

City of Kamloops



Canada's Tournament Capital

FINANCIAL PLAN

2017-2021

Our corporate mission is...

MAKING KAMLOOPS SHINE

Financial Planning Process at a Glance

The following schedule provides the dates for the Financial Plan process.

July-September	<ul style="list-style-type: none"> Budget preparation guidelines established. Department managers prepared and submitted their operating and capital budget requests.
October-November	<ul style="list-style-type: none"> Senior Management and Finance staff reviewed the department's budget submissions. Consultation with the public on future supplemental items. Council held two public budget input workshops.
December	<ul style="list-style-type: none"> A draft Five-year Financial Plan with a focus on the base budget is presented to Council. Council adopted a Utility Rates Bylaw, setting the rates for the coming year.
January-April	<ul style="list-style-type: none"> Council will review the results from the public budget input workshops. Council will consider additional budget items not included in the base budget. Council will host another public budget input meeting.
April-May	<ul style="list-style-type: none"> Council will adopt the Five-year Financial Plan Bylaw and the Tax Rate Bylaw.

Five-year Financial Plan - Overview

The Five-year Financial Plan offers residents a review of the comprehensive fiscal process that guides the City of Kamloops in responsible management and operation of its many programs and services.

This guide is prepared annually by the City's Finance Department in consultation with all municipal departments and senior administration and outlines estimated costs for 2017-2021 in three separate categories:

- General operating budget for essential services such as Kamloops Fire Rescue; RCMP; transit; parks, recreation, and culture; roads; and infrastructure improvements.
- Utility budgets for water, sewer, and waste removal.
- Capital budgets by division and program.

Within these pages, you will find highlights of how revenue is shared among municipal functions and services, day-to-day operating costs, challenges, and opportunities impacting the City while making the best use of community tax dollars and how all of this impacts the average property owner.

A more in-depth analysis of costs is presented in the back of this guide, beginning with estimated costs associated with the general operating budget. This section includes budgets for individual programs and services in 2014, 2015, 2016, and 2017. The Detailed Program section also includes a program summary, highlights on how it has impacted the overall General Fund, and any changes in service levels for the current fiscal year. A detailed breakdown of utility costs for the Water and Sewer Utility Fund follows, while the final section includes estimates on capital costs for services such as police and fire protection, roads, parking, public works, transit, facilities, parks, playing fields, and fleets, among others.



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Message from the Finance Director

The 2017-2021 Five-year Financial Plan has been prepared in consultation with all City departments and the public and is in line with Council's direction. The budget and utility rates set in the plan take into account revenue growth in the City, estimated costs for providing the same level of service, and the approved supplemental items. To meet these demands, the budget requires an additional \$3.09 million from property taxation revenues. Council's strategic objective of fiscal responsibility has provided direction to staff to continue to find efficiencies throughout the City's day-to-day operations. The savings from these efficiencies are reflected throughout the budget, offset cost increases in most products and services purchased by the City, and add capacity within specific areas. The City continues to strategically accumulate reserve funds to focus on infrastructure maintenance and planning while utilizing the reserve funds, such as the Gaming Reserve Fund, Community Works Reserve Fund (Gas Tax), and other specific reserve funds to allow for one-time supplemental projects that Council approves each year.

The utilities funds (water, sewer, and solid waste) are considered separately from the rest of the budget and had new rates set in December 2016. The approved change in the annual cost to the average household for utilities is estimated to be \$41, which is attributed to a 15% increase in sewer costs. Solid waste and water utilities did not see an increase for 2017. In addition to budgeting to cover the operating costs for these utilities, reserve funds are set aside to fund significant future capital projects for maintenance and replacement of the utilities infrastructure.

Increase in Contractual Obligations

The majority of the budget increases over prior years continue to be attributed to contractual increases for various services purchased by the City, primarily IAFF (Firefighting) wages and benefits, RCMP contractual obligations, CUPE and Management wages and benefits, and the BC Transit contract. Additionally, the previously approved debt servicing for several capital projects (including Overlanders Bridge and Columbia Street) and the purchase of the Kamloops Resource Recovery Centre (Owl Road) are now in the budget. The City's existing debt servicing costs (both general and utilities) will begin to decrease over the next five years as various debts are paid in full.

The IAFF contract was recently renegotiated with a 2.5% increase in each year through 2019, consistent with other municipal agreements. For 2017, the RCMP contract cost increase reflects an estimate of the wage increase that was recently announced by the federal government. Additionally, the Kamloops RCMP detachment continues its efforts to fill vacancies and bring the staffing complement closer to the 129 members level, which is reflected by the City now budgeting for 95% of the full 129 member staffing level (122.5 members). This staffing level is up from prior years when the City budgeted for 90% of a full staffing complement. Increases to the CUPE and management wages and benefits follow the CUPE Collective Agreement, which sets out a 1% increase in 2017 and a 2% increase in 2018, the final year of the contract.

The City budgets for transit services based on the plan provided by BC Transit. The increase in 2017 reflects an increase in the cost of services and an increase in service levels for both traditional and custom (handyDART) transit services.

The rates for both hydro and natural gas are expected to increase in 2017, although the City's consumption is expected to decline in some areas due to sustainability initiatives.

Other Impacts on Expenses and Revenues

To identify efficiencies and keep costs from escalating, the City continues to budget on a three-year average. This methodology results in a gradual change as costs increase and line items decrease to reflect efficiencies or changes in operations. Additionally, line items are adjusted up or down to reflect changes in contracted pricing, consumption levels, and other external factors. The result of these items in the 2017 budget is a small increase to various operating expenses across the organization and an increase in repairs and maintenance costs, particularly for specialty equipment used in the Parks, Recreation, and Cultural Services Department and the Public Works and Utilities Department. These increases are offset by a reduction in the City's liability insurance premiums as a result of low claim levels and increased revenues from parking, fire services, and other revenue streams.

Increase in Capital Budget

One of the Council strategic objectives is to establish an asset management system to track and manage the maintenance and replacement of the City's extensive assets. This project is ongoing and has identified areas where replacement and repair schedules are being established. The 2017 budget includes an increase for ongoing drainage projects, which was approved in 2016 but funded for one year from reserves.

Water Utility

Now that the residential water meter program is complete, Administration has reviewed the water usage data and will look for further efficiencies and ensure that the five-year financial model is sustainable. Previous five-year financial plans had identified a potential increase in rates for 2017; however, as a result of continued efficiencies within the system's operation, Council approved not increasing the rates for 2017. As previously committed, a water bylaw and rate review will begin in 2017, which will allow Administration to provide a recommendation to Council for rates for the following years. The review will take into account the actual water usage and operational costs for the water utility and will also begin to utilize the asset management data to project future capital maintenance and replacement costs.

As a result of increasing efficiencies in water operations, there is no significant increase in the operating costs for the water utility. The small increase is offset by a small decrease in debt servicing, as a small loan has been repaid. There are no significant increases or new capital projects planned for the water utility in 2017, and the water usage rates and capital charges are sufficient to cover the operating costs of the utility.

Sanitary Sewer Utility

The sewer utility has a very limited reserve balance and has several significant capital projects planned within the five-year financial plan time frame. The five-year financial model for the sewer utility indicates a need to build up the reserve through rate increases in order to fund the significant capital maintenance projects planned for 2019 and beyond. The most significant of these projects is the replacement of the sewer mains along sections of Tranquille Road, which is tentatively planned for 2019. This project is estimated to cost approximately \$10 million (Class "D" estimate). A combined 15% (\$40) increase for the usage rate and capital charge is recommended in 2017 to cover the operating costs and sufficiently build a reserve to maintain the assets related to the sewer utility. Staff continue to look for other funding opportunities, including grants for these projects and are hopeful that the increases planned for future years in the five-year financial plan can be reduced.

As directed by Council, staff are working on a process to evaluate and select possible solutions for dealing with the biosolids that are created at the Kamloops Sewage Treatment Centre. Regardless of which solution is recommended by staff and ultimately approved by Council, the budget will need to be adjusted accordingly. A report with recommendations and high level costs is expected for the 2018 budget deliberations. At this time, no additional funds have been added to the budget to address biosolids.

Solid Waste Utility

Overall, solid waste and recycling collection costs in 2017 are not expected to significantly increase. The Kamloops Resource Recovery Centre (KRRC) operation came online in 2016 as expected, with the resulting increase in operational costs. Additionally, there is a \$120,000 increase in the cost of yard waste composting; however, these increases are offset by an increase of \$400,000 in tipping fees at both the Mission Flats Landfill and the KRRC. Slight increases in wages and contractual services are offset by decreases in vehicle charges associated with having newer trucks in the fleet.

With the City joining the Recycle BC (formerly Multi-Material BC [MMBC]) recycling program in spring 2017, Administration will be investigating the feasibility of additional services, such as kitchen organics collection and composting as well as other options for the associated cost savings. These items will be brought forward to Council in fall 2017 as further research is conducted and a plan is created. Council has approved no additional increase in solid waste rates for 2017 other than the \$12 per household increase in multi-family bin service that was approved last year, which is intended to bring these rates in line with commercial operators that provide a similar service.

