

# 2026 – 2030 FINANCIAL PLAN



# Agenda

- Who Does What?
- Legislative Framework
- The City's Infrastructure Story
- Public consultation about 2026 budget priorities
- The 2026 financial overview and plan
  - Capital Expenditure Plan
  - Operating Budget

# Who does what?

## Municipal Government



- Road maintenance
- Snow removal
- Water supply
- Sewer/storm water management
- Solid waste collection
- Parks, trails and playgrounds
- Cemetery
- Recreation facilities (e.g., CN Centre)
- Bylaws
- Municipal RCMP
- Fire Rescue
- Business licenses
- Community planning and development
- City Hall
- Municipal property tax

## Regional District



- Solid waste management (landfill, recycling depot and transfer stations)
- Residential services outside City boundaries
- Regional parks and recreation
- Rural area planning and development
- 911 operation
- Fire dispatch
- Heritage conservation

## Provincial Government



- Housing
- Schools
- Provincial parks
- Crown land resource extraction
- Health care
- Social services
- WorkSafe
- ICBC
- Justice
- Post-secondary education
- Highway maintenance (including highways within City boundaries)
- Provincial income tax
- Provincial property tax
- Sales tax

## Federal Government



- Income tax
- Employment insurance
- Child tax benefits
- Student loans
- Military
- National parks
- International travel
- Banking
- Criminal law
- Foreign affairs

# Legislative Framework

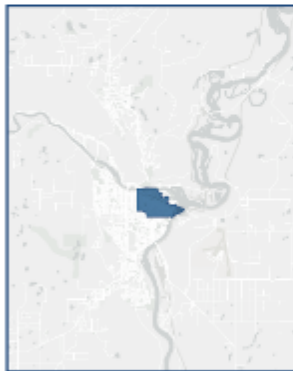
- *Community Charter* requires that municipalities adopt five year operating and capital financial plans
- Council's Strategic Plan guides the development of the City's financial plan
- The financial planning process must include public consultation; the type of consultation is left to the discretion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

# Our **Infrastructure** Story

## **Decades of rapid growth**

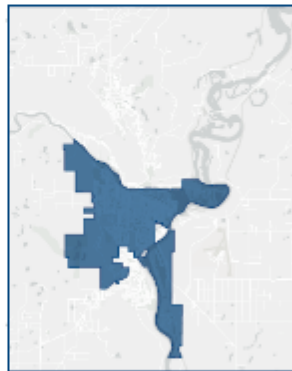
- Our population increased rapidly after World War II. 4,000 people in 1947 to 60,000 in less than 30 years.
- From the 1940s to the 1980s, the population doubled every decade.
- Between 1952 and 1975, the City boundary grew exponentially.

**1915**



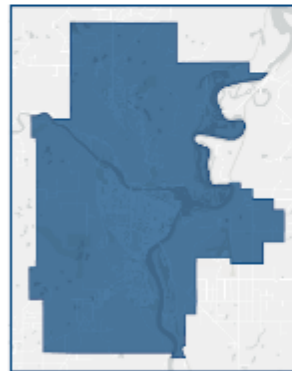
1915 to 1952 – the initial size of the municipality of Prince George was 5.1 square kilometres.

**1974**



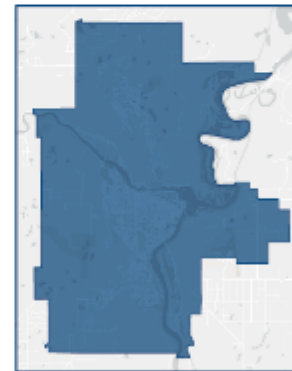
1953 to 1974 – Over the course of just 20 years, the City boundary expanded 11 times and grew to be 61 square kilometres.

**1975**



1975 – Prince George grew to be roughly five times larger in just one year

**2023**



The present day – The total size is 329 square kilometres.

# Our **Infrastructure** Story



## **Infrastructure over-investment**

Prince George's first official community plan (1979) forecast a population of 185,000 by 2012. But growth began to slow in the 80s.

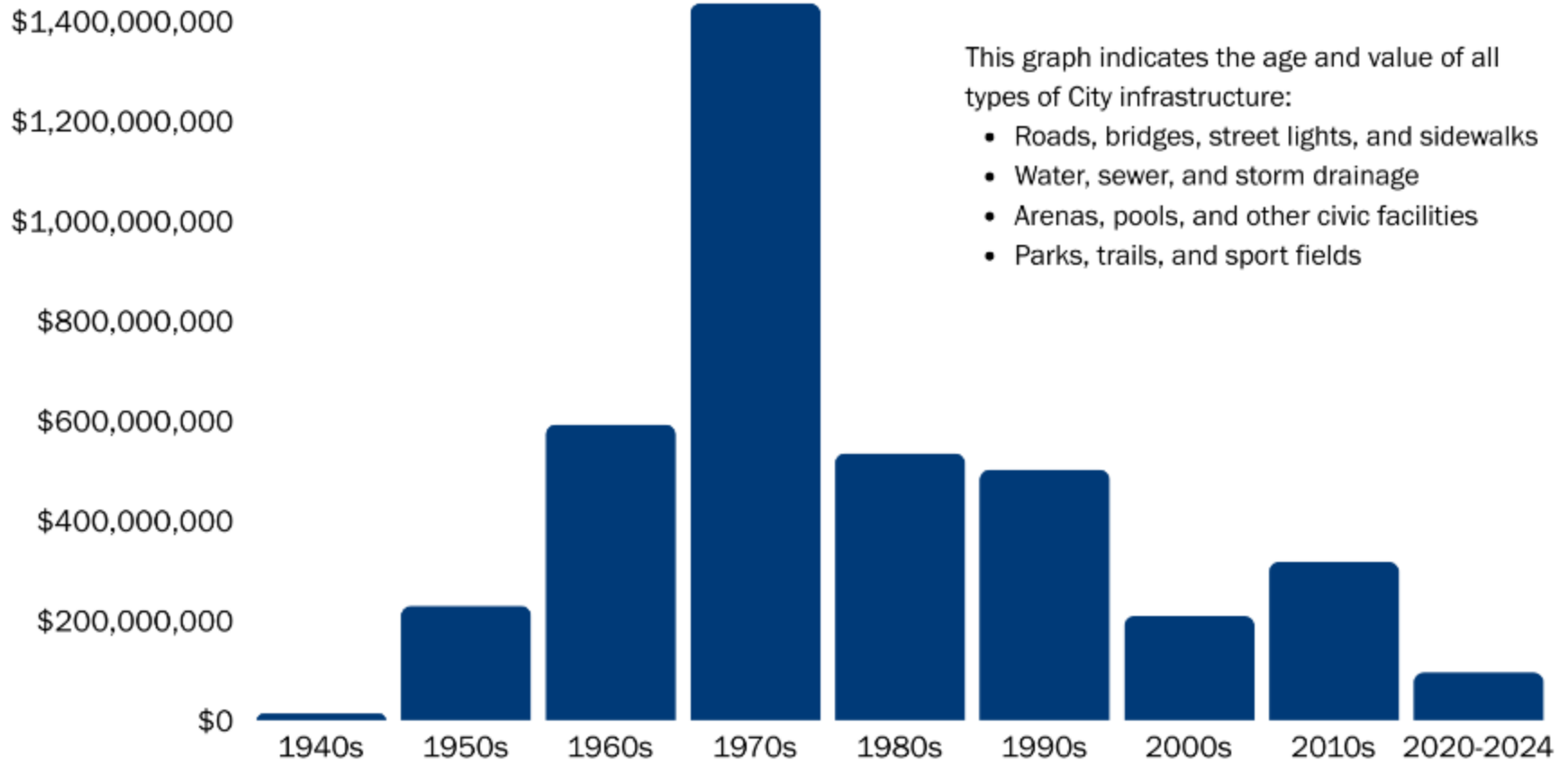
In 1981, Prince George had a larger population than Kelowna, Kamloops, and Nanaimo. Today, all of those cities have more people.

Most of our infrastructure was built during our rapid growth years and now this aging infrastructure must serve a small and spread-out population.

# What It All Means For Infrastructure

## Current Infrastructure

Infrastructure Acquired Per Decade (in Replacement Value)

