

2022-2026  
**FINANCIAL PLAN**

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CITY OF  
PRINCE GEORGE

# Table of Contents

Budget Meetings Schedule .....	III
City of Prince George Strategic Plan 2022-2024 .....	IV

## OPERATIONAL FINANCIAL PLAN

Staff Report to Council: 2022 - 2026 Financial Plan .....	1
General Operating Fund and General Asset Maintenance .....	7
District Energy Operating Fund and District Energy Asset Maintenance .....	9
Sewer Operating Fund and Sewer Asset Maintenance .....	10
Water Operating Fund and Water Asset Maintenance .....	11
Service Agreements & Grants Summary .....	12
Prince George Public Library .....	13
Tourism Prince George .....	17
Corporate Management Summary .....	21
Office of City Manager .....	22
Mayor & Council .....	24
Legislative Services .....	26
Communications .....	28
Strategic Initiatives & Partnerships .....	30
Public Safety Summary .....	32
Police Protection .....	33
Fire & Rescue Services .....	35
Emergency Programs .....	37
Bylaw Services .....	39
Off-Street Parking .....	41
Civic Operations Summary .....	43
Snow Control .....	45
Roads .....	47
Storm Drainage .....	50
Fleet Services .....	53
Street Lighting .....	55
Civic Operations Administration .....	57
Solid Waste Services .....	59
Cemetery .....	61
Sewer Operations .....	63
Water Operations .....	66
Parks .....	69
Project Delivery .....	72
District Energy .....	74
Transportation & Technical Services .....	76

Recreation & Events Summary .....	78
Aquatics .....	79
Recreation & Events Administration .....	81
Facility Maintenance .....	83
Entertainment Services .....	86
Event Services .....	88
Event Operations .....	90
Planning & Development Summary .....	93
Development Planning and Administration .....	94
Economic Development .....	96
Asset Management .....	98
Infrastructure Planning & Engineering .....	100
Corporate Services Summary .....	102
IT Services .....	103
Human Resources .....	105
Service Enhancements .....	107
Finance Summary .....	113
Risk & Procurement .....	114
Service Centre .....	116
Financial Services .....	118
Fiscal Services .....	120

## CAPITAL PLAN

Staff Report to Council: 2022 - 2026 Capital Plan .....	125
Infrastructure Report Cards .....	131
Capital Plan Summaries .....	139
2022 - 2026 Capital Plan - Funded .....	150
2022 - 2026 Capital Plan - Unfunded .....	181
Future Years Capital Plan .....	221

# Budget Meetings Schedule

Date	Time	Service Category
January 24, 2022	3:30pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Budget overview and public consultation results</li> <li>• 2022-2026 Capital Expenditure Plan</li> </ul>
	5:00 - 6:00pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Service Agreements (Prince George Public Library, Tourism Prince George)</li> <li>• Corporate Management</li> <li>• Public Safety</li> <li>• Civic Operations</li> <li>• Recreation &amp; Events</li> <li>• Planning &amp; Development</li> <li>• Corporate Services</li> <li>• Finance</li> </ul>
January 26, 2022 (if necessary)	3:30pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> </ul>
	5:00 - 6:00pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> </ul>



CITY OF  
PRINCE GEORGE

# STRATEGIC PLAN

2022 - 2024





## VISION MISSION

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

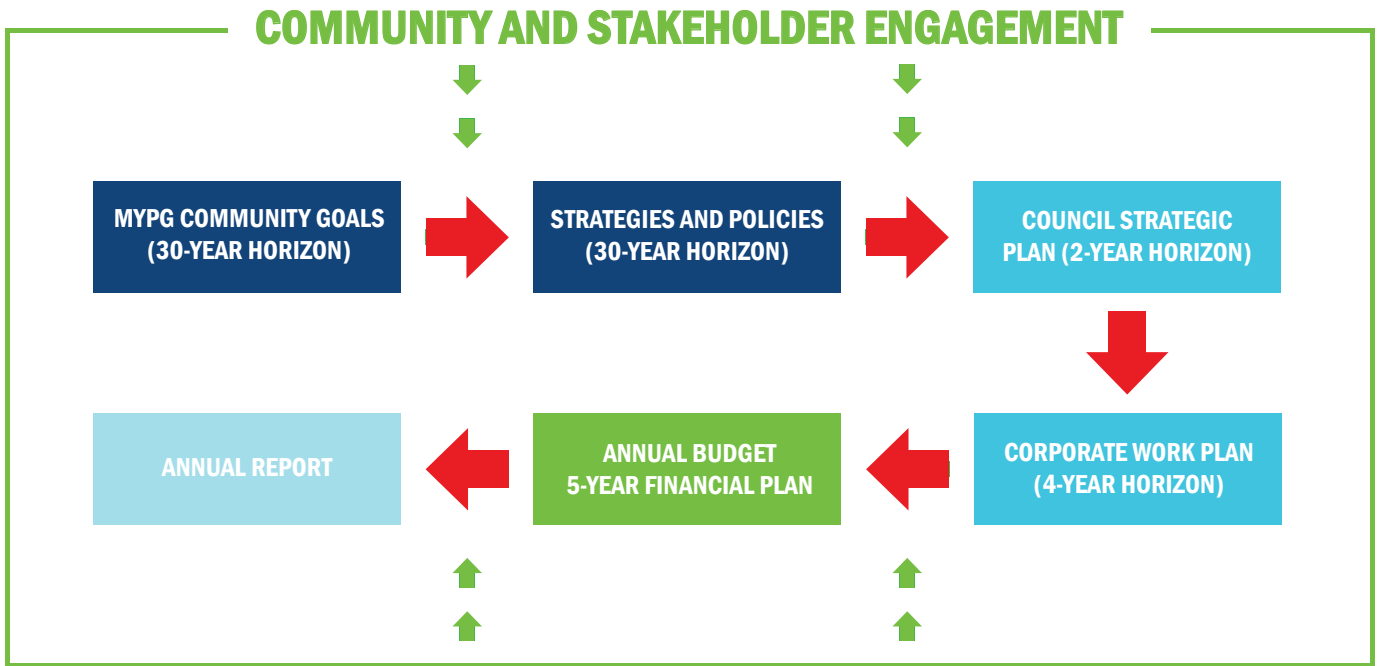
Along with our regional neighbours, we are leading the way to a strong and prosperous future. We grow by attracting and celebrating innovative people, businesses, and organizations.

## OUR VALUES

- Civic pride
- Inclusivity
- Integrity
- Optimism
- Resilience
- Vitality



CITY OF  
PRINCE GEORGE



## PLANNING FOR OUR FUTURE

Council's Strategic Plan is part of a series of plans, reports and policies to guide the city's growth.

All are based on feedback from citizens and business owners.

CITY OF  
PRINCE GEORGE



## CITY GOVERNMENT AND INFRASTRUCTURE



## ECONOMIC GROWTH AND DEVELOPMENT



## ENVIRONMENT LEADERSHIP AND CLIMATE ACTION



## SOCIAL HEALTH AND WELL-BEING

## 2022 COUNCIL FOCUS AREAS

- Infrastructure
- Workplace Health
- Continuous Improvement
- Civic Precinct Vibrancy
- Safety
- Partnerships and Relationships
- Economic Resiliency
- Climate Change



# CITY GOVERNMENT AND INFRASTRUCTURE GOALS

## 1. ENSURE INFRASTRUCTURE MEETS THE NEEDS OF A GROWING CITY

**Develop and enhance a strategy that results in a robust capital planning process.**



**Establish goals for the District Renewable Energy System.**



**Address the City's Infrastructure gap.**



**Develop an Implementation roadmap for the 2024 OCP renewal process.**

## 2. CREATE AN ENVIRONMENT WHERE EMPLOYEES CAN THRIVE

**Support the implementation of psychologically-healthy workplace training.**



## 3. ACHIEVE FUNDING, SUPPORT, PARTNERSHIPS, AND SHARED COMMUNITY ADVANCEMENT OF THE CITY'S STRATEGIC PRIORITIES

**Build and maintain the relationships necessary to advance coordinated advocacy and action on shared goals.**



## 4. PROVIDE COST-EFFECTIVE SERVICE DELIVERY

Support the ongoing implementation of continuous improvement process to advance efficiency and effective service delivery.



Develop a communications policy that enables consistent and clear communication of City service levels and associated costs.



## 5. ACT ON RELEVANT CALLS-TO-ACTION ESTABLISHED BY THE TRUTH & RECONCILIATION COMMISSION OF CANADA

Continue development and implementation of the City's Online Indigenous Awareness Training program.

Continue to build relations with the Lheidli T'enneh First Nation and Urban Indigenous organizations.



**DATE:** January 6, 2022

**TO:** MAYOR AND COUNCIL

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

**SUBJECT:** 2022 – 2026 Financial Plan

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**PURPOSE:**

To provide readers with a clear understanding of the City’s proposed 2022 – 2026 Financial Plan and the Sustainable Finance Guidelines which underlie the development of the plan.

**BALANCED FINANCIAL PLAN:**

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

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

Proposed expenditures including separate amounts for:

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

Proposed funding sources including separate amounts for:

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

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

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

#### **PUBLIC CONSULTATION:**

According to the *Community Charter*, a council must undertake a process of public consultation prior to finalizing the budget. The City of Prince George has provided opportunities for feedback over the years and, in spite of the challenges created by the pandemic, 2021 was no different. In previous years this consultation occurred at public meetings and other in-person events. Like last year, this year's consultation was done exclusively through digital platforms.

Consultation this year was done through:

- An online survey
- Gathering comments received on social media
- Feedback from citizens who participated in the online event, Talktober

The survey and the online event were promoted extensively through radio, digital, newspaper and social media advertising.

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 December, 2021. Here is the link to that report: <https://pub-princegeorge.escribemeetings.com/filestream.ashx?DocumentId=10738>

The results of the 2022 budget consultation, including a recording of the Talktober Town Hall, are available to the public on the City website: [www.princegeorge.ca/getinvolved](http://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 24<sup>th</sup> meeting. If the budget discussions have not concluded by the end of the January 24<sup>th</sup> meeting, Administration and Council will reconvene on January 26<sup>th</sup> and there will be scheduled 15 minute sessions at the beginning of each necessary session of Council that follows.

#### **FUND STRUCTURE:**

The City has four funds: General 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 2022 Financial Plan provides for general operating expenditures of \$143.6 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$49.9 million.

The proposed taxation increase for 2022 is required to maintain core service levels and funding for contractual commitments. Please note that this figure also includes the reopening of facilities that were previously closed due to the pandemic. The combined total taxation increase for 2022 is proposed to be \$8,581,202, which equates to a 6.55% increase. This increase includes an estimated offset of \$1,096,814 in non-market change tax revenue. The table below illustrates how the increase is dispersed among the City's four different tax levies.

	2021 LEVY	PROPOSED INCREASE	NON MARKET CHANGE	2022 LEVY PROPOSED	% TAX INCREASE
General - Base	95,868,925	7,009,388	1,096,814	103,975,127	6.13%
General - Infrastructure Reinvestment	2,675,000	125,000	0	2,800,000	0.11%
Snow	10,000,000	200,000	0	10,200,000	0.17%
Road Rehab	5,800,000	150,000	0	5,950,000	0.13%
<b>Total</b>	<b>114,343,925</b>	<b>7,484,388</b>	<b>1,096,814</b>	<b>122,925,127</b>	<b>6.55%</b>

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 2022 gaming revenue budget has been estimated at \$2.6 million, equivalent to the 2020 total now that casinos have reopened again after their temporary closure due to public health orders regarding the COVID-19 pandemic. \$2.4 million of the gaming revenues are used to fund general capital expenditures and the other \$200,000 is transferred to the Major Events Reserve.

The Province of BC provides a share of the traffic fine revenue that is earned within the municipal boundary; these funds are allocated to the general operating fund to offset policing costs. The grant is estimated at \$1,250,000 for 2022, which is \$235,000 higher than the budgeted amount in 2021.

User fees in each service category were approved by Council prior to inclusion in the 2022 Financial Plan.

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

The Downtown District Energy System is supplying hot water for space heating and domestic hot water to a number of properties 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 2022 over the 2021 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 2022 over the 2021 level.

## SIGNIFICANT EXPENDITURE SUMMARY:

External Debt (13) – The total general external debt repayment amount in 2022 is projected to be \$9.4 million.

Internal Debt (12) – Funding from the endowment reserve is used for internal loans. In 2022, 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. There is a proposed service enhancement included in this year's financial plan that is requesting an increase from 142 to 146 members.

Road Rehabilitation – The City's 2021 Road Rehabilitation Levy was \$5,800,000. Administration is recommending that the road rehabilitation levy be increased from the 2021 budget figure by \$150,000 (approximately 2.5%) to the 2022 figure of \$5,950,000 to keep pace with the rising costs of asphalt, labour and fleet expenses.

Snow Control – The 2021 Snow Levy was funded at \$10,000,000 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 the required annual snow levy.

	2018	2019	2020	2021 (estimated)
Budget	\$7,000,000	\$8,500,000	\$8,500,000	\$10,000,000
Net Expenses	\$9,658,594	\$9,855,763	\$10,522,130	\$8,000,000

The Snow Removal Service Category expenses in 2021 are projected to be under budget. However, recent years has shown consistent expenditures of approximately \$10 million to meet our existing service level in snow removal and the snow removal levy needs to be funded at the amount required to pay those expenses. Snow Removal continues to be among the highest ranked services during budget consultations and highest volume calls for service.

If the annual net expenses are greater than the annual Snow Levy and the snow reserve has no available funds, the shortfall between snow expenses and revenues is taken from the City's general operating surplus. In the event that the general operating surplus is fully depleted of funds and the City has a deficit, that deficit must be reflected as an expenditure in the next year's financial plan as per the *Community Charter*.

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% (\$2.5 million) of the annual net snow control expenses, as well as the capital needs of the snow control function. The primary inflation driver for snow removal is the cost of labour and the CUPE collective agreement currently has 2% increases per year to that expense. Therefore, the cost of an average snowfall year has increased and Administration is recommending that the snow levy increase by \$200,000 to the 2022 figure of \$10,200,000 to keep pace with increasing costs of providing the service.

## 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 2021 General Infrastructure Reinvestment Fund Levy was \$2,675,000. 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 2021 budget figure by \$125,000 to the 2022 figure of \$2,800,000.

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 2022 and to contribute \$697,081 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 2021 Downtown Off-Street Parking Levy is \$2,000,000 and Administration is recommending the same levy for 2022. The 2022 budget is balanced with a projected contribution of \$1,428,827 to the off-street parking capital reserve.

**RESPECTFULLY SUBMITTED:**



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Kris Dalio, Director of Finance

**APPROVED:**



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Walter Babicz, City Manager  
Meeting date: January 24, 2022

**General Operating Fund and General Asset Maintenance**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Service Agreements &amp; Grants</b>								
REVENUE	(407,890)	(407,887)	(407,890)	(402,040)	(402,040)	(402,040)	(402,040)	(402,040)
EXPENDITURES	4,112,070	4,112,070	4,112,070	4,260,030	4,260,030	4,260,030	4,260,030	4,260,030
<b>GENERAL OPERATING FUND</b>	<b>3,704,180</b>	<b>3,704,183</b>	<b>3,704,180</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Service Agreements &amp; Grants</b>	<b>3,704,180</b>	<b>3,704,183</b>	<b>3,704,180</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>
<b>Corporate Management</b>								
REVENUE	(1,796,621)	(43,130)	(30,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
EXPENDITURES	5,673,339	4,477,058	4,119,301	3,975,299	4,023,264	4,072,190	4,122,092	4,172,992
TRANSFERS	402,238	9,400	39,650	33,850	33,850	33,850	33,850	33,850
<b>GENERAL OPERATING FUND</b>	<b>4,278,956</b>	<b>4,443,328</b>	<b>4,128,951</b>	<b>3,989,149</b>	<b>4,037,114</b>	<b>4,086,040</b>	<b>4,135,942</b>	<b>4,186,842</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Corporate Management</b>	<b>4,278,956</b>	<b>4,443,328</b>	<b>4,128,951</b>	<b>3,989,149</b>	<b>4,037,114</b>	<b>4,086,040</b>	<b>4,135,942</b>	<b>4,186,842</b>
<b>Public Safety</b>								
REVENUE	(4,173,432)	(4,832,400)	(4,879,640)	(4,399,230)	(4,399,230)	(4,399,230)	(4,399,230)	(4,399,230)
EXPENDITURES	51,604,934	50,658,378	51,153,130	54,849,458	55,334,215	55,873,545	56,423,665	56,984,784
TRANSFERS	1,518,105	2,102,709	2,222,499	1,835,225	1,836,560	1,828,524	1,820,327	1,811,966
<b>GENERAL OPERATING FUND</b>	<b>48,949,608</b>	<b>47,928,687</b>	<b>48,495,989</b>	<b>52,285,453</b>	<b>52,771,545</b>	<b>53,302,839</b>	<b>53,844,762</b>	<b>54,397,520</b>
REVENUE	(33,518)	0	0	0	0	0	0	0
EXPENDITURES	233,415	65,000	116,802	110,876	111,487	112,110	112,746	113,395
TRANSFERS	(199,897)	(65,000)	(116,802)	(110,876)	(111,487)	(112,110)	(112,746)	(113,395)
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Public Safety</b>	<b>48,949,608</b>	<b>47,928,687</b>	<b>48,495,989</b>	<b>52,285,453</b>	<b>52,771,545</b>	<b>53,302,839</b>	<b>53,844,762</b>	<b>54,397,520</b>
<b>Civic Operations</b>								
REVENUE	(7,851,630)	(8,703,261)	(8,386,528)	(8,535,434)	(8,489,550)	(8,493,753)	(8,498,037)	(8,502,407)
EXPENDITURES	30,487,600	31,378,651	32,168,399	34,449,754	34,915,441	35,135,449	35,359,854	35,588,742
TRANSFERS	(1,191,438)	435,144	151,356	(655,410)	425,562	389,076	486,679	527,209
<b>GENERAL OPERATING FUND</b>	<b>21,444,533</b>	<b>23,110,534</b>	<b>23,933,227</b>	<b>25,258,910</b>	<b>26,851,453</b>	<b>27,030,772</b>	<b>27,348,496</b>	<b>27,613,544</b>
REVENUE	(164,105)	0	0	0	0	0	0	0
EXPENDITURES	4,663,628	3,775,437	3,364,301	2,885,789	2,921,585	2,958,108	2,995,354	3,033,346
TRANSFERS	321,486	87,916	342,129	922,719	921,608	920,473	919,317	918,137
<b>GENERAL ASSET MAINTENANCE</b>	<b>4,821,008</b>	<b>3,863,353</b>	<b>3,706,430</b>	<b>3,808,508</b>	<b>3,843,193</b>	<b>3,878,581</b>	<b>3,914,671</b>	<b>3,951,483</b>
<b>Total Civic Operations</b>	<b>26,265,541</b>	<b>26,973,887</b>	<b>27,639,657</b>	<b>29,067,418</b>	<b>30,694,646</b>	<b>30,909,353</b>	<b>31,263,167</b>	<b>31,565,027</b>
<b>Recreation &amp; Events</b>								
REVENUE	(3,360,938)	(6,825,433)	(1,218,030)	(3,846,419)	(3,496,430)	(3,496,441)	(3,496,452)	(3,496,464)
EXPENDITURES	10,824,394	14,537,931	10,222,977	12,833,636	13,003,347	13,176,447	13,353,004	13,533,098
TRANSFERS	1,254,925	1,110,289	1,122,644	1,005,853	1,009,956	1,009,956	981,312	975,580
<b>GENERAL OPERATING FUND</b>	<b>8,718,381</b>	<b>8,822,787</b>	<b>10,127,591</b>	<b>9,993,070</b>	<b>10,516,873</b>	<b>10,689,962</b>	<b>10,837,864</b>	<b>11,012,214</b>
REVENUE	(31,583)	(11,500)	(11,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
EXPENDITURES	1,767,394	1,355,093	1,169,620	1,375,100	1,387,927	1,401,010	1,414,360	1,427,976
TRANSFERS	11,883	0	0	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>1,747,693</b>	<b>1,343,593</b>	<b>1,158,120</b>	<b>1,356,600</b>	<b>1,369,427</b>	<b>1,382,510</b>	<b>1,395,860</b>	<b>1,409,476</b>
<b>Total Recreation &amp; Events</b>	<b>10,466,074</b>	<b>10,166,380</b>	<b>11,285,711</b>	<b>11,349,670</b>	<b>11,886,300</b>	<b>12,072,472</b>	<b>12,233,724</b>	<b>12,421,690</b>

**General Operating Fund and General Asset Maintenance**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Planning &amp; Development</b>								
REVENUE	(3,656,706)	(3,152,070)	(2,524,740)	(3,450,460)	(3,210,460)	(3,210,460)	(3,210,460)	(3,210,460)
EXPENDITURES	3,887,732	4,330,358	4,252,333	4,712,519	4,791,980	4,867,933	4,945,401	5,024,417
TRANSFERS	342,174	24,000	24,000	128,920	128,920	128,920	128,920	128,920
<b>GENERAL OPERATING FUND</b>	<b>573,199</b>	<b>1,202,288</b>	<b>1,751,593</b>	<b>1,390,979</b>	<b>1,710,440</b>	<b>1,786,393</b>	<b>1,863,861</b>	<b>1,942,877</b>
REVENUE	(99,893)	0	0	0	0	0	0	0
EXPENDITURES	521,062	200,000	200,000	200,000	200,000	200,000	200,000	200,000
TRANSFERS	(9,055)	0	0	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>412,114</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Total Planning &amp; Development</b>	<b>985,314</b>	<b>1,402,288</b>	<b>1,951,593</b>	<b>1,590,979</b>	<b>1,910,440</b>	<b>1,986,393</b>	<b>2,063,861</b>	<b>2,142,877</b>
<b>Corporate Services</b>								
REVENUE	(64,340)	(95,000)	(84,990)	(77,490)	(77,490)	(77,490)	(77,490)	(77,490)
EXPENDITURES	6,371,486	6,570,414	6,224,231	6,533,808	6,617,969	6,703,814	6,791,375	6,880,688
TRANSFERS	114,605	28,150	24,000	30,000	30,000	30,000	30,000	30,000
<b>GENERAL OPERATING FUND</b>	<b>6,421,751</b>	<b>6,503,564</b>	<b>6,163,241</b>	<b>6,486,318</b>	<b>6,570,479</b>	<b>6,656,324</b>	<b>6,743,885</b>	<b>6,833,198</b>
EXPENDITURES	154,005	305,457	201,451	0	0	0	0	0
TRANSFERS	(154,005)	(305,457)	(201,451)	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Corporate Services</b>	<b>6,421,751</b>	<b>6,503,564</b>	<b>6,163,241</b>	<b>6,486,318</b>	<b>6,570,479</b>	<b>6,656,324</b>	<b>6,743,885</b>	<b>6,833,198</b>
<b>Finance</b>								
REVENUE	(190,019,824)	(180,929,010)	(181,922,037)	(190,306,986)	(195,938,459)	(197,303,135)	(199,900,100)	(201,008,986)
EXPENDITURES	27,260,959	6,505,996	7,620,667	7,957,158	8,474,087	8,542,355	8,611,988	8,683,014
DEBT	21,159,842	22,401,166	14,868,657	9,434,833	11,705,160	12,067,981	13,268,933	13,111,588
TRANSFERS	45,263,204	56,306,477	61,127,941	69,653,126	69,443,318	69,282,479	69,386,379	69,370,199
<b>GENERAL OPERATING FUND</b>	<b>(96,335,820)</b>	<b>(95,715,371)</b>	<b>(98,304,772)</b>	<b>(103,261,869)</b>	<b>(106,315,894)</b>	<b>(107,410,320)</b>	<b>(108,632,800)</b>	<b>(109,844,185)</b>
TRANSFERS	(6,980,815)	(5,406,946)	(5,064,550)	(5,365,108)	(5,412,620)	(5,461,091)	(5,510,531)	(5,560,959)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(6,980,815)</b>	<b>(5,406,946)</b>	<b>(5,064,550)</b>	<b>(5,365,108)</b>	<b>(5,412,620)</b>	<b>(5,461,091)</b>	<b>(5,510,531)</b>	<b>(5,560,959)</b>
<b>Total Finance</b>	<b>(103,316,635)</b>	<b>(101,122,317)</b>	<b>(103,369,322)</b>	<b>(108,626,977)</b>	<b>(111,728,514)</b>	<b>(112,871,411)</b>	<b>(114,143,331)</b>	<b>(115,405,144)</b>
<b>Net City-Wide</b>	<b>(2,245,212)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(277,478)	(210,706)	(191,847)	(192,975)	(192,975)	(192,975)	(192,975)	(192,975)
EXPENDITURES	931,521	372,151	395,036	805,293	406,972	408,685	410,433	412,216
DEBT	425,321	425,321	417,321	409,321	201,660	0	0	0
TRANSFERS	(1,079,363)	(586,766)	(620,510)	(1,021,639)	(415,657)	(215,710)	(217,458)	(219,241)
<b>DISTRICT ENERGY OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	29,032	59,423	38,623	38,688	38,861	39,037	39,218	39,402
TRANSFERS	(29,032)	(59,423)	(38,623)	(38,688)	(38,861)	(39,037)	(39,218)	(39,402)
<b>DISTRICT ENERGY ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer Operating Fund and Sewer Asset Maintenance**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(13,795,688)	(13,876,169)	(14,540,060)	(15,072,264)	(15,085,963)	(14,992,104)	(14,989,492)	(14,995,369)
EXPENDITURES	6,572,775	4,091,787	4,443,005	4,445,755	4,510,244	4,576,028	4,643,125	4,711,565
DEBT	425,012	424,990	437,234	450,017	445,615	261,715	251,717	256,939
TRANSFERS	6,602,674	9,359,392	9,659,821	10,176,492	10,130,104	10,154,361	10,094,650	10,026,865
<b>SEWER OPERATING FUND</b>	<b>(195,226)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
REVENUE	(234)	0	0	0	0	0	0	0
EXPENDITURES	1,676,992	2,192,138	2,054,987	2,022,302	2,043,143	2,064,400	2,086,082	2,108,197
TRANSFERS	(1,676,758)	(2,192,138)	(2,054,987)	(2,022,302)	(2,043,143)	(2,064,400)	(2,086,082)	(2,108,197)
<b>SEWER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>(195,226)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>(195,226)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water Operating Fund and Water Asset Maintenance**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(16,853,461)	(17,043,483)	(17,182,118)	(17,913,654)	(17,951,009)	(17,932,909)	(17,851,670)	(17,816,163)
EXPENDITURES	6,680,534	4,659,036	4,558,928	4,519,035	4,572,907	4,627,856	4,683,906	4,741,072
DEBT	1,368,516	1,368,515	1,400,325	1,445,058	1,465,441	1,395,819	1,252,746	714,322
TRANSFERS	8,804,371	11,015,932	11,222,865	11,949,561	11,912,661	11,909,234	11,915,018	12,360,769
<b>WATER OPERATING FUND</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
REVENUE	(126,458)	0	0	0	0	0	0	0
EXPENDITURES	2,674,045	1,624,042	1,669,669	2,527,095	2,552,059	2,577,520	2,603,491	2,629,982
TRANSFERS	(2,547,587)	(1,624,042)	(1,669,669)	(2,527,095)	(2,552,059)	(2,577,520)	(2,603,491)	(2,629,982)
<b>WATER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Agreements & Grants Summary**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Library Services</b>								
REVENUE	(407,890)	(407,887)	(407,890)	(402,040)	(402,040)	(402,040)	(402,040)	(402,040)
EXPENDITURES	3,785,070	3,785,070	3,785,070	3,933,030	3,933,030	3,933,030	3,933,030	3,933,030
<b>Total</b>	<b>3,377,180</b>	<b>3,377,183</b>	<b>3,377,180</b>	<b>3,530,990</b>	<b>3,530,990</b>	<b>3,530,990</b>	<b>3,530,990</b>	<b>3,530,990</b>
<b>Tourism Prince George</b>								
EXPENDITURES	327,000	327,000	327,000	327,000	327,000	327,000	327,000	327,000
<b>Total</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>
<b>GRAND TOTAL</b>	<b>3,704,180</b>	<b>3,704,183</b>	<b>3,704,180</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>	<b>3,857,990</b>

## Service Category Summary

### Library Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Grants - Library	(407,890)	(407,887)	(407,890)	(402,040)	5,850
<b>Total Revenues</b>	<b>(407,890)</b>	<b>(407,887)</b>	<b>(407,890)</b>	<b>(402,040)</b>	<b>5,850</b>
<b>Expenditures</b>					
Grants - Library	3,785,070	3,785,070	3,785,070	3,933,030	147,960
<b>Total Expenditures</b>	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,933,030</b>	<b>147,960</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,377,180</b>	<b>3,377,183</b>	<b>3,377,180</b>	<b>3,530,990</b>	<b>153,810</b>

## Service Category Summary

### Library Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(407,890)</b>	<b>(407,887)</b>	<b>(407,890)</b>	<b>(402,040)</b>	<b>5,850</b>
Expenditures					
Non-Salary Expenses	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,933,030</b>	<b>147,960</b>
Total Expenditures	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,933,030</b>	<b>147,960</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>3,377,180</b>	<b>3,377,183</b>	<b>3,377,180</b>	<b>3,530,990</b>	<b>153,810</b>



# The Prince George Public Library

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

f /pglibrary

t /pg\_library

Tuesday November 30, 2021

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 for 2022. We have prepared a budget of \$4,167,081 to support the operation of our branches as well as to continue to offer digital and outreach services. The City of Prince George and Regional District of Fraser-Fort George portion of this proposed budget is \$3,933,031.

In 2021 we reduced a number of the Library’s budget expense lines to accommodate the elimination of overdue fees. The removal of this punitive measure on library borrowers aligns with the Select Committee on Poverty Reduction’s 2021 report, which recognized that “improving access to services and supports is a key component in any poverty reduction strategy and works towards ensuring a basic quality of life for all.” Library patrons have expressed their appreciation for the removal of this financial barrier.

As we continue to return library operations to pre-pandemic levels, we hope to restore key funding areas to be in line with 2020 amounts. Although the proposed 2022 budget amounts to a 3.7% increase over 2021, this represents only a 1.8% increase from the 2020 amount. The proposed budget also includes staff wage increases negotiated as part of a 5-year collective agreement reached between PGPL and library employees represented by CUPE Local 4951-04.

PGPL’s new Strategic Plan provides a road map for building on the library’s successes and strengths as we look to develop new partnerships, meet the needs of additional users, and continue to enhance the lives of community members.

We appreciate the City of Prince George’s ongoing support for the success of the public library and the people of the region.

Respectfully submitted,

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

*Read, Learn, Discover.*


**Prince George Public Library  
Budget 2022**

	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Total Change 2022 From 2021
<b>Revenue</b>					
Municipal Funding Sources*	3,683,399	3,785,067	3,785,067	3,933,031	147,964
Provincial Funding Sources	215,000	215,000	214,000	214,000	0
Internally Generated Sources	98,400	90,900	18,050	20,050	2,000
<b>Total Revenue</b>	<b>\$3,996,799</b>	<b>\$4,090,967</b>	<b>\$4,017,117</b>	<b>\$4,167,081</b>	<b>\$149,964</b>
<b>Wages &amp; Related Expenses</b>					
Benefits	536,797	527,350	524,013	542,640	18,627
Education & Professional Development	21,500	21,500	21,500	21,500	0
Wages	2,421,351	2,505,000	2,485,439	2,573,786	88,347
Other Staff Associated Costs	7,500	7,500	12,000	14,000	2,000
	<b>2,987,148</b>	<b>3,061,350</b>	<b>3,042,952</b>	<b>3,151,926</b>	<b>\$108,974</b>
<b>Operational Expenses</b>					
Supplies	25,010	21,075	21,075	20,875	(200)
Materials Costs	275,000	280,500	257,500	275,215	17,715
General & Administrative	181,750	154,450	150,450	166,945	16,495
Information Technology	101,200	102,572	103,449	106,600	3,151
Rent	74,091	76,500	76,500	76,500	0
Repairs & Maintenance	112,550	139,950	160,450	129,950	(30,500)
	<b>769,601</b>	<b>775,047</b>	<b>769,424</b>	<b>776,085</b>	<b>\$6,661</b>
<b>Investment in Tangible Capital Assets</b>					
Furniture	4,500	16,500	3,000	16,500	13,500
Equipment	3,500	22,000	4,000	4,500	500
Computer Infrastructure	36,050	16,150	14,150	16,150	2,000
Materials	196,000	199,920	183,591	199,920	16,329
	<b>240,050</b>	<b>254,570</b>	<b>204,741</b>	<b>237,070</b>	<b>\$32,329</b>
<b>Total Expenses &amp; TCA's</b>	<b>\$3,996,799</b>	<b>\$4,090,967</b>	<b>\$4,017,117</b>	<b>\$4,165,081</b>	<b>\$147,964</b>

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

## Service Category Summary

### Tourism Prince George

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Tourism PG Society-Grant paid	327,000	327,000	327,000	327,000	0
Total Expenditures	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>

## Service Category Summary

### Tourism Prince George

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	0	0	0	0	0
Expenditures					
Non-Salary Expenses	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	327,000	327,000	327,000	327,000	0



# PRINCE GEORGE

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

September 23, 2021

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2022 annual budget for Council's consideration. The projected revenue has increased by 27% percent as a result of a forecasted return to near-normal levels in the Municipal and Regional District Tax (MRDT) revenue. The expenses have increased by 44% from 2021, as Tourism Prince George can now return to marketing our fantastic city.

In 2022, Tourism Prince George will start to implement the objectives set out in the 2022-2027 Strategic Plan and continue to develop the tourism sector and key platforms through consistent brand messaging and online activities. The six key pillars in our Strategic Plan that will allow Tourism Prince George and the tourism industry to grow are: Marketing, Visitor Services, Business Development, Destination Development, Organizational Effectiveness, and Industry Outreach.

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

Sincerely,

Colin Carson  
Chief Executive Officer  
Tourism Prince George Society

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**TOURISM PRINCE GEORGE 2022 BUDGET**

	2021 Budget	DMO	VIC	2022 Budget	DMO	VIC	% Change from Budget
<b>REVENUE</b>							
City of Prince George	327,000	163,500	163,500	327,000	163,500	163,500	0%
MRDT (Hotel Tax)	635,250	635,250	0	1,011,809	1,011,809	0	59%
Province of BC	143,175	120,175	23,000	62,457	39,457	23,000	-56%
Private Partnership	5,000	5,000	0	0	0	0	-100%
Sales Commissions	0	0	0	2,000	0	2,000	
Merchandising Income	12,500	2,500	10,000	20,000	0	20,000	60%
<b>TOTAL REVENUES</b>	<b>1,122,925</b>	<b>926,425</b>	<b>196,500</b>	<b>1,423,266</b>	<b>1,214,766</b>	<b>208,500</b>	<b>27%</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	152,000	95,000	57,000	148,500	88,500	60,000	-2%
Operating Benefits	24,500	15,500	9,000	23,760	14,160	9,600	-3%
VIC Staff	5,000	0	5,000	20,000	0	20,000	300%
Visitor Information Services Engagement	25,000	0	25,000	65,000	0	65,000	160%
Security	0	0	0	55,200	27,600	27,600	
Rent	54,940	27,470	27,470	57,520	28,760	28,760	5%
Building Maintenance	47,660	23,830	23,830	50,490	25,245	25,245	6%
Telephone	9,000	4,500	4,500	9,180	4,590	4,590	2%
Professional Services	30,000	15,000	15,000	30,600	15,300	15,300	2%
Admin/Bank Fees	5,000	2,500	2,500	5,100	2,550	2,550	2%
Cost of Goods	5,000	0	5,000	20,000	0	20,000	300%
Office Supplies	3,500	1,750	1,750	3,570	1,785	1,785	2%
Office Equipment/Software	22,000	15,000	7,000	32,000	16,000	16,000	45%
Internet/IT	7,000	3,500	3,500	6,000	3,000	3,000	-14%
Board Expenses	500	500	0	2,000	1,000	1,000	300%
Insurance	6,000	3,000	3,000	6,120	3,060	3,060	2%
Vehicle Overhead	4,000	2,000	2,000	5,000	2,500	2,500	25%
Mileage and Parking	1,000	500	500	1,020	510	510	2%
Training and Development	3,000	2,500	500	5,500	5,000	500	83%
<b>Subtotal, Operating</b>	<b>405,100</b>	<b>212,550</b>	<b>192,550</b>	<b>546,560</b>	<b>239,560</b>	<b>307,000</b>	<b>35%</b>
<b>Capital</b>							
Equipment	25,000	25,000	0	10,000	10,000	0	-60%
Building Improvements	0	0	0	0	0	0	
<b>Subtotal, Capital</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>-60%</b>
<b>Marketing</b>							
Marketing Salaries	338,000	338,000	0	413,000	413,000	0	22%
Marketing Benefits	54,000	54,000	0	66,080	66,080	0	22%
Postage/Freight	2,500	2,500	0	4,000	4,000	0	60%
Consumer Shows	0	0	0	5,000	5,000	0	
Brand/Niche Paid Campaigns	150,000	150,000	0	250,000	250,000	0	67%
Visitor Guide, Brochures and Maps	2,500	2,500	0	70,000	70,000	0	2700%
Travel Media and Influencers	50,000	50,000	0	65,000	65,000	0	30%
Website	10,000	10,000	0	20,000	20,000	0	100%
Marketing Memberships/Software	18,500	18,500	0	30,000	30,000	0	62%
Event Attraction	40,000	40,000	0	130,000	130,000	0	225%
Destination Development & Training	70,000	70,000	0	70,000	70,000	0	0%
<b>Subtotal, Marketing</b>	<b>735,500</b>	<b>735,500</b>	<b>0</b>	<b>1,123,080</b>	<b>1,123,080</b>	<b>0</b>	<b>53%</b>
<b>TOTAL EXPENSES</b>	<b>1,165,600</b>	<b>973,050</b>	<b>192,550</b>	<b>1,679,640</b>	<b>1,372,640</b>	<b>307,000</b>	<b>44%</b>
Balance	-42,675	-46,625	3,950	-256,374	-157,874	-98,500	501%
Less Capital	25,000			10,000			
<b>Net Profit/Loss</b>	<b>-17,675</b>			<b>-246,374</b>			

### Corporate Management Summary

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Office of City Manager</b>								
REVENUE	(5,391)	0	0	0	0	0	0	0
EXPENDITURES	785,691	635,861	494,384	493,169	501,163	509,317	517,633	526,115
TRANSFERS	79,411	1,000	0	200	200	200	200	200
<b>Total</b>	<b>859,711</b>	<b>636,861</b>	<b>494,384</b>	<b>493,369</b>	<b>501,363</b>	<b>509,517</b>	<b>517,833</b>	<b>526,315</b>
<b>Mayor &amp; Council</b>								
EXPENDITURES	646,686	767,143	768,400	769,534	779,116	788,890	798,860	809,029
TRANSFERS	788	0	0	0	0	0	0	0
<b>Total</b>	<b>647,474</b>	<b>767,143</b>	<b>768,400</b>	<b>769,534</b>	<b>779,116</b>	<b>788,890</b>	<b>798,860</b>	<b>809,029</b>
<b>Legislative Services</b>								
REVENUE	(48,708)	(15,000)	(15,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
EXPENDITURES	919,426	846,368	839,844	676,316	687,077	698,053	709,248	720,667
TRANSFERS	25,000	0	25,000	25,000	25,000	25,000	25,000	25,000
<b>Total</b>	<b>895,718</b>	<b>831,368</b>	<b>849,844</b>	<b>681,316</b>	<b>692,077</b>	<b>703,053</b>	<b>714,248</b>	<b>725,667</b>
<b>Communications</b>								
EXPENDITURES	573,775	621,555	581,362	566,187	575,825	585,657	595,685	605,913
TRANSFERS	200	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total</b>	<b>573,975</b>	<b>626,555</b>	<b>586,362</b>	<b>571,187</b>	<b>580,825</b>	<b>590,657</b>	<b>600,685</b>	<b>610,913</b>
<b>Strategic Initiatives &amp; Partn.</b>								
REVENUE	(1,742,522)	(28,130)	(15,000)	0	0	0	0	0
EXPENDITURES	2,747,761	1,606,131	1,435,311	1,470,093	1,480,083	1,490,273	1,500,666	1,511,268
TRANSFERS	296,839	3,400	9,650	3,650	3,650	3,650	3,650	3,650
<b>Total</b>	<b>1,302,078</b>	<b>1,581,401</b>	<b>1,429,961</b>	<b>1,473,743</b>	<b>1,483,733</b>	<b>1,493,923</b>	<b>1,504,316</b>	<b>1,514,918</b>
<b>GRAND TOTAL</b>	<b>4,278,956</b>	<b>4,443,328</b>	<b>4,128,951</b>	<b>3,989,149</b>	<b>4,037,114</b>	<b>4,086,040</b>	<b>4,135,942</b>	<b>4,186,842</b>

## Service Category Summary

### Office of City Manager

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Events and Conferences	(5,391)	0	0	0	0
<b>Total Revenues</b>	<b>(5,391)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Corporate Management	775,455	632,861	494,384	493,169	(1,215)
Corp Mgmt - CN Centre Suite	0	3,000	0	0	0
Events and Conferences	10,236	0	0	0	0
<b>Total Expenditures</b>	<b>785,691</b>	<b>635,861</b>	<b>494,384</b>	<b>493,169</b>	<b>(1,215)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Corporate Management	79,411	1,000	0	200	200
<b>Total Transfers</b>	<b>79,411</b>	<b>1,000</b>	<b>0</b>	<b>200</b>	<b>200</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>859,711</b>	<b>636,861</b>	<b>494,384</b>	<b>493,369</b>	<b>(1,015)</b>

## Service Category Summary

### Office of City Manager

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(5,391)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	746,429	534,861	415,294	399,669	(15,625)
Non-Salary Expenses	39,262	101,000	79,090	93,500	14,410
Total Expenditures	785,691	635,861	494,384	493,169	(1,215)
Debt	0	0	0	0	0
Transfers	79,411	1,000	0	200	200
Net Operations	859,711	636,861	494,384	493,369	(1,015)

## Service Category Summary

### Mayor & Council

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development Advocacy	267	40,000	40,000	40,000	0
Corporate Plan / Orientation	171	15,000	15,000	15,010	10
Downtown Initiatives	29,500	0	0	0	0
Legislative-Mayor	169,845	187,620	186,873	187,977	1,104
Legislative-Council	414,853	435,023	437,017	437,027	10
Council - Krause	30	8,000	8,000	8,000	0
Council - Skakun	90	8,000	8,000	8,000	0
Council Committee	25,919	25,500	25,510	25,520	10
Council - Frizzell	3,190	8,000	8,000	8,000	0
Council - Everitt	759	8,000	8,000	8,000	0
Council - McConnachie	263	8,000	8,000	8,000	0
Council - Scott	760	8,000	8,000	8,000	0
Council - Ramsay	820	8,000	8,000	8,000	0
Council - Sampson	219	8,000	8,000	8,000	0
<b>Total Expenditures</b>	<b>646,686</b>	<b>767,143</b>	<b>768,400</b>	<b>769,534</b>	<b>1,134</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Legislative-Council	788	0	0	0	0
<b>Total Transfers</b>	<b>788</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>647,474</b>	<b>767,143</b>	<b>768,400</b>	<b>769,534</b>	<b>1,134</b>

## Service Category Summary

### Mayor & Council

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	469,942	480,253	478,000	479,104	1,104
Non-Salary Expenses	176,744	286,890	290,400	290,430	30
<b>Total Expenditures</b>	<b>646,686</b>	<b>767,143</b>	<b>768,400</b>	<b>769,534</b>	<b>1,134</b>
Debt	0	0	0	0	0
Transfers	788	0	0	0	0
<b>Net Operations</b>	<b>647,474</b>	<b>767,143</b>	<b>768,400</b>	<b>769,534</b>	<b>1,134</b>