Analysis of 2017 Property Tax Requirements			
A 1% property tax increase will generate an estimated:			\$995,104
		Funded From Property Taxes	
		Total Change in Tax Requirements	Property Tax % Increase/ (Decrease)
2017 Opening Property Tax budget		99,510,357	
Explanation	Tax Increase (Decrease)		
Contractual Obligations Increases			
Firefighting services	\$629,168		
RCMP contract	\$565,086		
CUPE and Management wages and benefits	\$732,130		
Transit budget, including additional services levels	\$300,161		
Increase in hydro and natural gas rates and/or consumption	\$155,713		
Debt servicing charges (General Fund)	\$967,479	\$3,349,737	3.37%
Other Impacts on Expenses Increase (Decrease)			
Increase in operating expenses	\$110,459		
Annualization of Stuart Wood costs	\$40,000		
Repairs and maintenance of speciality equipment	\$148,130		
Liability insurance premiums	\$(64,640)	\$233,949	0.24%
Revenue Changes (Increase)/Decrease			
Change in other revenue items	\$(296,152)		
Increase in parking fees	\$(255,000)		
Increase in fire services revenue	\$(70,000)		
Reduction in Fortis rebate	\$206,549	\$(414,603)	(0.42%)
Increase Capital			
Annualization of drainage funding (funded from RCMP reserve in 2016)	\$900,000	\$900,000	0.90%
Total Base Changes		\$4,069,083	4.09%
Anticipated Revenue From Growth		(995,104)	(1.00%)
2017 Tax Increase Reported February 7, 2017		3,073,979	3.09%
Reverse Drainage From Above		(900,000)	(0.90%)
Gradual annualization of drainage funding (funded from RCMP reserve in 2016)	(difference from prior year surplus)	300,000	0.30%
2017 Tax Increase - February 21, 2017		2,473,979	2.49%

Supplemental Items with Recommended Funding Sources		
	Funded from property taxes	
	Total Change in Tax Requirements	Property Tax % Increase/ (decrease)
Explanation		
Operating		
Refrigeration Mechanic after offset for External Contractual savings	\$24,850	0.02%
Sidewalk Maintenance - additional maintenance	\$50,000	0.05%
Capital		
Arenas Repair Retrofits	\$25,000	0.03%
Tree Planting	\$75,000	0.08%
Digital Orthophoto	\$8,333	0.01%
Total After ALL Supplementals	\$2,657,162	2.67%

2017 Financial Plan - General Fund Operations

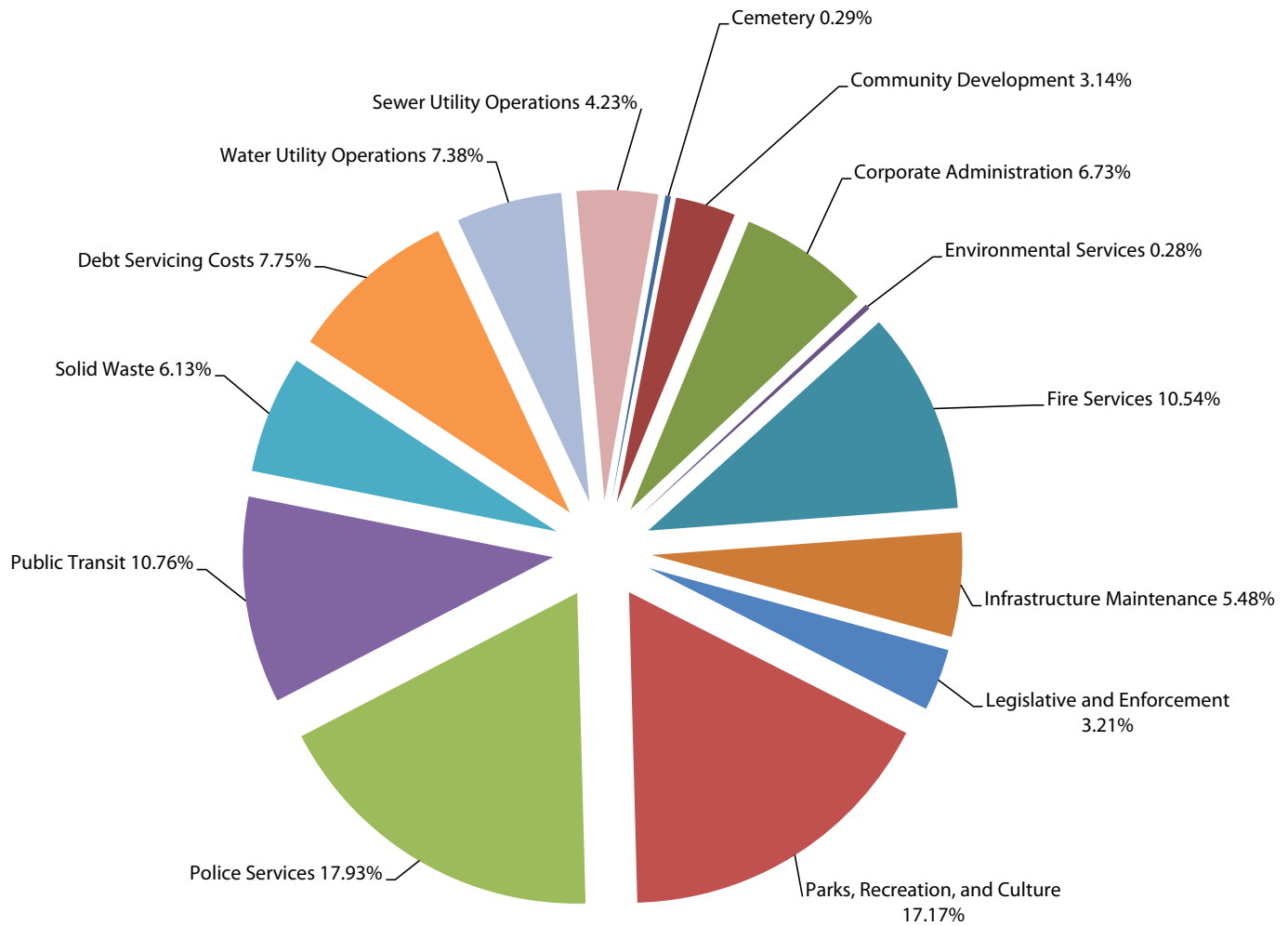
	2017	2016
Revenue		
Real property taxes	\$104,133,952	\$99,656,530
Special assessments	4,578,469	4,534,242
Fees, rates, and sales of service	31,129,635	30,563,440
Grants	18,488,447	18,540,002
Investment income	3,499,605	3,238,873
Sale of capital assets	125,000	125,000
Private contributions	88,337	72,637
Total Revenue	\$162,043,445	\$156,730,724

Expenditures

Cemetery	\$478,696	\$485,341
Community development	5,130,246	5,087,936
Corporate administration	11,008,978	11,025,548
Environmental services	453,195	578,935
Fire services	17,230,545	17,139,315
Infrastructure maintenance	8,960,524	8,348,815
Legislative and enforcement	5,246,236	5,460,984
Parks, recreation, and culture	28,076,912	27,411,212
Police services	29,138,703	28,113,925
Public transit	17,599,067	17,248,359
Solid waste	10,032,320	9,861,023
Debt servicing costs	8,896,503	7,258,687
Total General Expenditures	\$142,431,925	\$138,020,080















Operating Expenses for 2017 (Budget)



Challenges, Opportunities, and Efficiencies Affecting the 2017 City Budget

This page summarizes highlights of changes from the approved 2016 General Fund budget to the 2017 budget.

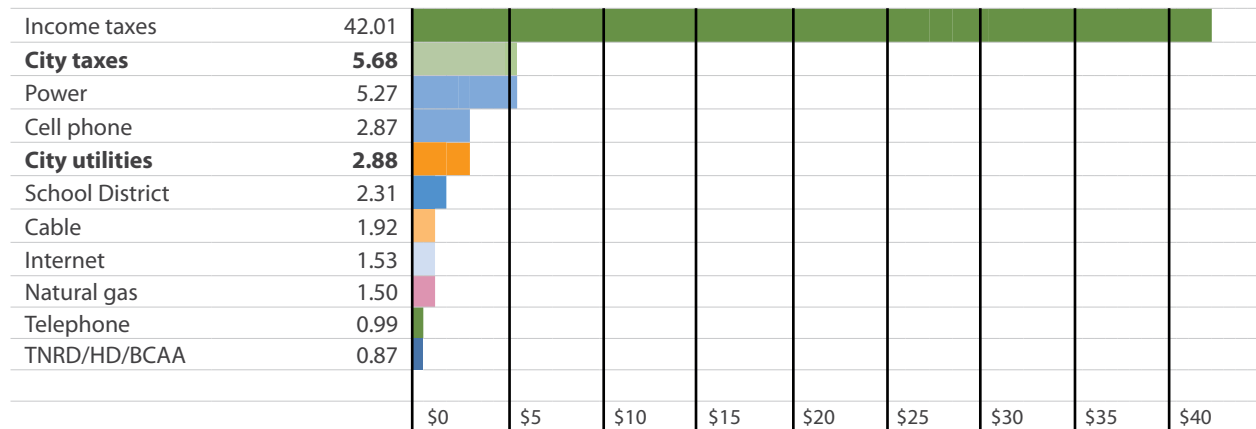
Influencers	INCREASE	Details
City Staff Wages and Benefits 	\$1,453,520	• Wage and benefit increases for CUPE, IAFF, and Management staff
Capital Expenditures 	\$802,308	• Increase of capital projects funded from current property taxes instead of other funding sources
Contracted RCMP Services 	\$438,047	• Increase of RCMP costs (net of federal grant) to provide the same number of members as in 2015
Other Budget Changes (Expenses) 	\$388,056	• Increase of expense from various programs throughout the City
Transit Contract 	\$267,527	• Increase in transit contract
Investment Income 	\$233,930	• Reduced return on investments
Hydro and Natural Gas 	\$128,095	• Increase in hydro and natural gas costs based on projected rate increases of 4% and 2% respectively
DNA Analysis 	\$54,200	• Cost of providing DNA analysis services required by the RCMP
Solid Waste 	\$52,707	• Increase in the cost of community garbage and recycling collection funded by taxation
Influencers	DECREASE	Details
Utilities 	\$497,827	• Increase in costs recovered from Water and Sewer Utilities
Other Budget Changes (Revenue) 	\$303,479	• Increase in revenues such as parking, permitting, and other activities
Westsyde Pool 	\$72,079	• One-time savings from the temporary closure of Westsyde Pool

Your Tax Dollars Are at Work Every Day

Tax revenue is invested in services and infrastructure that maintain the high quality of life Kamloops residents enjoy.

