

2023-2027  
**FINANCIAL PLAN**

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CITY OF  
PRINCE GEORGE

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# Budget Meetings Schedule

Date	Time	Service Category
January 30, 2023	3:30pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Budget overview and public consultation results</li> <li>• 2023-2027 Capital Expenditure Plan</li> </ul>
	5:00 - 6:00pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> <li>• Service Agreements (Prince George Public Library, Tourism Prince George)</li> <li>• Corporate Management</li> <li>• Public Safety</li> <li>• Civic Operations</li> <li>• Civic Facilities &amp; Events</li> <li>• Planning &amp; Development</li> <li>• Finance &amp; IT Services</li> </ul>
February 1, 2023 (if necessary)	3:30pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> </ul>
	5:00 - 6:00pm	<ul style="list-style-type: none"> <li>• Recess</li> </ul>
	6:00pm	<ul style="list-style-type: none"> <li>• Opportunity for public input (15 minutes)</li> </ul>



CITY OF  
PRINCE GEORGE

# STRATEGIC PLAN

2022 - 2024





## VISION MISSION

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

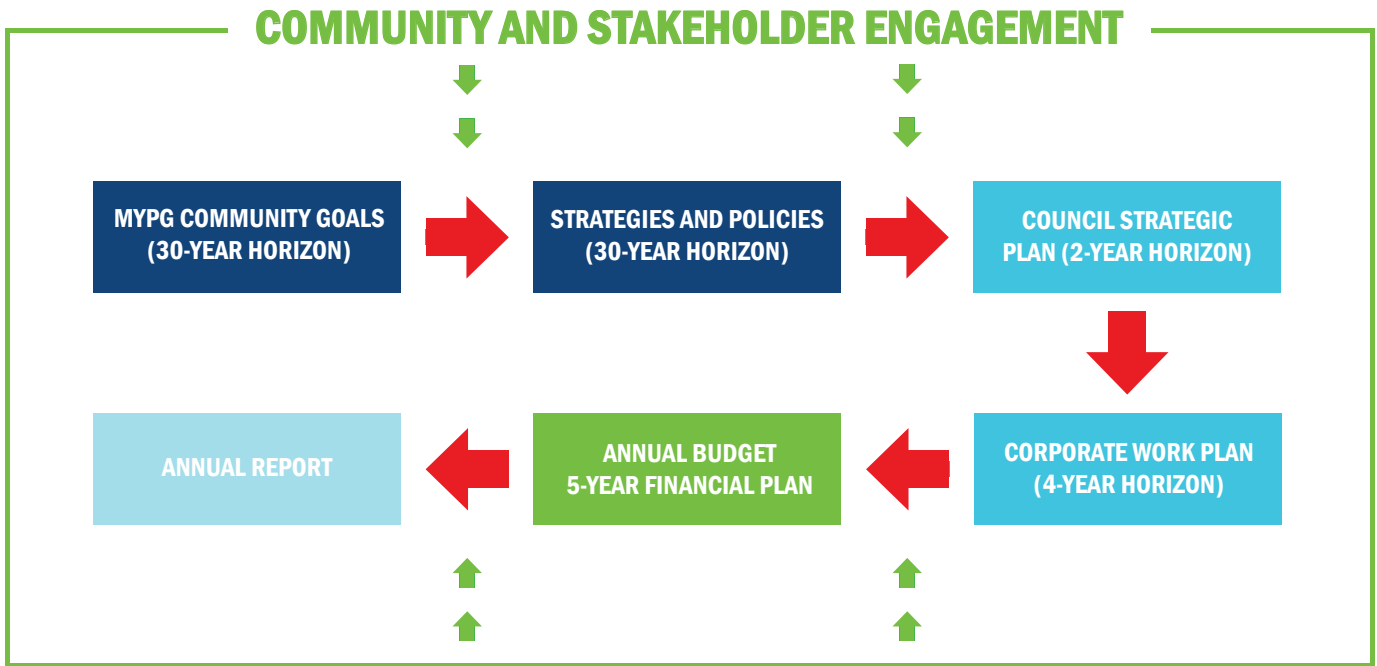
Along with our regional neighbours, we are leading the way to a strong and prosperous future. We grow by attracting and celebrating innovative people, businesses, and organizations.

## OUR VALUES

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



CITY OF  
PRINCE GEORGE



## PLANNING FOR OUR FUTURE

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

All are based on feedback from citizens and business owners.

CITY OF  
PRINCE GEORGE



## CITY GOVERNMENT AND INFRASTRUCTURE



## ECONOMIC GROWTH AND DEVELOPMENT



## ENVIRONMENT LEADERSHIP AND CLIMATE ACTION



## SOCIAL HEALTH AND WELL-BEING

## 2022 COUNCIL FOCUS AREAS

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



# CITY GOVERNMENT AND INFRASTRUCTURE GOALS

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

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



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



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



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

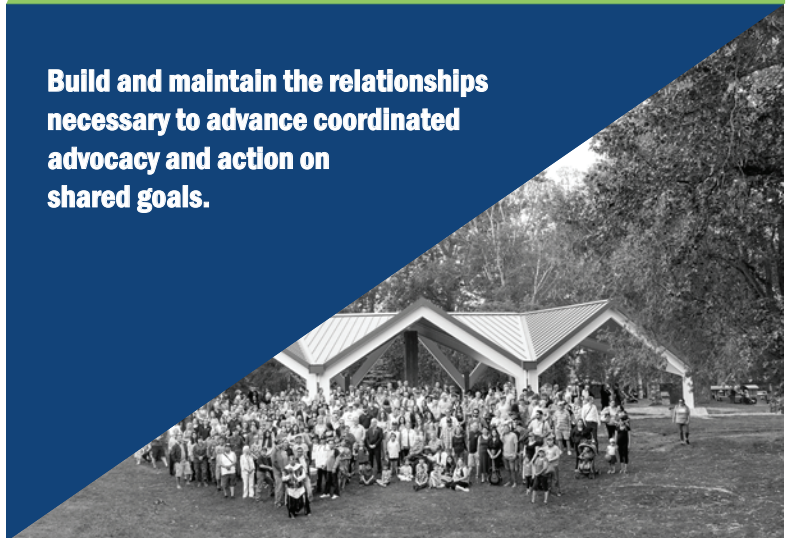
## 2. CREATE AN ENVIRONMENT WHERE EMPLOYEES CAN THRIVE

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



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

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



## 4. PROVIDE COST-EFFECTIVE SERVICE DELIVERY

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



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

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



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

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

**DATE:** January 20, 2023

**TO:** MAYOR AND COUNCIL

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

**SUBJECT:** 2023 – 2027 Financial Plan

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**PURPOSE:**

To provide readers with a clear understanding of the City’s proposed 2023 – 2027 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 Plan and Corporate Work Plan and reflects the revenues from, and costs of, delivering its services.

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

- Proposed expenditures including separate amounts for:
  - Interest and principal on debt;
  - Capital purposes;
  - A deficiency from a previous year, if applicable; and
  - Other purposes.
  
- Proposed funding sources including separate amounts for:
  - Revenue from property and parcel taxes;
  - Fees and charges;
  - Proceeds from borrowing; and
  - Revenue from other sources.
  
- Proposed transfers between funds, including separate amounts for each statutory reserve fund and accumulated surplus.

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

#### **PUBLIC CONSULTATION:**

According to the *Community Charter*, a council must undertake a process of public consultation prior to finalizing the budget. The City of Prince George has provided opportunities for feedback over the years. In previous years this consultation occurred at public meetings and other in-person events. Due to the timing of the local government election, this year's consultation was done exclusively through digital platforms.

Consultation this year was done through:

- The annual Citizen Budget online survey
- Five satisfaction surveys
- Gathering comments received on social media

For the first time, additional broader citizen satisfaction surveys were used to gather input from the public. These shorter topic-specific surveys attracted those who rent and/or do not want to complete a longer survey that includes topics they don't have strong opinions on.

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

A fulsome summary of the 2023 Community Engagement was provided to the Finance and Audit Committee in December, 2022. Here is the link to that report: <https://pub-princegeorge.escribemeetings.com/filestream.ashx?DocumentId=18386>

The results of the 2023 budget consultation are available to the public on the City website: <https://www.princegeorge.ca/community-culture/get-involved>

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> meeting. If the budget discussions have not concluded by the end of the January 30<sup>th</sup> meeting, Administration and Council will reconvene on February 1<sup>st</sup> and there will be scheduled 15 minute sessions at the beginning of each necessary session of Council that follows.

#### **FUND STRUCTURE:**

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

General Fund – This is the largest fund and provides for services such as 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 within the general fund are off-street parking and solid waste services which are operated as self-financing divisions which are funded by user fees (user fees and the Downtown Off-Street Parking Levy in the case of off-street parking). As with each of our self-funded services, the City attempts to set user rates that achieve a surplus of between 5% and 10% of operating expenses and build a reserve that is able to fund their asset reinvestment needs. The 2023 solid waste utility budget is balanced with a projected contribution of \$0.75 million to the solid waste capital reserve.

The 2022 Downtown Off-Street Parking Levy was \$2,000,000 and Administration is recommending the same levy for 2023. The 2023 budget is balanced with a projected contribution of \$1.2 million to the off-street parking capital reserve.

Sewer and Water Funds – These funds provide for the sanitary sewer and water operations and capital programs. The sewer and water utilities are operated as self-financing utilities and are funded through user fees as per Sustainable Finance Guideline 3. Revenues and expenditures of the utilities are reviewed and user rates are set to fully recover the utilities operating and capital cost requirements. Council approved a bylaw that established that the utilities user fee rates would increase by 5% for sewer and 3% for water in 2023 over the 2022 level.

District Energy Fund – The Downtown District Energy System supplies centralized space heating and domestic hot water to a number of downtown buildings through a system of distribution pipes and has the potential to connect to more buildings in downtown Prince George. The system is supported by user fees as per Sustainable Finance 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 in relation to historical levels and in comparison with other municipalities.
- User Fees (3, 4) – The user pay principle means that fees should be applied to services that are easily identifiable to users such that those who use the service are the ones who substantially pay for it. In determining user fees the City also considers demand and ability to pay.
- External Debt (13) – The City uses debt to fund major capital works and expansion projects. The repayment of debt is a cost borne by the general, sewer, water, and district energy operating funds. The Ministry of Municipal Affairs sets a limit on the amount of debt a city may have; it is equivalent to payment costs of no greater than 25% of the previous year's certain revenue.
- Reserves (10) – General, sewer and water reserves are used to fund various components of the operating and capital five year plans. Administration continues to review and develop sustainable approaches to reserve fund balances.

#### **BASE BUDGET, ASSET MAINTENANCE AND AMORTIZATION:**

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

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

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

**BACKGROUND:**

2021 & 2022 Tax Increases, CPI, and Comparison to Other Municipalities

Year	Proposed increase at F&A	Final Tax Levy Approved By Council	Consumer Price Index (CPI) from October to October
2021	3.16%	0.00%	4.70%
2022	6.37%	3.00%	6.90%

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

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

Municipality	2021	2022	TOTAL (2021 + 2022)	Representative Home Tax
Saanich	5.76%	6.67%	12.43%	\$3,184
Mission	3.20%	5.96%	9.16%	\$2,621
Vernon	2.13%	6.88%	9.01%	\$2,134
Nanaimo	3.00%	6.00%	9.00%	\$2,555
Maple Ridge	3.60%	4.40%	8.00%	\$2,801
Kelowna	4.04%	3.94%	7.98%	\$2,579
Coquitlam	2.94%	3.43%	6.37%	\$2,975
Chilliwack	2.99%	2.99%	5.98%	\$2,111
Kamloops	0.97%	4.92%	5.89%	\$2,481
Prince George	0.00%	3.00%	3.00%	\$2,366

**GENERAL OPERATING FUND:**

The 2023 Financial Plan provides for general operating expenditures of \$152.8 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$54.5 million.

The proposed taxation increase for 2023 is required to maintain core service levels and funding for contractual commitments. The 2023 budget represents a full "return to normal" budget with the new Canfor Leisure Pool being the last of the recreation services to be added back after the pandemic. The combined total taxation increase for 2023 is proposed to be \$8,806,750, which equates to a 7.23% increase. This increase includes an estimated offset of \$1,366,999 in non-market change tax revenue.

The tax levy is made up of four individual levies:

- General (operating) – provides the operating funding for all City service categories with the exceptions of Off Street Parking, Snow, Solid Waste, Sewer, Water and District Energy;
- General Infrastructure Reinvestment Fund (capital) – created in 2013 to start closing the gap between the reinvestment required and the funding available to maintain the City’s existing Civic Facilities.
- Snow Control (operating and capital) – funds the full scope of costs associated with providing the City’s snow control service;
- Road Rehabilitation (capital) – created in 2004 and funds the reinvestment needs of the City’s transportation network;

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

	2022 LEVY	PROPOSED INCREASE	NON MARKET CHANGE	2023 LEVY PROPOSED	% TAX INCREASE
General - Base	100,570,760	7,439,751	1,366,999	109,377,510	6.26%
General - Infrastructure Reinvestment	2,800,000	150,000	0	2,950,000	0.13%
Snow Control	10,000,000	400,000	0	10,400,000	0.34%
Road Rehab	5,500,000	600,000	0	6,100,000	0.50%
<b>Total</b>	<b>118,870,760</b>	<b>8,589,751</b>	<b>1,366,999</b>	<b>128,827,510</b>	<b>7.23%</b>

#### General Infrastructure Reinvestment Fund

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

Many of the city’s asset types have dedicated funding sources for reinvestment: roads is funded by the Road Rehabilitation levy; sewer and water is funded by utility rates; and solid waste garbage trucks and bins are funded by their specific utility rate. To address the difference between the investment required in the remaining asset types and the budget available (the “gap”), Council created the General Infrastructure Reinvestment Levy in 2013. Administration has listed two unfunded capital projects in the capital plan to illustrate two major asset types in particular that still need significant reinvestment: Civic Facilities Long-Term Reinvestment - \$11,235,000; and Stormwater Drainage Network Long-Term Reinvestment - \$4,620,000.

The 2022 General Infrastructure Reinvestment Fund Levy is \$2,800,000. In order to address the gap, this levy would need further investment. The City has seen a larger than usual inflation rate when it comes to capital construction projects; it is estimated at 5% per year. To maintain the purchasing power of the existing levy and our infrastructure at current service levels, Administration is recommending the levy be increased from the 2022 budget figure by \$150,000 to the 2023 figure of \$2,950,000. Ultimately, the City should be trying over time to raise this levy to an amount that is capable of funding the two unfunded capital projects mentioned earlier.

## Snow Control

Snow Control continues to be among the highest ranked services during budget consultations and highest volume calls for service. The 2022 Snow Levy was funded at \$10,000,000 to fund the City's net snow control expenses. In 2022, Administration recommended that the levy increase to \$10,200,000 (an increase of 2%) to provide for inflationary costs on snow control for a "normal" snow year. Council did not end up approving the proposed increase and kept the levy at \$10,000,000.

Bearing in mind the principle of preparing operating budget guidelines that reflect the costs of maintaining existing services and service levels, Administration has prepared some historical information concerning annual snow control expenses and estimates concerning the required annual snow levy. 2022 information is not complete as of the time of this report due to year end processes so a projection has been provided for Council's information.

	2019	2020	2021	2022 (to date)	2022 (projected Dec. 31st)
Budget	\$8,500,000	\$8,500,000	\$10,000,000	\$10,000,000	\$10,000,000
Net Expenses	\$9,855,763	\$10,522,130	\$7,707,770	\$8,634,118	\$9,200,000

Like 2021, the Snow Removal Service Category expenses in 2022 are projected to be under budget. As Table 1 illustrates, there can be a lot of volatility of the amount of snowfall that can occur from one year to the next. As a result, snow control is one of the City's services at the highest risk of going over budget. If the annual net expenses are greater than the annual Snow Levy and the snow reserve has no available funds, the shortfall between snow expenses and revenues is taken from the City's general operating surplus. In the event that the general operating surplus is fully depleted of funds and the City has a deficit, that deficit must be reflected as an expenditure in the next year's financial plan as per the *Community Charter*.

To mitigate the City's risk, the Snow Control levy should be high enough to create a reserve that is equal to 25% (\$2.500 million) of the annual net snow control expenses, as well as the capital needs of the snow control function. If the 2022 projected amount is correct, the City will have a year end reserve amount of approximately \$3,100,000, which will exceed the reserve goal by \$600,000.

Inflationary pressures for snow removal this year are high. The CUPE collective agreement currently has a 2% increase per year but inflationary increases on contracted services, fuel and other fleet costs are noticeably higher. Therefore, the cost of an average snowfall year has increased. Administration is recommending that the snow levy increase by the amount suggested in 2022 as well as an additional \$200,000 to the 2023 figure of \$10,400,000 to keep pace with increasing costs of providing the service. With the reserve being potentially at its goal by the end of 2022, there is a possibility to rely on the reserve and raise less money with the levy in 2023 (deferral options are detailed later in this report) but it is important to note that Administration still considers the recommended \$10,400,000 to be the funding level required for snow removal in a normal year.

## Road Rehabilitation

In 2022, Administration recommended that the road rehabilitation levy be increased to \$5,950,000 (an approximate 2.5% increase of \$150,000) to keep pace with the rising costs of asphalt, labour and fleet expenses and maintain existing service levels. In efforts to reduce the overall tax levy, Council approved a 2022 Road Rehabilitation Levy of \$5,500,000.

For 2023, the City has experienced significant rising costs. On the City's most recent paving contract, we have seen an increase from \$116 to \$141 per ton placed (approximately 21%) with a provision for minimum tonnage required, meaning for smaller jobs we could see rates as high as \$200 per ton. A large increase in the contribution to the Road Rehabilitation Levy is required to maintain the same number of lane kilometers of work per year. Administration is recommending the reinstatement of the \$450,000 reduction from last year as well as an additional \$150,000 for 2023 to bring the total recommended 2023 levy to \$6,100,000.

### Revenue Entitlements Under Agreements and Grants

The Province of BC provides a share of the traffic fine revenue that is earned within the municipal boundary; these funds are allocated to the general operating fund to offset policing costs. The grant is estimated at \$1,150,000 for 2023, which is \$100,000 lower than the budgeted amount in 2022.

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 2023 gaming revenue budget has been estimated at \$2.8 million. \$2.5 million of the gaming revenues are used to fund general capital expenditures and the other \$300,000 is transferred to the Major Events Reserve. Gaming contributions are normally considered a reliable source of funds for capital but the COVID-19 pandemic had rendered casinos closed from March of 2020 to June of 2021. Should restrictions tighten again, this would have large impacts on the available funding for the capital plan.

The City receives an operating fee from FortisBC Inc. based on 3% of the gross revenue from the sale of natural gas within the municipal boundaries. The operating fee revenue is used for general operating purposes. The operating fee is estimated at \$1,150,000 for 2023, which is \$100,000 higher than the budgeted amount in 2022.

The Federal Government provides the transfer of federal gas tax funds under the Canada Community-Building Funds (CCBF) program to BC local governments via the Union of British Columbia Municipalities (UBCM). Funding can be used for infrastructure construction, renewal, and enhancement projects in eligible categories and for capacity building projects. The Agreement is in place until 2024. The grant for 2023 is \$3,457,483 for 2023, which is \$142,586 higher than the budgeted amount in 2022. CCBF grants are used to fund projects in the capital plan.

### Fees and Charges

Taxation accounts for approximately 75% of the City's total revenues. The next largest contributor is Fees and Charges at approximately 15%. In accordance with the City of Prince George Sustainable Finance Guideline #4 and Section 194 of the *Community Charter*, the City recovers the costs associated with goods and services in the following ways:

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

Council has previously approved increases to the following fees and charges for 2020 to 2023: Sewer, Water, Solid Waste, Off-Street Parking, Cemetery, Highways, Storm Drainage, Subdivision Control, Snow Dumping, CN Centre; Community Arenas; Conference and Civic Centre; Aquatics; Parks and Recreation; Prince George Playhouse Theatre; Records Administration; Fire Protection and Emergency Response; and RCMP Support Services. In the summer of 2023, Council will approve the next four years of fees and charges.

#### **SIGNIFICANT BUDGET IMPACTS:**

*Salaries and Benefits* – this includes:

- Collective agreement increase of 2% for CUPE
- Collective agreement progression increases for IAFF. The current agreement is expired as of 2021 and cost of living increases are estimated and stored in the City's contingency
- 2% increase and step progressions for Management/Exempt for 2022 (adjusted out of contingency from last year)
- Increase for Mayor & Council as per Council Remuneration Bylaw approval (1% for Mayor; 3.5% for Council) as well as 2% cost of living adjustment from 2022 (adjusted out of contingency from last year)
- an estimated 14.41 full-time equivalent (FTE) increase over last year. 9.5 FTE is due to the City having two operational swimming pools again. There is also an additional 2.0 FTE in the Fire Operations Communications Centre (FOCC) but those staffing costs are being paid for by the Regional District. There are 3 other new positions built into the budget this year: 1.0 FTE for a new Cyber Security position in IT Services; 1.0 FTE for a Project Estimator in the Capital Program Management Office division; and 1.0 FTE additional Heavy Duty Mechanic in Fleet Services.

*RCMP Contract* – The RCMP provide police services to the City through a contract with the federal government. The contract allows for 143 authorized members. The City risk-manages that budget for vacancies and funds 128 members at \$210,608/member. RCMP members have recently unionized and the City has seen larger increases to the contract since that time. Labour makes up the largest component of the cost per member that is provided by the Province. Also, there is a proposed service enhancement included in this year's financial plan that is requesting an increase from 143 to 147 members.

*External Debt Servicing Costs* – The total general external debt repayment amount in 2023 is projected to be \$11.8 million. There is an increase in principal and interest payments on new debt for:

- Canfor Leisure Pool - \$25,500,000
- Mausoleum Expansion Phase 2 - \$1,320,000
- Masich Stadium Amenities - \$2,701,000
- Ron Brent Park Redevelopment Phase 2 & 3 - \$1,675,000
- 14<sup>th</sup> Avenue Upgrades (Irwin to Freeman) - \$1,025,000
- Domano and St Lawrence Signalization - \$500,000
- Highway 16 West Frontage – Heyer to Henry - \$800,000
- Goose Country Road Culvert Replacement - \$420,000

There is no outstanding debt in the General Fund that is reaching maturity in 2023 to offset these increases. The next year of substantial debt maturity is in 2025. Detailed information on debt can be found in Schedule 5 of the City's financial statements.

*Internal Debt* – Funding from the endowment reserve is used for internal loans. In 2023, the repayment amount to the endowment reserve is estimated at \$4.1 million.

*Fleet* – The cost of the City’s mobile equipment is distributed through rental rates which are allocated to general, water and sewer operations. The City attempts to recover all operating, maintenance and lease costs through the rental rate program. Inflationary increases on fuel, tires and maintenance are much higher than normal. This change reflects an approximate 10% increase in these costs less the amounts that are collected from other funds (sewer, water, solid waste, snow).

*Transit* –increases as outlined in the City’s Annual Operating Agreement (AOA) with BC Transit.

*Hydro* – while the cost of electricity is expected to increase in 2023, Administration has reviewed the energy budgets across the organization. The City has done a lot of work in recent years with energy efficiency projects and our energy savings are outpacing our inflationary increases in this area. There is an overall reduction in 2023 expenses and the City is estimating more regular increases again in future years.

*Prince George Public Library (PGPL)* - the unionization of the PGPL’s staff presents challenges that require the City to change internal service delivery. Up until now, the City has been able to provide overall cost efficiency by having City staff process PGPL’s payroll and benefits. However, PGPL operates under the Library Act with their own board of directors. PGPL now needs the ability to negotiate their own collective agreement without needing to consider the City’s internal capacity. PGPL will need to purchase and implement their own payroll system as well as hire staff to perform financial and human resources functions that are no longer appropriate for the City to provide.

*Other adjustments* – Large items of note are:

- Advertising savings as a result of the new Public Notice Bylaw passed by Council
- Non-labour expenses associated with operating new Canfor Leisure Pool
- Increase to contracts the City has with certain service providers (software services, Employee Family Assistance Program, etc.) as well as other contracted services such as equipment rental
- HVAC, electrical and other maintenance costs for city facilities
- Insurance premiums for city assets. Overall replacement value has gone up substantially with recent inflation. The rates themselves have increased as well, as insuring municipalities has become more challenging with recent fires, floods and mudslides.

### Service Enhancements

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

- Year one of a five year plan to meet the overall recommended staffing level in the Police Services Review presented to Council in December 2022 - increase of 4 additional RCMP members and 2 additional municipal employees - \$1,020,646 (0.86%)
- One-time consulting expense to continue Standards of Cover work (training facility feasibility study) - \$100,000 (0.08%)

Should Council approve the service enhancements, the total tax levy would increase from 7.23% to 8.17%.

### Citizen Budget Survey Results Option

At the December 20, 2022 meeting of the Standing Committee on Finance and Audit, the following resolution was passed:

*“That the Standing Committee on Finance and Audit RECOMMENDS to Council a 2023 municipal tax levy with the base tax levy to maintain existing service levels as calculated by the Director of Finance and IT Services with an option to increase the levy by 0.97% to reflect the Citizen Budget Survey results.”*

The results of the Citizen Budget survey showed that respondents preferred increases to Police Services, Snow and Ice Control, Roads and Sidewalks, and Community Planning and Infrastructure. Respondents also preferred a decrease to Corporate Services. Estimated increases/(decreases) to those areas of operations would appear as below:

- Police Services - \$1,322,541
- Snow and Ice Control - \$429,632
- Roads and Sidewalks - \$242,247
- Community Planning and Infrastructure - \$13,952
- Corporate Services - \$(855,326)

The total of this adjustment would result in an increase of \$1,153,046 or 0.97% to the tax levy. Should Council wish to approve the 0.97% adjustment, the total tax levy increase would change from 7.23% to 8.20%.

It is important to note that Corporate Services is an often misunderstood service. Corporate Services are centralized expenses (Office of City Manager, Mayor & Council, Legislative Services, Communications, Procurement, Service Centre, IT, Finance and Human Resources) that support the other services to operate, and/or divisions that have regulatory responsibilities for the organization. Decreasing funding to Corporate Services will have negative service level impacts to all other divisions, including the four areas listed above that are showing funding increases, as well as potential impacts to the organization’s ability to meet their regulatory requirements.

**SAFE RESTART GRANT AND OTHER TAX DEFERRAL SCENARIOS:**

For reference, a 1% reduction in tax levy equates to \$1,188,708. Subject to assessment value changes from BC Assessment, and tax rates set by Council, a 1% increase in taxes translates to approximately \$23 for the representative household. Funds required to reach reduced % targets are as follows:

<b>Tax Levy</b>	<b>Required Reduction</b>
7.00%	\$273,403
6.00%	1,462,111
5.00%	2,650,819
4.00%	3,839,527

**Safe Restart Grant**

The Provincial Government announced a funding stream that provides direct grant support to local governments to deal with increased operating expenses and lower revenues due to COVID-19. Its intention is to allow local governments to continue to deliver the services people depend on in their communities. Eligible costs for this grant funding include:

- Addressing revenue shortfalls
- Facility reopening and operating costs
- Emergency planning and response costs

- Bylaw enforcement and protective services like fire protection and police
- Computer and other electronic technology costs (to improve interconnectivity and virtual communications)
- Services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities)
- Other related costs

The City of Prince George received \$6,110,000 from this funding stream in 2020. Council authorized the use of \$3,247,369 of those funds in 2022 to defer tax increases. The remaining balance is \$2,862,631. Council can choose to use the remainder of the funds in 2023 to defer some of the current year's required tax increase and allow the impact to be spread over multiple years. This would result in a reduction of 2.4% to the 2023 proposed tax levy increase.

#### Snow Control Levy

The Snow Control Reserve had a December 31, 2021 balance of \$2,301,412. It is estimated that there will be a further contribution of approximately \$800,000 to the reserve in 2022. If this remains true at year end, the Snow Control Reserve would exceed its target of \$2,500,000 by \$600,000. There is therefore potential to temporarily lower the Snow Control Levy and rely on the reserve for a while to make up the difference. For example, Council could consider reducing the levy by \$600,000, (or 0.50% total tax levy) with the understanding that it will need to be restored in a future year if we can continue to expect usual snow levels.

#### Transit Operating Reserve

In 2021, the City was given the ability to manage our own operating reserve that was formally held and operated by BC Transit. Council established and approved a Transit Operating Reserve Bylaw and the balance of the reserve at December 31, 2021 was \$1,727,534. The 2022 budget was established with a proposed drawdown on that reserve of \$858,797. In 2022, the City was still operating at a reduced service level during the months of January to March and did not expend our full budget. Instead of needing to take \$858,797 from the reserve, the City is anticipating contributing an additional \$600,000 to the reserve. This will leave an estimated \$2.3 million in the reserve at year end.

Administration has prepared the 2023 budget with the same \$858,797 reliance on the reserve in place. There is no policy guidance around a targeted balance for this reserve, however Administration suggests aiming for approximately \$1M, which should be able to fund 2-3 months of the AOA contract in full. Council could choose to leave the full \$858,797 reliance on the reserve in place as presented or choose a higher amount of reliance. Again, if Council elects this option, it should be with the understanding that Transit operations are back to normal and this base budget reliance is not something the reserve can sustain in the long term. Administration also does not expect a future surplus as in 2022. The reliance on the reserve eventually needs to be reduced or the reserve will be depleted and the funding gap will need to be fully replaced by levy funding at that time.

**RESPECTFULLY SUBMITTED:**

Kris Dalio, Director of Finance and IT Services

**APPROVED:**

Walter Babicz, City Manager  
Meeting date: January 30, 2023

**General Operating Fund and General Asset Maintenance**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Service Agreements &amp; Grants</b>								
REVENUE	(403,473)	(407,890)	(402,040)	(418,654)	(431,214)	(444,150)	(457,475)	(471,199)
EXPENDITURES	4,112,070	4,112,070	4,260,030	4,454,052	4,587,674	4,725,304	4,867,063	5,013,075
<b>GENERAL OPERATING FUND</b>	<b>3,708,597</b>	<b>3,704,180</b>	<b>3,857,990</b>	<b>4,035,398</b>	<b>4,156,460</b>	<b>4,281,154</b>	<b>4,409,588</b>	<b>4,541,876</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>3,708,597</b>	<b>3,704,180</b>	<b>3,857,990</b>	<b>4,035,398</b>	<b>4,156,460</b>	<b>4,281,154</b>	<b>4,409,588</b>	<b>4,541,876</b>
<b>Corporate Management</b>								
REVENUE	(1,112,827)	(30,000)	(20,000)	(30,000)	(30,900)	(31,827)	(32,782)	(33,765)
EXPENDITURES	6,533,898	6,673,011	6,547,709	7,052,464	7,264,044	7,481,976	7,706,432	7,937,633
TRANSFERS	474,130	39,650	39,850	49,850	51,346	52,887	54,473	56,108
<b>GENERAL OPERATING FUND</b>	<b>5,895,202</b>	<b>6,682,661</b>	<b>6,567,559</b>	<b>7,072,314</b>	<b>7,284,490</b>	<b>7,503,036</b>	<b>7,728,123</b>	<b>7,959,976</b>
REVENUE	(96,652)	0	0	0	0	0	0	0
EXPENDITURES	403,091	200,000	227,091	200,000	206,000	212,180	218,545	225,101
TRANSFERS	(151,854)	0	(27,091)	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>154,584</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>206,000</b>	<b>212,180</b>	<b>218,545</b>	<b>225,101</b>
<b>Total Corporate Management</b>	<b>6,049,786</b>	<b>6,882,661</b>	<b>6,767,559</b>	<b>7,272,314</b>	<b>7,490,490</b>	<b>7,715,216</b>	<b>7,946,668</b>	<b>8,185,077</b>
<b>Public Safety</b>								
REVENUE	(4,410,949)	(4,879,640)	(4,399,230)	(4,490,940)	(4,625,519)	(4,764,134)	(4,906,906)	(5,053,963)
EXPENDITURES	52,933,991	51,153,130	54,909,458	56,552,499	58,249,079	59,996,555	61,796,461	63,650,358
TRANSFERS	1,143,078	2,222,499	1,835,225	1,642,662	1,689,617	1,737,981	1,787,793	1,839,098
<b>GENERAL OPERATING FUND</b>	<b>49,666,120</b>	<b>48,495,989</b>	<b>52,345,453</b>	<b>53,704,221</b>	<b>55,313,177</b>	<b>56,970,402</b>	<b>58,677,348</b>	<b>60,435,493</b>
REVENUE	(860)	0	0	0	0	0	0	0
EXPENDITURES	162,764	116,802	110,876	111,482	114,826	118,271	121,819	125,473
TRANSFERS	(161,904)	(116,802)	(110,876)	(111,482)	(114,826)	(118,271)	(121,819)	(125,473)
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Public Safety</b>	<b>49,666,120</b>	<b>48,495,989</b>	<b>52,345,453</b>	<b>53,704,221</b>	<b>55,313,177</b>	<b>56,970,402</b>	<b>58,677,348</b>	<b>60,435,493</b>
<b>Civic Operations</b>								
REVENUE	(8,940,866)	(8,361,518)	(8,510,434)	(9,043,892)	(9,315,209)	(9,594,671)	(9,882,510)	(10,178,986)
EXPENDITURES	27,181,313	31,540,641	33,573,196	36,459,370	37,553,175	38,679,789	39,840,184	41,035,400
TRANSFERS	923,598	139,356	(667,410)	(812,807)	(592,633)	(552,644)	(508,536)	(355,937)
<b>GENERAL OPERATING FUND</b>	<b>19,164,045</b>	<b>23,318,479</b>	<b>24,395,352</b>	<b>26,602,671</b>	<b>27,645,333</b>	<b>28,532,474</b>	<b>29,449,138</b>	<b>30,500,477</b>
REVENUE	(64,324)	0	0	0	0	0	0	0
EXPENDITURES	3,571,181	3,189,468	3,385,988	3,004,028	3,094,146	3,186,969	3,282,581	3,381,060
TRANSFERS	686,196	516,962	422,520	1,000,634	1,030,654	1,061,574	1,093,422	1,126,225
<b>GENERAL ASSET MAINTENANCE</b>	<b>4,193,053</b>	<b>3,706,430</b>	<b>3,808,508</b>	<b>4,004,662</b>	<b>4,124,800</b>	<b>4,248,543</b>	<b>4,376,003</b>	<b>4,507,285</b>
<b>Total Civic Operations</b>	<b>23,357,098</b>	<b>27,024,909</b>	<b>28,203,860</b>	<b>30,607,333</b>	<b>31,770,133</b>	<b>32,781,017</b>	<b>33,825,141</b>	<b>35,007,762</b>
<b>Civic Facilities &amp; Events</b>								
REVENUE	(3,258,139)	(1,244,040)	(3,877,419)	(4,780,159)	(4,923,565)	(5,071,280)	(5,223,418)	(5,380,119)
EXPENDITURES	10,771,140	10,854,255	13,528,714	14,742,807	15,185,105	15,640,646	16,109,880	16,593,190
TRANSFERS	992,273	1,134,644	1,017,853	1,209,516	1,244,523	1,280,583	1,289,078	1,317,499
<b>GENERAL OPERATING FUND</b>	<b>8,505,274</b>	<b>10,744,859</b>	<b>10,669,148</b>	<b>11,172,164</b>	<b>11,506,063</b>	<b>11,849,949</b>	<b>12,175,540</b>	<b>12,530,570</b>
REVENUE	(78,010)	(11,500)	(18,500)	(16,800)	(17,304)	(17,823)	(18,358)	(18,909)
EXPENDITURES	2,048,692	1,344,453	1,537,097	1,519,352	1,564,934	1,611,883	1,660,236	1,710,042
TRANSFERS	(338,762)	(174,833)	(161,997)	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>1,631,920</b>	<b>1,158,120</b>	<b>1,356,600</b>	<b>1,502,552</b>	<b>1,547,630</b>	<b>1,594,060</b>	<b>1,641,878</b>	<b>1,691,133</b>
<b>Total Recreation &amp; Events</b>	<b>10,137,194</b>	<b>11,902,979</b>	<b>12,025,748</b>	<b>12,674,716</b>	<b>13,053,693</b>	<b>13,444,009</b>	<b>13,817,418</b>	<b>14,221,703</b>

**General Operating Fund and General Asset Maintenance**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Planning &amp; Development</b>								
REVENUE	(3,710,820)	(2,523,740)	(3,444,460)	(3,958,020)	(4,076,762)	(4,199,069)	(4,325,040)	(4,454,791)
EXPENDITURES	3,592,533	4,248,813	4,626,999	4,240,381	4,367,597	4,498,628	4,633,590	4,772,600
TRANSFERS	86,429	24,000	128,920	131,320	135,260	139,318	143,497	147,801
<b>GENERAL OPERATING FUND</b>	<b>(31,858)</b>	<b>1,749,073</b>	<b>1,311,459</b>	<b>413,681</b>	<b>426,095</b>	<b>438,877</b>	<b>452,047</b>	<b>465,610</b>
REVENUE	(12,794)	0	(137,206)	0	0	0	0	0
EXPENDITURES	12,794	0	221,006	0	0	0	0	0
TRANSFERS	0	0	(83,800)	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 Planning &amp; Development</b>	<b>(31,858)</b>	<b>1,749,073</b>	<b>1,311,459</b>	<b>413,681</b>	<b>426,095</b>	<b>438,877</b>	<b>452,047</b>	<b>465,610</b>
<b>Finance &amp; IT Services</b>								
REVENUE	(192,815,237)	(182,007,027)	(186,330,107)	(201,997,781)	(208,696,715)	(216,522,549)	(222,373,265)	(228,769,888)
EXPENDITURES	29,948,230	11,291,188	11,768,556	12,660,084	13,039,887	13,431,088	13,834,022	14,249,046
DEBT	14,606,020	14,868,657	9,434,833	11,757,463	12,880,976	14,933,761	14,854,892	14,707,749
TRANSFERS	58,318,841	61,151,941	65,979,757	74,579,785	76,444,234	78,581,808	80,792,567	83,379,091
<b>GENERAL OPERATING FUND</b>	<b>(89,942,146)</b>	<b>(94,695,241)</b>	<b>(99,146,961)</b>	<b>(103,000,449)</b>	<b>(106,331,618)</b>	<b>(109,575,892)</b>	<b>(112,891,784)</b>	<b>(116,434,002)</b>
EXPENDITURES	71,824	201,451	254,627	0	0	0	0	0
TRANSFERS	(6,051,381)	(5,266,001)	(5,619,735)	(5,707,214)	(5,878,430)	(6,054,783)	(6,236,426)	(6,423,519)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(5,979,557)</b>	<b>(5,064,550)</b>	<b>(5,365,108)</b>	<b>(5,707,214)</b>	<b>(5,878,430)</b>	<b>(6,054,783)</b>	<b>(6,236,426)</b>	<b>(6,423,519)</b>
<b>Total Finance</b>	<b>(95,921,703)</b>	<b>(99,759,791)</b>	<b>(104,512,069)</b>	<b>(108,707,663)</b>	<b>(112,210,048)</b>	<b>(115,630,675)</b>	<b>(119,128,210)</b>	<b>(122,857,521)</b>
<b>Net City-Wide</b>	<b>(3,034,767)</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**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(181,429)	(191,847)	(192,975)	(394,103)	(405,926)	(418,104)	(430,647)	(443,566)
EXPENDITURES	966,292	395,036	805,293	439,143	452,317	465,887	479,864	494,259
DEBT	417,321	417,321	409,321	201,660	0	0	0	0
TRANSFERS	(1,202,183)	(620,510)	(1,021,639)	(246,700)	(46,391)	(47,783)	(49,217)	(50,693)
<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	23,726	38,623	38,688	29,638	30,527	31,443	32,386	33,358
TRANSFERS	(23,726)	(38,623)	(38,688)	(29,638)	(30,527)	(31,443)	(32,386)	(33,358)
<b>DISTRICT ENERGY ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer Operating Fund and Sewer Asset Maintenance**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(15,253,101)	(14,540,060)	(15,072,264)	(16,027,679)	(16,508,509)	(17,003,764)	(17,513,875)	(18,039,292)
EXPENDITURES	6,382,632	4,443,005	4,445,755	4,670,262	4,810,375	4,954,694	5,103,333	5,256,438
DEBT	437,199	437,234	450,017	448,365	264,351	254,233	259,360	252,245
TRANSFERS	8,433,270	9,659,821	10,176,492	10,909,052	11,433,783	11,794,837	12,151,182	12,530,609
<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>
REVENUE	(17,627)	0	0	0	0	0	0	0
EXPENDITURES	1,536,874	2,054,987	2,152,378	1,866,905	1,922,913	1,980,601	2,040,019	2,101,219
TRANSFERS	(1,519,246)	(2,054,987)	(2,152,378)	(1,866,905)	(1,922,913)	(1,980,601)	(2,040,019)	(2,101,219)
<b>SEWER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>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**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(17,501,799)	(17,182,118)	(17,913,654)	(18,540,510)	(19,096,727)	(19,669,629)	(20,259,718)	(20,867,510)
EXPENDITURES	6,695,223	4,558,928	4,519,035	4,588,080	4,725,724	4,867,503	5,013,530	5,163,942
DEBT	1,396,546	1,400,325	1,445,058	1,467,922	1,394,504	1,354,298	733,957	287,601
TRANSFERS	9,410,030	11,222,865	11,949,561	12,484,508	12,976,499	13,447,828	14,512,231	15,415,967
<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	(57,655)	0	0	0	0	0	0	0
EXPENDITURES	2,412,106	1,669,669	2,673,399	2,934,446	3,022,479	3,113,153	3,206,548	3,302,744
TRANSFERS	(2,354,451)	(1,669,669)	(2,673,399)	(2,934,446)	(3,022,479)	(3,113,153)	(3,206,548)	(3,302,744)
<b>WATER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>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>

**Service Agreements & Grants Summary**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Library Services</b>								
REVENUE	(403,473)	(407,890)	(402,040)	(418,654)	(431,214)	(444,150)	(457,475)	(471,199)
EXPENDITURES	3,785,070	3,785,070	3,933,030	4,127,052	4,250,864	4,378,390	4,509,742	4,645,034
<b>Total</b>	<b>3,381,597</b>	<b>3,377,180</b>	<b>3,530,990</b>	<b>3,708,398</b>	<b>3,819,650</b>	<b>3,934,240</b>	<b>4,052,267</b>	<b>4,173,835</b>
<b>Tourism Prince George</b>								
EXPENDITURES	327,000	327,000	327,000	327,000	336,810	346,914	357,321	368,041
<b>Total</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>336,810</b>	<b>346,914</b>	<b>357,321</b>	<b>368,041</b>
<b>GRAND TOTAL</b>	<b>3,708,597</b>	<b>3,704,180</b>	<b>3,857,990</b>	<b>4,035,398</b>	<b>4,156,460</b>	<b>4,281,154</b>	<b>4,409,588</b>	<b>4,541,876</b>

## Service Category Summary

### Library Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Grants - Library	(403,473)	(407,890)	(402,040)	(418,654)	(16,614)
<b>Total Revenues</b>	<b>(403,473)</b>	<b>(407,890)</b>	<b>(402,040)</b>	<b>(418,654)</b>	<b>(16,614)</b>
<b>Expenditures</b>					
Grants - Library	3,785,070	3,785,070	3,933,030	4,127,052	194,022
<b>Total Expenditures</b>	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,933,030</b>	<b>4,127,052</b>	<b>194,022</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,381,597</b>	<b>3,377,180</b>	<b>3,530,990</b>	<b>3,708,398</b>	<b>177,408</b>

## Service Category Summary

### Library Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
Revenues	(403,473)	(407,890)	(402,040)	(418,654)	(16,614)
<b>Expenditures</b>					
Non-Salary Expenses	3,785,070	3,785,070	3,933,030	4,127,052	194,022
<b>Total Expenditures</b>	<b>3,785,070</b>	<b>3,785,070</b>	<b>3,933,030</b>	<b>4,127,052</b>	<b>194,022</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
<b>Net Operations</b>	<b>3,381,597</b>	<b>3,377,180</b>	<b>3,530,990</b>	<b>3,708,398</b>	<b>177,408</b>



# The Prince George Public Library

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



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

November 15<sup>th</sup>, 2022

Dear Mayor Yu and Members of Council:

Attached for your consideration is Prince George Public Library's (PGPL) proposed operations budget for 2023. We have prepared a budget of **\$4,367,102** to support the operation of our branches as well as to continue to offer important digital and outreach services. The City of Prince George (CPG) and Regional District of Fraser-Fort George (RDFFG) portion of this proposed budget is **\$4,127,052**.

The proposed 2023 budget amounts to a 4.8% increase over 2022. The budget reflects a number of cost increases faced by the library, including significant costs associated with assuming responsibility for payroll services and related HR functions like benefits and disability management, at the request of CPG Administration. To fulfill this request, additional funding will be needed to license and implement new payroll administration software, and to hire and train an additional PGPL staff member to perform payroll and HR functions previously performed by CPG staff.

Below is a high-level breakdown of the key funding increases in the proposed budget, permitting PGPL to continue to deliver exceptional community services and programs:

- Hiring a Payroll/HR Administrator in July 2023 to support the transition to internal payroll in January of 2024.
- Adding a Library Assistant position to support increased programming & service delivery needs.
- New security & maintenance position added in 2022 at the recommendation of WorkSafe BC.
- The negotiated 2% wage increase and 90% benefit coverage outlined in the Collective Agreement with PGPL staff.
- Licensing and maintenance agreement for the purchase of new payroll administration software.
- Purchase of new server hardware to replace existing IT infrastructure at end of lifecycle.
- Inflationary increases to accommodate higher fuel prices, US currency exchange rates, and costs for books, digital resource subscriptions, and furniture.

With the hiring of a new Manager of Finance & Facilities in 2022, we have begun to implement a number of cost-saving processes, including transitioning from cheques to Electronic Funds Transfer (EFT), as well as decreasing the reliance on paper records and forms in favour of online processes. We

*Read. Connect. Share.*



are also exploring options to increase internal revenue generation with initiatives and partnerships that are in alignment with our strategic goals and priorities.

The completion of PGPL's new Strategic Plan at the end of 2021 has provided a road map for building on the library's successes and strengths as we look to strengthen existing partnerships, meet the needs of additional users and develop new partnerships, and continue to enhance the lives of community members. As we move into 2023, PGPL will continue to focus on building community resilience by creating welcoming and inclusive spaces for every person to *read, connect, and share*.

