risk Management - Admin	277,981	271,954	285,119	289,522	4,403
Procurement	377,109	396,617	421,291	440,141	18,850
Insurance Premiums	889,372	850,000	950,000	1,002,250	52,250
Insurance and Claims	75,736	140,810	115,870	115,870	0
<b>Total Expenditures</b>	<b>1,620,197</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>75,503</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,581,106</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>75,503</b>

## Service Category Summary

### Risk & Procurement

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(39,092)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	589,321	602,101	626,260	649,503	23,243
Non-Salary Expenses	1,030,876	1,057,280	1,146,020	1,198,280	52,260
<b>Total Expenditures</b>	<b>1,620,197</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>75,503</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
<b>Net Operations</b>	<b>1,581,106</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>75,503</b>

## Service Category Summary

### Legislative Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Legislative Services	(15,574)	(10,000)	(15,000)	(15,000)	0
<b>Total Revenues</b>	<b>(15,574)</b>	<b>(10,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>
<b>Expenditures</b>					
Elections/Referendums	91,012	100,000	25,000	25,000	0
Legislative Services	825,983	739,291	817,943	821,368	3,425
<b>Total Expenditures</b>	<b>916,995</b>	<b>839,291</b>	<b>842,943</b>	<b>846,368</b>	<b>3,425</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Elections/Referendums	4,385	0	0	0	0
Legislative Services	0	2,850	0	0	0
<b>Total Transfers</b>	<b>4,385</b>	<b>2,850</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>905,806</b>	<b>832,141</b>	<b>827,943</b>	<b>831,368</b>	<b>3,425</b>

## Service Category Summary

### Legislative Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(15,574)</b>	<b>(10,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>771,058</b>	<b>714,271</b>	<b>714,663</b>	<b>718,088</b>	<b>3,425</b>
Non-Salary Expenses	<b>145,936</b>	<b>125,020</b>	<b>128,280</b>	<b>128,280</b>	<b>0</b>
Total Expenditures	<b>916,995</b>	<b>839,291</b>	<b>842,943</b>	<b>846,368</b>	<b>3,425</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>4,385</b>	<b>2,850</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>905,806</b>	<b>832,141</b>	<b>827,943</b>	<b>831,368</b>	<b>3,425</b>

## Service Category Summary

### Service Centre

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Service Centre	(23,336)	(25,100)	(25,100)	(4,340)	20,760
50-50 Lottery: United Way	(12,035)	0	0	0	0
<b>Total Revenues</b>	<b>(35,371)</b>	<b>(25,100)</b>	<b>(25,100)</b>	<b>(4,340)</b>	<b>20,760</b>
<b>Expenditures</b>					
Service Centre	825,366	816,567	804,287	818,381	14,094
50-50 Lottery: United Way	12,060	0	0	0	0
<b>Total Expenditures</b>	<b>837,426</b>	<b>816,567</b>	<b>804,287</b>	<b>818,381</b>	<b>14,094</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Service Centre	0	6,150	0	0	0
<b>Total Transfers</b>	<b>0</b>	<b>6,150</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>802,055</b>	<b>797,617</b>	<b>779,187</b>	<b>814,041</b>	<b>34,854</b>

## Service Category Summary

### Service Centre

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(35,371)	(25,100)	(25,100)	(4,340)	20,760
Expenditures					
Salary & Wages (including Benefits)	664,454	668,297	648,027	659,141	11,114
Non-Salary Expenses	172,972	148,270	156,260	159,240	2,980
Total Expenditures	837,426	816,567	804,287	818,381	14,094
Debt	0	0	0	0	0
Transfers	0	6,150	0	0	0
Net Operations	802,055	797,617	779,187	814,041	34,854

## Service Category Summary

### IT Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Computer Services - Operations	(78,987)	(88,820)	(76,500)	(76,500)	0
3rd Pty - Computer Serv	(24,724)	(18,500)	(18,510)	(18,500)	10
<b>Total Revenues</b>	<b>(103,710)</b>	<b>(107,320)</b>	<b>(95,010)</b>	<b>(95,000)</b>	<b>10</b>
<b>Expenditures</b>					
Computer Services - Operations	2,051,958	2,104,882	2,263,510	2,329,172	65,662
Computer Serv - Mtce Contracts	1,196,787	1,357,780	1,303,780	1,396,070	92,290
Computer Serv-Non-Contract Mtc	19,390	27,000	27,000	26,000	(1,000)
3rd Pty - Computer Serv	24,723	18,500	18,510	18,500	(10)
<b>Total Expenditures</b>	<b>3,292,858</b>	<b>3,508,162</b>	<b>3,612,800</b>	<b>3,769,742</b>	<b>156,942</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Computer Services - Operations	16,150	16,150	17,350	22,150	4,800
Computer Serv-Non-Contract Mtc	479	0	0	0	0
<b>Total Transfers</b>	<b>16,629</b>	<b>16,150</b>	<b>17,350</b>	<b>22,150</b>	<b>4,800</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
IT Maintenance	191,778	367,500	258,000	0	(258,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>191,778</b>	<b>367,500</b>	<b>258,000</b>	<b>0</b>	<b>(258,000)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(191,778)	(367,500)	(258,000)	0	258,000
<b>Total Transfers - Asset Maintenance</b>	<b>(191,778)</b>	<b>(367,500)</b>	<b>(258,000)</b>	<b>0</b>	<b>258,000</b>
<b>Net Operations</b>	<b>3,205,776</b>	<b>3,416,992</b>	<b>3,535,140</b>	<b>3,696,892</b>	<b>161,752</b>

## Service Category Summary

### IT Services

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	(103,710)	(107,320)	(95,010)	(95,000)	10
Expenditures					
Salary & Wages (including Benefits)	1,971,343	2,029,362	2,195,893	2,248,642	52,749
Non-Salary Expenses	1,513,293	1,846,300	1,674,907	1,521,100	(153,807)
Total Expenditures	3,484,636	3,875,662	3,870,800	3,769,742	(101,058)
Debt	0	0	0	0	0
Transfers	(175,149)	(351,350)	(240,650)	22,150	262,800
Net Operations	3,205,776	3,416,992	3,535,140	3,696,892	161,752

**Human Resources Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Human Resources</b>								
REVENUE	(135)	0	0	0	0	0	0	0
EXPENDITURES	2,662,544	2,747,779	2,759,324	2,800,672	2,841,235	2,882,609	2,924,811	2,967,856
TRANSFERS	52,484	6,100	6,000	6,000	6,000	6,000	6,000	6,000
<b>Total</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>
<b>GRAND TOTAL</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>

## Service Category Summary

### Human Resources

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Human Resources Operations	(135)	0	0	0	0
<b>Total Revenues</b>	<b>(135)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Union Negotiations/Grievances	8,885	0	0	0	0
Human Resources Operations	1,689,682	1,848,444	1,744,028	1,677,522	(66,506)
Casual Labour Pool	(85)	0	0	0	0
Disability Management	256,176	246,779	261,809	274,002	12,193
Health & Safety	492,615	421,518	521,392	617,143	95,751
Central Training	215,271	231,038	232,095	232,005	(90)
<b>Total Expenditures</b>	<b>2,662,544</b>	<b>2,747,779</b>	<b>2,759,324</b>	<b>2,800,672</b>	<b>41,348</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Union Negotiations/Grievances	277	0	0	0	0
Human Resources Operations	106	0	0	0	0
Health & Safety	45,836	0	0	0	0
Central Training	6,265	6,100	6,000	6,000	0
<b>Total Transfers</b>	<b>52,484</b>	<b>6,100</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>41,348</b>

## Service Category Summary

### Human Resources

Supporting Detail (Consolidation)	2018	2018	2019	2020	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2020 vs 2019
Revenues	(135)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	2,052,573	2,038,504	1,954,664	2,028,172	73,508
Non-Salary Expenses	609,971	709,275	804,660	772,500	(32,160)
<b>Total Expenditures</b>	<b>2,662,544</b>	<b>2,747,779</b>	<b>2,759,324</b>	<b>2,800,672</b>	<b>41,348</b>
Debt	0	0	0	0	0
Transfers	52,484	6,100	6,000	6,000	0
<b>Net Operations</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>41,348</b>

## Police Protection Service Enhancement Data Processor Supervisor Position

### DESCRIPTION:

Increase staffing of one (1) Data Processor Supervisor to further support the General Investigation Section and provide leadership in the growing GIS Disclosure unit.

The General Investigative Section of the RCMP investigates serious crimes such as sex crimes, homicides, serious assaults, organized crime files, drugs, and prolific offenders.

Providing support to the General Investigative Section of the RCMP, the Data Processor converts documents for Crown Council and manages the electronic filing system. This involves building and linking a variety of reports and documents and conversion of those documents in accordance with the Memorandum of Understanding between the Attorney General's Office and RCMP E Division.

Crown Council has been requesting more conversion of current and historical serious crime files as well as General Duty files into electronic format. The Supreme Court of Canada issued a ruling that placed strict time pressures on crown and police with no grounds for appeal should we exceed the time. With large files and deadlines that cannot be missed, there continues to be an overwhelming workload for two Data Processors. In order to meet the current demands, we continue to utilize police officers that often tie them up for months at a time doing this work. Senior management has identified the need for a third Data Processor to ensure Crown's requests on disclosure are met, and to free police officers from this administrative work. As the unit is growing and is expected to grow in the coming years as electronic file disclosure is required more and more by crown, a Supervisor in this unit will perform supervision of the current unit as well as performing electronic disclosure work.

The addition of a Supervisor position to the current two person unit would alleviate the stress and continued file burden on the current Data Processors and ensure serious crime files to Crown meet the electronic Memorandum of Understanding and are completed by court imposed deadlines, preventing a stay of charges and the serious dangerous offenders getting back on the streets.

### FINANCIAL COST OF THE ENHANCEMENT:

An increase to the 2020 budget for wages and associated benefits for this position would be **\$91,070**.

## Police Protection Service Enhancement Forensic Video Analyst Position

### DESCRIPTION:

Forensic Video Analysis is the scientific examination, comparison, and/or evaluation of video in legal matters. Surveillance video from homes, businesses, vehicles, and persons is growing quickly and considerably; hours of video from dozens of cameras, it is often one of the first investigative avenues for major investigations.

Creating the Forensic Video Analyst position will provide support to the Major Crime Section of the detachment by providing a high level of forensic video analysis on the Major Crime files. This analysis leads to the arrest and potential conviction of criminals who might not have been identified through traditional investigative means. Collecting audio/video evidence at the scene and comparing and analyzing this information will strengthen the major crime files, such as murders and serious sexual assaults, thereby resulting in higher conviction rates, lowering the crime rates in Prince George.

The Analyst will also assist the current Forensic Identification Technician in analyzing and downloading cell phone data for investigative purposes. Utilizing technology such as the Cellebrite downloader, investigative information from cell phones are now being downloaded for evidence on a regular basis. Currently this task is left to the RCMP members to do on OT at double their hourly rate or sourced out at additional costs. The cost per hour to download cellphone data is \$300 and \$1,500-\$2,000 to unlock and download Apple data. In 2018 the detachment paid \$25K, with costs expected to increase as technological sources of evidence continue to increase. To free up RCMP members from this administrative work and eliminate outsourcing, this could be done by the Forensic Team instead.

This new position will ensure a higher success rate in convictions for serious crime files through Forensic Video Analysis comparison and analysis and eliminate the need for overtime costs for members and the outsourcing required to perform the cell phone downloading functions.

### FINANCIAL COST OF THE ENHANCEMENT:

An increase to the 2020 budget for wages and associated benefits for this position would be **\$101,476**.

## Development Planning and Admin Service Enhancement Planner Position

### DESCRIPTION:

The Development Services Division processes a variety of land use applications that are thoroughly reviewed to ensure consistency with Provincial legislation and City of Prince George policies and bylaws in order to facilitate development within our community.

Planners fill the important role of facilitating the land use process not only by navigating legislation and bylaws, but also by coordinating the comments, questions, and requests of internal divisions and external agencies related to the land use proposal in a clear, concise manner to the customer. Planners provide guidance and/or support to the customer often times from inception to completion of a project, while balancing a number of other project files, customer inquiries (telephone, email, and counter), review of business licenses and building permits, and following up on bylaw infractions/complaints.

The number of land use applications have been record breaking for the past 3 years, and continue to rise, while the number of Planners has remained consistent. The Development Services team aims to provide excellent customer service by processing accurate and complete applications, while maintaining the efficient timelines customers have come to expect.

This enhancement is requested in response to the increasing amount of land use applications, and to uphold the level of service the Division has strived to achieve and aims to continue.

### FINANCIAL COST OF THE ENHANCEMENT:

An increase to the 2020 budget for wages and associated benefits for this position would be \$94,559.

## Environmental Services Service Enhancement Climate Change and Energy Coordinator Position

### **DESCRIPTION:**

The Climate Change and Energy Coordinator is to support the development of policies and programs and the implementation of the City's climate change plans that move Prince George towards a low carbon energy future.

The proposed work plan items that fulfill the role and responsibilities of the Climate Change and Energy Coordinator positions are as follows:

### **Conservation and Energy Management - Corporate**

- Maintain and update the corporate energy management program;
- Liaise with the Facilities Operations Manager and facility supervisors to monitor and target energy efficiency and conservation in key facilities; and,
- Maintain knowledge of CleanBC program and educate staff as required.

### **Conservation and Energy Management - Community**

- Develop a building energy retrofit strategy;
- Electric vehicles and charging stations.

### **Climate Change**

- Climate Change mitigation planning and implementation;
- Changemakers Climate Change Adaptation and implementation;
- Carbon Emissions Reporting and Management of CARIP Funding;
- Corporate and Community Liaison.

### **Step Code Preparation and Implementation**

- Assist City administration and staff with the understanding and preparation for the Step Code; and,
- Work to provide guidance towards the implementation of the BC Energy Step Code and its Policy, if approved by Council.

### **Renewable Energy Opportunities Within City Facilities (eg. Waste Water Treatment Centre)**

- Research for business case around organics diversion and RNG generation; and,
- Assist with City's Solid Waste Strategic Management Plan

### **Renewable Energy for Transportation**

- Stay current and act as subject matter expert for renewable energy transportation options;
- City fleet analysis for renewable energies; and,
- Examine feasibility of implementing policies or bylaws to lower GHG emissions in fleets and heavy duty vehicles (e.g. requiring waste, recycling, and organics haulers to use low carbon fuels such as CNG)

### **Grant Research and Writing**

- Research grant funding, provide recommendations and support for grant writing



**Downtown District Energy**

- Work through recommendations in the Atticus report
- Understand the finances – operating, maintenance and capital expenditure planning; and,
- Work with External Relations and external marketing to create an awareness in the public and existing customers about the DDES.

**FINANCIAL COST OF THE ENHANCEMENT:**

An increase to the 2020 budget for wages and associated benefits for this position would be **\$100,407**. There is the availability of funding through BC Hydro for two (2) years for up to \$50,000. Additional funding and grants are being researched for this work.

## Service Enhancement

### Downtown Safe, Clean and Inclusive Package

#### BACKGROUND:

At the December 16, 2019 Special Meeting of the Standing Committee on Finance and Audit, the Committee provided direction for Administration to bring back service package cost options for Council to consider at the January 6, 2020, Budget Meeting. Provided below are three options. Attached as reference are the previous report packages presented during the December 16 Special Meeting.

#### SHORT DESCRIPTION:

Multi-departmental service enhancement package to augment safety, cleanliness and social inclusiveness in the larger downtown area. With service integration and cooperation, a uniformed presence and a comprehensive suite of response services in the downtown, will be available eighteen hours per day/seven days per week.

#### DETAILED DESCRIPTION:

The service enhancement package consists of six interrelated areas: Police, Bylaw Services, contracted security, social inclusion services, parkade safety upgrades, as well as homeless camp and hazardous materials cleanup (within Public Works). The below narratives describe the service category enhancement to include three options: Option 1 is status quo; no changes to 2019 service levels. Option 2 provides cost-effective enhancements to the six interrelated service categories. Option 3 provides comprehensive enhancements to the six interrelated service categories. Administration recommends Option 2 as it balances increasing service demands with reasonable associated costs. Each service enhancement below provides descriptions of the three options.

#### *POLICE SERVICES*

##### *Background:*

At present, the RCMP have a dedicated Downtown Safety Unit (DSU) consisting of five members. In addition, 20% of each patrol Watch is assigned exclusively to the downtown core. Options 2 and 3 propose a dedicated daily downtown patrol, comprised of two officers, for a six-hour duration, seven days per week, for nine months of the year. This two-member patrol surge would be completely paid for through overtime expenditures. These patrols could be implemented immediately. If additional police officer FTEs were funded for additional presence in the downtown core, it would take between six to nine months for the positions to be filled. Those additional officers would also be subject to other pressures such as mandatory training, vacation leave, court time, etc. that would detract from their effectiveness in providing additional police presence.

At present, there is a gap between operational commitments (uniformed members, “boots on the ground”) and administrative support capacity (civilian personnel, providing the supports required to enable the uniformed members to conduct their duties). As a result, Administration has recommended a service enhancement of two new civilian personnel for 2020, and a further four for 2021 (*separate from this service enhancement package*). Previous increases of uniformed members have not come with an associated increase in administrative support. When combined

with increasing disclosure and related administrative requirements, administrative support remains prioritized over additional uniformed members.

*Impacts:*

The dedication of 20% of patrol officers to the downtown core enhances police presence in the area but negatively impacts the response times and quality of service provided in other areas of the city. The introduction of these targeted downtown patrols will provide an enhanced police presence in the downtown core that will be focused on the highest priority times of day. As these officers will be complementary to the patrol Watch on shift, they will be assigned to foot and bicycle patrols as they will not be required to be available to conduct prisoner transport or respond to other areas of the city for high priority public safety incidents.

Pointedly, at present, uniformed members are performing administrative duties that could be done in a more cost efficient manner using civilians. In order to increase street presence, the gap between administration and operations requires closing. The proposed 2020-21 police support services enhancements should rectify this (*separate service category enhancement*).

*Police Services Options:*

*Option1 – Status Quo:* Nil cost. No dedicated daily downtown patrol. Continuation of the DSU; 2020 projected service levels consistent with 2019.

*Option 2 and/or 3 – Daily Downtown Patrol:* Cost of \$273,249 for a nine-month duration. Details as per above description. If approved, service to be assessed in November 2020. As the cost of this service is borne by overtime expenditures, it can be scaled back or forward in future years. Administration recommends this option.

## **BYLAW SERVICES**

*Background:*

In 2019, Bylaw Services added two ‘Bylaw Compliance Assistants,’ tasked to prioritize downtown social issues and clean-up. These services are provided Monday – Friday, from 7:00 am to 3:00 pm. To increase service levels for extended hours seven days per week requires additional officers. The number of additional officers approved determines the daily coverage duration. A notable strength of increasing Bylaw Services is that it can be accomplished relatively quickly, in terms of hiring and training, and the skillset complements both police and social outreach well. For example, new officer positions could be operational by March.

*Impacts:*

Assessed as a stand-alone service enhancement, increasing Bylaw Officer positions dedicated to the downtown and bowl area may provide consistent coverage for extended hours and days, dependent upon which option is selected. When combined with the additional services, layered synergies in terms of more effective response may be realized. The impact of not providing this service enhancement would be to maintain the status quo of limited coverage during business hours.

*Bylaw Services Options:*

*Option 1 – Status Quo:* Cost of \$14,704 to elevate the two ‘Bylaw Compliance Assistants’ to ‘Bylaw Enforcement Officers.’ 2020 projected service levels mostly consistent with 2019. Potential for

marginal improvements. Coverage between Monday to Friday, 7:00 am to 3:00 pm, limited capacity for foot patrols, and delayed response times for calls for service outside of the downtown.

*Option 2 (Notable Improvement):* Cost of \$189,051 annually. In addition to the two new existing Bylaw Enforcement Officers from 2019, two more officers to be hired, for a total of four dedicated to the downtown area. This will provide seven days per week coverage from 7:00 am to 6:30 pm. Limited foot patrols during the afternoon hours, some reduction in buildup of weekend debris and issues, and more responsive service is expected.

*Option 3 (Comprehensive Improvement):* Cost of \$580,944 annually. In addition to the two new existing Bylaw Enforcement Officers from 2019, six more officers to be hired, for a total of eight dedicated to the downtown area. This will provide seven days per week coverage from 6:00 am to midnight. Foot patrols conducted six or more hours per day, reduced buildup of debris, and very responsive service is expected.

Administration recommends Option 2 as it provides service improvements at a reasonable cost increase.

#### **CONTRACTED SECURITY SERVICES:**

##### *Background:*

In 2019, contracted security costs are forecasted to be just below \$350,000. These costs have been absorbed across multiple facility budgets resulting in overages. Security costs over the previous few years have significantly increased, and service requests display no evidence of abatement. These costs include full-time security guard presence at the Four Seasons Leisure Pool, 1<sup>st</sup> Ave Building (shared by TourismPG and CN Rail), the Prince George Conference and Civic Centre (during events), and periodic mobile security for the Rolling Mix Concrete Arena and Canada Games Plaza area. The mobile security patrol has consistently provided insufficient security coverage to satisfy user group requests and places staff and the public at potential risk. It has been determined that the mobile security should be increased to a full-time contracted position at RMCA, to include a roving /mobile patrol of the larger downtown core. Total service enhancement for security for 2020 is \$400,000. An RFP process would be utilized in accordance with City policy.

##### *Impacts:*

Substantial reduction of customer concerns was evident following the implementation of fixed security presence in the FSLP, 1<sup>st</sup> Ave Building, and the PGCCC. It is reasonably asserted that a similar trend will be evident with increased security at the RMCA, and mobile patrols of the parkades. Removing this service will place significant strain on the City from a Health and Safety perspective of both staff and patrons, as well as potentially reduce customer visits.

##### *Security Options:*

*Option 1, 2, and 3:* Cost of \$400,000. As this service has incrementally increased over the previous few years, it represents a conditional requirement to safely operate civic facilities. Reducing or eliminating this service could likely lead to significant Health and Safety concerns, for both staff and the public. For these reasons, the provision of security at civic facilities is viewed as an operational baseline from a safety perspective. An RFP process will be utilized to ensure the City gains the most cost-effective and efficient delivery of security services. The additional \$50,000 for 2020 above the \$350,000 for 2019 results from the current security gap at RMCA. Providing a fixed, full-time contracted security position to this facility should close the security gap.

Administration recommends an enhancement of \$400,000 as a new service category to provide public and staff safety.

#### *SOCIAL INCLUSION SERVICES:*

##### *Background:*

In late 2019, two homeless service hubs opened in the downtown. The hubs are operating as pilot projects, with the goal of better connecting individuals living on the street to services and supports. The first, located at 181 Quebec Street, provides storage, washroom, and outreach services six days per week. Current funding, provided by the City of Prince George and BC Housing, enables its operation for a one-year pilot period from September 2019 – August 2020. The Prince George Native Friendship Centre is the service provider. The Association Advocating for Women and Community (AWAC) operates the second pilot, funded by the City of Prince George and indirectly by BC Housing's Extreme Weather Response (EWR) program. It opened at 144 George Street in November and provides access to outreach services, as well as storage, laundry, shower, washroom, and sleeping facilities from 10 am – 4 pm, seven days per week for a six-month period. Outreach workers at both sites are responsive to calls for service and can transport individuals and belongings on an as required basis. Outside of the funded pilot service hub, AWAC also operates a street outreach team that works from 7 pm – 1 am nightly.

The proposed enhancement totaling \$236,000 will enable the year round operation of both homeless service hubs, and will accommodate the relocation of the Quebec Street pilot to a larger and more appropriate site. The City will continue to work with BC Housing to secure its funding participation in the year-round operation of the homeless service hubs.

##### *Impacts:*

There is an opportunity to integrate outreach services attached to the homeless service hubs with policing, bylaw, and security services to provide the full continuum of response services necessary for a safe, clean, and inclusive downtown. This service integration, which will also assist with displacement, will be compromised should the proposed enhancement not proceed. In addition, the homeless service hubs have the capacity to collect important information about who is homeless in the downtown and the barriers they experience when accessing services, like housing. This data then serves to inform interventions. The proposed enhancement will also enable the City and its partners to develop the relationships and service integration that will be required to approach complex social issues in a way that mitigates safety and cleanliness concerns.

##### *Social Inclusion Options:*

*Option 1 – Status Quo:* Current operations, enabled with one time funding, will operate until July 2020. If the status quo is maintained, the two homeless service hubs will close as of August 1, 2020. Connection of vulnerable individuals to services, data collection to inform interventions, and the capacity to provide a full continuum of integrated response services in the downtown and area will be compromised when the operations close.

*Option 2 (Continued Improvement):* Cost of \$236,000 for the annual City contribution to maintain operations at two sites. BC Housing funding will be required to ensure enhanced outreach services are available to support the continued operation of the hub sites. During scheduled hours of operation, outreach staff at each of the hub sites are available to respond to calls for service in the downtown area.

*Option 3 (Guaranteed Complement of Outreach Staff):* Cost of \$336,000. This option reflects the City's commitment to fund full operating costs, including outreach service staff, associated with the two hub service sites.

Administration recommends Option 2 as it ensures continued access, at a reasonable cost, to important social services and supports for those living on the street. It also allows for the integration of safety, security, and social inclusion human resources, to provide a full continuum of response services.

#### **PUBLIC WORKS – CLEANUP SERVICES:**

##### *Background:*

Daily operations are meant to provide consistent and defined levels of service for all residents and neighbourhoods. In 2019, the volume of service calls for cleanup of homeless camps, biohazards, garbage and other related items prevented the City's ability to maintain a consistent level of service in other neighbourhoods. At present, Public Works staff (Parks and Solid Waste Services and Utilities Divisions) are reacting to service requests and triaging service levels in order to respond to major camp cleanups, removal of biohazards, and needle cleanup that pose health and safety concerns for all residents. To date, in 2019, there have been 117 major homeless camp cleanups; this is in addition to the illegal dumping cleanups throughout the city. Although a majority of these sites are located within the vicinity of downtown and the bowl area, there have been numerous camps located elsewhere throughout the city. A "major" cleanup is separate from the nearly 2,000 service calls received for minor or routine cleanups. A major cleanup can include up to nineteen staff, evident during one example at Carrie Jane Gray Park: nineteen staff (Parks and Bylaw), two bobcats, two dump trucks and one bucket truck and chipper were used. Prior to a major scheduled cleanup, policing and bylaw resources are used to meet with the inhabitants and provide them with time to gather their belongings and move on. A major cleanup may take up to an entire day to conduct.

##### *Impacts:*

The daily reactive response to service requests outside normal service levels is preventing a consistent level of service delivery in other areas of the city by both Utilities and Parks and Solid Waste Service Divisions.

##### *Cleanup Options (Public Works):*

*Option 1 – status quo (reduction of City-wide service levels):* tax increase is nil. Decision point provides two selections for this option: the first is to maintain the status quo; reallocating assigned resources to reactive needle, biohazard and camp cleanup at the cost of daily services to other areas of the city, or accepting a higher level of debris and waste within the larger downtown area. The latter would also produce health and safety concerns from biohazardous waste, discarded needles, and so forth.

*Option 2 (Consistent service for all):* Cost of \$274,495 (plus an additional cost of \$216,000 for capital - equipment). This option includes one new FTE EQ2 Operator, year round, and two Labourers for approximately nine months (from spring – snow). Equipment to be purchased includes: a pick-up truck, single axle dump truck, and skid steer with trailer, in addition to Personal Protective Equipment (PPE) and pressure washers. These staff and equipment would be used for homeless camp cleanup and reactive/service requests for biohazard cleanup. To provide for efficiencies, these staff and equipment could also be used for restoration work for Utilities' digs and Municipal

Utilities (3rd party service connections) when there is downtime from camps and biohazard cleanups. Based upon 2018 and 2019 service requests, it is anticipated that these increased resources will provide better and more timely service, but may still not be fully adequate to providing daily coverage.