## Service Category Summary

### Legislative Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Legislative Services	(48,708)	(15,000)	(15,000)	(20,000)	(5,000)
<b>Total Revenues</b>	<b>(48,708)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(20,000)</b>	<b>(5,000)</b>
<b>Expenditures</b>					
Elections/Referendums	0	25,000	0	30,000	30,000
Legislative Services	919,426	821,368	839,844	646,316	(193,528)
<b>Total Expenditures</b>	<b>919,426</b>	<b>846,368</b>	<b>839,844</b>	<b>676,316</b>	<b>(163,528)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Elections/Referendums	25,000	0	25,000	25,000	0
<b>Total Transfers</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>895,718</b>	<b>831,368</b>	<b>849,844</b>	<b>681,316</b>	<b>(168,528)</b>

## Service Category Summary

### Legislative Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(48,708)	(15,000)	(15,000)	(20,000)	(5,000)
Expenditures					
Salary & Wages (including Benefits)	755,628	718,088	707,824	538,036	(169,788)
Non-Salary Expenses	163,798	128,280	132,020	138,280	6,260
Total Expenditures	919,426	846,368	839,844	676,316	(163,528)
Debt	0	0	0	0	0
Transfers	25,000	0	25,000	25,000	0
Net Operations	895,718	831,368	849,844	681,316	(168,528)

## Service Category Summary

### Communications

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Communications	573,775	621,555	581,362	566,187	(15,175)
Total Expenditures	573,775	621,555	581,362	566,187	(15,175)
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Communications	200	5,000	5,000	5,000	0
Total Transfers	200	5,000	5,000	5,000	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	573,975	626,555	586,362	571,187	(15,175)

## Service Category Summary

### Communications

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	528,377	537,295	531,232	481,907	(49,325)
Non-Salary Expenses	45,398	84,260	50,130	84,280	34,150
Total Expenditures	573,775	621,555	581,362	566,187	(15,175)
Debt	0	0	0	0	0
Transfers	200	5,000	5,000	5,000	0
Net Operations	573,975	626,555	586,362	571,187	(15,175)

## Service Category Summary Strategic Initiatives & Partn.

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Active Living Guide	(13,007)	(22,940)	0	0	0
Community Partnerships Ops.	(2,176)	(5,190)	0	0	0
Social Planning/Coordination	(105,839)	0	0	0	0
Reaching Home Program	(1,621,499)	0	(15,000)	0	15,000
<b>Total Revenues</b>	<b>(1,742,522)</b>	<b>(28,130)</b>	<b>(15,000)</b>	<b>0</b>	<b>15,000</b>
<b>Expenditures</b>					
Scholarships & Bursaries	3,500	3,500	0	0	0
Volunteer Grants	11,300	11,300	0	0	0
Active Living & Healthy Eating	13	5,000	0	0	0
Community Enhancement Grants	4,813	16,000	0	0	0
Community Street Banners	(1,067)	25,000	0	0	0
myPG Social Development Fund	456,068	500,000	0	0	0
Community Heritage	895	7,000	0	0	0
Community Flower Baskets	57,685	57,850	0	0	0
Active Living Guide	15,819	27,310	0	0	0
Community Partnerships Ops.	21,364	40,489	0	0	0
Social Planning/Coordination	1,077,442	912,682	1,435,311	1,470,093	34,782
Reaching Home Program	1,099,928	0	0	0	0
<b>Total Expenditures</b>	<b>2,747,761</b>	<b>1,606,131</b>	<b>1,435,311</b>	<b>1,470,093</b>	<b>34,782</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
myPG Social Development Fund	(1,500)	0	0	0	0
Community Heritage	210	0	0	0	0
Active Living Guide	(3,840)	(6,950)	0	0	0
Community Partnerships Ops.	114	6,500	0	0	0
Social Planning/Coordination	(120,815)	3,850	9,650	3,650	(6,000)
Reaching Home Program	422,670	0	0	0	0
<b>Total Transfers</b>	<b>296,839</b>	<b>3,400</b>	<b>9,650</b>	<b>3,650</b>	<b>(6,000)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,302,078</b>	<b>1,581,401</b>	<b>1,429,961</b>	<b>1,473,743</b>	<b>43,782</b>

## Service Category Summary Strategic Initiatives & Partn.

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(1,742,522)</b>	<b>(28,130)</b>	<b>(15,000)</b>	<b>0</b>	<b>15,000</b>
Expenditures					
Salary & Wages (including Benefits)	534,835	584,744	488,421	499,513	11,092
Non-Salary Expenses	2,212,926	1,021,387	946,890	970,580	23,690
Total Expenditures	<b>2,747,761</b>	<b>1,606,131</b>	<b>1,435,311</b>	<b>1,470,093</b>	<b>34,782</b>
Debt	0	0	0	0	0
Transfers	296,839	3,400	9,650	3,650	(6,000)
Net Operations	<b>1,302,078</b>	<b>1,581,401</b>	<b>1,429,961</b>	<b>1,473,743</b>	<b>43,782</b>

**Public Safety Summary**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(611,535)	(523,610)	(556,290)	(556,290)	(556,290)	(556,290)	(556,290)	(556,290)
EXPENDITURES	29,605,153	28,189,095	28,648,974	31,339,430	31,441,599	31,545,810	31,652,108	31,760,531
TRANSFERS	50,028	0	0	0	0	0	0	0
<b>Total</b>	<b>29,043,646</b>	<b>27,665,485</b>	<b>28,092,684</b>	<b>30,783,140</b>	<b>30,885,309</b>	<b>30,989,520</b>	<b>31,095,818</b>	<b>31,204,241</b>
<b>Fire &amp; Rescue Services</b>								
REVENUE	(1,633,638)	(1,599,300)	(1,618,750)	(1,642,750)	(1,642,750)	(1,642,750)	(1,642,750)	(1,642,750)
EXPENDITURES	18,321,311	18,855,956	18,943,011	19,217,422	19,584,060	19,958,031	20,339,480	20,728,559
TRANSFERS	1,014,738	1,095,400	1,167,700	1,204,927	1,214,140	1,214,140	1,214,140	1,214,140
<b>Total</b>	<b>17,702,411</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>18,779,599</b>	<b>19,155,450</b>	<b>19,529,421</b>	<b>19,910,870</b>	<b>20,299,949</b>
<b>Emergency Programs</b>								
REVENUE	109,282	0	0	0	0	0	0	0
EXPENDITURES	342,996	322,269	289,519	297,724	303,438	309,265	315,210	321,273
TRANSFERS	(11,313)	16,000	16,000	13,600	13,600	13,600	13,600	13,600
<b>Total</b>	<b>440,965</b>	<b>338,269</b>	<b>305,519</b>	<b>311,324</b>	<b>317,038</b>	<b>322,865</b>	<b>328,810</b>	<b>334,873</b>
<b>Bylaw Services</b>								
REVENUE	(620,189)	(745,490)	(745,490)	(645,490)	(645,490)	(645,490)	(645,490)	(645,490)
EXPENDITURES	2,252,507	2,179,768	2,189,315	2,920,230	2,922,588	2,969,873	3,018,104	3,067,297
TRANSFERS	130,269	133,923	162,000	136,650	136,650	136,650	136,650	136,650
<b>Total</b>	<b>1,762,587</b>	<b>1,568,201</b>	<b>1,605,825</b>	<b>2,411,390</b>	<b>2,413,748</b>	<b>2,461,033</b>	<b>2,509,264</b>	<b>2,558,457</b>
<b>Off-Street Parking</b>								
REVENUE	(1,450,869)	(1,964,000)	(1,959,110)	(1,554,700)	(1,554,700)	(1,554,700)	(1,554,700)	(1,554,700)
EXPENDITURES	1,316,383	1,176,290	1,199,113	1,185,528	1,194,017	1,202,676	1,211,509	1,220,519
TRANSFERS	134,486	792,386	759,997	369,172	360,683	352,024	343,191	334,181
<b>Total</b>	<b>0</b>	<b>4,676</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>48,949,608</b>	<b>47,928,687</b>	<b>48,495,989</b>	<b>52,285,453</b>	<b>52,771,545</b>	<b>53,302,839</b>	<b>53,844,762</b>	<b>54,397,520</b>

## Service Category Summary

### Police Protection

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Police Operations	(396,320)	(401,290)	(426,290)	(426,290)	0
Police Progr-CPAC-Storefront	(65,000)	0	0	0	0
Police Progr - Victim Services	(86,712)	(82,320)	(80,000)	(80,000)	0
Custody of Prisoners	(63,504)	(40,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(611,535)</b>	<b>(523,610)</b>	<b>(556,290)</b>	<b>(556,290)</b>	<b>0</b>
<b>Expenditures</b>					
Police Contract	24,870,903	23,137,029	23,616,770	26,047,926	2,431,156
Police Operations	3,797,940	4,061,810	4,049,888	4,240,885	190,997
Police Progr-CPAC-Storefront	145,042	168,592	168,592	176,532	7,940
Police Progr - Victim Services	101,227	174,667	166,717	182,322	15,605
Custody of Prisoners	690,042	646,997	647,007	691,765	44,758
<b>Total Expenditures</b>	<b>29,605,153</b>	<b>28,189,095</b>	<b>28,648,974</b>	<b>31,339,430</b>	<b>2,690,456</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Police Operations	28	0	0	0	0
Police Progr-CPAC-Storefront	50,000	0	0	0	0
<b>Total Transfers</b>	<b>50,028</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>29,043,646</b>	<b>27,665,485</b>	<b>28,092,684</b>	<b>30,783,140</b>	<b>2,690,456</b>

## Service Category Summary

### Police Protection

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(611,535)	(523,610)	(556,290)	(556,290)	0
Expenditures					
Salary & Wages (including Benefits)	4,522,350	4,868,996	4,868,084	5,108,454	240,370
Non-Salary Expenses	25,082,803	23,320,099	23,780,890	26,230,976	2,450,086
Total Expenditures	29,605,153	28,189,095	28,648,974	31,339,430	2,690,456
Debt	0	0	0	0	0
Transfers	50,028	0	0	0	0
Net Operations	29,043,646	27,665,485	28,092,684	30,783,140	2,690,456

## Service Category Summary

### Fire & Rescue Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Fire Dept - Headquarters	(769)	(750)	(750)	(750)	0
Fire Prevention/Investigation	(38,550)	(15,000)	(15,000)	(20,000)	(5,000)
Fire Halls	(3,391)	(3,000)	(7,000)	(7,000)	0
Fire Opr Comm Centre	(1,570,550)	(1,570,550)	(1,586,000)	(1,605,000)	(19,000)
Fire Equip - High Angle Rescue	(20,379)	(10,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(1,633,638)</b>	<b>(1,599,300)</b>	<b>(1,618,750)</b>	<b>(1,642,750)</b>	<b>(24,000)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	2,055,958	2,030,150	1,916,243	2,046,973	130,730
Fire Dept - Recruitment	20,584	10,000	0	10,000	10,000
Fire Prevention/Investigation	18,857	36,480	24,970	36,470	11,500
Fire Communications	27,832	43,000	43,010	43,020	10
Fire Halls	96,027	54,780	56,960	60,460	3,500
Fire Opr Comm Centre	1,548,033	1,609,744	1,595,186	1,653,399	58,213
Fire Suppress Operations	14,432,479	14,933,062	15,170,412	15,228,360	57,948
Fire Fighting Fleet	107,381	112,740	110,240	112,740	2,500
Fire Equip - High Angle Rescue	14,160	11,000	11,000	11,000	0
Fire - Confined Space	0	15,000	14,990	15,000	10
<b>Total Expenditures</b>	<b>18,321,311</b>	<b>18,855,956</b>	<b>18,943,011</b>	<b>19,217,422</b>	<b>274,411</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Dept - Headquarters	7,967	2,500	2,500	2,500	0
Fire Halls	1,075	0	0	0	0
Fire Opr Comm Centre	118	0	0	0	0
Fire Suppress Operations	777	0	0	63,327	63,327
Fire Fighting Fleet	1,004,800	1,092,900	1,165,200	1,139,100	(26,100)
<b>Total Transfers</b>	<b>1,014,738</b>	<b>1,095,400</b>	<b>1,167,700</b>	<b>1,204,927</b>	<b>37,227</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>17,702,411</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>18,779,599</b>	<b>287,638</b>

## Service Category Summary

### Fire & Rescue Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(1,633,638)</b>	<b>(1,599,300)</b>	<b>(1,618,750)</b>	<b>(1,642,750)</b>	<b>(24,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>17,743,194</b>	<b>18,166,076</b>	<b>18,216,501</b>	<b>18,331,882</b>	<b>115,381</b>
Non-Salary Expenses	<b>578,117</b>	<b>689,880</b>	<b>726,510</b>	<b>885,540</b>	<b>159,030</b>
Total Expenditures	<b>18,321,311</b>	<b>18,855,956</b>	<b>18,943,011</b>	<b>19,217,422</b>	<b>274,411</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,014,738</b>	<b>1,095,400</b>	<b>1,167,700</b>	<b>1,204,927</b>	<b>37,227</b>
Net Operations	<b>17,702,411</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>18,779,599</b>	<b>287,638</b>

## Service Category Summary

### Emergency Programs

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Emergency Programs	(835)	0	0	0	0
Emergency Fire Response	110,117	0	0	0	0
<b>Total Revenues</b>	<b>109,282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	342,996	322,269	289,519	297,724	8,205
<b>Total Expenditures</b>	<b>342,996</b>	<b>322,269</b>	<b>289,519</b>	<b>297,724</b>	<b>8,205</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Emergency Programs	16,387	16,000	16,000	13,600	(2,400)
Emergency Fire Response	(27,700)	0	0	0	0
<b>Total Transfers</b>	<b>(11,313)</b>	<b>16,000</b>	<b>16,000</b>	<b>13,600</b>	<b>(2,400)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>440,965</b>	<b>338,269</b>	<b>305,519</b>	<b>311,324</b>	<b>5,805</b>

## Service Category Summary

### Emergency Programs

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>109,282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>283,120</b>	<b>280,179</b>	<b>283,689</b>	<b>285,664</b>	<b>1,975</b>
Non-Salary Expenses	<b>59,875</b>	<b>42,090</b>	<b>5,830</b>	<b>12,060</b>	<b>6,230</b>
Total Expenditures	<b>342,996</b>	<b>322,269</b>	<b>289,519</b>	<b>297,724</b>	<b>8,205</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(11,313)</b>	<b>16,000</b>	<b>16,000</b>	<b>13,600</b>	<b>(2,400)</b>
Net Operations	<b>440,965</b>	<b>338,269</b>	<b>305,519</b>	<b>311,324</b>	<b>5,805</b>

## Service Category Summary

### Bylaw Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Parking Oper - Traffic Control	(298,971)	(381,500)	(381,500)	(281,500)	100,000
Animal/SPCA Operations	(226,854)	(309,000)	(309,000)	(309,000)	0
Enforcement	(69,686)	(4,990)	(4,990)	(4,990)	0
Bylaw Admin Operations	(24,678)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(620,189)</b>	<b>(745,490)</b>	<b>(745,490)</b>	<b>(645,490)</b>	<b>100,000</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	355,658	417,871	417,871	430,039	12,168
Animal/SPCA Operations	588,783	578,732	578,732	684,369	105,637
Enforcement	947,410	868,379	880,095	1,264,549	384,454
Bylaw Admin Operations	360,657	314,786	312,617	541,273	228,656
<b>Total Expenditures</b>	<b>2,252,507</b>	<b>2,179,768</b>	<b>2,189,315</b>	<b>2,920,230</b>	<b>730,915</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parking Oper - Traffic Control	21,832	21,600	24,000	20,250	(3,750)
Animal/SPCA Operations	42,840	56,623	63,600	50,400	(13,200)
Enforcement	65,597	55,700	74,400	66,000	(8,400)
<b>Total Transfers</b>	<b>130,269</b>	<b>133,923</b>	<b>162,000</b>	<b>136,650</b>	<b>(25,350)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,762,587</b>	<b>1,568,201</b>	<b>1,605,825</b>	<b>2,411,390</b>	<b>805,565</b>

## Service Category Summary

### Bylaw Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(620,189)	(745,490)	(745,490)	(645,490)	100,000
Expenditures					
Salary & Wages (including Benefits)	1,601,364	1,666,618	1,676,175	2,317,860	641,685
Non-Salary Expenses	651,143	513,150	513,140	602,370	89,230
Total Expenditures	2,252,507	2,179,768	2,189,315	2,920,230	730,915
Debt	0	0	0	0	0
Transfers	130,269	133,923	162,000	136,650	(25,350)
Net Operations	1,762,587	1,568,201	1,605,825	2,411,390	805,565

## Service Category Summary

### Off-Street Parking

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Parking - Off Street	(1,417,351)	(1,964,000)	(1,959,110)	(1,554,700)	404,410
<b>Total Revenues</b>	<b>(1,417,351)</b>	<b>(1,964,000)</b>	<b>(1,959,110)</b>	<b>(1,554,700)</b>	<b>404,410</b>
<b>Expenditures</b>					
Parking - Off Street	391,079	462,275	463,303	499,324	36,021
Facilities Off Street Parking	691,889	649,015	619,008	575,328	(43,680)
<b>Total Expenditures</b>	<b>1,082,968</b>	<b>1,111,290</b>	<b>1,082,311</b>	<b>1,074,652</b>	<b>(7,659)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parking - Off Street	110,062	772,836	689,782	292,718	(397,064)
Facilities Off Street Parking	30,701	17,210	68,055	74,454	6,399
Off-Street Mtce (fund 13)	193,620	67,340	118,962	112,876	(6,086)
<b>Total Transfers</b>	<b>334,383</b>	<b>857,386</b>	<b>876,799</b>	<b>480,048</b>	<b>(396,751)</b>
<b>Revenues - Asset Maintenance</b>					
Facilities Off Street Pking AM	(33,518)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(33,518)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Facilities Off Street Pking AM	233,415	65,000	116,802	110,876	(5,926)
<b>Total Expenditures - Asset Maintenance</b>	<b>233,415</b>	<b>65,000</b>	<b>116,802</b>	<b>110,876</b>	<b>(5,926)</b>
<b>Transfers - Asset Maintenance</b>					
Facilities Off Street Pking AM	(6,277)	2,340	2,160	2,000	(160)
User Fee Funded - Off-Street	(193,620)	(67,340)	(118,962)	(112,876)	6,086
<b>Total Transfers - Asset Maintenance</b>	<b>(199,897)</b>	<b>(65,000)</b>	<b>(116,802)</b>	<b>(110,876)</b>	<b>5,926</b>
<b>Net Operations</b>	<b>0</b>	<b>4,676</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Off-Street Parking

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(1,450,869)</b>	<b>(1,964,000)</b>	<b>(1,959,110)</b>	<b>(1,554,700)</b>	<b>404,410</b>
Expenditures					
Salary & Wages (including Benefits)	386,726	467,326	419,171	424,476	5,305
Non-Salary Expenses	929,657	708,964	779,942	761,052	(18,890)
Total Expenditures	<b>1,316,383</b>	<b>1,176,290</b>	<b>1,199,113</b>	<b>1,185,528</b>	<b>(13,585)</b>
Debt	0	0	0	0	0
Transfers	134,486	792,386	759,997	369,172	(390,825)
Net Operations	<b>0</b>	<b>4,676</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Civic Operations Summary**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(36,013)	(50,000)	(60,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
EXPENDITURES	7,468,485	6,639,350	8,102,450	8,198,300	8,198,300	8,198,300	8,198,300	8,198,300
TRANSFERS	3,089,657	1,910,650	1,957,550	2,021,700	2,021,700	2,021,700	2,021,700	2,021,700
<b>Total</b>	<b>10,522,130</b>	<b>8,500,000</b>	<b>10,000,000</b>	<b>10,200,000</b>	<b>10,200,000</b>	<b>10,200,000</b>	<b>10,200,000</b>	<b>10,200,000</b>
<b>Roads</b>								
REVENUE	(104,349)	(135,124)	(140,959)	(141,912)	(143,060)	(144,235)	(145,430)	(146,650)
EXPENDITURES	3,300,600	3,002,998	2,968,456	2,988,406	3,030,666	3,073,780	3,117,750	3,162,602
TRANSFERS	920,445	881,257	806,852	1,009,900	1,009,900	1,009,900	1,009,900	1,009,900
<b>Total</b>	<b>4,116,696</b>	<b>3,749,131</b>	<b>3,634,349</b>	<b>3,856,394</b>	<b>3,897,506</b>	<b>3,939,445</b>	<b>3,982,220</b>	<b>4,025,852</b>
<b>Storm Drainage</b>								
REVENUE	(240,191)	(148,740)	(166,123)	(174,475)	(177,231)	(180,042)	(182,910)	(185,834)
EXPENDITURES	1,550,210	1,215,485	1,438,458	1,241,691	1,257,380	1,273,383	1,289,708	1,306,356
TRANSFERS	208,269	62,961	75,076	313,800	313,800	313,800	313,800	313,800
<b>Total</b>	<b>1,518,288</b>	<b>1,129,706</b>	<b>1,347,411</b>	<b>1,381,016</b>	<b>1,393,949</b>	<b>1,407,141</b>	<b>1,420,598</b>	<b>1,434,322</b>
<b>Fleet Services</b>								
REVENUE	(620,966)	(604,340)	(351,629)	(520,534)	(520,534)	(520,534)	(520,534)	(520,534)
EXPENDITURES	6,698,647	6,551,396	6,524,997	6,942,923	7,248,475	7,305,136	7,362,934	7,421,886
TRANSFERS	(7,723,908)	(5,457,981)	(5,725,783)	(5,605,595)	(5,364,130)	(5,380,941)	(5,263,269)	(5,142,545)
<b>Total</b>	<b>(1,646,227)</b>	<b>489,075</b>	<b>447,585</b>	<b>816,794</b>	<b>1,363,811</b>	<b>1,403,661</b>	<b>1,579,131</b>	<b>1,758,807</b>
<b>Street Lighting</b>								
REVENUE	(79,903)	(36,200)	(36,200)	(51,200)	(51,200)	(51,200)	(51,200)	(51,200)
EXPENDITURES	1,777,746	1,773,619	1,623,974	1,718,885	1,723,712	1,728,637	1,733,659	1,738,781
TRANSFERS	(13,365)	(31,386)	124,000	114,400	114,400	114,400	114,400	114,400
<b>Total</b>	<b>1,684,478</b>	<b>1,706,033</b>	<b>1,711,774</b>	<b>1,782,085</b>	<b>1,786,912</b>	<b>1,791,837</b>	<b>1,796,859</b>	<b>1,801,981</b>
<b>Civic Operations Admin</b>								
REVENUE	(7,527)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
EXPENDITURES	1,064,207	780,175	288,448	298,269	303,898	309,641	315,498	321,472
TRANSFERS	33,625	0	21,900	162,570	162,570	162,570	162,570	102,845
<b>Total</b>	<b>1,090,305</b>	<b>775,175</b>	<b>305,348</b>	<b>455,839</b>	<b>461,468</b>	<b>467,211</b>	<b>473,068</b>	<b>419,317</b>
<b>Solid Waste Services</b>								
REVENUE	(4,739,638)	(4,707,660)	(4,735,470)	(4,843,000)	(4,843,000)	(4,843,000)	(4,843,000)	(4,843,000)
EXPENDITURES	2,908,870	2,436,750	2,371,951	2,814,932	2,835,333	2,856,143	2,877,368	2,899,017
TRANSFERS	1,830,767	2,270,910	2,363,519	2,028,068	2,007,667	1,986,857	1,965,632	1,943,983
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>								
REVENUE	(513,256)	(498,720)	(488,720)	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)
EXPENDITURES	565,610	496,335	502,876	525,665	534,013	542,528	551,212	560,071
TRANSFERS	44,238	52,525	83,081	95,688	95,688	95,688	95,688	95,688
<b>Total</b>	<b>96,591</b>	<b>50,140</b>	<b>97,237</b>	<b>71,353</b>	<b>79,701</b>	<b>88,216</b>	<b>96,900</b>	<b>105,759</b>

**Civic Operations Summary**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Sewer Operations</b>								
REVENUE	(13,795,921)	(13,876,169)	(14,540,060)	(15,072,264)	(15,085,963)	(14,992,104)	(14,989,492)	(14,995,369)
EXPENDITURES	5,913,778	6,283,925	6,497,992	6,468,057	6,553,387	6,640,428	6,729,207	6,819,762
DEBT	425,012	424,990	437,234	450,017	445,615	261,715	251,717	256,939
TRANSFERS	7,261,905	7,167,254	7,604,834	8,154,190	8,086,961	8,089,961	8,008,568	7,918,668
<b>Total</b>	<b>(195,226)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Operations</b>								
REVENUE	(16,979,919)	(17,043,483)	(17,182,118)	(17,913,654)	(17,951,009)	(17,932,909)	(17,851,670)	(17,816,163)
EXPENDITURES	6,869,507	6,283,078	6,228,597	7,046,130	7,124,966	7,205,376	7,287,397	7,371,054
DEBT	1,368,516	1,368,515	1,400,325	1,445,058	1,465,441	1,395,819	1,252,746	714,322
TRANSFERS	8,741,855	9,391,890	9,553,196	9,422,466	9,360,602	9,331,714	9,311,527	9,730,787
<b>Total</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>								
REVENUE	(160,791)	(115,957)	(15,257)	(120,743)	(70,955)	(71,172)	(71,393)	(71,619)
EXPENDITURES	4,030,076	4,714,103	4,320,450	4,746,366	4,823,073	4,901,323	4,981,133	5,062,537
TRANSFERS	867,011	977,261	916,323	944,775	944,775	944,775	944,775	944,775
<b>Total</b>	<b>4,736,296</b>	<b>5,575,407</b>	<b>5,221,516</b>	<b>5,570,398</b>	<b>5,696,893</b>	<b>5,774,926</b>	<b>5,854,515</b>	<b>5,935,693</b>
<b>Project Delivery</b>								
REVENUE	(63,539)	(20,000)	(25,010)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
EXPENDITURES	1,789,546	1,616,187	802,591	676,558	688,691	701,066	713,689	726,565
TRANSFERS	(131,311)	(143,137)	(162,833)	12,000	12,000	12,000	12,000	12,000
<b>Total</b>	<b>1,594,696</b>	<b>1,453,050</b>	<b>614,748</b>	<b>663,558</b>	<b>675,691</b>	<b>688,066</b>	<b>700,689</b>	<b>713,565</b>
<b>District Energy</b>								
REVENUE	(277,478)	(210,706)	(191,847)	(192,975)	(192,975)	(192,975)	(192,975)	(192,975)
EXPENDITURES	343,255	431,574	433,659	843,981	445,833	447,722	449,651	451,618
DEBT	425,321	425,321	417,321	409,321	201,660	0	0	0
TRANSFERS	(491,097)	(646,189)	(659,133)	(1,060,327)	(454,518)	(254,747)	(256,676)	(258,643)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transportation &amp; Tech Services</b>								
REVENUE	(1,449,562)	(2,381,520)	(2,362,160)	(2,083,570)	(2,083,570)	(2,083,570)	(2,083,570)	(2,083,570)
EXPENDITURES	3,997,231	5,927,690	6,588,049	7,183,548	7,193,485	7,203,620	7,213,957	7,224,501
TRANSFERS	4,618	0	33,800	(829,997)	28,800	28,800	28,800	28,800
<b>Total</b>	<b>2,552,287</b>	<b>3,546,170</b>	<b>4,259,689</b>	<b>4,269,981</b>	<b>5,138,715</b>	<b>5,148,850</b>	<b>5,159,187</b>	<b>5,169,731</b>
<b>OLD BU'S - Sewer Operations</b>								
EXPENDITURES	2,335,989	0	0	0	0	0	0	0
TRANSFERS	(2,335,989)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - Water Operations</b>								
EXPENDITURES	2,485,071	0	0	0	0	0	0	0
TRANSFERS	(2,485,071)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - District Energy</b>								
EXPENDITURES	617,298	0	0	0	0	0	0	0
TRANSFERS	(617,298)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>26,070,275</b>	<b>26,973,887</b>	<b>27,639,657</b>	<b>29,067,418</b>	<b>30,694,646</b>	<b>30,909,353</b>	<b>31,263,167</b>	<b>31,565,027</b>

## Service Category Summary

### Snow Control

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(28,250)	(50,000)	(50,000)	(10,000)	40,000
Ice Control	(7,763)	0	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(36,013)</b>	<b>(50,000)</b>	<b>(60,000)</b>	<b>(20,000)</b>	<b>40,000</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	382,481	312,743	310,919	313,876	2,957
Snow Plow & Rmv - Grader/Plow	4,334,011	3,210,268	4,680,493	4,691,829	11,336
Ice Control	1,489,412	1,743,597	1,739,906	1,773,732	33,826
Sdwlk Snw Plw/Ice Cntrl-Outsid	187,756	301,926	297,946	311,953	14,007
City Facilities Snow/Ice Contr	463,500	516,501	500,591	512,208	11,617
Winter Sand Pickup	470,674	469,073	469,073	490,142	21,069
<b>Total Expenditures</b>	<b>7,327,835</b>	<b>6,554,108</b>	<b>7,998,928</b>	<b>8,093,740</b>	<b>94,812</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Snow Dump Mtce - Gen Charges	10,019	5,000	5,000	5,000	0
Snow Plow & Rmv - Grader/Plow	2,039,721	945,244	994,550	966,700	(27,850)
Ice Control	397,199	268,006	265,000	350,000	85,000
Sdwlk Snw Plw/Ice Cntrl-Outsid	139,474	122,900	122,000	125,000	3,000
City Facilities Snow/Ice Contr	154,560	118,000	120,000	120,000	0
Snow (fund 13)	41,957	88,742	106,522	109,560	3,038
Winter Sand Pickup	447,379	448,000	448,000	450,000	2,000
<b>Total Transfers</b>	<b>3,230,307</b>	<b>1,995,892</b>	<b>2,061,072</b>	<b>2,126,260</b>	<b>65,188</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Snow Disposal Fac West Bowl	104,147	0	0	0	0
Snow Dump Mtce - Gen Chrgs AM	0	2,165	4,409	4,034	(375)
Snow Plow & Rmv-Grader/Plow AM	36,502	83,077	99,113	100,526	1,413
<b>Total Expenditures - Asset Maintenance</b>	<b>140,650</b>	<b>85,242</b>	<b>103,522</b>	<b>104,560</b>	<b>1,038</b>
<b>Transfers - Asset Maintenance</b>					
Snow Disposal Fac West Bowl	(104,147)	0	0	0	0
Snow Dump Mtce - Gen Chrgs AM	0	1,400	1,000	1,000	0
Snow Plow & Rmv-Grader/Plow AM	5,455	2,100	2,000	4,000	2,000
User Fee Funded - Snow	(41,957)	(88,742)	(106,522)	(109,560)	(3,038)
<b>Total Transfers - Asset Maintenance</b>	<b>(140,650)</b>	<b>(85,242)</b>	<b>(103,522)</b>	<b>(104,560)</b>	<b>(1,038)</b>
<b>Net Operations</b>	<b>10,522,130</b>	<b>8,500,000</b>	<b>10,000,000</b>	<b>10,200,000</b>	<b>200,000</b>

## Service Category Summary

### Snow Control

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(36,013)	(50,000)	(60,000)	(20,000)	40,000
Expenditures					
Salary & Wages (including Benefits)	3,591,391	3,340,132	3,338,115	3,483,977	145,862
Non-Salary Expenses	3,877,094	3,299,218	4,764,335	4,714,323	(50,012)
Total Expenditures	7,468,485	6,639,350	8,102,450	8,198,300	95,850
Debt	0	0	0	0	0
Transfers	3,089,657	1,910,650	1,957,550	2,021,700	64,150
Net Operations	10,522,130	8,500,000	10,000,000	10,200,000	200,000

## Service Category Summary

### Roads

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
3rd Pty Streets - Misc	90	(15,230)	(15,235)	(15,295)	(60)
New Traffic Signs - Sign Insta	(4,499)	0	0	0	0
Curb & Gutter Rpr Conn	(27,085)	(39,736)	(39,736)	(40,453)	(717)
Pavement Rpr Connection	(42,714)	(74,013)	(57,013)	(57,170)	(157)
Concrete Sidewalk Rpr Conn	(4,300)	(4,525)	(2,750)	(2,760)	(10)
Asphalt Sidewalk Rpr Conn	0	(1,620)	(1,225)	(1,234)	(9)
Sign Mtce Operations	(477)	0	0	0	0
Road Cut Fees	(25,364)	0	(25,000)	(25,000)	0
<b>Total Revenues</b>	<b>(104,349)</b>	<b>(135,124)</b>	<b>(140,959)</b>	<b>(141,912)</b>	<b>(953)</b>
<b>Expenditures</b>					
Traffic Lane Marking	310,574	361,629	341,629	364,550	22,921
3rd Pty Streets - Misc	0	15,230	15,235	15,295	60
Streets - Gen Admin	400,508	617,527	611,017	634,130	23,113
New Traffic Signs - Sign Insta	425	0	0	0	0
Gravel Roads - Grading	23,624	61,013	51,663	54,030	2,367
Summer Sweeping Program	114,235	84,369	84,369	88,197	3,828
Curb & Gutter Mtce	75,906	55,988	147,072	128,799	(18,273)
Bridges & Structures	0	922	522	0	(522)
Mtce Asphalt Rd - Cold Patch R	38,233	18,980	31,497	24,146	(7,351)
Mtce Asphalt Rd - Major Patchi	52,145	45,769	76,568	88,814	12,246
Mtce Asphalt Rd - Hot Patch Rp	72,010	64,472	80,763	66,802	(13,961)
Curb & Gutter Rpr Conn	21,498	28,736	28,736	29,453	717
Pavement Rpr Connection	37,677	49,013	49,013	49,170	157
Concrete Sidewalk Rpr Conn	1,852	2,350	2,350	2,360	10
Asphalt Sidewalk Rpr Conn	0	1,620	1,225	1,234	9
Sign Mtce Operations	61,283	13,631	29,493	30,628	1,135
Road Cut Fees	2,112	0	0	0	0
<b>Total Expenditures</b>	<b>1,212,082</b>	<b>1,421,249</b>	<b>1,551,152</b>	<b>1,577,608</b>	<b>26,456</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Traffic Lane Marking	9,324	6,800	9,300	15,000	5,700
Streets - Gen Admin	28	0	0	0	0
New Traffic Signs - Sign Insta	63	0	0	0	0
Gravel Roads - Grading	4,366	11,000	4,200	4,200	0
Summer Sweeping Program	188,675	190,000	160,000	170,000	10,000
Curb & Gutter Mtce	20,772	20,000	17,000	17,000	0
Mtce Asphalt Rd - Cold Patch R	26,211	23,000	13,000	13,000	0
Mtce Asphalt Rd - Major Patchi	21,925	15,000	15,000	25,000	10,000
Mtce Asphalt Rd - Hot Patch Rp	39,270	45,000	44,200	60,000	15,800
Curb & Gutter Rpr Conn	6,781	11,000	11,000	11,000	0
Pavement Rpr Connection	7,511	25,000	8,000	8,000	0
Concrete Sidewalk Rpr Conn	373	2,175	400	400	0
Sign Mtce Operations	5,233	3,200	5,000	8,000	3,000
<b>Total Transfers</b>	<b>330,531</b>	<b>352,175</b>	<b>287,100</b>	<b>331,600</b>	<b>44,500</b>

## Service Category Summary

### Roads

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
CPG Welcome Sign Hwy 97 South	1,515	0	0	0	0
Gravel Roads - Grading AM	493,851	306,773	306,763	316,179	9,416
Curb & Gutter Mtce AM	94,372	199,520	103,585	133,279	29,694
Bridges & Structures Mtce	2,842	8,287	8,287	8,842	555
Mtce Asphalt Rd-Cold Patch AM	185,514	79,560	67,043	78,369	11,326
Mtce Asphalt Rd-Major Patch AM	364,882	377,588	343,318	339,238	(4,080)
Mtce Asphalt Rd - Hot Patch AM	502,911	318,348	293,908	327,664	33,756
Sign Mtce Operations AM	107,891	216,673	195,802	207,227	11,425
Traff Ctrl & Signal Opt Det UG	51,402	75,000	98,598	0	(98,598)
Infra Planning - Road & Bridge	283,338	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,088,518</b>	<b>1,581,749</b>	<b>1,417,304</b>	<b>1,410,798</b>	<b>(6,506)</b>
<b>Transfers - Asset Maintenance</b>					
CPG Welcome Sign Hwy 97 South	(1,515)	0	0	0	0
Gravel Roads - Grading AM	267,008	245,000	260,000	263,000	3,000
Curb & Gutter Mtce AM	29,478	25,000	25,000	25,000	0
Bridges & Structures Mtce	383	3,612	400	400	0
Mtce Asphalt Rd-Cold Patch AM	112,949	79,470	80,000	114,900	34,900
Mtce Asphalt Rd-Major Patch AM	13,848	45,000	45,000	45,000	0
Mtce Asphalt Rd - Hot Patch AM	194,072	180,000	180,000	195,000	15,000
Sign Mtce Operations AM	25,095	26,000	27,950	35,000	7,050
Traff Ctrl & Signal Opt Det UG	(51,402)	(75,000)	(98,598)	0	98,598
<b>Total Transfers - Asset Maintenance</b>	<b>589,914</b>	<b>529,082</b>	<b>519,752</b>	<b>678,300</b>	<b>158,548</b>
<b>Net Operations</b>	<b>4,116,696</b>	<b>3,749,131</b>	<b>3,634,349</b>	<b>3,856,394</b>	<b>222,045</b>

## Service Category Summary

### Roads

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(104,349)	(135,124)	(140,959)	(141,912)	(953)
Expenditures					
Salary & Wages (including Benefits)	1,583,806	2,022,249	2,023,059	2,113,120	90,061
Non-Salary Expenses	1,716,794	980,749	945,397	875,286	(70,111)
Total Expenditures	3,300,600	3,002,998	2,968,456	2,988,406	19,950
Debt	0	0	0	0	0
Transfers	920,445	881,257	806,852	1,009,900	203,048
Net Operations	4,116,696	3,749,131	3,634,349	3,856,394	222,045

## Service Category Summary

### Storm Drainage

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Spills	(3,456)	0	0	(10,000)	(10,000)
Ditching - Culvert Replacement	(6,872)	0	0	0	0
3rd Pty - Curb Drop Installati	(20,135)	(13,858)	(18,458)	(18,539)	(81)
3rd Pty - Culvert Install	(41,993)	(18,708)	(25,908)	(25,985)	(77)
Storm Connections	(2,781)	(68,865)	(74,448)	(72,331)	2,117
3rd Pty - Storm Sewer	(14,153)	(6,884)	(6,884)	(6,914)	(30)
3rd Pty Streets - Connections	(42,663)	(40,425)	(40,425)	(40,706)	(281)
<b>Total Revenues</b>	<b>(132,052)</b>	<b>(148,740)</b>	<b>(166,123)</b>	<b>(174,475)</b>	<b>(8,352)</b>
<b>Expenditures</b>					
Spills	31,450	6,289	56,289	56,483	194
Ditching - Culvert Replacement	27,955	75,111	48,058	42,272	(5,786)
3rd Pty - Curb Drop Installati	16,440	13,858	13,858	13,939	81
3rd Pty - Culvert Install	28,489	18,708	18,708	18,785	77
Utilities - Admin Operations	17,273	27,040	14,350	27,040	12,690
Storm Operations	367,154	381,685	317,236	331,514	14,278
Storm Connections	2,449	68,865	69,248	72,331	3,083
Storm Sewer Pumphouse - Admin	17,657	10,112	10,665	9,119	(1,546)
3rd Pty - Storm Sewer	9,376	6,884	6,884	6,914	30
3rd Pty Streets - Connections	13,142	40,425	40,425	40,706	281
<b>Total Expenditures</b>	<b>531,387</b>	<b>648,977</b>	<b>595,721</b>	<b>619,103</b>	<b>23,382</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Spills	873	2,000	2,000	2,000	0
Ditching - Culvert Replacement	25,687	24,000	26,000	26,000	0
3rd Pty - Curb Drop Installati	5,740	0	4,600	4,600	0
3rd Pty - Culvert Install	11,224	0	7,200	7,200	0
Storm Operations	78,826	91,988	67,000	70,000	3,000
Storm Connections	435	0	5,200	0	(5,200)
3rd Pty - Storm Sewer	4,777	0	0	0	0
3rd Pty Streets - Connections	2,775	0	0	0	0
<b>Total Transfers</b>	<b>130,335</b>	<b>117,988</b>	<b>112,000</b>	<b>109,800</b>	<b>(2,200)</b>

## Service Category Summary

### Storm Drainage

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues - Asset Maintenance</b>					
Parkridge Creek WDP	(25,393)	0	0	0	0
West Fraser River WDP	(10,570)	0	0	0	0
Drainage Improvements	(24,744)	0	0	0	0
Storm Operations AM	(47,433)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(108,139)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Parkridge Creek WDP	28,214	28,214	0	0	0
West Fraser River WDP	11,744	11,744	0	0	0
Drainage Improvements	54,324	94,569	119,582	0	(119,582)
Ditching - Culvert Replace AM	184,214	119,834	174,716	188,406	13,690
Storm Operations AM	614,487	190,996	420,446	430,704	10,258
Storm Sewer Pumphouse - Adm AM	6,767	1,151	1,151	3,478	2,327
Prepaving Storm Water Infrastr	119,074	120,000	126,842	0	(126,842)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,018,823</b>	<b>566,508</b>	<b>842,737</b>	<b>622,588</b>	<b>(220,149)</b>
<b>Transfers - Asset Maintenance</b>					
Parkridge Creek WDP	(2,821)	(28,214)	0	0	0
West Fraser River WDP	(1,174)	(11,744)	0	0	0
Drainage Improvements	(29,580)	(94,569)	(119,582)	0	119,582
Ditching - Culvert Replace AM	122,355	80,000	90,000	84,000	(6,000)
Storm Operations AM	106,895	119,500	119,500	120,000	500
Storm Sewer Pumphouse - Adm AM	1,334	0	0	0	0
Prepaving Storm Water Infrastr	(119,074)	(120,000)	(126,842)	0	126,842
<b>Total Transfers - Asset Maintenance</b>	<b>77,934</b>	<b>(55,027)</b>	<b>(36,924)</b>	<b>204,000</b>	<b>240,924</b>
<b>Net Operations</b>	<b>1,518,288</b>	<b>1,129,706</b>	<b>1,347,411</b>	<b>1,381,016</b>	<b>33,605</b>

## Service Category Summary

### Storm Drainage

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(240,191)	(148,740)	(166,123)	(174,475)	(8,352)
Expenditures					
Salary & Wages (including Benefits)	787,034	790,672	795,378	784,392	(10,986)
Non-Salary Expenses	763,177	424,813	643,080	457,299	(185,781)
Total Expenditures	1,550,210	1,215,485	1,438,458	1,241,691	(196,767)
Debt	0	0	0	0	0
Transfers	208,269	62,961	75,076	313,800	238,724
Net Operations	1,518,288	1,129,706	1,347,411	1,381,016	33,605

