



COMMITTEE OF THE WHOLE

For the **COMMITTEE OF THE WHOLE MEETING** of Council to be held on November 27, 2023, at 7:00 pm in the Council Chambers of City Hall, 424 – 3rd Avenue West, Prince Rupert, B.C.

1. CALL TO ORDER

2. ADOPTION OF THE AGENDA

Recommendation:

THAT the Agenda for the Committee of the Whole Meeting of November 27, 2023, be adopted as circulated.

3. PUBLIC COMMENT(S) RE: 2024 DRAFT BUDGET

4. REPORTS

a.) Report from the Chief Financial Officer Re 2024 Budget Direction

Recommendation:

THAT Council receives the information in this report;

AND THAT Council directs Staff to prepare the Five-Year Financial Plan Bylaw using the recommendations presented in Attachment 3;

AND THAT Council's Committee of the Whole resolution directing the preparation of the Five-Year Financial Plan be recommended to the Regular Meeting of Council, November 27, 2023.

5. QUESTIONS AND INQUIRIES FROM MEMBERS OF COUNCIL

6. ADJOURNMENT to Regular Council Meeting



REPORT TO COUNCIL

Committee of the Whole

DATE: November 27, 2023
TO: Robert Buchan, City Manager
FROM: Corinne Bomben, Chief Financial Officer

SUBJECT: 2024 BUDGET DIRECTION

RECOMMENDATION:

THAT Council receives the information in this report;

AND,

THAT Council directs staff to prepare the Five-Year Financial Plan Bylaw using the recommendations presented in Attachment 3.

AND,

THAT Council's Committee of the Whole resolution directing the preparation of the Five-Year Financial Plan be recommended to the Regular Meeting of Council November 27, 2023.

REASON FOR REPORT:

On November 6, 2023 Council was requested to postpone direction on the City's 2024 Budget until after public consultation. This report summarizes the feedback received and includes updates to the budget for Council's information and direction.

ANALYSIS:

Staff prepared draft budget documents for Council outlining the costs to maintain service at existing levels, address health and safety, and capital projects to be undertaken during the 2024 fiscal year. The budget deficit projected for 2024 of \$1.8M is estimated to result in a tax rate increase of 7.7%. The proposed increase is based on 2023 assessed values and may change once 2024 BC Assessment values are received. These documents were made available for the public along with

opportunities for public feedback including in person, written and the use of a budget simulator to provide direct input on proposed City spending. Staff have not made any changes that would affect the general operating fund deficit since the budget was presented at the Special Council meeting (Attachment 3).

Simulation Results

The simulation was open for two weeks and the data received is attached. This year we received 7 budget submissions (21 - 2023 budget), the results of which are presented in Attachment 1. There were 340 page views (851 page views - 2023) with an average time on the site of 4 minutes (7 minutes - 2023). Overall, respondents indicated they would be willing to reduce service levels in Public Safety, Transportation services and amounts provided through community grants in order to achieve a reduction in the property tax increase proposed.

In addition to the data presented in table format, staff have also included graph representations with the Average Submission Increase/Decrease and the Average Clicked Increase/Decrease of all users (above and beyond the 7 completed submissions) including those that did not submit a balanced budget. The purpose is to show where users interests lie.

Following is a summarization of the data:

Revenue

Property Taxes – Approximately 57% indicated they were fine leaving the property tax increase unchanged and just over 42% indicated wanting a decrease. The average submitted was a reduction in the property tax increase from \$1,677K to \$1,124K for an average change to total property taxes of -2% of the proposed budget.

Fees & Charges, and Debt – All respondents are fine with fees and charges and debt as presented.

Expenses

General Administrative Services – Approximately 42% of respondents would decrease this category. The average submitted change is -0.39% the proposed budgeted amount. The highest areas of interaction were in Bylaw, Cemetery, Financial Services, Corporate Administration, and Governance.

Transportation Services – Approximately 71% of respondents would leave this category as presented with respondents split on increasing/decreasing spending on paving, 28% indicating wanting an increase in roads maintenance and 28% submitting a decrease in airport ferry funding. Average submitted change is -4% the proposed budget.

Community Grants – Approximately 28% of respondents would change the budget but only 14% of respondents would increase the budget. The average submitted change is -5% the proposed budget.

Recreation Services – 57% of respondents would not change the budget with only 14% being willing to increase and 28% being willing to decrease the budget. Average submitted change to the proposed budget is +2.63%.

Public Safety – 71% of respondents would decrease the Public Safety budget. Of responses, 42% would decrease the RCMP budget and 57% would decrease the Fire Service budget. The average submitted change is nearly -10% the city's proposed budget.

Special Projects – 14% of respondents would decrease the Special Projects budget. The average submitted change is -13.5% the budgeted amount.

Capital Reserve Transfer – All respondents kept the budgeted transfer amount.

Included in the simulation are specific questions and opportunities for comments. The attached Simulation Results include the answers and comments submitted.

Other Feedback

Remaining feedback received is attached in Attachment 2 for Council's review. If a budget related question was posed, an answer has been included.

LINK TO STRATEGIC PLAN:

Information presented to the community as part of the public budgeting process is intended to be as fulsome as possible, with multiple opportunities for the public to better understand and engage with financial information. The information obtained

from the budget presentation and the feedback from the public assists Council 's Strategic Goal of ensuring good governance through the promotion of financial transparency and accountability.

CONCLUSION:

With the information provided from the public and the information provided by staff to maintain service levels, Council is asked to either approve the proposed five-year financial plan as presented or provide direction of changes to be incorporated and refer its decision on the proposed budget to the Regular Meeting of Council today, November 27, 2023 so staff may prepare the Five-Year Financial Plan Bylaw.

Report Prepared By:

Report Reviewed By:

Corinne Bomben,
Chief Financial Officer

Robert Buchan,
City Manager

Attachments:

- Attachment 1 – Simulation Results
- Attachment 2 – Other Feedback
- Attachment 3 – Proposed Five Year Financial Plan

ATTACHMENT #1



2024 Budget Simulation Results

Category

Top Categories Affected

Total Budget Submission

General Administrative Services

Transportation

Community Grants

Recreation Services

Public Safety

Answers to Questions posed

Comments

2024 Simulation Top Categories affected in Submissions

Top Revenue Increased Average of All Increases Across All Submissions	
	\$0
	\$0

Top Revenue Decreased Average of All Decreases Across All Submissions	
Property Taxes	(\$552,857)
	\$0

Top Expenses Increased Average of All Increases Across All Submissions	
Recreation Services	\$357,120
Community Grants	\$47,333
	\$0

Top Expenses Decreased Average of All Decreases Across All Submissions	
Public Safety	(\$1,368,800)
Transportation Services	(\$285,100)
Community Grants	(\$135,810)

2023 Simulation Top Categories affected in Submissions

Top Revenue Increased Average of All Increases Across All Submissions	
Debt	\$96,727
Fees and Charges	\$19,788

Top Revenue Decreased Average of All Decreases Across All Submissions	
Property Taxes	(\$517,023)
Debt	(\$24,182)

Top Expenses Increased Average of All Increases Across All Submissions	
Transportation Services	\$380,214
Recreation Services	\$298,333
Capital Reserve Transfer	\$200,000

Top Expenses Decreased Average of All Decreases Across All Submissions	
Public Safety	(\$869,487)
Transportation Services	(\$534,973)
Recreation Services	(\$273,934)