*Option 3 (Premium clean):* Cost of \$996,886 (combined labour and capital). This option includes all of Option 2 plus an additional three staff dedicated to downtown and area daily cleanup services, such as weed abatement, sidewalk cleaning, which includes the purchase of a Madvac LS175 equipment. This option provides concurrent daily downtown cleanup and daily homeless camp removal.

Administration recommends Option 2 as it provides dedicated, adequate resources to cleanup camps and debris/hazardous materials in the downtown area in a reasonable time without requiring the reallocation of other resources from other areas of the city on a regular basis.

### *PARKADE SAFETY UPGRADES*

#### *Background:*

Daily customer concerns continue to be received from both the 2<sup>nd</sup> Avenue and 5<sup>th</sup> Avenue Parkades, caused by individuals sleeping on the entrance and exit ramps, thereby preventing paying customers' access to parking, in addition to significant debris, garbage, human waste and graffiti. The City has contracted cleaning services to provide a daily cleanup of the Parkades. Additionally, Facilities Maintenance have installed brighter lighting in the 2<sup>nd</sup> Avenue Parkade, covered graffiti with new "graffiti-resistant" paint, and are in the process of installing a sound system. CCTV systems have been considered; however, at this time are deemed a risk from a liability perspective. The next proposed phase is to close the entrance and exit ramps with additional gates to enclose and secure the entrance and exit ramps for paying customers. 2<sup>nd</sup> Avenue Parkade is the pilot site, and noted safety improvements would be extended to the 5<sup>th</sup> Avenue Parkade in the near future. These costs are not borne as part of the operating budget or as a service category enhancement. Parkade costs are funded through the Off-Street Parking Levy.

#### *Impacts:*

The daily maintenance of the parkades is creating a substantial strain on Facilities Maintenance and Bylaw Services. These improvement measures – mostly CPTED (Crime Prevention through Environmental Design) should enable staff to return to daily operations, such as preventive maintenance of the City's numerous other facilities and provide a safer and more welcome environment for paying patrons.

#### *Parkade Options:*

*Option 1 – Status Quo:* Nil cost as no further improvements to be installed. Customer concerns likely to continue to increase, in addition to daily cleanup and maintenance costs (painting over graffiti, cleaning up debris, human waste, and so forth).

*Option 2 and/or 3 (Increased customer safety):* Cost of \$200,000 for 2020 to install new security gates at the entrance and exit. This includes walls to enclose these two main access points. Additional incremental costs include better lighting, paint and so forth. These costs are quoted by the current contractor and do not include engineering, drawings, et cetera. Work is anticipated to commence in the early spring for summer completion. If successful, 5<sup>th</sup> Ave Parkade to receive similar upgrades for late 2020/21.

Administration recommends Option 2/3 as it provides for increased public safety.

#### LAYERED INTEGRATION OF SERVICE ENHANCEMENTS

The intent of this service enhancement package, outlined and recommended as 'Option 2,' includes deliberate and dedicated planning to align the current service silos through an integrated approach toward a *layering* and *synchronization* of services. Simplified, by working through a centralized 'Table' and collaborating on shared data and information, and developing a 'Common Operating Picture,' the intent throughout 2020 is to deliver an aligned approach to better managing the downtown and area social issues. Work is still to be developed on this initiative, namely through the recommendations of the new Select Committee. Details of this yet-to-be completed approach could be provided to Council in the summer and fall of 2020. The initial step requires allocating new resources. The extensive planning work undertaken to date and expected throughout 2020 by Administration has not been cost-captured in this enhancement request. It is anticipated that workflow will continue to be impacted but is manageable.

#### FINANCIAL COST OF THE ENHANCEMENT:

Below is a high level overview of the three service enhancement options. Administration recommends Option 2, which is detailed in the next chart below:

Service	Option 1 Cost – Status Quo	Option 2 Cost – Recommended Package	Option 3 Cost – Enhanced Package
Police Services	Nil – no service increase	\$273,249 (2 member daily patrol)	\$273,249 (same as Option 2)
Bylaw Services	\$14,704 (elevate 2 current officers)	\$189,051 (add 2 new officers)	\$580,944 (add 6 new officers and extra fleet expenses)
Security (contracted)	\$400,000 (fixed cost, RFP)	\$400,000 (same as Option 1)	\$400,000 (same as Option 1)
Social Inclusion	Nil – no service past August 1, 2020	\$236,000 (City contribution to total costs)	\$336,000 (City funds full cost of service hubs)
Public Works (cleanup services)	Nil – no service increase	\$274,495 (add 3 staff and operating costs of new fleet) \$216,000 (capital fleet costs)	\$481,886 (labour and operating costs of new fleet) \$515,000 (capital fleet costs)
Parkade Safety (2 <sup>nd</sup> Ave)	Nil – no service increase (but incremental ongoing cleanup costs)	\$200,000 (2nd Ave Parkade – entrance and exit)	\$200,000 (same as Option 2)
Misc hardware costs	Nil – no facility security enhancements	\$50,000 (locks, access points, fobs, etc)	\$50,000 (same as Option 2)
<b>Total</b>	<b>\$414,704</b>	<b>\$1,838,795</b>	<b>\$2,837,079</b>
Less off-street parking and capital costs	-	(416,000)	(715,000)
<b>Total tax increase costs:</b>	<b>\$414,704</b>	<b>\$1,422,795</b>	<b>\$2,122,079</b>
<b>% of tax levy increase</b>	<b>0.38%</b>	<b>1.29%</b>	<b>1.93%</b>

Option #2 is the recommended option: although not a silver bullet, it offers incremental improvements to better manage the downtown and area social issues at a reasonable cost:

**OPTION 2:**

<b>Division</b>	<b>Description</b>	<b>Total</b>	<b>Tax % increase</b>
Police	7 two-member patrols at 6hrs each per week (9 months)	\$ 273,249	0.25%
Facilities	Establish existing security costs in budget of \$350k and enhance by \$50k	400,000	0.36%
	Security Gate Updates for Parkades	200,000	0.18%
	Miscellaneous hardware costs	50,000	0.05%
Bylaw	Upgrade two Compliance Assistants to Bylaw Enforcement Officers and add two more Bylaw Enforcement Officers	189,051	0.17%
Social Inclusion	Downtown Homeless Service Hubs - contribution to staffing	236,000	0.21%
Public Works	Marginalized Camp and Illegal Dump Cleanup (non-labour is fleet); downtown HAZMAT removal	274,495 (operating) 216,000 (equipment)	0.45%
<b>TOTAL</b>		<b>\$1,838,795</b>	<b>1.67%</b>
	Security Gate Updates paid for by Off-Street Levy	(200,000)	(0.18%)
	Marginalized Camp and Illegal Dump Cleanup paid for by MFA Lease	(216,000)	(0.20%)
	<b>Service Enhancements - Downtown Safety and Cleanliness</b>	<b>\$ 1,422,795</b>	<b>1.29%</b>

**RECOMMENDATION:**

Administration recommends Option 2 at a service enhancement cost of \$1,422,795 representing a tax increase of 1.29%.

### Finance Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(170,625,108)	(168,914,090)	(184,240,285)	(180,952,435)	(184,032,390)	(180,279,238)	(180,976,192)	(183,566,491)
EXPENDITURES	211,011	1,480,331	1,349,385	1,795,247	1,797,892	1,803,084	1,808,379	1,813,780
DEBT	13,202,121	14,302,744	15,482,980	16,772,614	18,615,657	13,078,301	12,716,023	14,296,172
TRANSFERS	55,429,220	56,406,016	65,561,292	58,371,887	57,681,129	58,501,214	58,310,136	58,114,349
<b>Total</b>	<b>(101,782,755)</b>	<b>(96,724,999)</b>	<b>(101,846,628)</b>	<b>(104,012,687)</b>	<b>(105,937,712)</b>	<b>(106,896,639)</b>	<b>(108,141,654)</b>	<b>(109,342,190)</b>
<b>Financial Services</b>								
REVENUE	(135,829)	(125,100)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
EXPENDITURES	1,609,122	1,601,289	2,011,357	2,044,585	2,083,645	2,123,484	2,164,121	2,205,572
TRANSFERS	0	0	0	12,750	12,750	12,750	12,750	12,750
<b>Total</b>	<b>1,473,293</b>	<b>1,476,189</b>	<b>1,886,357</b>	<b>1,932,335</b>	<b>1,971,395</b>	<b>2,011,234</b>	<b>2,051,871</b>	<b>2,093,322</b>
<b>OLD BU's - Fiscal Services</b>								
EXPENDITURES	19,727,410	0	0	0	0	0	0	0
TRANSFERS	(19,727,410)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>(100,309,462)</b>	<b>(95,248,810)</b>	<b>(99,960,271)</b>	<b>(102,080,352)</b>	<b>(103,966,317)</b>	<b>(104,885,405)</b>	<b>(106,089,783)</b>	<b>(107,248,868)</b>

## Service Category Summary

### Financial Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Billings & Collection	(135,829)	(125,100)	(125,000)	(125,000)	0
<b>Total Revenues</b>	<b>(135,829)</b>	<b>(125,100)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>0</b>
<b>Expenditures</b>					
Billings & Collection	625,111	604,484	619,066	628,776	9,710
Financial Planning	437,864	435,099	453,145	460,783	7,638
Accounting - Operating	546,147	561,706	663,430	674,620	11,190
Payroll	0	0	275,716	280,406	4,690
<b>Total Expenditures</b>	<b>1,609,122</b>	<b>1,601,289</b>	<b>2,011,357</b>	<b>2,044,585</b>	<b>33,228</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Accounting - Operating	0	0	0	12,750	12,750
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,750</b>	<b>12,750</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,473,293</b>	<b>1,476,189</b>	<b>1,886,357</b>	<b>1,932,335</b>	<b>45,978</b>

## Service Category Summary

### Financial Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(135,829)	(125,100)	(125,000)	(125,000)	0
Expenditures					
Salary & Wages (including Benefits)	1,503,563	1,511,729	1,919,797	1,952,995	33,198
Non-Salary Expenses	105,559	89,560	91,560	91,590	30
Total Expenditures	1,609,122	1,601,289	2,011,357	2,044,585	33,228
Debt	0	0	0	0	0
Transfers	0	0	0	12,750	12,750
Net Operations	1,473,293	1,476,189	1,886,357	1,932,335	45,978

## Service Category Summary

### Fiscal Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Investment Earnings	(293,003)	0	0	(300,000)	(300,000)
Payroll Burden Clearing	(297,531)	0	0	0	0
FortisBC Agreement	(6,372,715)	(6,337,960)	(6,474,429)	(6,606,021)	(131,592)
External Debt - MFA	(533,563)	(533,563)	(383,074)	(456,962)	(73,888)
Road Rehabilitation program	(5,003,586)	(5,000,000)	(5,650,000)	(5,650,000)	0
2015 Canada Winter Games	(1,045)	0	0	0	0
General Infrastructure Reinvest	(2,500,783)	(2,500,000)	(10,685,000)	(2,550,000)	8,135,000
Snow Control	(7,004,941)	(7,000,000)	(8,500,000)	(8,500,000)	0
Off Street Parking Levy	(899,392)	(900,000)	(1,200,000)	(1,700,000)	(500,000)
Prov Uncond Grant - Traffic Fi	(1,016,310)	(1,065,000)	(1,015,000)	(1,015,000)	0
Gaming - Uncond Grant	(2,672,320)	(2,600,000)	(2,600,000)	(2,600,000)	0
Internal Debt Recoveries	(80,314)	(38,350)	(743)	0	743
Community Works - Grant	(3,235,359)	(3,235,364)	(3,235,364)	(3,170,138)	65,226
Provincial Grants	(170,149)	(175,000)	(150,000)	(185,625)	(35,625)
Miscellaneous Revenues	(82,533)	(38,000)	(38,000)	(38,000)	0
Provincial School	(28,800,514)	(29,000,000)	(28,800,000)	(28,900,000)	(100,000)
Regional District	(5,809,246)	(5,700,000)	(5,800,000)	(5,800,000)	0
FFG Reg. Hospital District	(6,877,378)	(6,100,000)	(6,900,000)	(7,400,000)	(500,000)
BC Assessment Authority	(704,449)	(700,000)	(700,000)	(700,000)	0
MFA	(2,683)	(2,500)	(2,500)	(2,500)	0
911 Emergency Service	(1,583,552)	(1,550,000)	(1,590,000)	(1,600,000)	(10,000)
20th/Victoria BIA Assoc	(100,000)	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(300,000)	(232,600)	(232,600)	(318,270)	(85,670)
Interest on Property Tax	(197,423)	(100,000)	(175,000)	0	175,000
Taxes - General	(90,078,109)	(89,861,101)	(93,851,520)	(97,224,871)	(3,373,351)
Parcel / Frontage Tax	(3,564)	(29,852)	(3,564)	0	3,564
Grant in Lieu - Provincial	(2,918,764)	(2,995,000)	(2,979,000)	(2,958,000)	21,000
Grant in Lieu - Federal	(350,581)	(350,000)	(350,000)	(360,000)	(10,000)
Grant in Lieu - Private Utilit	(1,597,762)	(1,598,500)	(1,651,500)	(1,643,568)	7,932
Franchise Fee - FortisBC	(999,605)	(1,025,000)	(1,000,000)	(1,000,000)	0
PG Pulpmill Rd Erosion LAS	(2,903)	0	(26,681)	(26,680)	1
Non Res Schl Tax	(31,429)	(33,800)	(33,800)	(33,800)	0
Tax Sales	(3,680)	(13,500)	(13,510)	(11,000)	2,510
Tax Balance Adj	3,896	3,000	3,000	0	(3,000)
3rd Pty - Union 1048 Recovery	(52,352)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(5,900)	(10,000)	(10,000)	(10,000)	0
3rd Pty - Union 1048 National	(132)	(1,000)	(1,000)	(1,000)	0
3rd Pty - Union 399 Recovery	(45,432)	(35,000)	(35,000)	(35,000)	0
3rd Pty - Union 399 National	0	(1,000)	(1,000)	(1,000)	0
<b>Total Revenues</b>	<b>(170,625,108)</b>	<b>(168,914,090)</b>	<b>(184,240,285)</b>	<b>(180,952,435)</b>	<b>3,287,850</b>

## Service Category Summary

### Fiscal Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Expenditures</b>					
YE Accrual Adj - General Oper	(25,511)	0	0	0	0
RTE Early Benefit Program:NDIT	313,091	178,090	192,500	500,000	307,500
Library - Cost Recovery	(431,371)	0	0	0	0
Audit	64,716	78,440	55,885	54,000	(1,885)
Investment Earnings	70	0	0	0	0
Amortization - budget only	0	18,200,000	19,000,000	19,700,000	700,000
Asset Amort & Gain/Loss - GEG	3,289,584	0	0	0	0
Asset Amort & Gain/Loss - PRS	2,002,902	0	0	0	0
Amortization - budget - contra	0	(18,200,000)	(19,000,000)	(19,700,000)	(700,000)
Asset Amort & Gain/Loss - TNS	10,365,630	0	0	0	0
Asset Amort & Gain/Loss - SWR	386,939	0	0	0	0
Asset Amort & Gain/Loss - PHW	49,358	0	0	0	0
Asset Amort & Gain/Loss - PRC	3,632,998	0	0	0	0
Payroll Burden Clearing	(61,288)	0	0	0	0
Accts Pay-Rounding-W/O-Disc	28	0	0	0	0
Salary Transition Clearing	238,739	0	0	0	0
Contingency	0	1,099,992	991,000	1,131,247	140,247
Miscellaneous Revenues	50	0	0	0	0
Interest on Property Tax	0	10,000	0	0	0
Taxes - General	465	1,000	1,000	1,000	0
Parcel / Frontage Tax	539	3,809	0	0	0
PG Pulpmill Rd Erosion LAS	4,059	0	0	0	0
Tax Balance Adj	3,836	7,000	7,000	7,000	0
3rd Pty - Union 1048 Recovery	52,352	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	5,900	10,000	10,000	10,000	0
3rd Pty - Union 1048 National	132	1,000	1,000	1,000	0
3rd Pty - Union 399 Recovery	45,204	35,000	35,000	35,000	0
3rd Pty - Union 399 National	0	1,000	1,000	1,000	0
<b>Total Expenditures</b>	<b>19,938,421</b>	<b>1,480,331</b>	<b>1,349,385</b>	<b>1,795,247</b>	<b>445,862</b>
<b>Debt</b>					
FortisBC Agreement	7,093,683	7,093,683	7,305,668	7,527,675	222,007
Mobile Equipment	1,175,335	1,812,295	2,083,318	2,129,703	46,385
External Debt - MFA	4,736,467	4,796,421	5,495,963	6,509,382	1,013,419
Off Street Parking Levy	560,345	560,345	558,031	555,854	(2,177)
Interest on Property Tax	42,240	40,000	40,000	50,000	10,000
PG Pulpmill Rd Erosion LAS	(405,949)	0	0	0	0
<b>Total Debt</b>	<b>13,202,121</b>	<b>14,302,744</b>	<b>15,482,980</b>	<b>16,772,614</b>	<b>1,289,634</b>

## Service Category Summary

### Fiscal Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Transfers</b>					
YE Accrual Adj - General Oper	25,511	0	0	0	0
Library - Cost Recovery	431,371	0	0	0	0
Asset Amort & Gain/Loss - GEG	(3,289,584)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(2,002,902)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(10,365,630)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(386,939)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(49,358)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(3,632,998)	0	0	0	0
Payroll Burden Clearing	(431,371)	0	0	0	0
FortisBC Agreement	(720,967)	(755,723)	(831,239)	(921,654)	(90,415)
Mobile Equipment	(1,195,152)	(1,812,295)	(2,083,318)	(2,129,703)	(46,385)
Mgmt OH Recoveries	(2,949,792)	(2,949,791)	(3,204,892)	(3,360,050)	(155,158)
Salary Transition Clearing	(238,739)	0	0	0	0
Prior Year's Surplus	312,946	0	0	0	0
Internal Debt	3,961,080	3,978,813	4,050,000	4,100,000	50,000
External Debt - MFA	(65,487)	0	0	0	0
Road Rehabilitation program	5,003,586	5,000,000	5,650,000	5,650,000	0
General Infrastructure Reinvets	2,500,783	2,500,000	10,685,000	2,550,000	(8,135,000)
Snow Control	(2,573,880)	0	0	0	0
Operating Contribution - DDES	228,876	246,543	188,308	207,615	19,307
Contingency	48,756	0	0	0	0
Off Street Parking Levy	339,047	339,655	641,969	1,144,146	502,177
Contr to Capital Reserve	320,000	320,000	250,000	250,000	0
Cont to Asset Mtce (fund 13)	6,395,196	4,255,732	5,058,728	5,356,946	298,218
Gaming - Uncond Grant	2,672,320	2,600,000	2,600,000	2,600,000	0
Internal Debt Recoveries	56,083	38,350	0	0	0
Community Works - Grant	3,235,359	3,235,364	3,235,364	3,170,138	(65,226)
Provincial Grants	170,149	175,000	150,000	185,625	35,625
Provincial School	28,800,514	29,000,000	28,800,000	28,900,000	100,000
Regional District	5,809,246	5,700,000	5,800,000	5,800,000	0
FFG Reg. Hospital District	6,877,378	6,100,000	6,900,000	7,400,000	500,000
BC Assessment Authority	704,449	700,000	700,000	700,000	0
MFA	2,683	2,500	2,500	2,500	0
911 Emergency Service	1,583,552	1,550,000	1,590,000	1,600,000	10,000
20th/Victoria BIA Assoc	100,000	100,000	100,000	100,000	0
Downtown BIA Assoc	300,000	232,600	232,600	318,270	85,670
Grant in Lieu - Provincial	98,443	85,000	85,000	85,000	0
Grant in Lieu - Federal	22,248	20,000	20,000	20,000	0
3rd Pty - Union 399 Recovery	228	0	0	0	0
<b>Total Transfers</b>	<b>42,097,006</b>	<b>60,661,748</b>	<b>70,620,020</b>	<b>63,728,833</b>	<b>(6,891,187)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Levy Funded	(6,395,196)	(4,255,732)	(5,058,728)	(5,356,946)	(298,218)
<b>Total Transfers - Asset Maintenance</b>	<b>(6,395,196)</b>	<b>(4,255,732)</b>	<b>(5,058,728)</b>	<b>(5,356,946)</b>	<b>(298,218)</b>
<b>Net Operations</b>	<b>(101,782,755)</b>	<b>(96,724,999)</b>	<b>(101,846,628)</b>	<b>(104,012,687)</b>	<b>(2,166,059)</b>

## Service Category Summary

### Fiscal Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(170,625,108)</b>	<b>(168,914,090)</b>	<b>(184,240,285)</b>	<b>(180,952,435)</b>	<b>3,287,850</b>
Expenditures					
Salary & Wages (including Benefits)	<b>(151,420)</b>	<b>102,000</b>	<b>102,000</b>	<b>102,000</b>	<b>0</b>
Non-Salary Expenses	<b>20,089,842</b>	<b>1,378,331</b>	<b>1,247,385</b>	<b>1,693,247</b>	<b>445,862</b>
Total Expenditures	<b>19,938,421</b>	<b>1,480,331</b>	<b>1,349,385</b>	<b>1,795,247</b>	<b>445,862</b>
Debt	<b>13,202,121</b>	<b>14,302,744</b>	<b>15,482,980</b>	<b>16,772,614</b>	<b>1,289,634</b>
Transfers	<b>35,701,810</b>	<b>56,406,016</b>	<b>65,561,292</b>	<b>58,371,887</b>	<b>(7,189,405)</b>
Net Operations	<b>(101,782,755)</b>	<b>(96,724,999)</b>	<b>(101,846,628)</b>	<b>(104,012,687)</b>	<b>(2,166,059)</b>

2020-2024  
**CAPITAL PLAN**

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CITY OF  
PRINCE GEORGE

**DATE:** December 24, 2019

**TO:** **MAYOR AND COUNCIL**

**NAME AND TITLE:** Kris Dalio, Director of Finance

**SUBJECT:** 2020 – 2024 Capital Plan

**ATTACHMENTS:** Capital Plans

**RECOMMENDATION:**

That Council approve the 2020 – 2024 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 2020 - 2024 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 and General Managers 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.

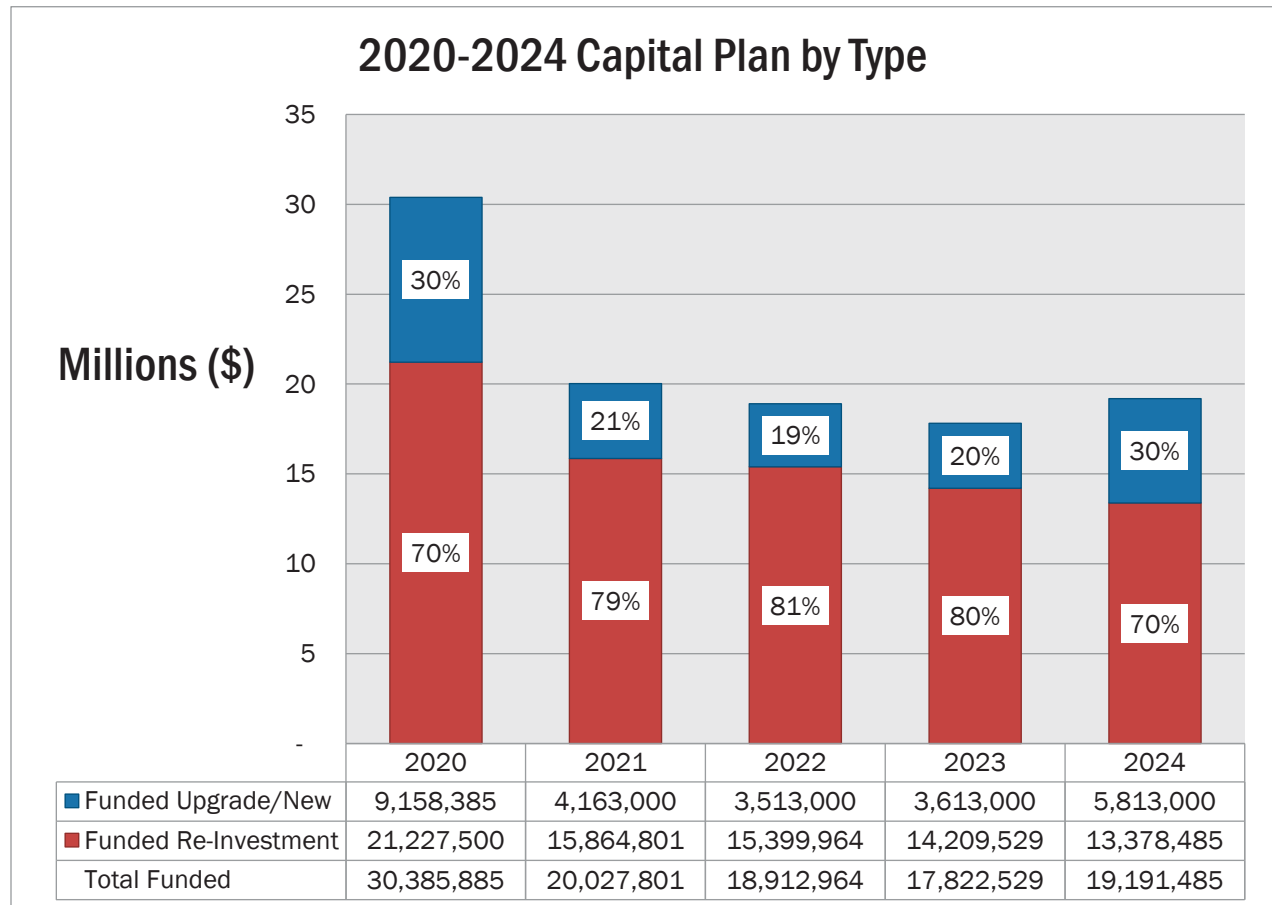
The presentation of the Capital Plan is organized by service category, which follows the same style of presentation as the Operational Budget in the Financial Plan as well as making specific projects easier to find for the reader.

**POLICY/REGULATORY ANALYSIS:**

The Community Charter requires a municipality to adopt by bylaw a financial plan with a planning period of five years. This report describes the capital planning process for the City's five year financial plan.

