

2021-2025
FINANCIAL PLAN



CITY OF
PRINCE GEORGE

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Budget Meeting Schedule

Date	Time	Service Category
January 25, 2021	3:30 pm	<ul style="list-style-type: none"> • Opportunity for public input (15 minutes) • Budget overview and public consultation results • 2021-2025 Capital Expenditure Plan • Corporate Management • Fire • Police • Community Services & Public Safety • Planning and Development
	5:00 pm - 6:00 pm	<ul style="list-style-type: none"> • Recess
	6:00 pm	<ul style="list-style-type: none"> • Opportunity for public input (15 minutes) • Service Agreements (Prince George Public Library, Tourism Prince George) • External Relations • Civic Operations • Administrative Services • Human Resources & Corporate Safety • Financial Services and Fiscal Services
January 27, 2021 (if necessary)	3:30 pm	<ul style="list-style-type: none"> • Opportunity for public input (15 minutes)
	5:00 pm - 6:00 pm	<ul style="list-style-type: none"> • Recess
	6:00 pm	<ul style="list-style-type: none"> • Opportunity for public input (15 minutes)

DATE: January 12, 2021

TO: MAYOR AND COUNCIL

NAME AND TITLE: Kris Dalio, Director of Finance

SUBJECT: 2021 – 2025 Financial Plan

PURPOSE:

To provide readers with a clear understanding of the City's proposed 2021 – 2025 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 15th of each year). The financial plan must include the following for each year of the plan:

Proposed expenditures including separate amounts for:

- Interest and principal on debt;
- Capital purposes;
- A deficiency from a previous year, if applicable; and
- Other purposes.

Proposed funding sources including separate amounts for:

- Revenue from property and parcel taxes;
- Fees and charges;
- Proceeds from borrowing; and
- Revenue from other sources.

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

As per 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 prior to finalizing the budget. In 2020, because of the challenge of conducting public engagement during the pandemic, these activities were online and involved a budget survey and a Talktober town hall hosted by the Mayor and delivered via Zoom.

Just over 1,000 people responded to the budget survey, and nearly 100 participated in the town hall, either as Zoom registrants or viewers of the simulcast on the City facebook channel.

A fulsome summary of the budget survey and Talktober, complete with charts and information about the public awareness campaign, was provided to the Finance and Audit Committee in November, 2020. Here is the link to that report: <https://pub-princegeorge.escribemeetings.com/filestream.ashx?DocumentId=6551>

Summary of Survey Results

Service areas that respondents felt should get additional funding included Police Services, Roads and Sidewalks, and Snow and Ice Control. Decreases in funding were identified for Fire Protection, Bylaw Enforcement, Public Transit, Recreation and Community Services, Community Support Services, Parks, Trails and Beautification, Community Planning and Infrastructure, Services that Attract and Retain Businesses and Facilitate Development, Environmental Management and Climate Action, and Corporate Services.

Three questions were asked about local impacts of the COVID-19 pandemic. In answering each, respondents were able to adjust a slider on a 100-point scale, with one being significantly decreased, 50 being the same, and 100 being significantly increased:

- Has the pandemic affected income levels in your home/business? Average: 45
- Has the pandemic affected the confidence you feel in PG and its economy? Average: 42
- Has the pandemic affected your use of parks, trails, and sidewalks for things like walking and biking? Average: 62

Because the pandemic has also significantly affected City finances and revenues, respondents could indicate ways that the shortfall could be addressed. The three most popular results:

- “Seek financial assistance from the provincial and federal governments” – 66%
- “Sell some city land” – 59%
- “Keep facilities closed” – 55%

More than 600 respondents also provided comments in a free-form section that allowed for respondents to provide information in their own words. The most common themes for comments were Budgets and Expenses (33%) and Council and staff remuneration (31%).

Talktober Town Hall

During the town hall meeting on October 27, Mayor Hall responded to nearly 30 questions on a variety of topics, including:

- Parking downtown and throughout the community;
- Funding for capital projects and infrastructure maintenance;
- Crime in the downtown and other areas of the community;
- Social issues such as homelessness;
- Road and Sidewalk rehabilitation;
- Closing and re-opening arenas and public facilities during the pandemic;
- Reducing staff overtime and salaries.

Summary

The results of the 2021 budget consultation, including a recording of the Talktober Town Hall, are available to the public on the City website: www.princegeorge.ca/getinvolved.

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 25th meeting. If the budget discussions have not concluded by the end of the January 25th meeting, Administration and Council will reconvene on January 27th 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 Fund, Sewer Fund, Water Fund and District Energy Fund. Each fund has a balanced budget for both operating and capital expenditures and each has specific operating and capital sources of funds available to finance its programs.

General Fund – This is the largest fund and provides for services such as 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 is 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 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 2021 Financial Plan provides for general operating expenditures of \$139.0 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$46.7 million.

A taxation increase of \$2,261,442 is required to maintain core service levels and funding for contractual commitments. The combined total taxation increase for 2021 is proposed to be \$3,533,261, which equates to a 2.00% increase. This increase includes an estimated offset of \$1,271,129 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 2021 gaming revenue budget has been estimated at \$0 as casinos have been closed due to ongoing public health orders regarding the COVID-19 pandemic. This will represent a loss to reserves for general capital projects and gaming of approximately \$2.6 million in 2021.

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 2021, which is the same as the budgeted amount in 2020.

User fees in each service category were approved by Council prior to inclusion in the 2021 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 2021 over the 2020 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 2021 over the 2020 level.

SIGNIFICANT EXPENDITURE SUMMARY:

External Debt (13) - The total general external debt repayment amount in 2021 is projected to be \$14.8 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. This is the final year of the FortisBC Lease-in-Lease-Out debt repayments.

Internal Debt (12) - Funding from the endowment reserve is used for internal loans. In 2021, 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 2020 Road Rehabilitation Levy is \$5,650,000. Administration is recommending that the road rehabilitation levy be increased from the 2020 budget figure by \$150,000 (approximately 2.5%) to the 2021 figure of \$5,800,000 to keep pace with the rising costs of asphalt, labour and fleet expenses.

Snow Control - The 2020 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.

				<i>To Date</i>
Year	2017	2018	2019	2020
Budget	7,000,000	7,000,000	8,500,000	8,500,000
Expenses	7,116,064	9,658,594	9,855,763	10,400,858

The Snow Removal Service Category expenses in 2020 are projected to be over budget. Recent years has shown consistent expenditures of approximately \$10 million to meet our existing service level in snow removal. The snow removal levy needs to be funded at the amount required to pay those expenses. The other option would be to reduce the service level to meet the existing levy. However, Snow Removal continues to be among the highest ranked services during budget consultations and highest volume calls for service so a decrease in the service level does not appear to be the correct course of action.

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. The City's operating surplus cannot continue to absorb the unbudgeted costs of snow removal in recent years. In the event that the general operating surplus is fully depleted of funds and the City has a deficit, that deficit must be reflected as an expenditure in the next year's financial plan as per the *Community Charter*.

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% (\$2.500 million) of the annual net snow control expenses, as well as the capital needs of the snow control function. Based on average costs over the last four years and with a goal of replenishing the reserve in the next three years, Administration is recommending that the snow levy increase to \$10,000,000 for 2021.

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 2020 General Infrastructure Reinvestment Fund Levy is \$2,550,000. In order to address the gap, this levy would need further investment. The City has seen a larger than usual inflation rate when it comes to capital construction projects; it is estimated at 5% per year. To maintain the purchasing power of the existing levy and our infrastructure at current service levels, Administration is recommending the levy be increased from the 2020 budget figure by \$125,000 to the 2021 figure of \$2,675,000.

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 2021 and to contribute \$1,097,038 to the solid waste capital reserve.

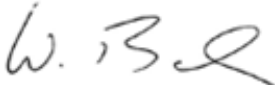
Off Street Parking – The off street parking function is operated as a self-financing utility and is funded by a combination of the Downtown Off-Street Parking Levy and user fees. The Downtown Off Street Parking Levy is proposed to increase from \$1,700,000 in 2020 to \$2,000,000 in 2021. The 2021 budget is balanced with a projected contribution of \$1,984,302 to the off street parking capital reserve.

RESPECTFULLY SUBMITTED:

Handwritten signature of Kris Dalio in cursive script.

Kris Dalio, Director of Finance

APPROVED:

Handwritten signature of Walter Babicz in cursive script.

Walter Babicz, Acting City Manager
Meeting date: January 25, 2021

General Operating Fund and General Asset Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Corporate Management								
REVENUE	(86,672)	0	0	0	0	0	0	0
EXPENDITURES	1,555,840	1,404,857	1,403,004	1,262,784	1,280,650	1,298,873	1,317,461	1,336,420
TRANSFERS	(94,336)	1,000	1,000	0	0	0	0	0
GENERAL OPERATING FUND	1,374,832	1,405,857	1,404,004	1,262,784	1,280,650	1,298,873	1,317,461	1,336,420
Total Corporate Management	1,374,832	1,405,857	1,404,004	1,262,784	1,280,650	1,298,873	1,317,461	1,336,420
Fire								
REVENUE	(1,643,656)	(1,581,750)	(1,599,300)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)
EXPENDITURES	18,611,615	18,293,135	18,855,956	18,943,011	19,307,342	19,678,959	20,058,008	20,444,637
TRANSFERS	1,066,742	1,042,000	1,095,400	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700
GENERAL OPERATING FUND	18,034,702	17,753,385	18,352,056	18,491,961	18,856,292	19,227,909	19,606,958	19,993,587
Total Fire	18,034,702	17,753,385	18,352,056	18,491,961	18,856,292	19,227,909	19,606,958	19,993,587
Police								
REVENUE	(645,651)	(465,201)	(523,610)	(556,290)	(556,290)	(556,290)	(556,290)	(556,290)
EXPENDITURES	27,839,882	27,401,612	28,189,095	28,648,974	28,746,337	28,845,647	28,946,942	29,050,262
TRANSFERS	0	0	0	0	0	0	0	0
GENERAL OPERATING FUND	27,194,231	26,936,411	27,665,485	28,092,684	28,190,047	28,289,357	28,390,652	28,493,972
Total Police	27,194,231	26,936,411	27,665,485	28,092,684	28,190,047	28,289,357	28,390,652	28,493,972
Community Services								
REVENUE	(7,570,509)	(6,572,046)	(6,825,433)	(1,218,030)	(1,218,041)	(1,218,052)	(1,218,063)	(1,218,074)
EXPENDITURES	16,839,324	14,412,581	14,860,200	10,512,496	10,649,520	10,789,286	10,931,843	11,077,245
TRANSFERS	827,924	1,123,390	1,126,289	1,138,644	1,138,644	1,138,644	1,138,644	1,138,644
GENERAL OPERATING FUND	10,096,739	8,963,925	9,161,056	10,433,110	10,570,123	10,709,878	10,852,424	10,997,815
REVENUE	(126,578)	(10,500)	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
EXPENDITURES	2,287,056	1,308,099	1,355,093	1,169,620	1,178,380	1,187,317	1,196,432	1,205,725
TRANSFERS	11,536	0	0	0	0	0	0	0
GENERAL ASSET MAINTENANCE	2,172,014	1,297,599	1,343,593	1,158,120	1,166,880	1,175,817	1,184,932	1,194,225
Total Community Services	12,268,753	10,261,524	10,504,649	11,591,230	11,737,003	11,885,695	12,037,356	12,192,040
Planning and Development Serv								
REVENUE	(6,619,902)	(5,867,171)	(5,889,690)	(5,244,340)	(5,244,340)	(5,244,340)	(5,244,340)	(5,244,340)
EXPENDITURES	8,711,228	8,116,993	9,227,547	8,959,270	9,081,691	9,206,562	9,333,931	9,463,846
TRANSFERS	1,244,796	980,432	1,018,709	1,072,449	1,064,795	1,056,987	1,049,025	1,040,904
GENERAL OPERATING FUND	3,336,123	3,230,254	4,356,566	4,787,379	4,902,146	5,019,209	5,138,616	5,260,410
REVENUE	(218,255)	0	0	0	0	0	0	0
EXPENDITURES	590,830	265,000	265,000	316,802	317,533	318,277	319,036	319,810
TRANSFERS	(180,178)	(65,000)	(65,000)	(116,802)	(117,533)	(118,277)	(119,036)	(119,810)
GENERAL ASSET MAINTENANCE	192,397	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Planning and Development Serv	3,528,520	3,430,254	4,556,566	4,987,379	5,102,146	5,219,209	5,338,616	5,460,410
Service Agreements & Grants								
REVENUE	(404,940)	(417,100)	(407,887)	(407,890)	(407,890)	(407,890)	(407,890)	(407,890)
EXPENDITURES	4,010,401	4,010,401	4,112,070	4,112,070	4,112,070	4,112,070	4,112,070	4,112,070
GENERAL OPERATING FUND	3,605,461	3,593,301	3,704,183	3,704,180	3,704,180	3,704,180	3,704,180	3,704,180
Total Service Agreements & Grants	3,605,461	3,593,301	3,704,183	3,704,180	3,704,180	3,704,180	3,704,180	3,704,180

General Operating Fund and General Asset Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
External Relations								
EXPENDITURES	595,623	602,438	621,555	581,362	591,987	602,825	613,879	625,154
TRANSFERS	2,840	0	5,000	5,000	5,000	5,000	5,000	5,000
GENERAL OPERATING FUND	598,463	602,438	626,555	586,362	596,987	607,825	618,879	630,154
Total External Relations	598,463	602,438	626,555	586,362	596,987	607,825	618,879	630,154
Civic Operations								
REVENUE	(8,868,305)	(8,216,734)	(8,703,261)	(8,386,528)	(8,469,076)	(8,599,370)	(8,730,968)	(8,916,337)
EXPENDITURES	31,983,170	30,189,729	31,378,651	32,168,399	32,371,689	32,579,040	32,790,541	33,006,282
TRANSFERS	(594,834)	763,103	435,144	151,356	803,151	968,126	1,026,958	1,305,693
GENERAL OPERATING FUND	22,520,031	22,736,098	23,110,534	23,933,227	24,705,764	24,947,796	25,086,531	25,395,638
REVENUE	(129,289)	0	0	0	0	0	0	0
EXPENDITURES	3,939,380	3,415,496	3,775,437	2,796,946	2,830,645	2,865,019	2,900,081	2,935,841
TRANSFERS	430,680	145,633	87,916	909,484	908,408	907,311	906,191	905,052
GENERAL ASSET MAINTENANCE	4,240,771	3,561,129	3,863,353	3,706,430	3,739,053	3,772,330	3,806,272	3,840,893
Total Civic Operations	26,760,802	26,297,227	26,973,887	27,639,657	28,444,817	28,720,126	28,892,803	29,236,531
Administrative Services								
REVENUE	(142,617)	(135,110)	(114,340)	(103,990)	(103,990)	(103,990)	(103,990)	(103,990)
EXPENDITURES	6,586,911	7,032,310	7,282,274	7,163,654	7,244,231	7,326,418	7,410,250	7,495,760
TRANSFERS	44,037	17,350	22,150	49,000	49,000	49,000	49,000	49,000
GENERAL OPERATING FUND	6,488,331	6,914,550	7,190,084	7,108,664	7,189,241	7,271,428	7,355,260	7,440,770
EXPENDITURES	107,543	258,000	305,457	0	0	0	0	0
TRANSFERS	(107,543)	(258,000)	(305,457)	0	0	0	0	0
Total Administrative Services	6,488,331	6,914,550	7,190,084	7,108,664	7,189,241	7,271,428	7,355,260	7,440,770
Human Resources								
REVENUE	(14,031)	0	0	0	0	0	0	0
EXPENDITURES	2,777,045	2,759,324	2,800,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496
TRANSFERS	13,662	6,000	6,000	0	0	0	0	0
GENERAL OPERATING FUND	2,776,677	2,765,324	2,806,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496
Total Human Resources	2,776,677	2,765,324	2,806,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496
Finance								
REVENUE	(189,365,351)	(184,365,285)	(180,924,670)	(184,179,477)	(180,939,609)	(182,976,118)	(185,931,008)	(187,359,823)
EXPENDITURES	23,104,159	3,360,742	3,839,832	4,967,378	4,250,340	4,290,689	4,331,845	4,373,824
DEBT	14,726,916	15,482,980	22,401,166	14,868,657	9,862,257	11,053,238	13,070,762	13,307,642
TRANSFERS	56,350,800	70,620,020	56,306,477	63,404,381	64,253,134	63,936,756	63,797,115	63,722,915
GENERAL OPERATING FUND	(95,183,476)	(94,901,543)	(98,377,195)	(100,939,061)	(102,573,878)	(103,695,435)	(104,731,286)	(105,955,442)
TRANSFERS	(6,605,182)	(5,058,728)	(5,406,946)	(5,064,550)	(5,105,933)	(5,148,147)	(5,191,204)	(5,235,118)
GENERAL ASSET MAINTENANCE	(6,605,182)	(5,058,728)	(5,406,946)	(5,064,550)	(5,105,933)	(5,148,147)	(5,191,204)	(5,235,118)
Total Finance	(101,788,658)	(99,960,271)	(103,784,141)	(106,003,611)	(107,679,811)	(108,843,582)	(109,922,490)	(111,190,560)
Net City-Wide	842,115	0	0	0	0	0	0	0

District Energy Operating Fund and District Energy Asset Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Civic Operations								
REVENUE	(206,594)	(197,363)	(210,706)	(191,847)	(191,847)	(191,847)	(191,847)	(191,847)
EXPENDITURES	935,048	360,467	372,151	395,036	396,673	398,343	400,047	401,786
DEBT	433,321	433,321	425,321	417,321	409,321	201,660	0	0
TRANSFERS	(1,161,775)	(596,425)	(586,766)	(620,510)	(614,147)	(408,156)	(208,200)	(209,939)
DISTRICT ENERGY OPERATING FUND	0	0	0	0	0	0	0	0
EXPENDITURES	89,930	88,804	59,423	38,623	38,795	38,970	39,150	39,332
TRANSFERS	(89,930)	(88,804)	(59,423)	(38,623)	(38,795)	(38,970)	(39,150)	(39,332)
DISTRICT ENERGY ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Civic Operations	0	0	0	0	0	0	0	0
Net City-Wide	0	0	0	0	0	0	0	0

Sewer Operating Fund and Sewer Asset Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Civic Operations								
REVENUE	(13,586,391)	(13,189,231)	(13,876,169)	(14,540,060)	(15,227,489)	(15,919,016)	(16,508,873)	(17,198,724)
EXPENDITURES	6,422,950	3,998,982	4,091,787	4,443,005	4,508,721	4,575,752	4,644,122	4,713,864
DEBT	328,343	319,737	424,990	437,234	459,557	444,916	260,991	250,968
TRANSFERS	6,835,098	8,870,512	9,359,392	9,659,821	10,259,211	10,898,348	11,603,760	12,233,892
SEWER OPERATING FUND	0	0	0	0	0	0	0	0
EXPENDITURES	1,951,252	2,234,726	2,192,138	1,888,234	1,904,275	1,920,635	1,937,321	1,954,341
TRANSFERS	(1,951,252)	(2,234,726)	(2,192,138)	(1,888,234)	(1,904,275)	(1,920,635)	(1,937,321)	(1,954,341)
SEWER ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Civic Operations	0	0	0	0	0	0	0	0
Net City-Wide	0	0	0	0	0	0	0	0

Water Operating Fund and Water Asset Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Civic Operations								
REVENUE	(16,714,153)	(16,212,492)	(17,043,483)	(17,182,118)	(17,682,695)	(18,190,619)	(18,643,354)	(20,150,069)
EXPENDITURES	7,030,412	4,668,934	4,659,036	4,558,928	4,614,713	4,671,613	4,729,651	4,788,848
DEBT	1,337,661	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712	1,345,764
TRANSFERS	8,346,080	10,191,779	11,015,932	11,222,865	11,634,560	12,065,923	12,530,991	14,015,457
WATER OPERATING FUND	0	0	0	0	0	0	0	0
REVENUE	(41,967)	0	0	0	0	0	0	0
EXPENDITURES	2,397,261	1,550,710	1,624,042	1,580,669	1,598,640	1,616,970	1,635,664	1,654,734
TRANSFERS	(2,355,294)	(1,550,710)	(1,624,042)	(1,580,669)	(1,598,640)	(1,616,970)	(1,635,664)	(1,654,734)
WATER ASSET MAINTENANCE	0	0	0	0	0	0	0	0
Total Civic Operations	0	0	0	0	0	0	0	0
Net City-Wide	0	0	0	0	0	0	0	0

Corporate Management Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Office of City Manager								
REVENUE	(86,592)	0	0	0	0	0	0	0
EXPENDITURES	705,877	647,218	635,861	494,384	502,690	511,162	519,803	528,616
TRANSFERS	6,874	1,000	1,000	0	0	0	0	0
Total	626,159	648,218	636,861	494,384	502,690	511,162	519,803	528,616
Mayor & Council								
REVENUE	(80)	0	0	0	0	0	0	0
EXPENDITURES	849,963	757,639	767,143	768,400	777,960	787,711	797,658	807,804
TRANSFERS	(101,210)	0	0	0	0	0	0	0
Total	748,673	757,639	767,143	768,400	777,960	787,711	797,658	807,804
GRAND TOTAL	1,374,832	1,405,857	1,404,004	1,262,784	1,280,650	1,298,873	1,317,461	1,336,420

Service Category Summary

Office of City Manager

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Events and Conferences	(86,592)	0	0	0	0
Total Revenues	(86,592)	0	0	0	0
Expenditures					
Corporate Management	630,064	644,218	632,861	494,384	(138,477)
Corp Mgmt - CN Centre Suite	158	3,000	3,000	0	(3,000)
Events and Conferences	75,655	0	0	0	0
Total Expenditures	705,877	647,218	635,861	494,384	(141,477)
Transfers					
Corporate Management	0	1,000	1,000	0	(1,000)
Events and Conferences	6,874	0	0	0	0
Total Transfers	6,874	1,000	1,000	0	(1,000)
Net Operations	626,159	648,218	636,861	494,384	(142,477)

Service Category Summary

Office of City Manager

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(86,592)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	515,734	546,218	534,861	415,294	(119,567)
Non-Salary Expenses	190,144	101,000	101,000	79,090	(21,910)
Total Expenditures	705,877	647,218	635,861	494,384	(141,477)
Transfers	6,874	1,000	1,000	0	(1,000)
Net Operations	626,159	648,218	636,861	494,384	(142,477)

Service Category Summary

Mayor & Council

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Legislative-Council	(80)	0	0	0	0
Total Revenues	(80)	0	0	0	0
Expenditures					
Economic Development Advocacy	32,322	40,000	40,000	40,000	0
Corporate Plan / Orientation	16,143	15,000	15,000	15,000	0
Downtown Initiatives	128,100	0	0	0	0
Legislative-Mayor	189,949	184,425	187,620	186,873	(747)
Legislative-Council	426,963	428,714	435,023	437,017	1,994
Council - Krause	7,471	8,000	8,000	8,000	0
Council - Skakun	2,378	8,000	8,000	8,000	0
Council Committee	11,705	25,500	25,500	25,510	10
Council - Frizzell	8,318	8,000	8,000	8,000	0
Council - Everitt	7,995	8,000	8,000	8,000	0
Council - McConnachie	3,813	8,000	8,000	8,000	0
Council - Scott	1,126	8,000	8,000	8,000	0
Council - Ramsay	7,261	8,000	8,000	8,000	0
Council - Sampson	6,419	8,000	8,000	8,000	0
Total Expenditures	849,963	757,639	767,143	768,400	1,257
Transfers					
Downtown Initiatives	(105,210)	0	0	0	0
Legislative-Council	4,000	0	0	0	0
Total Transfers	(101,210)	0	0	0	0
Net Operations	748,673	757,639	767,143	768,400	1,257

Service Category Summary

Mayor & Council

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(80)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	473,633	470,739	480,253	478,000	(2,253)
Non-Salary Expenses	376,331	286,900	286,890	290,400	3,510
Total Expenditures	849,963	757,639	767,143	768,400	1,257
Transfers	(101,210)	0	0	0	0
Net Operations	748,673	757,639	767,143	768,400	1,257

Fire Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Fire Protection								
REVENUE	(1,643,656)	(1,581,750)	(1,599,300)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)
EXPENDITURES	18,611,615	18,293,135	18,855,956	18,943,011	19,307,342	19,678,959	20,058,008	20,444,637
TRANSFERS	1,066,742	1,042,000	1,095,400	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700
Total	18,034,702	17,753,385	18,352,056	18,491,961	18,856,292	19,227,909	19,606,958	19,993,587
GRAND TOTAL	18,034,702	17,753,385	18,352,056	18,491,961	18,856,292	19,227,909	19,606,958	19,993,587

Service Category Summary

Fire Protection

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Fire Dept - Headquarters	(6,915)	(750)	(750)	(750)	0
Fire Prevention/Investigation	(26,279)	(15,000)	(15,000)	(15,000)	0
Fire Halls	(3,247)	(3,000)	(3,000)	(7,000)	(4,000)
Fire Opr Comm Centre	(1,555,000)	(1,555,000)	(1,570,550)	(1,586,000)	(15,450)
Fire Suppress Operations	(40,289)	0	0	0	0
Fire Equip - High Angle Rescue	(11,925)	(8,000)	(10,000)	(10,000)	0
Total Revenues	(1,643,656)	(1,581,750)	(1,599,300)	(1,618,750)	(19,450)
Expenditures					
Fire Dept - Headquarters	1,970,739	1,955,997	2,030,150	1,916,243	(113,907)
Fire Dept - Recruitment	22,401	10,000	10,000	0	(10,000)
Fire Prevention/Investigation	27,264	36,470	36,480	24,970	(11,510)
Fire Communications	37,315	43,000	43,000	43,010	10
Fire Halls	68,650	54,760	54,780	56,960	2,180
Fire Opr Comm Centre	1,479,521	1,512,968	1,609,744	1,595,186	(14,558)
Fire Suppress Operations	14,811,610	14,541,190	14,933,062	15,170,412	237,350
Fire Fighting Fleet	168,998	112,750	112,740	110,240	(2,500)
Fire Equip - High Angle Rescue	18,228	11,000	11,000	11,000	0
Fire - Confined Space	6,890	15,000	15,000	14,990	(10)
Total Expenditures	18,611,615	18,293,135	18,855,956	18,943,011	87,055
Transfers					
Fire Dept - Headquarters	6,885	0	2,500	2,500	0
Fire Dept - Recruitment	793	0	0	0	0
Fire Communications	56,371	0	0	0	0
Fire Halls		0	0	0	0
Fire Opr Comm Centre	50,430	0	0	0	0
Fire Suppress Operations	11,927	0	0	0	0
Fire Fighting Fleet	939,000	1,042,000	1,092,900	1,165,200	72,300
Fire Equip - High Angle Rescue	362	0	0	0	0
Fire - Confined Space	975	0	0	0	0
Total Transfers	1,066,742	1,042,000	1,095,400	1,167,700	72,300
Net Operations	18,034,702	17,753,385	18,352,056	18,491,961	139,905

Service Category Summary

Fire Protection

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(1,643,656)	(1,581,750)	(1,599,300)	(1,618,750)	(19,450)
Expenditures					
Salary & Wages (including Benefits)	17,735,919	17,603,295	18,166,076	18,216,501	50,425
Non-Salary Expenses	875,696	689,840	689,880	726,510	36,630
Total Expenditures	18,611,615	18,293,135	18,855,956	18,943,011	87,055
Transfers	1,066,742	1,042,000	1,095,400	1,167,700	72,300
Net Operations	18,034,702	17,753,385	18,352,056	18,491,961	139,905

Police Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Police Protection								
REVENUE	(645,651)	(465,201)	(523,610)	(556,290)	(556,290)	(556,290)	(556,290)	(556,290)
EXPENDITURES	27,839,882	27,401,612	28,189,095	28,648,974	28,746,337	28,845,647	28,946,942	29,050,262
TRANSFERS	0	0	0	0	0	0	0	0
Total	27,194,231	26,936,411	27,665,485	28,092,684	28,190,047	28,289,357	28,390,652	28,493,972
GRAND TOTAL	27,194,231	26,936,411	27,665,485	28,092,684	28,190,047	28,289,357	28,390,652	28,493,972

Service Category Summary

Police Protection

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Police Operations	(531,595)	(326,290)	(401,290)	(426,290)	(25,000)
Police Progr-CPAC-Storefront	0	0	0	0	0
Police Progr - Victim Services	(83,980)	(78,911)	(82,320)	(80,000)	2,320
Custody of Prisoners	(30,076)	(60,000)	(40,000)	(50,000)	(10,000)
Total Revenues	(645,651)	(465,201)	(523,610)	(556,290)	(32,680)
Expenditures					
Police Contract	22,840,789	22,635,703	23,137,029	23,616,770	479,741
Police Operations	4,116,982	3,794,293	4,061,810	4,049,888	(11,922)
Police Progr-CPAC-Storefront	177,053	165,719	168,592	168,592	0
Police Progr - Victim Services	127,908	171,898	174,667	166,717	(7,950)
Custody of Prisoners	577,150	633,999	646,997	647,007	10
Total Expenditures	27,839,882	27,401,612	28,189,095	28,648,974	459,879
Net Operations	27,194,231	26,936,411	27,665,485	28,092,684	427,199

Service Category Summary

Police Protection

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(645,651)	(465,201)	(523,610)	(556,290)	(32,680)
Expenditures					
Salary & Wages (including Benefits)	4,794,976	4,582,839	4,868,996	4,868,084	(912)
Non-Salary Expenses	23,044,906	22,818,773	23,320,099	23,780,890	460,791
Total Expenditures	27,839,882	27,401,612	28,189,095	28,648,974	459,879
Net Operations	27,194,231	26,936,411	27,665,485	28,092,684	427,199

Comm. Services & Public Safety Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Emergency Measures								
REVENUE	543,280	0	0	0	0	0	0	0
EXPENDITURES	323,063	216,805	322,269	289,519	295,193	300,981	306,883	312,904
TRANSFERS	61,071	0	16,000	16,000	16,000	16,000	16,000	16,000
Total	927,413	216,805	338,269	305,519	311,193	316,981	322,883	328,904
Bylaw Enforcement								
REVENUE	(731,203)	(706,500)	(745,490)	(745,490)	(745,490)	(745,490)	(745,490)	(745,490)
EXPENDITURES	2,326,912	1,964,758	2,179,768	2,189,315	2,222,838	2,257,032	2,291,910	2,327,486
TRANSFERS	132,028	137,325	133,923	162,000	162,000	162,000	162,000	162,000
Total	1,727,738	1,395,583	1,568,201	1,605,825	1,639,348	1,673,542	1,708,420	1,743,996
Aquatics								
REVENUE	(1,908,834)	(1,914,619)	(1,951,780)	(653,070)	(653,070)	(653,070)	(653,070)	(653,070)
EXPENDITURES	4,841,984	4,399,418	4,439,857	3,021,005	3,064,768	3,109,406	3,154,937	3,201,377
TRANSFERS	301,793	313,144	312,684	317,759	317,759	317,759	317,759	317,759
Total	3,234,942	2,797,943	2,800,761	2,685,694	2,729,457	2,774,095	2,819,626	2,866,066
Community Services Admin.								
REVENUE	(7,886)	0	0	0	0	0	0	0
EXPENDITURES	1,161,817	1,248,402	1,023,741	838,668	849,378	860,303	871,446	882,810
TRANSFERS	45,188	0	0	0	0	0	0	0
Total	1,199,120	1,248,402	1,023,741	838,668	849,378	860,303	871,446	882,810
Off-Street Parking								
REVENUE	(1,886,552)	(1,965,470)	(1,964,000)	(1,959,110)	(1,959,110)	(1,959,110)	(1,959,110)	(1,959,110)
EXPENDITURES	1,236,942	1,157,552	1,176,290	1,199,113	1,207,498	1,216,050	1,224,771	1,233,666
TRANSFERS	649,610	807,918	792,386	759,997	751,612	743,060	734,339	725,444
Total	0	0	4,676	0	0	0	0	0
Civic Facilities Maintenance								
REVENUE	(400,679)	(28,711)	(25,190)	(20,140)	(20,140)	(20,140)	(20,140)	(20,140)
EXPENDITURES	2,954,738	2,399,356	2,993,991	2,899,804	2,925,483	2,951,679	2,978,397	3,005,644
TRANSFERS	333,480	340,989	323,523	324,726	324,726	324,726	324,726	324,726
Total	2,887,539	2,711,634	3,292,324	3,204,390	3,230,069	3,256,265	3,282,983	3,310,230
Entertainment Services								
REVENUE	(2,472,966)	(1,505,895)	(1,581,440)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
EXPENDITURES	2,351,504	1,159,729	1,153,321	255,318	258,957	262,669	266,453	270,312
TRANSFERS	12,919	8,638	8,835	2,500	2,500	2,500	2,500	2,500
Total	(108,543)	(337,528)	(419,284)	182,818	186,457	190,169	193,953	197,812
Event Services								
REVENUE	(1,820,810)	(1,491,439)	(1,600,570)	0	0	0	0	0
EXPENDITURES	1,988,443	1,363,561	1,374,113	6,065	6,065	6,065	6,065	6,065
TRANSFERS	(374,509)	(11,650)	(19,700)	(11,550)	(11,550)	(11,550)	(11,550)	(11,550)
Total	(206,875)	(139,528)	(246,157)	(5,485)	(5,485)	(5,485)	(5,485)	(5,485)
Arena Operations								
REVENUE	(1,629,193)	(1,641,882)	(1,677,953)	(481,320)	(481,331)	(481,342)	(481,353)	(481,364)
EXPENDITURES	5,504,832	4,933,409	4,908,001	4,371,737	4,428,056	4,485,500	4,544,094	4,603,858
TRANSFERS	459,518	472,269	484,947	489,209	489,209	489,209	489,209	489,209
Total	4,335,158	3,763,796	3,714,995	4,379,626	4,435,934	4,493,367	4,551,950	4,611,703
GRAND TOTAL	13,996,491	11,657,107	12,077,526	13,197,055	13,376,351	13,559,237	13,745,776	13,936,036

Service Category Summary

Emergency Measures

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Emergency Programs	(46,000)	0	0	0	0
Emergency Fire Response	584,757	0	0	0	0
Emergency Flood Response	4,523	0	0	0	0
Total Revenues	543,280	0	0	0	0
Expenditures					
Emergency Programs	291,722	216,805	322,269	289,519	(32,750)
Emergency Fire Response	31,341	0	0	0	0
Total Expenditures	323,063	216,805	322,269	289,519	(32,750)
Transfers					
Emergency Programs	55,521	0	16,000	16,000	0
Emergency Fire Response	5,550	0	0	0	0
Total Transfers	61,071	0	16,000	16,000	0
Net Operations	927,413	216,805	338,269	305,519	(32,750)

Service Category Summary

Emergency Measures

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	543,280	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	241,686	174,715	280,179	283,689	3,510
Non-Salary Expenses	81,376	42,090	42,090	5,830	(36,260)
Total Expenditures	323,063	216,805	322,269	289,519	(32,750)
Transfers	61,071	0	16,000	16,000	0
Net Operations	927,413	216,805	338,269	305,519	(32,750)

Service Category Summary

Bylaw Enforcement

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Parking Oper - Traffic Control	(480,799)	(381,500)	(381,500)	(381,500)	0
Animal/SPCA Operations	(155,339)	(300,000)	(309,000)	(309,000)	0
Enforcement	(25,565)	(5,000)	(4,990)	(4,990)	0
Bylaw Admin Operations	(69,500)	(20,000)	(50,000)	(50,000)	0
Total Revenues	(731,203)	(706,500)	(745,490)	(745,490)	0
Expenditures					
Parking Oper - Traffic Control	521,221	413,195	417,871	417,871	0
Animal/SPCA Operations	625,343	573,491	578,732	578,732	0
Enforcement	672,555	673,330	868,379	880,095	11,716
Bylaw Admin Operations	507,792	304,742	314,786	312,617	(2,169)
Total Expenditures	2,326,912	1,964,758	2,179,768	2,189,315	9,547
Transfers					
Parking Oper - Traffic Control	21,772	20,550	21,600	24,000	2,400
Plaza Parkade Office Space	9,563	12,750	0	0	0
Animal/SPCA Operations	49,968	56,725	56,623	63,600	6,977
Enforcement	50,726	47,300	55,700	74,400	18,700
Total Transfers	132,028	137,325	133,923	162,000	28,077
Net Operations	1,727,738	1,395,583	1,568,201	1,605,825	37,624

Service Category Summary

Bylaw Enforcement

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(731,203)	(706,500)	(745,490)	(745,490)	0
Expenditures					
Salary & Wages (including Benefits)	1,491,881	1,457,568	1,666,618	1,676,175	9,557
Non-Salary Expenses	835,031	507,190	513,150	513,140	(10)
Total Expenditures	2,326,912	1,964,758	2,179,768	2,189,315	9,547
Transfers	132,028	137,325	133,923	162,000	28,077
Net Operations	1,727,738	1,395,583	1,568,201	1,605,825	37,624

Service Category Summary

Aquatics

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
PGAC - Building Operations	(1,284,892)	(1,268,970)	(1,306,130)	(653,070)	653,060
FSLP - Building Operations	(609,794)	(645,649)	(645,650)	0	645,650
Total Revenues	(1,894,685)	(1,914,619)	(1,951,780)	(653,070)	1,298,710
Expenditures					
PGAC - Building Operations	2,867,419	2,743,201	2,815,385	2,685,958	(129,427)
PGAC - Programming/Training	925	0	0	0	0
FSLP - Building Operations	1,636,831	1,515,923	1,484,788	211,926	(1,272,862)
Total Expenditures	4,505,175	4,259,124	4,300,173	2,897,884	(1,402,289)
Transfers					
PGAC - Building Operations	93,300	96,764	100,280	98,835	(1,445)
FSLP - Building Operations	207,160	216,380	212,404	218,924	6,520
Total Transfers	300,460	313,144	312,684	317,759	5,075
Revenues - Asset Maintenance					
PGAC - Building Operations AM	(14,149)	0	0	0	0
Total Revenues - Asset Maintenance	(14,149)	0	0	0	0
Expenditures - Asset Maintenance					
PGAC - Building Operations AM	258,259	86,392	86,167	95,030	8,863
FSLP - Building Operations AM	78,550	53,902	53,517	28,091	(25,426)
Total Expenditures - Asset Maintenance	336,809	140,294	139,684	123,121	(16,563)
Transfers - Asset Maintenance					
PGAC - Building Operations AM	1,219	0	0	0	0
FSLP - Building Operations AM	114	0	0	0	0
Total Transfers - Asset Maintenance	1,333	0	0	0	0
Net Operations	3,234,942	2,797,943	2,800,761	2,685,694	(115,067)

Service Category Summary

Aquatics

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(1,908,834)	(1,914,619)	(1,951,780)	(653,070)	1,298,710
Expenditures					
Salary & Wages (including Benefits)	3,823,780	3,574,391	3,530,238	2,188,117	(1,342,121)
Non-Salary Expenses	1,018,204	825,027	909,619	832,888	(76,731)
Total Expenditures	4,841,984	4,399,418	4,439,857	3,021,005	(1,418,852)
Transfers	301,793	313,144	312,684	317,759	5,075
Net Operations	3,234,942	2,797,943	2,800,761	2,685,694	(115,067)

Service Category Summary

Community Services Admin.