Typical Monthly Household Tax and Utility Expenditures

City taxes and City utilities account for \$25.68 of the total

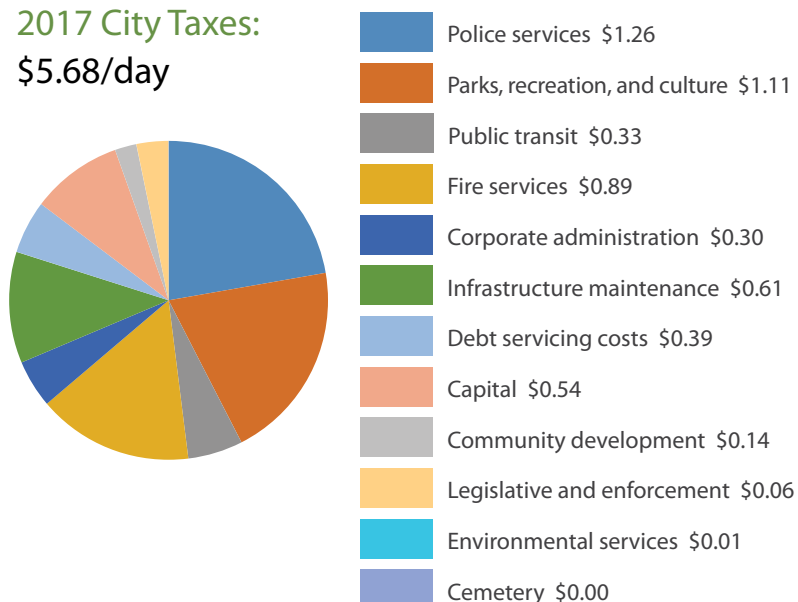


Valuations based on:

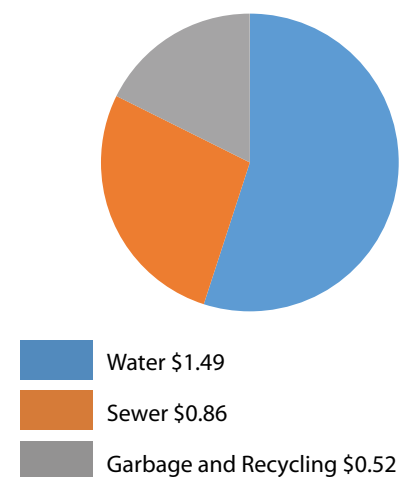
- Property taxes based on Kamloops' average British Columbia Assessment Authority assessed value of \$376,969 in 2017
- 2015 Statistics Canada average household expenditures in BC used to estimate daily income taxes and GST/PST expenditures
- Calculated City taxes exclude the Homeowners Grant discount
- City utility payments include 10% discount for prompt payment
- Property taxes and utility fees based on 2017 budget and rates

Total 2017 City Levies: \$8.56/day

2017 City Taxes: \$5.68/day



City Utilities: \$2.88/day



City Taxes and Utilities for 2017 (estimated for the average household)

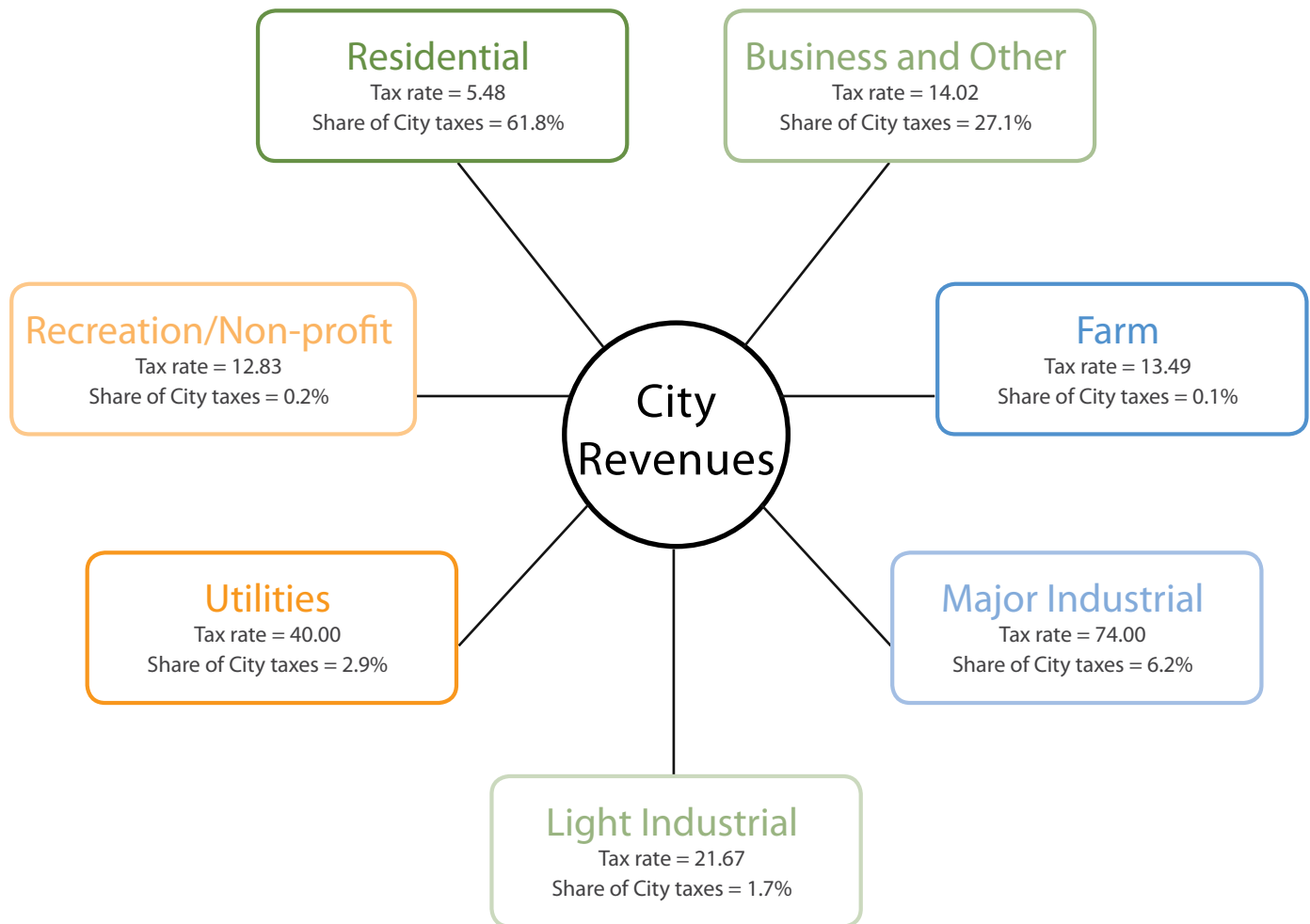
Average Kamloops Assessment: \$376,969

Police services	\$461.42
Parks, recreation, and culture	\$405.95
Fire services	\$326.80
Infrastructure maintenance	\$222.93
Capital	\$196.96
Debt servicing costs	\$144.76
Public transit	\$121.45
Corporate administration	\$110.80
Legislative and enforcement	\$24.30
Community development	\$52.66
Environmental services	\$5.04
Cemetery	\$0.25
CITY TAXES TOTAL	\$2,073.33
Water	\$545.45
Sewer	\$315.84
Garbage and recycling	\$190.00
UTILITY RATES TOTAL	\$1,051.29
Total Property Taxes and Utilities	\$3,124.62

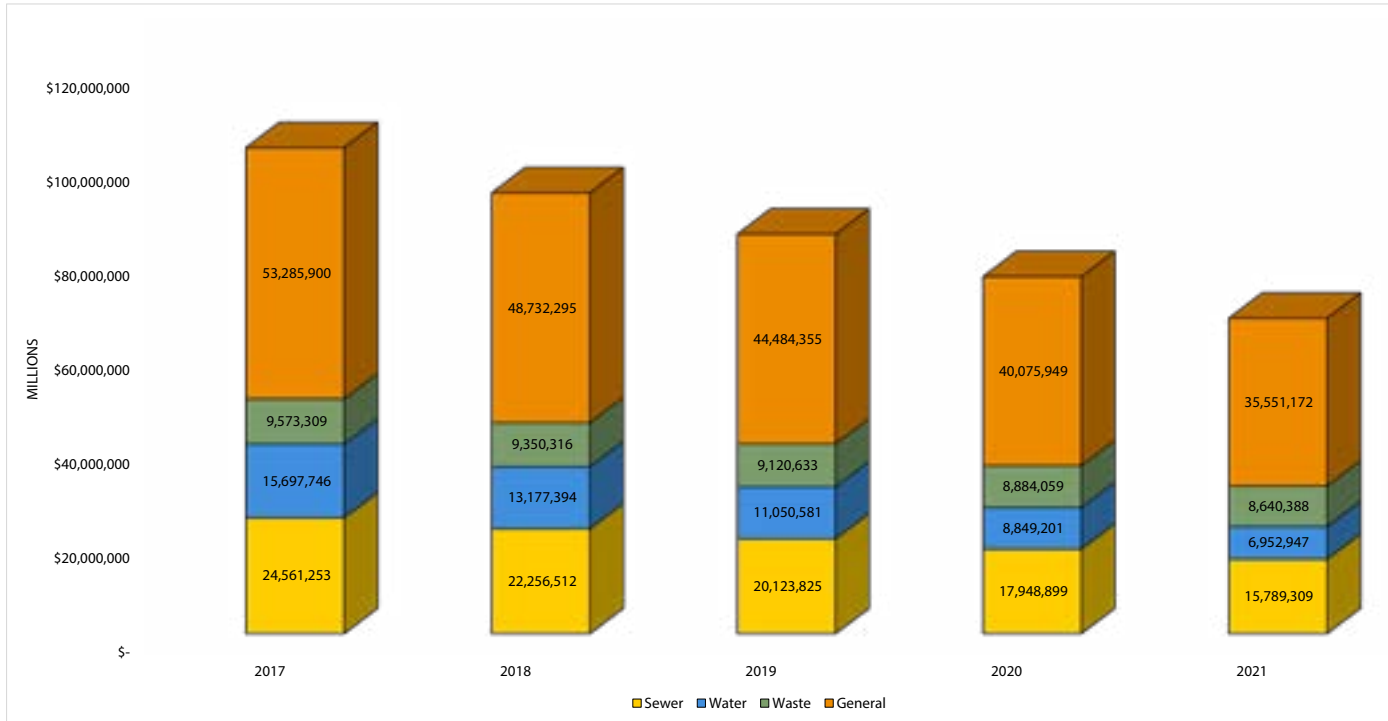


How City Property Taxes are Shared (2017 Rates)

The City of Kamloops collects taxes from a variety of sources each year with the majority - almost 61% - coming from residential property taxes.