**FINANCIAL CONSIDERATIONS:**

The 2020 – 2024 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**

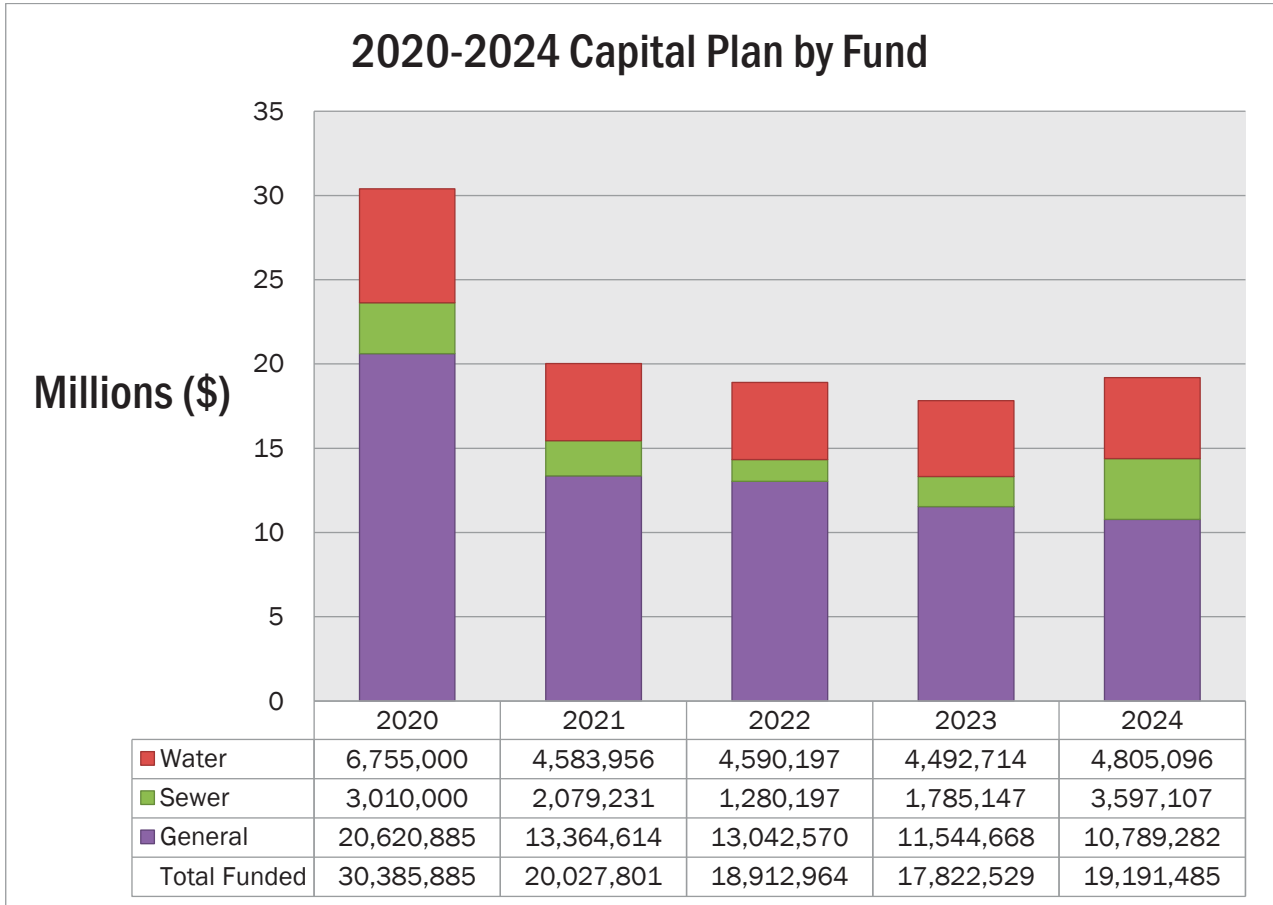
- Works to provide a higher level of service, either with increased capacity or increased performance capability.
- Works that add a new asset to the City’s inventory.

**Re-Investment (Renew/Replace and Maintain)**

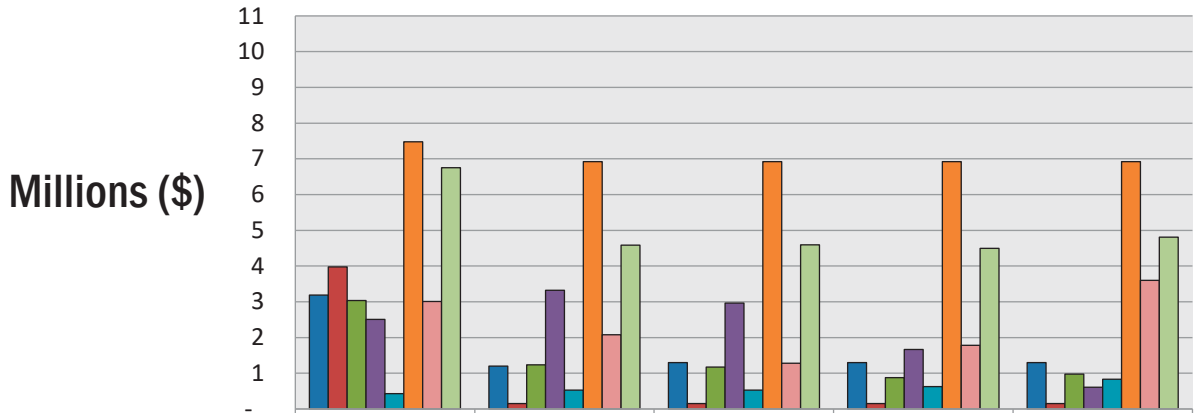
- Works to continue to provide the same level of service that also: fully replace an existing asset and dispose of the old asset, extend an asset life beyond the original expected life, lower the associated operating costs, or improve the quality of output.
- Works to retain an asset as near as practicable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



## 2020-2024 Capital Plan by Service Type



	2020	2021	2022	2023	2024
■ Administrative Services	3,190,000	1,200,000	1,300,000	1,300,000	1,300,000
■ Civic Facilities	3,973,385	150,000	150,000	150,000	150,000
■ Recreation and Culture	3,040,500	1,234,850	1,171,500	877,850	976,000
■ Solid Waste and Fleet	2,512,000	3,324,764	2,966,070	1,661,818	608,282
■ Storm Drainage	430,000	530,000	530,000	630,000	830,000
■ Transportation	7,475,000	6,925,000	6,925,000	6,925,000	6,925,000
■ Sewer	3,010,000	2,079,231	1,280,197	1,785,147	3,597,107
■ Water	6,755,000	4,583,956	4,590,197	4,492,714	4,805,096
Total Funded	30,385,885	20,027,801	18,912,964	17,822,529	19,191,485

**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 the facilities in Community Services such as the two aquatic facilities, CN Centre, Civic Centre, and Kin Centres. It also includes other government facilities like City Hall, the 18<sup>th</sup> 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.

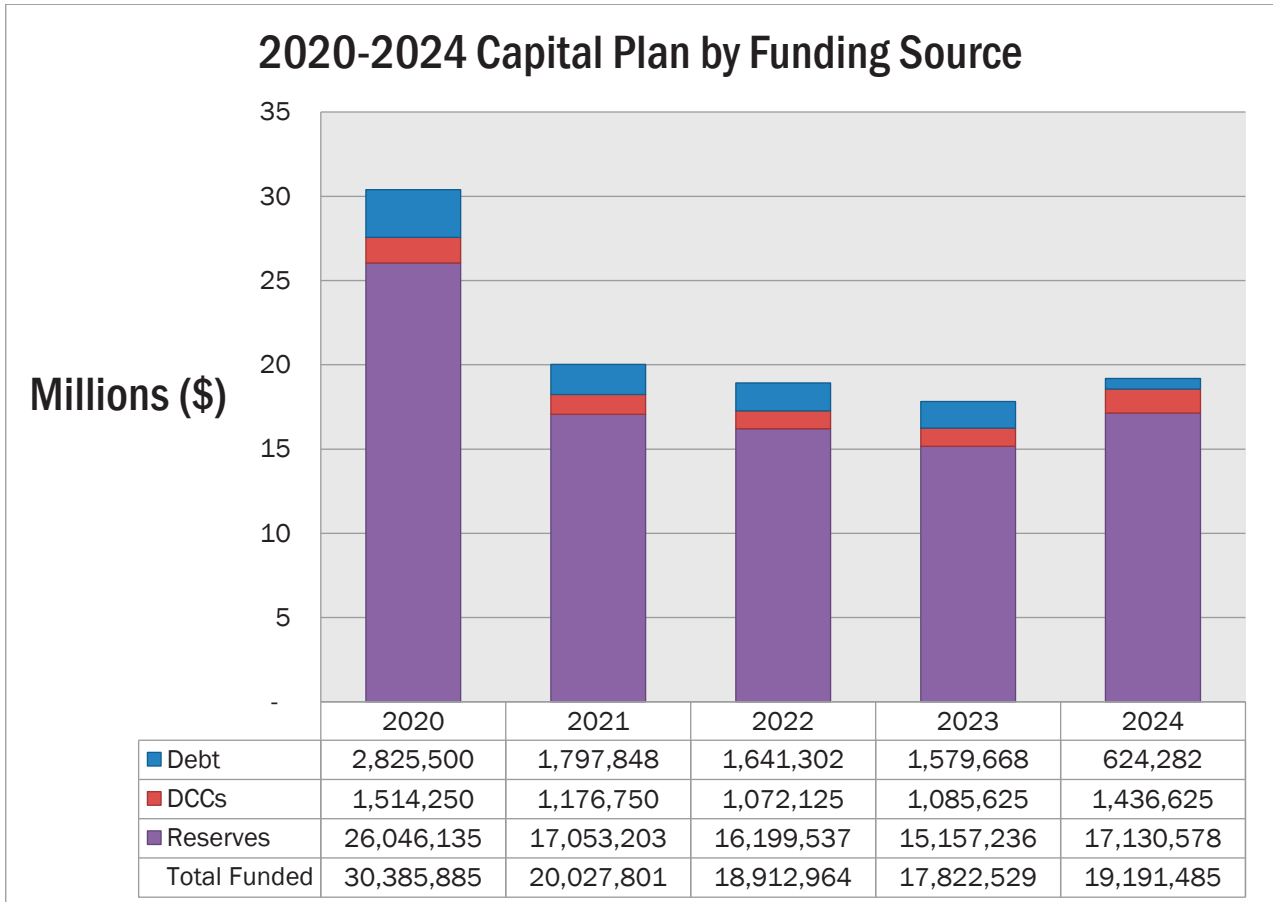
**Storm Drainage** includes catchbasins, culverts, and other forms of drainage control.

**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 and provincial 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 Ministry of Municipal Affairs and Housing.

**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 (2025 - 2029) are included in the overall plan.

The **Capital Expenditure Reserve** is used to fund most general capital projects. The Capital Expenditure Reserve is replenished through transfers from operating, gaming revenue and Endowment Reserve interest. Other reserves such as the General Infrastructure Reinvestment Fund, Road Rehabilitation, Storm Drainage, and Community Works 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 2020 – 2024 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 2020 - 2024 and projects that are anticipated for future years (2025 - 2029) have been listed for Council's information.

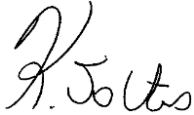
**RESPECTFULLY SUBMITTED:**



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Kris Dalio, Director of Finance

**APPROVED:**



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Kathleen Soltis, City Manager  
Meeting date: January 6, 2020



# CIVIC FACILITIES INFRASTRUCTURE REPORT CARD 2020

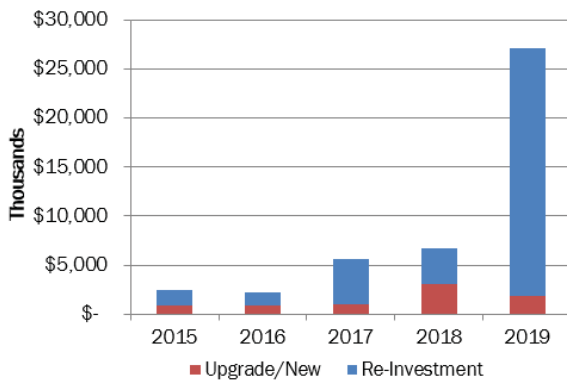
## Estimated Required Funding:

Average Annual Re-investment (AAR) = \$7.9M

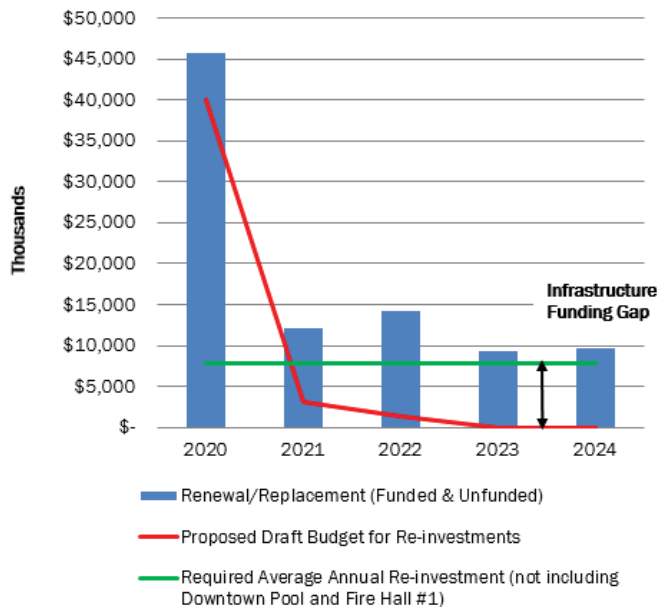
## Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$0.6M

Last 5 Year Capital Funding



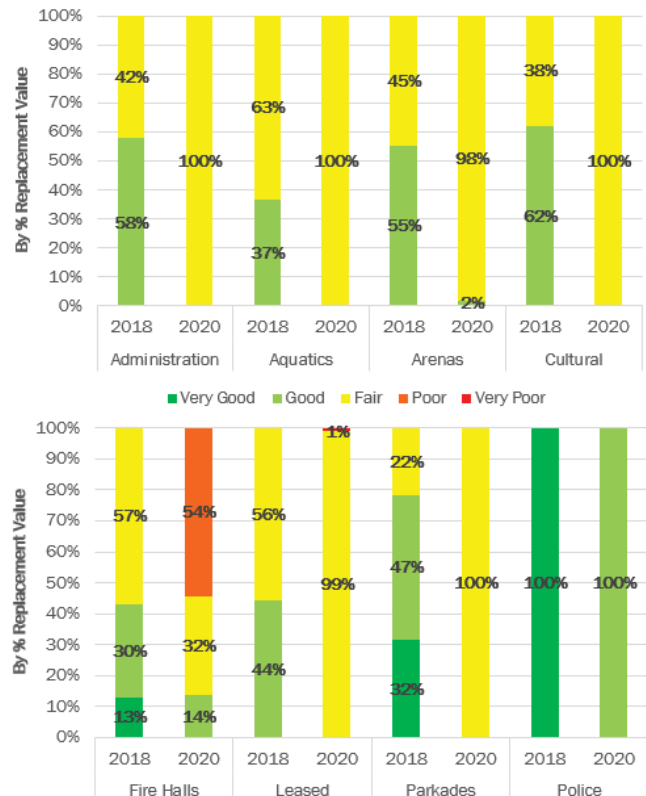
Next 5 Year Capital Funding



Document Number: 529061

## Approximate Replacement Value of Civic Facilities: \$608M

### Condition (based on visual inspections):



Significant repair, rehabilitation, or replacement starts to be required for the building components that are in the fair category.

### Asset Inventory:

Type of Facility	Amount
Fire Halls	4
Aquatics	2
Arenas/Atrium	6/1
Cultural	5
Administration	9
Police	1
Parkade/Parking Lots	5/8
Leased (to 3 <sup>rd</sup> Party)	22
<b>Total:</b>	<b>55 Buildings</b>

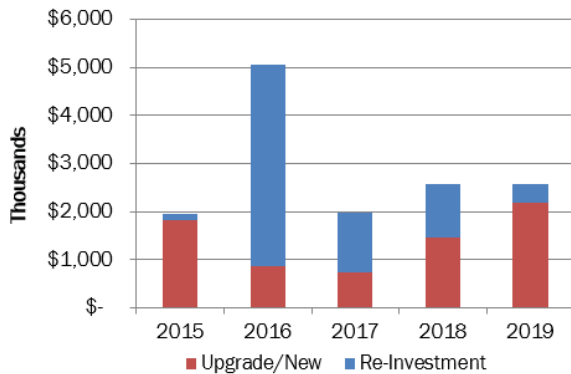


# PARKS & TRAILS INFRASTRUCTURE REPORT CARD 2020

**Estimated Required Funding for Parks & Trails:**  
(Average Annual Re-investment- AAR)  
Average Annual Re-investment (AAR) = \$0.9M

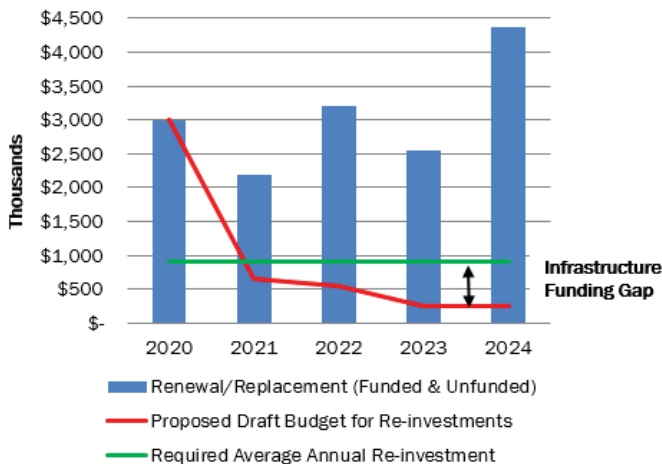
**Annual Infrastructure Funding Gap:**  
AAR – Last 5 Years’ Re-Investment = \$0M  
(No gap currently due to significant re-investment in Masich Stadium. The gap is \$0.4M on average not incl Masich project).

**Last 5 Year Capital Funding**



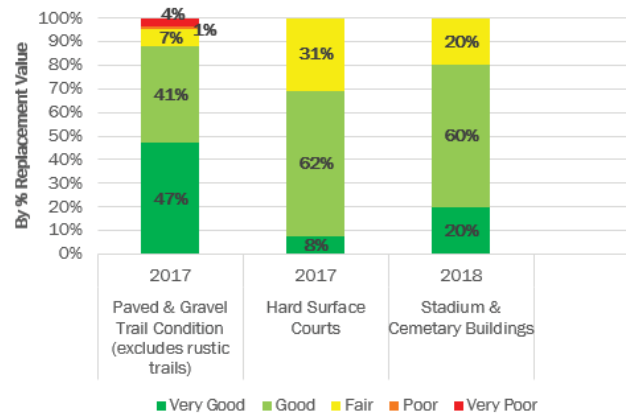
(Note: Masich Stadium Project considered as Re-Investment)

**Next 5 Year Capital Funding**

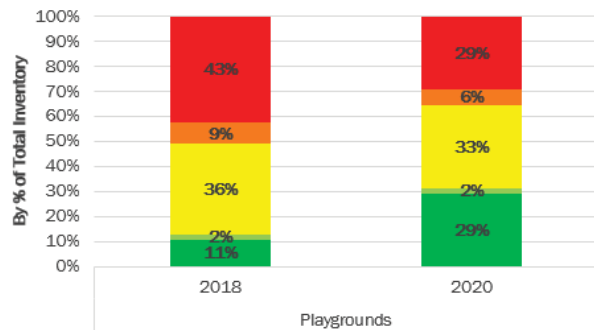


Document Number: 529056

**Approximate Replacement Value of Parks:**  
\$67.8M (excluding park land value)  
**Condition:**



Trails and Courts are based on 2017 condition inspections. Playground condition is based on age. Buildings based on 2018 condition assessment.



**Asset Inventory:**

Asset Type	Amount
# of Parks & Green Spaces	370
# of Parking Lots (Civic Buildings/Parks)	25/51
# of Ball Diamonds	24
# of Individual Sport Fields	38
# of Hard Surface Courts	21
# of Benches	259
# of Playgrounds	49
Area of City Parks & Green Spaces	1,973ha
Length of Trails	104km
Stadium Buildings	2
Cemetery Buildings	3



# ROADS & BRIDGES INFRASTRUCTURE REPORT CARD 2020

## Estimated Required Funding:

Average Annual Re-investment (AAR) = \$6.9M  
(includes gravel, paved roads, and vehicle bridges)

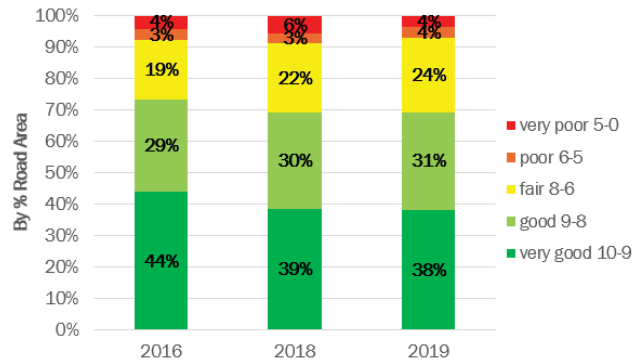
## Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$0.8M

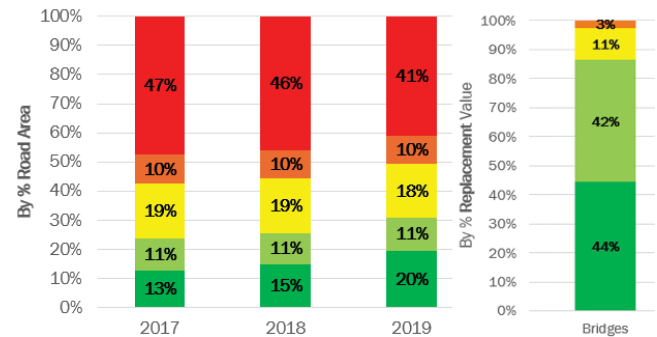
## Approximate Replacement Value of Road & Bridge Assets: \$1.18 Billion

### Condition:

#### Arterial/Collector Road Network



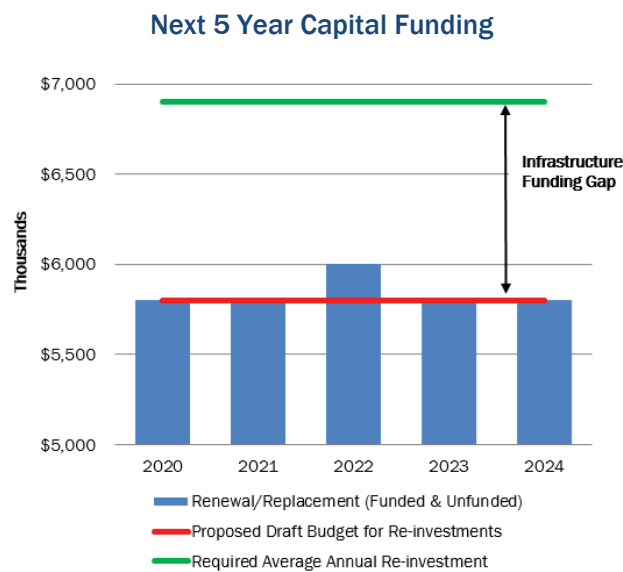
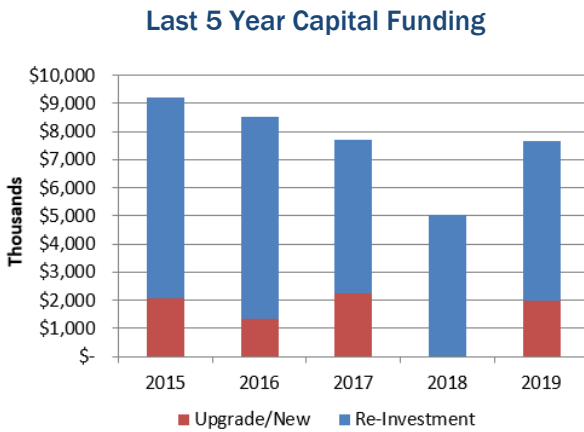
#### Local/Alley Road Network & Bridges



Inspections completed on major bridges in 2016.  
Condition of smaller bridges based on age.

### Asset Inventory:

Road Class	Approx. Lane km's
Arterial	317
Major Collector	122
Minor Collector	152
Local	673
Alley	19
Ramps	6
<b>Paved Roads Total:</b>	<b>1,296</b>
Intersections	2.16 km <sup>2</sup> (Area)
Gravel Roads	255
Vehicle Bridges	16



Document Number: 529057



# SIDEWALK & WALKWAY INFRASTRUCTURE REPORT CARD 2020

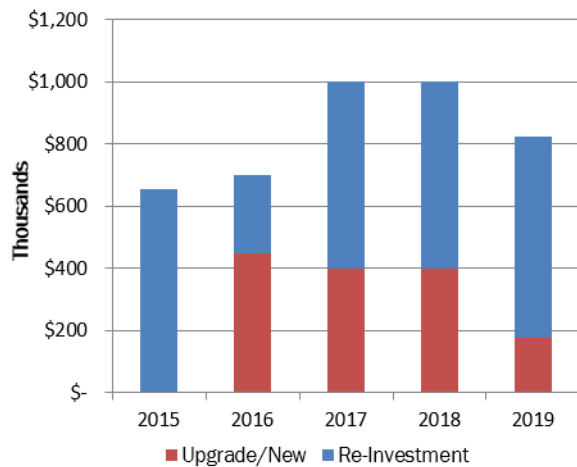
## Estimated Required Funding:

Average Annual Re-investment (AAR) = \$0.9M

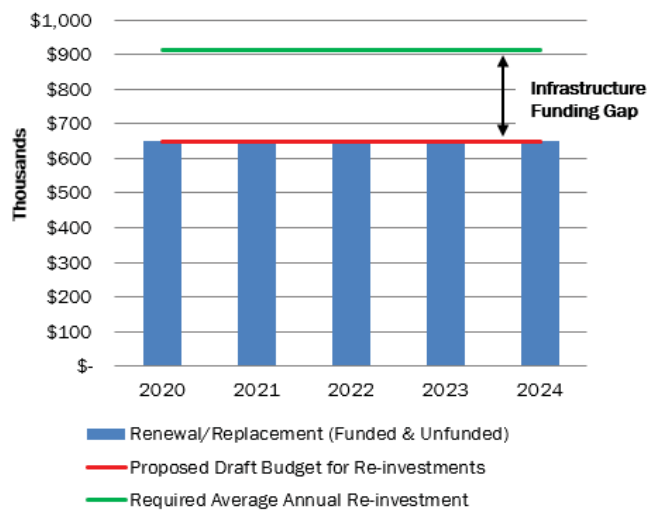
## Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$0.36M

Last 5 Year Capital Funding



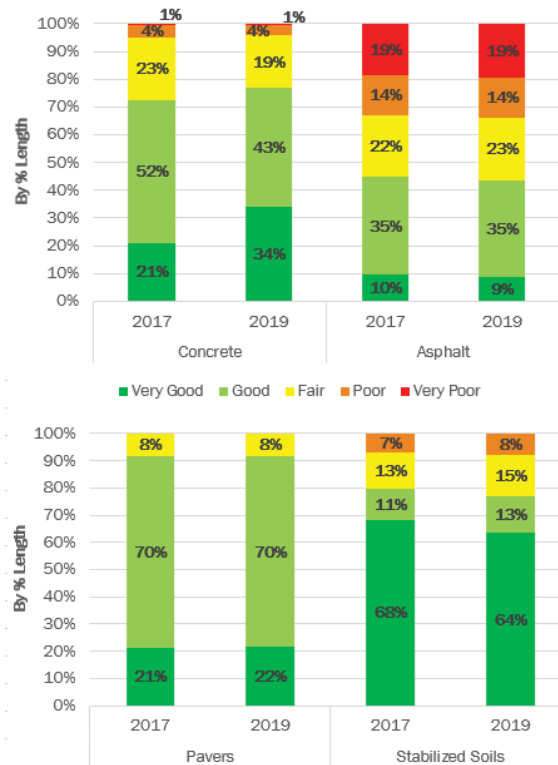
Next 5 Year Capital Funding



Document Number: 529062

## Approximate Replacement Value of Sidewalk & Walkway Assets: \$75.2M

## Condition (both years based on inspections):



## Asset Inventory:

Sidewalks	
Surface Type	Length (km's)
Concrete	85
Asphalt	106
Other	4
<b>Total:</b>	<b>195</b>

Walkways (Between Roads)	
Surface Type	Length (km's)
Concrete	0.1
Asphalt	10
Other	3
<b>Total:</b>	<b>13</b>



# STORM WATER DRAINAGE INFRASTRUCTURE REPORT CARD 2020

## Estimated Required Annual Funding: (Average Annual Re-investment- AAR)

Linear = \$3.68M  
Facilities = \$0.03M  
Total = \$3.71M

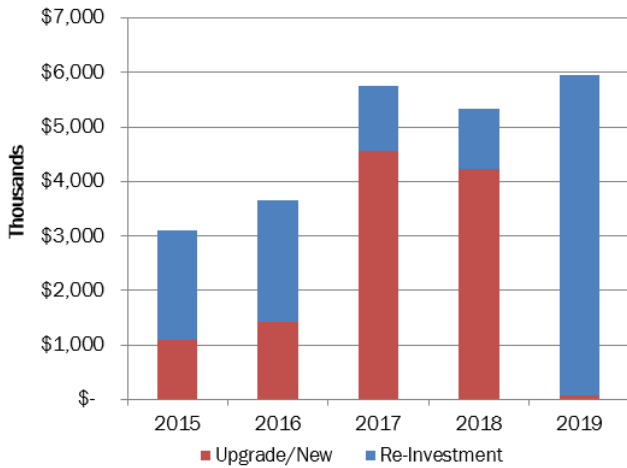
## Approximate Replacement Value of Storm Water Drainage Assets:

Linear = \$228M  
Facilities = \$1.4M

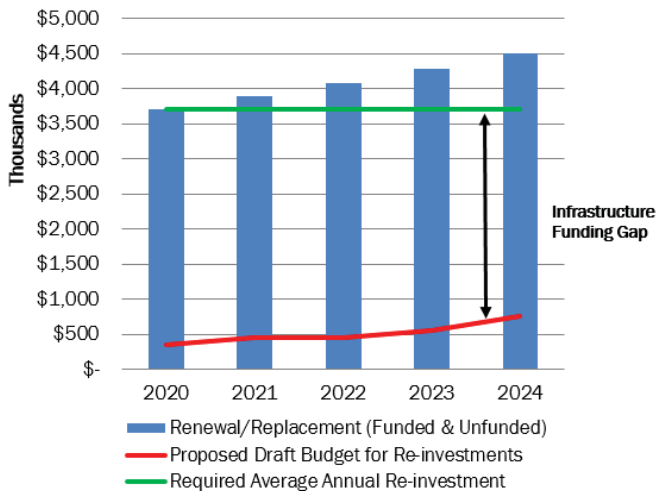
## Annual Infrastructure Funding Gap:

AAR - Last 5 years' Re-Investment = \$1.2M

### Last 5 Year Capital Funding:

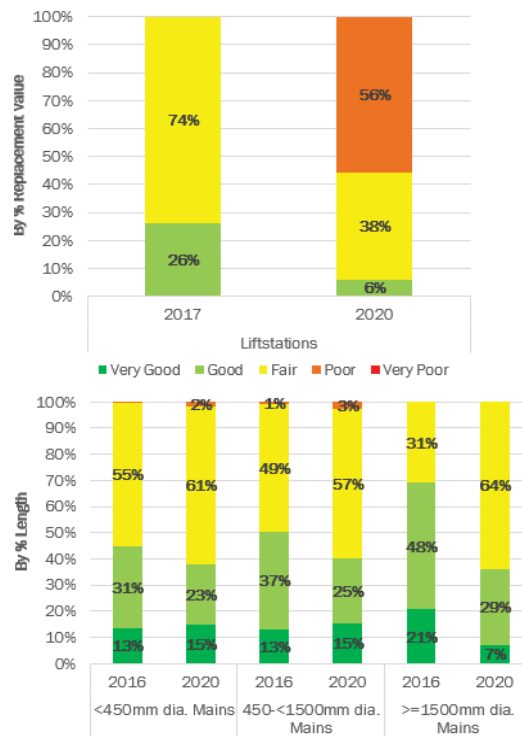


### Next 5 Year Capital Funding



Document Number: 529055

## Condition (Mains Based on Age):



## Asset Inventory:

Asset Type	Approx Length
Gravity Mains	381km
Forcemains	0.15km
Lateral Lines (Services)	42km
<b>Total:</b>	<b>423km</b>

Asset Type	Amount
Catch Basins	5,716
Manholes	4,063
Discharge Points	332
Inlet Structures	211
Storm Lift Stations	6



# STREET LIGHTS INFRASTRUCTURE REPORT CARD 2020

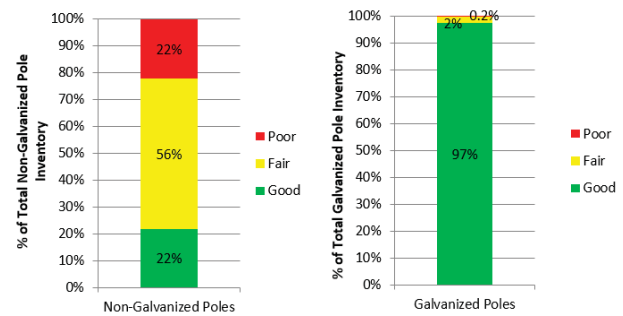
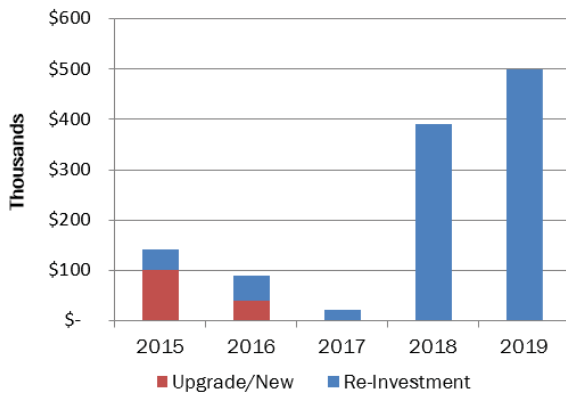
**Estimated Required Funding:**  
Average Annual Re-investment (AAR) = \$0.38M

**Annual Infrastructure Funding Gap:**  
AAR – Last 5 years’ Avg Re-Investment = \$0.18M

**Approximate Replacement Value of Street Lights:**  
\$17.8M

**Condition:**

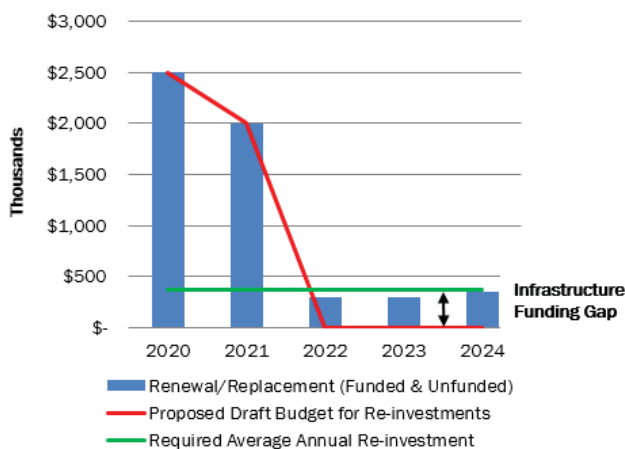
Last 5 Year Capital Funding



Condition based on 2018 inspections.

Condition and funding requirements are based on poles and lamps only and do not currently account for underground wiring.

Next 5 Year Capital Funding



**Asset Inventory:**

Asset Type	Est. Amount
Galvanized Poles	2,154
Non-Galvanized Poles	2,530
Total:	4,684
Light Fixtures	
LED	1,130
Non-LED	3,568



# SANITARY SEWER INFRASTRUCTURE REPORT CARD 2020

## Estimated Required Funding:

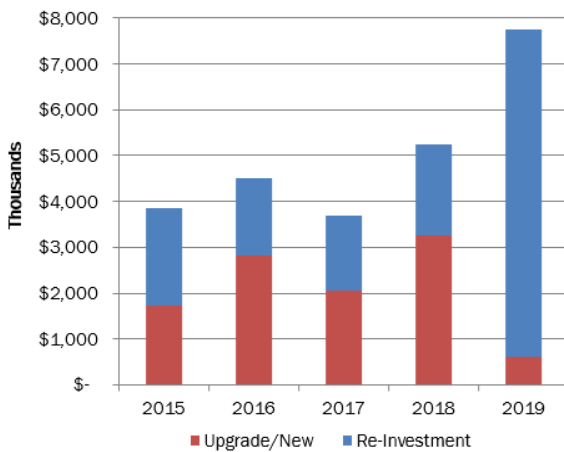
### Average Annual Re-investment (AAR)

Linear = \$4.4M  
Facilities = \$1.9M  
Total = \$6.3M

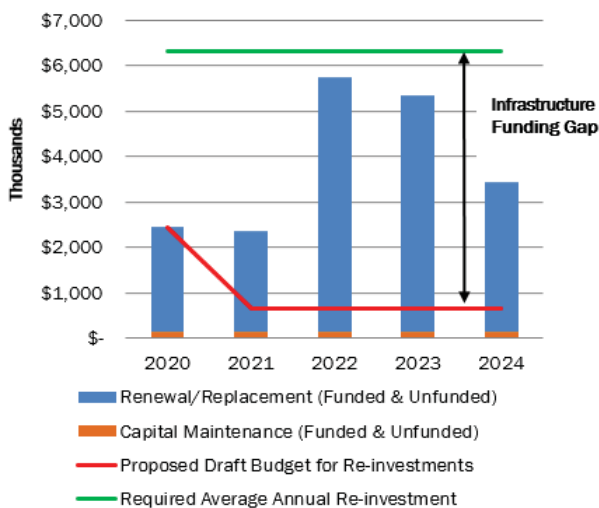
## Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$3.4M

Last 5 Year Capital Funding



Next 5 Year Capital Funding

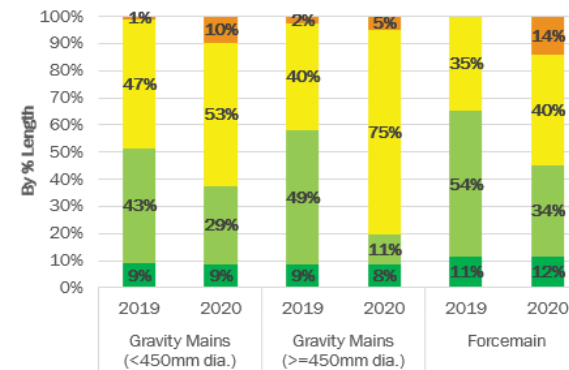
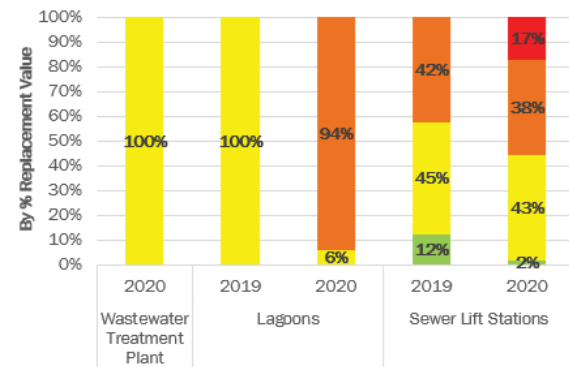


Document Number: 529054

## Approximate Replacement Value of Sanitary Assets:

Linear = \$407M  
Facilities = \$107M

## Condition (Mains based on age):



## Asset Inventory:

Asset Type	Length
Gravity Mains	453km
Forcemains	17km
Lateral Lines (Service Connections)	225km
<b>Total:</b>	<b>692km</b>

Asset Type	Amount
Sewer Lift Stations	31
Wastewater Treatment Plant	1
Treatment Lagoons	5
Sanitary Chambers	10
System Valves	15
Manholes	5,438



# WATER INFRASTRUCTURE REPORT CARD 2020

## Estimated Required Funding:

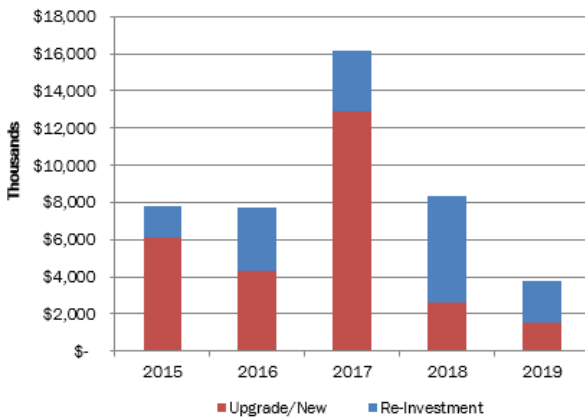
(Average Annual Re-investment- AAR)

Linear = \$5.6M  
 Facilities = \$1.6M  
 Total = \$7.2M

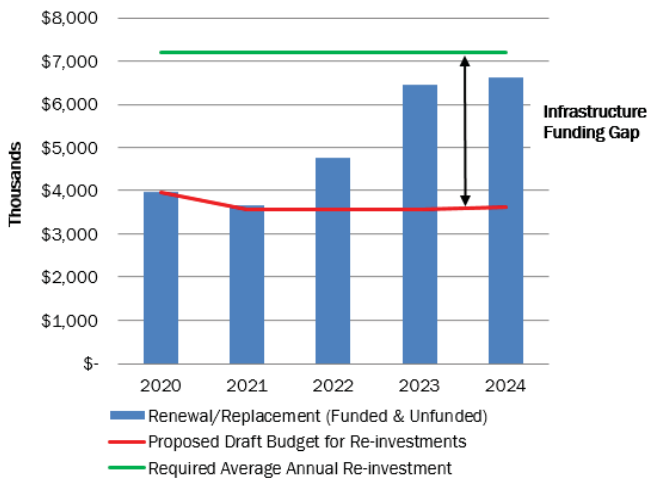
## Annual Infrastructure Funding Gap:

AAR - Last 5 Years' Avg Re-Investment = \$3.9M

Last 5 Year Capital Funding



Next 5 Year Capital Funding

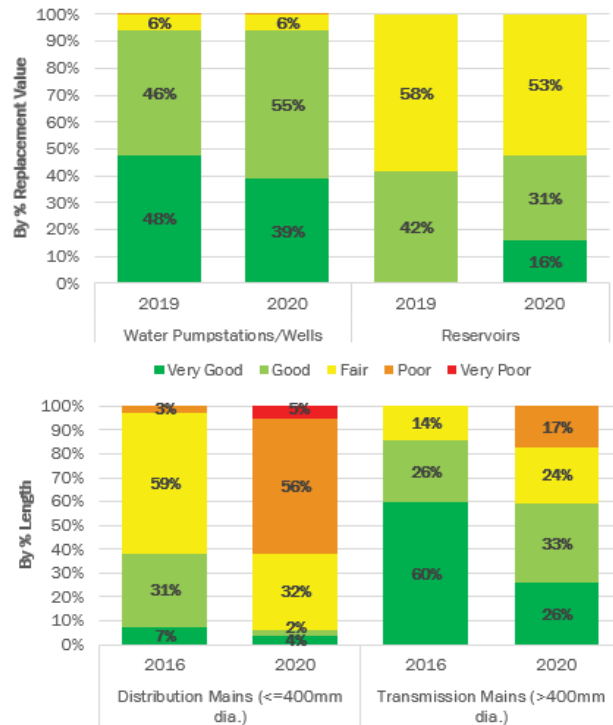


Document Number: 529053

## Approximate Replacement Value of Water Assets:

Linear = \$379M  
 Facilities = \$84M

## Condition:



Condition based on age, material, & static pressure - from most recent Water Master Plan

## Asset Inventory:

Asset Type	Approx Length
Lateral Lines (Service Connections)	235km
Mains	570km
<b>Total:</b>	<b>805km</b>

Asset Type	Amount
Booster Stations	9
Wells	7
Reservoirs	15
Pressure Reducing Valves	24
System Valves/Control Valves	7,138/228
Hydrants	2,143

in thousands (000)

Fund # Project	Page	Cost	2020	2021	2022	2023	2024
<b>1-General Fund</b>							
<b>Civic Facilities</b>							
1 #1278 CC-Replace Flooring	159	297	297	-	-	-	-
2 #1419 Kin 3-Replace Skate Floor	159	145	145	-	-	-	-
3 #1459 CH-Window Replacement Phase 2	159	530	530	-	-	-	-
4 #1467 Accessibility Improvements	160	700	100	150	150	150	150
5 #3148 ECRA-Replace Accessibility Lift	160	75	75	-	-	-	-
6 #3229 CH-Transformer Replacement	160	310	310	-	-	-	-
7 #3242 Little Prince Train Shelter Replacement	161	547	547	-	-	-	-
8 #3283 3990 18th Ave-Building Addition	161	1,900	1,900	-	-	-	-
9 #3299 Civic Facilities-General Maintenance Van	161	70	70	-	-	-	-
<b>Civic Facilities Total</b>		<b>4,573</b>	<b>3,973</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Development Planning and Administration</b>							
10 #1503 Off-Site Works	162	900	500	100	100	100	100
<b>Development Planning and Administration Total</b>		<b>900</b>	<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Engineering</b>							
11 #3188 CARIP - Energy/GHG Reduction	163	800	100	100	200	200	200
12 #3288 Playhouse Parking Lot Replacement	163	1,500	1,500	-	-	-	-
<b>Engineering Total</b>		<b>2,300</b>	<b>1,600</b>	<b>100</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Events &amp; Civic Centre</b>							
13 #3068 CC-2020 Replace Furniture and Equipment	164	75	75	-	-	-	-
14 #3074 CC-Venue Signage	164	43	43	-	-	-	-
<b>Events &amp; Civic Centre Total</b>		<b>118</b>	<b>118</b>	-	-	-	-
<b>Exhibition Park and Community Arenas</b>							
15 #0232 Kin Atrium-Furniture Replacement	165	40	40	-	-	-	-
16 #1107 CN-Digital Road Sign	165	184	184	-	-	-	-
17 #3208 Janitorial Equip-Replace Floor Scrubbers	165	249	44	60	12	18	116
<b>Exhibition Park and Community Arenas Total</b>		<b>473</b>	<b>268</b>	<b>60</b>	<b>12</b>	<b>18</b>	<b>116</b>
<b>Fire Protection</b>							
18 #3304 Fire Srv-Rescue Watercraft	166	35	35	-	-	-	-
19 #3305 Fire Srv-Wildland/Rescue Utility Vehicle	166	65	65	-	-	-	-
<b>Fire Protection Total</b>		<b>100</b>	<b>100</b>	-	-	-	-
<b>Fleet Services</b>							
20 #0431 Mobile Equipment Replacement	167	10,473	2,312	3,225	2,866	1,562	508
21 #3226 Fleet Shop Equipment	167	500	100	100	100	100	100
<b>Fleet Services Total</b>		<b>10,973</b>	<b>2,412</b>	<b>3,325</b>	<b>2,966</b>	<b>1,662</b>	<b>608</b>

in thousands (000)

Fund # Project	Page	Cost	2020	2021	2022	2023	2024
<b>IT Services</b>							
22 #0715 IT Maintenance	168	770	170	150	150	150	150
23 #0720 IT Betterments	168	1,800	320	370	370	370	370
24 #0724 IT Replacements	168	1,623	315	327	327	327	327
25 #0727 IT New	169	897	285	153	153	153	153
<b>IT Services Total</b>		<b>5,090</b>	<b>1,090</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Parks</b>							
26 #0311 Tree Planting Greening the City	170	500	100	100	100	100	100
27 #0382 Nature Park Improvements	170	375	75	75	75	75	75
28 #0931 Boulevard Restoration	171	800	160	160	160	160	160
29 #1097 Trails Rehabilitation	171	1,250	250	250	250	250	250
30 #1189 Off Leash Areas	172	125	25	25	25	25	25
31 #1378 Playground Replacement Program	172	1,250	250	250	250	250	250
32 #1385 Park Washroom Refurbishment	173	900	300	300	300	-	-
33 #3037 Park Signage	173	35	20	15	-	-	-
34 #3295 Parks Water Truck	174	300	300	-	-	-	-
35 #3301 Cottonwood & Heritage River Trail Refurbishment - 2020	174	925	925	-	-	-	-
36 #3302 C/JG Park - Build Volleyball Courts	175	250	250	-	-	-	-
<b>Parks Total</b>		<b>6,710</b>	<b>2,655</b>	<b>1,175</b>	<b>1,160</b>	<b>860</b>	<b>860</b>
<b>Roads</b>							
37 #0399 Road Rehabilitation	176	28,250	5,650	5,650	5,650	5,650	5,650
38 #1093 Sidewalk and Walkway Rehabilitation	176	3,250	650	650	650	650	650
39 #1489 New Sidewalks	176	2,000	400	400	400	400	400
40 #3215 Churchill Rd Sidewalk	177	400	400	-	-	-	-
41 #3219 Pedestrian/Traffic Safety Improvements	177	750	150	150	150	150	150
42 #3249 Traffic Controller and Signal Optical Detection Upgrade	177	375	75	75	75	75	75
<b>Roads Total</b>		<b>35,025</b>	<b>7,325</b>	<b>6,925</b>	<b>6,925</b>	<b>6,925</b>	<b>6,925</b>
<b>Storm Drainage</b>							
43 #1029 Storm Drainage - Catch Basin Replacement Program	179	700	100	100	100	100	300
44 #1500 Drainage Improvements	179	400	80	80	80	80	80
45 #3220 Storm Water System Rehabilitation	180	1,100	100	200	200	300	300
46 #3294 Pre-Paving Storm Water Infrastructure	180	750	150	150	150	150	150
<b>Storm Drainage Total</b>		<b>2,950</b>	<b>430</b>	<b>530</b>	<b>530</b>	<b>630</b>	<b>830</b>
<b>Street Lighting</b>							
47 #3289 Boundary Rd and Hwy 16 Signalization	181	150	150	-	-	-	-
<b>Street Lighting Total</b>		<b>150</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>1-General Fund Total</b>		<b>69,362</b>	<b>20,621</b>	<b>13,365</b>	<b>13,043</b>	<b>11,545</b>	<b>10,789</b>

in thousands (000)

Fund # Project	Page	Cost	2020	2021	2022	2023	2024
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
48 #0512 BCR Gravity Sewer Upgrade	182	1,800	1,800	-	-	-	-
49 #1031 Sanitary Sewer Rehabilitation	182	1,500	300	300	300	300	300
50 #1168 Mobile Equipment Replacement - Sewer	182	1,702	410	229	180	585	297
51 #1491 Prepaving Upgrade - Sewer	183	550	110	110	110	110	110
52 #1492 Sanitary Liftstations Upgrade	183	1,000	200	200	200	200	200
53 #1493 Sanitary Lat Relin/Repl	183	200	40	40	40	40	40
54 #3224 Wastewater Treatment Plant New Components	184	5,000	150	1,200	450	550	2,650
<b>Sewer Operations Total</b>		<b>11,752</b>	<b>3,010</b>	<b>2,079</b>	<b>1,280</b>	<b>1,785</b>	<b>3,597</b>
<b>3-Sewer Fund Total</b>		<b>11,752</b>	<b>3,010</b>	<b>2,079</b>	<b>1,280</b>	<b>1,785</b>	<b>3,597</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
55 #1169 Mobile Equipment Replacement - Water	185	1,027	345	174	180	83	245
56 #1391 Construction Tools and Equipment	185	250	50	50	50	50	50
57 #1438 Baker/Davis Water Services	185	2,000	400	400	400	400	400
58 #3101 Water Main Replacement	186	10,000	2,000	2,000	2,000	2,000	2,000
59 #3102 New Water Mains	186	3,600	700	700	700	700	800
60 #3184 New Water Facilities	186	500	100	100	100	100	100
61 #3185 Water Facilities Renewal	187	3,200	950	550	550	550	600
62 #3284 Valves, Service Connections, and Fire Hydrants Renewal	187	2,500	500	500	500	500	500
63 #3285 PW660 Stage 2 Pump Upgrade	188	1,500	1,500	-	-	-	-
64 #3287 Valve Turner/Mini Vac Unit	188	100	100	-	-	-	-
65 #3293 Prepaving Water Infrastructure	189	550	110	110	110	110	110
<b>Water Operations Total</b>		<b>25,227</b>	<b>6,755</b>	<b>4,584</b>	<b>4,590</b>	<b>4,493</b>	<b>4,805</b>
<b>4-Water Fund Total</b>		<b>25,227</b>	<b>6,755</b>	<b>4,584</b>	<b>4,590</b>	<b>4,493</b>	<b>4,805</b>
<b>Grand Total</b>		<b>106,341</b>	<b>30,386</b>	<b>20,028</b>	<b>18,913</b>	<b>17,823</b>	<b>19,191</b>

in thousands (000)

Fund # Project	Page	Cost	2020	2021	2022	2023	2024
<b>1-General Fund</b>							
<b>Aquatics</b>							
1 #3271 AQC-Replace Lockers	190	325	-	325	-	-	-
2 #3274 AQC-Replace Cardio Equipment	190	110	-	-	110	-	-
<b>Aquatics Total</b>		<b>435</b>	<b>-</b>	<b>325</b>	<b>110</b>	<b>-</b>	<b>-</b>
<b>Cemetery</b>							
3 #0302 Cemetery Enhancement	191	75	-	75	-	-	-
<b>Cemetery Total</b>		<b>75</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Civic Facilities</b>							
4 #0125 B Harkins Lib-Concrete Deck Upgrade	192	1,260	-	-	-	-	1,260
5 #0128 Library N-Replace Flooring	192	55	-	-	55	-	-
6 #0892 B Harkins Lib-Replace Flooring	192	282	-	-	282	-	-
7 #1163 RMCA-Replace HVAC	193	2,400	-	-	-	-	2,400
8 #1187 RMCA-Replace Arena Floor	193	3,120	-	-	3,120	-	-
9 #1303 CYC-Ext Wall Finishes Replacement	193	105	-	-	105	-	-
10 #1418 RMCA-Replace Skate Floor	194	175	-	-	-	175	-
11 #1444 AQC-Replace Public Changeroom Tile	194	110	-	-	110	-	-
12 #3098 5th Ave Parkade-Roof Deck Waterproof	194	1,105	-	-	1,105	-	-
13 #3122 4050 18th Ave-Replace OH Doors	195	213	-	-	213	-	-
14 #3136 Mausoleum Camera Upgrade	195	18	-	-	18	-	-
15 #3142 Plaza Parkade-Replace Elevator	195	240	-	-	240	-	-
16 #3196 18th Ave Yard Emergency Generator	196	260	-	-	260	-	-
17 #3198 B Harkins Lib-Replace Soffits	196	261	-	-	261	-	-
18 #3199 RCMP-Security Gate Replacement	196	150	-	-	150	-	-
19 #3205 ECRA-Replace Fascia and Fencing	197	72	-	-	72	-	-
20 #3232 AQC-Building Systems Renewal	197	4,067	-	845	1,215	1,391	616
21 #3233 Fire Halls-Building Systems Renewal	197	330	60	63	66	69	73
22 #3234 Arenas-Building Systems Renewal	198	8,707	2,483	2,562	-	2,867	794
23 #3235 Cultural-Building Systems Renewal	198	4,623	1,273	727	861	1,474	288
24 #3236 Admin-Building Systems Renewal	198	3,212	186	752	576	829	870
25 #3237 Parkade-Building Systems Renewal	199	3,941	977	1,026	-	751	1,187
26 #3238 RCMP-Building Systems Renewal	199	757	164	172	31	190	199
27 #3239 Leased-Building Systems Renewal	199	3,191	558	665	466	733	769
28 #3240 Cemetery-Building Systems Renewal	199	61	11	12	12	13	13
29 #3241 Stadiums-Building Systems Renewal	200	1,442	-	335	351	369	387
30 #3246 Generator Parking and Vehicle Charge Station	200	90	-	-	90	-	-
31 #3273 AQC-Doors & Column Rust Repair	200	43	-	43	-	-	-
32 #3277 Elksentre-Compressor Replacement	201	197	-	197	-	-	-
33 #3280 CC-BAS Replacement	201	610	-	610	-	-	-

in thousands (000)