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

Respectfully submitted,

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

*Read. Connect. Share.*



**The Prince George  
Public Library**  
www.pgpl.ca

**Prince George Public Library  
Budget 2023**

	<b>Budget 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Total Change 2023 From 2022</b>
<b>Revenue</b>				
Municipal Funding Sources*	3,785,067	3,933,031	4,127,052	194,021
Provincial Funding Sources	214,000	214,000	214,000	0
Internally Generated Sources	18,050	20,050	27,050	7,000
<b>Total Revenue</b>	<b>\$4,017,117</b>	<b>\$4,167,081</b>	<b>\$4,368,102</b>	<b>\$201,021</b>
<b>Wages &amp; Related Expenses</b>				
Benefits	524,013	542,640	577,940	35,300
Education & Professional Development	21,500	21,500	21,500	0
Wages	2,485,439	2,573,786	2,675,472	101,686
Other Staff Associated Costs	12,000	14,000	14,000	0
	<b>3,042,952</b>	<b>3,151,926</b>	<b>3,288,912</b>	<b>136,986</b>
<b>Operational Expenses</b>				
Supplies	21,075	20,875	24,225	3,350
Materials Costs	257,500	275,215	288,215	13,000
General & Administrative	150,450	166,945	183,950	17,005
Information Technology	103,449	106,600	115,100	8,500
Rent	76,500	76,500	76,500	0
Repairs & Maintenance	160,450	129,950	129,950	0
	<b>769,424</b>	<b>776,085</b>	<b>817,940</b>	<b>41,855</b>
<b>Investment in Tangible Capital Assets</b>				
Furniture	3,000	16,500	20,000	3,500
Equipment	4,000	4,500	6,500	2,000
Computer Infrastructure	14,150	16,150	29,750	13,600
Materials	183,591	199,920	205,000	5,080
	<b>204,741</b>	<b>237,070</b>	<b>261,250</b>	<b>24,180</b>
<b>Total Expenses &amp; TCA's</b>	<b>\$4,017,117</b>	<b>\$4,165,081</b>	<b>\$4,368,102</b>	<b>\$203,021</b>

\*Includes amount paid to the City of PG from the Regional District of Fraser Fort George estimated at \$418,654

## Service Category Summary

### Tourism Prince George

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
<b>Total Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Tourism PG Society-Grant paid	327,000	327,000	327,000	327,000	0
<b>Total Expenditures</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>
<b>Debt</b>					
<b>Total Debt</b>	0	0	0	0	0
<b>Transfers</b>					
<b>Total Transfers</b>	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	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)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Non-Salary Expenses	327,000	327,000	327,000	327,000	0
<b>Total Expenditures</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	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>

# PRINCE GEORGE

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

September 27, 2022

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2023 annual budget for Council's consideration. The total projected revenue has increased by 27% percent, largely as a result of a forecasted increase levels in the Municipal and Regional District Tax (MRDT) revenue. The total expenses have increased by 15% from 2022, as Tourism Prince George looks forward to continuing to encourage visitation to our fantastic city, while operating a near-balanced budget.

In 2023, Tourism Prince George will continue to implement the objectives set out in the 2022-2026 Strategic Plan and ensure the development of the tourism sector and key platforms through consistent brand messaging and online activities. The six key pillars in our Strategic Plan that will allow Tourism Prince George and the tourism industry to grow are: Marketing, Visitor Services, Business Development, Destination Development, Organizational Effectiveness, and Industry Outreach.

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

Sincerely,



Colin Carson  
Chief Executive Officer  
Tourism Prince George Society

TOURISMPG.COM



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1st Ave Prince George, BC

Canada V2L 2Y3

**TOURISM PRINCE GEORGE 2023 BUDGET**

	2022 Budget	DMO	VIC	2023 Budget	DMO	VIC	% Change from Budget
<b>REVENUE</b>							
City of Prince George	327,000	163,500	163,500	327,000	163,500	163,500	0%
MRDT (Hotel Tax)	1,011,809	1,011,809	0	1,500,000	1,500,000	0	33%
Province of BC	62,457	39,457	23,000	62,000	39,000	23,000	-1%
Private Partnership	0	0	0	25,000	25,000	0	100%
Sales Commissions	2,000	0	2,000	2,500	0	2,500	20%
Merchandising Income	20,000	0	20,000	25,000		25,000	20%
<b>TOTAL REVENUES</b>	<b>1,423,266</b>	<b>1,214,766</b>	<b>208,500</b>	<b>1,941,500</b>	<b>1,727,500</b>	<b>214,000</b>	<b>27%</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	148,500	88,500	60,000	150,750	90,750	60,000	1%
Operating Benefits	23,760	14,160	9,600	24,120	14,520	9,600	1%
VIC Staff	20,000	0	20,000	30,000	0	30,000	33%
Visitor Information Services Engagement	65,000	0	65,000	65,000	0	65,000	0%
Security	55,200	27,600	27,600	60,000	30,000	30,000	8%
Rent	57,520	28,760	28,760	58,670	29,335	29,335	2%
Building Maintenance	50,490	25,245	25,245	51,500	25,750	25,750	2%
Telephone	9,180	4,590	4,590	9,364	4,682	4,682	2%
Professional Services	30,600	15,300	15,300	31,212	15,606	15,606	2%
Admin/Bank Fees	5,100	2,550	2,550	5,202	2,601	2,601	2%
Cost of Goods	20,000	0	20,000	20,400	0	20,400	2%
Office Supplies	3,570	1,785	1,785	3,641	1,821	1,821	2%
Office Equipment/Software	32,000	16,000	16,000	32,640	16,320	16,320	2%
Internet/IT	6,000	3,000	3,000	6,120	3,060	3,060	2%
Board Expenses	2,000	1,000	1,000	5,000	2,500	2,500	60%
Insurance	6,120	3,060	3,060	8,000	4,000	4,000	24%
Vehicle Overhead	5,000	2,500	2,500	5,100	2,550	2,550	2%
Mileage and Parking	1,020	510	510	1,040	520	520	2%
Training and Development	5,500	5,000	500	15,610	15,100	510	65%
<b>Subtotal, Operating</b>	<b>546,560</b>	<b>239,560</b>	<b>307,000</b>	<b>583,370</b>	<b>259,115</b>	<b>324,255</b>	<b>6%</b>
<b>Capital</b>							
Equipment	10,000	10,000	0	25,000	25,000	0	60%
Building Improvements	0	0	0	7,500	7,500	0	100%
<b>Subtotal, Capital</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>32,500</b>	<b>32,500</b>	<b>0</b>	<b>69%</b>
<b>Marketing</b>							
Marketing Salaries	413,000	413,000	0	457,750	457,750	0	10%
Marketing Benefits	66,080	66,080	0	73,240	73,240	0	10%
Postage/Freight	4,000	4,000	0	5,000	5,000	0	20%
Consumer Shows	5,000	5,000	0	25,000	25,000	0	80%
Brand/Niche Paid Campaigns	250,000	250,000	0	400,000	400,000	0	38%
Visitor Guide, Brochures and Maps	70,000	70,000	0	25,000	25,000	0	-180%
Communications and Stakeholder Engagement	65,000	65,000	0	70,000	70,000	0	7%
Website	20,000	20,000	0	20,000	20,000	0	0%
Marketing Memberships/Software	30,000	30,000	0	30,000	30,000	0	0%
Event Attraction	130,000	130,000	0	135,000	135,000	0	4%
Destination Development & Training	70,000	70,000	0	125,000	125,000	0	44%
<b>Subtotal, Marketing</b>	<b>1,123,080</b>	<b>1,123,080</b>	<b>0</b>	<b>1,365,990</b>	<b>1,365,990</b>	<b>0</b>	<b>18%</b>
<b>TOTAL EXPENSES</b>	<b>1,679,640</b>	<b>1,372,640</b>	<b>307,000</b>	<b>1,981,860</b>	<b>1,657,605</b>	<b>324,255</b>	<b>15%</b>
Balance	-256,374	-157,874	-98,500	-40,360	69,895	-110,255	-535%
Less Capital	10,000			32,500			
<b>Net Profit/Loss</b>	<b>-246,374</b>			<b>-7,860</b>			

### Corporate Management Summary

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Office of City Manager</b>								
EXPENDITURES	531,995	494,384	520,260	504,378	519,509	535,094	551,145	567,679
TRANSFERS	(152,908)	0	(26,891)	200	206	212	218	225
<b>Total</b>	<b>379,087</b>	<b>494,384</b>	<b>493,369</b>	<b>504,578</b>	<b>519,715</b>	<b>535,306</b>	<b>551,363</b>	<b>567,904</b>
<b>Mayor &amp; Council</b>								
EXPENDITURES	699,322	768,400	769,534	782,444	805,917	830,095	855,001	880,659
<b>Total</b>	<b>699,322</b>	<b>768,400</b>	<b>769,534</b>	<b>782,444</b>	<b>805,917</b>	<b>830,095</b>	<b>855,001</b>	<b>880,659</b>
<b>Legislative Services</b>								
REVENUE	(40,267)	(15,000)	(20,000)	(30,000)	(30,900)	(31,827)	(32,782)	(33,765)
EXPENDITURES	813,199	839,844	676,316	788,598	812,257	836,628	861,724	887,575
TRANSFERS	25,000	25,000	25,000	35,000	36,050	37,132	38,246	39,393
<b>Total</b>	<b>797,932</b>	<b>849,844</b>	<b>681,316</b>	<b>793,598</b>	<b>817,407</b>	<b>841,933</b>	<b>867,188</b>	<b>893,203</b>
<b>Human Resources</b>								
REVENUE	(322)	0	0	0	0	0	0	0
EXPENDITURES	2,468,029	2,553,710	2,572,410	2,614,734	2,693,179	2,773,977	2,857,196	2,942,912
TRANSFERS	0	0	6,000	6,000	6,180	6,365	6,556	6,753
<b>Total</b>	<b>2,467,708</b>	<b>2,553,710</b>	<b>2,578,410</b>	<b>2,620,734</b>	<b>2,699,359</b>	<b>2,780,342</b>	<b>2,863,752</b>	<b>2,949,665</b>
<b>Communications</b>								
EXPENDITURES	529,426	581,362	566,187	573,355	590,557	608,275	626,521	645,315
TRANSFERS	122	5,000	5,000	5,000	5,150	5,305	5,464	5,628
<b>Total</b>	<b>529,548</b>	<b>586,362</b>	<b>571,187</b>	<b>578,355</b>	<b>595,707</b>	<b>613,580</b>	<b>631,985</b>	<b>650,943</b>
<b>Civic Initiatives &amp; Partn.</b>								
REVENUE	(1,072,238)	(15,000)	0	0	0	0	0	0
EXPENDITURES	1,644,835	1,435,311	1,470,093	1,266,231	1,304,219	1,343,348	1,383,649	1,425,160
TRANSFERS	449,008	9,650	3,650	3,650	3,760	3,873	3,989	4,109
<b>Total</b>	<b>1,021,605</b>	<b>1,429,961</b>	<b>1,473,743</b>	<b>1,269,881</b>	<b>1,307,979</b>	<b>1,347,221</b>	<b>1,387,638</b>	<b>1,429,269</b>
<b>Capital Program Mgmt Office</b>								
REVENUE	(96,652)	0	0	0	0	0	0	0
EXPENDITURES	250,182	200,000	200,000	722,724	744,406	766,739	789,741	813,434
TRANSFERS	1,055	0	0	0	0	0	0	0
<b>Total</b>	<b>154,584</b>	<b>200,000</b>	<b>200,000</b>	<b>722,724</b>	<b>744,406</b>	<b>766,739</b>	<b>789,741</b>	<b>813,434</b>
<b>GRAND TOTAL</b>	<b>6,049,786</b>	<b>6,882,661</b>	<b>6,767,559</b>	<b>7,272,314</b>	<b>7,490,490</b>	<b>7,715,216</b>	<b>7,946,668</b>	<b>8,185,077</b>

## Service Category Summary

### Office of City Manager

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Corporate Management	0	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Corporate Management	379,087	494,384	493,169	504,378	11,209
<b>Total Expenditures</b>	<b>379,087</b>	<b>494,384</b>	<b>493,169</b>	<b>504,378</b>	<b>11,209</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	0	0	200	200	0
<b>Total Transfers</b>	<b>0</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>					
Project Management Review	152,908	0	27,091	0	(27,091)
<b>Total Expenditures - Asset Maintenance</b>	<b>152,908</b>	<b>0</b>	<b>27,091</b>	<b>0</b>	<b>(27,091)</b>
<b>Transfers - Asset Maintenance</b>					
Project Management Review	(152,908)	0	(27,091)	0	27,091
<b>Total Transfers - Asset Maintenance</b>	<b>(152,908)</b>	<b>0</b>	<b>(27,091)</b>	<b>0</b>	<b>27,091</b>
<b>Net Operations</b>	<b>379,087</b>	<b>494,384</b>	<b>493,369</b>	<b>504,578</b>	<b>11,209</b>

## Service Category Summary

### Office of City Manager

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Salary & Wages (including Benefits)	306,766	415,294	399,669	412,078	12,409
Non-Salary Expenses	225,229	79,090	120,591	92,300	(28,291)
<b>Total Expenditures</b>	<b>531,995</b>	<b>494,384</b>	<b>520,260</b>	<b>504,378</b>	<b>(15,882)</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	(152,908)	0	(26,891)	200	27,091
<b>Net Operations</b>	<b>379,087</b>	<b>494,384</b>	<b>493,369</b>	<b>504,578</b>	<b>11,209</b>

## Service Category Summary

### Mayor & Council

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development Advocacy	300	40,000	40,000	40,000	0
Corporate Plan / Orientation	15,677	15,000	15,010	15,000	(10)
Legislative-Mayor	174,692	186,873	187,977	200,483	12,506
Legislative-Council	497,845	437,017	437,027	452,961	15,934
Council - Krause	828	8,000	8,000	0	(8,000)
Council - Skakun	475	8,000	8,000	8,000	0
Council Committee	2,242	25,510	25,520	10,000	(15,520)
Council - Frizzell	3,694	8,000	8,000	8,000	0
Council - Everitt	1,278	8,000	8,000	0	(8,000)
Council - McConnachie	250	8,000	8,000	0	(8,000)
Council - Scott	1,591	8,000	8,000	8,000	0
Council - Ramsay	400	8,000	8,000	8,000	0
Council - Sampson	50	8,000	8,000	8,000	0
Council - Bennett	0	0	0	8,000	8,000
Council - Klassen	0	0	0	8,000	8,000
Council - Polillo	0	0	0	8,000	8,000
<b>Total Expenditures</b>	<b>699,322</b>	<b>768,400</b>	<b>769,534</b>	<b>782,444</b>	<b>12,910</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Corporate Plan / Orientation	0	0	0	0	0
Legislative-Council	0	0	0	0	0
<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>699,322</b>	<b>768,400</b>	<b>769,534</b>	<b>782,444</b>	<b>12,910</b>

## Service Category Summary

### Mayor & Council

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Salary & Wages (including Benefits)	475,756	478,000	479,104	491,884	12,780
Non-Salary Expenses	223,566	290,400	290,430	290,560	130
<b>Total Expenditures</b>	<b>699,322</b>	<b>768,400</b>	<b>769,534</b>	<b>782,444</b>	<b>12,910</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	0	0	0	0	0
<b>Net Operations</b>	<b>699,322</b>	<b>768,400</b>	<b>769,534</b>	<b>782,444</b>	<b>12,910</b>

## Service Category Summary

### Legislative Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Legislative Services	(40,267)	(15,000)	(20,000)	(30,000)	(10,000)
<b>Total Revenues</b>	<b>(40,267)</b>	<b>(15,000)</b>	<b>(20,000)</b>	<b>(30,000)</b>	<b>(10,000)</b>
<b>Expenditures</b>					
Elections/Referendums	0	0	30,000	0	(30,000)
Legislative Services	813,199	839,844	646,316	788,598	142,282
<b>Total Expenditures</b>	<b>813,199</b>	<b>839,844</b>	<b>676,316</b>	<b>788,598</b>	<b>112,282</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>					
Elections/Referendums	25,000	25,000	25,000	35,000	10,000
<b>Total Transfers</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>35,000</b>	<b>10,000</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>797,932</b>	<b>849,844</b>	<b>681,316</b>	<b>793,598</b>	<b>112,282</b>

## Service Category Summary

### Legislative Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(40,267)</b>	<b>(15,000)</b>	<b>(20,000)</b>	<b>(30,000)</b>	<b>(10,000)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	654,429	707,824	538,036	725,298	187,262
Non-Salary Expenses	158,771	132,020	138,280	63,300	(74,980)
<b>Total Expenditures</b>	<b>813,199</b>	<b>839,844</b>	<b>676,316</b>	<b>788,598</b>	<b>112,282</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>35,000</b>	<b>10,000</b>
<b>Net Operations</b>	<b>797,932</b>	<b>849,844</b>	<b>681,316</b>	<b>793,598</b>	<b>112,282</b>

## Service Category Summary

### Human Resources

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Human Resources Operations	(322)	0	0	0	0
<b>Total Revenues</b>	<b>(322)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Union Negotiations/Grievances	5,035	0	0	0	0
Human Resources Operations	1,414,270	1,576,147	1,322,732	1,326,781	4,049
Casual Labour Pool	722	0	0	0	0
Continuous Improvement	139,026	0	152,642	155,784	3,142
Disability Management	229,826	271,681	272,564	287,856	15,292
Health & Safety	575,687	561,877	566,414	588,755	22,341
Central Training	103,464	144,005	258,058	255,558	(2,500)
<b>Total Expenditures</b>	<b>2,468,029</b>	<b>2,553,710</b>	<b>2,572,410</b>	<b>2,614,734</b>	<b>42,324</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>					
Central Training	0	0	6,000	6,000	0
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,467,708</b>	<b>2,553,710</b>	<b>2,578,410</b>	<b>2,620,734</b>	<b>42,324</b>

## Service Category Summary

### Human Resources

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	(322)	0	0	0	0
<b>Expenditures</b>					
Salary & Wages (including Benefits)	2,074,915	1,986,910	1,864,846	1,934,642	69,796
Non-Salary Expenses	393,115	566,800	707,564	680,092	(27,472)
<b>Total Expenditures</b>	<b>2,468,029</b>	<b>2,553,710</b>	<b>2,572,410</b>	<b>2,614,734</b>	<b>42,324</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	0	0	6,000	6,000	0
<b>Net Operations</b>	<b>2,467,708</b>	<b>2,553,710</b>	<b>2,578,410</b>	<b>2,620,734</b>	<b>42,324</b>

## Service Category Summary

### Communications

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
<b>Total Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Communications	529,426	581,362	566,187	573,355	7,168
<b>Total Expenditures</b>	<b>529,426</b>	<b>581,362</b>	<b>566,187</b>	<b>573,355</b>	<b>7,168</b>
<b>Debt</b>					
<b>Total Debt</b>	0	0	0	0	0
<b>Transfers</b>					
Communications	122	5,000	5,000	5,000	0
<b>Total Transfers</b>	<b>122</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	0	0	0	0	0
<b>Net Operations</b>	<b>529,548</b>	<b>586,362</b>	<b>571,187</b>	<b>578,355</b>	<b>7,168</b>

## Service Category Summary

### Communications

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Salary & Wages (including Benefits)	461,939	531,232	481,907	489,075	7,168
Non-Salary Expenses	67,487	50,130	84,280	84,280	0
<b>Total Expenditures</b>	<b>529,426</b>	<b>581,362</b>	<b>566,187</b>	<b>573,355</b>	<b>7,168</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	122	5,000	5,000	5,000	0
<b>Net Operations</b>	<b>529,548</b>	<b>586,362</b>	<b>571,187</b>	<b>578,355</b>	<b>7,168</b>

## Service Category Summary

### Civic Initiatives & Partn.

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Active Living Guide	22	0	0	0	0
Social Planning/Coordination	(117,964)	0	0	0	0
Reaching Home Program	(500)	(15,000)	0	0	0
SIP Project Management	(953,797)	0	0	0	0
<b>Total Revenues</b>	<b>(1,072,238)</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Civic Grants & Serv Agreements	0	0	0	562,300	562,300
Social Planning/Coordination	1,064,196	1,435,311	1,470,093	655,273	(814,820)
Reaching Home Program	331,727	0	0	0	0
SIP Project Management	248,911	0	0	0	0
Strengthening Communities Serv	0	0	0	48,658	48,658
<b>Total Expenditures</b>	<b>1,644,835</b>	<b>1,435,311</b>	<b>1,470,093</b>	<b>1,266,231</b>	<b>(203,862)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Social Planning/Coordination	75,350	9,650	3,650	3,650	0
Reaching Home Program	(331,227)	0	0	0	0
SIP Project Management	704,885	0	0	0	0
<b>Total Transfers</b>	<b>449,008</b>	<b>9,650</b>	<b>3,650</b>	<b>3,650</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>1,021,605</b>	<b>1,429,961</b>	<b>1,473,743</b>	<b>1,269,881</b>	<b>(203,862)</b>

## Service Category Summary

### Civic Initiatives & Partn.

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(1,072,238)</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	432,101	488,421	499,513	455,781	(43,732)
Non-Salary Expenses	1,212,734	946,890	970,580	810,450	(160,130)
<b>Total Expenditures</b>	<b>1,644,835</b>	<b>1,435,311</b>	<b>1,470,093</b>	<b>1,266,231</b>	<b>(203,862)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>449,008</b>	<b>9,650</b>	<b>3,650</b>	<b>3,650</b>	<b>0</b>
<b>Net Operations</b>	<b>1,021,605</b>	<b>1,429,961</b>	<b>1,473,743</b>	<b>1,269,881</b>	<b>(203,862)</b>

## Service Category Summary

### Capital Program Mgmt Office

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
<b>Total Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Capital Program Mgmt Office	0	0	0	522,724	522,724
<b>Total Expenditures</b>	0	0	0	522,724	522,724
<b>Debt</b>					
<b>Total Debt</b>	0	0	0	0	0
<b>Transfers</b>					
<b>Total Transfers</b>	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Infrastructure Planning - Gen	(96,652)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	(96,652)	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - Gen	250,182	200,000	200,000	200,000	0
<b>Total Expenditures - Asset Maintenance</b>	250,182	200,000	200,000	200,000	0
<b>Transfers - Asset Maintenance</b>					
Infrastructure Planning - Gen	1,055	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	1,055	0	0	0	0
<b>Net Operations</b>	<b>154,584</b>	<b>200,000</b>	<b>200,000</b>	<b>722,724</b>	<b>522,724</b>

## Service Category Summary

### Capital Program Mgmt Office

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(96,652)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	(20)	0	0	498,299	498,299
Non-Salary Expenses	250,202	200,000	200,000	224,425	24,425
<b>Total Expenditures</b>	<b>250,182</b>	<b>200,000</b>	<b>200,000</b>	<b>722,724</b>	<b>522,724</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>1,055</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>154,584</b>	<b>200,000</b>	<b>200,000</b>	<b>722,724</b>	<b>522,724</b>

**Public Safety Summary**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(709,138)	(556,290)	(556,290)	(565,440)	(582,404)	(599,875)	(617,871)	(636,407)
EXPENDITURES	29,467,404	28,648,974	31,339,430	32,542,772	33,519,055	34,524,625	35,560,364	36,627,176
TRANSFERS	(323,175)	0	0	0	0	0	0	0
<b>Total</b>	<b>28,435,090</b>	<b>28,092,684</b>	<b>30,783,140</b>	<b>31,977,332</b>	<b>32,936,651</b>	<b>33,924,750</b>	<b>34,942,493</b>	<b>35,990,769</b>
<b>Fire &amp; Rescue Services</b>								
REVENUE	(1,650,588)	(1,618,750)	(1,642,750)	(1,967,000)	(2,026,010)	(2,086,790)	(2,149,393)	(2,213,875)
EXPENDITURES	19,448,982	18,943,011	19,277,422	19,795,375	20,389,239	21,000,922	21,630,955	22,279,888
TRANSFERS	1,160,318	1,167,700	1,204,927	1,237,496	1,272,445	1,308,442	1,345,520	1,383,709
<b>Total</b>	<b>18,958,712</b>	<b>18,491,961</b>	<b>18,839,599</b>	<b>19,065,871</b>	<b>19,635,674</b>	<b>20,222,574</b>	<b>20,827,082</b>	<b>21,449,722</b>
<b>Emergency Programs</b>								
REVENUE	(228,013)	0	0	0	0	0	0	0
EXPENDITURES	371,654	289,519	297,724	276,320	284,611	293,149	301,943	311,000
TRANSFERS	15,600	16,000	13,600	14,800	15,244	15,701	16,172	16,657
<b>Total</b>	<b>159,241</b>	<b>305,519</b>	<b>311,324</b>	<b>291,120</b>	<b>299,855</b>	<b>308,850</b>	<b>318,115</b>	<b>327,657</b>
<b>Bylaw Services</b>								
REVENUE	(555,001)	(745,490)	(645,490)	(591,500)	(609,245)	(627,522)	(646,347)	(665,737)
EXPENDITURES	2,525,979	2,189,315	2,920,230	2,822,598	2,907,278	2,994,497	3,084,334	3,176,861
TRANSFERS	142,099	162,000	136,650	138,800	142,964	147,253	151,671	156,221
<b>Total</b>	<b>2,113,076</b>	<b>1,605,825</b>	<b>2,411,390</b>	<b>2,369,898</b>	<b>2,440,997</b>	<b>2,514,228</b>	<b>2,589,658</b>	<b>2,667,345</b>
<b>Off-Street Parking</b>								
REVENUE	(1,269,068)	(1,959,110)	(1,554,700)	(1,367,000)	(1,407,860)	(1,449,947)	(1,493,295)	(1,537,944)
EXPENDITURES	1,282,736	1,199,113	1,185,528	1,226,916	1,263,722	1,301,633	1,340,684	1,380,906
TRANSFERS	(13,668)	759,997	369,172	140,084	144,138	148,314	152,611	157,038
<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>49,666,120</b>	<b>48,495,989</b>	<b>52,345,453</b>	<b>53,704,221</b>	<b>55,313,177</b>	<b>56,970,402</b>	<b>58,677,348</b>	<b>60,435,493</b>

## Service Category Summary

### Police Protection

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Police Operations	(527,942)	(426,290)	(426,290)	(422,440)	3,850
Police Progr - Victim Services	(92,475)	(80,000)	(80,000)	(93,000)	(13,000)
Custody of Prisoners	(88,722)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(709,138)</b>	<b>(556,290)</b>	<b>(556,290)</b>	<b>(565,440)</b>	<b>(9,150)</b>
<b>Expenditures</b>					
Police Contract	24,470,673	23,616,770	26,047,926	27,231,071	1,183,145
Police Operations	4,049,920	4,049,888	4,240,885	4,420,357	179,472
Police Progr-CPAC-Storefront	114,440	168,592	176,532	95,578	(80,954)
Police Progr - Victim Services	132,004	166,717	182,322	187,553	5,231
Custody of Prisoners	700,367	647,007	691,765	608,213	(83,552)
<b>Total Expenditures</b>	<b>29,467,404</b>	<b>28,648,974</b>	<b>31,339,430</b>	<b>32,542,772</b>	<b>1,203,342</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 Contract	(273,250)	0	0	0	0
Police Operations	75	0	0	0	0
Police Progr-CPAC-Storefront	(50,000)	0	0	0	0
<b>Total Transfers</b>	<b>(323,175)</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>28,435,090</b>	<b>28,092,684</b>	<b>30,783,140</b>	<b>31,977,332</b>	<b>1,194,192</b>

## Service Category Summary

### Police Protection

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(709,138)</b>	<b>(556,290)</b>	<b>(556,290)</b>	<b>(565,440)</b>	<b>(9,150)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	4,757,917	4,868,084	5,108,454	5,106,501	(1,953)
Non-Salary Expenses	24,709,487	23,780,890	26,230,976	27,436,271	1,205,295
<b>Total Expenditures</b>	<b>29,467,404</b>	<b>28,648,974</b>	<b>31,339,430</b>	<b>32,542,772</b>	<b>1,203,342</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>(323,175)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>28,435,090</b>	<b>28,092,684</b>	<b>30,783,140</b>	<b>31,977,332</b>	<b>1,194,192</b>

## Service Category Summary

### Fire & Rescue Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Fire Dept - Headquarters	(4,732)	(750)	(750)	0	750
Fire Prevention/Investigation	(25,672)	(15,000)	(20,000)	(20,000)	0
Fire Halls	(3,230)	(7,000)	(7,000)	(7,000)	0
Fire Opr Comm Centre	(1,586,000)	(1,586,000)	(1,605,000)	(1,930,000)	(325,000)
Fire Equip - High Angle Rescue	(30,954)	(10,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(1,650,588)</b>	<b>(1,618,750)</b>	<b>(1,642,750)</b>	<b>(1,967,000)</b>	<b>(324,250)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	1,986,355	1,916,243	2,106,973	2,110,134	3,161
Fire Dept - Recruitment	340	0	10,000	20,000	10,000
Fire Prevention/Investigation	12,874	24,970	36,470	31,320	(5,150)
Fire Communications	24,016	43,010	43,020	35,000	(8,020)
Fire Halls	73,760	56,960	60,460	59,080	(1,380)
Fire Opr Comm Centre	1,593,151	1,595,186	1,653,399	1,870,501	217,102
Fire Suppress Operations	15,597,201	15,170,412	15,228,360	15,500,340	271,980
Fire Fighting Fleet	148,824	110,240	112,740	144,000	31,260
Fire Equip - High Angle Rescue	12,461	11,000	11,000	10,000	(1,000)
Fire - Confined Space	0	14,990	15,000	15,000	0
<b>Total Expenditures</b>	<b>19,448,982</b>	<b>18,943,011</b>	<b>19,277,422</b>	<b>19,795,375</b>	<b>517,953</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	0	2,500	2,500	2,500	0
Fire Suppress Operations	18,242	0	63,327	72,540	9,213
Fire Fighting Fleet	1,142,075	1,165,200	1,139,100	1,162,456	23,356
<b>Total Transfers</b>	<b>1,160,318</b>	<b>1,167,700</b>	<b>1,204,927</b>	<b>1,237,496</b>	<b>32,569</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>18,958,712</b>	<b>18,491,961</b>	<b>18,839,599</b>	<b>19,065,871</b>	<b>226,272</b>

## Service Category Summary

### Fire & Rescue Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(1,650,588)</b>	<b>(1,618,750)</b>	<b>(1,642,750)</b>	<b>(1,967,000)</b>	<b>(324,250)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	18,557,224	18,216,501	18,331,882	18,912,005	580,123
Non-Salary Expenses	891,758	726,510	945,540	883,370	(62,170)
<b>Total Expenditures</b>	<b>19,448,982</b>	<b>18,943,011</b>	<b>19,277,422</b>	<b>19,795,375</b>	<b>517,953</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>1,160,318</b>	<b>1,167,700</b>	<b>1,204,927</b>	<b>1,237,496</b>	<b>32,569</b>
<b>Net Operations</b>	<b>18,958,712</b>	<b>18,491,961</b>	<b>18,839,599</b>	<b>19,065,871</b>	<b>226,272</b>

## Service Category Summary

### Emergency Programs

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Emergency Programs	(45,742)	0	0	0	0
Emergency Fire Response	(176,120)	0	0	0	0
Emergency Flood Response	(6,151)	0	0	0	0
<b>Total Revenues</b>	<b>(228,013)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	327,935	289,519	297,724	276,320	(21,404)
Emergency Fire Response	37,569	0	0	0	0
Emergency Flood Response	6,151	0	0	0	0
<b>Total Expenditures</b>	<b>371,654</b>	<b>289,519</b>	<b>297,724</b>	<b>276,320</b>	<b>(21,404)</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	15,600	16,000	13,600	14,800	1,200
<b>Total Transfers</b>	<b>15,600</b>	<b>16,000</b>	<b>13,600</b>	<b>14,800</b>	<b>1,200</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>159,241</b>	<b>305,519</b>	<b>311,324</b>	<b>291,120</b>	<b>(20,204)</b>

## Service Category Summary

### Emergency Programs

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(228,013)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	323,475	283,689	285,664	264,270	(21,394)
Non-Salary Expenses	48,179	5,830	12,060	12,050	(10)
<b>Total Expenditures</b>	<b>371,654</b>	<b>289,519</b>	<b>297,724</b>	<b>276,320</b>	<b>(21,404)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>15,600</b>	<b>16,000</b>	<b>13,600</b>	<b>14,800</b>	<b>1,200</b>
<b>Net Operations</b>	<b>159,241</b>	<b>305,519</b>	<b>311,324</b>	<b>291,120</b>	<b>(20,204)</b>

## Service Category Summary

### Bylaw Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Parking Oper - Traffic Control	(272,950)	(381,500)	(281,500)	(270,000)	11,500
Animal/SPCA Operations	(247,383)	(309,000)	(309,000)	(260,000)	49,000
Enforcement	(4,868)	(4,990)	(4,990)	(11,500)	(6,510)
Bylaw Admin Operations	(29,800)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(555,001)</b>	<b>(745,490)</b>	<b>(645,490)</b>	<b>(591,500)</b>	<b>53,990</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	356,011	417,871	430,039	428,923	(1,116)
Animal/SPCA Operations	673,842	578,732	684,369	699,262	14,893
Enforcement	1,193,856	880,095	1,264,549	1,167,215	(97,334)
Bylaw Admin Operations	302,269	312,617	541,273	527,198	(14,075)
<b>Total Expenditures</b>	<b>2,525,979</b>	<b>2,189,315</b>	<b>2,920,230</b>	<b>2,822,598</b>	<b>(97,632)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parking Oper - Traffic Control	21,600	24,000	20,250	23,000	2,750
Animal/SPCA Operations	49,680	63,600	50,400	46,800	(3,600)
Enforcement	70,819	74,400	66,000	69,000	3,000
<b>Total Transfers</b>	<b>142,099</b>	<b>162,000</b>	<b>136,650</b>	<b>138,800</b>	<b>2,150</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,113,076</b>	<b>1,605,825</b>	<b>2,411,390</b>	<b>2,369,898</b>	<b>(41,492)</b>

## Service Category Summary

### Bylaw Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(555,001)</b>	<b>(745,490)</b>	<b>(645,490)</b>	<b>(591,500)</b>	<b>53,990</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	1,788,672	1,676,175	2,317,860	2,274,218	(43,642)
Non-Salary Expenses	737,307	513,140	602,370	548,380	(53,990)
<b>Total Expenditures</b>	<b>2,525,979</b>	<b>2,189,315</b>	<b>2,920,230</b>	<b>2,822,598</b>	<b>(97,632)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>142,099</b>	<b>162,000</b>	<b>136,650</b>	<b>138,800</b>	<b>2,150</b>
<b>Net Operations</b>	<b>2,113,076</b>	<b>1,605,825</b>	<b>2,411,390</b>	<b>2,369,898</b>	<b>(41,492)</b>

## Service Category Summary

### Off-Street Parking

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Parking - Off Street	(1,268,209)	(1,959,110)	(1,554,700)	(1,367,000)	187,700
<b>Total Revenues</b>	<b>(1,268,209)</b>	<b>(1,959,110)</b>	<b>(1,554,700)</b>	<b>(1,367,000)</b>	<b>187,700</b>
<b>Expenditures</b>					
Parking - Off Street	350,925	463,303	499,324	574,865	75,541
Facilities Off Street Parking	769,048	619,008	575,328	540,569	(34,759)
<b>Total Expenditures</b>	<b>1,119,973</b>	<b>1,082,311</b>	<b>1,074,652</b>	<b>1,115,434</b>	<b>40,782</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parking - Off Street	(103,171)	689,782	292,718	61,029	(231,689)
Facilities Off Street Parking	86,253	68,055	74,454	77,055	2,601
Off-Street Mtce (fund 13)	165,154	118,962	112,876	113,482	606
<b>Total Transfers</b>	<b>148,236</b>	<b>876,799</b>	<b>480,048</b>	<b>251,566</b>	<b>(228,482)</b>
<b>Revenues - Asset Maintenance</b>					
Facilities Off Street Pking AM	(860)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(860)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Facilities Off Street Pking AM	162,764	116,802	110,876	111,482	606
<b>Total Expenditures - Asset Maintenance</b>	<b>162,764</b>	<b>116,802</b>	<b>110,876</b>	<b>111,482</b>	<b>606</b>
<b>Transfers - Asset Maintenance</b>					
Facilities Off Street Pking AM	3,250	2,160	2,000	2,000	0
User Fee Funded - Off-Street	(165,154)	(118,962)	(112,876)	(113,482)	(606)
<b>Total Transfers - Asset Maintenance</b>	<b>(161,904)</b>	<b>(116,802)</b>	<b>(110,876)</b>	<b>(111,482)</b>	<b>(606)</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)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(1,269,068)</b>	<b>(1,959,110)</b>	<b>(1,554,700)</b>	<b>(1,367,000)</b>	<b>187,700</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	404,190	419,171	424,476	522,159	97,683
Non-Salary Expenses	878,547	779,942	761,052	704,757	(56,295)
<b>Total Expenditures</b>	<b>1,282,736</b>	<b>1,199,113</b>	<b>1,185,528</b>	<b>1,226,916</b>	<b>41,388</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>(13,668)</b>	<b>759,997</b>	<b>369,172</b>	<b>140,084</b>	<b>(229,088)</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Civic Operations Summary

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(14,441)	(60,000)	(20,000)	(20,000)	(20,600)	(21,218)	(21,854)	(22,510)
EXPENDITURES	5,101,172	8,102,450	7,998,300	8,311,336	8,560,676	8,817,499	9,082,027	9,354,489
TRANSFERS	2,621,038	1,957,550	2,021,700	2,108,664	2,171,924	2,237,084	2,304,197	2,373,324
<b>Total</b>	<b>7,707,770</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,400,000</b>	<b>10,712,000</b>	<b>11,033,365</b>	<b>11,364,370</b>	<b>11,705,303</b>
<b>Roads</b>								
REVENUE	(189,355)	(140,959)	(141,912)	(134,928)	(138,975)	(143,146)	(147,441)	(151,864)
EXPENDITURES	3,176,819	2,968,456	3,092,899	3,022,915	3,113,607	3,207,019	3,303,231	3,402,332
TRANSFERS	958,632	806,852	905,407	1,010,692	1,041,013	1,072,246	1,104,414	1,137,546
<b>Total</b>	<b>3,946,097</b>	<b>3,634,349</b>	<b>3,856,394</b>	<b>3,898,679</b>	<b>4,015,645</b>	<b>4,136,119</b>	<b>4,260,204</b>	<b>4,388,014</b>
<b>Storm Drainage</b>								
REVENUE	(176,506)	(166,123)	(174,475)	(112,143)	(115,507)	(118,974)	(122,542)	(126,220)
EXPENDITURES	1,238,378	1,438,458	1,565,350	1,659,556	1,709,344	1,760,630	1,813,448	1,867,857
TRANSFERS	109,330	75,076	(9,859)	336,720	346,822	357,226	367,942	378,981
<b>Total</b>	<b>1,171,201</b>	<b>1,347,411</b>	<b>1,381,016</b>	<b>1,884,133</b>	<b>1,940,659</b>	<b>1,998,882</b>	<b>2,058,848</b>	<b>2,120,618</b>
<b>Fleet Services</b>								
REVENUE	(511,808)	(351,629)	(520,534)	(518,000)	(533,540)	(549,547)	(566,033)	(583,013)
EXPENDITURES	6,946,885	6,524,997	6,942,923	7,970,780	8,209,909	8,456,208	8,709,893	8,971,183
TRANSFERS	(7,146,504)	(5,725,783)	(5,605,595)	(6,202,769)	(6,140,443)	(6,263,040)	(6,386,391)	(6,346,551)
<b>Total</b>	<b>(711,427)</b>	<b>447,585</b>	<b>816,794</b>	<b>1,250,011</b>	<b>1,535,926</b>	<b>1,643,621</b>	<b>1,757,469</b>	<b>2,041,619</b>
<b>Street Lighting</b>								
REVENUE	(63,754)	(36,200)	(51,200)	(51,200)	(52,736)	(54,318)	(55,948)	(57,627)
EXPENDITURES	1,716,795	1,623,974	1,718,885	1,638,914	1,688,084	1,738,727	1,790,888	1,844,618
TRANSFERS	92,733	124,000	114,400	112,350	115,721	119,193	122,769	126,451
<b>Total</b>	<b>1,745,774</b>	<b>1,711,774</b>	<b>1,782,085</b>	<b>1,700,064</b>	<b>1,751,069</b>	<b>1,803,602</b>	<b>1,857,709</b>	<b>1,913,442</b>
<b>Civic Operations Admin</b>								
REVENUE	(5,782)	(5,000)	(5,000)	(44,420)	(45,753)	(47,126)	(48,540)	(49,996)
EXPENDITURES	290,085	288,448	298,269	324,971	334,721	344,760	355,103	365,757
TRANSFERS	59,099	21,900	162,570	163,770	164,382	165,012	165,661	106,605
<b>Total</b>	<b>343,402</b>	<b>305,348</b>	<b>455,839</b>	<b>444,321</b>	<b>453,350</b>	<b>462,646</b>	<b>472,224</b>	<b>422,366</b>
<b>Solid Waste Services</b>								
REVENUE	(4,840,490)	(4,735,470)	(4,843,000)	(5,115,967)	(5,269,446)	(5,427,530)	(5,590,356)	(5,758,067)
EXPENDITURES	2,776,185	2,371,951	2,814,932	2,831,698	2,916,649	3,004,149	3,094,274	3,187,103
TRANSFERS	2,064,305	2,363,519	2,028,068	2,284,269	2,352,797	2,423,381	2,496,082	2,570,964
<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	(1,257,927)	(488,720)	(550,000)	(547,420)	(563,843)	(580,758)	(598,181)	(616,127)
EXPENDITURES	664,431	502,876	525,665	549,184	565,661	582,631	600,110	618,114
TRANSFERS	71,214	83,081	95,688	104,256	107,834	111,519	115,314	119,224
<b>Total</b>	<b>(522,281)</b>	<b>97,237</b>	<b>71,353</b>	<b>106,020</b>	<b>109,652</b>	<b>113,392</b>	<b>117,243</b>	<b>121,211</b>
<b>Sewer Operations</b>								
REVENUE	(15,270,728)	(14,540,060)	(15,072,264)	(16,027,679)	(16,508,509)	(17,003,764)	(17,513,875)	(18,039,292)
EXPENDITURES	7,919,506	6,497,992	6,598,133	6,537,167	6,733,288	6,935,295	7,143,352	7,357,657
DEBT	437,199	437,234	450,017	448,365	264,351	254,233	259,360	252,245
TRANSFERS	6,914,023	7,604,834	8,024,114	9,042,147	9,510,870	9,814,236	10,111,163	10,429,390
<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>

**Civic Operations Summary**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Water Operations</b>								
REVENUE	(17,559,454)	(17,182,118)	(17,913,654)	(18,540,510)	(19,096,727)	(19,669,629)	(20,259,718)	(20,867,510)
EXPENDITURES	6,460,890	6,228,597	7,192,434	7,522,526	7,748,203	7,980,656	8,220,078	8,466,686
DEBT	1,396,546	1,400,325	1,445,058	1,467,922	1,394,504	1,354,298	733,957	287,601
TRANSFERS	9,702,017	9,553,196	9,276,162	9,550,062	9,954,020	10,334,675	11,305,683	12,113,223
<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>Parks</b>								
REVENUE	(134,159)	(15,257)	(120,743)	(129,750)	(133,643)	(137,653)	(141,782)	(146,034)
EXPENDITURES	4,520,077	4,320,450	4,818,413	5,316,850	5,476,361	5,640,658	5,809,879	5,984,178
TRANSFERS	1,016,531	916,323	872,728	1,097,375	1,130,296	1,164,204	1,199,130	1,235,103
<b>Total</b>	<b>5,402,449</b>	<b>5,221,516</b>	<b>5,570,398</b>	<b>6,284,475</b>	<b>6,473,014</b>	<b>6,667,209</b>	<b>6,867,227</b>	<b>7,073,247</b>
<b>District Energy</b>								
REVENUE	(181,429)	(191,847)	(192,975)	(394,103)	(405,926)	(418,104)	(430,647)	(443,566)
EXPENDITURES	358,102	433,659	843,981	468,781	482,844	497,330	512,250	527,617
DEBT	417,321	417,321	409,321	201,660	0	0	0	0
TRANSFERS	(593,993)	(659,133)	(1,060,327)	(276,338)	(76,918)	(79,226)	(81,603)	(84,051)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transportation &amp; Tech Services</b>								
REVENUE	(1,810,970)	(2,362,160)	(2,083,570)	(2,370,064)	(2,441,166)	(2,514,401)	(2,589,833)	(2,667,528)
EXPENDITURES	4,321,668	6,588,049	7,183,548	7,837,194	8,072,309	8,314,477	8,563,912	8,820,829
TRANSFERS	1,763,415	33,800	(829,997)	(827,500)	(852,325)	(877,895)	(904,232)	(931,359)
<b>Total</b>	<b>4,274,113</b>	<b>4,259,689</b>	<b>4,269,981</b>	<b>4,639,630</b>	<b>4,778,818</b>	<b>4,922,181</b>	<b>5,069,847</b>	<b>5,221,942</b>
<b>OLD BU'S - Storm Drainage</b>								
EXPENDITURES	112,777	0	0	0	0	0	0	0
TRANSFERS	(112,777)	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 - Sewer Operations</b>								
EXPENDITURES	2,521,191	0	0	0	0	0	0	0
TRANSFERS	(2,521,191)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - Water Operations</b>								
EXPENDITURES	2,646,438	0	0	0	0	0	0	0
TRANSFERS	(2,646,438)	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>								
EXPENDITURES	8,306	0	0	0	0	0	0	0
TRANSFERS	(8,306)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - District Energy</b>								
EXPENDITURES	631,916	0	0	0	0	0	0	0
TRANSFERS	(631,916)	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>23,357,098</b>	<b>27,024,909</b>	<b>28,203,860</b>	<b>30,607,333</b>	<b>31,770,133</b>	<b>32,781,017</b>	<b>33,825,141</b>	<b>35,007,762</b>

## Service Category Summary

### Snow Control

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(9,030)	(50,000)	(10,000)	(10,000)	0
Ice Control	(5,411)	(10,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(14,441)</b>	<b>(60,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	170,815	310,919	313,876	312,216	(1,660)
Snow Plow & Rmv - Grader/Plow	2,474,697	4,680,493	4,491,829	4,827,103	335,274
Ice Control	1,617,804	1,739,906	1,773,732	1,866,092	92,360
Sdwlk Snw Plw/Ice Cntrl-Outsid	104,972	297,946	311,953	324,467	12,514
City Facilities Snow/Ice Contr	283,232	500,591	512,208	472,995	(39,213)
Winter Sand Pickup	415,209	469,073	490,142	406,807	(83,335)
<b>Total Expenditures</b>	<b>5,066,729</b>	<b>7,998,928</b>	<b>7,893,740</b>	<b>8,209,680</b>	<b>315,940</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Snow Dump Mtce - Gen Charges	2,385	5,000	5,000	5,000	0
Snow Plow & Rmv - Grader/Plow	1,309,906	994,550	966,700	1,024,000	57,300
Ice Control	634,414	265,000	350,000	330,864	(19,136)
Sdwlk Snw Plw/Ice Cntrl-Outsid	91,444	122,000	125,000	135,000	10,000
City Facilities Snow/Ice Contr	92,737	120,000	120,000	129,600	9,600
Snow (fund 13)	40,555	106,522	109,560	139,355	29,795
Winter Sand Pickup	484,042	448,000	450,000	446,500	(3,500)
<b>Total Transfers</b>	<b>2,655,482</b>	<b>2,061,072</b>	<b>2,126,260</b>	<b>2,210,319</b>	<b>84,059</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Snow Disposal Fac West Bowl	(387)	0	0	0	0
Snow Dump Mtce - Gen Chrgs AM	0	4,409	4,034	3,817	(217)
Snow Plow & Rmv-Grader/Plow AM	34,831	99,113	100,526	97,839	(2,687)
<b>Total Expenditures - Asset Maintenance</b>	<b>34,444</b>	<b>103,522</b>	<b>104,560</b>	<b>101,656</b>	<b>(2,904)</b>
<b>Transfers - Asset Maintenance</b>					
Snow Disposal Fac West Bowl	387	0	0	0	0
Snow Dump Mtce - Gen Chrgs AM	0	1,000	1,000	1,000	0
Snow Plow & Rmv-Grader/Plow AM	5,724	2,000	4,000	36,700	32,700
User Fee Funded - Snow	(40,555)	(106,522)	(109,560)	(139,355)	(29,795)
<b>Total Transfers - Asset Maintenance</b>	<b>(34,444)</b>	<b>(103,522)</b>	<b>(104,560)</b>	<b>(101,655)</b>	<b>2,905</b>
<b>Net Operations</b>	<b>7,707,770</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,400,000</b>	<b>400,000</b>

### Service Category Summary

#### Snow Control

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(14,441)</b>	<b>(60,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	2,869,839	3,338,115	3,483,977	3,329,925	(154,052)
Non-Salary Expenses	2,231,334	4,764,335	4,514,323	4,981,411	467,088
<b>Total Expenditures</b>	<b>5,101,172</b>	<b>8,102,450</b>	<b>7,998,300</b>	<b>8,311,336</b>	<b>313,036</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>2,621,038</b>	<b>1,957,550</b>	<b>2,021,700</b>	<b>2,108,664</b>	<b>86,964</b>
<b>Net Operations</b>	<b>7,707,770</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,400,000</b>	<b>400,000</b>