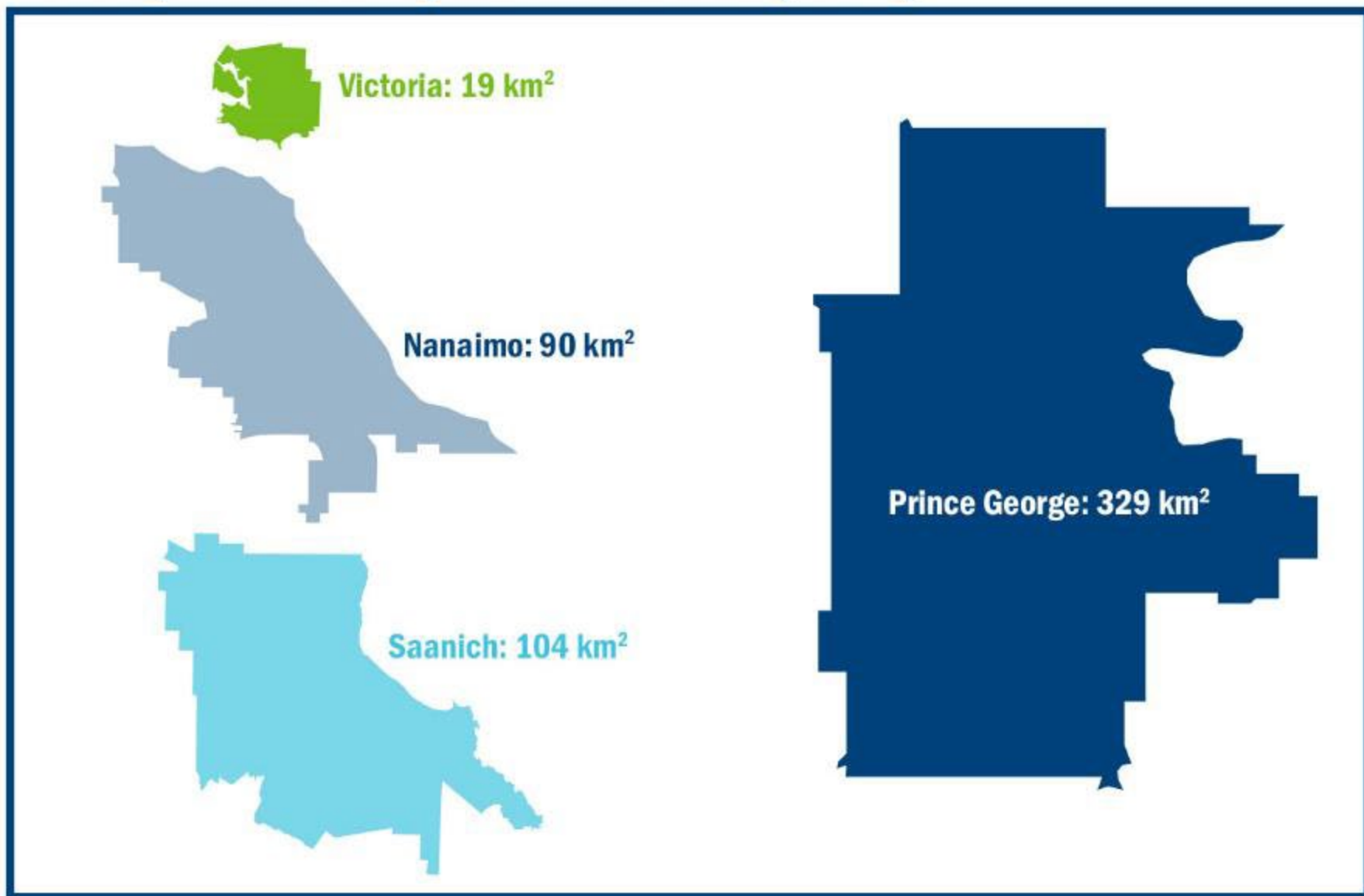


This graph indicates the age and value of all types of City infrastructure:

- Roads, bridges, street lights, and sidewalks
- Water, sewer, and storm drainage
- Arenas, pools, and other civic facilities
- Parks, trails, and sport fields



## Municipal Area in Square Kilometres (2021)



# ... and our population is really spread out.

Each figure represents 100 people per square kilometre



Prince George: 2.4



Kamloops: 3.2



Nanaimo: 11.0



Saanich: 11.3



Kelowna: 6.8



Victoria: 47.2

Population density (2021)

This means that, per taxpayer, there are a LOT of roads, pipes, and other infrastructure to maintain.



Prince George is the **7th least-densely populated** population centre in all of Canada with a population of at least 40,000 at **911.2/km<sup>2</sup>**



With about 404 dwellings per square kilometre, Prince George has the **5th lowest density of dwellings** among Canadian population centres.



**\$5  
Billion**

Approximate replacement  
value of civic infrastructure

**\$90  
Million**

Approximate value of civic  
infrastructure assessed as  
needing replacement as of 2024

**55** City-owned buildings  
totalling 154,000 m<sup>2</sup>

Road infrastructure

**1,556  
lane km**

Roads

**200 km**

Sidewalks

**4,728**

Streetlights

Underground infrastructure

**824 km**

Water pipes

**712 km**

Sanitary sewer pipes

**445 km**

Stormwater pipes

Downtown Renewable  
Energy System

**6 km**

connected to

**12  
buildings**

- Canfor Leisure Pool
- Kopar Memorial Arena
- George Street Parkade
- City Hall
- Law Courts
- Wood Innovation Design Centre
- RCMP Detachment
- Conference and Civic Centre
- Prince George Public Library
- Two Rivers Gallery
- Ramada Plaza
- Plaza 400



102

Parks

50

Playgrounds

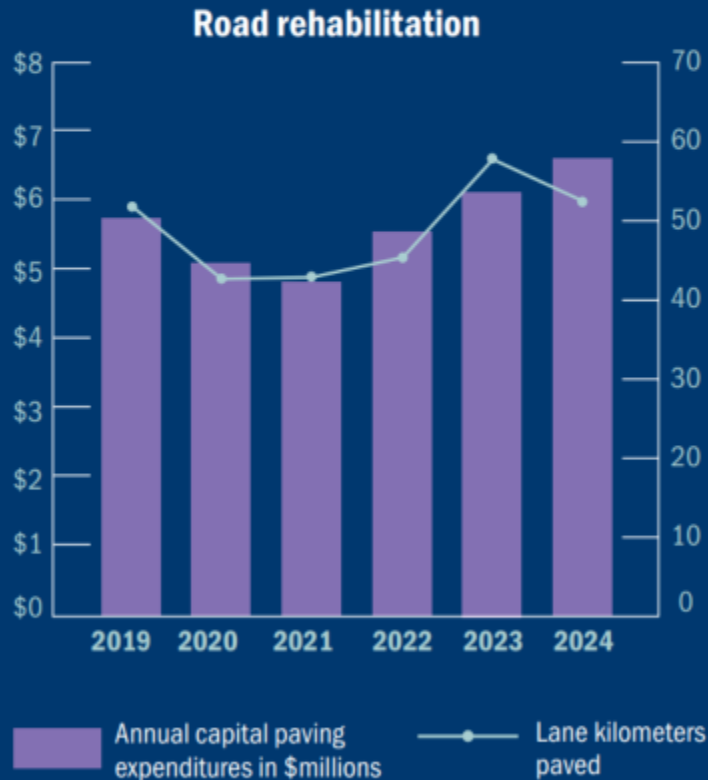
91 km

Trails

- 18 sport fields
- 23 ball diamonds
- 36 tennis courts
- 7 pickleball courts
- 2 skate parks
- 3 BMX/bike parks
- Lawn bowling greens
- Cricket pitch
- Beach volleyball courts

# 2024 Roads and Sidewalks

## Roads projects



**52** Roads projects

**52.3** Lane kms paved

## Sidewalk projects

**5,558** lineal metres  
of sidewalk rehabilitated

**845** lineal metres  
of new concrete sidewalk installed

# 2025 Representative Home Values and Property Taxes

Municipality	2021 Census	Taxable Land Area (ha)	2025 Rep. Home Value	Municipal Taxes	Other Authorities	Total Residential Taxes
Chilliwack	93,203	20,078	917,389	2,540	1,546	4,086
Kamloops	97,902	21,979	716,608	3,146	1,450	4,596
Kelowna	144,576	21,506	1,058,892	2,945	1,775	4,720
Township of Langley	132,603	27,158	1,511,423	2,835	2,226	5,061
Maple Ridge	90,990	14,748	1,282,828	3,418	1,956	5,374
Nanaimo	99,863	4,351	787,743	3,210	2,232	5,442
Prince George	76,708	29,762	467,684	2,922	1,466	4,388
Saanich	117,735	6,481	1,284,451	4,002	2,341	6,343
Victoria	91,867	1,148	1,204,449	4,065	2,202	6,267

# Budget 2026 Engagement: What We Heard

## Five satisfaction surveys

- 1054 responses

## Annual Citizen Budget survey

- 740 responses

## Gathering comments on social media

## Public open houses

- City Hall at the Mall
- Budget 2026 Walk 'n' Talk  
at CN Centre

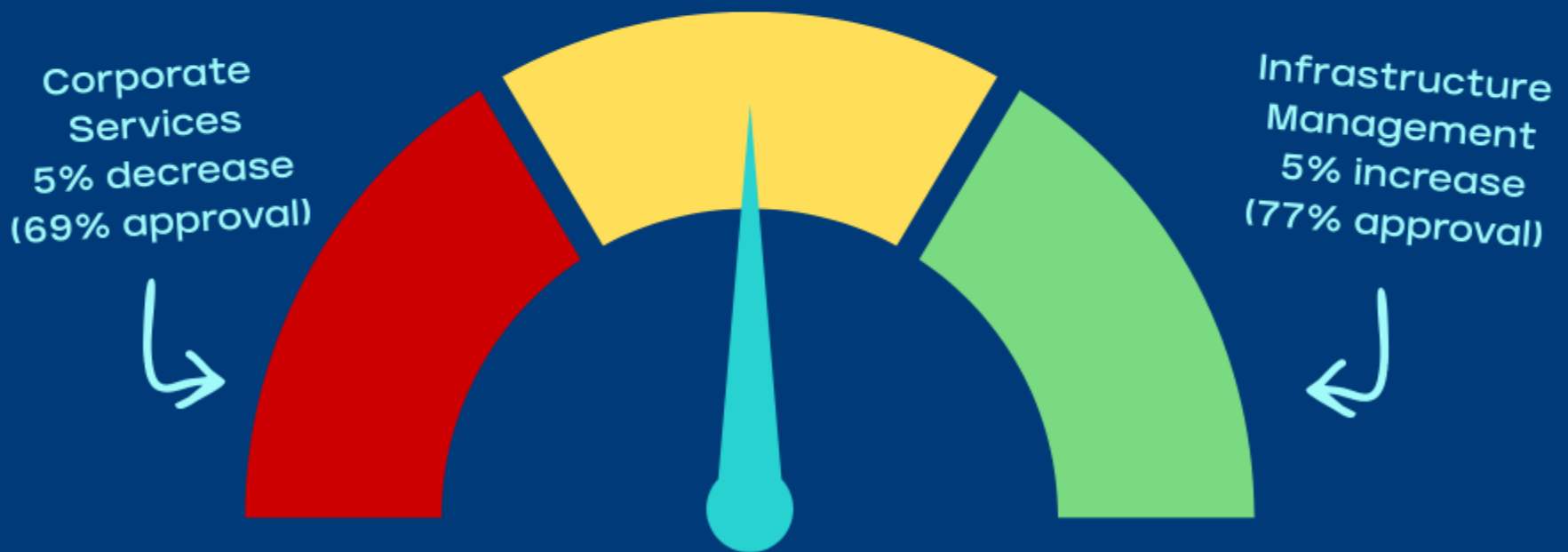
## Promoted through:

- Two media releases
- Advertisements in print, radio  
and digital media
- One e-newsletter
- Social media (free)
- Social media paid ads on  
Facebook and Instagram  
(meta)
- City Omnivex screens
- Posters in the community



# Budget 2026 Engagement: What We Heard

Infrastructure Management was the only service area to receive support for a 5% increase (77% approval), while Corporate Services was the only area for which participants preferred a 5% decrease (69% approval).



