

# Financial Plan

2025-2029



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# Budget Meetings Schedule

Date	Time	Service Category
January 20, 2025	1:00pm	<ul style="list-style-type: none"> <li>Budget overview and public consultation results</li> <li>2025-2029 Capital Expenditure Plan</li> </ul>
	5:00 - 6:00pm	<ul style="list-style-type: none"> <li>Recess</li> </ul>
	6:00pm	<ul style="list-style-type: none"> <li>Service Agreements (Prince George Public Library, Tourism Prince George)</li> <li>Corporate Management</li> <li>Administrative Services</li> </ul>
January 22, 2025	1:00pm	<ul style="list-style-type: none"> <li>Civic Operations</li> </ul>
	5:00 - 6:00pm	<ul style="list-style-type: none"> <li>Recess</li> </ul>
	6:00pm	<ul style="list-style-type: none"> <li>Civic Facilities &amp; Events</li> <li>Planning and Development</li> <li>Finance and IT Services</li> </ul>

## Our Vision and Mission

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

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

## Our Values

- Civic Pride
- Inclusivity
- Integrity
- Accountability
- Optimism
- Resilience
- Vitality
- Transparency

## Our Four Strategic Pillars

### I. City Government and Infrastructure



### II. Economic Diversity and Growth



### III. Social Health and Well-Being



### IV. Environment Stewardship and Climate Action



### I. City Government and Infrastructure Priorities

#### Engage the community in exploring expectations, needs and priorities.

- Identify, develop, resource, and implement a range of one-way and two-way engagement methods to connect with the community.

#### Advance reconciliation through collaborative action on shared priorities.

- Engage the Lheidli T'enneh First Nation in the development of shared initiatives, including advocacy, aimed at meeting the needs of both governments and the communities they serve.

#### Build a strong foundation for growth.

- Update master plans for infrastructure, parks, facilities and services.
- Develop an inventory of City-owned lands to inform strategic decisions on the disposition and acquisition of lands.

### II. Economic Diversity and Growth Priorities

#### Promote Prince George as a place for business to thrive.

- Explore incentives and supports designed to attract and retain professionals, businesses and entrepreneurs to Prince George.

#### Build a strong, diverse and resilient economy.

- Create a new five-year economic development strategy to target investment in and support for key economic sectors including energy, manufacturing, transportation and warehousing.
- Pursue, in collaboration with partner organizations, an agreement with the provincial government on the sharing of benefits from industrial investment in central British Columbia.

### III. Social Health and Well-Being Priorities

#### Create a complete community that welcomes people of all backgrounds and abilities.

- Develop a comprehensive plan for the East Queensway neighbourhood that repurposes the area for community use, creates a trail connection to the riverfront, and achieves other community goals.

#### Ensure safety, and the perception of safety, in the community.

- Engage the RCMP and provincial government in understanding the City's community safety priorities.
- Explore the use of Community Protection Officers, RCMP Auxiliaries, and other approaches to optimize the impact of City resources.

#### Promote the use of public spaces as places for outdoor community connection.

- Optimize, through targeted public investment and collaborative approaches, the use of existing City parks, fields, and related amenities.
- Enhance arts and culture in Prince George through collaboration with and support for community partners.

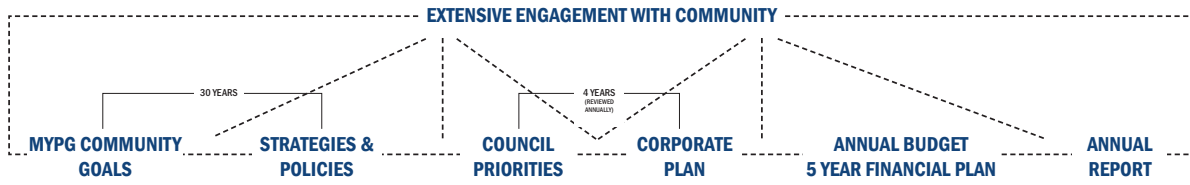
### IV. Environmental Stewardship & Climate Action Priorities

#### Preserve the community's natural areas.

- Manage existing green assets in Prince George, including the community's tree canopies and parks.
- Promote the use of active transportation and public transit modes to reduce the impact of vehicles on the local environment.

#### Protect the community from the impacts of a changing climate.

- Assess the City's capacity and resources required to update and action the Climate Action Plan.
- Bolster the resiliency of City infrastructure, facilities, and neighbourhoods in the face of climate change.



**COMMUNITY ENGAGEMENT**

Community engagement informs each step of the strategic planning process. Without regular input from residents and partners, this framework would not be successful in accurately representing the City’s goals and long-term vision.

**myPG Community Goals:**

Planning at the City of Prince George is based on an integrated community sustainability plan, known as myPG, that was completed in 2010 and subsequently incorporated into a strategic framework the following year. The myPG plan for a sustainable and prosperous community captures the results of extensive public and stakeholder engagement that created a shared vision of the **long-term future** of Prince George. myPG was originally organized around four pillars: social development, the environment, economic development, and City government and is intended to improve alignment of the entire community’s efforts to achieve its shared vision of a sustainable future.

**myPG Strategies and Policies:**

Strategies defining how to achieve the community’s goals comprised part two of the myPG planning process. The strategic directions reflect principles of sustainability by being integrative (i.e., they incorporate action in many disciplines) and long term. Each one will be most successful when the City, partner organizations, and individual community members contribute together.

**Council Priorities:**

The City retained the original myPG pillars but refined the titles as follows: city government and infrastructure, economic diversity and growth, social health and well-being, environmental stewardship and climate action.

In conjunction with the election cycle, Council priorities are established every four years and reviewed annually. They reflect Council’s consideration of how the City can contribute to long-term community goals and strategies established during the myPG planning process, extensive and ongoing engagement with community members, a review of recent actions and measures associated with each of them, as well as the identification of opportunities to enhance what is working well and address areas requiring improvement.

Council’s priorities are established during a facilitated workshop. Priorities provide high-level, strategic direction and help inform decision-making.

**Corporate Work Plan:**

The Corporate Work Plan is updated annually following Council’s approval of the Strategic Plan. It identifies the specific actions administration will undertake to address Council’s priorities. Council receives information about Corporate Work Plan activities through staff reports comprising open Council meeting agendas and regular updates.

**Annual Budget (5 Year Financial Plan):**

The City’s Financial Plan aligns with its Strategic Plan and Corporate Work Plan and reflects the revenue generated from and the cost of delivering its services. As required by the Community Charter, a process of public consultation precedes finalization of the budget.

**Annual Report:**

The City’s Annual Report includes audited financial statements, a list of permissive tax exemptions, and highlights progress made to address Council’s priorities in the previous year. The report also includes information about goals and objectives for the upcoming year.

Date: January 10, 2025

To: **Mayor and Council.**

Name and title: Kris Dalio, Director of Finance and IT Services

Subject: 2025 – 2029 Financial Plan

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## Purpose:

To provide readers with a clear understanding of the City's proposed 2025 – 2029 Financial Plan and the Sustainable Finance Policies which underlie the development of the plan.

## Balanced Financial Plan:

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

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

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

As per section 165 of the *Community Charter*, for each year of the financial plan, the proposed expenditures and transfers to other funds cannot exceed the proposed revenue, transfers from other funds and proceeds from debt – i.e., there cannot be a deficit. If a deficit does occur, it

must be reflected in the financial plan as an expenditure in the next year. A financial plan may be amended by bylaw at any time.

#### Public Consultation:

According to the *Community Charter*, a council must undertake a process of public consultation prior to finalizing the budget.

Consultation this year was done through:

- The annual Citizen Budget online survey
- Five online satisfaction surveys
- Gathering comments received on social media
- Public Open House at the Prince George Conference and Civic Centre

The citizen satisfaction surveys were used to gather input from the public regarding five different service areas. This year's surveys focused on Snow and Ice Control, Roads and Sidewalks, Events and Recreation, Parks and Trails, and Protective Services

All the participation opportunities were promoted extensively through radio, digital, newspaper and social media advertising as well as public displays in civic facilities.

A fulsome summary of the 2025 Community Engagement was provided to the Finance and Audit Committee in December, 2024. The committee was also provided the full summary report from the Citizen Budget Survey. The results of the budget consultation are available to the public on the City website.

#### Fund Structure:

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

General Fund – This is the largest fund and provides for services such as police and fire protection, bylaw enforcement, land administration, corporate and fiscal services, fleet services, city management, service agreements and grants, transportation, transit and snow control, cemetery and parks, development planning and permits, as well as recreation programs, services and facilities.

Also included within the general fund are off-street parking and solid waste services which are operated as self-financing divisions which are funded by user fees (user fees and the Downtown Off-Street Parking Levy in the case of off-street parking). As with each of our self-funded services, the City attempts to set user rates that achieve a surplus of between 5% and 10% of operating expenses and build a reserve that is able to fund their asset reinvestment needs. The 2025 solid waste utility budget is balanced with a projected contribution of \$0.93M to the solid waste capital reserve.

The 2024 Downtown Off-Street Parking Levy was \$2,050,000 and Administration is recommending the same amount for 2025. The 2025 budget is balanced with a projected contribution of \$0.69M to the off-street parking capital reserve.

Sewer and Water Funds – These funds provide for the sanitary sewer and water operations and capital programs. The sewer and water utilities are operated as self-financing utilities and are funded through user fees as per Sustainable Finance Policy 3. Revenues and expenditures of the utilities are reviewed and user rates are set to fully recover the utilities operating and capital cost requirements. Council approved a bylaw that established that the utilities user fee rates would increase by 6% for sewer and 7% for water in 2025 over the 2024 level.

District Energy Fund – The Downtown District Energy System supplies centralized space heating and domestic hot water to a number of downtown buildings through a system of distribution pipes and has the potential to connect to more buildings in downtown Prince George. The system is supported by user fees as per Sustainable Finance Policy 3.

#### Financial Planning Principles:

The Financial Plan embraces the following planning principles in the development of the operating and capital five year plans. Sustainable Finance Policies are quoted in parentheses where applicable.

- Realistic Plan (13) – Revenues and expenditures within the plan must be realistic and achievable. Variance reviews are completed and reviewed by Administration.
- Taxation (2) – The revenue required to provide City services that cannot be recovered through any other sources is raised through the property tax levy. Council and Administration regularly review the levels of taxation in relation to historical levels and in comparison with other municipalities.
- User Fees (3, 4) – The user pay principle means that fees should be applied to services that are easily identifiable to users such that those who use the service are the ones who substantially pay for it. In determining user fees the City also considers demand and ability to pay.
- External Debt (12) – The City uses debt to fund major capital works and expansion projects. The repayment of debt is a cost borne by the general, sewer, water, and district energy operating funds. The Province sets a limit on the amount of debt a city may have; it is equivalent to payment costs of no greater than 25% of the previous year's certain revenue.



- Reserves (10) – General, sewer and water reserves are used to fund various components of the operating and capital five year plans. Administration continues to review and develop sustainable approaches to reserve fund balances.

**Base Budget, Asset Maintenance and Amortization:**

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

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

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

**Background:**

**2021 - 2024 Tax Increases, CPI, and Comparison to Other Municipalities**

Year	Proposed increase at F&A	Final Tax Levy Approved By Council	Consumer Price Index (CPI) from October to October
2021	3.16%	0.00%	4.70%
2022	6.37%	3.00%	6.90%
2023	7.22%	7.58%	3.10%
2024	6.24%	6.78%	2.00%
<b>TOTAL (product of all yrs)</b>		<b>18.32%</b>	<b>17.70%</b>

CPI measures inflation on a specific basket of goods that are used by a household and is not reflective of the expenses of a municipality. Municipalities use some goods that a household uses such as gas and electricity but do not use items like clothing and alcohol. Municipalities also deal in goods that are not in the household basket like police, fire and bylaw enforcement which have been driven by increased cases related to the unhoused population, not inflation. Other examples of major municipal expenses that are unrelated to the CPI are asphalt for roads, or construction costs.

The table below with comparative BC municipalities shows that the municipal basket of goods is inflating much higher than CPI. Prince George strives to be fiscally prudent and is at the second lowest amongst our peers but this information is presented to illustrate the difficulties municipalities have with holding their pace to the CPI without compromising sustainability of service levels.

Municipality	2021	2022	2023	2024	TOTAL INCREASE (product of all years)	2024 Representative Home Tax
Saanich	5.76%	6.67%	7.19%	6.04%	28.23%	\$3,688
Nanaimo	3.00%	6.00%	7.20%	7.70%	26.05%	\$2,966
Kamloops	0.97%	4.92%	6.80%	9.55%	23.95%	\$2,895
Coquitlam	2.94%	3.43%	5.48%	8.92%	22.32%	\$3,467
Maple Ridge	3.60%	4.40%	5.65%	6.50%	21.70%	\$3,146
Victoria	2.03%	3.89%	6.15%	7.93%	21.44%	\$3,757
Chilliwack	2.99%	2.99%	4.48%	7.32%	18.93%	\$2,335
Prince George	0.00%	3.00%	7.58%	6.78%	18.32%	\$2,718
Kelowna	4.04%	3.94%	3.78%	4.72%	17.52%	\$2,807

#### General Operating Fund:

The 2025 Financial Plan provides for general operating expenditures of \$177.5 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$61.1 million.

The proposed taxation increase for 2025 is required to maintain core service levels and funding for contractual commitments. The combined total taxation increase for 2025 is proposed to be \$8,091,546 which equates to a 5.83% increase. This increase includes an estimated offset of \$2,222,674 in non-market change tax revenue.

The tax levy is made up of four individual levies:

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

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

	<b>2024 LEVY</b>	<b>PROPOSED INCREASE</b>	<b>NON MARKET CHANGE</b>	<b>2025 LEVY PROPOSED</b>	<b>% TAX INCREASE</b>
General - Base	117,596,571	5,703,155	2,222,674	125,522,400	4.11%
General - Infrastructure Reinvestment	4,242,482	1,388,391	0	5,630,873	1.00%
Snow Control	10,300,000	700,000	0	11,000,000	0.50%
Road Rehab	6,700,000	300,000	0	7,000,000	0.22%
<b>Total</b>	<b>138,839,053</b>	<b>8,091,546</b>	<b>2,222,674</b>	<b>149,153,273</b>	<b>5.83%</b>

A 5.83% tax increase is an approximate \$158.87 tax increase to the representative household.

#### General Infrastructure Reinvestment Fund

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

Many of the city’s asset types have dedicated funding sources for reinvestment: roads is funded by the Road Rehabilitation levy; sewer assets, water assets and solid waste garbage trucks and bins are funded by their respective utility rates. To address the difference between the investment required in the remaining asset types and the budget available (the “infrastructure gap”), Council created the General Infrastructure Reinvestment Levy in 2013.

After a strong investment in the first few years of the levy’s existence, the 2016 General Infrastructure Reinvestment Fund Levy was at \$2,500,000. Since then, the levy had only grown to \$2,950,000 in 2023 and was not meeting our asset reinvestment needs. Council is provided regular updates from the Asset Management division to illustrate the gap and Council amended the Sustainable Finance Policy to include a 1% increase to the tax levy per year to transfer to infrastructure reserves to address that gap. 1% of the 2024 tax levy is \$1,388,391 which brings the proposed 2025 General Infrastructure Reinvestment Levy to \$5,630,873.

## Snow Control

Snow Removal continues to be among the highest ranked services during budget consultations and highest volume calls for service. The 2024 Snow Levy was funded at \$10,300,000 to fund the City's net snow control expenses. In 2024, Administration recommended that the levy be set at \$10,800,000 to provide for inflationary costs on snow control for a "normal" snow year. Council elected to reduce the levy to \$10,300,000 and let any potential overruns be covered by a Snow Reserve that had a healthy balance due to lighter snow years in 2021 and 2022.

Bearing in mind the principle of preparing operating budget guidelines that reflect the costs of maintaining existing services and service levels, Administration has prepared some historical information concerning annual snow control expenses and estimates concerning the required annual snow levy. The 2024 Projected figure estimates outstanding invoices not yet recorded in the system.

Table 1 – Snow Control Levy and Expenses					
	2021	2022	2023	2024 (to date)	2024 (projected)
Budget	\$10,000,000	\$10,000,000	\$10,000,000	\$10,300,000	\$10,300,000
Net Expenses	\$7,707,770	\$9,290,365	\$10,772,443	\$9,624,911	\$10,100,000

The Snow Removal Service Category expenses in 2024 are projected to be under budget. As Table 1 illustrates, there can be a lot of volatility of the amount of snowfall that can occur from one year to the next. As a result, snow control is one of the City's services at the highest risk of going over budget. If the annual net expenses are greater than the annual Snow Levy and the snow reserve has no available funds, the shortfall between snow expenses and revenues is taken from the City's general operating surplus. In the event that the general operating surplus is fully depleted of funds and the City has a deficit, that deficit must be reflected as an expenditure in the next year's financial plan as per the *Community Charter*.

To mitigate the City's risk, the Snow Control levy should be high enough to create a reserve that is equal to 25% (approximately \$2.5 million) of the annual net snow control expenses, as well as the capital needs of the snow control function. If the 2024 projected amount is correct, the City will contribute \$200,000 to the reserve and have a year end reserve remaining of approximately \$2,4 million and will be substantially at the reserve goal by the end of 2024.

Inflationary pressures for snow removal include staff wages, contracted services, fuel and other fleet costs. Therefore, the cost of an average snowfall year continues to increase. Administration is recommending that the snow levy increase by the amount in 2024 to the 2025 figure of \$11,000,000 to keep pace with increasing costs of providing the service.

### Road Rehabilitation

In 2024, Administration recommended that the road rehabilitation levy be increased to \$6,700,000 to keep pace with the rising costs of asphalt, labour and fleet expenses and maintain existing service levels. The City is able to rehab approximately 50 lane kilometers with the current funding level.

For 2025, Administration is projecting a 5% increase in the contribution to the Road Rehabilitation Levy to maintain the same number of lane kilometers of work per year. Administration is recommending an additional \$300,000 to bring the total recommended 2025 levy to \$7,000,000. For reference, the average annual reinvestment for our roads infrastructure is \$9,700,000.

### Revenue Entitlements Under Agreements and Grants

The Province of BC provides a share of the traffic fine revenue that is earned within the municipal boundary; these funds are allocated to the general operating fund to offset policing costs. The grant is estimated at \$1,050,000 for 2025, which is \$50,000 lower than the budgeted amount in 2024.

On a quarterly basis, the Ministry of Public Safety and Solicitor General transfers 10% of net casino revenues from the Treasure Cove Casino to the City; annual reporting on the use of these funds is required. The 2025 gaming revenue budget has been estimated at \$3.0 million. \$2.7 million of the gaming revenues are used to fund general capital expenditures and the other \$300,000 is transferred to the Major Events Reserve. Gaming contributions are normally considered a reliable source of funds for capital but the COVID-19 pandemic had rendered casinos closed from March of 2020 to June of 2021. Should restrictions tighten again, this would have large impacts on the available funding for the capital plan.

The City receives an operating fee from FortisBC Inc. based on 3% of the gross revenue from the sale of natural gas within the municipal boundaries. The operating fee revenue is used for general operating purposes. The operating fee is estimated at \$1,450,000 for 2025, which is \$250,000 higher than the budgeted amount in 2024.

The Federal Government provides the transfer of federal gas tax funds under the Canada Community-Building Funds (CCBF) program to BC local governments via the Union of British Columbia Municipalities (UBCM). Funding can be used for infrastructure construction, renewal, and enhancement projects in eligible categories and for capacity building projects. The grant for 2025 is estimated at \$3,556,224, which is \$56,224 higher than the budgeted amount in 2024. CCBF grants are used to fund projects in the capital plan.

## Fees and Charges

Taxation accounts for approximately 80% of the City's total revenues. The next largest contributor is Fees and Charges at approximately 10%. In accordance with the City of Prince George Sustainable Finance Policy #4 and Section 194 of the *Community Charter*, the City recovers the costs associated with goods and services in the following ways:

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

Council has previously approved increases to the following fees and charges for 2024 to 2027: Building, Demolition, Moving and Plumbing Permits; Business Licenses; Cemetery; Land Use Planning; Solid Waste; Highways; Sewer; Signage; Storm Sewer; Subdivision; Tree Protection; Water; Snow Dumping; CN Centre and Community Arenas; Conference and Civic Centre; Aquatics; Pine Valley Golf Centre; Parks and Recreation; Prince George Playhouse Theatre; Parking and Traffic; Records Administration; and Corporate Services.

## Significant Budget Impacts:

### General Operating Expenses

*Salaries and Benefits* – this line includes:

- increase and associated benefits with the negotiation of the new CUPE 2024 – 2026 collective agreement
- Collective agreement step progression increases for IAFF. The current agreement is expired as of 2024 and cost of living increases are estimated and stored in the City's contingency
- increase and step progressions for Management/Exempt for 2024 (there is a corresponding reduction in contingency that budgeted for this in the prior year)
- cost of living adjustment for Mayor & Council for 2024 (there is a corresponding reduction in contingency that budgeted for this in the prior year)
- an estimated 4.4 full-time equivalent (FTE) increase over last year. FTE changes to areas that are funded by utility fees (Sewer, Water, Solid Waste, Off-Street Parking and District Energy) do not affect the tax levy.
  - 1.0 FTEs for Information and Records Coordinator in Legislative Services
  - 1.0 FTEs for additional electricians work in Street Lighting
  - 2.0 FTEs for dedicated IT staff at the RCMP building to meet their technology needs

- 0.6 FTE for additional labour needed to maintain the Downtown District Energy System. The City has been able to get by with very little time dedicated to the system but as this system is now aging, there needs to be some dedicated staff to maintain that service
- A net reduction of 0.2 FTE's is for adjusting small items like overtime, vacation coverage, etc.

This line item normally shows lower amounts but the CUPE collective agreement expired at the end of 2023 and the IAFF collective agreement expired at the end of 2021. Those agreements have now been renegotiated and there is a corresponding large decrease in the Contingency in Fiscal Services to offset the increase to the new agreements. Management and Council do not have collective agreements but 2025 estimates are included in contingency as well.

*Prince George Public Library (PGPL)* – The PGPL operates under the *Library Act* with their own board of directors and submits to Council an annual budget for providing library services to the municipality. Administration has received the expected financial ask and there is a letter from the PGPL Board with details of that budget and will present it to Council during the January budget discussions.

*RCMP Contract* – The 2025 RCMP contract budget has increased by \$1.239M. RCMP members have recently unionized and the City has seen larger increases to the contract since that time. Labour makes up the largest component of the cost per member that is provided by the Province. The City has a contract for 153 RCMP members compared to 149 last year. Four members were added as a 2024 service enhancement. The City risk manages that budget for vacancies and funds 139 members at \$226,516/member.

*Utilities* – estimates provided for increased costs of hydro and natural gas, as well as the increase of sewer, water and district energy expenses (already established in user fee bylaws) paid by City facilities to those respective funds. The total increase to the 2025 budget for these expenditures is \$0.178M.

*Debt Servicing Costs* – reflects the borrowing costs associated with the City's participation in the 2024 MFA Spring Issue. Also, high inflation has resulted in an increase to borrowing rates and our long-term debt is locked in at a rate for five years at a time. As these five year terms expire during this time of high interest rates, debt servicing costs are adjusted to reflect current market conditions. The net effect is an increase in debt servicing costs of \$0.616M compared to 2024. The next year of substantial debt maturity is in 2025. Detailed information on debt can be found in Schedule 5 of the City's financial statements.

*Fleet* – Inflationary increases on fuel, tires and maintenance. An increase of \$0.090M reflects these costs less the amounts that are collected from other funds (sewer, water, solid waste, snow).

*Transit* – a \$0.729M increase reflects changes in the City’s Annual Operating Agreement (AOA) with BC Transit.

*One-time expense*– includes reversals on a previous year item for the Official Community Plan review (0.190M) and the Communications budget (0.050M). New one-time expenses for 2025 includes some consulting expenses for a new Storm Utility as well as the demolition of the training tower at Fire Hall #2 (0.78M) and some minor office renovations to the fourth floor of City Hall (0.95M) that didn’t meet the thresholds required to be an official capital project.

*Other adjustments* – includes positive and negative adjustments. Some large items of note are:

- Roads - \$0.437M. Large increases to the line painting contract as well as additional expenses required for traffic control as well as basic road materials such as concrete, asphalt and calcium for gravel roads.
- myPG Grants lift as well as the Council approved increase to the “Big Four” arts service providers - \$0.332M
- Increase to contracts the City has with IT service providers for software. Main drivers this year include the PLL (Permitting, Land, Licensing) module of the City’s integrated financial management system, Adobe, and VM Ware - \$0.419M

### **General Operating Revenues**

*Tax Base Growth (non-market change)* – development can add new assessment to the City’s inventory that creates additional taxation revenue we did not have in prior years. Assessed values are provided by BC Assessment. The increase in non-market change for 2025 is \$2,222,674.

*Grant-in-lieu* – Senior levels of government are exempt from taxation but to recognize the loss of potential revenue this can cause for municipalities, we receive a grant in lieu of the taxation. The 2025 budget has increased by \$0.592M over the 2024 amount.

*FOCC (9-1-1 Dispatch)* –The City has a contract with the Regional District to provide this service on their behalf and they pay for those costs. The 2025 budget has increased by \$0.175M over the 2024 amount.

*Fees and Charges* – includes positive and negative adjustments. Large items of note are:

- Increase to the FortisBC Operating Fee of \$0.250M. The City receives 3% of gross revenue from the sale of natural gas within the municipal boundaries and the change here reflects what was received in 2024.
- Real Estate lease revenue is up by \$0.110M. This year will be the first year where we receive 12 months of rental revenue related to the purchase of the Knight’s Inn.



*Investment Revenue* – high interest rates have been having a very positive affect on investment revenues in the last couple of years. However, those revenues are tied to changes made to the Bank of Canada rate. As inflation cools, so will the investment revenues. The City is budgeting for this conservatively and anticipating decreases to the Bank of Canada rate in 2025.

### Service Enhancements

The following service enhancements are also included for Council's consideration during the January budget meeting(s):

- Increase the RCMP contract strength from 153 to 157. Four new members at \$226,516 - \$906,064 (0.65%)
- Increase Police Support Services municipal employee staff by three: one assistant manager of Operations (\$140,093); one victim services worker (\$92,116); and one community policing coordinator (\$96,785) – total of \$328,994 (0.24%)
- Increase Fire Protection staff by five: 5 Firefighters (\$132,354 each including \$20k of clothing/training) – and promote four senior firefighter positions to lieutenants at \$17,588 each for a total of \$732,122 (0.53%)
- Increase Bylaw Services by four bylaw officers at \$92,668 each plus \$25,000 for uniforms, equipment and training – total of \$395,672 (0.28%)
- Increase Communications staff by one engagement specialist \$106,797 (0.08%)
- Increase Parks staff by two arborists with associated equipment need of bucket truck and chipper - \$198,574 (0.14%) and capital purchases of \$701,500 – equipment procurement to take place in 2025 but the staffing component would not hit the levy until 2026
- Increase Parks staff by one recreation event coordinator at \$108,278 and a non-labour base budget of \$100,000 to manage Canada Day and other events in community parks for a total of \$208,278 (0.15%)
- Increase Planning and Development by one parks planner position for a total of \$112,424 (0.08%)

Should Council approve all of the service enhancements, the total tax levy increase would increase an additional 2.01% from the estimate of 5.83% to 7.84%.

### Tax Deferral Scenarios:

For reference, a 1% reduction in tax levy equates to \$1,388,391. Subject to assessment value changes from BC Assessment, and tax rates set by Council, a 1% increase in taxes translates to approximately \$27.25 for the representative household. Funds required to reach reduced % targets are as follows:

<b>Tax Levy</b>	<b>Required Reduction</b>
5.00%	1,149,593
4.00%	2,537,984
3.00%	3,926,375

Respectfully submitted:

Kris Dalio, Director of Finance and IT Services

Approved:

Walter Babicz, City Manager

Meeting date: January 20, 2025

**General Operating Fund and General Asset Maintenance**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Service Agreements &amp; Grants</b>								
REVENUE	(418,654)	(418,654)	(501,197)	(525,224)	(546,233)	(568,082)	(590,805)	(614,437)
EXPENDITURES	4,454,052	4,454,052	4,677,083	4,926,460	5,123,518	5,328,459	5,541,597	5,763,261
<b>GENERAL OPERATING FUND</b>	<b>4,035,398</b>	<b>4,035,398</b>	<b>4,175,886</b>	<b>4,401,236</b>	<b>4,577,285</b>	<b>4,760,377</b>	<b>4,950,792</b>	<b>5,148,824</b>
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
<b>Total Service Agreements &amp; Grants</b>	<b>4,035,398</b>	<b>4,035,398</b>	<b>4,175,886</b>	<b>4,401,236</b>	<b>4,577,285</b>	<b>4,760,377</b>	<b>4,950,792</b>	<b>5,148,824</b>
<b>Corporate Management</b>								
REVENUE	(38,361)	(30,000)	(40,000)	(40,000)	(41,600)	(43,264)	(44,995)	(46,795)
EXPENDITURES	4,322,336	4,690,154	4,723,565	5,141,010	5,346,651	5,560,517	5,782,945	6,014,254
TRANSFERS	(9,855)	41,200	41,200	41,200	42,848	44,562	46,345	48,199
<b>GENERAL OPERATING FUND</b>	<b>4,274,120</b>	<b>4,701,354</b>	<b>4,724,765</b>	<b>5,142,210</b>	<b>5,347,899</b>	<b>5,561,815</b>	<b>5,784,295</b>	<b>6,015,658</b>
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
<b>Total Corporate Management</b>	<b>4,274,120</b>	<b>4,701,354</b>	<b>4,724,765</b>	<b>5,142,210</b>	<b>5,347,899</b>	<b>5,561,815</b>	<b>5,784,295</b>	<b>6,015,658</b>
<b>Administrative Services</b>								
REVENUE	(5,427,177)	(4,490,940)	(4,709,022)	(4,970,942)	(5,169,379)	(5,375,754)	(5,590,384)	(5,813,600)
EXPENDITURES	59,015,434	58,246,500	62,717,302	67,853,147	70,567,268	73,389,950	76,325,567	79,378,589
TRANSFERS	1,537,758	1,547,662	1,466,206	1,470,636	1,526,161	1,583,911	1,643,962	1,706,420
<b>GENERAL OPERATING FUND</b>	<b>55,126,015</b>	<b>55,303,222</b>	<b>59,474,486</b>	<b>64,352,841</b>	<b>66,924,050</b>	<b>69,598,107</b>	<b>72,379,145</b>	<b>75,271,409</b>
REVENUE	(18,770)	0	0	0	0	0	0	0
EXPENDITURES	269,109	111,482	160,282	133,362	138,698	144,246	150,015	156,015
TRANSFERS	(250,339)	(111,482)	(160,282)	(133,362)	(138,698)	(144,246)	(150,015)	(156,015)
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
<b>Total Administrative Services</b>	<b>55,126,015</b>	<b>55,303,222</b>	<b>59,474,486</b>	<b>64,352,841</b>	<b>66,924,050</b>	<b>69,598,107</b>	<b>72,379,145</b>	<b>75,271,409</b>
<b>Civic Operations</b>								
REVENUE	(9,611,313)	(9,043,892)	(9,546,566)	(9,930,893)	(10,328,130)	(10,741,254)	(11,170,906)	(11,617,746)
EXPENDITURES	33,755,335	35,859,370	37,279,525	39,967,007	41,565,688	43,228,324	44,957,485	46,755,794
TRANSFERS	(41,945)	(812,807)	(743,957)	(98,124)	693,561	958,329	803,448	1,010,226
<b>GENERAL OPERATING FUND</b>	<b>24,102,076</b>	<b>26,002,671</b>	<b>26,989,002</b>	<b>29,937,990</b>	<b>31,931,119</b>	<b>33,445,399</b>	<b>34,590,027</b>	<b>36,148,274</b>
REVENUE	(206,287)	0	0	0	0	0	0	0
EXPENDITURES	3,351,575	3,376,528	3,959,208	4,308,827	4,491,762	4,675,587	4,875,952	5,091,236
TRANSFERS	738,281	628,134	790,449	1,086,273	1,129,724	1,174,914	1,221,911	1,270,785
<b>GENERAL ASSET MAINTENANCE</b>	<b>3,883,568</b>	<b>4,004,662</b>	<b>4,749,657</b>	<b>5,395,100</b>	<b>5,621,486</b>	<b>5,850,501</b>	<b>6,097,863</b>	<b>6,362,021</b>
<b>Total Civic Operations</b>	<b>27,985,645</b>	<b>30,007,333</b>	<b>31,738,659</b>	<b>35,333,090</b>	<b>37,552,605</b>	<b>39,295,900</b>	<b>40,687,890</b>	<b>42,510,295</b>
<b>Civic Facilities &amp; Events</b>								
REVENUE	(9,917,686)	(4,780,159)	(5,237,220)	(5,370,868)	(5,585,702)	(5,809,130)	(6,041,493)	(6,283,155)
EXPENDITURES	20,001,690	16,531,762	16,866,069	18,669,560	19,416,337	20,192,992	21,000,726	21,840,753
TRANSFERS	739,288	1,213,166	1,352,966	1,457,221	1,467,402	1,512,420	1,556,681	1,581,623
<b>GENERAL OPERATING FUND</b>	<b>10,823,291</b>	<b>12,964,769</b>	<b>12,981,815</b>	<b>14,755,913</b>	<b>15,298,037</b>	<b>15,896,282</b>	<b>16,515,914</b>	<b>17,139,221</b>
REVENUE	(37,466)	(16,800)	(16,800)	(16,800)	(17,472)	(18,171)	(18,898)	(19,654)
EXPENDITURES	2,258,077	1,869,352	2,227,071	2,386,422	2,481,878	2,581,149	2,684,398	2,791,771
TRANSFERS	(155,013)	(150,000)	(148,800)	200	208	216	225	234
<b>GENERAL ASSET MAINTENANCE</b>	<b>2,065,598</b>	<b>1,702,552</b>	<b>2,061,471</b>	<b>2,369,822</b>	<b>2,464,614</b>	<b>2,563,194</b>	<b>2,665,725</b>	<b>2,772,351</b>
<b>Total Civic Facilities &amp; Events</b>	<b>12,888,889</b>	<b>14,667,321</b>	<b>15,043,286</b>	<b>17,125,735</b>	<b>17,762,651</b>	<b>18,459,476</b>	<b>19,181,639</b>	<b>19,911,572</b>

**General Operating Fund and General Asset Maintenance**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Planning &amp; Development</b>								
REVENUE	(3,235,321)	(3,958,020)	(3,394,550)	(3,408,500)	(3,544,840)	(3,686,635)	(3,834,099)	(3,987,466)
EXPENDITURES	4,238,086	4,240,381	4,368,560	4,506,325	4,686,580	4,874,044	5,069,010	5,271,772
TRANSFERS	99,539	131,320	136,120	42,400	44,096	45,860	47,695	49,603
<b>GENERAL OPERATING FUND</b>	<b>1,102,304</b>	<b>413,681</b>	<b>1,110,130</b>	<b>1,140,225</b>	<b>1,185,836</b>	<b>1,233,269</b>	<b>1,282,606</b>	<b>1,333,909</b>
REVENUE	(400,000)	0	0	0	0	0	0	0
EXPENDITURES	174,575	0	0	0	0	0	0	0
TRANSFERS	225,425	0	0	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Planning &amp; Development</b>	<b>1,102,304</b>	<b>413,681</b>	<b>1,110,130</b>	<b>1,140,225</b>	<b>1,185,836</b>	<b>1,233,269</b>	<b>1,282,606</b>	<b>1,333,909</b>
<b>Finance &amp; IT Services</b>								
REVENUE	(225,041,309)	(214,916,427)	(221,733,154)	(235,228,946)	(244,707,838)	(254,667,385)	(264,888,827)	(276,581,738)
EXPENDITURES	36,316,597	12,660,084	17,676,092	15,984,876	16,624,270	17,289,245	17,980,818	18,700,048
DEBT	11,829,944	11,757,463	12,905,856	13,642,061	14,470,264	14,994,685	15,888,432	17,915,993
TRANSFERS	68,279,885	87,077,785	81,695,122	85,871,594	88,349,078	91,888,206	95,516,798	98,908,402
<b>GENERAL OPERATING FUND</b>	<b>(108,614,883)</b>	<b>(103,421,095)</b>	<b>(109,456,084)</b>	<b>(119,730,415)</b>	<b>(125,264,226)</b>	<b>(130,495,249)</b>	<b>(135,502,779)</b>	<b>(141,057,295)</b>
EXPENDITURES	251,237	227,000	195,000	0	0	0	0	0
TRANSFERS	(6,200,404)	(5,934,214)	(7,006,128)	(7,764,922)	(8,086,100)	(8,413,695)	(8,763,588)	(9,134,372)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(5,949,166)</b>	<b>(5,707,214)</b>	<b>(6,811,128)</b>	<b>(7,764,922)</b>	<b>(8,086,100)</b>	<b>(8,413,695)</b>	<b>(8,763,588)</b>	<b>(9,134,372)</b>
<b>Total Finance &amp; IT Services</b>	<b>(114,564,049)</b>	<b>(109,128,309)</b>	<b>(116,267,212)</b>	<b>(127,495,337)</b>	<b>(133,350,326)</b>	<b>(138,908,944)</b>	<b>(144,266,367)</b>	<b>(150,191,667)</b>
<b>Net City-Wide</b>	<b>(9,151,678)</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**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(607,228)	(394,103)	(394,103)	(407,386)	(423,681)	(440,628)	(458,253)	(476,583)
EXPENDITURES	1,061,732	439,143	440,216	591,937	615,614	640,238	665,848	692,481
DEBT	201,660	201,660	0	0	0	0	0	0
TRANSFERS	(656,164)	(246,700)	(46,113)	(184,551)	(191,933)	(199,610)	(207,595)	(215,898)
<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	18,792	29,638	29,664	29,713	30,901	32,137	33,423	34,759
TRANSFERS	(18,792)	(29,638)	(29,664)	(29,713)	(30,901)	(32,137)	(33,423)	(34,759)
<b>DISTRICT ENERGY ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Sewer Operating Fund and Sewer Asset Maintenance**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(16,717,148)	(16,027,679)	(17,315,606)	(18,374,663)	(19,110,418)	(19,872,369)	(20,660,740)	(21,487,490)
EXPENDITURES	7,260,442	4,670,262	4,852,138	5,250,221	5,460,233	5,678,641	5,905,790	6,142,017
DEBT	448,353	448,365	261,595	253,251	259,605	253,783	236,772	242,225
TRANSFERS	9,008,353	10,909,052	12,201,873	12,871,191	13,390,580	13,939,945	14,518,178	15,103,248
<b>SEWER OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
REVENUE	(651)	0	0	0	0	0	0	0
EXPENDITURES	1,526,293	1,976,905	1,867,325	1,964,903	2,043,500	2,125,241	2,210,255	2,298,664
TRANSFERS	(1,525,642)	(1,976,905)	(1,867,325)	(1,964,903)	(2,043,500)	(2,125,241)	(2,210,255)	(2,298,664)
<b>SEWER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Water Operating Fund and Water Asset Maintenance**

	2022 Actual (AA)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(18,725,017)	(18,540,510)	(19,710,536)	(20,607,026)	(21,295,132)	(21,945,435)	(22,766,685)	(23,651,169)
EXPENDITURES	7,071,329	4,588,080	4,853,370	5,068,441	5,271,177	5,482,025	5,701,312	5,929,363
DEBT	1,468,953	1,467,922	1,393,664	1,414,007	706,866	295,340	131,428	69,740
TRANSFERS	10,184,735	12,484,508	13,463,502	14,124,578	15,317,089	16,168,070	16,933,945	17,652,066
<b>WATER OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
REVENUE	0	0	0	0	0	0	0	0
EXPENDITURES	2,761,731	3,063,446	3,065,938	3,152,337	3,278,430	3,409,567	3,545,951	3,687,789
TRANSFERS	(2,761,731)	(3,063,446)	(3,065,938)	(3,152,337)	(3,278,430)	(3,409,567)	(3,545,951)	(3,687,789)
<b>WATER ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Civic Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net City-Wide</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Agreements & Grants Summary**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Library Services</b>								
REVENUE	(418,654)	(418,654)	(501,197)	(525,224)	(546,233)	(568,082)	(590,805)	(614,437)
EXPENDITURES	4,127,052	4,127,052	4,350,083	4,599,460	4,783,438	4,974,776	5,173,767	5,380,718
<b>Total</b>	<b>3,708,398</b>	<b>3,708,398</b>	<b>3,848,886</b>	<b>4,074,236</b>	<b>4,237,205</b>	<b>4,406,694</b>	<b>4,582,962</b>	<b>4,766,281</b>
<b>Tourism Prince George</b>								
EXPENDITURES	327,000	327,000	327,000	327,000	340,080	353,683	367,830	382,543
<b>Total</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>340,080</b>	<b>353,683</b>	<b>367,830</b>	<b>382,543</b>
<b>GRAND TOTAL</b>	<b>4,035,398</b>	<b>4,035,398</b>	<b>4,175,886</b>	<b>4,401,236</b>	<b>4,577,285</b>	<b>4,760,377</b>	<b>4,950,792</b>	<b>5,148,824</b>



**Service Category Summary**
**Library Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Grants - Library	(418,654)	(418,654)	(501,197)	(525,224)	(24,027)
<b>Total Revenues</b>	<b>(418,654)</b>	<b>(418,654)</b>	<b>(501,197)</b>	<b>(525,224)</b>	<b>(24,027)</b>
<b>Expenditures</b>					
Grants - Library	4,127,052	4,127,052	4,350,083	4,599,460	249,377
<b>Total Expenditures</b>	<b>4,127,052</b>	<b>4,127,052</b>	<b>4,350,083</b>	<b>4,599,460</b>	<b>249,377</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>3,708,398</b>	<b>3,708,398</b>	<b>3,848,886</b>	<b>4,074,236</b>	<b>225,350</b>

**Service Category Summary**
**Library Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(418,654)</b>	<b>(418,654)</b>	<b>(501,197)</b>	<b>(525,224)</b>	<b>(24,027)</b>
Expenditures					
Non-Salary Expenses	<b>4,127,052</b>	<b>4,127,052</b>	<b>4,350,083</b>	<b>4,599,460</b>	<b>249,377</b>
Total Expenditures	<b>4,127,052</b>	<b>4,127,052</b>	<b>4,350,083</b>	<b>4,599,460</b>	<b>249,377</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>3,708,398</b>	<b>3,708,398</b>	<b>3,848,886</b>	<b>4,074,236</b>	<b>225,350</b>



# The Prince George Public Library

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

 /pglibrary

 /pg\_library

November 25, 2024

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

Mayor Yu and Members of Council:

Attached for your consideration is the Prince George Public Library's (PGPL) proposed operations budget for 2025. We have prepared a budget of \$4,846,510 to support the operation of our branches as well as to continue to offer digital and outreach services. The City of Prince George (CPG) and Regional District of Fraser-Fort George portion of this proposed budget is \$4,599,460.

The proposed 2025 budget amounts to a 5.42% increase over the 2024 Budget. The requested increase reflects negotiated union commitments such as the increase in the Employer portion of benefit premiums from 95% to 100%, as well as a negotiated 2.25% wage increase for library staff.

The budget request also includes amounts required to account for other employee related costs, such as WorkSafe BC Premiums and anticipated Municipal Pension Plan rate increases. The library is also absorbing inflationary costs associated with purchasing print and digital resources, as well as the use of professional services that support the library on legal matters such as interpretation of the Collective Agreement, ensuring compliance with privacy legislation, and other human resources related issues.

PGPL is a key component of the City of Prince George's effort to work collaboratively with the community to support our vulnerable citizens and ensure that their voices are heard and perspectives shared. We work hard provide free, welcoming, and inclusive services, programs, and spaces for everyone in our community to come together to *read, connect, and share*.

We cannot accomplish this work without the generous and consistent funding support provided by the City of Prince George. We are grateful for your continued support.

Respectfully submitted,



Anna Duff  
Chair, Board of Trustees  
Prince George Public Library

*Read. Connect. Share.*



<b>Prince George Public Library Budget 2025</b>	<b>Budget 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Total Change 2025 From 2024</b>
<b>Revenue</b>				
Municipal Funding Sources*	4,127,052	4,350,083	4,599,460	249,377
Provincial Funding Sources	214,000	214,000	214,000	0
Internally Generated Sources	27,050	27,050	33,050	6,000
<b>Total Revenue</b>	<b>\$4,368,102</b>	<b>\$4,591,133</b>	<b>\$4,846,510</b>	<b>255,377</b>
<b>Wages &amp; Related Expenses</b>				
Benefits	577,940	606,414	617,563	11,149
Education & Professional Development	21,500	21,500	23,500	2,000
Wages	2,675,472	2,779,693	2,952,727	173,034
Other Staff Associated Costs	14,000	14,000	14,000	0
	<b>\$3,288,912</b>	<b>\$3,421,607</b>	<b>\$3,607,790</b>	<b>186,183</b>
<b>Operational Expenses</b>				
Supplies	24,225	24,225	25,467	1,242
Materials Costs	288,215	327,335	324,245	(3,090)
General & Administrative	183,950	184,450	227,150	42,700
Information Technology	115,100	144,612	152,888	8,276
Rent	76,500	76,500	76,500	0
Repairs & Maintenance	129,950	136,950	137,950	1,000
	<b>\$817,940</b>	<b>\$894,072</b>	<b>\$944,200</b>	<b>50,128</b>
<b>Investment in Tangible Capital Assets</b>				
Furniture	20,000	20,000	20,000	0
Equipment	6,500	6,500	6,500	0
Computer Infrastructure	29,750	29,750	29,750	0
Materials	205,000	219,204	238,270	19,066
	<b>\$261,250</b>	<b>\$275,454</b>	<b>\$294,520</b>	<b>19,066</b>
<b>Total Expenses &amp; TCAs</b>	<b>\$4,368,102</b>	<b>\$4,591,133</b>	<b>\$4,846,510</b>	<b>255,377</b>

\*Includes amount paid to the City of PG from the Regional District of Fraser Fort George estimated at \$525,224

**Service Category Summary**
**Tourism Prince George**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<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)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
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



# PRINCE GEORGE

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

September 26, 2024

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2025 annual budget for Council's consideration. The total projected revenue has increased by 3% percent, largely as a result increased retail related revenue expected from our new location. The total expenses have decreased by 17% from 2024, as Tourism Prince George incurred abnormal expenses in 2024 due to the Visitor Information Centre relocation.

In 2025, Tourism Prince George will continue to implement the objectives set out in the 2022-2027 Strategic Plan and ensure the development of the tourism sector and key platforms through consistent brand messaging and online activities. The six key pillars in our Strategic Plan that will allow Tourism Prince George and the tourism industry to grow are: Marketing, Visitor Services, Business Development, Destination Development, Organizational Effectiveness, and Industry Outreach.