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Community Services Admin.	(1,206)	0	0	0	0
Performing Arts Centre	(6,680)	0	0	0	0
Total Revenues	(7,886)	0	0	0	0
Expenditures					
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Community Services Admin.	861,817	948,402	723,741	538,668	(185,073)
Total Expenditures	1,161,817	1,248,402	1,023,741	838,668	(185,073)
Transfers					
Community Services Admin.	38,508	0	0	0	0
Performing Arts Centre	6,680	0	0	0	0
Total Transfers	45,188	0	0	0	0
Net Operations	1,199,120	1,248,402	1,023,741	838,668	(185,073)

Service Category Summary

Community Services Admin.

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(7,886)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	783,869	816,402	683,150	535,478	(147,672)
Non-Salary Expenses	377,948	432,000	340,591	303,190	(37,401)
Total Expenditures	1,161,817	1,248,402	1,023,741	838,668	(185,073)
Transfers	45,188	0	0	0	0
Net Operations	1,199,120	1,248,402	1,023,741	838,668	(185,073)

Service Category Summary

Off-Street Parking

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Parking - Off Street	(1,886,552)	(1,965,470)	(1,964,000)	(1,959,110)	4,890
Total Revenues	(1,886,552)	(1,965,470)	(1,964,000)	(1,959,110)	4,890
Expenditures					
Parking - Off Street	454,705	450,391	462,275	463,303	1,028
Facilities Off Street Parking	621,517	642,161	649,015	619,008	(30,007)
Total Expenditures	1,076,222	1,092,552	1,111,290	1,082,311	(28,979)
Transfers					
Parking - Off Street	632,316	788,657	772,836	689,782	(83,054)
Facilities Off Street Parking	15,070	16,921	17,210	68,055	50,845
Off-Street Mtce (fund 13)	162,943	67,340	67,340	118,962	51,622
Total Transfers	810,330	872,918	857,386	876,799	19,413
Revenues - Asset Maintenance					
Expenditures - Asset Maintenance					
Facilities Off Street Pking AM	160,720	65,000	65,000	116,802	51,802
Total Expenditures - Asset Maintenance	160,720	65,000	65,000	116,802	51,802
Transfers - Asset Maintenance					
Facilities Off Street Pking AM	2,223	2,340	2,340	2,160	(180)
User Fee Funded - Off-Street	(162,943)	(67,340)	(67,340)	(118,962)	(51,622)
Total Transfers - Asset Maintenance	(160,720)	(65,000)	(65,000)	(116,802)	(51,802)
Net Operations	0	0	4,676	0	(4,676)

Service Category Summary

Off-Street Parking

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(1,886,552)	(1,965,470)	(1,964,000)	(1,959,110)	4,890
Expenditures					
Salary & Wages (including Benefits)	296,680	452,229	467,326	419,171	(48,155)
Non-Salary Expenses	940,262	705,323	708,964	779,942	70,978
Total Expenditures	1,236,942	1,157,552	1,176,290	1,199,113	22,823
Transfers	649,610	807,918	792,386	759,997	(32,389)
Net Operations	0	0	4,676	0	(4,676)

Service Category Summary

Civic Facilities Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Massey Drive Fire Hall	(29,760)	0	0	0	0
Other City Bldgs - General Exp	(250,465)	(5,050)	(5,050)	0	5,050
Library Operations	(7,864)	(8,200)	(8,200)	(8,200)	0
3rd Pty-Art Gallery-Bldg Mtce	(895)	(4,961)	(440)	(440)	0
Total Revenues	(288,984)	(18,211)	(13,690)	(8,640)	5,050
Expenditures					
Fire Halls	64,519	63,148	52,115	69,020	16,905
Massey Drive Fire Hall	29,760	0	31,334	101,724	70,390
Other City Bldgs - General Exp	450,426	183,552	502,304	404,774	(97,530)
Library Operations	144,720	196,404	189,018	197,659	8,641
3rd Pty-Art Gallery-Bldg Mtce	310	4,961	440	440	0
RCMP Detachment Operations	93,495	133,781	115,372	104,229	(11,143)
City Hall - Building Mtce	95,443	108,313	95,340	84,474	(10,866)
18th Ave Yard Bldg - Operation	123,836	163,397	153,554	160,353	6,799
Police Station Cleaning	206,891	234,398	241,461	249,471	8,010
City Hall Bldg Cleaning	291,797	224,378	227,887	242,887	15,000
18th Ave Admin Bldg Cleaning	57,312	74,156	75,329	79,329	4,000
18th Ave Yard Cleaning	71,661	67,799	68,746	74,746	6,000
Civic Facilities - Admin	714,769	731,338	797,323	572,200	(225,123)
1310 3rd Ave - Operations	0	0	0	135,067	135,067
Total Expenditures	2,344,939	2,185,625	2,550,223	2,476,373	(73,850)
Transfers					
Fire Halls	15,115	15,313	15,849	15,525	(324)
Massey Drive Fire Hall	0	0	0	2,200	2,200
Other City Bldgs - General Exp	5,047	5,615	5,812	5,000	(812)
Library Operations	50,186	43,508	46,817	43,476	(3,341)
RCMP Detachment Operations	69,964	74,778	73,135	75,128	1,993
City Hall - Building Mtce	113,493	114,688	115,895	116,989	1,094
18th Ave Yard Bldg - Operation	14,292	15,087	15,615	15,008	(607)
Civic Facilities - Admin	60,406	72,000	50,400	50,400	0
1310 3rd Ave - Operations				1,000	1,000
Total Transfers	328,503	340,989	323,523	324,726	1,203
Revenues - Asset Maintenance					
Library Operations AM	(40,009)	(1,500)	(1,500)	(1,500)	0
3rd Pty-Art Gallery-Bldg Mtc AM	(24,284)	(9,000)	(10,000)	(10,000)	0
RCMP Detachment Operations AM	(47,403)	0	0	0	0
Total Revenues - Asset Maintenance	(111,695)	(10,500)	(11,500)	(11,500)	0
Expenditures - Asset Maintenance					
Fire Halls AM	40,132	18,690	28,237	28,237	0
Massey Drive Fire Hall AM	0	0	15,229	42,747	27,518
Othr City Bldgs-General Exp AM	121,409	40,490	168,195	89,875	(78,320)
Library Operations AM	61,188	25,073	35,115	37,260	2,145
3rd Pty-Art Gallery-Bldg Mtc AM	24,869	12,791	16,109	16,109	0
RCMP Detachment Operations AM	128,421	54,978	58,556	58,556	0
City Hall - Building Mtce AM	134,368	37,221	75,030	75,030	0
18th Ave Yard Bldg - Opr AM	99,412	24,488	47,297	47,297	0
1310 3rd Ave - AM	0	0	0	28,320	28,320
Total Expenditures - Asset Maintenance	609,799	213,731	443,768	423,431	(20,337)

Service Category Summary

Civic Facilities Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Transfers - Asset Maintenance					
Othr City Bldgs-General Exp AM	2,104	0	0	0	0
Library Operations AM	116	0	0	0	0
RCMP Detachment Operations AM	2,085	0	0	0	0
City Hall - Building Mtce AM	342	0	0	0	0
18th Ave Yard Bldg - Opr AM	331	0	0	0	0
Total Transfers - Asset Maintenance	4,977	0	0	0	0
Net Operations	2,887,539	2,711,634	3,292,324	3,204,390	(87,934)

Service Category Summary

Civic Facilities Maintenance

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(400,679)	(28,711)	(25,190)	(20,140)	5,050
Expenditures					
Salary & Wages (including Benefits)	1,363,636	1,305,821	1,370,075	1,283,893	(86,182)
Non-Salary Expenses	1,591,102	1,093,535	1,623,916	1,615,911	(8,005)
Total Expenditures	2,954,738	2,399,356	2,993,991	2,899,804	(94,187)
Transfers	333,480	340,989	323,523	324,726	1,203
Net Operations	2,887,539	2,711,634	3,292,324	3,204,390	(87,934)

Service Category Summary

Entertainment Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Event Hosting - Entertainment	(37,148)	0	0	0	0
Prince George Playhouse	(22,486)	(20,000)	(20,600)	0	20,600
CN Centre - Sales & Marketing	(46,356)	(91,000)	(66,000)	(75,000)	(9,000)
CN Centre - Cougar Operations	(362,814)	(375,755)	(450,760)	0	450,760
CN Centre - Show Operations	(2,004,162)	(1,019,140)	(1,044,080)	0	1,044,080
Total Revenues	(2,472,966)	(1,505,895)	(1,581,440)	(75,000)	1,506,440
Expenditures					
Event Hosting - Entertainment	73,334	41,127	41,130	30,000	(11,130)
Prince George Playhouse	32,435	50,508	50,976	25,829	(25,147)
CN Centre - Sales & Marketing	33,291	33,910	33,900	18,300	(15,600)
CN Centre - Cougar Operations	332,835	336,012	338,571	178,521	(160,050)
CN Centre - Show Operations	1,873,794	694,425	684,958	0	(684,958)
Total Expenditures	2,345,688	1,155,982	1,149,535	252,650	(896,885)
Transfers					
Event Hosting - Entertainment	7,294	2,500	2,500	0	(2,500)
Prince George Playhouse	4,864	5,638	5,835	2,500	(3,335)
CN Centre - Show Operations	761	500	500	0	(500)
Total Transfers	12,919	8,638	8,835	2,500	(6,335)
Expenditures - Asset Maintenance					
Prince George Playhouse AM	5,815	3,747	3,786	2,668	(1,118)
Total Expenditures - Asset Maintenance	5,815	3,747	3,786	2,668	(1,118)
Net Operations	(108,543)	(337,528)	(419,284)	182,818	602,102

Service Category Summary

Entertainment Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(2,472,966)	(1,505,895)	(1,581,440)	(75,000)	1,506,440
Expenditures					
Salary & Wages (including Benefits)	288,581	353,677	347,306	181,877	(165,429)
Non-Salary Expenses	2,062,923	806,052	806,015	73,441	(732,574)
Total Expenditures	2,351,504	1,159,729	1,153,321	255,318	(898,003)
Transfers	12,919	8,638	8,835	2,500	(6,335)
Net Operations	(108,543)	(337,528)	(419,284)	182,818	602,102

Service Category Summary

Event Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Sport Event Grants	(262)	0	0	0	0
Civic Centre Event Services	(422,491)	(415,720)	(428,200)	0	428,200
Civic Centre - Marketing	(2,000)	0	0	0	0
Civic Centre - Food Beverage	(26,246)	(33,000)	(32,360)	0	32,360
Civic Centre - Food Serv Contr	(1,146,968)	(890,000)	(989,990)	0	989,990
Civic Ctr-Beverage Serv Contr	(37,078)	0	0	0	0
Adult Summer Hockey Programs	(14,800)	(32,414)	(32,410)	0	32,410
Skating Programs	0	(3,500)	(3,500)	0	3,500
Drop in Hockey Programs	(5,719)	(10,805)	(5,000)	0	5,000
CN Centre - Recr Use Oper	(165,136)	(106,000)	(109,110)	0	109,110
CN Centre - Special Event Oper	(110)	0	0	0	0
Total Revenues	(1,820,810)	(1,491,439)	(1,600,570)	0	1,600,570
Expenditures					
Seniors - Recreation	2,456	2,472	2,470	0	(2,470)
Sport Event Grants	347,328	3,591	3,691	0	(3,691)
Civic Centre-Rental Subsidies	2,874	2,874	2,870	0	(2,870)
Event Hosting Services	4,970	5,000	5,000	0	(5,000)
Civic Centre Event Services	551,742	531,414	542,492	4,825	(537,667)
Civic Centre - Marketing	32,192	25,010	25,020	1,240	(23,780)
Civic Centre - Food Beverage	31,521	33,000	32,360	0	(32,360)
Civic Centre - Programs	5,878	3,000	3,010	0	(3,010)
Civic Centre - Food Serv Contr	940,384	738,700	738,700	0	(738,700)
Civic Ctr-Beverage Serv Contr	32,430	0	0	0	0
Adult Summer Hockey Programs	4,688	12,000	12,000	0	(12,000)
Skating Programs	0	3,500	3,500	0	(3,500)
Drop in Hockey Programs	1,440	3,000	3,000	0	(3,000)
CN Centre - Recr Use Oper	30,430	0	0	0	0
CN Centre - Special Event Oper	110	0	0	0	0
Total Expenditures	1,988,443	1,363,561	1,374,113	6,065	(1,368,048)
Transfers					
Seniors - Recreation	1,713	2,000	2,000	0	(2,000)
Sport Event Grants	(343,456)	0	0	0	0
Civic Centre Event Services	(35,832)	(13,650)	(21,700)	(11,550)	10,150
Civic Centre-Food Serv Capital	4,648	0	0	0	0
CN Centre - Recr Use Oper	(1,582)	0	0	0	0
Total Transfers	(374,509)	(11,650)	(19,700)	(11,550)	8,150
Net Operations	(206,875)	(139,528)	(246,157)	(5,485)	240,672

Service Category Summary

Event Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(1,820,810)	(1,491,439)	(1,600,570)	0	1,600,570
Expenditures					
Salary & Wages (including Benefits)	429,350	460,514	468,390	0	(468,390)
Non-Salary Expenses	1,559,093	903,047	905,723	6,065	(899,658)
Total Expenditures	1,988,443	1,363,561	1,374,113	6,065	(1,368,048)
Transfers	(374,509)	(11,650)	(19,700)	(11,550)	8,150
Net Operations	(206,875)	(139,528)	(246,157)	(5,485)	240,672

Service Category Summary

Arena Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Ice Oval	(356)	0	0	0	0
Livestock Arenas - Operating	(39,592)	(31,750)	(35,860)	(36,000)	(140)
Exhibition Grounds-Operations	(21,917)	(21,918)	(22,580)	0	22,580
BC Northern Exhibition	(3,125)	(2,500)	(2,440)	0	2,440
Exhibition Sports Ctr - Opr	24,881	(43,977)	(45,043)	(44,620)	423
RMC Arena - Operations	(306,683)	(324,867)	(324,870)	(81,220)	243,650
Kin Centre - Operations	(992,501)	(887,380)	(917,670)	(237,110)	680,560
Elksentre - Operations	(289,168)	(329,490)	(329,490)	(82,370)	247,120
Total Revenues	(1,628,459)	(1,641,882)	(1,677,953)	(481,320)	1,196,633
Expenditures					
Ice Oval	15,356	14,500	14,500	15,000	500
Civic Centre Bldg Mtce - Oper	569,215	543,595	550,343	110,155	(440,188)
Comm Arenas - Administration	309,753	313,477	417,340	536,386	119,046
Livestock Arenas - Operating	27,513	30,074	30,724	32,265	1,541
Exhibition Grounds-Operations	23,712	17,938	18,246	18,040	(206)
BC Northern Exhibition	1,409	1,000	1,000	0	(1,000)
Exhibition Sports Ctr - Opr	32,192	37,665	38,510	38,099	(411)
RMC Arena - Operations	620,145	604,672	643,750	669,994	26,244
Kin Centre - Operations	893,115	859,876	891,031	1,037,978	146,947
Elksentre - Operations	368,930	403,120	374,590	138,984	(235,606)
CN Centre - Bldg Operations	1,308,859	1,157,165	1,160,112	1,154,436	(5,676)
Total Expenditures	4,170,199	3,983,082	4,140,146	3,751,337	(388,809)
Transfers					
Ice Oval	0	100	0	0	0
Civic Centre Bldg Mtce - Oper	119,159	115,533	120,882	126,579	5,697
Livestock Arenas - Operating	10,552	8,160	8,446	9,961	1,515
Exhibition Grounds-Operations	21	0	0	0	0
Exhibition Sports Ctr - Opr	6,396	6,312	6,533	6,521	(12)
RMC Arena - Operations	99,170	91,511	102,979	102,839	(140)
Kin Centre - Operations	96,797	111,343	101,325	102,005	680
Elksentre - Operations	35,377	36,898	38,396	38,554	158
CN Centre - Bldg Operations	86,822	102,412	106,386	102,750	(3,636)
Total Transfers	454,293	472,269	484,947	489,209	4,262
Revenues - Asset Maintenance					
Exhibition Sports Ctr - Opr AM	(761)	0	0	0	0
Kin Centre - Operations AM	28	0	0	0	0
Total Revenues - Asset Maintenance	(733)	0	0	0	0
Expenditures - Asset Maintenance					
Civic Centre Bldg Mtce AM	110,731	54,876	55,613	15,819	(39,794)
Livestock Arenas-Operating AM	17,058	1,760	1,775	2,563	788
Exhibition Grounds - Opr AM	0	6,970	7,072	4,326	(2,746)
Exhibition Sports Ctr - Opr AM	7,650	3,155	3,189	3,331	142
RMC Arena - Operations AM	288,690	162,626	98,593	110,818	12,225
Kin Centre - Operations AM	423,188	242,077	234,757	245,782	11,025
Elksentre - Operations AM	186,389	149,743	86,637	61,632	(25,005)
CN Centre - Bldg Operations AM	300,927	329,120	280,219	176,129	(104,090)
Total Expenditures - Asset Maintenance	1,334,633	950,327	767,855	620,400	(147,455)

Service Category Summary

Arena Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Transfers - Asset Maintenance					
Civic Centre Bldg Mtce AM	3,160	0	0	0	0
Livestock Arenas-Operating AM	205	0	0	0	0
RMC Arena - Operations AM	240	0	0	0	0
Kin Centre - Operations AM	59	0	0	0	0
Elksentre - Operations AM	567	0	0	0	0
CN Centre - Bldg Operations AM	996	0	0	0	0
Total Transfers - Asset Maintenance	5,226	0	0	0	0
Net Operations	4,335,158	3,763,796	3,714,995	4,379,626	664,631

Service Category Summary

Arena Operations

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(1,629,193)	(1,641,882)	(1,677,953)	(481,320)	1,196,633
Expenditures					
Salary & Wages (including Benefits)	3,295,508	3,122,591	3,268,740	2,815,805	(452,935)
Non-Salary Expenses	2,209,324	1,810,818	1,639,261	1,555,932	(83,329)
Total Expenditures	5,504,832	4,933,409	4,908,001	4,371,737	(536,264)
Transfers	459,518	472,269	484,947	489,209	4,262
Net Operations	4,335,158	3,763,796	3,714,995	4,379,626	664,631

Planning, Development & Infra. Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Dev Planning and Admin								
REVENUE	(3,364,279)	(3,111,271)	(3,109,270)	(2,516,940)	(2,516,940)	(2,516,940)	(2,516,940)	(2,516,940)
EXPENDITURES	2,644,509	2,869,884	3,130,912	2,745,812	2,791,469	2,838,038	2,885,539	2,933,991
TRANSFERS	222,224	19,200	24,000	24,000	24,000	24,000	24,000	24,000
Total	(497,547)	(222,187)	45,642	252,872	298,529	345,098	392,599	441,051
Economic Development								
REVENUE	(255,151)	(55,800)	(42,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
EXPENDITURES	862,151	875,754	827,176	631,353	640,400	649,629	659,042	668,643
TRANSFERS	30,790	0	0	0	0	0	0	0
Total	637,790	819,954	784,376	623,553	632,600	641,829	651,242	660,843
Asset Management								
EXPENDITURES	336,212	366,225	372,270	353,463	360,422	367,520	374,761	382,147
TRANSFERS	0	0	0	0	0	0	0	0
Total	336,212	366,225	372,270	353,463	360,422	367,520	374,761	382,147
Strategic Initiatives & Partn.								
REVENUE	(382,718)	(28,130)	(28,130)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
EXPENDITURES	1,465,223	947,820	1,606,131	1,435,311	1,445,079	1,455,043	1,465,207	1,475,573
TRANSFERS	49,424	(49,011)	3,400	9,650	9,650	9,650	9,650	9,650
Total	1,131,929	870,679	1,581,401	1,429,961	1,439,729	1,449,693	1,459,857	1,470,223
Infra Planning & Engineering								
REVENUE	(218,255)	0	0	0	0	0	0	0
EXPENDITURES	430,110	200,000	200,000	721,705	731,518	741,527	751,737	762,150
TRANSFERS	(19,458)	0	0	0	0	0	0	0
Total	192,397	200,000	200,000	721,705	731,518	741,527	751,737	762,150
GRAND TOTAL	1,800,782	2,034,671	2,983,689	3,381,554	3,462,798	3,545,667	3,630,196	3,716,414

Service Category Summary

Dev Planning and Admin

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
ENV-Partners for Climate Chang	(13,575)	0	0	0	0
Community Forest and Fire Fuel	(174,997)	0	0	0	0
Land Use Planning	(139,136)	(140,490)	(140,490)	(107,500)	32,990
Subdiv, Infra, Bldg Inspection	(1,744,547)	(1,511,750)	(1,511,750)	(982,640)	529,110
Business Licenses	(968,925)	(1,001,830)	(1,001,830)	(960,000)	41,830
Real Estate Services	(313,669)	(445,501)	(445,500)	(457,800)	(12,300)
Dev Serv Admin - Operations	(7,385)	(10,000)	(8,000)	(8,000)	0
Pine Valley Golf - Operations	(2,044)	(1,700)	(1,700)	(1,000)	700
Total Revenues	(3,364,279)	(3,111,271)	(3,109,270)	(2,516,940)	592,330
Expenditures					
ENV-Partners for Climate Chang	8,960	4,095	4,095	0	(4,095)
ENV-Air Quality Implementation	65,000	70,000	70,000	70,000	0
Environmental Services	3,400	0	279,992	177,007	(102,985)
ENV-Clean Air Monitoring	38,010	50,000	50,000	50,000	0
Land Use Planning	653,179	679,377	532,702	536,650	3,948
Subdiv, Infra, Bldg Inspection	663,311	717,317	814,691	719,016	(95,675)
Real Estate Services	295,407	313,162	318,390	316,170	(2,220)
Dev Serv Admin - Operations	916,116	1,032,413	1,057,522	873,449	(184,073)
Pine Valley Golf - Operations	1,125	3,520	3,520	3,520	0
Total Expenditures	2,644,509	2,869,884	3,130,912	2,745,812	(385,100)
Transfers					
ENV-Partners for Climate Chang	4,615	0	0	0	0
Community Forest and Fire Fuel	174,997	0	0	0	0
Environmental Services	(3,400)	0	0	0	0
Subdiv, Infra, Bldg Inspection	45,400	19,200	24,000	24,000	0
Dev Serv Admin - Operations	611	0	0	0	0
Total Transfers	222,224	19,200	24,000	24,000	0
Net Operations	(497,547)	(222,187)	45,642	252,872	207,230

Service Category Summary

Dev Planning and Admin

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(3,364,279)	(3,111,271)	(3,109,270)	(2,516,940)	592,330
Expenditures					
Salary & Wages (including Benefits)	2,192,270	2,300,424	2,561,452	2,282,862	(278,590)
Non-Salary Expenses	452,238	569,460	569,460	462,950	(106,510)
Total Expenditures	2,644,509	2,869,884	3,130,912	2,745,812	(385,100)
Transfers	222,224	19,200	24,000	24,000	0
Net Operations	(497,547)	(222,187)	45,642	252,872	207,230

Service Category Summary

Economic Development

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Economic Development	(255,151)	(55,800)	(42,800)	(7,800)	35,000
Total Revenues	(255,151)	(55,800)	(42,800)	(7,800)	35,000
Expenditures					
Economic Development	862,151	875,754	827,176	631,353	(195,823)
Total Expenditures	862,151	875,754	827,176	631,353	(195,823)
Transfers					
Economic Development	30,790	0	0	0	0
Total Transfers	30,790	0	0	0	0
Net Operations	637,790	819,954	784,376	623,553	(160,823)

Service Category Summary

Economic Development

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(255,151)	(55,800)	(42,800)	(7,800)	35,000
Expenditures					
Salary & Wages (including Benefits)	427,318	529,352	480,786	452,383	(28,403)
Non-Salary Expenses	434,832	346,402	346,390	178,970	(167,420)
Total Expenditures	862,151	875,754	827,176	631,353	(195,823)
Transfers	30,790	0	0	0	0
Net Operations	637,790	819,954	784,376	623,553	(160,823)

Service Category Summary

Asset Management

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Asset Management	336,212	366,225	372,270	353,463	(18,807)
Total Expenditures	336,212	366,225	372,270	353,463	(18,807)
Net Operations	336,212	366,225	372,270	353,463	(18,807)

Service Category Summary

Asset Management

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Salary & Wages (including Benefits)	325,100	344,745	350,790	347,973	(2,817)
Non-Salary Expenses	11,112	21,480	21,480	5,490	(15,990)
Total Expenditures	336,212	366,225	372,270	353,463	(18,807)
Net Operations	336,212	366,225	372,270	353,463	(18,807)

Service Category Summary

Strategic Initiatives & Partn.

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Active Living & Healthy Eating	(500)	0	0	0	0
Active Living Guide	(19,808)	(22,940)	(22,940)	0	22,940
Community Partnerships Ops.	(8,824)	(5,190)	(5,190)	0	5,190
Social Planning/Coordination	(66,250)	0	0	0	0
NCPC Strengthening Families	(287,336)	0	0	0	0
Reaching Home Program	0	0	0	(15,000)	(15,000)
Total Revenues	(382,718)	(28,130)	(28,130)	(15,000)	13,130
Expenditures					
Scholarships & Bursaries	3,500	3,500	3,500	0	(3,500)
Volunteer Grants	11,300	11,300	11,300	0	(11,300)
Active Living & Healthy Eating	4,660	5,000	5,000	0	(5,000)
Community Enhancement Grants	10,856	16,000	16,000	0	(16,000)
Community Street Banners	21,346	25,000	25,000	0	(25,000)
myPG Social Development Fund	530,347	359,150	500,000	0	(500,000)
Community Heritage	6,667	6,990	7,000	0	(7,000)
Community Flower Baskets	57,311	57,850	57,850	0	(57,850)
Active Living Guide	26,418	27,310	27,310	0	(27,310)
Community Partnerships Ops.	40,692	42,312	40,489	0	(40,489)
Social Planning/Coordination	502,651	393,408	912,682	1,435,311	522,629
NCPC Strengthening Families	249,477	0	0	0	0
Total Expenditures	1,465,223	947,820	1,606,131	1,435,311	(170,820)
Transfers					
Active Living & Healthy Eating	52	0	0	0	0
myPG Social Development Fund	(26,064)	0	0	0	0
Community Heritage	137	0	0	0	0
Active Living Guide	(6,701)	(6,600)	(6,950)	0	6,950
Community Partnerships Ops.	6,238	6,000	6,500	0	(6,500)
Social Planning/Coordination	37,926	(48,411)	3,850	9,650	5,800
NCPC Strengthening Families	37,835	0	0	0	0
Total Transfers	49,424	(49,011)	3,400	9,650	6,250
Net Operations	1,131,929	870,679	1,581,401	1,429,961	(151,440)

Service Category Summary Strategic Initiatives & Partn.

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(382,718)	(28,130)	(28,130)	(15,000)	13,130
Expenditures					
Salary & Wages (including Benefits)	388,231	264,208	584,744	488,421	(96,323)
Non-Salary Expenses	1,076,992	683,612	1,021,387	946,890	(74,497)
Total Expenditures	1,465,223	947,820	1,606,131	1,435,311	(170,820)
Transfers	49,424	(49,011)	3,400	9,650	6,250
Net Operations	1,131,929	870,679	1,581,401	1,429,961	(151,440)

Service Category Summary

Infra Planning & Engineering

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Infra Planning & Engineering	0	0	0	521,705	521,705
Total Expenditures	0	0	0	521,705	521,705
Revenues - Asset Maintenance					
Infrastructure Planning - Gen	(218,255)	0	0	0	0
Total Revenues - Asset Maintenance	(218,255)	0	0	0	0
Expenditures - Asset Maintenance					
Infrastructure Planning - Gen	430,110	200,000	200,000	200,000	0
Total Expenditures - Asset Maintenance	430,110	200,000	200,000	200,000	0
Transfers - Asset Maintenance					
Infrastructure Planning - Gen	(19,458)	0	0	0	0
Total Transfers - Asset Maintenance	(19,458)	0	0	0	0
Net Operations	192,397	200,000	200,000	721,705	521,705

Service Category Summary

Infra Planning & Engineering

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(218,255)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	20,721	0	0	490,649	490,649
Non-Salary Expenses	409,389	200,000	200,000	231,056	31,056
Total Expenditures	430,110	200,000	200,000	721,705	521,705
Transfers	(19,458)	0	0	0	0
Net Operations	192,397	200,000	200,000	721,705	521,705

Service Agreements & Grants Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Library Services								
REVENUE	(404,940)	(417,100)	(407,887)	(407,890)	(407,890)	(407,890)	(407,890)	(407,890)
EXPENDITURES	3,683,401	3,683,401	3,785,070	3,785,070	3,785,070	3,785,070	3,785,070	3,785,070
Total	3,278,461	3,266,301	3,377,183	3,377,180	3,377,180	3,377,180	3,377,180	3,377,180
Tourism Prince George								
EXPENDITURES	327,000	327,000	327,000	327,000	327,000	327,000	327,000	327,000
Total	327,000	327,000	327,000	327,000	327,000	327,000	327,000	327,000
GRAND TOTAL	3,605,461	3,593,301	3,704,183	3,704,180	3,704,180	3,704,180	3,704,180	3,704,180

Service Category Summary

Library Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Grants - Library	(404,940)	(417,100)	(407,887)	(407,890)	(3)
Total Revenues	(404,940)	(417,100)	(407,887)	(407,890)	(3)
Expenditures					
Grants - Library	3,683,401	3,683,401	3,785,070	3,785,070	0
Total Expenditures	3,683,401	3,683,401	3,785,070	3,785,070	0
Net Operations	3,278,461	3,266,301	3,377,183	3,377,180	(3)

Service Category Summary

Library Services

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change 2021 vs 2020
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	
Revenues	(404,940)	(417,100)	(407,887)	(407,890)	(3)
Expenditures					
Non-Salary Expenses	3,683,401	3,683,401	3,785,070	3,785,070	0
Total Expenditures	3,683,401	3,683,401	3,785,070	3,785,070	0
Net Operations	3,278,461	3,266,301	3,377,183	3,377,180	(3)



The Prince George Public Library

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Friday, October 30th, 2020

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

Mayor Hall and Members of Council:

Attached for your consideration is the Prince George Public Library’s proposed operations budget. We have prepared a budget of \$4,017,117 to support the operation of our branches as well as to continue to offer digital and outreach services. The City and Regional District portion of this budget is \$3,785,067.

Throughout the pandemic, the library has continued to serve local residents. Although our facilities had to close to the public in mid-March, staff began offering virtual library programs within one week of the closure. We also continued to offer account and reference services, and increased access to digital collections and online courses. In early May, we launched a curbside pickup service until we were able to reopen physical branches to the public in July. In 2021 we will continue to follow the guidance of the Ministry of Health, WorkSafe BC, and BCCDC while providing the best possible service to our community.

Of note, the library temporarily eliminated fees on overdue materials early in the pandemic to support our community when library branches were closed and returning items was a challenge. Since this initiative was planned for mid-2020, before the onset of the pandemic, we plan to proceed with permanently eliminating overdue fees in 2021. This is a significant service enhancement for residents and eliminates a barrier for those for whom fees pose a financial hardship.

Planning will be a major focus of 2021 as we gather input for our 2021-2026 strategic plan. In a time of crisis, it is important to evaluate our services, spaces, and collections to ensure we meet the changing needs of our community. In addition, we anticipate digital access will be vital in 2021. Over the next year, staff will re-develop our website to make it easier for patrons to use the library from home.

We appreciate the City’s support in providing library services in Prince George.

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 2021

	Budget 2020	Budget 2021	Total Deviation From 2020
Revenue			
*Municipal Funding Sources	3,785,067	3,785,067	0
Provincial Funding Sources	215,000	214,000	(1,000)
Internally Generated Sources	90,900	18,050	(72,850)
Total Revenue	\$4,090,967	\$4,017,117	(\$73,850)
Wages & Related Expenses			
Benefits	527,350	524,013	(3,337)
Education & Professional Development	21,500	21,500	0
Wages	2,505,000	2,485,439	(19,561)
Other Staff Associated Costs	7,500	12,000	4,500
	3,061,350	3,042,952	(\$18,398)
Operational Expenses			
Supplies	21,075	21,075	0
Materials Costs	280,500	257,500	(23,000)
General & Administrative	154,450	150,450	(4,000)
Information Technology	102,572	103,449	877
Rent	76,500	76,500	0
Repairs & Maintenance	139,950	160,450	20,500
	775,047	769,424	(\$5,623)
Investment in Tangible Capital Assets			
Furniture	16,500	3,000	(13,500)
Equipment	22,000	4,000	(18,000)
Computer Infrastructure	16,150	14,150	(2,000)
Materials	199,920	183,591	(16,329)
	254,570	204,741	(\$49,829)
Total Expenses & TCA's	\$4,090,967	\$4,017,117	(\$73,850)

*Includes amount paid to the City of PG from the Regional District of Fraser Fort George estimated at \$407,887

Read, Learn, Discover.

Service Category Summary

Tourism Prince George

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Tourism PG Society-Grant paid	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Net Operations	327,000	327,000	327,000	327,000	0

Service Category Summary

Tourism Prince George

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Non-Salary Expenses	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Net Operations	327,000	327,000	327,000	327,000	0



October 1, 2020

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

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2021 annual budget for Council's consideration. The annual budget has decreased by 27% from the approved 2020 budget as a result of COVID-19 and is forecasted at 55% of 2019 revenues from the Municipal and Regional District Tax (MRDT) revenues based on hotel revenue averages from May-August 2020.

In 2020, Tourism Prince George started to implement the objectives set out in the 2020-2024 Strategic Plan before COVID-19 hit. All indications for 2020 was another increased revenue year maintaining a ten-year tourism growth streak in British Columbia. When the pandemic hit, the 2020 budget had to be realigned to reflect the decrease in revenues and was adjusted to 35% of 2019's actuals. True actuals will not be realized until January 2021 once all MRDT remittals are submitted. Currently average revenues from hotels are tracking at 39% as of early August, 2020.

Priorities were shifted in 2020 to concentrate on long-term projects that will maintain Prince George's reputation as a premier city for hosting sports, conferences, and as a basecamp to northern adventures. The refreshed brand that was rolled out in the fall builds on the City's strengths of location, diversified amenities, services, accommodation options, unique retail, cultural and heritage offerings, emerging culinary scene, and incredible outdoor adventure options.

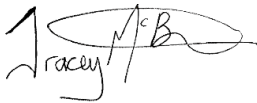
A focus on partnerships, content development (visual, written), the Lheidli T'enneh First Nation tourism strategy, and 'Staycation' campaigns to support the hotel and tourism sector partners was realized in 2020 and will continue to be a priority into 2021 in order to build resiliency, capacity and growth in future years.

In addition, 'Visitor Services' will be a focus in 2021 in terms of examining options for location, operational needs, and budgets based on research of Prince George's audiences (current and future). An option paper will be prepared for City Council with ideas prior to Tourism Prince George's lease renewal of 2022. Partnerships will be explored and this research will be done in consultation with applicable City staff.

PRINCE GEORGE

Due to the continued funding available through our partners like the City of Prince George and the MRDT and partnerships with other local and provincial associations, Tourism Prince George will continue to work towards keeping the tourism sector resilient and ready for future visitation once the pandemic dissipates. Tourism Prince George will refresh our five-year plan in 2021 to meet the MRDT process for the 2022 renewal requirements and work with all partners to ensure the plan is relevant, meaningful and leads to positive economic growth for the city in future years.