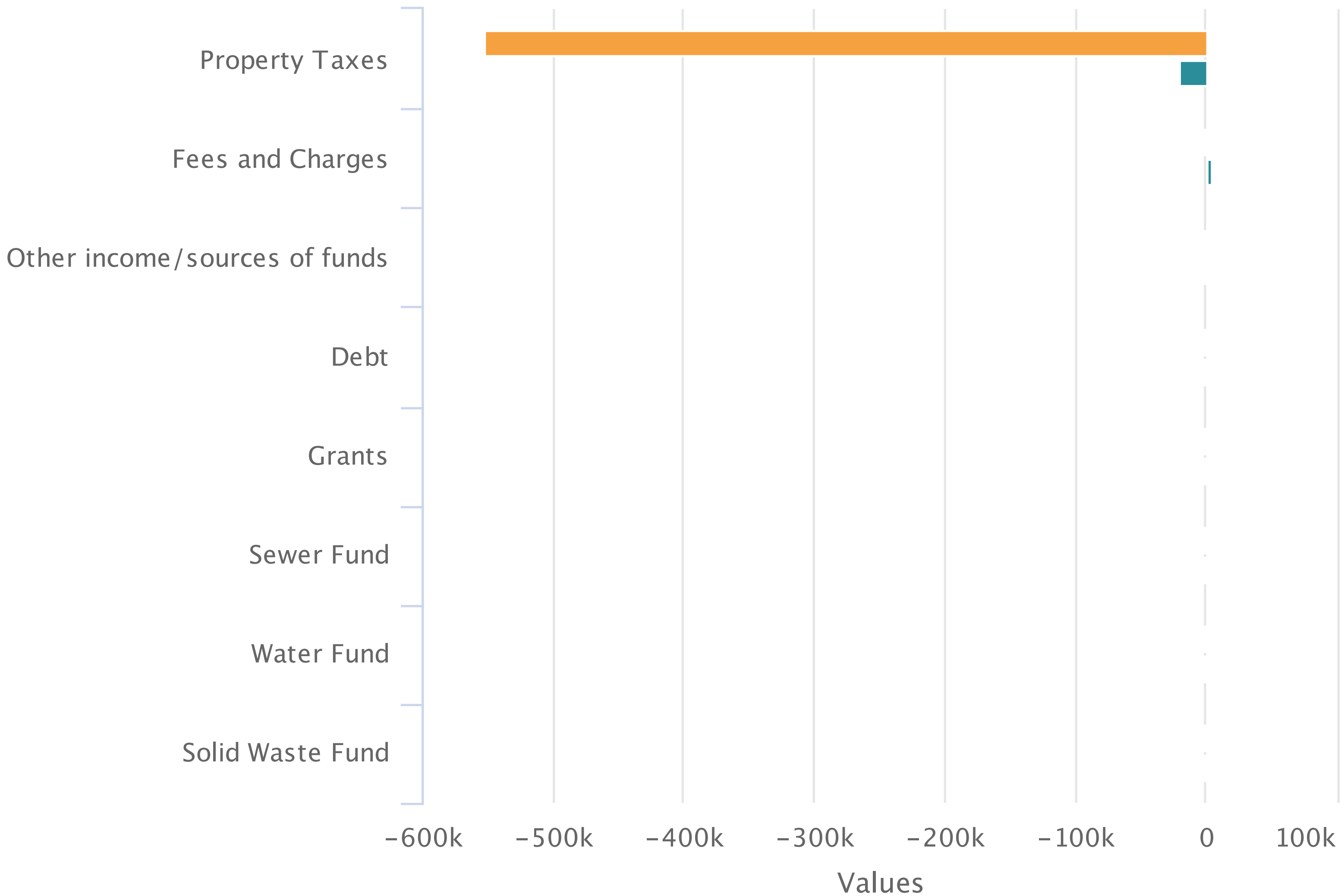
Budget Submission															
Category Name	\$ submitted changes				Original	% Change Compared to Budget	Interaction data			Respondents change %				Information obtained	
	Average Submission Decrease Amount	Average Submission Increase Amount	Average Submission Change	Average Amount Submitted	City Balanced Budget		Total Decrease Clicks	Total Increase Clicks	Total More Info Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents	
Property Taxes	-\$552,857	\$0	-\$552,857	\$27,204,143	\$27,757,000	-1.99%	41	25	2	0%	42.86%	42.86%	57.14%	4 of 7 fine with budget, 3 would decrease	
Fees and Charges	\$0	\$0	\$0	\$4,304,000	\$4,304,000	0.00%	56	22	0	0%	0%	0%	100%	No changes submitted	
Grants	\$0	\$0	\$0	\$16,886,000	\$16,556,000	1.99%	0	0	0	0%	0%	0%	100.00%	Could not change	
Debt	\$0	\$0	\$0	\$16,920,000	\$16,920,000	0.00%	0	0	0	0%	0%	0%	100%	No changes submitted	
Other income/sources of funds	\$0	\$0	\$0	\$10,753,000	\$10,753,000	0.00%	0	0	1	0%	0%	0%	100%	Could not change	
General administrative services *	-\$44,256	\$0	-\$44,256	\$11,315,744	\$11,360,000	-0.39%	545	247	6	0%	42.86%	42.86%	57.14%	4 of 7 fine with budget, 3 would decrease	
Transportation services *	-\$285,100	\$0	-\$285,100	\$6,577,900	\$6,863,000	-4.15%	56	0	4	0%	28.57%	28.57%	71.43%	5 of 7 fine with budgeted transportation services	
Community Grants *	-\$135,810	\$47,333	-\$96,113	\$1,771,877	\$1,868,000	-5.15%	181	285	6	14.29%	57.14%	71.43%	28.57%	5 of 7 would change, with 4 suggesting decreases	
Recreation Services *	-\$112,500	\$357,120	\$158,657	\$6,193,657	\$6,035,000	2.63%	81	22	6	14.29%	28.57%	42.86%	57.14%	4 of 7 fine with budgeted recreation services	
Public Safety *	-\$1,368,800	\$0	-\$1,368,800	\$12,358,200	\$13,727,000	-9.97%	58	60	9	0%	71.43%	71.43%	28.57%	5 of 7 would decrease	
Capital Projects	\$0	\$0	\$0	\$35,400,000	\$35,400,000	0.00%	0	0	6	0%	0%	0%	100%	Could not change	
Special Projects	-\$85,714	\$0	-\$85,714	\$551,286	\$637,000	-13.46%	40	6	6	0%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease	
Capital Reserve Transfer	\$0	\$0	\$0	\$400,000	\$400,000	0.00%	0	0	6	0%	0%	0%	100%	No changes submitted	
Total Surplus				\$1,498,479	\$0										

Note: * - More details attached

Revenue Budget Comparison

Decreases vs. Increases (Click to hide)

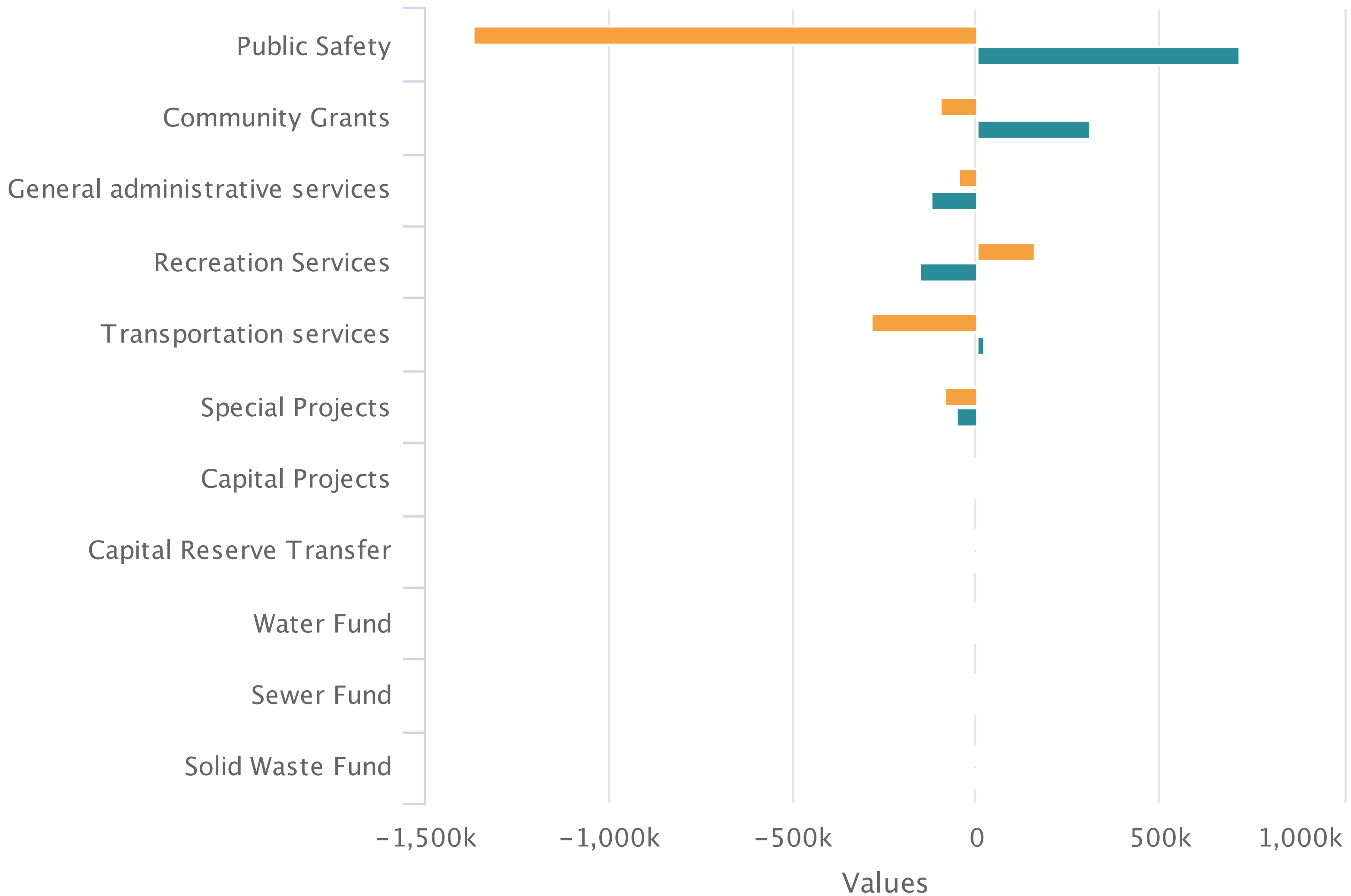
- **Average Submission Increase/Decrease**
- **Average Clicked Increase/Decrease**
- **Median Submission Increase/Decrease**
- **Mode of Clicked Increase/Decrease**



Expenses Budget Comparison

Decreases vs. Increases (Click to hide)

- Average Submission Increase/Decrease
- Average Clicked Increase/Decrease
- Median Submission Increase/Decrease
- Mode of Clicked Increase/Decrease



