



## **COMMITTEE OF THE WHOLE**

For the **COMMITTEE OF THE WHOLE MEETING** of Council to be held on April 24, 2023, at 7:00 pm in the Council Chambers of City Hall, 424 – 3<sup>rd</sup> 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 April 24, 2023, be adopted as circulated.

### **3. PETITIONS & DELEGATIONS**

- i. Chantal Cornwall Re: Pawz United Rescue Society ("PURS")
- ii. 2023 Proposed Budget

**Recommendation:**

THAT Council recommend the inclusion of a 12.5% property tax increase to balance the 2023 budget;

AND THAT Council approves the budget as presented.

### **4. QUESTIONS AND INQUIRIES FROM MEMBERS OF COUNCIL**

### **5. ADJOURNMENT**



## **REPORT TO COUNCIL**

Committee of the Whole

**DATE:** April 24, 2023  
**TO:** Robert Buchan, City Manager  
**FROM:** Corinne Bomben, Chief Financial Officer

**SUBJECT: 2023 BUDGET DIRECTION**

---

### **RECOMMENDATION:**

**THAT Council recommend the inclusion of a 12.5% tax increase to balance the 2023 Budget.**

### **REASON FOR REPORT:**

On March 22, 2023 Council was requested to postpone direction on the city's 2023 Budget until after public feedback was obtained and final BC Assessment numbers were received. 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 fiscal year. The budget included a recommendation to increase the tax rate (initially) by 15.7% to balance the budget. These documents, were made available for the public. To encourage further public interaction with the budget, a budget simulator was used for a third year in a row. The public was advised to contact the City with any feedback on the budget in addition to any obtained through the simulator.

## **Budget update**

After the March 22, 2023 Council meeting, staff were able to incorporate changes that reduced the operating deficit and the associated tax increase to 12.5%. Staff have also made changes to the work plan within the Water and Sewer Utility. All of the final requests for Capital, Special Projects, the Operating and Utility Funds are attached in Appendix B, however for ease of reference, identification of the changes are as follows:

Park Avenue Water Repair Paving has been removed from the Water Utility and is incorporated in the paving budget. The reason for this is the work was previously proposed to be paid out of surplus, however there is not enough water surplus available to absorb this work this year. The increased water breaks experienced in 2022 resulted in a deficit that was absorbed by remaining surplus in the fund, however it is near zero now.

Shawatlans Rd. Water Line was initially proposed at \$10M, however the works will expand up to the City's reservoir and so the budget is revised to be \$20M, still funded entirely by the Provincial grant.

Rehab and relocate 1<sup>st</sup> Ave E Water Main was budgeted at \$2.1M, and is revised at \$1.4M. The balance is to go towards related Sewer Main works in the area where the replacement is occurring. This has been added as a separate item in the Wastewater Capital section now called Sewer Main Relocation 1<sup>st</sup> Ave E in the amount of \$700K, funded \$400K from Wastewater surplus and \$300K from the Liquid Waste Asset Management Reserve.

A final item added to the Wastewater Capital section is In-tandem Sewer Pipe Replacement in the amount of \$20M funded through borrowing. Should Council approve the budget, staff will then begin the borrowing bylaw process. There is no current year cost associated however borrowing for these works will likely necessitate a utility fee increase. The justification for this project is attached in Appendix A.

## Simulation Results

The simulation was open for four weeks and the data received is attached. This year we received 21 budget submissions (28 in 2022). There were 851 page views (1,696 page views in 2022) with an average time on the site of 7 minutes (16 minutes in 2022).

Following is a summarization of the data:

### Revenue

*Property Taxes* – Approximately 2/3 indicated they were fine leaving the property tax increase unchanged and just over 1/3 indicated wanting a decrease. The average submitted was a reduction in the property tax increase from \$2,611K to \$2,094K for an average change submitted of -19% of the proposed budget.

*Fees & Charges* – Nearly 90% of respondents are fine with fees and charges as presented with the remainder in favour of fee increases. Of this group respondents were in favour of increasing Airport Ferry fees and charges. Average submitted change is +0.6% the budgeted amount in this category.

*Debt* – 10% of respondents indicated favouring an increase and decrease in debt funding, with 83% not changing the debt funding the capital items in the budget. Average submitted change is -0.1%.

### Expenses

*General Administrative Services* – Approximately 20% of respondents would decrease this category. The average submitted change is -3.47% the proposed budgeted amount. The highest area of interaction was in Cemetery, Corporate Administration, and Economic Development.

*Transportation Services* – Approximately 2/3 of respondents would leave this category. The largest response was in the airport ferry with 42% of respondents decreasing funding in this department. Average submitted change is -5% the proposed budget.

*Community Grants* – Approximately 25% of respondents would change the budget but only 17% of respondents would increase the budget. The average submitted change is -4% the proposed budget.

*Recreation Services* – 2/3 of respondents would not change the budget with only 18% being willing to increase the budget. Average submitted change to the proposed budget is -0.40%.

*Public Safety* – 25% of respondents would decrease the Public Safety budget. Of responses, 31% would decrease the RCMP budget and 41% would decrease the Fire Service budget. The average submitted change is -6% the city's proposed budget.

*Special Projects* – 20% of respondents would decrease the Special Projects budget. The average submitted change is -5.4% the budget.

*Capital Reserve Transfer* – 83% of respondents are fine with the Transfer to Capital Reserves with 17% of respondents indicating they would increase it. The average submission is +50% higher than the proposed budget.

