



2020 – 2024 FINANCIAL PLAN

Agenda

- Legislative Framework
- Financial Overview
- Public Consultation
- Capital Expenditure Plan
- Operating Budget

Legislative Framework

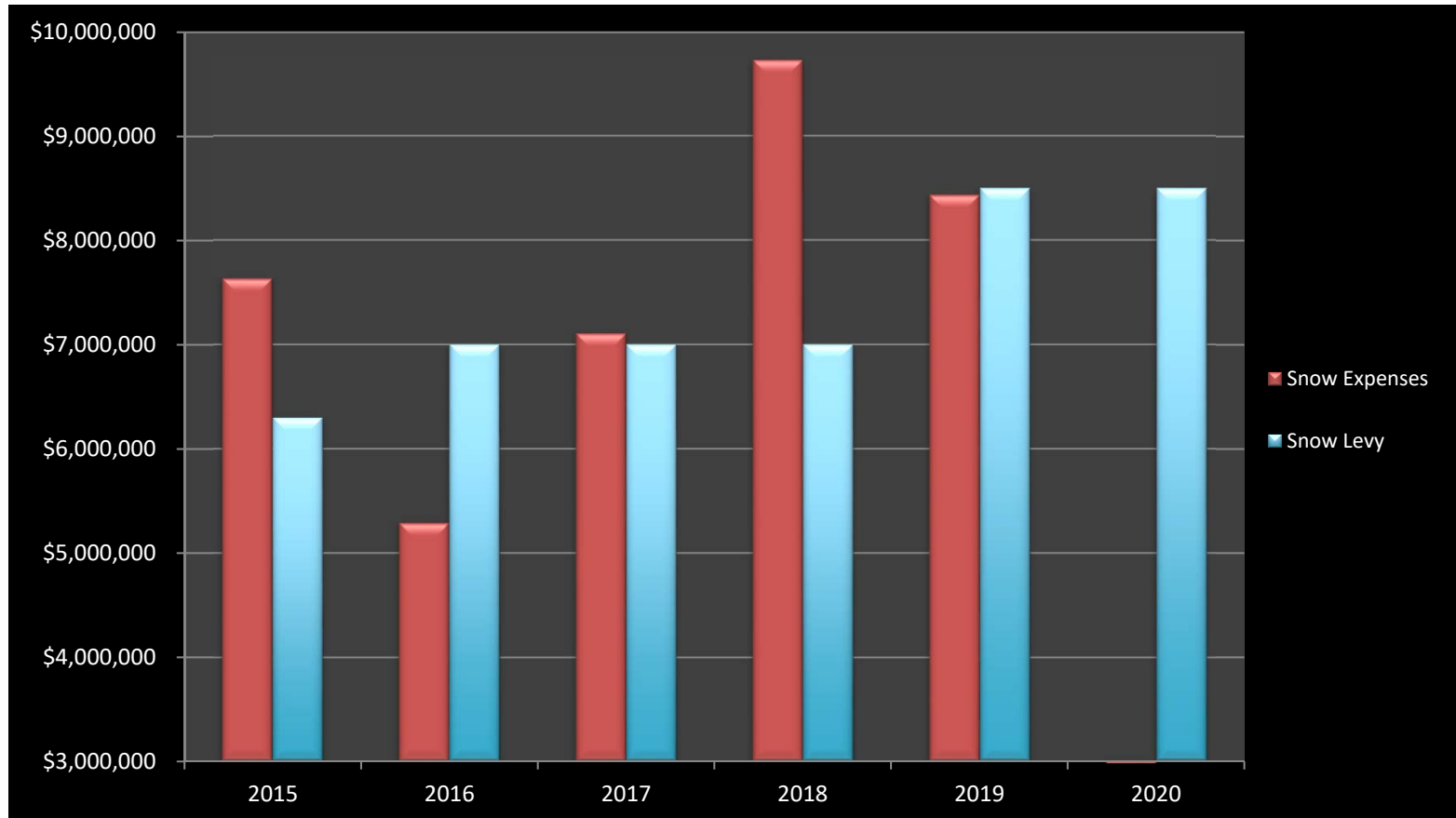
- Community Charter requires that municipalities adopt five year operating and capital financial plans
- Council's Corporate Plan guides the development of the City's financial plan
- The financial planning process must include public consultation; the type of consultation is left to the discretion of each municipality
- Financial plans must be balanced; there can not be a deficit
- Financial Plan Bylaw and Tax Rate Bylaw must be passed before May 15th of each year

Financial Overview

The total tax levy is made up of four individual levies:

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

Snow Expenses vs. Snow Levy Actual 2015 to Proposed 2020



Financial Overview

Road Rehabilitation Levy

- Currently set at \$5,650,000
- Reinvestment target of \$7,000,000 estimated in 2011
- 2020 budget has been prepared at the same funding level as 2019