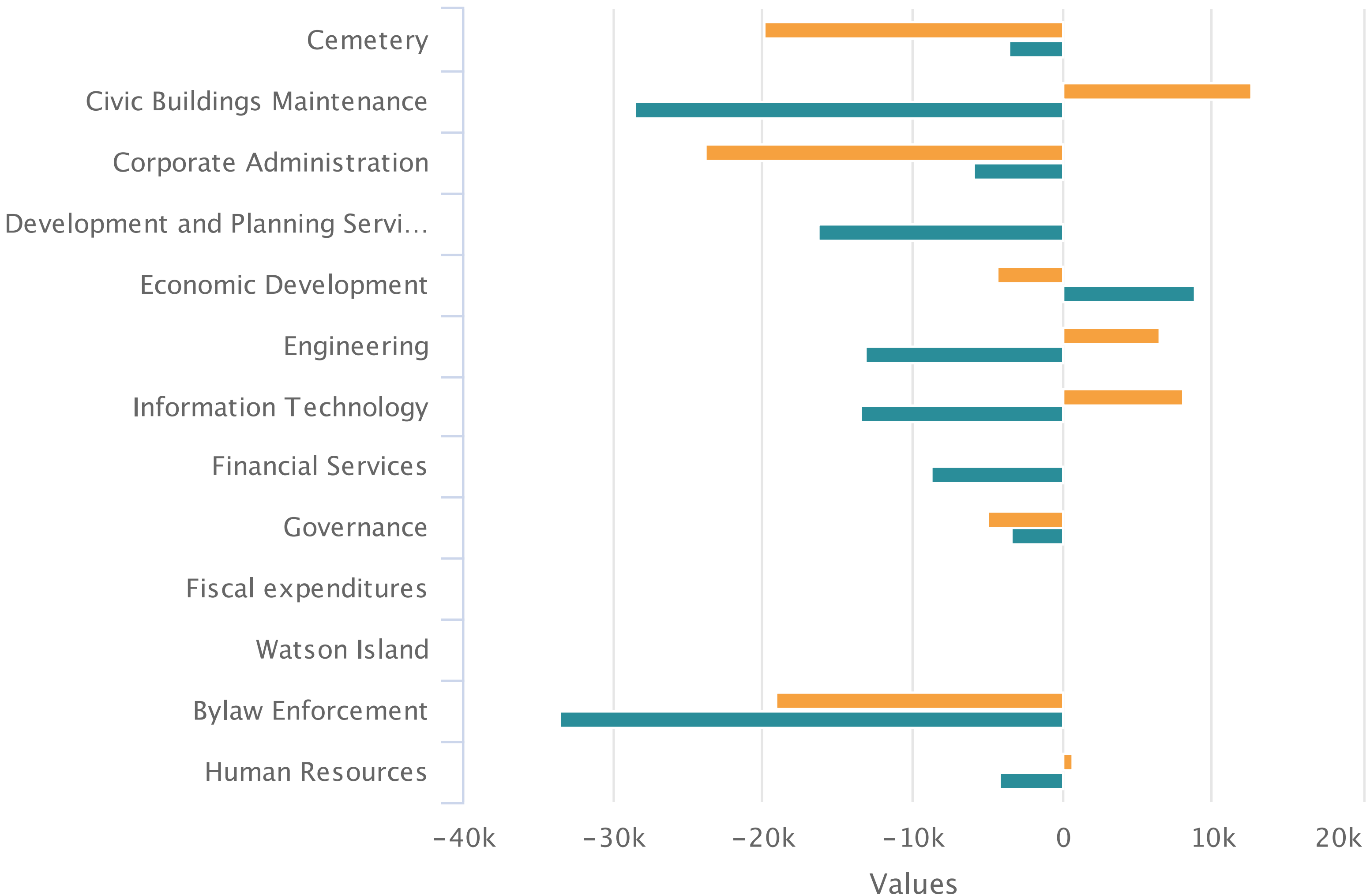
General Administrative Services

Subcategory Name	\$ submitted changes				Original	Interaction data			Respondents change %				Information obtained	
	Average Submission Decrease Amount	Average Submission Increase Amount	Average Submission Change	Average Amount Submitted	City Balanced Budget	Total Decrease Clicks	Total Increase Clicks	Total More Info Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents	
Cemetery	-\$19,841	\$0	-\$19,841	\$303,159	\$323,000	72	5	3	0%	42.86%	42.86%	57.14%	4 of 7 fine with budget, 3 would decrease	
Civic Buildings Maintenance	\$0	\$12,629	\$12,629	\$532,629	\$520,000	22	17	1	28.57%	0%	28.57%	71.43%	5 of 7 fine with budget, 2 would increase	
Corporate Administration	-\$23,860	\$0	-\$23,860	\$1,169,140	\$1,193,000	47	39	12	0%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease	
Development and Planning Service	\$0	\$0	\$0	\$1,195,000	\$1,195,000	30	0	9	0%	0%	0%	100%	No change submitted	
Economic Development	-\$4,354	\$0	-\$4,354	\$249,646	\$254,000	15	80	6	0%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease	
Engineering	\$0	\$6,457	\$6,457	\$910,457	\$904,000	34	7	4	14.29%	0.00%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase	
Information Technology	\$0	\$8,020	\$8,020	\$810,020	\$802,000	37	7	2	14.29%	0.00%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase	
Financial Services	\$0	\$0	\$0	\$876,000	\$876,000	59	0	7	0%	0%	0%	100%	No change submitted	
Governance	-\$4,937	\$0	-\$4,937	\$427,063	\$432,000	27	2	9	0%	28.57%	28.57%	71.43%	5 of 7 fine with budget, 2 would decrease	
Bylaw Enforcement	-\$23,733	\$1,483	-\$19,071	\$425,929	\$445,000	183	89	4	14.29%	14.29%	28.57%	71.43%	5 of 7 fine with budget	
Human Resources	\$0	\$703	\$703	\$492,703	\$492,000	19	1	1	14.29%	0%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase	
Fiscal expenditures	\$0	\$0	\$0	\$3,524,000	\$3,524,000	0	0	7	0%	0%	0%	100%	Could not change	
Watson Island	\$0	\$0	\$0	\$400,000	\$400,000	0	0	9	0%	0%	0%	100%	Could not change	
Total				\$11,315,746	\$11,360,000								-\$44,254	
				99.61%	100%									0.39% decrease submitted

Subcategory Comparison

Decreases vs. Increases (Click to hide)

- Average Submission Increase/Decrease
- Average Clicked Increase/Decrease
- Median Submission Increase/Decrease
- Mode Clicked Increase/Decrease



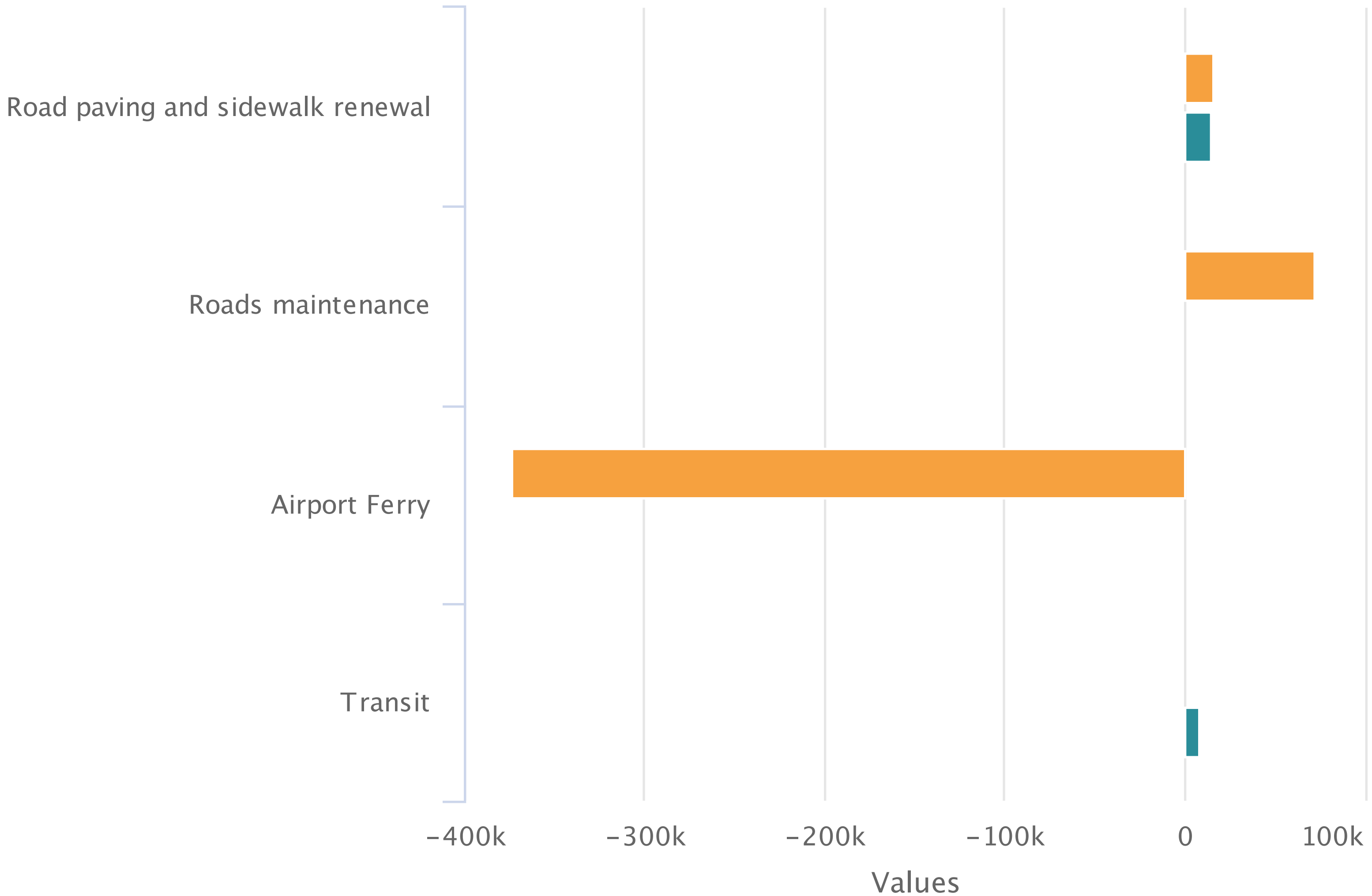
Transportation

Subcategory Name	\$ submitted changes				Original	Interaction data			Respondents change %				Information obtained
	Average Submission Decrease Amount	Average Submission Increase Amount	Average Submission Change	Average Amount Submitted	City Balanced Budget	Total Decrease Clicks	Total Increase Clicks	Total More Info Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents
Road paving and sidewalk renewal	-\$18,333	\$36,667	\$15,714	\$1,115,714	\$1,100,000	9	13	10	14.29%	14.29%	28.57%	71.43%	5 of 7 fine with budget
Roads maintenance	\$0	\$72,400	\$72,400	\$2,606,400	\$2,534,000	3	13	3	28.57%	0%	28.57%	71.43%	5 of 7 fine with budget, 2 would increase
Airport Ferry	-\$373,214	\$0	-\$373,214	\$2,001,786	\$2,375,000	44	5	4	0%	28.57%	28.57%	71.43%	5 of 7 fine with budget, 2 would decrease
Transit	\$0	\$0	\$0	\$854,000	\$854,000	0	4	5	0%	0%	0%	100%	No change submitted
Total				\$6,577,900	\$6,863,000								-\$285,100
				96%	100%								4% decrease submitted