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

Sincerely,

Colin Carson  
Chief Executive Officer  
Tourism Prince George Society

TOURISMPG.COM



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Suite 101-1300

1st Ave Prince George, BC

Canada V2L 2Y3

**TOURISM PRINCE GEORGE 2025 BUDGET**

	2024 Budget	DMO	VIC	2025 Budget	DMO	VIC	% Change from Budget
<b>REVENUE</b>							
City of Prince George	327,000	0	327,000	327,000	0	327,000	0%
MRDT (Hotel Tax)	1,750,000	1,750,000	0	1,750,000	1,750,000	0	0%
Province of BC	63,000	40,000	23,000	58,000	35,000	23,000	-8%
Private Partnership	25,000	25,000	0	20,000	20,000	0	-20%
Sales Commissions	0	0	0	5,000	0	5,000	100%
Merchandising Income	50,000	0	50,000	100,000	0	100,000	100%
Interest from Investments	0	0	0	20,000	10,000	10,000	100%
<b>TOTAL REVENUES</b>	<b>2,215,000</b>	<b>1,815,000</b>	<b>400,000</b>	<b>2,280,000</b>	<b>1,815,000</b>	<b>465,000</b>	<b>3%</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	149,000	99,000	50,000	182,250	105,250	77,000	22%
Operating Benefits	23,840	15,840	8,000	29,160	16,840	12,320	22%
VIC Staff	102,500	0	102,500	107,500	0	107,500	5%
Visitor Information Services Engagement	26,840	0	26,840	82,082	0	82,082	206%
Security	30,000	0	30,000	50,000	25,000	25,000	67%
Rent	35,000	17,500	17,500	30,787	15,393	15,393	-12%
Building Maintenance	18,190	9,095	9,095	19,680	9,840	9,840	8%
Telephone	11,500	7,100	4,400	11,500	7,100	4,400	0%
Professional Services	35,000	17,500	17,500	40,000	20,000	20,000	14%
Admin/Bank Fees	5,000	2,500	2,500	5,000	2,500	2,500	0%
Cost of Goods	20,000	0	20,000	40,000	0	40,000	100%
Office Supplies	5,000	2,500	2,500	5,000	2,500	2,500	0%
Office Equipment/Software	32,640	16,320	16,320	32,640	16,320	16,320	0%
Internet/IT	7,330	3,665	3,665	8,530	4,265	4,265	16%
Board Expenses	7,000	3,500	3,500	7,000	3,500	3,500	0%
Insurance	8,000	4,000	4,000	12,000	6,000	6,000	50%
Vehicle Overhead	8,000	4,000	4,000	8,000	4,000	4,000	0%
Mileage and Parking	2,320	1,320	1,000	2,320	1,320	1,000	0%
Training and Development	16,380	15,000	1,380	16,380	15,000	1,380	0%
<b>Subtotal, Operating</b>	<b>543,540</b>	<b>218,840</b>	<b>324,700</b>	<b>689,829</b>	<b>254,828</b>	<b>435,000</b>	<b>27%</b>
<b>Capital Related</b>							
Equipment	0	0	0	15,000	0	15,000	100%
Building Improvements	600,000	0	600,000	15,000	0	15,000	-98%
<b>Subtotal, Capital Related</b>	<b>600,000</b>	<b>0</b>	<b>600,000</b>	<b>30,000</b>	<b>0</b>	<b>30,000</b>	<b>-95%</b>
<b>Marketing</b>							
Marketing Salaries	497,000	497,000	0	446,250	446,250	0	-10%
Marketing Benefits	79,520	79,520	0	71,400	71,400	0	-10%
Postage/Freight	3,400	3,400	0	3,400	3,400	0	0%
Consumer Shows	25,000	25,000	0	20,000	20,000	0	-20%
Brand/Niche Paid Campaigns	476,240	476,240	0	461,122	461,122	0	-3%
Visitor Guide, Brochures and Maps	75,000	75,000	0	75,000	75,000	0	0%
Communications and Stakeholder Engagement	100,000	100,000	0	93,000	93,000	0	-7%
Website	25,000	25,000	0	100,000	100,000	0	300%
Event Attraction	150,000	150,000	0	150,000	150,000	0	0%
Destination Development & Training	165,000	165,000	0	140,000	140,000	0	-15%
<b>Subtotal, Marketing</b>	<b>1,596,160</b>	<b>1,596,160</b>	<b>0</b>	<b>1,560,172</b>	<b>1,560,172</b>	<b>0</b>	<b>-2%</b>
<b>TOTAL EXPENSES</b>	<b>2,739,700</b>	<b>1,815,000</b>	<b>924,700</b>	<b>2,280,001</b>	<b>1,815,000</b>	<b>465,000</b>	<b>-17%</b>
Balance	-524,700	0	-524,700	-1	0	0	-100%
Less Capital	600,000			30,000			
Net Profit/(Loss)	75,300			29,999			



**Corporate Management Summary**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Office of City Manager</b>								
EXPENDITURES	475,466	504,378	494,455	486,303	505,755	525,984	547,026	568,909
TRANSFERS	170	200	200	200	208	216	225	234
<b>Total</b>	<b>475,636</b>	<b>504,578</b>	<b>494,655</b>	<b>486,503</b>	<b>505,963</b>	<b>526,200</b>	<b>547,251</b>	<b>569,143</b>
<b>Mayor &amp; Council</b>								
EXPENDITURES	780,977	782,444	842,673	870,127	904,932	941,130	978,775	1,017,918
TRANSFERS	(15,072)	0	0	0	0	0	0	0
<b>Total</b>	<b>765,905</b>	<b>782,444</b>	<b>842,673</b>	<b>870,127</b>	<b>904,932</b>	<b>941,130</b>	<b>978,775</b>	<b>1,017,918</b>
<b>Legislative Services</b>								
REVENUE	(38,337)	(30,000)	(40,000)	(40,000)	(41,600)	(43,264)	(44,995)	(46,795)
EXPENDITURES	799,997	788,598	809,867	962,830	1,001,344	1,041,397	1,083,054	1,126,375
TRANSFERS	0	35,000	35,000	35,000	36,400	37,856	39,370	40,945
<b>Total</b>	<b>761,660</b>	<b>793,598</b>	<b>804,867</b>	<b>957,830</b>	<b>996,144</b>	<b>1,035,989</b>	<b>1,077,429</b>	<b>1,120,525</b>
<b>Human Resources</b>								
REVENUE	(24)	0	0	0	0	0	0	0
EXPENDITURES	2,265,896	2,614,734	2,576,570	2,821,750	2,934,620	3,052,006	3,174,090	3,301,052
TRANSFERS	5,047	6,000	6,000	6,000	6,240	6,490	6,750	7,020
<b>Total</b>	<b>2,270,919</b>	<b>2,620,734</b>	<b>2,582,570</b>	<b>2,827,750</b>	<b>2,940,860</b>	<b>3,058,496</b>	<b>3,180,840</b>	<b>3,308,072</b>
<b>GRAND TOTAL</b>	<b>4,274,120</b>	<b>4,701,354</b>	<b>4,724,765</b>	<b>5,142,210</b>	<b>5,347,899</b>	<b>5,561,815</b>	<b>5,784,295</b>	<b>6,015,658</b>

**Service Category Summary**
**Office of City Manager**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Expenditures</b>					
Corporate Management	475,466	504,378	494,455	486,303	(8,152)
<b>Total Expenditures</b>	<b>475,466</b>	<b>504,378</b>	<b>494,455</b>	<b>486,303</b>	<b>(8,152)</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	170	200	200	200	0
<b>Total Transfers</b>	<b>170</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>475,636</b>	<b>504,578</b>	<b>494,655</b>	<b>486,503</b>	<b>(8,152)</b>

**Service Category Summary**
**Office of City Manager**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	415,593	412,078	417,155	435,853	18,698
Non-Salary Expenses	59,873	92,300	77,300	50,450	(26,850)
Total Expenditures	475,466	504,378	494,455	486,303	(8,152)
Debt	0	0	0	0	0
Transfers	170	200	200	200	0
Net Operations	475,636	504,578	494,655	486,503	(8,152)

**Service Category Summary**
**Mayor & Council**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development Advocacy	0	40,000	40,000	40,000	0
Corporate Plan / Orientation	0	15,000	17,500	17,500	0
Legislative-Mayor	196,913	200,483	202,903	209,103	6,200
Legislative-Council	533,291	452,961	501,270	522,524	21,254
Council - Skakun	7,028	8,000	8,000	8,000	0
Council Committee	1,681	10,000	17,000	17,000	0
Council - Frizzell	8,331	8,000	8,000	8,000	0
Council - Scott	4,829	8,000	8,000	8,000	0
Council - Ramsay	7,223	8,000	8,000	8,000	0
Council - Sampson	3,415	8,000	8,000	8,000	0
Council - Bennett	2,131	8,000	8,000	8,000	0
Council - Klassen	10,320	8,000	8,000	8,000	0
Council - Polillo	5,816	8,000	8,000	8,000	0
<b>Total Expenditures</b>	<b>780,977</b>	<b>782,444</b>	<b>842,673</b>	<b>870,127</b>	<b>27,454</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Legislative-Council	(15,072)	0	0	0	0
<b>Total Transfers</b>	<b>(15,072)</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>765,905</b>	<b>782,444</b>	<b>842,673</b>	<b>870,127</b>	<b>27,454</b>

**Service Category Summary**
**Mayor & Council**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	493,931	491,884	512,273	532,727	20,454
Non-Salary Expenses	287,046	290,560	330,400	337,400	7,000
Total Expenditures	780,977	782,444	842,673	870,127	27,454
Debt	0	0	0	0	0
Transfers	(15,072)	0	0	0	0
Net Operations	765,905	782,444	842,673	870,127	27,454

**Service Category Summary**
**Legislative Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Legislative Services	(38,337)	(30,000)	(40,000)	(40,000)	0
<b>Total Revenues</b>	<b>(38,337)</b>	<b>(30,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>0</b>
<b>Expenditures</b>					
Elections/Referendums	0	0	0	0	0
Legislative Services	799,997	788,598	809,867	962,830	152,963
<b>Total Expenditures</b>	<b>799,997</b>	<b>788,598</b>	<b>809,867</b>	<b>962,830</b>	<b>152,963</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	0	35,000	35,000	35,000	0
<b>Total Transfers</b>	<b>0</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</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>761,660</b>	<b>793,598</b>	<b>804,867</b>	<b>957,830</b>	<b>152,963</b>

**Service Category Summary**
**Legislative Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(38,337)	(30,000)	(40,000)	(40,000)	0
Expenditures					
Salary & Wages (including Benefits)	724,149	725,298	745,267	892,410	147,143
Non-Salary Expenses	75,848	63,300	64,600	70,420	5,820
Total Expenditures	799,997	788,598	809,867	962,830	152,963
Debt	0	0	0	0	0
Transfers	0	35,000	35,000	35,000	0
Net Operations	761,660	793,598	804,867	957,830	152,963

**Service Category Summary**
**Human Resources**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Human Resources Operations	(24)	0	0	0	0
<b>Total Revenues</b>	<b>(24)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Human Resources Operations	1,216,209	1,326,781	1,359,370	1,486,660	127,290
Casual Labour Pool	234	0	0	0	0
Continuous Improvement	28,844	155,784	67,621	136,092	68,471
Disability Management	296,545	287,856	292,683	301,509	8,826
Health & Safety	583,897	588,755	595,748	640,818	45,070
Central Training	140,168	255,558	261,148	256,671	(4,477)
<b>Total Expenditures</b>	<b>2,265,896</b>	<b>2,614,734</b>	<b>2,576,570</b>	<b>2,821,750</b>	<b>245,180</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Central Training	5,047	6,000	6,000	6,000	0
<b>Total Transfers</b>	<b>5,047</b>	<b>6,000</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>2,270,919</b>	<b>2,620,734</b>	<b>2,582,570</b>	<b>2,827,750</b>	<b>245,180</b>



**Service Category Summary**
**Human Resources**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(24)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	1,770,478	1,934,642	1,908,370	2,153,450	245,080
Non-Salary Expenses	495,418	680,092	668,200	668,300	100
Total Expenditures	2,265,896	2,614,734	2,576,570	2,821,750	245,180
Debt	0	0	0	0	0
Transfers	5,047	6,000	6,000	6,000	0
Net Operations	2,270,919	2,620,734	2,582,570	2,827,750	245,180

**Administrative Services Summary**

	2022 Actual (AA)	2022 Bylaw (UB)	2023 Bylaw (UB)	2024 Proposed (UX)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(897,597)	(565,440)	(586,522)	(587,356)	(610,850)	(635,284)	(660,695)	(687,123)
EXPENDITURES	32,634,099	33,563,418	36,171,698	37,977,317	39,496,411	41,076,266	42,719,321	44,428,095
TRANSFERS	16,851	0	0	0	0	0	0	0
<b>Total</b>	<b>31,753,353</b>	<b>32,997,978</b>	<b>35,585,176</b>	<b>37,389,961</b>	<b>38,885,561</b>	<b>40,440,982</b>	<b>42,058,626</b>	<b>43,740,972</b>
<b>Fire &amp; Rescue Services</b>								
REVENUE	(2,105,318)	(1,967,000)	(2,112,000)	(2,287,000)	(2,378,480)	(2,473,619)	(2,572,565)	(2,675,468)
EXPENDITURES	20,878,899	19,895,375	20,694,920	23,543,891	24,485,644	25,465,067	26,483,672	27,543,017
TRANSFERS	1,225,600	1,137,496	1,419,190	1,428,470	1,482,707	1,539,114	1,597,777	1,658,786
<b>Total</b>	<b>19,999,181</b>	<b>19,065,871</b>	<b>20,002,110</b>	<b>22,685,361</b>	<b>23,589,871</b>	<b>24,530,562</b>	<b>25,508,884</b>	<b>26,526,335</b>
<b>Emergency Programs</b>								
REVENUE	(271,255)	0	0	0	0	0	0	0
EXPENDITURES	496,422	276,320	310,220	351,933	366,010	380,649	395,875	411,710
TRANSFERS	13,840	14,800	17,200	17,800	18,512	19,253	20,023	20,824
<b>Total</b>	<b>239,007</b>	<b>291,120</b>	<b>327,420</b>	<b>369,733</b>	<b>384,522</b>	<b>399,902</b>	<b>415,898</b>	<b>432,534</b>
<b>Bylaw Services</b>								
REVENUE	(755,363)	(591,500)	(673,500)	(737,000)	(766,480)	(797,139)	(829,024)	(862,185)
EXPENDITURES	3,155,149	2,822,598	3,242,471	3,599,476	3,743,455	3,893,195	4,048,929	4,210,888
TRANSFERS	150,531	138,800	195,600	203,100	211,224	219,673	228,460	237,599
<b>Total</b>	<b>2,550,316</b>	<b>2,369,898</b>	<b>2,764,571</b>	<b>3,065,576</b>	<b>3,188,199</b>	<b>3,315,729</b>	<b>3,448,365</b>	<b>3,586,302</b>
<b>Off-Street Parking</b>								
REVENUE	(1,416,413)	(1,367,000)	(1,337,000)	(1,359,586)	(1,413,569)	(1,469,712)	(1,528,100)	(1,588,824)
EXPENDITURES	1,536,368	1,226,916	1,668,066	1,678,682	1,745,829	1,815,658	1,888,287	1,963,817
TRANSFERS	(119,955)	140,084	(331,066)	(319,096)	(332,260)	(345,946)	(360,187)	(374,993)
<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>Communications</b>								
EXPENDITURES	577,353	573,355	626,655	651,702	677,769	704,880	733,078	762,401
TRANSFERS	552	5,000	5,000	7,000	7,280	7,571	7,874	8,189
<b>Total</b>	<b>577,905</b>	<b>578,355</b>	<b>631,655</b>	<b>658,702</b>	<b>685,049</b>	<b>712,451</b>	<b>740,952</b>	<b>770,590</b>
<b>Intergovernmental Relations</b>								
EXPENDITURES	6,253	0	163,554	183,508	190,848	198,481	206,420	214,676
<b>Total</b>	<b>6,253</b>	<b>0</b>	<b>163,554</b>	<b>183,508</b>	<b>190,848</b>	<b>198,481</b>	<b>206,420</b>	<b>214,676</b>
<b>GRAND TOTAL</b>	<b>55,126,015</b>	<b>55,303,222</b>	<b>59,474,486</b>	<b>64,352,841</b>	<b>66,924,050</b>	<b>69,598,107</b>	<b>72,379,145</b>	<b>75,271,409</b>

**Service Category Summary**
**Police Protection**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Police Operations	(465,886)	(422,440)	(415,400)	(424,400)	(9,000)
Police Progr-CPAC-Storefront	(262,105)	0	0	0	0
Police Progr - Victim Services	(123,637)	(93,000)	(121,122)	(112,956)	8,166
Custody of Prisoners	(45,969)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(897,597)</b>	<b>(565,440)</b>	<b>(586,522)</b>	<b>(587,356)</b>	<b>(834)</b>
<b>Expenditures</b>					
Police Contract	26,877,452	28,073,503	30,520,429	31,759,012	1,238,583
Police Operations	4,497,708	4,598,571	4,759,460	5,231,167	471,707
Police Progr-CPAC-Storefront	436,086	95,578	93,670	105,921	12,251
Police Progr - Victim Services	114,423	187,553	188,223	207,861	19,638
Custody of Prisoners	708,430	608,213	609,916	673,356	63,440
<b>Total Expenditures</b>	<b>32,634,099</b>	<b>33,563,418</b>	<b>36,171,698</b>	<b>37,977,317</b>	<b>1,805,619</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	170	0	0	0	0
Police Progr - Victim Services	16,681	0	0	0	0
<b>Total Transfers</b>	<b>16,851</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>31,753,353</b>	<b>32,997,978</b>	<b>35,585,176</b>	<b>37,389,961</b>	<b>1,804,785</b>

**Service Category Summary**
**Police Protection**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(897,597)</b>	<b>(565,440)</b>	<b>(586,522)</b>	<b>(587,356)</b>	<b>(834)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>5,157,945</b>	<b>5,284,715</b>	<b>5,376,939</b>	<b>5,941,021</b>	<b>564,082</b>
Non-Salary Expenses	<b>27,476,155</b>	<b>28,278,703</b>	<b>30,794,759</b>	<b>32,036,296</b>	<b>1,241,537</b>
Total Expenditures	<b>32,634,099</b>	<b>33,563,418</b>	<b>36,171,698</b>	<b>37,977,317</b>	<b>1,805,619</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>16,851</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>31,753,353</b>	<b>32,997,978</b>	<b>35,585,176</b>	<b>37,389,961</b>	<b>1,804,785</b>

**Service Category Summary**
**Fire & Rescue Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Fire Dept - Headquarters	(5,183)	0	0	0	0
Fire Prevention/Investigation	(63,574)	(20,000)	(20,000)	(20,000)	0
Fire Halls	(3,311)	(7,000)	(7,000)	(7,000)	0
Fire Opr Comm Centre	(2,022,500)	(1,930,000)	(2,075,000)	(2,250,000)	(175,000)
Fire Equip - High Angle Rescue	(10,750)	(10,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(2,105,318)</b>	<b>(1,967,000)</b>	<b>(2,112,000)</b>	<b>(2,287,000)</b>	<b>(175,000)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	2,176,703	2,210,134	2,829,205	2,712,418	(116,787)
Fire Dept - Recruitment	22,838	20,000	20,000	20,000	0
Fire Prevention/Investigation	31,904	31,320	31,320	31,320	0
Fire Communications	28,718	35,000	35,000	35,000	0
Fire Halls	82,416	59,080	59,080	59,080	0
Fire Opr Comm Centre	1,819,565	1,870,501	1,929,772	2,212,217	282,445
Fire Suppress Operations	16,568,316	15,500,340	15,621,543	18,304,856	2,683,313
Fire Fighting Fleet	123,829	144,000	144,000	144,000	0
Fire Equip - High Angle Rescue	13,798	10,000	10,000	10,000	0
Fire - Confined Space	10,812	15,000	15,000	15,000	0
<b>Total Expenditures</b>	<b>20,878,899</b>	<b>19,895,375</b>	<b>20,694,920</b>	<b>23,543,891</b>	<b>2,848,971</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Fire Dept - Headquarters	0	(97,500)	2,500	2,500	0
Fire Halls	236	0	0	0	0
Fire Opr Comm Centre	22,500	0	0	0	0
Fire Suppress Operations	54,114	72,540	72,540	72,540	0
Fire Fighting Fleet	1,148,750	1,162,456	1,344,150	1,353,430	9,280
<b>Total Transfers</b>	<b>1,225,600</b>	<b>1,137,496</b>	<b>1,419,190</b>	<b>1,428,470</b>	<b>9,280</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>19,999,181</b>	<b>19,065,871</b>	<b>20,002,110</b>	<b>22,685,361</b>	<b>2,683,251</b>

**Service Category Summary**
**Fire & Rescue Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(2,105,318)</b>	<b>(1,967,000)</b>	<b>(2,112,000)</b>	<b>(2,287,000)</b>	<b>(175,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>19,952,525</b>	<b>18,912,005</b>	<b>19,639,850</b>	<b>22,483,459</b>	<b>2,843,609</b>
Non-Salary Expenses	<b>926,373</b>	<b>983,370</b>	<b>1,055,070</b>	<b>1,060,432</b>	<b>5,362</b>
Total Expenditures	<b>20,878,899</b>	<b>19,895,375</b>	<b>20,694,920</b>	<b>23,543,891</b>	<b>2,848,971</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,225,600</b>	<b>1,137,496</b>	<b>1,419,190</b>	<b>1,428,470</b>	<b>9,280</b>
Net Operations	<b>19,999,181</b>	<b>19,065,871</b>	<b>20,002,110</b>	<b>22,685,361</b>	<b>2,683,251</b>

**Service Category Summary**
**Emergency Programs**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Emergency Programs	(271,255)	0	0	0	0
<b>Total Revenues</b>	<b>(271,255)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	496,422	276,320	310,220	351,933	41,713
<b>Total Expenditures</b>	<b>496,422</b>	<b>276,320</b>	<b>310,220</b>	<b>351,933</b>	<b>41,713</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	13,840	14,800	17,200	17,800	600
<b>Total Transfers</b>	<b>13,840</b>	<b>14,800</b>	<b>17,200</b>	<b>17,800</b>	<b>600</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>239,007</b>	<b>291,120</b>	<b>327,420</b>	<b>369,733</b>	<b>42,313</b>

**Service Category Summary**
**Emergency Programs**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(271,255)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>406,833</b>	<b>264,270</b>	<b>298,170</b>	<b>323,083</b>	<b>24,913</b>
Non-Salary Expenses	<b>89,588</b>	<b>12,050</b>	<b>12,050</b>	<b>28,850</b>	<b>16,800</b>
Total Expenditures	<b>496,422</b>	<b>276,320</b>	<b>310,220</b>	<b>351,933</b>	<b>41,713</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>13,840</b>	<b>14,800</b>	<b>17,200</b>	<b>17,800</b>	<b>600</b>
Net Operations	<b>239,007</b>	<b>291,120</b>	<b>327,420</b>	<b>369,733</b>	<b>42,313</b>



**Service Category Summary**
**Bylaw Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Parking Oper - Traffic Control	(351,684)	(270,000)	(332,000)	(395,500)	(63,500)
Animal/SPCA Operations	(301,588)	(260,000)	(280,000)	(280,000)	0
Enforcement	(9,466)	(11,500)	(11,500)	(11,500)	0
Bylaw Admin Operations	(92,625)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(755,363)</b>	<b>(591,500)</b>	<b>(673,500)</b>	<b>(737,000)</b>	<b>(63,500)</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	306,053	428,923	434,604	507,716	73,112
Animal/SPCA Operations	788,020	699,262	686,470	752,374	65,904
Enforcement	1,490,916	1,167,215	1,388,264	1,512,364	124,100
Bylaw Admin Operations	570,159	527,198	733,133	827,022	93,889
<b>Total Expenditures</b>	<b>3,155,149</b>	<b>2,822,598</b>	<b>3,242,471</b>	<b>3,599,476</b>	<b>357,005</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	34,200	23,000	40,200	41,700	1,500
Animal/SPCA Operations	45,935	46,800	69,600	72,600	3,000
Enforcement	69,657	69,000	85,800	88,800	3,000
Bylaw Admin Operations	739	0	0	0	0
<b>Total Transfers</b>	<b>150,531</b>	<b>138,800</b>	<b>195,600</b>	<b>203,100</b>	<b>7,500</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>2,550,316</b>	<b>2,369,898</b>	<b>2,764,571</b>	<b>3,065,576</b>	<b>301,005</b>

**Service Category Summary**
**Bylaw Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(755,363)	(591,500)	(673,500)	(737,000)	(63,500)
Expenditures					
Salary & Wages (including Benefits)	2,150,485	2,274,218	2,494,871	2,758,387	263,516
Non-Salary Expenses	1,004,663	548,380	747,600	841,089	93,489
Total Expenditures	3,155,149	2,822,598	3,242,471	3,599,476	357,005
Debt	0	0	0	0	0
Transfers	150,531	138,800	195,600	203,100	7,500
Net Operations	2,550,316	2,369,898	2,764,571	3,065,576	301,005

**Service Category Summary**
**Off-Street Parking**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Parking - Off Street	(1,396,948)	(1,367,000)	(1,337,000)	(1,359,586)	(22,586)
Facilities Off Street Parking	(696)	0	0	0	0
<b>Total Revenues</b>	<b>(1,397,643)</b>	<b>(1,367,000)</b>	<b>(1,337,000)</b>	<b>(1,359,586)</b>	<b>(22,586)</b>
<b>Expenditures</b>					
Parking - Off Street	547,557	574,865	660,870	697,632	36,762
Facilities Off Street Parking	719,702	540,569	846,914	847,688	774
<b>Total Expenditures</b>	<b>1,267,259</b>	<b>1,115,434</b>	<b>1,507,784</b>	<b>1,545,320</b>	<b>37,536</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	(202,676)	61,029	(409,242)	(397,053)	12,189
Facilities Off Street Parking	70,550	77,055	73,176	74,957	1,781
Off-Street Mtce (fund 13)	262,511	113,482	165,282	136,362	(28,920)
<b>Total Transfers</b>	<b>130,384</b>	<b>251,566</b>	<b>(170,784)</b>	<b>(185,734)</b>	<b>(14,950)</b>
<b>Revenues - Asset Maintenance</b>					
Facilities Off Street Pking AM	(18,770)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(18,770)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Facilities Off Street Pking AM	269,109	111,482	160,282	133,362	(26,920)
<b>Total Expenditures - Asset Maintenance</b>	<b>269,109</b>	<b>111,482</b>	<b>160,282</b>	<b>133,362</b>	<b>(26,920)</b>
<b>Transfers - Asset Maintenance</b>					
Facilities Off Street Pking AM	12,172	2,000	5,000	3,000	(2,000)
User Fee Funded - Off-Street	(262,511)	(113,482)	(165,282)	(136,362)	28,920
<b>Total Transfers - Asset Maintenance</b>	<b>(250,339)</b>	<b>(111,482)</b>	<b>(160,282)</b>	<b>(133,362)</b>	<b>26,920</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Category Summary**
**Off-Street Parking**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(1,416,413)</b>	<b>(1,367,000)</b>	<b>(1,337,000)</b>	<b>(1,359,586)</b>	<b>(22,586)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>474,637</b>	<b>522,159</b>	<b>529,886</b>	<b>587,372</b>	<b>57,486</b>
Non-Salary Expenses	<b>1,061,732</b>	<b>704,757</b>	<b>1,138,180</b>	<b>1,091,310</b>	<b>(46,870)</b>
Total Expenditures	<b>1,536,368</b>	<b>1,226,916</b>	<b>1,668,066</b>	<b>1,678,682</b>	<b>10,616</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(119,955)</b>	<b>140,084</b>	<b>(331,066)</b>	<b>(319,096)</b>	<b>11,970</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Category Summary**
**Communications**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Communications	577,353	573,355	626,655	651,702	25,047
Total Expenditures	<b>577,353</b>	<b>573,355</b>	<b>626,655</b>	<b>651,702</b>	<b>25,047</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Communications	552	5,000	5,000	7,000	2,000
Total Transfers	<b>552</b>	<b>5,000</b>	<b>5,000</b>	<b>7,000</b>	<b>2,000</b>
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>577,905</b>	<b>578,355</b>	<b>631,655</b>	<b>658,702</b>	<b>27,047</b>

**Service Category Summary**
**Communications**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	481,965	489,075	492,555	544,442	51,887
Non-Salary Expenses	95,388	84,280	134,100	107,260	(26,840)
Total Expenditures	577,353	573,355	626,655	651,702	25,047
Debt	0	0	0	0	0
Transfers	552	5,000	5,000	7,000	2,000
Net Operations	577,905	578,355	631,655	658,702	27,047

**Service Category Summary**
**Intergovernmental Relations**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Intergovernmental Relations	6,253	0	163,554	183,508	19,954
Total Expenditures	<b>6,253</b>	<b>0</b>	<b>163,554</b>	<b>183,508</b>	<b>19,954</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>6,253</b>	<b>0</b>	<b>163,554</b>	<b>183,508</b>	<b>19,954</b>

**Service Category Summary**  
**Intergovernmental Relations**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	0	0	148,554	149,458	904
Non-Salary Expenses	6,253	0	15,000	34,050	19,050
Total Expenditures	6,253	0	163,554	183,508	19,954
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	6,253	0	163,554	183,508	19,954



**Civic Operations Summary**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(79,287)	(20,000)	(20,000)	(20,000)	(20,800)	(21,632)	(22,498)	(23,398)
EXPENDITURES	7,515,876	7,711,336	7,965,712	8,532,288	8,873,584	9,228,527	9,597,665	9,981,575
TRANSFERS	3,335,854	2,108,664	2,354,288	2,487,712	2,587,220	2,690,710	2,798,337	2,910,271
<b>Total</b>	<b>10,772,443</b>	<b>9,800,000</b>	<b>10,300,000</b>	<b>11,000,000</b>	<b>11,440,004</b>	<b>11,897,605</b>	<b>12,373,504</b>	<b>12,868,448</b>
<b>Roads</b>								
REVENUE	(254,254)	(134,928)	(134,928)	(134,928)	(140,325)	(145,938)	(151,775)	(157,846)
EXPENDITURES	3,144,447	3,097,915	3,148,548	3,744,336	3,904,693	4,065,032	4,240,977	4,430,859
TRANSFERS	909,192	935,692	1,196,722	1,315,175	1,367,783	1,422,496	1,479,396	1,538,569
<b>Total</b>	<b>3,799,385</b>	<b>3,898,679</b>	<b>4,210,342</b>	<b>4,924,583</b>	<b>5,132,151</b>	<b>5,341,590</b>	<b>5,568,598</b>	<b>5,811,582</b>
<b>Storm Drainage</b>								
REVENUE	(163,519)	(112,143)	(112,143)	(112,143)	(116,630)	(121,295)	(126,147)	(131,194)
EXPENDITURES	1,271,635	1,884,556	1,780,638	1,841,953	1,915,626	1,992,253	2,071,946	2,154,821
TRANSFERS	188,812	111,720	268,000	388,700	404,248	420,419	437,236	454,725
<b>Total</b>	<b>1,296,928</b>	<b>1,884,133</b>	<b>1,936,495</b>	<b>2,118,510</b>	<b>2,203,244</b>	<b>2,291,377</b>	<b>2,383,035</b>	<b>2,478,352</b>
<b>Fleet Services</b>								
REVENUE	(452,256)	(518,000)	(342,500)	(342,500)	(356,200)	(370,448)	(385,266)	(400,677)
EXPENDITURES	7,313,408	7,970,780	8,462,662	9,008,515	9,368,857	9,743,617	10,133,367	10,538,698
TRANSFERS	(7,419,670)	(6,202,769)	(7,007,929)	(7,046,465)	(6,553,981)	(6,514,658)	(6,882,463)	(6,984,116)
<b>Total</b>	<b>(558,519)</b>	<b>1,250,011</b>	<b>1,112,233</b>	<b>1,619,550</b>	<b>2,458,676</b>	<b>2,858,511</b>	<b>2,865,638</b>	<b>3,153,905</b>
<b>Street Lighting</b>								
REVENUE	(156,574)	(51,200)	(52,000)	(52,000)	(54,080)	(56,243)	(58,493)	(60,833)
EXPENDITURES	1,877,139	1,638,914	1,789,617	1,892,154	1,967,840	2,046,555	2,128,421	2,213,560
TRANSFERS	79,951	112,350	116,304	134,050	139,412	144,987	150,785	156,817
<b>Total</b>	<b>1,800,516</b>	<b>1,700,064</b>	<b>1,853,921</b>	<b>1,974,204</b>	<b>2,053,172</b>	<b>2,135,299</b>	<b>2,220,713</b>	<b>2,309,544</b>
<b>Civic Operations Admin</b>								
REVENUE	(41,989)	(44,420)	(44,000)	(44,000)	(45,760)	(47,590)	(49,494)	(51,474)
EXPENDITURES	309,045	324,971	326,318	285,450	296,868	308,744	321,096	333,941
TRANSFERS	163,770	163,770	168,570	169,410	170,452	111,810	29,292	30,464
<b>Total</b>	<b>430,826</b>	<b>444,321</b>	<b>450,888</b>	<b>410,860</b>	<b>421,560</b>	<b>372,964</b>	<b>300,894</b>	<b>312,931</b>
<b>Solid Waste Services</b>								
REVENUE	(5,165,329)	(5,115,967)	(5,470,000)	(5,839,000)	(6,072,560)	(6,315,462)	(6,568,080)	(6,830,804)
EXPENDITURES	2,757,816	2,831,698	3,035,634	3,195,521	3,323,341	3,456,274	3,594,526	3,738,310
TRANSFERS	2,407,513	2,284,269	2,434,366	2,643,479	2,749,219	2,859,188	2,973,554	3,092,494
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>								
REVENUE	(848,921)	(547,420)	(680,000)	(680,000)	(707,200)	(735,488)	(764,908)	(795,505)
EXPENDITURES	658,064	549,184	648,528	695,122	722,928	751,845	781,922	813,198
TRANSFERS	(29,393)	104,256	108,661	76,088	106,132	111,378	116,833	122,506
<b>Total</b>	<b>(220,251)</b>	<b>106,020</b>	<b>77,189</b>	<b>91,210</b>	<b>121,860</b>	<b>127,735</b>	<b>133,847</b>	<b>140,199</b>
<b>Sewer Operations</b>								
REVENUE	(16,717,798)	(16,027,679)	(17,315,606)	(18,374,663)	(19,110,418)	(19,872,369)	(20,660,740)	(21,487,490)
EXPENDITURES	6,066,260	6,647,167	6,719,463	7,215,124	7,503,733	7,803,882	8,116,045	8,440,681
DEBT	448,353	448,365	261,595	253,251	259,605	253,783	236,772	242,225
TRANSFERS	10,203,185	8,932,147	10,334,548	10,906,288	11,347,080	11,814,704	12,307,923	12,804,584
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Civic Operations Summary**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Water Operations</b>								
REVENUE	(18,725,017)	(18,540,510)	(19,710,536)	(20,607,026)	(21,295,132)	(21,945,435)	(22,766,685)	(23,651,169)
EXPENDITURES	6,859,614	7,651,526	7,919,308	8,220,778	8,549,607	8,891,592	9,247,263	9,617,152
DEBT	1,468,953	1,467,922	1,393,664	1,414,007	706,866	295,340	131,428	69,740
TRANSFERS	10,396,450	9,421,062	10,397,564	10,972,241	12,038,659	12,758,503	13,387,994	13,964,277
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>								
REVENUE	(383,103)	(129,750)	(208,000)	(210,000)	(218,400)	(227,136)	(236,222)	(245,671)
EXPENDITURES	5,032,546	5,389,350	5,619,637	5,981,719	6,220,986	6,469,827	6,728,629	6,997,784
TRANSFERS	1,300,657	1,024,875	1,122,890	1,280,900	1,332,136	1,385,422	1,440,838	1,498,468
<b>Total</b>	<b>5,950,100</b>	<b>6,284,475</b>	<b>6,534,527</b>	<b>7,052,619</b>	<b>7,334,722</b>	<b>7,628,113</b>	<b>7,933,245</b>	<b>8,250,581</b>
<b>District Energy</b>								
REVENUE	(607,228)	(394,103)	(394,103)	(407,386)	(423,681)	(440,628)	(458,253)	(476,583)
EXPENDITURES	419,782	468,781	469,880	621,650	646,515	672,375	699,271	727,240
DEBT	201,660	201,660	0	0	0	0	0	0
TRANSFERS	(14,214)	(276,338)	(75,777)	(214,264)	(222,834)	(231,747)	(241,018)	(250,657)
<b>Total</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transportation &amp; Tech Services</b>								
REVENUE	(2,272,368)	(2,370,064)	(2,482,995)	(2,496,322)	(2,596,175)	(2,700,022)	(2,808,023)	(2,920,344)
EXPENDITURES	7,226,934	7,837,194	8,461,439	9,098,776	9,462,727	9,841,237	10,234,888	10,644,284
TRANSFERS	(240,349)	(827,500)	(715,380)	(460,900)	(479,336)	(498,509)	(518,449)	(539,187)
<b>Total</b>	<b>4,714,217</b>	<b>4,639,630</b>	<b>5,263,064</b>	<b>6,141,554</b>	<b>6,387,216</b>	<b>6,642,706</b>	<b>6,908,416</b>	<b>7,184,753</b>
<b>OLD BU'S - Sewer Operations</b>								
EXPENDITURES	2,720,474	0	0	0	0	0	0	0
TRANSFERS	(2,720,474)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - Water Operations</b>								
EXPENDITURES	2,973,446	0	0	0	0	0	0	0
TRANSFERS	(2,973,446)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OLD BU'S - District Energy</b>								
EXPENDITURES	660,742	0	0	0	0	0	0	0
TRANSFERS	(660,742)	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>27,985,645</b>	<b>30,007,333</b>	<b>31,738,659</b>	<b>35,333,090</b>	<b>37,552,605</b>	<b>39,295,900</b>	<b>40,687,890</b>	<b>42,510,295</b>

**Service Category Summary**
**Snow Control**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(77,140)	(10,000)	(10,000)	(10,000)	0
Ice Control	(2,147)	(10,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(79,287)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	394,538	312,216	312,005	319,924	7,919
Snow Plow & Rmv - Grader/Plow	4,347,067	4,227,103	4,468,622	4,822,110	353,488
Ice Control	1,451,348	1,866,092	1,868,651	1,961,570	92,919
Sidewalk Snow Plow/Ice Control	205,803	324,467	325,507	361,754	36,247
City Facilities Snow/Ice Contr	690,155	472,995	473,756	502,736	28,980
Winter Sand Pickup	361,139	406,807	415,401	457,203	41,802
<b>Total Expenditures</b>	<b>7,450,050</b>	<b>7,609,680</b>	<b>7,863,942</b>	<b>8,425,297</b>	<b>561,355</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	118	5,000	5,000	5,000	0
Snow Plow & Rmv - Grader/Plow	2,033,639	1,024,000	1,157,120	1,192,712	35,592
Ice Control	431,962	330,864	340,500	356,000	15,500
Sidewalk Snow Plow/Ice Control	200,078	135,000	185,000	198,000	13,000
City Facilities Snow/Ice Contr	225,731	129,600	144,968	192,000	47,032
Snow (fund 13)	86,304	139,355	139,470	145,991	6,521
Winter Sand Pickup	423,849	446,500	484,000	505,000	21,000
<b>Total Transfers</b>	<b>3,401,680</b>	<b>2,210,319</b>	<b>2,456,058</b>	<b>2,594,703</b>	<b>138,645</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	0	3,817	3,772	4,029	257
Snow Plow & Rmv-Grader/Plow AM	65,826	97,839	97,998	102,962	4,964
<b>Total Expenditures - Asset Maintenance</b>	<b>65,826</b>	<b>101,656</b>	<b>101,770</b>	<b>106,991</b>	<b>5,221</b>
<b>Transfers - Asset Maintenance</b>					
Snow Dump Mtce - Gen Chrgs AM	0	1,000	1,000	1,000	0
Snow Plow & Rmv-Grader/Plow AM	20,478	36,700	36,700	38,000	1,300
User Fee Funded - Snow	(86,304)	(139,355)	(139,470)	(145,991)	(6,521)
<b>Total Transfers - Asset Maintenance</b>	<b>(65,826)</b>	<b>(101,655)</b>	<b>(101,770)</b>	<b>(106,991)</b>	<b>(5,221)</b>
<b>Net Operations</b>	<b>10,772,443</b>	<b>9,800,000</b>	<b>10,300,000</b>	<b>11,000,000</b>	<b>700,000</b>

**Service Category Summary**
**Snow Control**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(79,287)	(20,000)	(20,000)	(20,000)	0
Expenditures					
Salary & Wages (including Benefits)	3,976,969	3,329,925	3,343,190	3,715,297	372,107
Non-Salary Expenses	3,538,907	4,381,411	4,622,522	4,816,991	194,469
Total Expenditures	7,515,876	7,711,336	7,965,712	8,532,288	566,576
Debt	0	0	0	0	0
Transfers	3,335,854	2,108,664	2,354,288	2,487,712	133,424
Net Operations	10,772,443	9,800,000	10,300,000	11,000,000	700,000

**Service Category Summary**
**Roads**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
3rd Pty Streets - Misc	0	(15,295)	(15,295)	(15,295)	0
Streets - Gen Admin	(5,669)	0	0	0	0
New Traffic Signs - Sign Insta	(2,519)	0	0	0	0
Curb & Gutter Rpr Conn	(25,920)	(34,749)	(34,749)	(34,749)	0
Pavement Rpr Connection	(134,000)	(57,170)	(57,170)	(57,170)	0
Concrete Sidewalk Rpr Conn	(20,304)	(1,480)	(1,480)	(1,480)	0
Asphalt Sidewalk Rpr Conn	(3,960)	(1,234)	(1,234)	(1,234)	0
Sign Mtce Operations	(793)	0	0	0	0
Road Cut Fees	(21,136)	(25,000)	(25,000)	(25,000)	0
<b>Total Revenues</b>	<b>(214,300)</b>	<b>(134,928)</b>	<b>(134,928)</b>	<b>(134,928)</b>	<b>0</b>
<b>Expenditures</b>					
Traffic Lane Marking	523,086	459,976	460,292	657,993	197,701
3rd Pty Streets - Misc	0	15,295	15,323	15,375	52
Streets - Gen Admin	422,277	273,618	312,565	355,551	42,986
New Traffic Signs - Sign Insta	1,560	0	0	0	0
Gravel Roads - Grading	23,523	110,470	66,999	79,054	12,055
Summer Sweeping Program	125,403	97,397	97,701	108,342	10,641
Curb & Gutter Mtce	118,607	220,358	167,701	191,061	23,360
Mtce Asphalt Rd - Cold Patch R	24,915	24,784	24,857	28,366	3,509
Mtce Asphalt Rd - Major Patchi	81,138	232,548	132,594	151,798	19,204
Mtce Asphalt Rd - Hot Patch Rp	108,733	80,168	80,377	96,274	15,897
Curb & Gutter Rpr Conn	24,330	29,749	34,326	36,004	1,678
Pavement Rpr Connection	95,642	49,170	49,244	49,383	139
Concrete Sidewalk Rpr Conn	11,332	1,480	1,985	1,994	9
Asphalt Sidewalk Rpr Conn	3,515	1,234	1,238	1,245	7
Sign Mtce Operations	141,246	80,894	34,363	38,214	3,851
<b>Total Expenditures</b>	<b>1,705,306</b>	<b>1,677,141</b>	<b>1,479,565</b>	<b>1,810,654</b>	<b>331,089</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	13,304	12,000	15,600	16,800	1,200
Streets - Gen Admin	5,703	0	15,600	16,800	1,200
New Traffic Signs - Sign Insta	431	0	500	565	65
Gravel Roads - Grading	430	11,000	500	565	65
Summer Sweeping Program	207,072	196,600	378,000	396,000	18,000
Curb & Gutter Mtce	18,743	17,300	25,000	25,500	500
Mtce Asphalt Rd - Cold Patch R	6,359	5,000	5,000	5,300	300
Mtce Asphalt Rd - Major Patchi	24,812	19,500	25,000	25,500	500
Mtce Asphalt Rd - Hot Patch Rp	55,512	46,700	50,000	54,900	4,900
Curb & Gutter Rpr Conn	7,660	5,000	15,600	16,800	1,200
Pavement Rpr Connection	25,714	8,000	8,000	8,500	500
Concrete Sidewalk Rpr Conn	1,971	0	1,500	1,545	45
Asphalt Sidewalk Rpr Conn	766	0	0	0	0
Sign Mtce Operations	10,291	8,500	15,600	16,800	1,200
<b>Total Transfers</b>	<b>378,766</b>	<b>329,600</b>	<b>555,900</b>	<b>585,575</b>	<b>29,675</b>
<b>Revenues - Asset Maintenance</b>					
Sign Mtce Operations AM	(629)	0	0	0	0
Traff Ctrl & Signal Opt Det UG	(39,324)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(39,953)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Category Summary**
**Roads**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Expenditures - Asset Maintenance</b>					
Gravel Roads - Grading AM	418,549	295,215	339,644	507,638	167,994
Curb & Gutter Mtce AM	119,034	117,473	171,691	210,941	39,250
Bridges & Structures Mtce	0	8,832	8,849	8,881	32
Mtce Asphalt Rd-Cold Patch AM	167,662	80,283	80,502	124,499	43,997
Mtce Asphalt Rd-Major Patch AM	147,556	284,927	385,776	408,367	22,591
Mtce Asphalt Rd - Hot Patch AM	389,054	381,121	381,959	440,574	58,615
Sign Mtce Operations AM	128,296	177,923	225,562	232,782	7,220
Traff Ctrl & Signal Opt Det UG	68,989	75,000	75,000	0	(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,439,140</b>	<b>1,420,774</b>	<b>1,668,983</b>	<b>1,933,682</b>	<b>264,699</b>
<b>Transfers - Asset Maintenance</b>					
Gravel Roads - Grading AM	241,018	225,000	250,000	282,000	32,000
Curb & Gutter Mtce AM	24,641	27,000	30,000	30,500	500
Bridges & Structures Mtce	0	400	0	0	0
Mtce Asphalt Rd-Cold Patch AM	64,861	124,092	150,000	170,000	20,000
Mtce Asphalt Rd-Major Patch AM	10,820	48,600	30,000	30,500	500
Mtce Asphalt Rd - Hot Patch AM	162,160	216,500	200,822	157,000	(43,822)
Sign Mtce Operations AM	56,592	39,500	55,000	59,600	4,600
Traff Ctrl & Signal Opt Det UG	(29,665)	(75,000)	(75,000)	0	75,000
<b>Total Transfers - Asset Maintenance</b>	<b>530,426</b>	<b>606,092</b>	<b>640,822</b>	<b>729,600</b>	<b>88,778</b>
<b>Net Operations</b>	<b>3,799,385</b>	<b>3,898,679</b>	<b>4,210,342</b>	<b>4,924,583</b>	<b>714,241</b>

**Service Category Summary**
**Roads**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(254,254)</b>	<b>(134,928)</b>	<b>(134,928)</b>	<b>(134,928)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,579,386</b>	<b>1,992,179</b>	<b>2,001,612</b>	<b>2,218,610</b>	<b>216,998</b>
Non-Salary Expenses	<b>1,565,061</b>	<b>1,105,736</b>	<b>1,146,936</b>	<b>1,525,726</b>	<b>378,790</b>
Total Expenditures	<b>3,144,447</b>	<b>3,097,915</b>	<b>3,148,548</b>	<b>3,744,336</b>	<b>595,788</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>909,192</b>	<b>935,692</b>	<b>1,196,722</b>	<b>1,315,175</b>	<b>118,453</b>
Net Operations	<b>3,799,385</b>	<b>3,898,679</b>	<b>4,210,342</b>	<b>4,924,583</b>	<b>714,241</b>

**Service Category Summary**
**Storm Drainage**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Spills	(11,854)	(5,000)	(5,000)	(5,000)	0
3rd Pty - Curb Drop Installati	(33,870)	(18,538)	(18,538)	(18,538)	0
3rd Pty - Culvert Install	(46,992)	(25,985)	(25,985)	(25,985)	0
Storm Connections	(34,244)	0	0	0	0
Storm Operations	0	(15,000)	(15,000)	(15,000)	0
3rd Pty - Storm Sewer	(2,641)	(6,914)	(6,914)	(6,914)	0
3rd Pty Streets - Connections	(28,887)	(40,706)	(40,706)	(40,706)	0
<b>Total Revenues</b>	<b>(158,488)</b>	<b>(112,143)</b>	<b>(112,143)</b>	<b>(112,143)</b>	<b>0</b>
<b>Expenditures</b>					
Spills	16,462	30,402	30,421	35,214	4,793
Ditching - Culvert Replacement	51,311	255,171	73,971	83,859	9,888
3rd Pty - Curb Drop Installati	24,665	13,939	13,977	14,048	71
3rd Pty - Culvert Install	41,480	18,785	18,822	18,890	68
Utilities - Admin Operations	18,104	24,300	24,300	24,300	0
Storm Operations	477,714	512,938	517,717	565,116	47,399
Storm Connections	0	4,957	4,965	4,980	15
Storm Sewer Pumphouse - Admin	11,390	10,432	10,658	9,341	(1,317)
3rd Pty - Storm Sewer	1,873	6,914	6,928	6,954	26
3rd Pty Streets - Connections	23,074	40,706	40,838	41,085	247
<b>Total Expenditures</b>	<b>666,072</b>	<b>918,544</b>	<b>742,597</b>	<b>803,787</b>	<b>61,190</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	838	2,000	3,000	3,000	0
Ditching - Culvert Replacement	27,217	27,000	30,000	33,000	3,000
3rd Pty - Curb Drop Installati	6,260	4,600	6,000	6,200	200
3rd Pty - Culvert Install	13,132	7,200	10,000	10,500	500
Storm Operations	91,724	75,600	90,000	90,000	0
Storm Sewer Pumphouse - Admin	1,100	0	0	0	0
3rd Pty - Storm Sewer	768	0	0	0	0
3rd Pty Streets - Connections	5,813	0	0	0	0
<b>Total Transfers</b>	<b>146,851</b>	<b>116,400</b>	<b>139,000</b>	<b>142,700</b>	<b>3,700</b>



**Service Category Summary**
**Storm Drainage**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues - Asset Maintenance</b>					
Drainage Improvements	(5,032)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(5,032)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Drainage Improvements	8,046	105,000	110,000	0	(110,000)
Ditching - Culvert Replace AM	138,893	132,966	315,204	378,269	63,065
Storm Operations AM	330,049	603,568	608,347	655,386	47,039
Storm Sewer Pumphouse - Adm AM	3,972	4,478	4,490	4,511	21
Prepaving Storm Water Infrastr	124,603	120,000	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>605,563</b>	<b>966,012</b>	<b>1,038,041</b>	<b>1,038,166</b>	<b>125</b>
<b>Transfers - Asset Maintenance</b>					
Drainage Improvements	(3,015)	(105,000)	(110,000)	0	110,000
Ditching - Culvert Replace AM	83,913	90,720	120,000	126,000	6,000
Storm Operations AM	85,197	129,600	119,000	120,000	1,000
Storm Sewer Pumphouse - Adm AM	469	0	0	0	0
Prepaving Storm Water Infrastr	(124,603)	(120,000)	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>41,961</b>	<b>(4,680)</b>	<b>129,000</b>	<b>246,000</b>	<b>117,000</b>
<b>Net Operations</b>	<b>1,296,928</b>	<b>1,884,133</b>	<b>1,936,495</b>	<b>2,118,510</b>	<b>182,015</b>