Fund	# Project	Page	Cost	2020	2021	2022	2023	2024
34	#3281 AQC-BAS Replacement	201	845	-	-	-	-	845
35	#3282 6th Ave Parkade-Roof Deck Waterproof	202	1,232	-	-	1,232	-	-
36	#3286 Civic Facilities Water Use Reduction	202	350	-	175	175	-	-
37	#3292 Plaza Parkade Upgrade	202	2,830	-	-	2,450	380	-
38	#3300 CN Centre Renewal	203	1,000	-	1,000	-	-	-
<b>Civic Facilities Total</b>			<b>47,353</b>	<b>5,712</b>	<b>9,182</b>	<b>13,516</b>	<b>9,241</b>	<b>9,703</b>
<b>Development Planning and Administration</b>								
39	#1122 Downtown Transit Exchange	204	500	-	-	500	-	-
40	#1487 Pine Valley-New Irrigation System	204	389	-	-	389	-	-
<b>Development Planning and Administration Total</b>			<b>889</b>	<b>-</b>	<b>-</b>	<b>889</b>	<b>-</b>	<b>-</b>
<b>Engineering</b>								
41	#3278 Pidherny Rec. Site Improvement	205	636	-	336	300	-	-
42	#3290 Westgate and Hwy 16 Improvement	205	200	-	-	-	200	-
43	#3291 Hwy 97 New Street Lighting	205	600	-	200	200	200	-
44	#3296 Wilson Square Bollard Replacement	206	250	-	-	250	-	-
45	#3297 Varsity Creek Erosion Mitigation	206	3,715	-	-	415	1,650	1,650
<b>Engineering Total</b>			<b>5,400</b>	<b>-</b>	<b>536</b>	<b>1,165</b>	<b>2,050</b>	<b>1,650</b>
<b>Events &amp; Civic Centre</b>								
46	#3069 CC-2021 Replace Furniture and Equipment	207	75	-	75	-	-	-
47	#3115 CC-Recycling Program	207	20	-	-	20	-	-
48	#3270 CC-2021 Replace Kitchen Equipment	207	60	-	60	-	-	-
<b>Events &amp; Civic Centre Total</b>			<b>155</b>	<b>-</b>	<b>135</b>	<b>20</b>	<b>-</b>	<b>-</b>
<b>Exhibition Park and Community Arenas</b>								
49	#1407 RMCA-Replace Score Clock	208	100	-	-	-	100	-
<b>Exhibition Park and Community Arenas Total</b>			<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>
<b>Fleet Services</b>								
50	#1283 Drivable Hoist Lube Bay	209	65	-	-	-	65	-
51	#1285 Refurbish Fleet Cranes	209	250	-	-	-	-	250
<b>Fleet Services Total</b>			<b>315</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>250</b>

in thousands (000)

Fund	# Project	Page	Cost	2020	2021	2022	2023	2024
<b>Parks</b>								
	52 #0231 Elksentre-Refurbish Parking Lot	210	100	-	-	100	-	-
	53 #0251 Connaught Park Enhancement	210	160	-	-	160	-	-
	54 #0644 Hwy 16/97 Landscaping	210	400	-	-	-	-	400
	55 #0815 Rainbow Park Irrigation	211	100	-	100	-	-	-
	56 #0853 Lower Patricia Greenway	211	904	-	-	372	532	-
	57 #1140 Ospika/Tabor Blvd Irrigation	211	100	-	-	100	-	-
	58 #1191 Fish Trap Riverfront Park	212	250	-	250	-	-	-
	59 #1192 Hart Connector Trail	212	1,500	-	-	1,500	-	-
	60 #1384 Rainbow Park Washroom	212	300	-	300	-	-	-
	61 #1390 Exhibition Park Fencing	213	150	-	-	150	-	-
	62 #1499 New Trails and Paths	213	1,000	-	250	250	250	250
	63 #3036 Lheidli T'enneh Memorial Playground Replacement	213	600	-	-	600	-	-
	64 #3039 Cpl Darren Fitzpatrick Bravery Park Washroom	214	250	-	-	-	250	-
	65 #3275 Cottonwood & Heritage River Trail Refurbishment - Future Years	214	4,625	-	1,215	795	1,540	1,075
	66 #3276 C/JG Park Refurbishment	215	4,700	-	300	600	750	3,050
<b>Parks Total</b>			<b>15,139</b>	<b>-</b>	<b>2,415</b>	<b>4,627</b>	<b>3,322</b>	<b>4,775</b>
<b>Roads</b>								
	67 #0140 Traffic Control 1st and Carney	216	150	-	-	-	-	150
	68 #0259 Pedestrian Control 7th/Winnipeg	216	150	-	-	-	-	150
	69 #0270 Winter Traction/Salt Facility	217	4,300	-	4,300	-	-	-
	70 #0653 Penn Rd to Boundary Rd Paving	217	750	-	-	750	-	-
	71 #0670 Hwy 97/22nd and Griffiths Improve	218	5,250	-	-	-	250	5,000
	72 #0671 Road Realign Hwy 97/Northwood	218	1,500	-	-	1,500	-	-
	73 #1131 Hwy 97 Corridor Improvements	218	2,000	-	-	1,000	1,000	-
	74 #1136 5th Ave Downtown Network Improvements	219	3,050	-	-	-	-	3,050
	75 #1208 Tyner University Heights Turn Lanes	219	1,030	-	-	-	1,030	-
	76 #1210 Tyner Blvd Traffic Signal	220	150	-	-	-	-	150
	77 #1214 Cycling Route Improvements	220	250	-	250	-	-	-
	78 #1218 Hwy 16 and Ferry Ave Intersection	220	4,500	-	-	-	3,500	1,000
	79 #1226 Otway Multi-Use Trail	221	1,600	-	-	800	800	-
	80 #1292 Bus Bay Pullout Project	221	1,300	-	325	325	325	325
	81 #1443 School and Playground Sign Upgrade	221	200	-	-	200	-	-
	82 #1462 Massey Carney Civil Improvements	222	600	-	-	600	-	-
	83 #3138 Handlen Rd Bike Lanes	222	600	-	-	-	600	-
<b>Roads Total</b>			<b>27,380</b>	<b>-</b>	<b>4,875</b>	<b>5,175</b>	<b>7,505</b>	<b>9,825</b>
<b>Sports &amp; Civic Events</b>								
	84 #1290 Mobile Stage	223	211	-	211	-	-	-
<b>Sports &amp; Civic Events Total</b>			<b>211</b>	<b>-</b>	<b>211</b>	<b>-</b>	<b>-</b>	<b>-</b>

in thousands (000)

Fund	# Project	Page	Cost	2020	2021	2022	2023	2024
<b>Storm Drainage</b>								
	85 #0215 Nordic Dr Storm Trunk	224	1,150	-	1,150	-	-	-
	86 #0439 Storm Water Outfall Reconstruction	224	800	-	200	200	200	200
	87 #0485 Drainage - Storm Linear and Facility Re-investment	224	15,532	3,357	1,642	3,437	3,541	3,556
	88 #0677 Retention Pond Aberdeen	225	125	-	-	-	125	-
	89 #0678 Storm Trunk Shamrock Rd	225	480	-	-	-	60	420
	90 #0679 Storm Outfall BCR Danson	225	450	-	-	-	70	380
	91 #0680 Noranda Retention Pond	226	430	-	-	430	-	-
	92 #0681 Storm Upgrades College Heights	226	1,200	-	-	1,200	-	-
	93 #0682 Detention Pond Gladstone	226	2,650	-	2,650	-	-	-
	94 #0859 Watershed Monitoring Stations	227	70	-	35	35	-	-
	95 #1112 Meyer Rd Storm Sewer	227	390	-	390	-	-	-
	96 #1115 McMillan Creek Crossing-McMillan Dr	227	1,300	-	1,300	-	-	-
	97 #1116 Storm Sewer - University Heights to Range Rd	228	1,450	-	-	1,450	-	-
	98 #1117 Storm Sewer Improve - Ferry to Range	228	675	-	75	600	-	-
	99 #1439 Winnipeg St - Storm Drainage Treatment	229	600	-	-	600	-	-
	100 #3133 Giscome Rd Culvert Replacement	229	1,600	-	1,600	-	-	-
	101 #3210 1st Ave Flood Pump Station	230	1,850	-	150	1,700	-	-
<b>Storm Drainage Total</b>			<b>30,752</b>	<b>3,357</b>	<b>9,192</b>	<b>9,652</b>	<b>3,996</b>	<b>4,556</b>
<b>Street Lighting</b>								
	102 #3116 Street Light Replacement Program	231	950	-	-	300	300	350
<b>Street Lighting Total</b>			<b>950</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>300</b>	<b>350</b>
<b>1-General Fund Total</b>			<b>129,154</b>	<b>9,069</b>	<b>26,946</b>	<b>35,453</b>	<b>26,579</b>	<b>31,108</b>
<b>2-District Energy Fund</b>								
<b>District Energy</b>								
	103 #1471 DES Peaking Plant Boilers Inspection and Tune-Up	232	42	-	21	-	21	-
<b>District Energy Total</b>			<b>42</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>21</b>	<b>-</b>
<b>2-District Energy Fund Total</b>			<b>42</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>21</b>	<b>-</b>

in thousands (000)

Fund # Project	Page	Cost	2020	2021	2022	2023	2024
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
104 #0511 Forcemain Replace PW117	233	1,300	-	-	-	1,300	-
105 #0526 2022 WWTC Centrifuge	233	100	-	-	100	-	-
106 #0536 Sanitary Extension Nordic/Chestnut	233	290	-	-	-	-	290
107 #0539 Sanitary Trunk Extension Cranbrook Hill	234	500	-	-	500	-	-
108 #1079 2023 WWTC Centrifuge	234	100	-	-	-	100	-
109 #1196 PW125 Decommission and New Sewer Main	234	2,600	-	-	2,600	-	-
110 #3221 Wastewater Treatment Plant Renewal	235	6,000	-	1,200	1,500	1,500	1,800
111 #3222 PW101 Replacement	235	7,000	-	500	3,500	3,000	-
112 #3223 PW102 Replacement	235	1,100	-	-	-	100	1,000
<b>Sewer Operations Total</b>		<b>18,990</b>	<b>-</b>	<b>1,700</b>	<b>8,200</b>	<b>6,000</b>	<b>3,090</b>
<b>3-Sewer Fund Total</b>		<b>18,990</b>	<b>-</b>	<b>1,700</b>	<b>8,200</b>	<b>6,000</b>	<b>3,090</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
113 #0602 Water Main Construction PW805 Fishtrap	237	500	-	-	-	-	500
114 #0603 PW605 Caisson Development	237	5,600	-	-	100	2,500	3,000
115 #3186 Repurpose PW601/Decommission PW602	238	8,100	-	100	4,000	4,000	-
116 #3298 Pump Station PW614 Replacement	238	1,600	-	100	1,100	400	-
<b>Water Operations Total</b>		<b>15,800</b>	<b>-</b>	<b>200</b>	<b>5,200</b>	<b>6,900</b>	<b>3,500</b>
<b>4-Water Fund Total</b>		<b>15,800</b>	<b>-</b>	<b>200</b>	<b>5,200</b>	<b>6,900</b>	<b>3,500</b>
<b>Grand Total</b>		<b>163,985</b>	<b>9,069</b>	<b>28,866</b>	<b>48,853</b>	<b>39,499</b>	<b>37,698</b>

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>							
<b>Civic Facilities</b>							
1 #3251 Civic Facility Roofs Replacements 2025	240	186	186	-	-	-	-
<b>Civic Facilities Total</b>		<b>186</b>	<b>186</b>	-	-	-	-
<b>Development Planning and Administration</b>							
2 #1503 Off-Site Works	241	500	100	100	100	100	100
<b>Development Planning and Administration Total</b>		<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Engineering</b>							
3 #0697 South Ft George Flood Protection	242	2,900	-	1,000	900	1,000	-
4 #0701 Flood Protect Various Risk Areas	242	2,535	-	1,535	1,000	-	-
5 #3188 CARIP - Energy/GHG Reduction	242	1,000	200	200	200	200	200
<b>Engineering Total</b>		<b>6,435</b>	<b>200</b>	<b>2,735</b>	<b>2,100</b>	<b>1,200</b>	<b>200</b>
<b>Exhibition Park and Community Arenas</b>							
6 #3208 Janitorial Equip-Replace Floor Scrubbers	244	295	50	66	13	19	148
<b>Exhibition Park and Community Arenas Total</b>		<b>295</b>	<b>50</b>	<b>66</b>	<b>13</b>	<b>19</b>	<b>148</b>
<b>Fleet Services</b>							
7 #0431 Mobile Equipment Replacement	245	22,785	3,496	4,204	4,801	6,730	3,555
<b>Fleet Services Total</b>		<b>22,785</b>	<b>3,496</b>	<b>4,204</b>	<b>4,801</b>	<b>6,730</b>	<b>3,555</b>
<b>Parks</b>							
8 #0311 Tree Planting Greening the City	246	500	100	100	100	100	100
9 #0382 Nature Park Improvements	246	375	75	75	75	75	75
10 #0931 Boulevard Restoration	247	800	160	160	160	160	160
11 #1097 Trails Rehabilitation	247	1,250	250	250	250	250	250
12 #1378 Playground Replacement Program	248	1,250	250	250	250	250	250
13 #1499 New Trails and Paths	248	1,250	250	250	250	250	250
14 #3275 Cottonwood & Heritage River Trail Refurbishment - Future Years	249	3,075	2,100	975	-	-	-
<b>Parks Total</b>		<b>8,500</b>	<b>3,185</b>	<b>2,060</b>	<b>1,085</b>	<b>1,085</b>	<b>1,085</b>

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>Roads</b>							
15 #0140 Traffic Control 1st and Carney	250	350	350	-	-	-	-
16 #0167 Road Widening Austin Rd West	250	3,000	3,000	-	-	-	-
17 #0399 Road Rehabilitation	250	28,250	5,650	5,650	5,650	5,650	5,650
18 #0665 Ring Rd Dangerous Goods Route	251	8,200	-	200	1,000	7,000	-
19 #0666 Traffic Control 10th and Carney	251	500	-	150	350	-	-
20 #0668 Glengarry Rd Extension	251	1,326	-	-	300	1,026	-
21 #0671 Road Realign Hwy 97/Northwood	251	1,500	-	1,500	-	-	-
22 #0672 Glen Lyon Way Extension	252	2,000	-	-	200	1,800	-
23 #0673 Malaspina Cowart Connector	252	6,000	-	-	1,000	5,000	-
24 #0674 5th Ave Widening	252	3,000	1,800	1,200	-	-	-
25 #0675 Foothills Blvd Extension	253	20,000	-	-	10,000	10,000	-
26 #0676 Ospika Connector	253	30,000	-	10,000	10,000	10,000	-
27 #1093 Sidewalk and Walkway Rehabilitation	253	3,250	650	650	650	650	650
28 #1133 Ferry/Upland/Lansdowne Intersection	254	3,500	3,500	-	-	-	-
29 #1134 2nd Ave Downtown Network Improvements	254	2,830	2,830	-	-	-	-
30 #1135 7th Ave Downtown Network Improvements	255	2,500	-	2,500	-	-	-
31 #1209 Tyner Blvd Bus Pullouts	255	325	-	-	325	-	-
32 #1211 Tyner Blvd Four-Laning	256	10,200	-	-	5,100	5,100	-
33 #1292 Bus Bay Pullout Project	256	150	150	-	-	-	-
34 #1489 New Sidewalks	256	2,000	400	400	400	400	400
35 #3121 2nd Ave Angle Parking Two-Way Conversion	257	2,800	-	-	2,800	-	-
36 #3249 Traffic Controller and Signal Optical Detection Upgrade	257	375	75	75	75	75	75
<b>Roads Total</b>		<b>132,056</b>	<b>18,405</b>	<b>22,325</b>	<b>37,850</b>	<b>46,701</b>	<b>6,775</b>
<b>Storm Drainage</b>							
37 #0439 Storm Water Outfall Reconstruction	258	1,000	200	200	200	200	200
38 #0485 Drainage - Storm Linear and Facility Re-investment	258	20,629	3,733	3,920	4,116	4,322	4,538
39 #1029 Storm Drainage - Catch Basin Replacement Program	258	1,500	300	300	300	300	300
40 #1500 Drainage Improvements	259	400	80	80	80	80	80
<b>Storm Drainage Total</b>		<b>23,529</b>	<b>4,313</b>	<b>4,500</b>	<b>4,696</b>	<b>4,902</b>	<b>5,118</b>
<b>Street Lighting</b>							
41 #1207 Tyner Blvd Street Lights	260	1,500	-	500	500	500	-
42 #1222 Crescents Street Lighting	260	1,318	410	386	184	338	-
43 #3116 Street Light Replacement Program	261	1,950	350	400	400	400	400
<b>Street Lighting Total</b>		<b>4,768</b>	<b>760</b>	<b>1,286</b>	<b>1,084</b>	<b>1,238</b>	<b>400</b>
<b>1-General Fund Total</b>		<b>199,053</b>	<b>30,695</b>	<b>37,275</b>	<b>51,729</b>	<b>61,975</b>	<b>17,380</b>

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>2-District Energy Fund</b>							
<b>District Energy</b>							
44 #1471 DES Peaking Plant Boilers Inspection and Tune-Up	262	62	21	-	21	-	21
<b>District Energy Total</b>		<b>62</b>	<b>21</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>21</b>
<b>2-District Energy Fund Total</b>		<b>62</b>	<b>21</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>21</b>
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
45 #0537 Sanitary North/Central Relief	263	900	900	-	-	-	-
46 #0538 Sanitary Otway/Tabor Relief	263	410	-	-	410	-	-
47 #1081 Biosolid Odour Control	263	1,300	850	450	-	-	-
48 #1168 Mobile Equipment Replacement - Sewer	264	3,601	244	348	1,008	1,823	178
49 #1263 Ahbau Sanitary Sewer Upgrade	264	670	670	-	-	-	-
50 #1491 Prepaving Upgrade - Sewer	264	550	110	110	110	110	110
51 #1492 Sanitary Liftstations Upgrade	265	1,000	200	200	200	200	200
52 #1493 Sanitary Lat Relin/Repl	265	200	40	40	40	40	40
53 #3221 Wastewater Treatment Plant Renewal	265	9,000	1,800	1,800	1,800	1,800	1,800
54 #3223 PW102 Replacement	266	5,000	5,000	-	-	-	-
55 #3224 Wastewater Treatment Plant New Components	266	7,250	2,650	2,650	650	650	650
<b>Sewer Operations Total</b>		<b>29,881</b>	<b>12,464</b>	<b>5,598</b>	<b>4,218</b>	<b>4,623</b>	<b>2,978</b>
<b>3-Sewer Fund Total</b>		<b>29,881</b>	<b>12,464</b>	<b>5,598</b>	<b>4,218</b>	<b>4,623</b>	<b>2,978</b>

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>4-Water Fund</b>							
<b>Water Operations</b>							
56 #0087 Lower Hart Water Main	267	1,000	1,000	-	-	-	-
57 #0168 Water Sup BCR/Danson Simon Fraser Bridge	267	5,000	-	1,000	4,000	-	-
58 #0602 Water Main Construction PW805 Fishtrap	267	4,500	4,500	-	-	-	-
59 #0610 Harper Valley Reservoir and Main	268	5,000	-	-	-	5,000	-
60 #0743 River Rd Water Main Extension	268	2,300	-	2,300	-	-	-
61 #1109 Central Hart Water Improvements	268	4,000	2,000	2,000	-	-	-
62 #1169 Mobile Equipment Replacement - Water	269	1,679	182	314	636	108	439
63 #1227 New Pressure Zone 2 Reservoir	269	5,550	-	4,000	1,550	-	-
64 #1228 PW619 Pump Installation	269	1,150	-	-	1,150	-	-
65 #1234 Vista to North St Water Main Connector	270	1,100	1,100	-	-	-	-
66 #1237 West Noranda Water Main Connector	270	150	-	-	150	-	-
67 #1238 Noranda Rd East Water Main Connector	270	1,000	-	-	1,000	-	-
68 #1240 Lehman - Grant Water Main Connector	271	575	-	-	-	575	-
69 #1241 Grant to Hartway Water Main Connector	271	400	-	400	-	-	-
70 #1249 Cowart Rd Water Main Connector	271	925	-	925	-	-	-
71 #1391 Construction Tools and Equipment	272	250	50	50	50	50	50
72 #3101 Water Main Replacement	272	26,000	5,200	5,200	5,200	5,200	5,200
73 #3102 New Water Mains	272	4,000	800	800	800	800	800
74 #3184 New Water Facilities	273	500	100	100	100	100	100
75 #3185 Water Facilities Renewal	273	3,000	600	600	600	600	600
76 #3293 Prepaving Water Infrastructure	273	550	110	110	110	110	110
<b>Water Operations Total</b>		<b>68,629</b>	<b>15,642</b>	<b>17,799</b>	<b>15,346</b>	<b>12,543</b>	<b>7,299</b>
<b>4-Water Fund Total</b>		<b>68,629</b>	<b>15,642</b>	<b>17,799</b>	<b>15,346</b>	<b>12,543</b>	<b>7,299</b>
<b>Grand Total</b>		<b>297,626</b>	<b>58,822</b>	<b>60,671</b>	<b>71,314</b>	<b>79,140</b>	<b>27,678</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>1-General Fund</b>									
<b>Civic Facilities</b>									
1	#1278	<b>CC-Replace Flooring</b>							
		Replace existing flooring in the three auditoriums, administrative office, and entire second floor.							
				General Infrastructure Reinvestment Fund	297	0	0	0	0
			<b>297</b>	<b>Project Totals:</b>	<b>297</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2	#1419	<b>Kin 3-Replace Skate Floor</b>							
		Replace the skate floor in Kin 3. Eligible for BC Tire Stewardship Grant.							
				Community Works Fund	138	0	0	0	0
				General Infrastructure Reinvestment Fund	7	0	0	0	0
			<b>145</b>	<b>Project Totals:</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3	#1459	<b>CH-Window Replacement Phase 2</b>							
		Complete City Hall window replacement.							
				General Infrastructure Reinvestment Fund	530	0	0	0	0
			<b>530</b>	<b>Project Totals:</b>	<b>530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
	<b>4</b>	<b>#1467 Accessibility Improvements</b>							
		<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. For 2020, the original budget was \$175,000, however, \$75,000 of the Accessibility Improvements budget has been allocated to project 3148 ECRA-Replace Accessibility Lift.</p>							
				Capital Expenditure Reserve	100	150	150	150	150
			<b>700</b>	<b>Project Totals:</b>	<b>100</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
	<b>5</b>	<b>#3148 ECRA-Replace Accessibility Lift</b>							
		<p>Replace existing accessibility lift at the Elder Citizens Recreation Association, 1692 10th Ave.</p>							
				General Infrastructure Reinvestment Fund	75	0	0	0	0
			<b>75</b>	<b>Project Totals:</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>6</b>	<b>#3229 CH-Transformer Replacement</b>							
		<p>Replace the existing City-owned transformer and switch gear with a new BC Hydro owned transformer and switch gear.</p>							
				General Infrastructure Reinvestment Fund	310	0	0	0	0
			<b>310</b>	<b>Project Totals:</b>	<b>310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
	<b>7</b>	<b>#3242 Little Prince Train Shelter Replacement</b>							
		Replace the existing Little Prince train shelter in Lheidli T'enneh Memorial Park.							
				General Infrastructure Reinvestment Fund	547	0	0	0	0
			<b>547</b>	<b>Project Totals:</b>	<b>547</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>8</b>	<b>#3283 3990 18th Ave-Building Addition</b>							
		Construct addition to the east end of the 3990 18th Ave administration building. Currently a number of divisions and services are located in stand-alone trailers in various locations throughout the 18th Ave yard. These trailers were originally set up as temporary structures and are now at their end of life. This project will remove safety issues, currently being managed with monitoring processes.							
				Capital Expenditure Reserve	1,900	0	0	0	0
			<b>1,900</b>	<b>Project Totals:</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>9</b>	<b>#3299 Civic Facilities-General Maintenance Van</b>							
		Purchase a van for the Civic Facilities general maintenance position.							
				MFA Lease Proceeds	70	0	0	0	0
			<b>70</b>	<b>Project Totals:</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Total:</b>			<b>4,573</b>		<b>3,973</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Development Planning and Administration</b>									
	10	<b>#1503 Off-Site Works</b>							
		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	500	100	100	100	100
			<b>900</b>	<b>Project Totals:</b>	<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Development Planning and Administration Total:</b>			<b>900</b>		<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Engineering</b>									
11	#3188	<b>CARIP - Energy/GHG Reduction</b>							
		Undertake various energy conservation, efficiency, and reduction projects across the organization. Supports the goals of the City's various climate change mitigation and energy and GHG reduction plans, making use of the Climate Action Revenue Incentive Program (CARIP) carbon tax rebates.							
				CARIP RRFE	100	100	200	200	200
			<b>800</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>200</b>	<b>200</b>
12	#3288	<b>Playhouse Parking Lot Replacement</b>							
		Build a new parking lot to replace parking spaces lost due to subdivision of the parcel. The addition of this parking lot will improve accessibility and traffic circulation, promote pedestrian safety, and address site drainage. Access to the newly subdivided lands must be provided generally in the location of the existing driveway. Future development plans have been provided.							
				General Infrastructure Reinvestment Fund	150	0	0	0	0
				Community Works Fund	1,350	0	0	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Engineering Total:</b>			<b>2,300</b>		<b>1,600</b>	<b>100</b>	<b>200</b>	<b>200</b>	<b>200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Events &amp; Civic Centre</b>									
	13	<b>#3068 CC-2020 Replace Furniture and Equipment</b>							
		Replace existing 8' tables that are original to the building and have been repaired extensively over their lifespan. These aluminum-top buffet tables will complement the existing inventory, providing a consistent standard and level of service for all events on both levels of the facility.							
				General Infrastructure Reinvestment Fund	75	0	0	0	0
			<b>75</b>	<b>Project Totals:</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	14	<b>#3074 CC-Venue Signage</b>							
		Replace existing signage to incorporate new venue name and a modern aesthetic.							
				General Infrastructure Reinvestment Fund	43	0	0	0	0
			<b>43</b>	<b>Project Totals:</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre Total:</b>			<b>118</b>		<b>118</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Exhibition Park and Community Arenas</b>									
15	#0232	<b>Kin Atrium-Furniture Replacement</b>							
		Replace inventory of aging and damaged furniture, fixtures, and equipment in atrium.							
				General Infrastructure Reinvestment Fund	40	0	0	0	0
			<b>40</b>	<b>Project Totals:</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
16	#1107	<b>CN-Digital Road Sign</b>							
		Replace the failed north- and south-facing electronic message boards on CN Centre's Ospika Blvd signage marquee with electronic LED signage.							
				General Infrastructure Reinvestment Fund	184	0	0	0	0
			<b>184</b>	<b>Project Totals:</b>	<b>184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
17	#3208	<b>Janitorial Equip-Replace Floor Scrubbers</b>							
		Implement an annual custodial equipment replacement program to enhance healthy, safe, and clean facilities.							
				MFA Lease Proceeds	44	60	12	18	116
			<b>249</b>	<b>Project Totals:</b>	<b>44</b>	<b>60</b>	<b>12</b>	<b>18</b>	<b>116</b>
<b>Exhibition Park and Community Arenas Total:</b>			<b>473</b>		<b>268</b>	<b>60</b>	<b>12</b>	<b>18</b>	<b>116</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Fire Protection</b>									
18	#3304	<b>Fire Srv-Rescue Watercraft</b>							
		Purchase two personal watercraft for water rescue, including related trailer, safety accessories, and attachments to allow use with existing equipment.							
				MFA Lease Proceeds	35	0	0	0	0
			<b>35</b>	<b>Project Totals:</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
19	#3305	<b>Fire Srv-Wildland/Rescue Utility Vehicle</b>							
		Purchase a utility vehicle, including related fire skid, trailer, and accessories, to assist with rescue as well as help crews access and bring water to forested natural areas quickly in the event of a wildfire.							
				MFA Lease Proceeds	65	0	0	0	0
			<b>65</b>	<b>Project Totals:</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fire Protection Total:</b>			<b>100</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Fleet Services</b>									
20	#0431	<b>Mobile Equipment Replacement</b>							
		Annual replacement of vehicles currently part of the City fleet.							
				MFA Lease Proceeds	2,312	1,738	1,630	1,562	508
				Transfer - Solid Waste Reserve	0	1,487	1,236	0	0
			<b>10,473</b>	<b>Project Totals:</b>	<b>2,312</b>	<b>3,225</b>	<b>2,866</b>	<b>1,562</b>	<b>508</b>
21	#3226	<b>Fleet Shop Equipment</b>							
		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 (currently housed in bay 10), allowing for a safe and efficient way to add the fluid while fueling.							
				General Infrastructure Reinvestment Fund	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Fleet Services Total:</b>			<b>10,973</b>		<b>2,412</b>	<b>3,325</b>	<b>2,966</b>	<b>1,662</b>	<b>608</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>IT Services</b>									
	<b>22</b>	<b>#0715 IT Maintenance</b>							
		Ensure the continued performance and stability of existing systems and services. Typical projects include recurring security audits, consulting services for annual payroll adjustments, upgrade planning and consulting for desktop and server upgrades, data centre cleaning, and data centre environmental review.							
				General Infrastructure Reinvestment Fund	170	150	150	150	150
			<b>770</b>	<b>Project Totals:</b>	<b>170</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
	<b>23</b>	<b>#0720 IT Betterments</b>							
		Improve or enhance existing systems or services. Typical projects include major software upgrades that require extensive consulting support and services, adding more redundancy or fault tolerance to existing systems or services, enhancing wireless services, and providing improved government transparency (expanded open data catalog).							
				Computer Reserve	320	370	370	370	370
			<b>1,800</b>	<b>Project Totals:</b>	<b>320</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>370</b>
	<b>24</b>	<b>#0724 IT Replacements</b>							
		Replace existing systems and/or system components that have reached or exceeded their service life. Typical projects include infrastructure replacement such as physical servers, server disks, tape backup systems, network equipment, uninterruptible power systems (UPS), and computer/printer refresh.							
				General Infrastructure Reinvestment Fund	315	327	327	327	327
			<b>1,623</b>	<b>Project Totals:</b>	<b>315</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
25	#0727	IT New							
		Implement new systems (hardware and software) or services that don't currently exist. Typical projects include adding new communication services (new fibre optic lines for the purposes of connecting more City facilities or expanding fibre rental opportunities), new technologies supporting City services and security, and implementing new cloud services including Software as a Service (SAAS) and Infrastructure as a Service (IAAS).							
				Computer Reserve	285	153	153	153	153
			<b>897</b>	<b>Project Totals:</b>	<b>285</b>	<b>153</b>	<b>153</b>	<b>153</b>	<b>153</b>
<b>IT Services Total:</b>			<b>5,090</b>		<b>1,090</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2020	2021	2022	2023	2024	
<b>Parks</b>										
	26	<b>#0311 Tree Planting Greening the City</b>								
		Plant 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.								
				Capital Expenditure Reserve	55	55	55	55	55	
				DCC: Parkland	45	45	45	45	45	
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
	27	<b>#0382 Nature Park Improvements</b>								
		Upgrade aging park infrastructure throughout the City's Nature Parks to support community demands as well as the policy direction in the 2017 Park Strategy, which identified Nature Parks as a high priority for strategic investment. Priorities for 2020 include repairs to the fishing docks at Shane Lake and replacing sections of the boardwalk trail around Ferguson Lake. Future years would see upgrades to outhouses, garbage bins, signage, benches, and other amenities at various Nature Parks.								
				DCC: Parkland	34	34	34	34	34	
				General Infrastructure Reinvestment Fund	41	41	41	41	41	
			<b>375</b>	<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
28	#0931	<b>Boulevard Restoration</b>							
		Upgrade existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvements include irrigation system enhancements, edging, and tree/shrub planting. Upgrades to the hard surface areas of the boulevards to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment. The project focus in 2020 will be along Tabor Blvd and Tyner Blvd, with additional boulevards upgraded in future years.							
			Capital Expenditure Reserve	160	160	160	160	160	160
			<b>800</b>	<b>Project Totals:</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
29	#1097	<b>Trails Rehabilitation</b>							
		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. The priority in 2020 includes improving the trails from the downtown core to the top of Connaught Hill Park and replacing failing sections of the Gladstone trail network, Tyner Boulevard trail, Wilson Park trails, and the UNBC Connector Trail system.							
			Community Works Fund	200	200	200	200	200	200
			General Infrastructure Reinvestment Fund	50	50	50	50	50	50
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
30	#1189	<b>Off Leash Areas</b>							
		Implement new off leash areas and fenced dog parks throughout the community as supported by policy direction within the 2011 Proposed Off Leash Strategies report. Existing park facilities such as underutilized ball diamonds would be repurposed for off leash use. Priority areas include the Hart and College Heights and the project work would include signage, waste receptacles, and other site improvements that would be required to support off leash use.							
				Community Works Fund	8	8	8	8	8
				DCC: Parkland	17	17	17	17	17
			<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

