

Council Priorities	2023 - 2024 Workplan Activities (Aligned with Priorities)	Quarter	Status			Comment	Responsive/ Department(s)
			Complete	In Progress	Not Started		
<b>City Government &amp; Infrastructure</b>							
<b>Grow the City by creating and sharing a long-term vision roadmap with targets (including population targets) and milestones that reflect the integration of capital planning, asset management, infrastructure planning, Official Community Plan renewal processes, and associated financial commitments.</b>	Continue to advance the Organizational Capital Project Management framework by implementing priorities from the roadmap and fully staff Capital Management Planning Office (CPMO-Lite).	Q1-4 2023				<p>Advancements in 2023 included:</p> <ul style="list-style-type: none"> <li>CPMO support in presentation of the 2023 capital plan for Council consideration and coordination of departmental teams to review and prepare the draft 2024-2033 capital plan budget. 2024 saw updated budget submission intake requirements.</li> <li>CPMO Coordinator position filled to support project management teams to close out backlog projects and implement project management framework standards with teams.</li> <li>Provided 2023 capital workplan capacity analysis and resource recommendations to Senior Management Team</li> <li>Automation of project status reporting expanded within internal teams</li> <li>Coordination with teams and finance on bi-annual Significant Capital Projects reporting to Council</li> <li>Coordination with teams on Project Management training</li> <li>Screening for vacant Costing Engineer position underway anticipated to be in place by Q1 of 2024</li> </ul>	CPMO
	Implement recommendations outlined in the Asset Management Strategy and Capital Project Management Roadmap to prioritize infrastructure projects.	Q1-4 2023				A draft Stormwater Drainage Asset Management Plan is complete which will help inform the next set of 10 year maintenance programs and capital priorities. Planning and Development is reviewing storm water risk data and incorporating into the City's asset management software tools to help prioritize asset renewal.	Planning and Development
	Continue to pursue infrastructure grant funding opportunities to offset capital expenditure budgets that prioritize infrastructure reinvestment needs.	Q1-4 2023				<p>The City regularly pursues a number of funding streams to offset capital expenditure budgets including:</p> <ul style="list-style-type: none"> <li>Securing Tire Stewardship grant funds toward the Kin 3 flooring replacement project as well as funds through the Local Government Climate Action Program (LGCAP).</li> <li>Work underway took place in 2023 for the refrigeration portion for the the Kin Center Refrigeration, Heat Recovery &amp; Dehumidification Upgrade project. This project received funding approval in 2022 through the Clean BC Communities Fund grant under the Investing in Canada Infrastructure Program.</li> <li>The Green and Inclusive Community Buildings (GICB) program application was made to support the Elksentre Arena Chiller project for the heat recovery portion of works, awaiting application outcome.</li> <li>Heat recovery feasibility and energy efficiency studies grants have been received by BC Hydro CleanBC grants and Fortis BC grants respectively.</li> <li>Two new daycares at Maalspina and Prince George Native Friendship Centre at Dagg Road funded through ChildCareBC New Spaces Fund in 2021 were completed in 2023.</li> </ul> <p>Funding from groups like Jumpstart in 2021 for the Jumpstart Multi Sport Court that opened to community Q3 2023 were realized and additional gas tax streams were also explored and applied for various projects as well.</p>	CPMO / Civic Ops / Civic Facilities
	Continue Project Management planning, implementation and completion of current Civic Facilities projects: Kin Centre Refrigeration, Heat Recovery and Dehumidification; Elksenter Chiller replacement; Old Fire Hall demolition; Civic Centre Floor refurbishment; Complete Canfor Leisure Pool seasonal deficiencies; Complete FSLP Demolition re: seasonal deficiencies; Civic Facilities roof replacements; Public Yards Buildings Renewal; Aquatic Centre Parking lot.	Q2 2023 - 2025				<p>For these projects, the following updates are available:</p> <ul style="list-style-type: none"> <li>For the Kin Centre Refrigeration, Heat Recovery and Dehumidification Project grant funding was received. The refrigeration portion of this project is underway with completion by fall 2023. The procurement process is underway for the heat recovery portion of the project. For the Elksenter Chiller replacement, the City has applied for a grant for replacement and heat recovery to support this project.</li> <li>The Old Fire Hall demolition has been completed, and funding will be carried forward into 2024 to maintain fencing at the former site.</li> <li>For the Civic Centre Floor refurbishment, the tender was awarded in November of 2023 with work to begin in December and carry into January 2024.</li> <li>Regarding completion of the Canfor Leisure Pool seasonal deficiencies, this process will continue into fall 2024. A 1-year warranty walkthrough was completed in November.</li> <li>The Public Yards Buildings Renewal Project has been placed on hold; however, partial scope (parks trailer replacement) is planned to occur in 2024.</li> <li>The Aquatic Centre Parking Lot Project has been cancelled with the goal of becoming part of the Parking Lot Replacement program in a future year to occur under Parking Lot Renewal program #3331 following completion of the Aquatic Centre Building Envelope/Mechanical Upgrade Project #3108.</li> <li>Seasonal deficiencies at the site of the former Four Seasons Leisure Pool have been completed.</li> <li>The scope of work planned for the Civic Facilities Roof Replacement Project is complete for 2023. Further replacement projects will be identified.</li> </ul>	CPMO / Finance / Planning and Development / Civic Facilities & Events
	Develop Tactical Asset Management Plans for Stormwater and Civic facilities.	Q1-4 2023				A draft of the Stormwater Drainage Asset Management Plan is complete. The Civic Facilities & Parking Asset Management Plan is 50% complete with the goal of completion by the end of Q2 2024.	Planning and Development

