

# Budget and Finance Reference Guide

2026



# TABLE OF CONTENTS

- 1. INTRODUCTION** ..... 3
  - 1.1. Purpose ..... 3
- 2. FINANCIAL PLAN AND BUDGETS** ..... 3
  - 2.1. Five-Year Financial Plan ..... 3
  - 2.2. Capital Budget ..... 4
    - Table A: Capital Budget Preparation..... 4
  - 2.3. Operating Budget..... 5
    - Table B: 2026 Operating Budget..... 5
    - Figure 1: General Operating Fund - Source of Funds (in 000’s) – 2026..... 5
    - Figure 2: General Operating Fund Expenditures (in 000’s) – 2026 ..... 6
    - Table C: Operational Budget Preparation ..... 6
- 3. PROPERTY TAXES** ..... 7
  - 3.1. Property Tax Rate Setting ..... 7
    - Table D: Sample Calculation of Property Tax Rates ..... 7
  - 3.2. BC Assessment Authority and Tax Classes ..... 7
    - Table E: Prince George’s Tax Classes, Rates and Levy Contributions – 2025..... 8
  - 3.3. Tax Payment/Non Payment ..... 8
    - Table F: Tax Payment Calendar ..... 9
  - 3.4. Property Tax Sale..... 9
  - 3.5. Tax Exemptions..... 9
  - 3.6. Taxes Collected for Other Authorities ..... 10
    - Figure 3: Taxes Collected for City and Other Authorities – 2026..... 10
  - 3.7. Local Area Services..... 11
    - Table G: Capital Projects Funded by Local Area Service Taxes – 2026 ..... 11
  - 3.8. Business Improvement Areas..... 11
- 4. REVENUE ENTITLEMENTS UNDER AGREEMENTS AND GRANTS**  
12
  - 4.1. Traffic Fine Revenue ..... 12
    - Table H: Police Expenditures and Traffic Fine Revenue (2023 – 2026)..... 12
  - 4.2. Gaming Revenue ..... 12
    - Table I: Gaming Revenue and Use of Funds (2023 – 2026) ..... 12
  - 4.3. FortisBC (formerly Terasen Gas) Agreements..... 13

2026 Budget and Finance Reference Guide

- 4.3.1. FortisBC Operating Fee Revenue .....13
  - Table J: FortisBC Operating Fee Revenue (2023 – 2026).....13
- 4.4. Canada Community Building Fund Grants .....13
  - Table K: Canada Community Building Fund Revenue (2023 – 2026) .....13
- 5. RESERVE FUNDS .....14
  - Table L: Reserve Funds – Source, Use and Uncommitted Balance of Funds – 2024 .....14
  - 5.1. Accumulated Surpluses .....17
- 6. DEBT .....18
  - 6.1. Long-Term Debt.....18
    - Figure 4: Long-Term Debt Outstanding by Fund (\$millions) (2015 – 2024).....18
    - Figure 5: Long-Term Debt Payments by Fund (\$millions) (2015 – 2024).....19
  - 6.2. Lease/Partnering Agreement .....19
  - 6.3. Financial Liability Servicing Limits .....20
    - Table M: Debt Capacity and Available Capacity (2020 – 2024) .....20
- 7. COUNCIL’S FINANCE POLICY .....20
- APPENDIX A: SUSTAINABLE FINANCE POLICY .....21
- APPENDIX B: OTHER INFORMATION .....22

# 1. INTRODUCTION

## 1.1. Purpose

This guide has been produced to assist Council and Administration in creating the 2026 - 2030 Operating and Capital Financial Plan. The document identifies finance guidelines which currently inform decisions of Council and Administration and may also be adapted for use as a reference tool for newly elected officials and city staff.

# 2. FINANCIAL PLAN AND BUDGETS

## 2.1. Five-Year Financial Plan

Each year, municipalities must adopt by bylaw, a five-year financial plan which includes operating and capital items. The financial plan must be adopted before the annual property tax bylaw is adopted (before May 15<sup>th</sup>). A financial plan may be amended by bylaw at any time.

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 financial deficiency; and
  - other purposes.
- Proposed funding sources including separate amounts for:
  - revenue from property 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.

For each year of the financial plan, the proposed expenditures and transfers to other funds cannot exceed the proposed revenues and transfers from other funds – i.e. there cannot be a deficit. If a deficit does occur, it must be reflected in the financial plan as expenditure in the next year.

Before adopting a financial plan, Council must have undertaken a public consultation process regarding it. Public consultation for the five year financial plan is received by Council until the end of October and may, for example, take the form of neighbourhood meetings or public opinion surveys concerning municipal services and quality of life. Council's budget meeting agendas also advertise, in advance, opportunity for written submissions. Council considers public consultation results in its deliberations on budget and finance matters.

**2026 Budget and Finance Reference Guide**

**2.2. Capital Budget**

The capital budget is developed for the purpose of investing in the City’s infrastructure, equipment and facilities.

Capital expenditures may be funded by:

- grant funds;
- annual revenue;
- reserve funds;
- lease/partnering agreements; and
- long-term debt.

The City’s 2026 capital program amounts to \$72.9 million, as reflected in the 2026 - 2030 Financial Plan.

Council and Administration have developed processes and associated schedules for preparation, consideration, approval and management of the five year capital and operating financial plan. The processes reflect legislated requirements, including approval deadlines and follows the Organizational Capital Program Management Council Policy.

**Table A: Capital Budget Preparation**

<b>Activity</b>	<b>Who</b>	<b>Date</b>	<b>Result</b>
Financial Planning estimates capital reserve balances for 2026	Financial Planning	September	Estimated amount of available funding is identified
Administration prioritizes 2026-2030 capital plan	Budget Managers, CPMO and Senior Leadership	October/ November	Administration prioritizes recommended capital plan
Draft 2026-2030 capital plan is presented to Finance and Audit Committee	Financial Planning, CPMO and Senior Leadership	November/ December	Priority projects, available funding and funding challenges are presented
Proposed funded and unfunded 2026-2030, and proposed unfunded 2031-2035 capital plan is presented to Council	Financial Planning, CPMO and Senior Leadership	January	Council approves 2026-2030 and 2031-2035 capital plan
Financial Plan Bylaw receives final reading	Financial Planning	Before May 15 <sup>th</sup>	Council considers and approves Financial Plan Bylaw

# 2026 Budget and Finance Reference Guide

## 2.3. Operating Budget

The City of Prince George municipal operating budget is represented by four funds: general; district energy; sewer; and water.

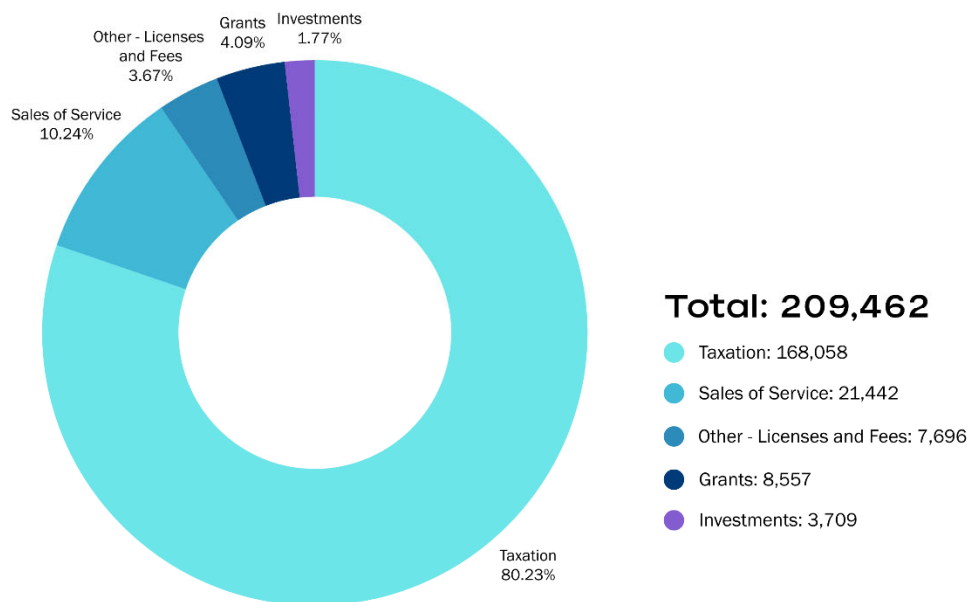
**Table B: 2026 Operating Budget**

General Operating Fund	\$187.7 million
District Energy Operating Fund	\$0.7 million
Sewer Operating Fund	\$7.9 million
Water Operating Fund	\$9.3 million
Total*	\$205.6 million

\* It should be noted that these figures **do not** include amortization (25.5 million General; 0.7 million District Energy; 2.9 million Sewer; 3.0 million Water).

To provide more detail, the annual operating budget is then segmented into service categories that provide financial representation of the City’s plans to deliver municipal services and programs. Figures 1 and 2 below provide a more detailed breakdown of the City’s General Operating Source of Funds and Operating Expenditures.

**Figure 1: General Operating Fund - Source of Funds (in 000's) – 2026**



## 2026 Budget and Finance Reference Guide

Figure 2: General Operating Fund Expenditures (in 000's) – 2026

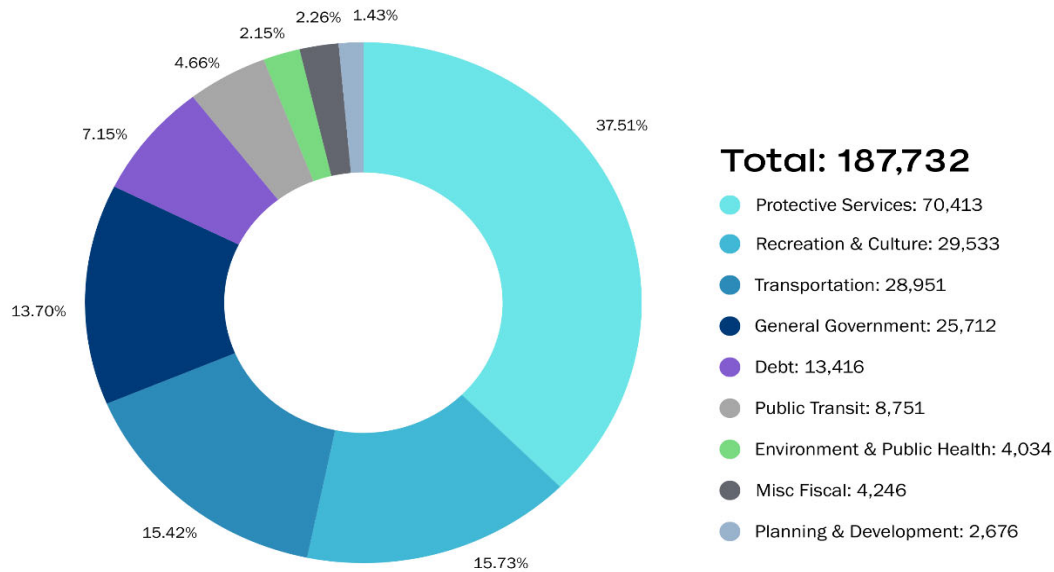


Table C: Operational Budget Preparation

Activity	Who	Date	Result
Prepare and distribute 2026 operating budget guideline	Financial Planning and Senior Leadership	October	2026-2030 budget entry by Finance
Prepare draft five year operating budget for review by Senior Leadership and present to Finance and Audit Committee	Financial Planning	November/December	Draft budget prepared for review by Senior Leadership and Finance and Audit Committee
Prepare five year budget for Council agenda	Financial Planning and Legislative Services	December/January	Electronic and printed five year plan produced
Prepare and present proposed 2026-2030 operating plan to Council	Financial Planning, Senior Leadership and Departmental Managers	January Budget Meetings	Council approves 2026 – 2030 operating plan
Final reading of Financial Plan Bylaw	Financial Planning	Before May 15 <sup>th</sup>	Council considers and approves Financial Plan Bylaw

### 3.PROPERTY TAXES

#### 3.1. Property Tax Rate Setting

Once Council has determined the total amount of municipal property taxes to be raised in the City’s operating budget, Council must then approve the annual tax rate bylaw which details what share of that total taxation revenue will be collected from each of the City’s nine property tax classes. Council approves a tax rate structure that generates the tax revenue required by multiplying the total assessed value of each of the property classes by their respective tax rates.

Another way of expressing this is that the tax rate equals required tax revenue, divided by taxable assessed value. For example, if \$200,000 is to be raised from residential properties and the total taxable value is \$10,000,000, the tax rate is set at \$20 per \$1,000 of assessed residential value (property tax rates are expressed in dollars per thousand of assessed value).

**Table D: Sample Calculation of Property Tax Rates**

Tax Rate =	Tax Revenue for Class / Assessed Value of Class
	<b>2025 Business Tax Rate</b>
	\$39,991,473 / \$2,744,804,901
Tax Rate =	\$.01456988 per \$1 of assessed value or \$14.56988 per \$1,000 of assessed value

#### 3.2.BC Assessment Authority and Tax Classes

Since 1974, BC Assessment Authority has established and maintained assessments throughout the province for property taxation purposes. BC Assessment values and classifies properties into one or more of nine classes included in the Assessment Act regulations.

The BC Assessment Authority Act describes:

- the methods to be used in classifying and valuing property (e.g. use, selling price of comparable land and improvements, revenue or rental value);
- the rules for providing assessment notices and assessment rolls to property owners and taxing bodies; and
- a framework for review and appeal of the classification, valuation, and exemption of property.

# 2026 Budget and Finance Reference Guide

**Table E: Prince George’s Tax Classes, Rates and Levy Contributions – 2025**

BC Assessment Classifications	Tax Rate (charge per \$1,000)	Percentage of total tax payable
1 - Residential	6.25	54.3
2 - Utility	40.00	1.2
3 - Supportive Housing	6.25	0.0
4 - Major Industry	61.31	13.9
5 - Light Industry	31.75	3.9
6 - Business/Other	14.57	26.7
7 - Managed Forest	6.25	0.0
8 - Recreation/Non Profit	6.25	0.0
9 - Farm	6.38	0.0

The Provincial Government can and sometimes does, set tax class rate caps. For example, the Utility Class tax rate cannot exceed the greater of \$40/1000 of assessed value or 2.5 times the Business Class tax rate.

In addition, the valuation method may be different for different classes of property. For example, while properties in Class 6 (Business and Other) are valued at market value, improvements in Class 4 (Major Industry) are valued on cost, less depreciation values.

### 3.3. Tax Payment/Non Payment

The *Community Charter* allows a municipality to follow a “general tax collection scheme” or an “alternative municipal tax collection scheme”.

- **general tax collection scheme:**
  - taxes are due on July 2<sup>nd</sup>;
  - Province sets penalties and interest rates for unpaid taxes.
- **alternative municipal tax collection scheme:**
  - Council may establish tax due dates for unpaid taxes by bylaw;
  - Province sets penalties and interest rates for unpaid taxes.

To accommodate its tax pre-payment plan, the City uses an alternative tax collection scheme which is governed by Bylaw No. 7280. Under the City’s alternative tax collection scheme, a property owner may elect to pay taxes during the period July 1<sup>st</sup> to June 30<sup>th</sup>. The owner may make the required scheduled payments through any method accepted by the City, including pre-authorized withdrawals.

For those who do not participate in the pre-payment plan, the due date for current property taxes is the first Friday after July 1<sup>st</sup>. The Province has set a penalty rate of 10% that may be applied all at once under the general tax collection scheme or a combined total of 10% under the alternative municipal tax collection scheme.

# 2026 Budget and Finance Reference Guide

Table F: Tax Payment Calendar

<b>1<sup>st</sup> year</b>	<b>first Friday after July 1<sup>st</sup></b>	If the tax is not paid in full, a penalty equal to 5% of the outstanding current year balance owing is added to the balance owing.
	<b>second Friday in September</b>	If the tax is not paid in full, a further penalty equal to 5% of the outstanding current year balance owing is added to the balance owing.
	<b>December 31<sup>st</sup></b>	Unpaid taxes and penalties become taxes in arrear and are charged interest at rates set by the Province.
<b>2<sup>nd</sup> year</b>	<b>December 31<sup>st</sup></b>	Taxes in arrear become delinquent taxes and continue to accumulate applicable interest.

### 3.4. Property Tax Sale

**3<sup>rd</sup> year – last Monday in September** – properties with delinquent taxes are subject to tax sale. An auction is held where the public may bid on applicable properties. The upset price for a property reflects all the taxes and interest owing to the date of tax sale, plus 5% penalty on these amounts, as well as fees set out in the “Land Titles Act”.

The City is declared the purchaser of properties that are offered for sale and for which there are no public purchasers. Alternatively, a person authorized by Council may bid for the municipality at the tax sale up to a maximum amount set by Council.

**4<sup>th</sup> year** – Up to one year from the day of tax sale a property owner may redeem their property by repaying the upset price and interest as well as any current taxes paid by the purchaser.

### 3.5. Tax Exemptions

Certain property may be exempted (totally or partially) from taxation as mandatory exemptions or at the discretion of Council, by bylaw, in accordance with the *Community Charter* or other legislation.

**Mandatory** exemptions include:

- properties owned by municipalities and buildings used for public worship;
- private and public schools;
- properties owned by the Federal and Provincial governments and their agencies (in many cases, the government or agency pays a grant in lieu of taxes);
- some properties owned by utility companies are exempt from general property taxation but are subject to 1% revenue taxation; and
- each property in the business class receives a \$10,000 exemption.

**Permissive** exemptions are a means for Council to support organizations within the community to further Council’s objectives of enhancing quality of life and delivering services economically. There is no obligation on Council’s part to grant these exemptions. The City’s Annual Municipal Report includes a list of permissive property tax exemptions.

# 2026 Budget and Finance Reference Guide

Generally, eligible properties are owned by not-for-profit organizations. In limited circumstances, properties owned by businesses may also be eligible; particularly when property owned by a private partner is used to provide a municipal service.

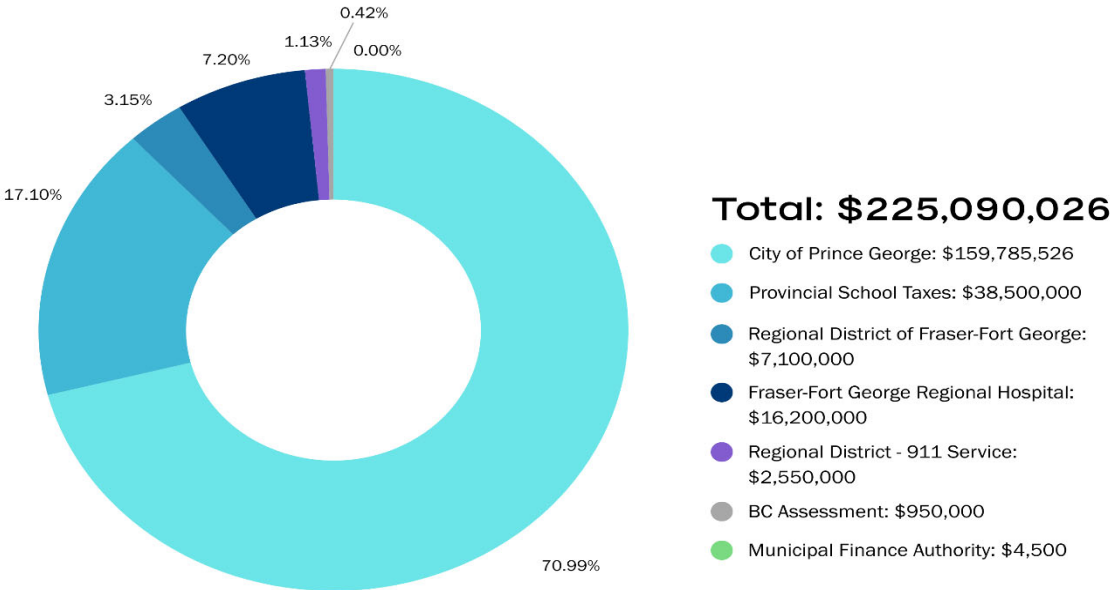
**Revitalization** exemptions are granted by Council for the purpose of encouraging revitalization within the municipality. The exemption may be for a period of up to 10 years. A tax exemption certificate must be issued by the municipality for the property to which the revitalization tax exemption applies. The City’s revitalization bylaws set out the qualifying criteria and amounts of tax exemptions available under the program.

## 3.6. Taxes Collected for Other Authorities

For administrative ease, municipalities collect all the property taxes that are imposed on properties within their boundaries. Five authorities obtain a portion of their annual revenue from the Prince George property tax base. While the City collects and remits these authorities’ taxes, it does not control their tax levy amounts or the distribution of them amongst the tax classes. In 2026, the City will collect \$65.3 million in taxes for these authorities. The five authorities are:

- the Province of B.C. (for school purposes);
- the Regional District of Fraser-Fort George, including its 9-1-1 Service;
- the Municipal Finance Authority;
- the Fraser-Fort George Regional Hospital District; and
- BC Assessment Authority.

Figure 3: Taxes Collected for City and Other Authorities – 2026



### 3.7. Local Area Services

The *Community Charter* defines a Local Area Service as a municipal service that is to be paid for in whole or in part by a local service tax.

Only business improvement areas or services that Council considers a particular benefit to part of the municipality may be provided as local area services. Local area services are established by bylaw.

The initiative to create a Local Area Service can arise: from Council, which is subject to a petition against the proposed service; by petition of affected property owners who seek a service; or through approval by elector assent.

**Table G: Capital Projects Funded by Local Area Service Taxes – 2026**

Bylaw #	Description	Final Payment
<b>GENERAL FUND</b>		
8743	Erosion protection on PG Pulpmill Road	2037
<b>SEWER FUND</b>		
8559	Sewer services in the neighbourhoods of Hart Highlands Phase 1 (Berwick Drive, Dundee Drive, Wallace Crescent, Wallace Place, Langley Crescent, Highland Drive and Ridgeview Drive)	2035
8662	Sewer services in the neighbourhood of Ridgeview Drive	2037
8721	Sewer Services in the neighbourhood of Killarney and Sussex Drive	2038
8910	Sewer Services in the Dunbar Place neighbourhood	2041

### 3.8. Business Improvement Areas

Business improvement areas (BIAs) are similar to local area services. They are geographic areas within the City where local business property owners join together to finance physical improvements and economic development in their area. The City is responsible for approving the budget of the BIAs and the special levy is collected from the designated property owners when all other property taxes are collected. The City then gives the funds to the BIAs to carry out their memberships’ projects. There are currently two BIAs in the city:

- 20<sup>th</sup> Avenue and Victoria Street BIA
- Downtown Prince George BIA

## 4. REVENUE ENTITLEMENTS UNDER AGREEMENTS AND GRANTS

### 4.1. Traffic Fine Revenue

The Province provides Traffic Fine Revenue Sharing grants to assist municipalities to improve public safety through community policing, crime prevention, and education. The amount a municipality receives is determined by its annual policing costs divided by all BC municipalities’ annual policing costs multiplied by the grant funds available.

**Table H: Police Expenditures and Traffic Fine Revenue (2023 - 2026)**

	Year 2023	Year 2024	Year 2025 (budget)	Year 2026 (budget)
Traffic Fine Revenue Sharing Grant	\$1,081,000	\$1,045,000	\$1,050,000	\$1,050,000
Police Net Expenditures	\$31,753,353	\$35,006,335	\$38,096,505	\$40,384,200

### 4.2. Gaming Revenue

In 2000, the City entered into a Host Financial Assistance Agreement with the Province with respect to Casino Hollywood (now called Treasure Cove Casino). The City receives a ten percent share of the casino’s net income and the Province allows the City to use the funds for eligible costs which are defined to be “any purpose that is of public benefit to the Host community and within the lawful authority of the Host”.

**Table I: Gaming Revenue and Use of Funds (2023 - 2026)**

	Year 2023	Year 2024	Year 2025 (Budget)	Year 2026 (Budget)
Gaming Revenue Share	\$3,134,281	\$2,838,589	\$3,000,000	\$2,700,000
Expenditures				
Capital Projects	\$2,834,281	\$2,538,539	\$2,700,000	\$2,400,000
Transfer to Major Events Reserve	\$300,000	\$300,000	\$300,000	\$300,000

### 4.3.FortisBC (formerly Terasen Gas) Agreements

#### 4.3.1. FortisBC Operating Fee Revenue

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.

**Table J: FortisBC Operating Fee Revenue (2023 - 2026)**

	Year 2023	Year 2024	Year 2025 (Budget)	Year 2026 (Budget)
FortisBC Operating Fee Revenue	\$1,477,846	\$1,252,680	\$1,450,000	\$1,250,000

### 4.4.Canada Community Building Fund Grants

Funding for the Canada Community Building Fund (formerly Community Works Gas Tax) Program results from the Federal Government Gas Tax Agreement and comes 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. A renewed 10-year agreement has been signed and is expected to maintain a similar level of funding.

**Table K: Canada Community Building Fund Revenue (2023 - 2026)**

	Year 2023	Year 2024	Year 2025 (Budget)	Year 2026 (Budget)
Canada Community Building Fund Revenue	\$3,457,483	\$3,556,223	\$3,556,224	\$3,556,224

### 5. RESERVE FUNDS

The *Community Charter* provides that Council may, by bylaw, establish reserve funds for specific purposes. Money in a reserve fund, including the interest earned, must only be used for the purpose for which the fund was established. If the balance in a reserve fund is greater than the amount required, Council may, by bylaw, transfer all or part of it to another reserve fund. While their purpose can be operating (e.g. snow reserve), reserve funds are typically used to accumulate funding for future capital purposes.

**Table L: Reserve Funds – Source, Use and Uncommitted Balance of Funds – 2024**

Fund	Source of Funds	Use of Funds	December 31, 2024
<b>Reserves</b>			
Capital Expenditure	- annual contribution from Gaming revenue - interest earnings on Endowment Reserve	- funds general capital projects	4,950,004
Sewer Utility	- sewer user rates - MFA sinking fund surplus	- funds sewer capital projects	12,843,717
Water Utility	- water user rates - MFA sinking fund surplus	- funds water capital projects	10,595,027
Downtown District Energy	- district energy user rates	- funds district energy capital projects	605,220
Endowment	- annual contributions from general operating fund to repay principal and interest costs of internal debt - land sales surpluses	- provides interim financing (referred to as internal debt) for capital projects - interest earnings on the fund are transferred to the capital expenditure reserve to fund capital projects	16,552,190
Storm Drainage	- sinking fund and debt surplus from debenture debt - no ongoing source of funds	- funds capital projects related to storm drainage	9,560
Northern Capital Planning Grant	- one-time grant from the provincial government	- funds to be used for capacity building or capital project	993,657
BC Growing Communities Fund	- one-time grant from the provincial government	- funds to be used for infrastructure projects necessary to enable community growth	12,143,673
COVID-19 Safe Restart Grant	- one-time grant from the provincial government	- funds to be used to mitigate increased operating costs and lower revenue due to COVID-19	0
Land Development	- proceeds from land sales	- annually, excess land sale proceeds are transferred to the Capital Expenditure Reserve to fund capital projects or transferred to the Endowment Fund	0
Snow Control	- annual snow control property tax levy	- funds snow and ice control operations, disposal sites, facilities and equipment	2,102,012

## 2026 Budget and Finance Reference Guide

Road Rehabilitation	- annual road rehabilitation property tax levy	- funds road rehabilitation projects	3,168,157
General Infrastructure Reinvestment Fund	- annual property tax levy for general infrastructure reinvestment	- funds general infrastructure reinvestment projects	3,079,853
Mobile Equipment Replacement	- capital lease proceeds - mobile equipment disposal proceeds - net rental rate revenue	- provides interim funding for equipment acquisitions - covers net rental rate losses	4,347,504
Computer Reserve	- annual contribution from capital expenditure reserve	- finances purchase/lease of computer hardware and software	0
Parkland Acquisition (required by Community Charter)	- cash contributions received from developers in lieu of parkland dedication - proceeds from sale of parkland	- funds acquisition of parkland	397,576
Downtown Off-Street Parking (required by Community Charter)	- off-street parking surplus and levy funds in excess of capital commitments	- funds capital projects related to existing and new off-street parking spaces	10,336,406
Lease-In Lease-Out Legacy	- one time legacy monies received as a result of the termination of the Fortis LILO agreement	- funds general capital projects or general debt financing charges. Council has expressed interest to determine more specific criteria at a later date	34,289,745
Canada Community-Building Fund	- Federal Gas Tax allocation	- funds infrastructure construction, renewal and enhancement projects in eligible categories and funds capacity building projects	8,016,539
Solid Waste	- solid waste user fees	- funds solid waste operations, waste reduction initiatives, disposal sites, facilities and equipment	3,757,085
Performing Arts Centre	- one-time capital contribution from Initiatives Prince George from proceeds of sale of ACS building	- funds the development of a new performing arts centre	99,455
Climate Action Reserve Fund	- unspent and future grant funds related to climate action	- funds projects for the purposes of climate action (eg. reduce the City's overall carbon footprint)	2,219,820
Transit Operations	- Annual surpluses from the net Transit Operating Expenditures	- To be used to fund Transit Operating Expenditures	1,531,009
<b>Total Reserves</b>			<b>132,038,209</b>

## 2026 Budget and Finance Reference Guide

<b>Development Cost Charges (D.C.C.s)</b>	- developers pay DCCs on new development because they place demands on a municipality's infrastructure - Community Charter requires five separate DCC reserves by type. Money received is placed in the appropriate DCC reserve.	- funds capital projects that have been identified in the Capital Expenditure Plan as growth related projects	
D.C.C. Roads			1,861,783
D.C.C. Parkland			731,238
D.C.C. Drainage			1,080,954
D.C.C. Sanitary Sewer			2,862,111
D.C.C. Water			1,945,737
<b>Total D.C.C.s</b>			<b>8,481,823</b>
<b>Unearned &amp; Other Revenue</b>			
Miscellaneous	- unused operating budgets/grants as yet not fully spent - deferred elections budget	- deferred operating balance to be used for intended program/grant expenditures - deferred elections balance to be used for election related costs every fourth year	452,243
Debt Reduction	- one-time consolidation of old RRFE's that were no longer required - ongoing funding comes from surplus on debt maturities and any excess proceeds from security issues	- funds capital projects that would otherwise require the procurement of long-term debt when the capital expenditure is relatively small, but no other funding source exists	1,256,380
Extension Ospika/Marleau/St. Lawrence	- initial funds were a developer contribution - no ongoing source of funds	- future widening of Ospika Boulevard less the greenbelt buffer strip (from two lanes to four)	262,547
Tyner Blvd Water main Extension	- developer contributions for Tyner water main	- pays back the internal debt associated with the Tyner water main	0
Gaming	- gaming revenue share from provincial government equal to 10% of net profits of casino revenue in city	- amounts are transferred to the capital expenditure and major events reserves	0
EVP Crown Land Forest	- various government grants	- funds urban forestry management	67,371
Major Events	- gaming revenues	- funds western, national and international events of a sporting or cultural nature	938,260

## 2026 Budget and Finance Reference Guide

Valentina Goodwin Donation	- donation from the estate of Valentina Goodwin - no ongoing source of funds	- funds beautification or augmentation of Hudson's Bay Wetlands area	15,712
Community Fibre Optic Network	- Fibre optic revenues	- Investment in fibre optic infrastructure	304,759
<b>Total Unearned &amp; Other Revenue</b>			<b>3,297,272</b>
<b>Trusts</b>			
Winter Games Legacy	- 1982 grant from the British Columbia Games Society	- Interest earnings funds travel costs for sports and recreational groups and individuals	115,884
Cemetery Care (established in accordance with the Cemeteries Act)	- annual cemetery plot fees	- upkeep for the cemetery grounds/facilities upon closure of the cemetery - interest earnings are used to offset cemetery operating and capital costs	3,142,024
Festival of the Arts/Discovery Place	- legacy from hosting Festival of the Arts	- funds public art projects	11,504
Elections BC Campaign	- surplus local election campaign funds exceeding \$500 must be held in trust and accrue interest on behalf of the candidate	- if the candidate runs again in the next general election, the excess campaign funds plus any interest accrued thereon must be returned to the candidates' financial agent - if the candidate does not run again, the funds will be forfeited to the jurisdiction in which they're held to be used at the jurisdiction's discretion	1,044
<b>Total Trusts</b>			<b>3,270,456</b>
<b>Total in Reserve</b>			<b>147,087,760</b>

### 5.1. Accumulated Surpluses

To avoid incurring operating deficits, the City projects revenues and expenses conservatively and analyzes budget variances regularly. This approach usually results in modest annual operating surpluses.

General, sewer, and water fund accumulated surpluses are retained to:

- reduce the need to borrow temporarily early in the year before revenues from property tax and utility bills are received; and
- provide funds that may be required to deal with major emergencies.

The City attempts to maintain all Operating Fund surpluses between 5% and 10% of the respective Operating Fund expenditures. Excess amounts over and above the 10% target are transferred to respective capital expenditure reserves for infrastructure needs.

## 6. DEBT

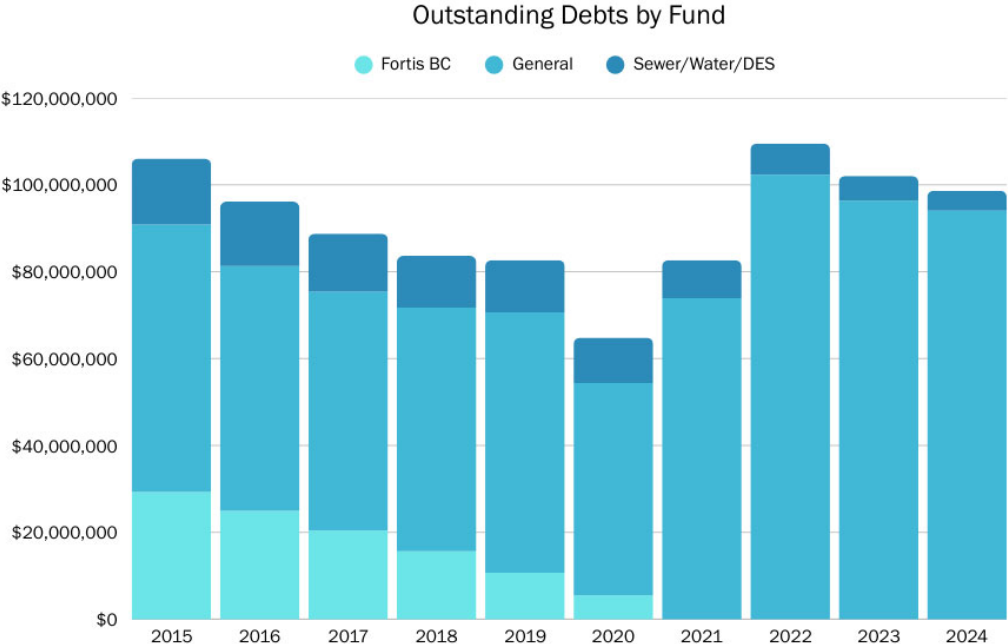
### 6.1. Long-Term Debt

The City relies on debt financing for new infrastructure and for major repair of existing infrastructure. Long-term debt must be undertaken through the adoption of a loan authorization bylaw approved by the Inspector of Municipalities. The maximum term of a debt is the lesser of thirty years or the reasonable life expectancy of the capital asset or the term of any related agreement. The City makes debt payments for general/district energy/water/sewer capital projects from their respective operating funds.

Long-term debt for all BC municipalities except the City of Vancouver must be undertaken through their regional district, which borrows on their behalf from the Municipal Finance Authority (MFA).

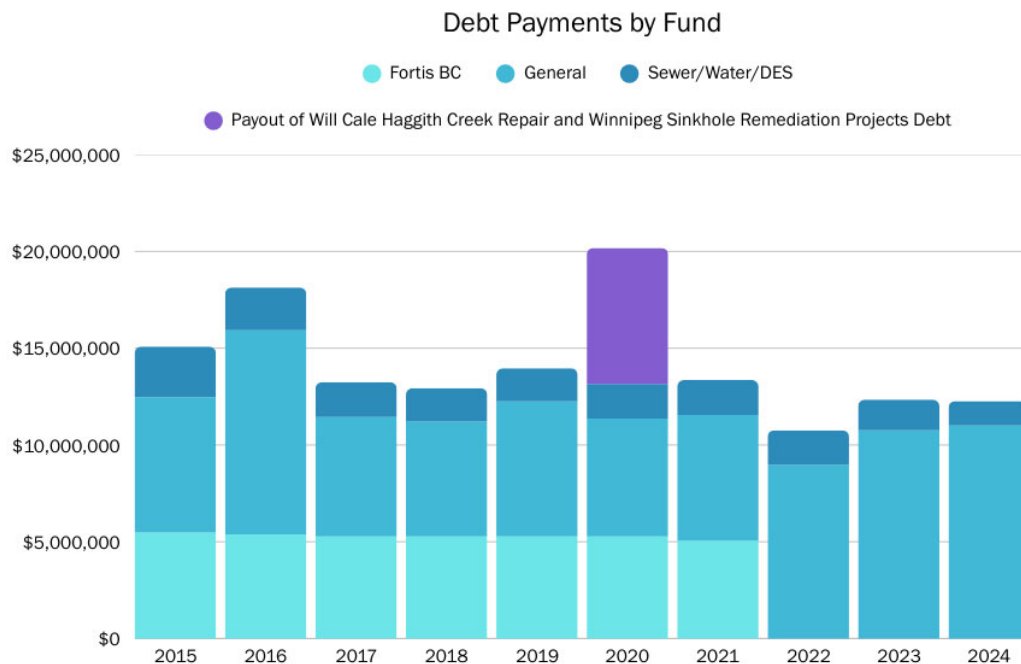
The MFA, created in 1970, is an independent organization that is directed by its members (elected officials representing every regional district in BC) and provides: long-term, short-term and equipment financing; investment management; and a range of low-cost and flexible financial services. The MFA achieves this by pooling the borrowing and investment needs of its member local governments in BC. This collective structure, along with the requirement that regional districts guarantee the debt obligations of their members, grants the MFA an excellent credit rating (AAA) that enables attractive and sustainable borrowing solutions to contribute to the financial well-being of BC communities.

Figure 4: Long-Term Debt Outstanding by Fund (\$millions) (2015 - 2024)



## 2026 Budget and Finance Reference Guide

Figure 5: Long-Term Debt Payments by Fund (\$millions) (2015 - 2024)



### 6.2. Lease/Partnering Agreement

There are two forms of capital financing under agreement: lease agreements and partnering agreements.

#### Lease Agreement

- Leasing may be undertaken with a 3<sup>rd</sup> party such as a commercial leasing entity.
- The City may enter into capital lease agreements for a variety of capital assets including, but not limited to, the purchase of mobile and other equipment.

#### Partnering Agreement

- A partnering agreement is an agreement between a local government and a public or private partner under which the partner agrees to provide a service on behalf of the local government.
- A partnering agreement may include the financing of capital assets by one of the parties to the agreement.

### 6.3. Financial Liability Servicing Limits

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
- for more than five years if an extension were exercised.

A municipality cannot incur a liability that extends beyond the current year if it would cause the municipality’s total annual cost of servicing (e.g. lease payments, partnering capital payments, long-term debt principal and interest payments) to exceed the regulated amount as determined by the Municipal Liabilities Regulation. Exceeding the regulated amount requires prior approval of the Inspector of Municipalities in consultation with the MFA. The regulated amount is based on 25% of a municipality’s controllable revenues such as:

- property taxes - a deduction is made to revenue received from Major Industry tax revenues for municipalities which are heavily dependent on that class;
- payments in lieu of taxes;
- user fees; and
- unconditional grants.

The total amount of all loan authorization bylaws are included in the liability servicing limit regardless of whether the funds have actually been borrowed. The table below shows the City’s debt capacity. 2025 figures were not available at the time of this report.

**Table M: Debt Capacity and Available Capacity (2020 – 2024)**

Year	Municipal Revenue	Liability Servicing Limit	Payment Capacity Available	Approximate Principal Borrowing Available
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
2024	\$221,855,438	\$55,463,860	\$38,623,214	\$429,146,822

## 7. COUNCIL’S FINANCE POLICY

Council and Administration’s financial decisions are guided by the City of Prince George’s Sustainable Finance Policy, which is Appendix A of this document.

## **APPENDIX A: SUSTAINABLE FINANCE POLICY**



# POLICY

**POLICY NAME:** SUSTAINABLE FINANCE POLICY

---

**CATEGORY:** CITY GOVERNMENT – SUSTAINABLE FISCAL MANAGEMENT  
**APPROVED BY COUNCIL:** 2019/05/13  
**AMENDED BY COUNCIL:** 2020/11/23  
**AMENDED BY COUNCIL:** 2021/08/16  
**AMENDED BY COUNCIL:** 2023/09/11  
**AMENDED BY COUNCIL:** 2024/10/21  
**AMENDED BY COUNCIL:** 2025/07/14  
**DEPARTMENT RESPONSIBLE:** DEPARTMENT OF FINANCE AND IT SERVICES

**PURPOSE:**

---

To provide the framework for financial management to enable the City to provide services today and in the future.

**POLICY:**

---

## 1. Financial Plan (*Community Charter Sections 165 and 166*)

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

### Policy 1.0

Administration regularly reviews departmental/divisional operations and identifies efficiencies and cost savings.

### Policy 1.1

Budget Service Category Plans outline services to be provided and any operational cost savings that may be achieved.

### Policy 1.2

Approved new services and enhancements to existing services may be funded by one or a combination of the following:

- a. Reduced cost of existing services;
- b. Increased non-property tax revenues;
- c. Increased property tax revenue;

- d. Accumulated surplus (for one-time expenditures only).

### Policy 1.3

To address infrastructure reinvestment needs, an increase of 1% to the tax levy per year shall be added at the conclusion of all other budget deliberations and transferred to infrastructure reserves.

## 2. Property Tax Rates (*Community Charter Sections 197 and 199*)

The City has property tax rates that are stable and fair in comparison to “peer municipalities”.

### Policy 2.0

Annually, the Finance and Audit Committee will determine a preferred tax rate option and recommend that Council approve it. During its deliberations, the Committee may consider the following information:

- a. Value of taxes from new construction;
- b. The City and its peer municipalities’ assessed values, tax rates, percentages of taxation by class, tax class multiples, and taxes levied and utility fees charged on a representative home;
- c. Residential tax rates should be structured to have the estimated Representative Home tax increase match the overall tax levy increase approved by Council in that year;
- d. The Utility Tax rate will be set at the greater of the rates allowed under BC Regulation 329/96;
- e. The Business Tax rate should not exceed a multiple of 2.5 of the Residential Tax Rate.

## 3. Self-Funded Services

The City’s water, sewer, solid waste, and off-street parking services are self-funded.

### Policy 3.0

User fees, parcel taxes, special agreements, and government grants are used to fully fund water, sewer, solid waste and off-street parking services.

### Policy 3.1

The cost structure of the water, sewer, solid waste, and off-street parking services include a management fee so that the users contribute to the City’s general overhead costs which include the provision of facilities and office and general corporate services such as human resources and accounting.

## 4. User Fees (*Community Charter 194*)

The City of Prince George provides goods and services that benefit the community and goods and services that benefit specific organizations and individuals. The City follows the general principle that

taxpayers pay for public goods and services and users pay for private goods and services but recognizes that there is the need for exceptions to that principle.

#### Policy 4.0

Annually, budget managers will review their goods' and services' costs and provide recommendations to the Finance and Audit Committee concerning the introduction of new user fees and the modification of existing user fees.

#### Policy 4.1

Goods or services provided to specific, identifiable recipients will be fully funded through user fees except when:

- a. Subsidized or free use of a good or service will provide a significant public benefit or influence personal choice;
- b. Attempting to fully recover costs through user fees will result in reduced use of a good or service and in reduced revenue to the City;
- c. Attempting to fully recover costs through user fees will result in denied access to intended users;
- d. The cost of collecting user fees will be excessive or will require extreme measures.

#### Policy 4.2

Exceptions to the general principle that taxpayers pay for public goods and services and users pay for private goods and services will only be made after considering the impacts of making exceptions on the City, the taxpayers, and the users.

## 5. Financial Assistance

The City of Prince George may provide financial assistance to community organizations as a cost-effective means of achieving the City's objectives.

#### Policy 5.0

Programs may be developed which provide financial assistance to community organizations. Such programs will include statements concerning the objectives to be achieved and will be recommended to Council for approval.

#### Policy 5.1

The City's annual budget process will identify the funds which may be available for programs which provide financial assistance to community organizations.

## Policy 5.2

Organizations applying for financial assistance will be required to demonstrate that:

- a. The programs or projects for which they're applying for financial assistance will contribute to the attainment of the City's objectives.
- b. They have a need for financial assistance to operate the programs or projects.
- c. The level of public benefits provided by the proposed programs or projects is proportionate to the private or commercial benefits of the proposed programs or projects.
- d. In operating their programs or projects, they maximize partnerships, cooperation, or co-ordination with other community organizations.
- e. They have an inclusive approach and actively encourage potential beneficiaries of the programs or projects to participate in them.
- f. They adhere to acceptable standards of governance and accountability.

## Policy 5.3

City staff or Council committees will adjudicate applications for financial assistance. City Council will approve applications for financial assistance or, in the case of some programs, delegate the authority to approve applications to staff.

## Policy 5.4

Organizations which have received financial assistance will be required to report on their programs' or projects' activities, contribution to the City's objectives, and use of public funds.

## Policy 5.5

The City may provide permissive tax exemptions (*Community Charter* Section 224) to non-profit organizations as a means of achieving its objectives of enhancing the community's quality of life and delivering services economically.

## Policy 5.6

The City may provide revitalization tax exemptions (*Community Charter* Section 226) as a means of encouraging development which will enhance the community's economic, social, and cultural quality of life. Revitalization tax exemption programs will be enacted by bylaw and included in the City's Financial Plan.

## 6. Investments (*Community Charter* Section 183)

The City invests funds that are in excess of its current needs.

### Policy 6.0

Staff primarily purchases Municipal Finance Authority investments due to their competitive rates and lower administrative costs.

### Policy 6.1

Staff purchases a combination of short-, medium-, and long-term investments that both maximize the rate of return and ensure that funds are available to meet the City's current and scheduled financial obligations.

### Policy 6.2

Annually, Administration presents information to the Finance and Audit Committee concerning investment composition, balances and earnings as of December 31st of the prior year.

## 7. Accumulated Surpluses

The City projects revenues and expenses conservatively and analyzes budget variances regularly. This approach usually results in modest annual operating surpluses. General, water, sewer, district energy, solid waste and off-street parking fund accumulated surpluses are retained to: reduce the need to borrow early in the year before property tax and utility fee revenues are received and provide funds that may be required to deal with major emergencies.

### Policy 7.0

The City attempts to maintain the General, Water, Sewer and District Energy Operating Funds' accumulated surpluses between 5% and 10% of the respective Operating Fund's annual expenditures. Funds in excess of 10% of an Operating Fund's annual expenditures are transferred to the respective fund's infrastructure reserves.

### Policy 7.1

The goal of the City is to maintain a general contingency in the annual operating budget that is equal to 1% of the operating budget.

### Policy 7.2

The City will maintain a Council contingency in an amount as defined and approved by Council during each year's budget process. This contingency may be used at Council's discretion throughout the year to fund one-time expenses that may arise during the year including, but not limited to, City services and financial assistance requests. Use of these funds for financial assistance must adhere to Policy 5.2 and 5.4 of the Sustainable Finance Policy. Decisions involving the use of Council contingency funds will, when practicable, be made at a Council meeting subsequent to the meeting of the request to allow time for thoughtful consideration of the request and the opportunity to address any follow-up information that may be required.

## 8. Capital Expenditure Plan

The City funds capital projects from a variety of sources including property taxes, gaming income, grants, reserves, and debt. Once capital projects are completed, they usually have ongoing operating (e.g. maintenance) and capital (e.g. replacement) costs.

## Policy 8.0

The City's Capital Expenditure Plan is closely coordinated with its Official Community Plan so that land use policies reflect the City's ability to fund growth and development and so that financial planning reflects the need to invest in infrastructure.

## Policy 8.1

The City's Capital Expenditure Plan is aligned with its Asset Management Policy and Strategy, which supports the City in managing its infrastructure assets in a way that ensures sustainable service delivery, meaning that services are provided to the community today in a way that:

- is fiscally, environmentally, and socially responsible;
- is adaptive to changing circumstances and future conditions; and
- does not compromise the ability of future generations to meet their own needs.

The Asset Management Policy and Strategy facilitates the City's long-term financial planning for infrastructure replacement by understanding life cycle costs, service levels, and risk. This supports informed decision making and moves the City toward a sustainable future.

## Policy 8.2

The City balances the need and desire for major capital expenditures against its ability to fund them.

## Policy 8.3

Each capital funding request will clearly indicate the initial cost and will identify the sources of funding for those costs. For new projects over \$1 million, the future operating and replacement costs, and the estimated service life of the project will also be provided.

## Policy 8.4

The unspent amount of funding for an approved capital project may be carried forward to the following year's Financial Plan if the project has begun. Every year, unspent capital funds for projects that have not begun will be brought forward to the Standing Committee on Finance and Audit for information and reviewed and considered for carryforward approval by the Senior Leadership Team.

## Policy 8.5

- a. Twice per year, Administration will present information to the Finance and Audit Committee and Council concerning the progress of active capital projects that meet the threshold of "significant" defined as "budget or actual spending of \$1 million or more, as well as debt funded projects, Endowment Reserve funded projects, and any of the Emergency Infrastructure Reinvestment capital projects".
- b. Once quarterly, Administration will report information to Council and the Finance and Audit Committee concerning the progress and status of active capital projects that meet the threshold of "substantial" defined as "budget or actual spending of \$10 million or more on a

stand-alone project, as well as debt funded projects, Endowment Reserve funded projects, and any of the Emergency Infrastructure Reinvestment capital projects.”

## 9. Gaming Income

The City has a Host Financial Assistance Agreement with the Province of BC (Minister of Public Safety and Solicitor General) for the Treasure Cove Casino. The agreement provides for 10% of net gaming income to be transferred to the City on a quarterly basis. The funds can be used for any purposes that are within the lawful authority of the City.

### Policy 9.0

Gaming income will be used to fund general capital projects, the City’s Major Events program, and non-recurring general operational projects or programs approved by Council in the 5 year financial plan.

## 10. Reserves (*Community Charter Sections 188 and 189*)

The City establishes and maintains reserves to:

- a. Provide sources of funds for future capital expenditures.
- b. Provide sources of funds for areas of expenditures that may fluctuate significantly from year to year (e.g. mobile equipment, computer equipment).
- c. Protect the City from uncontrollable or unexpected increases in expenditures (e.g. snow control) or decreases in revenues or a combination of both.

### Policy 10.0

Money in a reserve, including the interest earned, will only be used for the purpose for which the reserve was established. Proposals to appropriate funds from reserves will include repayment plans.

### Policy 10.1

Annually, Administration will present information to the Finance and Audit Committee concerning reserve balances and recommended transfers. Reserves that are repealed will have their balance (if any) transferred to either the Endowment or the Capital Expenditure Reserve.

### Policy 10.2

The Snow Control Reserve will have a goal of maintaining a reserve equal to 25% of the annual net snow control expenses, as well as the capital needs of the snow control function.

## 11. Internal Debt

The City operates the Endowment Reserve as a “revolving fund”. Appropriations from this reserve are referred to as “internal debt” and the monies borrowed are repaid with interest from the General Operating Fund.

#### Policy 11.1

Annually, Administration will present information to the Finance and Audit Committee concerning projects, outstanding amounts and annual repayments of the City's internal debt program.

### 12. External Debt (*Community Charter Sections 174 and 175*)

The City of Prince George uses debt as an important component of capital financing and realistic long term financial plans. Using long term debt allows the costs of acquiring capital assets to be spread out over their useful lives and to be paid for by their current and future beneficiaries. The *Community Charter* governs the maximum amount of external debt that the City can incur. The City makes debt payments for general, sewer, water, district energy, solid waste and off-street parking projects from their respective operating funds.

#### Policy 12.0

The City will look at asset classes and determine whether or not to establish stable ongoing funding through a levy (i.e. Road Rehabilitation) or through debt as needed.

#### Policy 12.1

The City will review balances owing on Municipal Finance Authority issued debentures upon their 1st ten-year maturities and consider using the Debt Reduction Reserve to retire the debentures.

### 13. Budget Management

City department directors are accountable for their departments' financial results.

#### Policy 13.0

At scheduled times during the year; budget managers will review and document their capital and operating variances (i.e. the differences between their Service Categories' budgeted revenues and expenses and their actual revenues and expenses) and submit them to the Finance Department. Budget managers will explain business unit variances that equal or exceed 5%.

**APPENDIX B: OTHER INFORMATION**

Date: June 13, 2025

To: **Standing Committee on Finance and Audit**

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

Subject: 2024 Internal Debt Summary

Attachment(s): None

#### Recommendation(s):

That the Standing Committee of Finance and Audit RECEIVES FOR INFORMATION the report dated June 13, 2025 from the Director of Finance and IT Services titled “2024 Internal Debt Summary”.

#### Purpose:

This report is provided to inform the Committee of the projects, outstanding amounts and annual repayment of the City’s internal debt program.

#### Strategic Priorities:

Sustainable Finance Policy 11 states “The City operates the Endowment Reserve as a “revolving fund”. Appropriations from this reserve are referred to as “internal debt” and the monies borrowed are repaid with interest from the General Operating Fund.”

#### Financial Considerations:

The table below details principal balances at Dec 31, 2024, as well as principal and interest payments made during the year. Interest is calculated at 3% per year.