**Service Category Summary**
**Storm Drainage**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(163,519)	(112,143)	(112,143)	(112,143)	0
Expenditures					
Salary & Wages (including Benefits)	848,716	1,295,764	1,266,247	1,400,723	134,476
Non-Salary Expenses	422,920	588,792	514,391	441,230	(73,161)
Total Expenditures	<b>1,271,635</b>	<b>1,884,556</b>	<b>1,780,638</b>	<b>1,841,953</b>	<b>61,315</b>
Debt	0	0	0	0	0
Transfers	188,812	111,720	268,000	388,700	120,700
Net Operations	<b>1,296,928</b>	<b>1,884,133</b>	<b>1,936,495</b>	<b>2,118,510</b>	<b>182,015</b>

**Service Category Summary**
**Fleet Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Fleet Damage	(26,426)	0	0	0	0
Fleet Mtce - Operations	(1,667)	(3,000)	(3,000)	(3,000)	0
Fleet Serv - RCMP Post Garage	(160,402)	(360,000)	(104,500)	(104,500)	0
Fleet Serv - RCMP Refueling	(251,538)	(150,000)	(225,000)	(225,000)	0
Fleet Serv Shop Overhead	(12,223)	(5,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(452,256)</b>	<b>(518,000)</b>	<b>(342,500)</b>	<b>(342,500)</b>	<b>0</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	242,999	244,079	243,603	260,203	16,600
Fleet Serv-Sm Tools Rpr/Purch	11,899	13,600	15,600	15,600	0
Fleet Serv - Fire Services	618,278	482,866	521,466	590,278	68,812
Welding Shop Operations	54,159	107,480	111,176	144,884	33,708
Fleet Damage	113,845	90,000	87,600	87,600	0
Fleet Mtce - Operations	5,104,409	5,893,760	6,244,685	6,594,701	350,016
Fleet Serv - RCMP	96,818	90,626	91,202	100,554	9,352
Fleet Serv - RCMP Post Garage	147,718	200,230	201,153	212,802	11,649
Fleet Serv - RCMP Refueling	251,538	150,000	225,000	225,000	0
Fleet Serv Shop Overhead	654,757	678,139	692,707	748,423	55,716
Supply Serv - Operations	(14)	0	0	0	0
<b>Total Expenditures</b>	<b>7,296,407</b>	<b>7,950,780</b>	<b>8,434,192</b>	<b>8,980,045</b>	<b>545,853</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 Damage	7	0	0	0	0
Fleet Mtce - Operations	709,688	0	0	0	0
Fleet Equipment Rental	(10,829,928)	(9,215,013)	(10,349,667)	(10,636,567)	(286,900)
Fleet Internal Leases	2,640,235	2,944,744	3,253,438	3,498,617	245,179
Fleet Serv Shop Overhead	60,329	67,500	88,300	91,485	3,185
<b>Total Transfers</b>	<b>(7,419,670)</b>	<b>(6,202,769)</b>	<b>(7,007,929)</b>	<b>(7,046,465)</b>	<b>(38,536)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Small Equipment - Acquisitions	17,000	20,000	28,470	28,470	0
<b>Total Expenditures - Asset Maintenance</b>	<b>17,000</b>	<b>20,000</b>	<b>28,470</b>	<b>28,470</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>(558,519)</b>	<b>1,250,011</b>	<b>1,112,233</b>	<b>1,619,550</b>	<b>507,317</b>

**Service Category Summary**
**Fleet Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(452,256)	(518,000)	(342,500)	(342,500)	0
Expenditures					
Salary & Wages (including Benefits)	2,758,247	2,940,480	2,968,772	3,297,665	328,893
Non-Salary Expenses	4,555,161	5,030,300	5,493,890	5,710,850	216,960
Total Expenditures	7,313,408	7,970,780	8,462,662	9,008,515	545,853
Debt	0	0	0	0	0
Transfers	(7,419,670)	(6,202,769)	(7,007,929)	(7,046,465)	(38,536)
Net Operations	(558,519)	1,250,011	1,112,233	1,619,550	507,317

**Service Category Summary**
**Street Lighting**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Street Lighting	(2,714)	(1,200)	(2,000)	(2,000)	0
3rd Pty - Util-Electrical	(153,860)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(156,574)</b>	<b>(51,200)</b>	<b>(52,000)</b>	<b>(52,000)</b>	<b>0</b>
<b>Expenditures</b>					
Traffic Signals	128,530	101,187	128,627	132,731	4,104
Street Lighting	1,177,504	1,183,190	1,215,694	1,197,223	(18,471)
3rd Pty - Util-Electrical	182,186	72,943	73,008	73,147	139
<b>Total Expenditures</b>	<b>1,488,220</b>	<b>1,357,320</b>	<b>1,417,329</b>	<b>1,403,101</b>	<b>(14,228)</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>					
Traffic Signals	20,272	22,000	24,000	24,050	50
Street Lighting	17,508	17,000	18,000	20,000	2,000
3rd Pty - Util-Electrical	12,963	8,000	11,000	12,000	1,000
<b>Total Transfers</b>	<b>50,742</b>	<b>47,000</b>	<b>53,000</b>	<b>56,050</b>	<b>3,050</b>
<b>Revenues - Asset Maintenance</b>					
Traffic Signals AM	0	0	0	0	0
Street Lighting AM	0	0	0	0	0
<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>					
Traffic Signals AM	178,068	81,782	127,088	135,357	8,269
Street Lighting AM	210,851	199,812	245,200	353,696	108,496
<b>Total Expenditures - Asset Maintenance</b>	<b>388,919</b>	<b>281,594</b>	<b>372,288</b>	<b>489,053</b>	<b>116,765</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Signals AM	18,528	35,000	31,629	39,000	7,371
Street Lighting AM	10,681	30,350	31,675	39,000	7,325
<b>Total Transfers - Asset Maintenance</b>	<b>29,209</b>	<b>65,350</b>	<b>63,304</b>	<b>78,000</b>	<b>14,696</b>
<b>Net Operations</b>	<b>1,800,516</b>	<b>1,700,064</b>	<b>1,853,921</b>	<b>1,974,204</b>	<b>120,283</b>

**Service Category Summary**
**Street Lighting**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(156,574)</b>	<b>(51,200)</b>	<b>(52,000)</b>	<b>(52,000)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>204,509</b>	<b>245,596</b>	<b>299,654</b>	<b>449,194</b>	<b>149,540</b>
Non-Salary Expenses	<b>1,672,630</b>	<b>1,393,318</b>	<b>1,489,963</b>	<b>1,442,960</b>	<b>(47,003)</b>
Total Expenditures	<b>1,877,139</b>	<b>1,638,914</b>	<b>1,789,617</b>	<b>1,892,154</b>	<b>102,537</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>79,951</b>	<b>112,350</b>	<b>116,304</b>	<b>134,050</b>	<b>17,746</b>
Net Operations	<b>1,800,516</b>	<b>1,700,064</b>	<b>1,853,921</b>	<b>1,974,204</b>	<b>120,283</b>

**Service Category Summary**
**Civic Operations Admin**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Civic Operations Admin.	(41,989)	(44,420)	(44,000)	(44,000)	0
<b>Total Revenues</b>	<b>(41,989)</b>	<b>(44,420)</b>	<b>(44,000)</b>	<b>(44,000)</b>	<b>0</b>
<b>Expenditures</b>					
Civic Operations Admin.	309,045	324,971	326,318	285,450	(40,868)
<b>Total Expenditures</b>	<b>309,045</b>	<b>324,971</b>	<b>326,318</b>	<b>285,450</b>	<b>(40,868)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Civic Operations Admin.	163,770	163,770	168,570	169,410	840
<b>Total Transfers</b>	<b>163,770</b>	<b>163,770</b>	<b>168,570</b>	<b>169,410</b>	<b>840</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>430,826</b>	<b>444,321</b>	<b>450,888</b>	<b>410,860</b>	<b>(40,028)</b>

**Service Category Summary**
**Civic Operations Admin**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(41,989)	(44,420)	(44,000)	(44,000)	0
Expenditures					
Salary & Wages (including Benefits)	298,276	308,181	313,718	272,810	(40,908)
Non-Salary Expenses	10,769	16,790	12,600	12,640	40
Total Expenditures	309,045	324,971	326,318	285,450	(40,868)
Debt	0	0	0	0	0
Transfers	163,770	163,770	168,570	169,410	840
Net Operations	430,826	444,321	450,888	410,860	(40,028)



**Service Category Summary**
**Solid Waste Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Solid Waste Operations	(5,165,329)	(5,115,967)	(5,470,000)	(5,839,000)	(369,000)
<b>Total Revenues</b>	<b>(5,165,329)</b>	<b>(5,115,967)</b>	<b>(5,470,000)</b>	<b>(5,839,000)</b>	<b>(369,000)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,593,245	2,734,859	2,925,494	3,077,640	152,146
Downtown Clean up	147,766	76,366	86,233	91,545	5,312
<b>Total Expenditures</b>	<b>2,741,011</b>	<b>2,811,225</b>	<b>3,011,727</b>	<b>3,169,185</b>	<b>157,458</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	1,439,901	1,491,879	1,490,204	1,678,399	188,195
Downtown Clean up	23,250	36,300	35,100	39,800	4,700
Solid Waste - trsf Gen Capital	944,228	756,090	909,062	925,280	16,218
Solid Waste - Trsf Asset Main.	16,939	20,473	23,907	26,336	2,429
<b>Total Transfers</b>	<b>2,424,317</b>	<b>2,304,742</b>	<b>2,458,273</b>	<b>2,669,815</b>	<b>211,542</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	16,805	20,473	23,907	26,336	2,429
<b>Total Expenditures - Asset Maintenance</b>	<b>16,805</b>	<b>20,473</b>	<b>23,907</b>	<b>26,336</b>	<b>2,429</b>
<b>Transfers - Asset Maintenance</b>					
Solid Waste Operations AM	134	0	0	0	0
User Fee Funded-Solid Waste	(16,939)	(20,473)	(23,907)	(26,336)	(2,429)
<b>Total Transfers - Asset Maintenance</b>	<b>(16,805)</b>	<b>(20,473)</b>	<b>(23,907)</b>	<b>(26,336)</b>	<b>(2,429)</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Category Summary**
**Solid Waste Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(5,165,329)	(5,115,967)	(5,470,000)	(5,839,000)	(369,000)
Expenditures					
Salary & Wages (including Benefits)	1,080,868	1,047,066	1,193,990	1,320,691	126,701
Non-Salary Expenses	1,676,948	1,784,632	1,841,644	1,874,830	33,186
Total Expenditures	2,757,816	2,831,698	3,035,634	3,195,521	159,887
Debt	0	0	0	0	0
Transfers	2,407,513	2,284,269	2,434,366	2,643,479	209,113
Net Operations	0	0	0	0	0

**Service Category Summary**
**Cemetery**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Memorial Park Cemetery	(848,921)	(547,420)	(680,000)	(680,000)	0
<b>Total Revenues</b>	<b>(848,921)</b>	<b>(547,420)</b>	<b>(680,000)</b>	<b>(680,000)</b>	<b>0</b>
<b>Expenditures</b>					
Memorial Park Cemetery	638,695	536,766	633,134	678,723	45,589
<b>Total Expenditures</b>	<b>638,695</b>	<b>536,766</b>	<b>633,134</b>	<b>678,723</b>	<b>45,589</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	(30,281)	103,256	107,661	75,088	(32,573)
<b>Total Transfers</b>	<b>(30,281)</b>	<b>103,256</b>	<b>107,661</b>	<b>75,088</b>	<b>(32,573)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Memorial Park Cemetery AM	19,368	12,418	15,394	16,399	1,005
<b>Total Expenditures - Asset Maintenance</b>	<b>19,368</b>	<b>12,418</b>	<b>15,394</b>	<b>16,399</b>	<b>1,005</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	888	1,000	1,000	1,000	0
<b>Total Transfers - Asset Maintenance</b>	<b>888</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Net Operations</b>	<b>(220,251)</b>	<b>106,020</b>	<b>77,189</b>	<b>91,210</b>	<b>14,021</b>

**Service Category Summary**
**Cemetery**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(848,921)</b>	<b>(547,420)</b>	<b>(680,000)</b>	<b>(680,000)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>450,513</b>	<b>425,660</b>	<b>459,705</b>	<b>509,922</b>	<b>50,217</b>
Non-Salary Expenses	<b>207,551</b>	<b>123,524</b>	<b>188,823</b>	<b>185,200</b>	<b>(3,623)</b>
Total Expenditures	<b>658,064</b>	<b>549,184</b>	<b>648,528</b>	<b>695,122</b>	<b>46,594</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(29,393)</b>	<b>104,256</b>	<b>108,661</b>	<b>76,088</b>	<b>(32,573)</b>
Net Operations	<b>(220,251)</b>	<b>106,020</b>	<b>77,189</b>	<b>91,210</b>	<b>14,021</b>

**Service Category Summary**
**Sewer Operations**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Utilities Sewer Admin	(300)	0	0	0	0
Sanitary Sewer Operations	(3,401)	0	0	0	0
3rd Pty - Sanitary Sewer	(14,322)	(45,718)	(45,718)	(45,718)	0
WWTC - Operations	(11,228)	(10,000)	(10,000)	(10,000)	0
Lagoon - Treatment Plant - Opr	(225,261)	(87,439)	(92,623)	(97,807)	(5,184)
Sewer Connection	(110,000)	(30,000)	(30,000)	(30,000)	0
Fin Plan - Managed Debt	(132,506)	(132,506)	(38,172)	(35,072)	3,100
Investment Earnings - Sewer	(126,848)	(10,000)	(90,000)	(80,000)	10,000
Fin Serv - Sewer - Managed	(16,093,282)	(15,712,016)	(17,009,093)	(18,076,066)	(1,066,973)
<b>Total Revenues</b>	<b>(16,717,148)</b>	<b>(16,027,679)</b>	<b>(17,315,606)</b>	<b>(18,374,663)</b>	<b>(1,059,057)</b>
<b>Expenditures</b>					
Utilities Sewer Admin	636,094	979,084	989,626	1,146,673	157,047
Sanitary Sewer Operations	976,560	896,011	899,979	1,011,587	111,608
3rd Pty - Sanitary Sewer	7,969	5,759	10,643	10,668	25
Lift Station Hydro	154,370	156,783	161,016	155,000	(6,016)
Lift Station Operations/Mtce	466,259	809,264	802,748	817,356	14,608
WWTC - Operations	1,967,034	1,688,939	1,850,802	1,975,770	124,968
Lagoon - Treatment Plant - Opr	201,242	107,853	110,711	106,472	(4,239)
Sewer Connection	130,439	26,569	26,613	26,695	82
Amortization - budget only	0	2,400,000	2,700,000	2,800,000	100,000
Amortization - budget - contra	0	(2,400,000)	(2,700,000)	(2,800,000)	(100,000)
Asset Amort & Gain/Loss-Sewer	2,720,474	0	0	0	0
<b>Total Expenditures</b>	<b>7,260,442</b>	<b>4,670,262</b>	<b>4,852,138</b>	<b>5,250,221</b>	<b>398,083</b>
<b>Debt</b>					
Fin Plan - Managed Debt	448,353	448,365	261,595	253,251	(8,344)
<b>Total Debt</b>	<b>448,353</b>	<b>448,365</b>	<b>261,595</b>	<b>253,251</b>	<b>(8,344)</b>
<b>Transfers</b>					
Sanitary Sewer Operations	144,930	211,673	225,000	177,000	(48,000)
3rd Pty - Sanitary Sewer	1,607	6,900	5,000	5,000	0
Lift Station Operations/Mtce	120,891	129,600	120,000	123,600	3,600
WWTC - Operations	151,152	176,800	191,500	195,000	3,500
Lagoon - Treatment Plant - Opr	1,430	1,000	1,500	1,000	(500)
Sewer Connection	23,636	10,000	10,000	10,000	0
Asset Amort & Gain/Loss-Sewer	(2,720,474)	0	0	0	0
Fin Plan - Managed OH Chg	1,292,444	1,292,445	1,280,802	1,277,823	(2,979)
Swr Opr - Surplus transfer	8,427,697	6,958,149	8,200,746	8,916,765	716,019
Fin Serv - Sewer - Managed	(132,374)	(100,000)	(106,000)	(130,000)	(24,000)
Cont to Asset Mtce (fund 33)	1,697,416	2,222,485	2,273,325	2,295,003	21,678
<b>Total Transfers</b>	<b>9,008,353</b>	<b>10,909,052</b>	<b>12,201,873</b>	<b>12,871,191</b>	<b>669,318</b>

**Service Category Summary**
**Sewer Operations**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues - Asset Maintenance</b>					
Sanitary Sewer Operations AM	(651)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(651)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Prepaving Upgrade - Sewer	108,361	110,000	0	0	0
Lift Station Opr/Mtce AM	128,439	289,505	283,578	287,165	3,587
WWTC - Operations AM	520,714	635,135	611,568	631,490	19,922
Sanitary Sewer Operations AM	582,239	606,368	604,776	678,835	74,059
Lagoon Treatment Plant-Opr AM	89,765	5,897	37,403	37,413	10
Infrastructure Planning -Sewer	96,775	330,000	330,000	330,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>1,526,293</b>	<b>1,976,905</b>	<b>1,867,325</b>	<b>1,964,903</b>	<b>97,578</b>
<b>Transfers - Asset Maintenance</b>					
Prepaving Upgrade - Sewer	(108,361)	(110,000)	0	0	0
Lift Station Opr/Mtce AM	2,009	10,000	10,000	10,000	0
WWTC - Operations AM	3,553	6,000	6,000	6,000	0
Sanitary Sewer Operations AM	271,559	338,580	388,500	312,600	(75,900)
Lagoon Treatment Plant-Opr AM	2,772	1,000	1,500	1,500	0
Infrastructure Planning -Sewer	243	0	0	0	0
User Fee Funded - Sewer	(1,697,416)	(2,222,485)	(2,273,325)	(2,295,003)	(21,678)
<b>Total Transfers - Asset Maintenance</b>	<b>(1,525,642)</b>	<b>(1,976,905)</b>	<b>(1,867,325)</b>	<b>(1,964,903)</b>	<b>(97,578)</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)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(16,717,798)	(16,027,679)	(17,315,606)	(18,374,663)	(1,059,057)
Expenditures					
Salary & Wages (including Benefits)	3,730,782	4,062,683	4,103,571	4,543,144	439,573
Non-Salary Expenses	5,055,952	2,584,484	2,615,892	2,671,980	56,088
Total Expenditures	8,786,734	6,647,167	6,719,463	7,215,124	495,661
Debt	448,353	448,365	261,595	253,251	(8,344)
Transfers	7,482,712	8,932,147	10,334,548	10,906,288	571,740
Net Operations	0	0	0	0	0

**Service Category Summary**
**Water Operations**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Water Operations	(40,374)	(38,580)	(38,580)	(38,580)	0
Meter Repairs Opr & Recoveries	(1,920)	0	0	0	0
3rd Pty - Water	(46,171)	(44,663)	(44,663)	(44,663)	0
3rd Pty - Water Main	0	(35,482)	(35,482)	(35,482)	0
Water Connections - Prepaid	(158,400)	(119,696)	(119,696)	(119,696)	0
Water Disconnect	(7,000)	(26,198)	(26,198)	(26,198)	0
Fin Plan - Managed Debt	(400,123)	(400,123)	(377,558)	(398,502)	(20,944)
Investment Earnings - Water	(72,721)	3,000	(60,000)	(40,000)	20,000
Fin Serv - Water - Managed	(17,998,308)	(17,878,768)	(19,008,359)	(19,903,905)	(895,546)
<b>Total Revenues</b>	<b>(18,725,017)</b>	<b>(18,540,510)</b>	<b>(19,710,536)</b>	<b>(20,607,026)</b>	<b>(896,490)</b>
<b>Expenditures</b>					
Water Operations	1,320,441	1,451,150	1,474,772	1,495,942	21,170
Water Stns Electricity	886,817	988,188	1,014,869	900,000	(114,869)
Utilities Water Admin	513,023	887,751	897,707	1,055,639	157,932
Water Treatment	42,843	45,000	45,000	45,000	0
Pumping Stations - Opr	1,091,790	1,157,605	1,210,020	1,351,506	141,486
Meter Repairs Opr & Recoveries	41,470	(8,556)	88,306	96,648	8,342
Reservoirs - Operations	40,323	17,735	17,983	18,793	810
3rd Pty - Water	45,605	9,475	24,534	24,589	55
3rd Pty - Water Main	0	9,505	9,534	9,589	55
Water Connections - Prepaid	115,427	24,623	64,895	64,955	60
Water Disconnect	143	5,604	5,750	5,780	30
Amortization - budget only	0	2,600,000	3,000,000	3,200,000	200,000
Amortization - budget - contra	0	(2,600,000)	(3,000,000)	(3,200,000)	(200,000)
Asset Amort & Gain/Loss-Water	2,973,446	0	0	0	0
<b>Total Expenditures</b>	<b>7,071,329</b>	<b>4,588,080</b>	<b>4,853,370</b>	<b>5,068,441</b>	<b>215,071</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,468,953	1,467,922	1,393,664	1,414,007	20,343
<b>Total Debt</b>	<b>1,468,953</b>	<b>1,467,922</b>	<b>1,393,664</b>	<b>1,414,007</b>	<b>20,343</b>
<b>Transfers</b>					
Water Operations	159,933	217,500	189,695	195,600	5,905
Water Treatment	1,498	0	0	0	0
Pumping Stations - Opr	99,198	92,550	106,500	124,800	18,300
Meter Repairs Opr & Recoveries	15,600	15,600	16,800	17,400	600
Reservoirs - Operations	4,117	550	4,000	3,000	(1,000)
3rd Pty - Water	8,004	8,300	8,000	8,000	0
3rd Pty - Water Main	0	1,200	0	0	0
Water Connections - Prepaid	25,361	11,500	30,000	20,000	(10,000)
Water Disconnect	186	2,300	0	0	0
Fin Plan - Managed OH Charge	1,407,956	1,407,955	1,473,860	1,506,003	32,143
Asset Amort & Gain/Loss-Water	(2,973,446)	0	0	0	0
Wtr Opr - Surplus transfer	8,552,212	7,674,638	8,425,987	9,030,801	604,814
Fin Serv - Water - Managed	(338,586)	(340,791)	(362,278)	(362,523)	(245)
Cont to Asset Mtce (fund 43)	3,222,703	3,393,206	3,570,938	3,581,497	10,559
<b>Total Transfers</b>	<b>10,184,735</b>	<b>12,484,508</b>	<b>13,463,502</b>	<b>14,124,578</b>	<b>661,076</b>



**Service Category Summary**
**Water Operations**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Expenditures - Asset Maintenance</b>					
Prepaving Water Infrastructure	89,883	129,000	0	0	0
Pumping Stations - Opr AM	493,514	454,033	563,002	611,828	48,826
Meter Repairs Opr & Recover AM	97,533	162,730	73,076	90,162	17,086
Reservoirs - Operations AM	53,371	88,984	74,738	74,745	7
Water Operations AM	2,152,615	1,928,699	2,055,122	2,075,602	20,480
Infrastructure Planning -Water	(125,184)	300,000	300,000	300,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,761,731</b>	<b>3,063,446</b>	<b>3,065,938</b>	<b>3,152,337</b>	<b>86,399</b>
<b>Transfers - Asset Maintenance</b>					
Prepaving Water Infrastructure	(89,883)	(129,000)	20,000	10,000	(10,000)
Pumping Stations - Opr AM	11,972	21,600	0	0	0
Meter Repairs Opr & Recover AM	(1,072)	0	10,000	6,000	(4,000)
Reservoirs - Operations AM	5,164	2,160	475,000	413,160	(61,840)
Water Operations AM	534,791	435,000	0	0	0
User Fee Funded - Water	(3,222,703)	(3,393,206)	(3,570,938)	(3,581,497)	(10,559)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,761,731)</b>	<b>(3,063,446)</b>	<b>(3,065,938)</b>	<b>(3,152,337)</b>	<b>(86,399)</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Category Summary**
**Water Operations**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(18,725,017)</b>	<b>(18,540,510)</b>	<b>(19,710,536)</b>	<b>(20,607,026)</b>	<b>(896,490)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,583,812</b>	<b>4,085,863</b>	<b>4,114,523</b>	<b>4,519,008</b>	<b>404,485</b>
Non-Salary Expenses	<b>6,249,248</b>	<b>3,565,663</b>	<b>3,804,785</b>	<b>3,701,770</b>	<b>(103,015)</b>
Total Expenditures	<b>9,833,060</b>	<b>7,651,526</b>	<b>7,919,308</b>	<b>8,220,778</b>	<b>301,470</b>
Debt	<b>1,468,953</b>	<b>1,467,922</b>	<b>1,393,664</b>	<b>1,414,007</b>	<b>20,343</b>
Transfers	<b>7,423,004</b>	<b>9,421,062</b>	<b>10,397,564</b>	<b>10,972,241</b>	<b>574,677</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Category Summary**
**Parks**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Parks & Recreation Admin	(186,479)	(98,000)	(173,000)	(173,000)	0
Parks Operations	(19,448)	(21,000)	(21,000)	(23,000)	(2,000)
Boulevard repairs connections	(15,874)	(10,750)	(14,000)	(14,000)	0
<b>Total Revenues</b>	<b>(221,801)</b>	<b>(129,750)</b>	<b>(208,000)</b>	<b>(210,000)</b>	<b>(2,000)</b>
<b>Expenditures</b>					
Shared Use Agreement	200,000	275,000	210,000	220,000	10,000
Parks & Recreation Admin	547,269	478,792	494,876	534,832	39,956
Parks Operations	1,315,599	1,751,002	1,894,687	2,036,990	142,303
Boulevards - Parks	244,638	276,765	277,370	301,944	24,574
Major Parks	452,102	305,357	327,066	351,379	24,313
Nature Parks & Green Space	148,184	122,295	110,396	115,373	4,977
Neighborhood Parks	270,616	392,776	402,289	444,208	41,919
Sportsfield, Turf, & Irrigatio	559,070	556,043	567,246	618,249	51,003
Trails	51,461	65,021	82,816	88,060	5,244
Carpenter Shop Operations	232,469	346,760	347,900	383,127	35,227
Boulevard repairs connections	11,516	10,846	13,499	14,689	1,190
Irrigation	242,094	267,532	221,637	243,638	22,001
<b>Total Expenditures</b>	<b>4,275,017</b>	<b>4,848,189</b>	<b>4,949,782</b>	<b>5,352,489</b>	<b>402,707</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 Admin	(26,446)	0	0	0	0
Parks Operations	314,396	187,875	209,875	220,375	10,500
Boulevards - Parks	89,827	87,000	98,415	106,000	7,585
Major Parks	133,662	118,800	140,000	150,065	10,065
Nature Parks & Green Space	74,124	86,400	98,000	110,400	12,400
Neighborhood Parks	193,625	167,600	180,000	189,000	9,000
Sportsfield, Turf, & Irrigatio	259,218	258,000	272,000	297,000	25,000
Trails	19,500	21,600	24,500	24,900	400
Carpenter Shop Operations	15,220	14,400	17,100	17,400	300
Boulevard repairs connections	9,242	500	500	0	(500)
Irrigation	2,824	200	500	760	260
<b>Total Transfers</b>	<b>1,085,192</b>	<b>942,375</b>	<b>1,040,890</b>	<b>1,115,900</b>	<b>75,010</b>

**Service Category Summary**
**Parks**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues - Asset Maintenance</b>					
Pidherny Recreation Site	(165,000)	0	0	0	0
Neighborhood Parks AM	198	0	0	0	0
Sportsfield, Turf, & Irigat AM	3,500	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(161,302)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Tree Planting	35,293	47,500	50,000	0	(50,000)
Off Leash Areas	0	25,000	50,000	0	(50,000)
Pidherny Recreation Site	39,253	0	0	0	0
Parks Operations AM	11,649	34,788	37,540	39,778	2,238
Boulevards - Parks AM	0	3,406	3,417	3,791	374
Major Parks AM	17,797	7,789	10,765	11,450	685
Nature Parks & Green Space AM	413,044	294,357	301,570	345,098	43,528
Neighborhood Parks AM	35,306	45,625	50,418	53,558	3,140
Sportsfield, Turf, & Irigat AM	119,139	26,920	60,553	62,089	1,536
Trails AM	14,905	17,556	18,113	18,693	580
Irrigation - AM	71,144	38,220	87,479	94,773	7,294
<b>Total Expenditures - Asset Maintenance</b>	<b>757,529</b>	<b>541,161</b>	<b>669,855</b>	<b>629,230</b>	<b>(40,625)</b>
<b>Transfers - Asset Maintenance</b>					
Tree Planting	(35,293)	(47,500)	(50,000)	0	50,000
Off Leash Areas	0	(25,000)	(50,000)	0	50,000
Pidherny Recreation Site	125,747	0	0	0	0
Parks Operations AM	13,896	8,000	10,000	3,000	(7,000)
Major Parks AM	3,394	4,000	5,000	5,000	0
Nature Parks & Green Space AM	97,597	137,000	155,000	145,000	(10,000)
Neighborhood Parks AM	2,061	1,500	2,000	3,000	1,000
Sportsfield, Turf, & Irigat AM	1,753	2,000	4,000	3,000	(1,000)
Trails AM	6,164	1,000	4,500	4,500	0
Irrigation - AM	148	1,500	1,500	1,500	0
<b>Total Transfers - Asset Maintenance</b>	<b>215,466</b>	<b>82,500</b>	<b>82,000</b>	<b>165,000</b>	<b>83,000</b>
<b>Net Operations</b>	<b>5,950,100</b>	<b>6,284,475</b>	<b>6,534,527</b>	<b>7,052,619</b>	<b>518,092</b>

**Service Category Summary**
**Parks**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(383,103)</b>	<b>(129,750)</b>	<b>(208,000)</b>	<b>(210,000)</b>	<b>(2,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,649,054</b>	<b>4,040,196</b>	<b>4,150,122</b>	<b>4,587,161</b>	<b>437,039</b>
Non-Salary Expenses	<b>1,383,492</b>	<b>1,349,154</b>	<b>1,469,515</b>	<b>1,394,558</b>	<b>(74,957)</b>
Total Expenditures	<b>5,032,546</b>	<b>5,389,350</b>	<b>5,619,637</b>	<b>5,981,719</b>	<b>362,082</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,300,657</b>	<b>1,024,875</b>	<b>1,122,890</b>	<b>1,280,900</b>	<b>158,010</b>
Net Operations	<b>5,950,100</b>	<b>6,284,475</b>	<b>6,534,527</b>	<b>7,052,619</b>	<b>518,092</b>

**Service Category Summary**
**District Energy**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Utilities Distr Energy Admin	0	(26,400)	(26,400)	(26,400)	0
Fin Serv-Distr Energy-Managed	(291,167)	(367,703)	(367,703)	(380,986)	(13,283)
Ramada DES - Design & Build	(316,060)	0	0	0	0
<b>Total Revenues</b>	<b>(607,228)</b>	<b>(394,103)</b>	<b>(394,103)</b>	<b>(407,386)</b>	<b>(13,283)</b>
<b>Expenditures</b>					
Utilities Distr Energy Admin	174	0	0	0	0
District Energy Operations	399,500	439,143	440,216	591,937	151,721
Amortization - budget only	0	630,000	670,000	661,000	(9,000)
Amortization - budget - contra	0	(630,000)	(670,000)	(661,000)	9,000
Asset Amort & Gain/Loss-DES	660,742	0	0	0	0
Fin Serv-Distr Energy-Managed	1,316	0	0	0	0
<b>Total Expenditures</b>	<b>1,061,732</b>	<b>439,143</b>	<b>440,216</b>	<b>591,937</b>	<b>151,721</b>
<b>Debt</b>					
Fin Plan - Managed Debt	201,660	201,660	0	0	0
<b>Total Debt</b>	<b>201,660</b>	<b>201,660</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
District Energy Operations	2,496	1,884	2,000	2,000	0
Fin Plan - Managed OH Charge	168,644	168,644	91,846	89,356	(2,490)
Asset Amort & Gain/Loss-DES	(660,742)	0	0	0	0
District Energy - Surplus trsf	377,350	134,179	418,927	294,703	(124,224)
Fin Serv-Distr Energy-Managed	(562,744)	(581,045)	(588,550)	(600,323)	(11,773)
Cont to Asset Mtce (fund 23)	18,831	29,638	29,664	29,713	49
<b>Total Transfers</b>	<b>(656,164)</b>	<b>(246,700)</b>	<b>(46,113)</b>	<b>(184,551)</b>	<b>(138,438)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
District Energy Maintenance	18,792	29,638	29,664	29,713	49
<b>Total Expenditures - Asset Maintenance</b>	<b>18,792</b>	<b>29,638</b>	<b>29,664</b>	<b>29,713</b>	<b>49</b>
<b>Transfers - Asset Maintenance</b>					
District Energy Maintenance	39	0	0	0	0
User Fee Funded - Distr Energy	(18,831)	(29,638)	(29,664)	(29,713)	(49)
<b>Total Transfers - Asset Maintenance</b>	<b>(18,792)</b>	<b>(29,638)</b>	<b>(29,664)</b>	<b>(29,713)</b>	<b>(49)</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)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(607,228)</b>	<b>(394,103)</b>	<b>(394,103)</b>	<b>(407,386)</b>	<b>(13,283)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>44,485</b>	<b>93,424</b>	<b>93,715</b>	<b>170,938</b>	<b>77,223</b>
Non-Salary Expenses	<b>1,036,039</b>	<b>375,357</b>	<b>376,165</b>	<b>450,712</b>	<b>74,547</b>
Total Expenditures	<b>1,080,524</b>	<b>468,781</b>	<b>469,880</b>	<b>621,650</b>	<b>151,770</b>
Debt	<b>201,660</b>	<b>201,660</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(674,956)</b>	<b>(276,338)</b>	<b>(75,777)</b>	<b>(214,264)</b>	<b>(138,487)</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Category Summary**  
**Transportation & Tech Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Transit - BC Transit	(2,271,768)	(2,370,064)	(2,482,495)	(2,495,822)	(13,327)
Transportation & Tech Services	(600)	0	(500)	(500)	0
<b>Total Revenues</b>	<b>(2,272,368)</b>	<b>(2,370,064)</b>	<b>(2,482,995)</b>	<b>(2,496,322)</b>	<b>(13,327)</b>
<b>Expenditures</b>					
Transit - BC Transit	6,573,356	7,292,669	7,785,048	8,288,177	503,129
Transportation & Tech Services	612,155	532,085	635,891	770,099	134,208
<b>Total Expenditures</b>	<b>7,185,511</b>	<b>7,824,754</b>	<b>8,420,939</b>	<b>9,058,276</b>	<b>637,337</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Transit - BC Transit	(269,728)	(858,800)	(750,000)	(500,000)	250,000
Transportation & Tech Services	26,417	31,300	34,620	39,100	4,480
<b>Total Transfers</b>	<b>(243,312)</b>	<b>(827,500)</b>	<b>(715,380)</b>	<b>(460,900)</b>	<b>254,480</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Transit - BC Transit AM	41,423	12,440	40,500	40,500	0
<b>Total Expenditures - Asset Maintenance</b>	<b>41,423</b>	<b>12,440</b>	<b>40,500</b>	<b>40,500</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Transit - BC Transit AM	2,963	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>2,963</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>4,714,217</b>	<b>4,639,630</b>	<b>5,263,064</b>	<b>6,141,554</b>	<b>878,490</b>



**Service Category Summary**  
**Transportation & Tech Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(2,272,368)	(2,370,064)	(2,482,995)	(2,496,322)	(13,327)
Expenditures					
Salary & Wages (including Benefits)	679,706	601,207	709,884	854,634	144,750
Non-Salary Expenses	6,547,228	7,235,987	7,751,555	8,244,142	492,587
Total Expenditures	7,226,934	7,837,194	8,461,439	9,098,776	637,337
Debt	0	0	0	0	0
Transfers	(240,349)	(827,500)	(715,380)	(460,900)	254,480
Net Operations	4,714,217	4,639,630	5,263,064	6,141,554	878,490

**Civic Facilities & Events Summary**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Aquatics</b>								
REVENUE	(2,638,076)	(2,157,874)	(2,265,265)	(2,303,418)	(2,395,554)	(2,491,375)	(2,591,030)	(2,694,671)
EXPENDITURES	5,753,851	4,733,332	5,447,833	6,023,265	6,264,197	6,514,760	6,775,349	7,046,363
TRANSFERS	326,145	294,129	305,120	316,662	329,328	342,501	356,201	370,449
<b>Total</b>	<b>3,441,921</b>	<b>2,869,587</b>	<b>3,487,688</b>	<b>4,036,509</b>	<b>4,197,971</b>	<b>4,365,886</b>	<b>4,540,520</b>	<b>4,722,141</b>
<b>Civic Facilities &amp; Events Admn</b>								
REVENUE	(10,324)	(6,000)	(6,000)	(6,000)	(6,240)	(6,490)	(6,750)	(7,020)
EXPENDITURES	545,280	559,370	559,962	826,181	859,230	893,598	929,343	966,516
<b>Total</b>	<b>534,956</b>	<b>553,370</b>	<b>553,962</b>	<b>820,181</b>	<b>852,990</b>	<b>887,108</b>	<b>922,593</b>	<b>959,496</b>
<b>Project Delivery</b>								
REVENUE	(2,800)	0	0	0	0	0	0	0
EXPENDITURES	798,142	793,265	350,090	338,797	352,350	366,445	381,103	396,347
TRANSFERS	(130,989)	(136,800)	(134,400)	16,200	16,848	17,522	18,223	18,952
<b>Total</b>	<b>664,353</b>	<b>656,465</b>	<b>215,690</b>	<b>354,997</b>	<b>369,198</b>	<b>383,967</b>	<b>399,326</b>	<b>415,299</b>
<b>Civic Initiatives &amp; Partn.</b>								
REVENUE	(934,027)	0	0	0	0	0	0	0
EXPENDITURES	1,399,270	1,266,231	978,947	1,107,669	1,151,976	1,198,056	1,245,979	1,295,820
TRANSFERS	(266,671)	3,650	3,650	3,650	3,796	3,948	4,106	4,270
<b>Total</b>	<b>198,573</b>	<b>1,269,881</b>	<b>982,597</b>	<b>1,111,319</b>	<b>1,155,772</b>	<b>1,202,004</b>	<b>1,250,085</b>	<b>1,300,090</b>
<b>Facility Maintenance</b>								
REVENUE	(338,521)	(26,965)	(26,965)	(21,600)	(22,464)	(23,363)	(24,298)	(25,270)
EXPENDITURES	3,232,503	2,791,191	3,185,679	3,476,150	3,615,194	3,759,801	3,910,194	4,066,593
TRANSFERS	415,535	413,332	479,527	566,728	541,290	549,265	554,998	539,873
<b>Total</b>	<b>3,309,517</b>	<b>3,177,558</b>	<b>3,638,241</b>	<b>4,021,278</b>	<b>4,134,020</b>	<b>4,285,703</b>	<b>4,440,894</b>	<b>4,581,196</b>
<b>Capital Program Mgmt Office</b>								
REVENUE	(5,000)	0	0	0	0	0	0	0
EXPENDITURES	313,521	722,724	730,565	762,072	792,554	824,255	857,228	891,518
TRANSFERS	(9,659)	0	0	0	0	0	0	0
<b>Total</b>	<b>298,862</b>	<b>722,724</b>	<b>730,565</b>	<b>762,072</b>	<b>792,554</b>	<b>824,255</b>	<b>857,228</b>	<b>891,518</b>
<b>Entertainment Services</b>								
REVENUE	(2,045,548)	(909,630)	(909,630)	(1,007,490)	(1,047,789)	(1,089,699)	(1,133,286)	(1,178,619)
EXPENDITURES	1,808,233	1,330,024	1,335,338	1,309,729	1,362,115	1,416,598	1,473,263	1,532,195
TRANSFERS	5,138	4,844	5,000	5,000	5,200	5,408	5,624	5,849
<b>Total</b>	<b>(232,177)</b>	<b>425,238</b>	<b>430,708</b>	<b>307,239</b>	<b>319,526</b>	<b>332,307</b>	<b>345,601</b>	<b>359,425</b>
<b>Event Services</b>								
REVENUE	(2,296,162)	(438,770)	(746,130)	(746,130)	(775,976)	(807,014)	(839,295)	(872,867)
EXPENDITURES	2,718,090	1,213,914	1,461,327	1,555,782	1,618,015	1,682,733	1,750,045	1,820,042
TRANSFERS	(245,990)	(17,750)	(17,750)	(19,750)	(20,540)	(21,362)	(22,216)	(23,105)
<b>Total</b>	<b>175,938</b>	<b>757,394</b>	<b>697,447</b>	<b>789,902</b>	<b>821,499</b>	<b>854,357</b>	<b>888,534</b>	<b>924,070</b>
<b>Event Operations</b>								
REVENUE	(1,684,695)	(1,257,720)	(1,300,030)	(1,303,030)	(1,355,151)	(1,409,360)	(1,465,732)	(1,524,362)
EXPENDITURES	5,690,877	4,991,063	5,043,399	5,656,337	5,882,584	6,117,895	6,362,620	6,617,130
TRANSFERS	490,765	501,761	563,019	568,931	591,688	615,354	639,970	665,569
<b>Total</b>	<b>4,496,948</b>	<b>4,235,104</b>	<b>4,306,388</b>	<b>4,922,238</b>	<b>5,119,121</b>	<b>5,323,889</b>	<b>5,536,858</b>	<b>5,758,337</b>
<b>GRAND TOTAL</b>	<b>12,888,889</b>	<b>14,667,321</b>	<b>15,043,286</b>	<b>17,125,735</b>	<b>17,762,651</b>	<b>18,459,476</b>	<b>19,181,639</b>	<b>19,911,572</b>

**Service Category Summary**
**Aquatics**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
PGAC - Building Operations	(1,432,807)	(900,242)	(1,086,092)	(1,140,092)	(54,000)
CLP - Building Operations	(1,205,269)	(1,257,632)	(1,179,173)	(1,163,326)	15,847
<b>Total Revenues</b>	<b>(2,638,076)</b>	<b>(2,157,874)</b>	<b>(2,265,265)</b>	<b>(2,303,418)</b>	<b>(38,153)</b>
<b>Expenditures</b>					
PGAC - Building Operations	2,854,642	2,440,404	2,789,552	3,112,786	323,234
FSLP - Building Operations	2,690	0	0	0	0
CLP - Building Operations	2,548,415	2,185,694	2,443,781	2,687,294	243,513
<b>Total Expenditures</b>	<b>5,405,746</b>	<b>4,626,098</b>	<b>5,233,333</b>	<b>5,800,080</b>	<b>566,747</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	118,232	103,500	105,000	112,000	7,000
CLP - Building Operations	210,029	190,629	200,120	204,662	4,542
<b>Total Transfers</b>	<b>328,260</b>	<b>294,129</b>	<b>305,120</b>	<b>316,662</b>	<b>11,542</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
PGAC - Building Operations AM	264,414	87,900	126,073	133,385	7,312
FSLP - Building Operations AM	204	0	0	0	0
CLP - Building Operations AM	83,486	19,334	88,427	89,800	1,373
<b>Total Expenditures - Asset Maintenance</b>	<b>348,105</b>	<b>107,234</b>	<b>214,500</b>	<b>223,185</b>	<b>8,685</b>
<b>Transfers - Asset Maintenance</b>					
PGAC - Building Operations AM	(2,320)	0	0	0	0
CLP - Building Operations AM	205	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(2,115)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,441,921</b>	<b>2,869,587</b>	<b>3,487,688</b>	<b>4,036,509</b>	<b>548,821</b>

**Service Category Summary**
**Aquatics**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(2,638,076)</b>	<b>(2,157,874)</b>	<b>(2,265,265)</b>	<b>(2,303,418)</b>	<b>(38,153)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>4,306,318</b>	<b>3,769,975</b>	<b>4,237,085</b>	<b>4,658,086</b>	<b>421,001</b>
Non-Salary Expenses	<b>1,447,533</b>	<b>963,357</b>	<b>1,210,748</b>	<b>1,365,179</b>	<b>154,431</b>
Total Expenditures	<b>5,753,851</b>	<b>4,733,332</b>	<b>5,447,833</b>	<b>6,023,265</b>	<b>575,432</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>326,145</b>	<b>294,129</b>	<b>305,120</b>	<b>316,662</b>	<b>11,542</b>
Net Operations	<b>3,441,921</b>	<b>2,869,587</b>	<b>3,487,688</b>	<b>4,036,509</b>	<b>548,821</b>

**Service Category Summary**  
**Civic Facilities & Events Admn**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Pine Valley Golf	(10,324)	(6,000)	(6,000)	(6,000)	0
<b>Total Revenues</b>	<b>(10,324)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>0</b>
<b>Expenditures</b>					
Pine Valley Golf	0	3,520	3,520	3,520	0
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Civic Facilities & Events Admn	245,280	255,850	256,442	522,661	266,219
<b>Total Expenditures</b>	<b>545,280</b>	<b>559,370</b>	<b>559,962</b>	<b>826,181</b>	<b>266,219</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>534,956</b>	<b>553,370</b>	<b>553,962</b>	<b>820,181</b>	<b>266,219</b>

**Service Category Summary**  
**Civic Facilities & Events Admn**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(10,324)	(6,000)	(6,000)	(6,000)	0
Expenditures					
Salary & Wages (including Benefits)	230,088	226,820	232,092	498,191	266,099
Non-Salary Expenses	315,191	332,550	327,870	327,990	120
Total Expenditures	545,280	559,370	559,962	826,181	266,219
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	534,956	553,370	553,962	820,181	266,219

**Service Category Summary**
**Project Delivery**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Project Delivery	(2,800)	0	0	0	0
<b>Total Revenues</b>	<b>(2,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Project Delivery	653,697	643,265	200,090	338,797	138,707
<b>Total Expenditures</b>	<b>653,697</b>	<b>643,265</b>	<b>200,090</b>	<b>338,797</b>	<b>138,707</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Project Delivery	13,456	13,200	15,600	16,200	600
<b>Total Transfers</b>	<b>13,456</b>	<b>13,200</b>	<b>15,600</b>	<b>16,200</b>	<b>600</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 Facility Accessibility	144,445	150,000	150,000	0	(150,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>144,445</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>(150,000)</b>
<b>Transfers - Asset Maintenance</b>					
Civic Facility Accessibility	(144,445)	(150,000)	(150,000)	0	150,000
<b>Total Transfers - Asset Maintenance</b>	<b>(144,445)</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>0</b>	<b>150,000</b>
<b>Net Operations</b>	<b>664,353</b>	<b>656,465</b>	<b>215,690</b>	<b>354,997</b>	<b>139,307</b>

**Service Category Summary**
**Project Delivery**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(2,800)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	631,976	619,825	187,550	312,577	125,027
Non-Salary Expenses	166,166	173,440	162,540	26,220	(136,320)
Total Expenditures	798,142	793,265	350,090	338,797	(11,293)
Debt	0	0	0	0	0
Transfers	(130,989)	(136,800)	(134,400)	16,200	150,600
Net Operations	664,353	656,465	215,690	354,997	139,307



**Service Category Summary**
**Civic Initiatives & Partn.**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Active Living Guide	(39)	0	0	0	0
Social Planning/Coordination	18,733	0	0	0	0
Strengthening Communities Serv	(952,721)	0	0	0	0
<b>Total Revenues</b>	<b>(934,027)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Community Enhancement Grants	513,737	562,300	567,940	905,279	337,339
Community Partnerships Ops.	489,289	655,273	411,007	202,390	(208,617)
Social Planning/Coordination	396,244	48,658	0	0	0
<b>Strengthening Communities Serv</b>	<b>1,399,270</b>	<b>1,266,231</b>	<b>978,947</b>	<b>1,107,669</b>	<b>128,722</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Civic Grants & Serv Agreements	(7,500)	0	0	0	0
Social Planning/Coordination	20,790	3,650	3,650	3,650	0
Strengthening Communities Serv	(279,961)	0	0	0	0
<b>Total Transfers</b>	<b>(266,671)</b>	<b>3,650</b>	<b>3,650</b>	<b>3,650</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>198,573</b>	<b>1,269,881</b>	<b>982,597</b>	<b>1,111,319</b>	<b>128,722</b>

**Service Category Summary**
**Civic Initiatives & Partn.**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(934,027)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	454,714	455,781	208,657	0	(208,657)
Non-Salary Expenses	944,557	810,450	770,290	1,107,669	337,379
Total Expenditures	<u>1,399,270</u>	<u>1,266,231</u>	<u>978,947</u>	<u>1,107,669</u>	<u>128,722</u>
Debt	0	0	0	0	0
Transfers	(266,671)	3,650	3,650	3,650	0
Net Operations	<u>198,573</u>	<u>1,269,881</u>	<u>982,597</u>	<u>1,111,319</u>	<u>128,722</u>