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<b>(continued) Grow the City by creating and sharing a long-term vision roadmap with targets (including population targets) and milestones that reflect the integration of capital planning, asset management, infrastructure planning, Official Community Plan renewal processes, and associated financial commitments.</b>	Complete the Civic Core Plan engagement process.	Q1-4 2023				The Civic Core Plan Engagement Process is complete; providing Council with a summary of public feedback and options for next steps Q1 of 2024 is anticipated.	Planning and Development
	Continue with the 2024 OCP renewal process.	Q1-4 2023				Engagment process and consultation summary will be shared with Council for Q1 2024.	Planning and Development
	Begin design phase for the Mechanical/Building Envelope Upgrade at PG Aquatic Centre.	Q1-4 2023				A consultant has completed the initial site assessments and submitted their report. Concept designs and multiple scope packages for pricing are in development.	CPMO / Civic Facilities & Events
	Undertake accessibility improvements: City Hall, Two Rivers Gallery, Plaza Parkade.	Q1-4 2023				Detailed assessments for the three sites including prioritized work lists with costs have been received. The work is expected to be completed in 2024 using grant funds with additional funding from the 2024 accessibility improvement funds.	Civic Facilities and Events / CPMO / Civic Operations
	Consider options and budget to upgrade the Little Prince Train Storage Shed.	Q3 - 2024				An annual budget increase request has been received from Exploration Place. Administration is working on a report with the goal of presentation before the 2024 budget discussions.	Finance / Civic Operations
	Facilitate CN Centre Building Envelope upgrade.	Q4 - 2024				The consulting services work was awarded in August of 2023 and an initial assessment report and concept plans are underway. These documents will help to inform the 2025 Capital Budget cycle and are anticipated by June of 2024.	CPMO / Civic Facilities
	Establish scope and budget for PG Playhouse Rehabilitation.	Q1-4 - 2024/25				The next step of this project is assesed as hiring a consulting team. A timeline has not yet been established.	CPMO / Planning and Development / Civic Facilities and Events
	Finalize renewal of Lakeland Agreement and new Bylaw.	Q1-4 2023				Financial modeling to be used for negotiations and continuing discussions has been created. Negotiations with Lakeland continue. Project is shifting responsibility from Dev Planning to Civic Operations.	Office of the City Manager
	Continue implementation of the Integrated Stormwater Management Plan.	Q1-4 2023				The Integrated Stormwater Management Plan Action List has been used to inform the 2024 - 2028 proposed capital plan. Public engagement on Stormwater funding options planned for Q1 of 2024. An update on the Integrated Stormwater Management Plan is anticipated to be provided to Council in Q1 of 2024.	Planning and Development / Civic Operations