# Budget 2026 Engagement: What We Heard

## Importance:



Snow and Ice Control (9.7%) was identified as the most important service level



Protective Services (9.6%)



Police Services (9.5%)



Roads and Sidewalks (8.9%)



Infrastructure Management (8.3%)



# Budget 2026 Engagement: What We Heard

## Satisfaction:

Fire Protection

Parks

Trails

Beautification

Police Services

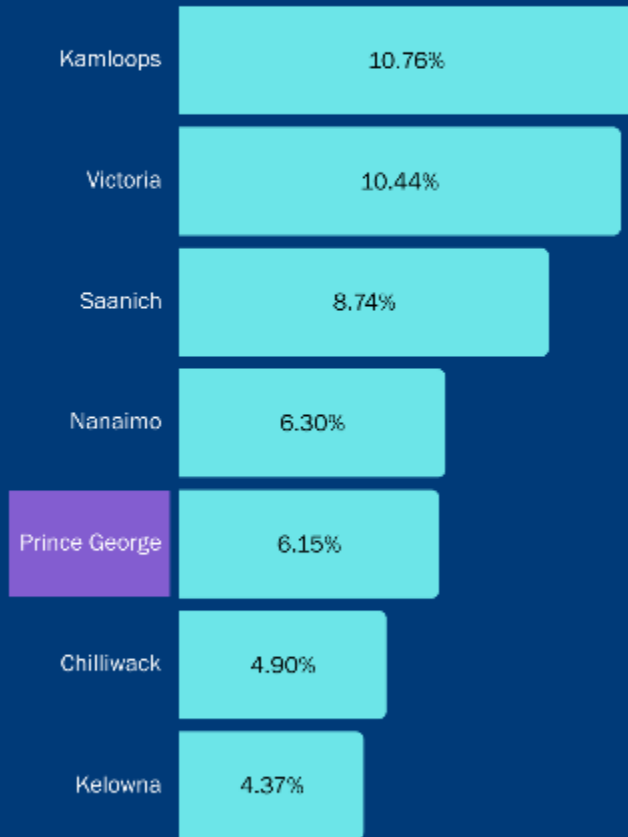


Higher satisfaction  
ratings

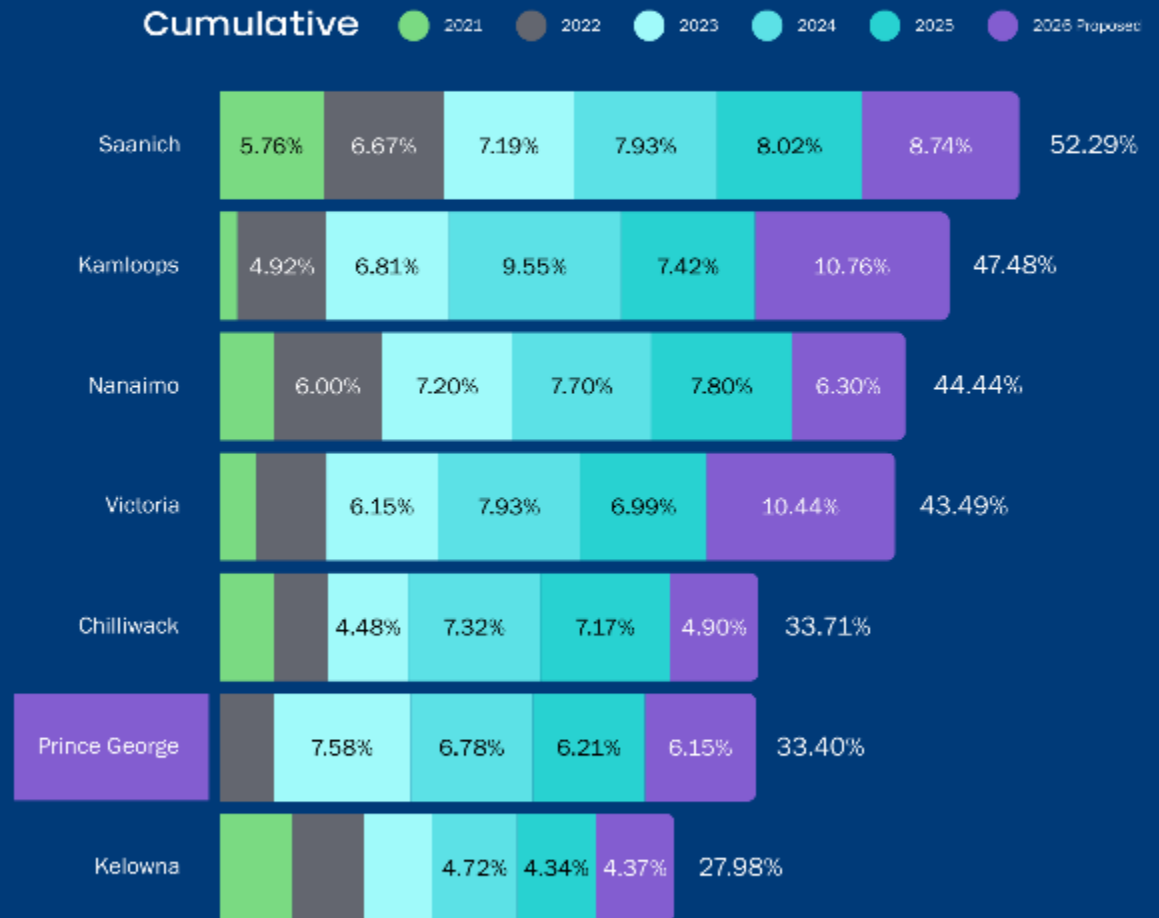


# Property tax comparison

## 2026 Proposed



## Cumulative



Sourced from online public information. Cumulative totals are compounded year-over-year.  
Proposed rates are not yet approved by Council.

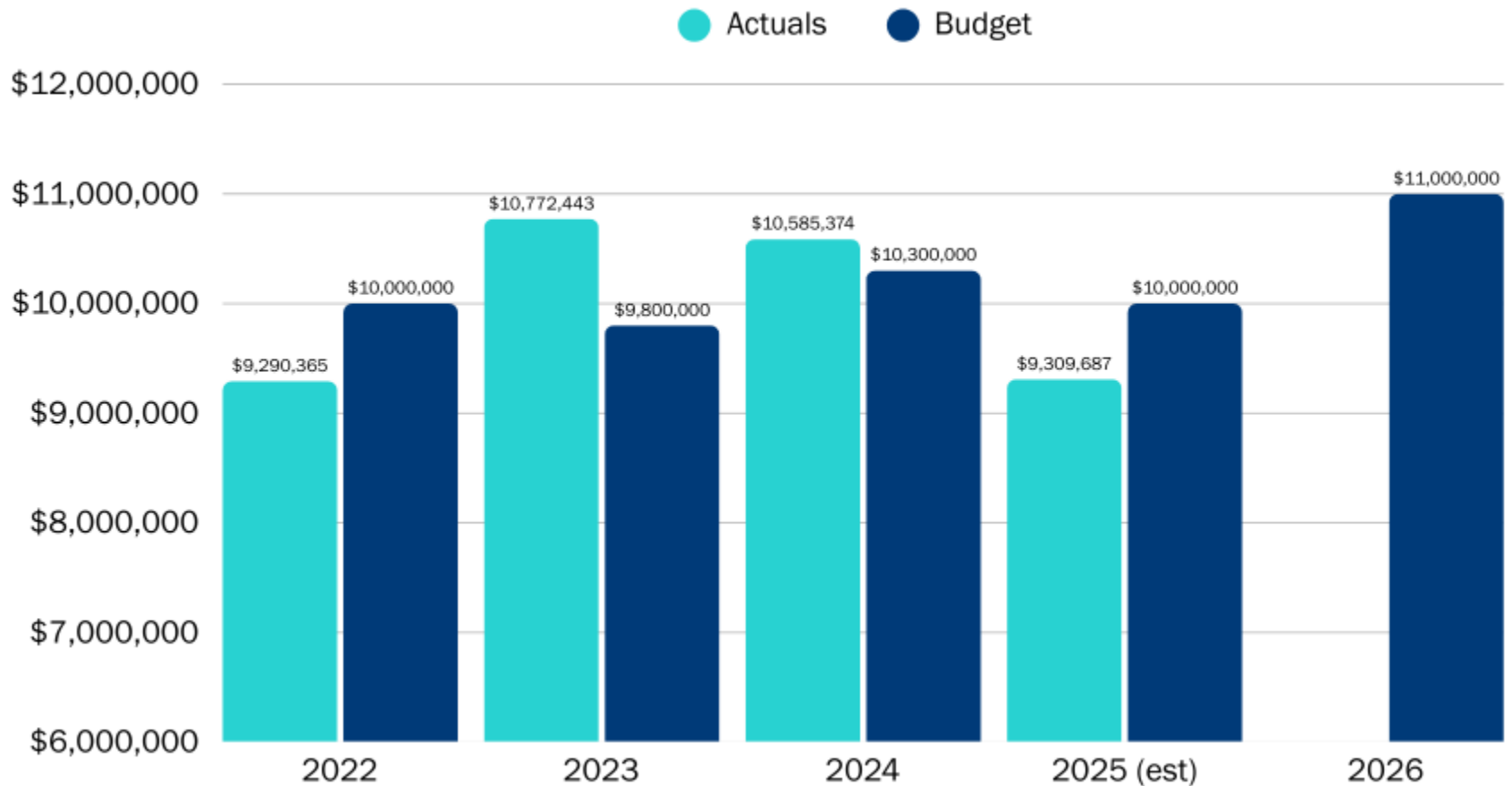
# Financial Overview

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

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

# Snow Expenses vs. Snow Levy

## Actual 2022 to Proposed 2026



# Financial Overview

## Road Rehabilitation Levy

- Currently set at \$7,000,000
- 2026 budget has been prepared at \$7,300,000, or an increase of \$300,000, to keep pace with the rising costs of asphalt, labour and fleet expenses.
- Increase required to try and maintain the same number of lane kilometers of work per year (50 lane kilometers per year. The City has a total inventory of 1,561 lane kilometers)