This year as in last year Transportation was the top expense responders increased, and Public Safety was the top expense decreased.

A question was posed to those who submitted a simulation and 19 of 21 respondents said they were willing to reduce non-essential service levels to reduce the proposed tax increase.

Excluding the information obtained from the public through the simulation, staff received one written comment from the community indicating acceptance of a single digit tax increase but opposed to a double-digit tax increase.

**CONCLUSION:**

With the information provided from the public and the information provided by staff to maintain service levels, Council is asked to refer its decision on the proposed budget to the Regular Meeting of Council today, April 24, 2023 so staff may prepare the Five Year Financial Plan Bylaw and related Tax Rate Bylaw which must be adopted by May 12, 2023.

**Report Prepared By:**

**Report Reviewed By:**

---

Corinne Bomben,  
Chief Financial Officer

---

Robert Buchan,  
City Manager

**Attachment:**

- Appendix A – Justification addition
- Appendix B – Proposed Five Year Financial Plan, 2023 Capital Projects, 2023 Special Projects
- Appendix C – Simulation Results

# APPENDIX A

**Category:**        **Wastewater**

**Title:**            **In-tandem Sewer Pipe Replacement**

---

**Justification:**

The scope of asset replacement the City completes will ultimately depend on funding and capacity for implementation. The IRS and Constructability Assessment identified \$130M of high-priority water main replacement and \$54-74M storm and sewer main replacement, not including services.

Given the extensive costs associated with replacing any underground utility and the risks associated with the condition across the City, an integrated approach would result in greater efficiency in the use of public and grant funds. Staff believe this will result in less disruption to residents and businesses over time while addressing risks associated with the failure of not only water assets but also sanitary, stormwater, and transportation assets.

Staff have secured 50% of the required water funding from the Provincial Government at \$65M and is working diligently at achieving the second half from the Federal Government. Further, in working with the Federal Government, staff are trying to secure additional funding for our storm and sewer assets identified by the IRS. However, this will require the City to contribute a fair share. Therefore, we are seeking a borrowing Bylaw of \$20M to contribute to the program.

Asset Cost	Reserve/Surplus	Borrow	Grant	Dividend/Accrual	Utility Fee	Taxation
20,000,000	0	20,000,000	0	0	0	0

---



## **APPENDIX B**

## 2023 - 2027 Financial Plan By Fund

GENERAL OPERATING FUND	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
<b><u>Revenues by Department</u></b>					
Airport Ferry	1,400,000	1,527,000	1,566,000	1,598,000	1,630,000
Cemetery	134,000	154,000	159,000	164,000	170,000
Corporate Administration	84,000	84,000	84,000	84,000	84,000
Cow Bay Marina	413,000	417,000	421,000	425,000	443,000
Development Services	626,000	639,000	652,000	665,000	665,000
Economic Development	70,000	70,000	70,000	70,000	70,000
FD 911 Services	84,000	82,000	80,000	78,000	76,000
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	8,146,000	7,802,000	7,380,000	7,340,000	7,453,000
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	242,000	246,000	250,000	254,000	258,000
Rec. Centre Civic Centre	298,000	310,000	317,000	330,000	343,000
Rec. Centre Community Services	3,000	15,000	15,000	15,000	15,000
Rec. Centre Pool	409,000	418,000	427,000	436,000	445,000
Transit	175,000	180,000	185,000	191,000	197,000
Victim Services	84,000	77,000	77,000	77,000	77,000
Watson Island	400,000	400,000	400,000	400,000	400,000
<b>Subtotal</b>	<b>12,809,000</b>	<b>12,666,000</b>	<b>12,331,000</b>	<b>12,378,000</b>	<b>12,581,000</b>
Property Taxes (existing)	23,621,000	26,138,000	27,598,000	28,959,000	29,700,000
Property Tax Increase (Decrease) - Non-market change	(90,000)	-	-	-	-
Property Tax Increase (Decrease)	2,607,000	1,460,000	1,361,000	741,000	649,000
Appropriated Surplus - COVID 19 Safe Restart Grant	403,000	-	-	-	-
<b>Total Operating Revenues</b>	<b>39,350,000</b>	<b>40,264,000</b>	<b>41,290,000</b>	<b>42,078,000</b>	<b>42,930,000</b>
PR Legacy Inc contributions- Capital Works	178,000	-	-	-	-
PR Legacy Inc contributions- Capital Purchases	2,472,000	-	-	-	-
Conditional Project Grants - Capital Purchases	11,673,000	-	-	-	-
Appropriated Reserves - Capital Works	510,000	-	-	-	-
Appropriated Reserves - Capital Purchases	3,035,000	-	-	-	-
Appropriated Surplus - Capital Purchases	315,000	-	-	-	-
Appropriated Surplus - Capital Works	85,000	-	-	-	-
PR Legacy Inc contributions- Special Projects	272,000	-	-	-	-
Appropriated Surplus - Special Projects	203,000	-	-	-	-
Conditional Project Grants - Special Projects	456,000	-	-	-	-
Loans from MFA - Capital Purchases	26,600,000	-	-	-	-
<b>Total Capital Revenues</b>	<b>45,799,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total General Operating Fund Revenues</b>	<b>85,149,000</b>	<b>40,264,000</b>	<b>41,290,000</b>	<b>42,078,000</b>	<b>42,930,000</b>