<b>Focus on meaningful communication &amp; relationship development to advance shared priorities. Build and maintain the relationships necessary to ensure co-ordinated advocacy, responsive service delivery, and the acquisition of external funding to meet the diverse needs of all residents.</b>	Develop a strategy to implement the United Nations Declaration on the Rights of Indigenous Peoples that builds on the City's relationships with the Lheidli Teneh First Nation and urban Indigenous service providers.	Q1-4 2023				A new position, Manager, Intergovernmental Relations has been created and filled (October 2023). A key part of this positiions portfolio will be advancing this work.	Office of the City Manager / Intergovernmental Relations
	Work with Tourism PG to bring conferences, sports and events to the City.	Q1-4 2023				An additional 23 Conferences (and counting!) have been secured over 2024-2028. Administration is currently working with Tourism PG on Conference and Sport Hosting marketing packages.	Civic Facilities and Events
<b>Continue to improve processes and practices to support effective and efficient service delivery.</b>	Fulfill legislated Asset Retirement Obligations reporting.	Q1-4 2023				Work continues on this file and administration is on track to meet legislated requirements related to the 2023 Financial Statements.	Finance
	Implement goals and actions identified in the City's Internal Communications Strategy.	Q1-4 2023				The internal communications committee has been established and has begun work on the development of an internal newsletter as well as improvements to the intranet.	Office of the City Manager / Communications
	Undertake Council Code of Conduct Policy Review	Q1-4 2023				A proposed Code of Conduct Bylaw was presented at the December 4, 2023 regular Council meeting and received first three readings.	Office of the City Manager / Communications / Legislative Services
	Implement the Privacy Management Program that was updated and approved in Q1 2023 in response to changes to the Freedom of Information and Protection of Privacy Act.	Q1-3 2023				Implementation has been ongoing with most items now in effect. Monitoring for gaps and further policy consideration will be ongoing.	Office of the City Manager / Privacy
	Continue to enhance the City's Records Management Program.	Q1-4 2023 (and into 2024)				This is collaborative work between all departments and IT to reduce file storage on network drives with a scheduled notice for records removal. Project will continue through Q4 2023 and into 2024. This is ongoing work that will continue to create efficiencies in operation.	Finance and IT Services / Legislative Services
	Lead a comprehensive review of the City's grant processes and provide recommendations for Council consideration.	Q1-2 2023				Research and recommendations were completed and presented to Council in May of 2023. A phased approach to implementnig these improvements is underway with initial enhancements implemented for the Fall myPG grant intake.	Civic Facilities and Events (Civic Partnerships and Initiatives)
	Lead a Digital Transformation Strategy to maximize use of existing technologies.	Q1-4 2023				A digital assets inventory has been completed by the Continuous Improvement Division. Further work on the digital asset inventory may be explored to keep the inventory current.	IT Services / Continuous Improvement Division
	Update the preventative maintenance program for all Civic facilities, with a goal of reducing service call response times.	Q1-3 2023				In progress with scheduled completion by end of Q4 2024.	Civic Facilities and Events