# Financial Overview

## General Infrastructure Reinvestment Fund

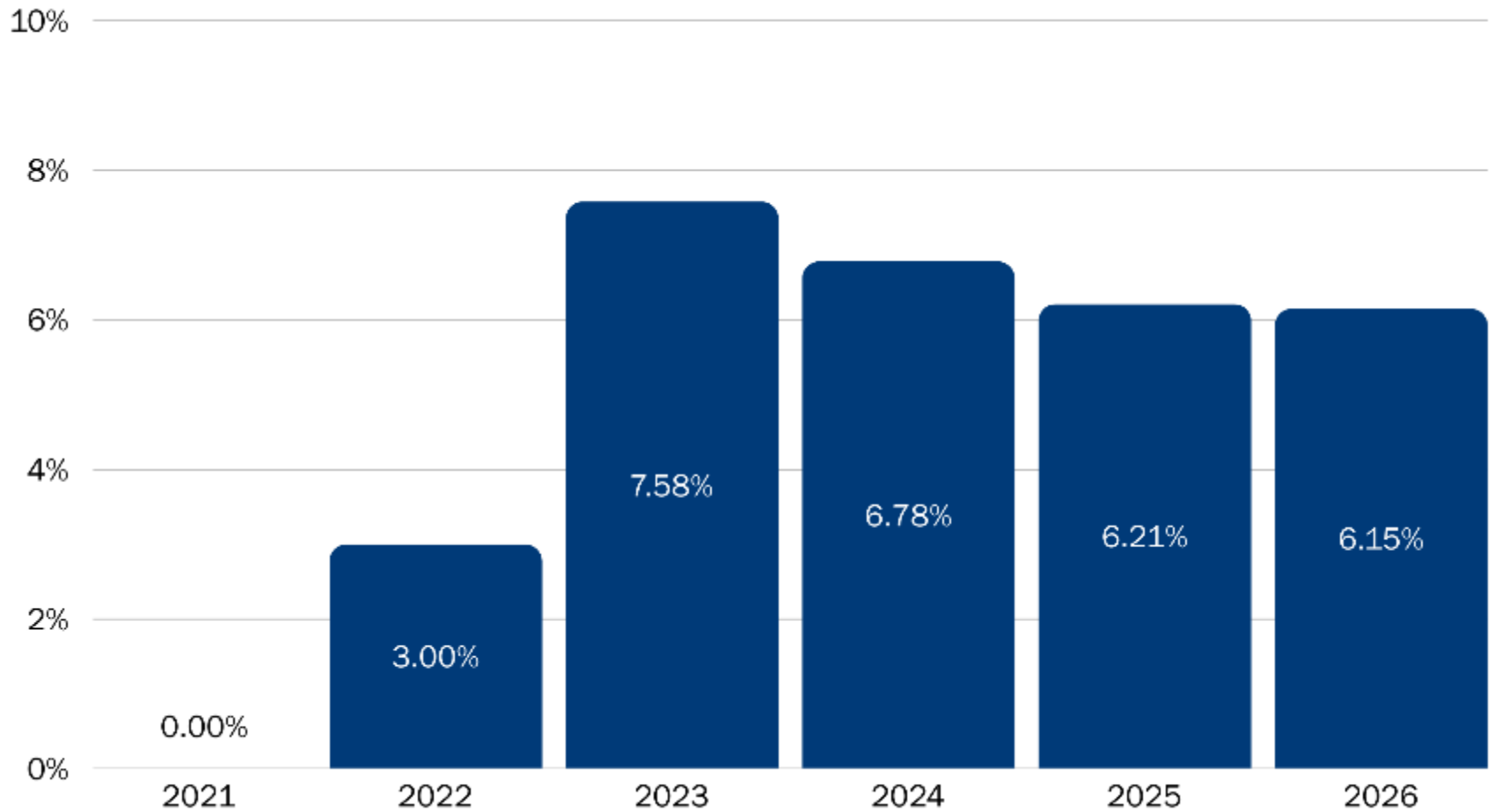
- Some asset groups have dedicated funding sources. Sewer, Water, Solid Waste, District Energy and Off-Street Parking capital needs are funded by the user fees of those services. Roads has its own levy and Fleet needs are provided for through equipment financing
- All other capital asset groups' reinvestment needs are prioritized and compete for limited available funding
- Levy was created in 2013 to increase the available funding needed to maintain and replace new and aging infrastructure and grew to \$2,500,000 by 2016
- Has only grown to the 2023 budget of \$2,950,000 since 2016
- 2026 budget has been prepared at \$7,127,737 by adding 1% of the total tax levy to this fund as per Sustainable Finance Policy

# Tax Notice Line Items

## Proposed 2026 Changes

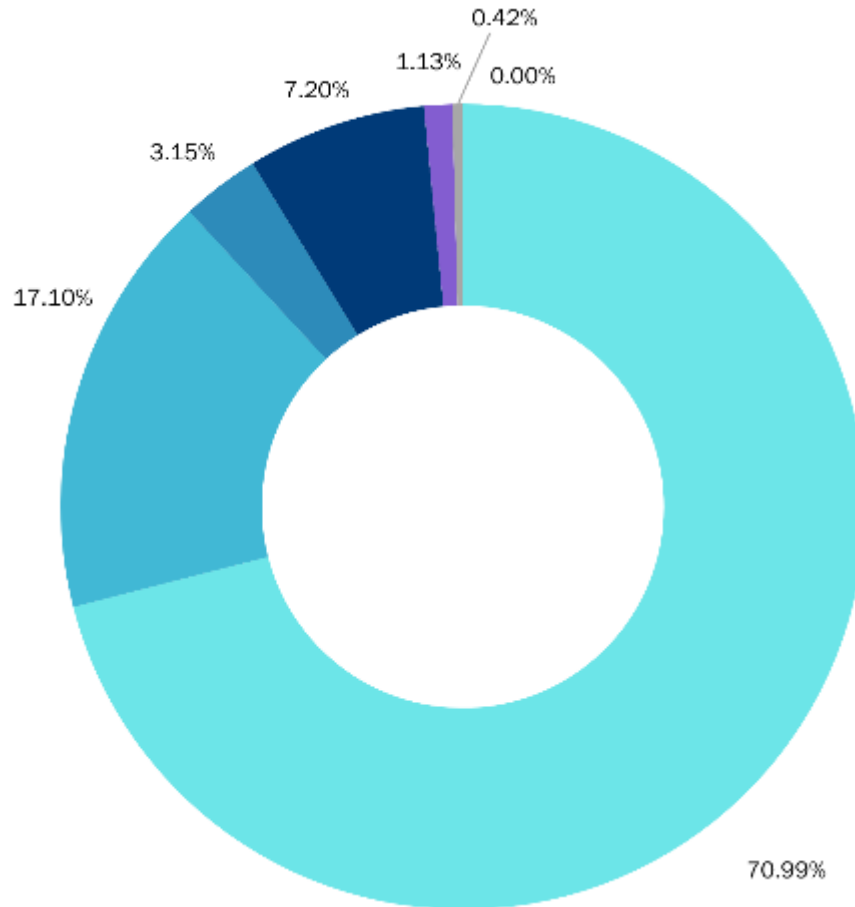
	2025 Levy	Proposed Increase	Increase as a % of total levies
General	\$127,055,565	\$6,407,828	4.28%
Snow Control	10,000,000	1,000,000	0.67%
Road Rehabilitation	7,000,000	300,000	0.20%
General Infrastructure Reinvestment Fund	5,630,873	1,496,864	1.00%
<b>Total</b>	<b>\$149,686,438</b>	<b>\$9,204,692</b>	<b>6.15%</b>

# Tax Requisition Increases Actual 2021 to Proposed 2026



# Financial Overview

## 2026 Taxes Collected for City and Other Authorities

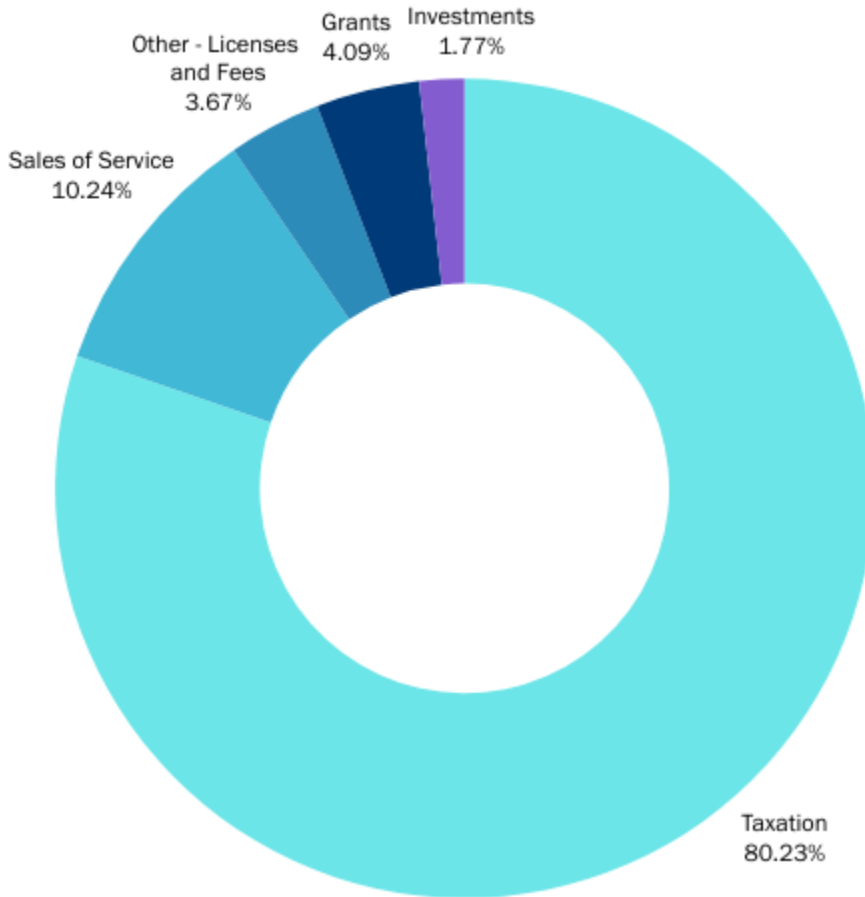


**Total: \$225,090,026**

- City of Prince George: \$159,785,526
- Provincial School Taxes: \$38,500,000
- Regional District of Fraser-Fort George: \$7,100,000
- Fraser-Fort George Regional Hospital: \$16,200,000
- Regional District - 911 Service: \$2,550,000
- BC Assessment: \$950,000
- Municipal Finance Authority: \$4,500