## Service Category Summary

### Roads

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
3rd Pty Streets - Misc	(638)	(15,235)	(15,295)	(15,295)	0
New Traffic Signs - Sign Insta	(6,877)	0	0	0	0
Curb & Gutter Rpr Conn	(16,054)	(39,736)	(40,453)	(34,749)	5,704
Pavement Rpr Connection	(78,926)	(57,013)	(57,170)	(57,170)	0
Concrete Sidewalk Rpr Conn	(11,292)	(2,750)	(2,760)	(1,480)	1,280
Asphalt Sidewalk Rpr Conn	0	(1,225)	(1,234)	(1,234)	0
Sign Mtce Operations	(2,456)	0	0	0	0
Road Cut Fees	(45,808)	(25,000)	(25,000)	(25,000)	0
<b>Total Revenues</b>	<b>(162,051)</b>	<b>(140,959)</b>	<b>(141,912)</b>	<b>(134,928)</b>	<b>6,984</b>
<b>Expenditures</b>					
Traffic Lane Marking	412,580	341,629	364,550	459,976	95,426
3rd Pty Streets - Misc	1,134	15,235	15,295	15,295	0
Streets - Gen Admin	595,341	611,017	634,130	273,618	(360,512)
New Traffic Signs - Sign Insta	3,173	0	0	0	0
Gravel Roads - Grading	11,074	51,663	54,030	110,470	56,440
Summer Sweeping Program	131,301	84,369	88,197	97,397	9,200
Curb & Gutter Mtce	80,263	147,072	128,799	220,358	91,559
Bridges & Structures	0	522	0	0	0
Mtce Asphalt Rd - Cold Patch R	23,672	31,497	24,146	24,784	638
Mtce Asphalt Rd - Major Patchi	37,716	76,568	88,814	232,548	143,734
Mtce Asphalt Rd - Hot Patch Rp	84,704	80,763	66,802	80,168	13,366
Curb & Gutter Rpr Conn	11,407	28,736	29,453	29,749	296
Pavement Rpr Connection	35,994	49,013	49,170	49,170	0
Concrete Sidewalk Rpr Conn	0	2,350	2,360	1,480	(880)
Asphalt Sidewalk Rpr Conn	0	1,225	1,234	1,234	0
Sign Mtce Operations	81,007	29,493	30,628	80,894	50,266
<b>Total Expenditures</b>	<b>1,509,366</b>	<b>1,551,152</b>	<b>1,577,608</b>	<b>1,677,141</b>	<b>99,533</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	14,424	9,300	15,000	12,000	(3,000)
3rd Pty Streets - Misc	382	0	0	0	0
Streets - Gen Admin	864	0	0	0	0
New Traffic Signs - Sign Insta	456	0	0	0	0
Gravel Roads - Grading	771	4,200	4,200	11,000	6,800
Summer Sweeping Program	211,676	160,000	170,000	196,600	26,600
Curb & Gutter Mtce	10,227	17,000	17,000	17,300	300
Mtce Asphalt Rd - Cold Patch R	(27,588)	13,000	13,000	5,000	(8,000)
Mtce Asphalt Rd - Major Patchi	21,743	15,000	25,000	19,500	(5,500)
Mtce Asphalt Rd - Hot Patch Rp	39,870	44,200	60,000	46,700	(13,300)
Curb & Gutter Rpr Conn	3,516	11,000	11,000	5,000	(6,000)
Pavement Rpr Connection	11,481	8,000	8,000	8,000	0
Concrete Sidewalk Rpr Conn	0	400	400	0	(400)
Sign Mtce Operations	8,029	5,000	8,000	8,500	500
<b>Total Transfers</b>	<b>295,848</b>	<b>287,100</b>	<b>331,600</b>	<b>329,600</b>	<b>(2,000)</b>
<b>Revenues - Asset Maintenance</b>					
Traff Ctrl & Signal Opt Det UG	(27,304)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(27,304)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Roads

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Expenditures - Asset Maintenance</b>					
Gravel Roads - Grading AM	422,450	306,763	316,179	295,215	(20,964)
Curb & Gutter Mtce AM	119,045	103,585	133,279	117,473	(15,806)
Bridges & Structures Mtce	18,535	8,287	8,842	8,832	(10)
Mtce Asphalt Rd-Cold Patch AM	134,498	67,043	78,369	80,283	1,914
Mtce Asphalt Rd-Major Patch AM	120,779	343,318	339,238	284,927	(54,311)
Mtce Asphalt Rd - Hot Patch AM	646,433	293,908	327,664	381,121	53,457
Sign Mtce Operations AM	115,227	195,802	207,227	177,923	(29,304)
Traff Ctrl & Signal Opt Det UG	69,105	98,598	104,493	0	(104,493)
Infra Planning - Road & Bridge	21,382	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>1,667,454</b>	<b>1,417,304</b>	<b>1,515,291</b>	<b>1,345,774</b>	<b>(169,517)</b>
<b>Transfers - Asset Maintenance</b>					
Gravel Roads - Grading AM	224,462	260,000	263,000	225,000	(38,000)
Curb & Gutter Mtce AM	29,345	25,000	25,000	27,000	2,000
Bridges & Structures Mtce	0	400	400	400	0
Mtce Asphalt Rd-Cold Patch AM	108,154	80,000	114,900	124,092	9,192
Mtce Asphalt Rd-Major Patch AM	34,872	45,000	45,000	48,600	3,600
Mtce Asphalt Rd - Hot Patch AM	255,434	180,000	195,000	216,500	21,500
Sign Mtce Operations AM	52,320	27,950	35,000	39,500	4,500
Traff Ctrl & Signal Opt Det UG	(41,801)	(98,598)	(104,493)	0	104,493
<b>Total Transfers - Asset Maintenance</b>	<b>662,785</b>	<b>519,752</b>	<b>573,807</b>	<b>681,092</b>	<b>107,285</b>
<b>Net Operations</b>	<b>3,946,097</b>	<b>3,634,349</b>	<b>3,856,394</b>	<b>3,898,679</b>	<b>42,285</b>

## Service Category Summary

### Roads

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(189,355)</b>	<b>(140,959)</b>	<b>(141,912)</b>	<b>(134,928)</b>	<b>6,984</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	1,727,262	2,023,059	2,113,120	1,992,179	(120,941)
Non-Salary Expenses	1,449,557	945,397	979,779	1,030,736	50,957
<b>Total Expenditures</b>	<b>3,176,819</b>	<b>2,968,456</b>	<b>3,092,899</b>	<b>3,022,915</b>	<b>(69,984)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>958,632</b>	<b>806,852</b>	<b>905,407</b>	<b>1,010,692</b>	<b>105,285</b>
<b>Net Operations</b>	<b>3,946,097</b>	<b>3,634,349</b>	<b>3,856,394</b>	<b>3,898,679</b>	<b>42,285</b>

## Service Category Summary

### Storm Drainage

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Spills	(7,329)	0	(10,000)	(5,000)	5,000
Ditching - Culvert Replacement	(1,656)	0	0	0	0
3rd Pty - Curb Drop Installati	(9,843)	(18,458)	(18,539)	(18,538)	1
3rd Pty - Culvert Install	(47,604)	(25,908)	(25,985)	(25,985)	0
Storm Connections	(4,808)	(74,448)	(72,331)	(15,000)	57,331
3rd Pty - Storm Sewer	0	(6,884)	(6,914)	(6,914)	0
3rd Pty Streets - Connections	(78,964)	(40,425)	(40,706)	(40,706)	0
<b>Total Revenues</b>	<b>(150,203)</b>	<b>(166,123)</b>	<b>(174,475)</b>	<b>(112,143)</b>	<b>62,332</b>
<b>Expenditures</b>					
Spills	18,596	56,289	56,483	30,402	(26,081)
Ditching - Culvert Replacement	21,479	48,058	42,272	255,171	212,899
3rd Pty - Curb Drop Installati	15,010	13,858	13,939	13,939	0
3rd Pty - Culvert Install	29,247	18,708	18,785	18,785	0
Utilities - Admin Operations	10,771	14,350	27,040	24,300	(2,740)
Storm Operations	323,521	317,236	331,514	512,938	181,424
Storm Connections	0	69,248	72,331	4,957	(67,374)
Storm Sewer Pumphouse - Admin	9,402	10,665	9,119	10,432	1,313
3rd Pty - Storm Sewer	0	6,884	6,914	6,914	0
3rd Pty Streets - Connections	63,010	40,425	40,706	40,706	0
<b>Total Expenditures</b>	<b>491,035</b>	<b>595,721</b>	<b>619,103</b>	<b>918,544</b>	<b>299,441</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Spills	775	2,000	2,000	2,000	0
Ditching - Culvert Replacement	22,921	26,000	26,000	27,000	1,000
3rd Pty - Curb Drop Installati	6,079	4,600	4,600	4,600	0
3rd Pty - Culvert Install	11,403	7,200	7,200	7,200	0
Utilities - Admin Operations	60	0	0	0	0
Storm Operations	70,533	67,000	70,000	75,600	5,600
Storm Connections	0	5,200	0	0	0
Storm Sewer Pumphouse - Admin	310	0	0	0	0
3rd Pty Streets - Connections	17,159	0	0	0	0
<b>Total Transfers</b>	<b>129,238</b>	<b>112,000</b>	<b>109,800</b>	<b>116,400</b>	<b>6,600</b>

## Service Category Summary

### Storm Drainage

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues - Asset Maintenance</b>					
Drainage Improvements	(23,865)	0	0	0	0
Storm Operations AM	(2,438)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(26,303)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Drainage Improvements	49,829	119,582	166,549	0	(166,549)
Ditching - Culvert Replace AM	183,343	174,716	188,406	132,966	(55,440)
Storm Operations AM	307,378	420,446	430,704	603,568	172,864
Storm Sewer Pumphouse - Adm AM	3,133	1,151	3,478	4,478	1,000
Prepaving Storm Water Infrastr	90,883	126,842	157,110	0	(157,110)
<b>Total Expenditures - Asset Maintenance</b>	<b>634,566</b>	<b>842,737</b>	<b>946,247</b>	<b>741,012</b>	<b>(205,235)</b>
<b>Transfers - Asset Maintenance</b>					
Drainage Improvements	(25,964)	(119,582)	(166,549)	0	166,549
Ditching - Culvert Replace AM	117,184	90,000	84,000	90,720	6,720
Storm Operations AM	92,532	119,500	120,000	129,600	9,600
Prepaving Storm Water Infrastr	(90,883)	(126,842)	(157,110)	0	157,110
<b>Total Transfers - Asset Maintenance</b>	<b>92,869</b>	<b>(36,924)</b>	<b>(119,659)</b>	<b>220,320</b>	<b>339,979</b>
<b>Net Operations</b>	<b>1,171,201</b>	<b>1,347,411</b>	<b>1,381,016</b>	<b>1,884,133</b>	<b>503,117</b>

## Service Category Summary

### Storm Drainage

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(176,506)</b>	<b>(166,123)</b>	<b>(174,475)</b>	<b>(112,143)</b>	<b>62,332</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	736,010	795,378	834,928	1,255,384	420,456
Non-Salary Expenses	389,591	643,080	730,422	404,172	(326,250)
<b>Total Expenditures</b>	<b>1,125,601</b>	<b>1,438,458</b>	<b>1,565,350</b>	<b>1,659,556</b>	<b>94,206</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>222,107</b>	<b>75,076</b>	<b>(9,859)</b>	<b>336,720</b>	<b>346,579</b>
<b>Net Operations</b>	<b>1,171,201</b>	<b>1,347,411</b>	<b>1,381,016</b>	<b>1,884,133</b>	<b>503,117</b>

## Service Category Summary

### Fleet Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Fleet Damage	(11,560)	0	0	0	0
Fleet Mtce - Operations	(2,832)	(4,340)	(5,000)	(3,000)	2,000
Fleet Serv - RCMP Post Garage	(265,698)	(347,289)	(360,534)	(360,000)	534
Fleet Serv - RCMP Refueling	(222,316)	0	(150,000)	(150,000)	0
Fleet Serv Shop Overhead	(9,402)	0	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(511,808)</b>	<b>(351,629)</b>	<b>(520,534)</b>	<b>(518,000)</b>	<b>2,534</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	221,237	229,705	240,155	244,079	3,924
Fleet Serv-Sm Tools Rpr/Purch	11,699	12,600	12,600	13,600	1,000
Fleet Serv - Fire Services	457,143	340,580	375,100	482,866	107,766
Welding Shop Operations	47,763	86,809	100,891	107,480	6,589
Fleet Damage	126,289	75,000	75,000	90,000	15,000
Fleet Mtce - Operations	4,928,857	4,779,284	4,943,357	5,893,760	950,403
Fleet Serv - RCMP	93,230	86,444	90,231	90,626	395
Fleet Serv - RCMP Post Garage	228,737	260,845	270,303	200,230	(70,073)
Fleet Serv - RCMP Refueling	222,316	0	150,000	150,000	0
Fleet Serv Shop Overhead	593,763	633,730	665,286	678,139	12,853
Supply Serv - Operations	(1)	0	0	0	0
<b>Total Expenditures</b>	<b>6,931,034</b>	<b>6,504,997</b>	<b>6,922,923</b>	<b>7,950,780</b>	<b>1,027,857</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fleet Mtce - Operations	395,375	0	0	0	0
Fleet Equipment Rental	(9,877,030)	(8,353,000)	(8,529,000)	(9,215,013)	(686,013)
Fleet Internal Leases	2,275,009	2,556,246	2,864,005	2,944,744	80,739
Fleet Serv Shop Overhead	60,142	70,971	59,400	67,500	8,100
<b>Total Transfers</b>	<b>(7,146,504)</b>	<b>(5,725,783)</b>	<b>(5,605,595)</b>	<b>(6,202,769)</b>	<b>(597,174)</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	15,851	20,000	20,000	20,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>15,851</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>(711,427)</b>	<b>447,585</b>	<b>816,794</b>	<b>1,250,011</b>	<b>433,217</b>

### Service Category Summary

#### Fleet Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(511,808)</b>	<b>(351,629)</b>	<b>(520,534)</b>	<b>(518,000)</b>	<b>2,534</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	2,699,293	2,554,557	2,777,583	2,940,480	162,897
Non-Salary Expenses	4,247,591	3,970,440	4,165,340	5,030,300	864,960
<b>Total Expenditures</b>	<b>6,946,885</b>	<b>6,524,997</b>	<b>6,942,923</b>	<b>7,970,780</b>	<b>1,027,857</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>(7,146,504)</b>	<b>(5,725,783)</b>	<b>(5,605,595)</b>	<b>(6,202,769)</b>	<b>(597,174)</b>
<b>Net Operations</b>	<b>(711,427)</b>	<b>447,585</b>	<b>816,794</b>	<b>1,250,011</b>	<b>433,217</b>

## Service Category Summary

### Street Lighting

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Street Lighting	(2,633)	(1,200)	(1,200)	(1,200)	0
3rd Pty - Util-Electrical	(56,029)	(35,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(58,662)</b>	<b>(36,200)</b>	<b>(51,200)</b>	<b>(51,200)</b>	<b>0</b>
<b>Expenditures</b>					
Traffic Signals	100,395	76,147	105,151	101,187	(3,964)
Street Lighting	1,196,071	1,191,791	1,262,373	1,183,190	(79,183)
3rd Pty - Util-Electrical	55,458	37,595	72,933	72,943	10
<b>Total Expenditures</b>	<b>1,351,924</b>	<b>1,305,533</b>	<b>1,440,457</b>	<b>1,357,320</b>	<b>(83,137)</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	20,454	20,000	20,000	22,000	2,000
Street Lighting	15,104	16,000	16,000	17,000	1,000
3rd Pty - Util-Electrical	12,870	8,000	8,000	8,000	0
<b>Total Transfers</b>	<b>48,428</b>	<b>44,000</b>	<b>44,000</b>	<b>47,000</b>	<b>3,000</b>
<b>Revenues - Asset Maintenance</b>					
Traffic Signals AM	(4,077)	0	0	0	0
Street Lighting AM	(1,015)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(5,092)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Traffic Signals AM	102,254	101,230	81,149	81,782	633
Street Lighting AM	262,617	217,211	197,279	199,812	2,533
<b>Total Expenditures - Asset Maintenance</b>	<b>364,871</b>	<b>318,441</b>	<b>278,428</b>	<b>281,594</b>	<b>3,166</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Signals AM	14,885	52,000	42,400	35,000	(7,400)
Street Lighting AM	29,421	28,000	28,000	30,350	2,350
<b>Total Transfers - Asset Maintenance</b>	<b>44,305</b>	<b>80,000</b>	<b>70,400</b>	<b>65,350</b>	<b>(5,050)</b>
<b>Net Operations</b>	<b>1,745,774</b>	<b>1,711,774</b>	<b>1,782,085</b>	<b>1,700,064</b>	<b>(82,021)</b>

## Service Category Summary

### Street Lighting

Supporting Detail (Consolidation)	2021	2021	2022	2023	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2023 vs 2022
<b>Revenues</b>	(63,754)	(36,200)	(51,200)	(51,200)	0
<b>Expenditures</b>					
Salary & Wages (including Benefits)	226,438	231,683	241,377	245,596	4,219
Non-Salary Expenses	1,490,357	1,392,291	1,477,508	1,393,318	(84,190)
<b>Total Expenditures</b>	<b>1,716,795</b>	<b>1,623,974</b>	<b>1,718,885</b>	<b>1,638,914</b>	<b>(79,971)</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	92,733	124,000	114,400	112,350	(2,050)
<b>Net Operations</b>	<b>1,745,774</b>	<b>1,711,774</b>	<b>1,782,085</b>	<b>1,700,064</b>	<b>(82,021)</b>

## Service Category Summary

### Civic Operations Admin

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Civic Operations Admin.	(5,782)	(5,000)	(5,000)	(44,420)	(39,420)
<b>Total Revenues</b>	<b>(5,782)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(44,420)</b>	<b>(39,420)</b>
<b>Expenditures</b>					
Civic Operations Admin.	281,779	288,448	298,269	324,971	26,702
<b>Total Expenditures</b>	<b>281,779</b>	<b>288,448</b>	<b>298,269</b>	<b>324,971</b>	<b>26,702</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Civic Operations Admin.	67,405	21,900	162,570	163,770	1,200
<b>Total Transfers</b>	<b>67,405</b>	<b>21,900</b>	<b>162,570</b>	<b>163,770</b>	<b>1,200</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>343,402</b>	<b>305,348</b>	<b>455,839</b>	<b>444,321</b>	<b>(11,518)</b>

## Service Category Summary

### Civic Operations Admin

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	(5,782)	(5,000)	(5,000)	(44,420)	(39,420)
<b>Expenditures</b>					
Salary & Wages (including Benefits)	276,494	271,638	281,469	308,181	26,712
Non-Salary Expenses	5,284	16,810	16,800	16,790	(10)
<b>Total Expenditures</b>	<b>281,779</b>	<b>288,448</b>	<b>298,269</b>	<b>324,971</b>	<b>26,702</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	67,405	21,900	162,570	163,770	1,200
<b>Net Operations</b>	<b>343,402</b>	<b>305,348</b>	<b>455,839</b>	<b>444,321</b>	<b>(11,518)</b>

## Service Category Summary

### Solid Waste Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Solid Waste Operations	(4,840,490)	(4,735,470)	(4,843,000)	(5,115,967)	(272,967)
<b>Total Revenues</b>	<b>(4,840,490)</b>	<b>(4,735,470)</b>	<b>(4,843,000)</b>	<b>(5,115,967)</b>	<b>(272,967)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,568,441	2,277,116	2,723,246	2,734,859	11,613
Downtown Clean up	195,509	66,191	57,265	76,366	19,101
<b>Total Expenditures</b>	<b>2,763,950</b>	<b>2,343,307</b>	<b>2,780,511</b>	<b>2,811,225</b>	<b>30,714</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Solid Waste Operations	1,159,424	1,138,881	1,203,387	1,491,879	288,492
Downtown Clean up	14,941	27,600	27,600	36,300	8,700
Solid Waste - Surplus transfer	0	100,000	100,000	0	(100,000)
Solid Waste - trsf Gen Capital	889,800	1,097,038	697,081	756,090	59,009
Solid Waste - Trsf Asset Main.	12,375	28,644	34,421	20,473	(13,948)
<b>Total Transfers</b>	<b>2,076,540</b>	<b>2,392,163</b>	<b>2,062,489</b>	<b>2,304,742</b>	<b>242,253</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Solid Waste Operations AM	12,235	28,644	34,421	20,473	(13,948)
<b>Total Expenditures - Asset Maintenance</b>	<b>12,235</b>	<b>28,644</b>	<b>34,421</b>	<b>20,473</b>	<b>(13,948)</b>
<b>Transfers - Asset Maintenance</b>					
Solid Waste Operations AM	140	0	0	0	0
User Fee Funded-Solid Waste	(12,375)	(28,644)	(34,421)	(20,473)	13,948
<b>Total Transfers - Asset Maintenance</b>	<b>(12,235)</b>	<b>(28,644)</b>	<b>(34,421)</b>	<b>(20,473)</b>	<b>13,948</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)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(4,840,490)</b>	<b>(4,735,470)</b>	<b>(4,843,000)</b>	<b>(5,115,967)</b>	<b>(272,967)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	1,118,142	985,079	1,020,019	1,047,066	27,047
Non-Salary Expenses	1,658,042	1,386,872	1,794,913	1,784,632	(10,281)
<b>Total Expenditures</b>	<b>2,776,185</b>	<b>2,371,951</b>	<b>2,814,932</b>	<b>2,831,698</b>	<b>16,766</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>2,064,305</b>	<b>2,363,519</b>	<b>2,028,068</b>	<b>2,284,269</b>	<b>256,201</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Cemetery

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Memorial Park Cemetery	(1,257,927)	(488,720)	(550,000)	(547,420)	2,580
<b>Total Revenues</b>	<b>(1,257,927)</b>	<b>(488,720)</b>	<b>(550,000)</b>	<b>(547,420)</b>	<b>2,580</b>
<b>Expenditures</b>					
Memorial Park Cemetery	653,129	498,692	517,108	536,766	19,658
<b>Total Expenditures</b>	<b>653,129</b>	<b>498,692</b>	<b>517,108</b>	<b>536,766</b>	<b>19,658</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	70,900	82,081	94,688	103,256	8,568
<b>Total Transfers</b>	<b>70,900</b>	<b>82,081</b>	<b>94,688</b>	<b>103,256</b>	<b>8,568</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	11,302	4,184	8,557	12,418	3,861
<b>Total Expenditures - Asset Maintenance</b>	<b>11,302</b>	<b>4,184</b>	<b>8,557</b>	<b>12,418</b>	<b>3,861</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	315	1,000	1,000	1,000	0
<b>Total Transfers - Asset Maintenance</b>	<b>315</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Net Operations</b>	<b>(522,281)</b>	<b>97,237</b>	<b>71,353</b>	<b>106,020</b>	<b>34,667</b>

## Service Category Summary

### Cemetery

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(1,257,927)</b>	<b>(488,720)</b>	<b>(550,000)</b>	<b>(547,420)</b>	<b>2,580</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	458,326	398,391	417,373	425,660	8,287
Non-Salary Expenses	206,105	104,485	108,292	123,524	15,232
<b>Total Expenditures</b>	<b>664,431</b>	<b>502,876</b>	<b>525,665</b>	<b>549,184</b>	<b>23,519</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>71,214</b>	<b>83,081</b>	<b>95,688</b>	<b>104,256</b>	<b>8,568</b>
<b>Net Operations</b>	<b>(522,281)</b>	<b>97,237</b>	<b>71,353</b>	<b>106,020</b>	<b>34,667</b>

## Service Category Summary

### Sewer Operations

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Utilities Sewer Admin	(800)	0	0	0	0
Sanitary Sewer Operations	3,264	0	0	0	0
3rd Pty - Sanitary Sewer	(35,875)	(10,331)	(12,659)	(45,718)	(33,059)
WWTC - Operations	(379,218)	(10,000)	(10,000)	(10,000)	0
Lagoon - Treatment Plant - Opr	(4,100)	(2,500)	(3,000)	(87,439)	(84,439)
Sewer Connection	(38,650)	(29,965)	(33,059)	(30,000)	3,059
Fin Plan - Managed Debt	(107,971)	(107,971)	(120,754)	(132,506)	(11,752)
Investment Earnings - Sewer	(26,283)	(12,000)	(12,000)	(10,000)	2,000
Fin Serv - Sewer - Managed	(14,663,466)	(14,367,293)	(14,880,792)	(15,712,016)	(831,224)
<b>Total Revenues</b>	<b>(15,253,101)</b>	<b>(14,540,060)</b>	<b>(15,072,264)</b>	<b>(16,027,679)</b>	<b>(955,415)</b>
<b>Expenditures</b>					
Utilities Sewer Admin	568,894	792,350	920,282	979,084	58,802
Sanitary Sewer Operations	768,912	1,251,745	1,133,430	896,011	(237,419)
3rd Pty - Sanitary Sewer	28,050	5,731	5,759	5,759	0
Lift Station Hydro	163,238	164,320	170,378	156,783	(13,595)
Lift Station Operations/Mtce	504,430	764,192	794,389	809,264	14,875
WWTC - Operations	1,691,773	1,323,107	1,280,787	1,688,939	408,152
Lagoon - Treatment Plant - Opr	193,145	118,595	117,671	107,853	(9,818)
Western Acres Lagoon - Opr	274	0	0	0	0
Sewer Connection	46,439	22,965	23,059	26,569	3,510
Amortization - budget only	0	2,200,000	3,000,000	2,400,000	(600,000)
Amortization - budget - contra	0	(2,200,000)	(3,000,000)	(2,400,000)	600,000
Asset Amort & Gain/Loss-Sewer	2,415,924	0	0	0	0
Fin Serv - Sewer - Managed	1,553	0	0	0	0
<b>Total Expenditures</b>	<b>6,382,632</b>	<b>4,443,005</b>	<b>4,445,755</b>	<b>4,670,262</b>	<b>224,507</b>
<b>Debt</b>					
Fin Plan - Managed Debt	437,199	437,234	450,017	448,365	(1,652)
<b>Total Debt</b>	<b>437,199</b>	<b>437,234</b>	<b>450,017</b>	<b>448,365</b>	<b>(1,652)</b>
<b>Transfers</b>					
Sanitary Sewer Operations	170,367	195,700	196,000	211,673	15,673
3rd Pty - Sanitary Sewer	7,826	4,600	6,900	6,900	0
Lift Station Operations/Mtce	124,616	104,100	120,000	129,600	9,600
WWTC - Operations	155,277	168,305	172,100	176,800	4,700
Lagoon - Treatment Plant - Opr	95	5,000	5,000	1,000	(4,000)
Sewer Connection	10,534	7,000	10,000	10,000	0
Asset Amort & Gain/Loss-Sewer	(2,415,924)	0	0	0	0
Fin Plan - Managed OH Chg	1,262,736	1,262,735	1,293,572	1,292,445	(1,127)
Swr Opr - Surplus transfer	7,652,262	6,336,623	6,129,926	6,958,149	828,223
Fin Serv - Sewer - Managed	(95,012)	(115,676)	(108,808)	(100,000)	8,808
Cont to Asset Mtce (fund 33)	1,560,494	1,691,434	2,351,802	2,222,485	(129,317)
<b>Total Transfers</b>	<b>8,433,270</b>	<b>9,659,821</b>	<b>10,176,492</b>	<b>10,909,052</b>	<b>732,560</b>

## Service Category Summary

### Sewer Operations

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues - Asset Maintenance</b>					
Sanitary Sewer Operations AM	(17,627)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(17,627)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
WWTC Scum Dewatering Equipment	287	0	0	0	0
Prepaving Upgrade - Sewer	123,852	166,753	130,076	0	(130,076)
Replace WWTC Centrifuge Scroll	70,261	0	0	0	0
PW101 Emerg. Standby Generator	35,006	0	0	0	0
Lift Station Opr/Mtce AM	201,900	278,176	334,647	289,505	(45,142)
WWTC - Operations AM	535,454	501,487	599,201	635,135	35,934
Sanitary Sewer Operations AM	480,896	577,686	782,557	606,368	(176,189)
Lagoon Treatment Plant-Opr AM	65,277	5,885	5,897	5,897	0
Infrastructure Planning -Sewer	23,940	525,000	300,000	330,000	30,000
<b>Total Expenditures - Asset Maintenance</b>	<b>1,536,874</b>	<b>2,054,987</b>	<b>2,152,378</b>	<b>1,866,905</b>	<b>(285,473)</b>
<b>Transfers - Asset Maintenance</b>					
WWTC Scum Dewatering Equipment	(287)	0	0	0	0
Prepaving Upgrade - Sewer	(123,852)	(166,753)	(130,076)	0	130,076
Replace WWTC Centrifuge Scroll	(70,261)	0	0	0	0
PW101 Emerg. Standby Generator	(35,006)	0	0	0	0
Lift Station Opr/Mtce AM	7,565	8,000	10,000	10,000	0
WWTC - Operations AM	4,964	5,000	5,000	6,000	1,000
Sanitary Sewer Operations AM	256,883	290,000	313,500	338,580	25,080
Lagoon Treatment Plant-Opr AM	1,243	200	1,000	1,000	0
Infrastructure Planning -Sewer	0	(500,000)	0	0	0
User Fee Funded - Sewer	(1,560,494)	(1,691,434)	(2,351,802)	(2,222,485)	129,317
<b>Total Transfers - Asset Maintenance</b>	<b>(1,519,246)</b>	<b>(2,054,987)</b>	<b>(2,152,378)</b>	<b>(1,866,905)</b>	<b>285,473</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)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(15,270,728)</b>	<b>(14,540,060)</b>	<b>(15,072,264)</b>	<b>(16,027,679)</b>	<b>(955,415)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	3,252,058	4,087,812	4,266,679	4,062,683	(203,996)
Non-Salary Expenses	4,667,448	2,410,180	2,331,454	2,474,484	143,030
<b>Total Expenditures</b>	<b>7,919,506</b>	<b>6,497,992</b>	<b>6,598,133</b>	<b>6,537,167</b>	<b>(60,966)</b>
<b>Debt</b>	<b>437,199</b>	<b>437,234</b>	<b>450,017</b>	<b>448,365</b>	<b>(1,652)</b>
<b>Transfers</b>	<b>6,914,023</b>	<b>7,604,834</b>	<b>8,024,114</b>	<b>9,042,147</b>	<b>1,018,033</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

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Water Operations	(45,292)	(28,460)	(28,450)	(38,580)	(10,130)
Pumping Stations - Opr	(15,525)	0	0	0	0
Meter Repairs Opr & Recoveries	(2,359)	0	0	0	0
3rd Pty - Water	(80,240)	(13,423)	(13,475)	(44,663)	(31,188)
3rd Pty - Water Main	(2,590)	(10,643)	(10,705)	(35,482)	(24,777)
Water Connections - Prepaid	(63,617)	(36,545)	(36,113)	(119,696)	(83,583)
Water Disconnect	(3,500)	(7,860)	(7,904)	(26,198)	(18,294)
Fin Plan - Managed Debt	(348,653)	(365,553)	(400,850)	(400,123)	727
Investment Earnings - Water	(13,188)	(7,000)	(7,000)	3,000	10,000
Fin Serv - Water - Managed	(16,926,837)	(16,712,634)	(17,409,157)	(17,878,768)	(469,611)
<b>Total Revenues</b>	<b>(17,501,799)</b>	<b>(17,182,118)</b>	<b>(17,913,654)</b>	<b>(18,540,510)</b>	<b>(626,856)</b>
<b>Expenditures</b>					
Water Operations	1,261,439	1,436,052	1,272,459	1,451,150	178,691
Water Stns Electricity	929,946	1,068,080	1,118,104	988,188	(129,916)
Utilities Water Admin	535,368	737,564	861,779	887,751	25,972
Water Treatment	37,804	27,060	35,000	45,000	10,000
Pumping Stations - Opr	1,065,288	987,759	934,287	1,157,605	223,318
Meter Repairs Opr & Recoveries	71,088	183,628	177,994	(8,556)	(186,550)
Reservoirs - Operations	31,169	69,814	70,215	17,735	(52,480)
3rd Pty - Water	69,783	9,423	9,475	9,475	0
3rd Pty - Water Main	2,024	9,443	9,505	9,505	0
Water Connections - Prepaid	42,633	24,545	24,613	24,623	10
Water Disconnect	1,908	5,560	5,604	5,604	0
Amortization - budget only	0	2,400,000	3,500,000	2,600,000	(900,000)
Amortization - budget - contra	0	(2,400,000)	(3,500,000)	(2,600,000)	900,000
Asset Amort & Gain/Loss-Water	2,646,438	0	0	0	0
Fin Serv - Water - Managed	335	0	0	0	0
<b>Total Expenditures</b>	<b>6,695,223</b>	<b>4,558,928</b>	<b>4,519,035</b>	<b>4,588,080</b>	<b>69,045</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,396,546	1,400,325	1,445,058	1,467,922	22,864
<b>Total Debt</b>	<b>1,396,546</b>	<b>1,400,325</b>	<b>1,445,058</b>	<b>1,467,922</b>	<b>22,864</b>
<b>Transfers</b>					
Water Operations	232,850	197,300	198,000	217,500	19,500
Water Treatment	120	0	0	0	0
Pumping Stations - Opr	105,988	95,350	85,518	92,550	7,032
Meter Repairs Opr & Recoveries	14,400	14,400	14,400	15,600	1,200
Reservoirs - Operations	1,058	500	500	550	50
3rd Pty - Water	16,220	4,000	4,000	8,300	4,300
3rd Pty - Water Main	471	1,200	1,200	1,200	0
Water Connections - Prepaid	10,175	12,000	11,500	11,500	0
Water Disconnect	1,101	2,300	2,300	2,300	0
Fin Plan - Managed OH Charge	1,275,116	1,275,118	1,254,416	1,407,955	153,539
Asset Amort & Gain/Loss-Water	(2,646,438)	0	0	0	0
Wtr Opr - Surplus transfer	7,923,773	7,941,779	7,730,497	7,674,638	(55,859)
Fin Serv - Water - Managed	(300,030)	(351,751)	(330,865)	(340,791)	(9,926)
Cont to Asset Mtce (fund 43)	2,775,227	2,030,669	2,978,095	3,393,206	415,111
<b>Total Transfers</b>	<b>9,410,030</b>	<b>11,222,865</b>	<b>11,949,561</b>	<b>12,484,508</b>	<b>534,947</b>

## Service Category Summary

### Water Operations

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues - Asset Maintenance</b>					
Meter Repairs Opr & Recover AM	(735)	0	0	0	0
Water Operations AM	(56,920)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(57,655)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Prepaving Water Infrastructure	75,895	89,000	146,304	0	(146,304)
PW617 PRV Chamber Upgrade	53,736	0	0	0	0
Pumping Stations - Opr AM	416,857	230,942	381,263	454,033	72,770
Meter Repairs Opr & Recover AM	60,688	31,793	77,909	162,730	84,821
Reservoirs - Operations AM	56,325	2,676	2,684	88,984	86,300
Water Operations AM	1,743,605	1,290,258	1,765,239	1,928,699	163,460
Infrastructure Planning -Water	5,000	25,000	300,000	300,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,412,106</b>	<b>1,669,669</b>	<b>2,673,399</b>	<b>2,934,446</b>	<b>261,047</b>
<b>Transfers - Asset Maintenance</b>					
Prepaving Water Infrastructure	(75,895)	(89,000)	(146,304)	0	146,304
PW617 PRV Chamber Upgrade	(53,736)	0	0	0	0
Pumping Stations - Opr AM	17,174	20,000	20,000	21,600	1,600
Meter Repairs Opr & Recover AM	59	3,000	2,000	0	(2,000)
Reservoirs - Operations AM	5,526	2,000	2,000	2,160	160
Water Operations AM	527,649	425,000	427,000	435,000	8,000
User Fee Funded - Water	(2,775,227)	(2,030,669)	(2,978,095)	(3,393,206)	(415,111)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,354,451)</b>	<b>(1,669,669)</b>	<b>(2,673,399)</b>	<b>(2,934,446)</b>	<b>(261,047)</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)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(17,559,454)</b>	<b>(17,182,118)</b>	<b>(17,913,654)</b>	<b>(18,540,510)</b>	<b>(626,856)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	3,419,133	3,728,133	3,989,121	4,045,483	56,362
Non-Salary Expenses	5,688,195	2,500,464	3,203,313	3,477,043	273,730
<b>Total Expenditures</b>	<b>9,107,329</b>	<b>6,228,597</b>	<b>7,192,434</b>	<b>7,522,526</b>	<b>330,092</b>
<b>Debt</b>	<b>1,396,546</b>	<b>1,400,325</b>	<b>1,445,058</b>	<b>1,467,922</b>	<b>22,864</b>
<b>Transfers</b>	<b>7,055,579</b>	<b>9,553,196</b>	<b>9,276,162</b>	<b>9,550,062</b>	<b>273,900</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Parks

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Parks & Recreation	3,101	0	0	(98,000)	(98,000)
Parks Operations	(123,940)	(5,000)	(110,000)	(21,000)	89,000
Boulevard repairs connections	(7,695)	(10,257)	(10,743)	(10,750)	(7)
<b>Total Revenues</b>	<b>(128,534)</b>	<b>(15,257)</b>	<b>(120,743)</b>	<b>(129,750)</b>	<b>(9,007)</b>
<b>Expenditures</b>					
Shared Use Agreement	0	113,000	275,000	275,000	0
Parks & Recreation	131,806	129,107	226,854	478,792	251,938
Parks Operations	1,535,303	1,549,184	1,712,249	1,751,002	38,753
Boulevards - Parks	271,356	234,896	254,864	276,765	21,901
Major Parks	413,451	366,400	360,357	305,357	(55,000)
Nature Parks & Green Space	170,396	95,234	76,240	122,295	46,055
Neighborhood Parks	307,764	391,030	408,412	392,776	(15,636)
Sportsfield, Turf, & Irrigation	523,481	483,355	532,023	556,043	24,020
Trails	39,821	55,256	65,332	65,021	(311)
Carpenter Shop Operations	250,712	209,372	220,013	346,760	126,747
Boulevard repairs connections	4,775	10,157	10,643	10,846	203
Irrigation	211,259	241,263	210,382	267,532	57,150
<b>Total Expenditures</b>	<b>3,860,124</b>	<b>3,878,254</b>	<b>4,352,369</b>	<b>4,848,189</b>	<b>495,820</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parks Operations	241,570	203,023	175,875	187,875	12,000
Boulevards - Parks	81,250	8,700	80,000	87,000	7,000
Major Parks	135,450	104,000	110,000	118,800	8,800
Nature Parks & Green Space	73,004	80,000	80,000	86,400	6,400
Neighborhood Parks	158,509	155,000	155,000	167,600	12,600
Sportsfield, Turf, & Irrigation	238,404	240,000	202,400	258,000	55,600
Trails	20,040	20,000	20,000	21,600	1,600
Carpenter Shop Operations	16,577	20,000	13,200	14,400	1,200
Boulevard repairs connections	574	100	100	500	400
Irrigation	182	200	200	200	0
<b>Total Transfers</b>	<b>965,559</b>	<b>831,023</b>	<b>836,775</b>	<b>942,375</b>	<b>105,600</b>

## Service Category Summary

### Parks

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues - Asset Maintenance</b>					
Cottonwd/Herit R Trl Refurb'20	(5,625)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(5,625)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Cottonwd/Herit R Trl Refurb'20	46,991	0	0	0	0
Tree Planting	34,062	47,500	62,095	0	(62,095)
Off Leash Areas	14,769	25,000	9,952	0	(9,952)
Parks Operations AM	3,917	36,697	39,247	34,788	(4,459)
Boulevards - Parks AM	0	4,369	3,341	3,406	65
Major Parks AM	6,264	10,550	9,813	7,789	(2,024)
Nature Parks & Green Space AM	367,891	179,788	209,984	294,357	84,373
Neighborhood Parks AM	63,934	27,591	28,899	45,625	16,726
Sportsfield, Turf, & Irigat AM	24,131	33,131	25,015	26,920	1,905
Trails AM	7,322	8,682	9,801	17,556	7,755
Irrigation - AM	90,671	68,888	67,897	38,220	(29,677)
<b>Total Expenditures - Asset Maintenance</b>	<b>659,953</b>	<b>442,196</b>	<b>466,044</b>	<b>468,661</b>	<b>2,617</b>
<b>Transfers - Asset Maintenance</b>					
Cottonwd/Herit R Trl Refurb'20	(41,366)	0	0	0	0
Tree Planting	(34,062)	(47,500)	(62,095)	0	62,095
Off Leash Areas	(14,769)	(25,000)	(9,952)	0	9,952
Parks Operations AM	1,826	3,000	3,000	8,000	5,000
Major Parks AM	3,897	500	4,000	4,000	0
Nature Parks & Green Space AM	126,792	150,000	95,000	137,000	42,000
Neighborhood Parks AM	2,858	800	1,500	1,500	0
Sportsfield, Turf, & Irigat AM	2,491	2,000	2,000	2,000	0
Trails AM	1,569	0	1,000	1,000	0
Irrigation - AM	1,737	1,500	1,500	1,500	0
<b>Total Transfers - Asset Maintenance</b>	<b>50,972</b>	<b>85,300</b>	<b>35,953</b>	<b>155,000</b>	<b>119,047</b>
<b>Net Operations</b>	<b>5,402,449</b>	<b>5,221,516</b>	<b>5,570,398</b>	<b>6,284,475</b>	<b>714,077</b>

## Service Category Summary

### Parks

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(134,159)</b>	<b>(15,257)</b>	<b>(120,743)</b>	<b>(129,750)</b>	<b>(9,007)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	3,514,688	3,587,439	3,844,791	4,032,696	187,905
Non-Salary Expenses	1,005,389	733,011	973,622	1,284,154	310,532
<b>Total Expenditures</b>	<b>4,520,077</b>	<b>4,320,450</b>	<b>4,818,413</b>	<b>5,316,850</b>	<b>498,437</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>1,016,531</b>	<b>916,323</b>	<b>872,728</b>	<b>1,097,375</b>	<b>224,647</b>
<b>Net Operations</b>	<b>5,402,449</b>	<b>5,221,516</b>	<b>5,570,398</b>	<b>6,284,475</b>	<b>714,077</b>

## Service Category Summary

### District Energy

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Utilities Distr Energy Admin	0	0	0	(26,400)	(26,400)
Fin Serv-Distr Energy-Managed	(181,429)	(191,847)	(192,975)	(367,703)	(174,728)
<b>Total Revenues</b>	<b>(181,429)</b>	<b>(191,847)</b>	<b>(192,975)</b>	<b>(394,103)</b>	<b>(201,128)</b>
<b>Expenditures</b>					
Utilities Distr Energy Admin	0	18,383	1,947	0	(1,947)
District Energy Operations	315,241	376,653	403,346	439,143	35,797
Amortization - budget only	0	606,000	617,000	630,000	13,000
Amortization - budget - contra	0	(606,000)	(617,000)	(630,000)	(13,000)
Asset Amort & Gain/Loss-DES	631,916	0	0	0	0
Ramada DES - Design & Build	19,135	0	400,000	0	(400,000)
<b>Total Expenditures</b>	<b>966,292</b>	<b>395,036</b>	<b>805,293</b>	<b>439,143</b>	<b>(366,150)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	417,321	417,321	409,321	201,660	(207,661)
<b>Total Debt</b>	<b>417,321</b>	<b>417,321</b>	<b>409,321</b>	<b>201,660</b>	<b>(207,661)</b>
<b>Transfers</b>					
District Energy Operations	2,686	1,553	1,811	1,884	73
Fin Plan - Managed OH Charge	84,564	84,562	88,604	168,644	80,040
Asset Amort & Gain/Loss-DES	(631,916)	0	0	0	0
District Energy - Surplus trsf	(192,861)	(175,275)	(412,135)	134,179	546,314
Fin Serv-Distr Energy-Managed	(489,730)	(569,973)	(438,607)	(581,045)	(142,438)
Ramada DES - Design & Build	0	0	(300,000)	0	300,000
Cont to Asset Mtce (fund 23)	25,074	38,623	38,688	29,638	(9,050)
<b>Total Transfers</b>	<b>(1,202,183)</b>	<b>(620,510)</b>	<b>(1,021,639)</b>	<b>(246,700)</b>	<b>774,939</b>
<b>Expenditures - Asset Maintenance</b>					
District Energy Maintenance	23,726	38,623	38,688	29,638	(9,050)
<b>Total Expenditures - Asset Maintenance</b>	<b>23,726</b>	<b>38,623</b>	<b>38,688</b>	<b>29,638</b>	<b>(9,050)</b>
<b>Transfers - Asset Maintenance</b>					
District Energy Maintenance	1,349	0	0	0	0
User Fee Funded - Distr Energy	(25,074)	(38,623)	(38,688)	(29,638)	9,050
<b>Total Transfers - Asset Maintenance</b>	<b>(23,726)</b>	<b>(38,623)</b>	<b>(38,688)</b>	<b>(29,638)</b>	<b>9,050</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)	2021	2021	2022	2023	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2023 vs 2022
<b>Revenues</b>	<b>(181,429)</b>	<b>(191,847)</b>	<b>(192,975)</b>	<b>(394,103)</b>	<b>(201,128)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	37,928	90,495	92,635	93,424	789
Non-Salary Expenses	952,090	343,164	751,346	375,357	(375,989)
<b>Total Expenditures</b>	<b>990,018</b>	<b>433,659</b>	<b>843,981</b>	<b>468,781</b>	<b>(375,200)</b>
<b>Debt</b>	<b>417,321</b>	<b>417,321</b>	<b>409,321</b>	<b>201,660</b>	<b>(207,661)</b>
<b>Transfers</b>	<b>(1,225,909)</b>	<b>(659,133)</b>	<b>(1,060,327)</b>	<b>(276,338)</b>	<b>783,989</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Transportation & Tech Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Transit - BC Transit	(1,810,970)	(2,362,160)	(2,083,570)	(2,370,064)	(286,494)
<b>Total Revenues</b>	<b>(1,810,970)</b>	<b>(2,362,160)</b>	<b>(2,083,570)</b>	<b>(2,370,064)</b>	<b>(286,494)</b>
<b>Expenditures</b>					
Transit - BC Transit	3,746,320	6,064,741	6,644,948	7,292,669	647,721
Transportation & Tech Services	525,924	510,868	526,160	532,085	5,925
<b>Total Expenditures</b>	<b>4,272,244</b>	<b>6,575,609</b>	<b>7,171,108</b>	<b>7,824,754</b>	<b>653,646</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Transit - BC Transit	1,727,534	0	(858,797)	(858,800)	(3)
Transportation & Tech Services	33,168	33,800	28,800	31,300	2,500
<b>Total Transfers</b>	<b>1,760,702</b>	<b>33,800</b>	<b>(829,997)</b>	<b>(827,500)</b>	<b>2,497</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	49,424	12,440	12,440	12,440	0
<b>Total Expenditures - Asset Maintenance</b>	<b>49,424</b>	<b>12,440</b>	<b>12,440</b>	<b>12,440</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Transit - BC Transit AM	2,713	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>2,713</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>4,274,113</b>	<b>4,259,689</b>	<b>4,269,981</b>	<b>4,639,630</b>	<b>369,649</b>

