



## CITY OF PRINCE GEORGE

Welcome to the City of Prince George Online Council Agenda.

\*AMENDED\*

### **Budget Meeting #1**

**Monday, January 30, 2017**

**3:30 p.m. - Council Chambers**

[2017 Council Meeting Calendar](#)

To navigate the agenda, use the Table of Contents that runs down the left side of the site.  
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## [2017 Budget and Finance Reference Guide](#)

### A. ADOPTION OF THE AGENDA

### B. PUBLIC INPUT (3:30 P.M. - 3:45 P.M.)

### C. BUDGET OVERVIEW AND PUBLIC CONSULTATION

- C.1 Report: [2017 - 2021 Financial Plan](#)  
Attachment: [2017 - 2021 Financial Plan](#)  
Attachment: [PowerPoint Presentation](#)

### D. [COMMUNITY SERVICES](#)

#### *Information from Administration*

- D.1 Report: [Police Protection](#)  
RECOMMENDATION: *That Council APPROVE the Police Protection Service Category.*
- D.2 Report: [Fire Protection](#)  
RECOMMENDATION: *That Council APPROVE the Fire Protection Service Category.*
- D.3 Report: [Emergency Measures](#)  
RECOMMENDATION: *That Council APPROVE the Emergency Measures Service Category.*
- D.4 Report: [Aquatics](#)  
RECOMMENDATION: *That Council APPROVE the Aquatics Service Category.*
- D.5 Report: [CN Centre](#)  
RECOMMENDATION: *That Council APPROVE the CN Centre Service Category.*
- D.6 Report: [Events and Civic Centre](#)  
RECOMMENDATION: *That Council APPROVE the Events and Civic Centre Service Category.*
- D.7 Report: [Community Partnerships](#)  
RECOMMENDATION: *That Council APPROVE the Community Partnerships Service Category.*
- D.8 Report: [Community Arenas](#)  
RECOMMENDATION: *That Council APPROVE the Community Arenas Service Category.*

### E. [PLANNING AND DEVELOPMENT SERVICES](#)

#### *Information from Administration*

- E.1 Report: [Bylaw Enforcement](#)  
RECOMMENDATION: *That Council APPROVE the Bylaw Enforcement Service Category.*
- E.2 Report: [Development Planning and Administration](#)  
RECOMMENDATION: *That Council APPROVE the Development Planning and Administration Service Category.*

- E.3** Report: [Economic Development](#)  
RECOMMENDATION: *That Council APPROVE the Economic Development Service Category.*
- E.4** Report: [Off-Street Parking](#)  
RECOMMENDATION: *That Council APPROVE the Off-Street Parking Service Category.*
- \*E.5** Submission: [Regional District of Bulkley-Nechako Regional Public Transit and Para-Transit \(Highway 16\) Service Establishment](#)  
RECOMMENDATION: *That Council CONSIDER the request from the Regional District of Bulkley-Nechako to provide a written letter of intent to contribute fifty thousand dollars (\$50,000) per year for five (5) years, subject to the Regional District of Bulkley-Nechako negotiating a Transit Service Agreement with BC Transit.*

## **F. PUBLIC INPUT (6:00 P.M. - 6:15 P.M.)**

## **G. [SERVICE AGREEMENTS AND GRANTS](#)**

- G.1** Report: [Prince George Public Library](#)  
Attachment: [PowerPoint Presentation](#)  
Attachment: [Correspondence dated October 31, 2016 from Carolynne Burkholder-James, Chair, Prince George Public Library Board and the Prince George Public Library's 2017 Annual Budget](#)  
RECOMMENDATION: *That Council APPROVE the Prince George Public Library Service Category.*
- G.2** Report: [Tourism Prince George](#)  
Attachment: [PowerPoint Presentation](#)  
Attachment: [Correspondence dated January 10, 2017 from Erica Hummel, Chief Executive Officer, Tourism Prince George and Tourism Prince George's 2017 Annual Budget](#)  
RECOMMENDATION: *That Council APPROVE the Tourism Prince George Service Category.*

## **H. [CORPORATE MANAGEMENT](#)**

### *Information from Administration*

- H.1** Report: [Office of the City Manager](#)  
RECOMMENDATION: *That Council APPROVE the Office of the City Manager Service Category.*
- H.2** Report: [Mayor and Council](#)  
RECOMMENDATION: *That Council APPROVE the Mayor and Council Service Category.*
- H.3** Report: [Social Planning](#)  
RECOMMENDATION: *That Council APPROVE the Social Planning Service Category.*
- H.4** Report: [Student Mentorship Program](#)  
RECOMMENDATION: *That Council APPROVE a 2017 budget allocation of six thousand dollars (\$6,000) for the Student Mentorship Program as presented in the report dated January 17, 2017 from the Chair of the Select Committee on Student Needs titled "Student Mentorship Program".*

## I. [EXTERNAL RELATIONS](#)

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*Information from Administration*

I.1 Report: [Communications](#)

RECOMMENDATION: *That Council APPROVE the Communications Service Category.*

## ADJOURNMENT

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2017

# **BUDGET AND FINANCE REFERENCE GUIDE**

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CITY OF  
PRINCE GEORGE

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# 1. INTRODUCTION

## 1.1. Purpose

This guide has been produced to assist Council and Administration in creating the 2017 - 2021 Operating and Capital Financial Plan. The document identifies finance guidelines which currently inform decisions of Council and Administration and may also be adapted for use as a reference tool for newly elected officials and city staff.

# 2. FINANCIAL PLAN AND BUDGETS

## 2.1. Five-Year Financial Plan

Each year, municipalities must adopt by bylaw, a five-year financial plan which includes operating and capital items. The financial plan must be adopted before the annual property tax bylaw is adopted (before May 15th). A financial plan may be amended by bylaw at any time.

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 financial deficiency; and
  - other purposes.
- Proposed funding sources including separate amounts for:
  - revenue from property 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.

For each year of the financial plan, the proposed expenditures and transfers to other funds cannot exceed the proposed revenues and transfers from other funds – i.e. there cannot be a deficit. If a deficit does occur, it must be reflected in the financial plan as expenditure in the next year.

Before adopting a financial plan, Council must have undertaken a public consultation process regarding it. Public consultation for the five year financial plan is received by Council until the end of October and may, for example, take the form of neighborhood meetings or public opinion surveys concerning municipal services and quality of life. Council's budget meeting agendas also advertise, in advance, opportunity for public presentations and written submissions. The results from all public consultation are considered by Council in its deliberations on budget and finance matters.

## 2017 Budget and Finance Reference Guide

### 2.2. Capital Budget

The capital budget is developed for the purpose of investing in the City's infrastructure, equipment and facilities.

Capital expenditures may be funded by:

- grant funds;
- annual revenue;
- reserve funds;
- lease/partnering agreements; and
- long-term debt.

The City's 2016 capital program amounts to \$36.2 million, as reflected in the 2016 -2020 Financial Plan.

Council and Administration have developed processes and associated schedules for preparation, consideration, approval and management of the five year capital and operating financial plan. The processes reflect legislated requirements, including approval deadlines.

**Table A: Capital Budget Preparation**

Activity	Who	Date	Result
Financial Planning estimates Capital Expenditure Reserve balance for 2017	Financial Planning	September	Estimated amount of available funding is identified
Capital Scoring Team prioritizes 2017-2021 capital plan	Budget Managers and Senior Leadership	October/ November	Capital Scoring Team prioritize their recommended capital plan
Draft 2017-2021 capital plan is presented to Finance and Audit Committee	Financial Planning and Senior Leadership	December	Priority projects, available funding and funding challenges are presented
Proposed funded and unfunded 2017-2021, and proposed unfunded 2022-2026 capital plan is presented to Council	Financial Planning and Senior Leadership	January	Council approves 2017-2021 and 2022-2026 capital plan
Financial Plan Bylaw receives final reading	Financial Planning	Before May 15 <sup>th</sup>	Council considers and approves Financial Plan Bylaw

## 2017 Budget and Finance Reference Guide

### 2.3. Operating Budget

The City of Prince George municipal operating budget is represented by four funds: general; district energy; water; and sewer.

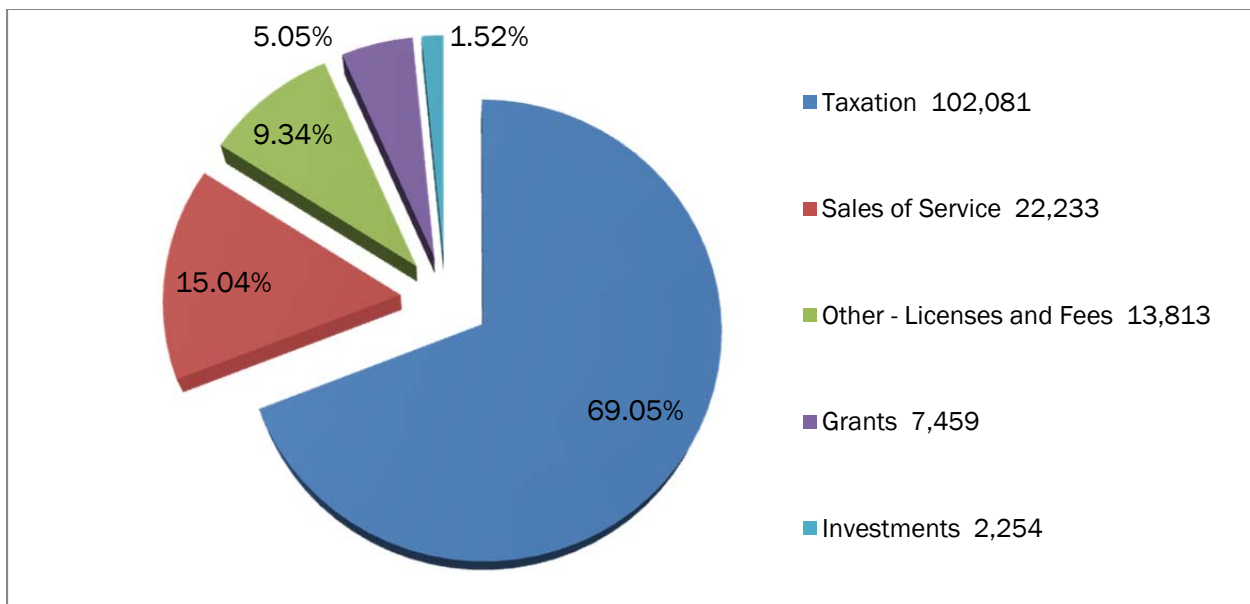
**Table B: 2016 Operating Budget**

General Operating Fund	\$149.1 million
District Energy Operating Fund	\$1.3 million
Water Operating Fund	\$9.2 million
Sewer Operating Fund	\$8.3 million
Total*	\$167.9 million

\* It should be noted that these figures include amortization (15.2 million General; 0.5 million District Energy; 1.8 million Water; 1.4 million Sewer).

To provide more detail, the annual operating budget is then segmented into service categories that provide financial representation of the City's plans to deliver municipal services and programs. Figures 1 and 2 below provide a more detailed breakdown of the City's General Operating Source of Funds and Operating Expenditures.

**Figure 1: General Operating Fund - Source of Funds (in 000's) - 2016**



## 2017 Budget and Finance Reference Guide

Figure 2: General Operating Fund Expenditures (in 000's) – 2016

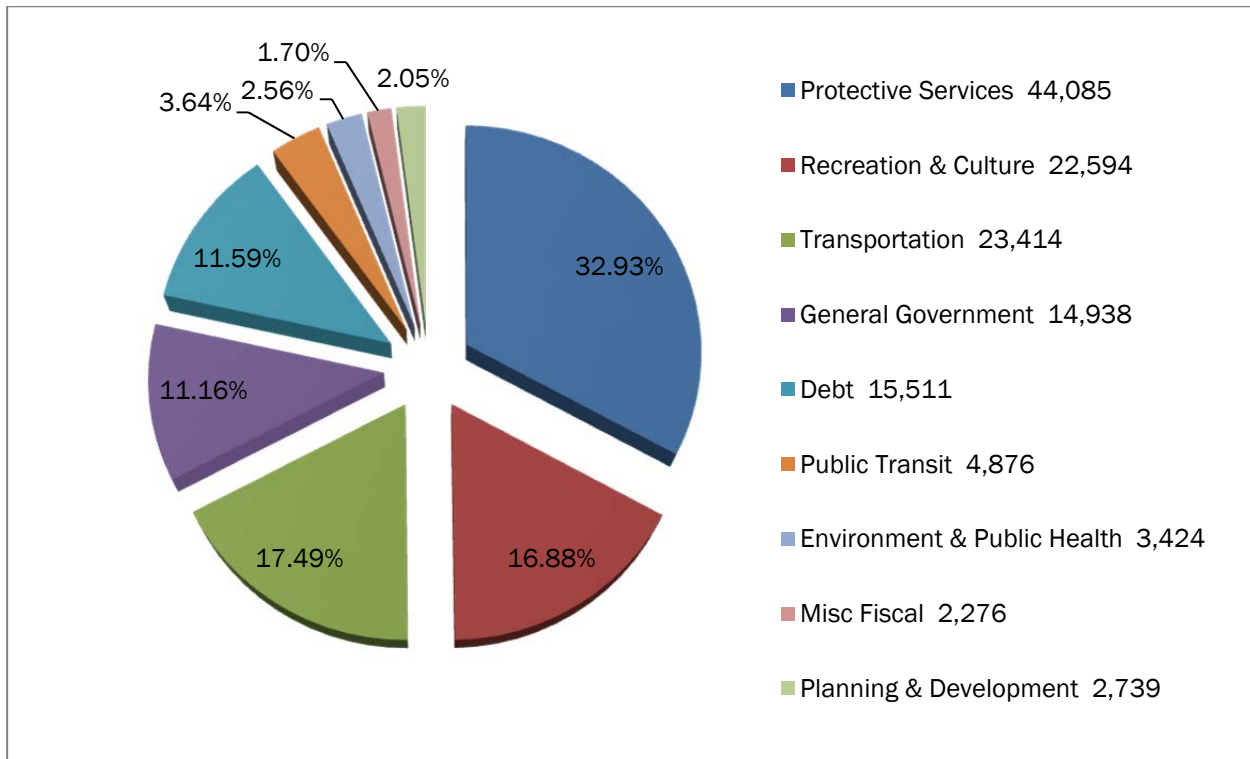


Table C: Operational Budget Preparation

Activity	Who	Date	Result
Prepare and distribute 2017 operating budget guideline	Financial Planning and Senior Leadership	October	2017-2021 budget entry by Finance
Prepare draft five year operating budget for review by Senior Leadership and presented to Finance and Audit Committee	Financial Planning	November	Draft budget prepared for review by Senior Leadership and Finance and Audit Committee
Prepare final draft five year operating budget	Financial Planning	December	Proposed budget reviewed by Senior Leadership
Prepare five year budget for Council agenda	Financial Planning and Legislative Services	December	Electronic and printed five year plan produced
Prepare and present proposed 2017-2021 operating plan to Council	Financial Planning, Senior Leadership and Departmental Managers	January Budget Meetings	Council approves 2017 - 2021 operating plan
Final reading of Financial Plan Bylaw	Financial Planning	Before May 15 <sup>th</sup>	Council considers and approves Financial Plan Bylaw

### 3. PROPERTY TAXES

#### 3.1. Property Tax Rate Setting

Once Council has determined the total amount of municipal property taxes to be raised in the City's operating budget, Council must then approve the annual tax rate bylaw which details what share of that total taxation revenue will be collected from each of the City's nine property tax classes. Council approves a tax rate structure that generates the tax revenue required by multiplying the total assessed value of each of the property classes by their respective tax rates.

Another way of expressing this is that the tax rate equals required tax revenue, divided by taxable assessed value. For example, if \$200,000 is to be raised from residential properties and the total taxable value is \$10,000,000, the tax rate is set at \$20 per \$1,000 of assessed residential value (property tax rates are expressed in dollars per thousand of assessed value).

Table D: Sample Calculation of Property Tax Rates

Tax Rate =	Tax Revenue for Class / Assessed Value of Class
	<b>2016 Business Tax Rate</b>
	\$27,946,738 / \$1,650,703,713
Tax Rate =	\$.01693020 per \$1 of assessed value or \$16.93020 per \$1,000 of assessed value

#### 3.2. BC Assessment Authority and Tax Classes

Since 1974, BC Assessment Authority has established and maintained assessments throughout the province for property taxation purposes. BC Assessment values and classifies properties into one or more of nine classes included in the Assessment Act regulations.

The BC Assessment Authority Act describes:

- the methods to be used in classifying and valuing property (e.g. use, selling price of comparable land and improvements, revenue or rental value);
- the rules for providing assessment notices and assessment rolls to property owners and taxing bodies; and
- a framework for review and appeal of the classification, valuation, and exemption of property.

## 2017 Budget and Finance Reference Guide

Table E: Prince George's Tax Classes, Rates and Levy Contributions – 2016

BC Assessment Classifications	Tax Rate (charge per \$1,000)	Percentage of total tax payable
Residential	8.06	54.1
Utility	42.33	1.5
Supportive Housing	8.06	0.0
Major Industry	46.00	12.4
Light Industry	27.23	2.8
Business/Other	16.93	29.0
Managed Forest	8.06	0.0
Recreation/Non Profit	8.06	0.1
Farm	5.47	0.1

The Provincial Government can and sometimes does, set tax class rate caps. For example, the Utility Class tax rate cannot exceed the greater of \$40/1000 of assessed value or 2.5 times the Business Class tax rate.

In addition, the valuation method may be different for different classes of property. For example, while properties in Class 6 (Business and Other) are valued at market value, improvements in Class 4 (Major Industry) are valued on cost, less depreciation values.

### 3.3. Tax Payment/Non Payment

The *Community Charter* allows a municipality to follow a “general tax collection scheme” or an “alternative municipal tax collection scheme”.

- **general tax collection scheme:**
  - taxes are due on July 2<sup>nd</sup>.
  - Province sets penalties and interest rates for unpaid taxes.
- **alternative municipal tax collection scheme:**
  - Council may establish tax due dates for unpaid taxes by bylaw.
  - Province sets penalties and interest rates for unpaid taxes.

To accommodate its tax pre-payment plan, the City uses an alternative tax collection scheme which is governed by Bylaw No. 7280. Under the City's alternative tax collection scheme, a property owner may elect to pay taxes during the period July 1st to June 30th. The owner may make the required scheduled payments through any method accepted by the City, including pre-authorized withdrawals.

For those who do not participate in the pre-payment plan, the due date for current property taxes is the first Friday after July 1st. The Province has set a penalty rate of 10% that may be applied all at once under the general tax collection scheme or a combined total of 10% under the alternative municipal tax collection scheme.

## 2017 Budget and Finance Reference Guide

Table F: Tax Payment Calendar

<b>1<sup>st</sup> year</b>	<b>first Friday after July 1<sup>st</sup></b>	If the tax is not paid in full, a penalty equal to 5% of the outstanding current year balance owing is added to the balance owing.
	<b>second Friday in September</b>	If the tax is not paid in full, a further penalty equal to 5% of the outstanding current year balance owing is added to the balance owing.
	<b>December 31<sup>st</sup></b>	Unpaid taxes and penalties become taxes in arrear and are charged interest at rates set by the Province.
<b>2<sup>nd</sup> year</b>	<b>December 31<sup>st</sup></b>	Taxes in arrear become delinquent taxes and continue to accumulate applicable interest.

### 3.4. Property Tax Sale

**3rd year – last Monday in September** – properties with delinquent taxes are subject to tax sale. An auction is held where the public may bid on applicable properties. The upset price for a property reflects all the taxes and interest owing to the date of tax sale, plus 5% penalty on these amounts, as well as fees set out in the “Land Titles Act”.

The City is declared the purchaser of properties that are offered for sale and for which there are no public purchasers. Alternatively, a person authorized by Council may bid for the municipality at the tax sale up to a maximum amount set by Council.

**4th year** – Up to one year from the day of tax sale a property owner may redeem their property by repaying the upset price and interest as well as any current taxes paid by the purchaser.

### 3.5. Tax Exemptions

Certain property may be exempted (totally or partially) from taxation as mandatory exemptions or at the discretion of Council, by bylaw, in accordance with the *Community Charter* or other legislation.

**Mandatory** exemptions include:

- properties owned by municipalities and buildings used for public worship;
- properties owned by the Federal and Provincial governments and their agencies (in many cases, the government or agency pays a grant in lieu of taxes);
- some properties owned by utility companies are exempt from general property taxation but are subject to 1% revenue taxation; and
- each property in the business class receives a \$10,000 exemption.

**Permissive** exemptions are a means for Council to support organizations within the community to further Council’s objectives of enhancing quality of life and delivering services economically. There is no obligation on Council’s part to grant these exemptions. The City’s Annual Municipal Report includes a list of permissive property tax exemptions.

Generally, eligible properties are owned by not-for-profit organizations. In limited circumstances, properties owned by businesses may also be eligible; particularly when property owned by a private partner is used to provide a municipal service.

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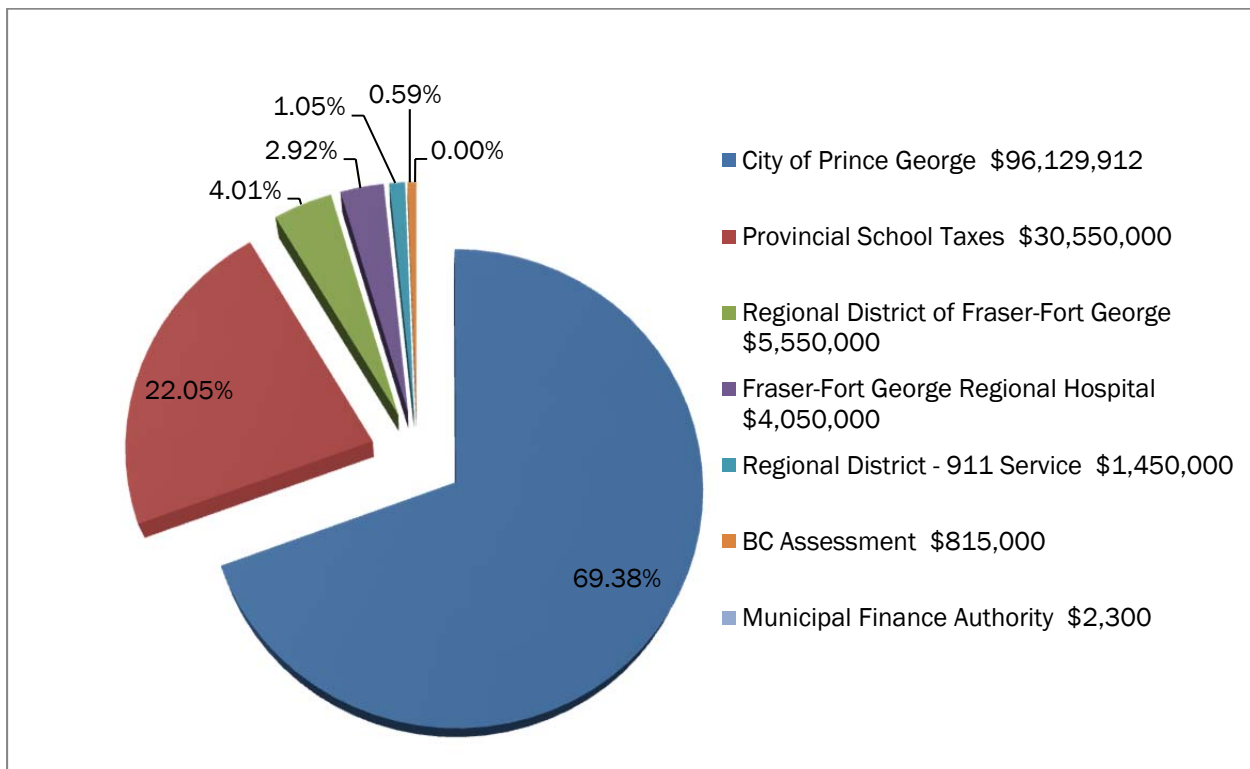
**Revitalization** exemptions are granted by Council for the purpose of encouraging revitalization within the municipality. The exemption may be for a period of up to 10 years. A tax exemption certificate must be issued by the municipality for the property to which the revitalization tax exemption applies. The City's revitalization bylaws set out the qualifying criteria and amounts of tax exemptions available under the program.

### 3.6. Taxes Collected for Other Authorities

For administrative ease, municipalities collect all the property taxes that are imposed on properties within their boundaries. Five authorities obtain a portion of their annual revenue from the Prince George property tax base. While the City collects and remits these authorities' taxes, it does not control their tax levy amounts or the distribution of them amongst the tax classes. In 2016, the City will collect \$42.4 million in taxes for these authorities. The five authorities are:

- the Province of B.C. (for school purposes);
- the Regional District of Fraser-Fort George, including its 9-1-1 Service;
- the Municipal Finance Authority;
- the Fraser-Fort George Regional Hospital District; and
- BC Assessment Authority.

Figure 3: Taxes Collected for City and Other Authorities – 2016



### 3.7. Local Area Services

The *Community Charter* defines a Local Area Service as a municipal service that is to be paid for in whole or in part by a local service tax.

Only business improvement areas or services that Council considers a particular benefit to part of the municipality may be provided as local area services. Local area services are established by bylaw.

The initiative to create a Local Area Service can arise: from Council, which is subject to a petition against the proposed service; by petition of affected property owners who seek a service; or through approval by elector assent.

**Table G: Capital Projects Funded by Local Area Service Taxes**

Water services in the neighbourhoods of Bunce Road and Leland Road
Sewer services in the neighbourhoods of Berwick Drive, Dundee Drive, Wallace Crescent, Wallace Place, Langley Crescent, Sparrow Road, Bunce Road, Leland Road, and Heyer Road
Street trees in the downtown

#### **Business Improvement Areas**

There are currently two business improvement areas in the city:

- 20th Avenue and Victoria Street Business Improvement Area
- PG Downtown Business Improvement Area

## 4. REVENUE ENTITLEMENTS UNDER AGREEMENTS AND GRANTS

### 4.1. Traffic Fine Revenue

The Province provides Traffic Fine Revenue Sharing grants to assist municipalities to improve public safety through community policing, crime prevention, and education. The amount a municipality receives is determined by its annual policing costs divided by all BC municipalities' annual policing costs multiplied by the grant funds available.

**Table H: Police Expenditures and Traffic Fine Revenue (2013 – 2016)**

	Year 2013	Year 2014	Year 2015	Year 2016 (budget)
Traffic Fine Revenue Sharing Grant	\$818,750	\$821,861	\$1,113,368	\$1,001,000
Police Net Expenditures	\$19,076,784	\$21,267,153	\$22,496,561	\$23,362,343

## 4.2. Gaming Revenue

In 2000, the City entered into a Host Financial Assistance Agreement with the Province with respect to Casino Hollywood (now called Treasure Cove Casino). The City receives a ten percent share of the casino's net revenues and allows the City to use the funds for eligible costs which are defined to be "any purpose that is of public benefit to the Host community and within the lawful authority of the Host".

**Table I: Gaming Revenue and Use of Funds (2013 – 2016)**

	Year 2013	Year 2014	Year 2015	Year 2016 (budget)
Gaming Revenue Share	\$2,661,264	\$2,569,834	\$2,625,455	\$2,600,000
Expenditures				
Capital Projects	\$1,691,264	\$1,849,834	\$1,880,000	\$2,600,000
Community Grants	\$970,000	\$720,000	\$720,000	\$0

## 4.3. FortisBC (formerly Terasen Gas) Agreements

### 4.3.1. FortisBC Franchise Fee Revenue

The City receives a franchise fee from FortisBC Inc. based on 3% of the gross revenue from the sale of natural gas within the municipal boundaries. The franchise fee revenue is used for general operating purposes.

**Table J: FortisBC Franchise Fee Revenue (2013 – 2016)**

	Year 2013	Year 2014	Year 2015	Year 2016 (Budget)
FortisBC Franchise Fee Revenue	\$1,131,602	\$1,036,990	\$1,125,378	\$1,281,533

### 4.3.2. FortisBC Lease In/Lease Out Agreement

The City and FortisBC have a Lease In/Lease Out Agreement concerning the natural gas distribution system in the city. The City has financed the capital lease through long-term debt. FortisBC operates the natural gas distribution system and pays semi-annual lease payments to the city. The City in turn, applies the lease payments to the debt and places net revenues in a reserve fund. The agreement is projected to create a \$24 million legacy by 2021.

## 4.4. Federal Gas Tax Grants

Funding for the Community Works Program results from the Federal Government Gas Tax Agreement and comes to BC local governments via the Union of British Columbia Municipalities (UBCM). Funding can be used for infrastructure construction, renewal, and enhancement projects in eligible categories and for capacity building projects. The Agreement is in place until 2024.

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Table K: Federal Gas Tax Revenue (2013 – 2016)

	Year 2013	Year 2014	Year 2015	Year 2016 (Budget)
Federal Gas Tax Revenue	\$2,910,033	\$3,112,062	\$2,988,070	\$3,088,697

## 5. RESERVE FUNDS

The *Community Charter* provides that Council may, by bylaw, establish reserve funds for specific purposes. Money in a reserve fund, including the interest earned, must only be used for the purpose for which the fund was established. If the balance in a reserve fund is greater than the amount required, Council may, by bylaw, transfer all or part of it to another reserve fund. While their purpose can be operating (e.g. snow reserve), reserve funds are typically used to accumulate funding for future capital purposes.

Table L: Reserve Funds – Source, Use and Balance of Funds – 2015

Type	Name	Source of Funds	Use of Funds	Balance as at Dec 31/15
General Capital	Capital Expenditure	- annual contributions from Endowment and Land Reserves and from Gaming Revenue	- funds general capital projects	103,458
General Capital	Endowment	- annual contributions from General Operating Fund to repay principal and interest costs of internal debt - land sales surpluses	- provides interim financing (referred to as internal debt) for capital annually, excess amounts are transferred to Capital Expenditure Reserve to fund capital projects	24,441,109
General Capital	General Infrastructure Reinvestment	- annual contribution from property tax levy	- funds general infrastructure replacement	612,125
General Capital	Land	- proceeds from land sales	- annually, excess land sale proceeds are transferred to Capital Expenditure Reserve to fund capital projects or transferred to the Endowment Fund	240,000
General Capital	Road Rehabilitation	- annual contribution from property tax levy	- funds road rehabilitation projects	39,855

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Type	Name	Source of Funds	Use of Funds	Balance as at Dec 31/15
Development Cost Charge	General	<ul style="list-style-type: none"> <li>- new developments pay development cost charges because they place demands on a municipality's infrastructure</li> <li>- money received is placed in the appropriate DCC reserve</li> </ul>	- funds capital projects that have been identified in the Capital Expenditure Plan as growth-related projects	2,015,838
	▪ Roads			114,172
	▪ Parkland/ Open Space			1,310,130
	▪ Drainage			614,448
	Water			1,855,591
	Sewer			
Equipment	Computer Equipment	- annual contribution from Capital Expenditure Reserve	- finances purchase/lease of computer hardware and software	63,025
Equipment	Mobile Equipment	<ul style="list-style-type: none"> <li>- capital lease proceeds</li> <li>- net rental rate revenue</li> </ul>	<ul style="list-style-type: none"> <li>- provides interim funding for equipment acquisition</li> <li>- funds net rental rates losses in a given year</li> </ul>	3,577,326
Other	Carbon Tax Initiative Program	- carbon tax rebate	- funds projects that reduce the City's overall carbon footprint	1,149,251
Other	Cemetery Development	- no ongoing source of funds	- funds cemetery-related capital projects	3,009
Other	Community Works	- Federal Gas Tax	- funds infrastructure construction, renewal, and enhancement projects in eligible categories and funds capacity building projects	318,362
Other	Debt Reduction	- ongoing funds from surplus on debt maturities and any excess proceeds from security issues	- funds capital projects that would otherwise require the procurement of long-term debt	1,943,436
Other	Downtown Off-Street Parking	- off-street parking surplus and levy funds in excess of capital commitments	- funds capital projects related to existing and new off-street parking spaces	577,199
Other	EVP Crown Land Forest	- various government grants	- funds urban forestry management	196,240

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Type	Name	Source of Funds	Use of Funds	Balance as at Dec 31/15
Other	FortisBC	<ul style="list-style-type: none"> <li>- Lease In Lease Out Agreement with FortisBC Inc re: natural gas distribution system within City</li> <li>- City financed capital lease through long-term debt</li> <li>- FortisBC operates system and pays City semi-annual lease payments</li> <li>- City uses lease payments to repay debt and places net revenue in the reserve</li> </ul>	- by 2021, Council will determine how to use LILO Agreement's Legacy (expected to be \$24 million)	3,199,498
Other	Green City Award	- LiveSmart BC Green Cities Award in 2008	- unrestricted funds	16,581
Other	Local Area Service	<ul style="list-style-type: none"> <li>- property owners that benefit from local area services pay local area service taxes</li> <li>- revenue is placed in the reserve</li> </ul>	- provides interim financing for local area service capital projects	113,429
Other	Major Events	- gaming revenues	- funds western, national, and international events of a sporting or cultural nature	382,599
Other	Ospika / Marleau Extension	- no ongoing source of funds	- developers' contribution for Ospika Boulevard less the greenbelt buffer strip value	212,420
Other	Parkland Acquisition	- cash contributions received from developers in lieu of parkland dedication	- funds acquisition of parkland	17,039
Other	Performing Arts Centre	- one-time capital contribution from Initiatives Prince George from proceeds of sale of ACS building	- funds the development of a new performing arts centre	74,151
Other	Snow Control	- snow control tax levy	- snow control operations	0
Other/ Equipment	Solid Waste Services	- planned capital contributions from solid waste operations	- funds replacement of solid waste equipment	130,655
Other	Southwest Sector Recreation	<ul style="list-style-type: none"> <li>- in 1985, Council placed funds in the reserve</li> <li>- no ongoing source of funds</li> </ul>	- funds recreation-related capital projects located in the City's five southwest sector communities	116,945

## 2017 Budget and Finance Reference Guide

Type	Name	Source of Funds	Use of Funds	Balance as at Dec 31/15
Other	Storm Drainage	- sinking fund and debt surplus from debenture debt - no ongoing source of funds	- funds capital projects related to storm drainage assets	1,724
Other	Valentina Goodwin Donation	- donation from the estate of Valentina Goodwin	- funds beautification or augmentation of Hudson's Bay Wetlands area	14,843
Sewer Capital	Sewer Utility	- MFA sinking fund surpluses - sewer user rates	- Sewer capital projects	2,887,988
Water Capital	Water Utility	- MFA sinking fund surpluses - water user rates	- Water capital projects	12,757,285
General Capital	Capital Expenditure	- annual contributions from Endowment and Land Reserves and from Gaming Revenue	- funds general capital projects	103,458
General Capital	Endowment	- annual contributions from General Operating Fund to repay principal and interest costs of internal debt - land sales surpluses	- provides interim financing (referred to as internal debt) for capital annually, excess amounts are transferred to Capital Expenditure Reserve to fund capital projects	24,441,109

### 5.1. Accumulated Surpluses

To avoid incurring operating deficits, the City projects revenues and expenses conservatively and analyzes budget variances regularly. This approach usually results in modest annual operating surpluses.

General, water, and sewer fund accumulated surpluses are retained to:

- reduce the need to borrow temporarily early in the year before revenues from property tax and utility bills are received; and
- provide funds that may be required to deal with major emergencies.

The City attempts to maintain all Operating Fund surpluses between 5% and 10% of the respective Operating Fund expenditures. Excess amounts over and above the 10% target are transferred to respective capital expenditure reserves for infrastructure needs. As this Sustainable Finance Guideline was revised in 2013, historical figures do not show alignment within the range. Also, starting in 2013, expenditures include amortization.

## 2017 Budget and Finance Reference Guide

Figure 4: General Operating Fund Surplus – Minimum Guideline and Actual (2011 – 2015)

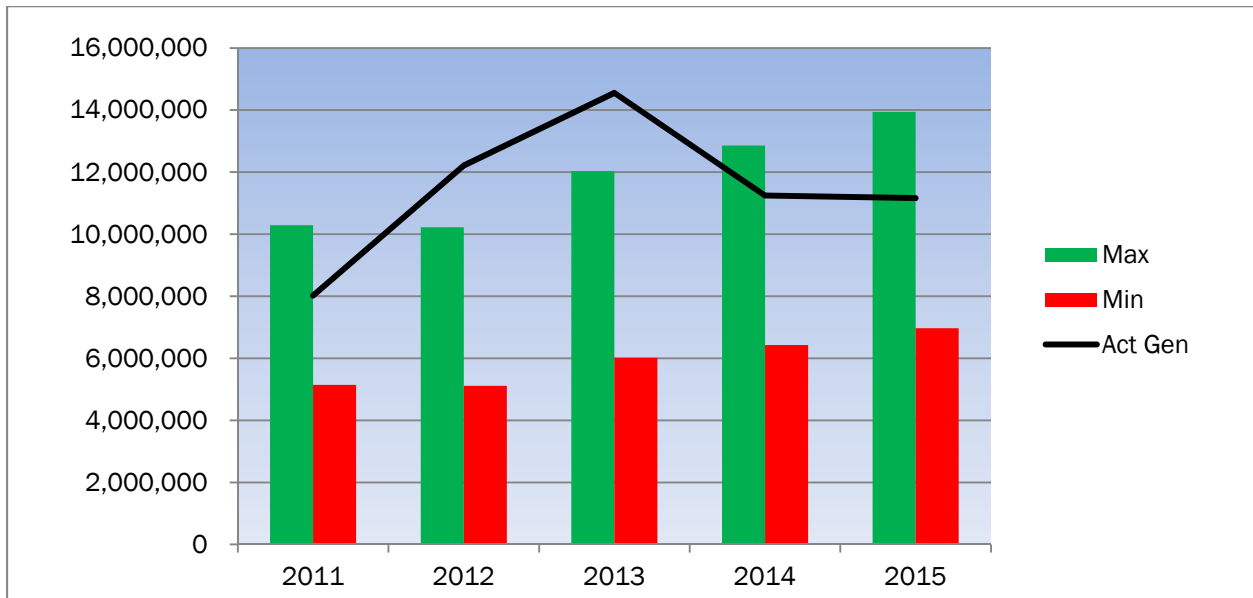


Figure 5: Water Operating Fund Surplus – Minimum Guideline and Actual (2011 – 2015)

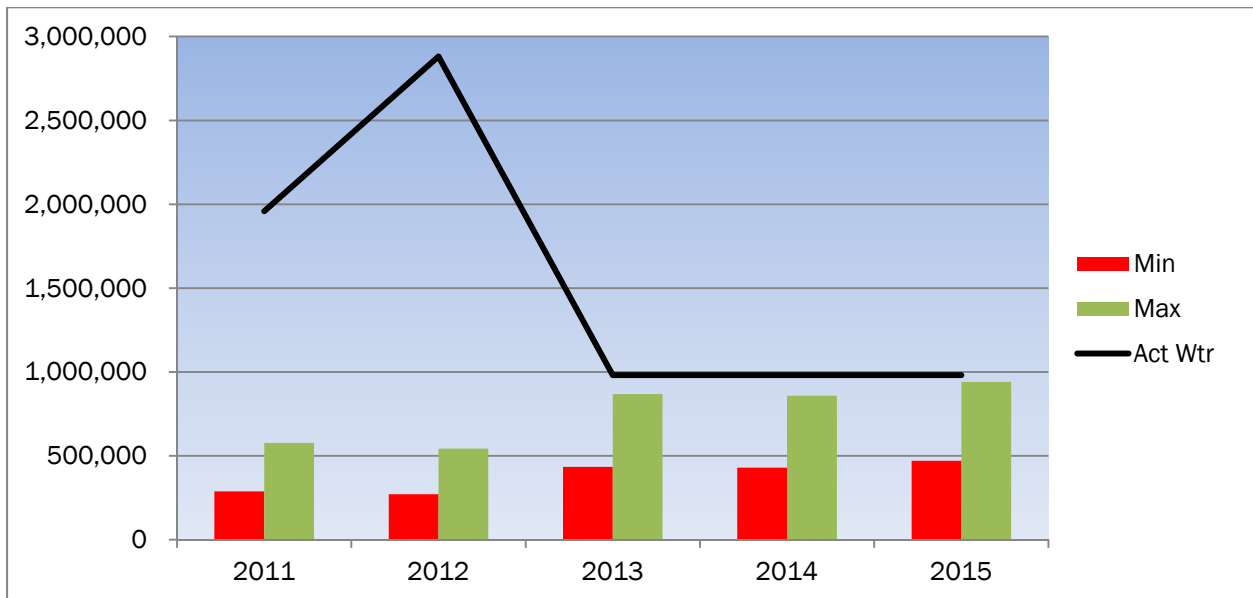
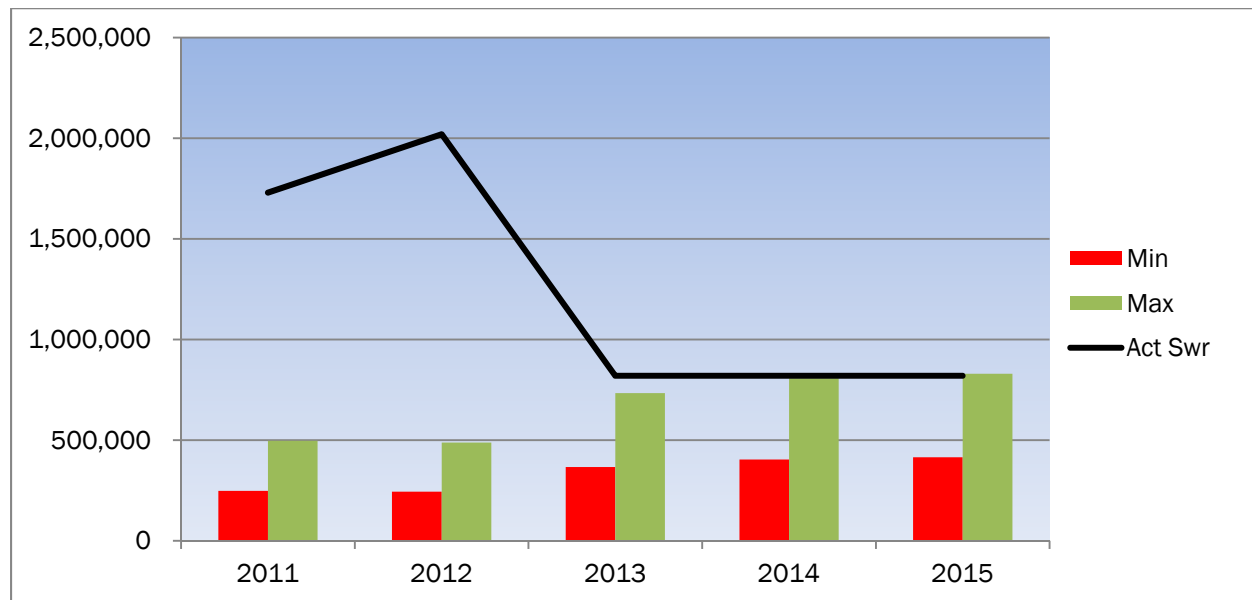


Figure 6: Sewer Operating Fund Surplus - Minimum Guideline and Actual (2011 - 2015)



## 6. DEBT

### 6.1. Long-Term Debt

The City relies on debt financing for new infrastructure and for major repair of existing infrastructure. Long-term debt must be undertaken through the adoption of a loan authorization bylaw approved by the Inspector of Municipalities. The maximum term of a debt is the lesser of thirty years or the reasonable life expectancy of the capital asset or the term of any related agreement. The City makes debt payments for general/district energy/water/sewer capital projects from their respective operating funds.

Long-term debt for all BC municipalities except the City of Vancouver must be undertaken through their regional district, which borrows on their behalf from the Municipal Finance Authority (MFA).

The MFA, created in 1970, is an independent organization that is directed by its members (elected officials representing every regional district in BC) and provides: long-term, short-term and lease financing; investment management; and a range of low-cost and flexible financial services. The MFA achieves this by pooling the borrowing and investment needs of its member local governments in BC. This collective structure, along with the requirement that regional districts guarantee the debt obligations of their members, grants the MFA an excellent credit rating (AAA) that enables attractive and sustainable borrowing solutions to contribute to the financial well-being of BC communities.

## 2017 Budget and Finance Reference Guide

Figure 7: Long-Term Debt Outstanding by Fund (\$millions) (2006 - 2015)

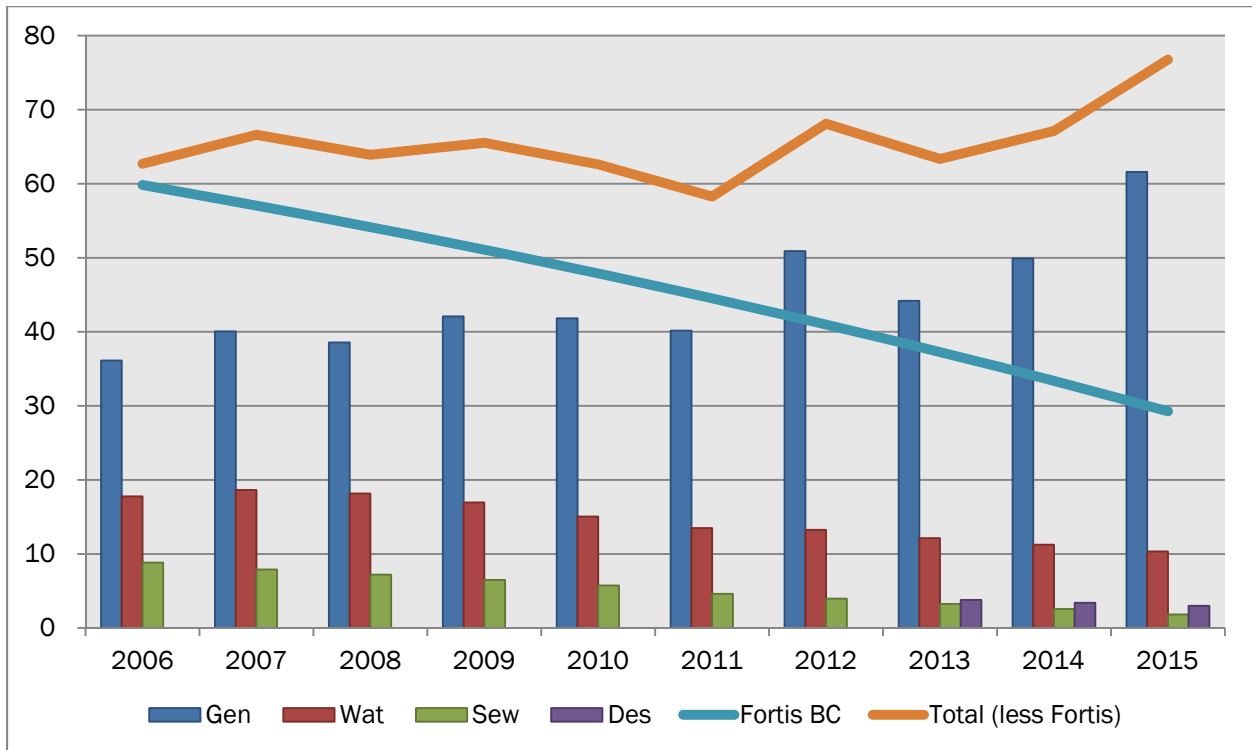
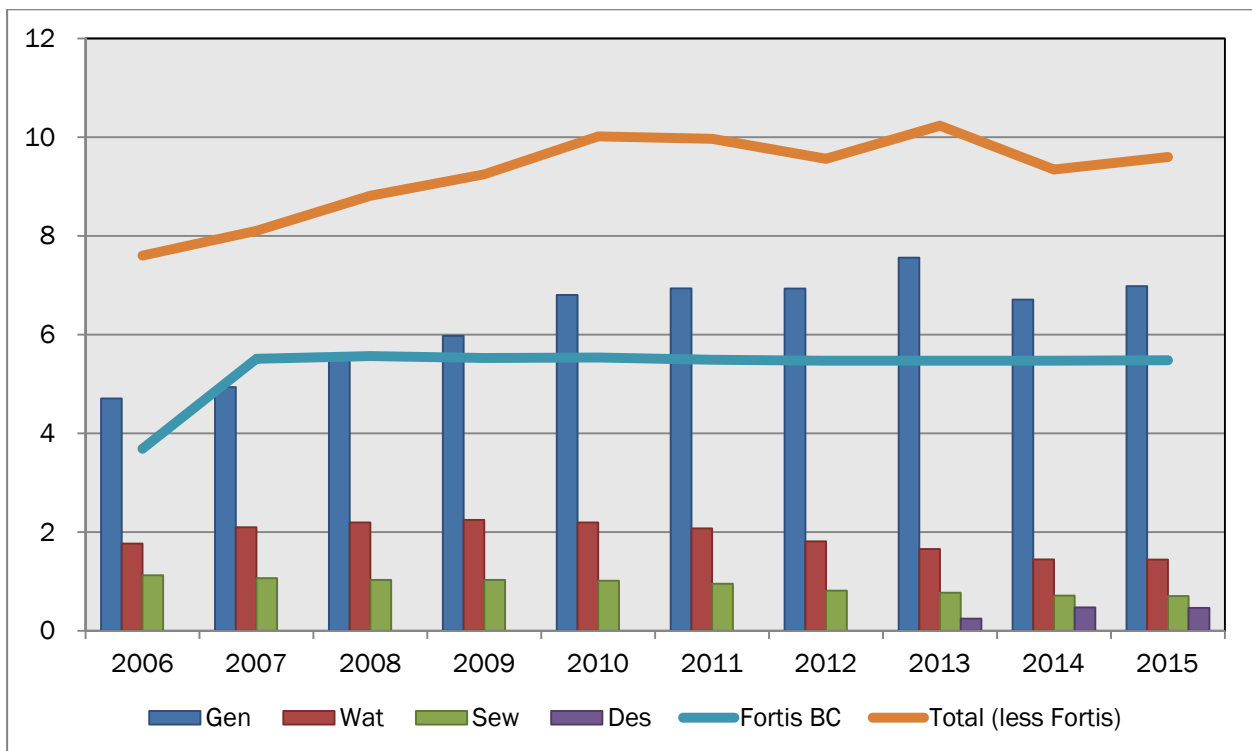


Figure 8: Long-Term Debt Payments by Fund (\$millions) (2006 - 2015)



### 6.2. Lease/Partnering Agreement

There are two forms of capital financing under agreement: lease agreements and partnering agreements.

#### Lease Agreement

- Leasing may be undertaken either through the Municipal Finance Authority or through a commercial leasing entity.
- The City enters into capital lease agreements for the purchase of mobile and other equipment.

#### Partnering Agreement

- A partnering agreement is an agreement between a local government and a public or private partner under which the partner agrees to provide a service on behalf of the local government.
- A partnering agreement may include the financing of capital assets by one of the parties to the agreement.

### 6.3. Financial Liability Servicing Limits

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

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

A municipality cannot incur a liability that extends beyond the current year if it would cause the municipality's total annual cost of servicing (e.g. lease payments, partnering capital payments, long-term debt principal and interest payments) to exceed the regulated amount as determined by the Municipal Liabilities Regulation. Exceeding the regulated amount requires prior approval of the Inspector of Municipalities in consultation with the MFA. The regulated amount is based on 25% of a municipality's controllable revenues such as:

- property taxes - a deduction is made to revenue received from Major Industry tax revenues for municipalities which are heavily dependent on that class;
- payments in lieu of taxes;
- user fees; and
- unconditional grants.

The total amount of all loan authorization bylaws are included in the liability servicing limit regardless of whether the funds have actually been borrowed.

## 2017 Budget and Finance Reference Guide

Table M: Debt Capacity and Available Capacity (2011 – 2015)

Year	Municipal Revenue	Liability Servicing Limit	Payment Capacity Available	Approximate Principal Borrowing Available
2011	\$134,335,837	\$33,583,959	\$13,316,129	\$147,956,989
2012	\$133,553,328	\$33,388,332	\$15,591,012	\$173,233,467
2013	\$143,685,547	\$35,921,387	\$17,879,497	\$198,661,078
2014	\$152,049,739	\$38,012,435	\$21,591,125	\$239,901,389
2015	\$160,816,299	\$40,204,075	\$24,889,275	\$276,547,500

## 7. COUNCIL'S FINANCE GUIDELINES

Council and Administration's financial decisions are guided by the City of Prince George's Sustainable Finance Guidelines, which is Appendix A of this document.

**APPENDIX A: SUSTAINABLE FINANCE GUIDELINES**

# **SUSTAINABLE FINANCE GUIDELINES**

## **City Government – Sustainable Fiscal Management**

**Approved by Council: September 23, 2013**

### **PURPOSE:**

To provide the framework for excellent financial management to enable the City to provide high quality services today and in the future.

### **GUIDELINES:**

#### **1. Financial Plan (Community Charter Sections 165 and 166)**

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

##### **Guideline 1.0**

Administration regularly reviews departmental/divisional operations and identifies efficiencies and cost savings.

##### **Guideline 1.1**

Budget Service Category Plans outline the levels of services to be provided and any operational cost savings that may be achieved.

##### **Guideline 1.2**

Approved new services and enhancements to existing services may be funded by one or a combination of the following:

- a. Reduced cost of existing services;
- b. Increased non-property tax revenues;
- c. Increased property tax revenue;
- d. Accumulated surplus (for one-time expenditures only).

#### **2. Property Tax Rates (Community Charter Sections 197 and 199)**

The City has property tax rates that are stable and fair in comparison to “peer municipalities”.

##### **Guideline 2.0**

Annually, the Finance and Audit Committee will determine a preferred tax rate option and recommend that Council approve it. During its deliberations, the Committee may consider the following information:

## **Sustainable Finance Guidelines**

- a. Value of taxes from new construction;
- b. The City and its peer municipalities' assessed values, tax rates, percentages of taxation by class, tax class multiples, and taxes levied and utility fees charged on a representative home;
- c. The City's Class 4 (Major Industry) tax rate compared to the BC average municipal Class 4 tax rate.

### **3. Self-Funded Services**

The City's water, sewer, district energy, solid waste, and off-street parking services are self-funded.

#### **Guideline 3.0**

User fees, parcel taxes, special agreements, and government grants are used to fully fund water, sewer, district energy, solid waste and off-street parking services.

#### **Guideline 3.1**

The cost structure of the water, sewer, district energy, solid waste, and off-street parking services include a management fee so that the users contribute to the City's general overhead costs which include the provision of facilities and office and general corporate services such as human resources and accounting.

### **4. User Fees (Community Charter 194)**

The City of Prince George provides goods and services that benefit the community and goods and services that benefit specific organizations and individuals. The City follows the general principle that taxpayers pay for public goods and services and users pay for private goods and services but recognizes that there is the need for exceptions to that principle.

#### **Guideline 4.0**

Annually, budget managers will review their good's and service's costs and provide recommendations to the Finance and Audit Committee concerning the introduction of new user fees and the modification of existing user fees.

#### **Guideline 4.1**

Goods or services provided to specific, identifiable recipients will be fully funded through user fees except when:

- a. Subsidized or free use of a good or service will provide a significant public benefit or influence personal choice;
- b. Attempting to fully recover costs through user fees will result in reduced use of a good or service and in reduced revenue to the City;
- c. Attempting to fully recover costs through user fees will result in denied access to intended users;
- d. The cost of collecting user fees will be excessive or will require extreme measures.

## **Sustainable Finance Guidelines**

### **Guideline 4.2**

Exceptions to the general principle that taxpayers pay for public goods and services and users pay for private goods and services will only be made after considering the impacts of making exceptions on the City, the taxpayers, and the users.

## **5. Financial Assistance**

The City of Prince George may provide financial assistance to community organizations as a cost-effective means of achieving the City's objectives.

### **Guideline 5.0**

Programs may be developed which provide financial assistance to community organizations. Such programs will include statements concerning the objectives to be achieved and will be recommended to Council for approval.

### **Guideline 5.1**

The City's annual budget process will identify the funds which may be available for programs which provide financial assistance to community organizations.

### **Guideline 5.2**

Organizations applying for financial assistance will be required to demonstrate that:

- a. The programs or projects for which they're applying for financial assistance will contribute to the attainment of the City's objectives.
- b. They have a need for financial assistance to operate the programs or projects.
- c. The level of public benefits provided by the proposed programs or projects is proportionate to the private or commercial benefits of the proposed programs or projects.
- d. In operating their programs or projects, they maximize partnerships, cooperation, or co-ordination with other community organizations.
- e. They have an inclusive approach and actively encourage potential beneficiaries of the programs or projects to participate in them.
- f. They adhere to acceptable standards of governance and accountability.

### **Guideline 5.3**

City staff or Council committees will adjudicate applications for financial assistance. City Council will approve applications for financial assistance or, in the case of some programs, delegate the authority to approve applications to staff.

### **Guideline 5.4**

Organizations which have received financial assistance will be required to report on their programs' or projects' activities, contribution to the City's objectives, and use of public funds.

## **Sustainable Finance Guidelines**

### **Guideline 5.5**

The City may provide permissive tax exemptions (Community Charter Section 224) to non-profit organizations as a means of achieving its objectives of enhancing the community's quality of life and delivering services economically.

### **Guideline 5.6**

The City may provide revitalization tax exemptions (Community Charter Section 226) as a means of encouraging development which will enhance the community's economic, social, and cultural quality of life. Revitalization tax exemption programs will be enacted by bylaw and included in the City's Financial Plan.

## **6. Investments (Community Charter Section 183)**

The City invests funds that are in excess of its current needs.

### **Guideline 6.0**

Staff primarily purchases Municipal Finance Authority investments due to their competitive rates and lower administrative costs.

### **Guideline 6.1**

Staff purchases a combination of short, medium, and long term investments that both maximize the rate of return and ensure that funds are available to meet the City's current and scheduled financial obligations.

### **Guideline 6.2**

Reports on investment activities and results are provided to the Finance and Audit Committee in accordance with its Terms of Reference.

## **7. Accumulated Surpluses for Operating Contingencies**

The City projects revenues and expenses conservatively and analyzes budget variances regularly. This approach usually results in modest annual operating surpluses. General, water, sewer and district energy fund accumulated surpluses are retained to: reduce the need to borrow early in the year before property tax and utility fee revenues are received and provide funds that may be required to deal with major emergencies.

### **Guideline 7.0**

The City attempts to maintain the General, Water, Sewer and District Energy Operating Funds' accumulated surpluses for operating contingencies between 5% and 10% of the respective Operating Fund's annual expenditures. Funds in excess of 10% of an Operating Fund's annual expenditures are transferred to the respective fund's infrastructure reserves.

## **8. Capital Expenditure Plan**

The City's Capital Expenditure Plan is closely coordinated with its Official Community Plan so that land use policies reflect the City's ability to fund growth and development and so that financial planning reflects the need to invest in infrastructure.

## **Sustainable Finance Guidelines**

The City funds capital projects from a variety of sources including property taxes, gaming income, grants, reserves, and debt. Once capital projects are completed, they usually have ongoing operating (e.g. maintenance) and capital (e.g. replacement) costs.

### **Guideline 8.0**

The City balances the need and desire for major capital expenditures against its ability to fund them.

### **Guideline 8.1**

Each capital funding request will clearly indicate the initial cost, the future operating and replacement costs, and the estimated service life of the project and will identify the sources of sustainable funding for those costs.

### **Guideline 8.2**

The unspent amount of funding for an approved capital project may be carried forward to the following year's Financial Plan if the project has begun. Unspent onetime operating funds or capital funds for projects that have not begun may be carried forward with the Director of Corporate Services' approval.

## **9. Gaming Income**

The City has a Host Financial Assistance Agreement with the Province of BC (Minister of Public Safety and Solicitor General) for the Treasure Cove Casino. The agreement provides for 10% of net gaming income to be transferred to the City on a quarterly basis. The funds can be used for any purposes that are within the lawful authority of the City.

### **Guideline 9.0**

*The following guideline will be implemented over a four year period beginning in 2014:*

Gaming income will be used to fund general capital projects and non-recurring general operational projects or programs approved by Council in the 5 year financial plan.

## **10. Reserves (Community Charter Sections 188 and 189)**

The City establishes and maintains reserves to:

- a. Provide sources of funds for future capital expenditures.
- b. Provide sources of funds for areas of expenditures that may fluctuate significantly from year to year (e.g. mobile equipment, computer equipment).
- c. Protect the City from uncontrollable or unexpected increases in expenditures (e.g. snow control) or decreases in revenues or a combination of both.

### **Guideline 10.0**

Money in a reserve, including the interest earned, will only be used for the purpose for which the reserve was established. Proposals to appropriate funds from reserves will include repayment plans.

## **Sustainable Finance Guidelines**

### **Guideline 10.1**

Annually, Administration will present information to the Finance and Audit Committee concerning reserve balances and recommended transfers. Reserves that are repealed will have their balance (if any) transferred to either the Endowment or the Capital Expenditure Reserve.

## **11. FortisBC (formerly Terasen Gas) Lease-In Lease-Out Agreement**

The City has entered into an agreement with Fortis BC that has resulted in the creation of the FortisBC Reserve Fund. Under the terms of the agreement, the City has entered into 35 year capital and 17 year operating leases, both commencing on November 1, 2004. At the end of the operating lease term (October 31, 2021), FortisBC has the option of terminating the agreement with the City and making a lump-sum payment estimated to be \$29 million or negotiating a new 18 year operating lease and continuing to make semi-annual lease payments.

### **Guideline 11.0**

Maximization of long-term benefits to City residents will be Council's guiding principle in making decisions concerning the use of the FortisBC LILO Agreement's revenues.

### **Guideline 11.1**

Prior to the temporary depletion of the FortisBC Reserve, forecast to occur in 2017, Council will determine how shortfalls between the City's payments to the Municipal Finance Authority and to FortisBC under the capital lease and payments from FortisBC under the operating lease will be covered (options include City internal borrowing, MFA or FortisBC external borrowing, or alternate short term financing).

## **12. Internal Debt**

The City operates the Endowment Reserve as a "revolving fund". Appropriations from this reserve are referred to as "internal debt" and the monies borrowed are repaid with interest from the General Operating Fund.

### **Guideline 12.0**

Repayment of monies appropriated from the Endowment Reserve is not a legal requirement. As required, Council may approve adjustments to internal debt interest rates and repayment schedules to meet budget needs.

## **13. External Debt (Community Charter Sections 174 and 175)**

The City of Prince George may use long term debt to finance major capital projects. Using long term debt allows the costs of acquiring capital assets to be spread out over their useful lives and to be paid for by their current and future beneficiaries. The Community Charter governs the maximum amount of external debt that the City can incur. The City makes debt payments for general, sewer, water and district energy projects from their respective operating funds.

## **Sustainable Finance Guidelines**

### **Guideline 13.0**

The City will only incur external debt for one-time capital projects; it will not incur external debt for ongoing programs (e.g. road rehabilitation).

### **Guideline 13.1**

The City will make every effort to maintain its current property tax supported debt servicing charges at their current or a lower level (i.e. to only add new debt in years when old debt is retired).

### **Guideline 13.2**

Notwithstanding Guideline 13.1, the City may incur new debt for self-financed entities (e.g. Water Utility, Sewer Utility, FortisBC Lease-In Lease-Out Agreement).

### **Guideline 13.3**

The City will review balances owing on Municipal Finance Authority issued debentures upon their 1st ten year maturities and consider using the Debt Reduction Reserve to retire the debentures.

## **14. Budget Management**

City department directors are accountable for their departments' financial results.

### **Guideline 14.0**

At scheduled times during the year; budget managers will review and document their capital and operating variances (i.e. the differences between their Service Categories' budgeted revenues and expenses and their actual revenues and expenses) and submit them to the Manager, Financial Planning. Budget managers will explain business unit variances that exceed 10%.

### **Guideline 14.1**

Budget transfers within a department require the director's approval. Budget transfers between departments require the approval of both directors.

### **Guideline 14.2**

Budget amendments of \$250,000 or less may be approved by directors. Budget amendments greater than \$250,000 and less than or equal to \$1,000,000 may be approved by the City Manager. Budget amendments greater than \$1,000,000 require Council's approval.

**DATE:** January 20, 2017

**TO:** MAYOR AND COUNCIL

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

**SUBJECT:** 2017 – 2021 Financial Plan

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**PURPOSE:**

To provide readers with a clear understanding of the City's proposed 2017 – 2021 Financial Plan and the Sustainable Finance Guidelines which underlie the development of the plan.

**BALANCED FINANCIAL PLAN:**

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

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

Proposed expenditures including separate amounts for:

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

Proposed funding sources including separate amounts for:

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

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

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

#### **PUBLIC CONSULTATION:**

The Community Charter requires that the financial planning process include public consultation in order to assure that community priorities and needs are understood and incorporated as much as possible within the financial plan.

The process of gathering public input for the 2017- 2021 financial plan largely involved two initiatives: Talktober and Citizen Budget. Talktober involved five “open houses” where Council and Administration went to various venues throughout the community to provide information and answer questions about City activities and operations. In total, just over 220 people attended these neighbourhood conversations. Also during October, and again in January, the City presented an online budget simulator called Citizen Budget that provided residents with an opportunity to alter budget allocations to various City operations and see the effect on their individual tax payment. This provided the City with information about the services and infrastructure initiatives that are the greatest priority for respondents.

The results from these public consultation efforts have informed Administration’s financial plan proposal to Council. For example, as a consequence of feedback received on infrastructure priorities, a reallocation of Community Works funding from road rehabilitation to sidewalk and parks capital projects is proposed. Summarized consultation results will be presented to Council at the beginning of the January 30<sup>th</sup> budget meeting.

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 30<sup>th</sup> and February 1<sup>st</sup> budget meetings.

#### **FUND STRUCTURE:**

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

General Fund – this is the largest fund and provides for services such as general government, police and fire protection, bylaw enforcement, real estate services, corporate and fiscal services, fleet services, city management, service agreements and grants, transportation, transit and snow control, cemetery and parks, development planning and permits, as well as recreation programs, services and facilities. Also included are off-street parking and solid waste services which are operated to achieve self-financing positions within the general fund. Capital projects related to these operational areas are funded from reserves, grants and debt.

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

District Energy Fund – The District Energy System supplies centralized heating to downtown buildings through a system of hot water distribution pipes. The system will be supported by user fees as per Sustainable Finance Guideline 3.

#### **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 Community, Sport and Cultural Development 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 reserve fund levels and develop sustainable approaches to reserve fund balances.

**BASE BUDGET, AMORTIZATION 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.

**2017 GENERAL OPERATING FUND:**

The 2017 Financial Plan provides for general operating expenditures of \$128.8 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$44.2 million.

A taxation increase of \$2,615,729 is required to maintain core service levels and funding for contractual commitments. There are no recommended changes for the other City tax levies. The combined total taxation increase for 2017 is proposed to be 2.72%, which includes an estimated offset of \$1,354,359 in non-market change tax revenue.

On a quarterly basis, the Ministry of Public Safety and Solicitor General transfers 10% of net casino revenues from the Treasure Cove Casino to the City; annual reporting on the use of these funds is required. The 2017 gaming revenue budget has been estimated at \$2.6 million, equivalent to the 2016 total. \$2.4 million of the gaming revenues are used to fund general capital expenditures and the other \$200,000 is transferred to the Major Events Reserve. The Province of BC provides a share

of the traffic fine revenue that is earned within the municipal boundary; these funds are allocated to the general operating fund to offset policing costs. The grant is estimated at \$1,080,000 for 2017, which is \$79,000 more than the amount received in 2016.

User fee revenues in each service category were approved by Council prior to inclusion in the 2017 Financial Plan.

#### **2017 DISTRICT ENERGY OPERATING FUND:**

The Downtown District Energy System is supplying hot water for space heating and domestic hot water to seven civic facilities and one other government facility, and has the potential to connect six more private/government buildings in downtown Prince George. The system is supported by user fees.

#### **2017 SEWER OPERATING FUND:**

The sewer utility is operated as a self-financing utility and is funded through user fees. During 2015, the Standing Committee on Finance and Audit reviewed the revenues and expenditures of the sewer utility and made recommendations to Council concerning the user rates that would be required to meet the utility's operating and capital cost requirements. Council approved a bylaw that established that the sewer utility's user fee rates would be maintained at the 2015 level for the next three years (from 2016 to 2018).

#### **2017 WATER ENERGY OPERATING FUND:**

The water utility is operated as a self-financing utility and is funded through user fees. During 2015, the Standing Committee on Finance and Audit reviewed the revenues and expenditures of the water utility and made recommendations to Council concerning the user rates that would be required to meet the utility's operating and capital cost requirements. Council approved a bylaw that established that the water utility's user fee rates would be maintained at the 2015 level for the next three years (from 2016 to 2018).

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

External Debt (13) - The total general external debt repayment amount in 2017 is projected to be \$14.192 million. This amount includes \$6.893 million for the FortisBC Lease-In-Lease-Out Agreement (Sustainable Finance Guideline 11) which is funded from operating lease payments from FortisBC.

Internal Debt (12) - Funding from the endowment and local improvement reserves is used for internal loans. In 2017, the repayment amount to the endowment and local improvement reserves is \$3.023 million.

Protective Services - The RCMP provide police services to the City through contract with the federal government. The contract allows for 138 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 124 members rather than the cost of 138 members. The RCMP has submitted a Service Enhancement Request for increased members (to 143 over the two year period of 2017 to 2018) for Council's consideration during budget deliberations. The RCMP also has a pending pay raise under consideration for which a settlement contingency has been included in the base budget.

Road Rehabilitation - The 2016 Road Rehabilitation Levy was \$5,000,000. Analysis of the City's road inventory was conducted by the Asset Management division in 2011 and it was estimated that

\$7,000,000 per year should be reinvested in the City's roads. During the 2014 budget discussions, Council approved the use of Community Works grant funding to augment the levy and increase the base spending on road rehabilitation to \$7,000,000 per year. To focus on other City priorities that were identified during public consultation, Administration recommends that the 2017 budget be prepared using a road rehabilitation levy of \$5,000,000 while the Community Works funding of \$2,000,000 be reallocated to deliver new and rehabilitation of sidewalk projects as well as parks capital projects. The consequence of reducing road rehabilitation to \$5,000,000 is that local roads will not be included in the 2017 work plan.

Snow Control - The Snow Control Levy is one of the specific levies that make up the overall City of Prince George property tax levy. Bearing in mind the principle of preparing operating budget guidelines that reflect the costs of maintaining existing services and service levels, Administration has prepared some historical information concerning annual snow control expenses and estimates concerning required annual snow levy.

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Net Expenses	\$5,298,725	\$5,846,313	\$6,449,516	\$6,768,445	\$4,317,546

Over the past four years, the snow control budget has had a structural deficit as the annual net expenses have been greater than the annual Snow Levy. Also, the snow reserve has had no available funds and the shortfall between snow expenses and revenues has been taken from the City's general operating surplus. Based on the changes to the service level of snow removal implemented following the Mercury report, Council set the 2016 Snow Levy at \$7,000,000 to adequately fund the City's net snow control expenses.

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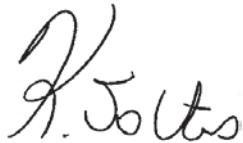
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Kris Dalio, Director of Finance

**APPROVED:**

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Kathleen Soltis, City Manager  
Meeting date: January 30, 2017

2017-2021  
**FINANCIAL PLAN**

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CITY OF  
PRINCE GEORGE

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# Budget Meeting Schedule

Date	Time	Service Category
January 30, 2017	3:30 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Budget overview and public consultation results</li> <li>• Community Services</li> <li>• Planning and Development</li> </ul>
	5:00 pm - 6:00 pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Service Agreements</li> <li>• Corporate Management</li> <li>• External Relations</li> </ul>
February 1, 2017	3:30 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Engineering and Public Works</li> </ul>
	5:00 pm - 6:00 pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00 pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Administrative Services</li> <li>• Human Resources</li> <li>• Finance</li> <li>• 2017 - 2021 Capital Financial Plan</li> </ul>

# Corporate Plan

2016-2018



CITY OF  
PRINCE GEORGE

**STRONG TEAM. STRONG RELATIONSHIPS. CITIZENS AS PARTNERS.****OUR COMMUNITY'S myPG VISION OF PRINCE GEORGE IN 2040**

"As BC's northern capital, Prince George is a model for sustainable Canadian cities. The local environment is healthy, supporting a robust economy and an enviable quality of life for residents. Everyone has housing they can afford, good food on the table, and a strong, supportive network of friends and co-workers. Built on regional assets, the economy is strong and stable. A vibrant downtown, great community, affordable lifestyle, and spectacular natural setting are Prince George's greatest strengths."