City Debt 2017-2021



	2017	2018	2019	2020	2021
Sewer	\$24,561,253	22,256,512	20,123,825	17,948,899	15,789,309
Water	15,697,746	13,177,394	11,050,581	8,849,201	6,952,947
Waste	9,573,309	9,350,316	9,120,633	8,884,059	8,640,388
General	53,285,900	48,732,295	44,484,355	40,075,949	35,551,172
Total	\$103,118,209	93,516,516	84,779,394	75,758,108	66,933,816



Corporate Policies and Explanations

Financial Plan Process and Timing

The 2017-2021 Five-year Financial Plan process began in August 2016. Guidelines, a timetable, and current operating reports were sent to all of the program coordinators. A capital plan and a financial plan for each program were prepared by the managers. The Chief Administrative Officer and the Senior Management team met in early November 2016 to review the capital plan and determine what would be presented to Council. During October and November, each department director reviewed his/her program operating and capital budgets, followed by a consolidated review with the Chief Administrative Officer and the Finance Director.

In December 2016, the 2016-2020 Financial Plan and the Utility Rates Bylaws were presented to Council for amendment to reflect the updates to the provisional 2017-2021 budget. Starting in January 2017, Council began deliberations of the 2017-2021 Five-year Financial Plan. Council was presented with the significant changes to the financial plans as well as proposed operating and capital supplemental items from staff and the community. This information was reviewed by Council along with the input from the public and Administration to decide on the final inclusions into the new five-year plan.

In April 2017, the City received the Authenticated Roll from the BC Assessment Authority, which provides the City with the final assessed property values for our municipality. This information allowed the Finance Department to estimate the amount of new growth in the city. With that information, revenue projections were revised in the Financial Plan and 2017 tax rates were established.

In early May, Council adopted the 2017-2021 Five-year Financial Plan and the Tax Rates Bylaw at an open Council meeting.

Budget Basis

The operating budget is prepared on a cost-to-maintain-existing-services basis. This means it focuses on the changes from the previous year's budget that are required to provide the same service levels as the previous year. These changes might include non-controllable cost increases; salary and employment benefit increases; and the removal or addition of one-time, non-recurring revenues and expenditures from the preceding year. New or expanded programs are considered as part of the supplemental process. In addition, expenditure are looked at over a three-year rolling average where base levels are increased or decreased as needed.





Municipal Funds

Operating and Capital Funds

The City has three operating and capital funds: the General Fund, the Water Fund, and the Sanitary Sewer Fund. In broad terms, the General Fund represents the cost of providing all municipal services other than the water and sanitary sewer utilities. Costs that are in excess of user fees and other non-tax revenue raised are funded by property taxes. The *Community Charter* requires that all revenue sources be identified to cover all anticipated expenditures. The *Charter* does not allow the City to incur an accumulated deficit. The Water and Sanitary Sewer Funds are both self-sufficient utilities. The revenue raised by each fund through user fees or other sources can only be used to fund the expenses in each respective fund. Like the General Fund, the *Community Charter* does not allow the City to incur an accumulated deficit in either Utility Fund. Revenue cannot be transferred between funds.

Statutory Reserve Funds

The *Community Charter* controls the creation and use of statutory reserves. Statutory reserves are created through a bylaw of Council and require approval of two-thirds of Council to expend funds from these reserves. There are restrictions as to the type of expenditures that can be funded from each statutory reserve. The City has six statutory reserves as follows:

- Tax Sale Property Reserve Fund
- Parking Facility Reserve Fund
- Debt Retirement Reserve Fund
- Local Improvement Reserve Fund
- Land Sale Reserve Fund
- Equipment Replacement Reserve Fund

Statutory in Trust Fund

The Cemetery Perpetual Care Fund represents funds held in trust by the City for the permanent care of grave sites and columbariums in the municipal cemeteries.

Property Taxes

Service Levels

The majority of the City's revenue is obtained through property taxes. When preparing the budget, we first determine the amount of revenue required to provide all municipal services to our residents. Then we determine the amount of revenue (other than property taxes) that we can expect to receive through fees and charges, federal and provincial government grants, investment income, etc. The difference between the budgeted expenditures and the other revenue represents the amount of property tax revenue the City must collect to provide the services to the levels prescribed by Council. To adjust the amount of property taxes required, we must adjust the service levels provided. If we lower the service level, we can lower the budgeted expenditures and consequently lower the property tax revenue requirement. Our challenge is to balance the appropriate service level with the cost of providing that service. When the cost of providing a service increases (through inflation and other cost-of-living increases), we must either raise more revenue to provide the same level of service or adjust the level of service provided.

The Tax Rate

The City determines the "tax rate" (a charge per thousand) by dividing the sum of all the property values in the City by the amount of property tax revenue that must be collected. The tax rate is simply a means of determining how much each individual property owner must pay. The rationale for this approach is that owners of higher-valued properties should pay more than owners of lower-valued properties, or that owners of higher-valued properties have an ability to pay more than those of lower-valued properties. An alternative approach would be to charge every home the same amount regardless of its value. We have chosen to adopt the former approach whereby the actual amount paid by each property owner is determined by the value of his or her property. Consequently, we calculate the tax rate each year based on the revenue we must collect and the assessed values of all the properties in the City at that time. Changes in the total assessed values in the City will cause the tax rate to change, but will have no effect on the amount each property owner must pay unless his/her assessed value change is different than the average. The following spreadsheet illustrates the effect assessments have on the tax rate.

Tax Rates and Property Tax Revenue

The following example shows how much each of five property owners must pay to provide the City with \$5,000. Please note that although the tax rate changes, the amount the City collects remains the same.

	Year 1			Year 2				Property Tax Increase (%)
	Assessed Value	Tax Rate (charge per thousand)	Property Taxes	Assessed Value	% Change from prior year	Tax Rate (charge per thousand)	Property Taxes	
Property 1	150,000	5.0000	750	165,000	10%	4.5454	750	0.00%
Property 2	150,000	5.0000	750	165,000	10%	4.5454	750	0.00%
Property 3	200,000	5.0000	1,000	230,000	15%	4.5454	1,045	4.54%
Property 4	200,000	5.0000	1,000	210,000	5%	4.5454	955	-4.55%
Property 5	300,000	5.0000	1,500	330,000	10%	4.5454	1,500	0.00%
	<u>1,000,000</u>		<u>5,000</u>	<u>1,100,000</u>	10%		<u>5,000</u>	0.00%

In the above example, the owners of properties 1, 2, and 5 pay the same amount of property taxes in both years as the assessed value of their property changed by the same amount as the average of the entire group. The assessed values of properties 2 and 3 changed by different amounts; therefore, the total amount they paid was different.

Property Tax Increases

Much of the discussion of the budget will focus on the effect the budget will have on property taxes. If the cost of providing the same level of service increases and there are no additional revenue sources, the City must increase the property taxes collected to provide these same services. The only alternative is to adjust the level of service provided. To ensure everyone is fully aware of how much more they are paying for the services we provide, any property tax increase will be expressed as a percentage of the total amount we need to collect. The actual tax rate changes from year to year will not reflect the property tax increase as it is also affected by the assessed values as shown on the example on the previous page. The following example outlines the effect a 5% tax increase has on the tax rate and the total amount paid by the property owners (the same data from the first example is used).

Property Tax Increases and the Tax Rate

	Year 1			Year 2				Property Tax Increase (%)
	Assessed Value	Tax Rate (charge per thousand)	Property Taxes	Assessed Value	% Change from prior year	Tax Rate (charge per thousand)	Property Taxes	
Property 1	150,000	5.0000	750	165,000	10%	4.7727	787	5.00%
Property 2	150,000	5.0000	750	165,000	10%	4.7727	787	5.00%
Property 3	200,000	5.0000	1,000	230,000	15%	4.7727	1,098	9.77%
Property 4	200,000	5.0000	1,000	210,000	5%	4.7727	1,002	0.23%
Property 5	300,000	5.0000	1,500	330,000	10%	4.7727	1,575	5.00%
	<u>1,000,000</u>		<u>5,000</u>	<u>1,100,000</u>	10%		<u>5,250</u>	5.00%

You will note from the above example that although the tax rate decreased by 4.5% (from a tax rate of 5.0000 to a tax rate of 4.7727), the total amount collected by the City actually increased by 5%. Unlike the federal and provincial governments, we will express this to our taxpayers as a 5% increase in property taxes as opposed to a 4.5% decrease in the tax rate. This is significant to note as the federal and provincial government like to claim that they have not increased income taxes even when they are collecting more money from you. Assuming that the combined federal and provincial income tax rate is 40%, individuals earning \$40,000 a year will pay \$16,000. If these individuals receive a 5% raise (new income level = \$42,000), he/she will pay 5% more in income tax (40% of \$42,000 = \$16,800) even though the rate is still 40%.



Grants-in-aid

City Council has a current policy whereby the City may support voluntary, not-for-profit organizations. These grants are subject to annual review and approval.