**Service Category Summary**
**Facility Maintenance**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Other City Bldgs - General Exp	0	0	0	(1,100)	(1,100)
Library Operations	(6,489)	(10,165)	(10,165)	(3,700)	6,465
1300 1st Ave Bldg Operations	(309,180)	0	0	0	0
1310 3rd Ave - Operations	(691)	0	0	0	0
<b>Total Revenues</b>	<b>(316,361)</b>	<b>(10,165)</b>	<b>(10,165)</b>	<b>(4,800)</b>	<b>5,365</b>
<b>Expenditures</b>					
Fire Halls	42,684	62,168	60,618	39,475	(21,143)
Massey Drive Fire Hall	102,273	97,837	98,438	122,270	23,832
Other City Bldgs - General Exp	70,036	115,830	146,013	116,198	(29,815)
Library Operations	180,901	180,280	187,473	178,029	(9,444)
3rd Pty-Art Gallery-Bldg Mtce	778	0	0	0	0
RCMP Detachment Operations	75,639	111,513	113,951	84,782	(29,169)
City Hall - Building Mtce	86,809	82,212	100,732	94,786	(5,946)
18th Ave Yard Bldg - Operation	137,241	150,466	172,641	141,512	(31,129)
Police Station Cleaning	238,431	261,791	271,065	296,035	24,970
City Hall Bldg Cleaning	278,770	223,093	219,045	244,240	25,195
18th Ave Admin Bldg Cleaning	83,632	116,220	118,602	131,395	12,793
18th Ave Yard Cleaning	104,538	79,259	91,988	98,824	6,836
Civic Facilities - Admin	582,547	612,496	736,527	802,660	66,133
1300 1st Ave Bldg Operations	228,252	8,663	9,241	24,133	14,892
1310 3rd Ave - Operations	45,117	99,218	100,803	105,186	4,383
Malaspina Ave Daycare	1,129	0	0	0	0
<b>Total Expenditures</b>	<b>2,257,649</b>	<b>2,201,046</b>	<b>2,427,137</b>	<b>2,479,525</b>	<b>52,388</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	13,187	16,685	17,769	18,924	1,155
Massey Drive Fire Hall	15,880	13,456	14,330	15,262	932
Other City Bldgs - General Exp	39,329	45,380	91,757	160,099	68,342
Library Operations	51,864	47,336	48,283	49,249	966
RCMP Detachment Operations	71,202	75,253	77,969	80,818	2,849
City Hall - Building Mtce	118,689	123,083	126,563	130,178	3,615
18th Ave Yard Bldg - Operation	16,170	15,339	16,336	17,398	1,062
Civic Facilities - Admin	76,800	76,800	86,520	94,800	8,280
1310 3rd Ave - Operations	1,482	0	0	0	0
<b>Total Transfers</b>	<b>404,602</b>	<b>413,332</b>	<b>479,527</b>	<b>566,728</b>	<b>87,201</b>

**Service Category Summary**
**Facility Maintenance**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues - Asset Maintenance</b>					
Othr City Bldgs-General Exp AM	(3,574)	0	0	0	0
Library Operations AM	(1,787)	0	0	0	0
3rd Pty-Art Gallyry-Bldg Mtc AM	(16,800)	(16,800)	(16,800)	(16,800)	0
<b>Total Revenues - Asset Maintenance</b>	<b>(22,160)</b>	<b>(16,800)</b>	<b>(16,800)</b>	<b>(16,800)</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - CF	157,590	0	0	0	0
Fire Halls AM	57,484	45,732	50,264	136,955	86,691
Massey Drive Fire Hall AM	46,987	31,347	44,838	54,537	9,699
Othr City Bldgs-General Exp AM	100,821	268,070	273,658	288,915	15,257
Library Operations AM	63,456	34,521	50,481	52,366	1,885
3rd Pty-Art Gallyry-Bldg Mtc AM	43,218	15,900	25,618	26,977	1,359
RCMP Detachment Operations AM	245,819	52,490	114,851	116,137	1,286
City Hall - Building Mtce AM	124,850	60,068	83,661	206,300	122,639
18th Ave Yard Bldg - Opr AM	108,060	65,363	96,612	95,338	(1,274)
1310 3rd Ave - AM	26,569	16,654	18,559	19,100	541
<b>Total Expenditures - Asset Maintenance</b>	<b>974,853</b>	<b>590,145</b>	<b>758,542</b>	<b>996,625</b>	<b>238,083</b>
<b>Transfers - Asset Maintenance</b>					
Fire Halls AM	850	0	0	0	0
Othr City Bldgs-General Exp AM	40,285	0	0	0	0
Library Operations AM	339	0	0	0	0
RCMP Detachment Operations AM	(13,301)	0	0	0	0
City Hall - Building Mtce AM	(16,060)	0	0	0	0
18th Ave Yard Bldg - Opr AM	(1,338)	0	0	0	0
1310 3rd Ave - AM	159	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>10,933</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,309,517</b>	<b>3,177,558</b>	<b>3,638,241</b>	<b>4,021,278</b>	<b>383,037</b>

**Service Category Summary**
**Facility Maintenance**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(338,521)</b>	<b>(26,965)</b>	<b>(26,965)</b>	<b>(21,600)</b>	<b>5,365</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,321,880</b>	<b>1,395,267</b>	<b>1,458,831</b>	<b>1,617,075</b>	<b>158,244</b>
Non-Salary Expenses	<b>1,910,623</b>	<b>1,395,924</b>	<b>1,726,848</b>	<b>1,859,075</b>	<b>132,227</b>
Total Expenditures	<b>3,232,503</b>	<b>2,791,191</b>	<b>3,185,679</b>	<b>3,476,150</b>	<b>290,471</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>415,535</b>	<b>413,332</b>	<b>479,527</b>	<b>566,728</b>	<b>87,201</b>
Net Operations	<b>3,309,517</b>	<b>3,177,558</b>	<b>3,638,241</b>	<b>4,021,278</b>	<b>383,037</b>

**Service Category Summary**  
**Capital Program Mgmt Office**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Capital Program Mgmt Office	354,542	522,724	530,565	562,072	31,507
Total Expenditures	<b>354,542</b>	<b>522,724</b>	<b>530,565</b>	<b>562,072</b>	<b>31,507</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Infrastructure Planning - Gen	(5,000)	0	0	0	0
Total Revenues - Asset Maintenance	<b>(5,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - Gen	(41,021)	200,000	200,000	200,000	0
Total Expenditures - Asset Maintenance	<b>(41,021)</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Infrastructure Planning - Gen	(9,659)	0	0	0	0
Total Transfers - Asset Maintenance	<b>(9,659)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>298,862</b>	<b>722,724</b>	<b>730,565</b>	<b>762,072</b>	<b>31,507</b>

**Service Category Summary**  
**Capital Program Mgmt Office**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(5,000)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	347,921	498,299	506,140	537,647	31,507
Non-Salary Expenses	(34,401)	224,425	224,425	224,425	0
Total Expenditures	313,521	722,724	730,565	762,072	31,507
Debt	0	0	0	0	0
Transfers	(9,659)	0	0	0	0
Net Operations	298,862	722,724	730,565	762,072	31,507

**Service Category Summary**
**Entertainment Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Prince George Playhouse	(25,725)	0	0	0	0
CN Centre - Sales & Marketing	(87,819)	(79,880)	(79,880)	(79,880)	0
CN Centre - Cougar Operations	(548,121)	(324,220)	(324,220)	(422,080)	(97,860)
Show Operations	(1,380,442)	(505,530)	(505,530)	(505,530)	0
CN Centre - Special Event Oper	(3,441)	0	0	0	0
<b>Total Revenues</b>	<b>(2,045,548)</b>	<b>(909,630)</b>	<b>(909,630)</b>	<b>(1,007,490)</b>	<b>(97,860)</b>
<b>Expenditures</b>					
Corp Mgmt - CN Centre Suite	202	0	0	0	0
Prince George Playhouse	73,011	55,270	55,936	49,319	(6,617)
CN Centre - Sales & Marketing	33,174	41,780	41,780	41,780	0
CN Centre - Cougar Operations	380,082	391,379	391,941	447,934	55,993
Show Operations	1,272,296	834,618	838,694	753,358	(85,336)
CN Centre - Special Event Oper	0	0	0	0	0
<b>Total Expenditures</b>	<b>1,758,766</b>	<b>1,323,047</b>	<b>1,328,351</b>	<b>1,292,391</b>	<b>(35,960)</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Prince George Playhouse	4,638	4,844	5,000	5,000	0
Show Operations	500	0	0	0	0
CN Centre - Special Event Oper	0	0	0	0	0
<b>Total Transfers</b>	<b>5,138</b>	<b>4,844</b>	<b>5,000</b>	<b>5,000</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>					
Prince George Playhouse AM	49,468	6,977	6,987	17,338	10,351
<b>Total Expenditures - Asset Maintenance</b>	<b>49,468</b>	<b>6,977</b>	<b>6,987</b>	<b>17,338</b>	<b>10,351</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>(232,177)</b>	<b>425,238</b>	<b>430,708</b>	<b>307,239</b>	<b>(123,469)</b>



**Service Category Summary**
**Entertainment Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(2,045,548)</b>	<b>(909,630)</b>	<b>(909,630)</b>	<b>(1,007,490)</b>	<b>(97,860)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>475,296</b>	<b>525,363</b>	<b>530,012</b>	<b>465,819</b>	<b>(64,193)</b>
Non-Salary Expenses	<b>1,332,937</b>	<b>804,661</b>	<b>805,326</b>	<b>843,910</b>	<b>38,584</b>
Total Expenditures	<b>1,808,233</b>	<b>1,330,024</b>	<b>1,335,338</b>	<b>1,309,729</b>	<b>(25,609)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>5,138</b>	<b>4,844</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
Net Operations	<b>(232,177)</b>	<b>425,238</b>	<b>430,708</b>	<b>307,239</b>	<b>(123,469)</b>

**Service Category Summary**
**Event Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Event Hosting - Entertainment	0	(1,250)	0	0	0
Civic Centre Event Services	(430,359)	(84,590)	(165,000)	(165,000)	0
Civic Centre - F&B Marketing	(32,390)	(28,340)	(28,340)	(28,340)	0
Civic Centre - Food Serv Contr	(1,699,030)	(197,930)	(425,070)	(425,070)	0
Adult Summer Hockey Programs	(9,515)	(12,000)	(9,000)	(9,000)	0
Drop in Hockey Programs	0	(3,750)	(3,750)	(3,750)	0
CN Centre - Recr Use Oper	(124,868)	(112,160)	(114,970)	(114,970)	0
<b>Total Revenues</b>	<b>(2,296,162)</b>	<b>(438,770)</b>	<b>(746,130)</b>	<b>(746,130)</b>	<b>0</b>
<b>Expenditures</b>					
Seniors - Recreation	4,415	2,470	4,000	4,000	0
Event Hosting - Entertainment	36,961	39,880	47,900	47,900	0
Sport Event Grants	241,907	3,700	4,700	6,450	1,750
Civic Centre-Rental Subsidies	2,870	2,870	2,956	3,045	89
Event Hosting Services	5,653	5,000	0	0	0
Civic Centre Event Services	957,323	935,824	977,303	1,070,919	93,616
Civic Centre - Marketing	13,581	29,690	29,440	28,440	(1,000)
Civic Centre - F&B Marketing	32,390	30,340	30,340	30,340	0
Civic Centre - Programs	14,489	3,020	0	0	0
Civic Centre - Food Serv Contr	1,393,513	147,740	352,808	352,808	0
Adult Summer Hockey Programs	3,850	5,680	2,680	2,680	0
Skating Programs	6,702	4,700	6,200	6,200	0
Drop in Hockey Programs	577	3,000	3,000	3,000	0
CN Centre - Recr Use Oper	3,860	0	0	0	0
<b>Total Expenditures</b>	<b>2,718,090</b>	<b>1,213,914</b>	<b>1,461,327</b>	<b>1,555,782</b>	<b>94,455</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	1,680	0	0	0	0
Event Hosting - Entertainment	60	0	0	0	0
Sport Event Grants	(235,399)	0	0	0	0
Civic Centre Event Services	(12,602)	(17,750)	(17,750)	(19,750)	(2,000)
Civic Centre - Programs	270	0	0	0	0
<b>Total Transfers</b>	<b>(245,990)</b>	<b>(17,750)</b>	<b>(17,750)</b>	<b>(19,750)</b>	<b>(2,000)</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>175,938</b>	<b>757,394</b>	<b>697,447</b>	<b>789,902</b>	<b>92,455</b>

**Service Category Summary**
**Event Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(2,296,162)</b>	<b>(438,770)</b>	<b>(746,130)</b>	<b>(746,130)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>826,657</b>	<b>850,024</b>	<b>862,603</b>	<b>956,649</b>	<b>94,046</b>
Non-Salary Expenses	<b>1,891,433</b>	<b>363,890</b>	<b>598,724</b>	<b>599,133</b>	<b>409</b>
Total Expenditures	<b>2,718,090</b>	<b>1,213,914</b>	<b>1,461,327</b>	<b>1,555,782</b>	<b>94,455</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(245,990)</b>	<b>(17,750)</b>	<b>(17,750)</b>	<b>(19,750)</b>	<b>(2,000)</b>
Net Operations	<b>175,938</b>	<b>757,394</b>	<b>697,447</b>	<b>789,902</b>	<b>92,455</b>

**Service Category Summary**
**Event Operations**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Ice Oval	(591)	0	0	0	0
Civic Centre Bldg Mtce - Oper	(1,248)	0	0	0	0
Livestock Arenas - Operating	(40,600)	(36,000)	(36,000)	(36,000)	0
Exhibition Grounds-Operations	(40,590)	(25,000)	(12,000)	(12,000)	0
BC Northern Exhibition	(1,348)	(2,700)	(2,700)	(2,700)	0
Exhibition Sports Ctr - Opr	(31,000)	(39,400)	(39,400)	(39,400)	0
Kopar Arena - Operations	(220,497)	(206,410)	(226,150)	(227,650)	(1,500)
Kin Centre - Operations	(1,066,567)	(742,740)	(772,160)	(773,660)	(1,500)
Elksentre - Operations	(271,947)	(205,470)	(211,620)	(211,620)	0
<b>Total Revenues</b>	<b>(1,674,389)</b>	<b>(1,257,720)</b>	<b>(1,300,030)</b>	<b>(1,303,030)</b>	<b>(3,000)</b>
<b>Expenditures</b>					
Ice Oval	30,591	30,000	30,000	30,000	0
Civic Centre Bldg Mtce - Oper	697,586	563,932	566,683	617,917	51,234
Comm Arenas - Administration	213,748	196,219	199,945	208,985	9,040
Livestock Arenas - Operating	30,254	27,291	28,178	28,229	51
Exhibition Grounds-Operations	34,590	24,649	22,461	23,961	1,500
BC Northern Exhibition	3,744	1,500	400	400	0
Exhibition Sports Ctr - Opr	30,658	27,939	27,854	30,055	2,201
Kopar Arena - Operations	708,901	609,766	612,221	752,644	140,423
Kin Centre - Operations	1,559,116	1,165,602	1,160,028	1,265,475	105,447
Elksentre - Operations	375,878	450,374	404,282	426,821	22,539
CN Centre - Bldg Operations	1,223,583	1,078,795	1,094,305	1,322,576	228,271
<b>Total Expenditures</b>	<b>4,908,650</b>	<b>4,176,067</b>	<b>4,146,357</b>	<b>4,707,063</b>	<b>560,706</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Civic Centre Bldg Mtce - Oper	117,611	128,697	129,243	132,270	3,027
Comm Arenas - Administration	312	0	0	0	0
Livestock Arenas - Operating	5,776	11,303	11,000	11,715	715
Exhibition Grounds-Operations	23,929	0	12,000	8,000	(4,000)
BC Northern Exhibition	210	0	0	0	0
Exhibition Sports Ctr - Opr	7,836	6,889	7,000	7,455	455
Kopar Arena - Operations	122,872	120,000	134,676	132,021	(2,655)
Kin Centre - Operations	104,129	104,288	120,400	123,550	3,150
Elksentre - Operations	33,069	37,146	42,800	44,570	1,770
CN Centre - Bldg Operations	84,749	93,438	104,700	109,150	4,450
<b>Total Transfers</b>	<b>500,493</b>	<b>501,761</b>	<b>561,819</b>	<b>568,731</b>	<b>6,912</b>

**Service Category Summary**
**Event Operations**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues - Asset Maintenance</b>					
Livestock Arenas-Operating AM	(10,306)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(10,306)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	105,311	54,325	67,746	71,623	3,877
Livestock Arenas-Operating AM	27,901	2,685	2,691	2,884	193
Exhibition Grounds - Opr AM	17,540	3,286	5,792	6,020	228
Exhibition Sports Ctr - Opr AM	4,555	3,476	4,313	4,560	247
Kopar Arena - Operations AM	179,946	174,967	175,336	194,723	19,387
Kin Centre - Operations AM	150,586	269,535	284,616	301,196	16,580
Elksentre - Operations AM	54,311	78,461	128,048	127,721	(327)
CN Centre - Bldg Operations AM	242,079	228,261	228,500	240,547	12,047
<b>Total Expenditures - Asset Maintenance</b>	<b>782,228</b>	<b>814,996</b>	<b>897,042</b>	<b>949,274</b>	<b>52,232</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	621	0	0	0	0
Livestock Arenas-Operating AM	(10,574)	0	0	0	0
Kopar Arena - Operations AM	653	0	0	0	0
Kin Centre - Operations AM	(1,600)	0	0	0	0
CN Centre - Bldg Operations AM	1,173	0	1,200	200	(1,000)
<b>Total Transfers - Asset Maintenance</b>	<b>(9,728)</b>	<b>0</b>	<b>1,200</b>	<b>200</b>	<b>(1,000)</b>
<b>Net Operations</b>	<b>4,496,948</b>	<b>4,235,104</b>	<b>4,306,388</b>	<b>4,922,238</b>	<b>615,850</b>

**Service Category Summary**
**Event Operations**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(1,684,695)</b>	<b>(1,257,720)</b>	<b>(1,300,030)</b>	<b>(1,303,030)</b>	<b>(3,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,620,295</b>	<b>3,395,609</b>	<b>3,409,450</b>	<b>3,902,997</b>	<b>493,547</b>
Non-Salary Expenses	<b>2,070,582</b>	<b>1,595,454</b>	<b>1,633,949</b>	<b>1,753,340</b>	<b>119,391</b>
Total Expenditures	<b>5,690,877</b>	<b>4,991,063</b>	<b>5,043,399</b>	<b>5,656,337</b>	<b>612,938</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>490,765</b>	<b>501,761</b>	<b>563,019</b>	<b>568,931</b>	<b>5,912</b>
Net Operations	<b>4,496,948</b>	<b>4,235,104</b>	<b>4,306,388</b>	<b>4,922,238</b>	<b>615,850</b>

**Planning & Development Summary**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Dev Planning and Admin</b>								
REVENUE	(3,628,907)	(3,953,020)	(3,389,550)	(3,403,500)	(3,539,640)	(3,681,227)	(3,828,475)	(3,981,617)
EXPENDITURES	3,451,243	3,139,119	3,263,377	3,333,299	3,466,633	3,605,299	3,749,514	3,899,499
TRANSFERS	324,633	131,320	136,120	42,400	44,096	45,860	47,695	49,603
<b>Total</b>	<b>146,969</b>	<b>(682,581)</b>	<b>9,947</b>	<b>(27,801)</b>	<b>(28,911)</b>	<b>(30,068)</b>	<b>(31,266)</b>	<b>(32,515)</b>
<b>Economic Development</b>								
REVENUE	(6,414)	(5,000)	(5,000)	(5,000)	(5,200)	(5,408)	(5,624)	(5,849)
EXPENDITURES	674,506	718,866	715,616	735,790	765,221	795,830	827,663	860,768
TRANSFERS	331							
<b>Total</b>	<b>668,423</b>	<b>713,866</b>	<b>710,616</b>	<b>730,790</b>	<b>760,021</b>	<b>790,422</b>	<b>822,039</b>	<b>854,919</b>
<b>Asset Management</b>								
REVENUE	0							
EXPENDITURES	286,913	382,396	389,567	437,236	454,726	472,915	491,833	511,505
TRANSFERS	0							
<b>Total</b>	<b>286,913</b>	<b>382,396</b>	<b>389,567</b>	<b>437,236</b>	<b>454,726</b>	<b>472,915</b>	<b>491,833</b>	<b>511,505</b>
<b>GRAND TOTAL</b>	<b>1,102,304</b>	<b>413,681</b>	<b>1,110,130</b>	<b>1,140,225</b>	<b>1,185,836</b>	<b>1,233,269</b>	<b>1,282,606</b>	<b>1,333,909</b>

**Service Category Summary**
**Dev Planning and Admin**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Land Use Planning	(222,240)	(160,010)	(140,000)	(135,000)	5,000
Subdiv, Infra, Bldg Inspection	(1,538,716)	(2,234,010)	(1,435,300)	(1,351,500)	83,800
Engineering	(4,515)	(1,000)	(10,000)	(5,000)	5,000
Business Licenses	(963,206)	(960,000)	(971,000)	(971,000)	0
Land Administration	(494,006)	(590,000)	(825,250)	(935,000)	(109,750)
Dev Services Admin	(6,224)	(8,000)	(8,000)	(6,000)	2,000
<b>Total Revenues</b>	<b>(3,228,907)</b>	<b>(3,953,020)</b>	<b>(3,389,550)</b>	<b>(3,403,500)</b>	<b>(13,950)</b>
<b>Expenditures</b>					
ENV-Air Quality Implementation	79,699	80,000	80,000	80,000	0
Environmental Services	241,411	185,679	197,920	208,834	10,914
ENV-Clean Air Monitoring	370	0	0	0	0
Land Use Planning	552,975	594,639	864,412	778,936	(85,476)
Subdiv, Infra, Bldg Inspection	716,180	780,819	810,389	1,079,735	269,346
Engineering	217,186	197,198	234,767	236,132	1,365
Land Administration	453,076	375,078	283,753	291,577	7,824
Dev Services Admin	1,015,771	925,706	792,136	658,085	(134,051)
<b>Total Expenditures</b>	<b>3,276,668</b>	<b>3,139,119</b>	<b>3,263,377</b>	<b>3,333,299</b>	<b>69,922</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>					
Environmental Services	(18,300)	0	0	0	0
Land Use Planning	75,000	0	0	0	0
Subdiv, Infra, Bldg Inspection	41,584	131,320	136,120	42,400	(93,720)
Land Administration	884	0	0	0	0
Dev Services Admin	40	0	0	0	0
<b>Total Transfers</b>	<b>99,208</b>	<b>131,320</b>	<b>136,120</b>	<b>42,400</b>	<b>(93,720)</b>
<b>Revenues - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	(250,000)	0	0	0	0
Hydrogen Hub Development	(150,000)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(400,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	173,200	0	0	0	0
Hydrogen Hub Development	1,375	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>174,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	76,800	0	0	0	0
Hydrogen Hub Development	148,625	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>225,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>146,969</b>	<b>(682,581)</b>	<b>9,947</b>	<b>(27,801)</b>	<b>(37,748)</b>



**Service Category Summary**
**Dev Planning and Admin**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(3,628,907)	(3,953,020)	(3,389,550)	(3,403,500)	(13,950)
Expenditures					
Salary & Wages (including Benefits)	2,479,961	2,584,986	2,625,877	2,834,539	208,662
Non-Salary Expenses	971,282	554,133	637,500	498,760	(138,740)
Total Expenditures	3,451,243	3,139,119	3,263,377	3,333,299	69,922
Debt	0	0	0	0	0
Transfers	324,633	131,320	136,120	42,400	(93,720)
Net Operations	146,969	(682,581)	9,947	(27,801)	(37,748)

**Service Category Summary**
**Economic Development**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Economic Development	(6,414)	(5,000)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(6,414)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development	674,506	718,866	715,616	735,790	20,174
<b>Total Expenditures</b>	<b>674,506</b>	<b>718,866</b>	<b>715,616</b>	<b>735,790</b>	<b>20,174</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	331	0	0	0	0
<b>Total Transfers</b>	<b>331</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>668,423</b>	<b>713,866</b>	<b>710,616</b>	<b>730,790</b>	<b>20,174</b>

**Service Category Summary**
**Economic Development**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(6,414)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	312,960	352,730	351,316	383,990	32,674
Non-Salary Expenses	361,545	366,136	364,300	351,800	(12,500)
Total Expenditures	674,506	718,866	715,616	735,790	20,174
Debt	0	0	0	0	0
Transfers	331	0	0	0	0
Net Operations	668,423	713,866	710,616	730,790	20,174

**Service Category Summary**
**Asset Management**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Asset Management	286,913	382,396	389,567	437,236	47,669
Total Expenditures	<b>286,913</b>	<b>382,396</b>	<b>389,567</b>	<b>437,236</b>	<b>47,669</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>286,913</b>	<b>382,396</b>	<b>389,567</b>	<b>437,236</b>	<b>47,669</b>

**Service Category Summary**
**Asset Management**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	273,265	365,126	371,397	394,846	23,449
Non-Salary Expenses	13,648	17,270	18,170	42,390	24,220
Total Expenditures	<b>286,913</b>	<b>382,396</b>	<b>389,567</b>	<b>437,236</b>	<b>47,669</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	<b>286,913</b>	<b>382,396</b>	<b>389,567</b>	<b>437,236</b>	<b>47,669</b>

**Finance & IT Services Summary**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(224,875,252)	(214,714,397)	(221,553,124)	(235,047,916)	(244,519,567)	(254,471,583)	(264,685,194)	(276,369,961)
EXPENDITURES	26,858,797	3,111,984	6,748,015	3,761,238	3,911,688	4,068,157	4,230,883	4,400,119
DEBT	11,829,944	11,757,463	12,905,856	13,642,061	14,470,264	14,994,685	15,888,432	17,915,993
TRANSFERS	62,304,319	81,344,171	74,852,794	78,074,272	80,229,282	83,439,467	86,716,764	89,736,126
<b>Total</b>	<b>(123,882,192)</b>	<b>(118,500,779)</b>	<b>(127,046,459)</b>	<b>(139,570,345)</b>	<b>(145,908,333)</b>	<b>(151,969,274)</b>	<b>(157,849,115)</b>	<b>(164,317,723)</b>
<b>Risk &amp; Procurement</b>								
EXPENDITURES	2,409,554	2,315,903	3,335,574	3,403,729	3,539,877	3,681,471	3,828,732	3,981,882
<b>Total</b>	<b>2,409,554</b>	<b>2,315,903</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>3,539,877</b>	<b>3,681,471</b>	<b>3,828,732</b>	<b>3,981,882</b>
<b>IT Services</b>								
REVENUE	(48,313)	(64,030)	(17,030)	(17,030)	(17,711)	(18,419)	(19,155)	(19,920)
EXPENDITURES	4,442,385	4,397,970	4,659,604	5,304,643	5,516,828	5,737,503	5,967,003	6,205,682
TRANSFERS	(224,837)	(200,600)	(163,800)	32,400	33,696	35,044	36,446	37,904
<b>Total</b>	<b>4,169,234</b>	<b>4,133,340</b>	<b>4,478,774</b>	<b>5,320,013</b>	<b>5,532,813</b>	<b>5,754,128</b>	<b>5,984,294</b>	<b>6,223,666</b>
<b>Financial Services</b>								
REVENUE	(117,744)	(138,000)	(163,000)	(164,000)	(170,560)	(177,383)	(184,478)	(191,857)
EXPENDITURES	2,857,100	3,061,227	3,127,899	3,515,266	3,655,877	3,802,114	3,954,200	4,112,365
<b>Total</b>	<b>2,739,355</b>	<b>2,923,227</b>	<b>2,964,899</b>	<b>3,351,266</b>	<b>3,485,317</b>	<b>3,624,731</b>	<b>3,769,722</b>	<b>3,920,508</b>
<b>GRAND TOTAL</b>	<b>(114,564,049)</b>	<b>(109,128,309)</b>	<b>(116,267,212)</b>	<b>(127,495,337)</b>	<b>(133,350,326)</b>	<b>(138,908,944)</b>	<b>(144,266,367)</b>	<b>(150,191,667)</b>

**Service Category Summary**
**Risk & Procurement**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Total Revenues	0	0	0	0	0
<b>Expenditures</b>					
Risk Management - Admin	184,668	297,352	288,660	323,797	35,137
Procurement	308,241	298,551	410,454	449,932	39,478
Insurance Premiums	1,791,143	1,550,000	2,431,460	2,400,000	(31,460)
Insurance and Claims	125,503	170,000	205,000	230,000	25,000
<b>Total Expenditures</b>	<b>2,409,554</b>	<b>2,315,903</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>68,155</b>
<b>Debt</b>					
Total Debt	0	0	0	0	0
<b>Transfers</b>					
Total Transfers	0	0	0	0	0
<b>Revenues - Asset Maintenance</b>					
Total Revenues - Asset Maintenance	0	0	0	0	0
<b>Expenditures - Asset Maintenance</b>					
Total Expenditures - Asset Maintenance	0	0	0	0	0
<b>Transfers - Asset Maintenance</b>					
Total Transfers - Asset Maintenance	0	0	0	0	0
<b>Net Operations</b>	<b>2,409,554</b>	<b>2,315,903</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>68,155</b>

**Service Category Summary**
**Risk & Procurement**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	446,295	540,103	650,614	719,939	69,325
Non-Salary Expenses	1,963,259	1,775,800	2,684,960	2,683,790	(1,170)
Total Expenditures	<b>2,409,554</b>	<b>2,315,903</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>68,155</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	<b>2,409,554</b>	<b>2,315,903</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>68,155</b>



**Service Category Summary**
**IT Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
IT Services	(46,228)	(61,530)	(14,530)	(14,530)	0
3rd Pty - IT Services	(2,085)	(2,500)	(2,500)	(2,500)	0
<b>Total Revenues</b>	<b>(48,313)</b>	<b>(64,030)</b>	<b>(17,030)</b>	<b>(17,030)</b>	<b>0</b>
<b>Expenditures</b>					
IT Services	2,238,710	2,554,820	2,538,391	2,959,143	420,752
IT Services - Mtce Contracts	1,927,922	1,591,500	1,923,713	2,343,000	419,287
IT Services-Non-Contract Mtc	24,292	22,150	0	0	0
3rd Pty - IT Services	223	2,500	2,500	2,500	0
<b>Total Expenditures</b>	<b>4,191,147</b>	<b>4,170,970</b>	<b>4,464,604</b>	<b>5,304,643</b>	<b>840,039</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>					
IT Services	26,400	26,400	31,200	32,400	1,200
<b>Total Transfers</b>	<b>26,400</b>	<b>26,400</b>	<b>31,200</b>	<b>32,400</b>	<b>1,200</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
IT Maintenance	251,237	227,000	195,000	0	(195,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>251,237</b>	<b>227,000</b>	<b>195,000</b>	<b>0</b>	<b>(195,000)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(251,237)	(227,000)	(195,000)	0	195,000
<b>Total Transfers - Asset Maintenance</b>	<b>(251,237)</b>	<b>(227,000)</b>	<b>(195,000)</b>	<b>0</b>	<b>195,000</b>
<b>Net Operations</b>	<b>4,169,234</b>	<b>4,133,340</b>	<b>4,478,774</b>	<b>5,320,013</b>	<b>841,239</b>

**Service Category Summary**
**IT Services**

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(48,313)	(64,030)	(17,030)	(17,030)	0
Expenditures					
Salary & Wages (including Benefits)	2,182,991	2,435,136	2,390,091	2,769,963	379,872
Non-Salary Expenses	2,259,394	1,962,834	2,269,513	2,534,680	265,167
Total Expenditures	4,442,385	4,397,970	4,659,604	5,304,643	645,039
Debt	0	0	0	0	0
Transfers	(224,837)	(200,600)	(163,800)	32,400	196,200
Net Operations	4,169,234	4,133,340	4,478,774	5,320,013	841,239

**Service Category Summary**
**Financial Services**

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Billings & Collection	(115,455)	(135,500)	(160,500)	(160,500)	0
Service Centre	(2,289)	(2,500)	(2,500)	(3,500)	(1,000)
<b>Total Revenues</b>	<b>(117,744)</b>	<b>(138,000)</b>	<b>(163,000)</b>	<b>(164,000)</b>	<b>(1,000)</b>
<b>Expenditures</b>					
Billings & Collection	557,493	600,095	619,470	699,004	79,534
Financial Planning	533,299	554,232	572,544	648,348	75,804
Accounting	747,710	804,406	814,586	921,875	107,289
Payroll	346,919	340,173	353,580	439,457	85,877
Service Centre	671,678	762,321	767,719	806,582	38,863
<b>Total Expenditures</b>	<b>2,857,100</b>	<b>3,061,227</b>	<b>3,127,899</b>	<b>3,515,266</b>	<b>387,367</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>2,739,355</b>	<b>2,923,227</b>	<b>2,964,899</b>	<b>3,351,266</b>	<b>386,367</b>

## Service Category Summary Financial Services

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	(117,744)	(138,000)	(163,000)	(164,000)	(1,000)
Expenditures					
Salary & Wages (including Benefits)	2,594,816	2,814,902	2,859,039	3,221,626	362,587
Non-Salary Expenses	262,283	246,325	268,860	293,640	24,780
Total Expenditures	2,857,100	3,061,227	3,127,899	3,515,266	387,367
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	2,739,355	2,923,227	2,964,899	3,351,266	386,367

# Police Protection Enhancement

## Description:

Council directed Administration to have a Police Resource Review performed. The review resulted in a suggested increase of 11 Municipal Employee positions plus an unknown number of Data Processors. Police Protection has spread the request for positions over a 5-year span of 2023 through 2027. The request for 2025, in order of priority, is one Assistant Manager of Operations; one Victim Services Worker and one Community Policing Coordinator.

Assistant Manager Operations – In 2022 Police Support Services (PSS) restructured the roles of the Manager and Assistant Manager. The Manager has taken on all 9 of the supervisors as direct reports, and is responsible for all processes and policy changes, finance, special projects, and liaising with senior RCMP. The Assistant Manager position, in addition to building maintenance coordination, changed to take on a Human Resources role, being responsible for all aspects from recruitment to exit, with no direct reports.

PSS has made observations which suggest a further change to the structure is required:

1. 9 Supervisors and 1 Assistant Manager (in addition to the other positions) reporting directly to the Manager is not conducive for good command and control. This volume of routine supervision is taking away from the strategic functions that the Manager should be focusing on. It has been assessed that this arrangement, if maintained, will cause deterioration in the municipal RCMP relationship and negatively impact the operational health of the department.
2. A consultant report was conducted in November 2023 and recommended adding an additional senior civilian manager, such as a Director, to PSS. The department believes this can be achieved at a lower cost by adding an Assistant Manager.

Victim Services – The VS unit is currently made up of two paid positions and a handful of volunteers to deliver the program. With the increase in referrals and the time and access restrictions the volunteers have, adding one full-time paid position will provide a more stable, effective, and efficient service to the RCMP and the community.

Community Policing – The Community Policing Unit is the proactive side of policing and consists of 2 RCMP members, 1 municipal staff, and volunteers. The main responsibilities of the Community Policing Coordinator are to administer crime prevention programs such as Block Watch, CPTED Evaluations, STRIVE, Restorative Justice, Garage 529, crime prevention presentations, and Citizens on Patrol. Being able to deliver effective services and programs with dedicated staff will require an additional staff member.

## Financial Cost of Enhancement:

The annual cost is estimated at: Assistant Manager **\$140,093**; Victim Services Worker **\$92,116**; and Community Policing Coordinator **\$96,785**; for a total of **\$328,994**.

## Measurement of Service Level Increase:



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



# Police Protection - RCMP Service Enhancement

**Description:**

Increase of 4 RCMP positions as per the results from the Police Services Resource Review, increasing the current contracted strength from 153 to 157.

City Council had directed Administration to have a Police Resource Review performed. Dr. Curt Griffiths had been contracted to perform the review which resulted in a suggested increase of 19 RCMP positions. We have paced the request for positions over 5 years with 4 members being asked for in each of the years 2023 through to 2026 with a further 3 members in 2027.

**Financial Cost of Enhancement:**

The annual cost for 4 RCMP positions is \$906,064.

**Measurement of Service Level Increase:**

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



# Fire & Rescue Service Enhancement

## Description:

In 2023, Fire Services presented to Council a 5-year strategic plan during a Committee of the Whole. The presentation built on previous reports to Council in 2015, 2022 and 2023 which highlighted prioritized recommendations to enhance fire rescue services.

The 5-year plan recommendations were supported by previous report recommendations, and significant increases year over year in incident responses since 2015. At the time of writing this report, the incident responses to date are nearly double the same date range in 2015: 3991 in 2015 compared to 7372 in 2023 and 7972 in 2024.

2015 has been the benchmark year for comparing stats, as in 2015 it was identified that fire services staffing was not meeting the National Fire Protection Association (NFPA) standards, which recommends the number of firefighters required on scene for various incident types. Prince George Fire Services was identified as not reaching that standard for structure fires larger than a single-family dwelling.

The 5-year staffing plan recommended the addition of 7 firefighters in 2024 and 10 firefighters in 2025. While continually reassessing and supporting fiscal responsibility, **Fire Services is submitting a request for the addition of 5 Lieutenant level positions for 2025. This would result in 5 firefighters being hired in 2025, and once trained, 4 senior firefighters would be promoted to the rank of Lieutenant.**

With Councils support in 2024 of adding 5 firefighters, and Fire Services recommendation to reduce the 2025 enhancement from 10 firefighters to 5 firefighters as a measure to support the overall budget, the shortfall (7 positions) will be carried forward for review during future service enhancement requests.

The requested enhancement would allow Fire Services to cross staff our Platform ladder truck and medic unit (approved in 2024 Capital Plan), achieving two significant enhancements for Fire Service, the City and citizens of Prince George. Fire Services will be two firefighters per shift closer to achieving the recommendations of NFPA, and able to strategically deploy a light fleet medic unit to specified medical response incidents.

## Financial Cost of Enhancement:

As described above, 5 recruit firefighters will be hired with additional wages and benefits of **\$132,354**. **\$20,000** per member is added to cover the training, gear and clothing. Total recruitment **\$152,354** per member. Once recruit training is complete, 4 senior firefighters will be promoted to the rank of Lieutenant, providing the supervisory requirement for the ladder truck and the medic unit. For budget purposes, the difference between the senior firefighter wages and benefits and Lieutenant wages and benefits is added to the recruit firefighter wages and benefits - **\$17,588**. The total financial cost of the enhancement is **\$732,122**.





**Measurement of Service Level Increase:**

Increased completion rate of commercial property fire safety inspections, increased efficiencies in strategic medical aid response, and incremental steps to meeting the NFPA standards for structure fire response.



# Bylaw Service Enhancement

## Description:

Requesting the addition of 4 Bylaw Officer positions in anticipation of the Lower Patricia Encampment transitioning from an entrenched encampment to an overnight sheltering model on one or more designated sites. Currently, there are 8 Bylaw Officers dedicated to downtown Prince George who work in teams of 2. These officers are not tasked with calls for service in the Lower Patricia Encampment but remain consistently busy with calls downtown.

Should the model of overnight sheltering change and the decampment of temporary shelters be required first thing each morning, the availability for servicing the downtown will be drastically reduced. Resources will instead be occupied with clearing the shelter space each morning.

To maintain current service levels, it is proposed that 4 additional Bylaw 1 Officers be hired. This allows for 1 extra Officer on each of the 4 existing bylaw teams. With 5 people on each team there will be 2 available every morning for shelter assistance and 3 remaining officers to deal with downtown and complaints throughout the city.

Hiring these positions would ideally occur after a successful return to the Supreme Court and before physical decampment and transition takes place.

## Financial Cost of Enhancement:

The estimated annual cost for the four Bylaw 1 Officers is \$370,672 (\$92,668 x 4 positions). An additional \$25,000 should be set aside for uniforms, equipment and training. This brings the total enhancement ask to \$395,672.

## Measurement of Service Level Increase:

The service level increase is meant to maintain current service levels once a new overnight sheltering model for the marginalized population is adopted in Prince George.

# Communications Service Enhancement

## Description:

A 2012 Communications Audit identified a need for four major plans: community engagement, communications, internal communications, and crisis communications. The recommended internal communications plan and communications strategy are now complete. However, a lack of staff resources and funding for consultants are assessed as factors in the remaining gap.

Based on recent motions around engagement levels it is proposed that additional staff positions are needed to provide the increased public participation opportunities that may be directed - an engagement specialist and an additional communications coordinator.

Recognizing that this is significant growth in the department (currently 4 staff), it is suggested that an engagement specialist be hired in 2025, and the communications coordinator would be a 2026 budget request.

## Financial Cost of Enhancement:

The annual cost for the Engagement Specialist position is estimated to be \$106,797.

## Measurement of Service Level Increase:

These new positions will allow the division to better support each division in the City and improve overall City communications internally and externally. Investing in communications is crucial for fostering stronger relationships between the city government and its residents. As our city grows, so do the diverse needs and concerns of our community. These positions will serve as dedicated liaisons tapping into ideas and feedback from our community and ensuring that all voices are heard and considered in decision-making processes while creating a sense of ownership among residents.

The Community Engagement Specialist will proactively involve citizens in policy discussions, project developments, and city planning, leading to more informed, transparent, and inclusive governance. This role is key to enhancing public trust, increasing civic participation, and reducing the potential for misunderstandings or conflicts. By actively engaging with residents, we can better identify and address issues before they escalate, ultimately saving the city time and resources.

The City of Prince George often engages citizens in the decision-making process less than cities of similar and smaller sizes. Best practices in local government indicate a city the size of Prince George should be engaging the public on approximately 30-40 issues or projects per year. That engagement can be a simple survey or a neighborhood meeting, or a large town hall style event. At present our community engagement has been approximately 3-6 projects per year. Some of these engagement projects are managed by contractors as divisions include engagement as part of the RFP for their projects.

As comparators, Kamloops (pop: 97,000) has 4 full-time engagement staff in addition to their communications team of 6. The City of North Vancouver (pop: 58,000) also has 4 full-time engagement staff in addition to 4 communications staff.

# Parks Service Enhancement - Recreation

## Description:

Building visitor and customer service capacity in the Parks Division is the policy and direction set in the 2014 Community Services Master Plan, 2017 Park Strategy & the 2018 Ball Diamond and Sport Field Strategy. The 2017 park strategy identified the need to bring the people and the parks together through the recreation and booking function to park operations to increase customer service, user group relationships and visitor service experience.

Park Recreation Services consists of: one Community Coordinator, one Park and Recreation Programmer and 0.5 FTE of an Office Administrator. This area manages park, outdoor facility and SD57 recreation bookings; events and tournaments; as well as the promotion of recreation through community associations. Many of the City's established team and resources for this portfolio were lost during COVID and now that bookings, communications, promotions and user group management are continuing to grow again, it is necessary to ask for an enhancement to ensure these programs and events are properly supported.

Events have increased significantly since 2020 such as hosting Canada Day in the Park and seeing the success of pilot projects in activating park spaces like concerts in the park, kids in parks programming, active living market, engage sport, community association recreation programs, spring clean up, gifts and legacies beautification (trees, benches, etc.) and community BBQ's. This has taken the existing team past their capacity of already supporting community association recreation programming and SD 57 school bookings and park, sport field and Masich Place bookings.

Prince George's unique model of delivering recreation through community associations and community use of SD 57 facilities also continues to grow. With no community centres, our winter community relies on the indoor space and facilities through the SD 57 shared use agreement and is looking at new and innovative ways to ensure these recreation opportunities are available and build capacity in our community.

Parks continues to look at delivering the highest quality parks, trails, sport fields and outdoor facilities and managing bookings and events throughout our parks and open spaces. Parks continues to support user groups like youth baseball, soccer, rugby as well as look at building and upgrading our park and sport field infrastructure by adding new ball diamonds, synthetic turf surfaces and sport fields to support the growing sport community. This enhancement will be necessary to support the future growth of this service.

## Financial Cost of Enhancement:

The estimated annual cost for the Park Recreation Event Coordinator is **\$108,287** and an additional **\$100,000** of funding is requested to continue to host events such as Canada in the Park, concerts in the park and community BBQ's as well as programming partnering with communication associations and building on partnerships support through a total enhancement request of **\$208,278**.



**Measurement of Service Level Increase:**

The enhancement will build visitor and customer service capacity in the Parks Division.

# Parks Service Enhancement - Arborists

## Description:

The Arborist team is comprised of three (3) full-time arborists and manages all maintenance related activities with regards to trees that fall under the division's nearly 4,000-acre purview including parks, greenbelts, trail networks, sport fields, civic facilities and boulevards. Over 8,500 street, median and boulevard trees are also referred to the team for work, most often via service requests. This team utilizes specialized hand tools, small engine equipment, pickup and a bucket truck with towed chipper to maintain and grow our city's green canopy coverage. Given the special nature of the equipment, we have no redundancies within our fleet and local contractors are very busy with their own work.

The arborist team is falling behind due to the sheer volume of calls and often miss our completion deadlines. This limits our ability to be proactive with maintenance and education pertaining to our tree inventory and we rely on the community to report issues. The division receives approximately 3-4 service requests per day, with the arborist team completing an average of 2 service requests per day.

Arboriculture work can be very dangerous. Young trees are easily cared for as they are readily observed and worked on from the ground, but as trees mature, they become increasingly difficult to maintain given their size and need specialized equipment. A site assessment (including the tree) and a field level risk assessment are required along with traffic control and PPE. The work includes tree assessments on a concerning tree, prune jobs, tree bolting heritage trees and removal of massive cottonwood trees in a park.

Parks is requesting the hiring of two (2) FTE arborists and the purchase of one (1) bucket truck and one (1) towed chipper to have a successful arboriculture program and improve our current cultural practices through the potential implementation of a *Plant Health Care Program* and protect the many benefits of properly maintained trees.

## Financial Cost of Enhancement:

The annual cost for two Arborist's is \$198,574. The capital cost for the purchase of an additional arboriculture equipped bucket truck is \$575,000 and the purchase of another commercial scale chipper is \$126,500.

## Measurement of Service Level Increase:

The service level increase is meant to meet the goals of multiple plans including:

- Integrated Stormwater Management Plan
- Climate Forward Implementation Strategy
- Park Strategy 2017
- Integrated Community Sustainability Plan
- Official Community Plan
- Local Government Climate Action Plan
- Strategic Plan 2023 - 2026



Additionally, the service enhancement supports many important relationships such as the Gateway Improvement Area Society and the Prince George Downtown Business Improvement Association. This enhancement also supports council's vision to pursue tree grants.



# Development Planning and Admin Service Enhancement

## Description:

The Parks Planner will provide multiple divisional support and close a gap with respect to the strategic direction of the parks, open space, trails and outdoor recreational facility planning and design functions (i.e. Parks & Solid Waste, Development Services and Land Administration).

The Official Community Plan consultation indicated an increased community focus on parks, trails and open space. In keeping with the work associated with this community need, and in keeping with the new policy of the OCP, Development Services is working with Parks & Solid Waste on a new position to focus on this growing community need.

The incumbent will also provide support and collaboration for the Parks and Solid Waste Division to assist in responding to inquiries and referrals (internal and external), writing grants, the consultation of parks and open space related activities, and support Development Services applications from a parks and open space perspective (i.e. subdivision parkland, data collection, land acquisition and disposition). Furthermore, the incumbent will review the bylaws and plans with respect to parks and open space standards, policies, and regulations, and update these documents (i.e. Parks & Open Space Master Plan (2008), Parks Strategy & Action Plan (2017)).

## Financial Cost of Enhancement:

The estimated annual cost for the Parks Planner position is **\$112,424**

## Measurement of Service Level Increase:

This enhancement will increase the applications reviewed, consultation opportunities, writing of grants and updating of bylaws and plans.