Project Title	Date of Issue	Date of Maturity	Principal Outstanding Dec. 31, 2023	Principal Payment	Interest Payment	Total Payment	Principal Outstanding Dec. 31, 2024
Library Circulation Desk	20-Jul	30-Jul	299,455	299,455	12,921	312,376	-
Library Entrance	20-Jul	Jul-40	3,525,314	161,997	105,759	267,757	3,363,317
Purchase of Days Inn Hotel parcel	18-Jul	Jul-38	3,630,936	195,223	108,928	304,151	3,435,713
George St. Parkade (2018-2020 Spending)	20-Jul	Jul-40	19,980,608	918,159	599,418	1,517,578	19,062,449
Airport Drainage Project	20-Jul	Jul-40	1,127,173	51,796	33,815	85,612	1,075,377
New Fire Hall 1 Overage	21-Jul	Jul-41	1,507,285	64,374	45,219	109,593	1,442,911
Downtown Utilities Relocation General (George St. Parkade)	20-Jul	Jul-40	2,873,857	132,061	86,216	218,277	2,741,796
Days Inn Hotel Site Demolition	21-Jul	Jul-41	2,601,324	111,099	78,040	189,139	2,490,225
Fire Hall No. 1 Demolition	21-Jul	Jul-41	153,150	23,221	6,812	30,033	129,929
Fire Hall No. 1 Demolition	23-Dec	Jul-43	395,218	14,708	11,857	26,565	380,510
FSLP Demo/ Firehall#1demo	24-Dec	Dec-44	-	-	-	-	306,020
<b>Total Endowment Fund – Internal Loans</b>			<b>36,094,320</b>	<b>1,972,095</b>	<b>1,088,985</b>	<b>3,061,079</b>	<b>34,428,245</b>

Summary and conclusion:

This report has been prepared for the Committee's information and discussion.

Respectfully submitted:

Kris Dalio, Director of Finance and IT Services

Approved:

Walter Babicz, City Manager

Meeting date: [2025/06/25]

Date: June 13, 2025

To: **Standing Committee on Finance and Audit**

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

Subject: 2024 Carry Forwards

Attachment(s): None

### Recommendation(s):

That the Standing Committee of Finance and Audit RECEIVES FOR INFORMATION the report dated June 13, 2025 from the Director of Finance and IT Services titled “2024 Carry Forwards”.

### Purpose:

This report is provided to inform the Committee of the 2024 unspent capital project budgets that were carried forward to 2025 as well as multi-year capital budgets that were approved in prior years.

### Strategic Priorities:

As per Sustainable Finance Policy 8.4, the unspent amount of funding for an approved capital project may be carried forward to the following year’s Financial Plan, if the project has begun. Every year, unspent capital funds for projects that have not begun will be brought forward to the Standing Committee on Finance and Audit for information and reviewed and considered for carry forward approval by the Senior Leadership Team.

### Financial Considerations:

The table below details the names of the projects, as well as the budget amounts identified for carry forward into 2025.

Project No.	Project Title	Initial Approval Year	2024 Final Budget	2024 Actuals	Carry Forward	
3377	Studio 2880 Building Improvements	2022	190,515	51,130	139,385	
0431	Mobile Equipment Replacement	Recurring	7,128,856	3,731,932	3,091,371	*
0727	IT New	Recurring	955,000	347,974	250,000	*
0724	IT Renewal	Recurring	930,000	307,504	250,000	*

0720	IT Upgrades	Recurring	800,000	225,775	130,000	*
1504	FSLP Replacement	2017	670,059	92,241	577,818	
1503	Off-Site Works	Recurring	140,000	56,722	83,277	
3116	Street Light Renewal	Recurring	589,712	427,978	161,733	
3219	Pedestrian/Traffic Safety Upgrades	Recurring	486,858	143,374	343,483	
3188	Climate Action Initiatives	Recurring	250,697	20,300	230,397	
3108	AQC-Mech/Bldg Envelope Upgrade	2020	36,751,425	541,233	36,210,191	
3254	AQC-Building Components Renewal	2019	812,207	-	812,207	
3252	Critical Street Light and Traffic Signal Replacement	2019	4,050,758	84,021	3,966,737	
1385	Park Washroom Renewal	Recurring	964,815	718,647	246,167	
1278	CC-Replace Flooring	2020	196,047	84,289	111,758	
3215	Churchill Rd Sidewalk	2020	381,173	-	381,173	
3229	CH-Transformer Replacement	2020	951,782	562,575	389,206	
3313	Neighbourhood Park Development New	Recurring	51,479	-	51,479	
3332	Ball Diamond and Sport Field Renewal	Recurring	1,370,000	665,254	704,744	*
3336	7th Ave Streetscape Upgrade	2021	372,807	(287,117)	659,923	
3368	Kin Centre Refrigeration Upgrades	2021	2,876,229	2,808,259	67,970	
3363	Four Seasons Leisure Pool Demolition	2021	1,000,000	114,362	125,000	*
3362	Former Fire Hall #1 Demolition	2021	200,000	107,990	92,009	
0251	Connaught Park Enhancement	2022	386,546	125,394	261,151	
0815	Rainbow Park Irrigation	2022	11,272	-	11,272	
3321	Stormwater System Renewal	Recurring	2,672,623	1,733,224	939,399	
3360	7th Ave and Dominion St Signalization	2022	301,135	154,260	146,874	
3361	CPG Welcome Highway Signs	2022	92,587	-	92,587	
3388	Fire Services Rapid Deployment Tents	2023	43,500	21,165	22,335	
3398	Kin Centre #1 - Add Dehumidification	2023	1,624,327	853,647	200,000	*

3397	Replace 18th Ave Yard Parks Trailer	2023	852,862	66,403	786,458	
3385	Terminal Blvd CN Rail Crossing Modification	2023	35,000	10,683	24,317	
3394	CN Centre-Audio System Renewal	2023	912,288	646,197	50,000	*
1117	Ferry to Range Storm Sewer Upgrade	2024	75,000	2,088	72,911	
1303	Connaught Youth Centre-Ext Wall Finishes Replacement	2024	270,000	209,723	10,000	*
3276	Carrie Jane Gray Park Upgrade	2024	300,000	146,840	153,159	
3405	Fire Services Thermal Cameras	2024	125,000	-	125,000	
3406	Fire Services Hose Renewal	Recurring	52,000	23,572	28,427	
3407	Fire Services Convert Fire Unit 8552 - S11 to Medical Unit	2024	39,000	-	39,000	
3408	Transit Spruceland Exchange Upgrade	2024	660,000	35,617	624,382	
3411	Stormwater System Upgrade	Recurring	230,000	130,466	99,534	
3412	Stormwater System New	Recurring	150,000	41,329	108,671	
3420	Kopar Memorial Arena Chiller Replacement	2024	550,000	266,599	10,000	*
3421	Elksentre Electrical Upgrades	2024	500,000	24,105	475,894	
3422	CN Centre Suites Renewal	2024	270,000	1,518	268,481	
3424	Elksentre Refrigeration Upgrades	2024	2,150,000	117,039	2,032,960	
3426	Facility Maintenance Fleet Van New	2024	100,000	-	100,000	
3429	City Hall Second Floor East Lighting Upgrade	2024	335,500	-	335,500	
3430	Fire Services Apparatus Pumper Truck New	2024	1,400,000	-	1,400,000	
3431	Single Axle Automated Garbage Truck	2024	480,000	-	480,000	
3448	Structure Protection Unit Trailer New	2024	225,000	166,265	58,734	
3460	Sentinel Irrigation System Upgrades	2024	110,000	61,823	48,176	
1500	Drainage Upgrades	Recurring	215,000	1,264	20,000	*
3348	Wildfire Mitigation - Fuel Removal	2021	292,978	248,840	44,138	
1168	Mobile Equipment Replacement - Sewer	Recurring	1,399,371	333,551	1,062,550	*
1031	Sanitary Collection System Renewal	Recurring	1,009,927	662,122	347,804	

1492	Sanitary Forcemain and Liftstations Upgrade	Recurring	1,193,445	254,407	739,037	*
3221	Wastewater Treatment Plant Renewal	Recurring	1,400,000	699,400	150,000	*
3224	Wastewater Treatment Plant Components New	Recurring	650,000	134,359	515,641	
3328	Sanitary Lagoon Re-Routing New	Recurring	6,401,821	3,086,770	3,315,051	
3329	Sanitary Forcemain and Liftstation Renewal	Recurring	6,688,954	3,507,521	3,181,432	
3345	Danson Lagoon Flow Diversion	2021	60,717	-	60,717	
3393	Lagoon Components Renewal	Recurring	500,000	67,673	432,327	
3222	PW101 Victoria & Milburn Sanitary Liftstation Renewal	2024	500,000	-	500,000	
1491	Prepaving Sewer Infrastructure	Recurring	110,485	-	110,485	
1169	Mobile Equipment Replacement - Water	Recurring	628,632	256,323	369,038	*
1109	Central Hart Water New	2015	200,000	4,240	195,760	
3184	Water Facilities New	Recurring	499,669	445,609	54,059	
3285	PW660 Stage 2 Pump Upgrade	2020	1,071,919	747,315	324,604	
3380	Boundary Road Reservoir (PW849)	2023	2,866,942	2,410,177	456,764	
<b>Total</b>			<b>102,763,918</b>	<b>28,501,974</b>	<b>69,960,657</b>	

\* Remaining amounts were relinquished.

### Summary and conclusion:

This report has been prepared for the Committee's information and discussion.

### Respectfully submitted:

Kris Dalio, Director of Finance and IT Services

### Approved:

Walter Babicz, City Manager

Meeting date: [2025/06/25]

# Financial Plan

2026-2030



# Table of Contents

Budget Meetings Schedule .....	3
City of Prince George Strategic Plan 2023-2026 .....	4

## OPERATIONAL FINANCIAL PLAN

Staff Report to Council: 2026 - 2030 Financial Plan .....	6
General Operating Fund and General Asset Maintenance ...	20
District Energy Operating Fund and District Energy Asset Maintenance .....	22
Sewer Operating Fund and Sewer Asset Maintenance .....	23
Water Operating Fund and Water Asset Maintenance .....	24
Service Agreements & Grants Summary .....	25
Prince George Public Library .....	26
Tourism Prince George .....	30
Corporate Management Summary .....	34
Office of City Manager .....	35
Mayor & Council .....	37
Legislative Services .....	39
Human Resources .....	41
Administrative Services Summary .....	43
Police Protection .....	44
Fire & Rescue Services .....	46
Emergency Programs .....	48
Bylaw Services .....	50
Off-Street Parking .....	52
Communications .....	54
Civic Operations Summary .....	56
Snow Control .....	58
Roads .....	60
Storm Drainage .....	63
Fleet Services .....	66
Street Lighting .....	68
Civic Operations Administration .....	70
Solid Waste Services .....	72
Cemetery .....	74
Sewer Operations .....	76
Water Operations .....	79
Parks .....	82
Asset Management & Capital Planning .....	85
District Energy .....	87
Transportation & Technical Services .....	89

Civic Facilities & Events Summary .....	91
Aquatics .....	92
Civic Facilities & Events Administration .....	94
Project Delivery .....	96
Civic Initiatives & Partnerships .....	98
Facility Maintenance .....	100
Entertainment Services .....	103
Event Services .....	105
Event Operations .....	107
Planning & Development Summary .....	110
Development Planning and Administration .....	111
Economic Development .....	113
Finance & IT Services Summary .....	115
Risk & Procurement .....	116
IT Services .....	118
Financial Services .....	120
Service Enhancements .....	122
Fiscal Services .....	134

## CAPITAL PLAN

Staff Report to Council: 2026 - 2030 Capital Plan .....	139
Infrastructure Report Cards .....	148
Capital Plan Summaries .....	157
2026 - 2030 Capital Plan - Funded .....	170
2026 - 2030 Capital Plan - Unfunded .....	228
Future Years Capital Plan .....	261

# Budget Meetings Schedule

Date	Time	Service Category
January 26, 2026	1:00pm	<ul style="list-style-type: none"> <li>Budget overview and public consultation results</li> <li>2026-2030 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 28, 2026	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

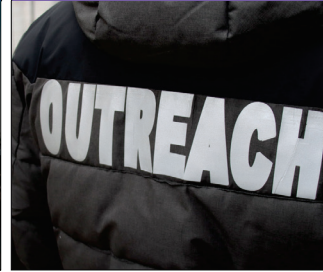
### I. City Government and Infrastructure



### 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.

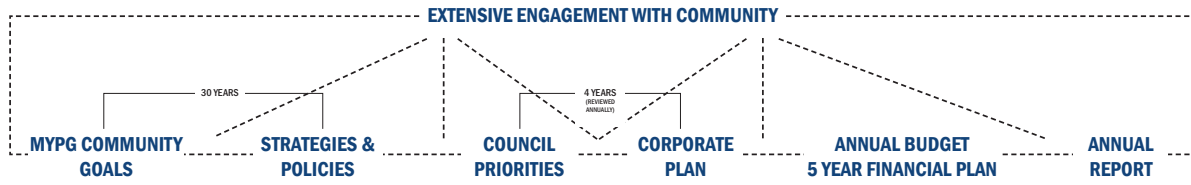
### IV. Environmental Stewardship & Climate Action Priorities

#### 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 9, 2026

To: **Mayor and Council.**

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

Subject: 2026 – 2030 Financial Plan

---

## Purpose:

To provide readers with a clear understanding of the City's proposed 2026 – 2030 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 2026 Community Engagement was provided to the Finance and Audit Committee in December, 2025. 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 2026 solid waste utility budget is balanced with a projected contribution of \$1.15M to the solid waste capital reserve.

The 2025 Downtown Off-Street Parking Levy was \$2,050,000 and Administration is recommending an increase to \$2,200,000 for 2026 to keep pace with rising costs of capital

reinvestment into the parkades and surface lots that serve the area. The 2026 budget is balanced with a projected contribution of \$0.93M 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 2026 over the 2025 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 - 2025 Tax Increases, CPI, and Comparison to Other Municipalities

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 municipalities shows Prince George is the second lowest amongst our peers but all municipalities are dealing with the municipal basket of goods inflating much higher than CPI and struggling to not compromise sustainability of service levels.

Municipality	2021	2022	2023	2024	2025	TOTAL INCREASE (product of all yrs)	2025 Representative Home Tax
Saanich	5.76%	6.67%	7.19%	6.04%	8.02%	38.51%	\$4,002
Nanaimo	3.00%	6.00%	7.20%	7.70%	7.80%	35.89%	\$3,210
Kamloops	0.97%	4.92%	6.80%	9.55%	7.42%	33.14%	\$3,146
Coquitlam	2.94%	3.43%	5.48%	8.92%	6.83%	30.68%	\$3,728
Victoria	2.03%	3.89%	6.15%	7.93%	6.99%	29.93%	\$4,065
Maple Ridge	3.60%	4.40%	5.65%	6.50%	4.90%	27.66%	\$3,418
Chilliwack	2.99%	2.99%	4.48%	7.32%	7.17%	27.46%	\$2,540
Prince George	0.00%	3.00%	7.58%	6.78%	6.21%	25.67%	\$2,922
Kelowna	4.04%	3.94%	3.78%	4.72%	4.34%	22.62%	\$2,945
Consumer Price Index (October to October)	4.70%	6.90%	3.10%	2.00%	2.20%	20.29%	N/A

### General Operating Fund:

The 2026 Financial Plan provides for general operating expenditures of \$187.7 million. This amount excludes taxes collected for and remitted to other levels of government and/or taxing authorities in the amount of \$65.3 million.

The proposed taxation increase for 2026 is required to maintain core service levels and funding for contractual commitments. The combined total taxation increase for 2026 is proposed to be \$9,204,693 which equates to a 6.15% increase. This increase includes an estimated offset of \$894,395 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>2025 LEVY</b>	<b>PROPOSED INCREASE</b>	<b>NON MARKET CHANGE</b>	<b>2026 LEVY PROPOSED</b>	<b>% TAX INCREASE</b>
General - Base	127,055,565	6,407,828	894,395	134,357,788	4.28%
General - Infrastructure Reinvestment	5,630,873	1,496,864	0	7,127,737	1.00%
Snow Control	10,000,000	1,000,000	0	11,000,000	0.67%
Road Rehab	7,000,000	300,000	0	7,300,000	0.20%
<b>Total</b>	<b>149,686,438</b>	<b>9,204,693</b>	<b>894,395</b>	<b>159,785,526</b>	<b>6.15%</b>

**A 6.15% tax increase is an approximate \$179.70 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 is 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 2025 tax levy is \$1,496,864 which brings the proposed 2026 General Infrastructure Reinvestment Levy to \$7,127,737.

## Snow Control

Snow Removal continues to be among the highest ranked services during budget consultations and highest volume calls for service. The 2025 Snow Levy was funded at \$10,000,000 to fund the City's net snow control expenses. In 2025, Administration recommended that the levy be set at \$11,000,000 to provide for inflationary costs on snow control for a "normal" snow year. Council elected to reduce the levy to \$10,000,000 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 2025 Projected figure assumes normal snowfall accumulation to the end of the year.

Table 1 – Snow Control Levy and Expenses					
	2022	2023	2024	2025 (to date)	2025 (projected Dec. 31st)
Budget	\$10,000,000	\$9,800,000	\$10,300,000	\$10,000,000	\$10,000,000
Net Expenses	\$9,290,365	\$10,772,443	\$10,585,374	\$8,942,344	\$9,400,000

The Snow Removal Service Category expenses in 2025 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 \$2.75 million) of the annual net snow control expenses, as well as the capital needs of the snow control function. If the 2025 projected amount is correct, the City will spend \$898,918 less than the 2025 budget, have a year end reserve remaining of approximately \$3,000,930 and the reserve would be slightly over its goal by the end of 2025.

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 suggested in 2025 to the 2026 figure of \$11,000,000 to keep pace with increasing costs of providing the service.

### Road Rehabilitation

In 2025, the road rehabilitation levy was set at \$7,000,000 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 2026, Administration is projecting a 4% 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 2026 levy to \$7,300,000. For reference, the average annual reinvestment for our roads and bridges infrastructure is \$11,400,000.

### 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 2026, which is the same as the budgeted amount in 2025.

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 2026 gaming revenue budget has been estimated at \$2.7 million. \$2.4 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 ever 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 \$1,250,000 for 2026, which is \$200,000 lower than the budgeted amount in 2025.

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 2026 is estimated at \$3,556,224, which is the same as the budgeted amount in 2025. 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

Table 2 provides high level expense “drivers” and revenue sources based on current information:

<u>Table 2</u>				
<u>Overall 6.15% Levy Increase for 2026 - 2028 - General Operating Fund</u>				
Row		2026	2027	2028
1	<b>Increase in expenses over last year</b>			
2	City Staff Salaries and Benefits	3,166,666	2,955,117	3,052,693
3	Prince George Public Library	300,973	147,013	151,423
4	RCMP Contract	1,994,382	1,697,491	1,782,365
5	Utilities	-	-	-
6	Hydro	47,000	51,780	52,816
7	Natural Gas	(23,600)	12,728	12,982

8	Water and Sewer	35,212	19,815	20,806
9	District Energy	27,785	29,174	30,633
10	Change in Debt Servicing Costs	(663,705)	2,438,110	1,423,039
11	Change in Fleet expenses	161,432	327,099	336,912
12	Transit Service	304,104	381,896	338,220
13	One time expenses	(3,400)	(244,600)	-
14	Other adjustments	1,130,467	1,000,000	1,000,000
15	Change in contingency	1,202,936	-	-
16	Snow Control	1,000,000	330,000	339,900
17	General Infrastructure Reinvestment	1,496,864	1,597,855	1,702,651
18	Road Rehabilitation	300,000	365,000	383,250
19	<b>Total Increased Expenses</b>	<b>\$ 10,477,117</b>	<b>\$11,108,478</b>	<b>\$10,627,690</b>
20				
21	<b>Increase in Revenue over last year</b>			
22	Tax Base Growth (Non-Market Change)	\$ 894,395	\$ 1,300,000	\$ 1,300,000
23	Grant-in-lieu and Revenue Sharing Agreements	(98,852)	100,000	103,000
24	Fire Ops Communication Centre for 911 Dispatch	341,000	125,000	125,000
25	Fees and Charges	1,683,130	123,000	126,690
26	Investment Revenue	(1,820,000)	-	-
27	Internal recoveries from other funds	272,751	280,934	289,362
28	<b>Total Increased Revenue</b>	<b>\$ 1,272,424</b>	<b>\$ 1,928,934</b>	<b>\$ 1,944,052</b>
29				
30	<b>Increase required to total municipal tax levy</b>	<b>\$ 9,204,693</b>	<b>\$ 9,179,544</b>	<b>\$ 8,683,639</b>
31	<b>Increase as a %</b>	<b>6.15%</b>	<b>5.74%</b>	<b>5.10%</b>

Note: 2027 and 2028 are estimates only and will be updated in subsequent 3-year operating guidelines

*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 2025 (there is a corresponding reduction in contingency that budgeted for this in the prior year)
- cost of living adjustment for Mayor & Council for 2025 (there is a corresponding reduction in contingency that budgeted for this in the prior year)
- an estimated 4.5 full-time equivalent (FTE) increase over last year:
  - 2.0 FTEs for new dispatchers in Fire Services associated with the expansion of the 9-1-1 service to include the City of Nelson. **The 9-1-1 service and positions are paid for by the Regional District and have a corresponding revenue increase in the amended contract to net these expenses off.**
  - 2.0 FTEs for two arborists in Parks that were previously approved by Council in a 2025 Service Enhancement with a start year of 2026
  - The remaining 0.5 FTE's is for some realignment of staff in Sewer and Water including a duty to accommodate position

This line item would normally show a higher amount but the IAFF collective agreement expired at the end of 2024. Until that agreement has been renegotiated, each year's increase is estimated and budgeted for in the "Change in Contingency" line to offset the increase when the new agreement is in place. Management and Council do not have collective agreements but 2026 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 PGPL will present to Council the details of that budget during the January budget discussions.

*RCMP Contract* – RCMP members are unionized and labour makes up the largest component of the cost per member that is provided by the Province. The City has a contract for 157 RCMP members compared to 153 last year. Four members were added as a 2025 service enhancement. The City risk manages that budget for vacancies and funds 130 members at \$258,404/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.

*Debt Servicing Costs* – reflects the City's existing borrowing costs as well as new expected borrowing netted against the retirement of previous debt issues. Inflation has been cooling off and resulting in a decrease to borrowing rates. Our long-term debt is locked in at a rate for five years at a time. As these five year terms expire during lower interest rates, debt servicing costs are adjusted to reflect current market conditions. Detailed information on debt can be found in Schedule 5 of the City's financial statements.

*Fleet* – Inflationary increases on fuel, tires and maintenance. This change reflects increases to those costs less the amounts that are collected from other funds (sewer, water, solid waste, snow).

*Transit* – reflects changes in the City’s Annual Operating Agreement (AOA) with BC Transit.

*One-time expense*– includes reversals on previous year items for some consulting expenses for a new Storm Utility as well as the demolition of the training tower at Fire Hall #2 and some office renovations to the fourth floor of City Hall. New one-time expenses for 2026 includes consulting expenses for the Civic Core project as well as some office renovations to the RCMP building and some CCTV purchases that didn’t meet the thresholds required to be an official capital project.

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

- 2026 Election – \$186,300. The City planned for and set aside \$35,000 each year from 2023-2026 (\$140,000 total of the required \$186,300) but increasing costs of labour and the rental of machines since the 2022 election have required us to increase the number beyond what we set aside.
- Reduction in legal fees regarding the de-encampment efforts of Lower Patricia - \$190,000
- Stormwater - \$163,990. Increases to the costs of crushed gravel, asphalt, concrete and culvert pipes.
- Decrease in expenses for Aquatics - \$241,777. With the shutdown of the Aquatic Centre, there are less chemicals, cleaning and materials required. However, there is also an associated loss of revenue (see Fees and Charges)
- Increase to myPG Grants program - \$155,813. This is the second year of a Council approved 3 year increase for this service.
- Increase to PG Events Group - \$910,967. The average revenue of events has been increasing again since the pandemic. This is a good news story though as there is an associated revenue increase (see Fees and Charges)
- Increase in consulting costs of \$100,000 in Development Services to do Level 3 building inspection until we can build capacity in existing staff
- Reduction in Insurance Premiums of \$100,000. After two years of large increases, premiums have reached more stable levels again.
- Increase to contracts the City has with IT service providers for software - \$272,000. We have seen approximately 5% increases on most contracts. This figure also includes an additional \$100,000 for changing our record management software due to obsolescence.

### **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. The figure provided here is an estimate as BC Assessment reports for this were not available as of the date of this report. Final figures will be available when Council deliberates the completed budget in January.

*Grant-in-lieu and Revenue Sharing Agreements* – 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. We also receive revenue sharing from BC Hydro, Fortis BC, Telus and Shaw for their operations within the municipal boundaries.

*FOCC (9-1-1 Dispatch)* –The City has a contract with the Regional District (RD) to provide this service on their behalf and they pay for those costs. New to 2026 is an amended agreement with the RD to also provide service to the City of Nelson. Two new dispatchers are included in the salary budget for Fire Services and there is additional revenue from the RD in this line item for 2026 to pay for those costs.

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

- Increase in RCMP Post Garage revenue - \$195,500. This revenue decreased in 2024 due to specialized staff shortages. Capacity has been rebuilt and this revenue has returned.
- Decrease in Aquatics - \$516,803 (tied to expense decrease in “other adjustments”)
- Increase in PG Events Group - \$1,284,240 (tied to expense increase in “other adjustments”)
- Building permit and other permit revenue is up by \$525,000. Development continues to increase in the community.
- Decrease to the FortisBC Operating Fee of \$200,000. 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 2025.
- Increase in penalty and interest on taxes revenue - \$150,000.

*Investment Revenue* –high interest rates had a very positive effect on investment revenues in recent years. However, those revenues are tied to changes made to the Bank of Canada rate. As inflation cools, so have the investment revenues. The City is attempting to mitigating this decrease but investment options in municipalities are limited by the *Community Charter* and we needed to recognize a large decrease in anticipated revenue in 2026.

### Service Enhancements

The following service enhancements will be brought forward for Council’s consideration during the January budget meeting(s):

- Increase Police Support Services municipal employee staff by four: three Digital Evidence Management System (DEMS) Disclosure positions to support the implementation of body worn cameras (\$287,415); and one Court Liaison Officer (\$111,060) – total of \$398,476 (0.27%)
- Increase Fire Protection staff by twelve: 12 Firefighters (\$132,354 each including \$20k of clothing/training) - total of \$1,588,248 (1.06%)
- Increase Bylaw Services by four bylaw officers at \$108,569 each plus \$25,000 for uniforms, equipment and training – total of \$459,276 (0.31%)
- Increase Human Resource staff by one recruitment and retention advisor \$135,421 (0.09%)
- Increase Civic Facilities and Events Admin staff by one arts, culture and heritage coordinator \$123,643 (0.08%)

- Increase Solid Waste Services by one Sustainable Waste Coordinator (\$124,142); establish a Bear Aware Technical Committee (\$25,000); and pilot project for new bear-resistant solid waste bins (\$450,000) - this does not affect the tax levy but would have impacts on the solid waste utility fee as detailed in the enhancement

Should Council approve the service enhancements, the total tax levy increase would increase an additional 1.81%) from the estimate of 6.15% to 7.96%.

**Tax Deferral Scenarios:**

For reference, a 1% reduction in tax levy equates to \$1,496,864. Subject to assessment value changes from BC Assessment, and tax rates set by Council, a 1% increase in taxes translates to approximately \$29.22 for the representative household. Funds required to reach reduced % targets from 6.15% are as follows:

<b>Tax Levy</b>	<b>Required Reduction</b>
6.00%	\$223,509
5.00%	\$1,720,373
4.00%	\$3,217,237

Respectfully submitted:

Kris Dalio, Director of Finance and IT Services

Approved:

Walter Babicz, City Manager

Meeting date: January 26, 2026

**General Operating Fund and General Asset Maintenance**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Service Agreements &amp; Grants</b>								
REVENUE	(501,197)	(501,197)	(525,224)	(593,480)	(611,284)	(629,623)	(648,512)	(667,967)
EXPENDITURES	4,677,083	4,677,083	4,926,460	5,227,433	5,384,256	5,545,783	5,712,156	5,883,521
<b>GENERAL OPERATING FUND</b>	<b>4,175,886</b>	<b>4,175,886</b>	<b>4,401,236</b>	<b>4,633,953</b>	<b>4,772,972</b>	<b>4,916,160</b>	<b>5,063,644</b>	<b>5,215,554</b>
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
<b>Total Service Agreements &amp; Grants</b>	<b>4,175,886</b>	<b>4,175,886</b>	<b>4,401,236</b>	<b>4,633,953</b>	<b>4,772,972</b>	<b>4,916,160</b>	<b>5,063,644</b>	<b>5,215,554</b>
<b>Corporate Management</b>								
REVENUE	(47,622)	(40,000)	(40,000)	(45,000)	(46,350)	(47,741)	(49,173)	(50,648)
EXPENDITURES	4,871,644	4,723,565	5,113,010	5,520,482	5,686,096	5,856,686	6,032,387	6,213,360
TRANSFERS	(13,372)	41,200	41,200	(94,800)	(97,644)	(100,574)	(103,592)	(106,699)
<b>GENERAL OPERATING FUND</b>	<b>4,810,650</b>	<b>4,724,765</b>	<b>5,114,210</b>	<b>5,380,682</b>	<b>5,542,102</b>	<b>5,708,371</b>	<b>5,879,622</b>	<b>6,056,013</b>
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
<b>Total Corporate Management</b>	<b>4,810,650</b>	<b>4,724,765</b>	<b>5,114,210</b>	<b>5,380,682</b>	<b>5,542,102</b>	<b>5,708,371</b>	<b>5,879,622</b>	<b>6,056,013</b>
<b>Administrative Services</b>								
REVENUE	(5,961,695)	(4,709,022)	(4,970,942)	(5,433,362)	(5,595,830)	(5,763,171)	(5,935,531)	(6,113,063)
EXPENDITURES	64,995,499	62,717,302	69,188,610	71,935,050	74,093,101	76,315,892	78,605,381	80,963,554
TRANSFERS	1,891,483	1,466,206	1,470,636	1,602,735	1,648,551	1,695,741	1,744,348	1,794,410
<b>GENERAL OPERATING FUND</b>	<b>60,925,288</b>	<b>59,474,486</b>	<b>65,688,304</b>	<b>68,104,423</b>	<b>70,145,822</b>	<b>72,248,462</b>	<b>74,414,198</b>	<b>76,644,901</b>
REVENUE	2,294	0	0	0	0	0	0	0
EXPENDITURES	226,053	160,282	133,362	250,064	257,565	265,292	273,248	281,446
TRANSFERS	(228,347)	(160,282)	(133,362)	(250,064)	(257,565)	(265,292)	(273,248)	(281,446)
GENERAL ASSET MAINTENANCE	0	0	0	0	0	0	0	0
<b>Total Administrative Services</b>	<b>60,925,288</b>	<b>59,474,486</b>	<b>65,688,304</b>	<b>68,104,423</b>	<b>70,145,822</b>	<b>72,248,462</b>	<b>74,414,198</b>	<b>76,644,901</b>
<b>Civic Operations</b>								
REVENUE	(9,453,695)	(9,383,566)	(9,762,893)	(10,541,181)	(10,857,415)	(11,183,143)	(11,518,637)	(11,864,199)
EXPENDITURES	36,067,165	37,729,548	39,447,615	41,825,431	43,080,202	44,372,600	45,703,792	47,074,912
TRANSFERS	(939,644)	(743,957)	(98,124)	154,170	995,067	909,373	1,147,470	1,478,060
<b>GENERAL OPERATING FUND</b>	<b>25,673,825</b>	<b>27,602,025</b>	<b>29,586,598</b>	<b>31,438,420</b>	<b>33,217,854</b>	<b>34,098,830</b>	<b>35,332,625</b>	<b>36,688,773</b>
REVENUE	(43,319)	0	0	0	0	0	0	0
EXPENDITURES	3,646,050	4,159,208	5,001,452	4,788,023	4,931,665	5,079,624	5,232,012	5,388,975
TRANSFERS	805,120	790,449	593,648	1,130,650	1,164,570	1,199,506	1,235,490	1,272,554
GENERAL ASSET MAINTENANCE	<b>4,407,851</b>	<b>4,949,657</b>	<b>5,595,100</b>	<b>5,918,673</b>	<b>6,096,235</b>	<b>6,279,130</b>	<b>6,467,502</b>	<b>6,661,529</b>
<b>Total Civic Operations</b>	<b>30,081,676</b>	<b>32,551,682</b>	<b>35,181,698</b>	<b>37,357,093</b>	<b>39,314,089</b>	<b>40,377,960</b>	<b>41,800,127</b>	<b>43,350,302</b>
<b>Civic Facilities &amp; Events</b>								
REVENUE	(10,083,730)	(5,410,220)	(5,543,868)	(6,365,505)	(6,556,471)	(6,753,175)	(6,955,771)	(7,164,442)
EXPENDITURES	21,003,209	17,040,380	19,070,598	20,419,069	21,031,648	21,662,600	22,312,497	22,981,881
TRANSFERS	1,295,794	1,352,966	1,457,221	1,398,172	1,432,223	1,474,641	1,506,010	1,545,135
<b>GENERAL OPERATING FUND</b>	<b>12,215,273</b>	<b>12,983,126</b>	<b>14,983,951</b>	<b>15,451,736</b>	<b>15,907,400</b>	<b>16,384,066</b>	<b>16,862,736</b>	<b>17,362,574</b>
REVENUE	(145,228)	(16,800)	(16,800)	(16,800)	(17,304)	(17,823)	(18,358)	(18,909)
EXPENDITURES	2,809,271	2,027,071	2,336,422	2,293,122	2,361,920	2,432,783	2,505,761	2,580,930
TRANSFERS	(82,550)	(148,800)	(149,800)	200	206	212	218	225
GENERAL ASSET MAINTENANCE	<b>2,581,493</b>	<b>1,861,471</b>	<b>2,169,822</b>	<b>2,276,522</b>	<b>2,344,822</b>	<b>2,415,172</b>	<b>2,487,621</b>	<b>2,562,246</b>
<b>Total Civic Facilities &amp; Events</b>	<b>14,796,765</b>	<b>14,844,597</b>	<b>17,153,773</b>	<b>17,728,258</b>	<b>18,252,222</b>	<b>18,799,238</b>	<b>19,350,357</b>	<b>19,924,820</b>

**General Operating Fund and General Asset Maintenance**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Planning &amp; Development</b>								
REVENUE	(5,558,827)	(3,384,550)	(3,403,500)	(3,952,500)	(4,071,075)	(4,193,211)	(4,319,005)	(4,448,575)
EXPENDITURES	3,974,230	3,744,226	3,945,381	4,438,332	4,571,482	4,708,637	4,849,894	4,995,394
TRANSFERS	1,428,920	136,120	42,400	43,120	44,414	45,746	47,118	48,532
<b>GENERAL OPERATING FUND</b>	<b>(155,677)</b>	<b>495,796</b>	<b>584,281</b>	<b>528,952</b>	<b>544,821</b>	<b>561,172</b>	<b>578,007</b>	<b>595,351</b>
REVENUE	(286,755)	0	0	0	0	0	0	0
EXPENDITURES	534,220	0	0	0	0	0	0	0
TRANSFERS	(247,465)	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>(155,677)</b>	<b>495,796</b>	<b>584,281</b>	<b>528,952</b>	<b>544,821</b>	<b>561,172</b>	<b>578,007</b>	<b>595,351</b>
<b>Finance &amp; IT Services</b>								
REVENUE	(223,225,101)	(221,733,154)	(235,762,111)	(248,225,232)	(257,655,355)	(266,257,723)	(274,149,317)	(281,984,879)
EXPENDITURES	37,784,681	17,676,092	15,889,876	17,618,874	18,147,444	18,691,871	19,252,627	19,830,207
DEBT	12,288,908	12,905,856	13,642,061	13,416,348	15,308,207	16,834,233	17,438,088	17,759,661
TRANSFERS	60,046,408	81,695,122	85,871,594	91,651,844	94,068,733	96,814,558	99,327,770	101,831,845
<b>GENERAL OPERATING FUND</b>	<b>(113,105,104)</b>	<b>(109,456,084)</b>	<b>(120,358,580)</b>	<b>(125,538,166)</b>	<b>(130,130,971)</b>	<b>(133,917,061)</b>	<b>(138,130,832)</b>	<b>(142,563,166)</b>
EXPENDITURES	102,780	195,000	280,000	0	0	0	0	0
TRANSFERS	(7,092,123)	(7,006,128)	(8,044,922)	(8,195,195)	(8,441,057)	(8,694,302)	(8,955,123)	(9,223,775)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(6,989,343)</b>	<b>(6,811,128)</b>	<b>(7,764,922)</b>	<b>(8,195,195)</b>	<b>(8,441,057)</b>	<b>(8,694,302)</b>	<b>(8,955,123)</b>	<b>(9,223,775)</b>
<b>Total Finance &amp; IT Services</b>	<b>(120,094,447)</b>	<b>(116,267,212)</b>	<b>(128,123,502)</b>	<b>(133,733,361)</b>	<b>(138,572,028)</b>	<b>(142,611,363)</b>	<b>(147,085,955)</b>	<b>(151,786,941)</b>
<b>Net City-Wide</b>	<b>(5,459,859)</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**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(369,839)	(394,103)	(407,386)	(380,986)	(392,416)	(404,188)	(416,314)	(428,803)
EXPENDITURES	1,162,043	440,216	591,937	677,410	697,732	718,664	740,223	762,431
DEBT	0	0	0	0	0	0	0	0
TRANSFERS	(792,205)	(46,113)	(184,551)	(296,424)	(305,316)	(314,476)	(323,909)	(333,628)
<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	30,745	29,664	29,713	32,057	33,018	34,009	35,030	36,080
TRANSFERS	(30,745)	(29,664)	(29,713)	(32,057)	(33,018)	(34,009)	(35,030)	(36,080)
<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**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(17,433,082)	(17,315,606)	(18,374,663)	(19,433,122)	(20,015,604)	(20,611,524)	(21,232,151)	(21,871,412)
EXPENDITURES	7,504,719	4,852,138	5,250,221	4,776,598	4,919,898	5,067,495	5,219,520	5,376,102
DEBT	264,350	261,595	253,251	259,360	252,245	238,555	242,225	249,059
TRANSFERS	9,664,013	12,201,873	12,871,191	14,397,164	14,843,461	15,305,474	15,770,406	16,246,251
<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	1,839,309	1,867,325	1,964,903	2,866,510	2,952,504	3,041,082	3,132,315	3,226,284
TRANSFERS	(1,839,960)	(1,867,325)	(1,964,903)	(2,866,510)	(2,952,504)	(3,041,082)	(3,132,315)	(3,226,284)
<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**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(19,760,839)	(19,710,536)	(20,607,026)	(22,371,906)	(22,845,120)	(23,475,580)	(24,154,821)	(24,879,536)
EXPENDITURES	7,400,719	4,853,370	5,068,441	5,182,935	5,338,423	5,498,579	5,663,539	5,833,448
DEBT	1,403,682	1,393,664	1,414,007	743,134	296,778	142,931	72,906	74,321
TRANSFERS	10,956,438	13,463,502	14,124,578	16,445,837	17,209,919	17,834,070	18,418,376	18,971,767
<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	2,332,072	3,065,938	3,152,337	3,324,658	3,424,398	3,527,135	3,632,948	3,741,939
TRANSFERS	(2,332,072)	(3,065,938)	(3,152,337)	(3,324,658)	(3,424,398)	(3,527,135)	(3,632,948)	(3,741,939)
<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**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Library Services</b>								
REVENUE	(501,197)	(501,197)	(525,224)	(593,480)	(611,284)	(629,623)	(648,512)	(667,967)
EXPENDITURES	4,350,083	4,350,083	4,599,460	4,900,433	5,047,446	5,198,869	5,354,835	5,515,480
<b>Total</b>	<b>3,848,886</b>	<b>3,848,886</b>	<b>4,074,236</b>	<b>4,306,953</b>	<b>4,436,162</b>	<b>4,569,246</b>	<b>4,706,323</b>	<b>4,847,513</b>
<b>Tourism Prince George</b>								
EXPENDITURES	327,000	327,000	327,000	327,000	336,810	346,914	357,321	368,041
<b>Total</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>336,810</b>	<b>346,914</b>	<b>357,321</b>	<b>368,041</b>
<b>GRAND TOTAL</b>	<b>4,175,886</b>	<b>4,175,886</b>	<b>4,401,236</b>	<b>4,633,953</b>	<b>4,772,972</b>	<b>4,916,160</b>	<b>5,063,644</b>	<b>5,215,554</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Grants - Library	(501,197)	(501,197)	(525,224)	(593,480)	(68,256)
<b>Total Revenues</b>	<b>(501,197)</b>	<b>(501,197)</b>	<b>(525,224)</b>	<b>(593,480)</b>	<b>(68,256)</b>
<b>Expenditures</b>					
Grants - Library	4,350,083	4,350,083	4,599,460	4,900,433	300,973
<b>Total Expenditures</b>	<b>4,350,083</b>	<b>4,350,083</b>	<b>4,599,460</b>	<b>4,900,433</b>	<b>300,973</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>3,848,886</b>	<b>3,848,886</b>	<b>4,074,236</b>	<b>4,306,953</b>	<b>232,717</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(501,197)</b>	<b>(501,197)</b>	<b>(525,224)</b>	<b>(593,480)</b>	<b>(68,256)</b>
Expenditures					
Non-Salary Expenses	<b>4,350,083</b>	<b>4,350,083</b>	<b>4,599,460</b>	<b>4,900,433</b>	<b>300,973</b>
Total Expenditures	<b>4,350,083</b>	<b>4,350,083</b>	<b>4,599,460</b>	<b>4,900,433</b>	<b>300,973</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>3,848,886</b>	<b>3,848,886</b>	<b>4,074,236</b>	<b>4,306,953</b>	<b>232,717</b>



November 27, 2025

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 proposed operations budget for 2026. We have prepared a budget of \$5,150,590 to support the operation of our branches as well as to continue to offer digital and outreach services. The City of Prince George and Regional District of Fraser-Fort George portion of this proposed budget is \$4,900,433.

This budget represents the costs of continuing to provide necessary services at the levels that are expected of us. There are three notable changes that are incorporated into our 2026 Budget. First, the owners of the Hart Centre Mall are imposing a new lease agreement for the use of the Nechako Branch, increasing the lease payment by 50%, the first change in the terms of the lease since 1994. Second, the Library’s five-year Collective Agreement with CUPE library staff expires in early 2026.

Third, the budget request also includes an increase coming from the implementation of new accounting practices to move from cash-based accounting to accrual-based accounting. This means that the budget now includes a line for amortization costs. This change ensures that the library’s financial documents are prepared in accordance with public sector accounting standards.

PGPL continues to be a busy community hub for leisure, learning, and engagement. Library staff are committed to providing programs, services, and collections that build community resilience and help our community to thrive, in support of the strategic priorities of the City of Prince George.

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

**Bob Harkins Branch**  
888 Canada Games Way, Prince George, BC.  
V2L 5T6 (250) 563-9251

**Nechako Branch**  
6547 Hart Highway, Prince George, BC.  
V2K 3A4 (250) 563-9251

Read. Connect. Share.



<b>Prince George Public Library Budget 2026</b>	<b>Budget 2025</b>	<b>Budget 2026</b>	<b>Total Change 2026 From 2025</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
				3.85%	3.85%	3.85%	3.85%
<b>Revenue</b>							
Municipal Funding Sources*	4,599,460	4,900,433	300,973	5,089,100	5,285,030	5,488,504	5,699,811
Provincial Funding Sources	214,000	214,000	0	222,239	230,795	239,681	248,909
Internally Generated Sources	33,050	36,157	3,107	37,549	38,995	40,496	42,055
<b>Total Revenue</b>	<b>\$4,846,510</b>	<b>\$5,150,590</b>	<b>304,080</b>	<b>\$5,348,888</b>	<b>\$5,554,820</b>	<b>\$5,768,681</b>	<b>\$5,990,775</b>
<b>Wages &amp; Related Expenses</b>							
Wages	2,952,727	3,060,481	107,754	3,178,310	3,300,675	3,427,751	3,559,719
Benefits	617,563	662,740	45,177	688,256	714,753	742,271	770,849
Education & Professional Development	23,500	23,500	0	24,405	25,344	26,320	27,333
Other Staff Associated Costs	14,000	15,500	1,500	16,097	16,716	17,360	18,028
	<b>\$3,607,790</b>	<b>\$3,762,221</b>	<b>154,431</b>	<b>\$3,907,067</b>	<b>\$4,057,489</b>	<b>\$4,213,702</b>	<b>\$4,375,930</b>
<b>Operational Expenses</b>							
Supplies	25,467	25,408	(59)	26,386	27,402	28,457	29,553
Materials Costs	324,245	339,023	14,778	352,075	365,630	379,707	394,325
General & Administrative	227,150	254,679	27,529	264,484	274,666	285,241	296,223
Information Technology	152,888	161,297	8,409	167,507	173,956	180,653	187,608
Rent	76,500	115,653	39,153	120,105	124,729	129,531	134,518
Repairs & Maintenance	137,950	115,956	(21,994)	120,421	125,057	129,871	134,871
Amortization	376,354	376,354	0	390,844	405,891	421,518	437,746
	<b>\$1,320,554</b>	<b>\$1,388,369</b>	<b>67,815</b>	<b>\$1,441,821</b>	<b>\$1,497,331</b>	<b>\$1,554,979</b>	<b>\$1,614,845</b>
<b>Total Expenses</b>	<b>\$4,928,344</b>	<b>\$5,150,590</b>	<b>222,246</b>	<b>\$5,348,888</b>	<b>\$5,554,820</b>	<b>\$5,768,681</b>	<b>\$5,990,775</b>
<b>Total Revenue less Expenses</b>	<b>(\$81,834)</b>	<b>(\$0)</b>	<b>81,834</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>

\*Includes amount paid to the City of Prince George by the Regional District of Fraser-Fort George estimated at \$593,480

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<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	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</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>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
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 23, 2025

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2026 annual budget for Council's consideration.

In 2026, 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.

2026 will serve as a strategic planning year for Tourism Prince George, with dedicated time set aside to collaborate closely with our board and key stakeholders in shaping the new plan.

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,

Carmen Herman  
Interim Chief Executive Officer  
Tourism Prince George Society

TOURISMPG.COM



T: 250 562 3700

TF: 800 668 7646

F: 250 564 9807

Suite 101-1300

1st Ave Prince George, BC

Canada V2L 2Y3

**TOURISM PRINCE GEORGE 2026 BUDGET**

	2025 Budget	DMO	VIC	2026	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	58,000	35,000	23,000	49,000	26,000	23,000	-16%
Private Partnership	20,000	20,000	0	35,000	35,000	0	75%
Sales Commissions	5,000	0	5,000	5,000	0	5,000	0%
Merchandising Income	100,000	0	100,000	100,000	0	100,000	0%
Interest from Investments	20,000	10,000	10,000	20,000	10,000	10,000	0%
<b>TOTAL REVENUES</b>	<b>2,280,000</b>	<b>1,815,000</b>	<b>465,000</b>	<b>2,286,000</b>	<b>1,821,000</b>	<b>465,000</b>	<b>0%</b>
<b>EXPENSES</b>							
<b>Operating</b>							
Operating Salaries	182,250	105,250	77,000	165,000	105,000	60,000	-9%
Operating Benefits	29,160	16,840	12,320	26,400	16,800	9,600	-9%
VIC Staff	107,500	0	107,500	80,000	0	80,000	-26%
Visitor Information Services Engagement	82,082	0	82,082	58,404	0	58,404	-29%
Security	50,000	25,000	25,000	50,000	25,000	25,000	0%
Rent	30,787	15,393	15,393	30,786	15,393	15,393	0%
Building Maintenance	19,680	9,840	9,840	19,680	9,840	9,840	0%
Telephone	11,500	7,100	4,400	11,500	7,100	4,400	0%
Professional Services	40,000	20,000	20,000	40,000	20,000	20,000	0%
Admin/Bank Fees	5,000	2,500	2,500	5,000	2,500	2,500	0%
Cost of Goods	40,000	0	40,000	40,000	0	40,000	0%
Office Supplies	5,000	2,500	2,500	5,000	2,500	2,500	0%
Office Equipment/Software	32,640	16,320	16,320	30,000	15,000	15,000	-8%
Internet/IT	8,530	4,265	4,265	8,530	4,265	4,265	0%
Board Expenses	7,000	3,500	3,500	50,000	25,000	25,000	614%
Insurance	12,000	6,000	6,000	12,000	6,000	6,000	0%
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>689,829</b>	<b>254,828</b>	<b>435,000</b>	<b>659,000</b>	<b>274,718</b>	<b>384,282</b>	<b>-4%</b>
<b>Capital Related</b>							
Equipment	15,000	0	15,000	50,000	25,000	25,000	233%
Building Improvements	15,000	0	15,000	15,000	0	15,000	0%
<b>Subtotal, Capital Related</b>	<b>30,000</b>	<b>0</b>	<b>30,000</b>	<b>65,000</b>	<b>25,000</b>	<b>40,000</b>	<b>117%</b>
<b>Marketing</b>							
Marketing Salaries	446,250	446,250	0	460,000	460,000	0	3%
Marketing Benefits	71,400	71,400	0	73,600	73,600	0	3%
Postage/Freight	3,400	3,400	0	3,400	3,400	0	0%
Consumer Shows	20,000	20,000	0	25,000	25,000	0	25%
Brand/Niche Paid Campaigns	461,122	461,122	0	400,000	400,000	0	-13%
Visitor Guide, Brochures and Maps	75,000	75,000	0	100,000	100,000	0	33%
Communications and Stakeholder Engagement	93,000	93,000	0	80,000	80,000	0	-14%
Website	100,000	100,000	0	25,000	25,000	0	-75%
Event Attraction	150,000	150,000	0	235,000	235,000	0	57%
Destination Development & Training	140,000	140,000	0	110,000	110,000	0	-21%
Destination Development Fund	-	-	0	50,000	50,000	-	
<b>Subtotal, Marketing</b>	<b>1,560,172</b>	<b>1,560,172</b>	<b>0</b>	<b>1,562,000</b>	<b>1,562,000</b>	<b>0</b>	<b>0%</b>
<b>TOTAL EXPENSES</b>	<b>2,280,001</b>	<b>1,815,000</b>	<b>465,000</b>	<b>2,286,000</b>	<b>1,861,718</b>	<b>424,282</b>	<b>0%</b>
Balance	-1	0	0	0	-40,718	40,718	
Less Capital	30,000			65,000			
Net Profit/(Loss)	29,999			65,000			