**31 #1378 Playground Replacement Program**

Remove and replace three playgrounds on an annual basis. The Playground Audit determined the compliancy of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit confirmed that 25 playgrounds have high risks largely due to their age (40 year old infrastructure) while an additional 24 playgrounds present a medium level of risk. The Playground Audit results helped to inform the playground priorities identified through the 2016 Park Strategy, which include higher priority playground reinvestment sites that are identified as high risk and are located in areas of high community demand such as multi-use destinations or neighborhoods with limited playground amenities as well as playgrounds that are identified as high risk and are of low community demand (e.g. surplus) and are proposed for immediate removal. The playground replacement is proposed as an annual program given the high cost at a minimum of \$65,000 per playground. This annual budget 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.

	Community Works Fund	200	200	200	200	200
	General Infrastructure Reinvestment Fund	50	50	50	50	50
	<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
32	#1385	<b>Park Washroom Refurbishment</b>							
		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. Public washroom facilities at Lheidli T'enneh Memorial Park, Freeman Park, and Gyro Park are included in this multi-year project.							
				Community Works Fund	285	285	285	0	0
				General Infrastructure Reinvestment Fund	15	15	15	0	0
			<b>900</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>
33	#3037	<b>Park Signage</b>							
		Refurbish current park signage inventory (1800+) that is old, in poor condition, and in some instances irrelevant or redundant. The Park Strategy identified park visitor services/communications as a key focus area. An action plan was approved for Parks staff to compile a park signage inventory and develop new templates for external communications of park projects and areas of interest. Parks staff completed an inventory in spring of 2017. Working with External Relations, new signage templates are being developed for standardization and to reduce the number of signs required.							
				General Infrastructure Reinvestment Fund	16	12	0	0	0
				DCC: Parkland	5	3	0	0	0
			<b>35</b>	<b>Project Totals:</b>	<b>20</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
34	#3295	<b>Parks Water Truck</b>							
		<p>Purchase a tandem axle dump truck with a slide-in water tank system. A reliable water truck is integral in Parks Operations. A tandem axle dump truck with slide-in tank system is operated 12 months of the year to accomplish a number of Parks-related tasks. In the spring, Parks utilizes a water truck to provide dust suppression during winter sand pick up on both hard surfaces (parking lots, etc.) and soft surfaces (i.e. turf areas). During the summer season, the water truck is used daily to provide water to street trees, flower beds, and planters. The water truck is also an important tool for the weed abatement crew for removing growing material from the cracks in sidewalks and medians. During the winter, the water tank is removed to allow the truck to be used for the hauling of snow from Civic Facility parking lots. Parks Division need a reliable truck to provide these services.</p>							
				MFA Lease Proceeds	300	0	0	0	0
			<b>300</b>	<b>Project Totals:</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
35	#3301	<b>Cottonwood &amp; Heritage River Trail Refurbishment - 2020</b>							
		<p>Complete riverbank stabilization to protect the riverfront park and trail system along Cottonwood Island Park and west along the Heritage River Trail system to the Cameron Street Bridge. A number of trails and structures within Cottonwood Island Park have eroded in recent years creating an unsafe park environment and incomplete trail system. Conceptual options for the riverbank stabilization were developed in 2017 with complete engineered drawings developed in 2018. This project will see the acquisition of environmental permitting and construction of the riverbank stabilization for select sites in 2020, with additional sites to be completed in future years. The riverfront stabilization will include rip-rap, setback trenches, and bioengineering for the various sections as appropriate.</p>							
				Community Works Fund	717	0	0	0	0
				DCC: Parkland	208	0	0	0	0
			<b>925</b>	<b>Project Totals:</b>	<b>925</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
36	#3302	<b>CJG Park - Build Volleyball Courts</b>							
		Build beach volleyball courts to meet requirements for hosting the 2022 BC Summer Games. Requires decommissioning of the horseshoe facility.							
				Community Works Fund	238	0	0	0	0
				Capital Expenditure Reserve	13	0	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks Total:</b>			<b>6,710</b>		<b>2,655</b>	<b>1,175</b>	<b>1,160</b>	<b>860</b>	<b>860</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Roads</b>									
	<b>37</b>	<b>#0399 Road Rehabilitation</b>							
		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	5,650	5,650	5,650	5,650	5,650
			<b>28,250</b>	<b>Project Totals:</b>	<b>5,650</b>	<b>5,650</b>	<b>5,650</b>	<b>5,650</b>	<b>5,650</b>
	<b>38</b>	<b>#1093 Sidewalk and Walkway Rehabilitation</b>							
		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 the planning, prioritizing and construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Community Works Fund	590	590	590	590	590
				General Infrastructure Reinvestment Fund	60	60	60	60	60
			<b>3,250</b>	<b>Project Totals:</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
	<b>39</b>	<b>#1489 New Sidewalks</b>							
		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.							
				Community Works Fund	130	130	130	130	130
				DCC: Roads	270	270	270	270	270
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
40	#3215	<b>Churchill Rd Sidewalk</b>							
		Upgrade pedestrian safety within the Edgewood Subdivision by installing a sidewalk and storm drainage along Churchill Rd. The sidewalk will provide direct pedestrian access from North Nechako Rd to Edgewood Elementary.							
				Community Works Fund	130	0	0	0	0
				DCC: Roads	270	0	0	0	0
			<b>400</b>	<b>Project Totals:</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
41	#3219	<b>Pedestrian/Traffic Safety Improvements</b>							
		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.							
				Community Works Fund	49	49	49	49	49
				DCC: Roads	101	101	101	101	101
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
42	#3249	<b>Traffic Controller and Signal Optical Detection Upgrade</b>							
		Replace traffic controllers and upgrade and replace traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				General Infrastructure Reinvestment Fund	75	75	75	75	75
			<b>375</b>	<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Roads Total:</b>			<b>35,025</b>		<b>7,325</b>	<b>6,925</b>	<b>6,925</b>	<b>6,925</b>	<b>6,925</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Storm Drainage</b>									
43	#1029	<b>Storm Drainage - Catch Basin Replacement Program</b>							
		Replace aging storm drainage infrastructure. Damaged catch basins can cause a public safety issue for cyclists, motorists, and pedestrians. There are approximately 5,250 catch basins in the City's storm sewer system; the goal is to replace 12 catch basins annually.							
				General Infrastructure Reinvestment Fund	100	100	100	100	300
			<b>700</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>300</b>
44	#1500	<b>Drainage Improvements</b>							
		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.							
				General Infrastructure Reinvestment Fund	44	44	44	44	44
				DCC: Drainage	36	36	36	36	36
			<b>400</b>	<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
45	#3220	<b>Storm Water System Rehabilitation</b>							
		Rehabilitate the storm water system identified in CCTV reports using trenchless technology in order to extend the useful life of the assets. Project will reduce the chance of pipe failure, help prevent stormwater discharges into the environment, and restore pipe structure using trenchless methods which are less intrusive than conventional excavation methods. Asphalt paving costs are saved and traffic disruptions are kept to a minimum during the installation of the pipe liner.							
				General Infrastructure Reinvestment Fund	100	200	200	300	300
			<b>1,100</b>	<b>Project Totals:</b>	<b>100</b>	<b>200</b>	<b>200</b>	<b>300</b>	<b>300</b>
46	#3294	<b>Pre-Paving Storm Water Infrastructure</b>							
		Inspect, investigate, and repair the storm water system prior to road rehabilitation. Master planning and condition assessments consistently identify that much of the City's storm water infrastructure is aging, requiring investigation and renewal work prior to road rehabilitation. This project will allow the City to inspect catch basins, investigate or camera storm connection leads, and make necessary repairs. The City road rehabilitation budget was increased over the last few years; therefore, Utilities requires a separate budget to ensure the City's storm water infrastructure is in good working order before road rehabilitation is completed.							
				General Infrastructure Reinvestment Fund	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Storm Drainage Total:</b>			<b>2,950</b>		<b>430</b>	<b>530</b>	<b>530</b>	<b>630</b>	<b>830</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Street Lighting</b>									
	47	#3289 Boundary Rd and Hwy 16 Signalization							
		The Ministry of Transportation and Infrastructure will construct signalization for the Boundary Rd and Hwy 16 intersection. The City portion of the cost of the signal is 50%.							
				Capital Expenditure Reserve	150	0	0	0	0
			150	<b>Project Totals:</b>	150	0	0	0	0
<hr/>									
		<b>Street Lighting Total:</b>	150		150	0	0	0	0
<hr/>									
		<b>1-General Fund Total:</b>	69,362		20,621	13,365	13,043	11,545	10,789