Sincerely,



Tracey McBride
Chief Executive Officer
Tourism Prince George Society

REVENUE	2020 Budget	DMO	VIC	2021 Budget	DMO	VIC	% Change from Budget	Notes
City of Prince George	327,000	163,500	163,500	327,000	163,500	163,500	0.0	
MRDT (Hotel Tax)	1,218,000	1,218,000	0	635,250	635,250	0	-47.8	Based on 55% revenues from 2019
Province of BC	70,000	47,000	23,000	143,175	120,175	23,000	104.5	DBC Coop - 2020/2021 Program/Destination Canada/DBC Coop - 2021/2022
Private Partnership	50,000	50,000	0	5,000	5,000	0	-90.0	Need to confirm partnerships for 2021/2022 Coop
Advertising Guide Sales	60,000	60,000	0	0	0	0	-100.0	No Visitor Guide planned for 2021
Sales Commissions	4,000	0	4,000	0	0	0	-100.0	
Merchandising Income	20,000	0	20,000	12,500	2,500	10,000	-37.5	Gift shop sales
TOTAL REVENUES	1,749,000	1,538,500	210,500	1,122,925	926,425	196,500	-35.8	
EXPENSES								
Operating								
Operating Salaries	165,000	95,000	70,000	152,000	95,000	57,000	-7.9	
Operating Benefits	28,000	16,000	12,000	24,500	15,500	9,000	-12.5	
VIC Staff	65,000	0	65,000	5,000	0	5,000	-92.3	Year round part-time person for Visitor Centre
Visitor Information Services Research	10,000	0	10,000	25,000	0	25,000	150.0	Shopify software & \$20,000 to conduct visitor services/relocation study
Security	15,000	0	15,000	0	0	0	-100.0	
Rent	47,000	23,500	23,500	54,940	27,470	27,470	16.9	
Building Maintenance	42,000	21,000	21,000	47,660	23,830	23,830	13.5	
Telephone	6,000	3,000	3,000	9,000	4,500	4,500	50.0	
Professional Services	27,000	13,500	13,500	30,000	15,000	15,000	11.1	Increased to include any additional professional service costs as required
Admin/Bank Fees	1,700	850	850	5,000	2,500	2,500	194.1	Increased to reflect actuals from 2020



Cost of Goods	11,000	0	11,000	5,000	0	5,000	-54.5	
Office Supplies	6,500	3,250	3,250	3,500	1,750	1,750	-46.2	
Office Equipment/Software	7,000	3,500	3,500	22,000	15,000	7,000	214.3	Includes CRIV annual subscription or \$12,000
Internet/IT	8,000	4,000	4,000	7,000	3,500	3,500	-12.5	
Board Expenses	10,000	5,000	5,000	500	500	0	-95.0	
Insurance	6,500	3,250	3,250	6,000	3,000	3,000	-7.7	
Vehicle Overhead	9,000	4,500	4,500	4,000	2,000	2,000	-55.6	
Mileage and Parking	2,500	1,250	1,250	1,000	500	500	-60.0	
Training and Development	12,000	10,000	2,000	3,000	2,500	500	-75.0	Increased to compensate for lack of salary increases in 2021
Subtotal, Operating	479,200	207,600	271,600	405,100	212,550	192,550	-15.5	
Capital								
Equipment	70,000	35,000	35,000	25,000	25,000	0	-64.3	Continued website development re: branding
Building Improvements	6,000	3,000	3,000	0	0	0	-100.0	
Subtotal, Capital	76,000	38,000	38,000	25,000	25,000	0	-67.1	
Marketing								
Marketing Salaries	415,000	415,000	0	338,000	338,000	0	-18.6	Removed salary for Communications position
Marketing Benefits	70,000	70,000	0	54,000	54,000	0	-22.9	Removed benefits for Communications position
Postage/Freight	10,000	10,000	0	2,500	2,500	0	-75.0	Less distribution of Visitor Guide
Consumer Shows	50,000	50,000	0	0	0	0	-100.0	Removed based on current provincial health regulations for COVID-19
Brand/Niche Paid Campaigns	221,000	221,000	0	150,000	150,000	0	-32.1	Includes all new branding campaigns and niche sector partnerships
TakeOnPG Campaign	10,000	10,000	0	0	0	0	-100.0	
Celebrate Prince George Partnership	30,000	30,000	0	0	0	0	-100.0	
Visitor Guide	70,000	70,000	0	2,500	2,500	0	-96.4	No Visitor Guide for 2021

Media Relations/Local Ambassadors	5,000	5,000	0	50,000	50,000	0	900.0	\$25,000 additional for content/story development and PR
Website	25,000	25,000	0	10,000	10,000	0	-60.0	Website maintenance
Marketing Memberships/Software	6,500	6,500	0	18,500	18,500	0	184.6	uploader
Sport/Event Development	75,000	75,000	0	15,000	15,000	0	-80.0	Reduced based on current provincial health regulations for COVID-19
Meetings & Conventions Development	75,000	75,000	0	25,000	25,000	0	-66.7	Reduced based on current provincial health regulations for COVID-19
Destination Development & Training	70,000	70,000	0	70,000	70,000	0	0.0	Includes stakeholder training, LTN & Spinal Cord BC partnerships & Northern BC Destination Development initiatives
Subtotal, Marketing	1,132,500	1,132,500	0	735,500	735,500	0	-35.1	
TOTAL EXPENSES	1,687,700	1,378,100	309,600	1,165,600	973,050	192,550	-30.9	
Balance	61,300	160,400	-99,100	-42,675	-46,625	3,950	-169.6	
Less Capital				25,000				
Net Profit/Loss				-17,675				

External Relations Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
External Relations								
EXPENDITURES	595,623	602,438	621,555	581,362	591,987	602,825	613,879	625,154
TRANSFERS	2,840	0	5,000	5,000	5,000	5,000	5,000	5,000
Total	598,463	602,438	626,555	586,362	596,987	607,825	618,879	630,154
GRAND TOTAL	598,463	602,438	626,555	586,362	596,987	607,825	618,879	630,154

Service Category Summary

External Relations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
External Relations	595,623	602,438	621,555	581,362	(40,193)
Total Expenditures	595,623	602,438	621,555	581,362	(40,193)
Transfers					
External Relations	2,840	0	5,000	5,000	0
Total Transfers	2,840	0	5,000	5,000	0
Net Operations	598,463	602,438	626,555	586,362	(40,193)

Service Category Summary

External Relations

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Salary & Wages (including Benefits)	538,750	528,168	537,295	531,232	(6,063)
Non-Salary Expenses	56,873	74,270	84,260	50,130	(34,130)
Total Expenditures	595,623	602,438	621,555	581,362	(40,193)
Transfers	2,840	0	5,000	5,000	0
Net Operations	598,463	602,438	626,555	586,362	(40,193)

Civic Operations Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Snow Control								
REVENUE	(67,383)	(65,000)	(50,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
EXPENDITURES	7,065,366	6,697,650	6,639,350	8,102,450	8,102,450	8,102,450	8,102,450	8,102,450
TRANSFERS	2,857,779	1,867,350	1,910,650	1,957,550	1,957,550	1,957,550	1,957,550	1,957,550
Total	9,855,763	8,500,000	8,500,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Roads								
REVENUE	(292,327)	(106,547)	(135,124)	(140,959)	(142,086)	(143,239)	(144,414)	(145,615)
EXPENDITURES	3,034,123	2,970,481	3,002,998	2,869,858	2,910,317	2,951,586	2,993,682	3,036,623
TRANSFERS	928,526	798,450	881,257	905,450	905,450	905,450	905,450	905,450
Total	3,670,322	3,662,384	3,749,131	3,634,349	3,673,681	3,713,797	3,754,718	3,796,458
Storm Drainage								
REVENUE	(323,985)	(150,347)	(148,740)	(166,123)	(168,808)	(171,548)	(174,342)	(177,190)
EXPENDITURES	1,366,916	1,165,907	1,215,485	1,192,034	1,207,088	1,222,442	1,238,105	1,254,081
TRANSFERS	290,652	121,584	62,961	321,500	321,500	321,500	321,500	321,500
Total	1,333,582	1,137,144	1,129,706	1,347,411	1,359,780	1,372,394	1,385,263	1,398,391
Fleet Services								
REVENUE	(513,711)	(604,340)	(604,340)	(351,629)	(357,185)	(362,851)	(368,631)	(374,527)
EXPENDITURES	7,025,193	6,245,735	6,551,396	6,524,997	6,576,089	6,628,201	6,681,356	6,735,575
TRANSFERS	(6,978,307)	(5,085,240)	(5,457,981)	(5,725,783)	(5,128,338)	(5,064,892)	(5,108,320)	(4,985,025)
Total	(466,825)	556,155	489,075	447,585	1,090,566	1,200,458	1,204,405	1,376,023
Street Lighting								
REVENUE	(53,441)	(18,600)	(36,200)	(36,200)	(36,200)	(36,200)	(36,200)	(36,200)
EXPENDITURES	1,909,118	1,796,103	1,773,619	1,623,974	1,628,608	1,633,335	1,638,156	1,643,072
TRANSFERS	(121,014)	(101,100)	(31,386)	124,000	124,000	124,000	124,000	124,000
Total	1,734,663	1,676,403	1,706,033	1,711,774	1,716,408	1,721,135	1,725,956	1,730,872
Civic Operations Admin								
REVENUE	(12,173)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
EXPENDITURES	1,000,730	949,977	780,175	288,448	293,882	299,423	305,076	310,842
TRANSFERS	280	0	0	21,900	21,900	21,900	21,900	21,900
Total	988,837	944,977	775,175	305,348	310,782	316,323	321,976	327,742
Solid Waste Services								
REVENUE	(4,642,422)	(4,587,824)	(4,707,660)	(4,735,470)	(4,808,447)	(4,928,975)	(5,050,613)	(5,225,821)
EXPENDITURES	2,731,334	2,465,601	2,436,750	2,371,951	2,391,654	2,411,750	2,432,248	2,453,155
TRANSFERS	1,911,088	2,122,223	2,270,910	2,363,519	2,416,793	2,517,225	2,618,365	2,772,666
Total	0	0	0	0	0	0	0	0
Cemetery								
REVENUE	(510,178)	(398,729)	(498,720)	(488,720)	(488,720)	(488,720)	(488,720)	(488,720)
EXPENDITURES	520,202	489,244	496,335	502,876	510,843	518,970	527,260	535,715
TRANSFERS	18,055	73,638	52,525	83,081	83,081	83,081	83,081	83,081
Total	28,079	164,153	50,140	97,237	105,204	113,331	121,621	130,076
Sewer Operations								
REVENUE	(13,586,391)	(13,189,231)	(13,876,169)	(14,540,060)	(15,227,489)	(15,919,016)	(16,508,873)	(17,198,724)
EXPENDITURES	6,164,756	6,233,708	6,283,925	6,331,239	6,412,996	6,496,387	6,581,443	6,668,205
DEBT	328,343	319,737	424,990	437,234	459,557	444,916	260,991	250,968
TRANSFERS	7,093,292	6,635,786	7,167,254	7,771,587	8,354,936	8,977,713	9,666,439	10,279,551
Total	0	0	0	0	0	0	0	0

Civic Operations Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Water Operations								
REVENUE	(16,756,120)	(16,212,492)	(17,043,483)	(17,182,118)	(17,682,695)	(18,190,619)	(18,643,354)	(20,150,069)
EXPENDITURES	7,100,623	6,219,644	6,283,078	6,139,597	6,213,353	6,288,583	6,365,315	6,443,582
DEBT	1,337,661	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712	1,345,764
TRANSFERS	8,317,836	8,641,069	9,391,890	9,642,196	10,035,920	10,448,953	10,895,327	12,360,723
Total	0	0	0	0	0	0	0	0
Parks								
REVENUE	(157,894)	(110,957)	(115,957)	(15,257)	(15,460)	(15,667)	(15,878)	(16,094)
EXPENDITURES	4,664,266	4,503,874	4,714,103	4,272,950	4,344,549	4,417,579	4,492,067	4,568,053
TRANSFERS	1,068,783	1,169,489	977,261	963,823	963,823	963,823	963,823	963,823
Total	5,575,155	5,562,406	5,575,407	5,221,516	5,292,912	5,365,735	5,440,012	5,515,782
Project Delivery								
REVENUE	(42,197)	(20,000)	(20,000)	(25,010)	(25,010)	(25,010)	(25,010)	(25,010)
EXPENDITURES	1,165,614	951,277	1,616,187	627,758	639,175	650,821	662,700	674,816
TRANSFERS	(134,015)	(57,658)	(143,137)	12,000	12,000	12,000	12,000	12,000
Total	989,403	873,619	1,453,050	614,748	626,165	637,811	649,690	661,806
Engineering								
EXPENDITURES	8,378	0	0	0	0	0	0	0
TRANSFERS	(8,378)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
District Energy								
REVENUE	(206,594)	(197,363)	(210,706)	(191,847)	(191,847)	(191,847)	(191,847)	(191,847)
EXPENDITURES	418,071	449,271	431,574	433,659	435,468	437,313	439,197	441,118
DEBT	433,321	433,321	425,321	417,321	409,321	201,660	0	0
TRANSFERS	(644,798)	(685,229)	(646,189)	(659,133)	(652,942)	(447,126)	(247,350)	(249,271)
Total	0	0	0	0	0	0	0	0
Transportation & Tech Services								
REVENUE	(2,381,883)	(2,149,390)	(2,381,520)	(2,362,160)	(2,362,160)	(2,362,160)	(2,362,160)	(2,362,160)
EXPENDITURES	5,431,311	5,369,376	5,927,690	6,588,049	6,597,679	6,607,502	6,617,522	6,627,741
TRANSFERS	2,395	0	0	33,800	33,800	33,800	33,800	33,800
Total	3,051,823	3,219,986	3,546,170	4,259,689	4,269,319	4,279,142	4,289,162	4,299,381
OLD BU'S - Sewer Operations								
EXPENDITURES	2,209,447	0	0	0	0	0	0	0
TRANSFERS	(2,209,447)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
OLD BU'S - Water Operations								
EXPENDITURES	2,327,049	0	0	0	0	0	0	0
TRANSFERS	(2,327,049)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
OLD BU'S - District Energy								
EXPENDITURES	606,907	0	0	0	0	0	0	0
TRANSFERS	(606,907)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
GRAND TOTAL	26,760,802	26,297,227	26,973,887	27,639,657	28,444,817	28,720,126	28,892,803	29,236,531

Service Category Summary

Snow Control

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Snow Dump Mtce - Gen Charges	(43,080)	(65,000)	(50,000)	(50,000)	0
Snow Plow & Rmv - Grader/Plow	(8,330)	0	0	0	0
Ice Control	(15,973)	0	0	(10,000)	(10,000)
Total Revenues	(67,383)	(65,000)	(50,000)	(60,000)	(10,000)
Expenditures					
Snow Dump Mtce - Gen Charges	409,273	312,472	312,743	310,919	(1,824)
Snow Plow & Rmv - Grader/Plow	4,432,454	3,366,529	3,210,268	4,680,493	1,470,225
Ice Control	1,168,978	1,768,905	1,743,597	1,739,906	(3,691)
Sdwk Snw Plw/Ice Cntrl-Outsid	157,077	367,446	301,926	297,946	(3,980)
City Facilities Snow/Ice Contr	403,018	414,591	516,501	500,591	(15,910)
Winter Sand Pickup	431,184	382,920	469,073	469,073	0
Total Expenditures	7,001,984	6,612,863	6,554,108	7,998,928	1,444,820
Transfers					
Snow Dump Mtce - Gen Charges	6,268	2,000	5,000	5,000	0
Snow Plow & Rmv - Grader/Plow	1,734,110	875,000	945,244	994,550	49,306
Ice Control	377,230	268,000	268,006	265,000	(3,006)
Sdwk Snw Plw/Ice Cntrl-Outsid	145,581	135,000	122,900	122,000	(900)
City Facilities Snow/Ice Contr	141,614	90,000	118,000	120,000	2,000
Snow (fund 13)	68,435	87,137	88,742	106,522	17,780
Winter Sand Pickup	447,925	495,000	448,000	448,000	0
Total Transfers	2,921,162	1,952,137	1,995,892	2,061,072	65,180
Expenditures - Asset Maintenance					
Snow Dump Mtce - Gen Chrgs AM	9,589	2,152	2,165	4,409	2,244
Snow Plow & Rmv-Grader/Plow AM	53,793	82,635	83,077	99,113	16,036
Total Expenditures - Asset Maintenance	63,382	84,787	85,242	103,522	18,280
Transfers - Asset Maintenance					
Snow Dump Mtce - Gen Chrgs AM	1,387	0	1,400	1,000	(400)
Snow Plow & Rmv-Grader/Plow AM	3,666	2,350	2,100	2,000	(100)
User Fee Funded - Snow	(68,435)	(87,137)	(88,742)	(106,522)	(17,780)
Total Transfers - Asset Maintenance	(63,382)	(84,787)	(85,242)	(103,522)	(18,280)
Net Operations	9,855,763	8,500,000	8,500,000	10,000,000	1,500,000

Service Category Summary

Snow Control

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(67,383)	(65,000)	(50,000)	(60,000)	(10,000)
Expenditures					
Salary & Wages (including Benefits)	3,349,216	3,170,328	3,340,132	3,338,115	(2,017)
Non-Salary Expenses	3,716,150	3,527,322	3,299,218	4,764,335	1,465,117
Total Expenditures	7,065,366	6,697,650	6,639,350	8,102,450	1,463,100
Transfers	2,857,779	1,867,350	1,910,650	1,957,550	46,900
Net Operations	9,855,763	8,500,000	8,500,000	10,000,000	1,500,000

Service Category Summary

Roads

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
3rd Pty Streets - Misc	(10,076)	(15,231)	(15,230)	(15,235)	(5)
Streets - Gen Admin	(77)	0	0	0	0
New Traffic Signs - Sign Insta	(11,516)	0	0	0	0
Mtce Asphalt Rd - Major Patchi	(6,715)	0	0	0	0
Curb & Gutter Rpr Conn	(46,372)	(21,912)	(39,736)	(39,736)	0
Pavement Rpr Connection	(110,238)	(64,000)	(74,013)	(57,013)	17,000
Concrete Sidewalk Rpr Conn	(20,365)	(3,788)	(4,525)	(2,750)	1,775
Asphalt Sidewalk Rpr Conn	(2,000)	(1,616)	(1,620)	(1,225)	395
Sign Mtce Operations	(961)	0	0	0	0
Road Cut Fees	(40,275)	0	0	(25,000)	(25,000)
Total Revenues	(248,595)	(106,547)	(135,124)	(140,959)	(5,835)
Expenditures					
Traffic Lane Marking	372,460	360,579	361,629	341,629	(20,000)
3rd Pty Streets - Misc	2,263	15,231	15,230	15,235	5
Streets - Gen Admin	404,217	792,737	617,527	611,017	(6,510)
New Traffic Signs - Sign Insta	1,971	0	0	0	0
Gravel Roads - Grading	60,266	50,160	61,013	51,663	(9,350)
Summer Sweeping Program	94,173	82,976	84,369	84,369	0
Curb & Gutter Mtce	58,707	39,997	55,988	147,072	91,084
Bridges & Structures	0	922	922	522	(400)
Mtce Asphalt Rd - Cold Patch R	73,899	21,485	18,980	31,497	12,517
Mtce Asphalt Rd - Major Patchi	48,998	37,972	45,769	76,568	30,799
Mtce Asphalt Rd - Hot Patch Rp	103,259	58,921	64,472	80,763	16,291
Curb & Gutter Rpr Conn	31,201	14,912	28,736	28,736	0
Pavement Rpr Connection	107,945	49,000	49,013	49,013	0
Concrete Sidewalk Rpr Conn	11,251	2,288	2,350	2,350	0
Asphalt Sidewalk Rpr Conn	0	1,616	1,620	1,225	(395)
Sign Mtce Operations	63,912	13,488	13,631	29,493	15,862
Road Cut Fees	8,316	0	0	0	0
Total Expenditures	1,442,837	1,542,284	1,421,249	1,551,152	129,903
Transfers					
Traffic Lane Marking	6,630	9,000	6,800	9,300	2,500
3rd Pty Streets - Misc	671	0	0	0	0
Streets - Gen Admin	586	0	0	0	0
New Traffic Signs - Sign Insta	273	0	0	0	0
Gravel Roads - Grading	9,950	11,000	11,000	4,200	(6,800)
Summer Sweeping Program	151,480	186,000	190,000	160,000	(30,000)
Curb & Gutter Mtce	18,338	20,000	20,000	17,000	(3,000)
Mtce Asphalt Rd - Cold Patch R	41,062	10,000	23,000	13,000	(10,000)
Mtce Asphalt Rd - Major Patchi	14,742	10,000	15,000	15,000	0
Mtce Asphalt Rd - Hot Patch Rp	42,333	35,000	45,000	44,200	(800)
Curb & Gutter Rpr Conn	10,921	7,000	11,000	11,000	0
Pavement Rpr Connection	25,910	15,000	25,000	8,000	(17,000)
Concrete Sidewalk Rpr Conn	2,175	1,500	2,175	400	(1,775)
Asphalt Sidewalk Rpr Conn	0	0	0	0	0
Sign Mtce Operations	3,266	3,950	3,200	5,000	1,800
Road Cut Fees	317	0	0	0	0
Total Transfers	328,651	308,450	352,175	287,100	(65,075)

Service Category Summary

Roads

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues - Asset Maintenance					
Mtce Asphalt Rd-Major Patch AM	(128)	0	0	0	0
Sign Mtce Operations AM	(3,000)	0	0	0	0
Traff Ctrl & Signal Opt Det UG	(40,605)	0	0	0	0
Total Revenues - Asset Maintenance	(43,733)	0	0	0	0
Expenditures - Asset Maintenance					
Traffic Controller Upgrade	(794)	0	0	0	0
Class 3 Crosswalk Sign Safety	(6,042)	0	0	0	0
Traffic Signal Optical Det UG	74	0	0	0	0
Gravel Roads - Grading AM	465,016	263,358	306,773	306,763	(10)
Curb & Gutter Mtce AM	64,380	135,560	199,520	103,585	(95,935)
Bridges & Structures Mtce	12,102	8,287	8,287	8,287	0
Mtce Asphalt Rd-Cold Patch AM	129,360	89,579	79,560	67,043	(12,517)
Mtce Asphalt Rd-Major Patch AM	276,301	346,357	377,588	343,318	(34,270)
Mtce Asphalt Rd - Hot Patch AM	437,359	296,111	318,348	293,908	(24,440)
Sign Mtce Operations AM	139,702	213,945	216,673	195,802	(20,871)
Traff Ctrl & Signal Opt Det UG	73,828	75,000	75,000		(75,000)
Total Expenditures - Asset Maintenance	1,591,286	1,428,197	1,581,749	1,318,706	(263,043)
Transfers - Asset Maintenance					
Traffic Controller Upgrade	794	0	0	0	0
Class 3 Crosswalk Sign Safety	6,042	0	0	0	0
Traffic Signal Optical Det UG	(74)	0	0	0	0
Gravel Roads - Grading AM	277,639	190,000	245,000	260,000	15,000
Curb & Gutter Mtce AM	25,471	15,000	25,000	25,000	0
Bridges & Structures Mtce	3,590	0	3,612	400	(3,212)
Mtce Asphalt Rd-Cold Patch AM	75,160	120,000	79,470	80,000	530
Mtce Asphalt Rd-Major Patch AM	23,844	45,000	45,000	45,000	0
Mtce Asphalt Rd - Hot Patch AM	190,268	170,000	180,000	180,000	0
Sign Mtce Operations AM	30,366	25,000	26,000	27,950	1,950
Traff Ctrl & Signal Opt Det UG	(33,222)	(75,000)	(75,000)	0	75,000
Total Transfers - Asset Maintenance	599,875	490,000	529,082	618,350	89,268
Net Operations	3,670,322	3,662,384	3,749,131	3,634,349	(114,782)

Service Category Summary

Roads

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(292,327)	(106,547)	(135,124)	(140,959)	(5,835)
Expenditures					
Salary & Wages (including Benefits)	1,619,923	1,863,401	2,022,249	2,023,059	810
Non-Salary Expenses	1,414,200	1,107,080	980,749	846,799	(133,950)
Total Expenditures	3,034,123	2,970,481	3,002,998	2,869,858	(133,140)
Transfers	928,526	798,450	881,257	905,450	24,193
Net Operations	3,670,322	3,662,384	3,749,131	3,634,349	(114,782)

Service Category Summary

Storm Drainage

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Spills	(54,901)	0	0	0	0
Ditching - Culvert Replacement	(110)	0	0	0	0
3rd Pty - Curb Drop Installati	(34,495)	(13,818)	(13,858)	(18,458)	(4,600)
3rd Pty - Culvert Install	(51,845)	(18,753)	(18,708)	(25,908)	(7,200)
Storm Connections	(12,075)	(70,252)	(68,865)	(74,448)	(5,583)
3rd Pty - Storm Sewer	(25,195)	(6,894)	(6,884)	(6,884)	0
3rd Pty Streets - Connections	(59,808)	(40,630)	(40,425)	(40,425)	0
Total Revenues	(238,429)	(150,347)	(148,740)	(166,123)	(17,383)
Expenditures					
Spills	88,916	6,233	6,289	56,289	50,000
Ditching - Culvert Replacement	31,464	75,590	75,111	48,058	(27,053)
3rd Pty - Curb Drop Installati	22,977	13,818	13,858	13,858	0
3rd Pty - Culvert Install	47,616	18,753	18,708	18,708	0
Utilities - Admin Operations	19,333	27,040	27,040	14,350	(12,690)
Storm Operations	322,788	400,863	381,685	317,236	(64,449)
Storm Connections	5,417	67,452	68,865	69,248	383
Storm Sewer Pumphouse - Admin	9,141	9,967	10,112	10,665	553
3rd Pty - Storm Sewer	11,762	6,894	6,884	6,884	0
3rd Pty Streets - Connections	66,545	40,630	40,425	40,425	0
Total Expenditures	625,958	667,240	648,977	595,721	(53,256)
Transfers					
Spills	2,256	2,000	2,000	2,000	0
Ditching - Culvert Replacement	23,063	16,000	24,000	26,000	2,000
3rd Pty - Curb Drop Installati	8,155	0	0	4,600	4,600
3rd Pty - Culvert Install	18,506	0	0	7,200	7,200
Storm Operations	86,689	98,020	91,988	67,000	(24,988)
Storm Connections	2,347	2,800		5,200	5,200
3rd Pty - Storm Sewer	2,106	0	0	0	0
3rd Pty Streets - Connections	2,879	0	0	0	0
Total Transfers	145,999	118,820	117,988	112,000	(5,988)
Revenues - Asset Maintenance					
Parkridge Creek WDP	(14,384)	0	0	0	0
West Fraser River WDP	(32,557)	0	0	0	0
Drainage Improvements	(29,443)	0	0	0	0
Ditching - Culvert Replace AM	(2,194)	0	0	0	0
Storm Operations AM	(6,978)	0	0	0	0
Total Revenues - Asset Maintenance	(85,557)	0	0	0	0
Expenditures - Asset Maintenance					
Parkridge Creek WDP	18,601	46,816	28,214	0	(28,214)
West Fraser River WDP	36,175	47,920	11,744	0	(11,744)
Drainage Improvements	62,132	80,000	94,569	0	(94,569)
Ditching - Culvert Replace AM	158,428	120,509	119,834	174,716	54,882
Storm Operations AM	465,242	202,282	190,996	420,446	229,450
Storm Sewer Pumphouse - Adm AM	380	1,140	1,151	1,151	0
Prepaving Storm Water Infrastr	0	0	120,000		(120,000)
Total Expenditures - Asset Maintenance	740,958	498,667	566,508	596,313	29,805

Service Category Summary

Storm Drainage

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Transfers - Asset Maintenance					
Parkridge Creek WDP	(4,218)	(46,816)	(28,214)	0	28,214
West Fraser River WDP	(3,618)	(47,920)	(11,744)	0	11,744
Drainage Improvements	(32,688)	(80,000)	(94,569)	0	94,569
Ditching - Culvert Replace AM	92,083	58,000	80,000	90,000	10,000
Storm Operations AM	93,095	119,500	119,500	119,500	0
Storm Sewer Pumphouse - Adm AM	0	0	0	0	0
Prepaving Storm Water Infrastr	0	0	(120,000)	0	120,000
Total Transfers - Asset Maintenance	144,654	2,764	(55,027)	209,500	264,527
Net Operations	1,333,582	1,137,144	1,129,706	1,347,411	217,705

Service Category Summary

Storm Drainage

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(323,985)	(150,347)	(148,740)	(166,123)	(17,383)
Expenditures					
Salary & Wages (including Benefits)	754,536	780,595	790,672	752,695	(37,977)
Non-Salary Expenses	612,380	385,312	424,813	439,339	14,526
Total Expenditures	1,366,916	1,165,907	1,215,485	1,192,034	(23,451)
Transfers	290,652	121,584	62,961	321,500	258,539
Net Operations	1,333,582	1,137,144	1,129,706	1,347,411	217,705

Service Category Summary

Fleet Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Fleet Serv - Fire Services	0	0	0	0	0
Fleet Damage	(1,000)	0	0	0	0
Fleet Mtce - Operations	(2,945)	(4,340)	(4,340)	(4,340)	0
Fleet Serv - RCMP Post Garage	(355,044)	(600,000)	(600,000)	(347,289)	252,711
Fleet Serv - RCMP Refueling	(147,756)	0	0	0	0
Fleet Serv Shop Overhead	(6,966)	0	0	0	0
Total Revenues	(513,711)	(604,340)	(604,340)	(351,629)	252,711
Expenditures					
Fleet Serv - Gen Admin	242,352	234,158	237,725	229,705	(8,020)
Fleet Serv-Sm Tools Rpr/Purch	25,410	12,600	12,600	12,600	0
Fleet Serv - Fire Services	398,627	338,844	340,517	340,580	63
Welding Shop Operations	43,239	138,126	143,304	86,809	(56,495)
Fleet Damage	147,661	75,010	75,000	75,000	0
Fleet Mtce - Operations	4,994,592	4,197,860	4,582,920	4,779,284	196,364
Fleet Serv - RCMP	90,910	87,795	89,154	86,444	(2,710)
Fleet Serv - RCMP Post Garage	271,502	512,205	510,846	260,845	(250,001)
Fleet Serv - RCMP Refueling	147,756	0	0	0	0
Fleet Serv Shop Overhead	647,244	629,137	539,330	633,730	94,400
Supply Serv - Operations	0	0	0	0	0
Total Expenditures	7,009,294	6,225,735	6,531,396	6,504,997	(26,399)
Transfers					
Fleet Mtce - Operations	244,406	0	0	0	0
Fleet Equipment Rental	(9,294,602)	(7,817,520)	(8,189,542)	(8,353,000)	(163,458)
Fleet Internal Leases	1,997,986	2,662,056	2,644,137	2,556,246	(87,891)
Fleet Serv Shop Overhead	73,904	70,224	87,424	70,971	(16,453)
Total Transfers	(6,978,307)	(5,085,240)	(5,457,981)	(5,725,783)	(267,802)
Expenditures - Asset Maintenance					
Small Equipment - Acquisitions	15,899	20,000	20,000	20,000	0
Total Expenditures - Asset Maintenance	15,899	20,000	20,000	20,000	0
Net Operations	(466,825)	556,155	489,075	447,585	(41,490)

Service Category Summary

Fleet Services

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(513,711)	(604,340)	(604,340)	(351,629)	252,711
Expenditures					
Salary & Wages (including Benefits)	2,642,363	2,479,322	2,554,785	2,554,557	(228)
Non-Salary Expenses	4,382,830	3,766,413	3,996,611	3,970,440	(26,171)
Total Expenditures	7,025,193	6,245,735	6,551,396	6,524,997	(26,399)
Transfers	(6,978,307)	(5,085,240)	(5,457,981)	(5,725,783)	(267,802)
Net Operations	(466,825)	556,155	489,075	447,585	(41,490)

Service Category Summary

Street Lighting

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Street Lighting	(1,179)	(1,200)	(1,200)	(1,200)	0
3rd Pty - Util-Electrical	(52,263)	(17,400)	(35,000)	(35,000)	0
Total Revenues	(53,441)	(18,600)	(36,200)	(36,200)	0
Expenditures					
Traffic Signals	132,001	84,276	85,437	76,147	(9,290)
Street Lighting	1,169,065	1,159,100	1,182,146	1,191,791	9,645
3rd Pty - Util-Electrical	53,921	37,617	37,595	37,595	0
Total Expenditures	1,354,988	1,280,993	1,305,178	1,305,533	355
Transfers					
Traffic Signals	21,753	32,000	20,000	20,000	0
Street Lighting	16,854	14,400	16,000	16,000	0
3rd Pty - Util-Electrical	3,369	6,500	2,300	8,000	5,700
Total Transfers	41,976	52,900	38,300	44,000	5,700
Expenditures - Asset Maintenance					
Traffic Signals AM	62,700	100,347	101,230	101,230	0
Street Lighting AM	317,716	214,763	217,211	217,211	0
Hwy 16 W Four-Laning-Ministry	0	0	0	0	0
Hwy 97 Street Lighting	173,714	200,000	0	0	0
Boundary Rd and Hwy 16 Signlz	0	0	150,000	0	(150,000)
Total Expenditures - Asset Maintenance	554,130	515,110	468,441	318,441	(150,000)
Transfers - Asset Maintenance					
Traffic Signals AM	4,480	18,000	52,314	52,000	(314)
Street Lighting AM	6,245	28,000	28,000	28,000	0
Hwy 97 Street Lighting	(173,714)	(200,000)	0	0	0
Boundary Rd and Hwy 16 Signlz	0	0	(150,000)	0	150,000
Total Transfers - Asset Maintenance	(162,989)	(154,000)	(69,686)	80,000	149,686
Net Operations	1,734,663	1,676,403	1,706,033	1,711,774	5,741

Service Category Summary

Street Lighting

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(53,441)	(18,600)	(36,200)	(36,200)	0
Expenditures					
Salary & Wages (including Benefits)	246,633	228,260	231,683	231,683	0
Non-Salary Expenses	1,662,485	1,567,843	1,541,936	1,392,291	(149,645)
Total Expenditures	1,909,118	1,796,103	1,773,619	1,623,974	(149,645)
Transfers	(121,014)	(101,100)	(31,386)	124,000	155,386
Net Operations	1,734,663	1,676,403	1,706,033	1,711,774	5,741

Service Category Summary

Civic Operations Admin

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Civic Operations Admin.	(12,173)	(5,000)	(5,000)	(5,000)	0
Total Revenues	(12,173)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Civic Operations Admin.	1,000,730	949,977	780,175	288,448	(491,727)
Total Expenditures	1,000,730	949,977	780,175	288,448	(491,727)
Transfers					
Civic Operations Admin.	280	0	0	21,900	21,900
Total Transfers	280	0	0	21,900	21,900
Net Operations	988,837	944,977	775,175	305,348	(469,827)

Service Category Summary

Civic Operations Admin

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(12,173)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	945,831	933,157	763,365	271,638	(491,727)
Non-Salary Expenses	54,899	16,820	16,810	16,810	0
Total Expenditures	1,000,730	949,977	780,175	288,448	(491,727)
Transfers	280	0	0	21,900	21,900
Net Operations	988,837	944,977	775,175	305,348	(469,827)

Service Category Summary

Solid Waste Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Solid Waste Operations	(4,642,341)	(4,587,824)	(4,707,660)	(4,735,470)	(27,810)
Downtown Clean up	(81)	0	0	0	0
Total Revenues	(4,642,422)	(4,587,824)	(4,707,660)	(4,735,470)	(27,810)
Expenditures					
Solid Waste Operations	2,553,682	2,270,825	2,291,648	2,277,116	(14,532)
Downtown Clean up	105,440	58,790	65,391	66,191	800
Total Expenditures	2,659,122	2,329,615	2,357,039	2,343,307	(13,732)
Transfers					
Solid Waste Operations	1,053,694	1,036,464	1,079,603	1,138,881	59,278
Downtown Clean up	25,140	11,100	26,700	27,600	900
Solid Waste - Surplus transfer	0	100,000	100,000	100,000	0
Solid Waste - trsf Gen Capital	889,040	1,049,659	1,082,239	1,097,038	14,799
Solid Waste - Trsf Asset Main.	15,425	60,986	62,079	28,644	(33,435)
Total Transfers	1,983,300	2,258,209	2,350,621	2,392,163	41,542
Expenditures - Asset Maintenance					
Solid Waste Operations AM	15,148	60,986	62,079	28,644	(33,435)
Bear Smart Program	57,064	75,000	17,632		(17,632)
Total Expenditures - Asset Maintenance	72,212	135,986	79,711	28,644	(51,067)
Transfers - Asset Maintenance					
Solid Waste Operations AM	277	0	0	0	0
Bear Smart Program	(57,064)	(75,000)	(17,632)	0	17,632
User Fee Funded-Solid Waste	(15,425)	(60,986)	(62,079)	(28,644)	33,435
Total Transfers - Asset Maintenance	(72,212)	(135,986)	(79,711)	(28,644)	51,067
Net Operations	0	0	0	0	0

Service Category Summary

Solid Waste Services

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(4,642,422)	(4,587,824)	(4,707,660)	(4,735,470)	(27,810)
Expenditures					
Salary & Wages (including Benefits)	1,097,530	964,903	993,346	985,079	(8,267)
Non-Salary Expenses	1,633,805	1,500,698	1,443,404	1,386,872	(56,532)
Total Expenditures	2,731,334	2,465,601	2,436,750	2,371,951	(64,799)
Transfers	1,911,088	2,122,223	2,270,910	2,363,519	92,609
Net Operations	0	0	0	0	0

Service Category Summary

Cemetery

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Memorial Park Cemetery	(510,178)	(398,729)	(498,720)	(488,720)	10,000
Total Revenues	(510,178)	(398,729)	(498,720)	(488,720)	10,000
Expenditures					
Memorial Park Cemetery	509,766	473,608	480,429	498,692	18,263
Total Expenditures	509,766	473,608	480,429	498,692	18,263
Transfers					
Memorial Park Cemetery	17,938	73,638	51,525	82,081	30,556
Total Transfers	17,938	73,638	51,525	82,081	30,556
Expenditures - Asset Maintenance					
Memorial Park Cemetery AM	10,436	15,636	15,906	4,184	(11,722)
Total Expenditures - Asset Maintenance	10,436	15,636	15,906	4,184	(11,722)
Transfers - Asset Maintenance					
Memorial Park Cemetery AM	117	0	1,000	1,000	0
Total Transfers - Asset Maintenance	117	0	1,000	1,000	0
Net Operations	28,079	164,153	50,140	97,237	47,097

Service Category Summary

Cemetery

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(510,178)	(398,729)	(498,720)	(488,720)	10,000
Expenditures					
Salary & Wages (including Benefits)	393,113	390,895	397,632	398,391	759
Non-Salary Expenses	127,089	98,349	98,703	104,485	5,782
Total Expenditures	520,202	489,244	496,335	502,876	6,541
Transfers	18,055	73,638	52,525	83,081	30,556
Net Operations	28,079	164,153	50,140	97,237	47,097

