

**General Operating Fund and General Asset Maintenance**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Corporate Management</b>								
REVENUE	(86,672)	0	0	0	0	0	0	0
EXPENDITURES	1,555,840	1,404,857	1,403,004	1,262,784	1,280,650	1,298,873	1,317,461	1,336,420
TRANSFERS	(94,336)	1,000	1,000	0	0	0	0	0
<b>GENERAL OPERATING FUND</b>	<b>1,374,832</b>	<b>1,405,857</b>	<b>1,404,004</b>	<b>1,262,784</b>	<b>1,280,650</b>	<b>1,298,873</b>	<b>1,317,461</b>	<b>1,336,420</b>
<b>Total Corporate Management</b>	<b>1,374,832</b>	<b>1,405,857</b>	<b>1,404,004</b>	<b>1,262,784</b>	<b>1,280,650</b>	<b>1,298,873</b>	<b>1,317,461</b>	<b>1,336,420</b>
<b>Fire</b>								
REVENUE	(1,643,656)	(1,581,750)	(1,599,300)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)
EXPENDITURES	18,611,615	18,293,135	18,855,956	18,943,011	19,307,342	19,678,959	20,058,008	20,444,637
TRANSFERS	1,066,742	1,042,000	1,095,400	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700
<b>GENERAL OPERATING FUND</b>	<b>18,034,702</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>18,856,292</b>	<b>19,227,909</b>	<b>19,606,958</b>	<b>19,993,587</b>
<b>Total Fire</b>	<b>18,034,702</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>18,856,292</b>	<b>19,227,909</b>	<b>19,606,958</b>	<b>19,993,587</b>
<b>Police</b>								
REVENUE	(645,651)	(465,201)	(523,610)	(556,290)	(556,290)	(556,290)	(556,290)	(556,290)
EXPENDITURES	27,839,882	27,401,612	28,189,095	28,648,974	28,746,337	28,845,647	28,946,942	29,050,262
TRANSFERS	0	0	0	0	0	0	0	0
<b>GENERAL OPERATING FUND</b>	<b>27,194,231</b>	<b>26,936,411</b>	<b>27,665,485</b>	<b>28,092,684</b>	<b>28,190,047</b>	<b>28,289,357</b>	<b>28,390,652</b>	<b>28,493,972</b>
<b>Total Police</b>	<b>27,194,231</b>	<b>26,936,411</b>	<b>27,665,485</b>	<b>28,092,684</b>	<b>28,190,047</b>	<b>28,289,357</b>	<b>28,390,652</b>	<b>28,493,972</b>
<b>Community Services</b>								
REVENUE	(7,570,509)	(6,572,046)	(6,825,433)	(1,218,030)	(1,218,041)	(1,218,052)	(1,218,063)	(1,218,074)
EXPENDITURES	16,839,324	14,412,581	14,860,200	10,512,496	10,649,520	10,789,286	10,931,843	11,077,245
TRANSFERS	827,924	1,123,390	1,126,289	1,138,644	1,138,644	1,138,644	1,138,644	1,138,644
<b>GENERAL OPERATING FUND</b>	<b>10,096,739</b>	<b>8,963,925</b>	<b>9,161,056</b>	<b>10,433,110</b>	<b>10,570,123</b>	<b>10,709,878</b>	<b>10,852,424</b>	<b>10,997,815</b>
REVENUE	(126,578)	(10,500)	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
EXPENDITURES	2,287,056	1,308,099	1,355,093	1,169,620	1,178,380	1,187,317	1,196,432	1,205,725
TRANSFERS	11,536	0	0	0	0	0	0	0
<b>GENERAL ASSET MAINTENANCE</b>	<b>2,172,014</b>	<b>1,297,599</b>	<b>1,343,593</b>	<b>1,158,120</b>	<b>1,166,880</b>	<b>1,175,817</b>	<b>1,184,932</b>	<b>1,194,225</b>
<b>Total Community Services</b>	<b>12,268,753</b>	<b>10,261,524</b>	<b>10,504,649</b>	<b>11,591,230</b>	<b>11,737,003</b>	<b>11,885,695</b>	<b>12,037,356</b>	<b>12,192,040</b>
<b>Planning and Development Serv</b>								
REVENUE	(6,619,902)	(5,867,171)	(5,889,690)	(5,244,340)	(5,244,340)	(5,244,340)	(5,244,340)	(5,244,340)
EXPENDITURES	8,711,228	8,116,993	9,227,547	8,959,270	9,081,691	9,206,562	9,333,931	9,463,846
TRANSFERS	1,244,796	980,432	1,018,709	1,072,449	1,064,795	1,056,987	1,049,025	1,040,904
<b>GENERAL OPERATING FUND</b>	<b>3,336,123</b>	<b>3,230,254</b>	<b>4,356,566</b>	<b>4,787,379</b>	<b>4,902,146</b>	<b>5,019,209</b>	<b>5,138,616</b>	<b>5,260,410</b>
REVENUE	(218,255)	0	0	0	0	0	0	0
EXPENDITURES	590,830	265,000	265,000	316,802	317,533	318,277	319,036	319,810
TRANSFERS	(180,178)	(65,000)	(65,000)	(116,802)	(117,533)	(118,277)	(119,036)	(119,810)
<b>GENERAL ASSET MAINTENANCE</b>	<b>192,397</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Total Planning and Development Serv</b>	<b>3,528,520</b>	<b>3,430,254</b>	<b>4,556,566</b>	<b>4,987,379</b>	<b>5,102,146</b>	<b>5,219,209</b>	<b>5,338,616</b>	<b>5,460,410</b>
<b>Service Agreements &amp; Grants</b>								
REVENUE	(404,940)	(417,100)	(407,887)	(407,890)	(407,890)	(407,890)	(407,890)	(407,890)
EXPENDITURES	4,010,401	4,010,401	4,112,070	4,112,070	4,112,070	4,112,070	4,112,070	4,112,070
<b>GENERAL OPERATING FUND</b>	<b>3,605,461</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>
<b>Total Service Agreements &amp; Grants</b>	<b>3,605,461</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>

**General Operating Fund and General Asset Maintenance**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>External Relations</b>								
EXPENDITURES	595,623	602,438	621,555	581,362	591,987	602,825	613,879	625,154
TRANSFERS	2,840	0	5,000	5,000	5,000	5,000	5,000	5,000
<b>GENERAL OPERATING FUND</b>	<b>598,463</b>	<b>602,438</b>	<b>626,555</b>	<b>586,362</b>	<b>596,987</b>	<b>607,825</b>	<b>618,879</b>	<b>630,154</b>
<b>Total External Relations</b>	<b>598,463</b>	<b>602,438</b>	<b>626,555</b>	<b>586,362</b>	<b>596,987</b>	<b>607,825</b>	<b>618,879</b>	<b>630,154</b>
<b>Civic Operations</b>								
REVENUE	(8,868,305)	(8,216,734)	(8,703,261)	(8,386,528)	(8,469,076)	(8,599,370)	(8,730,968)	(8,916,337)
EXPENDITURES	31,983,170	30,189,729	31,378,651	32,168,399	32,371,689	32,579,040	32,790,541	33,006,282
TRANSFERS	(594,834)	763,103	435,144	151,356	803,151	968,126	1,026,958	1,305,693
<b>GENERAL OPERATING FUND</b>	<b>22,520,031</b>	<b>22,736,098</b>	<b>23,110,534</b>	<b>23,933,227</b>	<b>24,705,764</b>	<b>24,947,796</b>	<b>25,086,531</b>	<b>25,395,638</b>
REVENUE	(129,289)	0	0	0	0	0	0	0
EXPENDITURES	3,939,380	3,415,496	3,775,437	2,796,946	2,830,645	2,865,019	2,900,081	2,935,841
TRANSFERS	430,680	145,633	87,916	909,484	908,408	907,311	906,191	905,052
<b>GENERAL ASSET MAINTENANCE</b>	<b>4,240,771</b>	<b>3,561,129</b>	<b>3,863,353</b>	<b>3,706,430</b>	<b>3,739,053</b>	<b>3,772,330</b>	<b>3,806,272</b>	<b>3,840,893</b>
<b>Total Civic Operations</b>	<b>26,760,802</b>	<b>26,297,227</b>	<b>26,973,887</b>	<b>27,639,657</b>	<b>28,444,817</b>	<b>28,720,126</b>	<b>28,892,803</b>	<b>29,236,531</b>
<b>Administrative Services</b>								
REVENUE	(142,617)	(135,110)	(114,340)	(103,990)	(103,990)	(103,990)	(103,990)	(103,990)
EXPENDITURES	6,586,911	7,032,310	7,282,274	7,163,654	7,244,231	7,326,418	7,410,250	7,495,760
TRANSFERS	44,037	17,350	22,150	49,000	49,000	49,000	49,000	49,000
<b>GENERAL OPERATING FUND</b>	<b>6,488,331</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,108,664</b>	<b>7,189,241</b>	<b>7,271,428</b>	<b>7,355,260</b>	<b>7,440,770</b>
EXPENDITURES	107,543	258,000	305,457	0	0	0	0	0
TRANSFERS	(107,543)	(258,000)	(305,457)	0	0	0	0	0
<b>Total Administrative Services</b>	<b>6,488,331</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,108,664</b>	<b>7,189,241</b>	<b>7,271,428</b>	<b>7,355,260</b>	<b>7,440,770</b>
<b>Human Resources</b>								
REVENUE	(14,031)	0	0	0	0	0	0	0
EXPENDITURES	2,777,045	2,759,324	2,800,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496
TRANSFERS	13,662	6,000	6,000	0	0	0	0	0
<b>GENERAL OPERATING FUND</b>	<b>2,776,677</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,538,710</b>	<b>2,578,448</b>	<b>2,618,980</b>	<b>2,660,325</b>	<b>2,702,496</b>
<b>Total Human Resources</b>	<b>2,776,677</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,538,710</b>	<b>2,578,448</b>	<b>2,618,980</b>	<b>2,660,325</b>	<b>2,702,496</b>
<b>Finance</b>								
REVENUE	(189,365,351)	(184,365,285)	(180,924,670)	(184,179,477)	(180,939,609)	(182,976,118)	(185,931,008)	(187,359,823)
EXPENDITURES	23,104,159	3,360,742	3,839,832	4,967,378	4,250,340	4,290,689	4,331,845	4,373,824
DEBT	14,726,916	15,482,980	22,401,166	14,868,657	9,862,257	11,053,238	13,070,762	13,307,642
TRANSFERS	56,350,800	70,620,020	56,306,477	63,404,381	64,253,134	63,936,756	63,797,115	63,722,915
<b>GENERAL OPERATING FUND</b>	<b>(95,183,476)</b>	<b>(94,901,543)</b>	<b>(98,377,195)</b>	<b>(100,939,061)</b>	<b>(102,573,878)</b>	<b>(103,695,435)</b>	<b>(104,731,286)</b>	<b>(105,955,442)</b>
TRANSFERS	(6,605,182)	(5,058,728)	(5,406,946)	(5,064,550)	(5,105,933)	(5,148,147)	(5,191,204)	(5,235,118)
<b>GENERAL ASSET MAINTENANCE</b>	<b>(6,605,182)</b>	<b>(5,058,728)</b>	<b>(5,406,946)</b>	<b>(5,064,550)</b>	<b>(5,105,933)</b>	<b>(5,148,147)</b>	<b>(5,191,204)</b>	<b>(5,235,118)</b>
<b>Total Finance</b>	<b>(101,788,658)</b>	<b>(99,960,271)</b>	<b>(103,784,141)</b>	<b>(106,003,611)</b>	<b>(107,679,811)</b>	<b>(108,843,582)</b>	<b>(109,922,490)</b>	<b>(111,190,560)</b>
<b>Net City-Wide</b>	<b>842,115</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

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(206,594)	(197,363)	(210,706)	(191,847)	(191,847)	(191,847)	(191,847)	(191,847)
EXPENDITURES	935,048	360,467	372,151	395,036	396,673	398,343	400,047	401,786
DEBT	433,321	433,321	425,321	417,321	409,321	201,660	0	0
TRANSFERS	(1,161,775)	(596,425)	(586,766)	(620,510)	(614,147)	(408,156)	(208,200)	(209,939)
<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	89,930	88,804	59,423	38,623	38,795	38,970	39,150	39,332
TRANSFERS	(89,930)	(88,804)	(59,423)	(38,623)	(38,795)	(38,970)	(39,150)	(39,332)
<b>DISTRICT ENERGY ASSET MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total 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**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(13,586,391)	(13,189,231)	(13,876,169)	(14,540,060)	(15,227,489)	(15,919,016)	(16,508,873)	(17,198,724)
EXPENDITURES	6,422,950	3,998,982	4,091,787	4,443,005	4,508,721	4,575,752	4,644,122	4,713,864
DEBT	328,343	319,737	424,990	437,234	459,557	444,916	260,991	250,968
TRANSFERS	6,835,098	8,870,512	9,359,392	9,659,821	10,259,211	10,898,348	11,603,760	12,233,892
<b>SEWER OPERATING FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EXPENDITURES	1,951,252	2,234,726	2,192,138	1,888,234	1,904,275	1,920,635	1,937,321	1,954,341
TRANSFERS	(1,951,252)	(2,234,726)	(2,192,138)	(1,888,234)	(1,904,275)	(1,920,635)	(1,937,321)	(1,954,341)
<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**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Civic Operations</b>								
REVENUE	(16,714,153)	(16,212,492)	(17,043,483)	(17,182,118)	(17,682,695)	(18,190,619)	(18,643,354)	(20,150,069)
EXPENDITURES	7,030,412	4,668,934	4,659,036	4,558,928	4,614,713	4,671,613	4,729,651	4,788,848
DEBT	1,337,661	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712	1,345,764
TRANSFERS	8,346,080	10,191,779	11,015,932	11,222,865	11,634,560	12,065,923	12,530,991	14,015,457
<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	(41,967)	0	0	0	0	0	0	0
EXPENDITURES	2,397,261	1,550,710	1,624,042	1,580,669	1,598,640	1,616,970	1,635,664	1,654,734
TRANSFERS	(2,355,294)	(1,550,710)	(1,624,042)	(1,580,669)	(1,598,640)	(1,616,970)	(1,635,664)	(1,654,734)
<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>

### Corporate Management Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Office of City Manager</b>								
REVENUE	(86,592)	0	0	0	0	0	0	0
EXPENDITURES	705,877	647,218	635,861	494,384	502,690	511,162	519,803	528,616
TRANSFERS	6,874	1,000	1,000	0	0	0	0	0
<b>Total</b>	<b>626,159</b>	<b>648,218</b>	<b>636,861</b>	<b>494,384</b>	<b>502,690</b>	<b>511,162</b>	<b>519,803</b>	<b>528,616</b>
<b>Mayor &amp; Council</b>								
REVENUE	(80)	0	0	0	0	0	0	0
EXPENDITURES	849,963	757,639	767,143	768,400	777,960	787,711	797,658	807,804
TRANSFERS	(101,210)	0	0	0	0	0	0	0
<b>Total</b>	<b>748,673</b>	<b>757,639</b>	<b>767,143</b>	<b>768,400</b>	<b>777,960</b>	<b>787,711</b>	<b>797,658</b>	<b>807,804</b>
<b>GRAND TOTAL</b>	<b>1,374,832</b>	<b>1,405,857</b>	<b>1,404,004</b>	<b>1,262,784</b>	<b>1,280,650</b>	<b>1,298,873</b>	<b>1,317,461</b>	<b>1,336,420</b>

## Service Category Summary

### Office of City Manager

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Events and Conferences	(86,592)	0	0	0	0
<b>Total Revenues</b>	<b>(86,592)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Corporate Management	630,064	644,218	632,861	494,384	(138,477)
Corp Mgmt - CN Centre Suite	158	3,000	3,000	0	(3,000)
Events and Conferences	75,655	0	0	0	0
<b>Total Expenditures</b>	<b>705,877</b>	<b>647,218</b>	<b>635,861</b>	<b>494,384</b>	<b>(141,477)</b>
<b>Transfers</b>					
Corporate Management	0	1,000	1,000	0	(1,000)
Events and Conferences	6,874	0	0	0	0
<b>Total Transfers</b>	<b>6,874</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>(1,000)</b>
<b>Net Operations</b>	<b>626,159</b>	<b>648,218</b>	<b>636,861</b>	<b>494,384</b>	<b>(142,477)</b>

## Service Category Summary

### Office of City Manager

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(86,592)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	515,734	546,218	534,861	415,294	(119,567)
Non-Salary Expenses	190,144	101,000	101,000	79,090	(21,910)
Total Expenditures	705,877	647,218	635,861	494,384	(141,477)
Transfers	6,874	1,000	1,000	0	(1,000)
Net Operations	626,159	648,218	636,861	494,384	(142,477)



## Service Category Summary

### Mayor & Council

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Legislative-Council	(80)	0	0	0	0
<b>Total Revenues</b>	<b>(80)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Economic Development Advocacy	32,322	40,000	40,000	40,000	0
Corporate Plan / Orientation	16,143	15,000	15,000	15,000	0
Downtown Initiatives	128,100	0	0	0	0
Legislative-Mayor	189,949	184,425	187,620	186,873	(747)
Legislative-Council	426,963	428,714	435,023	437,017	1,994
Council - Krause	7,471	8,000	8,000	8,000	0
Council - Skakun	2,378	8,000	8,000	8,000	0
Council Committee	11,705	25,500	25,500	25,510	10
Council - Frizzell	8,318	8,000	8,000	8,000	0
Council - Everitt	7,995	8,000	8,000	8,000	0
Council - McConnachie	3,813	8,000	8,000	8,000	0
Council - Scott	1,126	8,000	8,000	8,000	0
Council - Ramsay	7,261	8,000	8,000	8,000	0
Council - Sampson	6,419	8,000	8,000	8,000	0
<b>Total Expenditures</b>	<b>849,963</b>	<b>757,639</b>	<b>767,143</b>	<b>768,400</b>	<b>1,257</b>
<b>Transfers</b>					
Downtown Initiatives	(105,210)	0	0	0	0
Legislative-Council	4,000	0	0	0	0
<b>Total Transfers</b>	<b>(101,210)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>748,673</b>	<b>757,639</b>	<b>767,143</b>	<b>768,400</b>	<b>1,257</b>

## Service Category Summary

### Mayor & Council

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(80)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	473,633	470,739	480,253	478,000	(2,253)
Non-Salary Expenses	376,331	286,900	286,890	290,400	3,510
Total Expenditures	849,963	757,639	767,143	768,400	1,257
Transfers	(101,210)	0	0	0	0
Net Operations	748,673	757,639	767,143	768,400	1,257

**Fire Summary**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Fire Protection</b>								
REVENUE	(1,643,656)	(1,581,750)	(1,599,300)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)	(1,618,750)
EXPENDITURES	18,611,615	18,293,135	18,855,956	18,943,011	19,307,342	19,678,959	20,058,008	20,444,637
TRANSFERS	1,066,742	1,042,000	1,095,400	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700
<b>Total</b>	<b>18,034,702</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>18,856,292</b>	<b>19,227,909</b>	<b>19,606,958</b>	<b>19,993,587</b>
<b>GRAND TOTAL</b>	<b>18,034,702</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>18,856,292</b>	<b>19,227,909</b>	<b>19,606,958</b>	<b>19,993,587</b>

## Service Category Summary

### Fire Protection

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Fire Dept - Headquarters	(6,915)	(750)	(750)	(750)	0
Fire Prevention/Investigation	(26,279)	(15,000)	(15,000)	(15,000)	0
Fire Halls	(3,247)	(3,000)	(3,000)	(7,000)	(4,000)
Fire Opr Comm Centre	(1,555,000)	(1,555,000)	(1,570,550)	(1,586,000)	(15,450)
Fire Suppress Operations	(40,289)	0	0	0	0
Fire Equip - High Angle Rescue	(11,925)	(8,000)	(10,000)	(10,000)	0
<b>Total Revenues</b>	<b>(1,643,656)</b>	<b>(1,581,750)</b>	<b>(1,599,300)</b>	<b>(1,618,750)</b>	<b>(19,450)</b>
<b>Expenditures</b>					
Fire Dept - Headquarters	1,970,739	1,955,997	2,030,150	1,916,243	(113,907)
Fire Dept - Recruitment	22,401	10,000	10,000	0	(10,000)
Fire Prevention/Investigation	27,264	36,470	36,480	24,970	(11,510)
Fire Communications	37,315	43,000	43,000	43,010	10
Fire Halls	68,650	54,760	54,780	56,960	2,180
Fire Opr Comm Centre	1,479,521	1,512,968	1,609,744	1,595,186	(14,558)
Fire Suppress Operations	14,811,610	14,541,190	14,933,062	15,170,412	237,350
Fire Fighting Fleet	168,998	112,750	112,740	110,240	(2,500)
Fire Equip - High Angle Rescue	18,228	11,000	11,000	11,000	0
Fire - Confined Space	6,890	15,000	15,000	14,990	(10)
<b>Total Expenditures</b>	<b>18,611,615</b>	<b>18,293,135</b>	<b>18,855,956</b>	<b>18,943,011</b>	<b>87,055</b>
<b>Transfers</b>					
Fire Dept - Headquarters	6,885	0	2,500	2,500	0
Fire Dept - Recruitment	793	0	0	0	0
Fire Communications	56,371	0	0	0	0
Fire Halls		0	0	0	0
Fire Opr Comm Centre	50,430	0	0	0	0
Fire Suppress Operations	11,927	0	0	0	0
Fire Fighting Fleet	939,000	1,042,000	1,092,900	1,165,200	72,300
Fire Equip - High Angle Rescue	362	0	0	0	0
Fire - Confined Space	975	0	0	0	0
<b>Total Transfers</b>	<b>1,066,742</b>	<b>1,042,000</b>	<b>1,095,400</b>	<b>1,167,700</b>	<b>72,300</b>
<b>Net Operations</b>	<b>18,034,702</b>	<b>17,753,385</b>	<b>18,352,056</b>	<b>18,491,961</b>	<b>139,905</b>

## Service Category Summary

### Fire Protection

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(1,643,656)	(1,581,750)	(1,599,300)	(1,618,750)	(19,450)
Expenditures					
Salary & Wages (including Benefits)	17,735,919	17,603,295	18,166,076	18,216,501	50,425
Non-Salary Expenses	875,696	689,840	689,880	726,510	36,630
Total Expenditures	18,611,615	18,293,135	18,855,956	18,943,011	87,055
Transfers	1,066,742	1,042,000	1,095,400	1,167,700	72,300
Net Operations	18,034,702	17,753,385	18,352,056	18,491,961	139,905