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

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Revenues</b>					
Investment Earnings	(3,520,204)	(301,000)	(4,284,000)	(4,501,000)	(217,000)
Payroll Burden Clearing	(186,876)	(130,000)	0	0	0
External Debt - MFA	(644,010)	(663,934)	(790,602)	(897,527)	(106,925)
Road Rehabilitation program	(6,088,492)	(6,100,000)	(6,700,000)	(7,000,000)	(300,000)
General Infrastructure Reinvest	(2,944,361)	(2,950,000)	(4,242,482)	(5,630,873)	(1,388,391)
Snow Control	(9,779,936)	(9,800,000)	(10,300,000)	(11,000,000)	(700,000)
Off Street Parking - Fiscal	(2,000,000)	(2,002,461)	(2,052,461)	(2,057,551)	(5,090)
Traffic Fine Revenue - Grant	(1,081,000)	(1,150,000)	(1,100,000)	(1,050,000)	50,000
Gaming Grant	(3,134,281)	(2,800,000)	(3,000,000)	(3,000,000)	0
Internal Debt Recoveries	(7,296)	0	0	0	0
Federal Gas Tax Revenue	(3,457,483)	(3,457,483)	(3,500,000)	(3,556,223)	(56,223)
Provincial Grants	(13,382,200)	(12,783,000)	(285,000)	(285,000)	0
Miscellaneous Revenues	(240,415)	(80,500)	(81,500)	(81,500)	0
Provincial School	(34,511,936)	(32,450,000)	(34,500,000)	(36,000,000)	(1,500,000)
Regional District	(6,425,758)	(6,250,000)	(6,450,000)	(6,500,000)	(50,000)
FFG Reg. Hospital District	(15,122,779)	(12,500,000)	(15,200,000)	(15,500,000)	(300,000)
BC Assessment Authority	(854,658)	(810,000)	(860,000)	(880,000)	(20,000)
MFA	(4,124)	(3,700)	(4,500)	(4,500)	0
911 Emergency Service	(2,115,556)	(2,000,000)	(2,200,000)	(2,250,000)	(50,000)
20th/Victoria BIA Assoc	(100,000)	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(347,782)	(347,782)	(358,216)	(368,962)	(10,746)
Taxes - General	(111,578,978)	(111,298,157)	(118,493,952)	(126,622,400)	(8,128,448)
Grant in Lieu - Provincial	(3,514,553)	(3,300,000)	(3,446,000)	(3,671,000)	(225,000)
Grant in Lieu - Federal	(449,917)	(425,000)	(445,000)	(470,000)	(25,000)
Grant in Lieu - Private Utilit	(1,693,137)	(1,693,200)	(1,791,231)	(2,003,200)	(211,969)
Operating Fee - FortisBC	(1,477,846)	(1,150,000)	(1,200,000)	(1,450,000)	(250,000)
PG Pulpmill Rd Erosion LAS	(9,555)	(26,680)	(26,680)	(26,680)	0
Non Res Schl Tax	(36,539)	(35,000)	(35,000)	(35,000)	0
Tax Sales	(8,466)	(4,500)	(4,500)	(4,500)	0
Tax Balance Adj	8,936	0	0	0	0
3rd Pty - Union 1048 Recovery	(76,664)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(5,956)	(10,000)	(10,000)	(10,000)	0
3rd Pty - Union 1048 National	0	(1,000)	(1,000)	(1,000)	0
3rd Pty - Union 399 Recovery	(83,286)	(35,000)	(35,000)	(35,000)	0
3rd Pty - Union 399 BC Dvsn	(143)	0	0	0	0
3rd Pty - Union 399 National	0	(1,000)	(1,000)	(1,000)	0
<b>Total Revenues</b>	<b>(224,875,252)</b>	<b>(214,714,397)</b>	<b>(221,553,124)</b>	<b>(235,047,916)</b>	<b>(13,494,792)</b>

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

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Expenditures</b>					
YE Accrual Adj - General Oper	(5,243)	0	0	0	0
RTE Early Benefit Program:NDIT	489,809	489,809	452,873	452,873	0
Library - Cost Recovery	(405,979)	0	0	0	0
Audit	69,544	56,000	83,000	65,000	(18,000)
Amortization - budget only	0	20,400,000	23,000,000	25,000,000	2,000,000
Asset Amort & Gain/Loss - GEG	1,990,136	0	0	0	0
Asset Amort & Gain/Loss - PRS	2,959,687	0	0	0	0
Amortization - budget - contra	0	(20,400,000)	(23,000,000)	(25,000,000)	(2,000,000)
Asset Amort & Gain/Loss - TNS	12,260,666	0	0	0	0
Asset Amort & Gain/Loss - SWR	217,667	0	0	0	0
Asset Amort & Gain/Loss - PHW	80,867	0	0	0	0
Asset Amort & Gain/Loss - PRC	8,120,355	0	0	0	0
Payroll Burden Clearing	909,089	0	0	0	0
Accts Pay-Rounding-W/O-Disc	29	0	0	0	0
Contingency	0	2,459,175	6,105,142	3,136,365	(2,968,777)
Tax Balance Adj	(289)	5,000	5,000	5,000	0
3rd Pty - Union 1048 Recovery	77,138	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	5,956	10,000	10,000	10,000	0
3rd Pty - Union 1048 National	0	1,000	1,000	1,000	0
3rd Pty - Union 399 Recovery	83,703	35,000	35,000	35,000	0
3rd Pty - Union 399 BC Dvsn	143	0	0	0	0
3rd Pty - Union 399 National	0	1,000	1,000	1,000	0
Library Union - Cost Recovery	5,518	0	0	0	0
<b>Total Expenditures</b>	<b>26,858,797</b>	<b>3,111,984</b>	<b>6,748,015</b>	<b>3,761,238</b>	<b>(2,986,777)</b>
<b>Debt</b>					
Mobile Equipment	2,418,279	2,725,253	3,029,790	3,312,177	282,387
External Debt - MFA	8,123,419	7,998,646	8,756,640	8,689,736	(66,904)
Lease Payments - Other	243,743	258,491	304,686	372,835	68,149
Off Street Parking - Fiscal	613,224	725,073	764,740	767,313	2,573
Interest on Property Tax	431,279	50,000	50,000	500,000	450,000
<b>Total Debt</b>	<b>11,829,944</b>	<b>11,757,463</b>	<b>12,905,856</b>	<b>13,642,061</b>	<b>736,205</b>

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

	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
<b>Transfers</b>					
Library - Cost Recovery	405,979	0	0	0	0
Investment Earnings	733	0	0	0	0
Asset Amort & Gain/Loss - GEG	(1,990,136)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(2,959,687)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(12,260,666)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(217,667)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(80,867)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(6,606,161)	0	0	0	0
Payroll Burden Clearing	(405,979)	0	0	0	0
Mobile Equipment	(2,420,745)	(2,725,253)	(3,029,790)	(3,312,177)	(282,387)
Mgmt OH Recoveries	(3,641,440)	(3,641,439)	(3,616,228)	(3,748,656)	(132,428)
Internal Debt	4,090,411	4,100,000	3,061,079	3,087,644	26,565
External Debt - MFA	(71,575)	(65,500)	(65,500)	(65,500)	0
Road Rehabilitation program	6,088,492	6,100,000	6,700,000	7,000,000	300,000
General Infrastructure Reinvest	2,944,361	2,950,000	4,242,482	5,630,873	1,388,391
Snow Control	(992,507)	0	0	0	0
Lease Payments - Other	(243,456)	(258,491)	(304,686)	(372,835)	(68,149)
Contingency	49,182	0	0	0	0
Off Street Parking - Fiscal	1,386,776	1,277,389	1,287,721	1,290,238	2,517
Cont to Asset Mtce (fund 13)	5,949,166	5,707,214	6,811,128	7,764,922	953,794
Gaming Grant	3,134,281	2,800,000	3,000,000	3,000,000	0
Federal Gas Tax Revenue	3,457,483	3,457,483	3,500,000	3,556,223	56,223
Provincial Grants	12,783,082	12,783,000	285,000	285,000	0
Provincial School	34,511,936	32,450,000	34,500,000	36,000,000	1,500,000
Regional District	6,425,758	6,250,000	6,450,000	6,500,000	50,000
FFG Reg. Hospital District	15,122,779	12,500,000	15,200,000	15,500,000	300,000
BC Assessment Authority	854,658	810,000	860,000	880,000	20,000
MFA	4,124	3,700	4,500	4,500	0
911 Emergency Service	2,115,556	2,000,000	2,200,000	2,250,000	50,000
20th/Victoria BIA Assoc	100,000	100,000	100,000	100,000	0
Downtown BIA Assoc	347,782	347,782	358,216	368,962	10,746
Grant in Lieu - Provincial	328,416	90,900	105,000	105,000	0
Grant in Lieu - Federal	43,816	14,600	15,000	15,000	0
3rd Pty - Union 399 Recovery	(400)	0	0	0	0
<b>Total Transfers</b>	<b>68,253,485</b>	<b>87,051,385</b>	<b>81,663,922</b>	<b>85,839,194</b>	<b>4,175,272</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Levy Funded	(5,949,166)	(5,707,214)	(6,811,128)	(7,764,922)	(953,794)
<b>Total Transfers - Asset Maintenance</b>	<b>(5,949,166)</b>	<b>(5,707,214)</b>	<b>(6,811,128)</b>	<b>(7,764,922)</b>	<b>(953,794)</b>
<b>Net Operations</b>	<b>(123,882,192)</b>	<b>(118,500,779)</b>	<b>(127,046,459)</b>	<b>(139,570,345)</b>	<b>(12,523,886)</b>

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

Supporting Detail (Consolidation)	2023 Actual (AA)	2023 Bylaw (UB)	2024 Bylaw (UB)	2025 Proposed (UX)	Budget Change 2025 vs 2024
Revenues	<b>(224,875,252)</b>	<b>(214,714,397)</b>	<b>(221,553,124)</b>	<b>(235,047,916)</b>	<b>(13,494,792)</b>
Expenditures					
Salary & Wages (including Benefits)	675,568	102,000	102,000	102,000	0
Non-Salary Expenses	<b>26,183,228</b>	<b>3,009,984</b>	<b>6,646,015</b>	<b>3,659,238</b>	<b>(2,986,777)</b>
Total Expenditures	<b>26,858,797</b>	<b>3,111,984</b>	<b>6,748,015</b>	<b>3,761,238</b>	<b>(2,986,777)</b>
Debt	<b>11,829,944</b>	<b>11,757,463</b>	<b>12,905,856</b>	<b>13,642,061</b>	<b>736,205</b>
Transfers	<b>62,304,319</b>	<b>81,344,171</b>	<b>74,852,794</b>	<b>78,074,272</b>	<b>3,221,478</b>
Net Operations	<b>(123,882,192)</b>	<b>(118,500,779)</b>	<b>(127,046,459)</b>	<b>(139,570,345)</b>	<b>(12,523,886)</b>

# Capital Plan

2025-2029



Date: January 10, 2025

To: **Mayor and Council.**

Name and title: Kris Dalio, Director of Finance and IT Services

Subject: 2025-2029 Capital Plan

Attachment(s): Capital Plans

#### Recommendation(s):

That Council APPROVES the 2025 – 2029 Capital Plan attached to the Staff Report dated January 10, 2025 from the Director of Finance and IT Services titled “2025 – 2029 Capital Plan.”

#### Purpose:

The Capital Plan provides for the purchase, construction, rehabilitation and upgrade of capital assets. Capital assets include land and improvements, buildings, vehicles, machinery and equipment, infrastructure (roads, drainage, water, sewer and parks), and leasehold improvements. The 2025 - 2029 Capital Plan is presented to Council by fund and by service category.

#### Strategic Priorities:

The 2025-2029 Capital Plan has been prioritized by the Capital Program Management Office with the functional areas, and subsequently the Senior Leadership Team considering inputs such as:

- Regulatory requirements, including health and safety
- Contractual and/or development obligations
- Council goals and corporate workplan
- Asset master plans/strategic plans and asset management plans, and assessments
- myPG framework (social, economic and environmental)
- Probability of asset failure, consequence of that failure and the acceptability of that risk
- Operational needs
- User need feedback (service requests, user group meetings, etc.)
- All other forms of public consultation

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

### Policy and Regulatory Analysis:

The *Community Charter* requires a municipality to adopt by bylaw a financial plan with a planning period of five years. The year 2025 budget process is compliant with the Financial Plan requirements of the *Community Charter* and is consistent with the guidance provided in the City's Sustainable Finance Policy.

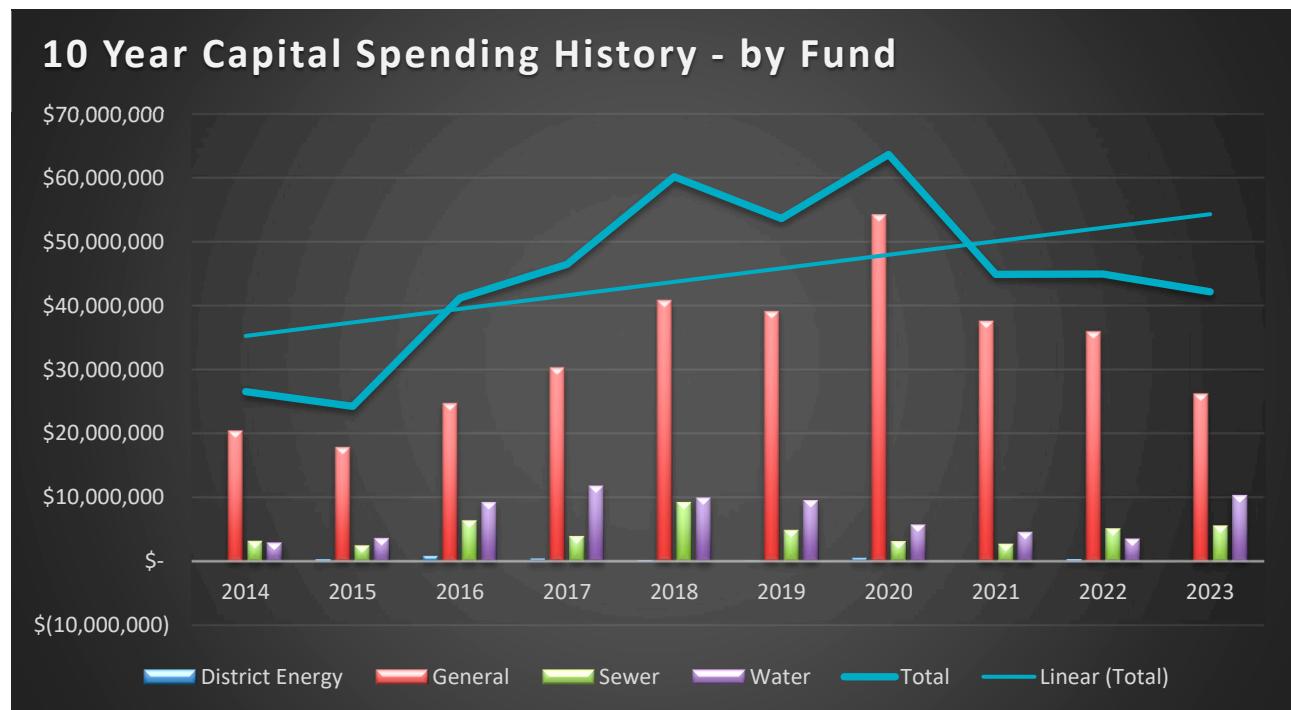
### Financial Considerations:

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

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

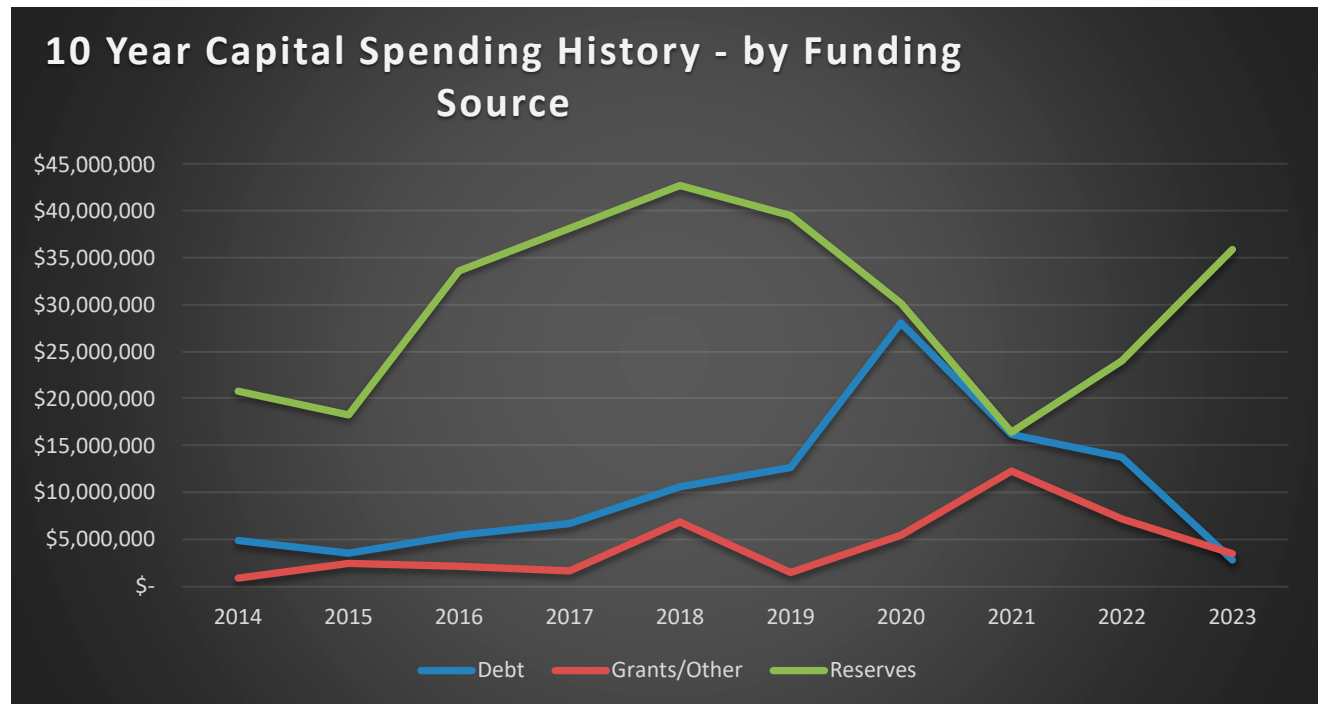
- Canada Community-Building Fund (Gas Tax) revenues of \$3,556,224;
- General Infrastructure Reinvestment Fund Levy of \$5,630,873;
- Gaming funds of \$2,700,000 (if casinos close, ie. pandemic, this would affect available funding for the capital plan)

The 5-year capital plan can also be bolstered by any cancellation of previously approved capital projects. There were no cancelled projects to report this year.



Capital investment in City infrastructure has historically trended upwards. 2023 spending was in line with the prior year with over \$40 million spent including maintenance projects funded from reserve. Reserves continue to be heavily committed to current and future capital spending.

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



### Debt

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

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

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

The City relies on debt financing for new infrastructure and for major repair of existing infrastructure. The City also enters into financing agreements for the purchase of general use mobile equipment. The following chart provides the debt capacity and available capacity as determined by



the Municipal Liabilities Regulation. The total amount of all approved loan authorization bylaws is included in the liability servicing limit regardless of whether the funds have actually been borrowed. 2024 figures were not available at the time of this report.

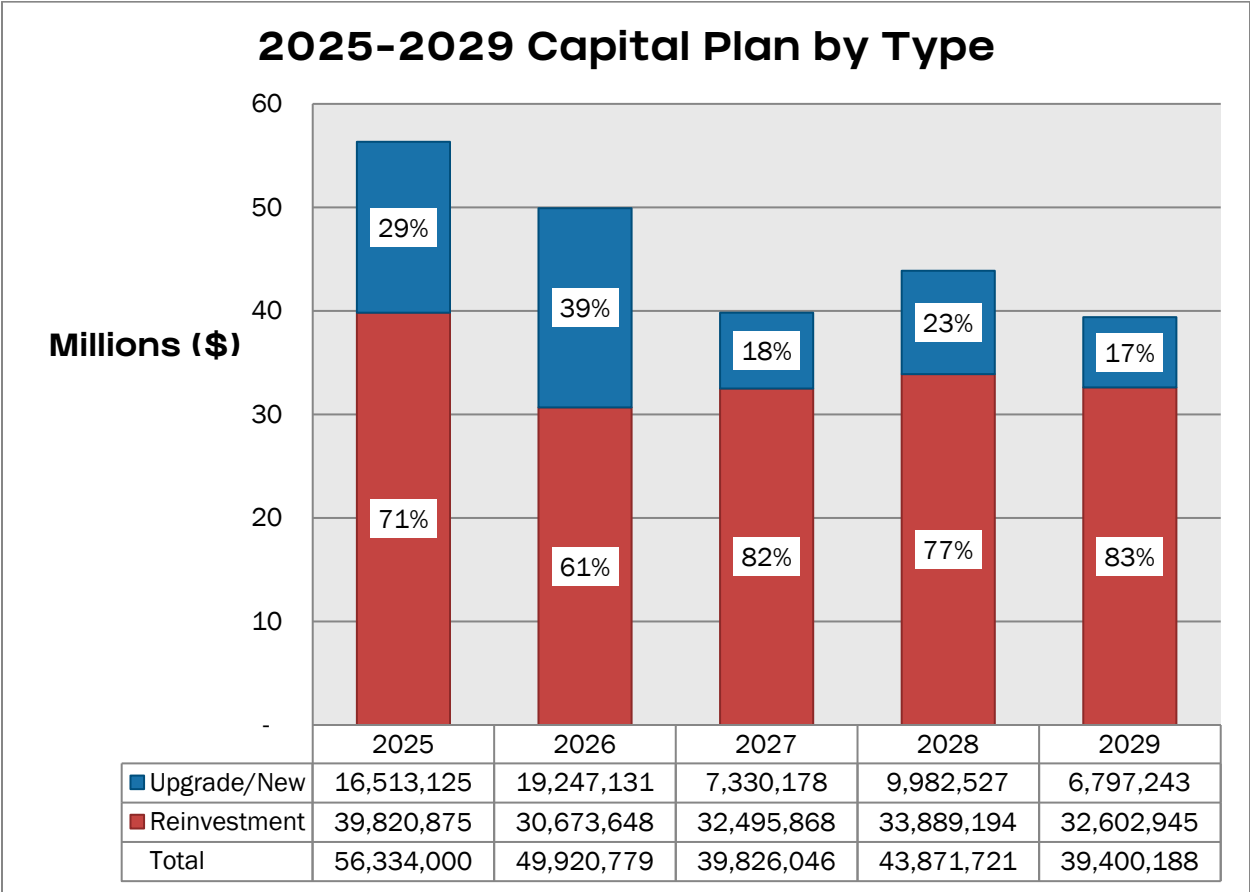
Year	Municipal Controllable Revenue	Liability Servicing Limit	Payment Capacity Available	Approximate Principal Borrowing Available
2019	\$177,512,689	\$44,378,172	\$23,982,421	\$266,471,344
2020	\$171,514,757	\$42,878,689	\$15,422,526	\$194,975,044
2021	\$178,208,247	\$44,552,062	\$24,965,473	\$289,622,657
2022	\$188,567,032	\$47,141,758	\$34,110,515	\$379,005,722
2023	\$209,889,114	\$52,472,279	\$38,327,316	\$425,859,067

The City finances its fleet equipment purchases and long-term debenture debt every year through the Municipal Finance Authority, which requires an elector assent process. There are two new proposed debt funded projects proposed for 2025: 3409 - Civic Centre BAS & Chiller Replacement - \$3,260,000; and 3321 - Stormwater System Renewal - \$2,620,000.

The following long-term debt reaches maturity in 2025:

Fund	Loan Auth Bylaw #	MFA Issue #	Date of Issue	Purpose	Annual Debt Servicing Costs (rounded to thousands of dollars)
General	7361	93	Apr 6/2005	Snow Disposal	\$66,000
General	7486	93	Apr 6/2005	Road Rehabilitation	\$135,000
General	7506	93	Apr 6/2005	City Yard	\$31,000
General	7361	95	Oct 13/2005	Snow Disposal	\$37,000
General	7486	95	Oct 13/2005	Exhibition Grounds	\$81,000
General	7598	95	Oct 13/2005	Exhibition Grounds	\$10,000
Water	7361	93	Apr 6/2005	Hart Nechako Supply	\$66,000
Water	7361	95	Oct 13/2005	Hart Nechako Supply	\$319,000
Water	7598	95	Oct 25/2005	Hart Nechako Supply	\$124,000
<b>TOTAL</b>					<b>\$869,000</b>

The 2025 - 2029 Capital Plan includes all requests for capital work for the five year period; however not all projects have been funded. Unfunded projects have been listed so that Council and the community are able to view the full complement of project requests. A project that is unfunded may meet grant criteria at a future date and could thus be considered for approval through a capital plan budget amendment. The chart below provides a breakdown of the current capital plan by type of project.



Descriptions of project types are as follows:

**Upgrade/New**

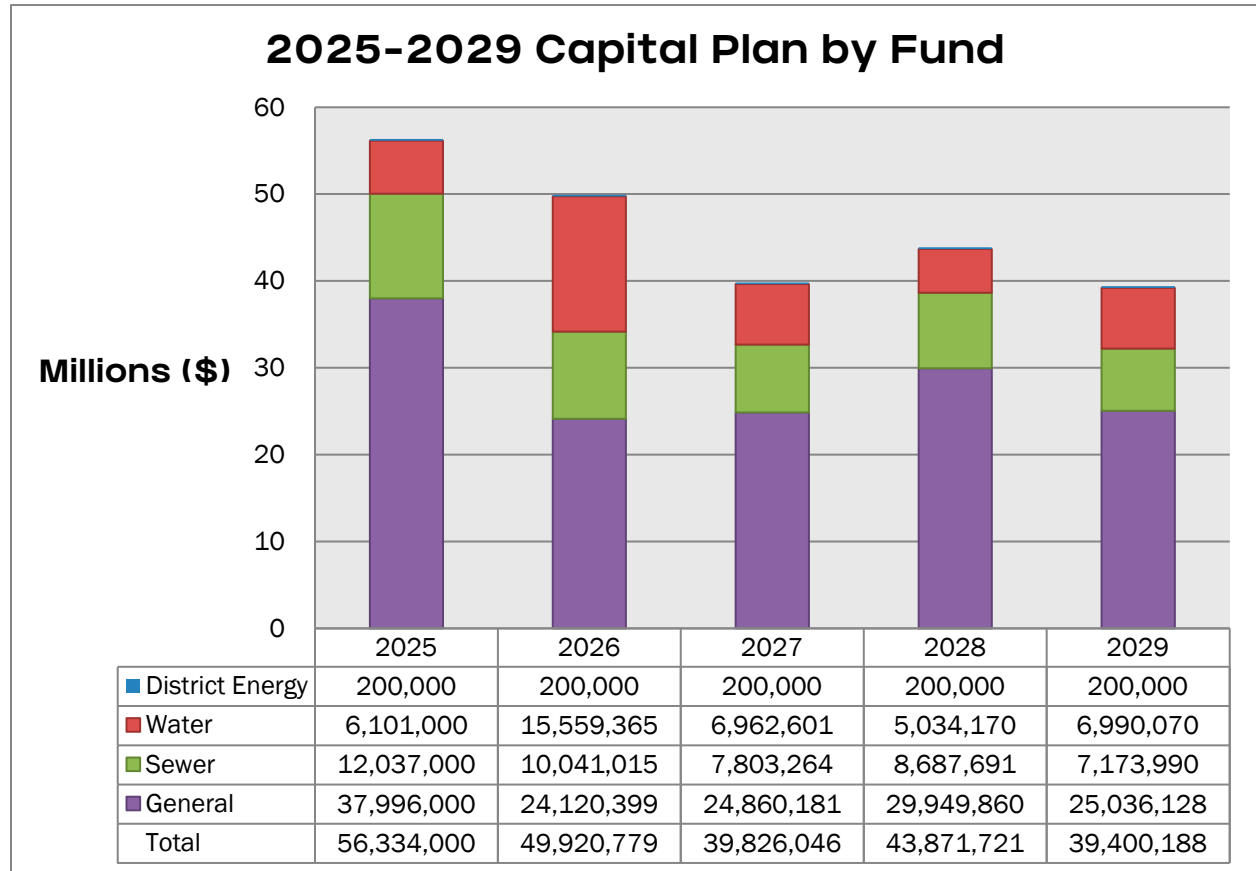
- Works to provide a higher level of service, either with increased capacity or increased performance capability.
- Works that add a new asset to the City’s inventory.

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

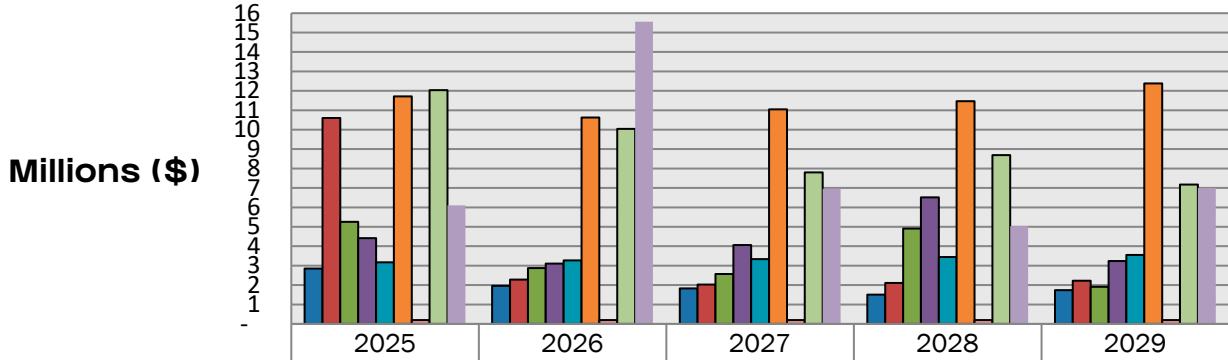
- Works to continue to provide the same level of service that also: fully replace an existing asset and dispose of the old asset, extend an asset life beyond the original expected life, lower the associated operating costs, or improve the quality of output.
- Works to retain an asset as near as practicable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

**Capital Plan by Fund**

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



## 2025-2029 Capital Plan by Service Type



	2025	2026	2027	2028	2029
Administrative Support	2,847,000	1,957,000	1,830,000	1,505,000	1,736,000
Civic Facilities	10,598,000	2,281,500	2,021,626	2,105,507	2,227,280
Recreation and Culture	5,251,500	2,876,912	2,568,153	4,911,140	1,906,698
Solid Waste and Fleet	4,418,000	3,106,662	4,058,660	6,515,185	3,235,956
Storm Drainage	3,170,000	3,270,000	3,336,000	3,444,000	3,553,000
Transportation	11,711,500	10,628,325	11,045,742	11,469,028	12,377,194
District Energy	200,000	200,000	200,000	200,000	200,000
Sewer	12,037,000	10,041,015	7,803,264	8,687,691	7,173,990
Water	6,101,000	15,559,365	6,962,601	5,034,170	6,990,070
Total	56,334,000	49,920,779	39,826,046	43,871,721	39,400,188

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

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

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

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

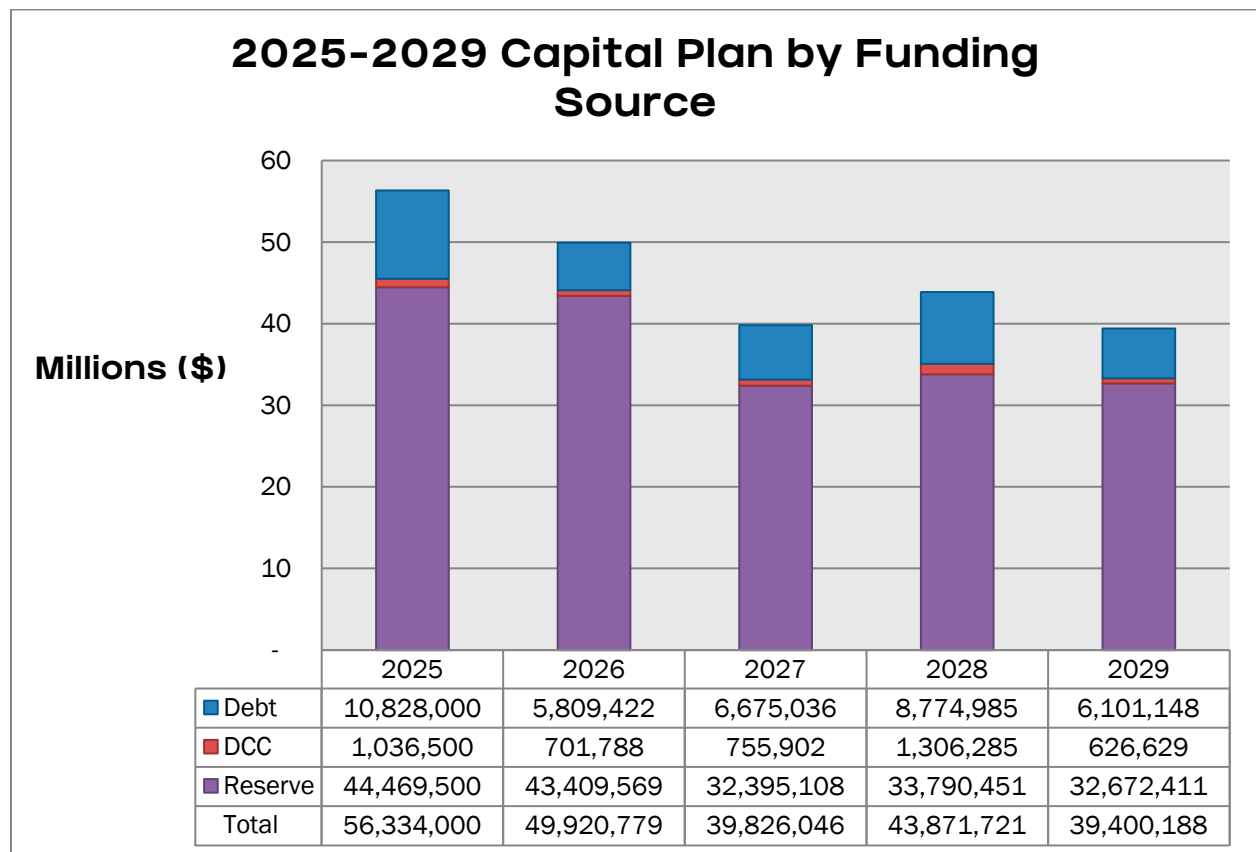
**Storm Drainage** includes catchbasins, culverts, and other forms of drainage control.

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

**Capital Plan by Funding Source**

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

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



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

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

**DCCs** are used to fund expansion of infrastructure assets. DCC levies are calculated for projects that are included in the capital plan. For that purpose, unfunded and future year projects (2029 - 2033) are included in the overall plan.

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

#### Summary and conclusion:

This report and the capital project reports on the pages that follow in the budget book provide the details of the 2025 – 2029 proposed Capital Plan. City Administration has prioritized the projects organizationally and sorted the projects to present the investment in assets. Known funding sources have been identified and utilized. Projects that are not funded for 2025 – 2029 and projects that are anticipated for future years (2030 - 2034) have been listed for Council's information.

#### Respectfully submitted:

Kris Dalio, Director of Finance and IT Services

#### Approved:

Walter Babicz, City Manager

Meeting date: January 20, 2025

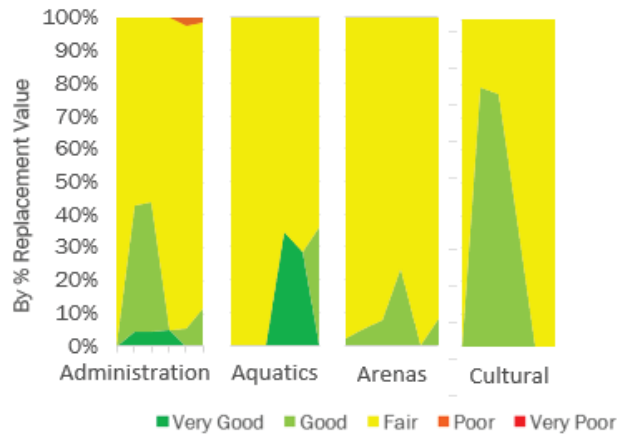
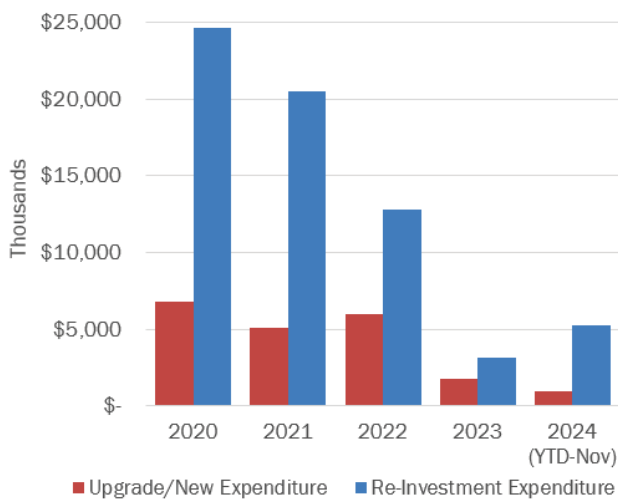
**Estimated Required Funding:**  
Average Annual Re-investment (AAR) = \$17M

**Approximate Replacement Value of  
Civic Facilities (incl parking lots): \$761M**

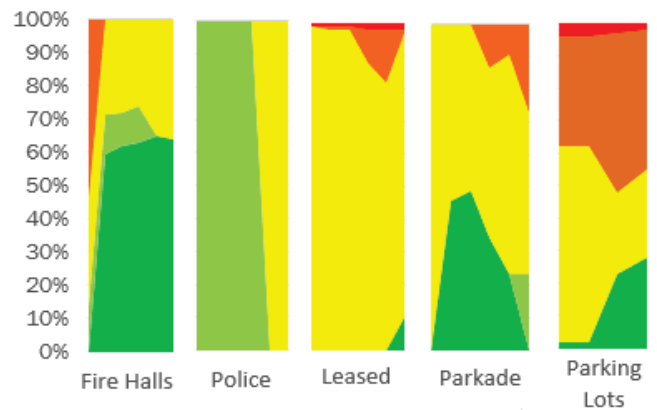
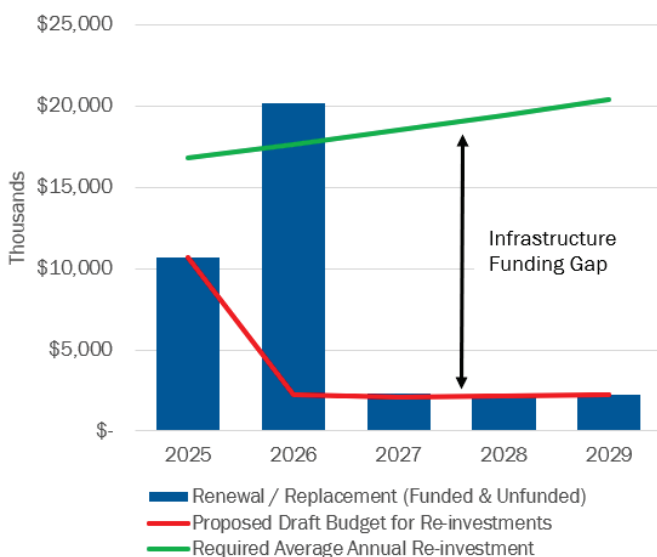
**Annual Infrastructure Funding Gap:**  
AAR – Last 5 Years’ Avg Re-Investment = \$0M  
(Zero gap due to large building replacements skewing the gap.  
Other facilities still have a funding gap)

**Condition:**

**Last 5-Year Capital Investment**



**Next 5-Year Capital Funding**



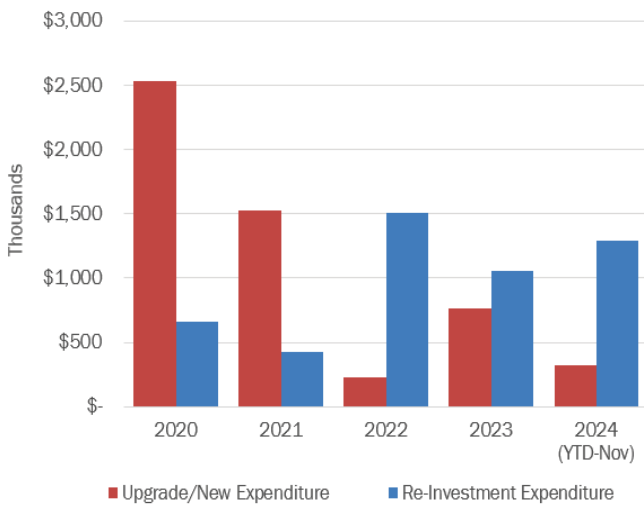
**Asset Inventory:**

Type of Facility	Amount
Fire Halls	4
Aquatics	2
Arenas/Atrium	6/1
Cultural	4
Administration	8
Police	1
Parkades/Pay Lots/Civic Parking Lots	5/5/38
Leased (to 3 <sup>rd</sup> Party)	22

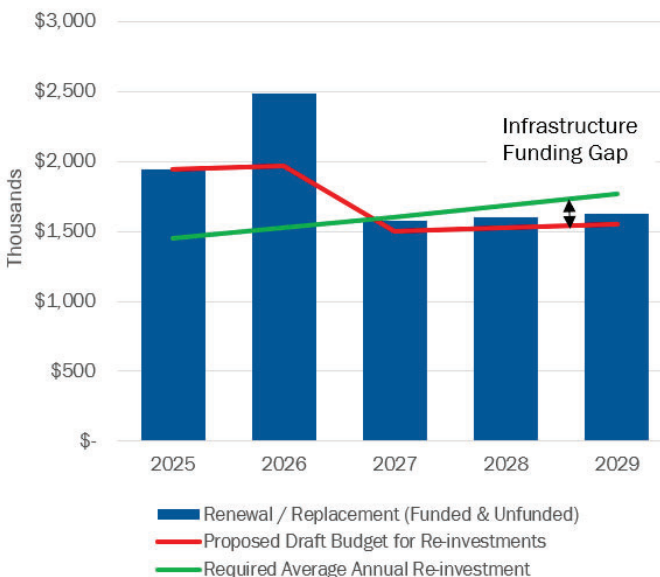
**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$1.5M

**Annual Infrastructure Funding Gap:**  
AAR – Last 5 Years’ Re-Investment = \$0.1M

**Last 5-Year Capital Investment**

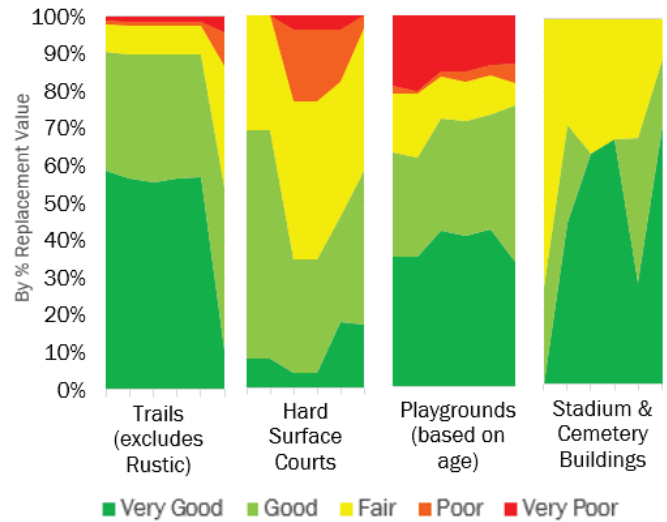


**Next 5-Year Capital Funding**



**Approximate Replacement Value of Parks & Trails:** \$105M (excluding park land value)

**Condition:**



**Asset Inventory:**

Asset Type	Amount
# of Parks & Green Spaces	369
Trees (Parks/Streets/Civic Buildings)	5,436
Turf	188ha
Parking Lots at Parks	50
Washrooms/Outhouses	13/18
Individual Sport & Baseball Fields	70
Hard Surface Courts/Skateboard Parks	24/3
Signs	721
Trash Containers	460
Fences	24km
Benches/Picnic Tables	319/168
Fire Pits	2
Playgrounds	50
Area of City Parks & Green Spaces	1,908ha
Length of Trails	91km
Stadium Buildings	2
Cemetery Buildings	3



## Estimated Required Annual Funding:

### Average Annual Re-Investment (AAR)

Linear = \$5.4M  
Facilities = \$0.1M  
Total = \$5.5M

## Approximate Replacement Value of Stormwater Drainage Assets:

Linear = \$790M  
Facilities = \$1.9M

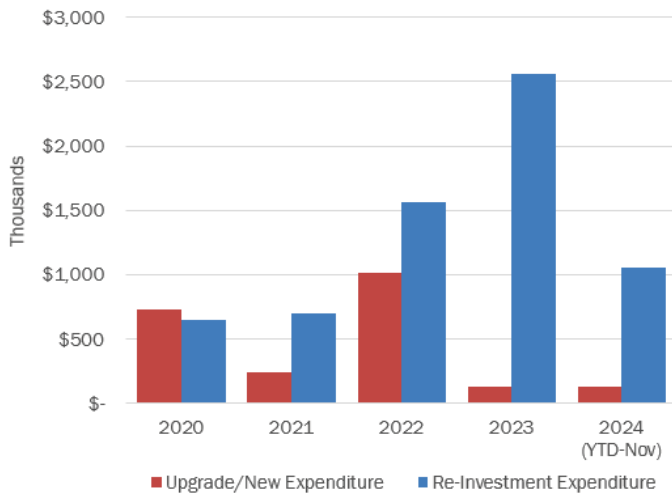
*(Unit rate cost update analysis completed in 2024 resulting in higher replacement costs and AAR from previous IRC)*

## Annual Infrastructure Funding Gap:

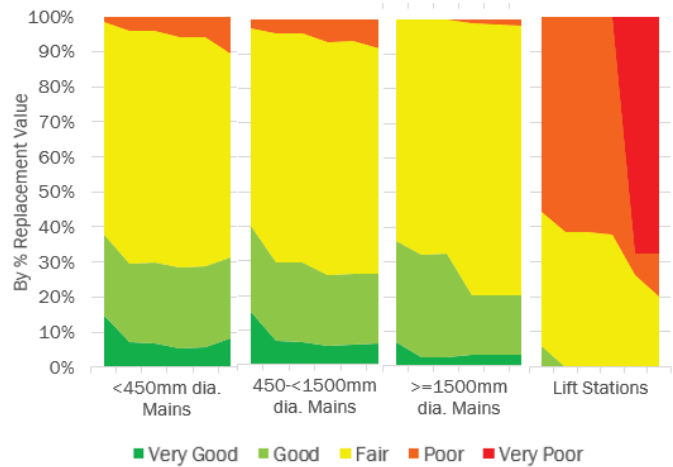
**AAR – Last 5 Years’ Re-Investment = \$3.8M**

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

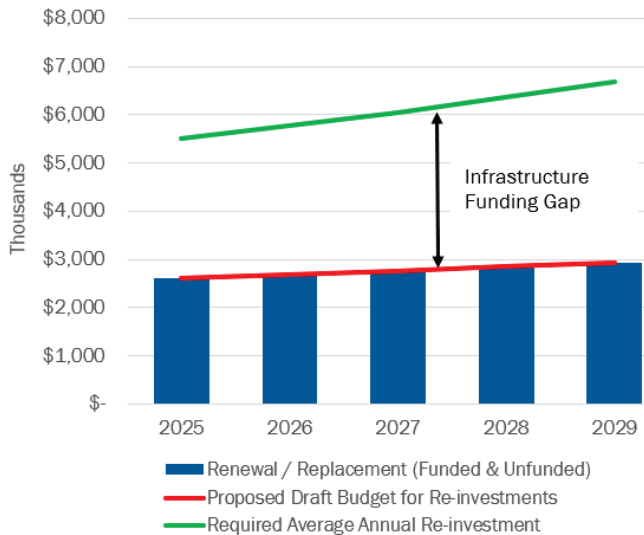
### Last 5-Year Capital Investment



## Condition (Mains Based on Age):



### Next 5-Year Capital Funding



## Asset Inventory:

Asset Type	Amount
Gravity Mains	383km
Force Mains	0.2km
Storm Service Connections	44km (3,887)
Catch Basins	6,363
Manholes	4,360
Discharge Points	380
Inlet Structures	236
Storm Lift Stations	6
Storm Ponds/Wetlands	34
Ditches	696km
Culverts	983

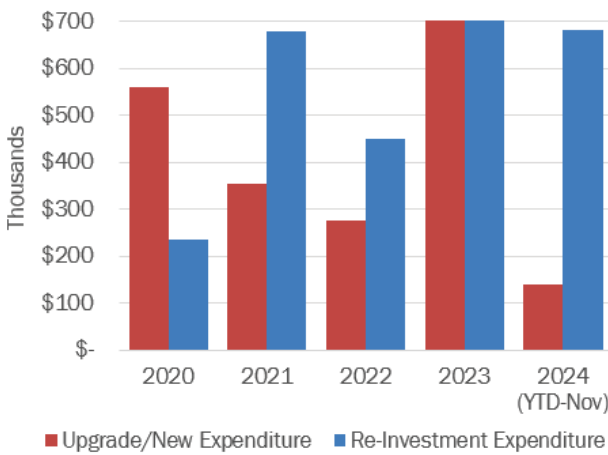
**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$3.7M

**Annual Infrastructure Funding Gap:**  
AAR - Last 5 Years' Avg Re-Investment = \$2.3M

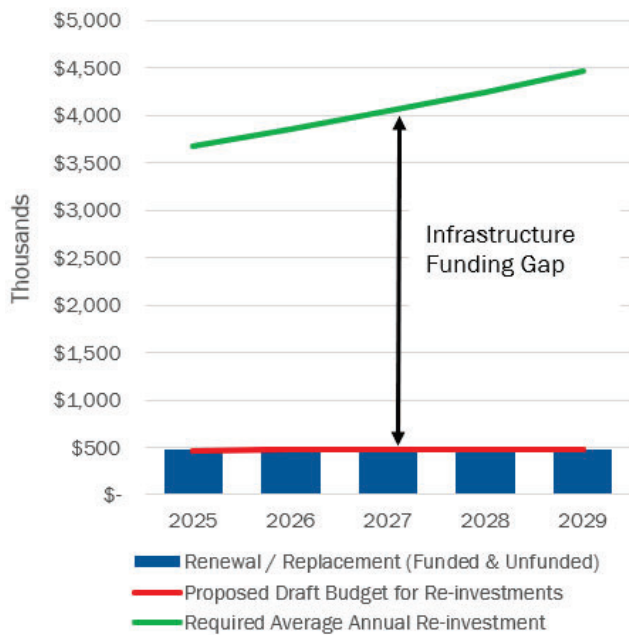
**Approximate Replacement Value  
of Streetlights & Traffic Signals:**  
\$184M