Subcategory Comparison

Decreases vs. Increases (Click to hide)

- Average Submission Increase/Decrease
- Average Clicked Increase/Decrease
- Median Submission Increase/Decrease
- Mode Clicked Increase/Decrease



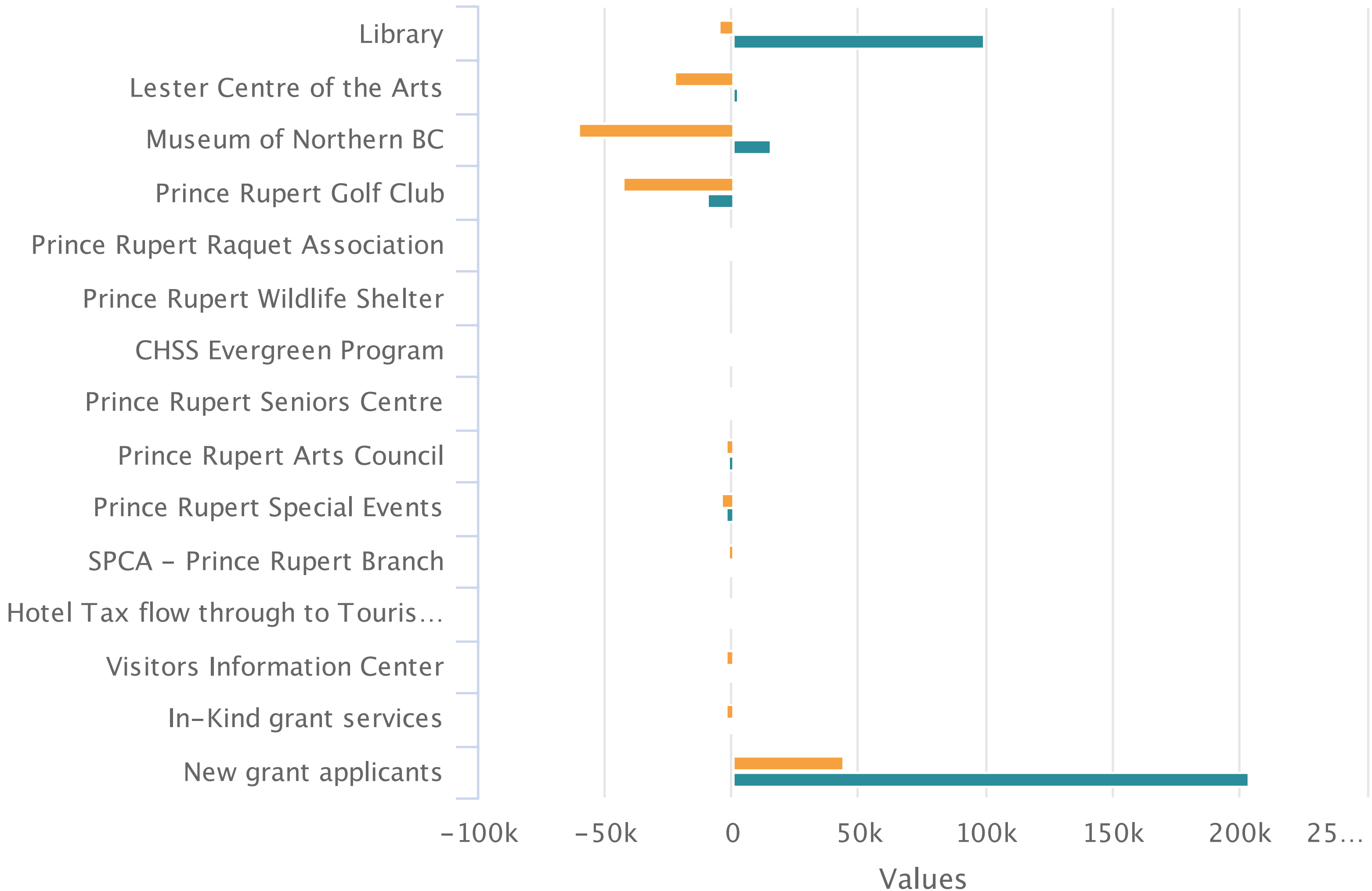
Community Grants

Subcategory Name	\$ submitted changes				Original	Interaction data			Respondents change %				Information obtained
	Average Submission Decrease Amount	Average Submission Increase Amount	Average Submission Change	Average Amount Submitted	City Balanced Budget	Total Decrease Clicks	Total Increase Clicks	Total More Info Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents
Library	-\$4,789	\$0	-\$4,789	\$833,211	\$838,000	12	137	2	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
Lester Centre of the Arts	-\$22,714	\$0	-\$22,714	\$136,286	\$159,000	10	5	0	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
Museum of Northern BC	-\$60,343	\$0	-\$60,343	\$115,657	\$176,000	27	22	0	0.00%	42.86%	42.86%	57.14%	4 of 7 fine with budget, 3 would decrease
Prince Rupert Golf Club	-\$42,286	\$0	-\$42,286	\$157,714	\$200,000	63	0	1	0.00%	42.86%	42.86%	57.14%	4 of 7 fine with budget, 3 would decrease
Prince Rupert Raquet Associatio	-\$643	\$0	-\$643	\$8,357	\$9,000	5	0	0	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
Prince Rupert Wildlife Shelter	\$0	\$1,226	\$1,226	\$7,826	\$6,600	7	22	0	14.29%	0%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase
Prince Rupert Seniors Centre	\$0	\$143	\$143	\$1,143	\$1,000	0	11	5	14.29%	0.00%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase
Prince Rupert Arts Council	-\$1,714	\$0	-\$1,714	\$18,286	\$20,000	16	0	2	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
Prince Rupert Special Events	-\$3,600	\$0	-\$3,600	\$38,400	\$42,000	7	0	1	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
SPCA - Prince Rupert Branch	-\$914	\$0	-\$914	\$31,086	\$32,000	2	0	3	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
Hotel Tax flow through to Tourism Prince Rupert	\$0	\$0	\$0	\$350,000	\$350,000	0	0	9	0%	0%	0%	100%	Could not change
Visitors Information Center	-\$2,429	\$0	-\$2,429	\$14,571	\$17,000	16	2	1	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
New Grant Applicants	\$0	\$43,929	\$43,929	\$43,929	\$0	8	86	1	28.57%	0.00%	28.57%	71.43%	5 of 7 fine with budget, 2 would increase
In-Kind grant services	-\$1,989	\$0	-\$1,989	\$15,411	\$17,400	8	0	1	0.00%	14.29%	14.29%	85.71%	6 of 7 fine with budget, 1 would decrease
				\$1,771,877	\$1,868,000								-\$96,123
				95%	100%								5% decrease submitted

Subcategory Comparison

Decreases vs. Increases (Click to hide)

- Average Submission Increase/Decrease
- Average Clicked Increase/Decrease
- Median Submission Increase/Decrease
- Mode Clicked Increase/Decrease