## Service Category Summary

### Fleet Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Fleet Serv - Fire Services	(624)	0	0	0	0
Fleet Damage	(14,415)	0	0	0	0
Fleet Mtce - Operations	(55,767)	(4,340)	(4,340)	(5,000)	(660)
Fleet Serv - RCMP Post Garage	(404,721)	(600,000)	(347,289)	(360,534)	(13,245)
Fleet Serv - RCMP Refueling	(141,611)	0	0	(150,000)	(150,000)
Fleet Serv Shop Overhead	(3,828)	0	0	(5,000)	(5,000)
<b>Total Revenues</b>	<b>(620,966)</b>	<b>(604,340)</b>	<b>(351,629)</b>	<b>(520,534)</b>	<b>(168,905)</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	240,169	237,725	229,705	240,155	10,450
Fleet Serv-Sm Tools Rpr/Purch	8,992	12,600	12,600	12,600	0
Fleet Serv - Fire Services	383,202	340,517	340,580	375,100	34,520
Welding Shop Operations	45,596	143,304	86,809	100,891	14,082
Fleet Damage	160,584	75,000	75,000	75,000	0
Fleet Mtce - Operations	4,677,731	4,582,920	4,779,284	4,943,357	164,073
Fleet Serv - RCMP	93,046	89,154	86,444	90,231	3,787
Fleet Serv - RCMP Post Garage	296,907	510,846	260,845	270,303	9,458
Fleet Serv - RCMP Refueling	141,611	0	0	150,000	150,000
Fleet Serv Shop Overhead	639,647	539,330	633,730	665,286	31,556
Supply Serv - Operations	124	0	0	0	0
<b>Total Expenditures</b>	<b>6,687,607</b>	<b>6,531,396</b>	<b>6,504,997</b>	<b>6,922,923</b>	<b>417,926</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fleet Mtce - Operations	326,090	0	0	0	0
Fleet Equipment Rental	(9,965,146)	(8,189,542)	(8,353,000)	(8,529,000)	(176,000)
Fleet Internal Leases	1,838,452	2,644,137	2,556,246	2,864,005	307,759
Fleet Serv Shop Overhead	76,686	87,424	70,971	59,400	(11,571)
<b>Total Transfers</b>	<b>(7,723,918)</b>	<b>(5,457,981)</b>	<b>(5,725,783)</b>	<b>(5,605,595)</b>	<b>120,188</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Small Equipment - Acquisitions	11,040	20,000	20,000	20,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>11,040</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Small Equipment - Acquisitions	11	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>(1,646,227)</b>	<b>489,075</b>	<b>447,585</b>	<b>816,794</b>	<b>369,209</b>

## Service Category Summary

### Fleet Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<u>(620,966)</u>	<u>(604,340)</u>	<u>(351,629)</u>	<u>(520,534)</u>	<u>(168,905)</u>
Expenditures					
Salary & Wages (including Benefits)	2,683,875	2,554,785	2,554,557	2,777,583	223,026
Non-Salary Expenses	<u>4,014,773</u>	<u>3,996,611</u>	<u>3,970,440</u>	<u>4,165,340</u>	<u>194,900</u>
Total Expenditures	<u>6,698,647</u>	<u>6,551,396</u>	<u>6,524,997</u>	<u>6,942,923</u>	<u>417,926</u>
Debt	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers	<u>(7,723,908)</u>	<u>(5,457,981)</u>	<u>(5,725,783)</u>	<u>(5,605,595)</u>	<u>120,188</u>
Net Operations	<u>(1,646,227)</u>	<u>489,075</u>	<u>447,585</u>	<u>816,794</u>	<u>369,209</u>

## Service Category Summary

### Street Lighting

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Street Lighting	(1,097)	(1,200)	(1,200)	(1,200)	0
3rd Pty - Util-Electrical	(78,806)	(35,000)	(35,000)	(50,000)	(15,000)
<b>Total Revenues</b>	<b>(79,903)</b>	<b>(36,200)</b>	<b>(36,200)</b>	<b>(51,200)</b>	<b>(15,000)</b>
<b>Expenditures</b>					
Traffic Signals	98,162	85,437	76,147	105,151	29,004
Street Lighting	1,134,523	1,182,146	1,191,791	1,262,373	70,582
3rd Pty - Util-Electrical	68,864	37,595	37,595	72,933	35,338
<b>Total Expenditures</b>	<b>1,301,550</b>	<b>1,305,178</b>	<b>1,305,533</b>	<b>1,440,457</b>	<b>134,924</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Traffic Signals	18,484	20,000	20,000	20,000	0
Street Lighting	15,484	16,000	16,000	16,000	0
3rd Pty - Util-Electrical	8,259	2,300	8,000	8,000	0
<b>Total Transfers</b>	<b>42,226</b>	<b>38,300</b>	<b>44,000</b>	<b>44,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
StreetLight Repl 1st&Foothills	25,547	0	0	0	0
Traffic Signals AM	86,567	101,230	101,230	81,149	(20,081)
Street Lighting AM	297,942	217,211	217,211	197,279	(19,932)
Boundary Rd and Hwy 16 Signlz	66,140	150,000	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>476,196</b>	<b>468,441</b>	<b>318,441</b>	<b>278,428</b>	<b>(40,013)</b>
<b>Transfers - Asset Maintenance</b>					
StreetLight Repl 1st&Foothills	(25,547)	0	0	0	0
Traffic Signals AM	7,974	52,314	52,000	42,400	(9,600)
Street Lighting AM	28,123	28,000	28,000	28,000	0
Boundary Rd and Hwy 16 Signlz	(66,140)	(150,000)	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(55,591)</b>	<b>(69,686)</b>	<b>80,000</b>	<b>70,400</b>	<b>(9,600)</b>
<b>Net Operations</b>	<b>1,684,478</b>	<b>1,706,033</b>	<b>1,711,774</b>	<b>1,782,085</b>	<b>70,311</b>

## Service Category Summary

### Street Lighting

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(79,903)	(36,200)	(36,200)	(51,200)	(15,000)
Expenditures					
Salary & Wages (including Benefits)	236,050	231,683	231,683	241,377	9,694
Non-Salary Expenses	1,541,695	1,541,936	1,392,291	1,477,508	85,217
Total Expenditures	1,777,746	1,773,619	1,623,974	1,718,885	94,911
Debt	0	0	0	0	0
Transfers	(13,365)	(31,386)	124,000	114,400	(9,600)
Net Operations	1,684,478	1,706,033	1,711,774	1,782,085	70,311

## Service Category Summary

### Civic Operations Admin

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Civic Operations Admin.	(7,527)	(5,000)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(7,527)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Civic Operations Admin.	1,064,207	780,175	288,448	298,269	9,821
<b>Total Expenditures</b>	<b>1,064,207</b>	<b>780,175</b>	<b>288,448</b>	<b>298,269</b>	<b>9,821</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Civic Operations Admin.	33,625	0	21,900	162,570	140,670
<b>Total Transfers</b>	<b>33,625</b>	<b>0</b>	<b>21,900</b>	<b>162,570</b>	<b>140,670</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,090,305</b>	<b>775,175</b>	<b>305,348</b>	<b>455,839</b>	<b>150,491</b>

## Service Category Summary

### Civic Operations Admin

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(7,527)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	1,030,349	763,365	271,638	281,469	9,831
Non-Salary Expenses	33,858	16,810	16,810	16,800	(10)
Total Expenditures	1,064,207	780,175	288,448	298,269	9,821
Debt	0	0	0	0	0
Transfers	33,625	0	21,900	162,570	140,670
Net Operations	1,090,305	775,175	305,348	455,839	150,491

## Service Category Summary

### Solid Waste Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Solid Waste Operations	(4,739,638)	(4,707,660)	(4,735,470)	(4,843,000)	(107,530)
<b>Total Revenues</b>	<b>(4,739,638)</b>	<b>(4,707,660)</b>	<b>(4,735,470)</b>	<b>(4,843,000)</b>	<b>(107,530)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,750,129	2,291,648	2,277,116	2,723,246	446,130
Downtown Clean up	131,873	65,391	66,191	57,265	(8,926)
<b>Total Expenditures</b>	<b>2,882,002</b>	<b>2,357,039</b>	<b>2,343,307</b>	<b>2,780,511</b>	<b>437,204</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Solid Waste Operations	1,096,697	1,079,603	1,138,881	1,203,387	64,506
Downtown Clean up	22,688	26,700	27,600	27,600	0
Solid Waste - Surplus transfer	0	100,000	100,000	100,000	0
Solid Waste - trsf Gen Capital	715,894	1,082,239	1,097,038	697,081	(399,957)
Solid Waste - Trsf Asset Main.	22,356	62,079	28,644	34,421	5,777
<b>Total Transfers</b>	<b>1,857,635</b>	<b>2,350,621</b>	<b>2,392,163</b>	<b>2,062,489</b>	<b>(329,674)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Solid Waste Operations AM	21,937	62,079	28,644	34,421	5,777
Bear Smart Program	4,931	17,632	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>26,868</b>	<b>79,711</b>	<b>28,644</b>	<b>34,421</b>	<b>5,777</b>
<b>Transfers - Asset Maintenance</b>					
Solid Waste Operations AM	419	0	0	0	0
Bear Smart Program	(4,931)	(17,632)	0	0	0
User Fee Funded-Solid Waste	(22,356)	(62,079)	(28,644)	(34,421)	(5,777)
<b>Total Transfers - Asset Maintenance</b>	<b>(26,868)</b>	<b>(79,711)</b>	<b>(28,644)</b>	<b>(34,421)</b>	<b>(5,777)</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Solid Waste Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(4,739,638)</b>	<b>(4,707,660)</b>	<b>(4,735,470)</b>	<b>(4,843,000)</b>	<b>(107,530)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,169,312</b>	<b>993,346</b>	<b>985,079</b>	<b>1,020,019</b>	<b>34,940</b>
Non-Salary Expenses	<b>1,739,558</b>	<b>1,443,404</b>	<b>1,386,872</b>	<b>1,794,913</b>	<b>408,041</b>
Total Expenditures	<b>2,908,870</b>	<b>2,436,750</b>	<b>2,371,951</b>	<b>2,814,932</b>	<b>442,981</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,830,767</b>	<b>2,270,910</b>	<b>2,363,519</b>	<b>2,028,068</b>	<b>(335,451)</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Cemetery

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Memorial Park Cemetery	(513,256)	(498,720)	(488,720)	(550,000)	(61,280)
<b>Total Revenues</b>	<b>(513,256)</b>	<b>(498,720)</b>	<b>(488,720)</b>	<b>(550,000)</b>	<b>(61,280)</b>
<b>Expenditures</b>					
Memorial Park Cemetery	545,367	480,429	498,692	517,108	18,416
<b>Total Expenditures</b>	<b>545,367</b>	<b>480,429</b>	<b>498,692</b>	<b>517,108</b>	<b>18,416</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Memorial Park Cemetery	44,158	51,525	82,081	94,688	12,607
<b>Total Transfers</b>	<b>44,158</b>	<b>51,525</b>	<b>82,081</b>	<b>94,688</b>	<b>12,607</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Memorial Park Cemetery AM	20,243	15,906	4,184	8,557	4,373
<b>Total Expenditures - Asset Maintenance</b>	<b>20,243</b>	<b>15,906</b>	<b>4,184</b>	<b>8,557</b>	<b>4,373</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	80	1,000	1,000	1,000	0
<b>Total Transfers - Asset Maintenance</b>	<b>80</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Net Operations</b>	<b>96,591</b>	<b>50,140</b>	<b>97,237</b>	<b>71,353</b>	<b>(25,884)</b>

## Service Category Summary

### Cemetery

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(513,256)	(498,720)	(488,720)	(550,000)	(61,280)
Expenditures					
Salary & Wages (including Benefits)	419,153	397,632	398,391	417,373	18,982
Non-Salary Expenses	146,457	98,703	104,485	108,292	3,807
Total Expenditures	565,610	496,335	502,876	525,665	22,789
Debt	0	0	0	0	0
Transfers	44,238	52,525	83,081	95,688	12,607
Net Operations	96,591	50,140	97,237	71,353	(25,884)

## Service Category Summary

### Sewer Operations

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Sanitary Sewer Operations	(5,436)	0	0	0	0
3rd Pty - Sanitary Sewer	(28,615)	(10,331)	(10,331)	(12,659)	(2,328)
WWTC - Operations	(8,949)	(10,000)	(10,000)	(10,000)	0
Lagoon - Treatment Plant - Opr	(3,990)	(4,320)	(2,500)	(3,000)	(500)
Sewer Connection	(21,100)	(44,965)	(29,965)	(33,059)	(3,094)
Fin Plan - Managed Debt	(95,727)	(95,727)	(107,971)	(120,754)	(12,783)
Investment Earnings - Sewer	(32,961)	(35,000)	(12,000)	(12,000)	0
Fin Serv - Sewer - Managed	(13,598,910)	(13,675,826)	(14,367,293)	(14,880,792)	(513,499)
<b>Total Revenues</b>	<b>(13,795,688)</b>	<b>(13,876,169)</b>	<b>(14,540,060)</b>	<b>(15,072,264)</b>	<b>(532,204)</b>
<b>Expenditures</b>					
Utilities Sewer Admin	813,428	929,418	792,350	920,282	127,932
Sanitary Sewer Operations	888,060	1,248,013	1,251,745	1,133,430	(118,315)
3rd Pty - Sanitary Sewer	18,535	5,731	5,731	5,759	28
Lift Station Hydro	162,999	159,144	164,320	170,378	6,058
Lift Station Operations/Mtce	558,057	607,222	764,192	794,389	30,197
WWTC - Operations	1,562,192	1,003,103	1,323,107	1,280,787	(42,320)
Lagoon - Treatment Plant - Opr	205,834	116,191	118,595	117,671	(924)
Sewer Connection	24,781	22,965	22,965	23,059	94
Amortization - budget only	0	2,000,000	2,200,000	3,000,000	800,000
Amortization - budget - contra	0	(2,000,000)	(2,200,000)	(3,000,000)	(800,000)
Asset Amort & Gain/Loss-Sewer	2,335,989	0	0	0	0
Fin Serv - Sewer - Managed	2,901	0	0	0	0
<b>Total Expenditures</b>	<b>6,572,775</b>	<b>4,091,787</b>	<b>4,443,005</b>	<b>4,445,755</b>	<b>2,750</b>
<b>Debt</b>					
Fin Plan - Managed Debt	425,012	424,990	437,234	450,017	12,783
<b>Total Debt</b>	<b>425,012</b>	<b>424,990</b>	<b>437,234</b>	<b>450,017</b>	<b>12,783</b>
<b>Transfers</b>					
Utilities Sewer Admin	6,567	0	0	0	0
Sanitary Sewer Operations	146,338	243,699	195,700	196,000	300
3rd Pty - Sanitary Sewer	4,454	4,600	4,600	6,900	2,300
Lift Station Operations/Mtce	112,498	104,100	104,100	120,000	15,900
WWTC - Operations	165,368	177,876	168,305	172,100	3,795
Lagoon - Treatment Plant - Opr	6,278	1,500	5,000	5,000	0
Sewer Connection	6,846	22,000	7,000	10,000	3,000
Asset Amort & Gain/Loss-Sewer	(2,335,989)	0	0	0	0
Fin Plan - Managed OH Chg	1,259,656	1,259,654	1,262,735	1,293,572	30,837
Swr Opr - Surplus transfer	5,403,387	5,326,182	6,336,623	6,129,926	(206,697)
Fin Serv - Sewer - Managed	(85,251)	(124,357)	(115,676)	(108,808)	6,868
Cont to Asset Mtce (fund 33)	1,912,523	2,344,138	1,691,434	2,351,802	660,368
<b>Total Transfers</b>	<b>6,602,674</b>	<b>9,359,392</b>	<b>9,659,821</b>	<b>10,176,492</b>	<b>516,671</b>

## Service Category Summary

### Sewer Operations

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues - Asset Maintenance</b>					
Sanitary Sewer Operations AM	(234)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(234)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Sewer Forcemain Assessment	1,761	0	0	0	0
Prepaving Upgrade - Sewer	48,348	110,000	166,753	0	(166,753)
Sanitary Lat Relin/Repl	33,726	40,000	0	0	0
Lift Station Opr/Mtce AM	282,299	495,195	278,176	334,647	56,471
WWTC - Operations AM	500,827	939,905	501,487	599,201	97,714
Sanitary Sewer Operations AM	644,361	576,153	577,686	782,557	204,871
Lagoon Treatment Plant-Opr AM	110,317	5,885	5,885	5,897	12
Infrastructure Planning -Sewer	55,353	25,000	525,000	300,000	(225,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,676,992</b>	<b>2,192,138</b>	<b>2,054,987</b>	<b>2,022,302</b>	<b>(32,685)</b>
<b>Transfers - Asset Maintenance</b>					
Sewer Forcemain Assessment	(1,761)	0	0	0	0
Prepaving Upgrade - Sewer	(48,348)	(110,000)	(166,753)	0	166,753
Sanitary Lat Relin/Repl	(33,726)	(40,000)	0	0	0
Lift Station Opr/Mtce AM	8,338	5,000	8,000	10,000	2,000
WWTC - Operations AM	6,716	5,000	5,000	5,000	0
Sanitary Sewer Operations AM	297,390	290,000	290,000	313,500	23,500
Lagoon Treatment Plant-Opr AM	1,122	2,000	200	1,000	800
Infrastructure Planning -Sewer	6,034	0	(500,000)	0	500,000
User Fee Funded - Sewer	(1,912,523)	(2,344,138)	(1,691,434)	(2,351,802)	(660,368)
<b>Total Transfers - Asset Maintenance</b>	<b>(1,676,758)</b>	<b>(2,192,138)</b>	<b>(2,054,987)</b>	<b>(2,022,302)</b>	<b>32,685</b>
<b>Net Operations</b>	<b>(195,226)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Sewer Operations

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(13,795,921)</b>	<b>(13,876,169)</b>	<b>(14,540,060)</b>	<b>(15,072,264)</b>	<b>(532,204)</b>
Expenditures					
Salary & Wages (including Benefits)	3,590,296	4,221,846	4,087,812	4,266,679	178,867
Non-Salary Expenses	4,659,471	2,062,079	2,410,180	2,201,378	(208,802)
Total Expenditures	<b>8,249,767</b>	<b>6,283,925</b>	<b>6,497,992</b>	<b>6,468,057</b>	<b>(29,935)</b>
Debt	425,012	424,990	437,234	450,017	12,783
Transfers	4,925,916	7,167,254	7,604,834	8,154,190	549,356
Net Operations	<b>(195,226)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Water Operations	(46,435)	(27,290)	(28,460)	(28,450)	10
Meter Repairs Opr & Recoveries	(475)	0	0	0	0
3rd Pty - Water	(28,524)	(13,433)	(13,423)	(13,475)	(52)
3rd Pty - Water Main	(7,159)	(10,643)	(10,643)	(10,705)	(62)
Water Connections - Prepaid	(42,400)	(28,545)	(36,545)	(36,113)	432
Water Disconnect	0	(7,860)	(7,860)	(7,904)	(44)
Fin Plan - Managed Debt	(332,277)	(332,277)	(365,553)	(400,850)	(35,297)
Investment Earnings - Water	(14,309)	(20,000)	(7,000)	(7,000)	0
Fin Serv - Water - Managed	(16,381,882)	(16,603,435)	(16,712,634)	(17,409,157)	(696,523)
<b>Total Revenues</b>	<b>(16,853,461)</b>	<b>(17,043,483)</b>	<b>(17,182,118)</b>	<b>(17,913,654)</b>	<b>(731,536)</b>
<b>Expenditures</b>					
Water Operations	1,258,351	1,559,561	1,436,052	1,272,459	(163,593)
Water Stns Electricity	981,341	1,005,141	1,068,080	1,118,104	50,024
Utilities Water Admin	610,217	819,368	737,564	861,779	124,215
Water Treatment	42,390	27,060	27,060	35,000	7,940
Pumping Stations - Opr	1,133,932	941,622	987,759	934,287	(53,472)
Meter Repairs Opr & Recoveries	64,488	189,628	183,628	177,994	(5,634)
Reservoirs - Operations	39,570	67,675	69,814	70,215	401
3rd Pty - Water	17,359	9,433	9,423	9,475	52
3rd Pty - Water Main	1,622	9,443	9,443	9,505	62
Water Connections - Prepaid	42,602	24,545	24,545	24,613	68
Water Disconnect	0	5,560	5,560	5,604	44
Amortization - budget only	0	2,100,000	2,400,000	3,500,000	1,100,000
Amortization - budget - contra	0	(2,100,000)	(2,400,000)	(3,500,000)	(1,100,000)
Asset Amort & Gain/Loss-Water	2,485,071	0	0	0	0
Fin Serv - Water - Managed	3,590	0	0	0	0
<b>Total Expenditures</b>	<b>6,680,534</b>	<b>4,659,036</b>	<b>4,558,928</b>	<b>4,519,035</b>	<b>(39,893)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,368,516	1,368,515	1,400,325	1,445,058	44,733
<b>Total Debt</b>	<b>1,368,516</b>	<b>1,368,515</b>	<b>1,400,325</b>	<b>1,445,058</b>	<b>44,733</b>
<b>Transfers</b>					
Water Operations	219,518	210,000	197,300	198,000	700
Utilities Water Admin	4,630	0	0	0	0
Water Treatment	720	0	0	0	0
Pumping Stations - Opr	119,611	95,516	95,350	85,518	(9,832)
Meter Repairs Opr & Recoveries	15,427	0	14,400	14,400	0
Reservoirs - Operations	766	2,000	500	500	0
3rd Pty - Water	3,130	4,000	4,000	4,000	0
3rd Pty - Water Main	692	1,200	1,200	1,200	0
Water Connections - Prepaid	12,279	4,000	12,000	11,500	(500)
Water Disconnect	0	2,300	2,300	2,300	0
Fin Plan - Managed OH Charge	1,304,656	1,304,655	1,275,118	1,254,416	(20,702)
Asset Amort & Gain/Loss-Water	(2,485,071)	0	0	0	0
Wtr Opr - Surplus transfer	6,889,973	7,846,636	7,941,779	7,730,497	(211,282)
Fin Serv - Water - Managed	(293,396)	(371,869)	(351,751)	(330,865)	20,886
Cont to Asset Mtce (fund 43)	3,011,436	1,917,494	2,030,669	2,978,095	947,426
<b>Total Transfers</b>	<b>8,804,371</b>	<b>11,015,932</b>	<b>11,222,865</b>	<b>11,949,561</b>	<b>726,696</b>

## Service Category Summary

### Water Operations

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues - Asset Maintenance</b>					
Water Operations AM	(126,458)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(126,458)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Prepaving Water Infrastructure	59,069	89,000	89,000	0	(89,000)
Pumping Stations - Opr AM	609,434	277,547	230,942	381,263	150,321
Meter Repairs Opr & Recover AM	126,744	31,783	31,793	77,909	46,116
Reservoirs - Operations AM	102,674	1,794	2,676	2,684	8
Water Operations AM	1,761,476	1,198,918	1,290,258	1,765,239	474,981
Infrastructure Planning -Water	2,584	25,000	25,000	300,000	275,000
Small Equipment - Acquisitions	12,064	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,674,045</b>	<b>1,624,042</b>	<b>1,669,669</b>	<b>2,527,095</b>	<b>857,426</b>
<b>Transfers - Asset Maintenance</b>					
Prepaving Water Infrastructure	(59,069)	(89,000)	(89,000)	0	89,000
Pumping Stations - Opr AM	24,116	15,000	20,000	20,000	0
Meter Repairs Opr & Recover AM	2,680	0	3,000	2,000	(1,000)
Reservoirs - Operations AM	958	2,000	2,000	2,000	0
Water Operations AM	495,166	365,452	425,000	427,000	2,000
User Fee Funded - Water	(3,011,436)	(1,917,494)	(2,030,669)	(2,978,095)	(947,426)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,547,587)</b>	<b>(1,624,042)</b>	<b>(1,669,669)</b>	<b>(2,527,095)</b>	<b>(857,426)</b>
<b>Net Operations</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(16,979,919)</b>	<b>(17,043,483)</b>	<b>(17,182,118)</b>	<b>(17,913,654)</b>	<b>(731,536)</b>
Expenditures					
Salary & Wages (including Benefits)	3,713,668	3,809,716	3,728,133	3,941,690	213,557
Non-Salary Expenses	5,640,910	2,473,362	2,500,464	3,104,440	603,976
Total Expenditures	<b>9,354,578</b>	<b>6,283,078</b>	<b>6,228,597</b>	<b>7,046,130</b>	<b>817,533</b>
Debt	<b>1,368,516</b>	<b>1,368,515</b>	<b>1,400,325</b>	<b>1,445,058</b>	<b>44,733</b>
Transfers	<b>6,256,784</b>	<b>9,391,890</b>	<b>9,553,196</b>	<b>9,422,466</b>	<b>(130,730)</b>
Net Operations	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Parks

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Parks & Recreation	(4,913)	0	0	0	0
Parks Operations	(78,729)	(105,000)	(5,000)	(110,000)	(105,000)
Carpenter Shop Operations	(21,419)	0	0	0	0
Boulevard repairs connections	(6,230)	(10,957)	(10,257)	(10,743)	(486)
<b>Total Revenues</b>	<b>(111,291)</b>	<b>(115,957)</b>	<b>(15,257)</b>	<b>(120,743)</b>	<b>(105,486)</b>
<b>Expenditures</b>					
Shared Use Agreement	61,250	245,000	113,000	275,000	162,000
Parks & Recreation	180,499	211,177	129,107	226,854	97,747
Parks Operations	1,304,772	1,552,093	1,549,184	1,712,249	163,065
Boulevards - Parks	147,562	264,419	234,896	254,864	19,968
Major Parks	362,488	415,427	366,400	360,357	(6,043)
Nature Parks & Green Space	166,579	157,021	95,234	76,240	(18,994)
Neighborhood Parks	286,352	412,272	391,030	408,412	17,382
Sportsfield, Turf, & Irrigation	371,535	380,166	483,355	532,023	48,668
Trails	30,821	30,818	55,256	65,332	10,076
Carpenter Shop Operations	235,428	209,362	209,372	220,013	10,641
Boulevard repairs connections	3,581	10,157	10,157	10,643	486
Irrigation	205,540	81,741	241,263	210,382	(30,881)
<b>Total Expenditures</b>	<b>3,356,406</b>	<b>3,969,653</b>	<b>3,878,254</b>	<b>4,352,369</b>	<b>474,115</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parks Operations	173,849	229,961	203,023	175,875	(27,148)
Boulevards - Parks	80,963	87,000	8,700	80,000	71,300
Major Parks	95,742	90,000	104,000	110,000	6,000
Nature Parks & Green Space	60,447	60,000	80,000	80,000	0
Neighborhood Parks	157,639	150,000	155,000	155,000	0
Sportsfield, Turf, & Irrigation	197,813	270,000	240,000	202,400	(37,600)
Trails	17,455	20,000	20,000	20,000	0
Carpenter Shop Operations	16,024	20,000	20,000	13,200	(6,800)
Boulevard repairs connections	100	800	100	100	0
Irrigation	170	1,000	200	200	0
<b>Total Transfers</b>	<b>800,202</b>	<b>928,761</b>	<b>831,023</b>	<b>836,775</b>	<b>5,752</b>

## Service Category Summary

### Parks

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues - Asset Maintenance</b>					
Tree Planting	(45,000)	0	0	0	0
Park Signage	(4,500)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(49,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
New/Replace Pickleball Fencing	36,065	0	0	0	0
Tree Planting	96,888	95,000	47,500	0	(47,500)
Off Leash Areas	0	0	25,000	0	(25,000)
Park Signage	20,000	20,000	0	0	0
Parks Operations AM	24,533	125,796	36,697	39,247	2,550
Boulevards - Parks AM	0	26,612	4,369	3,341	(1,028)
Major Parks AM	17,607	19,974	10,550	9,813	(737)
Nature Parks & Green Space AM	368,589	199,632	179,788	209,984	30,196
Neighborhood Parks AM	11,403	11,910	27,591	28,899	1,308
Sportsfield, Turf, & Irigat AM	16,762	108,720	33,131	25,015	(8,116)
Trails AM	9,511	33,120	8,682	9,801	1,119
Irrigation - AM	72,311	103,686	68,888	67,897	(991)
<b>Total Expenditures - Asset Maintenance</b>	<b>673,670</b>	<b>744,450</b>	<b>442,196</b>	<b>393,997</b>	<b>(48,199)</b>
<b>Transfers - Asset Maintenance</b>					
New/Replace Pickleball Fencing	(36,065)	0	0	0	0
Tree Planting	(51,888)	(95,000)	(47,500)	0	47,500
Off Leash Areas	0	0	(25,000)	0	25,000
Park Signage	(15,500)	(20,000)	0	0	0
Parks Operations AM	2,610	2,000	3,000	3,000	0
Major Parks AM	95	2,000	500	4,000	3,500
Nature Parks & Green Space AM	161,152	150,000	150,000	95,000	(55,000)
Neighborhood Parks AM	2,824	4,000	800	1,500	700
Sportsfield, Turf, & Irigat AM	1,300	2,000	2,000	2,000	0
Trails AM	1,562	2,000	0	1,000	1,000
Irrigation - AM	721	1,500	1,500	1,500	0
<b>Total Transfers - Asset Maintenance</b>	<b>66,810</b>	<b>48,500</b>	<b>85,300</b>	<b>108,000</b>	<b>22,700</b>
<b>Net Operations</b>	<b>4,736,296</b>	<b>5,575,407</b>	<b>5,221,516</b>	<b>5,570,398</b>	<b>348,882</b>

## Service Category Summary

### Parks

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(160,791)	(115,957)	(15,257)	(120,743)	(105,486)
Expenditures					
Salary & Wages (including Benefits)	3,028,131	3,687,753	3,587,439	3,835,527	248,088
Non-Salary Expenses	1,001,945	1,026,350	733,011	910,839	177,828
Total Expenditures	4,030,076	4,714,103	4,320,450	4,746,366	425,916
Debt	0	0	0	0	0
Transfers	867,011	977,261	916,323	944,775	28,452
Net Operations	4,736,296	5,575,407	5,221,516	5,570,398	348,882

## Service Category Summary

### Project Delivery

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Project Delivery	(63,539)	(20,000)	(25,010)	(25,000)	10
<b>Total Revenues</b>	<b>(63,539)</b>	<b>(20,000)</b>	<b>(25,010)</b>	<b>(25,000)</b>	<b>10</b>
<b>Expenditures</b>					
Project Delivery	1,602,493	1,415,187	627,758	676,558	48,800
<b>Total Expenditures</b>	<b>1,602,493</b>	<b>1,415,187</b>	<b>627,758</b>	<b>676,558</b>	<b>48,800</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Project Delivery	55,743	56,000	12,000	12,000	0
Vacant Lots	0	1,863	0	0	0
<b>Total Transfers</b>	<b>55,743</b>	<b>57,863</b>	<b>12,000</b>	<b>12,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
CN-Roof Ladder Replacement	25,555	26,000	0	0	0
SFtGeo. Karate CI Roof Replace	28,120	0	0	0	0
Civic Facility Accessibility	72,957	100,000	174,833	0	(174,833)
ECRA-Replac Accessibility Lift	60,421	75,000	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>187,053</b>	<b>201,000</b>	<b>174,833</b>	<b>0</b>	<b>(174,833)</b>
<b>Transfers - Asset Maintenance</b>					
CN-Roof Ladder Replacement	(25,555)	(26,000)	0	0	0
SFtGeo. Karate CI Roof Replace	(28,120)	0	0	0	0
Civic Facility Accessibility	(72,957)	(100,000)	(174,833)	0	174,833
ECRA-Replac Accessibility Lift	(60,421)	(75,000)	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(187,053)</b>	<b>(201,000)</b>	<b>(174,833)</b>	<b>0</b>	<b>174,833</b>
<b>Net Operations</b>	<b>1,594,696</b>	<b>1,453,050</b>	<b>614,748</b>	<b>663,558</b>	<b>48,810</b>

## Service Category Summary

### Project Delivery

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(63,539)	(20,000)	(25,010)	(25,000)	10
Expenditures					
Salary & Wages (including Benefits)	1,496,345	1,336,667	587,412	606,638	19,226
Non-Salary Expenses	293,201	279,520	215,179	69,920	(145,259)
Total Expenditures	1,789,546	1,616,187	802,591	676,558	(126,033)
Debt	0	0	0	0	0
Transfers	(131,311)	(143,137)	(162,833)	12,000	174,833
Net Operations	1,594,696	1,453,050	614,748	663,558	48,810

## Service Category Summary

### District Energy

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Utilities Distr Energy Admin	0	(26,400)	0	0	0
Fin Serv-Distr Energy-Managed	(177,478)	(184,306)	(191,847)	(192,975)	(1,128)
Ramada DES - Design & Build	(100,000)	0	0	0	0
<b>Total Revenues</b>	<b>(277,478)</b>	<b>(210,706)</b>	<b>(191,847)</b>	<b>(192,975)</b>	<b>(1,128)</b>
<b>Expenditures</b>					
Utilities Distr Energy Admin	526	18,383	18,383	1,947	(16,436)
District Energy Operations	312,172	353,768	376,653	403,346	26,693
Amortization - budget only	0	600,000	606,000	617,000	11,000
Amortization - budget - contra	0	(600,000)	(606,000)	(617,000)	(11,000)
Asset Amort & Gain/Loss-DES	617,298	0	0	0	0
Ramada DES - Design & Build	1,525	0	0	400,000	400,000
<b>Total Expenditures</b>	<b>931,521</b>	<b>372,151</b>	<b>395,036</b>	<b>805,293</b>	<b>410,257</b>
<b>Debt</b>					
Fin Plan - Managed Debt	425,321	425,321	417,321	409,321	(8,000)
<b>Total Debt</b>	<b>425,321</b>	<b>425,321</b>	<b>417,321</b>	<b>409,321</b>	<b>(8,000)</b>
<b>Transfers</b>					
District Energy Operations	2,572	1,578	1,553	1,811	258
Fin Plan - Managed OH Charge	78,740	78,741	84,562	88,604	4,042
Asset Amort & Gain/Loss-DES	(617,298)	0	0	0	0
District Energy - Surplus trsf	(73,979)	(207,615)	(175,275)	(412,135)	(236,860)
Fin Serv-Distr Energy-Managed	(490,450)	(498,093)	(569,973)	(438,607)	131,366
Ramada DES - Design & Build	0	0	0	(300,000)	(300,000)
Cont to Asset Mtce (fund 23)	21,052	38,623	38,623	38,688	65
<b>Total Transfers</b>	<b>(1,079,363)</b>	<b>(586,766)</b>	<b>(620,510)</b>	<b>(1,021,639)</b>	<b>(401,129)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
District Energy Maintenance	20,968	38,623	38,623	38,688	65
DES Peaking Plant Boilers Insp	8,065	20,800	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>29,032</b>	<b>59,423</b>	<b>38,623</b>	<b>38,688</b>	<b>65</b>
<b>Transfers - Asset Maintenance</b>					
District Energy Maintenance	84	0	0	0	0
DES Peaking Plant Boilers Insp	(8,065)	(20,800)	0	0	0
User Fee Funded - Distr Energy	(21,052)	(38,623)	(38,623)	(38,688)	(65)
<b>Total Transfers - Asset Maintenance</b>	<b>(29,032)</b>	<b>(59,423)</b>	<b>(38,623)</b>	<b>(38,688)</b>	<b>(65)</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### District Energy

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(277,478)	(210,706)	(191,847)	(192,975)	(1,128)
Expenditures					
Salary & Wages (including Benefits)	46,564	90,495	90,495	92,635	2,140
Non-Salary Expenses	913,989	341,079	343,164	751,346	408,182
Total Expenditures	960,553	431,574	433,659	843,981	410,322
Debt	425,321	425,321	417,321	409,321	(8,000)
Transfers	(1,108,395)	(646,189)	(659,133)	(1,060,327)	(401,194)
Net Operations	0	0	0	0	0

## Service Category Summary

### Transportation & Tech Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Transit - BC Transit	(1,443,095)	(2,381,520)	(2,362,160)	(2,083,570)	278,590
<b>Total Revenues</b>	<b>(1,443,095)</b>	<b>(2,381,520)</b>	<b>(2,362,160)</b>	<b>(2,083,570)</b>	<b>278,590</b>
<b>Expenditures</b>					
Transit - BC Transit	3,713,425	5,915,260	6,064,741	6,644,948	580,207
Transportation & Tech Services	263,239	0	510,868	526,160	15,292
<b>Total Expenditures</b>	<b>3,976,664</b>	<b>5,915,260</b>	<b>6,575,609</b>	<b>7,171,108</b>	<b>595,499</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Transit - BC Transit	0	0	0	(858,797)	(858,797)
Transportation & Tech Services	7,720	0	33,800	28,800	(5,000)
<b>Total Transfers</b>	<b>7,720</b>	<b>0</b>	<b>33,800</b>	<b>(829,997)</b>	<b>(863,797)</b>
<b>Revenues - Asset Maintenance</b>					
Transit - BC Transit AM	(6,467)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(6,467)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Transit - BC Transit AM	20,567	12,430	12,440	12,440	0
<b>Total Expenditures - Asset Maintenance</b>	<b>20,567</b>	<b>12,430</b>	<b>12,440</b>	<b>12,440</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Transit - BC Transit AM	(3,101)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(3,101)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,552,287</b>	<b>3,546,170</b>	<b>4,259,689</b>	<b>4,269,981</b>	<b>10,292</b>

## Service Category Summary

### Transportation & Tech Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<u>(1,449,562)</u>	<u>(2,381,520)</u>	<u>(2,362,160)</u>	<u>(2,083,570)</u>	<u>278,590</u>
Expenditures					
Salary & Wages (including Benefits)	256,034	0	481,516	496,808	15,292
Non-Salary Expenses	<u>3,741,196</u>	<u>5,927,690</u>	<u>6,106,533</u>	<u>6,686,740</u>	<u>580,207</u>
Total Expenditures	<u>3,997,231</u>	<u>5,927,690</u>	<u>6,588,049</u>	<u>7,183,548</u>	<u>595,499</u>
Debt	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers	<u>4,618</u>	<u>0</u>	<u>33,800</u>	<u>(829,997)</u>	<u>(863,797)</u>
Net Operations	<u>2,552,287</u>	<u>3,546,170</u>	<u>4,259,689</u>	<u>4,269,981</u>	<u>10,292</u>

**Recreation & Events Summary**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Aquatics</b>								
REVENUE	(629,537)	(1,951,780)	(653,070)	(1,335,640)	(1,335,640)	(1,335,640)	(1,335,640)	(1,335,640)
EXPENDITURES	2,660,359	4,439,857	3,021,005	3,619,047	3,676,487	3,735,077	3,794,839	3,855,796
TRANSFERS	262,606	312,684	317,759	163,500	163,500	163,500	163,500	163,500
<b>Total</b>	<b>2,293,427</b>	<b>2,800,761</b>	<b>2,685,694</b>	<b>2,446,907</b>	<b>2,504,347</b>	<b>2,562,937</b>	<b>2,622,699</b>	<b>2,683,656</b>
<b>Recreation &amp; Events Admin.</b>								
EXPENDITURES	956,615	1,023,741	838,668	551,403	555,850	560,386	565,013	569,733
TRANSFERS	40,879	0	0	0	0	0	0	0
<b>Total</b>	<b>997,494</b>	<b>1,023,741</b>	<b>838,668</b>	<b>551,403</b>	<b>555,850</b>	<b>560,386</b>	<b>565,013</b>	<b>569,733</b>
<b>Facility Maintenance</b>								
REVENUE	(547,591)	(25,190)	(20,140)	(27,610)	(27,610)	(27,610)	(27,610)	(27,610)
EXPENDITURES	3,803,217	2,993,991	2,899,804	2,620,741	2,648,100	2,676,002	2,704,464	2,733,494
TRANSFERS	353,342	323,523	324,726	378,371	382,474	382,474	353,830	348,098
<b>Total</b>	<b>3,608,968</b>	<b>3,292,324</b>	<b>3,204,390</b>	<b>2,971,502</b>	<b>3,002,964</b>	<b>3,030,866</b>	<b>3,030,684</b>	<b>3,053,982</b>
<b>Entertainment Services</b>								
REVENUE	(769,634)	(1,581,440)	(75,000)	(841,580)	(631,580)	(631,580)	(631,580)	(631,580)
EXPENDITURES	506,194	1,112,191	225,318	1,353,583	1,363,885	1,374,393	1,385,109	1,396,040
TRANSFERS	4,303	6,335	2,500	4,658	4,658	4,658	4,658	4,658
<b>Total</b>	<b>(259,137)</b>	<b>(462,914)</b>	<b>152,818</b>	<b>516,661</b>	<b>736,963</b>	<b>747,471</b>	<b>758,187</b>	<b>769,118</b>
<b>Event Services</b>								
REVENUE	(436,964)	(1,600,570)	0	(430,882)	(430,882)	(430,882)	(430,882)	(430,882)
EXPENDITURES	670,543	1,415,243	36,065	1,173,620	1,189,983	1,206,673	1,223,696	1,241,060
TRANSFERS	55,794	(17,200)	(11,550)	(17,750)	(17,750)	(17,750)	(17,750)	(17,750)
<b>Total</b>	<b>289,373</b>	<b>(202,527)</b>	<b>24,515</b>	<b>724,988</b>	<b>741,351</b>	<b>758,041</b>	<b>775,064</b>	<b>792,428</b>
<b>Event Operations</b>								
REVENUE	(1,008,794)	(1,677,953)	(481,320)	(1,229,207)	(1,089,218)	(1,089,229)	(1,089,240)	(1,089,252)
EXPENDITURES	3,994,859	4,908,001	4,371,737	4,890,342	4,956,969	5,024,926	5,094,243	5,164,951
TRANSFERS	549,885	484,947	489,209	477,074	477,074	477,074	477,074	477,074
<b>Total</b>	<b>3,535,949</b>	<b>3,714,995</b>	<b>4,379,626</b>	<b>4,138,209</b>	<b>4,344,825</b>	<b>4,412,771</b>	<b>4,482,077</b>	<b>4,552,773</b>
<b>GRAND TOTAL</b>	<b>10,466,074</b>	<b>10,166,380</b>	<b>11,285,711</b>	<b>11,349,670</b>	<b>11,886,300</b>	<b>12,072,472</b>	<b>12,233,724</b>	<b>12,421,690</b>

## Service Category Summary

### Aquatics

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
PGAC - Building Operations	(507,759)	(1,306,130)	(653,070)	(1,167,410)	(514,340)
FSLP - Building Operations	(121,779)	(645,650)	0	(168,230)	(168,230)
<b>Total Revenues</b>	<b>(629,537)</b>	<b>(1,951,780)</b>	<b>(653,070)</b>	<b>(1,335,640)</b>	<b>(682,570)</b>
<b>Expenditures</b>					
PGAC - Building Operations	1,960,881	2,815,385	2,685,958	2,937,695	251,737
FSLP - Building Operations	557,633	1,484,788	211,926	564,658	352,732
<b>Total Expenditures</b>	<b>2,518,514</b>	<b>4,300,173</b>	<b>2,897,884</b>	<b>3,502,353</b>	<b>604,469</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
PGAC - Building Operations	84,682	100,280	98,835	103,500	4,665
FSLP - Building Operations	177,315	212,404	218,924	60,000	(158,924)
<b>Total Transfers</b>	<b>261,997</b>	<b>312,684</b>	<b>317,759</b>	<b>163,500</b>	<b>(154,259)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
PGAC - Building Operations AM	108,395	86,167	95,030	100,591	5,561
FSLP - Building Operations AM	33,450	53,517	28,091	16,103	(11,988)
<b>Total Expenditures - Asset Maintenance</b>	<b>141,845</b>	<b>139,684</b>	<b>123,121</b>	<b>116,694</b>	<b>(6,427)</b>
<b>Transfers - Asset Maintenance</b>					
PGAC - Building Operations AM	609	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,293,427</b>	<b>2,800,761</b>	<b>2,685,694</b>	<b>2,446,907</b>	<b>(238,787)</b>

## Service Category Summary

### Aquatics

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(629,537)	(1,951,780)	(653,070)	(1,335,640)	(682,570)
Expenditures					
Salary & Wages (including Benefits)	1,919,272	3,530,238	2,188,117	2,871,976	683,859
Non-Salary Expenses	741,087	909,619	832,888	747,071	(85,817)
Total Expenditures	2,660,359	4,439,857	3,021,005	3,619,047	598,042
Debt	0	0	0	0	0
Transfers	262,606	312,684	317,759	163,500	(154,259)
Net Operations	2,293,427	2,800,761	2,685,694	2,446,907	(238,787)