## 2023 - 2027 Financial Plan By Fund

GENERAL OPERATING FUND	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
<b><u>Expenditures by Department</u></b>					
Airport Ferry	2,526,000	2,597,000	2,804,000	2,926,000	3,062,000
Cemetery	313,000	323,000	329,000	334,000	339,000
Civic Properties	451,000	489,000	496,000	504,000	512,000
Corporate Administration	1,347,000	1,397,000	1,424,000	1,452,000	1,481,000
Cow Bay Marina	403,000	412,000	416,000	420,000	448,000
Development Services	1,526,000	1,562,000	1,589,000	1,616,000	1,628,000
Economic Development	226,000	239,000	243,000	246,000	250,000
FD 911 Services	651,000	681,000	694,000	708,000	721,000
FD Fire Protective Services	4,479,000	4,655,000	4,750,000	4,847,000	4,941,000
FD Emergency Measures	29,000	30,000	30,000	30,000	30,000
Finance	1,144,000	1,187,000	1,211,000	1,235,000	1,260,000
Finance Cost Allocation	(470,000)	(522,000)	(573,000)	(627,000)	(658,000)
Fiscal Expenditures	4,351,000	4,789,000	5,065,000	5,076,000	5,147,000
Governance	414,000	433,000	449,000	465,000	482,000
Grants in Aid to Community Partners	1,841,000	1,892,000	1,923,000	1,954,000	1,985,000
Information Technology	667,000	735,000	747,000	760,000	773,000
Parks	1,303,000	1,342,000	1,364,000	1,387,000	1,409,000
PW Engineering	611,000	649,000	663,000	675,000	690,000
PW Common Costs	5,222,000	5,407,000	5,549,000	5,697,000	5,849,000
Allocation of PW Common Cost	(4,915,000)	(5,123,000)	(5,239,000)	(5,346,000)	(5,472,000)
PW Vehicles	1,746,000	1,819,000	1,850,000	1,882,000	1,913,000
Allocation of PW Vehicles	(1,746,000)	(1,819,000)	(1,850,000)	(1,882,000)	(1,913,000)
RCMP	6,907,000	7,076,000	7,250,000	7,427,000	7,603,000
Rec. Centre Arena	522,000	558,000	572,000	583,000	593,000
Rec. Centre Civic Centre	1,958,000	2,043,000	2,089,000	2,136,000	2,169,000
Rec. Centre Community Services	3,000	3,000	3,000	3,000	3,000
Rec. Centre Pool	1,510,000	1,560,000	1,601,000	1,636,000	1,657,000
Roads	2,407,000	2,484,000	2,534,000	2,585,000	2,637,000
Transit	719,000	888,000	976,000	1,015,000	1,054,000
Victim Services	174,000	178,000	181,000	184,000	187,000
Watson Island	400,000	400,000	400,000	400,000	400,000
Transfer to Reserves (Interest, RCMP Loan)	679,000	200,000	200,000	200,000	200,000
Transfer to General Capital Reserves	400,000	400,000	400,000	400,000	400,000
<b>Total Operating Expenses</b>	<b>37,798,000</b>	<b>38,964,000</b>	<b>40,140,000</b>	<b>40,928,000</b>	<b>41,780,000</b>
Provision for Special Projects	931,000	-	-	-	-
Provision for Capital Purchases	44,547,000	-	-	-	-
Provision for Capital Works	1,873,000	1,300,000	1,150,000	1,150,000	1,150,000
<b>Total Capital Expenses</b>	<b>47,351,000</b>	<b>1,300,000</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>1,150,000</b>
<b>Total Operating Fund Expenditures</b>	<b>85,149,000</b>	<b>40,264,000</b>	<b>41,290,000</b>	<b>42,078,000</b>	<b>42,930,000</b>
<b>Surplus(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2023 - 2027 Financial Plan By Fund

UTILITY OPERATING FUNDS	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
<b>Sewer</b>					
Operating Revenues	2,764,000	3,509,000	3,580,000	3,652,000	3,726,000
Grants	4,750,000	-	-	-	-
Appropriated Surplus - Cap Works	4,980,000	-	-	-	-
Loans from MFA	20,000,000	-	-	-	-
Funding from Reserves	450,000	-	-	-	-
Capital Works	(31,555,000)	(775,000)	(798,000)	(822,000)	(847,000)
Revenue for operations	1,389,000	2,734,000	2,782,000	2,830,000	2,879,000
Expenditures	1,389,000	2,734,000	2,782,000	2,830,000	2,879,000
Surplus (Deficit)	-	-	-	-	-
<b>Water</b>					
Operating Revenues	3,187,000	4,202,000	4,723,000	5,357,000	5,458,000
Grants	31,269,000	-	-	-	-
PR Legacy Inc contributions	2,409,000	746,000	746,000	746,000	746,000
Loans from MFA	5,000,000	15,000,000	6,000,000	-	-
Funding from Reserves	8,365,000	-	4,000,000	-	-
Capital Works	(46,319,000)	(15,750,000)	(10,750,000)	(750,000)	(750,000)
Revenue for operations	3,746,000	4,198,000	4,719,000	5,353,000	5,454,000
Expenditures	3,746,000	4,198,000	4,719,000	5,353,000	5,454,000
Surplus (Deficit)	-	-	-	-	-
<b>Solid Waste</b>					
Operating Revenues	8,864,000	5,364,000	5,467,000	5,576,000	5,687,000
Funding from Accruals - CW	2,400,000	-	-	-	-
Loans from MFA	1,489,000	-	-	-	-
Funding from Reserves	1,797,000	-	-	-	-
Capital Purchases	(1,786,000)	-	-	-	-
Capital Works	(4,000,000)	-	-	-	-
Revenue for operations	8,764,000	5,364,000	5,467,000	5,576,000	5,687,000
Expenditures	8,764,000	5,364,000	5,467,000	5,576,000	5,687,000
Surplus (Deficit)	-	-	-	-	-