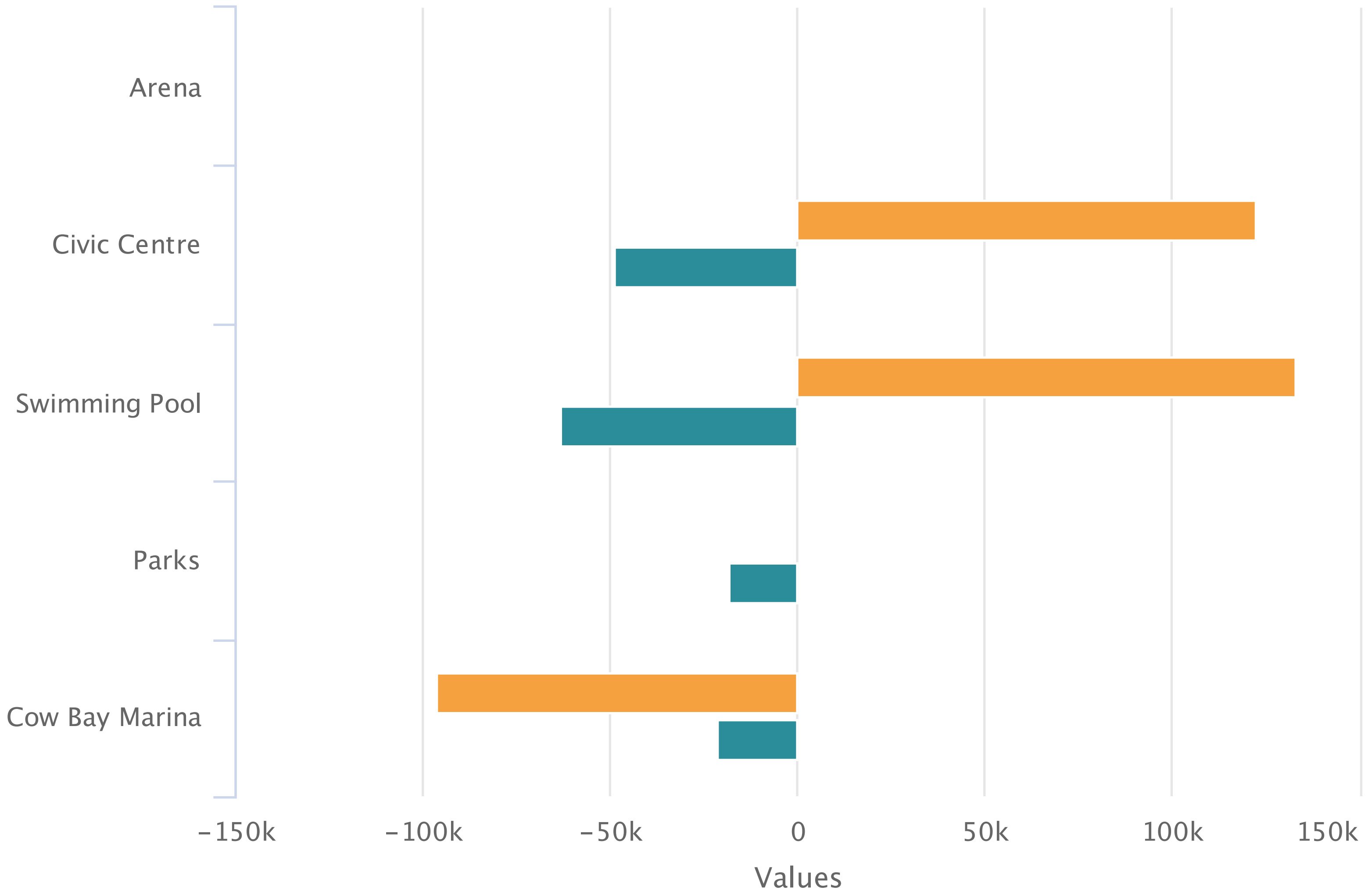
Recreation Services

Subcategory Name	\$ submitted changes				Original	Interaction data			Respondents change %				Information obtained
	Average Submission Decrease Amount	Average Submission Increase Amount	Average Submission Change	Average Amount Submitted	City Balanced Budget	Total Decrease Clicks	Total Increase Clicks	Total More Info Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents
Arena	\$0	\$0	\$0	\$573,000	\$573,000	2	2	1	0%	0%	0%	100%	No change submitted
Civic Centre	\$0	\$122,229	\$122,229	\$2,261,229	\$2,139,000	13	11	1	14.29%	0%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase
Swimming Pool	\$0	\$132,857	\$132,857	\$1,682,857	\$1,550,000	12	9	0	14.29%	0%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase
Parks	\$0	\$0	\$0	\$1,323,000	\$1,323,000	3	0	0	0%	0%	0%	100%	No change submitted
Cow Bay Marina	-\$96,429	\$0	-\$96,429	\$353,571	\$450,000	51	0	1	0%	28.57%	28.57%	71.43%	5 of 7 fine with budget, 2 would decrease
Total				\$6,193,657	\$6,035,000							\$158,657	2.63% increase submitted
				102.63%	100%								

Subcategory Comparison

Decreases vs. Increases (Click to hide)

- Average Submission Increase/Decrease
- Average Clicked Increase/Decrease
- Median Submission Increase/Decrease
- Mode Clicked Increase/Decrease



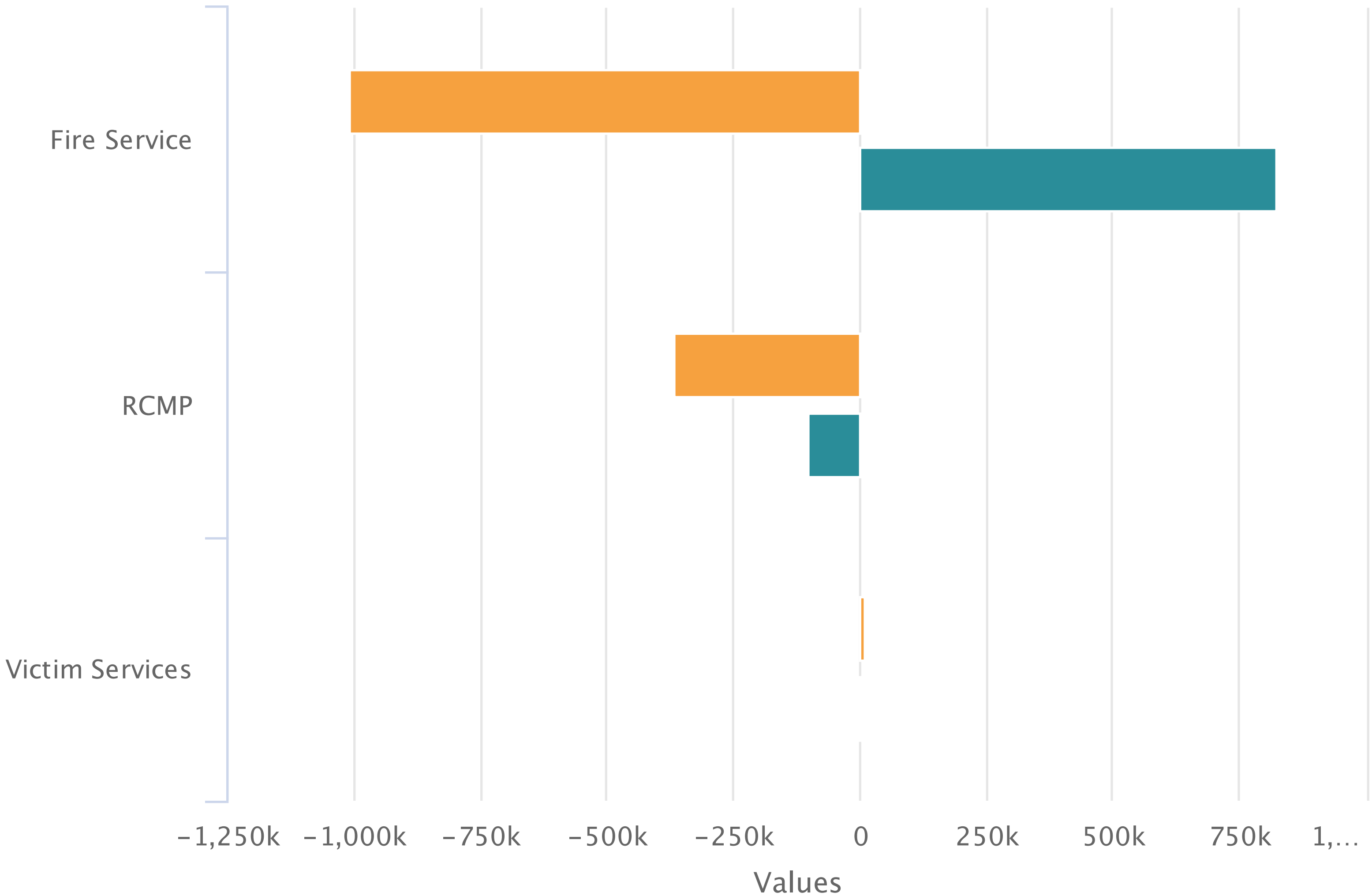
Public Safety

Subcategory Name	\$ submitted changes				Original	Interaction data			Respondents change %				Information obtained
	Average Submission Decrease Amount	Average Submission Increase Amount	Average Submission Change	Average Amount Submitted	City Balanced Budget	Total Decrease Clicks	Total Increase Clicks	Total More Info Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents
Fire Service	-\$1,010,521	\$0	-\$1,010,521	\$5,140,479	\$6,151,000	35	51	6	0%	57.14%	57.14%	42.86%	3 of 7 fine with budget, 4 would decrease
RCMP	-\$367,750	\$0	-\$367,750	\$6,987,250	\$7,355,000	19	6	8	0%	42.86%	42.86%	57.14%	4 of 7 fine with budget, 3 would decrease
Victim Services	\$0	\$9,471	\$9,471	\$230,471	\$221,000	4	3	1	14.29%	0%	14.29%	85.71%	6 of 7 fine with budget, 1 would increase
Total				\$12,358,200 90%	\$13,727,000 100%								-\$1,368,800 10% decrease submitted

Subcategory Comparison

Decreases vs. Increases (Click to hide)

- **Average Submission Increase/Decrease**
- **Average Clicked Increase/Decrease**
- **Median Submission Increase/Decrease**
- **Mode Clicked Increase/Decrease**



2024 Budget Simulation: Questions and Answers

- 1) The current 2024 budget has been prepared maintaining city services at existing levels. Recognizing costs continue to climb, would you be willing to reduce non-essential service levels to reduce the proposed tax increase?

1 No

5 Yes

1 Answer not provided

- 2) Do you believe Bylaw fees should be increased to reduce the tax subsidization of the airport ferry service?

All 7 respondents said No

- 3) Transit fees were last amended in 2015. Do you believe transit fees should be increased?

All 7 respondents said No

One comment: Strong no to increasing this. Public's transport should be accessible for all.

- 4) Do you believe the Province should pay for the entire property tax incentive program that limits municipal property tax paid by port terminals instead of the current model which transfers the incentive to the remaining tax payers?