Financial Overview

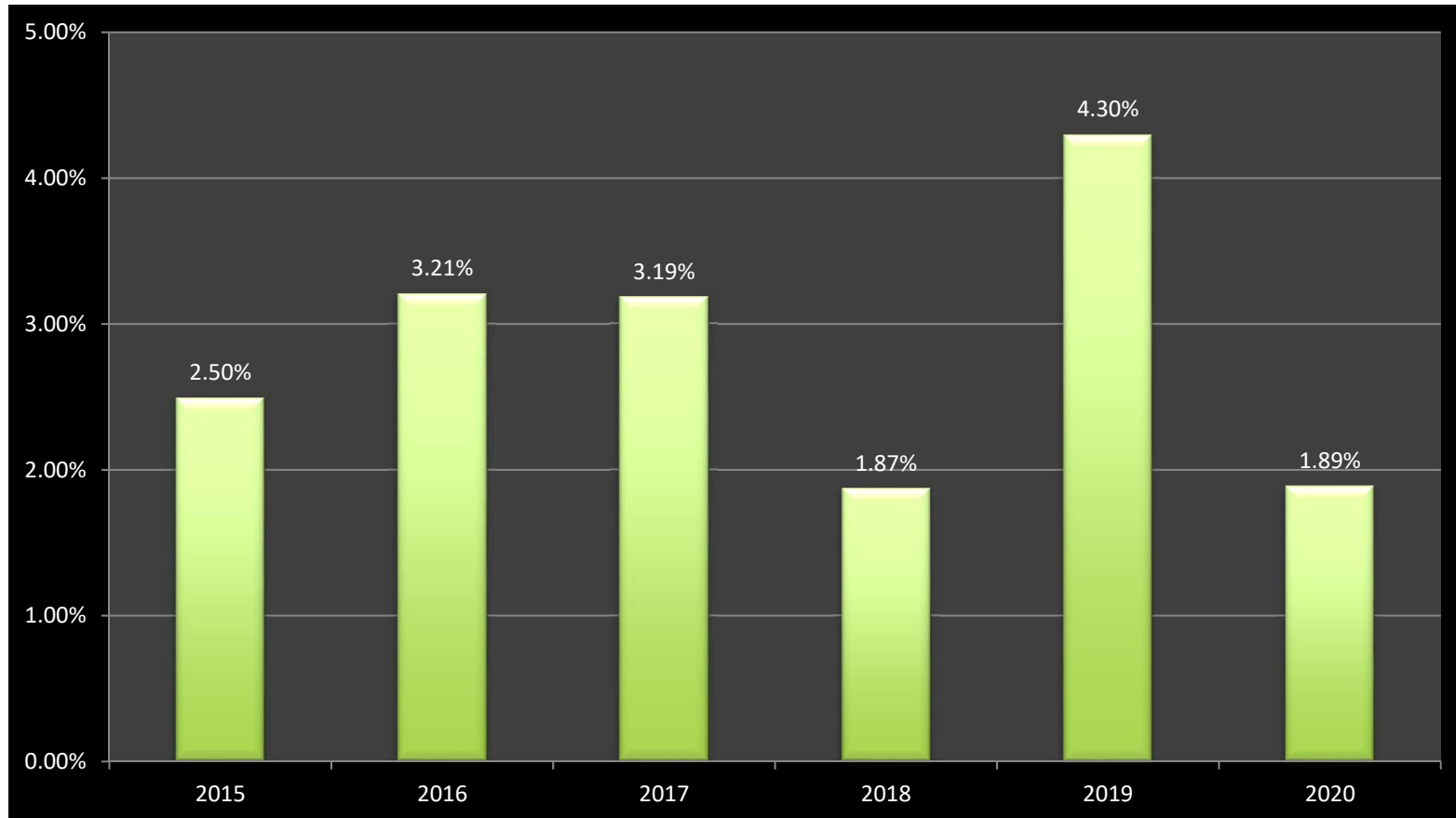
General Infrastructure Reinvestment Fund

- Some asset groups have dedicated funding sources. Sewer, Water, Solid Waste, District Energy and Off-Street Parking capital needs are funded by the user fees of those services. Roads has its own levy and Fleet needs are provided for through equipment financing
- All other capital asset groups' reinvestment needs are prioritized and compete for limited available funding
- Levy was created to increase the available funding needed to maintain and replace new and aging infrastructure
- 2019 budget was set at \$2,550,000
- 2020 budget has been prepared at the same funding level as 2019

Tax Notice Line Items Proposed 2020 Changes

	2019 Levy	Proposed Increase	Increase as a % of total levies
General	\$93,151,520	\$2,076,194	1.89%
Snow Control	8,500,000		0.00%
Road Rehabilitation	5,650,000		0.00%
General Infrastructure Reinvestment Fund	2,550,000		0.00%
Total	\$109,851,520	\$2,076,194	1.89%