**Corporate Management Summary**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Office of City Manager</b>								
EXPENDITURES	478,494	494,455	486,303	512,990	528,379	544,231	560,557	577,374
TRANSFERS	204	200	200	200	206	212	218	225
<b>Total</b>	<b>478,698</b>	<b>494,655</b>	<b>486,503</b>	<b>513,190</b>	<b>528,585</b>	<b>544,443</b>	<b>560,775</b>	<b>577,599</b>
<b>Mayor &amp; Council</b>								
EXPENDITURES	756,279	842,673	870,127	888,771	915,434	942,898	971,189	1,000,328
TRANSFERS	(15,346)	0	0	0	0	0	0	0
<b>Total</b>	<b>740,933</b>	<b>842,673</b>	<b>870,127</b>	<b>888,771</b>	<b>915,434</b>	<b>942,898</b>	<b>971,189</b>	<b>1,000,328</b>
<b>Legislative Services</b>								
REVENUE	(46,283)	(40,000)	(40,000)	(45,000)	(46,350)	(47,741)	(49,173)	(50,648)
EXPENDITURES	927,464	809,867	962,830	1,203,248	1,239,345	1,276,528	1,314,821	1,354,263
TRANSFERS	(4,837)	35,000	35,000	(105,000)	(108,150)	(111,395)	(114,737)	(118,179)
<b>Total</b>	<b>876,344</b>	<b>804,867</b>	<b>957,830</b>	<b>1,053,248</b>	<b>1,084,845</b>	<b>1,117,392</b>	<b>1,150,911</b>	<b>1,185,436</b>
<b>Human Resources</b>								
REVENUE	(1,339)	0	0	0	0	0	0	0
EXPENDITURES	2,709,407	2,576,570	2,793,750	2,915,473	3,002,938	3,093,029	3,185,820	3,281,395
TRANSFERS	6,607	6,000	6,000	10,000	10,300	10,609	10,927	11,255
<b>Total</b>	<b>2,714,675</b>	<b>2,582,570</b>	<b>2,799,750</b>	<b>2,925,473</b>	<b>3,013,238</b>	<b>3,103,638</b>	<b>3,196,747</b>	<b>3,292,650</b>
<b>GRAND TOTAL</b>	<b>4,810,650</b>	<b>4,724,765</b>	<b>5,114,210</b>	<b>5,380,682</b>	<b>5,542,102</b>	<b>5,708,371</b>	<b>5,879,622</b>	<b>6,056,013</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<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>					
Corporate Management	478,494	494,455	486,303	512,990	26,687
<b>Total Expenditures</b>	<b>478,494</b>	<b>494,455</b>	<b>486,303</b>	<b>512,990</b>	<b>26,687</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Corporate Management	204	200	200	200	0
<b>Total Transfers</b>	<b>204</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>478,698</b>	<b>494,655</b>	<b>486,503</b>	<b>513,190</b>	<b>26,687</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	436,711	417,155	435,853	460,510	24,657
Non-Salary Expenses	41,782	77,300	50,450	52,480	2,030
<b>Total Expenditures</b>	<b>478,494</b>	<b>494,455</b>	<b>486,303</b>	<b>512,990</b>	<b>26,687</b>
Debt	0	0	0	0	0
Transfers	204	200	200	200	0
<b>Net Operations</b>	<b>478,698</b>	<b>494,655</b>	<b>486,503</b>	<b>513,190</b>	<b>26,687</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<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	208	40,000	20,000	20,000	0
Corporate Plan / Orientation	7,916	17,500	17,500	17,500	0
Legislative-Mayor	205,923	202,903	213,103	222,465	9,362
Legislative-Council	491,163	501,270	522,524	533,806	11,282
Council - Skakun	4,662	8,000	10,000	10,000	0
Council Committee	3,991	17,000	17,000	15,000	(2,000)
Council - Frizzell	5,022	8,000	10,000	10,000	0
Council - Scott	3,669	8,000	10,000	10,000	0
Council - Ramsay	6,557	8,000	10,000	10,000	0
Council - Sampson	6,309	8,000	10,000	10,000	0
Council - Bennett	5,038	8,000	10,000	10,000	0
Council - Klassen	8,704	8,000	10,000	10,000	0
Council - Polillo	7,119	8,000	10,000	10,000	0
<b>Total Expenditures</b>	<b>756,279</b>	<b>842,673</b>	<b>870,127</b>	<b>888,771</b>	<b>18,644</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	(15,346)	0	0	0	0
<b>Total Transfers</b>	<b>(15,346)</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>740,933</b>	<b>842,673</b>	<b>870,127</b>	<b>888,771</b>	<b>18,644</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	537,472	512,273	532,727	551,471	18,744
Non-Salary Expenses	218,807	330,400	337,400	337,300	(100)
<b>Total Expenditures</b>	<b>756,279</b>	<b>842,673</b>	<b>870,127</b>	<b>888,771</b>	<b>18,644</b>
Debt	0	0	0	0	0
Transfers	(15,346)	0	0	0	0
<b>Net Operations</b>	<b>740,933</b>	<b>842,673</b>	<b>870,127</b>	<b>888,771</b>	<b>18,644</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Legislative Services	(46,283)	(40,000)	(40,000)	(45,000)	(5,000)
<b>Total Revenues</b>	<b>(46,283)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(45,000)</b>	<b>(5,000)</b>
<b>Expenditures</b>					
Elections/Referendums	640	0	0	186,300	186,300
Legislative Services	926,824	809,867	962,830	1,016,948	54,118
<b>Total Expenditures</b>	<b>927,464</b>	<b>809,867</b>	<b>962,830</b>	<b>1,203,248</b>	<b>240,418</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Elections/Referendums	(4,837)	35,000	35,000	(105,000)	(140,000)
<b>Total Transfers</b>	<b>(4,837)</b>	<b>35,000</b>	<b>35,000</b>	<b>(105,000)</b>	<b>(140,000)</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>876,344</b>	<b>804,867</b>	<b>957,830</b>	<b>1,053,248</b>	<b>95,418</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(46,283)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(45,000)</b>	<b>(5,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>869,349</b>	<b>745,267</b>	<b>892,410</b>	<b>1,018,728</b>	<b>126,318</b>
Non-Salary Expenses	<b>58,115</b>	<b>64,600</b>	<b>70,420</b>	<b>184,520</b>	<b>114,100</b>
Total Expenditures	<b>927,464</b>	<b>809,867</b>	<b>962,830</b>	<b>1,203,248</b>	<b>240,418</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(4,837)</b>	<b>35,000</b>	<b>35,000</b>	<b>(105,000)</b>	<b>(140,000)</b>
Net Operations	<b>876,344</b>	<b>804,867</b>	<b>957,830</b>	<b>1,053,248</b>	<b>95,418</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Human Resources Operations	(1,339)	0	0	0	0
<b>Total Revenues</b>	<b>(1,339)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Human Resources Operations	1,529,053	1,359,370	1,474,660	1,625,431	150,771
Casual Labour Pool	3,181	0	0	0	0
Continuous Improvement	47,188	67,621	136,092	149,546	13,454
Disability Management	335,375	292,683	301,509	308,933	7,424
Health & Safety	647,284	595,748	640,818	646,392	5,574
Central Training	147,328	261,148	240,671	185,171	(55,500)
<b>Total Expenditures</b>	<b>2,709,407</b>	<b>2,576,570</b>	<b>2,793,750</b>	<b>2,915,473</b>	<b>121,723</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>					
Human Resources Operations	266				
Central Training	6,341	6,000	6,000	10,000	4,000
<b>Total Transfers</b>	<b>6,607</b>	<b>6,000</b>	<b>6,000</b>	<b>10,000</b>	<b>4,000</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>2,714,675</b>	<b>2,582,570</b>	<b>2,799,750</b>	<b>2,925,473</b>	<b>125,723</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(1,339)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	2,034,852	1,908,370	2,153,450	2,250,373	96,923
Non-Salary Expenses	674,555	668,200	640,300	665,100	24,800
<b>Total Expenditures</b>	<b>2,709,407</b>	<b>2,576,570</b>	<b>2,793,750</b>	<b>2,915,473</b>	<b>121,723</b>
Debt	0	0	0	0	0
Transfers	6,607	6,000	6,000	10,000	4,000
<b>Net Operations</b>	<b>2,714,675</b>	<b>2,582,570</b>	<b>2,799,750</b>	<b>2,925,473</b>	<b>125,723</b>

**Administrative Services Summary**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(1,163,066)	(586,522)	(587,356)	(587,476)	(605,101)	(623,253)	(641,950)	(661,207)
EXPENDITURES	36,139,319	36,171,698	38,683,861	40,971,676	42,200,826	43,466,849	44,770,858	46,113,986
TRANSFERS	30,082	0	0	0	0	0	0	0
<b>Total</b>	<b>35,006,335</b>	<b>35,585,176</b>	<b>38,096,505</b>	<b>40,384,200</b>	<b>41,595,725</b>	<b>42,843,596</b>	<b>44,128,908</b>	<b>45,452,779</b>
<b>Fire &amp; Rescue Services</b>								
REVENUE	(2,269,770)	(2,112,000)	(2,287,000)	(2,637,500)	(2,716,625)	(2,798,124)	(2,882,068)	(2,968,531)
EXPENDITURES	23,045,589	20,694,920	24,276,013	24,810,906	25,555,232	26,321,892	27,111,552	27,924,902
TRANSFERS	1,303,676	1,419,190	1,428,470	1,380,031	1,419,700	1,460,559	1,502,644	1,545,991
<b>Total</b>	<b>22,079,495</b>	<b>20,002,110</b>	<b>23,417,483</b>	<b>23,553,437</b>	<b>24,258,307</b>	<b>24,984,327</b>	<b>25,732,128</b>	<b>26,502,362</b>
<b>Emergency Programs</b>								
REVENUE	(304,047)	0	0	(3,000)	(3,090)	(3,183)	(3,278)	(3,376)
EXPENDITURES	652,713	310,220	351,933	368,921	379,990	391,388	403,132	415,226
TRANSFERS	51,954	17,200	17,800	18,160	18,705	19,266	19,844	20,439
<b>Total</b>	<b>400,620</b>	<b>327,420</b>	<b>369,733</b>	<b>384,081</b>	<b>395,605</b>	<b>407,471</b>	<b>419,698</b>	<b>432,289</b>
<b>Bylaw Services</b>								
REVENUE	(602,045)	(673,500)	(737,000)	(788,000)	(811,640)	(835,989)	(861,068)	(886,901)
EXPENDITURES	3,181,670	3,242,471	3,389,476	3,356,398	3,457,089	3,560,802	3,667,627	3,777,659
TRANSFERS	203,449	195,600	203,100	240,480	247,694	255,125	262,779	270,662
<b>Total</b>	<b>2,783,073</b>	<b>2,764,571</b>	<b>2,855,576</b>	<b>2,808,878</b>	<b>2,893,143</b>	<b>2,979,938</b>	<b>3,069,338</b>	<b>3,161,420</b>
<b>Off-Street Parking</b>								
REVENUE	(1,610,473)	(1,337,000)	(1,359,586)	(1,417,386)	(1,459,374)	(1,502,622)	(1,547,167)	(1,593,048)
EXPENDITURES	1,536,497	1,668,066	1,678,682	1,710,386	1,761,697	1,814,549	1,868,983	1,925,054
TRANSFERS	73,976	(331,066)	(319,096)	(293,000)	(302,323)	(311,927)	(321,816)	(332,006)
<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>								
REVENUE	(10,000)	0	0	0	0	0	0	0
EXPENDITURES	665,765	790,209	942,007	966,827	995,832	1,025,704	1,056,477	1,088,173
TRANSFERS	0	5,000	7,000	7,000	7,210	7,426	7,649	7,878
<b>Total</b>	<b>655,765</b>	<b>795,209</b>	<b>949,007</b>	<b>973,827</b>	<b>1,003,042</b>	<b>1,033,130</b>	<b>1,064,126</b>	<b>1,096,051</b>
<b>GRAND TOTAL</b>	<b>60,925,288</b>	<b>59,474,486</b>	<b>65,688,304</b>	<b>68,104,423</b>	<b>70,145,822</b>	<b>72,248,462</b>	<b>74,414,198</b>	<b>76,644,901</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Police Operations	(513,774)	(415,400)	(424,400)	(434,520)	(10,120)
Police Progr-CPAC-Storefront	(450,471)	0	0	0	0
Police Progr - Victim Services	(145,882)	(121,122)	(112,956)	(112,956)	0
Custody of Prisoners	(52,939)	(50,000)	(50,000)	(40,000)	10,000
<b>Total Revenues</b>	<b>(1,163,066)</b>	<b>(586,522)</b>	<b>(587,356)</b>	<b>(587,476)</b>	<b>(120)</b>
<b>Expenditures</b>					
Police Contract	29,584,553	30,520,429	32,228,678	34,223,060	1,994,382
Police Operations	4,783,943	4,759,460	5,371,260	5,605,495	234,235
Police Progr-CPAC-Storefront	844,201	93,670	105,921	110,089	4,168
Police Progr - Victim Services	196,778	188,223	207,861	215,054	7,193
Custody of Prisoners	729,845	609,916	770,141	817,978	47,837
<b>Total Expenditures</b>	<b>36,139,319</b>	<b>36,171,698</b>	<b>38,683,861</b>	<b>40,971,676</b>	<b>2,287,815</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	19,404	0	0	0	0
Police Progr - Victim Services	10,678	0	0	0	0
<b>Total Transfers</b>	<b>30,082</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>35,006,335</b>	<b>35,585,176</b>	<b>38,096,505</b>	<b>40,384,200</b>	<b>2,287,695</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(1,163,066)</b>	<b>(586,522)</b>	<b>(587,356)</b>	<b>(587,476)</b>	<b>(120)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>5,636,989</b>	<b>5,376,939</b>	<b>6,177,899</b>	<b>6,449,356</b>	<b>271,457</b>
Non-Salary Expenses	<b>30,502,330</b>	<b>30,794,759</b>	<b>32,505,962</b>	<b>34,522,320</b>	<b>2,016,358</b>
Total Expenditures	<b>36,139,319</b>	<b>36,171,698</b>	<b>38,683,861</b>	<b>40,971,676</b>	<b>2,287,815</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>30,082</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>35,006,335</b>	<b>35,585,176</b>	<b>38,096,505</b>	<b>40,384,200</b>	<b>2,287,695</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Fire Dept - Headquarters	(16,859)	0	0	0	0
Fire Prevention/Investigation	(42,220)	(20,000)	(20,000)	(32,000)	(12,000)
Fire Halls	(3,201)	(7,000)	(7,000)	(3,500)	3,500
Fire Opr Comm Centre	(2,150,000)	(2,075,000)	(2,250,000)	(2,591,000)	(341,000)
Deployment -Other Communities	(38,734)	0	0	0	0
Fire Equip - High Angle Rescue	(18,756)	(10,000)	(10,000)	(11,000)	(1,000)
<b>Total Revenues</b>	<b>(2,269,770)</b>	<b>(2,112,000)</b>	<b>(2,287,000)</b>	<b>(2,637,500)</b>	<b>(350,500)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	2,382,000	2,829,205	2,712,418	2,843,072	130,654
Fire Dept - Recruitment	24,027	20,000	20,000	25,000	5,000
Fire Prevention/Investigation	21,835	31,320	31,320	24,800	(6,520)
Fire Communications	44,425	35,000	35,000	33,500	(1,500)
Fire Halls	81,663	59,080	59,080	61,580	2,500
Fire Opr Comm Centre	2,021,299	1,929,772	2,212,217	2,368,790	156,573
Fire Suppress Operations	18,271,997	15,621,543	19,036,978	19,257,964	220,986
Deployment -Other Communities	29,228	0	0	0	0
Fire Fighting Fleet	153,629	144,000	144,000	150,700	6,700
Fire Equip - High Angle Rescue	2,242	10,000	10,000	28,000	18,000
Fire - Confined Space	13,243	15,000	15,000	17,500	2,500
<b>Total Expenditures</b>	<b>23,045,589</b>	<b>20,694,920</b>	<b>24,276,013</b>	<b>24,810,906</b>	<b>534,893</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	(100,000)	2,500	2,500	6,117	3,617
Fire Halls	129	0	0	0	0
Fire Opr Comm Centre	(3,117)	0	0	0	0
Fire Suppress Operations	54,114	72,540	72,540	54,114	(18,426)
Fire Fighting Fleet	1,352,550	1,344,150	1,353,430	1,319,800	(33,630)
<b>Total Transfers</b>	<b>1,303,676</b>	<b>1,419,190</b>	<b>1,428,470</b>	<b>1,380,031</b>	<b>(48,439)</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>22,079,495</b>	<b>20,002,110</b>	<b>23,417,483</b>	<b>23,553,437</b>	<b>135,954</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(2,269,770)</b>	<b>(2,112,000)</b>	<b>(2,287,000)</b>	<b>(2,637,500)</b>	<b>(350,500)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>22,049,152</b>	<b>19,639,850</b>	<b>23,115,581</b>	<b>23,714,724</b>	<b>599,143</b>
Non-Salary Expenses	<b>996,437</b>	<b>1,055,070</b>	<b>1,160,432</b>	<b>1,096,182</b>	<b>(64,250)</b>
Total Expenditures	<b>23,045,589</b>	<b>20,694,920</b>	<b>24,276,013</b>	<b>24,810,906</b>	<b>534,893</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>1,303,676</b>	<b>1,419,190</b>	<b>1,428,470</b>	<b>1,380,031</b>	<b>(48,439)</b>
Net Operations	<b>22,079,495</b>	<b>20,002,110</b>	<b>23,417,483</b>	<b>23,553,437</b>	<b>135,954</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Emergency Programs	(88,065)	0	0	(3,000)	(3,000)
Emergency Warming Centre	(29,472)	0	0	0	0
Emergency Cooling Centre	(19,188)	0	0	0	0
Emergency Wildfire Centre	(167,321)	0	0	0	0
<b>Total Revenues</b>	<b>(304,047)</b>	<b>0</b>	<b>0</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>Expenditures</b>					
Emergency Programs	410,970	310,220	351,933	368,921	16,988
Emergency Warming Centre	41,971	0	0	0	0
Emergency Cooling Centre	19,304	0	0	0	0
Emergency Wildfire Centre	180,467	0	0	0	0
Emergency Response Level One	0	0	0	0	0
<b>Total Expenditures</b>	<b>652,713</b>	<b>310,220</b>	<b>351,933</b>	<b>368,921</b>	<b>16,988</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	51,684	17,200	17,800	18,160	360
Emergency Wildfire Centre	270	0	0	0	0
<b>Total Transfers</b>	<b>51,954</b>	<b>17,200</b>	<b>17,800</b>	<b>18,160</b>	<b>360</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>400,620</b>	<b>327,420</b>	<b>369,733</b>	<b>384,081</b>	<b>14,348</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(304,047)</b>	<b>0</b>	<b>0</b>	<b>(3,000)</b>	<b>(3,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>430,662</b>	<b>298,170</b>	<b>323,083</b>	<b>337,641</b>	<b>14,558</b>
Non-Salary Expenses	<b>222,050</b>	<b>12,050</b>	<b>28,850</b>	<b>31,280</b>	<b>2,430</b>
Total Expenditures	<b>652,713</b>	<b>310,220</b>	<b>351,933</b>	<b>368,921</b>	<b>16,988</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>51,954</b>	<b>17,200</b>	<b>17,800</b>	<b>18,160</b>	<b>360</b>
Net Operations	<b>400,620</b>	<b>327,420</b>	<b>369,733</b>	<b>384,081</b>	<b>14,348</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Parking Oper - Traffic Control	(470,559)	(332,000)	(395,500)	(437,000)	(41,500)
Animal/SPCA Operations	(39,241)	(280,000)	(280,000)	(290,000)	(10,000)
Enforcement	(21,470)	(11,500)	(11,500)	(11,000)	500
Bylaw Admin Operations	(70,775)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(602,045)</b>	<b>(673,500)</b>	<b>(737,000)</b>	<b>(788,000)</b>	<b>(51,000)</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	368,005	434,604	507,716	597,504	89,788
Animal/SPCA Operations	693,326	686,470	752,374	747,063	(5,311)
Enforcement	1,349,553	1,388,264	1,512,364	1,387,778	(124,586)
Bylaw Admin Operations	770,785	733,133	617,022	624,053	7,031
<b>Total Expenditures</b>	<b>3,181,670</b>	<b>3,242,471</b>	<b>3,389,476</b>	<b>3,356,398</b>	<b>(33,078)</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	42,531	40,200	41,700	50,880	9,180
Animal/SPCA Operations	75,118	69,600	72,600	75,360	2,760
Enforcement	85,800	85,800	88,800	114,240	25,440
<b>Total Transfers</b>	<b>203,449</b>	<b>195,600</b>	<b>203,100</b>	<b>240,480</b>	<b>37,380</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>2,783,073</b>	<b>2,764,571</b>	<b>2,855,576</b>	<b>2,808,878</b>	<b>(46,698)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(602,045)</b>	<b>(673,500)</b>	<b>(737,000)</b>	<b>(788,000)</b>	<b>(51,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,428,050</b>	<b>2,494,871</b>	<b>2,548,387</b>	<b>2,682,018</b>	<b>133,631</b>
Non-Salary Expenses	<b>753,619</b>	<b>747,600</b>	<b>841,089</b>	<b>674,380</b>	<b>(166,709)</b>
Total Expenditures	<b>3,181,670</b>	<b>3,242,471</b>	<b>3,389,476</b>	<b>3,356,398</b>	<b>(33,078)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>203,449</b>	<b>195,600</b>	<b>203,100</b>	<b>240,480</b>	<b>37,380</b>
Net Operations	<b>2,783,073</b>	<b>2,764,571</b>	<b>2,855,576</b>	<b>2,808,878</b>	<b>(46,698)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Parking - Off Street	(1,612,766)	(1,337,000)	(1,359,586)	(1,417,386)	(57,800)
<b>Total Revenues</b>	<b>(1,612,766)</b>	<b>(1,337,000)</b>	<b>(1,359,586)</b>	<b>(1,417,386)</b>	<b>(57,800)</b>
<b>Expenditures</b>					
Parking - Off Street	601,827	660,870	697,632	707,502	9,870
Facilities Off Street Parking	708,616	846,914	847,688	752,820	(94,868)
<b>Total Expenditures</b>	<b>1,310,444</b>	<b>1,507,784</b>	<b>1,545,320</b>	<b>1,460,322</b>	<b>(84,998)</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	(11,721)	(409,242)	(397,053)	(375,553)	21,500
Facilities Off Street Parking	82,657	73,176	74,957	81,553	6,596
Off-Street Mtce (fund 13)	231,387	165,282	136,362	251,064	114,702
<b>Total Transfers</b>	<b>302,323</b>	<b>(170,784)</b>	<b>(185,734)</b>	<b>(42,936)</b>	<b>142,798</b>
<b>Revenues - Asset Maintenance</b>					
Facilities Off Street Pking AM	2,294	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>2,294</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Facilities Off Street Pking AM	226,053	160,282	133,362	250,064	116,702
<b>Total Expenditures - Asset Maintenance</b>	<b>226,053</b>	<b>160,282</b>	<b>133,362</b>	<b>250,064</b>	<b>116,702</b>
<b>Transfers - Asset Maintenance</b>					
Facilities Off Street Pking AM	3,040	5,000	3,000	1,000	(2,000)
User Fee Funded - Off-Street	(231,387)	(165,282)	(136,362)	(251,064)	(114,702)
<b>Total Transfers - Asset Maintenance</b>	<b>(228,347)</b>	<b>(160,282)</b>	<b>(133,362)</b>	<b>(250,064)</b>	<b>(116,702)</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)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(1,610,473)</b>	<b>(1,337,000)</b>	<b>(1,359,586)</b>	<b>(1,417,386)</b>	<b>(57,800)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>519,033</b>	<b>529,886</b>	<b>587,372</b>	<b>610,876</b>	<b>23,504</b>
Non-Salary Expenses	<b>1,017,464</b>	<b>1,138,180</b>	<b>1,091,310</b>	<b>1,099,510</b>	<b>8,200</b>
Total Expenditures	<b>1,536,497</b>	<b>1,668,066</b>	<b>1,678,682</b>	<b>1,710,386</b>	<b>31,704</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>73,976</b>	<b>(331,066)</b>	<b>(319,096)</b>	<b>(293,000)</b>	<b>26,096</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Intergovernmental Relations	(10,000)				
<b>Total Revenues</b>	<b>(10,000)</b>				
<b>Expenditures</b>					
Communications	651,885	626,655	758,499	792,684	34,185
Intergovernmental Relations	13,880	163,554	183,508	174,143	(9,365)
<b>Total Expenditures</b>	<b>665,765</b>	<b>790,209</b>	<b>942,007</b>	<b>966,827</b>	<b>24,820</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Communications	0	5,000	7,000	7,000	0
Intergovernmental Relations	0	0	0	0	0
<b>Total Transfers</b>	<b>0</b>	<b>5,000</b>	<b>7,000</b>	<b>7,000</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>655,765</b>	<b>795,209</b>	<b>949,007</b>	<b>973,827</b>	<b>24,820</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>539,388</b>	<b>641,109</b>	<b>800,697</b>	<b>817,877</b>	<b>17,180</b>
Non-Salary Expenses	<b>126,377</b>	<b>149,100</b>	<b>141,310</b>	<b>148,950</b>	<b>7,640</b>
Total Expenditures	<b>665,765</b>	<b>790,209</b>	<b>942,007</b>	<b>966,827</b>	<b>24,820</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>0</b>	<b>5,000</b>	<b>7,000</b>	<b>7,000</b>	<b>0</b>
Net Operations	<b>655,765</b>	<b>795,209</b>	<b>949,007</b>	<b>973,827</b>	<b>24,820</b>

**Civic Operations Summary**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(90,208)	(20,000)	(20,000)	(41,000)	(42,230)	(43,497)	(44,802)	(46,146)
EXPENDITURES	7,518,119	7,965,712	7,532,288	8,425,500	8,678,266	8,938,616	9,206,776	9,482,977
TRANSFERS	3,157,463	2,354,288	2,487,712	2,615,500	2,693,966	2,774,785	2,858,028	2,943,770
<b>Total</b>	<b>10,585,374</b>	<b>10,300,000</b>	<b>10,000,000</b>	<b>11,000,000</b>	<b>11,330,002</b>	<b>11,669,904</b>	<b>12,020,002</b>	<b>12,380,601</b>
<b>Roads</b>								
REVENUE	(160,077)	(134,928)	(134,928)	(117,714)	(121,245)	(124,884)	(128,631)	(132,490)
EXPENDITURES	3,439,706	3,148,548	3,819,336	3,835,630	3,950,704	4,069,230	4,191,311	4,317,056
TRANSFERS	1,135,719	1,196,722	1,240,175	1,316,240	1,355,728	1,396,400	1,438,289	1,481,438
<b>Total</b>	<b>4,415,348</b>	<b>4,210,342</b>	<b>4,924,583</b>	<b>5,034,156</b>	<b>5,185,187</b>	<b>5,340,746</b>	<b>5,500,969</b>	<b>5,666,004</b>
<b>Storm Drainage</b>								
REVENUE	(150,985)	(112,143)	(112,143)	(156,914)	(161,621)	(166,471)	(171,464)	(176,609)
EXPENDITURES	1,505,151	1,780,638	1,956,953	2,102,289	2,165,357	2,230,312	2,297,222	2,366,145
TRANSFERS	446,192	268,000	273,700	385,700	397,271	409,190	421,466	434,110
<b>Total</b>	<b>1,800,357</b>	<b>1,936,495</b>	<b>2,118,510</b>	<b>2,331,075</b>	<b>2,401,007</b>	<b>2,473,031</b>	<b>2,547,224</b>	<b>2,623,646</b>
<b>Fleet Services</b>								
REVENUE	(503,038)	(342,500)	(342,500)	(538,000)	(554,140)	(570,765)	(587,887)	(605,524)
EXPENDITURES	7,813,164	8,462,662	9,008,515	9,390,802	9,672,526	9,962,703	10,261,587	10,569,432
TRANSFERS	(8,332,731)	(7,007,929)	(7,046,465)	(7,236,181)	(6,532,941)	(6,846,578)	(6,843,255)	(6,754,490)
<b>Total</b>	<b>(1,022,605)</b>	<b>1,112,233</b>	<b>1,619,550</b>	<b>1,616,621</b>	<b>2,585,445</b>	<b>2,545,360</b>	<b>2,830,445</b>	<b>3,209,418</b>
<b>Street Lighting</b>								
REVENUE	(93,523)	(52,000)	(52,000)	(52,500)	(54,075)	(55,697)	(57,368)	(59,089)
EXPENDITURES	1,752,545	1,789,617	1,892,154	1,883,924	1,940,441	1,998,656	2,058,618	2,120,377
TRANSFERS	90,886	116,304	134,050	136,700	140,801	145,024	149,375	153,856
<b>Total</b>	<b>1,749,908</b>	<b>1,853,921</b>	<b>1,974,204</b>	<b>1,968,124</b>	<b>2,027,167</b>	<b>2,087,983</b>	<b>2,150,625</b>	<b>2,215,144</b>
<b>Civic Operations Admin</b>								
REVENUE	(49,702)	(54,000)	(49,000)	(50,000)	(51,500)	(53,046)	(54,637)	(56,276)
EXPENDITURES	439,457	561,085	521,582	544,815	561,159	577,993	595,334	613,196
TRANSFERS	168,570	168,570	169,410	110,245	27,398	28,220	29,067	29,939
<b>Total</b>	<b>558,325</b>	<b>675,655</b>	<b>641,992</b>	<b>605,060</b>	<b>537,057</b>	<b>553,167</b>	<b>569,764</b>	<b>586,859</b>
<b>Solid Waste Services</b>								
REVENUE	(5,499,389)	(5,470,000)	(5,839,000)	(6,234,355)	(6,421,385)	(6,614,026)	(6,812,447)	(7,016,821)
EXPENDITURES	3,030,889	3,035,634	3,195,521	3,314,089	3,413,512	3,515,917	3,621,395	3,730,035
TRANSFERS	2,468,499	2,434,366	2,643,479	2,920,266	3,007,873	3,098,109	3,191,052	3,286,786
<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	(806,958)	(680,000)	(680,000)	(680,000)	(700,400)	(721,412)	(743,054)	(765,346)
EXPENDITURES	654,618	648,528	695,122	720,405	742,019	764,279	787,207	810,822
TRANSFERS	(58,748)	108,661	76,088	59,100	62,973	66,962	71,069	75,301
<b>Total</b>	<b>(211,087)</b>	<b>77,189</b>	<b>91,210</b>	<b>99,505</b>	<b>104,592</b>	<b>109,829</b>	<b>115,222</b>	<b>120,777</b>
<b>Sewer Operations</b>								
REVENUE	(17,432,431)	(17,315,606)	(18,374,663)	(19,433,122)	(20,015,604)	(20,611,524)	(21,232,151)	(21,871,412)
EXPENDITURES	6,507,520	6,719,463	7,215,124	7,643,108	7,872,402	8,108,577	8,351,835	8,602,386
DEBT	264,350	261,595	253,251	259,360	252,245	238,555	242,225	249,059
TRANSFERS	10,660,561	10,334,548	10,906,288	11,530,654	11,890,957	12,264,392	12,638,091	13,019,967
<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**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Water Operations</b>								
REVENUE	(19,760,839)	(19,710,536)	(20,607,026)	(22,371,906)	(22,845,120)	(23,475,580)	(24,154,821)	(24,879,536)
EXPENDITURES	6,734,422	7,919,308	8,220,778	8,507,593	8,762,821	9,025,714	9,296,487	9,575,387
DEBT	1,403,682	1,393,664	1,414,007	743,134	296,778	142,931	72,906	74,321
TRANSFERS	11,622,735	10,397,564	10,972,241	13,121,179	13,785,521	14,306,935	14,785,428	15,229,828
<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	(33,883)	(35,000)	(37,000)	(37,000)	(38,110)	(39,254)	(40,432)	(41,645)
EXPENDITURES	5,092,629	4,914,761	5,279,512	5,765,472	5,938,439	6,116,595	6,300,092	6,489,099
TRANSFERS	1,072,509	1,122,890	1,228,275	1,437,150	1,480,265	1,524,675	1,570,415	1,617,527
<b>Total</b>	<b>6,131,254</b>	<b>6,002,651</b>	<b>6,470,787</b>	<b>7,165,622</b>	<b>7,380,594</b>	<b>7,602,016</b>	<b>7,830,075</b>	<b>8,064,981</b>
<b>Asset Mgmt &amp; Capital Planning</b>								
REVENUE	10,338							
EXPENDITURES	834,016	1,120,132	1,199,308	1,040,430	1,071,643	1,103,790	1,136,904	1,171,010
TRANSFERS	2,029							
<b>Total</b>	<b>846,382</b>	<b>1,120,132</b>	<b>1,199,308</b>	<b>1,040,430</b>	<b>1,071,643</b>	<b>1,103,790</b>	<b>1,136,904</b>	<b>1,171,010</b>
<b>District Energy</b>								
REVENUE	(369,839)	(394,103)	(407,386)	(380,986)	(392,416)	(404,188)	(416,314)	(428,803)
EXPENDITURES	532,046	469,880	621,650	709,467	730,750	752,673	775,253	798,511
TRANSFERS	(162,208)	(75,777)	(214,264)	(328,481)	(338,334)	(348,485)	(358,939)	(369,708)
<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	(2,119,588)	(2,482,995)	(2,496,322)	(2,633,698)	(2,712,709)	(2,794,091)	(2,877,915)	(2,964,253)
EXPENDITURES	7,632,920	8,461,439	9,348,776	9,590,098	9,877,801	10,174,133	10,479,358	10,793,738
TRANSFERS	(284,912)	(715,380)	(710,900)	(459,900)	(473,697)	(487,908)	(502,546)	(517,623)
<b>Total</b>	<b>5,228,420</b>	<b>5,263,064</b>	<b>6,141,554</b>	<b>6,496,500</b>	<b>6,691,395</b>	<b>6,892,134</b>	<b>7,098,897</b>	<b>7,311,862</b>
<b>OLD BU'S - Sewer Operations</b>								
EXPENDITURES	2,836,508	0	0	0	0	0	0	0
TRANSFERS	(2,836,508)	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	2,998,368	0	0	0	0	0	0	0
TRANSFERS	(2,998,368)	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>29,235,294</b>	<b>32,551,682</b>	<b>35,181,698</b>	<b>37,357,093</b>	<b>39,314,089</b>	<b>40,377,960</b>	<b>41,800,127</b>	<b>43,350,302</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(89,590)	(10,000)	(10,000)	(40,000)	(30,000)
Ice Control	(618)	(10,000)	(10,000)	(1,000)	9,000
<b>Total Revenues</b>	<b>(90,208)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(41,000)</b>	<b>(21,000)</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	337,748	312,005	319,924	361,508	41,584
Snow Plow & Rmv - Grader/Plow	4,424,003	4,468,622	3,822,110	4,513,492	691,382
Ice Control	1,297,296	1,868,651	1,961,570	2,208,285	246,715
Sidewalk Snow Plow/Ice Control	253,226	325,507	361,754	373,791	12,037
City Facilities Snow/Ice Contr	687,860	473,756	502,736	448,130	(54,606)
Winter Sand Pickup	409,203	415,401	457,203	450,210	(6,993)
<b>Total Expenditures</b>	<b>7,409,336</b>	<b>7,863,942</b>	<b>7,425,297</b>	<b>8,355,416</b>	<b>930,119</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	9	5,000	5,000	5,000	0
Snow Plow & Rmv - Grader/Plow	1,721,849	1,157,120	1,192,712	1,250,000	57,288
Ice Control	458,939	340,500	356,000	374,000	18,000
Sidewalk Snow Plow/Ice Control	207,777	185,000	198,000	208,000	10,000
City Facilities Snow/Ice Contr	239,438	144,968	192,000	202,000	10,000
Snow (fund 13)	152,668	139,470	145,991	111,084	(34,907)
Winter Sand Pickup	485,567	484,000	505,000	535,500	30,500
<b>Total Transfers</b>	<b>3,266,246</b>	<b>2,456,058</b>	<b>2,594,703</b>	<b>2,685,584</b>	<b>90,881</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	3,772	4,029	2,703	(1,326)
Snow Plow & Rmv-Grader/Plow AM	108,783	97,998	102,962	67,381	(35,581)
<b>Total Expenditures - Asset Maintenance</b>	<b>108,783</b>	<b>101,770</b>	<b>106,991</b>	<b>70,084</b>	<b>(36,907)</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	43,885	36,700	38,000	40,000	2,000
User Fee Funded - Snow	(152,668)	(139,470)	(145,991)	(111,084)	34,907
<b>Total Transfers - Asset Maintenance</b>	<b>(108,783)</b>	<b>(101,770)</b>	<b>(106,991)</b>	<b>(70,084)</b>	<b>36,907</b>
<b>Net Operations</b>	<b>10,585,374</b>	<b>10,300,000</b>	<b>10,000,000</b>	<b>11,000,000</b>	<b>1,000,000</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(90,208)	(20,000)	(20,000)	(41,000)	(21,000)
Expenditures					
Salary & Wages (including Benefits)	3,957,866	3,343,190	3,715,297	3,862,107	146,810
Non-Salary Expenses	3,560,252	4,622,522	3,816,991	4,563,393	746,402
Total Expenditures	7,518,119	7,965,712	7,532,288	8,425,500	893,212
Debt	0	0	0	0	0
Transfers	3,157,463	2,354,288	2,487,712	2,615,500	127,788
Net Operations	10,585,374	10,300,000	10,000,000	11,000,000	1,000,000

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
3rd Pty Streets - Misc	(1,796)	(15,295)	(15,295)	0	15,295
Streets - Gen Admin	(381)	0	0	0	0
New Traffic Signs - Sign Insta	(13,043)	0	0	0	0
Curb & Gutter Rpr Conn	(13,500)	(34,749)	(34,749)	(35,000)	(251)
Pavement Rpr Connection	(47,000)	(57,170)	(57,170)	(55,000)	2,170
Concrete Sidewalk Rpr Conn	0	(1,480)	(1,480)	(1,480)	0
Asphalt Sidewalk Rpr Conn	0	(1,234)	(1,234)	(1,234)	0
Sign Mtce Operations	(1,050)	0	0	0	0
Road Cut Fees	(39,885)	(25,000)	(25,000)	(25,000)	0
<b>Total Revenues</b>	<b>(116,655)</b>	<b>(134,928)</b>	<b>(134,928)</b>	<b>(117,714)</b>	<b>17,214</b>
<b>Expenditures</b>					
Traffic Lane Marking	638,755	460,292	657,993	702,839	44,846
3rd Pty Streets - Misc	1,630	15,323	15,375	8,715	(6,660)
Streets - Gen Admin	411,204	312,565	355,551	377,493	21,942
New Traffic Signs - Sign Insta	7,823	0	0	0	0
Gravel Roads - Grading	39,043	66,999	79,054	69,183	(9,871)
Summer Sweeping Program	168,035	97,701	108,342	112,386	4,044
Curb & Gutter Mtce	97,160	167,701	191,061	195,492	4,431
Mtce Asphalt Rd - Cold Patch R	13,609	24,857	28,366	29,436	1,070
Mtce Asphalt Rd - Major Patchi	70,871	132,594	151,798	159,291	7,493
Mtce Asphalt Rd - Hot Patch Rp	69,552	80,377	96,274	97,405	1,131
Curb & Gutter Rpr Conn	15,940	34,326	36,004	34,963	(1,041)
Pavement Rpr Connection	39,269	49,244	49,383	55,033	5,650
Concrete Sidewalk Rpr Conn	0	1,985	1,994	1,994	0
Asphalt Sidewalk Rpr Conn	0	1,238	1,245	1,245	0
Sign Mtce Operations	120,699	34,363	38,214	39,164	950
<b>Total Expenditures</b>	<b>1,693,591</b>	<b>1,479,565</b>	<b>1,810,654</b>	<b>1,884,639</b>	<b>73,985</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Traffic Lane Marking	8,696	15,600	16,800	17,760	960
3rd Pty Streets - Misc	411	0	0	0	0
Streets - Gen Admin	1,458	15,600	16,800	17,760	960
New Traffic Signs - Sign Insta	1,312	500	565	500	(65)
Gravel Roads - Grading	977	500	565	6,000	5,435
Summer Sweeping Program	295,782	378,000	396,000	350,000	(46,000)
Curb & Gutter Mtce	23,274	25,000	25,500	27,000	1,500
Mtce Asphalt Rd - Cold Patch R	4,500	5,000	5,300	6,000	700
Mtce Asphalt Rd - Major Patchi	27,703	25,000	25,500	27,000	1,500
Mtce Asphalt Rd - Hot Patch Rp	40,358	50,000	54,900	58,000	3,100
Curb & Gutter Rpr Conn	4,750	15,600	16,800	17,760	960
Pavement Rpr Connection	11,514	8,000	8,500	10,000	1,500
Concrete Sidewalk Rpr Conn	0	1,500	1,545	1,700	155
Sign Mtce Operations	15,407	15,600	16,800	17,760	960
<b>Total Transfers</b>	<b>436,141</b>	<b>555,900</b>	<b>585,575</b>	<b>557,240</b>	<b>(28,335)</b>
<b>Revenues - Asset Maintenance</b>					
Sign Mtce Operations AM	(1,148)	0	0	0	0
Traff Ctrl & Signal Opt Det UG	(42,273)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(43,422)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Expenditures - Asset Maintenance</b>					
Gravel Roads - Grading AM	521,175	339,644	507,638	603,154	95,516
Curb & Gutter Mtce AM	175,791	171,691	210,941	231,132	20,191
Bridges & Structures Mtce	211	8,849	8,881	8,881	0
Mtce Asphalt Rd-Cold Patch AM	259,347	80,502	124,499	146,499	22,000
Mtce Asphalt Rd-Major Patch AM	383,870	385,776	408,367	335,852	(72,515)
Mtce Asphalt Rd - Hot Patch AM	184,659	381,959	440,574	415,230	(25,344)
Sign Mtce Operations AM	146,899	225,562	232,782	210,243	(22,539)
Traff Ctrl & Signal Opt Det UG	74,164	75,000	75,000	0	(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,746,116</b>	<b>1,668,983</b>	<b>2,008,682</b>	<b>1,950,991</b>	<b>(57,691)</b>
<b>Transfers - Asset Maintenance</b>					
Gravel Roads - Grading AM	392,759	250,000	282,000	300,000	18,000
Curb & Gutter Mtce AM	42,856	30,000	30,500	32,000	1,500
Bridges & Structures Mtce	35	0	0	0	0
Mtce Asphalt Rd-Cold Patch AM	140,395	150,000	170,000	175,000	5,000
Mtce Asphalt Rd-Major Patch AM	22,083	30,000	30,500	32,000	1,500
Mtce Asphalt Rd - Hot Patch AM	70,157	200,822	157,000	160,000	3,000
Sign Mtce Operations AM	63,184	55,000	59,600	60,000	400
Traff Ctrl & Signal Opt Det UG	(31,890)	(75,000)	(75,000)	0	75,000
<b>Total Transfers - Asset Maintenance</b>	<b>699,578</b>	<b>640,822</b>	<b>654,600</b>	<b>759,000</b>	<b>104,400</b>
<b>Net Operations</b>	<b>4,415,348</b>	<b>4,210,342</b>	<b>4,924,583</b>	<b>5,034,156</b>	<b>109,573</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(160,077)	(134,928)	(134,928)	(117,714)	17,214
Expenditures					
Salary & Wages (including Benefits)	1,712,940	2,001,612	2,218,610	2,260,040	41,430
Non-Salary Expenses	1,726,767	1,146,936	1,600,726	1,575,590	(25,136)
Total Expenditures	3,439,706	3,148,548	3,819,336	3,835,630	16,294
Debt	0	0	0	0	0
Transfers	1,135,719	1,196,722	1,240,175	1,316,240	76,065
Net Operations	4,415,348	4,210,342	4,924,583	5,034,156	109,573

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Spills	5,941	(5,000)	(5,000)	(5,000)	0
Ditching - Culvert Replacement	(24)	0	0	0	0
3rd Pty - Curb Drop Installati	(20,184)	(18,538)	(18,538)	(20,000)	(1,462)
3rd Pty - Culvert Install	(45,312)	(25,985)	(25,985)	(60,000)	(34,015)
Storm Operations	34,244	0	0	0	0
Storm Connections	0	(15,000)	(15,000)	(15,000)	0
3rd Pty - Storm Sewer	(41,079)	(6,914)	(6,914)	(6,914)	0
3rd Pty Streets - Connections	(83,917)	(40,706)	(40,706)	(50,000)	(9,294)
<b>Total Revenues</b>	<b>(150,331)</b>	<b>(112,143)</b>	<b>(112,143)</b>	<b>(156,914)</b>	<b>(44,771)</b>
<b>Expenditures</b>					
Spills	6,888	30,421	35,214	35,645	431
Ditching - Culvert Replacement	85,161	73,971	83,859	139,292	55,433
3rd Pty - Curb Drop Installati	35,852	13,977	14,048	24,300	10,252
3rd Pty - Culvert Install	47,583	18,822	18,890	59,780	40,890
Utilities - Admin Operations	14,334	24,300	24,300	18,000	(6,300)
Storm Operations	585,315	517,717	565,116	594,414	29,298
Storm Connections	0	4,965	4,980	5,081	101
Storm Sewer Pumphouse - Admin	7,084	10,658	9,341	9,918	577
3rd Pty - Storm Sewer	51,353	6,928	6,954	7,125	171
3rd Pty Streets - Connections	61,846	40,838	41,085	85,724	44,639
<b>Total Expenditures</b>	<b>895,416</b>	<b>742,597</b>	<b>803,787</b>	<b>979,279</b>	<b>175,492</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	539	3,000	3,000	1,000	(2,000)
Ditching - Culvert Replacement	35,453	30,000	33,000	35,000	2,000
3rd Pty - Curb Drop Installati	11,739	6,000	6,200	6,200	0
3rd Pty - Culvert Install	19,177	10,000	10,500	10,500	0
Storm Operations	123,352	90,000	90,000	93,000	3,000
Storm Sewer Pumphouse - Admin	0	0	0	0	0
3rd Pty - Storm Sewer	12,379	0	0	0	0
3rd Pty Streets - Connections	17,125	0	0	0	0
<b>Total Transfers</b>	<b>219,763</b>	<b>139,000</b>	<b>142,700</b>	<b>145,700</b>	<b>3,000</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues - Asset Maintenance</b>					
Drainage Improvements	(654)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(654)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Drainage Improvements	1,005	110,000	115,000	0	(115,000)
Ditching - Culvert Replace AM	256,154	315,204	378,269	431,630	53,361
Storm Operations AM	346,323	608,347	655,386	683,554	28,168
Storm Sewer Pumphouse - Adm AM	6,253	4,490	4,511	7,826	3,315
<b>Total Expenditures - Asset Maintenance</b>	<b>609,735</b>	<b>1,038,041</b>	<b>1,153,166</b>	<b>1,123,010</b>	<b>(30,156)</b>
<b>Transfers - Asset Maintenance</b>					
Drainage Improvements	(351)	(110,000)	(115,000)	0	115,000
Ditching - Culvert Replace AM	145,807	120,000	126,000	130,000	4,000
Storm Operations AM	80,775	119,000	120,000	110,000	(10,000)
Storm Sewer Pumphouse - Adm AM	198	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>226,429</b>	<b>129,000</b>	<b>131,000</b>	<b>240,000</b>	<b>109,000</b>
<b>Net Operations</b>	<b>1,800,357</b>	<b>1,936,495</b>	<b>2,118,510</b>	<b>2,331,075</b>	<b>212,565</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(150,985)</b>	<b>(112,143)</b>	<b>(112,143)</b>	<b>(156,914)</b>	<b>(44,771)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>986,638</b>	<b>1,266,247</b>	<b>1,400,723</b>	<b>1,497,069</b>	<b>96,346</b>
Non-Salary Expenses	<b>518,513</b>	<b>514,391</b>	<b>556,230</b>	<b>605,220</b>	<b>48,990</b>
Total Expenditures	<b>1,505,151</b>	<b>1,780,638</b>	<b>1,956,953</b>	<b>2,102,289</b>	<b>145,336</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>446,192</b>	<b>268,000</b>	<b>273,700</b>	<b>385,700</b>	<b>112,000</b>
Net Operations	<b>1,800,357</b>	<b>1,936,495</b>	<b>2,118,510</b>	<b>2,331,075</b>	<b>212,565</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Fleet Damage	(11,810)	0	0	0	0
Fleet Mtce - Operations	(3,843)	(3,000)	(3,000)	(3,000)	0
Fleet Serv - RCMP Post Garage	(268,353)	(104,500)	(104,500)	(300,000)	(195,500)
Fleet Serv - RCMP Refueling	(209,517)	(225,000)	(225,000)	(225,000)	0
Fleet Serv Shop Overhead	(9,515)	(10,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(503,038)</b>	<b>(342,500)</b>	<b>(342,500)</b>	<b>(538,000)</b>	<b>(195,500)</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	252,680	243,603	260,203	269,500	9,297
Fleet Serv-Sm Tools Rpr/Purch	13,942	15,600	15,600	20,000	4,400
Fleet Serv - Fire Services	604,697	521,466	590,278	642,905	52,627
Welding Shop Operations	67,628	111,176	144,884	161,861	16,977
Fleet Damage	62,325	87,600	87,600	43,600	(44,000)
Fleet Mtce - Operations	5,596,749	6,244,685	6,594,701	6,968,669	373,968
Fleet Serv - RCMP	104,119	91,202	100,554	104,355	3,801
Fleet Serv - RCMP Post Garage	180,994	201,153	212,802	269,971	57,169
Fleet Serv - RCMP Refueling	209,517	225,000	225,000	225,000	0
Fleet Serv Shop Overhead	715,557	692,707	748,423	656,471	(91,952)
Supply Serv - Operations	730	0	0	0	0
<b>Total Expenditures</b>	<b>7,808,937</b>	<b>8,434,192</b>	<b>8,980,045</b>	<b>9,362,332</b>	<b>382,287</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	22	0	0	0	0
Fleet Mtce - Operations	695,694	0	0	0	0
Fleet Equipment Rental	(11,790,848)	(10,349,667)	(10,636,567)	(10,903,300)	(266,733)
Fleet Internal Leases	2,683,208	3,253,438	3,498,617	3,567,907	69,290
Fleet Serv Shop Overhead	79,194	88,300	91,485	99,212	7,727
<b>Total Transfers</b>	<b>(8,332,731)</b>	<b>(7,007,929)</b>	<b>(7,046,465)</b>	<b>(7,236,181)</b>	<b>(189,716)</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	4,227	28,470	28,470	28,470	0
<b>Total Expenditures - Asset Maintenance</b>	<b>4,227</b>	<b>28,470</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>(1,022,605)</b>	<b>1,112,233</b>	<b>1,619,550</b>	<b>1,616,621</b>	<b>(2,929)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(503,038)	(342,500)	(342,500)	(538,000)	(195,500)
Expenditures					
Salary & Wages (including Benefits)	2,961,439	2,968,772	3,297,665	3,434,622	136,957
Non-Salary Expenses	4,851,725	5,493,890	5,710,850	5,956,180	245,330
Total Expenditures	7,813,164	8,462,662	9,008,515	9,390,802	382,287
Debt	0	0	0	0	0
Transfers	(8,332,731)	(7,007,929)	(7,046,465)	(7,236,181)	(189,716)
Net Operations	(1,022,605)	1,112,233	1,619,550	1,616,621	(2,929)

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Street Lighting	(2,975)	(2,000)	(2,000)	(2,500)	(500)
3rd Pty - Util-Electrical	(90,548)	(50,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(93,523)</b>	<b>(52,000)</b>	<b>(52,000)</b>	<b>(52,500)</b>	<b>(500)</b>
<b>Expenditures</b>					
Traffic Signals	139,105	128,627	132,731	123,975	(8,756)
Street Lighting	1,152,088	1,215,694	1,197,223	1,175,908	(21,315)
3rd Pty - Util-Electrical	126,658	73,008	73,147	73,147	0
<b>Total Expenditures</b>	<b>1,417,851</b>	<b>1,417,329</b>	<b>1,403,101</b>	<b>1,373,030</b>	<b>(30,071)</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	20,822	24,000	24,050	25,000	950
Street Lighting	18,581	18,000	20,000	20,500	500
3rd Pty - Util-Electrical	16,790	11,000	12,000	12,600	600
<b>Total Transfers</b>	<b>56,192</b>	<b>53,000</b>	<b>56,050</b>	<b>58,100</b>	<b>2,050</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>					
Traffic Signals AM	136,657	127,088	135,357	147,741	12,384
Street Lighting AM	198,037	245,200	353,696	363,153	9,457
<b>Total Expenditures - Asset Maintenance</b>	<b>334,694</b>	<b>372,288</b>	<b>489,053</b>	<b>510,894</b>	<b>21,841</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Signals AM	15,077	31,629	39,000	39,300	300
Street Lighting AM	19,617	31,675	39,000	39,300	300
<b>Total Transfers - Asset Maintenance</b>	<b>34,694</b>	<b>63,304</b>	<b>78,000</b>	<b>78,600</b>	<b>600</b>
<b>Net Operations</b>	<b>1,749,908</b>	<b>1,853,921</b>	<b>1,974,204</b>	<b>1,968,124</b>	<b>(6,080)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(93,523)	(52,000)	(52,000)	(52,500)	(500)
Expenditures					
Salary & Wages (including Benefits)	236,963	299,654	449,194	465,824	16,630
Non-Salary Expenses	1,515,582	1,489,963	1,442,960	1,418,100	(24,860)
Total Expenditures	1,752,545	1,789,617	1,892,154	1,883,924	(8,230)
Debt	0	0	0	0	0
Transfers	90,886	116,304	134,050	136,700	2,650
Net Operations	1,749,908	1,853,921	1,974,204	1,968,124	(6,080)

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Civic Operations Admin.	(45,357)	(44,000)	(44,000)	(45,000)	(1,000)
Engineering	(4,345)	(10,000)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(49,702)</b>	<b>(54,000)</b>	<b>(49,000)</b>	<b>(50,000)</b>	<b>(1,000)</b>
<b>Expenditures</b>					
Civic Operations Admin.	305,347	326,318	285,450	297,627	12,177
Engineering	134,110	234,767	236,132	247,188	11,056
<b>Total Expenditures</b>	<b>439,457</b>	<b>561,085</b>	<b>521,582</b>	<b>544,815</b>	<b>23,233</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.	168,570	168,570	169,410	110,245	(59,165)
<b>Total Transfers</b>	<b>168,570</b>	<b>168,570</b>	<b>169,410</b>	<b>110,245</b>	<b>(59,165)</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>558,325</b>	<b>675,655</b>	<b>641,992</b>	<b>605,060</b>	<b>(36,932)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(49,702)	(54,000)	(49,000)	(50,000)	(1,000)
Expenditures					
Salary & Wages (including Benefits)	420,389	531,585	496,262	518,595	22,333
Non-Salary Expenses	19,068	29,500	25,320	26,220	900
Total Expenditures	439,457	561,085	521,582	544,815	23,233
Debt	0	0	0	0	0
Transfers	168,570	168,570	169,410	110,245	(59,165)
Net Operations	558,325	675,655	641,992	605,060	(36,932)