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
48	#0512	<b>BCR Gravity Sewer Upgrade</b>							
		Upgrade sanitary Sewer gravity main downstream of PW123. Project E-11 in the Sewer Master Plan.							
				Sewer Reserve	1,800	0	0	0	0
			<b>1,800</b>	<b>Project Totals:</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
49	#1031	<b>Sanitary Sewer Rehabilitation</b>							
		Rehabilitate the sanitary sewer system identified in CCTV reports using trenchless technology in order to extend the useful life of the assets. Project will reduce the chance of pipe failure, help prevent sanitary sewer discharges into the environment, assist in minimizing sewer backups, and restore pipe structure using trenchless methods which are less intrusive than conventional excavation methods. Asphalt paving costs are saved and traffic disruptions are kept to a minimum during the installation of the pipe liner.							
				Sewer Reserve	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
50	#1168	<b>Mobile Equipment Replacement - Sewer</b>							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Sewer Reserve	410	229	180	585	297
			<b>1,702</b>	<b>Project Totals:</b>	<b>410</b>	<b>229</b>	<b>180</b>	<b>585</b>	<b>297</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
51	#1491	<b>Prepaving Upgrade - Sewer</b>							
		Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
				Sewer Reserve	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
52	#1492	<b>Sanitary Liftstations Upgrade</b>							
		Upgrade existing City-owned sanitary liftstations to maintain facilities sanitary infrastructure systems. All the lift stations 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, less sewer backup claims, and reduced critical failures.							
				Sewer Reserve	164	164	164	164	164
				DCC: Sewer-Co	36	36	36	36	36
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
53	#1493	<b>Sanitary Lat Relin/Repl</b>							
		Reline sanitary laterals or replace service laterals damaged by root problems or pipe failure. Extends the useful life of the assets and prevents and reduces discharge to the environment and property damage.							
				Sewer Reserve	40	40	40	40	40
			<b>200</b>	<b>Project Totals:</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
54	#3224	Wastewater Treatment Plant New Components							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	130	1,038	389	476	2,292
				DCC: Sewer-Co	20	162	61	74	358
			<b>5,000</b>	<b>Project Totals:</b>	<b>150</b>	<b>1,200</b>	<b>450</b>	<b>550</b>	<b>2,650</b>
<b>Sewer Operations Total:</b>			<b>11,752</b>		<b>3,010</b>	<b>2,079</b>	<b>1,280</b>	<b>1,785</b>	<b>3,597</b>
<b>3-Sewer Fund Total:</b>			<b>11,752</b>		<b>3,010</b>	<b>2,079</b>	<b>1,280</b>	<b>1,785</b>	<b>3,597</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>4-Water Fund</b>									
<b>Water Operations</b>									
55	#1169	<b>Mobile Equipment Replacement - Water</b>							
		Annual replacement of water vehicles currently part of the City fleet.							
				Water Reserve	345	174	180	83	245
			<b>1,027</b>	<b>Project Totals:</b>	<b>345</b>	<b>174</b>	<b>180</b>	<b>83</b>	<b>245</b>
56	#1391	<b>Construction Tools and Equipment</b>							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Water Reserve	50	50	50	50	50
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
57	#1438	<b>Baker/Davis Water Services</b>							
		Replace plastic water services throughout the Baker/Davis subdivision. The area has a number of old plastic water services, which are failing due to poor service material. The number of water service breaks, rising costs, pavement deterioration, and water quality issues necessitate the replacement of these plastic water services that were installed in the late 1970's. Deep excavation is required to reach the main and individual service repairs are costing up to \$70,000 to complete when completed on an emergency basis. Additionally, roads in the area are at the end of their life and services need to be replaced in advance of repaving.							
				Water Reserve	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
58	#3101	<b>Water Main Replacement</b>							
		Construct water main replacements. Water main replacements are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows the planning, prioritizing, engineering, and construction of water main replacements. The program proactively replaces water mains to reduce the risk of water main breaks.							
				Water Reserve	2,000	2,000	2,000	2,000	2,000
			<b>10,000</b>	<b>Project Totals:</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
59	#3102	<b>New Water Mains</b>							
		Construct new water mains. New water mains are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows the planning, prioritizing, engineering, and construction of new water mains. The new water mains program will increase fire flow and redundancy in the City's network.							
				Water Reserve	228	228	228	228	260
				DCC: Water	473	473	473	473	540
			<b>3,600</b>	<b>Project Totals:</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>800</b>
60	#3184	<b>New Water Facilities</b>							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014. This capital amount allows for the planning, prioritizing, engineering, and construction of new vertical assets.							
				Water Reserve	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
61		<b>#3185 Water Facilities Renewal</b>							
		Renew water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014.							
				Water Reserve	950	550	550	550	600
			<b>3,200</b>	<b>Project Totals:</b>	<b>950</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>600</b>
62		<b>#3284 Valves, Service Connections, and Fire Hydrants Renewal</b>							
		Replace non-operable valves, service connections, and fire hydrants.							
				Water Reserve	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
63	#3285	<b>PW660 Stage 2 Pump Upgrade</b>							
		Complete Stage 2 pump upgrades to PW660 so that it has the capacity to provide backup service to PW605.							
		The 2006 design of PW660 was “Stage 1” of the Hart/Nechako Water Supply Improvements. PW660 provides water to the north areas of the City (pressure zones 8 to 13) by filling reservoir PW860 via the operation of two 500hp vertical turbine pumps (lead/lag operation where one pump remains available to back up the first pump). PW605 provides water to the southwest areas of the City (pressure zones 2 to 7) by filling reservoir PW805 and supplying water to pump stations PW630 and PW636 via a network of water transmission mains.							
		In 2017, the City installed a new water transmission main connection between PW605 and PW660. Along with the increased capacity created by this project, the new water transmission main allows either pump station to serve as a backup to the other, should one of the pump stations need be taken out of service for maintenance and/or replacement.							
				Water Reserve	1,500	0	0	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
64	#3287	<b>Valve Turner/Mini Vac Unit</b>							
		Purchase a multi-functional skid-mounted tool that will perform as a mini vac unit, valve turning unit, hydraulic compressor, and GPS and data collector. The City has legal requirements to inspect all hydrants annually within our water system and is working on adding a valve maintenance inspection program. This tool will allow City crews to be much more efficient with valve maintenance, as it can clean out the water valve box, exercise valves, and record maintenance information. The City has 7176 mainline valves and 2131 fire hydrant valves within the water system. The infrastructure is aging, but with better maintenance and inspections, the City will be able to extend the life of the water system and hydrant valves, as well as increase efficiencies in the water system flushing program.							
				Water Reserve	100	0	0	0	0
			<b>100</b>	<b>Project Totals:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
65	#3293	Prepaving Water Infrastructure							
		Inspect and investigate the underground water infrastructure prior to paving. Tasks such as leak detection, hydrant maintenance, valve inspections, and location mapping are necessary in order to identify the required repairs. Master plans and condition assessments have identified that much of the City's water infrastructure is aging, supporting the need for investigations and renewal work to be completed prior to road rehabilitation. These tasks are critical in helping the City with early identification of potential issues, to ensure the delivery of high quality potable water, and to reduce the potential of having to destroy new pavement to complete repairs.							
				Water Reserve	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
<b>Water Operations Total:</b>			<b>25,227</b>		<b>6,755</b>	<b>4,584</b>	<b>4,590</b>	<b>4,493</b>	<b>4,805</b>
<b>4-Water Fund Total:</b>			<b>25,227</b>		<b>6,755</b>	<b>4,584</b>	<b>4,590</b>	<b>4,493</b>	<b>4,805</b>
<b>Grand Total:</b>			<b>106,341</b>		<b>30,386</b>	<b>20,028</b>	<b>18,913</b>	<b>17,823</b>	<b>19,191</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>1-General Fund</b>									
<b>Aquatics</b>									
1	#3271	<b>AQC-Replace Lockers</b>							
		Replace lockers in the men's, ladies', and family changerooms, totalling 197 two-tier, non-rust (plastic) lockers.							
				Unfunded Future Projects	0	325	0	0	0
			<b>325</b>	<b>Project Totals:</b>	<b>0</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>0</b>
2	#3274	<b>AQC-Replace Cardio Equipment</b>							
		Replace the cardio equipment in the Aquatic Centre pool gym. Includes six treadmills, three bikes, two ellipticals, and one stair climber.							
				Unfunded Future Projects	0	0	110	0	0
			<b>110</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>
<b>Aquatics Total:</b>			<b>435</b>		<b>0</b>	<b>325</b>	<b>110</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Cemetery</b>									
	3	<b>#0302 Cemetery Enhancement</b>							
		Enhance and develop the cemetery, consistent with the Cemetery Development and Management Plan. Specific projects planned for include a focal point garden and seating area, moving the existing gate from the parking lot area out to Ferry Ave and replacing it with a new decorative wrought iron version with lights, enhancing landscaping around the sign at the Ferry Ave entrance, and improvements to the security and surveillance system.							
				Unfunded Future Projects	0	75	0	0	0
			<b>75</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>									
<b>Cemetery Total:</b>			<b>75</b>		<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Civic Facilities</b>									
	4	<b>#0125 B Harkins Lib-Concrete Deck Upgrade</b>							
		Complete concrete repairs and add a waterproof coating to the library sun deck and planters. Replace concrete deck railing.							
				Unfunded Future Projects	0	0	0	0	1,260
			<b>1,260</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,260</b>
	5	<b>#0128 Library N-Replace Flooring</b>							
		Replace existing roll ends carpet with new carpet tile and base throughout.							
				Unfunded Future Projects	0	0	55	0	0
			<b>55</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>0</b>
	6	<b>#0892 B Harkins Lib-Replace Flooring</b>							
		Replace B Harkins Library flooring with carpet tile.							
				Unfunded Future Projects	0	0	282	0	0
			<b>282</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>282</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
7	#1163	<b>RMCA-Replace HVAC</b>							
		Replace the Rolling Mix Concrete 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	0	0	2,400
			<b>2,400</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,400</b>
8	#1187	<b>RMCA-Replace Arena Floor</b>							
		Replace the concrete arena floor and associated refrigeration lines in the Rolling Mix Concrete Arena.							
				Unfunded Future Projects	0	0	3,120	0	0
			<b>3,120</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>3,120</b>	<b>0</b>	<b>0</b>
9	#1303	<b>CYC-Ext Wall Finishes Replacement</b>							
		Replace the Connaught Youth Centre siding, windows, doors and insulation to the east elevation. The north, south and west elevations were complete in 2010.							
				Unfunded Future Projects	0	0	105	0	0
			<b>105</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
10	#1418	<b>RMCA-Replace Skate Floor</b>							
		Replace the asphalt black planking skate floor in the Rolling Mix Concrete Arena. BC Tire Stewardship Grant may help pay for the project.							
				Unfunded Future Projects	0	0	0	175	0
			<b>175</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>175</b>	<b>0</b>
11	#1444	<b>AQC-Replace Public Changeroom Tile</b>							
		Replace the tile in the men's, ladies', and family change rooms at the Aquatic Centre.							
				Unfunded Future Projects	0	0	110	0	0
			<b>110</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>
12	#3098	<b>5th Ave Parkade-Roof Deck Waterproof</b>							
		Address the waterproofing on the roof deck level at the 5th Ave parkade. Remove the existing asphalt overlay and SBS membrane, demolish concrete, and repair the roof deck. Install a new SBS membrane with a new asphalt overlay to follow.							
				Unfunded Future Projects	0	0	1,105	0	0
			<b>1,105</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,105</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
13	#3122	4050 18th Ave-Replace OH Doors							
		Replace garage bay vehicle doors as the current doors are obsolete, thermally inefficient, and allow very little natural light to come in.							
				Unfunded Future Projects	0	0	213	0	0
			<b>213</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>213</b>	<b>0</b>	<b>0</b>
14	#3136	Mausoleum Camera Upgrade							
		Replace the aging analog CCTV camera system in the Mausoleum with modern digital cameras and link them to the City's centralized CCTV system.							
				Unfunded Future Projects	0	0	18	0	0
			<b>18</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>
15	#3142	Plaza Parkade-Replace Elevator							
		Replace existing elevator in Plaza Parkade. Project will include replacement of motor and drive assembly and interior cab refurbishment.							
				Unfunded Future Projects	0	0	240	0	0
			<b>240</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>240</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
16	#3196	18th Ave Yard Emergency Generator							
		Provide back up power for essential service located at 4050 18th Ave. In addition, the generator would provide back up power to the Fleet Building.							
				Unfunded Future Projects	0	0	260	0	0
			<b>260</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>260</b>	<b>0</b>	<b>0</b>
17	#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	261	0	0
			<b>261</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>261</b>	<b>0</b>	<b>0</b>
18	#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	150	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
19	#3205	<b>ECRA-Replace Fascia and Fencing</b>							
		Replace the Elder Citizens Recreation Association's plywood fascia with HardiePanel. Replace 2 shed roofs and install soffit. Replace wood fence with chain link fence to create visibility in back of building.							
				Unfunded Future Projects	0	0	72	0	0
			<b>72</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>0</b>	<b>0</b>
20	#3232	<b>AQC-Building Systems Renewal</b>							
		Renew and replace building components at the Aquatic Center.							
				Unfunded Future Projects	0	845	1,215	1,391	616
			<b>4,067</b>	<b>Project Totals:</b>	<b>0</b>	<b>845</b>	<b>1,215</b>	<b>1,391</b>	<b>616</b>
21	#3233	<b>Fire Halls-Building Systems Renewal</b>							
		Renew and replace building components at the City fire halls, specifically Ospika, Vanway, and Hart fire halls.							
				Unfunded Future Projects	60	63	66	69	73
			<b>330</b>	<b>Project Totals:</b>	<b>60</b>	<b>63</b>	<b>66</b>	<b>69</b>	<b>73</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
22	#3234	<b>Arenas-Building Systems Renewal</b>							
		Renew and replace building components in the Arenas.							
				Unfunded Future Projects	2,483	2,562	0	2,867	794
			<b>8,707</b>	<b>Project Totals:</b>	<b>2,483</b>	<b>2,562</b>	<b>0</b>	<b>2,867</b>	<b>794</b>
23	#3235	<b>Cultural-Building Systems Renewal</b>							
		Renew and replace building components at the Civic Centre & Plaza, B Harkins Library, Prince George Playhouse, and the Two Rivers Gallery.							
				Unfunded Future Projects	1,273	727	861	1,474	288
			<b>4,623</b>	<b>Project Totals:</b>	<b>1,273</b>	<b>727</b>	<b>861</b>	<b>1,474</b>	<b>288</b>
24	#3236	<b>Admin-Building Systems Renewal</b>							
		Renew and replace building components for the City's administration buildings, including: 18th Ave Yard Shop, Admin, Solid Waste Services, Carpentry/Electrical, and City Hall.							
				Unfunded Future Projects	186	752	576	829	870
			<b>3,212</b>	<b>Project Totals:</b>	<b>186</b>	<b>752</b>	<b>576</b>	<b>829</b>	<b>870</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
25	#3237	<b>Parkade-Building Systems Renewal</b>							
		Renew and replace building components at the 5th, 6th and Plaza Parkade buildings.							
				Unfunded Future Projects	977	1,026	0	751	1,187
			<b>3,941</b>	<b>Project Totals:</b>	<b>977</b>	<b>1,026</b>	<b>0</b>	<b>751</b>	<b>1,187</b>
26	#3238	<b>RCMP-Building Systems Renewal</b>							
		Renew and replace building components at the RCMP Building.							
				Unfunded Future Projects	164	172	31	190	199
			<b>757</b>	<b>Project Totals:</b>	<b>164</b>	<b>172</b>	<b>31</b>	<b>190</b>	<b>199</b>
27	#3239	<b>Leased-Building Systems Renewal</b>							
		Renew and replace building components at the various 3rd party leased buildings .							
				Unfunded Future Projects	558	665	466	733	769
			<b>3,191</b>	<b>Project Totals:</b>	<b>558</b>	<b>665</b>	<b>466</b>	<b>733</b>	<b>769</b>
28	#3240	<b>Cemetery-Building Systems Renewal</b>							
		Renew and replace building components at the Cemetery admin, shop, and mausoleum buildings.							
				Unfunded Future Projects	11	12	12	13	13
			<b>61</b>	<b>Project Totals:</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
29	#3241	<b>Stadiums-Building Systems Renewal</b>							
		Renew and replace building components at the Masich Place and Citizen Field Stadiums.							
				Unfunded Future Projects	0	335	351	369	387
			<b>1,442</b>	<b>Project Totals:</b>	<b>0</b>	<b>335</b>	<b>351</b>	<b>369</b>	<b>387</b>
30	#3246	<b>Generator Parking and Vehicle Charge Station</b>							
		Construct a vehicle-enclosed carport for the DBH portable generator and a dual port charging station for the electric vehicles. The carport would also house an automatic transfer switch, that could be used with the generator, to supply backup power to the 3990 18th Ave building.							
				Unfunded Future Projects	0	0	90	0	0
			<b>90</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>
31	#3273	<b>AQC-Doors &amp; Column Rust Repair</b>							
		Replace six family changeroom doors and one set of double doors in the pool storage room. Repair eight rusted column bases.							
				Unfunded Future Projects	0	43	0	0	0
			<b>43</b>	<b>Project Totals:</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
32	#3277	<b>Elksentre-Compressor Replacement</b>							
		Replace two Elksentre compressors with higher efficiency compressors for energy savings of up to 20%. The compressors have reached the end of life and maintenance costs are increasing.							
				Unfunded Future Projects	0	197	0	0	0
			<b>197</b>	<b>Project Totals:</b>	<b>0</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>0</b>
33	#3280	<b>CC-BAS Replacement</b>							
		Replace the Civic Centre's building automation system (BAS), which controls the heating, ventilation, and air conditioning. May also require replacement of associated valves, dampers, electric motors, temperature stats, and flow meters.							
				Unfunded Future Projects	0	610	0	0	0
			<b>610</b>	<b>Project Totals:</b>	<b>0</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>
34	#3281	<b>AQC-BAS Replacement</b>							
		Replace the Aquatic Centre's building automation system (BAS) which controls the heating, ventilation, and air conditioning. May also require replacement of associated valves, dampers, electric motors, temperature stats, and flow meters.							
				Unfunded Future Projects	0	0	0	0	845
			<b>845</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>845</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
35		<b>#3282 6th Ave Parkade-Roof Deck Waterproof</b>							
		Address the waterproofing on the south-west ground level roof deck at the 6th Ave Parkade. Remove the existing waterproof coating, repair any delamination of the concrete, and reinstall the insulation to the underside of the concrete roof deck. Install SBS membrane and add new asphalt overlay.							
				Unfunded Future Projects	0	0	1,232	0	0
			<b>1,232</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,232</b>	<b>0</b>	<b>0</b>
36		<b>#3286 Civic Facilities Water Use Reduction</b>							
		Reduce treated water use in Civic Facility buildings through various upgrades and retrofits. May include the replacement of the once-through water cooling system with an air-cooled system in the CN Centre kitchen and retrofits to urinals in the Civic Centre and Elksentre. These cost-effective recommendations were identified in the City of Prince George Facility Water Audit 2018 and will ultimately reduce building's utility bills and operations costs. The CN Centre, Civic Centre, and Elksentre are high water users, therefore there is a significant opportunity to decrease water consumption in these buildings by 40-50%.							
				Unfunded Future Projects	0	175	175	0	0
			<b>350</b>	<b>Project Totals:</b>	<b>0</b>	<b>175</b>	<b>175</b>	<b>0</b>	<b>0</b>
37		<b>#3292 Plaza Parkade Upgrade</b>							
		Complete required structural, mechanical, and electrical upgrades to Plaza Parkade (1077 - 5th Ave). This parkade is a stand-alone parking structure located above commercial space. It was constructed in 1980 and consists of five levels of parking for approximately 320 vehicles.							
				Unfunded Future Projects	0	0	2,450	380	0
			<b>2,830</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,450</b>	<b>380</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
38		<b>#3300 CN Centre Renewal</b>							
		Overlay the section of the CN Centre inside parking lot located within the fencing and repaint the parking lot lines. Expand existing security system, replace toilets with water efficient auto flush, and replace existing sound system.							
				Unfunded Future Projects	0	1,000	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Total:</b>			<b>47,353</b>		<b>5,712</b>	<b>9,182</b>	<b>13,516</b>	<b>9,241</b>	<b>9,703</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Development Planning and Administration</b>									
	39	<b>#1122 Downtown Transit Exchange</b>							
		Develop a new downtown transit exchange behind the newly constructed WIDC building alongside the newly developed Wood Innovation Square. 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. There will also be two on-street bus stops located on 5th Ave to complete the relocation of the current downtown exchange at 7th Ave and Dominion St.							
				Unfunded Future Projects	0	0	500	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>
	40	<b>#1487 Pine Valley-New Irrigation System</b>							
		Replace the aging and failing Pine Valley Golf Course irrigation system.							
				Unfunded Future Projects	0	0	389	0	0
			<b>389</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>389</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration Total:</b>			<b>889</b>		<b>0</b>	<b>0</b>	<b>889</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Engineering</b>									
41		<b>#3278 Pidherny Rec. Site Improvement</b>							
		Improve the access road and parking areas for the Pidherny Recreation Site and North Nechako area, addressing concerns raised around health and safety issues from multiple user groups.							
				Unfunded Future Projects	0	336	300	0	0
			<b>636</b>	<b>Project Totals:</b>	<b>0</b>	<b>336</b>	<b>300</b>	<b>0</b>	<b>0</b>
42		<b>#3290 Westgate and Hwy 16 Improvement</b>							
		Resolve the traffic conflicts and operational concerns at the existing Westgate Ave intersections with the frontage road and Highway 16.							
				Unfunded Future Projects	0	0	0	200	0
			<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>
43		<b>#3291 Hwy 97 New Street Lighting</b>							
		Install infill lighting along various segments of Highway 97, between Handlen Rd and Northwood Pulp Rd.							
				Unfunded Future Projects	0	200	200	200	0
			<b>600</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
44	#3296	<b>Wilson Square Bollard Replacement</b>							
		Replace bollards along 3rd Ave at Wilson Square.							
				Unfunded Future Projects	0	0	250	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>
45	#3297	<b>Varsity Creek Erosion Mitigation</b>							
		Install a system to convey storm drainage through Varsity Creek, downstream of Simon Fraser Ave. The work will include stabilization of the eroded natural streambed and slopes.							
				Unfunded Future Projects	0	0	415	1,650	1,650
			<b>3,715</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>415</b>	<b>1,650</b>	<b>1,650</b>
<b>Engineering Total:</b>			<b>5,400</b>		<b>0</b>	<b>536</b>	<b>1,165</b>	<b>2,050</b>	<b>1,650</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Events &amp; Civic Centre</b>									
	46	<b>#3069 CC-2021 Replace Furniture and Equipment</b>							
		Replace aging and damaged furniture, fixtures, and equipment.							
				Unfunded Future Projects	0	75	0	0	0
			<b>75</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>
	47	<b>#3115 CC-Recycling Program</b>							
		Purchase the equipment necessary to develop a four stream recycling program for the facility, mitigating landfill waste. This project will enhance the existing recycling program and support the centre's pursuit of environmental sustainability and maintaining an industry standard of being a green facility.							
				Unfunded Future Projects	0	0	20	0	0
			<b>20</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>
	48	<b>#3270 CC-2021 Replace Kitchen Equipment</b>							
		Replace existing kitchen equipment that is original to the building (1994). As part of our food and beverage contract, the City is responsible for the replacement of all kitchen equipment.							
				Unfunded Future Projects	0	60	0	0	0
			<b>60</b>	<b>Project Totals:</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre Total:</b>			<b>155</b>		<b>0</b>	<b>135</b>	<b>20</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Exhibition Park and Community Arenas</b>									
	49	#1407 RMCA-Replace Score Clock							
		Replace Rolling Mix Concrete Arena score clock at centre ice.							
				Unfunded Future Projects	0	0	0	100	0
			100	<b>Project Totals:</b>	0	0	0	100	0
<b>Exhibition Park and Community Arenas Total:</b>			100		0	0	0	100	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Fleet Services</b>									
50	#1283	<b>Drivable Hoist Lube Bay</b>							
		Replace existing drivable hoist in lubrication bay required to perform preventative maintenance activities on City equipment.							
				Unfunded Future Projects	0	0	0	65	0
			<b>65</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>0</b>
51	#1285	<b>Refurbish Fleet Cranes</b>							
		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	0	0	250
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>
<b>Fleet Services Total:</b>			<b>315</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2020	2021	2022	2023	2024	
<b>Parks</b>										
	52	<b>#0231 Elksentre-Refurbish Parking Lot</b>								
		Repave Elksentre handicap parking lot and road to staff parking with new asphalt as the current surface has exceeded its expected lifespan.								
				Unfunded Future Projects	0	0	100	0	0	
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	
	53	<b>#0251 Connaught Park Enhancement</b>								
		Enhance Connaught Hill Park to support the use of this premier Major Park and replace aging infrastructure. Enhancements include repaved parking lots at the top of the hill to support visitor services and a refurbished flower bed, including upgraded steps, stairs, retaining walls, and signage. The flower bed is well-used for wedding and family photos.								
				Unfunded Future Projects	0	0	160	0	0	
			<b>160</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	
	54	<b>#0644 Hwy 16/97 Landscaping</b>								
		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 it's now time to improve the landscape.								
				Unfunded Future Projects	0	0	0	0	400	
			<b>400</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
55	#0815	<b>Rainbow Park Irrigation</b>							
		Install an irrigation system in Rainbow Park. The Sentinel irrigation system will conserve water, as well as save on labour costs. It will also allow for watering at proper times (early and evenings), in keeping with the City's watering restrictions.							
				Unfunded Future Projects	0	100	0	0	0
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
56	#0853	<b>Lower Patricia Greenway</b>							
		Plan and construct 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. This is a multi-year project totaling \$904,000.							
				Unfunded Future Projects	0	0	372	532	0
			<b>904</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>372</b>	<b>532</b>	<b>0</b>
57	#1140	<b>Ospika/Tabor Blvd Irrigation</b>							
		Install irrigation system for Ospika Blvd and Tabor Blvd.							
				Unfunded Future Projects	0	0	100	0	0
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
58	#1191	<b>Fish Trap Riverfront Park</b>							
		Design and development of the Fish Trap Island Nature Park along the Nechako River, southeast of Foothills Bridge, to support the 2017 Park Strategy policy direction, which identifies riverfront parks as a high priority for strategic investment given the community demands for public access to rivers. Project works include the planning, design, and development of the park with restoration of the former gravel parking area near the Foothills Blvd entrance and Nature Park amenities such as benches, waste receptacles, and signage.							
				Unfunded Future Projects	0	250	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
59	#1192	<b>Hart Connector Trail</b>							
		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.							
				Unfunded Future Projects	0	0	1,500	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>
60	#1384	<b>Rainbow Park Washroom</b>							
		Construct a new public washroom building for Rainbow Park. Currently there are two outhouses available for public use.							
				Unfunded Future Projects	0	300	0	0	0
			<b>300</b>	<b>Project Totals:</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
61	#1390	<b>Exhibition Park Fencing</b>							
		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
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>
62	#1499	<b>New Trails and Paths</b>							
		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	0	250	250	250	250
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
63	#3036	<b>Lheidli T'enneh Memorial Playground Replacement</b>							
		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	0	600	0	0
			<b>600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
64	#3039	<b>Cpl Darren Fitzpatrick Bravery Park Washroom</b>							
		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.							
				Unfunded Future Projects	0	0	0	250	0
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>
65	#3275	<b>Cottonwood &amp; Heritage River Trail Refurbishment - Future Years</b>							
		Complete riverbank stabilization to protect the riverfront park and trail system along Cottonwood Island Park and west along the Heritage River Trail system to the Cameron Street Bridge. A number of trails and structures within Cottonwood Island Park have eroded in recent years creating an unsafe park environment and incomplete trail system. Conceptual options for the riverbank stabilization were developed in 2017 with complete engineered drawings developed in 2018. This project will see the acquisition of environmental permitting and construction of the riverbank stabilization as a phased, multi-year project. The riverfront stabilization will include rip-rap, setback trenches, and bioengineering for the various sections as appropriate.							
				Unfunded Future Projects	0	1,215	795	1,540	1,075
			<b>4,625</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,215</b>	<b>795</b>	<b>1,540</b>	<b>1,075</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
66	#3276	<b>CJG Park Refurbishment</b>							
		<p>Refurbish Carrie Jane Gray Park over a number of years to bring the park up to Athletic Park standard. The earlier stages of the project will focus on infrastructure projects to meet the requirements for hosting the 2022 BC Summer Games, including redevelopment of the Rotary baseball diamond for bantam aged players and redevelopment of a public washroom facility. Future years would see additional work to ball diamonds to meet various user groups needs, removal and replacement of the hard surface courts in the north end of the park, paved parking lots and trail systems, sewer connections, and overall park formalization with signage programs, pedestrian lighting, and tree planting. A conceptual plan and cost estimates are being prepared in fall 2019 and will inform this multi-year capital project.</p>							
				Unfunded Future Projects	0	300	600	750	3,050
			<b>4,700</b>	<b>Project Totals:</b>	<b>0</b>	<b>300</b>	<b>600</b>	<b>750</b>	<b>3,050</b>
<b>Parks Total:</b>			<b>15,139</b>		<b>0</b>	<b>2,415</b>	<b>4,627</b>	<b>3,322</b>	<b>4,775</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2020	2021	2022	2023	2024	
<b>Roads</b>										
	67	<b>#0140 Traffic Control 1st and Carney</b>								
		Install traffic signal to improve traffic operation. Traffic patterns have changed with the completion of Cameron Street Bridge and operational function of this intersection is impacted. Key intersection in the road network connecting the provincial highway system with downtown, rail yards, airport and industrial lands.								
				Unfunded Future Projects	0	0	0	0	150	
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	
	68	<b>#0259 Pedestrian Control 7th/Winnipeg</b>								
		Install a new pedestrian signal at 7th and Winnipeg.								
				Unfunded Future Projects	0	0	0	0	150	
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
69		<b>#0270 Winter Traction/Salt Facility</b>							
		Develop the existing City-owned property adjacent to the Public Works yard at 3990 18th Ave and construct a salt and winter materials storage facility.							
		Municipal winter traction materials and existing infrastructure are currently located at the 18th Ave Public Works yard. The current storage areas do not meet environmental best practices and consolidation would improve efficiencies and storage capacity as well as support myPG environmental goals, align with the City's Salt Management Plan, and align with Environment Canada Regulations and Code of Practice.							
		The City has hired the services of an engineering consultant to complete a detailed design for a salt and winter materials storage facility; the design will be shovel ready for 2021 construction season. The new site will accommodate a municipal salt, brine and winter traction materials storage facility and will house infrastructure necessary to protect these materials from precipitation and other environmental factors. Structures will be placed on impermeable surfaces with containment and access/egress to the site will be improved to increase efficiencies. Increased storage will be obtained to house an annual supply of material. A fleet vehicle wash facility will be included which will allow the cleansing of fleet vehicles and equipment removing the road salts in a contained environment.							
				Unfunded Future Projects	0	4,300	0	0	0
			<b>4,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>4,300</b>	<b>0</b>	<b>0</b>	<b>0</b>
70		<b>#0653 Penn Rd to Boundary Rd Paving</b>							
		Pave Willow Cale between Penn Rd and Boundary Rd with asphalt. This section of Willow Cale Rd is currently the only gravel section along the entire length of the Willow Cale Rd and creates an air quality issue for the local airshed. Since it is gravel the majority of heavy industrial traffic tend to use Penn Rd which is not constructed to handle these heavy loads and therefore Penn Rd is deteriorating at a higher rate, resulting in higher maintenance costs.							
				Unfunded Future Projects	0	0	750	0	0
			<b>750</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
71	#0670	<b>Hwy 97/22nd and Griffiths Improve</b>							
		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	250	5,000
			<b>5,250</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>5,000</b>
72	#0671	<b>Road Realign Hwy 97/Northwood</b>							
		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	0	0	1,500	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>
73	#1131	<b>Hwy 97 Corridor Improvements</b>							
		Participate with the Ministry of Transportation and Infrastructure in developing a strategy 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, active transportation opportunities, and revisions to the interface maintenance agreement. 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's Act. This is a multi-year project totalling \$2,000,000.							
				Unfunded Future Projects	0	0	1,000	1,000	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
74		<b>#1136 5th Ave Downtown Network Improvements</b>							
		Remove all existing hardscape and subbase material (as required) within the proposed curb extension area. The new curb extensions will be constructed with wheelchair ramps and finished in interlocking concrete pavers. Crosswalks, traffic signs and catch basins will be relocated specific to each intersection. Additional construction may include relocating fire hydrants and street lights. Some traffic signal upgrading at Queensway and Victoria St is included. The parking stall count will nearly double in this corridor and pedestrian safety will increase. Potential funding may be available through ICBC Road Improvement Program. Application to be submitted when detailed design is complete.							
				Unfunded Future Projects	0	0	0	0	3,050
			<b>3,050</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,050</b>
75		<b>#1208 Tyner University Heights Turn Lanes</b>							
		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	1,030	0
			<b>1,030</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,030</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
76		<b>#1210 Tyner Blvd Traffic Signal</b>							
		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.							
				Unfunded Future Projects	0	0	0	0	150
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>
77		<b>#1214 Cycling Route Improvements</b>							
		Mark the existing on-street bicycle lanes, including the stand-alone "Bike Lane" as well as the "Share the Road" and "Share with Parking" design standards developed in the Active Transportation Plan. The target locations of this project are the arterial routes in the bowl. Another significant component of this project is the development of a Cycle Route Map which will incorporate connections to parks and trails as well as other key community features. This project is the continuation of the 2016 Cycle Route Improvements and aligns with the application made in 2015 to the Ministry of Transportation and Infrastructure BikeBC Program.							
				Unfunded Future Projects	0	250	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
78		<b>#1218 Hwy 16 and Ferry Ave Intersection</b>							
		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	3,500	1,000
			<b>4,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>1,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
79		<b>#1226 Otway Multi-Use Trail</b>							
		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	800	800	0
			<b>1,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>800</b>	<b>0</b>
80		<b>#1292 Bus Bay Pullout Project</b>							
		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	325	325	325	325
			<b>1,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>325</b>	<b>325</b>	<b>325</b>	<b>325</b>
81		<b>#1443 School and Playground Sign Upgrade</b>							
		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 will review the school and playground safety initiatives recently implemented in Calgary and Chilliwack for consideration in these upgrades. This project may be eligible for ICBC funding.							
				Unfunded Future Projects	0	0	200	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
82	#1462	<b>Massey Carney Civil Improvements</b>							
		Design and construct additional civil works identified in the 2016 design of the Traffic Control Massey and Carney project. The project includes the civil works required to rectify the existing intersection deficiencies according to current standards and the proposed civil works to improve the capacity of the intersection. The proposed capacity improvements will improve the level of service, address the increased intersection volumes, and allow for future growth. Eligible for DCC funding.							
				Unfunded Future Projects	0	0	600	0	0
			<b>600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>
83	#3138	<b>Handlen Rd Bike Lanes</b>							
		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 Kelly Road 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. Eligible for 50% funding from BikeBC.							
				Unfunded Future Projects	0	0	0	600	0
			<b>600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>
<b>Roads Total:</b>			<b>27,380</b>		<b>0</b>	<b>4,875</b>	<b>5,175</b>	<b>7,505</b>	<b>9,825</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Sports &amp; Civic Events</b>									
	84	#1290 Mobile Stage							
		<p>Purchase an all-aluminum mobile staging system with full hydraulics in order to enhance outdoor festivals in Prince George and support community celebrations happening around large-scale sporting events such as the 2022 BC Summer Games. The StageLine SL 100 Mobile Stage is the industry standard with a stage floor of 24'x 20' and a band shell of 24' x 12'. This unit can be towed with a standard pickup truck and only takes 2 people ½ hour to set up. This project supports Council's key corporate priorities and the myPG Community Goals of programming downtown civic facilities and spaces, fostering civic pride, collaborating, and having a healthy, vibrant community. Currently the City is spending up to \$20,000 per year on stage rentals for our outdoor festival events.</p>							
				Unfunded Future Projects	0	211	0	0	0
			211	<b>Project Totals:</b>	0	211	0	0	0
<b>Sports &amp; Civic Events Total:</b>			211		0	211	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Storm Drainage</b>									
85		<b>#0215 Nordic Dr Storm Trunk</b>							
		Alleviate localized flooding on Nordic Dr, redirect drainage from Handlen Rd, and allow for development on Martin Rd.							
				Unfunded Future Projects	0	1,150	0	0	0
			<b>1,150</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>
86		<b>#0439 Storm Water Outfall Reconstruction</b>							
		Reconstruct storm water outfall structures that are deteriorating because of age and maintenance issues. Failing outfalls are causing erosion and deterioration of natural habitat and riparian areas. Priorities have been set in an engineering report.							
				Unfunded Future Projects	0	200	200	200	200
			<b>800</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
87		<b>#0485 Drainage - Storm Linear and Facility Re-investment</b>							
		This project identifies the recommended average annual re-investment for repairs and replacements within the aging storm drainage network, including linear and vertical assets.							
				Unfunded Future Projects	3,357	1,642	3,437	3,541	3,556
			<b>15,532</b>	<b>Project Totals:</b>	<b>3,357</b>	<b>1,642</b>	<b>3,437</b>	<b>3,541</b>	<b>3,556</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
88	#0677	<b>Retention Pond Aberdeen</b>							
		Acquire land to provide for the future construction of a storm retention pond in the Aberdeen area. The retention pond will be required when the Crown land north of Aberdeen Rd is developed.							
				Unfunded Future Projects	0	0	0	125	0
			<b>125</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>
89	#0678	<b>Storm Trunk Shamrock Rd</b>							
		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	60	420
			<b>480</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>420</b>
90	#0679	<b>Storm Outfall BCR Danson</b>							
		Improve the drainage courses and outfalls as required to accommodate increased development.							
				Unfunded Future Projects	0	0	0	70	380
			<b>450</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>380</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
91		<b>#0680 Noranda Retention Pond</b>							
		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	430	0	0
			<b>430</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>
92		<b>#0681 Storm Upgrades College Heights</b>							
		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	1,200	0	0
			<b>1,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>0</b>
93		<b>#0682 Detention Pond Gladstone</b>							
		Accommodate additional runoff from future development as recommended in the Watershed Drainage Plan.							
				Unfunded Future Projects	0	2,650	0	0	0
			<b>2,650</b>	<b>Project Totals:</b>	<b>0</b>	<b>2,650</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
94		<b>#0859 Watershed Monitoring Stations</b>							
		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
			<b>70</b>	<b>Project Totals:</b>	<b>0</b>	<b>35</b>	<b>35</b>	<b>0</b>	<b>0</b>
95		<b>#1112 Meyer Rd Storm Sewer</b>							
		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	390	0	0	0
			<b>390</b>	<b>Project Totals:</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>0</b>
96		<b>#1115 McMillan Creek Crossing-McMillan Dr</b>							
		Replace existing culverts with free span structure. Identified in McMillan Creek Watershed Plan that existing culverts are deteriorating and severely impact fish passage. Insufficient road cover to allow for new arch culvert, though box culvert may be an option. Adjacent driveway accesses are a constraint. Crossing is highly vulnerable to debris flow and beaver activity.							
				Unfunded Future Projects	0	1,300	0	0	0
			<b>1,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
97		<b>#1116 Storm Sewer - University Heights to Range Rd</b>							
		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	1,450	0	0
			<b>1,450</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>0</b>	<b>0</b>
98		<b>#1117 Storm Sewer Improve - Ferry to Range</b>							
		Upgrade existing 2400mm dia storm sewer to facilitate installation of a perforated piping recharge system to accommodate increased storm water runoff volumes from new development (University Heights, Recplace, 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. Has high environmental value.							
				Unfunded Future Projects	0	75	600	0	0
			<b>675</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>600</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
99		<b>#1439 Winnipeg St - Storm Drainage Treatment</b>							
		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	600	0	0
			<b>600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>
100		<b>#3133 Giscome Rd Culvert Replacement</b>							
		Replace culvert on Giscome Rd, between Sommerville Rd and Evasko Rd. The culvert is on a fish bearing watercourse and requires additional professional design recommendations.							
				Unfunded Future Projects	0	1,600	0	0	0
			<b>1,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
101	#3210	<b>1st Ave Flood Pump Station</b>							
		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	150	1,700	0	0
			<b>1,850</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>1,700</b>	<b>0</b>	<b>0</b>
<b>Storm Drainage Total:</b>			<b>30,752</b>		<b>3,357</b>	<b>9,192</b>	<b>9,652</b>	<b>3,996</b>	<b>4,556</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>Street Lighting</b>									
	102	#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. The original installation of these lights is no longer compliant with City standards or electrical code practices. Approximately 2500 lights are over 40 years old.							
				Unfunded Future Projects	0	0	300	300	350
			950	<b>Project Totals:</b>	0	0	300	300	350
<b>Street Lighting Total:</b>			950		0	0	300	300	350
<b>1-General Fund Total:</b>			129,154		9,069	26,946	35,453	26,579	31,108

