

**General Operating Fund and General Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Corporate Management</b>								
REVENUE	(2,372)	0	0	0	0	0	0	0
EXPENDITURES	1,242,217	1,251,686	1,404,857	1,409,115	1,429,541	1,450,373	1,471,622	1,493,297
TRANSFERS	1,906	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>GENERAL OPERATING FUND</b>	<b>1,241,752</b>	<b>1,252,686</b>	<b>1,405,857</b>	<b>1,410,115</b>	<b>1,430,541</b>	<b>1,451,373</b>	<b>1,472,622</b>	<b>1,494,297</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Corporate Management</b>	<b>1,241,752</b>	<b>1,252,686</b>	<b>1,405,857</b>	<b>1,410,115</b>	<b>1,430,541</b>	<b>1,451,373</b>	<b>1,472,622</b>	<b>1,494,297</b>
<b>Strategic Initiatives &amp; Partn.</b>								
REVENUE	(444,290)	0	0	0	0	0	0	0
EXPENDITURES	1,135,819	665,155	752,558	1,176,682	1,188,377	1,200,306	1,212,474	1,224,884
TRANSFERS	52,791	(86,614)	(48,411)	3,850	3,850	3,850	3,850	3,850
<b>GENERAL OPERATING FUND</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</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 Strategic Initiatives &amp; Partn.</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</b>
<b>Fire</b>								
REVENUE	(1,717,162)	(1,583,060)	(1,581,750)	(1,599,300)	(1,614,750)	(1,633,750)	(1,649,800)	(1,666,011)
EXPENDITURES	18,092,074	17,724,328	18,293,135	18,855,956	19,219,279	19,589,865	19,967,865	20,353,424
TRANSFERS	1,046,198	911,350	1,042,000	1,095,400	1,095,400	1,095,400	1,095,400	1,095,400
<b>GENERAL OPERATING FUND</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</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 Fire</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</b>
<b>Police</b>								
REVENUE	(581,291)	(439,380)	(465,201)	(523,610)	(523,610)	(523,610)	(523,610)	(523,610)
EXPENDITURES	26,657,991	26,555,184	27,401,612	27,723,299	27,816,829	27,912,230	28,009,537	28,108,790
TRANSFERS	42	0	0	0	0	0	0	0
<b>GENERAL OPERATING FUND</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</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 Police</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</b>
<b>Community Services</b>								
REVENUE	(9,076,170)	(6,440,123)	(6,583,665)	(6,841,573)	(6,841,586)	(6,841,599)	(6,841,612)	(6,841,625)
EXPENDITURES	16,126,706	12,434,322	13,026,469	13,120,369	13,293,787	13,470,681	13,651,101	13,835,131
TRANSFERS	712,950	759,710	781,801	802,316	802,316	802,316	802,316	802,316
<b>GENERAL OPERATING FUND</b>	<b>7,763,486</b>	<b>6,753,909</b>	<b>7,224,605</b>	<b>7,081,112</b>	<b>7,254,517</b>	<b>7,431,398</b>	<b>7,611,805</b>	<b>7,795,822</b>
REVENUE	(106,954)	0	0	0	0	0	0	0
EXPENDITURES	1,161,177	953,134	1,094,368	911,325	920,733	930,330	940,121	950,107
TRANSFERS	(199,151)	(220,000)	0	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>855,072</b>	<b>733,134</b>	<b>1,094,368</b>	<b>911,325</b>	<b>920,733</b>	<b>930,330</b>	<b>940,121</b>	<b>950,107</b>
<b>Total Community Services</b>	<b>8,618,558</b>	<b>7,487,043</b>	<b>8,318,973</b>	<b>7,992,437</b>	<b>8,175,250</b>	<b>8,361,728</b>	<b>8,551,926</b>	<b>8,745,929</b>
<b>Planning and Development Serv</b>								
REVENUE	(8,533,529)	(8,236,756)	(7,986,731)	(8,241,380)	(8,241,380)	(8,241,380)	(8,241,380)	(8,241,380)
EXPENDITURES	11,834,514	11,959,075	12,032,279	12,473,190	12,565,480	12,659,616	12,755,634	12,853,575
TRANSFERS	988,325	1,020,536	1,029,443	1,015,309	1,006,056	996,617	986,991	977,171
<b>GENERAL OPERATING FUND</b>	<b>4,289,311</b>	<b>4,742,855</b>	<b>5,074,991</b>	<b>5,247,119</b>	<b>5,330,156</b>	<b>5,414,853</b>	<b>5,501,245</b>	<b>5,589,366</b>
REVENUE	(43,985)	0	0	0	0	0	0	0
EXPENDITURES	106,212	12,430	77,430	77,430	77,430	77,430	77,430	77,430
TRANSFERS	(62,840)	0	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(613)</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>
<b>Total Planning and Development Serv</b>	<b>4,288,698</b>	<b>4,755,285</b>	<b>5,087,421</b>	<b>5,259,549</b>	<b>5,342,586</b>	<b>5,427,283</b>	<b>5,513,675</b>	<b>5,601,796</b>

**General Operating Fund and General Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Service Agreements &amp; Grants</b>								
REVENUE	(425,440)	(417,100)	(417,100)	(407,887)	(407,887)	(407,887)	(407,887)	(407,887)
EXPENDITURES	4,360,310	4,360,310	4,010,401	4,112,070	4,112,070	4,112,070	4,112,070	4,112,070
<b>GENERAL OPERATING FUND</b>	<b>3,934,870</b>	<b>3,943,210</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</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>3,934,870</b>	<b>3,943,210</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>
<b>External Relations</b>								
EXPENDITURES	552,680	628,485	602,438	621,555	632,301	643,262	654,442	665,846
TRANSFERS	0	0	0	5,000	5,000	5,000	5,000	5,000
<b>GENERAL OPERATING FUND</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total External Relations</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>
<b>Engineering &amp; Public Works</b>								
REVENUE	(6,942,420)	(5,954,299)	(6,085,555)	(6,335,431)	(6,460,448)	(6,585,460)	(6,711,667)	(6,891,610)
EXPENDITURES	27,117,287	25,621,116	26,907,997	27,566,673	27,791,052	28,019,920	28,253,363	28,491,483
TRANSFERS	682,409	798,143	1,104,092	694,047	1,561,824	1,443,087	1,584,261	1,709,921
<b>GENERAL OPERATING FUND</b>	<b>20,857,275</b>	<b>20,464,960</b>	<b>21,926,534</b>	<b>21,925,289</b>	<b>22,892,428</b>	<b>22,877,547</b>	<b>23,125,957</b>	<b>23,309,794</b>
REVENUE	(266,419)	(10,500)	(10,500)	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
EXPENDITURES	5,584,087	3,580,360	3,816,797	3,543,616	3,587,529	3,632,326	3,678,019	3,724,623
TRANSFERS	223,070	(59,692)	145,633	901,075	899,797	898,492	897,161	895,805
<b>GENERAL ASSET MAINTENANCE</b>	<b>5,540,738</b>	<b>3,510,168</b>	<b>3,951,930</b>	<b>4,433,191</b>	<b>4,475,826</b>	<b>4,519,318</b>	<b>4,563,680</b>	<b>4,608,928</b>
<b>Total Engineering &amp; Public Works</b>	<b>26,398,013</b>	<b>23,975,128</b>	<b>25,878,464</b>	<b>26,358,480</b>	<b>27,368,254</b>	<b>27,396,865</b>	<b>27,689,637</b>	<b>27,918,722</b>
<b>Administrative Services</b>								
REVENUE	(193,747)	(142,420)	(135,110)	(114,340)	(114,340)	(114,340)	(114,340)	(114,340)
EXPENDITURES	6,667,476	6,823,401	7,032,310	7,282,274	7,367,782	7,455,001	7,543,961	7,634,702
TRANSFERS	21,014	25,150	17,350	22,150	22,150	22,150	22,150	22,150
<b>GENERAL OPERATING FUND</b>	<b>6,494,744</b>	<b>6,706,131</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,275,592</b>	<b>7,362,811</b>	<b>7,451,771</b>	<b>7,542,512</b>
EXPENDITURES	191,778	367,500	258,000	0	0	0	0	0
TRANSFERS	(191,778)	(367,500)	(258,000)	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Administrative Services</b>	<b>6,494,744</b>	<b>6,706,131</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,275,592</b>	<b>7,362,811</b>	<b>7,451,771</b>	<b>7,542,512</b>
<b>Human Resources</b>								
REVENUE	(135)	0	0	0	0	0	0	0
EXPENDITURES	2,662,544	2,747,779	2,759,324	2,800,672	2,841,235	2,882,609	2,924,811	2,967,856
TRANSFERS	52,484	6,100	6,000	6,000	6,000	6,000	6,000	6,000
<b>GENERAL OPERATING FUND</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Human Resources</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>
<b>Finance</b>								
REVENUE	(170,760,936)	(169,039,190)	(184,365,285)	(181,077,435)	(184,157,390)	(180,404,238)	(181,101,192)	(183,691,491)
EXPENDITURES	21,547,543	3,081,620	3,360,742	3,839,832	3,881,537	3,926,568	3,972,500	4,019,352
DEBT	13,202,121	14,302,744	15,482,980	16,772,614	18,615,657	13,078,301	12,716,023	14,296,172
TRANSFERS	42,097,006	60,661,748	70,620,020	63,741,583	63,102,868	63,976,042	63,839,117	63,698,564
<b>GENERAL OPERATING FUND</b>	<b>(93,914,266)</b>	<b>(90,993,078)</b>	<b>(94,901,543)</b>	<b>(96,723,406)</b>	<b>(98,557,328)</b>	<b>(99,423,327)</b>	<b>(100,573,552)</b>	<b>(101,677,403)</b>
TRANSFERS	(6,395,196)	(4,255,732)	(5,058,728)	(5,356,946)	(5,408,989)	(5,462,078)	(5,516,231)	(5,571,465)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(6,395,196)</b>	<b>(4,255,732)</b>	<b>(5,058,728)</b>	<b>(5,356,946)</b>	<b>(5,408,989)</b>	<b>(5,462,078)</b>	<b>(5,516,231)</b>	<b>(5,571,465)</b>
<b>Total Finance</b>	<b>(100,309,462)</b>	<b>(95,248,810)</b>	<b>(99,960,271)</b>	<b>(102,080,352)</b>	<b>(103,966,317)</b>	<b>(104,885,405)</b>	<b>(106,089,783)</b>	<b>(107,248,868)</b>
<b>Net City-Wide</b>	<b>(1,823,083)</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

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(204,473)	(126,400)	(197,363)	(210,706)	(210,706)	(210,706)	(210,706)	(210,706)
EXPENDITURES	970,827	339,433	360,467	372,151	373,788	375,458	377,162	378,901
DEBT	441,321	442,000	433,321	425,321	417,321	409,321	201,660	0
TRANSFERS	(1,207,675)	(655,033)	(596,425)	(586,766)	(580,403)	(574,073)	(368,116)	(168,195)
<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	45,051	67,880	88,804	38,623	38,795	38,970	39,150	39,332
TRANSFERS	(45,051)	(67,880)	(88,804)	(38,623)	(38,795)	(38,970)	(39,150)	(39,332)
<b>DISTRICT ENERGY ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer Operating Fund and Sewer Asset Maintenance**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(13,065,926)	(12,795,253)	(13,189,231)	(13,876,169)	(14,548,559)	(15,283,966)	(15,987,659)	(16,691,895)
EXPENDITURES	6,462,577	4,001,661	3,998,982	4,091,787	4,149,487	4,208,338	4,268,366	4,329,596
DEBT	308,793	307,394	319,737	424,990	447,658	460,599	446,001	262,120
TRANSFERS	6,294,556	8,486,198	8,870,512	9,359,392	9,951,414	10,615,029	11,273,292	12,100,179
<b>SEWER OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	1,377,555	2,313,282	2,234,726	2,042,138	2,068,875	2,096,148	2,123,966	2,152,343
TRANSFERS	(1,377,555)	(2,313,282)	(2,234,726)	(2,042,138)	(2,068,875)	(2,096,148)	(2,123,966)	(2,152,343)
<b>SEWER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Water Operating Fund and Water Asset Maintenance

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Engineering &amp; Public Works</b>								
REVENUE	(16,578,003)	(16,316,281)	(16,212,492)	(17,043,483)	(17,446,050)	(18,001,363)	(18,597,719)	(19,144,961)
EXPENDITURES	6,940,714	4,596,475	4,668,934	4,659,036	4,717,366	4,776,862	4,837,547	4,899,445
DEBT	1,320,014	1,325,219	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712
TRANSFERS	8,329,833	10,394,587	10,191,779	11,015,932	11,328,359	11,791,079	12,307,089	12,862,804
<b>WATER OPERATING FUND</b>	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	2,317,434	1,633,833	1,550,710	1,535,042	1,552,100	1,569,500	1,587,246	1,605,348
TRANSFERS	(2,317,434)	(1,633,833)	(1,550,710)	(1,535,042)	(1,552,100)	(1,569,500)	(1,587,246)	(1,605,348)
<b>WATER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Engineering &amp; Public Works</b>	<b>12,559</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>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Corporate Management Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Office of City Manager</b>								
REVENUE	(605)	0	0	0	0	0	0	0
EXPENDITURES	593,697	587,359	647,218	635,861	646,558	657,469	668,598	679,950
TRANSFERS	120	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total</b>	<b>593,212</b>	<b>588,359</b>	<b>648,218</b>	<b>636,861</b>	<b>647,558</b>	<b>658,469</b>	<b>669,598</b>	<b>680,950</b>
<b>Mayor &amp; Council</b>								
REVENUE	(1,767)	0	0	0	0	0	0	0
EXPENDITURES	648,520	664,327	757,639	773,254	782,983	792,904	803,024	813,347
TRANSFERS	1,786	0	0	0	0	0	0	0
<b>Total</b>	<b>648,539</b>	<b>664,327</b>	<b>757,639</b>	<b>773,254</b>	<b>782,983</b>	<b>792,904</b>	<b>803,024</b>	<b>813,347</b>
<b>GRAND TOTAL</b>	<b>1,241,752</b>	<b>1,252,686</b>	<b>1,405,857</b>	<b>1,410,115</b>	<b>1,430,541</b>	<b>1,451,373</b>	<b>1,472,622</b>	<b>1,494,297</b>

## Service Category Summary

### Office of City Manager

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Corporate Management	605	0	0	0	0
Events and Conferences	(1,210)	0	0	0	0
<b>Total Revenues</b>	<b>(605)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Corporate Management	593,582	584,359	644,218	632,861	(11,357)
Corp Mgmt - CN Centre Suite	115	3,000	3,000	3,000	0
<b>Total Expenditures</b>	<b>593,697</b>	<b>587,359</b>	<b>647,218</b>	<b>635,861</b>	<b>(11,357)</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	120	1,000	1,000	1,000	0
<b>Total Transfers</b>	<b>120</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</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>593,212</b>	<b>588,359</b>	<b>648,218</b>	<b>636,861</b>	<b>(11,357)</b>

## Service Category Summary

### Office of City Manager

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(605)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	504,682	479,359	546,218	534,861	(11,357)
Non-Salary Expenses	89,015	108,000	101,000	101,000	0
Total Expenditures	593,697	587,359	647,218	635,861	(11,357)
Debt	0	0	0	0	0
Transfers	120	1,000	1,000	1,000	0
Net Operations	593,212	588,359	648,218	636,861	(11,357)



## Service Category Summary

### Mayor & Council

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Legislative-Council	(1,767)	0	0	0	0
<b>Total Revenues</b>	<b>(1,767)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development Advocacy	12,096	40,010	40,000	40,000	0
Corporate Plan / Orientation	25,756	15,000	15,000	15,000	0
Legislative-Mayor	145,208	142,846	184,425	189,646	5,221
Crime Reduction Taskforce	1,382	0	0	0	0
Legislative-Council	411,768	398,971	428,714	439,108	10,394
Council - Krause	8,285	6,000	8,000	8,000	0
Council - Skakun	0	6,000	8,000	8,000	0
Council Committee	10,855	19,500	25,500	25,500	0
Council - Frizzell	5,474	6,000	8,000	8,000	0
Council - Koehler	3,233	6,000	0	0	0
Council - Everitt	8,022	6,000	8,000	8,000	0
Council - Merrick	5,287	6,000	0	0	0
Council - McConnachie	1,381	6,000	8,000	8,000	0
Council - Scott	9,423	6,000	8,000	8,000	0
Council - Ramsay	350	0	8,000	8,000	0
Council - Sampson	0	0	8,000	8,000	0
<b>Total Expenditures</b>	<b>648,520</b>	<b>664,327</b>	<b>757,639</b>	<b>773,254</b>	<b>15,615</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	344	0	0	0	0
Crime Reduction Taskforce	(1,382)	0	0	0	0
Legislative-Council	2,825	0	0	0	0
<b>Total Transfers</b>	<b>1,786</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>648,539</b>	<b>664,327</b>	<b>757,639</b>	<b>773,254</b>	<b>15,615</b>

## Service Category Summary

### Mayor & Council

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(1,767)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	396,110	394,057	470,739	486,364	15,625
Non-Salary Expenses	252,410	270,270	286,900	286,890	(10)
Total Expenditures	648,520	664,327	757,639	773,254	15,615
Debt	0	0	0	0	0
Transfers	1,786	0	0	0	0
Net Operations	648,539	664,327	757,639	773,254	15,615

**Strategic Initiatives & Partn. Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Strategic Initiatives &amp; Partn.</b>								
REVENUE	(444,290)	0	0	0	0	0	0	0
EXPENDITURES	1,135,819	665,155	752,558	1,176,682	1,188,377	1,200,306	1,212,474	1,224,884
TRANSFERS	52,791	(86,614)	(48,411)	3,850	3,850	3,850	3,850	3,850
<b>Total</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</b>
<b>GRAND TOTAL</b>	<b>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>1,192,227</b>	<b>1,204,156</b>	<b>1,216,324</b>	<b>1,228,734</b>

## Service Category Summary

### Strategic Initiatives & Partn.

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Social Planning/Coordination	(10,500)	0	0	0	0
NCPC Strengthening Families	(433,790)	0	0	0	0
<b>Total Revenues</b>	<b>(444,290)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
myPG Social Development Fund	500,069	359,150	359,150	500,000	140,850
Social Planning/Coordination	255,399	306,005	393,408	676,682	283,274
NCPC Strengthening Families	380,351	0	0	0	0
<b>Total Expenditures</b>	<b>1,135,819</b>	<b>665,155</b>	<b>752,558</b>	<b>1,176,682</b>	<b>424,124</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	(648)	(86,614)	(48,411)	3,850	52,261
NCPC Strengthening Families	53,439	0	0	0	0
<b>Total Transfers</b>	<b>52,791</b>	<b>(86,614)</b>	<b>(48,411)</b>	<b>3,850</b>	<b>52,261</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>744,320</b>	<b>578,541</b>	<b>704,147</b>	<b>1,180,532</b>	<b>476,385</b>

## Service Category Summary

### Strategic Initiatives & Partn.

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(444,290)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	214,102	239,915	264,208	584,744	320,536
Non-Salary Expenses	921,717	425,240	488,350	591,938	103,588
Total Expenditures	1,135,819	665,155	752,558	1,176,682	424,124
Debt	0	0	0	0	0
Transfers	52,791	(86,614)	(48,411)	3,850	52,261
Net Operations	744,320	578,541	704,147	1,180,532	476,385



## Fire Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
Fire Protection								
REVENUE	(1,717,162)	(1,583,060)	(1,581,750)	(1,599,300)	(1,614,750)	(1,633,750)	(1,649,800)	(1,666,011)
EXPENDITURES	18,092,074	17,724,328	18,293,135	18,855,956	19,219,279	19,589,865	19,967,865	20,353,424
TRANSFERS	1,046,198	911,350	1,042,000	1,095,400	1,095,400	1,095,400	1,095,400	1,095,400
<b>Total</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</b>
<b>GRAND TOTAL</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,699,929</b>	<b>19,051,515</b>	<b>19,413,465</b>	<b>19,782,813</b>

## Service Category Summary

### Fire Protection

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Fire Dept - Headquarters	(1,075)	(750)	(750)	(750)	0
Fire Prevention/Investigation	(19,580)	(15,000)	(15,000)	(15,000)	0
Fire Halls	(3,226)	(4,310)	(3,000)	(3,000)	0
Fire Opr Comm Centre	(1,555,000)	(1,555,000)	(1,555,000)	(1,570,550)	(15,550)
Fire Suppress Operations	(123,463)	0	0	0	0
Fire Equip - High Angle Rescue	(14,819)	(8,000)	(8,000)	(10,000)	(2,000)
<b>Total Revenues</b>	<b>(1,717,162)</b>	<b>(1,583,060)</b>	<b>(1,581,750)</b>	<b>(1,599,300)</b>	<b>(17,550)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	1,825,004	1,876,882	1,955,997	2,030,150	74,153
Fire Dept - Recruitment	894	10,000	10,000	10,000	0
Fire Prevention/Investigation	27,546	36,470	36,470	36,480	10
Fire Communications	23,575	23,000	43,000	43,000	0
Fire Halls	97,770	54,760	54,760	54,780	20
Fire Opr Comm Centre	1,562,028	1,585,556	1,512,968	1,609,744	96,776
Fire Suppress Operations	14,283,958	13,952,890	14,541,190	14,933,062	391,872
Fire Fighting Fleet	227,063	138,770	112,750	112,740	(10)
Fire Equip - Radios	25,410	20,000	0	0	0
Fire Equip - High Angle Rescue	8,703	11,000	11,000	11,000	0
Fire - Confined Space	10,122	15,000	15,000	15,000	0
<b>Total Expenditures</b>	<b>18,092,074</b>	<b>17,724,328</b>	<b>18,293,135</b>	<b>18,855,956</b>	<b>562,821</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Dept - Headquarters	3,006	0	0	2,500	2,500
Fire Suppress Operations	107,377	0	0	0	0
Fire Fighting Fleet	935,426	911,350	1,042,000	1,092,900	50,900
Fire Equip - High Angle Rescue	222	0	0	0	0
Fire - Confined Space	167	0	0	0	0
<b>Total Transfers</b>	<b>1,046,198</b>	<b>911,350</b>	<b>1,042,000</b>	<b>1,095,400</b>	<b>53,400</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>17,421,110</b>	<b>17,052,618</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>598,671</b>

## Service Category Summary

### Fire Protection

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(1,717,162)	(1,583,060)	(1,581,750)	(1,599,300)	(17,550)
Expenditures					
Salary & Wages (including Benefits)	17,140,265	17,014,498	17,603,295	18,166,076	562,781
Non-Salary Expenses	951,809	709,830	689,840	689,880	40
Total Expenditures	18,092,074	17,724,328	18,293,135	18,855,956	562,821
Debt	0	0	0	0	0
Transfers	1,046,198	911,350	1,042,000	1,095,400	53,400
Net Operations	17,421,110	17,052,618	17,753,385	18,352,056	598,671



**Police Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(581,291)	(439,380)	(465,201)	(523,610)	(523,610)	(523,610)	(523,610)	(523,610)
EXPENDITURES	26,657,991	26,555,184	27,401,612	27,723,299	27,816,829	27,912,230	28,009,537	28,108,790
TRANSFERS	42	0	0	0	0	0	0	0
<b>Total</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</b>
<b>GRAND TOTAL</b>	<b>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>27,293,219</b>	<b>27,388,620</b>	<b>27,485,927</b>	<b>27,585,180</b>