**Police Summary**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Police Protection</b>								
REVENUE	(645,651)	(465,201)	(523,610)	(556,290)	(556,290)	(556,290)	(556,290)	(556,290)
EXPENDITURES	27,839,882	27,401,612	28,189,095	28,648,974	28,746,337	28,845,647	28,946,942	29,050,262
TRANSFERS	0	0	0	0	0	0	0	0
<b>Total</b>	<b>27,194,231</b>	<b>26,936,411</b>	<b>27,665,485</b>	<b>28,092,684</b>	<b>28,190,047</b>	<b>28,289,357</b>	<b>28,390,652</b>	<b>28,493,972</b>
<b>GRAND TOTAL</b>	<b>27,194,231</b>	<b>26,936,411</b>	<b>27,665,485</b>	<b>28,092,684</b>	<b>28,190,047</b>	<b>28,289,357</b>	<b>28,390,652</b>	<b>28,493,972</b>

## Service Category Summary

### Police Protection

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Police Operations	(531,595)	(326,290)	(401,290)	(426,290)	(25,000)
Police Progr-CPAC-Storefront	0	0	0	0	0
Police Progr - Victim Services	(83,980)	(78,911)	(82,320)	(80,000)	2,320
Custody of Prisoners	(30,076)	(60,000)	(40,000)	(50,000)	(10,000)
<b>Total Revenues</b>	<b>(645,651)</b>	<b>(465,201)</b>	<b>(523,610)</b>	<b>(556,290)</b>	<b>(32,680)</b>
<b>Expenditures</b>					
Police Contract	22,840,789	22,635,703	23,137,029	23,616,770	479,741
Police Operations	4,116,982	3,794,293	4,061,810	4,049,888	(11,922)
Police Progr-CPAC-Storefront	177,053	165,719	168,592	168,592	0
Police Progr - Victim Services	127,908	171,898	174,667	166,717	(7,950)
Custody of Prisoners	577,150	633,999	646,997	647,007	10
<b>Total Expenditures</b>	<b>27,839,882</b>	<b>27,401,612</b>	<b>28,189,095</b>	<b>28,648,974</b>	<b>459,879</b>
<b>Net Operations</b>	<b>27,194,231</b>	<b>26,936,411</b>	<b>27,665,485</b>	<b>28,092,684</b>	<b>427,199</b>

## Service Category Summary

### Police Protection

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(645,651)	(465,201)	(523,610)	(556,290)	(32,680)
Expenditures					
Salary & Wages (including Benefits)	4,794,976	4,582,839	4,868,996	4,868,084	(912)
Non-Salary Expenses	23,044,906	22,818,773	23,320,099	23,780,890	460,791
Total Expenditures	27,839,882	27,401,612	28,189,095	28,648,974	459,879
Net Operations	27,194,231	26,936,411	27,665,485	28,092,684	427,199



**Comm. Services & Public Safety Summary**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Emergency Measures</b>								
REVENUE	543,280	0	0	0	0	0	0	0
EXPENDITURES	323,063	216,805	322,269	289,519	295,193	300,981	306,883	312,904
TRANSFERS	61,071	0	16,000	16,000	16,000	16,000	16,000	16,000
<b>Total</b>	<b>927,413</b>	<b>216,805</b>	<b>338,269</b>	<b>305,519</b>	<b>311,193</b>	<b>316,981</b>	<b>322,883</b>	<b>328,904</b>
<b>Bylaw Enforcement</b>								
REVENUE	(731,203)	(706,500)	(745,490)	(745,490)	(745,490)	(745,490)	(745,490)	(745,490)
EXPENDITURES	2,326,912	1,964,758	2,179,768	2,189,315	2,222,838	2,257,032	2,291,910	2,327,486
TRANSFERS	132,028	137,325	133,923	162,000	162,000	162,000	162,000	162,000
<b>Total</b>	<b>1,727,738</b>	<b>1,395,583</b>	<b>1,568,201</b>	<b>1,605,825</b>	<b>1,639,348</b>	<b>1,673,542</b>	<b>1,708,420</b>	<b>1,743,996</b>
<b>Aquatics</b>								
REVENUE	(1,908,834)	(1,914,619)	(1,951,780)	(653,070)	(653,070)	(653,070)	(653,070)	(653,070)
EXPENDITURES	4,841,984	4,399,418	4,439,857	3,021,005	3,064,768	3,109,406	3,154,937	3,201,377
TRANSFERS	301,793	313,144	312,684	317,759	317,759	317,759	317,759	317,759
<b>Total</b>	<b>3,234,942</b>	<b>2,797,943</b>	<b>2,800,761</b>	<b>2,685,694</b>	<b>2,729,457</b>	<b>2,774,095</b>	<b>2,819,626</b>	<b>2,866,066</b>
<b>Community Services Admin.</b>								
REVENUE	(7,886)	0	0	0	0	0	0	0
EXPENDITURES	1,161,817	1,248,402	1,023,741	838,668	849,378	860,303	871,446	882,810
TRANSFERS	45,188	0	0	0	0	0	0	0
<b>Total</b>	<b>1,199,120</b>	<b>1,248,402</b>	<b>1,023,741</b>	<b>838,668</b>	<b>849,378</b>	<b>860,303</b>	<b>871,446</b>	<b>882,810</b>
<b>Off-Street Parking</b>								
REVENUE	(1,886,552)	(1,965,470)	(1,964,000)	(1,959,110)	(1,959,110)	(1,959,110)	(1,959,110)	(1,959,110)
EXPENDITURES	1,236,942	1,157,552	1,176,290	1,199,113	1,207,498	1,216,050	1,224,771	1,233,666
TRANSFERS	649,610	807,918	792,386	759,997	751,612	743,060	734,339	725,444
<b>Total</b>	<b>0</b>	<b>0</b>	<b>4,676</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civic Facilities Maintenance</b>								
REVENUE	(400,679)	(28,711)	(25,190)	(20,140)	(20,140)	(20,140)	(20,140)	(20,140)
EXPENDITURES	2,954,738	2,399,356	2,993,991	2,899,804	2,925,483	2,951,679	2,978,397	3,005,644
TRANSFERS	333,480	340,989	323,523	324,726	324,726	324,726	324,726	324,726
<b>Total</b>	<b>2,887,539</b>	<b>2,711,634</b>	<b>3,292,324</b>	<b>3,204,390</b>	<b>3,230,069</b>	<b>3,256,265</b>	<b>3,282,983</b>	<b>3,310,230</b>
<b>Entertainment Services</b>								
REVENUE	(2,472,966)	(1,505,895)	(1,581,440)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
EXPENDITURES	2,351,504	1,159,729	1,153,321	255,318	258,957	262,669	266,453	270,312
TRANSFERS	12,919	8,638	8,835	2,500	2,500	2,500	2,500	2,500
<b>Total</b>	<b>(108,543)</b>	<b>(337,528)</b>	<b>(419,284)</b>	<b>182,818</b>	<b>186,457</b>	<b>190,169</b>	<b>193,953</b>	<b>197,812</b>
<b>Event Services</b>								
REVENUE	(1,820,810)	(1,491,439)	(1,600,570)	0	0	0	0	0
EXPENDITURES	1,988,443	1,363,561	1,374,113	6,065	6,065	6,065	6,065	6,065
TRANSFERS	(374,509)	(11,650)	(19,700)	(11,550)	(11,550)	(11,550)	(11,550)	(11,550)
<b>Total</b>	<b>(206,875)</b>	<b>(139,528)</b>	<b>(246,157)</b>	<b>(5,485)</b>	<b>(5,485)</b>	<b>(5,485)</b>	<b>(5,485)</b>	<b>(5,485)</b>
<b>Arena Operations</b>								
REVENUE	(1,629,193)	(1,641,882)	(1,677,953)	(481,320)	(481,331)	(481,342)	(481,353)	(481,364)
EXPENDITURES	5,504,832	4,933,409	4,908,001	4,371,737	4,428,056	4,485,500	4,544,094	4,603,858
TRANSFERS	459,518	472,269	484,947	489,209	489,209	489,209	489,209	489,209
<b>Total</b>	<b>4,335,158</b>	<b>3,763,796</b>	<b>3,714,995</b>	<b>4,379,626</b>	<b>4,435,934</b>	<b>4,493,367</b>	<b>4,551,950</b>	<b>4,611,703</b>
<b>GRAND TOTAL</b>	<b>13,996,491</b>	<b>11,657,107</b>	<b>12,077,526</b>	<b>13,197,055</b>	<b>13,376,351</b>	<b>13,559,237</b>	<b>13,745,776</b>	<b>13,936,036</b>

## Service Category Summary

### Emergency Measures

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Emergency Programs	(46,000)	0	0	0	0
Emergency Fire Response	584,757	0	0	0	0
Emergency Flood Response	4,523	0	0	0	0
<b>Total Revenues</b>	<b>543,280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Emergency Programs	291,722	216,805	322,269	289,519	(32,750)
Emergency Fire Response	31,341	0	0	0	0
<b>Total Expenditures</b>	<b>323,063</b>	<b>216,805</b>	<b>322,269</b>	<b>289,519</b>	<b>(32,750)</b>
<b>Transfers</b>					
Emergency Programs	55,521	0	16,000	16,000	0
Emergency Fire Response	5,550	0	0	0	0
<b>Total Transfers</b>	<b>61,071</b>	<b>0</b>	<b>16,000</b>	<b>16,000</b>	<b>0</b>
<b>Net Operations</b>	<b>927,413</b>	<b>216,805</b>	<b>338,269</b>	<b>305,519</b>	<b>(32,750)</b>

## Service Category Summary

### Emergency Measures

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	543,280	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	241,686	174,715	280,179	283,689	3,510
Non-Salary Expenses	81,376	42,090	42,090	5,830	(36,260)
Total Expenditures	323,063	216,805	322,269	289,519	(32,750)
Transfers	61,071	0	16,000	16,000	0
Net Operations	927,413	216,805	338,269	305,519	(32,750)

## Service Category Summary

### Bylaw Enforcement

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Parking Oper - Traffic Control	(480,799)	(381,500)	(381,500)	(381,500)	0
Animal/SPCA Operations	(155,339)	(300,000)	(309,000)	(309,000)	0
Enforcement	(25,565)	(5,000)	(4,990)	(4,990)	0
Bylaw Admin Operations	(69,500)	(20,000)	(50,000)	(50,000)	0
<b>Total Revenues</b>	<b>(731,203)</b>	<b>(706,500)</b>	<b>(745,490)</b>	<b>(745,490)</b>	<b>0</b>
<b>Expenditures</b>					
Parking Oper - Traffic Control	521,221	413,195	417,871	417,871	0
Animal/SPCA Operations	625,343	573,491	578,732	578,732	0
Enforcement	672,555	673,330	868,379	880,095	11,716
Bylaw Admin Operations	507,792	304,742	314,786	312,617	(2,169)
<b>Total Expenditures</b>	<b>2,326,912</b>	<b>1,964,758</b>	<b>2,179,768</b>	<b>2,189,315</b>	<b>9,547</b>
<b>Transfers</b>					
Parking Oper - Traffic Control	21,772	20,550	21,600	24,000	2,400
Plaza Parkade Office Space	9,563	12,750	0	0	0
Animal/SPCA Operations	49,968	56,725	56,623	63,600	6,977
Enforcement	50,726	47,300	55,700	74,400	18,700
<b>Total Transfers</b>	<b>132,028</b>	<b>137,325</b>	<b>133,923</b>	<b>162,000</b>	<b>28,077</b>
<b>Net Operations</b>	<b>1,727,738</b>	<b>1,395,583</b>	<b>1,568,201</b>	<b>1,605,825</b>	<b>37,624</b>

## Service Category Summary

### Bylaw Enforcement

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(731,203)	(706,500)	(745,490)	(745,490)	0
Expenditures					
Salary & Wages (including Benefits)	1,491,881	1,457,568	1,666,618	1,676,175	9,557
Non-Salary Expenses	835,031	507,190	513,150	513,140	(10)
Total Expenditures	2,326,912	1,964,758	2,179,768	2,189,315	9,547
Transfers	132,028	137,325	133,923	162,000	28,077
Net Operations	1,727,738	1,395,583	1,568,201	1,605,825	37,624

## Service Category Summary

### Aquatics

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
PGAC - Building Operations	(1,284,892)	(1,268,970)	(1,306,130)	(653,070)	653,060
FSLP - Building Operations	(609,794)	(645,649)	(645,650)	0	645,650
<b>Total Revenues</b>	<b>(1,894,685)</b>	<b>(1,914,619)</b>	<b>(1,951,780)</b>	<b>(653,070)</b>	<b>1,298,710</b>
<b>Expenditures</b>					
PGAC - Building Operations	2,867,419	2,743,201	2,815,385	2,685,958	(129,427)
PGAC - Programming/Training	925	0	0	0	0
FSLP - Building Operations	1,636,831	1,515,923	1,484,788	211,926	(1,272,862)
<b>Total Expenditures</b>	<b>4,505,175</b>	<b>4,259,124</b>	<b>4,300,173</b>	<b>2,897,884</b>	<b>(1,402,289)</b>
<b>Transfers</b>					
PGAC - Building Operations	93,300	96,764	100,280	98,835	(1,445)
FSLP - Building Operations	207,160	216,380	212,404	218,924	6,520
<b>Total Transfers</b>	<b>300,460</b>	<b>313,144</b>	<b>312,684</b>	<b>317,759</b>	<b>5,075</b>
<b>Revenues - Asset Maintenance</b>					
PGAC - Building Operations AM	(14,149)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(14,149)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
PGAC - Building Operations AM	258,259	86,392	86,167	95,030	8,863
FSLP - Building Operations AM	78,550	53,902	53,517	28,091	(25,426)
<b>Total Expenditures - Asset Maintenance</b>	<b>336,809</b>	<b>140,294</b>	<b>139,684</b>	<b>123,121</b>	<b>(16,563)</b>
<b>Transfers - Asset Maintenance</b>					
PGAC - Building Operations AM	1,219	0	0	0	0
FSLP - Building Operations AM	114	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>1,333</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,234,942</b>	<b>2,797,943</b>	<b>2,800,761</b>	<b>2,685,694</b>	<b>(115,067)</b>

## Service Category Summary

### Aquatics

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(1,908,834)	(1,914,619)	(1,951,780)	(653,070)	1,298,710
Expenditures					
Salary & Wages (including Benefits)	3,823,780	3,574,391	3,530,238	2,188,117	(1,342,121)
Non-Salary Expenses	1,018,204	825,027	909,619	832,888	(76,731)
Total Expenditures	4,841,984	4,399,418	4,439,857	3,021,005	(1,418,852)
Transfers	301,793	313,144	312,684	317,759	5,075
Net Operations	3,234,942	2,797,943	2,800,761	2,685,694	(115,067)

## Service Category Summary

### Community Services Admin.

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Community Services Admin.	(1,206)	0	0	0	0
Performing Arts Centre	(6,680)	0	0	0	0
<b>Total Revenues</b>	<b>(7,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Northern Sports Ctr at UNBC	300,000	300,000	300,000	300,000	0
Community Services Admin.	861,817	948,402	723,741	538,668	(185,073)
<b>Total Expenditures</b>	<b>1,161,817</b>	<b>1,248,402</b>	<b>1,023,741</b>	<b>838,668</b>	<b>(185,073)</b>
<b>Transfers</b>					
Community Services Admin.	38,508	0	0	0	0
Performing Arts Centre	6,680	0	0	0	0
<b>Total Transfers</b>	<b>45,188</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>1,199,120</b>	<b>1,248,402</b>	<b>1,023,741</b>	<b>838,668</b>	<b>(185,073)</b>



## Service Category Summary

### Community Services Admin.

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(7,886)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	783,869	816,402	683,150	535,478	(147,672)
Non-Salary Expenses	377,948	432,000	340,591	303,190	(37,401)
Total Expenditures	1,161,817	1,248,402	1,023,741	838,668	(185,073)
Transfers	45,188	0	0	0	0
Net Operations	1,199,120	1,248,402	1,023,741	838,668	(185,073)

## Service Category Summary

### Off-Street Parking

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Parking - Off Street	(1,886,552)	(1,965,470)	(1,964,000)	(1,959,110)	4,890
<b>Total Revenues</b>	<b>(1,886,552)</b>	<b>(1,965,470)</b>	<b>(1,964,000)</b>	<b>(1,959,110)</b>	<b>4,890</b>
<b>Expenditures</b>					
Parking - Off Street	454,705	450,391	462,275	463,303	1,028
Facilities Off Street Parking	621,517	642,161	649,015	619,008	(30,007)
<b>Total Expenditures</b>	<b>1,076,222</b>	<b>1,092,552</b>	<b>1,111,290</b>	<b>1,082,311</b>	<b>(28,979)</b>
<b>Transfers</b>					
Parking - Off Street	632,316	788,657	772,836	689,782	(83,054)
Facilities Off Street Parking	15,070	16,921	17,210	68,055	50,845
Off-Street Mtce (fund 13)	162,943	67,340	67,340	118,962	51,622
<b>Total Transfers</b>	<b>810,330</b>	<b>872,918</b>	<b>857,386</b>	<b>876,799</b>	<b>19,413</b>
<b>Revenues - Asset Maintenance</b>					
<b>Expenditures - Asset Maintenance</b>					
Facilities Off Street Pking AM	160,720	65,000	65,000	116,802	51,802
<b>Total Expenditures - Asset Maintenance</b>	<b>160,720</b>	<b>65,000</b>	<b>65,000</b>	<b>116,802</b>	<b>51,802</b>
<b>Transfers - Asset Maintenance</b>					
Facilities Off Street Pking AM	2,223	2,340	2,340	2,160	(180)
User Fee Funded - Off-Street	(162,943)	(67,340)	(67,340)	(118,962)	(51,622)
<b>Total Transfers - Asset Maintenance</b>	<b>(160,720)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(116,802)</b>	<b>(51,802)</b>
<b>Net Operations</b>	<b>0</b>	<b>0</b>	<b>4,676</b>	<b>0</b>	<b>(4,676)</b>

## Service Category Summary

### Off-Street Parking

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(1,886,552)	(1,965,470)	(1,964,000)	(1,959,110)	4,890
Expenditures					
Salary & Wages (including Benefits)	296,680	452,229	467,326	419,171	(48,155)
Non-Salary Expenses	940,262	705,323	708,964	779,942	70,978
Total Expenditures	1,236,942	1,157,552	1,176,290	1,199,113	22,823
Transfers	649,610	807,918	792,386	759,997	(32,389)
Net Operations	0	0	4,676	0	(4,676)

## Service Category Summary

### Civic Facilities Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Massey Drive Fire Hall	(29,760)	0	0	0	0
Other City Bldgs - General Exp	(250,465)	(5,050)	(5,050)	0	5,050
Library Operations	(7,864)	(8,200)	(8,200)	(8,200)	0
3rd Pty-Art Gallery-Bldg Mtce	(895)	(4,961)	(440)	(440)	0
<b>Total Revenues</b>	<b>(288,984)</b>	<b>(18,211)</b>	<b>(13,690)</b>	<b>(8,640)</b>	<b>5,050</b>
<b>Expenditures</b>					
Fire Halls	64,519	63,148	52,115	69,020	16,905
Massey Drive Fire Hall	29,760	0	31,334	101,724	70,390
Other City Bldgs - General Exp	450,426	183,552	502,304	404,774	(97,530)
Library Operations	144,720	196,404	189,018	197,659	8,641
3rd Pty-Art Gallery-Bldg Mtce	310	4,961	440	440	0
RCMP Detachment Operations	93,495	133,781	115,372	104,229	(11,143)
City Hall - Building Mtce	95,443	108,313	95,340	84,474	(10,866)
18th Ave Yard Bldg - Operation	123,836	163,397	153,554	160,353	6,799
Police Station Cleaning	206,891	234,398	241,461	249,471	8,010
City Hall Bldg Cleaning	291,797	224,378	227,887	242,887	15,000
18th Ave Admin Bldg Cleaning	57,312	74,156	75,329	79,329	4,000
18th Ave Yard Cleaning	71,661	67,799	68,746	74,746	6,000
Civic Facilities - Admin	714,769	731,338	797,323	572,200	(225,123)
1310 3rd Ave - Operations	0	0	0	135,067	135,067
<b>Total Expenditures</b>	<b>2,344,939</b>	<b>2,185,625</b>	<b>2,550,223</b>	<b>2,476,373</b>	<b>(73,850)</b>
<b>Transfers</b>					
Fire Halls	15,115	15,313	15,849	15,525	(324)
Massey Drive Fire Hall	0	0	0	2,200	2,200
Other City Bldgs - General Exp	5,047	5,615	5,812	5,000	(812)
Library Operations	50,186	43,508	46,817	43,476	(3,341)
RCMP Detachment Operations	69,964	74,778	73,135	75,128	1,993
City Hall - Building Mtce	113,493	114,688	115,895	116,989	1,094
18th Ave Yard Bldg - Operation	14,292	15,087	15,615	15,008	(607)
Civic Facilities - Admin	60,406	72,000	50,400	50,400	0
1310 3rd Ave - Operations				1,000	1,000
<b>Total Transfers</b>	<b>328,503</b>	<b>340,989</b>	<b>323,523</b>	<b>324,726</b>	<b>1,203</b>
<b>Revenues - Asset Maintenance</b>					
Library Operations AM	(40,009)	(1,500)	(1,500)	(1,500)	0
3rd Pty-Art Gallery-Bldg Mtc AM	(24,284)	(9,000)	(10,000)	(10,000)	0
RCMP Detachment Operations AM	(47,403)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(111,695)</b>	<b>(10,500)</b>	<b>(11,500)</b>	<b>(11,500)</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Fire Halls AM	40,132	18,690	28,237	28,237	0
Massey Drive Fire Hall AM	0	0	15,229	42,747	27,518
Othr City Bldgs-General Exp AM	121,409	40,490	168,195	89,875	(78,320)
Library Operations AM	61,188	25,073	35,115	37,260	2,145
3rd Pty-Art Gallery-Bldg Mtc AM	24,869	12,791	16,109	16,109	0
RCMP Detachment Operations AM	128,421	54,978	58,556	58,556	0
City Hall - Building Mtce AM	134,368	37,221	75,030	75,030	0
18th Ave Yard Bldg - Opr AM	99,412	24,488	47,297	47,297	0
1310 3rd Ave - AM	0	0	0	28,320	28,320
<b>Total Expenditures - Asset Maintenance</b>	<b>609,799</b>	<b>213,731</b>	<b>443,768</b>	<b>423,431</b>	<b>(20,337)</b>