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Solid Waste Operations	(5,499,389)	(5,470,000)	(5,839,000)	(6,234,355)	(395,355)
<b>Total Revenues</b>	<b>(5,499,389)</b>	<b>(5,470,000)</b>	<b>(5,839,000)</b>	<b>(6,234,355)</b>	<b>(395,355)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,854,628	2,925,494	3,077,640	3,197,592	119,952
Downtown Clean up	160,356	86,233	91,545	87,131	(4,414)
<b>Total Expenditures</b>	<b>3,014,984</b>	<b>3,011,727</b>	<b>3,169,185</b>	<b>3,284,723</b>	<b>115,538</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	1,510,257	1,490,204	1,678,399	1,745,620	67,221
Downtown Clean up	24,527	35,100	39,800	25,000	(14,800)
Solid Waste - trsf Gen Capital	933,715	909,062	925,280	1,149,646	224,366
Solid Waste - Trsf Asset Main.	15,905	23,907	26,336	29,366	3,030
<b>Total Transfers</b>	<b>2,484,405</b>	<b>2,458,273</b>	<b>2,669,815</b>	<b>2,949,632</b>	<b>279,817</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	15,905	23,907	26,336	29,366	3,030
<b>Total Expenditures - Asset Maintenance</b>	<b>15,905</b>	<b>23,907</b>	<b>26,336</b>	<b>29,366</b>	<b>3,030</b>
<b>Transfers - Asset Maintenance</b>					
User Fee Funded-Solid Waste	(15,905)	(23,907)	(26,336)	(29,366)	(3,030)
<b>Total Transfers - Asset Maintenance</b>	<b>(15,905)</b>	<b>(23,907)</b>	<b>(26,336)</b>	<b>(29,366)</b>	<b>(3,030)</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)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(5,499,389)</b>	<b>(5,470,000)</b>	<b>(5,839,000)</b>	<b>(6,234,355)</b>	<b>(395,355)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,199,686</b>	<b>1,193,990</b>	<b>1,320,691</b>	<b>1,374,329</b>	<b>53,638</b>
Non-Salary Expenses	<b>1,831,203</b>	<b>1,841,644</b>	<b>1,874,830</b>	<b>1,939,760</b>	<b>64,930</b>
Total Expenditures	<b>3,030,889</b>	<b>3,035,634</b>	<b>3,195,521</b>	<b>3,314,089</b>	<b>118,568</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>2,468,499</b>	<b>2,434,366</b>	<b>2,643,479</b>	<b>2,920,266</b>	<b>276,787</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Memorial Park Cemetery	(806,958)	(680,000)	(680,000)	(680,000)	0
<b>Total Revenues</b>	<b>(806,958)</b>	<b>(680,000)</b>	<b>(680,000)</b>	<b>(680,000)</b>	<b>0</b>
<b>Expenditures</b>					
Memorial Park Cemetery	650,646	633,134	678,723	703,798	25,075
<b>Total Expenditures</b>	<b>650,646</b>	<b>633,134</b>	<b>678,723</b>	<b>703,798</b>	<b>25,075</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	(58,748)	107,661	75,088	59,100	(15,988)
<b>Total Transfers</b>	<b>(58,748)</b>	<b>107,661</b>	<b>75,088</b>	<b>59,100</b>	<b>(15,988)</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Memorial Park Cemetery AM	3,973	15,394	16,399	16,607	208
<b>Total Expenditures - Asset Maintenance</b>	<b>3,973</b>	<b>15,394</b>	<b>16,399</b>	<b>16,607</b>	<b>208</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	0	1,000	1,000	0	(1,000)
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>(1,000)</b>
<b>Net Operations</b>	<b>(211,087)</b>	<b>77,189</b>	<b>91,210</b>	<b>99,505</b>	<b>8,295</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(806,958)</b>	<b>(680,000)</b>	<b>(680,000)</b>	<b>(680,000)</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>462,589</b>	<b>459,705</b>	<b>509,922</b>	<b>530,305</b>	<b>20,383</b>
Non-Salary Expenses	<b>192,029</b>	<b>188,823</b>	<b>185,200</b>	<b>190,100</b>	<b>4,900</b>
Total Expenditures	<b>654,618</b>	<b>648,528</b>	<b>695,122</b>	<b>720,405</b>	<b>25,283</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(58,748)</b>	<b>108,661</b>	<b>76,088</b>	<b>59,100</b>	<b>(16,988)</b>
Net Operations	<b>(211,087)</b>	<b>77,189</b>	<b>91,210</b>	<b>99,505</b>	<b>8,295</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Utilities Sewer Admin	(500)	0	0	0	0
3rd Pty - Sanitary Sewer	(42,776)	(45,718)	(45,718)	(45,718)	0
WWTC - Operations	(9,734)	(10,000)	(10,000)	(10,000)	0
Lagoon - Treatment Plant - Opr	(167,087)	(92,623)	(97,807)	(150,000)	(52,193)
Sewer Connection	(43,500)	(30,000)	(30,000)	(30,000)	0
Fin Plan - Managed Debt	(38,172)	(38,172)	(35,072)	(40,444)	(5,372)
Investment Earnings - Sewer	(92,729)	(90,000)	(80,000)	(55,000)	25,000
Fin Serv - Sewer - Managed	(17,038,583)	(17,009,093)	(18,076,066)	(19,101,960)	(1,025,894)
<b>Total Revenues</b>	<b>(17,433,082)</b>	<b>(17,315,606)</b>	<b>(18,374,663)</b>	<b>(19,433,122)</b>	<b>(1,058,459)</b>
<b>Expenditures</b>					
Utilities Sewer Admin	811,513	989,626	1,146,673	1,010,704	(135,969)
Sanitary Sewer Operations	1,039,060	899,979	1,011,587	1,197,305	185,718
3rd Pty - Sanitary Sewer	48,314	10,643	10,668	10,668	0
Lift Station Hydro	153,811	161,016	155,000	155,000	0
Lift Station Operations/Mtce	454,691	802,748	817,356	873,620	56,264
WWTC - Operations	1,929,365	1,850,802	1,975,770	1,393,634	(582,136)
Lagoon - Treatment Plant - Opr	190,682	110,711	106,472	98,972	(7,500)
Sewer Connection	40,774	26,613	26,695	36,695	10,000
Amortization - budget only	0	2,700,000	2,800,000	5,700,000	2,900,000
Amortization - budget - contra	0	(2,700,000)	(2,800,000)	(5,700,000)	(2,900,000)
Asset Amort & Gain/Loss-Sewer	2,836,508	0	0	0	0
<b>Total Expenditures</b>	<b>7,504,719</b>	<b>4,852,138</b>	<b>5,250,221</b>	<b>4,776,598</b>	<b>(473,623)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	264,350	261,595	253,251	259,360	6,109
<b>Total Debt</b>	<b>264,350</b>	<b>261,595</b>	<b>253,251</b>	<b>259,360</b>	<b>6,109</b>
<b>Transfers</b>					
Sanitary Sewer Operations	153,590	225,000	177,000	160,000	(17,000)
3rd Pty - Sanitary Sewer	11,539	5,000	5,000	5,000	0
Lift Station Operations/Mtce	139,466	120,000	123,600	125,000	1,400
WWTC - Operations	169,054	191,500	195,000	196,000	1,000
Lagoon - Treatment Plant - Opr	168	1,500	1,000	1,000	0
Sewer Connection	15,226	10,000	10,000	10,000	0
Asset Amort & Gain/Loss-Sewer	(2,836,508)	0	0	0	0
Fin Plan - Managed OH Chg	1,280,804	1,280,802	1,277,823	1,392,823	115,000
Swr Opr - Surplus transfer	8,781,691	8,200,746	8,916,765	9,439,826	523,061
Fin Serv - Sewer - Managed	(151,126)	(106,000)	(130,000)	(130,000)	0
Cont to Asset Mtce (fund 33)	2,100,110	2,273,325	2,295,003	3,197,515	902,512
<b>Total Transfers</b>	<b>9,664,013</b>	<b>12,201,873</b>	<b>12,871,191</b>	<b>14,397,164</b>	<b>1,525,973</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<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>					
Lift Station Opr/Mtce AM	262,839	283,578	287,165	302,392	15,227
WWTC - Operations AM	549,858	611,568	631,490	1,373,292	741,802
WWTC - Centrifuge renewl AM	70,256	0	0	0	0
Sanitary Sewer Operations AM	776,201	604,776	678,835	824,083	145,248
Lagoon Treatment Plant-Opr AM	77,887	37,403	37,413	36,743	(670)
Infrastructure Planning -Sewer	102,268	330,000	330,000	330,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>1,839,309</b>	<b>1,867,325</b>	<b>1,964,903</b>	<b>2,866,510</b>	<b>901,607</b>
<b>Transfers - Asset Maintenance</b>					
Lift Station Opr/Mtce AM	5,089	10,000	10,000	10,000	0
WWTC - Operations AM	2,631	6,000	6,000	6,000	0
WWTC - Centrifuge renewl AM	(70,256)	0	0	0	0
Sanitary Sewer Operations AM	307,377	388,500	312,600	300,000	(12,600)
Lagoon Treatment Plant-Opr AM	15,309	1,500	1,500	15,000	13,500
User Fee Funded - Sewer	(2,100,110)	(2,273,325)	(2,295,003)	(3,197,510)	(902,507)
<b>Total Transfers - Asset Maintenance</b>	<b>(1,839,960)</b>	<b>(1,867,325)</b>	<b>(1,964,903)</b>	<b>(2,866,510)</b>	<b>(901,607)</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)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(17,432,431)</b>	<b>(17,315,606)</b>	<b>(18,374,663)</b>	<b>(19,433,122)</b>	<b>(1,058,459)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>4,130,478</b>	<b>4,103,571</b>	<b>4,543,144</b>	<b>4,880,478</b>	<b>337,334</b>
Non-Salary Expenses	<b>5,213,550</b>	<b>2,615,892</b>	<b>2,671,980</b>	<b>2,762,630</b>	<b>90,650</b>
Total Expenditures	<b>9,344,028</b>	<b>6,719,463</b>	<b>7,215,124</b>	<b>7,643,108</b>	<b>427,984</b>
Debt	<b>264,350</b>	<b>261,595</b>	<b>253,251</b>	<b>259,360</b>	<b>6,109</b>
Transfers	<b>7,824,053</b>	<b>10,334,548</b>	<b>10,906,288</b>	<b>11,530,654</b>	<b>624,366</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Water Operations	(37,110)	(38,580)	(38,580)	(30,500)	8,080
Pumping Stations - Opr	(1,307)	0	0	0	0
Meter Repairs Opr & Recoveries	(2,641)	0	0	0	0
3rd Pty - Water	(140,602)	(44,663)	(44,663)	(44,663)	0
3rd Pty - Water Main	(8,507)	(35,482)	(35,482)	(35,482)	0
Water Connections - Prepaid	(53,500)	(119,696)	(119,696)	(100,000)	19,696
Water Disconnect	0	(26,198)	(26,198)	(25,000)	1,198
Fin Plan - Managed Debt	(377,558)	(377,558)	(398,502)	(279,866)	118,636
Investment Earnings - Water	(51,601)	(60,000)	(40,000)	(28,000)	12,000
Fin Serv - Water - Managed	(19,088,013)	(19,008,359)	(19,903,905)	(21,828,395)	(1,924,490)
<b>Total Revenues</b>	<b>(19,760,839)</b>	<b>(19,710,536)</b>	<b>(20,607,026)</b>	<b>(22,371,906)</b>	<b>(1,764,880)</b>
<b>Expenditures</b>					
Water Operations	1,404,017	1,474,772	1,495,942	1,474,164	(21,778)
Water Stns Electricity	983,380	1,014,869	900,000	900,000	0
Utilities Water Admin	488,546	897,707	1,055,639	1,071,720	16,081
Water Treatment	75,421	45,000	45,000	65,000	20,000
Pumping Stations - Opr	1,196,493	1,210,020	1,351,506	1,449,909	98,403
Meter Repairs Opr & Recoveries	49,741	88,306	96,648	96,736	88
Reservoirs - Operations	25,242	17,983	18,793	20,293	1,500
3rd Pty - Water	129,296	24,534	24,589	24,589	0
3rd Pty - Water Main	5,752	9,534	9,589	9,589	0
Water Connections - Prepaid	43,449	64,895	64,955	64,955	0
Water Disconnect	0	5,750	5,780	5,980	200
Amortization - budget only	0	3,000,000	3,200,000	6,210,000	3,010,000
Amortization - budget - contra	0	(3,000,000)	(3,200,000)	(6,210,000)	(3,010,000)
Asset Amort & Gain/Loss-Water	2,998,368	0	0	0	0
Fin Serv - Water - Managed	1,012	0	0	0	0
<b>Total Expenditures</b>	<b>7,400,719</b>	<b>4,853,370</b>	<b>5,068,441</b>	<b>5,182,935</b>	<b>114,494</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,403,682	1,393,664	1,414,007	743,134	(670,873)
<b>Total Debt</b>	<b>1,403,682</b>	<b>1,393,664</b>	<b>1,414,007</b>	<b>743,134</b>	<b>(670,873)</b>
<b>Transfers</b>					
Water Operations	192,456	189,695	195,600	150,000	(45,600)
Water Treatment	1,022	0	0	0	0
Pumping Stations - Opr	114,592	106,500	124,800	125,000	200
Meter Repairs Opr & Recoveries	16,800	16,800	17,400	17,700	300
Reservoirs - Operations	1,968	4,000	3,000	3,000	0
3rd Pty - Water	36,436	8,000	8,000	0	(8,000)
3rd Pty - Water Main	2,755	0	0	0	0
Water Connections - Prepaid	16,313	30,000	20,000	20,000	0
Fin Plan - Managed OH Charge	1,473,860	1,473,860	1,506,003	1,586,957	80,954
Asset Amort & Gain/Loss-Water	(2,998,368)	0	0	0	0
Wtr Opr - Surplus transfer	9,636,006	8,425,987	9,030,801	11,188,203	2,157,402
Fin Serv - Water - Managed	(380,966)	(362,278)	(362,523)	(397,681)	(35,158)
Cont to Asset Mtce (fund 43)	2,843,566	3,570,938	3,581,497	3,752,658	171,161
<b>Total Transfers</b>	<b>10,956,438</b>	<b>13,463,502</b>	<b>14,124,578</b>	<b>16,445,837</b>	<b>2,321,259</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<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>					
Pumping Stations - Opr AM	425,721	563,002	611,828	658,130	46,302
Meter Repairs Opr & Recover AM	120,840	73,076	90,162	138,009	47,847
Reservoirs - Operations AM	44,490	74,738	74,745	78,195	3,450
Water Operations AM	1,618,927	2,055,122	2,075,602	2,150,324	74,722
Infrastructure Planning -Water	122,093	300,000	300,000	300,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,332,072</b>	<b>3,065,938</b>	<b>3,152,337</b>	<b>3,324,658</b>	<b>172,321</b>
<b>Transfers - Asset Maintenance</b>					
Pumping Stations - Opr AM	9,636	20,000	10,000	10,000	0
Meter Repairs Opr & Recover AM	2,441	0	0	0	0
Reservoirs - Operations AM	2,474	10,000	6,000	3,000	(3,000)
Water Operations AM	496,853	475,000	413,160	415,000	1,840
Infrastructure Planning -Water	90	0	0	0	0
User Fee Funded - Water	(2,843,566)	(3,570,938)	(3,581,497)	(3,752,658)	(171,161)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,332,072)</b>	<b>(3,065,938)</b>	<b>(3,152,337)</b>	<b>(3,324,658)</b>	<b>(172,321)</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)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(19,760,839)</b>	<b>(19,710,536)</b>	<b>(20,607,026)</b>	<b>(22,371,906)</b>	<b>(1,764,880)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,663,228</b>	<b>4,114,523</b>	<b>4,519,008</b>	<b>4,616,073</b>	<b>97,065</b>
Non-Salary Expenses	<b>6,069,562</b>	<b>3,804,785</b>	<b>3,701,770</b>	<b>3,891,520</b>	<b>189,750</b>
Total Expenditures	<b>9,732,791</b>	<b>7,919,308</b>	<b>8,220,778</b>	<b>8,507,593</b>	<b>286,815</b>
Debt	<b>1,403,682</b>	<b>1,393,664</b>	<b>1,414,007</b>	<b>743,134</b>	<b>(670,873)</b>
Transfers	<b>8,624,367</b>	<b>10,397,564</b>	<b>10,972,241</b>	<b>13,121,179</b>	<b>2,148,938</b>
Net Operations	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Parks Operations	(20,578)	(21,000)	(23,000)	(23,000)	0
Boulevard repairs connections	(3,725)	(14,000)	(14,000)	(14,000)	0
<b>Total Revenues</b>	<b>(24,303)</b>	<b>(35,000)</b>	<b>(37,000)</b>	<b>(37,000)</b>	<b>0</b>
<b>Expenditures</b>					
Parks Operations	1,775,789	1,894,687	2,036,990	2,312,705	275,715
Boulevards - Parks	275,506	277,370	301,944	308,806	6,862
Major Parks	484,405	327,066	351,379	360,097	8,718
Nature Parks & Green Space	253,051	110,396	115,373	147,337	31,964
Neighborhood Parks	315,716	402,289	444,208	471,181	26,973
Sportsfield, Turf, & Irrigation	625,325	567,246	618,249	586,049	(32,200)
Trails	57,219	82,816	88,060	90,157	2,097
Carpenter Shop Operations	314,103	347,900	383,127	395,785	12,658
Boulevard repairs connections	2,604	13,499	14,689	15,170	481
Irrigation	257,849	221,637	243,638	260,084	16,446
<b>Total Expenditures</b>	<b>4,361,569</b>	<b>4,244,906</b>	<b>4,597,657</b>	<b>4,947,371</b>	<b>349,714</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Parks Operations	209,589	209,875	220,375	215,000	(5,375)
Boulevards - Parks	89,215	98,415	106,000	109,000	3,000
Major Parks	146,540	140,000	150,065	190,000	39,935
Nature Parks & Green Space	96,973	98,000	110,400	130,000	19,600
Neighborhood Parks	208,564	180,000	189,000	250,000	61,000
Sportsfield, Turf, & Irrigation	314,168	272,000	297,000	350,000	53,000
Trails	22,759	24,500	24,900	25,000	100
Carpenter Shop Operations	17,273	17,100	17,400	17,850	450
Boulevard repairs connections	0	500	0	0	0
Irrigation	3,730	500	760	800	40
<b>Total Transfers</b>	<b>1,108,811</b>	<b>1,040,890</b>	<b>1,115,900</b>	<b>1,287,650</b>	<b>171,750</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues - Asset Maintenance</b>					
Nature Parks & Green Space AM	(7,360)	0	0	0	0
Sportsfield, Turf, & Irigat AM	(2,220)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(9,580)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Tree Planting	39,662	50,000	52,625	0	(52,625)
Off Leash Areas	73,862	50,000	0	0	0
Pidherny Recreation Site	79,200	0	0	0	0
Parks Operations AM	6,689	37,540	39,778	41,427	1,649
Boulevards - Parks AM	0	3,417	3,791	3,942	151
Major Parks AM	11,741	10,765	11,450	19,228	7,778
Nature Parks & Green Space AM	362,178	301,570	345,098	538,032	192,934
Neighborhood Parks AM	34,766	50,418	53,558	45,831	(7,727)
Sportsfield, Turf, & Irigat AM	34,926	60,553	62,089	62,285	196
Trails AM	307	18,113	18,693	9,728	(8,965)
Irrigation - AM	87,731	87,479	94,773	97,628	2,855
<b>Total Expenditures - Asset Maintenance</b>	<b>731,061</b>	<b>669,855</b>	<b>681,855</b>	<b>818,101</b>	<b>136,246</b>
<b>Transfers - Asset Maintenance</b>					
Tree Planting	(39,662)	(50,000)	(52,625)	0	52,625
Off Leash Areas	(73,862)	(50,000)	0	0	0
Pidherny Recreation Site	(79,200)	0	0	0	0
Parks Operations AM	7,592	10,000	3,000	0	(3,000)
Major Parks AM	990	5,000	5,000	0	(5,000)
Nature Parks & Green Space AM	137,682	155,000	145,000	145,000	0
Neighborhood Parks AM	7,201	2,000	3,000	0	(3,000)
Sportsfield, Turf, & Irigat AM	2,632	4,000	3,000	3,000	0
Trails AM	136	4,500	4,500	0	(4,500)
Irrigation - AM	190	1,500	1,500	1,500	0
<b>Total Transfers - Asset Maintenance</b>	<b>(36,302)</b>	<b>82,000</b>	<b>112,375</b>	<b>149,500</b>	<b>37,125</b>
<b>Net Operations</b>	<b>6,131,254</b>	<b>6,002,651</b>	<b>6,470,787</b>	<b>7,165,622</b>	<b>694,835</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(33,883)	(35,000)	(37,000)	(37,000)	0
Expenditures					
Salary & Wages (including Benefits)	3,805,227	3,811,496	4,226,079	4,590,164	364,085
Non-Salary Expenses	1,287,402	1,103,265	1,053,433	1,175,308	121,875
Total Expenditures	5,092,629	4,914,761	5,279,512	5,765,472	485,960
Debt	0	0	0	0	0
Transfers	1,072,509	1,122,890	1,228,275	1,437,150	208,875
Net Operations	6,131,254	6,002,651	6,470,787	7,165,622	694,835

## Service Category Summary

### Asset Mgmt & Capital Planning

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Total Revenues	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Asset Management	403,073	389,567	437,236	361,280	(75,956)
Capital Program Mgmt Office	379,594	530,565	562,072	479,150	(82,922)
Total Expenditures	<b>782,667</b>	<b>920,132</b>	<b>999,308</b>	<b>840,430</b>	<b>(158,878)</b>
<b>Debt</b>					
Total Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Capital Program Mgmt Office	549	0	0	0	0
Total Transfers	<b>549</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
Infrastructure Planning - Gen	10,338	0	0	0	0
Total Revenues - Asset Maintenance	<b>10,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - Gen	51,348	200,000	200,000	200,000	0
Total Expenditures - Asset Maintenance	<b>51,348</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Infrastructure Planning - Gen	1,480	0	0	0	0
Total Transfers - Asset Maintenance	<b>1,480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>846,382</b>	<b>1,120,132</b>	<b>1,199,308</b>	<b>1,040,430</b>	<b>(158,878)</b>

### Service Category Summary

#### Asset Mgmt & Capital Planning

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	10,338	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	762,756	877,537	932,493	815,710	(116,783)
Non-Salary Expenses	71,260	242,595	266,815	224,720	(42,095)
Total Expenditures	834,016	1,120,132	1,199,308	1,040,430	(158,878)
Debt	0	0	0	0	0
Transfers	2,029	0	0	0	0
Net Operations	846,382	1,120,132	1,199,308	1,040,430	(158,878)

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Utilities Distr Energy Admin	0	(26,400)	(26,400)	0	26,400
Fin Serv-Distr Energy-Managed	(369,839)	(367,703)	(380,986)	(380,986)	0
<b>Total Revenues</b>	<b>(369,839)</b>	<b>(394,103)</b>	<b>(407,386)</b>	<b>(380,986)</b>	<b>26,400</b>
<b>Expenditures</b>					
District Energy Operations	495,984	440,216	591,937	677,410	85,473
Amortization - budget only	0	670,000	661,000	661,000	0
Amortization - budget - contra	0	(670,000)	(661,000)	(661,000)	0
Asset Amort & Gain/Loss-DES	660,742	0	0	0	0
Fin Serv-Distr Energy-Managed	5,317	0	0	0	0
<b>Total Expenditures</b>	<b>1,162,043</b>	<b>440,216</b>	<b>591,937</b>	<b>677,410</b>	<b>85,473</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>					
District Energy Operations	2,826	2,000	2,000	2,000	0
Fin Plan - Managed OH Charge	91,848	91,846	89,356	120,005	30,649
Asset Amort & Gain/Loss-DES	(660,742)	0	0	0	0
District Energy - Surplus trsf	381,718	418,927	294,703	179,851	(114,852)
Fin Serv-Distr Energy-Managed	(633,331)	(588,550)	(600,323)	(630,337)	(30,014)
Cont to Asset Mtce (fund 23)	25,476	29,664	29,713	32,057	2,344
<b>Total Transfers</b>	<b>(792,205)</b>	<b>(46,113)</b>	<b>(184,551)</b>	<b>(296,424)</b>	<b>(111,873)</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	25,101	29,664	29,713	32,057	2,344
District Energy System - AM	5,644	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>30,745</b>	<b>29,664</b>	<b>29,713</b>	<b>32,057</b>	<b>2,344</b>
<b>Transfers - Asset Maintenance</b>					
District Energy Maintenance	375	0	0	0	0
District Energy System - AM	(5,644)	0	0	0	0
User Fee Funded - Distr Energy	(25,476)	(29,664)	(29,713)	(32,057)	(2,344)
<b>Total Transfers - Asset Maintenance</b>	<b>(30,745)</b>	<b>(29,664)</b>	<b>(29,713)</b>	<b>(32,057)</b>	<b>(2,344)</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)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(369,839)	(394,103)	(407,386)	(380,986)	26,400
Expenditures					
Salary & Wages (including Benefits)	65,767	93,715	170,938	177,777	6,839
Non-Salary Expenses	1,127,021	376,165	450,712	531,690	80,978
Total Expenditures	1,192,788	469,880	621,650	709,467	87,817
Debt	0	0	0	0	0
Transfers	(822,949)	(75,777)	(214,264)	(328,481)	(114,217)
Net Operations	0	0	0	0	0

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Transit - BC Transit	(2,119,588)	(2,482,495)	(2,495,822)	(2,633,198)	(137,376)
Transportation & Tech Services	0	(500)	(500)	(500)	0
<b>Total Revenues</b>	<b>(2,119,588)</b>	<b>(2,482,995)</b>	<b>(2,496,322)</b>	<b>(2,633,698)</b>	<b>(137,376)</b>
<b>Expenditures</b>					
Transit - BC Transit	6,984,992	7,785,048	8,288,177	8,710,541	422,364
Transportation & Tech Services	607,720	635,891	770,099	839,057	68,958
<b>Total Expenditures</b>	<b>7,592,712</b>	<b>8,420,939</b>	<b>9,058,276</b>	<b>9,549,598</b>	<b>491,322</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	(316,489)	(750,000)	(500,000)	(500,000)	0
Transportation & Tech Services	27,647	34,620	39,100	37,100	(2,000)
<b>Total Transfers</b>	<b>(288,842)</b>	<b>(715,380)</b>	<b>(460,900)</b>	<b>(462,900)</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>					
Transit - BC Transit AM	40,208	40,500	40,500	40,500	0
School and Playground Sign UG	0	0	250,000	0	(250,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>40,208</b>	<b>40,500</b>	<b>290,500</b>	<b>40,500</b>	<b>(250,000)</b>
<b>Transfers - Asset Maintenance</b>					
Transit - BC Transit AM	3,930	0	0	3,000	3,000
School and Playground Sign UG	0	0	(250,000)	0	250,000
<b>Total Transfers - Asset Maintenance</b>	<b>3,930</b>	<b>0</b>	<b>(250,000)</b>	<b>3,000</b>	<b>253,000</b>
<b>Net Operations</b>	<b>5,228,420</b>	<b>5,263,064</b>	<b>6,141,554</b>	<b>6,496,500</b>	<b>354,946</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(2,119,588)</b>	<b>(2,482,995)</b>	<b>(2,496,322)</b>	<b>(2,633,698)</b>	<b>(137,376)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>681,626</b>	<b>709,884</b>	<b>854,634</b>	<b>923,576</b>	<b>68,942</b>
Non-Salary Expenses	<b>6,951,294</b>	<b>7,751,555</b>	<b>8,494,142</b>	<b>8,666,522</b>	<b>172,380</b>
Total Expenditures	<b>7,632,920</b>	<b>8,461,439</b>	<b>9,348,776</b>	<b>9,590,098</b>	<b>241,322</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(284,912)</b>	<b>(715,380)</b>	<b>(710,900)</b>	<b>(459,900)</b>	<b>251,000</b>
Net Operations	<b>5,228,420</b>	<b>5,263,064</b>	<b>6,141,554</b>	<b>6,496,500</b>	<b>354,946</b>

**Civic Facilities & Events Summary**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Aquatics</b>								
REVENUE	(2,654,690)	(2,265,265)	(2,303,418)	(1,786,615)	(1,840,214)	(1,895,421)	(1,952,283)	(2,010,851)
EXPENDITURES	5,964,940	5,447,833	6,023,265	5,989,944	6,169,644	6,354,739	6,545,382	6,741,742
TRANSFERS	357,514	305,120	316,662	334,426	344,459	354,792	365,436	376,399
<b>Total</b>	<b>3,667,764</b>	<b>3,487,688</b>	<b>4,036,509</b>	<b>4,537,755</b>	<b>4,673,889</b>	<b>4,814,110</b>	<b>4,958,535</b>	<b>5,107,290</b>
<b>Civic Facilities &amp; Events Admn</b>								
REVENUE	(255,391)	(179,000)	(179,000)	(235,000)	(242,050)	(249,313)	(256,792)	(264,496)
EXPENDITURES	1,380,193	1,264,838	1,789,291	1,886,701	1,943,301	2,001,599	2,061,651	2,123,503
TRANSFERS	3,317	0	0	0	0	0	0	0
<b>Total</b>	<b>1,128,119</b>	<b>1,085,838</b>	<b>1,610,291</b>	<b>1,651,701</b>	<b>1,701,251</b>	<b>1,752,286</b>	<b>1,804,859</b>	<b>1,859,007</b>
<b>Project Delivery</b>								
REVENUE	(82,500)	0	0	0	0	0	0	0
EXPENDITURES	619,367	350,090	488,797	357,898	368,635	379,692	391,084	402,816
TRANSFERS	(40,377)	(134,400)	(133,800)	0	0	0	0	0
<b>Total</b>	<b>496,490</b>	<b>215,690</b>	<b>354,997</b>	<b>357,898</b>	<b>368,635</b>	<b>379,692</b>	<b>391,084</b>	<b>402,816</b>
<b>Civic Initiatives &amp; Partn.</b>								
REVENUE	5,645	0	0	0	0	0	0	0
EXPENDITURES	999,267	978,947	1,107,669	1,272,489	1,310,664	1,349,982	1,390,481	1,432,196
TRANSFERS	(53,999)	3,650	3,650	3,650	3,760	3,873	3,989	4,109
<b>Total</b>	<b>950,913</b>	<b>982,597</b>	<b>1,111,319</b>	<b>1,276,139</b>	<b>1,314,424</b>	<b>1,353,855</b>	<b>1,394,470</b>	<b>1,436,305</b>
<b>Facility Maintenance</b>								
REVENUE	(331,123)	(26,965)	(21,600)	(16,800)	(17,304)	(17,823)	(18,358)	(18,909)
EXPENDITURES	3,629,660	3,185,679	3,476,150	3,486,879	3,591,489	3,699,242	3,810,216	3,924,526
TRANSFERS	470,920	479,527	566,728	481,174	487,715	501,801	503,984	513,050
<b>Total</b>	<b>3,769,456</b>	<b>3,638,241</b>	<b>4,021,278</b>	<b>3,951,253</b>	<b>4,061,900</b>	<b>4,183,220</b>	<b>4,295,842</b>	<b>4,418,667</b>
<b>Entertainment Services</b>								
REVENUE	(2,979,240)	(909,630)	(1,007,490)	(1,467,320)	(1,511,340)	(1,556,682)	(1,603,384)	(1,651,484)
EXPENDITURES	2,418,439	1,335,338	1,309,729	1,423,954	1,466,673	1,510,673	1,555,992	1,602,671
TRANSFERS	5,074	5,000	5,000	5,000	5,150	5,305	5,464	5,628
<b>Total</b>	<b>(555,727)</b>	<b>430,708</b>	<b>307,239</b>	<b>(38,366)</b>	<b>(39,517)</b>	<b>(40,704)</b>	<b>(41,928)</b>	<b>(43,185)</b>
<b>Event Services</b>								
REVENUE	(2,180,319)	(746,130)	(746,130)	(1,469,500)	(1,513,585)	(1,558,995)	(1,605,765)	(1,653,937)
EXPENDITURES	2,598,322	1,461,327	1,555,782	2,130,040	2,193,943	2,259,756	2,327,552	2,397,379
TRANSFERS	(66,200)	(17,750)	(19,750)	(23,750)	(24,463)	(25,197)	(25,953)	(26,732)
<b>Total</b>	<b>351,803</b>	<b>697,447</b>	<b>789,902</b>	<b>636,790</b>	<b>655,895</b>	<b>675,564</b>	<b>695,834</b>	<b>716,710</b>
<b>Event Operations</b>								
REVENUE	(1,751,340)	(1,300,030)	(1,303,030)	(1,407,070)	(1,449,282)	(1,492,764)	(1,537,547)	(1,583,674)
EXPENDITURES	6,202,292	5,043,399	5,656,337	6,164,286	6,349,219	6,539,700	6,735,900	6,937,978
TRANSFERS	536,996	563,019	568,931	597,872	615,808	634,279	653,308	672,906
<b>Total</b>	<b>4,987,947</b>	<b>4,306,388</b>	<b>4,922,238</b>	<b>5,355,088</b>	<b>5,515,745</b>	<b>5,681,215</b>	<b>5,851,661</b>	<b>6,027,210</b>
<b>GRAND TOTAL</b>	<b>14,796,765</b>	<b>14,844,597</b>	<b>17,153,773</b>	<b>17,728,258</b>	<b>18,252,222</b>	<b>18,799,238</b>	<b>19,350,357</b>	<b>19,924,820</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
PGAC - Building Operations	(1,444,172)	(1,086,092)	(1,140,092)	0	1,140,092
CLP - Building Operations	(1,210,518)	(1,179,173)	(1,163,326)	(1,786,615)	(623,289)
<b>Total Revenues</b>	<b>(2,654,690)</b>	<b>(2,265,265)</b>	<b>(2,303,418)</b>	<b>(1,786,615)</b>	<b>516,803</b>
<b>Expenditures</b>					
PGAC - Building Operations	3,089,966	2,789,552	3,112,786	335,570	(2,777,216)
CLP - Building Operations	2,598,910	2,443,781	2,687,294	5,528,103	2,840,809
<b>Total Expenditures</b>	<b>5,688,876</b>	<b>5,233,333</b>	<b>5,800,080</b>	<b>5,863,673</b>	<b>63,593</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	128,301	105,000	112,000	0	(112,000)
CLP - Building Operations	259,481	200,120	204,662	334,426	129,764
<b>Total Transfers</b>	<b>387,782</b>	<b>305,120</b>	<b>316,662</b>	<b>334,426</b>	<b>17,764</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	153,159	126,073	133,385	0	(133,385)
CLP - Building Operations AM	122,906	88,427	89,800	126,271	36,471
<b>Total Expenditures - Asset Maintenance</b>	<b>276,064</b>	<b>214,500</b>	<b>223,185</b>	<b>126,271</b>	<b>(96,914)</b>
<b>Transfers - Asset Maintenance</b>					
PGAC - Building Operations AM	(16,565)	0	0	0	0
CLP - Building Operations AM	(13,703)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(30,268)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,667,764</b>	<b>3,487,688</b>	<b>4,036,509</b>	<b>4,537,755</b>	<b>501,246</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(2,654,690)	(2,265,265)	(2,303,418)	(1,786,615)	516,803
Expenditures					
Salary & Wages (including Benefits)	4,480,458	4,237,085	4,658,086	4,899,263	241,177
Non-Salary Expenses	1,484,482	1,210,748	1,365,179	1,090,681	(274,498)
Total Expenditures	5,964,940	5,447,833	6,023,265	5,989,944	(33,321)
Debt	0	0	0	0	0
Transfers	357,514	305,120	316,662	334,426	17,764
Net Operations	3,667,764	3,487,688	4,036,509	4,537,755	501,246

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Pine Valley Golf	(11,225)	(6,000)	(6,000)	(10,000)	(4,000)
Parks & Recreation Admin	(244,166)	(173,000)	(173,000)	(225,000)	(52,000)
<b>Total Revenues</b>	<b>(255,391)</b>	<b>(179,000)</b>	<b>(179,000)</b>	<b>(235,000)</b>	<b>(56,000)</b>
<b>Expenditures</b>					
Pine Valley Golf	0	3,520	3,520	0	(3,520)
Shared Use Agreement	210,000	210,000	220,000	230,000	10,000
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Civic Facilities & Events Admn	264,606	256,442	522,661	535,824	13,163
Parks & Recreation Admin	605,587	494,876	743,110	820,877	77,767
<b>Total Expenditures</b>	<b>1,380,193</b>	<b>1,264,838</b>	<b>1,789,291</b>	<b>1,886,701</b>	<b>97,410</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	3,317	0	0	0	0
<b>Total Transfers</b>	<b>3,317</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
<b>Total Transfers - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,128,119</b>	<b>1,085,838</b>	<b>1,610,291</b>	<b>1,651,701</b>	<b>41,410</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(255,391)</b>	<b>(179,000)</b>	<b>(179,000)</b>	<b>(235,000)</b>	<b>(56,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>614,866</b>	<b>570,718</b>	<b>975,051</b>	<b>1,022,601</b>	<b>47,550</b>
Non-Salary Expenses	<b>765,327</b>	<b>694,120</b>	<b>814,240</b>	<b>864,100</b>	<b>49,860</b>
Total Expenditures	<b>1,380,193</b>	<b>1,264,838</b>	<b>1,789,291</b>	<b>1,886,701</b>	<b>97,410</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>3,317</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Operations	<b>1,128,119</b>	<b>1,085,838</b>	<b>1,610,291</b>	<b>1,651,701</b>	<b>41,410</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Project Delivery	0	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Project Delivery	481,146	200,090	338,797	357,898	19,101
<b>Total Expenditures</b>	<b>481,146</b>	<b>200,090</b>	<b>338,797</b>	<b>357,898</b>	<b>19,101</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	15,344	15,600	16,200	0	(16,200)
<b>Total Transfers</b>	<b>15,344</b>	<b>15,600</b>	<b>16,200</b>	<b>0</b>	<b>(16,200)</b>
<b>Revenues - Asset Maintenance</b>					
Civic Facility Accessibility	(82,500)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(82,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Facility Accessibility	138,221	150,000	150,000	0	(150,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>138,221</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>(150,000)</b>
<b>Transfers - Asset Maintenance</b>					
Civic Facility Accessibility	(55,721)	(150,000)	(150,000)	0	150,000
<b>Total Transfers - Asset Maintenance</b>	<b>(55,721)</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>0</b>	<b>150,000</b>
<b>Net Operations</b>	<b>496,490</b>	<b>215,690</b>	<b>354,997</b>	<b>357,898</b>	<b>2,901</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(82,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures					
Salary & Wages (including Benefits)	<b>484,757</b>	<b>187,550</b>	<b>326,037</b>	<b>331,698</b>	<b>5,661</b>
Non-Salary Expenses	<b>134,610</b>	<b>162,540</b>	<b>162,760</b>	<b>26,200</b>	<b>(136,560)</b>
Total Expenditures	<b>619,367</b>	<b>350,090</b>	<b>488,797</b>	<b>357,898</b>	<b>(130,899)</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>(40,377)</b>	<b>(134,400)</b>	<b>(133,800)</b>	<b>0</b>	<b>133,800</b>
Net Operations	<b>496,490</b>	<b>215,690</b>	<b>354,997</b>	<b>357,898</b>	<b>2,901</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Active Living Guide	0	0	0	0	0
Social Planning/Coordination	5,645	0	0	0	0
Strengthening Communities Serv	0	0	0	0	0
<b>Total Revenues</b>	<b>5,645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Community Enhancement Grants	1,750	0	0	0	0
Civic Grants & Serv Agreements	547,271	567,940	905,279	1,061,092	155,813
Community Partnerships Ops.	45,000	0	0	0	0
Social Planning/Coordination	396,731	411,007	202,390	211,397	9,007
Strengthening Communities Serv	8,516	0	0	0	0
<b>Total Expenditures</b>	<b>999,267</b>	<b>978,947</b>	<b>1,107,669</b>	<b>1,272,489</b>	<b>164,820</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Community Enhancement Grants	(1,750)	0	0	0	0
Civic Grants & Serv Agreements	(12,500)	0	0	0	0
Community Partnerships Ops.	40,750	0	0	0	0
Social Planning/Coordination	384	3,650	3,650	3,650	0
Strengthening Communities Serv	617	0	0	0	0
<b>Total Transfers</b>	<b>(53,999)</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>950,913</b>	<b>982,597</b>	<b>1,111,319</b>	<b>1,276,139</b>	<b>164,820</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	5,645	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	221,443	208,657	0	0	0
Non-Salary Expenses	777,824	770,290	1,107,669	1,272,489	164,820
Total Expenditures	999,267	978,947	1,107,669	1,272,489	164,820
Debt	0	0	0	0	0
Transfers	(53,999)	3,650	3,650	3,650	0
Net Operations	950,913	982,597	1,111,319	1,276,139	164,820

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Other City Bldgs - General Exp	(754)	0	(1,100)	0	1,100
Library Operations	(8,167)	(10,165)	(3,700)	0	3,700
1300 1st Ave Bldg Operations	(258,725)	0	0	0	0
1310 3rd Ave - Operations	(749)	0	0	0	0
<b>Total Revenues</b>	<b>(268,395)</b>	<b>(10,165)</b>	<b>(4,800)</b>	<b>0</b>	<b>4,800</b>
<b>Expenditures</b>					
Fire Halls	39,383	60,618	39,475	39,675	200
Massey Drive Fire Hall	97,958	98,438	122,270	130,857	8,587
Other City Bldgs - General Exp	75,078	146,013	116,198	51,456	(64,742)
Library Operations	181,353	187,473	178,029	166,894	(11,135)
3rd Pty-Art Gallery-Bldg Mtce	831	0	0	0	0
RCMP Detachment Operations	86,612	113,951	84,782	84,944	162
City Hall - Building Mtce	83,555	100,732	94,786	87,094	(7,692)
18th Ave Yard Bldg - Operation	143,445	172,641	141,512	142,244	732
Police Station Cleaning	265,508	271,065	296,035	259,934	(36,101)
City Hall Bldg Cleaning	323,211	219,045	244,240	381,897	137,657
18th Ave Admin Bldg Cleaning	91,547	118,602	131,395	257,053	125,658
18th Ave Yard Cleaning	82,514	91,988	98,824	0	(98,824)
Civic Facilities - Admin	669,528	736,527	802,660	826,022	23,362
1300 1st Ave Bldg Operations	272,802	9,241	24,133	24,133	0
1310 3rd Ave - Operations	40,244	100,803	105,186	24,500	(80,686)
<b>Total Expenditures</b>	<b>2,453,570</b>	<b>2,427,137</b>	<b>2,479,525</b>	<b>2,476,703</b>	<b>(2,822)</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	14,120	17,769	18,924	20,155	1,231
Massey Drive Fire Hall	15,265	14,330	15,262	16,254	992
Other City Bldgs - General Exp	54,215	91,757	160,099	28,718	(131,381)
Library Operations	52,111	48,283	49,249	51,711	2,462
RCMP Detachment Operations	79,820	77,969	80,818	85,317	4,499
City Hall - Building Mtce	126,441	126,563	130,178	137,070	6,892
18th Ave Yard Bldg - Operation	17,815	16,336	17,398	18,529	1,131
City Hall Bldg Cleaning	0	0	0	16,560	16,560
Civic Facilities - Admin	84,000	86,520	94,800	106,860	12,060
1310 3rd Ave - Operations	1,684	0	0	0	0
<b>Total Transfers</b>	<b>445,471</b>	<b>479,527</b>	<b>566,728</b>	<b>481,174</b>	<b>(85,554)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues - Asset Maintenance</b>					
Infrastructure Planning - CF	(29,800)	0	0	0	0
Othr City Bldgs-General Exp AM	(2,802)	0	0	0	0
Library Operations AM	(13,325)	0	0	0	0
3rd Pty-Art Gally-Bldg Mtc AM	(16,800)	(16,800)	(16,800)	(16,800)	0
<b>Total Revenues - Asset Maintenance</b>	<b>(62,728)</b>	<b>(16,800)</b>	<b>(16,800)</b>	<b>(16,800)</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - CF	255,463	0	0	0	0
Fire Halls AM	44,593	50,264	136,955	62,691	(74,264)
Massey Drive Fire Hall AM	66,751	44,838	54,537	188,613	134,076
Othr City Bldgs-General Exp AM	210,356	273,658	288,915	286,583	(2,332)
Library Operations AM	58,123	50,481	52,366	52,966	600
3rd Pty-Art Gally-Bldg Mtc AM	41,414	25,618	26,977	16,800	(10,177)
Two River Gallery Glazing AM	36,222	0	0	0	0
RCMP Detachment Operations AM	176,120	114,851	116,137	145,732	29,595
City Hall - Building Mtce AM	148,880	83,661	206,300	129,245	(77,055)
18th Ave Yard Bldg - Opr AM	86,956	96,612	95,338	127,546	32,208
1300 1st Ave Bldg Maintenance	42,223	0	0	0	0
1310 3rd Ave - AM	8,990	18,559	19,100	0	(19,100)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,176,090</b>	<b>758,542</b>	<b>996,625</b>	<b>1,010,176</b>	<b>13,551</b>
<b>Transfers - Asset Maintenance</b>					
Fire Halls AM	0	0	0	0	0
Othr City Bldgs-General Exp AM	121,456	0	0	0	0
Library Operations AM	188	0	0	0	0
3rd Pty-Art Gally-Bldg Mtc AM	219	0	0	0	0
Two River Gallery Glazing AM	(36,222)	0	0	0	0
RCMP Detachment Operations AM	(17,030)	0	0	0	0
City Hall - Building Mtce AM	(32,562)	0	0	0	0
18th Ave Yard Bldg - Opr AM	(7,901)	0	0	0	0
1300 1st Ave Bldg Maintenance	(2,700)	0	0	0	0
1310 3rd Ave - AM	0	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>25,448</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,769,456</b>	<b>3,638,241</b>	<b>4,021,278</b>	<b>3,951,253</b>	<b>(70,025)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(331,123)	(26,965)	(21,600)	(16,800)	4,800
Expenditures					
Salary & Wages (including Benefits)	1,423,757	1,458,831	1,617,075	1,683,004	65,929
Non-Salary Expenses	2,205,903	1,726,848	1,859,075	1,803,875	(55,200)
Total Expenditures	3,629,660	3,185,679	3,476,150	3,486,879	10,729
Debt	0	0	0	0	0
Transfers	470,920	479,527	566,728	481,174	(85,554)
Net Operations	3,769,456	3,638,241	4,021,278	3,951,253	(70,025)

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Prince George Playhouse	(696)	0	0	0	0
CN Centre - Sales & Marketing	(77,560)	(79,880)	(79,880)	(110,000)	(30,120)
CN Centre - Cougar Operations	(1,000,056)	(324,220)	(422,080)	(510,000)	(87,920)
Show Operations	(1,900,928)	(505,530)	(505,530)	(847,320)	(341,790)
<b>Total Revenues</b>	<b>(2,979,240)</b>	<b>(909,630)</b>	<b>(1,007,490)</b>	<b>(1,467,320)</b>	<b>(459,830)</b>
<b>Expenditures</b>					
Prince George Playhouse	43,508	55,936	49,319	37,614	(11,705)
CN Centre - Sales & Marketing	36,580	41,780	41,780	28,500	(13,280)
CN Centre - Cougar Operations	409,194	391,941	447,934	398,401	(49,533)
Show Operations	1,900,230	838,694	753,358	941,959	188,601
<b>Total Expenditures</b>	<b>2,389,511</b>	<b>1,328,351</b>	<b>1,292,391</b>	<b>1,406,474</b>	<b>114,083</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Prince George Playhouse	5,074	5,000	5,000	5,000	0
Show Operations	0	0	0	0	0
CN Centre - Special Event Oper	0	0	0	0	0
<b>Total Transfers</b>	<b>5,074</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Prince George Playhouse AM	28,928	6,987	17,338	17,480	142
<b>Total Expenditures - Asset Maintenance</b>	<b>28,928</b>	<b>6,987</b>	<b>17,338</b>	<b>17,480</b>	<b>142</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>(555,727)</b>	<b>430,708</b>	<b>307,239</b>	<b>(38,366)</b>	<b>(345,605)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(2,979,240)</b>	<b>(909,630)</b>	<b>(1,007,490)</b>	<b>(1,467,320)</b>	<b>(459,830)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>463,328</b>	<b>530,012</b>	<b>465,819</b>	<b>477,654</b>	<b>11,835</b>
Non-Salary Expenses	<b>1,955,111</b>	<b>805,326</b>	<b>843,910</b>	<b>946,300</b>	<b>102,390</b>
Total Expenditures	<b>2,418,439</b>	<b>1,335,338</b>	<b>1,309,729</b>	<b>1,423,954</b>	<b>114,225</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>5,074</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
Net Operations	<b>(555,727)</b>	<b>430,708</b>	<b>307,239</b>	<b>(38,366)</b>	<b>(345,605)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Event Hosting - Entertainment	(3,500)	0	0	0	0
Civic Centre Event Services	(473,154)	(165,000)	(165,000)	(256,500)	(91,500)
Civic Centre - F&B Marketing	(10,936)	(28,340)	(28,340)	(30,000)	(1,660)
Civic Centre - Food Serv Contr	(1,555,172)	(425,070)	(425,070)	(1,050,000)	(624,930)
Adult Summer Hockey Programs	(12,380)	(9,000)	(9,000)	0	9,000
Skating Programs	(1,000)	0	0	(15,000)	(15,000)
Drop in Hockey Programs	0	(3,750)	(3,750)	0	3,750
CN Centre - Recr Use Oper	(124,176)	(114,970)	(114,970)	(118,000)	(3,030)
<b>Total Revenues</b>	<b>(2,180,319)</b>	<b>(746,130)</b>	<b>(746,130)</b>	<b>(1,469,500)</b>	<b>(723,370)</b>
<b>Expenditures</b>					
Events and Conferences	22,458	0	0	0	0
Seniors - Recreation	2,068	4,000	4,000	4,000	0
Event Hosting - Entertainment	84,374	47,900	47,900	29,500	(18,400)
Sport Event Grants	37,118	4,700	6,450	5,500	(950)
Civic Centre-Rental Subsidies	2,956	2,956	3,045	3,200	155
Event Hosting Services	140	0	0	0	0
Civic Centre Event Services	1,165,829	977,303	1,070,919	1,150,100	79,181
Civic Centre - Marketing	16,058	29,440	28,440	13,700	(14,740)
Civic Centre - F&B Marketing	34,529	30,340	30,340	31,040	700
Civic Centre - Food Serv Contr	1,209,233	352,808	352,808	861,000	508,192
Adult Summer Hockey Programs	5,268	2,680	2,680	0	(2,680)
Skating Programs	17,590	6,200	6,200	32,000	25,800
Drop in Hockey Programs	650	3,000	3,000	0	(3,000)
CN Centre - Recr Use Oper	50	0	0	0	0
<b>Total Expenditures</b>	<b>2,598,322</b>	<b>1,461,327</b>	<b>1,555,782</b>	<b>2,130,040</b>	<b>574,258</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>					
Events and Conferences	(20,000)	0	0	0	0
Seniors - Recreation	2,047	0	0	0	0
Sport Event Grants	(32,761)	0	0	0	0
Civic Centre Event Services	(15,486)	(17,750)	(19,750)	(23,750)	(4,000)
<b>Total Transfers</b>	<b>(66,200)</b>	<b>(17,750)</b>	<b>(19,750)</b>	<b>(23,750)</b>	<b>(4,000)</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>351,803</b>	<b>697,447</b>	<b>789,902</b>	<b>636,790</b>	<b>(153,112)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(2,180,319)	(746,130)	(746,130)	(1,469,500)	(723,370)
Expenditures					
Salary & Wages (including Benefits)	906,313	862,603	956,649	994,250	37,601
Non-Salary Expenses	1,692,009	598,724	599,133	1,135,790	536,657
Total Expenditures	2,598,322	1,461,327	1,555,782	2,130,040	574,258
Debt	0	0	0	0	0
Transfers	(66,200)	(17,750)	(19,750)	(23,750)	(4,000)
Net Operations	351,803	697,447	789,902	636,790	(153,112)

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Ice Oval	136	0	0	0	0
Civic Centre Bldg Mtce - Oper	0	0	0	0	0
Comm Arenas - Administration	(0)	0	0	0	0
Livestock Arenas - Operating	(37,000)	(36,000)	(36,000)	(36,000)	0
Exhibition Grounds-Operations	(31,345)	(12,000)	(12,000)	(12,000)	0
BC Northern Exhibition	(5,450)	(2,700)	(2,700)	(2,700)	0
Exhibition Sports Ctr - Opr	(32,800)	(39,400)	(39,400)	(39,400)	0
Kopar Arena - Operations	(212,908)	(226,150)	(227,650)	(230,000)	(2,350)
Kin Centre - Operations	(1,159,038)	(772,160)	(773,660)	(876,500)	(102,840)
Elksentre - Operations	(271,736)	(211,620)	(211,620)	(210,470)	1,150
CN Centre - Bldg Operations	(1,200)	0	0	0	0
<b>Total Revenues</b>	<b>(1,751,340)</b>	<b>(1,300,030)</b>	<b>(1,303,030)</b>	<b>(1,407,070)</b>	<b>(104,040)</b>
<b>Expenditures</b>					
Ice Oval	30,000	30,000	30,000	30,000	0
Civic Centre Bldg Mtce - Oper	811,906	566,683	617,917	708,909	90,992
Comm Arenas - Administration	218,038	199,945	208,985	233,896	24,911
Livestock Arenas - Operating	25,904	28,178	28,229	29,033	804
Exhibition Grounds-Operations	19,661	22,461	23,961	25,240	1,279
BC Northern Exhibition	2,261	400	400	0	(400)
Exhibition Sports Ctr - Opr	33,133	27,854	30,055	32,080	2,025
Kopar Arena - Operations	691,671	612,221	752,644	752,668	24
Kin Centre - Operations	1,512,730	1,160,028	1,265,475	1,330,060	64,585
Elksentre - Operations	362,580	404,282	426,821	466,948	40,127
CN Centre - Bldg Operations	1,304,440	1,094,305	1,322,576	1,416,257	93,681
<b>Total Expenditures</b>	<b>5,012,324</b>	<b>4,146,357</b>	<b>4,707,063</b>	<b>5,025,091</b>	<b>318,028</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	128,578	129,243	132,270	138,962	6,692
Comm Arenas - Administration	0	0	0	0	0
Livestock Arenas - Operating	6,108	11,000	11,715	12,476	761
Exhibition Grounds-Operations	8,425	12,000	8,000	8,000	0
BC Northern Exhibition	215	0	0	0	0
Exhibition Sports Ctr - Opr	8,316	7,000	7,455	7,940	485
Kopar Arena - Operations	132,300	134,676	132,021	137,990	5,969
Kin Centre - Operations	118,938	120,400	123,550	130,027	6,477
Elksentre - Operations	38,359	42,800	44,570	48,416	3,846
CN Centre - Bldg Operations	117,767	104,700	109,150	113,861	4,711
<b>Total Transfers</b>	<b>559,006</b>	<b>561,819</b>	<b>568,731</b>	<b>597,672</b>	<b>28,941</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues - Asset Maintenance</b>					
Livestock Arenas-Operating 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>					
Civic Centre Bldg Mtce AM	109,102	67,746	71,623	99,579	27,956
Livestock Arenas-Operating AM	45,799	2,691	2,884	2,964	80
Exhibition Grounds - Opr AM	22,782	5,792	6,020	43,143	37,123
Exhibition Sports Ctr - Opr AM	17,345	4,313	4,560	4,660	100
Kopar Arena - Operations AM	154,751	175,336	194,723	227,703	32,980
Kin Centre - Operations AM	340,211	284,616	301,196	338,605	37,409
Elksentre - Operations AM	74,007	128,048	127,721	145,425	17,704
CN Centre - Bldg Operations AM	425,971	228,500	240,547	277,116	36,569
<b>Total Expenditures - Asset Maintenance</b>	<b>1,189,968</b>	<b>897,042</b>	<b>949,274</b>	<b>1,139,195</b>	<b>189,921</b>
<b>Transfers - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	(2,736)	0	0	0	0
Livestock Arenas-Operating AM	636	0	0	0	0
Kopar Arena - Operations AM	30	0	0	0	0
Kin Centre - Operations AM	(9,374)	0	0	0	0
Elksentre - Operations AM	114	0	0	0	0
CN Centre - Bldg Operations AM	(10,679)	1,200	200	200	0
<b>Total Transfers - Asset Maintenance</b>	<b>(22,010)</b>	<b>1,200</b>	<b>200</b>	<b>200</b>	<b>0</b>
<b>Net Operations</b>	<b>4,987,947</b>	<b>4,306,388</b>	<b>4,922,238</b>	<b>5,355,088</b>	<b>432,850</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(1,751,340)</b>	<b>(1,300,030)</b>	<b>(1,303,030)</b>	<b>(1,407,070)</b>	<b>(104,040)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>3,920,013</b>	<b>3,409,450</b>	<b>3,902,997</b>	<b>4,080,156</b>	<b>177,159</b>
Non-Salary Expenses	<b>2,282,279</b>	<b>1,633,949</b>	<b>1,753,340</b>	<b>2,084,130</b>	<b>330,790</b>
Total Expenditures	<b>6,202,292</b>	<b>5,043,399</b>	<b>5,656,337</b>	<b>6,164,286</b>	<b>507,949</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>536,996</b>	<b>563,019</b>	<b>568,931</b>	<b>597,872</b>	<b>28,941</b>
Net Operations	<b>4,987,947</b>	<b>4,306,388</b>	<b>4,922,238</b>	<b>5,355,088</b>	<b>432,850</b>