## Service Category Summary

### Recreation & Events Admin.

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Recreation & Events Admin.	656,615	723,741	538,668	251,403	(287,265)
<b>Total Expenditures</b>	<b>956,615</b>	<b>1,023,741</b>	<b>838,668</b>	<b>551,403</b>	<b>(287,265)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Recreation & Events Admin.	40,879	0	0	0	0
<b>Total Transfers</b>	<b>40,879</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>997,494</b>	<b>1,023,741</b>	<b>838,668</b>	<b>551,403</b>	<b>(287,265)</b>

## Service Category Summary

### Recreation & Events Admin.

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	671,585	683,150	535,478	222,373	(313,105)
Non-Salary Expenses	285,030	340,591	303,190	329,030	25,840
Total Expenditures	956,615	1,023,741	838,668	551,403	(287,265)
Debt	0	0	0	0	0
Transfers	40,879	0	0	0	0
Net Operations	997,494	1,023,741	838,668	551,403	(287,265)

## Service Category Summary

### Facility Maintenance

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Massey Drive Fire Hall	(243,908)	0	0	0	0
Other City Bldgs - General Exp	0	(5,050)	0	0	0
Library Operations	(8,962)	(8,200)	(8,200)	(8,310)	(110)
3rd Pty-Art Gallery-Bldg Mtce	(722)	(440)	(440)	(800)	(360)
1300 1st Ave Bldg Operations	(270,004)	0	0	0	0
<b>Total Revenues</b>	<b>(523,596)</b>	<b>(13,690)</b>	<b>(8,640)</b>	<b>(9,110)</b>	<b>(470)</b>
<b>Expenditures</b>					
Fire Halls	60,840	52,115	69,020	58,848	(10,172)
Massey Drive Fire Hall	247,318	31,334	101,724	107,323	5,599
Other City Bldgs - General Exp	412,648	502,304	404,774	83,121	(321,653)
Library Operations	204,838	189,018	197,659	185,479	(12,180)
3rd Pty-Art Gallery-Bldg Mtce	822	440	440	800	360
RCMP Detachment Operations	109,718	115,372	104,229	114,765	10,536
City Hall - Building Mtce	76,020	95,340	84,474	89,622	5,148
18th Ave Yard Bldg - Operation	127,895	153,554	160,353	144,270	(16,083)
Police Station Cleaning	236,412	241,461	249,471	263,213	13,742
City Hall Bldg Cleaning	516,195	227,887	242,887	255,384	12,497
18th Ave Admin Bldg Cleaning	123,939	75,329	79,329	78,425	(904)
18th Ave Yard Cleaning	161,638	68,746	74,746	71,881	(2,865)
Civic Facilities - Admin	481,897	797,323	572,200	613,727	41,527
1300 1st Ave Bldg Operations	208,223	0	0	500	500
1310 3rd Ave - Operations	59,334	0	135,067	102,770	(32,297)
<b>Total Expenditures</b>	<b>3,027,738</b>	<b>2,550,223</b>	<b>2,476,373</b>	<b>2,170,128</b>	<b>(306,245)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Halls	15,988	15,849	15,525	16,043	518
Massey Drive Fire Hall	0	0	2,200	12,938	10,738
Other City Bldgs - General Exp	2,285	5,812	5,000	41,169	36,169
Library Operations	50,501	46,817	43,476	46,408	2,932
RCMP Detachment Operations	67,301	73,135	75,128	73,270	(1,858)
City Hall - Building Mtce	120,325	115,895	116,989	120,244	3,255
18th Ave Yard Bldg - Operation	13,944	15,615	15,008	14,749	(259)
Civic Facilities - Admin	68,000	50,400	50,400	53,550	3,150
1310 3rd Ave - Operations	761	0	1,000	0	(1,000)
<b>Total Transfers</b>	<b>339,105</b>	<b>323,523</b>	<b>324,726</b>	<b>378,371</b>	<b>53,645</b>

## Service Category Summary

### Facility Maintenance

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues - Asset Maintenance</b>					
Othr City Bldgs-General Exp AM	(1,105)	0	0	0	0
Library Operations AM	(1,690)	(1,500)	(1,500)	(1,700)	(200)
3rd Pty-Art Gallyry-Bldg Mtc AM	(16,800)	(10,000)	(10,000)	(16,800)	(6,800)
18th Ave Yard Bldg - Opr AM	(4,400)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(23,995)</b>	<b>(11,500)</b>	<b>(11,500)</b>	<b>(18,500)</b>	<b>(7,000)</b>
<b>Expenditures - Asset Maintenance</b>					
Fire Halls AM	106,017	28,237	28,237	26,336	(1,901)
Massey Drive Fire Hall AM	0	15,229	42,747	36,273	(6,474)
Othr City Bldgs-General Exp AM	46,060	168,195	89,875	156,104	66,229
Library Operations AM	76,943	35,115	37,260	31,685	(5,575)
3rd Pty-Art Gallyry-Bldg Mtc AM	56,006	16,109	16,109	26,231	10,122
RCMP Detachment Operations AM	108,222	58,556	58,556	51,596	(6,960)
City Hall - Building Mtce AM	158,189	75,030	75,030	63,066	(11,964)
18th Ave Yard Bldg - Opr AM	164,156	47,297	47,297	41,833	(5,464)
1310 3rd Ave - AM	59,886	0	28,320	17,489	(10,831)
<b>Total Expenditures - Asset Maintenance</b>	<b>775,479</b>	<b>443,768</b>	<b>423,431</b>	<b>450,613</b>	<b>27,182</b>
<b>Transfers - Asset Maintenance</b>					
Fire Halls AM	(14,058)	0	0	0	0
Othr City Bldgs-General Exp AM	52,974	0	0	0	0
RCMP Detachment Operations AM	370	0	0	0	0
City Hall - Building Mtce AM	(25,538)	0	0	0	0
18th Ave Yard Bldg - Opr AM	489	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>14,237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,608,968</b>	<b>3,292,324</b>	<b>3,204,390</b>	<b>2,971,502</b>	<b>(232,888)</b>

## Service Category Summary

### Facility Maintenance

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(547,591)</b>	<b>(25,190)</b>	<b>(20,140)</b>	<b>(27,610)</b>	<b>(7,470)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,457,055</b>	<b>1,370,075</b>	<b>1,283,893</b>	<b>1,367,774</b>	<b>83,881</b>
Non-Salary Expenses	<b>2,346,162</b>	<b>1,623,916</b>	<b>1,615,911</b>	<b>1,252,967</b>	<b>(362,944)</b>
Total Expenditures	<b>3,803,217</b>	<b>2,993,991</b>	<b>2,899,804</b>	<b>2,620,741</b>	<b>(279,063)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>353,342</b>	<b>323,523</b>	<b>324,726</b>	<b>378,371</b>	<b>53,645</b>
Net Operations	<b>3,608,968</b>	<b>3,292,324</b>	<b>3,204,390</b>	<b>2,971,502</b>	<b>(232,888)</b>

## Service Category Summary

### Entertainment Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Prince George Playhouse	(1,500)	(20,600)	0	0	0
CN Centre - Sales & Marketing	(72,037)	(66,000)	(75,000)	(78,500)	(3,500)
CN Centre - Cougar Operations	(308,020)	(450,760)	0	(303,080)	(303,080)
CN Centre - Show Operations	(352,693)	(1,044,080)	0	(460,000)	(460,000)
CN Centre - Special Event Oper	(35,385)	0	0	0	0
<b>Total Revenues</b>	<b>(769,634)</b>	<b>(1,581,440)</b>	<b>(75,000)</b>	<b>(841,580)</b>	<b>(766,580)</b>
<b>Expenditures</b>					
Prince George Playhouse	17,280	50,976	25,829	51,454	25,625
CN Centre - Sales & Marketing	23,666	33,900	18,300	40,400	22,100
CN Centre - Cougar Operations	159,898	338,571	178,521	398,439	219,918
CN Centre - Show Operations	263,063	684,958	0	856,375	856,375
CN Centre - Special Event Oper	32,024	0	0	0	0
<b>Total Expenditures</b>	<b>495,931</b>	<b>1,108,405</b>	<b>222,650</b>	<b>1,346,668</b>	<b>1,124,018</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Prince George Playhouse	4,170	5,835	2,500	4,658	2,158
CN Centre - Show Operations	0	500	0	0	0
<b>Total Transfers</b>	<b>4,170</b>	<b>6,335</b>	<b>2,500</b>	<b>4,658</b>	<b>2,158</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Prince George Playhouse AM	10,264	3,786	2,668	6,915	4,247
<b>Total Expenditures - Asset Maintenance</b>	<b>10,264</b>	<b>3,786</b>	<b>2,668</b>	<b>6,915</b>	<b>4,247</b>
<b>Transfers - Asset Maintenance</b>					
Prince George Playhouse AM	133	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>(259,137)</b>	<b>(462,914)</b>	<b>152,818</b>	<b>516,661</b>	<b>363,843</b>

## Service Category Summary

### Entertainment Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(769,634)	(1,581,440)	(75,000)	(841,580)	(766,580)
Expenditures					
Salary & Wages (including Benefits)	127,217	347,306	181,877	515,070	333,193
Non-Salary Expenses	378,978	764,885	43,441	838,513	795,072
Total Expenditures	506,194	1,112,191	225,318	1,353,583	1,128,265
Debt	0	0	0	0	0
Transfers	4,303	6,335	2,500	4,658	2,158
Net Operations	(259,137)	(462,914)	152,818	516,661	363,843

## Service Category Summary

### Event Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Event Hosting - Entertainment	(13,380)	0	0	(1,250)	(1,250)
Sport Event Grants	(4,000)	0	0	0	0
Civic Centre Event Services	(80,336)	(428,200)	0	(84,592)	(84,592)
Civic Centre - Food Beverage	(5,022)	(32,360)	0	(13,000)	(13,000)
Civic Centre - Food Serv Contr	(240,960)	(989,990)	0	(197,930)	(197,930)
Adult Summer Hockey Programs	0	(32,410)	0	(24,000)	(24,000)
Skating Programs	0	(3,500)	0	0	0
Drop in Hockey Programs	(1,993)	(5,000)	0	(3,750)	(3,750)
CN Centre - Recr Use Oper	(91,274)	(109,110)	0	(106,360)	(106,360)
<b>Total Revenues</b>	<b>(436,964)</b>	<b>(1,600,570)</b>	<b>0</b>	<b>(430,882)</b>	<b>(430,882)</b>
<b>Expenditures</b>					
Seniors - Recreation	400	2,470	0	2,470	2,470
Event Hosting - Entertainment	37,116	41,130	30,000	41,130	11,130
Sport Event Grants	7,125	3,691	0	3,690	3,690
Civic Centre-Rental Subsidies	0	2,870	0	2,870	2,870
Event Hosting Services	0	5,000	0	5,000	5,000
Civic Centre Event Services	397,174	542,492	4,825	903,900	899,075
Civic Centre - Marketing	22,178	25,020	1,240	29,700	28,460
Civic Centre - Food Beverage	7,500	32,360	0	15,000	15,000
Civic Centre - Programs	0	3,010	0	3,020	3,020
Civic Centre - Food Serv Contr	197,513	738,700	0	147,740	147,740
Adult Summer Hockey Programs	0	12,000	0	12,600	12,600
Skating Programs	0	3,500	0	3,500	3,500
Drop in Hockey Programs	1,320	3,000	0	3,000	3,000
CN Centre - Recr Use Oper	216	0	0	0	0
<b>Total Expenditures</b>	<b>670,543</b>	<b>1,415,243</b>	<b>36,065</b>	<b>1,173,620</b>	<b>1,137,555</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Seniors - Recreation	656	2,000	0	2,000	2,000
Event Hosting - Entertainment	0	2,500	0	2,500	2,500
Sport Event Grants	(878)	0	0	0	0
Civic Centre Event Services	56,016	(21,700)	(11,550)	(22,250)	(10,700)
<b>Total Transfers</b>	<b>55,794</b>	<b>(17,200)</b>	<b>(11,550)</b>	<b>(17,750)</b>	<b>(6,200)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>289,373</b>	<b>(202,527)</b>	<b>24,515</b>	<b>724,988</b>	<b>700,473</b>

## Service Category Summary

### Event Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(436,964)	(1,600,570)	0	(430,882)	(430,882)
Expenditures					
Salary & Wages (including Benefits)	350,421	468,390	0	818,110	818,110
Non-Salary Expenses	320,122	946,853	36,065	355,510	319,445
Total Expenditures	670,543	1,415,243	36,065	1,173,620	1,137,555
Debt	0	0	0	0	0
Transfers	55,794	(17,200)	(11,550)	(17,750)	(6,200)
Net Operations	289,373	(202,527)	24,515	724,988	700,473

## Service Category Summary

### Event Operations

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Ice Oval	(500)	0	0	0	0
Civic Centre Bldg Mtce - Oper	(71)	0	0	0	0
Livestock Arenas - Operating	(38,617)	(35,860)	(36,000)	(36,000)	0
Exhibition Grounds-Operations	(400)	(22,580)	0	(7,500)	(7,500)
BC Northern Exhibition	(2,975)	(2,440)	0	(2,500)	(2,500)
Exhibition Sports Ctr - Opr	(40,494)	(45,043)	(44,620)	(41,107)	3,513
RMC Arena - Operations	(166,234)	(324,870)	(81,220)	(200,000)	(118,780)
Kin Centre - Operations	(678,474)	(917,670)	(237,110)	(741,750)	(504,640)
Elksentre - Operations	(73,348)	(329,490)	(82,370)	(200,350)	(117,980)
CN Centre - Bldg Operations	(94)	0	0	0	0
<b>Total Revenues</b>	<b>(1,001,206)</b>	<b>(1,677,953)</b>	<b>(481,320)</b>	<b>(1,229,207)</b>	<b>(747,887)</b>
<b>Expenditures</b>					
Ice Oval	15,500	14,500	15,000	15,000	0
Civic Centre Bldg Mtce - Oper	305,317	550,343	110,155	560,637	450,482
Comm Arenas - Administration	375,283	417,340	536,386	186,755	(349,631)
Livestock Arenas - Operating	23,918	30,724	32,265	30,505	(1,760)
Exhibition Grounds-Operations	19,791	18,246	18,040	21,254	3,214
BC Northern Exhibition	0	1,000	0	1,500	1,500
Exhibition Sports Ctr - Opr	25,879	38,510	38,099	34,483	(3,616)
RMC Arena - Operations	349,141	643,750	669,994	562,829	(107,165)
Kin Centre - Operations	819,318	891,031	1,037,978	1,139,998	102,020
Elksentre - Operations	153,008	374,590	138,984	383,381	244,397
CN Centre - Bldg Operations	1,067,899	1,160,112	1,154,436	1,153,122	(1,314)
<b>Total Expenditures</b>	<b>3,155,053</b>	<b>4,140,146</b>	<b>3,751,337</b>	<b>4,089,464</b>	<b>338,127</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Civic Centre Bldg Mtce - Oper	104,924	120,882	126,579	125,795	(784)
Livestock Arenas - Operating	11,064	8,446	9,961	10,868	907
Exhibition Grounds-Operations	340	0	0	0	0
Exhibition Sports Ctr - Opr	6,708	6,533	6,521	6,624	103
RMC Arena - Operations	79,094	102,979	102,839	108,068	5,229
Kin Centre - Operations	127,645	101,325	102,005	99,519	(2,486)
Elksentre - Operations	26,392	38,396	38,554	35,225	(3,329)
CN Centre - Bldg Operations	196,814	106,386	102,750	90,975	(11,775)
<b>Total Transfers</b>	<b>552,981</b>	<b>484,947</b>	<b>489,209</b>	<b>477,074</b>	<b>(12,135)</b>

## Service Category Summary

### Event Operations

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues - Asset Maintenance</b>					
RMC Arena - Operations AM	(7,012)	0	0	0	0
Kin Centre - Operations AM	(576)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(7,588)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	45,725	55,613	15,819	51,292	35,473
Livestock Arenas-Operating AM	4,956	1,775	2,563	2,641	78
Exhibition Grounds - Opr AM	1,861	7,072	4,326	3,245	(1,081)
Exhibition Sports Ctr - Opr AM	11,937	3,189	3,331	3,430	99
RMC Arena - Operations AM	130,385	98,593	110,818	153,957	43,139
Kin Centre - Operations AM	302,907	234,757	245,782	265,569	19,787
Elksentre - Operations AM	72,904	86,637	61,632	107,759	46,127
CN Centre - Bldg Operations AM	269,130	280,219	176,129	212,985	36,856
<b>Total Expenditures - Asset Maintenance</b>	<b>839,806</b>	<b>767,855</b>	<b>620,400</b>	<b>800,878</b>	<b>180,478</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	308	0	0	0	0
Livestock Arenas-Operating AM	57	0	0	0	0
Exhibition Sports Ctr - Opr AM	38	0	0	0	0
RMC Arena - Operations AM	240	0	0	0	0
Kin Centre - Operations AM	80	0	0	0	0
CN Centre - Bldg Operations AM	(3,819)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(3,096)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,535,949</b>	<b>3,714,995</b>	<b>4,379,626</b>	<b>4,138,209</b>	<b>(241,417)</b>

## Service Category Summary

### Event Operations

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(1,008,794)	(1,677,953)	(481,320)	(1,229,207)	(747,887)
Expenditures					
Salary & Wages (including Benefits)	2,568,833	3,268,740	2,815,805	3,331,377	515,572
Non-Salary Expenses	1,426,026	1,639,261	1,555,932	1,558,965	3,033
Total Expenditures	3,994,859	4,908,001	4,371,737	4,890,342	518,605
Debt	0	0	0	0	0
Transfers	549,885	484,947	489,209	477,074	(12,135)
Net Operations	3,535,949	3,714,995	4,379,626	4,138,209	(241,417)

### Planning & Development Summary

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Dev Planning and Admin</b>								
REVENUE	(3,590,199)	(3,109,270)	(2,516,940)	(3,430,460)	(3,190,460)	(3,190,460)	(3,190,460)	(3,190,460)
EXPENDITURES	2,706,194	3,130,912	2,745,812	2,914,505	2,965,900	3,013,225	3,061,493	3,110,726
TRANSFERS	340,780	24,000	24,000	128,920	128,920	128,920	128,920	128,920
<b>Total</b>	<b>(543,225)</b>	<b>45,642</b>	<b>252,872</b>	<b>(387,035)</b>	<b>(95,640)</b>	<b>(48,315)</b>	<b>(47)</b>	<b>49,186</b>
<b>Economic Development</b>								
REVENUE	(66,507)	(42,800)	(7,800)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
EXPENDITURES	623,491	827,176	631,353	813,782	823,130	832,665	842,390	852,310
TRANSFERS	200	0	0	0	0	0	0	0
<b>Total</b>	<b>557,184</b>	<b>784,376</b>	<b>623,553</b>	<b>793,782</b>	<b>803,130</b>	<b>812,665</b>	<b>822,390</b>	<b>832,310</b>
<b>Asset Management</b>								
EXPENDITURES	351,184	372,270	353,463	375,265	382,425	389,728	397,177	404,775
TRANSFERS	1,194	0	0	0	0	0	0	0
<b>Total</b>	<b>352,377</b>	<b>372,270</b>	<b>353,463</b>	<b>375,265</b>	<b>382,425</b>	<b>389,728</b>	<b>397,177</b>	<b>404,775</b>
<b>Infra Planning &amp; Engineering</b>								
REVENUE	(99,893)	0	0	0	0	0	0	0
EXPENDITURES	727,925	200,000	721,705	808,967	820,525	832,315	844,341	856,606
TRANSFERS	(9,055)	0	0	0	0	0	0	0
<b>Total</b>	<b>618,977</b>	<b>200,000</b>	<b>721,705</b>	<b>808,967</b>	<b>820,525</b>	<b>832,315</b>	<b>844,341</b>	<b>856,606</b>
<b>GRAND TOTAL</b>	<b>985,314</b>	<b>1,402,288</b>	<b>1,951,593</b>	<b>1,590,979</b>	<b>1,910,440</b>	<b>1,986,393</b>	<b>2,063,861</b>	<b>2,142,877</b>

## Service Category Summary

### Dev Planning and Admin

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
ENV-Partners for Climate Chang	(1,989)	0	0	0	0
Land Use Planning	(150,264)	(140,490)	(107,500)	(160,000)	(52,500)
Subdiv, Infra, Bldg Inspection	(1,628,869)	(1,511,750)	(982,640)	(1,796,460)	(813,820)
Business Licenses	(969,537)	(1,001,830)	(960,000)	(960,000)	0
Land Held For Sale	(191,455)	0	0	0	0
Real Estate Services	(635,854)	(445,500)	(457,800)	(500,000)	(42,200)
Dev Serv Admin - Operations	(6,715)	(8,000)	(8,000)	(8,000)	0
Pine Valley Golf - Operations	(5,516)	(1,700)	(1,000)	(6,000)	(5,000)
<b>Total Revenues</b>	<b>(3,590,199)</b>	<b>(3,109,270)</b>	<b>(2,516,940)</b>	<b>(3,430,460)</b>	<b>(913,520)</b>
<b>Expenditures</b>					
ENV-Partners for Climate Chang	10,098	4,095	0	0	0
ENV-Air Quality Implementation	65,000	70,000	70,000	65,000	(5,000)
Environmental Services	342,127	279,992	177,007	181,783	4,776
ENV-Clean Air Monitoring	12,589	50,000	50,000	50,000	0
Land Use Planning	510,686	532,702	536,650	561,734	25,084
Subdiv, Infra, Bldg Inspection	561,608	814,691	719,016	740,310	21,294
Land Held For Sale	71,845	0	0	0	0
Real Estate Services	323,106	318,390	316,170	335,416	19,246
Dev Serv Admin - Operations	806,261	1,057,522	873,449	976,742	103,293
Pine Valley Golf - Operations	2,874	3,520	3,520	3,520	0
<b>Total Expenditures</b>	<b>2,706,194</b>	<b>3,130,912</b>	<b>2,745,812</b>	<b>2,914,505</b>	<b>168,693</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
ENV-Partners for Climate Chang	(4,975)	0	0	0	0
Environmental Services	7,932	0	0	0	0
Subdiv, Infra, Bldg Inspection	214,870	24,000	24,000	128,920	104,920
Land Held For Sale	119,610	0	0	0	0
Dev Serv Admin - Operations	3,344	0	0	0	0
<b>Total Transfers</b>	<b>340,780</b>	<b>24,000</b>	<b>24,000</b>	<b>128,920</b>	<b>104,920</b>
<b>Revenues - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>(543,225)</b>	<b>45,642</b>	<b>252,872</b>	<b>(387,035)</b>	<b>(639,907)</b>

## Service Category Summary

### Dev Planning and Admin

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(3,590,199)</b>	<b>(3,109,270)</b>	<b>(2,516,940)</b>	<b>(3,430,460)</b>	<b>(913,520)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,182,012</b>	<b>2,561,452</b>	<b>2,282,862</b>	<b>2,319,745</b>	<b>36,883</b>
Non-Salary Expenses	<b>524,182</b>	<b>569,460</b>	<b>462,950</b>	<b>594,760</b>	<b>131,810</b>
Total Expenditures	<b>2,706,194</b>	<b>3,130,912</b>	<b>2,745,812</b>	<b>2,914,505</b>	<b>168,693</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>340,780</b>	<b>24,000</b>	<b>24,000</b>	<b>128,920</b>	<b>104,920</b>
Net Operations	<b>(543,225)</b>	<b>45,642</b>	<b>252,872</b>	<b>(387,035)</b>	<b>(639,907)</b>

## Service Category Summary

### Economic Development

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Economic Development	(66,507)	(42,800)	(7,800)	(20,000)	(12,200)
<b>Total Revenues</b>	<b>(66,507)</b>	<b>(42,800)</b>	<b>(7,800)</b>	<b>(20,000)</b>	<b>(12,200)</b>
<b>Expenditures</b>					
Economic Development	623,491	827,176	631,353	813,782	182,429
<b>Total Expenditures</b>	<b>623,491</b>	<b>827,176</b>	<b>631,353</b>	<b>813,782</b>	<b>182,429</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Economic Development	200	0	0	0	0
<b>Total Transfers</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>557,184</b>	<b>784,376</b>	<b>623,553</b>	<b>793,782</b>	<b>170,229</b>

## Service Category Summary

### Economic Development

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(66,507)</b>	<b>(42,800)</b>	<b>(7,800)</b>	<b>(20,000)</b>	<b>(12,200)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>449,869</b>	<b>480,786</b>	<b>452,383</b>	<b>467,402</b>	<b>15,019</b>
Non-Salary Expenses	<b>173,623</b>	<b>346,390</b>	<b>178,970</b>	<b>346,380</b>	<b>167,410</b>
Total Expenditures	<b>623,491</b>	<b>827,176</b>	<b>631,353</b>	<b>813,782</b>	<b>182,429</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>557,184</b>	<b>784,376</b>	<b>623,553</b>	<b>793,782</b>	<b>170,229</b>

## Service Category Summary

### Asset Management

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Asset Management	351,184	372,270	353,463	375,265	21,802
Total Expenditures	<b>351,184</b>	<b>372,270</b>	<b>353,463</b>	<b>375,265</b>	<b>21,802</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Asset Management	1,194	0	0	0	0
Total Transfers	<b>1,194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>352,377</b>	<b>372,270</b>	<b>353,463</b>	<b>375,265</b>	<b>21,802</b>

## Service Category Summary

### Asset Management

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	338,245	350,790	347,973	357,995	10,022
Non-Salary Expenses	12,939	21,480	5,490	17,270	11,780
Total Expenditures	351,184	372,270	353,463	375,265	21,802
Debt	0	0	0	0	0
Transfers	1,194	0	0	0	0
Net Operations	352,377	372,270	353,463	375,265	21,802

## Service Category Summary

### Infra Planning & Engineering

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Infra Planning & Engineering	206,863	0	521,705	608,967	87,262
Total Expenditures	<b>206,863</b>	<b>0</b>	<b>521,705</b>	<b>608,967</b>	<b>87,262</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Infrastructure Planning - Gen	(99,893)	0	0	0	0
Total Revenues - Asset Maintenance	<b>(99,893)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - Gen	521,062	200,000	200,000	200,000	0
Total Expenditures - Asset Maintenance	<b>521,062</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Infrastructure Planning - Gen	(9,055)	0	0	0	0
Total Transfers - Asset Maintenance	<b>(9,055)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>618,977</b>	<b>200,000</b>	<b>721,705</b>	<b>808,967</b>	<b>87,262</b>

## Service Category Summary

### Infra Planning & Engineering

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(99,893)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	227,026		490,649	577,911	87,262
Non-Salary Expenses	500,899	200,000	231,056	231,056	0
<b>Total Expenditures</b>	<b>727,925</b>	<b>200,000</b>	<b>721,705</b>	<b>808,967</b>	<b>87,262</b>
Debt	0	0	0	0	0
Transfers	(9,055)	0	0	0	0
<b>Net Operations</b>	<b>618,977</b>	<b>200,000</b>	<b>721,705</b>	<b>808,967</b>	<b>87,262</b>

**Corporate Services Summary**

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>IT Services</b>								
REVENUE	(63,877)	(95,000)	(84,990)	(77,490)	(77,490)	(77,490)	(77,490)	(77,490)
EXPENDITURES	3,837,253	4,075,199	3,871,972	3,811,398	3,855,709	3,900,906	3,947,008	3,994,031
TRANSFERS	(48,071)	(283,307)	(177,451)	24,000	24,000	24,000	24,000	24,000
<b>Total</b>	<b>3,725,305</b>	<b>3,696,892</b>	<b>3,609,531</b>	<b>3,757,908</b>	<b>3,802,219</b>	<b>3,847,416</b>	<b>3,893,518</b>	<b>3,940,541</b>
<b>Human Resources</b>								
REVENUE	(463)	0	0	0	0	0	0	0
EXPENDITURES	2,688,238	2,800,672	2,553,710	2,722,410	2,762,260	2,802,908	2,844,367	2,886,657
TRANSFERS	8,671	6,000	0	6,000	6,000	6,000	6,000	6,000
<b>Total</b>	<b>2,696,446</b>	<b>2,806,672</b>	<b>2,553,710</b>	<b>2,728,410</b>	<b>2,768,260</b>	<b>2,808,908</b>	<b>2,850,367</b>	<b>2,892,657</b>
<b>GRAND TOTAL</b>	<b>6,421,751</b>	<b>6,503,564</b>	<b>6,163,241</b>	<b>6,486,318</b>	<b>6,570,479</b>	<b>6,656,324</b>	<b>6,743,885</b>	<b>6,833,198</b>

## Service Category Summary

### IT Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Computer Services - Operations	(61,410)	(76,500)	(66,500)	(59,000)	7,500
3rd Pty - Computer Serv	(2,467)	(18,500)	(18,490)	(18,490)	0
<b>Total Revenues</b>	<b>(63,877)</b>	<b>(95,000)</b>	<b>(84,990)</b>	<b>(77,490)</b>	<b>7,500</b>
<b>Expenditures</b>					
Computer Services - Operations	2,280,972	2,329,172	2,188,331	2,318,408	130,077
Computer Serv - Mtce Contracts	1,359,973	1,396,070	1,440,710	1,451,510	10,800
Computer Serv-Non-Contract Mtc	37,014	26,000	22,990	22,990	0
3rd Pty - Computer Serv	5,289	18,500	18,490	18,490	0
<b>Total Expenditures</b>	<b>3,683,247</b>	<b>3,769,742</b>	<b>3,670,521</b>	<b>3,811,398</b>	<b>140,877</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Computer Services - Operations	103,458	22,150	24,000	24,000	0
Computer Serv-Non-Contract Mtc	76	0	0	0	0
3rd Pty - Computer Serv	2,400	0	0	0	0
<b>Total Transfers</b>	<b>105,934</b>	<b>22,150</b>	<b>24,000</b>	<b>24,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
IT Maintenance	154,005	305,457	201,451	0	(201,451)
<b>Total Expenditures - Asset Maintenance</b>	<b>154,005</b>	<b>305,457</b>	<b>201,451</b>	<b>0</b>	<b>(201,451)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(154,005)	(305,457)	(201,451)	0	201,451
<b>Total Transfers - Asset Maintenance</b>	<b>(154,005)</b>	<b>(305,457)</b>	<b>(201,451)</b>	<b>0</b>	<b>201,451</b>
<b>Net Operations</b>	<b>3,725,305</b>	<b>3,696,892</b>	<b>3,609,531</b>	<b>3,757,908</b>	<b>148,377</b>

## Service Category Summary

### IT Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(63,877)	(95,000)	(84,990)	(77,490)	7,500
Expenditures					
Salary & Wages (including Benefits)	2,222,290	2,253,490	2,117,431	2,215,564	98,133
Non-Salary Expenses	1,614,963	1,821,709	1,754,541	1,595,834	(158,707)
Total Expenditures	3,837,253	4,075,199	3,871,972	3,811,398	(60,574)
Debt	0	0	0	0	0
Transfers	(48,071)	(283,307)	(177,451)	24,000	201,451
Net Operations	3,725,305	3,696,892	3,609,531	3,757,908	148,377

## Service Category Summary

### Human Resources

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Human Resources Operations	(463)	0	0	0	0
<b>Total Revenues</b>	<b>(463)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Union Negotiations/Grievances	3,345	0	0	0	0
Human Resources Operations	1,742,822	1,677,522	1,576,147	1,472,732	(103,415)
Casual Labour Pool	6,544	0	0	0	0
Continuous Improvement	0	0	0	152,642	152,642
Disability Management	270,832	274,002	271,681	272,564	883
Health & Safety	578,362	617,143	561,877	566,414	4,537
Central Training	86,334	232,005	144,005	258,058	114,053
<b>Total Expenditures</b>	<b>2,688,238</b>	<b>2,800,672</b>	<b>2,553,710</b>	<b>2,722,410</b>	<b>168,700</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Union Negotiations/Grievances	72	0	0	0	0
Human Resources Operations	5,974	0	0	0	0
Central Training	2,625	6,000	0	6,000	6,000
<b>Total Transfers</b>	<b>8,671</b>	<b>6,000</b>	<b>0</b>	<b>6,000</b>	<b>6,000</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,696,446</b>	<b>2,806,672</b>	<b>2,553,710</b>	<b>2,728,410</b>	<b>174,700</b>

## Service Category Summary

### Human Resources

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(463)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	2,225,146	2,028,172	1,986,910	1,992,510	5,600
Non-Salary Expenses	463,092	772,500	566,800	729,900	163,100
Total Expenditures	2,688,238	2,800,672	2,553,710	2,722,410	168,700
Debt	0	0	0	0	0
Transfers	8,671	6,000	0	6,000	6,000
Net Operations	2,696,446	2,806,672	2,553,710	2,728,410	174,700

## POLICE PROTECTION ENHANCEMENT

### DESCRIPTION:

Increase of 4 RCMP members to focus on internal training requirements and improve frontline service delivery to the public, increasing the current contracted strength from 142 to 146.

The City of Prince George population rose from 80,043 in 2018 to 82,290 in 2020. That is an increase of 2.8%. To maintain a corresponding rate of growth with the level of population growth over those two years, the RCMP establishment would have increased by 4 members. In 2019 and 2020, no members were added. Population growth has been approximately 1.5% per year over the last five years. That population growth trend shows no sign of slowing. In order to maintain service levels in the face of increasing demands, additional resources are required.

### 2 RCMP members – Training Officers

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 trauma 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 for the prescribed safety training officers 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. This will increase the baseline level of policing service that Prince George RCMP will be able to provide to the community above the minimum provincial legal requirement. This will better ensure the safety of all Prince George residents.

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.

#### 2 RCMP members – Investigative Support Team investigators

On a monthly basis, RCMP conduct an analysis of call response times. Additionally, periodic reviews of the current service delivery model are examined in an effort to continuously improve efficiency.

The Serious Crime Unit is fully tasked with homicide and similar major investigations. As a result, many significant investigations such as frauds, shootings, arsons and aggravated assaults remain the responsibility of frontline officers from initial attendance, until the conclusion of the investigation in court. These investigations require a significant dedication of resources, often occupying multiple officers for days or weeks. While those officers are occupied by these significant investigations, they are unavailable for frontline call response, reducing the number of members responding to calls and increasing call response times.

A proven strategy to alleviate this burden on frontline officers and return them to their primary functions of call response and proactive patrols at many detachments is the formation of an Investigative Support Team (IST). IST investigators take conduct of more serious investigations from frontline officers that do not meet the threshold for Serious Crime to undertake. IST investigators complete followup investigative tasks and bring those files to completion. This frees up frontline officers to respond to calls for service or focus on proactive activities, such as enforcement at drug related properties, patrols in the downtown core and other areas that routinely suffer from break and enters, property damage and graffiti.

Ideally, an IST team at Prince George Detachment would consist of 2 supervisors and 8 investigators to provide 24/7 support to frontline police officers. It is cost prohibitive to undertake such a significant increase in a short period of time. These 2 positions would be the basis of an IST team at Prince George Detachment and would be supervised by an existing supervisor position in the Serious Crime Unit. This small team is a reasonable compromise to minimize cost while introducing enough capacity in this function to have a reasonable impact to relieve pressure on frontline officers, enabling them to provide a more effective service to the public.

**FINANCIAL COST OF THE ENHANCEMENT:**

Due to process timing with the RCMP, the positions would be filled in the last quarter of 2022 with an estimated cost of **\$201,365**. The total budget cost for 2023 is estimated to be **\$805,460**.

**MEASUREMENT OF SERVICE LEVEL INCREASE:**Training Officers

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. Increased proficiency in tactics will result in officers resolving high risk situations successfully, reducing the number of incidents in which force is required as well as minimizing the level of interventions utilized during those interactions.

IST Officers

Frontline officer response times to calls for service will be reduced. Frontline officers will also have additional time to focus on proactive activities to address ongoing issues and problems reported in various neighbourhoods throughout the community.



## FIRE & RESCUE SERVICES STRATEGIC PLAN

### DESCRIPTION:

Fire & Rescue Services presented a Standards of Coverage Report to Council in the fall of 2015. A Fire Service Standards of Coverage Report analyzes a fire departments current level of service provided across all divisions and concludes with recommendations to improve those service levels.

The report completed in 2015 contained three primary recommendations; one of those was to replace fire Hall #1 with a new building situated in a centralized location. The two remaining recommendations consisted of staffing increases to improve overall response coverage to the entire city, and the design and utilization of an enhanced training facility.

Approving the operating budget enhancement will allow the new Fire & Rescue Services Leadership Team to develop a strategic plan, utilizing an external consultant with the history and experience of the previous Standards of Coverage Report.

### FINANCIAL COST OF THE ENHANCEMENT:

Approval of the **\$60,000** service enhancement will cover the costs associated with hiring a consultant to assist with the strategic plan development and delivery. The enhancement includes a contingency to cover unforeseen costs to ensure project completion within budget.

### RELATIONSHIP OF REQUEST TO COUNCIL'S VISIONS AND DIRECTION:

City Government and Infrastructure - Approval of this service enhancement will result in the development of a professionally supported business case outlining the Fire & Rescue Services strategic plan recommendations. This report will provide evidence based data and research to Council for consideration to approve future Fire & Rescue Services capital recommendations, ensuring critical emergency services match community growth.

## RE-OPENING WASHROOMS IN THE CANADA GAMES PLAZA

### DESCRIPTION:

Administration committed to return an enhancement request for Council's consideration regarding re-opening of the Canada Games Plaza washrooms. This followed references by members of Council to the need for public washroom access, as well as an August 2021 announcement by the Prince George Public Library that it would be locking public washrooms at the Bob Harkins Branch, with access only being granted on a "by request" basis. Frequent incidents of suspected and observed substance use, as well as improperly discarded substance use supplies, including biohazards, prompted the decision. As promised, Administration is presenting for Council consideration a 2022 budget enhancement for \$250,000 to enable seasonal opening of the Canada Games Plaza Washrooms.

During the period April 14 – November 28 2020, the Canada Games Plaza washrooms were opened on a pilot basis as a means to mitigate COVID-19 impacts associated with diminished public washroom access for vulnerable populations in the downtown. Several related costs, noted below, informed the 2022 Budget Enhancement Request.

2020 Cost (\$223,410)	Description
\$ 82,233	Bathroom Monitoring provided by the POUNDS Project Society – 7 days per week and 10 hours per day
\$129,467	Contracted Security for Canada Games Plaza (for period of washroom operation)
\$ 482	Materials (Water and Signage)
\$ 6,930	Contracted Janitorial Service (for a 3 month period, prior to the transition of this responsibility to the POUNDS Project Society)
\$ 4,298	Maintenance - Site Readiness Costs & Closure Remediation Costs (staff and materials)

A portion of the above noted costs, amounting to \$86,356, was covered by one-time external grant funding provided by the Canadian Medical Association Foundation (through the Federation of Canadian Municipalities) and the Government of Canada (through its Reaching Home Homelessness Strategy program). It is important to note that solid waste costs associated with the placement and emptying of additional garbage containers was not tracked. The RCMP also reported an increase in the calls for service at the site, although associated cost implications or business continuity impacts were not tracked.

While a peer (defined as those with lived or living experience) management model such as the one offered by the POUNDS Project Society, is a best practice because it is a cost effective and staff have the relationships and expertise necessary to manage access and overdoses, it is not without challenges. Trained supervisors required to successfully manage peer employees with many barriers to employment, are difficult to recruit and retain. This often creates significant peaks and valleys in service delivery. However, the monitoring of washroom access in areas of high vulnerability is mandatory to ensure the health and safety of everyone. Few non-profits have the capacity to provide the service and if an alternate service delivery model, such as monitoring by contracted security, were pursued operating costs would increase exponentially.

The City is continuing to fund the Prince George Native Friendship Centre and the Association Advocating for Women and Community to provide washroom access in the downtown core as part of their respective personal storage programs. In addition, a working group of the Community Safety Hub partnership has been established to explore the enhancement of washroom access provided by other non-profits located in the downtown.

### FINANCIAL COST OF THE ENHANCEMENT:

An increase to the 2022 Facility Maintenance budget to enable seasonal opening of the Canada Games Plaza washrooms would be **\$250,000**.

## INCREASE THE ANNUAL GRANT FUNDING FOR THE OUTDOOR ICE OVAL SOCIETY (OIOS)

### DESCRIPTION:

As per the OIOS presentation to Council on December 6, 2021, a request by the nonprofit group to increase their annual grant of \$15,000 to \$30,000 was made. Council deferred the request for consideration during the 2022 operating budget discussions. Administration has prepared a Service Enhancement on behalf of the OIOS for this purpose.

The OIOS has operated for over 20 years with a \$15,000 annual grant to cover various costs associated with their operation. The main purpose for this increase to a \$30,000 annual grant is to assist with rising expenses and to help offset years when expenses exceed revenues. The OIOS is also proposing the start of a capital equipment/building maintenance fund that will be available when equipment and buildings reach their expected life span and larger repairs or replacement is required.

### FINANCIAL COST OF THE ENHANCEMENT:

Approval of the additional \$15,000 grant to the OIOS will be recognized in the grant funding in the Exhibition Park and Community Arenas.

### MEASUREMENT OF SERVICE LEVEL INCREASE:

The OIOS continues to provide a positive, low-cost outdoor recreation experience to local citizens and guests of all ages. Their site has seen numerous additions, with the most recent being enhanced building facilities stemming from the 2015 Canada Winter Games. The OIOS provides an annual report to Council as part of their grant funding agreement. Part of this reporting includes a head count of participants utilizing the facility and compares that with previous seasons; 14,855 skate visitors used the facility in 2020-21, which is near the most ever counted in a season.