# Financial Overview

## 2026 General Operating Source of Funds (in 000's)

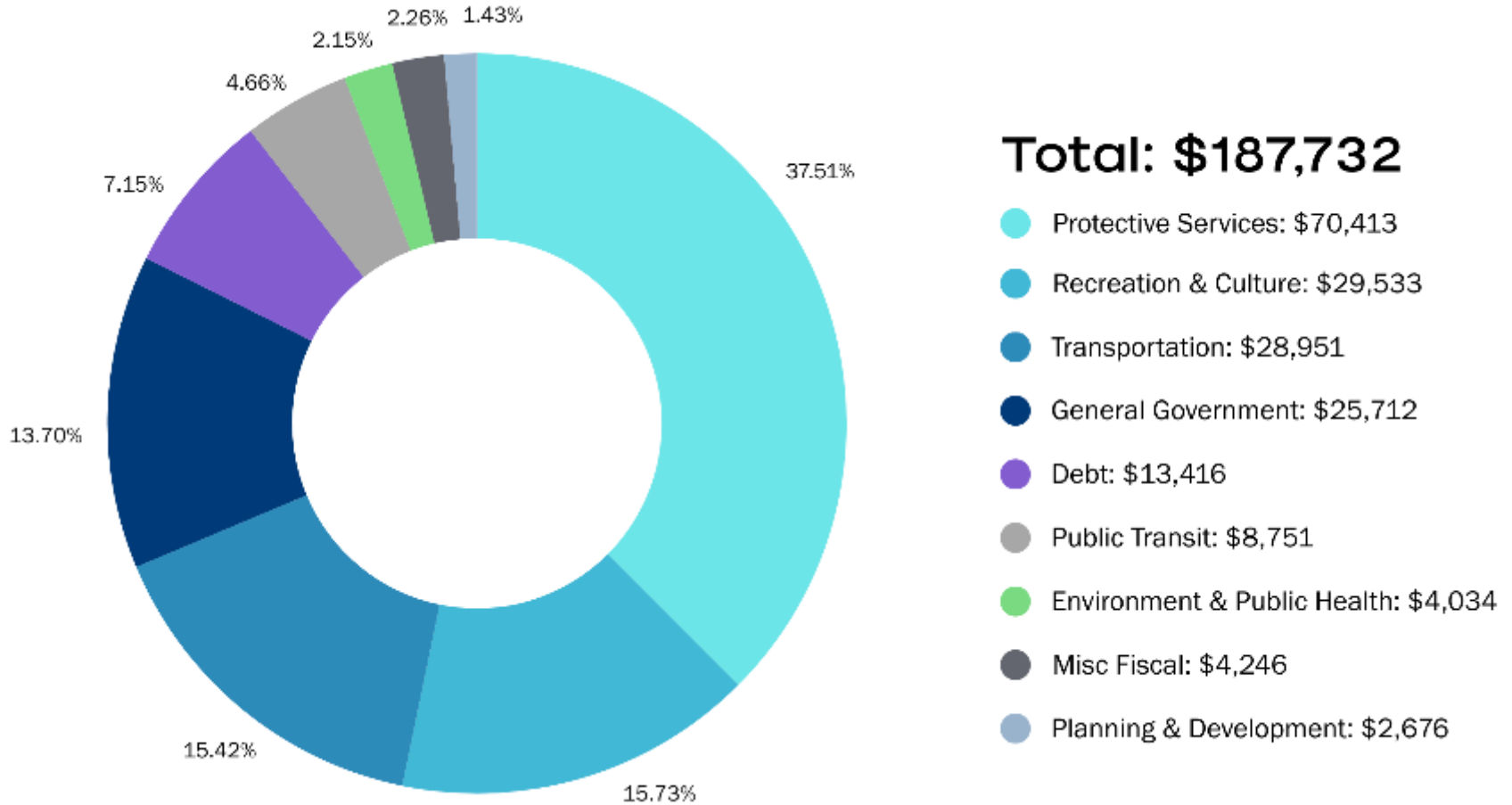


**Total: \$209,462**

- Taxation: \$168,058
- Sales of Service: \$21,442
- Other - Licenses and Fees: \$7,696
- Grants: \$8,557
- Investments: \$3,709

# Financial Overview

## 2026 General Operating Expenses (in 000's)



# Financial Overview

## Significant Budget Impacts

- RCMP Contract – labour makes up the largest component of the cost per member that is provided by the Province (\$258.4k/member). The City is funding 130 positions
- Transit increases as per the City’s Annual Operating Agreement (AOA) with BC Transit
- Stormwater increases for costs of crushed gravel, asphalt, concrete and culvert pipes
- Grants – second year of a Council approved 3 year increase for this service
- Investment revenue – decrease in anticipated revenue due to the decrease in Bank of Canada rate
- Increase to contracts that the City has with service providers
- Increases in PG Events Group net revenue, Development Services revenue and RCMP Post Garage revenue

# Financial Overview

## Service Enhancements

### Service Enhancements

- Police Services Review – one court liaison and three disclosure position municipal support employees - \$398,476 (0.27%)
- Fire Services Review – increase of twelve firefighters - \$1,588,248 (1.06%)
- Bylaw Services – four bylaw officers – \$459,276 (0.31%)
- Human Resources – one recruitment and retention advisor - \$135,421 (0.09%)
- Civic Facilities and Events – one arts, culture and heritage coordinator - \$124,792 (0.08%)
- Solid Waste Services – one waste reduction coordinator, a new technical committee and a pilot program for new bear resistant carts (\$599,142 - does not affect tax levy but affects future utility bills)
- If all are approved, tax levy increases from 6.15% to 7.96%

# Financial Overview

Tax Levy	Required Reduction
6.00%	223,509
5.00%	1,720,373
4.00%	3,217,237

# Budget Meetings Schedule

Date	Time	Service Category
January 26, 2026	1:00 pm	Budget overview and public consultation results 2026-2030 Capital Expenditure Plan
	5:00-6:00 pm	Recess
	6:00 pm	Service Agreements (Prince George Public Library, Tourism Prince George) Corporate Management Administrative Services
January 28, 2026	1:00 pm	Civic Operations
	5:00-6:00 pm	Recess
	6:00 pm	Civic Facilities and Events Planning and Development Finance and IT Services