**Planning & Development Summary**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Dev Planning and Admin</b>								
REVENUE	(5,346,389)	(3,379,550)	(3,398,500)	(3,947,500)	(4,065,925)	(4,187,906)	(4,313,541)	(4,442,947)
EXPENDITURES	3,591,345	3,028,610	3,209,591	3,682,778	3,793,261	3,907,067	4,024,276	4,145,006
TRANSFERS	884,855	136,120	42,400	43,120	44,414	45,746	47,118	48,532
<b>Total</b>	<b>(870,189)</b>	<b>(214,820)</b>	<b>(146,509)</b>	<b>(221,602)</b>	<b>(228,250)</b>	<b>(235,093)</b>	<b>(242,147)</b>	<b>(249,409)</b>
<b>Economic Development</b>								
REVENUE	(499,193)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)
EXPENDITURES	917,105	715,616	735,790	755,554	778,221	801,570	825,618	850,388
TRANSFERS	296,600	0	0	0	0	0	0	0
<b>Total</b>	<b>714,512</b>	<b>710,616</b>	<b>730,790</b>	<b>750,554</b>	<b>773,071</b>	<b>796,265</b>	<b>820,154</b>	<b>844,760</b>
<b>GRAND TOTAL</b>	<b>(155,677)</b>	<b>495,796</b>	<b>584,281</b>	<b>528,952</b>	<b>544,821</b>	<b>561,172</b>	<b>578,007</b>	<b>595,351</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Land Use Planning	(278,421)	(140,000)	(135,000)	(142,000)	(7,000)
Subdiv, Infra, Bldg Inspection	(2,123,150)	(1,435,300)	(1,351,500)	(1,876,500)	(525,000)
Business Licenses	(1,007,019)	(971,000)	(971,000)	(991,000)	(20,000)
Land Administration	(1,641,411)	(825,250)	(935,000)	(932,000)	3,000
Dev Services Admin	(9,633)	(8,000)	(6,000)	(6,000)	0
<b>Total Revenues</b>	<b>(5,059,634)</b>	<b>(3,379,550)</b>	<b>(3,398,500)</b>	<b>(3,947,500)</b>	<b>(549,000)</b>
<b>Expenditures</b>					
ENV-Air Quality Implementation	79,140	80,000	80,000	0	(80,000)
Environmental Services	237,101	197,920	208,834	139,022	(69,812)
ENV-Clean Air Monitoring	100	0	0	15,000	15,000
Land Use Planning	835,191	864,412	778,936	687,025	(91,911)
Subdiv, Infra, Bldg Inspection	933,329	810,389	1,079,735	962,155	(117,580)
Land Administration	243,340	283,753	291,577	333,789	42,212
Dev Services Admin	728,925	792,136	770,509	891,636	121,127
<b>Total Expenditures</b>	<b>3,057,125</b>	<b>3,028,610</b>	<b>3,209,591</b>	<b>3,682,778</b>	<b>473,187</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>					
Land Use Planning	(75,000)	0	0	0	0
Subdiv, Infra, Bldg Inspection	31,278	136,120	42,400	43,120	720
Land Administration	1,175,815	0	0	0	0
Dev Services Admin	227	0	0	0	0
<b>Total Transfers</b>	<b>1,132,320</b>	<b>136,120</b>	<b>42,400</b>	<b>43,120</b>	<b>720</b>
<b>Revenues - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	(100,000)	0	0	0	0
Hydrogen Hub Development	(136,755)	0	0	0	0
Comm Resil Invmnt Pgrm	(50,000)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(286,755)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	248,840	0	0	0	0
Hydrogen Hub Development	285,380	0	0	0	0
Comm Resil Invmnt Pgrm	0	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>534,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Wildfire Mitigation - Fuel Rem	(148,840)	0	0	0	0
Hydrogen Hub Development	(148,625)	0	0	0	0
Comm Resil Invmnt Pgrm	50,000	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(247,465)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>(870,189)</b>	<b>(214,820)</b>	<b>(146,509)</b>	<b>(221,602)</b>	<b>(75,093)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(5,346,389)</b>	<b>(3,379,550)</b>	<b>(3,398,500)</b>	<b>(3,947,500)</b>	<b>(549,000)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>2,155,761</b>	<b>2,408,010</b>	<b>2,723,511</b>	<b>3,050,868</b>	<b>327,357</b>
Non-Salary Expenses	<b>1,435,584</b>	<b>620,600</b>	<b>486,080</b>	<b>631,910</b>	<b>145,830</b>
Total Expenditures	<b>3,591,345</b>	<b>3,028,610</b>	<b>3,209,591</b>	<b>3,682,778</b>	<b>473,187</b>
Debt	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	<b>884,855</b>	<b>136,120</b>	<b>42,400</b>	<b>43,120</b>	<b>720</b>
Net Operations	<b>(870,189)</b>	<b>(214,820)</b>	<b>(146,509)</b>	<b>(221,602)</b>	<b>(75,093)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Economic Development	(102,593)	(5,000)	(5,000)	(5,000)	0
Economic Development - Grants	(396,600)	0	0	0	0
<b>Total Revenues</b>	<b>(499,193)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development	817,105	715,616	735,790	755,554	19,764
Economic Development - Grants	100,000	0	0	0	0
<b>Total Expenditures</b>	<b>917,105</b>	<b>715,616</b>	<b>735,790</b>	<b>755,554</b>	<b>19,764</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 - Grants	296,600	0	0	0	0
<b>Total Transfers</b>	<b>296,600</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>714,512</b>	<b>710,616</b>	<b>730,790</b>	<b>750,554</b>	<b>19,764</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(499,193)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	449,809	351,316	383,990	406,054	22,064
Non-Salary Expenses	467,296	364,300	351,800	349,500	(2,300)
Total Expenditures	917,105	715,616	735,790	755,554	19,764
Debt	0	0	0	0	0
Transfers	296,600	0	0	0	0
Net Operations	714,512	710,616	730,790	750,554	19,764

**Finance & IT Services Summary**

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	2027 Proposed (UX)	2028 Proposed (UX)	2029 Proposed (UX)	2030 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(223,071,530)	(221,553,124)	(235,581,081)	(248,067,702)	(257,493,099)	(266,090,599)	(273,977,179)	(281,807,578)
EXPENDITURES	27,220,966	6,748,015	3,666,238	4,905,928	5,053,106	5,204,701	5,360,842	5,521,667
DEBT	12,288,908	12,905,856	13,642,061	13,416,348	15,308,207	16,834,233	17,438,088	17,759,661
TRANSFERS	53,025,865	74,852,794	78,074,272	83,423,529	85,593,562	88,085,119	90,336,456	92,570,793
<b>Total</b>	<b>(130,535,792)</b>	<b>(127,046,459)</b>	<b>(140,198,510)</b>	<b>(146,321,897)</b>	<b>(151,538,224)</b>	<b>(155,966,546)</b>	<b>(160,841,793)</b>	<b>(165,955,457)</b>
<b>Risk &amp; Procurement</b>								
EXPENDITURES	2,977,274	3,335,574	3,403,729	3,300,705	3,399,728	3,501,720	3,606,772	3,714,977
<b>Total</b>	<b>2,977,274</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>3,300,705</b>	<b>3,399,728</b>	<b>3,501,720</b>	<b>3,606,772</b>	<b>3,714,977</b>
<b>IT Services</b>								
REVENUE	(9,712)	(17,030)	(17,030)	(17,030)	(17,541)	(18,067)	(18,610)	(19,168)
EXPENDITURES	4,443,804	4,659,604	5,584,643	5,750,618	5,923,136	6,100,830	6,283,855	6,472,369
TRANSFERS	(71,580)	(163,800)	(247,600)	33,120	34,114	35,137	36,191	37,277
<b>Total</b>	<b>4,362,511</b>	<b>4,478,774</b>	<b>5,320,013</b>	<b>5,766,708</b>	<b>5,939,709</b>	<b>6,117,900</b>	<b>6,301,436</b>	<b>6,490,478</b>
<b>Financial Services</b>								
REVENUE	(143,859)	(163,000)	(164,000)	(140,500)	(144,715)	(149,057)	(153,528)	(158,133)
EXPENDITURES	3,245,417	3,127,899	3,515,266	3,661,623	3,771,474	3,884,620	4,001,158	4,121,194
<b>Total</b>	<b>3,101,559</b>	<b>2,964,899</b>	<b>3,351,266</b>	<b>3,521,123</b>	<b>3,626,759</b>	<b>3,735,563</b>	<b>3,847,630</b>	<b>3,963,061</b>
<b>GRAND TOTAL</b>	<b>(120,094,447)</b>	<b>(116,267,212)</b>	<b>(128,123,502)</b>	<b>(133,733,361)</b>	<b>(138,572,028)</b>	<b>(142,611,363)</b>	<b>(147,085,955)</b>	<b>(151,786,941)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<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>					
Risk Management - Admin	270,250	288,660	323,797	571,274	247,477
Procurement	261,077	410,454	449,932	224,431	(225,501)
Insurance Premiums	2,258,260	2,431,460	2,400,000	2,300,000	(100,000)
Insurance and Claims	187,686	205,000	230,000	205,000	(25,000)
<b>Total Expenditures</b>	<b>2,977,274</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>3,300,705</b>	<b>(103,024)</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>2,977,274</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>3,300,705</b>	<b>(103,024)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	0	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	506,238	650,614	719,939	743,365	23,426
Non-Salary Expenses	2,471,037	2,684,960	2,683,790	2,557,340	(126,450)
<b>Total Expenditures</b>	<b>2,977,274</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>3,300,705</b>	<b>(103,024)</b>
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
<b>Net Operations</b>	<b>2,977,274</b>	<b>3,335,574</b>	<b>3,403,729</b>	<b>3,300,705</b>	<b>(103,024)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
IT Services	(9,673)	(14,530)	(14,530)	(14,530)	0
3rd Pty - IT Services	(39)	(2,500)	(2,500)	(2,500)	0
<b>Total Revenues</b>	<b>(9,712)</b>	<b>(17,030)</b>	<b>(17,030)</b>	<b>(17,030)</b>	<b>0</b>
<b>Expenditures</b>					
IT Services	2,278,253	2,538,391	2,959,143	3,133,118	173,975
IT Services - Mtce Contracts	2,062,731	1,923,713	2,343,000	2,615,000	272,000
3rd Pty - IT Services	39	2,500	2,500	2,500	0
<b>Total Expenditures</b>	<b>4,341,024</b>	<b>4,464,604</b>	<b>5,304,643</b>	<b>5,750,618</b>	<b>445,975</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	31,200	31,200	32,400	33,120	720
<b>Total Transfers</b>	<b>31,200</b>	<b>31,200</b>	<b>32,400</b>	<b>33,120</b>	<b>720</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	102,780	195,000	280,000	0	(280,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>102,780</b>	<b>195,000</b>	<b>280,000</b>	<b>0</b>	<b>(280,000)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(102,780)	(195,000)	(280,000)	0	280,000
<b>Total Transfers - Asset Maintenance</b>	<b>(102,780)</b>	<b>(195,000)</b>	<b>(280,000)</b>	<b>0</b>	<b>280,000</b>
<b>Net Operations</b>	<b>4,362,511</b>	<b>4,478,774</b>	<b>5,320,013</b>	<b>5,766,708</b>	<b>446,695</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(9,712)	(17,030)	(17,030)	(17,030)	0
Expenditures					
Salary & Wages (including Benefits)	2,156,979	2,390,091	2,769,963	2,943,938	173,975
Non-Salary Expenses	2,286,825	2,269,513	2,814,680	2,806,680	(8,000)
Total Expenditures	4,443,804	4,659,604	5,584,643	5,750,618	165,975
Debt	0	0	0	0	0
Transfers	(71,580)	(163,800)	(247,600)	33,120	280,720
Net Operations	4,362,511	4,478,774	5,320,013	5,766,708	446,695

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Billings & Collection	(115,376)	(160,500)	(160,500)	(135,500)	25,000
Service Centre	(28,483)	(2,500)	(3,500)	(5,000)	(1,500)
<b>Total Revenues</b>	<b>(143,859)</b>	<b>(163,000)</b>	<b>(164,000)</b>	<b>(140,500)</b>	<b>23,500</b>
<b>Expenditures</b>					
Billings & Collection	654,238	619,470	699,004	724,211	25,207
Financial Planning	586,695	572,544	648,348	681,532	33,184
Accounting	870,620	814,586	921,875	961,833	39,958
Payroll	420,135	353,580	439,457	458,774	19,317
Service Centre	713,731	767,719	806,582	835,273	28,691
<b>Total Expenditures</b>	<b>3,245,417</b>	<b>3,127,899</b>	<b>3,515,266</b>	<b>3,661,623</b>	<b>146,357</b>
<b>Debt</b>					
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
<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>3,101,559</b>	<b>2,964,899</b>	<b>3,351,266</b>	<b>3,521,123</b>	<b>169,857</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	(143,859)	(163,000)	(164,000)	(140,500)	23,500
Expenditures					
Salary & Wages (including Benefits)	2,955,286	2,859,039	3,221,626	3,364,743	143,117
Non-Salary Expenses	290,132	268,860	293,640	296,880	3,240
Total Expenditures	3,245,417	3,127,899	3,515,266	3,661,623	146,357
Debt	0	0	0	0	0
Transfers	0	0	0	0	0
Net Operations	3,101,559	2,964,899	3,351,266	3,521,123	169,857

# Human Resources Service Enhancement Recruitment and Retention Advisor

## Description:

The Human Resources division experienced significant staffing reductions during recent budget discussions, including the elimination of one full-time Advisor and one part-time Assistant in 2020, followed by another full-time Advisor position in 2022. These reductions have impacted the division's capacity to deliver internal training, leadership development programs, and employee engagement initiatives.

In response, Human Resources adopted a recruitment model like the one used in the provincial public service, where hiring managers and supervisors lead their own recruitment efforts with limited support from HR. This model was never successfully implemented because the other divisions were not resourced appropriately to take on these duties.

Further restructuring occurred in fall 2022, when the Director position was replaced with a Senior Manager role. A vacancy created after internal movement was replaced with two, more junior, HR Associate positions. While these changes enabled a return to the traditional recruitment model, the division continues to face challenges in delivering core services or enhancing its capacity.

Human Resources proposes the addition of a full-time Recruitment & Retention Advisor. This role would focus on:

- Developing high-level recruitment strategies, including targeted talent acquisition and candidate outreach.
- Leading executive, management, and other complex recruitment processes.
- Providing leadership in organizational and job design, job descriptions, compensation, and job evaluation.
- Collecting and analyzing employee engagement data to identify areas of concern and lead initiatives to improve satisfaction and retention.

## Financial Cost of Enhancement:

Description	Cost
Recruitment and Retention Advisor	\$133,421
Annual Training budget	\$2,000
<b>Total</b>	<b>\$135,421</b>

**Measurement of Service Level Increase:**

The addition of this role will strengthen the City's recruitment and retention capabilities by:

- Enhancing strategic outreach to attract a broad and diverse talent pool.
- Improving employer branding and enhancing candidate experience on hiring processes.
- Offering senior level recruitment support for leadership, hard-to-fill and complex recruitment.
- Ensuring core functions such as organization and job design, compensation and job evaluation maintain an organization-wide lens with professional oversight, contributing positively to retention efforts.
- Driving employee engagement initiatives informed by staff feedback, thereby improving overall workplace satisfaction and reinforcing the City's reputation as an employer of choice.

# Police Protection Service Enhancements Court Liaison Officer

## Description:

The Prince George Detachment is requesting 1 full-time Court Liaison Officer (CLO) position.

The CLO utilizes seven (7) different systems to complete their administrative tasks to meet the requirements of the RCMP and the BC Prosecution Service. CLOs are required to communicate efficiently with police and court officials. Communications include forwarding requests to Police from Crown, liaising back to Crown from Police, processing court documents for accused people, and disseminating Law Enforcement Notification System (LENS) notifications which require police to be in Court on a given day. In addition, CLOs maintain and track fingerprints of people convicted through the Criminal Justice System. These communications are time sensitive.

The following illustrates the timeline of how tasks have evolved and increased the responsibilities for CLOs:

In November 2018, in-custody weekend and statutory holidays After Hours Bail was introduced. As a result, Police in-custody files now require upload from the police system to the court system seven (7) days per week.

In April 2020, Courts Electronic Maintenance and Delivery Systems were created. This has resulted in increased administrative tasks that take additional time to complete as they require zipping and encrypting files electronically. Crown sends time sensitive email requests so emails must be continuously monitored.

In April 2021, the weekday in custody secure file transfer system and electronic bail slates were absorbed by CLOs to review for accuracy and disseminate.

In March 2022, CLOs are now required to complete all day bail and evening bail in custody matters under required submission deadlines. This has resulted in increased time consumption due to the uploading of file contents. After hours, this submission has been completed by other support staff, however CLOs must review the contents for accuracy the next day.

In July 2022, the RCMP moved to Intellibook electronic fingerprinting and charge(s) uploading to Ottawa. CLOs are required to maintain and track all fingerprints that have been taken and upload the prints to Ottawa. This is a multi-step process that uses multiple different electronic systems.

In Nov 2022, The RCMP created an electronic drive as files have moved to a paperless system. All file documents are inputted into the drive and CLO's review the file to ensure it meets proper naming conventions as per the MOU between the Police and the BC Prosecution Service.

In December 2024, Body Worn Cameras (BWC) were implemented to police. BWCs are included in disclosure packages to Crown and CLOs are required to process the files through the Secure File Transfer System (SFTS). BWCs are downloaded from the DEMS Cloud and then uploaded by CLO's to SFTS. Any modifications require a new download and upload and can take a significant amount of time. Further, the disclosure packages must meet Crown deadlines.

As of January 2025, there was a significant increase in CLO time consumption to complete daily tasks. This appears to be linked with the addition of BWCs as Crown has increased their requests of which CLOs are required to pass on to RCMP Members.

From March 2025 to present time, CLOs continue to work through the challenges experienced, however due to the increased administrative tasks outlined, CLOs are assessed as being unable to optimally manage workload at current staffing levels.

To effectively meet the Crown deadlines for court matters along with other administrative tasks including fingerprints and communication between Crown and the police throughout the criminal justice process, PSS is requesting an additional CLO to supplement the unit so that administrative deadlines can be better met.

### **Financial Cost of Enhancement:**

The annual cost for wages and benefits for a Court Liaison Officer position is \$111,060.

<b>Description</b>	<b>Cost</b>
Court Liaison Officer	\$111,060
<b>Total</b>	<b>\$111,060</b>

### **Measurement of Service Level Increase:**

The service level increase is meant to relieve the administrative burden on the RCMP, to get them back on patrol, and assist with successfully supporting the submissions of files to Crown Counsel.

# Police Protection Service Enhancement Disclosure Positions

## Description:

Police Support Services (PSS), with support from the Prince George RCMP Detachment, are requesting 3 full-time Digital Evidence Management System (DEMS) Disclosure positions.

The 2023 Police Resource Review identified the need for approximately 10 Data Processor Positions to support the implementation of Body Worn Cameras (BWC). PSS is in the process of building an internal structure to support this work and are requesting 3 positions to begin this unit.

In December 2024, Prince George was selected among the first detachments in British Columbia (wave zero') to deploy the operation of BWCs. During implementation it was quickly observed that compliance for the Memorandum of Understanding (MOU) became administratively burdensome on RCMP members. To quantify the administrative load, a time analysis was conducted which determined members are exhausting up to four (4) hours per file (approximately 40 percent of a member's shift per one police file), to ensure MOU compliance. Staff suggest the RCMP members are better employed when they are visible in the community, attending calls, and investigating criminality. Being heavily loaded with administrative responsibilities inevitably constrains the RCMP's ability to police effectively and this burden is expected to be lessened by employing DEMS Disclosure positions who can take on a portion of these tasks.

## Financial Cost of Enhancement

The annual cost for wages and benefits for a DEMS Disclosure position is \$95,805.

Description	Cost
DEMS Disclosure Positions (95,805 each)	\$287,415
<b>Total</b>	<b>\$287,415</b>



# Fire & Rescue Services

## Service Enhancement

### Fire Suppression

#### Description:

In 2023, Prince George Fire Rescue Services presented to Council, during a Committee of the Whole, a detailed 5-year strategic plan for staffing. The presentation summarized previous reports to Council in 2015, 2022 and 2023, highlighting prioritized recommendations to enhance the fire rescue services delivered to the citizens of Prince George. The 5-year plan was supported by the previous recommendations, and significant increases in incident responses since 2015. The total number of incident responses has more than doubled since that time (5,121), with Prince George Fire Rescue Services responding to 10,535 calls for service in 2023 and 10,132 in 2024.

2015 serves as a benchmark for evaluating fire service performance in Prince George as it was this year that the City became aware that fire services staffing levels were not meeting the standards set out in the National Fire Protection Association (NFPA) 1710 which is the guideline that recommends the minimum number of firefighters required on scene for various types of incidents. NFPA is a U.S. based non-profit organization that develops codes and standards for fire, electrical and life safety around the world. There is no Canadian equivalent for NFPA 1710 so Canadian municipalities can use it as a benchmark for fire department service levels but it is not a mandatory standard. Due to the layout of our community, Prince George Fire Rescue Services is not always able to meet the NFPA 1710 standard for residential structure fires, particularly when units are responding from outlying fire halls. Additionally, our service often does not meet the recommended staffing and response benchmarks for larger structure fires, including those involving multi-unit residential, commercial, or industrial buildings, where more personnel and resources are required to effectively manage the incident.

During the 2024 budget deliberations, Year 1 of the 5-year staffing plan was discussed and Council approved 70% of the proposed increase, adding 5 of the 7 requested positions. In the original plan, Year 2 recommended adding 10 firefighters; however, to maintain fiscal responsibility, the request was reduced by 50% to 5 positions. The remaining (7) positions were treated as deferred to be carried forward as part of future service enhancement requests. In Year 3 (2026), the report recommends the addition of 10 firefighter positions. In addition, the department is also requesting the 2 remaining positions from Year 1 (2024) that were previously deferred. This would result in a total of 12 new firefighters being hired in 2026. If approved in full, this would bring the City closer to the original staffing plan, with a short fall of only 5 positions remaining.

These positions will support cross staffing the existing platform ladder truck and medical unit. With these additions, Prince George Fire Rescue Services will be 3 positions per platoon closer to meeting the staffing recommendations outlined in NFPA 1710 and will gain the ability to strategically deploy a platform ladder truck and light fleet medic unit to selected incident response, improving public safety, operational efficiency and response capability.

## Financial Cost of Enhancement:

### Option A: Recruitment of 12 New Firefighters

12 recruit firefighters will be hired at a cost of \$112,354 per member (inclusive of wages and benefits at the 2024 rate in the most recent IAFF Collective Agreement). An additional \$20,000 per member is allocated for training, personal protective equipment (PPE), and clothing, bringing the total cost per firefighter to \$132,354. Once recruit training is completed, staffing levels will allow for 3 full-time positions per platoon to be assigned to the platform ladder truck and medic unit, enabling full-time deployment of these resources. This investment supports enhanced public safety, emergency response capacity and marks meaningful progress toward meeting NFPA 1710. Additionally, it largely puts the five-year staffing plan on track, aligning with the original timeline and strategic intent.

Total Estimated Cost: **\$1,588,248**

### Option B: Recruitment of 7 New Firefighters

Under this second option, 7 recruit firefighters will be hired at a cost of \$112,354 per member (covering wages and benefits). An additional \$20,000 per member is allocated for training, personal protective equipment (PPE), and clothing, bringing the total recruitment cost per firefighter to \$132,354. Upon completion of recruit training, staffing levels will support 2 full-time positions per platoon on the platform ladder truck and medic unit, allowing partial deployment of these specialized resources. This option represents a more cost-conscious approach while still contributing toward improved public safety, increased emergency response capacity and incremental progress toward NFPA 1710.

Total Estimated Cost: **\$926,478**

## Measurement of Service Level Increase:

Strengthened staffing will enable more efficient and strategic medical aid response, reducing the demand on frontline apparatus, providing increased availability for nonmedical emergencies. Either of these enhancement options will support incremental progress toward meeting NFPA 1710 standards for structure fire response.

Key metrics to evaluate the success of this enhancement include:

- Reduction in medical calls requiring frontline apparatus response in Hall 1/2 as well as remote areas.
- Increased availability and readiness of frontline units for fire and rescue incidents.
- Progress toward NFPA 1710 recommended staffing levels.
- Reduced maintenance and repairs on front line apparatus.

# Bylaw Services Service Enhancement Bylaw Enforcement

## Description:

Addition of 4 bylaw officer positions to support increased bylaw enforcement across the community. Rationale for this increase includes:

- A desire to increase proactive enforcement and education on select bylaws.
- Reporting suggests that existing parking enforcement is below the recommended standard. Specifically, this is evidenced by the 2025 LEA report showing a 15% non-compliance rate with posted regulations. Further, the proposed modernization of the City's parking program is expected to require increased enforcement.
- The transition of entrenched encampments to a temporary overnight sheltering model is expected to be labour intensive.

Currently, the majority of City bylaw officers are organized into 4 teams of 4 members who provide bylaw services coverage from 0700 to 2300 daily. If this enhancement is approved, it is anticipated that an additional person will be added to each team, although other shift patterns are being contemplated.

## Financial Cost of Enhancement:

The annual cost for wages and benefits of a Bylaw 2 Officer is \$108,569. An additional \$25,000 should be set aside for uniforms, equipment and training.

Description	Cost
Four Bylaw 2 Officers	\$434,276
Uniforms, equipment and training	\$25,000
<b>Total</b>	<b>\$459,276</b>

## Measurement of Service Level Increase:

Metrics to evaluate this service level increase include:

- Maintenance of existing community service levels as the temporary overnight sheltering model and parking modernization project advance. It can be expected that community service levels will need to be lowered if new programming is added without a related increase in resourcing.

# Solid Waste Services Service Enhancement Bear Awareness Recommendations

## Description:

At the April 7, 2025 Council meeting, Council directed Administration to refer Recommendations 1, 2 and 3 from the “Review of Committee Recommendations to Improve Bear Awareness” report to the 2026 budget discussions.

### COMMITTEE RECOMMENDATION 1:

#### 1. That Council:

- a) *ESTABLISH a City staff position with a focus on sustainable waste management that includes achieving Provincial Bear Smart Status and reducing human-wildlife conflict; and*
- b) *COMMITTS to sustained financial support for this position for each year of the 2025 to 2029 5-Year Operational Financial Plan.*

The annual labour budget for the proposed Sustainable Waste Coordinator position is approximately \$124,142 in salary and benefits.

### COMMITTEE RECOMMENDATION 2:

#### 2. That Council DIRECT Administration to establish a Bear Aware Technical Committee that meets regularly with membership to include at least:

- a) *a City staff whose operational focus is related to the Bear Smart Program and bear awareness.*
- b) *one (1) member of each of the following stakeholders: i. Northern Bear Awareness Society; ii. University of Northern British Columbia; iii. Lheidli T'enneh First Nation; iv. British Columbia Conservation Officer Service; v. Regional District of Fraser-Fort George; vi. Wildlife Biologist from Ministry of Water, Land and Resource Stewardship; vii. Other City staff members as required.*

The non-labour expenses to support the Sustainable Waste Coordinator function is approximately \$25,000. Recommendation 2 is contingent upon the approval of Recommendation 1.

### COMMITTEE RECOMMENDATION 3:

#### 3. That Council:

- a) *DIRECTS Administration to incorporate multiple automated bear-resistant solid waste garbage bins based on industry standards as a two-year pilot project to select a brand compatible with City operations and to be established in areas known to have high-bear encounters; and*

- b) *DIRECTS Administration to return a report to Council within two months following the end of the pilot project advising on the results and budget implications for implementing bear-resistant bins city-wide, with a priority roll out on high bear conflict areas. The report should also propose incentive strategies for bear-resistant bin participation and consider allowing temporary opt-out provisions for homeowners/tenants with secure garbage storage, with the end goal of all residents having bear-resistant bins that are always secure, including on pick-up days.*

Expenses related to implementing a pilot project that trials multiple different manufactured bear-resistant carts would require a minimum purchase of 1,000 carts in total. Using a unit rate of \$450 for the purchase, shipping and distribution of those carts, equates to an approximate budget of \$450,000.

The Sustainable Waste Coordinator would lead the Bear Aware Technical Committee in the creation of relevant educational materials and provide support to events fostering community engagement aimed at reducing bear-related issues. Recommendation 3 is contingent upon the approval of Recommendation 1 and 2.

### Financial Cost of Enhancement:

Description	Cost
Recommendation 1 - Waste Reduction Coordinator	\$124,142
Recommendation 2 - Non-Labour Operating Funds	\$25,000
Recommendation 3 - Pilot Project Implementation	\$450,000
<b>Total</b>	<b>\$599,142</b>

These costs would be funded by the Solid Waste Reserve, which is funded by the user fees of that utility. This means those costs would not affect the tax levy but would impact utility bills instead.

The annual operating costs of the proposed Sustainable Waste Coordinator position, and the non-labour expenses to support a new committee is \$149,142. This translates to a 2.5% increase in future solid waste rates and would have an approximate impact of \$4/\$6/\$7 on small, medium and large garbage containers.

The capital costs of the pilot project would be funded by the Solid Waste Reserve. While the reserve has enough money to fund the purchase of the first 1,000 carts, it does not have enough to purchase the other approximately 25,000 carts to replace the City's bin inventory should the pilot project be successful and Council wishes to implement the carts for all users. MFA debt would be required to purchase the remaining carts and the annual debt servicing costs for the purchase would be approximately \$850,000, which translates to a 15% increase in solid waste rates. This would have an impact of \$26/\$34/\$41 on small, medium and large garbage containers.

### Measurement of Service Level Increase:

The addition of a waste reduction coordinator will affect the amount of refuse being landfilled annually. Key indicators will be measured by total weights, tipping fees, cart set out rates and residential cart size reduction requests. Increased human/wildlife education and enforcement of existing bylaws will help reduce the number of negative wildlife interactions reported annually to the Conservation Office, which in turn should reduce the number of bears destroyed within city limits.

# Civic Facilities & Events Administration Service Enhancement Arts, Culture & Heritage Coordinator

## Description:

At the December 15, 2025 Council Meeting, Council provided the following resolutions to Administration:

1. Council APPROVES Option 1 (*Use existing City strategies (e.g., OCP 2025) and establish an Arts, Culture & Heritage Committee supported by a dedicated staff position to create a stand-alone guiding document, requiring a dedicated Arts, Culture & Heritage staff position*) contingent upon and to be addressed through the 2026 Budget deliberations following Council's review and conclusion regarding the Heritage Planner service enhancement; and
2. Council DIRECTS Administration to revise the proposed Heritage Planner role to incorporate responsibilities for arts and culture, in advance of the 2026 Budget deliberations, and to report back with an updated role description and cost implications as part of the 2026 budget process.

Civic Facilities & Events and Development Services merged the proposed Heritage Planner and Arts & Culture Coordinator roles into a single Arts, Culture & Heritage Coordinator, presented as a 2026 budget enhancement.

The Arts, Culture & Heritage Coordinator acts as a central liaison among City departments, arts and culture organizations, Indigenous communities, and the Heritage Commission. This role advances the City's arts, culture and heritage priorities by fostering partnerships, supporting initiatives, developing policies and plans, coordinating public art projects, and integrating cultural considerations into municipal planning. In addition, the coordinator provides professional and administrative support to the Heritage Commission, including managing meetings, work plans, reports, and heritage-related projects such as interpretive signage. The position is responsible for creating and implementing strategies and programs that promote community identity, reconciliation, and cultural continuity.

**Financial Cost of Enhancement:**

Description	Cost
Arts, Culture & Heritage Coordinator	\$123,643
<b>Total</b>	<b>\$123,643</b>

**Measurement of Service Level Increase:**

A dedicated Arts, Culture & Heritage Coordinator will collaborate across City and community sectors, to advance arts, culture and heritage priorities, including support for the Heritage Commission's work plan.

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Revenues</b>					
Investment Earnings	(3,543,799)	(4,284,000)	(4,501,000)	(2,681,000)	1,820,000
Payroll Burden Clearing	(233,334)	0	0	(220,000)	(220,000)
External Debt - MFA	(773,817)	(790,602)	(897,527)	(995,653)	(98,126)
Road Rehabilitation program	(6,660,054)	(6,700,000)	(7,000,000)	(7,300,000)	(300,000)
General Infrastructure Reinvest	(4,220,072)	(4,242,482)	(5,630,873)	(7,127,737)	(1,496,864)
Snow Control	(10,235,199)	(10,300,000)	(10,000,000)	(11,000,000)	(1,000,000)
Off Street Parking - Fiscal	(2,050,000)	(2,052,461)	(2,057,551)	(2,210,182)	(152,631)
Traffic Fine Revenue - Grant	(1,045,000)	(1,100,000)	(1,050,000)	(1,050,000)	0
Gaming Grant	(2,838,589)	(3,000,000)	(3,000,000)	(2,700,000)	300,000
Internal Debt Recoveries	(5,770)	0	0	(5,000)	(5,000)
Federal Gas Tax Revenue	(3,556,223)	(3,500,000)	(3,556,223)	(3,556,223)	0
Provincial Grants	(550,228)	(285,000)	(285,000)	(285,000)	0
Miscellaneous Revenues	(86,654)	(81,500)	(81,500)	(85,500)	(4,000)
Provincial School	(35,911,665)	(34,500,000)	(36,000,000)	(38,500,000)	(2,500,000)
Regional District	(6,488,602)	(6,450,000)	(6,500,000)	(7,100,000)	(600,000)
FFG Reg. Hospital District	(15,436,608)	(15,200,000)	(15,500,000)	(16,200,000)	(700,000)
BC Assessment Authority	(878,251)	(860,000)	(880,000)	(950,000)	(70,000)
MFA	(4,193)	(4,500)	(4,500)	(4,500)	0
911 Emergency Service	(2,264,670)	(2,200,000)	(2,250,000)	(2,550,000)	(300,000)
20th/Victoria BIA Assoc	(100,000)	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(358,216)	(358,216)	(368,962)	(380,031)	(11,069)
Taxes - General	(118,441,482)	(118,493,952)	(128,155,565)	(135,607,788)	(7,452,223)
Grant in Lieu - Provincial	(3,697,618)	(3,446,000)	(3,671,000)	(3,714,000)	(43,000)
Grant in Lieu - Federal	(447,082)	(445,000)	(470,000)	(511,000)	(41,000)
Grant in Lieu - Private Utilit	(1,791,232)	(1,791,231)	(2,003,200)	(1,820,348)	182,852
Operating Fee - FortisBC	(1,252,680)	(1,200,000)	(1,450,000)	(1,250,000)	200,000
PG Pulpmill Rd Erosion LAS	(9,042)	(26,680)	(26,680)	(22,240)	4,440
Non Res Schl Tax	(38,104)	(35,000)	(35,000)	(35,000)	0
Tax Sales	(1,172)	(4,500)	(4,500)	(4,500)	0
Tax Balance Adj	45,174	0	0	0	0
3rd Pty - Union 1048 Recovery	(99,432)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(5,871)	(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	(92,046)	(35,000)	(35,000)	(35,000)	0
3rd Pty - Union 399 National	0	(1,000)	(1,000)	(1,000)	0
<b>Total Revenues</b>	<b>(223,071,530)</b>	<b>(221,553,124)</b>	<b>(235,581,081)</b>	<b>(248,067,702)</b>	<b>(12,486,621)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Expenditures</b>					
YE Accrual Adj - General Oper	191,152	0	0	0	0
RTE Early Benefit Program:NDIT	452,873	452,873	452,873	452,873	0
Audit	89,961	83,000	65,000	90,500	25,500
Amortization - budget only	0	23,000,000	25,000,000	25,500,000	500,000
Asset Amort & Gain/Loss - GEG	2,091,125	0	0	0	0
Asset Amort & Gain/Loss - PRS	3,019,412	0	0	0	0
Amortization - budget - contra	0	(23,000,000)	(25,000,000)	(25,500,000)	(500,000)
Asset Amort & Gain/Loss - TNS	12,671,026	0	0	0	0
Asset Amort & Gain/Loss - SWR	361,177	0	0	0	0
Asset Amort & Gain/Loss - PHW	131,745	0	0	0	0
Asset Amort & Gain/Loss - PRC	6,881,128	0	0	0	0
Payroll Burden Clearing	1,109,403	0	0	0	0
Accts Pay-Rounding-W/O-Disc	19	0	0	0	0
Mobile Equipment	20,146	0	0	0	0
Contingency	0	6,105,142	3,041,365	4,245,555	1,204,190
Tax Balance Adj	4,451	5,000	5,000	15,000	10,000
3rd Pty - Union 1048 Recovery	99,432	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	5,871	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	92,046	35,000	35,000	35,000	0
3rd Pty - Union 399 National	0	1,000	1,000	1,000	0
<b>Total Expenditures</b>	<b>27,220,966</b>	<b>6,748,015</b>	<b>3,666,238</b>	<b>4,905,928</b>	<b>1,239,690</b>
<b>Debt</b>					
Mobile Equipment	2,487,366	3,029,790	3,312,177	3,468,191	156,014
External Debt - MFA	8,436,693	8,756,640	8,689,736	8,588,810	(100,926)
Lease Payments - Other	249,470	304,686	372,835	172,235	(200,600)
Off Street Parking - Fiscal	609,956	764,740	767,313	687,112	(80,201)
Interest on Property Tax	505,423	50,000	500,000	500,000	0
<b>Total Debt</b>	<b>12,288,908</b>	<b>12,905,856</b>	<b>13,642,061</b>	<b>13,416,348</b>	<b>(225,713)</b>

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

	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
<b>Transfers</b>					
YE Accrual Adj - General Oper	(191,152)	0	0	0	0
Investment Earnings	753	0	0	0	0
Asset Amort & Gain/Loss - GEG	(2,091,125)	0	0	0	0
Asset Amort & Gain/Loss - PRS	(3,019,412)	0	0	0	0
Asset Amort & Gain/Loss - TNS	(12,671,026)	0	0	0	0
Asset Amort & Gain/Loss - SWR	(361,177)	0	0	0	0
Asset Amort & Gain/Loss - PHW	(131,745)	0	0	0	0
Asset Amort & Gain/Loss - PRC	(6,988,508)	0	0	0	0
Mobile Equipment	(2,511,667)	(3,029,790)	(3,312,177)	(3,468,190)	(156,013)
Mgmt OH Recoveries	(3,616,232)	(3,616,228)	(3,748,656)	(4,021,407)	(272,751)
Prior Year's Surplus	191,152	0	0	0	0
Internal Debt	3,061,079	3,061,079	3,087,644	2,750,375	(337,269)
External Debt - MFA	(71,575)	(65,500)	(65,500)	(61,575)	3,925
Road Rehabilitation program	6,660,054	6,700,000	7,000,000	7,300,000	300,000
General Infrastructure Reinvest	4,220,072	4,242,482	5,630,873	7,127,737	1,496,864
Snow Control	(350,175)	0	0	0	0
Lease Payments - Other	(251,250)	(304,686)	(372,835)	(172,236)	200,599
Operating Contribution - DDES	27,162	0	0	0	0
Contingency	62,486	0	0	0	0
Off Street Parking - Fiscal	1,440,044	1,287,721	1,290,238	1,523,071	232,833
Cont to Asset Mtce (fund 13)	6,989,343	6,811,128	7,764,922	8,195,195	430,273
Gaming Grant	2,838,589	3,000,000	3,000,000	2,700,000	(300,000)
Federal Gas Tax Revenue	3,556,223	3,500,000	3,556,223	3,556,223	0
Provincial Grants	1,349,346	285,000	285,000	285,000	0
Miscellaneous Revenues	4,591	0	0	0	0
Provincial School	35,911,665	34,500,000	36,000,000	38,500,000	2,500,000
Regional District	6,488,602	6,450,000	6,500,000	7,100,000	600,000
FFG Reg. Hospital District	15,436,608	15,200,000	15,500,000	16,200,000	700,000
BC Assessment Authority	878,251	860,000	880,000	950,000	70,000
MFA	4,193	4,500	4,500	4,500	0
911 Emergency Service	2,264,670	2,200,000	2,250,000	2,550,000	300,000
20th/Victoria BIA Assoc	100,000	100,000	100,000	100,000	0
Downtown BIA Assoc	358,216	358,216	368,962	380,031	11,069
Grant in Lieu - Provincial	382,565	105,000	105,000	105,000	0
Grant in Lieu - Federal	44,589	15,000	15,000	15,000	0
<b>Total Transfers</b>	<b>60,015,208</b>	<b>81,663,922</b>	<b>85,839,194</b>	<b>91,618,724</b>	<b>5,779,530</b>
<b>Revenues - Asset Maintenance</b>					
<b>Total Revenues - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
<b>Total Expenditures - Asset Maintenance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Levy Funded	(6,989,343)	(6,811,128)	(7,764,922)	(8,195,195)	(430,273)
<b>Total Transfers - Asset Maintenance</b>	<b>(6,989,343)</b>	<b>(6,811,128)</b>	<b>(7,764,922)</b>	<b>(8,195,195)</b>	<b>(430,273)</b>
<b>Net Operations</b>	<b>(130,535,792)</b>	<b>(127,046,459)</b>	<b>(140,198,510)</b>	<b>(146,321,897)</b>	<b>(6,123,387)</b>

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

Supporting Detail (Consolidation)	2024 Actual (AA)	2024 Bylaw (UB)	2025 Bylaw (UB)	2026 Proposed (UX)	Budget Change 2026 vs 2025
Revenues	<b>(223,071,530)</b>	<b>(221,553,124)</b>	<b>(235,581,081)</b>	<b>(248,067,702)</b>	<b>(12,486,621)</b>
Expenditures					
Salary & Wages (including Benefits)	<b>1,314,501</b>	<b>102,000</b>	<b>102,000</b>	<b>102,000</b>	<b>0</b>
Non-Salary Expenses	<b>25,906,465</b>	<b>6,646,015</b>	<b>3,564,238</b>	<b>4,803,928</b>	<b>1,239,690</b>
Total Expenditures	<b>27,220,966</b>	<b>6,748,015</b>	<b>3,666,238</b>	<b>4,905,928</b>	<b>1,239,690</b>
Debt	<b>12,288,908</b>	<b>12,905,856</b>	<b>13,642,061</b>	<b>13,416,348</b>	<b>(225,713)</b>
Transfers	<b>53,025,865</b>	<b>74,852,794</b>	<b>78,074,272</b>	<b>83,423,529</b>	<b>5,349,257</b>
Net Operations	<b>(130,535,792)</b>	<b>(127,046,459)</b>	<b>(140,198,510)</b>	<b>(146,321,897)</b>	<b>(6,123,387)</b>

# Capital Plan

2026-2030



Date: January 9, 2026

To: **Mayor and Council.**

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

Subject: 2026-2030 Capital Plan

Attachment(s): Capital Plans

#### Recommendation(s):

That Council APPROVES the 2026 – 2030 Capital Plan attached to the Staff Report dated January 9, 2026 from the Director of Finance and IT Services titled “2026 – 2030 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 2026 - 2030 Capital Plan is presented to Council by fund and by service category.

#### Strategic Priorities:

The 2026-2030 Capital Plan has been prioritized using these inputs along with the City’s Sustainable Finance Policy, Asset Management Policy and the Organizational Capital Project Management Policy:

- 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 2026 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:

- General Infrastructure Reinvestment Fund Levy of \$7,127,737;
- Canada Community Building Fund (Gas Tax) funds of \$3,556,223;
- Gaming funds of \$2,700,000 (if casinos close, ie. pandemic, this would affect available funding for the capital plan)

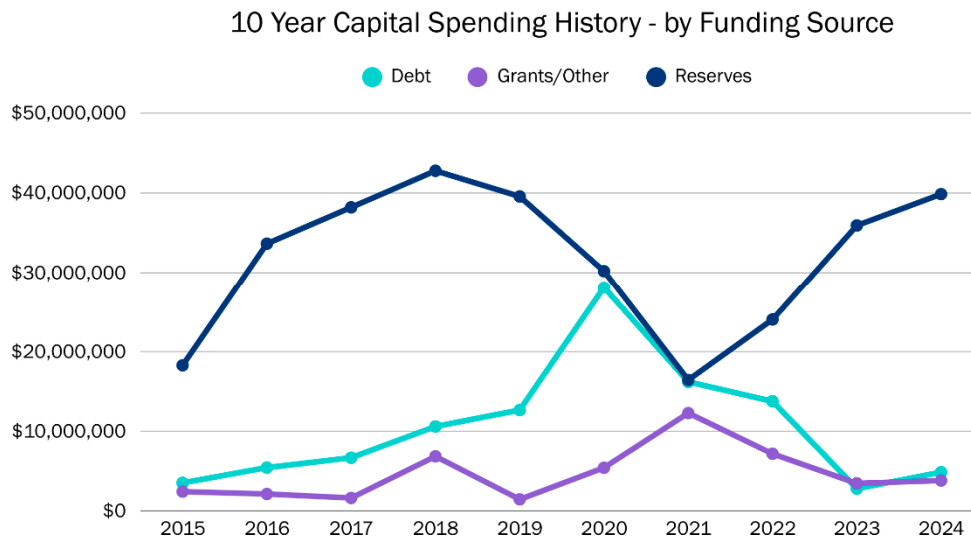
The 5-year capital plan can also be bolstered by any cancellation of previously approved capital projects. There were no cancelled projects to report this year.

## 10 Year Capital Spending History - by Fund



Capital investment in City infrastructure has historically trended upwards. 2024 spending was in line with the prior year with almost \$50 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. 2025 figures were not available at the time of this report.

Year	Municipal Controllable Revenue	Liability Servicing Limit	Payment Capacity Available	Approximate Principal Borrowing Available
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
2024	\$221,855,438	\$55,463,860	\$38,623,214	\$429,146,822

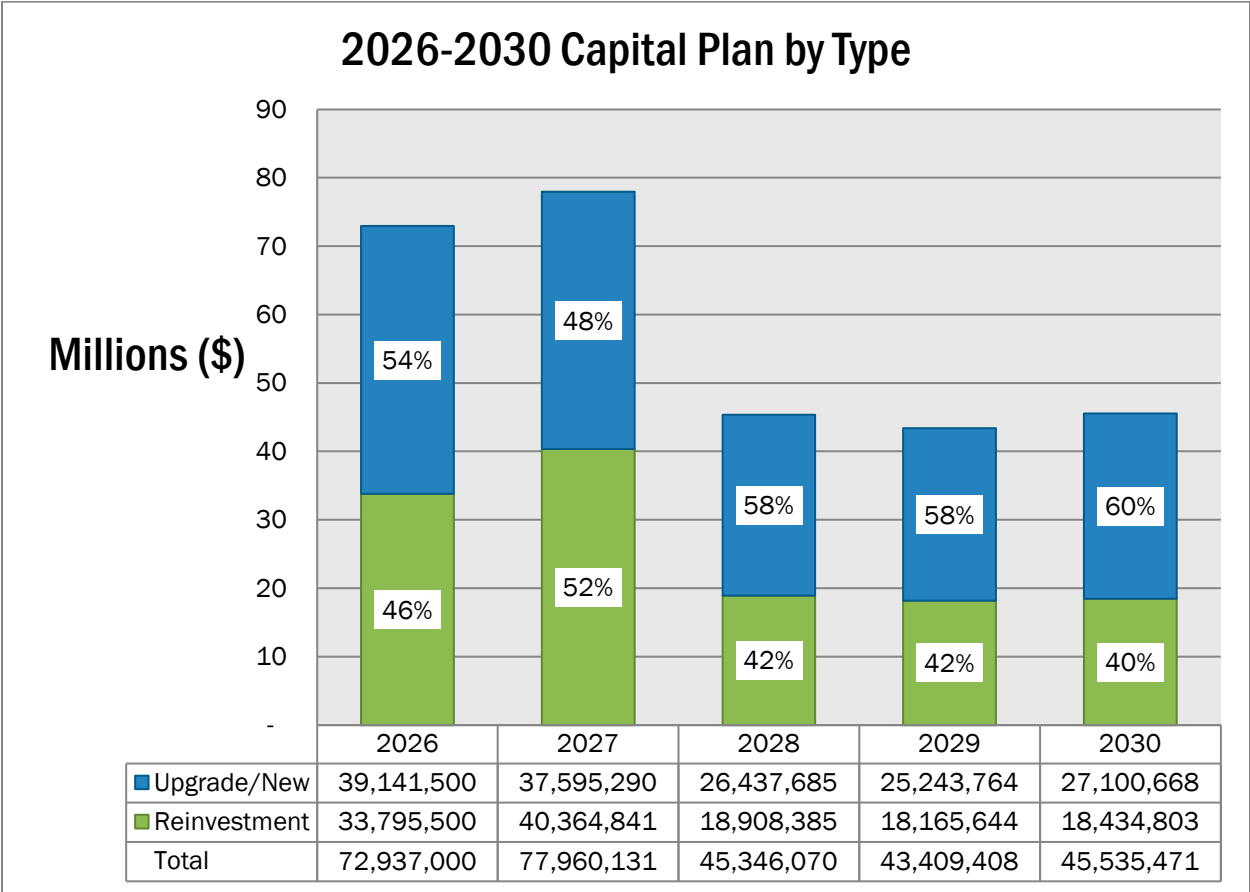
\*2025 figures are unavailable at the time of this report

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 four new proposed debt funded projects proposed for 2026: 3321 - Stormwater System Renewal - \$2,500,000; 3459 - CN Centre Building Envelope Renewal - \$15,860,000; 3487 - Memorial Park Cemetery Expansion - \$5,150,000; and 3503 - Civic Facilities Roof Replacements - \$2,450,000.

The following long-term debt reaches maturity in 2026:

Fund	Loan Auth Bylaw #	MFA Issue #	Date of Issue	Purpose	2026 Annual Debt Servicing Costs (rounded to thousands of dollars)
General	7486	97	Apr 19/2006	Road Rehabilitation	\$43,000
General	7748	99	Oct 19/2026	Exhibition Grounds	\$4,000
Sewer	7361	99	Oct 19/2006	Blackburn Treatment Plant	\$4,000
Water	7598	97	Apr 19/2006	Hart Nechako Supply	\$6,000
Water	7748	97	Apr 19/2006	Hart Nechako Supply	\$162,000
Water	7361	99	Oct 19/2006	Cranbrook Hill Reservoir	\$56,000
Water	7748	99	Oct 19/2006	Hart Nechako Supply	\$1,000
<b>TOTAL</b>					<b>\$276,000</b>

The 2026 - 2030 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**

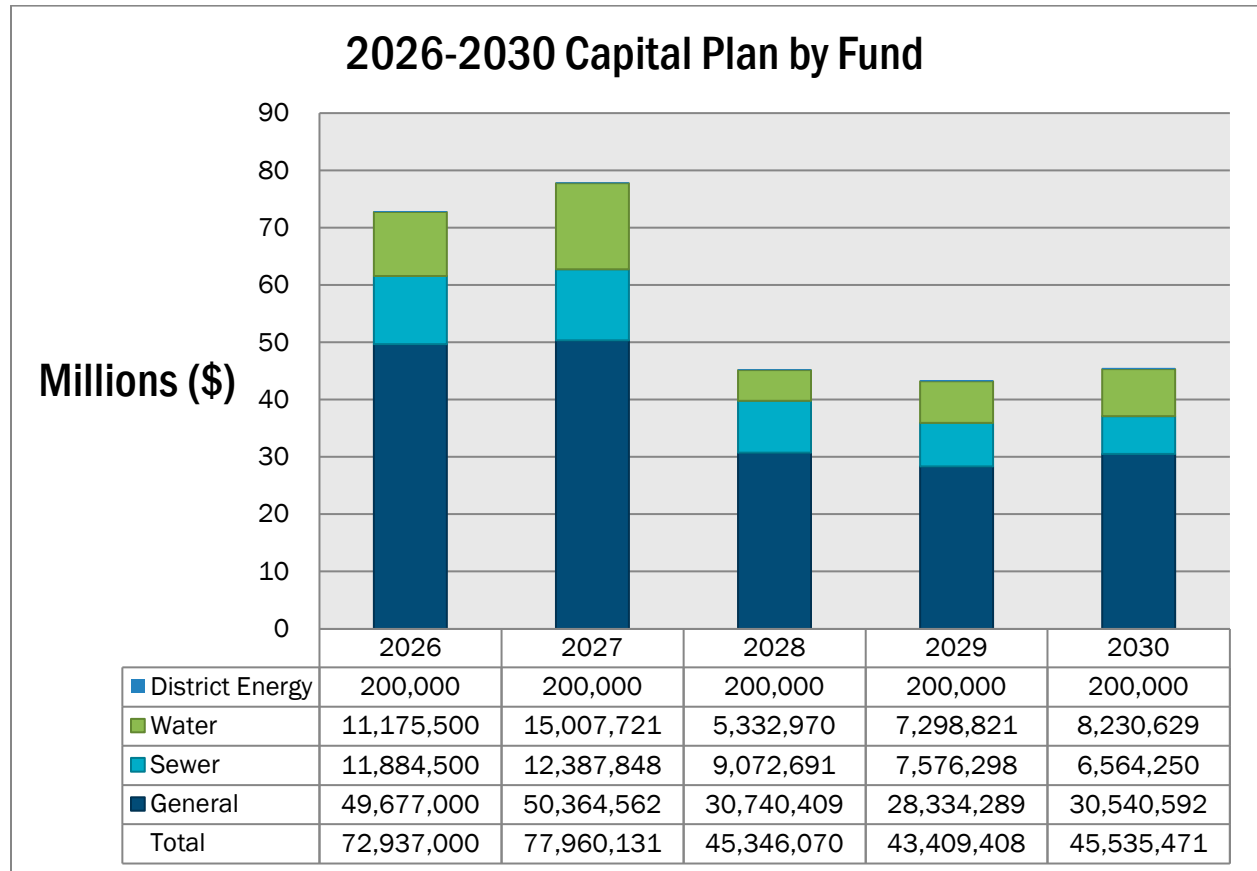
- Works to provide a higher level of service, either with increased capacity or increased performance capability.
- Works that add a new asset to the City’s inventory.