### Finance Summary

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(189,871,948)	(180,799,670)	(181,793,037)	(190,178,986)	(195,810,459)	(197,175,135)	(199,772,100)	(200,880,986)
EXPENDITURES	1,447,957	1,795,247	2,920,595	2,778,330	3,278,330	3,278,330	3,278,330	3,278,330
DEBT	21,159,842	22,401,166	14,868,657	9,434,833	11,705,160	12,067,981	13,268,933	13,111,588
TRANSFERS	59,662,360	50,886,781	56,060,391	64,288,018	64,030,698	63,821,388	63,875,848	63,809,240
<b>Total</b>	<b>(107,601,789)</b>	<b>(105,716,476)</b>	<b>(107,943,394)</b>	<b>(113,677,805)</b>	<b>(116,796,271)</b>	<b>(118,007,436)</b>	<b>(119,348,989)</b>	<b>(120,681,828)</b>
<b>Risk &amp; Procurement</b>								
EXPENDITURES	1,718,770	1,847,783	1,930,428	2,174,717	2,187,561	2,200,661	2,214,024	2,227,655
<b>Total</b>	<b>1,718,770</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>2,187,561</b>	<b>2,200,661</b>	<b>2,214,024</b>	<b>2,227,655</b>
<b>Service Centre</b>								
REVENUE	(8,074)	(4,340)	(4,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
EXPENDITURES	803,896	818,381	722,861	754,659	766,574	778,727	791,122	803,766
<b>Total</b>	<b>795,822</b>	<b>814,041</b>	<b>718,861</b>	<b>751,659</b>	<b>763,574</b>	<b>775,727</b>	<b>788,122</b>	<b>800,766</b>
<b>Financial Services</b>								
REVENUE	(139,802)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
EXPENDITURES	1,909,391	2,044,585	2,046,783	2,249,452	2,241,622	2,284,637	2,328,512	2,373,263
TRANSFERS	974	12,750	3,000	0	0	0	0	0
<b>Total</b>	<b>1,770,563</b>	<b>1,932,335</b>	<b>1,924,783</b>	<b>2,124,452</b>	<b>2,116,622</b>	<b>2,159,637</b>	<b>2,203,512</b>	<b>2,248,263</b>
<b>OLD BU's - Fiscal Services</b>								
EXPENDITURES	21,380,945	0	0	0	0	0	0	0
TRANSFERS	(21,380,945)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>(103,316,635)</b>	<b>(101,122,317)</b>	<b>(103,369,322)</b>	<b>(108,626,977)</b>	<b>(111,728,514)</b>	<b>(112,871,411)</b>	<b>(114,143,331)</b>	<b>(115,405,144)</b>

## Service Category Summary

### Risk & Procurement

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Risk Management - Admin	255,769	289,522	283,925	282,991	(934)
Procurement	291,681	440,141	418,133	437,356	19,223
Insurance Premiums	992,814	1,002,250	1,112,500	1,338,500	226,000
Insurance and Claims	178,506	115,870	115,870	115,870	0
<b>Total Expenditures</b>	<b>1,718,770</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>244,289</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>1,718,770</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>244,289</b>

## Service Category Summary

### Risk & Procurement

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	498,934	649,503	631,978	642,197	10,219
Non-Salary Expenses	1,219,836	1,198,280	1,298,450	1,532,520	234,070
<b>Total Expenditures</b>	<b>1,718,770</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>244,289</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
<b>Net Operations</b>	<b>1,718,770</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>244,289</b>

## Service Category Summary

### Service Centre

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Service Centre	266	(4,340)	(4,000)	(3,000)	1,000
50-50 Lottery: United Way	(8,340)	0	0	0	0
<b>Total Revenues</b>	<b>(8,074)</b>	<b>(4,340)</b>	<b>(4,000)</b>	<b>(3,000)</b>	<b>1,000</b>
<b>Expenditures</b>					
Service Centre	795,556	818,381	722,861	754,659	31,798
50-50 Lottery: United Way	8,340	0	0	0	0
<b>Total Expenditures</b>	<b>803,896</b>	<b>818,381</b>	<b>722,861</b>	<b>754,659</b>	<b>31,798</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>795,822</b>	<b>814,041</b>	<b>718,861</b>	<b>751,659</b>	<b>32,798</b>

## Service Category Summary

### Service Centre

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(8,074)	(4,340)	(4,000)	(3,000)	1,000
Expenditures					
Salary & Wages (including Benefits)	625,464	659,141	571,521	595,751	24,230
Non-Salary Expenses	178,432	159,240	151,340	158,908	7,568
Total Expenditures	803,896	818,381	722,861	754,659	31,798
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	795,822	814,041	718,861	751,659	32,798

## Service Category Summary

### Financial Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Billings & Collection	(139,419)	(125,000)	(125,000)	(125,000)	0
Payroll	(383)	0	0	0	0
<b>Total Revenues</b>	<b>(139,802)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>0</b>
<b>Expenditures</b>					
Billings & Collection	599,213	628,776	563,355	587,996	24,641
Financial Planning	455,299	460,783	439,870	550,143	110,273
Accounting - Operating	622,383	674,620	717,993	791,538	73,545
Payroll	232,496	280,406	325,565	319,775	(5,790)
<b>Total Expenditures</b>	<b>1,909,391</b>	<b>2,044,585</b>	<b>2,046,783</b>	<b>2,249,452</b>	<b>202,669</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Financial Planning	(1,036)	0	0	0	0
Accounting - Operating	2,010	12,750	3,000	0	(3,000)
<b>Total Transfers</b>	<b>974</b>	<b>12,750</b>	<b>3,000</b>	<b>0</b>	<b>(3,000)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,770,563</b>	<b>1,932,335</b>	<b>1,924,783</b>	<b>2,124,452</b>	<b>199,669</b>

## Service Category Summary

### Financial Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	(139,802)	(125,000)	(125,000)	(125,000)	0
Expenditures					
Salary & Wages (including Benefits)	1,798,322	1,952,995	1,977,903	2,108,532	130,629
Non-Salary Expenses	111,069	91,590	68,880	140,920	72,040
Total Expenditures	1,909,391	2,044,585	2,046,783	2,249,452	202,669
Debt	0	0	0	0	0
Transfers	974	12,750	3,000	0	(3,000)
Net Operations	1,770,563	1,932,335	1,924,783	2,124,452	199,669

## Service Category Summary

### Fiscal Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Revenues</b>					
Investment Earnings	(160,716)	(300,000)	(115,000)	(250,000)	(135,000)
Payroll Burden Clearing	(6,079)	0	0	0	0
FortisBC Agreement	(6,591,585)	(6,606,021)	(6,710,763)	0	6,710,763
External Debt - MFA	(456,962)	(456,962)	(527,394)	(606,153)	(78,759)
Road Rehabilitation program	(5,647,688)	(5,650,000)	(5,800,000)	(5,950,000)	(150,000)
General Infrastructure Reinvest	(9,075,892)	(2,550,000)	(2,675,000)	(2,800,000)	(125,000)
Snow Control	(8,496,375)	(8,500,000)	(10,000,000)	(10,200,000)	(200,000)
Off Street Parking Levy	(1,700,000)	(1,700,000)	(2,000,000)	(2,000,000)	0
Prov Uncond Grant - Traffic Fi	(1,326,527)	(1,015,000)	(1,015,000)	(1,250,000)	(235,000)
Gaming - Uncond Grant	(491,328)	(2,600,000)	0	(2,600,000)	(2,600,000)
Internal Debt Recoveries	(563)	0	0	0	0
Community Works - Grant	(3,171,539)	(3,170,138)	(3,314,897)	(3,314,897)	0
Provincial Grants	(6,351,801)	(185,625)	(190,000)	0	190,000
Miscellaneous Revenues	(96,729)	(38,000)	(62,000)	(62,000)	0
Provincial School	(24,882,559)	(28,900,000)	(28,900,000)	(31,900,000)	(3,000,000)
Regional District	(6,080,893)	(5,800,000)	(6,000,000)	(6,100,000)	(100,000)
FFG Reg. Hospital District	(8,966,165)	(7,400,000)	(8,900,000)	(8,900,000)	0
BC Assessment Authority	(779,316)	(700,000)	(750,000)	(800,000)	(50,000)
MFA	(3,078)	(2,500)	(3,000)	(3,300)	(300)
911 Emergency Service	(1,760,223)	(1,600,000)	(1,700,000)	(1,800,000)	(100,000)
20th/Victoria BIA Assoc	0	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(318,270)	(318,270)	(327,818)	(337,653)	(9,835)
Taxes - General	(97,275,652)	(97,072,106)	(96,568,927)	(104,675,129)	(8,106,202)
Grant in Lieu - Provincial	(3,046,399)	(2,958,000)	(2,988,000)	(3,331,000)	(343,000)
Grant in Lieu - Federal	(377,419)	(360,000)	(360,000)	(365,000)	(5,000)
Grant in Lieu - Private Utilit	(1,643,569)	(1,643,568)	(1,635,200)	(1,634,300)	900
Franchise Fee - FortisBC	(1,051,367)	(1,000,000)	(1,000,000)	(1,050,000)	(50,000)
PG Pulpmill Rd Erosion LAS	(11,009)	(26,680)	(10,538)	(10,054)	484
Non Res Schl Tax	(26,891)	(33,800)	(30,000)	(30,000)	0
Tax Sales	0	(11,000)	(7,500)	(7,500)	0
Tax Balance Adj	133	0	0	0	0
3rd Pty - Union 1048 Recovery	(46,910)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(3,839)	(10,000)	(10,000)	(10,000)	0
3rd Pty - Union 1048 National	0	(1,000)	(1,000)	(1,000)	0
3rd Pty - Union 399 Recovery	(24,738)	(35,000)	(35,000)	(35,000)	0
3rd Pty - Union 399 National	0	(1,000)	(1,000)	(1,000)	0
<b>Total Revenues</b>	<b>(189,871,948)</b>	<b>(180,799,670)</b>	<b>(181,793,037)</b>	<b>(190,178,986)</b>	<b>(8,385,949)</b>

## Service Category Summary

### Fiscal Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Expenditures</b>					
YE Accrual Adj - General Oper	(1,376)	0	0	0	0
RTE Early Benefit Program:NDIT	492,929	500,000	500,000	500,000	0
Library - Cost Recovery	(384,528)	0	0	0	0
Audit	51,030	54,000	54,000	56,500	2,500
Amortization - budget only	0	19,700,000	21,000,000	22,000,000	1,000,000
Asset Amort & Gain/Loss - GEG	3,517,031	0	0	0	0
Asset Amort & Gain/Loss - PRS	2,446,524	0	0	0	0
Amortization - budget - contra	0	(19,700,000)	(21,000,000)	(22,000,000)	(1,000,000)
Asset Amort & Gain/Loss - TNS	11,224,626	0	0	0	0
Asset Amort & Gain/Loss - SWR	329,446	0	0	0	0
Asset Amort & Gain/Loss - PHW	49,358	0	0	0	0
Asset Amort & Gain/Loss - PRC	3,813,960	0	0	0	0
Payroll Burden Clearing	389,100	0	0	0	0
Accts Pay-Rounding-W/O-Disc	12	0	0	0	0
Salary Transition Clearing	426,985	0	0	0	0
Contingency	376,078	1,131,247	2,256,595	2,111,830	(144,765)
Internal Debt Recoveries	21,074	0	0	0	0
Miscellaneous Revenues	270	0	0	0	0
Taxes - General	376	1,000	1,000	1,000	0
Tax Balance Adj	374	7,000	7,000	7,000	0
3rd Pty - Union 1048 Recovery	47,159	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	3,839	10,000	10,000	10,000	0
3rd Pty - Union 1048 National	0	1,000	1,000	1,000	0
3rd Pty - Union 399 Recovery	24,634	35,000	35,000	35,000	0
3rd Pty - Union 399 National	0	1,000	1,000	1,000	0
<b>Total Expenditures</b>	<b>22,828,902</b>	<b>1,795,247</b>	<b>2,920,595</b>	<b>2,778,330</b>	<b>(142,265)</b>
<b>Debt</b>					
FortisBC Agreement	7,527,676	7,527,675	7,547,002	0	(7,547,002)
Mobile Equipment	1,279,236	2,129,703	2,158,838	2,552,180	393,342
External Debt - MFA	11,741,148	12,137,934	4,536,747	5,861,862	1,325,115
Lease Payments - Other	0	0	0	245,176	245,176
Off Street Parking Levy	555,854	555,854	576,070	725,615	149,545
Interest on Property Tax	55,929	50,000	50,000	50,000	0
<b>Total Debt</b>	<b>21,159,842</b>	<b>22,401,166</b>	<b>14,868,657</b>	<b>9,434,833</b>	<b>(5,433,824)</b>

## Service Category Summary

### Fiscal Services

	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
<b>Transfers</b>					
YE Accrual Adj - General Oper	1,376	0	0	0	0
Library - Cost Recovery	384,528	0	0	0	0
Asset Amort & Gain/Loss - GEG	(3,517,031)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(2,446,524)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(11,224,626)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(329,446)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(49,358)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(3,813,960)	0	0	0	0
Payroll Burden Clearing	(384,528)	0	0	0	0
FortisBC Agreement	(936,090)	(921,654)	(836,239)	0	836,239
Mobile Equipment	(1,289,514)	(2,129,703)	(2,158,838)	(2,552,180)	(393,342)
Mgmt OH Recoveries	(3,359,332)	(3,360,050)	(3,336,827)	(3,346,496)	(9,669)
Salary Transition Clearing	(426,985)	0	0	0	0
Prior Year's Surplus	(1,376)	0	0	0	0
Internal Debt	4,022,571	4,100,000	4,100,000	4,100,000	0
External Debt - MFA	(7,550,593)	(7,485,106)	0	(65,500)	(65,500)
Road Rehabilitation program	5,647,688	5,650,000	5,800,000	5,950,000	150,000
General Infrastructure Reinvets	9,075,892	2,550,000	2,675,000	2,800,000	125,000
Snow Control	(6,857)	0	0	0	0
Lease Payments - Other	0	0	0	(245,176)	(245,176)
Operating Contribution - DDES	73,979	207,615	175,275	412,135	236,860
Contingency	1,500	0	0	0	0
Off Street Parking Levy	1,144,146	1,144,146	1,423,930	1,274,385	(149,545)
Contr to Capital Reserve	250,000	250,000	1,000,000	0	(1,000,000)
Cont to Asset Mtce (fund 13)	6,980,815	5,406,946	5,064,550	5,365,108	300,558
Gaming - Uncond Grant	491,328	2,600,000	0	2,600,000	2,600,000
Community Works - Grant	3,171,539	3,170,138	3,314,897	3,314,897	0
Provincial Grants	6,351,801	185,625	190,000	0	(190,000)
Provincial School	24,882,559	28,900,000	28,900,000	31,900,000	3,000,000
Regional District	6,080,893	5,800,000	6,000,000	6,100,000	100,000
FFG Reg. Hospital District	8,966,165	7,400,000	8,900,000	8,900,000	0
BC Assessment Authority	779,316	700,000	750,000	800,000	50,000
MFA	3,078	2,500	3,000	3,300	300
911 Emergency Service	1,760,223	1,600,000	1,700,000	1,800,000	100,000
20th/Victoria BIA Assoc	0	100,000	100,000	100,000	0
Downtown BIA Assoc	318,270	318,270	327,818	337,653	9,835
Taxes - General	0	0	(3,072,625)	0	3,072,625
Grant in Lieu - Provincial	172,135	85,000	85,000	85,000	0
Grant in Lieu - Federal	38,543	20,000	20,000	20,000	0
3rd Pty - Union 399 Recovery	104	0	0	0	0
<b>Total Transfers</b>	<b>45,262,230</b>	<b>56,293,727</b>	<b>61,124,941</b>	<b>69,653,126</b>	<b>8,528,185</b>
<b>Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>	<b>(6,980,815)</b>	<b>(5,406,946)</b>	<b>(5,064,550)</b>	<b>(5,365,108)</b>	<b>(300,558)</b>
Levy Funded	(6,980,815)	(5,406,946)	(5,064,550)	(5,365,108)	(300,558)
<b>Total Transfers - Asset Maintenance</b>	<b>(6,980,815)</b>	<b>(5,406,946)</b>	<b>(5,064,550)</b>	<b>(5,365,108)</b>	<b>(300,558)</b>
<b>Net Operations</b>	<b>(107,601,789)</b>	<b>(105,716,476)</b>	<b>(107,943,394)</b>	<b>(113,677,805)</b>	<b>(5,734,411)</b>

## Service Category Summary

### Fiscal Services

Supporting Detail (Consolidation)	2020 Actual (AA)	2020 Bylaw (UB)	2021 Bylaw (UB)	2022 Proposed (UX)	Budget Change 2022 vs 2021
Revenues	<b>(189,871,948)</b>	<b>(180,799,670)</b>	<b>(181,793,037)</b>	<b>(190,178,986)</b>	<b>(8,385,949)</b>
Expenditures					
Salary & Wages (including Benefits)	507,190	102,000	102,000	102,000	0
Non-Salary Expenses	<b>22,321,712</b>	<b>1,693,247</b>	<b>2,818,595</b>	<b>2,676,330</b>	<b>(142,265)</b>
Total Expenditures	<b>22,828,902</b>	<b>1,795,247</b>	<b>2,920,595</b>	<b>2,778,330</b>	<b>(142,265)</b>
Debt	<b>21,159,842</b>	<b>22,401,166</b>	<b>14,868,657</b>	<b>9,434,833</b>	<b>(5,433,824)</b>
Transfers	<b>38,281,415</b>	<b>50,886,781</b>	<b>56,060,391</b>	<b>64,288,018</b>	<b>8,227,627</b>
Net Operations	<b>(107,601,789)</b>	<b>(105,716,476)</b>	<b>(107,943,394)</b>	<b>(113,677,805)</b>	<b>(5,734,411)</b>

2022-2026  
**CAPITAL PLAN**

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CITY OF  
PRINCE GEORGE

**DATE:** January 6, 2022

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

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

**SUBJECT:** 2022 – 2026 Capital Plan

**ATTACHMENTS:** Capital Plans

**RECOMMENDATION:**

That Council APPROVES the 2022 – 2026 Capital Plan attached to the Staff Report dated January 6, 2022 from the Director of Finance titled “2022 – 2026 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 2022 - 2026 Capital Plan is presented to Council by fund and by service category.

**STRATEGIC PRIORITIES:**

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

Directors submitted their highest priority projects based on the professional expertise and advice of their respective departmental teams. The Senior 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.

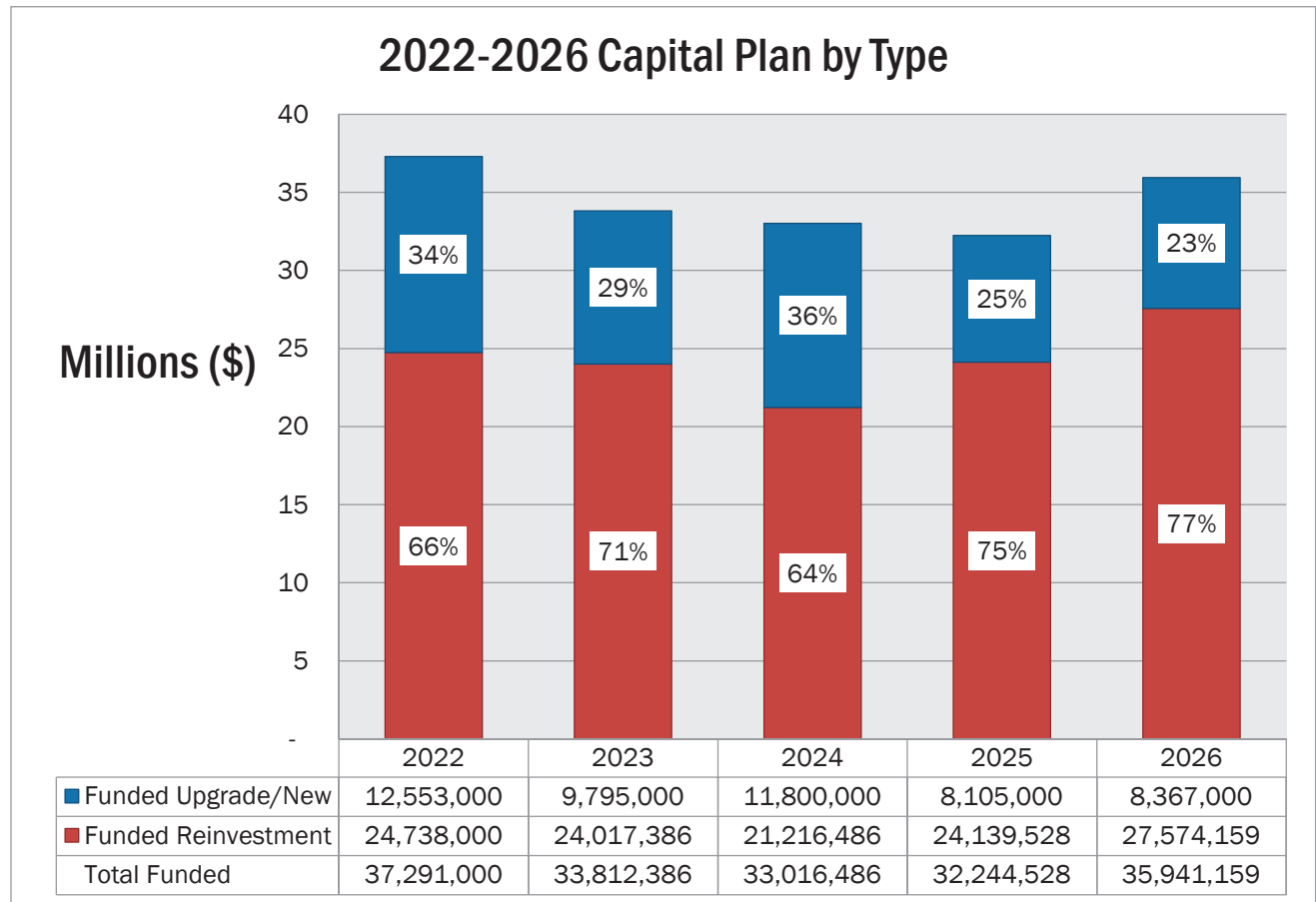
The presentation of the Capital Plan is organized by service category, which follows the same style of presentation as the Operational Budget in the Financial Plan as well as making specific projects easier to find for the reader.

**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 2022 – 2026 Capital Plan includes all requests for capital work for the five year period; however not all projects have been funded. Unfunded projects have been listed so that Council and the community are able to view the full complement of project requests. A project that is unfunded may meet grant criteria at a future date and could thus be considered for approval through a capital plan budget amendment. The chart below provides a breakdown of the current capital plan by type of project.



Descriptions of project types are as follows:

**Upgrade/New**

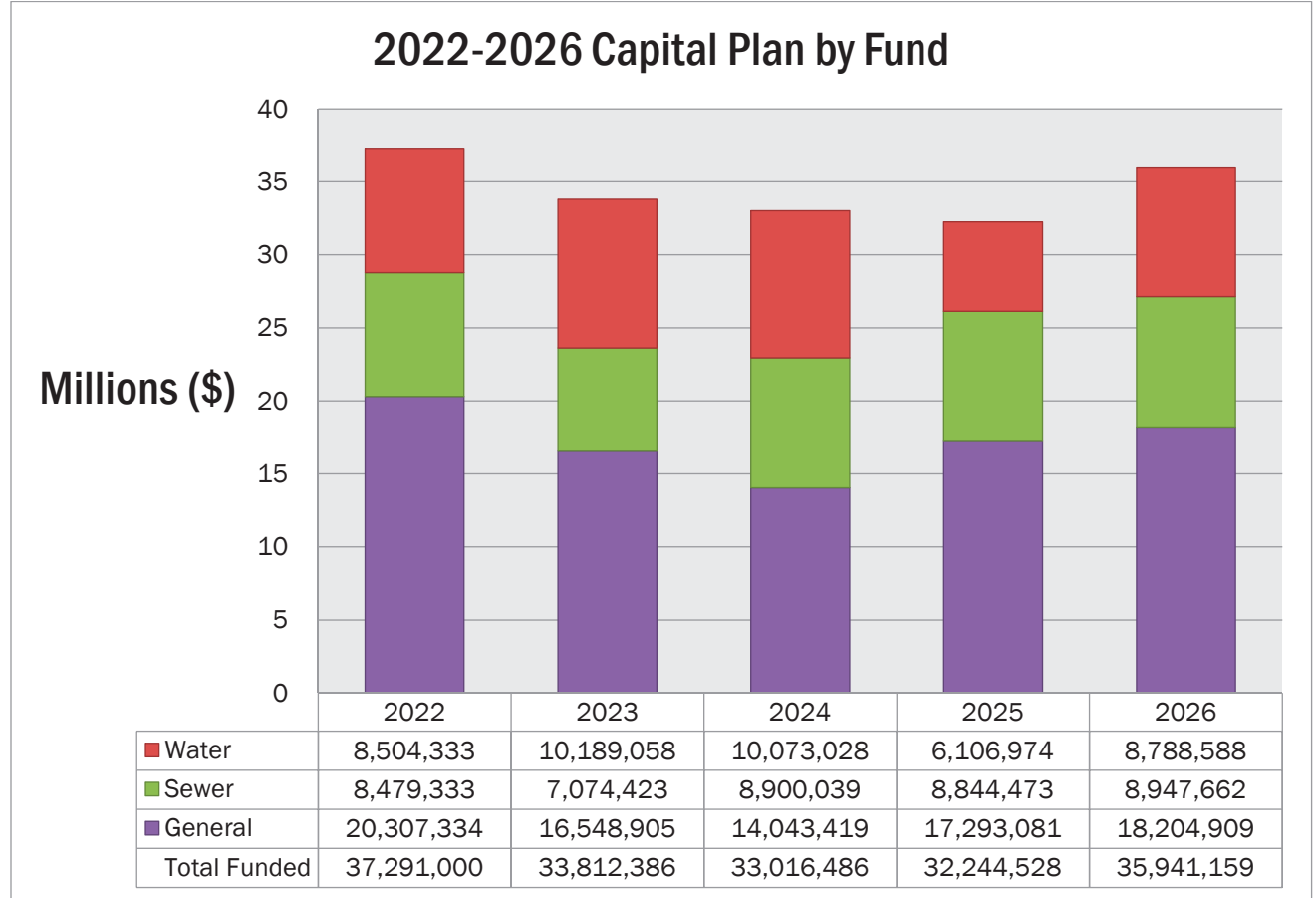
- Works to provide a higher level of service, either with increased capacity or increased performance capability.
- Works that add a new asset to the City’s inventory.

**Reinvestment (Renew, Replace, and Maintain)**

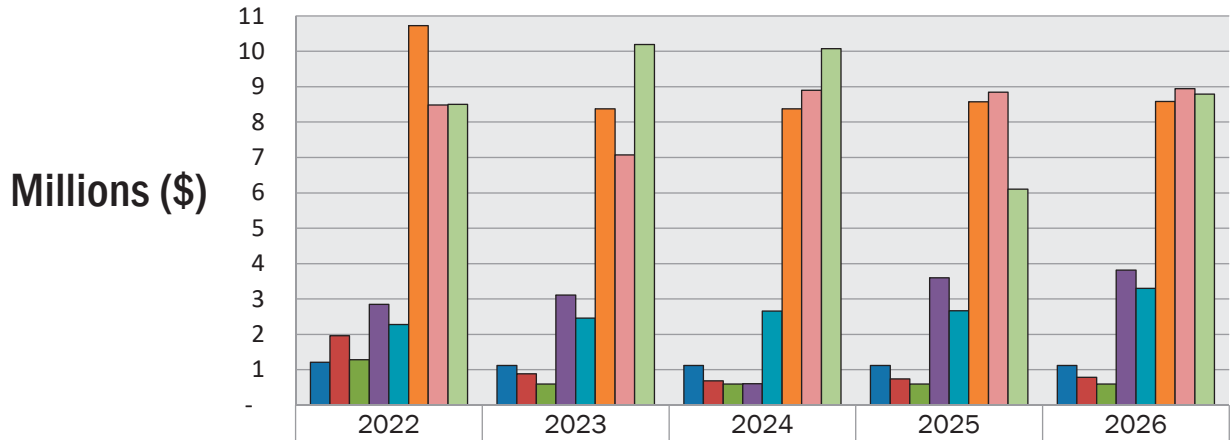
- Works to continue to provide the same level of service that also: fully replace an existing asset and dispose of the old asset, extend an asset life beyond the original expected life, lower the associated operating costs, or improve the quality of output.
- Works to retain an asset as near as practicable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

**Capital Plan by Fund**

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



## 2022-2026 Capital Plan by Service Type



	2022	2023	2024	2025	2026
■ Administrative Services	1,210,000	1,120,000	1,120,000	1,120,000	1,125,000
■ Civic Facilities	1,963,000	888,000	686,000	737,000	789,000
■ Recreation and Culture	1,285,500	600,000	600,000	600,000	600,000
■ Solid Waste and Fleet	2,848,834	3,110,905	602,419	3,596,081	3,813,909
■ Storm Drainage	2,275,000	2,455,000	2,660,000	2,665,000	3,297,000
■ Transportation	10,725,000	8,375,000	8,375,000	8,575,000	8,580,000
■ Sewer	8,479,333	7,074,423	8,900,039	8,844,473	8,947,662
■ Water	8,504,333	10,189,058	10,073,028	6,106,974	8,788,588
Total Funded	37,291,000	33,812,386	33,016,486	32,244,528	35,941,159

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

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

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

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

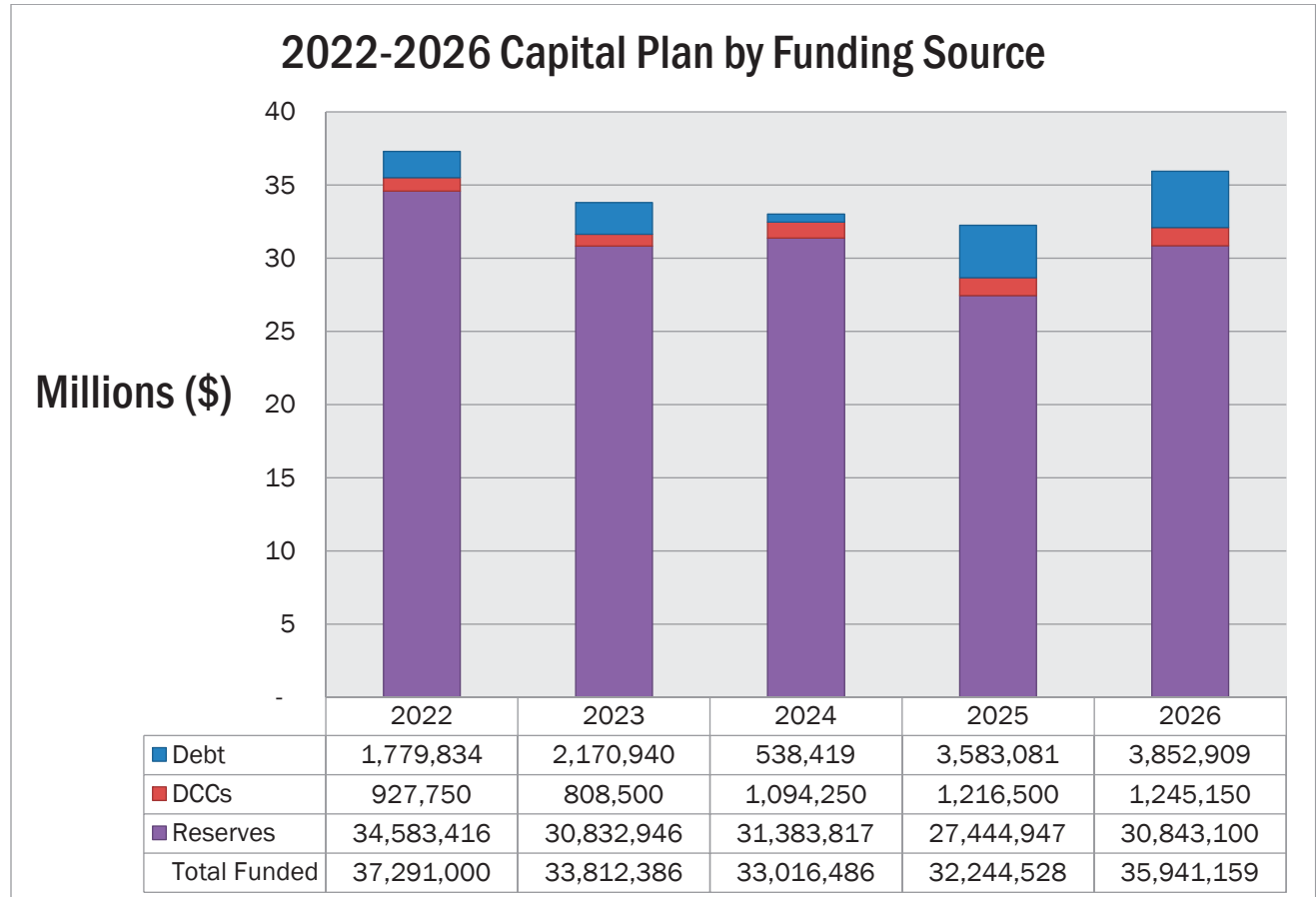
**Storm Drainage** includes catchbasins, culverts, and other forms of drainage control.

**Transportation** includes roads, snow control, and street lighting.

## Capital Plan by Funding Source

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

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



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

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

**DCCs** are used to fund expansion of infrastructure assets. DCC levies are calculated for projects that are included in the capital plan. For that purpose, unfunded and future year projects (2027 - 2031) are included in the overall plan.

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

**SUMMARY AND CONCLUSION:**

This report and the capital project reports on the pages that follow in the budget book provide the details of the 2022 – 2026 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 2022 - 2026 and projects that are anticipated for future years (2027 - 2031) have been listed for Council's information.

**RESPECTFULLY SUBMITTED:**



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Kris Dalio, Director of Finance

**APPROVED:**



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Walter Babicz, City Manager  
Meeting date: January 24, 2022



# CIVIC FACILITIES & PARKING INFRASTRUCTURE REPORT CARD 2022

## Estimated Required Funding:

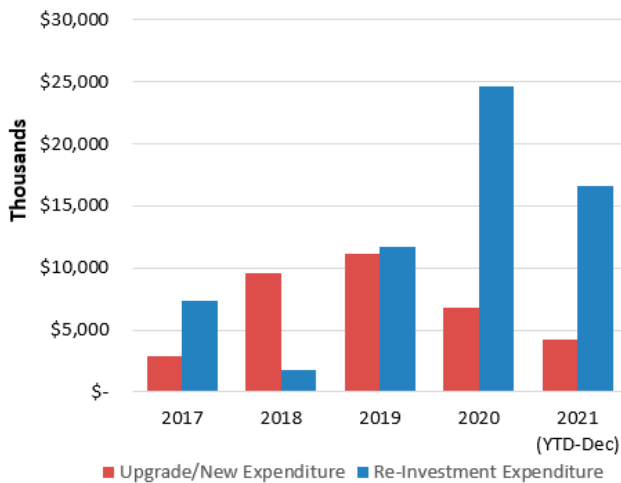
Average Annual Re-investment (AAR) = \$10.7M

## Annual Infrastructure Funding Gap:

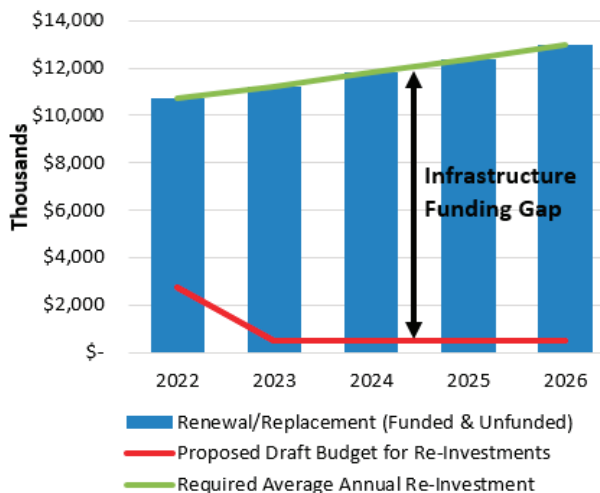
AAR – Last 5 years' Avg Re-Investment = \$0M

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

### Last 5 Year Capital Investment

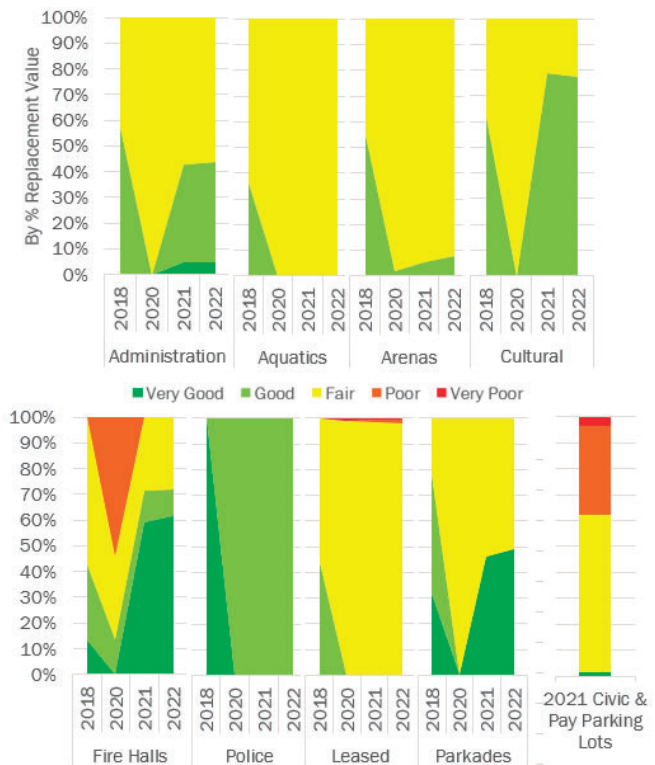


### Next 5 Year Capital Funding



## Approximate Replacement Value of Civic Facilities (incl parking lots): \$623M

## Condition (based on visual inspections):



Old Fire Hall & FSLP removed from condition graph and inventory.

## Asset Inventory:

Type of Facility	Amount
Fire Halls	4
Aquatics	1
Arenas/Atrium	6/1
Cultural	4
Administration	9
Police	1
Parkades/Pay Lots/Civic Parking Lots	5/5/25
Leased (to 3 <sup>rd</sup> Party)	20



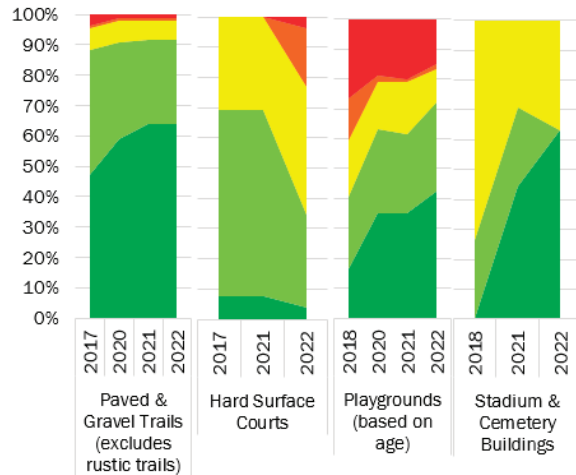
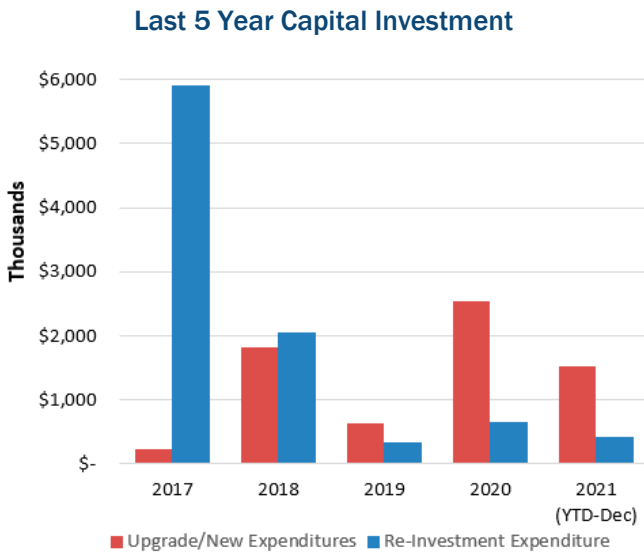
# PARKS & TRAILS INFRASTRUCTURE REPORT CARD 2022

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

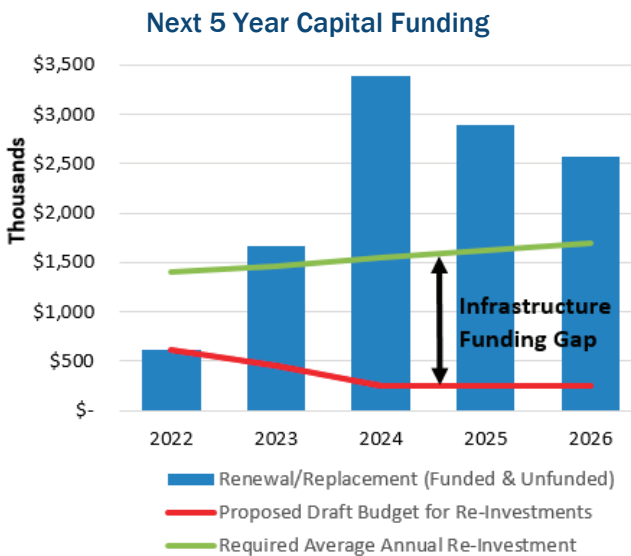
**Approximate Replacement Value of Parks & Trails:** \$88M (excluding park land value)

**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).*

**Condition:**



2022 Playground condition assessment will provide an accurate indication of condition rather than basing the condition on age.