	VISION	GOALS	COUNCIL FOCUS AREAS	KEY CORPORATE STRATEGIES
SOCIAL DEVELOPMENT	The City of Prince George is committed to a population health approach to social development, which considers a broad range of social impacts.	<ul style="list-style-type: none"> <li>Affordable, Accessible Housing</li> <li>Clear Identity and Pride</li> <li>Cultural Richness</li> <li>Equity and Inclusion</li> <li>Health and Wellness</li> <li>Safe Environment</li> <li>Supportive and Engaged Community</li> </ul>	<ul style="list-style-type: none"> <li>Reconnect to create an inclusive and proud community.</li> <li>Support and promote initiatives that facilitate healthy and active living.</li> <li>Collaborate with partners to enhance the quality of life for residents.</li> <li>Celebrate success of our citizens and our community partners in order to foster civic pride.</li> <li>Continue initiatives related to youth engagement and education.</li> </ul>	<ul style="list-style-type: none"> <li>Mobilize partnerships to address homelessness and increase affordable housing options.</li> <li>Implement the Community Recreation Services Plan.</li> <li>Facilitate and support initiatives to ensure an inclusive and safe community.</li> <li>Develop and implement a Child, Youth, and Family Strategy.</li> <li>Establish partnerships and support initiatives to encourage and enable physical activity.</li> <li>Utilize the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) framework as a tool to guide dialogue and action in support of reconciliation initiatives and events.</li> </ul>
ENVIRONMENT	The City of Prince George and its partners are committed to protecting our air, water and terrestrial environments.	<ul style="list-style-type: none"> <li>Clean Air</li> <li>Clean Water</li> <li>Green City, Green Practices</li> <li>Green Energy</li> <li>Reduce Carbon Emissions and Adapt to Climate Change</li> <li>Reduce Waste</li> </ul>	<ul style="list-style-type: none"> <li>Advance activities and operations that are environmentally sustainable.</li> <li>Develop and integrate transportation linkages, means and solutions.</li> <li>Monitor and work to decrease greenhouse gas emissions.</li> </ul>	<ul style="list-style-type: none"> <li>Improve air quality, and build education and awareness in community.</li> <li>Prioritize active modes of transportation and connected network through the Active Transportation Plan.</li> <li>Employ Transportation Demand Management tools.</li> <li>Refocus on Transit Planning.</li> <li>Monitor and advance the City's Energy and Greenhouse Gas Management Plan (Corporate and Community).</li> <li>Expand the Downtown District Energy System Service to external customers.</li> </ul>
ECONOMIC DEVELOPMENT	The City of Prince George is committed to creating a more diversified, vibrant, growing economy in which citizens have access to a wide range of employment opportunities.	<ul style="list-style-type: none"> <li>Diversified Economy</li> <li>Vibrant Economy</li> <li>Employment Diversity and Accessibility</li> <li>International Connections</li> <li>Sustainable Business</li> </ul>	<ul style="list-style-type: none"> <li>Advance progress in the Downtown.</li> <li>Prioritize infill development and advance housing within targeted growth areas.</li> <li>Integrate economic development priorities and strategies with City operations and functions.</li> </ul>	<ul style="list-style-type: none"> <li>Program downtown civic facilities and spaces.</li> <li>Market downtown for development and growth opportunities.</li> <li>Facilitate the development of new partnerships to encourage a broader range of housing options.</li> <li>Develop and implement an Economic Development Strategy.</li> </ul>
CITY GOVERNMENT	The City of Prince George is committed to citizen-centered service and sustainable fiscal management. Our corporate values stress strong leadership, respect for the individual, and personal and professional development for our workforce.	<ul style="list-style-type: none"> <li>Sustainable Infrastructure</li> <li>Sustainable Fiscal Management</li> <li>Organizational Excellence</li> <li>Healthy Workplace</li> <li>Effective Governance</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize service, transportation, recreation, and facility infrastructure needs and investment.</li> <li>Build a strong and committed team.</li> <li>Provide a workplace committed to health, safety and wellness.</li> <li>Improve City of Prince George communication by fostering a service culture focus and ensuring transparency.</li> <li>Actively communicate and engage with employees, citizens, local organizations and partners, and key constituencies outside of Prince George to advance the community.</li> </ul>	<ul style="list-style-type: none"> <li>Assess, prioritize, and align all capital, operating and maintenance activities.</li> <li>Update and improve systems to ensure appropriate and valid customer service delivery.</li> <li>Identify opportunities to improve citizen access to Open Data.</li> <li>Improve the Records Management Program.</li> <li>Improve employee engagement.</li> <li>Ensure organizational learning strategies and succession management practices meet current and future needs.</li> <li>Implement best practices related to health and safety, and employee wellness.</li> <li>Present information that reinforces Council's focus areas and highlights progress being made with respect to social development, the environment, the local economy, and city government.</li> <li>Work towards consistency in the presentation of the City of Prince George.</li> <li>Foster greater linkages with the Lheidli T'enneh.</li> <li>Provide opportunities for gaining citizen feedback and engaging with public and private sector organizations.</li> </ul>

# STRATEGIC FRAMEWORK



## ANNUAL BUDGET

Through its planning process and on-going community consultation, including comprehensive surveys and regularly held neighbourhood conversations, Council reviews and approves the City's Annual Budget for each year.

## ANNUAL REPORT

The Annual Report documents progress towards the achievement of Council priorities in the four strategy areas: Economic Development, Social Development, Environment, and City Government.

## COMMUNITY AND STAKEHOLDER ENGAGEMENT

The Strategic Framework is informed by on-going, meaningful engagement with community partners and citizens. Reconnecting with partners and citizens has also been identified as a priority for Council in its strategic plan.

## WHAT IS myPG? AN INTEGRATED COMMUNITY SUSTAINABILITY PLAN FOR PRINCE GEORGE

Completed in 2010, myPG is an “Integrated Community Sustainability Plan” to help Prince George realize a sustainable and prosperous future.

myPG captures the results of extensive public and stakeholder engagement that created a vision of the long-term future of Prince George and outlines what the City needs to do to achieve that vision. The plan is the first step

in a long-term process of becoming a sustainable, prosperous, and healthy community connected to the world.

myPG is action oriented and engages the whole community to achieve common short, medium, and long-term goals.

[www.princegeorge.ca](http://www.princegeorge.ca)

**DATE:** January 20, 2017

**TO:** MAYOR AND COUNCIL

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

**SUBJECT:** 2017 – 2021 Financial Plan

---

**PURPOSE:**

To provide readers with a clear understanding of the City's proposed 2017 – 2021 Financial Plan and the Sustainable Finance Guidelines which underlie the development of the plan.

**BALANCED FINANCIAL PLAN:**

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

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

Proposed expenditures including separate amounts for:

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

Proposed funding sources including separate amounts for:

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

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

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

#### **PUBLIC CONSULTATION:**

The Community Charter requires that the financial planning process include public consultation in order to assure that community priorities and needs are understood and incorporated as much as possible within the financial plan.

The process of gathering public input for the 2017- 2021 financial plan largely involved two initiatives: Talktober and Citizen Budget. Talktober involved five “open houses” where Council and Administration went to various venues throughout the community to provide information and answer questions about City activities and operations. In total, just over 220 people attended these neighbourhood conversations. Also during October, and again in January, the City presented an online budget simulator called Citizen Budget that provided residents with an opportunity to alter budget allocations to various City operations and see the effect on their individual tax payment. This provided the City with information about the services and infrastructure initiatives that are the greatest priority for respondents.

The results from these public consultation efforts have informed Administration’s financial plan proposal to Council. For example, as a consequence of feedback received on infrastructure priorities, a reallocation of Community Works funding from road rehabilitation to sidewalk and parks capital projects is proposed. Summarized consultation results will be presented to Council at the beginning of the January 30<sup>th</sup> budget meeting.

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 30<sup>th</sup> and February 1<sup>st</sup> budget meetings.

#### **FUND STRUCTURE:**

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

General Fund – this is the largest fund and provides for services such as general government, police and fire protection, bylaw enforcement, real estate services, corporate and fiscal services, fleet services, city management, service agreements and grants, transportation, transit and snow control, cemetery and parks, development planning and permits, as well as recreation programs, services and facilities. Also included are off-street parking and solid waste services which are operated to achieve self-financing positions within the general fund. Capital projects related to these operational areas are funded from reserves, grants and debt.

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

District Energy Fund – The District Energy System supplies centralized heating to downtown buildings through a system of hot water distribution pipes. The system will be supported by user fees as per Sustainable Finance Guideline 3.

#### **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 Community, Sport and Cultural Development 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 reserve fund levels and develop sustainable approaches to reserve fund balances.

**BASE BUDGET, AMORTIZATION 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.

**2017 GENERAL OPERATING FUND:**

The 2017 Financial Plan provides for general operating expenditures of \$128.8 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$44.2 million.

A taxation increase of \$2,615,729 is required to maintain core service levels and funding for contractual commitments. There are no recommended changes for the other City tax levies. The combined total taxation increase for 2017 is proposed to be 2.72%, which includes an estimated offset of \$1,354,359 in non-market change tax revenue.

On a quarterly basis, the Ministry of Public Safety and Solicitor General transfers 10% of net casino revenues from the Treasure Cove Casino to the City; annual reporting on the use of these funds is required. The 2017 gaming revenue budget has been estimated at \$2.6 million, equivalent to the 2016 total. \$2.4 million of the gaming revenues are used to fund general capital expenditures and the other \$200,000 is transferred to the Major Events Reserve. The Province of BC provides a share

of the traffic fine revenue that is earned within the municipal boundary; these funds are allocated to the general operating fund to offset policing costs. The grant is estimated at \$1,080,000 for 2017, which is \$79,000 more than the amount received in 2016.

User fee revenues in each service category were approved by Council prior to inclusion in the 2017 Financial Plan.

#### **2017 DISTRICT ENERGY OPERATING FUND:**

The Downtown District Energy System is supplying hot water for space heating and domestic hot water to seven civic facilities and one other government facility, and has the potential to connect six more private/government buildings in downtown Prince George. The system is supported by user fees.

#### **2017 SEWER OPERATING FUND:**

The sewer utility is operated as a self-financing utility and is funded through user fees. During 2015, the Standing Committee on Finance and Audit reviewed the revenues and expenditures of the sewer utility and made recommendations to Council concerning the user rates that would be required to meet the utility's operating and capital cost requirements. Council approved a bylaw that established that the sewer utility's user fee rates would be maintained at the 2015 level for the next three years (from 2016 to 2018).

#### **2017 WATER ENERGY OPERATING FUND:**

The water utility is operated as a self-financing utility and is funded through user fees. During 2015, the Standing Committee on Finance and Audit reviewed the revenues and expenditures of the water utility and made recommendations to Council concerning the user rates that would be required to meet the utility's operating and capital cost requirements. Council approved a bylaw that established that the water utility's user fee rates would be maintained at the 2015 level for the next three years (from 2016 to 2018).

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

External Debt (13) - The total general external debt repayment amount in 2017 is projected to be \$14.192 million. This amount includes \$6.893 million for the FortisBC Lease-In-Lease-Out Agreement (Sustainable Finance Guideline 11) which is funded from operating lease payments from FortisBC.

Internal Debt (12) - Funding from the endowment and local improvement reserves is used for internal loans. In 2017, the repayment amount to the endowment and local improvement reserves is \$3.023 million.

Protective Services - The RCMP provide police services to the City through contract with the federal government. The contract allows for 138 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 124 members rather than the cost of 138 members. The RCMP has submitted a Service Enhancement Request for increased members (to 143 over the two year period of 2017 to 2018) for Council's consideration during budget deliberations. The RCMP also has a pending pay raise under consideration for which a settlement contingency has been included in the base budget.

Road Rehabilitation - The 2016 Road Rehabilitation Levy was \$5,000,000. Analysis of the City's road inventory was conducted by the Asset Management division in 2011 and it was estimated that

\$7,000,000 per year should be reinvested in the City's roads. During the 2014 budget discussions, Council approved the use of Community Works grant funding to augment the levy and increase the base spending on road rehabilitation to \$7,000,000 per year. To focus on other City priorities that were identified during public consultation, Administration recommends that the 2017 budget be prepared using a road rehabilitation levy of \$5,000,000 while the Community Works funding of \$2,000,000 be reallocated to deliver new and rehabilitation of sidewalk projects as well as parks capital projects. The consequence of reducing road rehabilitation to \$5,000,000 is that local roads will not be included in the 2017 work plan.

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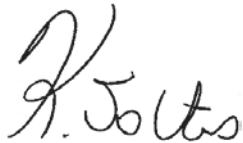
**RESPECTFULLY SUBMITTED:**



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Kris Dalio, Director of Finance

**APPROVED:**



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Kathleen Soltis, City Manager  
Meeting date: January 30, 2017

**General Operating Fund and General Asset Maintenance**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Community Services</b>								
REVENUE	(10,554,041)	(8,266,289)	(8,358,831)	(8,483,556)	(8,483,556)	(8,483,556)	(8,483,556)	(8,483,556)
EXPENDITURES	60,493,833	50,603,837	53,628,412	55,068,159	55,640,595	56,224,485	56,820,051	57,427,527
TRANSFERS	(5,301,428)	(303,045)	305,534	1,619,815	1,619,815	1,619,815	1,619,815	1,619,815
<b>GENERAL OPERATING FUND</b>	<b>44,638,364</b>	<b>42,034,503</b>	<b>45,575,115</b>	<b>48,204,418</b>	<b>48,776,854</b>	<b>49,360,744</b>	<b>49,956,310</b>	<b>50,563,786</b>
REVENUE	(556)	0	0	0	0	0	0	0
EXPENDITURES	656,225	779,058	879,207	769,855	781,108	792,587	804,293	816,233
TRANSFERS	(12,035)	(28,741)	(259,697)	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>643,633</b>	<b>750,317</b>	<b>619,510</b>	<b>769,855</b>	<b>781,108</b>	<b>792,587</b>	<b>804,293</b>	<b>816,233</b>
<b>Total Community Services</b>	<b>45,281,997</b>	<b>42,784,820</b>	<b>46,194,625</b>	<b>48,974,273</b>	<b>49,557,962</b>	<b>50,153,331</b>	<b>50,760,603</b>	<b>51,380,019</b>
<b>Planning and Development Serv</b>								
REVENUE	(6,935,332)	(7,555,029)	(7,653,275)	(7,971,410)	(7,971,410)	(7,971,410)	(7,971,410)	(7,971,410)
EXPENDITURES	11,226,263	11,710,653	11,310,430	11,534,767	11,625,259	11,717,561	11,811,708	11,907,741
TRANSFERS	84,855	419,602	453,646	639,019	631,883	624,603	617,178	609,604
<b>GENERAL OPERATING FUND</b>	<b>4,375,786</b>	<b>4,575,226</b>	<b>4,110,801</b>	<b>4,202,376</b>	<b>4,285,732</b>	<b>4,370,754</b>	<b>4,457,476</b>	<b>4,545,935</b>
EXPENDITURES	10,647	41,296	101,841	12,430	12,430	12,430	12,430	12,430
TRANSFERS	0	(21,930)	0	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>10,647</b>	<b>19,366</b>	<b>101,841</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>
<b>Total Planning and Development Serv</b>	<b>4,386,433</b>	<b>4,594,592</b>	<b>4,212,642</b>	<b>4,214,806</b>	<b>4,298,162</b>	<b>4,383,184</b>	<b>4,469,906</b>	<b>4,558,365</b>
<b>Service Agreements &amp; Grants</b>								
REVENUE	(347,500)	(351,500)	(347,500)	(354,500)	(354,500)	(354,500)	(354,500)	(354,500)
EXPENDITURES	4,072,328	4,072,328	4,165,961	4,261,935	4,261,935	4,261,935	4,261,935	4,261,935
<b>GENERAL OPERATING FUND</b>	<b>3,724,828</b>	<b>3,720,828</b>	<b>3,818,461</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</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>3,724,828</b>	<b>3,720,828</b>	<b>3,818,461</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>
<b>Corporate Management</b>								
REVENUE	(608,764)	0	0	0	0	0	0	0
EXPENDITURES	2,710,214	1,877,896	1,726,580	1,769,942	1,790,074	1,810,606	1,831,549	1,852,913
TRANSFERS	(350,798)	0	200	200	200	200	200	200
<b>GENERAL OPERATING FUND</b>	<b>1,750,652</b>	<b>1,877,896</b>	<b>1,726,780</b>	<b>1,770,142</b>	<b>1,790,274</b>	<b>1,810,806</b>	<b>1,831,749</b>	<b>1,853,113</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Corporate Management</b>	<b>1,750,652</b>	<b>1,877,896</b>	<b>1,726,780</b>	<b>1,770,142</b>	<b>1,790,274</b>	<b>1,810,806</b>	<b>1,831,749</b>	<b>1,853,113</b>
<b>External Relations</b>								
EXPENDITURES	221,771	0	421,866	531,435	539,609	547,946	556,450	565,124
<b>GENERAL OPERATING FUND</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>539,609</b>	<b>547,946</b>	<b>556,450</b>	<b>565,124</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total External Relations</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>539,609</b>	<b>547,946</b>	<b>556,450</b>	<b>565,124</b>
<b>Engineering &amp; Public Works</b>								
REVENUE	(13,935,876)	(12,417,473)	(12,928,684)	(5,864,582)	(5,867,406)	(5,870,284)	(5,873,223)	(5,876,219)
EXPENDITURES	27,717,301	25,297,535	27,967,748	24,787,327	25,007,101	25,231,267	25,459,925	25,693,148
TRANSFERS	3,206,802	3,832,235	4,050,160	409,552	753,620	801,792	716,188	707,909
<b>GENERAL OPERATING FUND</b>	<b>16,988,226</b>	<b>16,712,297</b>	<b>19,089,224</b>	<b>19,332,297</b>	<b>19,893,315</b>	<b>20,162,775</b>	<b>20,302,890</b>	<b>20,524,838</b>
REVENUES	(118,860)	(12,110)	(79,820)	(12,320)	(12,320)	(12,320)	(12,320)	(12,320)
EXPENDITURES	4,324,538	4,749,813	5,098,654	2,462,761	2,489,729	2,517,238	2,545,297	2,573,912
TRANSFERS	(366,140)	(1,812,110)	(1,648,451)	984,537	984,022	983,497	982,962	982,415
<b>GENERAL ASSET MAINTENANCE</b>	<b>3,839,538</b>	<b>2,925,593</b>	<b>3,370,383</b>	<b>3,434,978</b>	<b>3,461,431</b>	<b>3,488,415</b>	<b>3,515,939</b>	<b>3,544,007</b>
<b>Total Engineering &amp; Public Works</b>	<b>20,827,764</b>	<b>19,637,890</b>	<b>22,459,607</b>	<b>22,767,275</b>	<b>23,354,746</b>	<b>23,651,190</b>	<b>23,818,829</b>	<b>24,068,845</b>

**General Operating Fund and General Asset Maintenance**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Administrative Services</b>								
REVENUE	(203,540)	(148,600)	(135,100)	(137,420)	(137,420)	(137,420)	(137,420)	(137,420)
EXPENDITURES	5,795,490	6,220,436	5,945,516	6,771,178	6,826,403	6,830,202	6,912,108	6,995,650
TRANSFERS	(97,738)	(116,500)	(2,050)	(16,906)	(16,906)	(16,906)	(16,906)	(16,906)
<b>GENERAL OPERATING FUND</b>	<b>5,494,213</b>	<b>5,955,336</b>	<b>5,808,366</b>	<b>6,616,852</b>	<b>6,672,077</b>	<b>6,675,876</b>	<b>6,757,782</b>	<b>6,841,324</b>
EXPENDITURES	55,753	210,500	249,746	0	0	0	0	0
TRANSFERS	(55,753)	(210,500)	(249,746)	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Administrative Services</b>	<b>5,494,213</b>	<b>5,955,336</b>	<b>5,808,366</b>	<b>6,616,852</b>	<b>6,672,077</b>	<b>6,675,876</b>	<b>6,757,782</b>	<b>6,841,324</b>
<b>Human Resources</b>								
REVENUE	136	(13,000)	(5,000)	0	0	0	0	0
EXPENDITURES	2,294,156	1,928,180	2,468,462	2,690,744	2,730,375	2,770,797	2,812,030	2,854,086
TRANSFERS	(27,493)	6,100	6,100	6,100	6,100	6,100	6,100	6,100
<b>GENERAL OPERATING FUND</b>	<b>2,266,799</b>	<b>1,921,280</b>	<b>2,469,562</b>	<b>2,696,844</b>	<b>2,736,475</b>	<b>2,776,897</b>	<b>2,818,130</b>	<b>2,860,186</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Human Resources</b>	<b>2,266,799</b>	<b>1,921,280</b>	<b>2,469,562</b>	<b>2,696,844</b>	<b>2,736,475</b>	<b>2,776,897</b>	<b>2,818,130</b>	<b>2,860,186</b>
<b>Finance</b>								
REVENUE	(155,246,431)	(157,812,204)	(161,048,023)	(166,180,284)	(167,007,812)	(167,798,858)	(169,804,653)	(171,216,230)
EXPENDITURES	17,892,380	7,120,215	4,373,809	3,919,846	3,949,141	3,979,021	4,009,499	4,040,587
DEBT	14,722,990	15,351,228	15,511,197	14,232,069	14,429,557	14,555,696	15,569,468	16,112,827
TRANSFERS	44,776,093	58,543,395	58,142,842	60,766,570	60,027,343	59,650,908	59,637,464	59,401,075
<b>GENERAL OPERATING FUND</b>	<b>(77,854,969)</b>	<b>(76,797,366)</b>	<b>(83,020,175)</b>	<b>(87,261,799)</b>	<b>(88,601,771)</b>	<b>(89,613,233)</b>	<b>(90,588,222)</b>	<b>(91,661,741)</b>
TRANSFERS	(4,493,818)	(3,695,276)	(4,091,734)	(4,217,263)	(4,254,969)	(4,293,432)	(4,332,662)	(4,372,670)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(4,493,818)</b>	<b>(3,695,276)</b>	<b>(4,091,734)</b>	<b>(4,217,263)</b>	<b>(4,254,969)</b>	<b>(4,293,432)</b>	<b>(4,332,662)</b>	<b>(4,372,670)</b>
<b>Total Finance</b>	<b>(82,348,787)</b>	<b>(80,492,642)</b>	<b>(87,111,909)</b>	<b>(91,479,062)</b>	<b>(92,856,740)</b>	<b>(93,906,665)</b>	<b>(94,920,884)</b>	<b>(96,034,411)</b>
<b>Net City-Wide</b>	<b>1,605,671</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**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	166,096	(74,300)	(75,250)	(85,400)	(85,400)	(85,400)	(85,400)	(85,400)
EXPENDITURES	469,261	299,523	305,290	294,378	295,245	296,129	297,031	297,952
DEBT	465,321	470,000	462,000	450,000	442,000	434,000	426,000	418,000
TRANSFERS	(1,100,678)	(695,223)	(692,040)	(658,978)	(651,845)	(644,729)	(637,631)	(630,552)
<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	5,094	12,540	13,577	42,370	43,116	43,878	44,655	45,448
TRANSFERS	(5,094)	(12,540)	(13,577)	(42,370)	(43,116)	(43,878)	(44,655)	(45,448)
<b>DISTRICT ENERGY ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer Operating Fund and Sewer Asset Maintenance**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(13,136,802)	(13,247,474)	(13,066,250)	(12,854,806)	(12,844,160)	(12,854,030)	(12,866,755)	(12,880,035)
EXPENDITURES	6,183,127	3,235,942	3,748,758	3,675,647	3,727,127	3,779,634	3,833,192	3,887,821
DEBT	1,109,389	1,176,536	769,489	357,364	341,460	448,930	461,347	474,313
TRANSFERS	5,844,287	8,834,996	8,548,003	8,821,795	8,775,573	8,625,466	8,572,216	8,517,901
<b>SEWER OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	1,007,854	1,841,921	2,443,120	1,656,988	1,676,070	1,695,534	1,715,387	1,735,638
TRANSFERS	(1,007,854)	(1,841,921)	(2,443,120)	(1,656,988)	(1,676,070)	(1,695,534)	(1,715,387)	(1,735,638)
<b>SEWER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water Operating Fund and Water Asset Maintenance**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(16,622,748)	(16,616,519)	(16,645,958)	(16,533,995)	(16,565,759)	(16,598,811)	(16,633,206)	(16,668,996)
EXPENDITURES	5,588,640	3,781,873	4,032,697	4,158,855	4,211,216	4,264,624	4,319,101	4,374,669
DEBT	1,737,453	1,743,024	1,705,558	1,332,543	1,361,928	1,392,547	1,424,449	1,457,690
TRANSFERS	9,296,655	11,091,622	10,907,703	11,042,597	10,992,615	10,941,640	10,889,656	10,836,637
<b>WATER 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>
REVENUE	(29,980)	0	0	0	0	0	0	0
EXPENDITURES	2,085,604	1,459,143	1,740,576	1,188,358	1,200,306	1,212,494	1,224,925	1,237,604
TRANSFERS	(2,055,623)	(1,459,143)	(1,740,576)	(1,188,358)	(1,200,306)	(1,212,494)	(1,224,925)	(1,237,604)
<b>WATER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>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>

**Community Services Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(585,773)	(427,560)	(437,560)	(437,560)	(437,560)	(437,560)	(437,560)	(437,560)
EXPENDITURES	23,081,523	22,775,293	23,799,903	25,452,073	25,534,775	25,619,133	25,705,178	25,792,945
TRANSFERS	811	0	0	0	0	0	0	0
<b>Total</b>	<b>22,496,561</b>	<b>22,347,733</b>	<b>23,362,343</b>	<b>25,014,513</b>	<b>25,097,215</b>	<b>25,181,573</b>	<b>25,267,618</b>	<b>25,355,385</b>
<b>Fire Protection</b>								
REVENUE	(1,485,537)	(1,624,950)	(1,542,000)	(1,582,000)	(1,582,000)	(1,582,000)	(1,582,000)	(1,582,000)
EXPENDITURES	22,471,220	15,539,107	17,475,624	17,713,131	18,052,796	18,399,255	18,752,643	19,113,099
TRANSFERS	(4,871,832)	0	0	875,350	875,350	875,350	875,350	875,350
<b>Total</b>	<b>16,113,850</b>	<b>13,914,157</b>	<b>15,933,624</b>	<b>17,006,481</b>	<b>17,346,146</b>	<b>17,692,605</b>	<b>18,045,993</b>	<b>18,406,449</b>
<b>Emergency Measures</b>								
REVENUE	(2,131)	0	0	0	0	0	0	0
EXPENDITURES	7,611	12,100	12,100	12,100	12,100	12,100	12,100	12,100
TRANSFERS	621	0	0	0	0	0	0	0
<b>Total</b>	<b>6,101</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>
<b>Aquatics</b>								
REVENUE	(1,706,986)	(1,718,670)	(1,797,141)	(1,845,434)	(1,845,434)	(1,845,434)	(1,845,434)	(1,845,434)
EXPENDITURES	3,835,725	3,886,753	4,024,806	3,846,697	3,907,718	3,969,957	4,033,444	4,098,199
TRANSFERS	228,036	145,871	102,436	294,857	294,857	294,857	294,857	294,857
<b>Total</b>	<b>2,356,776</b>	<b>2,313,954</b>	<b>2,330,101</b>	<b>2,296,120</b>	<b>2,357,141</b>	<b>2,419,380</b>	<b>2,482,867</b>	<b>2,547,622</b>
<b>CN Centre</b>								
REVENUE	(3,537,724)	(1,470,923)	(1,470,923)	(1,491,130)	(1,491,130)	(1,491,130)	(1,491,130)	(1,491,130)
EXPENDITURES	4,143,538	2,306,077	2,347,907	2,359,372	2,382,716	2,406,529	2,430,817	2,455,591
TRANSFERS	76,532	34,687	34,187	91,339	91,339	91,339	91,339	91,339
<b>Total</b>	<b>682,347</b>	<b>869,841</b>	<b>911,171</b>	<b>959,581</b>	<b>982,925</b>	<b>1,006,738</b>	<b>1,031,026</b>	<b>1,055,800</b>
<b>Events &amp; Civic Centre</b>								
REVENUE	(1,464,722)	(1,469,234)	(1,485,227)	(1,502,090)	(1,502,090)	(1,502,090)	(1,502,090)	(1,502,090)
EXPENDITURES	2,621,570	2,436,534	1,897,728	1,883,065	1,900,260	1,917,799	1,935,687	1,953,932
TRANSFERS	(591,218)	(564,684)	7,723	104,723	104,723	104,723	104,723	104,723
<b>Total</b>	<b>565,630</b>	<b>402,616</b>	<b>420,224</b>	<b>485,698</b>	<b>502,893</b>	<b>520,432</b>	<b>538,320</b>	<b>556,565</b>
<b>Community Partnerships</b>								
REVENUE	(154,515)	(77,932)	(82,332)	(29,160)	(29,160)	(29,160)	(29,160)	(29,160)
EXPENDITURES	1,805,917	1,387,645	1,803,307	1,574,863	1,590,042	1,605,524	1,621,316	1,637,424
TRANSFERS	(248,483)	4,400	(175,438)	6,078	6,078	6,078	6,078	6,078
<b>Total</b>	<b>1,402,918</b>	<b>1,314,113</b>	<b>1,545,537</b>	<b>1,551,781</b>	<b>1,566,960</b>	<b>1,582,442</b>	<b>1,598,234</b>	<b>1,614,342</b>
<b>Community Arenas</b>								
REVENUE	(1,617,210)	(1,477,020)	(1,543,648)	(1,596,182)	(1,596,182)	(1,596,182)	(1,596,182)	(1,596,182)
EXPENDITURES	3,170,918	3,010,645	3,146,244	2,996,713	3,041,296	3,086,775	3,133,159	3,180,470
TRANSFERS	104,106	76,681	76,929	247,468	247,468	247,468	247,468	247,468
<b>Total</b>	<b>1,657,814</b>	<b>1,610,306</b>	<b>1,679,525</b>	<b>1,647,999</b>	<b>1,692,582</b>	<b>1,738,061</b>	<b>1,784,445</b>	<b>1,831,756</b>
<b>OLD BU'S - Rec &amp; Cultural Serv</b>								
EXPENDITURES	12,035	28,741	0	0	0	0	0	0
TRANSFERS	(12,035)	(28,741)	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>45,281,997</b>	<b>42,784,820</b>	<b>46,194,625</b>	<b>48,974,273</b>	<b>49,557,962</b>	<b>50,153,331</b>	<b>50,760,603</b>	<b>51,380,019</b>

## Service Category Summary

### Police Protection

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Police Operations	(418,994)	(326,280)	(326,280)	(326,280)	0
Police Progr - Victim Services	(86,350)	(71,280)	(71,280)	(71,280)	0
Custody of Prisoners	(80,429)	(30,000)	(40,000)	(40,000)	0
<b>Total Revenues</b>	<b>(585,773)</b>	<b>(427,560)</b>	<b>(437,560)</b>	<b>(437,560)</b>	<b>0</b>
<b>Expenditures</b>					
Police Contract	19,042,827	18,716,680	19,600,148	21,068,731	1,468,583
Police Operations	3,251,170	3,306,201	3,388,497	3,544,286	155,789
Police Progr-CPAC-Storefront	79,978	77,215	117,677	145,485	27,808
Police Progr - Victim Services	168,342	158,541	161,880	161,880	0
Custody of Prisoners	539,207	516,656	531,701	531,691	(10)
<b>Total Expenditures</b>	<b>23,081,523</b>	<b>22,775,293</b>	<b>23,799,903</b>	<b>25,452,073</b>	<b>1,652,170</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	811	0	0	0	0
<b>Total Transfers</b>	<b>811</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>22,496,561</b>	<b>22,347,733</b>	<b>23,362,343</b>	<b>25,014,513</b>	<b>1,652,170</b>

## Service Category Summary

### Police Protection

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(585,773)	(427,560)	(437,560)	(437,560)	0
Expenditures					
Salary & Wages (including Benefits)	3,876,008	3,937,895	4,040,638	4,135,222	94,584
Non-Salary Expenses	19,205,516	18,837,398	19,759,265	21,316,851	1,557,586
Total Expenditures	23,081,523	22,775,293	23,799,903	25,452,073	1,652,170
Debt	0	0	0	0	0
Transfers	811	0	0	0	0
Net Operations	22,496,561	22,347,733	23,362,343	25,014,513	1,652,170

## Police Protection Service Enhancement

**DESCRIPTION:**

Last year a presentation was made requesting an increase to the Prince George Detachment establishment by 8 positions, allowing the detachment to increase the number of RCMP officers in the budget by 7: 3 in the first year; 2 in the second year; and 2 in the third year. In 2016 Council voted to increase the number of RCMP officers in the budget by 3 for 2016 and then to consider the additional two years' requests in the following two years' budget processes. 2017 is the second year of this plan, and the RCMP would like to request a service enhancement for 2 more positions to increase the current establishment for the Prince George Detachment from 138 members to 140.

Historically, the RCMP was expected to fill all its approved funded positions and budget accordingly if they could not meet the target of 100% operational capacity. The Actual Establishment target was seldom met due to both Divisional and local human resource factors which include: long-term illness, transfers, maternity/parental leave, and administrative suspensions. A vacancy pattern at Prince George RCMP Detachment has long been established where positions were not filled and the Detachment was always short of its approved establishment at any given time of the year. Unlike other organizations, the RCMP cannot hire part-time or casual personnel as police officers to fill temporary vacancies.

### *Prince George RCMP Detachment Establishment 2005 to 2015*

Year	*Contract Establishment Strength	**Budgeted Police Strength	***Actual Members Staffed	Overtime
2005	128	117	109.24	\$859,161
2006	128	117	113.63	\$940,476
2007	128	119	114.01	\$891,340
2008	128	119	112.76	\$1,063,568
2009	128	121	116.03	\$1,157,344
2010	128	121	122.25	\$1,330,697
2011	128	121	116.11	\$950,717
2012	128	121	111.42	\$956,907
2013	128	121	114.71	\$1,309,040
2014	128	121	119.75	\$1,425,882
2015	135	121	119.11	\$1,626,672

\*Contract strength is the number of approved police officer positions

\*\*Members Budgeted is the actual number of members approved to bill

\*\*\*Actual Members Staffed is the number of billed police officers



For the 2016 budget, Council approved an additional 3 positions to be added to the establishment for the total contract establishment strength of 138. A budget for 124 members was approved; 121 for the full year and the additional 3 positions beginning in September 2016.

Failure to maintain adequate policing resources and an appropriate police to population ratio in the future, could negatively impact service delivery, increase risks to public and officer safety and adversely affect the community's perception of public safety.

**FINANCIAL COST OF THE ENHANCEMENT:**

Due to the amount of time for processing and filling the request for the additional members, it is estimated that these positions would be filled in September 2017. Based on 2017 forecasted costs, the cost for 2 additional members from September 2017- December 2017 would be \$113,273. Annual costs after that, reflective of the 2017 forecasted costs, would amount to \$339,818.

## Service Category Summary

### Fire Protection

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Fire Dept - Headquarters	(2,406)	(750)	(750)	(750)	0
Fire Prevention/Investigation	(22,575)	(97,950)	(25,000)	(15,000)	10,000
Fire Halls	(3,206)	(3,250)	(3,250)	(3,250)	0
Fire Opr Comm Centre	(1,440,000)	(1,515,000)	(1,505,000)	(1,555,000)	(50,000)
Fire Equip - High Angle Rescue	(17,351)	(8,000)	(8,000)	(8,000)	0
<b>Total Revenues</b>	<b>(1,485,537)</b>	<b>(1,624,950)</b>	<b>(1,542,000)</b>	<b>(1,582,000)</b>	<b>(40,000)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	2,150,081	1,593,331	1,799,690	1,860,077	60,387
Fire Dept - Recruitment	0	10,000	10,000	10,000	0
Fire Prevention/Investigation	29,401	36,480	36,480	36,490	10
Fire Communications	22,125	23,000	23,000	23,000	0
Fire Halls	61,204	54,750	54,750	54,750	0
Fire Opr Comm Centre	1,790,203	1,344,939	1,527,607	1,567,478	39,871
Fire Suppress Operations	17,356,558	11,169,213	13,009,997	13,956,576	946,579
Fire Fighting Fleet	1,036,836	1,261,394	968,100	158,760	(809,340)
Fire Equip - Radios	9,555	20,000	20,000	20,000	0
Fire Equip - High Angle Rescue	10,051	11,000	11,000	11,000	0
Fire - Confined Space	5,204	15,000	15,000	15,000	0
<b>Total Expenditures</b>	<b>22,471,220</b>	<b>15,539,107</b>	<b>17,475,624</b>	<b>17,713,131</b>	<b>237,507</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	(390,017)	0	0	0	0
Fire Opr Comm Centre	(386,349)	0	0	0	0
Fire Suppress Operations	(4,095,466)	0	0	0	0
Fire Fighting Fleet	0	0	0	875,350	875,350
<b>Total Transfers</b>	<b>(4,871,832)</b>	<b>0</b>	<b>0</b>	<b>875,350</b>	<b>875,350</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>16,113,850</b>	<b>13,914,157</b>	<b>15,933,624</b>	<b>17,006,481</b>	<b>1,072,857</b>

## Service Category Summary

### Fire Protection

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,485,537)</b>	<b>(1,624,950)</b>	<b>(1,542,000)</b>	<b>(1,582,000)</b>	<b>(40,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>20,781,489</b>	<b>13,694,883</b>	<b>15,936,440</b>	<b>16,983,291</b>	<b>1,046,851</b>
Non-Salary Expenses	<b>1,689,730</b>	<b>1,844,224</b>	<b>1,539,184</b>	<b>729,840</b>	<b>(809,344)</b>
Total Expenditures	<b>22,471,220</b>	<b>15,539,107</b>	<b>17,475,624</b>	<b>17,713,131</b>	<b>237,507</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(4,871,832)</b>	<b>0</b>	<b>0</b>	<b>875,350</b>	<b>875,350</b>
Net Operations	<b>16,113,850</b>	<b>13,914,157</b>	<b>15,933,624</b>	<b>17,006,481</b>	<b>1,072,857</b>

## Service Category Summary

### Emergency Measures

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Emergency Fire Response	(2,131)	0	0	0	0
<b>Total Revenues</b>	<b>(2,131)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	5,193	12,100	12,100	12,100	0
Emergency Fire Response	2,419	0	0	0	0
<b>Total Expenditures</b>	<b>7,611</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</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	621	0	0	0	0
<b>Total Transfers</b>	<b>621</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>6,101</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>

## Service Category Summary

### Emergency Measures

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(2,131)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,419</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Non-Salary Expenses	<b>5,193</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>
<b>Total Expenditures</b>	<b>7,611</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>6,101</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>

## Service Category Summary

### Aquatics

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
PGAC - Swim Programs	(93,756)	(79,687)	(83,671)	(87,639)	(3,968)
PGAC - Rentals	(127,939)	(109,397)	(114,866)	(117,602)	(2,736)
PGAC - Public Swim	(907,172)	(847,829)	(896,904)	(920,884)	(23,980)
PGAC - Leadership programs	(28,120)	(25,306)	(26,571)	(27,674)	(1,103)
PGAC - Administration	(75)	0	0	0	0
PGAC - Aquatics Store	(53,450)	(82,075)	(72,075)	(73,428)	(1,353)
FSLP - Swim Programs	(257,190)	(237,167)	(249,025)	(256,312)	(7,287)
FSLP - Rentals	(26)	(9,029)	(9,479)	(9,551)	(72)
FSLP - Public Swim	(206,206)	(271,853)	(285,407)	(291,938)	(6,531)
FSLP - Leadership programs	(33,002)	(56,327)	(59,143)	(60,406)	(1,263)
FSLP - Administration	(49)	0	0	0	0
<b>Total Revenues</b>	<b>(1,706,986)</b>	<b>(1,718,670)</b>	<b>(1,797,141)</b>	<b>(1,845,434)</b>	<b>(48,293)</b>
<b>Expenditures</b>					
PGAC - Swim Programs	1,068	3,002	3,003	3,000	(3)
PGAC - Public Swim	831	0	0	0	0
PGAC - Leadership programs	3,863	2,945	2,945	2,950	5
PGAC - Building Operations	666,170	888,000	928,774	722,424	(206,350)
PGAC - Administration	372,189	344,813	373,998	442,765	68,767
PGAC - Programming/Training	1,194,477	1,024,754	1,145,937	1,061,143	(84,794)
PGAC - Aquatics Store	41,591	61,000	61,053	61,050	(3)
FSLP - Swim Programs	6,932	8,547	8,547	8,550	3
FSLP - Public Swim	4,417	3,000	3,000	3,000	0
FSLP - Leadership programs	3,553	6,555	6,555	6,560	5
FSLP - Building Operations	346,242	327,568	332,837	215,480	(117,357)
FSLP - Administration	165,550	175,630	178,773	147,975	(30,798)
FSLP - Programming/Training	790,119	772,060	786,809	914,070	127,261
<b>Total Expenditures</b>	<b>3,597,000</b>	<b>3,617,874</b>	<b>3,832,231</b>	<b>3,588,967</b>	<b>(243,264)</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 - Public Swim	(7,113)	(7,500)	(7,500)	(7,500)	0
PGAC - Building Operations	96,316	54,103	54,103	96,457	42,354
PGAC - Programming/Training	2,523	2,000	2,200	2,200	0
FSLP - Building Operations	136,309	97,268	98,492	203,700	105,208
<b>Total Transfers</b>	<b>228,036</b>	<b>145,871</b>	<b>147,295</b>	<b>294,857</b>	<b>147,562</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>					
Aqu Ctr Gym Equip Replacement	0	0	44,859	0	(44,859)
PGAC - Building Operations AM	170,182	221,365	99,804	174,729	74,925
FSLP - Building Operations AM	68,543	47,514	47,912	83,001	35,089
<b>Total Expenditures - Asset Maintenance</b>	<b>238,725</b>	<b>268,879</b>	<b>192,575</b>	<b>257,730</b>	<b>65,155</b>
<b>Transfers - Asset Maintenance</b>					
Aqu Ctr Gym Equip Replacement	0	0	(44,859)	0	44,859
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>(44,859)</b>	<b>0</b>	<b>44,859</b>
<b>Net Operations</b>	<b>2,356,776</b>	<b>2,313,954</b>	<b>2,330,101</b>	<b>2,296,120</b>	<b>(33,981)</b>

## Service Category Summary

### Aquatics

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,706,986)</b>	<b>(1,718,670)</b>	<b>(1,797,141)</b>	<b>(1,845,434)</b>	<b>(48,293)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,975,374</b>	<b>2,976,486</b>	<b>3,036,669</b>	<b>3,051,012</b>	<b>14,343</b>
Non-Salary Expenses	<b>860,351</b>	<b>910,267</b>	<b>988,137</b>	<b>795,685</b>	<b>(192,452)</b>
Total Expenditures	<b>3,835,725</b>	<b>3,886,753</b>	<b>4,024,806</b>	<b>3,846,697</b>	<b>(178,109)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>228,036</b>	<b>145,871</b>	<b>102,436</b>	<b>294,857</b>	<b>192,421</b>
Net Operations	<b>2,356,776</b>	<b>2,313,954</b>	<b>2,330,101</b>	<b>2,296,120</b>	<b>(33,981)</b>

## Aquatics Service Enhancement

### DESCRIPTION:

A 2016 Safety Audit on the Prince George Aquatic Centre and Four Seasons Leisure Pool was conducted by the BC Lifesaving Society and the report recommends procedural lifeguard changes to enhance safety.

#### *Safety Audit Recommendations Include:*

- Two lifeguards are required on the main pool of the Aquatic Centre at all times.
  - Lifeguards must be able to scan their zone between 10 and 30 seconds as opposed to the old standard of 60 – 90 seconds. Two lifeguards on the main pool will enable scanning within the required 10 – 30 second scanning window.

Regular lifeguard facility rotations are required at the P.G. Aquatic Centre and Four Seasons Pool.

- Lifeguard rotations ensure guards remain alert, allow safety checks of anything that may have been missed, provide relief from a single post, and provide the opportunity to assist customers without breaking pool supervision requirements.
  - The rotation onto and off the pool deck allows thorough checks of the pool bottoms, corners and other areas of the facility (sauna, steam room, gym, change rooms) ensuring that these areas are clear and the new lifeguard is starting their position with nothing outstanding.
  - Allows the lifeguard coming on to the pool deck time to evaluate the current state of the pool such as bather activity and areas of concentration ensuring the guard is rescue ready.
  - Allows the lifeguard to deal with issues that may have come up but not been addressed because of pool supervision.
  - The rotation provides a structured approach to the switching of lifeguards ensuring that nothing is missed.

The Aquatic Division serves Prince George and neighboring areas with approximately 400,000 pool visits each year contributing to a healthy community. Having the Lifesaving Society conduct a Safety Audit of the City's pools is a valuable part of the planning process to ensure aquatics is meeting the safety standards of today and into the future. The service enhancement will provide increased safety for pool users and ensure the Aquatic Division is meeting BC safety standards and best practices as set out by the BC Lifesaving Society.

### FINANCIAL COST OF THE ENHANCEMENT:

A labour enhancement of \$247,478:

#### *PGAC two lifeguards on the main pool at all times: \$77,337 (LI1 Irregular Part-time FTE - 1.25)*

- Two guards are required to meet the scanning requirements.

#### *PGAC Facility Rotation Guard: \$170,141 (LI1 Irregular Part-time FTE - 2.75)*

- The PGAC size, blind spots and water depth require a rotation guard.

## Service Category Summary

### CN Centre

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Prince George Playhouse	(23,253)	(14,642)	(14,642)	(14,640)	2
CN Centre - Bldg Operations	(8,523)	0	0	0	0
CN Centre - Sales & Marketing	(43,992)	(91,000)	(91,000)	(91,000)	0
CN Centre - Cougar Operations	(431,276)	(357,503)	(357,503)	(364,250)	(6,747)
CN Centre - Show Operations	(2,736,868)	(868,228)	(868,228)	(874,965)	(6,737)
CN Centre - Recr Use Oper	(193,093)	(139,550)	(139,550)	(146,275)	(6,725)
CN Centre - Special Event Oper	(100,717)	0	0	0	0
<b>Total Revenues</b>	<b>(3,537,724)</b>	<b>(1,470,923)</b>	<b>(1,470,923)</b>	<b>(1,491,130)</b>	<b>(20,207)</b>
<b>Expenditures</b>					
Prince George Playhouse	41,875	48,385	49,674	45,272	(4,402)
CN Centre - Bldg Operations	1,372,854	1,024,713	1,057,184	1,066,608	9,424
CN Centre - Sales & Marketing	26,235	33,900	33,900	33,900	0
CN Centre - Cougar Operations	390,591	322,017	325,228	325,220	(8)
CN Centre - Show Operations	2,119,161	681,588	684,464	684,475	11
CN Centre - Recr Use Oper	364	0	0	0	0
CN Centre - Special Event Oper	27,712	0	0	0	0
<b>Total Expenditures</b>	<b>3,978,793</b>	<b>2,110,603</b>	<b>2,150,450</b>	<b>2,155,475</b>	<b>5,025</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	4,995	2,563	2,563	4,839	2,276
CN Centre - Bldg Operations	39,562	31,124	31,124	86,000	54,876
CN Centre - Show Operations	31,975	1,000	500	500	0
<b>Total Transfers</b>	<b>76,532</b>	<b>34,687</b>	<b>34,187</b>	<b>91,339</b>	<b>57,152</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	6,698	3,559	3,600	3,590	(10)
CN Centre - Bldg Operations AM	158,047	191,915	193,857	200,307	6,450
<b>Total Expenditures - Asset Maintenance</b>	<b>164,745</b>	<b>195,474</b>	<b>197,457</b>	<b>203,897</b>	<b>6,440</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>682,347</b>	<b>869,841</b>	<b>911,171</b>	<b>959,581</b>	<b>48,410</b>

## Service Category Summary

### CN Centre

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(3,537,724)</b>	<b>(1,470,923)</b>	<b>(1,470,923)</b>	<b>(1,491,130)</b>	<b>(20,207)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,303,384</b>	<b>1,111,749</b>	<b>1,129,307</b>	<b>1,167,192</b>	<b>37,885</b>
Non-Salary Expenses	<b>2,840,154</b>	<b>1,194,328</b>	<b>1,218,600</b>	<b>1,192,180</b>	<b>(26,420)</b>
Total Expenditures	<b>4,143,538</b>	<b>2,306,077</b>	<b>2,347,907</b>	<b>2,359,372</b>	<b>11,465</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>76,532</b>	<b>34,687</b>	<b>34,187</b>	<b>91,339</b>	<b>57,152</b>
Net Operations	<b>682,347</b>	<b>869,841</b>	<b>911,171</b>	<b>959,581</b>	<b>48,410</b>

## Service Category Summary

### Events & Civic Centre

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Civic Centre Event Services	(400,341)	(546,234)	(562,227)	(579,090)	(16,863)
Civic Centre - Food Beverage	(5,045)	(34,000)	(33,000)	(33,000)	0
Civic Centre - Food Serv Contr	(1,057,651)	(889,000)	(890,000)	(890,000)	0
Civic Ctr-Beverage Serv Contr	(1,129)	0	0	0	0
<b>Total Revenues</b>	<b>(1,464,166)</b>	<b>(1,469,234)</b>	<b>(1,485,227)</b>	<b>(1,502,090)</b>	<b>(16,863)</b>
<b>Expenditures</b>					
2015 Cda Winter Games-CPG/VIK	634,222	605,201	0	0	0
Seniors - Recreation	2,226	2,040	2,400	2,400	0
Civic Centre-Rental Subsidies	2,580	2,580	2,709	2,790	81
Civic Centre Bldg Mtce - Oper	565,437	488,957	503,156	508,171	5,015
Event Hosting	7,350	3,700	5,000	5,000	0
Civic Centre Event Services	457,242	485,272	497,142	512,373	15,231
Civic Centre - Marketing	20,601	26,545	25,000	25,010	10
Civic Centre - Food Beverage	7,545	34,000	33,000	33,000	0
Civic Centre - Programs	3,495	2,500	3,000	3,000	0
Civic Centre - Food Serv Contr	864,031	735,900	738,700	738,700	0
<b>Total Expenditures</b>	<b>2,564,728</b>	<b>2,386,695</b>	<b>1,810,107</b>	<b>1,830,444</b>	<b>20,337</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>					
2015 Cda Winter Games-CPG/VIK	(636,367)	(605,201)	0	0	0
Seniors - Recreation	1,909	1,935	1,935	1,935	0
Civic Centre Bldg Mtce - Oper	51,226	55,082	55,938	117,938	62,000
Civic Centre Event Services	(8,531)	(16,500)	(15,150)	(15,150)	0
Civic Centre - Marketing	545	0	0	0	0
<b>Total Transfers</b>	<b>(591,218)</b>	<b>(564,684)</b>	<b>42,723</b>	<b>104,723</b>	<b>62,000</b>
<b>Revenues - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	(556)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(556)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Centre-Recommission HVAC	0	0	35,000	0	(35,000)
Civic Centre Bldg Mtce AM	56,842	49,839	52,621	52,621	0
<b>Total Expenditures - Asset Maintenance</b>	<b>56,842</b>	<b>49,839</b>	<b>87,621</b>	<b>52,621</b>	<b>(35,000)</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre-Recommission HVAC	0	0	(35,000)	0	35,000
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>(35,000)</b>	<b>0</b>	<b>35,000</b>
<b>Net Operations</b>	<b>565,630</b>	<b>402,616</b>	<b>420,224</b>	<b>485,698</b>	<b>65,474</b>

## Service Category Summary

### Events & Civic Centre

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,464,722)</b>	<b>(1,469,234)</b>	<b>(1,485,227)</b>	<b>(1,502,090)</b>	<b>(16,863)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>876,809</b>	<b>818,157</b>	<b>845,959</b>	<b>859,700</b>	<b>13,741</b>
Non-Salary Expenses	<b>1,744,762</b>	<b>1,618,377</b>	<b>1,051,769</b>	<b>1,023,365</b>	<b>(28,404)</b>
Total Expenditures	<b>2,621,570</b>	<b>2,436,534</b>	<b>1,897,728</b>	<b>1,883,065</b>	<b>(14,663)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(591,218)</b>	<b>(564,684)</b>	<b>7,723</b>	<b>104,723</b>	<b>97,000</b>
Net Operations	<b>565,630</b>	<b>402,616</b>	<b>420,224</b>	<b>485,698</b>	<b>65,474</b>

## Service Category Summary

### Community Partnerships

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Active Living & Healthy Eating	(400)	0	0	0	0
Community Street Banners	0	0	0	0	0
Comm.Serv. Special Events	(73,440)	0	0	0	0
Event Hosting	(2,050)	0	0	0	0
Pine Valley Golf - Operations	(2,282)	(1,700)	(1,700)	(1,700)	0
Comm Use of Schools & Outdoor	(48,066)	(51,832)	(53,812)	0	53,812
Active Living Guide	(22,292)	(19,200)	(21,620)	(22,270)	(650)
Recreation & Cultural Serv Opr	(5,860)	(5,200)	(5,200)	(5,190)	10
Recreation & Cultural Serv Adm	(124)	0	0	0	0
<b>Total Revenues</b>	<b>(154,515)</b>	<b>(77,932)</b>	<b>(82,332)</b>	<b>(29,160)</b>	<b>53,172</b>
<b>Expenditures</b>					
Scholarships & Bursaries	3,000	3,000	3,000	3,000	0
Volunteer Grants	11,300	11,300	11,300	11,300	0
Active Living & Healthy Eating	5,369	5,000	5,000	5,000	0
Civic Pride	5,845	6,650	22,650	22,650	0
Community Street Banners	640	0	25,000	25,000	0
Comm.Serv. Special Events	152,918	0	0	0	0
Community Heritage	7,161	7,000	7,000	7,000	0
Community Flower Baskets	51,235	51,250	51,250	51,250	0
Event Hosting	16,230	5,100	35,100	35,100	0
Pine Valley Golf - Operations	1,905	5,970	5,950	3,520	(2,430)
Shared Use Agreement	200,000	200,000	200,000	200,000	0
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Comm Use of Schools & Outdoor	4,475	1,500	1,500	0	(1,500)
Active Living Guide	29,626	27,316	27,316	27,320	4
Recreation & Cultural Serv Opr	50,130	52,927	52,800	66,800	14,000
Recreation & Cultural Serv Adm	966,082	710,632	875,603	816,923	(58,680)
<b>Total Expenditures</b>	<b>1,805,917</b>	<b>1,387,645</b>	<b>1,623,469</b>	<b>1,574,863</b>	<b>(48,606)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Active Living & Healthy Eating	76	0	0	0	0
Community Street Banners	(1,112)	0	0	0	0
Comm.Serv. Special Events	(79,447)	0	0	0	0
Community Heritage	0	0	0	0	0
Event Hosting	(1,570)	0	0	0	0
Pine Valley Golf - Operations	0	0	0	0	0
Comm Use of Schools & Outdoor	(1,510)	(300)	(300)	0	300
Active Living Guide	(3,630)	(3,500)	(3,500)	(3,500)	0
Recreation & Cultural Serv Opr	7,922	8,200	8,200	8,000	(200)
Recreation & Cultural Serv Adm	(169,211)	0	0	1,578	1,578
<b>Total Transfers</b>	<b>(248,483)</b>	<b>4,400</b>	<b>4,400</b>	<b>6,078</b>	<b>1,678</b>

## Service Category Summary

### Community Partnerships

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<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>					
Pine Valley- Improvements 2014	1,757	3,741	0	0	0
Pine Valley Improvements	10,278	25,000	0	0	0
Community Development Model	0	0	15,000	0	(15,000)
Park's Strategy Study	0	0	144,838	0	(144,838)
Pine Valley Improvements Study	0	0	20,000	0	(20,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>12,035</b>	<b>28,741</b>	<b>179,838</b>	<b>0</b>	<b>(179,838)</b>
<b>Transfers - Asset Maintenance</b>					
Pine Valley- Improvements 2014	(1,757)	(3,741)	0	0	0
Pine Valley Improvements	(10,278)	(25,000)	0	0	0
Community Development Model	0	0	(15,000)	0	15,000
Park's Strategy Study	0	0	(144,838)	0	144,838
Pine Valley Improvements Study	0	0	(20,000)	0	20,000
<b>Total Transfers - Asset Maintenance</b>	<b>(12,035)</b>	<b>(28,741)</b>	<b>(179,838)</b>	<b>0</b>	<b>179,838</b>
<b>Net Operations</b>	<b>1,402,918</b>	<b>1,314,113</b>	<b>1,545,537</b>	<b>1,551,781</b>	<b>6,244</b>

## Service Category Summary

### Community Partnerships

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(154,515)</b>	<b>(77,932)</b>	<b>(82,332)</b>	<b>(29,160)</b>	<b>53,172</b>
Expenditures					
Salary & Wages (including Benefits)	<b>931,382</b>	<b>659,277</b>	<b>961,683</b>	<b>758,923</b>	<b>(202,760)</b>
Non-Salary Expenses	<b>886,570</b>	<b>757,109</b>	<b>841,624</b>	<b>815,940</b>	<b>(25,684)</b>
Total Expenditures	<b>1,817,952</b>	<b>1,416,386</b>	<b>1,803,307</b>	<b>1,574,863</b>	<b>(228,444)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(260,519)</b>	<b>(24,341)</b>	<b>(175,438)</b>	<b>6,078</b>	<b>181,516</b>
Net Operations	<b>1,402,918</b>	<b>1,314,113</b>	<b>1,545,537</b>	<b>1,551,781</b>	<b>6,244</b>

## Service Category Summary

### Community Arenas

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Comm Arenas - Administration	(193)	0	0	0	0
Adult Summer Hockey Programs	(40,020)	(30,500)	(30,500)	(30,500)	0
Skating Programs	(3,048)	(3,500)	(3,500)	(3,500)	0
Drop in Hockey Programs	(3,101)	(10,000)	(10,000)	(10,000)	0
Livestock Arenas - Operating	(39,684)	(31,758)	(31,758)	(31,758)	0
Exhibition Grounds-Operations	(25,738)	(20,000)	(20,000)	(20,789)	(789)
BC Northern Exhibition	(2,500)	(2,500)	(2,500)	(2,500)	0
Exhibition Sports Ctr - Opr	(48,215)	(42,089)	(42,089)	(42,089)	0
Coliseum - Operations	(311,997)	(279,450)	(286,573)	(305,728)	(19,155)
Kin Centre - Operations	(873,616)	(771,223)	(816,553)	(839,638)	(23,085)
Elksentre - Operations	(269,097)	(286,000)	(300,175)	(309,680)	(9,505)
<b>Total Revenues</b>	<b>(1,617,210)</b>	<b>(1,477,020)</b>	<b>(1,543,648)</b>	<b>(1,596,182)</b>	<b>(52,534)</b>
<b>Expenditures</b>					
Ice Oval	15,020	15,033	14,600	14,500	(100)
Comm Arenas - Administration	277,617	280,366	282,848	297,019	14,171
Adult Summer Hockey Programs	16,008	12,000	12,000	12,000	0
Skating Programs	4,331	3,500	3,500	3,500	0
Drop in Hockey Programs	1,620	3,000	3,000	3,000	0
Livestock Arenas - Operating	28,700	26,447	28,226	27,486	(740)
Exhibition Grounds-Operations	21,660	14,143	14,087	17,802	3,715
BC Northern Exhibition	2,640	1,533	1,500	1,000	(500)
Exhibition Sports Ctr - Opr	36,187	35,091	37,532	35,896	(1,636)
Coliseum - Operations	599,561	590,389	615,978	573,322	(42,656)
Kin Centre - Operations	1,093,510	934,088	947,157	839,645	(107,512)
Elksentre - Operations	381,421	309,768	405,058	349,459	(55,599)
Police Station Cleaning	182,171	245,015	249,551	220,801	(28,750)
City Hall Bldg Cleaning	213,045	197,629	201,152	211,632	10,480
18th Ave Admin Bldg Cleaning	48,814	43,482	44,218	69,923	25,705
18th Ave Yard Cleaning	64,738	63,036	64,121	64,121	0
<b>Total Expenditures</b>	<b>2,987,041</b>	<b>2,774,520</b>	<b>2,924,528</b>	<b>2,741,106</b>	<b>(183,422)</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>					
Ice Oval	0	0	0	100	100
Livestock Arenas - Operating	5,807	4,804	4,804	5,532	728
Exhibition Grounds-Operations	0	0	0	200	200
Exhibition Sports Ctr - Opr	16,654	10,833	10,833	6,000	(4,833)
Coliseum - Operations	33,578	22,645	22,893	87,336	64,443
Kin Centre - Operations	30,802	24,023	24,023	111,500	87,477
Elksentre - Operations	17,265	14,376	14,376	36,800	22,424
<b>Total Transfers</b>	<b>104,106</b>	<b>76,681</b>	<b>76,929</b>	<b>247,468</b>	<b>170,539</b>

## Service Category Summary

### Community Arenas

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<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>					
Livestock Arenas-Operating AM	2,607	2,118	2,143	2,143	0
Exhibition Grounds - Opr AM	1,369	6,501	6,605	6,605	0
Exhibition Sports Ctr - Opr AM	7,298	2,999	3,035	3,035	0
Coliseum - Operations AM	34,661	38,665	38,475	63,366	24,891
Kin Centre - Operations AM	102,377	149,200	143,422	140,326	(3,096)
Elksentre - Operations AM	35,564	36,642	28,036	40,132	12,096
<b>Total Expenditures - Asset Maintenance</b>	<b>183,877</b>	<b>236,125</b>	<b>221,716</b>	<b>255,607</b>	<b>33,891</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>1,657,814</b>	<b>1,610,306</b>	<b>1,679,525</b>	<b>1,647,999</b>	<b>(31,526)</b>

## Service Category Summary

### Community Arenas

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,617,210)</b>	<b>(1,477,020)</b>	<b>(1,543,648)</b>	<b>(1,596,182)</b>	<b>(52,534)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,214,154</b>	<b>2,182,214</b>	<b>2,222,174</b>	<b>2,229,143</b>	<b>6,969</b>
Non-Salary Expenses	<b>956,763</b>	<b>828,431</b>	<b>924,070</b>	<b>767,570</b>	<b>(156,500)</b>
Total Expenditures	<b>3,170,918</b>	<b>3,010,645</b>	<b>3,146,244</b>	<b>2,996,713</b>	<b>(149,531)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>104,106</b>	<b>76,681</b>	<b>76,929</b>	<b>247,468</b>	<b>170,539</b>
Net Operations	<b>1,657,814</b>	<b>1,610,306</b>	<b>1,679,525</b>	<b>1,647,999</b>	<b>(31,526)</b>

**Planning and Development Serv Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Bylaw Enforcement</b>								
REVENUE	(510,379)	(535,200)	(544,000)	(634,000)	(634,000)	(634,000)	(634,000)	(634,000)
EXPENDITURES	1,699,112	1,835,867	1,848,641	1,813,334	1,839,533	1,866,257	1,893,515	1,921,319
TRANSFERS	14,717	16,449	14,750	120,540	120,540	120,540	120,540	120,540
<b>Total</b>	<b>1,203,450</b>	<b>1,317,116</b>	<b>1,319,391</b>	<b>1,299,874</b>	<b>1,326,073</b>	<b>1,352,797</b>	<b>1,380,055</b>	<b>1,407,859</b>
<b>Dev Planning and Admin</b>								
REVENUE	(5,125,450)	(5,202,279)	(5,250,054)	(5,508,190)	(5,508,190)	(5,508,190)	(5,508,190)	(5,508,190)
EXPENDITURES	7,385,482	7,454,357	7,630,895	7,800,236	7,849,155	7,899,051	7,949,945	8,001,858
TRANSFERS	(127,150)	(20,000)	(20,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<b>Total</b>	<b>2,132,882</b>	<b>2,232,078</b>	<b>2,360,841</b>	<b>2,290,046</b>	<b>2,338,965</b>	<b>2,388,861</b>	<b>2,439,755</b>	<b>2,491,668</b>
<b>Economic Development</b>								
REVENUE	(50,000)	0	(200,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
EXPENDITURES	1,100,101	1,045,398	732,410	694,886	703,124	711,526	720,096	728,838
<b>Total</b>	<b>1,050,101</b>	<b>1,045,398</b>	<b>532,410</b>	<b>624,886</b>	<b>633,124</b>	<b>641,526</b>	<b>650,096</b>	<b>658,838</b>
<b>Off-Street Parking</b>								
REVENUE	(1,249,503)	(1,817,550)	(1,659,221)	(1,759,220)	(1,759,220)	(1,759,220)	(1,759,220)	(1,759,220)
EXPENDITURES	1,036,792	1,271,987	1,220,325	1,238,741	1,245,877	1,253,157	1,260,582	1,268,156
TRANSFERS	212,711	545,563	438,896	520,479	513,343	506,063	498,638	491,064
<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 - Dev Planning, Eng,</b>								
EXPENDITURES	15,423	122,410	0	0	0	0	0	0
TRANSFERS	(15,423)	(122,410)	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 - Off-Street Parking</b>								
EXPENDITURES	0	21,930	0	0	0	0	0	0
TRANSFERS	0	(21,930)	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>4,386,433</b>	<b>4,594,592</b>	<b>4,212,642</b>	<b>4,214,806</b>	<b>4,298,162</b>	<b>4,383,184</b>	<b>4,469,906</b>	<b>4,558,365</b>

## Service Category Summary

### Bylaw Enforcement

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Parking Oper - Traffic Control	(232,729)	(291,500)	(291,500)	(381,500)	(90,000)
Animal/SPCA Operations	(249,915)	(237,500)	(237,500)	(237,500)	0
Enforcement	(13,286)	(5,000)	(10,000)	(10,000)	0
Bylaw Admin Operations	(14,450)	(1,200)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(510,379)</b>	<b>(535,200)</b>	<b>(544,000)</b>	<b>(634,000)</b>	<b>(90,000)</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	323,470	421,387	400,296	403,306	3,010
Animal/SPCA Operations	548,726	542,710	567,043	550,213	(16,830)
Enforcement	519,516	563,579	566,474	534,084	(32,390)
Bylaw Admin Operations	307,401	308,191	314,828	325,731	10,903
<b>Total Expenditures</b>	<b>1,699,112</b>	<b>1,835,867</b>	<b>1,848,641</b>	<b>1,813,334</b>	<b>(35,307)</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	0	0	0	15,600	15,600
Parking Oper-On Str Meter Mtce	12,750	12,750	12,750	12,750	0
Animal/SPCA Operations	1,677	3,699	2,000	56,790	54,790
Enforcement	291	0	0	35,400	35,400
<b>Total Transfers</b>	<b>14,717</b>	<b>16,449</b>	<b>14,750</b>	<b>120,540</b>	<b>105,790</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>1,203,450</b>	<b>1,317,116</b>	<b>1,319,391</b>	<b>1,299,874</b>	<b>(19,517)</b>

## Service Category Summary

### Bylaw Enforcement

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(510,379)</b>	<b>(535,200)</b>	<b>(544,000)</b>	<b>(634,000)</b>	<b>(90,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,102,483</b>	<b>1,231,357</b>	<b>1,299,031</b>	<b>1,309,944</b>	<b>10,913</b>
Non-Salary Expenses	<b>596,629</b>	<b>604,510</b>	<b>549,610</b>	<b>503,390</b>	<b>(46,220)</b>
Total Expenditures	<b>1,699,112</b>	<b>1,835,867</b>	<b>1,848,641</b>	<b>1,813,334</b>	<b>(35,307)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>14,717</b>	<b>16,449</b>	<b>14,750</b>	<b>120,540</b>	<b>105,790</b>
Net Operations	<b>1,203,450</b>	<b>1,317,116</b>	<b>1,319,391</b>	<b>1,299,874</b>	<b>(19,517)</b>

## Service Category Summary

### Dev Planning and Admin

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Transit - BC Transit	(2,077,064)	(2,033,823)	(2,033,823)	(2,141,950)	(108,127)
Community Planning	(135,116)	(170,500)	(170,500)	(170,500)	0
Subdiv, Infra, Bldg Inspection	(848,262)	(1,317,900)	(1,317,900)	(1,317,900)	0
Business Licenses	(1,065,142)	(954,056)	(1,001,831)	(1,001,830)	1
Land Management Operations	(971,780)	(705,900)	(705,900)	(855,910)	(150,010)
Dev Serv Admin - Operations	(28,086)	(20,100)	(20,100)	(20,100)	0
<b>Total Revenues</b>	<b>(5,125,450)</b>	<b>(5,202,279)</b>	<b>(5,250,054)</b>	<b>(5,508,190)</b>	<b>(258,136)</b>
<b>Expenditures</b>					
Transit - BC Transit	4,748,550	4,773,921	4,773,921	5,000,973	227,052
Community Forest and Fire Fuel	15,423	122,410	0	0	0
Community Planning	574,984	691,296	589,431	608,118	18,687
Subdiv, Infra, Bldg Inspection	762,314	838,553	830,310	855,811	25,501
Business Licenses	82,408	90,470	90,264	32,165	(58,099)
Contam Sites-Non City Owned	73,947	0	0	0	0
Land Management Operations	190,417	276,799	281,098	294,257	13,159
Dev Serv Admin - Operations	942,215	763,952	964,030	996,482	32,452
<b>Total Expenditures</b>	<b>7,390,258</b>	<b>7,557,401</b>	<b>7,529,054</b>	<b>7,787,806</b>	<b>258,752</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>					
Community Forest and Fire Fuel	(15,423)	(122,410)	0	0	0
Community Planning	(82,289)	0	0	0	0
Subdiv, Infra, Bldg Inspection	37,500	0	0	18,000	18,000
Contam Sites-Non City Owned	(73,947)	0	0	0	0
Land Management Operations	(7,150)	(20,000)	(20,000)	(20,000)	0
Dev Serv Admin - Operations	(1,265)	0	0	0	0
<b>Total Transfers</b>	<b>(142,573)</b>	<b>(142,410)</b>	<b>(20,000)</b>	<b>(2,000)</b>	<b>18,000</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>					
Transit - BC Transit AM	10,647	19,366	101,841	12,430	(89,411)
<b>Total Expenditures - Asset Maintenance</b>	<b>10,647</b>	<b>19,366</b>	<b>101,841</b>	<b>12,430</b>	<b>(89,411)</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>2,132,882</b>	<b>2,232,078</b>	<b>2,360,841</b>	<b>2,290,046</b>	<b>(70,795)</b>

## Service Category Summary

### Dev Planning and Admin

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(5,125,450)</b>	<b>(5,202,279)</b>	<b>(5,250,054)</b>	<b>(5,508,190)</b>	<b>(258,136)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,216,019</b>	<b>2,386,689</b>	<b>2,393,044</b>	<b>2,445,979</b>	<b>52,935</b>
Non-Salary Expenses	<b>5,184,886</b>	<b>5,190,078</b>	<b>5,237,851</b>	<b>5,354,257</b>	<b>116,406</b>
Total Expenditures	<b>7,400,905</b>	<b>7,576,767</b>	<b>7,630,895</b>	<b>7,800,236</b>	<b>169,341</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(142,573)</b>	<b>(142,410)</b>	<b>(20,000)</b>	<b>(2,000)</b>	<b>18,000</b>
Net Operations	<b>2,132,882</b>	<b>2,232,078</b>	<b>2,360,841</b>	<b>2,290,046</b>	<b>(70,795)</b>

## Service Category Summary

### Economic Development

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Economic Development	(50,000)	0	(200,000)	(70,000)	130,000
<b>Total Revenues</b>	<b>(50,000)</b>	<b>0</b>	<b>(200,000)</b>	<b>(70,000)</b>	<b>130,000</b>
<b>Expenditures</b>					
Economic Development	1,100,101	1,045,398	732,410	694,886	(37,524)
<b>Total Expenditures</b>	<b>1,100,101</b>	<b>1,045,398</b>	<b>732,410</b>	<b>694,886</b>	<b>(37,524)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,050,101</b>	<b>1,045,398</b>	<b>532,410</b>	<b>624,886</b>	<b>92,476</b>

## Service Category Summary

### Economic Development

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(50,000)</b>	<b>0</b>	<b>(200,000)</b>	<b>(70,000)</b>	<b>130,000</b>
Expenditures					
Salary & Wages (including Benefits)	<b>0</b>	<b>0</b>	<b>448,418</b>	<b>411,886</b>	<b>(36,532)</b>
Non-Salary Expenses	<b>1,100,101</b>	<b>1,045,398</b>	<b>283,992</b>	<b>283,000</b>	<b>(992)</b>
Total Expenditures	<b>1,100,101</b>	<b>1,045,398</b>	<b>732,410</b>	<b>694,886</b>	<b>(37,524)</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>1,050,101</b>	<b>1,045,398</b>	<b>532,410</b>	<b>624,886</b>	<b>92,476</b>

## Service Category Summary

### Off-Street Parking

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Parking - Off Street	(1,247,556)	(1,817,550)	(1,659,221)	(1,759,220)	(99,999)
Maintenance - Off Street	(1,947)	0	0	0	0
<b>Total Revenues</b>	<b>(1,249,503)</b>	<b>(1,817,550)</b>	<b>(1,659,221)</b>	<b>(1,759,220)</b>	<b>(99,999)</b>
<b>Expenditures</b>					
Parking - Off Street	490,204	668,931	564,531	567,780	3,249
Maintenance - Off Street	546,589	603,056	635,794	670,961	35,167
<b>Total Expenditures</b>	<b>1,036,792</b>	<b>1,271,987</b>	<b>1,200,325</b>	<b>1,238,741</b>	<b>38,416</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>					
Parking - Off Street	212,714	544,443	458,486	505,669	47,183
Maintenance - Off Street	(3)	1,120	410	14,810	14,400
<b>Total Transfers</b>	<b>212,711</b>	<b>545,563</b>	<b>458,896</b>	<b>520,479</b>	<b>61,583</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>					
Parkade Revitalisation 2014	0	21,930	0	0	0
Parkade Revitalisation 2016	0	0	20,000	0	(20,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>21,930</b>	<b>20,000</b>	<b>0</b>	<b>(20,000)</b>
<b>Transfers - Asset Maintenance</b>					
Parkade Revitalisation 2014	0	(21,930)	0	0	0
Parkade Revitalisation 2016	0	0	(20,000)	0	20,000
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>(21,930)</b>	<b>(20,000)</b>	<b>0</b>	<b>20,000</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Off-Street Parking

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,249,503)</b>	<b>(1,817,550)</b>	<b>(1,659,221)</b>	<b>(1,759,220)</b>	<b>(99,999)</b>
Expenditures					
Salary & Wages (including Benefits)	243,645	348,827	356,602	356,861	259
Non-Salary Expenses	793,148	945,090	863,723	881,880	18,157
Total Expenditures	<b>1,036,792</b>	<b>1,293,917</b>	<b>1,220,325</b>	<b>1,238,741</b>	<b>18,416</b>
Debt	0	0	0	0	0
Transfers	212,711	523,633	438,896	520,479	81,583
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Agreements & Grants Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Library Services</b>								
REVENUE	(347,500)	(351,500)	(347,500)	(354,500)	(354,500)	(354,500)	(354,500)	(354,500)
EXPENDITURES	3,745,328	3,745,328	3,838,961	3,934,935	3,934,935	3,934,935	3,934,935	3,934,935
<b>Total</b>	<b>3,397,828</b>	<b>3,393,828</b>	<b>3,491,461</b>	<b>3,580,435</b>	<b>3,580,435</b>	<b>3,580,435</b>	<b>3,580,435</b>	<b>3,580,435</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>3,724,828</b>	<b>3,720,828</b>	<b>3,818,461</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>

## Service Category Summary

### Library Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Grants - Library	(347,500)	(351,500)	(347,500)	(354,500)	(7,000)
<b>Total Revenues</b>	<b>(347,500)</b>	<b>(351,500)</b>	<b>(347,500)</b>	<b>(354,500)</b>	<b>(7,000)</b>
<b>Expenditures</b>					
Grants - Library	3,745,328	3,745,328	3,838,961	3,934,935	95,974
<b>Total Expenditures</b>	<b>3,745,328</b>	<b>3,745,328</b>	<b>3,838,961</b>	<b>3,934,935</b>	<b>95,974</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>3,397,828</b>	<b>3,393,828</b>	<b>3,491,461</b>	<b>3,580,435</b>	<b>88,974</b>

## Service Category Summary

### Library Services

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(347,500)	(351,500)	(347,500)	(354,500)	(7,000)
Expenditures					
Non-Salary Expenses	3,745,328	3,745,328	3,838,961	3,934,935	95,974
Total Expenditures	3,745,328	3,745,328	3,838,961	3,934,935	95,974
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	3,397,828	3,393,828	3,491,461	3,580,435	88,974



## The Prince George Public Library

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

 /pglibrary

 /pg\_library

October 31, 2016

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

Mayor Hall and Members of Council:

Please find attached for your consideration the Prince George Public Library's 2017 operations budget. We have prepared a budget of \$4,234,640.00 to support the two physical branches as well as digital and outreach services. As per guidelines, the City and Regional District portion of this budget is \$3,915,740.00. We will return \$484,250.00 in rent for the two facilities.