Tax Requisition Increases Actual 2015 to Proposed 2020

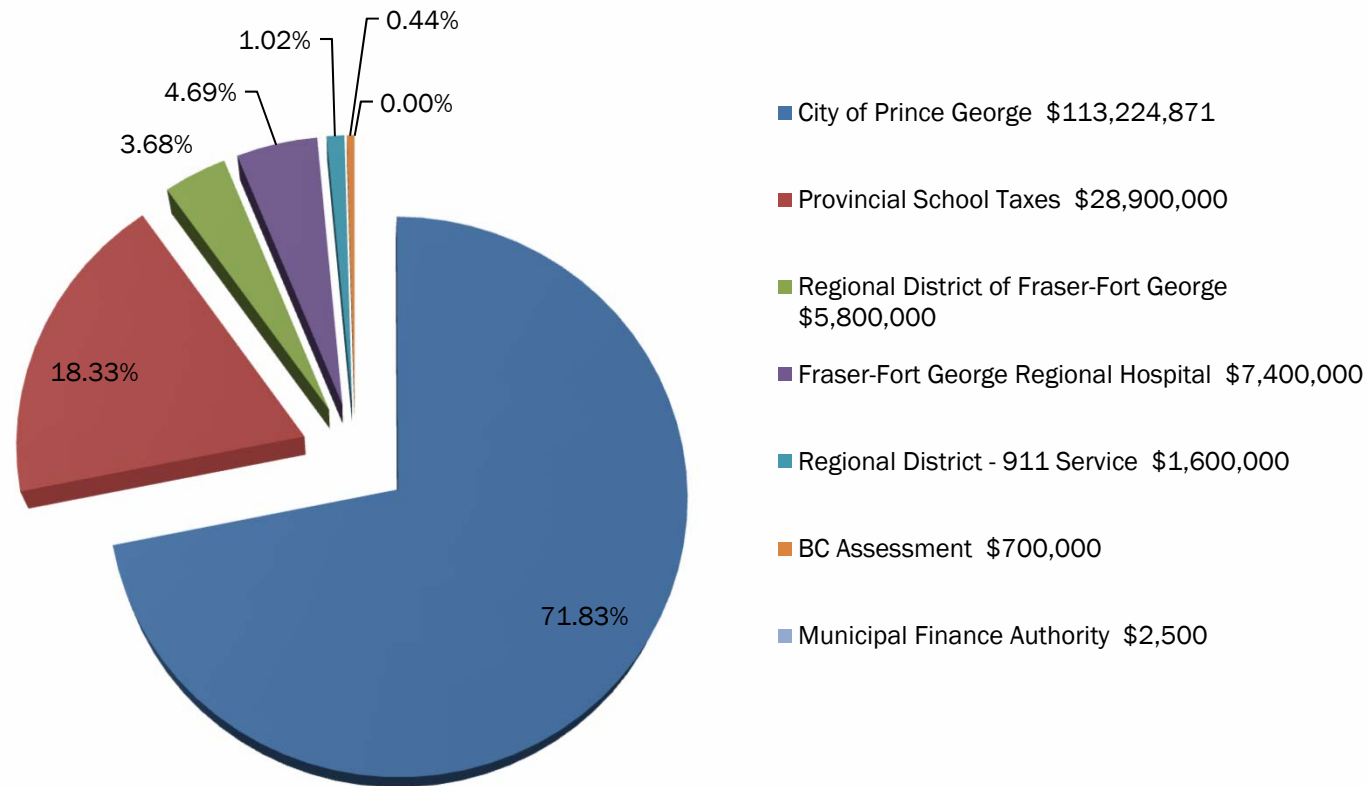


2019 Representative Home Values and Property Taxes

Municipality	2016 Census	Taxable Land Area (ha)	Rep. Home Value	Municipal Taxes	Other Authorities	Total Residential Taxes
Chilliwack	83,788	20,078	554,246	1,803	1,201	3,004
Kamloops	90,280	21,979	408,609	2,121	1,155	3,276
Kelowna	127,380	21,506	658,334	2,136	1,328	3,464
Dist. of Langley	117,285	27,158	942,948	2,050	1,449	3,499
Maple Ridge	82,256	14,748	787,088	2,358	1,285	3,643
Nanaimo	90,504	4,351	464,403	2,081	1,300	3,381
Prince George	74,003	29,762	278,509	2,116	1,007	3,123
Saanich	114,148	6,481	630,945	1,863	1,208	3,071
Victoria	85,792	1,148	849,778	2,795	1,628	4,423