Service Category Summary

Sewer Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Sanitary Sewer Operations	(286)	0	0	0	0
3rd Pty - Sanitary Sewer	(66,458)	(10,296)	(10,331)	(10,331)	0
Lift Station Operations/Mtce	(1,761)	0	0	0	0
WWTC - Operations	(11,666)	0	(10,000)	(10,000)	0
Lagoon - Treatment Plant - Opr	(3,000)	(4,320)	(4,320)	(2,500)	1,820
Sewer Connection	(59,245)	(29,505)	(44,965)	(29,965)	15,000
Fin Plan - Managed Debt	(85,716)	(85,716)	(95,727)	(107,971)	(12,244)
Investment Earnings - Sewer	(57,658)	(12,000)	(35,000)	(12,000)	23,000
Fin Serv - Sewer - Managed	(13,300,602)	(13,047,394)	(13,675,826)	(14,367,293)	(691,467)
Total Revenues	(13,586,391)	(13,189,231)	(13,876,169)	(14,540,060)	(663,891)
Expenditures					
Utilities Sewer Admin	802,739	869,335	929,418	792,350	(137,068)
Sanitary Sewer Operations	963,695	1,343,819	1,248,013	1,251,745	3,732
3rd Pty - Sanitary Sewer	58,585	5,696	5,731	5,731	0
Lift Station Hydro	149,553	156,024	159,144	164,320	5,176
Lift Station Operations/Mtce	548,629	504,008	607,222	764,192	156,970
WWTC - Operations	1,438,121	980,303	1,003,103	1,323,107	320,004
Lagoon - Treatment Plant - Opr	190,248	115,292	116,191	118,595	2,404
Sewer Connection	60,380	24,505	22,965	22,965	0
Amortization - budget only	0	1,800,000	2,000,000	2,200,000	200,000
Amortization - budget - contra	0	(1,800,000)	(2,000,000)	(2,200,000)	(200,000)
Asset Amort & Gain/Loss-Sewer	2,209,447	0	0	0	0
Fin Serv - Sewer - Managed	1,553	0	0	0	0
Total Expenditures	6,422,950	3,998,982	4,091,787	4,443,005	351,218
Debt					
Fin Plan - Managed Debt	328,343	319,737	424,990	437,234	12,244
Total Debt	328,343	319,737	424,990	437,234	12,244
Transfers					
Utilities Sewer Admin	24,365	0	0	0	0
Sanitary Sewer Operations	150,854	240,000	243,699	195,700	(47,999)
3rd Pty - Sanitary Sewer	3,815	4,600	4,600	4,600	0
Lift Station Operations/Mtce	111,144	110,000	104,100	104,100	0
WWTC - Operations	163,068	153,047	177,876	168,305	(9,571)
Lagoon - Treatment Plant - Opr	1,477	1,500	1,500	5,000	3,500
Sewer Connection	22,783	5,000	22,000	7,000	(15,000)
Asset Amort & Gain/Loss-Sewer	(2,209,447)	0	0	0	0
Fin Plan - Managed OH Chg	1,207,968	1,207,969	1,259,654	1,262,735	3,081
Swr Opr - Surplus transfer	5,647,172	5,055,241	5,326,182	6,336,623	1,010,441
Fin Serv - Sewer - Managed	(43,848)	(121,118)	(124,357)	(115,676)	8,681
Cont to Asset Mtce (fund 33)	1,755,749	2,214,273	2,344,138	1,691,434	(652,704)
Total Transfers	6,835,098	8,870,512	9,359,392	9,659,821	300,429
Expenditures - Asset Maintenance					
WWTC Biofilter & Odour Ducting	76,166	0	0	0	0
Outfall Diffuser and Capacity	82,003	0	0	0	0
Utility Sew Plants Cond Assess	44,534	0	0	0	0
Soil Remediation Facility	109,749	0	0	0	0
Sewer Forcemain Assessment	0	0	0	0	0
Prepaving Upgrade - Sewer	166,501	197,206	110,000	0	(110,000)
Sanitary Lat Relin/Repl	40,336	50,747	40,000	0	(40,000)

Service Category Summary

Sewer Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
WWTC New Lab Facilities	5,454	0	0	0	
Lift Station Opr/Mtce AM	197,095	426,389	495,195	278,176	(217,019)
WWTC - Operations AM	383,459	914,045	939,905	501,487	(438,418)
Sanitary Sewer Operations AM	766,550	615,283	576,153	577,686	1,533
Lagoon Treatment Plant-Opr AM	22,709	6,056	5,885	5,885	0
Infrastructure Planning -Sewer	56,697	25,000	25,000	525,000	500,000
Total Expenditures - Asset Maintenance	1,951,252	2,234,726	2,192,138	1,888,234	(303,904)
Transfers - Asset Maintenance					
WWTC Biofilter & Odour Ducting	(76,166)	0	0	0	0
Outfall Diffuser and Capacity	(82,003)	0	0	0	0
Utility Sew Plants Cond Assess	(44,534)	0	0	0	0
Soil Remediation Facility	(109,749)	0	0	0	0
Prepaving Upgrade - Sewer	(166,501)	(197,206)	(110,000)	0	110,000
Sanitary Lat Relin/Repl	(40,336)	(50,747)	(40,000)	0	40,000
WWTC New Lab Facilities	(5,454)	0	0	0	0
Lift Station Opr/Mtce AM	4,784	1,500	5,000	8,000	3,000
WWTC - Operations AM	4,470	4,000	5,000	5,000	0
Sanitary Sewer Operations AM	317,925	218,000	290,000	290,000	0
Lagoon Treatment Plant-Opr AM	2,061	4,000	2,000	200	(1,800)
Infrastructure Planning -Sewer	0	0	0	(500,000)	(500,000)
User Fee Funded - Sewer	(1,755,749)	(2,214,273)	(2,344,138)	(1,691,434)	652,704
Total Transfers - Asset Maintenance	(1,951,252)	(2,234,726)	(2,192,138)	(1,888,234)	303,904
Net Operations	0	0	0	0	0

Service Category Summary

Sewer Operations

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(13,586,391)	(13,189,231)	(13,876,169)	(14,540,060)	(663,891)
Expenditures					
Salary & Wages (including Benefits)	3,643,994	4,084,187	4,221,846	4,087,812	(134,034)
Non-Salary Expenses	4,730,209	2,149,521	2,062,079	2,243,427	181,348
Total Expenditures	8,374,203	6,233,708	6,283,925	6,331,239	47,314
Debt	328,343	319,737	424,990	437,234	12,244
Transfers	4,883,845	6,635,786	7,167,254	7,771,587	604,333
Net Operations	0	0	0	0	0

Service Category Summary

Water Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Water Operations	(38,986)	(23,000)	(27,290)	(28,460)	(1,170)
Pumping Stations - Opr	(15,818)	0	0	0	0
Meter Repairs Opr & Recoveries	(2,096)	0	0	0	0
3rd Pty - Water	(91,537)	(10,154)	(13,433)	(13,423)	10
3rd Pty - Water Main	(6,822)	(10,164)	(10,643)	(10,643)	0
Water Connections - Prepaid	(86,501)	(46,669)	(28,545)	(36,545)	(8,000)
Water Disconnect	(4,000)	(6,142)	(7,860)	(7,860)	0
Fin Plan - Managed Debt	(300,274)	(300,274)	(332,277)	(365,553)	(33,276)
Investment Earnings - Water	(28,496)	(7,000)	(20,000)	(7,000)	13,000
Fin Serv - Water - Managed	(16,139,623)	(15,809,089)	(16,603,435)	(16,712,634)	(109,199)
Total Revenues	(16,714,153)	(16,212,492)	(17,043,483)	(17,182,118)	(138,635)
Expenditures					
Water Operations	1,356,551	1,429,207	1,559,561	1,436,052	(123,509)
Water Stns Electricity	1,029,258	985,432	1,005,141	1,068,080	62,939
Utilities Water Admin	678,416	696,877	819,368	737,564	(81,804)
Water Treatment	35,197	27,060	27,060	27,060	0
Pumping Stations - Opr	1,297,351	1,205,817	941,622	987,759	46,137
Meter Repairs Opr & Recoveries	91,635	186,713	189,628	183,628	(6,000)
Reservoirs - Operations	24,316	67,499	67,675	69,814	2,139
3rd Pty - Water	93,465	9,454	9,433	9,423	(10)
3rd Pty - Water Main	7,430	9,464	9,443	9,443	0
Water Connections - Prepaid	84,734	45,969	24,545	24,545	0
Water Disconnect	5,011	5,442	5,560	5,560	0
Amortization - budget only	0	2,000,000	2,100,000	2,400,000	300,000
Amortization - budget - contra	0	(2,000,000)	(2,100,000)	(2,400,000)	(300,000)
Asset Amort & Gain/Loss-Water	2,327,049	0	0	0	0
Fin Serv - Water - Managed	0	0	0	0	0
Total Expenditures	7,030,412	4,668,934	4,659,036	4,558,928	(100,108)
Debt					
Fin Plan - Managed Debt	1,337,661	1,351,779	1,368,515	1,400,325	31,810
Total Debt	1,337,661	1,351,779	1,368,515	1,400,325	31,810
Transfers					
Water Operations	236,390	210,000	210,000	197,300	(12,700)
Utilities Water Admin	23,248	0	0	0	0
Water Treatment	1,620	0	0	0	0
Pumping Stations - Opr	128,889	90,499	95,516	95,350	(166)
Meter Repairs Opr & Recoveries	14,535	15,600	0	14,400	14,400
Reservoirs - Operations	1,643	1,600	2,000	500	(1,500)
3rd Pty - Water	14,298	700	4,000	4,000	0
3rd Pty - Water Main	1,162	700	1,200	1,200	0
Water Connections - Prepaid	26,568	700	4,000	12,000	8,000
Water Disconnect	2,291	700	2,300	2,300	0
Fin Plan - Managed OH Charge	1,222,568	1,222,567	1,304,655	1,275,118	(29,537)
Asset Amort & Gain/Loss-Water	(2,327,049)	0	0	0	0
Wtr Opr - Surplus transfer	6,485,621	7,096,055	7,846,636	7,941,779	95,143
Fin Serv - Water - Managed	(335,368)	(358,405)	(371,869)	(351,751)	20,118
Cont to Asset Mtce (fund 43)	2,849,664	1,911,063	1,917,494	2,030,669	113,175
Total Transfers	8,346,080	10,191,779	11,015,932	11,222,865	206,933
Revenues - Asset Maintenance					
Water Operations AM	(41,967)	0	0	0	0

Service Category Summary

Water Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Total Revenues - Asset Maintenance	(41,967)	0	0	0	0
Expenditures - Asset Maintenance					
Utility Wat Plants Cond Assess	757	9,550	0	0	0
Transformer Replacement-PW607	13,800	10,497	0	0	0
Richet-Turner Wtr Main Connect	6,903	0	0	0	0
Prepaving Water Infrastructure	0	0	89,000		(89,000)
Pumping Stations - Opr AM	381,663	343,672	277,547	230,942	(46,605)
Meter Repairs Opr & Recover AM	61,617	31,462	31,783	31,793	10
Reservoirs - Operations AM	116,288	1,791	1,794	2,676	882
Water Operations AM	1,754,786	1,128,738	1,198,918	1,290,258	91,340
Infrastructure Planning -Water	53,693	25,000	25,000	25,000	0
Small Equipment - Acquisitions	7,754	0	0	0	0
Total Expenditures - Asset Maintenance	2,397,261	1,550,710	1,624,042	1,580,669	(43,373)
Transfers - Asset Maintenance					
Utility Wat Plants Cond Assess	(757)	(9,550)	0	0	0
Transformer Replacement-PW607	(13,800)	(10,497)	0	0	0
Richet-Turner Wtr Main Connect	(6,903)	0	0	0	0
Prepaving Water Infrastructure	0	0	(89,000)		89,000
Pumping Stations - Opr AM	17,936	25,200	15,000	20,000	5,000
Meter Repairs Opr & Recover AM	812	0	0	3,000	3,000
Reservoirs - Operations AM	2,726	200	2,000	2,000	0
Water Operations AM	494,357	355,000	365,452	425,000	59,548
User Fee Funded - Water	(2,849,664)	(1,911,063)	(1,917,494)	(2,030,669)	(113,175)
Total Transfers - Asset Maintenance	(2,355,294)	(1,550,710)	(1,624,042)	(1,580,669)	43,373
Net Operations	0	0	0	0	0

Service Category Summary

Water Operations

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(16,756,120)	(16,212,492)	(17,043,483)	(17,182,118)	(138,635)
Expenditures					
Salary & Wages (including Benefits)	3,989,382	3,794,998	3,809,716	3,687,753	(121,963)
Non-Salary Expenses	5,438,291	2,424,646	2,473,362	2,451,844	(21,518)
Total Expenditures	9,427,672	6,219,644	6,283,078	6,139,597	(143,481)
Debt	1,337,661	1,351,779	1,368,515	1,400,325	31,810
Transfers	5,990,787	8,641,069	9,391,890	9,642,196	250,306
Net Operations	0	0	0	0	0

Service Category Summary

Parks

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Parks & Recreation	(62,111)	0	0	0	0
Parks Operations	(84,248)	(100,000)	(105,000)	(5,000)	100,000
Nature Parks & Green Space	(6,550)	0	0	0	0
Boulevard repairs connections	(4,985)	(10,957)	(10,957)	(10,257)	700
Total Revenues	(157,894)	(110,957)	(115,957)	(15,257)	100,700
Expenditures					
Shared Use Agreement	230,000	235,000	245,000	113,000	(132,000)
Parks & Recreation	318,989	306,795	211,177	129,107	(82,070)
Parks Operations	1,429,297	1,404,905	1,552,093	1,549,184	(2,909)
Boulevards - Parks	267,070	260,522	264,419	234,896	(29,523)
Major Parks	387,719	409,389	415,427	366,400	(49,027)
Nature Parks & Green Space	138,323	155,302	157,021	95,234	(61,787)
Neighborhood Parks	255,724	410,719	412,272	391,030	(21,242)
Sportsfield, Turf, & Irrigatio	567,889	400,698	380,166	483,355	103,189
Trails	50,943	30,609	30,818	55,256	24,438
Carpenter Shop Operations	189,529	205,883	209,362	209,372	10
Boulevard repairs connections	3,510	10,157	10,157	10,157	0
Irrigation	182,225	80,570	81,741	241,263	159,522
Total Expenditures	4,021,218	3,910,549	3,969,653	3,878,254	(91,399)
Transfers					
Parks & Recreation	(2,188)			0	0
Parks Operations	158,337	190,489	229,961	203,023	(26,938)
Boulevards - Parks	86,186	85,000	87,000	8,700	(78,300)
Major Parks	88,304	149,600	90,000	104,000	14,000
Nature Parks & Green Space	59,031	55,000	60,000	80,000	20,000
Neighborhood Parks	234,201	240,000	150,000	155,000	5,000
Sportsfield, Turf, & Irrigatio	233,825	270,000	270,000	240,000	(30,000)
Trails	18,638	20,000	20,000	20,000	0
Carpenter Shop Operations	16,243	15,600	20,000	20,000	0
Boulevard repairs connections	802	800	800	100	(700)
Irrigation	301	4,000	1,000	200	(800)
Total Transfers	893,679	1,030,489	928,761	831,023	(97,738)
Expenditures - Asset Maintenance					
New/Replace Pickleball Fencing					
Tree Planting	0	0	95,000	0	(95,000)
Off Leash Areas	0	0	0	25,000	25,000
Park Signage	0	0	20,000	0	(20,000)
Parks Operations AM	9,655	132,901	125,796	36,697	(89,099)
Boulevards - Parks AM	0	26,179	26,612	4,369	(22,243)
Major Parks AM	28,870	19,655	19,974	10,550	(9,424)
Nature Parks & Green Space AM	370,820	196,448	199,632	179,788	(19,844)
Neighborhood Parks AM	72,944	11,709	11,910	27,591	15,681
Sportsfield, Turf, & Irigat AM	68,435	71,857	108,720	33,131	(75,589)
Trails AM	6,779	32,631	33,120	8,682	(24,438)
Irrigation - AM	85,544	101,945	103,686	68,888	(34,798)
Total Expenditures - Asset Maintenance	643,048	593,325	744,450	394,696	(349,754)

Service Category Summary

Parks

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Transfers - Asset Maintenance					
Tree Planting	0	0	(95,000)	0	95,000
Off Leash Areas	0	0	0	(25,000)	(25,000)
Park Signage	0	0	(20,000)	0	20,000
Parks Operations AM	1,674	5,000	2,000	3,000	1,000
Major Parks AM	1,218	3,000	2,000	500	(1,500)
Nature Parks & Green Space AM	160,902	115,000	150,000	150,000	0
Neighborhood Parks AM	4,215	7,000	4,000	800	(3,200)
Sportsfield, Turf, & Irigat AM	3,153	5,500	2,000	2,000	0
Trails AM	23	2,000	2,000	0	(2,000)
Irrigation - AM	3,920	1,500	1,500	1,500	0
Total Transfers - Asset Maintenance	175,104	139,000	48,500	132,800	84,300
Net Operations	5,575,155	5,562,406	5,575,407	5,221,516	(353,891)

Service Category Summary

Parks

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(157,894)	(110,957)	(115,957)	(15,257)	100,700
Expenditures					
Salary & Wages (including Benefits)	3,397,971	3,467,501	3,687,753	3,579,939	(107,814)
Non-Salary Expenses	1,266,294	1,036,373	1,026,350	693,011	(333,339)
Total Expenditures	4,664,266	4,503,874	4,714,103	4,272,950	(441,153)
Transfers	1,068,783	1,169,489	977,261	963,823	(13,438)
Net Operations	5,575,155	5,562,406	5,575,407	5,221,516	(353,891)

Service Category Summary

Project Delivery

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Infrastructure Delivery	(42,197)	(20,000)	(20,000)	(25,010)	(5,010)
Total Revenues	(42,197)	(20,000)	(20,000)	(25,010)	(5,010)
Expenditures					
Infrastructure Delivery	981,947	839,919	1,415,187	627,758	(787,429)
Total Expenditures	981,947	839,919	1,415,187	627,758	(787,429)
Transfers					
Infrastructure Delivery	49,652	51,900	56,000	12,000	(44,000)
Vacant Lots	0	1,800	1,863	0	(1,863)
Total Transfers	49,652	53,700	57,863	12,000	(45,863)
Expenditures - Asset Maintenance					
CN-Roof Ladder Replacement	0	26,000	26,000	0	(26,000)
SFtGeo. Karate CI Roof Replace	0	0	0	0	0
Civic Facility Accessibility	85,637	65,000	100,000	0	(100,000)
Westel Parkade-Gas Sensor Syst	19,637	20,358	0	0	0
Westel Parkade-Deck Replace	78,394	0	0	0	0
ECRA-Replac Accessibility Lift	0	0	75,000	0	(75,000)
Total Expenditures - Asset Maintenance	183,667	111,358	201,000		(201,000)
Transfers - Asset Maintenance					
CN-Roof Ladder Replacement	0	(26,000)	(26,000)	0	26,000
Civic Facility Accessibility	(85,637)	(65,000)	(100,000)	0	100,000
Westel Parkade-Gas Sensor Syst	(19,637)	(20,358)	0	0	0
Westel Parkade-Deck Replace	(78,394)	0	0	0	0
ECRA-Replac Accessibility Lift	0	0	(75,000)	0	75,000
Total Transfers - Asset Maintenance	(183,667)	(111,358)	(201,000)		201,000
Net Operations	989,403	873,619	1,453,050	614,748	(838,302)

Service Category Summary

Project Delivery

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(42,197)	(20,000)	(20,000)	(25,010)	(5,010)
Expenditures					
Salary & Wages (including Benefits)	864,627	747,949	1,336,667	570,858	(765,809)
Non-Salary Expenses	300,987	203,328	279,520	56,900	(222,620)
Total Expenditures	1,165,614	951,277	1,616,187	627,758	(988,429)
Transfers	(134,015)	(57,658)	(143,137)	12,000	155,137
Net Operations	989,403	873,619	1,453,050	614,748	(838,302)

Service Category Summary

District Energy

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Utilities Distr Energy Admin	(22,000)	(26,400)	(26,400)	0	26,400
Fin Serv-Distr Energy-Managed	(184,594)	(170,963)	(184,306)	(191,847)	(7,541)
Ramada DES - Design & Build	0	0	0	0	0
Total Revenues	(206,594)	(197,363)	(210,706)	(191,847)	18,859
Expenditures					
Utilities Distr Energy Admin	2,651	18,383	18,383	18,383	0
District Energy Operations	325,491	342,084	353,768	376,653	22,885
Amortization - budget only	0	560,000	600,000	606,000	6,000
Amortization - budget - contra	0	(560,000)	(600,000)	(606,000)	(6,000)
Asset Amort & Gain/Loss-DES	606,907	0	0	0	0
Total Expenditures	935,048	360,467	372,151	395,036	22,885
Debt					
Fin Plan - Managed Debt	433,321	433,321	425,321	417,321	(8,000)
Total Debt	433,321	433,321	425,321	417,321	(8,000)
Transfers					
District Energy Operations	2,238	1,525	1,578	1,553	(25)
Fin Plan - Managed OH Charge	74,112	74,112	78,741	84,562	5,821
Asset Amort & Gain/Loss-DES	(606,907)	0	0	0	0
District Energy - Surplus trsf	(165,975)	(188,308)	(207,615)	(175,275)	32,340
Fin Serv-Distr Energy-Managed	(500,358)	(497,458)	(498,093)	(569,973)	(71,880)
Cont to Asset Mtce (fund 23)	35,115	13,704	38,623	38,623	0
Total Transfers	(1,161,775)	(596,425)	(586,766)	(620,510)	(33,744)
Expenditures - Asset Maintenance					
District Energy Maintenance	34,352	13,704	38,623	38,623	0
DES Peaking Plant Boilers Insp	0	20,800	20,800	0	(20,800)
DES Peaking BU Plnt Distr Pump	55,578	54,300	0	0	0
Total Expenditures - Asset Maintenance	89,930	88,804	59,423	38,623	(20,800)
Transfers - Asset Maintenance					
District Energy Maintenance	763	0	0	0	0
DES Peaking Plant Boilers Insp	0	(20,800)	(20,800)	0	20,800
DES Peaking BU Plnt Distr Pump	(55,578)	(54,300)	0	0	0
User Fee Funded - Distr Energy	(35,115)	(13,704)	(38,623)	(38,623)	0
Total Transfers - Asset Maintenance	(89,930)	(88,804)	(59,423)	(38,623)	20,800
Net Operations	0	0	0	0	0

Service Category Summary

District Energy

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(206,594)	(197,363)	(210,706)	(191,847)	18,859
Expenditures					
Salary & Wages (including Benefits)	74,203	93,920	90,495	90,495	0
Non-Salary Expenses	950,775	355,351	341,079	343,164	2,085
Total Expenditures	1,024,978	449,271	431,574	433,659	2,085
Debt	433,321	433,321	425,321	417,321	(8,000)
Transfers	(1,251,705)	(685,229)	(646,189)	(659,133)	(12,944)
Net Operations	0	0	0	0	0

Service Category Summary

Transportation & Tech Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Transit - BC Transit	(2,381,883)	(2,149,390)	(2,381,520)	(2,362,160)	19,360
Total Revenues	(2,381,883)	(2,149,390)	(2,381,520)	(2,362,160)	19,360
Expenditures					
Transit - BC Transit	5,375,326	5,356,946	5,915,260	6,064,741	149,481
Transportation & Tech Services	0	0	0	510,868	510,868
Total Expenditures	5,375,326	5,356,946	5,915,260	6,575,609	660,349
Transfers					
Transit - BC Transit	837	0	0	0	0
Transportation & Tech Services	0	0	0	33,800	33,800
Total Transfers	837	0	0	33,800	33,800
Expenditures - Asset Maintenance					
Transit - BC Transit AM	55,985	12,430	12,430	12,440	10
Total Expenditures - Asset Maintenance	55,985	12,430	12,430	12,440	10
Transfers - Asset Maintenance					
Transit - BC Transit AM	1,558	0	0	0	0
Total Transfers - Asset Maintenance	1,558	0	0	0	0
Net Operations	3,051,823	3,219,986	3,546,170	4,259,689	713,519

Service Category Summary

Transportation & Tech Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(2,381,883)	(2,149,390)	(2,381,520)	(2,362,160)	19,360
Expenditures					
Salary & Wages (including Benefits)	87,443	90,576	0	481,516	481,516
Non-Salary Expenses	5,343,868	5,278,800	5,927,690	6,106,533	178,843
Total Expenditures	5,431,311	5,369,376	5,927,690	6,588,049	660,359
Transfers	2,395	0	0	33,800	33,800
Net Operations	3,051,823	3,219,986	3,546,170	4,259,689	713,519

Administrative Services Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Risk & Procurement								
EXPENDITURES	1,695,434	1,772,280	1,847,783	1,930,428	1,943,069	1,955,962	1,969,113	1,982,527
Total	1,695,434	1,772,280	1,847,783	1,930,428	1,943,069	1,955,962	1,969,113	1,982,527
Legislative Services								
REVENUE	(13,032)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
EXPENDITURES	816,393	842,943	846,368	839,844	854,001	868,441	883,170	898,194
TRANSFERS	24,837	0	0	25,000	25,000	25,000	25,000	25,000
Total	828,197	827,943	831,368	849,844	864,001	878,441	893,170	908,194
Service Centre								
REVENUE	(31,856)	(25,100)	(4,340)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
EXPENDITURES	806,032	804,287	818,381	722,861	734,292	745,950	757,842	769,973
TRANSFERS	0	0	0	0	0	0	0	0
Total	774,177	779,187	814,041	718,861	730,292	741,950	753,842	765,973
IT Services								
REVENUE	(97,729)	(95,010)	(95,000)	(84,990)	(84,990)	(84,990)	(84,990)	(84,990)
EXPENDITURES	3,376,596	3,870,800	4,075,199	3,670,521	3,712,869	3,756,065	3,800,125	3,845,066
TRANSFERS	(88,343)	(240,650)	(283,307)	24,000	24,000	24,000	24,000	24,000
Total	3,190,523	3,535,140	3,696,892	3,609,531	3,651,879	3,695,075	3,739,135	3,784,076
GRAND TOTAL	6,488,331	6,914,550	7,190,084	7,108,664	7,189,241	7,271,428	7,355,260	7,440,770

Service Category Summary

Risk & Procurement

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Risk Management - Admin	287,373	285,119	289,522	283,925	(5,597)
Procurement	304,607	421,291	440,141	418,133	(22,008)
Insurance Premiums	930,321	950,000	1,002,250	1,112,500	110,250
Insurance and Claims	173,134	115,870	115,870	115,870	0
Total Expenditures	1,695,434	1,772,280	1,847,783	1,930,428	82,645
Net Operations	1,695,434	1,772,280	1,847,783	1,930,428	82,645

Service Category Summary

Risk & Procurement

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Salary & Wages (including Benefits)	537,925	626,260	649,503	631,978	(17,525)
Non-Salary Expenses	1,157,508	1,146,020	1,198,280	1,298,450	100,170
Total Expenditures	1,695,434	1,772,280	1,847,783	1,930,428	82,645
Net Operations	1,695,434	1,772,280	1,847,783	1,930,428	82,645

Service Category Summary

Legislative Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Legislative Services	(13,032)	(15,000)	(15,000)	(15,000)	0
Total Revenues	(13,032)	(15,000)	(15,000)	(15,000)	0
Expenditures					
Elections/Referendums	163	25,000	25,000	0	(25,000)
Legislative Services	816,230	817,943	821,368	839,844	18,476
Total Expenditures	816,393	842,943	846,368	839,844	(6,524)
Transfers					
Elections/Referendums	24,837	0	0	25,000	25,000
Total Transfers	24,837			25,000	25,000
Net Operations	828,197	827,943	831,368	849,844	18,476

Service Category Summary

Legislative Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(13,032)	(15,000)	(15,000)	(15,000)	0
Expenditures					
Salary & Wages (including Benefits)	673,003	714,663	718,088	707,824	(10,264)
Non-Salary Expenses	143,390	128,280	128,280	132,020	3,740
Total Expenditures	816,393	842,943	846,368	839,844	(6,524)
Transfers	24,837	0	0	25,000	25,000
Net Operations	828,197	827,943	831,368	849,844	18,476

Service Category Summary

Service Centre

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Service Centre	(22,281)	(25,100)	(4,340)	(4,000)	340
50-50 Lottery: United Way	(9,575)	0	0	0	0
Total Revenues	(31,856)	(25,100)	(4,340)	(4,000)	340
Expenditures					
Service Centre	796,457	804,287	818,381	722,861	(95,520)
50-50 Lottery: United Way	9,575	0	0	0	0
Total Expenditures	806,032	804,287	818,381	722,861	(95,520)
Net Operations	774,177	779,187	814,041	718,861	(95,180)

Service Category Summary

Service Centre

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(31,856)	(25,100)	(4,340)	(4,000)	340
Expenditures					
Salary & Wages (including Benefits)	634,674	648,027	659,141	571,521	(87,620)
Non-Salary Expenses	171,359	156,260	159,240	151,340	(7,900)
Total Expenditures	806,032	804,287	818,381	722,861	(95,520)
Net Operations	774,177	779,187	814,041	718,861	(95,180)

Service Category Summary

IT Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Computer Services - Operations	(79,023)	(76,500)	(76,500)	(66,500)	10,000
3rd Pty - Computer Serv	(18,707)	(18,510)	(18,500)	(18,490)	10
Total Revenues	(97,729)	(95,010)	(95,000)	(84,990)	10,010
Expenditures					
Computer Services - Operations	2,206,311	2,263,510	2,329,172	2,188,331	(140,841)
Computer Serv - Mtce Contracts	1,030,045	1,303,780	1,396,070	1,440,710	44,640
Computer Serv-Non-Contract Mtc	16,304	27,000	26,000	22,990	(3,010)
3rd Pty - Computer Serv	16,392	18,510	18,500	18,490	(10)
Total Expenditures	3,269,053	3,612,800	3,769,742	3,670,521	(99,221)
Transfers					
Computer Services - Operations	17,400	17,350	22,150	24,000	1,850
Computer Serv-Non-Contract Mtc	0	0	0	0	0
3rd Pty - Computer Serv	1,800	0	0	0	0
Total Transfers	19,200	17,350	22,150	24,000	1,850
Expenditures - Asset Maintenance					
IT Maintenance	107,543	258,000	305,457	0	(305,457)
Total Expenditures - Asset Maintenance	107,543	258,000	305,457	0	(305,457)
Transfers - Asset Maintenance					
IT Maintenance	(107,543)	(258,000)	(305,457)	0	305,457
Total Transfers - Asset Maintenance	(107,543)	(258,000)	(305,457)	0	305,457
Net Operations	3,190,523	3,535,140	3,696,892	3,609,531	(87,361)

Service Category Summary

IT Services

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(97,729)	(95,010)	(95,000)	(84,990)	10,010
Expenditures					
Salary & Wages (including Benefits)	2,115,424	2,195,893	2,253,490	2,117,431	(136,059)
Non-Salary Expenses	1,261,172	1,674,907	1,821,709	1,553,090	(268,619)
Total Expenditures	3,376,596	3,870,800	4,075,199	3,670,521	(404,678)
Transfers	(88,343)	(240,650)	(283,307)	24,000	307,307
Net Operations	3,190,523	3,535,140	3,696,892	3,609,531	(87,361)

Human Resources Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Human Resources								
REVENUE	(14,031)	0	0	0	0	0	0	0
EXPENDITURES	2,777,045	2,759,324	2,800,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496
TRANSFERS	13,662	6,000	6,000	0	0	0	0	0
Total	2,776,677	2,765,324	2,806,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496
GRAND TOTAL	2,776,677	2,765,324	2,806,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496

Service Category Summary

Human Resources

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Human Resources Operations	(831)	0	0	0	0
Central Training	(13,200)	0	0	0	0
Total Revenues	(14,031)	0	0	0	0
Expenditures					
Union Negotiations/Grievances	11,740	0	0	0	0
Human Resources Operations	1,715,562	1,744,028	1,677,522	1,576,147	(101,375)
Casual Labour Pool	3,542	0	0	0	0
Disability Management	240,300	261,809	274,002	271,681	(2,321)
Health & Safety	608,211	521,392	617,143	561,877	(55,266)
Central Training	197,691	232,095	232,005	129,005	(103,000)
Total Expenditures	2,777,045	2,759,324	2,800,672	2,538,710	(261,962)
Transfers					
Union Negotiations/Grievances	87	0	0	0	0
Health & Safety	7,165	0	0	0	0
Central Training	6,410	6,000	6,000	0	(6,000)
Total Transfers	13,662	6,000	6,000	0	(6,000)
Net Operations	2,776,677	2,765,324	2,806,672	2,538,710	(267,962)

Service Category Summary

Human Resources

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(14,031)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	2,059,942	1,954,664	2,028,172	1,986,910	(41,262)
Non-Salary Expenses	717,104	804,660	772,500	551,800	(220,700)
Total Expenditures	2,777,045	2,759,324	2,800,672	2,538,710	(261,962)
Transfers	13,662	6,000	6,000	0	(6,000)
Net Operations	2,776,677	2,765,324	2,806,672	2,538,710	(267,962)

Police Protection Service Enhancement

DESCRIPTION:

Increase of 2 RCMP members to focus on internal training requirements, increasing the current contracted strength from 142 to 144.

Development of the Prince George RCMP Strategic Plan for 2021/2022 included an internal scan in relation to issues that have been the topics of considerable public discussion. In order to meet the public expectations and improved levels of service delivery, the Strategic Plan will focus strongly on providing a more robust internal training program for the detachment in several areas, including the following:

- **Mandatory firearms and use of force options:** Focus on achieving 100% compliance with mandatory re-certifications for use of force theory & skills, firearms and less lethal intervention options. Ensuring a high level of competence with these intervention options will increase member confidence in their use and decrease the risk of unnecessary injuries or fatalities.
- **Crisis de-escalation and mental health:** Advanced training in the area of mental health and crisis de-escalation. This is a high-risk area with a high number of volatile interactions. An increased level of competence in the ability to peacefully resolve these incidents will decrease the need for physical intervention. Attempts to secure additional resources from partner agencies to expand programs such as Car 60 have been unsuccessful. In order to improve service delivery in this area, unilateral training and capacity enhancements need to be developed.
- **Medical / life saving:** Training in areas such as basic traumatic medicine and swift water rescue. Police are routinely the first responders on scene of violent events. Having advanced skills in immediate treatment of traumatic wounds is critical to increasing both police safety and the survivability of victims of incidents such as gunshots, stab wounds or motor vehicle collisions. Each year, police are involved in the retrieval of several persons from hazardous environments such as rivers. Proper training to operate in those environments is critical to ensure the safety of police and victims.
- **In service training:** Locally developed training to address local service delivery gaps specific to the community of Prince George. The training section will work with community stakeholders to develop and deliver training specific to meet the policing needs of Prince George. This will include increasing awareness of local cultural groups and issues as well as improving the Detachment's cooperative response to local issues with partner agencies.

The request is for prescribed safety training officer and instructor who will be able to instruct and ensure that all required training is being met on a more consistent basis and expand the current scope of training from once a year to once a month in most areas.

Having an internal training unit will reduce the need for officers to travel down to PRTC in Chilliwack for training, thereby reducing travel/training costs, with the potential of extending the training to other North District units and recovering some of the costs associated with the training unit.

Local mandatory training is currently facilitated by instructors who have other full-time duties at the Detachment. This results in both time away from their primary job functions and an expenditure of overtime funds. Establishing a dedicated training unit would reduce the need for officers to be diverted from their primary job functions to instruct and would reduce overtime costs.

Police training and use of force has been an issue that has recently received considerable public scrutiny. It is a high priority for Prince George Detachment to establish an advanced level of training to continue to ensure a competent and professional response in challenging situations and maintain the confidence of the public. To achieve this in the immediate term, one General Duty supervisor has been seconded to full-time training duties for a six-month period as a stopgap measure, but that secondment cannot be maintained on a long-term basis.

Comparably sized RCMP detachments, such as Kamloops, have already established similar full-time training units.

FINANCIAL COST OF THE ENHANCEMENT:

Failure to develop capacity to maintain a training standard consistent with evolving legal requirements and social expectations could negatively impact service delivery, creating risk to public and officer safety and adversely affect the community's perception of public safety as well as fair and equitable police service delivery.

Due to process timing with the RCMP, the positions would be filled in the last quarter of 2021 with the estimated cost of \$96,000 funded from within the contract budget this year. The total budget cost for 2022 would be estimated at \$365,000.