The 2017 operating budget includes a modest increase to staffing costs, including a cost of living adjustment, required increments, and the associated increase in benefits expenses. This expense amount accounts for most of the budget increase associated with the guideline amount.

An increase in operational expenses is planned to manage rising costs and to meet the community demand for current collections and digital resources. An increase to materials costs in both the operations and tangible capital assets areas is the first increase to our collections budget in more than five years. The reduction in the information technology budget has been realized by modifications in software and hardware agreements for 2017.

Our investment in furniture and equipment has been reduced to meet the budget requirements. The small increase to the computer infrastructure budget will allow for the modification of an existing server for expanded storage capabilities.

The Library was pleased to improve facilities and services in 2016 with new study rooms, bike racks and Knowledge Garden maintenance. Programs such as Homework Help and new technology with creative software have been extremely well received by the community. Unique items for loan including Tech Kits and the Golden Raven Discovery Pass provide new opportunities for learning. Our performance measurements to date show a significant increase in both the lending of materials and attendance at programs throughout 2016. In 2017, our plans for seamless access to physical and digital collections will be implemented with new software, and we plan to welcome our colleagues from around the North to Prince George for the Beyond Hope Library Conference in June. This biennial northern library conference is growing in numbers and reputation throughout the province.

Facility improvements funded through the city's capital funding process enable the library to meet its commitment to provide excellent library services for residents. The Library continues to be one of the highest used civic facilities, and the entrance remains a top concern for our users and supporters. The

Board appreciates that throughout 2016 dedicated City staff were assigned to continue the work on the project scope for an improved entrance that will address the accessibility and security of the facility. The Board looks forward to Council's funding consideration for the entrance during the 2017-2021 financial plan deliberations.

Thank-you for supporting the significant contributions that the Library makes to the City's goals of a culturally rich, equitable, diverse, economically vibrant, healthy, engaged and connected community.

Respectfully submitted



Carolynne Burkholder-James,  
Chair, Board of Trustees  
Prince George Public Library



# The Prince George Public Library

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## Prince George Public Library Budget 2017

	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Total Deviation From 2016</u>
<b>Revenue</b>			
Municipal Funding Sources	3,838,961	3,915,740	76,779
Provincial Funding Sources	218,500	217,000	(1,500)
Internally Generated Sources	100,600	101,900	1,300
<b>Total Revenue</b>	<b><u>\$4,158,061</u></b>	<b><u>\$4,234,640</u></b>	<b><u>\$76,579</u></b>
<b>Wages &amp; Related Expenses</b>			
Benefits	474,500	485,249	10,749
Education & Professional Development	24,000	24,000	0
Wages	2,225,000	2,286,900	61,900
Other Staff Associated Costs	10,500	10,500	0
	<b><u>2,734,000</u></b>	<b><u>2,806,649</u></b>	<b><u>\$72,649</u></b>
<b>Operational Expenses</b>			
Supplies	19,176	23,225	4,049
Materials Costs	236,557	245,441	8,884
General & Administrative	199,175	207,275	8,100
Information Technology	104,800	99,100	(5,700)
Rent	484,250	484,250	0
Repairs & Maintenance	106,060	113,500	7,440
	<b><u>1,150,018</u></b>	<b><u>1,172,791</u></b>	<b><u>\$22,773</u></b>
<b>Investment in Tangible Capital Assets</b>			
Furniture	26,000	4,000	(22,000)
Equipment	6,200	2,700	(3,500)
Computer Infrastructure	20,500	23,500	3,000
Materials	221,343	225,000	3,657
	<b><u>274,043</u></b>	<b><u>255,200</u></b>	<b><u>(\$18,843)</u></b>
<b>Total Expenses &amp; TCA's</b>	<b><u>\$4,158,061</u></b>	<b><u>\$4,234,640</u></b>	<b><u>\$76,579</u></b>

## Service Category Summary

### Tourism Prince George

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<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)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	0	0	0	0	0
Expenditures					
Non-Salary Expenses	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	327,000	327,000	327,000	327,000	0



# Tourism PRINCE GEORGE

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

January 10, 2017

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2017 annual budget for Council's consideration. The annual budget has increased by 4.4 percent as a result of an anticipated increase in the Municipal and Regional District Tax from 2% to 3% beginning in July 2017.

In 2017, Tourism Prince George will continue to implement the objectives set out in the 2015 - 2019 Strategic Plan and continue to develop the tourism sector and key platforms through consistent brand, messaging, and online activities. Destination marketing activities will focus on promoting the diversity of opportunities in Prince George, including both urban and wilderness experiences.

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

Due to the success and additional funding available through the Municipal and Regional District Hotel Room Tax (MRDT), Tourism Prince George will continue to work toward growing the tourism sector in the community, which helps lead to positive economic growth for the city.

Sincerely,

Erica Hummel  
CEO

**TOURISM PRINCE GEORGE 2017 BUDGET**

<b>REVENUE</b>	<b>2016</b>	<b>DMO</b>	<b>VIC</b>	<b>2017</b>	<b>DMO</b>	<b>VIC</b>	<b>% Change</b>
City of Prince George	327,000	167,180	159,820	327,000	163,500	163,500	0.0
MRDT (Hotel Tax)	845,000	845,000	0	945,000	945,000	0	11.8
Province of BC	23,000	0	23,000	23,000	0	23,000	0.0
Private Partnership	60,000	60,000	0	10,000	10,000	0	-83.3
Advertising Guide Sales	50,000	50,000	0	55,000	55,000	0	10.0
Sales Commissions	2,000	0	2,000	3,000	0	3,000	50.0
Merchandising Income	20,000	0	20,000	22,750	0	22,750	13.8
Other							
<b>TOTAL REVENUES</b>	<b>1,327,000</b>	<b>1,122,180</b>	<b>204,820</b>	<b>1,385,750</b>	<b>1,173,500</b>	<b>212,250</b>	<b>4.4</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	133,500	84,500	49,000	153,000	88,000	65,000	14.6
Operating Benefits	21,300	13,500	7,800	24,000	14,000	10,000	12.7
VIC Staff	30,000	0	30,000	25,500	0	25,500	-15.0
Rent	47,000	23,500	23,500	47,000	23,500	23,500	0.0
Building Maintenance	60,000	30,000	30,000	60,000	30,000	30,000	0.0
Telephone	11,000	5,500	5,500	11,000	5,500	5,500	0.0
Legal/Accounting	31,000	15,500	15,500	31,000	15,500	15,500	0.0
Cost of Goods	6,500	0	6,500	10,000	0	10,000	53.8
Office Supplies	5,000	2,500	2,500	5,000	2,500	2,500	0.0
Office Equipment	4,000	2,000	2,000	4,000	2,000	2,000	0.0
Internet/IT	5,000	2,500	2,500	5,000	2,500	2,500	0.0
Board Expenses	14,000	7,000	7,000	5,000	2,500	2,500	-64.3
Insurance	6,500	3,250	3,250	6,500	3,250	3,250	0.0
Vehicle Overhead	6,000	3,000	3,000	6,000	3,000	3,000	0.0
Mileage and Parking	2,000	1,000	1,000	2,000	1,000	1,000	0.0
Training and Development	5,000	2,500	2,500	8,500	6,000	2,500	70.0
<b>Subtotal, Operating</b>	<b>387,800</b>	<b>196,250</b>	<b>191,550</b>	<b>403,500</b>	<b>199,250</b>	<b>204,250</b>	<b>4.0</b>
<b>Capital</b>							
Equipment	14,000	7,000	7,000	25,700	0	25,700	83.6
Building Improvements	12,540	6,270	6,270	2,000	2,000	0	-84.1
<b>Subtotal, Capital</b>	<b>26,540</b>	<b>13,270</b>	<b>13,270</b>	<b>27,700</b>	<b>2,000</b>	<b>25,700</b>	<b>4.4</b>
<b>Marketing</b>							
Marketing Salaries	342,500	342,500	0	357,000	357,000	0	4.2
Marketing Benefits	44,000	44,000	0	57,000	57,000	0	29.5
Postage/Freight	10,000	10,000	0	10,000	10,000	0	0.0
Consumer Shows	20,000	20,000	0	25,000	25,000	0	25.0
Consumer Campaigns & Ads	192,660	192,660	0	170,000	170,000	0	-11.8
Visitor Guide	75,000	75,000		65,000	65,000		-13.3
Video/Photo	15,000	15,000	0	10,000	10,000	0	-33.3
Fam Tours/Media	3,500	3,500	0	3,500	3,500	0	0.0
Website	20,000	20,000	0	20,000	20,000	0	0.0
Marketing Memberships	10,000	10,000	0	8,000	8,000	0	-20.0
Sport/Event Development	50,000	50,000	0	75,000	75,000	0	50.0
Meetings & Conventions Development	50,000	50,000	0	75,000	75,000	0	50.0
Destination Development & Training	35,000	35,000	0	70,000	70,000	0	100.0
Event Sponsorship	45,000	45,000	0	30,000	30,000	0	-33.3
<b>Subtotal, Marketing</b>	<b>912,660</b>	<b>912,660</b>	<b>0</b>	<b>975,500</b>	<b>975,500</b>	<b>0</b>	<b>6.9</b>
<b>TOTAL EXPENSES</b>	<b>1,327,000</b>	<b>1,122,180</b>	<b>204,820</b>	<b>1,406,700</b>	<b>1,176,750</b>	<b>229,950</b>	<b>6.0</b>

**Corporate Management Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Office of City Manager</b>								
REVENUE	(179,135)	0	0	0	0	0	0	0
EXPENDITURES	1,327,432	842,201	672,266	544,546	553,879	563,398	573,108	583,012
TRANSFERS	(391,092)	0	0	0	0	0	0	0
<b>Total</b>	<b>757,205</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>553,879</b>	<b>563,398</b>	<b>573,108</b>	<b>583,012</b>
<b>Mayor &amp; Council</b>								
REVENUE	(20,000)	0	0	0	0	0	0	0
EXPENDITURES	648,901	617,845	641,664	649,302	657,084	665,020	673,115	681,373
TRANSFERS	(58,787)	0	0	0	0	0	0	0
<b>Total</b>	<b>570,114</b>	<b>617,845</b>	<b>641,664</b>	<b>649,302</b>	<b>657,084</b>	<b>665,020</b>	<b>673,115</b>	<b>681,373</b>
<b>Social Planning</b>								
REVENUE	(409,628)	0	0	0	0	0	0	0
EXPENDITURES	733,881	399,850	412,650	576,094	579,111	582,188	585,326	588,528
TRANSFERS	99,081	0	200	200	200	200	200	200
<b>Total</b>	<b>423,333</b>	<b>399,850</b>	<b>412,850</b>	<b>576,294</b>	<b>579,311</b>	<b>582,388</b>	<b>585,526</b>	<b>588,728</b>
<b>OLD BU'S - Mayor &amp; Council</b>								
EXPENDITURES	0	18,000	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,750,652</b>	<b>1,877,896</b>	<b>1,726,780</b>	<b>1,770,142</b>	<b>1,790,274</b>	<b>1,810,806</b>	<b>1,831,749</b>	<b>1,853,113</b>

## Service Category Summary

### Office of City Manager

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Corporate Mgmt - Gen Admin	(159,035)	0	0	0	0
50-50 Lottery: United Way	(20,100)	0	0	0	0
<b>Total Revenues</b>	<b>(179,135)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Corporate Management	984,335	748,401	605,616	541,546	(64,070)
Corporate Mgmt - Gen Admin	323,396	90,800	63,650	0	(63,650)
Corp Mgmt - CN Centre Suite	86	3,000	3,000	3,000	0
50-50 Lottery: United Way	19,615	0	0	0	0
<b>Total Expenditures</b>	<b>1,327,432</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</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	(400,509)	0	0	0	0
Corporate Mgmt - Gen Admin	9,417	0	0	0	0
<b>Total Transfers</b>	<b>(391,092)</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>757,205</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</b>

### Service Category Summary Office of City Manager

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(179,135)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>966,814</b>	<b>741,401</b>	<b>597,116</b>	<b>466,646</b>	<b>(130,470)</b>
Non-Salary Expenses	<b>360,617</b>	<b>100,800</b>	<b>75,150</b>	<b>77,900</b>	<b>2,750</b>
<b>Total Expenditures</b>	<b>1,327,432</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(391,092)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>757,205</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</b>

## Service Category Summary

### Mayor & Council

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Crime Reduction Taskforce	(20,000)	0	0	0	0
<b>Total Revenues</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Asia Pacific Twinning Initiati	10,253	0	0	0	0
Economic Development - Council	14,432	25,000	25,000	40,000	15,000
Corporate Plan / Orientation	4,729	15,000	15,000	15,000	0
Downtown Initiatives	32,236	0	0	0	0
Legislative-Mayor	136,875	137,253	139,009	141,315	2,306
Crime Reduction Taskforce	47,336	0	0	0	0
Economic Development - Mayor	771	15,000	15,000	0	(15,000)
Legislative-Council	376,496	376,092	380,155	385,487	5,332
Council - Krause	3,172	6,000	6,000	6,000	0
Council - Skakun	1,409	6,000	6,000	6,000	0
Council Committee	4,513	19,500	19,500	19,500	0
Council - Frizzell	(2,388)	6,000	6,000	6,000	0
Council - Stolz	0	6,000	0	0	0
Council - Wilbur	0	6,000	0	0	0
Council - Hall	0	6,000	0	0	0
Council - Koehler	3,766	6,000	6,000	6,000	0
Council - Everitt	4,289	6,000	6,000	6,000	0
Council - Merrick	3,605	0	6,000	6,000	0
Council - McConnachie	4,251	0	6,000	6,000	0
Council - Scott	3,157	0	6,000	6,000	0
<b>Total Expenditures</b>	<b>648,901</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</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 - Council	(2,100)	0	0	0	0
Downtown Initiatives	(33,156)	0	0	0	0
Crime Reduction Taskforce	(27,336)	0	0	0	0
Legislative-Council	3,804	0	0	0	0
<b>Total Transfers</b>	<b>(58,787)</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>570,114</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</b>

## Service Category Summary

### Mayor & Council

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>380,953</b>	<b>375,595</b>	<b>381,414</b>	<b>389,042</b>	<b>7,628</b>
Non-Salary Expenses	<b>267,948</b>	<b>260,250</b>	<b>260,250</b>	<b>260,260</b>	<b>10</b>
<b>Total Expenditures</b>	<b>648,901</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(58,787)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>570,114</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</b>

## Service Category Summary

### Social Planning

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Social Planning/Coordination	(8,411)	0	0	0	0
NCPC Strengthening Families	(401,218)	0	0	0	0
<b>Total Revenues</b>	<b>(409,628)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
CPAH Project	15,000	7,500	7,500	0	(7,500)
myPG Social Development Fund	357,351	357,350	359,150	359,150	0
PG Council of Seniors	10,000	10,000	10,000	0	(10,000)
Community Foundation Legacy	25,000	25,000	25,000	0	(25,000)
Communities that Care Progr	2,784	0	0	0	0
Social Planning/Coordination	20,802	0	11,000	216,944	205,944
NCPC Strengthening Families	302,944	0	0	0	0
<b>Total Expenditures</b>	<b>733,881</b>	<b>399,850</b>	<b>412,650</b>	<b>576,094</b>	<b>163,444</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>					
Communities that Care Progr	(2,784)	0	0	0	0
Social Planning/Coordination	3,591	0	200	200	0
NCPC Strengthening Families	98,274	0	0	0	0
<b>Total Transfers</b>	<b>99,081</b>	<b>0</b>	<b>200</b>	<b>200</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>423,333</b>	<b>399,850</b>	<b>412,850</b>	<b>576,294</b>	<b>163,444</b>

## Service Category Summary

### Social Planning

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(409,628)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>48,504</b>	<b>0</b>	<b>0</b>	<b>150,844</b>	<b>150,844</b>
Non-Salary Expenses	<b>685,377</b>	<b>399,850</b>	<b>412,650</b>	<b>425,250</b>	<b>12,600</b>
<b>Total Expenditures</b>	<b>733,881</b>	<b>399,850</b>	<b>412,650</b>	<b>576,094</b>	<b>163,444</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>99,081</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>
<b>Net Operations</b>	<b>423,333</b>	<b>399,850</b>	<b>412,850</b>	<b>576,294</b>	<b>163,444</b>

## Social Planning Service Enhancement Collective Impact

### DESCRIPTION:

Collective Impact is “the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration”. It is not “collaboration as usual” championed by a single sector, and it doesn’t focus on individual programs or short term solutions. Instead, through attention to a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support, it enables communities to significantly improve or solve complex problems and advance shared goals that contribute to healthy community development.

This service enhancement reflects the City of Prince George’s interest in enhancing its social planning resources to facilitate a collective impact approach to the achievement of myPG Social Development goals. This facilitation would be managed in partnership with other levels of government, community organizations, and key partners.

To implement the approach in a way that ensures the community works collectively to address shared goals and is able to report on progress in a meaningful way, key supports must be in place. This service enhancement will enable the City to better coordinate work among partners with the provision of these important supports including: dedicated facilitation staff; a shared measurement system with associated data collection and analysis services; and multi-sectoral community engagement activities.

### FINANCIAL COST OF THE ENHANCEMENT:

The increase to the Social Planning budget would total \$141,468:

- Social Planning Co-ordinator 1.0 FTE = \$76,468
- Data Management Contract Fee - \$60,000
- Additional Community Engagement - \$5,000



## Social Planning Service Enhancement myPG Community Grants

### DESCRIPTION:

This service enhancement will enable the City of Prince George to further recognize and leverage the capacity of non-profit organizations to contribute to the achievement of myPG Social Development goals. An increase to myPG Community (Social) Grants budget, which has remained relatively unchanged for the past ten years, will:

- a. address increased demand for City funding of activities that align with Council priorities and the diminished availability of funds for disbursement on an annual basis given large multi-year funding commitments to selected organizations;
- b. enable amendments to the myPG Community Grant process to allow for two grant intakes per year;
- c. ensure more equitable access to City funding, and consistent adjudication of funding requests by enabling Council to refer requests for City financial support, that fall outside of established grant intake timeframes, to Administration for action and;
- d. allow organizations hosting small scale events/functions, targeted primarily to local participants, to access City financial support.

### FINANCIAL COST OF THE ENHANCEMENT:

The myPG Community Grants budget would increase from \$359,150 to \$500,000 for a total of \$140,850.

**External Relations Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Communications</b>								
EXPENDITURES	221,771	0	421,866	531,435	539,609	547,946	556,450	565,124
<b>Total</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>539,609</b>	<b>547,946</b>	<b>556,450</b>	<b>565,124</b>
<b>GRAND TOTAL</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>539,609</b>	<b>547,946</b>	<b>556,450</b>	<b>565,124</b>

## Service Category Summary

### Communications

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Corporate Communications	221,771	0	421,866	531,435	109,569
Total Expenditures	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</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>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</b>

## Service Category Summary

### Communications

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	170,915	0	299,116	408,685	109,569
Non-Salary Expenses	50,856	0	122,750	122,750	0
<b>Total Expenditures</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
<b>Net Operations</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</b>

**Engineering & Public Works Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(79,404)	(90,000)	(90,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
EXPENDITURES	7,440,926	7,077,991	7,952,056	5,187,630	5,187,630	5,187,630	5,187,630	5,187,630
TRANSFERS	278,161	(25,000)	(25,000)	1,877,370	1,877,370	1,877,370	1,877,370	1,877,370
<b>Total</b>	<b>7,639,684</b>	<b>6,962,991</b>	<b>7,837,056</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>
<b>Roads</b>								
REVENUE	(159,894)	(106,388)	(174,737)	(110,239)	(111,077)	(111,931)	(112,802)	(113,690)
EXPENDITURES	3,238,935	2,887,870	3,992,732	2,780,503	2,815,470	2,851,136	2,887,517	2,924,623
TRANSFERS	0	0	(217,500)	1,054,510	1,054,510	1,054,510	1,054,510	1,054,510
<b>Total</b>	<b>3,079,041</b>	<b>2,781,482</b>	<b>3,600,495</b>	<b>3,724,774</b>	<b>3,758,903</b>	<b>3,793,715</b>	<b>3,829,225</b>	<b>3,865,443</b>
<b>Storm Drainage</b>								
REVENUE	(155,643)	(119,899)	(165,919)	(163,131)	(164,863)	(166,628)	(168,432)	(170,271)
EXPENDITURES	1,105,744	1,558,942	1,768,765	948,713	963,503	978,587	993,979	1,009,675
TRANSFERS	(79,428)	(517,155)	(514,192)	321,720	321,720	321,720	321,720	321,720
<b>Total</b>	<b>870,673</b>	<b>921,888</b>	<b>1,088,654</b>	<b>1,107,302</b>	<b>1,120,360</b>	<b>1,133,679</b>	<b>1,147,267</b>	<b>1,161,124</b>
<b>Fleet Services</b>								
REVENUE	(8,364,694)	(7,241,563)	(7,643,258)	(435,340)	(435,340)	(435,340)	(435,340)	(435,340)
EXPENDITURES	7,297,317	5,641,812	5,852,592	5,714,327	5,758,568	5,803,691	5,849,719	5,896,666
TRANSFERS	1,535,834	2,295,759	2,383,227	(4,820,217)	(4,458,579)	(4,392,483)	(4,459,807)	(4,449,440)
<b>Total</b>	<b>468,457</b>	<b>696,008</b>	<b>592,561</b>	<b>458,770</b>	<b>864,649</b>	<b>975,868</b>	<b>954,572</b>	<b>1,011,886</b>
<b>Street Lighting</b>								
REVENUE	(166,642)	(17,400)	(18,600)	(18,600)	(18,600)	(18,600)	(18,600)	(18,600)
EXPENDITURES	1,863,544	1,456,505	1,593,212	1,601,925	1,606,234	1,610,629	1,615,110	1,619,681
TRANSFERS	(35,782)	(36,167)	(40,000)	115,300	115,300	115,300	115,300	115,300
<b>Total</b>	<b>1,661,120</b>	<b>1,402,938</b>	<b>1,534,612</b>	<b>1,698,625</b>	<b>1,702,934</b>	<b>1,707,329</b>	<b>1,711,810</b>	<b>1,716,381</b>
<b>Eng. &amp; Public Works Admin</b>								
REVENUE	(18,566)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
EXPENDITURES	570,971	395,013	752,082	993,607	1,010,661	1,028,056	1,045,800	1,063,899
TRANSFERS	(95,979)	0	0	0	0	0	0	0
<b>Total</b>	<b>456,427</b>	<b>390,013</b>	<b>747,082</b>	<b>988,607</b>	<b>1,005,661</b>	<b>1,023,056</b>	<b>1,040,800</b>	<b>1,058,899</b>
<b>Solid Waste Services</b>								
REVENUE	(4,293,855)	(4,267,765)	(4,330,127)	(4,494,660)	(4,494,660)	(4,494,660)	(4,494,660)	(4,494,660)
EXPENDITURES	3,002,513	2,787,490	2,792,413	2,330,399	2,348,484	2,366,933	2,385,748	2,404,941
TRANSFERS	1,291,342	1,480,275	1,537,714	2,164,261	2,146,176	2,127,727	2,108,912	2,089,719
<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	(505,921)	(440,178)	(440,178)	(440,180)	(440,180)	(440,180)	(440,180)	(440,180)
EXPENDITURES	600,964	493,517	530,068	461,221	468,516	475,956	483,546	491,288
TRANSFERS	54,039	19,259	19,259	90,655	90,655	90,655	90,655	90,655
<b>Total</b>	<b>149,082</b>	<b>72,598</b>	<b>109,149</b>	<b>111,696</b>	<b>118,991</b>	<b>126,431</b>	<b>134,021</b>	<b>141,763</b>
<b>Sewer Operations</b>								
REVENUE	(13,132,482)	(13,237,274)	(13,066,250)	(12,854,806)	(12,844,160)	(12,854,030)	(12,866,755)	(12,880,035)
EXPENDITURES	5,599,479	4,997,945	6,191,878	5,332,635	5,403,197	5,475,168	5,548,579	5,623,459
DEBT	1,109,389	1,176,536	769,489	357,364	341,460	448,930	461,347	474,313
TRANSFERS	6,347,936	6,993,075	6,104,883	7,164,807	7,099,503	6,929,932	6,856,829	6,782,263
<b>Total</b>	<b>(75,679)</b>	<b>(69,718)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Operations</b>								
REVENUE	(16,652,729)	(16,616,519)	(16,645,958)	(16,533,995)	(16,565,759)	(16,598,811)	(16,633,206)	(16,668,996)
EXPENDITURES	5,845,176	5,241,016	5,773,273	5,347,213	5,411,522	5,477,118	5,544,026	5,612,273
DEBT	1,737,453	1,743,024	1,705,558	1,332,543	1,361,928	1,392,547	1,424,449	1,457,690
TRANSFERS	9,070,100	9,632,479	9,167,127	9,854,239	9,792,309	9,729,146	9,664,731	9,599,033
<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>

### Engineering & Public Works Summary

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Parks</b>								
REVENUE	(65,756)	(30,800)	(30,800)	(87,190)	(87,390)	(87,594)	(87,802)	(88,014)
EXPENDITURES	4,043,709	3,738,486	4,337,744	3,755,087	3,815,653	3,877,432	3,940,448	4,004,719
TRANSFERS	(8,131)	(68,584)	(244,234)	764,618	764,618	764,618	764,618	764,618
<b>Total</b>	<b>3,969,822</b>	<b>3,639,102</b>	<b>4,062,710</b>	<b>4,432,515</b>	<b>4,492,881</b>	<b>4,554,456</b>	<b>4,617,264</b>	<b>4,681,323</b>
<b>Civic Facilities</b>								
REVENUE	(176,558)	(76,678)	(75,973)	(23,652)	(23,706)	(23,761)	(23,817)	(23,874)
EXPENDITURES	1,682,288	2,285,995	2,204,476	1,935,103	1,952,995	1,971,246	1,989,861	2,008,846
TRANSFERS	107,389	(399,730)	(260,997)	124,385	124,385	124,385	124,385	124,385
<b>Total</b>	<b>1,613,118</b>	<b>1,809,587</b>	<b>1,867,506</b>	<b>2,035,836</b>	<b>2,053,674</b>	<b>2,071,870</b>	<b>2,090,429</b>	<b>2,109,357</b>
<b>Engineering</b>								
REVENUE	(7,804)	(33,912)	(33,912)	(33,910)	(33,910)	(33,910)	(33,910)	(33,910)
EXPENDITURES	542,142	776,649	884,903	1,204,319	1,225,546	1,247,197	1,269,281	1,291,807
TRANSFERS	0	0	(149,568)	(298,513)	(298,513)	(298,513)	(298,513)	(298,513)
<b>Total</b>	<b>534,339</b>	<b>742,737</b>	<b>701,423</b>	<b>871,896</b>	<b>893,123</b>	<b>914,774</b>	<b>936,858</b>	<b>959,384</b>
<b>Asset Management</b>								
EXPENDITURES	426,771	351,407	318,359	337,254	343,570	350,012	356,583	363,285
TRANSFERS	(40,770)	(132,861)	0	0	0	0	0	0
<b>Total</b>	<b>386,001</b>	<b>218,546</b>	<b>318,359</b>	<b>337,254</b>	<b>343,570</b>	<b>350,012</b>	<b>356,583</b>	<b>363,285</b>
<b>District Energy</b>								
REVENUE	166,096	(74,300)	(75,250)	(85,400)	(85,400)	(85,400)	(85,400)	(85,400)
EXPENDITURES	(46,598)	312,063	318,867	336,748	338,361	340,007	341,686	343,400
DEBT	465,321	470,000	462,000	450,000	442,000	434,000	426,000	418,000
TRANSFERS	(584,818)	(707,763)	(705,617)	(701,348)	(694,961)	(688,607)	(682,286)	(676,000)
<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 - Roads &amp; St Mtce</b>								
EXPENDITURES	26,619	25,000	0	0	0	0	0	0
TRANSFERS	(26,619)	(25,000)	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - Storm Drainage</b>								
EXPENDITURES	6,033	420,642	0	0	0	0	0	0
TRANSFERS	(6,033)	(420,642)	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 - Sewer Operations</b>								
REVENUE	(4,320)	(10,200)	0	0	0	0	0	0
EXPENDITURES	1,591,502	79,918	0	0	0	0	0	0
TRANSFERS	(1,511,503)	0	0	0	0	0	0	0
<b>Total</b>	<b>75,679</b>	<b>69,718</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	1,829,068	0	0	0	0	0	0	0
TRANSFERS	(1,829,068)	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-Civic Facilities</b>								
REVENUE	(60,000)	0	0	0	0	0	0	0
EXPENDITURES	193,362	150,029	67,000	0	0	0	0	0
TRANSFERS	(133,362)	(150,029)	(67,000)	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	520,953	0	0	0	0	0	0	0
TRANSFERS	(520,953)	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>20,827,764</b>	<b>19,637,890</b>	<b>22,459,607</b>	<b>22,767,275</b>	<b>23,354,746</b>	<b>23,651,190</b>	<b>23,818,829</b>	<b>24,068,845</b>

## Service Category Summary

### Snow Control

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(79,404)	(90,000)	(90,000)	(65,000)	25,000
<b>Total Revenues</b>	<b>(79,404)</b>	<b>(90,000)</b>	<b>(90,000)</b>	<b>(65,000)</b>	<b>25,000</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	269,896	329,430	319,952	161,799	(158,153)
Snow Plow & Rmv - Grader/Plow	4,423,809	3,446,416	3,944,098	2,450,991	(1,493,107)
Ice Control	1,323,970	1,761,964	2,057,549	1,698,261	(359,288)
Sdwlk Snw Plw/Ice Cntrl-Outsid	210,806	448,839	434,731	344,731	(90,000)
City Facilities Snow/Ice Contr	337,401	353,206	292,894	166,077	(126,817)
Winter Sand Pickup	844,966	662,991	837,056	335,396	(501,660)
<b>Total Expenditures</b>	<b>7,410,848</b>	<b>7,002,846</b>	<b>7,886,280</b>	<b>5,157,255</b>	<b>(2,729,025)</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	0	0	0	750	750
Snow Plow & Rmv - Grader/Plow	225,616	0	0	830,000	830,000
Ice Control	0	0	0	320,000	320,000
Sdwlk Snw Plw/Ice Cntrl-Outsid	26,273	0	0	90,000	90,000
City Facilities Snow/Ice Contr	0	0	0	40,000	40,000
Winter Sand Pickup	26,273	0	0	591,000	591,000
<b>Total Transfers</b>	<b>278,161</b>	<b>0</b>	<b>0</b>	<b>1,871,750</b>	<b>1,871,750</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Snow Routes Signage	0	25,000	25,000	0	(25,000)
Snow Dump Mtce - Gen Chrgs AM	6,443	10,950	8,131	2,105	(6,026)
Snow Plow & Rmv-Grader/Plow AM	23,636	39,195	32,645	28,270	(4,375)
<b>Total Expenditures - Asset Maintenance</b>	<b>30,079</b>	<b>75,145</b>	<b>65,776</b>	<b>30,375</b>	<b>(35,401)</b>
<b>Transfers - Asset Maintenance</b>					
Snow Routes Signage	0	(25,000)	(25,000)	0	25,000
Snow Dump Mtce - Gen Chrgs AM	0	0	0	2,000	2,000
Snow Plow & Rmv-Grader/Plow AM	0	0	0	3,620	3,620
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>5,620</b>	<b>30,620</b>
<b>Net Operations</b>	<b>7,639,684</b>	<b>6,962,991</b>	<b>7,837,056</b>	<b>7,000,000</b>	<b>(837,056)</b>

## Service Category Summary

### Snow Control

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(79,404)	(90,000)	(90,000)	(65,000)	25,000
Expenditures					
Salary & Wages (including Benefits)	2,703,364	2,693,614	2,956,106	2,932,175	(23,931)
Non-Salary Expenses	4,737,562	4,384,377	4,995,950	2,255,455	(2,740,495)
Total Expenditures	7,440,926	7,077,991	7,952,056	5,187,630	(2,764,426)
Debt	0	0	0	0	0
Transfers	278,161	(25,000)	(25,000)	1,877,370	1,902,370
Net Operations	7,639,684	6,962,991	7,837,056	7,000,000	(837,056)

## Service Category Summary

### Roads

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
3rd Pty Streets - Misc	0	(22,033)	(15,099)	(15,099)	0
New Traffic Signs - Sign Insta	(6,087)	0	0	0	0
Cameron St Bridge Mtce	4	0	0	0	0
Bridges & Structures	(4)	0	0	0	0
Curb & Gutter Rpr Conn	(20,859)	(17,000)	(21,877)	(21,877)	0
Pavement Rpr Connection	(112,784)	(58,855)	(65,650)	(65,649)	1
Concrete Sidewalk Rpr Conn	(4,373)	(6,000)	(3,012)	(3,016)	(4)
Asphalt Sidewalk Rpr Conn	0	(2,500)	(1,599)	(4,598)	(2,999)
Sign Mtce Operations	(442)	0	0	0	0
Road Cut Fees	(15,348)	0	0	0	0
<b>Total Revenues</b>	<b>(159,894)</b>	<b>(106,388)</b>	<b>(107,237)</b>	<b>(110,239)</b>	<b>(3,002)</b>
<b>Expenditures</b>					
Traffic Lane Marking	201,948	206,190	212,169	356,766	144,597
3rd Pty Streets - Misc	0	21,738	15,099	15,099	0
Streets - Gen Admin	364,544	462,937	643,614	747,527	103,913
New Traffic Signs - Sign Insta	2,717	0	0	0	0
Gravel Roads - Grading	70,702	128,298	102,133	94,341	(7,792)
Summer Sweeping Program	203,588	260,878	474,682	77,978	(396,704)
Curb & Gutter Mtce	88,705	46,799	126,967	106,543	(20,424)
Cameron St Bridge Mtce	(49,990)	1,020	400	400	0
Bridges & Structures	50,247	0	513	513	0
Mtce Asphalt Rd - Cold Patch R	3,857	31,996	85,223	82,718	(2,505)
Mtce Asphalt Rd - Major Patchi	44,031	56,804	75,877	62,871	(13,006)
Mtce Asphalt Rd - Hot Patch Rp	106,455	133,863	139,951	103,951	(36,000)
Curb & Gutter Rpr Conn	38,220	16,698	21,877	14,777	(7,100)
Pavement Rpr Connection	92,061	59,300	65,650	48,649	(17,001)
Concrete Sidewalk Rpr Conn	3,682	4,392	3,012	2,266	(746)
Asphalt Sidewalk Rpr Conn	0	1,706	1,599	1,598	(1)
Sign Mtce Operations	67,568	12,216	20,981	12,996	(7,985)
<b>Total Expenditures</b>	<b>1,288,334</b>	<b>1,444,835</b>	<b>1,989,747</b>	<b>1,728,993</b>	<b>(260,754)</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	0	0	0	5,500	5,500
Gravel Roads - Grading	0	0	0	5,000	5,000
Summer Sweeping Program	0	0	0	250,000	250,000
Curb & Gutter Mtce	0	0	0	22,000	22,000
Mtce Asphalt Rd - Cold Patch R	0	0	0	1,100	1,100
Mtce Asphalt Rd - Major Patchi	0	0	0	21,300	21,300
Mtce Asphalt Rd - Hot Patch Rp	0	0	0	32,660	32,660
Curb & Gutter Rpr Conn	0	0	0	7,100	7,100
Pavement Rpr Connection	0	0	0	17,000	17,000
Concrete Sidewalk Rpr Conn	0	0	0	750	750
Asphalt Sidewalk Rpr Conn	0	0	0	3,000	3,000
Sign Mtce Operations	0	0	0	4,100	4,100
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>369,510</b>	<b>369,510</b>

## Service Category Summary

### Roads

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues - Asset Maintenance</b>					
Parkridge/Hwy16 Intersect Plan	0	0	(30,000)	0	30,000
Boundary Rd Connector Conceptu	0	0	(37,500)	0	37,500
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>(67,500)</b>	<b>0</b>	<b>67,500</b>
<b>Expenditures - Asset Maintenance</b>					
Bicycle Lane Signs & Markings	26,619	25,000	0	0	0
Traffic Controller Upgrade	0	0	50,000	0	(50,000)
Bridge Structures Assessment	0	0	100,000	0	(100,000)
Parkridge/Hwy16 Intersect Plan	0	0	60,000	0	(60,000)
Boundary Rd Connector Conceptu	0	0	75,000	0	(75,000)
Gravel Roads - Grading AM	484,066	359,238	481,950	206,958	(274,992)
Curb & Gutter Mtce AM	82,416	97,603	70,921	58,921	(12,000)
Cameron St Bridge Mtce AM	(20,614)	9,173	3,600	3,600	0
Bridges & Structures Mtce	30,211	0	4,614	4,614	0
Mtce Asphalt Rd-Cold Patch AM	348,058	56,716	147,765	22,281	(125,484)
Mtce Asphalt Rd-Major Patch AM	390,848	358,471	337,114	313,115	(23,999)
Mtce Asphalt Rd - Hot Patch AM	495,628	369,820	437,412	237,416	(199,996)
Sign Mtce Operations AM	139,987	192,014	234,609	204,605	(30,004)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,977,219</b>	<b>1,468,035</b>	<b>2,002,985</b>	<b>1,051,510</b>	<b>(951,475)</b>
<b>Transfers - Asset Maintenance</b>					
Bicycle Lane Signs & Markings	(26,619)	(25,000)	0	0	0
Traffic Controller Upgrade	0	0	(50,000)	0	50,000
Bridge Structures Assessment	0	0	(100,000)	0	100,000
Parkridge/Hwy16 Intersect Plan	0	0	(30,000)	0	30,000
Boundary Rd Connector Conceptu	0	0	(37,500)	0	37,500
Gravel Roads - Grading AM	0	0	0	251,000	251,000
Curb & Gutter Mtce AM	0	0	0	20,000	20,000
Mtce Asphalt Rd-Cold Patch AM	0	0	0	150,000	150,000
Mtce Asphalt Rd-Major Patch AM	0	0	0	30,600	30,600
Mtce Asphalt Rd - Hot Patch AM	0	0	0	200,000	200,000
Sign Mtce Operations AM	0	0	0	33,400	33,400
<b>Total Transfers - Asset Maintenance</b>	<b>(26,619)</b>	<b>(25,000)</b>	<b>(217,500)</b>	<b>685,000</b>	<b>902,500</b>
<b>Net Operations</b>	<b>3,079,041</b>	<b>2,781,482</b>	<b>3,600,495</b>	<b>3,724,774</b>	<b>124,279</b>

## Service Category Summary

### Roads

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(159,894)	(106,388)	(174,737)	(110,239)	64,498
Expenditures					
Salary & Wages (including Benefits)	1,432,744	1,287,978	1,644,505	1,748,404	103,899
Non-Salary Expenses	1,832,809	1,624,892	2,348,227	1,032,099	(1,316,128)
Total Expenditures	3,265,553	2,912,870	3,992,732	2,780,503	(1,212,229)
Debt	0	0	0	0	0
Transfers	(26,619)	(25,000)	(217,500)	1,054,510	1,272,010
Net Operations	3,079,041	2,781,482	3,600,495	3,724,774	124,279

## Service Category Summary

### Storm Drainage

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Ditching - Culvert Replacement	0	0	0	0	0
3rd Pty - Curb Drop Installati	(36,506)	(15,000)	(20,433)	(20,438)	(5)
3rd Pty - Culvert Install	(37,713)	(25,000)	(30,575)	(30,580)	(5)
Utilities - Admin Operations	0	0	0	0	0
Storm Connections	(24,122)	(30,825)	(67,436)	(64,636)	2,800
3rd Pty - Storm Sewer	(11,586)	(9,071)	(7,475)	(7,477)	(2)
3rd Pty Streets - Connections	(42,181)	(40,003)	(40,000)	(40,000)	0
<b>Total Revenues</b>	<b>(152,109)</b>	<b>(119,899)</b>	<b>(165,919)</b>	<b>(163,131)</b>	<b>2,788</b>
<b>Expenditures</b>					
Ditching - Culvert Replacement	36,254	76,314	86,695	71,534	(15,161)
3rd Pty - Curb Drop Installati	25,945	16,748	20,433	13,638	(6,795)
3rd Pty - Culvert Install	47,214	26,284	30,575	18,580	(11,995)
Utilities - Admin Operations	40,478	48,667	27,566	27,064	(502)
Storm Operations	359,689	466,873	502,723	402,637	(100,086)
Storm Connections	16,848	31,168	67,436	62,436	(5,000)
Storm Sewer Pumphouse - Admin	13,897	11,552	11,895	9,100	(2,795)
3rd Pty - Storm Sewer	12,370	8,614	7,475	6,827	(648)
3rd Pty Streets - Connections	11,484	40,000	40,000	40,000	0
<b>Total Expenditures</b>	<b>564,179</b>	<b>726,220</b>	<b>794,798</b>	<b>651,816</b>	<b>(142,982)</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>					
Ditching - Culvert Replacement	0	0	0	2,800	2,800
3rd Pty - Curb Drop Installati	0	0	0	6,800	6,800
3rd Pty - Culvert Install	0	0	0	12,000	12,000
Utilities - Admin Operations	0	0	0	500	500
Storm Operations	0	0	0	124,300	124,300
Storm Connections	0	0	0	2,200	2,200
3rd Pty - Storm Sewer	0	0	0	650	650
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>149,250</b>	<b>149,250</b>

## Service Category Summary

### Storm Drainage

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues - Asset Maintenance</b>					
Drainage Improvements 2011	(3,534)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(3,534)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Watershed Drainage Blackburn/A	0	9,154	9,154	0	(9,154)
Watershed Drainage PI Univ Hts	6,033	5,159	0	0	0
Drainage Improvements 2011	7,854	36,459	28,605	0	(28,605)
Storm Water Utility	0	415,483	0	0	0
Parkridge Creek WDP	0	130,000	130,000	0	(130,000)
West Fraser River WDP	0	108,767	108,767	0	(108,767)
Storm Rehab Winnipeg Street	75,108	176,910	101,801	0	(101,801)
Drainage Improvements 2014	0	55,865	55,865	0	(55,865)
Drainage Improvements 2016	0	0	80,000	0	(80,000)
Ditching - Culvert Replace AM	185,659	150,407	184,662	114,671	(69,991)
Storm Operations AM	261,179	163,936	273,889	180,994	(92,895)
Storm Sewer Pumphouse - Adm AM	11,765	1,224	1,224	1,232	8
<b>Total Expenditures - Asset Maintenance</b>	<b>547,599</b>	<b>1,253,364</b>	<b>973,967</b>	<b>296,897</b>	<b>(677,070)</b>
<b>Transfers - Asset Maintenance</b>					
Watershed Drainage Blackburn/A	0	(9,154)	(9,154)	0	9,154
Watershed Drainage PI Univ Hts	(6,033)	(5,159)	0	0	0
Drainage Improvements 2011	(4,320)	(36,459)	(28,605)	0	28,605
Storm Water Utility	0	(415,483)	0	0	0
Parkridge Creek WDP	0	(130,000)	(130,000)	0	130,000
West Fraser River WDP	0	(108,767)	(108,767)	0	108,767
Storm Rehab Winnipeg Street	(75,108)	(176,910)	(101,801)	0	101,801
Drainage Improvements 2014	0	(55,865)	(55,865)	0	55,865
Drainage Improvements 2016	0	0	(80,000)	0	80,000
Ditching - Culvert Replace AM	0	0	0	83,000	83,000
Storm Operations AM	0	0	0	89,000	89,000
Storm Sewer Pumphouse - Adm AM	0	0	0	470	470
<b>Total Transfers - Asset Maintenance</b>	<b>(85,461)</b>	<b>(937,797)</b>	<b>(514,192)</b>	<b>172,470</b>	<b>686,662</b>
<b>Net Operations</b>	<b>870,673</b>	<b>921,888</b>	<b>1,088,654</b>	<b>1,107,302</b>	<b>18,648</b>

## Service Category Summary

### Storm Drainage

Supporting Detail (Consolidation)	2015	2015	2016	2017	Budget Change
	Actual (AA)	Budget (UB)	Bylaw (UB)	Proposed (UX)	2017 vs 2016
Revenues	<b>(155,643)</b>	<b>(119,899)</b>	<b>(165,919)</b>	<b>(163,131)</b>	<b>2,788</b>
Expenditures					
Salary & Wages (including Benefits)	<b>472,965</b>	<b>669,186</b>	<b>705,012</b>	<b>739,469</b>	<b>34,457</b>
Non-Salary Expenses	<b>638,812</b>	<b>1,310,398</b>	<b>1,063,753</b>	<b>209,244</b>	<b>(854,509)</b>
Total Expenditures	<b>1,111,777</b>	<b>1,979,584</b>	<b>1,768,765</b>	<b>948,713</b>	<b>(820,052)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(85,461)</b>	<b>(937,797)</b>	<b>(514,192)</b>	<b>321,720</b>	<b>835,912</b>
Net Operations	<b>870,673</b>	<b>921,888</b>	<b>1,088,654</b>	<b>1,107,302</b>	<b>18,648</b>

## Service Category Summary

### Fleet Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Fleet Mtce - Operations	(387)	(10,000)	(10,000)	(4,340)	5,660
Fleet Equipment Rental	(7,481,556)	(6,800,563)	(7,202,258)	0	7,202,258
Fleet Serv - RCMP Post Garage	(586,850)	(431,000)	(431,000)	(431,000)	0
Fleet Serv - RCMP Refueling	(286,445)	0	0	0	0
Fleet Serv Shop Overhead	(9,456)	0	0	0	0
<b>Total Revenues</b>	<b>(8,364,694)</b>	<b>(7,241,563)</b>	<b>(7,643,258)</b>	<b>(435,340)</b>	<b>7,207,918</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	475,994	406,559	205,703	217,311	11,608
Fleet Serv-Sm Tools Rpr/Purch	22,692	12,600	12,600	12,600	0
Fleet Serv - Fire Services	395,609	322,072	335,585	318,305	(17,280)
Welding Shop Operations	62,739	116,550	121,987	121,987	0
Fleet Damage	37,582	75,000	75,000	75,000	0
Fleet Mtce - Operations	4,633,721	3,740,936	3,947,970	3,977,437	29,467
Fleet Serv - RCMP	86,394	81,392	82,836	82,834	(2)
Fleet Serv - RCMP Post Garage	465,770	372,394	375,987	375,997	10
Fleet Serv - RCMP Refueling	286,445	0	0	0	0
Fleet Serv Shop Overhead	678,037	364,309	544,924	482,856	(62,068)
Supply Serv - Operations	98,489	130,000	130,000	30,000	(100,000)
In House Manufac	873	0	0	0	0
<b>Total Expenditures</b>	<b>7,244,344</b>	<b>5,621,812</b>	<b>5,832,592</b>	<b>5,694,327</b>	<b>(138,265)</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>					
Fleet Serv - Gen Admin	(49,514)	0	0	0	0
Fleet Equipment Rental	0	0	0	(7,212,520)	(7,212,520)
Fleet Internal Leases	1,580,734	2,291,145	2,378,137	2,324,679	(53,458)
Fleet Serv Shop Overhead	4,614	4,614	5,090	67,624	62,534
<b>Total Transfers</b>	<b>1,535,834</b>	<b>2,295,759</b>	<b>2,383,227</b>	<b>(4,820,217)</b>	<b>(7,203,444)</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	52,973	20,000	20,000	20,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>52,973</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</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>468,457</b>	<b>696,008</b>	<b>592,561</b>	<b>458,770</b>	<b>(133,791)</b>

## Service Category Summary

### Fleet Services

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(8,364,694)</b>	<b>(7,241,563)</b>	<b>(7,643,258)</b>	<b>(435,340)</b>	<b>7,207,918</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,361,177</b>	<b>1,986,010</b>	<b>2,085,641</b>	<b>2,211,987</b>	<b>126,346</b>
Non-Salary Expenses	<b>4,936,140</b>	<b>3,655,802</b>	<b>3,766,951</b>	<b>3,502,340</b>	<b>(264,611)</b>
Total Expenditures	<b>7,297,317</b>	<b>5,641,812</b>	<b>5,852,592</b>	<b>5,714,327</b>	<b>(138,265)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,535,834</b>	<b>2,295,759</b>	<b>2,383,227</b>	<b>(4,820,217)</b>	<b>(7,203,444)</b>
Net Operations	<b>468,457</b>	<b>696,008</b>	<b>592,561</b>	<b>458,770</b>	<b>(133,791)</b>

## Service Category Summary

### Street Lighting

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Street Lighting	(1,667)	(1,200)	(1,200)	(1,200)	0
3rd Pty - Util-Electrical	(164,975)	(16,200)	(17,400)	(17,400)	0
<b>Total Revenues</b>	<b>(166,642)</b>	<b>(17,400)</b>	<b>(18,600)</b>	<b>(18,600)</b>	<b>0</b>
<b>Expenditures</b>					
Traffic Signals	154,673	120,430	175,695	96,243	(79,452)
Street Lighting	1,059,753	858,708	942,242	1,165,387	223,145
3rd Pty - Util-Electrical	215,007	39,069	39,263	37,263	(2,000)
<b>Total Expenditures</b>	<b>1,429,433</b>	<b>1,018,207</b>	<b>1,157,200</b>	<b>1,298,893</b>	<b>141,693</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>					
Traffic Signals	0	0	0	30,400	30,400
Street Lighting	0	0	0	14,400	14,400
3rd Pty - Util-Electrical	0	0	0	2,000	2,000
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,800</b>	<b>46,800</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Street Light Pole Rehab	35,782	36,167	40,000	0	(40,000)
Traffic Signals AM	109,510	167,519	131,145	97,244	(33,901)
Street Lighting AM	288,819	234,612	264,867	205,788	(59,079)
<b>Total Expenditures - Asset Maintenance</b>	<b>434,111</b>	<b>438,298</b>	<b>436,012</b>	<b>303,032</b>	<b>(132,980)</b>
<b>Transfers - Asset Maintenance</b>					
Street Light Pole Rehab	(35,782)	(36,167)	(40,000)	0	40,000
Traffic Signals AM	0	0	0	28,500	28,500
Street Lighting AM	0	0	0	40,000	40,000
<b>Total Transfers - Asset Maintenance</b>	<b>(35,782)</b>	<b>(36,167)</b>	<b>(40,000)</b>	<b>68,500</b>	<b>108,500</b>
<b>Net Operations</b>	<b>1,661,120</b>	<b>1,402,938</b>	<b>1,534,612</b>	<b>1,698,625</b>	<b>164,013</b>

## Service Category Summary

### Street Lighting

Supporting Detail (Consolidation)	2015	2015	2016	2017	Budget Change
	Actual (AA)	Budget (UB)	Bylaw (UB)	Proposed (UX)	2017 vs 2016
Revenues	(166,642)	(17,400)	(18,600)	(18,600)	0
Expenditures					
Salary & Wages (including Benefits)	281,714	256,252	215,435	215,435	0
Non-Salary Expenses	1,581,830	1,200,253	1,377,777	1,386,490	8,713
Total Expenditures	1,863,544	1,456,505	1,593,212	1,601,925	8,713
Debt	0	0	0	0	0
Transfers	(35,782)	(36,167)	(40,000)	115,300	155,300
Net Operations	1,661,120	1,402,938	1,534,612	1,698,625	164,013

## Service Category Summary

### Eng. & Public Works Admin

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Eng. & Public Works Admin	(18,566)	(5,000)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(18,566)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Eng. & Public Works Admin	556,177	270,975	628,044	869,569	241,525
ENV-Partners for Climate Chang	0	4,038	4,038	4,038	0
ENV-Air Quality Implementation	0	70,000	70,000	70,000	0
ENV-Clean Air Monitoring	14,795	50,000	50,000	50,000	0
<b>Total Expenditures</b>	<b>570,971</b>	<b>395,013</b>	<b>752,082</b>	<b>993,607</b>	<b>241,525</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Eng. & Public Works Admin	(107,523)	0	0	0	0
ENV-Air Quality Implementation	61,544	0	0	0	0
ENV-Clean Air Monitoring	(50,000)	0	0	0	0
<b>Total Transfers</b>	<b>(95,979)</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>456,427</b>	<b>390,013</b>	<b>747,082</b>	<b>988,607</b>	<b>241,525</b>

## Service Category Summary

### Eng. & Public Works Admin

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(18,566)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>519,709</b>	<b>252,973</b>	<b>615,243</b>	<b>856,777</b>	<b>241,534</b>
Non-Salary Expenses	<b>51,262</b>	<b>142,040</b>	<b>136,839</b>	<b>136,830</b>	<b>(9)</b>
<b>Total Expenditures</b>	<b>570,971</b>	<b>395,013</b>	<b>752,082</b>	<b>993,607</b>	<b>241,525</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(95,979)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>456,427</b>	<b>390,013</b>	<b>747,082</b>	<b>988,607</b>	<b>241,525</b>

## Service Category Summary

### Solid Waste Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Solid Waste Operations	(4,274,713)	(4,267,765)	(4,330,127)	(4,494,660)	(164,533)
Spills	(19,142)	0	0	0	0
<b>Total Revenues</b>	<b>(4,293,855)</b>	<b>(4,267,765)</b>	<b>(4,330,127)</b>	<b>(4,494,660)</b>	<b>(164,533)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,875,227	2,652,922	2,671,228	2,229,154	(442,074)
Downtown Clean up	76,085	89,224	74,271	54,553	(19,718)
Spills	23,308	6,199	6,452	5,959	(493)
<b>Total Expenditures</b>	<b>2,974,620</b>	<b>2,748,345</b>	<b>2,751,951</b>	<b>2,289,666</b>	<b>(462,285)</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	827,906	798,780	737,936	1,246,753	508,817
Downtown Clean up	0	0	0	13,100	13,100
Spills	0	0	0	500	500
Solid Waste - Surplus transfer	0	31,495	49,778	50,000	222
Solid Waste - trsf Gen Capital	463,436	650,000	750,000	853,908	103,908
Solid Waste - Trsf Asset Main.	27,894	39,145	40,462	40,733	271
<b>Total Transfers</b>	<b>1,319,235</b>	<b>1,519,420</b>	<b>1,578,176</b>	<b>2,204,994</b>	<b>626,818</b>
<b>Revenues - Asset Maintenance</b>					
Solid Waste Operations AM					
<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	27,894	39,145	40,462	40,733	271
<b>Total Expenditures - Asset Maintenance</b>	<b>27,894</b>	<b>39,145</b>	<b>40,462</b>	<b>40,733</b>	<b>271</b>
<b>Transfers - Asset Maintenance</b>					
User Fee Funded-Solid Waste	(27,894)	(39,145)	(40,462)	(40,733)	(271)
<b>Total Transfers - Asset Maintenance</b>	<b>(27,894)</b>	<b>(39,145)</b>	<b>(40,462)</b>	<b>(40,733)</b>	<b>(271)</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)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(4,293,855)</b>	<b>(4,267,765)</b>	<b>(4,330,127)</b>	<b>(4,494,660)</b>	<b>(164,533)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>985,328</b>	<b>867,182</b>	<b>895,088</b>	<b>904,264</b>	<b>9,176</b>
Non-Salary Expenses	<b>2,017,185</b>	<b>1,920,308</b>	<b>1,897,325</b>	<b>1,426,135</b>	<b>(471,190)</b>
Total Expenditures	<b>3,002,513</b>	<b>2,787,490</b>	<b>2,792,413</b>	<b>2,330,399</b>	<b>(462,014)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,291,342</b>	<b>1,480,275</b>	<b>1,537,714</b>	<b>2,164,261</b>	<b>626,547</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Cemetery

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Memorial Park Cemetery	(505,921)	(440,178)	(440,178)	(440,180)	(2)
<b>Total Revenues</b>	<b>(505,921)</b>	<b>(440,178)</b>	<b>(440,178)</b>	<b>(440,180)</b>	<b>(2)</b>
<b>Expenditures</b>					
Memorial Park Cemetery	581,326	480,782	514,979	446,632	(68,347)
<b>Total Expenditures</b>	<b>581,326</b>	<b>480,782</b>	<b>514,979</b>	<b>446,632</b>	<b>(68,347)</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	54,039	19,259	19,259	90,155	70,896
<b>Total Transfers</b>	<b>54,039</b>	<b>19,259</b>	<b>19,259</b>	<b>90,155</b>	<b>70,896</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	19,638	12,735	15,089	14,589	(500)
<b>Total Expenditures - Asset Maintenance</b>	<b>19,638</b>	<b>12,735</b>	<b>15,089</b>	<b>14,589</b>	<b>(500)</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	0	0	0	500	500
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>
<b>Net Operations</b>	<b>149,082</b>	<b>72,598</b>	<b>109,149</b>	<b>111,696</b>	<b>2,547</b>

## Service Category Summary

### Cemetery

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(505,921)</b>	<b>(440,178)</b>	<b>(440,178)</b>	<b>(440,180)</b>	<b>(2)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>388,771</b>	<b>357,957</b>	<b>364,703</b>	<b>364,703</b>	<b>0</b>
Non-Salary Expenses	<b>212,192</b>	<b>135,560</b>	<b>165,365</b>	<b>96,518</b>	<b>(68,847)</b>
Total Expenditures	<b>600,964</b>	<b>493,517</b>	<b>530,068</b>	<b>461,221</b>	<b>(68,847)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>54,039</b>	<b>19,259</b>	<b>19,259</b>	<b>90,655</b>	<b>71,396</b>
Net Operations	<b>149,082</b>	<b>72,598</b>	<b>109,149</b>	<b>111,696</b>	<b>2,547</b>

## Service Category Summary

### Sewer Operations

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Sanitary Sewer Operations	(226)	0	0	0	0
3rd Pty - Sanitary Sewer	(26,663)	(6,984)	(7,136)	(7,140)	(4)
Lift Station Operations/Mtce	(16,662)	0	0	0	0
WWTC - Operations	(3,001)	0	0	0	0
Lagoon - Treatment Plant - Opr	0	0	(4,320)	(4,320)	0
Shelley Sludge Lagoon - Opr	(4,320)	(10,200)	0	0	0
Sewer Connection	(58,490)	(29,177)	(29,822)	(29,296)	526
Fin Plan - Managed Debt	0	0	0	(87,090)	(87,090)
Investment Earnings - Sewer	(414,759)	(449,557)	(318,008)	(20,000)	298,008
Fin Serv - Sewer - Managed	(12,612,681)	(12,751,556)	(12,706,964)	(12,706,960)	4
<b>Total Revenues</b>	<b>(13,136,802)</b>	<b>(13,247,474)</b>	<b>(13,066,250)</b>	<b>(12,854,806)</b>	<b>211,444</b>
<b>Expenditures</b>					
Utilities Sewer Admin	459,072	484,260	649,572	765,431	115,859
Infrastructure Planning -Sewer	64,324	25,000	25,000	0	(25,000)
Sanitary Sewer Operations	1,464,349	1,103,701	1,343,467	1,210,993	(132,474)
3rd Pty - Sanitary Sewer	40,574	6,984	7,136	5,633	(1,503)
Lift Station Hydro	140,408	171,231	181,505	152,250	(29,255)
Lift Station Operations/Mtce	882,687	491,003	527,550	529,395	1,845
WWTC - Operations	1,464,132	851,032	909,407	896,807	(12,600)
Lagoon - Treatment Plant - Opr	0	0	75,299	90,842	15,543
Shelley Sludge Lagoon - Opr	1,817	12,788	0	0	0
Danson Lagoon - Operations	2,750	3,759	0	0	0
BCR Treatment Plant - Opr	31,728	26,372	0	0	0
Blackburn Treatment Plant-Opr	38,191	28,365	0	0	0
Western Acres Lagoon - Opr	178	2,164	0	0	0
Sewer Connection	79,860	29,283	29,822	24,296	(5,526)
Amortization - budget only	0	1,350,000	1,350,000	1,500,000	150,000
Amortization - budget - contra	0	(1,350,000)	(1,350,000)	(1,500,000)	(150,000)
Asset Amort & Gain/Loss-Sewer	1,511,503	0	0	0	0
Fin Serv - Sewer - Managed	1,553	0	0	0	0
<b>Total Expenditures</b>	<b>6,183,127</b>	<b>3,235,942</b>	<b>3,748,758</b>	<b>3,675,647</b>	<b>(73,111)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,109,389	1,176,536	769,489	357,364	(412,125)
<b>Total Debt</b>	<b>1,109,389</b>	<b>1,176,536</b>	<b>769,489</b>	<b>357,364</b>	<b>(412,125)</b>
<b>Transfers</b>					
Utilities Sewer Admin	0	0	0	100	100
Sanitary Sewer Operations	0	0	0	220,200	220,200
3rd Pty - Sanitary Sewer	0	0	0	4,900	4,900
Lift Station Operations/Mtce	6,474	0	0	85,200	85,200
WWTC - Operations	55,100	32,549	33,200	133,700	100,500
Sewer Connection	224	0	0	5,000	5,000
Asset Amort & Gain/Loss-Sewer	(1,511,503)	0	0	0	0
Fin Plan - Managed OH Chg	925,201	925,201	925,201	925,200	(1)
Swr Opr - Surplus transfer	5,589,242	6,330,772	5,985,820	5,816,880	(168,940)
Fin Serv - Sewer - Managed	(104,966)	(95,446)	(98,309)	(133,873)	(35,564)
Cont to Asset Mtce (fund 33)	884,514	1,641,920	1,702,091	1,764,488	62,397
<b>Total Transfers</b>	<b>5,844,287</b>	<b>8,834,996</b>	<b>8,548,003</b>	<b>8,821,795</b>	<b>273,792</b>

## Service Category Summary

### Sewer Operations

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<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>					
Sanitary Master Plan Update	32,893	60,001	27,108	0	(27,108)
2015 Sanitary lat Relin/Repl	6,079	30,000	23,921	0	(23,921)
2015 Prepaving Upgrades - Sew	89,369	110,000	0	0	
Danson Plant Upgrade 2013	(5,000)	0	0	0	
Sanitary Lat Relin/Repl 2016	0	0	30,000	0	(30,000)
Prepaving Upgrade - Sewer 2016	0	0	110,000	0	(110,000)
Utility Sew Plants Cond Assess	0	0	200,000	0	(200,000)
Sewer Forcemain Assessment	0	0	350,000	0	(350,000)
Lift Station Opr/Mtce AM	118,682	354,448	384,116	365,120	(18,996)
WWTC - Operations AM	198,185	903,639	878,277	905,806	27,529
Sanitary Sewer Operations AM	562,313	377,363	433,667	355,032	(78,635)
Lagoon Treatment Plant-Opr AM	0	0	6,031	6,030	(1)
Shelley Sludge Lagoon - Opr AM	1,935	3,110	0	0	0
Danson Lagoon - Operations AM	1,884	575	0	0	0
BCR Treatment Plant - Opr AM	625	728	0	0	0
Blackburn Treatment Plt-Opr AM	289	1,148	0	0	0
Western Acres Lagoon - Opr AM	601	909	0	0	0
Infrastructure Planning -Sewer	0	0	0	25,000	25,000
<b>Total Expenditures - Asset Maintenance</b>	<b>1,007,854</b>	<b>1,841,921</b>	<b>2,443,120</b>	<b>1,656,988</b>	<b>(786,132)</b>
<b>Transfers - Asset Maintenance</b>					
Sanitary Master Plan Update	(32,893)	(60,001)	(27,108)	0	27,108
2015 Sanitary lat Relin/Repl	(6,079)	(30,000)	(23,921)	0	23,921
2015 Prepaving Upgrades - Sew	(89,369)	(110,000)	0	0	0
Danson Plant Upgrade 2013	5,000	0	0	0	0
Sanitary Lat Relin/Repl 2016	0	0	(30,000)	0	30,000
Prepaving Upgrade - Sewer 2016	0	0	(110,000)	0	110,000
Utility Sew Plants Cond Assess	0	0	(200,000)	0	200,000
Sewer Forcemain Assessment	0	0	(350,000)	0	350,000
Lift Station Opr/Mtce AM	0	0	0	15,000	15,000
WWTC - Operations AM	0	0	0	1,000	1,000
Sanitary Sewer Operations AM	0	0	0	90,000	90,000
Lagoon Treatment Plant-Opr AM	0	0	0	1,500	1,500
User Fee Funded - Sewer	(884,514)	(1,641,920)	(1,702,091)	(1,764,488)	(62,397)
<b>Total Transfers - Asset Maintenance</b>	<b>(1,007,854)</b>	<b>(1,841,921)</b>	<b>(2,443,120)</b>	<b>(1,656,988)</b>	<b>786,132</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Sewer Operations

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(13,136,802)</b>	<b>(13,247,474)</b>	<b>(13,066,250)</b>	<b>(12,854,806)</b>	<b>211,444</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,033,303</b>	<b>2,732,673</b>	<b>3,217,731</b>	<b>3,528,007</b>	<b>310,276</b>
Non-Salary Expenses	<b>4,157,678</b>	<b>2,345,190</b>	<b>2,974,147</b>	<b>1,804,628</b>	<b>(1,169,519)</b>
Total Expenditures	<b>7,190,980</b>	<b>5,077,863</b>	<b>6,191,878</b>	<b>5,332,635</b>	<b>(859,243)</b>
Debt	<b>1,109,389</b>	<b>1,176,536</b>	<b>769,489</b>	<b>357,364</b>	<b>(412,125)</b>
Transfers	<b>4,836,433</b>	<b>6,993,075</b>	<b>6,104,883</b>	<b>7,164,807</b>	<b>1,059,924</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Water Operations	(34,450)	(36,230)	(29,825)	(29,830)	(5)
Meter Repairs Opr & Recoveries	(4,329)	0	0	0	0
3rd Pty - Water	(59,301)	(10,000)	(10,027)	(10,025)	2
3rd Pty - Water Main	(49,467)	(10,000)	(10,017)	(10,015)	2
Water Connections - Prepaid	(66,704)	(59,509)	(50,465)	(44,868)	5,597
Water Disconnect	(7,578)	(5,953)	(5,963)	(5,368)	595
Fin Plan - Managed Debt	0	0	0	(251,009)	(251,009)
Investment Earnings - Water	(302,891)	(344,740)	(381,775)	(25,000)	356,775
Fin Serv - Water - Managed	(16,098,028)	(16,150,087)	(16,157,886)	(16,157,880)	6
<b>Total Revenues</b>	<b>(16,622,748)</b>	<b>(16,616,519)</b>	<b>(16,645,958)</b>	<b>(16,533,995)</b>	<b>111,963</b>
<b>Expenditures</b>					
Infrastructure Planning -Water	11,215	25,000	25,000	0	(25,000)
Water Operations	1,163,520	1,323,749	1,227,540	1,270,029	42,489
Water Stns Electricity	970,852	774,805	821,293	945,000	123,707
Utilities Water Admin	388,480	566,146	618,769	646,926	28,157
Water Treatment	36,681	58,372	27,064	27,064	0
Pumping Stations - Opr	914,289	829,197	1,109,335	1,089,362	(19,973)
Meter Repairs Opr & Recoveries	84,875	107,314	115,331	100,932	(14,399)
Reservoirs - Operations	11,152	11,588	11,653	11,126	(527)
3rd Pty - Water	44,735	10,000	10,027	9,325	(702)
3rd Pty - Water Main	52,810	10,000	10,017	9,315	(702)
Water Connections - Prepaid	73,894	59,509	50,465	44,168	(6,297)
Water Disconnect	7,068	5,953	5,963	5,368	(595)
Amortization - budget only	0	1,750,000	1,750,000	1,750,000	0
Amortization - budget - contra	0	(1,750,000)	(1,750,000)	(1,750,000)	0
Asset Amort & Gain/Loss-Water	1,829,068	0	0	0	0
Fin Serv - Water - Managed	0	240	240	240	0
<b>Total Expenditures</b>	<b>5,588,640</b>	<b>3,781,873</b>	<b>4,032,697</b>	<b>4,158,855</b>	<b>126,158</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,737,453	1,743,024	1,705,558	1,332,543	(373,015)
<b>Total Debt</b>	<b>1,737,453</b>	<b>1,743,024</b>	<b>1,705,558</b>	<b>1,332,543</b>	<b>(373,015)</b>
<b>Transfers</b>					
Water Operations	42,651	0	0	130,000	130,000
Utilities Water Admin	0	0	0	100	100
Pumping Stations - Opr	0	536	536	57,900	57,364
Meter Repairs Opr & Recoveries	0	0	0	14,400	14,400
Reservoirs - Operations	0	0	0	100	100
3rd Pty - Water	0	0	0	700	700
3rd Pty - Water Main	0	0	0	700	700
Water Connections - Prepaid	0	0	0	700	700
Fin Plan - Managed OH Charge	998,442	998,442	998,442	998,444	2
Asset Amort & Gain/Loss-Water	(1,829,068)	0	0	0	0
Wtr Opr - Surplus transfer	8,433,897	9,128,458	8,877,455	8,670,164	(207,291)
Fin Serv - Water - Managed	(339,438)	(212,519)	(212,519)	(312,369)	(99,850)
Cont to Asset Mtce (fund 43)	1,990,172	1,176,705	1,243,789	1,481,758	237,969
<b>Total Transfers</b>	<b>9,296,655</b>	<b>11,091,622</b>	<b>10,907,703</b>	<b>11,042,597</b>	<b>134,894</b>

## Service Category Summary

### Water Operations

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues - Asset Maintenance</b>					
Wtr Pumpstations Cap U/G 2014	(23,147)	0	0	0	0
2015 Pump Station Upgrades	(6,833)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(29,980)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Water Conservation Plan	(4,000)	71,000	29,156	0	(29,156)
Wtr Pumpstations Cap U/G 2014	61,972	51,438	0	0	0
2015 Pump Station Upgrades	6,833	100,000	82,631	0	(82,631)
2015 Water Main Valve Replace	30,626	60,000	0	0	0
Water Main Valve Replace 2016	0	0	120,000	0	(120,000)
Utility Wat Plants Cond Assess	0	0	200,000	0	(200,000)
Archeological Overview Assess	0	0	50,000	0	(50,000)
Water Pressure Analysis UHNBC	0	0	15,000	0	(15,000)
Pumping Stations - Opr AM	481,304	188,824	215,017	195,801	(19,216)
Meter Repairs Opr & Recover AM	0	10,901	10,971	10,967	(4)
Reservoirs - Operations AM	24,008	388	1,787	1,787	0
Water Operations AM	1,484,859	976,592	1,016,014	954,803	(61,211)
Infrastructure Planning -Water	0	0	0	25,000	25,000
<b>Total Expenditures - Asset Maintenance</b>	<b>2,085,604</b>	<b>1,459,143</b>	<b>1,740,576</b>	<b>1,188,358</b>	<b>(552,218)</b>
<b>Transfers - Asset Maintenance</b>					
Water Conservation Plan	4,000	(71,000)	(29,156)	0	29,156
Wtr Pumpstations Cap U/G 2014	(38,825)	(51,438)	0	0	0
2015 Pump Station Upgrades	0	(100,000)	(82,631)	0	82,631
2015 Water Main Valve Replace	(30,626)	(60,000)	0	0	0
Water Main Valve Replace 2016	0	0	(120,000)	0	120,000
Utility Wat Plants Cond Assess	0	0	(200,000)	0	200,000
Archeological Overview Assess	0	0	(50,000)	0	50,000
Water Pressure Analysis UHNBC	0	0	(15,000)	0	15,000
Pumping Stations - Opr AM	0	0	0	10,000	10,000
Reservoirs - Operations AM	0	0	0	400	400
Water Operations AM	0	0	0	283,000	283,000
User Fee Funded - Water	(1,990,172)	(1,176,705)	(1,243,789)	(1,481,758)	(237,969)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,055,623)</b>	<b>(1,459,143)</b>	<b>(1,740,576)</b>	<b>(1,188,358)</b>	<b>552,218</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

Supporting Detail (Consolidation)	2015	2015	2016	2017	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2017 vs 2016
Revenues	<b>(16,652,729)</b>	<b>(16,616,519)</b>	<b>(16,645,958)</b>	<b>(16,533,995)</b>	<b>111,963</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,681,001</b>	<b>2,680,164</b>	<b>2,877,037</b>	<b>3,215,517</b>	<b>338,480</b>
Non-Salary Expenses	<b>4,993,243</b>	<b>2,560,852</b>	<b>2,896,236</b>	<b>2,131,696</b>	<b>(764,540)</b>
Total Expenditures	<b>7,674,244</b>	<b>5,241,016</b>	<b>5,773,273</b>	<b>5,347,213</b>	<b>(426,060)</b>
Debt	<b>1,737,453</b>	<b>1,743,024</b>	<b>1,705,558</b>	<b>1,332,543</b>	<b>(373,015)</b>
Transfers	<b>7,241,032</b>	<b>9,632,479</b>	<b>9,167,127</b>	<b>9,854,239</b>	<b>687,112</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Parks

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Parks & Recreation	0	0	0	(55,580)	(55,580)
Parks Operations	(21,121)	(19,000)	(19,000)	(19,010)	(10)
Major Parks	0	(1,800)	(1,800)	(1,800)	0
Boulevard repairs connections	(9,464)	(10,000)	(10,000)	(10,800)	(800)
<b>Total Revenues</b>	<b>(30,586)</b>	<b>(30,800)</b>	<b>(30,800)</b>	<b>(87,190)</b>	<b>(56,390)</b>
<b>Expenditures</b>					
Parks & Recreation	0	0	0	264,510	264,510
Parks Operations	1,168,959	1,376,215	1,328,590	1,272,635	(55,955)
Boulevards - Parks	302,256	245,281	289,836	211,840	(77,996)
Major Parks	470,456	380,502	501,019	439,234	(61,785)
Nature Parks & Green Space	217,660	207,910	269,045	187,140	(81,905)
Neighborhood Parks	277,154	319,945	424,054	363,882	(60,172)
Sportsfield, Turf, & Irrigatio	611,609	519,310	442,116	264,843	(177,273)
Trails	79,848	48,733	30,751	29,852	(899)
Carpenter Shop Operations	77,732	47,101	190,498	190,305	(193)
Boulevard repairs connections	6,150	10,000	10,000	10,000	0
Irrigation	107,088	0	164,729	162,511	(2,218)
<b>Total Expenditures</b>	<b>3,318,913</b>	<b>3,154,997</b>	<b>3,650,638</b>	<b>3,396,752</b>	<b>(253,886)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parks & Recreation	0	0	0	(85,402)	(85,402)
Parks Operations	54,982	26,416	26,416	136,940	110,524
Boulevards - Parks	0	0	0	66,000	66,000
Major Parks	0	0	0	135,000	135,000
Nature Parks & Green Space	(32,000)	0	0	53,000	53,000
Neighborhood Parks	0	0	0	135,000	135,000
Sportsfield, Turf, & Irrigatio	0	0	0	210,000	210,000
Trails	0	0	0	13,000	13,000
Carpenter Shop Operations	0	0	0	6,500	6,500
Boulevard repairs connections	0	0	0	800	800
Irrigation	0	0	0	600	600
<b>Total Transfers</b>	<b>22,982</b>	<b>26,416</b>	<b>26,416</b>	<b>671,438</b>	<b>645,022</b>

## Service Category Summary

### Parks

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues - Asset Maintenance</b>					
Parks Operations AM	(30,618)	0	0	0	0
Major Parks AM	(538)	0	0	0	0
Nature Parks & Green Space AM	(4,015)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(35,171)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Tennis/Ice Rink Lighting	16,764	20,000	20,000	0	(20,000)
Trails Rehabilitation	14,349	75,000	60,650	0	(60,650)
Playground Audit	0	0	50,000	0	(50,000)
Tree Planting	0	0	60,000	0	(60,000)
Pedestrian Network Re-Inspecti	0	0	80,000	0	(80,000)
Parks Operations AM	180,818	117,493	144,063	120,122	(23,941)
Boulevards - Parks AM	0	16,570	21,271	20,771	(500)
Major Parks AM	38,986	15,205	21,616	21,227	(389)
Nature Parks & Green Space AM	330,750	167,211	148,548	112,143	(36,405)
Neighborhood Parks AM	10,523	10,561	9,301	10,963	1,662
Sportsfield, Turf, & Irigat AM	31,637	114,524	30,917	39,694	8,777
Trails AM	1,855	46,925	31,366	30,865	(501)
Irrigation - AM	99,114	0	9,374	2,550	(6,824)
<b>Total Expenditures - Asset Maintenance</b>	<b>724,796</b>	<b>583,489</b>	<b>687,106</b>	<b>358,335</b>	<b>(328,771)</b>
<b>Transfers - Asset Maintenance</b>					
Tennis/Ice Rink Lighting	(16,764)	(20,000)	(20,000)	0	20,000
Trails Rehabilitation	(14,349)	(75,000)	(60,650)	0	60,650
Playground Audit	0	0	(50,000)	0	50,000
Tree Planting	0	0	(60,000)	0	60,000
Pedestrian Network Re-Inspecti	0	0	(80,000)	0	80,000
Parks Operations AM	0	0	0	3,000	3,000
Major Parks AM	0	0	0	3,000	3,000
Nature Parks & Green Space AM	0	0	0	80,000	80,000
Neighborhood Parks AM	0	0	0	3,000	3,000
Sportsfield, Turf, & Irigat AM	0	0	0	3,000	3,000
Trails AM	0	0	0	500	500
Irrigation - AM	0	0	0	680	680
<b>Total Transfers - Asset Maintenance</b>	<b>(31,113)</b>	<b>(95,000)</b>	<b>(270,650)</b>	<b>93,180</b>	<b>363,830</b>
<b>Net Operations</b>	<b>3,969,822</b>	<b>3,639,102</b>	<b>4,062,710</b>	<b>4,432,515</b>	<b>369,805</b>

## Service Category Summary

### Parks

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(65,756)	(30,800)	(30,800)	(87,190)	(56,390)
Expenditures					
Salary & Wages (including Benefits)	2,634,929	2,314,095	2,587,936	3,028,232	440,296
Non-Salary Expenses	1,408,781	1,424,391	1,749,808	726,855	(1,022,953)
Total Expenditures	4,043,709	3,738,486	4,337,744	3,755,087	(582,657)
Debt	0	0	0	0	0
Transfers	(8,131)	(68,584)	(244,234)	764,618	1,008,852
Net Operations	3,969,822	3,639,102	4,062,710	4,432,515	369,805

## Parks Service Enhancement

### DESCRIPTION:

The City of Prince George operates a weed abatement program that is responsible for controlling nuisance and noxious weeds in hard surface areas such as sidewalks, trails, medians and boulevards. The plan consists of the eradication of vegetative growth for aesthetics, accessibility, sightlines, safety and maintaining the integrity of City infrastructure. Numerous methods are used including: prevention by flushing sidewalks and medians; mechanical reduction with string trimmers and mowers; manual pulling; and carefully timed applications of reduced risk herbicides. As no one method is completely successful, multiple treatments are required during the growing season especially to high visibility areas. The City is continually trying new alternatives to herbicides such as flaming and steam and horticultural vinegar, so far with limited success.