## Service Category Summary

### Transportation & Tech Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(1,810,970)</b>	<b>(2,362,160)</b>	<b>(2,083,570)</b>	<b>(2,370,064)</b>	<b>(286,494)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	500,247	481,516	496,808	601,207	104,399
Non-Salary Expenses	3,821,421	6,106,533	6,686,740	7,235,987	549,247
<b>Total Expenditures</b>	<b>4,321,668</b>	<b>6,588,049</b>	<b>7,183,548</b>	<b>7,837,194</b>	<b>653,646</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>1,763,415</b>	<b>33,800</b>	<b>(829,997)</b>	<b>(827,500)</b>	<b>2,497</b>
<b>Net Operations</b>	<b>4,274,113</b>	<b>4,259,689</b>	<b>4,269,981</b>	<b>4,639,630</b>	<b>369,649</b>

**Civic Facilities & Events Summary**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Aquatics</b>								
REVENUE	(984,496)	(653,070)	(1,335,640)	(2,157,874)	(2,222,612)	(2,289,292)	(2,357,971)	(2,428,708)
EXPENDITURES	3,070,270	3,021,005	3,619,047	4,733,332	4,875,334	5,021,593	5,172,238	5,327,406
TRANSFERS	195,191	317,759	163,500	294,129	302,953	312,041	321,402	331,044
<b>Total</b>	<b>2,280,965</b>	<b>2,685,694</b>	<b>2,446,907</b>	<b>2,869,587</b>	<b>2,955,675</b>	<b>3,044,342</b>	<b>3,135,669</b>	<b>3,229,742</b>
<b>Recreation &amp; Events Admin.</b>								
REVENUE	(11,315)	(1,000)	(6,000)	(6,000)	(6,180)	(6,365)	(6,556)	(6,753)
EXPENDITURES	804,302	842,188	554,923	559,370	576,151	593,434	611,238	629,576
<b>Total</b>	<b>792,988</b>	<b>841,188</b>	<b>548,923</b>	<b>553,370</b>	<b>569,971</b>	<b>587,069</b>	<b>604,682</b>	<b>622,823</b>
<b>Project Delivery</b>								
REVENUE	(102,911)	(25,010)	(25,000)	0	0	0	0	0
EXPENDITURES	999,413	802,591	838,555	643,265	662,563	682,439	702,911	723,999
TRANSFERS	(224,516)	(162,833)	(149,997)	13,200	13,596	14,004	14,424	14,857
<b>Total</b>	<b>671,986</b>	<b>614,748</b>	<b>663,558</b>	<b>656,465</b>	<b>676,159</b>	<b>696,443</b>	<b>717,335</b>	<b>738,856</b>
<b>Facility Maintenance</b>								
REVENUE	(304,465)	(20,140)	(27,610)	(26,965)	(27,774)	(28,608)	(29,466)	(30,351)
EXPENDITURES	2,893,884	2,899,804	2,620,741	2,791,191	2,874,929	2,961,172	3,050,006	3,141,510
TRANSFERS	273,633	324,726	378,371	413,332	424,454	435,911	419,066	421,387
<b>Total</b>	<b>2,863,052</b>	<b>3,204,390</b>	<b>2,971,502</b>	<b>3,177,558</b>	<b>3,271,609</b>	<b>3,368,475</b>	<b>3,439,606</b>	<b>3,532,546</b>
<b>Entertainment Services</b>								
REVENUE	(272,458)	(75,000)	(841,580)	(909,630)	(936,918)	(965,026)	(993,975)	(1,023,792)
EXPENDITURES	221,384	225,318	1,353,583	1,330,024	1,369,927	1,411,024	1,453,355	1,496,955
TRANSFERS	5,260	2,500	4,658	4,844	4,989	5,139	5,293	5,452
<b>Total</b>	<b>(45,814)</b>	<b>152,818</b>	<b>516,661</b>	<b>425,238</b>	<b>437,998</b>	<b>451,137</b>	<b>464,673</b>	<b>478,615</b>
<b>Event Services</b>								
REVENUE	(244,420)	0	(430,882)	(438,770)	(451,934)	(465,492)	(479,456)	(493,840)
EXPENDITURES	290,903	36,065	1,173,620	1,213,914	1,250,335	1,287,843	1,326,481	1,366,276
TRANSFERS	(45,122)	(11,550)	(17,750)	(17,750)	(18,283)	(18,831)	(19,396)	(19,978)
<b>Total</b>	<b>1,361</b>	<b>24,515</b>	<b>724,988</b>	<b>757,394</b>	<b>780,118</b>	<b>803,520</b>	<b>827,629</b>	<b>852,458</b>
<b>Event Operations</b>								
REVENUE	(1,416,085)	(481,320)	(1,229,207)	(1,257,720)	(1,295,451)	(1,334,320)	(1,374,352)	(1,415,584)
EXPENDITURES	4,539,677	4,371,737	4,905,342	4,991,063	5,140,800	5,295,024	5,453,887	5,617,510
TRANSFERS	449,065	489,209	477,074	501,761	516,814	532,319	548,289	564,737
<b>Total</b>	<b>3,572,657</b>	<b>4,379,626</b>	<b>4,153,209</b>	<b>4,235,104</b>	<b>4,362,163</b>	<b>4,493,023</b>	<b>4,627,824</b>	<b>4,766,663</b>
<b>GRAND TOTAL</b>	<b>10,137,194</b>	<b>11,902,979</b>	<b>12,025,748</b>	<b>12,674,716</b>	<b>13,053,693</b>	<b>13,444,009</b>	<b>13,817,418</b>	<b>14,221,703</b>

## Service Category Summary

### Aquatics

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
PGAC - Building Operations	(984,494)	(653,070)	(1,167,410)	(900,242)	267,168
FSLP - Building Operations	(2)	0	(168,230)	0	168,230
CLP - Building Operations	0	0	0	(1,257,632)	(1,257,632)
<b>Total Revenues</b>	<b>(984,496)</b>	<b>(653,070)</b>	<b>(1,335,640)</b>	<b>(2,157,874)</b>	<b>(822,234)</b>
<b>Expenditures</b>					
PGAC - Building Operations	2,858,978	2,685,958	2,937,695	2,440,404	(497,291)
FSLP - Building Operations	39,700	211,926	564,658	1,995,850	1,431,192
CLP - Building Operations	0	0	0	189,844	189,844
<b>Total Expenditures</b>	<b>2,898,678</b>	<b>2,897,884</b>	<b>3,502,353</b>	<b>4,626,098</b>	<b>1,123,745</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
PGAC - Building Operations	89,361	98,835	103,500	103,500	0
FSLP - Building Operations	105,336	218,924	60,000	190,629	130,629
<b>Total Transfers</b>	<b>194,697</b>	<b>317,759</b>	<b>163,500</b>	<b>294,129</b>	<b>130,629</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
PGAC - Building Operations AM	163,378	95,030	100,591	87,900	(12,691)
FSLP - Building Operations AM	8,214	28,091	16,103	710	(15,393)
CLP - Building Operations AM	0	0	0	18,624	18,624
<b>Total Expenditures - Asset Maintenance</b>	<b>171,592</b>	<b>123,121</b>	<b>116,694</b>	<b>107,234</b>	<b>(9,460)</b>
<b>Transfers - Asset Maintenance</b>					
PGAC - Building Operations AM	494	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,280,965</b>	<b>2,685,694</b>	<b>2,446,907</b>	<b>2,869,587</b>	<b>422,680</b>

## Service Category Summary

### Aquatics

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(984,496)</b>	<b>(653,070)</b>	<b>(1,335,640)</b>	<b>(2,157,874)</b>	<b>(822,234)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	2,354,851	2,188,117	2,871,976	3,769,975	897,999
Non-Salary Expenses	715,419	832,888	747,071	963,357	216,286
<b>Total Expenditures</b>	<b>3,070,270</b>	<b>3,021,005</b>	<b>3,619,047</b>	<b>4,733,332</b>	<b>1,114,285</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>195,191</b>	<b>317,759</b>	<b>163,500</b>	<b>294,129</b>	<b>130,629</b>
<b>Net Operations</b>	<b>2,280,965</b>	<b>2,685,694</b>	<b>2,446,907</b>	<b>2,869,587</b>	<b>422,680</b>

## Service Category Summary

### Recreation & Events Admin.

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Pine Valley Golf - Operations	(11,315)	(1,000)	(6,000)	(6,000)	0
<b>Total Revenues</b>	<b>(11,315)</b>	<b>(1,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>0</b>
<b>Expenditures</b>					
Pine Valley Golf - Operations	0	3,520	3,520	3,520	0
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Recreation & Events Admin.	504,302	538,668	251,403	255,850	4,447
<b>Total Expenditures</b>	<b>804,302</b>	<b>842,188</b>	<b>554,923</b>	<b>559,370</b>	<b>4,447</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>792,988</b>	<b>841,188</b>	<b>548,923</b>	<b>553,370</b>	<b>4,447</b>



## Service Category Summary

### Recreation & Events Admin.

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(11,315)</b>	<b>(1,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>0</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	491,662	535,478	222,373	226,820	4,447
Non-Salary Expenses	312,641	306,710	332,550	332,550	0
<b>Total Expenditures</b>	<b>804,302</b>	<b>842,188</b>	<b>554,923</b>	<b>559,370</b>	<b>4,447</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>792,988</b>	<b>841,188</b>	<b>548,923</b>	<b>553,370</b>	<b>4,447</b>

## Service Category Summary

### Project Delivery

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Project Delivery	(48,550)	(25,010)	(25,000)	0	25,000
<b>Total Revenues</b>	<b>(48,550)</b>	<b>(25,010)</b>	<b>(25,000)</b>	<b>0</b>	<b>25,000</b>
<b>Expenditures</b>					
Project Delivery	704,239	627,758	676,558	643,265	(33,293)
<b>Total Expenditures</b>	<b>704,239</b>	<b>627,758</b>	<b>676,558</b>	<b>643,265</b>	<b>(33,293)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Project Delivery	16,297	12,000	12,000	13,200	1,200
<b>Total Transfers</b>	<b>16,297</b>	<b>12,000</b>	<b>12,000</b>	<b>13,200</b>	<b>1,200</b>
<b>Revenues - Asset Maintenance</b>					
Plaza Parkade-Struct Rep&Secur	(54,361)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(54,361)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
CN-Roof Ladder Replacement	(322)	0	0	0	0
Plaza Parkade-Struct Rep&Secur	67,275	0	0	0	0
PW Yard Development	70,939	0	0	0	0
Civic Facility Accessibility	157,281	174,833	161,997	0	(161,997)
<b>Total Expenditures - Asset Maintenance</b>	<b>295,174</b>	<b>174,833</b>	<b>161,997</b>	<b>0</b>	<b>(161,997)</b>
<b>Transfers - Asset Maintenance</b>					
CN-Roof Ladder Replacement	322	0	0	0	0
Plaza Parkade-Struct Rep&Secur	(12,914)	0	0	0	0
PW Yard Development	(70,939)	0	0	0	0
Civic Facility Accessibility	(157,281)	(174,833)	(161,997)	0	161,997
<b>Total Transfers - Asset Maintenance</b>	<b>(240,813)</b>	<b>(174,833)</b>	<b>(161,997)</b>	<b>0</b>	<b>161,997</b>
<b>Net Operations</b>	<b>671,986</b>	<b>614,748</b>	<b>663,558</b>	<b>656,465</b>	<b>(7,093)</b>

## Service Category Summary

### Project Delivery

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(102,911)</b>	<b>(25,010)</b>	<b>(25,000)</b>	<b>0</b>	<b>25,000</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	669,798	587,412	620,098	606,365	(13,733)
Non-Salary Expenses	329,614	215,179	218,457	36,900	(181,557)
<b>Total Expenditures</b>	<b>999,413</b>	<b>802,591</b>	<b>838,555</b>	<b>643,265</b>	<b>(195,290)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>(224,516)</b>	<b>(162,833)</b>	<b>(149,997)</b>	<b>13,200</b>	<b>163,197</b>
<b>Net Operations</b>	<b>671,986</b>	<b>614,748</b>	<b>663,558</b>	<b>656,465</b>	<b>(7,093)</b>

## Service Category Summary

### Facility Maintenance

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Library Operations	(12,862)	(8,200)	(8,310)	(10,165)	(1,855)
3rd Pty-Art Gallery-Bldg Mtce	(758)	(440)	(800)	0	800
1300 1st Ave Bldg Operations	(267,197)	0	0	0	0
<b>Total Revenues</b>	<b>(280,816)</b>	<b>(8,640)</b>	<b>(9,110)</b>	<b>(10,165)</b>	<b>(1,055)</b>
<b>Expenditures</b>					
Fire Halls	52,853	69,020	58,848	62,168	3,320
Massey Drive Fire Hall	92,363	101,724	107,323	97,837	(9,486)
Other City Bldgs - General Exp	43,544	404,774	83,121	115,830	32,709
Library Operations	188,815	197,659	185,479	180,280	(5,199)
3rd Pty-Art Gallery-Bldg Mtce	758	440	800	0	(800)
RCMP Detachment Operations	99,042	104,229	114,765	111,513	(3,252)
City Hall - Building Mtce	88,605	84,474	89,622	82,212	(7,410)
18th Ave Yard Bldg - Operation	163,890	160,353	144,270	150,466	6,196
Police Station Cleaning	285,496	249,471	263,213	261,791	(1,422)
City Hall Bldg Cleaning	359,787	242,887	255,384	223,093	(32,291)
18th Ave Admin Bldg Cleaning	83,890	79,329	78,425	116,220	37,795
18th Ave Yard Cleaning	132,442	74,746	71,881	79,259	7,378
Civic Facilities - Admin	377,375	572,200	613,727	612,496	(1,231)
1300 1st Ave Bldg Operations	217,395	0	500	8,663	8,163
1310 3rd Ave - Operations	80,035	135,067	102,770	99,218	(3,552)
<b>Total Expenditures</b>	<b>2,266,291</b>	<b>2,476,373</b>	<b>2,170,128</b>	<b>2,201,046</b>	<b>30,918</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Halls	17,526	15,525	16,043	16,685	642
Massey Drive Fire Hall	12,353	2,200	12,938	13,456	518
Other City Bldgs - General Exp	12,825	5,000	41,169	45,380	4,211
Library Operations	58,292	43,476	46,408	47,336	928
RCMP Detachment Operations	72,360	75,128	73,270	75,253	1,983
City Hall - Building Mtce	125,984	116,989	120,244	123,083	2,839
18th Ave Yard Bldg - Operation	15,940	15,008	14,749	15,339	590
Civic Facilities - Admin	58,800	50,400	53,550	76,800	23,250
1310 3rd Ave - Operations	1,212	1,000	0	0	0
<b>Total Transfers</b>	<b>375,291</b>	<b>324,726</b>	<b>378,371</b>	<b>413,332</b>	<b>34,961</b>

## Service Category Summary

### Facility Maintenance

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues - Asset Maintenance</b>					
Othr City Bldgs-General Exp AM	(3,213)	0	0	0	0
Library Operations AM	(3,113)	(1,500)	(1,700)	0	1,700
3rd Pty-Art Gallyry-Bldg Mtc AM	(16,800)	(10,000)	(16,800)	(16,800)	0
RCMP Detachment Operations AM	(523)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(23,649)</b>	<b>(11,500)</b>	<b>(18,500)</b>	<b>(16,800)</b>	<b>1,700</b>
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - CF	15,922	0	0	0	0
Fire Halls AM	39,495	28,237	26,336	45,732	19,396
Massey Drive Fire Hall AM	38,835	42,747	36,273	31,347	(4,926)
Othr City Bldgs-General Exp AM	176,751	89,875	156,104	268,070	111,966
Library Operations AM	48,325	37,260	31,685	34,521	2,836
3rd Pty-Art Gallyry-Bldg Mtc AM	49,858	16,109	26,231	15,900	(10,331)
RCMP Detachment Operations AM	96,627	58,556	51,596	52,490	894
City Hall - Building Mtce AM	77,939	75,030	63,066	60,068	(2,998)
18th Ave Yard Bldg - Opr AM	71,179	47,297	41,833	65,363	23,530
1310 3rd Ave - AM	12,662	28,320	17,489	16,654	(835)
<b>Total Expenditures - Asset Maintenance</b>	<b>627,593</b>	<b>423,431</b>	<b>450,613</b>	<b>590,145</b>	<b>139,532</b>
<b>Transfers - Asset Maintenance</b>					
Fire Halls AM	1,762	0	0	0	0
Massey Drive Fire Hall AM	492	0	0	0	0
Othr City Bldgs-General Exp AM	(87,503)	0	0	0	0
Library Operations AM	216	0	0	0	0
3rd Pty-Art Gallyry-Bldg Mtc AM	76	0	0	0	0
RCMP Detachment Operations AM	(14,958)	0	0	0	0
City Hall - Building Mtce AM	604	0	0	0	0
18th Ave Yard Bldg - Opr AM	(2,346)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(101,658)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,863,052</b>	<b>3,204,390</b>	<b>2,971,502</b>	<b>3,177,558</b>	<b>206,056</b>

## Service Category Summary

### Facility Maintenance

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(304,465)</b>	<b>(20,140)</b>	<b>(27,610)</b>	<b>(26,965)</b>	<b>645</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	1,362,677	1,283,893	1,367,774	1,395,267	27,493
Non-Salary Expenses	1,531,207	1,615,911	1,252,967	1,395,924	142,957
<b>Total Expenditures</b>	<b>2,893,884</b>	<b>2,899,804</b>	<b>2,620,741</b>	<b>2,791,191</b>	<b>170,450</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>273,633</b>	<b>324,726</b>	<b>378,371</b>	<b>413,332</b>	<b>34,961</b>
<b>Net Operations</b>	<b>2,863,052</b>	<b>3,204,390</b>	<b>2,971,502</b>	<b>3,177,558</b>	<b>206,056</b>

## Service Category Summary

### Entertainment Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
CN Centre - Sales & Marketing	(75,100)	(75,000)	(78,500)	(79,880)	(1,380)
CN Centre - Cougar Operations	(174,650)	0	(303,080)	(324,220)	(21,140)
CN Centre - Show Operations	(8,045)	0	(460,000)	(505,530)	(45,530)
CN Centre - Special Event Oper	(14,662)	0	0	0	0
<b>Total Revenues</b>	<b>(272,458)</b>	<b>(75,000)</b>	<b>(841,580)</b>	<b>(909,630)</b>	<b>(68,050)</b>
<b>Expenditures</b>					
Prince George Playhouse	38,659	25,829	51,454	55,270	3,816
CN Centre - Sales & Marketing	29,994	18,300	40,400	41,780	1,380
CN Centre - Cougar Operations	107,608	178,521	398,439	391,379	(7,060)
CN Centre - Show Operations	38,267	0	856,375	834,618	(21,757)
CN Centre - Special Event Oper	205	0	0	0	0
<b>Total Expenditures</b>	<b>214,733</b>	<b>222,650</b>	<b>1,346,668</b>	<b>1,323,047</b>	<b>(23,621)</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	5,380	2,500	4,658	4,844	186
<b>Total Transfers</b>	<b>5,380</b>	<b>2,500</b>	<b>4,658</b>	<b>4,844</b>	<b>186</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	6,651	2,668	6,915	6,977	62
<b>Total Expenditures - Asset Maintenance</b>	<b>6,651</b>	<b>2,668</b>	<b>6,915</b>	<b>6,977</b>	<b>62</b>
<b>Transfers - Asset Maintenance</b>					
Prince George Playhouse AM	(120)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>(45,814)</b>	<b>152,818</b>	<b>516,661</b>	<b>425,238</b>	<b>(91,423)</b>

## Service Category Summary

### Entertainment Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(272,458)</b>	<b>(75,000)</b>	<b>(841,580)</b>	<b>(909,630)</b>	<b>(68,050)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	48,467	181,877	515,070	525,363	10,293
Non-Salary Expenses	172,917	43,441	838,513	804,661	(33,852)
<b>Total Expenditures</b>	<b>221,384</b>	<b>225,318</b>	<b>1,353,583</b>	<b>1,330,024</b>	<b>(23,559)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>5,260</b>	<b>2,500</b>	<b>4,658</b>	<b>4,844</b>	<b>186</b>
<b>Net Operations</b>	<b>(45,814)</b>	<b>152,818</b>	<b>516,661</b>	<b>425,238</b>	<b>(91,423)</b>

## Service Category Summary

### Event Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Event Hosting - Entertainment	0	0	(1,250)	0	1,250
Sport Event Grants	(272)	0	0	0	0
Civic Centre Event Services	(45,391)	0	(84,592)	(84,590)	2
Civic Centre - Food Beverage	0	0	(13,000)	(28,340)	(15,340)
Civic Centre - Food Serv Contr	(49,948)	0	(197,930)	(197,930)	0
Adult Summer Hockey Programs	(14,676)	0	(24,000)	(12,000)	12,000
Drop in Hockey Programs	0	0	(3,750)	(3,750)	0
CN Centre - Recr Use Oper	(134,134)	0	(106,360)	(112,160)	(5,800)
<b>Total Revenues</b>	<b>(244,420)</b>	<b>0</b>	<b>(430,882)</b>	<b>(438,770)</b>	<b>(7,888)</b>
<b>Expenditures</b>					
Seniors - Recreation	0	0	2,470	2,470	0
Event Hosting - Entertainment	30,118	30,000	41,130	39,880	(1,250)
Sport Event Grants	45,272	0	3,690	3,700	10
Civic Centre-Rental Subsidies	0	0	2,870	2,870	0
Event Hosting Services	0	0	5,000	5,000	0
Civic Centre Event Services	169,662	4,825	903,900	935,824	31,924
Civic Centre - Marketing	1,000	1,240	29,700	29,690	(10)
Civic Centre - Food Beverage	0	0	15,000	30,340	15,340
Civic Centre - Programs	0	0	3,020	3,020	0
Civic Centre - Food Serv Contr	37,690	0	147,740	147,740	0
Adult Summer Hockey Programs	5,223	0	12,600	5,680	(6,920)
Skating Programs	1,938	0	3,500	4,700	1,200
Drop in Hockey Programs	0	0	3,000	3,000	0
<b>Total Expenditures</b>	<b>290,903</b>	<b>36,065</b>	<b>1,173,620</b>	<b>1,213,914</b>	<b>40,294</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Seniors - Recreation	0	0	2,000	0	(2,000)
Event Hosting - Entertainment	0	0	2,500	0	(2,500)
Sport Event Grants	(45,000)	0	0	0	0
Civic Centre Event Services	(122)	(11,550)	(22,250)	(17,750)	4,500
<b>Total Transfers</b>	<b>(45,122)</b>	<b>(11,550)</b>	<b>(17,750)</b>	<b>(17,750)</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>1,361</b>	<b>24,515</b>	<b>724,988</b>	<b>757,394</b>	<b>32,406</b>

## Service Category Summary

### Event Services

Supporting Detail (Consolidation)	2021	2021	2022	2023	Budget Change 2023 vs 2022
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	
<b>Revenues</b>	(244,420)	0	(430,882)	(438,770)	(7,888)
<b>Expenditures</b>					
Salary & Wages (including Benefits)	148,328	0	818,110	850,024	31,914
Non-Salary Expenses	142,575	36,065	355,510	363,890	8,380
<b>Total Expenditures</b>	<b>290,903</b>	<b>36,065</b>	<b>1,173,620</b>	<b>1,213,914</b>	<b>40,294</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	(45,122)	(11,550)	(17,750)	(17,750)	0
<b>Net Operations</b>	<b>1,361</b>	<b>24,515</b>	<b>724,988</b>	<b>757,394</b>	<b>32,406</b>

## Service Category Summary

### Event Operations

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Ice Oval	(588)	0	0	0	0
Civic Centre Bldg Mtce - Oper	(186,244)	0	0	0	0
Livestock Arenas - Operating	(38,463)	(36,000)	(36,000)	(36,000)	0
Exhibition Grounds-Operations	(19,425)	0	(7,500)	(25,000)	(17,500)
BC Northern Exhibition	(3,225)	0	(2,500)	(2,700)	(200)
Exhibition Sports Ctr - Opr	(33,800)	(44,620)	(41,107)	(39,400)	1,707
Kopar Arena - Operations	(159,393)	(81,220)	(200,000)	(206,410)	(6,410)
Kin Centre - Operations	(883,597)	(237,110)	(741,750)	(742,740)	(990)
Elksentre - Operations	(91,196)	(82,370)	(200,350)	(205,470)	(5,120)
CN Centre - Bldg Operations	(154)	0	0	0	0
<b>Total Revenues</b>	<b>(1,416,085)</b>	<b>(481,320)</b>	<b>(1,229,207)</b>	<b>(1,257,720)</b>	<b>(28,513)</b>
<b>Expenditures</b>					
Ice Oval	15,588	15,000	30,000	30,000	0
Civic Centre Bldg Mtce - Oper	321,814	110,155	560,637	563,932	3,295
Comm Arenas - Administration	419,158	536,386	186,755	196,219	9,464
Livestock Arenas - Operating	29,465	32,265	30,505	27,291	(3,214)
Exhibition Grounds-Operations	39,326	18,040	21,254	24,649	3,395
BC Northern Exhibition	1,111	0	1,500	1,500	0
Exhibition Sports Ctr - Opr	30,275	38,099	34,483	27,939	(6,544)
Kopar Arena - Operations	374,513	669,994	562,829	609,766	46,937
Kin Centre - Operations	931,686	1,037,978	1,139,998	1,165,602	25,604
Elksentre - Operations	131,795	138,984	383,381	450,374	66,993
CN Centre - Bldg Operations	1,297,262	1,154,436	1,153,122	1,078,795	(74,327)
<b>Total Expenditures</b>	<b>3,591,995</b>	<b>3,751,337</b>	<b>4,104,464</b>	<b>4,176,067</b>	<b>71,603</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Civic Centre Bldg Mtce - Oper	109,944	126,579	125,795	128,697	2,902
Livestock Arenas - Operating	11,088	9,961	10,868	11,303	435
Exhibition Grounds-Operations	4,337	0	0	0	0
Exhibition Sports Ctr - Opr	7,152	6,521	6,624	6,889	265
Kopar Arena - Operations	107,435	102,839	108,068	120,000	11,932
Kin Centre - Operations	106,852	102,005	99,519	104,288	4,769
Elksentre - Operations	25,288	38,554	35,225	37,146	1,921
CN Centre - Bldg Operations	73,633	102,750	90,975	93,438	2,463
<b>Total Transfers</b>	<b>445,730</b>	<b>489,209</b>	<b>477,074</b>	<b>501,761</b>	<b>24,687</b>

## Service Category Summary

### Event Operations

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	109,048	15,819	51,292	54,325	3,033
Livestock Arenas-Operating AM	26,225	2,563	2,641	2,685	44
Exhibition Grounds - Opr AM	16,037	4,326	3,245	3,286	41
Exhibition Sports Ctr - Opr AM	4,002	3,331	3,430	3,476	46
Kopar Arena - Operations AM	152,951	110,818	153,957	174,967	21,010
Kin Centre - Operations AM	251,641	245,782	265,569	269,535	3,966
Elksentre - Operations AM	48,051	61,632	107,759	78,461	(29,298)
CN Centre - Bldg Operations AM	339,727	176,129	212,985	228,261	15,276
<b>Total Expenditures - Asset Maintenance</b>	<b>947,682</b>	<b>620,400</b>	<b>800,878</b>	<b>814,996</b>	<b>14,118</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	114	0	0	0	0
Livestock Arenas-Operating AM	1,665	0	0	0	0
Exhibition Grounds - Opr AM	247	0	0	0	0
Kopar Arena - Operations AM	661	0	0	0	0
Kin Centre - Operations AM	236	0	0	0	0
Elksentre - Operations AM	337	0	0	0	0
CN Centre - Bldg Operations AM	76	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>3,336</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,572,657</b>	<b>4,379,626</b>	<b>4,153,209</b>	<b>4,235,104</b>	<b>81,895</b>

## Service Category Summary

### Event Operations

Supporting Detail (Consolidation)	2021	2021	2022	2023	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2023 vs 2022
<b>Revenues</b>	<b>(1,416,085)</b>	<b>(481,320)</b>	<b>(1,229,207)</b>	<b>(1,257,720)</b>	<b>(28,513)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	2,764,808	2,815,805	3,331,377	3,395,609	64,232
Non-Salary Expenses	1,774,869	1,555,932	1,573,965	1,595,454	21,489
<b>Total Expenditures</b>	<b>4,539,677</b>	<b>4,371,737</b>	<b>4,905,342</b>	<b>4,991,063</b>	<b>85,721</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>449,065</b>	<b>489,209</b>	<b>477,074</b>	<b>501,761</b>	<b>24,687</b>
<b>Net Operations</b>	<b>3,572,657</b>	<b>4,379,626</b>	<b>4,153,209</b>	<b>4,235,104</b>	<b>81,895</b>

### Planning & Development Summary

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Dev Planning and Admin</b>								
REVENUE	(3,624,228)	(2,515,940)	(3,561,666)	(3,953,020)	(4,071,612)	(4,193,764)	(4,319,576)	(4,449,163)
EXPENDITURES	2,671,720	3,263,997	3,740,958	3,139,119	3,233,295	3,330,295	3,430,205	3,533,115
TRANSFERS	86,429	24,000	45,120	131,320	135,260	139,318	143,497	147,801
<b>Total</b>	<b>(866,079)</b>	<b>772,057</b>	<b>224,412</b>	<b>(682,581)</b>	<b>(703,057)</b>	<b>(724,151)</b>	<b>(745,874)</b>	<b>(768,247)</b>
<b>Economic Development</b>								
REVENUE	(99,386)	(7,800)	(20,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)
EXPENDITURES	585,906	631,353	731,782	718,866	740,434	762,649	785,528	809,093
<b>Total</b>	<b>486,520</b>	<b>623,553</b>	<b>711,782</b>	<b>713,866</b>	<b>735,284</b>	<b>757,344</b>	<b>780,064</b>	<b>803,465</b>
<b>Asset Management</b>								
EXPENDITURES	347,700	353,463	375,265	382,396	393,868	405,684	417,857	430,392
<b>Total</b>	<b>347,700</b>	<b>353,463</b>	<b>375,265</b>	<b>382,396</b>	<b>393,868</b>	<b>405,684</b>	<b>417,857</b>	<b>430,392</b>
<b>GRAND TOTAL</b>	<b>(31,858)</b>	<b>1,749,073</b>	<b>1,311,459</b>	<b>413,681</b>	<b>426,095</b>	<b>438,877</b>	<b>452,047</b>	<b>465,610</b>

## Service Category Summary

### Dev Planning and Admin

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Land Use Planning	(186,136)	(107,500)	(160,000)	(160,010)	(10)
Subdiv, Infra, Bldg Inspection	(1,996,198)	(982,640)	(1,796,460)	(2,234,010)	(437,550)
Engineering	0	0	0	(1,000)	(1,000)
Business Licenses	(932,491)	(960,000)	(960,000)	(960,000)	0
Real Estate Services	(488,982)	(457,800)	(500,000)	(590,000)	(90,000)
Dev Serv Admin - Operations	(7,627)	(8,000)	(8,000)	(8,000)	0
<b>Total Revenues</b>	<b>(3,611,434)</b>	<b>(2,515,940)</b>	<b>(3,424,460)</b>	<b>(3,953,020)</b>	<b>(528,560)</b>
<b>Expenditures</b>					
ENV-Air Quality Implementation	65,000	70,000	65,000	80,000	15,000
Environmental Services	144,156	177,007	181,783	185,679	3,896
ENV-Clean Air Monitoring	14,118	50,000	50,000	0	(50,000)
Land Use Planning	471,203	536,650	561,734	594,639	32,905
Subdiv, Infra, Bldg Inspection	589,947	719,016	740,310	780,819	40,509
Engineering	414,064	521,705	608,967	197,198	(411,769)
Business Licenses	2,059	0	0	0	0
Real Estate Services	286,344	316,170	335,416	375,078	39,662
Dev Serv Admin - Operations	672,037	873,449	976,742	925,706	(51,036)
<b>Total Expenditures</b>	<b>2,658,926</b>	<b>3,263,997</b>	<b>3,519,952</b>	<b>3,139,119</b>	<b>(380,833)</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>					
Subdiv, Infra, Bldg Inspection	85,964	24,000	128,920	131,320	2,400
Dev Serv Admin - Operations	465	0	0	0	0
<b>Total Transfers</b>	<b>86,429</b>	<b>24,000</b>	<b>128,920</b>	<b>131,320</b>	<b>2,400</b>
<b>Revenues - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	(12,794)	0	(137,206)	0	137,206
<b>Total Revenues - Asset Maintenance</b>	<b>(12,794)</b>	<b>0</b>	<b>(137,206)</b>	<b>0</b>	<b>137,206</b>
<b>Expenditures - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	12,794	0	221,006	0	(221,006)
<b>Total Expenditures - Asset Maintenance</b>	<b>12,794</b>	<b>0</b>	<b>221,006</b>	<b>0</b>	<b>(221,006)</b>
<b>Transfers - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	0	0	(83,800)	0	83,800
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>(83,800)</b>	<b>0</b>	<b>83,800</b>
<b>Net Operations</b>	<b>(866,079)</b>	<b>772,057</b>	<b>224,412</b>	<b>(682,581)</b>	<b>(906,993)</b>

## Service Category Summary

### Dev Planning and Admin

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(3,624,228)</b>	<b>(2,515,940)</b>	<b>(3,561,666)</b>	<b>(3,953,020)</b>	<b>(391,354)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	2,251,441	2,773,511	2,897,656	2,584,986	(312,670)
Non-Salary Expenses	420,279	490,486	843,302	554,133	(289,169)
<b>Total Expenditures</b>	<b>2,671,720</b>	<b>3,263,997</b>	<b>3,740,958</b>	<b>3,139,119</b>	<b>(601,839)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>86,429</b>	<b>24,000</b>	<b>45,120</b>	<b>131,320</b>	<b>86,200</b>
<b>Net Operations</b>	<b>(866,079)</b>	<b>772,057</b>	<b>224,412</b>	<b>(682,581)</b>	<b>(906,993)</b>

## Service Category Summary

### Economic Development

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Economic Development	(99,386)	(7,800)	(20,000)	(5,000)	15,000
<b>Total Revenues</b>	<b>(99,386)</b>	<b>(7,800)</b>	<b>(20,000)</b>	<b>(5,000)</b>	<b>15,000</b>
<b>Expenditures</b>					
Economic Development	585,906	631,353	731,782	718,866	(12,916)
<b>Total Expenditures</b>	<b>585,906</b>	<b>631,353</b>	<b>731,782</b>	<b>718,866</b>	<b>(12,916)</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>486,520</b>	<b>623,553</b>	<b>711,782</b>	<b>713,866</b>	<b>2,084</b>

## Service Category Summary

### Economic Development

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(99,386)</b>	<b>(7,800)</b>	<b>(20,000)</b>	<b>(5,000)</b>	<b>15,000</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	452,432	452,383	365,646	352,730	(12,916)
Non-Salary Expenses	133,474	178,970	366,136	366,136	0
<b>Total Expenditures</b>	<b>585,906</b>	<b>631,353</b>	<b>731,782</b>	<b>718,866</b>	<b>(12,916)</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>486,520</b>	<b>623,553</b>	<b>711,782</b>	<b>713,866</b>	<b>2,084</b>

## Service Category Summary

### Asset Management

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Asset Management	347,700	353,463	375,265	382,396	7,131
Total Expenditures	<b>347,700</b>	<b>353,463</b>	<b>375,265</b>	<b>382,396</b>	<b>7,131</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>347,700</b>	<b>353,463</b>	<b>375,265</b>	<b>382,396</b>	<b>7,131</b>

## Service Category Summary

### Asset Management

Supporting Detail (Consolidation)	2021	2021	2022	2023	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2023 vs 2022
<b>Revenues</b>	0	0	0	0	0
<b>Expenditures</b>					
Salary & Wages (including Benefits)	343,899	347,973	357,995	365,126	7,131
Non-Salary Expenses	3,802	5,490	17,270	17,270	0
<b>Total Expenditures</b>	<b>347,700</b>	<b>353,463</b>	<b>375,265</b>	<b>382,396</b>	<b>7,131</b>
<b>Debt</b>	0	0	0	0	0
<b>Transfers</b>	0	0	0	0	0
<b>Net Operations</b>	<b>347,700</b>	<b>353,463</b>	<b>375,265</b>	<b>382,396</b>	<b>7,131</b>

**Finance & IT Services Summary**

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(192,558,929)	(181,793,037)	(186,124,617)	(201,795,751)	(208,488,624)	(216,308,216)	(222,152,500)	(228,542,501)
EXPENDITURES	21,836,898	2,920,595	2,778,330	3,111,984	3,205,343	3,301,505	3,400,550	3,502,567
DEBT	14,606,020	14,868,657	9,434,833	11,757,463	12,880,976	14,933,761	14,854,892	14,707,749
TRANSFERS	52,347,010	56,060,391	60,590,649	68,846,171	70,538,612	72,499,017	74,527,293	76,925,859
<b>Total</b>	<b>(103,769,002)</b>	<b>(107,943,394)</b>	<b>(113,320,805)</b>	<b>(118,080,133)</b>	<b>(121,863,693)</b>	<b>(125,573,933)</b>	<b>(129,369,765)</b>	<b>(133,406,326)</b>
<b>Risk &amp; Procurement</b>								
REVENUE	(14,053)	0	0	0	0	0	0	0
EXPENDITURES	1,901,905	1,930,428	2,174,717	2,315,903	2,385,379	2,456,940	2,530,650	2,606,572
<b>Total</b>	<b>1,887,852</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>2,315,903</b>	<b>2,385,379</b>	<b>2,456,940</b>	<b>2,530,650</b>	<b>2,606,572</b>
<b>Service Centre</b>								
REVENUE	(2,045)	(4,000)	(3,000)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)
EXPENDITURES	652,054	722,861	754,659	762,321	785,191	808,747	833,009	857,999
<b>Total</b>	<b>650,009</b>	<b>718,861</b>	<b>751,659</b>	<b>759,821</b>	<b>782,616</b>	<b>806,095</b>	<b>830,277</b>	<b>855,185</b>
<b>IT Services</b>								
REVENUE	(91,944)	(84,990)	(77,490)	(64,030)	(65,951)	(67,929)	(69,968)	(72,067)
EXPENDITURES	3,624,061	3,871,972	4,066,025	4,170,970	4,296,100	4,424,981	4,557,732	4,694,465
TRANSFERS	(87,601)	(177,451)	(230,627)	26,400	27,192	28,008	28,848	29,713
<b>Total</b>	<b>3,444,516</b>	<b>3,609,531</b>	<b>3,757,908</b>	<b>4,133,340</b>	<b>4,257,341</b>	<b>4,385,060</b>	<b>4,516,612</b>	<b>4,652,111</b>
<b>Financial Services</b>								
REVENUE	(148,265)	(125,000)	(125,000)	(135,500)	(139,565)	(143,752)	(148,065)	(152,506)
EXPENDITURES	2,005,136	2,046,783	2,249,452	2,298,906	2,367,874	2,438,915	2,512,081	2,587,443
TRANSFERS	8,051	3,000	0	0	0	0	0	0
<b>Total</b>	<b>1,864,921</b>	<b>1,924,783</b>	<b>2,124,452</b>	<b>2,163,406</b>	<b>2,228,309</b>	<b>2,295,163</b>	<b>2,364,016</b>	<b>2,434,937</b>
<b>GRAND TOTAL</b>	<b>(95,921,703)</b>	<b>(99,759,791)</b>	<b>(104,512,069)</b>	<b>(108,707,663)</b>	<b>(112,210,048)</b>	<b>(115,630,675)</b>	<b>(119,128,210)</b>	<b>(122,857,521)</b>

## Service Category Summary

### Risk & Procurement

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Risk Management - Admin	(504)	0	0	0	0
Insurance and Claims	(13,549)	0	0	0	0
<b>Total Revenues</b>	<b>(14,053)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Risk Management - Admin	274,676	283,925	282,991	297,352	14,361
Procurement	266,242	418,133	437,356	298,551	(138,805)
Insurance Premiums	1,168,270	1,112,500	1,338,500	1,550,000	211,500
Insurance and Claims	192,717	115,870	115,870	170,000	54,130
<b>Total Expenditures</b>	<b>1,901,905</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>2,315,903</b>	<b>141,186</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>1,887,852</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>2,315,903</b>	<b>141,186</b>

## Service Category Summary

### Risk & Procurement

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(14,053)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	477,364	631,978	642,197	540,103	(102,094)
Non-Salary Expenses	1,424,541	1,298,450	1,532,520	1,775,800	243,280
<b>Total Expenditures</b>	<b>1,901,905</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>2,315,903</b>	<b>141,186</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,887,852</b>	<b>1,930,428</b>	<b>2,174,717</b>	<b>2,315,903</b>	<b>141,186</b>

## Service Category Summary

### Service Centre

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Service Centre	(2,045)	(4,000)	(3,000)	(2,500)	500
<b>Total Revenues</b>	<b>(2,045)</b>	<b>(4,000)</b>	<b>(3,000)</b>	<b>(2,500)</b>	<b>500</b>
<b>Expenditures</b>					
Service Centre	652,054	722,861	754,659	762,321	7,662
<b>Total Expenditures</b>	<b>652,054</b>	<b>722,861</b>	<b>754,659</b>	<b>762,321</b>	<b>7,662</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>650,009</b>	<b>718,861</b>	<b>751,659</b>	<b>759,821</b>	<b>8,162</b>

## Service Category Summary

### Service Centre

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(2,045)</b>	<b>(4,000)</b>	<b>(3,000)</b>	<b>(2,500)</b>	<b>500</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	515,233	571,521	595,751	608,021	12,270
Non-Salary Expenses	136,821	151,340	158,908	154,300	(4,608)
<b>Total Expenditures</b>	<b>652,054</b>	<b>722,861</b>	<b>754,659</b>	<b>762,321</b>	<b>7,662</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>650,009</b>	<b>718,861</b>	<b>751,659</b>	<b>759,821</b>	<b>8,162</b>

## Service Category Summary

### IT Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Computer Services - Operations	(89,372)	(66,500)	(59,000)	(61,530)	(2,530)
3rd Pty - Computer Serv	(2,573)	(18,490)	(18,490)	(2,500)	15,990
<b>Total Revenues</b>	<b>(91,944)</b>	<b>(84,990)</b>	<b>(77,490)</b>	<b>(64,030)</b>	<b>13,460</b>
<b>Expenditures</b>					
Computer Services - Operations	2,252,475	2,188,331	2,318,408	2,554,820	236,412
Computer Serv - Mtce Contracts	1,283,126	1,440,710	1,451,510	1,591,500	139,990
Computer Serv-Non-Contract Mtc	14,525	22,990	22,990	22,150	(840)
3rd Pty - Computer Serv	2,112	18,490	18,490	2,500	(15,990)
<b>Total Expenditures</b>	<b>3,552,238</b>	<b>3,670,521</b>	<b>3,811,398</b>	<b>4,170,970</b>	<b>359,572</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	(15,777)	24,000	24,000	26,400	2,400
<b>Total Transfers</b>	<b>(15,777)</b>	<b>24,000</b>	<b>24,000</b>	<b>26,400</b>	<b>2,400</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
IT Maintenance	71,824	201,451	254,627	0	(254,627)
<b>Total Expenditures - Asset Maintenance</b>	<b>71,824</b>	<b>201,451</b>	<b>254,627</b>	<b>0</b>	<b>(254,627)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(71,824)	(201,451)	(254,627)	0	254,627
<b>Total Transfers - Asset Maintenance</b>	<b>(71,824)</b>	<b>(201,451)</b>	<b>(254,627)</b>	<b>0</b>	<b>254,627</b>
<b>Net Operations</b>	<b>3,444,516</b>	<b>3,609,531</b>	<b>3,757,908</b>	<b>4,133,340</b>	<b>375,432</b>

## Service Category Summary

### IT Services

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(91,944)</b>	<b>(84,990)</b>	<b>(77,490)</b>	<b>(64,030)</b>	<b>13,460</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	2,098,340	2,117,431	2,215,564	2,435,136	219,572
Non-Salary Expenses	1,525,722	1,754,541	1,850,461	1,735,834	(114,627)
<b>Total Expenditures</b>	<b>3,624,061</b>	<b>3,871,972</b>	<b>4,066,025</b>	<b>4,170,970</b>	<b>104,945</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>(87,601)</b>	<b>(177,451)</b>	<b>(230,627)</b>	<b>26,400</b>	<b>257,027</b>
<b>Net Operations</b>	<b>3,444,516</b>	<b>3,609,531</b>	<b>3,757,908</b>	<b>4,133,340</b>	<b>375,432</b>

## Service Category Summary

### Financial Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Billings & Collection	(148,265)	(125,000)	(125,000)	(135,500)	(10,500)
<b>Total Revenues</b>	<b>(148,265)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(135,500)</b>	<b>(10,500)</b>
<b>Expenditures</b>					
Billings & Collection	534,312	563,355	587,996	600,095	12,099
Financial Planning	458,915	439,870	550,143	554,232	4,089
Accounting - Operating	707,260	717,993	791,538	804,406	12,868
Payroll	304,649	325,565	319,775	340,173	20,398
<b>Total Expenditures</b>	<b>2,005,136</b>	<b>2,046,783</b>	<b>2,249,452</b>	<b>2,298,906</b>	<b>49,454</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>					
Billings & Collection	8,051	0	0	0	0
Accounting - Operating	0	3,000	0	0	0
<b>Total Transfers</b>	<b>8,051</b>	<b>3,000</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>1,864,921</b>	<b>1,924,783</b>	<b>2,124,452</b>	<b>2,163,406</b>	<b>38,954</b>

## Service Category Summary

### Financial Services

Supporting Detail (Consolidation)	2021	2021	2022	2023	Budget Change
	Actual (AA)	Bylaw (UB)	Bylaw (UB)	Proposed (UX)	2023 vs 2022
<b>Revenues</b>	<b>(148,265)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(135,500)</b>	<b>(10,500)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	1,900,526	1,977,903	2,108,532	2,206,881	98,349
Non-Salary Expenses	104,610	68,880	140,920	92,025	(48,895)
<b>Total Expenditures</b>	<b>2,005,136</b>	<b>2,046,783</b>	<b>2,249,452</b>	<b>2,298,906</b>	<b>49,454</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>	<b>8,051</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,864,921</b>	<b>1,924,783</b>	<b>2,124,452</b>	<b>2,163,406</b>	<b>38,954</b>



## POLICE PROTECTION ENHANCEMENT

### DESCRIPTION:

Increase of 4 RCMP positions as per the results from the Police Services Resource Review, increasing the current contracted strength from 143 to 147.

Police officers in Prince George currently carry a disproportionately high case load compared to other municipalities in the province. This case load is more than double the provincial average. In order to deal with the high crime rate, the detachment has been forced over the years to increasingly focus resources on immediate call response and investigation of serious incidents. This has left little capacity remaining for crime prevention/suppression efforts or investigation and attention to less serious incidents.

In response to this information regarding the workload faced by the detachment being presented during the 2022 budget cycle, City Council had directed Administration to have a Police Resource Review performed. Dr. Curt Griffiths was contracted to perform the review. The review has resulted in a recommended increase of 19 additional sworn RCMP positions in order to bring detachment staffing to an appropriate level to deal with the current workload, providing sufficient resources for the detachment to deliver an effective policing service to the city of Prince George. We have paced the request for the 19 recommended positions over 5 years with 4 members being asked for in each of years 2023-2026 and 3 members in 2027.

Please refer to the Resource Review report for the rationale on these suggested increases.

### FINANCIAL COST OF THE ENHANCEMENT:

The annual cost for 4 RCMP positions is estimated to be **\$842,432**.

### MEASUREMENT OF SERVICE LEVEL INCREASE:

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

## POLICE PROTECTION ENHANCEMENT

### DESCRIPTION:

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

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

Forensic Video Technician-1 FTE Technician. There is a requirement for a technician responsible for the downloading of cell phone data. Outsourcing this duty is costly and time prohibitive, as such we have members who are downloading cell phone data instead of doing their police work at double the cost and inefficient use of police time and skills. When the member who is trained on the downloads is transferred a new member is then identified for training and so forth, there is currently no consistency in the service which creates a large backlog. This addition would also assist the current Technician with the examination and processing of a variety of evidentiary video.