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

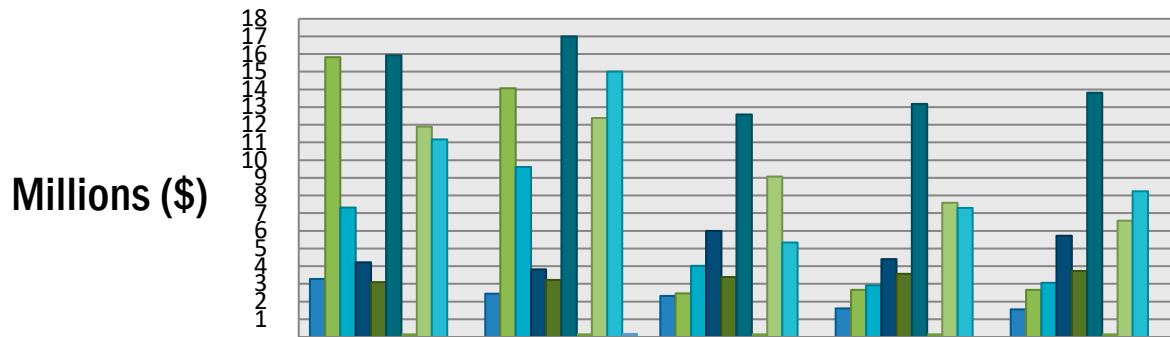
- Works to continue to provide the same level of service that also: fully replace an existing asset and dispose of the old asset, extend an asset life beyond the original expected life, lower the associated operating costs, or improve the quality of output.
- Works to retain an asset as near as practicable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



## 2026-2030 Capital Plan by Service Type



	2026	2027	2028	2029	2030
Administrative Services	3,271,000	2,442,000	2,315,000	1,621,000	1,561,000
Civic Facilities	15,821,000	14,055,000	2,455,175	2,663,525	2,663,500
Recreation and Culture	7,320,000	9,617,400	4,015,471	2,912,619	3,056,103
Solid Waste and Fleet	4,225,000	3,828,420	5,988,985	4,404,078	5,718,719
Storm Drainage	3,105,000	3,229,000	3,390,750	3,559,588	3,737,867
Transportation	15,935,000	17,002,742	12,575,028	13,173,479	13,803,403
District Energy	200,000	200,000	200,000	200,000	200,000
Sewer	11,884,500	12,387,848	9,072,691	7,576,298	6,564,250
Water	11,175,500	15,007,721	5,332,970	7,298,821	8,230,629
Off-Street Parking	-	190,000	-	-	-
Total	72,937,000	77,960,131	45,346,070	43,409,408	45,535,471

**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.

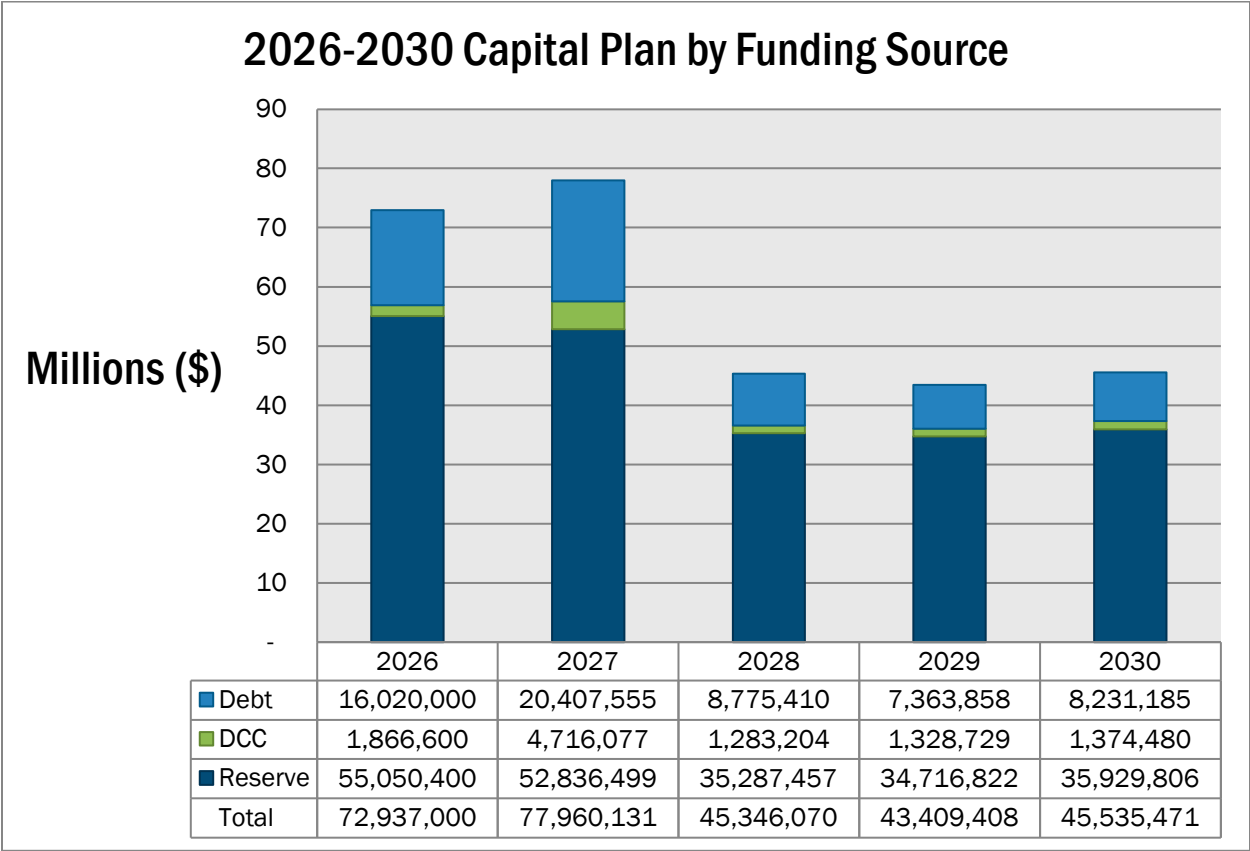
**Storm Drainage** includes catchbasins, culverts, and other forms of drainage control.

**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 (2031 - 2035) are included in the overall plan.

**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 2026 – 2030 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 2026 – 2030 and projects that are anticipated for future years (2031 - 2035) have been listed for Council's information.

#### Respectfully submitted:

Kris Dalio, Director of Finance and IT Services

#### Approved:

Walter Babicz, City Manager

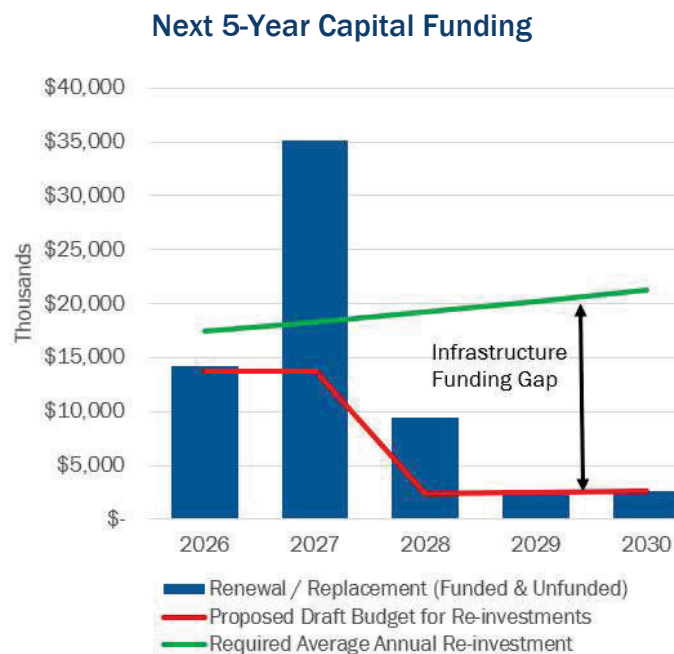
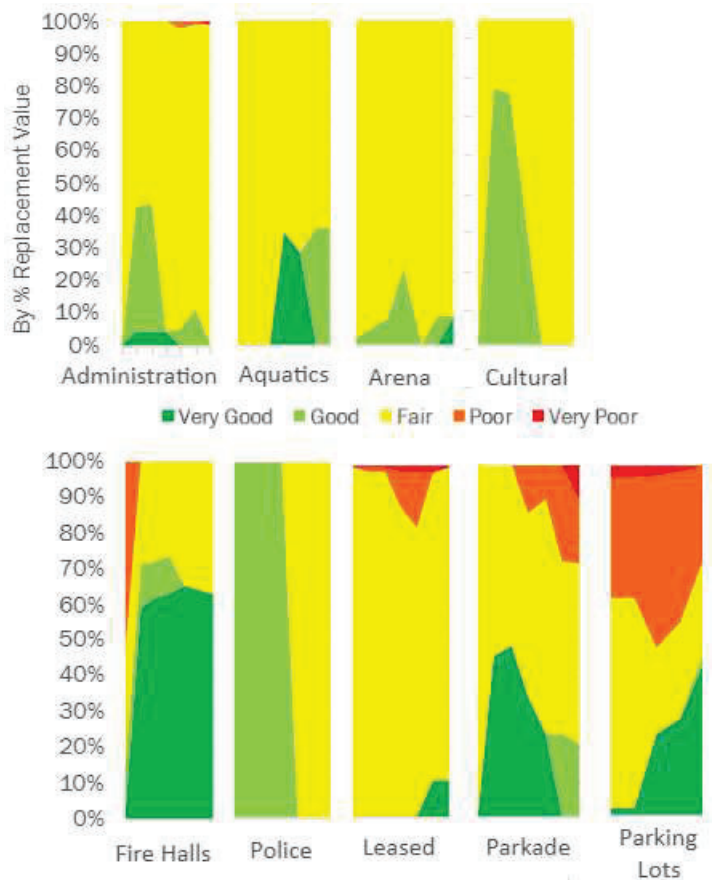
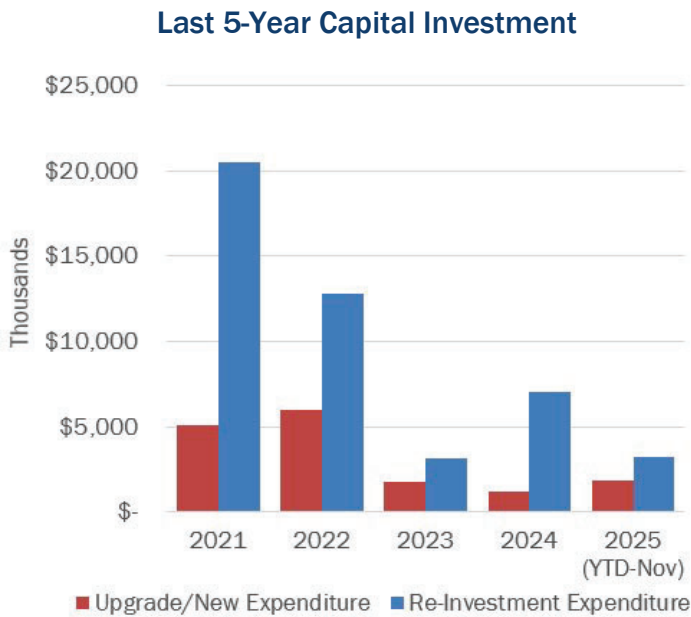
Meeting date: January 26, 2026

**Estimated Required Funding:**  
Average Annual Re-investment (AAR) = \$17.5M

**Approximate Replacement Value of  
Civic Facilities (incl parking lots): \$786M**

**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:**



**Asset Inventory:**

Type of Facility	Amount
Fire Halls	4
Aquatics	2
Arenas/Atrium	6/1
Cultural	4
Administration	9
Police	1
Parkades/Pay Lots/Civic Parking Lots	5/5/37
Leased (to 3 <sup>rd</sup> Party)	21

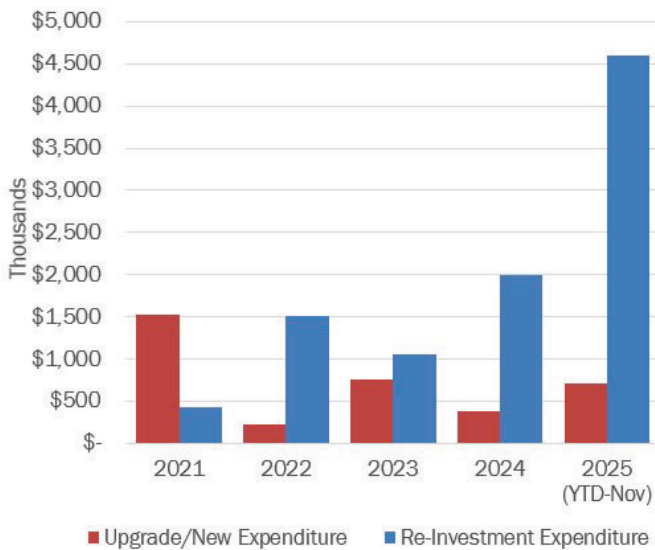
**Estimated Required Funding:**

*Average Annual Re-Investment (AAR) = \$1.7M*

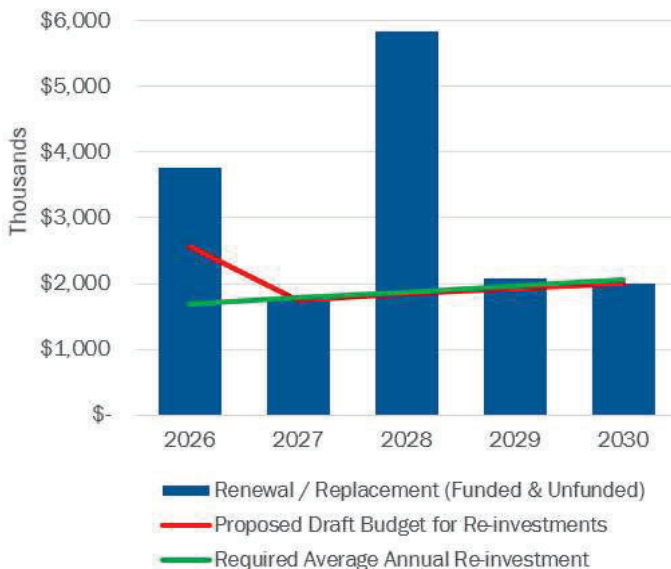
**Annual Infrastructure Funding Gap:**

*AAR - Last 5 Years' Re-Investment = \$0*

**Last 5-Year Capital Investment**

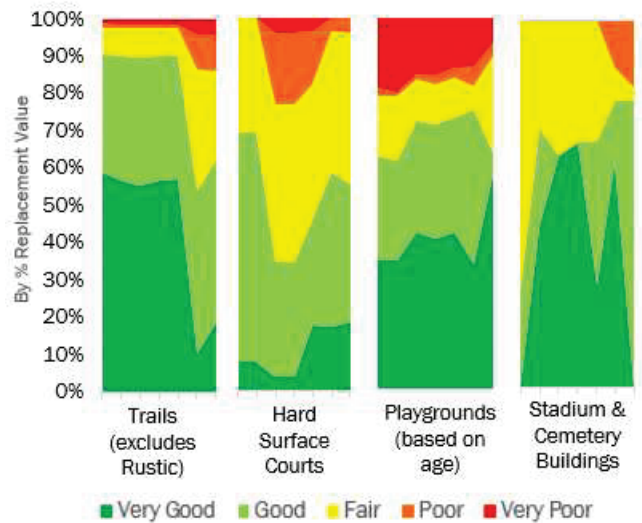


**Next 5-Year Capital Funding**



**Approximate Replacement Value of Parks & Trails: \$109M** (excluding park land value)

**Condition:**



**Asset Inventory:**

Asset Type	Amount
# of Parks & Green Spaces	370
Trees (Parks/Streets/Civic Buildings)	5,436
Turf	188ha
Parking Lots at Parks: Paved/Gravel	50/43
Washrooms/Outhouses	13/18
Individual Sport & Baseball Fields	73
Hard Surface Courts/Skills Parks	24/5
Signs	719
Trash Containers	460
Fences	25km
Benches/Picnic Tables	321/174
Fire Pits	2
Playgrounds/Volleyball/Fitness	50/3/2
Area of City Parks & Green Spaces	1,918ha
Length of Trails	91km
Stadium Buildings	2
Cemetery Buildings	3

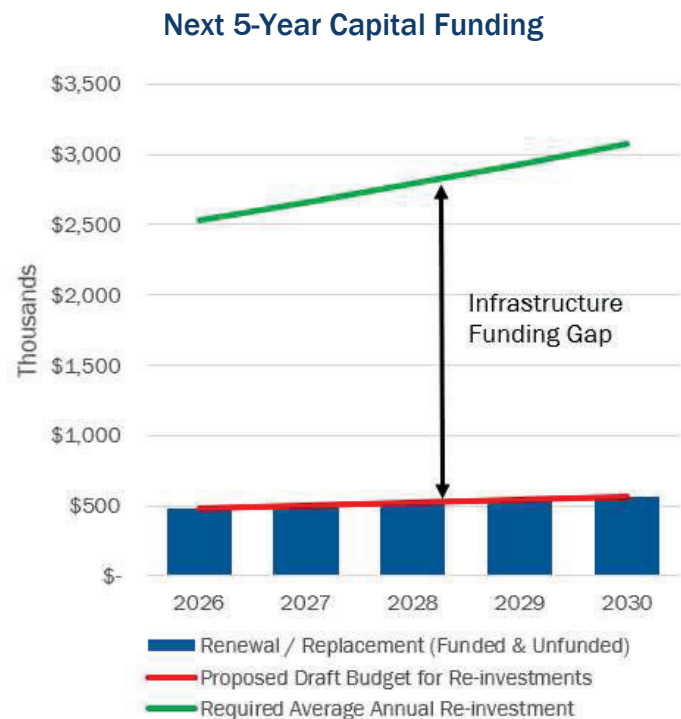
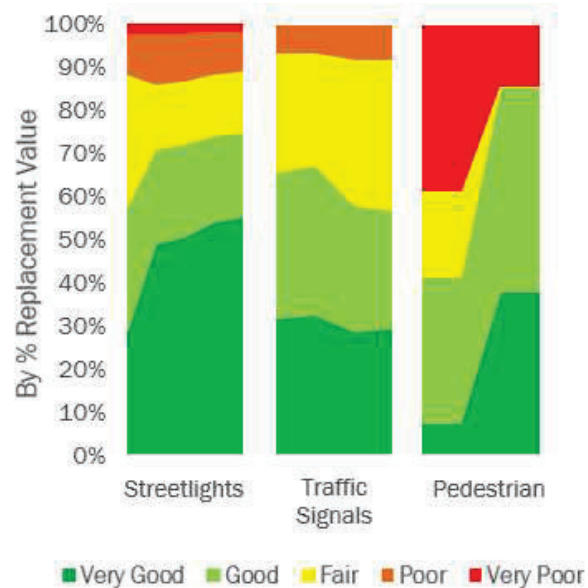
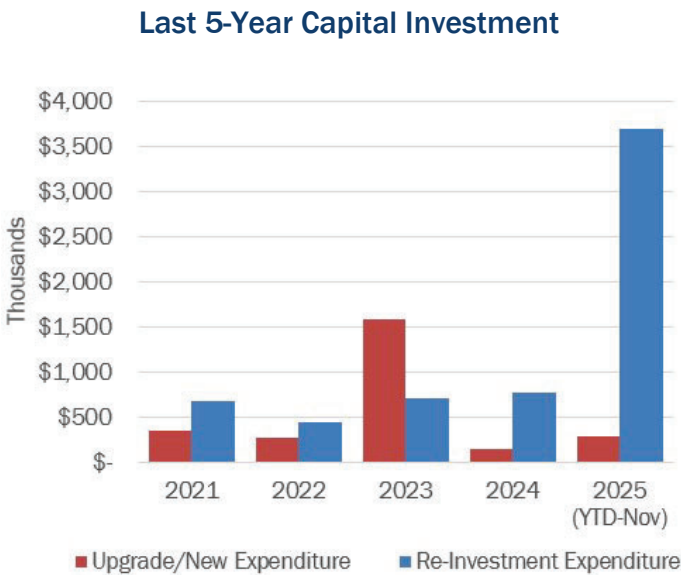
**Estimated Required Funding:**  
Average Annual Re-Investment (AAR) = \$2.5M

**Annual Infrastructure Funding Gap:**  
AAR - Last 5 Years' Avg Re-Investment = \$1.1M

**Approximate Replacement Value  
of Streetlights & Traffic Signals:**  
\$127M

*(Adjusted unit rate based on 2025 capital)*

**Condition:**



**Asset Inventory:**

Asset Type	Est. Amount
Galvanized Poles	2,455
Non-Galvanized Poles	2,323
Total:	4,778
Light Fixtures	Est. Amount
LED	3,161
Non-LED	2,188
Total:	5,349
Traffic Signals	Est. Amount
Signalized Intersections	35
Flashers	8
Pedestrian Controlled	31
Speed Readers	5
Total:	79

**Estimated Required Funding:**

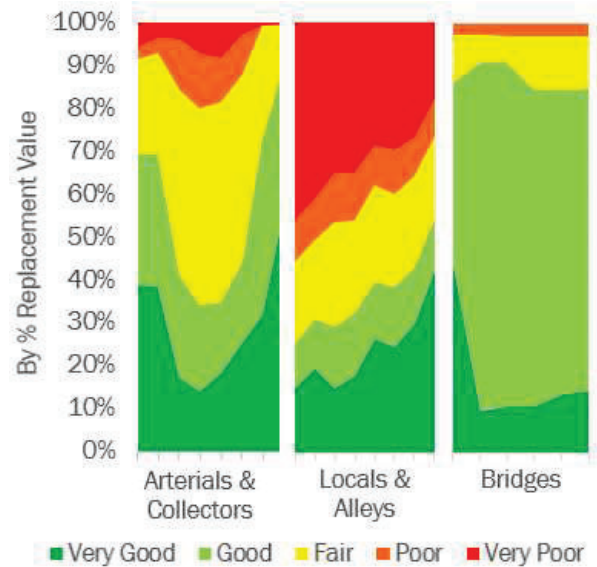
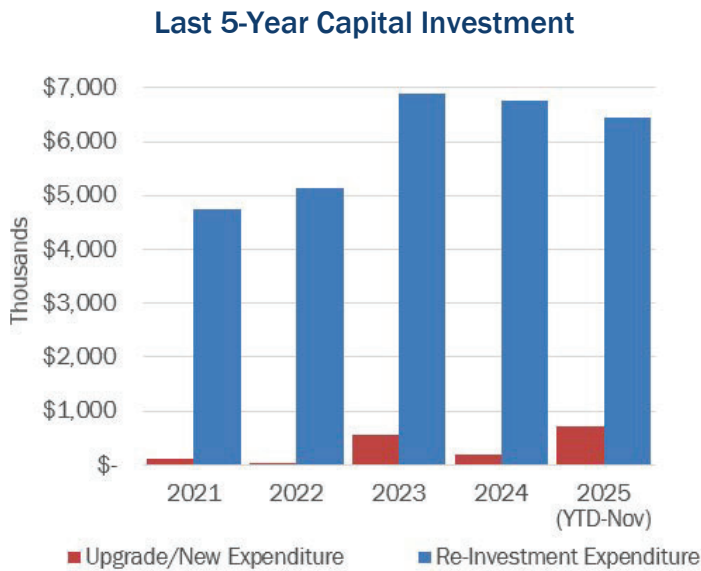
*Average Annual Re-Investment (AAR) = \$10.7M*

**Approximate Replacement Value  
of Road & Bridge Assets: \$863M**

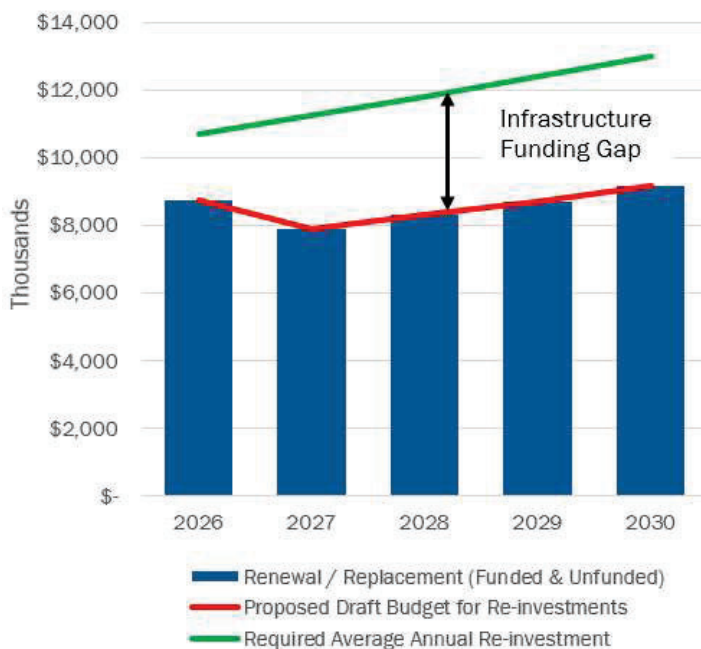
**Annual Infrastructure Funding Gap:**

*AAR - Last 5 Years' Avg Re-Investment = \$4.5M*

**Condition:**



**Next 5-Year Capital Funding**



**Asset Inventory:**

Road Class	Approx. Lane km's
Arterial	324
Major Collector	130
Minor Collector	158
Local	675
Alley	20
Ramps	6
<b>Paved Roads Total:</b>	<b>1,313</b>

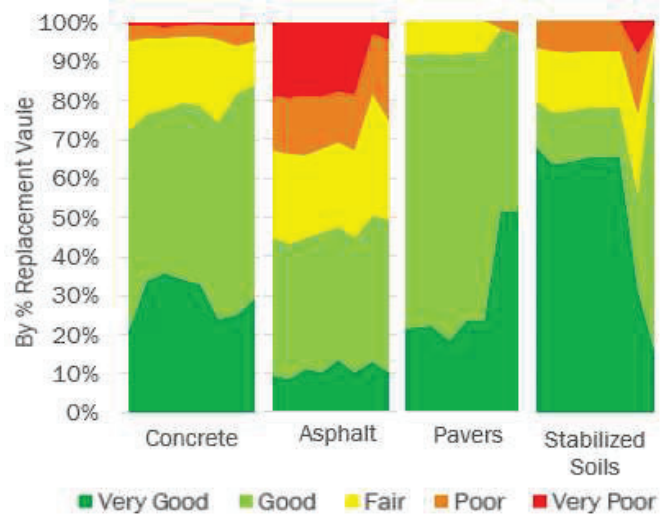
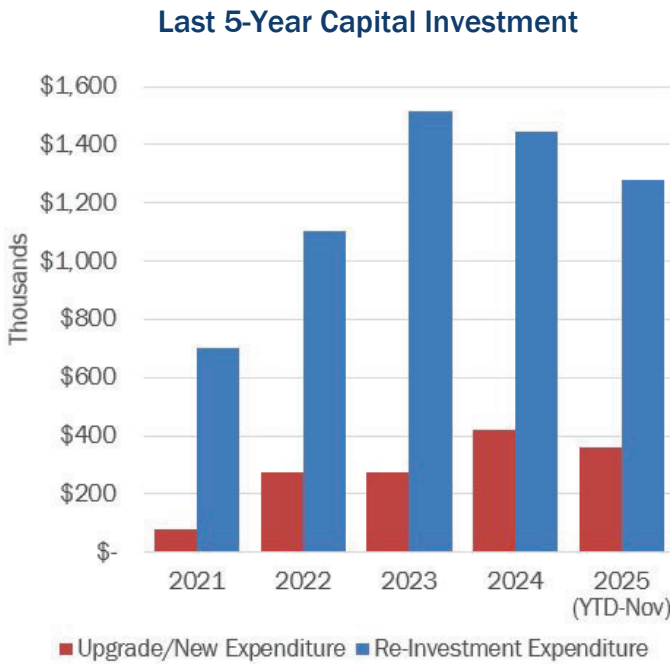
Other	Amount
Intersections	2km <sup>2</sup> (Area)
Gravel Roads/RAP	240 Lane km
Vehicle Bridges	16
Cycle Network:	123km
- Bike Lanes	67km
- Paved Shoulder	52km
- Shared Lanes	4km

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

**Annual Infrastructure Funding Gap:**  
AAR - Last 5 Years' Avg Re-Investment = \$0.2M

**Approximate Replacement Value of  
Sidewalk & Walkway Assets: \$149M**

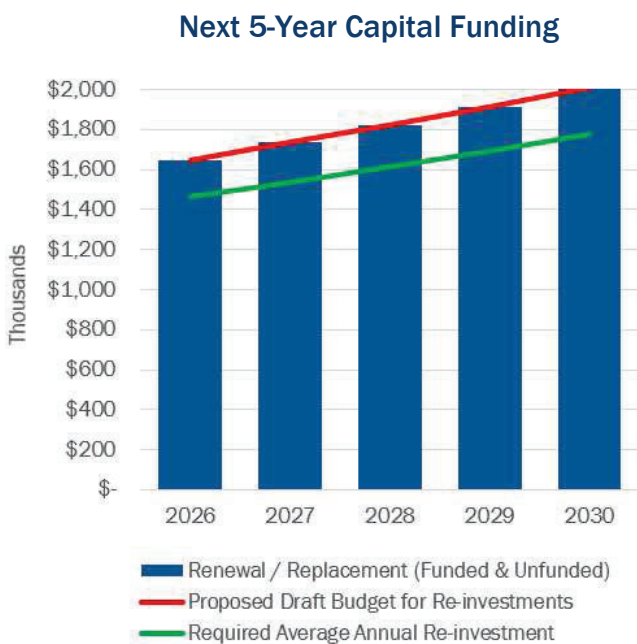
**Condition:**



**Asset Inventory:**

Sidewalks	
Surface Type	Length (km)
Concrete	112
Asphalt	87
Other	3
<b>Total:</b>	<b>202km</b>

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



**Estimated Required Annual Funding:**

*Average Annual Re-Investment (AAR)*

Linear = \$5.5M  
 Facilities = \$0.1M  
 Total = \$5.6M

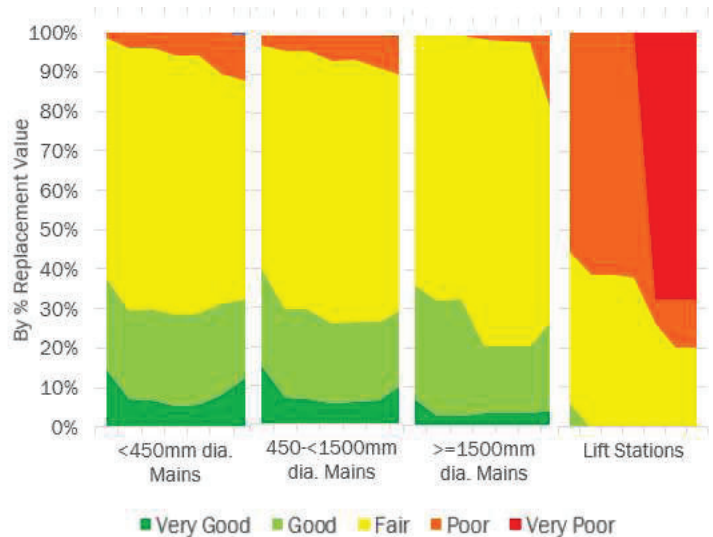
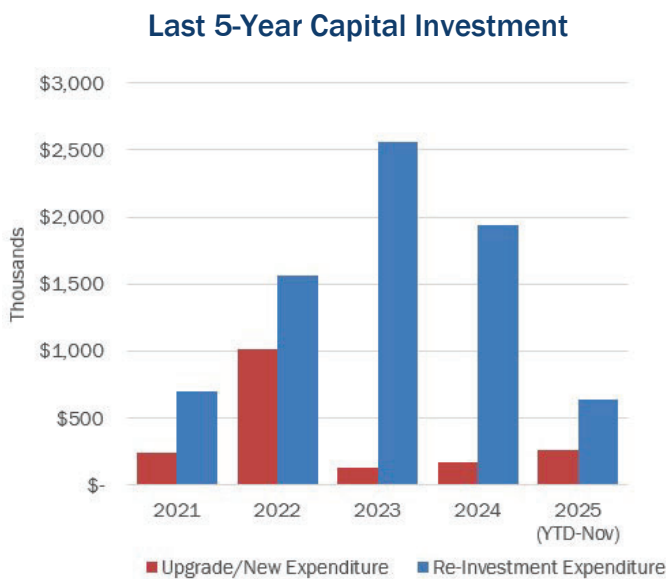
**Approximate Replacement Value of Stormwater Drainage Assets:**

Linear = \$777M  
 Facilities = \$1.9M

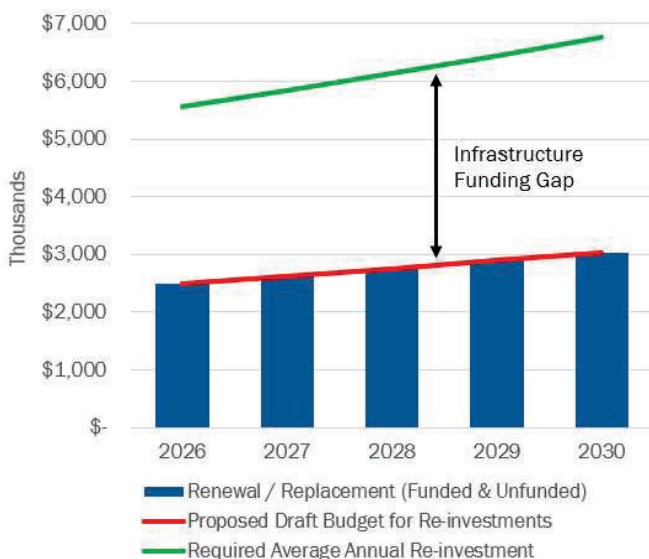
**Annual Infrastructure Funding Gap:**

*AAR - Last 5 Years' Re-Investment = \$3.5M*

**Condition (Mains Based on Age):**



**Next 5-Year Capital Funding**



**Asset Inventory:**

Asset Type	Amount
Gravity Mains	380km
Force Mains	0.2km
Storm Service Connections	45km (3,937)
Catch Basins	6,356
Manholes	4,375
Discharge Points	285
Inlet Structures	236
Storm Lift Stations	6
Storm Ponds/Wetlands	35
Ditches	694km
Culverts	1,134

**Estimated Required Funding:**

*(Average Annual Re-Investment: AAR)*

Linear = \$18.1M  
 Facilities = \$ 2.4M  
 Total = \$20.5M

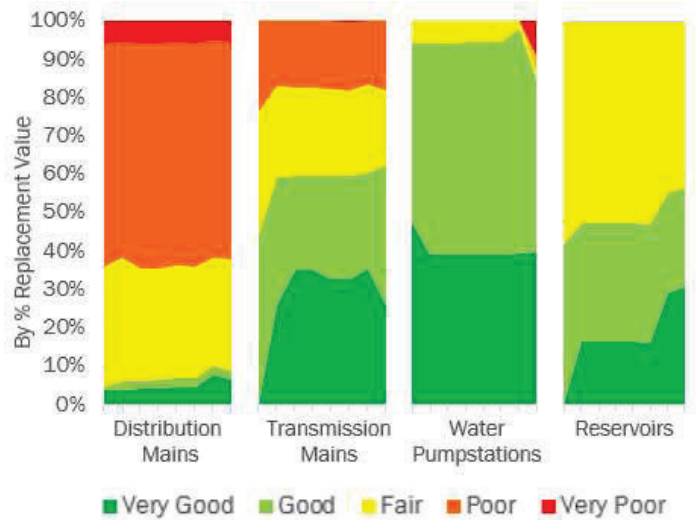
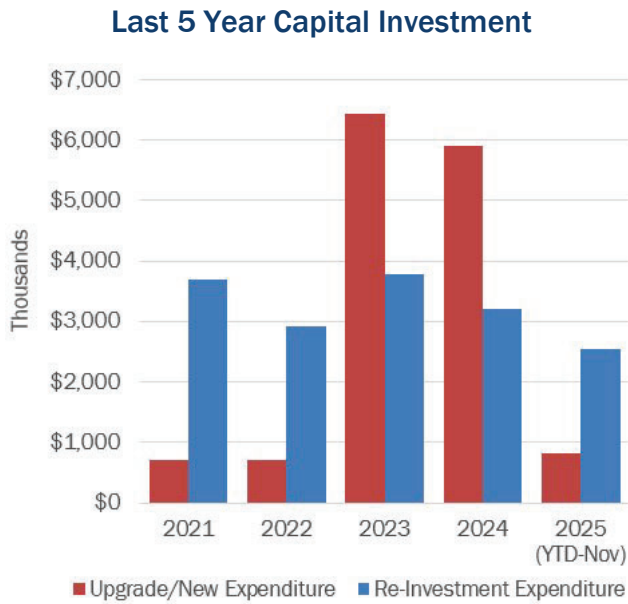
**Approximate Replacement Value of Water Assets:**

Linear = \$1,479M  
 Facilities = \$120M

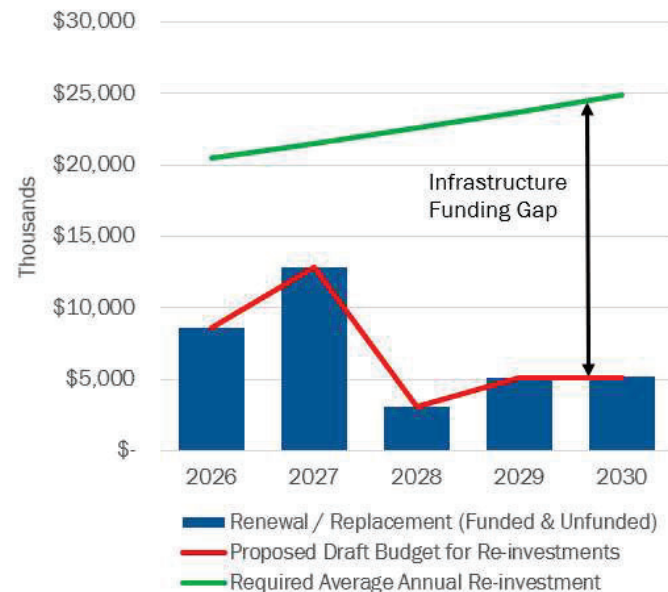
**Annual Infrastructure Funding Gap:**

AAR - Last 5 Years' Avg Re-Investment = \$17M

**Condition (Mains Based on Age):**



**Next 5 Year Capital Funding**



**Asset Inventory:**

Asset Type	Amount
Water Mains	583km
Water Service Connections	244km (28,300)
Booster Stations	9
Wells	7
Reservoirs	16
Pressure Reducing Valves	23
System Valves	8,180
Control Valves	292
Hydrants	2,246
Bulk Water Stations	4

**Estimated Required Funding:**

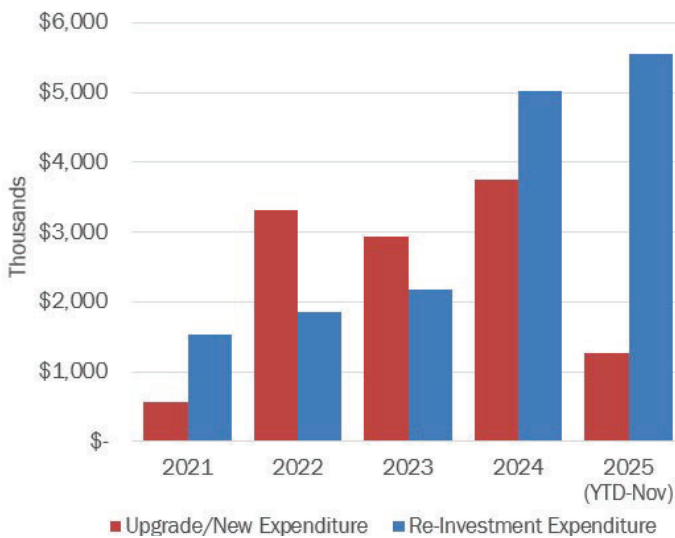
**Average Annual Re-Investment (AAR)**

Linear = \$ 7.0M  
 Facilities = \$ 5.1M  
 Total = \$12.1M

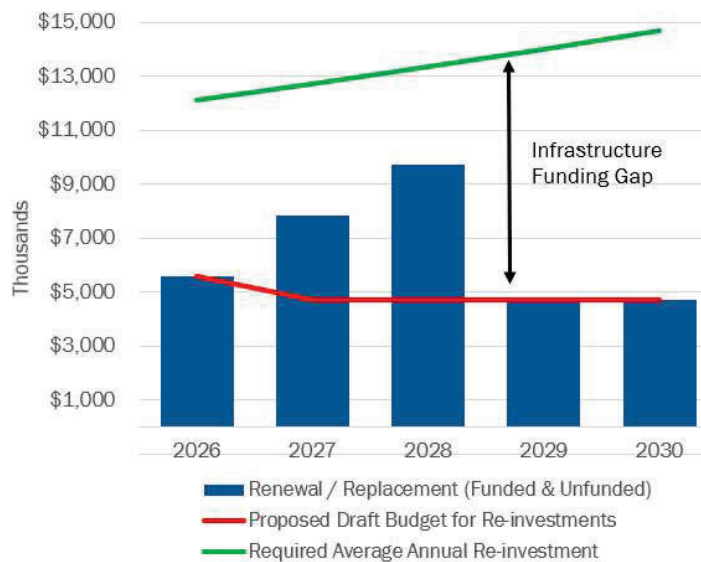
**Annual Infrastructure Funding Gap:**

**AAR - Last 5 Years' Avg Re-Investment = \$8.0M**

**Last 5-Year Capital Investment**



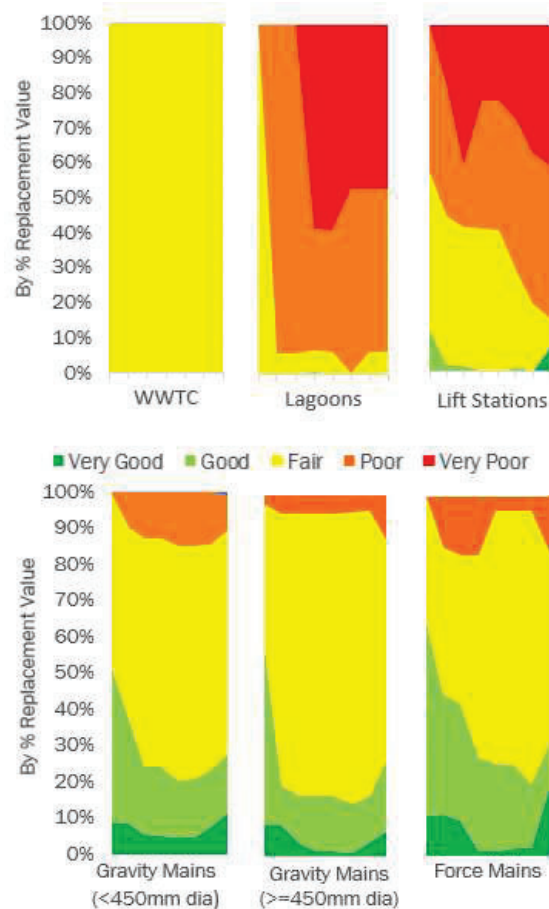
**Next 5-Year Capital Funding**



**Approximate Replacement Value of Sanitary Assets:**

Linear = \$960M  
 Facilities = \$157M

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



**Asset Inventory:**

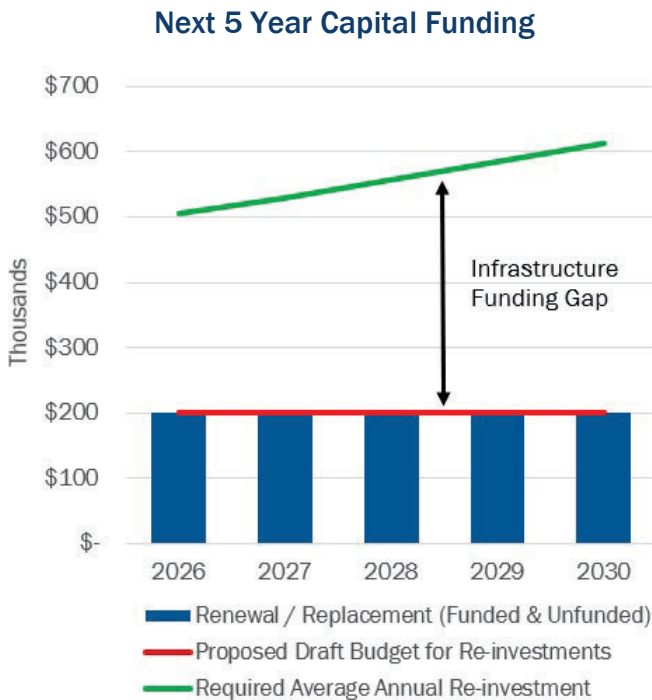
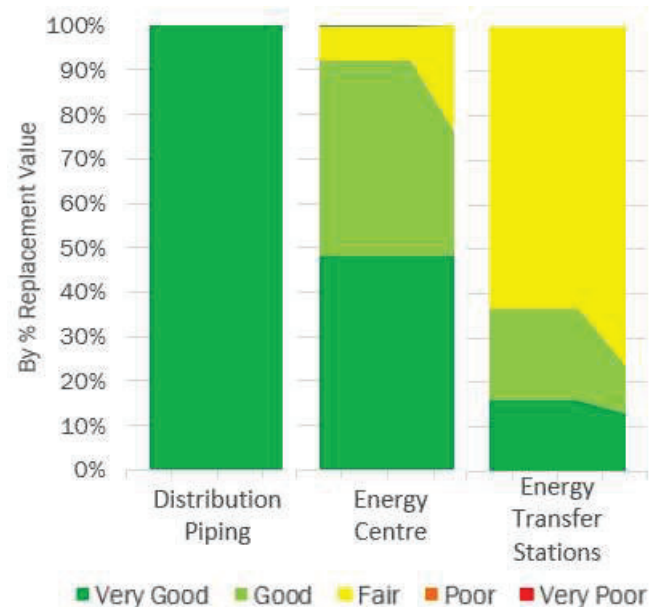
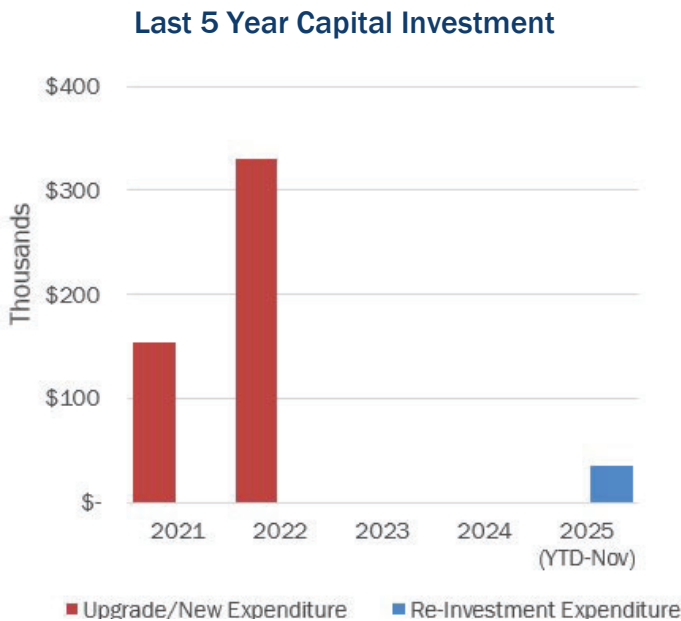
Asset Type	Amount
Gravity Mains	465km
Force Mains	19km
Sewer Service Connections	233km (24,625)
Sewer Lift Stations	31
Wastewater Treatment Centre	1
Treatment Lagoons	5
Sanitary Chambers	10
Sanitary Valves	26
Manholes	5,671

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

**Approximate Replacement Value of  
DRES Assets: \$28M**

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

**Condition:**



**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	2026	2027	2028	2029	2030
<b>1-General Fund</b>							
<b>Cemetery</b>							
1 #3487 Memorial Park Cemetery Expansion	170	5,150	150	5,000	0	0	0
<b>Cemetery Total</b>		<b>5,150</b>	<b>150</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration</b>							
2 #1503 Off-Site Works	171	625	125	125	125	125	125
3 #3188 Climate Action Initiatives	171	1,250	250	250	250	250	250
4 #3508 Heritage Sign Revitalization Project	172	106	106	0	0	0	0
<b>Development Planning and Administration Total</b>		<b>1,981</b>	<b>481</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>
<b>Events &amp; Civic Centre</b>							
5 #3453 PG Conference and Civic Centre Kitchen	173	492	85	91	98	105	113
6 #3454 PG Conference and Civic Centre Furniture &	173	492	85	91	98	105	113
7 #3485 Prince George Conference and Civic Centre AV System Upgrade	174	906	306	600	0	0	0
8 #3489 Prince George Conference & Civic Centre Signage Improvements	174	704	129	575	0	0	0
<b>Events &amp; Civic Centre Total</b>		<b>2,594</b>	<b>605</b>	<b>1,357</b>	<b>196</b>	<b>210</b>	<b>226</b>
<b>Exhibition Park &amp; Community Arenas</b>							
9 #3452 CN Centre Kin Arenas Kitchen Equipment Renewal	175	492	85	91	98	105	113
10 #3471 Arenas Replace Kevlar Nets	175	213	65	54	94	0	0
11 #3476 Exhibition Park Utility Vehicle New	176	57	57	0	0	0	0
12 #3477 CN Centre Zamboni Ice Resurfacers New	176	250	250	0	0	0	0
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>1,012</b>	<b>457</b>	<b>145</b>	<b>192</b>	<b>105</b>	<b>113</b>
<b>Facility Maintenance</b>							
13 #3208 Janitorial Equipment Floor Scrubbers Replacement	177	222	0	14	40	101	67
14 #3342 Emergency Infrastructure Reinvestment - General	177	2,500	500	500	500	500	500
15 #3432 Civic Facilities HVAC System Renewal	178	1,964	339	364	391	420	450
16 #3433 Civic Facilities Electrical System Renewal	178	1,741	300	323	346	372	400
17 #3434 Civic Facilities Plumbing System Renewal	179	1,964	339	364	391	420	450
18 #3488 CN Centre Intrusion and CCTV Upgrade	179	269	269	0	0	0	0
19 #3491 Civic Facilities Building Systems Renewal	180	1,742	300	322	347	373	400
<b>Facility Maintenance Total</b>		<b>10,402</b>	<b>2,047</b>	<b>1,887</b>	<b>2,015</b>	<b>2,186</b>	<b>2,267</b>

in thousands (000)

Fund	# Project	Page	Cost	2026	2027	2028	2029	2030
<b>Fire &amp; Rescue Services</b>								
	20 #3406 Fire Services Hose Renewal	181	100	0	50	0	50	0
	21 #3465 Self Contained Breathing Apparatus (SCBA) Replacement	181	324	60	63	77	78	47
<b>Fire &amp; Rescue Services Total</b>			<b>424</b>	<b>60</b>	<b>113</b>	<b>77</b>	<b>128</b>	<b>47</b>
<b>Fleet Services</b>								
	22 #0431 Mobile Equipment Replacement	182	23,665	4,125	3,728	5,889	4,304	5,619
	23 #3226 Fleet Shop Equipment Replacement	182	500	100	100	100	100	100
<b>Fleet Services Total</b>			<b>24,165</b>	<b>4,225</b>	<b>3,828</b>	<b>5,989</b>	<b>4,404</b>	<b>5,719</b>
<b>IT Services</b>								
	24 #0715 IT Maintenance	183	1,374	364	262	226	284	238
	25 #0720 IT Upgrades	183	1,815	383	470	702	135	125
	26 #0724 IT Renewal	184	2,969	1,117	720	572	335	225
	27 #0727 IT New	184	2,821	676	615	440	492	598
	28 #3473 Kin Centre Wi-Fi New	185	250	250	0	0	0	0
<b>IT Services Total</b>			<b>9,229</b>	<b>2,790</b>	<b>2,067</b>	<b>1,940</b>	<b>1,246</b>	<b>1,186</b>
<b>Off-Street Parking</b>								
	29 #3456 Paid Parking Lot Renewal	186	190	0	190	0	0	0
<b>Off-Street Parking Total</b>			<b>190</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks</b>								
	30 #0311 Tree Planting Greening the City	187	320	58	61	64	67	71
	31 #0382 Nature Park Upgrades	187	276	50	53	55	58	61
	32 #0931 Boulevard Upgrades	188	1,023	185	194	204	214	225
	33 #1097 Trails Renewal	188	1,658	300	315	331	347	365
	34 #1499 Trails and Paths New	189	1,308	0	304	318	335	351
	35 #1378 Playground Renewal	189	290	290	0	0	0	0
	36 #1384 Rainbow Park Washroom New	190	700	700	0	0	0	0
	37 #1385 Park Washroom Renewal	190	500	500	0	0	0	0
	38 #3276 Carrie Jane Gray Park Upgrade	191	4,400	2,500	750	1,150	0	0
	39 #3332 Ball Diamond and Sport Field Renewal	192	5,245	950	998	1,047	1,100	1,150
	40 #3391 Gravel Parking Lot Renewal	193	414	75	79	83	87	91
	41 #3392 Hard Surface Court Renewal	194	1,381	250	263	276	289	304
	42 #3470 Parks Building Renewal Program	194	500	100	100	100	100	100
	43 #3484 Gorse St Parks Yard Greenhouse Demolition	195	150	150	0	0	0	0
<b>Parks Total</b>			<b>18,166</b>	<b>6,108</b>	<b>3,116</b>	<b>3,627</b>	<b>2,598</b>	<b>2,717</b>

in thousands (000)