All 7 respondents said Yes

2024 Budget Simulation: General Comments provided

- 1) Please reduce the contributions to community enhancement grants for services that don't attempt to serve the whole community and should be able to sustain themselves (e.g. Golf course, Museum)
- 2) Fire department cost is outrageous. Especially when terrace is volunteer.
- 3) The fire department should be volunteer. I see them cruising doing nothing all the time
- 4) Fire department budget is crazy. 90k pickup truck? Go part volunteer would save tons
- 5) Tax increases is just an expected part of owning a home. No one wants it, but it's necessary (and I'm speaking as a home owner). It is understandable in our current situation that taxes need to rise at this point. A few things stand out from this budget. We should not be operating a ferry. The golf course gets a lot of money for a relatively exclusive venue, I don't see how that can be justified in anyway. Things like sidewalks and inclusive spaces like the pool and civic centre should have more work done on the facilities to keep them as places that people want to go to. They are not about making money, they are essential for many in the community and serve all. The Lester centre likewise is a gem (and worthy of being funded as much or more than the golf course).
- 6) How is it that the golf course gets more money than the Lester Centre, while serving less people???

ATTACHMENT #2

Corinne Bomben

From: Scott Woods <patrickscottwoods@gmail.com>
Sent: Tuesday, November 7, 2023 10:24 PM
To: finance
Subject: Regarding the 2024 Proposed Budget

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To whom it may concern,

My name is Scott Woods and I have been a resident of Prince Rupert for almost 3 years. This is the smallest municipality I have lived in and it does seem to need a lot of work. I wish to convey my support for the modest increase in property taxes as part of the 2024 budget. I believe that Prince Rupert faces many pressing issues, and if a modest increase in property taxes will facilitate solutions to these issues it will be well worth it. When the town is not plagued by boil water advisories and constant construction and road work, we will know our investment was worth it. Again, I fully support raising property taxes as a means to generate more revenue, with which we can better solve our community's problems.

Thank you,
Scott Woods

FROM TERRY SAWKA

6

Appendix A:

Attention: R. Miller.

To: Mayor Pond and
City Council:
Public Budget 2024

A number of questions
on the proposed Budget 24

Transportation Page 53

\$130,000 Taxation:

User pay - increase in fees.

Library Page 53

\$27,000.00 Taxation

-surplus

2.

General Operating Page 54

\$ 930,000

Taxation

Last year 3 positions
were created at a cost
to taxpayers.

Put a freeze on new
positions.

General Expense Increase Page 54

\$ 202,000

A result of new positions
increase

Stop hiring for new positions

Human Resources Page 55

\$ 180,000.00

Stop hiring, there is no
more room in the building

3.

Fire

Page 56.

Reserve Pumper.
\$1,300,000.00

The replacement was approved in 2022. The pumper hasn't been ordered and cost has gone up by at least 8% U.S. Who made that decision.

The company that took over American LaFrance still supplies parts for LaFrance Pumps.

Fire

Page 57.

Replacement Command 2
\$90,000.00

It is only 8 years old. My truck is 11 years old and has 100K on it. Drives like new. Better way to spend 90K.

Should not be used to pick up kids of 90 to hockey games.

4.

Fire

page 51.

SCBA Replacement
\$490,000.00

Reserve



Why wasn't this important equipment purchase or replaced over the past years.

Who made that decision.

Fire Hall

Page 59.

The work has to be done about bloody time. These materials didn't just happen. Very little effort has been put forward to maintain this building.

Building
Public Works lease.
\$75,000.00

Page 59

The city has been paying 25K per month on a building lease for almost 3 years. That is almost 1 million dollars of tax payers monies.

Summary of Comments on 2023-11-14 2024 Budget Comments TSawka.pdf

Page: 4

Number: 1 Author: cbomben Subject: Sticky Note Date: 11/20/2023 9:30:03 AM
Replacement is being done in accordance with the time frame recommended

Page 59

A request for 75K for a study. This should have been done before the city signed a lease.

Who made that decision. Would have made a good fire hall.

Policing

page 60.

What is the real cost of the new building;

ie:- purchase / exchange of properties

- cost of services competition data.

- what will happen to the old building

- who is the project engineer

Recreation

Page 61

Second floor

Washroom

Can't use the upper washroom when arena is in use.



Number: 1 Author: cbomben Subject: Sticky Note Date: 11/20/2023 9:31:00 AM

Land: \$1.5M
Removal of building: \$250K
Built so far: \$9M
Remaining Budget: \$17.1M

6.

Real Estate

Page 62.

What dams are talking about. Kloyia or Pain bow lake Dam. These have been there since 1949 when the first mill was built. Does Port Edward has some response when they expand their boundaries.



Real Estate

Page 62

Annual land Purchase.

don't this what Real Estate Agents do?



Civic Improvements

Page 63

3rd / 4th West stairway

This stairway has been there prior to 1960. Very little if any maintenance has been. The tax payers on 4th and 5th deserve better.

Number: 1 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:33:32 PM
Kloyia & Rainbow

Number: 2 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:34:15 PM
The City pays for land it is acquiring. The budget must approve the use of funds for purchases.

7.

Civic Improvements
Water front.

P64

This idea was part of the 2030 vision presentation with joint partner development.

Has anyone took into account ~~how~~ how much more it will cost to run the airport ferry in fuel for the extra mile

Civic Improvements Page 64
3rd Ave / Fulton Traffic Light.
\$315,000.00

Are we the only town/city that has old traffic lights

Vehicles and Mobil Equipment pag 65

Why does it take so long to order mobile equipment resulting in extra cost.

Who makes that decision.

Transportation

P66.

What is the cost of taking the ferry to the airport?

Number: 1 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:35:09 PM
New engines are being put in the airport ferry and will be more fuel efficient

Number: 2 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:35:28 PM
We have not done a survey.

Number: 3 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:36:21 PM
There was no order delay. There has been supply delays resulting in delivery in a different budget year.

Number: 4 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:39:02 PM
\$19 one way. Included in airfare.

8.

Bridge Repairs
6th Ave East

P. 67



About time, but what happened to the monies budgeted for the 2nd Ave bridge

Annual Paving Program P. 67.

Not enough. The work that is done is of poor quality.

The city should apply for a change to its charter and have a 3¢ a liter tax levy.

Would require the city to promote a by-law to the UBCM and forward to the government like Vancouver.

Yes it can be done.

Solid Waste

Page 68.

More taxes on a land fill site hasn't been used in 30 years, didn't the city receive 1 million to put in a construction camp for 250 workers.



Number: 1	Author: cbomben	Subject: Sticky Note	Date: 11/20/2023 3:40:02 PM
Funds budgeted in 2023 for the bridge assessments were used as approved. The 2nd Avenue bridge was included.			
Number: 2	Author: cbomben	Subject: Sticky Note	Date: 11/20/2023 3:40:33 PM
Taxes are not used for the Solid Waste Fund.			

9.

Water

P. 69.

Woodworth Road Protection

- what is the cost of this entire project so far?

Submarine Overland

P. 69.

Line Design

1 million for design, what is the projected building cost?

Water System Master Plan

P. 71.

Wasn't this done prior the the water project started over 4 years ago or has that money already been used up.

Annual Water line repair

P. 72.

\$1,000,000.00

Another tax on the taxpayers of P.R. Didn't we receive money to do these repairs. Looks like double checking.



-
- Number: 1 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:43:16 PM
The Woodworth Road Protection project was proposed for 2023 including replacement of the Shawatlans dock. Total is \$1.2M, of which \$500K is budgeted for 2024
-
- Number: 2 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:45:19 PM
It is listed on the next page - pg. 70, \$14M
-
- Number: 3 Author: cbomben Subject: Sticky Note Date: 11/20/2023 3:52:05 PM
The Water system master plan is for the distribution system not the supply system.
-
- Number: 4 Author: cbomben Subject: Sticky Note Date: 11/20/2023 4:46:16 PM
No we did not receive money for the repairs. Included in the Utility is an annual allocation of fees to conduct replacement. For many years these funds have been needed to repair and replace water pipe that has failed. The grant funds received are to be allocated to planned replacement. The annual water line repair will be for breaks experienced in other areas where planned replacement is not conducted.

10.

Liquid Waste
Wetland Treatment
Plot

P. 72.

What a waste of tax monies.
Unproven technology. Foolish
experiment.

Waste water
SCADA

P. 73.

Waste Water request twice
one for 1.4 million on page 70
second one for \$438,000.00.
Is this the same project?



Hwy Creek Replacement Study P. 74

Another study. Don't we
have people that are capable to
do this. What a waste of
tax monies.



Repairs on Page 75

Doesn't the money received
from the government cover these
repairs ??



-
- ⇒ Number: 1 Author: cbomben Subject: Sticky Note Date: 11/20/2023 4:47:14 PM
Yes, the SCADA project is split between the water and wastewater utilities given the communication system is used for both.
-
- ⇒ Number: 2 Author: cbomben Subject: Sticky Note Date: 11/20/2023 4:47:43 PM
No, we don't. This is a specialty.
-
- ⇒ Number: 3 Author: cbomben Subject: Sticky Note Date: 11/20/2023 4:49:11 PM
Please see same answer as given for the water line repairs. This is for the Wastewater repairs outside of those planned for replacement.

11.

The question that I
have after reading page 8/9,
with the city receiving 65 m.
from the governments, City Hall
continues to down load repair
costs onto the tax payers in
Prine Rupert.



I guess my father was
right, its easy to spend
someone elses money.

So when taxes go up so
does rent, affordable housing

Then so much for that
idea.

Terry Swase.

Number: 1 Author: cbomben Subject: Sticky Note Date: 11/20/2023 4:51:49 PM

The \$65M is for specified water pipe replacement only as identified in the infrastructure replacement plan. Not for repairs that occur throughout the city. This funding will help convert the repair monies budgeted into proactive maintenance once we catch up on replacement of failing piping.