*(Unit rate cost update analysis completed in 2024 resulting in higher replacement costs and AAR from previous IRC)*

### Last 5-Year Capital Investment



### Next 5-Year Capital Funding



### Condition:



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

### Asset Inventory:

Asset Type	Est. Amount
Galvanized Poles	2,421
Non-Galvanized Poles	2,307
<b>Total:</b>	<b>4,728</b>
Light Fixtures	Est. Amount
LED	2,900
Non-LED	2,108
<b>Total:</b>	<b>5,008</b>
Traffic Signals	Est. Amount
Signalized Intersections	35
Flashers	7
Pedestrian	27
<b>Total:</b>	<b>69</b>

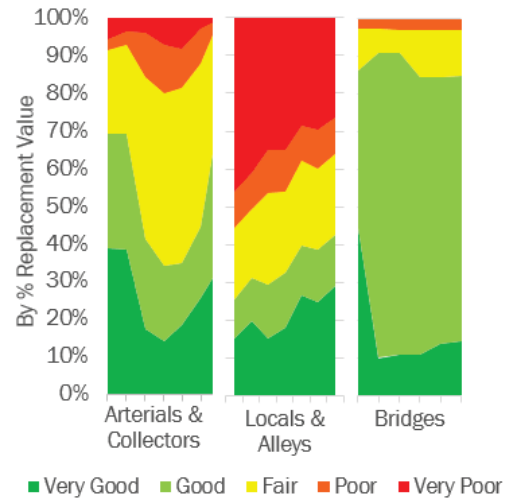
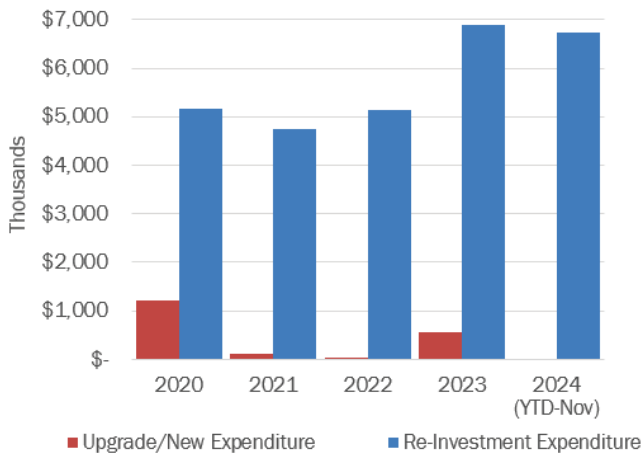
**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$11.4M

**Approximate Replacement Value  
of Road & Bridge Assets: \$825M**

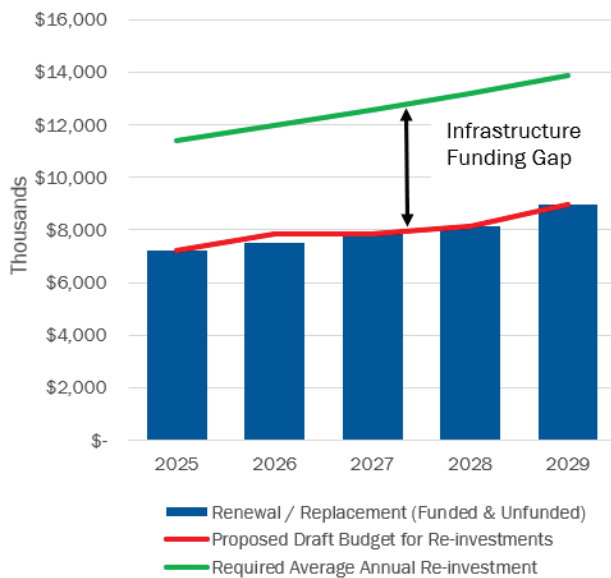
**Annual Infrastructure Funding Gap:**  
AAR – Last 5 Years’ Avg Re-Investment = \$5.6M

**Condition:**

**Last 5-Year Capital Investment**



**Next 5-Year Capital Funding**



**Asset Inventory:**

Road Class	Approx. Lane km's
Arterial	324
Major Collector	130
Minor Collector	157
Local	679
Alley	20
Ramps	6
<b>Paved Roads Total:</b>	<b>1,316</b>

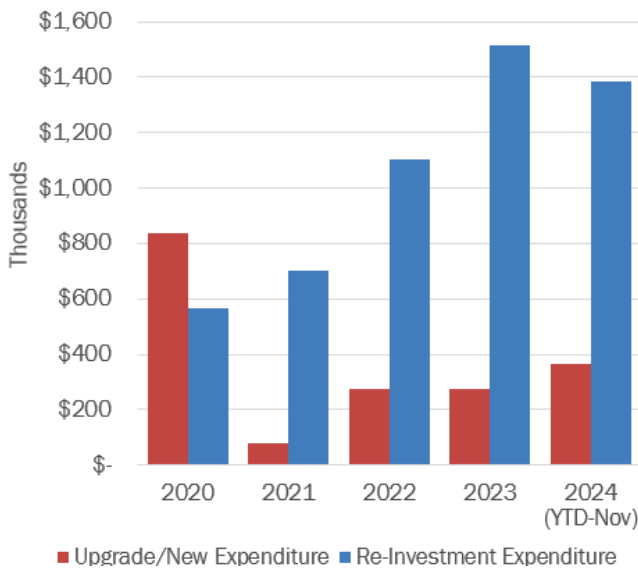
Other	Amount
Intersections	2km <sup>2</sup> (Area)
Gravel Roads/RAP	240 Lane km
Vehicle Bridges	16
Cycle Network:	123km
- Bike Lanes	67km
- Paved Shoulder	52km
- Shared Lanes	4km

**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$1.6M

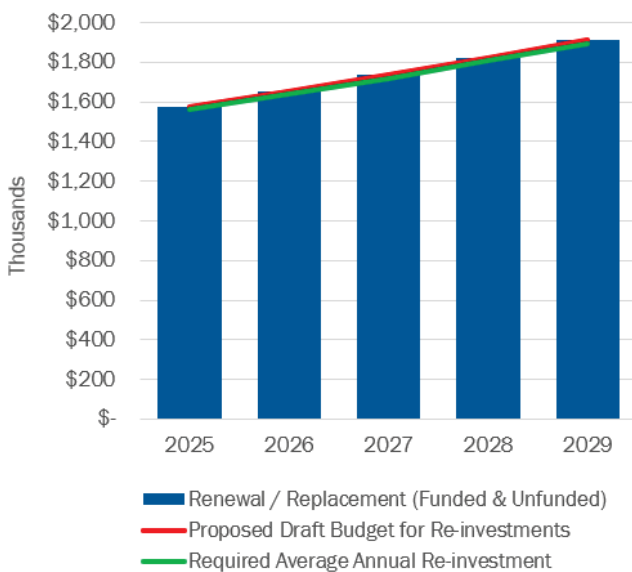
**Annual Infrastructure Funding Gap:**

AAR – Last 5 Years’ Avg Re-Investment = \$0.4M

**Last 5-Year Capital Investment**



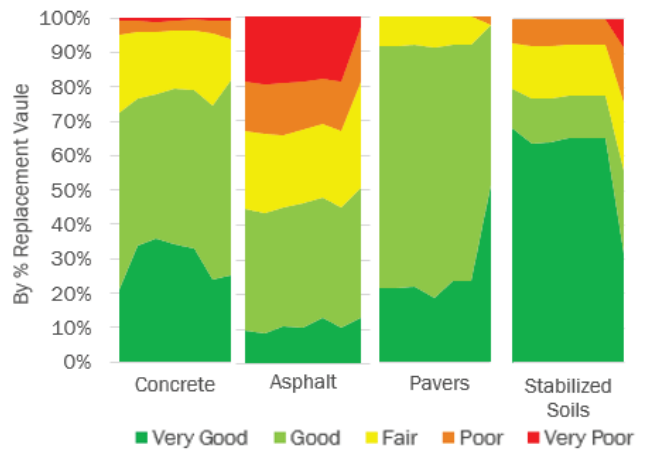
**Next 5-Year Capital Funding**



**Approximate Replacement Value of Sidewalk & Walkway Assets: \$126M**

(Unit rate cost update analysis completed in 2024 resulting in lower replacement and AAR costs from previous IRC)

**Condition:**



Based on the 2024 condition assessment.

**Asset Inventory:**

Sidewalks	
Surface Type	Length (km)
Concrete	99
Asphalt	98
Other	3
<b>Total:</b>	<b>200km</b>

Walkways (Between Roads)	
Surface Type	Length (km)
Concrete	0.1
Asphalt	11
Other	4
<b>Total:</b>	<b>15km</b>

## Estimated Required Funding:

*(Average Annual Re-Investment: AAR)*

Linear = \$17M  
Facilities = \$ 2M  
Total = \$19M

## Approximate Replacement Value of Water Assets:

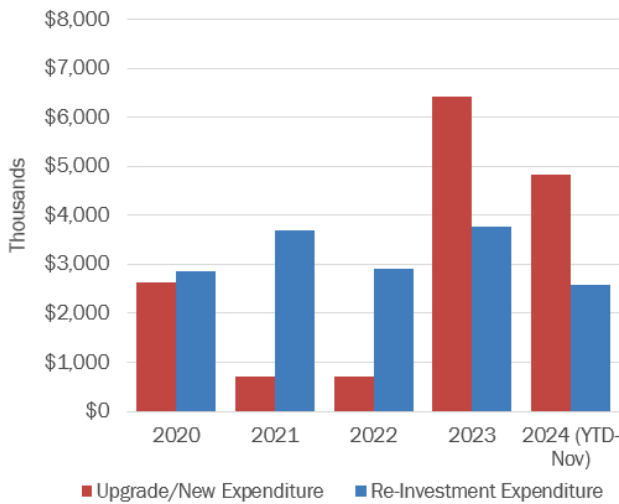
Linear = \$1,389M  
Facilities = \$113M

*(Unit rate cost update analysis completed in 2024 resulting in higher replacement costs and AAR from previous IRC's)*

## Annual Infrastructure Funding Gap:

**AAR – Last 5 Years' Avg Re-Investment = \$14M**

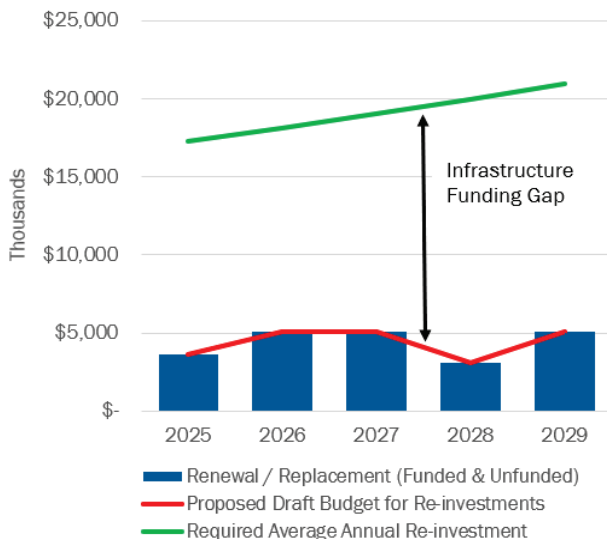
### Last 5 Year Capital Investment



### Condition (Mains Based on Age):



### Next 5 Year Capital Funding



### Asset Inventory:

Asset Type	Amount
Water Mains	581km
Water Service Connections	244km (28,300)
Booster Stations	9
Wells	7
Reservoirs	16
Pressure Reducing Valves	23
System Valves	7,944
Control Valves	258
Hydrants	2,214
Bulk Water Stations	4

**Estimated Required Funding:**

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

Linear = \$ 6.9M  
 Facilities = \$ 5.6M  
 Total = \$12.5M

**Approximate Replacement Value of Sanitary Assets:**

Linear = \$908M  
 Facilities = \$149M

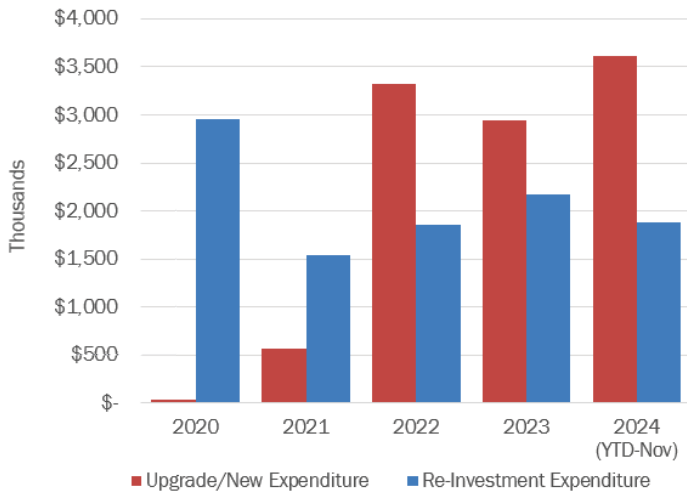
*(Unit rate cost update analysis completed in 2024 resulting in higher replacement costs and AAR from previous IRC)*

**Annual Infrastructure Funding Gap:**

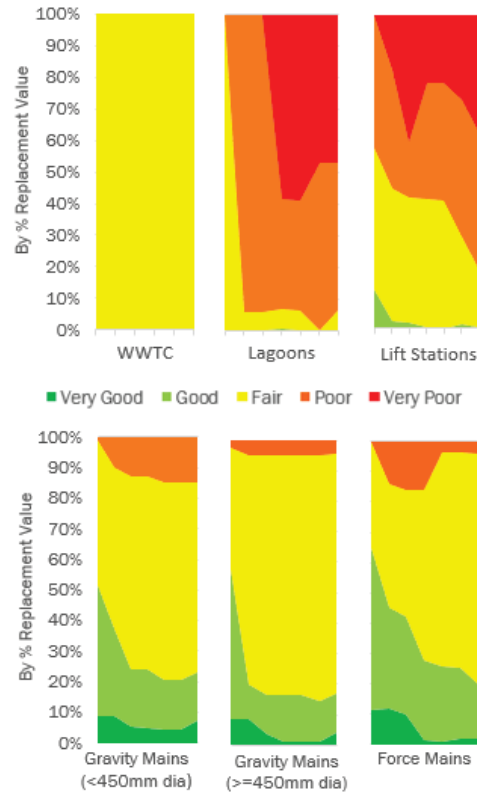
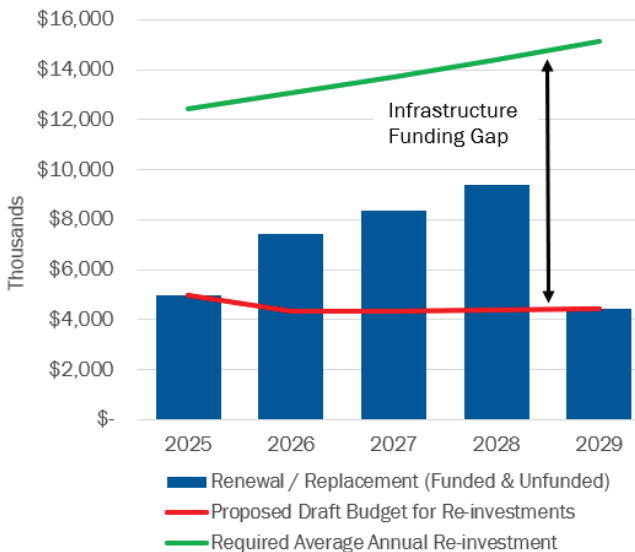
**AAR – Last 5 Years’ Avg Re-Investment = \$8.6M**

**Condition (Mains based on age):**

**Last 5-Year Capital Investment**



**Next 5-Year Capital Funding**



**Asset Inventory:**

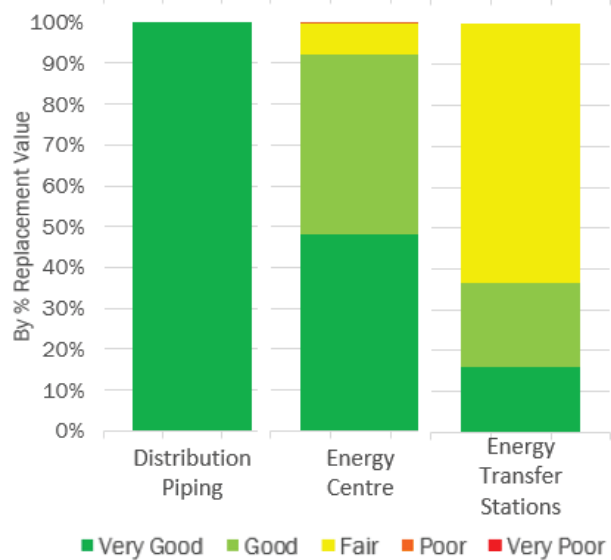
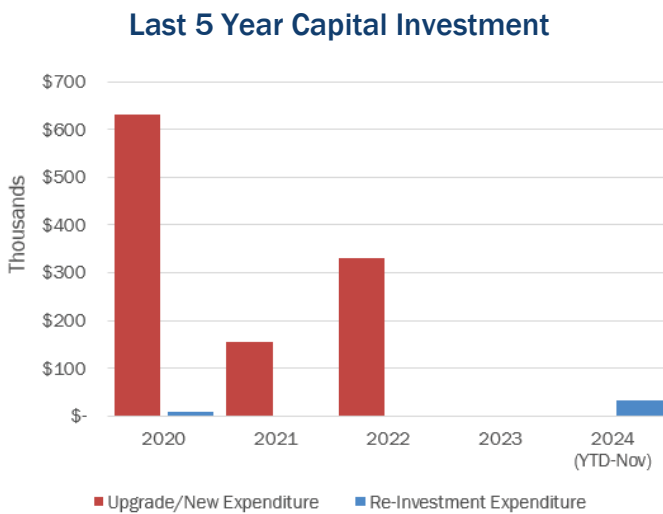
Asset Type	Amount
Gravity Mains	462km
Force Mains	18km
Sewer Service Connections	232km (24,600)
Sewer Lift Stations	31
Wastewater Treatment Centre	1
Treatment Lagoons	5
Sanitary Chambers	10
Sanitary Valves	23
Manholes	5,633

**Estimated Required Funding:**  
(Average Annual Re-Investment- AAR) = \$0.5M

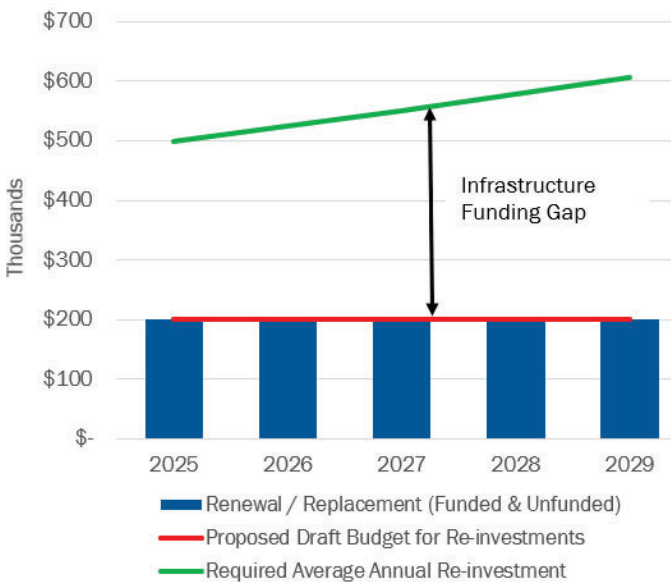
**Approximate Replacement Value of  
DRES Assets: \$27M**

**Annual Infrastructure Funding Gap:**  
AAR - Last 5 Years' Avg Re-Investment = \$0.46M

**Condition:**



**Next 5 Year Capital Funding**



**Asset Inventory:**

Asset Type	Amount
Peaking Back-up Energy Centre	1
Lakeland Energy Transfer Station	1
Customer Energy Transfer Stations	12
Underground Distribution Piping	7.25km

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>							
<b>Bylaw Services</b>							
1 #3449 Bylaw Utility Vehicles and Trailers New	166	160	160	0	0	0	0
<b>Bylaw Services Total</b>		<b>160</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery</b>							
2 #0302 Memorial Park Cemetery Upgrade	167	315	315	0	0	0	0
<b>Cemetery Total</b>		<b>315</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration</b>							
3 #1503 Off-Site Works	168	620	120	125	125	125	125
4 #3188 Climate Action Initiatives	168	1,250	250	250	250	250	250
<b>Development Planning and Administration Total</b>		<b>1,870</b>	<b>370</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>
<b>Events &amp; Civic Centre</b>							
5 #3418 PG Conference and Civic Centre Door	169	252	252	0	0	0	0
6 #3453 PG Conference and Civic Centre Kitchen Equipment Renewal	169	435	79	83	87	91	96
7 #3454 PG Conference and Civic Centre Furniture & Equipment Renewal	169	435	79	83	87	91	96
<b>Events &amp; Civic Centre Total</b>		<b>1,122</b>	<b>410</b>	<b>165</b>	<b>174</b>	<b>182</b>	<b>191</b>
<b>Exhibition Park &amp; Community Arenas</b>							
8 #3428 CN Centre Curtain Winches New	170	47	47	0	0	0	0
9 #3452 CN Centre Kin Arenas Kitchen Equipment	170	435	79	83	87	91	96
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>482</b>	<b>126</b>	<b>83</b>	<b>87</b>	<b>91</b>	<b>96</b>
<b>Facility Maintenance</b>							
10 #3208 Janitorial Equip-Replace Floor Scrubbers	171	314	20	139	14	40	101
11 #3342 Emergency Infrastructure Reinvestment - General	171	2,500	500	500	500	500	500
12 #3450 18th Ave City Yard Security Renewal	171	310	310	0	0	0	0
<b>Facility Maintenance Total</b>		<b>3,124</b>	<b>830</b>	<b>639</b>	<b>514</b>	<b>540</b>	<b>601</b>
<b>Fire &amp; Rescue Services</b>							
13 #3406 Fire Services Hose Renewal	172	100	50	0	50	0	0
<b>Fire &amp; Rescue Services Total</b>		<b>100</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>
<b>Fleet Services</b>							
14 #0431 Mobile Equipment Replacement	173	20,694	4,178	3,007	3,959	6,415	3,136
15 #3226 Fleet Shop Equipment Replacement	173	500	100	100	100	100	100
16 #3442 Fleet Column Lifts Hoist System Renewal	173	140	140	0	0	0	0
<b>Fleet Services Total</b>		<b>21,334</b>	<b>4,418</b>	<b>3,107</b>	<b>4,059</b>	<b>6,515</b>	<b>3,236</b>



in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>							
<b>IT Services</b>							
17 #0715 IT Maintenance	175	1,311	280	266	254	215	296
18 #0720 IT Upgrades	175	1,744	682	308	150	151	453
19 #0724 IT Renewal	175	2,385	780	523	371	469	242
20 #0727 IT New	176	2,305	525	485	630	295	370
<b>IT Services Total</b>		<b>7,745</b>	<b>2,267</b>	<b>1,582</b>	<b>1,405</b>	<b>1,130</b>	<b>1,361</b>
<b>Off-Street Parking</b>							
21 #3456 Paid Parking Lot Renewal	177	580	390	190	0	0	0
<b>Off-Street Parking Total</b>		<b>580</b>	<b>390</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>							
22 #0311 Tree Planting Greening the City	178	305	55	58	61	64	67
23 #1097 Trails Renewal	178	1,523	276	289	304	319	335
24 #1385 Park Washroom Renewal	179	1,000	500	500	0	0	0
25 #3276 Carrie Jane Gray Park Upgrade	179	6,300	1,900	600	750	3,050	0
26 #3313 Neighbourhood Park Development New	180	500	500	0	0	0	0
27 #3332 Ball Diamond and Sport Field Renewal	180	4,750	950	950	950	950	950
28 #3392 Hard Surface Court Renewal	181	1,218	221	232	243	255	268
<b>Parks Total</b>		<b>15,596</b>	<b>4,401</b>	<b>2,629</b>	<b>2,308</b>	<b>4,638</b>	<b>1,620</b>
<b>Project Delivery</b>							
29 #1467 Accessibility Upgrades	182	750	150	150	150	150	150
30 #3280 Civic Centre BAS & Chiller Renewal	182	3,260	3,260	0	0	0	0
31 #3331 Parking Lot Renewal	183	1,497	697	200	200	200	200
32 #3425 Two Rivers Art Gallery HVAC Renewal	183	2,740	2,740	0	0	0	0
33 #3432 Civic Facilities HVAC System Renewal	184	1,741	315	331	347	365	383
34 #3433 Civic Facilities Electrical System Renewal	184	1,450	263	276	289	304	319
35 #3434 Civic Facilities Plumbing System Renewal	185	1,741	315	331	347	365	383
36 #3435 Civic Facilities Lighting System Renewal	185	870	158	165	174	182	191
37 #3455 Plaza Parkade Guardrail Renewal	186	606	606	0	0	0	0
38 #3457 Library Skylight Renewal	186	875	875	0	0	0	0
<b>Project Delivery Total</b>		<b>15,530</b>	<b>9,378</b>	<b>1,453</b>	<b>1,508</b>	<b>1,566</b>	<b>1,626</b>
<b>Roads</b>							
39 #0399 Road Rehabilitation	187	38,479	7,000	7,300	7,600	7,900	8,679
40 #1093 Sidewalk and Walkway Renewal	187	8,703	1,575	1,654	1,736	1,823	1,914
41 #1489 Sidewalks New	188	2,437	441	463	486	511	536
42 #3138 Handlen Rd Upgrades	188	700	700	0	0	0	0
43 #3366 General Bridge Renewal	189	1,218	221	232	243	255	268
44 #3443 Tractor With Flail Mower New	189	400	400	0	0	0	0
<b>Roads Total</b>		<b>51,937</b>	<b>10,337</b>	<b>9,648</b>	<b>10,066</b>	<b>10,489</b>	<b>11,397</b>

in thousands (000)

Fund	# Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>								
<b>Storm Drainage</b>								
	45 #0859 Watershed Monitoring Stations New	190	70	35	35	0	0	0
	46 #1500 Drainage Upgrades	190	638	115	122	127	134	140
	47 #3321 Stormwater System Renewal	191	13,852	2,620	2,692	2,767	2,846	2,927
	48 #3411 Stormwater System Upgrade	191	1,343	242	255	268	282	296
	49 #3412 Stormwater System New	192	870	158	166	174	182	190
<b>Storm Drainage Total</b>			<b>16,773</b>	<b>3,170</b>	<b>3,270</b>	<b>3,336</b>	<b>3,444</b>	<b>3,553</b>
<b>Street Lighting</b>								
	50 #3116 Street Light Renewal	193	2,000	400	400	400	400	400
<b>Street Lighting Total</b>			<b>2,000</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Transportation &amp; Technical Services</b>								
	51 #1443 School and Playground Sign Upgrade	194	250	250	0	0	0	0
	52 #3219 Pedestrian/Traffic Safety Upgrades	194	2,500	500	500	500	500	500
	53 #3249 Traffic Controller and Signal Optical Detection Renewal	195	395	75	80	80	80	80
	54 #3445 Lansdowne/Ferry Ave. Right Turn Lane	195	150	150	0	0	0	0
<b>Transportation &amp; Technical Services Total</b>			<b>3,295</b>	<b>975</b>	<b>580</b>	<b>580</b>	<b>580</b>	<b>580</b>
<b>1-General Fund Total</b>			<b>141,963</b>	<b>37,996</b>	<b>24,120</b>	<b>24,860</b>	<b>29,950</b>	<b>25,036</b>
<b>2-District Energy Fund</b>								
<b>District Energy</b>								
	55 #3410 District Energy System Renewal	196	1,000	200	200	200	200	200
<b>District Energy Total</b>			<b>1,000</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>2-District Energy Fund Total</b>			<b>1,000</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>							
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
56 #0511 PW117 Tomlin Road Forcemain Upgrade	197	3,200	200	3,000	0	0	0
57 #1031 Sanitary Collection System Renewal	197	4,531	1,200	773	812	852	894
58 #1168 Mobile Equipment Replacement - Sewer	197	3,741	360	314	1,008	1,823	236
59 #1492 Sanitary Forcemain and Liftstations Upgrade	198	1,600	800	200	200	200	200
60 #3221 Wastewater Treatment Plant Renewal	198	9,000	1,800	1,800	1,800	1,800	1,800
61 #3224 Wastewater Treatment Plant Components New	199	3,250	650	650	650	650	650
62 #3328 Sanitary Lagoon Re-Routing New	199	5,000	1,000	1,000	1,000	1,000	1,000
63 #3329 Sanitary Forcemain and Liftstation Renewal	199	5,000	1,000	1,000	1,000	1,000	1,000
64 #3372 Emergency Infrastructure Reinvestment - Sewer	200	2,500	500	500	500	500	500
65 #3393 Lagoon Components Renewal	200	1,500	500	250	250	250	250
66 #3409 PW126 Hart Sewage Liftstation Upgrade	200	3,500	3,500	0	0	0	0
67 #3413 Sanitary Collection System New	201	2,921	527	554	583	613	644
<b>Sewer Operations Total</b>		<b>45,743</b>	<b>12,037</b>	<b>10,041</b>	<b>7,803</b>	<b>8,688</b>	<b>7,174</b>
<b>3-Sewer Fund Total</b>		<b>45,743</b>	<b>12,037</b>	<b>10,041</b>	<b>7,803</b>	<b>8,688</b>	<b>7,174</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
68 #0603 PW605 Wilson Park Well Upgrade	202	9,000	300	8,700	0	0	0
69 #1169 Mobile Equipment Replacement - Water	202	1,901	360	133	636	108	664
70 #1391 Construction Tools and Equipment	202	125	25	25	25	25	25
71 #3184 Water Facilities New	203	500	100	100	100	100	100
72 #3185 Water Facilities Renewal	203	3,000	600	600	600	600	600
73 #3330 Water Facilities Upgrade	204	1,456	251	301	301	301	301
74 #3373 Emergency Infrastructure Reinvestment - Water	204	2,500	500	500	500	500	500
75 #3415 Water Distribution System Renewal	205	16,500	2,500	4,000	4,000	2,000	4,000
76 #3416 Water Distribution System New	205	5,200	1,000	1,200	800	1,400	800
77 #3441 Scissor Lift Unit New	206	35	35	0	0	0	0
78 #3446 Geospatial Data Collection Equipment New	206	430	430	0	0	0	0
<b>Water Operations Total</b>		<b>40,647</b>	<b>6,101</b>	<b>15,559</b>	<b>6,963</b>	<b>5,034</b>	<b>6,990</b>
<b>4-Water Fund Total</b>		<b>40,647</b>	<b>6,101</b>	<b>15,559</b>	<b>6,963</b>	<b>5,034</b>	<b>6,990</b>
<b>Grand Total</b>		<b>229,353</b>	<b>56,334</b>	<b>49,921</b>	<b>39,826</b>	<b>43,872</b>	<b>39,400</b>

in thousands (000)

Fund	# Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>								
<b>Development Planning and Administration</b>								
	1 #0697 South Ft George Flood Protection	208	1,900	0	0	0	1,000	900
	2 #0701 Flood Protect Various Risk Areas	208	2,535	0	0	0	1,535	1,000
	3 #3463 City 3D Software	209	600	0	600	0	0	0
<b>Development Planning and Administration Total</b>			<b>5,035</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>2,535</b>	<b>1,900</b>
<b>Exhibition Park &amp; Community Arenas</b>								
	4 #1390 Exhibition Park-Replace Fencing	210	150	0	150	0	0	0
	5 #1418 Kopar Memorial Arena -Replace Skate Floor	210	175	0	0	175	0	0
<b>Exhibition Park &amp; Community Arenas Total</b>			<b>325</b>	<b>0</b>	<b>150</b>	<b>175</b>	<b>0</b>	<b>0</b>
<b>Facility Maintenance</b>								
	6 #1487 Pine Valley-New Irrigation System	211	400	0	400	0	0	0
<b>Facility Maintenance Total</b>			<b>400</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services</b>								
	7 #1285 Refurbish Fleet Cranes	212	250	0	250	0	0	0
<b>Fleet Services Total</b>			<b>250</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>								
	8 #0382 Nature Park Upgrades	213	200	0	50	50	50	50
	9 #0644 Hwy 16/97 Landscaping	213	400	0	0	0	400	0
	10 #0853 Lower Patricia Greenway Upgrade	213	372	0	0	0	0	372
	11 #0931 Boulevard Upgrades	214	798	0	185	194	204	214
	12 #1140 Ospika/Tabor Blvd Irrigation New	214	100	0	0	0	100	0
	13 #1192 Hart Connector Trail New	214	2,000	0	2,000	0	0	0
	14 #1378 Playground Renewal	215	289	0	289	0	0	0
	15 #1384 Rainbow Park Washroom	215	500	0	0	0	500	0
	16 #1499 Trails and Paths New	215	1,247	0	289	304	319	335
	17 #3391 Gravel Parking Lot Renewal	216	300	0	75	75	75	75
<b>Parks Total</b>			<b>6,207</b>	<b>0</b>	<b>2,889</b>	<b>623</b>	<b>1,648</b>	<b>1,046</b>
<b>Project Delivery</b>								
	18 #3399 Plaza Parkade Renewal	217	4,700	0	4,700	0	0	0
	19 #3458 5th Ave Parkade Rooftop Renewal	217	3,071	0	3,071	0	0	0
	20 #3459 CN Centre Building Envelope Renewal	218	9,715	0	9,715	0	0	0
	21 #3462 Kopar - Replace Score Clock	218	450	0	450	0	0	0
<b>Project Delivery Total</b>			<b>17,936</b>	<b>0</b>	<b>17,936</b>	<b>0</b>	<b>0</b>	<b>0</b>

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>							
<b>Roads</b>							
22 #0670 Hwy 97/22nd and Griffiths Upgrade	219	5,250	0	250	5,000	0	0
23 #1208 Tyner University Heights Turn Lanes Upgrade	219	1,180	0	0	0	150	1,030
24 #1210 Tyner Blvd Traffic Signal New	219	650	0	0	0	150	500
25 #1218 Hwy 16 and Ferry Ave Intersection Upgrade	220	4,500	0	0	0	3,500	1,000
26 #1292 Bus Bay Pullouts New	220	1,600	0	400	400	400	400
<b>Roads Total</b>		<b>13,180</b>	<b>0</b>	<b>650</b>	<b>5,400</b>	<b>4,200</b>	<b>2,930</b>
<b>Storm Drainage</b>							
27 #0677 Aberdeen Retention Pond New	221	125	0	0	125	0	0
28 #0678 Shamrock Rd Storm Trunk New	221	480	0	0	0	60	420
29 #0679 BCR Danson Storm Outfall Upgrade	221	450	0	0	0	70	380
30 #0680 Noranda Rd Retention Pond New	222	430	0	0	430	0	0
31 #0681 College Heights Storm System Upgrades	222	1,200	0	0	1,200	0	0
32 #0682 Gladstone Detention Pond New	222	2,650	0	2,650	0	0	0
33 #1112 Meyer Rd Storm Sewer New	223	390	0	0	390	0	0
34 #1116 University Heights to Range Rd Storm Sewer New	223	2,000	0	2,000	0	0	0
35 #1117 Ferry to Range Storm Sewer Upgrade	224	1,500	0	0	0	0	1,500
36 #1439 Winnipeg Street Storm Drainage Treatment Upgrade	224	4,400	0	0	200	200	4,000
37 #3379 Parkridge Creek Domano Blvd Crossing Upgrade	225	1,500	0	100	1,400	0	0
<b>Storm Drainage Total</b>		<b>15,125</b>	<b>0</b>	<b>4,750</b>	<b>3,745</b>	<b>330</b>	<b>6,300</b>
<b>Street Lighting</b>							
38 #1222 Crescents Street Lighting New	226	1,386	0	431	406	194	355
<b>Street Lighting Total</b>		<b>1,386</b>	<b>0</b>	<b>431</b>	<b>406</b>	<b>194</b>	<b>355</b>
<b>Transportation &amp; Technical Services</b>							
39 #1122 Downtown Transit Exchange New	227	525	0	0	525	0	0
40 #1133 Ferry/Upland/Lansdowne Intersection Upgrade	227	4,227	0	0	0	552	3,675
41 #1209 Tyner Blvd Bus Pullouts New	228	375	0	0	0	50	325
42 #3278 Pidherny Recreation Site Improvements	228	335	0	335	0	0	0
43 #3290 Westgate and Hwy 16 Upgrade	228	200	0	200	0	0	0
<b>Transportation &amp; Technical Services Total</b>		<b>5,662</b>	<b>0</b>	<b>535</b>	<b>525</b>	<b>602</b>	<b>4,000</b>
<b>1-General Fund Total</b>		<b>65,506</b>	<b>0</b>	<b>28,591</b>	<b>10,874</b>	<b>9,509</b>	<b>16,531</b>

in thousands (000)

Fund # Project	Page	Cost	2025	2026	2027	2028	2029
<b>1-General Fund</b>							
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
44 #0536 Nordic/Chestnut Sanitary Extension New	230	200	0	0	0	0	200
45 #0537 North/Central Sanitary Relief New	230	900	0	0	0	900	0
46 #0538 Otway/Tabor Sanitary Relief New	230	410	0	0	0	410	0
47 #0539 Cranbrook Hill Sanitary Trunk New	231	500	0	0	0	0	500
48 #0901 Blackburn Lagoon System Upgrades	231	2,200	0	0	1,200	1,000	0
49 #1196 PW125 Park Dr Decommission and Sewer Main New	231	3,000	0	3,000	0	0	0
50 #3222 PW101 Victoria & Milburn Sanitary Liftstation Renewal	232	6,000	0	3,000	3,000	0	0
51 #3223 PW102 Lower Patricia Sanitary Liftstation Replacement	232	6,100	0	100	1,000	5,000	0
52 #3414 Sanitary Collection System Upgrade	232	974	0	224	237	250	263
<b>Sewer Operations Total</b>		<b>20,284</b>	<b>0</b>	<b>6,324</b>	<b>5,437</b>	<b>7,560</b>	<b>963</b>
<b>3-Sewer Fund Total</b>		<b>20,284</b>	<b>0</b>	<b>6,324</b>	<b>5,437</b>	<b>7,560</b>	<b>963</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
53 #0087 Lower Hart Water Main New	234	3,200	0	0	200	3,000	0
54 #0602 PW805 Cranbrook Hill to PW 660 Fishtrap Water Main New	234	500	0	0	0	0	500
55 #0743 River Rd Water Main New	234	2,300	0	0	0	2,300	0
56 #1109 Central Hart Water New	235	3,000	0	3,000	0	0	0
57 #1228 PW619 Inverness Pump New	235	1,150	0	0	1,150	0	0
58 #1237 West Noranda Water Main New	235	150	0	0	150	0	0
59 #1238 Noranda Rd East Water Main New	236	1,000	0	0	1,000	0	0
60 #3186 Repurpose PW601/Decommission PW602	236	4,100	0	0	0	100	4,000
<b>Water Operations Total</b>		<b>15,400</b>	<b>0</b>	<b>3,000</b>	<b>2,500</b>	<b>5,400</b>	<b>4,500</b>
<b>4-Water Fund Total</b>		<b>15,400</b>	<b>0</b>	<b>3,000</b>	<b>2,500</b>	<b>5,400</b>	<b>4,500</b>
<b>Grand Total</b>		<b>101,190</b>	<b>0</b>	<b>37,915</b>	<b>18,811</b>	<b>22,469</b>	<b>21,994</b>

in thousands (000)

Fund	# Project	Page	Cost	2030	2031	2032	2033	2034
<b>1-General Fund</b>								
<b>Development Planning and Administration</b>								
	1 #0697 South Ft George Flood Protection	238	1,000	1,000	0	0	0	0
	2 #1503 Off-Site Works	238	625	125	125	125	125	125
	3 #3188 Climate Action Initiatives	238	1,250	250	250	250	250	250
<b>Development Planning and Administration Total</b>			<b>2,875</b>	<b>1,375</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>
<b>Events &amp; Civic Centre</b>								
	4 #3453 PG Conference and Civic Centre Kitchen Equipment Renewal	240	554	100	105	111	116	122
	5 #3454 PG Conference and Civic Centre Furniture &	240	554	100	105	111	116	122
<b>Events &amp; Civic Centre Total</b>			<b>1,108</b>	<b>201</b>	<b>211</b>	<b>221</b>	<b>232</b>	<b>243</b>
<b>Exhibition Park &amp; Community Arenas</b>								
	6 #3452 CN Centre Kin Arenas Kitchen Equipment Renewal	241	554	100	105	111	116	122
<b>Exhibition Park &amp; Community Arenas Total</b>			<b>554</b>	<b>100</b>	<b>105</b>	<b>111</b>	<b>116</b>	<b>122</b>
<b>Facility Maintenance</b>								
	7 #3208 Janitorial Equip-Replace Floor Scrubbers	242	335	67	67	67	67	67
	8 #3342 Emergency Infrastructure Reinvestment -	242	2,500	500	500	500	500	500
<b>Facility Maintenance Total</b>			<b>2,835</b>	<b>567</b>	<b>567</b>	<b>567</b>	<b>567</b>	<b>567</b>
<b>Fleet Services</b>								
	9 #0431 Mobile Equipment Replacement	243	14,910	6,159	2,809	1,665	2,081	2,197
	10 #3226 Fleet Shop Equipment Replacement	243	500	100	100	100	100	100
<b>Fleet Services Total</b>			<b>15,410</b>	<b>6,259</b>	<b>2,909</b>	<b>1,765</b>	<b>2,181</b>	<b>2,297</b>
<b>IT Services</b>								
	11 #0715 IT Maintenance	244	1,270	227	268	274	270	231
	12 #0720 IT Upgrades	244	816	160	162	163	165	166
	13 #0724 IT Renewal	244	1,425	315	218	291	309	292
	14 #0727 IT New	245	560	100	115	110	115	120
<b>IT Services Total</b>			<b>4,071</b>	<b>802</b>	<b>763</b>	<b>838</b>	<b>859</b>	<b>809</b>
<b>Parks</b>								
	15 #0311 Tree Planting Greening the City	246	389	70	74	78	81	86
	16 #0382 Nature Park Upgrades	246	250	50	50	50	50	50
	17 #0853 Lower Patricia Greenway Upgrade	246	532	532	0	0	0	0
	18 #0931 Boulevard Upgrades	247	1,244	225	236	248	261	274
	19 #1097 Trails Renewal	247	1,944	352	369	388	407	428
	20 #1499 Trails and Paths New	247	1,944	352	369	388	407	428
	21 #3039 Cpl Darren Fitzpatrick Bravery Park	248	300	300	0	0	0	0
	22 #3332 Ball Diamond and Sport Field Renewal	248	4,750	950	950	950	950	950
	23 #3391 Gravel Parking Lot Renewal	249	375	75	75	75	75	75
	24 #3392 Hard Surface Court Renewal	249	1,555	281	295	310	326	342
<b>Parks Total</b>			<b>13,282</b>	<b>3,187</b>	<b>2,419</b>	<b>2,487</b>	<b>2,557</b>	<b>2,631</b>

in thousands (000)

Fund # Project	Page	Cost	2030	2031	2032	2033	2034
<b>1-General Fund</b>							
<b>Project Delivery</b>							
25 #1467 Accessibility Upgrades	250	750	150	150	150	150	150
26 #3331 Parking Lot Renewal	250	1,000	200	200	200	200	200
27 #3432 Civic Facilities HVAC System Renewal	251	2,221	402	422	443	465	489
28 #3433 Civic Facilities Electrical System Renewal	251	1,851	335	352	369	388	407
29 #3434 Civic Facilities Plumbing System Renewal	252	2,221	402	422	443	465	489
30 #3435 Civic Facilities Lighting System Renewal	252	1,111	201	211	222	233	244
<b>Project Delivery Total</b>		<b>9,155</b>	<b>1,690</b>	<b>1,757</b>	<b>1,827</b>	<b>1,901</b>	<b>1,979</b>
<b>Roads</b>							
31 #0167 Road Widening Austin Rd West Upgrade	253	5,250	250	5,000	0	0	0
32 #0399 Road Rehabilitation	253	50,353	9,113	9,568	10,047	10,549	11,076
33 #0665 Ring Rd Dangerous Goods Route New	253	8,200	0	200	1,000	7,000	0
34 #0668 Glengarry Rd Extension New	254	1,326	0	300	1,026	0	0
35 #0672 Glen Lyon Way Extension New	254	2,000	0	200	1,800	0	0
36 #0673 Malaspina Cowart Connector New	254	6,000	1,000	5,000	0	0	0
37 #0675 Foothills Blvd Extension New	255	20,000	0	0	10,000	10,000	0
38 #0676 Ospika Connector New	255	30,000	0	10,000	10,000	10,000	0
39 #1093 Sidewalk and Walkway Renewal	255	11,107	2,010	2,111	2,216	2,327	2,443
40 #1211 Tyner Blvd Four-Laning	256	10,200	5,100	5,100	0	0	0
41 #1292 Bus Bay Pullouts New	256	2,000	400	400	400	400	400
42 #1489 Sidewalks New	256	3,110	563	591	621	652	684
43 #3366 General Bridge Renewal	257	1,555	281	295	310	326	342
<b>Roads Total</b>		<b>151,102</b>	<b>18,717</b>	<b>38,765</b>	<b>37,420</b>	<b>41,253</b>	<b>14,946</b>
<b>Storm Drainage</b>							
44 #0215 Nordic Dr Storm Trunk New	258	1,150	0	0	1,150	0	0
45 #1500 Drainage Upgrades	258	813	147	155	162	170	179
46 #3210 1st Ave Flood Pump Station New	259	1,850	0	150	1,700	0	0
47 #3321 Stormwater System Renewal	259	16,084	3,014	3,104	3,201	3,300	3,465
48 #3411 Stormwater System Upgrade	260	1,715	311	326	342	359	377
49 #3412 Stormwater System New	260	1,107	200	210	221	232	244
<b>Storm Drainage Total</b>		<b>22,718</b>	<b>3,672</b>	<b>3,945</b>	<b>6,776</b>	<b>4,061</b>	<b>4,264</b>
<b>Street Lighting</b>							
50 #3116 Street Light Renewal	261	2,000	400	400	400	400	400
<b>Street Lighting Total</b>		<b>2,000</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Transportation &amp; Technical Services</b>							
51 #3219 Pedestrian/Traffic Safety Upgrades	262	2,500	500	500	500	500	500
52 #3249 Traffic Controller and Signal Optical Detection Renewal	262	400	80	80	80	80	80
<b>Transportation &amp; Technical Services Total</b>		<b>2,900</b>	<b>580</b>	<b>580</b>	<b>580</b>	<b>580</b>	<b>580</b>
<b>1-General Fund Total</b>		<b>228,009</b>	<b>37,550</b>	<b>52,797</b>	<b>53,366</b>	<b>55,083</b>	<b>29,213</b>



in thousands (000)

Fund	# Project	Page	Cost	2030	2031	2032	2033	2034
<b>1-General Fund</b>								
<b>2-District Energy Fund</b>								
<b>District Energy</b>								
	53 #3410 District Energy System Renewal	263	1,000	200	200	200	200	200
<b>District Energy Total</b>			<b>1,000</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>2-District Energy Fund Total</b>			<b>1,000</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>3-Sewer Fund</b>								
<b>Sewer Operations</b>								
	54 #0536 Nordic/Chestnut Sanitary Extension New	264	1,500	1,500	0	0	0	0
	55 #1031 Sanitary Collection System Renewal	264	5,193	939	986	1,036	1,089	1,143
	56 #1168 Mobile Equipment Replacement - Sewer	264	1,485	263	323	208	168	522
	57 #1263 Ahbau Sanitary Sewer Upgrade	265	1,000	1,000	0	0	0	0
	58 #1492 Sanitary Forcemain and Liftstations Upgrade	265	1,000	200	200	200	200	200
	59 #3221 Wastewater Treatment Plant Renewal	266	9,000	1,800	1,800	1,800	1,800	1,800
	60 #3224 Wastewater Treatment Plant Components New	266	3,250	650	650	650	650	650
	61 #3329 Sanitary Forcemain and Liftstation Renewal	266	5,000	1,000	1,000	1,000	1,000	1,000
	62 #3372 Emergency Infrastructure Reinvestment - Sewer	267	2,500	500	500	500	500	500
	63 #3393 Lagoon Components Renewal	267	1,250	250	250	250	250	250
	64 #3413 Sanitary Collection System New	267	3,732	676	710	745	781	820
	65 #3414 Sanitary Collection System Upgrade	268	1,522	276	290	304	318	334
<b>Sewer Operations Total</b>			<b>36,432</b>	<b>9,054</b>	<b>6,709</b>	<b>6,693</b>	<b>6,756</b>	<b>7,220</b>
<b>3-Sewer Fund Total</b>			<b>36,432</b>	<b>9,054</b>	<b>6,709</b>	<b>6,693</b>	<b>6,756</b>	<b>7,220</b>

in thousands (000)