Fees for service and operating grants

The largest portion of the grants is given to organizations either in the form of fees for service or operating grants. These organizations provide a service to the residents of the City that is deemed desirable by the City. If these organizations did not provide these services, the City would use its own forces to provide the same service. In 2016 and 2017, the following fees for service agreements and operating grants included in the budget were:

Fees for service:	2016 Budget	2017 Budget
• BC Wildlife Park	\$316,200	\$316,200
• Crime Stoppers	\$107,702	\$107,702
• Kamloops Community YM/YWCA	\$217,148	\$219,239
• Kamloops Heritage Railway	\$202,000	\$202,000
• Community Arts Council	\$37,861	\$38,240
• Sagebrush Theatre	\$134,640	\$134,640
• Kamloops Art Gallery	\$341,226	\$344,638
• Graffiti Task Force	\$150,000	\$150,000
• S.P.C.A.	\$32,460	\$32,460
• Chamber of Commerce	\$123,500	\$123,500
• Community Gardens	\$20,000	\$40,500
• Kamloops Performance Cycling	\$52,020	\$52,540
• Ask Wellness	\$73,605	\$74,341
• Kamloops Heritage Society	\$10,000	\$10,000
• Kamloops Multicultural Society	\$12,500	\$12,500
• Strata Plan KAS 2174	\$4,386	\$4,386
	\$1,682,737	\$1,859,610

Operating grant:	2016 Budget	2017 Budget
• Kamloops Symphony Society	\$99,990	\$100,990
• Western Canada Theatre	\$169,482	\$171,177
• Boys and Girls Club	\$128,104	\$129,313
• Venture Kamloops	\$596,866	\$608,803
• Tourism Kamloops	\$250,000	\$250,000
• Ambassador grants	\$35,032	\$35,572
• Other operating grants	\$132,650	\$287,010
	\$1,412,392	\$1,602,865

Community Social, Cultural, and Recreational Events

The City also provides grants for community events, cultural activities, and social organizations within the City. The following grants are included in the 2016 and 2017 budgets:

Community events:	2016 Budget	2017 Budget
• Canada Day in the Park	\$12,500	\$12,500
• Canada Day fireworks	\$15,000	\$15,000
• KIBIHT	\$10,000	\$10,000
• Music in the Park	\$100,000	\$100,000
• Tournament bids	\$228,000	\$150,000
• Other events	\$30,000	\$29,000
	\$395,500	\$341,500

Grants recommended by commissions and boards:	2016 Budget	2017 Budget
• 24 Social Planning grants	\$90,000	\$99,302
• 25 Arts Commission grants	\$55,000	\$55,000
	\$145,000	\$154,302

Property Tax Exemptions

The *Community Charter* has provisions for City Council to grant permissive tax exemptions for specified categories of property. Council Policies GGL-22 and GGL-23 stipulate exemptions for the following:

- Senior citizen housing projects built with provincial assistance;
- Non-profit organizations;
- Land surrounding building for public worship, independent schools, seniors' housing, or private hospitals; and
- Heritage properties.

The 2017 permissive exemptions are estimated to be \$818,454.

Other Revenue Sources

Grants-in-lieu of property taxes

The City receives grant funding from the federal and provincial governments, their agencies, and Crown Corporations equal to the taxes that would be assessed on land and improvements. The total amount of grants-in-lieu of taxes in 2017 is estimated at \$660,581.

1% Utility Tax

The 1% utility tax is a tax-in-lieu on utility companies in exchange for the tax exemption status of their linear assets. The total amount of 1% utility tax revenues is estimated to be \$1,463,176 in 2017.

Consolidated Statement of Financial Position Year Ended December 31, 2016, with Comparatives for 2015

	2016	2015
		(restated)
Financial assets		
Cash (note 3)	\$ 42,626,628	\$ 13,930,724
Short-term investments (note 3)	110,910,404	110,706,387
Accounts receivable (note 4)	22,573,574	24,138,753
Long-term investments (note 5)	1,947,574	1,930,004
	178,058,350	150,705,868
Liabilities		
Accounts payable (note 6)	21,280,678	23,035,172
Payroll benefits payable	4,568,427	4,505,823
Post-employment benefits payable (note 7)	7,659,000	7,616,000
Landfill post-closure costs (note 8)	2,977,203	2,705,722
Deferred revenue (note 10)	28,037,767	26,901,964
Long-term debt (note 11)	126,339,233	101,302,016
	190,862,308	166,066,697
Net debt	(12,803,958)	(15,360,829)
Non-financial assets		
Inventory	1,350,054	1,22,687
Prepaid expenses	1,189,160	1,472,980
Tangible capital assets (note 13 and Schedule 1)	1,158,563,204	1,128,194,933
	1,161,102,418	1,130,890,600
Accumulated surplus (note 13)	\$ 1,1148,298,460	\$ 1,115,529,771
Commitments and contingencies (note 19)		

See accompanying notes and schedules to consolidated financial statements.

*** Kathy Humphrey, CPA, CA ***

Kathy Humphrey, CPA, CA
Finance Director

*** Ken Christian***

Ken Christian
Chair of Audit Committee

Notes to Consolidated Financial Statements

Year Ended December 31, 2016, with Comparatives for 2015

14. Accumulated Surplus:

(a) Reserves for operating purposes

	Balance at December 31, 2015	Interest income and contributions	Transfers to operations and capital	Balance at December 31, 2016
General Fund:				
Affordable Housing	\$ 1,112,295	\$ 151,931	\$ (15,000)	\$ 1,249,226
Art Gallery	464,069	-	-	464,069
Arts Legacy	231,115	2,159	-	233,274
Bi-centennial Legacy	374,408	12,685	-	387,093
Canada Games Legacy	568,300	-	-	568,300
Climate Action	1,012,182	213,081	(280,418)	944,845
Community Arts	7,999	-	-	7,999
Downtown Parking Reserve	141,166	-	135,420	276,586
Deferred Operating	2,686,329	917,271	(377,262)	3,226,338
Environmental Grant	30,000	-	-	30,000
General Building	112,626	12,934	-	125,560
Heritage Foundation	250,000	20,000	-	270,000
Insurance	672,070	-	(7,743)	664,327
Oak Hills Dyke	12,932	-	-	12,932
Police Contract	5,660,562	-	(672,400)	4,988,162
Return to Work	237,146	-	-	237,146
Health Benefit Premiums	517,000	-	-	517,000
Solid Waste	2,609,827	1,646,386	(820,069)	4,436,144
Sports Legacy	193,756	1,809	-	195,565
Working Capital	1,545,174	-	(13,684)	1,531,490
Youth Legacy	4,331	-	-	4,331
2006 BC Summer Games	98,355	918	-	99,273
	<u>\$ 19,541,642</u>	<u>\$ 2,979,174</u>	<u>\$ (2,051,156)</u>	<u>\$ 20,469,660</u>
Water Fund:				
Deferred Operating	\$ 170,162	\$ -	\$ (3,636)	\$ 166,526
Sewer Fund:				
Deferred Operating	\$ 50,000	\$ -	\$ 6,500	\$ 56,500
Venture Kamloops Business Development Society:				
Reserve Fund	\$ 30,000	30,000	-	60,000
	<u>\$ 19,791,804</u>	<u>\$ 3,009,174</u>	<u>\$ (2,048,292)</u>	<u>\$ 20,752,686</u>

Notes to Consolidated Financial Statements

Year Ended December 31, 2016, with comparatives for 2015

14. Accumulated Surplus (continued):

(b) Reserves for capital purposes

	Balance at December 31, 2015	Interest income and contributions	Transfers to operations and capital	Balance at December 31, 2016
Statutory reserves:				
Tax Sale Property Fund	\$ 9,474,985	\$ 166,445	\$ (210,954)	\$ 9,430,476
Local Improvement Fund	1,189,398	139,097	-	1,328,495
Debt Retirement Fund	461,487	5,108	(291,747)	174,848
Parking Facility Reserve	1,800,646	271,158	(126,223)	1,945,581
Land Sale Reserve Fund	3,330,937	76,457	(105,346)	3,302,048
Equipment Replacement Fund	21,156,358	5,750,629	(5,762,160)	21,144,827
	<u>37,413,811</u>	<u>6,408,894</u>	<u>(6,496,430)</u>	<u>37,326,275</u>
Non-statutory reserves:				
General Fund	\$ 7,849,813	2,851,613	(2,373,079)	8,328,347
Community Works Fund	6,188,323	3,733,025	(3,333,509)	6,587,839
Water Fund	10,059,161	832,089	(1,203,994)	9,687,256
Sewer Fund	6,941,510	3,126,737	(3,035,413)	7,032,834
	<u>31,038,807</u>	<u>10,543,464</u>	<u>(9,945,995)</u>	<u>31,636,276</u>
Airport Capital Fund	\$ 3,365,536	3,900,121	(3,481,620)	3,784,037
	<u>\$ 71,818,154</u>	<u>\$ 20,852,479</u>	<u>\$ (19,924,045)</u>	<u>\$ 72,746,588</u>

Notes to Consolidated Statement of Financial Position Year Ended December 31, 2016, with Comparatives for 2015

14. Accumulated Surplus (continued):

(c) Current funds

	2016	2015
General Fund:		
Balance, beginning of year	\$ 8,293,593	\$ 8,634,334
Operating Surplus (deficit) for the year	<u>1,357,054</u>	<u>(340,741)</u>
	<u>8,293,593</u>	<u>8,293,593</u>
Water Fund:		
Balance, beginning of year	3,155,606	2,521,659
Operating Surplus (deficit) for the year	<u>750,659</u>	<u>633,947</u>
	<u>3,906,265</u>	<u>3,155,659</u>
Sewer Fund:		
Balance, beginning of year	8,338,005	7,157,423
Operating Surplus (deficit) for the year	<u>(2,770,073)</u>	<u>1,180,582</u>
	<u>5,567,932</u>	<u>8,338,005</u>
Kamloops Airport Authority Society:		
Balance, beginning of year	100,000	409,879
Operating Surplus (deficit) for the year	<u>100,000</u>	<u>(309,879)</u>
	<u>100,000</u>	<u>100,000</u>
Venture Kamloops Business Development Society:		
Balance, beginning of year	32,460	-
Operating Surplus (deficit) for the year	<u>1,675</u>	<u>32,460</u>
	<u>34,135</u>	<u>32,460-</u>
	\$ <u>19,258,979</u>	\$ <u>19,919,644</u>