CPIC Operator-1 FTE CPIC operator. There is routinely a large number of entries required into the CPIC system that is unable to be consistently entered in a timely fashion affecting potential officer safety. Currently one of the data processors assists when they have time, however, if they become busy, the unentered warrants remain unentered. To address the growing workload we are requesting to add one more FTE.

### FINANCIAL COST OF THE ENHANCEMENT:

The annual cost for the Forensic Video Technician is \$101,946 and the CPIC Operator is \$76,268 for a total request of **\$178,214**.

### MEASUREMENT OF SERVICE LEVEL INCREASE:

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

# FIRE SERVICES TRAINING FACILITY FEASIBILITY STUDY

## DESCRIPTION:

During budget 2022 deliberations, Council requested a review be completed. Dave Mitchell and Associates were awarded the contract to conduct this review. This review ought to be considered within the larger Fire/Rescue strategic framework that commenced prior to the new Fire Hall #1 planning. The last Standards of Cover review was conducted in 2015/16. Many of the gaps identified have grown since then, and the 2022 midpoint refresh report provides updated recommendations that ought to drive the next generation of professional Fire/Rescue Services in Prince George. This review shall drive the strategic framework from which to conduct a multi-phased, multi-year long-term plan.

Although many of the recommendations (18 of 24) identified in the 2015/16 Standards of Cover review have been actioned, the remaining gaps have grown in the previous seven years. Some of the reasons include, an evolving and increasingly more complex regulatory environment (to include training and OHS), substantial increase in calls for service, and a growing community with increases in new build structures, particularly in multi-story residential units. It is acknowledged that closing the service level gap is a multi-year initiative, with tradeoff costs that Council shall consider.

The intent of this enhancement is to maintain momentum to action one major recommendation, the development of a Fire Training Center.

Two main recommendations for this enhancement:

1. Hire a consultant to conduct a detailed feasibility study (completed) in 2023 to identify and provide options for Council to consider in budget 2024 to commence work on a Fire Training Center. This site ought to have sufficient size to accommodate future Fire Service growth as recommended in the Mitchell Report. Within this scope of work will include differing service models, including potential partnerships;
2. Administration shall begin work on a multi-year, multi-phased plan to implement the recommendations in accordance with budget realities. This ought to be considered by Council as a multi-year strategic initiative, in concert with police services and bylaw services, as part of a comprehensive protective services plan.

## FINANCIAL COST OF THE ENHANCEMENT:

This Service Enhancement recommendation shall not be more than **\$100,000** to cover all cost associated with this feasibility study.

## MEASUREMENT OF SERVICE LEVEL INCREASE:

The metrics used to measure the change in service level will include the procurement of a contractor to conduct the feasibility study; collaborate with the consultant on identifying potential front end or future stakeholder partners; develop concept options relating to potential locations and general design of a multi-phased training facility, and finally delivering this feasibility study report to council end of Q2, beginning of Q3 2023.

## Service Category Summary

### Fiscal Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>					
Investment Earnings	(368,522)	(115,000)	(250,000)	(301,000)	(51,000)
Payroll Burden Clearing	(239,732)	0	0	(130,000)	(130,000)
FortisBC Agreement	(6,678,843)	(6,710,763)	0	0	0
External Debt - MFA	(522,483)	(527,394)	(606,153)	(663,934)	(57,781)
Road Rehabilitation program	(5,790,480)	(5,800,000)	(5,500,000)	(6,100,000)	(600,000)
General Infrastructure Reinvest	(2,670,711)	(2,675,000)	(2,800,000)	(2,950,000)	(150,000)
Snow Control	(9,985,111)	(10,000,000)	(10,000,000)	(10,400,000)	(400,000)
Contingency	(100,000)	0	0	0	0
Off Street Parking - Fiscal	(1,985,096)	(2,000,000)	(2,000,000)	(2,002,461)	(2,461)
Prov Uncond Grant - Traffic Fi	(1,297,673)	(1,015,000)	(1,250,000)	(1,150,000)	100,000
Gaming - Uncond Grant	(1,593,027)	0	(2,600,000)	(2,800,000)	(200,000)
Community Works - Grant	(6,486,436)	(3,314,897)	(3,314,897)	(3,457,483)	(142,586)
Provincial Grants	(55,596)	(190,000)	0	(285,000)	(285,000)
Miscellaneous Revenues	(109,839)	(62,000)	(62,000)	(80,500)	(18,500)
Provincial School	(31,896,013)	(28,900,000)	(31,900,000)	(32,450,000)	(550,000)
Regional District	(6,106,590)	(6,000,000)	(6,100,000)	(6,250,000)	(150,000)
FFG Reg. Hospital District	(10,252,823)	(8,900,000)	(8,900,000)	(12,500,000)	(3,600,000)
BC Assessment Authority	(807,802)	(750,000)	(800,000)	(810,000)	(10,000)
MFA	(3,245)	(3,000)	(3,300)	(3,700)	(400)
911 Emergency Service	(1,874,040)	(1,700,000)	(1,800,000)	(2,000,000)	(200,000)
20th/Victoria BIA Assoc	0	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(327,818)	(327,818)	(337,653)	(347,782)	(10,129)
Taxes - General	(96,632,052)	(96,568,927)	(101,270,760)	(110,277,511)	(9,006,751)
Grant in Lieu - Provincial	(3,542,162)	(2,988,000)	(3,331,000)	(3,300,000)	31,000
Grant in Lieu - Federal	(385,678)	(360,000)	(365,000)	(425,000)	(60,000)
Grant in Lieu - Private Utilit	(1,635,201)	(1,635,200)	(1,634,300)	(1,693,200)	(58,900)
Franchise Fee - FortisBC	(1,077,314)	(1,000,000)	(1,050,000)	(1,150,000)	(100,000)
PG Pulpmill Rd Erosion LAS	(10,538)	(10,538)	(10,054)	(26,680)	(16,626)
Non Res Schl Tax	(34,587)	(30,000)	(30,000)	(35,000)	(5,000)
Tax Sales	(4,596)	(7,500)	(7,500)	(4,500)	3,000
Tax Balance Adj	874	0	0	0	0
3rd Pty - Union 1048 Recovery	(44,660)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(1,983)	(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	(39,152)	(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>(192,558,929)</b>	<b>(181,793,037)</b>	<b>(186,124,617)</b>	<b>(201,795,751)</b>	<b>(15,671,134)</b>

## Service Category Summary

### Fiscal Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Expenditures</b>					
YE Accrual Adj - General Oper	1,249	0	0	0	0
RTE Early Benefit Program:NDIT	476,679	500,000	500,000	489,809	(10,191)
Library - Cost Recovery	(459,604)	0	0	0	0
Audit	55,291	54,000	56,500	56,000	(500)
Amortization - budget only	0	21,000,000	22,000,000	20,400,000	(1,600,000)
Asset Amort & Gain/Loss - GEG	1,713,895	0	0	0	0
Asset Amort & Gain/Loss - PRS	2,905,998	0	0	0	0
Amortization - budget - contra	0	(21,000,000)	(22,000,000)	(20,400,000)	1,600,000
Asset Amort & Gain/Loss - TNS	11,554,080	0	0	0	0
Asset Amort & Gain/Loss - SWR	188,388	0	0	0	0
Asset Amort & Gain/Loss - PHW	50,631	0	0	0	0
Asset Amort & Gain/Loss - PRC	3,970,390	0	0	0	0
Payroll Burden Clearing	1,293,688	0	0	0	0
Accts Pay-Rounding-W/O-Disc	10	0	0	0	0
Contingency	0	2,256,595	2,111,830	2,459,175	347,345
Taxes - General	0	1,000	1,000	0	(1,000)
Tax Balance Adj	0	7,000	7,000	5,000	(2,000)
3rd Pty - Union 1048 Recovery	45,178	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	1,983	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	39,043	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>21,836,898</b>	<b>2,920,595</b>	<b>2,778,330</b>	<b>3,111,984</b>	<b>333,654</b>
<b>Debt</b>					
FortisBC Agreement	7,547,002	7,547,002	0	0	0
Mobile Equipment	1,765,470	2,158,838	2,552,180	2,725,253	173,073
External Debt - MFA	4,579,802	4,536,747	5,861,862	7,998,646	2,136,784
Lease Payments - Other	78,975	0	245,176	258,491	13,315
Off Street Parking - Fiscal	600,007	576,070	725,615	725,073	(542)
Interest on Property Tax	34,764	50,000	50,000	50,000	0
<b>Total Debt</b>	<b>14,606,020</b>	<b>14,868,657</b>	<b>9,434,833</b>	<b>11,757,463</b>	<b>2,322,630</b>

## Service Category Summary

### Fiscal Services

	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Transfers</b>					
YE Accrual Adj - General Oper	(1,249)	0	0	0	0
Library - Cost Recovery	459,604	0	0	0	0
Investment Earnings	79	0	0	0	0
Asset Amort & Gain/Loss - GEG	(1,713,895)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(2,905,998)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(11,554,080)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(188,388)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(50,631)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(3,970,390)	0	0	0	0
Payroll Burden Clearing	(459,604)	0	0	0	0
FortisBC Agreement	811,308	(836,239)	0	0	0
Mobile Equipment	(1,877,602)	(2,158,838)	(2,552,180)	(2,725,253)	(173,073)
Mgmt OH Recoveries	(3,336,824)	(3,336,827)	(3,346,496)	(3,641,439)	(294,943)
Prior Year's Surplus	1,249	0	0	0	0
Internal Debt	4,100,000	4,100,000	4,100,000	4,100,000	0
External Debt - MFA	(65,487)	0	(65,500)	(65,500)	0
Road Rehabilitation program	5,790,480	5,800,000	5,500,000	6,100,000	600,000
General Infrastructure Reinvest	2,670,711	2,675,000	2,800,000	2,950,000	150,000
Snow Control	2,277,342	0	0	0	0
Lease Payments - Other	(77,961)	0	(245,176)	(258,491)	(13,315)
Operating Contribution - DDES	192,861	175,275	412,135	0	(412,135)
Contingency	52,291	0	0	0	0
Off Street Parking - Fiscal	1,385,090	1,423,930	1,274,385	1,277,389	3,004
Contr to Capital Reserve	1,000,000	1,000,000	0	0	0
Cont to Asset Mtce (fund 13)	5,979,557	5,064,550	5,365,108	5,707,214	342,106
Gaming - Uncond Grant	1,593,027	0	2,600,000	2,800,000	200,000
Community Works - Grant	6,486,436	3,314,897	3,314,897	3,457,483	142,586
Provincial Grants	55,596	190,000	0	285,000	285,000
Provincial School	31,908,863	28,900,000	31,900,000	32,450,000	550,000
Regional District	6,106,590	6,000,000	6,100,000	6,250,000	150,000
FFG Reg. Hospital District	10,252,823	8,900,000	8,900,000	12,500,000	3,600,000
BC Assessment Authority	807,802	750,000	800,000	810,000	10,000
MFA	3,245	3,000	3,300	3,700	400
911 Emergency Service	1,874,040	1,700,000	1,800,000	2,000,000	200,000
20th/Victoria BIA Assoc	0	100,000	100,000	100,000	0
Downtown BIA Assoc	327,818	327,818	337,653	347,782	10,129
Taxes - General	0	(3,072,625)	(3,247,369)	0	3,247,369
Grant in Lieu - Provincial	347,716	85,000	85,000	90,900	5,900
Grant in Lieu - Federal	44,040	20,000	20,000	14,600	(5,400)
3rd Pty - Union 399 Recovery	110	0	0	0	0
<b>Total Transfers</b>	<b>58,326,568</b>	<b>61,124,941</b>	<b>65,955,757</b>	<b>74,553,385</b>	<b>8,597,628</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	(5,979,557)	(5,064,550)	(5,365,108)	(5,707,214)	(342,106)
<b>Total Transfers - Asset Maintenance</b>	<b>(5,979,557)</b>	<b>(5,064,550)</b>	<b>(5,365,108)</b>	<b>(5,707,214)</b>	<b>(342,106)</b>
<b>Net Operations</b>	<b>(103,769,002)</b>	<b>(107,943,394)</b>	<b>(113,320,805)</b>	<b>(118,080,133)</b>	<b>(4,759,328)</b>

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

Supporting Detail (Consolidation)	2021 Actual (AA)	2021 Bylaw (UB)	2022 Bylaw (UB)	2023 Proposed (UX)	Budget Change 2023 vs 2022
<b>Revenues</b>	<b>(192,558,929)</b>	<b>(181,793,037)</b>	<b>(186,124,617)</b>	<b>(201,795,751)</b>	<b>(15,671,134)</b>
<b>Expenditures</b>					
Salary & Wages (including Benefits)	920,283	102,000	102,000	102,000	0
Non-Salary Expenses	20,916,615	2,818,595	2,676,330	3,009,984	333,654
<b>Total Expenditures</b>	<b>21,836,898</b>	<b>2,920,595</b>	<b>2,778,330</b>	<b>3,111,984</b>	<b>333,654</b>
<b>Debt</b>	<b>14,606,020</b>	<b>14,868,657</b>	<b>9,434,833</b>	<b>11,757,463</b>	<b>2,322,630</b>
<b>Transfers</b>	<b>52,347,010</b>	<b>56,060,391</b>	<b>60,590,649</b>	<b>68,846,171</b>	<b>8,255,522</b>
<b>Net Operations</b>	<b>(103,769,002)</b>	<b>(107,943,394)</b>	<b>(113,320,805)</b>	<b>(118,080,133)</b>	<b>(4,759,328)</b>

2023-2027  
**CAPITAL PLAN**

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CITY OF  
PRINCE GEORGE

**DATE:** January 20, 2023

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

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

**SUBJECT:** 2023 – 2027 Capital Plan

**ATTACHMENTS:** Capital Plans

**RECOMMENDATION:**

That Council APPROVES the 2023 – 2027 Capital Plan attached to the Staff Report dated January 20, 2023 from the Director of Finance and IT Services titled “2023 – 2027 Capital Plan.”

**PURPOSE:**

The Capital Plan provides for the purchase, construction, rehabilitation and upgrade of capital assets. Capital assets include land and improvements, buildings, vehicles, machinery and equipment, infrastructure (roads, drainage, water, sewer and parks), and leasehold improvements. The 2023 - 2027 Capital Plan is presented to Council by fund and by service category.

**STRATEGIC PRIORITIES:**

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

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

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

**POLICY/REGULATORY ANALYSIS:**

The *Community Charter* requires a municipality to adopt by bylaw a financial plan with a planning period of five years. The year 2023 budget process is compliant with the Financial Plan requirements of the *Community Charter* and is consistent with the guidance provided in the City’s Sustainable Finance Guidelines.

**FINANCIAL CONSIDERATIONS:**

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

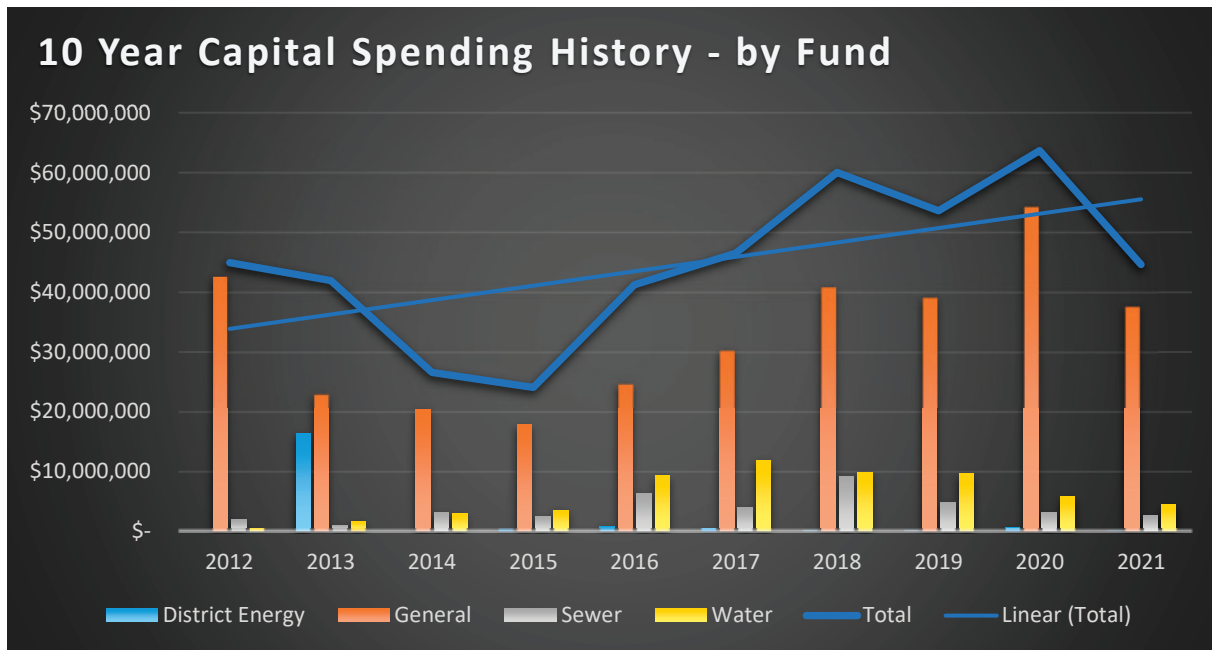
Many categories of the City’s operations and infrastructure have dedicated funding sources (Road Rehabilitation, Snow Control, Sewer, Water, Solid Waste, Off-Street Parking). However, excluding those examples, the reliable sources of funds the City receives in a given year that can be allocated to general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

- Community Works (Gas Tax) funds of \$3,457,483;
- General Infrastructure Reinvestment Fund Levy of \$2,950,000;

The 2023 gaming revenue budget has been estimated at \$2.8 million. \$2.5 million of the gaming revenues are used to fund general capital expenditures and the other \$300,000 is transferred to the Major Events Reserve. Gaming contributions are normally considered a reliable source of funds for capital but the COVID-19 pandemic had rendered casinos closed from March of 2020 to June of 2021. Should restrictions tighten again, this would have large impacts on the available funding for the capital plan.

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

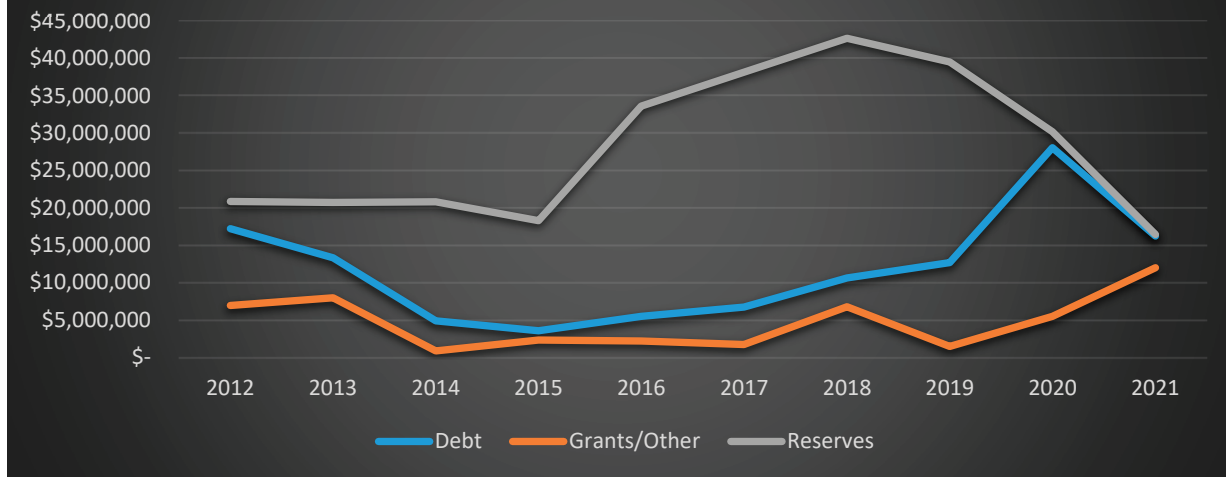
Project #	Project Name	Approval Year
3344	Firefighter Decontamination/Rehab Trailer	2020
3402	Renewable Natural Gas (RNG) Plant	2022



Capital investment in City infrastructure has historically trended upwards. However, in 2021, there was a decrease over prior year, with \$44.7 million spent including maintenance projects funded from reserve. Reserves continue to be heavily committed to current and future capital spending.

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

## 10 Year Capital Spending History - by Funding Source



### Debt

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

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

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

The City relies on debt financing for new infrastructure and for major repair of existing infrastructure. The City also enters into financing agreements for the purchase of general use mobile equipment. The following chart provides the debt capacity and available capacity as determined by the Municipal Liabilities Regulation. The total amount of all approved loan authorization bylaws is included in the liability servicing limit regardless of whether the funds have actually been borrowed. 2022 figures were not available at the time of this report.

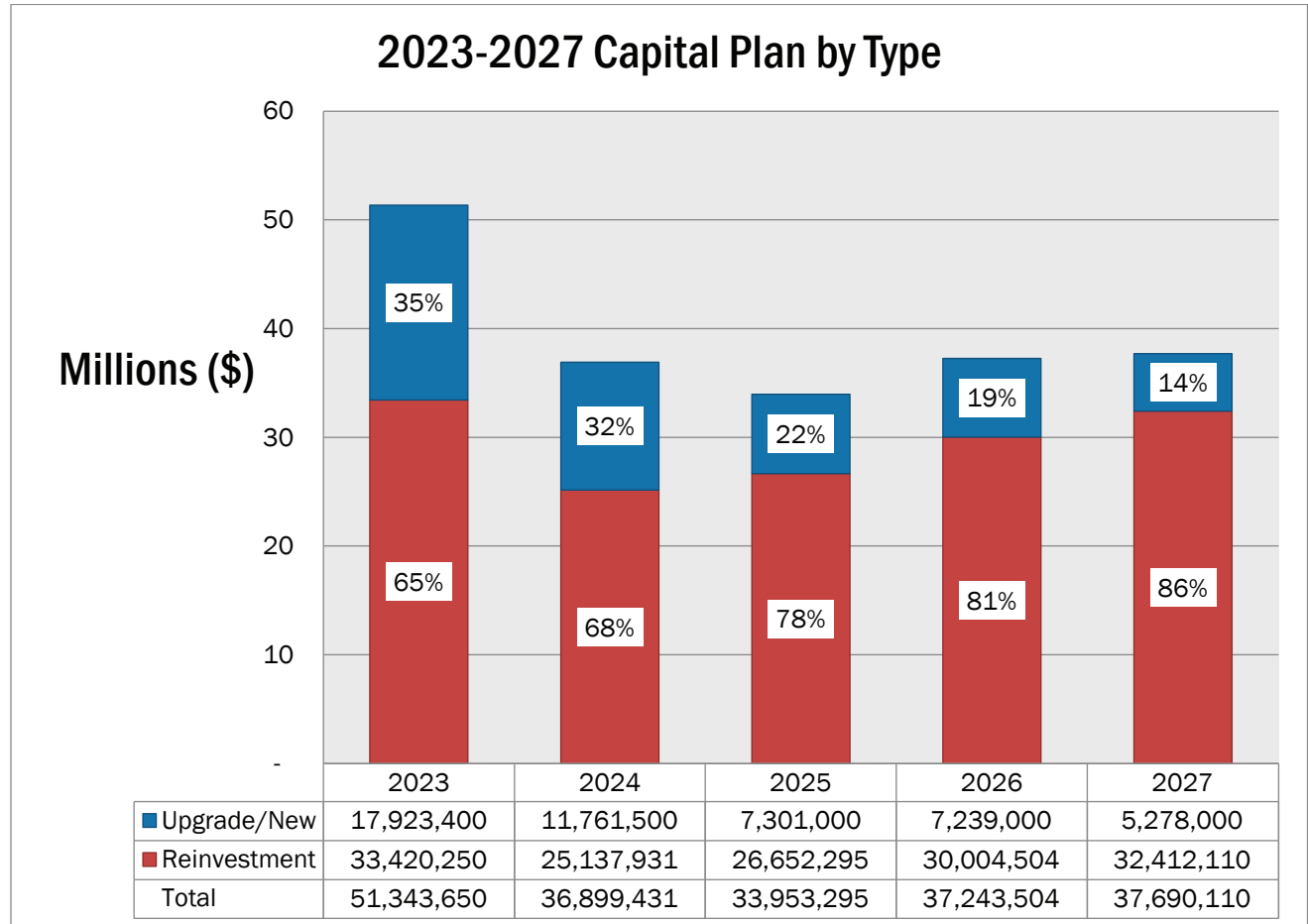
Year	Municipal Controllable Revenue	Liability Servicing Limit	Payment Capacity Available	Approximate Principal Borrowing Available
2017	\$165,029,633	\$41,257,408	\$22,496,328	\$249,959,200
2018	\$172,759,289	\$43,189,822	\$25,154,282	\$279,492,022
2019	\$177,512,689	\$44,378,172	\$23,982,421	\$266,471,344
2020	\$171,514,757	\$42,878,689	\$15,422,526	\$194,975,044
2021*	\$178,008,247	\$44,502,062	\$24,915,473	\$289,042,610

\*2021 figures are estimates as the official figures were not available at the time of this report.

There are no new debt funded projects proposed for 2023. However, the City does finance its fleet equipment purchases every year through the Municipal Finance Authority, which requires an elector assent process.

In 2023, the following long-term debt issues have maturity dates in 2023: five sewer issues, two water issues and the district energy system issue all reach maturity.

The 2023 – 2027 Capital Plan includes all requests for capital work for the five year period; however not all projects have been funded. Unfunded projects have been listed so that Council and the community are able to view the full complement of project requests. A project that is unfunded may meet grant criteria at a future date and could thus be considered for approval through a capital plan budget amendment. The chart below provides a breakdown of the current capital plan by type of project.



Descriptions of project types are as follows:

**Upgrade/New**

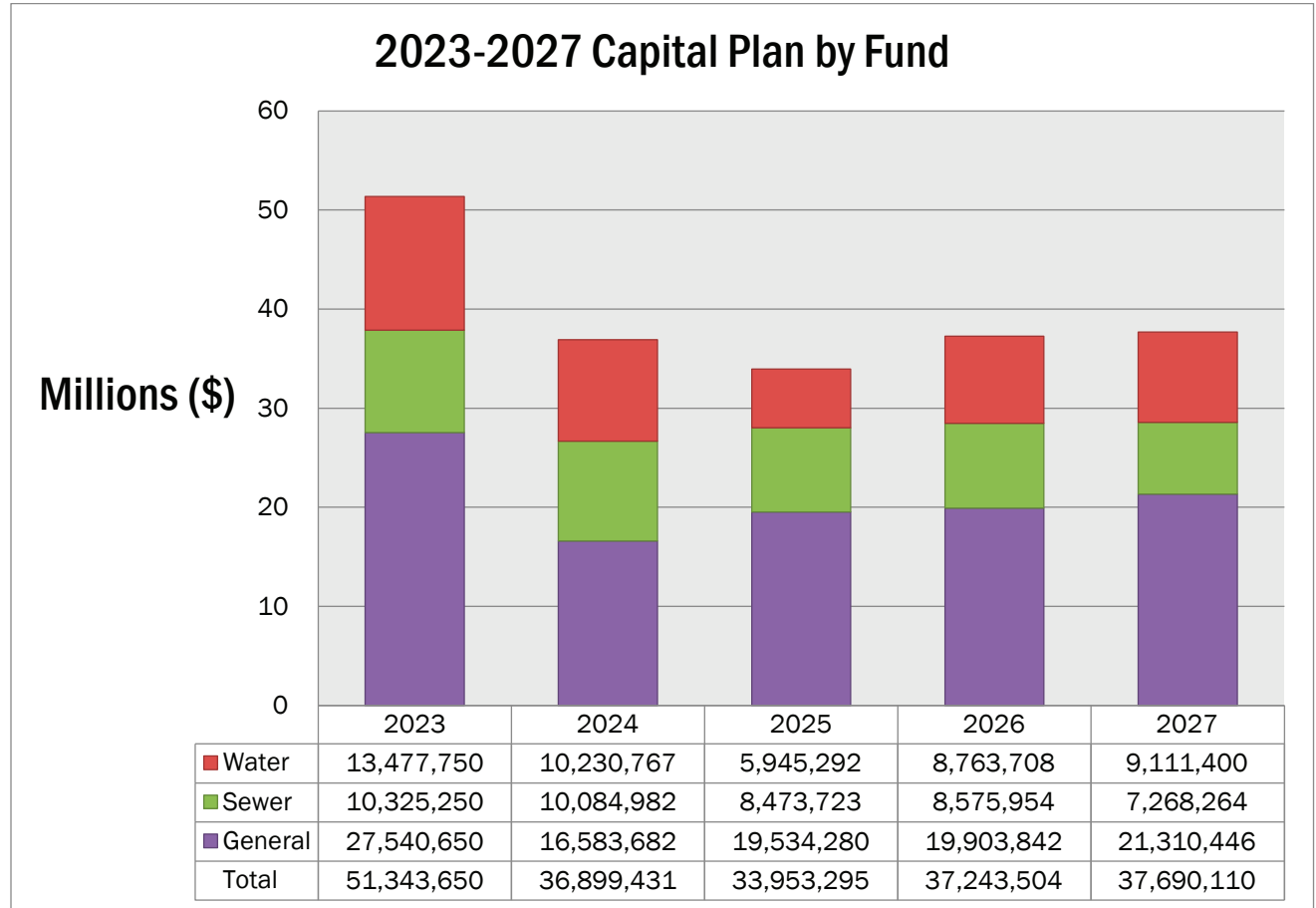
- Works to provide a higher level of service, either with increased capacity or increased performance capability.
- Works that add a new asset to the City’s inventory.

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

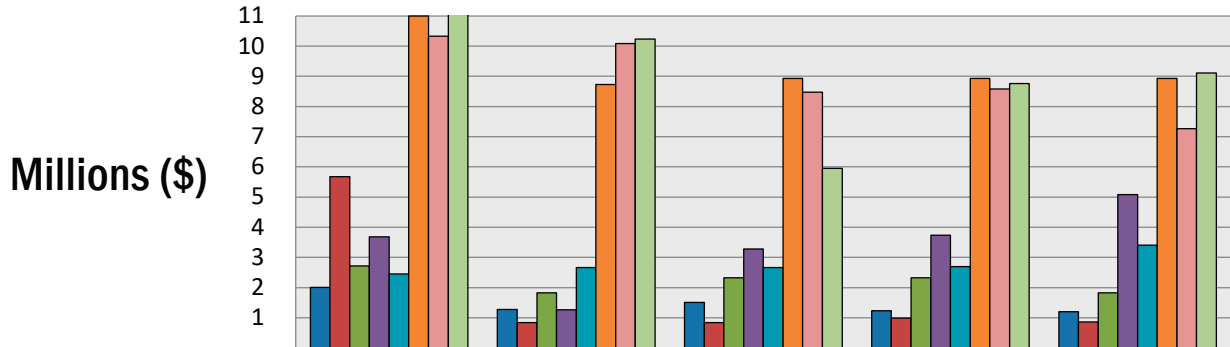
- Works to continue to provide the same level of service that also: fully replace an existing asset and dispose of the old asset, extend an asset life beyond the original expected life, lower the associated operating costs, or improve the quality of output.
- Works to retain an asset as near as practicable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

**Capital Plan by Fund**

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



## 2023-2027 Capital Plan by Service Type



	2023	2024	2025	2026	2027
Administrative Services	2,006,000	1,273,000	1,506,000	1,227,000	1,204,000
Civic Facilities	5,674,400	838,500	837,000	989,000	864,000
Recreation and Culture	2,716,750	1,825,000	2,325,000	2,325,000	1,825,000
Solid Waste and Fleet	3,683,500	1,262,182	3,276,280	3,735,842	5,085,446
Storm Drainage	2,455,000	2,660,000	2,665,000	2,697,000	3,402,000
Transportation	11,005,000	8,725,000	8,925,000	8,930,000	8,930,000
Sewer	10,325,250	10,084,982	8,473,723	8,575,954	7,268,264
Water	13,477,750	10,230,767	5,945,292	8,763,708	9,111,400
Total	51,343,650	36,899,431	33,953,295	37,243,504	37,690,110

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

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

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

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

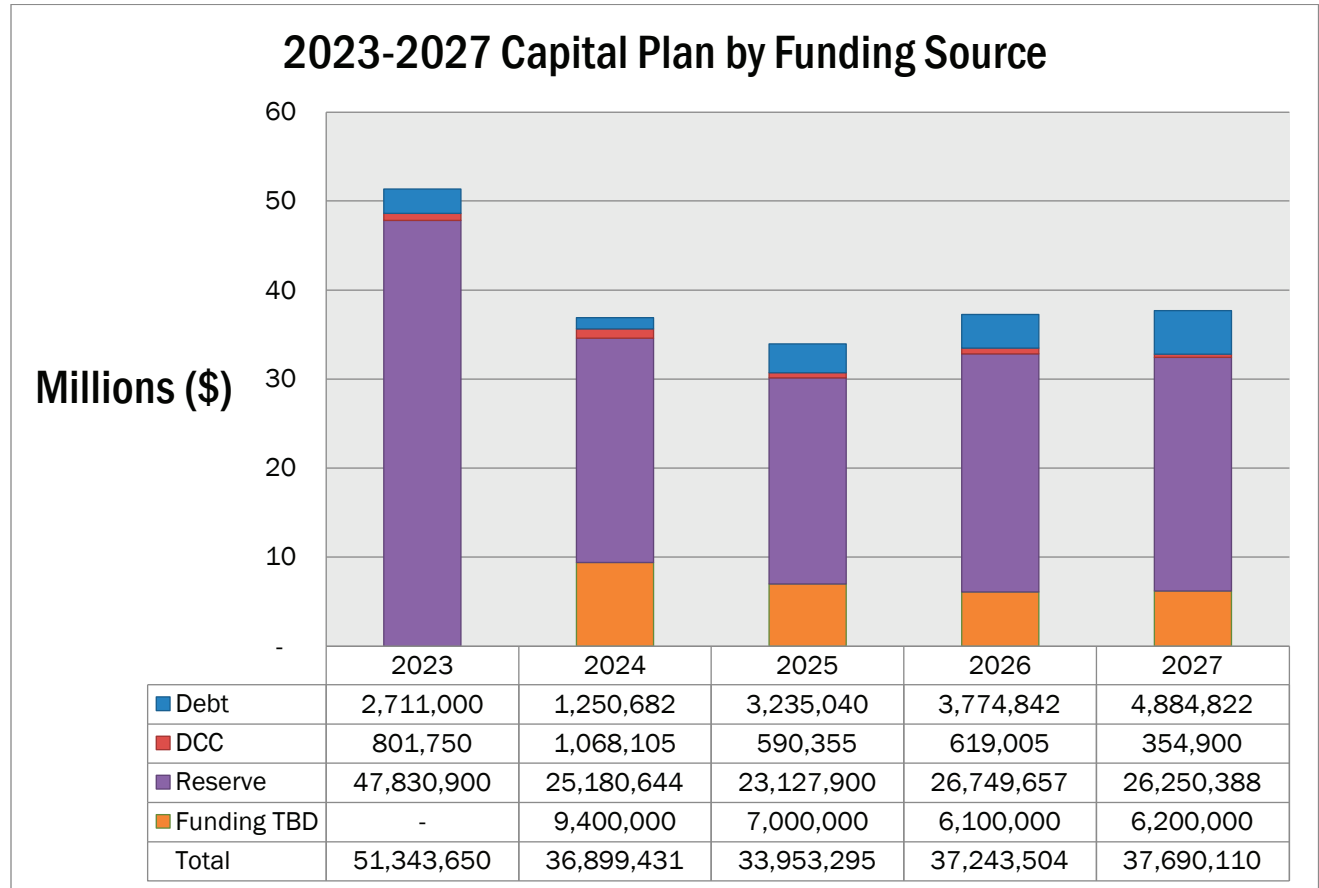
**Storm Drainage** includes catchbasins, culverts, and other forms of drainage control.

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

## **Capital Plan by Funding Source**

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

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



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

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

**DCCs** are used to fund expansion of infrastructure assets. DCC levies are calculated for projects that are included in the capital plan. For that purpose, unfunded and future year projects (2028 - 2032) are included in the overall plan.

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

**SUMMARY AND CONCLUSION:**

This report and the capital project reports on the pages that follow in the budget book provide the details of the 2023 – 2027 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 2023 - 2027 and projects that are anticipated for future years (2028 - 2032) have been listed for Council's information.

**RESPECTFULLY SUBMITTED:**

Kris Dalio, Director of Finance and IT Services

**APPROVED:**

Walter Babicz, City Manager  
Meeting date: January 30, 2023



# CIVIC FACILITIES & PARKING INFRASTRUCTURE REPORT CARD 2023

## Estimated Required Funding:

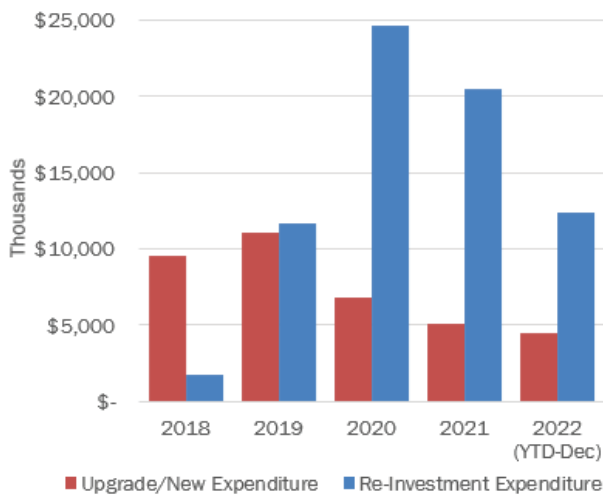
Average Annual Re-investment (AAR) = \$11.7M

## Annual Infrastructure Funding Gap:

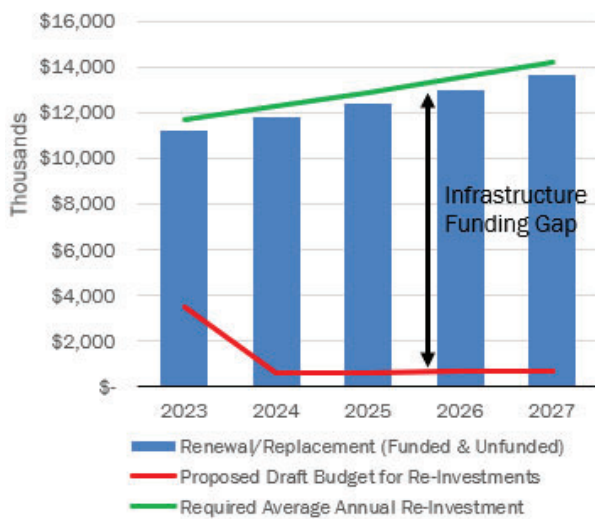
AAR – Last 5 years’ Avg Re-Investment = \$0M

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

### Last 5 Year Capital Investment

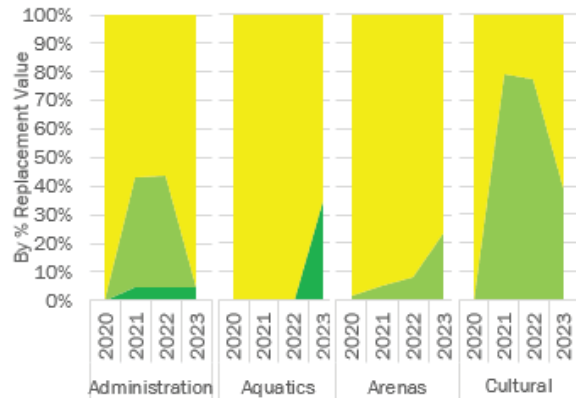


### Next 5 Year Capital Funding



## Approximate Replacement Value of Civic Facilities (incl parking lots): \$660M

## Condition:



## Asset Inventory:

Type of Facility	Amount
Fire Halls	4
Aquatics	2
Arenas/Atrium	6/1
Cultural	4
Administration	9
Police	1
Parkades/Pay Lots/Civic Parking Lots	5/5/23
Leased (to 3 <sup>rd</sup> Party)	20



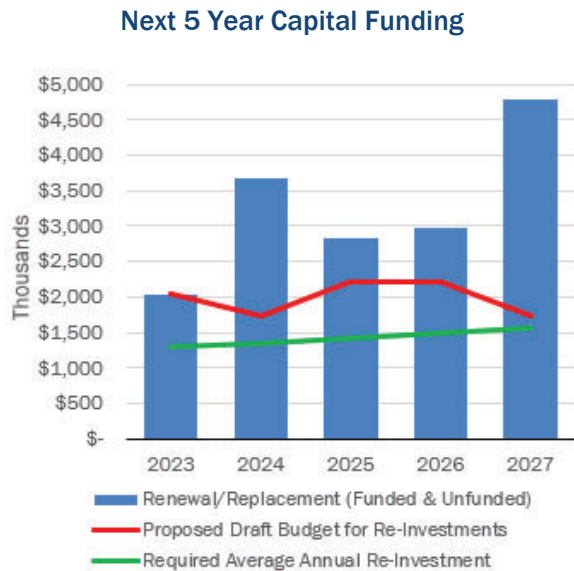
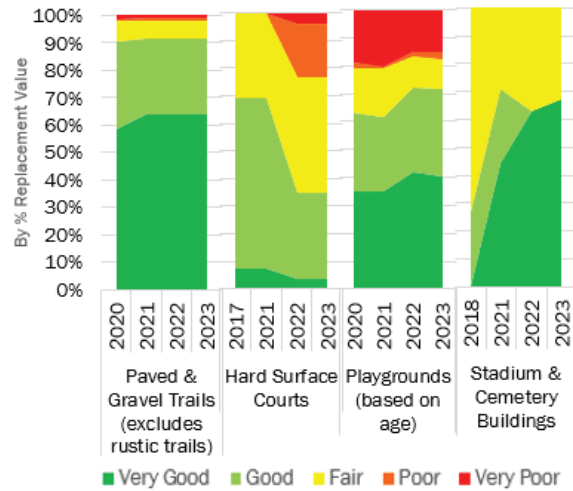
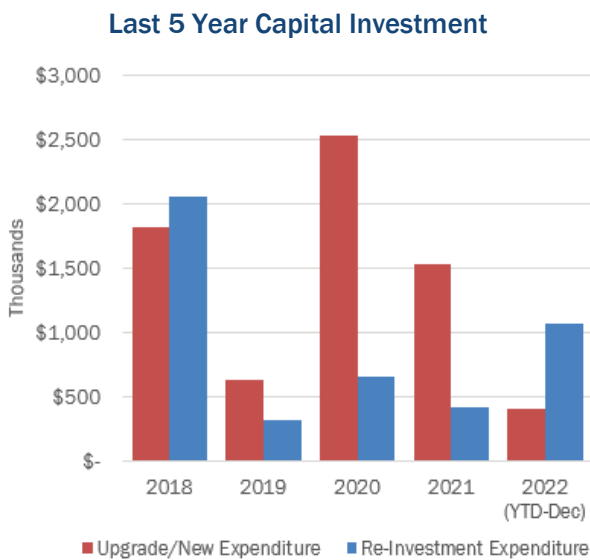
# PARKS & TRAILS INFRASTRUCTURE REPORT CARD 2023

**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$1.3M

**Annual Infrastructure Funding Gap:**  
AAR – Last 5 Years' Re-Investment = \$0.3M

**Approximate Replacement Value of Parks & Trails:** \$89M (excluding park land value)

### Condition:



### Asset Inventory:

Asset Type	Amount
# of Parks & Green Spaces	370
Trees (Parks/Streets/Civic Buildings)	5452
Parking Lots at Parks	48
Washrooms/Outhouses	14/18
Individual Sport Fields & Baseball	66
Hard Surface Courts/Skateboard Parks	24/3
Bollards	3249
Signs	721
Trash Containers	479
Fences	25km
Benches/Picnic Tables	324/170
Fire Pits	2
Playgrounds	49
Area of City Parks & Green Spaces	1,973ha
Length of Trails	106km
Stadium Buildings	2
Cemetery Buildings	3



# STORMWATER DRAINAGE INFRASTRUCTURE REPORT CARD 2023

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

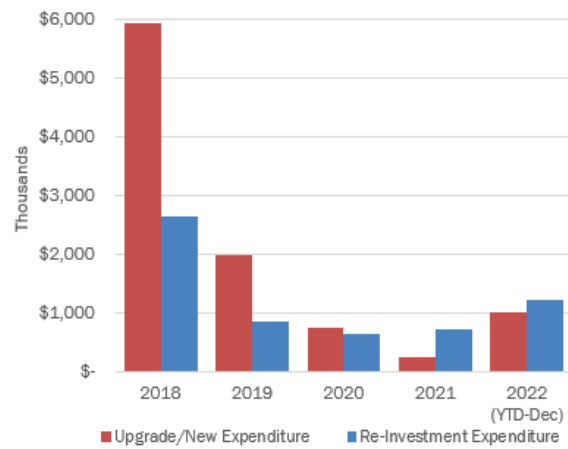
Linear = \$4.91M  
Facilities = \$0.03M  
Total = \$4.94M

## Annual Infrastructure Funding Gap:

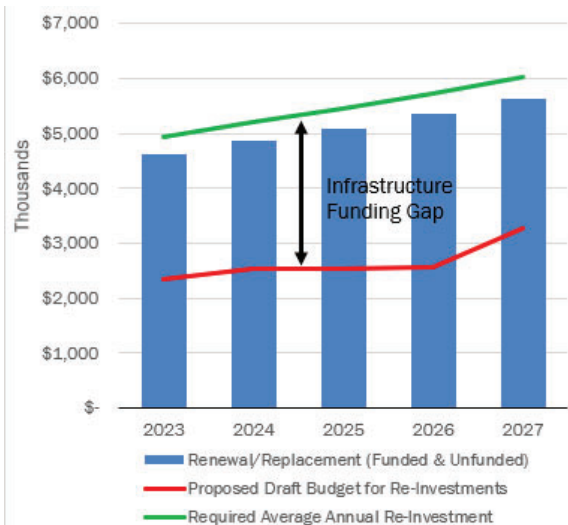
AAR – Last 5 years’ Re-Investment = \$3.5M

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

Last 5 Year Capital Investment



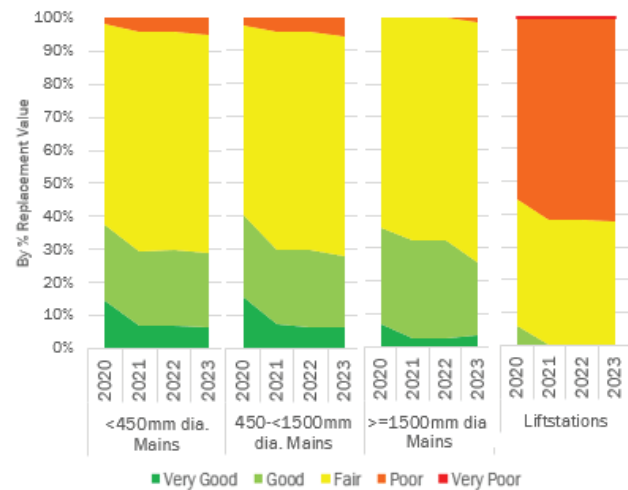
Next 5 Year Capital Funding



## Approximate Replacement Value of Stormwater Drainage Assets:

Linear = \$361M  
Facilities = \$1.7M

## Condition (Mains Based on Age):



## Asset Inventory:

Asset Type	Approx Length
Gravity Mains	391km
Forcemains	0.18km
Lateral Lines (Service Connections)	42km
Total:	433km

Asset Type	Amount
Catch Basins	6,194
Manholes	4,116
Discharge Points	353
Inlet Structures	224
Storm Lift Stations	6
Ditches	695km