# **2026 Capital Expenditure Plan**

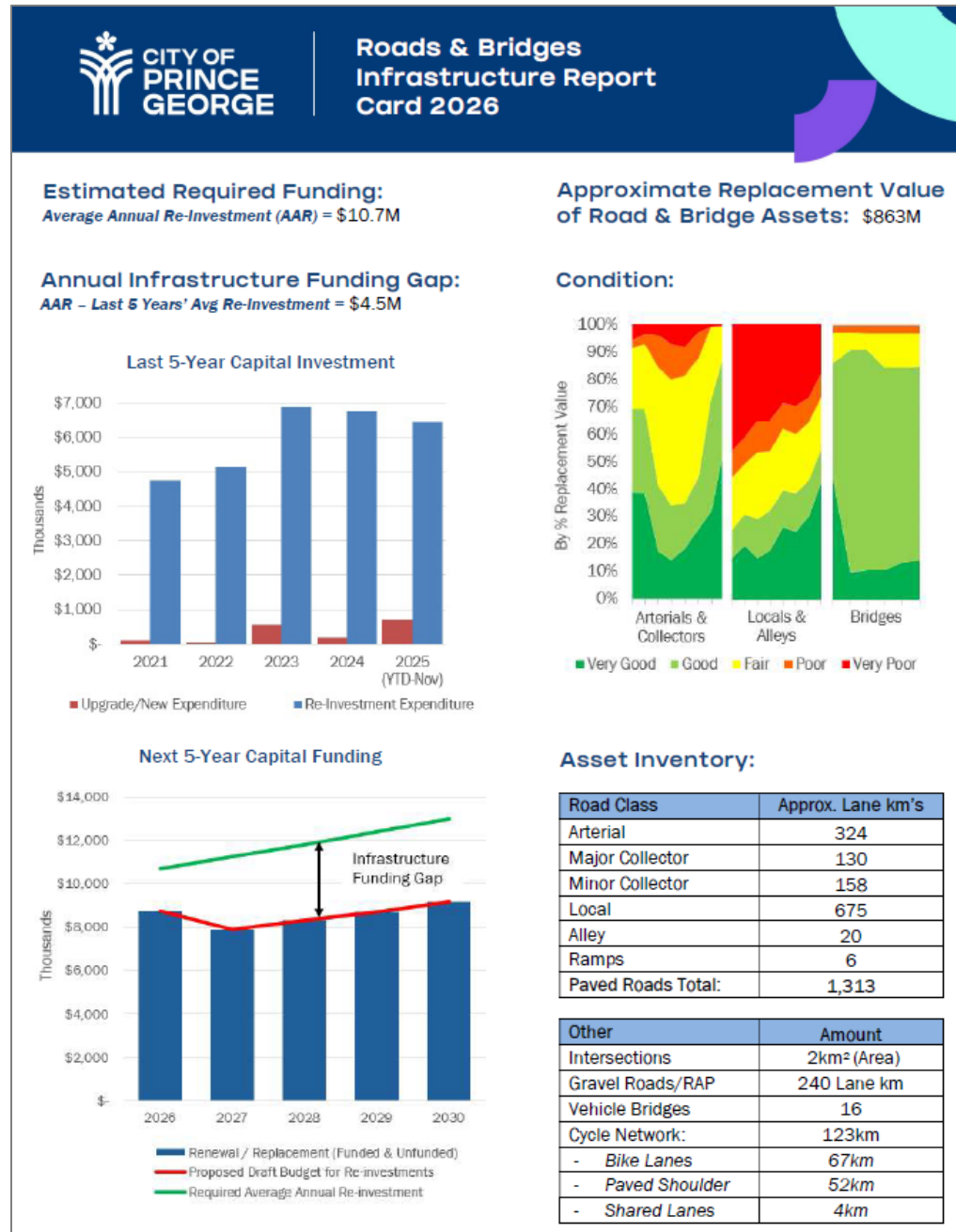
# PRIORITIZING INFRASTRUCTURE PROJECTS



- ✓ Sustainable Finance Policy
- ✓ Asset Management Policy
- ✓ Organizational Capital
- ✓ Project Management Policy

# Infrastructure Report Cards

1. What infrastructure assets do we own?
2. What are the assets worth?
3. What are the assets condition?
4. How much are we spending on them?
5. How much should we be spending on them?
6. What's the funding gap?



# Capital Expenditure Plan Overview



## Funded vs. Unfunded Projects

- Funded = Highest priority
- Unfunded = Important but less critical



## Annual Review Process

- Costs change over time
- Year 1 accuracy prioritized
- Entire plan reviewed annually
- Budgets refined with updated info (costs, regulations, technology)



## Future Projects (6-10 Years)

- Includes Development Cost Charge projects and may depend on growth and development

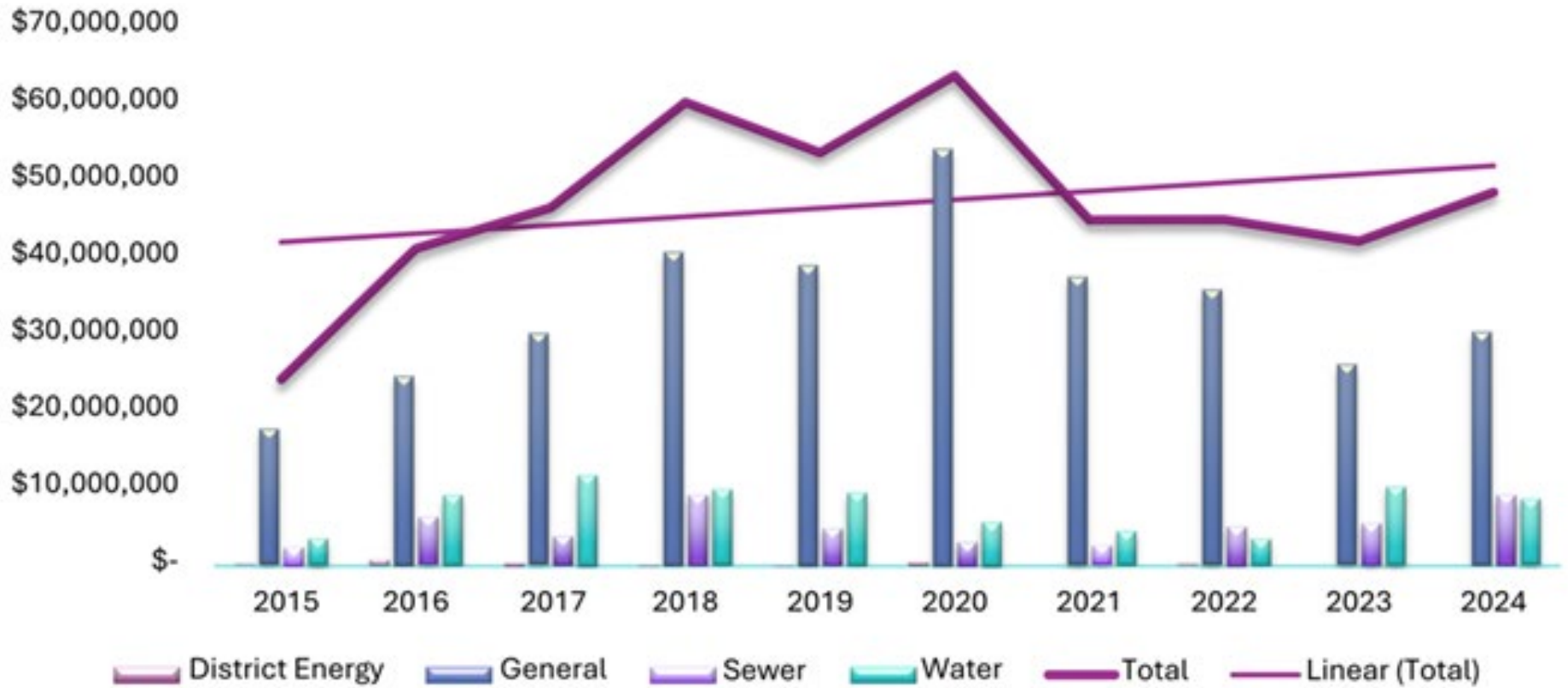
# 2026 Capital Expenditure Plan

- Provides for purchase, construction, re-investment, and upgrade of capital assets
- Includes land and improvements, buildings, vehicles, machinery and equipment, infrastructure (roads, drainage, parks, sewer, water) and leasehold improvements

## Ongoing Reliable Sources of Funding for General Capital

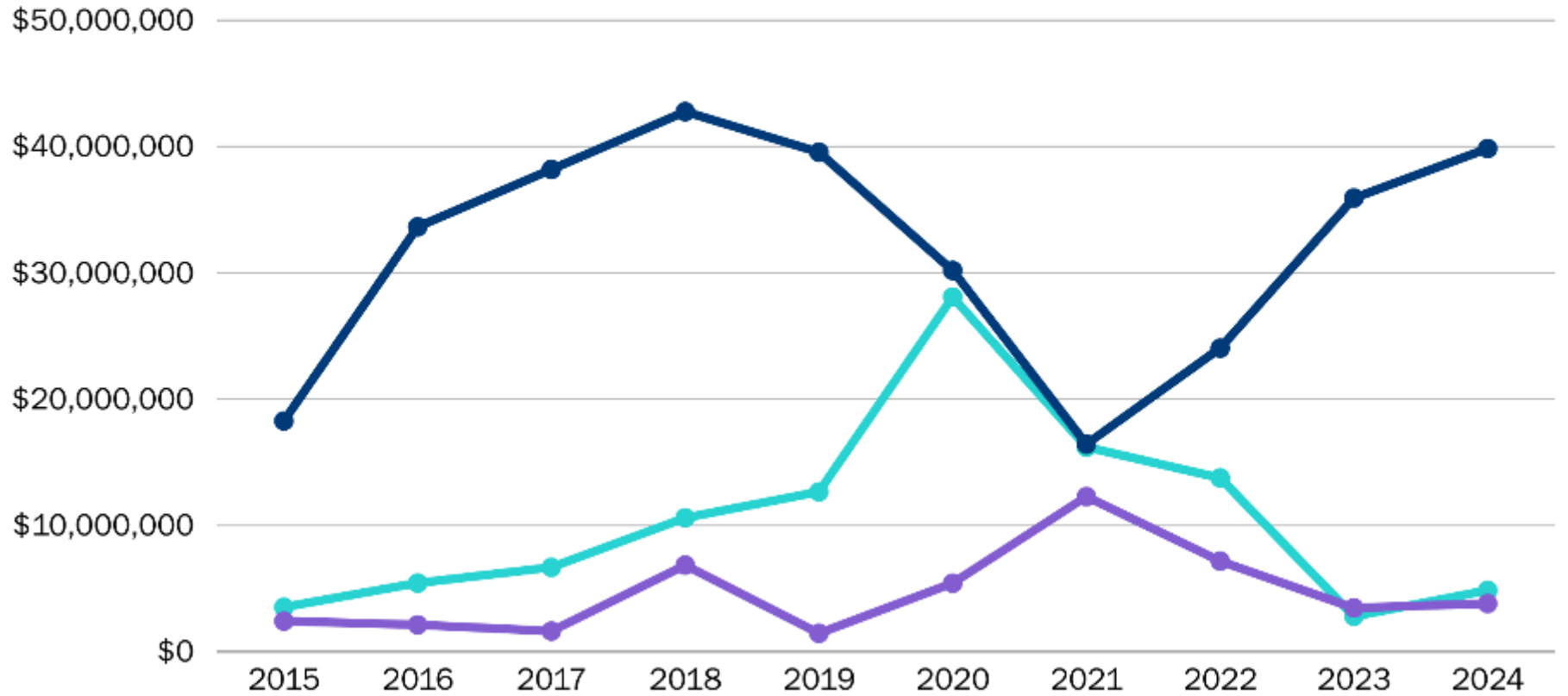
- Road Rehabilitation Levy - \$7.3M
- Community Works Funding - \$3.6M
- General Infrastructure Reinvestment Fund - \$7.13M
- Gaming Revenue - \$2.4M