**Asset Inventory:**

Asset Type	Amount
# of Parks & Green Spaces	373
Trees (Parks/Streets/Civic Buildings)	5,427
Parking Lots at Parks	48
Washrooms/Outhouses	14/18
Individual Sport Fields & Baseball	66
Hard Surface Courts/Skateboard Parks	23/3
Bollards	3,232
Signs	834
Trash Containers	471
Fences	25km
Benches/Picnic Tables	311/171
Fire Pits	2
Playgrounds	50
Area of City Parks & Green Spaces	1,973ha
Length of Trails	106km
Stadium Buildings	2
Cemetery Buildings	3



# ROADS & BRIDGES INFRASTRUCTURE REPORT CARD 2022

## Estimated Required Funding:

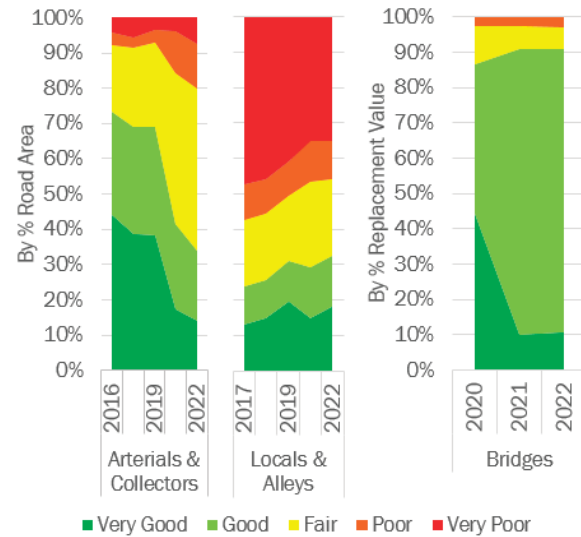
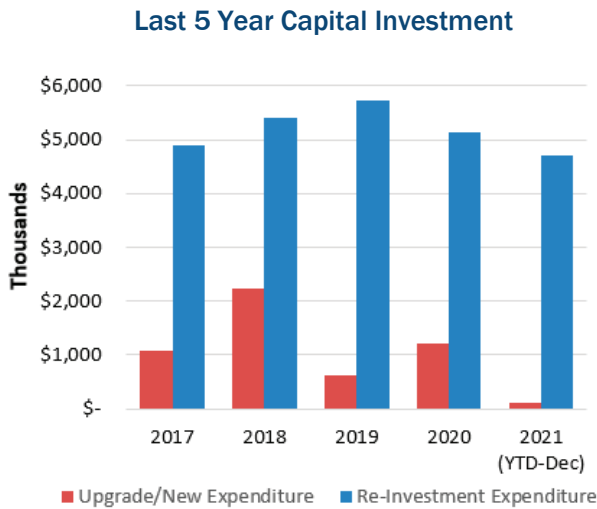
**Average Annual Re-Investment (AAR) = \$8.7M**  
(includes gravel, paved roads, and vehicle bridges)

## Approximate Replacement Value of Road & Bridge Assets: \$1.25 Billion

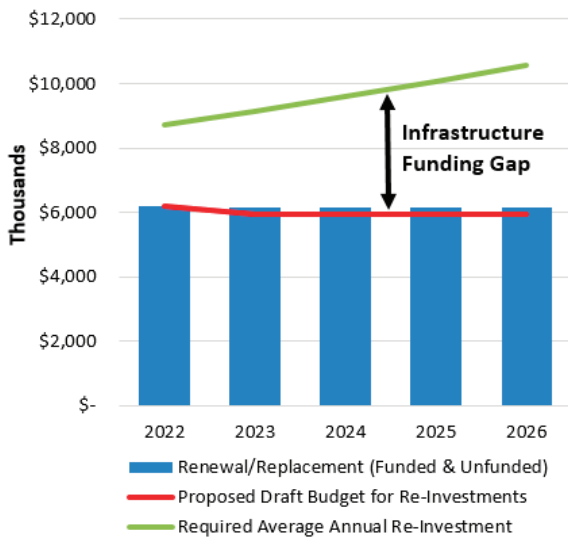
## Annual Infrastructure Funding Gap:

**AAR - Last 5 years' Avg Re-Investment = \$3.5M**

## Condition:



## Next 5 Year Capital Funding



## Asset Inventory:

Road Class	Approx. Lane km's
Arterial	319
Major Collector	123
Minor Collector	154
Local	678
Alley	19
Ramps	6
<b>Paved Roads Total:</b>	<b>1,299</b>
Intersections	2.16 km <sup>2</sup> (Area)
Gravel Roads	246
Vehicle Bridges	16



# SIDEWALKS & WALKWAYS INFRASTRUCTURE REPORT CARD 2022

## Estimated Required Funding:

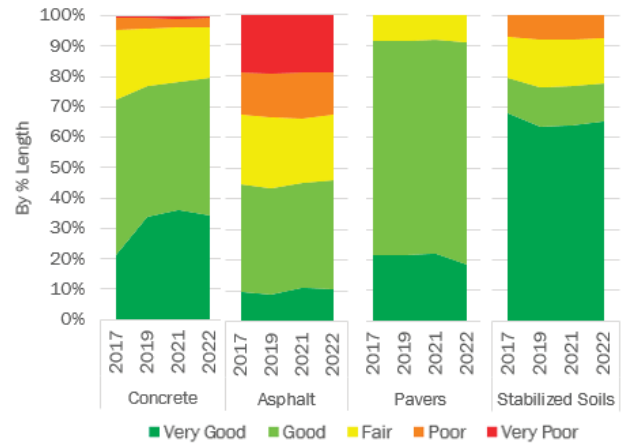
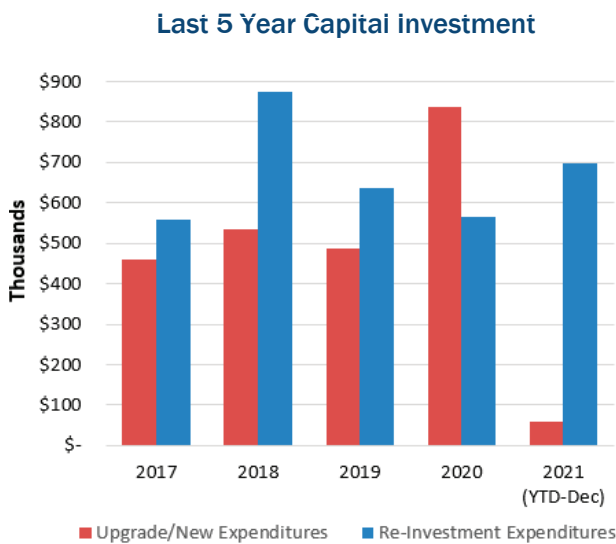
Average Annual Re-Investment (AAR) = \$1.5M

## Approximate Replacement Value of Sidewalk & Walkway Assets: \$168M

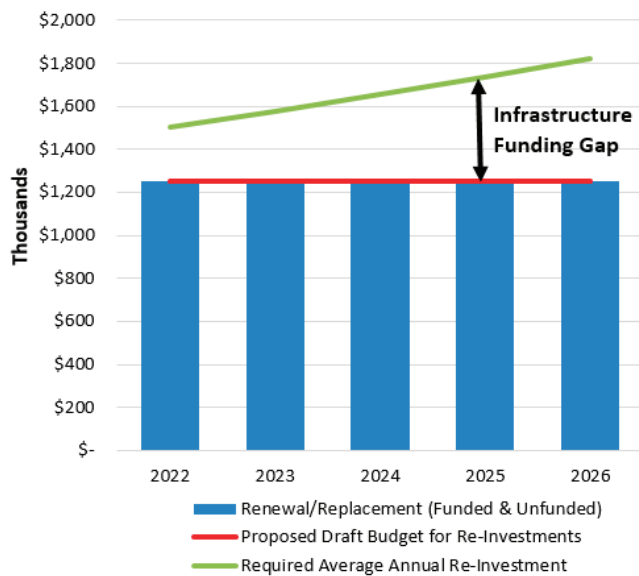
## Annual Infrastructure Funding Gap:

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

## Condition (both years based on inspections):



### Next 5 Year Capital Funding



## Asset Inventory:

Sidewalks	
Surface Type	Length (km's)
Concrete	90
Asphalt	104
Other	3
<b>Total:</b>	<b>197</b>

Walkways (Between Roads)	
Surface Type	Length (km's)
Concrete	0.1
Asphalt	11
Other	3
<b>Total:</b>	<b>14</b>



# STORMWATER DRAINAGE INFRASTRUCTURE REPORT CARD 2022

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

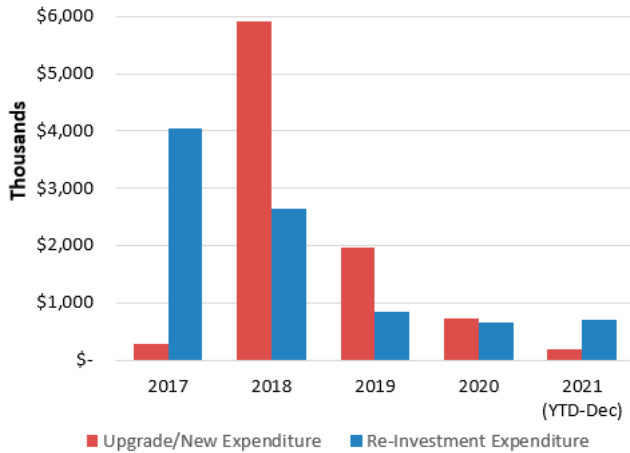
Linear = \$4.37M  
Facilities = \$0.03M  
Total = \$4.4M

## Annual Infrastructure Funding Gap:

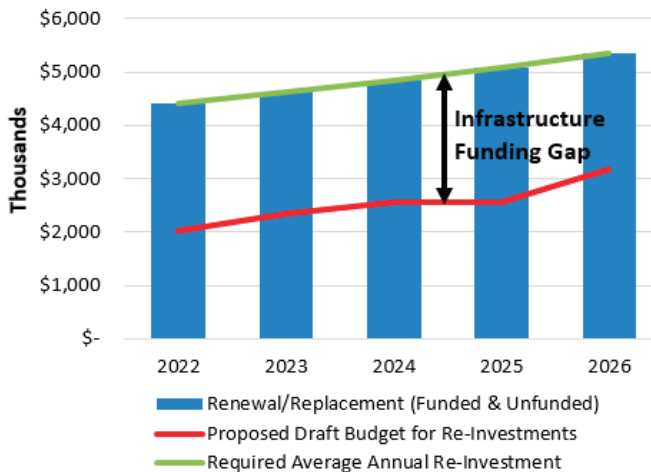
**AAR – Last 5 years’ Re-Investment = \$2.5M**

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

### Last 5 Year Capital Investment



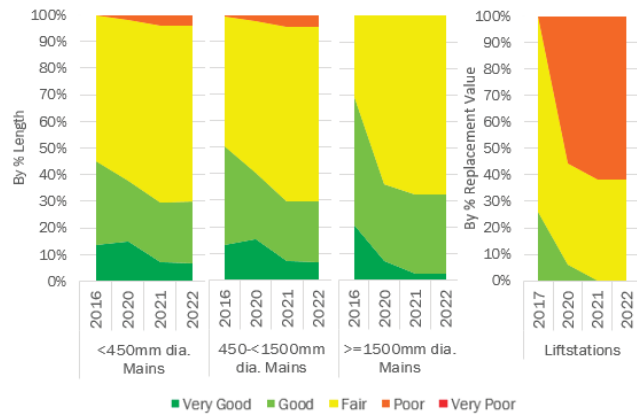
### Next 5 Year Capital Funding



## Approximate Replacement Value of Stormwater Drainage Assets:

Linear = \$332M  
Facilities = \$1.6M

## Condition (Mains Based on Age):



## Asset Inventory:

Asset Type	Approx Length
Gravity Mains	385km
Forcemains	0.18km
Lateral Lines (Service Connections)	42km
Total:	427km

Asset Type	Amount
Catch Basins	5,859
Manholes	4,116
Discharge Points	355
Inlet Structures	224
Storm Lift Stations	6
Ditches	693km



# STREET LIGHTS INFRASTRUCTURE REPORT CARD 2022

## Estimated Required Funding:

Average Annual Re-Investment (AAR) = \$1.8M

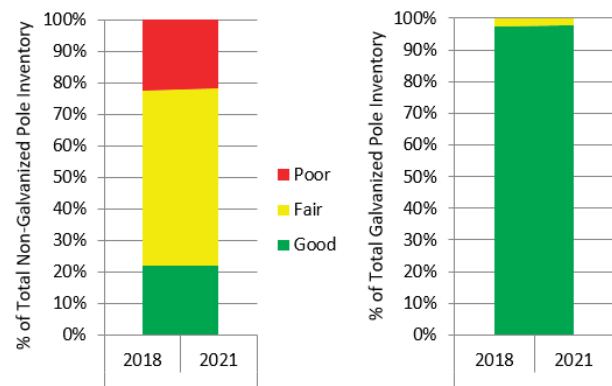
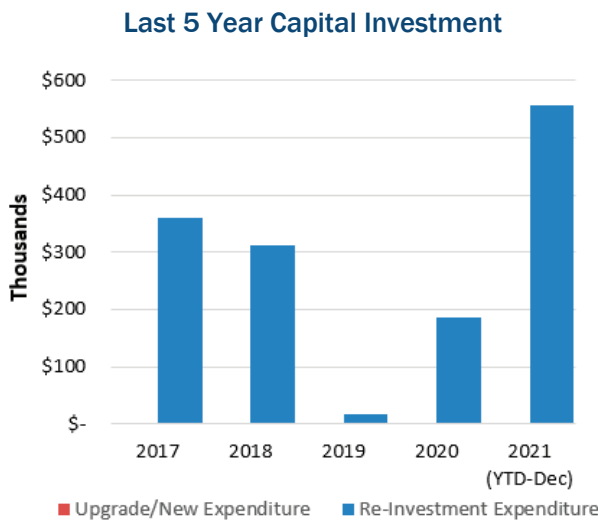
## Annual Infrastructure Funding Gap:

AAR – Last 5 years' Avg Re-Investment = \$1.1M

## Approximate Replacement Value of Street Lights:

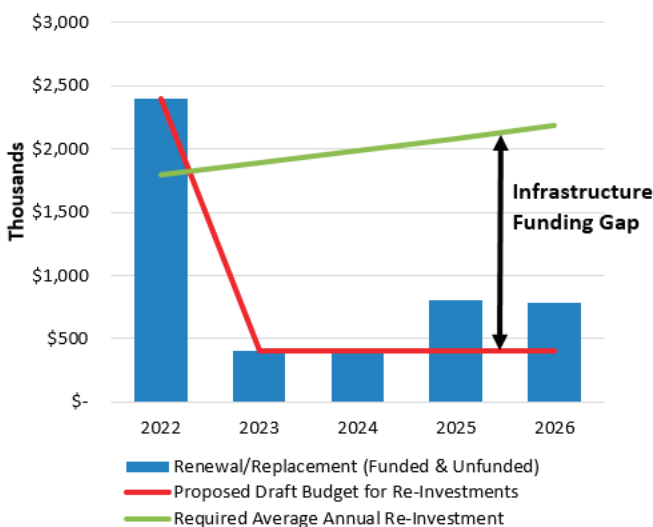
\$112M

## Condition:



Condition based on 2018 inspections.  
Funding requirements include underground wiring.

## Next 5 Year Capital Funding



## Asset Inventory:

Asset Type	Est. Amount
Galvanized Poles	2,180
Non-Galvanized Poles	2,548
<b>Total:</b>	<b>4,728</b>
Light Fixtures	
LED (318 LED's installed in 2021)	2,097
Non-LED	2,911
<b>Total:</b>	<b>5,008</b>



# SANITARY SEWER INFRASTRUCTURE REPORT CARD 2022

## Estimated Required Funding:

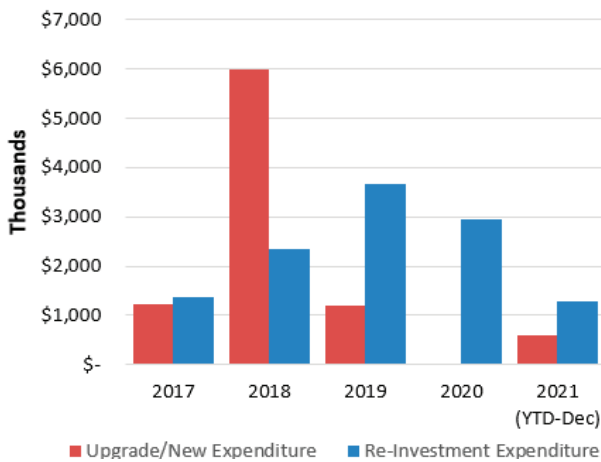
### Average Annual Re-Investment (AAR)

Linear = \$5.3M  
 Facilities = \$2.2M  
 Total = \$7.5M

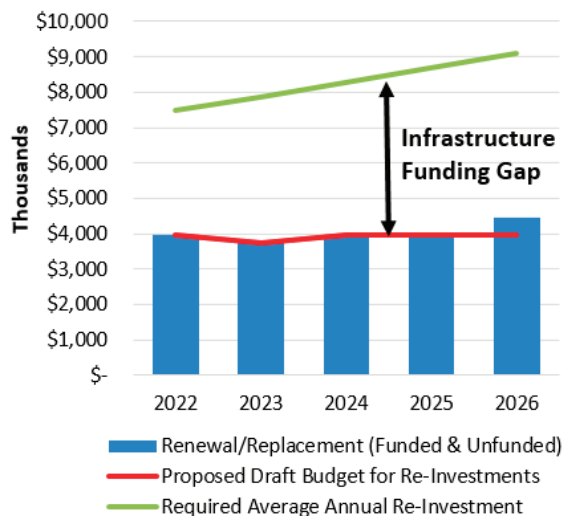
## Annual Infrastructure Funding Gap:

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

Last 5 Year Capital Investment



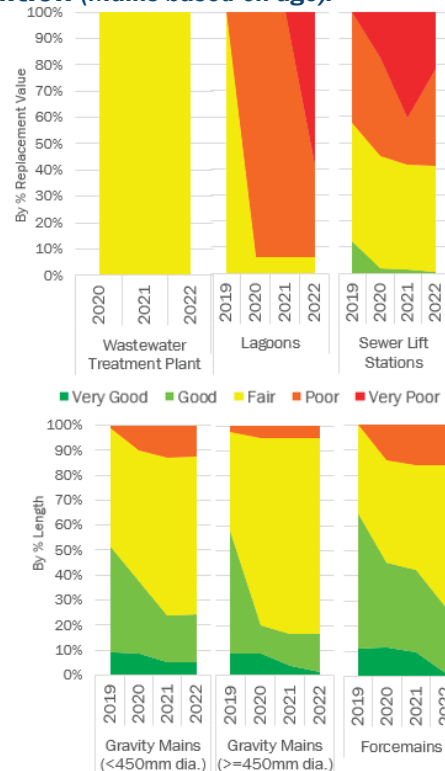
Next 5 Year Capital Funding



## Approximate Replacement Value of Sanitary Assets:

Linear = \$538M  
 Facilities = \$112M

### Condition (Mains based on age):



## Asset Inventory:

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

Asset Type	Amount
Sewer Lift Stations	30
Wastewater Treatment Plant	1
Treatment Lagoons	5
Sanitary Chambers	10
Sanitary Valves	20
Manholes	5,489



# WATER INFRASTRUCTURE REPORT CARD 2022

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

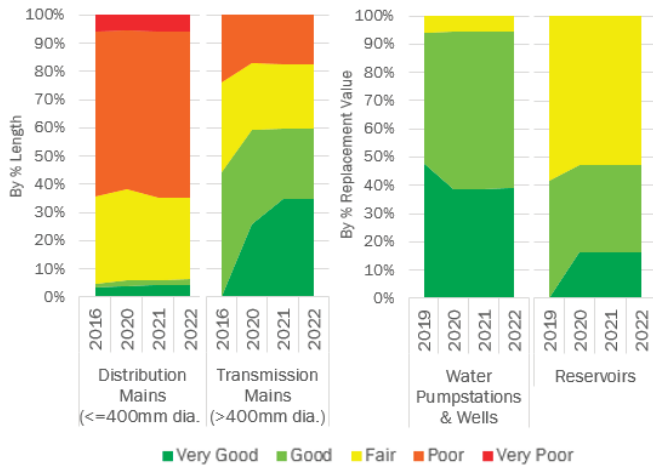
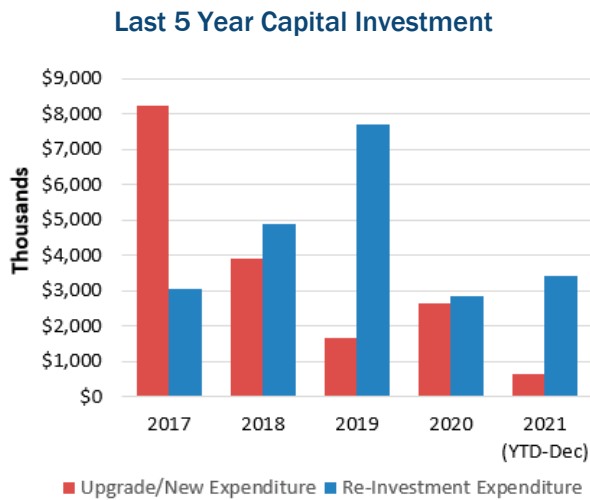
Linear = \$8.2M  
Facilities = \$1.7M  
Total = \$9.9M

## Approximate Replacement Value of Water Assets:

Linear = \$565M  
Facilities = \$92M

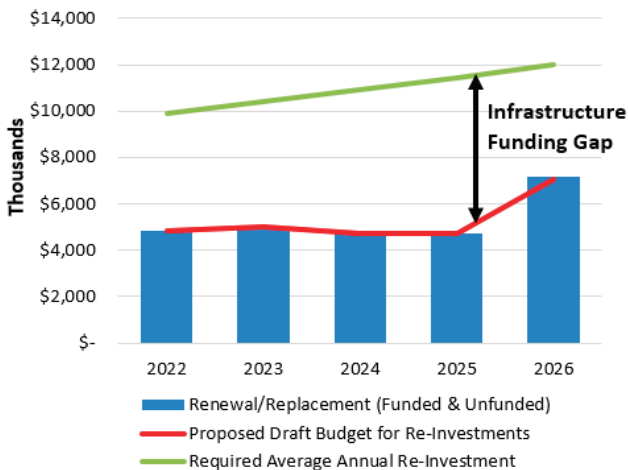
## Annual Infrastructure Funding Gap: AAR – Last 5 Years' Avg Re-Investment = \$4.7M

## Condition (Mains based on age):



## Next 5 Year Capital Funding

## Asset Inventory:



Asset Type	Approx Length
Lateral Lines (Service Connections)	236km
Mains	576km
Total:	812km
Asset Type	Amount
Booster Stations	9
Wells	7
Reservoirs	15
Pressure Reducing Valves	24
System Valves	7,473
Control Valves	238
Hydrants	2,160

in thousands (000)

Fund # Project	Page	Cost	2022	2023	2024	2025	2026
<b>1-General Fund</b>							
<b>Bylaw Services</b>							
1 #3359 2022 New Bylaw SUV	150	51	51	0	0	0	0
<b>Bylaw Services Total</b>		<b>51</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>							
2 #3355 Memorial Park Cemetery Refurbishment 2022	151	175	175	0	0	0	0
<b>Cemetery Total</b>		<b>175</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Maintenance</b>							
3 #3208 Janitorial Equip-Replace Floor Scrubbers	152	341	41	38	36	87	139
4 #3342 Emergency Infrastructure Reinvestment - General	152	2,500	500	500	500	500	500
5 #3357 Plaza Parkade Rear Security Fencing	152	222	222	0	0	0	0
6 #3358 RMCA-Replace Ice Plant Condenser	153	390	390	0	0	0	0
<b>Civic Facilities Maintenance Total</b>		<b>3,453</b>	<b>1,153</b>	<b>538</b>	<b>536</b>	<b>587</b>	<b>639</b>
<b>Development Planning and Administration</b>							
7 #3188 CARIP - Energy/GHG Reduction	154	400	200	200	0	0	0
<b>Development Planning and Administration Total</b>		<b>400</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas</b>							
8 #3314 CN Centre-Replace Concession Equipment	155	76	76	0	0	0	0
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>76</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services</b>							
9 #0431 Mobile Equipment Replacement	156	13,421	2,698	3,011	502	3,496	3,714
10 #3226 Fleet Shop Equipment	156	500	100	100	100	100	100
<b>Fleet Services Total</b>		<b>13,921</b>	<b>2,798</b>	<b>3,111</b>	<b>602</b>	<b>3,596</b>	<b>3,814</b>
<b>Infrastructure Planning &amp; Engineering</b>							
11 #1503 Off-Site Works	157	595	110	120	120	120	125
<b>Infrastructure Planning &amp; Engineering Total</b>		<b>595</b>	<b>110</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>125</b>
<b>IT Services</b>							
12 #0715 IT Maintenance	158	625	125	125	125	125	125
13 #0720 IT Betterments	158	750	150	150	150	150	150
14 #0724 IT Replacements	158	1,250	330	230	230	230	230
15 #0727 IT New	159	2,475	495	495	495	495	495
<b>IT Services Total</b>		<b>5,100</b>	<b>1,100</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

in thousands (000)

Fund # Project	Page	Cost	2022	2023	2024	2025	2026
<b>Parks</b>							
16 #0251 Connaught Park Enhancement	160	160	160	0	0	0	0
17 #0311 Tree Planting Greening the City	160	250	50	50	50	50	50
18 #0382 Nature Park Improvements	160	250	50	50	50	50	50
19 #0815 Rainbow Park Irrigation	161	300	300	0	0	0	0
20 #1097 Trails Rehabilitation	161	1,400	400	250	250	250	250
21 #1378 Playground Replacement Program	161	1,250	250	250	250	250	250
<b>Parks Total</b>		<b>3,610</b>	<b>1,210</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Project Delivery</b>							
22 #1467 Accessibility Improvements	163	750	150	150	150	150	150
23 #3142 Plaza Parkade Elevator Modernization	163	460	460	0	0	0	0
<b>Project Delivery Total</b>		<b>1,210</b>	<b>610</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Roads</b>							
24 #0399 Road Rehabilitation	164	29,750	5,950	5,950	5,950	5,950	5,950
25 #1093 Sidewalk and Walkway Rehabilitation	164	6,250	1,250	1,250	1,250	1,250	1,250
26 #1489 New Sidewalks	165	2,000	400	400	400	400	400
27 #3249 Traffic Controller and Signal Optical Detection Upgrade	165	380	75	75	75	75	80
28 #3360 7th Ave and Dominion St Signalization	166	500	500	0	0	0	0
29 #3361 CPG Welcome Highway Signs	166	250	250	0	0	0	0
30 #3365 Foothills - 18th Ave Roundabout	167	1,600	1,600	0	0	0	0
<b>Roads Total</b>		<b>40,730</b>	<b>10,025</b>	<b>7,675</b>	<b>7,675</b>	<b>7,675</b>	<b>7,680</b>
<b>Storm Drainage</b>							
31 #1029 Storm Drainage - Catch Basin Replacement Program	168	1,100	100	100	300	300	300
32 #1500 Drainage Improvements	168	552	100	105	110	115	122
33 #3220 Storm Water System Rehab	169	1,400	200	300	300	300	300
34 #3294 Prepaving Storm Water Infrastructure	169	775	150	150	150	150	175
35 #3321 Storm Water Drainage - System Renewal	169	7,200	1,000	1,400	1,400	1,400	2,000
36 #3334 Storm Water Drainage - Pond and Outfall Renewal	170	2,000	400	400	400	400	400
37 #3369 Flood Protection Pump Upgrade	170	150	150	0	0	0	0
<b>Storm Drainage Total</b>		<b>13,177</b>	<b>2,100</b>	<b>2,455</b>	<b>2,660</b>	<b>2,665</b>	<b>3,297</b>
<b>Street Lighting</b>							
38 #3116 Street Light Replacement Program	171	2,000	400	400	400	400	400
<b>Street Lighting Total</b>		<b>2,000</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Transportation &amp; Technical Services</b>							
39 #3219 Pedestrian/Traffic Safety Improvements	172	1,900	300	300	300	500	500
<b>Transportation &amp; Technical Services Total</b>		<b>1,900</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>500</b>	<b>500</b>
<b>1-General Fund Total</b>		<b>86,398</b>	<b>20,307</b>	<b>16,549</b>	<b>14,043</b>	<b>17,293</b>	<b>18,205</b>

in thousands (000)

Fund # Project	Page	Cost	2022	2023	2024	2025	2026
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
40 #0526 Wastewater Treatment Centre - Centrifuge Renewal	173	200	100	100	0	0	0
41 #1031 Sanitary Sewer Rehabilitation	173	1,700	340	340	340	340	340
42 #1168 Mobile Equipment Replacement - Sewer	173	1,846	179	774	300	244	348
43 #1491 Prepaving Sewer Infrastructure	174	550	110	110	110	110	110
44 #1492 Sanitary Liftstations Upgrade	174	1,000	200	200	200	200	200
45 #3221 Wastewater Treatment Plant Renewal	174	8,400	1,500	1,500	1,800	1,800	1,800
46 #3224 Wastewater Treatment Plant New Components	175	8,950	450	550	2,650	2,650	2,650
47 #3328 Sanitary Lagoon Re-Routing	175	11,900	3,900	2,000	2,000	2,000	2,000
48 #3329 Forcemain and Liftstation Renewal	176	5,200	1,200	1,000	1,000	1,000	1,000
49 #3372 Emergency Infrastructure Reinvestment - Sewer	176	2,500	500	500	500	500	500
<b>Sewer Operations Total</b>		<b>42,246</b>	<b>8,479</b>	<b>7,074</b>	<b>8,900</b>	<b>8,844</b>	<b>8,948</b>
<b>3-Sewer Fund Total</b>		<b>42,246</b>	<b>8,479</b>	<b>7,074</b>	<b>8,900</b>	<b>8,844</b>	<b>8,948</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
50 #1169 Mobile Equipment Replacement - Water	177	1,137	179	214	248	182	314
51 #1391 Construction Tools and Equipment	177	125	25	25	25	25	25
52 #3101 Water Main Replacements	177	17,200	3,000	3,000	3,000	3,000	5,200
53 #3102 New Water Mains	178	5,300	2,000	700	800	800	1,000
54 #3184 New Water Facilities	178	9,400	1,200	4,000	4,000	100	100
55 #3185 Water Facilities Renewal	178	2,900	550	550	600	600	600
56 #3284 Valves, Service Connections, and Fire Hydrants Renewal	179	3,050	650	800	500	500	600
57 #3293 Prepaving Water Infrastructure	179	750	150	150	150	150	150
58 #3330 Water Facility Upgrade	179	1,300	250	250	250	250	300
59 #3373 Emergency Infrastructure Reinvestment - Water	180	2,500	500	500	500	500	500
<b>Water Operations Total</b>		<b>43,662</b>	<b>8,504</b>	<b>10,189</b>	<b>10,073</b>	<b>6,107</b>	<b>8,789</b>
<b>4-Water Fund Total</b>		<b>43,662</b>	<b>8,504</b>	<b>10,189</b>	<b>10,073</b>	<b>6,107</b>	<b>8,789</b>
<b>Grand Total</b>		<b>172,306</b>	<b>37,291</b>	<b>33,812</b>	<b>33,016</b>	<b>32,245</b>	<b>35,941</b>

in thousands (000)

Fund # Project	Page	Cost	2022	2023	2024	2025	2026
<b>1-General Fund</b>							
<b>Aquatics</b>							
1 #3271 AQC-Replace Lockers	181	325	0	325	0	0	0
2 #3274 AQC-Replace Cardio Equipment	181	110	0	0	110	0	0
<b>Aquatics Total</b>		<b>435</b>	<b>0</b>	<b>325</b>	<b>110</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>							
3 #0302 Memorial Park Cemetery Enhancement	182	150	0	150	0	0	0
<b>Cemetery Total</b>		<b>150</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Maintenance</b>							
4 #3331 Parking Lot Reinvestment	183	500	0	100	100	100	200
<b>Civic Facilities Maintenance Total</b>		<b>500</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>200</b>
<b>Development Planning and Administration</b>							
5 #1487 Pine Valley-New Irrigation System	184	400	0	0	400	0	0
<b>Development Planning and Administration Total</b>		<b>400</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre</b>							
6 #3069 CC-2023 Replace Furniture and Equipment	185	75	0	75	0	0	0
7 #3270 CC-2023 Replace Kitchen Equipment	185	60	0	60	0	0	0
<b>Events &amp; Civic Centre Total</b>		<b>135</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas</b>							
8 #1418 RMCA-Replace Skate Floor	186	175	0	175	0	0	0
9 #1419 Kin 3-Replace Skate Floor	186	152	0	152	0	0	0
10 #3315 CN Centre-Aluminum Stage Barricade	186	40	0	40	0	0	0
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>367</b>	<b>0</b>	<b>367</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services</b>							
11 #1283 Drivable Hoist - Lube Bay	187	65	0	65	0	0	0
12 #1285 Refurbish Fleet Cranes	187	250	0	0	250	0	0
<b>Fleet Services Total</b>		<b>315</b>	<b>0</b>	<b>65</b>	<b>250</b>	<b>0</b>	<b>0</b>
<b>Infrastructure Planning &amp; Engineering</b>							
13 #0697 South Ft George Flood Protection	188	1,000	0	0	0	0	1,000
14 #0701 Flood Protect Various Risk Areas	188	1,535	0	0	0	0	1,535
15 #1133 Ferry/Upland/Lansdowne Intersection	188	3,500	0	0	0	3,500	0
16 #1226 Otway Multi-Use Trail	189	1,000	0	0	0	0	1,000
<b>Infrastructure Planning &amp; Engineering Total</b>		<b>7,035</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>3,535</b>

in thousands (000)

Fund # Project	Page	Cost	2022	2023	2024	2025	2026
<b>Parks</b>							
17 #0644 Hwy 16/97 Landscaping	190	400	0	0	400	0	0
18 #0931 Boulevard Restoration	190	640	0	160	160	160	160
19 #1140 Ospika/Tabor Blvd Irrigation	190	100	0	100	0	0	0
20 #1189 Off Leash Areas	191	100	0	25	25	25	25
21 #1192 Hart Connector Trail	191	2,000	0	0	0	2,000	0
22 #1384 Rainbow Park Washroom	191	500	0	0	0	500	0
23 #1385 Park Washroom Refurbishment	192	1,000	0	0	0	500	500
24 #1390 Exhibition Park-Replace Fencing	192	150	0	0	150	0	0
25 #1499 New Trails and Paths	192	1,000	0	250	250	250	250
26 #3036 Lheidli T'enneh Memorial Playground Replacement	193	1,500	0	0	1,500	0	0
27 #3039 Cpl Darren Fitzpatrick Bravery Park Washroom	193	300	0	300	0	0	0
28 #3275 Cottonwood & Heritage River Trail Refurbishment - Future Years	194	4,625	0	1,215	795	1,540	1,075
29 #3276 CJK Park Refurbishment	194	1,650	0	0	300	600	750
30 #3313 Neighbourhood Park Development	195	2,000	0	500	500	500	500
<b>Parks Total</b>		<b>15,965</b>	<b>0</b>	<b>2,550</b>	<b>4,080</b>	<b>6,075</b>	<b>3,260</b>
<b>PG Events Group</b>							
31 #1290 Mobile Stage	196	211	0	211	0	0	0
<b>PG Events Group Total</b>		<b>211</b>	<b>0</b>	<b>211</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Delivery</b>							
32 #0125 B Harkins Lib-Concrete Deck Upgrade	197	1,260	0	0	1,260	0	0
33 #0128 Library N-Replace Flooring	197	55	0	55	0	0	0
34 #0892 B Harkins Lib-Replace Flooring	197	282	0	282	0	0	0
35 #1163 RMCA-Replace HVAC	198	2,400	0	0	0	0	2,400
36 #1187 RMCA-Replace Arena Floor	198	3,120	0	0	0	0	3,120
37 #1303 CYC-Ext Wall Finishes Replacement	198	105	0	105	0	0	0
38 #1444 AQC-Replace Public Change Room Tile	199	110	0	0	110	0	0
39 #3122 4050 18th Ave-Replace OH Doors	199	315	0	315	0	0	0
40 #3144 Ex Sport Ctr-Gymnastics Viewing	199	150	0	0	0	0	150
41 #3196 18th Ave Yard Emergency Generator	200	260	0	0	260	0	0
42 #3198 B Harkins Lib-Replace Soffits	200	261	0	0	261	0	0
43 #3199 RCMP-Security Gate Replacement	200	150	0	150	0	0	0
44 #3205 ECRA-Replace Fascia and Fencing	201	72	0	0	72	0	0
45 #3251 Civic Facility Roofs Replacements 2025	201	186	0	0	0	186	0
46 #3273 AQC-Doors & Column Rust Repair	201	43	0	43	0	0	0
47 #3277 Elksentre-Compressor Replacement	202	197	0	197	0	0	0
48 #3280 CC-BAS Replacement	202	610	0	610	0	0	0
49 #3300 CN Centre Renewal	202	2,000	0	0	2,000	0	0
50 #3322 Arena Refrigeration UG	203	2,450	0	1,500	200	700	50
51 #3346 Civic Facilities Long-Term Reinvestment	203	39,532	7,935	6,666	7,294	10,901	6,736
<b>Project Delivery Total</b>		<b>53,557</b>	<b>7,935</b>	<b>9,923</b>	<b>11,457</b>	<b>11,787</b>	<b>12,456</b>

in thousands (000)

Fund # Project	Page	Cost	2022	2023	2024	2025	2026
<b>Roads</b>							
52 #0670 Hwy 97/22nd and Griffiths Improve	204	5,250	0	250	5,000	0	0
53 #0671 Road Realign Hwy 97/Northwood	204	1,500	0	0	0	0	1,500
54 #1131 Hwy 97 & Hwy 16 Corridor Improvements	204	2,000	0	0	1,000	1,000	0
55 #1208 Tyner University Heights Turn Lanes	205	1,030	0	0	0	1,030	0
56 #1209 Tyner Blvd Bus Pullouts	205	325	0	325	0	0	0
57 #1210 Tyner Blvd Traffic Signal	205	150	0	0	0	150	0
58 #1218 Hwy 16 and Ferry Ave Intersection	206	4,500	0	0	0	3,500	1,000
59 #1292 Bus Bay Pullout Project	206	400	0	0	0	0	400
60 #3138 Handlen Rd Improvements	206	700	0	0	700	0	0
61 #3366 General Bridge Maintenance	207	800	0	200	200	200	200
<b>Roads Total</b>		<b>16,655</b>	<b>0</b>	<b>775</b>	<b>6,900</b>	<b>5,880</b>	<b>3,100</b>
<b>Storm Drainage</b>							
62 #0485 Storm Water Drainage Network Long-Term Reinvestment	208	11,663	2,375	2,270	2,301	2,544	2,173
63 #0682 Detention Pond Gladstone	208	2,650	0	0	0	0	2,650
64 #0859 Watershed Monitoring Stations	208	70	0	0	35	35	0
65 #1116 Storm Sewer - University Heights to Range Rd	209	2,000	0	0	0	0	2,000
66 #1117 Storm Sewer Improvements - Ferry to Range	209	675	0	0	75	600	0
67 #1439 Winnipeg St - Storm Drainage Treatment	210	4,000	0	0	0	0	4,000
68 #3210 New 1st Ave Flood Pump Station	210	1,850	0	0	0	150	1,700
<b>Storm Drainage Total</b>		<b>22,908</b>	<b>2,375</b>	<b>2,270</b>	<b>2,411</b>	<b>3,329</b>	<b>12,523</b>
<b>Street Lighting</b>							
69 #1222 Crescents Street Lighting	211	796	0	0	0	410	386
<b>Street Lighting Total</b>		<b>796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>386</b>
<b>Transportation &amp; Technical Services</b>							
70 #0666 Traffic Control 10th and Carney	212	150	0	0	0	0	150
71 #1122 Downtown Transit Exchange	212	500	0	0	0	500	0
72 #1443 School and Playground Sign Upgrade	212	200	0	0	200	0	0
73 #3278 Pidherny Recreation Site Improvements	213	636	0	336	300	0	0
74 #3290 Westgate and Hwy 16 Improvement	213	200	0	200	0	0	0
<b>Transportation &amp; Technical Services Total</b>		<b>1,686</b>	<b>0</b>	<b>536</b>	<b>500</b>	<b>500</b>	<b>150</b>
<b>1-General Fund Total</b>		<b>121,115</b>	<b>10,310</b>	<b>17,407</b>	<b>26,208</b>	<b>31,580</b>	<b>35,610</b>

in thousands (000)

Fund # Project	Page	Cost	2022	2023	2024	2025	2026
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
75 #0511 Forcemain PW117 Replacement	214	1,300	0	0	0	0	1,300
76 #0536 Sanitary Extension Nordic/Chestnut	214	290	0	0	290	0	0
77 #0537 Sanitary North/Central Relief	214	900	0	0	0	900	0
78 #1081 Biosolid Odour Control	215	1,300	0	0	0	850	450
79 #1196 PW125 Decommission and New Sewer Main	215	3,000	0	0	0	0	3,000
80 #3222 Pump Station PW101 Replacement	215	500	0	0	0	0	500
<b>Sewer Operations Total</b>		<b>7,290</b>	<b>0</b>	<b>0</b>	<b>290</b>	<b>1,750</b>	<b>5,250</b>
<b>3-Sewer Fund Total</b>		<b>7,290</b>	<b>0</b>	<b>0</b>	<b>290</b>	<b>1,750</b>	<b>5,250</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
81 #0087 Lower Hart Water Main	217	1,000	0	0	0	0	1,000
82 #0168 Water Supply BCR/Danson Simon Fraser Bridge	217	1,000	0	0	0	0	1,000
83 #0743 River Rd Water Main Extension	217	2,300	0	0	0	0	2,300
84 #1109 Central Hart Water Improvements	218	4,000	0	0	0	2,000	2,000
85 #1227 New Pressure Zone 2 Reservoir	218	4,000	0	0	0	0	4,000
86 #1241 Grant to Hartway Water Main Connector	218	400	0	0	0	0	400
87 #1249 Cowart Rd Water Main Connector	219	925	0	0	0	0	925
88 #3186 Repurpose PW601/Decommission PW602	219	4,100	0	0	0	100	4,000
89 #3298 Pump Station PW614 Replacement	219	100	0	0	0	0	100
<b>Water Operations Total</b>		<b>17,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>15,725</b>
<b>4-Water Fund Total</b>		<b>17,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>15,725</b>
<b>Grand Total</b>		<b>146,230</b>	<b>10,310</b>	<b>17,407</b>	<b>26,498</b>	<b>35,430</b>	<b>56,585</b>

in thousands (000)

Fund # Project	Page	Cost	2027	2028	2029	2030	2031
<b>1-General Fund</b>							
<b>Civic Facilities Maintenance</b>							
1 #3208 Janitorial Equip-Replace Floor Scrubbers	221	289	14	40	101	67	67
2 #3331 Parking Lot Reinvestment	221	1,000	200	200	200	200	200
<b>Civic Facilities Maintenance Total</b>		<b>1,289</b>	<b>214</b>	<b>240</b>	<b>301</b>	<b>267</b>	<b>267</b>
<b>Fleet Services</b>							
3 #0431 Mobile Equipment Replacement	222	21,911	4,985	7,569	3,819	5,185	353
4 #3226 Fleet Shop Equipment	222	500	100	100	100	100	100
<b>Fleet Services Total</b>		<b>22,411</b>	<b>5,085</b>	<b>7,669</b>	<b>3,919</b>	<b>5,285</b>	<b>453</b>
<b>Infrastructure Planning &amp; Engineering</b>							
5 #0697 South Ft George Flood Protection	223	1,900	900	1,000	0	0	0
6 #0701 Flood Protect Various Risk Areas	223	1,000	1,000	0	0	0	0
7 #1226 Otway Multi-Use Trail	223	1,000	1,000	0	0	0	0
8 #1503 Off-Site Works	224	625	125	125	125	125	125
<b>Infrastructure Planning &amp; Engineering Total</b>		<b>4,525</b>	<b>3,025</b>	<b>1,125</b>	<b>125</b>	<b>125</b>	<b>125</b>
<b>Parks</b>							
9 #0311 Tree Planting Greening the City	225	250	50	50	50	50	50
10 #0382 Nature Park Improvements	225	250	50	50	50	50	50
11 #0853 Lower Patricia Greenway	225	904	0	0	372	532	0
12 #0931 Boulevard Restoration	226	800	160	160	160	160	160
13 #1097 Trails Rehabilitation	226	1,250	250	250	250	250	250
14 #1378 Playground Replacement Program	226	1,250	250	250	250	250	250
15 #1499 New Trails and Paths	227	1,250	250	250	250	250	250
16 #3275 Cottonwood & Heritage River Trail Refurbishment - Future Years	227	3,075	2,100	975	0	0	0
17 #3276 C/JG Park Refurbishment	228	3,050	3,050	0	0	0	0
<b>Parks Total</b>		<b>12,079</b>	<b>6,160</b>	<b>1,985</b>	<b>1,382</b>	<b>1,542</b>	<b>1,010</b>
<b>Project Delivery</b>							
18 #1467 Accessibility Improvements	229	750	150	150	150	150	150
19 #3346 Civic Facilities Long-Term Reinvestment	229	74,459	13,456	14,139	14,856	15,609	16,399
<b>Project Delivery Total</b>		<b>75,209</b>	<b>13,606</b>	<b>14,289</b>	<b>15,006</b>	<b>15,759</b>	<b>16,549</b>

in thousands (000)

Fund # Project	Page	Cost	2027	2028	2029	2030	2031
<b>Roads</b>							
20 #0167 Road Widening Austin Rd West	230	3,000	0	0	3,000	0	0
21 #0399 Road Rehabilitation	230	29,750	5,950	5,950	5,950	5,950	5,950
22 #0665 Ring Rd Dangerous Goods Route	230	8,200	0	200	1,000	7,000	0
23 #0668 Glengarry Rd Extension	231	1,326	0	0	300	1,026	0
24 #0672 Glen Lyon Way Extension	231	2,000	200	1,800	0	0	0
25 #0673 Malaspina Cowart Connector	231	6,000	1,000	5,000	0	0	0
26 #0675 Foothills Blvd Extension	232	20,000	10,000	10,000	0	0	0
27 #0676 Ospika Connector	232	30,000	0	10,000	10,000	10,000	0
28 #1093 Sidewalk and Walkway Rehabilitation	232	6,250	1,250	1,250	1,250	1,250	1,250
29 #1211 Tyner Blvd Four-Laning	233	10,200	5,100	5,100	0	0	0
30 #1292 Bus Bay Pullout Project	233	2,000	400	400	400	400	400
31 #1489 New Sidewalks	233	2,000	400	400	400	400	400
32 #3249 Traffic Controller and Signal Optical Detection Upgrade	234	400	80	80	80	80	80
33 #3366 General Bridge Maintenance	234	1,000	200	200	200	200	200
<b>Roads Total</b>		<b>122,126</b>	<b>24,580</b>	<b>40,380</b>	<b>22,580</b>	<b>26,306</b>	<b>8,280</b>
<b>Storm Drainage</b>							
34 #0215 Nordic Dr Storm Trunk	235	1,150	0	1,150	0	0	0
35 #0485 Storm Water Drainage Network Long-Term Reinvestment	235	31,034	5,616	5,897	6,192	6,502	6,827
36 #0677 Retention Pond Aberdeen	235	125	125	0	0	0	0
37 #0678 Storm Trunk Shamrock Rd	236	480	0	60	420	0	0
38 #0679 Storm Outfall BCR Danson	236	450	0	70	380	0	0
39 #0680 Noranda Retention Pond	236	430	430	0	0	0	0
40 #0681 Storm Upgrades College Heights	237	1,200	1,200	0	0	0	0
41 #1029 Storm Drainage - Catch Basin Replacement Program	237	1,500	300	300	300	300	300
42 #1112 Meyer Rd Storm Sewer	237	390	390	0	0	0	0
43 #1500 Drainage Improvements	238	703	127	134	140	147	155
44 #3220 Storm Water System Rehab	238	1,500	300	300	300	300	300
45 #3294 Prepaving Storm Water Infrastructure	238	875	175	175	175	175	175
46 #3321 Storm Water Drainage - System Renewal	239	10,000	2,000	2,000	2,000	2,000	2,000
47 #3334 Storm Water Drainage - Pond and Outfall Renewal	239	2,500	500	500	500	500	500
<b>Storm Drainage Total</b>		<b>52,337</b>	<b>11,163</b>	<b>10,586</b>	<b>10,407</b>	<b>9,924</b>	<b>10,257</b>
<b>Street Lighting</b>							
48 #1222 Crescents Street Lighting	240	522	184	338	0	0	0
49 #3116 Street Light Replacement Program	240	2,000	400	400	400	400	400
<b>Street Lighting Total</b>		<b>2,522</b>	<b>584</b>	<b>738</b>	<b>400</b>	<b>400</b>	<b>400</b>

in thousands (000)