November 16, 2023

Dear council,

On behalf of the Board of Directors of the Prince Rupert Performing Arts Centre Society, we would like to take this opportunity to provide our feedback on the City's draft 2024 budget.

We understand the infrastructure issues facing the City are tremendous and costly, and we applaud your efforts to focus on this problem. When complete, this overhaul of our underground infrastructure will benefit future generations of Rupertites for years to come. We commend your staff's diligence in drafting a budget that balances this infrastructure deficit with minimal cuts to services that we all value.

We especially endorse staff's recommendation to allocate \$220,000 to fix the wall of the main office and replace the roof above the stage. This portion of the roof is well past its expiry date, and we certainly do not want any interior damage as a result of an old roof, especially during a performance. We urge that you approve these line items in the final draft of the budget.

That said, we are disappointed with staff's recommendation that you continue to fund the Lester Centre at the current level of funding for our operational grant. As you know, our current level of funding is \$158,500. While we are very grateful for the support of the City for assistance in funding our day-to-day activities, the reality is this allocation is unsustainable. At this rate, we are barely able to provide salaries and benefits to the two employees at the Lester Centre, and we are concerned that we will not be able to replace these employees in the future when we plan for their succession.

In the past, we were able to rely on a robust cohort of volunteers to help operate the facility, which represented a considerable cost savings for our Society, and for the City. Unfortunately, our stable of volunteers has shrunk considerably, and we struggle to fill volunteer posts for performance nights, at detriment to the audience experience. Part of the reason we have requested the additional funding is to be able to hire 1-2 positions that will help restore this volunteer deficit.

Additionally, we have seen a substantial increase in utility rates over the years, and our operational funding has not increased at the same rate. We have had to delay capital and operational purchases, and we have refrained from allocating a portion of our ticket sales and rental fees into savings. We do not foresee our utility bills decreasing in the future, especially with the inefficient boiler system that currently heats our building.

Overall, we are concerned that, should current levels of operating funding be continued indefinitely, we will be unable to properly staff our building, and as a consequence the audience experience will suffer. Our community takes great pride in the Lester Centre; we certainly do not want that pride to diminish.

With all this in mind, we are revising our initial request for operational funding. We request a 5-year agreement with the City to give us a sense of stability for future planning. Given the current state of City finances and infrastructure, we are revising our original request for the first year of the agreement: instead of the original increase, we would like to reduce that to a 4% increase from last year's amount, in line with a cost-of-living adjustment. The remaining four years in the agreement would be much the same as

our previous request, with a similar 4% increase in funding for each subsequent year. In short, here are the amounts we are requesting for the next five years:

2024: \$164,840
2025: \$220,000
2026: \$228,800
2027: \$237,952
2028: \$247,740

We believe this is a reasonable request to make, which will ensure we are nearer to the operational funding levels of other facilities in our community. The five-year agreement will likewise give us the financial stability we need to ensure that the Lester Centre continues to be a well-run facility now, and for many years into the future.

Thank you in advance for your consideration. Please feel free to reach out if you have any questions, or if you require additional information.

Sincerely yours,

Crystal Lorette
President
Prince Rupert Performing Arts Centre Society

On behalf of the Board of Directors:
Toni Carlson (Secretary-Treasurer)
Amy Dopson (Vice President)
Steve Barre
Kristy Maier
Georgia Riddell
David Tran

Corinne Bomben

From: Brian Musgrave <brianm@citywest.ca>
Sent: Thursday, November 16, 2023 4:15 PM
To: Corinne Bomben
Cc: Herb Pond; 'Jen Silva'
Subject: Discretionary Project vs Non Discretionary - 4th Avenue Stairs -

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

November 16th 2023

Good Afternoon Corinne,

My name is Brian Musgrave of 208 4th Ave West Prince Rupert. I have lived at this address just over 7 years.

First off – as a Business Owner of over 20 years – I know there is never enough budget for everything – this is where priorities kick in.

I also fully respect the current council and administration – you have many challenges – and not an easy task – please keep up the good work.

I was one of the people speak at Council earlier this year regarding the 4th Avenue Stairs – but my concern is not directed at the 4th avenue usage of these stairs but the use for many residents and visitors.

The following items should be considered by Administration – and Council and Mayor.

- #1. After living at my location for over 7 Years – I have learned that this particular Walkway is a Gateway to Many Residents who walk to the downtown core for work and or groceries etc.
- #2. This 4th Avenue Stairway Access is Crucial to the Success of the Cruise ships visiting Prince Rupert – Over 80,000 passengers this year – with that number to increase going forward. Our neighboring Church can be seen from downtown and many visitors in the past and future will access for the 4th avenue stairs from a convenience. Lets not put up more roadblocks.
- #3. We talk about creating more walking access – this is where the 4th Avenue Stairs – should be Non Discretionary vs Discretionary.
- #4. Policing Costs have increased in this area since the stairs have been closed – more theft/vandalism/nuisance etc. this has not been the case prior to this.
- #5. Businesses in the direct vicinity of the stairway have lost revenue with the closure – the downtown business area cannot suffer more losses.
- #6. How can Prince Rupert Present that we need more walkways – and call this Discretionary.

In closing – as a long term taxpayer both business wise and personal wise – I was not happy the way the 4th avenue stairs has been presented for the 2024 budget. It only shows one message in my opinion – why would the taxpayers want to pay a citywide increase of over 1% for 4th Avenue Stairs. This does not provide all the benefits of getting this walkway back in use. If I am a taxpayer with limited knowledge – I would not vote the added costs. Maybe Legacy needs to fill another void.

I am currently out of town until December – but I feel its time that another delegation from the 4th and 5th avenue area appear before council.

Mayor and Council need to read this letter – these funds should have been included in this year’s budget – showing 8.77% increase. As presented we don’t have a chance.

Feel free to contact myself at any time to discuss. brianm@citywest.ca or cell 778-973-1223.

Yours Truly,

Brian Musgrave

Corinne Bomben

From: Prince Rupert Skating Club <PRSkatingclub@hotmail.ca>
Sent: Thursday, November 16, 2023 6:39 PM
To: finance
Cc: Rosamaria Miller
Subject: PR Skating Club Community Enhancement Grant

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To Whom It May Concern,

Upon reviewing the 2024 Budget Reporting Document, we would like to thank you for recommending that the Prince Rupert Skating Club receive a Community Enhancement Grant again this year. We appreciate the in-kind donation as it is essential for renting the ice arena for our annual ice show to end the season. This is where our skaters all showcase what they have learned for their families and the community!

This year, we requested a grant amount of \$1800 which is \$200 more than our request of \$1600 last year; however, it is recommended in the reporting document that we receive \$1600 as per the previous year. The reason we have requested a slightly larger amount is due to the Civic Centre's increase of fees at a rate of 5% each year - we are now in the second consecutive 5 year term of the 5% yearly increases. We have not requested an increase in our Community Enhancement Grant amount for a couple years but have now requested the increase to meet the rising costs of ice rentals to ensure we cover our year-end show rental with the in-kind donation from the grant.

Thank you for your consideration of our grant and your continued support of our year-end ice show,
PRSC

Corinne Bomben

Subject: FW: 3 rd. 4 th WALKWAY.

From: John Paterson <john.paterson2@icloud.com>
Date: November 17, 2023 at 12:01:50 PM PST
To: Veronika Stewart <Veronika.Stewart@princerupert.ca>
Cc: John & Marcia Paterson <jpaterson@citytel.net>
Subject: 3 rd. 4 th WALKWAY.

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Veronica, November 17,2023

It is imperative that money be allocated in this budget ,to repairing our access to the downtown. Longer term , it may make sense to have a yearly budget for all the other stairways that are closed and in disrepair. Our city objective is to ensure this is a walking healthy safe community .

Please ensure the Mayor and Councillors are aware that many citizens are awaiting the reopening of this walkway.,when considering the budget.

BTW, the Closed sign on top of 4 th Ave. has been destroyed by our youth who are frustrated but still use the unsafe path.

Thanks for passing this on ,, I was unable to attend the open sessions.

John Paterson.
1 416 937 0310

Corinne Bomben

From: Lorelle Sunduk <lorellesunduk@gmail.com>
Sent: Friday, November 17, 2023 1:30 PM
To: finance
Subject: Strong Opposition to Proposed 7% Residential Tax Increase and Emphasis on Walkability Projects

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear City Council Members,

I hope this email finds you well. I am writing to express my strong opposition to the proposed 7% residential tax increase and to highlight the urgent need to prioritize walkability projects, specifically the repair of the 4th West stairs. As a concerned resident and taxpayer, I believe it is crucial to voice my stance on this matter, as it directly impacts the overall well-being of our community.

Firstly, I would like to address my concerns about the proposed tax increase. As a resident of this community, I understand the need for adequate funding to support various public services and initiatives. However, a 7% increase in residential taxes would place an overwhelming burden on many individuals and families who are already struggling to make ends meet. Personally, my family has made many sacrifices over the last few years due to the rise in inflation and increased cost of basic things i.e. food and shelter. This proposed increase will have a big impact on our already tight family budget..... It's two weeks of groceries for us! I firmly believe that increasing the residential tax burden by 7% would have severe repercussions on the financial stability of the residents, many of whom are already struggling to meet their daily expenses.

Secondly, I believe there is a strong need to prioritize increased walkability for residents, it is essential to repair and maintain infrastructure such as, but not inclusive to the 4th west stairs. Repairing the stairs will encourage more people to walk to and from the downtown core, alleviating some of the economic burden of owning and operating a vehicle and reducing the pressure on those who require parking downtown. The 4th street stairs and pathway was also widely used by residents who cannot drive (i.e. youth, or those without a personal vehicle). There are certainly very crucial projects, like the water lines which are essential to daily human life, but it is important that we increase walkability and encourage alternative modes of transportation. This will not only benefit individuals in many ways but also contribute to a greener and more sustainable community (less cars, less potholes to fill!).