Finance Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Fiscal Services								
REVENUE	(189,220,166)	(184,240,285)	(180,799,670)	(184,054,477)	(180,814,609)	(182,851,118)	(185,806,008)	(187,234,823)
EXPENDITURES	713,292	1,349,385	1,795,247	2,920,595	2,164,000	2,164,000	2,164,000	2,164,000
DEBT	14,726,916	15,482,980	22,401,166	14,868,657	9,862,257	11,053,238	13,070,762	13,307,642
TRANSFERS	70,156,980	65,561,292	50,886,781	58,336,831	59,144,201	58,785,609	58,602,911	58,484,797
Total	(103,622,977)	(101,846,628)	(105,716,476)	(107,928,394)	(109,644,151)	(110,848,271)	(111,968,335)	(113,278,384)
Financial Services								
REVENUE	(145,185)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
EXPENDITURES	1,979,165	2,011,357	2,044,585	2,046,783	2,086,340	2,126,689	2,167,845	2,209,824
TRANSFERS	339	0	12,750	3,000	3,000	3,000	3,000	3,000
Total	1,834,319	1,886,357	1,932,335	1,924,783	1,964,340	2,004,689	2,045,845	2,087,824
OLD BU's - Fiscal Services								
EXPENDITURES	20,411,701	0	0	0	0	0	0	0
TRANSFERS	(20,411,701)	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
GRAND TOTAL	(101,788,658)	(99,960,271)	(103,784,141)	(106,003,611)	(107,679,811)	(108,843,582)	(109,922,490)	(111,190,560)

Service Category Summary

Fiscal Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Investment Earnings	(554,930)	0	(300,000)	(115,000)	185,000
Payroll Burden Clearing	(140,956)	0	0	0	0
FortisBC Agreement	(6,497,352)	(6,474,429)	(6,606,021)	(6,710,763)	(104,742)
External Debt - MFA	(383,074)	(383,074)	(456,962)	(527,394)	(70,432)
Road Rehabilitation program	(5,641,512)	(5,650,000)	(5,650,000)	(5,800,000)	(150,000)
2015 Canada Winter Games	106	0	0	0	0
General Infrastructure Reinvest	(10,680,913)	(10,685,000)	(2,550,000)	(2,675,000)	(125,000)
Snow Control	(8,488,152)	(8,500,000)	(8,500,000)	(10,000,000)	(1,500,000)
Off Street Parking Levy	(1,201,369)	(1,200,000)	(1,700,000)	(2,000,000)	(300,000)
Prov Uncond Grant - Traffic Fi	(1,188,428)	(1,015,000)	(1,015,000)	(1,015,000)	0
Gaming - Uncond Grant	(2,670,895)	(2,600,000)	(2,600,000)	0	2,600,000
Internal Debt Recoveries	(743)	(743)	0	0	0
Community Works - Grant	(6,405,497)	(3,235,364)	(3,170,138)	(3,314,897)	(144,759)
Provincial Grants	(231,799)	(150,000)	(185,625)	(190,000)	(4,375)
Miscellaneous Revenues	(112,384)	(38,000)	(38,000)	(62,000)	(24,000)
Provincial School	(28,918,430)	(28,800,000)	(28,900,000)	(28,900,000)	0
Regional District	(5,891,491)	(5,800,000)	(5,800,000)	(6,000,000)	(200,000)
FFG Reg. Hospital District	(7,489,850)	(6,900,000)	(7,400,000)	(8,900,000)	(1,500,000)
BC Assessment Authority	(698,823)	(700,000)	(700,000)	(750,000)	(50,000)
MFA	(2,865)	(2,500)	(2,500)	(3,000)	(500)
911 Emergency Service	(1,668,896)	(1,590,000)	(1,600,000)	(1,700,000)	(100,000)
20th/Victoria BIA Assoc	(99,916)	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(309,000)	(232,600)	(318,270)	(327,818)	(9,548)
Interest on Property Tax	0	(175,000)	0	0	0
Taxes - General	(93,924,277)	(93,851,520)	(97,072,106)	(98,830,367)	(1,758,261)
Parcel / Frontage Tax	(3,564)	(3,564)	0	0	0
Grant in Lieu - Provincial	(2,939,016)	(2,979,000)	(2,958,000)	(2,988,000)	(30,000)
Grant in Lieu - Federal	(351,405)	(350,000)	(360,000)	(360,000)	0
Grant in Lieu - Private Utilit	(1,651,882)	(1,651,500)	(1,643,568)	(1,635,200)	8,368
Franchise Fee - FortisBC	(987,592)	(1,000,000)	(1,000,000)	(1,000,000)	0
PG Pulpmill Rd Erosion LAS	(11,465)	(26,681)	(26,680)	(10,538)	16,142
Non Res Schl Tax	(31,567)	(33,800)	(33,800)	(30,000)	3,800
Tax Sales	(5,936)	(13,510)	(11,000)	(7,500)	3,500
Tax Balance Adj	107,637	3,000	0	0	0
3rd Pty - Union 1048 Recovery	(83,553)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(10,438)	(10,000)	(10,000)	(10,000)	0
3rd Pty - Union 1048 National	(235)	(1,000)	(1,000)	(1,000)	0
3rd Pty - Union 399 Recovery	(49,704)	(35,000)	(35,000)	(35,000)	0
3rd Pty - Union 399 National	0	(1,000)	(1,000)	(1,000)	0
Total Revenues	(189,220,166)	(184,240,285)	(180,799,670)	(184,054,477)	(3,254,807)
Expenditures					
YE Accrual Adj - General Oper	4,968	0	0	0	0
RTE Early Benefit Program:NDIT	192,529	192,500	500,000	500,000	0
Library - Cost Recovery	(458,867)	0	0	0	0
Audit	48,268	55,885	54,000	54,000	0
Amortization - budget only	0	19,000,000	19,700,000	21,000,000	1,300,000
Amortization - budget - contra		(19,000,000)	(19,700,000)	(21,000,000)	(1,300,000)
Payroll Burden Clearing	434,931	0	0	0	0
Accts Pay-Rounding-W/O-Disc	38	0	0	0	0
Salary Transition Clearing	133,055	0	0	0	0
Contingency	0	991,000	1,131,247	2,256,595	1,125,348
Miscellaneous Revenues	238	0	0	0	0
Taxes - General	2,080	1,000	1,000	1,000	0

Service Category Summary

Fiscal Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Parcel / Frontage Tax	749	0	0	0	0
Tax Balance Adj	211,374	7,000	7,000	7,000	0
3rd Pty - Union 1048 Recovery	83,553	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	10,438	10,000	10,000	10,000	0
3rd Pty - Union 1048 National	235	1,000	1,000	1,000	0
3rd Pty - Union 399 Recovery	49,704	35,000	35,000	35,000	0
3rd Pty - Union 399 National	0	1,000	1,000	1,000	0
Total Expenditures	713,292	1,349,385	1,795,247	2,920,595	1,125,348
Debt					
FortisBC Agreement	7,305,668	7,305,668	7,527,675	7,547,002	19,327
Mobile Equipment	1,390,027	2,083,318	2,129,703	2,158,838	29,135
External Debt - MFA	5,433,257	5,495,963	12,137,934	4,536,747	(7,601,187)
Off Street Parking Levy	537,500	558,031	555,854	576,070	20,216
Interest on Property Tax	60,465	40,000	50,000	50,000	0
Total Debt	14,726,916	15,482,980	22,401,166	14,868,657	(7,532,509)
Transfers					
YE Accrual Adj - General Oper	(4,968)	0	0	0	0
Library - Cost Recovery	458,867	0	0	0	0
Payroll Burden Clearing	(458,867)	0	0	0	0
FortisBC Agreement	(808,316)	(831,239)	(921,654)	(836,239)	85,415
Mobile Equipment	(1,379,876)	(2,083,318)	(2,129,703)	(2,158,838)	(29,135)
Mgmt OH Recoveries	(3,204,892)	(3,204,892)	(3,360,050)	(3,336,827)	23,223
Salary Transition Clearing	(133,055)	0	0	0	0
Prior Year's Surplus	10,553	0	0	0	0
Internal Debt	4,046,010	4,050,000	4,100,000	4,100,000	0
External Debt - MFA	(315,487)		(7,485,106)	0	7,485,106
Road Rehabilitation program	5,641,512	5,650,000	5,650,000	5,800,000	150,000
General Infrastructure Reinvest	10,680,913	10,685,000	2,550,000	2,675,000	125,000
Snow Control	(20,269)	0	0	0	0
Operating Contribution - DDES	165,975	188,308	207,615	175,275	(32,340)
Contingency	31,337	0	0	0	0
Off Street Parking Levy	663,870	641,969	1,144,146	1,423,930	279,784
Contr to Capital Reserve	250,000	250,000	250,000	1,000,000	750,000
Cont to Asset Mtce (fund 13)	6,605,182	5,058,728	5,406,946	5,064,550	(342,396)
Gaming - Uncond Grant	2,670,885	2,600,000	2,600,000	0	(2,600,000)
Community Works - Grant	6,405,497	3,235,364	3,170,138	3,314,897	144,759
Provincial Grants	231,799	150,000	185,625	190,000	4,375
Miscellaneous Revenues	(5,550)	0	0	0	0
Provincial School	28,918,430	28,800,000	28,900,000	28,900,000	0
Regional District	5,891,491	5,800,000	5,800,000	6,000,000	200,000
FFG Reg. Hospital District	7,489,850	6,900,000	7,400,000	8,900,000	1,500,000
BC Assessment Authority	698,823	700,000	700,000	750,000	50,000
MFA	2,865	2,500	2,500	3,000	500
911 Emergency Service	1,668,896	1,590,000	1,600,000	1,700,000	100,000
20th/Victoria BIA Assoc	100,000	100,000	100,000	100,000	0
Downtown BIA Assoc	309,000	232,600	318,270	327,818	9,548
Taxes - General	0	0	0	(796,185)	(796,185)
Grant in Lieu - Provincial	123,727	85,000	85,000	85,000	0
Grant in Lieu - Federal	27,962	20,000	20,000	20,000	0
3rd Pty - Union 399 Recovery	0	0	0	0	0
Total Transfers	76,762,162	70,620,020	56,293,727	63,401,381	7,107,654

Service Category Summary

Fiscal Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Transfers - Asset Maintenance					
Levy Funded	(6,605,182)	(5,058,728)	(5,406,946)	(5,064,550)	342,396
Total Transfers - Asset Maintenance	(6,605,182)	(5,058,728)	(5,406,946)	(5,064,550)	342,396
Net Operations	(103,622,977)	(101,846,628)	(105,716,476)	(107,928,394)	(2,211,918)

Service Category Summary

Fiscal Services

Supporting Detail (Consolidation)	2019	2019	2020	2021	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2021 vs 2020
Revenues	(189,220,166)	(184,240,285)	(180,799,670)	(184,054,477)	(3,254,807)
Expenditures					
Salary & Wages (including Benefits)	203,049	102,000	102,000	102,000	0
Non-Salary Expenses	510,243	1,247,385	1,693,247	2,818,595	1,125,348
Total Expenditures	713,292	1,349,385	1,795,247	2,920,595	1,125,348
Debt	14,726,916	15,482,980	22,401,166	14,868,657	(7,532,509)
Transfers	70,156,980	65,561,292	50,886,781	58,336,831	7,450,050
Net Operations	(103,622,977)	(101,846,628)	(105,716,476)	(107,928,394)	(2,211,918)

Service Category Summary

Financial Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues					
Billings & Collection	(145,185)	(125,000)	(125,000)	(125,000)	0
Total Revenues	(145,185)	(125,000)	(125,000)	(125,000)	0
Expenditures					
Billings & Collection	685,363	619,066	628,776	563,355	(65,421)
Financial Planning	446,500	453,145	460,783	439,870	(20,913)
Accounting - Operating	634,238	663,430	674,620	717,993	43,373
Payroll	213,065	275,716	280,406	325,565	45,159
Total Expenditures	1,979,165	2,011,357	2,044,585	2,046,783	2,198
Transfers					
Financial Planning	339	0	0	0	0
Accounting - Operating	0	0	12,750	3,000	(9,750)
Total Transfers	339	0	12,750	3,000	(9,750)
Net Operations	1,834,319	1,886,357	1,932,335	1,924,783	(7,552)

Service Category Summary

Financial Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(145,185)	(125,000)	(125,000)	(125,000)	0
Expenditures					
Salary & Wages (including Benefits)	1,827,300	1,919,797	1,952,995	1,977,903	24,908
Non-Salary Expenses	151,865	91,560	91,590	68,880	(22,710)
Total Expenditures	1,979,165	2,011,357	2,044,585	2,046,783	2,198
Transfers	339	0	12,750	3,000	(9,750)
Net Operations	1,834,319	1,886,357	1,932,335	1,924,783	(7,552)

DATE: January 12, 2021

TO: MAYOR AND COUNCIL

NAME AND TITLE: Kris Dalio, Director of Finance

SUBJECT: 2021 – 2025 Capital Plan

ATTACHMENTS: Capital Plans

RECOMMENDATION:

That Council approve the 2021 – 2025 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 2021 - 2025 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 Management 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.

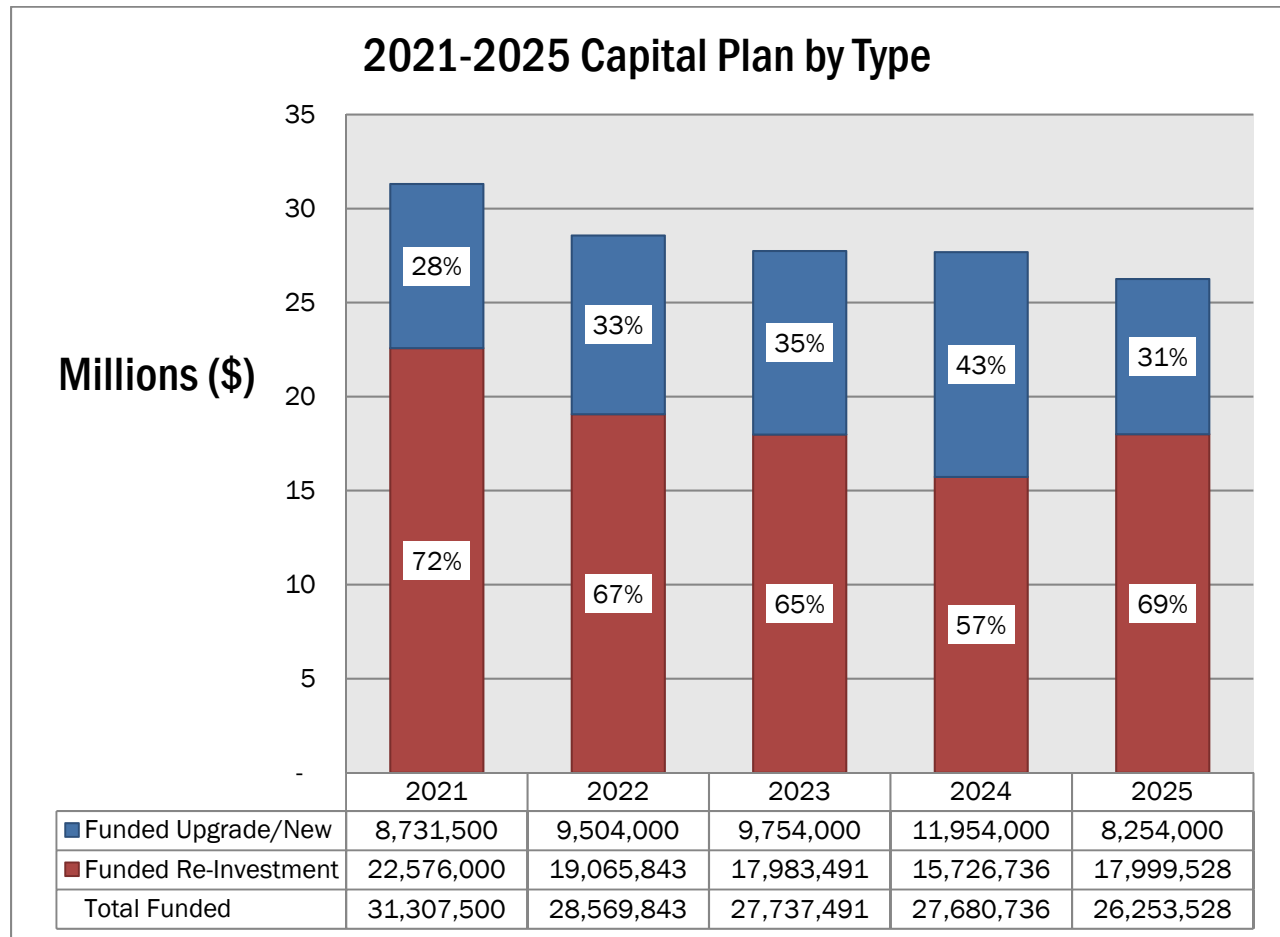
The presentation of the Capital Plan is organized by service category, which follows the same style of presentation as the Operational Budget in the Financial Plan as well as making specific projects easier to find for the reader.

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 2021 – 2025 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

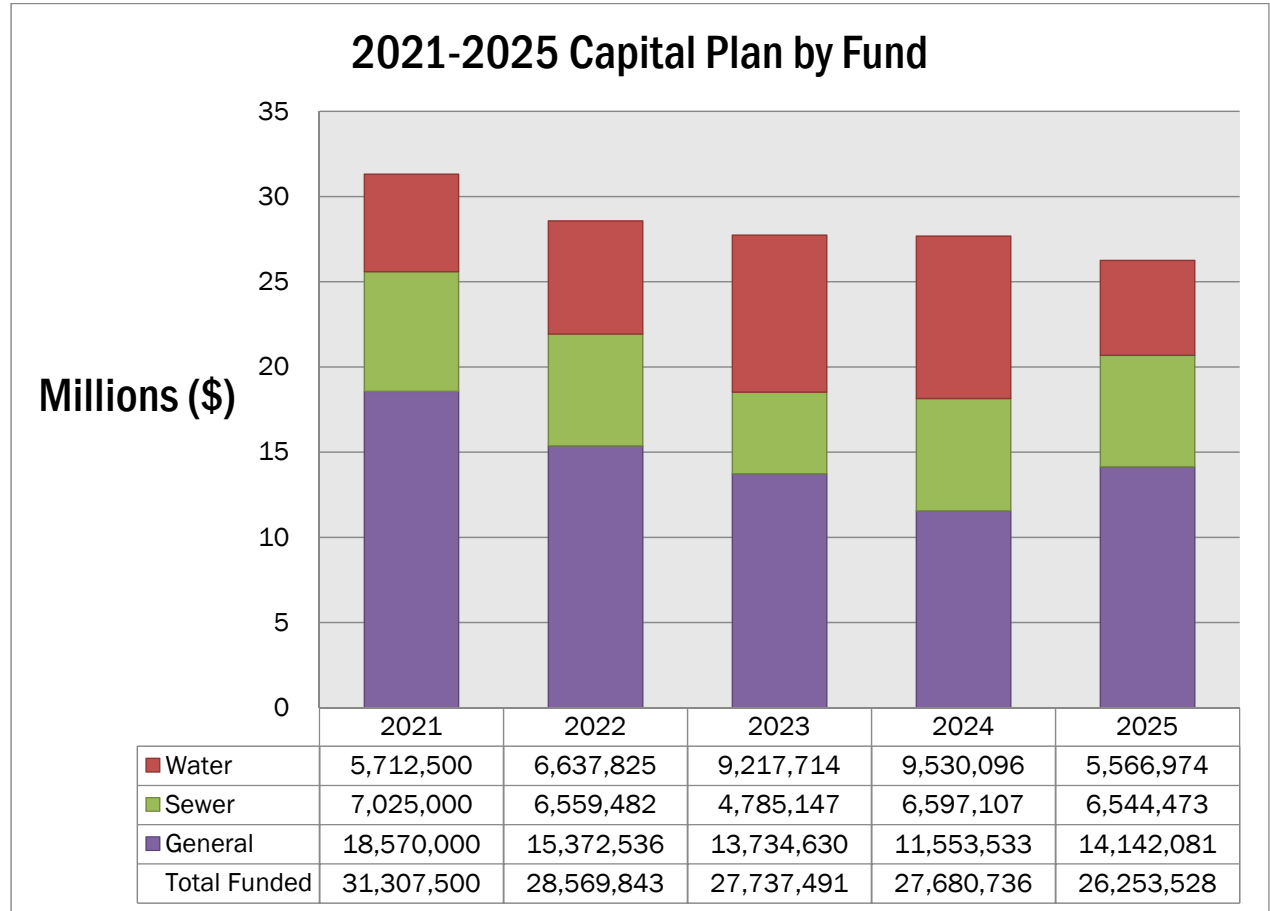
- Works to provide a higher level of service, either with increased capacity or increased performance capability.
- Works that add a new asset to the City’s inventory.

Re-Investment (Renew/Replace and Maintain)

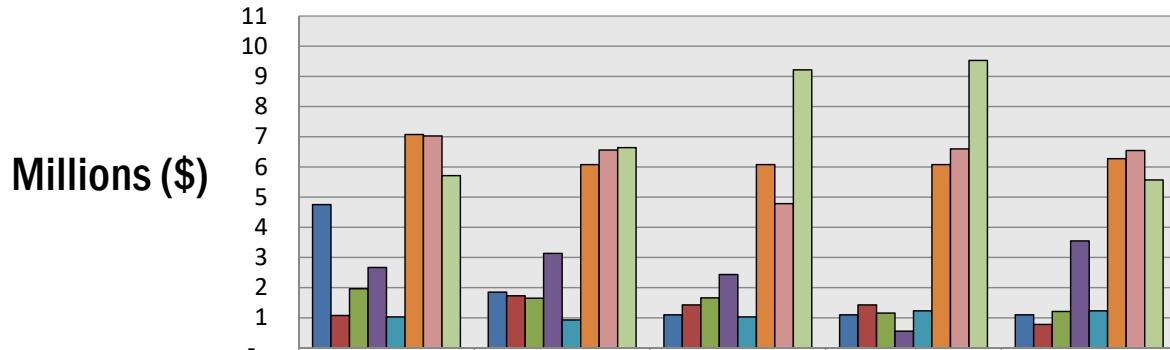
- Works to continue to provide the same level of service that also: fully replace an existing asset and dispose of the old asset, extend an asset life beyond the original expected life, lower the associated operating costs, or improve the quality of output.
- Works to retain an asset as near as practicable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



2021-2025 Capital Plan by Service Type



	2021	2022	2023	2024	2025
Administrative Services	4,750,000	1,850,000	1,100,000	1,100,000	1,100,000
Civic Facilities	1,080,000	1,730,000	1,430,000	1,430,000	780,000
Recreation and Culture	1,965,000	1,651,000	1,662,275	1,160,250	1,211,000
Solid Waste and Fleet	2,670,000	3,136,536	2,437,355	558,283	3,546,081
Storm Drainage	1,030,000	930,000	1,030,000	1,230,000	1,230,000
Transportation	7,075,000	6,075,000	6,075,000	6,075,000	6,275,000
Sewer	7,025,000	6,559,482	4,785,147	6,597,107	6,544,473
Water	5,712,500	6,637,825	9,217,714	9,530,096	5,566,974
Total Funded	31,307,500	28,569,843	27,737,491	27,680,736	26,253,528

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 18th Avenue Yard, the RCMP building, and the fire halls.

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

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

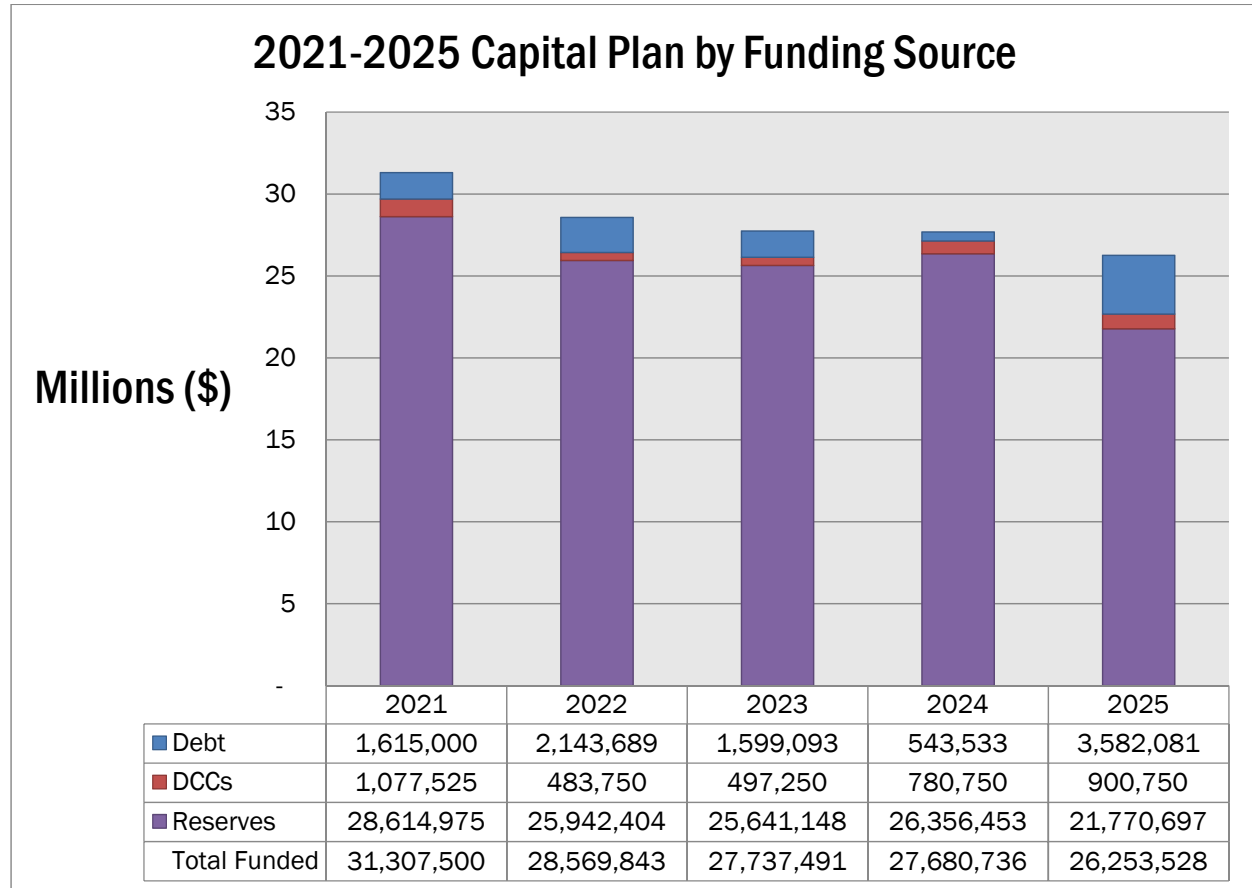
Storm Drainage includes catchbasins, culverts, and other forms of drainage control.

Transportation includes roads, snow control, and street lighting.

Capital Plan by Funding Source

The City utilizes debt, development cost charges (DCCs), grants, third party contributions, and reserves to fund its capital program. Wherever possible the City applies for federal 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 (2026 - 2030) 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 2021 – 2025 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 2021 - 2025 and projects that are anticipated for future years (2026 - 2030) have been listed for Council's information.

RESPECTFULLY SUBMITTED:



Kris Dalio, Director of Finance

APPROVED:



Walter Babicz, Acting City Manager
Meeting date: January 25, 2021



CIVIC FACILITIES INFRASTRUCTURE REPORT CARD 2021

Estimated Required Funding:

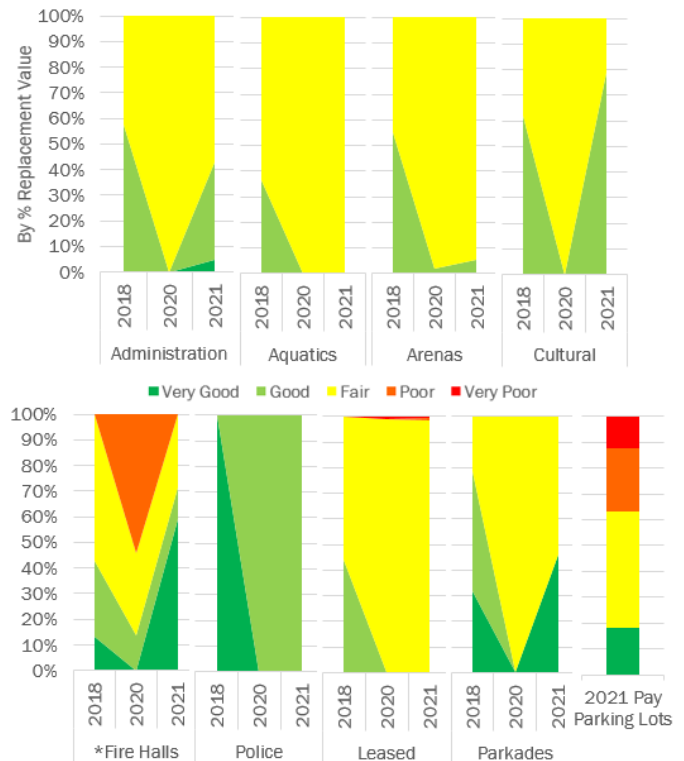
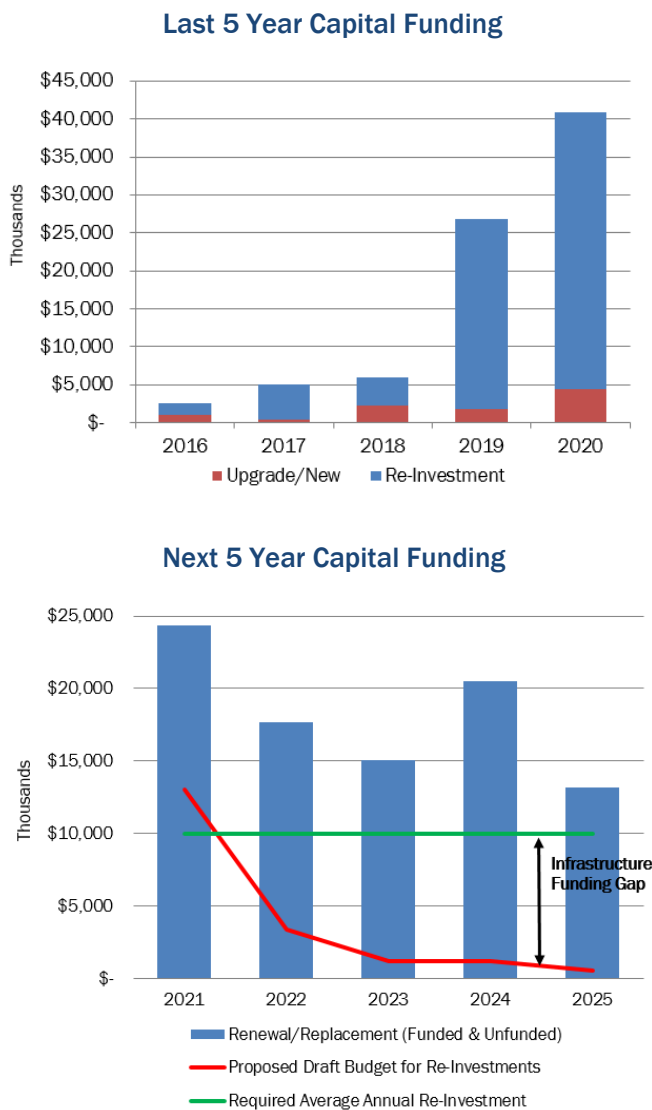
Average Annual Re-investment (AAR) = \$10M

Annual Infrastructure Funding Gap:

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

Approximate Replacement Value of Civic Facilities: \$611M

Condition (based on visual inspections):



* New Fire Hall included. Old Fire Hall removed from condition graph for Fire Halls.

Asset Inventory:

Type of Facility	Amount
Fire Halls	4
Aquatics	2
Arenas/Atrium	6/1
Cultural	5
Administration	9
Police	1
Parkade/Pay Parking Lots	6/6
Leased (to 3 rd Party)	22
Total:	56 Buildings



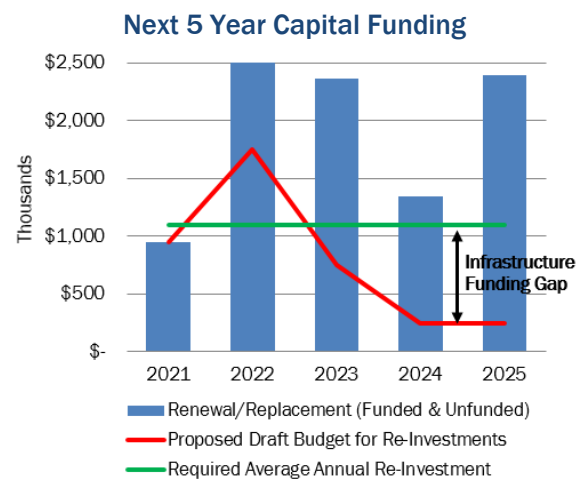
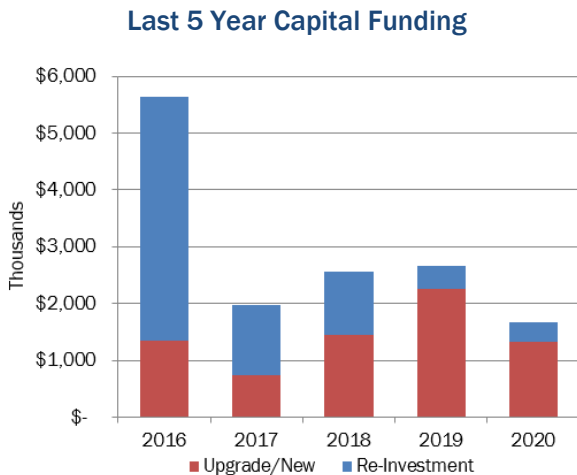
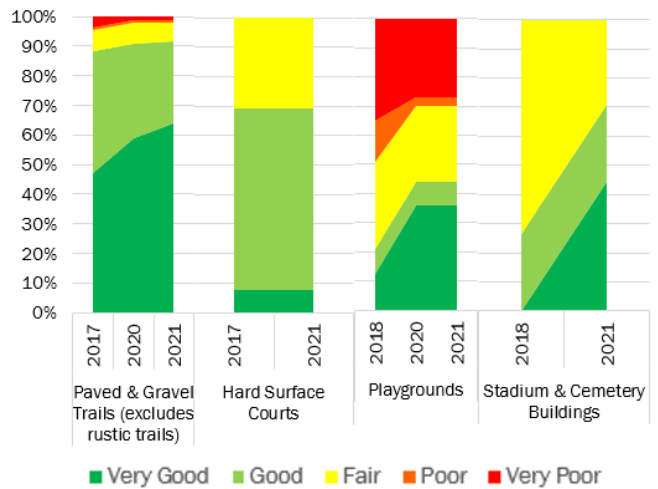
PARKS & TRAILS INFRASTRUCTURE REPORT CARD 2021

Estimated Required Funding:
Average Annual Re-Investment (AAR) = \$1.1M

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 \$0.6M on average not incl Masich project).