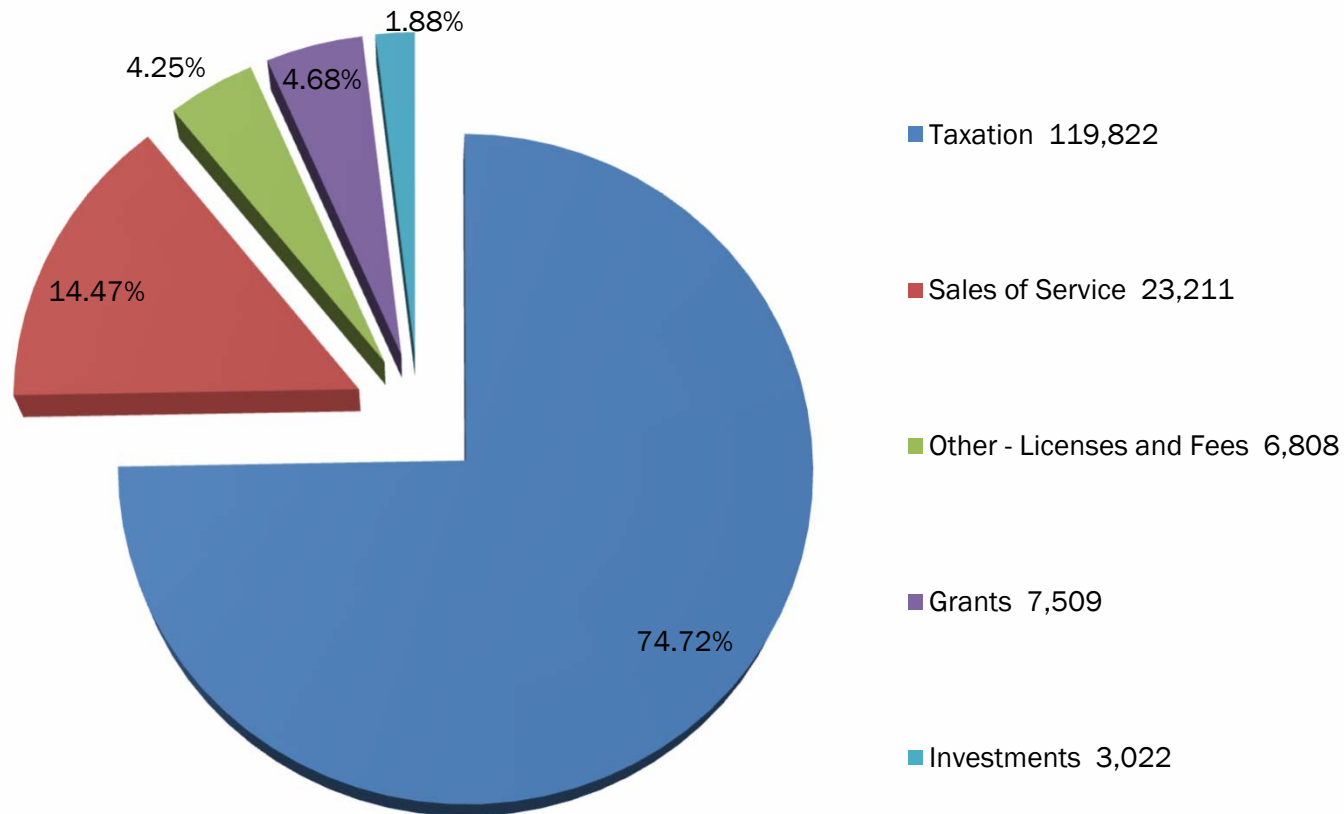
Financial Overview

2020 Taxes Collected for City and Other Authorities



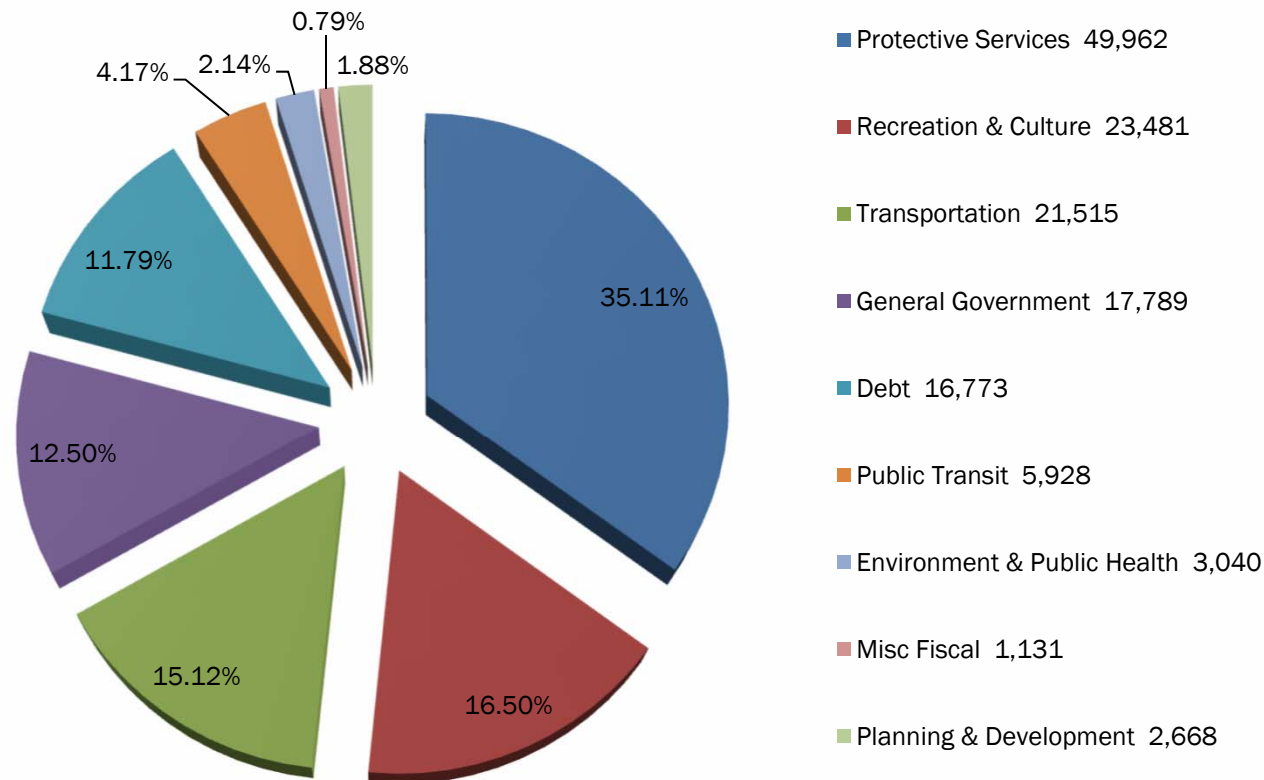
Financial Overview

2020 General Operating Source of Funds (in 000's)

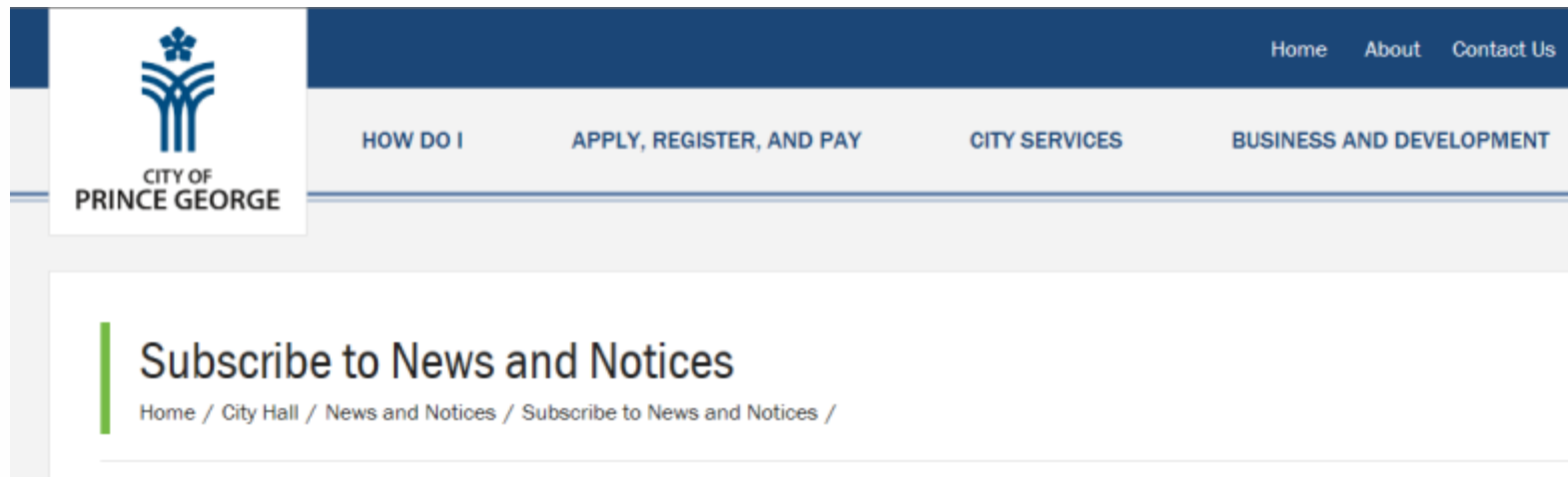


Financial Overview

2020 General Operating Expenses (in 000's)



Public Consultation and Info Sessions



- Nearly 400 subscribers, up nearly 60% over last year
- 2019 consultations: sewer bylaw, wildfire preparedness, climate action, housing, child care, downtown social issues
- Budget consultation held in conjunction with 2019 Talktober