## Service Category Summary

### Civic Facilities Maintenance

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Transfers - Asset Maintenance</b>					
Othr City Bldgs-General Exp AM	2,104	0	0	0	0
Library Operations AM	116	0	0	0	0
RCMP Detachment Operations AM	2,085	0	0	0	0
City Hall - Building Mtce AM	342	0	0	0	0
18th Ave Yard Bldg - Opr AM	331	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>4,977</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>2,887,539</b>	<b>2,711,634</b>	<b>3,292,324</b>	<b>3,204,390</b>	<b>(87,934)</b>

## Service Category Summary

### Civic Facilities Maintenance

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(400,679)	(28,711)	(25,190)	(20,140)	5,050
Expenditures					
Salary & Wages (including Benefits)	1,363,636	1,305,821	1,370,075	1,283,893	(86,182)
Non-Salary Expenses	1,591,102	1,093,535	1,623,916	1,615,911	(8,005)
Total Expenditures	2,954,738	2,399,356	2,993,991	2,899,804	(94,187)
Transfers	333,480	340,989	323,523	324,726	1,203
Net Operations	2,887,539	2,711,634	3,292,324	3,204,390	(87,934)

## Service Category Summary

### Entertainment Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Event Hosting - Entertainment	(37,148)	0	0	0	0
Prince George Playhouse	(22,486)	(20,000)	(20,600)	0	20,600
CN Centre - Sales & Marketing	(46,356)	(91,000)	(66,000)	(75,000)	(9,000)
CN Centre - Cougar Operations	(362,814)	(375,755)	(450,760)	0	450,760
CN Centre - Show Operations	(2,004,162)	(1,019,140)	(1,044,080)	0	1,044,080
<b>Total Revenues</b>	<b>(2,472,966)</b>	<b>(1,505,895)</b>	<b>(1,581,440)</b>	<b>(75,000)</b>	<b>1,506,440</b>
<b>Expenditures</b>					
Event Hosting - Entertainment	73,334	41,127	41,130	30,000	(11,130)
Prince George Playhouse	32,435	50,508	50,976	25,829	(25,147)
CN Centre - Sales & Marketing	33,291	33,910	33,900	18,300	(15,600)
CN Centre - Cougar Operations	332,835	336,012	338,571	178,521	(160,050)
CN Centre - Show Operations	1,873,794	694,425	684,958	0	(684,958)
<b>Total Expenditures</b>	<b>2,345,688</b>	<b>1,155,982</b>	<b>1,149,535</b>	<b>252,650</b>	<b>(896,885)</b>
<b>Transfers</b>					
Event Hosting - Entertainment	7,294	2,500	2,500	0	(2,500)
Prince George Playhouse	4,864	5,638	5,835	2,500	(3,335)
CN Centre - Show Operations	761	500	500	0	(500)
<b>Total Transfers</b>	<b>12,919</b>	<b>8,638</b>	<b>8,835</b>	<b>2,500</b>	<b>(6,335)</b>
<b>Expenditures - Asset Maintenance</b>					
Prince George Playhouse AM	5,815	3,747	3,786	2,668	(1,118)
<b>Total Expenditures - Asset Maintenance</b>	<b>5,815</b>	<b>3,747</b>	<b>3,786</b>	<b>2,668</b>	<b>(1,118)</b>
<b>Net Operations</b>	<b>(108,543)</b>	<b>(337,528)</b>	<b>(419,284)</b>	<b>182,818</b>	<b>602,102</b>

## Service Category Summary

### Entertainment Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(2,472,966)	(1,505,895)	(1,581,440)	(75,000)	1,506,440
Expenditures					
Salary & Wages (including Benefits)	288,581	353,677	347,306	181,877	(165,429)
Non-Salary Expenses	2,062,923	806,052	806,015	73,441	(732,574)
Total Expenditures	2,351,504	1,159,729	1,153,321	255,318	(898,003)
Transfers	12,919	8,638	8,835	2,500	(6,335)
Net Operations	(108,543)	(337,528)	(419,284)	182,818	602,102



## Service Category Summary

### Event Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Sport Event Grants	(262)	0	0	0	0
Civic Centre Event Services	(422,491)	(415,720)	(428,200)	0	428,200
Civic Centre - Marketing	(2,000)	0	0	0	0
Civic Centre - Food Beverage	(26,246)	(33,000)	(32,360)	0	32,360
Civic Centre - Food Serv Contr	(1,146,968)	(890,000)	(989,990)	0	989,990
Civic Ctr-Beverage Serv Contr	(37,078)	0	0	0	0
Adult Summer Hockey Programs	(14,800)	(32,414)	(32,410)	0	32,410
Skating Programs	0	(3,500)	(3,500)	0	3,500
Drop in Hockey Programs	(5,719)	(10,805)	(5,000)	0	5,000
CN Centre - Recr Use Oper	(165,136)	(106,000)	(109,110)	0	109,110
CN Centre - Special Event Oper	(110)	0	0	0	0
<b>Total Revenues</b>	<b>(1,820,810)</b>	<b>(1,491,439)</b>	<b>(1,600,570)</b>	<b>0</b>	<b>1,600,570</b>
<b>Expenditures</b>					
Seniors - Recreation	2,456	2,472	2,470	0	(2,470)
Sport Event Grants	347,328	3,591	3,691	0	(3,691)
Civic Centre-Rental Subsidies	2,874	2,874	2,870	0	(2,870)
Event Hosting Services	4,970	5,000	5,000	0	(5,000)
Civic Centre Event Services	551,742	531,414	542,492	4,825	(537,667)
Civic Centre - Marketing	32,192	25,010	25,020	1,240	(23,780)
Civic Centre - Food Beverage	31,521	33,000	32,360	0	(32,360)
Civic Centre - Programs	5,878	3,000	3,010	0	(3,010)
Civic Centre - Food Serv Contr	940,384	738,700	738,700	0	(738,700)
Civic Ctr-Beverage Serv Contr	32,430	0	0	0	0
Adult Summer Hockey Programs	4,688	12,000	12,000	0	(12,000)
Skating Programs	0	3,500	3,500	0	(3,500)
Drop in Hockey Programs	1,440	3,000	3,000	0	(3,000)
CN Centre - Recr Use Oper	30,430	0	0	0	0
CN Centre - Special Event Oper	110	0	0	0	0
<b>Total Expenditures</b>	<b>1,988,443</b>	<b>1,363,561</b>	<b>1,374,113</b>	<b>6,065</b>	<b>(1,368,048)</b>
<b>Transfers</b>					
Seniors - Recreation	1,713	2,000	2,000	0	(2,000)
Sport Event Grants	(343,456)	0	0	0	0
Civic Centre Event Services	(35,832)	(13,650)	(21,700)	(11,550)	10,150
Civic Centre-Food Serv Capital	4,648	0	0	0	0
CN Centre - Recr Use Oper	(1,582)	0	0	0	0
<b>Total Transfers</b>	<b>(374,509)</b>	<b>(11,650)</b>	<b>(19,700)</b>	<b>(11,550)</b>	<b>8,150</b>
<b>Net Operations</b>	<b>(206,875)</b>	<b>(139,528)</b>	<b>(246,157)</b>	<b>(5,485)</b>	<b>240,672</b>

## Service Category Summary

### Event Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(1,820,810)	(1,491,439)	(1,600,570)	0	1,600,570
Expenditures					
Salary & Wages (including Benefits)	429,350	460,514	468,390	0	(468,390)
Non-Salary Expenses	1,559,093	903,047	905,723	6,065	(899,658)
Total Expenditures	1,988,443	1,363,561	1,374,113	6,065	(1,368,048)
Transfers	(374,509)	(11,650)	(19,700)	(11,550)	8,150
Net Operations	(206,875)	(139,528)	(246,157)	(5,485)	240,672

## Service Category Summary

### Arena Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Ice Oval	(356)	0	0	0	0
Livestock Arenas - Operating	(39,592)	(31,750)	(35,860)	(36,000)	(140)
Exhibition Grounds-Operations	(21,917)	(21,918)	(22,580)	0	22,580
BC Northern Exhibition	(3,125)	(2,500)	(2,440)	0	2,440
Exhibition Sports Ctr - Opr	24,881	(43,977)	(45,043)	(44,620)	423
RMC Arena - Operations	(306,683)	(324,867)	(324,870)	(81,220)	243,650
Kin Centre - Operations	(992,501)	(887,380)	(917,670)	(237,110)	680,560
Elksentre - Operations	(289,168)	(329,490)	(329,490)	(82,370)	247,120
<b>Total Revenues</b>	<b>(1,628,459)</b>	<b>(1,641,882)</b>	<b>(1,677,953)</b>	<b>(481,320)</b>	<b>1,196,633</b>
<b>Expenditures</b>					
Ice Oval	15,356	14,500	14,500	15,000	500
Civic Centre Bldg Mtce - Oper	569,215	543,595	550,343	110,155	(440,188)
Comm Arenas - Administration	309,753	313,477	417,340	536,386	119,046
Livestock Arenas - Operating	27,513	30,074	30,724	32,265	1,541
Exhibition Grounds-Operations	23,712	17,938	18,246	18,040	(206)
BC Northern Exhibition	1,409	1,000	1,000	0	(1,000)
Exhibition Sports Ctr - Opr	32,192	37,665	38,510	38,099	(411)
RMC Arena - Operations	620,145	604,672	643,750	669,994	26,244
Kin Centre - Operations	893,115	859,876	891,031	1,037,978	146,947
Elksentre - Operations	368,930	403,120	374,590	138,984	(235,606)
CN Centre - Bldg Operations	1,308,859	1,157,165	1,160,112	1,154,436	(5,676)
<b>Total Expenditures</b>	<b>4,170,199</b>	<b>3,983,082</b>	<b>4,140,146</b>	<b>3,751,337</b>	<b>(388,809)</b>
<b>Transfers</b>					
Ice Oval	0	100	0	0	0
Civic Centre Bldg Mtce - Oper	119,159	115,533	120,882	126,579	5,697
Livestock Arenas - Operating	10,552	8,160	8,446	9,961	1,515
Exhibition Grounds-Operations	21	0	0	0	0
Exhibition Sports Ctr - Opr	6,396	6,312	6,533	6,521	(12)
RMC Arena - Operations	99,170	91,511	102,979	102,839	(140)
Kin Centre - Operations	96,797	111,343	101,325	102,005	680
Elksentre - Operations	35,377	36,898	38,396	38,554	158
CN Centre - Bldg Operations	86,822	102,412	106,386	102,750	(3,636)
<b>Total Transfers</b>	<b>454,293</b>	<b>472,269</b>	<b>484,947</b>	<b>489,209</b>	<b>4,262</b>
<b>Revenues - Asset Maintenance</b>					
Exhibition Sports Ctr - Opr AM	(761)	0	0	0	0
Kin Centre - Operations AM	28	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(733)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	110,731	54,876	55,613	15,819	(39,794)
Livestock Arenas-Operating AM	17,058	1,760	1,775	2,563	788
Exhibition Grounds - Opr AM	0	6,970	7,072	4,326	(2,746)
Exhibition Sports Ctr - Opr AM	7,650	3,155	3,189	3,331	142
RMC Arena - Operations AM	288,690	162,626	98,593	110,818	12,225
Kin Centre - Operations AM	423,188	242,077	234,757	245,782	11,025
Elksentre - Operations AM	186,389	149,743	86,637	61,632	(25,005)
CN Centre - Bldg Operations AM	300,927	329,120	280,219	176,129	(104,090)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,334,633</b>	<b>950,327</b>	<b>767,855</b>	<b>620,400</b>	<b>(147,455)</b>

## Service Category Summary

### Arena Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Transfers - Asset Maintenance</b>					
Civic Centre Bldg Mtce AM	3,160	0	0	0	0
Livestock Arenas-Operating AM	205	0	0	0	0
RMC Arena - Operations AM	240	0	0	0	0
Kin Centre - Operations AM	59	0	0	0	0
Elksentre - Operations AM	567	0	0	0	0
CN Centre - Bldg Operations AM	996	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>5,226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>4,335,158</b>	<b>3,763,796</b>	<b>3,714,995</b>	<b>4,379,626</b>	<b>664,631</b>

## Service Category Summary

### Arena Operations

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(1,629,193)	(1,641,882)	(1,677,953)	(481,320)	1,196,633
Expenditures					
Salary & Wages (including Benefits)	3,295,508	3,122,591	3,268,740	2,815,805	(452,935)
Non-Salary Expenses	2,209,324	1,810,818	1,639,261	1,555,932	(83,329)
Total Expenditures	5,504,832	4,933,409	4,908,001	4,371,737	(536,264)
Transfers	459,518	472,269	484,947	489,209	4,262
Net Operations	4,335,158	3,763,796	3,714,995	4,379,626	664,631

**Planning, Development & Infra. Summary**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Dev Planning and Admin</b>								
REVENUE	(3,364,279)	(3,111,271)	(3,109,270)	(2,516,940)	(2,516,940)	(2,516,940)	(2,516,940)	(2,516,940)
EXPENDITURES	2,644,509	2,869,884	3,130,912	2,745,812	2,791,469	2,838,038	2,885,539	2,933,991
TRANSFERS	222,224	19,200	24,000	24,000	24,000	24,000	24,000	24,000
<b>Total</b>	<b>(497,547)</b>	<b>(222,187)</b>	<b>45,642</b>	<b>252,872</b>	<b>298,529</b>	<b>345,098</b>	<b>392,599</b>	<b>441,051</b>
<b>Economic Development</b>								
REVENUE	(255,151)	(55,800)	(42,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
EXPENDITURES	862,151	875,754	827,176	631,353	640,400	649,629	659,042	668,643
TRANSFERS	30,790	0	0	0	0	0	0	0
<b>Total</b>	<b>637,790</b>	<b>819,954</b>	<b>784,376</b>	<b>623,553</b>	<b>632,600</b>	<b>641,829</b>	<b>651,242</b>	<b>660,843</b>
<b>Asset Management</b>								
EXPENDITURES	336,212	366,225	372,270	353,463	360,422	367,520	374,761	382,147
TRANSFERS	0	0	0	0	0	0	0	0
<b>Total</b>	<b>336,212</b>	<b>366,225</b>	<b>372,270</b>	<b>353,463</b>	<b>360,422</b>	<b>367,520</b>	<b>374,761</b>	<b>382,147</b>
<b>Strategic Initiatives &amp; Partn.</b>								
REVENUE	(382,718)	(28,130)	(28,130)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
EXPENDITURES	1,465,223	947,820	1,606,131	1,435,311	1,445,079	1,455,043	1,465,207	1,475,573
TRANSFERS	49,424	(49,011)	3,400	9,650	9,650	9,650	9,650	9,650
<b>Total</b>	<b>1,131,929</b>	<b>870,679</b>	<b>1,581,401</b>	<b>1,429,961</b>	<b>1,439,729</b>	<b>1,449,693</b>	<b>1,459,857</b>	<b>1,470,223</b>
<b>Infra Planning &amp; Engineering</b>								
REVENUE	(218,255)	0	0	0	0	0	0	0
EXPENDITURES	430,110	200,000	200,000	721,705	731,518	741,527	751,737	762,150
TRANSFERS	(19,458)	0	0	0	0	0	0	0
<b>Total</b>	<b>192,397</b>	<b>200,000</b>	<b>200,000</b>	<b>721,705</b>	<b>731,518</b>	<b>741,527</b>	<b>751,737</b>	<b>762,150</b>
<b>GRAND TOTAL</b>	<b>1,800,782</b>	<b>2,034,671</b>	<b>2,983,689</b>	<b>3,381,554</b>	<b>3,462,798</b>	<b>3,545,667</b>	<b>3,630,196</b>	<b>3,716,414</b>

## Service Category Summary

### Dev Planning and Admin

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
ENV-Partners for Climate Chang	(13,575)	0	0	0	0
Community Forest and Fire Fuel	(174,997)	0	0	0	0
Land Use Planning	(139,136)	(140,490)	(140,490)	(107,500)	32,990
Subdiv, Infra, Bldg Inspection	(1,744,547)	(1,511,750)	(1,511,750)	(982,640)	529,110
Business Licenses	(968,925)	(1,001,830)	(1,001,830)	(960,000)	41,830
Real Estate Services	(313,669)	(445,501)	(445,500)	(457,800)	(12,300)
Dev Serv Admin - Operations	(7,385)	(10,000)	(8,000)	(8,000)	0
Pine Valley Golf - Operations	(2,044)	(1,700)	(1,700)	(1,000)	700
<b>Total Revenues</b>	<b>(3,364,279)</b>	<b>(3,111,271)</b>	<b>(3,109,270)</b>	<b>(2,516,940)</b>	<b>592,330</b>
<b>Expenditures</b>					
ENV-Partners for Climate Chang	8,960	4,095	4,095	0	(4,095)
ENV-Air Quality Implementation	65,000	70,000	70,000	70,000	0
Environmental Services	3,400	0	279,992	177,007	(102,985)
ENV-Clean Air Monitoring	38,010	50,000	50,000	50,000	0
Land Use Planning	653,179	679,377	532,702	536,650	3,948
Subdiv, Infra, Bldg Inspection	663,311	717,317	814,691	719,016	(95,675)
Real Estate Services	295,407	313,162	318,390	316,170	(2,220)
Dev Serv Admin - Operations	916,116	1,032,413	1,057,522	873,449	(184,073)
Pine Valley Golf - Operations	1,125	3,520	3,520	3,520	0
<b>Total Expenditures</b>	<b>2,644,509</b>	<b>2,869,884</b>	<b>3,130,912</b>	<b>2,745,812</b>	<b>(385,100)</b>
<b>Transfers</b>					
ENV-Partners for Climate Chang	4,615	0	0	0	0
Community Forest and Fire Fuel	174,997	0	0	0	0
Environmental Services	(3,400)	0	0	0	0
Subdiv, Infra, Bldg Inspection	45,400	19,200	24,000	24,000	0
Dev Serv Admin - Operations	611	0	0	0	0
<b>Total Transfers</b>	<b>222,224</b>	<b>19,200</b>	<b>24,000</b>	<b>24,000</b>	<b>0</b>
<b>Net Operations</b>	<b>(497,547)</b>	<b>(222,187)</b>	<b>45,642</b>	<b>252,872</b>	<b>207,230</b>

## Service Category Summary

### Dev Planning and Admin

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(3,364,279)	(3,111,271)	(3,109,270)	(2,516,940)	592,330
Expenditures					
Salary & Wages (including Benefits)	2,192,270	2,300,424	2,561,452	2,282,862	(278,590)
Non-Salary Expenses	452,238	569,460	569,460	462,950	(106,510)
Total Expenditures	2,644,509	2,869,884	3,130,912	2,745,812	(385,100)
Transfers	222,224	19,200	24,000	24,000	0
Net Operations	(497,547)	(222,187)	45,642	252,872	207,230



## Service Category Summary

### Economic Development

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Economic Development	(255,151)	(55,800)	(42,800)	(7,800)	35,000
<b>Total Revenues</b>	<b>(255,151)</b>	<b>(55,800)</b>	<b>(42,800)</b>	<b>(7,800)</b>	<b>35,000</b>
<b>Expenditures</b>					
Economic Development	862,151	875,754	827,176	631,353	(195,823)
<b>Total Expenditures</b>	<b>862,151</b>	<b>875,754</b>	<b>827,176</b>	<b>631,353</b>	<b>(195,823)</b>
<b>Transfers</b>					
Economic Development	30,790	0	0	0	0
<b>Total Transfers</b>	<b>30,790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>637,790</b>	<b>819,954</b>	<b>784,376</b>	<b>623,553</b>	<b>(160,823)</b>

## Service Category Summary

### Economic Development

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(255,151)	(55,800)	(42,800)	(7,800)	35,000
Expenditures					
Salary & Wages (including Benefits)	427,318	529,352	480,786	452,383	(28,403)
Non-Salary Expenses	434,832	346,402	346,390	178,970	(167,420)
Total Expenditures	862,151	875,754	827,176	631,353	(195,823)
Transfers	30,790	0	0	0	0
Net Operations	637,790	819,954	784,376	623,553	(160,823)

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

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Asset Management	336,212	366,225	372,270	353,463	(18,807)
<b>Total Expenditures</b>	<b>336,212</b>	<b>366,225</b>	<b>372,270</b>	<b>353,463</b>	<b>(18,807)</b>
<b>Net Operations</b>	<b>336,212</b>	<b>366,225</b>	<b>372,270</b>	<b>353,463</b>	<b>(18,807)</b>

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

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Salary & Wages (including Benefits)	325,100	344,745	350,790	347,973	(2,817)
Non-Salary Expenses	11,112	21,480	21,480	5,490	(15,990)
Total Expenditures	336,212	366,225	372,270	353,463	(18,807)
Net Operations	336,212	366,225	372,270	353,463	(18,807)

## Service Category Summary

### Strategic Initiatives & Partn.

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Active Living & Healthy Eating	(500)	0	0	0	0
Active Living Guide	(19,808)	(22,940)	(22,940)	0	22,940
Community Partnerships Ops.	(8,824)	(5,190)	(5,190)	0	5,190
Social Planning/Coordination	(66,250)	0	0	0	0
NCPC Strengthening Families	(287,336)	0	0	0	0
Reaching Home Program	0	0	0	(15,000)	(15,000)
<b>Total Revenues</b>	<b>(382,718)</b>	<b>(28,130)</b>	<b>(28,130)</b>	<b>(15,000)</b>	<b>13,130</b>
<b>Expenditures</b>					
Scholarships & Bursaries	3,500	3,500	3,500	0	(3,500)
Volunteer Grants	11,300	11,300	11,300	0	(11,300)
Active Living & Healthy Eating	4,660	5,000	5,000	0	(5,000)
Community Enhancement Grants	10,856	16,000	16,000	0	(16,000)
Community Street Banners	21,346	25,000	25,000	0	(25,000)
myPG Social Development Fund	530,347	359,150	500,000	0	(500,000)
Community Heritage	6,667	6,990	7,000	0	(7,000)
Community Flower Baskets	57,311	57,850	57,850	0	(57,850)
Active Living Guide	26,418	27,310	27,310	0	(27,310)
Community Partnerships Ops.	40,692	42,312	40,489	0	(40,489)
Social Planning/Coordination	502,651	393,408	912,682	1,435,311	522,629
NCPC Strengthening Families	249,477	0	0	0	0
<b>Total Expenditures</b>	<b>1,465,223</b>	<b>947,820</b>	<b>1,606,131</b>	<b>1,435,311</b>	<b>(170,820)</b>
<b>Transfers</b>					
Active Living & Healthy Eating	52	0	0	0	0
myPG Social Development Fund	(26,064)	0	0	0	0
Community Heritage	137	0	0	0	0
Active Living Guide	(6,701)	(6,600)	(6,950)	0	6,950
Community Partnerships Ops.	6,238	6,000	6,500	0	(6,500)
Social Planning/Coordination	37,926	(48,411)	3,850	9,650	5,800
NCPC Strengthening Families	37,835	0	0	0	0
<b>Total Transfers</b>	<b>49,424</b>	<b>(49,011)</b>	<b>3,400</b>	<b>9,650</b>	<b>6,250</b>
<b>Net Operations</b>	<b>1,131,929</b>	<b>870,679</b>	<b>1,581,401</b>	<b>1,429,961</b>	<b>(151,440)</b>