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<b>(continued) Continue to improve processes and practices to support effective and efficient service delivery</b>	Continue to implement advanced technology for recreation bookings and scheduling for City recreation facilities & PG Conference & Civic Centre.	Q1-2 2023				Online booking for customers for small bookings at the PG Conference and Civic Center is complete. Administration is currently working on booking tools for the arenas and CN Centre suites.	Civic Facilities and Events
	Plan a public consultation process related to Stormwater funding options.	Q1-3 2023				A fullsome report to Council is scheduled for Q1 of 2024. We look forward to sharing additional details at that time.	Planning and Development
	Continue to improve Planning & Development responsiveness and service timelines.	Q1-4 2023				A review of internal processes has occurred, and implementation of new software is in-progress.	Planning and Development
	Continue to implement multi-year protective services' staffing and resource plan to ensure policing and fire/rescue resources meet the needs of a growing City. 2024 recommendations include 6 new police services personnel, and 5 new Fire/Rescue personnel	Q2-4 (through 2028)				2024 budget enhancement requests to be considered at the December 2023 Finance and Audit Committee meeting. The intent is to present these requests for Council's consideration as part of 2024 budget.	Public Safety
	Track City's Key Performance Indicators as they relate to the Levels of Service Framework - Parks	Q1-4 2023 (and into 2024)				Operations will be working with Parks in Q1 of 2024 to establish Cityworks processes for capturing levels of service data required to create dashboards that will support tracking. Dashboard creation planned for Q2 2024.	Civic Operations
<b>Develop and enhance a strategy that results in a robust capital planning process.</b>	Create and finalize plans to address Plaza Parkade elevator modernization & Playhouse rigging replacement requirements.	Q1-3 - 2023				The Plaza Parkade elevator modernization is complete. The Playhouse rigging is in progress and expected to be completed by Q1 of 2024.	Civic Facilities and Events
<b>Support the ongoing implementation of continuous improvement processes to advance efficiency and effective service delivery.</b>	Continue to implement staff scheduling program (Schedule Force) to include all Civil Facilities & Events Department staff.	Q3 - 2024				In progress, scheduled to be completed in Q3 of 2024.	Civic Facilities and Events
	Lead and implement a comprehensive redesign of the front service counter function in Planning & Development to improve responsiveness and service timelines; identify employee competencies, training requirements and performance standards; and provide a more efficient physical layout for employees and customers.	Q1-4 - 2023				Phases related to the employee skill matrix, training requirements, service standards, and training manuals are complete. To improve application review, approval, and tracking CityWorks PLL (permits, licensing, and land) software is currently being developed with implementation planned for late 2024.	Planning and Development
<b>Economic Diversity</b>							
<b>Market Prince George as a place to invest, live, and visit.</b>	Promote presence and use of local assets and amenities in a way that aligns with growth goals.	Q1-4 2023				This is an ongoing project that helps guide administration generally.	Planning and Development / Economic Development
	Develop a plan to create a vibrant Canada Games Plaza for all residents.	Q2-4 2023				Good progress made on this initiative with Canada Games Plaza host to Foodie Fridays. BMO Community Art Days at the Two Rivers Gallery, Touch a Truck with the PG Public Library, and Civic Light Up all occurring within the plaza area. Administration is working with Tourism PG on additional events for 2024.	Civic Facilities and Events
<b>Build a strong, resilient, and diverse economy for Prince George.</b>	Update the 2020-2025 Economic Development Strategy to reflect the current context, including immigration, and support its continued implementation.	Q1-4 2023				Further review of this strategy to occur in 2024 following Council's strategic planning check-in.	Planning and Development
<b>Support regional economic development.</b>	Support Community Futures in their application for funding to establish a regional economic development strategy to promote economic opportunities and collaborations for the region.	Q1 - 2023				Preliminary discussions have occurred.	Planning and Development
<b>Social Health &amp; Well-being</b>							
<b>Maximize the quality of life for all residents.</b>	Open the Tsulh Cho (Dagg Road) and Kool Cats Family Care Childcare Centres (Malaspina Avenue).	Q2 2023				Complete. Facilities are now in operation.	Civic Facilities and Events (Civic Partnerships and Initiatives)
	Continue to implement action plans for age inclusion and accessibility of Parks facilities and trails.	Q1-4 2023				Administration continues to implement the action plan items for age inclusion and accessibility within the city parks, trails and sidewalk networks. Roads Division was able to complete 485 meters of New Sidewalk, 2185 meters of Rehabilitated Sidewalk and the Civic Plaza Project was completed in early October. Installation of (8) security gates separating River Road from the Heritage River Trail to restrict access during flooding events or other emergencies. Trail improvements include 45m trail to access the sand volleyball court at Carrie Jane Gray, 15m bridge deck along Heritage River Trail, 90m of trail at Freeman Park, 180m of grading work along Heritage River Trail, 170m of paved trail at Ginters Field. As well accessibility Improvements ranging from 25m paved trail from Ron Brent Park to the nearby senior housing facility, ramp access improvements at the new bridge along the Heritage River Trail, and 145m paved trail to new washroom at Carrie Jane Gray Park.	Civic Operations