# 10 Year Capital Spending History - by Fund



# 10 Year Capital Spending History - by Funding Source

● Debt ● Grants/Other ● Reserves

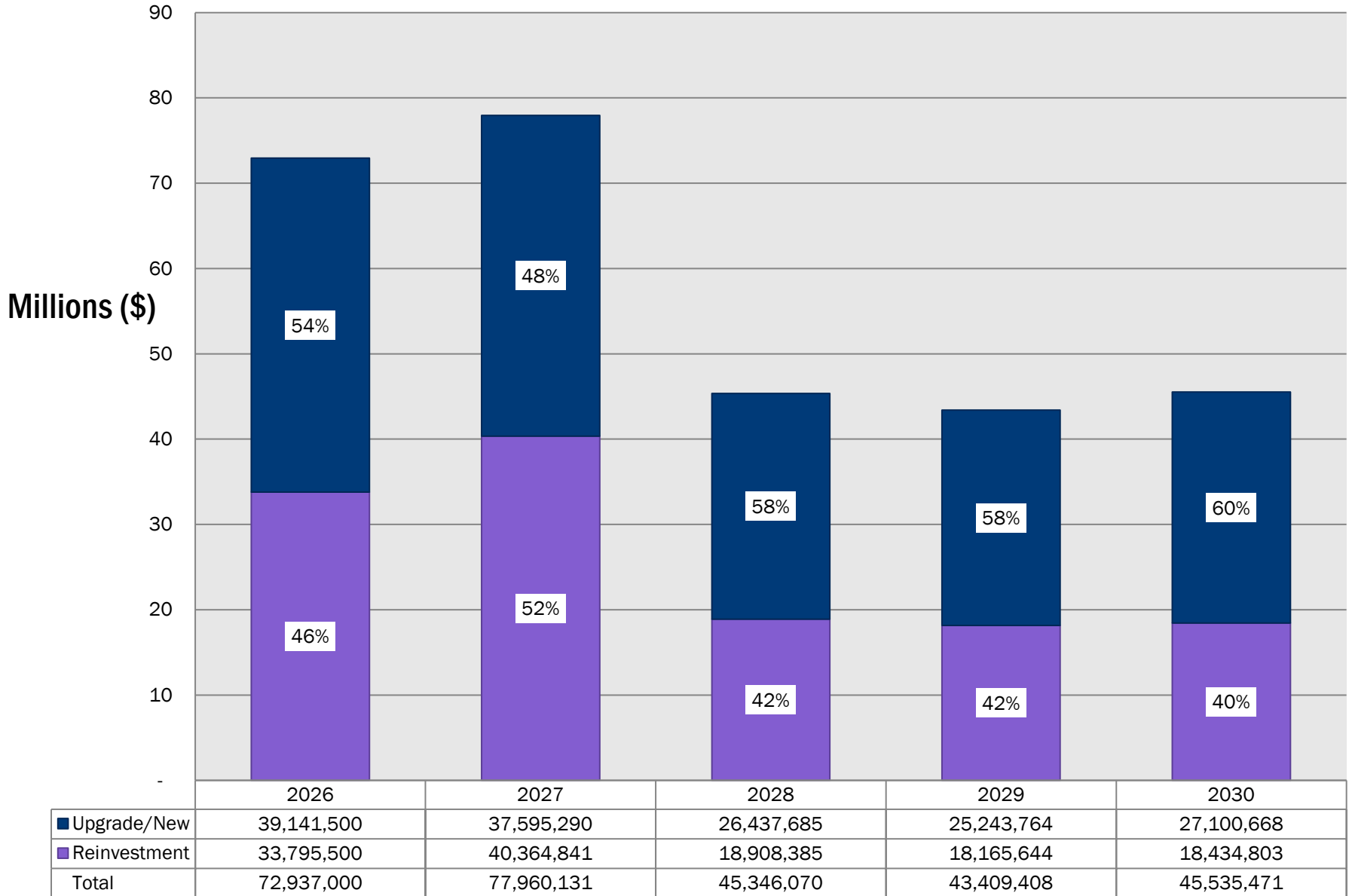


# Liability Servicing Limit

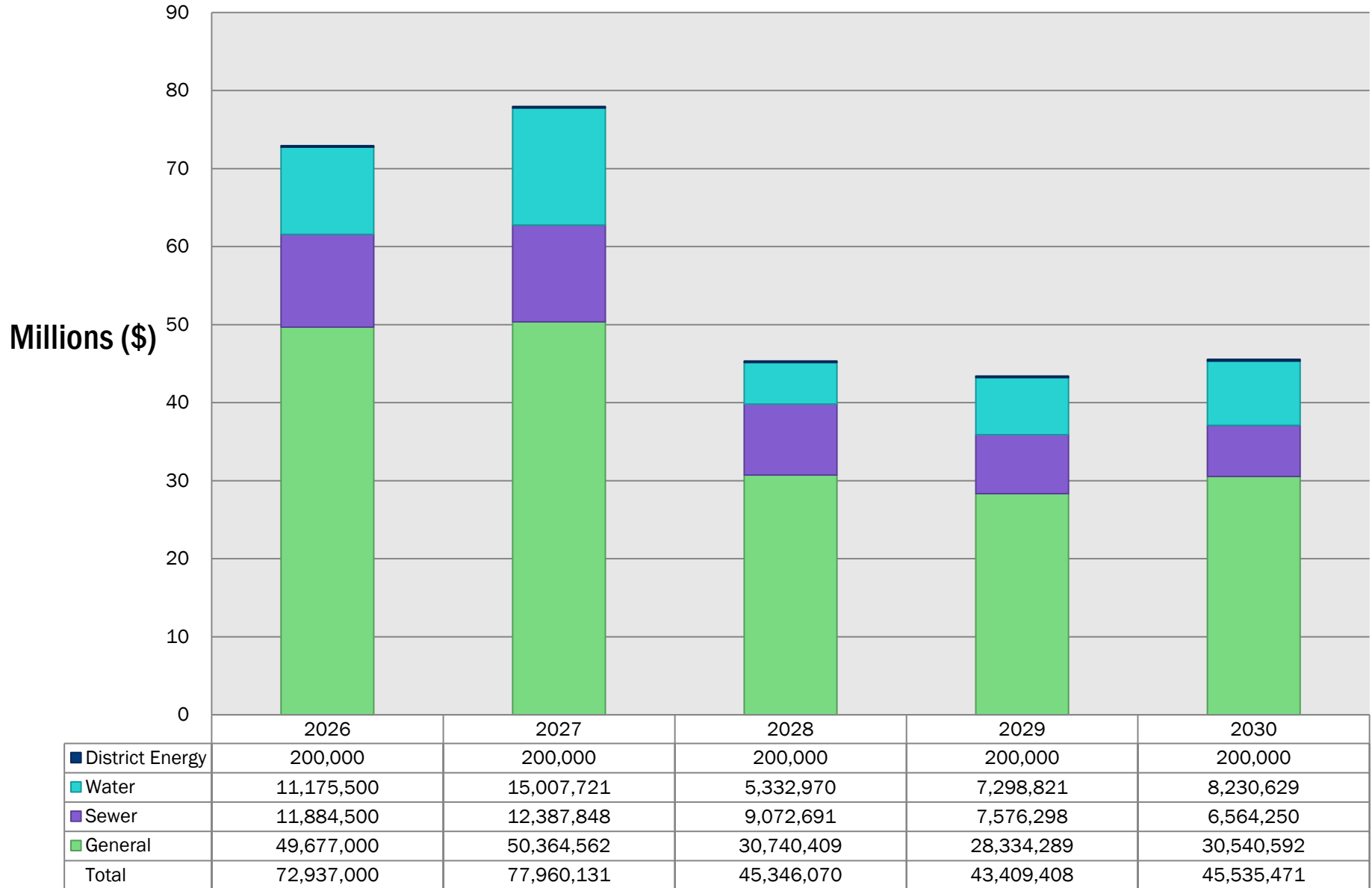
- A municipality has a regulated amount by the Province as to what we may borrow. It is mostly based on 25% of our controllable revenues.