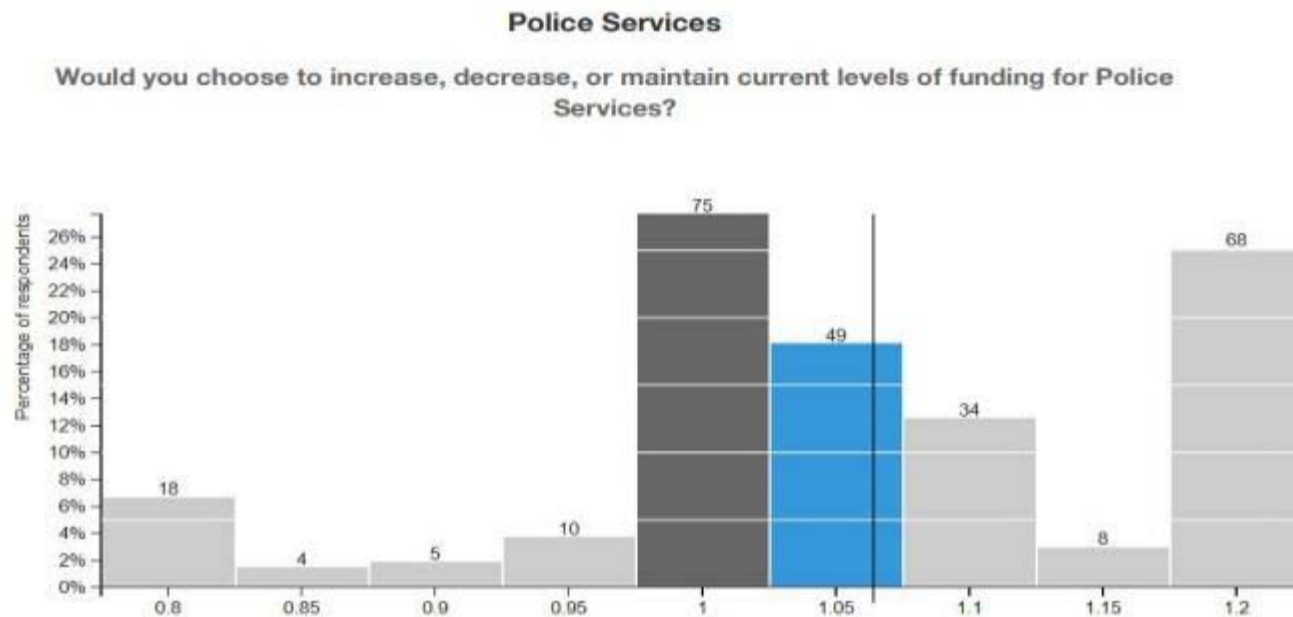
Budget Survey

- Police services
- Fire protection
- Recreation services
- Grants and financial support for local organizations
- Planning and development
- Bylaw services
- Snow control
- Transportation
- Parks
- Civic facilities, Engineering, and the City fleet
- The public library
- Corporate services



Budget Survey Results

- 270 respondents, highest since the web-based survey tool began
- Respondents indicated more funding for RCMP and snow clearing



Budget Survey Results

- Respondents indicated that less funding should be provided for rec services, community grants, planning and development, parks, engineering, library, and corporate services
- Same level of funding for fire protection, bylaw services, and transportation

Budget Meetings Schedule

Date	Time	Service Category
January 6, 2020	3:30 pm	Opportunity for public input (15 minutes) Budget overview and public consultation results 2020-2024 Capital Expenditure Plan Corporate Management Strategic Initiatives and Partnerships Fire Police Community Services Planning and Development
	5:00-6:00 pm	Recess
	6:00 pm	Opportunity for public input (15 minutes) Service Agreements (Prince George Public Library, Tourism Prince George) External Relations Engineering and Public Works Administrative Services Human Resources Financial Services and Fiscal Services
January 8, 2020 (if necessary)	3:30 pm	Opportunity for public input (15 minutes)
	5:00-6:00 pm	Recess
	6:00 pm	Opportunity for public input (15 minutes)