## Service Category Summary

### Strategic Initiatives & Partn.

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(382,718)	(28,130)	(28,130)	(15,000)	13,130
Expenditures					
Salary & Wages (including Benefits)	388,231	264,208	584,744	488,421	(96,323)
Non-Salary Expenses	1,076,992	683,612	1,021,387	946,890	(74,497)
Total Expenditures	1,465,223	947,820	1,606,131	1,435,311	(170,820)
Transfers	49,424	(49,011)	3,400	9,650	6,250
Net Operations	1,131,929	870,679	1,581,401	1,429,961	(151,440)

## Service Category Summary

### Infra Planning & Engineering

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Expenditures</b>					
Infra Planning & Engineering	0	0	0	521,705	521,705
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>521,705</b>	<b>521,705</b>
<b>Revenues - Asset Maintenance</b>					
Infrastructure Planning - Gen	(218,255)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(218,255)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Infrastructure Planning - Gen	430,110	200,000	200,000	200,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>430,110</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
<b>Transfers - Asset Maintenance</b>					
Infrastructure Planning - Gen	(19,458)	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>(19,458)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>192,397</b>	<b>200,000</b>	<b>200,000</b>	<b>721,705</b>	<b>521,705</b>

## Service Category Summary

### Infra Planning & Engineering

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(218,255)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	20,721	0	0	490,649	490,649
Non-Salary Expenses	409,389	200,000	200,000	231,056	31,056
Total Expenditures	430,110	200,000	200,000	721,705	521,705
Transfers	(19,458)	0	0	0	0
Net Operations	192,397	200,000	200,000	721,705	521,705



### Service Agreements & Grants Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Library Services</b>								
REVENUE	(404,940)	(417,100)	(407,887)	(407,890)	(407,890)	(407,890)	(407,890)	(407,890)
EXPENDITURES	3,683,401	3,683,401	3,785,070	3,785,070	3,785,070	3,785,070	3,785,070	3,785,070
<b>Total</b>	<b>3,278,461</b>	<b>3,266,301</b>	<b>3,377,183</b>	<b>3,377,180</b>	<b>3,377,180</b>	<b>3,377,180</b>	<b>3,377,180</b>	<b>3,377,180</b>
<b>Tourism Prince George</b>								
EXPENDITURES	327,000	327,000	327,000	327,000	327,000	327,000	327,000	327,000
<b>Total</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>
<b>GRAND TOTAL</b>	<b>3,605,461</b>	<b>3,593,301</b>	<b>3,704,183</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>	<b>3,704,180</b>

## Service Category Summary

### Library Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Grants - Library	(404,940)	(417,100)	(407,887)	(407,890)	(3)
<b>Total Revenues</b>	<b>(404,940)</b>	<b>(417,100)</b>	<b>(407,887)</b>	<b>(407,890)</b>	<b>(3)</b>
<b>Expenditures</b>					
Grants - Library	3,683,401	3,683,401	3,785,070	3,785,070	0
<b>Total Expenditures</b>	<b>3,683,401</b>	<b>3,683,401</b>	<b>3,785,070</b>	<b>3,785,070</b>	<b>0</b>
<b>Net Operations</b>	<b>3,278,461</b>	<b>3,266,301</b>	<b>3,377,183</b>	<b>3,377,180</b>	<b>(3)</b>

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

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(404,940)	(417,100)	(407,887)	(407,890)	(3)
Expenditures					
Non-Salary Expenses	3,683,401	3,683,401	3,785,070	3,785,070	0
Total Expenditures	3,683,401	3,683,401	3,785,070	3,785,070	0
Net Operations	3,278,461	3,266,301	3,377,183	3,377,180	(3)



## The Prince George Public Library

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

f /pglibrary

t /pg\_library

Friday, October 30<sup>th</sup>, 2020

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

Mayor Hall and Members of Council:

Attached for your consideration is the Prince George Public Library's proposed operations budget. We have prepared a budget of \$4,017,117 to support the operation of our branches as well as to continue to offer digital and outreach services. The City and Regional District portion of this budget is \$3,785,067.

Throughout the pandemic, the library has continued to serve local residents. Although our facilities had to close to the public in mid-March, staff began offering virtual library programs within one week of the closure. We also continued to offer account and reference services, and increased access to digital collections and online courses. In early May, we launched a curbside pickup service until we were able to reopen physical branches to the public in July. In 2021 we will continue to follow the guidance of the Ministry of Health, WorkSafe BC, and BCCDC while providing the best possible service to our community.

Of note, the library temporarily eliminated fees on overdue materials early in the pandemic to support our community when library branches were closed and returning items was a challenge. Since this initiative was planned for mid-2020, before the onset of the pandemic, we plan to proceed with permanently eliminating overdue fees in 2021. This is a significant service enhancement for residents and eliminates a barrier for those for whom fees pose a financial hardship.

Planning will be a major focus of 2021 as we gather input for our 2021-2026 strategic plan. In a time of crisis, it is important to evaluate our services, spaces, and collections to ensure we meet the changing needs of our community. In addition, we anticipate digital access will be vital in 2021. Over the next year, staff will re-develop our website to make it easier for patrons to use the library from home.

We appreciate the City's support in providing library services in Prince George.

Respectfully submitted,



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

*Read, Learn, Discover.*



# The Prince George Public Library

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

 /pglibrary

 /pg\_library

## Prince George Public Library Budget 2021

	Budget 2020	Budget 2021	Total Deviation From 2020
<b>Revenue</b>			
*Municipal Funding Sources	3,785,067	3,785,067	0
Provincial Funding Sources	215,000	214,000	(1,000)
Internally Generated Sources	90,900	18,050	(72,850)
<b>Total Revenue</b>	<b>\$4,090,967</b>	<b>\$4,017,117</b>	<b>(\$73,850)</b>
<b>Wages &amp; Related Expenses</b>			
Benefits	527,350	524,013	(3,337)
Education & Professional Development	21,500	21,500	0
Wages	2,505,000	2,485,439	(19,561)
Other Staff Associated Costs	7,500	12,000	4,500
	<b>3,061,350</b>	<b>3,042,952</b>	<b>(\$18,398)</b>
<b>Operational Expenses</b>			
Supplies	21,075	21,075	0
Materials Costs	280,500	257,500	(23,000)
General & Administrative	154,450	150,450	(4,000)
Information Technology	102,572	103,449	877
Rent	76,500	76,500	0
Repairs & Maintenance	139,950	160,450	20,500
	<b>775,047</b>	<b>769,424</b>	<b>(\$5,623)</b>
<b>Investment in Tangible Capital Assets</b>			
Furniture	16,500	3,000	(13,500)
Equipment	22,000	4,000	(18,000)
Computer Infrastructure	16,150	14,150	(2,000)
Materials	199,920	183,591	(16,329)
	<b>254,570</b>	<b>204,741</b>	<b>(\$49,829)</b>
<b>Total Expenses &amp; TCA's</b>	<b>\$4,090,967</b>	<b>\$4,017,117</b>	<b>(\$73,850)</b>

\*Includes amount paid to the City of PG from the Regional District of Fraser Fort George estimated at \$407,887

*Read, Learn, Discover.*

Bob Harkins Branch, downtown 888 Canada Games Way Prince George, BC V2L 5T6

Nechako Branch, in the Hart 6547 Hart Highway Prince George, BC V2K 3A4

## Service Category Summary

### Tourism Prince George

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Tourism PG Society-Grant paid	327,000	327,000	327,000	327,000	0
<b>Total Expenditures</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>327,000</b>	<b>0</b>
<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)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Non-Salary Expenses	327,000	327,000	327,000	327,000	0
Total Expenditures	327,000	327,000	327,000	327,000	0
Net Operations	327,000	327,000	327,000	327,000	0



October 1, 2020

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

Mayor & Council,

Tourism Prince George Society is pleased to submit the attached 2021 annual budget for Council's consideration. The annual budget has decreased by 27% from the approved 2020 budget as a result of COVID-19 and is forecasted at 55% of 2019 revenues from the Municipal and Regional District Tax (MRDT) revenues based on hotel revenue averages from May-August 2020.

In 2020, Tourism Prince George started to implement the objectives set out in the 2020-2024 Strategic Plan before COVID-19 hit. All indications for 2020 was another increased revenue year maintaining a ten-year tourism growth streak in British Columbia. When the pandemic hit, the 2020 budget had to be realigned to reflect the decrease in revenues and was adjusted to 35% of 2019's actuals. True actuals will not be realized until January 2021 once all MRDT remittals are submitted. Currently average revenues from hotels are tracking at 39% as of early August, 2020.

Priorities were shifted in 2020 to concentrate on long-term projects that will maintain Prince George's reputation as a premier city for hosting sports, conferences, and as a basecamp to northern adventures. The refreshed brand that was rolled out in the fall builds on the City's strengths of location, diversified amenities, services, accommodation options, unique retail, cultural and heritage offerings, emerging culinary scene, and incredible outdoor adventure options.

A focus on partnerships, content development (visual, written), the Lheidli T'enneh First Nation tourism strategy, and 'Staycation' campaigns to support the hotel and tourism sector partners was realized in 2020 and will continue to be a priority into 2021 in order to build resiliency, capacity and growth in future years.

In addition, 'Visitor Services' will be a focus in 2021 in terms of examining options for location, operational needs, and budgets based on research of Prince George's audiences (current and future). An option paper will be prepared for City Council with ideas prior to Tourism Prince George's lease renewal of 2022. Partnerships will be explored and this research will be done in consultation with applicable City staff.





Due to the continued funding available through our partners like the City of Prince George and the MRDT and partnerships with other local and provincial associations, Tourism Prince George will continue to work towards keeping the tourism sector resilient and ready for future visitation once the pandemic dissipates. Tourism Prince George will refresh our five-year plan in 2021 to meet the MRDT process for the 2022 renewal requirements and work with all partners to ensure the plan is relevant, meaningful and leads to positive economic growth for the city in future years.

Sincerely,

Tracey McBride  
Chief Executive Officer  
Tourism Prince George Society

	2020 Budget	DMO	VIC	2021 Budget	DMO	VIC	% Change from Budget	Notes
<b>REVENUE</b>								
City of Prince George	327,000	163,500	163,500	327,000	163,500	163,500	0.0	
MRDT (Hotel Tax)	1,218,000	1,218,000	0	635,250	635,250	0	-47.8	Based on 55% revenues from 2019
Province of BC	70,000	47,000	23,000	143,175	120,175	23,000	104.5	DBC Coop - 2020/2021 Program/Destination Canada/DBC Coop - 2021/2022
Private Partnership	50,000	50,000	0	5,000	5,000	0	-90.0	Need to confirm partnerships for 2021/2022 Coop
Advertising Guide Sales	60,000	60,000	0	0	0	0	-100.0	No Visitor Guide planned for 2021
Sales Commissions	4,000	0	4,000	0	0	0	-100.0	
Merchandising Income	20,000	0	20,000	12,500	2,500	10,000	-37.5	Gift shop sales
<b>TOTAL REVENUES</b>	<b>1,749,000</b>	<b>1,538,500</b>	<b>210,500</b>	<b>1,122,925</b>	<b>926,425</b>	<b>196,500</b>	<b>-35.8</b>	
<b>EXPENSES</b>								
<b>Operating</b>								
Operating Salaries	165,000	95,000	70,000	152,000	95,000	57,000	-7.9	
Operating Benefits	28,000	16,000	12,000	24,500	15,500	9,000	-12.5	
VIC Staff	65,000	0	65,000	5,000	0	5,000	-92.3	Year round part-time person for Visitor Centre
Visitor Information Services Research	10,000	0	10,000	25,000	0	25,000	150.0	Shopify software & \$20,000 to conduct visitor services/relocation study
Security	15,000	0	15,000	0	0	0	-100.0	
Rent	47,000	23,500	23,500	54,940	27,470	27,470	16.9	
Building Maintenance	42,000	21,000	21,000	47,660	23,830	23,830	13.5	
Telephone	6,000	3,000	3,000	9,000	4,500	4,500	50.0	
Professional Services	27,000	13,500	13,500	30,000	15,000	15,000	11.1	Increased to include any additional professional service costs as required
Admin/Bank Fees	1,700	850	850	5,000	2,500	2,500	194.1	Increased to reflect actuals from 2020

Cost of Goods	11,000	0	11,000	5,000	0	5,000	-54.5	
Office Supplies	6,500	3,250	3,250	3,500	1,750	1,750	-46.2	
Office Equipment/Software	7,000	3,500	3,500	22,000	15,000	7,000	214.3	Includes CRM annual subscription of \$12,000
Internet/IT	8,000	4,000	4,000	7,000	3,500	3,500	-12.5	
Board Expenses	10,000	5,000	5,000	500	500	0	-95.0	
Insurance	6,500	3,250	3,250	6,000	3,000	3,000	-7.7	
Vehicle Overhead	9,000	4,500	4,500	4,000	2,000	2,000	-55.6	
Mileage and Parking	2,500	1,250	1,250	1,000	500	500	-60.0	
Training and Development	12,000	10,000	2,000	3,000	2,500	500	-75.0	Increased to compensate for lack of salary increases in 2021
<b>Subtotal, Operating</b>	<b>479,200</b>	<b>207,600</b>	<b>271,600</b>	<b>405,100</b>	<b>212,550</b>	<b>192,550</b>	<b>-15.5</b>	
<b>Capital</b>								
Equipment	70,000	35,000	35,000	25,000	25,000	0	-64.3	Continued website development re: branding
Building Improvements	6,000	3,000	3,000	0	0	0	-100.0	
<b>Subtotal, Capital</b>	<b>76,000</b>	<b>38,000</b>	<b>38,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>-67.1</b>	
<b>Marketing</b>								
Marketing Salaries	415,000	415,000	0	338,000	338,000	0	-18.6	Removed salary for Communications position
Marketing Benefits	70,000	70,000	0	54,000	54,000	0	-22.9	Removed benefits for Communications position
Postage/Freight	10,000	10,000	0	2,500	2,500	0	-75.0	Less distribution of Visitor Guide
Consumer Shows	50,000	50,000	0	0	0	0	-100.0	Removed based on current provincial health regulations for COVID-19
Brand/Niche Paid Campaigns	221,000	221,000	0	150,000	150,000	0	-32.1	Includes all new branding campaigns and niche sector partnerships
TakeOnPG Campaign	10,000	10,000	0	0	0	0	-100.0	
Celebrate Prince George Partnership	30,000	30,000	0	0	0	0	-100.0	
Visitor Guide	70,000	70,000	0	2,500	2,500	0	-96.4	No Visitor Guide for 2021

Media Relations/Local Ambassadors	5,000	5,000	0	50,000	50,000	0	900.0	\$25,000 additional for content/story development and PR
Website	25,000	25,000	0	10,000	10,000	0	-60.0	Website maintenance
Marketing Memberships/Software	6,500	6,500	0	18,500	18,500	0	184.6	uploader
Sport/Event Development	75,000	75,000	0	15,000	15,000	0	-80.0	Reduced based on current provincial health regulations for COVID-19
Meetings & Conventions Development	75,000	75,000	0	25,000	25,000	0	-66.7	Reduced based on current provincial health regulations for COVID-19
Destination Development & Training	70,000	70,000	0	70,000	70,000	0	0.0	Includes stakeholder training, LTN & Spinal Cord BC partnerships & Northern BC Destination Development initiatives
<b>Subtotal, Marketing</b>	<b>1,132,500</b>	<b>1,132,500</b>	<b>0</b>	<b>735,500</b>	<b>735,500</b>	<b>0</b>	<b>-35.1</b>	
<b>TOTAL EXPENSES</b>	<b>1,687,700</b>	<b>1,378,100</b>	<b>309,600</b>	<b>1,165,600</b>	<b>973,050</b>	<b>192,550</b>	<b>-30.9</b>	
Balance	61,300	160,400	-99,100	-42,675	-46,625	3,950	-169.6	
Less Capital				25,000				
Net Profit/Loss				-17,675				

**External Relations Summary**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
External Relations								
EXPENDITURES	595,623	602,438	621,555	581,362	591,987	602,825	613,879	625,154
TRANSFERS	2,840	0	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total</b>	<b>598,463</b>	<b>602,438</b>	<b>626,555</b>	<b>586,362</b>	<b>596,987</b>	<b>607,825</b>	<b>618,879</b>	<b>630,154</b>
<b>GRAND TOTAL</b>	<b>598,463</b>	<b>602,438</b>	<b>626,555</b>	<b>586,362</b>	<b>596,987</b>	<b>607,825</b>	<b>618,879</b>	<b>630,154</b>

**Service Category Summary****External Relations**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Expenditures</b>					
External Relations	595,623	602,438	621,555	581,362	(40,193)
<b>Total Expenditures</b>	<b>595,623</b>	<b>602,438</b>	<b>621,555</b>	<b>581,362</b>	<b>(40,193)</b>
<b>Transfers</b>					
External Relations	2,840	0	5,000	5,000	0
<b>Total Transfers</b>	<b>2,840</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
<b>Net Operations</b>	<b>598,463</b>	<b>602,438</b>	<b>626,555</b>	<b>586,362</b>	<b>(40,193)</b>

**Service Category Summary****External Relations**

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Salary & Wages (including Benefits)	538,750	528,168	537,295	531,232	(6,063)
Non-Salary Expenses	56,873	74,270	84,260	50,130	(34,130)
Total Expenditures	595,623	602,438	621,555	581,362	(40,193)
Transfers	2,840	0	5,000	5,000	0
Net Operations	598,463	602,438	626,555	586,362	(40,193)