Fund # Project	Page	Cost	2027	2028	2029	2030	2031
<b>Transportation &amp; Technical Services</b>							
50 #0140 Traffic Control 1st and Carney	241	650	150	500	0	0	0
51 #0666 Traffic Control 10th and Carney	241	500	500	0	0	0	0
52 #3121 2nd Ave Angle Parking and Two-Way Conversion	241	3,500	3,500	0	0	0	0
53 #3219 Pedestrian/Traffic Safety Improvements	242	2,500	500	500	500	500	500
<b>Transportation &amp; Technical Services Total</b>		<b>7,150</b>	<b>4,650</b>	<b>1,000</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>1-General Fund Total</b>		<b>299,648</b>	<b>69,067</b>	<b>78,012</b>	<b>54,620</b>	<b>60,108</b>	<b>37,841</b>
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
54 #0538 Sanitary Otway/Tabor Relief	243	410	410	0	0	0	0
55 #0539 Sanitary Trunk Extension Cranbrook Hill	243	500	0	500	0	0	0
56 #1168 Mobile Equipment Replacement - Sewer	243	3,663	1,008	1,823	236	279	318
57 #1263 Ahbau Sanitary Sewer Upgrade	244	1,000	1,000	0	0	0	0
58 #1491 Prepaving Sewer Infrastructure	244	550	110	110	110	110	110
59 #1492 Sanitary Liftstations Upgrade	244	1,000	200	200	200	200	200
60 #3221 Wastewater Treatment Plant Renewal	245	9,000	1,800	1,800	1,800	1,800	1,800
61 #3222 Pump Station PW101 Replacement	245	6,500	3,500	3,000	0	0	0
62 #3223 Pump Station PW102 Replacement	245	6,100	0	100	1,000	5,000	0
63 #3224 Wastewater Treatment Plant New Components	246	3,250	650	650	650	650	650
64 #3329 Forcemain and Liftstation Renewal	246	5,000	1,000	1,000	1,000	1,000	1,000
<b>Sewer Operations Total</b>		<b>36,973</b>	<b>9,678</b>	<b>9,183</b>	<b>4,996</b>	<b>9,039</b>	<b>4,078</b>
<b>3-Sewer Fund Total</b>		<b>36,973</b>	<b>9,678</b>	<b>9,183</b>	<b>4,996</b>	<b>9,039</b>	<b>4,078</b>

in thousands (000)

Fund # Project	Page	Cost	2027	2028	2029	2030	2031
<b>4-Water Fund</b>							
<b>Water Operations</b>							
65 #0168 Water Supply BCR/Danson Simon Fraser Bridge	247	4,000	4,000	0	0	0	0
66 #0602 Water Main Construction PW805 Fishtrap	247	5,000	0	500	4,500	0	0
67 #0603 PW605 Caisson Development	247	5,600	0	100	2,500	3,000	0
68 #0610 Harper Valley Reservoir and Main	248	5,000	0	5,000	0	0	0
69 #1169 Mobile Equipment Replacement - Water	248	2,141	636	108	674	406	318
70 #1227 New Pressure Zone 2 Reservoir	248	1,550	1,550	0	0	0	0
71 #1228 PW619 Pump Installation	249	1,150	1,150	0	0	0	0
72 #1237 West Noranda Water Main Connector	249	150	150	0	0	0	0
73 #1238 Noranda Rd East Water Main Connector	249	1,000	1,000	0	0	0	0
74 #1240 Lehman - Grant Water Main Connector	250	575	0	575	0	0	0
75 #1391 Construction Tools and Equipment	250	125	25	25	25	25	25
76 #3101 Water Main Replacements	250	26,000	5,200	5,200	5,200	5,200	5,200
77 #3102 New Water Mains	251	5,000	1,000	1,000	1,000	1,000	1,000
78 #3184 New Water Facilities	251	500	100	100	100	100	100
79 #3185 Water Facilities Renewal	251	3,000	600	600	600	600	600
80 #3186 Repurpose PW601/Decommission PW602	252	4,000	4,000	0	0	0	0
81 #3284 Valves, Service Connections, and Fire Hydrants Renewal	252	3,000	600	600	600	600	600
82 #3293 Prepaving Water Infrastructure	253	750	150	150	150	150	150
83 #3298 Pump Station PW614 Replacement	253	1,500	1,100	400	0	0	0
84 #3330 Water Facility Upgrade	253	1,500	300	300	300	300	300
<b>Water Operations Total</b>		<b>71,541</b>	<b>21,561</b>	<b>14,658</b>	<b>15,649</b>	<b>11,381</b>	<b>8,293</b>
<b>4-Water Fund Total</b>		<b>71,541</b>	<b>21,561</b>	<b>14,658</b>	<b>15,649</b>	<b>11,381</b>	<b>8,293</b>
<b>Grand Total</b>		<b>408,163</b>	<b>100,307</b>	<b>101,853</b>	<b>75,264</b>	<b>80,527</b>	<b>50,211</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>1-General Fund</b>									
<b>Bylaw Services</b>									
	1	#3359 2022 New Bylaw SUV							
		Purchase an additional vehicle for the Bylaw Services fleet to transport bylaw officers and equipment around the City to respond to calls.							
				MFA Lease Proceeds	51	0	0	0	0
			<b>51</b>	<b>Project Totals:</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Bylaw Services Total:</b>			<b>51</b>		<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2022	2023	2024	2025	2026	
<b>Cemetery</b>										
	2	<b>#3355 Memorial Park Cemetery Refurbishment 2022</b>								
		Upgrade and replace existing cemetery infrastructure that is aging and no longer functioning properly. Specific assets to be replaced include a failing recharge tank, asphalt paving and fencing along Highway 16.								
				Northern Capital and Planning Reserve	175	0	0	0	0	0
			<b>175</b>	<b>Project Totals:</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery Total:</b>			<b>175</b>		<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Civic Facilities Maintenance</b>									
	3	<b>#3208 Janitorial Equip-Replace Floor Scrubbers</b>							
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.							
				MFA Lease Proceeds	41	38	36	87	139
			<b>341</b>	<b>Project Totals:</b>	<b>41</b>	<b>38</b>	<b>36</b>	<b>87</b>	<b>139</b>
	4	<b>#3342 Emergency Infrastructure Reinvestment - General</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to general infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Capital Expenditure Reserve	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
	5	<b>#3357 Plaza Parkade Rear Security Fencing</b>							
		Install security fencing in the Plaza Parkade overhang parking area off the alley.							
				Offstreet Parking Reserve	222	0	0	0	0
			<b>222</b>	<b>Project Totals:</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
6	#3358	RMCA-Replace Ice Plant Condenser							
		Replace the condenser at the Rolling Mix Concrete Arena.							
				General Infrastructure Reinvestment Fund	390	0	0	0	0
			<b>390</b>	<b>Project Totals:</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Maintenance Total:</b>			<b>3,453</b>		<b>1,153</b>	<b>538</b>	<b>536</b>	<b>587</b>	<b>639</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Development Planning and Administration</b>									
	7	<b>#3188 CARIP - Energy/GHG Reduction</b>							
		Undertake various energy conservation, efficiency, and reduction projects across the organization. Supports the goals of the City's various climate change mitigation, as well as energy and GHG reduction plans, making use of the Climate Action Revenue Incentive Program (CARIP) carbon tax rebates.							
				CARIP RRFE	200	200	0	0	0
			<b>400</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration Total:</b>			<b>400</b>		<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Exhibition Park &amp; Community Arenas</b>									
	8	<b>#3314 CN Centre-Replace Concession Equipment</b>							
		Replace concession equipment and add portable bar. The equipment is now 25 years old and has reached the end of its useful life.							
				Capital Expenditure Reserve	76	0	0	0	0
			<b>76</b>	<b>Project Totals:</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas Total:</b>			<b>76</b>		<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Fleet Services</b>									
	9	<b>#0431 Mobile Equipment Replacement</b>							
		Annual replacement of vehicles currently part of the City fleet.							
				MFA Lease Proceeds	1,688	2,133	502	3,496	3,714
				Transfer - Solid Waste Reserve	1,010	878	0	0	0
			<b>13,421</b>	<b>Project Totals:</b>	<b>2,698</b>	<b>3,011</b>	<b>502</b>	<b>3,496</b>	<b>3,714</b>
	10	<b>#3226 Fleet Shop Equipment</b>							
		Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists. Also includes a heated area for the Diesel Exhaust Fluid (DEF) on the fuel island (currently housed in bay 10), allowing for a safe and efficient way to add the fluid while fueling.							
				General Infrastructure Reinvestment Fund	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Fleet Services Total:</b>			<b>13,921</b>		<b>2,798</b>	<b>3,111</b>	<b>602</b>	<b>3,596</b>	<b>3,814</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Infrastructure Planning &amp; Engineering</b>									
	11	<b>#1503 Off-Site Works</b>							
		Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
				Capital Expenditure Reserve	110	120	120	120	125
			<b>595</b>	<b>Project Totals:</b>	<b>110</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>125</b>
<b>Infrastructure Planning &amp; Engineering Total:</b>			<b>595</b>		<b>110</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>125</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>IT Services</b>									
12	#0715	<b>IT Maintenance</b>							
		Support existing on-premise IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).							
				Computer Reserve	125	125	125	125	125
			<b>625</b>	<b>Project Totals:</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>
13	#0720	<b>IT Betterments</b>							
		Improve or enhance features and/or functionality of existing on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Computer Reserve	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
14	#0724	<b>IT Replacements</b>							
		Replace broken, obsolete or unsupported on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Computer Reserve	330	230	230	230	230
			<b>1,250</b>	<b>Project Totals:</b>	<b>330</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>230</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
15	#0727	IT New							
		Implement new IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Infrastructure, Platform, Desktop) that don't currently exist.							
				Computer Reserve	495	495	495	495	495
			<b>2,475</b>	<b>Project Totals:</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
<b>IT Services Total:</b>			<b>5,100</b>		<b>1,100</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Parks</b>									
16	#0251	<b>Connaught Park Enhancement</b>							
		Enhance Connaught Hill Park to support the use of this premier Major Park and replace aging infrastructure. Enhancements include repaved parking lots at the top of the hill to support visitor services and a refurbished flower bed, including upgraded steps, stairs, retaining walls, and signage. The flower bed is well-used for wedding and family photos.							
				Community Works Fund	128	0	0	0	0
				General Infrastructure Reinvestment Fund	32	0	0	0	0
			<b>160</b>	<b>Project Totals:</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
17	#0311	<b>Tree Planting Greening the City</b>							
		Plant new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.							
				Capital Expenditure Reserve	50	50	50	50	50
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
18	#0382	<b>Nature Park Improvements</b>							
		Upgrade aging park infrastructure throughout the City's Nature Parks to support community demands as well as the policy direction in the 2017 Park Strategy, which identified Nature Parks as a high priority for strategic investment.							
				DCC: Parkland	23	23	23	23	23
				General Infrastructure Reinvestment Fund	28	28	28	28	28
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
19	#0815	<b>Rainbow Park Irrigation</b>							
		Install an irrigation system in Rainbow Park. The Sentinel irrigation system will conserve water, as well as save on labour costs. It will also allow for watering at proper times (early and evenings), in keeping with the City's watering restrictions.							
				Community Works Fund	165	0	0	0	0
				DCC: Parkland	135	0	0	0	0
			<b>300</b>	<b>Project Totals:</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
20	#1097	<b>Trails Rehabilitation</b>							
		Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access. Priority work in 2022 will include trail rehabilitation along Tyner Trail.							
				Community Works Fund	320	200	200	200	200
				General Infrastructure Reinvestment Fund	80	50	50	50	50
			<b>1,400</b>	<b>Project Totals:</b>	<b>400</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
21	#1378	<b>Playground Replacement Program</b>							
		Remove and replace an average of three playgrounds on an annual basis.							
				Community Works Fund	200	200	200	200	200
				General Infrastructure Reinvestment Fund	50	50	50	50	50
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Parks Total:</b>			<b>3,610</b>		<b>1,210</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Project Delivery</b>									
	22	<b>#1467 Accessibility Improvements</b>							
		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.							
			Northern Capital and Planning Reserve	150	150	150	150	150	
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
	23	<b>#3142 Plaza Parkade Elevator Modernization</b>							
		Renewal of elevator machine, car and control system.							
			Offstreet Parking Reserve	460	0	0	0	0	
			<b>460</b>	<b>Project Totals:</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Delivery Total:</b>			<b>1,210</b>		<b>610</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Roads</b>									
	24	<b>#0399 Road Rehabilitation</b>							
		The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
				Road Rehab Reserve	5,950	5,950	5,950	5,950	5,950
			<b>29,750</b>	<b>Project Totals:</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>
	25	<b>#1093 Sidewalk and Walkway Rehabilitation</b>							
		Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Community Works Fund	1,000	1,000	1,000	1,000	1,000
				General Infrastructure Reinvestment Fund	250	250	250	250	250
			<b>6,250</b>	<b>Project Totals:</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
26	#1489	<b>New Sidewalks</b>							
		Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
				DCC: Roads	300	300	300	300	300
				Community Works Fund	100	100	100	100	100
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
27	#3249	<b>Traffic Controller and Signal Optical Detection Upgrade</b>							
		Replace traffic controllers and upgrade and replace traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				General Infrastructure Reinvestment Fund	30	30	30	30	32
				DCC: Roads	45	45	45	45	48
			<b>380</b>	<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>80</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
28	#3360	<b>7th Ave and Dominion St Signalization</b>							
		Replace the infrastructure for the signaled intersection at 7th Ave and Dominion St, including new controls and a power source for the signals. These improvements will improve access for the surrounding commercial, institutional and recreational areas, and improve intersection road safety. This project may be eligible for ICBC funding. This project is dependent on the old Fire Hall #1 demolition as the controller, power, and some infrastructure is on that site.							
				Northern Capital and Planning Reserve	100	0	0	0	0
				Community Works Fund	400	0	0	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
29	#3361	<b>CPG Welcome Highway Signs</b>							
		Upgrade and install highway entrance signs at both locations along Hwy 16 (East & West) as well as Hwy 97 South. These signs will be designed as per the City's recently completed brand standards manual & visual identity. It is recommended that the signs be installed prior to the start of the 2022 BC Summer Games.							
				Capital Expenditure Reserve	250	0	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
30	#3365	<b>Foothills - 18th Ave Roundabout</b>							
		Design and construct a roundabout at the Foothills Blvd - 18th Avenue intersection. This will improve access for the surrounding residential and recreational areas, support development, and promote intersection road safety. The incorporation of a roundabout at the Foothills Blvd - 18th Ave intersection addresses primary concerns with the current intersection as well as additional considerations for future developments in the area. This project may be eligible for ICBC funding and 3rd Party Developer funding. Project is contingent on developer contribution.							
				Community Works Fund	1,280	0	0	0	0
				Capital Expenditure Reserve	320	0	0	0	0
			<b>1,600</b>	<b>Project Totals:</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Roads Total:</b>			<b>40,730</b>		<b>10,025</b>	<b>7,675</b>	<b>7,675</b>	<b>7,675</b>	<b>7,680</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Storm Drainage</b>									
31		<b>#1029 Storm Drainage - Catch Basin Replacement Program</b>							
		Replace aging storm drainage infrastructure. Damaged catch basins can cause a public safety issue for cyclists, motorists, and pedestrians. There are approximately 5,250 catch basins in the City's storm sewer system; the goal is to replace 12 catch basins annually.							
			Capital Expenditure Reserve	100	100	300	300	300	
			<b>1,100</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>300</b>	<b>300</b>	<b>300</b>
32		<b>#1500 Drainage Improvements</b>							
		Respond to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.							
			DCC: Drainage	45	47	50	52	55	
			General Infrastructure Reinvestment Fund	55	58	61	63	67	
			<b>552</b>	<b>Project Totals:</b>	<b>100</b>	<b>105</b>	<b>110</b>	<b>115</b>	<b>122</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
33		<b>#3220 Storm Water System Rehab</b>							
		The annual storm sewer system rehabilitation program consists of storm main rehabilitation, manhole, and catch basin rehabilitation. Mains are selected based on pipe condition, material and size. Manholes and catch basins are chosen based on condition assessments.							
				Capital Expenditure Reserve	200	300	300	300	300
			<b>1,400</b>	<b>Project Totals:</b>	<b>200</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
34		<b>#3294 Prepaving Storm Water Infrastructure</b>							
		Inspect, investigate, and repair the storm water system prior to road rehabilitation. Master planning and condition assessments consistently identify that much of the City's storm water infrastructure is aging, requiring investigation and renewal work prior to road rehabilitation. This project will allow the City to inspect catch basins, investigate or camera storm connection leads, and make necessary repairs.							
				General Infrastructure Reinvestment Fund	150	150	150	150	175
			<b>775</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>175</b>
35		<b>#3321 Storm Water Drainage - System Renewal</b>							
		The City's storm water drainage system collects runoff water from rainstorms, snow melt, and residential and commercial water usage. The City estimates it should be spending over \$4m on average every year to renew and replace this aging storm drainage infrastructure.							
				General Infrastructure Reinvestment Fund	200	280	280	280	400
				Community Works Fund	800	1,120	1,120	1,120	1,600
			<b>7,200</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>2,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
36	#3334	<b>Storm Water Drainage - Pond and Outfall Renewal</b>							
		Remove sediment build up, vegetation overgrowth, and repair engineered assets such as headwall structures and flow control fittings.							
				General Infrastructure Reinvestment Fund	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
37	#3369	<b>Flood Protection Pump Upgrade</b>							
		Replace existing flood protection pump near PW623. Pump to include automated controls and tie in to the City's SCADA System. Pump to provide drainage and flood mitigation for the downtown area during yearly freshets. This upgraded pump may postpone or eliminate the need for construction of an additional flood protection pump station at this location.							
				Northern Capital and Planning Reserve	150	0	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Storm Drainage Total:</b>			<b>13,177</b>		<b>2,100</b>	<b>2,455</b>	<b>2,660</b>	<b>2,665</b>	<b>3,297</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Street Lighting</b>									
	38	<b>#3116 Street Light Replacement Program</b>							
		Replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.							
				General Infrastructure Reinvestment Fund	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<hr/>									
<b>Street Lighting Total:</b>			<b>2,000</b>		<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Transportation &amp; Technical Services</b>									
	39	<b>#3219 Pedestrian/Traffic Safety Improvements</b>							
		Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.							
				DCC: Roads	180	180	180	300	300
				Northern Capital and Planning Reserve	120	120	120	200	200
			<b>1,900</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>500</b>	<b>500</b>
<b>Transportation &amp; Technical Services Total:</b>			<b>1,900</b>		<b>300</b>	<b>300</b>	<b>300</b>	<b>500</b>	<b>500</b>
<b>1-General Fund Total:</b>			<b>86,398</b>		<b>20,307</b>	<b>16,549</b>	<b>14,043</b>	<b>17,293</b>	<b>18,205</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
40		<b>#0526 Wastewater Treatment Centre - Centrifuge Renewal</b>							
		Upgrade centrifuge scroll and insert due to deterioration. The manufacturer's recommended maintenance schedule requires that each centrifuge receive major maintenance every 9000 hours. WWTC is operating two centrifuges to dewater the sludge from the digesters.							
				Sewer Reserve	100	100	0	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
41		<b>#1031 Sanitary Sewer Rehabilitation</b>							
		The annual sanitary sewer system rehabilitation program consists of sanitary main relining and manhole rehabilitation. Mains are selected based on pipe condition, location, operational costs for grease cutting runs, root cutting and flushing, and inflow and infiltration reduction. Manholes are selected based on condition assessments.							
				Sewer Reserve	340	340	340	340	340
			<b>1,700</b>	<b>Project Totals:</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>
42		<b>#1168 Mobile Equipment Replacement - Sewer</b>							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Sewer Reserve	179	774	300	244	348
			<b>1,846</b>	<b>Project Totals:</b>	<b>179</b>	<b>774</b>	<b>300</b>	<b>244</b>	<b>348</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
43		<b>#1491 Prepaving Sewer Infrastructure</b>							
		Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
				Sewer Reserve	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
44		<b>#1492 Sanitary Liftstations Upgrade</b>							
		Upgrade existing City-owned sanitary liftstations to maintain facilities sanitary infrastructure systems. All the liftstations are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures.							
				Sewer Reserve	173	173	173	173	173
				DCC: Sewer-Co	27	27	27	27	27
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
45		<b>#3221 Wastewater Treatment Plant Renewal</b>							
		Renew wastewater treatment plant mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	1,500	1,500	1,800	1,800	1,800
			<b>8,400</b>	<b>Project Totals:</b>	<b>1,500</b>	<b>1,500</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
46	#3224	<b>Wastewater Treatment Plant New Components</b>							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	389	476	2,292	2,292	2,292
				DCC: Sewer-Co	61	74	358	358	358
			<b>8,950</b>	<b>Project Totals:</b>	<b>450</b>	<b>550</b>	<b>2,650</b>	<b>2,650</b>	<b>2,650</b>
47	#3328	<b>Sanitary Lagoon Re-Routing</b>							
		The first project will focus on Western Acres. Installation of a new liftstation to replace the existing liftstation 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.							
				Sewer Reserve	3,900	2,000	2,000	2,000	2,000
			<b>11,900</b>	<b>Project Totals:</b>	<b>3,900</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
48		<b>#3329 Forcemain and Liftstation Renewal</b>							
		This program will focus on renewing 23 km of forcemains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain. 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.							
				Sewer Reserve	1,200	1,000	1,000	1,000	1,000
			<b>5,200</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
49		<b>#3372 Emergency Infrastructure Reinvestment - Sewer</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to sewer infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Sewer Reserve	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Sewer Operations Total:</b>			<b>42,246</b>		<b>8,479</b>	<b>7,074</b>	<b>8,900</b>	<b>8,844</b>	<b>8,948</b>
<b>3-Sewer Fund Total:</b>			<b>42,246</b>		<b>8,479</b>	<b>7,074</b>	<b>8,900</b>	<b>8,844</b>	<b>8,948</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>4-Water Fund</b>									
<b>Water Operations</b>									
50	#1169	Mobile Equipment Replacement - Water							
		Annual replacement of water vehicles currently part of the City fleet.							
				Water Reserve	179	214	248	182	314
			<b>1,137</b>	<b>Project Totals:</b>	<b>179</b>	<b>214</b>	<b>248</b>	<b>182</b>	<b>314</b>
51	#1391	Construction Tools and Equipment							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Water Reserve	25	25	25	25	25
			<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
52	#3101	Water Main Replacements							
		Construct water main replacements. Water main replacements are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of water main replacements. The program proactively replaces water mains to reduce the risk of water main breaks.							
				Water Reserve	3,000	3,000	3,000	3,000	5,200
			<b>17,200</b>	<b>Project Totals:</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>5,200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
53	#3102	<b>New Water Mains</b>							
		Construct new water mains. New water mains are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new water mains. The new water mains program will increase fire flow and redundancy in the City's network.							
				Water Reserve	2,000	700	800	800	1,000
			<b>5,300</b>	<b>Project Totals:</b>	<b>2,000</b>	<b>700</b>	<b>800</b>	<b>800</b>	<b>1,000</b>
54	#3184	<b>New Water Facilities</b>							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new vertical assets. The first top priority is designing and building the Boundary Road Reservoir.							
				Water Reserve	1,200	4,000	4,000	100	100
			<b>9,400</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>4,000</b>	<b>4,000</b>	<b>100</b>	<b>100</b>
55	#3185	<b>Water Facilities Renewal</b>							
		Renew water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014.							
				Water Reserve	550	550	600	600	600
			<b>2,900</b>	<b>Project Totals:</b>	<b>550</b>	<b>550</b>	<b>600</b>	<b>600</b>	<b>600</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
56		<b>#3284 Valves, Service Connections, and Fire Hydrants Renewal</b>							
		Replace non-operable valves, service connections, and fire hydrants.							
				Water Reserve	650	800	500	500	600
			<b>3,050</b>	<b>Project Totals:</b>	<b>650</b>	<b>800</b>	<b>500</b>	<b>500</b>	<b>600</b>
57		<b>#3293 Prepaving Water Infrastructure</b>							
		Inspect and investigate the underground water infrastructure prior to paving. Tasks such as leak detection, hydrant maintenance, valve inspections, and location mapping are necessary in order to identify the required repairs. Master plans and condition assessments have identified that much of the City's water infrastructure is aging, supporting the need for investigations and renewal work to be completed prior to road rehabilitation. These tasks are critical in helping the City with early identification of potential issues, to ensure the delivery of high quality potable water, and to reduce the potential of having to destroy new pavement to complete repairs.							
				Water Reserve	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
58		<b>#3330 Water Facility Upgrade</b>							
		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.							
				DCC: Water	113	113	113	113	135
				Water Reserve	138	138	138	138	165
			<b>1,300</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>300</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
59		<b>#3373 Emergency Infrastructure Reinvestment - Water</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to water infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Water Reserve	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Water Operations Total:</b>			<b>43,662</b>		<b>8,504</b>	<b>10,189</b>	<b>10,073</b>	<b>6,107</b>	<b>8,789</b>
<b>4-Water Fund Total:</b>			<b>43,662</b>		<b>8,504</b>	<b>10,189</b>	<b>10,073</b>	<b>6,107</b>	<b>8,789</b>
<b>Grand Total:</b>			<b>172,306</b>		<b>37,291</b>	<b>33,812</b>	<b>33,016</b>	<b>32,245</b>	<b>35,941</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>1-General Fund</b>									
<b>Aquatics</b>									
1	#3271	<b>AQC-Replace Lockers</b>							
		Replace lockers in the men's, ladies', and family change rooms, totaling 197 two-tier, non-rust (plastic) lockers.							
				Unfunded Future Projects	0	325	0	0	0
			<b>325</b>	<b>Project Totals:</b>	<b>0</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>0</b>
2	#3274	<b>AQC-Replace Cardio Equipment</b>							
		Replace the cardio equipment in the Aquatic Centre pool gym. Includes six treadmills, three bikes, two ellipticals, and one stair climber.							
				Unfunded Future Projects	0	0	110	0	0
			<b>110</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>
<b>Aquatics Total:</b>			<b>435</b>		<b>0</b>	<b>325</b>	<b>110</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Cemetery</b>									
	3	<b>#0302 Memorial Park Cemetery Enhancement</b>							
		Enhance and develop the cemetery, consistent with the Cemetery Development and Management Plan. Specific projects planned for include a focal point garden and seating area, moving the existing gate from the parking lot area out to Ferry Ave and replacing it with a new decorative wrought iron version with lights, enhancing landscaping around the sign at the Ferry Ave entrance, and improvements to the security and surveillance system.							
				Unfunded Future Projects	0	150	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>									
<b>Cemetery Total:</b>			<b>150</b>		<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Civic Facilities Maintenance</b>									
	4	<b>#3331 Parking Lot Reinvestment</b>							
		<p>This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition.</p>							
				Unfunded Future Projects	0	100	100	100	200
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>200</b>
<b>Civic Facilities Maintenance Total:</b>			<b>500</b>		<b>0</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Development Planning and Administration</b>									
	5	#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	<b>Project Totals:</b>	0	0	400	0	0
<b>Development Planning and Administration Total:</b>			400		0	0	400	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Events &amp; Civic Centre</b>									
	6	<b>#3069 CC-2023 Replace Furniture and Equipment</b>							
		Replace aging and damaged furniture, fixtures, and equipment.							
				Unfunded Future Projects	0	75	0	0	0
			<b>75</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>
	7	<b>#3270 CC-2023 Replace Kitchen Equipment</b>							
		Replace existing kitchen equipment that is original to the building (1994). As part of our food and beverage contract, the City is responsible for the replacement of all kitchen equipment.							
				Unfunded Future Projects	0	60	0	0	0
			<b>60</b>	<b>Project Totals:</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre Total:</b>			<b>135</b>		<b>0</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Exhibition Park &amp; Community Arenas</b>									
	<b>8</b>	<b>#1418 RMCA-Replace Skate Floor</b>							
		Replace the asphalt black planking skate floor in the Rolling Mix Concrete Arena. BC Tire Stewardship Grant may help pay for up to \$30,000 of the project.							
				Unfunded Future Projects	0	175	0	0	0
			<b>175</b>	<b>Project Totals:</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>9</b>	<b>#1419 Kin 3-Replace Skate Floor</b>							
		Replace the skate floor in Kin 3. BC Tire Stewardship Grant may help pay for up to \$30,000 of the project.							
				Unfunded Future Projects	0	152	0	0	0
			<b>152</b>	<b>Project Totals:</b>	<b>0</b>	<b>152</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>10</b>	<b>#3315 CN Centre-Aluminum Stage Barricade</b>							
		Replace the existing steel stage barricade. The replacement is an aluminum stage barricade, with dollies and steps to insert between the individual barricade sections in order to be able to create a solid step the entire length of the barricade.							
				Unfunded Future Projects	0	40	0	0	0
			<b>40</b>	<b>Project Totals:</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas Total:</b>			<b>367</b>		<b>0</b>	<b>367</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Fleet Services</b>									
11		<b>#1283 Drivable Hoist - Lube Bay</b>							
		Replace existing drivable hoist in lubrication bay required to perform preventative maintenance activities on City equipment.							
				Unfunded Future Projects	0	65	0	0	0
			<b>65</b>	<b>Project Totals:</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>
12		<b>#1285 Refurbish Fleet Cranes</b>							
		Refurbish seven overhead cranes that are part of the original building structure to maintain their useful service lives. Major refurbishing is necessary for the ongoing safe operation of the five three-ton and two five-ton overhead cranes in the equipment shop. The cost is contingent on the fact that no major building structure is required.							
				Unfunded Future Projects	0	0	250	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>
<b>Fleet Services Total:</b>			<b>315</b>		<b>0</b>	<b>65</b>	<b>250</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Infrastructure Planning &amp; Engineering</b>									
13	#0697	<b>South Ft George Flood Protection</b>							
		Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.							
				Unfunded Future Projects	0	0	0	0	1,000
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
14	#0701	<b>Flood Protect Various Risk Areas</b>							
		Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.							
				Unfunded Future Projects	0	0	0	0	1,535
			<b>1,535</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,535</b>
15	#1133	<b>Ferry/Upland/Lansdowne Intersection</b>							
		Align intersection in order to provide efficiencies along this corridor as identified in the City Master road network and the recent Transportation Network Study. Improvements will mitigate the queuing along each leg and, in particular, extending to the Hwy 16 corridor. Potential partnerships with ICBC Road Improvement Program and Ministry of Transportation and Infrastructure.							
				Unfunded Future Projects	0	0	0	3,500	0
			<b>3,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
16	#1226	Otway Multi-Use Trail							
		Prepare a detailed design and Class C cost estimate for this off-road trail and then proceed into construction. In 2012, a group of land owners initiated conversation with the City regarding the future alignment and feasibility of this off-road trail. A BikeBC grant application was made to fund the Otway Community Trail feasibility and alignment study.							
				Unfunded Future Projects	0	0	0	0	1,000
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>Infrastructure Planning &amp; Engineering Total:</b>			<b>7,035</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>3,535</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2022	2023	2024	2025	2026	
<b>Parks</b>										
	17	<b>#0644 Hwy 16/97 Landscaping</b>								
		Improve the landscape at the intersection of Hwy 16 and 97, providing a treed backdrop for Mr. PG and adding picnic tables, irrigation, power, and a trail to support public access. This is one of the busiest intersections in northern BC and serves as a crossroads between the two major highways. This area has been under construction over the past few years, and is now at a point where landscaping may be completed.								
				Unfunded Future Projects	0	0	400	0	0	
			<b>400</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	
	18	<b>#0931 Boulevard Restoration</b>								
		Upgrade existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvements include irrigation system enhancements, edging, and tree/shrub planting. Upgrades to the hard surface areas of the boulevards to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.								
				Unfunded Future Projects	0	160	160	160	160	
			<b>640</b>	<b>Project Totals:</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	
	19	<b>#1140 Ospika/Tabor Blvd Irrigation</b>								
		Install irrigation system for Ospika Blvd and Tabor Blvd.								
				Unfunded Future Projects	0	100	0	0	0	
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
20	#1189	<b>Off Leash Areas</b>							
		Implement new off leash areas and fenced dog parks throughout the community as supported by policy direction within the 2011 Proposed Off Leash Strategies report. Existing park facilities such as underutilized ball diamonds would be repurposed for off leash use. Priority areas include the Hart and College Heights and the project work would include signage, waste receptacles, and other site improvements that would be required to support off leash use.							
				Unfunded Future Projects	0	25	25	25	25
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
21	#1192	<b>Hart Connector Trail</b>							
		Plan and develop a citywide off-street trail connection from the Hart area to the bowl. A safe trail connection from the Hart into the bowl area is critical given the narrow shoulder on Hwy 97 along with the fast highway speeds and limited sight lines. This missing citywide trail link would provide multi-use access for commuters as well as for families seeking recreation opportunities and connections to multiple destinations.							
				Unfunded Future Projects	0	0	0	2,000	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>
22	#1384	<b>Rainbow Park Washroom</b>							
		Construct a new public washroom building for Rainbow Park. Currently there are two outhouses available for public use.							
				Unfunded Future Projects	0	0	0	500	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
23		<b>#1385 Park Washroom Refurbishment</b>							
		Replace the public washroom facilities at parks throughout the City. The Parks Division currently maintains these public washroom facilities that are failing and in disrepair. New facilities will be designed using up to date CPTED (crime prevention through environmental design) principles while meeting current accessibility standards, BC building codes, and public expectations. Future works include washrooms at Lheidli T'enneh Memorial Park and Gyro Park.							
				Unfunded Future Projects	0	0	0	500	500
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>
24		<b>#1390 Exhibition Park-Replace Fencing</b>							
		Replace approximately 635 linear meters of old wooden fencing with 8ft high black chain link fencing around Exhibition Park.							
				Unfunded Future Projects	0	0	150	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>
25		<b>#1499 New Trails and Paths</b>							
		Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.							
				Unfunded Future Projects	0	250	250	250	250
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
26	#3036	<b>Lheidli T'enneh Memorial Playground Replacement</b>							
		Replace the Rotary Playground at Lheidli T'enneh Memorial Park. The playground replacement would include the removal of existing equipment and replacement with new accessible playground equipment and surfacing materials. The replacement of this playground equipment would follow age-friendly universal design standards and guidelines to accommodate access for all ages and ability levels. An audit of the City's playgrounds was conducted in 2016 and confirmed that the 17-year old Rotary Playground does not meet the current CAN/CSA-Z614-14 playground standards.							
				Unfunded Future Projects	0	0	1,500	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>
27	#3039	<b>Cpl Darren Fitzpatrick Bravery Park Washroom</b>							
		Purchase and install a prefabricated concrete flush washroom at Corporal Darren Fitzpatrick Bravery Park. This project will complement the existing playground, skate park, future dog park, and proposed playground extensions. The project will also include the installation of utilities for the washroom and final landscaping around the new building. With completion of the construction of the skate park and the existence of a playground at Corporal Darren Fitzpatrick Bravery Park, the use and the presence of the public has increased.							
				Unfunded Future Projects	0	300	0	0	0
			<b>300</b>	<b>Project Totals:</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
28		<b>#3275 Cottonwood &amp; Heritage River Trail Refurbishment - Future Years</b>							
		Complete riverbank stabilization to protect the riverfront park and trail system along Cottonwood Island Park and west along the Heritage River Trail system to the Cameron Street Bridge. A number of trails and structures within Cottonwood Island Park have eroded in recent years creating an unsafe park environment and incomplete trail system. Conceptual options for the riverbank stabilization were developed in 2017 with complete engineered drawings developed in 2018. This project will see the acquisition of environmental permitting and construction of the riverbank stabilization as a phased, multi-year project. The riverfront stabilization will include rip-rap, setback trenches, and bioengineering for the various sections as appropriate.							
				Unfunded Future Projects	0	1,215	795	1,540	1,075
			<b>4,625</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,215</b>	<b>795</b>	<b>1,540</b>	<b>1,075</b>
29		<b>#3276 CJG Park Refurbishment</b>							
		This multi-year project is to refurbish Carrie Jane Gray Park and bring the park up to Athletic park standard. Projects include ball diamond refurbishment, removal 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.							
				Unfunded Future Projects	0	0	300	600	750
			<b>1,650</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>600</b>	<b>750</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
30	#3313	<b>Neighbourhood Park Development</b>							
		This multi-year project would see the construction of one undeveloped neighbourhood park each year to serve area residents. In 2021, the development of Fraser River Benchlands Park was completed. Future years would include growth priority areas such as Chancellor Park in University Heights and Glen Lyon Park in upper College Heights. Each neighbourhood park would require base construction with the development of a playground, trails, lawn, trees, and other site amenities.							
				Unfunded Future Projects	0	500	500	500	500
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Parks Total:</b>			<b>15,965</b>		<b>0</b>	<b>2,550</b>	<b>4,080</b>	<b>6,075</b>	<b>3,260</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>PG Events Group</b>									
	31	<b>#1290 Mobile Stage</b>							
		<p>Purchase an all-aluminum mobile staging system with full hydraulics in order to enhance outdoor festivals in Prince George and support community celebrations happening around large-scale sporting events such as the 2022 BC Summer Games. The StageLine SL 100 Mobile Stage is the industry standard with a stage floor of 24'x 20' and a band shell of 24' x 12'. This unit can be towed with a standard pickup truck and only takes 2 people ½ hour to set up. This project supports Council's key corporate priorities and the myPG Community Goals of programming downtown civic facilities and spaces, fostering civic pride, collaborating, and having a healthy, vibrant community. Currently the City is spending up to \$20,000 per year on stage rentals for our outdoor festival events.</p>							
				Unfunded Future Projects	0	211	0	0	0
			<b>211</b>	<b>Project Totals:</b>	<b>0</b>	<b>211</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>									
		<b>PG Events Group Total:</b>	<b>211</b>		<b>0</b>	<b>211</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Project Delivery</b>									
32	#0125 B Harkins Lib-Concrete Deck Upgrade	Complete concrete repairs and add a waterproof coating to the library sun deck and planters. Replace concrete deck railing.							
				Unfunded Future Projects	0	0	1,260	0	0
		<b>1,260</b>		<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,260</b>	<b>0</b>	<b>0</b>
33	#0128 Library N-Replace Flooring	Replace existing roll ends carpet with new carpet tile and base throughout.							
				Unfunded Future Projects	0	55	0	0	0
		<b>55</b>		<b>Project Totals:</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>
34	#0892 B Harkins Lib-Replace Flooring	Replace B Harkins Library flooring with carpet tile.							
				Unfunded Future Projects	0	282	0	0	0
		<b>282</b>		<b>Project Totals:</b>	<b>0</b>	<b>282</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
35	#1163	<b>RMCA-Replace HVAC</b>							
		Replace the Rolling Mix Concrete Arena's heating and ventilation system with a new system that will control the arena's environment and safeguard against condensation and mold growth.							
				Unfunded Future Projects	0	0	0	0	2,400
			<b>2,400</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,400</b>
36	#1187	<b>RMCA-Replace Arena Floor</b>							
		Replace the concrete arena floor and associated refrigeration lines in the Rolling Mix Concrete Arena.							
				Unfunded Future Projects	0	0	0	0	3,120
			<b>3,120</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,120</b>
37	#1303	<b>CYC-Ext Wall Finishes Replacement</b>							
		Replace the Connaught Youth Centre siding, windows, doors and insulation to the east elevation. The north, south and west elevations were completed in 2010.							
				Unfunded Future Projects	0	105	0	0	0
			<b>105</b>	<b>Project Totals:</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
38	#1444	AQC-Replace Public Change Room Tile							
		Replace the tile in the men's, ladies', and family change rooms at the Aquatic Centre.							
				Unfunded Future Projects	0	0	110	0	0
			<b>110</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>
39	#3122	4050 18th Ave-Replace OH Doors							
		Replace garage bay vehicle doors as the current doors are obsolete, thermally inefficient, and allow very little natural light to come in.							
				Unfunded Future Projects	0	315	0	0	0
			<b>315</b>	<b>Project Totals:</b>	<b>0</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>
40	#3144	Ex Sport Ctr-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.							
				Unfunded Future Projects	0	0	0	0	150
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
41	#3196	18th Ave Yard Emergency Generator							
		Supply and install generator to provide backup power for essential service located at 4050 18th Ave. Additionally, the generator would provide backup power to the Fleet Building.							
				Unfunded Future Projects	0	0	260	0	0
			<b>260</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>260</b>	<b>0</b>	<b>0</b>
42	#3198	B Harkins Lib-Replace Soffits							
		Replace soffits around the exterior perimeter of the library on both levels. These soffit panels are drywall panels installed in a metal grid system that have been in place since the original library build.							
				Unfunded Future Projects	0	0	261	0	0
			<b>261</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>261</b>	<b>0</b>	<b>0</b>
43	#3199	RCMP-Security Gate Replacement							
		Remove existing powered cantilevered gate at southwest member entrance and install new vertical pivot gate.							
				Unfunded Future Projects	0	150	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
44	#3205	<b>ECRA-Replace Fascia and Fencing</b>							
		Replace the Elder Citizens Recreation Association's plywood fascia with HardiePanel. Replace 2 shed roofs and install soffit. Replace wood fence with chain link fence to create visibility in back of building.							
				Unfunded Future Projects	0	0	72	0	0
			<b>72</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>0</b>	<b>0</b>
45	#3251	<b>Civic Facility Roofs Replacements 2025</b>							
		Replacement of roofs on the Exhibition Sports Centre (upper roof) and Millennium Barns.							
				Unfunded Future Projects	0	0	0	186	0
			<b>186</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>186</b>	<b>0</b>
46	#3273	<b>AQC-Doors &amp; Column Rust Repair</b>							
		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	43	0	0	0
			<b>43</b>	<b>Project Totals:</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
47	#3277	<b>Elksentre-Compressor Replacement</b>							
		Replace two Elksentre compressors with higher efficiency compressors for energy savings of up to 20%. The compressors have reached the end of life and maintenance costs are increasing.							
				Unfunded Future Projects	0	197	0	0	0
			<b>197</b>	<b>Project Totals:</b>	<b>0</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>0</b>
48	#3280	<b>CC-BAS Replacement</b>							
		Replace the Civic Centre's building automation system (BAS), which controls the heating, ventilation, and air conditioning. May also require replacement of associated valves, dampers, electric motors, temperature stats, and flow meters.							
				Unfunded Future Projects	0	610	0	0	0
			<b>610</b>	<b>Project Totals:</b>	<b>0</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>
49	#3300	<b>CN Centre Renewal</b>							
		Overlay the section of the CN Centre inside parking lot located within the fencing and repaint the parking lot lines. Expand existing security system, replace toilets with water efficient auto flush, and replace existing sound system.							
				Unfunded Future Projects	0	0	2,000	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
50		<b>#3322 Arena Refrigeration UG</b>							
		<p>This program will address two ice plants in the following facilities: Elksentre and Rolling Mix Concrete Arena. The City operates six facilities utilizing ammonia refrigerant to maintain ice in the arena. The lifespan of these refrigeration plants is roughly eighteen years. Kin Centres 1, 2, and 3 is being supported by a grant, has been removed from this program and is a stand-alone capital project for 2023. The CN Centre chiller has been replaced in 2010, however the CN Centre condenser is due for replacement in 2025.</p>							
				Unfunded Future Projects	0	1,500	200	700	50
			<b>2,450</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,500</b>	<b>200</b>	<b>700</b>	<b>50</b>
51		<b>#3346 Civic Facilities Long-Term Reinvestment</b>							
		<p>This project identifies the recommended average annual reinvestment (AAR) for renewal and replacement of 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, parkades, 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	7,935	6,666	7,294	10,901	6,736
			<b>39,532</b>	<b>Project Totals:</b>	<b>7,935</b>	<b>6,666</b>	<b>7,294</b>	<b>10,901</b>	<b>6,736</b>
<b>Project Delivery Total:</b>			<b>53,557</b>		<b>7,935</b>	<b>9,923</b>	<b>11,457</b>	<b>11,787</b>	<b>12,456</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Roads</b>									
	52	<b>#0670 Hwy 97/22nd and Griffiths Improve</b>							
		Realign 22nd Ave, east of Hwy 97 as identified in the Highway 97 Corridor Study to improve the operation of the highway intersection. Geometry improvements to traffic flow and safety.							
				Unfunded Future Projects	0	250	5,000	0	0
			<b>5,250</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
	53	<b>#0671 Road Realign Hwy 97/Northwood</b>							
		Realign the intersection of Hwy 97 and Northwood Pulpmill Rd to improve intersection operation and capacity as identified in Highway 97 Corridor Study.							
				Unfunded Future Projects	0	0	0	0	1,500
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
	54	<b>#1131 Hwy 97 &amp; Hwy 16 Corridor Improvements</b>							
		Participate with the Ministry of Transportation and Infrastructure to improve the Hwy 97 corridor from 5th Ave to Hwy 16. This project will visit improvement options and priorities, life cycle evaluations, property acquisition requirements, storm drainage and active transportation opportunities. This initial project is the first of many which will break down the improvements into annual manageable projects. Typically any improvement to the highway network corridor which interfaces with the City road corridors will be subject to cost sharing as outlined by the "Arterial Highway and City Street Interface Maintenance Agreement". This is developed in accordance with the Highway Act.							
				Unfunded Future Projects	0	0	1,000	1,000	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
55		<b>#1208 Tyner University Heights Turn Lanes</b>							
		Implement two safety improvements to the Tyner Blvd - University Heights Dr intersection through the design and construction of a combination of left turn and right turn movement strategies. Using the functional preliminary design of Tyner Blvd four-laning, this design will be to accommodate dedicated east-bound left and west-bound right turn lanes at the "T" intersection of Tyner Blvd and University Heights Dr. This project is to be aligned with the other Tyner Blvd projects.							
				Unfunded Future Projects	0	0	0	1,030	0
			<b>1,030</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,030</b>	<b>0</b>
56		<b>#1209 Tyner Blvd Bus Pullouts</b>							
		Develop two new bus pullouts along Tyner Blvd at the intersection of the University Heights Dr residential subdivision. The bus pullouts will be developed to meet the Transportation Association of Canada's national guidelines as well as the BC Transit Infrastructure Design Guidelines. With the growth of the residential subdivision there are potentially more riders on the local transit service. This Route #16 UNBC/College Heights is identified in the BC Transit Futures plan as becoming a frequent transit route with bus pullouts between 300-500m along this corridor. This first location will serve the greatest number of residents and provide a safe loading and off-loading with little or no disruption to the through traffic.							
				Unfunded Future Projects	0	325	0	0	0
			<b>325</b>	<b>Project Totals:</b>	<b>0</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>0</b>
57		<b>#1210 Tyner Blvd Traffic Signal</b>							
		Construct a full movement traffic signal intersection complete with pedestrian buttons and vehicle detection. The design will allow for the expansion of four-laning of Tyner Blvd.							
				Unfunded Future Projects	0	0	0	150	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
58		<b>#1218 Hwy 16 and Ferry Ave Intersection</b>							
		Improve the intersection at Ferry Ave and Hwy 16 in partnership with the Ministry of Transportation and Infrastructure. DCC eligible project.							
				Unfunded Future Projects	0	0	0	3,500	1,000
			<b>4,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>1,000</b>
59		<b>#1292 Bus Bay Pullout Project</b>							
		Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
				Unfunded Future Projects	0	0	0	0	400
			<b>400</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>
60		<b>#3138 Handlen Rd Improvements</b>							
		Construct 260m of on-street bike lanes along Handlen Rd between Kelly Rd North and Hwy 97. Upgrade a short section of existing road to collector standard to match the rest of the road to the west. Construction of new storm drainage, street lighting, and concrete sidewalk to be included as well as tie in to Hwy 97. Improvement for safety of students travelling to and from Kelly Road and the elementary school on Heather Park Rd intersecting with Hwy 97. The Pedestrian Network Study and Active Transportation Study identify this project as an important link in the network that benefits all users of the road. Eligible for 50% funding from BikeBC.							
				Unfunded Future Projects	0	0	700	0	0
			<b>700</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
61	#3366	<b>General Bridge Maintenance</b>							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Unfunded Future Projects	0	200	200	200	200
			<b>800</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Roads Total:</b>			<b>16,655</b>		<b>0</b>	<b>775</b>	<b>6,900</b>	<b>5,880</b>	<b>3,100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Storm Drainage</b>									
62		<b>#0485 Storm Water Drainage Network Long-Term Reinvestment</b>							
		This project identifies the recommended average annual reinvestment (AAR) for replacement and renewal of the City's aging storm drainage network, including linear and vertical assets.							
				Unfunded Future Projects	2,375	2,270	2,301	2,544	2,173
			<b>11,663</b>	<b>Project Totals:</b>	<b>2,375</b>	<b>2,270</b>	<b>2,301</b>	<b>2,544</b>	<b>2,173</b>
63		<b>#0682 Detention Pond Gladstone</b>							
		Accommodate additional runoff from future development as recommended in the Watershed Drainage Plan.							
				Unfunded Future Projects	0	0	0	0	2,650
			<b>2,650</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,650</b>
64		<b>#0859 Watershed Monitoring Stations</b>							
		Install five storm water flow and environmental monitoring stations in key watersheds throughout Prince George. This will assist staff with investigations with respect to regulatory issues. Watershed monitoring stations development provides baseline water quality information for runoff discharge and industrial/commercial drainage.							
				Unfunded Future Projects	0	0	35	35	0
			<b>70</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>35</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
65		<b>#1116 Storm Sewer - University Heights to Range Rd</b>							
		Install 1250m trunk storm sewer from the University Heights Development to Range Rd. Project required for new development and will be included in the DCC calculation project list (will be DCC funded). Involves the construction of detention ponds, which must be identified to set aside lands for construction as planning proceeds. Significant slopes, unstable soil types, and possible bedrock are project constraints. Connection at Range Rd may be insufficiently sized and will be confirmed at the pre-design stage.							
				Unfunded Future Projects	0	0	0	0	2,000
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
66		<b>#1117 Storm Sewer Improvements - Ferry to Range</b>							
		Upgrade existing 2400mm dia storm sewer to facilitate installation of a perforated piping recharge system to accommodate increased storm water runoff volumes from new development (University Heights, Recplace, Foothills Blvd Extension, and future redevelopment). Includes diversion chambers, replacement of existing storm sewer, and installation of new perforated piping to mitigate flooding and maintain the existing volume of discharge to Lansdowne Creek and the Fraser River. The project has high environmental value.							
				Unfunded Future Projects	0	0	75	600	0
			<b>675</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>600</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
67		<b>#1439 Winnipeg St - Storm Drainage Treatment</b>							
		Complete construction to divert storm water from the underground Winnipeg St storm system through an above ground treatment channel which parallels Winnipeg St from 15th Ave overpass to Carney St. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg St storm system rehabilitation project revealed the need for an alternate treatment/catchment area. Diverted sections may either be abandoned due to high siltation/contamination or used for overflow purposes during major storm events. The above ground treatment channel will be easier to maintain and offer treatment options not possible with an underground structure.							
				Unfunded Future Projects	0	0	0	0	4,000
			<b>4,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>
68		<b>#3210 New 1st Ave Flood Pump Station</b>							
		Install a new electric duplex flood protection storm water pump station at 1st Ave/Lower Patricia, near PW623. Station to include automated controls and tie in to the City's SCADA System. System is to provide drainage and flood mitigation for the downtown area during yearly freshets. The automated permanent station will significantly reduce annual operational and maintenance costs. Project could be eligible for grant funding under the National Disaster Mitigation Fund administered by Emergency Management BC.							
				Unfunded Future Projects	0	0	0	150	1,700
			<b>1,850</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>1,700</b>
<b>Storm Drainage Total:</b>			<b>22,908</b>		<b>2,375</b>	<b>2,270</b>	<b>2,411</b>	<b>3,329</b>	<b>12,523</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Street Lighting</b>									
	69	#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 totaling \$1,318,000.							
				Unfunded Future Projects	0	0	0	410	386
			<b>796</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>386</b>
<hr/>									
		<b>Street Lighting Total:</b>	<b>796</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>386</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Transportation &amp; Technical Services</b>									
70	#0666	<b>Traffic Control 10th and Carney</b>							
		Install traffic signal to improve traffic operation.							
				Unfunded Future Projects	0	0	0	0	150
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>
71	#1122	<b>Downtown Transit Exchange</b>							
		Develop a new downtown transit exchange behind the newly constructed WIDC building alongside the newly developed Wood Innovation Square. This will provide for an off-street exchange which will allow for safer transit rider movement. The exchange will include multiple bus bays, transit shelters, transit benches, lighting and transit schedule information. There will also be two on-street bus stops located on 5th Ave to complete the relocation of the current downtown exchange at 7th Ave and Dominion St.							
				Unfunded Future Projects	0	0	0	500	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>
72	#1443	<b>School and Playground Sign Upgrade</b>							
		Review and upgrade approximately 185 existing school and playground areas/zones to the standards prescribed in the Transportation Association of Canada's Geometric Design Guide and the Ministry of Transportation and Infrastructure's Manual of Standard Traffic Signs & Pavement Markings. This project will review the school and playground safety initiatives recently implemented in Calgary and Chilliwack for consideration in these upgrades. This project may be eligible for ICBC funding.							
				Unfunded Future Projects	0	0	200	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
73	#3278	<b>Pidherny Recreation Site Improvements</b>							
		Improve the access road and parking areas for the Pidherny Recreation Site and North Nechako area, addressing concerns raised around health and safety issues from multiple user groups.							
				Unfunded Future Projects	0	336	300	0	0
			<b>636</b>	<b>Project Totals:</b>	<b>0</b>	<b>336</b>	<b>300</b>	<b>0</b>	<b>0</b>
74	#3290	<b>Westgate and Hwy 16 Improvement</b>							
		Resolve the traffic conflicts and operational concerns at the existing Westgate Ave intersections with the frontage road and Highway 16.							
				Unfunded Future Projects	0	200	0	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transportation &amp; Technical Services Total:</b>			<b>1,686</b>		<b>0</b>	<b>536</b>	<b>500</b>	<b>500</b>	<b>150</b>
<b>1-General Fund Total:</b>			<b>121,115</b>		<b>10,310</b>	<b>17,407</b>	<b>26,208</b>	<b>31,580</b>	<b>35,610</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
75	#0511	Forcemain PW117 Replacement							
		Replace forcemain to accommodate growth in the Hart area.							
				Unfunded Future Projects	0	0	0	0	1,300
			<b>1,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300</b>
76	#0536	Sanitary Extension Nordic/Chestnut							
		Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.							
				Unfunded Future Projects	0	0	290	0	0
			<b>290</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>
77	#0537	Sanitary North/Central Relief							
		Sanitary north/central relief project to accommodate growth and development.							
				Unfunded Future Projects	0	0	0	900	0
			<b>900</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
78		<b>#1081 Biosolid Odour Control</b>							
		Provide better management of the storage of the biosolids and the associated odours; this is a multi-year project.							
				Unfunded Future Projects	0	0	0	850	450
			<b>1,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>	<b>450</b>
79		<b>#1196 PW125 Decommission and New Sewer Main</b>							
		Decommission existing pump station PW125 and construct new 2297m, 300mm dia. gravity sewer from PW125 to Southridge Dr (Project E-2 from Sanitary Sewer Master Plan).							
				Unfunded Future Projects	0	0	0	0	3,000
			<b>3,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
80		<b>#3222 Pump Station PW101 Replacement</b>							
		Replace pump station PW101, which was built in 1967 and is in poor condition. The pump station has unique operational challenges due to its loading and residential location. The current pumps are undersized. PW101 is a critical pump station that services the area bounded by Hwy 97, Hwy 16, and the Fraser River.							
				Unfunded Future Projects	0	0	0	0	500
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>Sewer Operations Total:</b>			<b>7,290</b>		<b>0</b>	<b>0</b>	<b>290</b>	<b>1,750</b>	<b>5,250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>3-Sewer Fund Total:</b>			<b>7,290</b>		<b>0</b>	<b>0</b>	<b>290</b>	<b>1,750</b>	<b>5,250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>4-Water Fund</b>									
<b>Water Operations</b>									
81	#0087	<b>Lower Hart Water Main</b>							
		Install water main loop on Northwood Pulpmill Road from Aberdeen Road to Clubhouse Drive. Required to improve fire protection for existing and future development - McTavish Road. Phase 1 was completed in 2018; water main was constructed from Aberdeen Rd to Clubhouse Dr along Northwood Pulpmill Rd. Phase 2 is the continued installation of 350mm diameter water main from Aberdeen Rd to Blueberry Rd to improve reliability of the system by replacing old AC water main on the east side of Hwy 97N that has had numerous breaks over the past 10 years.							
				Unfunded Future Projects	0	0	0	0	1,000
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
82	#0168	<b>Water Supply BCR/Danson Simon Fraser Bridge</b>							
		Connect the water main distribution system to the BCR/Danson site. This project represents funds committed to the Ministry of Transportation and Infrastructure for this portion of the work on the twinning of the Simon Fraser Bridge.							
				Unfunded Future Projects	0	0	0	0	1,000
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
83	#0743	<b>River Rd Water Main Extension</b>							
		Extend the transmission supply water main along River Rd from the existing water main at River Rd and Foley Cres to pump station PW623 located at Upper Patricia Blvd and Hwy 16 East.							
				Unfunded Future Projects	0	0	0	0	2,300
			<b>2,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
84	#1109	<b>Central Hart Water Improvements</b>							
		Extend 350mm diameter water main from West Austin and Highway 97 to PW612, a total distance of 1440m to improve fire flows within two pressure zones. Provides for improved conveyance of domestic peak hour and fire flow to new development in Monterey Road area. Design for entire project and installation of 280m from West Austin to Birchwood proposed in first year. Completion of installation on Birchwood and through the mobile home park in the second year.							
				Unfunded Future Projects	0	0	0	2,000	2,000
			<b>4,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>
85	#1227	<b>New Pressure Zone 2 Reservoir</b>							
		Construct a new 6.82ML reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	0	0	0	0	4,000
			<b>4,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>
86	#1241	<b>Grant to Hartway Water Main Connector</b>							
		Construct approximately 260m of 300mm diameter water main from Grant Rd to Hartway Dr.							
				Unfunded Future Projects	0	0	0	0	400
			<b>400</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
87	#1249	<b>Cowart Rd Water Main Connector</b>							
		Construct 675m of 300mm diameter water main along Cowart Rd north from Simon Fraser Ave.							
				Unfunded Future Projects	0	0	0	0	925
			<b>925</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925</b>
88	#3186	<b>Repurpose PW601/Decommission PW602</b>							
		Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
				Unfunded Future Projects	0	0	0	100	4,000
			<b>4,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>4,000</b>
89	#3298	<b>Pump Station PW614 Replacement</b>							
		Construct a new pump station to meet current and future water supply needs for the Blackburn area. The station will be designed to meet fire flow needs of the area.							
				Unfunded Future Projects	0	0	0	0	100
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2022	2023	2024	2025	2026
<b>Water Operations Total:</b>			17,825		0	0	0	2,100	15,725
<b>4-Water Fund Total:</b>			17,825		0	0	0	2,100	15,725
<b>Grand Total:</b>			146,230		10,310	17,407	26,498	35,430	56,585