Fund	# Project	Page	Cost	2026	2027	2028	2029	2030
<b>Project Delivery</b>								
	44 #1467 Accessibility Upgrades	196	750	150	150	150	150	150
	45 #3331 Parking Lot Renewal	197	1,408	608	200	200	200	200
	46 #3459 CN Centre Building Envelope Renewal	197	15,860	6,777	9,070	13	0	0
	47 #3497 Prince George Conference & Civic Centre Elevator Renewal	198	880	880	0	0	0	0
	48 #3499 18th Ave City Yard Overhead Crane	198	282	282	0	0	0	0
	49 #3500 18th Ave Yard Carpentry Shop Dust Collection Renewal	199	110	110	0	0	0	0
	50 #3501 Library Mechanical Room Hoist Replacement	199	89	89	0	0	0	0
	51 #3503 Civic Facilities Roof Replacements 2026-2030	200	2,450	2,450	0	0	0	0
	52 #3504 18th Ave Yard Electrical Shop Mezzanine	200	110	110	0	0	0	0
	53 #3505 Kin 1 & 2 Lighting Replacement	201	693	693	0	0	0	0
	54 #3506 650 Dominion St Demolition	201	1,400	1,400	0	0	0	0
	55 #3509 Canfor Leisure Pool Corrections	202	2,800	165	2,635	0	0	0
<b>Project Delivery Total</b>			<b>26,832</b>	<b>13,714</b>	<b>12,055</b>	<b>363</b>	<b>350</b>	<b>350</b>
<b>Roads</b>								
	56 #0399 Road Rehabilitation	203	40,339	7,300	7,665	8,049	8,451	8,874
	57 #0670 Hwy 97/22nd and Griffiths Upgrade	203	5,250	250	5,000	0	0	0
	58 #1093 Sidewalk and Walkway Renewal	204	9,134	1,650	1,736	1,823	1,914	2,010
	59 #1292 Bus Bay Pullouts New	204	2,210	400	420	441	463	486
	60 #1489 Sidewalks New	205	2,556	460	486	511	536	563
	61 #3366 General Bridge Renewal	205	1,278	230	243	255	268	281
	62 #3469 Ospika Blvd. & Tyner Blvd. Roundabout New	206	2,500	2,500	0	0	0	0
	63 #3483 Willowbrook and Hardy Road Bridge	207	1,200	1,200	0	0	0	0
<b>Roads Total</b>			<b>64,467</b>	<b>13,990</b>	<b>15,551</b>	<b>11,079</b>	<b>11,632</b>	<b>12,214</b>
<b>Storm Drainage</b>								
	64 #0859 Watershed Monitoring Stations New	208	35	35	0	0	0	0
	65 #1500 Drainage Upgrades	208	661	120	126	132	138	145
	66 #3321 Stormwater System Renewal	209	13,814	2,500	2,625	2,756	2,894	3,039
	67 #3411 Stormwater System Upgrade	209	1,407	250	268	282	296	311
	68 #3412 Stormwater System New	210	1,105	200	210	221	232	243
<b>Storm Drainage Total</b>			<b>17,022</b>	<b>3,105</b>	<b>3,229</b>	<b>3,391</b>	<b>3,560</b>	<b>3,738</b>

in thousands (000)

<b>Fund</b>	<b># Project</b>	<b>Page</b>	<b>Cost</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Street Lighting</b>								
	69 #1222 Crescents Street Lighting New	211	2,378	430	452	475	498	523
	70 #3116 Street Light Renewal	211	2,210	400	420	441	463	486
<b>Street Lighting Total</b>			<b>4,588</b>	<b>830</b>	<b>872</b>	<b>916</b>	<b>961</b>	<b>1,009</b>
<b>Transportation &amp; Technical Services</b>								
	71 #3219 Pedestrian/Traffic Safety Upgrades	212	2,500	500	500	500	500	500
	72 #3249 Traffic Controller and Signal Optical Detection	212	400	80	80	80	80	80
	73 #3278 Pidherny Recreation Site Improvements	213	335	335	0	0	0	0
	74 #3290 Westgate and Hwy 16 Upgrade	213	200	200	0	0	0	0
<b>Transportation &amp; Technical Services Total</b>			<b>3,435</b>	<b>1,115</b>	<b>580</b>	<b>580</b>	<b>580</b>	<b>580</b>
<b>1-General Fund Total</b>			<b>189,657</b>	<b>49,677</b>	<b>50,365</b>	<b>30,740</b>	<b>28,334</b>	<b>30,541</b>

in thousands (000)

Fund	# Project	Page	Cost	2026	2027	2028	2029	2030
<b>2-District Energy Fund</b>								
<b>District Energy</b>								
	75 #3410 District Energy System Renewal	214	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>								
	76 #0511 PW117 Tomlin Road Forcemain Upgrade	215	3,000	3,000	0	0	0	0
	77 #1031 Sanitary Collection System Renewal	215	6,000	1,200	1,200	1,200	1,200	1,200
	78 #1168 Mobile Equipment Replacement - Sewer	216	3,753	203	1,151	1,823	313	263
	79 #1196 Gravity Sanitary Sewer Main Extension Southridge to PW125 Park Drive New	216	4,200	200	4,000	0	0	0
	80 #1492 Sanitary Forcemain and Liftstations Upgrade	217	2,550	950	400	400	400	400
	81 #3221 Wastewater Treatment Plant Renewal	217	9,000	1,800	1,800	1,800	1,800	1,800
	82 #3224 Wastewater Treatment Plant Components New	218	3,250	650	650	650	650	650
	83 #3328 Sanitary Lagoon Re-Routing New	218	3,900	975	975	975	975	0
	84 #3329 Sanitary Forcemain and Liftstation Renewal	219	5,400	1,500	975	975	975	975
	85 #3372 Emergency Infrastructure Reinvestment Sewer	219	2,500	500	500	500	500	500
	86 #3393 Lagoon Components Renewal	220	1,600	600	250	250	250	250
	87 #3413 Sanitary Collection System New	220	1,250	250	250	250	250	250
	88 #3414 Sanitary Collection System Upgrade	221	1,026	0	237	250	263	276
	89 #3466 WWTC Utility Vehicle New	221	57	57	0	0	0	0
<b>Sewer Operations Total</b>			<b>47,486</b>	<b>11,885</b>	<b>12,388</b>	<b>9,073</b>	<b>7,576</b>	<b>6,564</b>
<b>3-Sewer Fund Total</b>			<b>47,486</b>	<b>11,885</b>	<b>12,388</b>	<b>9,073</b>	<b>7,576</b>	<b>6,564</b>

in thousands (000)

<b>Fund</b>	<b># Project</b>	<b>Page</b>	<b>Cost</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>4-Water Fund</b>								
<b>Water Operations</b>								
	90 #0603 PW605 Wilson Park Well Upgrade	222	8,700	975	7,725	0	0	0
	91 #1169 Mobile Equipment Replacement Water	222	2,048	203	658	108	674	406
	92 #1391 Construction Tools and Equipment	223	125	25	25	25	25	25
	93 #3184 Water Facilities New	223	900	500	100	100	100	100
	94 #3185 Water Facilities Renewal	224	3,000	600	600	600	600	600
	95 #3330 Water Facilities Upgrade	224	3,000	600	600	600	600	600
	96 #3373 Emergency Infrastructure Reinvestment Water	225	2,500	500	500	500	500	500
	97 #3415 Water Distribution System Renewal	225	16,500	2,500	4,000	2,000	4,000	4,000
	98 #3416 Water Distribution System New	226	6,200	1,200	800	1,400	800	2,000
	99 #3467 Thermal Imaging Camera & Ultrasound Equipment	226	73	73	0	0	0	0
	100 #3472 Southridge Watermain Replacement	227	4,000	4,000	0	0	0	0
<b>Water Operations Total</b>			<b>47,046</b>	<b>11,176</b>	<b>15,008</b>	<b>5,333</b>	<b>7,299</b>	<b>8,231</b>
<b>4-Water Fund Total</b>			<b>47,046</b>	<b>11,176</b>	<b>15,008</b>	<b>5,333</b>	<b>7,299</b>	<b>8,231</b>
<b>Grand Total</b>			<b>285,188</b>	<b>72,937</b>	<b>77,961</b>	<b>45,346</b>	<b>43,409</b>	<b>45,535</b>

in thousands (000)

Fund # Project	Page	Cost	2026	2027	2028	2029	2030
<b>1-General Fund</b>							
<b>Aquatics</b>							
1 #3479 Canfor Leisure Pool Replace Sauna Wood	228	50	0	0	0	0	50
2 #3480 Canfor Leisure Pool Lobby Furniture	228	25	0	0	0	0	25
3 #3492 Canfor Leisure Pool Replace Gutter Grating	229	200	0	0	200	0	0
<b>Aquatics Total</b>		<b>275</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>75</b>
<b>Development Planning and Administration</b>							
4 #3463 City 3D Software	230	600	600	0	0	0	0
<b>Development Planning and Administration Total</b>		<b>600</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre</b>							
5 #3475 Prince George Conference & Civic Centre Bleachers Replacement	231	855	0	855	0	0	0
<b>Events &amp; Civic Centre Total</b>		<b>855</b>	<b>0</b>	<b>855</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas</b>							
6 #1390 Exhibition Park Replace Fencing	232	150	0	0	0	150	0
7 #1418 Kopar Memorial Arena -Replace Skate Floor	232	175	0	0	0	175	0
8 #3474 Kopar Memorial Arena Zamboni Blade	232	75	0	75	0	0	0
9 #3482 CN Centre Video Score Clock Replacement	233	650	0	0	650	0	0
10 #3493 CN Centre Digital Signage Upgrade	233	500	0	0	500	0	0
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>1,550</b>	<b>0</b>	<b>75</b>	<b>1,150</b>	<b>325</b>	<b>0</b>
<b>Facility Maintenance</b>							
11 #1487 Pine Valley New Irrigation System	234	3,992	0	0	3,992	0	0
12 #3462 Kopar Memorial Arena Score Clock Replacement	234	450	450	0	0	0	0
<b>Facility Maintenance Total</b>		<b>4,442</b>	<b>450</b>	<b>0</b>	<b>3,992</b>	<b>0</b>	<b>0</b>
<b>Infrastructure Planning &amp; Engineering</b>							
13 #0697 South Ft George Flood Protection	235	2,900	0	0	1,000	900	1,000
14 #0701 Flood Protect Various Risk Areas	235	2,535	0	0	1,535	1,000	0
<b>Infrastructure Planning &amp; Engineering Total</b>		<b>5,435</b>	<b>0</b>	<b>0</b>	<b>2,535</b>	<b>1,900</b>	<b>1,000</b>
<b>Parks</b>							
15 #0644 Hwy 16/97 Landscaping Upgrade	236	400	0	0	400	0	0
16 #0853 Lower Patricia Greenway Upgrade	236	904	0	0	0	372	532
17 #1140 Ospika/Tabor Blvd Irrigation New	237	100	0	0	100	0	0
18 #1192 Hart Connector Trail New	237	2,000	0	2,000	0	0	0
19 #3039 Cpl Darren Fitzpatrick Bravery Park Washroom New	238	300	0	0	0	0	300
20 #3242 Little Prince Train Shelter Replacement	238	1,200	1,200	0	0	0	0
<b>Parks Total</b>		<b>4,904</b>	<b>1,200</b>	<b>2,000</b>	<b>500</b>	<b>372</b>	<b>832</b>

in thousands (000)

Fund # Project	Page	Cost	2026	2027	2028	2029	2030
<b>Project Delivery</b>							
21 #3399 Plaza Parkade Renewal	239	11,892	0	11,892	0	0	0
22 #3458 5th Ave Parkade Rooftop Renewal	240	3,071	0	3,071	0	0	0
23 #3495 City Hall IT Cable Replacement	240	375	0	131	244	0	0
24 #3496 Kopar Memorial Arena Mold Abatement	241	2,202	0	2,202	0	0	0
25 #3502 City Hall HVAC Upgrade	241	8,810	0	3,317	5,473	20	0
<b>Project Delivery Total</b>		<b>26,350</b>	<b>0</b>	<b>20,613</b>	<b>5,717</b>	<b>20</b>	<b>0</b>
<b>Roads</b>							
26 #1208 Tyner University Heights Turn Lanes Upgrade	242	1,250	0	0	0	150	1,100
27 #1210 Tyner Blvd Traffic Signal New	242	650	0	0	0	150	500
28 #1218 Hwy 16 and Ferry Ave Intersection Upgrade	243	4,500	0	0	0	3,500	1,000
29 #3468 University Way & Ceremonial Loop Roundabout New	243	2,000	0	2,000	0	0	0
<b>Roads Total</b>		<b>8,400</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>3,800</b>	<b>2,600</b>
<b>Storm Drainage</b>							
30 #0677 Aberdeen Retention Pond New	244	125	0	125	0	0	0
31 #0678 Shamrock Rd Storm Trunk New	244	480	0	0	60	420	0
32 #0679 BCR Danson Storm Outfall Upgrade	245	450	0	0	70	380	0
33 #0680 Noranda Rd Retention Pond New	245	430	0	0	0	430	0
34 #0681 College Heights Storm System Upgrades	246	1,200	0	1,200	0	0	0
35 #0682 Gladstone Detention Pond New	246	2,650	0	0	2,650	0	0
36 #1112 Meyer Rd Storm Sewer New	247	390	0	390	0	0	0
37 #1116 University Heights to Range Rd Storm Sewer New	247	2,000	0	0	2,000	0	0
38 #1439 Winnipeg Street Storm Drainage Treatment	248	4,400	0	200	200	4,000	0
39 #3379 Parkridge Creek Domano Blvd Crossing Upgrade	248	1,500	0	100	1,400	0	0
<b>Storm Drainage Total</b>		<b>13,625</b>	<b>0</b>	<b>2,015</b>	<b>6,380</b>	<b>5,230</b>	<b>0</b>
<b>Transportation &amp; Technical Services</b>							
40 #1122 Downtown Transit Exchange New	249	525	0	525	0	0	0
41 #1133 Ferry/Upland/Lansdowne Intersection Upgrade	249	4,227	0	0	552	3,675	0
42 #1209 Tyner Blvd Bus Pullouts New	250	375	0	0	50	325	0
<b>Transportation &amp; Technical Services Total</b>		<b>5,127</b>	<b>0</b>	<b>525</b>	<b>602</b>	<b>4,000</b>	<b>0</b>
<b>1-General Fund Total</b>		<b>71,563</b>	<b>2,250</b>	<b>28,083</b>	<b>21,076</b>	<b>15,647</b>	<b>4,507</b>

in thousands (000)

Fund # Project	Page	Cost	2026	2027	2028	2029	2030
<b>3-Sewer Fund</b>							
<b>Sewer Operations</b>							
43 #0536 Nordic/Chestnut Sanitary Extension New	251	1,700	0	0	0	200	1,500
44 #0537 North/Central Sanitary Relief New	251	900	0	0	900	0	0
45 #0538 Otway/Tabor Sanitary Relief New	252	410	0	0	410	0	0
46 #0539 Cranbrook Hill Sanitary Trunk New	252	500	0	0	0	500	0
47 #0901 Blackburn Lagoon System Upgrades	253	2,200	0	1,200	1,000	0	0
48 #3222 PW101 Victoria & Milburn Sanitary Liftstation Renewal	253	6,000	0	3,000	3,000	0	0
49 #3223 PW102 Lower Patricia Sanitary Liftstation Renewal	254	2,100	0	100	2,000	0	0
<b>Sewer Operations Total</b>		<b>13,810</b>	<b>0</b>	<b>4,300</b>	<b>7,310</b>	<b>700</b>	<b>1,500</b>
<b>3-Sewer Fund Total</b>		<b>13,810</b>	<b>0</b>	<b>4,300</b>	<b>7,310</b>	<b>700</b>	<b>1,500</b>
<b>4-Water Fund</b>							
<b>Water Operations</b>							
50 #0087 Lower Hart Water Main New	255	3,200	0	200	3,000	0	0
51 #0602 PW805 Cranbrook Hill to PW 660 Fishtrap	256	5,000	0	0	0	500	4,500
52 #0743 River Rd Water Main New	256	2,300	0	0	2,300	0	0
53 #1109 Central Hart Water New	257	3,000	0	0	3,000	0	0
54 #1227 Pressure Zone 2 Reservoir New	257	4,000	0	0	0	0	4,000
55 #1228 PW619 Inverness Pump New	258	1,150	0	1,150	0	0	0
56 #1237 West Noranda Water Main New	258	150	0	150	0	0	0
57 #1238 Noranda Rd East Water Main New	258	1,000	0	1,000	0	0	0
58 #3186 Repurpose PW601/Decommission PW602	259	8,100	0	0	100	4,000	4,000
59 #3298 Pump Station PW614 Giscome Rd Renewal	259	100	0	0	0	0	100
60 #3490 Water Stations Decommission / Disposal	260	1,000	0	1,000	0	0	0
<b>Water Operations Total</b>		<b>29,000</b>	<b>0</b>	<b>3,500</b>	<b>8,400</b>	<b>4,500</b>	<b>12,600</b>
<b>4-Water Fund Total</b>		<b>29,000</b>	<b>0</b>	<b>3,500</b>	<b>8,400</b>	<b>4,500</b>	<b>12,600</b>
<b>Grand Total</b>		<b>114,373</b>	<b>2,250</b>	<b>35,883</b>	<b>36,786</b>	<b>20,847</b>	<b>18,607</b>

in thousands (000)

Fund # Project	Page	Cost	2031	2032	2033	2034	2035
<b>1-General Fund</b>							
<b>Development Planning and Administration</b>							
1 #1503 Off-Site Works	261	625	125	125	125	125	125
2 #3188 Climate Action Initiatives	261	1,250	250	250	250	250	250
<b>Development Planning and Administration Total</b>		<b>1,875</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>
<b>Events &amp; Civic Centre</b>							
3 #3453 PG Conference and Civic Centre Kitchen	262	702	121	130	140	151	160
4 #3454 PG Conference and Civic Centre Furniture & Equipment Renewal	262	702	121	130	140	151	160
<b>Events &amp; Civic Centre Total</b>		<b>1,404</b>	<b>242</b>	<b>260</b>	<b>280</b>	<b>302</b>	<b>320</b>
<b>Exhibition Park &amp; Community Arenas</b>							
5 #3452 CN Centre Kin Arenas Kitchen Equipment	263	702	121	130	140	151	160
<b>Exhibition Park &amp; Community Arenas Total</b>		<b>702</b>	<b>121</b>	<b>130</b>	<b>140</b>	<b>151</b>	<b>160</b>
<b>Facility Maintenance</b>							
6 #3208 Janitorial Equipment Floor Scrubbers	264	335	67	67	67	67	67
7 #3342 Emergency Infrastructure Reinvestment - General	264	2,500	500	500	500	500	500
8 #3432 Civic Facilities HVAC System Renewal	265	2,808	484	520	559	600	645
9 #3433 Civic Facilities Electrical System Renewal	265	2,491	430	462	495	532	572
10 #3434 Civic Facilities Plumbing System Renewal	266	2,808	484	520	559	600	645
11 #3491 Civic Facilities Building Systems Renewal	266	2,491	430	462	495	532	572
<b>Facility Maintenance Total</b>		<b>13,433</b>	<b>2,395</b>	<b>2,531</b>	<b>2,675</b>	<b>2,831</b>	<b>3,001</b>
<b>Fleet Services</b>							
12 #0431 Mobile Equipment Replacement	267	13,656	2,809	3,163	2,174	2,371	3,139
13 #3226 Fleet Shop Equipment Replacement	267	500	100	100	100	100	100
<b>Fleet Services Total</b>		<b>14,156</b>	<b>2,909</b>	<b>3,263</b>	<b>2,274</b>	<b>2,471</b>	<b>3,239</b>
<b>IT Services</b>							
14 #0715 IT Maintenance	268	1,366	276	265	278	242	305
15 #0720 IT Upgrades	268	1,122	255	112	167	373	215
16 #0724 IT Renewal	269	1,458	260	278	188	447	285
17 #0727 IT New	269	2,313	374	934	363	512	130
<b>IT Services Total</b>		<b>6,258</b>	<b>1,165</b>	<b>1,589</b>	<b>995</b>	<b>1,574</b>	<b>935</b>
<b>Parks</b>							
18 #0311 Tree Planting Greening the City	270	409	74	78	82	86	90
19 #0382 Nature Park Upgrades	270	352	64	67	70	74	78
20 #0931 Boulevard Upgrades	271	1,305	236	248	260	273	287
21 #1097 Trails Renewal	271	2,116	383	402	422	443	465
22 #1499 Trails and Paths New	271	2,035	368	387	406	426	448

in thousands (000)

Fund # Project	Page	Cost	2031	2032	2033	2034	2035
<b>1-General Fund</b>							
23 #3332 Ball Diamond and Sport Field Renewal	272	6,686	1,200	1,275	1,336	1,400	1,475
24 #3391 Gravel Parking Lot Renewal	272	529	96	101	106	111	116
25 #3392 Hard Surface Court Renewal	273	1,763	319	335	352	369	388
26 #3470 Parks Building Renewal Program	273	500	100	100	100	100	100
<b>Parks Total</b>		<b>15,695</b>	<b>2,840</b>	<b>2,992</b>	<b>3,134</b>	<b>3,282</b>	<b>3,447</b>
<b>Project Delivery</b>							
27 #1467 Accessibility Upgrades	274	750	150	150	150	150	150
28 #3331 Parking Lot Renewal	274	1,000	200	200	200	200	200
<b>Project Delivery Total</b>		<b>1,750</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>
<b>Roads</b>							
29 #0167 Road Widening Austin Rd West Upgrade	275	5,250	250	5,000	0	0	0
30 #0399 Road Rehabilitation	275	51,483	9,317	9,783	10,272	10,786	11,325
31 #0665 Ring Rd Dangerous Goods Route New	276	8,200	0	200	1,000	7,000	0
32 #0668 Glengarry Rd Extension New	276	1,400	0	300	1,100	0	0
33 #0672 Glen Lyon Way Extension New	276	2,000	0	200	1,800	0	0
34 #0673 Malaspina Cowart Connector New	277	6,000	1,000	5,000	0	0	0
35 #0676 Ospika Connector New	277	30,000	10,000	10,000	10,000	0	0
36 #1093 Sidewalk and Walkway Renewal	278	11,662	2,111	2,216	2,327	2,443	2,565
37 #1211 Tyner Blvd Four-Laning	278	10,200	5,100	5,100	0	0	0
38 #1292 Bus Bay Pullouts New	278	2,818	510	536	562	590	620
39 #1489 Sidewalks New	279	3,266	591	621	652	684	718
40 #3366 General Bridge Renewal	279	1,633	295	310	326	342	359
<b>Roads Total</b>		<b>133,911</b>	<b>29,174</b>	<b>39,266</b>	<b>28,038</b>	<b>21,846</b>	<b>15,588</b>
<b>Storm Drainage</b>							
41 #1500 Drainage Upgrades	280	844	153	160	168	177	186
42 #3210 1st Ave Flood Pump Station New	280	1,850	150	1,700	0	0	0
43 #3321 Stormwater System Renewal	281	17,631	3,191	3,350	3,518	3,694	3,878
44 #3411 Stormwater System Upgrade	281	1,800	326	342	359	377	396
45 #3412 Stormwater System New	282	1,410	255	268	281	295	310
<b>Storm Drainage Total</b>		<b>23,535</b>	<b>4,075</b>	<b>5,820</b>	<b>4,326</b>	<b>4,543</b>	<b>4,770</b>
<b>Street Lighting</b>							
46 #3116 Street Light Renewal	283	2,813	510	535	561	589	618
<b>Street Lighting Total</b>		<b>2,813</b>	<b>510</b>	<b>535</b>	<b>561</b>	<b>589</b>	<b>618</b>
<b>Transportation &amp; Technical Services</b>							
47 #3219 Pedestrian/Traffic Safety Upgrades	284	2,500	500	500	500	500	500
48 #3249 Traffic Controller and Signal Optical	284	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>218,433</b>	<b>44,736</b>	<b>57,692</b>	<b>43,728</b>	<b>38,894</b>	<b>33,383</b>

in thousands (000)

Fund # Project	Page	Cost	2031	2032	2033	2034	2035
<b>1-General Fund</b>							
<b>2-District Energy Fund</b>							
<b>District Energy</b>							
49 #3410 District Energy System Renewal	285	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>							
50 #1031 Sanitary Collection System Renewal	286	6,000	1,200	1,200	1,200	1,200	1,200
51 #1168 Mobile Equipment Replacement - Sewer	286	2,040	323	208	168	522	818
52 #1492 Sanitary Forcemain and Liftstations	287	2,000	400	400	400	400	400
53 #3221 Wastewater Treatment Plant Renewal	287	9,000	1,800	1,800	1,800	1,800	1,800
54 #3224 Wastewater Treatment Plant Components	288	3,250	650	650	650	650	650
55 #3329 Sanitary Forcemain and Liftstation Renewal	288	4,875	975	975	975	975	975
56 #3372 Emergency Infrastructure Reinvestment Sewer	289	2,500	500	500	500	500	500
57 #3393 Lagoon Components Renewal	289	1,250	250	250	250	250	250
58 #3413 Sanitary Collection System New	290	1,250	250	250	250	250	250
59 #3414 Sanitary Collection System Upgrade	290	1,596	290	304	318	334	351
<b>Sewer Operations Total</b>		<b>33,762</b>	<b>6,638</b>	<b>6,537</b>	<b>6,511</b>	<b>6,881</b>	<b>7,194</b>
<b>3-Sewer Fund Total</b>		<b>33,762</b>	<b>6,638</b>	<b>6,537</b>	<b>6,511</b>	<b>6,881</b>	<b>7,194</b>

in thousands (000)

Fund # Project	Page	Cost	2031	2032	2033	2034	2035
<b>1-General Fund</b>							
<b>4-Water Fund</b>							
<b>Water Operations</b>							
60 #0168 BCR/Danson Simon Fraser Bridge Water Supply	291	5,000	1,000	4,000	0	0	0
61 #1169 Mobile Equipment Replacement Water	291	1,723	346	91	168	409	709
62 #1227 Pressure Zone 2 Reservoir New	292	1,550	1,550	0	0	0	0
63 #1391 Construction Tools and Equipment	292	125	25	25	25	25	25
64 #3184 Water Facilities New	292	500	100	100	100	100	100
65 #3185 Water Facilities Renewal	293	3,000	600	600	600	600	600
66 #3298 Pump Station PW614 Giscome Rd Renewal	293	1,500	1,100	400	0	0	0
67 #3330 Water Facilities Upgrade	293	3,000	600	600	600	600	600
68 #3373 Emergency Infrastructure Reinvestment Water	294	2,500	500	500	500	500	500
69 #3415 Water Distribution System Renewal	294	16,000	2,000	4,000	4,000	2,000	4,000
70 #3416 Water Distribution System New	295	6,400	800	2,000	800	2,000	800
<b>Water Operations Total</b>		<b>41,298</b>	<b>8,621</b>	<b>12,316</b>	<b>6,793</b>	<b>6,234</b>	<b>7,334</b>
<b>4-Water Fund Total</b>		<b>41,298</b>	<b>8,621</b>	<b>12,316</b>	<b>6,793</b>	<b>6,234</b>	<b>7,334</b>
<b>Grand Total</b>		<b>294,492</b>	<b>60,195</b>	<b>76,745</b>	<b>57,232</b>	<b>52,209</b>	<b>48,111</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>1- General Fund</b>									
<b>Cemetery</b>									
<b>1 #3487 Memorial Park Cemetery Expansion</b>									
<p>The existing developed area of the municipal cemetery is now nearing capacity, with an estimated 5 to 7 years of available grave space remaining. This multi-year project will focus on the design and development of the northwest corner of the property, located at the intersection of Ferry Avenue and Highway 16 . The planned design will include additional burial plots, construction of internal roadways, pedestrian pathways, lighting, and the extension of necessary utility services. This expansion is essential to ensure the continued availability of burial services for the community in the coming decades. A phased approach will be implemented, with public consultation &amp; detailed design work scheduled for 2026 and construction anticipated to begin in 2027. This proactive planning will ensure that the City remains ahead of the community's burial service needs.</p>									
				MFA Debt Proceeds	150	5,000	0	0	0
			<b>5,150</b>	<b>Project Totals:</b>	<b>150</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<hr/>									
<b>Cemetery Total:</b>			<b>5,150</b>		<b>150</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**Development Planning and Administration:**
**2 #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	25	25	25	25	25
	BC Growing Communities Fund	100	100	100	100	100
	<b>Project Totals:</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>

**3 #3188 Climate Action Initiatives**

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>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)					
					2026	2027	2028	2029	2030	
<b>4 #3508 Heritage Sign Revitalization Project</b>										
<p>In 2023, the Prince George Heritage Commission ("PGHC") completed an update to the heritage sign inventory, and assessed the condition of those signs within the City of Prince George ("the City"). The City currently has 61 signs that are specific to heritage education. It was determined by the PGHC that approximately 33 signs are needing repair, and 4 signs are currently missing. The goal of this project is to re-design all 61 heritage signs, and to modernize the text and content.</p>										
				Capital Expenditure Reserve	106	0	0	0	0	
				<b>106</b>	<b>Project Totals:</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration Total:</b>			<b>1,981</b>		<b>481</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Events &amp; Civic Centre</b>									
	<b>5</b>	<b>#3453 Prince George Conference and Civic Centre Kitchen Equipment Renewal</b>							
		Ongoing replacement and renewal of kitchen equipment at the Prince George Conference and Civic Centre.							
				General Infrastructure Reinvestment Fund	85	91	98	105	113
			<b>492</b>	<b>Project Totals:</b>	<b>85</b>	<b>91</b>	<b>98</b>	<b>105</b>	<b>113</b>
	<b>6</b>	<b>#3454 Prince George 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.							
				General Infrastructure Reinvestment Fund	85	91	98	105	113
			<b>492</b>	<b>Project Totals:</b>	<b>85</b>	<b>91</b>	<b>98</b>	<b>105</b>	<b>113</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>7</b>	<b>#3485 Prince George Conference and Civic Centre AV System Upgrade</b>							
		Replacement of the Civic Centre sound system in 2026. Installation of rigging points and lighting in the auditoriums for hanging audio visual equipment and baffling in the auditoriums and pre-function areas in 2027.							
				General Infrastructure Reinvestment Fund	306	600	0	0	0
			<b>906</b>	<b>Project Totals:</b>	<b>306</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>8</b>	<b>#3489 Prince George Conference &amp; Civic Centre Signage Improvements</b>							
		Replacement of all indoor way finding signage in 2026. Update the exterior signage facing Dominion St with the correct name, Prince George Conference and Civic Centre, and upgrade of the clocktowers 4 clock faces with digital clock faces that will also include signage in 2027.							
				General Infrastructure Reinvestment Fund	129	575	0	0	0
			<b>704</b>	<b>Project Totals:</b>	<b>129</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre Total:</b>			<b>2,594</b>		<b>605</b>	<b>1,357</b>	<b>196</b>	<b>210</b>	<b>226</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Events &amp; Civic Centre</b>									
	<b>9</b>	<b>#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.							
				General Infrastructure Reinvestment Fund	85	91	98	105	113
			<b>492</b>	<b>Project Totals:</b>	<b>85</b>	<b>91</b>	<b>98</b>	<b>105</b>	<b>113</b>
	<b>10</b>	<b>#3471 Arenas Replace Kevlar Nets</b>							
		Replace the Ice Arena Kevlar netting and aluminum top bar and for all ice arenas. 2026 priority for CN Centre and Kin2							
				General Infrastructure Reinvestment Fund	65	54	94	0	0
			<b>213</b>	<b>Project Totals:</b>	<b>65</b>	<b>54</b>	<b>94</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>11</b>	<b>#3476 Exhibition Park Utility Vehicle New</b>							
		Purchase an electrical all utility vehicle for the Exhibition Grounds.							
				MFA Lease Proceeds	57	0	0	0	0
			<b>57</b>	<b>Project Totals:</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>12</b>	<b>#3477 CN Centre Zamboni Ice Resurfacer New</b>							
		Purchase an additional electrical Zamboni ice resurfacer at the CN Centre.							
				MFA Lease Proceeds	250	0	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Exhibition Park &amp; Community Arenas Total:</b>			<b>1,012</b>		<b>457</b>	<b>145</b>	<b>192</b>	<b>105</b>	<b>113</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Facility Maintenance:</b>									
	<b>13</b>	<b>#3208 Janitorial Equipment Floor Scrubbers Replacement</b>							
		Annual replacement of custodial equipment to enhance healthy, safe, and clean facilities.							
				MFA Lease Proceeds	0	14	40	101	67
			<b>222</b>	<b>Project Totals:</b>	<b>0</b>	<b>14</b>	<b>40</b>	<b>101</b>	<b>67</b>
	<b>14</b>	<b>#3342 Emergency Infrastructure Reinvestment - General</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to general infrastructure failures that can't be put off to future years and are a must to reinstate services.							
				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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>15 #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.)</p>									
				General Infrastructure Reinvestment Fund	339	364	391	420	450
			<b>1,964</b>	<b>Project Totals:</b>	<b>339</b>	<b>364</b>	<b>391</b>	<b>420</b>	<b>450</b>

**16 #3433 Civic Facilities Electrical System Renewal**

This recurring 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, interior and exterior lighting, fire alarm, etc.

				General Infrastructure Reinvestment Fund	300	323	346	372	400
			<b>1,741</b>	<b>Project Totals:</b>	<b>300</b>	<b>323</b>	<b>346</b>	<b>372</b>	<b>400</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>17 #3434 Civic Facilities Plumbing System Renewal</b>									
This recurring 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.									
				General Infrastructure Reinvestment Fund	339	364	391	420	450
			<b>1,964</b>	<b>Project Totals:</b>	<b>339</b>	<b>364</b>	<b>391</b>	<b>420</b>	<b>450</b>

**18 #3488 CN Centre Intrusion and CCTV Upgrade**

Upgrade our existing interior and exterior security systems at the CN Centre, improving staff and public safety.

				Capital Expenditure Reserve	269	0	0	0	0
			<b>269</b>	<b>Project Totals:</b>	<b>269</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>19</b>	<b>#3491 Civic Facilities Building Systems Renewal</b>							
		<p>This recurring renewal program is to replace and renew existing building systems and related components that have been identified in poor condition and at or near the end of the service life. The Building Systems Renewal will include all remaining systems other than the HVAC, Electrical and Plumbing renewal programs that are currently in the capital plan.</p>							
				General Infrastructure Reinvestment Fund	300	322	347	373	400
			<b>1,742</b>	<b>Project Totals:</b>	<b>300</b>	<b>322</b>	<b>347</b>	<b>373</b>	<b>400</b>
<b>Facility Maintenance Total:</b>			<b>10,402</b>		<b>2,047</b>	<b>1,887</b>	<b>2,015</b>	<b>2,186</b>	<b>2,267</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Fire &amp; Rescue Services</b>									
<b>20 #3406 Fire Services Hose Renewal</b>									
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.									
				MFA Lease Proceeds	0	50	0	50	0
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>
<b>21 #3465 Self Contained Breathing Apparatus (SCBA) Replacement</b>									
Fire & Rescue Services self contained breathing apparatus (SCBA) equipment to be replaced over 5 years on an recurring budget cycle. A self-contained breathing apparatus is a critical tool for firefighters, providing them with an autonomous supply of breathable air in hazardous environments. These units provide clean breathing air while crews are in an oxygen deficient or contaminated air environment. SCBAs protect against toxic gases and harmful particulates produced during fires. The current inventory has reached the end of its useful life expectancy and to be replaced over a five year budget term.									
				MFA Lease Proceeds	60	63	77	78	47
			<b>324</b>	<b>Project Totals:</b>	<b>60</b>	<b>63</b>	<b>77</b>	<b>78</b>	<b>47</b>
<b>Fire &amp; Rescue Services Total:</b>			<b>424</b>		<b>60</b>	<b>113</b>	<b>77</b>	<b>128</b>	<b>47</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Fleet Services</b>									
<b>22 #0431 Mobile Equipment Replacement</b>									
Annual replacement of vehicles currently part of the City fleet.									
				MFA Lease Proceeds	3,405	3,586	5,889	4,241	5,079
				Transfer - Solid Waste Reserve	720	143	0	63	540
			<b>23,665</b>	<b>Project Totals:</b>	<b>4,125</b>	<b>3,728</b>	<b>5,889</b>	<b>4,304</b>	<b>5,619</b>
<b>23 #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>Fleet Services Total:</b>			<b>24,165</b>		<b>4,225</b>	<b>3,828</b>	<b>5,989</b>	<b>4,404</b>	<b>5,719</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>IT Services</b>									
	<b>24</b>	<b>#0715 IT Maintenance</b>							
		This recurring program is to support existing IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).							
				General Infrastructure Reinvestment Fund	364	262	226	284	238
			<b>1,374</b>	<b>Project Totals:</b>	<b>364</b>	<b>262</b>	<b>226</b>	<b>284</b>	<b>238</b>
	<b>25</b>	<b>#0720 IT Upgrades</b>							
		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).							
				Capital Expenditure Reserve	383	470	702	135	125
			<b>1,815</b>	<b>Project Totals:</b>	<b>383</b>	<b>470</b>	<b>702</b>	<b>135</b>	<b>125</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>26</b>	<b>#0724 IT Renewal</b>							
		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).							
				General Infrastructure Reinvestment Fund	1,117	720	572	335	225
			<b>2,969</b>	<b>Project Totals:</b>	<b>1,117</b>	<b>720</b>	<b>572</b>	<b>335</b>	<b>225</b>
	<b>27</b>	<b>#0727 IT New</b>							
		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.							
				Capital Expenditure Reserve	676	615	440	492	598
			<b>2,821</b>	<b>Project Totals:</b>	<b>676</b>	<b>615</b>	<b>440</b>	<b>492</b>	<b>598</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>28</b>	<b>#3473 Kin Centre Wi-Fi New</b>							
		Project to provide managed Wi-Fi services in the Kin Centre arenas to support events and trade shows in these facilities. Work would include the procurement and installation of Wi-Fi network equipment and a third-party management service to provide monitoring, maintenance, and support for Wi-Fi services in these arenas that better suit the needs of the facilities and their users.							
				Northern Capital and Planning Reserve	250	0	0	0	0
			<b>250</b>	<b>Project Totals:</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IT Services Total:</b>			<b>9,229</b>		<b>2,790</b>	<b>2,067</b>	<b>1,940</b>	<b>1,246</b>	<b>1,186</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2026	2027	2028	2029	2030	
<b>Off-Street Parking</b>										
<b>29 #3456 Paid Parking Lot Renewal</b>										
<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>										
				Offstreet Parking Reserve	0	190	0	0	0	
				<b>190</b>	<b>Project Totals:</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Off-Street Parking Total:</b>					<b>190</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Parks</b>									
	<b>30</b>	<b>#0311 Tree Planting Greening the City</b>							
		<p>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.</p>							
				General Infrastructure Reinvestment Fund	35	37	38	40	42
				Local Government Climate Action Reserve	23	24	26	27	28
			<b>320</b>	<b>Project Totals:</b>	<b>58</b>	<b>61</b>	<b>64</b>	<b>67</b>	<b>71</b>
	<b>31</b>	<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. 2026 priority work are the Forest for the World trail routes.</p>							
				Capital Expenditure Reserve	50	53	55	58	61
			<b>276</b>	<b>Project Totals:</b>	<b>50</b>	<b>53</b>	<b>55</b>	<b>58</b>	<b>61</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>32</b>	<b>#0931 Boulevard Upgrades</b>							
		<p>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.</p>							
				Capital Expenditure Reserve	37	39	41	43	45
				BC Growing Communities Fund	148	155	163	171	180
			<b>1,023</b>	<b>Project Totals:</b>	<b>185</b>	<b>194</b>	<b>204</b>	<b>214</b>	<b>225</b>
	<b>33</b>	<b>#1097 Trails Renewal</b>							
		<p>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.</p>							
				Canada Community Building Fund	240	252	265	278	292
				General Infrastructure Reinvestment Fund	60	63	66	69	73
			<b>1,658</b>	<b>Project Totals:</b>	<b>300</b>	<b>315</b>	<b>331</b>	<b>347</b>	<b>365</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
		<b>34 #1499 Trails and Paths New</b>							
		This program is to develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan, through off-street paths identified in the Active Transportation Plan, and further direction towards investment of trails within existing parks in 2017 Park Strategy.							
				Capital Expenditure Reserve	0	304	318	335	351
			<b>1,308</b>	<b>Project Totals:</b>	<b>0</b>	<b>304</b>	<b>318</b>	<b>335</b>	<b>351</b>
		<b>35 #1378 Playground Renewal</b>							
		This program utilizes the results of a Playground Audit completed to determine the compliancy and risk of the City's 65 playgrounds to the Canadian Standards Association (CSA) standards. The audit results informed the playground priorities identified through the 2016 Park Strategy developed through community feedback. The playground priorities consider a variety of factors including community need and demand, land use, playground distribution, provisional standards, condition assessments and the health of area children to determine reinvestment needs and surplus sites. This program also allows for removal of playgrounds in low priority areas. The priority order for playground removal and replacement has been determined by the Playground Audit Risk Assessment as well as the direction provided by the Parks Strategy. The 2026 budget year will conclude the capital program developed for the implementation of the Playground audit to complete the strategy.							
				Canada Community Building Fund	232	0	0	0	0
				General Infrastructure Reinvestment Fund	58	0	0	0	0
			<b>290</b>	<b>Project Totals:</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>36</b>	<b>#1384 Rainbow Park Washroom New</b>							
		Construct a new public washroom building for Rainbow Park. Currently there are two outhouses available for public use.							
				DCC: Parkland	158	0	0	0	0
				Northern Capital and Planning Reserve	543	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>
	<b>37</b>	<b>#1385 Park Washroom Renewal</b>							
		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, 2026 washroom renewal will continue on Gyro Park and initiate Blackburn Park.							
				General Infrastructure Reinvestment Fund	500	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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>38 #3276 Carrie Jane Gray Park Upgrade</b>									
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.									
				BC Growing Communities Fund	2,250	675	1,035	0	0
				Capital Expenditure Reserve	250	75	115	0	0
			<b>4,400</b>	<b>Project Totals:</b>	<b>2,500</b>	<b>750</b>	<b>1,150</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>39 #3332 Ball Diamond and Sport Field Renewal</b>									
<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 2026 will be Freeman Park and Joe Martin Field.</p>									
				Canada Community Building Fund	523	549	576	605	633
				DCC: Parkland	427	449	471	495	518
			<b>5,245</b>	<b>Project Totals:</b>	<b>950</b>	<b>998</b>	<b>1,047</b>	<b>1,100</b>	<b>1,151</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>40</b>	<b>#3391 Gravel Parking Lot Renewal</b>							
		Investment in park facilities is a key focus area in the 2017 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.							
				General Infrastructure Reinvestment Fund	75	79	83	87	91
			<b>414</b>	<b>Project Totals:</b>	<b>75</b>	<b>79</b>	<b>83</b>	<b>87</b>	<b>91</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>41 #3392 Hard Surface Court Renewal</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 2017 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. 2026 projects include asphalt resurfacing of priority hard surface courts, line painting and replacement of other related park assets and necessary amenities.									
				Canada Community Building Fund	200	210	221	232	243
				General Infrastructure Reinvestment Fund	50	53	55	58	61
			<b>1,381</b>	<b>Project Totals:</b>	<b>250</b>	<b>263</b>	<b>276</b>	<b>289</b>	<b>304</b>

**42 #3470 Parks Building Renewal Program**

The City of Prince George's Parks Division currently manages 74 facilities which include but is not limited to public washrooms, picnic shelters, concessions, operational and storage buildings. Implementing an annual renewal program will allow Parks staff to complete tasks necessary to maintain the buildings condition, extending the lifespan and preventing costly emergency repairs. This program will focus on facility roofing, siding, doors, windows, security systems, lighting, heating/cooling, plumbing, electrical, foundation, etc. Priority in 2026 will be the Kiwanis Bandshell in Lheidli T'enneh Memorial Park.

				General Infrastructure Reinvestment Fund	100	100	100	100	100
			<b>500</b>	<b>Project Totals:</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>43</b>	<b>#3484 Gorse St Parks Yard Greenhouse Demolition</b>							
		To demolish the existing greenhouse structure located at 1950 Gorse Street following structural engineer assessment, ensuring that the site can be safely cleared in compliance with applicable health & safety regulatory and environmental requirements.							
				General Infrastructure Reinvestment Fund	150	0	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks Total:</b>			<b>18,166</b>		<b>6,108</b>	<b>3,116</b>	<b>3,627</b>	<b>2,598</b>	<b>2,718</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Project Delivery</b>									
<b>44 #1467 Accessibility Upgrades</b>									
<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>									
				BC Growing Communities Fund	120	120	120	120	120
				Capital Expenditure Reserve	30	30	30	30	30
			<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>45 #3331 Parking Lot Renewal</b>									
<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 5,400 m2 that are in poor to very poor condition and past their service life. 2026 Parking Lot Renewal is planned for the RCMP large offsite parking lot, Fire Hall #3 parking area and Fire Hall #4 parking area.</p>									
				Canada Community Building Fund	486	160	160	160	160
				General Infrastructure Reinvestment Fund	122	40	40	40	40
			<b>1,408</b>	<b>Project Totals:</b>	<b>608</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

**46 #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. The lifecycle for this project is expected to be 25 years for windows and doors and 50 for metal siding/roofing.

				MFA Debt Proceeds	6,777	9,070	13	0	0
			<b>15,860</b>	<b>Project Totals:</b>	<b>6,777</b>	<b>9,070</b>	<b>13</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>47</b>	<b>#3497 Prince George Conference &amp; Civic Centre Elevator Renewal</b>							
		Renewal and replacement of (2) passenger hydraulic elevators - machine, car and control system. These elevators are equipped with the original parts and fixtures dating back to 1990. The original microprocessor controller, landing system, tank and pump unit, door and operating equipment which are starting to approach the end of their useful life with spare parts diminishing would be included in the modernization.							
				General Infrastructure Reinvestment Fund	880	0	0	0	0
			<b>880</b>	<b>Project Totals:</b>	<b>880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>48</b>	<b>#3499 18th Ave City Yard Overhead Crane Replacement</b>							
		This project is to replace and renew seven overhead cranes at the 18th Avenue City Yard vehicle repair shop that have been in service for approximately 25 years. Sourcing parts for repairs required is becoming challenging as the models of cranes being used are now obsolete.							
				MFA Lease Proceeds	282	0	0	0	0
			<b>282</b>	<b>Project Totals:</b>	<b>282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>49</b>	<b>#3500 18th Ave Yard Carpentry Shop Dust Collection Renewal</b>							
		The dust collection system at the 18th Ave carpentry shop requires system improvements to increase safety in the event that a fire or combustion event occurs in the baghouse.							
				General Infrastructure Reinvestment Fund	110	0	0	0	0
			<b>110</b>	<b>Project Totals:</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>50</b>	<b>#3501 Library Mechanical Room Hoist Replacement</b>							
		The Library mechanical room hoist has been identified as a non-compliant lifting device. The second floor mechanical room can only be accessed by a ladder in the staff area of the library requiring a hoist to lift tools and materials for routine maintenance activities. This project will correct the deficiencies to allow for the safe transfer of tools and materials from the main floor of the library to the mechanical room.							
				MFA Lease Proceeds	89	0	0	0	0
			<b>89</b>	<b>Project Totals:</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**51 #3503 Civic Facilities Roof Replacements 2026-2030**

This program focuses on the replacement of roofs at various civic facilities. The City owns over 50 civic facilities with roofs which largely consist of flat roofs with an estimated service life of around 15 years. The 2026 program will see the replacement of 3 roofs, and associated roof accessories where required, which total over 29,950 square feet of roofing area in poor or very poor condition. The roofs are located at the Connaught Youth Centre, Kin Atrium and Kin 3 Dressing Room.

	MFA Debt Proceeds	2,450	0	0	0	0
<b>2,450</b>	<b>Project Totals:</b>	<b>2,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**52 #3504 18th Ave Yard Electrical Shop Mezzanine**

The 18th Ave City Yard electrical shop mezzanine requires structural work to ensure code compliance. The mezzanine structure will be redesigned and rebuilt to fit code and safety requirements.

	Northern Capital and Planning Reserve	110	0	0	0	0
<b>110</b>	<b>Project Totals:</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>53</b>	<b>#3505 Kin 1 &amp; 2 Lighting Replacement</b>							
		The lighting at the Kin Centre Complex is outdated and nearing end of useful life. This project will upgrade the lighting in Kin 1 and 2 from fluorescent light bulbs to LED fixtures.							
				Capital Expenditure Reserve	139	0	0	0	0
				BC Growing Communities Fund	554	0	0	0	0
			<b>693</b>	<b>Project Totals:</b>	<b>693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>54</b>	<b>#3506 650 Dominion St Demolition</b>							
		The operating agreement for the Knights Inn housing is coming to an end March 31, 2026 and the operator has indicated they will not renew the agreement. After all tenants have vacated, the building (and all site amenities) will be demolished. This will include building, pool, fence and parking lot. The site will return to a gravel pad (similar to former Firehall 1).							
				Endowment	915	0	0	0	0
				Operating unearned revenue RRFEs	485	0	0	0	0
			<b>1,400</b>	<b>Project Totals:</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
		<b>55 #3509 Canfor Leisure Pool Corrections</b>							
		Since operations were handed over to the City, the Canfor Leisure Pool has not met expectations for HVAC and overhead drips. The natatorium has been hot and humid, and in the winter drips have developed from the ceiling. After investigation, the building envelope has been found to have several thermal bridges and the HVAC system has been found to have deficiencies. Damage to the building has been occurring due to these issues. This is the initial step to correct the damage and resolve the root problem(s).							
				Endowment	165	2,635	0	0	0
			<b>2,800</b>	<b>Project Totals:</b>	<b>165</b>	<b>2,635</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Delivery Total:</b>			<b>26,832</b>		<b>13,714</b>	<b>12,055</b>	<b>363</b>	<b>350</b>	<b>350</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Roads</b>									
	<b>56</b>	<b>#0399 Road Rehabilitation</b>							
		The road rehabilitation program supports the results of the condition assessments of the City's road network and bridge infrastructure, including the capital paving and the minor bridge structure rehabilitation programs.							
				Road Rehab Reserve	7,300	7,665	8,049	8,451	8,874
			<b>40,339</b>	<b>Project Totals:</b>	<b>7,300</b>	<b>7,665</b>	<b>8,049</b>	<b>8,451</b>	<b>8,874</b>
	<b>57</b>	<b>#0670 Hwy 97/22nd and Griffiths Upgrade</b>							
		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.							
				Canada Community Building Fund	200	4,000	0	0	0
				Capital Expenditure Reserve	50	1,000	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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>58 #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. predesign, concept, design) as well as the construction of identified sidewalk links and asphalt walkways not meeting level of service expectations.									
				Canada Community Building Fund	1,320	1,389	1,459	1,532	1,608
				General Infrastructure Reinvestment Fund	330	347	365	383	402
			<b>9,134</b>	<b>Project Totals:</b>	<b>1,650</b>	<b>1,736</b>	<b>1,823</b>	<b>1,914</b>	<b>2,010</b>

**59 #1292 Bus Bay Pullouts New**

Develop new bus pullouts along arterial roadways beyond those triggered through new subdivision and development requirements. 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.

				BC Growing Communities Fund	320	336	353	370	389
				Capital Expenditure Reserve	80	84	88	93	97
			<b>2,210</b>	<b>Project Totals:</b>	<b>400</b>	<b>420</b>	<b>441</b>	<b>463</b>	<b>486</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>60</b>	<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.							
				DCC: Roads	345	365	383	402	422
				Capital Expenditure Reserve	115	122	128	134	141
			<b>2,556</b>	<b>Project Totals:</b>	<b>460</b>	<b>486</b>	<b>511</b>	<b>536</b>	<b>563</b>
	<b>61</b>	<b>#3366 General Bridge Renewal</b>							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Road Rehab Reserve	230	243	255	268	281
			<b>1,278</b>	<b>Project Totals:</b>	<b>230</b>	<b>243</b>	<b>255</b>	<b>268</b>	<b>281</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>62 #3469 Ospika Blvd. &amp; Tyner Blvd. Roundabout New</b>									
<p>This project is for the design and construction of a roundabout at the Ospika Blvd. - Tyner Blvd. intersection. This project would support access from adjacent lands (Chancellor Blvd. - University Heights) and the multi-family development site at the NE corner of Ospika Blvd. and Tyner Blvd. as well as promoting intersection road safety. This project may be eligible for ICBC funding, and 3rd Party Developer funding.</p>									
				Capital Expenditure Reserve	500	0	0	0	0
				BC Growing Communities Fund	2,000	0	0	0	0
			<b>2,500</b>	<b>Project Totals:</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>63</b>	<b>#3483 Willowbrook and Hardy Road Bridge Replacement</b>							
		To replace the bridge on Willowbrook Road and failing box culvert structure on Hardy Road over the MacMillan Creek with Bailey bridges. The replacement of these two structures are necessary for the maintenance of City owned assets, and improves services reliability to affected residents and the public while removing potential liability from the existing structures.							
				Road Rehab Reserve	1,200	0	0	0	0
			<b>1,200</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Roads Total:</b>			<b>64,467</b>		<b>13,990</b>	<b>15,551</b>	<b>11,079</b>	<b>11,632</b>	<b>12,214</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**Storm Drainage:**
**64 #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.

	Northern Capital and Planning Reserve	35	0	0	0	0
<b>35</b>	<b>Project Totals:</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**65 #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	54	57	59	62	65
	Capital Expenditure Reserve	66	69	73	76	80
<b>661</b>	<b>Project Totals:</b>	<b>120</b>	<b>126</b>	<b>132</b>	<b>138</b>	<b>145</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**66 #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.