### Civic Operations Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Snow Control</b>								
REVENUE	(67,383)	(65,000)	(50,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
EXPENDITURES	7,065,366	6,697,650	6,639,350	8,102,450	8,102,450	8,102,450	8,102,450	8,102,450
TRANSFERS	2,857,779	1,867,350	1,910,650	1,957,550	1,957,550	1,957,550	1,957,550	1,957,550
<b>Total</b>	<b>9,855,763</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>
<b>Roads</b>								
REVENUE	(292,327)	(106,547)	(135,124)	(140,959)	(142,086)	(143,239)	(144,414)	(145,615)
EXPENDITURES	3,034,123	2,970,481	3,002,998	2,869,858	2,910,317	2,951,586	2,993,682	3,036,623
TRANSFERS	928,526	798,450	881,257	905,450	905,450	905,450	905,450	905,450
<b>Total</b>	<b>3,670,322</b>	<b>3,662,384</b>	<b>3,749,131</b>	<b>3,634,349</b>	<b>3,673,681</b>	<b>3,713,797</b>	<b>3,754,718</b>	<b>3,796,458</b>
<b>Storm Drainage</b>								
REVENUE	(323,985)	(150,347)	(148,740)	(166,123)	(168,808)	(171,548)	(174,342)	(177,190)
EXPENDITURES	1,366,916	1,165,907	1,215,485	1,192,034	1,207,088	1,222,442	1,238,105	1,254,081
TRANSFERS	290,652	121,584	62,961	321,500	321,500	321,500	321,500	321,500
<b>Total</b>	<b>1,333,582</b>	<b>1,137,144</b>	<b>1,129,706</b>	<b>1,347,411</b>	<b>1,359,780</b>	<b>1,372,394</b>	<b>1,385,263</b>	<b>1,398,391</b>
<b>Fleet Services</b>								
REVENUE	(513,711)	(604,340)	(604,340)	(351,629)	(357,185)	(362,851)	(368,631)	(374,527)
EXPENDITURES	7,025,193	6,245,735	6,551,396	6,524,997	6,576,089	6,628,201	6,681,356	6,735,575
TRANSFERS	(6,978,307)	(5,085,240)	(5,457,981)	(5,725,783)	(5,128,338)	(5,064,892)	(5,108,320)	(4,985,025)
<b>Total</b>	<b>(466,825)</b>	<b>556,155</b>	<b>489,075</b>	<b>447,585</b>	<b>1,090,566</b>	<b>1,200,458</b>	<b>1,204,405</b>	<b>1,376,023</b>
<b>Street Lighting</b>								
REVENUE	(53,441)	(18,600)	(36,200)	(36,200)	(36,200)	(36,200)	(36,200)	(36,200)
EXPENDITURES	1,909,118	1,796,103	1,773,619	1,623,974	1,628,608	1,633,335	1,638,156	1,643,072
TRANSFERS	(121,014)	(101,100)	(31,386)	124,000	124,000	124,000	124,000	124,000
<b>Total</b>	<b>1,734,663</b>	<b>1,676,403</b>	<b>1,706,033</b>	<b>1,711,774</b>	<b>1,716,408</b>	<b>1,721,135</b>	<b>1,725,956</b>	<b>1,730,872</b>
<b>Civic Operations Admin</b>								
REVENUE	(12,173)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
EXPENDITURES	1,000,730	949,977	780,175	288,448	293,882	299,423	305,076	310,842
TRANSFERS	280	0	0	21,900	21,900	21,900	21,900	21,900
<b>Total</b>	<b>988,837</b>	<b>944,977</b>	<b>775,175</b>	<b>305,348</b>	<b>310,782</b>	<b>316,323</b>	<b>321,976</b>	<b>327,742</b>
<b>Solid Waste Services</b>								
REVENUE	(4,642,422)	(4,587,824)	(4,707,660)	(4,735,470)	(4,808,447)	(4,928,975)	(5,050,613)	(5,225,821)
EXPENDITURES	2,731,334	2,465,601	2,436,750	2,371,951	2,391,654	2,411,750	2,432,248	2,453,155
TRANSFERS	1,911,088	2,122,223	2,270,910	2,363,519	2,416,793	2,517,225	2,618,365	2,772,666
<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	(510,178)	(398,729)	(498,720)	(488,720)	(488,720)	(488,720)	(488,720)	(488,720)
EXPENDITURES	520,202	489,244	496,335	502,876	510,843	518,970	527,260	535,715
TRANSFERS	18,055	73,638	52,525	83,081	83,081	83,081	83,081	83,081
<b>Total</b>	<b>28,079</b>	<b>164,153</b>	<b>50,140</b>	<b>97,237</b>	<b>105,204</b>	<b>113,331</b>	<b>121,621</b>	<b>130,076</b>
<b>Sewer Operations</b>								
REVENUE	(13,586,391)	(13,189,231)	(13,876,169)	(14,540,060)	(15,227,489)	(15,919,016)	(16,508,873)	(17,198,724)
EXPENDITURES	6,164,756	6,233,708	6,283,925	6,331,239	6,412,996	6,496,387	6,581,443	6,668,205
DEBT	328,343	319,737	424,990	437,234	459,557	444,916	260,991	250,968
TRANSFERS	7,093,292	6,635,786	7,167,254	7,771,587	8,354,936	8,977,713	9,666,439	10,279,551
<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**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Water Operations</b>								
REVENUE	(16,756,120)	(16,212,492)	(17,043,483)	(17,182,118)	(17,682,695)	(18,190,619)	(18,643,354)	(20,150,069)
EXPENDITURES	7,100,623	6,219,644	6,283,078	6,139,597	6,213,353	6,288,583	6,365,315	6,443,582
DEBT	1,337,661	1,351,779	1,368,515	1,400,325	1,433,422	1,453,083	1,382,712	1,345,764
TRANSFERS	8,317,836	8,641,069	9,391,890	9,642,196	10,035,920	10,448,953	10,895,327	12,360,723
<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	(157,894)	(110,957)	(115,957)	(15,257)	(15,460)	(15,667)	(15,878)	(16,094)
EXPENDITURES	4,664,266	4,503,874	4,714,103	4,272,950	4,344,549	4,417,579	4,492,067	4,568,053
TRANSFERS	1,068,783	1,169,489	977,261	963,823	963,823	963,823	963,823	963,823
<b>Total</b>	<b>5,575,155</b>	<b>5,562,406</b>	<b>5,575,407</b>	<b>5,221,516</b>	<b>5,292,912</b>	<b>5,365,735</b>	<b>5,440,012</b>	<b>5,515,782</b>
<b>Project Delivery</b>								
REVENUE	(42,197)	(20,000)	(20,000)	(25,010)	(25,010)	(25,010)	(25,010)	(25,010)
EXPENDITURES	1,165,614	951,277	1,616,187	627,758	639,175	650,821	662,700	674,816
TRANSFERS	(134,015)	(57,658)	(143,137)	12,000	12,000	12,000	12,000	12,000
<b>Total</b>	<b>989,403</b>	<b>873,619</b>	<b>1,453,050</b>	<b>614,748</b>	<b>626,165</b>	<b>637,811</b>	<b>649,690</b>	<b>661,806</b>
<b>Engineering</b>								
EXPENDITURES	8,378	0	0	0	0	0	0	0
TRANSFERS	(8,378)	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>District Energy</b>								
REVENUE	(206,594)	(197,363)	(210,706)	(191,847)	(191,847)	(191,847)	(191,847)	(191,847)
EXPENDITURES	418,071	449,271	431,574	433,659	435,468	437,313	439,197	441,118
DEBT	433,321	433,321	425,321	417,321	409,321	201,660	0	0
TRANSFERS	(644,798)	(685,229)	(646,189)	(659,133)	(652,942)	(447,126)	(247,350)	(249,271)
<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	(2,381,883)	(2,149,390)	(2,381,520)	(2,362,160)	(2,362,160)	(2,362,160)	(2,362,160)	(2,362,160)
EXPENDITURES	5,431,311	5,369,376	5,927,690	6,588,049	6,597,679	6,607,502	6,617,522	6,627,741
TRANSFERS	2,395	0	0	33,800	33,800	33,800	33,800	33,800
<b>Total</b>	<b>3,051,823</b>	<b>3,219,986</b>	<b>3,546,170</b>	<b>4,259,689</b>	<b>4,269,319</b>	<b>4,279,142</b>	<b>4,289,162</b>	<b>4,299,381</b>
<b>OLD BU'S - Sewer Operations</b>								
EXPENDITURES	2,209,447	0	0	0	0	0	0	0
TRANSFERS	(2,209,447)	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	2,327,049	0	0	0	0	0	0	0
TRANSFERS	(2,327,049)	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	606,907	0	0	0	0	0	0	0
TRANSFERS	(606,907)	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>26,760,802</b>	<b>26,297,227</b>	<b>26,973,887</b>	<b>27,639,657</b>	<b>28,444,817</b>	<b>28,720,126</b>	<b>28,892,803</b>	<b>29,236,531</b>

## Service Category Summary

### Snow Control

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Snow Dump Mtce - Gen Charges	(43,080)	(65,000)	(50,000)	(50,000)	0
Snow Plow & Rmv - Grader/Plow	(8,330)	0	0	0	0
Ice Control	(15,973)	0	0	(10,000)	(10,000)
<b>Total Revenues</b>	<b>(67,383)</b>	<b>(65,000)</b>	<b>(50,000)</b>	<b>(60,000)</b>	<b>(10,000)</b>
<b>Expenditures</b>					
Snow Dump Mtce - Gen Charges	409,273	312,472	312,743	310,919	(1,824)
Snow Plow & Rmv - Grader/Plow	4,432,454	3,366,529	3,210,268	4,680,493	1,470,225
Ice Control	1,168,978	1,768,905	1,743,597	1,739,906	(3,691)
Sdwk Snw Plw/Ice Cntrl-Outsid	157,077	367,446	301,926	297,946	(3,980)
City Facilities Snow/Ice Contr	403,018	414,591	516,501	500,591	(15,910)
Winter Sand Pickup	431,184	382,920	469,073	469,073	0
<b>Total Expenditures</b>	<b>7,001,984</b>	<b>6,612,863</b>	<b>6,554,108</b>	<b>7,998,928</b>	<b>1,444,820</b>
<b>Transfers</b>					
Snow Dump Mtce - Gen Charges	6,268	2,000	5,000	5,000	0
Snow Plow & Rmv - Grader/Plow	1,734,110	875,000	945,244	994,550	49,306
Ice Control	377,230	268,000	268,006	265,000	(3,006)
Sdwk Snw Plw/Ice Cntrl-Outsid	145,581	135,000	122,900	122,000	(900)
City Facilities Snow/Ice Contr	141,614	90,000	118,000	120,000	2,000
Snow (fund 13)	68,435	87,137	88,742	106,522	17,780
Winter Sand Pickup	447,925	495,000	448,000	448,000	0
<b>Total Transfers</b>	<b>2,921,162</b>	<b>1,952,137</b>	<b>1,995,892</b>	<b>2,061,072</b>	<b>65,180</b>
<b>Expenditures - Asset Maintenance</b>					
Snow Dump Mtce - Gen Chrgs AM	9,589	2,152	2,165	4,409	2,244
Snow Plow & Rmv-Grader/Plow AM	53,793	82,635	83,077	99,113	16,036
<b>Total Expenditures - Asset Maintenance</b>	<b>63,382</b>	<b>84,787</b>	<b>85,242</b>	<b>103,522</b>	<b>18,280</b>
<b>Transfers - Asset Maintenance</b>					
Snow Dump Mtce - Gen Chrgs AM	1,387	0	1,400	1,000	(400)
Snow Plow & Rmv-Grader/Plow AM	3,666	2,350	2,100	2,000	(100)
User Fee Funded - Snow	(68,435)	(87,137)	(88,742)	(106,522)	(17,780)
<b>Total Transfers - Asset Maintenance</b>	<b>(63,382)</b>	<b>(84,787)</b>	<b>(85,242)</b>	<b>(103,522)</b>	<b>(18,280)</b>
<b>Net Operations</b>	<b>9,855,763</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>10,000,000</b>	<b>1,500,000</b>

## Service Category Summary

### Snow Control

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(67,383)	(65,000)	(50,000)	(60,000)	(10,000)
Expenditures					
Salary & Wages (including Benefits)	3,349,216	3,170,328	3,340,132	3,338,115	(2,017)
Non-Salary Expenses	3,716,150	3,527,322	3,299,218	4,764,335	1,465,117
Total Expenditures	7,065,366	6,697,650	6,639,350	8,102,450	1,463,100
Transfers	2,857,779	1,867,350	1,910,650	1,957,550	46,900
Net Operations	9,855,763	8,500,000	8,500,000	10,000,000	1,500,000

## Service Category Summary

### Roads

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
3rd Pty Streets - Misc	(10,076)	(15,231)	(15,230)	(15,235)	(5)
Streets - Gen Admin	(77)	0	0	0	0
New Traffic Signs - Sign Insta	(11,516)	0	0	0	0
Mtce Asphalt Rd - Major Patchi	(6,715)	0	0	0	0
Curb & Gutter Rpr Conn	(46,372)	(21,912)	(39,736)	(39,736)	0
Pavement Rpr Connection	(110,238)	(64,000)	(74,013)	(57,013)	17,000
Concrete Sidewalk Rpr Conn	(20,365)	(3,788)	(4,525)	(2,750)	1,775
Asphalt Sidewalk Rpr Conn	(2,000)	(1,616)	(1,620)	(1,225)	395
Sign Mtce Operations	(961)	0	0	0	0
Road Cut Fees	(40,275)	0	0	(25,000)	(25,000)
<b>Total Revenues</b>	<b>(248,595)</b>	<b>(106,547)</b>	<b>(135,124)</b>	<b>(140,959)</b>	<b>(5,835)</b>
<b>Expenditures</b>					
Traffic Lane Marking	372,460	360,579	361,629	341,629	(20,000)
3rd Pty Streets - Misc	2,263	15,231	15,230	15,235	5
Streets - Gen Admin	404,217	792,737	617,527	611,017	(6,510)
New Traffic Signs - Sign Insta	1,971	0	0	0	0
Gravel Roads - Grading	60,266	50,160	61,013	51,663	(9,350)
Summer Sweeping Program	94,173	82,976	84,369	84,369	0
Curb & Gutter Mtce	58,707	39,997	55,988	147,072	91,084
Bridges & Structures	0	922	922	522	(400)
Mtce Asphalt Rd - Cold Patch R	73,899	21,485	18,980	31,497	12,517
Mtce Asphalt Rd - Major Patchi	48,998	37,972	45,769	76,568	30,799
Mtce Asphalt Rd - Hot Patch Rp	103,259	58,921	64,472	80,763	16,291
Curb & Gutter Rpr Conn	31,201	14,912	28,736	28,736	0
Pavement Rpr Connection	107,945	49,000	49,013	49,013	0
Concrete Sidewalk Rpr Conn	11,251	2,288	2,350	2,350	0
Asphalt Sidewalk Rpr Conn	0	1,616	1,620	1,225	(395)
Sign Mtce Operations	63,912	13,488	13,631	29,493	15,862
Road Cut Fees	8,316	0	0	0	0
<b>Total Expenditures</b>	<b>1,442,837</b>	<b>1,542,284</b>	<b>1,421,249</b>	<b>1,551,152</b>	<b>129,903</b>
<b>Transfers</b>					
Traffic Lane Marking	6,630	9,000	6,800	9,300	2,500
3rd Pty Streets - Misc	671	0	0	0	0
Streets - Gen Admin	586	0	0	0	0
New Traffic Signs - Sign Insta	273	0	0	0	0
Gravel Roads - Grading	9,950	11,000	11,000	4,200	(6,800)
Summer Sweeping Program	151,480	186,000	190,000	160,000	(30,000)
Curb & Gutter Mtce	18,338	20,000	20,000	17,000	(3,000)
Mtce Asphalt Rd - Cold Patch R	41,062	10,000	23,000	13,000	(10,000)
Mtce Asphalt Rd - Major Patchi	14,742	10,000	15,000	15,000	0
Mtce Asphalt Rd - Hot Patch Rp	42,333	35,000	45,000	44,200	(800)
Curb & Gutter Rpr Conn	10,921	7,000	11,000	11,000	0
Pavement Rpr Connection	25,910	15,000	25,000	8,000	(17,000)
Concrete Sidewalk Rpr Conn	2,175	1,500	2,175	400	(1,775)
Asphalt Sidewalk Rpr Conn	0	0	0	0	0
Sign Mtce Operations	3,266	3,950	3,200	5,000	1,800
Road Cut Fees	317	0	0	0	0
<b>Total Transfers</b>	<b>328,651</b>	<b>308,450</b>	<b>352,175</b>	<b>287,100</b>	<b>(65,075)</b>

## Service Category Summary

### Roads

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues - Asset Maintenance</b>					
Mtce Asphalt Rd-Major Patch AM	(128)	0	0	0	0
Sign Mtce Operations AM	(3,000)	0	0	0	0
Traff Ctrl & Signal Opt Det UG	(40,605)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(43,733)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Traffic Controller Upgrade	(794)	0	0	0	0
Class 3 Crosswalk Sign Safety	(6,042)	0	0	0	0
Traffic Signal Optical Det UG	74	0	0	0	0
Gravel Roads - Grading AM	465,016	263,358	306,773	306,763	(10)
Curb & Gutter Mtce AM	64,380	135,560	199,520	103,585	(95,935)
Bridges & Structures Mtce	12,102	8,287	8,287	8,287	0
Mtce Asphalt Rd-Cold Patch AM	129,360	89,579	79,560	67,043	(12,517)
Mtce Asphalt Rd-Major Patch AM	276,301	346,357	377,588	343,318	(34,270)
Mtce Asphalt Rd - Hot Patch AM	437,359	296,111	318,348	293,908	(24,440)
Sign Mtce Operations AM	139,702	213,945	216,673	195,802	(20,871)
Traff Ctrl & Signal Opt Det UG	73,828	75,000	75,000		(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>1,591,286</b>	<b>1,428,197</b>	<b>1,581,749</b>	<b>1,318,706</b>	<b>(263,043)</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Controller Upgrade	794	0	0	0	0
Class 3 Crosswalk Sign Safety	6,042	0	0	0	0
Traffic Signal Optical Det UG	(74)	0	0	0	0
Gravel Roads - Grading AM	277,639	190,000	245,000	260,000	15,000
Curb & Gutter Mtce AM	25,471	15,000	25,000	25,000	0
Bridges & Structures Mtce	3,590	0	3,612	400	(3,212)
Mtce Asphalt Rd-Cold Patch AM	75,160	120,000	79,470	80,000	530
Mtce Asphalt Rd-Major Patch AM	23,844	45,000	45,000	45,000	0
Mtce Asphalt Rd - Hot Patch AM	190,268	170,000	180,000	180,000	0
Sign Mtce Operations AM	30,366	25,000	26,000	27,950	1,950
Traff Ctrl & Signal Opt Det UG	(33,222)	(75,000)	(75,000)	0	75,000
<b>Total Transfers - Asset Maintenance</b>	<b>599,875</b>	<b>490,000</b>	<b>529,082</b>	<b>618,350</b>	<b>89,268</b>
<b>Net Operations</b>	<b>3,670,322</b>	<b>3,662,384</b>	<b>3,749,131</b>	<b>3,634,349</b>	<b>(114,782)</b>

## Service Category Summary

### Roads

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(292,327)	(106,547)	(135,124)	(140,959)	(5,835)
Expenditures					
Salary & Wages (including Benefits)	1,619,923	1,863,401	2,022,249	2,023,059	810
Non-Salary Expenses	1,414,200	1,107,080	980,749	846,799	(133,950)
Total Expenditures	3,034,123	2,970,481	3,002,998	2,869,858	(133,140)
Transfers	928,526	798,450	881,257	905,450	24,193
Net Operations	3,670,322	3,662,384	3,749,131	3,634,349	(114,782)

## Service Category Summary

### Storm Drainage

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Spills	(54,901)	0	0	0	0
Ditching - Culvert Replacement	(110)	0	0	0	0
3rd Pty - Curb Drop Installati	(34,495)	(13,818)	(13,858)	(18,458)	(4,600)
3rd Pty - Culvert Install	(51,845)	(18,753)	(18,708)	(25,908)	(7,200)
Storm Connections	(12,075)	(70,252)	(68,865)	(74,448)	(5,583)
3rd Pty - Storm Sewer	(25,195)	(6,894)	(6,884)	(6,884)	0
3rd Pty Streets - Connections	(59,808)	(40,630)	(40,425)	(40,425)	0
<b>Total Revenues</b>	<b>(238,429)</b>	<b>(150,347)</b>	<b>(148,740)</b>	<b>(166,123)</b>	<b>(17,383)</b>
<b>Expenditures</b>					
Spills	88,916	6,233	6,289	56,289	50,000
Ditching - Culvert Replacement	31,464	75,590	75,111	48,058	(27,053)
3rd Pty - Curb Drop Installati	22,977	13,818	13,858	13,858	0
3rd Pty - Culvert Install	47,616	18,753	18,708	18,708	0
Utilities - Admin Operations	19,333	27,040	27,040	14,350	(12,690)
Storm Operations	322,788	400,863	381,685	317,236	(64,449)
Storm Connections	5,417	67,452	68,865	69,248	383
Storm Sewer Pumphouse - Admin	9,141	9,967	10,112	10,665	553
3rd Pty - Storm Sewer	11,762	6,894	6,884	6,884	0
3rd Pty Streets - Connections	66,545	40,630	40,425	40,425	0
<b>Total Expenditures</b>	<b>625,958</b>	<b>667,240</b>	<b>648,977</b>	<b>595,721</b>	<b>(53,256)</b>
<b>Transfers</b>					
Spills	2,256	2,000	2,000	2,000	0
Ditching - Culvert Replacement	23,063	16,000	24,000	26,000	2,000
3rd Pty - Curb Drop Installati	8,155	0	0	4,600	4,600
3rd Pty - Culvert Install	18,506	0	0	7,200	7,200
Storm Operations	86,689	98,020	91,988	67,000	(24,988)
Storm Connections	2,347	2,800		5,200	5,200
3rd Pty - Storm Sewer	2,106	0	0	0	0
3rd Pty Streets - Connections	2,879	0	0	0	0
<b>Total Transfers</b>	<b>145,999</b>	<b>118,820</b>	<b>117,988</b>	<b>112,000</b>	<b>(5,988)</b>
<b>Revenues - Asset Maintenance</b>					
Parkridge Creek WDP	(14,384)	0	0	0	0
West Fraser River WDP	(32,557)	0	0	0	0
Drainage Improvements	(29,443)	0	0	0	0
Ditching - Culvert Replace AM	(2,194)	0	0	0	0
Storm Operations AM	(6,978)	0	0	0	0
<b>Total Revenues - Asset Maintenance</b>	<b>(85,557)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Parkridge Creek WDP	18,601	46,816	28,214	0	(28,214)
West Fraser River WDP	36,175	47,920	11,744	0	(11,744)
Drainage Improvements	62,132	80,000	94,569	0	(94,569)
Ditching - Culvert Replace AM	158,428	120,509	119,834	174,716	54,882
Storm Operations AM	465,242	202,282	190,996	420,446	229,450
Storm Sewer Pumphouse - Adm AM	380	1,140	1,151	1,151	0
Prepaving Storm Water Infrastr	0	0	120,000		(120,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>740,958</b>	<b>498,667</b>	<b>566,508</b>	<b>596,313</b>	<b>29,805</b>

## Service Category Summary

### Storm Drainage

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Transfers - Asset Maintenance</b>					
Parkridge Creek WDP	(4,218)	(46,816)	(28,214)	0	28,214
West Fraser River WDP	(3,618)	(47,920)	(11,744)	0	11,744
Drainage Improvements	(32,688)	(80,000)	(94,569)	0	94,569
Ditching - Culvert Replace AM	92,083	58,000	80,000	90,000	10,000
Storm Operations AM	93,095	119,500	119,500	119,500	0
Storm Sewer Pumphouse - Adm AM	0	0	0	0	0
Prepaving Storm Water Infrastr	0	0	(120,000)	0	120,000
<b>Total Transfers - Asset Maintenance</b>	<b>144,654</b>	<b>2,764</b>	<b>(55,027)</b>	<b>209,500</b>	<b>264,527</b>
<b>Net Operations</b>	<b>1,333,582</b>	<b>1,137,144</b>	<b>1,129,706</b>	<b>1,347,411</b>	<b>217,705</b>



## Service Category Summary

### Storm Drainage

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(323,985)	(150,347)	(148,740)	(166,123)	(17,383)
Expenditures					
Salary & Wages (including Benefits)	754,536	780,595	790,672	752,695	(37,977)
Non-Salary Expenses	612,380	385,312	424,813	439,339	14,526
Total Expenditures	1,366,916	1,165,907	1,215,485	1,192,034	(23,451)
Transfers	290,652	121,584	62,961	321,500	258,539
Net Operations	1,333,582	1,137,144	1,129,706	1,347,411	217,705

## Service Category Summary

### Fleet Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Fleet Serv - Fire Services	0	0	0	0	0
Fleet Damage	(1,000)	0	0	0	0
Fleet Mtce - Operations	(2,945)	(4,340)	(4,340)	(4,340)	0
Fleet Serv - RCMP Post Garage	(355,044)	(600,000)	(600,000)	(347,289)	252,711
Fleet Serv - RCMP Refueling	(147,756)	0	0	0	0
Fleet Serv Shop Overhead	(6,966)	0	0	0	0
<b>Total Revenues</b>	<b>(513,711)</b>	<b>(604,340)</b>	<b>(604,340)</b>	<b>(351,629)</b>	<b>252,711</b>
<b>Expenditures</b>					
Fleet Serv - Gen Admin	242,352	234,158	237,725	229,705	(8,020)
Fleet Serv-Sm Tools Rpr/Purch	25,410	12,600	12,600	12,600	0
Fleet Serv - Fire Services	398,627	338,844	340,517	340,580	63
Welding Shop Operations	43,239	138,126	143,304	86,809	(56,495)
Fleet Damage	147,661	75,010	75,000	75,000	0
Fleet Mtce - Operations	4,994,592	4,197,860	4,582,920	4,779,284	196,364
Fleet Serv - RCMP	90,910	87,795	89,154	86,444	(2,710)
Fleet Serv - RCMP Post Garage	271,502	512,205	510,846	260,845	(250,001)
Fleet Serv - RCMP Refueling	147,756	0	0	0	0
Fleet Serv Shop Overhead	647,244	629,137	539,330	633,730	94,400
Supply Serv - Operations	0	0	0	0	0
<b>Total Expenditures</b>	<b>7,009,294</b>	<b>6,225,735</b>	<b>6,531,396</b>	<b>6,504,997</b>	<b>(26,399)</b>
<b>Transfers</b>					
Fleet Mtce - Operations	244,406	0	0	0	0
Fleet Equipment Rental	(9,294,602)	(7,817,520)	(8,189,542)	(8,353,000)	(163,458)
Fleet Internal Leases	1,997,986	2,662,056	2,644,137	2,556,246	(87,891)
Fleet Serv Shop Overhead	73,904	70,224	87,424	70,971	(16,453)
<b>Total Transfers</b>	<b>(6,978,307)</b>	<b>(5,085,240)</b>	<b>(5,457,981)</b>	<b>(5,725,783)</b>	<b>(267,802)</b>
<b>Expenditures - Asset Maintenance</b>					
Small Equipment - Acquisitions	15,899	20,000	20,000	20,000	0
<b>Total Expenditures - Asset Maintenance</b>	<b>15,899</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
<b>Net Operations</b>	<b>(466,825)</b>	<b>556,155</b>	<b>489,075</b>	<b>447,585</b>	<b>(41,490)</b>