## Service Category Summary

### Police Protection

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Police Operations	(443,628)	(326,280)	(326,290)	(401,290)	(75,000)
Police Progr - Victim Services	(86,196)	(73,100)	(78,911)	(82,320)	(3,409)
Custody of Prisoners	(51,467)	(40,000)	(60,000)	(40,000)	20,000
<b>Total Revenues</b>	<b>(581,291)</b>	<b>(439,380)</b>	<b>(465,201)</b>	<b>(523,610)</b>	<b>(58,409)</b>
<b>Expenditures</b>					
Police Contract	21,887,493	22,043,218	22,635,703	22,863,780	228,077
Police Operations	3,869,722	3,648,386	3,794,293	3,869,263	74,970
Police Progr-CPAC-Storefront	172,243	148,269	165,719	168,592	2,873
Police Progr - Victim Services	181,663	167,125	171,898	174,667	2,769
Custody of Prisoners	546,870	548,186	633,999	646,997	12,998
<b>Total Expenditures</b>	<b>26,657,991</b>	<b>26,555,184</b>	<b>27,401,612</b>	<b>27,723,299</b>	<b>321,687</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 Progr-CPAC-Storefront	42	0	0	0	0
<b>Total Transfers</b>	<b>42</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>26,076,742</b>	<b>26,115,804</b>	<b>26,936,411</b>	<b>27,199,689</b>	<b>263,278</b>

## Service Category Summary

### Police Protection

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(581,291)	(439,380)	(465,201)	(523,610)	(58,409)
Expenditures					
Salary & Wages (including Benefits)	4,449,161	4,263,836	4,582,839	4,676,449	93,610
Non-Salary Expenses	22,208,830	22,291,348	22,818,773	23,046,850	228,077
Total Expenditures	26,657,991	26,555,184	27,401,612	27,723,299	321,687
Debt	0	0	0	0	0
Transfers	42	0	0	0	0
Net Operations	26,076,742	26,115,804	26,936,411	27,199,689	263,278

### Community Services Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Emergency Measures</b>								
REVENUE	(1,017,146)	0	0	0	0	0	0	0
EXPENDITURES	1,334,774	146,494	216,805	322,269	327,872	333,588	339,418	345,364
TRANSFERS	141,777	0	0	16,000	16,000	16,000	16,000	16,000
<b>Total</b>	<b>459,404</b>	<b>146,494</b>	<b>216,805</b>	<b>338,269</b>	<b>343,872</b>	<b>349,588</b>	<b>355,418</b>	<b>361,364</b>
<b>Aquatics</b>								
REVENUE	(1,892,782)	(1,900,796)	(1,914,619)	(1,951,780)	(1,951,780)	(1,951,780)	(1,951,780)	(1,951,780)
EXPENDITURES	4,780,387	4,378,164	4,399,418	4,439,857	4,510,461	4,582,477	4,655,935	4,730,862
TRANSFERS	152,484	147,013	313,144	312,684	312,684	312,684	312,684	312,684
<b>Total</b>	<b>3,040,089</b>	<b>2,624,381</b>	<b>2,797,943</b>	<b>2,800,761</b>	<b>2,871,365</b>	<b>2,943,381</b>	<b>3,016,839</b>	<b>3,091,766</b>
<b>Events &amp; Civic Centre</b>								
REVENUE	(1,379,197)	(1,340,370)	(1,338,720)	(1,450,550)	(1,450,550)	(1,450,550)	(1,450,550)	(1,450,550)
EXPENDITURES	2,013,855	1,898,111	1,939,941	1,957,878	1,976,260	1,995,010	2,014,134	2,033,641
TRANSFERS	78,497	109,226	103,883	101,182	101,182	101,182	101,182	101,182
<b>Total</b>	<b>713,155</b>	<b>666,967</b>	<b>705,104</b>	<b>608,510</b>	<b>626,892</b>	<b>645,642</b>	<b>664,766</b>	<b>684,273</b>
<b>Community Partnerships</b>								
REVENUE	(55,422)	(29,830)	(29,830)	(29,830)	(29,830)	(29,830)	(29,830)	(29,830)
EXPENDITURES	1,439,475	1,378,592	1,491,902	1,265,531	1,279,194	1,293,131	1,307,346	1,321,844
TRANSFERS	(53,667)	6,080	1,900	2,050	2,050	2,050	2,050	2,050
<b>Total</b>	<b>1,330,386</b>	<b>1,354,842</b>	<b>1,463,972</b>	<b>1,237,751</b>	<b>1,251,414</b>	<b>1,265,351</b>	<b>1,279,566</b>	<b>1,294,064</b>
<b>Exhibition Park &amp; Comm Arenas</b>								
REVENUE	(4,838,577)	(3,169,127)	(3,300,496)	(3,409,413)	(3,409,426)	(3,409,439)	(3,409,452)	(3,409,465)
EXPENDITURES	7,719,392	5,586,095	6,072,771	6,046,159	6,120,733	6,196,805	6,274,389	6,353,527
TRANSFERS	194,708	277,391	362,874	370,400	370,400	370,400	370,400	370,400
<b>Total</b>	<b>3,075,523</b>	<b>2,694,359</b>	<b>3,135,149</b>	<b>3,007,146</b>	<b>3,081,707</b>	<b>3,157,766</b>	<b>3,235,337</b>	<b>3,314,462</b>
<b>GRAND TOTAL</b>	<b>8,618,558</b>	<b>7,487,043</b>	<b>8,318,973</b>	<b>7,992,437</b>	<b>8,175,250</b>	<b>8,361,728</b>	<b>8,551,926</b>	<b>8,745,929</b>

## Service Category Summary

### Emergency Measures

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Emergency Fire Response	(984,458)	0	0	0	0
Emergency Flood Response	(32,689)	0	0	0	0
<b>Total Revenues</b>	<b>(1,017,146)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	84,150	146,494	216,805	322,269	105,464
Emergency Fire Response	1,196,076	0	0	0	0
Emergency Flood Response	54,547	0	0	0	0
<b>Total Expenditures</b>	<b>1,334,774</b>	<b>146,494</b>	<b>216,805</b>	<b>322,269</b>	<b>105,464</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	874	0	0	16,000	16,000
Emergency Fire Response	138,995	0	0	0	0
Emergency Flood Response	1,908	0	0	0	0
<b>Total Transfers</b>	<b>141,777</b>	<b>0</b>	<b>0</b>	<b>16,000</b>	<b>16,000</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>459,404</b>	<b>146,494</b>	<b>216,805</b>	<b>338,269</b>	<b>121,464</b>

## Service Category Summary

### Emergency Measures

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(1,017,146)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	1,090,155	134,394	174,715	280,179	105,464
Non-Salary Expenses	244,620	12,100	42,090	42,090	0
Total Expenditures	1,334,774	146,494	216,805	322,269	105,464
Debt	0	0	0	0	0
Transfers	141,777	0	0	16,000	16,000
Net Operations	459,404	146,494	216,805	338,269	121,464

## Service Category Summary

### Aquatics

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
PGAC - Building Operations	(1,272,289)	(1,264,043)	(1,268,970)	(1,306,130)	(37,160)
FSLP - Building Operations	(594,912)	(636,753)	(645,649)	(645,650)	(1)
<b>Total Revenues</b>	<b>(1,867,201)</b>	<b>(1,900,796)</b>	<b>(1,914,619)</b>	<b>(1,951,780)</b>	<b>(37,161)</b>
<b>Expenditures</b>					
PGAC - Building Operations	2,841,258	2,588,535	2,743,201	2,815,385	72,184
PGAC - Aquatics Store	(961)	0	0	0	0
FSLP - Building Operations	1,560,613	1,496,625	1,515,923	1,484,788	(31,135)
<b>Total Expenditures</b>	<b>4,400,909</b>	<b>4,085,160</b>	<b>4,259,124</b>	<b>4,300,173</b>	<b>41,049</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	96,181	90,957	96,764	100,280	3,516
FSLP - Building Operations	206,038	211,556	216,380	212,404	(3,976)
<b>Total Transfers</b>	<b>302,218</b>	<b>302,513</b>	<b>313,144</b>	<b>312,684</b>	<b>(460)</b>
<b>Revenues - Asset Maintenance</b>					
PGAC - Building Operations AM	(25,581)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(25,581)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
AQC-Chlorine Auto Shut-Off	22,944	24,000	0	0	0
AQC-Structural Repairs	64,773	66,500	0	0	0
AQC-Replace Pumps, Valves, Fla	63,039	65,000	0	0	0
PGAC - Building Operations AM	191,491	83,546	86,392	86,167	(225)
FSLP - Building Operations AM	37,230	53,958	53,902	53,517	(385)
<b>Total Expenditures - Asset Maintenance</b>	<b>379,478</b>	<b>293,004</b>	<b>140,294</b>	<b>139,684</b>	<b>(610)</b>
<b>Transfers - Asset Maintenance</b>					
AQC-Chlorine Auto Shut-Off	(22,944)	(24,000)	0	0	0
AQC-Structural Repairs	(64,773)	(66,500)	0	0	0
AQC-Replace Pumps, Valves, Fla	(63,039)	(65,000)	0	0	0
PGAC - Building Operations AM	909	0	0	0	0
FSLP - Building Operations AM	114	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(149,734)</b>	<b>(155,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,040,089</b>	<b>2,624,381</b>	<b>2,797,943</b>	<b>2,800,761</b>	<b>2,818</b>

## Service Category Summary

### Aquatics

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(1,892,782)	(1,900,796)	(1,914,619)	(1,951,780)	(37,161)
Expenditures					
Salary & Wages (including Benefits)	3,698,814	3,426,408	3,574,391	3,530,238	(44,153)
Non-Salary Expenses	1,081,573	951,756	825,027	909,619	84,592
Total Expenditures	4,780,387	4,378,164	4,399,418	4,439,857	40,439
Debt	0	0	0	0	0
Transfers	152,484	147,013	313,144	312,684	(460)
Net Operations	3,040,089	2,624,381	2,797,943	2,800,761	2,818



## Service Category Summary

### Events & Civic Centre

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Civic Centre Event Services	(395,328)	(417,370)	(415,720)	(428,200)	(12,480)
Civic Centre - Food Beverage	(35,221)	(33,000)	(33,000)	(32,360)	640
Civic Centre - Food Serv Contr	(947,956)	(890,000)	(890,000)	(989,990)	(99,990)
Civic Ctr-Beverage Serv Contr	(692)	0	0	0	0
<b>Total Revenues</b>	<b>(1,379,197)</b>	<b>(1,340,370)</b>	<b>(1,338,720)</b>	<b>(1,450,550)</b>	<b>(111,830)</b>
<b>Expenditures</b>					
Seniors - Recreation	680	2,400	2,472	2,470	(2)
Civic Centre-Rental Subsidies	2,790	2,790	2,874	2,870	(4)
Civic Centre Bldg Mtce - Oper	536,967	521,217	543,595	550,343	6,748
Event Hosting Services	4,143	5,000	5,000	5,000	0
Civic Centre Event Services	575,506	512,949	531,414	542,492	11,078
Civic Centre - Marketing	27,004	25,010	25,010	25,020	10
Civic Centre - Food Beverage	35,221	33,000	33,000	32,360	(640)
Civic Centre - Programs	7,571	3,000	3,000	3,010	10
Civic Centre - Food Serv Contr	759,472	738,700	738,700	738,700	0
<b>Total Expenditures</b>	<b>1,949,354</b>	<b>1,844,066</b>	<b>1,885,065</b>	<b>1,902,265</b>	<b>17,200</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	1,778	1,940	2,000	2,000	0
Civic Centre Bldg Mtce - Oper	130,835	122,436	115,533	120,882	5,349
Civic Centre Event Services	(56,103)	(15,150)	(13,650)	(21,700)	(8,050)
Civic Centre - Programs	2,176	0	0	0	0
<b>Total Transfers</b>	<b>78,686</b>	<b>109,226</b>	<b>103,883</b>	<b>101,182</b>	<b>(2,701)</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>					
Civic Centre-Recommission HVAC	189	0	0	0	0
Civic Centre Bldg Mtce AM	64,312	54,045	54,876	55,613	737
<b>Total Expenditures - Asset Maintenance</b>	<b>64,501</b>	<b>54,045</b>	<b>54,876</b>	<b>55,613</b>	<b>737</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre-Recommission HVAC	(189)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(189)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>713,155</b>	<b>666,967</b>	<b>705,104</b>	<b>608,510</b>	<b>(96,594)</b>

## Service Category Summary

### Events & Civic Centre

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(1,379,197)	(1,340,370)	(1,338,720)	(1,450,550)	(111,830)
Expenditures					
Salary & Wages (including Benefits)	832,961	874,396	903,774	919,111	15,337
Non-Salary Expenses	1,180,894	1,023,715	1,036,167	1,038,767	2,600
Total Expenditures	2,013,855	1,898,111	1,939,941	1,957,878	17,937
Debt	0	0	0	0	0
Transfers	78,497	109,226	103,883	101,182	(2,701)
Net Operations	713,155	666,967	705,104	608,510	(96,594)

## Service Category Summary

### Community Partnerships

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Active Living & Healthy Eating	(1,554)	0	0	0	0
Community Street Banners	(10,000)	0	0	0	0
Event Hosting - Entertainment	(4,943)	0	0	0	0
Pine Valley Golf - Operations	(762)	(1,700)	(1,700)	(1,700)	0
Active Living Guide	(18,892)	(22,940)	(22,940)	(22,940)	0
Community Partnerships Ops.	(19,272)	(5,190)	(5,190)	(5,190)	0
<b>Total Revenues</b>	<b>(55,422)</b>	<b>(29,830)</b>	<b>(29,830)</b>	<b>(29,830)</b>	<b>0</b>
<b>Expenditures</b>					
Scholarships & Bursaries	3,500	3,500	3,500	3,500	0
Volunteer Grants	11,300	11,300	11,300	11,300	0
Active Living & Healthy Eating	6,422	5,000	5,000	5,000	0
Community Enhancement Grants	22,813	22,650	16,000	16,000	0
Community Street Banners	34,944	25,000	25,000	25,000	0
Community Heritage	7,074	6,990	6,990	7,000	10
Community Flower Baskets	51,048	51,250	57,850	57,850	0
Event Hosting - Entertainment	54,845	35,100	41,127	41,130	3
Pine Valley Golf - Operations	2,153	3,520	3,520	3,520	0
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Sport Event Grants	40,217	0	3,591	3,691	100
Active Living Guide	28,133	27,310	27,310	27,310	0
Community Partnerships Ops.	51,396	41,800	42,312	40,489	(1,823)
Community Partnerships Admin.	825,632	845,172	948,402	723,741	(224,661)
<b>Total Expenditures</b>	<b>1,439,475</b>	<b>1,378,592</b>	<b>1,491,902</b>	<b>1,265,531</b>	<b>(226,371)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Active Living & Healthy Eating	168	0	0	0	0
Community Heritage	143	0	0	0	0
Event Hosting - Entertainment	(10,928)	0	2,500	2,500	0
Sport Event Grants	(40,217)	0	0	0	0
Active Living Guide	(8,031)	(3,500)	(6,600)	(6,950)	(350)
Community Partnerships Ops.	5,198	8,000	6,000	6,500	500
Community Partnerships Admin.	0	1,580	0	0	0
<b>Total Transfers</b>	<b>(53,667)</b>	<b>6,080</b>	<b>1,900</b>	<b>2,050</b>	<b>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>1,330,386</b>	<b>1,354,842</b>	<b>1,463,972</b>	<b>1,237,751</b>	<b>(226,221)</b>

## Service Category Summary

### Community Partnerships

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(55,422)	(29,830)	(29,830)	(29,830)	0
Expenditures					
Salary & Wages (including Benefits)	779,833	788,172	816,402	683,150	(133,252)
Non-Salary Expenses	659,642	590,420	675,500	582,381	(93,119)
Total Expenditures	1,439,475	1,378,592	1,491,902	1,265,531	(226,371)
Debt	0	0	0	0	0
Transfers	(53,667)	6,080	1,900	2,050	150
Net Operations	1,330,386	1,354,842	1,463,972	1,237,751	(226,221)

## Service Category Summary

### Exhibition Park & Comm Arenas

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Ice Oval	(375)	0	0	0	0
Prince George Playhouse	(28,992)	(14,640)	(20,000)	(20,600)	(600)
Comm Arenas - Administration	20	0	0	0	0
Adult Summer Hockey Programs	(25,210)	(31,470)	(32,414)	(32,410)	4
Skating Programs	0	(3,500)	(3,500)	(3,500)	0
Drop in Hockey Programs	(3,973)	(10,490)	(10,805)	(5,000)	5,805
Livestock Arenas - Operating	(38,617)	(31,758)	(31,750)	(35,860)	(4,110)
Exhibition Grounds-Operations	(17,329)	(21,280)	(21,918)	(22,580)	(662)
BC Northern Exhibition	(1,908)	(2,500)	(2,500)	(2,440)	60
Exhibition Sports Ctr - Opr	(52,528)	(42,409)	(43,977)	(45,043)	(1,066)
Coliseum - Operations	(276,227)	(315,450)	(324,867)	(324,870)	(3)
Kin Centre - Operations	(916,031)	(866,400)	(887,380)	(917,670)	(30,290)
Elksentre - Operations	(319,076)	(319,900)	(329,490)	(329,490)	0
CN Centre - Bldg Operations	(170)	0	0	0	0
CN Centre - Sales & Marketing	(58,817)	(91,000)	(91,000)	(66,000)	25,000
CN Centre - Cougar Operations	(454,332)	(371,970)	(375,755)	(450,760)	(75,005)
CN Centre - Show Operations	(2,395,381)	(896,010)	(1,019,140)	(1,044,080)	(24,940)
CN Centre - Recr Use Oper	(168,259)	(150,350)	(106,000)	(109,110)	(3,110)
<b>Total Revenues</b>	<b>(4,757,204)</b>	<b>(3,169,127)</b>	<b>(3,300,496)</b>	<b>(3,409,413)</b>	<b>(108,917)</b>
<b>Expenditures</b>					
Ice Oval	15,275	14,500	14,500	14,500	0
Prince George Playhouse	53,706	45,632	50,508	50,976	468
Comm Arenas - Administration	334,565	302,025	313,477	417,340	103,863
Adult Summer Hockey Programs	9,492	12,000	12,000	12,000	0
Skating Programs	747	3,500	3,500	3,500	0
Drop in Hockey Programs	0	3,000	3,000	3,000	0
Livestock Arenas - Operating	28,241	28,180	30,074	30,724	650
Exhibition Grounds-Operations	18,803	17,856	17,938	18,246	308
BC Northern Exhibition	814	1,000	1,000	1,000	0
Exhibition Sports Ctr - Opr	36,357	36,409	37,665	38,510	845
Coliseum - Operations	582,760	595,861	604,672	643,750	39,078
Kin Centre - Operations	977,999	860,771	859,876	891,031	31,155
Elksentre - Operations	437,124	343,443	403,120	374,590	(28,530)
CN Centre - Bldg Operations	1,399,877	1,076,900	1,157,165	1,160,112	2,947
CN Centre - Sales & Marketing	44,130	33,900	33,910	33,900	(10)
CN Centre - Cougar Operations	372,955	331,031	336,012	338,571	2,559
CN Centre - Show Operations	2,066,702	689,678	694,425	684,958	(9,467)
Police Station Cleaning	235,451	227,881	234,398	241,461	7,063
City Hall Bldg Cleaning	264,041	218,279	224,378	227,887	3,509
18th Ave Admin Bldg Cleaning	54,705	72,132	74,156	75,329	1,173
18th Ave Yard Cleaning	68,451	66,032	67,799	68,746	947
<b>Total Expenditures</b>	<b>7,002,194</b>	<b>4,980,010</b>	<b>5,173,573</b>	<b>5,330,131</b>	<b>156,558</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Exhibition Park & Comm Arenas

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Transfers</b>					
Ice Oval	100	100	100	0	(100)
Prince George Playhouse	5,596	4,839	5,638	5,835	197
Comm Arenas - Administration	(44)	0	0	0	0
Livestock Arenas - Operating	10,274	5,530	8,160	8,446	286
Exhibition Grounds-Operations	0	200	0	0	0
Exhibition Sports Ctr - Opr	6,224	6,000	6,312	6,533	221
Coliseum - Operations	75,126	89,022	91,511	102,979	11,468
Kin Centre - Operations	6,467	111,500	111,343	101,325	(10,018)
Elksentre - Operations	36,289	36,800	36,898	38,396	1,498
CN Centre - Bldg Operations	103,681	87,400	102,412	106,386	3,974
CN Centre - Show Operations	500	500	500	500	0
CN Centre - Recr Use Oper	(278)	0	0	0	0
<b>Total Transfers</b>	<b>243,936</b>	<b>341,891</b>	<b>362,874</b>	<b>370,400</b>	<b>7,526</b>
<b>Revenues - Asset Maintenance</b>					
Elksentre-Replace Skate Floor	(25,554)	0	0	0	0
Coliseum - Operations AM	(38,983)	0	0	0	0
Kin Centre - Operations AM	(15,658)	0	0	0	0
CN Centre - Bldg Operations AM	(1,179)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(81,374)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Elksentre-Replace Skate Floor	67,794	52,000	0	0	0
CN-Replace Office Flooring	8,456	12,500	0	0	0
Prince George Playhouse AM	12,563	3,665	3,747	3,786	39
Livestock Arenas-Operating AM	9,832	1,736	1,760	1,775	15
Exhibition Grounds - Opr AM	5,193	6,797	6,970	7,072	102
Exhibition Sports Ctr - Opr AM	8,884	3,100	3,155	3,189	34
Coliseum - Operations AM	108,860	75,433	162,626	98,593	(64,033)
Kin Centre - Operations AM	222,496	159,168	242,077	234,757	(7,320)
Elksentre - Operations AM	68,993	56,916	149,743	86,637	(63,106)
CN Centre - Bldg Operations AM	204,127	234,770	329,120	280,219	(48,901)
<b>Total Expenditures - Asset Maintenance</b>	<b>717,198</b>	<b>606,085</b>	<b>899,198</b>	<b>716,028</b>	<b>(183,170)</b>
<b>Transfers - Asset Maintenance</b>					
Elksentre-Replace Skate Floor	(42,240)	(52,000)	0	0	0
CN-Replace Office Flooring	(8,456)	(12,500)	0	0	0
Coliseum - Operations AM	696	0	0	0	0
CN Centre - Bldg Operations AM	772	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(49,228)</b>	<b>(64,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,075,523</b>	<b>2,694,359</b>	<b>3,135,149</b>	<b>3,007,146</b>	<b>(128,003)</b>

## Service Category Summary

### Exhibition Park & Comm Arenas

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(4,838,577)	(3,169,127)	(3,300,496)	(3,409,413)	(108,917)
Expenditures					
Salary & Wages (including Benefits)	3,767,381	3,478,487	3,583,769	3,728,778	145,009
Non-Salary Expenses	3,952,011	2,107,608	2,489,002	2,317,381	(171,621)
Total Expenditures	7,719,392	5,586,095	6,072,771	6,046,159	(26,612)
Debt	0	0	0	0	0
Transfers	194,708	277,391	362,874	370,400	7,526
Net Operations	3,075,523	2,694,359	3,135,149	3,007,146	(128,003)