Currently the Integrated Pest Management (IPM) Coordinator does not have enough full time workers dedicated to this program and often has to borrow staff from other Parks areas to complete tasks. This enhancement would enable the Coordinator to manage all other responsibilities and still have operation staff on the ground dealing with problem areas.

A successful program would require an increased labour budget for the hiring of a seasonal Parks Worker 2 IPM, increasing the limited duration Labourer 1 position currently working for the IPM Coordinator to a seasonal appointment, additional flushing cycles of problem areas to remove growing material, and a rental vehicle for the crew.

While safety and infrastructure integrity are legitimate factors in pursuing an efficient and effective weed abatement program, the main driver for increasing the service level is complaint driven regarding aesthetics. Beautification and revitalization, particularly about “weeds in the islands” in the downtown, were constant topics of discussion during the recent citywide Talktober public meetings. Community satisfaction is the number one measurement when it comes to gauging success with any level of service based on aesthetics or beautification. Based on results from Talktober and the number of service requests that come in every week during the summer, many residents are dissatisfied with the City’s current service level for weed control.

### FINANCIAL COST OF THE ENHANCEMENT:

The cost of establishing an effective weed abatement crew, that is on the ground 5 days per week, would require the following enhancements to Parks Operations:

1. Hire a seasonal Parks Worker 2 IPM 0.5 Full Time Equivalent (FTE) = \$36,587
2. Increase limited duration Labourer 1 from 0.38 FTE to a seasonal 0.50 FTE = \$8,264
3. Add two flushing cycles of the hard surfaces by the Roads Division – water truck and crew at \$170 per hour for 160 hours = \$27,200
4. Rent or lease a pickup truck for the summer - \$1,500 per month for 6 months = \$9,000

The total cost to fully support an enhanced hard surface weed program would be approximately \$81,051

## Service Category Summary

### Civic Facilities

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
4th Ave Yard Bldg Mtce	(46,966)	0	0	0	0
Hart Library Operations	(10,086)	(815)	(1,000)	0	1,000
Library Operations	(6,717)	(6,650)	(6,717)	(7,720)	(1,003)
3rd Pty-Art Gallery-Bldg Mtce	(841)	(4,403)	(3,616)	(3,612)	4
3rd Pty-Art Gallery-Telephone	(6,687)	(1,500)	(1,100)	0	1,100
990 Brunswick Street Opr	(9,076)	0	0	0	0
3rd Pty - Civic Centre - Phone	(417)	(300)	(360)	0	360
3rd Pty - Aquatic Centre-Phone	22	(250)	(230)	0	230
3rd Pty - CN Centre - Phone	(635)	(650)	(630)	0	630
Civic Facilities - Admin	(75,000)	(50,000)	(50,000)	0	50,000
<b>Total Revenues</b>	<b>(156,404)</b>	<b>(64,568)</b>	<b>(63,653)</b>	<b>(11,332)</b>	<b>52,321</b>
<b>Expenditures</b>					
Fire Halls	21,851	23,584	24,287	69,502	45,215
Fire Hall #2 - Ospika	11,490	14,986	15,335	0	(15,335)
Fire Hall #3 - Vanway	12,055	13,646	15,893	0	(15,893)
Fire Hall #4 - Hart	11,786	15,165	13,004	0	(13,004)
4th Ave Yard Bldg Mtce	46,452	9,585	75,391	0	(75,391)
6th & George bldgs: Norgate	(260)	0	168	0	(168)
1050 Patricia - Bldg Mtce	109	0	0	0	0
Old Williams-Water/Sewer Bldg	9,743	11,162	9,644	0	(9,644)
3rd Pty-Stores Bldg-Seized Prp	10,563	5,728	10,011	0	(10,011)
Central Telephone - Charges	18,433	17,125	17,500	0	(17,500)
Central Telephone-Replacements	3,022	4,200	5,500	0	(5,500)
Central Telephone - Mtce Contr	2,831	2,500	2,500	0	(2,500)
Other City Bldgs - General Exp	6,364	3,320	2,020	150,805	148,785
Vacant Lots	1,061	1,234	101	613	512
Hart Library Operations	83,753	90,679	90,686	0	(90,686)
Library Operations	72,075	70,842	76,451	173,357	96,906
3rd Pty-Art Gallery-Bldg Mtce	6,242	4,403	3,616	3,612	(4)
3rd Pty-Art Gallery-Telephone	1,271	1,500	1,100	0	(1,100)
990 Brunswick Street Opr	37,661	49,835	16,806	0	(16,806)
RCMP Detachment Operations	133,461	103,216	98,374	121,486	23,112
Emergency Prog Bldg-Operations	6,715	6,291	7,379	0	(7,379)
City Hall - Building Mtce	88,584	88,053	87,872	93,576	5,704
Animal/SPCA - Building Mtce	754	5,020	2,020	0	(2,020)
18th Ave Yard Bldg - Operation	130,760	125,399	97,335	136,236	38,901
Studio 2820 - Bldg Mtce	127	874	674	0	(674)
Studio 2880 Main - Bldg Mtce	1,137	1,291	1,691	0	(1,691)
Sen Activity Ctr - Bldg Mtce	378	3,037	2,037	0	(2,037)
ECRA Facility - Bldg Mtce	644	3,489	2,492	0	(2,492)
RCMP Storage Bldg - 1st Ave	(219)	0	269	0	(269)
3rd Pty - Civic Centre - Phone	417	300	360	0	(360)
3rd Pty - Aquatic Centre-Phone	194	250	230	0	(230)
3rd Pty - CN Centre - Phone	635	650	630	0	(630)
Civic Facilities - Admin	629,070	899,058	777,843	888,626	110,783
1300 1st Ave Bldg Operations	16,261	0	0	0	0
<b>Total Expenditures</b>	<b>1,365,420</b>	<b>1,576,422</b>	<b>1,459,219</b>	<b>1,637,813</b>	<b>178,594</b>

## Service Category Summary

### Civic Facilities

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<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	4,361	4,232	4,361	14,500	10,139
Fire Hall #2 - Ospika	5,252	5,173	5,328	0	(5,328)
Fire Hall #3 - Vanway	2,497	2,257	2,497	0	(2,497)
Fire Hall #4 - Hart	2,808	2,539	2,808	0	(2,808)
4th Ave Yard Bldg Mtce	14,427	2,320	14,428	0	(14,428)
1208-6th ave: old Bamboo Hse	1,458	1,502	1,458	0	(1,458)
6th & George bldgs: Norgate	952	1,226	953	0	(953)
1050 Patricia - Bldg Mtce	0	0	218	0	(218)
Old Williams-Water/Sewer Bldg	374	309	374	0	(374)
CKPG Bldg	218	225	218	0	(218)
3rd Pty-Stores Bldg-Seized Prp	292	241	292	0	(292)
Other City Bldgs - General Exp	0	250	0	20,000	20,000
Vacant Lots	0	0	0	3,000	3,000
Library Operations	16,421	8,950	15,317	34,100	18,783
990 Brunswick Street Opr	1,604	16,246	1,496	0	(1,496)
RCMP Detachment Operations	51,548	59,001	51,006	73,500	22,494
Emergency Prog Bldg-Operations	2,920	2,872	2,921	0	(2,921)
City Hall - Building Mtce	52,269	49,058	49,798	112,600	62,802
Animal/SPCA - Building Mtce	0	1,760	0	0	0
18th Ave Yard Bldg - Operation	13,897	8,140	14,177	14,000	(177)
Civic Facilities - Admin	(38,000)	(62,059)	0	(147,315)	(147,315)
<b>Total Transfers</b>	<b>133,299</b>	<b>104,242</b>	<b>167,650</b>	<b>124,385</b>	<b>(43,265)</b>
<b>Revenues - Asset Maintenance</b>					
Playhouse Improvements	(30,000)	0	0	0	0
CN Ctr Improvement Project	(30,000)	0	0	0	0
Hart Library Operations AM	(1,754)	0	(320)	0	320
Library Operations AM	(1,263)	0	0	(320)	(320)
3rd Pty-Art Gallyry-Bldg Mtc AM	(17,138)	(12,110)	(12,000)	(12,000)	0
<b>Total Revenues - Asset Maintenance</b>	<b>(80,155)</b>	<b>(12,110)</b>	<b>(12,320)</b>	<b>(12,320)</b>	<b>0</b>

## Service Category Summary

### Civic Facilities

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Expenditures - Asset Maintenance</b>					
Facilities Exterior Rehab	4,857	5,511	0	0	0
4th Ave Yd Bldg Decommission	0	12,747	0	0	0
Aquatic Ctr/CN Ctr Boiler Mtc.	21,539	0	0	0	0
18th Ave Yd-Storage Enhancemnt	7,929	6,250	0	0	0
6th Ave Pkd-Seal Roof Deck	0	53,430	53,430	0	(53,430)
Coliseum-Arena Light Replacemt	4,302	14,268	0	0	0
City Hall Rpl A/C 1st & 2nd Fl	0	67,000	67,000	0	(67,000)
FSLP Lesson Pool Circulation	1,242	0	0	0	0
Library-Rplc 2 MU Air Furnaces	5,697	72,221	66,524	0	(66,524)
CN CTR Envelope Assessment	5,236	24,000	18,763	0	(18,763)
AQC - Replace Emerg Doors	43,713	57,000	0	0	0
City Hall Mech Sys Assessment	0	30,000	30,000	0	(30,000)
2015 Parkade Revitalization	0	20,000	41,930	0	(41,930)
Aquatic Needs Assessment	14,977	291,574	70,000	0	(70,000)
Playhouse Improvements	44,212	0	0	0	0
CN Ctr Improvement Project	46,447	0	0	0	0
Office construction fit bldg	40,660	0	0	0	0
Coliseum -Replace Capacitors	0	0	15,000	0	(15,000)
Elksentre Roof #3 Replacement	0	0	88,000	0	(88,000)
Facility Planning Fire Service	0	0	45,000	0	(45,000)
Fire Halls AM	14,539	8,009	7,259	15,115	7,856
Fire Hall #2 - Ospika AM	2,800	3,432	2,432	0	(2,432)
Fire Hall #3 - Vanway AM	2,825	2,962	3,462	0	(3,462)
Fire Hall #4 - Hart AM	2,715	2,962	1,962	0	(1,962)
4th Ave Yard Bldg Mtce AM	0	537	1,682	0	(1,682)
6th & George bldgs: Norgate AM	0	0	168	0	(168)
Old Williams-Wtr/Swr Bldg AM	305	686	636	0	(636)
3rd Pty-Stores Bldg-Seized AM	237	536	586	0	(586)
Central Telephone-Replacemt AM	1,898	1,800	0	0	0
Central Telephone-Mtce Cont AM	6,823	12,500	19,775	0	(19,775)
Othr City Bldgs-General Exp AM	13,793	8,127	6,520	100,776	94,256
2840 15th Ave Storage Bldg AM	31	151	176	0	(176)
Hart Library Operations AM	771	1,135	320	0	(320)
Library Operations AM	34,178	36,465	29,156	29,476	320
3rd Pty-Art Gally-Bldg Mtc AM	17,473	12,110	12,000	27,492	15,492
990 Brunswick Street AM	4,661	3,308	1,773	0	(1,773)
RCMP Detachment Operations AM	46,747	18,312	45,606	28,606	(17,000)
Emergency Prog Bldg-Opr AM	277	636	436	0	(436)
City Hall - Building Mtce AM	68,717	36,172	58,447	60,759	2,312
Animal/SPCA - Building Mtce AM	3,704	8,786	3,770	0	(3,770)
18th Ave Yard Bldg - Opr AM	53,044	27,596	35,067	35,066	(1)
Studio 2820 - Bldg Mtce AM	451	1,474	824	0	(824)
Studio 2880 Main-Bldg Mtce AM	1,495	2,074	1,174	0	(1,174)
Sen Activity Ctr-Bldg Mtce AM	6,711	6,669	5,637	0	(5,637)
ECRA Facility - Bldg Mtce AM	6,369	9,163	7,473	0	(7,473)
RCMP Storage Bldg - 1st Ave AM	0	0	269	0	(269)
1300 1st Ave Bldg Maintenance	393	0	70,000	0	(70,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>531,769</b>	<b>859,602</b>	<b>812,257</b>	<b>297,290</b>	<b>(514,967)</b>

## Service Category Summary

### Civic Facilities

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Transfers - Asset Maintenance</b>					
Facilities Exterior Rehab	(4,857)	(5,511)	0	0	0
4th Ave Yd Bldg Decommission	0	(12,747)	0	0	0
Aquatic Ctr/CN Ctr Boiler Mtc.	(21,539)	0	0	0	0
18th Ave Yd-Storage Enhancemnt	(7,929)	(6,250)	0	0	0
6th Ave Pkd-Seal Roof Deck	0	(53,430)	(53,430)	0	53,430
Coliseum-Arena Light Replacemt	(4,302)	(14,268)	0	0	0
City Hall Rpl A/C 1st & 2nd Fl	0	(67,000)	(67,000)	0	67,000
FSLP Lesson Pool Circulation	(1,242)	0	0	0	0
Library-Rplc 2 MU Air Furnaces	(5,697)	(72,221)	(66,524)	0	66,524
CN CTR Envelope Assessment	(5,236)	(24,000)	(18,763)	0	18,763
AQC - Replace Emerg Doors	(43,713)	(57,000)	0	0	0
City Hall Mech Sys Assessment	0	(30,000)	(30,000)	0	30,000
2015 Parkade Revitalization	0	(20,000)	(41,930)	0	41,930
Aquatic Needs Assessment	(14,977)	(291,574)	(70,000)	0	70,000
Playhouse Improvements	(14,212)	0	0	0	0
CN Ctr Improvement Project	(16,447)	0	0	0	0
Office construction fit bldg	(40,660)	0	0	0	0
Coliseum -Replace Capacitors	0	0	(15,000)	0	15,000
Elksentre Roof #3 Replacement	0	0	(88,000)	0	88,000
Facility Planning Fire Service	0	0	(45,000)	0	45,000
<b>Total Transfers - Asset Maintenance</b>	<b>(180,812)</b>	<b>(654,001)</b>	<b>(495,647)</b>	<b>0</b>	<b>495,647</b>
<b>Net Operations</b>	<b>1,613,118</b>	<b>1,809,587</b>	<b>1,867,506</b>	<b>2,035,836</b>	<b>168,330</b>

## Service Category Summary

### Civic Facilities

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(236,558)	(76,678)	(75,973)	(23,652)	52,321
Expenditures					
Salary & Wages (including Benefits)	639,773	960,181	766,425	894,604	128,179
Non-Salary Expenses	1,257,416	1,475,843	1,505,051	1,040,499	(464,552)
Total Expenditures	1,897,189	2,436,024	2,271,476	1,935,103	(336,373)
Debt	0	0	0	0	0
Transfers	(47,512)	(549,759)	(327,997)	124,385	452,382
Net Operations	1,613,118	1,809,587	1,867,506	2,035,836	168,330

## Service Category Summary

### Engineering

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Eng - Operations	(7,804)	(33,912)	(33,912)	(33,910)	2
<b>Total Revenues</b>	<b>(7,804)</b>	<b>(33,912)</b>	<b>(33,912)</b>	<b>(33,910)</b>	<b>2</b>
<b>Expenditures</b>					
Eng - Operations	206,298	361,684	87,484	78,480	(9,004)
Engineering	335,844	414,965	772,419	1,075,839	303,420
<b>Total Expenditures</b>	<b>542,142</b>	<b>776,649</b>	<b>859,903</b>	<b>1,154,319</b>	<b>294,416</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>					
Eng - Operations	0	0	0	9,000	9,000
Engineering	0	0	(124,568)	(307,513)	(182,945)
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>(124,568)</b>	<b>(298,513)</b>	<b>(173,945)</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>					
Ongman/McAloney Fid Protection	0	0	25,000	0	(25,000)
Infrastructure Planning - Gen	0	0	0	50,000	50,000
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>50,000</b>	<b>25,000</b>
<b>Transfers - Asset Maintenance</b>					
Ongman/McAloney Fid Protection	0	0	(25,000)	0	25,000
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>(25,000)</b>	<b>0</b>	<b>25,000</b>
<b>Net Operations</b>	<b>534,339</b>	<b>742,737</b>	<b>701,423</b>	<b>871,896</b>	<b>170,473</b>

## Service Category Summary

### Engineering

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(7,804)	(33,912)	(33,912)	(33,910)	2
Expenditures					
Salary & Wages (including Benefits)	450,767	670,903	707,919	1,061,339	353,420
Non-Salary Expenses	91,376	105,746	176,984	142,980	(34,004)
Total Expenditures	542,142	776,649	884,903	1,204,319	319,416
Debt	0	0	0	0	0
Transfers	0	0	(149,568)	(298,513)	(148,945)
Net Operations	534,339	742,737	701,423	871,896	170,473

## Service Category Summary

### Asset Management

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Asset Management	426,771	351,407	318,359	337,254	18,895
Total Expenditures	<b>426,771</b>	<b>351,407</b>	<b>318,359</b>	<b>337,254</b>	<b>18,895</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Asset Management	(40,770)	(132,861)	0	0	0
Total Transfers	<b>(40,770)</b>	<b>(132,861)</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>386,001</b>	<b>218,546</b>	<b>318,359</b>	<b>337,254</b>	<b>18,895</b>

## Service Category Summary

### Asset Management

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	416,656	329,932	296,884	315,774	18,890
Non-Salary Expenses	10,114	21,475	21,475	21,480	5
<b>Total Expenditures</b>	<b>426,771</b>	<b>351,407</b>	<b>318,359</b>	<b>337,254</b>	<b>18,895</b>
Debt	0	0	0	0	0
Transfers	(40,770)	(132,861)	0	0	0
<b>Net Operations</b>	<b>386,001</b>	<b>218,546</b>	<b>318,359</b>	<b>337,254</b>	<b>18,895</b>

## Service Category Summary

### District Energy

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Utilities Distr Energy Admin	(26,400)	(26,400)	(26,400)	(26,400)	0
District Energy Operations	240,000	0	0	0	0
Fin Serv-Distr Energy-Managed	(47,504)	(47,900)	(48,850)	(59,000)	(10,150)
<b>Total Revenues</b>	<b>166,096</b>	<b>(74,300)</b>	<b>(75,250)</b>	<b>(85,400)</b>	<b>(10,150)</b>
<b>Expenditures</b>					
Utilities Distr Energy Admin	6,018	18,374	18,374	18,374	0
District Energy Operations	(57,710)	281,149	286,916	276,004	(10,912)
Amortization - budget only	0	510,000	510,000	510,000	0
Amortization - budget - contra	0	(510,000)	(510,000)	(510,000)	0
Asset Amort & Gain/Loss-DES	520,953	0	0	0	0
<b>Total Expenditures</b>	<b>469,261</b>	<b>299,523</b>	<b>305,290</b>	<b>294,378</b>	<b>(10,912)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	465,321	470,000	462,000	450,000	(12,000)
<b>Total Debt</b>	<b>465,321</b>	<b>470,000</b>	<b>462,000</b>	<b>450,000</b>	<b>(12,000)</b>
<b>Transfers</b>					
Utilities Distr Energy Admin	(366,051)	0	0	0	0
District Energy Operations	1,532	1,600	1,600	1,500	(100)
Fin Plan - Managed OH Charge	0	0	49,336	48,416	(920)
Asset Amort & Gain/Loss-DES	(520,953)	0	0	0	0
District Energy - Surplus trsf	0	(500,763)	(542,703)	(275,164)	267,539
Fin Serv-Distr Energy-Managed	(220,299)	(208,600)	(213,850)	(476,100)	(262,250)
Cont to Asset Mtce (fund 23)	5,094	12,540	13,577	42,370	28,793
<b>Total Transfers</b>	<b>(1,100,678)</b>	<b>(695,223)</b>	<b>(692,040)</b>	<b>(658,978)</b>	<b>33,062</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	5,094	12,540	13,577	42,370	28,793
<b>Total Expenditures - Asset Maintenance</b>	<b>5,094</b>	<b>12,540</b>	<b>13,577</b>	<b>42,370</b>	<b>28,793</b>
<b>Transfers - Asset Maintenance</b>					
User Fee Funded - Distr Energy	(5,094)	(12,540)	(13,577)	(42,370)	(28,793)
<b>Total Transfers - Asset Maintenance</b>	<b>(5,094)</b>	<b>(12,540)</b>	<b>(13,577)</b>	<b>(42,370)</b>	<b>(28,793)</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)	2015	2015	2016	2017	Budget Change
	Actual (AA)	Budget (UB)	Bylaw (UB)	Proposed (UX)	2017 vs 2016
Revenues	166,096	(74,300)	(75,250)	(85,400)	(10,150)
Expenditures					
Salary & Wages (including Benefits)	11,816	51,913	51,913	80,703	28,790
Non-Salary Expenses	462,539	260,150	266,954	256,045	(10,909)
Total Expenditures	474,355	312,063	318,867	336,748	17,881
Debt	465,321	470,000	462,000	450,000	(12,000)
Transfers	(1,105,771)	(707,763)	(705,617)	(701,348)	4,269
Net Operations	0	0	0	0	0

### Administrative Services Summary

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Risk &amp; Procurement</b>								
EXPENDITURES	1,546,805	1,985,584	1,651,136	1,655,143	1,667,100	1,679,297	1,691,737	1,704,425
<b>Total</b>	<b>1,546,805</b>	<b>1,985,584</b>	<b>1,651,136</b>	<b>1,655,143</b>	<b>1,667,100</b>	<b>1,679,297</b>	<b>1,691,737</b>	<b>1,704,425</b>
<b>Legislative Services</b>								
REVENUE	(13,069)	(1,500)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
EXPENDITURES	662,399	660,945	656,252	814,477	804,166	741,118	754,840	768,836
TRANSFERS	0	0	0	2,850	2,850	2,850	2,850	2,850
<b>Total</b>	<b>649,330</b>	<b>659,445</b>	<b>651,252</b>	<b>812,327</b>	<b>802,016</b>	<b>738,968</b>	<b>752,690</b>	<b>766,686</b>
<b>Service Centre</b>								
REVENUE	(24,638)	(25,100)	(25,100)	(25,100)	(25,100)	(25,100)	(25,100)	(25,100)
EXPENDITURES	631,527	745,473	598,292	796,648	809,615	822,841	836,332	850,092
TRANSFERS	18,982	0	0	9,000	9,000	9,000	9,000	9,000
<b>Total</b>	<b>625,870</b>	<b>720,373</b>	<b>573,192</b>	<b>780,548</b>	<b>793,515</b>	<b>806,741</b>	<b>820,232</b>	<b>833,992</b>
<b>IT Services</b>								
REVENUE	(165,833)	(122,000)	(105,000)	(107,320)	(107,320)	(107,320)	(107,320)	(107,320)
EXPENDITURES	3,010,512	3,038,934	3,289,582	3,504,910	3,545,522	3,586,946	3,629,199	3,672,297
TRANSFERS	(172,472)	(327,000)	(251,796)	(28,756)	(28,756)	(28,756)	(28,756)	(28,756)
<b>Total</b>	<b>2,672,207</b>	<b>2,589,934</b>	<b>2,932,786</b>	<b>3,368,834</b>	<b>3,409,446</b>	<b>3,450,870</b>	<b>3,493,123</b>	<b>3,536,221</b>
<b>GRAND TOTAL</b>	<b>5,494,213</b>	<b>5,955,336</b>	<b>5,808,366</b>	<b>6,616,852</b>	<b>6,672,077</b>	<b>6,675,876</b>	<b>6,757,782</b>	<b>6,841,324</b>

## Service Category Summary

### Risk & Procurement

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Risk & Benefits - Operations	247,964	626,789	253,824	266,700	12,876
Procurement	344,057	362,295	401,500	397,633	(3,867)
Insurance Premiums	807,862	841,500	850,000	850,000	0
Insurance and Claims	146,922	155,000	145,812	140,810	(5,002)
<b>Total Expenditures</b>	<b>1,546,805</b>	<b>1,985,584</b>	<b>1,651,136</b>	<b>1,655,143</b>	<b>4,007</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>1,546,805</b>	<b>1,985,584</b>	<b>1,651,136</b>	<b>1,655,143</b>	<b>4,007</b>

## Service Category Summary

### Risk & Procurement

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	520,251	858,584	573,837	597,846	24,009
Non-Salary Expenses	1,026,554	1,127,000	1,077,299	1,057,297	(20,002)
<b>Total Expenditures</b>	<b>1,546,805</b>	<b>1,985,584</b>	<b>1,651,136</b>	<b>1,655,143</b>	<b>4,007</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
<b>Net Operations</b>	<b>1,546,805</b>	<b>1,985,584</b>	<b>1,651,136</b>	<b>1,655,143</b>	<b>4,007</b>

## Service Category Summary

### Legislative Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Legislative Services	(13,069)	(1,500)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(13,069)</b>	<b>(1,500)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Elections/Referendums	503	0	0	100,000	100,000
Legislative Services	661,896	660,945	656,252	714,477	58,225
<b>Total Expenditures</b>	<b>662,399</b>	<b>660,945</b>	<b>656,252</b>	<b>814,477</b>	<b>158,225</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 Services	0	0	0	2,850	2,850
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,850</b>	<b>2,850</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>649,330</b>	<b>659,445</b>	<b>651,252</b>	<b>812,327</b>	<b>161,075</b>

## Service Category Summary

### Legislative Services

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(13,069)</b>	<b>(1,500)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>601,875</b>	<b>566,565</b>	<b>598,372</b>	<b>698,663</b>	<b>100,291</b>
Non-Salary Expenses	<b>60,525</b>	<b>94,380</b>	<b>57,880</b>	<b>115,814</b>	<b>57,934</b>
Total Expenditures	<b>662,399</b>	<b>660,945</b>	<b>656,252</b>	<b>814,477</b>	<b>158,225</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>2,850</b>	<b>2,850</b>
Net Operations	<b>649,330</b>	<b>659,445</b>	<b>651,252</b>	<b>812,327</b>	<b>161,075</b>

## Service Category Summary

### Service Centre

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Service Centre	(24,638)	(25,100)	(25,100)	(25,100)	0
<b>Total Revenues</b>	<b>(24,638)</b>	<b>(25,100)</b>	<b>(25,100)</b>	<b>(25,100)</b>	<b>0</b>
<b>Expenditures</b>					
Service Centre	631,527	745,473	598,292	796,648	198,356
<b>Total Expenditures</b>	<b>631,527</b>	<b>745,473</b>	<b>598,292</b>	<b>796,648</b>	<b>198,356</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Service Centre	18,982	0	0	9,000	9,000
<b>Total Transfers</b>	<b>18,982</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>9,000</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>625,870</b>	<b>720,373</b>	<b>573,192</b>	<b>780,548</b>	<b>207,356</b>

## Service Category Summary

### Service Centre

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(24,638)	(25,100)	(25,100)	(25,100)	0
Expenditures					
Salary & Wages (including Benefits)	602,973	605,204	578,323	648,370	70,047
Non-Salary Expenses	28,554	140,269	19,969	148,278	128,309
Total Expenditures	631,527	745,473	598,292	796,648	198,356
Debt	0	0	0	0	0
Transfers	18,982	0	0	9,000	9,000
Net Operations	625,870	720,373	573,192	780,548	207,356

## Service Category Summary

### IT Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Computer Services - Operations	(82,400)	(88,000)	(86,500)	(88,820)	(2,320)
Computer Serv-Non-Contract Mtc	0	0	0	0	0
3rd Pty - Computer Serv	(83,433)	(34,000)	(18,500)	(18,500)	0
<b>Total Revenues</b>	<b>(165,833)</b>	<b>(122,000)</b>	<b>(105,000)</b>	<b>(107,320)</b>	<b>(2,320)</b>
<b>Expenditures</b>					
Computer Services - Operations	1,840,935	1,824,865	1,879,645	2,101,632	221,987
Computer Serv - Mtce Contracts	1,015,757	953,569	1,122,691	1,357,778	235,087
Computer Serv-Non-Contract Mtc	19,635	20,000	19,000	27,000	8,000
3rd Pty - Computer Serv	78,433	30,000	18,500	18,500	0
<b>Total Expenditures</b>	<b>2,954,759</b>	<b>2,828,434</b>	<b>3,039,836</b>	<b>3,504,910</b>	<b>465,074</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	(121,719)	(120,500)	(2,050)	(28,756)	(26,706)
3rd Pty - Computer Serv	5,000	4,000	0	0	0
<b>Total Transfers</b>	<b>(116,719)</b>	<b>(116,500)</b>	<b>(2,050)</b>	<b>(28,756)</b>	<b>(26,706)</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	55,753	210,500	249,746	0	(249,746)
<b>Total Expenditures - Asset Maintenance</b>	<b>55,753</b>	<b>210,500</b>	<b>249,746</b>	<b>0</b>	<b>(249,746)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(55,753)	(210,500)	(249,746)	0	249,746
<b>Total Transfers - Asset Maintenance</b>	<b>(55,753)</b>	<b>(210,500)</b>	<b>(249,746)</b>	<b>0</b>	<b>249,746</b>
<b>Net Operations</b>	<b>2,672,207</b>	<b>2,589,934</b>	<b>2,932,786</b>	<b>3,368,834</b>	<b>436,048</b>

## Service Category Summary

### IT Services

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	(165,833)	(122,000)	(105,000)	(107,320)	(2,320)
Expenditures					
Salary & Wages (including Benefits)	1,778,994	1,770,158	1,814,670	2,030,602	215,932
Non-Salary Expenses	1,231,518	1,268,776	1,474,912	1,474,308	(604)
Total Expenditures	3,010,512	3,038,934	3,289,582	3,504,910	215,328
Debt	0	0	0	0	0
Transfers	(172,472)	(327,000)	(251,796)	(28,756)	223,040
Net Operations	2,672,207	2,589,934	2,932,786	3,368,834	436,048

**Human Resources Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Human Resources</b>								
REVENUE	136	(13,000)	(5,000)	0	0	0	0	0
EXPENDITURES	2,294,156	1,928,180	2,468,462	2,690,744	2,730,375	2,770,797	2,812,030	2,854,086
TRANSFERS	(27,493)	6,100	6,100	6,100	6,100	6,100	6,100	6,100
<b>Total</b>	<b>2,266,799</b>	<b>1,921,280</b>	<b>2,469,562</b>	<b>2,696,844</b>	<b>2,736,475</b>	<b>2,776,897</b>	<b>2,818,130</b>	<b>2,860,186</b>
<b>GRAND TOTAL</b>	<b>2,266,799</b>	<b>1,921,280</b>	<b>2,469,562</b>	<b>2,696,844</b>	<b>2,736,475</b>	<b>2,776,897</b>	<b>2,818,130</b>	<b>2,860,186</b>

## Service Category Summary

### Human Resources

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Human Resources Operations	243	(13,000)	(5,000)	0	5,000
Central Training	(107)	0	0	0	0
<b>Total Revenues</b>	<b>136</b>	<b>(13,000)</b>	<b>(5,000)</b>	<b>0</b>	<b>5,000</b>
<b>Expenditures</b>					
Union Negotiations/Grievances	11,268	15,142	15,142	0	(15,142)
Central Safety Committee	0	5,000	5,000	0	(5,000)
Human Resources Operations	1,505,046	1,480,329	1,594,586	1,795,334	200,748
Casual Labour Pool	193	0	0	0	0
Succession Management	78,215	101,658	0	0	0
Disability Management	234,015	189,113	232,860	244,992	12,132
Health & Safety	352,660	0	382,278	419,380	37,102
Central Training	112,759	136,938	238,596	231,038	(7,558)
<b>Total Expenditures</b>	<b>2,294,156</b>	<b>1,928,180</b>	<b>2,468,462</b>	<b>2,690,744</b>	<b>222,282</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>					
Human Resources Operations	(32,801)	0	0	0	0
Succession Management	3,985	3,600	0	0	0
Central Training	1,322	2,500	6,100	6,100	0
<b>Total Transfers</b>	<b>(27,493)</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,266,799</b>	<b>1,921,280</b>	<b>2,469,562</b>	<b>2,696,844</b>	<b>227,282</b>

## Service Category Summary

### Human Resources

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	136	(13,000)	(5,000)	0	5,000
Expenditures					
Salary & Wages (including Benefits)	1,809,566	1,539,339	1,833,547	1,981,469	147,922
Non-Salary Expenses	484,590	388,841	634,915	709,275	74,360
Total Expenditures	2,294,156	1,928,180	2,468,462	2,690,744	222,282
Debt	0	0	0	0	0
Transfers	(27,493)	6,100	6,100	6,100	0
Net Operations	2,266,799	1,921,280	2,469,562	2,696,844	227,282

### Finance Summary

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(155,113,356)	(157,687,104)	(160,922,923)	(166,055,184)	(166,882,712)	(167,673,758)	(169,679,553)	(171,091,130)
EXPENDITURES	582,800	5,646,258	2,529,341	2,365,542	2,365,542	2,365,542	2,365,542	2,365,542
DEBT	14,722,990	15,351,228	15,511,197	14,232,069	14,429,557	14,555,696	15,569,468	16,112,827
TRANSFERS	55,891,659	54,848,119	54,051,108	56,549,307	55,772,374	55,357,476	55,304,802	55,028,405
<b>Total</b>	<b>(83,915,907)</b>	<b>(81,841,499)</b>	<b>(88,831,277)</b>	<b>(92,908,266)</b>	<b>(94,315,239)</b>	<b>(95,395,044)</b>	<b>(96,439,741)</b>	<b>(97,584,356)</b>
<b>Financial Services</b>								
REVENUE	(133,075)	(125,100)	(125,100)	(125,100)	(125,100)	(125,100)	(125,100)	(125,100)
EXPENDITURES	1,700,195	1,473,957	1,844,468	1,554,304	1,583,599	1,613,479	1,643,957	1,675,045
<b>Total</b>	<b>1,567,120</b>	<b>1,348,857</b>	<b>1,719,368</b>	<b>1,429,204</b>	<b>1,458,499</b>	<b>1,488,379</b>	<b>1,518,857</b>	<b>1,549,945</b>
<b>OLD BU's - Fiscal Services</b>								
EXPENDITURES	15,609,384	0	0	0	0	0	0	0
TRANSFERS	(15,609,384)	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>(82,348,787)</b>	<b>(80,492,642)</b>	<b>(87,111,909)</b>	<b>(91,479,062)</b>	<b>(92,856,740)</b>	<b>(93,906,665)</b>	<b>(94,920,884)</b>	<b>(96,034,411)</b>

## Service Category Summary

### Financial Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Billings & Collection	(133,075)	(125,100)	(125,100)	(125,100)	0
<b>Total Revenues</b>	<b>(133,075)</b>	<b>(125,100)</b>	<b>(125,100)</b>	<b>(125,100)</b>	<b>0</b>
<b>Expenditures</b>					
Billings & Collection	754,994	639,982	800,592	587,856	(212,736)
Financial Planning	353,785	238,393	388,312	421,621	33,309
Accounting - Operating	591,417	595,582	655,564	544,827	(110,737)
<b>Total Expenditures</b>	<b>1,700,195</b>	<b>1,473,957</b>	<b>1,844,468</b>	<b>1,554,304</b>	<b>(290,164)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,567,120</b>	<b>1,348,857</b>	<b>1,719,368</b>	<b>1,429,204</b>	<b>(290,164)</b>

## Service Category Summary

### Financial Services

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(133,075)</b>	<b>(125,100)</b>	<b>(125,100)</b>	<b>(125,100)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,434,865</b>	<b>1,379,946</b>	<b>1,626,579</b>	<b>1,464,734</b>	<b>(161,845)</b>
Non-Salary Expenses	<b>265,330</b>	<b>94,011</b>	<b>217,889</b>	<b>89,570</b>	<b>(128,319)</b>
Total Expenditures	<b>1,700,195</b>	<b>1,473,957</b>	<b>1,844,468</b>	<b>1,554,304</b>	<b>(290,164)</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>1,567,120</b>	<b>1,348,857</b>	<b>1,719,368</b>	<b>1,429,204</b>	<b>(290,164)</b>

## Service Category Summary

### Fiscal Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Library - Cost Recovery	0	(2,458,950)	(8,550)	0	8,550
Investment Earnings	(2,257,726)	(2,211,575)	(2,143,113)	(35,000)	2,108,113
Payroll Burden Clearing	(96,516)	0	0	0	0
Accts Pay-Rounding-W/O-Disc	(5)	(2,500)	(1,100)	(1,100)	0
FortisBC Agreement	(4,737,681)	(5,001,399)	(4,693,163)	(6,242,931)	(1,549,768)
External Debt - MFA	0	0	0	(691,179)	(691,179)
Road Rehabilitation program	(4,975,818)	(4,981,742)	(5,000,000)	(5,000,000)	0
2015 Canada Winter Games	(2,681,832)	(2,081,884)	0	0	0
General Infrastructure Reinvest	(1,533,021)	(1,534,842)	(2,500,000)	(2,500,000)	0
Snow Control	(6,292,573)	(6,300,000)	(7,000,000)	(7,000,000)	0
Off Street Parking Levy	(716,041)	(720,000)	(750,000)	(750,000)	0
Prov Uncond Grant - Traffic Fi	(1,113,368)	(1,032,540)	(1,001,000)	(1,080,000)	(79,000)
Gaming - Uncond Grant	(2,625,455)	(2,600,000)	(2,600,000)	(2,600,000)	0
Internal Debt Recoveries	(42,951)	(41,683)	(41,683)	(40,840)	843
Community Works - Grant	(2,988,070)	(2,941,614)	(3,088,697)	(3,088,697)	0
Provincial Grants	(150,001)	(200,000)	(175,000)	(175,000)	0
Miscellaneous Revenues	(82,405)	(37,600)	(38,000)	(38,000)	0
Provincial School	(30,525,214)	(30,450,000)	(30,550,000)	(30,400,000)	150,000
Regional District	(5,518,510)	(6,100,000)	(5,550,000)	(5,600,000)	(50,000)
FFG Reg. Hospital District	(4,027,835)	(3,920,000)	(4,050,000)	(5,500,000)	(1,450,000)
BC Assessment Authority	(811,009)	(815,000)	(815,000)	(800,000)	15,000
MFA	(2,314)	(2,200)	(2,300)	(2,500)	(200)
911 Emergency Service	(1,428,087)	(1,550,000)	(1,450,000)	(1,550,000)	(100,000)
20th/Victoria BIA Assoc	(100,000)	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(225,711)	(225,826)	(232,600)	(232,600)	0
Interest on Property Tax	(104,353)	(100,000)	(100,000)	(100,000)	0
Taxes - General	(75,680,936)	(75,650,774)	(82,289,912)	(86,300,000)	(4,010,088)
Parcel / Frontage Tax	(9,110)	(129,042)	(129,042)	(129,040)	2
Grant in Lieu - Provincial	(3,251,279)	(3,210,000)	(3,254,000)	(3,002,000)	252,000
Grant in Lieu - Federal	(329,669)	(311,000)	(326,000)	(263,000)	63,000
Grant in Lieu - Private Utilit	(1,559,576)	(1,550,000)	(1,606,830)	(1,607,900)	(1,070)
Franchise Fee - FortisBC	(1,125,378)	(1,281,533)	(1,281,533)	(1,079,997)	201,536
Non Res Schl Tax	(33,416)	(33,800)	(33,800)	(33,800)	0
Tax Sales	(10,897)	(12,600)	(12,600)	(12,600)	0
Tax Balance Adj	1,879	3,000	3,000	3,000	0
3rd Pty - Union 1048 Recovery	(37,629)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(8,685)	(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	(32,165)	(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>(155,113,356)</b>	<b>(157,687,104)</b>	<b>(160,922,923)</b>	<b>(166,055,184)</b>	<b>(5,132,261)</b>

## Service Category Summary

### Fiscal Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Expenditures</b>					
YE Accrual Adj - General Oper	(9,217)	0	0	0	0
RTE Early Benefit Program:NDIT	43,250	40,200	40,200	40,200	0
Library - Cost Recovery	(356,477)	2,458,950	8,550	0	(8,550)
Audit	67,811	78,434	78,434	78,440	6
Investment Earnings	3,129	0	0	0	0
Amortization - budget only	0	12,500,000	15,200,000	15,700,000	500,000
Asset Amort & Gain/Loss - GEG	2,577,903	0	0	0	0
Asset Amort & Gain/Loss - PRS	1,932,876	0	0	0	0
Amortization - budget - contra	0	(12,500,000)	(15,200,000)	(15,700,000)	(500,000)
Asset Amort & Gain/Loss - TNS	7,605,108	0	0	0	0
Asset Amort & Gain/Loss - SWR	342,379	0	0	0	0
Asset Amort & Gain/Loss - PHW	49,358	0	0	0	0
Asset Amort & Gain/Loss - PRC	3,101,760	0	0	0	0
Payroll Burden Clearing	743,321	0	0	0	0
Accts Pay-Rounding-W/O-Disc	11	500	100	100	0
Mobile Equipment	1,100	0	0	0	0
2015 Canada Winter Games	2,410	0	0	0	0
Contingency	0	2,606,168	2,265,877	2,110,622	(155,255)
20th/Victoria BIA Assoc	0	100,000	0	0	0
Downtown BIA Assoc	0	225,826	0	0	0
Interest on Property Tax	4,317	10,000	10,000	10,000	0
Taxes - General	91	1,000	1,000	1,000	0
Parcel / Frontage Tax	3,809	16,180	16,180	16,180	0
Tax Balance Adj	0	7,000	7,000	7,000	0
3rd Pty - Union 1048 Recovery	38,285	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	8,685	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	32,274	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>16,192,184</b>	<b>5,646,258</b>	<b>2,529,341</b>	<b>2,365,542</b>	<b>(163,799)</b>
<b>Debt</b>					
FortisBC Agreement	5,482,646	5,484,464	5,484,464	6,893,290	1,408,826
Mobile Equipment	1,899,952	2,224,028	2,224,028	1,315,302	(908,726)
External Debt - MFA	6,586,822	6,874,620	7,129,728	5,421,019	(1,708,709)
Capital Lease Pmts - auto garb	104,028	104,028	43,185	0	(43,185)
Computers-MFA: hard/software	34,803	34,772	0	0	0
Lease Payments - Other	4,614	4,614	5,090	0	(5,090)
Off Street Parking Levy	566,151	584,702	584,702	562,458	(22,244)
Interest on Property Tax	43,975	40,000	40,000	40,000	0
<b>Total Debt</b>	<b>14,722,990</b>	<b>15,351,228</b>	<b>15,511,197</b>	<b>14,232,069</b>	<b>(1,279,128)</b>

## Service Category Summary

### Fiscal Services

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Transfers</b>					
YE Accrual Adj - General Oper	9,217	0	0	0	0
Library - Cost Recovery	356,477	0	0	0	0
Asset Amort & Gain/Loss - GEG	(2,577,903)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(1,932,876)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(7,605,108)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(342,379)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(49,358)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(3,101,760)	0	0	0	0
Payroll Burden Clearing	(693,217)	0	0	0	0
FortisBC Agreement	(744,965)	(483,065)	(791,301)	(650,359)	140,942
Mobile Equipment	(1,901,504)	(2,073,160)	(2,224,028)	(1,315,302)	908,726
Mgmt OH Recoveries	(2,722,951)	(2,722,950)	(2,812,311)	(2,807,816)	4,495
Cont fr Computer Reserve	(34,803)	(34,772)	0	0	0
Prior Year's Surplus	946,230	130,000	0	0	0
Internal Debt	2,442,305	3,306,445	3,356,445	3,022,931	(333,514)
External Debt - MFA	(65,487)	0	0	0	0
Road Rehabilitation program	4,975,818	4,981,742	5,000,000	5,000,000	0
2015 Canada Winter Games	2,679,421	2,081,884	0	0	0
General Infrastructure Reinvets	1,533,021	1,534,842	2,500,000	2,500,000	0
Snow Control	(30,001)	0	0	0	0
Capital Lease Pmts - auto garb	(104,028)	(104,028)	(43,185)	0	43,185
Lease Payments - Other	(4,614)	(4,614)	(5,090)	0	5,090
Operating Contribution - DDES	1,176,292	0	0	275,164	275,164
Off Street Parking Levy	149,890	135,298	165,298	187,542	22,244
Contr to Capital Reserve	200,000	200,000	250,000	250,000	0
Cont to Asset Mtce (fund 13)	4,493,818	3,695,276	4,091,734	4,217,263	125,529
Gaming - Uncond Grant	1,905,455	1,880,000	2,600,000	2,600,000	0
Internal Debt Recoveries	42,350	41,683	41,683	38,350	(3,333)
Community Works - Grant	2,988,070	2,941,614	3,088,697	3,088,697	0
Provincial Grants	150,001	200,000	175,000	175,000	0
Provincial School	30,525,214	30,450,000	30,550,000	30,400,000	(150,000)
Regional District	5,518,510	6,100,000	5,550,000	5,600,000	50,000
FFG Reg. Hospital District	4,027,835	3,920,000	4,050,000	5,500,000	1,450,000
BC Assessment Authority	811,009	815,000	815,000	800,000	(15,000)
MFA	2,314	2,200	2,300	2,500	200
911 Emergency Service	1,428,087	1,550,000	1,450,000	1,550,000	100,000
20th/Victoria BIA Assoc	100,000	0	100,000	100,000	0
Downtown BIA Assoc	225,711	0	232,600	232,600	0
<b>Total Transfers</b>	<b>44,776,093</b>	<b>58,543,395</b>	<b>58,142,842</b>	<b>60,766,570</b>	<b>2,623,728</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Levy Funded	(4,493,818)	(3,695,276)	(4,091,734)	(4,217,263)	(125,529)
<b>Total Transfers - Asset Maintenance</b>	<b>(4,493,818)</b>	<b>(3,695,276)</b>	<b>(4,091,734)</b>	<b>(4,217,263)</b>	<b>(125,529)</b>
<b>Net Operations</b>	<b>(83,915,907)</b>	<b>(81,841,499)</b>	<b>(88,831,277)</b>	<b>(92,908,266)</b>	<b>(4,076,989)</b>

## Service Category Summary

### Fiscal Services

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(155,113,356)</b>	<b>(157,687,104)</b>	<b>(160,922,923)</b>	<b>(166,055,184)</b>	<b>(5,132,261)</b>
Expenditures					
Salary & Wages (including Benefits)	466,089	2,552,400	102,000	102,000	0
Non-Salary Expenses	15,726,096	3,093,858	2,427,341	2,263,542	(163,799)
Total Expenditures	<b>16,192,184</b>	<b>5,646,258</b>	<b>2,529,341</b>	<b>2,365,542</b>	<b>(163,799)</b>
Debt	<b>14,722,990</b>	<b>15,351,228</b>	<b>15,511,197</b>	<b>14,232,069</b>	<b>(1,279,128)</b>
Transfers	<b>40,282,275</b>	<b>54,848,119</b>	<b>54,051,108</b>	<b>56,549,307</b>	<b>2,498,199</b>
Net Operations	<b>(83,915,907)</b>	<b>(81,841,499)</b>	<b>(88,831,277)</b>	<b>(92,908,266)</b>	<b>(4,076,989)</b>

2017-2021  
**CAPITAL PLAN**

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CITY OF  
PRINCE GEORGE

**DATE:** January 20, 2017

**TO:** MAYOR AND COUNCIL

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

**SUBJECT:** 2017 – 2021 Capital Plan

**ATTACHMENTS:** Capital Plans

**RECOMMENDATION:**

That Council approve the 2017 – 2021 Capital Plan.

**PURPOSE:**

The Capital Plan provides for the purchase, construction, rehabilitation and major maintenance (betterment) 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 2017-2021 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.

Over the past few years, Administration has prioritized the proposed capital plan using a Cross Functional Scoring Team. This was a process in which a team of approximately ten staff members representing key divisions scored every project in the capital plan with a scoring matrix based on the myPG Community Plan. While this process showed value, the cost of staff time was extensive and Administration is in the process of determining a more efficient way to prioritize the City's capital needs. Administration will bring back a new process for Council's information in 2017.

The capital plan was prioritized without a scoring matrix this year. In lieu of that matrix, Directors and General Managers submitted their highest priority projects based on the professional expertise and advice of their respective departments' teams. Senior Administration 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.

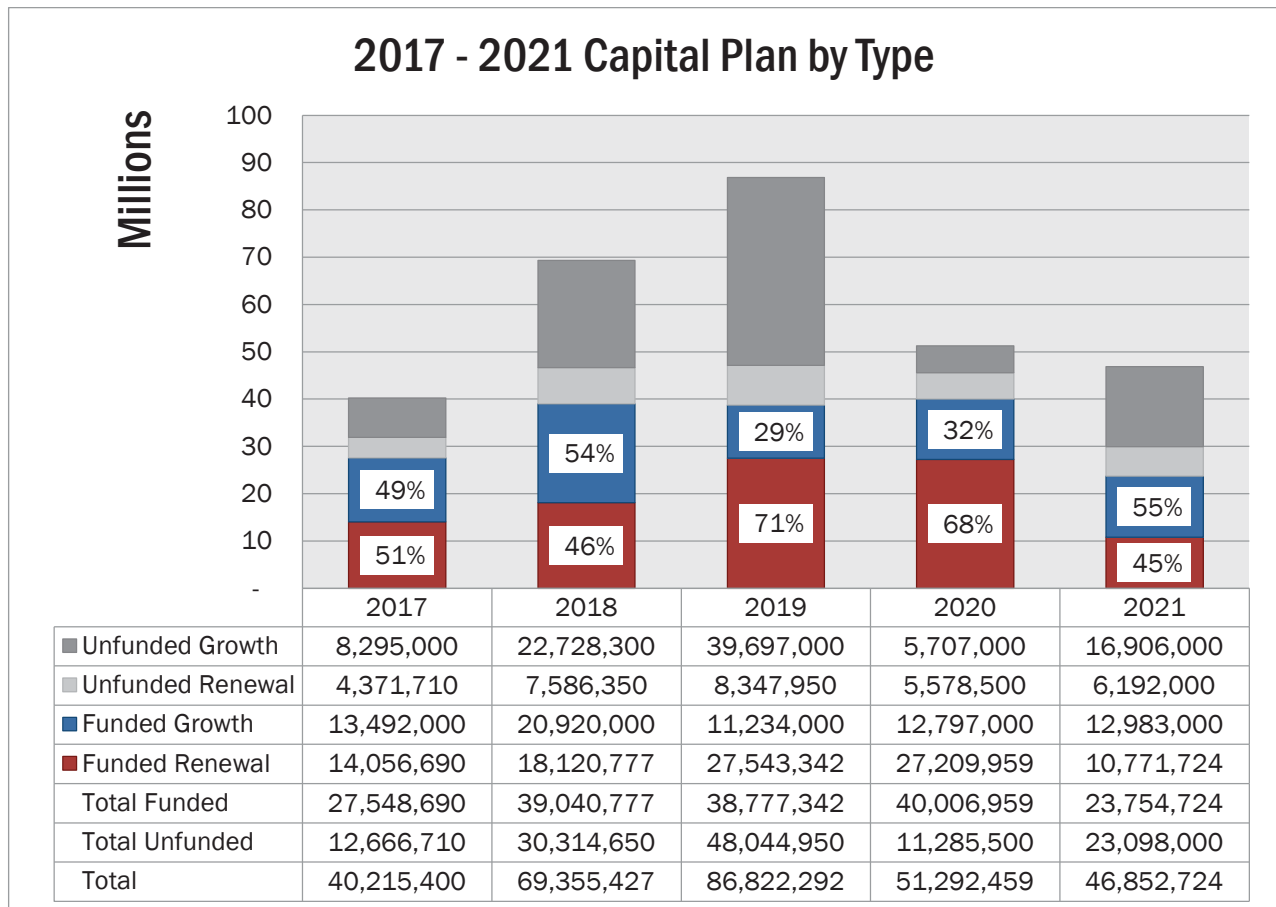
Lastly, Administration has changed the way in which the capital plan is presented. When the scoring matrix was in place, the projects were presented in descending order of the project's total score. The feedback on that presentation style was that it was not very user friendly. Administration has changed the presentation to be organized by Service Category. This has the benefits of following the same style of presentation of 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 2017 - 2021 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 both the funded and unfunded amounts by type of project in the current capital plan.



Descriptions of project types are as follows:

**Growth**

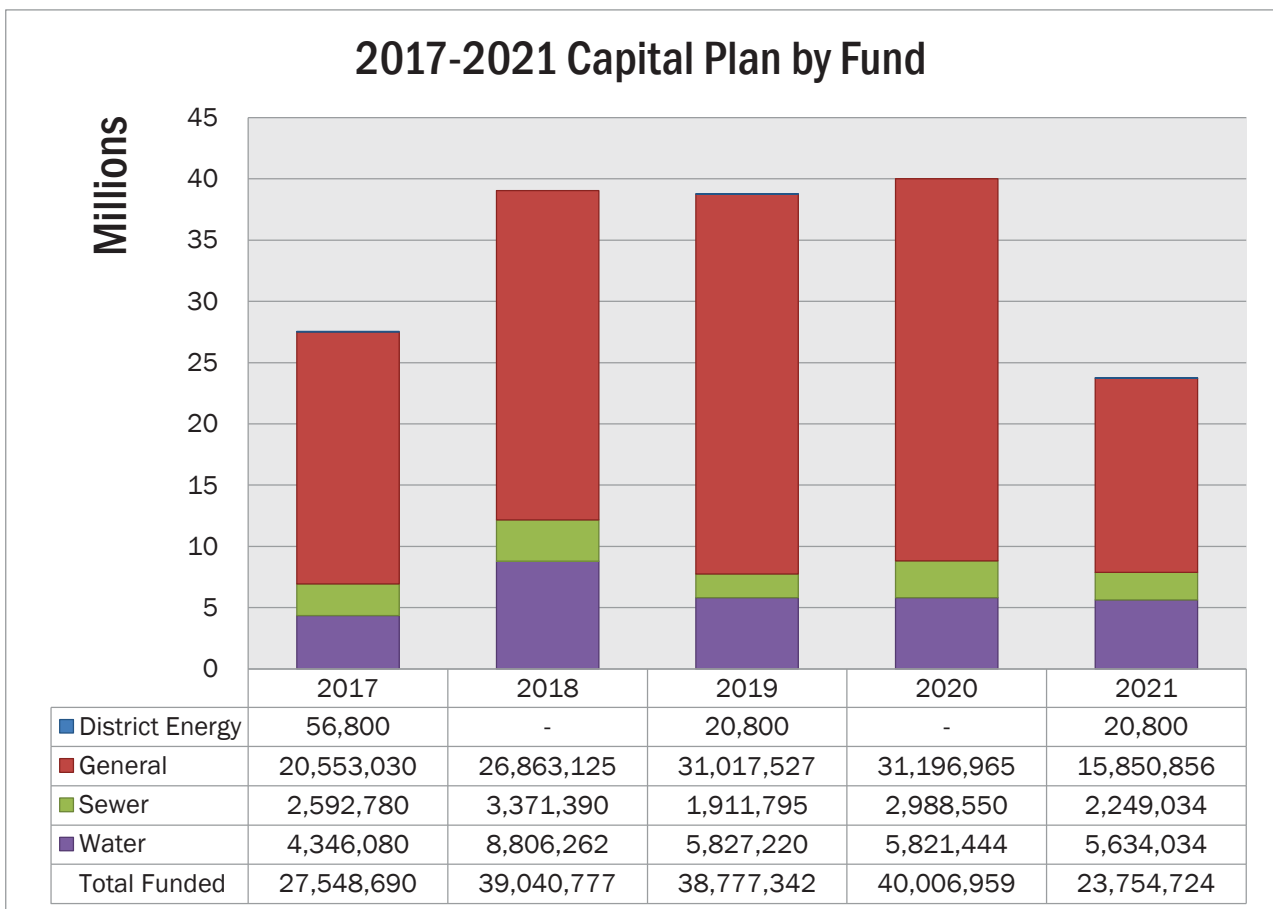
- An addition to the asset inventory through construction or purchase of a new capital asset.
- Costs incurred to enhance an asset’s service potential including: extending the asset’s life beyond its original expected life; reducing operating costs; improving the quality of the asset’s output; or increasing the asset’s physical output or capacity.
- Projects not tangible asset related (i.e., programs, plans or studies).

**Renewal**

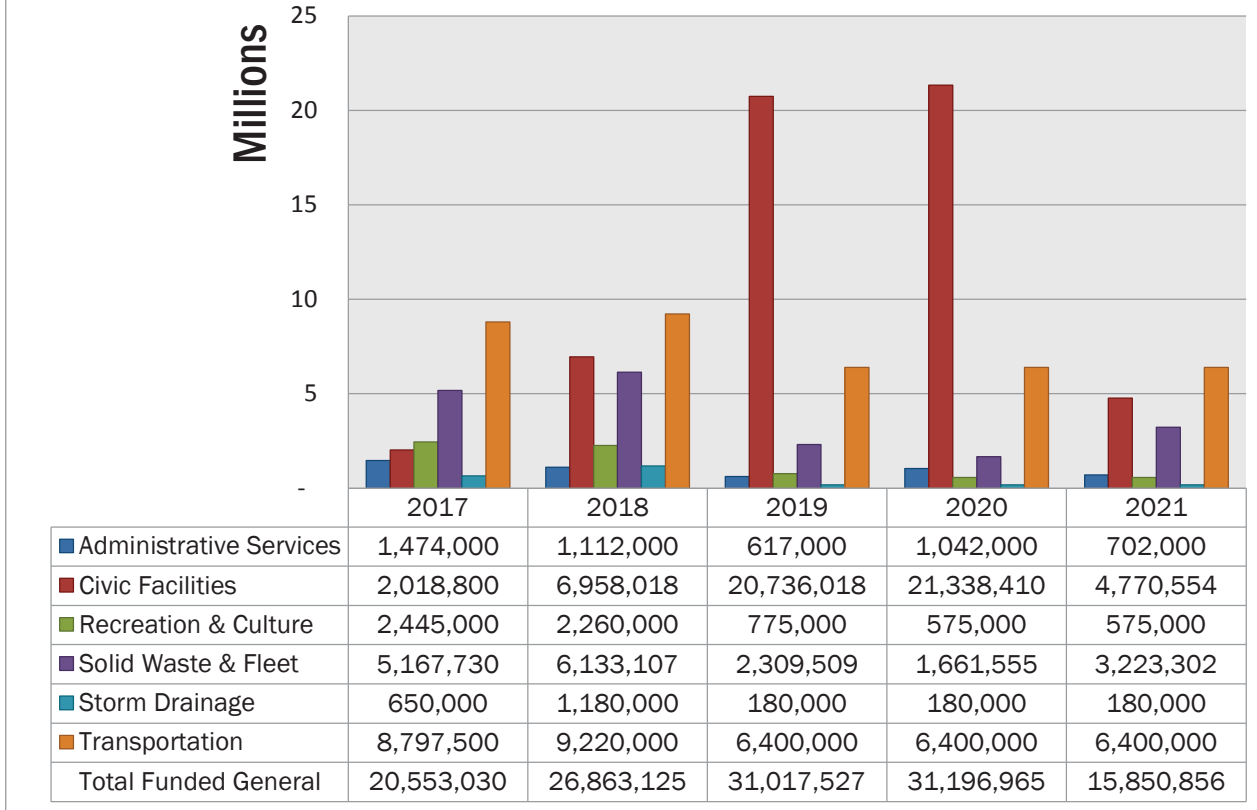
- Replacement of an asset that has been in use with a new or similar asset. It is the cost of replacing an asset with another that will render the same service.
- Maintaining the pre-determined service potential of an asset for a given useful life to keep the asset in its usual condition and at its expected operating standard. These expenses are recurring in nature and do not extend the asset’s life, reduce operating costs, improve the quality of the output, or increase the output.

**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 of the general fund by service type of the City.



## 2017-2021 Capital Plan: General by Service Type



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

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

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

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

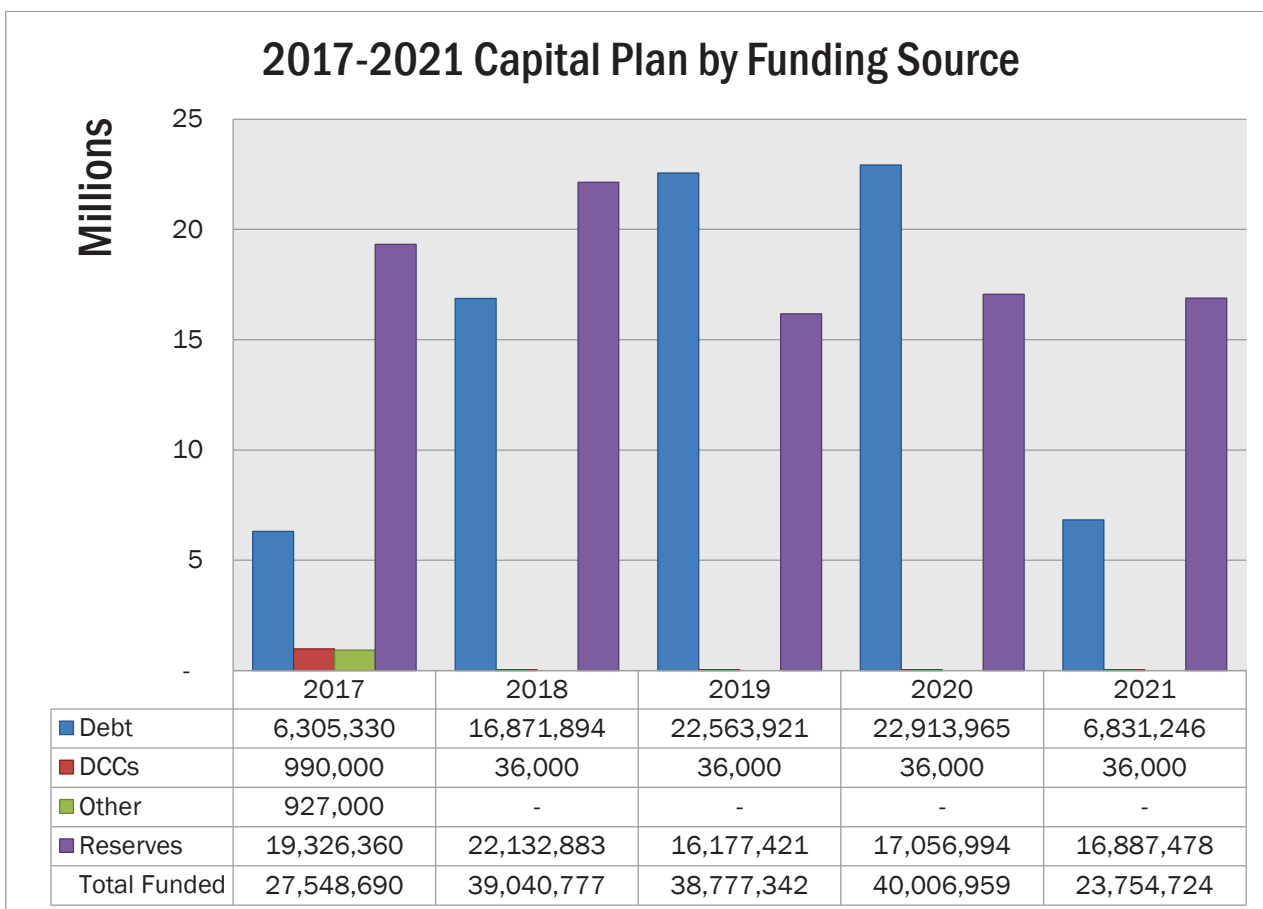
**Storm Drainage** includes catchbasins, culverts, and other forms of drainage control.

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

## Capital Plan by Funding Source

The City utilizes debt, deferred revenue (DCCs), grants, 3rd 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. There is no new water or sewer debt in this plan.



**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 Community, Sport and Cultural Development.

**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 (2022-2026) are included in the overall plan.

**Other** consists of 3rd party contributions by individuals or developers that are used to fund specific projects as well as capital grants. Capital 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.

The **Capital Expenditure Reserve** is used to fund most general capital projects. The Capital Expenditure Reserve is replenished through transfers from operating, gaming revenue and Endowment Reserve interest. Other reserves such as the General Infrastructure Reinvestment Fund, local area services, road rehabilitation, storm drainage and community works, are used for funding capital projects that meet the specific funding criteria of these reserves.

**SUMMARY AND CONCLUSION:**

This report and the capital project reports on the pages that follow in the budget book provide the details of the 2017 - 2021 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 2017-2021 and projects that are anticipated for future years (2022-2026) have been listed for Council's information.

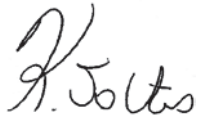
**RESPECTFULLY SUBMITTED:**



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Kris Dalio, Director of Finance

**APPROVED:**



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Kathleen Soltis, City Manager  
Meeting date: February 1, 2017

in thousands (000)

Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021
<b>1-General Fund</b>								
<b>Aquatics</b>								
1	#0803 AQC-Refurbish Sauna							
	Aquatic Centre best practices require refurbishment of the sauna due to age and condition of wood components.							
			General Infrastructure Reinvestment Fund	20				
		20	<b>Project Totals:</b>	20	0	0	0	0
<b>2 #1053 AQC-Beach Floor Refurb</b>								
	Refurbishment of the non slip epoxy flooring surrounding the wave pool.							
			General Infrastructure Reinvestment Fund	86				
		86	<b>Project Totals:</b>	86	0	0	0	0
<b>3 #1104 AQC-Replace Staff Room Flooring</b>								
	Replace worn linoleum flooring in the administrative offices, Northwood Room, and general walkway. Floorings have reached end of life.							
			General Infrastructure Reinvestment Fund	15				
		15	<b>Project Totals:</b>	15	0	0	0	0
<b>Aquatics Total:</b>				121	0	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
<b>Civic Centre</b>								
4	#0196 CC-Audiovisual/Technical UG							
	Remove, replace and upgrade to digital quality audiovisual and technical systems throughout entire venue and outdoor space.							
		25	Capital Expenditure Reserve	25	0	0	0	0
	<b>Project Totals:</b>	<b>25</b>		<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Centre Total:</b>								
		<b>25</b>		<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities</b>								
5	#1016 CH-Council Chamber Video Replacement							
	Replacement of the video component of the Council Chamber AV system.							
			General Infrastructure Reinvestment Fund	256				
	<b>Project Totals:</b>	<b>256</b>		<b>256</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Total:</b>								
		<b>256</b>		<b>256</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
6	#1050 Library Roof Replacement							
	Replace the 25 year old Library roof with new torch on membranes.							
			General Infrastructure Reinvestment Fund	370				
	<b>Project Totals:</b>	<b>370</b>		<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
7	#1075 Plaza Parkade Upgrade							
	Plaza Parkade (1077 - 5th Ave) is a stand alone parking structure located above commercial space, constructed in 1980, and consists of five (5) levels of parking for approximately 320 vehicles. The facility requires structural, mechanical and electrical upgrades. This is a multi-year project totalling \$1,170,000.							
		1,170		0	0	151	1,019	0
			MFA Debt Proceeds			151		
			MFA Debt Proceeds				1,019	
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>151</b>	<b>1,019</b>	<b>0</b>
8	#1163 RMCA-HVAC Replacement							
	Replacement of 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.							
					66			
			MFA Debt Proceeds		66			
			MFA Debt Proceeds			420		
			MFA Debt Proceeds				920	
		1,406		0	66	420	920	0
			<b>Project Totals:</b>	<b>0</b>	<b>66</b>	<b>420</b>	<b>920</b>	<b>0</b>
9	#1301 RCMP Parking lot lighting							
	Add parking lot lighting to the RCMP staff parking lot.							
			Capital Expenditure Reserve	222				
		222	<b>Project Totals:</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
10	#1304 CYC-Electrical Service Replacement							
	Replace existing electrical service and electrical breakers at the Connaught Youth Centre.							