	MFA Debt Proceeds	2,500	2,625	2,756	2,894	3,039
<b>13,814</b>	<b>Project Totals:</b>	<b>2,500</b>	<b>2,625</b>	<b>2,756</b>	<b>2,894</b>	<b>3,039</b>

**67 #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.

	Capital Expenditure Reserve	50	54	56	59	62
	BC Growing Communities Fund	200	214	226	237	249
<b>1,407</b>	<b>Project Totals:</b>	<b>250</b>	<b>268</b>	<b>282</b>	<b>296</b>	<b>311</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>68</b>	<b>#3412 Stormwater System New</b>							
		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	120	126	132	139	146
				Capital Expenditure Reserve	80	84	88	93	97
			<b>1,105</b>	<b>Project Totals:</b>	<b>200</b>	<b>210</b>	<b>221</b>	<b>232</b>	<b>243</b>
<b>Storm Drainage Total:</b>			<b>17,022</b>		<b>3,105</b>	<b>3,229</b>	<b>3,391</b>	<b>3,560</b>	<b>3,738</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Street Lighting</b>									
	<b>69</b>	<b>#1222 Crescents Street Lighting New</b>							
		Provide City street lights on the roadways in the Downtown Crescents neighbourhood and East of the bypass (Highway 97). Currently BC Hydro lease lights provide lighting in these area and the servicing trespasses over property boundaries. This project will include the design, a strategy and installation of new LED streetlights to improve the safety in the neighbourhoods.							
				Capital Expenditure Reserve	430	452	475	498	523
			<b>2,378</b>	<b>Project Totals:</b>	<b>430</b>	<b>452</b>	<b>475</b>	<b>498</b>	<b>523</b>
	<b>70</b>	<b>#3116 Street Light Renewal</b>							
		Program to renew and replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Lights are approximately 45-50 years old.							
				General Infrastructure Reinvestment Fund	400	420	441	463	486
			<b>2,210</b>	<b>Project Totals:</b>	<b>400</b>	<b>420</b>	<b>441</b>	<b>463</b>	<b>486</b>
<b>Street Lighting Total:</b>			<b>4,588</b>		<b>830</b>	<b>872</b>	<b>916</b>	<b>961</b>	<b>1,009</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**Transportation & Technical Services:**
**71 #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.

Capital Expenditure Reserve	100	100	100	100	100
BC Growing Communities Fund	400	400	400	400	400
<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

**72 #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	34	34	34	34	34
DCC: Roads	46	46	46	46	46
<b>400</b>	<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>73 #3278 Pidherny Recreation Site Improvements</b>									
To develop concepts for short and long term improvements for the access road and parking areas for the Pidherny Recreation Site and North Nechako area, this addresses concerns raised around health & safety issues from the multi-user groups.									
				BC Growing Communities Fund	268	0	0	0	0
				Northern Capital and Planning Reserve	67	0	0	0	0
			<b>335</b>	<b>Project Totals:</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>74 #3290 Westgate and Hwy 16 Upgrade</b>									
Capital upgrade to resolve the traffic conflicts and operational concerns at the existing Westgate Ave intersections with the frontage road and Highway 16 Intersection.									
				Northern Capital and Planning Reserve	200	0	0	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transportation &amp; Technical Services Total:</b>			<b>3,435</b>		<b>1,115</b>	<b>580</b>	<b>580</b>	<b>580</b>	<b>580</b>
<b>1-General Fund Total:</b>			<b>189,657</b>		<b>49,677</b>	<b>50,365</b>	<b>30,740</b>	<b>28,334</b>	<b>30,541</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>2-District Energy Fund</b>									
<b>District Energy</b>									
	<b>75</b>	<b>#3410 District Energy System Renewal</b>							
		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).							
		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>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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>3-Sewer Fund</b>									
<b>Sewer Operations</b>									
<b>76 #0511 PW117 Tomlin Road Forcemain Upgrade</b>									
Upgrading forcemain to accommodate growth in the Hart area subject to planning assessment recommendations.									
				Sewer Reserve	3,000	0	0	0	0
				<b>Project Totals:</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>77 #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	1,200	1,200	1,200	1,200
				<b>Project Totals:</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>78</b>	<b>#1168 Mobile Equipment Replacement - Sewer</b>							
		Annual replacement program of sewer vehicles currently part of the City fleet.							
				Sewer Reserve	203	1,151	1,823	313	263
			<b>3,753</b>	<b>Project Totals:</b>	<b>203</b>	<b>1,151</b>	<b>1,823</b>	<b>313</b>	<b>263</b>

**79 #1196 Gravity Sanitary Sewer Main Extension  
Southridge to PW125 Park Drive New**

This project involves the installation of approximately 2,300 meters of new 300 mm gravity sanitary sewer main. The alignment will extend from Southridge Avenue to Pump Station PW125, located at 5200 Park Drive. The project is part of long-term sanitary servicing expansion to accommodate community growth and has been identified in the 2015 Sanitary Sewer Master Plan (Project E-2). The project will replace the need for the existing lift station, improve system capacity, reduce risk of failure, and accommodate new development in the southern urban area.

				Sewer Reserve	200	4,000	0	0	0
			<b>4,200</b>	<b>Project Totals:</b>	<b>200</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>80 #1492 Sanitary Forcemain and Liftstations Upgrade</b>									
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 or siphon mains. All the liftstations and forcemains 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	822	346	346	346	346
				DCC: Sewer-Co	128	54	54	54	54
				<b>Project Totals:</b>	<b>950</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
				<b>2,550</b>					

**81 #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>					

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>82</b>	<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.							
				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>
	<b>83</b>	<b>#3328 Sanitary Lagoon Re-Routing New</b>							
		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 Danson and BCR Lagoons. The rationale for this work is because of new federal discharge regulations.							
				Sewer Reserve	975	975	975	975	0
			<b>3,900</b>	<b>Project Totals:</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**84 #3329 Sanitary Forcemain and Liftstation Renewal**

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.

		Sewer Reserve	1,500	975	975	975	975
	<b>5,400</b>	<b>Project Totals:</b>	<b>1,500</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>975</b>

**85 #3372 Emergency Infrastructure Reinvestment Sewer**

The City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to sewer infrastructure failures that cannot 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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>86</b>	<b>#3393 Lagoon Components Renewal</b>							
		Inspect, investigate, repair, and/or renew the existing infrastructure at the wastewater lagoon. Work includes but is not limited to SCADA renewal, berm and freeboard improvements, sludge removal, diffuser replacement, and sanitary air valve replacement. Assets replacements and renewals are selected based on condition assessments and visual inspections. Ongoing process upgrades required to meet Provincial and Federal regulatory standards.							
				Sewer Reserve	600	250	250	250	250
			<b>1,600</b>	<b>Project Totals:</b>	<b>600</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
	<b>87</b>	<b>#3413 Sanitary Collection System New</b>							
		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.							
				Sewer 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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
		<b>88 #3414 Sanitary Collection System Upgrade</b>							
		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.							
				Sewer Reserve	0	237	250	263	276
			<b>1,026</b>	<b>Project Totals:</b>	<b>0</b>	<b>237</b>	<b>250</b>	<b>263</b>	<b>276</b>
		<b>89 #3466 WWTC Utility Vehicle New</b>							
		Purchase of a utility vehicle for the Wastewater Treatment Centre. This unit will assist operations and maintenance at the Wastewater Treatment Centre for staff to transport tools, equipment, parts, and hoses to various locations inside of the compound.							
				Sewer Reserve	57	0	0	0	0
			<b>57</b>	<b>Project Totals:</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewer Operations Total:</b>			<b>47,486</b>		<b>11,885</b>	<b>12,388</b>	<b>9,073</b>	<b>7,576</b>	<b>6,564</b>
<b>3-Sewer Fund Total:</b>			<b>47,486</b>		<b>11,885</b>	<b>12,388</b>	<b>9,073</b>	<b>7,576</b>	<b>6,564</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>4-Water Fund</b>									
<b>Water Operations</b>									
	<b>90</b>	<b>#0603 PW605 Wilson Park Well Upgrade</b>							
		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.							
				Water Reserve	536	4,249	0	0	0
				DCC: Water	439	3,476	0	0	0
			<b>8,700</b>	<b>Project Totals:</b>	<b>975</b>	<b>7,725</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>91</b>	<b>#1169 Mobile Equipment Replacement Water</b>							
		Annual replacement of water vehicles currently part of the City fleet.							
				Water Reserve	203	658	108	674	406
			<b>2,048</b>	<b>Project Totals:</b>	<b>203</b>	<b>658</b>	<b>108</b>	<b>674</b>	<b>406</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
		<b>92 #1391 Construction Tools and Equipment</b>							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Water Reserve	25	25	25	25	25
			<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
		<b>93 #3184 Water Facilities New</b>							
		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. predesign, concept, design) as well as the engineering and construction of new vertical assets.							
				Water Reserve	500	100	100	100	100
			<b>900</b>	<b>Project Totals:</b>	<b>500</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>94</b>	<b>#3185 Water Facilities Renewal</b>							
		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.							
				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>
	<b>95</b>	<b>#3330 Water Facilities Upgrade</b>							
		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.							
				Water Reserve	330	330	330	330	330
				DCC: Water	270	270	270	270	270
			<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)				
					2026	2027	2028	2029	2030

**96 #3373 Emergency Infrastructure Reinvestment Water**

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 cannot be put off to future years and are a must to reinstate.

	Water Reserve	500	500	500	500	500
<b>2,500</b>	<b>Project Totals:</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

**97 #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. predesign, concept, design) as well as the engineering and construction for the replacement and renewal of linear water distribution system assets.

	Water Reserve	2,500	4,000	2,000	4,000	4,000
<b>16,500</b>	<b>Project Totals:</b>	<b>2,500</b>	<b>4,000</b>	<b>2,000</b>	<b>4,000</b>	<b>4,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>98</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.							
				Water Reserve	1,200	800	1,400	800	2,000
			<b>6,200</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>800</b>	<b>1,400</b>	<b>800</b>	<b>2,000</b>

**99 #3467 Thermal Imaging Camera & Ultrasound Equipment**

To implement ultrasound technology for greasing and maintenance in water pump stations This thermal imaging camera and ultrasound equipment will identify overheating electrical components, failing bearings, insulation breakdown and other issues not visible to the naked eye in the City wide water pump stations. Ultrasound can identify early-stage bearing defects and other issues, allowing for timely maintenance before they escalate.

				Water Reserve	73	0	0	0	0
			<b>73</b>	<b>Project Totals:</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>100 #3472 Southridge Watermain Replacement</b>									
Replacement of 430 Meters of existing 250mm ductile iron pipe from St Lawrence to Dakelh Ti with new 250mm c900 PVC pipe. There have been six watermain breaks in this section in recent years due to accelerated deterioration of the existing ductile iron pipe assumed to be caused by corrosive soils. Each of these breaks has resulted in temporary water outages causing approx. 300 residences to lose access to water. The asset has reached the end of it's useful life due to these issues. With the new development of a senior center, schools and new development of apartment buildings this watermain is very critical for this area.									
				Water Reserve	4,000	0	0	0	0
			<b>4,000</b>	<b>Project Totals:</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Operations Total:</b>			<b>47,046</b>		<b>11,176</b>	<b>15,008</b>	<b>5,333</b>	<b>7,299</b>	<b>8,231</b>
<b>4-Water Fund Total:</b>			<b>47,046</b>		<b>11,176</b>	<b>15,008</b>	<b>5,333</b>	<b>7,299</b>	<b>8,231</b>
<b>Grand Total:</b>			<b>285,188</b>		<b>72,937</b>	<b>77,960</b>	<b>45,346</b>	<b>43,409</b>	<b>45,536</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>1-General Fund</b>									
<b>Aquatics</b>									
	<b>1</b>	<b>#3479 Canfor Leisure Pool Replace Sauna Wood</b>							
		Replace the wood in the sauna							
				Unfunded Future Projects	0	0	0	0	50
			<b>50</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>
	<b>2</b>	<b>#3480 Canfor Leisure Pool Lobby Furniture Replacement</b>							
		Replace the worn furniture at the Canfor Leisure pool.							
				Unfunded Future Projects	0	0	0	0	25
			<b>25</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>3</b>	<b>#3492 Canfor Leisure Pool Replace Gutter Grating</b>							
		Replace to pool deck gutter grating at the Canfor Leisure pool.							
				Unfunded Future Projects	0	0	200	0	0
			<b>200</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>Aquatics Total:</b>			<b>275</b>		<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>75</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Development Planning and Administration</b>									
	<b>4</b>	<b>#3463 City 3D Software</b>							
		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.							
				Unfunded Future Projects	600	0	0	0	0
			<b>600</b>	<b>Project Totals:</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Planning and Administration Total:</b>			<b>600</b>		<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Events &amp; Civic Centre:</b>									
	5	#3475 Prince George Conference & Civic Centre Bleachers Replacement							
		Replace the retractable bleacher system nearing the end of its useful service life.							
				Unfunded Future Projects	0	855	0	0	0
			<b>855</b>	<b>Project Totals:</b>	<b>0</b>	<b>855</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Events &amp; Civic Centre Total:</b>			<b>855</b>		<b>0</b>	<b>855</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Exhibition Park &amp; Community Arenas</b>									
	<b>6</b>	<b>#1390 Exhibition Park Replace Fencing</b>							
		Replace approximately 635 linear meters of old wooden fencing with 8ft high black chain link fencing around Exhibition Park.							
				Unfunded Future Projects	0	0	0	150	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>
	<b>7</b>	<b>#1418 Kopar Memorial Arena -Replace Skate Floor</b>							
		Replace the asphalt black planking skate floor in the Kopar Memorial Arena.							
				Unfunded Future Projects	0	0	0	175	0
			<b>175</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>175</b>	<b>0</b>
	<b>8</b>	<b>#3474 Kopar Memorial Arena Zamboni Blade Sharpener Replacement</b>							
		Replacing the Coliseum Zamboni blade sharpener as current blade sharpener is at end of life and is difficult to get parts to keep it operational.							
				Unfunded Future Projects	0	75	0	0	0
			<b>75</b>	<b>Project Totals:</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>



Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Facility Maintenance</b>									
	<b>11</b>	<b>#1487 Pine Valley New Irrigation System</b>							
		Replace the aging and failing Pine Valley Golf Course irrigation system.							
				Unfunded Future Projects	0	0	3,992	0	0
			<b>3,992</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>3,992</b>	<b>0</b>	<b>0</b>
	<b>12</b>	<b>#3462 Kopar Memorial Arena Score Clock Replacement</b>							
		Replace the Score clock.							
				Unfunded Future Projects	450	0	0	0	0
			<b>450</b>	<b>Project Totals:</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Facility Maintenance Total:</b>			<b>4,442</b>		<b>450</b>	<b>0</b>	<b>3,992</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2026	2027	2028	2029	2030	
<b>Infrastructure Planning &amp; Engineering</b>										
<b>13 #0697 South Ft George Flood Protection</b>										
Design and construct flood protection projects in the South Fort George area including Farrell St, Regents Cres, Royal Cres, Bird Ave, and Hamilton Ave. This is a multi-year project totalling \$2,900,000.										
				Unfunded Future Projects	0	0	1,000	900	1,000	
				<b>2,900</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>900</b>	<b>1,000</b>
<b>14 #0701 Flood Protect Various Risk Areas</b>										
Construct flood protection projects as identified in the Flood Mitigation Strategy and Phase 2 Northwest Hydraulic Consultants report. Risk areas include: PG Pulpmill Rd, South Fort George, Ongman/McAloney, Preston Rd, Morning Pl and Landooz Rd. This is a multi-year project totalling \$2,535,000. Project construction is grant-dependent.										
				Unfunded Future Projects	0	0	1,535	1,000	0	
				<b>2,535</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>1,535</b>	<b>1,000</b>	<b>0</b>
<b>Infrastructure Planning &amp; Engineering Total:</b>			<b>5,435</b>		<b>0</b>	<b>0</b>	<b>2,535</b>	<b>1,900</b>	<b>1,000</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**15 #0644 Hwy 16/97 Landscaping Upgrade**

Improve the landscape at the intersection of Hwy 16 and 97, providing a treed backdrop for Mr. PG and adding picnic tables, irrigation, power, and a trail to support public access. This is one of the busiest intersections in northern BC and serves as a crossroads between the two major highways. This area has been under construction over the past few years, and is now at a point where landscaping may be completed.

	Unfunded Future Projects	0	0	400	0	0
<b>400</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>

**16 #0853 Lower Patricia Greenway Upgrade**

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

	Unfunded Future Projects	0	0	0	372	532
<b>904</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>372</b>	<b>532</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>17</b>	<b>#1140 Ospika/Tabor Blvd Irrigation New</b>							
		Install irrigation system for Ospika Blvd and Tabor Blvd.							
				Unfunded Future Projects	0	0	100	0	0
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>
	<b>18</b>	<b>#1192 Hart Connector Trail New</b>							
		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 desirable 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.							
				Unfunded Future Projects	0	2,000	0	0	0
			<b>2,000</b>	<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)				
					2026	2027	2028	2029	2030
	<b>19</b>	<b>#3039 Cpl Darren Fitzpatrick Bravery Park Washroom New</b>							
		Purchase and install a prefabricated concrete flush washroom at Corporal Darren Fitzpatrick Bravery Park. This project will complement the existing playground, skate park, future dog park, and proposed playground extensions. The project will also include the installation of utilities for the washroom and final landscaping around the new building. With completion of the construction of the skate park and the existence of a playground at Corporal Darren Fitzpatrick Bravery Park, the use and the presence of the public has increased.							
				Unfunded Future Projects	0	0	0	0	300
			<b>300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
	<b>20</b>	<b>#3242 Little Prince Train Shelter Replacement</b>							
		Replace the existing Little Prince train shelter in Lheidli T'enneh Memorial Park.							
				Unfunded Future Projects	1,200	0	0	0	0
			<b>1,200</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks Total:</b>			<b>4,904</b>		<b>1,200</b>	<b>2,000</b>	<b>500</b>	<b>372</b>	<b>832</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Project Delivery</b>									
<b>21 #3399 Plaza Parkade Renewal</b>									
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.									
				Unfunded Future Projects	0	11,892	0	0	0
			<b>11,892</b>	<b>Project Totals:</b>	<b>0</b>	<b>11,892</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**22 #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.

	Unfunded Future Projects	0	3,071	0	0	0
<b>3,071</b>	<b>Project Totals:</b>	<b>0</b>	<b>3,071</b>	<b>0</b>	<b>0</b>	<b>0</b>

**23 #3495 City Hall IT Cable Replacement**

The copper network cables within City Hall are at the end of their lifecycle and need to be replaced. Old network cables will be removed, replaced and labeled. Project would occur in conjunction with City Hall HVAC replacement project #3502.

	Unfunded Future Projects	0	131	244	0	0
<b>375</b>	<b>Project Totals:</b>	<b>0</b>	<b>131</b>	<b>244</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
		<b>24 #3496 Kopar Memorial Arena Mold Abatement</b>							
		Mold in the ceiling above the ice will be abated and then coated to inhibit mold growth into the wood trusses. It does not affect the lower area (public spaces) in regards to air quality.							
				Unfunded Future Projects	0	2,202	0	0	0
			<b>2,202</b>	<b>Project Totals:</b>	<b>0</b>	<b>2,202</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>25 #3502 City Hall HVAC Upgrade</b>							
		The heating, ventilating and air conditioning systems at City Hall are past their life expectancy and need to be replaced in order to maintain occupant comfort. The new system will require the roof and fire alarm systems to be replaced simultaneously with the project. The system connection to the District Energy System will be maintained.							
				Unfunded Future Projects	0	3,317	5,473	20	0
			<b>8,810</b>	<b>Project Totals:</b>	<b>0</b>	<b>3,317</b>	<b>5,473</b>	<b>20</b>	<b>0</b>
<b>Project Delivery Total:</b>			<b>26,350</b>		<b>0</b>	<b>20,613</b>	<b>5,717</b>	<b>20</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030

**Roads**
**26 #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 project #1210

	Unfunded Future Projects	0	0	0	150	1,100
<b>1,250</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>1,100</b>

**27 #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)				
					2026	2027	2028	2029	2030
		<b>28 #1218 Hwy 16 and Ferry Ave Intersection Upgrade</b>							
		Improve the intersection at Ferry Ave and Hwy 16 in partnership with the Ministry of Transportation and Transit.							
				Unfunded Future Projects	0	0	0	3,500	1,000
			<b>4,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>1,000</b>
		<b>29 #3468 University Way &amp; Ceremonial Loop Roundabout New</b>							
		This project is for the design and construction of a roundabout at the University Way & Ceremonial Loop intersection. This improvement would support access to/from UNBC, as well as promoting intersection road safety. This project may be eligible for ICBC funding, and 3rd Party Developer funding.							
				Unfunded Future Projects	0	2,000	0	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Roads Total:</b>	<b>8,400</b>		<b>0</b>	<b>2,000</b>	<b>0</b>	<b>3,800</b>	<b>2,600</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>Storm Drainage</b>									
	<b>30</b>	<b>#0677 Aberdeen Retention Pond New</b>							
		Construction of a storm retention pond in the Aberdeen area. Will be required when the Crown land north of Aberdeen Rd is developed.							
				Unfunded Future Projects	0	125	0	0	0
			<b>125</b>	<b>Project Totals:</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>31</b>	<b>#0678 Shamrock Rd Storm Trunk New</b>							
		Construct a sub-trunk on Shamrock Rd to deal with storm water runoff from lands west of Shamrock Rd and develop the Shamrock Rd retention pond. The timing of the project will depend upon the rate of development.							
				Unfunded Future Projects	0	0	60	420	0
			<b>480</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>420</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
		<b>32 #0679 BCR Danson Storm Outfall Upgrade</b>							
		Improve the drainage courses and outfalls as required to accommodate increased development.							
				Unfunded Future Projects	0	0	70	380	0
			<b>450</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>380</b>	<b>0</b>

**33 #0680 Noranda Rd Retention Pond New**

Design and construct a storm water retention pond, which is required on Noranda Rd to reduce the peak flows to the storm sewer trunk. The McMillan Creek Watershed is the largest watershed in Prince George and has high riparian value, including salmon and resident fisheries. This watershed also receives large volumes of the storm water south of Monterey Rd. This pond will assist in meeting water quality criteria.

				Unfunded Future Projects	0	0	0	430	0
			<b>430</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>430</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>34</b>	<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.							
				Unfunded Future Projects	0	1,200	0	0	0
			<b>1,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>35</b>	<b>#0682 Gladstone Detention Pond New</b>							
		Accommodate additional runoff from future development as recommended in the Watershed Drainage Plan.							
				Unfunded Future Projects	0	0	2,650	0	0
			<b>2,650</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,650</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>36</b>	<b>#1112 Meyer Rd Storm Sewer New</b>							
		Install a 350m, 450mm diameter storm sewer with catch basins and asphalt swales to provide storm runoff management where no ditching or drainage channels exist. Ditch and sub-surface recharge options were explored, but would not be effective or feasible. Over the last decade the City has received several reports of flooding from the road onto properties situated on the south side of Meyer that are lower than the road elevation. The reports have been frequent during regular rain fall events, spring runoff and winter thaws. Efforts to address the situation by Public Works during events have not been effective.							
				Unfunded Future Projects	0	390	0	0	0
			<b>390</b>	<b>Project Totals:</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>37</b>	<b>#1116 University Heights to Range Rd Storm Sewer New</b>							
		Install 1250m trunk storm sewer from the University Heights Development to Range Rd. Project required for new development and will be included in the DCC calculation project list (will be DCC funded). Involves the construction of detention ponds, which must be identified to set aside lands for construction as planning proceeds. Significant slopes, unstable soil types, and possible bedrock are project constraints. Connection at Range Rd may be insufficiently sized and will be confirmed at the pre-design stage.							
				Unfunded Future Projects	0	0	2,000	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>38</b>	<b>#1439 Winnipeg Street Storm Drainage Treatment Upgrade</b>							
		Complete construction to divert storm water from the underground Winnipeg St storm system through an above ground treatment channel which parallels Winnipeg St from 15th Ave overpass to Carney St. High sedimentation and high concentrations of hydrocarbons found in the previous Winnipeg St storm system rehabilitation project revealed the need for an alternate treatment/catchment area. Diverted sections may either be abandoned due to high siltation/contamination or used for overflow purposes during major storm events. The above ground treatment channel will be easier to maintain and offer treatment options not possible with an underground structure.							
				Unfunded Future Projects	0	200	200	4,000	0
			<b>4,400</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>4,000</b>	<b>0</b>
	<b>39</b>	<b>#3379 Parkridge Creek Domano Blvd Crossing Upgrade</b>							
		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.							
				Unfunded Future Projects	0	100	1,400	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>1,400</b>	<b>0</b>	<b>0</b>
<b>Storm Drainage Total:</b>			<b>13,625</b>		<b>0</b>	<b>2,015</b>	<b>6,380</b>	<b>5,230</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2026	2027	2028	2029	2030	
<b>Transportation &amp; Technical Services</b>										
<b>40 #1122 Downtown Transit Exchange New</b>										
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.										
					Unfunded Future Projects	0	525	0	0	0
			<b>525</b>	<b>Project Totals:</b>	<b>0</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>41 #1133 Ferry/Upland/Lansdowne Intersection Upgrade</b>										
Align intersection in order to provide efficiencies along this corridor as identified in the City Master road network and the recent Transportation Network Study. Improvements will mitigate the queuing along each leg and, in particular, extending to the Hwy 16 corridor. Potential partnerships with ICBC Road Improvement Program and Ministry of Transportation and Transit										
					Unfunded Future Projects	0	0	552	3,675	0
			<b>4,227</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>552</b>	<b>3,675</b>	<b>0</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>42</b>	<b>#1209 Tyner Blvd Bus Pullouts New</b>							
		Develop two new bus pullouts along Tyner Blvd at the intersection of the University Heights Dr residential subdivision. The bus pullouts will be developed to meet the Transportation Association of Canada's national guidelines as well as the BC Transit Infrastructure Design Guidelines. With the growth of the residential subdivision there are potentially more riders on the local transit service. This Route #16 UNBC/College Heights is identified in the BC Transit Futures plan as becoming a frequent transit route with bus pullouts between 300-500m along this corridor. This first location will serve the greatest number of residents and provide a safe loading and off-loading with little or no disruption to the through traffic.							
				Unfunded Future Projects	0	0	50	325	0
			<b>375</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>325</b>	<b>0</b>
<b>Transportation &amp; Technical Services Total:</b>			<b>5,127</b>		<b>0</b>	<b>525</b>	<b>602</b>	<b>4,000</b>	<b>0</b>
<b>1-General Fund Total:</b>			<b>71,563</b>		<b>2,250</b>	<b>28,083</b>	<b>21,076</b>	<b>15,647</b>	<b>4,507</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2026	2027	2028	2029	2030	
<b>3-Sewer Fund</b>										
		<b>43 #0536 Nordic/Chestnut Sanitary Extension New</b>								
		Extend sanitary sewer system to service several properties along the Hart Hwy by incorporating existing private sewer into City system.								
				Unfunded Future Projects	0	0	0	200	1,500	
			<b>1,700</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>1,500</b>	
		<b>44 #0537 North/Central Sanitary Relief New</b>								
		Sanitary north/central relief project to accommodate growth and development.								
				Unfunded Future Projects	0	0	900	0	0	
			<b>900</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>0</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>45</b>	<b>#0538 Otway/Tabor Sanitary Relief New</b>							
		Install sanitary sewer main in the Heritage/Otway subdivision area.							
				Unfunded Future Projects	0	0	410	0	0
			<b>410</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>410</b>	<b>0</b>	<b>0</b>
	<b>46</b>	<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.							
				Unfunded Future Projects	0	0	0	500	0
			<b>500</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>47</b>	<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.							
				Unfunded Future Projects	0	1,200	1,000	0	0
			<b>2,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,200</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
	<b>48</b>	<b>#3222 PW101 Victoria &amp; Milburn Sanitary Liftstation Renewal</b>							
		Replace Sanitary liftstation 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 liftstation that services the area bounded by Hwy 97, Hwy 16, and the Fraser River.							
				Unfunded Future Projects	0	3,000	3,000	0	0
			<b>6,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>49</b>	<b>#3223 PW102 Lower Patricia Sanitary Liftstation Renewal</b>							
		Replace Sanitary Liftstation PW102 located at Lower Patricia Blvd., which was built in 1958 and is in poor condition. The catchment area includes Downtown and the Crescents.							
				Unfunded Future Projects	0	100	2,000	0	0
			<b>2,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>100</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
<b>Sewer Operations Total:</b>			<b>13,810</b>		<b>0</b>	<b>4,300</b>	<b>7,310</b>	<b>700</b>	<b>1,500</b>
<b>3-Sewer Fund Total:</b>			<b>13,810</b>		<b>0</b>	<b>4,300</b>	<b>7,310</b>	<b>700</b>	<b>1,500</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2026	2027	2028	2029	2030	
<b>4-Water Fund</b>										
<b>Water Operations</b>										
<b>50 #0087 Lower Hart Water Main New</b>										
Install water main loop on Northwood Pulpmill Road from Aberdeen Road to Clubhouse Drive. Required to improve fire protection for existing and future development - McTavish Road. Phase 1 was completed in 2018; water main was constructed from Aberdeen Rd to Clubhouse Dr along Northwood Pulpmill Rd. Phase 2 is the continued installation of 350mm diameter water main from Aberdeen Rd to Blueberry Rd to improve reliability of the system by replacing old AC water main on the east side of Hwy 97N that has had numerous breaks over the past 10 years.										
					Unfunded Future Projects	0	200	3,000	0	0
			<b>3,200</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
		<b>51 #0602 PW805 Cranbrook Hill to PW 660 Fishtrap Water Main New</b>							
		Construct a large diameter water main from PW805 (Cranbrook Hill Rd) to the new well on Fishtrap Island to provide water system redundancy to both Pressure Zone 2 and to the Hart.							
				Unfunded Future Projects	0	0	0	500	4,500
			<b>5,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>4,500</b>
		<b>52 #0743 River Rd Water Main New</b>							
		Extend the transmission supply water main along River Rd from the existing water main at River Rd and Foley Cres to pump station PW623 located at Upper Patricia Blvd and Hwy 16 East.							
				Unfunded Future Projects	0	0	2,300	0	0
			<b>2,300</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>2,300</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>53</b>	<b>#1109 Central Hart Water New</b>							
		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.							
				Unfunded Future Projects	0	0	3,000	0	0
			<b>3,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>
	<b>54</b>	<b>#1227 Pressure Zone 2 Reservoir New</b>							
		Construct a new reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	0	0	0	0	4,000
			<b>4,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>55</b>	<b>#1228 PW619 Inverness Pump New</b>							
		Install a new 200hp pump for fire flow servicing at the Inverness booster pump station PW619. This will provide an additional capacity of 151 L/s.							
				Unfunded Future Projects	0	1,150	0	0	0
			<b>1,150</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>56</b>	<b>#1237 West Noranda Water Main New</b>							
		Construct 155m of 200mm water main along Noranda Rd West from Sloan Rd to Hwy 97.							
				Unfunded Future Projects	0	150	0	0	0
			<b>150</b>	<b>Project Totals:</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>57</b>	<b>#1238 Noranda Rd East Water Main New</b>							
		Construct 850m of 250mm water main on Noranda Rd East from Fehr Rd to Bellamy.							
				Unfunded Future Projects	0	1,000	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
	<b>58</b>	<b>#3186 Repurpose PW601/Decommission PW602</b>							
		Repurpose PW601 to supply water to both Pressure Zone 1 (PW803) and Pressure Zones 8, 9 and 13 (PW810). Under this option, PW602 is decommissioned, PW605 remains unchanged, and the required capacity from PW660 will reduce by the demand from Pressure Zones 8, 9 and 13. An 800mm diameter HDPE pipe will be slip-lined inside the existing water main from PW601 for approximately 1.5km to a termination point on the north side of the Nechako River. From this termination point, the 800mm HDPE pipe would be conventionally trenched to a new pump station at the existing PW608 location. In this pump station, a 750mm stainless steel header will feed a 600mm takeoff to Pressure Zone 1. A 300mm stainless steel takeoff will supply booster pumps to feed Pressure Zones 8, 9 and 13 via the water storage reservoir at PW810.							
				Unfunded Future Projects	0	0	100	4,000	4,000
			<b>8,100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>4,000</b>	<b>4,000</b>
	<b>59</b>	<b>#3298 Pump Station PW614 Giscome Rd Renewal</b>							
		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	0	0	0	0	100
			<b>100</b>	<b>Project Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2026	2027	2028	2029	2030
<b>60 #3490 Water Stations Decommission / Disposal</b>									
Decommissioning of various water wells and water pump stations that are no longer in use are required to be decommissioned and disposed to prevent possible groundwater contamination.									
				Unfunded Future Projects	0	1,000	0	0	0
			<b>1,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Operations Total:</b>					<b>0</b>	<b>3,500</b>	<b>8,400</b>	<b>4,500</b>	<b>12,600</b>
<b>4-Water Fund Total:</b>					<b>0</b>	<b>3,500</b>	<b>8,400</b>	<b>4,500</b>	<b>12,600</b>
<b>Grand Total:</b>					<b>2,250</b>	<b>35,883</b>	<b>36,786</b>	<b>20,847</b>	<b>18,607</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
<b>1-General Fund</b>									
<b>Development Planning and Administration</b>									
<b>1 #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>2 #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>
<b>Development Planning and Administration Total:</b>			<b>1,875</b>		<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>375</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2031	2032	2033	2034	2035	
<b>Events &amp; Civic Centre</b>										
	<b>3</b>	<b>#3453 Prince George Conference and Civic Centre Kitchen Equipment Renewal</b>								
		Ongoing replacement and renewal of kitchen equipment at the Prince George Conference and Civic Centre.								
				Unfunded Future Projects	121	130	140	151	160	
			<b>702</b>	<b>Project Totals:</b>	<b>121</b>	<b>130</b>	<b>140</b>	<b>151</b>	<b>160</b>	
	<b>4</b>	<b>#3454 Prince George 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	121	130	140	151	160	
			<b>702</b>	<b>Project Totals:</b>	<b>121</b>	<b>130</b>	<b>140</b>	<b>151</b>	<b>160</b>	
<b>Events &amp; Civic Centre Total:</b>			<b>1,404</b>		<b>242</b>	<b>260</b>	<b>280</b>	<b>302</b>	<b>320</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2031	2032	2033	2034	2035	
<b>Exhibition Park &amp; Community Arenas</b>										
	5	#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	121	130	140	151	160	
			702	<b>Project Totals:</b>	<b>121</b>	<b>130</b>	<b>140</b>	<b>151</b>	<b>160</b>	
<b>Exhibition Park &amp; Community Arenas Total:</b>					<b>121</b>	<b>130</b>	<b>140</b>	<b>151</b>	<b>160</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
<b>Facility Maintenance</b>									
	<b>6</b>	<b>#3208 Janitorial Equipment Floor Scrubbers Replacement</b>							
		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>7</b>	<b>#3342 Emergency Infrastructure Reinvestment - General</b>							
		Much of the City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to general infrastructure failures that can't be put off to future years and are a must to reinstate.							
				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)					
					2031	2032	2033	2034	2035	
<b>8 #3432 Civic Facilities HVAC System Renewal</b>										
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.)										
				Unfunded Future Projects	484	520	559	600	645	
			<b>2,808</b>	<b>Project Totals:</b>	<b>484</b>	<b>520</b>	<b>559</b>	<b>600</b>	<b>645</b>	

**9 #3433 Civic Facilities Electrical System Renewal**

This recurring 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, interior and exterior lighting, fire alarm, etc.

				Unfunded Future Projects	430	462	495	532	572	
			<b>2,491</b>	<b>Project Totals:</b>	<b>430</b>	<b>462</b>	<b>495</b>	<b>532</b>	<b>572</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2031	2032	2033	2034	2035	
<b>10 #3434 Civic Facilities Plumbing System Renewal</b>										
<p>This recurring 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.</p>										
				Unfunded Future Projects	484	520	559	600	645	
				<b>2,808</b>	<b>Project Totals:</b>	<b>484</b>	<b>520</b>	<b>559</b>	<b>600</b>	<b>645</b>
<b>11 #3491 Civic Facilities Building Systems Renewal</b>										
<p>This recurring renewal program is to replace and renew existing building systems and related components that have been identified in poor condition and at or near the end of the service life. The Building Systems Renewal will include all remaining systems other than the HVAC, Electrical and Plumbing renewal programs that are currently in the capital plan.</p>										
				Unfunded Future Projects	430	462	495	532	572	
				<b>2,491</b>	<b>Project Totals:</b>	<b>430</b>	<b>462</b>	<b>495</b>	<b>532</b>	<b>572</b>
<b>Facility Maintenance Total:</b>			<b>13,433</b>		<b>2,395</b>	<b>2,531</b>	<b>2,675</b>	<b>2,831</b>	<b>3,001</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
<b>Fleet Services</b>									
	<b>12</b>	<b>#0431 Mobile Equipment Replacement</b>							
		Annual replacement of vehicles currently part of the City fleet.							
				Transfer - Solid Waste Reserve	1,194	1,458	0	0	0
				Unfunded Future Projects	1,615	1,705	2,174	2,371	3,139
			<b>13,656</b>	<b>Project Totals:</b>	<b>2,809</b>	<b>3,163</b>	<b>2,174</b>	<b>2,371</b>	<b>3,139</b>
	<b>13</b>	<b>#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>14,156</b>		<b>2,909</b>	<b>3,263</b>	<b>2,274</b>	<b>2,471</b>	<b>3,239</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035

**IT Services**
**14 #0715 IT Maintenance**

This recurring program is to support existing IT assets (hardware, software, network) and supporting systems (power, cooling, storage, security).

	Unfunded Future Projects	276	265	278	242	305
<b>1,366</b>	<b>Project Totals:</b>	<b>276</b>	<b>265</b>	<b>278</b>	<b>242</b>	<b>305</b>

**15 #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).

	Unfunded Future Projects	255	112	167	373	215
<b>1,122</b>	<b>Project Totals:</b>	<b>255</b>	<b>112</b>	<b>167</b>	<b>373</b>	<b>215</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>16 #0724 IT Renewal</b>							
		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).							
				Unfunded Future Projects	260	278	188	447	285
			<b>1,458</b>	<b>Project Totals:</b>	<b>260</b>	<b>278</b>	<b>188</b>	<b>447</b>	<b>285</b>
		<b>17 #0727 IT New</b>							
		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	374	934	363	512	130
			<b>2,313</b>	<b>Project Totals:</b>	<b>374</b>	<b>934</b>	<b>363</b>	<b>512</b>	<b>130</b>
<b>IT Services Total:</b>			<b>6,258</b>		<b>1,165</b>	<b>1,589</b>	<b>995</b>	<b>1,574</b>	<b>935</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035

**Parks**
**18 #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.

		Unfunded Future Projects	74	78	82	86	90
<b>409</b>		<b>Project Totals:</b>	<b>74</b>	<b>78</b>	<b>82</b>	<b>86</b>	<b>90</b>

**19 #0382 Nature Park Upgrades**

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. 2026 priority work to Forest for the World trail routes.

		Unfunded Future Projects	64	67	70	74	78
<b>352</b>		<b>Project Totals:</b>	<b>64</b>	<b>67</b>	<b>70</b>	<b>74</b>	<b>78</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>20 #0931 Boulevard Upgrades</b>							
		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	236	248	260	273	287
			<b>1,305</b>	<b>Project Totals:</b>	<b>236</b>	<b>248</b>	<b>260</b>	<b>273</b>	<b>287</b>
		<b>21 #1097 Trails Renewal</b>							
		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	383	402	422	443	465
			<b>2,116</b>	<b>Project Totals:</b>	<b>383</b>	<b>402</b>	<b>422</b>	<b>443</b>	<b>465</b>
		<b>22 #1499 Trails and Paths New</b>							
		This program is to develop new trails as proposed in the 2008 PG Centennial Trails Project, 1998 City Wide Trail System Master Plan, through off-street paths identified in the Active Transportation Plan, and further direction towards investment of trails within existing parks in 2017 Park Strategy.							
				Unfunded Future Projects	368	387	406	426	448
			<b>2,035</b>	<b>Project Totals:</b>	<b>368</b>	<b>387</b>	<b>406</b>	<b>426</b>	<b>448</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2031	2032	2033	2034	2035	
<b>23 #3332 Ball Diamond and Sport Field Renewal</b>										
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 2026 will be Freeman Park and Joe Martin Field.										
				Unfunded Future Projects	1,200	1,275	1,336	1,400	1,475	
			<b>6,686</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>1,275</b>	<b>1,336</b>	<b>1,400</b>	<b>1,475</b>	

**24 #3391 Gravel Parking Lot Renewal**

Investment in park facilities is a key focus area in the 2017 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.

				Unfunded Future Projects	96	101	106	111	116
			<b>529</b>	<b>Project Totals:</b>	<b>96</b>	<b>101</b>	<b>106</b>	<b>111</b>	<b>116</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>25 #3392 Hard Surface Court Renewal</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 2017 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. 2026 projects include asphalt resurfacing of priority hard surface courts, line painting and replacement of other related park assets and necessary amenities.							
				Unfunded Future Projects	319	335	352	369	388
			<b>1,763</b>	<b>Project Totals:</b>	<b>319</b>	<b>335</b>	<b>352</b>	<b>369</b>	<b>388</b>
		<b>26 #3470 Parks Building Renewal Program</b>							
		The City of Prince George's Parks Division currently manages 74 facilities which include but is not limited to public washrooms, picnic shelters, concessions, operational and storage buildings. Implementing an annual renewal program will allow Parks staff to complete tasks necessary to maintain the buildings condition, extending the lifespan and preventing costly emergency repairs. This program will focus on facility roofing, siding, doors, windows, security systems, lighting, heating/cooling, plumbing, electrical, foundation, etc. Priority in 2026 will be the Kiwanis Bandshell in Lheidli T'enneh Memorial Park.							
				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>Parks Total:</b>	<b>15,695</b>		<b>2,840</b>	<b>2,992</b>	<b>3,134</b>	<b>3,282</b>	<b>3,447</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
<b>Project Delivery</b>									
<b>27 #1467 Accessibility Upgrades</b>									
<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>									
				Unfunded Future Projects	150	150	150	150	150
				<b>750</b>	<b>Project Totals:</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>28 #3331 Parking Lot Renewal</b>									
<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 5,400 m2 that are in poor to very poor condition and past their service life. 2026 Parking Lot Renewal is planned for the RCMP large offsite parking lot, Fire Hall #3 parking area and Fire Hall #4 parking area.</p>									
				Unfunded Future Projects	200	200	200	200	200
				<b>1,000</b>	<b>Project Totals:</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Project Delivery Total:</b>			<b>1,750</b>		<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035

**Roads**
**29 #0167 Road Widening Austin Rd West Upgrade**

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>

**30 #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.

	Unfunded Future Projects	9,317	9,783	10,272	10,786	11,325
<b>51,483</b>	<b>Project Totals:</b>	<b>9,317</b>	<b>9,783</b>	<b>10,272</b>	<b>10,786</b>	<b>11,325</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>31 #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>
		<b>32 #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	1,100	0	0
			<b>1,400</b>	<b>Project Totals:</b>	<b>0</b>	<b>300</b>	<b>1,100</b>	<b>0</b>	<b>0</b>
		<b>33 #0672 Glen Lyon Way Extension New</b>							
		Extend Glen Lyon Way from St. Patrick to Domano Blvd., development driven project.							
				Unfunded Future Projects	0	200	1,800	0	0
			<b>2,000</b>	<b>Project Totals:</b>	<b>0</b>	<b>200</b>	<b>1,800</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
	<b>34</b>	<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>
	<b>35</b>	<b>#0676 Ospika Connector New</b>							
		Construct Ospika Blvd from Tyner Blvd to Marleau Rd.							
				Unfunded Future Projects	10,000	10,000	10,000	0	0
			<b>30,000</b>	<b>Project Totals:</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>36 #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.							
				Unfunded Future Projects	2,111	2,216	2,327	2,443	2,565
			<b>11,662</b>	<b>Project Totals:</b>	<b>2,111</b>	<b>2,216</b>	<b>2,327</b>	<b>2,443</b>	<b>2,565</b>
		<b>37 #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>
		<b>38 #1292 Bus Bay Pullouts New</b>							
		Develop new bus pullouts along arterial roadways beyond those triggered through new subdivision and development requirements. 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	510	536	562	590	620
			<b>2,818</b>	<b>Project Totals:</b>	<b>510</b>	<b>536</b>	<b>562</b>	<b>590</b>	<b>620</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>39 #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	591	621	652	684	718
			<b>3,266</b>	<b>Project Totals:</b>	<b>591</b>	<b>621</b>	<b>652</b>	<b>684</b>	<b>718</b>
		<b>40 #3366 General Bridge Renewal</b>							
		Maintain bridges and extend their service lives. There are ten major bridges within the City of Prince George and a number of small wooden bridges. In 2020 COWI Engineers provided an assessment of the ten major bridges along with recommendations for maintenance and repairs.							
				Unfunded Future Projects	295	310	326	342	359
			<b>1,633</b>	<b>Project Totals:</b>	<b>295</b>	<b>310</b>	<b>326</b>	<b>342</b>	<b>359</b>
<b>Roads Total:</b>			<b>133,911</b>		<b>29,174</b>	<b>39,266</b>	<b>28,038</b>	<b>21,846</b>	<b>15,588</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035

**Storm Drainage**
**41 #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.

	Unfunded Future Projects	153	160	168	177	186
<b>844</b>	<b>Project Totals:</b>	<b>153</b>	<b>160</b>	<b>168</b>	<b>177</b>	<b>186</b>

**42 #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.

	Unfunded Future Projects	150	1,700	0	0	0
<b>1,850</b>	<b>Project Totals:</b>	<b>150</b>	<b>1,700</b>	<b>0</b>	<b>0</b>	<b>0</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035

**43 #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.

	Unfunded Future Projects	3,191	3,350	3,518	3,694	3,878
<b>17,631</b>	<b>Project Totals:</b>	<b>3,191</b>	<b>3,350</b>	<b>3,518</b>	<b>3,694</b>	<b>3,878</b>

**44 #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.

	Unfunded Future Projects	326	342	359	377	396
<b>1,800</b>	<b>Project Totals:</b>	<b>326</b>	<b>342</b>	<b>359</b>	<b>377</b>	<b>396</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
	<b>45</b>	<b>#3412 Stormwater System New</b>							
		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.							
				Unfunded Future Projects	255	268	281	295	310
			<b>1,410</b>	<b>Project Totals:</b>	<b>255</b>	<b>268</b>	<b>281</b>	<b>295</b>	<b>310</b>
<b>Storm Drainage Total:</b>			<b>23,535</b>		<b>4,075</b>	<b>5,820</b>	<b>4,326</b>	<b>4,543</b>	<b>4,770</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
<b>Street Lighting</b>									
<b>46 #3116 Street Light Renewal</b>									
Program to renew and replace street lighting infrastructure that is rapidly deteriorating. Many of our street lights were constructed in the 70's and are past the end of their service life. Lights are approximately 45-50 years old.									
				Unfunded Future Projects	510	535	561	589	618
			<b>2,813</b>	<b>Project Totals:</b>	<b>510</b>	<b>535</b>	<b>561</b>	<b>589</b>	<b>618</b>
<b>Street Lighting Total:</b>					<b>510</b>	<b>535</b>	<b>561</b>	<b>589</b>	<b>618</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2031	2032	2033	2034	2035	
<b>Transportation &amp; Technical Services</b>										
<b>47 #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.										
				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>48 #3249 Traffic Controller and Signal Optical Detection Renewal</b>										
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.										
				Unfunded Future Projects	80	80	80	80	80	
				<b>400</b>	<b>Project Totals:</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<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>218,433</b>		<b>44,736</b>	<b>57,692</b>	<b>43,728</b>	<b>38,894</b>	<b>33,383</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
<b>2-District Energy Fund</b>									
<b>District Energy</b>									
<b>49 #3410 District Energy System Renewal</b>									
<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>									
				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>
<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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035

**3-Sewer Fund**
**Sewer Operations**
**50 #1031 Sanitary Collection System Renewal**

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.

	Unfunded Future Projects	1,200	1,200	1,200	1,200	1,200
<b>6,000</b>	<b>Project Totals:</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>

**51 #1168 Mobile Equipment Replacement - Sewer**

Annual replacement program of sewer vehicles currently part of the City fleet.

	Unfunded Future Projects	323	208	168	522	818
<b>2,040</b>	<b>Project Totals:</b>	<b>323</b>	<b>208</b>	<b>168</b>	<b>522</b>	<b>818</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035

**52 #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 or siphon mains. All the liftstations and forcemains 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.

	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>

**53 #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.

	Unfunded Future Projects	1,800	1,800	1,800	1,800	1,800
<b>9,000</b>	<b>Project Totals:</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2031	2032	2033	2034	2035	
		<b>54 #3224 Wastewater Treatment Plant Components</b>								
		<b>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.								
				Unfunded Future Projects	650	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>	<b>650</b>

**55 #3329 Sanitary Forcemain and Liftstation Renewal**

This program focuses on renewing 23 km of forcemains/siphons and 31 sewer liftstations. The first priority is replacing John Hart Forcemain utilizing 2021-2025 Program budget to maintain the system's operation.

				Unfunded Future Projects	975	975	975	975	975	975
			<b>4,875</b>	<b>Project Totals:</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>975</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>56 #3372 Emergency Infrastructure Reinvestment Sewer</b>							
		The City's infrastructure is aging and moving beyond its life cycle. This funding is to be applied to sewer infrastructure failures that cannot 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>

**57 #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>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)					
					2031	2032	2033	2034	2035	
<b>58 #3413 Sanitary Collection System New</b>										
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	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>250</b>
<b>59 #3414 Sanitary Collection System Upgrade</b>										
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.										
				Unfunded Future Projects	290	304	318	334	351	
			<b>1,596</b>	<b>Project Totals:</b>	<b>290</b>	<b>304</b>	<b>318</b>	<b>334</b>	<b>351</b>	
<b>Sewer Operations Total:</b>			<b>33,762</b>		<b>6,638</b>	<b>6,537</b>	<b>6,511</b>	<b>6,881</b>	<b>7,194</b>	
<b>3-Sewer Fund Total:</b>			<b>33,762</b>		<b>6,638</b>	<b>6,537</b>	<b>6,511</b>	<b>6,881</b>	<b>7,194</b>	

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
<b>4-Water Fund</b>									
<b>Water Operations</b>									
	<b>60</b>	<b>#0168 BCR/Danson Simon Fraser Bridge Water Supply</b>							
		Connect the water main distribution system to the BCR/Danson site. This project represents funds committed to the Ministry of Transportation and Infrastructure for this portion of the work on the twinning of the Simon Fraser Bridge.							
				Unfunded Future Projects	1,000	4,000	0	0	0
			<b>5,000</b>	<b>Project Totals:</b>	<b>1,000</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>61</b>	<b>#1169 Mobile Equipment Replacement Water</b>							
		Annual replacement of water vehicles currently part of the City fleet.							
				Unfunded Future Projects	346	91	168	409	709
			<b>1,723</b>	<b>Project Totals:</b>	<b>346</b>	<b>91</b>	<b>168</b>	<b>409</b>	<b>709</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
	<b>62</b>	<b>#1227 Pressure Zone 2 Reservoir New</b>							
		Construct a new reservoir to provide reliable water to Pressure Zone 2.							
				Unfunded Future Projects	1,550	0	0	0	0
			<b>1,550</b>	<b>Project Totals:</b>	<b>1,550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>63</b>	<b>#1391 Construction Tools and Equipment</b>							
		Purchase tools and equipment needed for utility operations to be able to complete all of the ongoing and upcoming construction projects.							
				Unfunded Future Projects	25	25	25	25	25
			<b>125</b>	<b>Project Totals:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
	<b>64</b>	<b>#3184 Water Facilities New</b>							
		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. predesign, concept, design) as well as the engineering and construction of new vertical assets.							
				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>

Fund	#	Project	Cost	Funding Source	in thousands (000)				
					2031	2032	2033	2034	2035
		<b>65 #3185 Water Facilities Renewal</b>							
		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.							
				Unfunded Future Projects	600	600	600	600	600
			<b>3,000</b>	<b>Project Totals:</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
		<b>66 #3298 Pump Station PW614 Giscome Rd Renewal</b>							
		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	1,100	400	0	0	0
			<b>1,500</b>	<b>Project Totals:</b>	<b>1,100</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>67 #3330 Water Facilities Upgrade</b>							
		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	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)				
					2031	2032	2033	2034	2035

**68 #3373 Emergency Infrastructure Reinvestment  
Water**

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 cannot be put off to future years and are a must to reinstate.

		Unfunded Future Projects	500	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>500</b>

**69 #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. predesign, concept, design) as well as the engineering and construction for the replacement and renewal of linear water distribution system assets.

		Unfunded Future Projects	2,000	4,000	4,000	2,000	4,000
	<b>16,000</b>	<b>Project Totals:</b>	<b>2,000</b>	<b>4,000</b>	<b>4,000</b>	<b>2,000</b>	<b>4,000</b>

Fund	#	Project	Cost	Funding Source	in thousands (000)					
					2031	2032	2033	2034	2035	
<b>70 #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. predesign, concept, design) as well as the engineering and construction of new linear assets.										
				Unfunded Future Projects	800	2,000	800	2,000	800	
			<b>6,400</b>	<b>Project Totals:</b>	<b>800</b>	<b>2,000</b>	<b>800</b>	<b>2,000</b>	<b>800</b>	
<b>Water Operations Total:</b>					<b>41,298</b>	<b>8,621</b>	<b>12,316</b>	<b>6,793</b>	<b>6,234</b>	<b>7,334</b>
<b>4-Water Fund Total:</b>					<b>41,298</b>	<b>8,621</b>	<b>12,316</b>	<b>6,793</b>	<b>6,234</b>	<b>7,334</b>
<b>Grand Total:</b>					<b>294,492</b>	<b>60,195</b>	<b>76,745</b>	<b>57,232</b>	<b>52,209</b>	<b>48,111</b>