## Service Category Summary

### Fleet Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(513,711)	(604,340)	(604,340)	(351,629)	252,711
Expenditures					
Salary & Wages (including Benefits)	2,642,363	2,479,322	2,554,785	2,554,557	(228)
Non-Salary Expenses	4,382,830	3,766,413	3,996,611	3,970,440	(26,171)
Total Expenditures	7,025,193	6,245,735	6,551,396	6,524,997	(26,399)
Transfers	(6,978,307)	(5,085,240)	(5,457,981)	(5,725,783)	(267,802)
Net Operations	(466,825)	556,155	489,075	447,585	(41,490)

## Service Category Summary

### Street Lighting

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Street Lighting	(1,179)	(1,200)	(1,200)	(1,200)	0
3rd Pty - Util-Electrical	(52,263)	(17,400)	(35,000)	(35,000)	0
<b>Total Revenues</b>	<b>(53,441)</b>	<b>(18,600)</b>	<b>(36,200)</b>	<b>(36,200)</b>	<b>0</b>
<b>Expenditures</b>					
Traffic Signals	132,001	84,276	85,437	76,147	(9,290)
Street Lighting	1,169,065	1,159,100	1,182,146	1,191,791	9,645
3rd Pty - Util-Electrical	53,921	37,617	37,595	37,595	0
<b>Total Expenditures</b>	<b>1,354,988</b>	<b>1,280,993</b>	<b>1,305,178</b>	<b>1,305,533</b>	<b>355</b>
<b>Transfers</b>					
Traffic Signals	21,753	32,000	20,000	20,000	0
Street Lighting	16,854	14,400	16,000	16,000	0
3rd Pty - Util-Electrical	3,369	6,500	2,300	8,000	5,700
<b>Total Transfers</b>	<b>41,976</b>	<b>52,900</b>	<b>38,300</b>	<b>44,000</b>	<b>5,700</b>
<b>Expenditures - Asset Maintenance</b>					
Traffic Signals AM	62,700	100,347	101,230	101,230	0
Street Lighting AM	317,716	214,763	217,211	217,211	0
Hwy 16 W Four-Laning-Ministry	0	0	0	0	0
Hwy 97 Street Lighting	173,714	200,000	0	0	0
Boundary Rd and Hwy 16 Signlz	0	0	150,000		(150,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>554,130</b>	<b>515,110</b>	<b>468,441</b>	<b>318,441</b>	<b>(150,000)</b>
<b>Transfers - Asset Maintenance</b>					
Traffic Signals AM	4,480	18,000	52,314	52,000	(314)
Street Lighting AM	6,245	28,000	28,000	28,000	0
Hwy 97 Street Lighting	(173,714)	(200,000)	0	0	0
Boundary Rd and Hwy 16 Signlz	0	0	(150,000)	0	150,000
<b>Total Transfers - Asset Maintenance</b>	<b>(162,989)</b>	<b>(154,000)</b>	<b>(69,686)</b>	<b>80,000</b>	<b>149,686</b>
<b>Net Operations</b>	<b>1,734,663</b>	<b>1,676,403</b>	<b>1,706,033</b>	<b>1,711,774</b>	<b>5,741</b>

## Service Category Summary

### Street Lighting

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(53,441)	(18,600)	(36,200)	(36,200)	0
Expenditures					
Salary & Wages (including Benefits)	246,633	228,260	231,683	231,683	0
Non-Salary Expenses	1,662,485	1,567,843	1,541,936	1,392,291	(149,645)
Total Expenditures	1,909,118	1,796,103	1,773,619	1,623,974	(149,645)
Transfers	(121,014)	(101,100)	(31,386)	124,000	155,386
Net Operations	1,734,663	1,676,403	1,706,033	1,711,774	5,741

## Service Category Summary

### Civic Operations Admin

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Civic Operations Admin.	(12,173)	(5,000)	(5,000)	(5,000)	0
<b>Total Revenues</b>	<b>(12,173)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>
<b>Expenditures</b>					
Civic Operations Admin.	1,000,730	949,977	780,175	288,448	(491,727)
<b>Total Expenditures</b>	<b>1,000,730</b>	<b>949,977</b>	<b>780,175</b>	<b>288,448</b>	<b>(491,727)</b>
<b>Transfers</b>					
Civic Operations Admin.	280	0	0	21,900	21,900
<b>Total Transfers</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>21,900</b>	<b>21,900</b>
<b>Net Operations</b>	<b>988,837</b>	<b>944,977</b>	<b>775,175</b>	<b>305,348</b>	<b>(469,827)</b>

## Service Category Summary

### Civic Operations Admin

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(12,173)	(5,000)	(5,000)	(5,000)	0
Expenditures					
Salary & Wages (including Benefits)	945,831	933,157	763,365	271,638	(491,727)
Non-Salary Expenses	54,899	16,820	16,810	16,810	0
Total Expenditures	1,000,730	949,977	780,175	288,448	(491,727)
Transfers	280	0	0	21,900	21,900
Net Operations	988,837	944,977	775,175	305,348	(469,827)

## Service Category Summary

### Solid Waste Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Solid Waste Operations	(4,642,341)	(4,587,824)	(4,707,660)	(4,735,470)	(27,810)
Downtown Clean up	(81)	0	0	0	0
<b>Total Revenues</b>	<b>(4,642,422)</b>	<b>(4,587,824)</b>	<b>(4,707,660)</b>	<b>(4,735,470)</b>	<b>(27,810)</b>
<b>Expenditures</b>					
Solid Waste Operations	2,553,682	2,270,825	2,291,648	2,277,116	(14,532)
Downtown Clean up	105,440	58,790	65,391	66,191	800
<b>Total Expenditures</b>	<b>2,659,122</b>	<b>2,329,615</b>	<b>2,357,039</b>	<b>2,343,307</b>	<b>(13,732)</b>
<b>Transfers</b>					
Solid Waste Operations	1,053,694	1,036,464	1,079,603	1,138,881	59,278
Downtown Clean up	25,140	11,100	26,700	27,600	900
Solid Waste - Surplus transfer	0	100,000	100,000	100,000	0
Solid Waste - trsf Gen Capital	889,040	1,049,659	1,082,239	1,097,038	14,799
Solid Waste - Trsf Asset Main.	15,425	60,986	62,079	28,644	(33,435)
<b>Total Transfers</b>	<b>1,983,300</b>	<b>2,258,209</b>	<b>2,350,621</b>	<b>2,392,163</b>	<b>41,542</b>
<b>Expenditures - Asset Maintenance</b>					
Solid Waste Operations AM	15,148	60,986	62,079	28,644	(33,435)
Bear Smart Program	57,064	75,000	17,632		(17,632)
<b>Total Expenditures - Asset Maintenance</b>	<b>72,212</b>	<b>135,986</b>	<b>79,711</b>	<b>28,644</b>	<b>(51,067)</b>
<b>Transfers - Asset Maintenance</b>					
Solid Waste Operations AM	277	0	0	0	0
Bear Smart Program	(57,064)	(75,000)	(17,632)	0	17,632
User Fee Funded-Solid Waste	(15,425)	(60,986)	(62,079)	(28,644)	33,435
<b>Total Transfers - Asset Maintenance</b>	<b>(72,212)</b>	<b>(135,986)</b>	<b>(79,711)</b>	<b>(28,644)</b>	<b>51,067</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)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(4,642,422)	(4,587,824)	(4,707,660)	(4,735,470)	(27,810)
Expenditures					
Salary & Wages (including Benefits)	1,097,530	964,903	993,346	985,079	(8,267)
Non-Salary Expenses	1,633,805	1,500,698	1,443,404	1,386,872	(56,532)
Total Expenditures	2,731,334	2,465,601	2,436,750	2,371,951	(64,799)
Transfers	1,911,088	2,122,223	2,270,910	2,363,519	92,609
Net Operations	0	0	0	0	0

## Service Category Summary

### Cemetery

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Memorial Park Cemetery	(510,178)	(398,729)	(498,720)	(488,720)	10,000
<b>Total Revenues</b>	<b>(510,178)</b>	<b>(398,729)</b>	<b>(498,720)</b>	<b>(488,720)</b>	<b>10,000</b>
<b>Expenditures</b>					
Memorial Park Cemetery	509,766	473,608	480,429	498,692	18,263
<b>Total Expenditures</b>	<b>509,766</b>	<b>473,608</b>	<b>480,429</b>	<b>498,692</b>	<b>18,263</b>
<b>Transfers</b>					
Memorial Park Cemetery	17,938	73,638	51,525	82,081	30,556
<b>Total Transfers</b>	<b>17,938</b>	<b>73,638</b>	<b>51,525</b>	<b>82,081</b>	<b>30,556</b>
<b>Expenditures - Asset Maintenance</b>					
Memorial Park Cemetery AM	10,436	15,636	15,906	4,184	(11,722)
<b>Total Expenditures - Asset Maintenance</b>	<b>10,436</b>	<b>15,636</b>	<b>15,906</b>	<b>4,184</b>	<b>(11,722)</b>
<b>Transfers - Asset Maintenance</b>					
Memorial Park Cemetery AM	117	0	1,000	1,000	0
<b>Total Transfers - Asset Maintenance</b>	<b>117</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Net Operations</b>	<b>28,079</b>	<b>164,153</b>	<b>50,140</b>	<b>97,237</b>	<b>47,097</b>

## Service Category Summary

### Cemetery

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(510,178)	(398,729)	(498,720)	(488,720)	10,000
Expenditures					
Salary & Wages (including Benefits)	393,113	390,895	397,632	398,391	759
Non-Salary Expenses	127,089	98,349	98,703	104,485	5,782
Total Expenditures	520,202	489,244	496,335	502,876	6,541
Transfers	18,055	73,638	52,525	83,081	30,556
Net Operations	28,079	164,153	50,140	97,237	47,097

## Service Category Summary

### Sewer Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Sanitary Sewer Operations	(286)	0	0	0	0
3rd Pty - Sanitary Sewer	(66,458)	(10,296)	(10,331)	(10,331)	0
Lift Station Operations/Mtce	(1,761)	0	0	0	0
WWTC - Operations	(11,666)	0	(10,000)	(10,000)	0
Lagoon - Treatment Plant - Opr	(3,000)	(4,320)	(4,320)	(2,500)	1,820
Sewer Connection	(59,245)	(29,505)	(44,965)	(29,965)	15,000
Fin Plan - Managed Debt	(85,716)	(85,716)	(95,727)	(107,971)	(12,244)
Investment Earnings - Sewer	(57,658)	(12,000)	(35,000)	(12,000)	23,000
Fin Serv - Sewer - Managed	(13,300,602)	(13,047,394)	(13,675,826)	(14,367,293)	(691,467)
<b>Total Revenues</b>	<b>(13,586,391)</b>	<b>(13,189,231)</b>	<b>(13,876,169)</b>	<b>(14,540,060)</b>	<b>(663,891)</b>
<b>Expenditures</b>					
Utilities Sewer Admin	802,739	869,335	929,418	792,350	(137,068)
Sanitary Sewer Operations	963,695	1,343,819	1,248,013	1,251,745	3,732
3rd Pty - Sanitary Sewer	58,585	5,696	5,731	5,731	0
Lift Station Hydro	149,553	156,024	159,144	164,320	5,176
Lift Station Operations/Mtce	548,629	504,008	607,222	764,192	156,970
WWTC - Operations	1,438,121	980,303	1,003,103	1,323,107	320,004
Lagoon - Treatment Plant - Opr	190,248	115,292	116,191	118,595	2,404
Sewer Connection	60,380	24,505	22,965	22,965	0
Amortization - budget only	0	1,800,000	2,000,000	2,200,000	200,000
Amortization - budget - contra	0	(1,800,000)	(2,000,000)	(2,200,000)	(200,000)
Asset Amort & Gain/Loss-Sewer	2,209,447	0	0	0	0
Fin Serv - Sewer - Managed	1,553	0	0	0	0
<b>Total Expenditures</b>	<b>6,422,950</b>	<b>3,998,982</b>	<b>4,091,787</b>	<b>4,443,005</b>	<b>351,218</b>
<b>Debt</b>					
Fin Plan - Managed Debt	328,343	319,737	424,990	437,234	12,244
<b>Total Debt</b>	<b>328,343</b>	<b>319,737</b>	<b>424,990</b>	<b>437,234</b>	<b>12,244</b>
<b>Transfers</b>					
Utilities Sewer Admin	24,365	0	0	0	0
Sanitary Sewer Operations	150,854	240,000	243,699	195,700	(47,999)
3rd Pty - Sanitary Sewer	3,815	4,600	4,600	4,600	0
Lift Station Operations/Mtce	111,144	110,000	104,100	104,100	0
WWTC - Operations	163,068	153,047	177,876	168,305	(9,571)
Lagoon - Treatment Plant - Opr	1,477	1,500	1,500	5,000	3,500
Sewer Connection	22,783	5,000	22,000	7,000	(15,000)
Asset Amort & Gain/Loss-Sewer	(2,209,447)	0	0	0	0
Fin Plan - Managed OH Chg	1,207,968	1,207,969	1,259,654	1,262,735	3,081
Swr Opr - Surplus transfer	5,647,172	5,055,241	5,326,182	6,336,623	1,010,441
Fin Serv - Sewer - Managed	(43,848)	(121,118)	(124,357)	(115,676)	8,681
Cont to Asset Mtce (fund 33)	1,755,749	2,214,273	2,344,138	1,691,434	(652,704)
<b>Total Transfers</b>	<b>6,835,098</b>	<b>8,870,512</b>	<b>9,359,392</b>	<b>9,659,821</b>	<b>300,429</b>
<b>Expenditures - Asset Maintenance</b>					
WWTC Biofilter & Odour Ducting	76,166	0	0	0	0
Outfall Diffuser and Capacity	82,003	0	0	0	0
Utility Sew Plants Cond Assess	44,534	0	0	0	0
Soil Remediation Facility	109,749	0	0	0	0
Sewer Forcemain Assessment	0	0	0	0	0
Prepaving Upgrade - Sewer	166,501	197,206	110,000	0	(110,000)
Sanitary Lat Relin/Repl	40,336	50,747	40,000	0	(40,000)

## Service Category Summary

### Sewer Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
WWTC New Lab Facilities	5,454	0	0	0	
Lift Station Opr/Mtce AM	197,095	426,389	495,195	278,176	(217,019)
WWTC - Operations AM	383,459	914,045	939,905	501,487	(438,418)
Sanitary Sewer Operations AM	766,550	615,283	576,153	577,686	1,533
Lagoon Treatment Plant-Opr AM	22,709	6,056	5,885	5,885	0
Infrastructure Planning -Sewer	56,697	25,000	25,000	525,000	500,000
<b>Total Expenditures - Asset Maintenance</b>	<b>1,951,252</b>	<b>2,234,726</b>	<b>2,192,138</b>	<b>1,888,234</b>	<b>(303,904)</b>
<b>Transfers - Asset Maintenance</b>					
WWTC Biofilter & Odour Ducting	(76,166)	0	0	0	0
Outfall Diffuser and Capacity	(82,003)	0	0	0	0
Utility Sew Plants Cond Assess	(44,534)	0	0	0	0
Soil Remediation Facility	(109,749)	0	0	0	0
Prepaving Upgrade - Sewer	(166,501)	(197,206)	(110,000)	0	110,000
Sanitary Lat Relin/Repl	(40,336)	(50,747)	(40,000)	0	40,000
WWTC New Lab Facilities	(5,454)	0	0	0	0
Lift Station Opr/Mtce AM	4,784	1,500	5,000	8,000	3,000
WWTC - Operations AM	4,470	4,000	5,000	5,000	0
Sanitary Sewer Operations AM	317,925	218,000	290,000	290,000	0
Lagoon Treatment Plant-Opr AM	2,061	4,000	2,000	200	(1,800)
Infrastructure Planning -Sewer	0	0	0	(500,000)	(500,000)
User Fee Funded - Sewer	(1,755,749)	(2,214,273)	(2,344,138)	(1,691,434)	652,704
<b>Total Transfers - Asset Maintenance</b>	<b>(1,951,252)</b>	<b>(2,234,726)</b>	<b>(2,192,138)</b>	<b>(1,888,234)</b>	<b>303,904</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)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(13,586,391)	(13,189,231)	(13,876,169)	(14,540,060)	(663,891)
Expenditures					
Salary & Wages (including Benefits)	3,643,994	4,084,187	4,221,846	4,087,812	(134,034)
Non-Salary Expenses	4,730,209	2,149,521	2,062,079	2,243,427	181,348
Total Expenditures	8,374,203	6,233,708	6,283,925	6,331,239	47,314
Debt	328,343	319,737	424,990	437,234	12,244
Transfers	4,883,845	6,635,786	7,167,254	7,771,587	604,333
Net Operations	0	0	0	0	0

## Service Category Summary

### Water Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Water Operations	(38,986)	(23,000)	(27,290)	(28,460)	(1,170)
Pumping Stations - Opr	(15,818)	0	0	0	0
Meter Repairs Opr & Recoveries	(2,096)	0	0	0	0
3rd Pty - Water	(91,537)	(10,154)	(13,433)	(13,423)	10
3rd Pty - Water Main	(6,822)	(10,164)	(10,643)	(10,643)	0
Water Connections - Prepaid	(86,501)	(46,669)	(28,545)	(36,545)	(8,000)
Water Disconnect	(4,000)	(6,142)	(7,860)	(7,860)	0
Fin Plan - Managed Debt	(300,274)	(300,274)	(332,277)	(365,553)	(33,276)
Investment Earnings - Water	(28,496)	(7,000)	(20,000)	(7,000)	13,000
Fin Serv - Water - Managed	(16,139,623)	(15,809,089)	(16,603,435)	(16,712,634)	(109,199)
<b>Total Revenues</b>	<b>(16,714,153)</b>	<b>(16,212,492)</b>	<b>(17,043,483)</b>	<b>(17,182,118)</b>	<b>(138,635)</b>
<b>Expenditures</b>					
Water Operations	1,356,551	1,429,207	1,559,561	1,436,052	(123,509)
Water Stns Electricity	1,029,258	985,432	1,005,141	1,068,080	62,939
Utilities Water Admin	678,416	696,877	819,368	737,564	(81,804)
Water Treatment	35,197	27,060	27,060	27,060	0
Pumping Stations - Opr	1,297,351	1,205,817	941,622	987,759	46,137
Meter Repairs Opr & Recoveries	91,635	186,713	189,628	183,628	(6,000)
Reservoirs - Operations	24,316	67,499	67,675	69,814	2,139
3rd Pty - Water	93,465	9,454	9,433	9,423	(10)
3rd Pty - Water Main	7,430	9,464	9,443	9,443	0
Water Connections - Prepaid	84,734	45,969	24,545	24,545	0
Water Disconnect	5,011	5,442	5,560	5,560	0
Amortization - budget only	0	2,000,000	2,100,000	2,400,000	300,000
Amortization - budget - contra	0	(2,000,000)	(2,100,000)	(2,400,000)	(300,000)
Asset Amort & Gain/Loss-Water	2,327,049	0	0	0	0
Fin Serv - Water - Managed	0	0	0	0	0
<b>Total Expenditures</b>	<b>7,030,412</b>	<b>4,668,934</b>	<b>4,659,036</b>	<b>4,558,928</b>	<b>(100,108)</b>
<b>Debt</b>					
Fin Plan - Managed Debt	1,337,661	1,351,779	1,368,515	1,400,325	31,810
<b>Total Debt</b>	<b>1,337,661</b>	<b>1,351,779</b>	<b>1,368,515</b>	<b>1,400,325</b>	<b>31,810</b>
<b>Transfers</b>					
Water Operations	236,390	210,000	210,000	197,300	(12,700)
Utilities Water Admin	23,248	0	0	0	0
Water Treatment	1,620	0	0	0	0
Pumping Stations - Opr	128,889	90,499	95,516	95,350	(166)
Meter Repairs Opr & Recoveries	14,535	15,600	0	14,400	14,400
Reservoirs - Operations	1,643	1,600	2,000	500	(1,500)
3rd Pty - Water	14,298	700	4,000	4,000	0
3rd Pty - Water Main	1,162	700	1,200	1,200	0
Water Connections - Prepaid	26,568	700	4,000	12,000	8,000
Water Disconnect	2,291	700	2,300	2,300	0
Fin Plan - Managed OH Charge	1,222,568	1,222,567	1,304,655	1,275,118	(29,537)
Asset Amort & Gain/Loss-Water	(2,327,049)	0	0	0	0
Wtr Opr - Surplus transfer	6,485,621	7,096,055	7,846,636	7,941,779	95,143
Fin Serv - Water - Managed	(335,368)	(358,405)	(371,869)	(351,751)	20,118
Cont to Asset Mtce (fund 43)	2,849,664	1,911,063	1,917,494	2,030,669	113,175
<b>Total Transfers</b>	<b>8,346,080</b>	<b>10,191,779</b>	<b>11,015,932</b>	<b>11,222,865</b>	<b>206,933</b>
<b>Revenues - Asset Maintenance</b>					
Water Operations AM	(41,967)	0	0	0	0