### Planning and Development Serv Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Bylaw Enforcement</b>								
REVENUE	(712,698)	(649,000)	(706,500)	(745,490)	(745,490)	(745,490)	(745,490)	(745,490)
EXPENDITURES	1,923,266	1,854,578	1,964,758	1,995,394	2,025,159	2,055,519	2,086,486	2,118,074
TRANSFERS	128,166	125,340	137,325	133,923	133,923	133,923	133,923	133,923
<b>Total</b>	<b>1,338,734</b>	<b>1,330,918</b>	<b>1,395,583</b>	<b>1,383,827</b>	<b>1,413,592</b>	<b>1,443,952</b>	<b>1,474,919</b>	<b>1,506,507</b>
<b>Dev Planning and Admin</b>								
REVENUE	(5,897,295)	(5,515,620)	(5,258,961)	(5,489,090)	(5,489,090)	(5,489,090)	(5,489,090)	(5,489,090)
EXPENDITURES	8,027,045	8,225,392	8,111,645	8,556,436	8,600,093	8,644,622	8,690,043	8,736,372
TRANSFERS	128,278	8,000	19,200	24,000	24,000	24,000	24,000	24,000
<b>Total</b>	<b>2,258,028</b>	<b>2,717,772</b>	<b>2,871,884</b>	<b>3,091,346</b>	<b>3,135,003</b>	<b>3,179,532</b>	<b>3,224,953</b>	<b>3,271,282</b>
<b>Economic Development</b>								
REVENUE	(183,985)	(99,916)	(55,800)	(42,800)	(42,800)	(42,800)	(42,800)	(42,800)
EXPENDITURES	875,505	793,367	875,754	827,176	836,791	846,599	856,603	866,807
TRANSFERS	415	0	0	0	0	0	0	0
<b>Total</b>	<b>691,936</b>	<b>693,451</b>	<b>819,954</b>	<b>784,376</b>	<b>793,991</b>	<b>803,799</b>	<b>813,803</b>	<b>824,007</b>
<b>Off-Street Parking</b>								
REVENUE	(1,783,536)	(1,972,220)	(1,965,470)	(1,964,000)	(1,964,000)	(1,964,000)	(1,964,000)	(1,964,000)
EXPENDITURES	1,114,910	1,098,168	1,157,552	1,171,614	1,180,867	1,190,306	1,199,932	1,209,752
TRANSFERS	668,626	887,196	807,918	792,386	783,133	773,694	764,068	754,248
<b>Total</b>	<b>0</b>	<b>13,144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>4,288,698</b>	<b>4,755,285</b>	<b>5,087,421</b>	<b>5,259,549</b>	<b>5,342,586</b>	<b>5,427,283</b>	<b>5,513,675</b>	<b>5,601,796</b>



## Service Category Summary

### Bylaw Enforcement

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Parking Oper - Traffic Control	(359,024)	(381,500)	(381,500)	(381,500)	0
Animal/SPCA Operations	(240,524)	(237,500)	(300,000)	(309,000)	(9,000)
Enforcement	0	(10,000)	(5,000)	(4,990)	10
Bylaw Admin Operations	(113,150)	(20,000)	(20,000)	(50,000)	(30,000)
<b>Total Revenues</b>	<b>(712,698)</b>	<b>(649,000)</b>	<b>(706,500)</b>	<b>(745,490)</b>	<b>(38,990)</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	328,817	405,077	413,195	417,871	4,676
Animal/SPCA Operations	617,008	563,906	573,491	578,732	5,241
Enforcement	609,573	590,238	673,330	684,005	10,675
Bylaw Admin Operations	367,868	295,357	304,742	314,786	10,044
<b>Total Expenditures</b>	<b>1,923,266</b>	<b>1,854,578</b>	<b>1,964,758</b>	<b>1,995,394</b>	<b>30,636</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	17,119	15,600	20,550	21,600	1,050
Plaza Parkade Office Space	12,750	12,750	12,750	0	(12,750)
Animal/SPCA Operations	51,738	56,790	56,725	56,623	(102)
Enforcement	46,558	40,200	47,300	55,700	8,400
<b>Total Transfers</b>	<b>128,166</b>	<b>125,340</b>	<b>137,325</b>	<b>133,923</b>	<b>(3,402)</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>1,338,734</b>	<b>1,330,918</b>	<b>1,395,583</b>	<b>1,383,827</b>	<b>(11,756)</b>

## Service Category Summary

### Bylaw Enforcement

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(712,698)	(649,000)	(706,500)	(745,490)	(38,990)
Expenditures					
Salary & Wages (including Benefits)	1,338,727	1,347,406	1,457,568	1,488,244	30,676
Non-Salary Expenses	584,539	507,172	507,190	507,150	(40)
Total Expenditures	1,923,266	1,854,578	1,964,758	1,995,394	30,636
Debt	0	0	0	0	0
Transfers	128,166	125,340	137,325	133,923	(3,402)
Net Operations	1,338,734	1,330,918	1,395,583	1,383,827	(11,756)

## Service Category Summary

### Dev Planning and Admin

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Transit - BC Transit	(2,222,626)	(2,149,390)	(2,149,390)	(2,381,520)	(232,130)
Community Planning	(141,449)	(170,490)	(140,490)	(140,490)	0
Subdiv, Infra, Bldg Inspection	(1,587,247)	(1,317,900)	(1,511,750)	(1,511,750)	0
Business Licenses	(984,496)	(1,001,830)	(1,001,830)	(1,001,830)	0
Land Management Operations	(910,341)	(855,910)	(445,501)	(445,500)	1
Dev Serv Admin - Operations	(9,056)	(20,100)	(10,000)	(8,000)	2,000
<b>Total Revenues</b>	<b>(5,855,215)</b>	<b>(5,515,620)</b>	<b>(5,258,961)</b>	<b>(5,489,090)</b>	<b>(230,129)</b>
<b>Expenditures</b>					
Transit - BC Transit	5,399,042	5,354,213	5,356,946	5,915,260	558,314
Community Planning	591,200	630,198	679,377	532,702	(146,675)
Subdiv, Infra, Bldg Inspection	691,081	816,328	717,317	720,132	2,815
Land Management Operations	312,213	301,744	313,162	318,390	5,228
Dev Serv Admin - Operations	993,299	1,110,479	1,032,413	1,057,522	25,109
<b>Total Expenditures</b>	<b>7,986,835</b>	<b>8,212,962</b>	<b>8,099,215</b>	<b>8,544,006</b>	<b>444,791</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	(59)	0	0	0	0
Subdiv, Infra, Bldg Inspection	126,895	0	19,200	24,000	4,800
Business Licenses	0	18,000	0	0	0
Land Management Operations	0	(10,000)	0	0	0
Dev Serv Admin - Operations	185	0	0	0	0
<b>Total Transfers</b>	<b>127,022</b>	<b>8,000</b>	<b>19,200</b>	<b>24,000</b>	<b>4,800</b>
<b>Revenues - Asset Maintenance</b>					
Transit - BC Transit AM	(42,080)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(42,080)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Transit - BC Transit AM	40,211	12,430	12,430	12,430	0
<b>Total Expenditures - Asset Maintenance</b>	<b>40,211</b>	<b>12,430</b>	<b>12,430</b>	<b>12,430</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Transit - BC Transit AM	1,256	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>1,256</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,258,028</b>	<b>2,717,772</b>	<b>2,871,884</b>	<b>3,091,346</b>	<b>219,462</b>

## Service Category Summary

### Dev Planning and Admin

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(5,897,295)	(5,515,620)	(5,258,961)	(5,489,090)	(230,129)
Expenditures					
Salary & Wages (including Benefits)	2,251,871	2,500,902	2,386,905	2,182,806	(204,099)
Non-Salary Expenses	5,775,174	5,724,490	5,724,740	6,373,630	648,890
Total Expenditures	8,027,045	8,225,392	8,111,645	8,556,436	444,791
Debt	0	0	0	0	0
Transfers	128,278	8,000	19,200	24,000	4,800
Net Operations	2,258,028	2,717,772	2,871,884	3,091,346	219,462

## Service Category Summary

### Economic Development

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Economic Development	(183,985)	(99,916)	(55,800)	(42,800)	13,000
<b>Total Revenues</b>	<b>(183,985)</b>	<b>(99,916)</b>	<b>(55,800)</b>	<b>(42,800)</b>	<b>13,000</b>
<b>Expenditures</b>					
Economic Development	875,505	793,367	875,754	827,176	(48,578)
<b>Total Expenditures</b>	<b>875,505</b>	<b>793,367</b>	<b>875,754</b>	<b>827,176</b>	<b>(48,578)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Economic Development	415	0	0	0	0
<b>Total Transfers</b>	<b>415</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>691,936</b>	<b>693,451</b>	<b>819,954</b>	<b>784,376</b>	<b>(35,578)</b>

## Service Category Summary

### Economic Development

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(183,985)	(99,916)	(55,800)	(42,800)	13,000
Expenditures					
Salary & Wages (including Benefits)	509,660	510,367	529,352	480,786	(48,566)
Non-Salary Expenses	365,846	283,000	346,402	346,390	(12)
Total Expenditures	875,505	793,367	875,754	827,176	(48,578)
Debt	0	0	0	0	0
Transfers	415	0	0	0	0
Net Operations	691,936	693,451	819,954	784,376	(35,578)

## Service Category Summary

### Off-Street Parking

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Parking - Off Street	(1,781,631)	(1,972,220)	(1,965,470)	(1,964,000)	1,470
<b>Total Revenues</b>	<b>(1,781,631)</b>	<b>(1,972,220)</b>	<b>(1,965,470)</b>	<b>(1,964,000)</b>	<b>1,470</b>
<b>Expenditures</b>					
Parking - Off Street	444,067	420,419	450,391	457,599	7,208
Facilities Off Street Parking	604,841	677,749	642,161	649,015	6,854
<b>Total Expenditures</b>	<b>1,048,908</b>	<b>1,098,168</b>	<b>1,092,552</b>	<b>1,106,614</b>	<b>14,062</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	649,514	872,386	788,657	772,836	(15,821)
Facilities Off Street Parking	18,792	14,810	16,921	17,210	289
Off-Street Mtce (fund 13)	64,416	0	67,340	67,340	0
<b>Total Transfers</b>	<b>732,722</b>	<b>887,196</b>	<b>872,918</b>	<b>857,386</b>	<b>(15,532)</b>
<b>Revenues - Asset Maintenance</b>					
Facilities Off Street Pking AM	(1,905)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(1,905)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Facilities Off Street Pking AM	66,001	0	65,000	65,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>66,001</b>	<b>0</b>	<b>65,000</b>	<b>65,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Facilities Off Street Pking AM	320	0	2,340	2,340	0
User Fee Funded - Off-Street	(64,416)	0	(67,340)	(67,340)	0
<b>Total Transfers - Asset Maintenance</b>	<b>(64,096)</b>	<b>0</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>0</b>
<b>Net Operations</b>	<b>0</b>	<b>13,144</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Off-Street Parking

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(1,783,536)	(1,972,220)	(1,965,470)	(1,964,000)	1,470
Expenditures					
Salary & Wages (including Benefits)	275,720	416,652	452,229	462,650	10,421
Non-Salary Expenses	839,189	681,516	705,323	708,964	3,641
Total Expenditures	1,114,910	1,098,168	1,157,552	1,171,614	14,062
Debt	0	0	0	0	0
Transfers	668,626	887,196	807,918	792,386	(15,532)
Net Operations	0	13,144	0	0	0





## Service Agreements &amp; Grants Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
Library Services								
REVENUE	(425,440)	(417,100)	(417,100)	(407,887)	(407,887)	(407,887)	(407,887)	(407,887)
EXPENDITURES	4,033,310	4,033,310	3,683,401	3,785,070	3,785,070	3,785,070	3,785,070	3,785,070
<b>Total</b>	<b>3,607,870</b>	<b>3,616,210</b>	<b>3,266,301</b>	<b>3,377,183</b>	<b>3,377,183</b>	<b>3,377,183</b>	<b>3,377,183</b>	<b>3,377,183</b>
Tourism Prince George								
EXPENDITURES	327,000	327,000	327,000	327,000	327,000	327,000	327,000	327,000
<b>Total</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>
<b>GRAND TOTAL</b>	<b>3,934,870</b>	<b>3,943,210</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>	<b>3,704,183</b>

## Service Category Summary

### Library Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Grants - Library	(425,440)	(417,100)	(417,100)	(407,887)	9,213
<b>Total Revenues</b>	<b>(425,440)</b>	<b>(417,100)</b>	<b>(417,100)</b>	<b>(407,887)</b>	<b>9,213</b>
<b>Expenditures</b>					
Grants - Library	4,033,310	4,033,310	3,683,401	3,785,070	101,669
<b>Total Expenditures</b>	<b>4,033,310</b>	<b>4,033,310</b>	<b>3,683,401</b>	<b>3,785,070</b>	<b>101,669</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<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>3,607,870</b>	<b>3,616,210</b>	<b>3,266,301</b>	<b>3,377,183</b>	<b>110,882</b>

## Service Category Summary

### Library Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(425,440)	(417,100)	(417,100)	(407,887)	9,213
Expenditures					
Non-Salary Expenses	4,033,310	4,033,310	3,683,401	3,785,070	101,669
Total Expenditures	4,033,310	4,033,310	3,683,401	3,785,070	101,669
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	3,607,870	3,616,210	3,266,301	3,377,183	110,882



## The Prince George Public Library

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

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November 21<sup>st</sup>, 2019

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

Mayor Hall and Members of Council:

Please find attached for your consideration the Prince George Public Library's 2020 operations budget. We have prepared a proposed budget of \$4,090,967.00 to support our branches as well as our digital and outreach services. The City and Regional District portion of this budget is \$3,785,067.00.

We look forward to launching several new projects and initiatives in 2020. The opening of the renovated entrance at the Bob Harkins Branch in spring of 2020 represents a significant upgrade to the safety and accessibility of that facility. With a welcoming and accessible entrance that permits library patrons to easily access all levels of the facility, we anticipate an increase in the number of people visiting the facility. Library accessibility will be further enhanced through expanded customer services on the second floor of the branch. This will permit patrons using the new entrance to access membership and borrowing services on both floors. Library Board and staff members are grateful for the years of hard work and determination of City Council and staff members who provided the leadership and support needed to make the entrance renovation project a reality in 2019.

In addition to these enhancements, the library will also introduce Radio Frequency Identification (RFID) technology that will improve staff workflow and the security of our materials while also adding increased convenience for patrons.

In 2020 the library will continue to ensure the library is a safe and welcoming facility for all library patrons. We have adopted a new approach to the provision of security services that relies on internal security staff rather than contracting with private security firms. This allows us to better orient security staff to the library's service philosophy and values, so that we focus on building relationships with library patrons and act preventatively to address security concerns before incidents can occur.

In 2020 we will continue efforts to supplement core funding through library supporters in the community. Our renovation of the meeting room at the Nechako Branch and the Capital fundraising project to renovate the Teen space at the Bob Harkins Branch are large projects that will be donor funded.

The Prince George Public Library looks forward to supporting the ongoing development and success of the City of Prince George and the surrounding community in 2020.

*Read, Learn, Discover.*



Respectfully submitted,

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

*Read, Learn, Discover.*



# The Prince George Public Library

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## Prince George Public Library Budget 2020

	Budget 2019	Budget 2020	Total Deviation From 2019
<b>Revenue</b>			
Municipal Funding Sources	3,683,399	3,785,067	101,668
Provincial Funding Sources	215,000	215,000	0
Internally Generated Sources	98,400	90,900	(7,500)
<b>Total Revenue</b>	<b>\$3,996,799</b>	<b>\$4,090,967</b>	<b>\$94,168</b>
<b>Wages &amp; Related Expenses</b>			
Benefits	536,797	527,350	(9,447)
Education & Professional Development	21,500	21,500	0
Wages	2,421,351	2,505,000	83,649
Other Staff Associated Costs	7,500	7,500	0
	<b>2,987,148</b>	<b>3,061,350</b>	<b>\$74,202</b>
<b>Operational Expenses</b>			
Supplies	25,010	21,075	(3,935)
Materials Costs	275,000	280,500	5,500
General & Administrative	181,750	154,450	(27,300)
Information Technology	101,200	102,572	1,372
Rent	74,091	76,500	2,409
Repairs & Maintenance	112,550	139,950	27,400
	<b>769,601</b>	<b>775,047</b>	<b>\$5,446</b>
<b>Investment in Tangible Capital Assets</b>			
Furniture	4,500	16,500	12,000
Equipment	3,500	22,000	18,500
Computer Infrastructure	36,050	16,150	(19,900)
Materials	196,000	199,920	3,920
	<b>240,050</b>	<b>254,570</b>	<b>\$14,520</b>
<b>Total Expenses &amp; TCA's</b>	<b>\$3,996,799</b>	<b>\$4,090,967</b>	<b>\$94,168</b>

*Read, Learn, Discover.*

## Service Category Summary

### Tourism Prince George

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Tourism PG Society-Grant paid	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
<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>	327,000	327,000	327,000	327,000	0

## Service Category Summary

### Tourism Prince George

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	0	0	0	0	0
Expenditures					
Non-Salary Expenses	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	327,000	327,000	327,000	327,000	0





# Tourism PRINCE GEORGE

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

September 30, 2019

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2020 annual budget for Council's consideration. The annual budget has increased by 3.4 percent as a result of forecasted growth in the Municipal and Regional District Tax (MRDT) revenue.

In 2020, Tourism Prince George will start to implement the objectives set out in the 2020 – 2024 Strategic Plan and continue to develop the tourism sector and key platforms through consistent brand messaging and online activities. Destination marketing activities will focus on promoting the diversity of opportunities in Prince George, including both urban and wilderness experiences.

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

Due to the 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,

Erica Hummel  
CEO

**TOURISM PRINCE GEORGE 2020 BUDGET**

	2019			2020			% Change
REVENUE	Budget	DMO	VIC	Budget	DMO	VIC	from Budget
City of Prince George	327,000	163,500	163,500	327,000	163,500	163,500	0.0
MRDT (Hotel Tax)	1,160,000	1,160,000	0	1,218,000	1,218,000	0	5.0
Province of BC	70,000	47,000	23,000	70,000	47,000	23,000	0.0
Private Partnership	50,000	50,000	0	50,000	50,000	0	0.0
Advertising Guide Sales	60,000	60,000	0	60,000	60,000	0	0.0
Sales Commissions	4,000	0	4,000	4,000	0	4,000	0.0
Merchandising Income	20,000	0	20,000	20,000	0	20,000	0.0
Other							
<b>TOTAL REVENUES</b>	<b>1,691,000</b>	<b>1,480,500</b>	<b>210,500</b>	<b>1,749,000</b>	<b>1,538,500</b>	<b>210,500</b>	<b>3.4</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	155,000	85,000	70,000	165,000	95,000	70,000	6.5
Operating Benefits	26,000	14,000	12,000	28,000	16,000	12,000	7.7
VIC Staff	42,000	0	42,000	65,000	0	65,000	54.8
Visitor Services Programs	10,000	0	10,000	10,000	0	10,000	0.0
Security	15,000		15,000	15,000		15,000	0.0
Rent	47,000	23,500	23,500	47,000	23,500	23,500	0.0
Building Maintenance	42,000	21,000	21,000	42,000	21,000	21,000	0.0
Telephone	14,000	7,000	7,000	6,000	3,000	3,000	-57.1
Legal/Accounting	27,000	13,500	13,500	27,000	13,500	13,500	0.0
Admin/Bank Fees	1,700	850	850	1,700	850	850	0.0
Cost of Goods	11,000	0	11,000	11,000	0	11,000	0.0
Office Supplies	6,500	3,250	3,250	6,500	3,250	3,250	0.0
Office Equipment	7,000	3,500	3,500	7,000	3,500	3,500	0.0
Internet/IT	8,000	4,000	4,000	8,000	4,000	4,000	0.0
Board Expenses	20,000	10,000	10,000	10,000	5,000	5,000	-50.0
Insurance	6,500	3,250	3,250	6,500	3,250	3,250	0.0
Vehicle Overhead	9,000	4,500	4,500	9,000	4,500	4,500	0.0
Mileage and Parking	2,500	1,250	1,250	2,500	1,250	1,250	0.0
Training and Development	12,000	10,000	2,000	12,000	10,000	2,000	0.0
<b>Subtotal, Operating</b>	<b>462,200</b>	<b>204,600</b>	<b>257,600</b>	<b>479,200</b>	<b>207,600</b>	<b>271,600</b>	<b>3.7</b>
<b>Capital</b>							
Equipment	22,000	11,000	11,000	70,000	35,000	35,000	218.2
Building Improvements	6,000	3,000	3,000	6,000	3,000	3,000	0.0
<b>Subtotal, Capital</b>	<b>28,000</b>	<b>14,000</b>	<b>14,000</b>	<b>76,000</b>	<b>38,000</b>	<b>38,000</b>	<b>171.4</b>
<b>Marketing</b>							
Marketing Salaries	360,000	360,000	0	415,000	415,000	0	15.3
Marketing Benefits	60,000	60,000	0	70,000	70,000	0	16.7
Postage/Freight	10,000	10,000	0	10,000	10,000	0	0.0
Consumer Shows				50,000	50,000		
Brand Campaign	100,000	100,000		75,000	75,000		-25.0
Route 97				10,000	10,000		
RV Touring Campaign	100,000	100,000		5,000	5,000		-95.0
Route 16 Co-op (Motorcycle Tour)	100,000	100,000		80,000	80,000		-20.0
TakeOnPG Campaign	50,000	50,000		10,000	10,000		-80.0
Celebrate Prince George Partnership	30,000	30,000		30,000	30,000		0.0
Fishing Campaign	25,000	25,000		13,500	13,500		-46.0
Hunting Campaign	20,000	20,000		0	0		-100.0
Mountain Biking Campaign	15,000	15,000		7,500	7,500		-50.0
Culinary Campaign	8,000	8,000		20,000	20,000		150.0
Ski (NBCT) Campaign	2,000	2,000		5,000	5,000		150.0
Golf Campaign				5,000	5,000		
Visitor Guide	70,000	70,000	0	70,000	70,000	0	0.0
Media Tours	2,000	2,000	0	5,000	5,000	0	150.0
Website	12,000	12,000	0	25,000	25,000	0	108.3
Marketing Memberships	6,500	6,500	0	6,500	6,500	0	0.0
Sport/Event Development	75,000	75,000	0	75,000	75,000	0	0.0
Meetings & Conventions Development	75,000	75,000	0	75,000	75,000	0	0.0
Destination Development & Training	25,000	25,000	0	70,000	70,000	0	180.0
<b>Subtotal, Marketing</b>	<b>1,145,500</b>	<b>1,145,500</b>	<b>0</b>	<b>1,132,500</b>	<b>1,132,500</b>	<b>0</b>	<b>-1.1</b>
<b>TOTAL EXPENSES</b>	<b>1,635,700</b>	<b>1,364,100</b>	<b>271,600</b>	<b>1,687,700</b>	<b>1,378,100</b>	<b>309,600</b>	<b>3.2</b>
Balance	55,300	116,400	-61,100	61,300	160,400	-99,100	10.8

**External Relations Summary**

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
External Relations								
EXPENDITURES	552,680	628,485	602,438	621,555	632,301	643,262	654,442	665,846
TRANSFERS	0	0	0	5,000	5,000	5,000	5,000	5,000
<b>Total</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>
<b>GRAND TOTAL</b>	<b>552,680</b>	<b>628,485</b>	<b>602,438</b>	<b>626,555</b>	<b>637,301</b>	<b>648,262</b>	<b>659,442</b>	<b>670,846</b>

## Service Category Summary

### External Relations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
External Relations	552,680	628,485	602,438	621,555	19,117
Total Expenditures	552,680	628,485	602,438	621,555	19,117
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
External Relations	0	0	0	5,000	5,000
Total Transfers	0	0	0	5,000	5,000
<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>	552,680	628,485	602,438	626,555	24,117

## Service Category Summary

### External Relations

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	512,395	505,745	528,168	537,295	9,127
Non-Salary Expenses	40,286	122,740	74,270	84,260	9,990
Total Expenditures	552,680	628,485	602,438	621,555	19,117
Debt	0	0	0	0	0
Transfers	0	0	0	5,000	5,000
Net Operations	552,680	628,485	602,438	626,555	24,117