## Capital Budget - Project Requests

Description	Asset	Reserve/ Surplus	Borrow	Grant	Dividend/ Accrual	Utility	Taxation
<b>Fire</b>							
New Firehall Building Design	350,000	(175,000)	-	(175,000)	-	-	-
Reserve Pumper	1,300,000	-	(1,300,000)	-	-	-	-
<b>Category Totals</b>	<b>1,650,000</b>	<b>(175,000)</b>	<b>(1,300,000)</b>	<b>(175,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Building</b>							
City Hall - Boiler replacement and HVAC	450,000	(327,000)	-	(123,000)	-	-	-
Lester Centre - Roof design	40,000	(40,000)	-	-	-	-	-
Library - Heating Controls assessment and improvements	50,000	(50,000)	-	-	-	-	-
CN Building Revitalization	2,020,000	(1,720,000)	-	(300,000)	-	-	-
Canfisco Warehouse Roof Improvements	150,000	-	-	-	(150,000)	-	-
Public Works Chamberlin Rd Leasehold Improvement	2,000,000	-	-	-	(2,000,000)	-	-
<b>Category Totals</b>	<b>4,710,000</b>	<b>(2,137,000)</b>	<b>-</b>	<b>(423,000)</b>	<b>(2,150,000)</b>	<b>-</b>	<b>-</b>
<b>Policing</b>							
New detachment	26,100,000	(1,100,000)	(25,000,000)	-	-	-	-
Victim Services Vehicle	42,000	-	-	(42,000)	-	-	-
<b>Category Totals</b>	<b>26,142,000</b>	<b>(1,100,000)</b>	<b>(25,000,000)</b>	<b>(42,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Recreation</b>							
Civic - Upstairs washroom accessibility upgrade	155,000	-	-	(143,000)	(12,000)	-	-
Misc Recreation capital	100,000	-	-	-	-	-	(100,000)
<b>Category Totals</b>	<b>255,000</b>	<b>-</b>	<b>-</b>	<b>(143,000)</b>	<b>(12,000)</b>	<b>-</b>	<b>(100,000)</b>
<b>Real Estate</b>							
Annual land purchase	50,000	(50,000)	-	-	-	-	-
Watson Island Power	35,000	-	-	-	(35,000)	-	-
Watson Island dam maintenance	100,000	-	-	-	(100,000)	-	-
<b>Category Totals</b>	<b>185,000</b>	<b>(50,000)</b>	<b>-</b>	<b>-</b>	<b>(135,000)</b>	<b>-</b>	<b>-</b>

## Capital Budget - Project Requests

Description	Asset	Reserve/ Surplus	Borrow	Grant	Dividend/ Accrual	Utility	Taxation
<b>Civic Improvements</b>							
Streetlight Replacement Program	50,000	-	-	-	(25,000)	-	(25,000)
Waterfront development	10,890,000	-	-	(10,890,000)	-	-	-
3rd Ave and Fulton Traffic Light	150,000	-	-	-	(150,000)	-	-
Complete Controlled access to PW							
Yard with Cameras	38,000	-	-	-	(38,000)	-	-
Eidsvick Park Renewal	50,000	(50,000)	-	-	-	-	-
McBride Sport Court	35,000	(35,000)	-	-	-	-	-
<b>Category Totals</b>	<b>11,213,000</b>	<b>(85,000)</b>	<b>-</b>	<b>(10,890,000)</b>	<b>(213,000)</b>	<b>-</b>	<b>(25,000)</b>
<b>Transportation</b>							
Bridge Repairs - 6th Ave E	450,000	(310,000)	-	-	(140,000)	-	-
Bridge Repairs - 2nd Ave W	200,000	(200,000)	-	-	-	-	-
Sidewalk Program	100,000	-	-	-	-	-	(100,000)
Annual Paving Program	1,000,000	-	-	-	-	-	(1,000,000)
<b>Category Totals</b>	<b>1,750,000</b>	<b>(510,000)</b>	<b>-</b>	<b>-</b>	<b>(140,000)</b>	<b>-</b>	<b>(1,100,000)</b>
<b>Vehicles and Mobile Equipment</b>							
Single Axle Dump Truck with Sander/Plow	315,000	(15,000)	(300,000)	-	-	-	-
GPS Truck System	50,000	(50,000)	-	-	-	-	-
Skid Steer	150,000	(150,000)	-	-	-	-	-
F550 Tow Vehicle for Water Line Equipment	165,000	(165,000)	-	-	-	-	-
F550 Garbage Truck - Commercial Collection	297,000	(297,000)	-	-	-	-	-
Landfill Dozer	839,000	-	(839,000)	-	-	-	-
Landfill Excavator for Recycling site	250,000	-	(250,000)	-	-	-	-
Buy-out of Leased Residential Collection Truck	400,000	-	(400,000)	-	-	-	-
<b>Category Totals</b>	<b>2,466,000</b>	<b>(677,000)</b>	<b>(1,789,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Capital Budget - Project Requests