2020 Capital Expenditure Plan

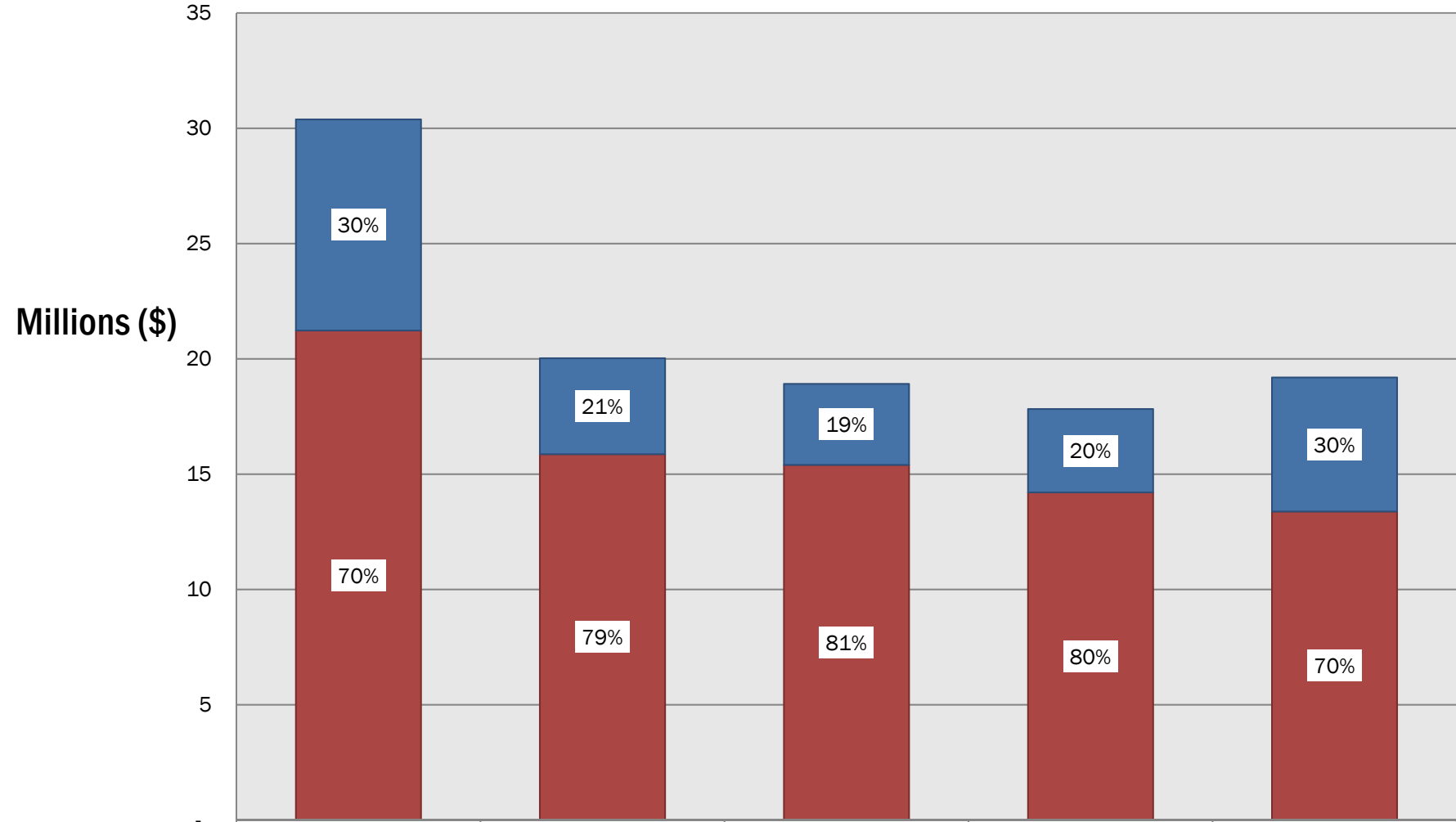
2020 Capital Expenditure Plan

- Provides for purchase, construction, re-investment, and upgrade of capital assets
- Includes land and improvements, buildings, vehicles, machinery and equipment, infrastructure (roads, drainage, parks, sewer, water) and leasehold improvements
- Prioritized by Senior Leadership Team considering inputs such as: facility assessments, asset master plans, public consultation, and the myPG framework (social, economic and environmental)

Ongoing Reliable Sources of Funding for General Capital

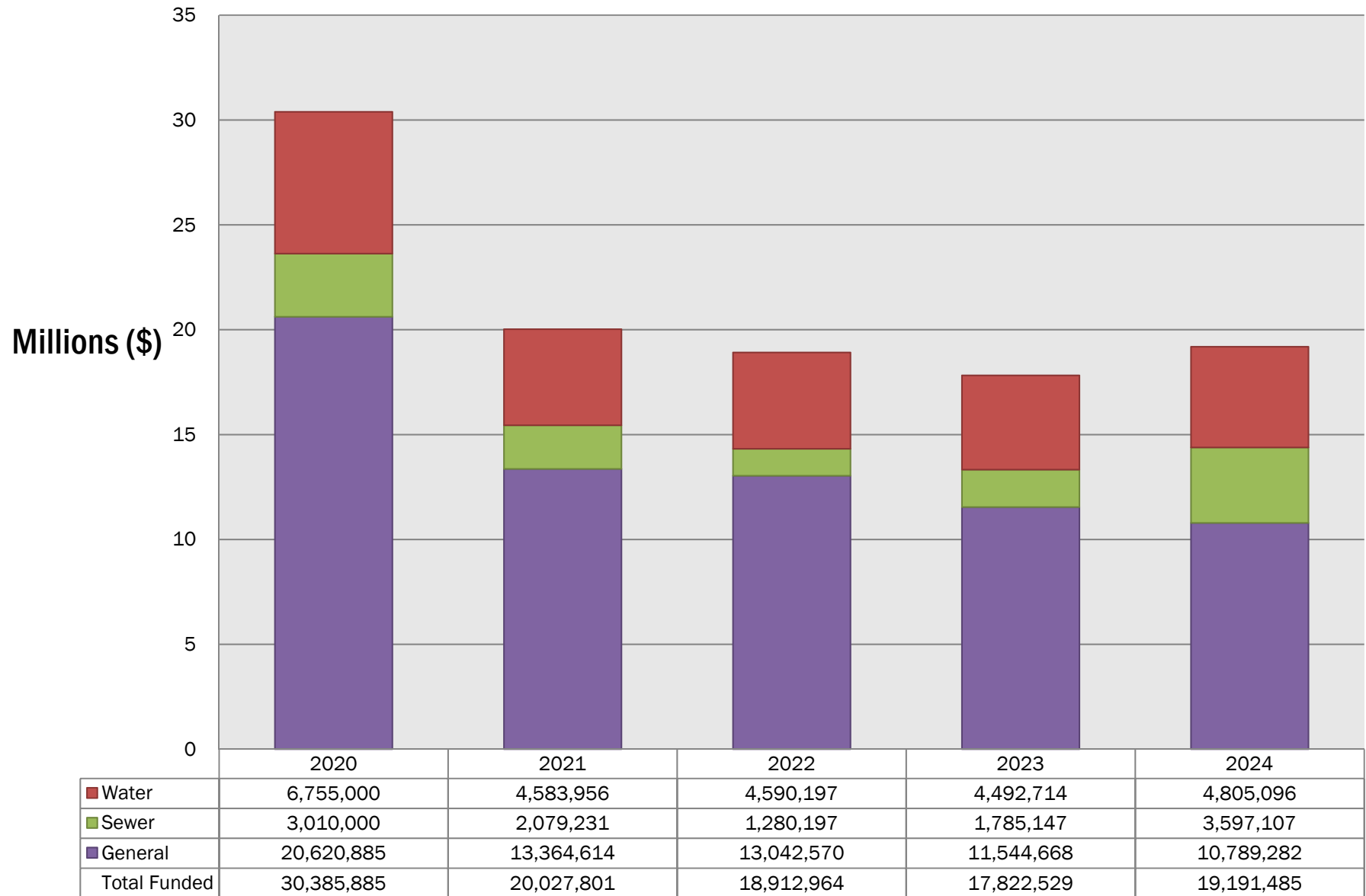
- Road Rehabilitation Levy - \$5.7M
- Community Works Funding - \$3.2M
- General Infrastructure Reinvestment Fund - \$2.5M
- Gaming Revenue - \$2.4M