### Engineering & Public Works Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(105,498)	(65,000)	(65,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
EXPENDITURES	6,850,983	5,178,700	6,697,650	6,639,350	6,639,350	6,639,350	6,639,350	6,639,350
TRANSFERS	2,913,109	1,886,300	1,867,350	1,910,650	1,910,650	1,910,650	1,910,650	1,910,650
<b>Total</b>	<b>9,658,594</b>	<b>7,000,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>
<b>Roads</b>								
REVENUE	(415,851)	(108,329)	(106,547)	(135,124)	(136,251)	(137,404)	(138,579)	(139,780)
EXPENDITURES	3,208,967	3,320,880	2,970,481	2,927,998	2,965,914	3,004,591	3,044,043	3,084,287
TRANSFERS	801,470	448,261	798,450	956,257	956,257	956,257	956,257	956,257
<b>Total</b>	<b>3,594,586</b>	<b>3,660,812</b>	<b>3,662,384</b>	<b>3,749,131</b>	<b>3,785,920</b>	<b>3,823,444</b>	<b>3,861,721</b>	<b>3,900,764</b>
<b>Storm Drainage</b>								
REVENUE	(216,597)	(166,231)	(150,347)	(148,740)	(151,417)	(154,149)	(156,936)	(159,777)
EXPENDITURES	1,331,672	1,197,517	1,165,907	960,958	975,963	991,271	1,006,883	1,022,809
TRANSFERS	303,188	95,619	121,584	317,488	317,488	317,488	317,488	317,488
<b>Total</b>	<b>1,418,263</b>	<b>1,126,905</b>	<b>1,137,144</b>	<b>1,129,706</b>	<b>1,142,034</b>	<b>1,154,610</b>	<b>1,167,435</b>	<b>1,180,520</b>
<b>Fleet Services</b>								
REVENUE	(597,457)	(435,340)	(604,340)	(604,340)	(604,340)	(604,340)	(604,340)	(604,340)
EXPENDITURES	6,171,653	5,906,810	6,245,735	6,551,396	6,596,935	6,643,385	6,690,766	6,739,095
TRANSFERS	(6,655,946)	(4,773,581)	(5,085,240)	(5,457,981)	(4,692,625)	(4,913,321)	(4,874,842)	(4,905,142)
<b>Total</b>	<b>(1,081,751)</b>	<b>697,889</b>	<b>556,155</b>	<b>489,075</b>	<b>1,299,970</b>	<b>1,125,724</b>	<b>1,211,584</b>	<b>1,229,613</b>
<b>Street Lighting</b>								
REVENUE	(78,389)	(18,600)	(18,600)	(36,200)	(36,200)	(36,200)	(36,200)	(36,200)
EXPENDITURES	1,984,388	1,608,369	1,796,103	1,623,619	1,628,253	1,632,980	1,637,801	1,642,717
TRANSFERS	61,744	107,700	(101,100)	118,614	118,614	118,614	118,614	118,614
<b>Total</b>	<b>1,967,743</b>	<b>1,697,469</b>	<b>1,676,403</b>	<b>1,706,033</b>	<b>1,710,667</b>	<b>1,715,394</b>	<b>1,720,215</b>	<b>1,725,131</b>
<b>Eng. &amp; Public Works Admin</b>								
REVENUE	(8,929)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
EXPENDITURES	925,284	885,142	949,977	780,175	795,442	811,014	826,898	843,100
TRANSFERS	286	0	0	0	0	0	0	0
<b>Total</b>	<b>916,641</b>	<b>880,142</b>	<b>944,977</b>	<b>775,175</b>	<b>790,442</b>	<b>806,014</b>	<b>821,898</b>	<b>838,100</b>
<b>Solid Waste Services</b>								
REVENUE	(4,622,293)	(4,564,746)	(4,587,824)	(4,707,660)	(4,828,670)	(4,949,590)	(5,071,624)	(5,247,309)
EXPENDITURES	2,537,324	2,440,278	2,465,601	2,419,118	2,438,985	2,459,251	2,479,921	2,501,002
TRANSFERS	2,084,969	2,117,886	2,122,223	2,288,542	2,389,685	2,490,339	2,591,703	2,746,307
<b>Total</b>	<b>0</b>	<b>(6,582)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>								
REVENUE	(592,221)	(451,886)	(398,729)	(498,720)	(498,720)	(498,720)	(498,720)	(498,720)
EXPENDITURES	556,490	473,969	489,244	496,335	504,288	512,400	520,675	529,114
TRANSFERS	354,996	118,955	73,638	52,525	52,525	52,525	52,525	52,525
<b>Total</b>	<b>319,266</b>	<b>141,038</b>	<b>164,153</b>	<b>50,140</b>	<b>58,093</b>	<b>66,205</b>	<b>74,480</b>	<b>82,919</b>
<b>Sewer Operations</b>								
REVENUE	(13,065,926)	(12,795,253)	(13,189,231)	(13,876,169)	(14,548,559)	(15,283,966)	(15,987,659)	(16,691,895)
EXPENDITURES	5,805,897	6,314,943	6,233,708	6,133,925	6,218,362	6,304,486	6,392,332	6,481,939
DEBT	308,793	307,394	319,737	424,990	447,658	460,599	446,001	262,120
TRANSFERS	6,971,997	6,172,916	6,635,786	7,317,254	7,882,539	8,518,881	9,149,326	9,947,836
<b>Total</b>	<b>20,762</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Engineering & Public Works Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Water Operations</b>								
REVENUE	(16,578,003)	(16,316,281)	(16,212,492)	(17,043,483)	(17,446,050)	(18,001,363)	(18,597,719)	(19,144,961)
EXPENDITURES	7,125,085	6,145,308	6,219,644	6,194,078	6,269,466	6,346,362	6,424,793	6,504,793
DEBT	1,320,014	1,325,219	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712
TRANSFERS	8,145,462	8,845,754	8,641,069	9,480,890	9,776,259	10,221,579	10,719,843	11,257,456
<b>Total</b>	<b>12,559</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	(150,270)	(87,057)	(110,957)	(115,957)	(116,160)	(116,367)	(116,578)	(116,794)
EXPENDITURES	4,672,953	4,237,940	4,503,874	4,389,228	4,456,063	4,524,235	4,593,767	4,664,697
TRANSFERS	963,829	988,320	1,169,489	1,027,641	1,027,641	1,027,641	1,027,641	1,027,641
<b>Total</b>	<b>5,486,512</b>	<b>5,139,203</b>	<b>5,562,406</b>	<b>5,300,912</b>	<b>5,367,544</b>	<b>5,435,509</b>	<b>5,504,830</b>	<b>5,575,544</b>
<b>Facilities Maintenance</b>								
REVENUE	(265,104)	(28,700)	(28,711)	(25,190)	(25,190)	(25,190)	(25,190)	(25,190)
EXPENDITURES	2,516,388	2,078,378	1,909,983	1,930,568	1,946,702	1,963,159	1,979,945	1,997,065
TRANSFERS	139,861	55,861	231,431	325,386	325,386	325,386	325,386	325,386
<b>Total</b>	<b>2,391,145</b>	<b>2,105,539</b>	<b>2,112,703</b>	<b>2,230,764</b>	<b>2,246,898</b>	<b>2,263,355</b>	<b>2,280,141</b>	<b>2,297,261</b>
<b>Engineering</b>								
REVENUE	(104,230)	(33,910)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
EXPENDITURES	1,540,580	1,520,705	1,164,014	1,739,282	1,765,808	1,792,864	1,820,462	1,848,611
TRANSFERS	(62,028)	(306,870)	51,900	56,000	56,000	56,000	56,000	56,000
<b>Total</b>	<b>1,374,322</b>	<b>1,179,925</b>	<b>1,195,914</b>	<b>1,775,282</b>	<b>1,801,808</b>	<b>1,828,864</b>	<b>1,856,462</b>	<b>1,884,611</b>
<b>Asset Management</b>								
REVENUE	(52,000)	0	0	0	0	0	0	0
EXPENDITURES	404,693	352,788	366,225	372,270	379,285	386,441	393,740	401,185
<b>Total</b>	<b>352,693</b>	<b>352,788</b>	<b>366,225</b>	<b>372,270</b>	<b>379,285</b>	<b>386,441</b>	<b>393,740</b>	<b>401,185</b>
<b>District Energy</b>								
REVENUE	(204,473)	(126,400)	(197,363)	(210,706)	(210,706)	(210,706)	(210,706)	(210,706)
EXPENDITURES	414,636	407,313	449,271	410,774	412,583	414,428	416,312	418,233
DEBT	441,321	442,000	433,321	425,321	417,321	409,321	201,660	0
TRANSFERS	(651,483)	(722,913)	(685,229)	(625,389)	(619,198)	(613,043)	(407,266)	(207,527)
<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>Environmental Services</b>								
EXPENDITURES	0	0	0	279,992	285,593	291,305	297,131	303,074
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>279,992</b>	<b>285,593</b>	<b>291,305</b>	<b>297,131</b>	<b>303,074</b>
<b>OLD BU'S - Sewer Operations</b>								
EXPENDITURES	2,034,234	0	0	0	0	0	0	0
TRANSFERS	(2,054,997)	0	0	0	0	0	0	0
<b>Total</b>	<b>(20,762)</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	2,133,062	85,000	0	0	0	0	0	0
TRANSFERS	(2,133,062)	(85,000)	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - District Energy</b>								
EXPENDITURES	601,242	0	0	0	0	0	0	0
TRANSFERS	(601,242)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>26,410,572</b>	<b>23,975,128</b>	<b>25,878,464</b>	<b>26,358,480</b>	<b>27,368,254</b>	<b>27,396,865</b>	<b>27,689,637</b>	<b>27,918,722</b>

## Service Category Summary

### Snow Control

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(93,414)	(65,000)	(65,000)	(50,000)	15,000
Ice Control	(12,084)	0	0	0	0
<b>Total Revenues</b>	<b>(105,498)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(50,000)</b>	<b>15,000</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	314,506	162,268	312,472	312,743	271
Snow Plow & Rmv - Grader/Plow	4,025,122	2,499,656	3,366,529	3,210,268	(156,261)
Ice Control	1,312,625	1,572,639	1,768,905	1,743,597	(25,308)
Sdwk Snw Plw/Ice Cntrl-Outsid	206,931	356,633	367,446	301,926	(65,520)
City Facilities Snow/Ice Contr	439,625	209,535	414,591	516,501	101,910
Winter Sand Pickup	458,621	347,198	382,920	469,073	86,153
<b>Total Expenditures</b>	<b>6,757,431</b>	<b>5,147,929</b>	<b>6,612,863</b>	<b>6,554,108</b>	<b>(58,755)</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	2,229	0	2,000	5,000	3,000
Snow Plow & Rmv - Grader/Plow	1,694,659	830,000	875,000	945,244	70,244
Ice Control	435,807	320,000	268,000	268,006	6
Sdwk Snw Plw/Ice Cntrl-Outsid	186,719	130,000	135,000	122,900	(12,100)
City Facilities Snow/Ice Contr	94,746	50,000	90,000	118,000	28,000
Snow (fund 13)	100,564	0	87,137	88,742	1,605
Winter Sand Pickup	491,938	550,000	495,000	448,000	(47,000)
<b>Total Transfers</b>	<b>3,006,661</b>	<b>1,880,000</b>	<b>1,952,137</b>	<b>1,995,892</b>	<b>43,755</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 Dump Mtce - Gen Chrgs AM	203	2,129	2,152	2,165	13
Snow Plow & Rmv-Grader/Plow AM	93,349	28,642	82,635	83,077	442
<b>Total Expenditures - Asset Maintenance</b>	<b>93,552</b>	<b>30,771</b>	<b>84,787</b>	<b>85,242</b>	<b>455</b>
<b>Transfers - Asset Maintenance</b>					
Snow Dump Mtce - Gen Chrgs AM	0	2,000	0	1,400	1,400
Snow Plow & Rmv-Grader/Plow AM	7,013	4,300	2,350	2,100	(250)
User Fee Funded - Snow	(100,564)	0	(87,137)	(88,742)	(1,605)
<b>Total Transfers - Asset Maintenance</b>	<b>(93,552)</b>	<b>6,300</b>	<b>(84,787)</b>	<b>(85,242)</b>	<b>(455)</b>
<b>Net Operations</b>	<b>9,658,594</b>	<b>7,000,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>0</b>



## Service Category Summary

### Snow Control

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(105,498)	(65,000)	(65,000)	(50,000)	15,000
Expenditures					
Salary & Wages (including Benefits)	3,258,556	3,072,282	3,170,328	3,340,132	169,804
Non-Salary Expenses	3,592,427	2,106,418	3,527,322	3,299,218	(228,104)
Total Expenditures	6,850,983	5,178,700	6,697,650	6,639,350	(58,300)
Debt	0	0	0	0	0
Transfers	2,913,109	1,886,300	1,867,350	1,910,650	43,300
Net Operations	9,658,594	7,000,000	8,500,000	8,500,000	0

## Service Category Summary

### Roads

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
3rd Pty Streets - Misc	(123,894)	(15,099)	(15,231)	(15,230)	1
New Traffic Signs - Sign Insta	(8,149)	0	0	0	0
Curb & Gutter Rpr Conn	(42,057)	(22,677)	(21,912)	(39,736)	(17,824)
Pavement Rpr Connection	(146,693)	(65,649)	(64,000)	(74,013)	(10,013)
Concrete Sidewalk Rpr Conn	(34,483)	(3,306)	(3,788)	(4,525)	(737)
Asphalt Sidewalk Rpr Conn	0	(1,598)	(1,616)	(1,620)	(4)
Sign Mtce Operations	(2,426)	0	0	0	0
Road Cut Fees	(21,617)	0	0	0	0
<b>Total Revenues</b>	<b>(379,319)</b>	<b>(108,329)</b>	<b>(106,547)</b>	<b>(135,124)</b>	<b>(28,577)</b>
<b>Expenditures</b>					
Traffic Lane Marking	337,028	358,762	360,579	361,629	1,050
3rd Pty Streets - Misc	128,024	15,099	15,231	15,230	(1)
Streets - Gen Admin	404,048	768,396	792,737	617,527	(175,210)
New Traffic Signs - Sign Insta	3,028	0	0	0	0
Gravel Roads - Grading	66,046	97,272	50,160	61,013	10,853
Summer Sweeping Program	97,260	80,596	82,976	84,369	1,393
Curb & Gutter Mtce	52,125	110,024	39,997	55,988	15,991
Bridges & Structures	0	913	922	922	0
Mtce Asphalt Rd - Cold Patch R	40,478	85,564	21,485	18,980	(2,505)
Mtce Asphalt Rd - Major Patchi	23,141	64,695	37,972	45,769	7,797
Mtce Asphalt Rd - Hot Patch Rp	66,451	107,064	58,921	64,472	5,551
Curb & Gutter Rpr Conn	34,347	14,777	14,912	28,736	13,824
Pavement Rpr Connection	101,858	48,649	49,000	49,013	13
Concrete Sidewalk Rpr Conn	29,221	2,266	2,288	2,350	62
Asphalt Sidewalk Rpr Conn	0	1,598	1,616	1,620	4
Sign Mtce Operations	41,404	13,253	13,488	13,631	143
Road Cut Fees	18,076	0	0	0	0
<b>Total Expenditures</b>	<b>1,442,535</b>	<b>1,768,928</b>	<b>1,542,284</b>	<b>1,421,249</b>	<b>(121,035)</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	8,608	7,200	9,000	6,800	(2,200)
3rd Pty Streets - Misc	2,694	0	0	0	0
Streets - Gen Admin	20,589	0	0	0	0
New Traffic Signs - Sign Insta	255	0	0	0	0
Gravel Roads - Grading	10,600	7,000	11,000	11,000	0
Summer Sweeping Program	129,056	200,000	186,000	190,000	4,000
Curb & Gutter Mtce	11,909	22,000	20,000	20,000	0
Mtce Asphalt Rd - Cold Patch R	187,929	5,000	10,000	23,000	13,000
Mtce Asphalt Rd - Major Patchi	9,055	21,300	10,000	15,000	5,000
Mtce Asphalt Rd - Hot Patch Rp	34,949	32,660	35,000	45,000	10,000
Curb & Gutter Rpr Conn	8,244	7,900	7,000	11,000	4,000
Pavement Rpr Connection	19,282	17,000	15,000	25,000	10,000
Concrete Sidewalk Rpr Conn	1,373	1,040	1,500	2,175	675
Sign Mtce Operations	3,699	4,100	3,950	3,200	(750)
Road Cut Fees	4,850	0	0	0	0
<b>Total Transfers</b>	<b>453,090</b>	<b>325,200</b>	<b>308,450</b>	<b>352,175</b>	<b>43,725</b>

## Service Category Summary

### Roads

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Traffic Controller Upgrade	(12,500)	0	0	0	0
Class 3 Crosswalk Sign Safety	(24,032)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(36,532)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Boundary Rd and Hwy 97 Signlz	83,500	0	0	0	0
Traffic Controller Upgrade	51,508	50,000	0	0	0
Class 3 Crosswalk Sign Safety	132,920	0	0	0	0
Bridge Structures Rehab	0	408,339	0	0	0
Traffic Signal Optical Det UG	23,850	25,000	0	0	0
Gravel Roads - Grading AM	364,614	210,434	263,358	306,773	43,415
Curb & Gutter Mtce AM	75,884	60,728	135,560	199,520	63,960
Bridges & Structures Mtce	0	8,214	8,287	8,287	0
Mtce Asphalt Rd-Cold Patch AM	182,040	22,615	89,579	79,560	(10,019)
Mtce Asphalt Rd-Major Patch AM	410,718	315,667	346,357	377,588	31,231
Mtce Asphalt Rd - Hot Patch AM	315,189	241,456	296,111	318,348	22,237
Sign Mtce Operations AM	126,210	209,499	213,945	216,673	2,728
Traff Ctrl & Signal Opt Det UG	0	0	75,000	0	(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,766,432</b>	<b>1,551,952</b>	<b>1,428,197</b>	<b>1,506,749</b>	<b>78,552</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Controller Upgrade	(39,008)	(50,000)	0	0	0
Class 3 Crosswalk Sign Safety	(108,888)	0	0	0	0
Bridge Structures Rehab	0	(408,339)	0	0	0
Traffic Signal Optical Det UG	(23,850)	(25,000)	0	0	0
Gravel Roads - Grading AM	188,869	225,000	190,000	245,000	55,000
Curb & Gutter Mtce AM	9,085	20,000	15,000	25,000	10,000
Bridges & Structures Mtce	0	0	0	3,612	3,612
Mtce Asphalt Rd-Cold Patch AM	88,592	120,000	120,000	79,470	(40,530)
Mtce Asphalt Rd-Major Patch AM	59,976	38,000	45,000	45,000	0
Mtce Asphalt Rd - Hot Patch AM	144,077	170,000	170,000	180,000	10,000
Sign Mtce Operations AM	29,529	33,400	25,000	26,000	1,000
Traff Ctrl & Signal Opt Det UG	0	0	(75,000)	0	75,000
<b>Total Transfers - Asset Maintenance</b>	<b>348,381</b>	<b>123,061</b>	<b>490,000</b>	<b>604,082</b>	<b>114,082</b>
<b>Net Operations</b>	<b>3,594,586</b>	<b>3,660,812</b>	<b>3,662,384</b>	<b>3,749,131</b>	<b>86,747</b>

## Service Category Summary

### Roads

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(415,851)	(108,329)	(106,547)	(135,124)	(28,577)
Expenditures					
Salary & Wages (including Benefits)	1,373,650	1,805,461	1,863,401	2,022,249	158,848
Non-Salary Expenses	1,835,317	1,515,419	1,107,080	905,749	(201,331)
Total Expenditures	3,208,967	3,320,880	2,970,481	2,927,998	(42,483)
Debt	0	0	0	0	0
Transfers	801,470	448,261	798,450	956,257	157,807
Net Operations	3,594,586	3,660,812	3,662,384	3,749,131	86,747

## Service Category Summary

### Storm Drainage

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Spills	(15,594)	0	0	0	0
Ditching - Culvert Replacement	(142)	0	0	0	0
3rd Pty - Curb Drop Installati	(28,296)	(20,438)	(13,818)	(13,858)	(40)
3rd Pty - Culvert Install	(38,486)	(30,580)	(18,753)	(18,708)	45
Storm Connections	(17,987)	(67,736)	(70,252)	(68,865)	1,387
3rd Pty - Storm Sewer	(14,525)	(7,477)	(6,894)	(6,884)	10
3rd Pty Streets - Connections	(10,593)	(40,000)	(40,630)	(40,425)	205
<b>Total Revenues</b>	<b>(125,623)</b>	<b>(166,231)</b>	<b>(150,347)</b>	<b>(148,740)</b>	<b>1,607</b>
<b>Expenditures</b>					
Spills	50,781	6,082	6,233	6,289	56
Ditching - Culvert Replacement	77,306	73,659	75,590	75,111	(479)
3rd Pty - Curb Drop Installati	26,258	13,638	13,818	13,858	40
3rd Pty - Culvert Install	41,710	18,580	18,753	18,708	(45)
Utilities - Admin Operations	32,673	27,050	27,040	27,040	0
Storm Operations	209,737	406,840	400,863	381,685	(19,178)
Storm Connections	16,770	65,536	67,452	68,865	1,413
Storm Sewer Pumphouse - Admin	12,749	9,100	9,967	10,112	145
3rd Pty - Storm Sewer	34,132	6,827	6,894	6,884	(10)
3rd Pty Streets - Connections	(41)	40,000	40,630	40,425	(205)
<b>Total Expenditures</b>	<b>502,075</b>	<b>667,312</b>	<b>667,240</b>	<b>648,977</b>	<b>(18,263)</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	2,583	500	2,000	2,000	0
Ditching - Culvert Replacement	15,497	10,000	16,000	24,000	8,000
3rd Pty - Curb Drop Installati	9,287	6,800	0	0	0
3rd Pty - Culvert Install	16,359	12,000	0	0	0
Utilities - Admin Operations	0	100	0	0	0
Storm Operations	84,732	115,000	98,020	91,988	(6,032)
Storm Connections	2,845	2,200	2,800	0	(2,800)
Storm Sewer Pumphouse - Admin	138	510	0	0	0
3rd Pty - Storm Sewer	5,645	650	0	0	0
3rd Pty Streets - Connections	(1,543)	0	0	0	0
<b>Total Transfers</b>	<b>135,541</b>	<b>147,760</b>	<b>118,820</b>	<b>117,988</b>	<b>(832)</b>

## Service Category Summary

### Storm Drainage

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Parkridge Creek WDP	(23,576)	0	0	0	0
West Fraser River WDP	(48,922)	0	0	0	0
Drainage Improvements 2016	(18,476)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(90,974)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Parkridge Creek WDP	23,576	70,392	46,816	0	(46,816)
West Fraser River WDP	54,357	102,277	47,920	0	(47,920)
Drainage Improvements 2016	30,816	42,914	0	0	0
Drainage Improvements	19,601	13,558	80,000	0	(80,000)
Ditching - Culvert Replace AM	159,860	117,731	120,509	119,834	(675)
Storm Operations AM	535,112	182,211	202,282	190,996	(11,286)
Storm Sewer Pumphouse - Adm AM	3,319	1,122	1,140	1,151	11
Hwy 16 W Four-Laning - General	2,954	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>829,596</b>	<b>530,205</b>	<b>498,667</b>	<b>311,981</b>	<b>(186,686)</b>
<b>Transfers - Asset Maintenance</b>					
Parkridge Creek WDP	0	(70,392)	(46,816)	0	46,816
West Fraser River WDP	(5,435)	(102,277)	(47,920)	0	47,920
Drainage Improvements 2016	(12,340)	(42,914)	0	0	0
Drainage Improvements	(19,601)	(13,558)	(80,000)	0	80,000
Ditching - Culvert Replace AM	70,092	88,000	58,000	80,000	22,000
Storm Operations AM	137,886	89,000	119,500	119,500	0
Hwy 16 W Four-Laning - General	(2,954)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>167,647</b>	<b>(52,141)</b>	<b>2,764</b>	<b>199,500</b>	<b>196,736</b>
<b>Net Operations</b>	<b>1,418,263</b>	<b>1,126,905</b>	<b>1,137,144</b>	<b>1,129,706</b>	<b>(7,438)</b>