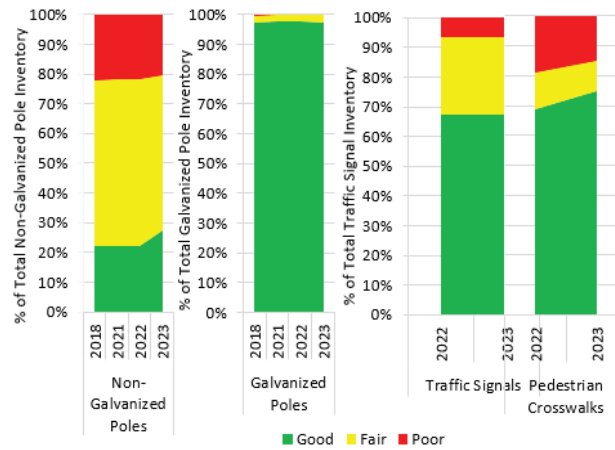
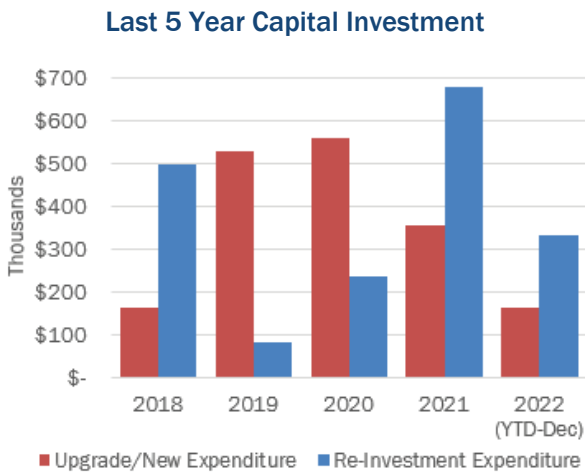
# STREETLIGHTS & TRAFFIC SIGNALS INFRASTRUCTURE REPORT CARD 2023

**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$2.8M

**Annual Infrastructure Funding Gap:**  
AAR – Last 5 years’ Avg Re-Investment = \$1.5M

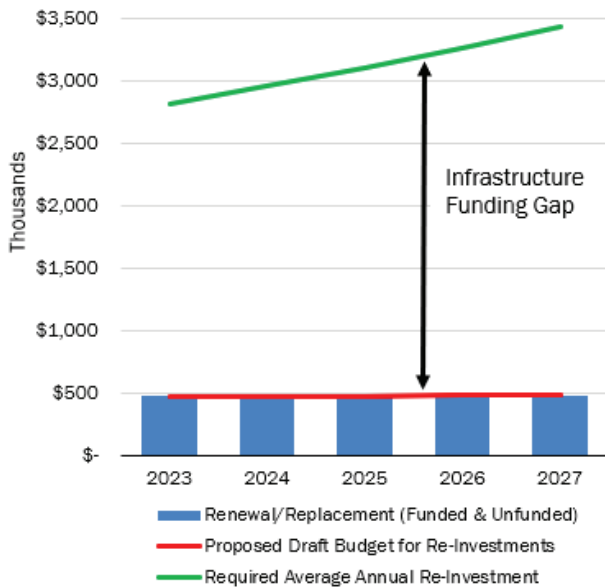
**Approximate Replacement Value of Streetlights & Traffic Signals:**  
\$134M

**Condition:**



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

**Next 5 Year Capital Funding**



**Asset Inventory:**

Asset Type	Est. Amount
Galvanized Poles	2,186
Non-Galvanized Poles	2,542
<b>Total:</b>	<b>4,728</b>
Light Fixtures	Est. Amount
LED	2,394
Non-LED	2,614
<b>Total:</b>	<b>5,008</b>
Traffic Signals	Est. Amount
Traffic Signals	47
4 Way Flashers	3
Pedestrian Controls	15
<b>Total:</b>	<b>65</b>



# ROADS & BRIDGES INFRASTRUCTURE REPORT CARD 2023

## Estimated Required Funding:

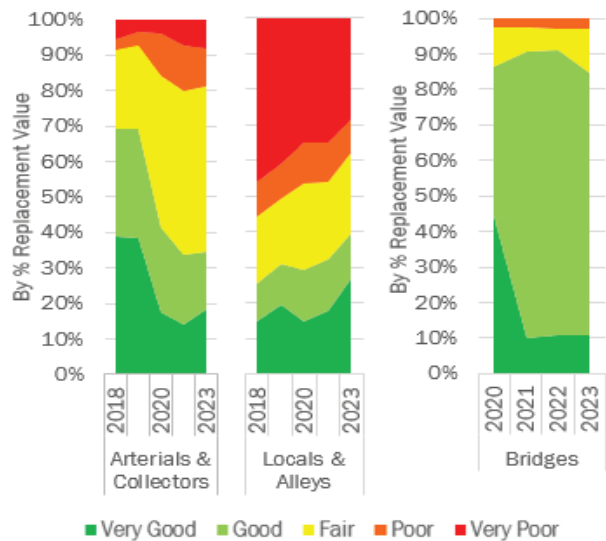
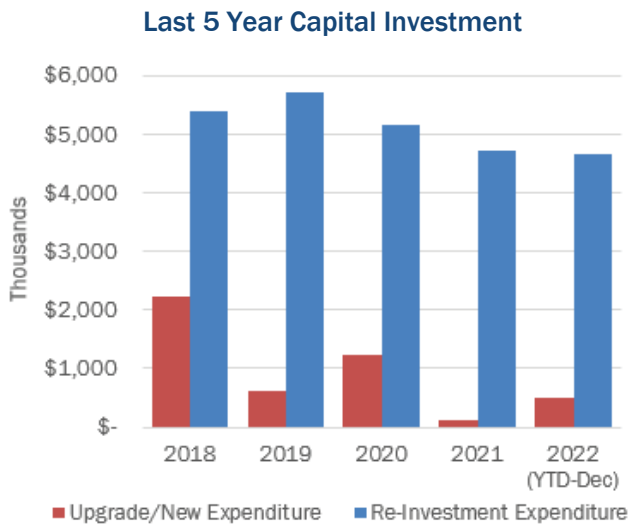
Average Annual Re-Investment (AAR) = \$9.3M

Approximate Replacement Value of  
Road & Bridge Assets: \$1.36 Billion

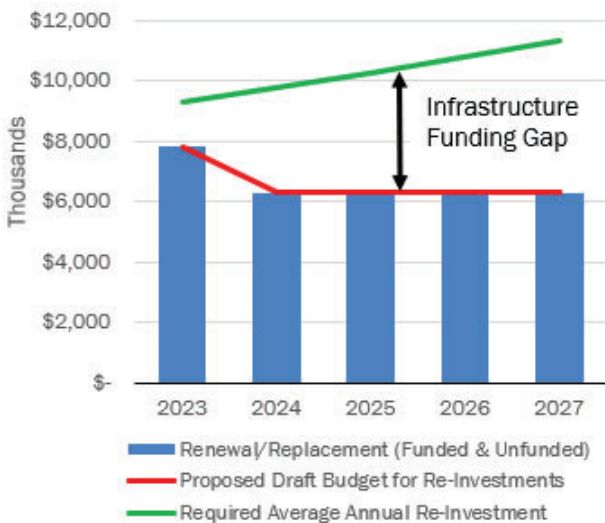
## Annual Infrastructure Funding Gap:

AAR - Last 5 years' Avg Re-Investment = \$4.0M

## Condition:



## Next 5 Year Capital Funding



## Asset Inventory:

Road Class	Approx. Lane km's
Arterial	319
Major Collector	122
Minor Collector	154
Local	681
Alley	20
Ramps	6
<b>Paved Roads Total:</b>	<b>1,302</b>
Intersections	2.16 km <sup>2</sup> (Area)
Gravel Roads	244
Vehicle Bridges	16



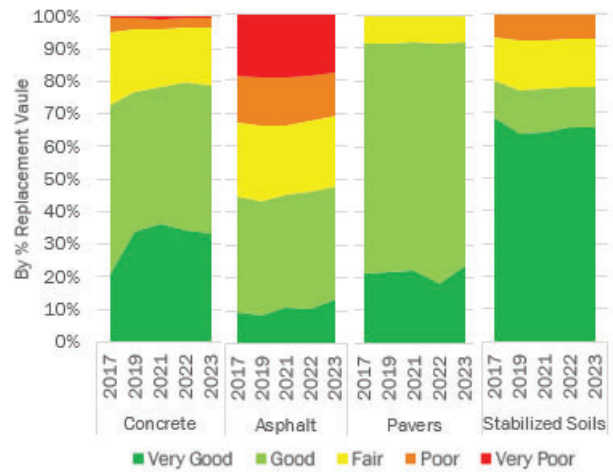
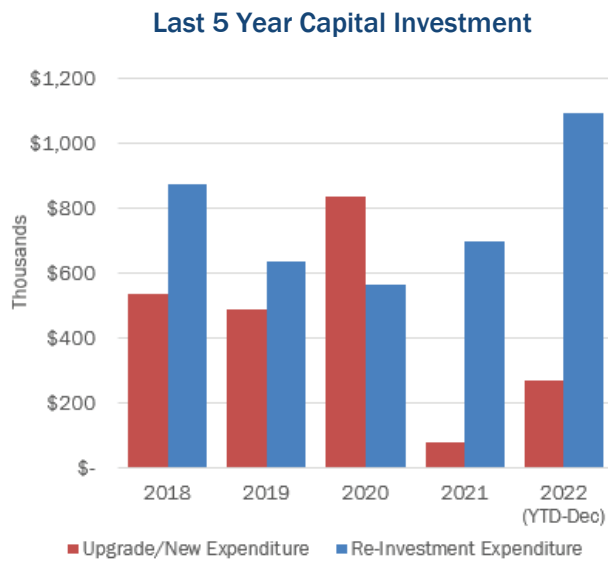
# SIDEWALKS & WALKWAYS INFRASTRUCTURE REPORT CARD 2023

**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$1.7M

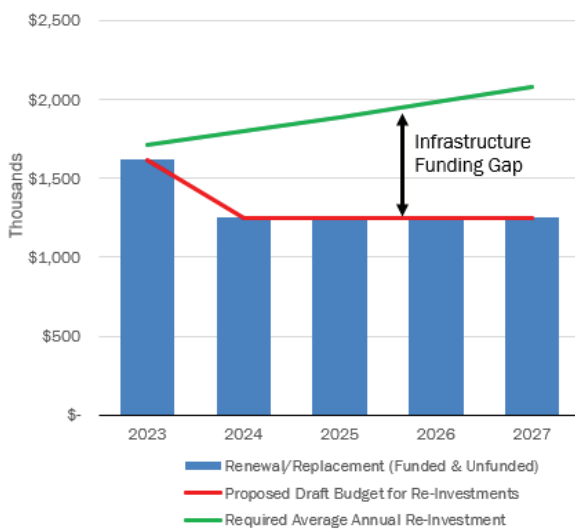
**Approximate Replacement Value of  
Sidewalk & Walkway Assets: \$185M**

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

**Condition:**



**Next 5 Year Capital Funding**



**Asset Inventory:**

Sidewalks	
Surface Type	Length (km's)
Concrete	91
Asphalt	104
Other	3
<b>Total:</b>	<b>198</b>

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



# WATER INFRASTRUCTURE REPORT CARD 2023

## Estimated Required Funding:

(Average Annual Re-Investment- AAR)

Linear = \$9.6M  
 Facilities = \$1.8M  
 Total = \$11.4M

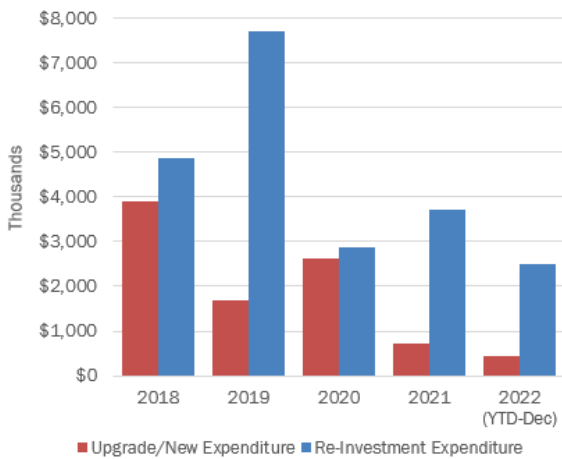
## Approximate Replacement Value of Water Assets:

Linear = \$594M  
 Facilities = \$97M

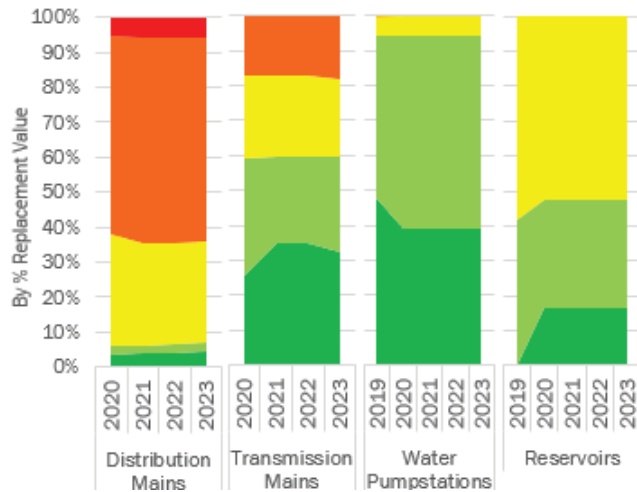
## Annual Infrastructure Funding Gap:

AAR – Last 5 Years’ Avg Re-Investment = \$6M

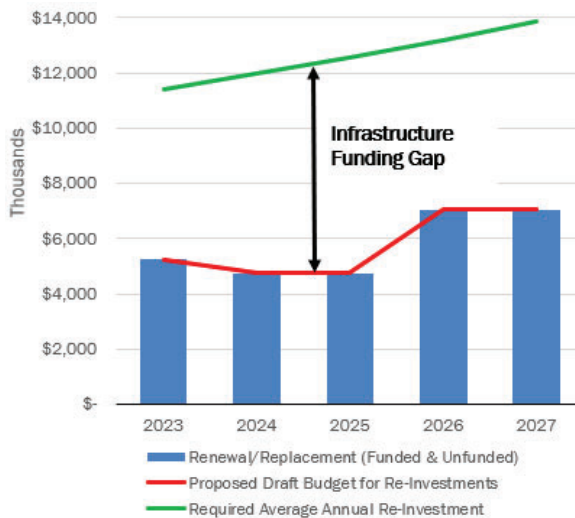
Last 5 Year Capital Investment



## Condition:



Next 5 Year Capital Funding



## Asset Inventory:

Asset Type	Approx Length
Lateral Lines (Service Connections)	238km
Mains	577km
Total:	815km
Asset Type	Amount
Booster Stations	9
Wells	7
Reservoirs	15
Pressure Reducing Valves	24
System Valves	7671
Control Valves	244
Hydrants	2167



# SANITARY SEWER INFRASTRUCTURE REPORT CARD 2023

## Estimated Required Funding:

**Average Annual Re-Investment (AAR)**

Linear = \$6.1M  
 Facilities = \$2.3M  
 Total = \$8.4M

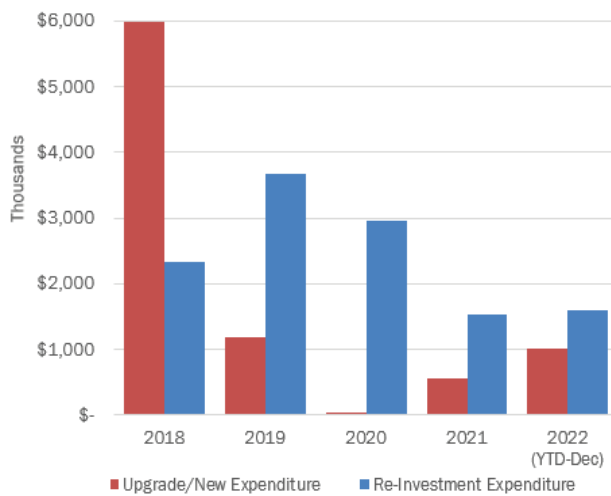
## Approximate Replacement Value of Sanitary Assets:

Linear = \$625M  
 Facilities = \$124M

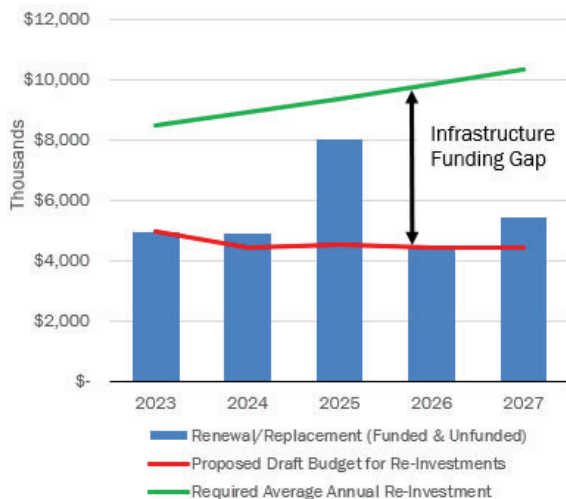
## Annual Infrastructure Funding Gap:

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

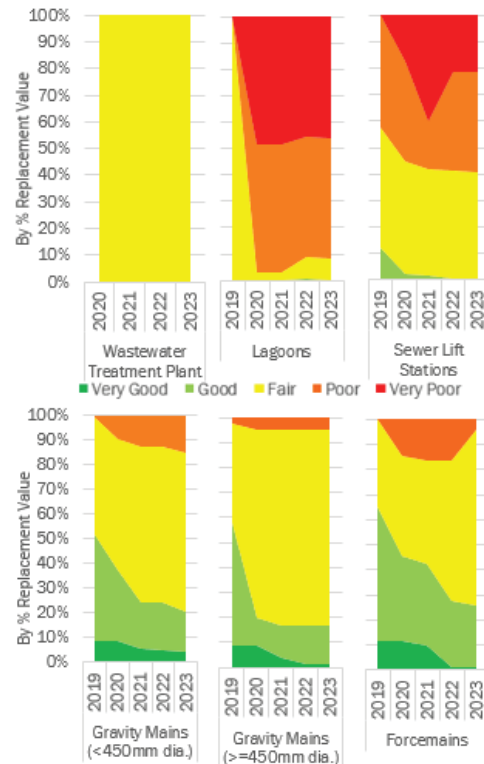
Last 5 Year Capital Investment



Next 5 Year Capital Funding



## Condition (Mains based on age):



## Asset Inventory:

Asset Type	Length
Gravity Mains	456km
Forcemains	17km
Lateral Lines (Service Connections)	228km
<b>Total:</b>	<b>701km</b>

Asset Type	Amount
Sewer Lift Stations	30
Wastewater Treatment Plant	1
Treatment Lagoons	5
Sanitary Chambers	10
Sanitary Valves	15
Manholes	5,529

Fund # Project	Page	Cost	in thousands (000)				
			2023	2024	2025	2026	2027
<b>1-General Fund</b>							
<b>Civic Facilities Maintenance</b>							
1 #3208 Janitorial Equip-Replace Floor Scrubbers	154	315	30	45	87	139	14
2 #3331 Parking Lot Renewal	154	1,570	970	100	100	200	200
3 #3342 Emergency Infrastructure Reinvestment - General	155	2,500	500	500	500	500	500
4 #3395 AQC - Install Access Control & Replace Doors	155	145	145	0	0	0	0
5 #3396 Two Rivers Gallery - Glazing	155	72	72	0	0	0	0
6 #3397 Replace 18th Ave Yard Parks Trailer	156	861	861	0	0	0	0
<b>Civic Facilities Maintenance Total</b>		<b>5,463</b>	<b>2,578</b>	<b>645</b>	<b>687</b>	<b>839</b>	<b>714</b>
<b>Development Planning and Administration</b>							
7 #1503 Off-Site Works	157	610	120	120	120	125	125
<b>Development Planning and Administration Total</b>		<b>610</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>125</b>	<b>125</b>
<b>Events &amp; Civic Centre</b>							
8 #3069 CC-2023 Replace Furniture and Equipment	158	75	75	0	0	0	0
9 #3270 CC-2023 Replace Kitchen Equipment	158	76	76	0	0	0	0
<b>Events &amp; Civic Centre Total</b>		<b>151</b>	<b>151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas</b>							
10 #1419 Kin 3-Replace Skate Floor	159	152	152	0	0	0	0
11 #3315 CN Centre-Aluminum Stage Barricade	159	79	79	0	0	0	0
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>231</b>	<b>231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fire Protection</b>							
12 #3388 Fire Srv - Rapid Deployment Tents	160	95	51	44	0	0	0
13 #3389 Fire Srv - Emergency Program - New Light Fleet	160	85	85	0	0	0	0
14 #3390 Fire Srv - Training Captain - New light fleet	160	85	85	0	0	0	0
15 #3403 Fire Srv - Handheld Radios	161	30	30	0	0	0	0
<b>Fire Protection Total</b>		<b>295</b>	<b>251</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services</b>							
16 #0431 Mobile Equipment Replacement	162	16,478	3,519	1,162	3,176	3,636	4,985
17 #1283 Drivable Hoist - Lube Bay	162	65	65	0	0	0	0
18 #3226 Fleet Shop Equipment	162	500	100	100	100	100	100
<b>Fleet Services Total</b>		<b>17,043</b>	<b>3,684</b>	<b>1,262</b>	<b>3,276</b>	<b>3,736</b>	<b>5,085</b>
<b>IT Services</b>							
19 #0715 IT Maintenance	164	924	227	168	183	183	163
20 #0720 IT Betterments	164	1,751	702	245	503	158	143
21 #0724 IT Replacements	164	1,842	572	345	285	325	315
22 #0727 IT New	165	2,089	385	395	415	436	458
<b>IT Services Total</b>		<b>6,606</b>	<b>1,886</b>	<b>1,153</b>	<b>1,386</b>	<b>1,102</b>	<b>1,079</b>

Fund # Project	Page	Cost	in thousands (000)				
			2023	2024	2025	2026	2027
<b>Parks</b>							
23 #0311 Tree Planting Greening the City	166	250	50	50	50	50	50
24 #0382 Nature Park Improvements	166	445	245	50	50	50	50
25 #1097 Trails Rehabilitation	167	1,250	250	250	250	250	250
26 #1378 Playground Replacement Program	167	1,065	65	250	250	250	250
27 #1385 Park Washroom Refurbishment	168	1,500	500	0	500	500	0
28 #3332 Ball Diamond and Sport Field Renewal	168	4,750	950	950	950	950	950
29 #3391 Gravel Parking Lot Renewal	169	375	75	75	75	75	75
30 #3392 Hard Surface Court Replacements	169	1,000	200	200	200	200	200
<b>Parks Total</b>		<b>10,635</b>	<b>2,335</b>	<b>1,825</b>	<b>2,325</b>	<b>2,325</b>	<b>1,825</b>
<b>Project Delivery</b>							
31 #1467 Accessibility Improvements	170	750	150	150	150	150	150
32 #3122 4050 18th Ave-Replace OH Doors	170	465	465	0	0	0	0
33 #3271 AQC-Replace Lockers	170	480	480	0	0	0	0
34 #3398 Kin Centre #1 - Add Dehumidification	171	1,750	1,750	0	0	0	0
<b>Project Delivery Total</b>		<b>3,445</b>	<b>2,845</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Roads</b>							
35 #0399 Road Rehabilitation	172	30,500	6,100	6,100	6,100	6,100	6,100
36 #1093 Sidewalk and Walkway Rehabilitation	172	6,250	1,250	1,250	1,250	1,250	1,250
37 #1489 New Sidewalks	173	2,000	400	400	400	400	400
38 #3249 Traffic Controller and Signal Optical Detection Replacement	173	385	75	75	75	80	80
39 #3366 General Bridge Renewal	174	1,000	200	200	200	200	200
40 #3378 CPG Welcome Highway Sign Hwy 97N	174	100	100	0	0	0	0
41 #3381 East Purdue Road Hard Surfacing	175	275	275	0	0	0	0
42 #3382 Shane Creek Bridge Deck Re-Surfacing	175	1,200	1,200	0	0	0	0
43 #3383 Civic Centre Sidewalk Renewal	176	370	370	0	0	0	0
44 #3384 Canada Games Way Rehabilitation	176	300	300	0	0	0	0
45 #3385 Terminal Blvd CN Rail Crossing Modification	177	35	35	0	0	0	0
<b>Roads Total</b>		<b>42,415</b>	<b>10,305</b>	<b>8,025</b>	<b>8,025</b>	<b>8,030</b>	<b>8,030</b>
<b>Storm Drainage</b>							
46 #1029 Storm Drainage - Catch Basin Replacement Program	178	1,300	100	300	300	300	300
47 #1500 Drainage Improvements	178	579	105	110	115	122	127
48 #3220 Stormwater System Rehabilitation	179	1,500	300	300	300	300	300
49 #3294 Prepaving Storm Water Infrastructure	179	800	150	150	150	175	175
50 #3321 Stormwater Drainage - System Renewal	179	7,600	1,400	1,400	1,400	1,400	2,000
51 #3334 Stormwater Drainage - Pond and Outfall Renewal	180	2,100	400	400	400	400	500
<b>Storm Drainage Total</b>		<b>13,879</b>	<b>2,455</b>	<b>2,660</b>	<b>2,665</b>	<b>2,697</b>	<b>3,402</b>
<b>Street Lighting</b>							
52 #3116 Street Light Replacement Program	181	2,000	400	400	400	400	400
<b>Street Lighting Total</b>		<b>2,000</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Transportation &amp; Technical Services</b>							
53 #3219 Pedestrian/Traffic Safety Improvements	182	2,100	300	300	500	500	500
<b>Transportation &amp; Technical Services Total</b>		<b>2,100</b>	<b>300</b>	<b>300</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>1-General Fund Total</b>		<b>104,873</b>	<b>27,541</b>	<b>16,584</b>	<b>19,534</b>	<b>19,904</b>	<b>21,310</b>

Fund # Project	Page	Cost	in thousands (000)				
			2023	2024	2025	2026	2027
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
54 #1031 Sanitary Sewer Renewal	183	2,940	340	500	600	750	750
55 #1168 Mobile Equipment Replacement - Sewer	183	2,769	425	852	141	343	1,008
56 #1491 Prepaving Sewer Infrastructure	183	550	110	110	110	110	110
57 #1492 Sanitary Liftstations Upgrade	184	1,119	400	173	173	173	200
58 #3221 Wastewater Treatment Plant Renewal	184	8,700	1,500	1,800	1,800	1,800	1,800
59 #3224 Wastewater Treatment Plant New Components	184	9,150	550	2,650	2,650	2,650	650
60 #3328 Sanitary Lagoon Re-Routing	185	9,000	4,000	2,000	1,000	1,000	1,000
61 #3329 Forcemain and Liftstation Renewal	185	6,000	2,000	1,000	1,000	1,000	1,000
62 #3372 Emergency Infrastructure Reinvestment - Sewer	186	2,500	500	500	500	500	500
63 #3393 Lagoon Components Renewal	186	2,000	500	500	500	250	250
<b>Sewer Operations Total</b>		<b>44,728</b>	<b>10,325</b>	<b>10,085</b>	<b>8,474</b>	<b>8,576</b>	<b>7,268</b>
<b>3-Sewer Fund Total</b>		<b>44,728</b>	<b>10,325</b>	<b>10,085</b>	<b>8,474</b>	<b>8,576</b>	<b>7,268</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
64 #1169 Mobile Equipment Replacement - Water	187	1,619	268	406	20	289	636
65 #1391 Construction Tools and Equipment	187	125	25	25	25	25	25
66 #3101 Water Main Replacements	187	19,400	3,000	3,000	3,000	5,200	5,200
67 #3102 New Water Mains	188	4,300	700	800	800	1,000	1,000
68 #3184 New Water Facilities	188	4,300	0	4,000	100	100	100
69 #3185 Water Facilities Renewal	188	3,200	800	600	600	600	600
70 #3284 Valves, Service Connections, and Fire Hydrants Renewal	189	3,000	800	500	500	600	600
71 #3293 Prepaving Water Infrastructure	189	750	150	150	150	150	150
72 #3330 Water Facility Upgrade	189	1,350	250	250	250	300	300
73 #3373 Emergency Infrastructure Reinvestment - Water	190	2,500	500	500	500	500	500
74 #3380 Boundary Road Reservoir (PW849)	190	6,660	6,660	0	0	0	0
75 #3386 New Loader Water/Sewer	190	325	325	0	0	0	0
<b>Water Operations Total</b>		<b>47,529</b>	<b>13,478</b>	<b>10,231</b>	<b>5,945</b>	<b>8,764</b>	<b>9,111</b>
<b>4-Water Fund Total</b>		<b>47,529</b>	<b>13,478</b>	<b>10,231</b>	<b>5,945</b>	<b>8,764</b>	<b>9,111</b>
<b>Grand Total</b>		<b>197,130</b>	<b>51,344</b>	<b>36,899</b>	<b>33,953</b>	<b>37,244</b>	<b>37,690</b>

in thousands (000)

Fund # Project	Page	Cost	2023	2024	2025	2026	2027
<b>1-General Fund</b>							
<b>Aquatics</b>							
1 #3274 AQC-Replace Cardio Equipment	192	175	0	175	0	0	0
2 #3376 AQC - Bulkhead Replacement	192	380	0	0	380	0	0
<b>Aquatics Total</b>		<b>555</b>	<b>0</b>	<b>175</b>	<b>380</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>							
3 #0302 Memorial Park Cemetery Enhancement	193	150	0	150	0	0	0
<b>Cemetery Total</b>		<b>150</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Maintenance</b>							
4 #1487 Pine Valley-New Irrigation System	194	400	0	400	0	0	0
<b>Civic Facilities Maintenance Total</b>		<b>400</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas</b>							
5 #1418 Kopar Memorial Arena -Replace Skate Floor	195	175	0	175	0	0	0
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>175</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services</b>							
6 #1285 Refurbish Fleet Cranes	196	250	0	250	0	0	0
<b>Fleet Services Total</b>		<b>250</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>							
7 #0644 Hwy 16/97 Landscaping	197	400	0	400	0	0	0
8 #0931 Boulevard Restoration	197	640	0	160	160	160	160
9 #1140 Ospika/Tabor Blvd Irrigation	197	100	0	100	0	0	0
10 #1189 Off Leash Areas	198	100	0	25	25	25	25
11 #1192 Hart Connector Trail	198	2,000	0	0	2,000	0	0
12 #1384 Rainbow Park Washroom	198	500	0	0	500	0	0
13 #1390 Exhibition Park-Replace Fencing	199	150	0	150	0	0	0
14 #1499 New Trails and Paths	199	1,000	0	250	250	250	250
15 #3036 Lheidli T'enneh Memorial Playground Replacement	199	1,500	0	1,500	0	0	0
16 #3039 Cpl Darren Fitzpatrick Bravery Park Washroom	200	300	0	300	0	0	0
17 #3276 Carrie Jane Gray Park Renewal	200	4,700	0	300	600	750	3,050
18 #3313 Neighbourhood Park Development	201	2,000	0	500	500	500	500
<b>Parks Total</b>		<b>13,390</b>	<b>0</b>	<b>3,685</b>	<b>4,035</b>	<b>1,685</b>	<b>3,985</b>
<b>PG Events Group</b>							
19 #1290 Mobile Stage	202	211	0	211	0	0	0
<b>PG Events Group Total</b>		<b>211</b>	<b>0</b>	<b>211</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Delivery</b>							
20 #0125 B Harkins Lib-Concrete Deck Upgrade	203	1,386	0	1,386	0	0	0
21 #0128 Library N-Replace Flooring	203	77	0	77	0	0	0
22 #0892 B Harkins Lib-Replace Flooring	203	395	0	395	0	0	0
23 #1163 Kopar Memorial Arena-Replace HVAC	204	2,760	0	0	0	2,760	0
24 #1187 Kopar Memorial Arena-Replace Arena Floor	204	3,590	0	0	0	3,590	0
25 #1303 CYC-Ext Wall Finishes Replacement	204	205	0	205	0	0	0
26 #1444 AQC-Replace Public Change Room Tile	205	210	0	0	210	0	0
27 #3144 Ex Sport Ctr-Gymnastics Viewing	205	150	0	0	0	150	0

in thousands (000)

Fund	# Project	Page	Cost	2023	2024	2025	2026	2027
28	#3196 18th Ave Yard Emergency Generator	205	260	0	260	0	0	0
29	#3198 B Harkins Lib-Replace Soffits	206	290	0	290	0	0	0
30	#3199 RCMP-Security Gate Replacement	206	250	0	250	0	0	0
31	#3205 ECRA-Replace Fascia and Fencing	206	90	0	90	0	0	0
32	#3251 Civic Facility Roofs Replacements 2025	207	186	0	0	186	0	0
33	#3273 AQC-Doors & Column Rust Renewal	207	143	0	143	0	0	0
34	#3280 CC-BAS Replacement	207	670	0	670	0	0	0
35	#3346 Civic Facilities Long-Term Reinvestment	208	62,080	11,235	11,797	12,387	13,006	13,656
36	#3394 CN Center-Audio System Renewal	208	1,175	0	1,175	0	0	0
37	#3399 Plaza Parkade Upgrade	208	4,700	0	0	0	4,700	0
<b>Project Delivery Total</b>			<b>78,617</b>	<b>11,235</b>	<b>16,738</b>	<b>12,782</b>	<b>24,206</b>	<b>13,656</b>
<b>Roads</b>								
38	#1131 Hwy 97 & Hwy 16 Corridor Improvements	210	2,000	0	0	1,000	1,000	0
39	#1208 Tyner University Heights Turn Lanes	210	1,180	0	150	1,030	0	0
40	#1292 Bus Bay Pullout Program	211	800	0	0	0	400	400
<b>Roads Total</b>			<b>3,980</b>	<b>0</b>	<b>150</b>	<b>2,030</b>	<b>1,400</b>	<b>400</b>
<b>Storm Drainage</b>								
41	#0485 Stormwater Drainage Network Long-Term Reinvestment	212	25,528	4,620	4,851	5,094	5,348	5,616
42	#0677 Retention Pond Aberdeen	212	125	0	0	0	0	125
43	#0680 Noranda Retention Pond	212	430	0	0	0	0	430
44	#0681 Storm System Enhancements College Heights	213	1,200	0	0	0	0	1,200
45	#0682 Detention Pond Gladstone	213	2,650	0	0	0	2,650	0
46	#0859 Watershed Monitoring Stations	213	70	0	35	35	0	0
47	#1112 Meyer Rd Storm Sewer	214	390	0	0	0	0	390
48	#1116 Storm Sewer - University Heights to Range Rd	214	2,000	0	0	0	2,000	0
49	#1117 Storm Sewer Improvements - Ferry to Range	215	675	0	75	600	0	0
50	#1439 Winnipeg St - Storm Drainage Treatment	215	4,300	0	0	300	4,000	0
<b>Storm Drainage Total</b>			<b>37,368</b>	<b>4,620</b>	<b>4,961</b>	<b>6,029</b>	<b>13,998</b>	<b>7,761</b>
<b>Street Lighting</b>								
51	#1222 Crescents Street Lighting	216	796	0	0	0	410	386
<b>Street Lighting Total</b>			<b>796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>386</b>
<b>Transportation &amp; Technical Services</b>								
52	#1122 Downtown Transit Exchange	217	500	0	0	500	0	0
53	#1133 Ferry/Upland/Lansdowne Intersection	217	4,025	0	0	525	3,500	0
54	#1443 School and Playground Sign Upgrade	218	200	0	200	0	0	0
55	#3278 Pidherny Recreation Site Improvements	218	636	0	336	300	0	0
56	#3290 Westgate and Hwy 16 Improvement	218	200	0	200	0	0	0
<b>Transportation &amp; Technical Services Total</b>			<b>5,561</b>	<b>0</b>	<b>736</b>	<b>1,325</b>	<b>3,500</b>	<b>0</b>
<b>1-General Fund Total</b>			<b>141,453</b>	<b>15,855</b>	<b>27,630</b>	<b>26,581</b>	<b>45,199</b>	<b>26,188</b>

in thousands (000)

Fund	#	Project	Page	Cost	2023	2024	2025	2026	2027	
<b>3-Sewer Fund</b>										
<b>Sewer Operations</b>										
	57	#0511	Forcemain PW117 Replacement	220	1,300	0	0	0	1,300	0
	58	#0536	Sanitary Extension Nordic/Chestnut	220	290	0	0	290	0	0
	59	#0537	Sanitary North/Central Relief	220	900	0	0	0	900	0
	60	#0901	Blackburn Lagoon System Upgrades	221	1,200	0	0	0	0	1,200
	61	#1196	PW125 Decommission and New Sewer Main	221	3,000	0	0	0	3,000	0
	62	#3222	Liftstation PW101 Replacement	221	4,000	0	500	3,500	0	0
	63	#3223	Liftstation PW102 Replacement	222	1,100	0	0	0	100	1,000
<b>Sewer Operations Total</b>					<b>11,790</b>	<b>0</b>	<b>500</b>	<b>3,790</b>	<b>5,300</b>	<b>2,200</b>
<b>3-Sewer Fund Total</b>					<b>11,790</b>	<b>0</b>	<b>500</b>	<b>3,790</b>	<b>5,300</b>	<b>2,200</b>

in thousands (000)

Fund # Project	Page	Cost	2023	2024	2025	2026	2027
<b>4-Water Fund</b>							
<b>Water Operations</b>							
64 #0743 River Rd Water Main Extension	223	2,300	0	0	0	2,300	0
65 #1109 Central Hart Water Improvements	223	4,000	0	0	2,000	2,000	0
66 #1227 New Pressure Zone 2 Reservoir	223	4,000	0	0	0	0	4,000
67 #1228 PW619 Pump Installation	224	1,150	0	0	0	0	1,150
68 #1237 West Noranda Water Main Connector	224	150	0	0	0	0	150
69 #1238 Noranda Rd East Water Main Connector	224	1,000	0	0	0	0	1,000
70 #1249 Cowart Rd Water Main Connector	225	925	0	0	0	925	0
71 #3186 Repurpose PW601/Decommission PW602	225	8,100	0	0	100	4,000	4,000
<b>Water Operations Total</b>		<b>21,625</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>9,225</b>	<b>10,300</b>
<b>4-Water Fund Total</b>		<b>21,625</b>	<b>0</b>	<b>0</b>	<b>2,100</b>	<b>9,225</b>	<b>10,300</b>
<b>Grand Total</b>		<b>174,868</b>	<b>15,855</b>	<b>28,130</b>	<b>32,471</b>	<b>59,724</b>	<b>38,688</b>

in thousands (000)

Fund # Project	Page	Cost	2028	2029	2030	2031	2032
<b>1-General Fund</b>							
<b>Civic Facilities Maintenance</b>							
1 #3208 Janitorial Equip-Replace Floor Scrubbers	228	275	40	101	67	67	0
2 #3331 Parking Lot Renewal	228	1,000	200	200	200	200	200
<b>Civic Facilities Maintenance Total</b>		<b>1,275</b>	<b>240</b>	<b>301</b>	<b>267</b>	<b>267</b>	<b>200</b>
<b>Development Planning and Administration</b>							
3 #0697 South Ft George Flood Protection	229	2,900	1,000	900	1,000	0	0
4 #0701 Flood Protect Various Risk Areas	229	2,535	1,535	1,000	0	0	0
5 #1503 Off-Site Works	229	625	125	125	125	125	125
<b>Development Planning and Administration Total</b>		<b>6,060</b>	<b>2,660</b>	<b>2,025</b>	<b>1,125</b>	<b>125</b>	<b>125</b>
<b>Fleet Services</b>							
6 #0431 Mobile Equipment Replacement	230	18,711	6,493	3,778	5,121	1,810	1,508
7 #3226 Fleet Shop Equipment	230	500	100	100	100	100	100
<b>Fleet Services Total</b>		<b>19,211</b>	<b>6,593</b>	<b>3,878</b>	<b>5,221</b>	<b>1,910</b>	<b>1,608</b>
<b>IT Services</b>							
8 #0715 IT Maintenance	231	1,000	180	190	200	210	220
9 #0720 IT Betterments	231	1,250	230	240	250	260	270
10 #0724 IT Replacements	231	1,800	330	345	360	375	390
11 #0727 IT New	232	2,662	481	506	531	558	586
<b>IT Services Total</b>		<b>6,712</b>	<b>1,221</b>	<b>1,281</b>	<b>1,341</b>	<b>1,403</b>	<b>1,466</b>
<b>Parks</b>							
12 #0311 Tree Planting Greening the City	233	250	50	50	50	50	50
13 #0853 Lower Patricia Greenway	233	904	0	372	532	0	0
14 #0931 Boulevard Restoration	233	800	160	160	160	160	160
15 #1097 Trails Rehabilitation	234	1,250	250	250	250	250	250
16 #1378 Playground Replacement Program	234	1,250	250	250	250	250	250
17 #1499 New Trails and Paths	235	1,250	250	250	250	250	250
<b>Parks Total</b>		<b>5,704</b>	<b>960</b>	<b>1,332</b>	<b>1,492</b>	<b>960</b>	<b>960</b>
<b>Project Delivery</b>							
18 #1467 Accessibility Improvements	236	750	150	150	150	150	150
19 #3346 Civic Facilities Long-Term Reinvestment	236	61,003	14,139	14,856	15,609	16,399	0
<b>Project Delivery Total</b>		<b>61,753</b>	<b>14,289</b>	<b>15,006</b>	<b>15,759</b>	<b>16,549</b>	<b>150</b>

Fund # Project	Page	Cost	in thousands (000)					
			2028	2029	2030	2031	2032	
<b>Roads</b>								
20 #0167 Road Widening Austin Rd West	237	3,000	0	3,000	0	0	0	0
21 #0270 Winter Traction/Salt Facility	237	4,300	0	0	0	0	0	4,300
22 #0399 Road Rehabilitation	238	30,500	6,100	6,100	6,100	6,100	6,100	6,100
23 #0665 Ring Rd Dangerous Goods Route	238	8,200	0	0	200	1,000	7,000	0
24 #0668 Glengarry Rd Extension	238	1,326	0	0	0	300	1,026	0
25 #0670 Hwy 97/22nd and Griffiths Improve	239	5,250	250	5,000	0	0	0	0
26 #0671 Road Realign Hwy 97/Northwood	239	1,750	250	1,500	0	0	0	0
27 #0672 Glen Lyon Way Extension	239	2,000	0	200	1,800	0	0	0
28 #0673 Malaspina Cowart Connector	240	6,000	0	1,000	5,000	0	0	0
29 #0675 Foothills Blvd Extension	240	20,000	0	0	0	10,000	10,000	0
30 #0676 Ospika Connector	240	30,000	0	0	10,000	10,000	10,000	0
31 #1093 Sidewalk and Walkway Rehabilitation	241	6,250	1,250	1,250	1,250	1,250	1,250	1,250
32 #1209 Tyner Blvd Bus Pullouts	241	375	50	325	0	0	0	0
33 #1210 Tyner Blvd Traffic Signal	241	650	150	500	0	0	0	0
34 #1211 Tyner Blvd Four-Laning	242	10,200	5,100	5,100	0	0	0	0
35 #1218 Hwy 16 and Ferry Ave Intersection	242	4,500	3,500	1,000	0	0	0	0
36 #1292 Bus Bay Pullout Program	242	2,000	400	400	400	400	400	400
37 #1489 New Sidewalks	243	2,000	400	400	400	400	400	400
38 #3138 Handlen Rd Improvements	243	700	0	700	0	0	0	0
39 #3249 Traffic Controller and Signal Optical Detection Replacement	243	400	80	80	80	80	80	80
40 #3366 General Bridge Renewal	244	1,000	200	200	200	200	200	200
<b>Roads Total</b>		<b>140,401</b>	<b>17,730</b>	<b>26,755</b>	<b>25,430</b>	<b>29,730</b>	<b>40,756</b>	
<b>Storm Drainage</b>								
41 #0215 Nordic Dr Storm Trunk	245	1,150	0	0	0	0	1,150	0
42 #0485 Stormwater Drainage Network Long-Term Reinvestment	245	25,418	5,897	6,192	6,502	6,827	0	0
43 #0678 Storm Trunk Shamrock Rd	245	480	60	420	0	0	0	0
44 #0679 Storm Outfall BCR Danson	246	450	70	380	0	0	0	0
45 #1029 Storm Drainage - Catch Basin Replacement Program	246	1,500	300	300	300	300	300	300
46 #1500 Drainage Improvements	246	738	134	140	147	155	162	0
47 #3210 New 1st Ave Flood Pump Station	247	1,850	0	0	0	150	1,700	0
48 #3220 Stormwater System Rehabilitation	247	1,500	300	300	300	300	300	0
49 #3294 Prepaving Storm Water Infrastructure	247	875	175	175	175	175	175	0
50 #3321 Stormwater Drainage - System Renewal	248	10,000	2,000	2,000	2,000	2,000	2,000	0
51 #3334 Stormwater Drainage - Pond and Outfall Renewal	248	2,500	500	500	500	500	500	0
<b>Storm Drainage Total</b>		<b>46,461</b>	<b>9,436</b>	<b>10,407</b>	<b>9,924</b>	<b>10,407</b>	<b>6,287</b>	
<b>Street Lighting</b>								
52 #1222 Crescents Street Lighting	249	522	184	338	0	0	0	0
53 #3116 Street Light Replacement Program	249	2,000	400	400	400	400	400	0
<b>Street Lighting Total</b>		<b>2,522</b>	<b>584</b>	<b>738</b>	<b>400</b>	<b>400</b>	<b>400</b>	
<b>Transportation &amp; Technical Services</b>								
54 #1226 Otway Multi-Use Trail	250	2,000	0	0	0	1,000	1,000	0
55 #3121 2nd Ave Angle Parking and Two-Way Conversion	250	3,500	0	0	0	0	3,500	0
56 #3219 Pedestrian/Traffic Safety Improvements	251	2,500	500	500	500	500	500	0
<b>Transportation &amp; Technical Services Total</b>		<b>8,000</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>1,500</b>	<b>5,000</b>	
<b>1-General Fund Total</b>		<b>298,099</b>	<b>54,213</b>	<b>62,223</b>	<b>61,459</b>	<b>63,251</b>	<b>56,952</b>	

Fund # Project	Page	Cost	2028	in thousands (000)			
				2029	2030	2031	2032
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
57 #0538 Sanitary Otway/Tabor Relief	252	410	410	0	0	0	0
58 #0539 Sanitary Trunk Extension Cranbrook Hill	252	500	0	500	0	0	0
59 #0901 Blackburn Lagoon System Upgrades	252	1,000	1,000	0	0	0	0
60 #1031 Sanitary Sewer Renewal	253	3,750	750	750	750	750	750
61 #1168 Mobile Equipment Replacement - Sewer	253	2,853	1,823	236	263	323	208
62 #1263 Afbau Sanitary Sewer Upgrade	253	1,000	0	0	1,000	0	0
63 #1491 Prepaving Sewer Infrastructure	254	550	110	110	110	110	110
64 #1492 Sanitary Liftstations Upgrade	254	1,000	200	200	200	200	200
65 #3221 Wastewater Treatment Plant Renewal	254	9,000	1,800	1,800	1,800	1,800	1,800
66 #3223 Liftstation PW102 Replacement	255	5,000	5,000	0	0	0	0
67 #3224 Wastewater Treatment Plant New Components	255	3,250	650	650	650	650	650
68 #3329 Forcemain and Liftstation Renewal	255	5,000	1,000	1,000	1,000	1,000	1,000
<b>Sewer Operations Total</b>		<b>33,313</b>	<b>12,743</b>	<b>5,246</b>	<b>5,773</b>	<b>4,833</b>	<b>4,718</b>
<b>3-Sewer Fund Total</b>		<b>33,313</b>	<b>12,743</b>	<b>5,246</b>	<b>5,773</b>	<b>4,833</b>	<b>4,718</b>