Notes to Consolidated Statement of Financial Position Year Ended December 31, 2016, with Comparatives for 2015

14. Accumulated Surplus (continued):

(d) Capital equity

	2016	2015
General Fund:		
Balance, beginning of year	\$ 789,585,417	\$ 776,214,149
Net capital equity addition for the year	26,298,346	13,371,268
	<u>815,883,763</u>	<u>789,585,417</u>
Water Fund:		
Balance, beginning of year	89,326,542	86,295,807
Net capital equity addition for the year	872,827	3,030,735
	<u>90,199,369</u>	<u>89,326,542</u>
Sewer Fund:		
Balance, beginning of year	72,135,562	71,813,999
Net capital equity addition for the year	2,933,450	321,563
	<u>75,069,012</u>	<u>72,135,562</u>
Kamloops Airport Authority Society:		
Balance, beginning of year	52,843,215	47,876,161
Net capital equity addition for the year	1,287,047	5,067,054
	<u>54,230,262</u>	<u>52,943,215</u>
Venture Kamloops Business Development Society:		
Balance, beginning of year	9,413	15,558
Net capital equity addition for the year	751	(6,145)
	<u>10,164</u>	<u>9,413</u>
	<u>\$ 1,035,392,570</u>	<u>\$ 1,004,000,149</u>
Total Accumulated Surplus		
	2016	2015
General Fund	\$ 861,067,893	\$ 831,458,788
Water Fund	103,959,416	102,711,471
Sewer Fund	87,726,278	87,465,077
Statutory reserves	37,326,275	37,413,811
Kamloops Airport Authority Society	58,114,299	56,408,751
Venture Kamloops Business Development Society	104,299	71,873
	<u>\$ 1,148,298,460</u>	<u>\$ 1,115,529,771</u>



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General Fund by Function

	2017	2018	2019	2020	2021
Revenue:					
Real Property Taxes	104,056,728	107,945,788	110,614,704	114,405,072	118,578,711
Taxes - New Assessments	1,000,000	500,000	1,000,000	1,000,000	1,000,000
Special Assessments	4,578,469	4,563,019	4,639,019	4,718,019	4,830,019
Fees, rates, and sales of service	31,144,555	32,764,053	33,792,601	34,061,182	34,335,913
Grants	18,488,447	18,895,542	18,921,519	19,353,451	19,804,648
Investment income	3,434,685	3,574,605	3,797,989	3,826,400	4,096,963
Sale of capital assets	125,000	125,000	125,000	125,000	125,000
Private contributions	73,337	73,337	73,337	73,337	73,337
Total Revenue	162,901,221	168,441,344	172,964,169	177,562,461	182,844,591
Expenditures:					
Cemetery	478,696	482,983	490,098	497,356	504,758
Community Development	5,130,246	5,198,018	5,326,538	5,457,632	5,591,343
Corporate Administration	11,195,216	11,307,785	11,732,065	12,321,614	12,999,311
Environmental services	453,195	409,497	417,578	425,820	434,228
Fire services	17,215,545	17,519,771	17,945,096	18,380,933	18,827,547
Infrastructure Maintenance	8,883,171	9,145,779	9,510,697	9,882,910	10,262,567
Legislative and Enforcement	5,274,736	5,267,098	5,523,201	5,441,025	5,530,607
Parks, recreation and culture	28,006,412	28,359,977	28,856,865	29,364,512	29,882,117
Police services	29,144,756	29,789,950	30,454,750	31,154,607	31,868,762
Public transit	17,599,067	17,243,770	17,665,210	18,532,737	19,443,476
Solid Waste	10,032,320	10,926,888	11,249,273	11,402,233	11,558,252
Debt servicing costs	5,225,824	3,802,182	3,856,671	3,570,270	3,515,864
Capital expenditures	10,769,948	11,785,493	10,523,655	12,437,057	13,871,908
Total General Expenditures	149,409,132	151,239,191	153,551,697	158,868,706	164,290,740
Net operating activity	13,492,089	17,202,153	19,412,472	18,693,755	18,553,851
Transfers from (to) reserves	(5,133,071)	(7,351,308)	(7,807,583)	(7,946,139)	(8,010,728)
Transfers from (to) other funds	(4,688,339)	(4,668,218)	(4,847,516)	(4,923,202)	(5,001,159)
Debt principal repayment	(3,670,679)	(5,094,021)	(5,193,388)	(5,125,524)	(5,321,087)
Transfer to (from) surplus	0	88,606	1,563,985	698,890	220,877
Estimated surplus balance	8,293,595	8,382,201	9,946,186	10,645,076	10,865,953
Tax rate increase indicated	3.22%	2.75%	2.00%	2.50%	2.75%
Projected Increase in 2017-2021 Financial Plan	2.50%	2.50%	2.50%	2.00%	N/A

Financial Plans for each Function

Cemetery

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	290,963	301,688	325,634	271,748	274,372	2,624
Personnel expenses	0	632	632	0	0	0
Contractual services	18,088	7,924	10,701	16,500	16,500	0
Supplies and other expenses	74,466	63,246	73,401	69,888	60,639	(9,249)
Transfers from other functions	117,859	84,087	98,825	127,205	127,185	(20)
	501,376	457,577	509,193	485,341	478,696	(6,645)

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	274,372	277,116	282,657	288,310	294,075
Personnel expenses	0	0	0	0	0
Contractual services	16,500	16,830	17,167	17,510	17,860
Supplies and other expenses	60,639	61,852	63,089	64,351	65,638
Transfers from other functions	127,185	127,185	127,185	127,185	127,185
	478,696	482,983	490,098	497,356	504,758

Community Development Services

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	5,235,669	4,701,054	5,251,042	5,864,443	5,939,505	75,062
Personnel expenses	95,548	65,586	72,684	99,843	100,418	575
Contractual services	225,372	163,666	210,714	214,206	204,456	(9,750)
Supplies and other expenses	320,269	181,042	539,278	240,326	235,959	(4,367)
Transfers from other functions	347,719	232,235	315,130	381,618	380,408	(1,210)
Transfers to other functions	(375,500)	(276,052)	(363,120)	(352,500)	(380,500)	(28,000)
Costs allocated to capital	(1,255,130)	(1,014,855)	(1,424,421)	(1,360,000)	(1,350,000)	10,000
	4,593,947	4,052,676	4,601,307	5,087,936	5,130,246	42,310

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	5,939,505	5,998,900	6,118,877	6,241,255	6,366,078
Personnel expenses	100,418	102,427	104,476	106,566	108,697
Contractual services	204,456	208,545	212,716	216,971	221,311
Supplies and other expenses	235,959	238,238	240,561	242,932	245,349
Transfers from other functions	380,408	380,408	380,408	380,408	380,408
Transfers to other functions	(380,500)	(380,500)	(380,500)	(380,500)	(380,500)
Costs allocated to capital	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)
	5,130,246	5,198,018	5,326,538	5,457,632	5,591,343

Corporate Services and Administration

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	8,024,110	7,352,680	8,323,595	8,191,518	8,262,383	70,865
Personnel expenses	371,017	289,820	387,969	440,573	467,972	27,399
Contractual services	2,334,732	2,508,818	3,003,974	2,996,339	3,084,393	88,054
Supplies and other expenses	1,259,433	750,992	1,997,259	3,005,628	2,944,067	(61,561)
Transfers from other functions	526,207	352,547	480,369	523,313	521,467	(1,846)
Transfers to other functions	(2,975,204)	(2,512,606)	(3,364,421)	(4,090,293)	(4,240,865)	(150,572)
Costs allocated to capital	(59,969)	(4,770)	(66,744)	(41,530)	(41,530)	0
	9,480,326	8,737,481	10,762,001	11,025,548	10,997,887	(27,661)
Fiscal services:						
Debt servicing costs	2,960,047	1,585,378	3,742,755	3,802,311	5,225,824	1,423,513
Capital expenditures	6,097,119	4,495,261	7,677,433	9,811,888	10,769,948	958,060
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	3,670,679	214,303
	12,258,514	9,416,174	13,990,691	17,070,575	19,666,451	2,595,876
Transfer to/(from) surplus	(2,641,703)	0	0	(160,000)	0	160,000

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	8,262,383	8,405,623	8,573,734	8,745,212	8,920,117
Personnel expenses	467,972	487,532	497,284	507,229	517,373
Contractual services	3,084,393	3,218,107	3,282,709	3,349,123	3,417,366
Supplies and other expenses	2,944,067	2,955,131	3,136,946	3,270,057	3,454,493
Transfers from other functions	521,467	523,787	523,787	523,787	523,787
Transfers to other functions	(4,043,536)	(4,240,865)	(4,240,865)	(4,032,264)	(3,792,295)
Costs allocated to capital	(41,530)	(41,530)	(41,530)	(41,530)	(41,530)
	11,195,216	11,307,785	11,732,065	12,321,614	12,999,311
Fiscal services:					
Debt servicing costs	5,225,824	3,802,182	3,856,671	3,570,270	3,515,864
Capital expenditures	10,769,948	11,785,493	10,523,655	12,437,057	13,871,908
Debt principal repayment	3,670,679	5,094,021	5,193,388	5,125,524	5,321,087
	19,666,451	20,681,696	19,573,714	21,132,851	22,708,859
Transfer to/(from) surplus	0	88,606	1,563,985	698,890	220,877

Environmental Services

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	178,724	146,677	169,757	213,021	213,374	353
Personnel expenses	3,806	6,850	6,534	7,103	8,403	1,300
Contractual services	36,389	29,152	47,087	33,000	43,000	10,000
Supplies and other expenses	1,775	2,549	9,451	337,850	201,000	(136,850)
Transfers from other functions	24,359	15,821	20,445	23,235	23,045	(190)
Transfers to other functions	(34,000)	(25,931)	(34,575)	(35,274)	(35,627)	(353)
	211,053	175,118	218,699	578,935	453,195	(125,740)