## Service Category Summary

### Storm Drainage

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(216,597)	(166,231)	(150,347)	(148,740)	1,607
Expenditures					
Salary & Wages (including Benefits)	738,736	758,596	780,595	750,292	(30,303)
Non-Salary Expenses	592,936	438,921	385,312	210,666	(174,646)
Total Expenditures	1,331,672	1,197,517	1,165,907	960,958	(204,949)
Debt	0	0	0	0	0
Transfers	303,188	95,619	121,584	317,488	195,904
Net Operations	1,418,263	1,126,905	1,137,144	1,129,706	(7,438)

## Service Category Summary

### Fleet Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Fleet Serv - Fire Services	(31,804)	0	0	0	0
Fleet Damage	(30,824)	0	0	0	0
Fleet Mtce - Operations	(30,327)	(4,340)	(4,340)	(4,340)	0
Fleet Serv - RCMP Post Garage	(268,344)	(431,000)	(600,000)	(600,000)	0
Fleet Serv - RCMP Refueling	(228,529)	0	0	0	0
Fleet Serv Shop Overhead	(7,629)	0	0	0	0
<b>Total Revenues</b>	<b>(597,457)</b>	<b>(435,340)</b>	<b>(604,340)</b>	<b>(604,340)</b>	<b>0</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	230,368	225,584	234,158	237,725	3,567
Fleet Serv-Sm Tools Rpr/Purch	10,319	12,600	12,600	12,600	0
Fleet Serv - Fire Services	476,455	325,783	338,844	340,517	1,673
Welding Shop Operations	43,315	131,743	138,126	143,304	5,178
Fleet Damage	129,503	75,010	75,010	75,000	(10)
Fleet Mtce - Operations	4,108,442	4,115,126	4,197,860	4,582,920	385,060
Fleet Serv - RCMP	90,047	85,440	87,795	89,154	1,359
Fleet Serv - RCMP Post Garage	198,630	382,430	512,205	510,846	(1,359)
Fleet Serv - RCMP Refueling	228,529	0	0	0	0
Fleet Serv Shop Overhead	642,282	503,104	629,137	539,330	(89,807)
Supply Serv - Operations	575	29,990	0	0	0
<b>Total Expenditures</b>	<b>6,158,466</b>	<b>5,886,810</b>	<b>6,225,735</b>	<b>6,531,396</b>	<b>305,661</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	464,589	0	0	0	0
Fleet Equipment Rental	(9,100,610)	(7,468,720)	(7,817,520)	(8,189,542)	(372,022)
Fleet Internal Leases	1,919,083	2,626,915	2,662,056	2,644,137	(17,919)
Fleet Serv Shop Overhead	59,774	68,224	70,224	87,424	17,200
<b>Total Transfers</b>	<b>(6,657,164)</b>	<b>(4,773,581)</b>	<b>(5,085,240)</b>	<b>(5,457,981)</b>	<b>(372,741)</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>					
Ventilation Sys MechanicalShop	(1,218)	0	0	0	0
Small Equipment - Acquisitions	14,405	20,000	20,000	20,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>13,187</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Ventilation Sys MechanicalShop	1,218	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>1,218</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>(1,081,751)</b>	<b>697,889</b>	<b>556,155</b>	<b>489,075</b>	<b>(67,080)</b>



## Service Category Summary

### Fleet Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(597,457)	(435,340)	(604,340)	(604,340)	0
Expenditures					
Salary & Wages (including Benefits)	2,464,802	2,400,230	2,479,322	2,554,785	75,463
Non-Salary Expenses	3,706,851	3,506,580	3,766,413	3,996,611	230,198
Total Expenditures	6,171,653	5,906,810	6,245,735	6,551,396	305,661
Debt	0	0	0	0	0
Transfers	(6,655,946)	(4,773,581)	(5,085,240)	(5,457,981)	(372,741)
Net Operations	(1,081,751)	697,889	556,155	489,075	(67,080)

## Service Category Summary

### Street Lighting

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Street Lighting	(1,719)	(1,200)	(1,200)	(1,200)	0
3rd Pty - Util-Electrical	(57,470)	(17,400)	(17,400)	(35,000)	(17,600)
<b>Total Revenues</b>	<b>(59,189)</b>	<b>(18,600)</b>	<b>(18,600)</b>	<b>(36,200)</b>	<b>(17,600)</b>
<b>Expenditures</b>					
Traffic Signals	101,689	96,292	84,276	85,437	1,161
Street Lighting	1,159,040	1,165,532	1,159,100	1,182,146	23,046
3rd Pty - Util-Electrical	38,792	37,263	37,617	37,595	(22)
<b>Total Expenditures</b>	<b>1,299,521</b>	<b>1,299,087</b>	<b>1,280,993</b>	<b>1,305,178</b>	<b>24,185</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	19,083	30,400	32,000	20,000	(12,000)
Street Lighting	14,413	14,400	14,400	16,000	1,600
3rd Pty - Util-Electrical	6,388	5,000	6,500	2,300	(4,200)
<b>Total Transfers</b>	<b>39,884</b>	<b>49,800</b>	<b>52,900</b>	<b>38,300</b>	<b>(14,600)</b>
<b>Revenues - Asset Maintenance</b>					
Street Lighting AM	(19,200)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(19,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Traffic Signals AM	101,338	98,806	100,347	101,230	883
Street Lighting AM	254,949	210,476	214,763	217,211	2,448
Hwy 16 W Four-Laning-Ministry	328,581	0	0	0	0
Hwy 97 Street Lighting	0	0	200,000	0	(200,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>684,867</b>	<b>309,282</b>	<b>515,110</b>	<b>318,441</b>	<b>(196,669)</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Signals AM	4,360	23,000	18,000	52,314	34,314
Street Lighting AM	17,501	34,900	28,000	28,000	0
Hwy 97 Street Lighting	0	0	(200,000)	0	200,000
<b>Total Transfers - Asset Maintenance</b>	<b>21,861</b>	<b>57,900</b>	<b>(154,000)</b>	<b>80,314</b>	<b>234,314</b>
<b>Net Operations</b>	<b>1,967,743</b>	<b>1,697,469</b>	<b>1,676,403</b>	<b>1,706,033</b>	<b>29,630</b>

## Service Category Summary

### Street Lighting

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(78,389)	(18,600)	(18,600)	(36,200)	(17,600)
Expenditures					
Salary & Wages (including Benefits)	229,943	221,879	228,260	231,683	3,423
Non-Salary Expenses	1,754,446	1,386,490	1,567,843	1,391,936	(175,907)
Total Expenditures	1,984,388	1,608,369	1,796,103	1,623,619	(172,484)
Debt	0	0	0	0	0
Transfers	61,744	107,700	(101,100)	118,614	219,714
Net Operations	1,967,743	1,697,469	1,676,403	1,706,033	29,630

## Service Category Summary

### Eng. & Public Works Admin

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Eng. & Public Works Admin	(8,929)	(5,000)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(8,929)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Eng. & Public Works Admin	925,284	885,142	949,977	780,175	(169,802)
<b>Total Expenditures</b>	<b>925,284</b>	<b>885,142</b>	<b>949,977</b>	<b>780,175</b>	<b>(169,802)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Eng. & Public Works Admin	286	0	0	0	0
<b>Total Transfers</b>	<b>286</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>916,641</b>	<b>880,142</b>	<b>944,977</b>	<b>775,175</b>	<b>(169,802)</b>

## Service Category Summary

### Eng. & Public Works Admin

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(8,929)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	885,194	868,312	933,157	763,365	(169,792)
Non-Salary Expenses	40,090	16,830	16,820	16,810	(10)
Total Expenditures	925,284	885,142	949,977	780,175	(169,802)
Debt	0	0	0	0	0
Transfers	286	0	0	0	0
Net Operations	916,641	880,142	944,977	775,175	(169,802)

## Service Category Summary

### Solid Waste Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Solid Waste Operations	(4,622,293)	(4,564,746)	(4,587,824)	(4,707,660)	(119,836)
<b>Total Revenues</b>	<b>(4,622,293)</b>	<b>(4,564,746)</b>	<b>(4,587,824)</b>	<b>(4,707,660)</b>	<b>(119,836)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,352,903	2,239,072	2,270,825	2,291,648	20,823
Downtown Clean up	69,953	55,935	58,790	65,391	6,601
<b>Total Expenditures</b>	<b>2,422,856</b>	<b>2,295,007</b>	<b>2,329,615</b>	<b>2,357,039</b>	<b>27,424</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	1,042,822	1,030,244	1,036,464	1,079,603	43,139
Downtown Clean up	21,413	13,100	11,100	26,700	15,600
Solid Waste - Surplus transfer	41,754	100,000	100,000	100,000	0
Solid Waste - trsf Gen Capital	1,060,487	1,060,487	1,049,659	1,082,239	32,580
Solid Waste - Trsf Asset Main.	32,962	59,326	60,986	62,079	1,093
<b>Total Transfers</b>	<b>2,199,438</b>	<b>2,263,157</b>	<b>2,258,209</b>	<b>2,350,621</b>	<b>92,412</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	32,872	59,326	60,986	62,079	1,093
Bear Smart Program	81,597	85,945	75,000	0	(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>114,469</b>	<b>145,271</b>	<b>135,986</b>	<b>62,079</b>	<b>(73,907)</b>
<b>Transfers - Asset Maintenance</b>					
Solid Waste Operations AM	90	0	0	0	0
Bear Smart Program	(81,597)	(85,945)	(75,000)	0	75,000
User Fee Funded-Solid Waste	(32,962)	(59,326)	(60,986)	(62,079)	(1,093)
<b>Total Transfers - Asset Maintenance</b>	<b>(114,469)</b>	<b>(145,271)</b>	<b>(135,986)</b>	<b>(62,079)</b>	<b>73,907</b>
<b>Net Operations</b>	<b>0</b>	<b>(6,582)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Solid Waste Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(4,622,293)	(4,564,746)	(4,587,824)	(4,707,660)	(119,836)
Expenditures					
Salary & Wages (including Benefits)	1,025,192	929,435	964,903	993,346	28,443
Non-Salary Expenses	1,512,132	1,510,843	1,500,698	1,425,772	(74,926)
Total Expenditures	2,537,324	2,440,278	2,465,601	2,419,118	(46,483)
Debt	0	0	0	0	0
Transfers	2,084,969	2,117,886	2,122,223	2,288,542	166,319
Net Operations	0	(6,582)	0	0	0

## Service Category Summary

### Cemetery

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Memorial Park Cemetery	(592,221)	(451,886)	(398,729)	(498,720)	(99,991)
<b>Total Revenues</b>	<b>(592,221)</b>	<b>(451,886)</b>	<b>(398,729)</b>	<b>(498,720)</b>	<b>(99,991)</b>
<b>Expenditures</b>					
Memorial Park Cemetery	553,156	458,874	473,608	480,429	6,821
<b>Total Expenditures</b>	<b>553,156</b>	<b>458,874</b>	<b>473,608</b>	<b>480,429</b>	<b>6,821</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Memorial Park Cemetery	354,786	118,955	73,638	51,525	(22,113)
<b>Total Transfers</b>	<b>354,786</b>	<b>118,955</b>	<b>73,638</b>	<b>51,525</b>	<b>(22,113)</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	3,334	15,095	15,636	15,906	270
<b>Total Expenditures - Asset Maintenance</b>	<b>3,334</b>	<b>15,095</b>	<b>15,636</b>	<b>15,906</b>	<b>270</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	210	0	0	1,000	1,000
<b>Total Transfers - Asset Maintenance</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>Net Operations</b>	<b>319,266</b>	<b>141,038</b>	<b>164,153</b>	<b>50,140</b>	<b>(114,013)</b>



## Service Category Summary

### Cemetery

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(592,221)	(451,886)	(398,729)	(498,720)	(99,991)
Expenditures					
Salary & Wages (including Benefits)	400,419	377,370	390,895	397,632	6,737
Non-Salary Expenses	156,071	96,599	98,349	98,703	354
Total Expenditures	556,490	473,969	489,244	496,335	7,091
Debt	0	0	0	0	0
Transfers	354,996	118,955	73,638	52,525	(21,113)
Net Operations	319,266	141,038	164,153	50,140	(114,013)

## Service Category Summary

### Sewer Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
3rd Pty - Sanitary Sewer	(25,388)	(10,333)	(10,296)	(10,331)	(35)
WWTC - Operations	(15,068)	0	0	(10,000)	(10,000)
Lagoon - Treatment Plant - Opr	(3,440)	(4,320)	(4,320)	(4,320)	0
Sewer Connection	(59,654)	(29,296)	(29,505)	(44,965)	(15,460)
Fin Plan - Managed Debt	(76,148)	(76,148)	(85,716)	(95,727)	(10,011)
Investment Earnings - Sewer	(39,546)	(20,000)	(12,000)	(35,000)	(23,000)
Fin Serv - Sewer - Managed	(12,846,682)	(12,655,156)	(13,047,394)	(13,675,826)	(628,432)
<b>Total Revenues</b>	<b>(13,065,926)</b>	<b>(12,795,253)</b>	<b>(13,189,231)</b>	<b>(13,876,169)</b>	<b>(686,938)</b>
<b>Expenditures</b>					
Utilities Sewer Admin	621,210	831,850	869,335	929,418	60,083
Infrastructure Planning -Sewer	(20,762)	0	0	0	0
Sanitary Sewer Operations	1,204,311	1,429,587	1,343,819	1,248,013	(95,806)
3rd Pty - Sanitary Sewer	22,660	5,633	5,696	5,731	35
Lift Station Hydro	155,922	152,250	156,024	159,144	3,120
Lift Station Operations/Mtce	568,340	544,965	504,008	607,222	103,214
WWTC - Operations	1,609,505	922,240	980,303	1,003,103	22,800
Lagoon - Treatment Plant - Opr	187,771	90,840	115,292	116,191	899
Sewer Connection	57,070	24,296	24,505	22,965	(1,540)
Amortization - budget only	0	1,690,000	1,800,000	2,000,000	200,000
Amortization - budget - contra	0	(1,690,000)	(1,800,000)	(2,000,000)	(200,000)
Asset Amort & Gain/Loss-Sewer	2,054,997	0	0	0	0
Fin Serv - Sewer - Managed	1,553	0	0	0	0
<b>Total Expenditures</b>	<b>6,462,577</b>	<b>4,001,661</b>	<b>3,998,982</b>	<b>4,091,787</b>	<b>92,805</b>
<b>Debt</b>					
Fin Plan - Managed Debt	308,793	307,394	319,737	424,990	105,253
<b>Total Debt</b>	<b>308,793</b>	<b>307,394</b>	<b>319,737</b>	<b>424,990</b>	<b>105,253</b>
<b>Transfers</b>					
Utilities Sewer Admin	24,111	7,800	0	0	0
Sanitary Sewer Operations	251,224	240,000	240,000	243,699	3,699
3rd Pty - Sanitary Sewer	4,340	4,700	4,600	4,600	0
Lift Station Operations/Mtce	124,254	85,200	110,000	104,100	(5,900)
WWTC - Operations	143,288	133,700	153,047	177,876	24,829
Lagoon - Treatment Plant - Opr	1,440	0	1,500	1,500	0
Sewer Connection	13,789	5,000	5,000	22,000	17,000
Asset Amort & Gain/Loss-Sewer	(2,054,997)	0	0	0	0
Fin Plan - Managed OH Chg	1,099,584	1,099,586	1,207,969	1,259,654	51,685
Swr Opr - Surplus transfer	5,410,284	5,191,132	5,055,241	5,326,182	270,941
Fin Serv - Sewer - Managed	(109,565)	(133,873)	(121,118)	(124,357)	(3,239)
Cont to Asset Mtce (fund 33)	1,386,804	1,852,953	2,214,273	2,344,138	129,865
<b>Total Transfers</b>	<b>6,294,556</b>	<b>8,486,198</b>	<b>8,870,512</b>	<b>9,359,392</b>	<b>488,880</b>

## Service Category Summary

### Sewer Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<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>					
Utility Sew Plants Cond Assess	169,067	71,079	0	0	0
Sewer Forcemain Assessment	0	350,000	0	0	0
Prepaving Upgrade - Sewer	21,254	110,000	197,206	0	(197,206)
Sanitary Lat Relin/Repl	9,253	30,000	50,747	0	(50,747)
Lift Station Opr/Mtce AM	193,106	372,121	426,389	495,195	68,806
WWTC - Operations AM	420,592	928,703	914,045	939,905	25,860
Sanitary Sewer Operations AM	521,725	420,350	615,283	576,153	(39,130)
Lagoon Treatment Plant-Opr AM	22,462	6,029	6,056	5,885	(171)
Infrastructure Planning -Sewer	10,462	25,000	25,000	25,000	0
Hwy 16 W Four-Laning - Sewer	9,634	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>1,377,555</b>	<b>2,313,282</b>	<b>2,234,726</b>	<b>2,042,138</b>	<b>(192,588)</b>
<b>Transfers - Asset Maintenance</b>					
Utility Sew Plants Cond Assess	(169,067)	(71,079)	0	0	0
Sewer Forcemain Assessment	0	(350,000)	0	0	0
Prepaving Upgrade - Sewer	(21,254)	(110,000)	(197,206)	0	197,206
Sanitary Lat Relin/Repl	(9,253)	(30,000)	(50,747)	0	50,747
Lift Station Opr/Mtce AM	1,307	1,500	1,500	5,000	3,500
WWTC - Operations AM	2,885	1,000	4,000	5,000	1,000
Sanitary Sewer Operations AM	212,436	95,000	218,000	290,000	72,000
Lagoon Treatment Plant-Opr AM	1,830	3,250	4,000	2,000	(2,000)
Hwy 16 W Four-Laning - Sewer	(9,634)	0	0	0	0
User Fee Funded - Sewer	(1,386,804)	(1,852,953)	(2,214,273)	(2,344,138)	(129,865)
<b>Total Transfers - Asset Maintenance</b>	<b>(1,377,555)</b>	<b>(2,313,282)</b>	<b>(2,234,726)</b>	<b>(2,042,138)</b>	<b>192,588</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)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	<b>(13,065,926)</b>	<b>(12,795,253)</b>	<b>(13,189,231)</b>	<b>(13,876,169)</b>	<b>(686,938)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,412,211</b>	<b>3,939,046</b>	<b>4,084,187</b>	<b>4,221,846</b>	<b>137,659</b>
Non-Salary Expenses	<b>4,427,920</b>	<b>2,375,897</b>	<b>2,149,521</b>	<b>1,912,079</b>	<b>(237,442)</b>
Total Expenditures	<b>7,840,131</b>	<b>6,314,943</b>	<b>6,233,708</b>	<b>6,133,925</b>	<b>(99,783)</b>
Debt	<b>308,793</b>	<b>307,394</b>	<b>319,737</b>	<b>424,990</b>	<b>105,253</b>
Transfers	<b>4,917,001</b>	<b>6,172,916</b>	<b>6,635,786</b>	<b>7,317,254</b>	<b>681,468</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Water Operations	(29,222)	(33,840)	(23,000)	(27,290)	(4,290)
Pumping Stations - Opr	(208)	0	0	0	0
Meter Repairs Opr & Recoveries	(2,997)	0	0	0	0
3rd Pty - Water	(21,113)	(10,015)	(10,154)	(13,433)	(3,279)
3rd Pty - Water Main	(10,193)	(10,025)	(10,164)	(10,643)	(479)
Water Connections - Prepaid	(79,582)	(45,578)	(46,669)	(28,545)	18,124
Water Disconnect	(10,000)	(5,368)	(6,142)	(7,860)	(1,718)
Fin Plan - Managed Debt	(269,494)	(269,494)	(300,274)	(332,277)	(32,003)
Investment Earnings - Water	(22,571)	(25,000)	(7,000)	(20,000)	(13,000)
Fin Serv - Water - Managed	(16,132,623)	(15,916,961)	(15,809,089)	(16,603,435)	(794,346)
<b>Total Revenues</b>	<b>(16,578,003)</b>	<b>(16,316,281)</b>	<b>(16,212,492)</b>	<b>(17,043,483)</b>	<b>(830,991)</b>
<b>Expenditures</b>					
Water Operations	1,635,836	1,386,777	1,429,207	1,559,561	130,354
Water Stns Electricity	1,123,278	945,000	985,432	1,005,141	19,709
Utilities Water Admin	551,365	656,852	696,877	819,368	122,491
Water Treatment	31,605	27,060	27,060	27,060	0
Pumping Stations - Opr	1,158,036	1,346,780	1,205,817	941,622	(264,195)
Meter Repairs Opr & Recoveries	108,447	103,754	186,713	189,628	2,915
Reservoirs - Operations	76,436	61,126	67,499	67,675	176
3rd Pty - Water	9,153	9,315	9,454	9,433	(21)
3rd Pty - Water Main	15,772	9,325	9,464	9,443	(21)
Water Connections - Prepaid	89,729	44,878	45,969	24,545	(21,424)
Water Disconnect	7,995	5,368	5,442	5,560	118
Amortization - budget only	0	1,905,000	2,000,000	2,100,000	100,000
Amortization - budget - contra	0	(1,905,000)	(2,000,000)	(2,100,000)	(100,000)
Asset Amort & Gain/Loss-Water	2,133,062	0	0	0	0
Fin Serv - Water - Managed	0	240	0	0	0
<b>Total Expenditures</b>	<b>6,940,714</b>	<b>4,596,475</b>	<b>4,668,934</b>	<b>4,659,036</b>	<b>(9,898)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,320,014	1,325,219	1,351,779	1,368,515	16,736
<b>Total Debt</b>	<b>1,320,014</b>	<b>1,325,219</b>	<b>1,351,779</b>	<b>1,368,515</b>	<b>16,736</b>
<b>Transfers</b>					
Water Operations	261,532	185,000	210,000	210,000	0
Utilities Water Admin	24,111	7,800	0	0	0
Pumping Stations - Opr	98,030	80,000	90,499	95,516	5,017
Meter Repairs Opr & Recoveries	14,490	15,600	15,600	0	(15,600)
Reservoirs - Operations	1,357	100	1,600	2,000	400
3rd Pty - Water	162	700	700	4,000	3,300
3rd Pty - Water Main	2,579	700	700	1,200	500
Water Connections - Prepaid	19,130	700	700	4,000	3,300
Water Disconnect	2,652	0	700	2,300	1,600
Fin Plan - Managed OH Charge	1,102,592	1,102,592	1,222,567	1,304,655	82,088
Asset Amort & Gain/Loss-Water	(2,133,062)	0	0	0	0
Wtr Opr - Surplus transfer	6,843,261	7,726,220	7,096,055	7,846,636	750,581
Fin Serv - Water - Managed	(341,275)	(312,369)	(358,405)	(371,869)	(13,464)
Cont to Asset Mtce (fund 43)	2,434,275	1,587,544	1,911,063	1,917,494	6,431
<b>Total Transfers</b>	<b>8,329,833</b>	<b>10,394,587</b>	<b>10,191,779</b>	<b>11,015,932</b>	<b>824,153</b>