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		219	General Infrastructure Reinvestment Fund	219	0	0	0	0
	<b>Project Totals:</b>			<b>219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>11</b>	<b>#1315 PW Yard Development</b>							
	Health and safety issues are being monitored in the existing Parks buildings. At this time, the women's washrooms and changeroom are inadequate for staff and the lunchroom is inadequate for summer staff. This project is to integrate Parks division into the main 4050 public works shops building where Roads, Fleet, Engineering and Civic Facilities currently reside. This project will enlarge the existing change room/washroom facilities to include the Parks outside workers as well as create office space for the Parks Admin staff.							
		1,450	MFA Debt Proceeds	613				
			MFA Debt Proceeds		837			
	<b>Project Totals:</b>	<b>1,450</b>		<b>613</b>	<b>837</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>12</b>	<b>#1408 AQC-Movable Floor Panel Replace</b>							
	Replacement of fiberglass paneling of the movable floor. KBE Germany to remove GRP surfacing and supply and install new GRP surfacing.							
		305	Community Works Fund	15				
			Community Works Fund		290			
	<b>Project Totals:</b>	<b>305</b>		<b>15</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>13</b>	<b>#1451 AQC-Roof Replacement</b>							
	Roof Replacement and parapet reconstruction.							
			General Infrastructure Reinvestment Fund				69	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		69	Project Totals:	69	0	0	0	0
<b>14</b>	<b>#1453 CN Ctr Building Envelope</b>							
	Repairs to the glazing, parapet and stucco column and spandrel assemblies in the east, south and west elevations.							
		54	General Infrastructure Reinvestment Fund	54	0	0	0	0
			<b>Project Totals:</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>15</b>	<b>#1457 Main Fire Hall Replacement</b>							
	Replacement and relocation of the Main Fire Hall 1111 7th Ave.							
			MFA Debt Proceeds		415			
			MFA Debt Proceeds			415		
			MFA Debt Proceeds				10,049	
			MFA Debt Proceeds					4,121
		<b>15,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>415</b>	<b>415</b>	<b>10,049</b>	<b>4,121</b>
<b>16</b>	<b>#1460 City Hall HVAC Replacement</b>							
	Replacement of City Hall's heating, ventilation and air conditioning system.							
		51	General Infrastructure Reinvestment Fund	51	0	0	0	0
			<b>Project Totals:</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>17</b>	<b>#1467 Civic Facility Accessibility</b>							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	To 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.							
			General Infrastructure Reinvestment Fund	50				
			General Infrastructure Reinvestment Fund		50			
			General Infrastructure Reinvestment Fund			50		
			General Infrastructure Reinvestment Fund				50	
			General Infrastructure Reinvestment Fund					50
		<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>18</b>	<b>#1504 FSLP Replacement</b>							
	Replacement of Four Seasons Leisure Pool and demolition of old facility.							
			MFA Debt Proceeds	100				
			MFA Debt Proceeds		5,300			
			MFA Debt Proceeds			19,700		
			MFA Debt Proceeds				9,300	
			MFA Debt Proceeds					600
		<b>35,000</b>	<b>Project Totals:</b>	<b>100</b>	<b>5,300</b>	<b>19,700</b>	<b>9,300</b>	<b>600</b>
<b>Civic Facilities Total:</b>				<b>2,019</b>	<b>6,958</b>	<b>20,736</b>	<b>21,338</b>	<b>4,771</b>
<b>CN Centre</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
19	#0146 CN Ctr -Floor replacement								
	Replacement of aging and damaged flooring in dressing rooms, referee rooms and skate pathway floor.								
		35	General Infrastructure Reinvestment Fund	35	0	0	0	0	0
			<b>Project Totals:</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
20	#0802 CN-Suite Carpeting								
	Replace the carpeting in the CN Centre suites and media box.								
		25	General Infrastructure Reinvestment Fund	25	0	0	0	0	0
			<b>Project Totals:</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CN Centre Total:</b>				<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Arenas</b>									
21	#0898 RMCA - Compressor Replacement								
	Replace 40-45 year old compressors for the ice plant at the Rolling Mix Concrete Arena with 2 Mycom 2M energy efficient compressors.								
		120	General Infrastructure Reinvestment Fund	120	0	0	0	0	0
			<b>Project Totals:</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
22	#1404 RMCA - Sound System								
	Replacement of aging and inadequate sound system at the Rolling Mix Concrete Arena.								
	General Infrastructure Reinvestment Fund		40						
	General Infrastructure Reinvestment Fund			155					
	<b>Project Totals:</b>	<b>195</b>	<b>40</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
23	#1416 Kin Atrium & Elksentre - Accessibility								
	Add motion activated main entry doors to the Kin Atrium and Elksentre Arena. Also add 4 more push button openers for Kin interior Doors. Project is contingent on the approval for 50% funding from the Enabling Accessibility Grant program.								
	Federal Grants - Miscel		50						
	Capital Expenditure Reserve		30						
	<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
24	#1417 Exhibition Sport Centre Door Replacement								
	Replacement of old doors and hardware.								
	General Infrastructure Reinvestment Fund		25						
	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Arenas Total:</b>		<b>420</b>	<b>265</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
<b>Financial Services</b>								
25	#1399 Engineering Pool Vehicle							
	Purchase a 100% electric vehicle to utilize in the City fleet. This unit to be shared with the Environmental and Engineering groups. The City will apply to the FCM Green Municipal Fund, Environmental Youth Corps (EYC) Internship Program and other grants for supportive funding.							
			MFA Lease Proceeds	45				
		45	<b>Project Totals:</b>	45	0	0	0	0
<b>Financial Services Total:</b>								
		97		97	0	0	0	0
<b>Fleet Services</b>								
26	#1423 Civic Facilities-Electrical Van							
	Purchase van for Civic Facilities electrician.							
			MFA Lease Proceeds	52				
		52	<b>Project Totals:</b>	52	0	0	0	0
<b>Financial Services Total:</b>								
		97		97	0	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
27	#0431 Mobile Equipment Replacement								
				For the annual replacement of vehicles currently part of the City Fleet.					
			MFA Lease Proceeds	4,125					
			Solid Waste RRFE	81					
			MFA Lease Proceeds		5,894				
			Solid Waste RRFE		164				
			MFA Lease Proceeds			1,878			
			Solid Waste RRFE			357			
			MFA Lease Proceeds				1,626		
			MFA Lease Proceeds					2,111	
			MFA Lease Proceeds						1,113
			Solid Waste RRFE						3,223
		17,348	<b>Project Totals:</b>	4,207	6,058	2,235	1,626		
28	#1271 Update Radio Communications								
				Replacement of ageing fleet and mobile radio communication systems.					
			MFA Lease Proceeds	700					
		700	<b>Project Totals:</b>	700	0	0	0	0	0
29	#1281 Ventilation System Mechanical Shop								
				The 18th Ave Shop building area for Fleet Services requires a new exhaust system so the mechanics can avoid inhaling exhaust fumes in the shop. The current system has reached the end of its service life.					
			General Infrastructure Reinvestment Fund	50					
		50	<b>Project Totals:</b>	50	0	0	0	0	0

Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021	in thousands (000)	
30	#1287 City Works Yard - Replace Fuel Pumps									
	According to the annual inspection of the pumps and tanks, components require a scheduled replacement in order to maintain the existing asset's ability to meet operational requirements. A phased replacement of the fuel system at the 18th Avenue City Works Yard is required to meet safety and environmental standards. This system dispenses 1.4 million liters of gas, diesel and propane to the RCMP, Fire Services and City Fleet annually. This is a multi-year project, with the diesel dispenser to be replaced in 2017, gas in 2020 and tanks in 2025. Spill containment will be included in this upgrade.									
			General Infrastructure Reinvestment Fund	36						
			General Infrastructure Reinvestment Fund				36			
		72		36	0	0	36	0		0
			<b>Project Totals:</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>0</b>		<b>0</b>
31	#1402 Fleet Equipment Tools									
	To replace existing automotive and heavy duty equipment tooling that diagnoses and trouble shoots computerized vehicle components and codes in the new automotive and heavy equipment fleet. Existing scanners are out of date and based on old technology which cannot read service codes on new manufactured equipment and vehicles. These tools are required for automotive and heavy duty mechanics to perform work on the City and Fire Fleet vehicles.									
			General Infrastructure Reinvestment Fund	100						
		100		100	0	0	0	0		0
			<b>Project Totals:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>Fleet Services Total:</b>		<b>18,270</b>		<b>5,093</b>	<b>6,058</b>	<b>2,235</b>	<b>1,662</b>	<b>3,223</b>		
<b>IT Services</b>										



Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
32	#0715 IT Maintenance								
			Computer Reserve	85					
			Computer Reserve		160				
			Computer Reserve			75			
			Computer Reserve				80		
			Computer Reserve					75	
			<b>Project Totals:</b>	<b>85</b>	<b>160</b>	<b>75</b>	<b>80</b>	<b>75</b>	<b>75</b>
33	#0720 IT Betterments								
			Computer Reserve	363					
			Computer Reserve		621				
			Computer Reserve			186			
			Computer Reserve				661		
			Computer Reserve					221	
			<b>Project Totals:</b>	<b>363</b>	<b>621</b>	<b>186</b>	<b>661</b>	<b>221</b>	<b>221</b>
			<b>2,052</b>	<b>621</b>	<b>186</b>	<b>661</b>	<b>661</b>	<b>221</b>	<b>221</b>
34	#0724 IT Replacements								

The computer hardware and software capital budget encompasses technology purchases to enable the secure and reliable workings of the computer systems. The City's computer system is a significantly complex array of hardware and software connecting many municipal buildings and staff together with a wide variety of applications.

The computer hardware and software capital budget encompasses technology purchases to enable the secure and reliable workings of the computer systems. The City's computer system is a significantly complex array of hardware and software connecting many municipal buildings and staff together with a wide variety of applications. Generally, this budget focuses on upgrades to various major software systems. It would also apply to hardware where the hardware capacity is specifically being augmented, such as storage space. Upgrades will often involve many divisions across the organization. This funding will attempt to accommodate significant consulting resources as well as staff backfill, if required. Upgrades generally consume resources from several divisions around the organization.

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
			Computer Reserve	447					
			Computer Reserve		254				
			Computer Reserve			284			
			Computer Reserve				259		
			Computer Reserve					359	
		<b>1,603</b>	<b>Project Totals:</b>	<b>447</b>	<b>254</b>	<b>284</b>	<b>259</b>	<b>359</b>	
<b>35</b>	<b>#0727 IT New</b>								
			Computer Reserve	482					
			Computer Reserve		77				
			Computer Reserve			72			
			Computer Reserve				42		
			Computer Reserve					47	
		<b>720</b>	<b>Project Totals:</b>	<b>482</b>	<b>77</b>	<b>72</b>	<b>42</b>	<b>47</b>	
		<b>4,850</b>		<b>1,377</b>	<b>1,112</b>	<b>617</b>	<b>1,042</b>	<b>702</b>	
	<b>IT Services Total:</b>								
	<b>Parks</b>								

Continuation of annual equipment refresh. Workstations, printers, laptops, network gear, storage subsystems, and servers are all included in this refresh. Generally, replacements are mostly hardware. Replacements to hardware almost always include betterments to the management and usability of the hardware being replaced. With the aging of some applications this budget would also include software that requires replacing as opposed to upgrading.

This budget allows for the addition of new systems (hardware and software) to complement various projects and applications. New items include various software, data, analysis, services, and equipment to support growing application requirements and streamline services.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
36	#0644 Highway 16/97 Landscaping							
	<p>The intersection at Hwy 16 and 97 is one of the busiest intersections in Northern BC and serves as a cross-roads between the two major highways (Hwy 16 and Hwy 97). The project improvements will provide a tree backdrop for Mr. PG and include picnic tables, irrigation, power and a trail to support public access. This area has been under construction over the past few years and it's now time to improve the landscape.</p>							
		150		0	150	0	0	0
		<b>Project Totals:</b>		<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Capital Expenditure Reserve				150			
37	#0862 Nechako Riverside Park							
	<p>The project would involve the development of Nechako Riverside Park as a City natural riverside park. The park is presently undeveloped and is located along the Nechako River, directly northeast of Foothills Bridge. The park would be formalized in order to provide safe and comfortable use by the public and to increase riparian habitat values. Project works would include access control, formalized parking, trails, site grading, revegetation and site furnishings. This is a multi year project.</p>							
		700		70	630	0	0	0
		<b>Project Totals:</b>		<b>70</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>0</b>
				DCC: Parkland	70			
				MFA Debt Proceeds		630		



Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021	in thousands (000)	
38	#0922 Masich Stadium Upgrades									
	This project involves upgrades to the existing grandstand facility and surrounding infrastructure at Masich Place Stadium. Facility upgrades such as interior/exterior painting, doors and finishes are included in this project. These improvements would complement the various infrastructure upgrades that are underway in 2017 (Masich/PGSS Recreation Facility project 1194) as well as support seasonal use, major tournaments and special events such as the 2020 BC Summer Games bid.									
				150	0	0	0	0	0	0
		150	Community Works Fund	150	0	0	0	0	0	0
			<b>Project Totals:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
39	#1097 Trails Rehabilitation									
	Capital rehabilitation work to the trails network including restoration of trail bridges and sections affected by erosion.									
				75	75	75	75	75	75	75
			Community Works Fund	75	75	75	75	75	75	75
			Community Works Fund							
			Community Works Fund							
			Community Works Fund							
			Community Works Fund							
			<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>
40	#1190 Lheidli T'enneh Mem Park Pavilion									
	The project involves a revised detailed design and construction of a picnic shelter at Lheidli T'enneh Memorial Park to replace the structure that was removed in 2014. In 2007, a picnic shelter design was developed and requires revisions to include a Lheidli T'enneh memorial monument. This project is currently being considered for the Canada 150 Community Infrastructure Program funding that may allocate up to 50% of the project costs up to a maximum of \$500,000 using the following funding formula: \$25,000 for the Memorial Monument - secured (Ministry of Aboriginal Relations and Reconciliation) \$377,000 Canada 150 funding - unsecured \$377,000 CoPG CEP funding - unsecured									

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			General Infrastructure	377				
			Reinvestment Fund					
			Transfer from Deferred Revenue	25				
			Federal Grants - Miscel	377				
		<b>779</b>	<b>Project Totals:</b>	<b>779</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>41</b>	<b>#1377 Cottonwood Island Park Upgrades</b>							
			A number of trails and structures within Cottonwood Island Park have eroded in recent years creating an unsafe park environment and incomplete trail system. The project involves the necessary upgrades to Cottonwood Island Park that will be determined by the design and engineering works that are currently underway and are scheduled for completion in 2016.					
			Community Works Fund	350				
			Community Works Fund		550			
		<b>900</b>	<b>Project Totals:</b>	<b>350</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
42	#1378 Playground Replacement Program							
	This project will pursue the removal and replacement of 3 playgrounds on an annual basis. The priority order for playground removal and replacement has been determined by the Playground Audit Risk Assessment as well as the direction provided by the Parks Strategy.							
			General Infrastructure Reinvestment Fund	250				
			General Infrastructure Reinvestment Fund		250			
			General Infrastructure Reinvestment Fund			250		
			General Infrastructure Reinvestment Fund				250	
			General Infrastructure Reinvestment Fund					250
			<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
		<b>1,250</b>						
43	#1381 Heritage River Trail Upgrades							
	The project involves the development of options that provide short and long-term solutions for the Heritage River Trail between Cottonwood Island Park and the Cameron Street Bridge. These options to be explored through a planning and cost estimate exercise that would consider potential land acquisition, engineering, environmental and other requirements relating to the provision of a safe riverfront trail system.							
			Community Works Fund	50				
			Community Works Fund		200			
			Community Works Fund			200		
			<b>Project Totals:</b>	<b>50</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>
		<b>450</b>						
44	#1499 New Trails & Paths							
	The development of 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.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			Community Works Fund	250				
			Community Works Fund		250			
			Community Works Fund			250		
			Community Works Fund				250	
			Community Works Fund					250
		<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Parks Total:</b>				<b>1,974</b>	<b>2,105</b>	<b>775</b>	<b>575</b>	<b>575</b>
<b>Roads</b>								
45	#0332 Bridge Structures Rehab							
				Project involves evaluation of load capacities, chloride penetration delaminating rebar corrosion of bridges owned by the City of Prince George. Phase II involves the rehabilitation of bridges identified in report.				
			Capital Expenditure Reserve	450				
		<b>450</b>	<b>Project Totals:</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
46	#0367 Gravel Road Rehab							
	Reconstruction of failed sub-bases with gravel sub-base, various surface treatments, and ditch repair. This multi-year program will see approximately 5km of gravel road rehabilitated annually.							
			Community Works Fund	250				
			Community Works Fund		250			
			Community Works Fund			250		
			Community Works Fund				250	
			Community Works Fund					250
			<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
47	#0399 Road Rehabilitation							
	Rehabilitation of paved City roads as identified in the Pavement Management System and RIVA.							
			Road Rehab Reserve	5,000				
			Road Rehab Reserve		5,000			
			Road Rehab Reserve			5,000		
			Road Rehab Reserve				5,000	
			Road Rehab Reserve					5,000
			<b>Project Totals:</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
48	#0838 Highway 16W Boulevard Trail							
	Construction of a 1 kilometre, asphalt-surfaced, multi-use trail to provide safe, active transportation between Marleau Road and Westgate Avenue. Included in the Active Transportation Plan, the design was completed in 2007 and is eligible for grant funding of up to 50% under the Ministry of Transportation and Infrastructure Bike BC program. For 400m of the project, negotiations are in progress with the owner of a proposed development for road allowance acquisition and contribution to meet obligations under the Subdivision and Development Servicing Bylaw.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			Provincial Grants - Mis	500				
			Capital Expenditure Reserve	250				
			DCC: Roads	250				
		<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>49</b>	<b>#1093 Sidewalk Rehabilitation</b>							
			Project includes the reconstruction of failed sidewalks to current standards at various locations throughout the City.					
			Community Works Fund	600				
			Community Works Fund		600			
			Community Works Fund			600		
			Community Works Fund				600	
			Community Works Fund					600
		<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>50</b>	<b>#1412 Hwy 16 Bear/Kimball Traffic Signals</b>							
			Project was initiated by the MOTI, and they are moving ahead with design and construction in 2017. This project entails the City's contribution in accordance with the Highways Act.					
			The design and construction are for a new full movement set of traffic signals complete with pedestrian buttons and vehicle detection on Hwy 16 at Bear Road and Kimball Road. With the service station, hotel and restaurants located at this intersection the installation of a traffic signal will provide improved safety for exiting and entering the highway.					
			DCC: Roads	117				
			General Infrastructure Reinvestment Fund	13				
		<b>130</b>	<b>Project Totals:</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>51</b>	<b>#1413 Hwy 16 Safety Improvements</b>							

Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021	in thousands (000)	
	Working with MOTI, this project is a safety review for improvements along the Highway 16 Corridor from Hwy 97 to Bear Road/Kimball Road. Initial improvements expected to take place at Cowart Road and Vance Road, with Ferry Avenue next.									
		60		60	0	0	0	0	0	0
			General Infrastructure Reinvestment Fund	60						
			<b>Project Totals:</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>52</b>	<b>#1414 Queensway/First Ave Traffic Signals</b>									
	This project was initiated by the MOTI, they are moving ahead with design and construction in 2017. This project entails the City's contribution in accordance with the Highways Act.									
	This is for design and construction of new full movement traffic signals complete with pedestrian buttons and vehicle detection on First Avenue at Queensway. With the frequent movements being made from traffic on Queensway onto First Avenue (Hwy 16) the installation of a traffic signal will provide improved safety exiting and entering the highway.									
			General Infrastructure Reinvestment Fund	13						
			DCC: Roads	117						
			<b>Project Totals:</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>53</b>	<b>#1461 5th Ave Angled Parking</b>									
	Implementation of angled parking along 5th Avenue from Vancouver Street to Queensway. Implementation involves painted sidewalk extensions or "bulb-outs" at the intersections including the installation of bollards and other amenities (e.g. planters, public art, benches, etc.) in the defined bulb-out area to increase drivers' ability to perceive and negotiate the bulb-out (without impeding sight lines), and to provide additional protection for pedestrians and signage. The conversion from parallel parking to angle parking would increase the available on-street parking supply between Vancouver Street and Queensway from 132 stalls to 173 stalls (i.e. a 30% increase). The six (6) existing loading zones would be converted to angled loading zones in approximately their original locations. Accessible parking would increase from eight (8) to thirteen (13).									

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		105	Capital Expenditure Reserve	105	0	0	0	0
	<b>Project Totals:</b>			105	0	0	0	0
<b>54</b>	<b>#1489 New Sidewalks</b>							
	Construction of new sidewalks.							
			Community Works Fund	400				
			Community Works Fund		400			
			Community Works Fund			400		
			Community Works Fund				400	
			Community Works Fund					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>55</b>	<b>#1490 Rec Place to Pine Centre Connection</b>							
	This project represents the construction of the final road connection from Rec Place Drive to Pine Centre Mall. This connection provides an alternative route of travel to and from the commercial developments along Highway 97 and 16 frontages. The secondary route will reduce the local internal trips from the highways. Design is complete and ready for tender. Works include storm sewer infiltration and catch basins, street lighting, concrete curb, gutter & sidewalk, and two lane asphalt road surface. This project may be ICBC Road Improvement Program eligible for the safety improvements.							
			DCC: Roads	400				
			Capital Expenditure Reserve	50				
		<b>450</b>	<b>Project Totals:</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Roads Total:</b>				<b>8,575</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>
<b>Snow Control</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
56	#0343 Snow Disposal Facility West Bowl							
	<p>The existing snow dump on the southeast corner of Foothills and 15th Avenue must be moved due to increasing development pressure. This is a multi-year project, funds in 2017 will allow for site identification, investigation and preliminary design work. This facility serves areas west of the downtown which accumulate approximately 110,000 tonnes of snow annually.</p>							
		2,930	MFA Debt Proceeds MFA Debt Proceeds	200 2,730	2,730	0	0	0
			<b>Project Totals:</b>	<b>200</b>	<b>2,730</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Snow Control Total:</b>				<b>200</b>	<b>2,730</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Solid Waste Services</b>								
57	#0640 Bear Smart Program							
	<p>The City of Prince George will be taking various courses of action to move toward a bear-proof municipal solid waste system. Various options and solutions are currently being explored including bear-proof containers, bylaw revisions, and garburators. This is a multi-year project totalling \$225,000.</p>							
		225	Solid Waste RRFE Solid Waste RRFE Solid Waste RRFE	75 75 75	75	75	0	0
			<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>0</b>	<b>0</b>
<b>Solid Waste Services Total:</b>				<b>75</b>	<b>75</b>	<b>75</b>	<b>0</b>	<b>0</b>
<b>Storm Drainage</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
58	#1029 Storm Drainage - Catch Basin Replacement Program							
			General Infrastructure Reinvestment Fund	100				
			General Infrastructure Reinvestment Fund		100			
			General Infrastructure Reinvestment Fund			100		
			General Infrastructure Reinvestment Fund				100	
			General Infrastructure Reinvestment Fund					100
			<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
59	#1437 Hart Ind. - Storm Drainage Treatment							
			MFA Debt Proceeds	470				
			MFA Debt Proceeds		1,000			
			<b>Project Totals:</b>	<b>470</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
60	#1500 Drainage Improvements							

There are approximately 5250 catch basins in the City's storm sewer system. This project is for the replacement of aging storm drainage infrastructure. Damaged catch basins can cause a public safety issue for cyclists, motorists, and pedestrians. The goal is to complete 12 catch basins annually.

Storm detention and treatment facility located near Blueberry Road and Highway 97. Depending on availability of land, the structure may be either an open channel treatment or an enclosed structure. A diversion structure will also need to be developed to divert flow to this treatment facility. Investigations into the water quality of the storm water being discharged into the McMillan Creek Watershed has revealed that it contains compounds that are detrimental to aquatic life.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	<p>This work is in response 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 range from improved ditching, installation of storm sewer connection where storm sewer is available, installation of subsurface recharge systems and groundwater sump pumps to mitigate the problems.</p>							
	General Infrastructure Reinvestment Fund		80					
	General Infrastructure Reinvestment Fund		80					
	General Infrastructure Reinvestment Fund			80				
	General Infrastructure Reinvestment Fund				80			
	General Infrastructure Reinvestment Fund						80	
	<b>Project Totals:</b>	<b>400</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>Storm Drainage Total:</b>		<b>2,370</b>	<b>650</b>	<b>1,180</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>

**Street Lighting**

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
61	#0324 Street Lighting Downtown								
	Installation of additional street lighting and replacement of existing lighting to improve lighting levels in the downtown area.								
			General Infrastructure Reinvestment Fund	50					
			General Infrastructure Reinvestment Fund		150				
			General Infrastructure Reinvestment Fund			150			
			General Infrastructure Reinvestment Fund				150		
		500	<b>Project Totals:</b>	0	50	150	150	150	150
62	#1447 Street Light Repl 1st Ave & Foothills								
	Street lighting infrastructure along 1st Ave. between Foothills and Tabor Blvd. was constructed in the mid 1970's. The street light poles are 40+ years old and are 5 years past the end of their service life. The original installation of these lights are no longer compliant to City standards or electrical code and practices. As a result, approximately 25 lights along this 1.217 km stretch have been chosen and will require a complete 'removal and replacement' or an alternative lighting solution.								
			General Infrastructure Reinvestment Fund	23					
			General Infrastructure Reinvestment Fund		190				
		213	<b>Project Totals:</b>	23	190	0	0	0	0

Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021
	Street Lighting Total:	713		23	240	150	150	150

in thousands (000)

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**1-General Fund Total:** 125,482      20,553      26,863      31,018      31,197      15,851

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**2-Sewer Fund**

**Sewer Operations**

**63 #0252 Shelley Lagoons Upgrade**

Alterations to receiving area will provide a more efficient disposal of waste water into the lagoon. This capital upgrade will allow for better regulation of the quality of the effluent which in turn will allow for improved water quality and compliance with operating permit.

200	0	200	0	0	0
<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>

Sewer Reserve 200

**64 #0253 WWTC U/G Replace Trickling**

Replace two trickling filter influent pumps and three trickling filter effluent pumps at the WWTC.

200	0	0	200	0	0
<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>

Sewer Reserve 200

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
65	#0491 WWTC Upgrades - Digesters		Replacement or maintenance of pumps, sludge piping, plug valves including gate valves, electrical drives, gas pumps, and related components of the digester system.	Sewer Reserve	100				
				Sewer Reserve		100			
				Sewer Reserve			100		
				Sewer Reserve				100	
				Sewer Reserve					100
				<b>Project Totals:</b>	<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
66	#0496 WWTC New Microturbine		Additional microturbine. Increase emergency power capacity for primary loads.	Sewer Reserve			170		
				<b>Project Totals:</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>170</b>	<b>0</b>
67	#0498 WWTC New Lab Facilities		New testing lab outside Lansdowne WWTC (land acquisition not required). Increase the capacity of the City of Prince George with respect to sampling of water and sewer systems during construction and maintenance. Decrease liability and handling time.	Sewer Reserve	40				
				Sewer Reserve		1,300			
				<b>Project Totals:</b>	<b>1,340</b>	<b>40</b>	<b>1,300</b>	<b>0</b>	<b>0</b>
68	#0511 Forcemain Replace PW117			Sewer Reserve					
				<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
69	#0525 2017 WWTC Centrifuge	150		Replacement of forcemain to accommodate growth in the Hart area. The project will require upgrade to the support structure. Pre-design in 2020 and construct in 2023 totalling \$1,450,000.				
				Sewer Reserve				
				0	0	0	150	0
<b>Project Totals:</b>				0	0	0	150	0
70	#0538 Sanitary Otway / Tabor Relief	100		Upgrade and re-tile centrifuge scroll and insert due to deterioration.				
				Sewer Reserve				
				100	0	0	0	0
<b>Project Totals:</b>				100	0	0	0	0
70	#0538 Sanitary Otway / Tabor Relief	410		Installation of sanitary sewer main in the Heritage/Otway subdivision area.				
				Sewer Reserve				
				0	0	0	410	0
<b>Project Totals:</b>				0	0	0	410	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
71	<b>#0542 Biological Sludge Thickening</b>							
	Install drum thickeners for waste biological sludge thickening. Implement separate thickening and improve capacity of primary settling tanks. This is a multi-year project totalling \$1,170,000.							
			Sewer Reserve		50			
			Sewer Reserve			120		
			Sewer Reserve				1,000	
		<b>1,170</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>120</b>	<b>1,000</b>
72	<b>#0546 WWTC Filtration and Disinfection</b>							
	Install tertiary filtration and UV disinfection system. Meet coliform and ammonia requirements under the Municipal Sewer Regulations (MSR) and Canadian Council of Ministers of the Environment (CCME) and comply with water quality objectives for the Fraser River. This is a multi-year project totalling \$4,480,000. Increase to design budget. (Eng = 12% approx. of total project)							
			Sewer Reserve		200			
		<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
73	<b>#0549 WWTC Reclaimed Water System</b>							
	Upgrade reclaimed water system. Reduce use of potable water.							
			Sewer Reserve			300		
		<b>300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>
74	<b>#0550 WWTC Trickling Filter Pump</b>							
	Install additional trickling filter effluent pump. Increase capacity to meet peak hour flows.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		100	Sewer Reserve	0	0	0	0	100
	<b>Project Totals:</b>			0	0	0	0	100
<b>75</b>	<b>#1031 Sanitary Sewer Rehabilitation</b>							
	Rehabilitation of the sanitary sewer system identified in CCTV reports using trenchless technology to extend the useful life of the assets.							
			Sewer Reserve	300				
			Sewer Reserve		300			
			Sewer Reserve			300		
			Sewer Reserve				300	
			Sewer Reserve					300
		1,500	<b>Project Totals:</b>	300	300	300	300	300
<b>76</b>	<b>#1081 Biosolid Odour Control</b>							
	This is a multi-year project for biosolid odour control.							
			Sewer Reserve					100
		100	<b>Project Totals:</b>	0	0	0	0	100
<b>77</b>	<b>#1168 Mobile Equipment Replacement - Sewer</b>							
	For the annual replacement of sewer vehicles currently part of the City fleet.							
			Sewer Reserve	1,223				
			Sewer Reserve		401			
			Sewer Reserve			372		
			Sewer Reserve				479	
			Sewer Reserve					59

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		2,534		1,223	401	372	479	59
	<b>Project Totals:</b>			1,223	401	372	479	59

**78 #1263 Ahbau Sanitary Sewer Upgrade**

Ahbau Sanitary Sewer Upgrade - Project E-3 from the Sanitary Sewer Master Plan.

Sewer Reserve						670
<b>Project Totals:</b>		670	0	0	0	670

**79 #1320 Sewer Facilities Electrical Upgrades**

Sanitary sewer facilities electrical upgrades to aging, obsolete, out of code electrical components, including; drives, motor control cabinets, wet well wiring, main disconnects including but not limited to the transformers. The project will improve the electrical conditions in each individual sewer lift station. The purpose for these electrical upgrade projects are to alleviate the potentially hazardous electrical condition existing in most of the sewer lift stations.

Sewer Reserve	100					
Sewer Reserve		100				
Sewer Reserve			100			
Sewer Reserve				100		
Sewer Reserve					100	
<b>Project Totals:</b>	100	100	100	100	100	100
<b>500</b>						

**80 #1431 Work Trucks Utilities**

Purchase of new vehicles to supplement new staffing hired in 2016. Additional vehicles needed for the construction crews in order to transport equipment and personnel to construction sites.

Sewer Reserve	140					
<b>Project Totals:</b>	140	0	0	0	0	0
<b>140</b>						

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
81	#1433 Environment Source Control Vehicle								
	Looking for a more sustainable vehicle to do source control inspections, education, site investigations (electric/hybrid) which has reduced greenhouse gas emissions. SUV 4x4 unit is preferred. May look at wrapping the vehicle with City promotional information for environmental messaging.								
			Sewer Reserve	50					
		50	<b>Project Totals:</b>	50	0	0	0	0	0
82	#1434 Service Vehicle-Sewer Ops								
	Purchase of new vehicles to supplement new staff. Additional vehicle needed in order to transport equipment and personnel to various maintenance sites.								
			Sewer Reserve	65					
		65	<b>Project Totals:</b>	65	0	0	0	0	0
83	#1441 Marleau Road Sanitary Extension								
	Design and construction of approximately 220 meters of new sanitary sewer along the unconstructed segment of Marleau Road from O'Grady Road to Southridge Avenue. Construction to occur in conjunction with a new water main, storm sewer, and road construction along Marleau Road.								
			Sewer Reserve	35					
			Sewer Reserve		330				
		365	<b>Project Totals:</b>	35	330	0	0	0	0
84	#1491 Preparing Upgrade - Sewer								

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
	Project allows for the repair to sewer infrastructure prior to paving.								
			Sewer Reserve	110					
			Sewer Reserve		110				
			Sewer Reserve			110			
			Sewer Reserve				110		
			Sewer Reserve					110	
		<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
<b>85</b>	<b>#1492 Sanitary Liftstations U/G</b>								
	Capital upgrades to sewer lift stations.								
			Sewer Reserve	150					
			Sewer Reserve		150				
			Sewer Reserve			200			
			Sewer Reserve				200		
			Sewer Reserve					200	
		<b>900</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
86	#1493 Sanitary Lat Relin/Repl							
	Sanitary laterals relining or replacing service laterals damaged by root problems or pipe failure.							
	Sewer Reserve		30					
	Sewer Reserve			30				
	Sewer Reserve				30			
	Sewer Reserve					30		
	Sewer Reserve						30	
	<b>Project Totals:</b>	<b>150</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
87	#1494 Small Equipment WWTC							
	Repairs and or replacement of small equipment at the Waste Water Treatment Centre (e.g. drives, motors, pumps and valves) because of equipment deterioration.							
	Sewer Reserve		150					
	Sewer Reserve			150				
	Sewer Reserve				150			
	Sewer Reserve					150		
	Sewer Reserve						150	
	<b>Project Totals:</b>	<b>750</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Sewer Operations Total:</b>		<b>13,114</b>	<b>2,593</b>	<b>3,371</b>	<b>1,912</b>	<b>2,989</b>	<b>2,249</b>	<b>2,249</b>
<b>2-Sewer Fund Total:</b>		<b>13,114</b>	<b>2,593</b>	<b>3,371</b>	<b>1,912</b>	<b>2,989</b>	<b>2,249</b>	<b>2,249</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
<b>3-Water Fund</b>								
<b>Water Operations</b>								
88	#0368 Water Service Replacements							
	Replacement of failing plastic services in various locations throughout the City.							
			Water Reserve	250				
			Water Reserve		250			
			Water Reserve			250		
			Water Reserve				250	
			Water Reserve					250
		1,250	<b>Project Totals:</b>	250	250	250	250	250
89	#0602 Water Main Construction PW805 Fishtrap							
	Design and construction of a large diameter water main from PW805 (Cranbrook Hill Rd) to the new well on Fishtrap Island.							
			Water Reserve				200	
			Water Reserve					4,000
		4,200	<b>Project Totals:</b>	0	0	0	200	4,000

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
90	#0603 PW605 Caisson Development							
	Installation and rehabilitation of well supply laterals, refinishing of station floor and upgrades to 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.							
			Water Reserve	100				
			Water Reserve		450			
		550	<b>Project Totals:</b>	0	100	450	0	0
91	#0613 Giscome Road Watermain Upgrade							
	Approximately 1040 meters of watermain upgrade to 350mm from existing 200mm main along Giscome Road from Blackburn Road to PW614 water pump station.							
			Water Reserve	50				
			Water Reserve		1,050			
		1,100	<b>Project Totals:</b>	0	50	1,050	0	0
92	#0614 Water Main Upgrade Gateway							
	Water main upgrade gateway on Tamarack, Spruce and Redwood Streets.							
			Water Reserve	500				
		500	<b>Project Totals:</b>	0	500	0	0	0
93	#0743 River Road Water Main Ext							
	An extension of a transmission supply water main along River Road from the existing water main at River Road and Foley Crescent to pumpstation PW623 located at Upper Patricia Blvd and Hwy 16E.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	Water Reserve						2,300	
	<b>Project Totals:</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>	<b>0</b>
<b>94</b>	<b>#1110 Boundary Road Reservoir</b>							
	Construction of new 9.0 million litre water storage reservoir on Boundary Road 1.5km south of Gunn Road. The reservoir is necessary to complement existing reservoirs by providing enhanced fire flow storage for the Danson and BCR industrial areas and is required for the development of the new Airport Industrial Lands and Logistics Park at the north end of Boundary Road at Boeing Road in addition to the new industrial lands at the south end of Boundary at Highway 97S. This is a multi-year project totalling \$2,625,000.							
	Water Reserve		225					
	Water Reserve			2,400				
	<b>Project Totals:</b>	<b>2,625</b>	<b>225</b>	<b>2,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>95</b>	<b>#1169 Mobile Equipment Replacement - Water</b>							
	For the annual replacement of water vehicles currently part of the City fleet.							
	Water Reserve		686					
	Water Reserve			221				
	Water Reserve				452			
	Water Reserve					121		
	Water Reserve							59
	<b>Project Totals:</b>	<b>1,540</b>	<b>686</b>	<b>221</b>	<b>452</b>	<b>121</b>	<b>121</b>	<b>59</b>
<b>96</b>	<b>#1228 PW 619 Pump Installation</b>							
	Install a new 200hp pump for fire flow servicing at the Inverness booster pump station PW 619. This will provide an additional capacity of 151 L/s.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			Water Reserve		270			
			Water Reserve			1,150		
		<b>1,420</b>	<b>Project Totals:</b>	<b>0</b>	<b>270</b>	<b>1,150</b>	<b>0</b>	<b>0</b>
<b>97</b>	<b>#1230 Ospika to King Drive Water Main Install</b>							
	Construct 300m of 250mm watermain from Ospika Blvd N to King Drive connecting two watermain dead ends.							
			Water Reserve			80		
			Water Reserve				325	
		<b>405</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>80</b>	<b>325</b>	<b>0</b>
<b>98</b>	<b>#1231 Ontario Street Water Main Install</b>							
	Construct 430m of 300mm watermain along Ontario St from 1st Ave to 5th Ave.							
			Water Reserve		130			
			Water Reserve			550		
		<b>680</b>	<b>Project Totals:</b>	<b>0</b>	<b>130</b>	<b>550</b>	<b>0</b>	<b>0</b>
<b>99</b>	<b>#1232 Ottawa Street Water Main Install</b>							
	Construct 350m of 300mm watermain along Ottawa St from 1st Ave to 4th Ave.							
			Water Reserve		110			
			Water Reserve			450		
		<b>560</b>	<b>Project Totals:</b>	<b>0</b>	<b>110</b>	<b>450</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
100	#1233 Houston Lane Water Main Install								
	Construct 700m of 250mm watermain from Hwy 97 to Jasper St. 330m of the 700m will run along Houston Lane, replacing the existing 100mm asbestos cement watermain built in 1955.								
		115		0	0	0	0	0	115
			Water Reserve						115
	<b>Project Totals:</b>	<b>115</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115</b>
101	#1237 West Noranda Water Main Connector								
	Construct 155m of 200mm watermain along Noranda Rd W from Sloan Rd to Hwy 97.								
			Water Reserve			40			
			Water Reserve				150		
		190		0	0	40	150		0
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>150</b>	<b>0</b>	<b>0</b>
102	#1239 PW810 to Hwy 97 Water Main Upgrade								
	Construct approx 300m of 400mm watermain from the Lower Hart Reservoir on Blueberry Rd (PW 810) to the intersection of the Hart Hwy and Blueberry Rd. This is the third phase of the Lower Hart Watermain Upgrade project. In 2013 the watermain was upgraded along Northwood Pulpmill Rd from Clubhouse to Aberdeen. In 2016 the watermain will be upgraded from Aberdeen to Blueberry Rd at Hwy 97.								
			Water Reserve			80			
			Water Reserve				600		
		680		80	600	0	0	0	0
			<b>Project Totals:</b>	<b>80</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
103	#1248 Richet - Turner Water Main Connector								

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
	Construct 575m of 200mm watermain to connect Turner Rd to Richet St.								
			Water Reserve	150					
			Water Reserve		550				
		<b>700</b>	<b>Project Totals:</b>	<b>150</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>104</b>	<b>#1250 S Blackburn Water Services</b>								
	South Blackburn water service connections installation.								
			Water Reserve		85				
		<b>85</b>	<b>Project Totals:</b>	<b>0</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>105</b>	<b>#1295 2017 Critical WaterMain Replacement</b>								
	Using the 2016 project: Project prioritizing and asset condition assessment analysis of the water main replacement projects listed in Water Service Network Plan 2014 Appendix F . Undergo a couple of the water main replacement projects for the downtown core. This will include design of future replacements and construction of two projects designed in 2016.								
			Water Reserve		300				
		<b>300</b>	<b>Project Totals:</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>106</b>	<b>#1319 Water Facilities Electrical Upgrades</b>								
	Water facilities electrical upgrades to aging, obsolete, out of code electrical components, including; drives, motor control cabinets, wet well wiring, main disconnects including but not limited to the transformers. The project will improve the electrical conditions in each individual water station. The purpose for these electrical upgrade projects are to alleviate the potentially hazardous electrical condition existing in most of the water stations.								

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
107	#1391 Construction Tools and Equipment		Purchase tools and equipment needed for utility operations to be able to complete all of the on-going and upcoming construction projects.	Water Reserve	100				
				Water Reserve		100			
				Water Reserve			100		
				Water Reserve				100	
				Water Reserve					100
				<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>500</b>									
108	#1395 Montgomery Cres Watermain Upsizing		Replace 930 meters of 100mm watermain with 200mm mains for the full extent of Montgomery Crescent and Teresa Place. Replace existing hydrants with modern equipment, to include new hydrants at 4174 and 5940 Montgomery Crescent. To be coordinated with sewer LAS for Teresa Place and Montgomery Crescent.	Water Reserve	100				
				Water Reserve		50			
				Water Reserve			50		
				Water Reserve				50	
				Water Reserve					50
				<b>Project Totals:</b>	<b>100</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>300</b>									
109	#1396 Mezzanine inside the UTOPS Garage			Water Reserve			75		
				Water Reserve				1,275	
				<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>1,275</b>	<b>0</b>
				<b>1,350</b>					

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
110	#1398 Water Conservation Implementation Plan	60	Mezzanine for the new UTOPS garage . This garage is designed to have a mezzanine built to hold and store parts critical for day to day operations . This will help maintain equipment and supplies in a secure and controlled location.	Water Reserve	60	0	0	0	0
				<b>Project Totals:</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
110	#1398 Water Conservation Implementation Plan		Implementation of water conservation measures identified in Water Conservation Plan completed in August 2016. Protection and preservation of groundwater aquifer to provide Clean Water for generations through water conservation. Water wise workers salary and education program materials, volunteer water meter program, and water usage efficiency retrofits totaling \$100,000. Planning to apply to the FCM Green Municipal Fund, Environmental Youth Corps (EYC) Internship Program and other grants for additional funding. 2015 per capita water usage in the City of Prince George was 754 L/c/d, the goal is to reduce water consumption by 20% over the next 10 years to 603 L/c/d. Several projects have been identified in the Water Conservation Plan to reduce City operations water usage.	Water Reserve	100	0	0	0	0
				<b>Project Totals:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
111	#1403 Water Pump Small Tools & Equipment		Purchase of replacement and new power tools and hand tools for the water pump station operations and maintenance.	Water Reserve	15	10	5	5	15
				Water Reserve					
				Water Reserve					
				<b>Project Totals:</b>	<b>15</b>	<b>10</b>	<b>5</b>	<b>5</b>	<b>15</b>



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		50		15	10	5	5	15
	<b>Project Totals:</b>			15	10	5	5	15

**112 #1425 PW 602 Station Upgrades**

The following equipment replacements are necessary due to the age of the station: Replacement of 30 year old natural gas powered direct drive pump with a new diesel generator and upgrade the pump to operate with a new electric motor. This upgrade will increase station reliability and reduce risk of contamination to the City's drinking water. Replace the existing water cooled air conditioning unit and natural gas heating unit with a new HVAC system. Both are original units and are at the end of their life expectancies. New ducting to service all areas of the station will be required. This upgrade will reduce water consumption, and increase building heating/cooling efficiencies. Upgrades will assist in extending the life of the pump house assets.

Water Reserve	100				
Water Reserve	700				
<b>Project Totals:</b>	<b>100</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>

**113 #1426 PW 605 Cooling Equipment Replace**

Replacement of the existing water cooled air conditioning units to increase efficiency and decrease water consumption. Age of the existing units is approximately 25 years.

Water Reserve	165				
<b>Project Totals:</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>

**114 #1427 Reservoir Inspections and Cleaning**

The City's 15 reservoirs, that are an integral part of the City of Prince George water system, have not been inspected or cleaned on a regular basis in several years. The City would like to hire a contractor to conduct a physical inspection of the inside and outside of our reservoirs and provide a detailed description of the condition of each site. Based on the inspection information, the City staff will prioritize the locations and clean 3 reservoirs in 2017. In subsequent years, 3 reservoirs per year will be cleaned, establishing a 5 year cleaning rotation.



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
115	#1428 Increase Accessibility to PW 650 Valve Chamber	125	Water Reserve	25				
			Water Reserve		25			
			Water Reserve			25		
			Water Reserve				25	
			Water Reserve					25
			<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
			Water Reserve	200				
			<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	
			The additional of an entrance to the valve chamber at PW 650 will ensure the safety of staff and decrease the risks associated with confined space.					
116	#1429 PW 660 Hypo Generator Upgrade	200	Water Reserve					
			<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	
			Upgrade the current CT 100 Hypochlorite Generator at PW 660 to allow the station to maintain chlorination for the increased volume which will be produced from this pump station. This will decrease wear on the components, increase efficiency and extend the life of the asset. Chlorination is a necessary component of the City's operating permit with Northern Health.					
117	#1430 Water Pump Stations Operator Vehicle	210	Water Reserve	210				
			<b>Project Totals:</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			Looking for a more sustainable vehicle to do source control inspections, education, site investigations (electric/hybrid) which has reduced greenhouse gas emissions. Small SUV 4x4 unit is preferred. May look at wrapping the vehicle with City promotional information for water conservation and/or environmental messaging.					

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			Water Reserve	50	0	0	0	0
		<b>50</b>	<b>Project Totals:</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>118</b>	<b>#1432 Water Service and Construction Vehicle</b>							
				50	0	0	0	0
			Water Reserve	120	0	0	0	0
		<b>120</b>	<b>Project Totals:</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>119</b>	<b>#1435 Aberdeen Road - Water Main Replacement</b>							
				120	0	0	0	0
			Water Reserve	520	0	0	0	0
		<b>520</b>	<b>Project Totals:</b>	<b>520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Purchase of new vehicles to supplement new staffing hired in 2016. Additional vehicles needed for the construction crews in order to transport equipment and personnel to construction sites.

Replace existing 150mm AC watermain. The replacement of culverts with an arch structure crossing McMillan Creek on Aberdeen Road will necessitate the replacement of the existing asbestos-cement watermain. Option of pipe bursting is being considered to minimize the impact to the creek and prevent large excavation in order to directionally drill under the creek. In addition to the construction need, this will be beneficial for the water distribution system by increasing the fire flows and replacing aging City assets.

Install bulk water filling stations at various locations around town in order to reduce the dependency of contractors/City crews in using fire hydrants to access water. The City of Prince George Water Conservation Plan (2016) recommends the installation of six water filling stations at various locations around Prince George. The implementation of this recommendation will provide easier access to water, have potential to charge for contractors using the service, ensure proper backflow prevention, records of volumes of water used and provide year round access where necessary.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
121	#1438 Baker/Davis Water Services	250	Water Reserve	90				
			Water Reserve		80			
			Water Reserve			80		
			<b>Project Totals:</b>	<b>90</b>	<b>80</b>	<b>80</b>	<b>0</b>	<b>0</b>
122	#1442 Marleau Road Watermain Looping	2,000	Water Reserve	400				
			Water Reserve		400			
			Water Reserve			400		
			Water Reserve				400	
			Water Reserve					400
			<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
123	#1445 McMillan Dr Watermain Replacement	365	Water Reserve	35				
			Water Reserve		330			
			<b>Project Totals:</b>	<b>35</b>	<b>330</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
124	#1448 Transformer Replacement - PW602		Replacement of approximately 770 meters of undersized water main along McMillan Drive between Clubhouse Drive and Northwood Pulpmill Road. Construction to occur in conjunction with a potential sanitary sewer installation along McMillan Drive. Design completed in 2016. The current watermain does not have any fire hydrants in the area and is unable to provide the required fire flows through the main.						
				700	0	700	0	0	0
				Water Reserve		700	0	0	0
			<b>Project Totals:</b>	700	0	0	0	0	
125	#1449 Transformer Replacement - PW607		Replacement of the transformer for PW 602. PW 602 is approximately 35+ years old. An assessment of a number of different transformers carried out in 2016. Transformer tests results citing high carbon counts as well as the age of this unit justify that it be replaced as soon as possible. This is a multi year replacement project guided by the reporting completed in 2016.						
				210	50	160	0	0	0
				Water Reserve		160	50	0	0
			<b>Project Totals:</b>	160	50	0	0	0	
126	#1495 Wtr Main Valve Repl		This Project is for the removal and replacement of the current 'end of life' transformer at the PW607 location. The replacement unit will serve as a possible emergency/standby transformer for other locations. The removal and proper disposal of the existing unit could be considered a green initiative due to the possibility of PCB contaminated equipment at the PW607 location. This is a multi year replacement project guided by the reporting completed in 2016.						
				60	60	0	0	0	0
				Water Reserve		60	60	0	0
			<b>Project Totals:</b>	60	60	0	0	0	

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
	Identification and replacement of non-operable water mainline valves due to corrosion and damaged infrastructure.								
			Water Reserve	120					
			Water Reserve		120				
			Water Reserve			120			
			Water Reserve				120		
			Water Reserve					120	
		<b>600</b>	<b>Project Totals:</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>
<b>127</b>	<b>#1496 Water Pump Stations Upgrade</b>								
	Water pump station capital upgrades to replace equipment and pumps.								
			Water Reserve	164					
			DCC: Water	36					
			Water Reserve		164				
			DCC: Water	36					
			Water Reserve			164			
			DCC: Water	36					
			Water Reserve				164		
			DCC: Water				36		
			Water Reserve					164	
			DCC: Water					36	
			Water Reserve						164
			DCC: Water						36
		<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>128</b>	<b>#1497 Water Hydrant Replacement</b>								
	Fire hydrant replacement program to replace and refurbish existing fire hydrants.								
			Water Reserve	100					
			Water Reserve					100	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			Water Reserve			100		
			Water Reserve				100	
			Water Reserve					100
		<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>129</b>	<b>#1498 Water Main Looping</b>							
			Water main looping program to include annual blow off installation and water main dead-end elimination program.					
			Water Reserve	200				
			Water Reserve		200			
			Water Reserve			200		
			Water Reserve				200	
			Water Reserve					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>Water Operations Total:</b>		<b>30,435</b>		<b>4,346</b>	<b>8,806</b>	<b>5,827</b>	<b>5,821</b>	<b>5,634</b>
<b>3-Water Fund Total:</b>		<b>30,435</b>		<b>4,346</b>	<b>8,806</b>	<b>5,827</b>	<b>5,821</b>	<b>5,634</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
<b>4-District Energy Fund</b>									
<b>District Energy</b>									
130	#1470 District Energy - ETS Side Stream Filtration								
	A side stream filtration system is used to capture as little as a 1/16" layer of dirt, scale or inborn rust deposits to reduce heat loss and increase the life cycle of pipes, pump motors, valves, heat exchangers, boilers, etc.								
			Capital Expenditure Reserve	36					
		<b>36</b>	<b>Project Totals:</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
131	#1471 DES Peaking Plant Boilers Inspection and Tune-Up								
	The reason for this capital request is to bring in the boiler manufacturer to perform the required annual maintenance inspection that is overdue and to confirm the emergency safety shutdown instrumentation working conditions. This opportunity will provide our City staff with hands on troubleshooting and key component knowledge for future maintenance of these important redundancy heating boilers. The manufacturer will provide operating and maintenance instructions as well as a schedule of when to perform maintenance and inspections.								
				21					
						21			
							21		
		<b>62</b>	<b>Project Totals:</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
District Energy Total:		98		57	0	21	0	21
4-District Energy Fund Total:		98		57	0	21	0	21
Grand Total:		169,128		27,549	39,041	38,777	40,007	23,755

		in thousands (000)						
Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021
<b>1-General Fund</b>								
<b>Aquatics</b>								
1	#0210 AQC-Rpl Dive Stands/Tower							
	Replace two 3m boards and stands and two 1m boards and stands at the Prince George Aquatic Centre.							
		53		0	0	0	53	0
			Unfunded Future Projects					
			<b>Project Totals:</b>	0	0	0	53	0
<b>2 #0226 AQC-Replace Tumble Buckets</b>								
	Replace tumble buckets in the wave pool at the Prince George Aquatic Centre.							
		30		0	0	0	0	30
			Unfunded Future Projects					
			<b>Project Totals:</b>	0	0	0	0	30
<b>3 #0764 AQC Re-grout Basin/Walls</b>								
	Re-grout tile in the Aquatic Centre pool basin.							
		25		0	25	0	0	0
			Unfunded Future Projects		25			
			<b>Project Totals:</b>	0	25	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
4	#0766 AQC-Replace Furnishings								
	Replace inventory of aging and damaged furniture, fixtures and equipment in concession and Northwood Multipurpose room areas.								
		31	Unfunded Future Projects	31	0	0	0	0	0
	<b>Project Totals:</b>	<b>31</b>		<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5	#0784 FSLP-Refurbish Sauna								
	Four Seasons Pool, best practices, requires refurbishing sauna due to age and condition of wood components.								
		20	Unfunded Future Projects	0	20	0	0	0	0
	<b>Project Totals:</b>	<b>20</b>		<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Aquatics Total:</b>		<b>159</b>		<b>31</b>	<b>45</b>	<b>0</b>	<b>53</b>	<b>30</b>	
<b>Cemetery</b>									
6	#0302 Cemetery Enhancement								
	This project allows for enhancement and development consistent with the Cemetery's Management and Development Plan. Specific projects planned for 2017 include a focal point garden/seating area in new section 63, moving the existing gate from the parking lot area out to Ferry Avenue and replacing it with a new decorative wrought iron version with lights, enhancing landscaping around the sign at the Ferry Avenue entrance, and improvements to the security and surveillance system.								
		75	Unfunded Future Projects	75	0	0	0	0	0
	<b>Project Totals:</b>	<b>75</b>		<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
7	#0854 Cemetery Memorial Wall and Scattering Garden								
				<p>The once common method of burying full caskets in ground plots has been on a steady decline since the late 1990's. As the practice of cremation continues to trend upwards, the Memorial Park Cemetery must expand its interment options to provide for cremains. The development of a memorial wall and scattering gardens area would generate additional revenues while offering services currently not available at Memorial Park Cemetery.</p>					
		75		75	0	0	0	0	0
				Unfunded Future Projects 75					
		<b>75</b>	<b>Project Totals:</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
8	#1047 Cemetery Mausoleum Design								
				<p>The existing mausoleum is almost full, with existing capacity in the 90% range. The current facility was designed for future expansion. This project would develop those expansion plans to ensure we have the ability to continue providing these interment options at Memorial Park Cemetery.</p>					
		25		25	0	0	0	0	0
				Unfunded Future Projects 25					
		<b>25</b>	<b>Project Totals:</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
9	#1118 Cemetery Entrance for Lansdowne Road								
				<p>To design and construct a new entrance into the Cemetery from Lansdowne Road. This will provide a new entrance/exit to the Cemetery from Lansdowne Road to allow traffic to safely enter and leave the site as it will be able to use the new traffic light installed at Ferry Ave and Lansdowne.</p>					
		150		150	0	0	0	0	0
				Capital Expenditure Reserve 150					
		<b>150</b>	<b>Project Totals:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

		in thousands (000)						
Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021
<b>Cemetery Total:</b>		325		325	0	0	0	0
<b>Civic Centre</b>								
10	#1065 CC-2017 Replace Furniture and Equipment							
	Replacement of aging and damaged furniture, fixtures and equipment.							
		75	General Infrastructure Reinvestment Fund	75	0	0	0	0
		<b>75</b>	<b>Project Totals:</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
11	#1066 CC-2018 Replace Furniture and Equipment							
	Replacement of aging and damaged furniture, fixtures and equipment.							
			General Infrastructure Reinvestment Fund		75			
		<b>75</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>
12	#1370 CC - Main Stage Projector Screen							
	Replace existing Auditorium 101 main stage projector screen.							
		19	Unfunded Future Projects		19			
		<b>19</b>	<b>Project Totals:</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>
13	#1371 CC - Replace Janitorial Equipment							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	Replacement of two pieces of maintenance equipment that have exceeded their lifespan and the purchase of a new piece of maintenance equipment. We are looking to replace our Auto Floor Scrubber and Backpack Vacuum and adding a Floor Machine to assist with the maintenance and cleanliness of the facility.	25		25	0	0	0	0
	Unfunded Future Projects			25	0	0	0	0
	<b>Project Totals:</b>			<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>14</b>	<b>#1372 CC - Replace Kitchen Equipment</b>							
	To replace various pieces of existing kitchen equipment that have either exceeded their lifespan and or have become obsolete/unusable or incompatible with other equipment. This equipment has been with the facility since it opened its doors in 1994. The Food and Beverage Exclusive Service Agreement leaves the City responsible for all replacement of capital assets. The list includes: 30 gallon tilt skillet, double pantry faucet w/swing spout & bracket; mobile ice caddy with sliding lid, cooler/freezer combo, and sliding drain drawer.							
	Unfunded Future Projects			50	0	0	0	0
	<b>Project Totals:</b>			<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Civic Centre Total:</b>			<b>150</b>	<b>94</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Civic Facilities</b>							
<b>15</b>	<b>#0116 18th Ave Roof Membrane</b>							
	New roof and insulation for the 18th Avenue Yard main equipment maintenance building. This is the final section of the three phase roof project.							
	Unfunded Future Projects						335	
	<b>Project Totals:</b>			<b>0</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
16	#0184 CN-Security and Access Control							
	Expansion of existing security system is required for asset protection and public safety.							
	Unfunded Future Projects				100			
	<b>Project Totals:</b>	100	0	0	100	0	0	0
17	#0219 18th Ave - Paint O/H Doors							
	The overhead garage doors on the south side of the 18th Avenue yard need to be painted.							
	Unfunded Future Projects				58			
	<b>Project Totals:</b>	58	0	0	58	0	0	0
18	#0892 Library - Flooring							
	Replace B Harkins Library Flooring with carpet tile.							
	Unfunded Future Projects				235			
	<b>Project Totals:</b>	235	0	0	0	235	0	0
19	#0974 EX Sport Ctr-Bldg Env/Struct UG							
	Replace exterior finishes and add air barrier and insulation for improved thermal performance.							
	MFA Debt Proceeds				1,697			
	<b>Project Totals:</b>	1,697	0	1,697	0	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
20	#1018 KIN 2 - Replace Roof								
	Replace the roof on Kin Centre #2 and increase the insulation value to resolve condensation issues in the building envelope.								
		362	Community Works Fund	0	0	362	0	0	0
	<b>Project Totals:</b>			0	0	362	0	0	0
21	#1019 KIN 3 - Replace Roof								
	Replace the roof on Kin Centre #3 and add additional insulation.								
		362	General Infrastructure Reinvestment Fund	0	0	362	0	0	0
	<b>Project Totals:</b>			0	0	362	0	0	0
22	#1052 AQC-Bollards Refurbishment								
	Refurbish the bollards and the connective rails, as well as the structural support columns.								
		50	Unfunded Future Projects	50	0	0	0	0	0
	<b>Project Totals:</b>			50	0	0	0	0	0
23	#1054 AQC-Wave Pool Tiling								
	Update the wave pool flooring and walls to tile vs the existing painted surface.								
		90	Unfunded Future Projects	0	0	0	0	0	90
	<b>Project Totals:</b>			0	0	0	0	0	90



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
24	#1071 CC-Roof Replacement Replace 23 year old Civic Centre roof.	475	0	475	0	0	0	0
			<b>Project Totals:</b>	475	0	0	0	0
25	#1098 Library Circulation Area Renovation Renovation of circulation check out area and relocation of meeting space.	300	0	0	0	300	0	0
			<b>Project Totals:</b>	300	0	300	0	0
26	#1099 B Harkins Library Entrance New entrance for Bob Harkins Branch – enclosure and expansion onto existing deck facing Brunswick Street and to the Civic Plaza. Entrance includes a new vestibule, elevator and stairs from parking level to second floor.	2,472	150	1,872	450	0	0	0
			<b>Project Totals:</b>	150	1,872	450	0	0
27	#1157 Two Rivers - Upgrade DDC Existing DDC system controls are original to the construction of the facility and have become obsolete and replacement parts are difficult to source.	80	0	0	80	0	0	0
			<b>Project Totals:</b>	0	0	80	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
28	<b>#1187 RMCA-Replace Arena Floor</b>  Replace the concrete arena floor of the Rolling Mix Concrete Arena due to antiquated brine lines in the floor. This is a multi-year project totaling \$1,050,000.							
			MFA Debt Proceeds	50				
			MFA Debt Proceeds			1,000		
		<b>1,050</b>	<b>Project Totals:</b>	<b>0</b>	<b>50</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
29	<b>#1278 CC - Replace Hardwood Floors</b>  Replace the existing maple sprung hardwood floor in auditoriums 101, 102, and 103 which have reached end of life. Also replace the wood flooring in meeting rooms 207 & 208.							
			Unfunded Future Projects	450				
		<b>450</b>	<b>Project Totals:</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
30	<b>#1303 CYC-Ext Wall Finishes Replacement</b>  Replace the Connaught Youth Centre siding, windows, doors and insulation to the east elevation. The north, south and West elevations were complete in 2010.							
			Unfunded Future Projects			84		
		<b>84</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>84</b>	<b>0</b>	<b>0</b>
31	<b>#1305 CYC-Fire Alarm UG</b>  All existing devices, wiring, emergency lighting and exit signage should be replaced to meet the current BC Building Code minimum requirements at the Connaught Youth Centre.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		106	Community Works Fund	106	0	0	0	0
	<b>Project Totals:</b>			106	0	0	0	0
32	#1306 CN - Concourse Lighting UG							
	Replace T8 fluorescents with LED on the upper and lower concourse of the CN Centre.							
		260	General Infrastructure Reinvestment Fund	260	0	0	0	0
	<b>Project Totals:</b>			260	0	0	0	0
33	#1342 CN Dasher Board Replacement							
	This project is to replace the 20 year old dasher board system in the CN Center.							
				25				
	Unfunded Future Projects							
	Unfunded Future Projects				525			
	<b>Project Totals:</b>	550		25	525	0	0	0
34	#1364 PG Playhouse-Replace Theatre Flooring							
	Replace the house theatre carpet. The plan is to remove existing carpet, leave concrete under the seats, and install carpet down the aisles and in front of stage. Work may include refinishing the concrete but won't know until exposed.							
							50	
	Unfunded Future Projects							
	<b>Project Totals:</b>	50		0	50	0	0	0
35	#1421 Studio 2840 - Demolition							

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
	Demolish and remove the storage building behind Studio 2880/2820, referred to as 2840.								
	Unfunded Future Projects			100	0	0	0	0	0
	<b>Project Totals:</b>	<b>100</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>36</b>	<b>#1424 Updated Energy and GHG Plan</b>								
	Prepare an updated Energy and Greenhouse Gas Management Plan, as a follow-up on Milestones 4 and 5 for the FCM Partners for Climate Protection and the Corporate and Community Update for Greenhouse Gas Emissions Reduction and Monitoring which was prepared in 2011. The new Plan will set targets for GHG emissions and recommendations for how to meet them.								
	Unfunded Future Projects			40	0	0	0	0	0
	<b>Project Totals:</b>	<b>40</b>		<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>37</b>	<b>#1452 Facility Systems Replacement/Repair</b>								
	Building system repairs and replacements are required in the City facilities as identified in 2015/2016 condition assessment reports by Tetra Tech EBA and AECOM. The reports identify the components needing work to ensure the building continues to maintain the current service level and reach its expected service life. The repairs and replacements are inclusive of each of the buildings electrical and heating systems and the interior/exterior finishes.								
	Unfunded Future Projects			162	1,512	1,674	3,024	3,024	
	Unfunded Future Projects								
	Unfunded Future Projects								
	Unfunded Future Projects								
	Unfunded Future Projects								
	<b>Project Totals:</b>	<b>9,396</b>		<b>162</b>	<b>1,512</b>	<b>1,674</b>	<b>3,024</b>	<b>3,024</b>	<b>3,024</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
38	#1454 1175 Village Ave. Roof Replacement							
	Replace the roof on the old South Fort George Fire Hall, while changing the slope to improve positive drainage. Also increase insulation values to reduce heat loss.							
	Unfunded Future Projects	174	0	174	0	0	0	0
	<b>Project Totals:</b>	<b>174</b>	<b>0</b>	<b>174</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
39	#1455 Demolition - 1050 Patricia Blvd							
	Demolition of 1050 Patricia Blvd, previously known as Enterprise Car Rental Building. Installation of safety guardrail and patch and repair asphalt.							
	Unfunded Future Projects	83	83	0	0	0	0	0
	<b>Project Totals:</b>	<b>83</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
40	#1456 FSLP-Roof Replacement							
	Replace Roof section #1 - sbs roof membrane system Replace Roof section #2 - mansard style roof							
	Unfunded Future Projects	220	0	220	0	0	0	0
	<b>Project Totals:</b>	<b>220</b>	<b>0</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
41	#1459 CH Window Replacement Phase 2							
	Completion of City Hall window replacement.							
	Unfunded Future Projects	433	0	433	0	0	0	0
	<b>Project Totals:</b>	<b>433</b>	<b>0</b>	<b>433</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
42	#1464 ECRA Kitchen Reno/Addition							
	Build additional kitchen space and renovate the existing kitchen with commercial appliances such as a freezer and a cooler.							
		105		105	0	0	0	0
			Unfunded Future Projects	105	0	0	0	0
		<b>105</b>	<b>Project Totals:</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
43	#1501 CivFac - Energy Improvement							
	Multiple City buildings are being reviewed by an in-house energy consultant for sustainability, energy efficiency and lower operating costs. The focus of the various projects is to improve energy efficiency, and reduce greenhouse gas emissions.							
			Capital Expenditure Reserve	50				
			Community Works Fund	150				
			Capital Expenditure Reserve		50			
			Community Works Fund		150			
			Capital Expenditure Reserve			50		
			Community Works Fund			150		
			Capital Expenditure Reserve				50	
			Community Works Fund				150	
		<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
44	#1502 CivFac-HVAC System UG							
	Modernisation and replacement of civic building heating systems. Evaluate and implement energy reduction opportunities and facilitate GHG reduction.							
			Capital Expenditure Reserve				10	
			Community Works Fund				90	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	Capital Expenditure Reserve			10				
	Community Works Fund			90				
	Capital Expenditure Reserve				10			
	Community Works Fund				90			
	Capital Expenditure Reserve					10		
	Community Works Fund					90		
	Capital Expenditure Reserve						10	
	Community Works Fund						90	
	<b>Project Totals:</b>	<b>500</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Civic Facilities Total:</b>		<b>21,217</b>		<b>1,831</b>	<b>7,643</b>	<b>4,770</b>	<b>3,559</b>	<b>3,414</b>
<b>CN Centre</b>								
45	#1107 CN Ctr - Digital Roadsign							
	Replace north and south facing electronic message boards on CN Centre's Ospika Blvd signage marquee with electronic LED signage.							
	Unfunded Future Projects	149		149	0	0	0	0
	<b>Project Totals:</b>	<b>149</b>		<b>149</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>#1363 CN - Replace Kitchen Equipment</b>								
46	#1363 CN - Replace Kitchen Equipment							
	Replacement of convection oven, conveyor oven and charbroiler.							
	Unfunded Future Projects	50		0	0	50	0	0
	<b>Project Totals:</b>	<b>50</b>		<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
47	#1366 CN- Flexible Stage Curtains								
	Add flexible curtain system to enable the CN Centre to host performing arts style events. It would allow the CN Centre to create an intimate setting, and act as a performing arts center theatre.								
			Unfunded Future Projects	375					
		375	<b>Project Totals:</b>	0	375	0	0	0	0
48	#1368 CN - Replace floor concert chairs								
	Replacement of 200 broken floor seating chairs.								
			Unfunded Future Projects			50			
		50	<b>Project Totals:</b>	0	0	50	0	0	0
49	#1369 CN-Rpl Media Box Flooring								
	Replace media box carpet.								
			Unfunded Future Projects	10					
		10	<b>Project Totals:</b>	10	0	0	0	0	0
<b>CN Centre Total:</b>				<b>634</b>	<b>159</b>	<b>375</b>	<b>100</b>	<b>0</b>	<b>0</b>
<b>Community Arenas</b>									

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
50	#0207 KIN - Large Floor Scrubber								
	Replacement of large floor scrubber which has reached the end of its life cycle.								
		23		0	0	0	23	0	
			General Infrastructure Reinvestment Fund				23		
	<b>Project Totals:</b>			0	0	0	23	0	
51	#0232 Kin Atrium - Furniture Replacement								
	Replace inventory of aging and damaged furniture, fixtures and equipment in Atrium.								
		40		0	40	0	0	0	0
			Unfunded Future Projects		40				
	<b>Project Totals:</b>			0	40	0	0	0	0
52	#1405 RMCA - Seating Assessment								
	Design of new seating system to replace existing bench seating at Rolling Mix Concrete Arena.								
		10		10	0	0	0	0	0
			Unfunded Future Projects		10				
	<b>Project Totals:</b>			10	0	0	0	0	0
53	#1407 RMCA - Replace Score Clock								
	Replacement of Rolling Mix Concrete Arena score clock at center ice.								
		100		0	0	0	100	0	0
			Unfunded Future Projects				100		
	<b>Project Totals:</b>			0	0	0	100	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
54	#1418 RMCA - Replace Skate Floor							
	Replace the asphalt black planking skate floor in the Rolling Mix Concrete Arena. City of Prince George will apply in January for the BC Tire Stewardship Grant to help pay for the project.							
		90		90	0	0	0	0
			Unfunded Future Projects	90	0	0	0	0
			<b>Project Totals:</b>	90	0	0	0	0
55	#1419 KIN 3--Replace Skate Floor							
	Replace the asphalt black planking skate floor. City of Prince George will apply in January for the BC Tire Stewardship Grant to help pay for the project.							
		73						
			Unfunded Future Projects	73	0	0	0	0
			<b>Project Totals:</b>	73	0	0	0	0
56	#1420 Eiksentre-Replace Skate Floor							
	Replace the asphalt black planking skate floor. City of Prince George will apply in January for the BC Tire Stewardship Grant to help pay for the project.							
		52						
			Unfunded Future Projects	52	0	52	0	0
			<b>Project Totals:</b>	52	0	52	0	0
<b>Community Arenas Total:</b>				100	113	52	123	0
<b>Community Partnerships</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
57	#1505 Outdoor Ice Oval Refrigeration							
	Installation of a refrigeration unit at the Outdoor Ice Oval including refrigeration pipes installed in a concrete pad. This project is contingent upon fundraising and other party funding.							
	Unfunded Future Projects			0	3,700	0	0	0
	<b>Project Totals:</b>	<b>3,700</b>		<b>0</b>	<b>3,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Partnerships Total:</b>								
		<b>3,700</b>		<b>0</b>	<b>3,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration</b>								
58	#1122 Downtown Transit Exchange							
	The project would involve the development of a new downtown transit exchange. The exchange will be developed behind the newly constructed WIDC building alongside the newly developed WIDC park. The exchange 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 onstreet bus stops located on 5th Avenue to complete the relocation of the current downtown exchange at 7th Avenue and Dominion Street.							
	Unfunded Future Projects					133		
	Third Party Funding					117		
	<b>Project Totals:</b>	<b>250</b>		<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration Total:</b>								
		<b>250</b>		<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>
<b>Engineering</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
59	#0697 South Ft George Flood Protection							
	Engineering to confirm flood protection works, design and construction of selected projects for flood protection in the South Fort George area including Farrell Street, Regents Crescent, Royal Crescent, Bird Avenue and Hamilton Avenue. This is a multi-year project totalling \$2,900,000. Project involves land acquisition as the first stage.							
			MFA Debt Proceeds	1,000				
			MFA Debt Proceeds		1,000			
			MFA Debt Proceeds			900		
		2,900	<b>Project Totals:</b>	1,000	1,000	900	0	0
60	#0701 Flood Protect Var Risk Areas							
	Flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Road, South Fort George, Ongman/McAloney, Preston Road, Morning Place and Landooz Road. First year: Project scoping and pre-design for all six flood risk areas. This is a multi-year project totalling \$2,535,000. Subsequent years: Project design and construction (grant dependent.)							
			MFA Debt Proceeds	35				
			MFA Debt Proceeds		1,500			
			MFA Debt Proceeds			1,000		
		2,535	<b>Project Totals:</b>	35	1,500	1,000	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
61	#1217 University Way Buttress Assessment								
	This project is to assess the University Way buttress and identify the scope of any maintenance requirements.								
		35	Capital Expenditure Reserve	0	35	0	0	0	0
			<b>Project Totals:</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
62	#1393 River Erosion Hazard Assessment								
	Retain a hydrological consulting group to produce an updated Erosion Hazard Assessment for the Fraser and Nechako rivers within Prince George City limits.								
		30	Unfunded Future Projects	30	0	0	0	0	0
			<b>Project Totals:</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
63	#1397 Bathymetric Surveys								
	Bathymetric surveys of the Fraser and Nechako rivers within Prince George City boundaries. A channel change assessment report will be completed to analyze river changes and trends since the last survey.								
		20	Unfunded Future Projects	20	0	0	0	0	0
			<b>Project Totals:</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
64	#1503 Off-Site Works								
	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.								
		100	Capital Expenditure Reserve	100					
			Capital Expenditure Reserve		100				

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	Capital Expenditure Reserve					100		
	Capital Expenditure Reserve						100	
	Capital Expenditure Reserve							100
	<b>Project Totals:</b>	<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Engineering Total:</b>		<b>6,020</b>	<b>1,185</b>	<b>2,635</b>	<b>2,000</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Financial Services</b>								
65	#1400 Electric Car Infrastructure Plan							
	Installation of electric car charging stations to expand electric car infrastructure network. Multiple phase 2 chargers, or one phase 3 charger may be installed, totaling \$50,000. The Electric Car Infrastructure Plan aims to work with other partners in the community, such as car dealerships, to create a broader electric car charging network. Under the plan, will apply to the FCM Green Municipal Fund, Environmental Youth Corps (EYC) Internship Program and other grants for additional funding.							
	Unfunded Future Projects		50					
	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financial Services Total:</b>		<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
66	#1280 Welding Shop - Wire Feed Welder							
	Replacement of existing Wire Feed Welder for the welding shop in Fleet Services. Aids and assists in providing faster, more efficient welding performance. Existing one is obsolete and requires replacement.							
		15		15	0	0	0	0
			Unfunded Future Projects	15	0	0	0	0
			<b>Project Totals:</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
67	#1282 Heavy Duty Garage - Moveable Hoists							
	Outfitting the shop with two more moveable hoists will provide an efficient, cost effective, systematic work flow enabling double the work to be done concurrently. Four hoists working together are required to perform the work. Two new moveable hoists for heavy duty shop to complete the required set of four are needed to perform work.							
				40	0	0	0	0
			Unfunded Future Projects	40	0	0	0	0
			<b>Project Totals:</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
68	#1284 Heavy Duty Garage-Pressure Solvent Parts Washer							
	Safe, environmentally friendly, self-contained high pressure solvent parts washer for cleaning fleet components. Utilizing new technology, the machine performs the washing activity confining the toxic fluids rather than manual labour performing the task.							
				50	0	0	0	0
			Unfunded Future Projects	50	0	0	0	0
			<b>Project Totals:</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
69	#1285 Refurbishing Fleet Cranes							
	Seven overhead cranes that are part of the original building structure require refurbishment to maintain useful service life.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		250	General Infrastructure Reinvestment Fund	0	0	0	250	0
	<b>Project Totals:</b>			0	0	0	250	0
<b>70</b>	<b>#1298 Fleet Steam Cleaner Wash Bay</b>							
	To replace existing Fleet Steam Cleaner, which is used in the wash bay for all user divisions to ensure all City equipment is properly cleaned .							
		20	Unfunded Future Projects	20	0	0	0	0
	<b>Project Totals:</b>			20	0	0	0	0
<b>Fleet Services Total:</b>		<b>375</b>		<b>125</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>
<b>Parks</b>								
<b>71</b>	<b>#0217 Ball Field Construction Nechako</b>							
	Construction of remaining field at Nechako SloPitch Park. This includes construction of a new park with lights and bleachers.							
		700	Capital Expenditure Reserve	700	0	0	0	0
	<b>Project Totals:</b>			700	0	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
72	#0223 EX Prk-Perimeter Fence								
	Removal of wooden fence on east side of racetrack is required due to the appearance and condition. To be replaced by 8ft chain link fence to join existing matching fencing along inner ring road.								
		60	Capital Expenditure Reserve	60	0	0	0	0	0
	<b>Project Totals:</b>			60	0	0	0	0	0
73	#0231 Elks - Refurbish Parking Lot								
	Elkscentre handicap parking lot and road to staff parking require new asphalt due to age and condition.								
		50	Community Works Fund	50	0	0	0	0	0
	<b>Project Totals:</b>			50	0	0	0	0	0
74	#0250 Carrie Jane Gray Park Parking Lot								
	Paving of the parking lot at Carrie Jane Gray Park.								
		300	Capital Expenditure Reserve	300	0	0	0	0	0
	<b>Project Totals:</b>			300	0	0	0	0	0
75	#0251 Connaught Park Enhancement								
	Flowerbed refurbishment including steps, stairs and retaining walls, upgrade signage.								
		75	Capital Expenditure Reserve	75	0	0	0	0	0
	<b>Project Totals:</b>			75	0	0	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
76	#0305 Tennis Court Improvements							
	<p>This project involves upgrades to the City maintained tennis courts located within City parks and School District 57 sites following the priorities identified in the 2016 Park Strategy. The project works would occur in multiple years with improvements that may include resurfacing, lines repainted, upgraded fencing, nets/posts and lighting. These project priorities will also include the decommissioning of tennis courts as directed by the 2016 Park Strategy.</p>							
		25	Unfunded Future Projects	25	0	0	0	0
		<b>25</b>	<b>Project Totals:</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
77	#0311 Tree Planting Greening the City							
	<p>Planting trees in City Limits, including City Parks and boulevards.</p>							
			Capital Expenditure Reserve	60				
			Capital Expenditure Reserve		60			
			Capital Expenditure Reserve			60		
			Capital Expenditure Reserve				100	
			Capital Expenditure Reserve					100
		<b>380</b>	<b>Project Totals:</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>100</b>	<b>100</b>
78	#0382 Nature Park Improvements							
	<p>Improvements to facilities in various nature parks. To include outhouses, garbage bins, signage and benches.</p>							
			Capital Expenditure Reserve	25				
			General Infrastructure Reinvestment Fund	25				
			Capital Expenditure Reserve		25			
			General Infrastructure Reinvestment Fund		25			
			General Infrastructure Reinvestment Fund			50		

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	General Infrastructure Reinvestment Fund Unfunded Future Projects				50			50
	<b>Project Totals:</b>	250	50	50	50	50	50	50
<b>79</b>	<b>#0702 DPSS Park Amphitheatre</b>							
	This Phase 3 of the Duchess Park development would include the construction of an amphitheatre.							
			Capital Expenditure Reserve				200	
	<b>Project Totals:</b>	200	0	0	0	0	200	0
<b>80</b>	<b>#0815 Rainbow Park Irrigation</b>							
	The design and installation work for an irrigation system in Rainbow Park.							
			Unfunded Future Projects			30		
			Capital Expenditure Reserve			100		
	<b>Project Totals:</b>	130	0	0	130	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
81	#0853 Lower Patricia Greenway							
	<p>The Lower Patricia Greenway is proposed as a multi-year project and would involve the planning and development of a greenway trail system that follows the Patricia escarpment and connects the downtown to the Heritage River Trail on the Fraser River. This is a multi-year project totalling \$984,000.</p>							
				80				
					372			
						532		
		984	Project Totals:	0	80	372	532	0
82	#0928 CN Centre Parking Lot Paving							
	<p>Overlay the section of the CN Centre inside parking lot located within the fencing and repaint the parking lot lines.</p>							
		475	Project Totals:	0	0	0	0	475
83	#0931 Boulevard Restoration							
	<p>Boulevard restoration project provides the upgrading of boulevards/medians which includes turf restoration, hard surface treatments and tree/shrub planting.</p>							
							160	
								160
		320	Project Totals:	0	0	0	160	160
84	#1125 Connaught Hill Parking Lot							
	<p>To repave the existing parking lot on the top of Connaught Hill.</p>							



Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021	in thousands (000)	
									Unfunded	Future Projects
85	#1140 Ospika/Tabor Boulevard Irrigation	85		0	0	0	0	0	85	85
<p>Installation of irrigation system for Ospika Boulevard and Tabor Boulevard.</p>										
<p>Unfunded Future Projects</p>										
<p><b>Project Totals:</b> 0 0 0 0 0 0 0</p>										
86	#1189 Off Leash Areas	100		0	0	0	100	0	100	0
<p>The project involves the implementation of off leash areas and fenced dog parks throughout the community by repurposing existing park facilities. Priority areas include the Hart and College Heights. Project works would include signage, waste receptacles and other site improvements that would be required to support off leash use.</p>										
<p>Unfunded Future Projects</p>										
<p><b>Project Totals:</b> 0 0 0 0 0 0 0</p>										
87	#1191 Fish Trap Riverfront Park	125		25	25	25	25	25	25	25
<p>This project involves the planning and development of a riverfront park along the Nechako River, southeast of Foothills Bridge. Project works include the planning and design of the park in Phase 1, followed by the development of the park with restoration of the former gravel pit, development of a gravel parking area and new trail signage/furniture.</p>										
<p>Unfunded Future Projects</p>										
<p><b>Project Totals:</b> 25 25 25 25 25 25</p>										

Capital Expenditure Reserve

15



Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021	in thousands (000)	
									Capital Expenditure Reserve	150
		165		0	0	0	15	150		
	<b>Project Totals:</b>									

**88 #1192 Hart Connector Trail**

A safe trail connection from the Hart into the Bowl is critical given the narrow shoulder on Hwy 97 along with the fast highway speeds and limited sight lines. This missing city wide trail link would provide multi-use access for commuters as well as for families seeking recreation opportunities and connections to multiple destinations. The project involves the planning and development of a city-wide off-street trail connection from the Hart area to the bowl. The trail project would be pursued as a multi-year project with planning/design works in the phase 1, followed by construction in subsequent phases.