2020-2024 Capital Plan by Type

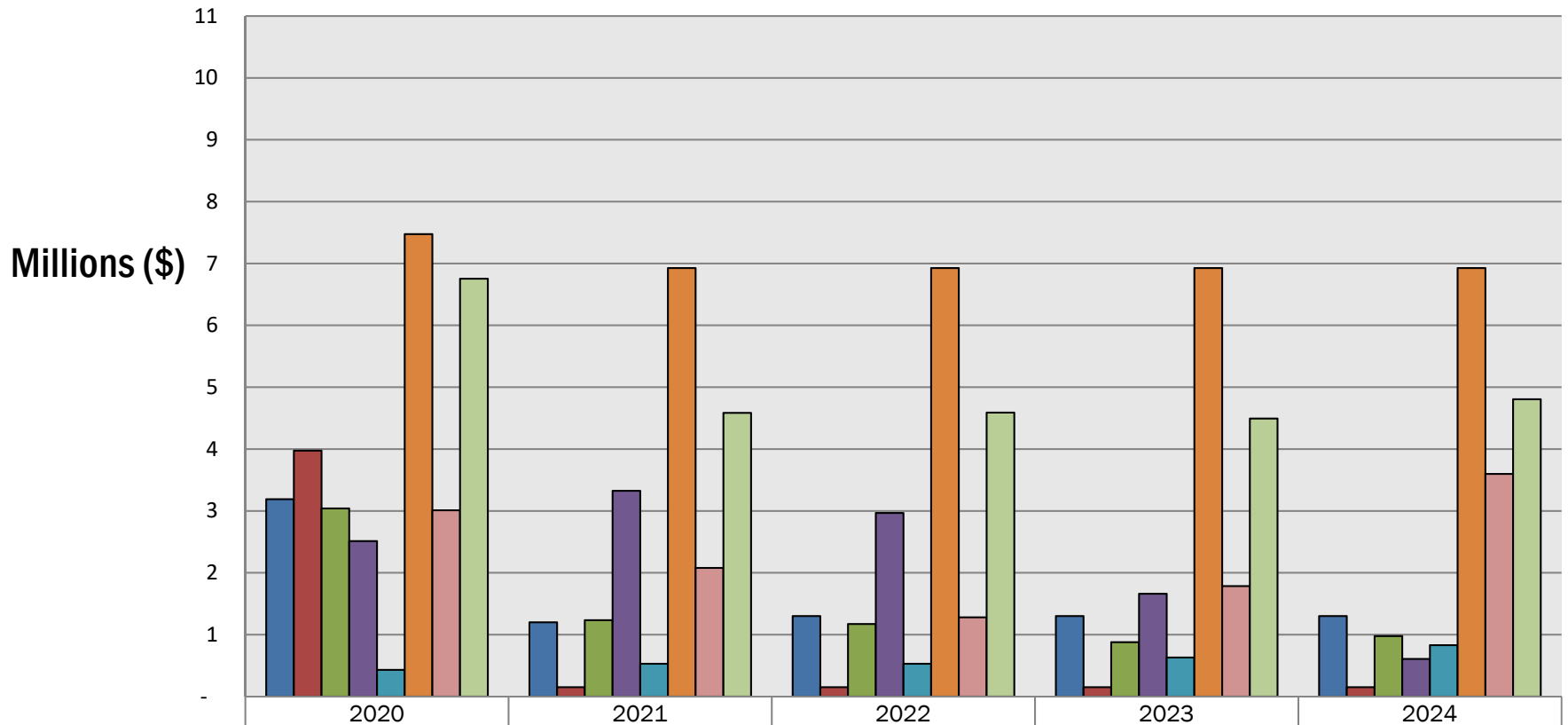


	2020	2021	2022	2023	2024
Funded Upgrade/New	9,158,385	4,163,000	3,513,000	3,613,000	5,813,000
Funded Re-Investment	21,227,500	15,864,801	15,399,964	14,209,529	13,378,485
Total	30,385,885	20,027,801	18,912,964	17,822,529	19,191,485