## Service Category Summary

### Water Operations

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<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>					
Utility Wat Plants Cond Assess	45,221	54,771	9,550	0	(9,550)
Mezzanine - UTOPS Garage	35,693	41,053	0	0	0
Wtr Conserv Implement Plan	90,395	64,921	0	0	0
Transformer Replacement-PW607	9,353	20,574	10,497	0	(10,497)
Wtr Main Valve Repl	107,009	140,590	0	0	0
South Blackburn Water Services	0	85,000	0	0	0
Pumping Stations - Opr AM	227,367	198,112	343,672	277,547	(66,125)
Meter Repairs Opr & Recover AM	34,748	11,282	31,462	31,783	321
Reservoirs - Operations AM	4,014	1,787	1,791	1,794	3
Water Operations AM	1,619,410	990,743	1,128,738	1,198,918	70,180
Infrastructure Planning -Water	144,224	25,000	25,000	25,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,317,434</b>	<b>1,633,833</b>	<b>1,550,710</b>	<b>1,535,042</b>	<b>(15,668)</b>
<b>Transfers - Asset Maintenance</b>					
Utility Wat Plants Cond Assess	(45,221)	(54,771)	(9,550)	0	9,550
Mezzanine - UTOPS Garage	(35,693)	(41,053)	0	0	0
Wtr Conserv Implement Plan	(90,395)	(64,921)	0	0	0
Transformer Replacement-PW607	(9,353)	(20,574)	(10,497)	0	10,497
Wtr Main Valve Repl	(107,009)	(140,590)	0	0	0
South Blackburn Water Services	0	(85,000)	0	0	0
Pumping Stations - Opr AM	6,472	9,620	25,200	15,000	(10,200)
Meter Repairs Opr & Recover AM	104	0	0	0	0
Reservoirs - Operations AM	438	1,000	200	2,000	1,800
Water Operations AM	397,500	350,000	355,000	365,452	10,452
User Fee Funded - Water	(2,434,275)	(1,587,544)	(1,911,063)	(1,917,494)	(6,431)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,317,434)</b>	<b>(1,633,833)</b>	<b>(1,550,710)</b>	<b>(1,535,042)</b>	<b>15,668</b>
<b>Net Operations</b>	<b>12,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Category Summary

### Water Operations

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(16,578,003)	(16,316,281)	(16,212,492)	(17,043,483)	(830,991)
Expenditures					
Salary & Wages (including Benefits)	3,638,303	3,581,306	3,794,998	3,769,336	(25,662)
Non-Salary Expenses	5,619,845	2,649,002	2,424,646	2,424,742	96
Total Expenditures	9,258,148	6,230,308	6,219,644	6,194,078	(25,566)
Debt	1,320,014	1,325,219	1,351,779	1,368,515	16,736
Transfers	6,012,399	8,760,754	8,641,069	9,480,890	839,821
Net Operations	12,559	0	0	0	0

## Service Category Summary

### Parks

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Parks & Recreation	(57,612)	(57,247)	0	0	0
Parks Operations	(59,867)	(19,010)	(100,000)	(105,000)	(5,000)
Nature Parks & Green Space	(7,800)	0	0	0	0
Boulevard repairs connections	(3,720)	(10,800)	(10,957)	(10,957)	0
<b>Total Revenues</b>	<b>(128,999)</b>	<b>(87,057)</b>	<b>(110,957)</b>	<b>(115,957)</b>	<b>(5,000)</b>
<b>Expenditures</b>					
Shared Use Agreement	210,000	220,000	235,000	245,000	10,000
Parks & Recreation	323,231	298,556	306,795	211,177	(95,618)
Parks Operations	1,290,623	1,370,663	1,404,905	1,342,218	(62,687)
Boulevards - Parks	201,165	253,807	260,522	264,419	3,897
Major Parks	417,753	398,957	409,389	415,427	6,038
Nature Parks & Green Space	89,259	179,094	155,302	157,021	1,719
Neighborhood Parks	239,750	376,774	410,719	412,272	1,553
Sportsfield, Turf, & Irrigation	507,998	318,068	400,698	380,166	(20,532)
Trails	77,505	30,247	30,609	30,818	209
Carpenter Shop Operations	194,681	199,946	205,883	209,362	3,479
Boulevard repairs connections	3,331	10,000	10,157	10,157	0
Irrigation	214,901	174,996	80,570	81,741	1,171
<b>Total Expenditures</b>	<b>3,770,196</b>	<b>3,831,108</b>	<b>3,910,549</b>	<b>3,759,778</b>	<b>(150,771)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parks & Recreation	(6,757)	0	0	0	0
Parks Operations	153,626	153,500	190,489	165,341	(25,148)
Boulevards - Parks	79,412	80,000	85,000	87,000	2,000
Major Parks	123,780	150,000	149,600	90,000	(59,600)
Nature Parks & Green Space	53,755	5,300	55,000	60,000	5,000
Neighborhood Parks	137,197	150,000	240,000	150,000	(90,000)
Sportsfield, Turf, & Irrigation	223,071	260,000	270,000	270,000	0
Trails	22,573	20,000	20,000	20,000	0
Carpenter Shop Operations	15,994	15,600	15,600	20,000	4,400
Boulevard repairs connections	560	800	800	800	0
Irrigation	1,053	4,000	4,000	1,000	(3,000)
<b>Total Transfers</b>	<b>804,263</b>	<b>839,200</b>	<b>1,030,489</b>	<b>864,141</b>	<b>(166,348)</b>



## Service Category Summary

### Parks

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Nature Parks & Green Space AM	(10,000)	0	0	0	0
Neighborhood Parks AM	(6,515)	0	0	0	0
Sportsfield, Turf, & Irigat AM	(4,756)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(21,271)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Ron Brent Park Redevelopment	307,356	0	0	0	0
Pedestrian Network Re-Inspecti	13,347	0	0	0	0
Parks Operations AM	36,698	119,542	132,901	125,796	(7,105)
Boulevards - Parks AM	676	25,433	26,179	26,612	433
Major Parks AM	15,642	19,107	19,655	19,974	319
Nature Parks & Green Space AM	341,026	166,101	196,448	199,632	3,184
Neighborhood Parks AM	50,866	11,361	11,709	11,910	201
Sportsfield, Turf, & Irigat AM	66,883	30,959	71,857	108,720	36,863
Trails AM	7,011	31,789	32,631	33,120	489
Irrigation - AM	63,253	2,540	101,945	103,686	1,741
<b>Total Expenditures - Asset Maintenance</b>	<b>902,757</b>	<b>406,832</b>	<b>593,325</b>	<b>629,450</b>	<b>36,125</b>
<b>Transfers - Asset Maintenance</b>					
Ron Brent Park Redevelopment	4,791	0	0	0	0
Pedestrian Network Re-Inspecti	(13,347)	0	0	0	0
Parks Operations AM	4,178	8,000	5,000	2,000	(3,000)
Boulevards - Parks AM	0	1,000	0	0	0
Major Parks AM	1,920	3,000	3,000	2,000	(1,000)
Nature Parks & Green Space AM	144,811	130,000	115,000	150,000	35,000
Neighborhood Parks AM	8,715	3,000	7,000	4,000	(3,000)
Sportsfield, Turf, & Irigat AM	5,524	3,000	5,500	2,000	(3,500)
Trails AM	1,569	500	2,000	2,000	0
Irrigation - AM	1,406	620	1,500	1,500	0
<b>Total Transfers - Asset Maintenance</b>	<b>159,566</b>	<b>149,120</b>	<b>139,000</b>	<b>163,500</b>	<b>24,500</b>
<b>Net Operations</b>	<b>5,486,512</b>	<b>5,139,203</b>	<b>5,562,406</b>	<b>5,300,912</b>	<b>(261,494)</b>

## Service Category Summary

### Parks

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(150,270)	(87,057)	(110,957)	(115,957)	(5,000)
Expenditures					
Salary & Wages (including Benefits)	3,179,843	3,257,061	3,467,501	3,469,840	2,339
Non-Salary Expenses	1,493,110	980,879	1,036,373	919,388	(116,985)
Total Expenditures	4,672,953	4,237,940	4,503,874	4,389,228	(114,646)
Debt	0	0	0	0	0
Transfers	963,829	988,320	1,169,489	1,027,641	(141,848)
Net Operations	5,486,512	5,139,203	5,562,406	5,300,912	(261,494)

## Service Category Summary

### Facilities Maintenance

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Other City Bldgs - General Exp	(231,766)	(5,050)	(5,050)	(5,050)	0
Library Operations	(7,725)	(8,200)	(8,200)	(8,200)	0
3rd Pty-Art Gallery-Bldg Mtce	(9,431)	(4,950)	(4,961)	(440)	4,521
Civic Facilities - Admin	59	0	0	0	0
<b>Total Revenues</b>	<b>(248,864)</b>	<b>(18,200)</b>	<b>(18,211)</b>	<b>(13,690)</b>	<b>4,521</b>
<b>Expenditures</b>					
Fire Halls	71,521	77,546	63,148	52,115	(11,033)
Massey Drive Fire Hall	0	0	0	31,334	31,334
Other City Bldgs - General Exp	500,491	276,186	183,552	102,304	(81,248)
Library Operations	179,924	185,629	196,404	189,018	(7,386)
3rd Pty-Art Gallery-Bldg Mtce	7,491	4,950	4,961	440	(4,521)
RCMP Detachment Operations	127,448	142,826	133,781	115,372	(18,409)
City Hall - Building Mtce	117,231	107,391	108,313	95,340	(12,973)
18th Ave Yard Bldg - Operation	181,318	146,690	163,397	153,554	(9,843)
Civic Facilities - Admin	721,133	780,316	731,338	797,323	65,985
<b>Total Expenditures</b>	<b>1,906,556</b>	<b>1,721,534</b>	<b>1,584,894</b>	<b>1,536,800</b>	<b>(48,094)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Halls	15,508	14,500	15,313	15,849	536
Other City Bldgs - General Exp	6,282	20,000	5,615	5,812	197
Vacant Lots	729	3,000	1,800	1,863	63
Library Operations	38,086	34,128	43,508	46,817	3,309
RCMP Detachment Operations	71,593	74,837	74,778	73,135	(1,643)
City Hall - Building Mtce	106,736	114,102	114,688	115,895	1,207
18th Ave Yard Bldg - Operation	14,194	14,000	15,087	15,615	528
Civic Facilities - Admin	59,001	(34,153)	72,000	50,400	(21,600)
<b>Total Transfers</b>	<b>312,128</b>	<b>240,414</b>	<b>342,789</b>	<b>325,386</b>	<b>(17,403)</b>

## Service Category Summary

### Facilities Maintenance

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues - Asset Maintenance</b>					
Library Operations AM	(1,889)	(1,500)	(1,500)	(1,500)	0
3rd Pty-Art Gallery-Bldg Mtc AM	(13,089)	(9,000)	(9,000)	(10,000)	(1,000)
City Hall - Building Mtce AM	(1,261)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(16,240)</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>(11,500)</b>	<b>(1,000)</b>
<b>Expenditures - Asset Maintenance</b>					
CYC-Fire Alarm Upgrade	81,184	0	0	0	0
CN-Roof Ladder Replacement	0	0	26,000	0	(26,000)
Elksentre Roof #3 Replacement	0	6,053	0	0	0
Civic Facility Accessibility	46,932	50,000	65,000	0	(65,000)
CN-Domestic Hot Water Tanks	5,956	66,500	0	0	0
Playhouse-Replace Fire Alarm	21,270	22,000	0	0	0
Westel Parkade-Gas Sensor Syst	19,641	40,000	20,358	0	(20,358)
Fire Halls AM	69,974	18,576	18,690	28,237	9,547
Massey Drive Fire Hall AM	0	0	0	15,229	15,229
Othr City Bldgs-General Exp AM	77,240	17,076	40,490	118,195	77,705
Library Operations AM	64,416	24,902	25,073	35,115	10,042
3rd Pty-Art Gallery-Bldg Mtc AM	15,030	12,725	12,791	16,109	3,318
RCMP Detachment Operations AM	67,902	37,705	54,978	58,556	3,578
City Hall - Building Mtce AM	92,574	36,961	37,221	75,030	37,809
18th Ave Yard Bldg - Opr AM	47,712	24,346	24,488	47,297	22,809
<b>Total Expenditures - Asset Maintenance</b>	<b>609,831</b>	<b>356,844</b>	<b>325,089</b>	<b>393,768</b>	<b>68,679</b>
<b>Transfers - Asset Maintenance</b>					
CYC-Fire Alarm Upgrade	(81,184)	0	0	0	0
CN-Roof Ladder Replacement	0	0	(26,000)	0	26,000
Elksentre Roof #3 Replacement	0	(6,053)	0	0	0
Civic Facility Accessibility	(46,932)	(50,000)	(65,000)	0	65,000
CN-Domestic Hot Water Tanks	(5,956)	(66,500)	0	0	0
Playhouse-Replace Fire Alarm	(21,270)	(22,000)	0	0	0
Westel Parkade-Gas Sensor Syst	(19,641)	(40,000)	(20,358)	0	20,358
Fire Halls AM	135	0	0	0	0
Othr City Bldgs-General Exp AM	346	0	0	0	0
RCMP Detachment Operations AM	2,042	0	0	0	0
18th Ave Yard Bldg - Opr AM	193	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(172,267)</b>	<b>(184,553)</b>	<b>(111,358)</b>	<b>0</b>	<b>111,358</b>
<b>Net Operations</b>	<b>2,391,145</b>	<b>2,105,539</b>	<b>2,112,703</b>	<b>2,230,764</b>	<b>118,061</b>

## Service Category Summary

### Facilities Maintenance

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(265,104)	(28,700)	(28,711)	(25,190)	3,521
Expenditures					
Salary & Wages (including Benefits)	691,804	805,139	756,060	806,622	50,562
Non-Salary Expenses	1,824,584	1,273,239	1,153,923	1,123,946	(29,977)
Total Expenditures	2,516,388	2,078,378	1,909,983	1,930,568	20,585
Debt	0	0	0	0	0
Transfers	139,861	55,861	231,431	325,386	93,955
Net Operations	2,391,145	2,105,539	2,112,703	2,230,764	118,061

## Service Category Summary

### Engineering

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
ENV-Clean Air Monitoring	(622)	0	0	0	0
Engineering	(21,406)	(33,910)	(20,000)	(20,000)	0
<b>Total Revenues</b>	<b>(22,028)</b>	<b>(33,910)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>
<b>Expenditures</b>					
ENV-Partners for Climate Chang	2,000	4,038	4,095	4,095	0
ENV-Air Quality Implementation	35,000	70,000	70,000	70,000	0
ENV-Clean Air Monitoring	54,400	50,000	50,000	50,000	0
Engineering	883,117	1,182,559	839,919	1,415,187	575,268
<b>Total Expenditures</b>	<b>974,517</b>	<b>1,306,597</b>	<b>964,014</b>	<b>1,539,282</b>	<b>575,268</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
ENV-Clean Air Monitoring	1,055	0	0	0	0
Engineering	32,442	(292,762)	51,900	56,000	4,100
<b>Total Transfers</b>	<b>33,497</b>	<b>(292,762)</b>	<b>51,900</b>	<b>56,000</b>	<b>4,100</b>
<b>Revenues - Asset Maintenance</b>					
Ongman/McAloney Fld Protection	(10,000)	0	0	0	0
Infrastructure Planning - Gen	(72,203)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(82,203)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Ongman/McAloney Fld Protection	25,441	14,108	0	0	0
Infrastructure Planning - Gen	540,622	200,000	200,000	200,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>566,063</b>	<b>214,108</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Ongman/McAloney Fld Protection	(15,441)	(14,108)	0	0	0
Infrastructure Planning - Gen	(80,083)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(95,524)</b>	<b>(14,108)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,374,322</b>	<b>1,179,925</b>	<b>1,195,914</b>	<b>1,775,282</b>	<b>579,368</b>

## Service Category Summary

### Engineering

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(104,230)	(33,910)	(20,000)	(20,000)	0
Expenditures					
Salary & Wages (including Benefits)	818,270	1,093,617	751,044	1,326,302	575,258
Non-Salary Expenses	722,310	427,088	412,970	412,980	10
Total Expenditures	1,540,580	1,520,705	1,164,014	1,739,282	575,268
Debt	0	0	0	0	0
Transfers	(62,028)	(306,870)	51,900	56,000	4,100
Net Operations	1,374,322	1,179,925	1,195,914	1,775,282	579,368

## Service Category Summary

### Asset Management

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Asset Management	(52,000)	0	0	0	0
<b>Total Revenues</b>	<b>(52,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Asset Management	404,693	352,788	366,225	372,270	6,045
<b>Total Expenditures</b>	<b>404,693</b>	<b>352,788</b>	<b>366,225</b>	<b>372,270</b>	<b>6,045</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>352,693</b>	<b>352,788</b>	<b>366,225</b>	<b>372,270</b>	<b>6,045</b>



## Service Category Summary

### Asset Management

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(52,000)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	331,320	331,308	344,745	350,790	6,045
Non-Salary Expenses	73,373	21,480	21,480	21,480	0
Total Expenditures	404,693	352,788	366,225	372,270	6,045
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	352,693	352,788	366,225	372,270	6,045

## Service Category Summary

### District Energy

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Utilities Distr Energy Admin	(26,400)	(26,400)	(26,400)	(26,400)	0
Fin Serv-Distr Energy-Managed	(178,073)	(100,000)	(170,963)	(184,306)	(13,343)
<b>Total Revenues</b>	<b>(204,473)</b>	<b>(126,400)</b>	<b>(197,363)</b>	<b>(210,706)</b>	<b>(13,343)</b>
<b>Expenditures</b>					
Utilities Distr Energy Admin	8,114	18,374	18,383	18,383	0
District Energy Operations	361,471	321,059	342,084	353,768	11,684
Amortization - budget only	0	537,000	560,000	600,000	40,000
Amortization - budget - contra	0	(537,000)	(560,000)	(600,000)	(40,000)
Asset Amort & Gain/Loss-DES	601,242	0	0	0	0
<b>Total Expenditures</b>	<b>970,827</b>	<b>339,433</b>	<b>360,467</b>	<b>372,151</b>	<b>11,684</b>
<b>Debt</b>					
Fin Plan - Managed Debt	441,321	442,000	433,321	425,321	(8,000)
<b>Total Debt</b>	<b>441,321</b>	<b>442,000</b>	<b>433,321</b>	<b>425,321</b>	<b>(8,000)</b>
<b>Transfers</b>					
District Energy Operations	2,237	1,500	1,525	1,578	53
Fin Plan - Managed OH Charge	69,436	69,437	74,112	78,741	4,629
Asset Amort & Gain/Loss-DES	(601,242)	0	0	0	0
District Energy - Surplus trsf	(228,876)	(246,543)	(188,308)	(207,615)	(19,307)
Fin Serv-Distr Energy-Managed	(494,281)	(493,007)	(497,458)	(498,093)	(635)
Cont to Asset Mtce (fund 23)	45,051	13,580	13,704	38,623	24,919
<b>Total Transfers</b>	<b>(1,207,675)</b>	<b>(655,033)</b>	<b>(596,425)</b>	<b>(586,766)</b>	<b>9,659</b>
<b>Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
District Energy Maintenance	45,051	13,580	13,704	38,623	24,919
DES Peaking Plant Boilers Insp	0	0	20,800	0	(20,800)
DES Peaking BU Plnt Distr Pump	0	54,300	54,300	0	(54,300)
<b>Total Expenditures - Asset Maintenance</b>	<b>45,051</b>	<b>67,880</b>	<b>88,804</b>	<b>38,623</b>	<b>(50,181)</b>
<b>Transfers - Asset Maintenance</b>					
DES Peaking Plant Boilers Insp	0	0	(20,800)	0	20,800
DES Peaking BU Plnt Distr Pump	0	(54,300)	(54,300)	0	54,300
User Fee Funded - Distr Energy	(45,051)	(13,580)	(13,704)	(38,623)	(24,919)
<b>Total Transfers - Asset Maintenance</b>	<b>(45,051)</b>	<b>(67,880)</b>	<b>(88,804)</b>	<b>(38,623)</b>	<b>50,181</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)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(204,473)	(126,400)	(197,363)	(210,706)	(13,343)
Expenditures					
Salary & Wages (including Benefits)	81,562	91,340	93,920	90,495	(3,425)
Non-Salary Expenses	934,316	315,973	355,351	320,279	(35,072)
Total Expenditures	1,015,878	407,313	449,271	410,774	(38,497)
Debt	441,321	442,000	433,321	425,321	(8,000)
Transfers	(1,252,726)	(722,913)	(685,229)	(625,389)	59,840
Net Operations	0	0	0	0	0

## Service Category Summary

### Environmental Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Environmental Services	0	0	0	279,992	279,992
Total Expenditures	0	0	0	279,992	279,992
<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>	0	0	0	279,992	279,992

## Service Category Summary

### Environmental Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	0	0	0	279,992	279,992
Total Expenditures	0	0	0	279,992	279,992
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	0	0	0	279,992	279,992

### Administrative Services Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Risk &amp; Procurement</b>								
REVENUE	(39,092)	0	0	0	0	0	0	0
EXPENDITURES	1,620,197	1,659,381	1,772,280	1,847,783	1,860,773	1,874,024	1,887,537	1,901,322
<b>Total</b>	<b>1,581,106</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>1,860,773</b>	<b>1,874,024</b>	<b>1,887,537</b>	<b>1,901,322</b>
<b>Legislative Services</b>								
REVENUE	(15,574)	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
EXPENDITURES	916,995	839,291	842,943	846,368	860,730	875,379	890,321	905,562
TRANSFERS	4,385	2,850	0	0	0	0	0	0
<b>Total</b>	<b>905,806</b>	<b>832,141</b>	<b>827,943</b>	<b>831,368</b>	<b>845,730</b>	<b>860,379</b>	<b>875,321</b>	<b>890,562</b>
<b>Service Centre</b>								
REVENUE	(35,371)	(25,100)	(25,100)	(4,340)	(4,340)	(4,340)	(4,340)	(4,340)
EXPENDITURES	837,426	816,567	804,287	818,381	831,564	845,011	858,726	872,716
TRANSFERS	0	6,150	0	0	0	0	0	0
<b>Total</b>	<b>802,055</b>	<b>797,617</b>	<b>779,187</b>	<b>814,041</b>	<b>827,224</b>	<b>840,671</b>	<b>854,386</b>	<b>868,376</b>
<b>IT Services</b>								
REVENUE	(103,710)	(107,320)	(95,010)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)
EXPENDITURES	3,484,636	3,875,662	3,870,800	3,769,742	3,814,715	3,860,587	3,907,377	3,955,102
TRANSFERS	(175,149)	(351,350)	(240,650)	22,150	22,150	22,150	22,150	22,150
<b>Total</b>	<b>3,205,776</b>	<b>3,416,992</b>	<b>3,535,140</b>	<b>3,696,892</b>	<b>3,741,865</b>	<b>3,787,737</b>	<b>3,834,527</b>	<b>3,882,252</b>
<b>GRAND TOTAL</b>	<b>6,494,744</b>	<b>6,706,131</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,275,592</b>	<b>7,362,811</b>	<b>7,451,771</b>	<b>7,542,512</b>

## Service Category Summary

### Risk & Procurement

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Insurance and Claims	(39,092)	0	0	0	0
<b>Total Revenues</b>	<b>(39,092)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Risk Management - Admin	277,981	271,954	285,119	289,522	4,403
Procurement	377,109	396,617	421,291	440,141	18,850
Insurance Premiums	889,372	850,000	950,000	1,002,250	52,250
Insurance and Claims	75,736	140,810	115,870	115,870	0
<b>Total Expenditures</b>	<b>1,620,197</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>75,503</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>1,581,106</b>	<b>1,659,381</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>75,503</b>

## Service Category Summary

### Risk & Procurement

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(39,092)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	589,321	602,101	626,260	649,503	23,243
Non-Salary Expenses	1,030,876	1,057,280	1,146,020	1,198,280	52,260
Total Expenditures	1,620,197	1,659,381	1,772,280	1,847,783	75,503
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	1,581,106	1,659,381	1,772,280	1,847,783	75,503



## Service Category Summary

### Legislative Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Legislative Services	(15,574)	(10,000)	(15,000)	(15,000)	0
<b>Total Revenues</b>	<b>(15,574)</b>	<b>(10,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>
<b>Expenditures</b>					
Elections/Referendums	91,012	100,000	25,000	25,000	0
Legislative Services	825,983	739,291	817,943	821,368	3,425
<b>Total Expenditures</b>	<b>916,995</b>	<b>839,291</b>	<b>842,943</b>	<b>846,368</b>	<b>3,425</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	4,385	0	0	0	0
Legislative Services	0	2,850	0	0	0
<b>Total Transfers</b>	<b>4,385</b>	<b>2,850</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>905,806</b>	<b>832,141</b>	<b>827,943</b>	<b>831,368</b>	<b>3,425</b>