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	213,374	215,508	219,818	224,213	228,697
Personnel expenses	8,403	8,571	8,742	8,917	9,095
Contractual services	43,000	43,500	44,010	44,530	45,061
Supplies and other expenses	201,000	154,500	157,590	160,742	163,957
Transfers from other functions	23,045	23,045	23,045	23,045	23,045
Transfers to other functions	(35,627)	(35,627)	(35,627)	(35,627)	(35,627)
	453,195	409,497	417,578	425,820	434,228

Fire

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	15,515,921	16,073,282	17,817,489	15,671,420	15,735,575	64,155
Personnel expenses	131,954	127,323	146,981	139,305	143,220	3,915
Contractual services	288,820	308,448	359,246	424,568	430,963	6,395
Supplies and other expenses	729,285	517,880	680,359	630,387	632,992	2,605
Transfers from other functions	338,771	196,292	251,281	281,635	280,795	(840)
Transfers to other functions	(128,660)	(46,327)	(48,327)	(8,000)	(8,000)	0
	16,876,091	17,176,898	19,207,029	17,139,315	17,215,545	76,230

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	15,735,575	16,067,448	16,469,134	16,880,862	17,302,884
Personnel expenses	143,220	135,884	138,602	141,374	144,201
Contractual services	430,963	414,082	422,364	430,811	439,427
Supplies and other expenses	632,992	631,882	644,521	657,411	670,560
Transfers from other functions	280,795	278,475	278,475	278,475	278,475
Transfers to other functions	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	17,215,545	17,519,771	17,945,096	18,380,933	18,827,547

Infrastructure Maintenance

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	8,659,017	8,436,811	9,900,285	10,709,078	10,938,944	229,866
Personnel expenses	64,597	114,261	130,406	152,193	151,193	(1,000)
Contractual services	2,573,147	2,402,111	3,093,654	2,736,339	2,998,706	262,367
Supplies and other expenses	5,508,894	4,518,695	5,550,064	5,357,257	5,495,200	137,943
Transfers from other functions	2,695,677	2,214,327	2,762,443	2,958,398	2,963,975	5,577
Transfers to other functions	(10,277,531)	(8,452,471)	(10,810,747)	(11,572,414)	(11,630,341)	(57,927)
Costs allocated to capital	(759,791)	(907,096)	(1,062,957)	(1,992,036)	(2,034,506)	(42,470)
	8,464,010	8,326,638	9,563,148	8,348,815	8,883,171	534,356

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	10,938,944	11,048,335	11,269,302	11,494,688	11,724,581
Personnel expenses	151,193	154,216	157,300	160,445	163,654
Contractual services	2,998,706	3,051,331	3,105,011	3,159,763	3,215,611
Supplies and other expenses	5,495,200	5,605,104	5,717,207	5,831,551	5,948,181
Transfers from other functions	2,963,975	2,963,975	2,963,975	2,963,975	2,963,975
Transfers to other functions	(11,630,341)	(11,630,341)	(11,630,341)	(11,630,341)	(11,630,341)
Costs allocated to capital	(2,034,506)	(2,046,841)	(2,071,757)	(2,097,171)	(2,123,094)
	8,883,171	9,145,779	9,510,697	9,882,910	10,262,567

Legislative Services

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	3,139,293	2,974,928	3,371,793	3,389,137	3,269,138	(119,999)
Personnel expenses	99,043	112,571	124,865	167,821	166,686	(1,135)
Contractual services	322,046	331,113	542,563	472,100	460,450	(11,650)
Supplies and other expenses	986,032	908,153	1,011,350	1,055,173	1,021,922	(33,251)
Transfers from other functions	580,738	431,205	587,944	604,663	584,450	(20,213)
Transfers to other functions	(229,050)	(167,588)	(223,450)	(227,910)	(227,910)	0
Costs allocated to capital	0	0	0	0	0	0
	4,898,102	4,590,382	5,415,065	5,460,984	5,274,736	(186,248)

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	3,269,138	3,301,828	3,367,864	3,435,220	3,503,925
Personnel expenses	166,686	168,759	170,875	173,033	175,234
Contractual services	460,450	469,659	479,052	488,633	498,406
Supplies and other expenses	1,021,922	970,312	1,148,870	987,599	996,502
Transfers from other functions	584,450	584,450	584,450	584,450	584,450
Transfers to other functions	(227,910)	(227,910)	(227,910)	(227,910)	(227,910)
Costs allocated to capital	0	0	0	0	0
	5,274,736	5,267,098	5,523,201	5,441,025	5,530,607

Parks, Recreation, and Culture

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	13,083,326	12,247,573	13,563,505	14,113,954	14,234,078	120,124
Personnel expenses	118,050	103,316	109,769	164,762	160,681	(4,081)
Contractual services	3,502,793	2,854,633	3,391,830	3,627,778	4,020,459	392,681
Supplies and other expenses	6,235,515	5,381,644	6,192,375	6,377,864	6,381,627	3,763
Transfers from other functions	3,716,702	2,973,249	3,707,993	4,235,461	4,318,174	82,713
Transfers to other functions	(715,900)	(552,991)	(727,452)	(968,549)	(968,549)	0
Costs allocated to capital	(140,058)	0	0	(140,058)	(140,058)	0
	25,800,428	23,007,424	26,238,020	27,411,212	28,006,412	595,200

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	14,234,078	14,453,819	14,742,895	15,037,755	15,338,511
Personnel expenses	160,681	163,895	167,172	170,515	173,926
Contractual services	4,020,459	4,054,960	4,134,401	4,215,368	4,297,898
Supplies and other expenses	6,381,627	6,477,736	6,602,830	6,731,307	6,862,215
Transfers from other functions	4,318,174	4,318,174	4,318,174	4,318,174	4,318,174
Transfers to other functions	(968,549)	(968,549)	(968,549)	(968,549)	(968,549)
Costs allocated to capital	(140,058)	(140,058)	(140,058)	(140,058)	(140,058)
	28,006,412	28,359,977	28,856,865	29,364,512	29,882,117

Police

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	3,649,715	3,292,469	3,721,800	4,202,354	4,376,951	174,597
Personnel expenses	66,010	27,021	40,815	74,850	87,015	12,165
Contractual services	19,517,400	9,633,445	19,354,383	23,661,649	24,388,376	726,727
Supplies and other expenses	60,276	42,446	54,421	58,266	174,168	115,902
Transfers from other functions	95,639	78,805	100,919	116,806	118,246	1,440
Transfers to other functions	0	0	0	0	0	0
	23,389,040	13,074,186	23,272,338	28,113,925	29,144,756	1,030,831

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	4,376,951	4,420,721	4,509,135	4,599,318	4,691,304
Personnel expenses	87,015	88,755	90,530	92,341	94,188
Contractual services	24,388,376	24,984,577	25,555,635	26,159,874	26,776,499
Supplies and other expenses	174,168	177,651	181,204	184,828	188,525
Transfers from other functions	118,246	118,246	118,246	118,246	118,246
Transfers to other functions	0	0	0	0	0
	29,144,756	29,789,950	30,454,750	31,154,607	31,868,762

Public Transit

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	65,696	68,437	76,701	162,465	164,412	1,947
Personnel expenses	1,334	2,721	2,981	500	500	0
Contractual services	15,629,621	12,002,892	16,171,624	16,844,502	17,219,960	375,458
Supplies and other expenses	389	242	757	500	500	0
Transfers from other functions	189,286	171,593	226,799	240,392	213,695	(26,697)
Transfers to other functions	0	0	0	0	0	0
	15,886,326	12,245,885	16,478,862	17,248,359	17,599,067	350,708

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	164,412	166,056	169,377	172,765	176,220
Personnel expenses	500	508	516	526	537
Contractual services	17,219,960	16,863,003	17,281,106	18,145,225	19,052,487
Supplies and other expenses	500	508	516	526	537
Transfers from other functions	213,695	213,695	213,695	213,695	213,695
Transfers to other functions	0	0	0	0	0
	17,599,067	17,243,770	17,665,210	18,532,737	19,443,476

Solid Waste

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Salaries, wages, and benefits	1,951,949	1,780,514	2,035,282	2,327,671	2,350,138	22,467
Personnel expenses	7,888	9,889	9,928	9,953	12,203	2,250
Contractual services	2,743,391	2,449,587	3,061,911	3,958,500	4,133,500	175,000
Supplies and other expenses	421,940	147,740	198,136	664,798	643,278	(21,520)
Transfers from other functions	4,349,985	4,098,948	5,414,736	6,078,232	6,084,915	6,683
Transfers to other functions	(2,040,599)	(2,357,765)	(3,004,897)	(3,178,131)	(3,191,714)	(13,583)
	7,434,554	6,128,913	7,715,096	9,861,023	10,032,320	171,297

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	2,350,138	2,397,141	2,445,084	2,493,986	2,543,866
Personnel expenses	12,203	12,447	12,696	12,950	13,209
Contractual services	4,133,500	4,216,170	4,300,493	4,386,503	4,474,233
Supplies and other expenses	643,278	646,858	650,509	654,233	658,032
Transfers from other functions	6,084,915	6,845,986	7,032,205	7,046,275	7,060,626
Transfers to other functions	(3,191,714)	(3,191,714)	(3,191,714)	(3,191,714)	(3,191,714)
	10,032,320	10,926,888	11,249,273	11,402,233	11,558,252