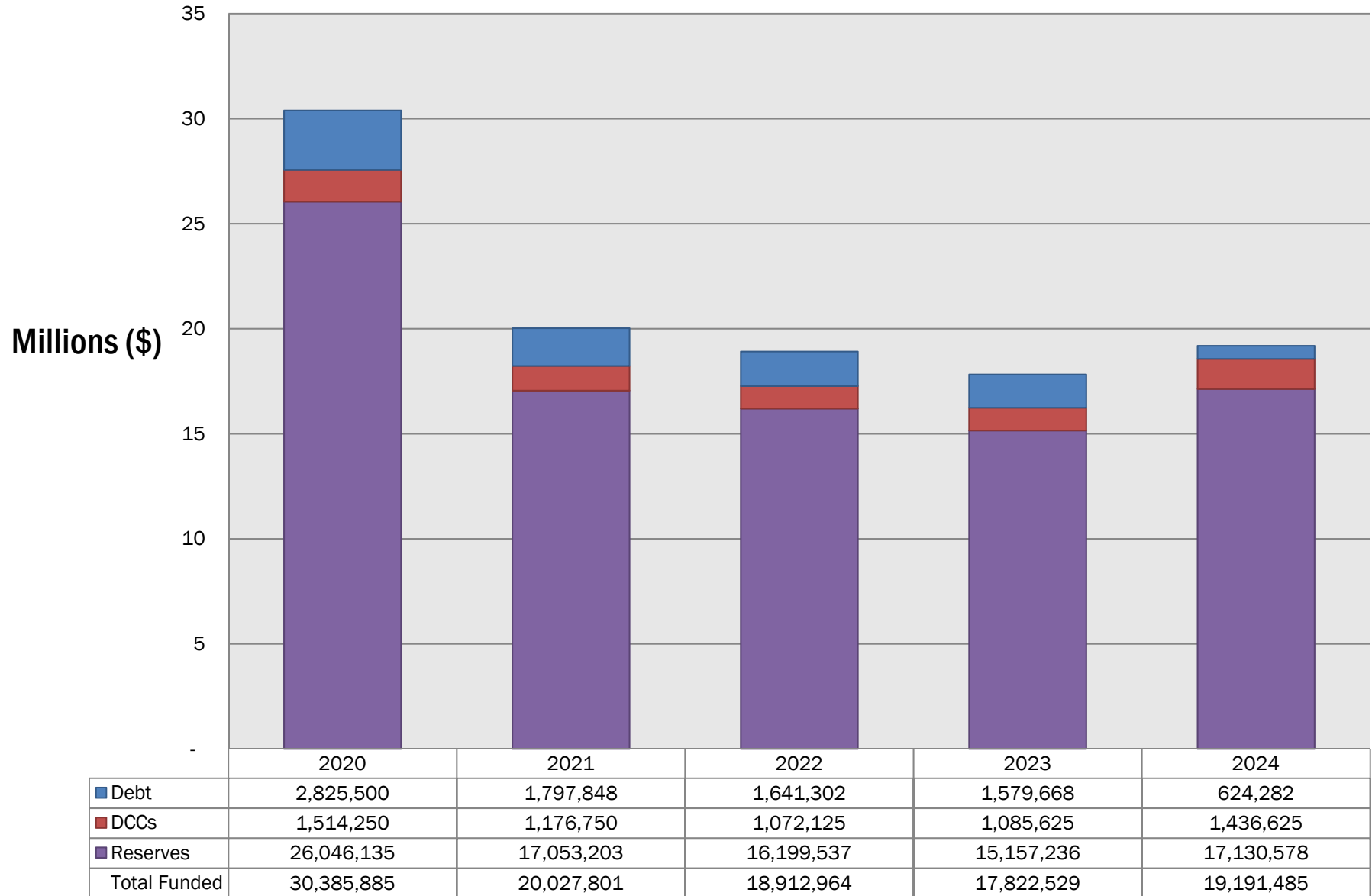
2020-2024 Capital Plan by Fund



2020-2024 Capital Plan by Service Type



2020-2024 Capital Plan by Funding Source



2020 Operating Budget

2020 Operating Budget

Citywide

- Revenue \$ (199,191,877)
- Expenditures 121,722,603
- Debt 15,482,980
- Transfers 61,986,294
- NET TOTAL \$ 0

Revenue = Expenditures +
Debt + Transfers

BUDGET IS BALANCED

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

2020 Operating Budget

Corporate Management

- Revenue \$(1,599,300)
- Expenditures 20,265,071
- Transfers 1,096,400
- NET TOTAL \$ 19,762,171
- Service Categories
 - Fire Protection
 - Office of the City Manager
 - Mayor and Council

2020 Operating Budget

Strategic Initiatives and Partnerships

- Revenue \$ 0
 - Expenditures 1,176,682
 - Transfers 3,850
 - NET TOTAL \$ 1,180,532
- Service Categories
 - Strategic Initiatives and Partnerships

2020 Operating Budget

Community Services

- Revenue \$ (7,365,183)
 - Expenditures 41,754,993
 - Transfers 802,316
 - NET TOTAL \$ 35,192,126
- Service Categories
 - Police Support Services
 - Emergency Services
 - Aquatics
 - CN Centre
 - Events and Civic Centre
 - Community Partnerships
 - Community Arenas

2020 Operating Budget

Planning and Development

- Revenue \$ (8,241,380)
 - Expenditures 12,550,620
 - Transfers 950,309
 - NET TOTAL \$ 5,259,549
- Service Categories
 - Bylaw Services
 - Development Planning
 - Economic Development
 - Off-Street Parking

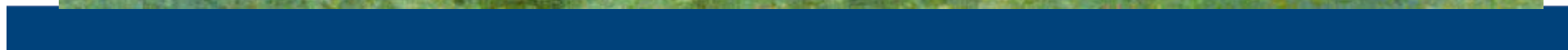
2020 Operating Budget

Service Agreements

- Revenue \$ (407,887)
 - Expenditures 4,112,070
 - NET TOTAL \$ 3,704,183
- Service Categories
 - Prince George Public Library
 - Tourism Prince George



PRINCE GEORGE PUBLIC LIBRARY



Tourism Prince George



2020 Operating Budget

External Relations

- | | | |
|----------------|--------------|----------------------|
| • Revenue | \$ 0 | • Service Categories |
| • Expenditures | 621,555 | ▪ External Relations |
| • Transfers | <u>5,000</u> | |
| • NET TOTAL | \$626,555 | |

2020 Operating Budget

Engineering and Public Works

General

• Revenue	\$ (6,346,931)
• Expenditures	31,110,289
• Transfers	<u>1,595,122</u>
• NET TOTAL	\$ 26,358,480

Sewer

• Revenue	\$ (13,876,169)
• Expenditures	6,133,925
• Debt	424,990
• Transfers	<u>7,317,254</u>
• NET TOTAL	\$ 0

Water

• Revenue	\$ (17,043,483)
• Expenditures	6,194,078
• Debt	1,368,515
• Transfers	<u>9,480,890</u>
• NET TOTAL	\$ 0

District Energy

• Revenue	\$ (210,706)
• Expenditures	410,774
• Debt	425,321
• Transfers	<u>(625,389)</u>
• NET TOTAL	\$ 0

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

2020 Operating Budget

Administrative Services

- Revenue \$ (114,340)
 - Expenditures 7,282,274
 - Transfers 22,150
 - NET TOTAL \$7,190,084
- Service Categories
 - Risk and Procurement
 - Legislative Services
 - Service Centre
 - Information Technology

2020 Operating Budget

Human Resources

- Revenue \$ 0
 - Expenditures 2,800,672
 - Transfers 6,000
 - NET TOTAL \$ 2,806,672
- Service Categories
 - Human Resources

2020 Operating Budget

Finance

Financial Services

- Revenue \$ (125,000)
- Expenditures 2,044,585
- Transfers 12,750
- NET TOTAL \$ 1,932,335

- Service Categories

- Financial Services
- Fiscal Services

Fiscal Services (net revenue)

- Revenue \$(180,952,435)
- Expenditures 1,795,247
- Debt 16,772,614
- Transfers 58,371,887
- NET TOTAL \$(104,012,687)