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<b>Social Health &amp; Well-being</b>							
<b>(continued)</b> <b>Maximize the quality of life for all residents.</b>	Complete the UBCM funded Community Access to Recreation and Transportation (CART) project and amend Leisure Access Pass (LAP) processes to reflect learning and enhance accessibility.	Q1-3 2023				The Community Access to Recreation and Transportation project was completed in October of 2023. Enhancements (removing barriers to access recreation) implemented to the LAP program have been completed in cooperation with Aquatics staff. Final reporting is due to UBCM in early 2024 at which time this item will be marked complete.	Civic Facilities and events
	Complete the City of Prince George Accessibility Plan.	Q1-3 2023				The 3 legislated requirements are in progress as of the Sept 1, 2023 deadline. A draft of the City's Accessibility Plan is prepared (draft-final form) and being reviewed by Division/dept staff for accuracy.	Civic Facilities and Events
	Continue to improve accessibility and connectivity of pedestrian networks through implementation of 2023 sidewalk renewal and new sidewalk capital programs.	Q1-4 2023				Work under these two programs is ongoing and will be carried forward into 2024. Roads Division was able to complete 485 meters of New Sidewalk, 2185 meters of Rehabilitated Sidewalk and the Civic Plaza Project was completed in early October. Administration was also able to install rectangular rapid flash beacons on Domano Blvd at College Heights Secondary School and on Ospika Blvd near the CN Centre. New crosswalk & signage along Tyner Blvd at University Heights is now in place and designs have been completed for similar upgrades at Queensway & Connaught.	Civic Operations
	Complete internal review of Downtown Strategy recommendations (focused on place-making and marketing).	Q1-2 2023				Internal review of a draft strategy is underway; presentation to Council anticipated by end of Q1 of 2024.	Planning and Development
<b>Ensure a safe, health, and clean community for all.</b>	Document, communicate and implement the City's homelessness and public safety strategies to support advocacy efforts and enhance service delivery.	Q1-2 2023				This item is ongoing. The City entered a Memorandum of Understanding with the Province - HEART & HEARTH during the summer of 2023 to help clarify roles and align goals.	Public Safety
	Facilitate the City's role in advancing the 1st Avenue health and housing project.	Q1-4 2023				The first 50 supported modular housing units are complete. BC Housing has announced funding for phase II to permit completion of architectural design and identification of a construction manager for the next phase of this project.	Planning and Development
	Implement, manage, and report on activities associated with the 2021/22 and 2022/23 Strengthening Communities' grants.	Q1-4 2023				Final reporting for 2021/2022 has been submitted, the City is awaiting final payment from UBCM. Extension granted to October 2024 for the 2022/2023 Strengthening Communities funding, however some project components, allotted budget has been fully invested. Implementation and monitoring of 2022/23 SCS funded initiatives is underway.	Civic Facilities and Events
	Continue to implement actions in the Transit Future Plan.	Q1-4 2023				System improvements in schedule and route efficiency have been made. Work continues on this file.	Civic Operations
	Continue annual upgrades of municipal street lights (Street Light Replacement Program).	Q1-4 2023				This work is ongoing. 71 Post Top & 106 Cobra Lamps have been replaced to date.	Civic Operations
	Build capacity in emergency management through a dedicated training program to ensure the City is able to support new Provincial legislation.	Q1-4 2023				New Provincial legislation was introduced in fall 2023, "Emergency and Disaster Management Act". The City's Emergency Program staff are evaluating future needs to ensure compliance with this legislation. An update is expected in spring of 2024. The City continues to build staff training capacity through the fall and winter to be prepared to respond.	Public Safety
	Complete works related to the reduction of wildfire hazards on public lands.	Q1-2 2023				Planned works have been completed for the areas in Malaspina, Broddy and Pidherny.	Civic Operations
	Advocate to the Province for an ESS Service Agreement to support regional wildfire evacuation.	Q1-4 2023				Advocacy work continues on this topic.	Public Safety
<b>Environmental Stewardship &amp; Climate Action</b>							
<b>Implement local government actions that advance environmental protection, including climate change mitigation.</b>	Review the Fleet Capital Plan to consider alternative fuel sources and green technology for light & heavy fleet.	Q1-4 2023				This task is on-going and reviewed as aging units are replaced through the capital expenditure plan. Feasibility of "greener options" is assessed in collaboration with each user group.	Civic Operations
	Better manage waste created in the PG Conference and Civic Centre by investigating and implementing additional ways to divert waste from the landfill.	Q1-4 2023				Staff at the PG Conference and Civic center have undertaken additional plastics recycling and waste measurements for food waste.	Civic Operations / Civic Facilities