## Service Category Summary

### Legislative Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(15,574)	(10,000)	(15,000)	(15,000)	0
Expenditures					
Salary & Wages (including Benefits)	771,058	714,271	714,663	718,088	3,425
Non-Salary Expenses	145,936	125,020	128,280	128,280	0
Total Expenditures	916,995	839,291	842,943	846,368	3,425
Debt	0	0	0	0	0
Transfers	4,385	2,850	0	0	0
Net Operations	905,806	832,141	827,943	831,368	3,425

## Service Category Summary

### Service Centre

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Service Centre	(23,336)	(25,100)	(25,100)	(4,340)	20,760
50-50 Lottery: United Way	(12,035)	0	0	0	0
<b>Total Revenues</b>	<b>(35,371)</b>	<b>(25,100)</b>	<b>(25,100)</b>	<b>(4,340)</b>	<b>20,760</b>
<b>Expenditures</b>					
Service Centre	825,366	816,567	804,287	818,381	14,094
50-50 Lottery: United Way	12,060	0	0	0	0
<b>Total Expenditures</b>	<b>837,426</b>	<b>816,567</b>	<b>804,287</b>	<b>818,381</b>	<b>14,094</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Service Centre	0	6,150	0	0	0
<b>Total Transfers</b>	<b>0</b>	<b>6,150</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>802,055</b>	<b>797,617</b>	<b>779,187</b>	<b>814,041</b>	<b>34,854</b>

## Service Category Summary

### Service Centre

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(35,371)	(25,100)	(25,100)	(4,340)	20,760
Expenditures					
Salary & Wages (including Benefits)	664,454	668,297	648,027	659,141	11,114
Non-Salary Expenses	172,972	148,270	156,260	159,240	2,980
Total Expenditures	837,426	816,567	804,287	818,381	14,094
Debt	0	0	0	0	0
Transfers	0	6,150	0	0	0
Net Operations	802,055	797,617	779,187	814,041	34,854

## Service Category Summary

### IT Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Computer Services - Operations	(78,987)	(88,820)	(76,500)	(76,500)	0
3rd Pty - Computer Serv	(24,724)	(18,500)	(18,510)	(18,500)	10
<b>Total Revenues</b>	<b>(103,710)</b>	<b>(107,320)</b>	<b>(95,010)</b>	<b>(95,000)</b>	<b>10</b>
<b>Expenditures</b>					
Computer Services - Operations	2,051,958	2,104,882	2,263,510	2,329,172	65,662
Computer Serv - Mtce Contracts	1,196,787	1,357,780	1,303,780	1,396,070	92,290
Computer Serv-Non-Contract Mtc	19,390	27,000	27,000	26,000	(1,000)
3rd Pty - Computer Serv	24,723	18,500	18,510	18,500	(10)
<b>Total Expenditures</b>	<b>3,292,858</b>	<b>3,508,162</b>	<b>3,612,800</b>	<b>3,769,742</b>	<b>156,942</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	16,150	16,150	17,350	22,150	4,800
Computer Serv-Non-Contract Mtc	479	0	0	0	0
<b>Total Transfers</b>	<b>16,629</b>	<b>16,150</b>	<b>17,350</b>	<b>22,150</b>	<b>4,800</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
IT Maintenance	191,778	367,500	258,000	0	(258,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>191,778</b>	<b>367,500</b>	<b>258,000</b>	<b>0</b>	<b>(258,000)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(191,778)	(367,500)	(258,000)	0	258,000
<b>Total Transfers - Asset Maintenance</b>	<b>(191,778)</b>	<b>(367,500)</b>	<b>(258,000)</b>	<b>0</b>	<b>258,000</b>
<b>Net Operations</b>	<b>3,205,776</b>	<b>3,416,992</b>	<b>3,535,140</b>	<b>3,696,892</b>	<b>161,752</b>

## Service Category Summary

### IT Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(103,710)	(107,320)	(95,010)	(95,000)	10
Expenditures					
Salary & Wages (including Benefits)	1,971,343	2,029,362	2,195,893	2,248,642	52,749
Non-Salary Expenses	1,513,293	1,846,300	1,674,907	1,521,100	(153,807)
Total Expenditures	3,484,636	3,875,662	3,870,800	3,769,742	(101,058)
Debt	0	0	0	0	0
Transfers	(175,149)	(351,350)	(240,650)	22,150	262,800
Net Operations	3,205,776	3,416,992	3,535,140	3,696,892	161,752



## Human Resources Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
Human Resources								
REVENUE	(135)	0	0	0	0	0	0	0
EXPENDITURES	2,662,544	2,747,779	2,759,324	2,800,672	2,841,235	2,882,609	2,924,811	2,967,856
TRANSFERS	52,484	6,100	6,000	6,000	6,000	6,000	6,000	6,000
<b>Total</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>
<b>GRAND TOTAL</b>	<b>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,847,235</b>	<b>2,888,609</b>	<b>2,930,811</b>	<b>2,973,856</b>

## Service Category Summary

### Human Resources

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Human Resources Operations	(135)	0	0	0	0
<b>Total Revenues</b>	<b>(135)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Union Negotiations/Grievances	8,885	0	0	0	0
Human Resources Operations	1,689,682	1,848,444	1,744,028	1,677,522	(66,506)
Casual Labour Pool	(85)	0	0	0	0
Disability Management	256,176	246,779	261,809	274,002	12,193
Health & Safety	492,615	421,518	521,392	617,143	95,751
Central Training	215,271	231,038	232,095	232,005	(90)
<b>Total Expenditures</b>	<b>2,662,544</b>	<b>2,747,779</b>	<b>2,759,324</b>	<b>2,800,672</b>	<b>41,348</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Union Negotiations/Grievances	277	0	0	0	0
Human Resources Operations	106	0	0	0	0
Health & Safety	45,836	0	0	0	0
Central Training	6,265	6,100	6,000	6,000	0
<b>Total Transfers</b>	<b>52,484</b>	<b>6,100</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>2,714,893</b>	<b>2,753,879</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>41,348</b>



## Service Category Summary

### Human Resources

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(135)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	2,052,573	2,038,504	1,954,664	2,028,172	73,508
Non-Salary Expenses	609,971	709,275	804,660	772,500	(32,160)
Total Expenditures	2,662,544	2,747,779	2,759,324	2,800,672	41,348
Debt	0	0	0	0	0
Transfers	52,484	6,100	6,000	6,000	0
Net Operations	2,714,893	2,753,879	2,765,324	2,806,672	41,348

## Police Protection Service Enhancement Data Processor Supervisor Position

### DESCRIPTION:

Increase staffing of one (1) Data Processor Supervisor to further support the General Investigation Section and provide leadership in the growing GIS Disclosure unit.

The General Investigative Section of the RCMP investigates serious crimes such as sex crimes, homicides, serious assaults, organized crime files, drugs, and prolific offenders.

Providing support to the General Investigative Section of the RCMP, the Data Processor converts documents for Crown Council and manages the electronic filing system. This involves building and linking a variety of reports and documents and conversion of those documents in accordance with the Memorandum of Understanding between the Attorney General's Office and RCMP E Division.

Crown Council has been requesting more conversion of current and historical serious crime files as well as General Duty files into electronic format. The Supreme Court of Canada issued a ruling that placed strict time pressures on crown and police with no grounds for appeal should we exceed the time. With large files and deadlines that cannot be missed, there continues to be an overwhelming workload for two Data Processors. In order to meet the current demands, we continue to utilize police officers that often tie them up for months at a time doing this work. Senior management has identified the need for a third Data Processor to ensure Crown's requests on disclosure are met, and to free police officers from this administrative work. As the unit is growing and is expected to grow in the coming years as electronic file disclosure is required more and more by crown, a Supervisor in this unit will perform supervision of the current unit as well as performing electronic disclosure work.

The addition of a Supervisor position to the current two person unit would alleviate the stress and continued file burden on the current Data Processors and ensure serious crime files to Crown meet the electronic Memorandum of Understanding and are completed by court imposed deadlines, preventing a stay of charges and the serious dangerous offenders getting back on the streets.

### FINANCIAL COST OF THE ENHANCEMENT:

An increase to the 2020 budget for wages and associated benefits for this position would be \$91,070.

## Police Protection Service Enhancement Forensic Video Analyst Position

### DESCRIPTION:

Forensic Video Analysis is the scientific examination, comparison, and/or evaluation of video in legal matters. Surveillance video from homes, businesses, vehicles, and persons is growing quickly and considerably; hours of video from dozens of cameras, it is often one of the first investigative avenues for major investigations.

Creating the Forensic Video Analyst position will provide support to the Major Crime Section of the detachment by providing a high level of forensic video analysis on the Major Crime files. This analysis leads to the arrest and potential conviction of criminals who might not have been identified through traditional investigative means. Collecting audio/video evidence at the scene and comparing and analyzing this information will strengthen the major crime files, such as murders and serious sexual assaults, thereby resulting in higher conviction rates, lowering the crime rates in Prince George.

The Analyst will also assist the current Forensic Identification Technician in analyzing and downloading cell phone data for investigative purposes. Utilizing technology such as the Cellebrite downloader, investigative information from cell phones are now being downloaded for evidence on a regular basis. Currently this task is left to the RCMP members to do on OT at double their hourly rate or sourced out at additional costs. The cost per hour to download cellphone data is \$300 and \$1,500-\$2,000 to unlock and download Apple data. In 2018 the detachment paid \$25K, with costs expected to increase as technological sources of evidence continue to increase. To free up RCMP members from this administrative work and eliminate outsourcing, this could be done by the Forensic Team instead.

This new position will ensure a higher success rate in convictions for serious crime files through Forensic Video Analysis comparison and analysis and eliminate the need for overtime costs for members and the outsourcing required to perform the cell phone downloading functions.

### FINANCIAL COST OF THE ENHANCEMENT:

An increase to the 2020 budget for wages and associated benefits for this position would be **\$101,476**.

## Development Planning and Admin Service Enhancement Planner Position

### DESCRIPTION:

The Development Services Division processes a variety of land use applications that are thoroughly reviewed to ensure consistency with Provincial legislation and City of Prince George policies and bylaws in order to facilitate development within our community.

Planners fill the important role of facilitating the land use process not only by navigating legislation and bylaws, but also by coordinating the comments, questions, and requests of internal divisions and external agencies related to the land use proposal in a clear, concise manner to the customer. Planners provide guidance and/or support to the customer often times from inception to completion of a project, while balancing a number of other project files, customer inquiries (telephone, email, and counter), review of business licenses and building permits, and following up on bylaw infractions/complaints.

The number of land use applications have been record breaking for the past 3 years, and continue to rise, while the number of Planners has remained consistent. The Development Services team aims to provide excellent customer service by processing accurate and complete applications, while maintaining the efficient timelines customers have come to expect.

This enhancement is requested in response to the increasing amount of land use applications, and to uphold the level of service the Division has strived to achieve and aims to continue.

### FINANCIAL COST OF THE ENHANCEMENT:

An increase to the 2020 budget for wages and associated benefits for this position would be \$94,559.

## Environmental Services Service Enhancement Climate Change and Energy Coordinator Position

### **DESCRIPTION:**

The Climate Change and Energy Coordinator is to support the development of policies and programs and the implementation of the City's climate change plans that move Prince George towards a low carbon energy future.

The proposed work plan items that fulfill the role and responsibilities of the Climate Change and Energy Coordinator positions are as follows:

### **Conservation and Energy Management - Corporate**

- Maintain and update the corporate energy management program;
- Liaise with the Facilities Operations Manager and facility supervisors to monitor and target energy efficiency and conservation in key facilities; and,
- Maintain knowledge of CleanBC program and educate staff as required.

### **Conservation and Energy Management - Community**

- Develop a building energy retrofit strategy;
- Electric vehicles and charging stations.

### **Climate Change**

- Climate Change mitigation planning and implementation;
- Changemakers Climate Change Adaptation and implementation;
- Carbon Emissions Reporting and Management of CARIP Funding;
- Corporate and Community Liaison.

### **Step Code Preparation and Implementation**

- Assist City administration and staff with the understanding and preparation for the Step Code; and,
- Work to provide guidance towards the implementation of the BC Energy Step Code and its Policy, if approved by Council.

### **Renewable Energy Opportunities Within City Facilities (eg. Waste Water Treatment Centre)**

- Research for business case around organics diversion and RNG generation; and,
- Assist with City's Solid Waste Strategic Management Plan

### **Renewable Energy for Transportation**

- Stay current and act as subject matter expert for renewable energy transportation options;
- City fleet analysis for renewable energies; and,
- Examine feasibility of implementing policies or bylaws to lower GHG emissions in fleets and heavy duty vehicles (e.g. requiring waste, recycling, and organics haulers to use low carbon fuels such as CNG)

### **Grant Research and Writing**

- Research grant funding, provide recommendations and support for grant writing

**Downtown District Energy**

- Work through recommendations in the Atticus report
- Understand the finances – operating, maintenance and capital expenditure planning; and,
- Work with External Relations and external marketing to create an awareness in the public and existing customers about the DDES.

**FINANCIAL COST OF THE ENHANCEMENT:**

An increase to the 2020 budget for wages and associated benefits for this position would be **\$100,407**. There is the availability of funding through BC Hydro for two (2) years for up to \$50,000. Additional funding and grants are being researched for this work.

## Service Enhancement

### Downtown Safe, Clean and Inclusive Package

#### BACKGROUND:

At the December 16, 2019 Special Meeting of the Standing Committee on Finance and Audit, the Committee provided direction for Administration to bring back service package cost options for Council to consider at the January 6, 2020, Budget Meeting. Provided below are three options. Attached as reference are the previous report packages presented during the December 16 Special Meeting.

#### SHORT DESCRIPTION:

Multi-departmental service enhancement package to augment safety, cleanliness and social inclusiveness in the larger downtown area. With service integration and cooperation, a uniformed presence and a comprehensive suite of response services in the downtown, will be available eighteen hours per day/seven days per week.

#### DETAILED DESCRIPTION:

The service enhancement package consists of six interrelated areas: Police, Bylaw Services, contracted security, social inclusion services, parkade safety upgrades, as well as homeless camp and hazardous materials cleanup (within Public Works). The below narratives describe the service category enhancement to include three options: Option 1 is status quo; no changes to 2019 service levels. Option 2 provides cost-effective enhancements to the six interrelated service categories. Option 3 provides comprehensive enhancements to the six interrelated service categories. Administration recommends Option 2 as it balances increasing service demands with reasonable associated costs. Each service enhancement below provides descriptions of the three options.

#### POLICE SERVICES

##### *Background:*

At present, the RCMP have a dedicated Downtown Safety Unit (DSU) consisting of five members. In addition, 20% of each patrol Watch is assigned exclusively to the downtown core. Options 2 and 3 propose a dedicated daily downtown patrol, comprised of two officers, for a six-hour duration, seven days per week, for nine months of the year. This two-member patrol surge would be completely paid for through overtime expenditures. These patrols could be implemented immediately. If additional police officer FTEs were funded for additional presence in the downtown core, it would take between six to nine months for the positions to be filled. Those additional officers would also be subject to other pressures such as mandatory training, vacation leave, court time, etc. that would detract from their effectiveness in providing additional police presence.

At present, there is a gap between operational commitments (uniformed members, “boots on the ground”) and administrative support capacity (civilian personnel, providing the supports required to enable the uniformed members to conduct their duties). As a result, Administration has recommended a service enhancement of two new civilian personnel for 2020, and a further four for 2021 (*separate from this service enhancement package*). Previous increases of uniformed members have not come with an associated increase in administrative support. When combined

with increasing disclosure and related administrative requirements, administrative support remains prioritized over additional uniformed members.

*Impacts:*

The dedication of 20% of patrol officers to the downtown core enhances police presence in the area but negatively impacts the response times and quality of service provided in other areas of the city. The introduction of these targeted downtown patrols will provide an enhanced police presence in the downtown core that will be focused on the highest priority times of day. As these officers will be complementary to the patrol Watch on shift, they will be assigned to foot and bicycle patrols as they will not be required to be available to conduct prisoner transport or respond to other areas of the city for high priority public safety incidents.

Pointedly, at present, uniformed members are performing administrative duties that could be done in a more cost efficient manner using civilians. In order to increase street presence, the gap between administration and operations requires closing. The proposed 2020-21 police support services enhancements should rectify this (*separate service category enhancement*).

*Police Services Options:*

*Option1 – Status Quo:* Nil cost. No dedicated daily downtown patrol. Continuation of the DSU; 2020 projected service levels consistent with 2019.

*Option 2 and/or 3 – Daily Downtown Patrol:* Cost of \$273,249 for a nine-month duration. Details as per above description. If approved, service to be assessed in November 2020. As the cost of this service is borne by overtime expenditures, it can be scaled back or forward in future years. Administration recommends this option.

**BYLAW SERVICES**

*Background:*

In 2019, Bylaw Services added two ‘Bylaw Compliance Assistants,’ tasked to prioritize downtown social issues and clean-up. These services are provided Monday – Friday, from 7:00 am to 3:00 pm. To increase service levels for extended hours seven days per week requires additional officers. The number of additional officers approved determines the daily coverage duration. A notable strength of increasing Bylaw Services is that it can be accomplished relatively quickly, in terms of hiring and training, and the skillset complements both police and social outreach well. For example, new officer positions could be operational by March.

*Impacts:*

Assessed as a stand-alone service enhancement, increasing Bylaw Officer positions dedicated to the downtown and bowl area may provide consistent coverage for extended hours and days, dependent upon which option is selected. When combined with the additional services, layered synergies in terms of more effective response may be realized. The impact of not providing this service enhancement would be to maintain the status quo of limited coverage during business hours.

*Bylaw Services Options:*

*Option 1 – Status Quo:* Cost of \$14,704 to elevate the two ‘Bylaw Compliance Assistants’ to ‘Bylaw Enforcement Officers.’ 2020 projected service levels mostly consistent with 2019. Potential for



marginal improvements. Coverage between Monday to Friday, 7:00 am to 3:00 pm, limited capacity for foot patrols, and delayed response times for calls for service outside of the downtown.

*Option 2 (Notable Improvement):* Cost of \$189,051 annually. In addition to the two new existing Bylaw Enforcement Officers from 2019, two more officers to be hired, for a total of four dedicated to the downtown area. This will provide seven days per week coverage from 7:00 am to 6:30 pm. Limited foot patrols during the afternoon hours, some reduction in buildup of weekend debris and issues, and more responsive service is expected.

*Option 3 (Comprehensive Improvement):* Cost of \$580,944 annually. In addition to the two new existing Bylaw Enforcement Officers from 2019, six more officers to be hired, for a total of eight dedicated to the downtown area. This will provide seven days per week coverage from 6:00 am to midnight. Foot patrols conducted six or more hours per day, reduced buildup of debris, and very responsive service is expected.

Administration recommends Option 2 as it provides service improvements at a reasonable cost increase.

### **CONTRACTED SECURITY SERVICES:**

#### *Background:*

In 2019, contracted security costs are forecasted to be just below \$350,000. These costs have been absorbed across multiple facility budgets resulting in overages. Security costs over the previous few years have significantly increased, and service requests display no evidence of abatement. These costs include full-time security guard presence at the Four Seasons Leisure Pool, 1<sup>st</sup> Ave Building (shared by TourismPG and CN Rail), the Prince George Conference and Civic Centre (during events), and periodic mobile security for the Rolling Mix Concrete Arena and Canada Games Plaza area. The mobile security patrol has consistently provided insufficient security coverage to satisfy user group requests and places staff and the public at potential risk. It has been determined that the mobile security should be increased to a full-time contracted position at RMCA, to include a roving /mobile patrol of the larger downtown core. Total service enhancement for security for 2020 is \$400,000. An RFP process would be utilized in accordance with City policy.

#### *Impacts:*

Substantial reduction of customer concerns was evident following the implementation of fixed security presence in the FSLP, 1<sup>st</sup> Ave Building, and the PGCCC. It is reasonably asserted that a similar trend will be evident with increased security at the RMCA, and mobile patrols of the parkades. Removing this service will place significant strain on the City from a Health and Safety perspective of both staff and patrons, as well as potentially reduce customer visits.

#### *Security Options:*

*Option 1, 2, and 3:* Cost of \$400,000. As this service has incrementally increased over the previous few years, it represents a conditional requirement to safely operate civic facilities. Reducing or eliminating this service could likely lead to significant Health and Safety concerns, for both staff and the public. For these reasons, the provision of security at civic facilities is viewed as an operational baseline from a safety perspective. An RFP process will be utilized to ensure the City gains the most cost-effective and efficient delivery of security services. The additional \$50,000 for 2020 above the \$350,000 for 2019 results from the current security gap at RMCA. Providing a fixed, full-time contracted security position to this facility should close the security gap.

Administration recommends an enhancement of \$400,000 as a new service category to provide public and staff safety.

#### *SOCIAL INCLUSION SERVICES:*

##### *Background:*

In late 2019, two homeless service hubs opened in the downtown. The hubs are operating as pilot projects, with the goal of better connecting individuals living on the street to services and supports. The first, located at 181 Quebec Street, provides storage, washroom, and outreach services six days per week. Current funding, provided by the City of Prince George and BC Housing, enables its operation for a one-year pilot period from September 2019 – August 2020. The Prince George Native Friendship Centre is the service provider. The Association Advocating for Women and Community (AWAC) operates the second pilot, funded by the City of Prince George and indirectly by BC Housing's Extreme Weather Response (EWR) program. It opened at 144 George Street in November and provides access to outreach services, as well as storage, laundry, shower, washroom, and sleeping facilities from 10 am – 4 pm, seven days per week for a six-month period. Outreach workers at both sites are responsive to calls for service and can transport individuals and belongings on an as required basis. Outside of the funded pilot service hub, AWAC also operates a street outreach team that works from 7 pm – 1 am nightly.

The proposed enhancement totaling \$236,000 will enable the year round operation of both homeless service hubs, and will accommodate the relocation of the Quebec Street pilot to a larger and more appropriate site. The City will continue to work with BC Housing to secure its funding participation in the year-round operation of the homeless service hubs.

##### *Impacts:*

There is an opportunity to integrate outreach services attached to the homeless service hubs with policing, bylaw, and security services to provide the full continuum of response services necessary for a safe, clean, and inclusive downtown. This service integration, which will also assist with displacement, will be compromised should the proposed enhancement not proceed. In addition, the homeless service hubs have the capacity to collect important information about who is homeless in the downtown and the barriers they experience when accessing services, like housing. This data then serves to inform interventions. The proposed enhancement will also enable the City and its partners to develop the relationships and service integration that will be required to approach complex social issues in a way that mitigates safety and cleanliness concerns.

##### *Social Inclusion Options:*

*Option 1 – Status Quo:* Current operations, enabled with one time funding, will operate until July 2020. If the status quo is maintained, the two homeless service hubs will close as of August 1, 2020. Connection of vulnerable individuals to services, data collection to inform interventions, and the capacity to provide a full continuum of integrated response services in the downtown and area will be compromised when the operations close.

*Option 2 (Continued Improvement):* Cost of \$236,000 for the annual City contribution to maintain operations at two sites. BC Housing funding will be required to ensure enhanced outreach services are available to support the continued operation of the hub sites. During scheduled hours of operation, outreach staff at each of the hub sites are available to respond to calls for service in the downtown area.

*Option 3 (Guaranteed Complement of Outreach Staff):* Cost of \$336,000. This option reflects the City's commitment to fund full operating costs, including outreach service staff, associated with the two hub service sites.