Description	Asset	Reserve/ Surplus	Borrow	Grant	Dividend/ Accrual	Utility	Taxation
<b>Solid Waste</b>							
Wantage Road landfill closure	100,000	-	-	-	-	(100,000)	-
Landfill Cell Closure - West Berm							
Engineering	200,000	-	-	-	(200,000)	-	-
Landfill Cell Closure	2,200,000	-	-	-	(2,200,000)	-	-
New Landfill Cell	1,500,000	(1,500,000)	-	-	-	-	-
<b>Category Totals</b>	<b>4,000,000</b>	<b>(1,500,000)</b>	<b>-</b>	<b>-</b>	<b>(2,400,000)</b>	<b>(100,000)</b>	<b>-</b>
<b>Water</b>							
Woodworth Dam Replacement	400,000	-	-	-	(400,000)	-	-
Woodworth Road Protection and Dock	700,000	-	-	-	(700,000)	-	-
Water Treatment Facility Engineering							
Design	2,869,000	(2,869,000)	-	-	-	-	-
Submarine/overland line Engineering							
Design	2,000,000	(2,000,000)	-	-	-	-	-
Submarine/overland line Construction	12,000,000	(2,131,000)	-	(9,869,000)	-	-	-
SCADA Upgrade - Water	1,112,000	(1,112,000)	-	-	-	-	-
SCADA Upgrade - Water Carry forward	88,000	(88,000)	-	-	-	-	-
IRS Design Works	4,750,000	-	(4,750,000)	-	-	-	-
Water System Master Plan	250,000	-	(250,000)	-	-	-	-
Shawatlans Rd Water Line	20,000,000	-	-	(20,000,000)	-	-	-
Rehab and relocate 1st Ave E water main	1,400,000	-	-	(1,400,000)	-	-	-
Annual Water line replacement	750,000	-	-	-	-	(750,000)	-
<b>Category Totals</b>	<b>46,319,000</b>	<b>(8,200,000)</b>	<b>(5,000,000)</b>	<b>(31,269,000)</b>	<b>(1,100,000)</b>	<b>(750,000)</b>	<b>-</b>
<b>Wastewater</b>							
Liquid Waste Management Plan							
Engineering & Design	250,000	-	-	(250,000)	-	-	-
Liquid Waste Management Pilot Plant	6,000,000	(1,500,000)	-	(4,500,000)	-	-	-
SCADA upgrade	1,000,000	(1,000,000)	-	-	-	-	-
Hays Creek Replacement Study	100,000	(100,000)	-	-	-	-	-
Industrial Park Treatment Plant							
Upgrade (engineering)	150,000	(150,000)	-	-	-	-	-
Ongoing Outfall Camera Program	25,000	-	-	-	-	(25,000)	-
Outfall Repairs - Outfall L	1,080,000	(1,080,000)	-	-	-	-	-
Outfall Repairs - Outfall J to I	1,500,000	(900,000)	-	-	-	(600,000)	-
Sewer Main Relocation 1st Ave E	700,000	(700,000)	-	-	-	-	-
In-tandem Sewer Main Replacement	20,000,000	-	(20,000,000)	-	-	-	-
Annual Wastewater line replacement	750,000	-	-	-	-	(750,000)	-
<b>Category Totals</b>	<b>31,555,000</b>	<b>(5,430,000)</b>	<b>(20,000,000)</b>	<b>(4,750,000)</b>	<b>-</b>	<b>(1,375,000)</b>	<b>-</b>
<b>GRAND TOTAL - Capital Projects</b>	<b>130,245,000</b>	<b>(19,864,000)</b>	<b>(53,089,000)</b>	<b>(47,692,000)</b>	<b>(6,150,000)</b>	<b>(2,225,000)</b>	<b>(1,225,000)</b>

## General Budget - Special Project Requests

Description	Cost	Reserve/ Surplus	Borrow	Grant	Dividend/ Accrual	Utility	Taxation
<b>Fire</b>							
Upgrade to UHF radio system	200,000	(40,000)	-	(160,000)	-	-	-
Miscellaneous equipment and training	30,000	-	-	-	(30,000)	-	-
<b>Category Totals</b>	230,000	(40,000)	-	(160,000)	(30,000)	-	-
<b>Policing</b>							
Situation Tables	43,000	-	-	(43,000)	-	-	-
PRIME training	7,000	-	-	-	(7,000)	-	-
<b>Category Totals</b>	50,000	-	-	(43,000)	(7,000)	-	-
<b>Civic Improvements</b>							
Parks and Open Space Master Plan	59,000	(59,000)	-	-	-	-	-
Downtown Revitalization & Asset Management	160,000	-	-	(50,000)	(110,000)	-	-
Annual Asset Management Spending	25,000	-	-	-	(25,000)	-	-
<b>Category Totals</b>	244,000	(59,000)	-	(50,000)	(135,000)	-	-
<b>Vehicles and Mobile Equipment</b>							
Fleet Management Report	25,000	(25,000)	-	-	-	-	-
Zamboni engine replacement	30,000	-	-	-	(30,000)	-	-
Fitness equipment for gym at Recreation	10,000	-	-	-	(10,000)	-	-
<b>Category Totals</b>	65,000	(25,000)	-	-	(40,000)	-	-
<b>Transportation</b>							
Transportation Strategy	29,000	(29,000)	-	-	-	-	-
Electric Vehicle Charging stations	25,000	-	-	(25,000)	-	-	-
<b>Category Totals</b>	54,000	(29,000)	-	(25,000)	-	-	-
<b>Human resources</b>							
Public Works HR Assessment Report	10,000	-	-	-	(10,000)	-	-
Safe Work Procedures, Field Hazard Assessment & Training	100,000	(50,000)	-	-	(50,000)	-	-
<b>Category Totals</b>	110,000	(50,000)	-	-	(60,000)	-	-
<b>Planning</b>							
Climate Action Plan	93,000	-	-	(93,000)	-	-	-
Social Development Plan	25,000	-	-	(25,000)	-	-	-
Prince Rupert Community Efficiency Financing Feasibility Study	60,000	-	-	(60,000)	-	-	-
<b>Category Totals</b>	178,000	-	-	(178,000)	-	-	-
<b>Grand Total - Special Projects</b>	931,000	(203,000)	-	(456,000)	(272,000)	-	-