Approximate Replacement Value of Parks:
\$76M (excluding park land value)

Condition:



Asset Inventory:

Asset Type	Amount
# of Parks & Green Spaces	369
Trees (Parks/Streets/Civic Buildings)	5,398
Parking Lots (Civic Buildings/Parks)	30/45
Washrooms/Outhouses	13/18
Individual Sport Fields	34
Hard Surface Courts	23
Bollards	3,254
Signs	841
Trash Containers	468
Fences	25km
Benches/Picnic Tables	305/161
Playgrounds	49
Area of City Parks & Green Spaces	1,913ha
Length of Trails	104km
Stadium Buildings	2
Cemetery Buildings	3



ROADS & BRIDGES INFRASTRUCTURE REPORT CARD 2021

Estimated Required Funding:

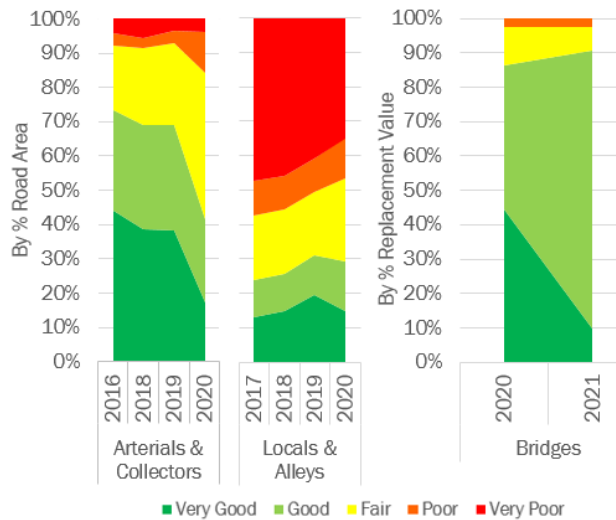
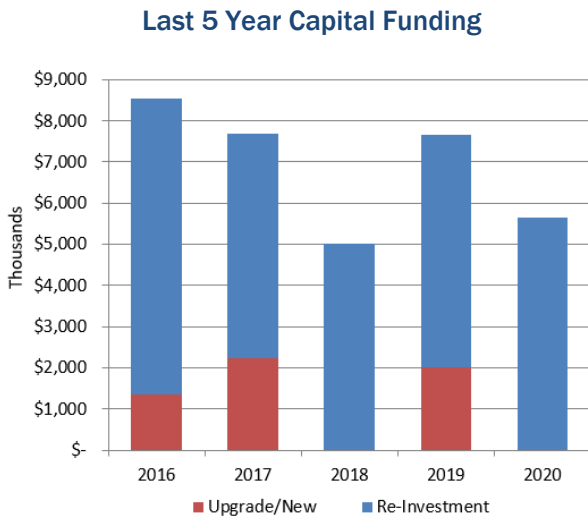
Average Annual Re-Investment (AAR) = \$7.7M
(includes gravel, paved roads, and vehicle bridges)

Approximate Replacement Value of Road & Bridge Assets: \$1.19 Billion

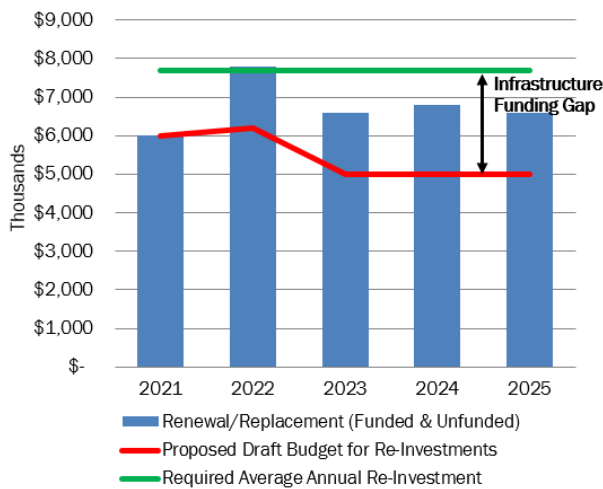
Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$1.9M

Condition:



Next 5 Year Capital Funding



Asset Inventory:

Road Class	Approx. Lane km's
Arterial	317
Major Collector	123
Minor Collector	155
Local	678
Alley	20
Ramps	6
Paved Roads Total:	1,298
Intersections	2.16 km ² (Area)
Gravel Roads	246
Vehicle Bridges	16



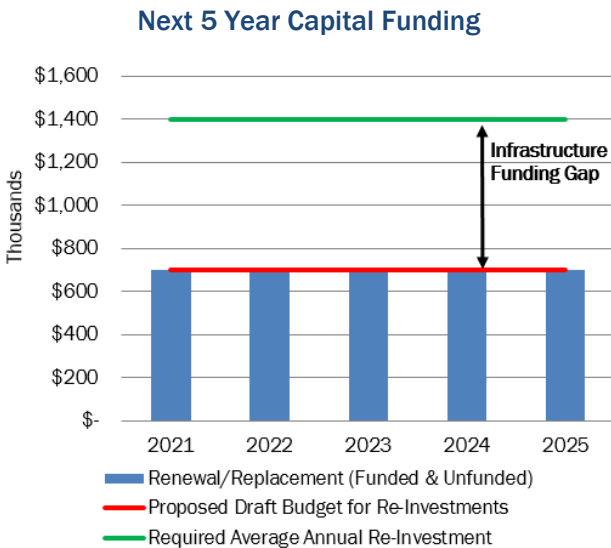
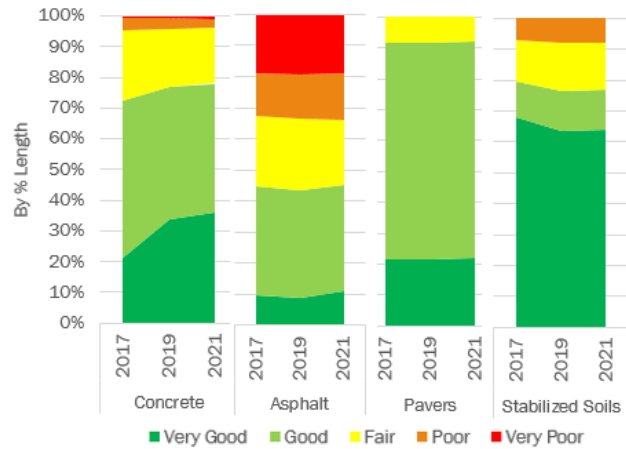
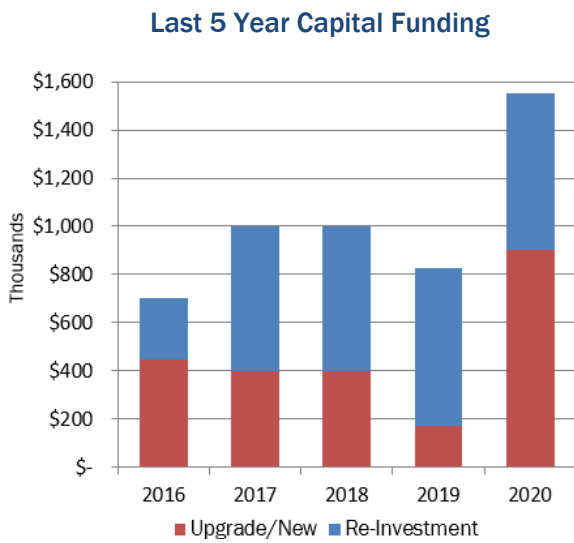
SIDEWALK & WALKWAY INFRASTRUCTURE REPORT CARD 2021

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

**Approximate Replacement Value of
Sidewalk & Walkway Assets: \$163M**

Annual Infrastructure Funding Gap:
AAR - Last 5 years' Avg Re-Investment = \$0.9M

Condition (both years based on inspections):



Asset Inventory:

Sidewalks	
Surface Type	Length (km's)
Concrete	86
Asphalt	105
Other	4
Total:	195

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



STORM WATER DRAINAGE INFRASTRUCTURE REPORT CARD 2021

Estimated Required Annual Funding: (Average Annual Re-Investment- AAR)

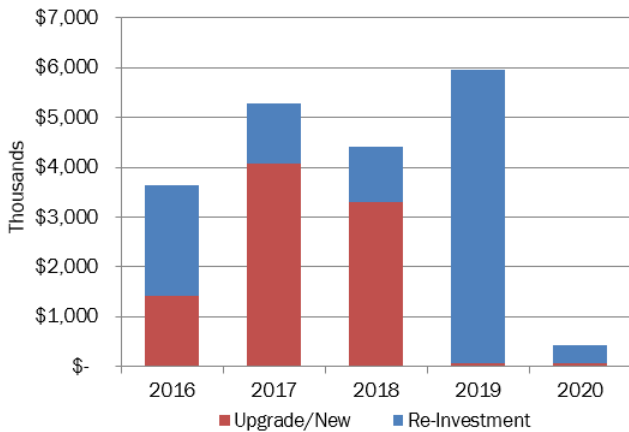
Linear = \$4.3M
Facilities = \$0.03M
Total = \$4.33M

Approximate Replacement Value of Storm Water Drainage Assets:

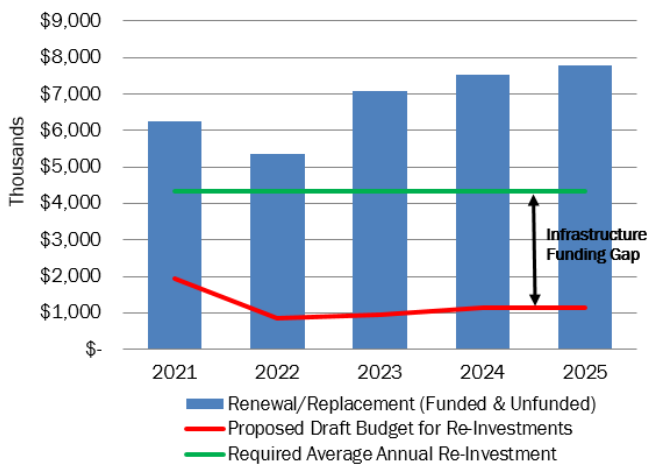
Linear = \$299M
Facilities = \$1.5M

Annual Infrastructure Funding Gap: AAR - Last 5 years' Re-Investment = \$2.2M

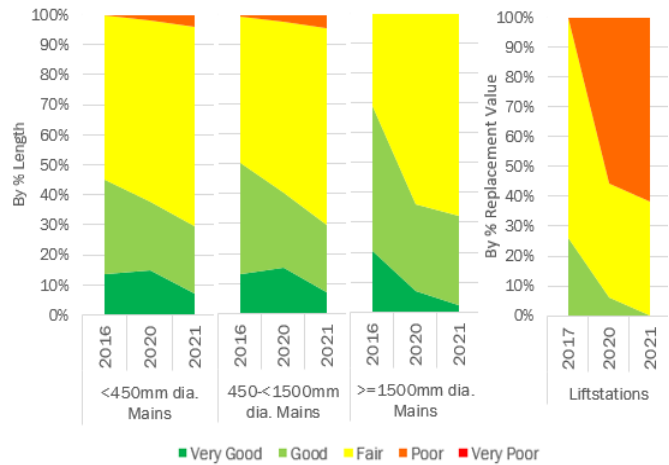
Last 5 Year Capital Funding:



Next 5 Year Capital Funding



Condition (Mains Based on Age):



Asset Inventory:

Asset Type	Approx Length
Gravity Mains	385km
Forcemains	0.15km
Lateral Lines (Services)	42km
Total:	427km

Asset Type	Amount
Catch Basins	5,789
Manholes	4,087
Discharge Points	348
Inlet Structures	220
Storm Lift Stations	6



STREET LIGHTS INFRASTRUCTURE REPORT CARD 2021

Estimated Required Funding:

Average Annual Re-Investment (AAR) = \$1.7M

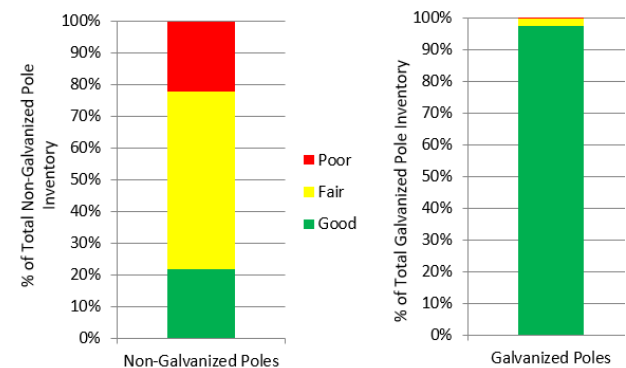
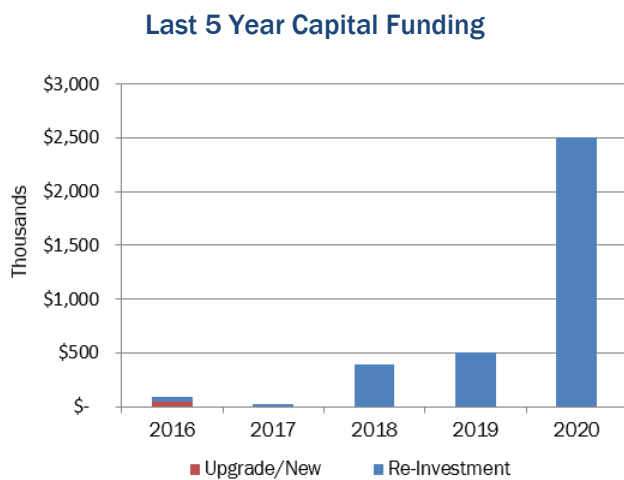
Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$1.0M

Approximate Replacement Value of Street Lights:

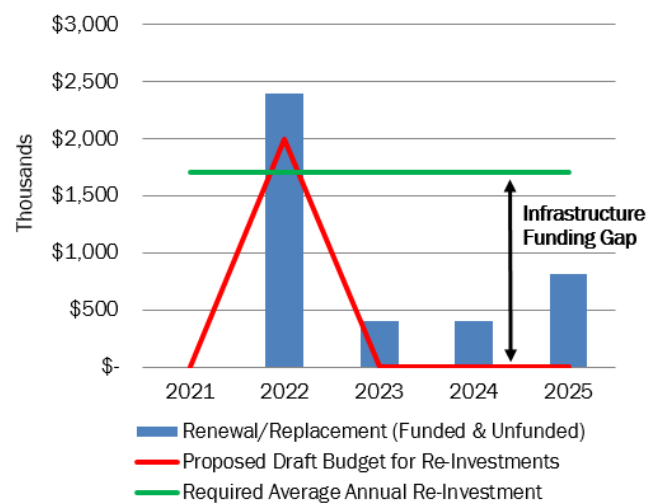
\$107M

Condition:



Condition based on 2018 inspections (poles and lamps). Funding requirements include underground wiring.

Next 5 Year Capital Funding



Asset Inventory:

Asset Type	Est. Amount
Galvanized Poles	2,150
Non-Galvanized Poles	2,562
Total:	4,712
Light Fixtures	
LED	1,779
Non-LED	2,910



SANITARY SEWER INFRASTRUCTURE REPORT CARD 2021

Estimated Required Funding:

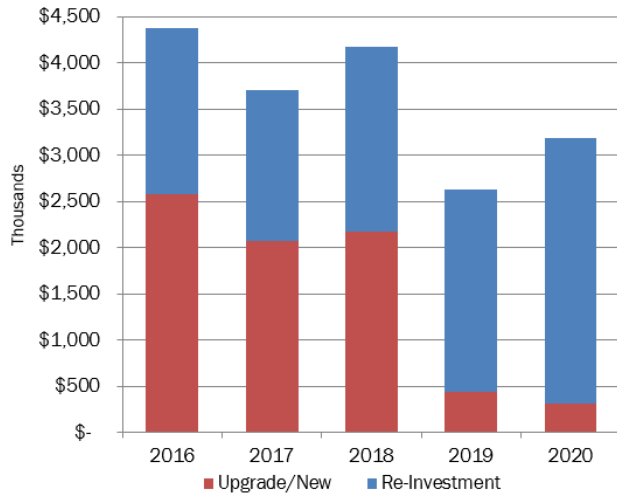
Average Annual Re-Investment (AAR)

Linear = \$4.6M
Facilities = \$1.9M
Total = \$6.5M

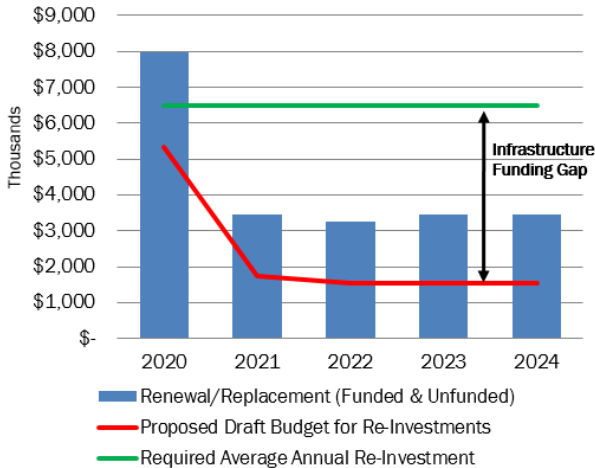
Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$4.4M

Last 5 Year Capital Funding



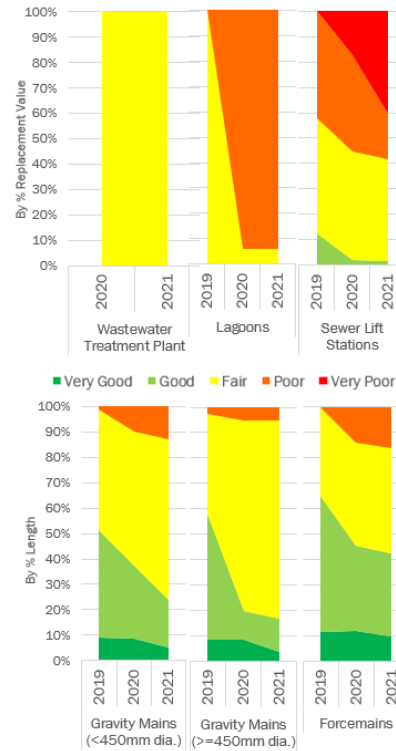
Next 5 Year Capital Funding



Approximate Replacement Value of Sanitary Assets:

Linear = \$469M
Facilities = \$107M

Condition (Mains based on age):



Asset Inventory:

Asset Type	Length
Gravity Mains	455km
Forcemains	17km
Lateral Lines (Service Connections)	227km
Total:	699km

Asset Type	Amount
Sewer Lift Stations	31
Wastewater Treatment Plant	1
Treatment Lagoons	5
Sanitary Chambers	10
System Valves	15
Manholes	5,528



WATER INFRASTRUCTURE REPORT CARD 2021

Estimated Required Funding: (Average Annual Re-Investment- AAR)

Linear = \$6.8M
 Facilities = \$1.6M
 Total = \$8.4M

Approximate Replacement Value of Water Assets:

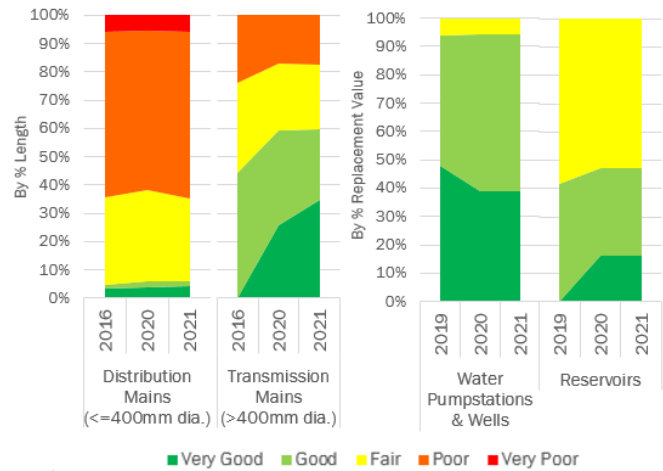
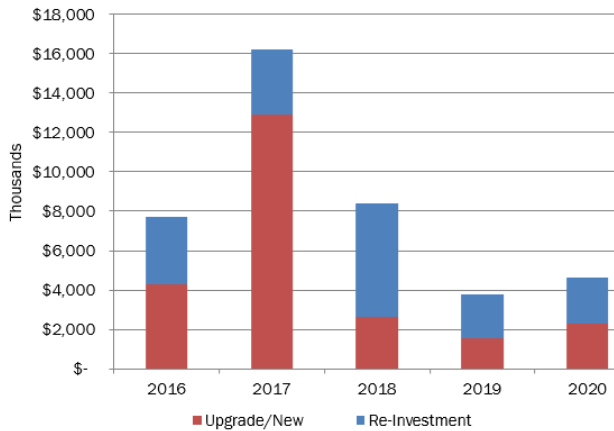
Linear = \$545M
 Facilities = \$88M

Annual Infrastructure Funding Gap:

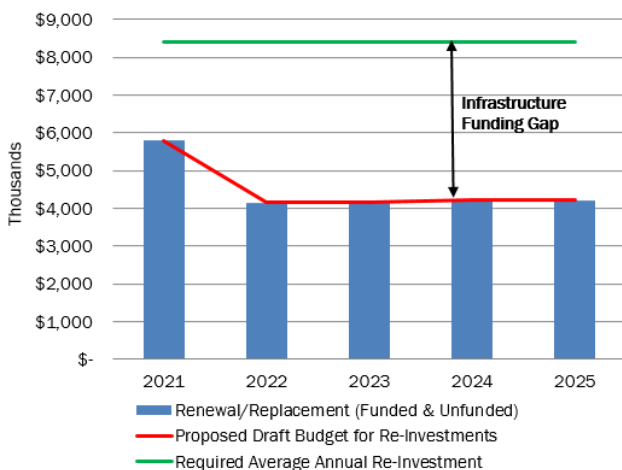
AAR – Last 5 Years' Avg Re-Investment = \$5M

Condition:

Last 5 Year Capital Funding



Next 5 Year Capital Funding



Asset Inventory:

Asset Type	Approx Length
Lateral Lines (Service Connections)	236km
Mains	574km
Total:	810km
Asset Type	Amount
Booster Stations	9
Wells	7
Reservoirs	15
Pressure Reducing Valves	24
System Valves	7,368
Control Valves	236
Hydrants	2,145

Fund # Project	Page	Cost	in thousands (000)				
			2021	2022	2023	2024	2025
1-General Fund							
Arena Operations							
1 #3208 Janitorial Equip-Replace Floor Scrubbers	150	225	40	26	37	35	86
2 #3338 CN Centre - Fire Alarm Renewal	150	500	500	0	0	0	0
Arena Operations Total		725	540	26	37	35	86
Civic Facilities Maintenance							
3 #3342 Emergency Infrastructure Reinvestment	151	2,500	500	500	500	500	500
Civic Facilities Maintenance Total		2,500	500	500	500	500	500
Fire Protection							
4 #3326 Firefighter Vehicle Extrication Equipment Replacement	152	400	80	80	80	80	80
5 #3344 Firefighter Decontamination/Rehabilitation Trailer	152	50	50	0	0	0	0
Fire Protection Total		450	130	80	80	80	80
Fleet Services							
6 #0431 Mobile Equipment Replacement	153	12,098	2,620	3,087	2,387	508	3,496
7 #3226 Fleet Shop Equipment	153	250	50	50	50	50	50
Fleet Services Total		12,348	2,670	3,137	2,437	558	3,546
Infrastructure Planning & Engineering							
8 #1503 Off-Site Works	154	500	100	100	100	100	100
9 #3297 Varsity Creek Erosion Mitigation	154	1,900	1,900	0	0	0	0
10 #3320 Shane Lake Dam Renewal	155	1,000	1,000	0	0	0	0
11 #3336 7th Ave Streetscape Upgrade	155	1,500	750	750	0	0	0
Infrastructure Planning & Engineering Total		4,900	3,750	850	100	100	100
IT Services							
12 #0715 IT Maintenance	156	250	50	50	50	50	50
13 #0720 IT Betterments	156	600	120	120	120	120	120
14 #0724 IT Replacements	157	1,130	226	226	226	226	226
15 #0727 IT New	157	3,020	604	604	604	604	604
IT Services Total		5,000	1,000	1,000	1,000	1,000	1,000
Parks							
16 #0311 Tree Planting Greening the City	158	250	50	50	50	50	50
17 #0382 Nature Park Improvements	158	250	50	50	50	50	50
18 #1097 Trails Rehabilitation	159	1,250	250	250	250	250	250
19 #1189 Off Leash Areas	159	125	25	25	25	25	25
20 #1378 Playground Replacement Program	160	1,250	250	250	250	250	250
21 #1385 Park Washroom Refurbishment	160	1,100	500	300	300	0	0
22 #3313 Neighbourhood Park Development	161	2,100	100	500	500	500	500
23 #3332 Ball Diamond and Sport Field Renewal	161	600	200	200	200	0	0
Parks Total		6,925	1,425	1,625	1,625	1,125	1,125
Project Delivery							
24 #1467 Accessibility Improvements	162	750	150	150	150	150	150
25 #3322 Arena Chiller Renewal	162	2,550	100	1,000	700	700	50
26 #3333 Agriplex Updates	163	200	200	0	0	0	0
Project Delivery Total		3,500	450	1,150	850	850	200

Fund	# Project	Page	Cost	in thousands (000)				
				2021	2022	2023	2024	2025
Roads								
	27 #0399 Road Rehabilitation	164	25,000	5,000	5,000	5,000	5,000	5,000
	28 #1093 Sidewalk and Walkway Rehabilitation	164	3,500	700	700	700	700	700
	29 #3249 Traffic Controller and Signal Optical Detection Upgrade	164	375	75	75	75	75	75
	30 #3337 Exhibition Park - Parking Lot Rehabilitation Phase 1	165	1,000	1,000	0	0	0	0
Roads Total			29,875	6,775	5,775	5,775	5,775	5,775
Storm Drainage								
	31 #1029 Storm Drainage - Catch Basin Replacement Program	166	900	100	100	100	300	300
	32 #1500 Drainage Improvements	166	400	80	80	80	80	80
	33 #3220 Storm water system rehab	167	1,300	200	200	300	300	300
	34 #3294 Prepaving Stormwater Infrastructure	167	750	150	150	150	150	150
	35 #3334 Stormwater Drainage - Pond and Outfall Renewal	168	2,100	500	400	400	400	400
Storm Drainage Total			5,450	1,030	930	1,030	1,230	1,230
Transportation & Technical Services								
	36 #3219 Pedestrian/Traffic Safety Improvements	169	1,700	300	300	300	300	500
Transportation & Technical Services Total			1,700	300	300	300	300	500
1-General Fund Total			73,373	18,570	15,373	13,735	11,554	14,142
3-Sewer Fund								
Sewer Operations								
	37 #1031 Sanitary Sewer Rehabilitation	170	1,700	340	340	340	340	340
	38 #1168 Mobile Equipment Replacement - Sewer	170	1,549	63	359	585	297	244
	39 #1491 Prepaving Upgrade - Sewer	170	550	110	110	110	110	110
	40 #1492 Sanitary Liftstations Upgrade	171	1,000	200	200	200	200	200
	41 #3224 Wastewater Treatment Plant New Components	171	7,600	1,300	450	550	2,650	2,650
	42 #3328 Sanitary Lagoon Re-Routing	172	10,300	400	3,900	2,000	2,000	2,000
	43 #3329 Forcemain and Lift Station Renewal	172	8,000	3,800	1,200	1,000	1,000	1,000
	44 #3339 Western Acres Lot Servicing - Sewer	173	115	115	0	0	0	0
	45 #3345 Danson Lagoon Flow Diversion	173	698	698	0	0	0	0
Sewer Operations Total			31,511	7,025	6,559	4,785	6,597	6,544
3-Sewer Fund Total			31,511	7,025	6,559	4,785	6,597	6,544
4-Water Fund								
Water Operations								
	46 #1169 Mobile Equipment Replacement - Water	174	875	63	303	83	245	182
	47 #1391 Construction Tools and Equipment	174	125	25	25	25	25	25
	48 #3101 Water Main Replacement	174	15,000	3,000	3,000	3,000	3,000	3,000
	49 #3102 New Water Mains	175	4,000	1,000	700	700	800	800
	50 #3184 New Water Facilities	175	9,400	100	1,200	4,000	4,000	100
	51 #3185 Water Facilities Renewal	175	2,850	550	550	550	600	600
	52 #3284 Valves, Service Connections, and Fire Hydrants Renewal	176	2,500	500	500	500	500	500
	53 #3293 Prepaving Water Infrastructure	176	550	110	110	110	110	110
	54 #3330 Water Facility Upgrade	176	1,250	250	250	250	250	250



Fund	#	Project	Page	Cost	in thousands (000)				
					2021	2022	2023	2024	2025
	55	#3343 Western Acres Lot Servicing - Water	177	115	115	0	0	0	0
Water Operations Total				36,665	5,713	6,638	9,218	9,530	5,567
4-Water Fund Total				36,665	5,713	6,638	9,218	9,530	5,567
Grand Total				141,549	31,308	28,570	27,737	27,681	26,254

Fund # Project	Page	Cost	in thousands (000)				
			2021	2022	2023	2024	2025
1-General Fund							
Aquatics							
1 #3271 AQC-Replace Lockers	178	325	0	0	325	0	0
2 #3274 AQC-Replace Cardio Equipment	178	110	0	0	0	110	0
Aquatics Total		435	0	0	325	110	0
Arena Operations							
3 #1407 RMCA - Replace Score Clock	179	100	0	0	100	0	0
4 #3314 CN Centre - Replacement of Concession Equipment	179	76	0	76	0	0	0
5 #3315 CN Centre - Aluminum Stage Barricade	179	40	0	40	0	0	0
Arena Operations Total		216	0	116	100	0	0
Cemetery							
6 #0302 Cemetery Enhancement	180	150	0	0	150	0	0
Cemetery Total		150	0	0	150	0	0
Community Services Admin.							
7 #1290 Mobile Stage	181	211	0	0	211	0	0
Community Services Admin. Total		211	0	0	211	0	0
Development Planning and Administration							
8 #1487 Pine Valley-New Irrigation System	182	400	0	0	400	0	0
Development Planning and Administration Total		400	0	0	400	0	0
Environmental Services							
9 #3188 CARIP - Energy/GHG Reduction	183	800	0	200	200	200	200
Environmental Services Total		800	0	200	200	200	200
Event Services							
10 #3069 CC-2022 Replace Furniture and Equipment	184	75	0	75	0	0	0
11 #3115 CC-Recycling Program	184	20	0	0	20	0	0
12 #3270 CC-2023 Replace Kitchen Equipment	184	60	0	0	60	0	0
Event Services Total		155	0	75	80	0	0
Fleet Services							
13 #1283 Drivable Hoist - Lube Bay	185	65	0	0	65	0	0
14 #1285 Refurbish Fleet Cranes	185	250	0	0	0	250	0
Fleet Services Total		315	0	0	65	250	0
Infrastructure Planning & Engineering							
15 #1133 Ferry/Upland/Lansdowne Intersection	186	3,500	0	0	0	0	3,500
16 #1462 Massey Carney Civil Improvements	186	1,000	0	0	0	0	1,000
17 #3291 Hwy 97 New Street Lighting	186	600	0	200	200	200	0
18 #3325 Downtown Infrastructure Re-Investment Program	187	6,000	0	1,500	1,500	1,500	1,500
Infrastructure Planning & Engineering Total		11,100	0	1,700	1,700	1,700	6,000
Parks							
19 #0251 Connaught Park Enhancement	188	160	0	160	0	0	0
20 #0644 Hwy 16/97 Landscaping	188	400	0	0	0	400	0
21 #0815 Rainbow Park Irrigation	188	250	0	0	250	0	0
22 #0853 Lower Patricia Greenway	189	904	0	372	532	0	0
23 #0931 Boulevard Restoration	189	640	0	160	160	160	160
24 #1140 Ospika/Tabor Blvd Irrigation	189	100	0	100	0	0	0

Fund # Project	Page	Cost	in thousands (000)				
			2021	2022	2023	2024	2025
25 #1192 Hart Connector Trail	190	2,000	0	0	0	0	2,000
26 #1384 Rainbow Park Washroom	190	300	0	300	0	0	0
27 #1390 Exhibition Park Fencing	190	150	0	150	0	0	0
28 #1499 New Trails and Paths	191	1,000	0	250	250	250	250
29 #3036 Lheidli T'enneh Memorial Playground Replacement	191	600	0	600	0	0	0
30 #3039 Cpl Darren Fitzpatrick Bravery Park Washroom	192	300	0	0	300	0	0
31 #3275 Cottonwood & Heritage River Trail Refurbishment - Future Years	192	3,550	0	0	1,215	795	1,540
32 #3276 CJG Park Refurbishment	193	900	0	0	0	300	600
Parks Total		11,254	0	2,092	2,707	1,905	4,550
Project Delivery							
33 #0125 B Harkins Lib-Concrete Deck Upgrade	194	1,260	0	0	0	1,260	0
34 #0128 Library N-Replace Flooring	194	55	0	55	0	0	0
35 #0892 B Harkins Lib-Replace Flooring	194	282	0	0	282	0	0
36 #1163 RMCA-Replace HVAC	195	2,400	0	0	0	2,400	0
37 #1187 RMCA-Replace Arena Floor	195	3,120	0	3,120	0	0	0
38 #1303 CYC-Ext Wall Finishes Replacement	195	105	0	105	0	0	0
39 #1418 RMCA-Replace Skate Floor	196	175	0	0	175	0	0
40 #1444 AQC-Replace Public Change Room Tile	196	110	0	0	0	110	0
41 #3122 4050 18th Ave-Replace OH Doors	196	250	0	250	0	0	0
42 #3136 Mausoleum Camera Upgrade	197	18	0	18	0	0	0
43 #3144 ExSportCtr-Gymnastics Viewing	197	150	0	150	0	0	0
44 #3196 18th Ave Yard Emergency Generator	197	260	0	0	0	260	0
45 #3198 B Harkins Lib-Replace Soffits	198	261	0	0	0	261	0
46 #3199 RCMP-Security Gate Replacement	198	150	0	0	0	150	0
47 #3205 ECRA-Replace Fascia and Fencing	198	72	0	0	0	72	0
48 #3237 Parkade - Building Systems Renewal	199	2,964	1,026	0	751	1,187	0
49 #3251 Civic Facilities - Roof Replacement	199	186	0	0	0	0	186
50 #3273 AQC-Doors & Column Rust Repair	199	43	0	0	43	0	0
51 #3277 Elksentre-Compressor Replacement	200	197	0	0	197	0	0
52 #3280 CC-BAS Replacement	200	610	0	0	610	0	0
53 #3300 CN Centre Renewal	200	2,000	0	0	0	2,000	0
54 #3346 Civic Facilities Long-Term Reinvestment	201	56,717	10,264	10,778	11,317	11,882	12,476
Project Delivery Total		71,385	11,290	14,476	13,374	19,583	12,662
Roads							
55 #0270 Winter Traction/Salt Facility	202	4,300	0	0	4,300	0	0
56 #0653 Penn Rd to Boundary Rd Paving	202	750	0	750	0	0	0
57 #0670 Hwy 97/22nd and Griffiths Improve	203	5,250	0	0	250	5,000	0
58 #0671 Road Realign Hwy 97/Northwood	203	1,500	0	1,500	0	0	0
59 #0674 5th Ave Widening	203	1,800	0	0	0	0	1,800
60 #1131 Hwy 97 Corridor Improvements	204	2,000	0	1,000	1,000	0	0
61 #1208 Tyner University Heights Turn Lanes	204	1,030	0	0	1,030	0	0
62 #1210 Tyner Blvd Traffic Signal	204	150	0	0	0	150	0
63 #1218 Hwy 16 and Ferry Ave Intersection	205	4,500	0	0	3,500	1,000	0
64 #1489 New Sidewalks	205	1,600	0	400	400	400	400
65 #3138 Handlen Rd Bike Lanes	205	700	0	0	0	700	0
66 #3331 Parking Lot Reinvestment	206	400	0	100	100	100	100
Roads Total		23,980	0	3,750	10,580	7,350	2,300
Storm Drainage							
67 #0485 Stormwater Drainage Network Long-Term Reinvestment	207	23,760	4,300	4,515	4,741	4,978	5,227
68 #0859 Watershed Monitoring Stations	207	70	0	0	0	35	35

Fund # Project	Page	Cost	in thousands (000)				
			2021	2022	2023	2024	2025
69 #1117 Storm Sewer Improvements - Ferry to Range	207	675	0	0	0	75	600
70 #3210 1st Ave Flood Pump Station	208	1,850	0	0	0	150	1,700
71 #3321 Stormwater Drainage - System Renewal	208	4,200	0	0	1,400	1,400	1,400
Storm Drainage Total		30,555	4,300	4,515	6,141	6,638	8,962
Street Lighting							
72 #1222 Crescents Street Lighting	209	410	0	0	0	0	410
73 #3116 Street Light Replacement Program	209	1,600	0	400	400	400	400
Street Lighting Total		2,010	0	400	400	400	810
Transportation & Technical Services							
74 #1122 Downtown Transit Exchange	210	500	0	0	0	0	500
75 #1443 School and Playground Sign Upgrade	210	200	0	0	0	200	0
76 #3278 Pitherny Rec. Site Improvements	210	636	0	336	300	0	0
77 #3290 Westgate and Hwy 16 Improvement	211	200	0	0	200	0	0
Transportation & Technical Services Total		1,536	0	336	500	200	500
1-General Fund Total		154,501	15,590	27,659	36,933	38,336	35,984
3-Sewer Fund							
Sewer Operations							
78 #0526 Wastewater Treatment Centre - Centrifuge	212	100	0	100	0	0	0
79 #0536 Sanitary Extension Nordic/Chestnut	212	290	0	0	0	290	0
80 #0537 Sanitary North/Central Relief	212	900	0	0	0	0	900
81 #1079 2023 WWTC Centrifuge	213	100	0	0	100	0	0
82 #1081 Biosolid Odour Control	213	850	0	0	0	0	850
83 #3221 Wastewater Treatment Plant Renewal	213	6,600	0	1,500	1,500	1,800	1,800
Sewer Operations Total		8,840	0	1,600	1,600	2,090	3,550
3-Sewer Fund Total		8,840	0	1,600	1,600	2,090	3,550
4-Water Fund							
Water Operations							
84 #1109 Central Hart Water Improvements	214	2,000	0	0	0	0	2,000
85 #1234 Vista to North St Water Main Connector	214	1,100	0	0	0	0	1,100
86 #3186 Repurpose PW601/Decommission PW602	215	100	0	0	0	0	100
Water Operations Total		3,200	0	0	0	0	3,200
4-Water Fund Total		3,200	0	0	0	0	3,200
Grand Total		166,541	15,590	29,259	38,533	40,426	42,734

Fund # Project	Page	Cost	in thousands (000)				
			2026	2027	2028	2029	2030
1-General Fund							
Arena Operations							
1 #3208 Janitorial Equip-Replace Floor Scrubbers	216	359	138	14	40	101	66
Arena Operations Total		359	138	14	40	101	66
Environmental Services							
2 #3188 CARIP - Energy/GHG Reduction	217	1,000	200	200	200	200	200
Environmental Services Total		1,000	200	200	200	200	200
Fleet Services							
3 #0431 Mobile Equipment Replacement	218	21,960	3,714	4,801	6,911	3,747	2,786
Fleet Services Total		21,960	3,714	4,801	6,911	3,747	2,786
Infrastructure Planning & Engineering							
4 #0697 South Ft George Flood Protection	219	2,900	1,000	900	1,000	0	0
5 #0701 Flood Protect Various Risk Areas	219	2,535	1,535	1,000	0	0	0
6 #1214 Cycling Route Improvements	219	1,250	250	250	250	250	250
7 #1226 Otway Multi-Use Trail	220	2,000	1,000	1,000	0	0	0
8 #1503 Off-Site Works	220	625	125	125	125	125	125
9 #3325 Downtown Infrastructure Re-Investment Program	221	7,500	1,500	1,500	1,500	1,500	1,500
Infrastructure Planning & Engineering Total		16,810	5,410	4,775	2,875	1,875	1,875
Parks							
10 #0311 Tree Planting Greening the City	222	250	50	50	50	50	50
11 #0382 Nature Park Improvements	222	250	50	50	50	50	50
12 #0931 Boulevard Restoration	222	800	160	160	160	160	160
13 #1097 Trails Rehabilitation	223	1,250	250	250	250	250	250
14 #1378 Playground Replacement Program	223	1,250	250	250	250	250	250
15 #1499 New Trails and Paths	224	1,250	250	250	250	250	250
16 #3275 Cottonwood & Heritage River Trail Refurbishment - Future Years	224	4,150	1,075	2,100	975	0	0
17 #3276 CJG Park Refurbishment	225	3,800	750	3,050	0	0	0
18 #3313 Neighbourhood Park Development	225	500	500	0	0	0	0
Parks Total		13,500	3,335	6,160	1,985	1,010	1,010
Project Delivery							
19 #3346 Civic Facilities Long-Term Reinvestment	226	72,387	13,100	13,755	14,443	15,165	15,923
Project Delivery Total		72,387	13,100	13,755	14,443	15,165	15,923
Roads							
20 #0167 Road Widening Austin Rd West	227	3,000	0	0	0	3,000	0
21 #0399 Road Rehabilitation	227	25,000	5,000	5,000	5,000	5,000	5,000
22 #0665 Ring Rd Dangerous Goods Route	227	8,200	0	0	200	1,000	7,000
23 #0668 Glengarry Rd Extension	228	1,326	0	0	0	300	1,026
24 #0671 Road Realign Hwy 97/Northwood	228	1,500	1,500	0	0	0	0
25 #0672 Glen Lyon Way Extension	228	2,000	0	200	1,800	0	0
26 #0673 Malaspina Cowart Connector	229	6,000	0	1,000	5,000	0	0
27 #0674 5th Ave Widening	229	1,200	1,200	0	0	0	0
28 #0675 Foothills Blvd Extension	229	20,000	0	10,000	10,000	0	0
29 #0676 Ospika Connector	230	30,000	0	0	10,000	10,000	10,000
30 #1093 Sidewalk and Walkway Rehabilitation	230	3,500	700	700	700	700	700
31 #1209 Tyner Blvd Bus Pullouts	230	325	0	325	0	0	0
32 #1211 Tyner Blvd Four-Laning	231	10,200	0	5,100	5,100	0	0

					in thousands (000)			
Fund # Project	Page	Cost	2026	2027	2028	2029	2030	
33 #1292 Bus Bay Pullout Project	231	2,000	400	400	400	400	400	
34 #1489 New Sidewalks	231	2,000	400	400	400	400	400	
35 #3249 Traffic Controller and Signal Optical Detection Upgrade	232	400	80	80	80	80	80	
36 #3331 Parking Lot Reinvestment	232	1,000	200	200	200	200	200	
Roads Total		117,651	9,480	23,405	38,880	21,080	24,806	
Storm Drainage								
37 #0215 Nordic Dr Storm Trunk	233	1,150	0	0	1,150	0	0	
38 #0485 Stormwater Drainage Network Long-Term Reinvestment	233	30,325	5,488	5,762	6,051	6,353	6,671	
39 #0677 Retention Pond Aberdeen	233	125	0	125	0	0	0	
40 #0678 Storm Trunk Shamrock Rd	234	480	0	0	60	420	0	
41 #0679 Storm Outfall BCR Danson	234	450	0	0	70	380	0	
42 #0680 Noranda Retention Pond	234	430	0	430	0	0	0	
43 #0681 Storm Upgrades College Heights	235	1,200	0	1,200	0	0	0	
44 #0682 Detention Pond Gladstone	235	2,650	2,650	0	0	0	0	
45 #1029 Storm Drainage - Catch Basin Replacement Program	235	1,500	300	300	300	300	300	
46 #1112 Meyer Rd Storm Sewer	236	390	0	390	0	0	0	
47 #1116 Storm Sewer - University Heights to Range Rd	236	2,000	2,000	0	0	0	0	
48 #1439 Winnipeg St - Storm Drainage Treatment	237	4,000	4,000	0	0	0	0	
49 #1500 Drainage Improvements	237	500	100	100	100	100	100	
50 #3220 Storm water system rehab	238	1,500	300	300	300	300	300	
51 #3294 Prepaving Stormwater Infrastructure	238	875	175	175	175	175	175	
52 #3321 Stormwater Drainage - System Renewal	239	10,000	2,000	2,000	2,000	2,000	2,000	
Storm Drainage Total		57,575	17,013	10,782	10,206	10,028	9,546	
Street Lighting								
53 #1207 Tyner Blvd Street Lights	240	1,500	500	500	500	0	0	
54 #1222 Crescents Street Lighting	240	908	386	184	338	0	0	
55 #3116 Street Light Replacement Program	241	2,000	400	400	400	400	400	
Street Lighting Total		4,408	1,286	1,084	1,238	400	400	
Transportation & Technical Services								
56 #0140 Traffic Control 1st and Carney	242	650	0	150	500	0	0	
57 #0666 Traffic Control 10th and Carney	242	650	150	500	0	0	0	
58 #3121 2nd Ave Angle Parking Two-Way Conversion	242	3,500	0	3,500	0	0	0	
59 #3219 Pedestrian/Traffic Safety Improvements	243	2,500	500	500	500	500	500	
Transportation & Technical Services Total		7,300	650	4,650	1,000	500	500	
1-General Fund Total		312,949	54,326	69,626	77,778	54,107	57,113	
3-Sewer Fund								
Sewer Operations								
60 #0511 Forcemain Replace PW117	244	1,300	1,300	0	0	0	0	
61 #0538 Sanitary Otway/Tabor Relief	244	410	0	410	0	0	0	
62 #0539 Sanitary Trunk Extension Cranbrook Hill	244	500	0	0	500	0	0	
63 #1081 Biosolid Odour Control	245	450	450	0	0	0	0	
64 #1168 Mobile Equipment Replacement - Sewer	245	3,678	348	1,008	1,823	236	263	
65 #1196 PW125 Decommission and New Sewer Main	245	3,000	3,000	0	0	0	0	
66 #1263 Ahbau Sanitary Sewer Upgrade	246	1,000	0	1,000	0	0	0	