Administration recommends Option 2 as it ensures continued access, at a reasonable cost, to important social services and supports for those living on the street. It also allows for the integration of safety, security, and social inclusion human resources, to provide a full continuum of response services.

#### **PUBLIC WORKS – CLEANUP SERVICES:**

##### **Background:**

Daily operations are meant to provide consistent and defined levels of service for all residents and neighbourhoods. In 2019, the volume of service calls for cleanup of homeless camps, biohazards, garbage and other related items prevented the City's ability to maintain a consistent level of service in other neighbourhoods. At present, Public Works staff (Parks and Solid Waste Services and Utilities Divisions) are reacting to service requests and triaging service levels in order to respond to major camp cleanups, removal of biohazards, and needle cleanup that pose health and safety concerns for all residents. To date, in 2019, there have been 117 major homeless camp cleanups; this is in addition to the illegal dumping cleanups throughout the city. Although a majority of these sites are located within the vicinity of downtown and the bowl area, there have been numerous camps located elsewhere throughout the city. A "major" cleanup is separate from the nearly 2,000 service calls received for minor or routine cleanups. A major cleanup can include up to nineteen staff, evident during one example at Carrie Jane Gray Park: nineteen staff (Parks and Bylaw), two bobcats, two dump trucks and one bucket truck and chipper were used. Prior to a major scheduled cleanup, policing and bylaw resources are used to meet with the inhabitants and provide them with time to gather their belongings and move on. A major cleanup may take up to an entire day to conduct.

##### **Impacts:**

The daily reactive response to service requests outside normal service levels is preventing a consistent level of service delivery in other areas of the city by both Utilities and Parks and Solid Waste Service Divisions.

##### **Cleanup Options (Public Works):**

*Option 1 – status quo (reduction of City-wide service levels):* tax increase is nil. Decision point provides two selections for this option: the first is to maintain the status quo; reallocating assigned resources to reactive needle, biohazard and camp cleanup at the cost of daily services to other areas of the city, or accepting a higher level of debris and waste within the larger downtown area. The latter would also produce health and safety concerns from biohazardous waste, discarded needles, and so forth.

*Option 2 (Consistent service for all):* Cost of \$274,495 (plus an additional cost of \$216,000 for capital - equipment). This option includes one new FTE EQ2 Operator, year round, and two Labourers for approximately nine months (from spring – snow). Equipment to be purchased includes: a pick-up truck, single axle dump truck, and skid steer with trailer, in addition to Personal Protective Equipment (PPE) and pressure washers. These staff and equipment would be used for homeless camp cleanup and reactive/service requests for biohazard cleanup. To provide for efficiencies, these staff and equipment could also be used for restoration work for Utilities' digs and Municipal

Utilities (3rd party service connections) when there is downtime from camps and biohazard cleanups. Based upon 2018 and 2019 service requests, it is anticipated that these increased resources will provide better and more timely service, but may still not be fully adequate to providing daily coverage.

*Option 3 (Premium clean):* Cost of \$996,886 (combined labour and capital). This option includes all of Option 2 plus an additional three staff dedicated to downtown and area daily cleanup services, such as weed abatement, sidewalk cleaning, which includes the purchase of a Madvac LS175 equipment. This option provides concurrent daily downtown cleanup and daily homeless camp removal.

Administration recommends Option 2 as it provides dedicated, adequate resources to cleanup camps and debris/hazardous materials in the downtown area in a reasonable time without requiring the reallocation of other resources from other areas of the city on a regular basis.

### *PARKADE SAFETY UPGRADES*

#### *Background:*

Daily customer concerns continue to be received from both the 2<sup>nd</sup> Avenue and 5<sup>th</sup> Avenue Parkades, caused by individuals sleeping on the entrance and exit ramps, thereby preventing paying customers' access to parking, in addition to significant debris, garbage, human waste and graffiti. The City has contracted cleaning services to provide a daily cleanup of the Parkades. Additionally, Facilities Maintenance have installed brighter lighting in the 2<sup>nd</sup> Avenue Parkade, covered graffiti with new "graffiti-resistant" paint, and are in the process of installing a sound system. CCTV systems have been considered; however, at this time are deemed a risk from a liability perspective. The next proposed phase is to close the entrance and exit ramps with additional gates to enclose and secure the entrance and exit ramps for paying customers. 2<sup>nd</sup> Avenue Parkade is the pilot site, and noted safety improvements would be extended to the 5<sup>th</sup> Avenue Parkade in the near future. These costs are not borne as part of the operating budget or as a service category enhancement. Parkade costs are funded through the Off-Street Parking Levy.

#### *Impacts:*

The daily maintenance of the parkades is creating a substantial strain on Facilities Maintenance and Bylaw Services. These improvement measures – mostly CPTED (Crime Prevention through Environmental Design) should enable staff to return to daily operations, such as preventive maintenance of the City's numerous other facilities and provide a safer and more welcome environment for paying patrons.

#### *Parkade Options:*

*Option 1 – Status Quo:* Nil cost as no further improvements to be installed. Customer concerns likely to continue to increase, in addition to daily cleanup and maintenance costs (painting over graffiti, cleaning up debris, human waste, and so forth).

*Option 2 and/or 3 (Increased customer safety):* Cost of \$200,000 for 2020 to install new security gates at the entrance and exit. This includes walls to enclose these two main access points. Additional incremental costs include better lighting, paint and so forth. These costs are quoted by the current contractor and do not include engineering, drawings, et cetera. Work is anticipated to commence in the early spring for summer completion. If successful, 5<sup>th</sup> Ave Parkade to receive similar upgrades for late 2020/21.

Administration recommends Option 2/3 as it provides for increased public safety.

#### LAYERED INTEGRATION OF SERVICE ENHANCEMENTS

The intent of this service enhancement package, outlined and recommended as 'Option 2,' includes deliberate and dedicated planning to align the current service silos through an integrated approach toward a *layering* and *synchronization* of services. Simplified, by working through a centralized 'Table' and collaborating on shared data and information, and developing a 'Common Operating Picture,' the intent throughout 2020 is to deliver an aligned approach to better managing the downtown and area social issues. Work is still to be developed on this initiative, namely through the recommendations of the new Select Committee. Details of this yet-to-be completed approach could be provided to Council in the summer and fall of 2020. The initial step requires allocating new resources. The extensive planning work undertaken to date and expected throughout 2020 by Administration has not been cost-captured in this enhancement request. It is anticipated that workflow will continue to be impacted but is manageable.

#### FINANCIAL COST OF THE ENHANCEMENT:

Below is a high level overview of the three service enhancement options. Administration recommends Option 2, which is detailed in the next chart below:

Service	Option 1 Cost – Status Quo	Option 2 Cost – Recommended Package	Option 3 Cost – Enhanced Package
Police Services	Nil – no service increase	\$273,249 (2 member daily patrol)	\$273,249 (same as Option 2)
Bylaw Services	\$14,704 (elevate 2 current officers)	\$189,051 (add 2 new officers)	\$580,944 (add 6 new officers and extra fleet expenses)
Security (contracted)	\$400,000 (fixed cost, RFP)	\$400,000 (same as Option 1)	\$400,000 (same as Option 1)
Social Inclusion	Nil – no service past August 1, 2020	\$236,000 (City contribution to total costs)	\$336,000 (City funds full cost of service hubs)
Public Works (cleanup services)	Nil – no service increase	\$274,495 (add 3 staff and operating costs of new fleet) \$216,000 (capital fleet costs)	\$481,886 (labour and operating costs of new fleet) \$515,000 (capital fleet costs)
Parkade Safety (2 <sup>nd</sup> Ave)	Nil – no service increase (but incremental ongoing cleanup costs)	\$200,000 (2nd Ave Parkade – entrance and exit)	\$200,000 (same as Option 2)
Misc hardware costs	Nil – no facility security enhancements	\$50,000 (locks, access points, fobs, etc)	\$50,000 (same as Option 2)
Total	\$414,704	\$1,838,795	\$2,837,079
Less off-street parking and capital costs	-	(416,000)	(715,000)
<b>Total tax increase costs:</b>	<b>\$414,704</b>	<b>\$1,422,795</b>	<b>\$2,122,079</b>
<b>% of tax levy increase</b>	<b>0.38%</b>	<b>1.29%</b>	<b>1.93%</b>

Option #2 is the recommended option: although not a silver bullet, it offers incremental improvements to better manage the downtown and area social issues at a reasonable cost:

#### OPTION 2:

Division	Description	Total	Tax % increase
Police	7 two-member patrols at 6hrs each per week (9 months)	\$ 273,249	0.25%
Facilities	Establish existing security costs in budget of \$350k and enhance by \$50k	400,000	0.36%
	Security Gate Updates for Parkades	200,000	0.18%
	Miscellaneous hardware costs	50,000	0.05%
Bylaw	Upgrade two Compliance Assistants to Bylaw Enforcement Officers and add two more Bylaw Enforcement Officers	189,051	0.17%
Social Inclusion	Downtown Homeless Service Hubs - contribution to staffing	236,000	0.21%
Public Works	Marginalized Camp and Illegal Dump Cleanup (non-labour is fleet); downtown HAZMAT removal	274,495 (operating) 216,000 (equipment)	0.45%
<b>TOTAL</b>		<b>\$1,838,795</b>	<b>1.67%</b>
	Security Gate Updates paid for by Off-Street Levy	(200,000)	(0.18%)
	Marginalized Camp and Illegal Dump Cleanup paid for by MFA Lease	(216,000)	(0.20%)
	<b>Service Enhancements - Downtown Safety and Cleanliness</b>	<b>\$ 1,422,795</b>	<b>1.29%</b>

#### RECOMMENDATION:

Administration recommends Option 2 at a service enhancement cost of \$1,422,795 representing a tax increase of 1.29%.



### Finance Summary

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(170,625,108)	(168,914,090)	(184,240,285)	(180,952,435)	(184,032,390)	(180,279,238)	(180,976,192)	(183,566,491)
EXPENDITURES	211,011	1,480,331	1,349,385	1,795,247	1,797,892	1,803,084	1,808,379	1,813,780
DEBT	13,202,121	14,302,744	15,482,980	16,772,614	18,615,657	13,078,301	12,716,023	14,296,172
TRANSFERS	55,429,220	56,406,016	65,561,292	58,371,887	57,681,129	58,501,214	58,310,136	58,114,349
<b>Total</b>	<b>(101,782,755)</b>	<b>(96,724,999)</b>	<b>(101,846,628)</b>	<b>(104,012,687)</b>	<b>(105,937,712)</b>	<b>(106,896,639)</b>	<b>(108,141,654)</b>	<b>(109,342,190)</b>
<b>Financial Services</b>								
REVENUE	(135,829)	(125,100)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
EXPENDITURES	1,609,122	1,601,289	2,011,357	2,044,585	2,083,645	2,123,484	2,164,121	2,205,572
TRANSFERS	0	0	0	12,750	12,750	12,750	12,750	12,750
<b>Total</b>	<b>1,473,293</b>	<b>1,476,189</b>	<b>1,886,357</b>	<b>1,932,335</b>	<b>1,971,395</b>	<b>2,011,234</b>	<b>2,051,871</b>	<b>2,093,322</b>
<b>OLD BU's - Fiscal Services</b>								
EXPENDITURES	19,727,410	0	0	0	0	0	0	0
TRANSFERS	(19,727,410)	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>(100,309,462)</b>	<b>(95,248,810)</b>	<b>(99,960,271)</b>	<b>(102,080,352)</b>	<b>(103,966,317)</b>	<b>(104,885,405)</b>	<b>(106,089,783)</b>	<b>(107,248,868)</b>

## Service Category Summary

### Financial Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Billings & Collection	(135,829)	(125,100)	(125,000)	(125,000)	0
<b>Total Revenues</b>	<b>(135,829)</b>	<b>(125,100)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>0</b>
<b>Expenditures</b>					
Billings & Collection	625,111	604,484	619,066	628,776	9,710
Financial Planning	437,864	435,099	453,145	460,783	7,638
Accounting - Operating	546,147	561,706	663,430	674,620	11,190
Payroll	0	0	275,716	280,406	4,690
<b>Total Expenditures</b>	<b>1,609,122</b>	<b>1,601,289</b>	<b>2,011,357</b>	<b>2,044,585</b>	<b>33,228</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>					
Accounting - Operating	0	0	0	12,750	12,750
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,750</b>	<b>12,750</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<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>1,473,293</b>	<b>1,476,189</b>	<b>1,886,357</b>	<b>1,932,335</b>	<b>45,978</b>



## Service Category Summary

### Financial Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(135,829)	(125,100)	(125,000)	(125,000)	0
Expenditures					
Salary & Wages (including Benefits)	1,503,563	1,511,729	1,919,797	1,952,995	33,198
Non-Salary Expenses	105,559	89,560	91,560	91,590	30
Total Expenditures	1,609,122	1,601,289	2,011,357	2,044,585	33,228
Debt	0	0	0	0	0
Transfers	0	0	0	12,750	12,750
Net Operations	1,473,293	1,476,189	1,886,357	1,932,335	45,978

## Service Category Summary

### Fiscal Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Revenues</b>					
Investment Earnings	(293,003)	0	0	(300,000)	(300,000)
Payroll Burden Clearing	(297,531)	0	0	0	0
FortisBC Agreement	(6,372,715)	(6,337,960)	(6,474,429)	(6,606,021)	(131,592)
External Debt - MFA	(533,563)	(533,563)	(383,074)	(456,962)	(73,888)
Road Rehabilitation program	(5,003,586)	(5,000,000)	(5,650,000)	(5,650,000)	0
2015 Canada Winter Games	(1,045)	0	0	0	0
General Infrastructure Reinvest	(2,500,783)	(2,500,000)	(10,685,000)	(2,550,000)	8,135,000
Snow Control	(7,004,941)	(7,000,000)	(8,500,000)	(8,500,000)	0
Off Street Parking Levy	(899,392)	(900,000)	(1,200,000)	(1,700,000)	(500,000)
Prov Uncond Grant - Traffic Fi	(1,016,310)	(1,065,000)	(1,015,000)	(1,015,000)	0
Gaming - Uncond Grant	(2,672,320)	(2,600,000)	(2,600,000)	(2,600,000)	0
Internal Debt Recoveries	(80,314)	(38,350)	(743)	0	743
Community Works - Grant	(3,235,359)	(3,235,364)	(3,235,364)	(3,170,138)	65,226
Provincial Grants	(170,149)	(175,000)	(150,000)	(185,625)	(35,625)
Miscellaneous Revenues	(82,533)	(38,000)	(38,000)	(38,000)	0
Provincial School	(28,800,514)	(29,000,000)	(28,800,000)	(28,900,000)	(100,000)
Regional District	(5,809,246)	(5,700,000)	(5,800,000)	(5,800,000)	0
FFG Reg. Hospital District	(6,877,378)	(6,100,000)	(6,900,000)	(7,400,000)	(500,000)
BC Assessment Authority	(704,449)	(700,000)	(700,000)	(700,000)	0
MFA	(2,683)	(2,500)	(2,500)	(2,500)	0
911 Emergency Service	(1,583,552)	(1,550,000)	(1,590,000)	(1,600,000)	(10,000)
20th/Victoria BIA Assoc	(100,000)	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(300,000)	(232,600)	(232,600)	(318,270)	(85,670)
Interest on Property Tax	(197,423)	(100,000)	(175,000)	0	175,000
Taxes - General	(90,078,109)	(89,861,101)	(93,851,520)	(97,224,871)	(3,373,351)
Parcel / Frontage Tax	(3,564)	(29,852)	(3,564)	0	3,564
Grant in Lieu - Provincial	(2,918,764)	(2,995,000)	(2,979,000)	(2,958,000)	21,000
Grant in Lieu - Federal	(350,581)	(350,000)	(350,000)	(360,000)	(10,000)
Grant in Lieu - Private Utilit	(1,597,762)	(1,598,500)	(1,651,500)	(1,643,568)	7,932
Franchise Fee - FortisBC	(999,605)	(1,025,000)	(1,000,000)	(1,000,000)	0
PG Pulpmill Rd Erosion LAS	(2,903)	0	(26,681)	(26,680)	1
Non Res Schl Tax	(31,429)	(33,800)	(33,800)	(33,800)	0
Tax Sales	(3,680)	(13,500)	(13,510)	(11,000)	2,510
Tax Balance Adj	3,896	3,000	3,000	0	(3,000)
3rd Pty - Union 1048 Recovery	(52,352)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(5,900)	(10,000)	(10,000)	(10,000)	0
3rd Pty - Union 1048 National	(132)	(1,000)	(1,000)	(1,000)	0
3rd Pty - Union 399 Recovery	(45,432)	(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>(170,625,108)</b>	<b>(168,914,090)</b>	<b>(184,240,285)</b>	<b>(180,952,435)</b>	<b>3,287,850</b>

## Service Category Summary

### Fiscal Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Expenditures</b>					
YE Accrual Adj - General Oper	(25,511)	0	0	0	0
RTE Early Benefit Program:NDIT	313,091	178,090	192,500	500,000	307,500
Library - Cost Recovery	(431,371)	0	0	0	0
Audit	64,716	78,440	55,885	54,000	(1,885)
Investment Earnings	70	0	0	0	0
Amortization - budget only	0	18,200,000	19,000,000	19,700,000	700,000
Asset Amort & Gain/Loss - GEG	3,289,584	0	0	0	0
Asset Amort & Gain/Loss - PRS	2,002,902	0	0	0	0
Amortization - budget - contra	0	(18,200,000)	(19,000,000)	(19,700,000)	(700,000)
Asset Amort & Gain/Loss - TNS	10,365,630	0	0	0	0
Asset Amort & Gain/Loss - SWR	386,939	0	0	0	0
Asset Amort & Gain/Loss - PHW	49,358	0	0	0	0
Asset Amort & Gain/Loss - PRC	3,632,998	0	0	0	0
Payroll Burden Clearing	(61,288)	0	0	0	0
Accts Pay-Rounding-W/O-Disc	28	0	0	0	0
Salary Transition Clearing	238,739	0	0	0	0
Contingency	0	1,099,992	991,000	1,131,247	140,247
Miscellaneous Revenues	50	0	0	0	0
Interest on Property Tax	0	10,000	0	0	0
Taxes - General	465	1,000	1,000	1,000	0
Parcel / Frontage Tax	539	3,809	0	0	0
PG Pulpmill Rd Erosion LAS	4,059	0	0	0	0
Tax Balance Adj	3,836	7,000	7,000	7,000	0
3rd Pty - Union 1048 Recovery	52,352	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	5,900	10,000	10,000	10,000	0
3rd Pty - Union 1048 National	132	1,000	1,000	1,000	0
3rd Pty - Union 399 Recovery	45,204	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>19,938,421</b>	<b>1,480,331</b>	<b>1,349,385</b>	<b>1,795,247</b>	<b>445,862</b>
<b>Debt</b>					
FortisBC Agreement	7,093,683	7,093,683	7,305,668	7,527,675	222,007
Mobile Equipment	1,175,335	1,812,295	2,083,318	2,129,703	46,385
External Debt - MFA	4,736,467	4,796,421	5,495,963	6,509,382	1,013,419
Off Street Parking Levy	560,345	560,345	558,031	555,854	(2,177)
Interest on Property Tax	42,240	40,000	40,000	50,000	10,000
PG Pulpmill Rd Erosion LAS	(405,949)	0	0	0	0
<b>Total Debt</b>	<b>13,202,121</b>	<b>14,302,744</b>	<b>15,482,980</b>	<b>16,772,614</b>	<b>1,289,634</b>

## Service Category Summary

### Fiscal Services

	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
<b>Transfers</b>					
YE Accrual Adj - General Oper	25,511	0	0	0	0
Library - Cost Recovery	431,371	0	0	0	0
Asset Amort & Gain/Loss - GEG	(3,289,584)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(2,002,902)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(10,365,630)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(386,939)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(49,358)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(3,632,998)	0	0	0	0
Payroll Burden Clearing	(431,371)	0	0	0	0
FortisBC Agreement	(720,967)	(755,723)	(831,239)	(921,654)	(90,415)
Mobile Equipment	(1,195,152)	(1,812,295)	(2,083,318)	(2,129,703)	(46,385)
Mgmt OH Recoveries	(2,949,792)	(2,949,791)	(3,204,892)	(3,360,050)	(155,158)
Salary Transition Clearing	(238,739)	0	0	0	0
Prior Year's Surplus	312,946	0	0	0	0
Internal Debt	3,961,080	3,978,813	4,050,000	4,100,000	50,000
External Debt - MFA	(65,487)	0	0	0	0
Road Rehabilitation program	5,003,586	5,000,000	5,650,000	5,650,000	0
General Infrastructure Reinvest	2,500,783	2,500,000	10,685,000	2,550,000	(8,135,000)
Snow Control	(2,573,880)	0	0	0	0
Operating Contribution - DDES	228,876	246,543	188,308	207,615	19,307
Contingency	48,756	0	0	0	0
Off Street Parking Levy	339,047	339,655	641,969	1,144,146	502,177
Contr to Capital Reserve	320,000	320,000	250,000	250,000	0
Cont to Asset Mtce (fund 13)	6,395,196	4,255,732	5,058,728	5,356,946	298,218
Gaming - Uncond Grant	2,672,320	2,600,000	2,600,000	2,600,000	0
Internal Debt Recoveries	56,083	38,350	0	0	0
Community Works - Grant	3,235,359	3,235,364	3,235,364	3,170,138	(65,226)
Provincial Grants	170,149	175,000	150,000	185,625	35,625
Provincial School	28,800,514	29,000,000	28,800,000	28,900,000	100,000
Regional District	5,809,246	5,700,000	5,800,000	5,800,000	0
FFG Reg. Hospital District	6,877,378	6,100,000	6,900,000	7,400,000	500,000
BC Assessment Authority	704,449	700,000	700,000	700,000	0
MFA	2,683	2,500	2,500	2,500	0
911 Emergency Service	1,583,552	1,550,000	1,590,000	1,600,000	10,000
20th/Victoria BIA Assoc	100,000	100,000	100,000	100,000	0
Downtown BIA Assoc	300,000	232,600	232,600	318,270	85,670
Grant in Lieu - Provincial	98,443	85,000	85,000	85,000	0
Grant in Lieu - Federal	22,248	20,000	20,000	20,000	0
3rd Pty - Union 399 Recovery	228	0	0	0	0
<b>Total Transfers</b>	<b>42,097,006</b>	<b>60,661,748</b>	<b>70,620,020</b>	<b>63,728,833</b>	<b>(6,891,187)</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	(6,395,196)	(4,255,732)	(5,058,728)	(5,356,946)	(298,218)
<b>Total Transfers - Asset Maintenance</b>	<b>(6,395,196)</b>	<b>(4,255,732)</b>	<b>(5,058,728)</b>	<b>(5,356,946)</b>	<b>(298,218)</b>
<b>Net Operations</b>	<b>(101,782,755)</b>	<b>(96,724,999)</b>	<b>(101,846,628)</b>	<b>(104,012,687)</b>	<b>(2,166,059)</b>

## Service Category Summary

### Fiscal Services

Supporting Detail (Consolidation)	2018 Actual (AA)	2018 Bylaw (UB)	2019 Bylaw (UB)	2020 Proposed (UX)	Budget Change 2020 vs 2019
Revenues	(170,625,108)	(168,914,090)	(184,240,285)	(180,952,435)	3,287,850
Expenditures					
Salary & Wages (including Benefits)	(151,420)	102,000	102,000	102,000	0
Non-Salary Expenses	20,089,842	1,378,331	1,247,385	1,693,247	445,862
Total Expenditures	19,938,421	1,480,331	1,349,385	1,795,247	445,862
Debt	13,202,121	14,302,744	15,482,980	16,772,614	1,289,634
Transfers	35,701,810	56,406,016	65,561,292	58,371,887	(7,189,405)
Net Operations	(101,782,755)	(96,724,999)	(101,846,628)	(104,012,687)	(2,166,059)