## Service Category Summary

### Water Operations

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Total Revenues - Asset Maintenance</b>	<b>(41,967)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures - Asset Maintenance</b>					
Utility Wat Plants Cond Assess	757	9,550	0	0	0
Transformer Replacement-PW607	13,800	10,497	0	0	0
Richet-Turner Wtr Main Connect	6,903	0	0	0	0
Prepaving Water Infrastructure	0	0	89,000		(89,000)
Pumping Stations - Opr AM	381,663	343,672	277,547	230,942	(46,605)
Meter Repairs Opr & Recover AM	61,617	31,462	31,783	31,793	10
Reservoirs - Operations AM	116,288	1,791	1,794	2,676	882
Water Operations AM	1,754,786	1,128,738	1,198,918	1,290,258	91,340
Infrastructure Planning -Water	53,693	25,000	25,000	25,000	0
Small Equipment - Acquisitions	7,754	0	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>2,397,261</b>	<b>1,550,710</b>	<b>1,624,042</b>	<b>1,580,669</b>	<b>(43,373)</b>
<b>Transfers - Asset Maintenance</b>					
Utility Wat Plants Cond Assess	(757)	(9,550)	0	0	0
Transformer Replacement-PW607	(13,800)	(10,497)	0	0	0
Richet-Turner Wtr Main Connect	(6,903)	0	0	0	0
Prepaving Water Infrastructure	0	0	(89,000)		89,000
Pumping Stations - Opr AM	17,936	25,200	15,000	20,000	5,000
Meter Repairs Opr & Recover AM	812	0	0	3,000	3,000
Reservoirs - Operations AM	2,726	200	2,000	2,000	0
Water Operations AM	494,357	355,000	365,452	425,000	59,548
User Fee Funded - Water	(2,849,664)	(1,911,063)	(1,917,494)	(2,030,669)	(113,175)
<b>Total Transfers - Asset Maintenance</b>	<b>(2,355,294)</b>	<b>(1,550,710)</b>	<b>(1,624,042)</b>	<b>(1,580,669)</b>	<b>43,373</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)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(16,756,120)	(16,212,492)	(17,043,483)	(17,182,118)	(138,635)
Expenditures					
Salary & Wages (including Benefits)	3,989,382	3,794,998	3,809,716	3,687,753	(121,963)
Non-Salary Expenses	5,438,291	2,424,646	2,473,362	2,451,844	(21,518)
Total Expenditures	9,427,672	6,219,644	6,283,078	6,139,597	(143,481)
Debt	1,337,661	1,351,779	1,368,515	1,400,325	31,810
Transfers	5,990,787	8,641,069	9,391,890	9,642,196	250,306
Net Operations	0	0	0	0	0

## Service Category Summary

### Parks

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Parks & Recreation	(62,111)	0	0	0	0
Parks Operations	(84,248)	(100,000)	(105,000)	(5,000)	100,000
Nature Parks & Green Space	(6,550)	0	0	0	0
Boulevard repairs connections	(4,985)	(10,957)	(10,957)	(10,257)	700
<b>Total Revenues</b>	<b>(157,894)</b>	<b>(110,957)</b>	<b>(115,957)</b>	<b>(15,257)</b>	<b>100,700</b>
<b>Expenditures</b>					
Shared Use Agreement	230,000	235,000	245,000	113,000	(132,000)
Parks & Recreation	318,989	306,795	211,177	129,107	(82,070)
Parks Operations	1,429,297	1,404,905	1,552,093	1,549,184	(2,909)
Boulevards - Parks	267,070	260,522	264,419	234,896	(29,523)
Major Parks	387,719	409,389	415,427	366,400	(49,027)
Nature Parks & Green Space	138,323	155,302	157,021	95,234	(61,787)
Neighborhood Parks	255,724	410,719	412,272	391,030	(21,242)
Sportsfield, Turf, & Irrigatio	567,889	400,698	380,166	483,355	103,189
Trails	50,943	30,609	30,818	55,256	24,438
Carpenter Shop Operations	189,529	205,883	209,362	209,372	10
Boulevard repairs connections	3,510	10,157	10,157	10,157	0
Irrigation	182,225	80,570	81,741	241,263	159,522
<b>Total Expenditures</b>	<b>4,021,218</b>	<b>3,910,549</b>	<b>3,969,653</b>	<b>3,878,254</b>	<b>(91,399)</b>
<b>Transfers</b>					
Parks & Recreation	(2,188)			0	0
Parks Operations	158,337	190,489	229,961	203,023	(26,938)
Boulevards - Parks	86,186	85,000	87,000	8,700	(78,300)
Major Parks	88,304	149,600	90,000	104,000	14,000
Nature Parks & Green Space	59,031	55,000	60,000	80,000	20,000
Neighborhood Parks	234,201	240,000	150,000	155,000	5,000
Sportsfield, Turf, & Irrigatio	233,825	270,000	270,000	240,000	(30,000)
Trails	18,638	20,000	20,000	20,000	0
Carpenter Shop Operations	16,243	15,600	20,000	20,000	0
Boulevard repairs connections	802	800	800	100	(700)
Irrigation	301	4,000	1,000	200	(800)
<b>Total Transfers</b>	<b>893,679</b>	<b>1,030,489</b>	<b>928,761</b>	<b>831,023</b>	<b>(97,738)</b>
<b>Expenditures - Asset Maintenance</b>					
New/Replace Pickleball Fencing					
Tree Planting	0	0	95,000	0	(95,000)
Off Leash Areas	0	0	0	25,000	25,000
Park Signage	0	0	20,000	0	(20,000)
Parks Operations AM	9,655	132,901	125,796	36,697	(89,099)
Boulevards - Parks AM	0	26,179	26,612	4,369	(22,243)
Major Parks AM	28,870	19,655	19,974	10,550	(9,424)
Nature Parks & Green Space AM	370,820	196,448	199,632	179,788	(19,844)
Neighborhood Parks AM	72,944	11,709	11,910	27,591	15,681
Sportsfield, Turf, & Irigat AM	68,435	71,857	108,720	33,131	(75,589)
Trails AM	6,779	32,631	33,120	8,682	(24,438)
Irrigation - AM	85,544	101,945	103,686	68,888	(34,798)
<b>Total Expenditures - Asset Maintenance</b>	<b>643,048</b>	<b>593,325</b>	<b>744,450</b>	<b>394,696</b>	<b>(349,754)</b>

## Service Category Summary

### Parks

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Transfers - Asset Maintenance</b>					
Tree Planting	0	0	(95,000)	0	95,000
Off Leash Areas	0	0	0	(25,000)	(25,000)
Park Signage	0	0	(20,000)	0	20,000
Parks Operations AM	1,674	5,000	2,000	3,000	1,000
Major Parks AM	1,218	3,000	2,000	500	(1,500)
Nature Parks & Green Space AM	160,902	115,000	150,000	150,000	0
Neighborhood Parks AM	4,215	7,000	4,000	800	(3,200)
Sportsfield, Turf, & Irigat AM	3,153	5,500	2,000	2,000	0
Trails AM	23	2,000	2,000	0	(2,000)
Irrigation - AM	3,920	1,500	1,500	1,500	0
<b>Total Transfers - Asset Maintenance</b>	<b>175,104</b>	<b>139,000</b>	<b>48,500</b>	<b>132,800</b>	<b>84,300</b>
<b>Net Operations</b>	<b>5,575,155</b>	<b>5,562,406</b>	<b>5,575,407</b>	<b>5,221,516</b>	<b>(353,891)</b>

## Service Category Summary

### Parks

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(157,894)	(110,957)	(115,957)	(15,257)	100,700
Expenditures					
Salary & Wages (including Benefits)	3,397,971	3,467,501	3,687,753	3,579,939	(107,814)
Non-Salary Expenses	1,266,294	1,036,373	1,026,350	693,011	(333,339)
Total Expenditures	4,664,266	4,503,874	4,714,103	4,272,950	(441,153)
Transfers	1,068,783	1,169,489	977,261	963,823	(13,438)
Net Operations	5,575,155	5,562,406	5,575,407	5,221,516	(353,891)

## Service Category Summary

### Project Delivery

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Infrastructure Delivery	(42,197)	(20,000)	(20,000)	(25,010)	(5,010)
<b>Total Revenues</b>	<b>(42,197)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(25,010)</b>	<b>(5,010)</b>
<b>Expenditures</b>					
Infrastructure Delivery	981,947	839,919	1,415,187	627,758	(787,429)
<b>Total Expenditures</b>	<b>981,947</b>	<b>839,919</b>	<b>1,415,187</b>	<b>627,758</b>	<b>(787,429)</b>
<b>Transfers</b>					
Infrastructure Delivery	49,652	51,900	56,000	12,000	(44,000)
Vacant Lots	0	1,800	1,863	0	(1,863)
<b>Total Transfers</b>	<b>49,652</b>	<b>53,700</b>	<b>57,863</b>	<b>12,000</b>	<b>(45,863)</b>
<b>Expenditures - Asset Maintenance</b>					
CN-Roof Ladder Replacement	0	26,000	26,000	0	(26,000)
SftGeo. Karate CI Roof Replace	0	0	0	0	0
Civic Facility Accessibility	85,637	65,000	100,000	0	(100,000)
Westel Parkade-Gas Sensor Syst	19,637	20,358	0	0	0
Westel Parkade-Deck Replace	78,394	0	0	0	0
ECRA-Replac Accessibility Lift	0	0	75,000	0	(75,000)
<b>Total Expenditures - Asset Maintenance</b>	<b>183,667</b>	<b>111,358</b>	<b>201,000</b>		<b>(201,000)</b>
<b>Transfers - Asset Maintenance</b>					
CN-Roof Ladder Replacement	0	(26,000)	(26,000)	0	26,000
Civic Facility Accessibility	(85,637)	(65,000)	(100,000)	0	100,000
Westel Parkade-Gas Sensor Syst	(19,637)	(20,358)	0	0	0
Westel Parkade-Deck Replace	(78,394)	0	0	0	0
ECRA-Replac Accessibility Lift	0	0	(75,000)	0	75,000
<b>Total Transfers - Asset Maintenance</b>	<b>(183,667)</b>	<b>(111,358)</b>	<b>(201,000)</b>		<b>201,000</b>
<b>Net Operations</b>	<b>989,403</b>	<b>873,619</b>	<b>1,453,050</b>	<b>614,748</b>	<b>(838,302)</b>

## Service Category Summary

### Project Delivery

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(42,197)	(20,000)	(20,000)	(25,010)	(5,010)
Expenditures					
Salary & Wages (including Benefits)	864,627	747,949	1,336,667	570,858	(765,809)
Non-Salary Expenses	300,987	203,328	279,520	56,900	(222,620)
Total Expenditures	1,165,614	951,277	1,616,187	627,758	(988,429)
Transfers	(134,015)	(57,658)	(143,137)	12,000	155,137
Net Operations	989,403	873,619	1,453,050	614,748	(838,302)

## Service Category Summary

### District Energy

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Utilities Distr Energy Admin	(22,000)	(26,400)	(26,400)	0	26,400
Fin Serv-Distr Energy-Managed	(184,594)	(170,963)	(184,306)	(191,847)	(7,541)
Ramada DES - Design & Build	0	0	0	0	0
<b>Total Revenues</b>	<b>(206,594)</b>	<b>(197,363)</b>	<b>(210,706)</b>	<b>(191,847)</b>	<b>18,859</b>
<b>Expenditures</b>					
Utilities Distr Energy Admin	2,651	18,383	18,383	18,383	0
District Energy Operations	325,491	342,084	353,768	376,653	22,885
Amortization - budget only	0	560,000	600,000	606,000	6,000
Amortization - budget - contra	0	(560,000)	(600,000)	(606,000)	(6,000)
Asset Amort & Gain/Loss-DES	606,907	0	0	0	0
<b>Total Expenditures</b>	<b>935,048</b>	<b>360,467</b>	<b>372,151</b>	<b>395,036</b>	<b>22,885</b>
<b>Debt</b>					
Fin Plan - Managed Debt	433,321	433,321	425,321	417,321	(8,000)
<b>Total Debt</b>	<b>433,321</b>	<b>433,321</b>	<b>425,321</b>	<b>417,321</b>	<b>(8,000)</b>
<b>Transfers</b>					
District Energy Operations	2,238	1,525	1,578	1,553	(25)
Fin Plan - Managed OH Charge	74,112	74,112	78,741	84,562	5,821
Asset Amort & Gain/Loss-DES	(606,907)	0	0	0	0
District Energy - Surplus trsf	(165,975)	(188,308)	(207,615)	(175,275)	32,340
Fin Serv-Distr Energy-Managed	(500,358)	(497,458)	(498,093)	(569,973)	(71,880)
Cont to Asset Mtce (fund 23)	35,115	13,704	38,623	38,623	0
<b>Total Transfers</b>	<b>(1,161,775)</b>	<b>(596,425)</b>	<b>(586,766)</b>	<b>(620,510)</b>	<b>(33,744)</b>
<b>Expenditures - Asset Maintenance</b>					
District Energy Maintenance	34,352	13,704	38,623	38,623	0
DES Peaking Plant Boilers Insp	0	20,800	20,800	0	(20,800)
DES Peaking BU Plnt Distr Pump	55,578	54,300	0	0	0
<b>Total Expenditures - Asset Maintenance</b>	<b>89,930</b>	<b>88,804</b>	<b>59,423</b>	<b>38,623</b>	<b>(20,800)</b>
<b>Transfers - Asset Maintenance</b>					
District Energy Maintenance	763	0	0	0	0
DES Peaking Plant Boilers Insp	0	(20,800)	(20,800)		20,800
DES Peaking BU Plnt Distr Pump	(55,578)	(54,300)	0	0	0
User Fee Funded - Distr Energy	(35,115)	(13,704)	(38,623)	(38,623)	0
<b>Total Transfers - Asset Maintenance</b>	<b>(89,930)</b>	<b>(88,804)</b>	<b>(59,423)</b>	<b>(38,623)</b>	<b>20,800</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)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(206,594)	(197,363)	(210,706)	(191,847)	18,859
Expenditures					
Salary & Wages (including Benefits)	74,203	93,920	90,495	90,495	0
Non-Salary Expenses	950,775	355,351	341,079	343,164	2,085
Total Expenditures	1,024,978	449,271	431,574	433,659	2,085
Debt	433,321	433,321	425,321	417,321	(8,000)
Transfers	(1,251,705)	(685,229)	(646,189)	(659,133)	(12,944)
Net Operations	0	0	0	0	0



## Service Category Summary

### Transportation & Tech Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Transit - BC Transit	(2,381,883)	(2,149,390)	(2,381,520)	(2,362,160)	19,360
<b>Total Revenues</b>	<b>(2,381,883)</b>	<b>(2,149,390)</b>	<b>(2,381,520)</b>	<b>(2,362,160)</b>	<b>19,360</b>
<b>Expenditures</b>					
Transit - BC Transit	5,375,326	5,356,946	5,915,260	6,064,741	149,481
Transportation & Tech Services	0	0	0	510,868	510,868
<b>Total Expenditures</b>	<b>5,375,326</b>	<b>5,356,946</b>	<b>5,915,260</b>	<b>6,575,609</b>	<b>660,349</b>
<b>Transfers</b>					
Transit - BC Transit	837	0	0	0	0
Transportation & Tech Services	0	0	0	33,800	33,800
<b>Total Transfers</b>	<b>837</b>	<b>0</b>	<b>0</b>	<b>33,800</b>	<b>33,800</b>
<b>Expenditures - Asset Maintenance</b>					
Transit - BC Transit AM	55,985	12,430	12,430	12,440	10
<b>Total Expenditures - Asset Maintenance</b>	<b>55,985</b>	<b>12,430</b>	<b>12,430</b>	<b>12,440</b>	<b>10</b>
<b>Transfers - Asset Maintenance</b>					
Transit - BC Transit AM	1,558	0	0	0	0
<b>Total Transfers - Asset Maintenance</b>	<b>1,558</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operations</b>	<b>3,051,823</b>	<b>3,219,986</b>	<b>3,546,170</b>	<b>4,259,689</b>	<b>713,519</b>

## Service Category Summary

### Transportation & Tech Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(2,381,883)	(2,149,390)	(2,381,520)	(2,362,160)	19,360
Expenditures					
Salary & Wages (including Benefits)	87,443	90,576	0	481,516	481,516
Non-Salary Expenses	5,343,868	5,278,800	5,927,690	6,106,533	178,843
Total Expenditures	5,431,311	5,369,376	5,927,690	6,588,049	660,359
Transfers	2,395	0	0	33,800	33,800
Net Operations	3,051,823	3,219,986	3,546,170	4,259,689	713,519

### Administrative Services Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Risk &amp; Procurement</b>								
EXPENDITURES	1,695,434	1,772,280	1,847,783	1,930,428	1,943,069	1,955,962	1,969,113	1,982,527
<b>Total</b>	<b>1,695,434</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>1,943,069</b>	<b>1,955,962</b>	<b>1,969,113</b>	<b>1,982,527</b>
<b>Legislative Services</b>								
REVENUE	(13,032)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
EXPENDITURES	816,393	842,943	846,368	839,844	854,001	868,441	883,170	898,194
TRANSFERS	24,837	0	0	25,000	25,000	25,000	25,000	25,000
<b>Total</b>	<b>828,197</b>	<b>827,943</b>	<b>831,368</b>	<b>849,844</b>	<b>864,001</b>	<b>878,441</b>	<b>893,170</b>	<b>908,194</b>
<b>Service Centre</b>								
REVENUE	(31,856)	(25,100)	(4,340)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
EXPENDITURES	806,032	804,287	818,381	722,861	734,292	745,950	757,842	769,973
TRANSFERS	0	0	0	0	0	0	0	0
<b>Total</b>	<b>774,177</b>	<b>779,187</b>	<b>814,041</b>	<b>718,861</b>	<b>730,292</b>	<b>741,950</b>	<b>753,842</b>	<b>765,973</b>
<b>IT Services</b>								
REVENUE	(97,729)	(95,010)	(95,000)	(84,990)	(84,990)	(84,990)	(84,990)	(84,990)
EXPENDITURES	3,376,596	3,870,800	4,075,199	3,670,521	3,712,869	3,756,065	3,800,125	3,845,066
TRANSFERS	(88,343)	(240,650)	(283,307)	24,000	24,000	24,000	24,000	24,000
<b>Total</b>	<b>3,190,523</b>	<b>3,535,140</b>	<b>3,696,892</b>	<b>3,609,531</b>	<b>3,651,879</b>	<b>3,695,075</b>	<b>3,739,135</b>	<b>3,784,076</b>
<b>GRAND TOTAL</b>	<b>6,488,331</b>	<b>6,914,550</b>	<b>7,190,084</b>	<b>7,108,664</b>	<b>7,189,241</b>	<b>7,271,428</b>	<b>7,355,260</b>	<b>7,440,770</b>

## Service Category Summary

### Risk & Procurement

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Expenditures</b>					
Risk Management - Admin	287,373	285,119	289,522	283,925	(5,597)
Procurement	304,607	421,291	440,141	418,133	(22,008)
Insurance Premiums	930,321	950,000	1,002,250	1,112,500	110,250
Insurance and Claims	173,134	115,870	115,870	115,870	0
<b>Total Expenditures</b>	<b>1,695,434</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>82,645</b>
<b>Net Operations</b>	<b>1,695,434</b>	<b>1,772,280</b>	<b>1,847,783</b>	<b>1,930,428</b>	<b>82,645</b>

## Service Category Summary

### Risk & Procurement

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Expenditures					
Salary & Wages (including Benefits)	537,925	626,260	649,503	631,978	(17,525)
Non-Salary Expenses	1,157,508	1,146,020	1,198,280	1,298,450	100,170
Total Expenditures	1,695,434	1,772,280	1,847,783	1,930,428	82,645
Net Operations	1,695,434	1,772,280	1,847,783	1,930,428	82,645

## Service Category Summary

### Legislative Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Legislative Services	(13,032)	(15,000)	(15,000)	(15,000)	0
<b>Total Revenues</b>	<b>(13,032)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>
<b>Expenditures</b>					
Elections/Referendums	163	25,000	25,000	0	(25,000)
Legislative Services	816,230	817,943	821,368	839,844	18,476
<b>Total Expenditures</b>	<b>816,393</b>	<b>842,943</b>	<b>846,368</b>	<b>839,844</b>	<b>(6,524)</b>
<b>Transfers</b>					
Elections/Referendums	24,837	0	0	25,000	25,000
<b>Total Transfers</b>	<b>24,837</b>			<b>25,000</b>	<b>25,000</b>
<b>Net Operations</b>	<b>828,197</b>	<b>827,943</b>	<b>831,368</b>	<b>849,844</b>	<b>18,476</b>

## Service Category Summary

### Legislative Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(13,032)	(15,000)	(15,000)	(15,000)	0
Expenditures					
Salary & Wages (including Benefits)	673,003	714,663	718,088	707,824	(10,264)
Non-Salary Expenses	143,390	128,280	128,280	132,020	3,740
Total Expenditures	816,393	842,943	846,368	839,844	(6,524)
Transfers	24,837	0	0	25,000	25,000
Net Operations	828,197	827,943	831,368	849,844	18,476

## Service Category Summary

### Service Centre

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Service Centre	(22,281)	(25,100)	(4,340)	(4,000)	340
50-50 Lottery: United Way	(9,575)	0	0	0	0
<b>Total Revenues</b>	<b>(31,856)</b>	<b>(25,100)</b>	<b>(4,340)</b>	<b>(4,000)</b>	<b>340</b>
<b>Expenditures</b>					
Service Centre	796,457	804,287	818,381	722,861	(95,520)
50-50 Lottery: United Way	9,575	0	0	0	0
<b>Total Expenditures</b>	<b>806,032</b>	<b>804,287</b>	<b>818,381</b>	<b>722,861</b>	<b>(95,520)</b>
<b>Net Operations</b>	<b>774,177</b>	<b>779,187</b>	<b>814,041</b>	<b>718,861</b>	<b>(95,180)</b>



## Service Category Summary

### Service Centre

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(31,856)	(25,100)	(4,340)	(4,000)	340
Expenditures					
Salary & Wages (including Benefits)	634,674	648,027	659,141	571,521	(87,620)
Non-Salary Expenses	171,359	156,260	159,240	151,340	(7,900)
Total Expenditures	806,032	804,287	818,381	722,861	(95,520)
Net Operations	774,177	779,187	814,041	718,861	(95,180)