## APPENDIX C



## 2023 Budget Simulation Results

Category

Top Categories Affected

Total Budget Submission

Fees and Charges Revenue

General Administrative Services

Transportation

Community Grants

Recreation Services

Public Safety

Comments

## 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																		
	\$ 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	Total More Details Clicks		% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged		
Category Name																		Of Respondents
Property Taxes	\$517,023.00	\$0.00	-\$517,023.00	\$25,931,976.00		\$26,199,000.00		121	81	10			0.00%	36.91%	36.91%	63.10%		approx 2/3 fine with budget
Fees and Charges *	\$1,428.00	\$21,411.00	\$19,788.00	\$3,840,788.00		\$3,821,000.00		59	60	37			10.96%	4.10%	11.79%	88.21%		approx 90% fine with budget
Grants	\$0.00	\$0.00	\$0.00	\$18,211,000.00		\$18,211,000.00				15			0%	0%	0%	100%		Could not change
Debt	\$24,182.00	\$96,727.00	\$66,500.00	\$26,666,500.00		\$26,600,000.00		73	48	9	2		8.33%	8.33%	16.67%	83.33%		approx 83% fine with debt
Other income/sources of funds	\$0.00	\$0.00	\$0.00	\$10,422,000.00		\$10,422,000.00				12			0%	0%	0%	100%		Could not change
General administrative services *	\$158,797.00	\$36,038.00	-\$115,573.00	\$10,900,157.00		\$11,292,000.00		544	93	87	19		8.17%	18.23%	22.56%	77.44%		approx 20% would decrease
Transportation services *	\$632,538.00	\$298,886.00	-\$318,586.00	\$6,422,413.00		\$6,741,000.00		152	166	11	2		17.42%	20.64%	32.89%	67.11%		Approx 20% would decrease and 2/3 would leave
Community Grants *	\$118,800.00	\$30,330.00	-\$76,618.00	\$1,764,382.00		\$1,841,000.00		252	329	24	6		17.17%	5.95%	23.13%	76.87%		approx 17% would change increase
Recreation Services *	\$153,253.00	\$135,411.00	-\$22,586.00	\$5,676,414.00		\$5,699,000.00		365	115	12	2		17.71%	15.36%	29.52%	70.48%		2/3 respondeds wouldn't change
Public Safety *	\$931,609.00	\$127,160.00	-\$758,277.00	\$11,481,723.00		\$12,240,000.00		94	27	5			21.14%	25.40%	39.48%	60.52%		approx 25% would decrease
Capital Projects	\$0.00	\$0.00	\$0.00	\$46,109,000.00		\$46,109,000.00				7			0%	0%	0%	100%		Could not change
Special Projects	\$75,000.00	\$33,000.00	-\$50,000.00	\$881,000.00		\$931,000.00		52	9	13	1		12.50%	19.65%	32.15%	67.86%		approx 20% would decrease with 12% increasing
Capital Reserve Transfer	\$0.00	\$200,000.00	\$200,000.00	\$600,000.00		\$400,000.00		33	60	4	1		16.67%	0.00%	16.67%	83.33%		16% would increase the transfer. Remaining are good with budget
Total Surplus				\$1,237,175.00		\$0.00												

Note: \* - More details attached

Fees and Charges Revenue

	\$ submitted changes				Original	Interaction data				Respondents change %				Information obtained
Subcategory Name	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	Total More Details Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents
Airport Ferry	\$0.00	\$13,955.50	\$13,955.50	\$1,055,955.50	\$1,042,000.00			4		26.79%	0%	26.79%	73.22%	26% would increase fees
Cemetery services	\$0.00	\$1,340.00	\$1,340.00	\$135,340.00	\$134,000.00		29	3		8.34%	0%	8.34%	91.67%	8% would increase fees
Corporate Administration	\$0.00	\$0.00	\$0.00	\$84,000.00	\$84,000.00			3		0%	0%	0%	100%	
Cow Bay Marina	\$0.00	\$0.00	\$0.00	\$413,000.00	\$413,000.00			4		0%	0%	0%	100%	
Development and licences	\$0.00	\$208.50	\$208.50	\$626,208.50	\$626,000.00	49	15	12		4.17%	0%	4.17%	95.84%	4% would increase fees
Other service fees	\$0.00	\$0.00	\$0.00	\$395,000.00	\$395,000.00			2		0%	0%	0%	100%	
Public Transit	\$0.00	\$714.50	\$714.50	\$175,714.50	\$175,000.00					7.15%	0%	7.15%	92.86%	7% would increase fees
Recreation	\$1,428.00	\$5,192.50	\$3,570.00	\$955,570.00	\$952,000.00	10	16	9		8.34%	4.17%	12.50%	87.50%	8% would increase fees
				\$3,840,788.50	\$3,821,000.00									\$19,788.50
				100.52%	100%									0.52% increase to fees submitted