Fund # Project	Page	Cost	in thousands (000)				
			2026	2027	2028	2029	2030
67 #1491 Prepaving Upgrade - Sewer	246	550	110	110	110	110	110
68 #1492 Sanitary Liftstations Upgrade	246	1,000	200	200	200	200	200
69 #3221 Wastewater Treatment Plant Renewal	247	9,000	1,800	1,800	1,800	1,800	1,800
70 #3222 PW101 Replacement	247	7,000	500	3,500	3,000	0	0
71 #3223 PW102 Replacement	247	6,100	0	0	100	1,000	5,000
72 #3224 Wastewater Treatment Plant New Components	248	5,250	2,650	650	650	650	650
73 #3329 Forcemain and Lift Station Renewal	248	5,000	1,000	1,000	1,000	1,000	1,000
Sewer Operations Total		44,238	11,358	9,678	9,183	4,996	9,023
3-Sewer Fund Total		44,238	11,358	9,678	9,183	4,996	9,023
4-Water Fund							
Water Operations							
74 #0087 Lower Hart Water Main	249	1,000	1,000	0	0	0	0
75 #0168 Water Sup BCR/Danson Simon Fraser Bridge	249	5,000	1,000	4,000	0	0	0
76 #0602 Water Main Construction PW805 Fishtrap	249	5,000	0	0	500	4,500	0
77 #0603 PW605 Caisson Development	250	5,600	0	0	100	2,500	3,000
78 #0610 Harper Valley Reservoir and Main	250	5,000	0	0	5,000	0	0
79 #0743 River Rd Water Main Extension	250	2,300	2,300	0	0	0	0
80 #1109 Central Hart Water Improvements	251	2,000	2,000	0	0	0	0
81 #1169 Mobile Equipment Replacement - Water	251	2,137	314	636	108	674	406
82 #1227 New Pressure Zone 2 Reservoir	251	5,550	4,000	1,550	0	0	0
83 #1228 PW619 Pump Installation	252	1,150	0	1,150	0	0	0
84 #1237 West Noranda Water Main Connector	252	150	0	150	0	0	0
85 #1238 Noranda Rd East Water Main Connector	252	1,000	0	1,000	0	0	0
86 #1240 Lehman - Grant Water Main Connector	253	575	0	0	575	0	0
87 #1241 Grant to Hartway Water Main Connector	253	400	400	0	0	0	0
88 #1249 Cowart Rd Water Main Connector	253	925	925	0	0	0	0
89 #1391 Construction Tools and Equipment	254	125	25	25	25	25	25
90 #3101 Water Main Replacement	254	26,000	5,200	5,200	5,200	5,200	5,200
91 #3102 New Water Mains	254	5,000	1,000	1,000	1,000	1,000	1,000
92 #3184 New Water Facilities	255	500	100	100	100	100	100
93 #3185 Water Facilities Renewal	255	3,000	600	600	600	600	600
94 #3186 Repurpose PW601/Decommission PW602	256	8,000	4,000	4,000	0	0	0
95 #3284 Valves, Service Connections, and Fire Hydrants Renewal	256	3,000	600	600	600	600	600
96 #3293 Prepaving Water Infrastructure	257	625	125	125	125	125	125
97 #3298 Pump Station PW614 Replacement	257	1,600	100	1,100	400	0	0
98 #3330 Water Facility Upgrade	257	1,500	300	300	300	300	300
Water Operations Total		87,137	23,989	21,536	14,633	15,624	11,356
4-Water Fund Total		87,137	23,989	21,536	14,633	15,624	11,356
Grand Total		444,324	89,672	100,841	101,594	74,726	77,491

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
1-General Fund								
Arena Operations								
1	#3208 Janitorial Equip-Replace Floor Scrubbers							
	Implement an annual custodial equipment replacement program to enhance healthy, safe, and clean facilities.							
		225	MFA Lease Proceeds	40	26	37	35	86
			Project Totals:	40	26	37	35	86
2 #3338 CN Centre - Fire Alarm Renewal								
	The CN Centre fire alarm system was installed during the construction of the CN Centre in 1994. Fire alarm systems have a service life of 20 years. The fire alarm system is five years past its service life. Replacement of fire alarm system including the fire alarm panel, annunciator, control system, smoke and heat detectors and communication systems. Installation of additional smoke detectors and pull stations as required by new fire code—repair deficiencies in the fire sprinkler system.							
		500	General Infrastructure Reinvestment Fund	250	0	0	0	0
			Transfer from Reserves	250	0	0	0	0
			Project Totals:	500	0	0	0	0
Arena Operations Total:		725		540	26	37	35	86

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Civic Facilities Maintenance								
3	#3342 Emergency Infrastructure Reinvestment							
	Emergency infrastructure reinvestment. Much of the City's infrastructure is ageing and moving beyond its life cycle. This funding is to be applied to infrastructure failures that can't be put off to future years and are a must to reinstate.							
				500	500	0	0	0
				0	0	500	500	500
		2,500	Project Totals:	500	500	500	500	500
<hr/>								
	Civic Facilities Maintenance Total:	2,500		500	500	500	500	500

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Fire Protection								
4	#3326 Firefighter Vehicle Extrication Equipment Replacement							
	Replace vehicle extrication equipment that has reached the end of its useful life.							
			Transfer from Reserves	80	0	0	0	0
			General Infrastructure Reinvestment Fund	0	80	80	80	80
		400	Project Totals:	80	80	80	80	80
5	#3344 Firefighter Decontamination/Rehabilitation Trailer							
	Purchase of a trailer to aid in firefighter decontamination at emergency scenes as well as provide a clean warm/cool area for firefighters to properly rehabilitate before commencing further duties. This will contribute to firefighter health and safety during extended emergency incidents.							
			MFA Lease Proceeds	50	0	0	0	0
		50	Project Totals:	50	0	0	0	0
Fire Protection Total:				130	80	80	80	80

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Fleet Services								
6	#0431 Mobile Equipment Replacement							
	Annual replacement of vehicles currently part of the City fleet.							
			MFA Lease Proceeds	1,525	2,118	1,562	508	3,496
			Transfer - Solid Waste Reserve	1,095	969	826	0	0
		12,098	Project Totals:	2,620	3,087	2,387	508	3,496
7 #3226 Fleet Shop Equipment								
	Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists. Also includes a heated area for the Diesel Exhaust Fluid (DEF) on the fuel island (currently housed in bay 10), allowing for a safe and efficient way to add the fluid while fueling.							
			General Infrastructure Reinvestment Fund	50	50	50	50	50
		250	Project Totals:	50	50	50	50	50
Fleet Services Total:				2,670	3,137	2,437	558	3,546

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Infrastructure Planning & Engineering								
8	#1503 Off-Site Works							
	Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
		Capital Expenditure Reserve	0	100	100	100	100	100
		Transfer from Reserves	100	0	0	0	0	0
		Project Totals:	100	100	100	100	100	100
9	#3297 Varsity Creek Erosion Mitigation							
	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.							
		Community Works Fund	1,710	0	0	0	0	0
		Transfer from Reserves	190	0	0	0	0	0
		Project Totals:	1,900	0	0	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
10	#3320 Shane Lake Dam Renewal								
	<p>Shane Lake Dam is located on the western edge of the City within Forests for the World Park. Shane Lake Dam is currently listed with BC Ministry of Forests, Lands, Natural Resource Operations & Rural Development (MFLNRORD) under the dam file D530202-00. The original dam was constructed on Shane Lake in 2002 and 2003. It is an earthen embankment dam to provide redundancy to the beaver dams on the outlet of Shane Lake. The dam requires the renewal of its spillway and access.</p>								
			Community Works Fund	950	0	0	0	0	0
			General Infrastructure Reinvestment Fund	50	0	0	0	0	0
		1,000	Project Totals:	1,000	0	0	0	0	0
11	#3336 7th Ave Streetscape Upgrade								
	<p>The City recently completed new streetscaping along George St and 7th Ave in front of City Hall. This project would extend the streetscaping along 7th Ave from the City Hall entrance to Quebec Street, and along Dominion Street from 7th Ave to 6th Ave and Quebec Street 7th Ave to 6th Ave. The streetscaping would align with the New Downtown Pool Project and tie together the work completed in front of City Hall. The project would include new streetlights, trees and soil cells, bulb-outs, street furniture, and expanded pedestrian space. City Council put into motion a number of recommendations set out 10 years ago in the "Smart Growth on the Ground - Downtown Prince George Concept Plan" as part of its commitment to renew the city centre. The concept recognizes that a street is a public place where people are able to engage in various activities. Streetscapes and their visual experience largely influence public places where people interact, and ultimately helps improve a community's aesthetic quality, economic activity, health, and sustainability.</p>								
			Transfer from Reserves	750	750	0	0	0	0
		1,500	Project Totals:	750	750	0	0	0	0
Infrastructure Planning & Engineering Total:				3,750	850	100	100	100	100

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
IT Services								
12	#0715 IT Maintenance							
	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.							
				50	0	0	0	0
				0	50	50	50	50
		250	Project Totals:	50	50	50	50	50
13 #0720 IT Betterments								
	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).							
				0	120	120	120	120
				120	0	0	0	0
		600	Project Totals:	120	120	120	120	120

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
14	#0724 IT Replacements							
	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.							
			Computer Reserve	0	226	226	226	226
			Transfer from Reserves	226	0	0	0	0
		1,130	Project Totals:	226	226	226	226	226
15	#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	0	604	604	604	604
			Transfer from Reserves	604	0	0	0	0
		3,020	Project Totals:	604	604	604	604	604
IT Services Total:		5,000		1,000	1,000	1,000	1,000	1,000

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Parks								
16	#0311 Tree Planting Greening the City							
	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	0	50	50	50	50	50
		Transfer from Reserves	50	0	0	0	0	0
		Project Totals:	50	50	50	50	50	50
17	#0382 Nature Park Improvements							
	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.							
		DCC: Parkland	23	23	23	23	23	23
		General Infrastructure Reinvestment Fund	28	28	28	28	28	28
		Project Totals:	50	50	50	50	50	50

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
18	#1097 Trails Rehabilitation								
	Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access. The priority in 2021 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
		1,250	Project Totals:	250	250	250	250	250	250
19	#1189 Off Leash Areas								
	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	20	20	20	20	20	20
			Capital Expenditure Reserve	5	5	5	5	5	5
		125	Project Totals:	25	25	25	25	25	25

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2021	2022	2023	2024	2025
20	#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 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.							
					200	200	200	200	200
					50	50	50	50	50
					250	250	250	250	250
21	#1385	Park Washroom Refurbishment							
		Replace the public washroom facilities at parks throughout the City. The Parks Division currently maintains these public washroom facilities that are failing and in disrepair. New facilities will be designed using up to date CPTED (crime prevention through environmental design) principles while meeting current accessibility standards, BC building codes, and public expectations. In 2020, the washroom at Freeman Park was refurbished. In 2021, the primary focus will be the washroom located outside Spruce City Stadium at the south end of Carrie Jane Gray Park. Washrooms at Lheidli T'enneh Memorial Park and Gyro will follow in subsequent years.							
					475	285	285	0	0
					25	15	15	0	0
					500	300	300	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
22	#3313 Neighbourhood Park Development								
	<p>This multi-year project would see the construction of one undeveloped neighbourhood park each year to serve area residents. First priority would be the development of Fraser River Benchlands Park and would utilize \$40,000 acquired from the developer towards the design construction of a playground. Future years would include growth priority areas such as Chancellor Park in University Heights and Glen Lyon Park in upper College Heights. Each neighbourhood park would require base construction with the development of a playground, trails, lawn, trees, and other site amenities.</p>								
			DCC: Parkland	68	0	0	0	0	0
			Community Works Fund	33	400	400	400	400	400
			Capital Expenditure Reserve	0	100	100	100	100	100
		2,100	Project Totals:	100	500	500	500	500	500
23	#3332 Ball Diamond and Sport Field Renewal								
	<p>This multi-year project would see reinvestment in ball diamonds and sport fields based on the Ball Diamond and Sport Field Strategy. Most of these outdoor recreation facilities were developed in the 1970s and 1980s by local sports groups and are in need of refurbishment based on a recent facility assessment. These amenities are proposed to include new fencing/backstop and field improvements at sport fields within both Carrie Jane Gray and Freeman Park and will prepare the City of Prince George to host the BC Summer Games and tournaments providing economic benefits to the community.</p>								
			Community Works Fund	133	200	200	0	0	0
			General Infrastructure Reinvestment Fund	67	0	0	0	0	0
		600	Project Totals:	200	200	200	0	0	0
Parks Total:				1,425	1,625	1,625	1,125	1,125	1,125

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025

Project Delivery

24 #1467 Accessibility Improvements

Improve the level of accessibility of all of Prince George's municipal facilities and properties, in order to enable the ease of their use and inclusion for all members of our community. Individual projects to be prioritized on an ongoing basis according to need and as resources permit until all municipal properties are deemed appropriately accessible for a community that openly advocates equity and inclusion.

Capital Expenditure Reserve	0	150	150	150	150
Transfer from Reserves	150	0	0	0	0
Project Totals:	150	150	150	150	150

25 #3322 Arena Chiller Renewal

The City operates five facilities served by three refrigeration plants utilizing ammonia refrigerant to maintain ice in the arenas. The lifespan of these refrigeration plants is roughly eighteen years. Within the next five years the City is required to replace three ice plants in the following five (5) facilities: Kin Center Arenas 1, 2, and 3, Elksentre and Rolling Mix Concrete Arena.

Capital Expenditure Reserve	0	1,000	700	700	50
Transfer from Reserves	100	0	0	0	0
Project Totals:	100	1,000	700	700	50

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
26	#3333 Agriplex Updates								
	Upgrade the Agriplex to provincial standards, including outdoor ring footing improvements and expansion of the outdoor ring. Suitable arena surfaces are essential to creating the footing for optimum equestrian competition use. The appropriate uncontaminated (no foreign objects) dirt/sand mix create safe conditions for both horses and rider.								
		200	Community Works Fund	100	0	0	0	0	0
			Capital Expenditure Reserve	100	0	0	0	0	0
		200	Project Totals:	200	0	0	0	0	0
Project Delivery Total:		3,500		450	1,150	850	850	200	200

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Roads								
27	#0399 Road Rehabilitation							
	The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
			Road Rehab Reserve	5,000	5,000	5,000	5,000	5,000
		25,000	Project Totals:	5,000	5,000	5,000	5,000	5,000
28	#1093 Sidewalk and Walkway Rehabilitation							
	Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows the planning, prioritizing and construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
			Community Works Fund	630	630	630	630	630
			General Infrastructure Reinvestment Fund	70	70	70	70	70
		3,500	Project Totals:	700	700	700	700	700
29	#3249 Traffic Controller and Signal Optical Detection Upgrade							
	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	30	30	30	30	30
			DCC: Roads	45	45	45	45	45
		375	Project Totals:	75	75	75	75	75

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
30	#3337 Exhibition Park - Parking Lot Rehabilitation Phase 1							
	<p>The Exhibition/CN parking lot is 50,000 m2 and requires rehabilitation. Based on the recent condition assessment, the parking lot is rated as fair to poor condition. The focus of phase one is on the inner lot adjacent to the Kin and CN Centres. The parking lot is used for vehicle parking and a flex space used for many special events.</p>							
		1,000		1,000	0	0	0	0
				Transfer from Reserves				
		1,000		1,000	0	0	0	0
				Project Totals:				
		1,000		1,000	0	0	0	0
Roads Total:				6,775	5,775	5,775	5,775	5,775

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Storm Drainage								
31	#1029 Storm Drainage - Catch Basin Replacement Program							
	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	10	10	10	50	50
			Community Works Fund	90	90	90	250	250
		900	Project Totals:	100	100	100	300	300
32	#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.							
			Community Works Fund	44	44	44	44	44
			DCC: Drainage	36	36	36	36	36
		400	Project Totals:	80	80	80	80	80

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
33	#3220 Storm water system rehab							
	Rehabilitate the storm sewer piping system identified in CCTV reports in order to extend the useful life of the assets. These rehabilitation projects reduce the chance of infrastructure failure that can cause sinkholes among other issues.							
			General Infrastructure Reinvestment Fund	200	200	300	300	300
		1,300	Project Totals:	200	200	300	300	300
34	#3294 Preparing Stormwater Infrastructure							
	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	75	75	75	75	75
			Community Works Fund	75	75	75	75	75
		750	Project Totals:	150	150	150	150	150

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
35	#3334 Stormwater Drainage - Pond and Outfall Renewal								
	Stormwater drainage infrastructure collects and retains stormwater runoff, releasing it in a controlled manner. This allows for settlement and collection of solids, and reduces the risk of erosion or flooding further downstream. Operation of stormwater infrastructure requires reinvestment to remove sediment build up, vegetation overgrowth, and repair engineered assets such as headwall structures and flow control fittings. Limited maintenance resources in past years has led to a concentration of impacts that require correction, while future costs of remediation can be controlled by scheduled maintenance cycles. Examples of priority maintenance needs include Maurice Pond and the Hoferkamp Road Outfall. This work considers sediment removal, asset repairs, worker health and safety, infrastructure access, and waste disposal.								
				475	380	380	380	380	380
				25	20	20	20	20	20
				500	400	400	400	400	400
		2,100	Project Totals:						
	Storm Drainage Total:	5,450		1,030	930	1,030	1,230	1,230	1,230

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Transportation & Technical Services								
36	#3219 Pedestrian/Traffic Safety Improvements							
<p>Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outline in the Pedestrian Crossing Strategy.</p>								
			Transfer from Reserves	120	0	0	0	0
			DCC: Roads	180	180	180	180	300
			Capital Expenditure Reserve	0	120	120	120	200
		1,700	Project Totals:	300	300	300	300	500
Transportation & Technical Services Total:				300	300	300	300	500
1-General Fund Total:				18,570	15,373	13,735	11,554	14,142

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
3-Sewer Fund								
Sewer Operations								
37	#1031 Sanitary Sewer Rehabilitation							
	Rehabilitate the sanitary sewer system identified in CCTV reports in order to extend the useful life of the assets. These rehabilitation projects reduce the chance of infrastructure failure; help prevent sanitary sewer discharges into the environment; assist in minimizing sewer backups; and restore the integrity of the structure.							
		1,700	Sewer Reserve	340	340	340	340	340
			Project Totals:	340	340	340	340	340
38	#1168 Mobile Equipment Replacement - Sewer							
	Annual replacement of sewer vehicles currently part of the City fleet.							
		1,549	Sewer Reserve	63	359	585	297	244
			Project Totals:	63	359	585	297	244
39	#1491 Preparing Upgrade - Sewer							
	Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
		550	Sewer Reserve	110	110	110	110	110
			Project Totals:	110	110	110	110	110

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
40	#1492 Sanitary Liftstations Upgrade							
	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.							
				173	173	173	173	173
			Sewer Reserve	27	27	27	27	27
			DCC: Sewer-Co					
		1,000	Project Totals:	200	200	200	200	200
41	#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.							
				1,125	389	476	2,292	2,292
			Sewer Reserve	176	61	74	358	358
			DCC: Sewer-Co					
		7,600	Project Totals:	1,300	450	550	2,650	2,650

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
42	#3328 Sanitary Lagoon Re-Routing								
	<p>The first project will focus on Western Acres. Installation of a new lift station to replace the existing lift station at Western Acres, which will pump effluent for the full 301 lot buildout to the City of Prince George sanitary system and connect to a manhole located at the intersection of Leland Road and Bunce Road. Effluent from Western Acres will be treated at the City of Prince George Wastewater Treatment Centre at Lansdowne Road. The existing lagoon cells 1, 2 and 3; and the engineered wetland, would be taken offline, and the existing piping abandoned. Discharge restrictions primarily limit existing wastewater treatment capability to Hiller Creek. Treated and seasonally stored effluent cannot be discharged as designed to Hiller Creek since the creek's low or nonexistent flow does not allow for adequate dilution as required by the permit. Future projects will include Danson and BCR Lagoons. The rationale for this work is because of new federal discharge regulations.</p>								
		10,300		400	3,900	2,000	2,000	2,000	2,000
			Project Totals:	400	3,900	2,000	2,000	2,000	2,000
43	#3329 Forcemain and Lift Station Renewal								
	<p>In 2019, an inspection of the sanitary forcemain crossing over the Nechako River on the John Hart Bridge revealed areas of reduced pipe thickness and deteriorated hanger components. This forcemain carries the entirety of the wastewater flow from North of the Nechako River and currently has no redundancy or bypass. The replacement of the existing pipe is recommended to maintain the system's operation. This program will focus on 2.3 km of force mains/siphons and 31 Sewer Liftstations. The first priority is replacing John Hart Forcemain.</p>								
				3,800	1,200	1,000	1,000	1,000	1,000
		8,000	Project Totals:	3,800	1,200	1,000	1,000	1,000	1,000

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
44	#3339 Western Acres Lot Servicing - Sewer								
	Provide sewer lot servicing to 10 future lots. This is related to the Western Acres Water System project.								
		115	Sewer Reserve	115	0	0	0	0	0
		Project Totals:		115	0	0	0	0	0
45	#3345 Danson Lagoon Flow Diversion								
	Construct Sintich Road lift station and force main to redirect Danson catchment flows to BCR lagoon. Project timing is aligned with a 274 lot Residential multi-phase development.								
		698	DCC: Sewer-Co	412	0	0	0	0	0
			Sewer Reserve	286	0	0	0	0	0
		Project Totals:		698	0	0	0	0	0
Sewer Operations Total:		31,511		7,025	6,559	4,785	6,597	6,544	
3-Sewer Fund Total:		31,511		7,025	6,559	4,785	6,597	6,544	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
49	#3102 New Water Mains							
	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.							
		4,000	Water Reserve	1,000	700	700	800	800
	Project Totals:			1,000	700	700	800	800
50	#3184 New Water Facilities							
	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. The first top priority is designing and building the Boundary Road Reservoir.							
		9,400	Water Reserve	100	1,200	4,000	4,000	100
	Project Totals:			100	1,200	4,000	4,000	100
51	#3185 Water Facilities Renewal							
	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.							
		2,850	Water Reserve	550	550	550	600	600
	Project Totals:			550	550	550	600	600

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
52	#3284 Valves, Service Connections, and Fire Hydrants Renewal							
	Replace non-operable valves, service connections, and fire hydrants.							
		2,500	Water Reserve	500	500	500	500	500
	Project Totals:			500	500	500	500	500
53	#3293 Preparing 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.							
		550	Water Reserve	110	110	110	110	110
	Project Totals:			110	110	110	110	110
54	#3330 Water Facility Upgrade							
	Upgrade and maintain existing Water Facilities. All the water facilities are aging with major components being past life expectancy. New Equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures.							
		1,250	DCC: Water	113	113	113	113	113
			Water Reserve	138	138	138	138	138
	Project Totals:			250	250	250	250	250

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
55	#3343 Western Acres Lot Servicing - Water								
	Provide water lot servicing to 10 future lots to meet requirements of a contractual agreement. Related to Western Acres Water System project.								
		115	Water Reserve	115	0	0	0	0	0
	Project Totals:	115		115	0	0	0	0	0
Water Operations Total:		36,665		5,713	6,638	9,218	9,530	5,567	
4-Water Fund Total:		36,665		5,713	6,638	9,218	9,530	5,567	
Grand Total:		141,549		31,308	28,570	27,737	27,681	26,254	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
1-General Fund								
Aquatics								
1	#3271 AQC-Replace Lockers							
	Replace lockers in the men's, ladies', and family change rooms, totaling 197 two-tier, non-rust (plastic) lockers.							
			Unfunded Future Projects	0	0	325	0	0
		325	Project Totals:	0	0	325	0	0
2 #3274 AQC-Replace Cardio Equipment								
	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	0	110	0
		110	Project Totals:	0	0	0	110	0
Aquatics Total:		435		0	0	325	110	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Arena Operations								
3	#1407 RMCA - Replace Score Clock							
	Replace Rolling Mix Concrete Arena score clock at centre ice.							
		100		0	0	100	0	0
			Project Totals:	0	0	100	0	0
4	#3314 CN Centre - Replacement of Concession Equipment							
	Replacement of concession equipment and addition of portable bar. The equipment is now 25 years old and has reached the end of its useful life.							
		76		0	76	0	0	0
			Project Totals:	0	76	0	0	0
5	#3315 CN Centre - Aluminum Stage Barricade							
	Replacement of the steel stage barricade. The replacement is an aluminum stage barricade, with dollies, and steps to insert between the individual barricade sections; a solid step can be created the entire length of the barricade.							
		40		0	40	0	0	0
			Project Totals:	0	40	0	0	0
Arena Operations Total:		216		0	116	100	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
Cemetery									
6	#0302 Cemetery Enhancement								
	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.								
		150		0	0	150	0	0	0
			Project Totals:	0	0	150	0	0	0
	Cemetery Total:	150		0	0	150	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Community Services Admin.								
7	#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>							
		211		0	0	211	0	0
				0	0	211	0	0
				Unfunded Future Projects				
				0	0	211	0	0
				Project Totals:				
		211		0	0	211	0	0
				Community Services Admin. Total:				
		211		0	0	211	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Development Planning and Administration								
8	#1487 Pine Valley-New Irrigation System							
	Replace the aging and failing Pine Valley Golf Course irrigation system.							
			Unfunded Future Projects	0	0	400	0	0
		400	Project Totals:	0	0	400	0	0
<hr/>								
	Development Planning and Administration Total:	400		0	0	400	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Environmental Services								
9	#3188 CARIP - Energy/GHG Reduction							
	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	0	200	200	200	200
		800	Project Totals:	0	200	200	200	200
Environmental Services Total:								
		800		0	200	200	200	200

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Event Services								
10	#3069 CC-2022 Replace Furniture and Equipment							
	Replace aging and damaged furniture, fixtures, and equipment.							
		75	Unfunded Future Projects	0	75	0	0	0
		75	Project Totals:	0	75	0	0	0
11	#3115 CC-Recycling Program							
	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.							
		20	Unfunded Future Projects	0	0	20	0	0
		20	Project Totals:	0	0	20	0	0
12	#3270 CC-2023 Replace Kitchen Equipment							
	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.							
		60	Unfunded Future Projects	0	0	60	0	0
		60	Project Totals:	0	0	60	0	0
Event Services Total:				0	75	80	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Fleet Services								
13	#1283 Drivable Hoist - Lube Bay							
	Replace existing drivable hoist in lubrication bay required to perform preventative maintenance activities on City equipment.							
		65		0	0	65	0	0
			Project Totals:	0	0	65	0	0
14	#1285 Refurbish Fleet Cranes							
	Refurbish seven overhead cranes that are part of the original building structure to maintain their useful service lives. Major refurbishing is necessary for the ongoing safe operation of the five three-ton and two five-ton overhead cranes in the equipment shop. The cost is contingent on the fact that no major building structure is required.							
		250		0	0	0	250	0
			Project Totals:	0	0	0	250	0
Fleet Services Total:		315		0	0	65	250	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Infrastructure Planning & Engineering								
15	#1133 Ferry/Upland/Lansdowne Intersection							
	Align intersection in order to provide efficiencies along this corridor as identified in the City Master road network and the recent Transportation Network Study. Improvements will mitigate the queuing along each leg and, in particular, extending to the Hwy 16 corridor. 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.							
		3,500	Unfunded Future Projects	0	0	0	0	3,500
			Project Totals:	0	0	0	0	3,500
16	#1462 Massey Carney Civil Improvements							
	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.							
		1,000	Unfunded Future Projects	0	0	0	0	1,000
			Project Totals:	0	0	0	0	1,000
17	#3291 Hwy 97 New Street Lighting							
	Install infill lighting along various segments of Highway 97, between Handlen Rd and Northwood Pulp Rd.							
		600	Unfunded Future Projects	0	200	200	200	0
			Project Totals:	0	200	200	200	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
18	#3325 Downtown Infrastructure Re-Investment Program							
	<p>Many existing Downtown utilities, roads, sidewalks and street lights will require rehabilitation or replacement over the next ten years. This program not only provides us with a unique opportunity to reinvest in Downtown in a coordinated fashion but also integrate other infrastructure needs such as transit, traffic, signage, bike lanes, lighting, sidewalks & streetscaping, street furniture and landscaping. This program will focus on the 7th Ave, Canada Games Way & Plaza, Wilson Square & 3rd Ave, 4th Ave, 3rd Ave, George Street, Quebec St and Dominion Ave and 2nd Ave. This program will be coordinated with other infrastructure renewal programs such as Watermain Replacement, Road, and Sidewalk Rehabilitation Programs. Also, major civic facility projects such as the Downtown Pool Replacement.</p>							
		6,000		0	1,500	1,500	1,500	1,500
				0	1,500	1,500	1,500	1,500
				0	1,500	1,500	1,500	1,500
				0	1,700	1,700	1,700	6,000
	Infrastructure Planning & Engineering Total:	11,100		0	1,700	1,700	1,700	6,000

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Parks								
19	#0251 Connaught Park Enhancement							
	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.							
		160	Unfunded Future Projects	0	160	0	0	0
		160	Project Totals:	0	160	0	0	0
20	#0644 Hwy 16/97 Landscaping							
	Improve the landscape at the intersection of Hwy 16 and 97, providing a tree backdrop for Mr. PG and adding picnic tables, irrigation, power, and a trail to support public access. This is one of the busiest intersections in northern BC and serves as a crossroads between the two major highways. This area has been under construction over the past few years, and is now at a point where landscaping may be completed.							
		400	Unfunded Future Projects	0	0	0	400	0
		400	Project Totals:	0	0	0	400	0
21	#0815 Rainbow Park Irrigation							
	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.							
		250	Unfunded Future Projects	0	0	250	0	0
		250	Project Totals:	0	0	250	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
22	#0853 Lower Patricia Greenway							
	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.							
			Unfunded Future Projects	0	372	532	0	0
		904	Project Totals:	0	372	532	0	0
23	#0931 Boulevard Restoration							
	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.							
			Unfunded Future Projects	0	160	160	160	160
		640	Project Totals:	0	160	160	160	160
24	#1140 Ospika/Tabor Blvd Irrigation							
	Install irrigation system for Ospika Blvd and Tabor Blvd.							
			Unfunded Future Projects	0	100	0	0	0
		100	Project Totals:	0	100	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
25	#1192 Hart Connector Trail							
	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.							
		2,000	Unfunded Future Projects	0	0	0	0	2,000
	Project Totals:			0	0	0	0	2,000
26	#1384 Rainbow Park Washroom							
	Construct a new public washroom building for Rainbow Park. Currently there are two outhouses available for public use.							
		300	Unfunded Future Projects	0	300	0	0	0
	Project Totals:			0	300	0	0	0
27	#1390 Exhibition Park Fencing							
	Replace approximately 635 linear meters of old wooden fencing with 8ft high black chain link fencing around Exhibition Park.							
		150	Unfunded Future Projects	0	150	0	0	0
	Project Totals:			0	150	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
28	#1499 New Trails and Paths							
	Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.							
			Unfunded Future Projects	0	250	250	250	250
		1,000	Project Totals:	0	250	250	250	250
29	#3036 Lheidli T'enneh Memorial Playground Replacement							
	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	600	0	0	0
		600	Project Totals:	0	600	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
30	#3039 Cpl Darren Fitzpatrick Bravery Park Washroom							
	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.							
		300	Unfunded Future Projects	0	0	300	0	0
			Project Totals:	0	0	300	0	0
31	#3275 Cottonwood & Heritage River Trail Refurbishment - Future Years							
	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	0	1,215	795	1,540
			Project Totals:	0	0	1,215	795	1,540

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
32	#3276 C/JG Park Refurbishment							
	A multi-year project to refurbish Carrie Jane Gray Park and bring the park up to Athletic park standard. Projects include ball diamond refurbishment, removal and replacement of the hard surface (basketball, tennis, pickleball) 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 have been prepared that inform this multi-year capital project.							
		900		0	0	0	300	600
			Project Totals:	0	0	0	300	600
			Unfunded Future Projects	0	0	0	300	600
		11,254		0	2,092	2,707	1,905	4,550
	Parks Total:							

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Project Delivery								
33	#0125 B Harkins Lib-Concrete Deck Upgrade							
	Complete concrete repairs and add a waterproof coating to the library sun deck and planters. Replace concrete deck railing.							
		1,260	Unfunded Future Projects	0	0	0	1,260	0
	Project Totals:	1,260		0	0	0	1,260	0
34	#0128 Library N-Replace Flooring							
	Replace existing roll ends carpet with new carpet tile and base throughout.							
		55	Unfunded Future Projects	0	55	0	0	0
	Project Totals:	55		0	55	0	0	0
35	#0892 B Harkins Lib-Replace Flooring							
	Replace B Harkins Library flooring with carpet tile.							
		282	Unfunded Future Projects	0	0	282	0	0
	Project Totals:	282		0	0	282	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
36	#1163 RMCA-Replace HVAC							
	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.						2,400	0
		2,400		0	0	0	2,400	0
	Project Totals:			0	0	0	2,400	0
37	#1187 RMCA-Replace Arena Floor							
	Replace the concrete arena floor and associated refrigeration lines in the Rolling Mix Concrete Arena.							
		3,120		0	3,120	0	0	0
	Project Totals:			0	3,120	0	0	0
38	#1303 CYC-Ext Wall Finishes Replacement							
	Replace the Connaught Youth Centre siding, windows, doors and insulation to the east elevation. The north, south and west elevations were completed in 2010.							
		105		0	105	0	0	0
	Project Totals:			0	105	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
39	#1418 RMCA-Replace Skate Floor							
	Replace the asphalt black planking skate floor in the Rolling Mix Concrete Arena. BC Tire Stewardship Grant may help pay for the project.							
		175	Unfunded Future Projects	0	0	175	0	0
	Project Totals:	0	0	175	0	0	0	0
40	#1444 AQC-Replace Public Change Room Tile							
	Replace the tile in the men's, ladies', and family change rooms at the Aquatic Centre.							
		110	Unfunded Future Projects	0	0	0	110	0
	Project Totals:	0	0	0	110	0	0	0
41	#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.							
		250	Unfunded Future Projects	0	250	0	0	0
	Project Totals:	0	250	0	0	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
42	#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.							
		18	Unfunded Future Projects	0	18	0	0	0
	Project Totals:	18		0	18	0	0	0
43	#3144 ExSportCtr-Gymnastics Viewing							
	Install 100 additional tiered spectator viewing seats along the east wall at the second floor level of the gymnastics club. Stair exits at the north and south end will also be upgraded to address exit issues.							
		150	Unfunded Future Projects	0	150	0	0	0
	Project Totals:	150		0	150	0	0	0
44	#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.							
		260	Unfunded Future Projects	0	0	0	260	0
	Project Totals:	260		0	0	0	260	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
45	#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.							
		261		0	0	0	261	0
			Project Totals:	0	0	0	261	0
46	#3199 RCMP-Security Gate Replacement							
	Remove existing powered cantilevered gate at southwest member entrance and install new vertical pivot gate.							
		150		0	0	0	150	0
			Project Totals:	0	0	0	150	0
47	#3205 ECRA-Replace Fascia and Fencing							
	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.							
		72		0	0	0	72	0
			Project Totals:	0	0	0	72	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
48	#3237 Parkade - Building Systems Renewal								
	Renew and replace building components at the 5th Avenue, 6th Avenue, and Plaza Parkade buildings.								
			Unfunded Future Projects	1,026	0	751	1,187	0	
		2,964	Project Totals:	1,026	0	751	1,187	0	0
49	#3251 Civic Facilities - Roof Replacement								
	Replacement of roofs on the Exhibition Sports Centre (upper roof) and Millennium Barns.								
			Unfunded Future Projects	0	0	0	0	186	
		186	Project Totals:	0	0	0	0	186	0
50	#3273 AQC-Doors & Column Rust Repair								
	Replace six family change room doors and one set of double doors in the pool storage room. Repair eight rusted column bases.								
			Unfunded Future Projects	0	0	43	0	0	
		43	Project Totals:	0	0	43	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
51	#3277 Elksentre-Compressor Replacement							
	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	0	197	0	0
		197	Project Totals:	0	0	197	0	0
52	#3280 CC-BAS Replacement							
	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	0	610	0	0
		610	Project Totals:	0	0	610	0	0
53	#3300 CN Centre Renewal							
	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	0	0	2,000	0
		2,000	Project Totals:	0	0	0	2,000	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
54	#3346 Civic Facilities Long-Term Reinvestment								
	<p>This project identifies the recommended average annual re-investment (AAR) for repairs and replacements for the City's aging civic facilities. The AAR is based on building component age, service life, and condition. These buildings include arenas, aquatics, cultural, administration, fire halls, police, leased, cemetery, and stadium building types. This does not include the existing main fire hall or the Four Seasons Leisure Pool.</p>								
			Unfunded Future Projects	10,264	10,778	11,317	11,882	12,476	
		56,717	Project Totals:	10,264	10,778	11,317	11,882	12,476	
Project Delivery Total:				11,290	14,476	13,374	19,583	12,662	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Roads								
55	#0270 Winter Traction/Salt Facility							
	<p>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.</p> <p>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.</p> <p>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.</p>							
		4,300		0	0	4,300	0	0
			Project Totals:	0	0	4,300	0	0
#0653 Penn Rd to Boundary Rd Paving								
56	#0653 Penn Rd to Boundary Rd Paving							
	<p>Pave Willow Cale Rd 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 heavy loads. This is causing Penn Rd to deteriorate at a high rate, resulting in high maintenance costs.</p>							
		750		0	750	0	0	0
			Project Totals:	0	750	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
57	#0670 Hwy 97/22nd and Griffiths Improve Realign 22nd Ave, east of Hwy 97 as identified in the Highway 97 Corridor Study to improve the operation of the highway intersection. Geometry improvements to traffic flow and safety.	5,250		0	0	250	5,000	0
	Project Totals:			0	0	250	5,000	0
58	#0671 Road Realign Hwy 97/Northwood Realign the intersection of Hwy 97 and Northwood Pulpmill Rd to improve intersection operation and capacity as identified in Highway 97 Corridor Study.	1,500		0	1,500	0	0	0
	Project Totals:			0	1,500	0	0	0
59	#0674 5th Ave Widening 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.	1,800		0	0	0	0	1,800
	Project Totals:			0	0	0	0	1,800