## Completed 2022/23 Corporate Work Plan Activities

Implement CCTV Registry Program Agreement between the City of Prince George and the RCMP.

RCMP Strategic Needs Assessment.

Fire Training Centre - Initial Assessment Study.

Complete Housing Needs Study.

FOCC Contract Renewal and Expansion.

Establish Capital Planning Management Office (CPMO).

Create and finalize plans to replace the CN Centre roof, and Kopar Condenser.

Implement advanced technology for recreation bookings and scheduling.

Undertake a Council Orientation with newly-elected Council members.

Develop a communications policy and related administrative procedures and toolkits.

Develop an internal communication strategy to guide internal communications and improve service delivery.

Launch Module Two of the Indigenous Awareness Training Program.

Facilitate next steps, as directed by Council, in relation to the proposed Malaspina Daycare Project.

Host the 2022 World Women's Curling Championship.

Provide a successful BC Summer Games in Prince George utilizing City facilities and services.

Open the Canfor Leisure Pool.

Step Code Implementation (Step 1).

Continue to support actions of the Transit Future Plan to help reduce carbon emissions through increasing ridership.

2022 Capital Sidewalk Improvement Program.

Review and implement recommendation from the Community Recreation, Social Health and Well-being Service Delivery Plan.

Initiate Move Up Prince George advertising campaign to attract people to the City.

Complete Plaza Parkade elevator modernization.

Establish a Consultation Plan for the OCP review 2023.

Develop and implement a privacy management program.

In partnership with the Prince George Native Friendship, complete the Tsulh' Cho Daycare.

Work with Lheidli T'enneh First Nation for land sale, rezoning, subdivision and development of Daycare in the Park at Lheidli T'enneh Park.

## Removed from 2022/23 Corporate Work Plan

Negotiate ESS Service Agreement with EMBC.

Undertake a review of the Public Art Policy.

Support the implementation of a psychologically healthy workplace training.

Initiate Standards of Service for Bylaw Services.

Finalize and act on plan to meet Playhouse rigging replacement requirements.