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2027	2028	2029	2030	2031	
<b>1-General Fund</b>										
<b>Civic Facilities Maintenance</b>										
	1	<b>#3208 Janitorial Equip-Replace Floor Scrubbers</b>								
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.								
				Unfunded Future Projects	14	40	101	67	67	
			<b>289</b>	<b>Project Totals:</b>	<b>14</b>	<b>40</b>	<b>101</b>	<b>67</b>	<b>67</b>	
	2	<b>#3331 Parking Lot Reinvestment</b>								
		This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition.								
				Unfunded Future Projects	200	200	200	200	200	
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	
<b>Civic Facilities Maintenance Total:</b>			<b>1,289</b>		<b>214</b>	<b>240</b>	<b>301</b>	<b>267</b>	<b>267</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
<b>Fleet Services</b>									
	<b>3</b>	<b>#0431 Mobile Equipment Replacement</b>							
		Annual replacement of vehicles currently part of the City fleet.							
				Unfunded Future Projects	4,985	7,569	3,819	5,185	353
			<b>21,911</b>	<b>Project Totals:</b>	<b>4,985</b>	<b>7,569</b>	<b>3,819</b>	<b>5,185</b>	<b>353</b>
	<b>4</b>	<b>#3226 Fleet Shop Equipment</b>							
		Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists. Also includes a heated area for the Diesel Exhaust Fluid (DEF) on the fuel island (currently housed in bay 10), allowing for a safe and efficient way to add the fluid while fueling.							
				Unfunded Future Projects	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Fleet Services Total:</b>			<b>22,411</b>		<b>5,085</b>	<b>7,669</b>	<b>3,919</b>	<b>5,285</b>	<b>453</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
<b>Infrastructure Planning &amp; Engineering</b>									
5	#0697	<b>South Ft George Flood Protection</b>							
		Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.							
				Unfunded Future Projects	900	1,000	0	0	0
			<b>1,900</b>	<b>Project Totals:</b>	<b>900</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
6	#0701	<b>Flood Protect Various Risk Areas</b>							
		Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.							
				Unfunded Future Projects	1,000	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
7	#1226	<b>Otway Multi-Use Trail</b>							
		Prepare a detailed design and Class C cost estimate for this off-road trail and then proceed into construction. In 2012, a group of land owners initiated conversation with the City regarding the future alignment and feasibility of this off-road trail. A BikeBC grant application was made to fund the Otway Community Trail feasibility and alignment study.							
				Unfunded Future Projects	1,000	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
	8	<b>#1503 Off-Site Works</b>							
		Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
				Unfunded Future Projects	125	125	125	125	125
			<b>625</b>	<b>Project Totals:</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>
<b>Infrastructure Planning &amp; Engineering Total:</b>			<b>4,525</b>		<b>3,025</b>	<b>1,125</b>	<b>125</b>	<b>125</b>	<b>125</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2027	2028	2029	2030	2031	
<b>Parks</b>										
	9	<b>#0311 Tree Planting Greening the City</b>								
		Plant new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.								
				Unfunded Future Projects	50	50	50	50	50	
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
	10	<b>#0382 Nature Park Improvements</b>								
		Upgrade aging park infrastructure throughout the City's Nature Parks to support community demands as well as the policy direction in the 2017 Park Strategy, which identified Nature Parks as a high priority for strategic investment.								
				Unfunded Future Projects	50	50	50	50	50	
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
	11	<b>#0853 Lower Patricia Greenway</b>								
		Plan and construct the Lower Patricia Greenway trail system to provide a connection from the downtown core to riverfront parks and trails. The greenway would follow the Patricia escarpment and connect the downtown to the Heritage River Trail on the Fraser River.								
				Unfunded Future Projects	0	0	372	532	0	
			<b>904</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>372</b>	<b>532</b>	<b>0</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
12	#0931	<b>Boulevard Restoration</b>							
		Upgrade existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvements include irrigation system enhancements, edging, and tree/shrub planting. Upgrades to the hard surface areas of the boulevards to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.							
				Unfunded Future Projects	160	160	160	160	160
			<b>800</b>	<b>Project Totals:</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
13	#1097	<b>Trails Rehabilitation</b>							
		Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access. Priority work in 2022 will include trail rehabilitation along Tyner Trail.							
				Unfunded Future Projects	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
14	#1378	<b>Playground Replacement Program</b>							
		Remove and replace an average of three playgrounds on an annual basis.							
				Unfunded Future Projects	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
15	#1499	<b>New Trails and Paths</b>							
		Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.							
				Unfunded Future Projects	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
16	#3275	<b>Cottonwood &amp; Heritage River Trail Refurbishment - Future Years</b>							
		Complete riverbank stabilization to protect the riverfront park and trail system along Cottonwood Island Park and west along the Heritage River Trail system to the Cameron Street Bridge. A number of trails and structures within Cottonwood Island Park have eroded in recent years creating an unsafe park environment and incomplete trail system. Conceptual options for the riverbank stabilization were developed in 2017 with complete engineered drawings developed in 2018. This project will see the acquisition of environmental permitting and construction of the riverbank stabilization as a phased, multi-year project. The riverfront stabilization will include rip-rap, setback trenches, and bioengineering for the various sections as appropriate.							
				Unfunded Future Projects	2,100	975	0	0	0
			<b>3,075</b>	<b>Project Totals:</b>	<b>2,100</b>	<b>975</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
17	#3276	<b>CJG Park Refurbishment</b>							
		<p>This multi-year project is to refurbish Carrie Jane Gray Park and bring the park up to Athletic park standard. Projects include ball diamond refurbishment, removal 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.</p>							
				Unfunded Future Projects	3,050	0	0	0	0
			<b>3,050</b>	<b>Project Totals:</b>	<b>3,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks Total:</b>			<b>12,079</b>		<b>6,160</b>	<b>1,985</b>	<b>1,382</b>	<b>1,542</b>	<b>1,010</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
<b>Project Delivery</b>									
18	#1467	<b>Accessibility Improvements</b>							
		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.							
				Unfunded Future Projects	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
19	#3346	<b>Civic Facilities Long-Term Reinvestment</b>							
		This project identifies the recommended average annual reinvestment (AAR) for renewal and replacement of 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, parkades, police, leased, cemetery, and stadium building types. This does not include the existing main fire hall or the Four Seasons Leisure Pool.							
				Unfunded Future Projects	13,456	14,139	14,856	15,609	16,399
			<b>74,459</b>	<b>Project Totals:</b>	<b>13,456</b>	<b>14,139</b>	<b>14,856</b>	<b>15,609</b>	<b>16,399</b>
<b>Project Delivery Total:</b>			<b>75,209</b>		<b>13,606</b>	<b>14,289</b>	<b>15,006</b>	<b>15,759</b>	<b>16,549</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2027	2028	2029	2030	2031	
<b>Roads</b>										
	20	<b>#0167 Road Widening Austin Rd West</b>								
		Widen Austin Rd West. Phase 1 shopping centre to Kelly Rd. Upgrade of hydro and addition of street lighting. Preliminary design from 2007 requires revisiting and shift to migrate grades and impacts. BC Beautification funds a possibility.								
				Unfunded Future Projects	0	0	3,000	0	0	
			<b>3,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	
	21	<b>#0399 Road Rehabilitation</b>								
		The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.								
				Unfunded Future Projects	5,950	5,950	5,950	5,950	5,950	
			<b>29,750</b>	<b>Project Totals:</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>	
	22	<b>#0665 Ring Rd Dangerous Goods Route</b>								
		Construct the western leg of the Boundary Rd project, from Hwy 16 West to Hwy 97 South.								
				Unfunded Future Projects	0	200	1,000	7,000	0	
			<b>8,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>1,000</b>	<b>7,000</b>	<b>0</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
23	#0668	<b>Glengarry Rd Extension</b>							
		Extend Glengarry Rd from Monterey Rd West to Highland Dr in order to provide access for private development.							
				Unfunded Future Projects	0	0	300	1,026	0
			<b>1,326</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>1,026</b>	<b>0</b>
24	#0672	<b>Glen Lyon Way Extension</b>							
		Extend Glen Lyon Way from St. Patrick to Domano Blvd.							
				Unfunded Future Projects	200	1,800	0	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
25	#0673	<b>Malaspina Cowart Connector</b>							
		Construct road connecting Malaspina and Cowart Rd. This road connection will provide an alternate route from the Fraser River Benchlands subdivision. The need for this road connection was identified in the Fraser River Benchlands Neighbourhood Plan. It is expected that DCCs will contribute to this project.							
				Unfunded Future Projects	1,000	5,000	0	0	0
			<b>6,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
26	#0675	<b>Foothills Blvd Extension</b>							
		Extend Foothills Blvd from 18th to Ferry, including installation of storm sewers and securing sections of road dedication.							
				Unfunded Future Projects	10,000	10,000	0	0	0
			<b>20,000</b>	<b>Project Totals:</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
27	#0676	<b>Ospika Connector</b>							
		Construct Ospika Blvd from Tyner Blvd to Marleau Rd.							
				Unfunded Future Projects	0	10,000	10,000	10,000	0
			<b>30,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
28	#1093	<b>Sidewalk and Walkway Rehabilitation</b>							
		Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Unfunded Future Projects	1,250	1,250	1,250	1,250	1,250
			<b>6,250</b>	<b>Project Totals:</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
29	#1211	<b>Tyner Blvd Four-Laning</b>							
		Expand Tyner Blvd from Ospika Blvd to University Way. Currently this section of road is constructed to two lanes. With the increase in development in the neighbourhood and increased traffic in this corridor, the four-laning of this arterial is critical to the operation of an efficient and safe road network.							
				Unfunded Future Projects	5,100	5,100	0	0	0
			<b>10,200</b>	<b>Project Totals:</b>	<b>5,100</b>	<b>5,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
30	#1292	<b>Bus Bay Pullout Project</b>							
		Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
				Unfunded Future Projects	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
31	#1489	<b>New Sidewalks</b>							
		Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
				Unfunded Future Projects	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
32	#3249	<b>Traffic Controller and Signal Optical Detection Upgrade</b>							
		Replace traffic controllers and upgrade and replace traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				Unfunded Future Projects	80	80	80	80	80
			<b>400</b>	<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
33	#3366	<b>General Bridge Maintenance</b>							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Unfunded Future Projects	200	200	200	200	200
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Roads Total:</b>			<b>122,126</b>		<b>24,580</b>	<b>40,380</b>	<b>22,580</b>	<b>26,306</b>	<b>8,280</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2027	2028	2029	2030	2031	
<b>Storm Drainage</b>										
	34	<b>#0215 Nordic Dr Storm Trunk</b>								
		Alleviate localized flooding on Nordic Dr, redirect drainage from Handlen Rd, and allow for development on Martin Rd.								
				Unfunded Future Projects	0	1,150	0	0	0	0
			<b>1,150</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	35	<b>#0485 Storm Water Drainage Network Long-Term Reinvestment</b>								
		This project identifies the recommended average annual reinvestment (AAR) for replacement and renewal of the City's aging storm drainage network, including linear and vertical assets.								
				Unfunded Future Projects	5,616	5,897	6,192	6,502	6,827	
			<b>31,034</b>	<b>Project Totals:</b>	<b>5,616</b>	<b>5,897</b>	<b>6,192</b>	<b>6,502</b>	<b>6,827</b>	
	36	<b>#0677 Retention Pond Aberdeen</b>								
		Construction of a storm retention pond in the Aberdeen area. Will be required when the Crown land north of Aberdeen Rd is developed.								
				Unfunded Future Projects	125	0	0	0	0	0
			<b>125</b>	<b>Project Totals:</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
37	#0678	<b>Storm Trunk Shamrock Rd</b>							
		Construct a sub-trunk on Shamrock Rd to deal with storm water runoff from lands west of Shamrock Rd and develop the Shamrock Rd retention pond. The timing of the project will depend upon the rate of development.							
				Unfunded Future Projects	0	60	420	0	0
			<b>480</b>	<b>Project Totals:</b>	<b>0</b>	<b>60</b>	<b>420</b>	<b>0</b>	<b>0</b>
38	#0679	<b>Storm Outfall BCR Danson</b>							
		Improve the drainage courses and outfalls as required to accommodate increased development.							
				Unfunded Future Projects	0	70	380	0	0
			<b>450</b>	<b>Project Totals:</b>	<b>0</b>	<b>70</b>	<b>380</b>	<b>0</b>	<b>0</b>
39	#0680	<b>Noranda Retention Pond</b>							
		Design and construct a storm water retention pond, which is required on Noranda Rd to reduce the peak flows to the storm sewer trunk. The McMillan Creek Watershed is the largest watershed in Prince George and has high riparian value, including salmon and resident fisheries. This watershed also receives large volumes of the storm water south of Monterey Rd. This pond will assist in meeting water quality criteria.							
				Unfunded Future Projects	430	0	0	0	0
			<b>430</b>	<b>Project Totals:</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
40	#0681	<b>Storm Upgrades College Heights</b>							
		Upgrade storm assets to accommodate additional runoff from future development as recommended in the Gladstone, Trent, Varsity Watershed Drainage Plan.							
				Unfunded Future Projects	1,200	0	0	0	0
			<b>1,200</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
41	#1029	<b>Storm Drainage - Catch Basin Replacement Program</b>							
		Replace aging storm drainage infrastructure. Damaged catch basins can cause a public safety issue for cyclists, motorists, and pedestrians. There are approximately 5,250 catch basins in the City's storm sewer system; the goal is to replace 12 catch basins annually.							
				Unfunded Future Projects	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
42	#1112	<b>Meyer Rd Storm Sewer</b>							
		Install a 350m, 450mm diameter storm sewer with catch basins and asphalt swales to provide storm runoff management where no ditching or drainage channels exist. Ditch and sub-surface recharge options were explored, but would not be effective or feasible. Over the last decade the City has received several reports of flooding from the road onto properties situated on the south side of Meyer that are lower than the road elevation. The reports have been frequent during regular rain fall events, spring runoff and winter thaws. Efforts to address the situation by Public Works during events have not been effective.							
				Unfunded Future Projects	390	0	0	0	0
			<b>390</b>	<b>Project Totals:</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
43	#1500	<b>Drainage Improvements</b>							
		Respond to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.							
				Unfunded Future Projects	127	134	140	147	155
			<b>703</b>	<b>Project Totals:</b>	<b>127</b>	<b>134</b>	<b>140</b>	<b>147</b>	<b>155</b>
44	#3220	<b>Storm Water System Rehab</b>							
		The annual storm sewer system rehabilitation program consists of storm main rehabilitation, manhole, and catch basin rehabilitation. Mains are selected based on pipe condition, material and size. Manholes and catch basins are chosen based on condition assessments.							
				Unfunded Future Projects	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
45	#3294	<b>Prepaving Storm Water Infrastructure</b>							
		Inspect, investigate, and repair the storm water system prior to road rehabilitation. Master planning and condition assessments consistently identify that much of the City's storm water infrastructure is aging, requiring investigation and renewal work prior to road rehabilitation. This project will allow the City to inspect catch basins, investigate or camera storm connection leads, and make necessary repairs.							
				Unfunded Future Projects	175	175	175	175	175
			<b>875</b>	<b>Project Totals:</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
46	#3321	<b>Storm Water Drainage - System Renewal</b>							
		The City's storm water drainage system collects runoff water from rainstorms, snow melt, and residential and commercial water usage. The City estimates it should be spending over \$4m on average every year to renew and replace this aging storm drainage infrastructure.							
				Unfunded Future Projects	2,000	2,000	2,000	2,000	2,000
			<b>10,000</b>	<b>Project Totals:</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
47	#3334	<b>Storm Water Drainage - Pond and Outfall Renewal</b>							
		Remove sediment build up, vegetation overgrowth, and repair engineered assets such as headwall structures and flow control fittings.							
				Unfunded Future Projects	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Storm Drainage Total:</b>			<b>52,337</b>		<b>11,163</b>	<b>10,586</b>	<b>10,407</b>	<b>9,924</b>	<b>10,257</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2027	2028	2029	2030	2031	
<b>Street Lighting</b>										
	48	<b>#1222 Crescents Street Lighting</b>								
		Provide City street lights on the roadways in the Crescents Neighbourhood. Currently BC Hydro service trespasses from rear lane to frontage road to provide street lighting. New RS4 zoning development undertaken where there is an existing service to street lights will be in conflict and removal of street lighting will put the neighbourhood in the dark. Multi-year project totaling \$1,318,000.								
				Unfunded Future Projects	184	338	0	0	0	
			<b>522</b>	<b>Project Totals:</b>	<b>184</b>	<b>338</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	49	<b>#3116 Street Light Replacement Program</b>								
		Replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.								
				Unfunded Future Projects	400	400	400	400	400	
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	
<b>Street Lighting Total:</b>			<b>2,522</b>		<b>584</b>	<b>738</b>	<b>400</b>	<b>400</b>	<b>400</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
<b>Transportation &amp; Technical Services</b>									
50	#0140	<b>Traffic Control 1st and Carney</b>							
		Install traffic signal to improve traffic operation. Traffic patterns have changed with the completion of Cameron Street Bridge and operational function of this intersection is impacted. Key intersection in the road network connecting the provincial highway system with downtown, rail yards, airport and industrial lands.							
				Unfunded Future Projects	150	500	0	0	0
			<b>650</b>	<b>Project Totals:</b>	<b>150</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
51	#0666	<b>Traffic Control 10th and Carney</b>							
		Install traffic signal to improve traffic operation.							
				Unfunded Future Projects	500	0	0	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
52	#3121	<b>2nd Ave Angle Parking and Two-Way Conversion</b>							
		Implement angled parking from Vancouver St to Queensway and implement two-way traffic from Queensway to Victoria St along 2nd Ave. Implementation involves "bulb-outs" at the intersections, including the installation of concrete curb and gutters, catch basins, planters, and paving stones. The works will reduce 2nd Ave to two lanes, reduce the pedestrian crossing distance, indirectly reduce the average travel speed, and potentially increase on-street parking by approximately 20-25%.							
				Unfunded Future Projects	3,500	0	0	0	0
			<b>3,500</b>	<b>Project Totals:</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
53	#3219	<b>Pedestrian/Traffic Safety Improvements</b>							
		Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.							
				Unfunded Future Projects	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Transportation &amp; Technical Services Total:</b>			<b>7,150</b>		<b>4,650</b>	<b>1,000</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>1-General Fund Total:</b>			<b>299,648</b>		<b>69,067</b>	<b>78,012</b>	<b>54,620</b>	<b>60,108</b>	<b>37,841</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
54	#0538	Sanitary Otway/Tabor Relief							
		Install sanitary sewer main in the Heritage/Otway subdivision area.							
				Unfunded Future Projects	410	0	0	0	0
			<b>410</b>	<b>Project Totals:</b>	<b>410</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
55	#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	500	0	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
56	#1168	Mobile Equipment Replacement - Sewer							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Unfunded Future Projects	1,008	1,823	236	279	318
			<b>3,663</b>	<b>Project Totals:</b>	<b>1,008</b>	<b>1,823</b>	<b>236</b>	<b>279</b>	<b>318</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
57	#1263	<b>Ahbau Sanitary Sewer Upgrade</b>							
		Replace 331m of existing 300mm sewer with 375mm on Ahbau between Rainbow and Chilako, replace 65m of existing 200mm sewer with 375mm on Chilako between Ahbau and Commercial, and replace 112m of existing 250mm with 375mm on Rainbow between Kerry and Ahbau.							
				Unfunded Future Projects	1,000	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
58	#1491	<b>Prepaving Sewer Infrastructure</b>							
		Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
				Unfunded Future Projects	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
59	#1492	<b>Sanitary Liftstations Upgrade</b>							
		Upgrade existing City-owned sanitary liftstations to maintain facilities sanitary infrastructure systems. All the liftstations are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures.							
				Unfunded Future Projects	200	200	200	200	200
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
60		<b>#3221 Wastewater Treatment Plant Renewal</b>							
		Renew wastewater treatment plant mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	1,800	1,800	1,800	1,800	1,800
			<b>9,000</b>	<b>Project Totals:</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>
61		<b>#3222 Pump Station PW101 Replacement</b>							
		Replace pump station PW101, which was built in 1967 and is in poor condition. The pump station has unique operational challenges due to its loading and residential location. The current pumps are undersized. PW101 is a critical pump station that services the area bounded by Hwy 97, Hwy 16, and the Fraser River.							
				Unfunded Future Projects	3,500	3,000	0	0	0
			<b>6,500</b>	<b>Project Totals:</b>	<b>3,500</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
62		<b>#3223 Pump Station PW102 Replacement</b>							
		Replace pump station PW102, which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
				Unfunded Future Projects	0	100	1,000	5,000	0
			<b>6,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>1,000</b>	<b>5,000</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
63	#3224	<b>Wastewater Treatment Plant New Components</b>							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	650	650	650	650	650
			<b>3,250</b>	<b>Project Totals:</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
64	#3329	<b>Forcemain and Liftstation Renewal</b>							
		This program will focus on renewing 23 km of forcemains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain. 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.							
				Unfunded Future Projects	1,000	1,000	1,000	1,000	1,000
			<b>5,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Sewer Operations Total:</b>			<b>36,973</b>		<b>9,678</b>	<b>9,183</b>	<b>4,996</b>	<b>9,039</b>	<b>4,078</b>
<b>3-Sewer Fund Total:</b>			<b>36,973</b>		<b>9,678</b>	<b>9,183</b>	<b>4,996</b>	<b>9,039</b>	<b>4,078</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
<b>4-Water Fund</b>									
<b>Water Operations</b>									
65	#0168	Water Supply BCR/Danson Simon Fraser Bridge							
		Connect the water main distribution system to the BCR/Danson site. This project represents funds committed to the Ministry of Transportation and Infrastructure for this portion of the work on the twinning of the Simon Fraser Bridge.							
				Unfunded Future Projects	4,000	0	0	0	0
			<b>4,000</b>	<b>Project Totals:</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
66	#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.							
				Unfunded Future Projects	0	500	4,500	0	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>4,500</b>	<b>0</b>	<b>0</b>
67	#0603	PW605 Caisson Development							
		Install and rehabilitate well supply laterals, refinish station floor, and upgrade caisson. PW605 was built in 1972 and is one of the key water production wells for the City of Prince George. The project includes well inspection, rehabilitation, and future development to increase the life of this asset.							
				Unfunded Future Projects	0	100	2,500	3,000	0
			<b>5,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>2,500</b>	<b>3,000</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
68	#0610	<b>Harper Valley Reservoir and Main</b>							
		Construct a reservoir and large diameter transmission supply water main to service the future development of the Harper Valley area, extending from Blueberry Rd/Hwy 97 North (Hart) to Foothills Blvd (between North Nechako Rd and Highland Dr). The water main would extend from the new reservoir to the existing reservoir PW810 located south of the weigh scales at Blueberry Rd.							
				Unfunded Future Projects	0	5,000	0	0	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
69	#1169	<b>Mobile Equipment Replacement - Water</b>							
		Annual replacement of water vehicles currently part of the City fleet.							
				Unfunded Future Projects	636	108	674	406	318
			<b>2,141</b>	<b>Project Totals:</b>	<b>636</b>	<b>108</b>	<b>674</b>	<b>406</b>	<b>318</b>
70	#1227	<b>New Pressure Zone 2 Reservoir</b>							
		Construct a new 6.82ML reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	1,550	0	0	0	0
			<b>1,550</b>	<b>Project Totals:</b>	<b>1,550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
71	#1228	<b>PW619 Pump Installation</b>							
		Install a new 200hp pump for fire flow servicing at the Inverness booster pump station PW619. This will provide an additional capacity of 151 L/s.							
				Unfunded Future Projects	1,150	0	0	0	0
			<b>1,150</b>	<b>Project Totals:</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
72	#1237	<b>West Noranda Water Main Connector</b>							
		Construct 155m of 200mm water main along Noranda Rd West from Sloan Rd to Hwy 97.							
				Unfunded Future Projects	150	0	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
73	#1238	<b>Noranda Rd East Water Main Connector</b>							
		Construct 850m of 250mm water main on Noranda Rd East from Fehr Rd to Bellamy.							
				Unfunded Future Projects	1,000	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
74	#1240	<b>Lehman - Grant Water Main Connector</b>							
		Construct 400m of 300mm diameter water main from Lehman St to Grant Rd.							
				Unfunded Future Projects	0	575	0	0	0
			<b>575</b>	<b>Project Totals:</b>	<b>0</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>0</b>
75	#1391	<b>Construction Tools and Equipment</b>							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Unfunded Future Projects	25	25	25	25	25
			<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
76	#3101	<b>Water Main Replacements</b>							
		Construct water main replacements. Water main replacements are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of water main replacements. The program proactively replaces water mains to reduce the risk of water main breaks.							
				Unfunded Future Projects	5,200	5,200	5,200	5,200	5,200
			<b>26,000</b>	<b>Project Totals:</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
77	#3102	<b>New Water Mains</b>							
		Construct new water mains. New water mains are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new water mains. The new water mains program will increase fire flow and redundancy in the City's network.							
				Unfunded Future Projects	1,000	1,000	1,000	1,000	1,000
			<b>5,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
78	#3184	<b>New Water Facilities</b>							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new vertical assets. The first top priority is designing and building the Boundary Road Reservoir.							
				Unfunded Future Projects	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
79	#3185	<b>Water Facilities Renewal</b>							
		Renew water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as recommended in the Water Service Network Plan 2014.							
				Unfunded Future Projects	600	600	600	600	600
			<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
80	#3186	Repurpose PW601/Decommission PW602							
		Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
				Unfunded Future Projects	4,000	0	0	0	0
			<b>4,000</b>	<b>Project Totals:</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
81	#3284	Valves, Service Connections, and Fire Hydrants Renewal							
		Replace non-operable valves, service connections, and fire hydrants.							
				Unfunded Future Projects	600	600	600	600	600
			<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
82	#3293	<b>Prepaving Water Infrastructure</b>							
		Inspect and investigate the underground water infrastructure prior to paving. Tasks such as leak detection, hydrant maintenance, valve inspections, and location mapping are necessary in order to identify the required repairs. Master plans and condition assessments have identified that much of the City's water infrastructure is aging, supporting the need for investigations and renewal work to be completed prior to road rehabilitation. These tasks are critical in helping the City with early identification of potential issues, to ensure the delivery of high quality potable water, and to reduce the potential of having to destroy new pavement to complete repairs.							
				Unfunded Future Projects	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
83	#3298	<b>Pump Station PW614 Replacement</b>							
		Construct a new pump station to meet current and future water supply needs for the Blackburn area. The station will be designed to meet fire flow needs of the area.							
				Unfunded Future Projects	1,100	400	0	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>1,100</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
84	#3330	<b>Water Facility Upgrade</b>							
		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.							
				Unfunded Future Projects	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2027	2028	2029	2030	2031
<b>Water Operations Total:</b>			<b>71,541</b>		<b>21,561</b>	<b>14,658</b>	<b>15,649</b>	<b>11,381</b>	<b>8,293</b>
<b>4-Water Fund Total:</b>			<b>71,541</b>		<b>21,561</b>	<b>14,658</b>	<b>15,649</b>	<b>11,381</b>	<b>8,293</b>
<b>Grand Total:</b>			<b>408,163</b>		<b>100,307</b>	<b>101,853</b>	<b>75,264</b>	<b>80,527</b>	<b>50,211</b>