Fund # Project	Page	Cost	2028	in thousands (000)			
				2029	2030	2031	2032
<b>4-Water Fund</b>							
<b>Water Operations</b>							
69 #0087 Lower Hart Water Main	257	1,000	1,000	0	0	0	0
70 #0168 Water Supply BCR/Danson Simon Fraser Bridge	257	5,000	0	0	0	1,000	4,000
71 #0602 Water Main Construction PW805 to Fishtrap	258	5,000	0	500	4,500	0	0
72 #0603 PW605 Caisson Renewal	258	5,600	0	100	2,500	3,000	0
73 #0610 Harper Valley Reservoir and Main	258	5,000	0	0	0	5,000	0
74 #1169 Mobile Equipment Replacement - Water	259	1,614	108	664	406	346	91
75 #1227 New Pressure Zone 2 Reservoir	259	1,550	1,550	0	0	0	0
76 #1240 Lehman - Grant Water Main Connector	259	575	0	575	0	0	0
77 #1241 Collins Road Water Main Connector	259	400	400	0	0	0	0
78 #1391 Construction Tools and Equipment	260	125	25	25	25	25	25
79 #3101 Water Main Replacements	260	26,000	5,200	5,200	5,200	5,200	5,200
80 #3102 New Water Mains	260	5,000	1,000	1,000	1,000	1,000	1,000
81 #3184 New Water Facilities	261	500	100	100	100	100	100
82 #3185 Water Facilities Renewal	261	3,000	600	600	600	600	600
83 #3284 Valves, Service Connections, and Fire Hydrants Renewal	261	3,000	600	600	600	600	600
84 #3293 Preparing Water Infrastructure	262	750	150	150	150	150	150
85 #3298 Pump Station PW614 Replacement	262	1,600	0	0	100	1,100	400
86 #3330 Water Facility Upgrade	262	1,500	300	300	300	300	300
<b>Water Operations Total</b>		<b>67,214</b>	<b>11,033</b>	<b>9,814</b>	<b>15,481</b>	<b>18,421</b>	<b>12,466</b>
<b>4-Water Fund Total</b>		<b>67,214</b>	<b>11,033</b>	<b>9,814</b>	<b>15,481</b>	<b>18,421</b>	<b>12,466</b>
<b>Grand Total</b>		<b>398,627</b>	<b>77,989</b>	<b>77,283</b>	<b>82,713</b>	<b>86,505</b>	<b>74,137</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>1-General Fund</b>									
<b>Civic Facilities Maintenance</b>									
1	#3208	Janitorial Equip-Replace Floor Scrubbers							
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.							
				MFA Lease Proceeds	30	45	87	139	14
			<b>315</b>	<b>Project Totals:</b>	<b>30</b>	<b>45</b>	<b>87</b>	<b>139</b>	<b>14</b>
2	#3331	Parking Lot Renewal							
		This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition. 2023 project will be located at Exhibition grounds and CN Centre to rehabilitate the existing asphalt surface parking and event space areas and interior roadway network due to their deteriorated condition to provide new service life and to improve the level of service for the facility users.							
				Unfunded Future Projects	0	100	100	200	200
				Capital Expenditure Reserve	194	0	0	0	0
				Community Works Fund	776	0	0	0	0
			<b>1,570</b>	<b>Project Totals:</b>	<b>970</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
	<b>3</b>	<b>#3342 Emergency Infrastructure Reinvestment - General</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to general infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Capital Expenditure Reserve	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
	<b>4</b>	<b>#3395 AQC - Install Access Control &amp; Replace Doors</b>							
		Install access control system at the Prince George Aquatic Centre and replace damaged interior doors.							
				Northern Capital and Planning Reserve	145	0	0	0	0
			<b>145</b>	<b>Project Totals:</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>5</b>	<b>#3396 Two Rivers Gallery - Glazing</b>							
		Replace twenty (20) sealed unit windows and main entrance glass doors and frame.							
				Northern Capital and Planning Reserve	72	0	0	0	0
			<b>72</b>	<b>Project Totals:</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
6	#3397	Replace 18th Ave Yard Parks Trailer							
		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 will enlarge the existing change room/washroom facilities for the Parks outside workers as well as Parks Admin staff.							
				Northern Capital and Planning Reserve	861	0	0	0	0
			<b>861</b>	<b>Project Totals:</b>	<b>861</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Maintenance Total:</b>			<b>5,463</b>		<b>2,578</b>	<b>645</b>	<b>687</b>	<b>839</b>	<b>714</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Development Planning and Administration</b>									
	7	<b>#1503 Off-Site Works</b>							
		Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
				Capital Expenditure Reserve	120	120	120	125	125
			<b>610</b>	<b>Project Totals:</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>125</b>	<b>125</b>
<b>Development Planning and Administration Total:</b>			<b>610</b>		<b>120</b>	<b>120</b>	<b>120</b>	<b>125</b>	<b>125</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Events &amp; Civic Centre</b>									
	8	<b>#3069 CC-2023 Replace Furniture and Equipment</b>							
		Replace aging and damaged furniture, fixtures and equipment.							
				Capital Expenditure Reserve	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>
	9	<b>#3270 CC-2023 Replace Kitchen Equipment</b>							
		Replacement of old, broken, and outdated kitchen equipment. 2023 to include replacement of portable bars, concession stand and kitchen equipment to maintain and improve service levels.							
				Capital Expenditure Reserve	76	0	0	0	0
			<b>76</b>	<b>Project Totals:</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre Total:</b>			<b>151</b>		<b>151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Exhibition Park &amp; Community Arenas</b>									
10	#1419	Kin 3-Replace Skate Floor							
		Replace the skate floor in Kin 3.							
				Northern Capital and Planning Reserve	152	0	0	0	0
			<b>152</b>	<b>Project Totals:</b>	<b>152</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
11	#3315	CN Centre-Aluminum Stage Barricade							
		Replace the existing steel stage barricade. The replacement is an aluminum stage barricade used to secure the perimeter of a crowd or large event and will provide quicker and versatile setup.							
				Capital Expenditure Reserve	79	0	0	0	0
			<b>79</b>	<b>Project Totals:</b>	<b>79</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas Total:</b>			<b>231</b>		<b>231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Fire Protection</b>									
12	#3388	<b>Fire Srv - Rapid Deployment Tents</b>							
		Two Military style inflatable tents, complete with dividers and bladders for anchors, first model in 2023 and second model in 2024. Project includes one diesel portable heater required to heat both tents to be purchased in 2024.							
				MFA Lease Proceeds	51	44	0	0	0
			<b>95</b>	<b>Project Totals:</b>	<b>51</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>
13	#3389	<b>Fire Srv - Emergency Program - New Light Fleet</b>							
		Adding a vehicle to the fleet for the Emergency Services staff as emergency program is on call to respond to emergency events and includes transport of supplies. The new light fleet is a 4 x 4 light duty pick up with 4 doors, fully equipped with emergency lights, siren canopy, mobile radio and Bluetooth.							
				MFA Lease Proceeds	85	0	0	0	0
			<b>85</b>	<b>Project Totals:</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
14	#3390	<b>Fire Srv - Training Captain - New light fleet</b>							
		Adding a vehicle to the fleet for the Training Branch Captain to maintain training and operational response needs across all four fire halls. The new light fleet is a 4 x 4 light duty pick up with 4 doors, fully equipped with emergency lights, siren canopy, mobile radio, Bluetooth and Fire Department emblem.							
				MFA Lease Proceeds	85	0	0	0	0
			<b>85</b>	<b>Project Totals:</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
15	#3403	Fire Srv - Handheld Radios							
		Add 12 new handheld radio's to inventory for Fire Suppression.							
				Capital Expenditure Reserve	30	0	0	0	0
			<b>30</b>	<b>Project Totals:</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fire Protection Total:</b>			<b>295</b>		<b>251</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Fleet Services</b>									
16	#0431	<b>Mobile Equipment Replacement</b>							
		Annual replacement of vehicles currently part of the City fleet.							
				MFA Lease Proceeds	2,395	1,162	3,148	3,636	4,871
				Transfer - Solid Waste Reserve	1,124	0	28	0	115
			<b>16,478</b>	<b>Project Totals:</b>	<b>3,519</b>	<b>1,162</b>	<b>3,176</b>	<b>3,636</b>	<b>4,985</b>
17	#1283	<b>Drivable Hoist - Lube Bay</b>							
		Replace existing drivable hoist in lubrication bay required to perform preventative maintenance activities on City equipment.							
				MFA Lease Proceeds	65	0	0	0	0
			<b>65</b>	<b>Project Totals:</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
18	#3226	<b>Fleet Shop Equipment</b>							
		Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists. Also includes a heated area for the Diesel Exhaust Fluid (DEF) on the fuel island (currently housed in bay 10), allowing for a safe and efficient way to add the fluid while fueling.							
				General Infrastructure Reinvestment Fund	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Fleet Services Total:</b>			<b>17,043</b>		<b>3,684</b>	<b>1,262</b>	<b>3,276</b>	<b>3,736</b>	<b>5,085</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>IT Services</b>									
	19	<b>#0715 IT Maintenance</b>							
		Support existing on-premise IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).							
				Computer Reserve	227	168	183	183	163
			<b>924</b>	<b>Project Totals:</b>	<b>227</b>	<b>168</b>	<b>183</b>	<b>183</b>	<b>163</b>
	20	<b>#0720 IT Betterments</b>							
		Improve or enhance features and/or functionality of existing on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Northern Capital and Planning Reserve	601	0	0	0	0
				Capital Expenditure Reserve	101	245	503	158	143
			<b>1,751</b>	<b>Project Totals:</b>	<b>702</b>	<b>245</b>	<b>503</b>	<b>158</b>	<b>143</b>
	21	<b>#0724 IT Replacements</b>							
		Replace broken, obsolete or unsupported on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Computer Reserve	572	345	285	325	315
			<b>1,842</b>	<b>Project Totals:</b>	<b>572</b>	<b>345</b>	<b>285</b>	<b>325</b>	<b>315</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
22	#0727	IT New							
		Implement new IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Infrastructure, Platform, Desktop) that don't currently exist.							
				Computer Reserve	385	395	415	436	458
			<b>2,089</b>	<b>Project Totals:</b>	<b>385</b>	<b>395</b>	<b>415</b>	<b>436</b>	<b>458</b>
<b>IT Services Total:</b>			<b>6,606</b>		<b>1,886</b>	<b>1,153</b>	<b>1,386</b>	<b>1,102</b>	<b>1,079</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Parks</b>									
	23	<b>#0311 Tree Planting Greening the City</b>							
		Plant new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.							
				Climate Action Reserve	50	50	50	50	50
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
	24	<b>#0382 Nature Park Improvements</b>							
		This program would see upgrades to aging park infrastructure throughout the City's Nature Parks to support community demands and the policy direction in the 2017 Park Strategy which identified Nature Parks as a high priority for strategic investment. Prince George residents increasingly visit our nature parks and our community has seen a steady increase in visits and have heard how important these areas are to our residents for physical and mental health. Planned 2023 project includes security gates to restrict public access along the Heritage River Trail & Cottonwood Island. Proper gates will assist Park staff when closing off public access to park areas during spring flooding and other emergencies. Proper security gates to control public access along key riverfront trails are critical to the safety, maintenance and proper management of these key locations.							
				General Infrastructure Reinvestment Fund	245	50	50	50	50
			<b>445</b>	<b>Project Totals:</b>	<b>245</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
25	#1097	<b>Trails Rehabilitation</b>							
		Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access. Priority work in 2023 will include trail rehabilitation along Tyner Trail.							
				Community Works Fund	200	0	0	0	0
				Unfunded Future Projects	0	250	250	250	250
				Northern Capital and Planning Reserve	50	0	0	0	0
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
26	#1378	<b>Playground Replacement Program</b>							
		This program utilizes the results of a Playground Audit completed to determine the compliancy and risk of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit results informed the playground priorities identified through the 2016 Park Strategy developed through community feedback. The playground priorities consider a variety of factors including community need and demand, land use, playground distribution, provisional standards, condition assessments and the health of area children to determine reinvestment needs and surplus sites. This program also allows for removal of playgrounds in low priority areas. The priority order for playground removal and replacement has been determined by the Playground Audit Risk Assessment as well as the direction provided by the Parks Strategy. Priority in 2023 will be the replacement of the play structure at Moosehart Park that was destroyed by vandalism/fire in October of 2022.							
				Community Works Fund	52	0	0	0	0
				Unfunded Future Projects	0	250	250	250	250
				General Infrastructure Reinvestment Fund	13	0	0	0	0
			<b>1,065</b>	<b>Project Totals:</b>	<b>65</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
27	#1385	<b>Park Washroom Refurbishment</b>							
		Replace the public washroom facilities at parks throughout the City. The Parks Division currently maintains these public washroom facilities that are failing and in disrepair. New facilities will be designed using up to date CPTED (crime prevention through environmental design) principles while meeting current accessibility standards, BC building codes, and public expectations. Future works proposed include washrooms at Lheidli T'enneh Memorial Park, Carrie Jane Gray Park and Gyro Park.							
				Northern Capital and Planning Reserve	500	0	0	0	0
				Unfunded Future Projects	0	0	500	500	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>
28	#3332	<b>Ball Diamond and Sport Field Renewal</b>							
		This multi-year project would see reinvestment in ball diamonds and sport fields based on the Ball Diamond and Sport Field Strategy. Most of these outdoor recreation facilities were developed in the 1970s and 1980s by local sports groups and are in need of refurbishment based on a recent facility assessment. These amenities are proposed to include new fencing/backstop and field improvements at sport fields within both Carrie Jane Gray and Freeman Park and will prepare the City of Prince George to host the BC Summer Games and tournaments providing economic benefits to the community.							
				Community Works Fund	760	0	0	0	0
				Unfunded Future Projects	0	950	950	950	950
				General Infrastructure Reinvestment Fund	190	0	0	0	0
			<b>4,750</b>	<b>Project Totals:</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
29	#3391	<b>Gravel Parking Lot Renewal</b>							
		Investment in park facilities is a key focus area in the 2018 Park Strategy and includes appropriate access to these park facilities. This multi-year program is to update existing gravel parking lots at Park facilities. Work to include additional granular surfacing, grading, proper drainage, signage, concrete traffic barriers and dust control. Increased focus on increasingly popular site such as Ginter's, Shane Lake, Moore's Meadow, Fairburn Park and Blackburn will ensure proper management of these site for the community to continue to access and enjoy.							
				Capital Expenditure Reserve	75	75	75	75	75
			<b>375</b>	<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>
30	#3392	<b>Hard Surface Court Replacements</b>							
		The 2018 Park Strategy recommended an assessment of hard surface courts. The assessment reviewed 26 city-owned hard surface courts in 2021 and prioritizes replacement needs based on the existing level of condition and will be used in combination with community demand to address resurfacing of these hard surface courts as necessary which can include tennis courts, basketball courts, lacrosse box and skate parks. 2023 projects include asphalt resurfacing of priority hard surface courts.							
				Northern Capital and Planning Reserve	40	0	0	0	0
				Unfunded Future Projects	0	200	200	200	200
				Community Works Fund	160	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Parks Total:</b>			<b>10,635</b>		<b>2,335</b>	<b>1,825</b>	<b>2,325</b>	<b>2,325</b>	<b>1,825</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Project Delivery</b>									
31	#1467	<b>Accessibility Improvements</b>							
		Improve the level of accessibility of all of Prince George's municipal facilities and properties, in order to enable the ease of their use and inclusion for all members of our community. Individual projects to be prioritized on an ongoing basis according to need and as resources permit until all municipal properties are deemed appropriately accessible for a community that openly advocates equity and inclusion.							
			Northern Capital and Planning Reserve	150	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
32	#3122 4050	<b>18th Ave-Replace OH Doors</b>							
		Replace garage bay vehicle doors as the current doors are obsolete, thermally inefficient, and allow very little natural light to come in.							
			Northern Capital and Planning Reserve	465	0	0	0	0	0
			<b>465</b>	<b>Project Totals:</b>	<b>465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
33	#3271	<b>AQC-Replace Lockers</b>							
		Replace lockers in the men's, ladies', and family change rooms, totaling 197 two-tier, non-rust (plastic) lockers.							
			Northern Capital and Planning Reserve	480	0	0	0	0	0
			<b>480</b>	<b>Project Totals:</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
34	#3398	Kin Centre #1 - Add Dehumidification							
		Kin Center #1 was completed in 2014 and is used for both ice hockey and community events. It has a convertible sheet of ice from NHL Hockey to Olympic Hockey size ice. This project is to add dehumidification to control the humidity levels with in the facility.							
				Northern Capital and Planning Reserve	350	0	0	0	0
				Community Works Fund	1,400	0	0	0	0
			<b>1,750</b>	<b>Project Totals:</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Delivery Total:</b>			<b>3,445</b>		<b>2,845</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Roads</b>									
	35	<b>#0399 Road Rehabilitation</b>							
		The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
				Road Rehab Reserve	6,100	6,100	6,100	6,100	6,100
			<b>30,500</b>	<b>Project Totals:</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>
	36	<b>#1093 Sidewalk and Walkway Rehabilitation</b>							
		Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Community Works Fund	1,000	0	0	0	0
				Northern Capital and Planning Reserve	250	0	0	0	0
				Unfunded Future Projects	0	1,250	1,250	1,250	1,250
			<b>6,250</b>	<b>Project Totals:</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
37	#1489	<b>New Sidewalks</b>							
		Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
				Unfunded Future Projects	0	0	400	400	400
				DCC: Roads	300	300	0	0	0
				General Infrastructure Reinvestment Fund	100	100	0	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
38	#3249	<b>Traffic Controller and Signal Optical Detection Replacement</b>							
		Replace traffic controller, traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				General Infrastructure Reinvestment Fund	32	30	30	32	32
				DCC: Roads	43	45	45	48	48
			<b>385</b>	<b>Project Totals:</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>80</b>	<b>80</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
39	#3366	<b>General Bridge Renewal</b>							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Northern Capital and Planning Reserve	200	200	0	0	0
				Unfunded Future Projects	0	0	200	200	200
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
40	#3378	<b>CPG Welcome Highway Sign Hwy 97N</b>							
		Install new highway entrance sign along Hwy 97 (North) and remove the older existing sign. This sign will be designed as per the City's recently completed brand standards manual & visual identity. This sign will match the installed signs on Hwy 97S & Hwy 16 W/ E completed in 2022.							
				Capital Expenditure Reserve	100	0	0	0	0
			<b>100</b>	<b>Project Totals:</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
41	#3381	<b>East Purdue Road Hard Surfacing</b>							
		Paving the gravel section of East Purdue Road between Sykes Road East and Haldi Road due to an increase in traffic following the completion of Highway 16 widening project. This provincial project eliminated the right turn off of Haldi Rd for vehicles to be able to travel west causing East Purdue Rd the only available route for vehicles to maneuver west from the south side of Highway 16. This has caused an increase in traffic and the volumes for service requests for maintenance such as grading and dust control. Paving East Purdue, between Sykes Road East to Haldi Road, would be a betterment for the community and operational needs of City of Prince George roads crews.							
				Capital Expenditure Reserve	275	0	0	0	0
			<b>275</b>	<b>Project Totals:</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
42	#3382	<b>Shane Creek Bridge Deck Re-Surfacing</b>							
		Shane Creek Bridge Deck Re-Surfacing - The Shane Creek Bridge deck was inspected in 2022 revealing areas of delamination of the top 50mm concrete surface. In some areas the delamination has created severe cracking and concrete displacement. This project will be to resurface the 50mm concrete bridge deck.							
				General Infrastructure Reinvestment Fund	1,200	0	0	0	0
			<b>1,200</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
43		<b>#3383 Civic Centre Sidewalk Renewal</b>							
		Removal of all paver stones within the Civic Centre Sidewalk and replacement with concrete. Many paver stones are at the end of service life. Settlement and displacement of the paver stones creates tripping hazards and potholes.							
				Community Works Fund	296	0	0	0	0
				General Infrastructure Reinvestment Fund	74	0	0	0	0
			<b>370</b>	<b>Project Totals:</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**44 #3384 Canada Games Way Rehabilitation**

Removal of all paver stones within the Canada Games Roadway and replacement with concrete. Many paver stones are at the end of service life. Settlement and displacement of the paver stones creates tripping hazards and potholes. This will increase the service life of the roadway.

				Northern Capital and Planning Reserve	300	0	0	0	0
			<b>300</b>	<b>Project Totals:</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
45	#3385	Terminal Blvd CN Rail Crossing Modification							
		<p>Modification of the existing CN Rail warning system on Terminal Blvd East to install additional sets of lights (beacons) in accordance with Transport Canada's Grade Crossing Regulations Article 68, and Grade Crossings Standards Article 13. Following a CN Rail inspection of the crossing located on Terminal Blvd East at the mile point 0.49 of the subdivision Prince George, CN noted non-conformities according to the Transport Canada's Grade Crossing Regulations article 68. In order to meet the regulations, CN proposes modifications to the existing warning system by adding additional sets of lights.</p> <p>For financial assistance of this project, CN Rail is submitting an application to Transport Canada's Railway Safety Improvement Program (RSIP) for 2023-24. As provided by CN Rail, the project costs are estimated at \$65,764. The City of Prince George will be responsible for 50% of the actual costs without the RSIP grant, and 25% of the actual costs with the RSIP grant. The works will be completed by CN Rail.</p>							
				Northern Capital and Planning Reserve	35	0	0	0	0
			<b>35</b>	<b>Project Totals:</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Roads Total:</b>			<b>42,415</b>		<b>10,305</b>	<b>8,025</b>	<b>8,025</b>	<b>8,030</b>	<b>8,030</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Storm Drainage</b>									
46	#1029	<b>Storm Drainage - Catch Basin Replacement Program</b>							
		Replace aging storm drainage infrastructure. Damaged catch basins can cause a public safety issue for cyclists, motorists, and pedestrians. There are approximately 5,250 catch basins in the City's storm sewer system; the goal is to replace 7 catch basins annually.							
			Capital Expenditure Reserve	100	300	300	300	300	300
			<b>1,300</b>	<b>Project Totals:</b>	<b>100</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
47	#1500	<b>Drainage Improvements</b>							
		Respond to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.							
			DCC: Drainage	47	50	52	55	57	
			General Infrastructure Reinvestment Fund	58	61	63	67	70	
			<b>579</b>	<b>Project Totals:</b>	<b>105</b>	<b>110</b>	<b>115</b>	<b>122</b>	<b>127</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
48	#3220	<b>Stormwater System Rehabilitation</b>							
		The annual storm sewer system rehabilitation program consists of storm main rehabilitation, manhole, and catch basin rehabilitation. Mains are selected based on pipe condition, material and size. Manholes and catch basins are chosen based on condition assessments.							
				Capital Expenditure Reserve	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
49	#3294	<b>Prepaving Storm Water Infrastructure</b>							
		Inspect, investigate, and repair the storm water system prior to road rehabilitation. Master planning and condition assessments consistently identify that much of the City's storm water infrastructure is aging, requiring investigation and renewal work prior to road rehabilitation. This project will allow the City to inspect catch basins, investigate or camera storm connection leads, and make necessary repairs.							
				General Infrastructure Reinvestment Fund	150	150	150	175	175
			<b>800</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>175</b>	<b>175</b>
50	#3321	<b>Stormwater Drainage - System Renewal</b>							
		The City's storm water drainage system collects runoff water from rainstorms, snow melt, and residential and commercial water usage.							
				Unfunded Future Projects	0	1,400	1,400	1,400	2,000
				General Infrastructure Reinvestment Fund	280	0	0	0	0
				Community Works Fund	1,120	0	0	0	0
			<b>7,600</b>	<b>Project Totals:</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>2,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
51	#3334	Stormwater Drainage - Pond and Outfall Renewal							
		Remove sediment build up, vegetation overgrowth, and repair engineered assets such as headwall structures and flow control fittings.							
				General Infrastructure Reinvestment Fund	400	400	400	400	500
			<b>2,100</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>500</b>
<b>Storm Drainage Total:</b>			<b>13,879</b>		<b>2,455</b>	<b>2,660</b>	<b>2,665</b>	<b>2,697</b>	<b>3,402</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Street Lighting</b>									
	52	#3116 Street Light Replacement Program							
		Replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.							
				General Infrastructure Reinvestment Fund	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<hr/>									
<b>Street Lighting Total:</b>			<b>2,000</b>		<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Transportation &amp; Technical Services</b>									
53	#3219	<b>Pedestrian/Traffic Safety Improvements</b>							
		Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.							
				DCC: Roads	171	180	0	0	0
				Unfunded Future Projects	0	0	500	500	500
				Northern Capital and Planning Reserve	129	120	0	0	0
			<b>2,100</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Transportation &amp; Technical Services Total:</b>			<b>2,100</b>		<b>300</b>	<b>300</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>1-General Fund Total:</b>			<b>104,873</b>		<b>27,541</b>	<b>16,584</b>	<b>19,534</b>	<b>19,904</b>	<b>21,310</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
54	#1031	<b>Sanitary Sewer Renewal</b>							
		The annual sanitary sewer system renewal and replacement program consists of sanitary main relining and manhole rehabilitation. Mains are selected based on pipe condition, location, operational costs for grease cutting runs, root cutting and flushing, and inflow and infiltration reduction. Manholes are selected based on condition assessments.							
				Sewer Reserve	340	500	600	750	750
			<b>2,940</b>	<b>Project Totals:</b>	<b>340</b>	<b>500</b>	<b>600</b>	<b>750</b>	<b>750</b>
55	#1168	<b>Mobile Equipment Replacement - Sewer</b>							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Sewer Reserve	425	852	141	343	1,008
			<b>2,769</b>	<b>Project Totals:</b>	<b>425</b>	<b>852</b>	<b>141</b>	<b>343</b>	<b>1,008</b>
56	#1491	<b>Prepaving Sewer Infrastructure</b>							
		Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
				Sewer Reserve	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
57		<b>#1492 Sanitary Liftstations Upgrade</b>							
		Upgrade existing City-owned sanitary liftstations to maintain facilities sanitary infrastructure systems. All the liftstations are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures.							
				Sewer Reserve	346	150	150	150	173
				DCC: Sewer-Co	54	23	23	23	27
			<b>1,119</b>	<b>Project Totals:</b>	<b>400</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>200</b>
58		<b>#3221 Wastewater Treatment Plant Renewal</b>							
		Renew wastewater treatment plant mechanical, electrical, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	1,500	1,800	1,800	1,800	1,800
			<b>8,700</b>	<b>Project Totals:</b>	<b>1,500</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>
59		<b>#3224 Wastewater Treatment Plant New Components</b>							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	476	2,292	2,292	2,292	562
				DCC: Sewer-Co	74	358	358	358	88
			<b>9,150</b>	<b>Project Totals:</b>	<b>550</b>	<b>2,650</b>	<b>2,650</b>	<b>2,650</b>	<b>650</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
60	#3328	<b>Sanitary Lagoon Re-Routing</b>							
		The first project will focus on Western Acres. Installation of a new liftstation to replace the existing liftstation at Western Acres, which will pump effluent for the full 301 lot buildout to the City of Prince George sanitary system and connect to a manhole located at the intersection of Leland Road and Bunce Road. Effluent from Western Acres will be treated at the City of Prince George Wastewater Treatment Centre at Lansdowne Road. The existing lagoon cells 1, 2 and 3; and the engineered wetland, would be taken offline, and the existing piping abandoned. Discharge restrictions primarily limit existing wastewater treatment capability to Hiller Creek. Treated and seasonally stored effluent cannot be discharged as designed to Hiller Creek since the creek's low or nonexistent flow does not allow for adequate dilution as required by the permit. Future projects will include Danson and BCR Lagoons. The rationale for this work is because of new federal discharge regulations.							
				Sewer Reserve	4,000	0	0	1,000	1,000
				Unfunded Future Projects	0	2,000	1,000	0	0
			<b>9,000</b>	<b>Project Totals:</b>	<b>4,000</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
61	#3329	<b>Forcemain and Liftstation Renewal</b>							
		This program will focus on renewing 23 km of forcemains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain. In 2019, an inspection of the sanitary forcemain crossing over the Nechako River on the John Hart Bridge revealed areas of reduced pipe thickness and deteriorated hanger components. This forcemain carries the entirety of the wastewater flow from North of the Nechako River and currently has no redundancy or bypass. The replacement of the existing pipe is recommended to maintain the system's operation.							
				Sewer Reserve	2,000	1,000	1,000	1,000	1,000
			<b>6,000</b>	<b>Project Totals:</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
62		<b>#3372 Emergency Infrastructure Reinvestment - Sewer</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to sewer infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Sewer Reserve	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
63		<b>#3393 Lagoon Components Renewal</b>							
		Inspect, investigate, repair, and/or renew the existing infrastructure at the wastewater lagoon. Work includes but is not limited to SCADA renewal, berm and freeboard improvements, sludge removal, diffuser replacement, and sanitary air valve replacement. Assets replacements and renewals are selected based on condition assessments and visual inspections. 2023 work will be for the sanitary air valve replacement.							
				Sewer Reserve	500	500	500	250	250
			<b>2,000</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>250</b>	<b>250</b>
<b>Sewer Operations Total:</b>			<b>44,728</b>		<b>10,325</b>	<b>10,085</b>	<b>8,474</b>	<b>8,576</b>	<b>7,268</b>
<b>3-Sewer Fund Total:</b>			<b>44,728</b>		<b>10,325</b>	<b>10,085</b>	<b>8,474</b>	<b>8,576</b>	<b>7,268</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>4-Water Fund</b>									
<b>Water Operations</b>									
64	#1169	Mobile Equipment Replacement - Water							
		Annual replacement of water vehicles currently part of the City fleet.							
				Water Reserve	268	406	20	289	636
			<b>1,619</b>	<b>Project Totals:</b>	<b>268</b>	<b>406</b>	<b>20</b>	<b>289</b>	<b>636</b>
65	#1391	Construction Tools and Equipment							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Water Reserve	25	25	25	25	25
			<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
66	#3101	Water Main Replacements							
		Construct water main replacements. Water main replacements are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of water main replacements. The program proactively replaces water mains to reduce the risk of water main breaks.							
				Water Reserve	3,000	0	3,000	5,200	5,200
				Unfunded Future Projects	0	3,000	0	0	0
			<b>19,400</b>	<b>Project Totals:</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>5,200</b>	<b>5,200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
67	#3102	<b>New Water Mains</b>							
		Construct new water mains. New water mains are constructed based on the recommendations and requirements as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new water mains. The new water mains program will increase fire flow and redundancy in the City's network.							
				Water Reserve	700	800	800	1,000	1,000
			<b>4,300</b>	<b>Project Totals:</b>	<b>700</b>	<b>800</b>	<b>800</b>	<b>1,000</b>	<b>1,000</b>
68	#3184	<b>New Water Facilities</b>							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as per the recommendations and requirements in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new vertical assets. The first top priority is designing and building the Boundary Road Reservoir.							
				Water Reserve	0	4,000	100	100	100
			<b>4,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>4,000</b>	<b>100</b>	<b>100</b>	<b>100</b>
69	#3185	<b>Water Facilities Renewal</b>							
		The renewal of water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) including technological and health and safety needs.							
				Water Reserve	800	600	600	600	600
			<b>3,200</b>	<b>Project Totals:</b>	<b>800</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
70		<b>#3284 Valves, Service Connections, and Fire Hydrants Renewal</b>							
		Replace non-operable valves, service connections, and fire hydrants.							
				Water Reserve	800	500	500	600	600
			<b>3,000</b>	<b>Project Totals:</b>	<b>800</b>	<b>500</b>	<b>500</b>	<b>600</b>	<b>600</b>
71		<b>#3293 Prepaving Water Infrastructure</b>							
		Inspect and investigate the underground water infrastructure prior to paving. Tasks such as leak detection, hydrant maintenance, valve inspections, and location mapping are necessary in order to identify the required repairs. Master plans and condition assessments have identified that much of the City's water infrastructure is aging, supporting the need for investigations and renewal work to be completed prior to road rehabilitation. These tasks are critical in helping the City with early identification of potential issues, to ensure the delivery of high quality potable water, and to reduce the potential of having to destroy new pavement to complete repairs.							
				Water Reserve	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
72		<b>#3330 Water Facility Upgrade</b>							
		Upgrade existing water facilities. All the water facilities are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures. Addition of new components or technology can increase efficiency and reliability, improving the robustness of the system.							
				DCC: Water	113	113	113	135	135
				Water Reserve	138	138	138	165	165
			<b>1,350</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>300</b>	<b>300</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
73		<b>#3373 Emergency Infrastructure Reinvestment - Water</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to water infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Water Reserve	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
74		<b>#3380 Boundary Road Reservoir (PW849)</b>							
		A new water storage reservoir is required on Boundary Road to serve the industrial developing area. The new reservoir will achieve maximum fire flows at the south end of Boundary Road, provide enhanced fire flow storage for the Danson and BCR industrial areas, and is required for development of the new Airport Industrial Lands and Logistics Park at the north end of Boundary Road.							
				Water Reserve	6,660	0	0	0	0
			<b>6,660</b>	<b>Project Totals:</b>	<b>6,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
75		<b>#3386 New Loader Water/Sewer</b>							
		It has been identified that Utility Operations has a need for a second Loader for Water/ Sewer Operations to perform snow removal at water/sewer pump stations, water reservoirs, lagoon sites, water digs and for hydrant snow clearing and be utilized at the WWTC Centre with the movement of Biosolid, to help maintain service levels, improve efficiency and safety at work sites.							
				Sewer Reserve	163	0	0	0	0
				Water Reserve	163	0	0	0	0
			<b>325</b>	<b>Project Totals:</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Water Operations Total:</b>			<b>47,529</b>		<b>13,478</b>	<b>10,231</b>	<b>5,945</b>	<b>8,764</b>	<b>9,111</b>
<b>4-Water Fund Total:</b>			<b>47,529</b>		<b>13,478</b>	<b>10,231</b>	<b>5,945</b>	<b>8,764</b>	<b>9,111</b>
<b>Grand Total:</b>			<b>197,130</b>		<b>51,344</b>	<b>36,899</b>	<b>33,953</b>	<b>37,244</b>	<b>37,690</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>1-General Fund</b>									
<b>Aquatics</b>									
1	#3274	<b>AQC-Replace Cardio Equipment</b>							
		Replace the cardio equipment in the Aquatic Centre pool Gym which is at or nearing the end of its 7-10-year service life.							
				Unfunded Future Projects	0	175	0	0	0
			<b>175</b>	<b>Project Totals:</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>
2	#3376	<b>AQC - Bulkhead Replacement</b>							
		Installing 2 bulkheads (one with a screen) which span the width of a main pool at the Aquatic Centre, creating a movable bridge to divide a larger single activity pool into a multiple activity pool. We will have the ability to reposition the bulkheads and accommodate competition courses or to host two aquatic events simultaneously. The bulkhead separates the shallow water (movable floor) from the deep which allows greater pool use option for services being offered for the general public and rental/sport groups.							
				Unfunded Future Projects	0	0	380	0	0
			<b>380</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>380</b>	<b>0</b>	<b>0</b>
<b>Aquatics Total:</b>			<b>555</b>		<b>0</b>	<b>175</b>	<b>380</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Cemetery</b>									
	3	<b>#0302 Memorial Park Cemetery Enhancement</b>							
		Enhance and develop the cemetery, consistent with the Cemetery Development and Management Plan. Specific projects planned for include a focal point garden and seating area, moving the existing gate from the parking lot area out to Ferry Ave and replacing it with a new decorative wrought iron version with lights, enhancing landscaping around the sign at the Ferry Ave entrance, and improvements to the security and surveillance system.							
				Unfunded Future Projects	0	150	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>									
<b>Cemetery Total:</b>			<b>150</b>		<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Civic Facilities Maintenance</b>									
	4	#1487 Pine Valley-New Irrigation System							
		Replace the aging and failing Pine Valley Golf Course irrigation system.							
				Unfunded Future Projects	0	400	0	0	0
			400	<b>Project Totals:</b>	0	400	0	0	0
<b>Civic Facilities Maintenance Total:</b>			400		0	400	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Exhibition Park &amp; Community Arenas</b>									
	5	#1418 Kopar Memorial Arena -Replace Skate Floor							
Replace the asphalt black planking skate floor in the Kopar Memorial Arena.									
				Unfunded Future Projects	0	175	0	0	0
			175	<b>Project Totals:</b>	0	175	0	0	0
<b>Exhibition Park &amp; Community Arenas Total:</b>			175		0	175	0	0	0

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Fleet Services</b>									
	6	#1285 Refurbish Fleet Cranes							
		Refurbish seven overhead cranes that are part of the original building structure to maintain their useful service lives. Major refurbishing is necessary for the ongoing safe operation of the five three-ton and two five-ton overhead cranes in the equipment shop. The cost is contingent on the fact that no major building structure is required.							
				Unfunded Future Projects	0	250	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services Total:</b>			<b>250</b>		<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Parks</b>									
	7	<b>#0644 Hwy 16/97 Landscaping</b>							
		Improve the landscape at the intersection of Hwy 16 and 97, providing a treed backdrop for Mr. PG and adding picnic tables, irrigation, power, and a trail to support public access. This is one of the busiest intersections in northern BC and serves as a crossroads between the two major highways. This area has been under construction over the past few years, and is now at a point where landscaping may be completed.							
				Unfunded Future Projects	0	400	0	0	0
			<b>400</b>	<b>Project Totals:</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
	8	<b>#0931 Boulevard Restoration</b>							
		Upgrade existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvements include irrigation system enhancements, edging, and tree/shrub planting. Upgrades to the hard surface areas of the boulevards to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.							
				Unfunded Future Projects	0	160	160	160	160
			<b>640</b>	<b>Project Totals:</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
	9	<b>#1140 Ospika/Tabor Blvd Irrigation</b>							
		Install irrigation system for Ospika Blvd and Tabor Blvd.							
				Unfunded Future Projects	0	100	0	0	0
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
10		<b>#1189 Off Leash Areas</b>							
		<p>This project includes the implementation of new off leash areas and fenced dog parks throughout the community as supported by policy direction within the 2011 Proposed Off Leash Strategies report and 2017 Park Strategy. Existing park facilities such as underutilized ball diamonds would be repurposed for off leash use. Priority locations and their improvements identified will continue to be reviewed and assessed in combination with community needs to address dog parks as key gathering spots. Project work would include signage, waste receptacles, fencing and other site improvements that would be required to support off leash use.</p>							
				Unfunded Future Projects	0	25	25	25	25
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
11		<b>#1192 Hart Connector Trail</b>							
		<p>Plan and develop a citywide off-street trail connection from the Hart area to the bowl. A safe trail connection from the Hart into the bowl area is critical given the narrow shoulder on Hwy 97 along with the fast highway speeds and limited sight lines. This missing citywide trail link would provide multi-use access for commuters as well as for families seeking recreation opportunities and connections to multiple destinations.</p>							
				Unfunded Future Projects	0	0	2,000	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
12		<b>#1384 Rainbow Park Washroom</b>							
		<p>Construct a new public washroom building for Rainbow Park. Currently there are two outhouses available for public use.</p>							
				Unfunded Future Projects	0	0	500	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
13	#1390	<b>Exhibition Park-Replace Fencing</b>							
		Replace approximately 635 linear meters of old wooden fencing with 8ft high black chain link fencing around Exhibition Park.							
				Unfunded Future Projects	0	150	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
14	#1499	<b>New Trails and Paths</b>							
		Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.							
				Unfunded Future Projects	0	250	250	250	250
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
15	#3036	<b>Lheidli T'enneh Memorial Playground Replacement</b>							
		Replace the Rotary Playground at Lheidli T'enneh Memorial Park. The playground replacement would include the removal of existing equipment and replacement with new accessible playground equipment and surfacing materials. The replacement of this playground equipment would follow age-friendly universal design standards and guidelines to accommodate access for all ages and ability levels. An audit of the City's playgrounds was conducted in 2016 and confirmed that the 17-year old Rotary Playground does not meet the current CAN/CSA-Z614-14 playground standards.							
				Unfunded Future Projects	0	1,500	0	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
16	#3039	<b>Cpl Darren Fitzpatrick Bravery Park Washroom</b>							
		Purchase and install a prefabricated concrete flush washroom at Corporal Darren Fitzpatrick Bravery Park. This project will complement the existing playground, skate park, future dog park, and proposed playground extensions. The project will also include the installation of utilities for the washroom and final landscaping around the new building. With completion of the construction of the skate park and the existence of a playground at Corporal Darren Fitzpatrick Bravery Park, the use and the presence of the public has increased.							
				Unfunded Future Projects	0	300	0	0	0
			<b>300</b>	<b>Project Totals:</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
17	#3276	<b>Carrie Jane Gray Park Renewal</b>							
		This multi-year project is to refurbish Carrie Jane Gray Park and bring the park up to Athletic park standard. Projects include ball diamond refurbishment, removal and replacement of the hard surface (basketball, tennis, pickleball) courts in the north end of the park, paved parking lots and trail systems, sewer connections, and overall park formalization with signage programs, pedestrian lighting and tree planting. A conceptual plan and cost estimates have been prepared that inform this multi-year capital project.							
				Unfunded Future Projects	0	300	600	750	3,050
			<b>4,700</b>	<b>Project Totals:</b>	<b>0</b>	<b>300</b>	<b>600</b>	<b>750</b>	<b>3,050</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
18	#3313	Neighbourhood Park Development							
		<p>This multi-year project would see the construction of one undeveloped neighbourhood park each year to serve area residents. In 2021, the development of Fraser River Benchlands Park was completed. Future years would include growth priority areas such as Chancellor Park in University Heights and Glen Lyon Park in upper College Heights. Each neighbourhood park would require base construction with the development of a playground, trails, lawn, trees, and other site amenities.</p>							
				Unfunded Future Projects	0	500	500	500	500
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Parks Total:</b>			<b>13,390</b>		<b>0</b>	<b>3,685</b>	<b>4,035</b>	<b>1,685</b>	<b>3,985</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>PG Events Group</b>									
	19	<b>#1290 Mobile Stage</b>							
		<p>Purchase an all-aluminum mobile staging system with full hydraulics in order to enhance outdoor festivals in Prince George and support community celebrations, such as large-scale sporting events. The StageLine SL 100 Mobile Stage is the industry standard with a stage floor of 24'x 20' and a band shell of 24' x 12'. This unit can be towed with a standard pickup truck and only takes 2 people ½ hour to set up. This project supports Council's key corporate priorities and the myPG Community Goals of programming downtown civic facilities and spaces, fostering civic pride, collaborating, and having a healthy, vibrant community. Currently the City is spending up to \$20,000 per year on stage rentals for our outdoor festival events.</p>							
				Unfunded Future Projects	0	211	0	0	0
			<b>211</b>	<b>Project Totals:</b>	<b>0</b>	<b>211</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>									
		<b>PG Events Group Total:</b>	<b>211</b>		<b>0</b>	<b>211</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Project Delivery</b>									
20	#0125 B Harkins Lib-Concrete Deck Upgrade	Complete concrete repairs and add a waterproof coating to the library sun deck and planters. Replace concrete deck railing.							
				Unfunded Future Projects	0	1,386	0	0	0
		<b>1,386</b>		<b>Project Totals:</b>	<b>0</b>	<b>1,386</b>	<b>0</b>	<b>0</b>	<b>0</b>
21	#0128 Library N-Replace Flooring	Replace existing roll ends carpet with new carpet tile and base throughout.							
				Unfunded Future Projects	0	77	0	0	0
		<b>77</b>		<b>Project Totals:</b>	<b>0</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>
22	#0892 B Harkins Lib-Replace Flooring	Replace B Harkins Library flooring with carpet tile.							
				Unfunded Future Projects	0	395	0	0	0
		<b>395</b>		<b>Project Totals:</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
23	#1163	<b>Kopar Memorial Arena-Replace HVAC</b>							
		Replace the Kopar Memorial Arena's heating and ventilation system with a new system that will control the arena's environment and safeguard against condensation and mold growth.							
				Unfunded Future Projects	0	0	0	2,760	0
			<b>2,760</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,760</b>	<b>0</b>
24	#1187	<b>Kopar Memorial Arena-Replace Arena Floor</b>							
		Replace the concrete arena floor and associated refrigeration lines in the Kopar Memorial Arena.							
				Unfunded Future Projects	0	0	0	3,590	0
			<b>3,590</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,590</b>	<b>0</b>
25	#1303	<b>CYC-Ext Wall Finishes Replacement</b>							
		Replace the Connaught Youth Centre siding, windows, doors and insulation to the east elevation. The north, south and west elevations were completed in 2010.							
				Unfunded Future Projects	0	205	0	0	0
			<b>205</b>	<b>Project Totals:</b>	<b>0</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
26	#1444	<b>AQC-Replace Public Change Room Tile</b>							
		Replace the tile in the men's, ladies', and family change rooms at the Aquatic Centre.							
				Unfunded Future Projects	0	0	210	0	0
			<b>210</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>
27	#3144	<b>Ex Sport Ctr-Gymnastics Viewing</b>							
		Install 100 additional tiered spectator viewing seats along the east wall at the second floor level of the gymnastics club. Stair exits at the north and south end will also be upgraded to address exit issues.							
				Unfunded Future Projects	0	0	0	150	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>
28	#3196	<b>18th Ave Yard Emergency Generator</b>							
		Supply and install generator to provide backup power for essential service located at 4050 18th Ave. Additionally, the generator would provide backup power to the Fleet Building.							
				Unfunded Future Projects	0	260	0	0	0
			<b>260</b>	<b>Project Totals:</b>	<b>0</b>	<b>260</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
29	#3198 B Harkins Lib-Replace Soffits	Replace soffits around the exterior perimeter of the library on both levels. These soffit panels are drywall panels installed in a metal grid system that have been in place since the original library build.							
				Unfunded Future Projects	0	290	0	0	0
			<b>290</b>	<b>Project Totals:</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>
30	#3199 RCMP-Security Gate Replacement	Remove existing powered cantilevered gate at southwest member entrance and install new vertical pivot gate.							
				Unfunded Future Projects	0	250	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
31	#3205 ECRA-Replace Fascia and Fencing	Replace the Elder Citizens Recreation Association's plywood fascia with HardiePanel. Replace 2 shed roofs and install soffit. Replace wood fence with chain link fence to create visibility in back of building.							
				Unfunded Future Projects	0	90	0	0	0
			<b>90</b>	<b>Project Totals:</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
32	#3251	<b>Civic Facility Roofs Replacements 2025</b>							
		Replacement of roofs on the Exhibition Sports Centre (upper roof) and Millennium Barns.							
				Unfunded Future Projects	0	0	186	0	0
			<b>186</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>186</b>	<b>0</b>	<b>0</b>
33	#3273	<b>AQC-Doors &amp; Column Rust Renewal</b>							
		Replace six family change room doors and one set of double doors in the pool storage room. Repair eight rusted column bases.							
				Unfunded Future Projects	0	143	0	0	0
			<b>143</b>	<b>Project Totals:</b>	<b>0</b>	<b>143</b>	<b>0</b>	<b>0</b>	<b>0</b>
34	#3280	<b>CC-BAS Replacement</b>							
		Replace the Civic Centre's building automation system (BAS), which controls the heating, ventilation, and air conditioning. May also require replacement of associated valves, dampers, electric motors, temperature stats, and flow meters.							
				Unfunded Future Projects	0	670	0	0	0
			<b>670</b>	<b>Project Totals:</b>	<b>0</b>	<b>670</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
35		<b>#3346 Civic Facilities Long-Term Reinvestment</b>							
		<p>This project identifies the recommended average annual reinvestment (AAR) for renewal and replacement of the City's aging civic facilities. The AAR is based on building component age, service life, and condition. These buildings include arenas, aquatics, cultural, administration, fire halls, parkades, police, cemetery, and stadium building types. The dollar amounts shown for this project represent the full calculated AAR amounts for this asset type, and do not reduce the figure for funded capital projects in the capital plan of this asset type.</p>							
				Unfunded Future Projects	11,235	11,797	12,387	13,006	13,656
			<b>62,080</b>	<b>Project Totals:</b>	<b>11,235</b>	<b>11,797</b>	<b>12,387</b>	<b>13,006</b>	<b>13,656</b>
36		<b>#3394 CN Center-Audio System Renewal</b>							
		<p>This is for the renewal and replacement of the CN Centre audio system that has exceeded its technical and reliable service lifespan. This is inclusive of the replacement of the headend and amplifier, Low end replacement (sub-woofers) and loud speakers.</p>							
				Unfunded Future Projects	0	1,175	0	0	0
			<b>1,175</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,175</b>	<b>0</b>	<b>0</b>	<b>0</b>
37		<b>#3399 Plaza Parkade Upgrade</b>							
		<p>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.</p>							
				Unfunded Future Projects	0	0	0	4,700	0
			<b>4,700</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,700</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Project Delivery Total:</b>			<b>78,617</b>		<b>11,235</b>	<b>16,738</b>	<b>12,782</b>	<b>24,206</b>	<b>13,656</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2023	2024	2025	2026	2027	
<b>Roads</b>										
	38	<b>#1131 Hwy 97 &amp; Hwy 16 Corridor Improvements</b>								
		Participate with the Ministry of Transportation and Infrastructure to improve the Hwy 97 corridor from 5th Ave to Hwy 16. This project will visit improvement options and priorities, life cycle evaluations, property acquisition requirements, storm drainage and active transportation opportunities. This initial project is the first of many which will break down the improvements into annual manageable projects. Typically any improvement to the highway network corridor which interfaces with the City road corridors will be subject to cost sharing as outlined by the "Arterial Highway and City Street Interface Maintenance Agreement". This is developed in accordance with the Highway Act.								
				Unfunded Future Projects	0	0	1,000	1,000	0	
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
	39	<b>#1208 Tyner University Heights Turn Lanes</b>								
		Implement two safety improvements to the Tyner Blvd - University Heights Dr intersection through the design and construction of a combination of left turn and right turn movement strategies. Using the functional preliminary design of Tyner Blvd four-laning, this design will be to accommodate dedicated east-bound left and west-bound right turn lanes at the "T" intersection of Tyner Blvd and University Heights Dr. This project is to be aligned with the other Tyner Blvd projects.								
				Unfunded Future Projects	0	150	1,030	0	0	
			<b>1,180</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>1,030</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
40		<b>#1292 Bus Bay Pullout Program</b>							
		Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
				Unfunded Future Projects	0	0	0	400	400
			<b>800</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>400</b>
<b>Roads Total:</b>			<b>3,980</b>		<b>0</b>	<b>150</b>	<b>2,030</b>	<b>1,400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Storm Drainage</b>									
41	#0485	<b>Stormwater Drainage Network Long-Term Reinvestment</b>							
		This project identifies the recommended average annual reinvestment (AAR) for replacement and renewal of the City's aging storm drainage network, including linear and vertical assets. The dollar amounts shown for this project represent the full calculated AAR amounts for this asset type, and do not reduce the figure for funded capital projects in the capital plan of this asset type.							
				Unfunded Future Projects	4,620	4,851	5,094	5,348	5,616
			<b>25,528</b>	<b>Project Totals:</b>	<b>4,620</b>	<b>4,851</b>	<b>5,094</b>	<b>5,348</b>	<b>5,616</b>
42	#0677	<b>Retention Pond Aberdeen</b>							
		Construction of a storm retention pond in the Aberdeen area. Will be required when the Crown land north of Aberdeen Rd is developed.							
				Unfunded Future Projects	0	0	0	0	125
			<b>125</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>
43	#0680	<b>Noranda Retention Pond</b>							
		Design and construct a storm water retention pond, which is required on Noranda Rd to reduce the peak flows to the storm sewer trunk. The McMillan Creek Watershed is the largest watershed in Prince George and has high riparian value, including salmon and resident fisheries. This watershed also receives large volumes of the storm water south of Monterey Rd. This pond will assist in meeting water quality criteria.							
				Unfunded Future Projects	0	0	0	0	430
			<b>430</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>430</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
44	#0681	Storm System Enhancements College Heights							
		Upgrade storm assets to accommodate additional runoff from future development as recommended in the Gladstone, Trent, Varsity Watershed Drainage Plan.							
				Unfunded Future Projects	0	0	0	0	1,200
			<b>1,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>
45	#0682	Detention Pond Gladstone							
		Accommodate additional runoff from future development as recommended in the Watershed Drainage Plan.							
				Unfunded Future Projects	0	0	0	2,650	0
			<b>2,650</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,650</b>	<b>0</b>
46	#0859	Watershed Monitoring Stations							
		Install five storm water flow and environmental monitoring stations in key watersheds throughout Prince George. This will assist staff with investigations with respect to regulatory issues. Watershed monitoring stations development provides baseline water quality information for runoff discharge and industrial/commercial drainage.							
				Unfunded Future Projects	0	35	35	0	0
			<b>70</b>	<b>Project Totals:</b>	<b>0</b>	<b>35</b>	<b>35</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
47	#1112	<b>Meyer Rd Storm Sewer</b>							
		Install a 350m, 450mm diameter storm sewer with catch basins and asphalt swales to provide storm runoff management where no ditching or drainage channels exist. Ditch and sub-surface recharge options were explored, but would not be effective or feasible. Over the last decade the City has received several reports of flooding from the road onto properties situated on the south side of Meyer that are lower than the road elevation. The reports have been frequent during regular rain fall events, spring runoff and winter thaws. Efforts to address the situation by Public Works during events have not been effective.							
				Unfunded Future Projects	0	0	0	0	390
			<b>390</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>390</b>
48	#1116	<b>Storm Sewer - University Heights to Range Rd</b>							
		Install 1250m trunk storm sewer from the University Heights Development to Range Rd. Project required for new development and will be included in the DCC calculation project list (will be DCC funded). Involves the construction of detention ponds, which must be identified to set aside lands for construction as planning proceeds. Significant slopes, unstable soil types, and possible bedrock are project constraints. Connection at Range Rd may be insufficiently sized and will be confirmed at the pre-design stage.							
				Unfunded Future Projects	0	0	0	2,000	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
49	#1117	<b>Storm Sewer Improvements - Ferry to Range</b>							
		Upgrade existing storm sewer to facilitate installation of a perforated piping recharge system to accommodate increased storm water runoff volumes from new development (University Heights, Recplace, Foothills Blvd Extension, and future redevelopment). Includes diversion chambers, replacement of existing storm sewer, and installation of new perforated piping to mitigate flooding and maintain the existing volume of discharge to Lansdowne Creek and the Fraser River. The project has high environmental value.							
				Unfunded Future Projects	0	75	600	0	0
			<b>675</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>600</b>	<b>0</b>	<b>0</b>
50	#1439	<b>Winnipeg St - Storm Drainage Treatment</b>							
		Complete construction to divert storm water from the underground Winnipeg St storm system through an above ground treatment channel which parallels Winnipeg St from 15th Ave overpass to Carney St. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg St storm system rehabilitation project revealed the need for an alternate treatment/catchment area. Diverted sections may either be abandoned due to high siltation/contamination or used for overflow purposes during major storm events. The above ground treatment channel will be easier to maintain and offer treatment options not possible with an underground structure.							
				Unfunded Future Projects	0	0	300	4,000	0
			<b>4,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>4,000</b>	<b>0</b>
<b>Storm Drainage Total:</b>			<b>37,368</b>		<b>4,620</b>	<b>4,961</b>	<b>6,029</b>	<b>13,998</b>	<b>7,761</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Street Lighting</b>									
	51	#1222 Crescents Street Lighting							
		Provide City street lights on the roadways in the Crescents Neighbourhood. Currently BC Hydro lease lights provide lighting in this area and the servicing trespasses over property boundaries. This project will include the design and installation of new LED streetlights to improve the safety in the neighbourhood.							
				Unfunded Future Projects	0	0	0	410	386
			<b>796</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>386</b>
<b>Street Lighting Total:</b>			<b>796</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>386</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>Transportation &amp; Technical Services</b>									
	<b>52</b>	<b>#1122 Downtown Transit Exchange</b>							
		Develop a new downtown transit exchange behind the newly constructed WIDC building alongside the newly developed Wood Innovation Square. This will provide for an off-street exchange which will allow for safer transit rider movement. The exchange will include multiple bus bays, transit shelters, transit benches, lighting and transit schedule information. There will also be two on-street bus stops located on 5th Ave to complete the relocation of the current downtown exchange at 7th Ave and Dominion St.							
				Unfunded Future Projects	0	0	500	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>
	<b>53</b>	<b>#1133 Ferry/Upland/Lansdowne Intersection</b>							
		Align intersection in order to provide efficiencies along this corridor as identified in the City Master Road Network and the recent Transportation Network Study. Improvements will mitigate the queuing along each leg and, in particular, extending to the Hwy 16 corridor.							
				Unfunded Future Projects	0	0	525	3,500	0
			<b>4,025</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>525</b>	<b>3,500</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
54		<b>#1443 School and Playground Sign Upgrade</b>							
		Review and upgrade approximately 185 existing school and playground areas/zones to the standards prescribed in the Transportation Association of Canada's Geometric Design Guide and the Ministry of Transportation and Infrastructure's Manual of Standard Traffic Signs & Pavement Markings. This project will review the school and playground safety initiatives recently implemented in Calgary and Chilliwack for consideration in these upgrades.							
				Unfunded Future Projects	0	200	0	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
55		<b>#3278 Pidherny Recreation Site Improvements</b>							
		Improve the access road and parking areas for the Pidherny Recreation Site and North Nechako area, addressing concerns raised around health and safety issues from multiple user groups.							
				Unfunded Future Projects	0	336	300	0	0
			<b>636</b>	<b>Project Totals:</b>	<b>0</b>	<b>336</b>	<b>300</b>	<b>0</b>	<b>0</b>
56		<b>#3290 Westgate and Hwy 16 Improvement</b>							
		Resolve the traffic conflicts and operational concerns at the existing Westgate Ave intersections with the frontage road and Highway 16.							
				Unfunded Future Projects	0	200	0	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
Transportation & Technical Services Total:			5,561		0	736	1,325	3,500	0
1-General Fund Total:			141,453		15,855	27,630	26,581	45,199	26,188