## General Administrative Services

	\$ 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	Total More Details Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	
Subcategory Name														Of Respondents
Cemetery	\$6,036.00	\$0.00	-\$6,036.00	\$30,696.00	\$313,000.00	163	43	8	4	0%	19.65%	19.65%	80.36%	20% of respondents would decrease budget
Civic Buildings Maintenance	\$0.00	\$375.00	\$375.00	\$450,375.00	\$450,000.00	34	4	3		8.34%	0%	8.34%	91.67%	8 % of respondents would increase budget
Corporate Administration	\$106,124.00	\$8,419.00	-\$91,644.00	\$1,255,356.00	\$1,347,000.00	144	12	11	4	8.34%	38.10%	46.43%	53.57%	38% of respondents would decrease budget
Development and Planning Services	\$21,921.00	\$11,445.00	-\$9,628.00	\$1,516,371.00	\$1,526,000.00	24	9	7	1	12.50%	23.81%	36.31%	63.69%	24% of respondents would decrease budget
Economic Development	\$1,469.00	\$12,882.00	\$11,582.00	\$237,582.00	\$226,000.00	79	7	6	1	15.48%	8.34%	23.81%	76.19%	15% of respondents would increase budget
Engineering	\$2,503.00	\$1,020.00	-\$1,530.00	\$916,470.00	\$918,000.00	1		5		4.17%	12.50%	16.67%	83.34%	12% of respondents would decrease budget
Information Technology	\$15,072.00	\$1,667.00	-\$13,380.00	\$653,620.00	\$667,000.00	71	14	12	4	4.17%	15.48%	19.65%	80.36%	15% of respondents would decrease budget
Financial Services	\$2,527.00	\$0.00	-\$2,527.00	\$671,472.00	\$674,000.00	7		4	1	0%	8.34%	8.34%	91.67%	8% of respondents would decrease budget
Governance	\$3,145.00	\$230.00	-\$2,785.00	\$411,215.00	\$414,000.00	21	4	9	1	4%	19.65%	23.81%	76.19%	20% of respondents would decrease budget
Fiscal expenditures	\$0.00	\$0.00	\$0.00	\$4,357,000.00	\$4,357,000.00			12	3	0%	0%	0%	100%	Could not change
Watson Island	\$0.00	\$0.00	\$0.00	\$400,000.00	\$400,000.00			10		0%	0%	0%	100%	Could not change
Total				\$10,900,157.00	\$11,292,000.00	-\$391,843.00 3.47% decrease submitted								
				96.53%	100%									

## Transportation

	\$ submitted changes					Original	Interaction data				Respondents change %				Information obtained	
Subcategory Name	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	Total More Details Clicks		% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents
Road paving and sidewalk renewal	\$0.00	\$114,583.00	\$114,583.00	\$1,214,583.00		\$1,100,000.00	10	35	2	1		20.84%	0.00%	20.84%	79.17%	21% of respondents would increase budget
Roads maintenance	\$12,035.00	\$132,541.00	\$119,777.00	\$2,526,777.00		\$2,407,000.00	16	34	1			23.81%	4.17%	27.98%	72.02%	24% of respondents would increase budget
Airport Ferry	\$600,987.00	\$8,982.00	-\$573,360.00	\$1,941,639.00		\$2,515,000.00	79	11	2			4.17%	42.27%	46.43%	53.57%	42% of respondents would decrease budget
Transit	\$19,516.00	\$42,780.00	\$20,414.00	\$739,414.00		\$719,000.00	47	86	6	1		20.84%	15.48%	36.31%	63.69%	21% of respondents would increase budget
Total				\$6,422,413.00		\$6,741,000.00	-\$318,587.00 5% decrease submitted									
				95%		100%										

## Community Grants

	\$ submitted changes				Original		Interaction data				Respondents change %				Information obtained
Subcategory Name	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	Total More Details Clicks	% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents
Library	\$80,199.00	\$11,354.00	-\$60,825.00	\$750,175.00	\$811,000.00		110	41	1		12.50%	15.48%	27.98%	72.02%	15% would decrease & 12% would increase budget
Lester Centre of the Arts	\$0.00	\$3,605.00	\$3,605.00	\$162,605.00	\$159,000.00		4	14			12.50%	0.00%	12.50%	87.50%	12% of respondents would increase budget
Museum of Northern BC	\$8,826.00	\$2,280.00	-\$4,529.00	\$171,470.00	\$176,000.00		30	15			12.50%	4.17%	16.67%	83.34%	4% would decrease & 12% would increase budget
Prince Rupert Golf Club	\$27,485.00	\$1,333.00	-\$24,285.00	\$175,714.00	\$200,000.00		63	3	1		8.34%	19.65%	27.98%	72.02%	20% would decrease budget
Prince Rupert Raquet Association	\$848.00	\$367.00	-\$452.00	\$8,548.00	\$9,000.00		22	29	1		12.50%	11.31%	23.81%	76.19%	11% would decrease & 12% would increase budget
Prince Rupert Wildlife Shelter	\$0.00	\$774.00	\$774.00	\$7,374.00	\$6,600.00			28	1		27.98%	0%	27.98%	72.02%	28% would increase budget
CHSS Evergreen Program	\$91.00	\$42.00	-\$44.00	\$1,956.00	\$2,000.00		10	3	3		11.31%	4.17%	15.48%	84.52%	11% would increase budget
Prince Rupert Seniors Centre	\$0.00	\$981.00	\$981.00	\$1,981.00	\$1,000.00		1	81	2		35.12%	0.00%	35.12%	64.88%	35% would increase budget
Prince Rupert Arts Council	\$714.00	\$1,041.00	\$327.00	\$20,327.00	\$20,000.00		1	21	4	2	16.67%	7.15%	23.81%	76.19%	17% would increase budget & 7% would decrease
Prince Rupert Special Events	\$0.00	\$844.00	\$844.00	\$42,844.00	\$42,000.00			22	1	1	16.67%	0%	16.67%	83.34%	17% would increase budget
SPCA - Prince Rupert Branch	\$0.00	\$4,508.00	\$4,508.00	\$36,508.00	\$32,000.00			32	1	1	32.15%	0%	32.15%	67.86%	32% would increase budget
Hotel Tax flow through to Tourism Prince Rupert	\$0.00	\$0.00	\$0.00	\$348,000.00	\$348,000.00				6	1	0%	0%	0%	100%	Could not change
Visitors Information Center	\$635.00	\$1,196.00	\$476.00	\$17,476.00	\$17,000.00		10	29			12.50%	15.48%	27.98%	72.02%	15% would decrease & 12% would increase budget
In-Kind grant services	\$0.00	\$2,002.00	\$2,002.00	\$19,402.00	\$17,400.00		1	11	3	1	12.50%	0.00%	12.50%	87.50%	12% would increase budget
				\$1,764,380.00	\$1,841,000.00										-\$76,620.00
				96%	100%										4% decrease submitted