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

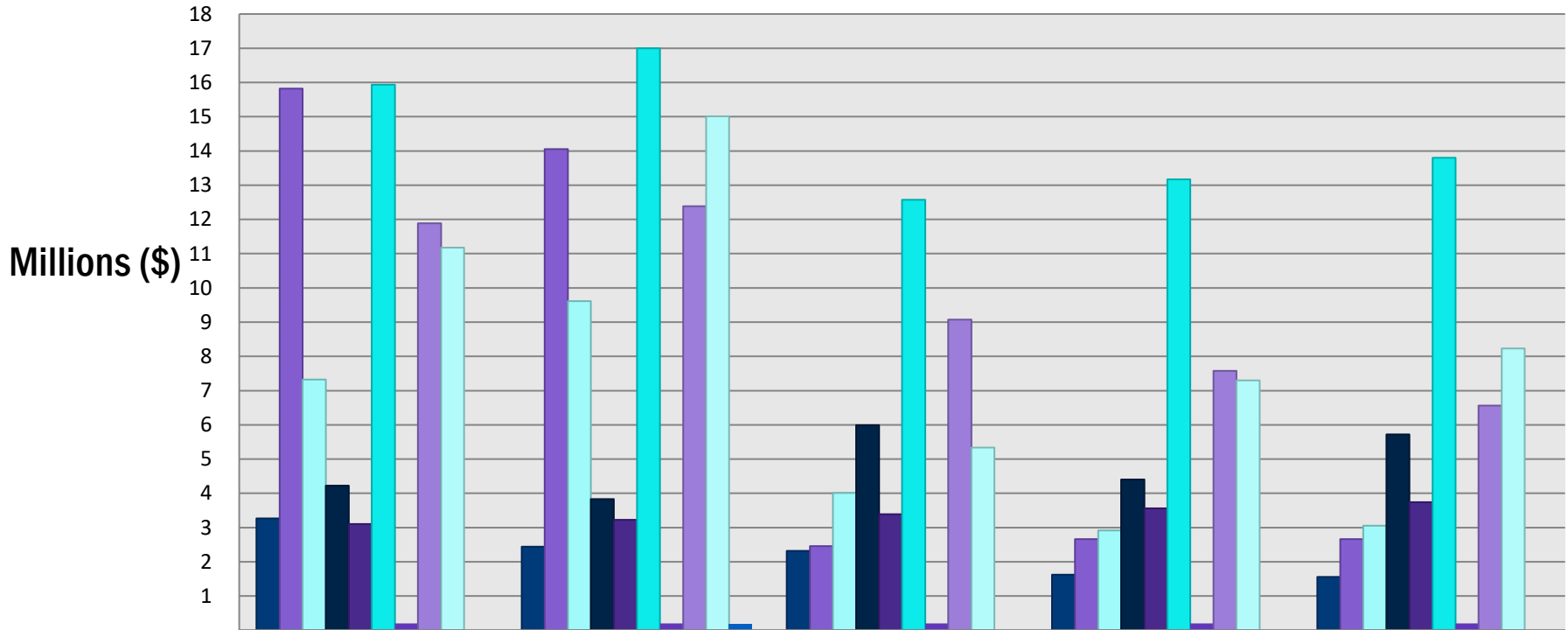
## 2026-2030 Capital Plan by Type



## 2026-2030 Capital Plan by Fund

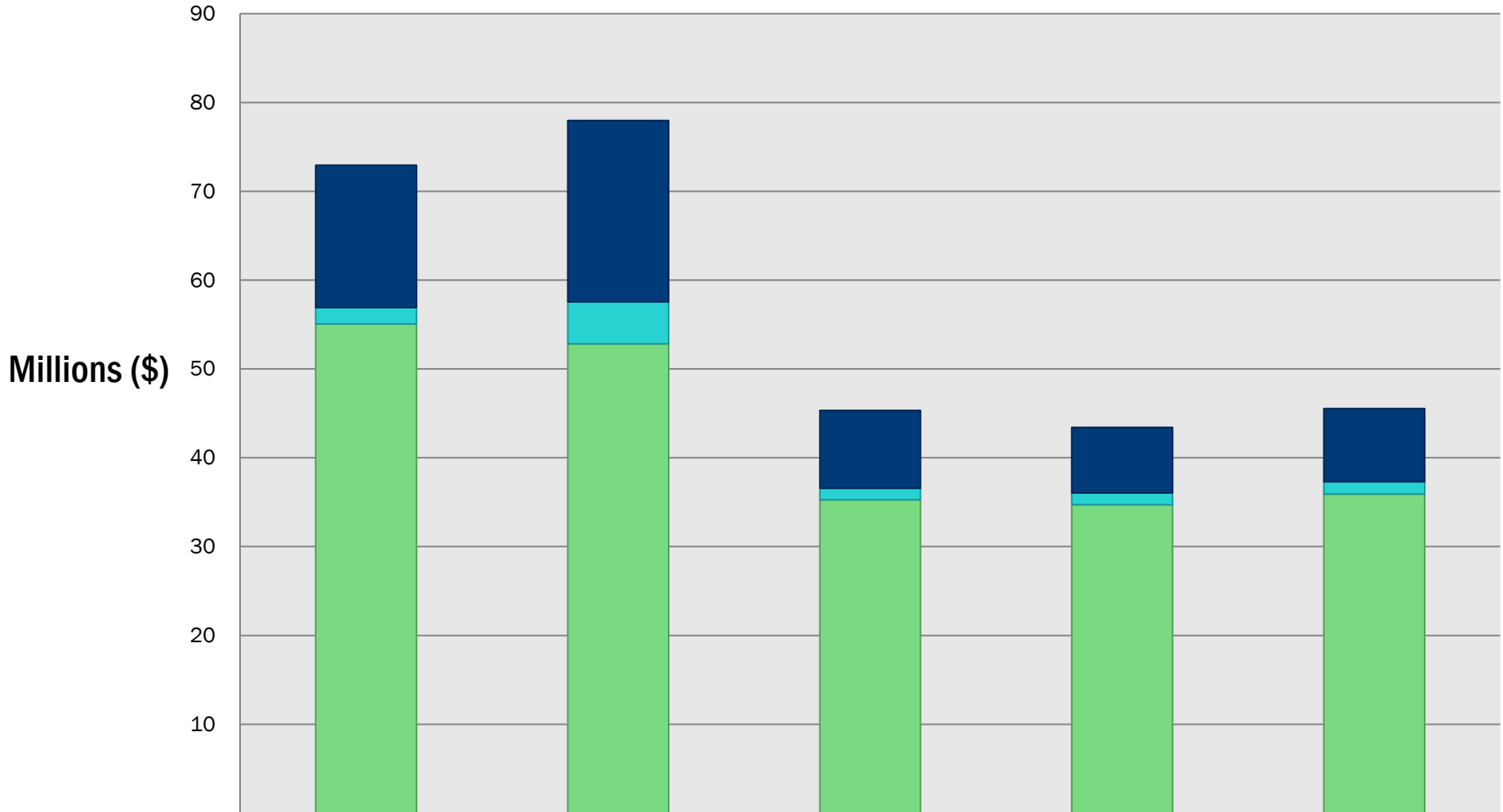


## 2026-2030 Capital Plan by Service Type



	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	-	-	-
<b>Total</b>	<b>72,937,000</b>	<b>77,960,131</b>	<b>45,346,070</b>	<b>43,409,408</b>	<b>45,535,471</b>

## 2026-2030 Capital Plan by Funding Source



	2026	2027	2028	2029	2030
■ Debt	16,020,000	20,407,555	8,775,410	7,363,858	8,231,185
■ DCC	1,866,600	4,716,077	1,283,204	1,328,729	1,374,480
■ Reserve	55,050,400	52,836,499	35,287,457	34,716,822	35,929,806
Total	72,937,000	77,960,131	45,346,070	43,409,408	45,535,471

# 2026 Operating Budget

# 2026 Operating Budget Citywide

- Departments
  - Service Agreements
  - Corporate Management
  - Administrative Services
  - Civic Operations
  - Civic Facilities and Events
  - Planning and Development
  - Finance and IT Services

# FTE Comparison 2026-2025

Department	2026	2025	2026 vs 2025
Corporate Management	34.2	34.2	0.0
Administrative Services	240.5	238.5	2.0
Civic Operations	265.8	262.7	3.1
Civic Facilities and Events	130.2	130.3	(0.1)
Planning and Development	26.3	26.8	(0.5)
Finance and IT Services	56.8	56.8	0.0
<b>TOTAL</b>	<b>753.8</b>	<b>749.3</b>	<b>4.5</b>

# 2026 Operating Budget

## Service Agreements

- Service Categories
  - Prince George Public Library
  - Tourism Prince George



PRINCE GEORGE PUBLIC LIBRARY



# Tourism Prince George

**PRINCE<sup>B</sup><sub>C</sub>  
GEORGE**

# 2026 Operating Budget

## Corporate Management

Division	2026 FTE's	2025 FTE's	2026 vs 2025
Office of City Manager	2.0	2.0	0.0
Mayor & Council	9.0	9.0	0.0
Legislative Services	8.1	8.1	0.0
Human Resources	15.1	15.1	0.0
<b>TOTAL</b>	<b>34.2</b>	<b>34.2</b>	<b>0.0</b>

# 2026 Operating Budget

## Administrative Services

Division	2026 FTE's	2025 FTE's	2026 vs 2025
Police Protection	59.2	59.2	0.0
Fire and Rescue Services	143.4	141.4	2.0
Emergency Programs	2.0	2.0	0.0
Bylaw Services	23.8	23.8	0.0
Off-Street Parking	6.0	6.0	0.0
Communications	6.0	5.0	1.0
Intergovernmental Relations	0.0	1.0	(1.0)
<b>TOTAL</b>	<b>240.5</b>	<b>238.5</b>	<b>2.0</b>

# 2026 Operating Budget

## Civic Operations

Division	2026 FTE's	2025 FTE's	2026 vs 2025
Snow Control	34.5	34.5	0.0
Roads	20.9	20.9	0.0
Storm Drainage	13.0	13.0	0.0
Fleet Services	30.0	30.0	0.0
Street Lighting	3.7	3.7	0.0
Civic Operations Admin	2.5	1.0	1.5
Solid Waste Services	12.0	12.0	0.0
Cemetery	5.1	5.1	0.0
Sewer Operations	44.4	42.8	1.6
Water Operations	41.7	42.7	(1.0)
Parks	43.5	45.5	(2.0)
Asset Management & Capital Planning	6.0	3.0	3.0
District Energy	1.4	1.4	0.0
Transportation & Technical Services	7.1	7.1	0.0
<b>TOTAL</b>	<b>265.8</b>	<b>262.7</b>	<b>3.1</b>

# 2026 Operating Budget

## Civic Facilities and Events

Division	2026 FTE's	2025 FTE's	2026 vs 2025
Aquatics	51.1	51.1	0.0
Civic Facilities and Events Admin	7.0	3.0	4.0
Civic Initiatives and Partnerships	0.0	0.0	0.0
Project Delivery	5.5	5.5	0.0
Facility Maintenance	15.2	15.2	0.0
Capital Program Management Office	0.0	4.0	(4.0)
Entertainment Services	4.2	4.2	0.0
Event Services	8.8	8.8	0.0
Event Operations	38.5	38.6	(0.1)
<b>TOTAL</b>	<b>130.3</b>	<b>130.4</b>	<b>(0.1)</b>

# 2026 Operating Budget Planning and Development

Division	2026 FTE's	2025 FTE's	2026 vs 2025
Dev Planning and Admin	23.3	23.8	(0.5)
Economic Development	3.0	3.0	0.0
<b>TOTAL</b>	<b>26.3</b>	<b>26.8</b>	<b>(0.5)</b>

# 2026 Operating Budget

## Finance and IT Services

Division	2026 FTE's	2025 FTE's	2026 vs 2025
Risk and Procurement	6.1	6.1	0.0
IT Services	23.4	23.4	0.0
Financial Services (inc. Service Centre)	27.3	27.3	0.0
Fiscal Services	0.0	0.0	0.0
<b>TOTAL</b>	<b>56.8</b>	<b>56.8</b>	<b>0.0</b>