Unfunded Future Projects	100
Unfunded Future Projects	1,500
<b>Project Totals:</b>	<b>1,600</b>
	<b>100</b>
	<b>1,500</b>
	<b>0</b>
	<b>0</b>

**89 #1373 Parks Bridge Assessment and Audit**

Parks Division are responsible for the bridge asset inventory. These bridges have not been structurally assessed in many years. This audit would provide us with a complete report for each structure, including a condition assessment and recommended repairs.

Unfunded Future Projects	35
<b>Project Totals:</b>	<b>35</b>
	<b>0</b>
	<b>0</b>
	<b>0</b>

**90 #1374 Rainbow Park Playground**

The playground is over 40 years old and had the lowest score of all 66 playgrounds examined in the 2016 Playground Audit. A total of 49 CSA violations were identified to be immediate hazard concerns. This project would see the removal and replacement of a playground at Rainbow Park. Subsequent phases at Rainbow Park would focus on upgrades such as the development of accessible trails, washroom facility, bridge replacement and new parking area.



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	Unfunded Future Projects	250		250	0	0	0	0
	<b>Project Totals:</b>			250	0	0	0	0

**91 #1375 Cpl. Darren Fitzpatrick Bravery Park - Upgrades**

The improvements to Corporal Darren Fitzpatrick Bravery Park meet the policy direction from the 2016 Park Strategy and 2014 Community Recreation Services Plan, as well as community demand for the creation of a destination park in the Hart. This project involves upgrades to Corporal Darren Fitzpatrick Bravery Park to establish a multi-use destination park for the Hart. The project works would be phased subsequent to the 2016 development of the Hart Skate Park in this location. (pre-phase). Phase 1 would include a new washroom, toddler playground, and fenced dog park. Future phases would include enhanced facilities such as trail lighting, dog park relocated on-site, memorial plaza and picnic area.

	Unfunded Future Projects	300		300	0	0	0	0
	<b>Project Totals:</b>	300		300	0	0	0	0

**92 #1376 CJG Hard Surface Court Upgrades**

The hard surface courts at Carrie Jane Gray Park are a popular destination for tennis and basketball. Both facilities have seen a decrease in usage due to the deterioration of the playing surfaces. Upgrades would include new sport court surfacing, upgraded fencing, upgraded lighting, standards/hoops and line painting. The proposed upgrades to the tennis courts and basketball court at Carrie Jane Gray Park will create premium facilities that are available in a central location and supported by additional amenities such as a skate park, washrooms and parking.

	Unfunded Future Projects	275		275	0	0	0	0
	<b>Project Totals:</b>	275		275	0	0	0	0

**93 #1382 Exhibition Park Master Plan Update**

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	This project involves a master planning exercise for Exhibition Park. The park presently includes major recreation venues such as CN Centre, the PG Aquatic Centre, agricultural facilities, gymnastics club, speed skating oval, youth and adult soccer fields, parking areas and exhibition space. This plan will provide an update with short and long-term recommendations for parkland expansion and facility/infrastructure improvements.							
		75		75	0	0	0	0
		<b>Project Totals:</b>		<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>94</b>	<b>#1383 15th Avenue Meridian Restoration</b>							
	15th Ave is a premiere corridor through the City's downtown and the restoration of these meridians will showcase the beauty of Prince George's greening vision. Works would include the removal of all asphalt and existing trees from Irwin Street to Carney Street. Reinstallation of new trees and stamped concrete as a border to define planting area from hardscape.							
				200	0	0	0	0
		<b>Project Totals:</b>		<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>95</b>	<b>#1384 Rainbow Park Washroom</b>							
	New public washroom building for Rainbow Park. Currently there are 2 outhouses available for public use.							
				200	0	0	0	0
		<b>Project Totals:</b>		<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
							300	300
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
<b>96</b>	<b>#1385 Park Washroom Refurbishment</b>							
	Multi-year project to replace the washroom facilities at Leihli Tienneh Park in 2017, Carrie Jane Gray north side 2018, Freeman Park 2019, Gyro Park 2020, Carrie Jane Gray south side 2021.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
97	#1386 Aquatic Centre Sidewalk/Entrance	1,100	Unfunded Future Projects	200				
			Unfunded Future Projects		200			
			Unfunded Future Projects			200		
			Unfunded Future Projects				200	
			Unfunded Future Projects					300
			<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>300</b>
98	#1387 CN Centre Sidewalk/Entrance	50	Unfunded Future Projects	50	0	0	0	0
			<b>Project Totals:</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
99	#1388 Aquatic Centre Parking Lot	100	Unfunded Future Projects		100			
			<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
		100						
			Unfunded Future Projects			100		
		<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>

The parking lot at Aquatic Centre requires new asphalt due to age and condition.

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
100	#1389 CWG Plaza Parking Lot								
	The parking lot at Civic Centre/4 Seasons Pool requires new asphalt due to age and condition.								
		75		0	75	0	0	0	0
			Unfunded Future Projects		75				
		<b>75</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
101	#1390 Exhibition Park Fencing								
	Replace approximately 635 linear metres of old wooden fencing with 8ft high black chain link fencing around Exhibition Park.								
		150		0	150	0	0	0	0
			Unfunded Future Projects		150				
		<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
102	#1458 Park Lighting Improvements								
	Project involves the replacement of old lighting systems with improved energy efficient lighting. Existing court lighting is at end of useful service life. Project enables increased public use of tennis courts and outdoor hockey rinks in the winter. New lighting will be more energy efficient and environmentally friendly.								
		60		20	20	20	0	0	0
			Unfunded Future Projects	20					
			Unfunded Future Projects		20				
			Unfunded Future Projects			20			
		<b>60</b>	<b>Project Totals:</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks Total:</b>				<b>1,665</b>	<b>3,020</b>	<b>1,032</b>	<b>1,432</b>	<b>1,945</b>	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
<b>Roads</b>								
103	#0140 Traffic Control 1st/Carney							
	Secure consultant to complete a road safety analysis and provide recommendations on the traffic control options warranted for this intersection. Prepare detailed design.							
			Capital Expenditure Reserve	50				
			Capital Expenditure Reserve		200			
		250	<b>Project Totals:</b>	0	0	50	200	0
104	#0167 Road Widening Austin Road West							
	Detailed design and land acquisition for Austin Road West widening project. Phase 1 shopping centre to Kelly Road. Upgrade of hydro and addition of street lighting. Alternative design to be reviewed, property acquisition to be identified. MCSL Preliminary design in 2007 requires revisiting and shift to migrate grades and impacts. BC Beautification project possibility.							
			MFA Debt Proceeds	100				
			Unfunded Future Projects		100			
			MFA Debt Proceeds		200			
			MFA Debt Proceeds				3,000	
		3,400	<b>Project Totals:</b>	0	0	100	300	3,000
105	#0242 SMP Salt Storage Improvements							
	Construct a salt storage facility at 18th Avenue Yard.							
			Capital Expenditure Reserve	90				
		90	<b>Project Totals:</b>	0	90	0	0	0
106	#0259 Pedestrian Control 7th/Winnipeg							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	Installation of a new pedestrian signal at 7th/Winnipeg. Road safety analysis to be completed.							
			Capital Expenditure Reserve	20				
			Capital Expenditure Reserve		150			
		<b>170</b>	<b>Project Totals:</b>	<b>0</b>	<b>20</b>	<b>150</b>	<b>0</b>	<b>0</b>
<b>107</b>	<b>#0266 SMP Secondary Liquid Salt Containment</b>							
	Construct secondary containment for liquid de-icing storage (110%).							
			Capital Expenditure Reserve	65				
		<b>65</b>	<b>Project Totals:</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>108</b>	<b>#0270 SMP Enclose Sand/Salt</b>							
	Enclose salt and sand/salt stockpiles and place over impermeable surfaces including area for loading under cover. Allow for increased storage to 500 tonnes road salt and up to 15,000 tonnes salt/sand and 1,000 tonnes of winter crush/salt.							
			MFA Debt Proceeds		1,000			
		<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>109</b>	<b>#0378 Traffic Controller Upgrade</b>							
	Replacement of traffic controllers.							
			General Infrastructure Reinvestment Fund				32	
			DCC: Roads				18	

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
110	#0653 Willowdale Road Paving		General Infrastructure Reinvestment Fund	50	32				
			DCC: Roads		18				
			General Infrastructure Reinvestment Fund			32			
			DCC: Roads			18			
			General Infrastructure Reinvestment Fund				32		
			DCC: Roads				18		
			General Infrastructure Reinvestment Fund					32	
			DCC: Roads					18	
			<b>Project Totals:</b>	<b>250</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
112	#0662 Route Study Parkridge Connector	Route study of Parkridge Connector from Highway 16 west of Fraser River.							
111	#0660 Curb/Gutter/Sidewalk- Eton Ave	Removal and replacement of curb and gutter and asphalt sidewalk on Eton Ave. between Laval and Simon Fraser Ave.							
			MFA Debt Proceeds	730					
			<b>Project Totals:</b>	<b>730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			Capital Expenditure Reserve	285					
			<b>Project Totals:</b>	<b>285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			Capital Expenditure Reserve					50	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		50		0	0	0	50	0
	<b>Project Totals:</b>			0	0	0	50	0
<b>113</b>	<b>#0666 Traffic Control 10th and Carney</b>							
	Design & Installation of traffic signal to improve traffic operation. This is a multi-year project totalling \$260,000. Design 2020 & construction in 2021.							
							60	200
		<b>260</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>200</b>
<b>114</b>	<b>#0668 Construction Glengarry Rd</b>							
	Construction of Glengarry Road from Monterey Road West to Highland Drive will be required to provide access for private development.							
							300	1,026
		<b>1,326</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>1,026</b>
<b>115</b>	<b>#0670 Hwy 97/22nd &amp; Griffiths Improve</b>							
	Realignment of 22nd Avenue, east of Hwy 97 as identified in the Hwy 97 Corridor Study to improve the operation of the highway intersection. Geometry improvements to traffic flow and safety.							
							250	1,500
		<b>1,750</b>		<b>0</b>	<b>250</b>	<b>1,500</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
116	#0672 Glen Lyon Way Extension							
	Construction of Glen Lyon Way from St. Patrick to Domano Blvd.							
		200		0	0	0	0	200
			MFA Debt Proceeds					200
			<b>Project Totals:</b>	0	0	0	0	200
117	#0673 Malaspina Cowart Connector							
	Construction of road connecting Malaspina and Cowart Road. 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 DCC's will contribute to this project. First phase: investigate the feasibility and functional design of the Malaspina Cowart Connector. Second Phase: detailed design and construction cost estimate. Third Phase: construction. This is a multi year project with a total value of \$5,350,000.							
			MFA Debt Proceeds	100				
			MFA Debt Proceeds		250			
			MFA Debt Proceeds			5,000		
		5,350	<b>Project Totals:</b>	100	250	5,000	0	0
118	#0674 Fifth Avenue Widening							
	This work involves the purchase of property along 5th Avenue (from the Bypass to the transition into 4th Avenue), the complete reconstruction of all curb and gutter to allow for lane widening, bicycle lanes and improved left turn movements.							
			MFA Debt Proceeds					1,800
		1,800	<b>Project Totals:</b>	0	0	0	0	1,800
119	#0676 Ospika Connector							
	Construction of Ospika Blvd from Tyner Blvd to Marleau Road.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
120	#0819 Handlen Road Upgrade		MFA Debt Proceeds	200				
			MFA Debt Proceeds		1,000			
			MFA Debt Proceeds			20,000		
			MFA Debt Proceeds				1,000	
			<b>Project Totals:</b>	<b>200</b>	<b>1,000</b>	<b>20,000</b>	<b>1,000</b>	<b>0</b>
		<b>22,200</b>						
121	#0841 Transportation Model Update	Upgrading 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 Highway 97. Originally designed in 2000.	Unfunded Future Projects		1,300			
			<b>Project Totals:</b>	<b>0</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>1,300</b>					
122	#0842 Truck Route Plan and Bylaw	Update the assumptions/analysis in the City's EMME/3 Transportation Model, and revisit the recommendations in the Transportation Study to reflect the densification objectives in the new Official Community Plan.	Unfunded Future Projects	100				
			<b>Project Totals:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>100</b>					
			Capital Expenditure Reserve	75				
			<b>Project Totals:</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>75</b>						

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
123	<b>#1006 Road Network Screening Study</b>								
	This project is to supplement a study from 2004 for the existing Road Network. The study examines and reviews the whole road network for the City along with the collision history, identifying transportation issues and delays on the network.								
		75		75	0	0	0	0	0
			<b>Project Totals:</b>	75	0	0	0	0	0
			Third Party Funding	75					
124	<b>#1007 Traffic Signal Timing Review</b>								
	This project will proceed after the Road Network Screening Study is complete and will be reviewed every four to five years thereafter.								
		40		0	40	0	0	0	0
			<b>Project Totals:</b>	0	40	0	0	0	0
			Capital Expenditure Reserve		40				
125	<b>#1009 Traffic Signal Optical Detection Upgrade</b>								
	This project will upgrade and replace traffic cameras and the software that is used to collect traffic data and provide signal detection.								
				25					
			Capital Expenditure Reserve	25					
			Capital Expenditure Reserve		25				
			Capital Expenditure Reserve			25			
			Capital Expenditure Reserve				25		
			Capital Expenditure Reserve					25	
		125	<b>Project Totals:</b>	25	25	25	25	25	25
126	<b>#1131 Highway 97 Corridor Improvements</b>								



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021

Participate with the Ministry of Transportation and Infrastructure in developing a strategy to improve the Highway 97 Corridor from 5th Avenue to Highway 16. This project will visit improvement options & priorities, life cycle evaluations, property acquisition requirements, storm drainage, active transportation opportunities, and revisions to the interface maintenance agreement. This initial project is the first of many which will break down the improvements into annual manageable projects. Typically any improvement to the Highway network corridor which interfaces with the City road corridors will be subject to cost sharing as outlined by the "Arterial Highway and City Street Interface Maintenance Agreement". This is developed in accordance with the Highway's Act. This is a multi-year project totalling \$2,000,000.

MFA Debt Proceeds	1,000				
MFA Debt Proceeds		1,000			
<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**127 #1133 Ferry/Upland/Lansdowne Intersection**

As identified in the City Master road network and the recent Transportation Network Study, the alignment of this intersection will provide efficiencies along this corridor. Improvements will mitigate the queuing along each leg and in particular extending to the Highway 16 corridor. Land acquisition with the School District 57 will be identified and negotiated to allow for this alignment change. Potential partnerships with ICBC Road Improvement Program and Ministry of Transportation and Infrastructure. First phase: Investigate the feasibility and functional design of the Ferry Avenue intersection with Upland and Lansdowne roads. Second Phase: Detailed design and construction cost estimate. Third Phase: Construction with the project budget totalling \$3,800,000.

MFA Debt Proceeds	100				
MFA Debt Proceeds		200			
MFA Debt Proceeds			3,500		
<b>Project Totals:</b>	<b>100</b>	<b>200</b>	<b>3,500</b>	<b>0</b>	<b>0</b>

**128 #1149 Pickering Road Stabilizing**

To hire a consultant to write a report on stabilizing a portion of Pickering Road. Pickering has continued to slide. Careful consideration must be taken due to old road building practices.

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
129	#1173 Two Weather Stations	80	Unfunded Future Projects	80	0	0	0	0	
				<b>Project Totals:</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
				Development of weather stations with permanent, calibrated pavement sensors utilising Road Weather Information System (RWIS) technology. Tyner and Vellencher completed in 2015 and 2016. Construction for two new stations in 2017. One will be located along 1st Ave and the other one out east.					
130	#1199 Arterial Crosswalk Safety Review	160	Unfunded Future Projects	160	0	0	0	0	
				<b>Project Totals:</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	
				This citywide project will evaluate the existing (35) overhead signed Class 3 crosswalks along the Arterial roadways identifying scope of improvements required at each to bring them in conformance with the standards prescribed in the Ministry of Transportation & Infrastructure Manual of Standard Traffic Signs & Pavement Markings and the Pedestrian Crossing Manual for British Columbia. This project will provide warrants and recommendations for the installation of overhead signage, special crosswalks, and highlighted crosswalks; and the removal of unwarranted arterial class 3 crosswalks. The current installation of overhead signage varies greatly and the infrastructure is nearing end of life. (+30yrs)					
131	#1200 Arterial Crosswalk Sign Safety	35	Capital Expenditure Reserve	35	0	0	0	0	
				<b>Project Totals:</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
132	#1201 Regulatory Sign Upgrade			50	0	0	0	0
				Capital Expenditure Reserve	50	0	0	0
			<b>Project Totals:</b>	50	0	0	0	0
133	#1208 Tyner University Height Turn Lanes			28	0	0	0	0
				Unfunded Future Projects	28	0	0	0
			<b>Project Totals:</b>	28	0	0	0	0
							MFA Debt Proceeds	100
							MFA Debt Proceeds	1,030

This is a citywide program for installing and improving arterial Class 3 crosswalks to the standards prescribed in the Ministry of Transportation & Infrastructure Manual of Standard Traffic Signs & Pavement Markings and the Pedestrian Crossing Manual for British Columbia. This project will install new and improve existing overhead signage, special crosswalks, and highlighted crosswalks; and remove unwarranted arterial class 3 crosswalks.

Dependent on the Outcomes of the Arterial Crosswalk Safety Review. An annual improvement budget will be required to upgrade the 35 crossings. It is recommended that a budget of \$50,000 be assigned annually to this work.

This project is to upgrade the existing regulatory signage in a specified location of town, from engineering grade to a diamond grade reflectivity. This improvement aligns with the Transportation Association of Canada's guidelines for roadway signage. The diamond grade reflectivity provides better visibility particularly during periods of darkness or heavy storm events. This is an ICBC program where by ICBC will contribute to the purchase of the signs and the municipality will install.

This project is for the implementation of two safety improvements to the Tyner Boulevard - University Heights Drive intersection through the design and construction of a combination of left turn and right turn movement strategies. Using the functional preliminary design of Tyner Boulevard 4 laning, this design will be to accommodate a dedicated EB left and WB right turn lanes at the "T" intersection of Tyner Boulevard & University Heights Drive. This project is to be aligned with the other Tyner Boulevard projects.



Fund #	Project	Exp.	Revenue Account	2017	2018	2019	2020	2021	in thousands (000)	
									2017	2018
		1,130		100	1,030	0	0	0		
	<b>Project Totals:</b>			100	1,030	0	0	0		

**134 #1209 Tyner Boulevard Bus Pullouts**

This project is for the development of two new bus pullouts along Tyner Boulevard at the intersection of the University Heights Drive residential subdivision. The bus pullouts will be developed to meet the TAC's national guidelines as well as the BC Transit Infrastructure Design Guidelines. With the growth of the residential subdivision there are potentially more riders to 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.

Capital Expenditure Reserve	325								
<b>Project Totals:</b>	<b>325</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>

**135 #1210 Tyner Boulevard Traffic Signal**

Full Movement Traffic Signal intersection complete with pedestrian buttons and vehicle detection. The design will allow for the expansion of 4 laning of Tyner Boulevard.

Capital Expenditure Reserve	30								
Capital Expenditure Reserve		150							
<b>Project Totals:</b>	<b>180</b>	<b>0</b>	<b>30</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**136 #1211 Tyner Blvd 4 Laning**

This project is to prepare the preliminary design to expand Tyner Boulevard from Ospika Boulevard 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 4 laning of this arterial is critical to the operation of an efficient and safe road network.

MFA Debt Proceeds 300



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			MFA Debt Proceeds					5,100
		5,400	<b>Project Totals:</b>	0	0	0	300	5,100

137 #1214 Cycling Route Improvements

This project is the continuation of the 2016 Cycle Route Improvements . This project aligns with the application made in 2015 to the Ministry of Transportation and Infrastructure BikeBC Program. The outcome of this project will be to mark the existing on street bicycle lanes. This includes the stand alone "Bike Lane" as well as the "Share the Road" and "Share with Parking" design standards developed in the Active Transportation Plan. The target locations of this project is for the arterial routes in the bowl. Another significant component of this project is the development of a Cycle Route Map which will incorporate connections to parks and trails as well as other key community features.

Capital Expenditure Reserve	250
Capital Expenditure Reserve	250
<b>Project Totals:</b>	<b>250 0 0 0 0</b>

138 #1215 Nicholson Street Sidewalk

Nicholson Street Sidewalk is a planned pedestrian connection from 15th Avenue (BC Transit "Nicholson Exchange") to 18th Avenue (College of New Caledonia) in the Carter Light Industrial Park. This project will provide direct pedestrian access to the College from the City's transit system where there were no previous connections before. High priority link in providing accessibility between a major institution and public transit facilities.

Capital Expenditure Reserve	300
<b>Project Totals:</b>	<b>300 0 0 0 0</b>

139 #1216 Lansdowne Cowart Connector



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021

This project is to prepare a conceptual design , identifying the alignment and feasibility of an arterial road connection between Ferry Avenue and Cowart Road. This connector will also allow for the connection of Malaspina Drive. This road network link will provide an alternative route, away from Highway 16, from the residential neighbourhoods in College Heights to the downtown core and other community places. To take the volume of local commuter from the Highway corridor will alleviate some of the congestion and improve the Level of Service at key intersections.

100	0	100	0	0	0	0
<b>Project Totals:</b>						
100	0	100	0	0	0	0

**140 #1218 Hwy 16 & Ferry Ave Intersection**

Working with the Ministry of Transportation and Infrastructure Working Committee - Develop a conceptual plan for intersection improvements at Ferry Avenue and Highway 16. This conceptual plan will provide Level D cost estimate for future development of the project and important information regarding the phasing of the improvements and the responsibility of each jurisdiction. A DCC eligible project. Partner w/ MOTI on this project.

	100					
MFA Debt Proceeds		100				
MFA Debt Proceeds			500			
MFA Debt Proceeds				3,500		
MFA Debt Proceeds					1,000	
<b>Project Totals:</b>						
5,100	100	500	3,500	1,000		0

**141 #1223 18 Ave and Exhibition Park Prelim.**

This project is to look at the existing 18th Avenue roadway between Ospika and Foothills Boulevards and develop a preliminary design that will provide improvements to the usage of this road for a variety of users. Taking into account the Exhibition Park Master Plan completed in 2005 (EDoc #96542) as well as the community activities in this area and revisiting the plan for the roadways and connections that will allow for better maneuverability during a variety of special community events as well as every day operation.

Capital Expenditure Reserve	25
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Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
		25		25	0	0	0	0
	<b>Project Totals:</b>			25	0	0	0	0
<b>142</b>	<b>#1226 Otway Multi-Use Trail Design</b>							
	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. The next step in the process of this trail development is to prepare a detailed design and Level C cost estimate and then proceed into construction.							
	2020 - Detailed Design							
	2021 - Phase 1 Construction							
	2022 - Phase 2 Construction							
							50	
								400
		<b>450</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>400</b>
<b>143</b>	<b>#1269 Walkway Improvements</b>							
	Pathway improvements to be made by various methods to improve pedestrian movements through neighbourhoods.							
							50	
								50
								50
								50
								50
								50
								50
								50
		<b>250</b>		<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>144</b>	<b>#1270 Alley Improvements and Rehab</b>							
	Improvement of deteriorated gravel and asphalt alleys with new hot mix asphalt using various strategies of rehabilitation.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
145	#1289 Queensway Railing Replacement		General Infrastructure Reinvestment Fund	150				
			General Infrastructure Reinvestment Fund		150			
			General Infrastructure Reinvestment Fund			150		
			General Infrastructure Reinvestment Fund				150	
			General Infrastructure Reinvestment Fund					150
			General Infrastructure Reinvestment Fund					150
			<b>Project Totals:</b>	<b>750</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
146	#1291 Boundary Rd & Hwy 97 Signalization		Unfunded Future Projects	50				
			<b>Project Totals:</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
147	#1292 Bus Bay Pullout Project		Capital Expenditure Reserve				200	
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
148	#1296 CPG Welcome Sign Hwy 97 North			Capital Expenditure Reserve	325				
				Capital Expenditure Reserve			150		
				Capital Expenditure Reserve				150	
				<b>Project Totals:</b>	<b>325</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>150</b>
149	#1409 CN Centre Traffic Improvement			Capital Expenditure Reserve	50				
				<b>Project Totals:</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
150	#1415 Rainbow Park Parking Lot			Unfunded Future Projects	100				
				<b>Project Totals:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

This project is for the development of a new bus pullout along an arterial roadway that has been identified in the Active Transportation Plan and the BC Transit Futures Plan of receiving the upgrade to accommodate the current and future ridership. The bus pullouts will be developed to meet the TAC's national guidelines as well as the BC Transit Infrastructure Design Guidelines.

This project is to remove the existing welcome sign and install a new City of Prince George welcome sign for the entrance into the City from the North, along Highway 97 South. The existing sign is the last of the old style and is in need of repair from vandalism and winter damage.

This project will review the circulation issues, safety concerns, current traffic control management and identify a circulation plan with traffic control improvements recommended for the most efficient egress of the site.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
151	#1443 School & Playground Sign Upgrade	20	Unfunded Future Projects	20	0	0	0	0
				<b>Project Totals:</b>				
				20	0	0	0	0
152	#1462 Massey Carney Civil Improvements	220	Unfunded Future Projects	20	200	0	0	0
				<b>Project Totals:</b>				
				20	200	0	0	0
		650			50	600	0	0
		<b>Project Totals:</b>		50	600	0	0	0

Rainbow Park is one of the jewel parks in the City and is regularly the back drop for a wedding / family photo shoots. The park fronts onto Ospika Boulevard and Rainbow Drive, an arterial and collector, respectively, both of which have bicycle lanes. There is not a parking lot at the park so vehicles are forced to park in the bicycle lanes. In order to eliminate the safety concern on the roadways and provide for an accessible parking lot for the users, options need to be identified and evaluated. This project will be the preliminary design work to identify the best option to provide a parking lot at this park.

This project will review and upgrade approximate 185 existing School & Playground Areas/Zones to the standards prescribed in the TAC Geometric Design Guide and the MoTI Manual of Standard Traffic Signs & Pavement Markings. This project will review the School & Playground safety initiatives recently implemented in Calgary and Chilliwack, for consideration in these upgrades. This project may be eligible for ICBC funding.

Design & construction of the additional civil works identified in the 2016 design of the Traffic Control Massey & Carney project. The project includes the civil works required to rectify the existing intersection deficiencies according to current standards, and the proposed civil works to improve the capacity of the intersection. The 2009 transportation Network Planning Study identifies this intersection as operating at a level of service "D". The proposed capacity improvements will improve the level of service, address the increased intersection volumes, and allow for future growth. Eligible for DCC funding.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
153	#1463 Tyner Baker Crosswalk							
	Installation of a new signed and marked crosswalk crossing Tyner Boulevard at the intersection of Baker Road/Gannett Road to provide pedestrian connectivity to recreational and transit facilities. The crosswalk will be designed according to the standards and best practices of the Transportation Association of Canada, and the MoTI Pedestrian Crossing Control Manual for BC.							
		20		20	0	0	0	0
			Unfunded Future Projects	20				
		<b>Project Totals:</b>		20	0	0	0	0
	<b>Roads Total:</b>	<b>63,489</b>		<b>4,978</b>	<b>8,250</b>	<b>34,375</b>	<b>3,735</b>	<b>12,151</b>
	<b>Storm Drainage</b>							
154	#0356 Stormwater Infrastructure Rehab - Downtown							
	This project will allow for the extension of the useful life of assets and will include repair and replacement of the failing storm infrastructure in the downtown area as identified under the Closed Circuit TV work (CCTV) 2011 program in the downtown area. This project will assist in the elimination of standing water and back-ups/flooding.							
				145				
			Capital Expenditure Reserve	145				
			Capital Expenditure Reserve		145			
		<b>Project Totals:</b>		<b>145</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
155	#0439 Storm Outfall Reconstruction								
	This project involves the reconstruction of storm sewer outfall structures that are deteriorating because of age and maintenance issues. Failing outfalls are causing erosion and deterioration of natural habitat and riparian areas. Priorities have been set in an engineering report. This is a multi-year project totalling \$400,000.								
			Unfunded Future Projects	200					
			Unfunded Future Projects		200				
		400	<b>Project Totals:</b>	200	200	0	0	0	0
156	#0472 Storm Water Ed Program								
	Phase 3 implementation of a Storm Water Education Program. This project will use an integrated approach to educate the public, commercial users and school age children about the City's storm water systems and the impacts of the storm water on our creeks and streams. This project will also include an investigation of a number of watersheds which are being impacted by storm water.								
			Capital Expenditure Reserve	25					
		25	<b>Project Totals:</b>	25	0	0	0	0	0
157	#0485 Drainage - Storm Linear Reinvestment								
	Linear Asset Reinvestment as identified in RIVA study.								
			Unfunded Future Projects	270					
			Unfunded Future Projects		1,370				
			Unfunded Future Projects			1,370			
			Unfunded Future Projects				1,370		
			Unfunded Future Projects					1,510	
		5,890	<b>Project Totals:</b>	270	1,370	1,370	1,370	1,370	1,510

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
158	#0678 Storm Trunk Shamrock Rd							
	<p>A sub-trunk will be required on Shamrock Road to deal with storm water run-off from lands west of Shamrock Road. The timing of the project will depend upon the rate of development. The development of the Shamrock Road retention pond is included in the cost.</p>							
			Capital Expenditure Reserve				60	
			Capital Expenditure Reserve					420
		480	<b>Project Totals:</b>	0	0	0	60	420
159	#0679 Storm Outfall BCR Danson							
	<p>Improvements to the drainage courses and outfalls as required to accommodate increased development.</p>							
			Capital Expenditure Reserve			70		
			Capital Expenditure Reserve				380	
		450	<b>Project Totals:</b>	0	0	70	380	0
160	#0680 Noranda Retention Pond							
	<p>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 Road. This project involves the design and construction of a storm water retention pond which is required on Noranda Road to reduce the peak flows to the storm sewer trunk. This pond will assist in meeting water quality criteria.</p>							
			Capital Expenditure Reserve			70		
			Capital Expenditure Reserve				430	
		500	<b>Project Totals:</b>	70	430	0	0	0
161	#0681 Storm Upgrades College Hts							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
162	#0682 Detention Pond Gladstone	Recommendation of Gladstone, Trent, Varsity Watershed Drainage Plan to accommodate additional run-off from future development.	Capital Expenditure Reserve	70	0	0	0	0
			<b>Project Totals:</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
163	#0859 Watershed Monitoring Stations	Recommendation of Watershed Drainage Plan to accommodate additional run-off from future development.	MFA Debt Proceeds	0	0	0	0	2,650
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,650</b>
164	#1115 McMillan Creek Crossing-McMillan Drive	Replacement of existing culverts with free span structure. Identified in McMillan Creek Watershed Plan that existing culverts are deteriorating and severely impact fish passage. Insufficient road cover to allow for new arch culvert though box culvert may be an option. Adjacent driveway accesses are a constraint. Crossing is highly vulnerable to debris flow and beaver activity. Initial year feasibility assessment and pre-design; second year detailed design; third year construction for a project total of \$1,450,000.	Capital Expenditure Reserve	35	35	0	0	0
			Capital Expenditure Reserve		35	0	0	0
			<b>Project Totals:</b>	<b>35</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			MFA Debt Proceeds	75				
			MFA Debt Proceeds		75			
			MFA Debt Proceeds			1,300		
		1,450	<b>Project Totals:</b>	75	75	1,300	0	0
<b>165</b>	<b>#11116 Storm Sewer - University Heights to Range Road</b>							
			MFA Debt Proceeds	65				
			MFA Debt Proceeds		105			
			MFA Debt Proceeds			1,450		
		1,620	<b>Project Totals:</b>	65	105	1,450	0	0

Installation of 1250m trunk storm sewer from the University Heights Development to Range Road. Project required for new development and will be included in the DCC calculation project list (will be DCC funded). Involves the construction of detention pond (s), which must be identified to set aside lands for construction as planning proceeds. Significant slopes and unstable soil types and possibly bedrock are project constraints; connection at Range Road may be insufficiently sized and will be confirmed at the pre-design stage for a project total of \$1,620,000.



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
166	#1117 Storm Swr Improve - Ferry to Range							
	Upgrading of 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 Hts, RecPlace, Foothills Boulevard Extension and future re-development. Includes diversion chambers, replacement of existing storm sewer and installation of new perforated piping to mitigate flooding and maintain the existing volume of discharge to Lansdowne Creek and the Fraser River. Has high environmental value. This is a multi-year project totalling \$735,000.							
	Capital Expenditure Reserve	60						
	Capital Expenditure Reserve		75					
	Capital Expenditure Reserve			600				
	<b>Project Totals:</b>	<b>735</b>	<b>60</b>	<b>75</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>
167	#1143 North Nechako WDP							
	Preparation of a watershed drainage plan for five drainage catchments, totalling over 1500 hectares in area, that discharge into the Nechako River. The drainage areas include undeveloped natural forests, gravel extraction lands, escarpment, semi-rural and urban residential lands and recreation lands. The plan will provide hydrological analysis, environmental investigation, high level condition assessment of key drainage structures, requirements and opportunities for storm runoff mitigation and discharge improvements and identification of land use planning constraints.							
	Capital Expenditure Reserve		210					
	<b>Project Totals:</b>	<b>210</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
168	#1144 Foothills-Heritage WDP							



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
169	#1145 Lyon-Cameron WDP	175	Capital Expenditure Reserve	175	0	0	0	0
				<b>Project Totals:</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>
170	#1401 River Strategy + Habitat Protection Plan	125	Capital Expenditure Reserve	125	0	0	0	0
				<b>Project Totals:</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>

Preparation of a watershed drainage plan for five drainage catchments, totalling 1150 hectares in area, that discharge into the Nechako River. The drainage areas include developed farm lands, undeveloped natural forests, gravel extraction lands and escarpment at the western end of the planning area to fully developed urban residential lands at the eastern end of the planning area. The catchment area includes the City's three high production water supply wells. The plan will provide hydrological analysis, environmental investigation, high level condition assessment of key drainage structures, requirements and opportunities for storm runoff mitigation and discharge improvements and identification of land use planning constraints.

Preparation of a watershed drainage plan for three drainage catchments, totalling 230 hectares in area, that discharge into the Nechako River. The drainage areas are fully developed urban residential lands. The plan will provide hydrological analysis, environmental investigation, high level condition assessment of key drainage structures, requirements and opportunities for storm runoff mitigation and discharge improvements and identification of land use planning constraints.

Crucial implementation of river strategy and habitat protection measures for Clean Water and to ensure that "Waterways and the water supply are protected and consumption is reduced." The City of Prince George is a "River City" and greatly values the local river systems. The River Strategy + Habitat Protection Plan includes a Storm Water Education program for developers, adults and school children, storm monitoring stations, riparian rehabilitation projects, and the creation of an Erosion and Sediment Control Bylaw, totaling \$200,000 over two years. Planning to apply to the FCM Green Municipal Fund, Environmental Youth Corps (EYC) Internship Program and other grants for additional funding.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	Unfunded Future Projects			100				
	Unfunded Future Projects				100			
	<b>Project Totals:</b>	<b>200</b>		<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>

**171 #1439 Winnipeg St. - Storm Drainage Treatment**

Complete detailed design and construction to divert storm water from the underground Winnipeg Street storm system through an above ground treatment channel which parallels Winnipeg Street from 15 Avenue overpass to Carney Street. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg Street 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			30				
	Unfunded Future Projects				600			
	<b>Project Totals:</b>	<b>630</b>		<b>30</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Storm Drainage Total:</b>				<b>15,970</b>	<b>3,345</b>	<b>4,790</b>	<b>1,810</b>	<b>4,580</b>

**Street Lighting**

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
172	#0360 Street Light Pole Rehab							
	Painting and replacement of street light poles.							
			General Infrastructure Reinvestment Fund	40				
			General Infrastructure Reinvestment Fund		40			
			General Infrastructure Reinvestment Fund			40		
			General Infrastructure Reinvestment Fund				40	
			General Infrastructure Reinvestment Fund					40
			<b>Project Totals:</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
173	#1202 4th Ave Street Light Upgrade							
	This project is for the design and replacement of the underground electrical and mid block streetlights along 4th Avenue between Victoria Street and George Street. A number of years ago, the existing underground ducting failed and the streetlights were temporarily powered by overhead cable. This cable is strung from lamp post to lamp post and is quite unsightly. The project will also include replacing the street lights with new LED fixtures.							
			General Infrastructure Reinvestment Fund	50				
			General Infrastructure Reinvestment Fund		150			
			<b>Project Totals:</b>	<b>50</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
174	#1203 Street Lighting Master Plan							

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2017	2018	2019	2020	2021	
175	#1204 2018 Street Light Improvements			50	0	0	0	0	
				Unfunded Future Projects	50	0	0	0	0
				<b>Project Totals:</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
176	#1205 2019 Street Light Improvements			250	0	0	0	0	
				Capital Expenditure Reserve	250	0	0	0	0
				<b>Project Totals:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

This is a pre-design assignment by an Transportation or Road Safety Engineer to review roadway intersections and corridors that are not illuminated. Identifying the extent of works required to provide street lighting and order of magnitude cost estimate for the projects. The safety benefits will be reviewed and a prioritization on the projects identified for future design and construction. Existing collision history will be reviewed particularly for roadways with elevated wildlife collision history. The City has received many CFS regarding the visibility of some roadways, particularly in the darker periods of the year, September to December. This period of time is also historically the time that most wildlife collisions occur. The improvement in visibility of the roadway corridors will reduce the risk of collision with wildlife. The safety benefits of this project may warrant funding through ICBC's Road Improvement Program.

This project is based on the outcome of the Street Lighting master plan. The highest priority projects recommended will be designed and constructed. The road safety improvement may warrant funding from the ICBC Road Improvement Program up to 50% share. With the large geographic footprint of the community many roadways are not lit. The City has received many CFS regarding the visibility of some roadways, particularly in the darker periods of the year, September to December. This period of time is also historically the time that most wildlife collisions occur. The improvement in visibility of the roadway corridors will reduce the risk of collision with wildlife.



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021

This project is based on the outcome of the Street Lighting master plan. The highest priority projects recommended will be designed and constructed. The road safety improvement may warrant funding from the ICBC Road Improvement Program up to a 50% share. With the large geographic footprint of the community many roadways are not lit. The City has received many CFS regarding the visibility of some roadways, particularly in the darker periods of the year, September to December. This period of time is also historically the time that most wildlife collisions occur. The improvement in visibility of the roadway corridors will reduce the risk of collision with wildlife.

Capital Expenditure Reserve	250	0	0	250	0	0
<b>Project Totals:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>

**177 #1207 Tyner Blvd Street Lights**

This is the detailed design for street lighting along Tyner Boulevard which will be broken into three construction phases for feasibility.  
 Phase 1 - New street lighting along Tyner Boulevard from the end of the existing street lights at the Ospika Boulevard intersection to University Heights Drive.  
 Phase 2 - University Heights Drive to the future Massey Boulevard intersection or approx. half way to UNBC.  
 Phase 3 - From the end of Phase 2 through to University of Northern BC Driveway entrance.

MFA Debt Proceeds	500	0	0	0	0	500
<b>Project Totals:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

**178 #1222 Crescents Street Lighting**

This analysis will identify a strategic approach to providing City street lights on the roadways in the Crescents Neighbourhood which is currently impacted by the trespass of BC Hydro service 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. The outcome of the analysis will identify the scope, phasing and options to implementing updated street lighting to the neighbourhood. This design will include phasing of the improvements and cost estimates along with a long term life cycle cost analysis.



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
			Capital Expenditure Reserve	50				
			Capital Expenditure Reserve		410			
			Capital Expenditure Reserve			386		
			Capital Expenditure Reserve				184	
			Capital Expenditure Reserve					338
		<b>1,368</b>	<b>Project Totals:</b>	<b>50</b>	<b>410</b>	<b>386</b>	<b>184</b>	<b>338</b>
<b>179</b>	<b>#1411 Foothills/N of Bridge St Lights</b>							
	<p>Foothills Boulevard north of the Foothills Bridge does not have any street lighting, except for a couple of street lights at the North Nechako Road intersection. This project is for the design and installation of BC Hydro lease lights on the existing wooden poles by BC Hydro.</p>							
			Unfunded Future Projects	100				
		<b>100</b>	<b>Project Totals:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>180</b>	<b>#1450 Street Lights Repl Ridgeview Drive</b>							
	<p>Street lighting infrastructure around the Hart Highlands Elementary School / Ridgeview Dr and Wildwood Cr area was constructed in the mid 1970's so the streetlight poles are 40+ years old and are 5 years past the end of their service life. The original installation of these lights are no longer compliant to City standards or electrical code and practices. As a result, 25 lights have been chosen and will require a complete 'removal and replacement' or an alternative lighting solution.</p>							
			Unfunded Future Projects	23				
			Unfunded Future Projects		190			
		<b>213</b>	<b>Project Totals:</b>	<b>23</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>181</b>	<b>#1466 Gateway Pole Replacement/Refurbishment</b>							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
	<p>This project is for the replacement of all the poles and lighting fixtures in the Gateway. There have been attempts to refinish the poles and vandalism continues to be a concern. These poles will be black with more difficult access to the lighting wiring.</p>							
			Unfunded Future Projects	320				
		320	<b>Project Totals:</b>	320	0	0	0	0
	<b>Street Lighting Total:</b>	3,451		633	1,040	676	224	878
	<b>1-General Fund Total:</b>	125,366		12,677	30,260	48,045	11,286	23,098
	<b>4-District Energy Fund</b>							
	<b>District Energy</b>							
	182 #1469 DES Peaking Backup Plant Distribution Pumping Assembly							
	<p>Peaking backup plant distribution pumping assembly including: pumps, motors and variable frequency drives (vfd). These components of the plant are utilized to circulate the hot water to and from Lakeland Mills and from the plant to each building connected.</p>							
			Unfunded Future Projects		54			
		54	<b>Project Totals:</b>	0	54	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2017	2018	2019	2020	2021
District Energy Total:		54		0	54	0	0	0
4-District Energy Fund Total:		54		0	54	0	0	0
Grand Total:		125,420		12,677	30,315	48,045	11,286	23,098

		in thousands (000)						
Fund #	Project	Exp.	Revenue Account	2022	2023	2024	2025	2026
<b>1-General Fund</b>								
<b>Civic Facilities</b>								
1	#0122 18th Ave Vehicle Prewash Roof							
	New structure and install roof over the new vehicle prewash.							
			Unfunded Future Projects	100				
		100	<b>Project Totals:</b>	100	0	0	0	0
<b>2 #0125 Library - Structural Repairs</b>								
	Perform modifications to correct deficiencies in the lateral load resisting system between grade and level 1 slab. This involves addition of a shear wall, reinforcing a pour joint, and strengthening a shear wall and slab joints.							
			Unfunded Future Projects	100				
		100	<b>Project Totals:</b>	100	0	0	0	0
<b>3 #0882 AQC - Expand Heat Recovery</b>								
	Expand the existing heat recovery system.							
			Unfunded Future Projects	100				
		100	<b>Project Totals:</b>	100	0	0	0	0

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
4	#1055 AQC-Men's change stalls  Redesign the men's change room to accommodate private change space allowing greater accessibility and privacy meeting the customers needs and bring the men's change facility into todays standards.							
		55	0	0	0	0		
			Unfunded Future Projects	55				
			<b>Project Totals:</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5	#1083 Earl Brown Park Lot UG  Upgrade Earl Brown Parking Lot to meet City Bylaw for parking lot standards.							
		392	0	0	0	0		
			Unfunded Future Projects	392				
			<b>Project Totals:</b>	<b>392</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
6	#1084 Royal Parking Lot UG  Upgrade Royal Parking Lot to meet City Bylaw for parking lot standards.							
		367	0	0	0	0		
			Unfunded Future Projects	367				
			<b>Project Totals:</b>	<b>367</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
7	#1085 4th Ave Parking Lot UG  Upgrade 4th Ave Parking Lot to meet City Bylaw for parking lot standards.							
		340	0	0	0	0		
			Unfunded Future Projects	340				
			<b>Project Totals:</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

		in thousands (000)						
Fund #	Project	Exp.	Revenue Account	2022	2023	2024	2025	2026
8	#1452 Facility Systems Replacement/Repair							
	Building system repairs and replacements are required in the City facilities as identified in 2015/2016 condition assessment reports by Tetra Tech EBA and AECOM. The reports identify the components needing work to ensure the building continues to maintain the current service level and reach its expected service life. The repairs and replacements are inclusive of each of the buildings electrical and heating systems and the interior/exterior finishes.							
			Unfunded Future Projects	3,024				
			Unfunded Future Projects		3,024			
			Unfunded Future Projects			3,024		
			Unfunded Future Projects				3,024	
			Unfunded Future Projects					2,700
		<b>14,796</b>	<b>Project Totals:</b>	<b>3,024</b>	<b>3,024</b>	<b>3,024</b>	<b>3,024</b>	<b>2,700</b>
<b>Civic Facilities Total:</b>		<b>16,250</b>		<b>4,478</b>	<b>3,024</b>	<b>3,024</b>	<b>3,024</b>	<b>2,700</b>
<b>CN Centre</b>								
9	#1365 CN - Sound System Upgrade							
	Replace speakers, amplifiers, and related sound equipment with upgraded modern technology. Also, purchase new sub woofers.							
			Unfunded Future Projects	500				
		<b>500</b>	<b>Project Totals:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CN Centre Total:</b>		<b>500</b>		<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Partnerships</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
10	#1487 Pine Valley - New Irrigation System							
	Pine Valley Golf Course is a City owned par 3 facility. In 2016 the City commissioned a Pine Valley Golf Course Upgrade Study. The study indicated that a new irrigation system is essential to the ongoing operation of the golf course.							
		389	Unfunded Future Projects	389	0	0	0	0
		<b>389</b>	<b>Project Totals:</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Partnerships Total:</b>								
		<b>389</b>		<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Engineering</b>								
11	#1061 Future Off-Site Works							
	Off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw but are required to meet City standards on sites adjacent to future development.							
			Unfunded Future Projects	100				
			Unfunded Future Projects		100			
			Unfunded Future Projects			100		
			Unfunded Future Projects				100	
			Unfunded Future Projects					100
		<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Engineering Total:</b>								
		<b>500</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Fleet Services</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
12	#0431 Mobile Equipment Replacement							
				For the annual replacement of vehicles currently part of the City Fleet.				
			MFA Lease Proceeds	1,686				
			Solid Waste RRFE	1,083				
			MFA Lease Proceeds		1,342			
			MFA Lease Proceeds			314		
			MFA Lease Proceeds				2,725	
			MFA Lease Proceeds					1,479
			Solid Waste RRFE					424
		<b>9,053</b>	<b>Project Totals:</b>	<b>2,769</b>	<b>1,342</b>	<b>314</b>	<b>2,725</b>	<b>1,903</b>
13	#1283 Driveable Hoist Lube Bay							
				Replacement of existing drivable hoist in lubrication bay required to perform preventative maintenance activities on City equipment.				
		<b>65</b>	<b>Project Totals:</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>
				Unfunded Future Projects				
					<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>
14	#1287 City Works Yard - Replace Fuel Pumps							
				According to the annual inspection of the pumps and tanks, components require a scheduled replacement in order to maintain the existing asset's ability to meet operational requirements. A phased replacement of the fuel system at the 18th Avenue City Works Yard is required to meet safety and environmental standards. This system dispenses 1.4 million liters of gas, diesel and propane to the RCMP, Fire Services and City Fleet annually. This is a multi-year project, with the diesel dispenser to be replaced in 2017, gas in 2020 and tanks in 2025. Spill containment will be included in this upgrade.				
		<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>
				General Infrastructure Reinvestment Fund				
							<b>100</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
<b>Fleet Services Total:</b>		<b>9,218</b>		<b>2,769</b>	<b>1,407</b>	<b>314</b>	<b>2,825</b>	<b>1,903</b>
<b>Parks</b>								
15	#0311 Tree Planting Greening the City							
	Planting trees in City Limits, including City Parks and boulevards.							
	Capital Expenditure Reserve			100				
	Capital Expenditure Reserve				100			
	Capital Expenditure Reserve					100		
	<b>Project Totals:</b>	<b>300</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>
16	#0926 Nature Park Improvements							
	Improvement to facilities in various existing nature parks.							
	Unfunded Future Projects			50				
	Unfunded Future Projects				50			
	Unfunded Future Projects					50		
	Unfunded Future Projects						50	
	Unfunded Future Projects							50
	<b>Project Totals:</b>	<b>250</b>		<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
17	#0929 Future Tennis Crt Resurfacing							
	Resurfacing of tennis courts with 50mm overlay of asphalt.							
			Unfunded Future Projects	55				
			Unfunded Future Projects		55			
			Unfunded Future Projects			55		
			Unfunded Future Projects				55	
			Unfunded Future Projects					55
		275	<b>Project Totals:</b>	55	55	55	55	55
18	#0931 Boulevard Restoration							
	Boulevard restoration project provides the upgrading of boulevards/medians which includes turf restoration, hard surface treatments and tree/shrub planting.							
			Unfunded Future Projects	160				
			Unfunded Future Projects		160			
			Unfunded Future Projects			160		
			Unfunded Future Projects				160	
			Unfunded Future Projects					160
		800	<b>Project Totals:</b>	160	160	160	160	160
19	#0932 Future Trails Rehabilitation							
	Minor capital rehabilitation to the trails network including restoration of trails, bridges and sections affected by erosion.							
			Unfunded Future Projects	75				
			Unfunded Future Projects		75			
			Unfunded Future Projects			75		
			Unfunded Future Projects				75	
			Unfunded Future Projects					75

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
		375	<b>Project Totals:</b>	75	75	75	75	75
20	#0933 New Trails/Paths							
	Continuous development of new trail systems throughout the City.							
			Unfunded Future Projects	250				
			Unfunded Future Projects		250			
			Unfunded Future Projects			250		
			Unfunded Future Projects				250	
			Unfunded Future Projects					250
		1,250	<b>Project Totals:</b>	250	250	250	250	250
21	#1379 Playground Replacement Program							
	This project will pursue the removal and replacement of 3 playgrounds on an annual basis. The priority order for playground removal and replacement has been determined by the Playground Audit risk assessment as well as the direction provided by the Parks Strategy (under development in 2016).							
			Unfunded Future Projects	250				
			Unfunded Future Projects		250			
			Unfunded Future Projects			250		
			Unfunded Future Projects				250	
			Unfunded Future Projects					250
		1,250	<b>Project Totals:</b>	250	250	250	250	250
<b>Parks Total:</b>				940	940	940	840	840
<b>Roads</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
22	#0399 Road Rehabilitation							
	Rehabilitation of paved City roads as identified in the Pavement Management System and RIVA.							
			Road Rehab Reserve	5,000				
			Road Rehab Reserve		5,000			
			Road Rehab Reserve			5,000		
			Road Rehab Reserve				5,000	
			Road Rehab Reserve					5,000
		<b>25,000</b>	<b>Project Totals:</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
23	#0665 Ring Rd Dangerous Good Route							
	This is the western leg of the Boundary Road project, Hwy 16W to Hwy 97S.							
			Unfunded Future Projects	200				
			Unfunded Future Projects		1,000			
			Unfunded Future Projects			7,000		
		<b>8,200</b>	<b>Project Totals:</b>	<b>200</b>	<b>1,000</b>	<b>7,000</b>	<b>0</b>	<b>0</b>
24	#0669 Construction Hwy 97 Frontage and Hoferkamp							
	Construction of a frontage road on east side of Hwy 97 North to connect Hoferkamp Road to Aberdeen to avoid new creek crossing as identified in the Hwy 97 Corridor Study. Align with Ministry of Transportation Hwy 97 Corridor improvements. DCC eligible project.							
			MFA Debt Proceeds		1,500			
		<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
25	#0671 Rd Realign Hwy 97 / Northwood							

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
26	#0672 Glen Lyon Way Extension		Realignment of the intersection of Hwy 97 and Northwood Pulpmill Road to improve intersection operation and capacity as identified in Hwy 97 Corridor Study.	MFA Debt Proceeds	1,500				
				<b>Project Totals:</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
27	#0674 Fifth Avenue Widening		Construction of Glen Lyon Way from St. Patrick to Domano Blvd.	MFA Debt Proceeds	1,800				
				<b>Project Totals:</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
27	#0674 Fifth Avenue Widening		This work involves the purchase of property along 5th Avenue (from the Bypass to the transition into 4th Avenue), the complete reconstruction of all curb and gutter to allow for lane widening, bicycle lanes and improved left turn movements.	MFA Debt Proceeds	1,200				
				<b>Project Totals:</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
28	#0675 Foothills Blvd Extension								
	Construction of Foothills Blvd from 18th to Ferry including installation of storm sewers and securing sections of road dedication.								
			Unfunded Future Projects	400					
			Unfunded Future Projects		7,000				
			Unfunded Future Projects			6,000			
		<b>13,400</b>	<b>Project Totals:</b>	<b>0</b>	<b>400</b>	<b>7,000</b>	<b>6,000</b>	<b>0</b>	
29	#0941 Future Gravel Road Rehab								
	Replacement of failed subbases with gravel and repairing ditches. This multi-year program will see approximately 5km of gravel road rehabilitated.								
			Unfunded Future Projects	250					
			Unfunded Future Projects		250				
			Unfunded Future Projects			250			
			Unfunded Future Projects				250		
		<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
30	#0945 New Sidewalks							
	Construction of new sidewalks.							
			Community Works Fund	400				
			Community Works Fund		400			
			Community Works Fund			400		
			Community Works Fund				400	
			Community Works Fund					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	#0971 Future Traffic Controller Upgrade							
	Replacing traffic signal controllers at various locations.							
			Unfunded Future Projects	50				
			Unfunded Future Projects		50			
			Unfunded Future Projects			50		
			Unfunded Future Projects				50	
			Unfunded Future Projects					50
		<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
32	#1067 Future Sidewalk Rehabilitation							
	Project includes the reconstruction of failed sidewalks to current standards at various locations throughout the City.							
			Community Works Fund	600				
			Community Works Fund		600			
			Community Works Fund			600		
			Community Works Fund				600	
			Community Works Fund					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	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
33	#1096 Future Traffic Signal Optical Detection Upgrade								
	This project will upgrade and replace traffic cameras and the software that is used to collect traffic data and provide signal detection.								
			Unfunded Future Projects	25					
			Unfunded Future Projects		25				
			Unfunded Future Projects			25			
			Unfunded Future Projects				25		
			Unfunded Future Projects					25	
		<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
34	#1134 2nd Ave Downtown Network Improvements								
	This project involves the complete removal of all existing hardscape and subbase material (as required) within the proposed curb extension area. The new curb extensions will be constructed with wheelchair ramps and finished in interlocking concrete pavers. Crosswalks, traffic signs and catchbasins will be relocated specific to each intersection. Additional construction may include relocating fire hydrants and street lights. Some traffic signal upgrading will be required at Brunswick and Victoria streets to accommodate eastbound traffic. The parking stall count will nearly double in this corridor and pedestrian safety will increase. Potential funding may be available through ICBC Road Improvement Program. Application to be submitted when detailed design is complete.								
							MFA Debt Proceeds	2,830	
		<b>2,830</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,830</b>	<b>0</b>
35	#1135 Seventh Ave Downtown Network Improvements								



Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026

This project involves the complete removal of all existing hardscape and sub-base material (as required) within the proposed curb extension area. The new curb extensions will be constructed with wheelchair ramps and finished in interlocking concrete pavers. Crosswalks, traffic signs and catchbasins will be relocated specific to each intersection. Additional construction may include relocating fire hydrants and street lights. Some traffic signal upgrading at Dominion St. and Victoria St is included. The parking stall count will nearly double in this corridor and pedestrian safety will increase. Potential funding may be available through ICBC Road Improvement Program. Application to be submitted when detailed design is complete.

							MFA Debt Proceeds	2,500
							<b>Project Totals:</b>	<b>2,500</b>
								0
								0
								0
								0
								2,500

**36 #1136 Fifth Ave Downtown Network Improvements**

This project involves the complete removal of all existing hardscape and sub-base material (as required) within the proposed curb extension area. The new curb extensions will be constructed with wheelchair ramps and finished in interlocking concrete pavers. Crosswalks, traffic signs and catchbasins will be relocated specific to each intersection. Additional construction may include relocating fire hydrants and street lights. Some traffic signal upgrading at Queensway and Victoria St is included. The parking stall count will nearly double in this corridor and pedestrian safety will increase. Potential funding may be available through ICBC Road Improvement Program. Application to be submitted when detailed design is complete.

							MFA Debt Proceeds	50
							MFA Debt Proceeds	3,050
							<b>Project Totals:</b>	<b>3,100</b>
								0
								50
								3,050
								3,050
								0

**37 #1211 Tyner Blvd 4 Laning**

This project is to prepare the preliminary design to expand Tyner Boulevard from Ospika Boulevard 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 4 laning of this arterial is critical to the operation of an efficient and safe road network.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
			MFA Debt Proceeds	5,100	0	0	0	0
			<b>Project Totals:</b>	<b>5,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>38</b>	<b>#1226 Otway Multi-Use Trail Design</b>							
	<p>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. The next step in the process of this trail development is to prepare a detailed design and Level C cost estimate and then proceed into construction.</p> <p>2020 - Detailed Design                  2021 - Phase 1 Construction                  2022 - Phase 2 Construction</p>							
			MFA Debt Proceeds	400	0	0	0	0
			<b>Project Totals:</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>39</b>	<b>#1292 Bus Bay Pullout Project</b>							
	<p>This project is for the development of a new bus pullout along an arterial roadway that has been identified in the Active Transportation Plan and the BC Transit Futures Plan of receiving the upgrade to accommodate the current and future ridership. The bus pullouts will be developed to meet the TAC's national guidelines as well as the BC Transit Infrastructure Design Guidelines.</p>							
			Capital Expenditure Reserve	150				
			Capital Expenditure Reserve				150	
			<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>0</b>
	<b>Roads Total:</b>			<b>16,525</b>	<b>9,425</b>	<b>23,375</b>	<b>15,305</b>	<b>8,825</b>
	<b>Storm Drainage</b>							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
40	#0485 Drainage - Storm Linear Reinvestment							
	Linear Asset Reinvestment as identified in RIVA study.							
			Unfunded Future Projects	1,510				
			Unfunded Future Projects		1,510			
			Unfunded Future Projects			1,510		
			Unfunded Future Projects				1,510	
			Unfunded Future Projects					1,510
		7,550	<b>Project Totals:</b>	1,510	1,510	1,510	1,510	1,510
41	#0677 Retention Pond Aberdeen							
	Funds are required to acquire land to provide for the future construction of a storm retention pond in the Aberdeen area. The retention pond will be required when the Crown land north of Aberdeen Road is developed.							
			Unfunded Future Projects		125			
		125	<b>Project Totals:</b>	0	125	0	0	0
42	#0681 Storm Upgrades College Hts							
	Recommendation of Gladstone, Trent, Varsity Watershed Drainage Plan to accommodate additional run-off from future development.							
			MFA Debt Proceeds	1,200				
		1,200	<b>Project Totals:</b>	1,200	0	0	0	0
43	#1038 Future Catch Basin Replacement							
	Replacement of aging storm drainage infrastructure.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
	Unfunded Future Projects			100				
	Unfunded Future Projects			100				
	Unfunded Future Projects					100		
	Unfunded Future Projects						100	
	Unfunded Future Projects							100
	<b>Project Totals:</b>	<b>500</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>44</b>	<b>#1091 Future Drainage Improvements</b>							
	This work is in response 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-ways.							
	DCC: Drainage			36				
	Unfunded Future Projects			44				
	DCC: Drainage				36			
	Unfunded Future Projects				44			
	DCC: Drainage					36		
	Unfunded Future Projects					44		
	DCC: Drainage						36	
	Unfunded Future Projects						44	
	DCC: Drainage							36
	Unfunded Future Projects							44
	<b>Project Totals:</b>	<b>400</b>		<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>Storm Drainage Total:</b>				<b>2,890</b>	<b>1,815</b>	<b>1,690</b>	<b>1,690</b>	<b>1,690</b>
<b>Street Lighting</b>								

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
45	#0324 Street Lighting Downtown								
	Installation of additional street lighting and replacement of existing lighting to improve lighting levels in the downtown area.								
		150	General Infrastructure Reinvestment Fund	150	0	0	0	0	0
			<b>Project Totals:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
46	#0972 Street Light Pole Rehab								
	Painting and replacement of street light poles.								
			Unfunded Future Projects	40					
			Unfunded Future Projects		40				
			Unfunded Future Projects			40			
			Unfunded Future Projects				40		
			Unfunded Future Projects					40	
		200	<b>Project Totals:</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
47	#1207 Tyner Blvd Street Lights								
	<p>This is the detailed design for street lighting along Tyner Boulevard which will be broken into three construction phases for feasibility.</p> <p>Phase 1 - New street lighting along Tyner Boulevard from the end of the existing street lights at the Ospika Boulevard intersection to University Heights Drive.</p> <p>Phase 2 - University Heights Drive to the future Massey Boulevard intersection or approx. half way to UNBC.</p> <p>Phase 3 - From the end of Phase 2 through to University of Northern BC Driveway entrance.</p>								
		1,000		500	500	0	0	0	0
			MFA Debt Proceeds	500					
			MFA Debt Proceeds		500				
			<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Street Lighting Total:</b>	<b>1,350</b>		<b>690</b>	<b>540</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
	<b>1-General Fund Total:</b>	<b>115,937</b>		<b>29,281</b>	<b>17,251</b>	<b>29,483</b>	<b>23,824</b>	<b>16,098</b>	
	<b>2-Sewer Fund</b>								
	<b>Sewer Operations</b>								
48	#0511 Forcemain Replace PW117								
	<p>Replacement of forcemain to accommodate growth in the Hart area. The project will require upgrade to the support structure. Pre-design in 2020 and construct in 2023 totalling \$1,450,000.</p>								
		1,300		0	1,300	0	0	0	0
			Sewer Reserve		1,300				
			<b>Project Totals:</b>	<b>0</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
49	#0526 2022 WWTC Centrifuge								
	Upgrade re-tile centrifuge scroll and insert due to deterioration.								
		100	Sewer Reserve	100					
	<b>Project Totals:</b>	<b>100</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
50	#0536 Sanitary Ext Nordic / Chestnut								
	Extension of sanitary sewer system to service several properties along the Hart Highway by incorporating existing private sewer into City system.								
		290	Sewer Reserve		290				
	<b>Project Totals:</b>	<b>290</b>		<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
51	#0537 Sanitary North / Central Relief								
	Sanitary North / Central Relief project to accommodate growth and development.								
		900	Sewer Reserve				900		
	<b>Project Totals:</b>	<b>900</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>0</b>
52	#0539 San Trunk Ext Cranbrook Hill								
	Sanitary trunk extension Cranbrook Hill.								
		500	Sewer Reserve	50					
			DCC: Sewer-Co	450					
	<b>Project Totals:</b>	<b>500</b>		<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
53	#0544 WWTC Contact Tank and Blower								
	Install a second solids contact tank and install additional blower system.								
		400		400	0	0	0	0	0
			Sewer Reserve	400					
			<b>Project Totals:</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
54	#0546 WWTC Filtration and Disinfection								
	Install tertiary filtration and UV disinfection system. Meet coliform and ammonia requirements under the Municipal Sewer Regulations (MSR) and Canadian Council of Ministers of the Environment (CCME) and comply with water quality objectives for the Fraser River. This is a multi-year project totalling \$4,480,000. Increase to design budget. (Eng = 12% approx. of total project)								
					280				
			Sewer Reserve		280				
			Sewer Reserve			2,000			
			Sewer Reserve				2,000		
		4,280	<b>Project Totals:</b>	<b>0</b>	<b>280</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
55	#0548 WWTC Secondary Clarifier								
	Add secondary clarifier #3 (29m diameter).								
			Sewer Reserve						2,000
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
56	#0901 Blackburn WWTC Upgrades								
	Upgrades to the WWTC to meet Ministry of Environment standards including a second aerated lagoon system and larger lagoon cells. This is a multi-year project.								
			Sewer Reserve						1,000

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
		1,000	0	0	0	0	1,000	0
	<b>Project Totals:</b>							
<b>57</b>	<b>#0997 Preparing Upgrade Sewer</b>							
	Preparing Program Upgrades Sewer system. Repairs to sewer infrastructure prior to paving.							
	Sewer Reserve		110					
	Sewer Reserve			110				
	Sewer Reserve				110			
	Sewer Reserve					110		
	Sewer Reserve						110	
	<b>Project Totals:</b>	<b>550</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
<b>58</b>	<b>#0998 Sanitary Liftstations U/G</b>							
	Capital upgrades to sewer lift stations.							
	Sewer Reserve		200					
	Sewer Reserve			200				
	Sewer Reserve				200			
	Sewer Reserve					200		
	Sewer Reserve						200	
	<b>Project Totals:</b>	<b>1,000</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>59</b>	<b>#0999 Sanitary Lat Reline/Repl</b>							
	Sanitary laterals relining or replacing service laterals damaged by root problems or pipe failure.							
	Sewer Reserve		30					
	Sewer Reserve						30	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
			Sewer Reserve		30			
			Sewer Reserve			30		
			Sewer Reserve				30	
		150	<b>Project Totals:</b>	30	30	30	30	30
<b>60</b>	<b>#1000 Future WWTC Upgrades - Digesters</b>							
	Replace sludge piping plug valves with gate valves.							
			Sewer Reserve	100				
			Sewer Reserve		100			
			Sewer Reserve			100		
			Sewer Reserve				100	
			Sewer Reserve					100
		500	<b>Project Totals:</b>	100	100	100	100	100
<b>61</b>	<b>#1001 Small Equipment WWTC</b>							
	Repairs and or replacement of small equipment at the Waste Water Treatment Centre (e.g. drives, motors, pumps and valves) because of equipment deterioration.							
			Sewer Reserve	150				
			Sewer Reserve		150			
			Sewer Reserve			150		
			Sewer Reserve				150	
			Sewer Reserve					150
		750	<b>Project Totals:</b>	150	150	150	150	150
<b>62</b>	<b>#1079 2023 WWTC Centrifuge</b>							
	Upgrade and retile centrifuge scroll and insert due to deterioration.							