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
60	#1131 Hwy 97 Corridor Improvements								
	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.								
		2,000	Unfunded Future Projects	0	1,000	1,000	0	0	0
	Project Totals:			0	1,000	1,000	0	0	0
61	#1208 Tyner University Heights Turn Lanes								
	Implement two safety improvements to the Tyner Blvd - University Heights Dr intersection through the design and construction of a combination of left turn and right turn movement strategies. Using the functional preliminary design of Tyner Blvd four-laning, this design will be to accommodate dedicated east-bound left and west-bound right turn lanes at the "T" intersection of Tyner Blvd and University Heights Dr. This project is to be aligned with the other Tyner Blvd projects.								
		1,030	Unfunded Future Projects	0	0	1,030	0	0	0
	Project Totals:			0	0	1,030	0	0	0
62	#1210 Tyner Blvd Traffic Signal								
	Construct a full movement traffic signal intersection complete with pedestrian buttons and vehicle detection. The design will allow for the expansion of four-laning of Tyner Blvd.								
		150	Unfunded Future Projects	0	0	0	150	0	0
	Project Totals:			0	0	0	150	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
63	#1218 Hwy 16 and Ferry Ave Intersection								
	Improve the intersection at Ferry Ave and Hwy 16 in partnership with the Ministry of Transportation and Infrastructure. DCC eligible project.								
		4,500	Unfunded Future Projects	0	0	3,500	1,000	0	
	Project Totals:			0	0	3,500	1,000	0	
64	#1489 New Sidewalks								
	Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.								
		1,600	Unfunded Future Projects	0	400	400	400	400	
	Project Totals:			0	400	400	400	400	
65	#3138 Handlen Rd Bike Lanes								
	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.								
		700	Unfunded Future Projects	0	0	0	700	0	
	Project Totals:			0	0	0	700	0	

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
66	#3331 Parking Lot Reinvestment								
	<p>The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition. This program will focus on civic building parking lots such as the Civic Centre and arenas, and parking lots in parks and at the Cemetery.</p>								
		400		0	100	100	100	100	100
			Unfunded Future Projects	0	100	100	100	100	100
			Project Totals:	0	100	100	100	100	100
Roads Total:		23,980		0	3,750	10,580	7,350	2,300	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Storm Drainage								
67	#0485 Stormwater Drainage Network Long-Term Reinvestment							
	This project identifies the recommended average annual re-investment (AAP) for repairs and replacements for the City's aging storm drainage network, including linear and vertical assets.							
		23,760	Unfunded Future Projects	4,300	4,515	4,741	4,978	5,227
	Project Totals:			4,300	4,515	4,741	4,978	5,227
#0859 Watershed Monitoring Stations								
68	#0859 Watershed Monitoring Stations							
	Install five storm water flow and environmental monitoring stations in key watersheds throughout Prince George. This will assist staff with investigations with respect to regulatory issues. Watershed monitoring stations development provides baseline water quality information for runoff discharge and industrial/commercial drainage.							
		70	Unfunded Future Projects	0	0	0	35	35
	Project Totals:			0	0	0	35	35
#1117 Storm Sewer Improvements - Ferry to Range								
69	#1117 Storm Sewer Improvements - Ferry to Range							
	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. The project has high environmental value.							
		675	Unfunded Future Projects	0	0	0	75	600
	Project Totals:			0	0	0	75	600

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
70	#3210 1st Ave Flood Pump Station							
	Install a new electric duplex flood protection storm water pump station at 1st Ave/Lower Patricia, near PW623. Station to include automated controls and tie in to the City's SCADA System. System is to provide drainage and flood mitigation for the downtown area during yearly freshets. The automated permanent station will significantly reduce annual operational and maintenance costs. Project could be eligible for grant funding under the National Disaster Mitigation Fund administered by Emergency Management BC.							
		1,850		0	0	0	150	1,700
			Project Totals:	0	0	0	150	1,700
71	#3321 Stormwater Drainage - System Renewal							
	The City's storm water drainage system collects runoff water from rainstorms, snow melt, and residential and commercial water usage. The water travels through a network of pipes, culverts, and ditches, eventually making its way to a natural water course or retention pond. The system consists of 901 culverts 5,716 catch basins 4,063 manholes, 332 discharge points (outfalls, recharge tanks, discharge structures), 423 kilometres of below ground piping, 1,100 kilometres of open ditch or drainage channels, 28 storage basins (detention and retention ponds), 211 inlet structures and 6 storm lift stations. Much of the City's stormwater network was constructed in the 1970's and is worth an estimated \$230M. The City estimates it should be spending almost \$4M on average every year to renew and replace this aging storm drainage infrastructure.							
		4,200		0	0	1,400	1,400	1,400
			Project Totals:	0	0	1,400	1,400	1,400
Storm Drainage Total:		30,555	4,300	4,515	6,141	6,638	8,962	8,962

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Street Lighting								
72	#1222 Crescents Street Lighting							
	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 totalling \$1,318,000.							
		410	Unfunded Future Projects	0	0	0	0	410
		Project Totals:		0	0	0	0	410
73	#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.							
		1,600	Unfunded Future Projects	0	400	400	400	400
		Project Totals:		0	400	400	400	400
Street Lighting Total:		2,010		0	400	400	400	810

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
Transportation & Technical Services								
74	#1122 Downtown Transit Exchange							
	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.							
		500	Unfunded Future Projects	0	0	0	0	500
			Project Totals:	0	0	0	0	500
75	#1443 School and Playground Sign Upgrade							
	Review and upgrade approximately 185 existing school and playground areas/zones to the standards prescribed in the Transportation Association of Canada's Geometric Design Guide and the Ministry of Transportation and Infrastructure's Manual of Standard Traffic Signs & Pavement Markings. This project 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.							
		200	Unfunded Future Projects	0	0	0	200	0
			Project Totals:	0	0	0	200	0
76	#3278 Pitherny Rec. Site Improvements							
	Improve the access road and parking areas for the Pitherny Recreation Site and North Nechako area, addressing concerns raised around health and safety issues from multiple user groups.							
		636	Unfunded Future Projects	0	336	300	0	0
			Project Totals:	0	336	300	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
77	#3290 Westgate and Hwy 16 Improvement							
	Resolve the traffic conflicts and operational concerns at the existing Westgate Ave intersections with the frontage road and Highway 16.							
		200	Unfunded Future Projects	0	0	200	0	0
			Project Totals:	0	0	200	0	0
Transportation & Technical Services Total:		1,536		0	336	500	200	500
1-General Fund Total:		154,501		15,590	27,659	36,933	38,336	35,984

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
3-Sewer Fund								
Sewer Operations								
78	#0526 Wastewater Treatment Centre - Centrifuge							
	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.							
		100	Unfunded Future Projects	0	100	0	0	0
		100	Project Totals:	0	100	0	0	0
79	#0536 Sanitary Extension Nordic/Chestnut							
	Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.							
		290	Unfunded Future Projects	0	0	0	290	0
		290	Project Totals:	0	0	0	290	0
80	#0537 Sanitary North/Central Relief							
	Sanitary north/central relief project to accommodate growth and development.							
		900	Unfunded Future Projects	0	0	0	0	900
		900	Project Totals:	0	0	0	0	900

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2021	2022	2023	2024	2025	
81	#1079 2023 WWTC Centrifuge								
	Upgrade and retile centrifuge scroll and insert due to deterioration.								
		100	Unfunded Future Projects	0	0	100	0	0	0
	Project Totals:			0	0	100	0	0	0
82	#1081 Biosolid Odour Control								
	Provide better management of the storage of the biosolids and the associated odours; this is a multi-year project.								
		850	Unfunded Future Projects	0	0	0	0	0	850
	Project Totals:			0	0	0	0	0	850
83	#3221 Wastewater Treatment Plant Renewal								
	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.								
		6,600	Unfunded Future Projects	0	1,500	1,500	1,800	1,800	1,800
	Project Totals:			0	1,500	1,500	1,800	1,800	1,800
Sewer Operations Total:		8,840		0	1,600	1,600	2,090	3,550	
3-Sewer Fund Total:		8,840		0	1,600	1,600	2,090	3,550	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2021	2022	2023	2024	2025
4-Water Fund								
Water Operations								
84	#1109 Central Hart Water Improvements							
	<p>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.</p>							
			Unfunded Future Projects	0	0	0	0	2,000
		2,000	Project Totals:	0	0	0	0	2,000
85	#1234 Vista to North St Water Main Connector							
	<p>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.</p>							
			Unfunded Future Projects	0	0	0	0	1,100
		1,100	Project Totals:	0	0	0	0	1,100

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2021	2022	2023	2024	2025
86	#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.							
			100		0	0	0	0	0
				Project Totals:	0	0	0	0	100
				Unfunded Future Projects	0	0	0	0	100
<hr/>									
		Water Operations Total:	3,200		0	0	0	0	3,200
<hr/>									
		4-Water Fund Total:	3,200		0	0	0	0	3,200
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		Grand Total:	166,541		15,590	29,259	38,533	40,426	42,734

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
1-General Fund								
Arena Operations								
1	#3208 Janitorial Equip-Replace Floor Scrubbers							
	Implement an annual custodial equipment replacement program to enhance healthy, safe, and clean facilities.							
			Unfunded Future Projects	138	14	40	101	66
		359	Project Totals:	138	14	40	101	66
Arena Operations Total:		359		138	14	40	101	66

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Environmental Services								
2	#3188 CARIP - Energy/GHG Reduction							
	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
		1,000	Project Totals:	200	200	200	200	200
Environmental Services Total:				200	200	200	200	200

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Fleet Services								
3	#0431 Mobile Equipment Replacement							
Annual replacement of vehicles currently part of the City fleet.								
			Unfunded Future Projects	3,714	4,801	6,911	3,747	2,786
		21,960	Project Totals:	3,714	4,801	6,911	3,747	2,786
<hr/>								
	Fleet Services Total:	21,960		3,714	4,801	6,911	3,747	2,786

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Infrastructure Planning & Engineering								
4	#0697 South Ft George Flood Protection							
	Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000. Project involves land acquisition as the first stage.							
		2,900	Unfunded Future Projects	1,000	900	1,000	0	0
		Project Totals:		1,000	900	1,000	0	0
5	#0701 Flood Protect Various Risk Areas							
	Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.							
		2,535	Unfunded Future Projects	1,535	1,000	0	0	0
		Project Totals:		1,535	1,000	0	0	0
6	#1214 Cycling Route Improvements							
	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.							
		1,250	Unfunded Future Projects	250	250	250	250	250
		Project Totals:		250	250	250	250	250

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
7	#1226 Otway Multi-Use Trail							
	Prepare a detailed design and Class C cost estimate for this off-road trail and then proceed into construction. In 2012, a group of land owners initiated conversation with the City regarding the future alignment and feasibility of this off-road trail. A BikeBC grant application was made to fund the Otway Community Trail feasibility and alignment study.							
		2,000	1,000	1,000	0	0	0	0
			Project Totals:	1,000	1,000	0	0	0
8	#1503 Off-Site Works							
	Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
		625	125	125	125	125	125	125
			Project Totals:	125	125	125	125	125

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
9	#3325	Downtown Infrastructure Re-Investment Program							
		<p>Many existing Downtown utilities, roads, sidewalks and street lights will require rehabilitation or replacement over the next ten years. This program not only provides us with a unique opportunity to reinvest in Downtown in a coordinated fashion but also integrate other infrastructure needs such as transit, traffic, signage, bike lanes, lighting, sidewalks & streetscaping, street furniture and landscaping. This program will focus on the 7th Ave, Canada Games Way & Plaza, Wilson Square & 3rd Ave, 4th Ave, 3rd Ave, George Street, Quebec St and Dominion Ave and 2nd Ave. This program will be coordinated with other infrastructure renewal programs such as Watermain Replacement, Road, and Sidewalk Rehabilitation Programs. Also, major civic facility projects such as the Downtown Pool Replacement.</p>							
			7,500		1,500	1,500	1,500	1,500	1,500
					Unfunded Future Projects				
					1,500	1,500	1,500	1,500	1,500
					Project Totals:				
					1,500	1,500	1,500	1,500	1,500
					Infrastructure Planning & Engineering Total:				
					5,410	4,775	2,875	1,875	1,875

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Parks								
10	#0311 Tree Planting Greening the City							
	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	50	50	50	50	50
		250	Project Totals:	50	50	50	50	50
11	#0382 Nature Park Improvements							
	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.							
			Unfunded Future Projects	50	50	50	50	50
		250	Project Totals:	50	50	50	50	50
12	#0931 Boulevard Restoration							
	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.							
			Unfunded Future Projects	160	160	160	160	160
		800	Project Totals:	160	160	160	160	160

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
13	#1097 Trails Rehabilitation							
	Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investing to meet community demands for trail access. The priority in 2021 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
		1,250	Project Totals:	250	250	250	250	250
14	#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 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 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
		1,250	Project Totals:	250	250	250	250	250

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
15	#1499 New Trails and Paths								
	Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.								
			Unfunded Future Projects	250	250	250	250	250	250
		1,250	Project Totals:	250	250	250	250	250	250
16	#3275 Cottonwood & Heritage River Trail Refurbishment - Future Years								
	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	1,075	2,100	975	0	0	0
		4,150	Project Totals:	1,075	2,100	975	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
17	#3276 C/JG Park Refurbishment							
	A multi-year project to refurbish Carrie Jane Gray Park and bring the park up to Athletic park standard. Projects include ball diamond refurbishment, removal and replacement of the hard surface (basketball, tennis, pickleball) 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 have been prepared that inform this multi-year capital project.							
		3,800	Unfunded Future Projects	750	3,050	0	0	0
		Project Totals:		750	3,050	0	0	0
18	#3313 Neighbourhood Park Development							
	This multi-year project would see the construction of one undeveloped neighbourhood park each year to serve area residents. First priority would be the development of Fraser River Benchlands Park and would utilize \$40,000 acquired from the developer towards the design construction of a playground. Future years would include growth priority areas such as Chancellor Park in University Heights and Glen Lyon Park in upper College Heights. Each neighbourhood park would require base construction with the development of a playground, trails, lawn, trees, and other site amenities.							
		500	Unfunded Future Projects	500	0	0	0	0
		Project Totals:		500	0	0	0	0
Parks Total:		13,500		3,335	6,160	1,985	1,010	1,010

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
Project Delivery									
19	#3346	Civic Facilities Long-Term Reinvestment							
<p>This project identifies the recommended average annual re-investment (AAR) for repairs and replacements for the City's aging civic facilities. The AAR is based on building component age, service life, and condition. These buildings include arenas, aquatics, cultural, administration, fire halls, police, leased, cemetery, and stadium building types. This does not include the existing main fire hall or the Four Seasons Leisure Pool.</p>									
					13,100	13,755	14,443	15,165	15,923
					13,100	13,755	14,443	15,165	15,923
					Unfunded Future Projects				
					72,387				
Project Delivery Total:					13,100	13,755	14,443	15,165	15,923

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Roads								
20	#0167 Road Widening Austin Rd West							
	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	0	0	0	3,000	0
		3,000	Project Totals:	0	0	0	3,000	0
21	#0399 Road Rehabilitation							
	The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
			Unfunded Future Projects	5,000	5,000	5,000	5,000	5,000
		25,000	Project Totals:	5,000	5,000	5,000	5,000	5,000
22	#0665 Ring Rd Dangerous Goods Route							
	Construct the western leg of the Boundary Rd project, Hwy 16 West to Hwy 97 South.							
			Unfunded Future Projects	0	0	200	1,000	7,000
		8,200	Project Totals:	0	0	200	1,000	7,000

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
23	#0668 Glengarry Rd Extension Extend Glengarry Rd from Monterey Rd West to Highland Dr in order to provide access for private development.							
			Unfunded Future Projects	0	0	0	300	1,026
		1,326	Project Totals:	0	0	0	300	1,026
24	#0671 Road Realign Hwy 97/Northwood Realign the intersection of Hwy 97 and Northwood Pulpmill Rd to improve intersection operation and capacity as identified in Highway 97 Corridor Study.							
			Unfunded Future Projects	1,500	0	0	0	0
		1,500	Project Totals:	1,500	0	0	0	0
25	#0672 Glen Lyon Way Extension Extend Glen Lyon Way from St. Patrick to Domano Blvd.							
			Unfunded Future Projects	0	200	1,800	0	0
		2,000	Project Totals:	0	200	1,800	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
26	#0673 Malaspina Cowart Connector							
	Construct road connecting Malaspina and Cowart Rd. This road connection will provide an alternate route from the Fraser River Benchlands subdivision. The need for this road connection was identified in the Fraser River Benchlands Neighbourhood Plan. It is expected that DCCs will contribute to this project.							
		6,000	Project Totals:	0	1,000	5,000	0	0
27	#0674 5th Ave Widening							
	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.							
		1,200	Project Totals:	1,200	0	0	0	0
28	#0675 Foothills Blvd Extension							
	Extend Foothills Blvd from 18th to Ferry, including installation of storm sewers and securing sections of road dedication.							
		20,000	Project Totals:	0	10,000	10,000	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
29	#0676 Ospika Connector								
	Construct Ospika Blvd from Tyner Blvd to Marleau Rd.								
			Unfunded Future Projects	0	0	10,000	10,000	10,000	10,000
		30,000	Project Totals:	0	0	10,000	10,000	10,000	10,000
30	#1093 Sidewalk and Walkway Rehabilitation								
	Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows the planning, prioritizing and construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.								
			Unfunded Future Projects	700	700	700	700	700	700
		3,500	Project Totals:	700	700	700	700	700	700
31	#1209 Tyner Blvd Bus Pullouts								
	Develop two new bus pullouts along Tyner Blvd at the intersection of the University Heights Dr residential subdivision. The bus pullouts will be developed to meet the 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	325	0	0	0	0
		325	Project Totals:	0	325	0	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
32	#1211 Tyner Blvd Four-Laning							
	Expand Tyner Blvd from Ospika Blvd to University Way. Currently this section of road is constructed to two lanes. With the increase in development in the neighbourhood and increased traffic in this corridor, the four-laning of this arterial is critical to the operation of an efficient and safe road network.							
		10,200		0	5,100	5,100	0	0
			Project Totals:	0	5,100	5,100	0	0
33	#1292 Bus Bay Pullout Project							
	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.							
		2,000		400	400	400	400	400
			Project Totals:	400	400	400	400	400
34	#1489 New Sidewalks							
	Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
		2,000		400	400	400	400	400
			Project Totals:	400	400	400	400	400

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
35	#3249 Traffic Controller and Signal Optical Detection Upgrade								
	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	80	80	80	80	80	80
		400	Project Totals:	80	80	80	80	80	80
36	#3331 Parking Lot Reinvestment								
	The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition. This program will focus on civic building parking lots such as the Civic Centre and arenas, and parking lots in parks and at the Cemetery.								
			Unfunded Future Projects	200	200	200	200	200	200
		1,000	Project Totals:	200	200	200	200	200	200
Roads Total:				9,480	23,405	38,880	21,080	24,806	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Storm Drainage								
37	#0215 Nordic Dr Storm Trunk							
	Alleviate localized flooding on Nordic Dr, redirect drainage from Handlen Rd, and allow for development on Martin Rd.							
		1,150	Unfunded Future Projects	0	0	1,150	0	0
			Project Totals:	0	0	1,150	0	0
38 #0485 Stormwater Drainage Network Long-Term Reinvestment								
	This project identifies the recommended average annual re-investment (AAR) for repairs and replacements for the City's aging storm drainage network, including linear and vertical assets.							
		30,325	Unfunded Future Projects	5,488	5,762	6,051	6,353	6,671
			Project Totals:	5,488	5,762	6,051	6,353	6,671
39 #0677 Retention Pond Aberdeen								
	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.							
		125	Unfunded Future Projects	0	125	0	0	0
			Project Totals:	0	125	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
40	#0678 Storm Trunk Shamrock Rd							
	Construct a sub-trunk on Shamrock Rd to deal with storm water runoff from lands west of Shamrock Rd and develop the Shamrock Rd retention pond. The timing of the project will depend upon the rate of development.							
			Unfunded Future Projects	0	0	60	420	0
		480	Project Totals:	0	0	60	420	0
41	#0679 Storm Outfall BCR Danson							
	Improve the drainage courses and outfalls as required to accommodate increased development.							
			Unfunded Future Projects	0	0	70	380	0
		450	Project Totals:	0	0	70	380	0
42	#0680 Noranda Retention Pond							
	Design and construct a storm water retention pond, which is required on Noranda Rd to reduce the peak flows to the storm sewer trunk. The McMillan Creek Watershed is the largest watershed in Prince George and has high riparian value, including salmon and resident fisheries. This watershed also receives large volumes of the storm water south of Monterey Rd. This pond will assist in meeting water quality criteria.							
			Unfunded Future Projects	0	430	0	0	0
		430	Project Totals:	0	430	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
43	#0681 Storm Upgrades College Heights							
	Upgrade storm assets to accommodate additional runoff from future development as recommended in the Gladstone, Trent, Varsity Watershed Drainage Plan.							
	Unfunded Future Projects	1,200	0	1,200	0	0	0	0
	Project Totals:	1,200	0	1,200	0	0	0	0
44	#0682 Detention Pond Gladstone							
	Accommodate additional runoff from future development as recommended in the Watershed Drainage Plan.							
	Unfunded Future Projects	2,650	0	0	0	0	0	0
	Project Totals:	2,650	0	0	0	0	0	0
45	#1029 Storm Drainage - Catch Basin Replacement Program							
	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	1,500	300	300	300	300	300	300
	Project Totals:	1,500	300	300	300	300	300	300

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
46	#1112	Meyer Rd Storm Sewer							
		Install a 350m, 450mm diameter storm sewer with catch basins and asphalt swales to provide storm runoff management where no ditching or drainage channels exist. Ditch and sub-surface recharge options were explored, but would not be effective or feasible. Over the last decade the City has received several reports of flooding from the road onto properties situated on the south side of Meyer that are lower than the road elevation. The reports have been frequent during regular rain fall events, spring runoff and winter thaws. Efforts to address the situation by Public Works during events have not been effective.							
			390		0	390	0	0	0
			Project Totals:		390	0	0	0	0
47	#1116	Storm Sewer - University Heights to Range Rd							
		Install 1250m trunk storm sewer from the University Heights Development to Range Rd. Project required for new development and will be included in the DCC calculation project list (will be DCC funded). Involves the construction of detention ponds, which must be identified to set aside lands for construction as planning proceeds. Significant slopes, unstable soil types, and possible bedrock are project constraints. Connection at Range Rd may be insufficiently sized and will be confirmed at the pre-design stage.							
					2,000	0	0	0	0
			Project Totals:		2,000	0	0	0	0

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
48	#1439	Winnipeg St - Storm Drainage Treatment							
		Complete construction to divert storm water from the underground Winnipeg St storm system through an above ground treatment channel which parallels Winnipeg St from 15th Ave overpass to Carney St. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg St storm system rehabilitation project revealed the need for an alternate treatment/catchment area. Diverted sections may either be abandoned due to high siltation/contamination or used for overflow purposes during major storm events. The above ground treatment channel will be easier to maintain and offer treatment options not possible with an underground structure.							
			4,000	Unfunded Future Projects	4,000	0	0	0	0
			4,000	Project Totals:	4,000	0	0	0	0
49	#1500	Drainage Improvements							
		Respond to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.							
			500	Unfunded Future Projects	100	100	100	100	100
			500	Project Totals:	100	100	100	100	100

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
50	#3220 Storm water system rehab								
	Rehabilitate the storm sewer piping system identified in CCTV reports in order to extend the useful life of the assets. These rehabilitation projects reduce the chance of infrastructure failure that can cause sinkholes among other issues.								
			Unfunded Future Projects	300	300	300	300	300	300
		1,500	Project Totals:	300	300	300	300	300	300
51	#3294 Preparing Stormwater Infrastructure								
	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.								
			Unfunded Future Projects	175	175	175	175	175	175
		875	Project Totals:	175	175	175	175	175	175

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
52	#3321 Stormwater Drainage - System Renewal							
	<p>The City's storm water drainage system collects runoff water from rainstorms, snow melt, and residential and commercial water usage. The water travels through a network of pipes, culverts, and ditches, eventually making its way to a natural water course or retention pond. The system consists of 901 culverts 5,716 catch basins 4,063 manholes, 332 discharge points (outfalls, recharge tanks, discharge structures), 423 kilometres of below ground piping, 1,100 kilometres of open ditch or drainage channels, 28 storage basins (detention and retention ponds), 211 inlet structures and 6 storm lift stations. Much of the City's stormwater network was constructed in the 1970's and is worth an estimated \$230M. The City estimates it should be spending almost \$4M on average every year to renew and replace this aging storm drainage infrastructure.</p>							
		10,000		2,000	2,000	2,000	2,000	2,000
			Unfunded Future Projects	2,000	2,000	2,000	2,000	2,000
			Project Totals:	2,000	2,000	2,000	2,000	2,000
	Storm Drainage Total:	57,575		17,013	10,782	10,206	10,028	9,546

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Street Lighting								
53	#1207 Tyner Blvd Street Lights							
	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.							
		1,500	Unfunded Future Projects	500	500	500	0	0
		Project Totals:		500	500	500	0	0
54	#1222 Crescents Street Lighting							
	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 totalling \$1,318,000.							
		908	Unfunded Future Projects	386	184	338	0	0
		Project Totals:		386	184	338	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
55	#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.							
		2,000	Unfunded Future Projects	400	400	400	400	400
		Project Totals:		400	400	400	400	400
Street Lighting Total:		4,408		1,286	1,084	1,238	400	400

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Transportation & Technical Services								
56	#0140 Traffic Control 1st and Carney							
	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	150	500	0	0
		650	Project Totals:	0	150	500	0	0
57	#0666 Traffic Control 10th and Carney							
	Install traffic signal to improve traffic operation.							
			Unfunded Future Projects	150	500	0	0	0
		650	Project Totals:	150	500	0	0	0
58	#3121 2nd Ave Angle Parking Two-Way Conversion							
	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	3,500	0	0	0
		3,500	Project Totals:	0	3,500	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
59	#3219 Pedestrian/Traffic Safety Improvements							
	Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outline in the Pedestrian Crossing Strategy.							
		2,500	Unfunded Future Projects	500	500	500	500	500
			Project Totals:	500	500	500	500	500
Transportation & Technical Services Total:		7,300		650	4,650	1,000	500	500
1-General Fund Total:		312,949		54,326	69,626	77,778	54,107	57,113

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
3-Sewer Fund								
Sewer Operations								
60	#05111 Forcemain Replace PW117							
	Replace forcemain to accommodate growth in the Hart area.							
			Unfunded Future Projects	1,300	0	0	0	0
		1,300	Project Totals:	1,300	0	0	0	0
61	#0538 Sanitary Otway/Tabor Relief							
	Install sanitary sewer main in the Heritage/Otway subdivision area.							
			Unfunded Future Projects	0	410	0	0	0
		410	Project Totals:	0	410	0	0	0
62	#0539 Sanitary Trunk Extension Cranbrook Hill							
	Extend sanitary sewer trunk from Ospika Blvd to UNBC through the University Heights neighbourhood. The project serves the large residential development of University Heights and will eventually extend to UNBC to allow for any future expansion of the UNBC campus.							
			Unfunded Future Projects	0	0	500	0	0
		500	Project Totals:	0	0	500	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
63	#1081 Biosolid Odour Control								
	Provide better management of the storage of the biosolids and the associated odours; this is a multi-year project.								
		450	Unfunded Future Projects	450	0	0	0	0	0
		450	Project Totals:	450	0	0	0	0	0
64	#1168 Mobile Equipment Replacement - Sewer								
	Annual replacement of sewer vehicles currently part of the City fleet.								
		3,678	Unfunded Future Projects	348	1,008	1,823	236	263	263
		3,678	Project Totals:	348	1,008	1,823	236	263	263
65	#1196 PW125 Decommission and New Sewer Main								
	Decommission existing pump station PW125 and construct new 2297m, 300mm dia. gravity sewer from PW125 to Southridge Dr (Project E-2 from Sanitary Sewer Master Plan).								
		3,000	Unfunded Future Projects	3,000	0	0	0	0	0
		3,000	Project Totals:	3,000	0	0	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
66	#1263 Ahbau Sanitary Sewer Upgrade							
	Replace 331m of existing 300mm sewer with 375mm on Ahbau between Rainbow and Chilako, replace 65m of existing 200mm sewer with 375mm on Chilako between Ahbau and Commercial, and replace 112m of existing 250mm with 375mm on Rainbow between Kerry and Ahbau.							
		1,000		0	1,000	0	0	0
		Project Totals:	0	1,000	0	0	0	0
67	#1491 Preparing Upgrade - Sewer							
	Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
		550		110	110	110	110	110
		Project Totals:	110	110	110	110	110	110
68	#1492 Sanitary Liftstations Upgrade							
	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.							
		1,000		200	200	200	200	200
		Project Totals:	200	200	200	200	200	200

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
69	#3221 Wastewater Treatment Plant Renewal								
	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.								
		9,000	Unfunded Future Projects	1,800	1,800	1,800	1,800	1,800	1,800
	Project Totals:			1,800	1,800	1,800	1,800	1,800	1,800
70	#3222 PW101 Replacement								
	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.								
		7,000	Unfunded Future Projects	500	3,500	3,000	0	0	0
	Project Totals:			500	3,500	3,000	0	0	0
71	#3223 PW102 Replacement								
	Replace pump station PW102, which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.								
		6,100	Unfunded Future Projects	0	0	100	1,000	5,000	
	Project Totals:			0	0	100	1,000	5,000	

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
72	#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.								
		5,250	Project Totals:	2,650	650	650	650	650	650
			Unfunded Future Projects						
73	#3329 Forcemain and Lift Station Renewal								
	In 2019, an inspection of the sanitary forcemain crossing over the Nechako River on the John Hart Bridge revealed areas of reduced pipe thickness and deteriorated hanger components. This forcemain carries the entirety of the wastewater flow from North of the Nechako River and currently has no redundancy or bypass. The replacement of the existing pipe is recommended to maintain the system's operation. This program will focus on 23 km of force mains/siphons and 31 Sewer Liftstations. The first priority is replacing John Hart Forcemain.								
		5,000	Project Totals:	1,000	1,000	1,000	1,000	1,000	1,000
			Unfunded Future Projects						
Sewer Operations Total:				11,358	9,678	9,183	4,996	9,023	
3-Sewer Fund Total:				11,358	9,678	9,183	4,996	9,023	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
4-Water Fund								
Water Operations								
74	#0087 Lower Hart Water Main							
	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.							
		1,000	Unfunded Future Projects	1,000	0	0	0	0
		1,000	Project Totals:	1,000	0	0	0	0
75	#0168 Water Sup BCR/Danson Simon Fraser Bridge							
	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.							
		5,000	Unfunded Future Projects	1,000	4,000	0	0	0
		5,000	Project Totals:	1,000	4,000	0	0	0
76	#0602 Water Main Construction PW805 Fishtrap							
	Construct a large diameter water main from PW805 (Cranbrook Hill Rd) to the new well on Fishtrap Island to provide water system redundancy to both Pressure Zone 2 and to the Hart.							
		5,000	Unfunded Future Projects	0	0	500	4,500	0
		5,000	Project Totals:	0	0	500	4,500	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
77	#0603 PW605 Caisson Development							
	Install and rehabilitate well supply laterals, finish 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.							
		5,600	Unfunded Future Projects	0	0	100	2,500	3,000
		Project Totals:		0	0	100	2,500	3,000
78	#0610 Harper Valley Reservoir and Main							
	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.							
		5,000	Unfunded Future Projects	0	0	5,000	0	0
		Project Totals:		0	0	5,000	0	0
79	#0743 River Rd Water Main Extension							
	Extend the transmission supply water main along River Rd from the existing water main at River Rd and Foley Cres to pump station PW623 located at Upper Patricia Blvd and Hwy 16 East.							
		2,300	Unfunded Future Projects	2,300	0	0	0	0
		Project Totals:		2,300	0	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
80	#1109 Central Hart Water Improvements							
	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.							
		2,000	Unfunded Future Projects	2,000	0	0	0	0
		Project Totals:		2,000	0	0	0	0
81	#1169 Mobile Equipment Replacement - Water							
	Annual replacement of water vehicles currently part of the City fleet.							
		2,137	Unfunded Future Projects	314	636	108	674	406
		Project Totals:		314	636	108	674	406
82	#1227 New Pressure Zone 2 Reservoir							
	Construct a new 6.82ML reservoir to provide reliable water to Pressure Zone 2.							
		5,550	Unfunded Future Projects	4,000	1,550	0	0	0
		Project Totals:		4,000	1,550	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
83	#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.							
		1,150	Unfunded Future Projects	0	1,150	0	0	0
		Project Totals:		0	1,150	0	0	0
84	#1237 West Noranda Water Main Connector							
	Construct 155m of 200mm water main along Noranda Rd West from Sloan Rd to Hwy 97.							
		150	Unfunded Future Projects	0	150	0	0	0
		Project Totals:		0	150	0	0	0
85	#1238 Noranda Rd East Water Main Connector							
	Construct 850m of 250mm water main on Noranda Rd East from Fehr Rd to Bellamy.							
		1,000	Unfunded Future Projects	0	1,000	0	0	0
		Project Totals:		0	1,000	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
86	#1240 Lehman - Grant Water Main Connector Construct 400m of 300mm diameter water main from Lehman St to Grant Rd.	575	Unfunded Future Projects	0	0	575	0	0
	Project Totals:	575		0	0	575	0	0
87	#1241 Grant to Hartway Water Main Connector Construct approximately 260m of 300mm diameter water main from Grant Rd to Hartway Dr.	400	Unfunded Future Projects	400	0	0	0	0
	Project Totals:	400		400	0	0	0	0
88	#1249 Cowart Rd Water Main Connector Construct 675m of 300mm diameter water main along Cowart Rd north from Simon Fraser Ave.	925	Unfunded Future Projects	925	0	0	0	0
	Project Totals:	925		925	0	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
89	#1391 Construction Tools and Equipment								
	Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.								
		125	Unfunded Future Projects	25	25	25	25	25	25
	Project Totals:			25	25	25	25	25	25
90	#3101 Water Main Replacement								
	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.								
		26,000	Unfunded Future Projects	5,200	5,200	5,200	5,200	5,200	5,200
	Project Totals:			5,200	5,200	5,200	5,200	5,200	5,200
91	#3102 New Water Mains								
	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.								
		5,000	Unfunded Future Projects	1,000	1,000	1,000	1,000	1,000	1,000
	Project Totals:			1,000	1,000	1,000	1,000	1,000	1,000

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
92	#3184 New Water Facilities							
	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. The first top priority is designing and building the Boundary Road Reservoir.							
		500	Unfunded Future Projects	100	100	100	100	100
			Project Totals:	100	100	100	100	100
93	#3185 Water Facilities Renewal							
	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.							
		3,000	Unfunded Future Projects	600	600	600	600	600
			Project Totals:	600	600	600	600	600

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
94	#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.							
			8,000	Unfunded Future Projects	4,000	4,000	0	0	0
				Project Totals:	4,000	4,000	0	0	0
95	#3284	Valves, Service Connections, and Fire Hydrants Renewal							
		Replace non-operable valves, service connections, and fire hydrants.							
			3,000	Unfunded Future Projects	600	600	600	600	600
				Project Totals:	600	600	600	600	600

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2026	2027	2028	2029	2030	
96	#3293 Preparing 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.								
		625	Unfunded Future Projects	125	125	125	125	125	125
			Project Totals:	125	125	125	125	125	125
97	#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.								
		1,600	Unfunded Future Projects	100	1,100	400	0	0	0
			Project Totals:	100	1,100	400	0	0	0
98	#3330 Water Facility Upgrade								
	Upgrade and maintain existing Water Facilities. All the water facilities are aging with major components being past life expectancy. New Equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures.								
		1,500	Unfunded Future Projects	300	300	300	300	300	300
			Project Totals:	300	300	300	300	300	300

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2026	2027	2028	2029	2030
Water Operations Total:				23,989	21,536	14,633	15,624	11,356
4-Water Fund Total:				23,989	21,536	14,633	15,624	11,356
Grand Total:				89,672	100,841	101,594	74,726	77,491