Thank you for acknowledging my concerns. I am certainly speaking for many people who share in this opposition to the tax increase.

-Lorelle Sunduk

ATTACHMENT #3

2024 - 2028 Financial Plan

By Fund

November 27, 2023

GENERAL OPERATING FUND	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<u>Revenues by Department</u>					
Airport Ferry	1,180,000	1,556,000	1,626,000	1,691,000	1,759,000
Bylaw Enforcement	151,000	154,000	157,000	160,000	160,000
Cemetery	139,000	159,000	164,000	170,000	177,000
Corporate Administration	84,000	84,000	84,000	84,000	84,000
Cow Bay Marina	455,000	501,000	551,000	606,000	626,000
Development Services	555,000	566,000	579,000	592,000	592,000
Economic Development	70,000	70,000	70,000	70,000	70,000
FD 911 Services	79,000	78,000	77,000	76,000	75,000
FD Fire Protective Services	5,000	6,000	6,000	6,000	6,000
Finance	15,000	15,000	15,000	15,000	15,000
Fiscal Revenues	9,566,000	8,368,000	8,164,000	8,157,000	8,288,000
Information Technology	1,000	1,000	1,000	1,000	1,000
PW Engineering	5,000	5,000	5,000	5,000	5,000
PW Common Costs	70,000	71,000	72,000	73,000	74,000
RCMP	145,000	147,000	149,000	151,000	154,000
Rec. Centre Arena	261,000	265,000	269,000	273,000	277,000
Rec. Centre Civic Centre	362,000	377,000	386,000	403,000	421,000
Rec. Centre Community Services	3,000	15,000	15,000	15,000	15,000
Rec. Centre Pool	523,000	533,000	543,000	553,000	563,000
Transit	201,000	207,000	213,000	219,000	226,000
Victim Services	113,000	77,000	77,000	77,000	77,000
Watson Island	400,000	400,000	400,000	400,000	400,000
Subtotal	14,383,000	13,655,000	13,623,000	13,797,000	14,065,000
Property Taxes (existing)	26,007,000	27,797,000	29,352,000	29,947,000	30,709,000
Property Tax Increase (Decrease) - Non-market change	73,000	-	-	-	-
Property Tax Increase (Decrease)	1,717,000	1,555,000	595,000	762,000	661,000
Total Operating Revenues	42,180,000	43,007,000	43,570,000	44,506,000	45,435,000
PR Legacy Inc contributions- Capital Works	178,000	-	-	-	-
PR Legacy Inc contributions- Capital Purchases	547,000	-	-	-	-
Conditional Project Grants - Capital Purchases	10,783,000	-	-	-	-
Appropriated Reserves - Capital Works	2,105,000	-	-	-	-
Appropriated Reserves - Capital Purchases	3,902,000	-	-	-	-
Appropriated Surplus - Capital Purchases	145,000	-	-	-	-
Appropriated Surplus - Capital Works	35,000	-	-	-	-
PR Legacy Inc contributions- Special Projects	147,000	-	-	-	-
Appropriated Surplus - Special Projects	80,000	-	-	-	-
Conditional Project Grants - Special Projects	385,000	-	-	-	-
Loans from MFA - Capital Purchases	16,920,000	1,300,000	-	-	-
Total Capital Revenues	35,227,000	1,300,000	-	-	-
Total General Operating Fund Revenues	77,407,000	44,307,000	43,570,000	44,506,000	45,435,000

2024 - 2028 Financial Plan

By Fund

November 27, 2023

GENERAL OPERATING FUND	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<u>Expenditures by Department</u>					
Airport Ferry	2,375,000	2,830,000	2,898,000	3,008,000	3,132,000
Bylaw Enforcement	445,000	441,000	446,000	452,000	446,000
Cemetery	323,000	329,000	334,000	340,000	345,000
Civic Properties	520,000	528,000	536,000	544,000	552,000
Corporate Administration	1,193,000	1,213,000	1,237,000	1,261,000	1,285,000
Cow Bay Marina	450,000	468,000	487,000	507,000	525,000
Development Services	1,195,000	1,217,000	1,237,000	1,259,000	1,293,000
Economic Development	254,000	262,000	267,000	272,000	276,000
FD 911 Services	673,000	686,000	700,000	713,000	728,000
FD Fire Protective Services	5,447,000	5,589,000	5,727,000	5,870,000	6,010,000
FD Emergency Measures	31,000	31,000	31,000	31,000	31,000
Finance	1,346,000	1,198,000	1,221,000	1,245,000	1,270,000
Finance Cost Allocation	(470,000)	(522,000)	(573,000)	(627,000)	(658,000)
Fiscal Expenditures	3,524,000	4,620,000	4,315,000	4,341,000	4,367,000
Governance	432,000	452,000	468,000	484,000	501,000
Grants in Aid to Community Partners	1,868,000	1,937,000	1,986,000	2,036,000	2,088,000
Human Resources	492,000	502,000	513,000	524,000	535,000
Information Technology	802,000	815,000	828,000	841,000	854,000
Parks	1,323,000	1,327,000	1,349,000	1,371,000	1,394,000
PW Engineering	850,000	877,000	895,000	913,000	930,000
PW Common Costs	5,395,000	5,544,000	5,699,000	5,859,000	6,026,000
Allocation of PW Common Cost	(5,341,000)	(5,307,000)	(5,423,000)	(5,534,000)	(5,664,000)
PW Vehicles	1,778,000	1,839,000	1,870,000	1,902,000	1,933,000
Allocation of PW Vehicles	(1,778,000)	(1,839,000)	(1,870,000)	(1,902,000)	(1,933,000)
RCMP	7,355,000	7,509,000	7,692,000	7,880,000	8,065,000
Rec. Centre Arena	573,000	572,000	581,000	594,000	604,000
Rec. Centre Civic Centre	2,135,000	2,195,000	2,246,000	2,296,000	2,331,000
Rec. Centre Community Services	4,000	4,000	4,000	4,000	4,000
Rec. Centre Pool	1,550,000	1,593,000	1,634,000	1,668,000	1,690,000
Roads	2,534,000	2,624,000	2,747,000	2,822,000	2,900,000
Transit	854,000	974,000	985,000	1,025,000	1,064,000
Victim Services	221,000	224,000	228,000	232,000	236,000
Watson Island	400,000	400,000	400,000	400,000	400,000
Transfer to Reserves (Interest, RCMP Loan)	535,000	200,000	200,000	200,000	200,000
Transfer to General Capital Reserves	1,517,000	400,000	400,000	400,000	400,000
Total Operating Expenses	40,805,000	41,732,000	42,295,000	43,231,000	44,160,000
Provision for Special Projects	637,000	25,000	25,000	25,000	25,000
Provision for Capital Purchases	32,547,000	1,400,000	100,000	100,000	100,000
Provision for Capital Works	3,418,000	1,150,000	1,150,000	1,150,000	1,150,000
Total Capital Expenses	36,602,000	2,575,000	1,275,000	1,275,000	1,275,000
Total Operating Fund Expenditures	77,407,000	44,307,000	43,570,000	44,506,000	45,435,000
Surplus(Deficit)	-	-	-	-	-

2024 - 2028 Financial Plan
By Fund
November 27, 2023

UTILTY OPERATING FUNDS	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Sanitary and Storm Sewer					
Operating Revenues	2,872,000	3,240,000	4,772,000	5,071,000	5,525,000
Grants	12,700,000	15,120,000	7,500,000	456,000	-
Appropriated Surplus - Cap Works	3,938,000	1,400,000	-	-	-
Loans from MFA	13,000,000	13,000,000	16,000,000	-	-
Funding from Reserves	150,000	-	-	-	-
Capital Works	(31,088,000)	(30,275,000)	(24,775,000)	(775,000)	(750,000)
Revenue for operations	1,572,000	2,485,000	3,497,000	4,752,000	4,775,000
Expenditures	1,572,000	2,485,000	3,497,000	4,752,000	4,775,000
Surplus (Deficit)	-	-	-	-	-
Water					
Operating Revenues	5,574,000	4,689,000	5,058,000	5,455,000	5,833,000
Grants	50,000,000	50,000,000	23,410,000	7,440,000	-
PR Legacy Inc contributions	500,000	-	-	-	-
Loans from MFA	5,750,000	1,250,000	-	10,560,000	15,000,000
Funding from Reserves	12,590,000	-	-	-	-
Capital Purchases	(190,000)	-	-	-	-
Capital Works	(69,650,000)	(52,000,000)	(24,160,000)	(18,750,000)	(15,750,000)
Revenue for operations	4,574,000	3,939,000	4,308,000	4,705,000	5,083,000
Expenditures	4,574,000	3,939,000	4,308,000	4,705,000	5,083,000
Surplus (Deficit)	-	-	-	-	-
Solid Waste					
Operating Revenues	5,767,000	5,854,000	5,949,000	6,046,000	6,156,000
Appropriated Surplus - Cap Works	125,000	-	-	-	-
Funding from Accruals - CW	2,750,000	-	-	-	-
Funding from Reserves	1,760,000	-	-	-	-
Capital Purchases	(310,000)	-	-	-	-
Capital Works	(4,370,000)	(45,000)	(48,000)	(51,000)	(54,000)
Revenue for operations	5,722,000	5,809,000	5,901,000	5,995,000	6,102,000
Expenditures	5,722,000	5,809,000	5,901,000	5,995,000	6,102,000
Surplus (Deficit)	-	-	-	-	-