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
		100	Sewer Reserve	0	100	0	0	0
			<b>Project Totals:</b>	0	100	0	0	0
<b>63</b>	<b>#1081 Biosolid Odour Control</b>							
				This is a multi-year project for biosolid odour control.				
			Sewer Reserve	850				
			Sewer Reserve		450			
		1,300	<b>Project Totals:</b>	850	450	0	0	0
<b>64</b>	<b>#1168 Mobile Equipment Replacement - Sewer</b>							
				For the annual replacement of sewer vehicles currently part of the City fleet.				
			Sewer Reserve	182				
			Sewer Reserve		200			
			Sewer Reserve			288		
			Sewer Reserve				165	
			Sewer Reserve					289
		1,124	<b>Project Totals:</b>	182	200	288	165	289

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
65	#1196 PW125 Decom. & New Sewer Main							
	Decommission existing pump station PW125 and construct new 2297 m, 300 mm dia. gravity sewer from PW125 to Southridge Drive (Project E-2 from Sanitary Sewer Master Plan.)							
		2,600	Sewer Reserve	2,600	0	0	0	0
		<b>2,600</b>	<b>Project Totals:</b>	<b>2,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewer Operations Total:</b>		<b>18,844</b>		<b>5,222</b>	<b>2,920</b>	<b>3,168</b>	<b>4,655</b>	<b>2,879</b>
<b>2-Sewer Fund Total:</b>		<b>18,844</b>		<b>5,222</b>	<b>2,920</b>	<b>3,168</b>	<b>4,655</b>	<b>2,879</b>
<b>3-Water Fund</b>								
<b>Water Operations</b>								
66	#0369 Water Service Replacement							
	Replacement of failing plastic services in various locations throughout the City.							
			Water Reserve	250				
			Water Reserve		250			
			Water Reserve			250		
			Water Reserve				250	
			Water Reserve					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	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
67	#0610 Harper Valley Reservoir & Main							
	The construction of a reservoir and large diameter transmission supply water main to service the future development of the Harper Valley area, extending from Blueberry Road/Highway 97N (Hart) to Foothills Boulevard (between North Nechako Road and Highland Drive). The water main would extend from the new reservoir to the existing reservoir PW810 located south of the weigh scales at Blueberry Road.							
		5,000	Water Reserve	5,000	0	0	0	0
	<b>Project Totals:</b>			5,000	0	0	0	0
68	#0991 Hydrant Replacement Program							
	Fire Hydrant replacement program to replace and refurbish existing fire hydrants.							
			Water Reserve	100				
			Water Reserve		100			
			Water Reserve			100		
			Water Reserve				100	
			Water Reserve					100
	<b>Project Totals:</b>	500		100	100	100	100	100
69	#0992 Wtr Main Valve Repl							
	Identification and replacement of non-operable water mainline valves due to corrosion and damaged infrastructure.							
			Water Reserve	120				
			Water Reserve		120			
			Water Reserve			120		
			Water Reserve				120	
			Water Reserve					120
	<b>Project Totals:</b>	600		120	120	120	120	120

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
70	#0993 Water Pump Stations Upgrade							
			Water Reserve	200				
			Water Reserve		200			
			Water Reserve			200		
			Water Reserve				200	
			Water Reserve					200
			<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
	<b>1,000</b>							
71	#0994 Water Main Looping							
			Water Reserve	200				
			Water Reserve		200			
			Water Reserve			200		
			Water Reserve				200	
			Water Reserve					200
			<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
	<b>1,000</b>							
72	#1169 Mobile Equipment Replacement - Water							
			Water Reserve	182				
			Water Reserve		82			
			Water Reserve			237		
			Water Reserve				200	
			Water Reserve					200
			<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
	<b>1,000</b>							

For the annual replacement of water vehicles currently part of the City fleet.

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
	Water Reserve						165	
	Water Reserve							307
	<b>Project Totals:</b>	<b>973</b>	<b>182</b>	<b>82</b>	<b>237</b>	<b>165</b>	<b>165</b>	<b>307</b>
<b>73</b>	<b>#1227 New Pressure Zone 2 Reservoir</b>							
	Design and construction of a new 6.82ML reservoir to provide reliable water to Pressure Zone 2.							
	Water Reserve		750					
	Water Reserve		4,000					
	Water Reserve				1,550			
	<b>Project Totals:</b>	<b>6,300</b>	<b>750</b>	<b>4,000</b>	<b>1,550</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>74</b>	<b>#1233 Houston Lane Water Main Install</b>							
	Construct 700m of 250mm watermain from Hwy 97 to Jasper St. 330m of the 700m will run along Houston Lane, replacing the existing 100mm asbestos cement watermain built in 1955.							
	Water Reserve		825					
	<b>Project Totals:</b>	<b>825</b>	<b>825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
75	#1235 Westmount Hillcrest Water Main Connect								
	Construct 140m of 200mm watermain to connect Westmount Drive to Hillcrest Road.								
	Water Reserve			25					
	Water Reserve					135			
	<b>Project Totals:</b>	<b>160</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>
76	#1238 Noranda Rd E Water Main Connector								
	Construct 850m of 250mm watermain on Noranda Rd E from Fehr Rd to Bellamy.								
	Water Reserve					140			
	Water Reserve						1,000		
	<b>Project Totals:</b>	<b>1,140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
77	#1240 Lehman - Grant Water Main Connector								
	Construct 400m of 300mm watermain from Lehman Street to Grant Rd.								
	Water Reserve					75			
	Water Reserve						575		
	<b>Project Totals:</b>	<b>650</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>0</b>
78	#1241 Grant to Hartway Water Main Connector								
	Construct approx 260m of 300mm watermain from Grant Rd to Hartway Drive.								
	Water Reserve								60

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
	Water Reserve						400	
	<b>Project Totals:</b>	460	0	0	60	400	0	0
<b>79</b>	<b>#1242 Crown Drive Water Main Upgrade</b>							
	Construct 500m of 200mm watermain on Crown Dr from Veilenger Rd to Austin Rd W.							
	Water Reserve			70				
	Water Reserve				500			
	<b>Project Totals:</b>	570	0	70	500	0	0	0
<b>80</b>	<b>#1243 Dawson Road Water Main Upgrade</b>							
	Construct 740m of 200mm watermain along Dawson Rd from Austin Rd to Cluff Rd.							
	Water Reserve		100					
	Water Reserve			750				
	<b>Project Totals:</b>	850	100	750	0	0	0	0
<b>81</b>	<b>#1244 Kelly Road Water Main Upgrade</b>							
	Construct 1,724m of 450mm watermain along Kelly Rd South from Austin Rd W to Chief Lake Rd.							
	Water Reserve				480			
	Water Reserve					3,500		
	<b>Project Totals:</b>	3,980	0	0	480	3,500	0	0
<b>82</b>	<b>#1245 Hart Hwy Frontage Water Main Upgrade</b>							

Fund #	Project	Exp.	Revenue Account	in thousands (000)					
				2022	2023	2024	2025	2026	
	Construct 605m of 300mm watermain along Hwy 97 from Chief Lake to Karin Rd.								
	Water Reserve					120			
	Water Reserve						880		
	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>	<b>880</b>	<b>0</b>	<b>0</b>
<b>83</b>	<b>#1246 Chief Lake Water Main Upgrade Ph 2</b>								
	Construct 350m of 300mm watermain on Chief Lake Rd from Sabyam Rd to Hwy 97.								
	Water Reserve				75				
	Water Reserve					525			
	<b>Project Totals:</b>	<b>600</b>	<b>0</b>	<b>75</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>84</b>	<b>#1247 Zral to Sparwood Water Main Connector</b>								
	Construct 800m of 200mm watermain from Zral Rd to Sparwood Rd.								
	Water Reserve				110				
	Water Reserve					800			
	<b>Project Totals:</b>	<b>910</b>	<b>0</b>	<b>110</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
85	#1249 Cowart Road Water Main Connector  Construct 675m of 300mm watermain along Cowart Road north from Simon Fraser Ave.		Water Reserve	125				
			Water Reserve		925			
			<b>Project Totals:</b>	<b>125</b>	<b>925</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>1,050</b>					
86	#1392 Construction Tools and Equipment  Purchase tools and equipment needed for Utility Operations to be able to complete all of the on-going and upcoming construction projects.		Water Reserve	50				
			Water Reserve		50			
			Water Reserve			50		
			Water Reserve				50	
			Water Reserve					50
			<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
87	#1403 Water Pump Small Tools & Equipment  Purchase of replacement and new power tools and hand tools for the water pump station operations and maintenance.		Water Reserve	10				
			Water Reserve		5			
			Water Reserve			5		
			Water Reserve				15	
			Water Reserve					10
	<b>Project Totals:</b>	<b>45</b>	<b>10</b>	<b>5</b>	<b>5</b>	<b>15</b>	<b>10</b>	

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
88	#1427 Reservoir Inspections and Cleaning							
	<p>The City's 15 reservoirs, that are an integral part of the City of Prince George water system, have not been inspected or cleaned on a regular basis in several years. The City would like to hire a contractor to conduct a physical inspection of the inside and outside of our reservoirs and provide a detailed description of the condition of each site. Based on the inspection information, the City staff will prioritize the locations and clean 3 reservoirs in 2017. In subsequent years, 3 reservoirs per year will be cleaned, establishing a 5 year cleaning rotation.</p>							
			Water Reserve	25				
			Water Reserve		25			
			Water Reserve			25		
			Water Reserve				25	
			Water Reserve					25
		<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
89	#1438 Baker/Davis Water Services							
	<p>Replace plastic water services throughout this subdivision. The number of water service breaks, rising costs, pavement deterioration and water quality issues necessitate the replacement of these plastic water services that were installed in the late 1970's. Individual service repairs are costing up to \$70,000 to complete.</p>							
			Water Reserve	400				
			Water Reserve		400			
			Water Reserve			400		
		<b>1,200</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>0</b>	<b>0</b>

Fund #	Project	Exp.	Revenue Account	in thousands (000)				
				2022	2023	2024	2025	2026
<b>Water Operations Total:</b>		30,438		3,337	12,462	6,472	6,905	1,262
<b>3-Water Fund Total:</b>		30,438		3,337	12,462	6,472	6,905	1,262
<b>Grand Total:</b>		165,218		37,840	32,633	39,122	35,384	20,239



# 2017 – 2021 Financial Plan

# Agenda

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

# 2017 Budget Information

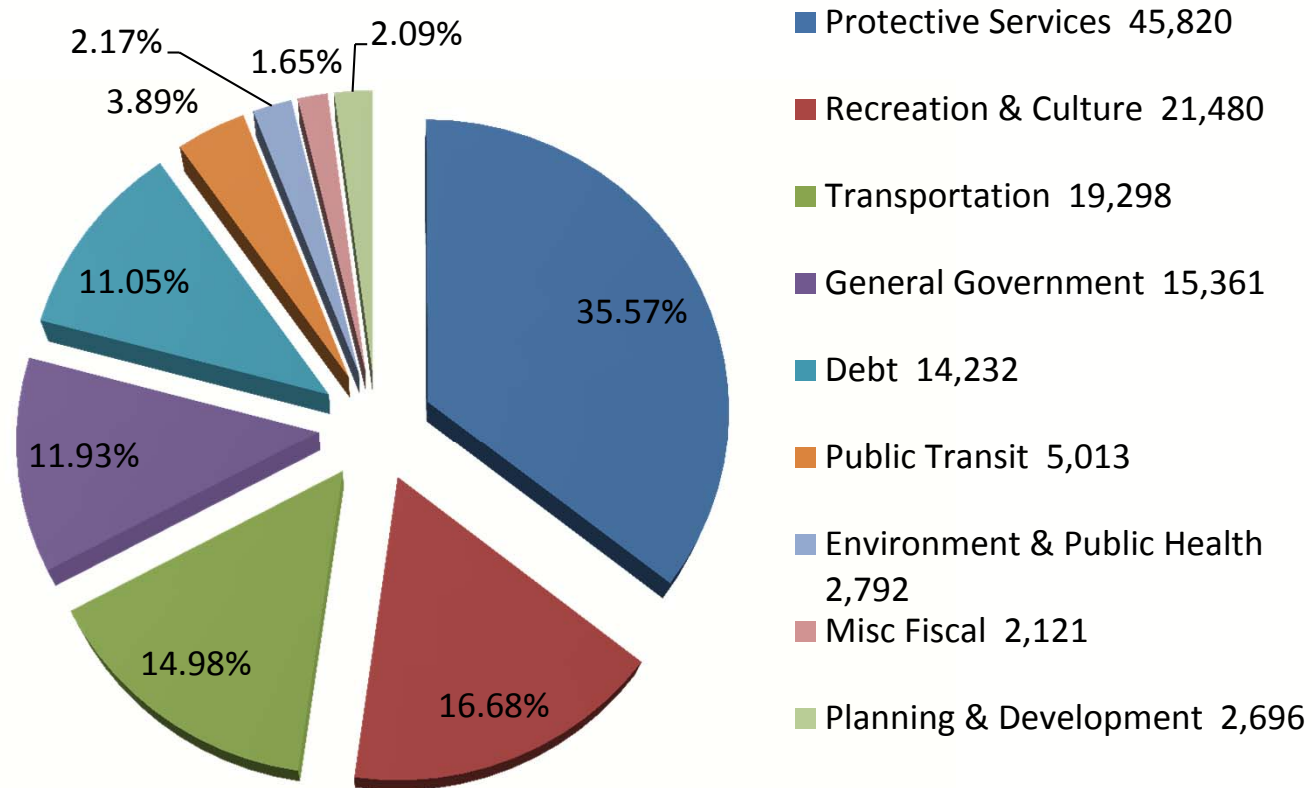
- November 16<sup>th</sup> – Draft of 3-year operating guideline presented to Finance and Audit Committee and received for information
- December 19<sup>th</sup> – Draft of Capital Financial Plan presented to Finance and Audit Committee and received for information

# Legislative Framework

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

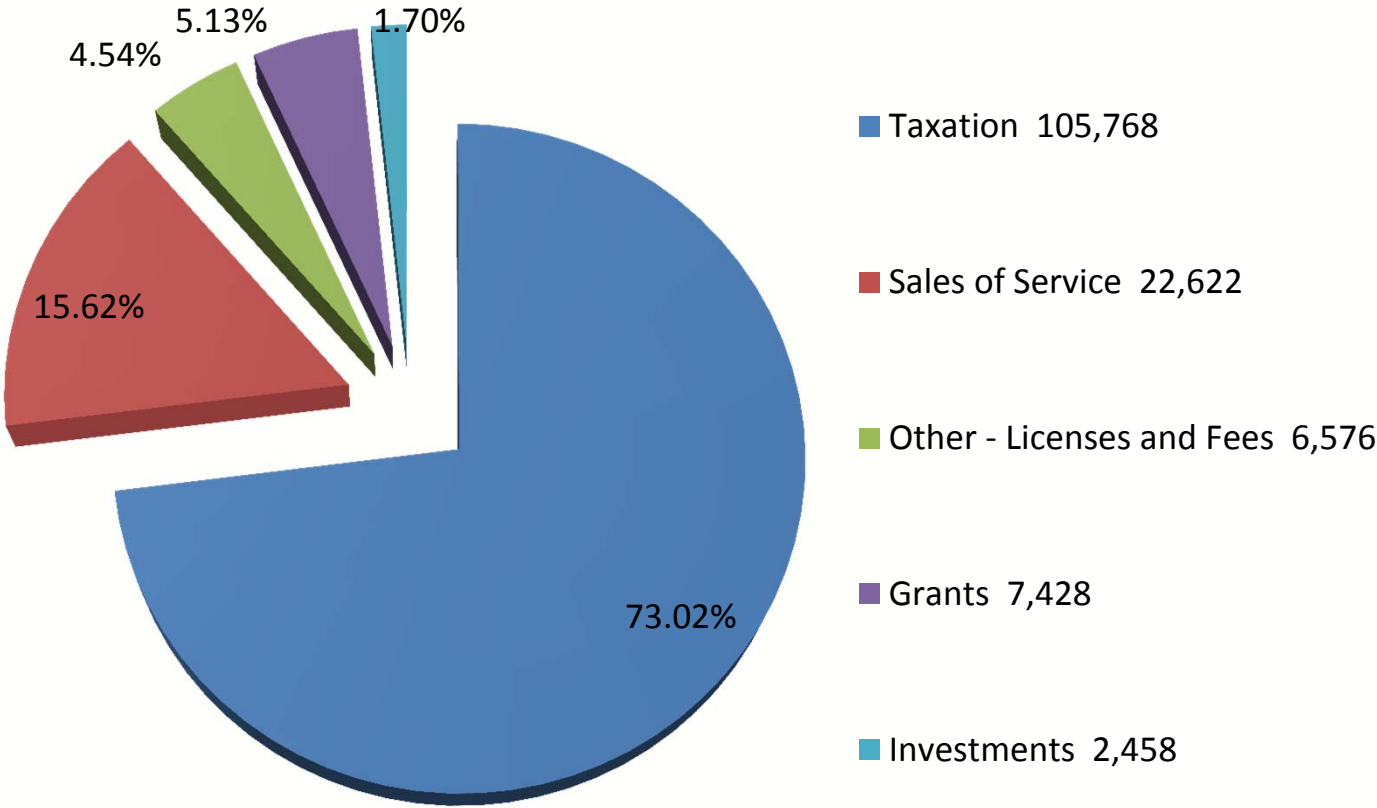
# Financial Overview

## 2017 General Operating Expenses (in 000's)

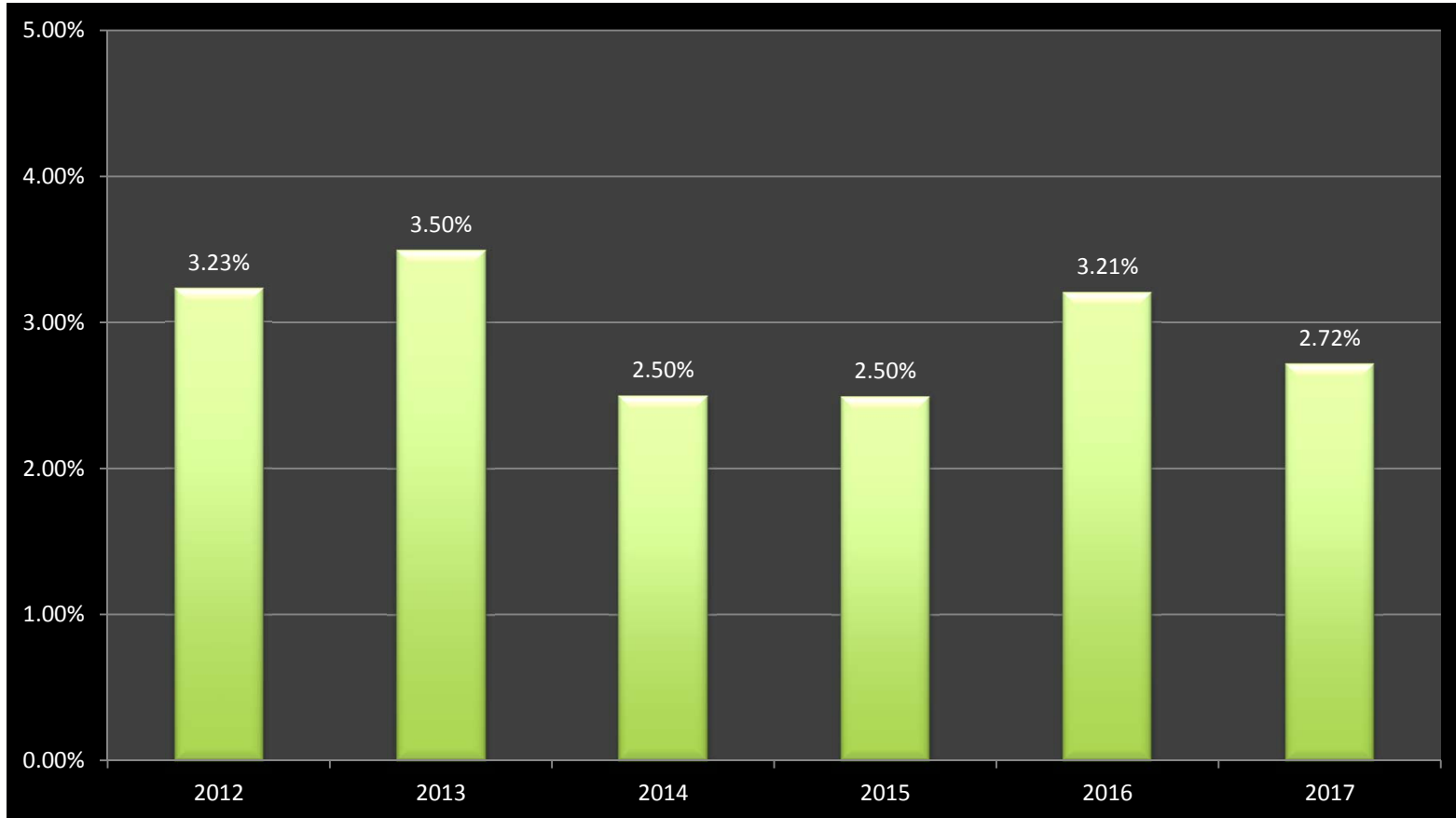


# Financial Overview

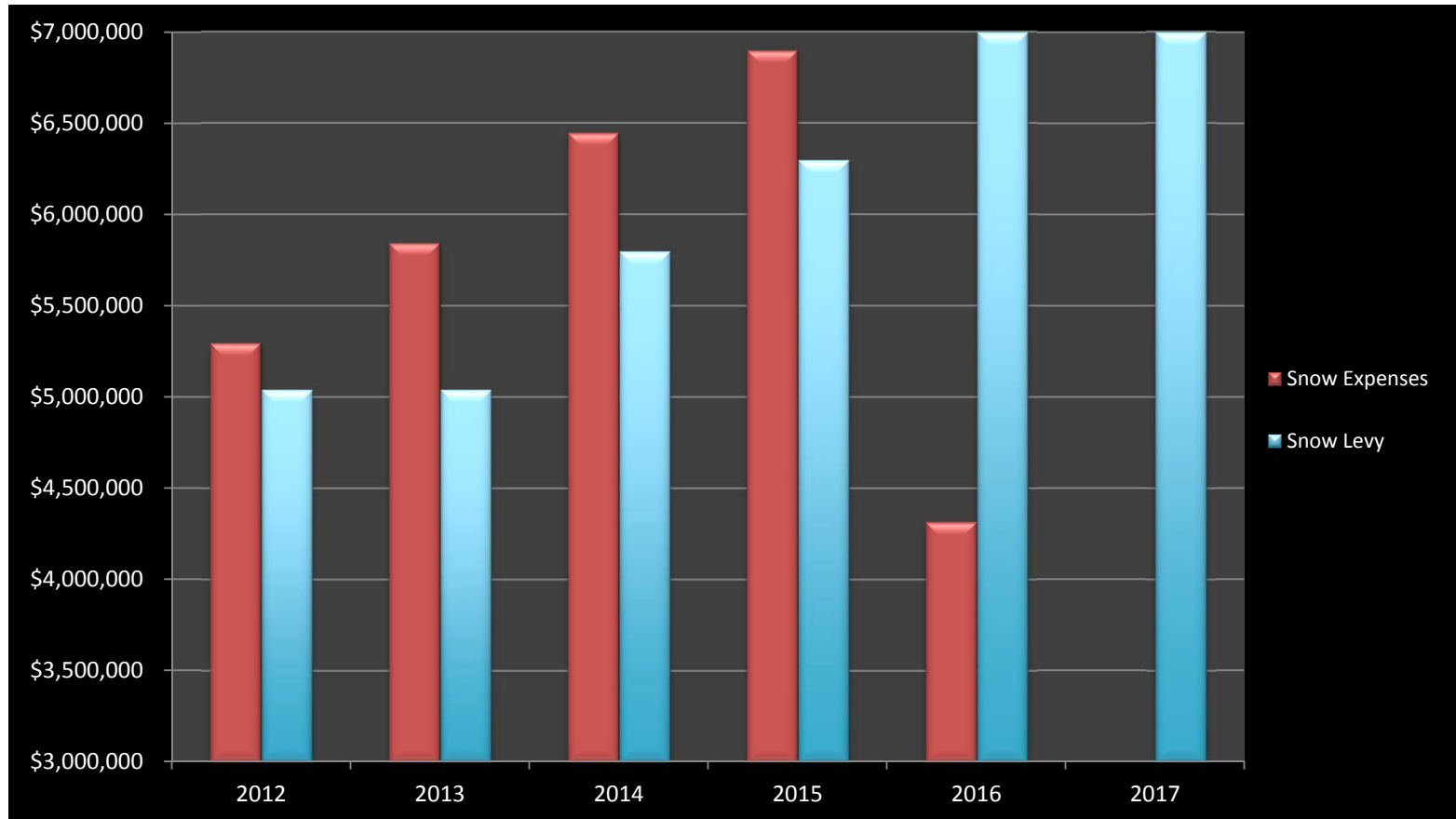
## 2017 General Operating Source of Funds (in 000's)



# Tax Requisition Increases Actual 2012 to Proposed 2017



# Snow Expenses vs. Snow Levy Actual 2012 to Proposed 2017



## Tax Notice Line Items Proposed 2017 Changes

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

# Public Consultation

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



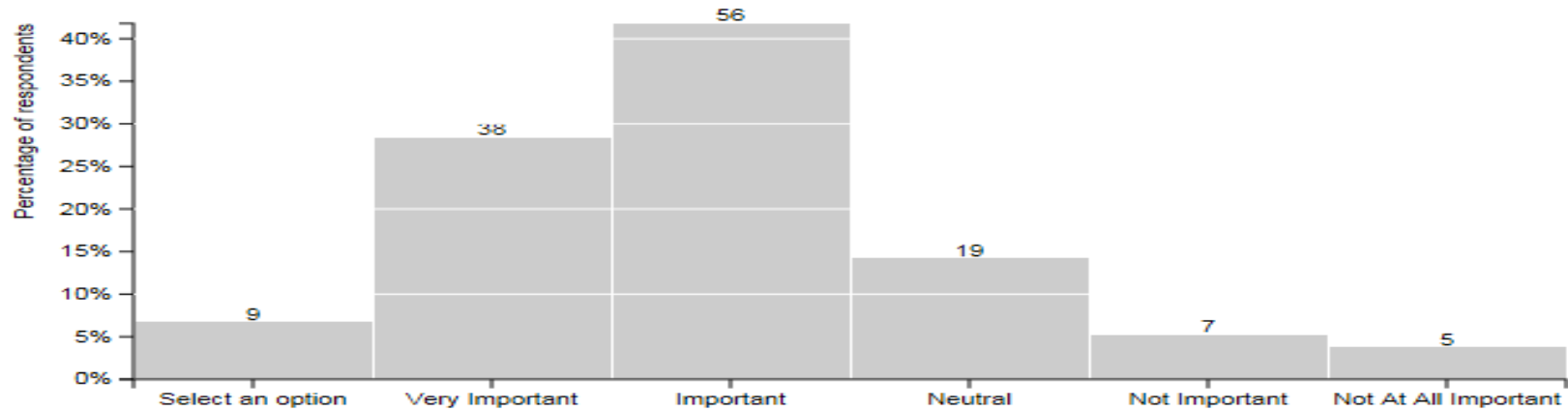
**Talktober topics:** beautification, housing, parks and trails, active transportation, infrastructure



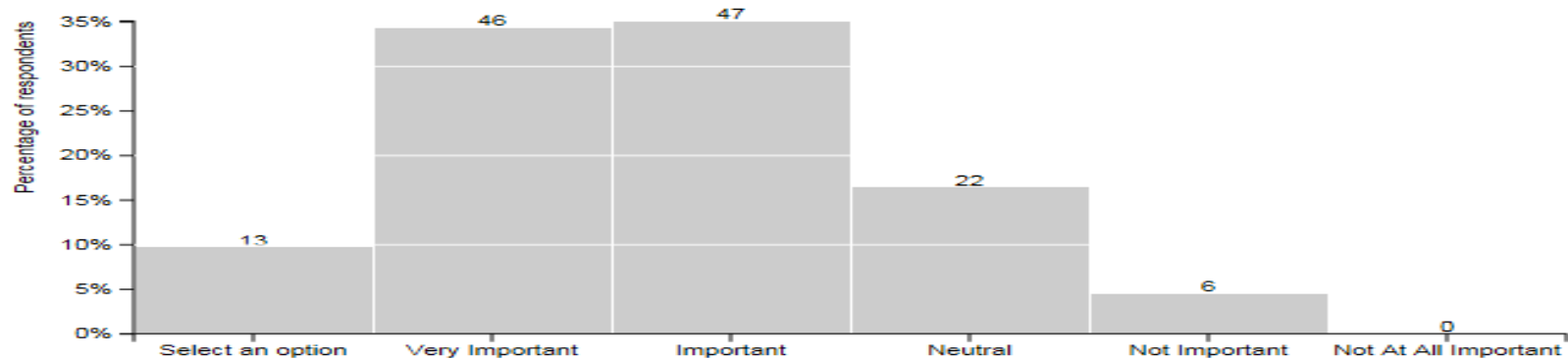
**Infrastructure priorities:** parks and trails, sport and recreation, cultural and community facilities, and roadways and lighting

## Your Priorities for Infrastructure Investment

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



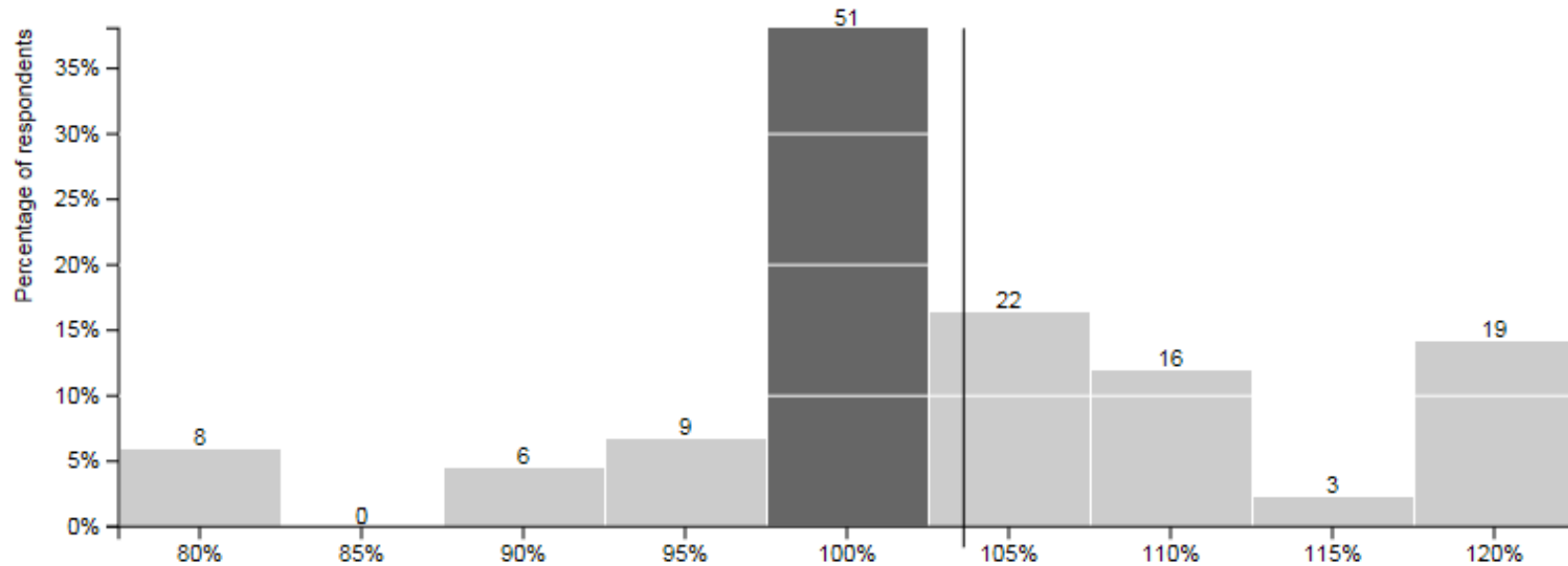
### 27 Water and Sewer



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

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

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



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

# Budget Meetings Schedule

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

# 2017 Operating Budget

# 2017 Operating Budget

## Citywide

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

Revenue = Expenditures +  
Debt + Transfers

**BUDGET IS BALANCED**

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

# 2017 Operating Budget

## Community Services

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

# 2017 Operating Budget

## Planning and Development

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

# 2017 Operating Budget

## Service Agreements

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



PRINCE GEORGE PUBLIC LIBRARY



# Tourism Prince George



# 2017 Operating Budget

## Corporate Management

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

# Social Planning – 2017

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

# Budget Enhancement Requests

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

# Social Planning BU 124070

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

# 2017 Operating Budget

## External Relations

- Revenue \$ 0
- Expenditures 531,435
- NET TOTAL \$531,435
- Service Categories
  - Communications

# 2017 Operating Budget

## Engineering and Public Works

### General

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

### Sewer

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

### Water

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

### District Energy

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

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

# 2017 Operating Budget

## Administrative Services

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

# 2017 Operating Budget

## Human Resources

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

# 2017 Operating Budget

## Finance

### Financial Services

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

- Service Categories

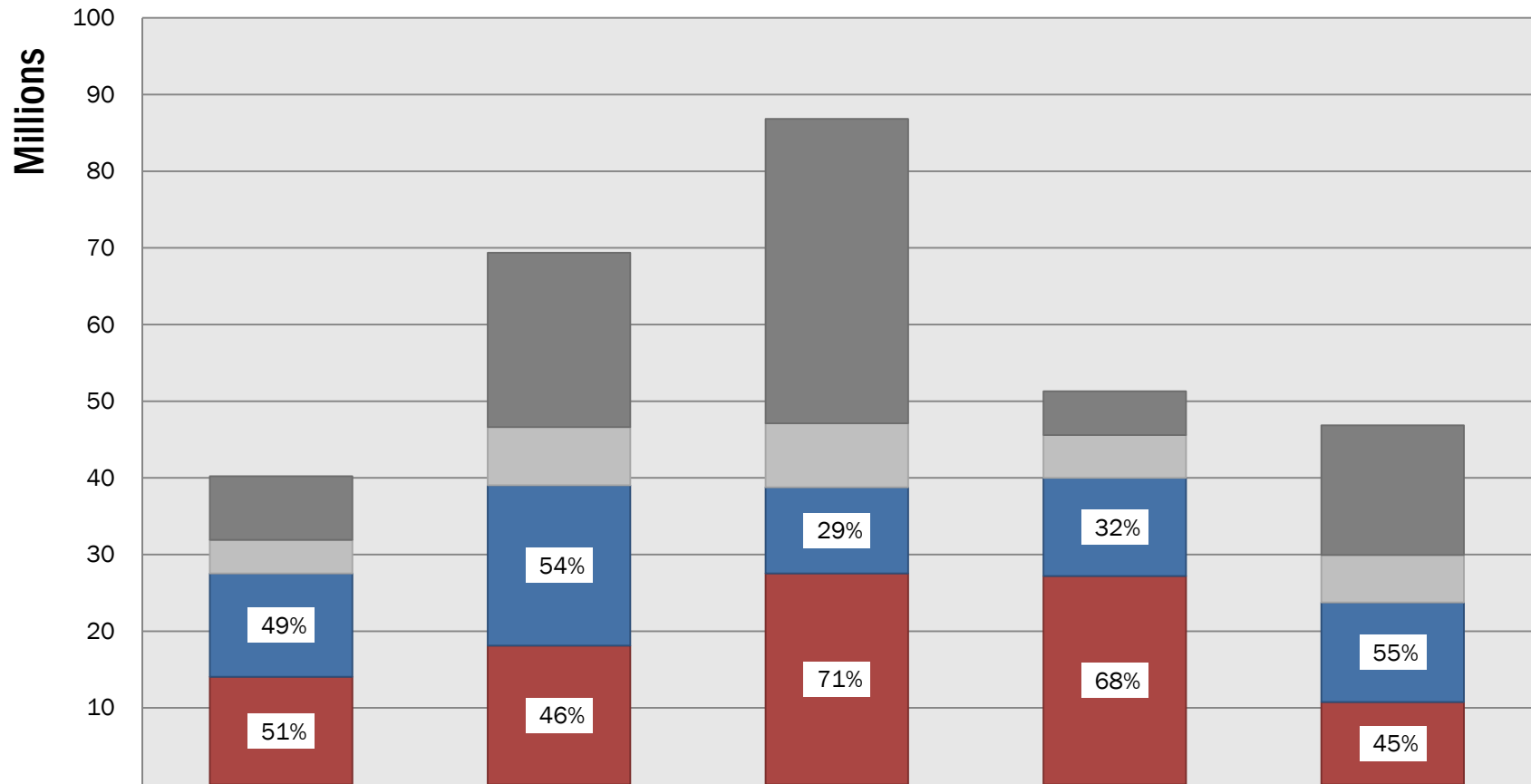
- Financial Services
- Fiscal Services

### Fiscal Services (net revenue)

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

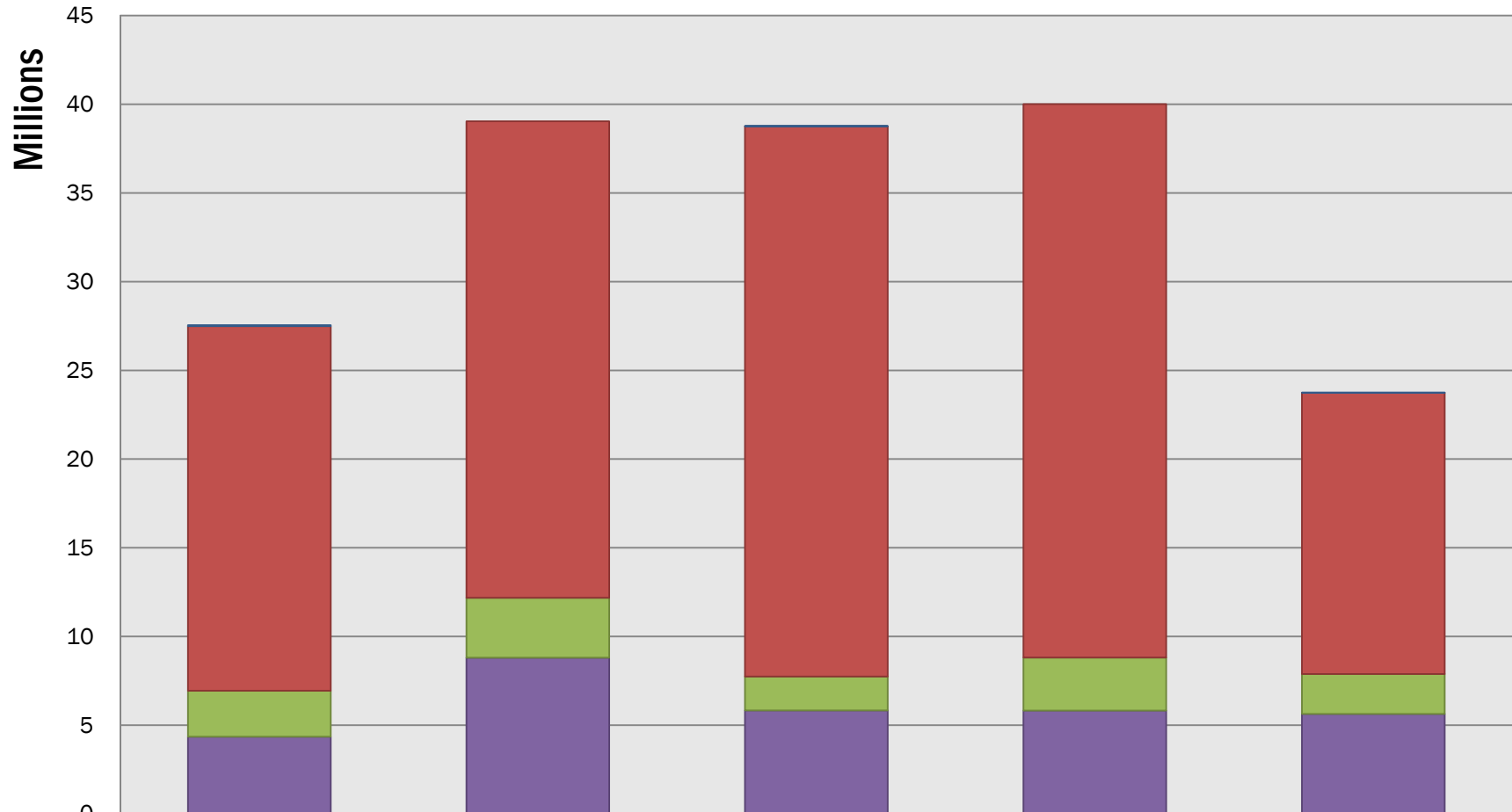
# **2017 Capital Expenditure Plan**

## 2017-2021 Capital Plan by Type



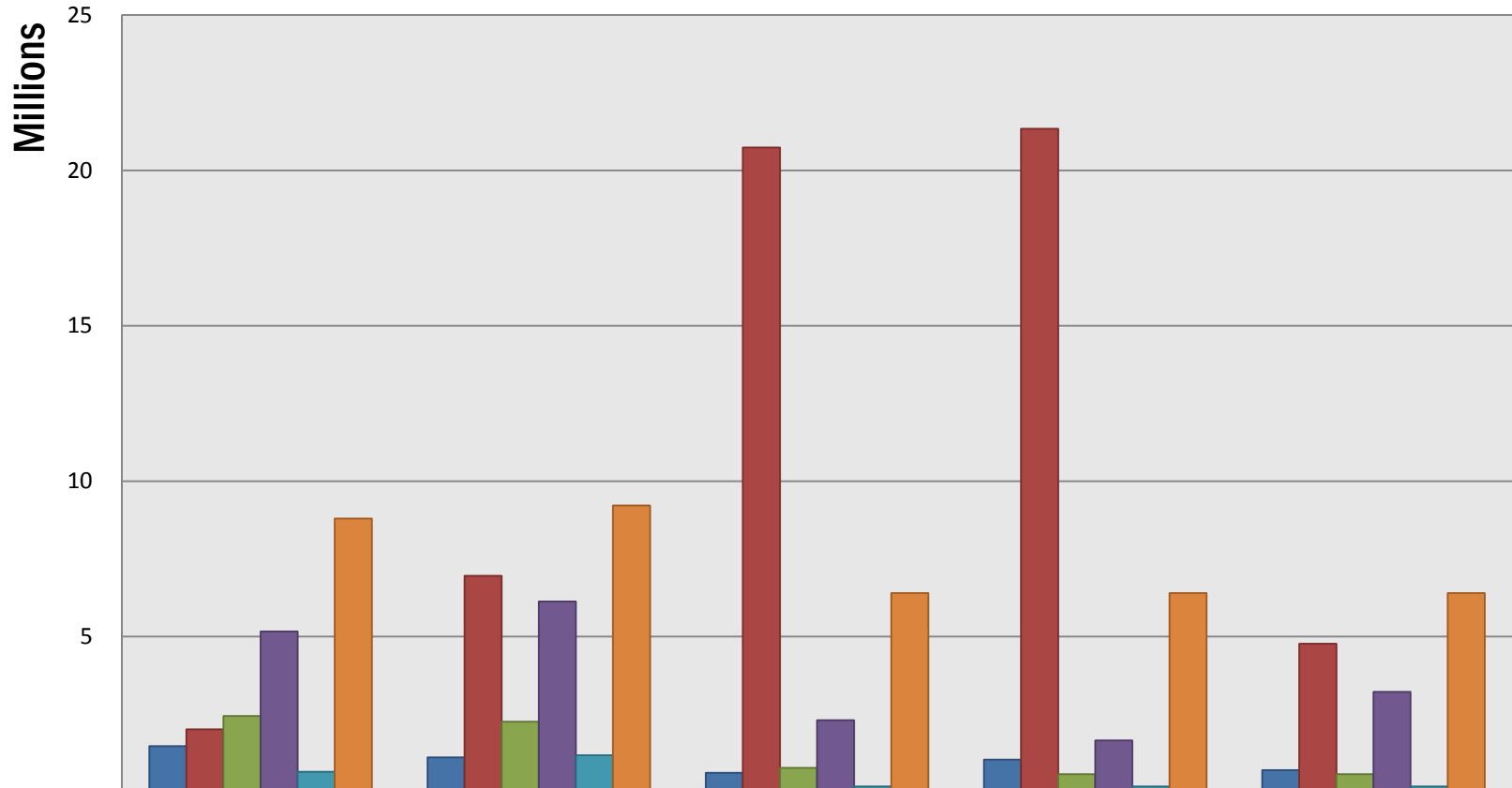
	2017	2018	2019	2020	2021
■ Unfunded Growth	8,295,000	22,728,300	39,697,000	5,707,000	16,906,000
■ Unfunded Renewal	4,371,710	7,586,350	8,347,950	5,578,500	6,192,000
■ Funded Growth	13,492,000	20,920,000	11,234,000	12,797,000	12,983,000
■ Funded Renewal	14,056,690	18,120,777	27,543,342	27,209,959	10,771,724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

## 2017-2021 Capital Plan by Fund



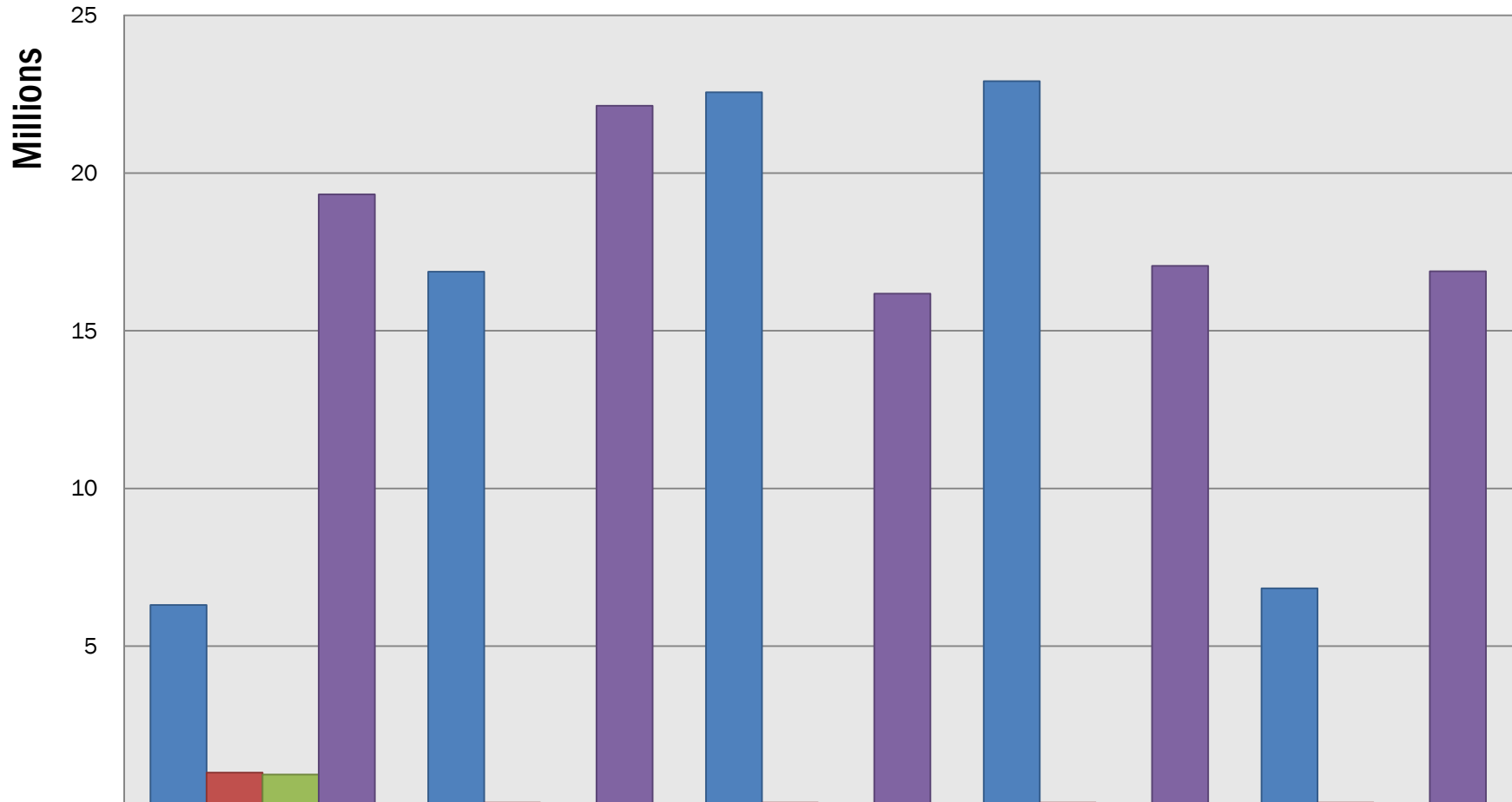
	2017	2018	2019	2020	2021
■ District Energy	56,800	-	20,800	-	20,800
■ General	20,553,030	26,863,125	31,017,527	31,196,965	15,850,856
■ Sewer	2,592,780	3,371,390	1,911,795	2,988,550	2,249,034
■ Water	4,346,080	8,806,262	5,827,220	5,821,444	5,634,034
Total Funded	27,548,690	39,040,777	38,777,342	40,006,959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

## 2017-2021 Capital Plan: General by Service Type



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

## 2017-2021 Capital Plan by Funding Source



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

**Community Services Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(585,773)	(427,560)	(437,560)	(437,560)	(437,560)	(437,560)	(437,560)	(437,560)
EXPENDITURES	23,081,523	22,775,293	23,799,903	25,452,073	25,534,775	25,619,133	25,705,178	25,792,945
TRANSFERS	811	0	0	0	0	0	0	0
<b>Total</b>	<b>22,496,561</b>	<b>22,347,733</b>	<b>23,362,343</b>	<b>25,014,513</b>	<b>25,097,215</b>	<b>25,181,573</b>	<b>25,267,618</b>	<b>25,355,385</b>
<b>Fire Protection</b>								
REVENUE	(1,485,537)	(1,624,950)	(1,542,000)	(1,582,000)	(1,582,000)	(1,582,000)	(1,582,000)	(1,582,000)
EXPENDITURES	22,471,220	15,539,107	17,475,624	17,713,131	18,052,796	18,399,255	18,752,643	19,113,099
TRANSFERS	(4,871,832)	0	0	875,350	875,350	875,350	875,350	875,350
<b>Total</b>	<b>16,113,850</b>	<b>13,914,157</b>	<b>15,933,624</b>	<b>17,006,481</b>	<b>17,346,146</b>	<b>17,692,605</b>	<b>18,045,993</b>	<b>18,406,449</b>
<b>Emergency Measures</b>								
REVENUE	(2,131)	0	0	0	0	0	0	0
EXPENDITURES	7,611	12,100	12,100	12,100	12,100	12,100	12,100	12,100
TRANSFERS	621	0	0	0	0	0	0	0
<b>Total</b>	<b>6,101</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>
<b>Aquatics</b>								
REVENUE	(1,706,986)	(1,718,670)	(1,797,141)	(1,845,434)	(1,845,434)	(1,845,434)	(1,845,434)	(1,845,434)
EXPENDITURES	3,835,725	3,886,753	4,024,806	3,846,697	3,907,718	3,969,957	4,033,444	4,098,199
TRANSFERS	228,036	145,871	102,436	294,857	294,857	294,857	294,857	294,857
<b>Total</b>	<b>2,356,776</b>	<b>2,313,954</b>	<b>2,330,101</b>	<b>2,296,120</b>	<b>2,357,141</b>	<b>2,419,380</b>	<b>2,482,867</b>	<b>2,547,622</b>
<b>CN Centre</b>								
REVENUE	(3,537,724)	(1,470,923)	(1,470,923)	(1,491,130)	(1,491,130)	(1,491,130)	(1,491,130)	(1,491,130)
EXPENDITURES	4,143,538	2,306,077	2,347,907	2,359,372	2,382,716	2,406,529	2,430,817	2,455,591
TRANSFERS	76,532	34,687	34,187	91,339	91,339	91,339	91,339	91,339
<b>Total</b>	<b>682,347</b>	<b>869,841</b>	<b>911,171</b>	<b>959,581</b>	<b>982,925</b>	<b>1,006,738</b>	<b>1,031,026</b>	<b>1,055,800</b>
<b>Events &amp; Civic Centre</b>								
REVENUE	(1,464,722)	(1,469,234)	(1,485,227)	(1,502,090)	(1,502,090)	(1,502,090)	(1,502,090)	(1,502,090)
EXPENDITURES	2,621,570	2,436,534	1,897,728	1,883,065	1,900,260	1,917,799	1,935,687	1,953,932
TRANSFERS	(591,218)	(564,684)	7,723	104,723	104,723	104,723	104,723	104,723
<b>Total</b>	<b>565,630</b>	<b>402,616</b>	<b>420,224</b>	<b>485,698</b>	<b>502,893</b>	<b>520,432</b>	<b>538,320</b>	<b>556,565</b>
<b>Community Partnerships</b>								
REVENUE	(154,515)	(77,932)	(82,332)	(29,160)	(29,160)	(29,160)	(29,160)	(29,160)
EXPENDITURES	1,805,917	1,387,645	1,803,307	1,574,863	1,590,042	1,605,524	1,621,316	1,637,424
TRANSFERS	(248,483)	4,400	(175,438)	6,078	6,078	6,078	6,078	6,078
<b>Total</b>	<b>1,402,918</b>	<b>1,314,113</b>	<b>1,545,537</b>	<b>1,551,781</b>	<b>1,566,960</b>	<b>1,582,442</b>	<b>1,598,234</b>	<b>1,614,342</b>
<b>Community Arenas</b>								
REVENUE	(1,617,210)	(1,477,020)	(1,543,648)	(1,596,182)	(1,596,182)	(1,596,182)	(1,596,182)	(1,596,182)
EXPENDITURES	3,170,918	3,010,645	3,146,244	2,996,713	3,041,296	3,086,775	3,133,159	3,180,470
TRANSFERS	104,106	76,681	76,929	247,468	247,468	247,468	247,468	247,468
<b>Total</b>	<b>1,657,814</b>	<b>1,610,306</b>	<b>1,679,525</b>	<b>1,647,999</b>	<b>1,692,582</b>	<b>1,738,061</b>	<b>1,784,445</b>	<b>1,831,756</b>
<b>OLD BU'S - Rec &amp; Cultural Serv</b>								
EXPENDITURES	12,035	28,741	0	0	0	0	0	0
TRANSFERS	(12,035)	(28,741)	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>45,281,997</b>	<b>42,784,820</b>	<b>46,194,625</b>	<b>48,974,273</b>	<b>49,557,962</b>	<b>50,153,331</b>	<b>50,760,603</b>	<b>51,380,019</b>

## Service Category Summary

### Police Protection

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Police Operations	(418,994)	(326,280)	(326,280)	(326,280)	0
Police Progr - Victim Services	(86,350)	(71,280)	(71,280)	(71,280)	0
Custody of Prisoners	(80,429)	(30,000)	(40,000)	(40,000)	0
<b>Total Revenues</b>	<b>(585,773)</b>	<b>(427,560)</b>	<b>(437,560)</b>	<b>(437,560)</b>	<b>0</b>
<b>Expenditures</b>					
Police Contract	19,042,827	18,716,680	19,600,148	21,068,731	1,468,583
Police Operations	3,251,170	3,306,201	3,388,497	3,544,286	155,789
Police Progr-CPAC-Storefront	79,978	77,215	117,677	145,485	27,808
Police Progr - Victim Services	168,342	158,541	161,880	161,880	0
Custody of Prisoners	539,207	516,656	531,701	531,691	(10)
<b>Total Expenditures</b>	<b>23,081,523</b>	<b>22,775,293</b>	<b>23,799,903</b>	<b>25,452,073</b>	<b>1,652,170</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	811	0	0	0	0
<b>Total Transfers</b>	<b>811</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>22,496,561</b>	<b>22,347,733</b>	<b>23,362,343</b>	<b>25,014,513</b>	<b>1,652,170</b>

## Service Category Summary

### Police Protection

Supporting Detail (Consolidation)	2015	2015	2016	2017	Budget Change
	Actual (AA)	Budget (UB)	Bylaw (UB)	Proposed (UX)	2017 vs 2016
Revenues	(585,773)	(427,560)	(437,560)	(437,560)	0
Expenditures					
Salary & Wages (including Benefits)	3,876,008	3,937,895	4,040,638	4,135,222	94,584
Non-Salary Expenses	19,205,516	18,837,398	19,759,265	21,316,851	1,557,586
Total Expenditures	23,081,523	22,775,293	23,799,903	25,452,073	1,652,170
Debt	0	0	0	0	0
Transfers	811	0	0	0	0
Net Operations	22,496,561	22,347,733	23,362,343	25,014,513	1,652,170

## Police Protection Service Enhancement

**DESCRIPTION:**

Last year a presentation was made requesting an increase to the Prince George Detachment establishment by 8 positions, allowing the detachment to increase the number of RCMP officers in the budget by 7: 3 in the first year; 2 in the second year; and 2 in the third year. In 2016 Council voted to increase the number of RCMP officers in the budget by 3 for 2016 and then to consider the additional two years' requests in the following two years' budget processes. 2017 is the second year of this plan, and the RCMP would like to request a service enhancement for 2 more positions to increase the current establishment for the Prince George Detachment from 138 members to 140.

Historically, the RCMP was expected to fill all its approved funded positions and budget accordingly if they could not meet the target of 100% operational capacity. The Actual Establishment target was seldom met due to both Divisional and local human resource factors which include: long-term illness, transfers, maternity/parental leave, and administrative suspensions. A vacancy pattern at Prince George RCMP Detachment has long been established where positions were not filled and the Detachment was always short of its approved establishment at any given time of the year. Unlike other organizations, the RCMP cannot hire part-time or casual personnel as police officers to fill temporary vacancies.

### *Prince George RCMP Detachment Establishment 2005 to 2015*

Year	*Contract Establishment Strength	**Budgeted Police Strength	***Actual Members Staffed	Overtime
2005	128	117	109.24	\$859,161
2006	128	117	113.63	\$940,476
2007	128	119	114.01	\$891,340
2008	128	119	112.76	\$1,063,568
2009	128	121	116.03	\$1,157,344
2010	128	121	122.25	\$1,330,697
2011	128	121	116.11	\$950,717
2012	128	121	111.42	\$956,907
2013	128	121	114.71	\$1,309,040
2014	128	121	119.75	\$1,425,882
2015	135	121	119.11	\$1,626,672

\*Contract strength is the number of approved police officer positions

\*\*Members Budgeted is the actual number of members approved to bill

\*\*\*Actual Members Staffed is the number of billed police officers



For the 2016 budget, Council approved an additional 3 positions to be added to the establishment for the total contract establishment strength of 138. A budget for 124 members was approved; 121 for the full year and the additional 3 positions beginning in September 2016.

Failure to maintain adequate policing resources and an appropriate police to population ratio in the future, could negatively impact service delivery, increase risks to public and officer safety and adversely affect the community's perception of public safety.

**FINANCIAL COST OF THE ENHANCEMENT:**

Due to the amount of time for processing and filling the request for the additional members, it is estimated that these positions would be filled in September 2017. Based on 2017 forecasted costs, the cost for 2 additional members from September 2017- December 2017 would be \$113,273. Annual costs after that, reflective of the 2017 forecasted costs, would amount to \$339,818.

## Service Category Summary

### Fire Protection

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Fire Dept - Headquarters	(2,406)	(750)	(750)	(750)	0
Fire Prevention/Investigation	(22,575)	(97,950)	(25,000)	(15,000)	10,000
Fire Halls	(3,206)	(3,250)	(3,250)	(3,250)	0
Fire Opr Comm Centre	(1,440,000)	(1,515,000)	(1,505,000)	(1,555,000)	(50,000)
Fire Equip - High Angle Rescue	(17,351)	(8,000)	(8,000)	(8,000)	0
<b>Total Revenues</b>	<b>(1,485,537)</b>	<b>(1,624,950)</b>	<b>(1,542,000)</b>	<b>(1,582,000)</b>	<b>(40,000)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	2,150,081	1,593,331	1,799,690	1,860,077	60,387
Fire Dept - Recruitment	0	10,000	10,000	10,000	0
Fire Prevention/Investigation	29,401	36,480	36,480	36,490	10
Fire Communications	22,125	23,000	23,000	23,000	0
Fire Halls	61,204	54,750	54,750	54,750	0
Fire Opr Comm Centre	1,790,203	1,344,939	1,527,607	1,567,478	39,871
Fire Suppress Operations	17,356,558	11,169,213	13,009,997	13,956,576	946,579
Fire Fighting Fleet	1,036,836	1,261,394	968,100	158,760	(809,340)
Fire Equip - Radios	9,555	20,000	20,000	20,000	0
Fire Equip - High Angle Rescue	10,051	11,000	11,000	11,000	0
Fire - Confined Space	5,204	15,000	15,000	15,000	0
<b>Total Expenditures</b>	<b>22,471,220</b>	<b>15,539,107</b>	<b>17,475,624</b>	<b>17,713,131</b>	<b>237,507</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	(390,017)	0	0	0	0
Fire Opr Comm Centre	(386,349)	0	0	0	0
Fire Suppress Operations	(4,095,466)	0	0	0	0
Fire Fighting Fleet	0	0	0	875,350	875,350
<b>Total Transfers</b>	<b>(4,871,832)</b>	<b>0</b>	<b>0</b>	<b>875,350</b>	<b>875,350</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>16,113,850</b>	<b>13,914,157</b>	<b>15,933,624</b>	<b>17,006,481</b>	<b>1,072,857</b>

## Service Category Summary

### Fire Protection

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,485,537)</b>	<b>(1,624,950)</b>	<b>(1,542,000)</b>	<b>(1,582,000)</b>	<b>(40,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>20,781,489</b>	<b>13,694,883</b>	<b>15,936,440</b>	<b>16,983,291</b>	<b>1,046,851</b>
Non-Salary Expenses	<b>1,689,730</b>	<b>1,844,224</b>	<b>1,539,184</b>	<b>729,840</b>	<b>(809,344)</b>
Total Expenditures	<b>22,471,220</b>	<b>15,539,107</b>	<b>17,475,624</b>	<b>17,713,131</b>	<b>237,507</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(4,871,832)</b>	<b>0</b>	<b>0</b>	<b>875,350</b>	<b>875,350</b>
Net Operations	<b>16,113,850</b>	<b>13,914,157</b>	<b>15,933,624</b>	<b>17,006,481</b>	<b>1,072,857</b>

## Service Category Summary

### Emergency Measures

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Emergency Fire Response	(2,131)	0	0	0	0
<b>Total Revenues</b>	<b>(2,131)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	5,193	12,100	12,100	12,100	0
Emergency Fire Response	2,419	0	0	0	0
<b>Total Expenditures</b>	<b>7,611</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</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	621	0	0	0	0
<b>Total Transfers</b>	<b>621</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>6,101</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>

## Service Category Summary

### Emergency Measures

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(2,131)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,419</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Non-Salary Expenses	<b>5,193</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>
<b>Total Expenditures</b>	<b>7,611</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>6,101</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>	<b>0</b>

## Service Category Summary

### Aquatics

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
PGAC - Swim Programs	(93,756)	(79,687)	(83,671)	(87,639)	(3,968)
PGAC - Rentals	(127,939)	(109,397)	(114,866)	(117,602)	(2,736)
PGAC - Public Swim	(907,172)	(847,829)	(896,904)	(920,884)	(23,980)
PGAC - Leadership programs	(28,120)	(25,306)	(26,571)	(27,674)	(1,103)
PGAC - Administration	(75)	0	0	0	0
PGAC - Aquatics Store	(53,450)	(82,075)	(72,075)	(73,428)	(1,353)
FSLP - Swim Programs	(257,190)	(237,167)	(249,025)	(256,312)	(7,287)
FSLP - Rentals	(26)	(9,029)	(9,479)	(9,551)	(72)
FSLP - Public Swim	(206,206)	(271,853)	(285,407)	(291,938)	(6,531)
FSLP - Leadership programs	(33,002)	(56,327)	(59,143)	(60,406)	(1,263)
FSLP - Administration	(49)	0	0	0	0
<b>Total Revenues</b>	<b>(1,706,986)</b>	<b>(1,718,670)</b>	<b>(1,797,141)</b>	<b>(1,845,434)</b>	<b>(48,293)</b>
<b>Expenditures</b>					
PGAC - Swim Programs	1,068	3,002	3,003	3,000	(3)
PGAC - Public Swim	831	0	0	0	0
PGAC - Leadership programs	3,863	2,945	2,945	2,950	5
PGAC - Building Operations	666,170	888,000	928,774	722,424	(206,350)
PGAC - Administration	372,189	344,813	373,998	442,765	68,767
PGAC - Programming/Training	1,194,477	1,024,754	1,145,937	1,061,143	(84,794)
PGAC - Aquatics Store	41,591	61,000	61,053	61,050	(3)
FSLP - Swim Programs	6,932	8,547	8,547	8,550	3
FSLP - Public Swim	4,417	3,000	3,000	3,000	0
FSLP - Leadership programs	3,553	6,555	6,555	6,560	5
FSLP - Building Operations	346,242	327,568	332,837	215,480	(117,357)
FSLP - Administration	165,550	175,630	178,773	147,975	(30,798)
FSLP - Programming/Training	790,119	772,060	786,809	914,070	127,261
<b>Total Expenditures</b>	<b>3,597,000</b>	<b>3,617,874</b>	<b>3,832,231</b>	<b>3,588,967</b>	<b>(243,264)</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 - Public Swim	(7,113)	(7,500)	(7,500)	(7,500)	0
PGAC - Building Operations	96,316	54,103	54,103	96,457	42,354
PGAC - Programming/Training	2,523	2,000	2,200	2,200	0
FSLP - Building Operations	136,309	97,268	98,492	203,700	105,208
<b>Total Transfers</b>	<b>228,036</b>	<b>145,871</b>	<b>147,295</b>	<b>294,857</b>	<b>147,562</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>					
Aqu Ctr Gym Equip Replacement	0	0	44,859	0	(44,859)
PGAC - Building Operations AM	170,182	221,365	99,804	174,729	74,925
FSLP - Building Operations AM	68,543	47,514	47,912	83,001	35,089
<b>Total Expenditures - Asset Maintenance</b>	<b>238,725</b>	<b>268,879</b>	<b>192,575</b>	<b>257,730</b>	<b>65,155</b>
<b>Transfers - Asset Maintenance</b>					
Aqu Ctr Gym Equip Replacement	0	0	(44,859)	0	44,859
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>(44,859)</b>	<b>0</b>	<b>44,859</b>
<b>Net Operations</b>	<b>2,356,776</b>	<b>2,313,954</b>	<b>2,330,101</b>	<b>2,296,120</b>	<b>(33,981)</b>

## Service Category Summary

### Aquatics

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,706,986)</b>	<b>(1,718,670)</b>	<b>(1,797,141)</b>	<b>(1,845,434)</b>	<b>(48,293)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,975,374</b>	<b>2,976,486</b>	<b>3,036,669</b>	<b>3,051,012</b>	<b>14,343</b>
Non-Salary Expenses	<b>860,351</b>	<b>910,267</b>	<b>988,137</b>	<b>795,685</b>	<b>(192,452)</b>
Total Expenditures	<b>3,835,725</b>	<b>3,886,753</b>	<b>4,024,806</b>	<b>3,846,697</b>	<b>(178,109)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>228,036</b>	<b>145,871</b>	<b>102,436</b>	<b>294,857</b>	<b>192,421</b>
Net Operations	<b>2,356,776</b>	<b>2,313,954</b>	<b>2,330,101</b>	<b>2,296,120</b>	<b>(33,981)</b>

## Service Category Summary

### CN Centre

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Prince George Playhouse	(23,253)	(14,642)	(14,642)	(14,640)	2
CN Centre - Bldg Operations	(8,523)	0	0	0	0
CN Centre - Sales & Marketing	(43,992)	(91,000)	(91,000)	(91,000)	0
CN Centre - Cougar Operations	(431,276)	(357,503)	(357,503)	(364,250)	(6,747)
CN Centre - Show Operations	(2,736,868)	(868,228)	(868,228)	(874,965)	(6,737)
CN Centre - Recr Use Oper	(193,093)	(139,550)	(139,550)	(146,275)	(6,725)
CN Centre - Special Event Oper	(100,717)	0	0	0	0
<b>Total Revenues</b>	<b>(3,537,724)</b>	<b>(1,470,923)</b>	<b>(1,470,923)</b>	<b>(1,491,130)</b>	<b>(20,207)</b>
<b>Expenditures</b>					
Prince George Playhouse	41,875	48,385	49,674	45,272	(4,402)
CN Centre - Bldg Operations	1,372,854	1,024,713	1,057,184	1,066,608	9,424
CN Centre - Sales & Marketing	26,235	33,900	33,900	33,900	0
CN Centre - Cougar Operations	390,591	322,017	325,228	325,220	(8)
CN Centre - Show Operations	2,119,161	681,588	684,464	684,475	11
CN Centre - Recr Use Oper	364	0	0	0	0
CN Centre - Special Event Oper	27,712	0	0	0	0
<b>Total Expenditures</b>	<b>3,978,793</b>	<b>2,110,603</b>	<b>2,150,450</b>	<b>2,155,475</b>	<b>5,025</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	4,995	2,563	2,563	4,839	2,276
CN Centre - Bldg Operations	39,562	31,124	31,124	86,000	54,876
CN Centre - Show Operations	31,975	1,000	500	500	0
<b>Total Transfers</b>	<b>76,532</b>	<b>34,687</b>	<b>34,187</b>	<b>91,339</b>	<b>57,152</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	6,698	3,559	3,600	3,590	(10)
CN Centre - Bldg Operations AM	158,047	191,915	193,857	200,307	6,450
<b>Total Expenditures - Asset Maintenance</b>	<b>164,745</b>	<b>195,474</b>	<b>197,457</b>	<b>203,897</b>	<b>6,440</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>682,347</b>	<b>869,841</b>	<b>911,171</b>	<b>959,581</b>	<b>48,410</b>

## Service Category Summary

### CN Centre

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(3,537,724)</b>	<b>(1,470,923)</b>	<b>(1,470,923)</b>	<b>(1,491,130)</b>	<b>(20,207)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,303,384</b>	<b>1,111,749</b>	<b>1,129,307</b>	<b>1,167,192</b>	<b>37,885</b>
Non-Salary Expenses	<b>2,840,154</b>	<b>1,194,328</b>	<b>1,218,600</b>	<b>1,192,180</b>	<b>(26,420)</b>
Total Expenditures	<b>4,143,538</b>	<b>2,306,077</b>	<b>2,347,907</b>	<b>2,359,372</b>	<b>11,465</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>76,532</b>	<b>34,687</b>	<b>34,187</b>	<b>91,339</b>	<b>57,152</b>
Net Operations	<b>682,347</b>	<b>869,841</b>	<b>911,171</b>	<b>959,581</b>	<b>48,410</b>