Fund	# Project	Page	Cost	2030	2031	2032	2033	2034
<b>1-General Fund</b>								
<b>4-Water Fund</b>								
<b>Water Operations</b>								
	66 #0168 BCR/Danson Simon Fraser Bridge Water Supply	269	5,000	0	1,000	4,000	0	0
	67 #0602 PW805 Cranbrook Hill to PW 660 Fishtrap Water Main New	269	4,500	4,500	0	0	0	0
	68 #1169 Mobile Equipment Replacement - Water	269	1,419	406	346	91	168	409
	69 #1227 Pressure Zone 2 Reservoir New	270	5,550	4,000	1,550	0	0	0
	70 #1391 Construction Tools and Equipment	270	125	25	25	25	25	25
	71 #3184 Water Facilities New	270	500	100	100	100	100	100
	72 #3185 Water Facilities Renewal	271	3,000	600	600	600	600	600
	73 #3186 Repurpose PW601/Decommission PW602	271	4,000	4,000	0	0	0	0
	74 #3298 Pump Station PW614 Giscome Rd Renewal	272	1,600	100	1,100	400	0	0
	75 #3330 Water Facilities Upgrade	272	1,500	300	300	300	300	300
	76 #3373 Emergency Infrastructure Reinvestment - Water	272	2,500	500	500	500	500	500
	77 #3415 Water Distribution System Renewal	273	16,000	4,000	2,000	4,000	4,000	2,000
	78 #3416 Water Distribution System New	273	7,600	2,000	800	2,000	800	2,000
<b>Water Operations Total</b>			<b>53,294</b>	<b>20,531</b>	<b>8,321</b>	<b>12,016</b>	<b>6,493</b>	<b>5,934</b>
<b>4-Water Fund Total</b>			<b>53,294</b>	<b>20,531</b>	<b>8,321</b>	<b>12,016</b>	<b>6,493</b>	<b>5,934</b>
<b>Grand Total</b>			<b>318,736</b>	<b>67,335</b>	<b>68,027</b>	<b>72,276</b>	<b>68,532</b>	<b>42,567</b>

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>1-General Fund</b>							
<b>Bylaw Services</b>							
1	#3449 Bylaw Utility Vehicles and Trailers New						
<p>To purchase two utility vehicles side by side units and two trailers for Bylaw Services. These units will assist bylaw officers to access off-road areas with encampments in the woods, quadding and dirt biking complaints, various animal control functions where vehicles cannot access for quick responses.</p>							
		160		160	0	0	0
				<b>Project Totals:</b>	<b>160</b>	<b>0</b>	<b>0</b>
<b>Bylaw Services Total:</b>							
		<b>160</b>		<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Cemetery</b>								
2	#0302 Memorial Park Cemetery Upgrade							
	Upgrade and develop the cemetery, consistent with the Cemetery Development and Management Plan. Projects planned for 2025 include the addition of a columbaria space outside the mausoleum and enhanced landscaping to the existing entrance at Ferry Avenue.							
		315	General Infrastructure Reinvestment Fund	315	0	0	0	0
		<b>315</b>	<b>Project Totals:</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cemetery Total:</b>		<b>315</b>		<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Development Planning and Administration</b>								
3	#1503 Off-Site Works							
	Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
			Capital Expenditure Reserve	24	25	25	25	25
			BC Growing Communities Fund	96	100	100	100	100
		<b>620</b>	<b>Project Totals:</b>	<b>120</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>
<b>4 #3188 Climate Action Initiatives</b>								
	Undertake various climate mitigation and adaptation initiatives as outlined in the Local Government Climate Action Program (LGCAP). To be funded by the provincial LGCAP Program.							
			Local Government Climate Action Reserve	250	250	250	250	250
		<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Development Planning and Administration Total:</b>		<b>1,870</b>		<b>370</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Events &amp; Civic Centre</b>								
5	#3418 PG Conference and Civic Centre Door Refurbishment & Access Control							
	To refurbish all public facing interior doors & hardware; add access control to public and staff areas to provide secure spaces for operators & users.							
		252	General Infrastructure Reinvestment Fund	252	0	0	0	0
		<b>252</b>	<b>Project Totals:</b>	<b>252</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
6	#3453 PG Conference and Civic Centre Kitchen Equipment Renewal							
	Ongoing replacement and renewal of kitchen equipment at the Prince George Conference and Civic Centre.							
		435	General Infrastructure Reinvestment Fund	79	83	87	91	96
		<b>435</b>	<b>Project Totals:</b>	<b>79</b>	<b>83</b>	<b>87</b>	<b>91</b>	<b>96</b>
7	#3454 PG Conference and Civic Centre Furniture & Equipment Renewal							
	Ongoing replacement and renewal of furniture and equipment at the Prince George Conference and Civic Centre.							
		435	General Infrastructure Reinvestment Fund	79	83	87	91	96
		<b>435</b>	<b>Project Totals:</b>	<b>79</b>	<b>83</b>	<b>87</b>	<b>91</b>	<b>96</b>
<b>Events &amp; Civic Centre Total:</b>				<b>410</b>	<b>165</b>	<b>174</b>	<b>182</b>	<b>191</b>

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>Exhibition Park &amp; Community Arenas</b>							
8	#3428 CN Centre Curtain Winches New						
	To purchase and install four curtain winches and slings used during shows at the CN Centre.						
				37	0	0	0
				10	0	0	0
		47	Project Totals:	47	0	0	0
<b>9 #3452 CN Centre Kin Arenas Kitchen Equipment Renewal</b>							
	Ongoing replacement of kitchen equipment for CN Centre and Kin arenas to maintain standard of service for events.						
				79	83	87	91
		435	Project Totals:	79	83	87	91
<b>Exhibition Park &amp; Community Arenas Total:</b>		<b>482</b>		<b>126</b>	<b>83</b>	<b>87</b>	<b>91</b>
							<b>96</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Facility Maintenance</b>								
10	#3208 Janitorial Equip-Replace Floor Scrubbers							
	Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.							
			MFA Lease Proceeds	20	139	14	40	101
		<b>314</b>	<b>Project Totals:</b>	<b>20</b>	<b>139</b>	<b>14</b>	<b>40</b>	<b>101</b>
11	#3342 Emergency Infrastructure Reinvestment - General							
	Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to general infrastructure failures that can't be put off to future years and are a must to reinstate.							
			General Infrastructure Reinvestment Fund	500	500	500	500	500
		<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
12	#3450 18th Ave City Yard Security Renewal							
	Replace the north fence, replace existing security cameras, and add additional cameras to increase security coverage of the 18th Avenue city works and operations yard.							
			General Infrastructure Reinvestment Fund	310	0	0	0	0
		<b>310</b>	<b>Project Totals:</b>	<b>310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Facility Maintenance Total:</b>		<b>3,124</b>		<b>830</b>	<b>639</b>	<b>514</b>	<b>540</b>	<b>601</b>



Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>Fire &amp; Rescue Services</b>							
13	#3406 Fire Services Hose Renewal						
	<p>To replace existing Fire hoses and associated components to meet safety requirements. These hoses deliver water to the truck from the hydrant and fire hoses that delivers water from the truck to the house that are no longer meeting National Fire Protection Association (NFPA) requirements due to age and condition.</p>						
		100		50	0	50	0
			<b>Project Totals:</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>
<hr/>							
	<b>Fire &amp; Rescue Services Total:</b>	<b>100</b>		<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Fleet Services</b>								
14	#0431 Mobile Equipment Replacement							
	Annual replacement of vehicles currently part of the City fleet.							
			MFA Lease Proceeds	4,178	2,978	3,844	5,889	3,073
			Transfer - Solid Waste Reserve	0	28	115	526	63
		<b>20,694</b>	<b>Project Totals:</b>	<b>4,178</b>	<b>3,007</b>	<b>3,959</b>	<b>6,415</b>	<b>3,136</b>
<b>15 #3226 Fleet Shop Equipment Replacement</b>								
	Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists.							
			General Infrastructure Reinvestment Fund	100	100	100	100	100
		<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>16 #3442 Fleet Column Lifts Hoist System Renewal</b>								
	Fleet Services to purchase six new 19,000lbs Capacity Column Lifts to meet the functional requirement for daily, monthly and annual inspections and maintenance of the City's Fleet of Heavy Duty Equipment and Trucks. These six units will replace six aging units that are reaching the end of serviceable life.							
			MFA Lease Proceeds	140	0	0	0	0
		<b>140</b>	<b>Project Totals:</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
Fleet Services Total:		21,334		4,418	3,107	4,059	6,515	3,236

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>IT Services</b>								
17	#0715 IT Maintenance							
	This recurring program is to support existing IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).							
		1,311	Computer Reserve	280	266	254	215	296
			<b>Project Totals:</b>	<b>280</b>	<b>266</b>	<b>254</b>	<b>215</b>	<b>296</b>
18	#0720 IT Upgrades							
	This recurring program is to improve or enhance features and/or functionality of existing IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
		1,744	Computer Reserve	682	308	150	151	453
			<b>Project Totals:</b>	<b>682</b>	<b>308</b>	<b>150</b>	<b>151</b>	<b>453</b>
19	#0724 IT Renewal							
	This recurring program is to replace and renew broken, obsolete or unsupported IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
		2,385	Computer Reserve	780	523	371	469	242
			<b>Project Totals:</b>	<b>780</b>	<b>523</b>	<b>371</b>	<b>469</b>	<b>242</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
20	#0727 IT New							
This recurring program is to implement new IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Infrastructure, Platform, Desktop) that do not currently exist.								
		2,305	Computer Reserve	525	485	630	295	370
	<b>Project Totals:</b>			525	485	630	295	370
<b>IT Services Total:</b>		7,745		2,267	1,582	1,405	1,130	1,361

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>Off-Street Parking</b>							
21	#3456 Paid Parking Lot Renewal						
<p>This program will be to invest in hard surfaced paid parking lots owned by the City of Prince George requiring reinvestment and include the Royal Parking lot on 2nd Ave, the Columbus Lot on 2nd Ave and the Earl Brown Lot on 6th Ave. The condition of the hard surfacing of these parking lots currently range from fair to very poor condition and are nearing or at the end of their service lives. Additionally, these lots have outdated infrastructure that either needs to be replaced or removed to meet modern standards and levels of service. Renewal to these paid parking lots will ensure level of service is maintained and improve level of safety to users through renewal to hard surfacing, lighting, accessibility and other asset renewal needs.</p>							
		580	Offstreet Parking Reserve	390	190	0	0
			<b>Project Totals:</b>	<b>390</b>	<b>190</b>	<b>0</b>	<b>0</b>
<b>Off-Street Parking Total:</b>							
		580		390	190	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2025	2026	2027	2028	2029	
<b>Parks</b>									
22	#0311 Tree Planting Greening the City								
	This program includes planting of new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.								
		305	Local Government Climate Action Reserve	55	58	61	64	67	
			<b>Project Totals:</b>	<b>55</b>	<b>58</b>	<b>61</b>	<b>64</b>	<b>67</b>	
23	#1097 Trails Renewal								
	This program is to renew and rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access.								
		1,523	Canada Community Building Fund General Infrastructure Reinvestment Fund	220	231	243	255	268	
			<b>Project Totals:</b>	<b>276</b>	<b>289</b>	<b>304</b>	<b>319</b>	<b>335</b>	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
24	#1385 Park Washroom Renewal							
	<p>This program is for the renewal of public washroom facilities at parks throughout the City. The Parks Division currently maintains these public washroom facilities that are failing and in disrepair. New facilities will be designed using up to date CPTED (crime prevention through environmental design) principles while meeting current accessibility standards, BC building codes, and public expectations. With two washrooms remaining since this program's inception, 2025 washroom renewal will focus on Gyro Park.</p>							
		1,000	General Infrastructure Reinvestment Fund	500	500	0	0	0
		<b>Project Totals:</b>		<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
25	#3276 Carrie Jane Gray Park Upgrade							
	<p>This multi-year program is to refurbish Carrie Jane Gray Park and bring the park up to Athletic park standard. Projects include ball diamond refurbishment, removal, paved parking lots and trail systems, sewer connections, and overall park formalization with signage programs, pedestrian lighting and tree planting. Conceptual, pre-design, detailed design and cost estimates completed in 2024 will be used to inform this multi-year capital program and projects.</p>							
			BC Growing Communities Fund	1,463	462	578	2,349	0
			DCC: Parkland	437	138	173	702	0
		<b>6,300</b>	<b>Project Totals:</b>	<b>1,900</b>	<b>600</b>	<b>750</b>	<b>3,050</b>	<b>0</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
26	#3313 Neighbourhood Park Development New							
	<p>This program would see the construction of undeveloped neighborhood parks to serve area residents. Each neighborhood park would require base construction with the development of a playground, trails, lawn, trees, and other site amenities. The program has been developed to utilize recommendations from the Park Strategy for underserved areas of these parks and may be eligible for development growth contributions and to occur as required. In 2025 the focus will be on Chancellor Park. Public consultation completed in 2024 will help to determine what the new park will look like once completed.</p>							
				400	0	0	0	0
			BC Growing Communities Fund					
			Capital Expenditure Reserve	100	0	0	0	0
		<b>500</b>	<b>Project Totals:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
27	#3332 Ball Diamond and Sport Field Renewal							
	<p>This program would see reinvestment in ball diamonds and sport fields based on the Ball Diamond and Sport Field Strategy. Most of these outdoor recreation facilities were developed in the 1970s and 1980s by local sports groups and are in need of refurbishment based on a 2018 facility assessment. To improve infrastructure at the end of its service life and encourage continued community recreation use of these outdoor facilities, to upgrade field lighting to LED technology, renew bleachers, chain link dugouts and continued renewal of fencing to backstops, outfield, building upgrades for safety and code requirements, structural, irrigation and various renewal needs to ball diamonds and sport fields. The main focus in 2025 will see LED field lighting renewal to finalize Spruce City Stadium and initiating Freeman Park.</p>							
				190	190	190	190	190
			General Infrastructure					
			Reinvestment Fund					
			Canada Community Building	760	760	760	760	760
		<b>4,750</b>	<b>Project Totals:</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2025	2026	2027	2028	2029	
28	#3392 Hard Surface Court Renewal								
				176	185	194	204	214	
			Canada Community Building Fund						
			General Infrastructure Reinvestment Fund	44	46	49	51	54	
		<b>1,218</b>	<b>Project Totals:</b>	<b>221</b>	<b>232</b>	<b>243</b>	<b>255</b>	<b>268</b>	
<b>Parks Total:</b>				<b>4,401</b>	<b>2,629</b>	<b>2,308</b>	<b>4,638</b>	<b>1,620</b>	

This recurring program for hard surface court renewal will work to address resurfacing of these hard surface courts and associated court amenities renewal as necessary which can include tennis courts, basketball courts, lacrosse box and skate parks. The 2018 Park Strategy recommended an assessment of hard surface courts. The assessment reviewed 26 city-owned hard surface courts in 2021 and prioritizes replacement needs based on the existing level of condition and are used in combination with community demand. 2025 projects include asphalt resurfacing of priority hard surface courts, line painting and replacement of other related park assets and necessary amenities.

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Project Delivery</b>								
29	#1467 Accessibility Upgrades							
	<p>Improve the level of accessibility of all of Prince George's municipal facilities and properties, in order to enable the ease of their use and inclusion for all members of our community. Individual projects to be prioritized on an ongoing basis according to need and as resources permit until all municipal properties are deemed appropriately accessible for a community that openly advocates equity and inclusion. Future years would see accessibility improvements to various Civic Facilities as well as park infrastructure to support inclusive, age-friendly use of City facilities.</p>							
				150	150	150	150	150
		<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
30	#3280 Civic Centre BAS & Chiller Renewal							
	<p>Replacement and renewal of the Civic Centre's building automation system (BAS) which controls the heating, ventilation and air conditioning system as well as the air conditioner and associated valves, dampers, electric motors, temperature stats and flow meters.</p>							
				3,260	0	0	0	0
		<b>3,260</b>	<b>Project Totals:</b>	<b>3,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
31	#3331 Parking Lot Renewal							
				<p>This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as paved parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an estimated service life of 34 years, some of which are at the end of their service life. Based on the recent condition assessment of these parking lots, there are 3 lots totaling 18,500 m2 that are in poor to very poor condition and past their service life. 2025 Parking Lot Renewal is planned for the RCMP small offsite parking lot, 18th Ave Yard Roads parking area and Fire Hall #2.</p>				
				558	160	160	160	160
			Canada Community Building Fund					
			General Infrastructure Reinvestment Fund	139	40	40	40	40
		1,497	<b>Project Totals:</b>	<b>697</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
32	#3425 Two Rivers Art Gallery HVAC Renewal							
				<p>Replacement and renewal of the art gallery's aging heating, ventilation, and air condition system to maintain the building's function as a designated national exhibit space for the northern region of British Columbia.</p>				
				2,740	0	0	0	0
			General Infrastructure Reinvestment Fund					
		2,740	<b>Project Totals:</b>	<b>2,740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
33	#3432 Civic Facilities HVAC System Renewal							
				<p>This multi year program is to replace and/or renew existing civic facilities heating, ventilation and air conditioning systems (HVAC) and related components that have been identified to be in fair to poor condition to ensure the community assets continue to provide service to the community and can include the evaluation and implementation of energy reduction opportunities and facilitate greenhouse gas reduction. Components include (but are not limited to) exhaust fans, roof-top units, boilers, furnaces, unit heaters, ductwork, grilles, DX cooling, motors, blowers, etc.) Priority project for 2025 is the Connaught Youth Centre Heating System.</p>				
				General Infrastructure Reinvestment Fund	315	331	347	365
			<b>Project Totals:</b>	<b>315</b>	<b>331</b>	<b>347</b>	<b>365</b>	<b>383</b>
34	#3433 Civic Facilities Electrical System Renewal							
				<p>This multi year renewal program is to replace and renew existing civic facilities electrical system and related components that have been identified to be in poor condition or at end-of-life to ensure the community assets continue to provide service to the community. Components may include (but not limited to) breakers, auto transfer switches, panels, transformers, motors, emergency lights, exit lights, fire alarm, etc. Intent is not to include lighting in this category. Priority project for 2025 is the Civic Centre.</p>				
				General Infrastructure Reinvestment Fund	263	276	289	304
			<b>Project Totals:</b>	<b>263</b>	<b>276</b>	<b>289</b>	<b>304</b>	<b>319</b>

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
35	#3434	Civic Facilities Plumbing System Renewal							
		This multi year renewal program is to replace and renew existing civic facilities plumbing system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) plumbing fixture replacement, valve/device replacement, hot water tanks, backflow preventer, drinking fountain, motors/blowers, etc. Priority projects for 2025 are CN Centre Phase 2, and City Hall/Annex.							
				General Infrastructure Reinvestment Fund	315	331	347	365	383
			<b>1,741</b>	<b>Project Totals:</b>	<b>315</b>	<b>331</b>	<b>347</b>	<b>365</b>	<b>383</b>
36	#3435	Civic Facilities Lighting System Renewal							
		This multi year renewal program is to replace and renew existing civic facilities lighting system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) interior light fixtures, exterior light fixtures, energy savings components (controls/devices).							
				General Infrastructure Reinvestment Fund	158	165	174	182	191
			<b>870</b>	<b>Project Totals:</b>	<b>158</b>	<b>165</b>	<b>174</b>	<b>182</b>	<b>191</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
37	#3455 Plaza Parkade Guardrail Renewal							
	<p>This project at the Plaza Parkade will remove all the existing guardrails and replace them with new guardrail posts and horizontal guards with metal mesh that will cover all openings. This project has been identified as a high priority repair from a 2023 Plaza Parkade assessment recommendations. Renewal of the existing aging guardrails will bring them to current Building Code requirements reducing the hazard.</p>							
		606	Offstreet Parking Reserve	606	0	0	0	0
		<b>606</b>	<b>Project Totals:</b>	<b>606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
38	#3457 Library Skylight Renewal							
	<p>The existing skylight for the Bob Harkins Library located in the downtown dates back to the early 80's and is at end of life and will need to be removed and replaced with a maintenance free design. The option for removal and replacement to a design with clerestory windows installed on the high walls to optimize natural lighting has been determined.</p>							
			General Infrastructure	175	0	0	0	0
			Reinvestment Fund					
			Canada Community Building Fund	700	0	0	0	0
		<b>875</b>	<b>Project Totals:</b>	<b>875</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Delivery Total:</b>		<b>15,530</b>		<b>9,378</b>	<b>1,453</b>	<b>1,508</b>	<b>1,566</b>	<b>1,626</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Roads</b>								
39	#0399 Road Rehabilitation							
	The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
			Road Rehab Reserve	7,000	7,300	7,600	7,900	8,679
		<b>38,479</b>	<b>Project Totals:</b>	<b>7,000</b>	<b>7,300</b>	<b>7,600</b>	<b>7,900</b>	<b>8,679</b>
<b>40 #1093 Sidewalk and Walkway Renewal</b>								
	Reconstruct and renew failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
			Canada Community Building Fund	1,260	1,323	1,389	1,459	1,532
			General Infrastructure Reinvestment Fund	315	331	347	365	383
		<b>8,703</b>	<b>Project Totals:</b>	<b>1,575</b>	<b>1,654</b>	<b>1,736</b>	<b>1,823</b>	<b>1,914</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
41	#1489 Sidewalks New							
	Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
			DCC: Roads	331	347	365	383	402
			BC Growing Communities Fund	110	116	122	128	134
		<b>2,437</b>	<b>Project Totals:</b>	<b>441</b>	<b>463</b>	<b>486</b>	<b>511</b>	<b>536</b>
42	#3138 Handlien Rd Upgrades							
	Construct 260m of on-street bike lanes along Handlien Rd between Kelly Rd North and Hwy 97. Upgrade a short section of existing road to collector standard to match the rest of the road to the west. Construction of new storm drainage, street lighting, and concrete sidewalk to be included as well as tie in to Hwy 97. Improvement for safety of students travelling to and from Shas Ti Kelly Road Secondary School and the Elementary School on Heather Park Rd intersecting with Hwy 97. The Pedestrian Network Study and Active Transportation Study identify this project as an important link in the network that benefits all users of the road.							
			Capital Expenditure Reserve	140	0	0	0	0
			BC Growing Communities Fund	560	0	0	0	0
		<b>700</b>	<b>Project Totals:</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
43	#3366 General Bridge Renewal							
	Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
		1,218	Road Rehab Reserve	221	232	243	255	268
	<b>Project Totals:</b>			<b>221</b>	<b>232</b>	<b>243</b>	<b>255</b>	<b>268</b>
44	#3443 Tractor With Flail Mower New							
	To purchase a 4X4 Tractor with Mid Mounted Boom Mower. 50" Flail head for roadside brushing. Currently the City of Prince George utilizes a brush cutter on a 871G Motor Grader and is limited by the sheer size and lack of maneuverability of this unit. Roads Division then contracts the remainder of the work. The City of Prince George is required to maintain all open shoulder and ditched corridors within it's boundaries. Eliminating hazards overgrown vegetation and organics that can impair sightlines and roadway signage. The implementation of this unit will allow the City of Prince George to ensure all areas of concern are addressed in a timely fashion and subsequently reducing Service Requests related to these areas.							
		400	MFA Lease Proceeds	400	0	0	0	0
	<b>Project Totals:</b>			<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Roads Total:</b>				<b>10,337</b>	<b>9,648</b>	<b>10,066</b>	<b>10,489</b>	<b>11,397</b>

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028

**Storm Drainage**

**45 #0859 Watershed Monitoring Stations New**

Install five storm water flow and environmental monitoring stations in key watersheds throughout Prince George. This will assist staff with investigations with respect to regulatory issues. Watershed monitoring stations development provides baseline water quality information for runoff discharge and industrial/commercial drainage.

Storm Sewer Reserve	35	35	0	0	0
<b>Project Totals:</b>	<b>70</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>

**46 #1500 Drainage Upgrades**

This drainage upgrades program supports response to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.

DCC: Drainage	52	55	57	60	63
Capital Expenditure Reserve	63	67	70	74	77
<b>Project Totals:</b>	<b>638</b>	<b>115</b>	<b>127</b>	<b>134</b>	<b>140</b>

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
47	#3321	Stormwater System Renewal							
		The annual stormwater system renewal program includes activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing assets and disposal of old assets, lowering of operating costs, and bringing an asset up to current code/standards. The renewal program will include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, ditch renewal, electrical, SCADA, communications, property acquisitions and necessary encumbrances. Renewing the stormwater system is essential to prevent flooding, erosion, sedimentation/degradation of water quality and negative impact on aquatic life.							
					2,620	2,692	2,767	2,846	2,927
				MFA Debt Proceeds					
			<b>13,852</b>	<b>Project Totals:</b>	<b>2,620</b>	<b>2,692</b>	<b>2,767</b>	<b>2,846</b>	<b>2,927</b>
48	#3411	Stormwater System Upgrade							
		The annual stormwater system upgrade program includes works that provide a higher level of service either with increased capacity or increased performance capability on the stormwater system. This would include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, property acquisitions and necessary encumbrances.							
					97	102	107	113	118
				Capital Expenditure Reserve					
				BC Growing Communities Fund	145	153	161	169	178
			<b>1,343</b>	<b>Project Totals:</b>	<b>242</b>	<b>255</b>	<b>268</b>	<b>282</b>	<b>296</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
49	#3412 Stormwater System New							
	The annual stormwater system new program includes works that add a new asset to the stormwater system that did not previously exist. This includes, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, electrical, SCADA, communications, property acquisitions and necessary encumbrances.							
			Canada Community Building Fund	95	100	104	109	114
			Capital Expenditure Reserve	63	66	70	73	76
		<b>870</b>	<b>Project Totals:</b>	<b>158</b>	<b>166</b>	<b>174</b>	<b>182</b>	<b>190</b>
<b>Storm Drainage Total:</b>		<b>16,773</b>		<b>3,170</b>	<b>3,270</b>	<b>3,336</b>	<b>3,444</b>	<b>3,553</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Street Lighting</b>								
50	#3116 Street Light Renewal							
	Program to replace and renewal of street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.							
			General Infrastructure Reinvestment Fund	400	400	400	400	400
		<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Street Lighting Total:</b>				<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Transportation &amp; Technical Services</b>								
51	#1443 School and Playground Sign Upgrade							
	Review and upgrade approximately 185 existing school and playground areas/zones to the standards prescribed in the Transportation Association of Canada's Geometric Design Guide and the Ministry of Transportation and Infrastructure's Manual of Standard Traffic Signs & Pavement Markings. This project may be eligible for ICBC funding.							
			Northern Capital and Planning Reserve	100	0	0	0	0
			Canada Community Building Fund	150	0	0	0	0
		250	<b>Project Totals:</b>	250	0	0	0	0
<b>52 #3219 Pedestrian/Traffic Safety Upgrades</b>								
	Program to actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.							
			Capital Expenditure Reserve	100	100	100	100	100
			BC Growing Communities Fund	400	400	400	400	400
		2,500	<b>Project Totals:</b>	500	500	500	500	500

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
53	#3249 Traffic Controller and Signal Optical Detection Renewal							
	Program to replace and renew traffic controller, traffic cameras as well as the software that is used to collect traffic data and provide signal detection.							
			General Infrastructure Reinvestment Fund	30	32	32	32	32
			BC Growing Communities Fund	45	48	48	48	48
		395	<b>Project Totals:</b>	75	80	80	80	80
54	#3445 Lansdowne/Ferry Ave. Right Turn Lane Upgrade							
	Realign the intersection of Lansdowne and Ferry Avenue to improve intersection operation by adding a right turn lane.							
			BC Growing Communities Fund	120	0	0	0	0
			Capital Expenditure Reserve	30	0	0	0	0
		150	<b>Project Totals:</b>	150	0	0	0	0
<b>Transportation &amp; Technical Services Total:</b>				975	580	580	580	580
<b>1-General Fund Total:</b>				37,996	24,120	24,860	29,950	25,036



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>2-District Energy Fund</b>								
<b>District Energy</b>								
55	#3410 District Energy System Renewal							
<p>This funding is to be applied to infrastructure failures that cannot be put off to future years and are critical to maintaining and operating the Downtown Renewable Energy System. This program will include but not limited to the system and appurtenances including plant and facilities, SCADA, software, hardware equipment, communications, data collection services, electrical, service connections, mains, valves, boilers, pumps, motors, chambers, distribution piping system, heat exchangers and real estate for any land acquisitions (e.g. right of way or easements).</p>								
			Downtown District Energy System Reserve	200	200	200	200	200
		<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>District Energy Total:</b>				<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>2-District Energy Fund Total:</b>				<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>3-Sewer Fund</b>								
<b>Sewer Operations</b>								
56	#0511 PW117 Tomlin Road Forcemain Upgrade							
	Replace, upgrade or new forcemain to accommodate growth in the Hart area subject to planning assessment recommendations.							
			Sewer Reserve	200	3,000	0	0	0
		<b>3,200</b>	<b>Project Totals:</b>	<b>200</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>57 #1031 Sanitary Collection System Renewal</b>								
	The annual sanitary sewer system renewal and replacement program are activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing asset and disposal of old asset, lowering of operating cost, and bringing an asset up to current code/standards. The renewal program would include mains, service connections, manholes and cleanouts, prepaving, property acquisitions and necessary encumbrances.							
			Sewer Reserve	1,200	773	812	852	894
		<b>4,531</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>773</b>	<b>812</b>	<b>852</b>	<b>894</b>
<b>58 #1168 Mobile Equipment Replacement - Sewer</b>								
	Annual replacement program of sewer vehicles currently part of the City fleet.							
			Sewer Reserve	360	314	1,008	1,823	236
		<b>3,741</b>	<b>Project Totals:</b>	<b>360</b>	<b>314</b>	<b>1,008</b>	<b>1,823</b>	<b>236</b>

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2025	2026	2027	2028	2029	
59	#1492 Sanitary Forcemain and Liftstations Upgrade								
				Annual sanitary forcemain & Liftstation upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary system. This would include but not limited to liftstations, pumps, communications, SCADA, property acquisitions and necessary encumbrances, force, gravity, or siphon mains. All the liftstations and force mains are aging with major components being past life expectancy and do not meet current safety standards in all cases. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures and to allow for more capacity for growth of the system. Upgrading to modern safety standards provides better protection for staff and can also improve operational efficiency.					
				Sewer Reserve	696	174	174	174	174
				DCC: Sewer-Co	104	26	26	26	26
				<b>Project Totals:</b>	<b>800</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
60	#3221 Wastewater Treatment Plant Renewal								
				Renew wastewater treatment plant mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.					
				Sewer Reserve	1,800	1,800	1,800	1,800	1,800
				<b>Project Totals:</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>
				<b>9,000</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
61	#3224	Wastewater Treatment Plant Components New							
		Add new components to the wastewater treatment plant. These components include the mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
				Sewer Reserve	650	650	650	650	650
			<b>3,250</b>	<b>Project Totals:</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
62	#3328	Sanitary Lagoon Re-Routing New							
		This program will reroute lagoons to the Wastewater Treatment Centre. The first project will focus on Western Acres to take place 2025 to 2026 program years. Future projects may include Danison and BCR Lagoons. The rationale for this work is because of new federal discharge regulations.							
				Sewer Reserve	1,000	1,000	1,000	1,000	1,000
			<b>5,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
63	#3329	Sanitary Forcemain and Liftstation Renewal							
		This program focuses on renewing 23 km of force mains/siphons and 31 sewer lift stations. The first priority is replacing John Hart Forcemain utilizing 2021-2025 Program budget to maintain the system's operation.							
				Sewer Reserve	1,000	1,000	1,000	1,000	1,000
			<b>5,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
64	#3372 Emergency Infrastructure Reinvestment - Sewer							
	Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to sewer infrastructure failures that can't be put off to future years and are a must to reinstate.							
			Sewer Reserve	500	500	500	500	500
		<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
65	#3393 Lagoon Components Renewal							
	Inspect, investigate, repair, and/or renew the existing infrastructure at the wastewater lagoon. Work includes but is not limited to SCADA renewal, berm and freeboard improvements, sludge removal, diffuser replacement, and sanitary air valve replacement. Assets replacements and renewals are selected based on condition assessments and visual inspections. Ongoing process upgrades required to meet Provincial and Federal regulatory standards.							
			Sewer Reserve	500	250	250	250	250
		<b>1,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
66	#3409 PW126 Hart Sewage Liftstation Upgrade							
	The City of Prince George needs to replace the existing PW126 sewage pump station to accommodate current and increasing capacity needs. PW126 services the area from the north City Limit to Chief Lake Road and Knight Crescent. The current sewage pumps are undersized for existing sewage flows, and can therefore not accommodate additional flow from new developments. The liftstation will be replaced with a new station consisting of a larger wet well and larger pumps. It will also be relocated to improve the catchment area in anticipation of future development in the area.							
			Sewer Reserve	3,500	0	0	0	0
		<b>3,500</b>	<b>Project Totals:</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
67	#3413 Sanitary Collection System New							
	Annual sanitary sewer collection system new program include works that add a new asset to the sanitary collection system that did not previously exist. This would include new mains, service connections, manholes, cleanouts, flow monitors, property acquisitions and necessary encumbrances.							
		2,921	Sewer Reserve	527	554	583	613	644
	<b>Project Totals:</b>			<b>527</b>	<b>554</b>	<b>583</b>	<b>613</b>	<b>644</b>
<b>Sewer Operations Total:</b>		<b>45,743</b>		<b>12,037</b>	<b>10,041</b>	<b>7,803</b>	<b>8,688</b>	<b>7,174</b>
<b>3-Sewer Fund Total:</b>		<b>45,743</b>		<b>12,037</b>	<b>10,041</b>	<b>7,803</b>	<b>8,688</b>	<b>7,174</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>4-Water Fund</b>								
<b>Water Operations</b>								
68	#0603 PW605 Wilson Park Well Upgrade							
	Project to upgrade PW605 built in 1972, starting with detailed investigation to recommend works which may include the well supply laterals, refinish station floor, pump upgrades, SCADA and communications, caisson, standby generator and UV treatment.							
		9,000	Water Reserve	300	8,700	0	0	0
			<b>Project Totals:</b>	<b>300</b>	<b>8,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
69	#1169 Mobile Equipment Replacement - Water							
	Annual replacement of water vehicles currently part of the City fleet.							
		1,901	Water Reserve	360	133	636	108	664
			<b>Project Totals:</b>	<b>360</b>	<b>133</b>	<b>636</b>	<b>108</b>	<b>664</b>
70	#1391 Construction Tools and Equipment							
	Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
		125	Water Reserve	25	25	25	25	25
			<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
71	#3184 Water Facilities New							
	<p>This program is to construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) Supervisory Control and Data Acquisition SCADA including software, hardware, communications, as recommended in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction of new vertical assets.</p>							
			Water Reserve	100	100	100	100	100
		<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
72	#3185 Water Facilities Renewal							
	<p>This program is for the renewal of water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) including Supervisory Control and Data Acquisition SCADA including software, hardware, communications, and health and safety needs. 2025 works planned to include continuation of ongoing control valve replacements, additional pump rebuilds, and replacement of obsolete SCADA components.</p>							
			Water Reserve	600	600	600	600	600
		<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
73	#3330 Water Facilities Upgrade							
	<p>This program is to upgrade existing water facilities. All the water facilities are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures. Addition of new components or technology can increase efficiency and reliability, improving the robustness of the system.</p>							
			Water Reserve	138	166	166	166	166
			DCC: Water	113	136	136	136	136
		<b>1,456</b>	<b>Project Totals:</b>	<b>251</b>	<b>301</b>	<b>301</b>	<b>301</b>	<b>301</b>
74	#3373 Emergency Infrastructure Reinvestment - Water							
	<p>Much of the City's infrastructure is aging and moving beyond its life cycle. This emergency program funding is to be applied to water infrastructure failures that can't be put off to future years and are a must to reinstate.</p>							
			Water Reserve	500	500	500	500	500
		<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>75</b>	<b>#3415 Water Distribution System Renewal</b>							
	Annual water distribution system renewal and replacement program that consists of linear water assets and components such as water main and appurtenances, valves, hydrants, SCADA, software, hardware equipment, communications, data collection services, connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction for the replacement and renewal of linear water distribution system assets.							
		<b>16,500</b>	<b>Project Totals:</b>	<b>2,500</b>	<b>4,000</b>	<b>4,000</b>	<b>2,000</b>	<b>4,000</b>
			Water Reserve	2,500	4,000	4,000	2,000	4,000
<b>76</b>	<b>#3416 Water Distribution System New</b>							
	Annual water distribution system new program that includes work to construct new linear water assets and components such as, Water-main and appurtenances, valves, hydrants, services and connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction of new linear assets.							
		<b>5,200</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>1,200</b>	<b>800</b>	<b>1,400</b>	<b>800</b>
			Water Reserve	1,000	1,200	800	1,400	800

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
77	#3441 Scissor Lift Unit New							
	To purchase a scissor lift to meet the functional requirement for daily, monthly and annual inspections and maintenance at the Water Pump Station and Wastewater Treatment Plant. These facilities have been renting a unit for the past couple of years to be able to perform inspections and maintenance by the Electricians and the Water Pump Station Operators and Trades.							
		35	Water Reserve	35	0	0	0	0
		<b>35</b>	<b>Project Totals:</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
78	#3446 Geospatial Data Collection Equipment New							
	Implement new survey data collection equipment (software, hardware, equipment) to support water services for enhancing service and operational efficiency.							
		430	Water Reserve	430	0	0	0	0
		<b>430</b>	<b>Project Totals:</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Operations Total:</b>		<b>40,647</b>		<b>6,101</b>	<b>15,559</b>	<b>6,963</b>	<b>5,034</b>	<b>6,990</b>
<b>4-Water Fund Total:</b>		<b>40,647</b>		<b>6,101</b>	<b>15,559</b>	<b>6,963</b>	<b>5,034</b>	<b>6,990</b>

<b>Grand Total:</b>	<b>229,353</b>	<b>56,334</b>	<b>49,921</b>	<b>39,826</b>	<b>43,872</b>	<b>39,400</b>
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Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>1-General Fund</b>								
<b>Development Planning and Administration</b>								
1	#0697 South Ft George Flood Protection							
	Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.							
		1,900		0	0	0	1,000	900
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>900</b>
<b>2 #0701 Flood Protect Various Risk Areas</b>								
	Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.							
				0	0	0	1,535	1,000
		<b>2,535</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,535</b>	<b>1,000</b>
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,535</b>	<b>1,000</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
3	#3463 City 3D Software							
	Project is a new asset for the development of a three dimensional (3D) software for Prince George intended to display the existing build out of the city and model future growth informed by policies (i.e. Official Community Plan) and plans (i.e. master plans (water, sewer, storm, transportation)). This project includes software development scope and budget as a first phase. This software development phase will inform any subsequent hardware requirements to come under separate scope and budget update request.							
		600		0	600	0	0	0
			<b>Project Totals:</b>	0	600	0	0	0
<b>Development Planning and Administration Total:</b>		5,035		0	600	0	2,535	1,900

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>Exhibition Park &amp; Community Arenas</b>							
4	#1390 Exhibition Park-Replace Fencing						
	Replace approximately 635 linear meters of old wooden fencing with 8ft high black chain link fencing around Exhibition Park.						
		150		0	150	0	0
			<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>
5	#1418 Kopar Memorial Arena -Replace Skate Floor						
	Replace the asphalt black planking skate floor in the Kopar Memorial Arena.						
		175		0	0	175	0
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>175</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas Total:</b>		<b>325</b>		<b>0</b>	<b>150</b>	<b>175</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Facility Maintenance</b>								
6	#1487 Pine Valley-New Irrigation System							
	Replace the aging and failing Pine Valley Golf Course irrigation system.							
		400		0	400	0	0	0
			<b>Project Totals:</b>	0	400	0	0	0
<b>Facility Maintenance Total:</b>								
		400		0	400	0	0	0



Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>Fleet Services</b>							
7	#1285 Refurbish Fleet Cranes						
	Refurbish seven overhead cranes that are part of the original building structure to maintain their useful service lives. Major refurbishing is necessary for the ongoing safe operation of the five three-ton and two five-ton overhead cranes in the equipment shop. The cost is contingent on the fact that no major building structure is required.						
		250	0	250	0	0	0
		<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fleet Services Total:</b>							
		250	0	250	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Parks</b>								
8	<b>#0382 Nature Park Upgrades</b>							
	<p>This program would see upgrades to aging park infrastructure throughout the City's Nature Parks to support community demands and the policy direction in the 2017 Park Strategy which identified Nature Parks as a high priority for strategic investment. Prince George residents increasingly visit our nature parks and our community has seen a steady increase in visits and have heard how important these areas are to our residents for physical and mental health.</p>							
		200		0	50	50	50	50
			<b>Project Totals:</b>	0	50	50	50	50
9	<b>#0644 Hwy 16/97 Landscaping</b>							
	<p>Improve the landscape at the intersection of Hwy 16 and 97, providing a treed backdrop for Mr. PG and adding picnic tables, irrigation, power, and a trail to support public access. This is one of the busiest intersections in northern BC and serves as a crossroads between the two major highways. This area has been under construction over the past few years, and is now at a point where landscaping may be completed.</p>							
				0	0	0	400	0
		400	<b>Project Totals:</b>	0	0	0	400	0
10	<b>#0853 Lower Patricia Greenway Upgrade</b>							
	<p>The project includes a plan and construction of the Lower Patricia Greenway trail system to provide a connection from the downtown core to riverfront parks and trails. The greenway would follow the Patricia escarpment and connect the downtown to the Heritage River Trail on the Fraser River.</p>							
				0	0	0	0	372
		372	<b>Project Totals:</b>	0	0	0	0	372

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
11	#0931 Boulevard Upgrades							
	This project includes upgrades to existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvement would include irrigation system enhancements, edging, and tree/shrub planting. The hard surface areas of the boulevards would be upgraded to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.							
		798	Project Totals:	0	185	194	204	214
			Unfunded Future Projects	0	185	194	204	214
12	#1140 Ospika/Tabor Blvd Irrigation New							
	Install irrigation system for Ospika Blvd and Tabor Blvd.							
		100	Project Totals:	0	0	0	100	0
			Unfunded Future Projects	0	0	0	100	0
13	#1192 Hart Connector Trail New							
	New trails to advance Active Transportation Plan and develop a citywide off-street trail connection from the Hart area to the bowl. A safe trail connection from the Hart into the bowl area is critical given the narrow shoulder on Hwy 97 along with the fast highway speeds and limited sight lines. This missing citywide trail link would provide multi-use access for commuters as well as for families seeking recreation opportunities and connections to multiple destinations. Pursuing grant funding options to support trail development.							
		2,000	Project Totals:	0	2,000	0	0	0
			Unfunded Future Projects	0	2,000	0	0	0

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
14	#1378	Playground Renewal							
		<p>This program utilizes the results of a Playground Audit completed to determine the compliancy and risk of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit results informed the playground priorities identified through the 2016 Park Strategy developed through community feedback. The playground priorities consider a variety of factors including community need and demand, land use, playground distribution, provisional standards, condition assessments and the health of area children to determine reinvestment needs and surplus sites. This program also allows for removal of playgrounds in low priority areas. The priority order for playground removal and replacement has been determined by the Playground Audit Risk Assessment as well as the direction provided by the Parks Strategy. The 2026 budget year will conclude the capital program developed for the implementation of the Playground audit to complete the strategy.</p>							
			289	0	289	0	0	0	0
			<b>Project Totals:</b>	<b>0</b>	<b>289</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
15	#1384	Rainbow Park Washroom							
		<p>Construct a new public washroom building for Rainbow Park. Currently there are two outhouses available for public use.</p>							
			500	0	0	0	500	0	0
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>
16	#1499	Trails and Paths New							
		<p>Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.</p>							
			1,247	0	289	304	319	335	335
			<b>Project Totals:</b>	<b>0</b>	<b>289</b>	<b>304</b>	<b>319</b>	<b>319</b>	<b>335</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
17	#3391 Gravel Parking Lot Renewal							
	Investment in park facilities is a key focus area in the 2018 Park Strategy and includes appropriate access to these park facilities. This multi-year program is to update existing gravel parking lots at Park facilities. Work to include additional granular surfacing, grading, proper drainage, signage, concrete traffic barriers and dust control. Increased focus on increasingly popular site such as Ginter's (West end), Shane Lake, Moore's Meadow, Fairburn Park and Blackburn will ensure proper management of these site for the community to continue to access and enjoy.							
		300		0	75	75	75	75
			Unfunded Future Projects	0	75	75	75	75
			<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>
	<b>Parks Total:</b>	<b>6,207</b>		<b>0</b>	<b>2,889</b>	<b>623</b>	<b>1,648</b>	<b>1,046</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Project Delivery</b>								
18	#3399 Plaza Parkade Renewal							
	Plaza Parkade (1077 - 5th Ave) is a stand alone parking structure located above commercial space, constructed in 1980 and consists of five (5) levels of parking for approximately 320 vehicles. The facility requires structural, mechanical and electrical upgrades.							
		4,700		0	4,700	0	0	0
		<b>Project Totals:</b>		<b>0</b>	<b>4,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Delivery</b>								
19	#3458 5th Ave Parkade Rooftop Renewal							
	This project is to renew and extend the useful service life of the top deck of the four level parking structure located at 1405 5th Avenue Parkade constructed circa 1967. This renewal includes the asphalt wear course and waterproofing membrane that will prevent the concrete slab from deterioration. This parking structure consists of three suspended parking levels (Levels 2 to 4) and one slab-on grade level (Ground Floor). The top concrete deck of the 5th Ave Parkade is in generally fair condition however recent assessment found that further deterioration is being observed. The asphalt wear course and waterproofing membrane are in poor condition and if not replaced the concrete slab underneath will deteriorate.							
		3,071		0	3,071	0	0	0
		<b>Project Totals:</b>		<b>0</b>	<b>3,071</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
20	#3459 CN Centre Building Envelope Renewal							
	Repair of exterior walls to stop water infiltration (new flashings and sills at windows and columns). This project is to renew a major component of the aging asset to extend the life of the building and include opportunities for energy efficiencies that consider lifecycle costs.							
		9,715	Unfunded Future Projects	0	9,715	0	0	0
			<b>Project Totals:</b>	0	9,715	0	0	0
21	#3462 Kopar - Replace Score Clock							
	Replace the Score clock.							
		450	Unfunded Future Projects	0	450	0	0	0
			<b>Project Totals:</b>	0	450	0	0	0
<b>Project Delivery Total:</b>		17,936		0	17,936	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Roads</b>								
22	#0670 Hwy 97/22nd and Griffiths Upgrade							
	Realign 22nd Ave. east of Hwy 97 as identified in the Highway 97 Corridor Study to improve the operation of the highway intersection. Geometry improvements to traffic flow and safety.							
			Unfunded Future Projects	0	250	5,000	0	0
		<b>5,250</b>	<b>Project Totals:</b>	<b>0</b>	<b>250</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
23	#1208 Tyner University Heights Turn Lanes Upgrade							
	Implement two safety improvements to the Tyner Blvd - University Heights Dr intersection through the design and construction of a combination of left turn and right turn movement strategies. Using the functional preliminary design of Tyner Blvd four-laning, this design will be to accommodate dedicated east-bound left and west-bound right turn lanes at the "T" intersection of Tyner Blvd and University Heights Dr. This project is to be aligned with the other Tyner Blvd projects.							
			Unfunded Future Projects	0	0	0	150	1,030
		<b>1,180</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>1,030</b>
24	#1210 Tyner Blvd Traffic Signal New							
	Construct a full movement traffic signal intersection complete with pedestrian buttons and vehicle detection. The design will allow for the expansion of four-laning of Tyner Blvd, location of intersection will be designed for future expansion and include the left turn lane and median.							
			Unfunded Future Projects	0	0	0	150	500
		<b>650</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>500</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
25	#1218 Hwy 16 and Ferry Ave Intersection Upgrade							
	Improve the intersection at Ferry Ave and Hwy 16 in partnership with the Ministry of Transportation and Infrastructure. DCC eligible project.							
		4,500		0	0	0	3,500	1,000
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>1,000</b>
26	#1292 Bus Bay Pullouts New							
	Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
		1,600		0	400	400	400	400
			<b>Project Totals:</b>	<b>0</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Roads Total:</b>		<b>13,180</b>		<b>0</b>	<b>650</b>	<b>5,400</b>	<b>4,200</b>	<b>2,930</b>

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>Storm Drainage</b>							
27	#0677 Aberdeen Retention Pond New						
	Construction of a storm retention pond in the Aberdeen area. Will be required when the Crown land north of Aberdeen Rd is developed.						
		125		0	0	125	0
			<b>Project Totals:</b>	0	0	125	0
28	#0678 Shamrock Rd Storm Trunk New						
	Construct a sub-trunk on Shamrock Rd to deal with storm water runoff from lands west of Shamrock Rd and develop the Shamrock Rd retention pond. The timing of the project will depend upon the rate of development.						
		480		0	0	0	420
			<b>Project Totals:</b>	0	0	0	60
29	#0679 BCR Danson Storm Outfall Upgrade						
	Improve the drainage courses and outfalls as required to accommodate increased development.						
		450		0	0	0	380
			<b>Project Totals:</b>	0	0	0	70