## Recreation Services

	\$ submitted changes					Original		Interaction data					Respondents change %					Information obtained
Subcategory Name	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	Total More Details Clicks		% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged		Of Respondents
Arena	\$10,993.00	\$2,137.00	-\$8,855.00	\$513,144.00		\$522,000.00		52	3				12.50%	14.29%	26.79%	73.22%		12% would increase & 14% would decrease budget
Civic Centre	\$86,540.00	\$37,022.00	-\$50,906.00	\$1,910,094.00		\$1,961,000.00		36	17	2			16.67%	25.60%	42.27%	57.74%		16% would increase & 26% would decrease budget
Swimming Pool	\$26,486.00	\$56,182.00	\$26,853.00	\$1,536,853.00		\$1,510,000.00		61	30	3			20.84%	18.45%	39.29%	60.72%		21% would increase & 18% would decrease budget
Parks	\$6,781.00	\$40,069.00	\$32,775.00	\$1,335,775.00		\$1,303,000.00		69	65	3	1		20.84%	4.17%	25.00%	75.00%		21% would increase budget
Cow Bay Marina	\$22,453.00	\$0.00	-\$22,423.00	\$380,547.00		\$403,000.00		147		4	1		0.00%	14.29%	14.29%	85.72%		14% would decrease budget
Total				\$5,676,413.00		\$5,699,000.00												-\$22,587.00
				99.60%		100%												0.40% decrease submitted

## Public Safety

	\$ submitted changes					Original		Interaction data					Respondents change %				Information obtained	
Subcategory Name	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	Total More Details Clicks		% Submissions Increased	% Submissions Decreased	% Submissions Changed	% Submissions Unchanged	Of Respondents	
Fire Service	\$569,750.00	\$107,500.00	-\$415,923.00	\$4,743,077.00		\$5,159,000.00		56	13	1			15.48%	41.07%	56.55%	67.86%	41% would decrease the budget	
RCMP	\$360,893.00	\$0.00	-\$360,893.00	\$6,546,107.00		\$6,907,000.00		28		1			0.00%	31%	30.95%	42.86%	31% would decrease budget	
Victim Services	\$966.00	\$19,660.00	\$18,539.00	\$192,539.00		\$174,000.00		10	14	3			26.79%	4.17%	30.95%	53.57%	27% would increase budget	
Total				\$11,481,723.00		\$12,240,000.00	-\$758,277.00 6% decrease submitted											
				94%		100%												

## 2023 Budget Simulation Comments

- 1) I dont want services reduced. I have lowered fire and ferry as I think INDUSTRY should pay for these services. Budget should stay as is, however lowering fire to minimal levels and ferry to 0 FOR RESIDENTS and passing that cost to INDUSTRY should be done (as both are heavily used by industry). This would free up 3.8 million dollars.
- 2) Cut back our fire dept
- 3) Please listen to what is said, there is so much wasted money in town such as the firefighters, put more money towards youth activities and the city itself as it looks ghetto downtown and no reason for families to wanna stay with no services or activities for youth.
- 4) Perhaps its time to drop the professional fire department. If the port needs fire services they can pay for them.
- 5) Cut the excessive spending on RCMP
- 6) Dedicate more resources to road painting and road repairs
- 7) Find some cuts, get rid of fluff
- 8) Make the PRPA and port industry pay their fair share!
- 9) Scrap the port tax cap! Port should pay its PILT! They should pay their fair share!
- 10) As someone who plans to live in Rupert for a long time... I'd be up for a short term reduction in some services (especially rolling cutbacks rather than a single service cut the whole time) in order to get core infrastructure up to standard. Especially the roads. Rebuilding rather than just patch jobs.

## 2023 Budget Simulation Comments Continued

- 11) When my income doesn't match my bills I usually have to cut back on discretionary spending so seems like we might have to do the same thing.
- 12) Salary increases can be minimized for management positions and vacancies in some areas can be left vacant to increase salary slippage and savings
- 13) Costs need to be controlled, Citywest charging \$156K a year and City staff training, travel and business expenses are +\$200 K annually since 2018. If you want to keep cutting ribbons, cut costs!