## Service Category Summary

### Events & Civic Centre

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Civic Centre Event Services	(400,341)	(546,234)	(562,227)	(579,090)	(16,863)
Civic Centre - Food Beverage	(5,045)	(34,000)	(33,000)	(33,000)	0
Civic Centre - Food Serv Contr	(1,057,651)	(889,000)	(890,000)	(890,000)	0
Civic Ctr-Beverage Serv Contr	(1,129)	0	0	0	0
<b>Total Revenues</b>	<b>(1,464,166)</b>	<b>(1,469,234)</b>	<b>(1,485,227)</b>	<b>(1,502,090)</b>	<b>(16,863)</b>
<b>Expenditures</b>					
2015 Cda Winter Games-CPG/VIK	634,222	605,201	0	0	0
Seniors - Recreation	2,226	2,040	2,400	2,400	0
Civic Centre-Rental Subsidies	2,580	2,580	2,709	2,790	81
Civic Centre Bldg Mtce - Oper	565,437	488,957	503,156	508,171	5,015
Event Hosting	7,350	3,700	5,000	5,000	0
Civic Centre Event Services	457,242	485,272	497,142	512,373	15,231
Civic Centre - Marketing	20,601	26,545	25,000	25,010	10
Civic Centre - Food Beverage	7,545	34,000	33,000	33,000	0
Civic Centre - Programs	3,495	2,500	3,000	3,000	0
Civic Centre - Food Serv Contr	864,031	735,900	738,700	738,700	0
<b>Total Expenditures</b>	<b>2,564,728</b>	<b>2,386,695</b>	<b>1,810,107</b>	<b>1,830,444</b>	<b>20,337</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>					
2015 Cda Winter Games-CPG/VIK	(636,367)	(605,201)	0	0	0
Seniors - Recreation	1,909	1,935	1,935	1,935	0
Civic Centre Bldg Mtce - Oper	51,226	55,082	55,938	117,938	62,000
Civic Centre Event Services	(8,531)	(16,500)	(15,150)	(15,150)	0
Civic Centre - Marketing	545	0	0	0	0
<b>Total Transfers</b>	<b>(591,218)</b>	<b>(564,684)</b>	<b>42,723</b>	<b>104,723</b>	<b>62,000</b>
<b>Revenues - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	(556)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(556)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Centre-Recommission HVAC	0	0	35,000	0	(35,000)
Civic Centre Bldg Mtce AM	56,842	49,839	52,621	52,621	0
<b>Total Expenditures - Asset Maintenance</b>	<b>56,842</b>	<b>49,839</b>	<b>87,621</b>	<b>52,621</b>	<b>(35,000)</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre-Recommission HVAC	0	0	(35,000)	0	35,000
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>(35,000)</b>	<b>0</b>	<b>35,000</b>
<b>Net Operations</b>	<b>565,630</b>	<b>402,616</b>	<b>420,224</b>	<b>485,698</b>	<b>65,474</b>

## Service Category Summary

### Events & Civic Centre

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,464,722)</b>	<b>(1,469,234)</b>	<b>(1,485,227)</b>	<b>(1,502,090)</b>	<b>(16,863)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>876,809</b>	<b>818,157</b>	<b>845,959</b>	<b>859,700</b>	<b>13,741</b>
Non-Salary Expenses	<b>1,744,762</b>	<b>1,618,377</b>	<b>1,051,769</b>	<b>1,023,365</b>	<b>(28,404)</b>
Total Expenditures	<b>2,621,570</b>	<b>2,436,534</b>	<b>1,897,728</b>	<b>1,883,065</b>	<b>(14,663)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(591,218)</b>	<b>(564,684)</b>	<b>7,723</b>	<b>104,723</b>	<b>97,000</b>
Net Operations	<b>565,630</b>	<b>402,616</b>	<b>420,224</b>	<b>485,698</b>	<b>65,474</b>

## Service Category Summary

### Community Partnerships

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Active Living & Healthy Eating	(400)	0	0	0	0
Community Street Banners	0	0	0	0	0
Comm.Serv. Special Events	(73,440)	0	0	0	0
Event Hosting	(2,050)	0	0	0	0
Pine Valley Golf - Operations	(2,282)	(1,700)	(1,700)	(1,700)	0
Comm Use of Schools & Outdoor	(48,066)	(51,832)	(53,812)	0	53,812
Active Living Guide	(22,292)	(19,200)	(21,620)	(22,270)	(650)
Recreation & Cultural Serv Opr	(5,860)	(5,200)	(5,200)	(5,190)	10
Recreation & Cultural Serv Adm	(124)	0	0	0	0
<b>Total Revenues</b>	<b>(154,515)</b>	<b>(77,932)</b>	<b>(82,332)</b>	<b>(29,160)</b>	<b>53,172</b>
<b>Expenditures</b>					
Scholarships & Bursaries	3,000	3,000	3,000	3,000	0
Volunteer Grants	11,300	11,300	11,300	11,300	0
Active Living & Healthy Eating	5,369	5,000	5,000	5,000	0
Civic Pride	5,845	6,650	22,650	22,650	0
Community Street Banners	640	0	25,000	25,000	0
Comm.Serv. Special Events	152,918	0	0	0	0
Community Heritage	7,161	7,000	7,000	7,000	0
Community Flower Baskets	51,235	51,250	51,250	51,250	0
Event Hosting	16,230	5,100	35,100	35,100	0
Pine Valley Golf - Operations	1,905	5,970	5,950	3,520	(2,430)
Shared Use Agreement	200,000	200,000	200,000	200,000	0
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Comm Use of Schools & Outdoor	4,475	1,500	1,500	0	(1,500)
Active Living Guide	29,626	27,316	27,316	27,320	4
Recreation & Cultural Serv Opr	50,130	52,927	52,800	66,800	14,000
Recreation & Cultural Serv Adm	966,082	710,632	875,603	816,923	(58,680)
<b>Total Expenditures</b>	<b>1,805,917</b>	<b>1,387,645</b>	<b>1,623,469</b>	<b>1,574,863</b>	<b>(48,606)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Active Living & Healthy Eating	76	0	0	0	0
Community Street Banners	(1,112)	0	0	0	0
Comm.Serv. Special Events	(79,447)	0	0	0	0
Community Heritage	0	0	0	0	0
Event Hosting	(1,570)	0	0	0	0
Pine Valley Golf - Operations	0	0	0	0	0
Comm Use of Schools & Outdoor	(1,510)	(300)	(300)	0	300
Active Living Guide	(3,630)	(3,500)	(3,500)	(3,500)	0
Recreation & Cultural Serv Opr	7,922	8,200	8,200	8,000	(200)
Recreation & Cultural Serv Adm	(169,211)	0	0	1,578	1,578
<b>Total Transfers</b>	<b>(248,483)</b>	<b>4,400</b>	<b>4,400</b>	<b>6,078</b>	<b>1,678</b>

## Service Category Summary

### Community Partnerships

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<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>					
Pine Valley- Improvements 2014	1,757	3,741	0	0	0
Pine Valley Improvements	10,278	25,000	0	0	0
Community Development Model	0	0	15,000	0	(15,000)
Park's Strategy Study	0	0	144,838	0	(144,838)
Pine Valley Improvements Study	0	0	20,000	0	(20,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>12,035</b>	<b>28,741</b>	<b>179,838</b>	<b>0</b>	<b>(179,838)</b>
<b>Transfers - Asset Maintenance</b>					
Pine Valley- Improvements 2014	(1,757)	(3,741)	0	0	0
Pine Valley Improvements	(10,278)	(25,000)	0	0	0
Community Development Model	0	0	(15,000)	0	15,000
Park's Strategy Study	0	0	(144,838)	0	144,838
Pine Valley Improvements Study	0	0	(20,000)	0	20,000
<b>Total Transfers - Asset Maintenance</b>	<b>(12,035)</b>	<b>(28,741)</b>	<b>(179,838)</b>	<b>0</b>	<b>179,838</b>
<b>Net Operations</b>	<b>1,402,918</b>	<b>1,314,113</b>	<b>1,545,537</b>	<b>1,551,781</b>	<b>6,244</b>

## Service Category Summary

### Community Partnerships

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(154,515)</b>	<b>(77,932)</b>	<b>(82,332)</b>	<b>(29,160)</b>	<b>53,172</b>
Expenditures					
Salary & Wages (including Benefits)	<b>931,382</b>	<b>659,277</b>	<b>961,683</b>	<b>758,923</b>	<b>(202,760)</b>
Non-Salary Expenses	<b>886,570</b>	<b>757,109</b>	<b>841,624</b>	<b>815,940</b>	<b>(25,684)</b>
Total Expenditures	<b>1,817,952</b>	<b>1,416,386</b>	<b>1,803,307</b>	<b>1,574,863</b>	<b>(228,444)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(260,519)</b>	<b>(24,341)</b>	<b>(175,438)</b>	<b>6,078</b>	<b>181,516</b>
Net Operations	<b>1,402,918</b>	<b>1,314,113</b>	<b>1,545,537</b>	<b>1,551,781</b>	<b>6,244</b>

## Service Category Summary

### Community Arenas

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Comm Arenas - Administration	(193)	0	0	0	0
Adult Summer Hockey Programs	(40,020)	(30,500)	(30,500)	(30,500)	0
Skating Programs	(3,048)	(3,500)	(3,500)	(3,500)	0
Drop in Hockey Programs	(3,101)	(10,000)	(10,000)	(10,000)	0
Livestock Arenas - Operating	(39,684)	(31,758)	(31,758)	(31,758)	0
Exhibition Grounds-Operations	(25,738)	(20,000)	(20,000)	(20,789)	(789)
BC Northern Exhibition	(2,500)	(2,500)	(2,500)	(2,500)	0
Exhibition Sports Ctr - Opr	(48,215)	(42,089)	(42,089)	(42,089)	0
Coliseum - Operations	(311,997)	(279,450)	(286,573)	(305,728)	(19,155)
Kin Centre - Operations	(873,616)	(771,223)	(816,553)	(839,638)	(23,085)
Elksentre - Operations	(269,097)	(286,000)	(300,175)	(309,680)	(9,505)
<b>Total Revenues</b>	<b>(1,617,210)</b>	<b>(1,477,020)</b>	<b>(1,543,648)</b>	<b>(1,596,182)</b>	<b>(52,534)</b>
<b>Expenditures</b>					
Ice Oval	15,020	15,033	14,600	14,500	(100)
Comm Arenas - Administration	277,617	280,366	282,848	297,019	14,171
Adult Summer Hockey Programs	16,008	12,000	12,000	12,000	0
Skating Programs	4,331	3,500	3,500	3,500	0
Drop in Hockey Programs	1,620	3,000	3,000	3,000	0
Livestock Arenas - Operating	28,700	26,447	28,226	27,486	(740)
Exhibition Grounds-Operations	21,660	14,143	14,087	17,802	3,715
BC Northern Exhibition	2,640	1,533	1,500	1,000	(500)
Exhibition Sports Ctr - Opr	36,187	35,091	37,532	35,896	(1,636)
Coliseum - Operations	599,561	590,389	615,978	573,322	(42,656)
Kin Centre - Operations	1,093,510	934,088	947,157	839,645	(107,512)
Elksentre - Operations	381,421	309,768	405,058	349,459	(55,599)
Police Station Cleaning	182,171	245,015	249,551	220,801	(28,750)
City Hall Bldg Cleaning	213,045	197,629	201,152	211,632	10,480
18th Ave Admin Bldg Cleaning	48,814	43,482	44,218	69,923	25,705
18th Ave Yard Cleaning	64,738	63,036	64,121	64,121	0
<b>Total Expenditures</b>	<b>2,987,041</b>	<b>2,774,520</b>	<b>2,924,528</b>	<b>2,741,106</b>	<b>(183,422)</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>					
Ice Oval	0	0	0	100	100
Livestock Arenas - Operating	5,807	4,804	4,804	5,532	728
Exhibition Grounds-Operations	0	0	0	200	200
Exhibition Sports Ctr - Opr	16,654	10,833	10,833	6,000	(4,833)
Coliseum - Operations	33,578	22,645	22,893	87,336	64,443
Kin Centre - Operations	30,802	24,023	24,023	111,500	87,477
Elksentre - Operations	17,265	14,376	14,376	36,800	22,424
<b>Total Transfers</b>	<b>104,106</b>	<b>76,681</b>	<b>76,929</b>	<b>247,468</b>	<b>170,539</b>

## Service Category Summary

### Community Arenas

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<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>					
Livestock Arenas-Operating AM	2,607	2,118	2,143	2,143	0
Exhibition Grounds - Opr AM	1,369	6,501	6,605	6,605	0
Exhibition Sports Ctr - Opr AM	7,298	2,999	3,035	3,035	0
Coliseum - Operations AM	34,661	38,665	38,475	63,366	24,891
Kin Centre - Operations AM	102,377	149,200	143,422	140,326	(3,096)
Elksentre - Operations AM	35,564	36,642	28,036	40,132	12,096
<b>Total Expenditures - Asset Maintenance</b>	<b>183,877</b>	<b>236,125</b>	<b>221,716</b>	<b>255,607</b>	<b>33,891</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>1,657,814</b>	<b>1,610,306</b>	<b>1,679,525</b>	<b>1,647,999</b>	<b>(31,526)</b>

## Service Category Summary

### Community Arenas

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,617,210)</b>	<b>(1,477,020)</b>	<b>(1,543,648)</b>	<b>(1,596,182)</b>	<b>(52,534)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,214,154</b>	<b>2,182,214</b>	<b>2,222,174</b>	<b>2,229,143</b>	<b>6,969</b>
Non-Salary Expenses	<b>956,763</b>	<b>828,431</b>	<b>924,070</b>	<b>767,570</b>	<b>(156,500)</b>
Total Expenditures	<b>3,170,918</b>	<b>3,010,645</b>	<b>3,146,244</b>	<b>2,996,713</b>	<b>(149,531)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>104,106</b>	<b>76,681</b>	<b>76,929</b>	<b>247,468</b>	<b>170,539</b>
Net Operations	<b>1,657,814</b>	<b>1,610,306</b>	<b>1,679,525</b>	<b>1,647,999</b>	<b>(31,526)</b>

**Planning and Development Serv Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Bylaw Enforcement</b>								
REVENUE	(510,379)	(535,200)	(544,000)	(634,000)	(634,000)	(634,000)	(634,000)	(634,000)
EXPENDITURES	1,699,112	1,835,867	1,848,641	1,813,334	1,839,533	1,866,257	1,893,515	1,921,319
TRANSFERS	14,717	16,449	14,750	120,540	120,540	120,540	120,540	120,540
<b>Total</b>	<b>1,203,450</b>	<b>1,317,116</b>	<b>1,319,391</b>	<b>1,299,874</b>	<b>1,326,073</b>	<b>1,352,797</b>	<b>1,380,055</b>	<b>1,407,859</b>
<b>Dev Planning and Admin</b>								
REVENUE	(5,125,450)	(5,202,279)	(5,250,054)	(5,508,190)	(5,508,190)	(5,508,190)	(5,508,190)	(5,508,190)
EXPENDITURES	7,385,482	7,454,357	7,630,895	7,800,236	7,849,155	7,899,051	7,949,945	8,001,858
TRANSFERS	(127,150)	(20,000)	(20,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<b>Total</b>	<b>2,132,882</b>	<b>2,232,078</b>	<b>2,360,841</b>	<b>2,290,046</b>	<b>2,338,965</b>	<b>2,388,861</b>	<b>2,439,755</b>	<b>2,491,668</b>
<b>Economic Development</b>								
REVENUE	(50,000)	0	(200,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
EXPENDITURES	1,100,101	1,045,398	732,410	694,886	703,124	711,526	720,096	728,838
<b>Total</b>	<b>1,050,101</b>	<b>1,045,398</b>	<b>532,410</b>	<b>624,886</b>	<b>633,124</b>	<b>641,526</b>	<b>650,096</b>	<b>658,838</b>
<b>Off-Street Parking</b>								
REVENUE	(1,249,503)	(1,817,550)	(1,659,221)	(1,759,220)	(1,759,220)	(1,759,220)	(1,759,220)	(1,759,220)
EXPENDITURES	1,036,792	1,271,987	1,220,325	1,238,741	1,245,877	1,253,157	1,260,582	1,268,156
TRANSFERS	212,711	545,563	438,896	520,479	513,343	506,063	498,638	491,064
<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 - Dev Planning, Eng,</b>								
EXPENDITURES	15,423	122,410	0	0	0	0	0	0
TRANSFERS	(15,423)	(122,410)	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 - Off-Street Parking</b>								
EXPENDITURES	0	21,930	0	0	0	0	0	0
TRANSFERS	0	(21,930)	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>4,386,433</b>	<b>4,594,592</b>	<b>4,212,642</b>	<b>4,214,806</b>	<b>4,298,162</b>	<b>4,383,184</b>	<b>4,469,906</b>	<b>4,558,365</b>

## Service Category Summary

### Bylaw Enforcement

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Parking Oper - Traffic Control	(232,729)	(291,500)	(291,500)	(381,500)	(90,000)
Animal/SPCA Operations	(249,915)	(237,500)	(237,500)	(237,500)	0
Enforcement	(13,286)	(5,000)	(10,000)	(10,000)	0
Bylaw Admin Operations	(14,450)	(1,200)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(510,379)</b>	<b>(535,200)</b>	<b>(544,000)</b>	<b>(634,000)</b>	<b>(90,000)</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	323,470	421,387	400,296	403,306	3,010
Animal/SPCA Operations	548,726	542,710	567,043	550,213	(16,830)
Enforcement	519,516	563,579	566,474	534,084	(32,390)
Bylaw Admin Operations	307,401	308,191	314,828	325,731	10,903
<b>Total Expenditures</b>	<b>1,699,112</b>	<b>1,835,867</b>	<b>1,848,641</b>	<b>1,813,334</b>	<b>(35,307)</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	0	0	0	15,600	15,600
Parking Oper-On Str Meter Mtce	12,750	12,750	12,750	12,750	0
Animal/SPCA Operations	1,677	3,699	2,000	56,790	54,790
Enforcement	291	0	0	35,400	35,400
<b>Total Transfers</b>	<b>14,717</b>	<b>16,449</b>	<b>14,750</b>	<b>120,540</b>	<b>105,790</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>1,203,450</b>	<b>1,317,116</b>	<b>1,319,391</b>	<b>1,299,874</b>	<b>(19,517)</b>

## Service Category Summary

### Bylaw Enforcement

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(510,379)</b>	<b>(535,200)</b>	<b>(544,000)</b>	<b>(634,000)</b>	<b>(90,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,102,483</b>	<b>1,231,357</b>	<b>1,299,031</b>	<b>1,309,944</b>	<b>10,913</b>
Non-Salary Expenses	<b>596,629</b>	<b>604,510</b>	<b>549,610</b>	<b>503,390</b>	<b>(46,220)</b>
Total Expenditures	<b>1,699,112</b>	<b>1,835,867</b>	<b>1,848,641</b>	<b>1,813,334</b>	<b>(35,307)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>14,717</b>	<b>16,449</b>	<b>14,750</b>	<b>120,540</b>	<b>105,790</b>
Net Operations	<b>1,203,450</b>	<b>1,317,116</b>	<b>1,319,391</b>	<b>1,299,874</b>	<b>(19,517)</b>

## Service Category Summary

### Dev Planning and Admin

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Transit - BC Transit	(2,077,064)	(2,033,823)	(2,033,823)	(2,141,950)	(108,127)
Community Planning	(135,116)	(170,500)	(170,500)	(170,500)	0
Subdiv, Infra, Bldg Inspection	(848,262)	(1,317,900)	(1,317,900)	(1,317,900)	0
Business Licenses	(1,065,142)	(954,056)	(1,001,831)	(1,001,830)	1
Land Management Operations	(971,780)	(705,900)	(705,900)	(855,910)	(150,010)
Dev Serv Admin - Operations	(28,086)	(20,100)	(20,100)	(20,100)	0
<b>Total Revenues</b>	<b>(5,125,450)</b>	<b>(5,202,279)</b>	<b>(5,250,054)</b>	<b>(5,508,190)</b>	<b>(258,136)</b>
<b>Expenditures</b>					
Transit - BC Transit	4,748,550	4,773,921	4,773,921	5,000,973	227,052
Community Forest and Fire Fuel	15,423	122,410	0	0	0
Community Planning	574,984	691,296	589,431	608,118	18,687
Subdiv, Infra, Bldg Inspection	762,314	838,553	830,310	855,811	25,501
Business Licenses	82,408	90,470	90,264	32,165	(58,099)
Contam Sites-Non City Owned	73,947	0	0	0	0
Land Management Operations	190,417	276,799	281,098	294,257	13,159
Dev Serv Admin - Operations	942,215	763,952	964,030	996,482	32,452
<b>Total Expenditures</b>	<b>7,390,258</b>	<b>7,557,401</b>	<b>7,529,054</b>	<b>7,787,806</b>	<b>258,752</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>					
Community Forest and Fire Fuel	(15,423)	(122,410)	0	0	0
Community Planning	(82,289)	0	0	0	0
Subdiv, Infra, Bldg Inspection	37,500	0	0	18,000	18,000
Contam Sites-Non City Owned	(73,947)	0	0	0	0
Land Management Operations	(7,150)	(20,000)	(20,000)	(20,000)	0
Dev Serv Admin - Operations	(1,265)	0	0	0	0
<b>Total Transfers</b>	<b>(142,573)</b>	<b>(142,410)</b>	<b>(20,000)</b>	<b>(2,000)</b>	<b>18,000</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>					
Transit - BC Transit AM	10,647	19,366	101,841	12,430	(89,411)
<b>Total Expenditures - Asset Maintenance</b>	<b>10,647</b>	<b>19,366</b>	<b>101,841</b>	<b>12,430</b>	<b>(89,411)</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>2,132,882</b>	<b>2,232,078</b>	<b>2,360,841</b>	<b>2,290,046</b>	<b>(70,795)</b>

## Service Category Summary

### Dev Planning and Admin

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(5,125,450)</b>	<b>(5,202,279)</b>	<b>(5,250,054)</b>	<b>(5,508,190)</b>	<b>(258,136)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,216,019</b>	<b>2,386,689</b>	<b>2,393,044</b>	<b>2,445,979</b>	<b>52,935</b>
Non-Salary Expenses	<b>5,184,886</b>	<b>5,190,078</b>	<b>5,237,851</b>	<b>5,354,257</b>	<b>116,406</b>
Total Expenditures	<b>7,400,905</b>	<b>7,576,767</b>	<b>7,630,895</b>	<b>7,800,236</b>	<b>169,341</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(142,573)</b>	<b>(142,410)</b>	<b>(20,000)</b>	<b>(2,000)</b>	<b>18,000</b>
Net Operations	<b>2,132,882</b>	<b>2,232,078</b>	<b>2,360,841</b>	<b>2,290,046</b>	<b>(70,795)</b>

## Service Category Summary

### Economic Development

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Economic Development	(50,000)	0	(200,000)	(70,000)	130,000
<b>Total Revenues</b>	<b>(50,000)</b>	<b>0</b>	<b>(200,000)</b>	<b>(70,000)</b>	<b>130,000</b>
<b>Expenditures</b>					
Economic Development	1,100,101	1,045,398	732,410	694,886	(37,524)
<b>Total Expenditures</b>	<b>1,100,101</b>	<b>1,045,398</b>	<b>732,410</b>	<b>694,886</b>	<b>(37,524)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,050,101</b>	<b>1,045,398</b>	<b>532,410</b>	<b>624,886</b>	<b>92,476</b>

## Service Category Summary

### Economic Development

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(50,000)</b>	<b>0</b>	<b>(200,000)</b>	<b>(70,000)</b>	<b>130,000</b>
Expenditures					
Salary & Wages (including Benefits)	<b>0</b>	<b>0</b>	<b>448,418</b>	<b>411,886</b>	<b>(36,532)</b>
Non-Salary Expenses	<b>1,100,101</b>	<b>1,045,398</b>	<b>283,992</b>	<b>283,000</b>	<b>(992)</b>
Total Expenditures	<b>1,100,101</b>	<b>1,045,398</b>	<b>732,410</b>	<b>694,886</b>	<b>(37,524)</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>1,050,101</b>	<b>1,045,398</b>	<b>532,410</b>	<b>624,886</b>	<b>92,476</b>

## Service Category Summary

### Off-Street Parking

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Parking - Off Street	(1,247,556)	(1,817,550)	(1,659,221)	(1,759,220)	(99,999)
Maintenance - Off Street	(1,947)	0	0	0	0
<b>Total Revenues</b>	<b>(1,249,503)</b>	<b>(1,817,550)</b>	<b>(1,659,221)</b>	<b>(1,759,220)</b>	<b>(99,999)</b>
<b>Expenditures</b>					
Parking - Off Street	490,204	668,931	564,531	567,780	3,249
Maintenance - Off Street	546,589	603,056	635,794	670,961	35,167
<b>Total Expenditures</b>	<b>1,036,792</b>	<b>1,271,987</b>	<b>1,200,325</b>	<b>1,238,741</b>	<b>38,416</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>					
Parking - Off Street	212,714	544,443	458,486	505,669	47,183
Maintenance - Off Street	(3)	1,120	410	14,810	14,400
<b>Total Transfers</b>	<b>212,711</b>	<b>545,563</b>	<b>458,896</b>	<b>520,479</b>	<b>61,583</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>					
Parkade Revitalisation 2014	0	21,930	0	0	0
Parkade Revitalisation 2016	0	0	20,000	0	(20,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>21,930</b>	<b>20,000</b>	<b>0</b>	<b>(20,000)</b>
<b>Transfers - Asset Maintenance</b>					
Parkade Revitalisation 2014	0	(21,930)	0	0	0
Parkade Revitalisation 2016	0	0	(20,000)	0	20,000
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>(21,930)</b>	<b>(20,000)</b>	<b>0</b>	<b>20,000</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Off-Street Parking

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(1,249,503)</b>	<b>(1,817,550)</b>	<b>(1,659,221)</b>	<b>(1,759,220)</b>	<b>(99,999)</b>
Expenditures					
Salary & Wages (including Benefits)	243,645	348,827	356,602	356,861	259
Non-Salary Expenses	793,148	945,090	863,723	881,880	18,157
Total Expenditures	<b>1,036,792</b>	<b>1,293,917</b>	<b>1,220,325</b>	<b>1,238,741</b>	<b>18,416</b>
Debt	0	0	0	0	0
Transfers	212,711	523,633	438,896	520,479	81,583
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



37, 3RD AVE, PO Box 820  
BURNS LAKE, BC  
VOJ 1E0

REGIONAL DISTRICT  
OF BULKLEY-NECHAKO  
"A WORLD OF OPPORTUNITIES WITHIN OUR REGION"

January 27, 2017

City of Prince George  
1100 Patricia Boulevard  
Prince George, BC  
V2L 3V9

Attention: Mayor Lyn Hall and Council

Dear Mayor Hall and Council,

**Re: Regional District of Bulkley-Nechako Regional Public Transit and Para-Transit (Highway 16) Service Establishment Bylaw No. 1790, 2016**

Please find attached "Regional District of Bulkley-Nechako Regional Public Transit and Para-Transit (Highway 16) Service Establishment Bylaw No. 1790, 2016" which was given three readings at the December 15, 2016 RDBN Board meeting.

At the January 26, 2017 Regional Transit Committee meeting, the Ministry of Transportation and Infrastructure confirmed that the 2/3 provincial funding formula previously committed to by the Province and BC Transit has been extended from 3 years to 5 years.

At this time, the RDBN is requesting the City of Prince George to provide a written letter of intent to contribute \$50,000 per year for 5 years, subject to the RDBN negotiating a Transit Service Agreement with BC Transit. A Community Transit Partnership Agreement among the RDBN and the City of Prince George as a funding partner will follow adoption of the bylaw.

Would you please place this matter before your Council for consideration as soon as possible?

If you have any questions in this regard, please feel free to contact me.

Thank you for your continued collaboration and support in moving this service forward.

Yours truly,

Cheryl Anderson  
Manager of Administrative Services  
enc.

MUNICIPALITIES:

SMITHERS FORT ST. JAMES  
VANDERHOOF FRASER LAKE  
HOUSTON TELKWA  
BURNS LAKE GRANISLE

ELECTORAL AREAS:

A - SMITHERS RURAL E - FRANCOIS/OOTSA LAKE RURAL  
B - BURNS LAKE RURAL F - VANDERHOOF RURAL  
C - FORT ST. JAMES RURAL G - HOUSTON RURAL  
D - FRASER LAKE RURAL

INQUIRIES@RDBN.BC.CA

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PH: 250-692-3195

FX: 250-692-3305

TF: 800-320-3339

**REGIONAL DISTRICT OF BULKLEY-NECHAKO  
BYLAW NO. 1790**

**A bylaw to establish a service to provide within the boundaries of the Regional District of Bulkley-Nechako a portion of a public transit and para-transit service that will operate from Burns Lake to Smithers and Burns Lake to Prince George**

---

**WHEREAS** a Regional District may, pursuant to Section 332 of the *Local Government Act*, operate any service that the board considers necessary or desirable for all or part of the Regional District;

**AND WHEREAS** the Regional Board of the Regional District of Bulkley-Nechako wishes to establish a service for the purpose of providing within the boundaries of the Regional District a portion of the public transit and para-transit service that will operate along the Highway 16 corridor from Burns Lake to Smithers and Burns Lake to Prince George;

**AND WHEREAS** the approval of the Inspector of Municipalities has been obtained;

**AND WHEREAS** participating area approval has been obtained from each of the participants;

**NOW THEREFORE**, the Regional Board of the Regional District of Bulkley-Nechako, in open meeting assembled, enacts as follows:

1. **Citation**

This Bylaw may be cited for all purposes as "Regional District of Bulkley-Nechako Regional Public Transit and Para-Transit (Highway 16) Service Establishment Bylaw No. 1790, 2016."

2. **Service**

The Regional District of Bulkley-Nechako Regional Public Transit and Para-Transit (Highway 16) Service (the "Service") is established by this Bylaw for the purpose of providing within the boundaries of the Regional District a portion of the public transit and para-transit that will operate along the Highway 16 corridor from Burns Lake to Smithers and Burns Lake to Prince George.

3. **Boundaries**

The boundaries of the Service Area are coterminous with the boundaries of the Town of Smithers, the Village of Telkwa, the District of Houston, the Village of Granisle, the Village of Burns Lake, the Village of Fraser Lake, the District of Fort St. James, and the District of Vanderhoof.

4. **Participating Areas**

The "Participating Areas" are the Town of Smithers, the Village of Telkwa, the District of Houston, the Village of Granisle, the Village of Burns Lake, the Village of Fraser Lake, the District of Fort St. James, and the District of Vanderhoof.

5. **Cost Recovery**

As provided in Section 378 of the *Local Government Act*, the annual cost of providing the Service shall be recovered by one or more of the following:

- (a) property value taxes imposed in accordance with Division 3 of the Local Government Act on the basis of the net taxable value of land and improvements in the participating area;
- (b) fees and charges imposed under section 397 of the *Local Government Act*;
- (c) revenues raised by other means under this or another Act;
- (d) revenues received by way of agreement, enterprise, gift, grant or otherwise.

6. **Maximum Requisition**

In accordance with section 339 of the *Local Government Act*, the maximum amount that may be requisitioned annually for the cost of the Service is \$90,000.00 (Ninety Thousand Dollars).

7. **Apportionment**

In accordance with section 380 of the *Local Government Act*, the costs of providing the service will be apportioned among the participating areas based on the following formula:

$$\text{Participant Population (A) x Benefit Factor (B) = C}$$
$$\text{C (for each participant) / TOTAL C = \% requisition for each participant}$$

Where population is based on the most recent BC Stats Population Estimates; and Where the benefit factor for on-corridor participants is 5 and the benefit factor for off-corridor participants is 1.

8. **Definitions**

- a.) **"Off-corridor participants"** include the District of Fort St. James, and the Village of Granisle.
- b.) **"On-corridor participants"** include the Town of Smithers, the Village of Telkwa, the District of Houston, the Village of Burns Lake, the Village of Fraser Lake, and the District of Vanderhoof.

9. **Service Review**

For the purposes of section 357(1)(a) of the *Local Government Act*, a participant in the Service may initiate a review of the Service at any time commencing one year from the date operation of the Service commences.

READ a first time this 15<sup>th</sup> day of December, 2016

READ a second time this 15<sup>th</sup> day of December, 2016

READ a third time this 15<sup>th</sup> day of December, 2016

APPROVED BY THE INSPECTOR OF MUNICIPALITIES this \_\_\_\_\_ day of \_\_\_\_\_, 2016

CONSENT of the Town of Smithers obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016 .

CONSENT of the Village of Telkwa obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016

CONSENT of the District of Houston obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016

CONSENT of the Village of Granisle obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016 .

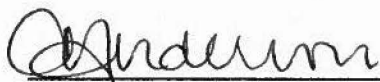
CONSENT of the Village of Burns Lake obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016 .

CONSENT of the Village of Fraser Lake obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016

CONSENT of the District of Fort St. James obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016 .

CONSENT of the District of Vanderhoof obtained on the \_\_\_\_\_ day of \_\_\_\_\_, 2016 .

I hereby certify that this is a true and correct copy of Bylaw No. 1790.

  
\_\_\_\_\_  
Corporate Administrator

ADOPTED this            day of            , 2017

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Corporate Administrator

**Service Agreements & Grants Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Library Services</b>								
REVENUE	(347,500)	(351,500)	(347,500)	(354,500)	(354,500)	(354,500)	(354,500)	(354,500)
EXPENDITURES	3,745,328	3,745,328	3,838,961	3,934,935	3,934,935	3,934,935	3,934,935	3,934,935
<b>Total</b>	<b>3,397,828</b>	<b>3,393,828</b>	<b>3,491,461</b>	<b>3,580,435</b>	<b>3,580,435</b>	<b>3,580,435</b>	<b>3,580,435</b>	<b>3,580,435</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>3,724,828</b>	<b>3,720,828</b>	<b>3,818,461</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>	<b>3,907,435</b>



# The Prince George Public Library

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

 /pglibrary

 /pg\_library

October 31, 2016

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

Mayor Hall and Members of Council:

Please find attached for your consideration the Prince George Public Library's 2017 operations budget. We have prepared a budget of \$4,234,640.00 to support the two physical branches as well as digital and outreach services. As per guidelines, the City and Regional District portion of this budget is \$3,915,740.00. We will return \$484,250.00 in rent for the two facilities.

The 2017 operating budget includes a modest increase to staffing costs, including a cost of living adjustment, required increments, and the associated increase in benefits expenses. This expense amount accounts for most of the budget increase associated with the guideline amount.

An increase in operational expenses is planned to manage rising costs and to meet the community demand for current collections and digital resources. An increase to materials costs in both the operations and tangible capital assets areas is the first increase to our collections budget in more than five years. The reduction in the information technology budget has been realized by modifications in software and hardware agreements for 2017.

Our investment in furniture and equipment has been reduced to meet the budget requirements. The small increase to the computer infrastructure budget will allow for the modification of an existing server for expanded storage capabilities.

The Library was pleased to improve facilities and services in 2016 with new study rooms, bike racks and Knowledge Garden maintenance. Programs such as Homework Help and new technology with creative software have been extremely well received by the community. Unique items for loan including Tech Kits and the Golden Raven Discovery Pass provide new opportunities for learning. Our performance measurements to date show a significant increase in both the lending of materials and attendance at programs throughout 2016. In 2017, our plans for seamless access to physical and digital collections will be implemented with new software, and we plan to welcome our colleagues from around the North to Prince George for the Beyond Hope Library Conference in June. This biennial northern library conference is growing in numbers and reputation throughout the province.

Facility improvements funded through the city's capital funding process enable the library to meet its commitment to provide excellent library services for residents. The Library continues to be one of the highest used civic facilities, and the entrance remains a top concern for our users and supporters. The

Board appreciates that throughout 2016 dedicated City staff were assigned to continue the work on the project scope for an improved entrance that will address the accessibility and security of the facility. The Board looks forward to Council's funding consideration for the entrance during the 2017-2021 financial plan deliberations.

Thank-you for supporting the significant contributions that the Library makes to the City's goals of a culturally rich, equitable, diverse, economically vibrant, healthy, engaged and connected community.

Respectfully submitted



Carolynne Burkholder-James,  
Chair, Board of Trustees  
Prince George Public Library



# The Prince George Public Library

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

 /pglibrary

 /pg\_library

## Prince George Public Library Budget 2017

	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Total Deviation From 2016</u>
<b>Revenue</b>			
Municipal Funding Sources	3,838,961	3,915,740	76,779
Provincial Funding Sources	218,500	217,000	(1,500)
Internally Generated Sources	100,600	101,900	1,300
<b>Total Revenue</b>	<b><u>\$4,158,061</u></b>	<b><u>\$4,234,640</u></b>	<b><u>\$76,579</u></b>
<b>Wages &amp; Related Expenses</b>			
Benefits	474,500	485,249	10,749
Education & Professional Development	24,000	24,000	0
Wages	2,225,000	2,286,900	61,900
Other Staff Associated Costs	10,500	10,500	0
	<b><u>2,734,000</u></b>	<b><u>2,806,649</u></b>	<b><u>\$72,649</u></b>
<b>Operational Expenses</b>			
Supplies	19,176	23,225	4,049
Materials Costs	236,557	245,441	8,884
General & Administrative	199,175	207,275	8,100
Information Technology	104,800	99,100	(5,700)
Rent	484,250	484,250	0
Repairs & Maintenance	106,060	113,500	7,440
	<b><u>1,150,018</u></b>	<b><u>1,172,791</u></b>	<b><u>\$22,773</u></b>
<b>Investment in Tangible Capital Assets</b>			
Furniture	26,000	4,000	(22,000)
Equipment	6,200	2,700	(3,500)
Computer Infrastructure	20,500	23,500	3,000
Materials	221,343	225,000	3,657
	<b><u>274,043</u></b>	<b><u>255,200</u></b>	<b><u>(\$18,843)</u></b>
<b>Total Expenses &amp; TCA's</b>	<b><u>\$4,158,061</u></b>	<b><u>\$4,234,640</u></b>	<b><u>\$76,579</u></b>



The Prince George  
**Public Library**  
[www.pgpl.ca](http://www.pgpl.ca)

**BUDGET 2017**

# 2016 BOARD OF TRUSTEES



Top Left: Lynn Bailey, Dawn Stevens, Mike Gagel, Elizabeth MacRitchie

Bottom Left: Kanchan Dhahan, Alan Idiens, Carolynne Burkholder-James (Chair), Mercedes Dubois, Councillor Terri McConnachie

Incoming September 2016 (not pictured): Myta Blacklaws, Kirk Walker

# MISSION

The Prince George Public Library connects people and ideas, inspiring the community to read, learn and discover.

# STRATEGIC PRIORITIES

We create welcoming physical & virtual spaces.

We enhance community well-being & engagement.

We expand & safeguard access to information & ideas.

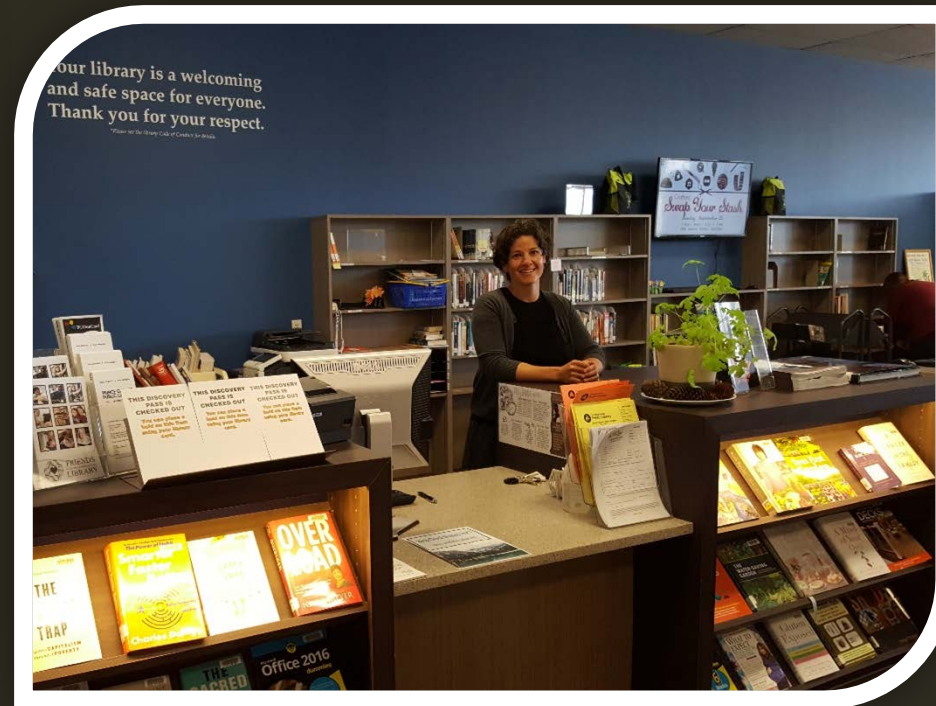
We nurture an innovative & adaptive organization.

We communicate & celebrate the library's achievements & impacts.

# WELCOMING PHYSICAL & VIRTUAL SPACES



Bob Harkins Branch



Nechako Branch

# WELCOMING PHYSICAL & VIRTUAL SPACES

The Prince George Public Library

Library Home Page | Request Materials

Everything All Fields Search Advanced Search

Your status: OK  
Group status: OK

**Checkouts**  
Digital: 2  
Library: 9

**Holds**  
Digital: 1  
Library: 12  
! Ready for pickup: 1



**Fines**  
Total due: \$0.00

Personal Information Checkouts Holds Fines

Digital Checkouts

Total Items Checked Out: 2

Select All Return Why can't I return some items?

	Title / Author	Format	Expiration Date
<input type="checkbox"/>	 <b>Parrot And Olivier In America</b> Carey, Peter	audiobook-mp3 Download	1/25/17
<input type="checkbox"/>	 <b>Amnesia</b> Carey, Peter	ebook-epub-adobe Download	2/1/17

Select All Return

Library Checkouts

# WELCOMING PHYSICAL & VIRTUAL SPACES



# WELCOMING PHYSICAL & VIRTUAL SPACES



Future Mobile  
Library Branch

# ENHANCE COMMUNITY ENGAGEMENT



**1,288** In-Library Programs

**17,892** Participants

**226** Outreach Events

**10,008** Participants

**1,514** Total Programs

**27,900** Total Participants

# ENHANCE COMMUNITY ENGAGEMENT

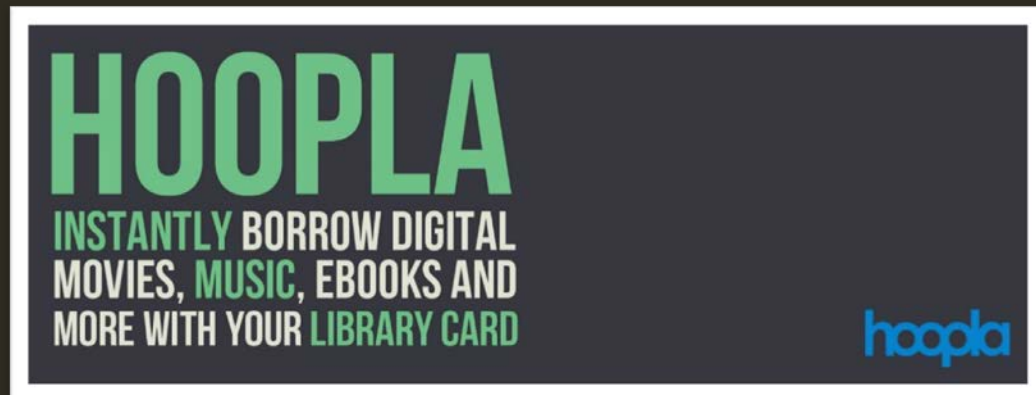


*“Thank you so much for arranging these tutoring sessions! I would never be able to afford this for my daughter and this will make such a difference for us.” – Patron comment*

# EXPAND ACCESS TO INFORMATION

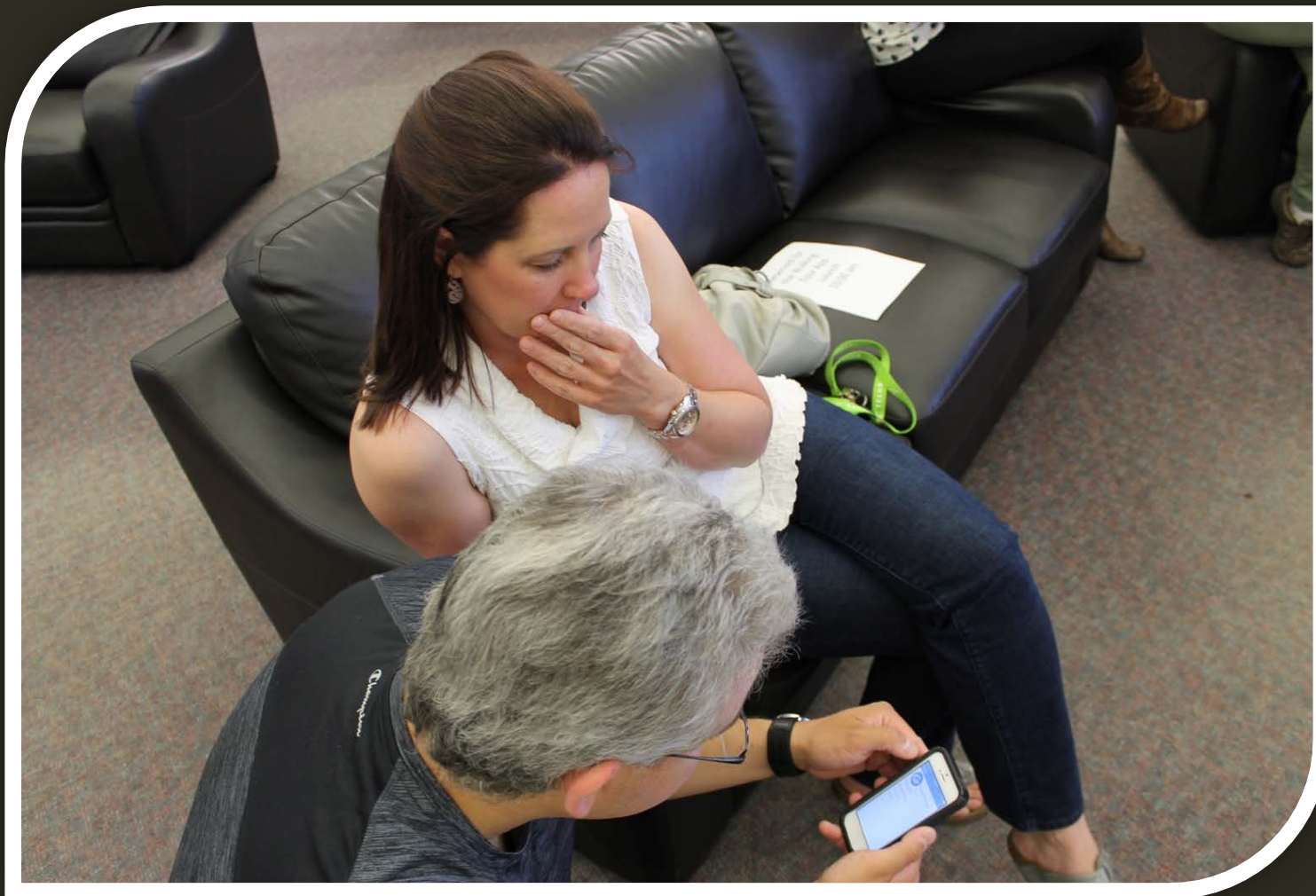


Hundreds of personal & professional development courses including Introduction to InDesign, Project Management Fundamentals, Grammar for ESL and Introduction to Microsoft Excel



500,000 titles including eBooks, audiobooks, movies, music CDs, comics and television series

# EXPAND ACCESS TO INFORMATION



Book a Librarian!

# NURTURE AN INNOVATIVE & ADAPTIVE ORGANIZATION



The library employs 65 full and part-time staff members

# NURTURE AN INNOVATIVE & ADAPTIVE ORGANIZATION

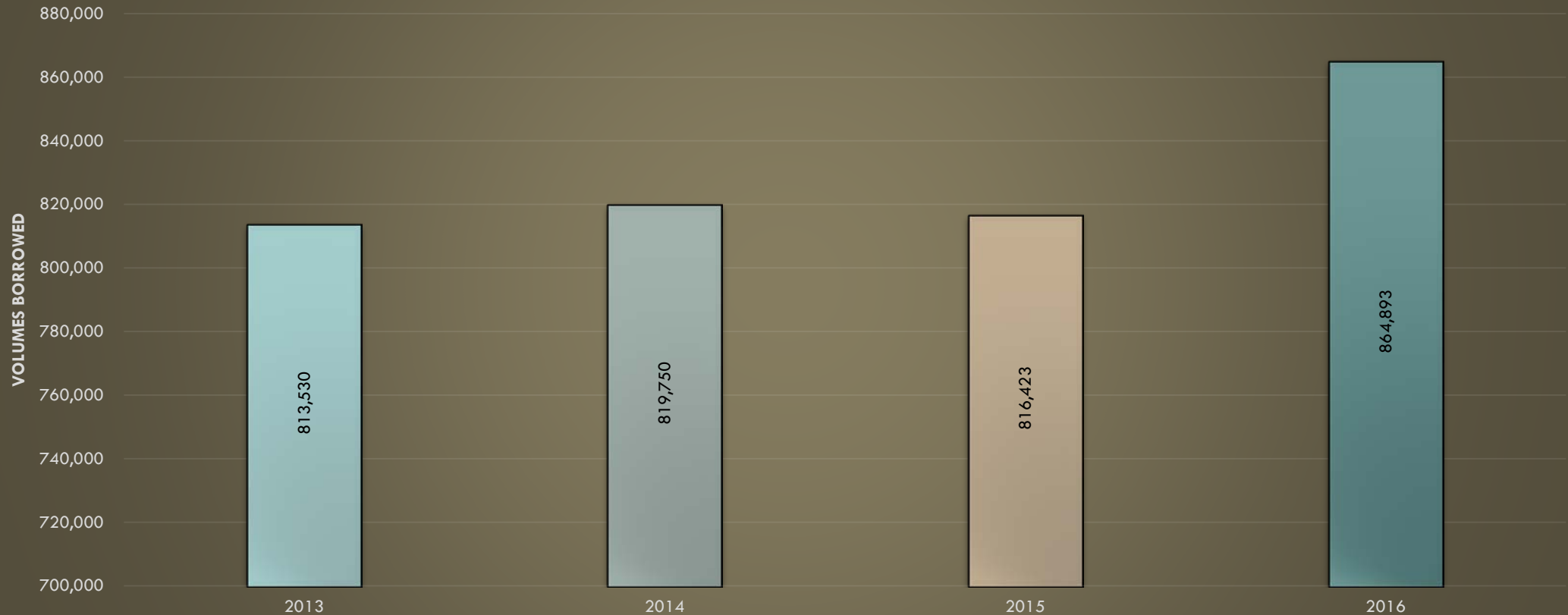


**Beyond Hope Library Conference: June 12th & 13th, 2017**

The 2017 theme, Game of Tomes, recognizes our continually changing landscape and how libraries adapt to improve the way we serve our communities.

# COMMUNICATE & CELEBRATE OUR ACHIEVEMENTS

Library Materials Borrowing



# BUDGET REVENUE

## Prince George Public Library Budget 2017

	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Total Deviation From 2016</u>
<b>Revenue</b>			
Municipal Funding Sources	3,838,961	3,915,740	76,779
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<b>Total Revenue</b>	<u><u>\$4,158,061</u></u>	<u><u>\$4,234,640</u></u>	<u><u>\$76,579</u></u>

# SAVE THE DATE — APRIL 1<sup>ST</sup>!



Roaring 20's Party  
Fundraising Goal: \$10,000

# BUDGET EXPENDITURES

## Prince George Public Library Budget 2017

	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Total Deviation From 2016</u>
<b>Wages &amp; Related Expenses</b>			
Benefits	474,500	485,249	10,749
Education & Professional Development	24,000	24,000	0
Wages	2,225,000	2,286,900	61,900
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Supplies	19,176	23,225	4,049
Materials Costs	236,557	245,441	8,884
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Information Technology	104,800	99,100	(5,700)
Rent	484,250	484,250	0
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	<b>1,150,018</b>	<b>1,172,791</b>	<b>\$22,773</b>
<b>Investment in Tangible Capital Assets</b>			
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Materials	221,343	225,000	3,657
	<b>274,043</b>	<b>255,200</b>	<b>(\$18,843)</b>
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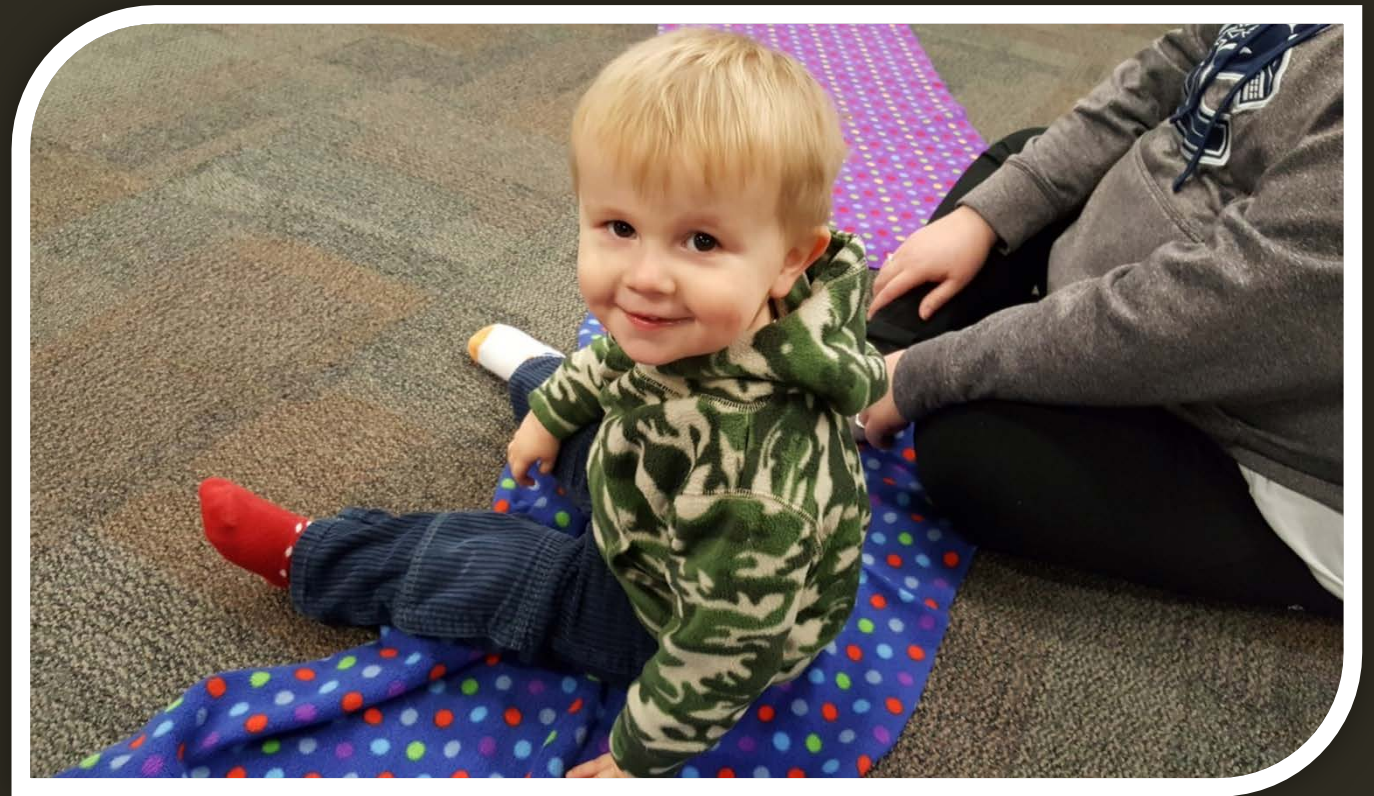
# THANK YOU!

*“My grandkids have had such a blast coming to the summer reading program! I love that it has made them think about the world!”*

*— Patron comment*

*“I listen to your audiobooks while I milk my cows. I don't have the internet where I live and I love listening to the stories while I do farm chores. My goats also like the stories. Thank you to the public library for your excellent collection.”*

*— Patron comment*





# Tourism PRINCE GEORGE

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

January 10, 2017

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2017 annual budget for Council's consideration. The annual budget has increased by 4.4 percent as a result of an anticipated increase in the Municipal and Regional District Tax from 2% to 3% beginning in July 2017.

In 2017, Tourism Prince George will continue to implement the objectives set out in the 2015 - 2019 Strategic Plan and continue to develop the tourism sector and key platforms through consistent brand, messaging, and online activities. Destination marketing activities will focus on promoting the diversity of opportunities in Prince George, including both urban and wilderness experiences.

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

Due to the success and additional funding available through the Municipal and Regional District Hotel Room Tax (MRDT), Tourism Prince George will continue to work toward growing the tourism sector in the community, which helps lead to positive economic growth for the city.

Sincerely,

Erica Hummel  
CEO

**TOURISM PRINCE GEORGE 2017 BUDGET**

<b>REVENUE</b>	<b>2016</b>	<b>DMO</b>	<b>VIC</b>	<b>2017</b>	<b>DMO</b>	<b>VIC</b>	<b>% Change</b>
City of Prince George	327,000	167,180	159,820	327,000	163,500	163,500	0.0
MRDT (Hotel Tax)	845,000	845,000	0	945,000	945,000	0	11.8
Province of BC	23,000	0	23,000	23,000	0	23,000	0.0
Private Partnership	60,000	60,000	0	10,000	10,000	0	-83.3
Advertising Guide Sales	50,000	50,000	0	55,000	55,000	0	10.0
Sales Commissions	2,000	0	2,000	3,000	0	3,000	50.0
Merchandising Income	20,000	0	20,000	22,750	0	22,750	13.8
Other							
<b>TOTAL REVENUES</b>	<b>1,327,000</b>	<b>1,122,180</b>	<b>204,820</b>	<b>1,385,750</b>	<b>1,173,500</b>	<b>212,250</b>	<b>4.4</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	133,500	84,500	49,000	153,000	88,000	65,000	14.6
Operating Benefits	21,300	13,500	7,800	24,000	14,000	10,000	12.7
VIC Staff	30,000	0	30,000	25,500	0	25,500	-15.0
Rent	47,000	23,500	23,500	47,000	23,500	23,500	0.0
Building Maintenance	60,000	30,000	30,000	60,000	30,000	30,000	0.0
Telephone	11,000	5,500	5,500	11,000	5,500	5,500	0.0
Legal/Accounting	31,000	15,500	15,500	31,000	15,500	15,500	0.0
Cost of Goods	6,500	0	6,500	10,000	0	10,000	53.8
Office Supplies	5,000	2,500	2,500	5,000	2,500	2,500	0.0
Office Equipment	4,000	2,000	2,000	4,000	2,000	2,000	0.0
Internet/IT	5,000	2,500	2,500	5,000	2,500	2,500	0.0
Board Expenses	14,000	7,000	7,000	5,000	2,500	2,500	-64.3
Insurance	6,500	3,250	3,250	6,500	3,250	3,250	0.0
Vehicle Overhead	6,000	3,000	3,000	6,000	3,000	3,000	0.0
Mileage and Parking	2,000	1,000	1,000	2,000	1,000	1,000	0.0
Training and Development	5,000	2,500	2,500	8,500	6,000	2,500	70.0
<b>Subtotal, Operating</b>	<b>387,800</b>	<b>196,250</b>	<b>191,550</b>	<b>403,500</b>	<b>199,250</b>	<b>204,250</b>	<b>4.0</b>
<b>Capital</b>							
Equipment	14,000	7,000	7,000	25,700	0	25,700	83.6
Building Improvements	12,540	6,270	6,270	2,000	2,000	0	-84.1
<b>Subtotal, Capital</b>	<b>26,540</b>	<b>13,270</b>	<b>13,270</b>	<b>27,700</b>	<b>2,000</b>	<b>25,700</b>	<b>4.4</b>
<b>Marketing</b>							
Marketing Salaries	342,500	342,500	0	357,000	357,000	0	4.2
Marketing Benefits	44,000	44,000	0	57,000	57,000	0	29.5
Postage/Freight	10,000	10,000	0	10,000	10,000	0	0.0
Consumer Shows	20,000	20,000	0	25,000	25,000	0	25.0
Consumer Campaigns & Ads	192,660	192,660	0	170,000	170,000	0	-11.8
Visitor Guide	75,000	75,000		65,000	65,000		-13.3
Video/Photo	15,000	15,000	0	10,000	10,000	0	-33.3
Fam Tours/Media	3,500	3,500	0	3,500	3,500	0	0.0
Website	20,000	20,000	0	20,000	20,000	0	0.0
Marketing Memberships	10,000	10,000	0	8,000	8,000	0	-20.0
Sport/Event Development	50,000	50,000	0	75,000	75,000	0	50.0
Meetings & Conventions Development	50,000	50,000	0	75,000	75,000	0	50.0
Destination Development & Training	35,000	35,000	0	70,000	70,000	0	100.0
Event Sponsorship	45,000	45,000	0	30,000	30,000	0	-33.3
<b>Subtotal, Marketing</b>	<b>912,660</b>	<b>912,660</b>	<b>0</b>	<b>975,500</b>	<b>975,500</b>	<b>0</b>	<b>6.9</b>
<b>TOTAL EXPENSES</b>	<b>1,327,000</b>	<b>1,122,180</b>	<b>204,820</b>	<b>1,406,700</b>	<b>1,176,750</b>	<b>229,950</b>	<b>6.0</b>



*Tourism*

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**PRINCE GEORGE**

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2017 Budget Presentation



## Budget Overview — Revenues

---



Total projected revenue of  
**\$1.385 million (4.4% increase):**

- 24% City of PG
  - 68% Hotel Room Tax
  - 8% Other (Provincial Grants, Private Partnerships, Advertising Sales, Merchandising Sales, etc.)
-



# Budget Overview — Operating

---

Total projected operating costs of **\$403,500 (4.0% increase)**:

- ➔ This includes delivery of Visitor Services and operational costs for the Destination Marketing Organization (DMO)
-



# Budget Overview — Capital

---

Total projected capital costs of **\$27,700 (4.4% increase)**

- ➔ This annual expense category is set at 2% of total revenues and will be used for the following in 2017:
    - Renovations to create additional office spaces (\$5200)
    - Purchase new office furniture/fixtures (\$5000)
    - Refurbishments to the Visitor Centre (\$6000)
    - Replacement of 3-4 computers (\$5500)
    - Replacement of 3-4 bikes to loan out (\$6000)
-



# Budget Overview — Marketing

---

Total projected marketing costs of **\$975,500 (6.9% increase)**:

- ➔ The following growth areas will receive increased funding:
    - Sport/Event Development (50%)
    - Meetings & Conventions Development (50%)
    - Destination Development & Training (100%)
-



# Overall Focus for 2017

---



- Improve Community Perception
  - Increase overall visitation metrics
  - Develop strategic partnerships
-



# Overall Focus for 2017

---



- ➔ Build on best opportunities for tourism growth:
- Sport Tourism
  - Meetings & Conventions
  - Festivals & Events
  - Leisure Market
  - Destination Development & Training
-



[www.tourismpg.com](http://www.tourismpg.com)

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Thank You

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**Corporate Management Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Office of City Manager</b>								
REVENUE	(179,135)	0	0	0	0	0	0	0
EXPENDITURES	1,327,432	842,201	672,266	544,546	553,879	563,398	573,108	583,012
TRANSFERS	(391,092)	0	0	0	0	0	0	0
<b>Total</b>	<b>757,205</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>553,879</b>	<b>563,398</b>	<b>573,108</b>	<b>583,012</b>
<b>Mayor &amp; Council</b>								
REVENUE	(20,000)	0	0	0	0	0	0	0
EXPENDITURES	648,901	617,845	641,664	649,302	657,084	665,020	673,115	681,373
TRANSFERS	(58,787)	0	0	0	0	0	0	0
<b>Total</b>	<b>570,114</b>	<b>617,845</b>	<b>641,664</b>	<b>649,302</b>	<b>657,084</b>	<b>665,020</b>	<b>673,115</b>	<b>681,373</b>
<b>Social Planning</b>								
REVENUE	(409,628)	0	0	0	0	0	0	0
EXPENDITURES	733,881	399,850	412,650	576,094	579,111	582,188	585,326	588,528
TRANSFERS	99,081	0	200	200	200	200	200	200
<b>Total</b>	<b>423,333</b>	<b>399,850</b>	<b>412,850</b>	<b>576,294</b>	<b>579,311</b>	<b>582,388</b>	<b>585,526</b>	<b>588,728</b>
<b>OLD BU'S - Mayor &amp; Council</b>								
EXPENDITURES	0	18,000	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,750,652</b>	<b>1,877,896</b>	<b>1,726,780</b>	<b>1,770,142</b>	<b>1,790,274</b>	<b>1,810,806</b>	<b>1,831,749</b>	<b>1,853,113</b>

## Service Category Summary

### Office of City Manager

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Corporate Mgmt - Gen Admin	(159,035)	0	0	0	0
50-50 Lottery: United Way	(20,100)	0	0	0	0
<b>Total Revenues</b>	<b>(179,135)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Corporate Management	984,335	748,401	605,616	541,546	(64,070)
Corporate Mgmt - Gen Admin	323,396	90,800	63,650	0	(63,650)
Corp Mgmt - CN Centre Suite	86	3,000	3,000	3,000	0
50-50 Lottery: United Way	19,615	0	0	0	0
<b>Total Expenditures</b>	<b>1,327,432</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</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	(400,509)	0	0	0	0
Corporate Mgmt - Gen Admin	9,417	0	0	0	0
<b>Total Transfers</b>	<b>(391,092)</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>757,205</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</b>

### Service Category Summary Office of City Manager

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(179,135)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>966,814</b>	<b>741,401</b>	<b>597,116</b>	<b>466,646</b>	<b>(130,470)</b>
Non-Salary Expenses	<b>360,617</b>	<b>100,800</b>	<b>75,150</b>	<b>77,900</b>	<b>2,750</b>
<b>Total Expenditures</b>	<b>1,327,432</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(391,092)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>757,205</b>	<b>842,201</b>	<b>672,266</b>	<b>544,546</b>	<b>(127,720)</b>

## Service Category Summary

### Mayor & Council

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Crime Reduction Taskforce	(20,000)	0	0	0	0
<b>Total Revenues</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Asia Pacific Twinning Initiati	10,253	0	0	0	0
Economic Development - Council	14,432	25,000	25,000	40,000	15,000
Corporate Plan / Orientation	4,729	15,000	15,000	15,000	0
Downtown Initiatives	32,236	0	0	0	0
Legislative-Mayor	136,875	137,253	139,009	141,315	2,306
Crime Reduction Taskforce	47,336	0	0	0	0
Economic Development - Mayor	771	15,000	15,000	0	(15,000)
Legislative-Council	376,496	376,092	380,155	385,487	5,332
Council - Krause	3,172	6,000	6,000	6,000	0
Council - Skakun	1,409	6,000	6,000	6,000	0
Council Committee	4,513	19,500	19,500	19,500	0
Council - Frizzell	(2,388)	6,000	6,000	6,000	0
Council - Stolz	0	6,000	0	0	0
Council - Wilbur	0	6,000	0	0	0
Council - Hall	0	6,000	0	0	0
Council - Koehler	3,766	6,000	6,000	6,000	0
Council - Everitt	4,289	6,000	6,000	6,000	0
Council - Merrick	3,605	0	6,000	6,000	0
Council - McConnachie	4,251	0	6,000	6,000	0
Council - Scott	3,157	0	6,000	6,000	0
<b>Total Expenditures</b>	<b>648,901</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</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 - Council	(2,100)	0	0	0	0
Downtown Initiatives	(33,156)	0	0	0	0
Crime Reduction Taskforce	(27,336)	0	0	0	0
Legislative-Council	3,804	0	0	0	0
<b>Total Transfers</b>	<b>(58,787)</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>570,114</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</b>

## Service Category Summary

### Mayor & Council

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>380,953</b>	<b>375,595</b>	<b>381,414</b>	<b>389,042</b>	<b>7,628</b>
Non-Salary Expenses	<b>267,948</b>	<b>260,250</b>	<b>260,250</b>	<b>260,260</b>	<b>10</b>
<b>Total Expenditures</b>	<b>648,901</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(58,787)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>570,114</b>	<b>635,845</b>	<b>641,664</b>	<b>649,302</b>	<b>7,638</b>

## Service Category Summary

### Social Planning

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Social Planning/Coordination	(8,411)	0	0	0	0
NCPC Strengthening Families	(401,218)	0	0	0	0
<b>Total Revenues</b>	<b>(409,628)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
CPAH Project	15,000	7,500	7,500	0	(7,500)
myPG Social Development Fund	357,351	357,350	359,150	359,150	0
PG Council of Seniors	10,000	10,000	10,000	0	(10,000)
Community Foundation Legacy	25,000	25,000	25,000	0	(25,000)
Communities that Care Progr	2,784	0	0	0	0
Social Planning/Coordination	20,802	0	11,000	216,944	205,944
NCPC Strengthening Families	302,944	0	0	0	0
<b>Total Expenditures</b>	<b>733,881</b>	<b>399,850</b>	<b>412,650</b>	<b>576,094</b>	<b>163,444</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>					
Communities that Care Progr	(2,784)	0	0	0	0
Social Planning/Coordination	3,591	0	200	200	0
NCPC Strengthening Families	98,274	0	0	0	0
<b>Total Transfers</b>	<b>99,081</b>	<b>0</b>	<b>200</b>	<b>200</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>423,333</b>	<b>399,850</b>	<b>412,850</b>	<b>576,294</b>	<b>163,444</b>

## Service Category Summary

### Social Planning

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	<b>(409,628)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>48,504</b>	<b>0</b>	<b>0</b>	<b>150,844</b>	<b>150,844</b>
Non-Salary Expenses	<b>685,377</b>	<b>399,850</b>	<b>412,650</b>	<b>425,250</b>	<b>12,600</b>
<b>Total Expenditures</b>	<b>733,881</b>	<b>399,850</b>	<b>412,650</b>	<b>576,094</b>	<b>163,444</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>99,081</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>
<b>Net Operations</b>	<b>423,333</b>	<b>399,850</b>	<b>412,850</b>	<b>576,294</b>	<b>163,444</b>



# COMMITTEE REPORT TO COUNCIL

1100 Patricia Blvd. | Prince George, BC, Canada V2L 3V9 | [www.princegeorge.ca](http://www.princegeorge.ca)

**DATE:** January 17, 2017

**TO:** MAYOR AND COUNCIL

**NAME AND TITLE:** Councillor Jillian Merrick, Chair of the Select Committee on Student Needs

**SUBJECT:** Student Mentorship Program

**ATTACHMENT(S):** None

## RECOMMENDATION(S):

That Council consider a 2017 budget allocation of \$6,000 for the Student Mentorship Program

## PURPOSE:

In July, 2016, The Select Committee on Student Needs presented a White Paper to Council that outlined a number of priorities and suggested actions in order that the City consider student input on topics such as housing, transportation, recreation, and job opportunities. The White Paper also included suggestions related to student representation and participation in local government.

Subsequently, Council approved a revised Terms of Reference and membership of the Committee, which included an “action-oriented” mandate. The newly reconstituted Select Committee on Student Needs has met and considered the proposal for a Student Mentorship Program, which would provide students in Prince George with the opportunity to learn more about local government by participating in three annual local government conventions: for the North Central Local Government Association, the Union of BC Municipalities, and the Federation of Canadian Municipalities. Having students from Prince George attend these conferences would have the effect of exposing local students to local government organizations and issues, bringing youth voices to those annual meetings, and enhancing the participation and knowledge of local students in the affairs of the City of Prince George.

The Committee has unanimously endorsed the proposal and seeks Council’s support.

Council would select the participants in the mentorship program from applications submitted in confidence. Members of the Select Committee would be able to apply, as would any student in Prince George who is 19 years of age or older. Applicants would provide Council with their resume, a statement of their interest (and/or involvement) in local government, and proof of student registration.

## STRATEGIC PRIORITIES:

Council’s Annual Report 2015 and Corporate Plan 2016-18 identify a Council focus on initiatives related to youth engagement and education. The Student Mentorship Program would enhance understanding among students of local government issues, challenges, and opportunities. This knowledge would benefit

the Committee members and the student population broadly in both voicing and influencing local public policy as it relates to students and youth.

In addition, City staff and Councillors would have an opportunity to learn student perspectives on the many policy issues discussed during these events. The presence of student participants would also enhance Prince George's reputation as an "education destination" amongst all levels of government.

This program requires that Administration create a nomination/application process, solicit applications, and administer the program.

**SUMMARY AND CONCLUSION:**

The Student Mentorship Program would enhance understanding of local government among local students. Council would select from among the applicants who would be registered students in Prince George, including members of the Select Committee on Student Needs.

A member of Council and Administration attending the conventions would be assigned the role of co-mentor for each of the student participants, to mentor and guide each participant and ensure that he/she has full access to the range of learning and networking opportunities the conventions provide. Participants would be required to submit a 500-word essay on what they learned following their participation.

**RESPECTFULLY SUBMITTED:**



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Councillor Jillian Merrick

**MEETING DATE:** January 23, 2017

**External Relations Summary**

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	2018 Proposed (UX)	2019 Proposed (UX)	2020 Proposed (UX)	2021 Proposed (UX)
<b>Communications</b>								
EXPENDITURES	221,771	0	421,866	531,435	539,609	547,946	556,450	565,124
<b>Total</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>539,609</b>	<b>547,946</b>	<b>556,450</b>	<b>565,124</b>
<b>GRAND TOTAL</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>539,609</b>	<b>547,946</b>	<b>556,450</b>	<b>565,124</b>

## Service Category Summary

### Communications

	2015 Actual (AA)	2015 Bylaw (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Corporate Communications	221,771	0	421,866	531,435	109,569
Total Expenditures	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</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>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</b>

## Service Category Summary

### Communications

Supporting Detail (Consolidation)	2015 Actual (AA)	2015 Budget (UB)	2016 Bylaw (UB)	2017 Proposed (UX)	Budget Change 2017 vs 2016
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	170,915	0	299,116	408,685	109,569
Non-Salary Expenses	50,856	0	122,750	122,750	0
<b>Total Expenditures</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
<b>Net Operations</b>	<b>221,771</b>	<b>0</b>	<b>421,866</b>	<b>531,435</b>	<b>109,569</b>