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>2-District Energy Fund</b>									
<b>District Energy</b>									
103		<b>#1471 DES Peaking Plant Boilers Inspection and Tune-Up</b>							
		The reason for this capital request is to bring in the boiler manufacturer to perform the required annual maintenance inspection that is overdue and to confirm the emergency safety shutdown instrumentation working conditions. This opportunity will provide our City staff with hands on troubleshooting and key component knowledge for future maintenance of these important redundancy heating boilers. The manufacturer will provide operating and maintenance instructions as well as a schedule of when to perform maintenance and inspections.							
				Unfunded Future Projects	0	21	0	21	0
			<b>42</b>	<b>Project Totals:</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>
<b>District Energy Total:</b>			<b>42</b>		<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>
<b>2-District Energy Fund Total:</b>			<b>42</b>		<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
104	#0511	<b>Forcemain Replace PW117</b>							
		Replace forcemain to accommodate growth in the Hart area.							
				Unfunded Future Projects	0	0	0	1,300	0
			<b>1,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300</b>	<b>0</b>
105	#0526	<b>2022 WWTC Centrifuge</b>							
		Upgrade centrifuge scroll and insert due to deterioration. The manufacturer's recommended maintenance schedule requires that each centrifuge receive major maintenance every 9000 hours. WWTC is operating two centrifuges to dewater the sludge from the digesters.							
				Unfunded Future Projects	0	0	100	0	0
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>
106	#0536	<b>Sanitary Extension Nordic/Chestnut</b>							
		Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.							
				Unfunded Future Projects	0	0	0	0	290
			<b>290</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>290</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
107	#0539	<b>Sanitary Trunk Extension Cranbrook Hill</b>							
		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	0	0	500	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>
108	#1079	<b>2023 WWTC Centrifuge</b>							
		Upgrade and retile centrifuge scroll and insert due to deterioration.							
				Unfunded Future Projects	0	0	0	100	0
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>
109	#1196	<b>PW125 Decommission and New Sewer Main</b>							
		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	2,600	0	0
			<b>2,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,600</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
110	#3221	<b>Wastewater Treatment Plant Renewal</b>							
		Renew wastewater treatment plant mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	0	1,200	1,500	1,500	1,800
			<b>6,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,200</b>	<b>1,500</b>	<b>1,500</b>	<b>1,800</b>
111	#3222	<b>PW101 Replacement</b>							
		Replace pump station PW101, 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 pump station that services the area bounded by Hwy 97, Hwy 16, and the Fraser River.							
				Unfunded Future Projects	0	500	3,500	3,000	0
			<b>7,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>3,500</b>	<b>3,000</b>	<b>0</b>
112	#3223	<b>PW102 Replacement</b>							
		Replace pump station PW102, which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
				Unfunded Future Projects	0	0	0	100	1,000
			<b>1,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>1,000</b>
<b>Sewer Operations Total:</b>			<b>18,990</b>		<b>0</b>	<b>1,700</b>	<b>8,200</b>	<b>6,000</b>	<b>3,090</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>3-Sewer Fund Total:</b>			<b>18,990</b>		<b>0</b>	<b>1,700</b>	<b>8,200</b>	<b>6,000</b>	<b>3,090</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
<b>4-Water Fund</b>									
<b>Water Operations</b>									
113	#0602	<b>Water Main Construction PW805 Fishtrap</b>							
		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	0	0	0	0	500
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
114	#0603	<b>PW605 Caisson Development</b>							
		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	0	0	100	2,500	3,000
			<b>5,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>2,500</b>	<b>3,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2020	2021	2022	2023	2024
115	#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	100	4,000	4,000	0
			<b>8,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>
116	#3298	Pump Station PW614 Replacement							
		Construct a new pump station to meet current and future water supply needs for the Blackburn area. The station will be designed to meet fire flow needs of the area.							
				Unfunded Future Projects	0	100	1,100	400	0
			<b>1,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>1,100</b>	<b>400</b>	<b>0</b>
<b>Water Operations Total:</b>			<b>15,800</b>		<b>0</b>	<b>200</b>	<b>5,200</b>	<b>6,900</b>	<b>3,500</b>
<b>4-Water Fund Total:</b>			<b>15,800</b>		<b>0</b>	<b>200</b>	<b>5,200</b>	<b>6,900</b>	<b>3,500</b>

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<b>Grand Total:</b>	<b>163,985</b>	<b>9,069</b>	<b>28,866</b>	<b>48,853</b>	<b>39,499</b>	<b>37,698</b>
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Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>1-General Fund</b>									
<b>Civic Facilities</b>									
	1	#3251 Civic Facility Roofs Replacements 2025							
		Replace roofs on the Sports Centre (upper roof) and Millennium Barns.							
				Unfunded Future Projects	186	0	0	0	0
			<b>186</b>	<b>Project Totals:</b>	<b>186</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Total:</b>			<b>186</b>		<b>186</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Development Planning and Administration</b>									
	2	<b>#1503 Off-Site Works</b>							
		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	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Development Planning and Administration Total:</b>			<b>500</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Engineering</b>									
	<b>3</b>	<b>#0697 South Ft George Flood Protection</b>							
		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. Project involves land acquisition as the first stage.							
				Unfunded Future Projects	0	1,000	900	1,000	0
			<b>2,900</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>900</b>	<b>1,000</b>	<b>0</b>
	<b>4</b>	<b>#0701 Flood Protect Various Risk Areas</b>							
		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	1,535	1,000	0	0
			<b>2,535</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,535</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
	<b>5</b>	<b>#3188 CARIP - Energy/GHG Reduction</b>							
		Undertake various energy conservation, efficiency, and reduction projects across the organization. Supports the goals of the City's various climate change mitigation and energy and GHG reduction plans, making use of the Climate Action Revenue Incentive Program (CARIP) carbon tax rebates.							
				Unfunded Future Projects	200	200	200	200	200
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Engineering Total:</b>			<b>6,435</b>		<b>200</b>	<b>2,735</b>	<b>2,100</b>	<b>1,200</b>	<b>200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Exhibition Park and Community Arenas</b>									
	6	#3208 Janitorial Equip-Replace Floor Scrubbers							
		Implement an annual custodial equipment replacement program to enhance healthy, safe, and clean facilities.							
				Unfunded Future Projects	50	66	13	19	148
			<b>295</b>	<b>Project Totals:</b>	<b>50</b>	<b>66</b>	<b>13</b>	<b>19</b>	<b>148</b>
<b>Exhibition Park and Community Arenas Total:</b>			<b>295</b>		<b>50</b>	<b>66</b>	<b>13</b>	<b>19</b>	<b>148</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Fleet Services</b>									
	7	#0431 Mobile Equipment Replacement							
		Annual replacement of vehicles currently part of the City fleet.							
				Unfunded Future Projects	3,496	4,204	4,801	6,730	3,555
			<b>22,785</b>	<b>Project Totals:</b>	<b>3,496</b>	<b>4,204</b>	<b>4,801</b>	<b>6,730</b>	<b>3,555</b>
<b>Fleet Services Total:</b>			<b>22,785</b>		<b>3,496</b>	<b>4,204</b>	<b>4,801</b>	<b>6,730</b>	<b>3,555</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Parks</b>									
	<b>8</b>	<b>#0311 Tree Planting Greening the City</b>							
		Plant 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	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
	<b>9</b>	<b>#0382 Nature Park Improvements</b>							
		Upgrade aging park infrastructure throughout the City's Nature Parks to support community demands as well as the policy direction in the 2017 Park Strategy, which identified Nature Parks as a high priority for strategic investment. Priorities for 2020 include repairs to the fishing docks at Shane Lake and replacing sections of the boardwalk trail around Ferguson Lake. Future years would see upgrades to outhouses, garbage bins, signage, benches, and other amenities at various Nature Parks.							
				Unfunded Future Projects	75	75	75	75	75
			<b>375</b>	<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
10	#0931	<b>Boulevard Restoration</b>							
		Upgrade existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvements include irrigation system enhancements, edging, and tree/shrub planting. Upgrades to the hard surface areas of the boulevards to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment. The project focus in 2020 will be along Tabor Blvd and Tyner Blvd, with additional boulevards upgraded in future years.							
				Unfunded Future Projects	160	160	160	160	160
			<b>800</b>	<b>Project Totals:</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
11	#1097	<b>Trails Rehabilitation</b>							
		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. The priority in 2020 includes improving the trails from the downtown core to the top of Connaught Hill Park and replacing failing sections of the Gladstone trail network, Tyner Boulevard trail, Wilson Park trails, and the UNBC Connector Trail system.							
				Unfunded Future Projects	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
12	#1378	<b>Playground Replacement Program</b>							
		Remove and replace three playgrounds on an annual basis. The Playground Audit determined the compliancy of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit confirmed that 25 playgrounds have high risks largely due to their age (40 year old infrastructure) while an additional 24 playgrounds present a medium level of risk. The Playground Audit results helped to inform the playground priorities identified through the 2016 Park Strategy, which include higher priority playground reinvestment sites that are identified as high risk and are located in areas of high community demand such as multi-use destinations or neighborhoods with limited playground amenities as well as playgrounds that are identified as high risk and are of low community demand (e.g. surplus) and are proposed for immediate removal. The playground replacement is proposed as an annual program given the high cost at a minimum of \$65,000 per playground. This annual budget 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	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
13	#1499	<b>New Trails and Paths</b>							
		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	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
14	#3275	<b>Cottonwood &amp; Heritage River Trail Refurbishment - Future Years</b>							
		Complete riverbank stabilization to protect the riverfront park and trail system along Cottonwood Island Park and west along the Heritage River Trail system to the Cameron Street Bridge. A number of trails and structures within Cottonwood Island Park have eroded in recent years creating an unsafe park environment and incomplete trail system. Conceptual options for the riverbank stabilization were developed in 2017 with complete engineered drawings developed in 2018. This project will see the acquisition of environmental permitting and construction of the riverbank stabilization as a phased, multi-year project. The riverfront stabilization will include rip-rap, setback trenches, and bioengineering for the various sections as appropriate.							
				Unfunded Future Projects	2,100	975	0	0	0
			<b>3,075</b>	<b>Project Totals:</b>	<b>2,100</b>	<b>975</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks Total:</b>			<b>8,500</b>		<b>3,185</b>	<b>2,060</b>	<b>1,085</b>	<b>1,085</b>	<b>1,085</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Roads</b>									
	15	<b>#0140 Traffic Control 1st and Carney</b>							
		Install traffic signal to improve traffic operation. Traffic patterns have changed with the completion of Cameron Street Bridge and operational function of this intersection is impacted. Key intersection in the road network connecting the provincial highway system with downtown, rail yards, airport and industrial lands.							
				Unfunded Future Projects	350	0	0	0	0
			<b>350</b>	<b>Project Totals:</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	16	<b>#0167 Road Widening Austin Rd West</b>							
		Widen Austin Rd West, includes land acquisition. 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
			<b>3,000</b>	<b>Project Totals:</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	17	<b>#0399 Road Rehabilitation</b>							
		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	5,650	5,650	5,650	5,650	5,650
			<b>28,250</b>	<b>Project Totals:</b>	<b>5,650</b>	<b>5,650</b>	<b>5,650</b>	<b>5,650</b>	<b>5,650</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
18	#0665	<b>Ring Rd Dangerous Goods Route</b>							
		Construct the western leg of the Boundary Rd project, Hwy 16 West to Hwy 97 South.							
				Unfunded Future Projects	0	200	1,000	7,000	0
			<b>8,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>1,000</b>	<b>7,000</b>	<b>0</b>
19	#0666	<b>Traffic Control 10th and Carney</b>							
		Install traffic signal to improve traffic operation.							
				Unfunded Future Projects	0	150	350	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>350</b>	<b>0</b>	<b>0</b>
20	#0668	<b>Glengarry Rd Extension</b>							
		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
			<b>1,326</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>1,026</b>	<b>0</b>
21	#0671	<b>Road Realign Hwy 97/Northwood</b>							
		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	0	1,500	0	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
22	#0672	<b>Glen Lyon Way Extension</b>							
		Extend Glen Lyon Way from St. Patrick to Domano Blvd.							
				Unfunded Future Projects	0	0	200	1,800	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>1,800</b>	<b>0</b>
23	#0673	<b>Malaspina Cowart Connector</b>							
		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	0	0	1,000	5,000	0
			<b>6,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>5,000</b>	<b>0</b>
24	#0674	<b>5th Ave Widening</b>							
		Widen 5th Ave by purchasing property along 5th Ave (from the Bypass to the transition into 4th Ave) and completely reconstructing all curb and gutter to allow for lane widening, bicycle lanes, and improved left turn movements.							
				Unfunded Future Projects	1,800	1,200	0	0	0
			<b>3,000</b>	<b>Project Totals:</b>	<b>1,800</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
25	#0675	<b>Foothills Blvd Extension</b>							
		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
			<b>20,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
26	#0676	<b>Ospika Connector</b>							
		Construct Ospika Blvd from Tyner Blvd to Marleau Rd.							
				Unfunded Future Projects	0	10,000	10,000	10,000	0
			<b>30,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
27	#1093	<b>Sidewalk and Walkway Rehabilitation</b>							
		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 the planning, prioritizing and construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Unfunded Future Projects	650	650	650	650	650
			<b>3,250</b>	<b>Project Totals:</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
28	#1133	<b>Ferry/Upland/Lansdowne Intersection</b>							
		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. Land acquisition with School District 57 will be identified and negotiated to allow for this alignment change. Potential partnerships with ICBC Road Improvement Program and Ministry of Transportation and Infrastructure.							
				Unfunded Future Projects	3,500	0	0	0	0
			<b>3,500</b>	<b>Project Totals:</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
29	#1134	<b>2nd Ave Downtown Network Improvements</b>							
		Remove all existing hardscape and subbase material (as required) within the proposed curb extension area. The new curb extensions will be constructed with wheelchair ramps and finished in interlocking concrete pavers. Crosswalks, traffic signs and catch basins will be relocated specific to each intersection. Additional construction may include relocating fire hydrants and street lights. Some traffic signal upgrading will be required at Brunswick St and Victoria St to accommodate eastbound traffic. The parking stall count will nearly double in this corridor and pedestrian safety will increase. Potential funding may be available through ICBC Road Improvement Program. Application to be submitted when detailed design is complete.							
				Unfunded Future Projects	2,830	0	0	0	0
			<b>2,830</b>	<b>Project Totals:</b>	<b>2,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
30		<b>#1135 7th Ave Downtown Network Improvements</b>							
		Remove all existing hardscape and subbase material (as required) within the proposed curb extension area. The new curb extensions will be constructed with wheelchair ramps and finished in interlocking concrete pavers. Crosswalks, traffic signs and catch basins will be relocated specific to each intersection. Additional construction may include relocating fire hydrants and street lights. Some traffic signal upgrading at Dominion St and Victoria St is included. The parking stall count will nearly double in this corridor and pedestrian safety will increase. Potential funding may be available through ICBC Road Improvement Program. Application to be submitted when detailed design is complete.							
				Unfunded Future Projects	0	2,500	0	0	0
			<b>2,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
31		<b>#1209 Tyner Blvd Bus Pullouts</b>							
		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 TAC'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	325	0	0
			<b>325</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>325</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
32	#1211	<b>Tyner Blvd Four-Laning</b>							
		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	0	0	5,100	5,100	0
			<b>10,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>5,100</b>	<b>5,100</b>	<b>0</b>
33	#1292	<b>Bus Bay Pullout Project</b>							
		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	150	0	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
34	#1489	<b>New Sidewalks</b>							
		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	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
35	#3121	<b>2nd Ave Angle Parking Two-Way Conversion</b>							
		Implement angled parking from Vancouver St to Queensway and implement two-way traffic from Queensway to Victoria St along 2nd Ave. Implementation involves "bulb-outs" at the intersections, including the installation of concrete curb and gutters, catch basins, planters, and paving stones. The works will reduce 2nd Ave to two lanes, reduce the pedestrian crossing distance, indirectly reduce the average travel speed, and potentially increase on-street parking by approximately 20-25%.							
				Unfunded Future Projects	0	0	2,800	0	0
			<b>2,800</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,800</b>	<b>0</b>	<b>0</b>
36	#3249	<b>Traffic Controller and Signal Optical Detection Upgrade</b>							
		Replace traffic controllers and upgrade and replace traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				Unfunded Future Projects	75	75	75	75	75
			<b>375</b>	<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>
<b>Roads Total:</b>			<b>132,056</b>		<b>18,405</b>	<b>22,325</b>	<b>37,850</b>	<b>46,701</b>	<b>6,775</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2025	2026	2027	2028	2029	
<b>Storm Drainage</b>										
	37	<b>#0439 Storm Water Outfall Reconstruction</b>								
		Reconstruct storm water outfall structures that are deteriorating because of age and maintenance issues. Failing outfalls are causing erosion and deterioration of natural habitat and riparian areas. Priorities have been set in an engineering report.								
				Unfunded Future Projects	200	200	200	200	200	200
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
	38	<b>#0485 Drainage - Storm Linear and Facility Re-investment</b>								
		This project identifies the recommended average annual re-investment for repairs and replacements within the aging storm drainage network, including linear and vertical assets.								
				Unfunded Future Projects	3,733	3,920	4,116	4,322	4,538	4,538
			<b>20,629</b>	<b>Project Totals:</b>	<b>3,733</b>	<b>3,920</b>	<b>4,116</b>	<b>4,322</b>	<b>4,538</b>	<b>4,538</b>
	39	<b>#1029 Storm Drainage - Catch Basin Replacement Program</b>								
		Replace aging storm drainage infrastructure. Damaged catch basins can cause a public safety issue for cyclists, motorists, and pedestrians. There are approximately 5,250 catch basins in the City's storm sewer system; the goal is to replace 12 catch basins annually.								
				Unfunded Future Projects	300	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
40	#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	80	80	80	80	80
			<b>400</b>	<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>Storm Drainage Total:</b>			<b>23,529</b>		<b>4,313</b>	<b>4,500</b>	<b>4,696</b>	<b>4,902</b>	<b>5,118</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2025	2026	2027	2028	2029	
<b>Street Lighting</b>										
	41	<b>#1207 Tyner Blvd Street Lights</b>								
		Install street lighting along Tyner Blvd. This project has been broken into three construction phases for feasibility. Phase 1 - New street lighting along Tyner Blvd from the end of the existing street lights at the Ospika Blvd intersection to University Heights Dr. Phase 2 - University Heights Dr to the future Massey Blvd intersection or approximately halfway to UNBC. Phase 3 - From the end of Phase 2 through to UNBC driveway entrance.								
				Unfunded Future Projects	0	500	500	500	0	
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0</b>	
	42	<b>#1222 Crescents Street Lighting</b>								
		Provide City street lights on the roadways in the Crescents Neighbourhood. Currently BC Hydro service trespasses from rear lane to frontage road to provide street lighting. New RS4 zoning development undertaken where there is an existing service to street lights will be in conflict and removal of street lighting will put the neighbourhood in the dark. Multi-year project totaling \$1,318,000.								
				Unfunded Future Projects	410	386	184	338	0	
			<b>1,318</b>	<b>Project Totals:</b>	<b>410</b>	<b>386</b>	<b>184</b>	<b>338</b>	<b>0</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
43		<b>#3116 Street Light Replacement Program</b>							
		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. The original installation of these lights is no longer compliant with City standards or electrical code practices. Approximately 2500 lights are over 40 years old.							
				Unfunded Future Projects	350	400	400	400	400
			<b>1,950</b>	<b>Project Totals:</b>	<b>350</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Street Lighting Total:</b>			<b>4,768</b>		<b>760</b>	<b>1,286</b>	<b>1,084</b>	<b>1,238</b>	<b>400</b>
<b>1-General Fund Total:</b>			<b>199,053</b>		<b>30,695</b>	<b>37,275</b>	<b>51,729</b>	<b>61,975</b>	<b>17,380</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>2-District Energy Fund</b>									
<b>District Energy</b>									
	44	#1471 DES Peaking Plant Boilers Inspection and Tune-Up							
		The reason for this capital request is to bring in the boiler manufacturer to perform the required annual maintenance inspection that is overdue and to confirm the emergency safety shutdown instrumentation working conditions. This opportunity will provide our City staff with hands on troubleshooting and key component knowledge for future maintenance of these important redundancy heating boilers. The manufacturer will provide operating and maintenance instructions as well as a schedule of when to perform maintenance and inspections.							
				Unfunded Future Projects	21	0	21	0	21
			<b>62</b>	<b>Project Totals:</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>
<b>District Energy Total:</b>			<b>62</b>		<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>
<b>2-District Energy Fund Total:</b>			<b>62</b>		<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
45	#0537	Sanitary North/Central Relief							
		Sanitary north/central relief project to accommodate growth and development.							
				Unfunded Future Projects	900	0	0	0	0
			<b>900</b>	<b>Project Totals:</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
46	#0538	Sanitary Otway/Tabor Relief							
		Install sanitary sewer main in the Heritage/Otway subdivision area.							
				Unfunded Future Projects	0	0	410	0	0
			<b>410</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>0</b>	<b>0</b>
47	#1081	Biosolid Odour Control							
		Provide better management of the storage of the biosolids and the associated odours; this is a multi-year project.							
				Unfunded Future Projects	850	450	0	0	0
			<b>1,300</b>	<b>Project Totals:</b>	<b>850</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
48	#1168	<b>Mobile Equipment Replacement - Sewer</b>							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Unfunded Future Projects	244	348	1,008	1,823	178
			<b>3,601</b>	<b>Project Totals:</b>	<b>244</b>	<b>348</b>	<b>1,008</b>	<b>1,823</b>	<b>178</b>
49	#1263	<b>Ahbau Sanitary Sewer Upgrade</b>							
		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	670	0	0	0	0
			<b>670</b>	<b>Project Totals:</b>	<b>670</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
50	#1491	<b>Prepaving Upgrade - Sewer</b>							
		Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
				Unfunded Future Projects	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
51		<b>#1492 Sanitary Liftstations Upgrade</b>							
		Upgrade existing City-owned sanitary liftstations to maintain facilities sanitary infrastructure systems. All the lift stations 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, less sewer backup claims, and reduced critical failures.							
				Unfunded Future Projects	200	200	200	200	200
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
52		<b>#1493 Sanitary Lat Relin/Repl</b>							
		Reline sanitary laterals or replace service laterals damaged by root problems or pipe failure. Extends the useful life of the assets and prevents and reduces discharge to the environment and property damage.							
				Unfunded Future Projects	40	40	40	40	40
			<b>200</b>	<b>Project Totals:</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
53		<b>#3221 Wastewater Treatment Plant Renewal</b>							
		Renew wastewater treatment plant mechanical, electrical, partitions and 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
			<b>9,000</b>	<b>Project Totals:</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
54	#3223	<b>PW102 Replacement</b>							
		Replace pump station PW102, which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
				Unfunded Future Projects	5,000	0	0	0	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
55	#3224	<b>Wastewater Treatment Plant New Components</b>							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	2,650	2,650	650	650	650
			<b>7,250</b>	<b>Project Totals:</b>	<b>2,650</b>	<b>2,650</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>Sewer Operations Total:</b>			<b>29,881</b>		<b>12,464</b>	<b>5,598</b>	<b>4,218</b>	<b>4,623</b>	<b>2,978</b>
<b>3-Sewer Fund Total:</b>			<b>29,881</b>		<b>12,464</b>	<b>5,598</b>	<b>4,218</b>	<b>4,623</b>	<b>2,978</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>4-Water Fund</b>									
<b>Water Operations</b>									
56	#0087	<b>Lower Hart Water Main</b>							
		Phase 2 - Continue installation of 350mm diameter water main from Aberdeen Road to Blueberry Road to improve fire protection for existing and future developments. Improves system reliability in the area and allows for development to proceed.							
				Unfunded Future Projects	1,000	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
57	#0168	<b>Water Sup BCR/Danson Simon Fraser Bridge</b>							
		Connect the water main distribution system to the BCR/Danson site. This project is funds committed to the Ministry of Transportation and Infrastructure for this portion of the work on the new Simon Fraser Bridge.							
				Unfunded Future Projects	0	1,000	4,000	0	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>4,000</b>	<b>0</b>	<b>0</b>
58	#0602	<b>Water Main Construction PW805 Fishtrap</b>							
		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	4,500	0	0	0	0
			<b>4,500</b>	<b>Project Totals:</b>	<b>4,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
59		<b>#0610 Harper Valley Reservoir and Main</b>							
		Construct a reservoir and large diameter transmission supply water main to service the future development of the Harper Valley area, extending from Blueberry Rd/Hwy 97 North (Hart) to Foothills Blvd (between North Nechako Rd and Highland Dr). The water main would extend from the new reservoir to the existing reservoir PW810 located south of the weigh scales at Blueberry Rd.							
				Unfunded Future Projects	0	0	0	5,000	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>
60		<b>#0743 River Rd Water Main Extension</b>							
		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	2,300	0	0	0
			<b>2,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>0</b>
61		<b>#1109 Central Hart Water Improvements</b>							
		Extend 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 through the mobile home park in the second year.							
				Unfunded Future Projects	2,000	2,000	0	0	0
			<b>4,000</b>	<b>Project Totals:</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
62	#1169	Mobile Equipment Replacement - Water							
		Annual replacement of water vehicles currently part of the City fleet.							
				Unfunded Future Projects	182	314	636	108	439
			<b>1,679</b>	<b>Project Totals:</b>	<b>182</b>	<b>314</b>	<b>636</b>	<b>108</b>	<b>439</b>
63	#1227	New Pressure Zone 2 Reservoir							
		Construct a new 6.82ML reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	0	4,000	1,550	0	0
			<b>5,550</b>	<b>Project Totals:</b>	<b>0</b>	<b>4,000</b>	<b>1,550</b>	<b>0</b>	<b>0</b>
64	#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	1,150	0	0
			<b>1,150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
65		<b>#1234 Vista to North St Water Main Connector</b>							
		Construct 500m of 300mm watermain to connect Vista View Road to the Pressure Zone 4 watermain at the end of North St near reservoir PW 824. The alignment is along the future Ospika Rd which has already been raised to 1m below future road grade.							
				Unfunded Future Projects	1,100	0	0	0	0
			<b>1,100</b>	<b>Project Totals:</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
66		<b>#1237 West Noranda Water Main Connector</b>							
		Construct 155m of 200mm water main along Noranda Rd West from Sloan Rd to Hwy 97.							
				Unfunded Future Projects	0	0	150	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>
67		<b>#1238 Noranda Rd East Water Main Connector</b>							
		Construct 850m of 250mm water main on Noranda Rd East from Fehr Rd to Bellamy.							
				Unfunded Future Projects	0	0	1,000	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
68	#1240	<b>Lehman - Grant Water Main Connector</b>							
		Construct 400m of 300mm diameter water main from Lehman St to Grant Rd.							
				Unfunded Future Projects	0	0	0	575	0
			<b>575</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>575</b>	<b>0</b>
69	#1241	<b>Grant to Hartway Water Main Connector</b>							
		Construct approximately 260m of 300mm diameter water main from Grant Rd to Hartway Dr.							
				Unfunded Future Projects	0	400	0	0	0
			<b>400</b>	<b>Project Totals:</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
70	#1249	<b>Cowart Rd Water Main Connector</b>							
		Construct 675m of 300mm diameter water main along Cowart Rd north from Simon Fraser Ave.							
				Unfunded Future Projects	0	925	0	0	0
			<b>925</b>	<b>Project Totals:</b>	<b>0</b>	<b>925</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
71	#1391	<b>Construction Tools and Equipment</b>							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Unfunded Future Projects	50	50	50	50	50
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
72	#3101	<b>Water Main Replacement</b>							
		Construct water main replacements. Water main replacements are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows the planning, prioritizing, engineering, and construction of water main replacements. The program proactively replaces water mains to reduce the risk of water main breaks.							
				Unfunded Future Projects	5,200	5,200	5,200	5,200	5,200
			<b>26,000</b>	<b>Project Totals:</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>
73	#3102	<b>New Water Mains</b>							
		Construct new water mains. New water mains are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows the planning, prioritizing, engineering, and construction of new water mains. The new water mains program will increase fire flow and redundancy in the City's network.							
				Unfunded Future Projects	800	800	800	800	800
			<b>4,000</b>	<b>Project Totals:</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
74	#3184	<b>New Water Facilities</b>							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014. This capital amount allows for the planning, prioritizing, engineering, and construction of new vertical assets.							
				Unfunded Future Projects	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
75	#3185	<b>Water Facilities Renewal</b>							
		Renew water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014.							
				Unfunded Future Projects	600	600	600	600	600
			<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
76	#3293	<b>Prepaving Water Infrastructure</b>							
		Inspect and investigate the underground water infrastructure prior to paving. Tasks such as leak detection, hydrant maintenance, valve inspections, and location mapping are necessary in order to identify the required repairs. Master plans and condition assessments have identified that much of the City's water infrastructure is aging, supporting the need for investigations and renewal work to be completed prior to road rehabilitation. These tasks are critical in helping the City with early identification of potential issues, to ensure the delivery of high quality potable water, and to reduce the potential of having to destroy new pavement to complete repairs.							
				Unfunded Future Projects	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
<b>Water Operations Total:</b>			<b>68,629</b>		<b>15,642</b>	<b>17,799</b>	<b>15,346</b>	<b>12,543</b>	<b>7,299</b>
<b>4-Water Fund Total:</b>			<b>68,629</b>		<b>15,642</b>	<b>17,799</b>	<b>15,346</b>	<b>12,543</b>	<b>7,299</b>
<b>Grand Total:</b>			<b>297,626</b>		<b>58,822</b>	<b>60,671</b>	<b>71,314</b>	<b>79,140</b>	<b>27,678</b>