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
	57	<b>#0511 Forcemain PW117 Replacement</b>							
		Replace forcemain to accommodate growth in the Hart area.							
				Unfunded Future Projects	0	0	0	1,300	0
			<b>1,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300</b>	<b>0</b>
	58	<b>#0536 Sanitary Extension Nordic/Chestnut</b>							
		Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.							
				Unfunded Future Projects	0	0	290	0	0
			<b>290</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>
	59	<b>#0537 Sanitary North/Central Relief</b>							
		Sanitary north/central relief project to accommodate growth and development.							
				Unfunded Future Projects	0	0	0	900	0
			<b>900</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
60	#0901	<b>Blackburn Lagoon System Upgrades</b>							
		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.							
				Unfunded Future Projects	0	0	0	0	1,200
			<b>1,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>
61	#1196	<b>PW125 Decommission and New Sewer Main</b>							
		Decommission existing pump station PW125 and construct new 2297m, 300mm dia. gravity sewer from PW125 to Southridge Dr (Project E-2 from Sanitary Sewer Master Plan).							
				Unfunded Future Projects	0	0	0	3,000	0
			<b>3,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>
62	#3222	<b>Liftstation PW101 Replacement</b>							
		Replace pump station PW101, which was built in 1967 and is in poor condition. The pump station has unique operational challenges due to its loading and residential location. The current pumps are undersized. PW101 is a critical pump station that services the area bounded by Hwy 97, Hwy 16, and the Fraser River.							
				Unfunded Future Projects	0	500	3,500	0	0
			<b>4,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>3,500</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
63	#3223	Liftstation PW102 Replacement							
		Replace pump station PW102, which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
				Unfunded Future Projects	0	0	0	100	1,000
			<b>1,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>1,000</b>
<b>Sewer Operations Total:</b>			<b>11,790</b>		<b>0</b>	<b>500</b>	<b>3,790</b>	<b>5,300</b>	<b>2,200</b>
<b>3-Sewer Fund Total:</b>			<b>11,790</b>		<b>0</b>	<b>500</b>	<b>3,790</b>	<b>5,300</b>	<b>2,200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
<b>4-Water Fund</b>									
<b>Water Operations</b>									
64	#0743	<b>River Rd Water Main Extension</b>							
		Extend the transmission supply water main along River Rd from the existing water main at River Rd and Foley Cres to pump station PW623 located at Upper Patricia Blvd and Hwy 16 East.							
				Unfunded Future Projects	0	0	0	2,300	0
			<b>2,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>	<b>0</b>
65	#1109	<b>Central Hart Water Improvements</b>							
		Extend the existing water main from West Austin and Highway 97 to PW612, a total distance of 1440m to improve fire flows within two pressure zones. Provides for improved conveyance of domestic peak hour and fire flow to new development in Monterey Road area. Design for entire project and installation of 280m from West Austin to Birchwood proposed in first year. Completion of installation on Birchwood and through the mobile home park in the second year.							
				Unfunded Future Projects	0	0	2,000	2,000	0
			<b>4,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
66	#1227	<b>New Pressure Zone 2 Reservoir</b>							
		Construct a new reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	0	0	0	0	4,000
			<b>4,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
67	#1228	<b>PW619 Pump Installation</b>							
		Install a new 200hp pump for fire flow servicing at the Inverness booster pump station PW619. This will provide an additional capacity of 151 L/s.							
				Unfunded Future Projects	0	0	0	0	1,150
			<b>1,150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,150</b>
68	#1237	<b>West Noranda Water Main Connector</b>							
		Construct 155m of 200mm water main along Noranda Rd West from Sloan Rd to Hwy 97.							
				Unfunded Future Projects	0	0	0	0	150
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>
69	#1238	<b>Noranda Rd East Water Main Connector</b>							
		Construct 850m of 250mm water main on Noranda Rd East from Fehr Rd to Bellamy.							
				Unfunded Future Projects	0	0	0	0	1,000
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2023	2024	2025	2026	2027
70	#1249	<b>Cowart Rd Water Main Connector</b>							
		Construct 675m of 300mm diameter water main along Cowart Rd north from Simon Fraser Ave.							
				Unfunded Future Projects	0	0	0	925	0
			<b>925</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925</b>	<b>0</b>
71	#3186	<b>Repurpose PW601/Decommission PW602</b>							
		Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
				Unfunded Future Projects	0	0	100	4,000	4,000
			<b>8,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>4,000</b>	<b>4,000</b>
<b>Water Operations Total:</b>			<b>21,625</b>		<b>0</b>	<b>0</b>	<b>2,100</b>	<b>9,225</b>	<b>10,300</b>
<b>4-Water Fund Total:</b>			<b>21,625</b>		<b>0</b>	<b>0</b>	<b>2,100</b>	<b>9,225</b>	<b>10,300</b>

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Grand Total:	174,868	15,855	28,130	32,471	59,724	38,688
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Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2028	2029	2030	2031	2032	
<b>1-General Fund</b>										
<b>Civic Facilities Maintenance</b>										
	1	<b>#3208 Janitorial Equip-Replace Floor Scrubbers</b>								
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.								
				Unfunded Future Projects	40	101	67	67	0	
			<b>275</b>	<b>Project Totals:</b>	<b>40</b>	<b>101</b>	<b>67</b>	<b>67</b>	<b>0</b>	
	2	<b>#3331 Parking Lot Renewal</b>								
		This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition. 2023 project will be located at Exhibition grounds and CN Centre to rehabilitate the existing asphalt surface parking and event space areas and interior roadway network due to their deteriorated condition to provide new service life and to improve the level of service for the facility users.								
				Unfunded Future Projects	200	200	200	200	200	
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	
<b>Civic Facilities Maintenance Total:</b>			<b>1,275</b>		<b>240</b>	<b>301</b>	<b>267</b>	<b>267</b>	<b>200</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2028	2029	2030	2031	2032	
<b>1-General Fund</b>										
<b>Civic Facilities Maintenance</b>										
	1	<b>#3208 Janitorial Equip-Replace Floor Scrubbers</b>								
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.								
				Unfunded Future Projects	40	101	67	67	0	
			<b>275</b>	<b>Project Totals:</b>	<b>40</b>	<b>101</b>	<b>67</b>	<b>67</b>	<b>0</b>	
	2	<b>#3331 Parking Lot Renewal</b>								
		This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an expected life of 34 years, some of which are at the end of their lives. Based on the recent condition assessment of these parking lots, there are 9 lots totaling 34,000 m2 that are in poor to very poor condition. 2023 project will be located at Exhibition grounds and CN Centre to rehabilitate the existing asphalt surface parking and event space areas and interior roadway network due to their deteriorated condition to provide new service life and to improve the level of service for the facility users.								
				Unfunded Future Projects	200	200	200	200	200	
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	
<b>Civic Facilities Maintenance Total:</b>			<b>1,275</b>		<b>240</b>	<b>301</b>	<b>267</b>	<b>267</b>	<b>200</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>Development Planning and Administration</b>									
	<b>3</b>	<b>#0697 South Ft George Flood Protection</b>							
		Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.							
				Unfunded Future Projects	1,000	900	1,000	0	0
			<b>2,900</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>900</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
	<b>4</b>	<b>#0701 Flood Protect Various Risk Areas</b>							
		Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.							
				Unfunded Future Projects	1,535	1,000	0	0	0
			<b>2,535</b>	<b>Project Totals:</b>	<b>1,535</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>5</b>	<b>#1503 Off-Site Works</b>							
		Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
				Unfunded Future Projects	125	125	125	125	125
			<b>625</b>	<b>Project Totals:</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>
<b>Development Planning and Administration Total:</b>			<b>6,060</b>		<b>2,660</b>	<b>2,025</b>	<b>1,125</b>	<b>125</b>	<b>125</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>Fleet Services</b>									
	<b>6</b>	<b>#0431 Mobile Equipment Replacement</b>							
		Annual replacement of vehicles currently part of the City fleet.							
				Unfunded Future Projects	6,493	3,778	5,121	1,810	1,508
			<b>18,711</b>	<b>Project Totals:</b>	<b>6,493</b>	<b>3,778</b>	<b>5,121</b>	<b>1,810</b>	<b>1,508</b>
	<b>7</b>	<b>#3226 Fleet Shop Equipment</b>							
		Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists. Also includes a heated area for the Diesel Exhaust Fluid (DEF) on the fuel island (currently housed in bay 10), allowing for a safe and efficient way to add the fluid while fueling.							
				Unfunded Future Projects	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Fleet Services Total:</b>			<b>19,211</b>		<b>6,593</b>	<b>3,878</b>	<b>5,221</b>	<b>1,910</b>	<b>1,608</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>IT Services</b>									
	<b>8</b>	<b>#0715 IT Maintenance</b>							
		Support existing on-premise IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).							
				Computer Reserve	180	190	200	210	220
			<b>1,000</b>	<b>Project Totals:</b>	<b>180</b>	<b>190</b>	<b>200</b>	<b>210</b>	<b>220</b>
	<b>9</b>	<b>#0720 IT Betterments</b>							
		Improve or enhance features and/or functionality of existing on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Capital Expenditure Reserve	230	240	250	260	270
			<b>1,250</b>	<b>Project Totals:</b>	<b>230</b>	<b>240</b>	<b>250</b>	<b>260</b>	<b>270</b>
	<b>10</b>	<b>#0724 IT Replacements</b>							
		Replace broken, obsolete or unsupported on-premise IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
				Computer Reserve	330	345	360	375	390
			<b>1,800</b>	<b>Project Totals:</b>	<b>330</b>	<b>345</b>	<b>360</b>	<b>375</b>	<b>390</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
11	#0727	IT New							
		Implement new IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Infrastructure, Platform, Desktop) that don't currently exist.							
				Computer Reserve	481	506	531	558	586
			<b>2,662</b>	<b>Project Totals:</b>	<b>481</b>	<b>506</b>	<b>531</b>	<b>558</b>	<b>586</b>
<b>IT Services Total:</b>			<b>6,712</b>		<b>1,221</b>	<b>1,281</b>	<b>1,341</b>	<b>1,403</b>	<b>1,466</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2028	2029	2030	2031	2032	
<b>Parks</b>										
	12	<b>#0311 Tree Planting Greening the City</b>								
		Plant new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.								
				Unfunded Future Projects	50	50	50	50	50	
			<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
	13	<b>#0853 Lower Patricia Greenway</b>								
		Plan and construct the Lower Patricia Greenway trail system to provide a connection from the downtown core to riverfront parks and trails. The greenway would follow the Patricia escarpment and connect the downtown to the Heritage River Trail on the Fraser River.								
				Unfunded Future Projects	0	372	532	0	0	
			<b>904</b>	<b>Project Totals:</b>	<b>0</b>	<b>372</b>	<b>532</b>	<b>0</b>	<b>0</b>	<b>0</b>
	14	<b>#0931 Boulevard Restoration</b>								
		Upgrade existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvements include irrigation system enhancements, edging, and tree/shrub planting. Upgrades to the hard surface areas of the boulevards to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.								
				Unfunded Future Projects	160	160	160	160	160	
			<b>800</b>	<b>Project Totals:</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
15	#1097	<b>Trails Rehabilitation</b>							
		Rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access. Priority work in 2023 will include trail rehabilitation along Tyner Trail.							
				Unfunded Future Projects	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

**16 #1378 Playground Replacement Program**

This program utilizes the results of a Playground Audit completed to determine the compliancy and risk of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit results informed the playground priorities identified through the 2016 Park Strategy developed through community feedback. The playground priorities consider a variety of factors including community need and demand, land use, playground distribution, provisional standards, condition assessments and the health of area children to determine reinvestment needs and surplus sites. This program also allows for removal of playgrounds in low priority areas. The priority order for playground removal and replacement has been determined by the Playground Audit Risk Assessment as well as the direction provided by the Parks Strategy. Priority in 2023 will be the replacement of the play structure at Moosehart Park that was destroyed by vandalism/fire in October of 2022.

				Unfunded Future Projects	250	250	250	250	250
			<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
17	#1499	<b>New Trails and Paths</b>							
		Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.							
				Unfunded Future Projects	250	250	250	250	250
			1,250	<b>Project Totals:</b>	250	250	250	250	250
<b>Parks Total:</b>			5,704		960	1,332	1,492	960	960

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2028	2029	2030	2031	2032	
<b>Project Delivery</b>										
	18	<b>#1467 Accessibility Improvements</b>								
		Improve the level of accessibility of all of Prince George's municipal facilities and properties, in order to enable the ease of their use and inclusion for all members of our community. Individual projects to be prioritized on an ongoing basis according to need and as resources permit until all municipal properties are deemed appropriately accessible for a community that openly advocates equity and inclusion.								
				Unfunded Future Projects	150	150	150	150	150	
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
	19	<b>#3346 Civic Facilities Long-Term Reinvestment</b>								
		This project identifies the recommended average annual reinvestment (AAR) for renewal and replacement of the City's aging civic facilities. The AAR is based on building component age, service life, and condition. These buildings include arenas, aquatics, cultural, administration, fire halls, parkades, police, cemetery, and stadium building types. The dollar amounts shown for this project represent the full calculated AAR amounts for this asset type, and do not reduce the figure for funded capital projects in the capital plan of this asset type.								
				Unfunded Future Projects	14,139	14,856	15,609	16,399	0	
			<b>61,003</b>	<b>Project Totals:</b>	<b>14,139</b>	<b>14,856</b>	<b>15,609</b>	<b>16,399</b>	<b>0</b>	
<b>Project Delivery Total:</b>			<b>61,753</b>		<b>14,289</b>	<b>15,006</b>	<b>15,759</b>	<b>16,549</b>	<b>150</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>Roads</b>									
	20	<b>#0167 Road Widening Austin Rd West</b>							
		Widen Austin Rd West. Phase 1 shopping centre to Kelly Rd. Upgrade of hydro and addition of street lighting. Preliminary design from 2007 requires revisiting and shift to migrate grades and impacts. BC Beautification funds a possibility.							
				Unfunded Future Projects	0	3,000	0	0	0
			<b>3,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	21	<b>#0270 Winter Traction/Salt Facility</b>							
		Municipal winter traction materials and existing infrastructure are currently located at the 18th Ave Public Works Yard. The current storage areas do not meet environmental best practices and consolidation would improve efficiencies and storage capacity. Supports myPG environmental goals. The design is now completed. The new site will accommodate a municipal salt, brine, and winter traction materials storage facility. Structures would be placed on impermeable surfaces with containment and access/egress to the site would be improved to increase efficiencies. Project would align with City's Salt Management Plan and Environment Canada Regulations and Code of Practice. Increased storage would be obtained to house an annual supply of material. A fleet vehicle wash facility will be included. This wash facility will allow the cleansing of fleet vehicles and equipment removing the road salts in a contained environment.							
				Unfunded Future Projects	0	0	0	0	4,300
			<b>4,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,300</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
22	#0399	<b>Road Rehabilitation</b>							
		The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
				Unfunded Future Projects	6,100	6,100	6,100	6,100	6,100
			<b>30,500</b>	<b>Project Totals:</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>
23	#0665	<b>Ring Rd Dangerous Goods Route</b>							
		Construct the western leg of the Boundary Rd project, from Hwy 16 West to Hwy 97 South.							
				Unfunded Future Projects	0	0	200	1,000	7,000
			<b>8,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>1,000</b>	<b>7,000</b>
24	#0668	<b>Glengarry Rd Extension</b>							
		Extend Glengarry Rd from Monterey Rd West to Highland Dr in order to provide access for private development.							
				Unfunded Future Projects	0	0	0	300	1,026
			<b>1,326</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>1,026</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
25	#0670	Hwy 97/22nd and Griffiths Improve							
		Realign 22nd Ave, east of Hwy 97 as identified in the Highway 97 Corridor Study to improve the operation of the highway intersection. Geometry improvements to traffic flow and safety.							
				Unfunded Future Projects	250	5,000	0	0	0
			<b>5,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
26	#0671	Road Realign Hwy 97/Northwood							
		Realign the intersection of Hwy 97 and Northwood Pulpmill Rd to improve intersection operation and capacity as identified in Highway 97 Corridor Study.							
				Unfunded Future Projects	250	1,500	0	0	0
			<b>1,750</b>	<b>Project Totals:</b>	<b>250</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
27	#0672	Glen Lyon Way Extension							
		Extend Glen Lyon Way from St. Patrick to Domano Blvd.							
				Unfunded Future Projects	0	200	1,800	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>1,800</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
28	#0673	<b>Malaspina Cowart Connector</b>							
		Construct road connecting Malaspina and Cowart Rd. This road connection will provide an alternate route from the Fraser River Benchlands subdivision. The need for this road connection was identified in the Fraser River Benchlands Neighbourhood Plan. It is expected that DCCs will contribute to this project.							
				Unfunded Future Projects	0	1,000	5,000	0	0
			<b>6,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
29	#0675	<b>Foothills Blvd Extension</b>							
		Extend Foothills Blvd from 18th to Ferry, including installation of storm sewers and securing sections of road dedication.							
				Unfunded Future Projects	0	0	0	10,000	10,000
			<b>20,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>
30	#0676	<b>Ospika Connector</b>							
		Construct Ospika Blvd from Tyner Blvd to Marleau Rd.							
				Unfunded Future Projects	0	0	10,000	10,000	10,000
			<b>30,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
31	#1093	<b>Sidewalk and Walkway Rehabilitation</b>							
		Reconstruct failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
				Unfunded Future Projects	1,250	1,250	1,250	1,250	1,250
			<b>6,250</b>	<b>Project Totals:</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
32	#1209	<b>Tyner Blvd Bus Pullouts</b>							
		Develop two new bus pullouts along Tyner Blvd at the intersection of the University Heights Dr residential subdivision. The bus pullouts will be developed to meet the Transportation Association of Canada's national guidelines as well as the BC Transit Infrastructure Design Guidelines. With the growth of the residential subdivision there are potentially more riders on the local transit service. This Route #16 UNBC/College Heights is identified in the BC Transit Futures plan as becoming a frequent transit route with bus pullouts between 300-500m along this corridor. This first location will serve the greatest number of residents and provide a safe loading and off-loading with little or no disruption to the through traffic.							
				Unfunded Future Projects	50	325	0	0	0
			<b>375</b>	<b>Project Totals:</b>	<b>50</b>	<b>325</b>	<b>0</b>	<b>0</b>	<b>0</b>
33	#1210	<b>Tyner Blvd Traffic Signal</b>							
		Construct a full movement traffic signal intersection complete with pedestrian buttons and vehicle detection. The design will allow for the expansion of four-laning of Tyner Blvd, location of intersection will be designed for future expansion and include the left turn lane and median.							
				Unfunded Future Projects	150	500	0	0	0
			<b>650</b>	<b>Project Totals:</b>	<b>150</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
34	#1211	<b>Tyner Blvd Four-Laning</b>							
		Expand Tyner Blvd from Ospika Blvd to University Way. Currently this section of road is constructed to two lanes. With the increase in development in the neighbourhood and increased traffic in this corridor, the four-laning of this arterial is critical to the operation of an efficient and safe road network.							
				Unfunded Future Projects	5,100	5,100	0	0	0
			<b>10,200</b>	<b>Project Totals:</b>	<b>5,100</b>	<b>5,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
35	#1218	<b>Hwy 16 and Ferry Ave Intersection</b>							
		Improve the intersection at Ferry Ave and Hwy 16 in partnership with the Ministry of Transportation and Infrastructure. DCC eligible project.							
				Unfunded Future Projects	3,500	1,000	0	0	0
			<b>4,500</b>	<b>Project Totals:</b>	<b>3,500</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
36	#1292	<b>Bus Bay Pullout Program</b>							
		Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
				Unfunded Future Projects	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
37	#1489	<b>New Sidewalks</b>							
		Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
				Unfunded Future Projects	400	400	400	400	400
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
38	#3138	<b>Handlen Rd Improvements</b>							
		Construct 260m of on-street bike lanes along Handlen Rd between Kelly Rd North and Hwy 97. Upgrade a short section of existing road to collector standard to match the rest of the road to the west. Construction of new storm drainage, street lighting, and concrete sidewalk to be included as well as tie in to Hwy 97. Improvement for safety of students travelling to and from Kelly Road and the elementary school on Heather Park Rd intersecting with Hwy 97. The Pedestrian Network Study and Active Transportation Study identify this project as an important link in the network that benefits all users of the road. Eligible for 50% funding from BikeBC.							
				Unfunded Future Projects	0	700	0	0	0
			<b>700</b>	<b>Project Totals:</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>
39	#3249	<b>Traffic Controller and Signal Optical Detection Replacement</b>							
		Replace traffic controller, traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
				Unfunded Future Projects	80	80	80	80	80
			<b>400</b>	<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
40	#3366	General Bridge Renewal							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Unfunded Future Projects	200	200	200	200	200
			1,000	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Roads Total:</b>			<b>140,401</b>		<b>17,730</b>	<b>26,755</b>	<b>25,430</b>	<b>29,730</b>	<b>40,756</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>Storm Drainage</b>									
41	#0215	Nordic Dr Storm Trunk							
		Alleviate localized flooding on Nordic Dr, redirect drainage from Handlen Rd, and allow for development on Martin Rd.							
				Unfunded Future Projects	0	0	0	0	1,150
			<b>1,150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,150</b>
42	#0485	Stormwater Drainage Network Long-Term Reinvestment							
		This project identifies the recommended average annual reinvestment (AAR) for replacement and renewal of the City's aging storm drainage network, including linear and vertical assets. The dollar amounts shown for this project represent the full calculated AAR amounts for this asset type, and do not reduce the figure for funded capital projects in the capital plan of this asset type.							
				Unfunded Future Projects	5,897	6,192	6,502	6,827	0
			<b>25,418</b>	<b>Project Totals:</b>	<b>5,897</b>	<b>6,192</b>	<b>6,502</b>	<b>6,827</b>	<b>0</b>
43	#0678	Storm Trunk Shamrock Rd							
		Construct a sub-trunk on Shamrock Rd to deal with storm water runoff from lands west of Shamrock Rd and develop the Shamrock Rd retention pond. The timing of the project will depend upon the rate of development.							
				Unfunded Future Projects	60	420	0	0	0
			<b>480</b>	<b>Project Totals:</b>	<b>60</b>	<b>420</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
44	#0679	<b>Storm Outfall BCR Danson</b>							
		Improve the drainage courses and outfalls as required to accommodate increased development.							
				Unfunded Future Projects	70	380	0	0	0
			<b>450</b>	<b>Project Totals:</b>	<b>70</b>	<b>380</b>	<b>0</b>	<b>0</b>	<b>0</b>
45	#1029	<b>Storm Drainage - Catch Basin Replacement Program</b>							
		Replace aging storm drainage infrastructure. Damaged catch basins can cause a public safety issue for cyclists, motorists, and pedestrians. There are approximately 5,250 catch basins in the City's storm sewer system; the goal is to replace 12 catch basins annually.							
				Unfunded Future Projects	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
46	#1500	<b>Drainage Improvements</b>							
		Respond to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.							
				Unfunded Future Projects	134	140	147	155	162
			<b>738</b>	<b>Project Totals:</b>	<b>134</b>	<b>140</b>	<b>147</b>	<b>155</b>	<b>162</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
47	#3210	<b>New 1st Ave Flood Pump Station</b>							
		Install a new electric duplex flood protection storm water pump station at 1st Ave/Lower Patricia, near PW623. Station to include automated controls and tie in to the City's SCADA System. System is to provide drainage and flood mitigation for the downtown area during yearly freshets. The automated permanent station will significantly reduce annual operational and maintenance costs. Project could be eligible for grant funding under the National Disaster Mitigation Fund administered by Emergency Management BC.							
				Unfunded Future Projects	0	0	0	150	1,700
			<b>1,850</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>1,700</b>
48	#3220	<b>Stormwater System Rehabilitation</b>							
		The annual storm sewer system rehabilitation program consists of storm main rehabilitation, manhole, and catch basin rehabilitation. Mains are selected based on pipe condition, material and size. Manholes and catch basins are chosen based on condition assessments.							
				Unfunded Future Projects	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
49	#3294	<b>Prepaving Storm Water Infrastructure</b>							
		Inspect, investigate, and repair the storm water system prior to road rehabilitation. Master planning and condition assessments consistently identify that much of the City's storm water infrastructure is aging, requiring investigation and renewal work prior to road rehabilitation. This project will allow the City to inspect catch basins, investigate or camera storm connection leads, and make necessary repairs.							
				Unfunded Future Projects	175	175	175	175	175
			<b>875</b>	<b>Project Totals:</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
50	#3321	<b>Stormwater Drainage - System Renewal</b>							
		The City's storm water drainage system collects runoff water from rainstorms, snow melt, and residential and commercial water usage.							
				Unfunded Future Projects	2,000	2,000	2,000	2,000	2,000
			<b>10,000</b>	<b>Project Totals:</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
51	#3334	<b>Stormwater Drainage - Pond and Outfall Renewal</b>							
		Remove sediment build up, vegetation overgrowth, and repair engineered assets such as headwall structures and flow control fittings.							
				Unfunded Future Projects	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Storm Drainage Total:</b>			<b>46,461</b>		<b>9,436</b>	<b>10,407</b>	<b>9,924</b>	<b>10,407</b>	<b>6,287</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2028	2029	2030	2031	2032	
<b>Street Lighting</b>										
	52	<b>#1222 Crescents Street Lighting</b>								
		Provide City street lights on the roadways in the Crescents Neighbourhood. Currently BC Hydro lease lights provide lighting in this area and the servicing trespasses over property boundaries. This project will include the design and installation of new LED streetlights to improve the safety in the neighbourhood.								
				Unfunded Future Projects	184	338	0	0	0	
			<b>522</b>	<b>Project Totals:</b>	<b>184</b>	<b>338</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	53	<b>#3116 Street Light Replacement Program</b>								
		Replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.								
				Unfunded Future Projects	400	400	400	400	400	
			<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	
<b>Street Lighting Total:</b>			<b>2,522</b>		<b>584</b>	<b>738</b>	<b>400</b>	<b>400</b>	<b>400</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>Transportation &amp; Technical Services</b>									
	54	<b>#1226 Otway Multi-Use Trail</b>							
		Prepare a detailed design and Class C cost estimate for this off-road trail and then proceed into construction. In 2012, a group of land owners initiated conversation with the City regarding the future alignment and feasibility of this off-road trail. A BikeBC grant application was made to fund the Otway Community Trail feasibility and alignment study.							
				Unfunded Future Projects	0	0	0	1,000	1,000
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
	55	<b>#3121 2nd Ave Angle Parking and Two-Way Conversion</b>							
		Implement angled parking from Vancouver St to Queensway and implement two-way traffic from Queensway to Victoria St along 2nd Ave. Implementation involves "bulb-outs" at the intersections, including the installation of concrete curb and gutters, catch basins, planters, and paving stones. The works will reduce 2nd Ave to two lanes, reduce the pedestrian crossing distance, indirectly reduce the average travel speed, and potentially increase on-street parking by approximately 20-25%.							
				Unfunded Future Projects	0	0	0	0	3,500
			<b>3,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
56	#3219	<b>Pedestrian/Traffic Safety Improvements</b>							
		Actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.							
				Unfunded Future Projects	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Transportation &amp; Technical Services Total:</b>			<b>8,000</b>		<b>500</b>	<b>500</b>	<b>500</b>	<b>1,500</b>	<b>5,000</b>
<b>1-General Fund Total:</b>			<b>298,099</b>		<b>54,213</b>	<b>62,223</b>	<b>61,459</b>	<b>63,251</b>	<b>56,952</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
57	#0538	<b>Sanitary Otway/Tabor Relief</b>							
		Install sanitary sewer main in the Heritage/Otway subdivision area.							
				Unfunded Future Projects	410	0	0	0	0
			<b>410</b>	<b>Project Totals:</b>	<b>410</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
58	#0539	<b>Sanitary Trunk Extension Cranbrook Hill</b>							
		Extend sanitary sewer trunk from Ospika Blvd to UNBC through the University Heights neighbourhood. The project serves the large residential development of University Heights and will eventually extend to UNBC to allow for any future expansion of the UNBC campus.							
				Unfunded Future Projects	0	500	0	0	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
59	#0901	<b>Blackburn Lagoon System Upgrades</b>							
		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	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
60		<b>#1031 Sanitary Sewer Renewal</b>							
		The annual sanitary sewer system renewal and replacement program consists of sanitary main relining and manhole rehabilitation. Mains are selected based on pipe condition, location, operational costs for grease cutting runs, root cutting and flushing, and inflow and infiltration reduction. Manholes are selected based on condition assessments.							
				Sewer Reserve	750	750	750	750	750
			<b>3,750</b>	<b>Project Totals:</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
61		<b>#1168 Mobile Equipment Replacement - Sewer</b>							
		Annual replacement of sewer vehicles currently part of the City fleet.							
				Unfunded Future Projects	1,823	236	263	323	208
			<b>2,853</b>	<b>Project Totals:</b>	<b>1,823</b>	<b>236</b>	<b>263</b>	<b>323</b>	<b>208</b>
62		<b>#1263 Ahbau Sanitary Sewer Upgrade</b>							
		Replace 331m of existing 300mm sewer with 375mm on Ahbau between Rainbow and Chilako, replace 65m of existing 200mm sewer with 375mm on Chilako between Ahbau and Commercial, and replace 112m of existing 250mm with 375mm on Rainbow between Kerry and Ahbau.							
				Unfunded Future Projects	0	0	1,000	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
63	#1491	<b>Prepaving Sewer Infrastructure</b>							
		Repair sewer infrastructure prior to paving to prevent unnecessary excavation of new asphalt.							
				Unfunded Future Projects	110	110	110	110	110
			<b>550</b>	<b>Project Totals:</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
64	#1492	<b>Sanitary Liftstations Upgrade</b>							
		Upgrade existing City-owned sanitary liftstations to maintain facilities sanitary infrastructure systems. All the liftstations are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures.							
				Sewer Reserve	200	200	200	200	200
			<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
65	#3221	<b>Wastewater Treatment Plant Renewal</b>							
		Renew wastewater treatment plant mechanical, electrical, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	1,800	1,800	1,800	1,800	1,800
			<b>9,000</b>	<b>Project Totals:</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
66	#3223	<b>Liftstation PW102 Replacement</b>							
		Replace pump station PW102, which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
				Unfunded Future Projects	5,000	0	0	0	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
67	#3224	<b>Wastewater Treatment Plant New Components</b>							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, partitions and doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Unfunded Future Projects	650	650	650	650	650
			<b>3,250</b>	<b>Project Totals:</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
68	#3329	<b>Forcemain and Liftstation Renewal</b>							
		This program will focus on renewing 23 km of forcemains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain. In 2019, an inspection of the sanitary forcemain crossing over the Nechako River on the John Hart Bridge revealed areas of reduced pipe thickness and deteriorated hanger components. This forcemain carries the entirety of the wastewater flow from North of the Nechako River and currently has no redundancy or bypass. The replacement of the existing pipe is recommended to maintain the system's operation.							
				Unfunded Future Projects	1,000	1,000	1,000	1,000	1,000
			<b>5,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>Sewer Operations Total:</b>			<b>33,313</b>		<b>12,743</b>	<b>5,246</b>	<b>5,773</b>	<b>4,833</b>	<b>4,718</b>
<b>3-Sewer Fund Total:</b>			<b>33,313</b>		<b>12,743</b>	<b>5,246</b>	<b>5,773</b>	<b>4,833</b>	<b>4,718</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>4-Water Fund</b>									
<b>Water Operations</b>									
69	#0087	<b>Lower Hart Water Main</b>							
		Install water main loop on Northwood Pulpmill Road from Aberdeen Road to Clubhouse Drive. Required to improve fire protection for existing and future development - McTavish Road. Phase 1 was completed in 2018; water main was constructed from Aberdeen Rd to Clubhouse Dr along Northwood Pulpmill Rd. Phase 2 is the continued installation of 350mm diameter water main from Aberdeen Rd to Blueberry Rd to improve reliability of the system by replacing old AC water main on the east side of Hwy 97N that has had numerous breaks over the past 10 years.							
				Unfunded Future Projects	1,000	0	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
70	#0168	<b>Water Supply BCR/Danson Simon Fraser Bridge</b>							
		Connect the water main distribution system to the BCR/Danson site. This project represents funds committed to the Ministry of Transportation and Infrastructure for this portion of the work on the twinning of the Simon Fraser Bridge.							
				Unfunded Future Projects	0	0	0	1,000	4,000
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>4,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
71	#0602	<b>Water Main Construction PW805 to Fishtrap</b>							
		Construct a large diameter water main from PW805 (Cranbrook Hill Rd) to the new well on Fishtrap Island to provide water system redundancy to both Pressure Zone 2 and to the Hart.							
				Unfunded Future Projects	0	500	4,500	0	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>500</b>	<b>4,500</b>	<b>0</b>	<b>0</b>
72	#0603	<b>PW605 Caisson Renewal</b>							
		Install and rehabilitate well supply laterals, refinish station floor, and upgrade caisson. PW605 was built in 1972 and is one of the key water production wells for the City of Prince George. The project includes well inspection, rehabilitation, and future development to increase the life of this asset.							
				Unfunded Future Projects	0	100	2,500	3,000	0
			<b>5,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>2,500</b>	<b>3,000</b>	<b>0</b>
73	#0610	<b>Harper Valley Reservoir and Main</b>							
		Construct a reservoir and large diameter transmission supply water main to service the future development of the Harper Valley area, extending from Blueberry Rd/Hwy 97 North (Hart) to Foothills Blvd (between North Nechako Rd and Highland Dr). The water main would extend from the new reservoir to the existing reservoir PW810 located south of the weigh scales at Blueberry Rd.							
				Unfunded Future Projects	0	0	0	5,000	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
74	#1169	Mobile Equipment Replacement - Water							
		Annual replacement of water vehicles currently part of the City fleet.							
				Unfunded Future Projects	108	664	406	346	91
			<b>1,614</b>	<b>Project Totals:</b>	<b>108</b>	<b>664</b>	<b>406</b>	<b>346</b>	<b>91</b>
75	#1227	New Pressure Zone 2 Reservoir							
		Construct a new reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	1,550	0	0	0	0
			<b>1,550</b>	<b>Project Totals:</b>	<b>1,550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
76	#1240	Lehman - Grant Water Main Connector							
		Construct 400m of 300mm diameter water main from Lehman St to Grant Rd.							
				Unfunded Future Projects	0	575	0	0	0
			<b>575</b>	<b>Project Totals:</b>	<b>0</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>0</b>
77	#1241	Collins Road Water Main Connector							
		Construct approximately 260m of 300mm diameter water main highway crossing via Collins Road.							
				Unfunded Future Projects	400	0	0	0	0
			<b>400</b>	<b>Project Totals:</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
78		<b>#1391 Construction Tools and Equipment</b>							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Unfunded Future Projects	25	25	25	25	25
			<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
79		<b>#3101 Water Main Replacements</b>							
		Construct water main replacements. Water main replacements are required as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of water main replacements. The program proactively replaces water mains to reduce the risk of water main breaks.							
				Unfunded Future Projects	5,200	5,200	5,200	5,200	5,200
			<b>26,000</b>	<b>Project Totals:</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>
80		<b>#3102 New Water Mains</b>							
		Construct new water mains. New water mains are constructed based on the recommendations and requirements as per the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new water mains. The new water mains program will increase fire flow and redundancy in the City's network.							
				Unfunded Future Projects	1,000	1,000	1,000	1,000	1,000
			<b>5,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
81		<b>#3184 New Water Facilities</b>							
		Construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) as per the recommendations and requirements in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. predesign, concept, design) as well as the engineering and construction of new vertical assets. The first top priority is designing and building the Boundary Road Reservoir.							
				Unfunded Future Projects	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
82		<b>#3185 Water Facilities Renewal</b>							
		The renewal of water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) including technological and health and safety needs.							
				Unfunded Future Projects	600	600	600	600	600
			<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
83		<b>#3284 Valves, Service Connections, and Fire Hydrants Renewal</b>							
		Replace non-operable valves, service connections, and fire hydrants.							
				Unfunded Future Projects	600	600	600	600	600
			<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
84	#3293	<b>Prepaving Water Infrastructure</b>							
		Inspect and investigate the underground water infrastructure prior to paving. Tasks such as leak detection, hydrant maintenance, valve inspections, and location mapping are necessary in order to identify the required repairs. Master plans and condition assessments have identified that much of the City's water infrastructure is aging, supporting the need for investigations and renewal work to be completed prior to road rehabilitation. These tasks are critical in helping the City with early identification of potential issues, to ensure the delivery of high quality potable water, and to reduce the potential of having to destroy new pavement to complete repairs.							
				Unfunded Future Projects	150	150	150	150	150
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
85	#3298	<b>Pump Station PW614 Replacement</b>							
		Construct a new pump station to meet current and future water supply needs for the Blackburn area. The station will be designed to meet fire flow needs of the area.							
				Unfunded Future Projects	0	0	100	1,100	400
			<b>1,600</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>1,100</b>	<b>400</b>
86	#3330	<b>Water Facility Upgrade</b>							
		Upgrade existing water facilities. All the water facilities are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures. Addition of new components or technology can increase efficiency and reliability, improving the robustness of the system.							
				Unfunded Future Projects	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2028	2029	2030	2031	2032
<b>Water Operations Total:</b>			<b>67,214</b>		<b>11,033</b>	<b>9,814</b>	<b>15,481</b>	<b>18,421</b>	<b>12,466</b>
<b>4-Water Fund Total:</b>			<b>67,214</b>		<b>11,033</b>	<b>9,814</b>	<b>15,481</b>	<b>18,421</b>	<b>12,466</b>
<b>Grand Total:</b>			<b>398,627</b>		<b>77,989</b>	<b>77,283</b>	<b>82,713</b>	<b>86,505</b>	<b>74,137</b>