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
30	<b>#0680 Noranda Rd Retention Pond New</b>							
	Design and construct a storm water retention pond, which is required on Noranda Rd to reduce the peak flows to the storm sewer trunk. The McMillan Creek Watershed is the largest watershed in Prince George and has high riparian value, including salmon and resident fisheries. This watershed also receives large volumes of the storm water south of Monterey Rd. This pond will assist in meeting water quality criteria.							
		430	Unfunded Future Projects	0	0	430	0	0
			<b>Project Totals:</b>	0	0	430	0	0
31	<b>#0681 College Heights Storm System Upgrades</b>							
	Upgrade storm assets to accommodate additional runoff from future development as recommended in the Gladstone, Trent, Varsity Watershed Drainage Plan.							
		1,200	Unfunded Future Projects	0	0	1,200	0	0
			<b>Project Totals:</b>	0	0	1,200	0	0
32	<b>#0682 Gladstone Detention Pond New</b>							
	Accommodate additional runoff from future development as recommended in the Watershed Drainage Plan.							
		2,650	Unfunded Future Projects	0	2,650	0	0	0
			<b>Project Totals:</b>	0	2,650	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
33	#1112 Meyer Rd Storm Sewer New							
	<p>Install a 350m, 450mm diameter storm sewer with catch basins and asphalt swales to provide storm runoff management where no ditching or drainage channels exist. Ditch and sub-surface recharge options were explored, but would not be effective or feasible. Over the last decade the City has received several reports of flooding from the road onto properties situated on the south side of Meyer that are lower than the road elevation. The reports have been frequent during regular rain fall events, spring runoff and winter thaws. Efforts to address the situation by Public Works during events have not been effective.</p>							
		390	Unfunded Future Projects	0	0	390	0	0
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>
34	#1116 University Heights to Range Rd Storm Sewer New							
	<p>Install 1250m trunk storm sewer from the University Heights Development to Range Rd. Project required for new development and will be included in the DCC calculation project list (will be DCC funded). Involves the construction of detention ponds, which must be identified to set aside lands for construction as planning proceeds. Significant slopes, unstable soil types, and possible bedrock are project constraints. Connection at Range Rd may be insufficiently sized and will be confirmed at the pre-design stage.</p>							
			Unfunded Future Projects	0	2,000	0	0	0
		2,000	<b>Project Totals:</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
35	#1117 Ferry to Range Storm Sewer Upgrade							
	Upgrade existing 2400mm diameter storm sewer to facilitate installation of a perforated piping recharge system to accommodate increased storm water runoff volumes from new development (University Heights, Replacé Dr, Foothills Blvd Extension, and future redevelopment). Includes diversion chambers, replacement of existing storm sewer, and installation of new perforated piping to mitigate flooding and maintain the existing volume of discharge to Lansdowne Creek and the Fraser River. The project has high environmental value.							
		1,500		0	0	0	0	1,500
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
36	#1439 Winnipeg Street Storm Drainage Treatment Upgrade							
	Complete construction to divert storm water from the underground Winnipeg St storm system through an above ground treatment channel which parallels Winnipeg St from 15th Ave overpass to Carney St. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg St storm system rehabilitation project revealed the need for an alternate treatment/catchment area. Diverted sections may either be abandoned due to high siltation/contamination or used for overflow purposes during major storm events. The above ground treatment channel will be easier to maintain and offer treatment options not possible with an underground structure.							
		4,400		0	0	200	200	4,000
			<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>4,000</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
37	#3379 Parkridge Creek Domano Blvd Crossing Upgrade							
	Design and install a new crossing to replace the two existing culverts for the Parkridge Creek crossing at the south end of Domano Blvd. Design the crossing in 2025 and construct in 2026 to ensure construction does not interfere with the Ministry of Forests, Lands, Natural Resource Operations & Rural Development (FLNRORD) operations at their Prince George Tree Improvement Site on the Domano Forrest Service Road.							
		1,500	0	100	1,400	0	0	0
		<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Storm Drainage Total:</b>	<b>15,125</b>	<b>0</b>	<b>4,750</b>	<b>3,745</b>	<b>330</b>	<b>6,300</b>	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Street Lighting</b>								
38	#1222 Crescents Street Lighting New							
	Provide City street lights on the roadways in the Crescents Neighbourhood. Currently BC Hydro lease lights provide lighting in this area and the servicing trespasses over property boundaries. This project will include the design and installation of new LED streetlights to improve the safety in the neighbourhood.							
			Unfunded Future Projects	0	431	406	194	355
		<b>1,386</b>	<b>Project Totals:</b>	<b>0</b>	<b>431</b>	<b>406</b>	<b>194</b>	<b>355</b>
<b>Street Lighting Total:</b>								
		<b>1,386</b>		<b>0</b>	<b>431</b>	<b>406</b>	<b>194</b>	<b>355</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>Transportation &amp; Technical Services</b>								
39	#1122 Downtown Transit Exchange New							
	Develop a new downtown transit exchange. This will provide for an off-street exchange which will allow for safer transit rider movement. The exchange will include multiple bus bays, transit shelters, transit benches, lighting and transit schedule information. This will be the relocation of the current downtown exchange at 7th Ave and Dominion Street.							
		525		0	0	525	0	0
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>525</b>	<b>0</b>	<b>0</b>
40	#1133 Ferry/Upland/Lansdowne Intersection Upgrade							
	Align intersection in order to provide efficiencies along this corridor as identified in the City Master road network and the recent Transportation Network Study. Improvements will mitigate the queuing along each leg and, in particular, extending to the Hwy 16 corridor. Potential partnerships with ICBC Road Improvement Program and Ministry of Transportation and Infrastructure.							
		4,227		0	0	0	552	3,675
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>552</b>	<b>3,675</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
41	#1209 Tyner Blvd Bus Pullouts New							
	Develop two new bus pullouts along Tyner Blvd at the intersection of the University Heights Dr residential subdivision. The bus pullouts will be developed to meet the Transportation Association of Canada's national guidelines as well as the BC Transit Infrastructure Design Guidelines. With the growth of the residential subdivision there are potentially more riders on the local transit service. This Route #16 UNBC/College Heights is identified in the BC Transit Futures plan as becoming a frequent transit route with bus pullouts between 300-500m along this corridor. This first location will serve the greatest number of residents and provide a safe loading and off-loading with little or no disruption to the through traffic.							
		375		0	0	0	50	325
			<b>Project Totals:</b>	0	0	0	50	325
42	#3278 Pidhermy Recreation Site Improvements							
	To develop concepts for short and long term improvements for the access road and parking areas for the Pidhermy Recreation Site and North Nechako area, this addresses concerns raised around health & safety issues from the multi-user groups.							
		335		0	335	0	0	0
			<b>Project Totals:</b>	0	335	0	0	0
43	#3290 Westgate and Hwy 16 Upgrade							
	Capital upgrade to resolve the traffic conflicts and operational concerns at the existing Westgate Ave intersections with the frontage road and Highway 16 Intersection.							
		200		0	200	0	0	0
			<b>Project Totals:</b>	0	200	0	0	0

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
	Transportation & Technical Services Total:	5,662	0	535	525	602	4,000
1-General Fund Total:		65,506	0	28,591	10,874	9,509	16,531

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2025	2026	2027	2028
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
44	#0536 Nordic/Chestnut Sanitary Extension New						
	Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.						
			Unfunded Future Projects	0	0	0	0
		200	<b>Project Totals:</b>	0	0	0	200
45	#0537 North/Central Sanitary Relief New						
	Sanitary north/central relief project to accommodate growth and development.						
			Unfunded Future Projects	0	0	0	900
		900	<b>Project Totals:</b>	0	0	0	900
46	#0538 Otway/Tabor Sanitary Relief New						
	Install sanitary sewer main in the Heritage/Otway subdivision area.						
			Unfunded Future Projects	0	0	0	410
		410	<b>Project Totals:</b>	0	0	0	410

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
47	<b>#0539 Cranbrook Hill Sanitary Trunk New</b>  Extend sanitary sewer trunk from Ospika Blvd to UNBC through the University Heights neighbourhood. The project serves the large residential development of University Heights and will eventually extend to UNBC to allow for any future expansion of the UNBC campus.	500	Unfunded Future Projects	0	0	0	0	500
	<b>Project Totals:</b>	500		0	0	0	0	500
48	<b>#0901 Blackburn Lagoon System Upgrades</b>  Upgrades to the Lagoon System to meet Ministry of Environment standards and may double the existing capacity. Efforts to mitigate the inflow and infiltration into the collection system may reduce or delay the need for lagoon upgrades. Upgrades include a bypass pump at PW117 to meet spring freshet conditions when inflow is at its peak.	2,200	Unfunded Future Projects	0	0	1,200	1,000	0
	<b>Project Totals:</b>	2,200		0	0	1,200	1,000	0
49	<b>#1196 PW125 Park Dr Decommission and Sewer Main New</b>  Decommission existing pump station PW125 and construct new 2297m, 300mm dia. gravity sewer from PW125 to Southridge Dr (Project E-2 from Sanitary Sewer Master Plan).	3,000	Unfunded Future Projects	0	3,000	0	0	0
	<b>Project Totals:</b>	3,000		0	3,000	0	0	0

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2025	2026	2027	2028	2029
50	#3222	PW101 Victoria & Milburn Sanitary Lifestation Renewal							
		Replace Sanitary lifestation PW101 located at Victoria and Milburn, which was built in 1967 and is in poor condition. The pump station has unique operational challenges due to its loading and residential location. The current pumps are undersized. PW101 is a critical lifestation that services the area bounded by Hwy 97, Hwy 16, and the Fraser River.							
			6,000	Unfunded Future Projects	0	3,000	3,000	0	0
				<b>Project Totals:</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>
51	#3223	PW102 Lower Patricia Sanitary Lifestation Replacement							
		Replace Sanitary Lifestation PW102 located at Lower Patricia Blvd., which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
			6,100	Unfunded Future Projects	0	100	1,000	5,000	0
				<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>1,000</b>	<b>5,000</b>	<b>0</b>
52	#3414	Sanitary Collection System Upgrade							
		Annual sanitary sewer collection system upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary collection system. This would include mains, service connections, manholes and cleanouts.							
			974	Unfunded Future Projects	0	224	237	250	263
				<b>Project Totals:</b>	<b>0</b>	<b>224</b>	<b>237</b>	<b>250</b>	<b>263</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
	Sewer Operations Total:	20,284	0	6,324	5,437	7,560	963	
<b>3-Sewer Fund Total:</b>		<b>20,284</b>	<b>0</b>	<b>6,324</b>	<b>5,437</b>	<b>7,560</b>	<b>963</b>	

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
<b>4-Water Fund</b>								
<b>Water Operations</b>								
53	#0087 Lower Hart Water Main New							
	Install water main loop on Northwood Pulpmill Road from Aberdeen Road to Clubhouse Drive. Required to improve fire protection for existing and future development - McTavish Road. Phase 1 was completed in 2018; water main was constructed from Aberdeen Rd to Clubhouse Dr along Northwood Pulpmill Rd. Phase 2 is the continued installation of 350mm diameter water main from Aberdeen Rd to Blueberry Rd to improve reliability of the system by replacing old AC water main on the east side of Hwy 97N that has had numerous breaks over the past 10 years.							
		3,200	Unfunded Future Projects	0	0	200	3,000	0
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>200</b>	<b>3,000</b>	<b>0</b>
54	#0602 PW805 Cranbrook Hill to PW 660 Fishtrap Water Main New							
	Construct a large diameter water main from PW805 (Cranbrook Hill Rd) to the new well on Fishtrap Island to provide water system redundancy to both Pressure Zone 2 and to the Hart.							
		500	Unfunded Future Projects	0	0	0	0	500
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
55	#0743 River Rd Water Main New							
	Extend the transmission supply water main along River Rd from the existing water main at River Rd and Foley Cres to pump station PW623 located at Upper Patricia Blvd and Hwy 16 East.							
		2,300	Unfunded Future Projects	0	0	0	2,300	0
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
56	#1109 Central Hart Water New							
	Extension of 350mm diameter water main from West Austin and Highway 97 to PW612, a total distance of 1440m to improve fire flows within two pressure zones. Provides for improved conveyance of domestic peak hour and fire flow to new development in Monterey Road area. Design for entire project and installation of 280m from West Austin to Birchwood proposed in first year. Completion of installation on Birchwood and around the mobile home park in the second year.							
		3,000	Unfunded Future Projects	0	3,000	0	0	0
		<b>Project Totals:</b>		<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
57	#1228 PW619 Inverness Pump New							
	Install a new 200hp pump for fire flow servicing at the Inverness booster pump station PW619. This will provide an additional capacity of 151 L/s.							
		1,150	Unfunded Future Projects	0	0	1,150	0	0
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>
58	#1237 West Noranda Water Main New							
	Construct 155m of 200mm water main along Noranda Rd West from Sloan Rd to Hwy 97.							
		150	Unfunded Future Projects	0	0	150	0	0
		<b>Project Totals:</b>		<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2025	2026	2027	2028	2029
59	#1238 Noranda Rd East Water Main New							
	Construct 850m of 250mm water main on Noranda Rd East from Fehr Rd to Bellamy.							
			Unfunded Future Projects	0	0	1,000	0	0
		<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
60	#3186 Repurpose PW601/Decommission PW602							
	Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
			Unfunded Future Projects	0	0	0	100	4,000
		<b>4,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>4,000</b>
<b>Water Operations Total:</b>		<b>15,400</b>		<b>0</b>	<b>3,000</b>	<b>2,500</b>	<b>5,400</b>	<b>4,500</b>
<b>4-Water Fund Total:</b>		<b>15,400</b>		<b>0</b>	<b>3,000</b>	<b>2,500</b>	<b>5,400</b>	<b>4,500</b>



## 2025 - 2029 CAPITAL PLAN - UNFUNDED

Grand Total:	101,190	0	37,915	18,811	22,469	21,994
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Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>1-General Fund</b>								
<b>Development Planning and Administration</b>								
1	#0697 South Ft George Flood Protection							
	Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.							
		1,000	Unfunded Future Projects	1,000	0	0	0	0
		<b>1,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2 #1503 Off-Site Works</b>								
	Install off-site works improvements that are not required by the Subdivision and Development Servicing Bylaw, but are required to meet City standards on sites adjacent to future development.							
			Unfunded Future Projects	125	125	125	125	125
		<b>625</b>	<b>Project Totals:</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>
<b>3 #3188 Climate Action Initiatives</b>								
	Undertake various climate mitigation and adaptation initiatives as outlined in the Local Government Climate Action Program (LGCAP). To be funded by the provincial LGCAP Program.							
			Unfunded Future Projects	250	250	250	250	250
		<b>1,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Development Planning and Administration Total:</b>				1,375	375	375	375	375

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Events &amp; Civic Centre</b>								
4	#3453 PG Conference and Civic Centre Kitchen Equipment Renewal							
	Ongoing replacement and renewal of kitchen equipment at the Prince George Conference and Civic Centre.							
			Unfunded Future Projects	100	105	111	116	122
		<b>554</b>	<b>Project Totals:</b>	<b>100</b>	<b>105</b>	<b>111</b>	<b>116</b>	<b>122</b>
<b>5 #3454 PG Conference and Civic Centre Furniture &amp; Equipment Renewal</b>								
	Ongoing replacement and renewal of furniture and equipment at the Prince George Conference and Civic Centre.							
			Unfunded Future Projects	100	105	111	116	122
		<b>554</b>	<b>Project Totals:</b>	<b>100</b>	<b>105</b>	<b>111</b>	<b>116</b>	<b>122</b>
<b>Events &amp; Civic Centre Total:</b>		<b>1,108</b>		<b>201</b>	<b>211</b>	<b>221</b>	<b>232</b>	<b>243</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Exhibition Park &amp; Community Arenas</b>								
6	#3452 CN Centre Kin Arenas Kitchen Equipment Renewal							
	Ongoing replacement of kitchen equipment for CN Centre and Kin arenas to maintain standard of service for events.							
			Unfunded Future Projects	100	105	111	116	122
		<b>554</b>	<b>Project Totals:</b>	<b>100</b>	<b>105</b>	<b>111</b>	<b>116</b>	<b>122</b>
<b>Exhibition Park &amp; Community Arenas Total:</b>								
		<b>554</b>		<b>100</b>	<b>105</b>	<b>111</b>	<b>116</b>	<b>122</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Facility Maintenance</b>								
7	#3208 Janitorial Equip-Replace Floor Scrubbers							
	Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.							
			Unfunded Future Projects	67	67	67	67	67
		<b>335</b>	<b>Project Totals:</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>
<b>8 #3342 Emergency Infrastructure Reinvestment - General</b>								
	Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to general infrastructure failures that can't be put off to future years and are a must to reinstate.							
			Unfunded Future Projects	500	500	500	500	500
		<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Facility Maintenance Total:</b>		<b>2,835</b>		<b>567</b>	<b>567</b>	<b>567</b>	<b>567</b>	<b>567</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Fleet Services</b>								
9	#0431 Mobile Equipment Replacement							
	Annual replacement of vehicles currently part of the City fleet.							
			Unfunded Future Projects	6,159	2,809	1,665	2,081	2,197
		<b>14,910</b>	<b>Project Totals:</b>	<b>6,159</b>	<b>2,809</b>	<b>1,665</b>	<b>2,081</b>	<b>2,197</b>
<b>10 #3226 Fleet Shop Equipment Replacement</b>								
	Replace diagnostic and shop equipment instrumental in performing daily operational duties. Essential pieces of equipment are at the end of their useful lifecycles, such as welders, grinders, drill presses, iron worker, diagnostic equipment, and portable hoists.							
			Unfunded Future Projects	100	100	100	100	100
		<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Fleet Services Total:</b>		<b>15,410</b>		<b>6,259</b>	<b>2,909</b>	<b>1,765</b>	<b>2,181</b>	<b>2,297</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>IT Services</b>								
11	#0715 IT Maintenance							
	This recurring program is to support existing IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).							
		1,270	Unfunded Future Projects	227	268	274	270	231
			<b>Project Totals:</b>	<b>227</b>	<b>268</b>	<b>274</b>	<b>270</b>	<b>231</b>
12	#0720 IT Upgrades							
	This recurring program is to improve or enhance features and/or functionality of existing IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
		816	Unfunded Future Projects	160	162	163	165	166
			<b>Project Totals:</b>	<b>160</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>166</b>
13	#0724 IT Renewal							
	This recurring program is to replace and renew broken, obsolete or unsupported IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Storage, Infrastructure, Platform, Desktop).							
		1,425	Unfunded Future Projects	315	218	291	309	292
			<b>Project Totals:</b>	<b>315</b>	<b>218</b>	<b>291</b>	<b>309</b>	<b>292</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
14	#0727 IT New							
		This recurring program is to implement new IT assets (hardware, software, network), supporting systems (power, cooling, storage, security) and hosted services (Software, Infrastructure, Platform, Desktop) that do not currently exist.						
		Unfunded Future Projects						
		100	115	110	115	120		
		560	Project Totals:	100	115	110	115	120
<b>IT Services Total:</b>		<b>4,071</b>		<b>802</b>	<b>763</b>	<b>838</b>	<b>859</b>	<b>809</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Parks</b>								
15	#0311 Tree Planting Greening the City							
			Unfunded Future Projects	70	74	78	81	86
		<b>389</b>	<b>Project Totals:</b>	<b>70</b>	<b>74</b>	<b>78</b>	<b>81</b>	<b>86</b>
16	#0382 Nature Park Upgrades							
			Unfunded Future Projects	50	50	50	50	50
		<b>250</b>	<b>Project Totals:</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
17	#0853 Lower Patricia Greenway Upgrade							
			Unfunded Future Projects	532	0	0	0	0
		<b>532</b>	<b>Project Totals:</b>	<b>532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

This program includes planting of new and replacement trees in parks, boulevards, medians, and in the downtown core to support objectives relating to beautification and a healthy urban forest. Priority areas include parks or playground areas in need of shade trees, boulevard areas with limited tree canopies, and downtown improvement projects.

This program would see upgrades to aging park infrastructure throughout the City's Nature Parks to support community demands and the policy direction in the 2017 Park Strategy which identified Nature Parks as a high priority for strategic investment. Prince George residents increasingly visit our nature parks and our community has seen a steady increase in visits and have heard how important these areas are to our residents for physical and mental health.

The project includes a plan and construction of the Lower Patricia Greenway trail system to provide a connection from the downtown core to riverfront parks and trails. The greenway would follow the Patricia escarpment and connect the downtown to the Heritage River Trail on the Fraser River.

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
18	#0931 Boulevard Upgrades							
	This project includes upgrades to existing boulevards/medians to support operational efficiencies, environmental health, current IPM (Integrated Pest Management) regulations, and overall beautification efforts. The turf restoration improvement would include irrigation system enhancements, edging, and tree/shrub planting. The hard surface areas of the boulevards would be upgraded to include the removal of broken pavers and failing asphalt, with replacement in a stamped concrete surface treatment.							
			Unfunded Future Projects	225	236	248	261	274
		<b>1,244</b>	<b>Project Totals:</b>	<b>225</b>	<b>236</b>	<b>248</b>	<b>261</b>	<b>274</b>
19	#1097 Trails Renewal							
	This program is to renew and rehabilitate City-maintained trails located in various parks and transportation corridors, which are identified in the 2017 Park Strategy as a high priority of strategic investment to meet community demands for trail access.							
			Unfunded Future Projects	352	369	388	407	428
		<b>1,944</b>	<b>Project Totals:</b>	<b>352</b>	<b>369</b>	<b>388</b>	<b>407</b>	<b>428</b>
20	#1499 Trails and Paths New							
	Develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan and through off-street paths identified in the 2001 Cycle Network Plan.							
			Unfunded Future Projects	352	369	388	407	428
		<b>1,944</b>	<b>Project Totals:</b>	<b>352</b>	<b>369</b>	<b>388</b>	<b>407</b>	<b>428</b>

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2030	2031	2032	2033	2034
21	#3039	Cpl Darren Fitzpatrick Bravery Park Washroom New							
		Purchase and install a prefabricated concrete flush washroom at Corporal Darren Fitzpatrick Bravery Park. This project will complement the existing playground, skate park, future dog park, and proposed playground extensions. The project will also include the installation of utilities for the washroom and final landscaping around the new building. With completion of the construction of the skate park and the existence of a playground at Corporal Darren Fitzpatrick Bravery Park, the use and the presence of the public has increased.							
			300	Unfunded Future Projects	300	0	0	0	0
			<b>300</b>	<b>Project Totals:</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
22	#3332	Ball Diamond and Sport Field Renewal							
		This program would see reinvestment in ball diamonds and sport fields based on the Ball Diamond and Sport Field Strategy. Most of these outdoor recreation facilities were developed in the 1970s and 1980s by local sports groups and are in need of refurbishment based on a 2018 facility assessment. To improve infrastructure at the end of its service life and encourage continued community recreation use of these outdoor facilities, to upgrade field lighting to LED technology, renew bleachers, chain link dugouts and continued renewal of fencing to backstops, outfield, building upgrades for safety and code requirements, structural, irrigation and various renewal needs to ball diamonds and sport fields. The main focus in 2025 will see LED field lighting renewal to finalize Spruce City Stadium and initiating Freeman Park.							
				Unfunded Future Projects	950	950	950	950	950
			<b>4,750</b>	<b>Project Totals:</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
23	#3391 Gravel Parking Lot Renewal							
	Investment in park facilities is a key focus area in the 2018 Park Strategy and includes appropriate access to these park facilities. This multi-year program is to update existing gravel parking lots at Park facilities. Work to include additional granular surfacing, grading, proper drainage, signage, concrete traffic barriers and dust control. Increased focus on increasingly popular site such as Ginter's (West end), Shane Lake, Moore's Meadow, Fairburn Park and Blackburn will ensure proper management of these site for the community to continue to access and enjoy.							
		375	Unfunded Future Projects	75	75	75	75	75
	<b>Project Totals:</b>			75	75	75	75	75
24	#3392 Hard Surface Court Renewal							
	This recurring program for hard surface court renewal will work to address resurfacing of these hard surface courts and associated court amenities renewal as necessary which can include tennis courts, basketball courts, lacrosse box and skate parks. The 2018 Park Strategy recommended an assessment of hard surface courts. The assessment reviewed 26 city-owned hard surface courts in 2021 and prioritizes replacement needs based on the existing level of condition and are used in combination with community demand. 2025 projects include asphalt resurfacing of priority hard surface courts, line painting and replacement of other related park assets and necessary amenities.							
		1,555	Unfunded Future Projects	281	295	310	326	342
	<b>Project Totals:</b>			281	295	310	326	342
<b>Parks Total:</b>				3,187	2,419	2,487	2,557	2,631



Fund #	Project	Cost	Funding Source	in thousands (000)			
				2030	2031	2032	2033

**Project Delivery**

**25 #1467 Accessibility Upgrades**

Improve the level of accessibility of all of Prince George's municipal facilities and properties, in order to enable the ease of their use and inclusion for all members of our community. Individual projects to be prioritized on an ongoing basis according to need and as resources permit until all municipal properties are deemed appropriately accessible for a community that openly advocates equity and inclusion. Future years would see accessibility improvements to various Civic Facilities as well as park infrastructure to support inclusive, age-friendly use of City facilities.

Unfunded Future Projects	150	150	150	150	150
<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

**26 #3331 Parking Lot Renewal**

This program will focus on reinvesting in civic building parking lots such as the Civic Centre and arenas, as well as paved parking lots in parks and at the cemetery. The City owns over 180,000 m2 of paved parking lots that have an estimated service life of 34 years, some of which are at the end of their service life. Based on the recent condition assessment of these parking lots, there are 3 lots totaling 18,500 m2 that are in poor to very poor condition and past their service life. 2025 Parking Lot Renewal is planned for the RCMP small offsite parking lot, 18th Ave Yard Roads parking area and Fire Hall #2.

Unfunded Future Projects	200	200	200	200	200
<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
27	<b>#3432 Civic Facilities HVAC System Renewal</b>							
	<p>This multi year program is to replace and/or renew existing civic facilities heating, ventilation and air conditioning systems (HVAC) and related components that have been identified to be in fair to poor condition to ensure the community assets continue to provide service to the community and can include the evaluation and implementation of energy reduction opportunities and facilitate greenhouse gas reduction. Components include (but are not limited to) exhaust fans, roof-top units, boilers, furnaces, unit heaters, ductwork, grilles, DX cooling, motors, blowers, etc.) Priority project for 2025 is the Connaught Youth Centre Heating System.</p>							
			Unfunded Future Projects	402	422	443	465	489
		<b>2,221</b>	<b>Project Totals:</b>	<b>402</b>	<b>422</b>	<b>443</b>	<b>465</b>	<b>489</b>
28	<b>#3433 Civic Facilities Electrical System Renewal</b>							
	<p>This multi year renewal program is to replace and renew existing civic facilities electrical system and related components that have been identified to be in poor condition or at end-of-life to ensure the community assets continue to provide service to the community. Components may include (but not limited to) breakers, auto transfer switches, panels, transformers, motors, emergency lights, exit lights, fire alarm, etc. Intent is not to include lighting in this category. Priority project for 2025 is the Civic Centre.</p>							
			Unfunded Future Projects	335	352	369	388	407
		<b>1,851</b>	<b>Project Totals:</b>	<b>335</b>	<b>352</b>	<b>369</b>	<b>388</b>	<b>407</b>



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
29	<b>#3434 Civic Facilities Plumbing System Renewal</b>							
	<p>This multi year renewal program is to replace and renew existing civic facilities plumbing system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) plumbing fixture replacement, valve/device replacement, hot water tanks, backflow preventer, drinking fountain, motors/blowers, etc. Priority projects for 2025 are CN Centre Phase 2, and City Hall/Annex.</p>							
			Unfunded Future Projects	402	422	443	465	489
		<b>2,221</b>	<b>Project Totals:</b>	<b>402</b>	<b>422</b>	<b>443</b>	<b>465</b>	<b>489</b>
30	<b>#3435 Civic Facilities Lighting System Renewal</b>							
	<p>This multi year renewal program is to replace and renew existing civic facilities lighting system and related components that have been identified to be in poor condition to ensure the community assets continue to provide service to the community. Work to include (but not limited to) interior light fixtures, exterior light fixtures, energy savings components (controls/devices).</p>							
			Unfunded Future Projects	201	211	222	233	244
		<b>1,111</b>	<b>Project Totals:</b>	<b>201</b>	<b>211</b>	<b>222</b>	<b>233</b>	<b>244</b>
<b>Project Delivery Total:</b>				<b>1,690</b>	<b>1,757</b>	<b>1,827</b>	<b>1,901</b>	<b>1,979</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Roads</b>								
31	<b>#0167 Road Widening Austin Rd West Upgrade</b>							
	Widen Austin Rd West. Phase 1 Shopping centre to Kelly Rd. Upgrade of hydro and addition of street lighting. Survey, design review and land acquisition required.							
			Unfunded Future Projects	250	5,000	0	0	0
		<b>5,250</b>	<b>Project Totals:</b>	<b>250</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
32	<b>#0399 Road Rehabilitation</b>							
	The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
			Unfunded Future Projects	9,113	9,568	10,047	10,549	11,076
		<b>50,353</b>	<b>Project Totals:</b>	<b>9,113</b>	<b>9,568</b>	<b>10,047</b>	<b>10,549</b>	<b>11,076</b>
33	<b>#0665 Ring Rd Dangerous Goods Route New</b>							
	Construct the western leg of the Boundary Rd project, from Hwy 16 West to Hwy 97 South.							
			Unfunded Future Projects	0	200	1,000	7,000	0
		<b>8,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>1,000</b>	<b>7,000</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
34	<b>#0668 Glengarry Rd Extension New</b>  Extend Glengarry Rd from Monterey Rd West to Highland Dr in order to provide access for private development.							
			Unfunded Future Projects	0	300	1,026	0	0
		<b>1,326</b>	<b>Project Totals:</b>	<b>0</b>	<b>300</b>	<b>1,026</b>	<b>0</b>	<b>0</b>
35	<b>#0672 Glen Lyon Way Extension New</b>  Extend Glen Lyon Way from St. Patrick to Domano Blvd.							
			Unfunded Future Projects	0	200	1,800	0	0
		<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>1,800</b>	<b>0</b>	<b>0</b>
36	<b>#0673 Malaspina Cowart Connector New</b>  Construct road connecting Malaspina and Cowart Rd. This road connection will provide an alternate route from the Fraser River Benchlands subdivision. The need for this road connection was identified in the Fraser River Benchlands Neighbourhood Plan. It is expected that DCCs will contribute to this project.							
			Unfunded Future Projects	1,000	5,000	0	0	0
		<b>6,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
37	#0675 Foothills Blvd Extension New							
	Extend Foothills Blvd from 18th to Ferry, including installation of storm sewers and securing sections of road dedication.							
			Unfunded Future Projects	0	0	10,000	10,000	0
		<b>20,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
38	#0676 Ospika Connector New							
	Construct Ospika Blvd from Tyner Blvd to Marleau Rd.							
			Unfunded Future Projects	0	10,000	10,000	10,000	0
		<b>30,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
39	#1093 Sidewalk and Walkway Renewal							
	Reconstruct and renew failed sidewalks and asphalt walkways at various locations throughout the City. Pedestrian network study has identified deficiencies within the pedestrian network. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.							
			Unfunded Future Projects	2,010	2,111	2,216	2,327	2,443
		<b>11,107</b>	<b>Project Totals:</b>	<b>2,010</b>	<b>2,111</b>	<b>2,216</b>	<b>2,327</b>	<b>2,443</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
40	<b>#1211 Tyner Blvd Four-Laning</b>							
	Expand Tyner Blvd from Ospika Blvd to University Way. Currently this section of road is constructed to two lanes. With the increase in development in the neighbourhood and increased traffic in this corridor, the four-laning of this arterial is critical to the operation of an efficient and safe road network.							
			Unfunded Future Projects	5,100	5,100	0	0	0
		<b>10,200</b>	<b>Project Totals:</b>	<b>5,100</b>	<b>5,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
41	<b>#1292 Bus Bay Pullouts New</b>							
	Develop new bus pullouts along arterial roadways. This work has been identified in the Active Transportation Plan and the BC Transit Future Plan to accommodate the current and future ridership. The bus pullouts will be developed to meet the Transportation Association of Canada's guidelines as well as the BC Transit Infrastructure Design Guidelines.							
			Unfunded Future Projects	400	400	400	400	400
		<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
42	<b>#1489 Sidewalks New</b>							
	Construct important missing pedestrian links annually, incorporating the updated Pedestrian Network Study and the assistance of City of Prince George Planning & Development department. In 2017, an update of the Pedestrian Network Study integrated the Network Study, a mobility index to assist in identifying critical missing pedestrian links within the City of Prince George.							
			Unfunded Future Projects	563	591	621	652	684
		<b>3,110</b>	<b>Project Totals:</b>	<b>563</b>	<b>591</b>	<b>621</b>	<b>652</b>	<b>684</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
43	#3366 General Bridge Renewal							
	Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
		1,555	Project Totals:	281	295	310	326	342
			Unfunded Future Projects	281	295	310	326	342
	<b>Roads Total:</b>	<b>151,102</b>		<b>18,717</b>	<b>38,765</b>	<b>37,420</b>	<b>41,253</b>	<b>14,946</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>Storm Drainage</b>								
44	#0215 Nordic Dr Storm Trunk New							
	Alleviate localized flooding on Nordic Dr, redirect drainage from Handlen Rd, and allow for development on Martin Rd.							
			Unfunded Future Projects	0	0	1,150	0	0
		1,150	<b>Project Totals:</b>	0	0	1,150	0	0
<b>45 #1500 Drainage Upgrades</b>								
	This drainage upgrades program supports response to complaints from property owners affected by flooding from surface or groundwater seepage discharging onto their property. Work may involve drainage system improvements on private land, City lands, or rights-of-way. Responding to a variety of surface and groundwater drainage problems originating from adjacent greenbelt, road allowances, streets, neighbouring properties, solutions can include improved ditching, installation of storm sewer connection where storm sewer is available, and installation of subsurface recharge systems and groundwater sump pumps.							
			Unfunded Future Projects	147	155	162	170	179
		813	<b>Project Totals:</b>	147	155	162	170	179



Fund #	Project	Cost	Funding Source	in thousands (000)					
				2030	2031	2032	2033	2034	
46	#3210 1st Ave Flood Pump Station New								
	Install a new electric duplex flood protection storm water pump station at 1st Ave/Lower Patricia, near PW623. Station to include automated controls and tie in to the City's SCADA System. System is to provide drainage and flood mitigation for the downtown area during yearly freshets. The automated permanent station will significantly reduce annual operational and maintenance costs. Project could be eligible for grant funding under the National Disaster Mitigation Fund administered by Emergency Management BC.								
		1,850		0	150	1,700	0	0	0
			<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>1,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
47	#3321 Stormwater System Renewal								
	The annual stormwater system renewal program includes activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing assets and disposal of old assets, lowering of operating costs, and bringing an asset up to current code/standards. The renewal program will include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, ditch renewal, electrical, SCADA, communications, property acquisitions and necessary encumbrances. Renewing the stormwater system is essential to prevent flooding, erosion, sedimentation/degradation of water quality and negative impact on aquatic life.								
		16,084		3,014	3,104	3,201	3,300	3,465	
			<b>Project Totals:</b>	<b>3,014</b>	<b>3,104</b>	<b>3,201</b>	<b>3,300</b>	<b>3,465</b>	



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
48	#3411 Stormwater System Upgrade							
<p>The annual stormwater system upgrade program includes works that provide a higher level of service either with increased capacity or increased performance capability on the stormwater system. This would include, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, property acquisitions and necessary encumbrances.</p>								
		1,715	Project Totals:	311	326	342	359	377
			Unfunded Future Projects					
49	#3412 Stormwater System New							
<p>The annual stormwater system new program includes works that add a new asset to the stormwater system that did not previously exist. This includes, but not limited to, stormwater green infrastructure, ponds, outfalls, storm mains, culverts, armoring, recharge chambers, catch basins, manholes, service connections, flood pumps, oil grit separators, electrical, SCADA, communications, property acquisitions and necessary encumbrances.</p>								
		1,107	Project Totals:	200	210	221	232	244
			Unfunded Future Projects					
<b>Storm Drainage Total:</b>		<b>22,718</b>		<b>3,672</b>	<b>3,945</b>	<b>6,776</b>	<b>4,061</b>	<b>4,264</b>

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2030	2031	2032	2033
<b>Street Lighting</b>							
50	#3116 Street Light Renewal						
	Program to replace and renewal of street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Approximately 2500 lights are over 40 years old.						
			Unfunded Future Projects	400	400	400	400
		<b>2,000</b>	<b>Project Totals:</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Street Lighting Total:</b>				<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2030	2031	2032	2033
<b>Transportation &amp; Technical Services</b>							
51	#3219 Pedestrian/Traffic Safety Upgrades						
	Program to actively plan and implement various pedestrian/traffic safety improvements such as: raised crosswalks, medians, countdown pedestrian timers, speed reader boards, enhanced signage and markings, active pedestrian corridors, and pedestrian actuated signals. The capacity to respond to pedestrian safety is an important component to prevent road traffic injuries. The program will follow the priorities outlined in the Pedestrian Crossing Strategy.						
		2,500	Unfunded Future Projects	500	500	500	500
			<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
52	#3249 Traffic Controller and Signal Optical Detection Renewal						
	Program to replace and renew traffic controller, traffic cameras as well as the software that is used to collect traffic data and provide signal detection.						
		400	Unfunded Future Projects	80	80	80	80
			<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>Transportation &amp; Technical Services Total:</b>		<b>2,900</b>		<b>580</b>	<b>580</b>	<b>580</b>	<b>580</b>
<b>1-General Fund Total:</b>		<b>228,009</b>		<b>37,550</b>	<b>52,797</b>	<b>53,366</b>	<b>55,083</b>
							<b>29,213</b>

Fund #	Project	Cost	Funding Source	in thousands (000)			
				2030	2031	2032	2033
<b>2-District Energy Fund</b>							
<b>District Energy</b>							
53	#3410 District Energy System Renewal						
<p>This funding is to be applied to infrastructure failures that cannot be put off to future years and are critical to maintaining and operating the Downtown Renewable Energy System. This program will include but not limited to the system and appurtenances including plant and facilities, SCADA, software, hardware equipment, communications, data collection services, electrical, service connections, mains, valves, boilers, pumps, motors, chambers, distribution piping system, heat exchangers and real estate for any land acquisitions (e.g. right of way or easements).</p>							
		1,000	Unfunded Future Projects	200	200	200	200
			<b>Project Totals:</b>	200	200	200	200
<hr/>							
	<b>District Energy Total:</b>	1,000		200	200	200	200
<hr/>							
	<b>2-District Energy Fund Total:</b>	1,000		200	200	200	200

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>3-Sewer Fund</b>								
<b>Sewer Operations</b>								
54	#0536 Nordic/Chestnut Sanitary Extension New							
	Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.							
			Unfunded Future Projects	1,500	0	0	0	0
		<b>1,500</b>	<b>Project Totals:</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>55 #1031 Sanitary Collection System Renewal</b>								
	The annual sanitary sewer system renewal and replacement program are activities that return the service capability of an asset up to that which it had originally provided, this includes relining, full replacement of existing asset and disposal of old asset, lowering of operating cost, and bringing an asset up to current code/standards. The renewal program would include mains, service connections, manholes and cleanouts, preparing, property acquisitions and necessary encumbrances.							
			Unfunded Future Projects	939	986	1,036	1,089	1,143
		<b>5,193</b>	<b>Project Totals:</b>	<b>939</b>	<b>986</b>	<b>1,036</b>	<b>1,089</b>	<b>1,143</b>
<b>56 #1168 Mobile Equipment Replacement - Sewer</b>								
	Annual replacement program of sewer vehicles currently part of the City fleet.							
			Unfunded Future Projects	263	323	208	168	522
		<b>1,485</b>	<b>Project Totals:</b>	<b>263</b>	<b>323</b>	<b>208</b>	<b>168</b>	<b>522</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
57	#1263 Ahbau Sanitary Sewer Upgrade							
	Replace 331m of existing 300mm sewer with 375mm on Ahbau between Rainbow and Chilako, replace 65m of existing 200mm sewer with 375mm on Chilako between Ahbau and Commercial, and replace 112m of existing 250mm with 375mm on Rainbow between Kerry and Ahbau.							
		1,000	Unfunded Future Projects	1,000	0	0	0	0
		<b>Project Totals:</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
58	#1492 Sanitary Forcemain and Liftstations Upgrade							
	Annual sanitary forcemain & Liftstation upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary system. This would include but not limited to liftstations, pumps, communications, SCADA, property acquisitions and necessary encumbrances, force, gravity, or siphon mains. All the liftstations and force mains are aging with major components being past life expectancy and do not meet current safety standards in all cases. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, less sewer backup claims, and reduced critical failures and to allow for more capacity for growth of the system. Upgrading to modern safety standards provides better protection for staff and can also improve operational efficiency.							
		1,000	Unfunded Future Projects	200	200	200	200	200
		<b>Project Totals:</b>		<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
59	<b>#3221 Wastewater Treatment Plant Renewal</b>							
	Renew wastewater treatment plant mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure and substructure systems as per the master plans and technical analysis.							
		9,000	Unfunded Future Projects	1,800	1,800	1,800	1,800	1,800
			<b>Project Totals:</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>
60	<b>#3224 Wastewater Treatment Plant Components New</b>							
	Add new components to the wastewater treatment plant. These components include the mechanical, electrical, Supervisory Control and Data Acquisition SCADA including software, hardware, communications, partitions & doors, fittings/equipment, finishes, exterior enclosure, structure, and substructure systems as per the master plans and technical analysis.							
		3,250	Unfunded Future Projects	650	650	650	650	650
			<b>Project Totals:</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
61	<b>#3329 Sanitary Forcemain and Liftstation Renewal</b>							
	This program focuses on renewing 23 km of force mains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain utilizing 2021-2025 Program budget to maintain the system's operation.							
		5,000	Unfunded Future Projects	1,000	1,000	1,000	1,000	1,000
			<b>Project Totals:</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2030	2031	2032	2033	2034	
62	#3372 Emergency Infrastructure Reinvestment - Sewer								
				Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to sewer infrastructure failures that can't be put off to future years and are a must to reinstate.					
				Unfunded Future Projects	500	500	500	500	500
	<b>Project Totals:</b>	<b>2,500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	
63	#3393 Lagoon Components Renewal								
				Inspect, investigate, repair, and/or renew the existing infrastructure at the wastewater lagoon. Work includes but is not limited to SCADA renewal, berm and freeboard improvements, sludge removal, diffuser replacement, and sanitary air valve replacement. Assets replacements and renewals are selected based on condition assessments and visual inspections. Ongoing process upgrades required to meet Provincial and Federal regulatory standards.					
				Unfunded Future Projects	250	250	250	250	250
	<b>Project Totals:</b>	<b>1,250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	
64	#3413 Sanitary Collection System New								
				Annual sanitary sewer collection system new program include works that add a new asset to the sanitary collection system that did not previously exist. This would include new mains, service connections, manholes, cleanouts, flow monitors, property acquisitions and necessary encumbrances.					
				Unfunded Future Projects	676	710	745	781	820
	<b>Project Totals:</b>	<b>3,732</b>	<b>676</b>	<b>710</b>	<b>745</b>	<b>781</b>	<b>820</b>	<b>820</b>	



Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
65	#3414 Sanitary Collection System Upgrade							
	Annual sanitary sewer collection system upgrade program include works that provide a higher level of service either with increased capacity or increased performance capability on the sanitary collection system. This would include mains, service connections, manholes and cleanouts.							
		1,522	Unfunded Future Projects	276	290	304	318	334
			<b>Project Totals:</b>	<b>276</b>	<b>290</b>	<b>304</b>	<b>318</b>	<b>334</b>
<b>Sewer Operations Total:</b>		<b>36,432</b>		<b>9,054</b>	<b>6,709</b>	<b>6,693</b>	<b>6,756</b>	<b>7,220</b>
<b>3-Sewer Fund Total:</b>		<b>36,432</b>		<b>9,054</b>	<b>6,709</b>	<b>6,693</b>	<b>6,756</b>	<b>7,220</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
<b>4-Water Fund</b>								
<b>Water Operations</b>								
66	#0168 BCR/Danson Simon Fraser Bridge Water Supply							
	Connect the water main distribution system to the BCR/Danson site. This project represents funds committed to the Ministry of Transportation and Infrastructure for this portion of the work on the twinning of the Simon Fraser Bridge.							
			Unfunded Future Projects	0	1,000	4,000	0	0
		<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>4,000</b>	<b>0</b>	<b>0</b>
67	#0602 PW805 Cranbrook Hill to PW 660 Fishtrap Water Main New							
	Construct a large diameter water main from PW805 (Cranbrook Hill Rd) to the new well on Fishtrap Island to provide water system redundancy to both Pressure Zone 2 and to the Hart.							
			Unfunded Future Projects	4,500	0	0	0	0
		<b>4,500</b>	<b>Project Totals:</b>	<b>4,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
68	#1169 Mobile Equipment Replacement - Water							
	Annual replacement of water vehicles currently part of the City fleet.							
			Unfunded Future Projects	406	346	91	168	409
		<b>1,419</b>	<b>Project Totals:</b>	<b>406</b>	<b>346</b>	<b>91</b>	<b>168</b>	<b>409</b>

Fund #	Project	Cost	Funding Source	in thousands (000)					
				2030	2031	2032	2033	2034	
69	#1227 Pressure Zone 2 Reservoir New								
	Construct a new reservoir to provide reliable water to Pressure Zone 2.								
		5,550	Unfunded Future Projects	4,000	1,550	0	0	0	0
			<b>Project Totals:</b>	<b>4,000</b>	<b>1,550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
70	#1391 Construction Tools and Equipment								
	Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.								
		125	Unfunded Future Projects	25	25	25	25	25	25
			<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
71	#3184 Water Facilities New								
	This program is to construct new vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) Supervisory Control and Data Acquisition SCADA including software, hardware, communications, as recommended in the Water Service Network Plan 2014. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction of new vertical assets.								
		500	Unfunded Future Projects	100	100	100	100	100	100
			<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2030	2031	2032	2033	2034
72	#3185	Water Facilities Renewal							
		This program is for the renewal of water facilities' vertical water assets and components (water supply pump stations, water booster pumping stations, pressure reducing valve stations, and water storage) including Supervisory Control and Data Acquisition SCADA including software, hardware, communications, and health and safety needs. 2025 works planned to include continuation of ongoing control valve replacements, additional pump rebuilds, and replacement of obsolete SCADA components.							
			3,000	Unfunded Future Projects	600	600	600	600	600
				<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
73	#3186	Repurpose PW601/Decommission PW602							
		Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
			4,000	Unfunded Future Projects	4,000	0	0	0	0
				<b>Project Totals:</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2030	2031	2032	2033	2034
74	#3298	Pump Station PW614 Giscome Rd Renewal							
		New Pump Station to be constructed to meet current and future water supply needs for the Blackburn area. Station will be designed to fire flow needs to of the area.							
				Unfunded Future Projects	100	1,100	400	0	0
			<b>1,600</b>	<b>Project Totals:</b>	<b>100</b>	<b>1,100</b>	<b>400</b>	<b>0</b>	<b>0</b>
75	#3330	Water Facilities Upgrade							
		This program is to upgrade existing water facilities. All the water facilities are aging with major components being past life expectancy. New equipment is more energy efficient and more reliable, resulting in less downtime on equipment, reduced breakdowns, and reduced critical failures. Addition of new components or technology can increase efficiency and reliability, improving the robustness of the system.							
				Unfunded Future Projects	300	300	300	300	300
			<b>1,500</b>	<b>Project Totals:</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
76	#3373	Emergency Infrastructure Reinvestment - Water							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This emergency program funding is to be applied to water infrastructure failures that can't be put off to future years and are a must to reinstate.							
				Unfunded Future Projects	500	500	500	500	500
			<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

Fund #	#	Project	Cost	Funding Source	in thousands (000)				
					2030	2031	2032	2033	2034
77	#3415	Water Distribution System Renewal							
		Annual water distribution system renewal and replacement program that consists of linear water assets and components such as water main and appurtenances, valves, hydrants, SCADA, software, hardware equipment, communications, data collection services, connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction for the replacement and renewal of linear water distribution system assets.							
			16,000	Unfunded Future Projects	4,000	2,000	4,000	4,000	2,000
				<b>Project Totals:</b>	<b>4,000</b>	<b>2,000</b>	<b>4,000</b>	<b>4,000</b>	<b>2,000</b>
78	#3416	Water Distribution System New							
		Annual water distribution system new program that includes work to construct new linear water assets and components such as, Water-main and appurtenances, valves, hydrants, services and connections, property acquisitions and necessary encumbrances. As recommended in the Water Service Network Plan 2014 and technical analysis. This capital amount allows for the capital project portion of planning (i.e. pre-design, concept, design) as well as the engineering and construction of new linear assets.							
			7,600	Unfunded Future Projects	2,000	800	2,000	800	2,000
				<b>Project Totals:</b>	<b>2,000</b>	<b>800</b>	<b>2,000</b>	<b>800</b>	<b>2,000</b>
<b>Water Operations Total:</b>			<b>53,294</b>		<b>20,531</b>	<b>8,321</b>	<b>12,016</b>	<b>6,493</b>	<b>5,934</b>

Fund #	Project	Cost	Funding Source	in thousands (000)				
				2030	2031	2032	2033	2034
4-Water Fund Total:				20,531	8,321	12,016	6,493	5,934
<b>Grand Total:</b>				<b>67,335</b>	<b>68,027</b>	<b>72,276</b>	<b>68,532</b>	<b>42,567</b>