## Service Category Summary

### IT Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Computer Services - Operations	(79,023)	(76,500)	(76,500)	(66,500)	10,000
3rd Pty - Computer Serv	(18,707)	(18,510)	(18,500)	(18,490)	10
<b>Total Revenues</b>	<b>(97,729)</b>	<b>(95,010)</b>	<b>(95,000)</b>	<b>(84,990)</b>	<b>10,010</b>
<b>Expenditures</b>					
Computer Services - Operations	2,206,311	2,263,510	2,329,172	2,188,331	(140,841)
Computer Serv - Mtce Contracts	1,030,045	1,303,780	1,396,070	1,440,710	44,640
Computer Serv-Non-Contract Mtc	16,304	27,000	26,000	22,990	(3,010)
3rd Pty - Computer Serv	16,392	18,510	18,500	18,490	(10)
<b>Total Expenditures</b>	<b>3,269,053</b>	<b>3,612,800</b>	<b>3,769,742</b>	<b>3,670,521</b>	<b>(99,221)</b>
<b>Transfers</b>					
Computer Services - Operations	17,400	17,350	22,150	24,000	1,850
Computer Serv-Non-Contract Mtc	0	0	0	0	0
3rd Pty - Computer Serv	1,800	0	0	0	0
<b>Total Transfers</b>	<b>19,200</b>	<b>17,350</b>	<b>22,150</b>	<b>24,000</b>	<b>1,850</b>
<b>Expenditures - Asset Maintenance</b>					
IT Maintenance	107,543	258,000	305,457	0	(305,457)
<b>Total Expenditures - Asset Maintenance</b>	<b>107,543</b>	<b>258,000</b>	<b>305,457</b>	<b>0</b>	<b>(305,457)</b>
<b>Transfers - Asset Maintenance</b>					
IT Maintenance	(107,543)	(258,000)	(305,457)	0	305,457
<b>Total Transfers - Asset Maintenance</b>	<b>(107,543)</b>	<b>(258,000)</b>	<b>(305,457)</b>	<b>0</b>	<b>305,457</b>
<b>Net Operations</b>	<b>3,190,523</b>	<b>3,535,140</b>	<b>3,696,892</b>	<b>3,609,531</b>	<b>(87,361)</b>

## Service Category Summary

### IT Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(97,729)	(95,010)	(95,000)	(84,990)	10,010
Expenditures					
Salary & Wages (including Benefits)	2,115,424	2,195,893	2,253,490	2,117,431	(136,059)
Non-Salary Expenses	1,261,172	1,674,907	1,821,709	1,553,090	(268,619)
Total Expenditures	3,376,596	3,870,800	4,075,199	3,670,521	(404,678)
Transfers	(88,343)	(240,650)	(283,307)	24,000	307,307
Net Operations	3,190,523	3,535,140	3,696,892	3,609,531	(87,361)

**Human Resources Summary**

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
Human Resources								
REVENUE	(14,031)	0	0	0	0	0	0	0
EXPENDITURES	2,777,045	2,759,324	2,800,672	2,538,710	2,578,448	2,618,980	2,660,325	2,702,496
TRANSFERS	13,662	6,000	6,000	0	0	0	0	0
<b>Total</b>	<b>2,776,677</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,538,710</b>	<b>2,578,448</b>	<b>2,618,980</b>	<b>2,660,325</b>	<b>2,702,496</b>
<b>GRAND TOTAL</b>	<b>2,776,677</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,538,710</b>	<b>2,578,448</b>	<b>2,618,980</b>	<b>2,660,325</b>	<b>2,702,496</b>

## Service Category Summary

### Human Resources

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Human Resources Operations	(831)	0	0	0	0
Central Training	(13,200)	0	0	0	0
<b>Total Revenues</b>	<b>(14,031)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Union Negotiations/Grievances	11,740	0	0	0	0
Human Resources Operations	1,715,562	1,744,028	1,677,522	1,576,147	(101,375)
Casual Labour Pool	3,542	0	0	0	0
Disability Management	240,300	261,809	274,002	271,681	(2,321)
Health & Safety	608,211	521,392	617,143	561,877	(55,266)
Central Training	197,691	232,095	232,005	129,005	(103,000)
<b>Total Expenditures</b>	<b>2,777,045</b>	<b>2,759,324</b>	<b>2,800,672</b>	<b>2,538,710</b>	<b>(261,962)</b>
<b>Transfers</b>					
Union Negotiations/Grievances	87	0	0	0	0
Health & Safety	7,165	0	0	0	0
Central Training	6,410	6,000	6,000	0	(6,000)
<b>Total Transfers</b>	<b>13,662</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>(6,000)</b>
<b>Net Operations</b>	<b>2,776,677</b>	<b>2,765,324</b>	<b>2,806,672</b>	<b>2,538,710</b>	<b>(267,962)</b>

## Service Category Summary

### Human Resources

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(14,031)	0	0	0	0
Expenditures					
Salary & Wages (including Benefits)	2,059,942	1,954,664	2,028,172	1,986,910	(41,262)
Non-Salary Expenses	717,104	804,660	772,500	551,800	(220,700)
Total Expenditures	2,777,045	2,759,324	2,800,672	2,538,710	(261,962)
Transfers	13,662	6,000	6,000	0	(6,000)
Net Operations	2,776,677	2,765,324	2,806,672	2,538,710	(267,962)

## Police Protection Service Enhancement

### DESCRIPTION:

Increase of 2 RCMP members to focus on internal training requirements, increasing the current contracted strength from 142 to 144.

Development of the Prince George RCMP Strategic Plan for 2021/2022 included an internal scan in relation to issues that have been the topics of considerable public discussion. In order to meet the public expectations and improved levels of service delivery, the Strategic Plan will focus strongly on providing a more robust internal training program for the detachment in several areas, including the following:

- **Mandatory firearms and use of force options:** Focus on achieving 100% compliance with mandatory re-certifications for use of force theory & skills, firearms and less lethal intervention options. Ensuring a high level of competence with these intervention options will increase member confidence in their use and decrease the risk of unnecessary injuries or fatalities.
- **Crisis de-escalation and mental health:** Advanced training in the area of mental health and crisis de-escalation. This is a high-risk area with a high number of volatile interactions. An increased level of competence in the ability to peacefully resolve these incidents will decrease the need for physical intervention. Attempts to secure additional resources from partner agencies to expand programs such as Car 60 have been unsuccessful. In order to improve service delivery in this area, unilateral training and capacity enhancements need to be developed.
- **Medical / life saving:** Training in areas such as basic traumatic medicine and swift water rescue. Police are routinely the first responders on scene of violent events. Having advanced skills in immediate treatment of traumatic wounds is critical to increasing both police safety and the survivability of victims of incidents such as gunshots, stab wounds or motor vehicle collisions. Each year, police are involved in the retrieval of several persons from hazardous environments such as rivers. Proper training to operate in those environments is critical to ensure the safety of police and victims.
- **In service training:** Locally developed training to address local service delivery gaps specific to the community of Prince George. The training section will work with community stakeholders to develop and deliver training specific to meet the policing needs of Prince George. This will include increasing awareness of local cultural groups and issues as well as improving the Detachment's cooperative response to local issues with partner agencies.

The request is for prescribed safety training officer and instructor who will be able to instruct and ensure that all required training is being met on a more consistent basis and expand the current scope of training from once a year to once a month in most areas.

Having an internal training unit will reduce the need for officers to travel down to PRTC in Chilliwack for training, thereby reducing travel/training costs, with the potential of extending the training to other North District units and recovering some of the costs associated with the training unit.

Local mandatory training is currently facilitated by instructors who have other full-time duties at the Detachment. This results in both time away from their primary job functions and an expenditure of overtime funds. Establishing a dedicated training unit would reduce the need for officers to be diverted from their primary job functions to instruct and would reduce overtime costs.

Police training and use of force has been an issue that has recently received considerable public scrutiny. It is a high priority for Prince George Detachment to establish an advanced level of training to continue to ensure a competent and professional response in challenging situations and maintain the confidence of the public. To achieve this in the immediate term, one General Duty supervisor has been seconded to full-time training duties for a six-month period as a stopgap measure, but that secondment cannot be maintained on a long-term basis.

Comparably sized RCMP detachments, such as Kamloops, have already established similar full-time training units.

#### FINANCIAL COST OF THE ENHANCEMENT:

Failure to develop capacity to maintain a training standard consistent with evolving legal requirements and social expectations could negatively impact service delivery, creating risk to public and officer safety and adversely affect the community's perception of public safety as well as fair and equitable police service delivery.

Due to process timing with the RCMP, the positions would be filled in the last quarter of 2021 with the estimated cost of \$96,000 funded from within the contract budget this year. The total budget cost for 2022 would be estimated at \$365,000.



### Finance Summary

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	2022 Proposed (UX)	2023 Proposed (UX)	2024 Proposed (UX)	2025 Proposed (UX)
<b>Fiscal Services</b>								
REVENUE	(189,220,166)	(184,240,285)	(180,799,670)	(184,054,477)	(180,814,609)	(182,851,118)	(185,806,008)	(187,234,823)
EXPENDITURES	713,292	1,349,385	1,795,247	2,920,595	2,164,000	2,164,000	2,164,000	2,164,000
DEBT	14,726,916	15,482,980	22,401,166	14,868,657	9,862,257	11,053,238	13,070,762	13,307,642
TRANSFERS	70,156,980	65,561,292	50,886,781	58,336,831	59,144,201	58,785,609	58,602,911	58,484,797
<b>Total</b>	<b>(103,622,977)</b>	<b>(101,846,628)</b>	<b>(105,716,476)</b>	<b>(107,928,394)</b>	<b>(109,644,151)</b>	<b>(110,848,271)</b>	<b>(111,968,335)</b>	<b>(113,278,384)</b>
<b>Financial Services</b>								
REVENUE	(145,185)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
EXPENDITURES	1,979,165	2,011,357	2,044,585	2,046,783	2,086,340	2,126,689	2,167,845	2,209,824
TRANSFERS	339	0	12,750	3,000	3,000	3,000	3,000	3,000
<b>Total</b>	<b>1,834,319</b>	<b>1,886,357</b>	<b>1,932,335</b>	<b>1,924,783</b>	<b>1,964,340</b>	<b>2,004,689</b>	<b>2,045,845</b>	<b>2,087,824</b>
<b>OLD BU's - Fiscal Services</b>								
EXPENDITURES	20,411,701	0	0	0	0	0	0	0
TRANSFERS	(20,411,701)	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>(101,788,658)</b>	<b>(99,960,271)</b>	<b>(103,784,141)</b>	<b>(106,003,611)</b>	<b>(107,679,811)</b>	<b>(108,843,582)</b>	<b>(109,922,490)</b>	<b>(111,190,560)</b>

## Service Category Summary

### Fiscal Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Investment Earnings	(554,930)	0	(300,000)	(115,000)	185,000
Payroll Burden Clearing	(140,956)	0	0	0	0
FortisBC Agreement	(6,497,352)	(6,474,429)	(6,606,021)	(6,710,763)	(104,742)
External Debt - MFA	(383,074)	(383,074)	(456,962)	(527,394)	(70,432)
Road Rehabilitation program	(5,641,512)	(5,650,000)	(5,650,000)	(5,800,000)	(150,000)
2015 Canada Winter Games	106	0	0	0	0
General Infrastructure Reinvest	(10,680,913)	(10,685,000)	(2,550,000)	(2,675,000)	(125,000)
Snow Control	(8,488,152)	(8,500,000)	(8,500,000)	(10,000,000)	(1,500,000)
Off Street Parking Levy	(1,201,369)	(1,200,000)	(1,700,000)	(2,000,000)	(300,000)
Prov Uncond Grant - Traffic Fi	(1,188,428)	(1,015,000)	(1,015,000)	(1,015,000)	0
Gaming - Uncond Grant	(2,670,895)	(2,600,000)	(2,600,000)	0	2,600,000
Internal Debt Recoveries	(743)	(743)	0	0	0
Community Works - Grant	(6,405,497)	(3,235,364)	(3,170,138)	(3,314,897)	(144,759)
Provincial Grants	(231,799)	(150,000)	(185,625)	(190,000)	(4,375)
Miscellaneous Revenues	(112,384)	(38,000)	(38,000)	(62,000)	(24,000)
Provincial School	(28,918,430)	(28,800,000)	(28,900,000)	(28,900,000)	0
Regional District	(5,891,491)	(5,800,000)	(5,800,000)	(6,000,000)	(200,000)
FFG Reg. Hospital District	(7,489,850)	(6,900,000)	(7,400,000)	(8,900,000)	(1,500,000)
BC Assessment Authority	(698,823)	(700,000)	(700,000)	(750,000)	(50,000)
MFA	(2,865)	(2,500)	(2,500)	(3,000)	(500)
911 Emergency Service	(1,668,896)	(1,590,000)	(1,600,000)	(1,700,000)	(100,000)
20th/Victoria BIA Assoc	(99,916)	(100,000)	(100,000)	(100,000)	0
Downtown BIA Assoc	(309,000)	(232,600)	(318,270)	(327,818)	(9,548)
Interest on Property Tax	0	(175,000)	0	0	0
Taxes - General	(93,924,277)	(93,851,520)	(97,072,106)	(98,830,367)	(1,758,261)
Parcel / Frontage Tax	(3,564)	(3,564)	0	0	0
Grant in Lieu - Provincial	(2,939,016)	(2,979,000)	(2,958,000)	(2,988,000)	(30,000)
Grant in Lieu - Federal	(351,405)	(350,000)	(360,000)	(360,000)	0
Grant in Lieu - Private Utilit	(1,651,882)	(1,651,500)	(1,643,568)	(1,635,200)	8,368
Franchise Fee - FortisBC	(987,592)	(1,000,000)	(1,000,000)	(1,000,000)	0
PG Pulpmill Rd Erosion LAS	(11,465)	(26,681)	(26,680)	(10,538)	16,142
Non Res Schl Tax	(31,567)	(33,800)	(33,800)	(30,000)	3,800
Tax Sales	(5,936)	(13,510)	(11,000)	(7,500)	3,500
Tax Balance Adj	107,637	3,000	0	0	0
3rd Pty - Union 1048 Recovery	(83,553)	(55,000)	(55,000)	(55,000)	0
3rd Pty - Union 1048 BC Dvsn	(10,438)	(10,000)	(10,000)	(10,000)	0
3rd Pty - Union 1048 National	(235)	(1,000)	(1,000)	(1,000)	0
3rd Pty - Union 399 Recovery	(49,704)	(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>(189,220,166)</b>	<b>(184,240,285)</b>	<b>(180,799,670)</b>	<b>(184,054,477)</b>	<b>(3,254,807)</b>
<b>Expenditures</b>					
YE Accrual Adj - General Oper	4,968	0	0	0	0
RTE Early Benefit Program:NDIT	192,529	192,500	500,000	500,000	0
Library - Cost Recovery	(458,867)	0	0	0	0
Audit	48,268	55,885	54,000	54,000	0
Amortization - budget only	0	19,000,000	19,700,000	21,000,000	1,300,000
Amortization - budget - contra		(19,000,000)	(19,700,000)	(21,000,000)	(1,300,000)
Payroll Burden Clearing	434,931	0	0	0	0
Accts Pay-Rounding-W/O-Disc	38	0	0	0	0
Salary Transition Clearing	133,055	0	0	0	0
Contingency	0	991,000	1,131,247	2,256,595	1,125,348
Miscellaneous Revenues	238	0	0	0	0
Taxes - General	2,080	1,000	1,000	1,000	0

## Service Category Summary

### Fiscal Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Parcel / Frontage Tax	749	0	0	0	0
Tax Balance Adj	211,374	7,000	7,000	7,000	0
3rd Pty - Union 1048 Recovery	83,553	55,000	55,000	55,000	0
3rd Pty - Union 1048 BC Dvsn	10,438	10,000	10,000	10,000	0
3rd Pty - Union 1048 National	235	1,000	1,000	1,000	0
3rd Pty - Union 399 Recovery	49,704	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>713,292</b>	<b>1,349,385</b>	<b>1,795,247</b>	<b>2,920,595</b>	<b>1,125,348</b>
<b>Debt</b>					
FortisBC Agreement	7,305,668	7,305,668	7,527,675	7,547,002	19,327
Mobile Equipment	1,390,027	2,083,318	2,129,703	2,158,838	29,135
External Debt - MFA	5,433,257	5,495,963	12,137,934	4,536,747	(7,601,187)
Off Street Parking Levy	537,500	558,031	555,854	576,070	20,216
Interest on Property Tax	60,465	40,000	50,000	50,000	0
<b>Total Debt</b>	<b>14,726,916</b>	<b>15,482,980</b>	<b>22,401,166</b>	<b>14,868,657</b>	<b>(7,532,509)</b>
<b>Transfers</b>					
YE Accrual Adj - General Oper	(4,968)	0	0	0	0
Library - Cost Recovery	458,867	0	0	0	0
Payroll Burden Clearing	(458,867)	0	0	0	0
FortisBC Agreement	(808,316)	(831,239)	(921,654)	(836,239)	85,415
Mobile Equipment	(1,379,876)	(2,083,318)	(2,129,703)	(2,158,838)	(29,135)
Mgmt OH Recoveries	(3,204,892)	(3,204,892)	(3,360,050)	(3,336,827)	23,223
Salary Transition Clearing	(133,055)	0	0	0	0
Prior Year's Surplus	10,553	0	0	0	0
Internal Debt	4,046,010	4,050,000	4,100,000	4,100,000	0
External Debt - MFA	(315,487)		(7,485,106)	0	7,485,106
Road Rehabilitation program	5,641,512	5,650,000	5,650,000	5,800,000	150,000
General Infrastructure Reinvest	10,680,913	10,685,000	2,550,000	2,675,000	125,000
Snow Control	(20,269)	0	0	0	0
Operating Contribution - DDES	165,975	188,308	207,615	175,275	(32,340)
Contingency	31,337	0	0	0	0
Off Street Parking Levy	663,870	641,969	1,144,146	1,423,930	279,784
Contr to Capital Reserve	250,000	250,000	250,000	1,000,000	750,000
Cont to Asset Mtce (fund 13)	6,605,182	5,058,728	5,406,946	5,064,550	(342,396)
Gaming - Uncond Grant	2,670,885	2,600,000	2,600,000	0	(2,600,000)
Community Works - Grant	6,405,497	3,235,364	3,170,138	3,314,897	144,759
Provincial Grants	231,799	150,000	185,625	190,000	4,375
Miscellaneous Revenues	(5,550)	0	0	0	0
Provincial School	28,918,430	28,800,000	28,900,000	28,900,000	0
Regional District	5,891,491	5,800,000	5,800,000	6,000,000	200,000
FFG Reg. Hospital District	7,489,850	6,900,000	7,400,000	8,900,000	1,500,000
BC Assessment Authority	698,823	700,000	700,000	750,000	50,000
MFA	2,865	2,500	2,500	3,000	500
911 Emergency Service	1,668,896	1,590,000	1,600,000	1,700,000	100,000
20th/Victoria BIA Assoc	100,000	100,000	100,000	100,000	0
Downtown BIA Assoc	309,000	232,600	318,270	327,818	9,548
Taxes - General	0	0	0	(796,185)	(796,185)
Grant in Lieu - Provincial	123,727	85,000	85,000	85,000	0
Grant in Lieu - Federal	27,962	20,000	20,000	20,000	0
3rd Pty - Union 399 Recovery	0	0	0	0	0
<b>Total Transfers</b>	<b>76,762,162</b>	<b>70,620,020</b>	<b>56,293,727</b>	<b>63,401,381</b>	<b>7,107,654</b>

## Service Category Summary

### Fiscal Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Transfers - Asset Maintenance					
Levy Funded	(6,605,182)	(5,058,728)	(5,406,946)	(5,064,550)	342,396
<b>Total Transfers - Asset Maintenance</b>	<b>(6,605,182)</b>	<b>(5,058,728)</b>	<b>(5,406,946)</b>	<b>(5,064,550)</b>	<b>342,396</b>
<b>Net Operations</b>	<b>(103,622,977)</b>	<b>(101,846,628)</b>	<b>(105,716,476)</b>	<b>(107,928,394)</b>	<b>(2,211,918)</b>

## Service Category Summary

### Fiscal Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(189,220,166)	(184,240,285)	(180,799,670)	(184,054,477)	(3,254,807)
Expenditures					
Salary & Wages (including Benefits)	203,049	102,000	102,000	102,000	0
Non-Salary Expenses	510,243	1,247,385	1,693,247	2,818,595	1,125,348
Total Expenditures	713,292	1,349,385	1,795,247	2,920,595	1,125,348
Debt	14,726,916	15,482,980	22,401,166	14,868,657	(7,532,509)
Transfers	70,156,980	65,561,292	50,886,781	58,336,831	7,450,050
Net Operations	(103,622,977)	(101,846,628)	(105,716,476)	(107,928,394)	(2,211,918)

## Service Category Summary

### Financial Services

	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
<b>Revenues</b>					
Billings & Collection	(145,185)	(125,000)	(125,000)	(125,000)	0
<b>Total Revenues</b>	<b>(145,185)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>0</b>
<b>Expenditures</b>					
Billings & Collection	685,363	619,066	628,776	563,355	(65,421)
Financial Planning	446,500	453,145	460,783	439,870	(20,913)
Accounting - Operating	634,238	663,430	674,620	717,993	43,373
Payroll	213,065	275,716	280,406	325,565	45,159
<b>Total Expenditures</b>	<b>1,979,165</b>	<b>2,011,357</b>	<b>2,044,585</b>	<b>2,046,783</b>	<b>2,198</b>
<b>Transfers</b>					
Financial Planning	339	0	0	0	0
Accounting - Operating	0	0	12,750	3,000	(9,750)
<b>Total Transfers</b>	<b>339</b>	<b>0</b>	<b>12,750</b>	<b>3,000</b>	<b>(9,750)</b>
<b>Net Operations</b>	<b>1,834,319</b>	<b>1,886,357</b>	<b>1,932,335</b>	<b>1,924,783</b>	<b>(7,552)</b>

## Service Category Summary

### Financial Services

Supporting Detail (Consolidation)	2019 Actual (AA)	2019 Bylaw (UB)	2020 Bylaw (UB)	2021 Proposed (UX)	Budget Change 2021 vs 2020
Revenues	(145,185)	(125,000)	(125,000)	(125,000)	0
Expenditures					
Salary & Wages (including Benefits)	1,827,300	1,919,797	1,952,995	1,977,903	24,908
Non-Salary Expenses	151,865	91,560	91,590	68,880	(22,710)
Total Expenditures	1,979,165	2,011,357	2,044,585	2,046,783	2,198
Transfers	339	0	12,750	3,000	(9,750)
Net Operations	1,834,319	1,886,357	1,932,335	1,924,783	(7,552)