General Fund Financial Plan by Department

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Administrator	2,466,661	2,320,396	2,735,670	3,149,060	3,109,279	(39,781)
Finance & IT	12,430,910	8,710,877	15,336,961	17,589,084	19,808,193	2,219,109
Public Works	16,109,617	14,630,669	17,496,943	18,788,773	19,368,686	579,913
Parks, Recreation & Culture	26,301,804	23,465,001	26,747,213	27,896,553	28,485,108	588,555
Development & Engineering	20,480,273	16,298,561	21,080,169	22,336,295	22,729,313	393,018
Community & Corp. Affairs	47,013,314	37,046,883	49,964,544	52,733,180	53,779,237	1,046,057
Human Resources	1,789,840	1,586,200	1,957,315	1,882,647	1,931,987	49,340
Total Direct Costs	126,592,419	104,058,587	135,318,815	144,375,592	149,211,803	4,836,211
Revenue generated:						
Administrator	31,089	2,119	27,495	10,000	13,000	3,000
Finance & IT	15,563,752	12,376,975	15,872,040	15,985,282	15,499,050	(486,232)
Public Works	7,003,998	6,923,800	8,994,748	10,339,750	10,951,750	612,000
Parks, Recreation & Culture	8,085,645	6,699,647	7,743,202	7,951,154	8,329,193	378,039
Development & Engineering	16,441,515	12,077,191	15,216,439	14,390,026	14,401,573	11,547
Community & Corp. Affairs	7,298,012	6,557,372	7,638,644	8,372,982	8,534,927	161,945
Human Resources	112,454	128,471	128,471	115,000	115,000	0
Total Revenue Generated	54,536,465	44,765,575	55,621,039	57,164,194	57,844,493	680,299
Net operating costs	72,055,954	59,293,012	79,697,776	87,211,398	91,367,310	4,155,912
Transfer to (from) reserves	13,355,512	3,372,204	8,747,488	4,646,347	5,133,071	486,724
Transfer to (from) other funds	6,708,631	3,014,688	5,201,847	4,502,409	4,688,339	185,930
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	3,670,679	214,303
Transfer to (from) surplus	(2,641,703)	0	0	(160,000)	0	160,000
Net Tax Requirement (Contribution)	92,679,742	69,015,439	96,217,614	99,656,530	104,859,399	5,202,869
Staffing per budget - FTEs	670.07	673.24		686.37	686.31	0.68

General Revenue Fund by Department

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Administrator	3,109,279	3,031,656	3,110,867	3,141,164	3,222,566
Finance	20,005,522	19,606,725	18,632,145	20,703,850	22,563,752
Public Works and Utilities	19,368,686	20,482,164	21,177,548	21,710,963	22,255,047
Parks, Recreation, and Culture	28,485,108	28,842,960	29,346,963	29,861,868	30,386,875
Development and Engineering	22,729,313	22,441,788	22,991,748	23,990,369	25,034,819
Corp Services and Community Safety	53,779,237	54,877,846	56,300,187	57,431,343	58,760,884
Human Resources	1,931,987	1,956,052	1,992,239	2,029,149	2,066,797
Total Direct Costs	149,409,132	151,239,191	153,551,697	158,868,706	164,290,740
Revenue generated:					
Administrator	13,000	9,900	9,798	9,694	9,588
Finance	15,499,050	15,964,644	16,270,193	16,383,892	16,772,869
Public Works and Utilities	10,951,750	12,288,702	13,059,175	13,059,489	13,059,810
Parks, Recreation, and Culture	8,329,193	8,581,719	8,763,164	8,948,660	9,138,321
Development and Engineering	14,401,573	14,466,728	14,436,551	14,813,639	15,209,187
Corp Services and Community Safety	8,534,927	8,568,863	8,695,584	8,827,015	8,961,105
Human Resources	115,000	115,000	115,000	115,000	115,000
Total Revenue Generated	57,844,493	59,995,556	61,349,465	62,157,389	63,265,880
Net operating costs	91,564,639	91,243,635	92,202,232	96,711,317	101,024,860
Transfer to (from) reserves	5,133,071	7,351,308	7,807,583	7,946,139	8,010,728
Transfer to (from) other funds	4,688,339	4,668,218	4,847,516	4,923,202	5,001,159
Debt principal repayment	3,670,679	5,094,021	5,193,388	5,125,524	5,321,087
Transfer to (from) surplus	0	88,606	1,563,985	698,890	220,877
Net Tax Requirement (Contribution)	105,056,728	108,445,788	111,614,704	115,405,072	119,578,711
Staffing per budget - FTEs	686.31				

Financial Plans for Each Department

Administrator's Department

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,078,318	1,029,148	1,440,811	1,600,196	1,608,782	8,586
Personnel expenses	112,223	97,501	107,709	152,275	153,975	1,700
Contractual services	280,709	217,286	300,231	355,350	341,590	(13,760)
Supplies and other expenses	930,373	927,976	951,226	1,173,644	1,138,881	(34,763)
Transfers from other functions	75,038	55,985	92,532	100,725	100,285	(440)
Transfers to other functions	(10,000)	(7,500)	(156,839)	(191,600)	(192,704)	(1,104)
Costs allocated to capital	0	0	0	(41,530)	(41,530)	0
Total Direct Costs	2,466,661	2,320,396	2,735,670	3,149,060	3,109,279	(39,781)
Revenue generated:						
Fees, rates, and sales of service	(3,117)	(13,755)	12,495	(5,000)	(2,000)	3,000
Investment Income	19,206	15,874	0	5,000	5,000	0
Transfers from other governments	15,000	0	15,000	10,000	10,000	0
Total Revenue Generated	31,089	2,119	27,495	10,000	13,000	3,000
Net operating costs	2,435,572	2,318,277	2,708,175	3,139,060	3,096,279	(42,781)
Transfer to (from) reserves	41,110	0	133,650	(163,650)	(118,650)	45,000
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	2,476,682	2,318,277	2,841,825	2,975,410	2,977,629	2,219
Staffing per budget - FTEs	8.17	8.17		12.36	12.36	0.00

Administrator's Department

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Salaries, wages, and benefits	1,608,782	1,624,869	1,657,366	1,690,514	1,724,324
Personnel expenses	153,975	155,795	157,651	159,544	161,475
Contractual services	341,590	348,182	354,905	361,763	368,759
Supplies and other expenses	1,138,881	1,036,759	1,074,894	1,063,292	1,101,957
Transfers from other functions	100,285	100,285	100,285	100,285	100,285
Transfers to other functions	(192,704)	(192,704)	(192,704)	(192,704)	(192,704)
Costs allocated to capital	(41,530)	(41,530)	(41,530)	(41,530)	(41,530)
Total Direct Costs	3,109,279	3,031,656	3,110,867	3,141,164	3,222,566
Revenue generated:					
Fees, rates, and sales of service	(2,000)	(5,100)	(5,202)	(5,306)	(5,412)
Investment Income	5,000	5,000	5,000	5,000	5,000
Transfers from other governments	10,000	10,000	10,000	10,000	10,000
Total Revenue Generated	13,000	9,900	9,798	9,694	9,588
Net operating costs	3,141,680	3,064,960	3,145,006	3,176,154	3,258,426
Transfer to (from) reserves	(118,650)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	2,977,629	3,011,756	3,091,069	3,121,470	3,202,978
Staffing per budget - FTEs	12.36				

Finance

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,491,884	3,243,449	3,660,242	3,304,364	3,295,102	(9,262)
Personnel expenses	49,406	52,927	94,617	117,031	130,200	13,169
Contractual services	1,020,359	1,145,920	1,241,636	1,282,267	1,260,453	(21,814)
Supplies and other expenses	(228,604)	(638,667)	527,572	1,403,158	1,418,365	15,207
Transfers from other functions	179,246	118,698	160,627	168,947	168,651	(296)
Transfers to other functions	(1,078,578)	(1,292,089)	(1,705,947)	(2,300,882)	(2,460,350)	(159,468)
Costs allocated to capital	(59,969)	0	(61,974)	0	0	0
Debt servicing costs	2,960,047	1,585,378	3,742,755	3,802,311	5,225,824	1,423,513
Capital funded from taxation	6,097,119	4,495,261	7,677,433	9,811,888	10,769,948	958,060
Total Direct Costs	12,430,910	8,710,877	15,336,961	17,589,084	19,808,193	2,219,109
Revenue generated:						
Special assessments	4,017,388	3,760,297	4,006,092	3,828,603	3,871,450	42,847
Fees, rates, and sales of service	2,004,262	886,484	3,301,925	1,846,011	1,611,120	(234,891)
Grants	6,139,388	4,134,286	6,321,470	6,986,795	6,586,795	(400,000)
Investment income	3,402,714	3,595,908	2,242,553	3,323,873	3,429,685	105,812
Private Contributions	0	0	0	0	0	0
Sale of capital assets	0	0	0	0	0	0
Total Revenue Generated	15,563,752	12,376,975	15,872,040	15,985,282	15,499,050	(486,232)
Net operating costs	(3,132,842)	(3,666,098)	(535,079)	1,603,802	4,309,143	2,705,341
Transfer to (from) reserves	13,181,738	3,167,776	7,506,866	6,462,474	6,333,077	(129,397)
Transfer to (from) other funds	440,635	0	680,187	343,915	529,845	185,930
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	3,670,679	214,303
Transfer to (from) surplus	(2,641,703)	0	0	(160,000)	0	160,000
Net Tax Requirement (Contribution)	11,049,176	2,837,213	10,222,477	11,706,567	14,842,744	3,136,177
Staffing per budget - FTEs	42.57	41.57		42.86	42.86	0.00

Finance

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Salaries, wages, and benefits	3,295,102	3,328,053	3,394,614	3,462,507	3,531,758
Personnel expenses	130,200	132,804	135,461	138,170	140,933
Contractual services	1,260,453	1,334,288	1,363,314	1,393,440	1,424,669
Supplies and other expenses	1,418,365	1,515,604	1,650,129	1,785,504	1,921,749
Transfers from other functions	168,651	168,651	168,651	168,651	168,651
Transfers to other functions	(2,263,021)	(2,460,350)	(2,460,350)	(2,251,749)	(2,011,780)
Costs allocated to capital	0	0	0	0	0
Debt servicing costs	5,225,824	3,802,182	3,856,671	3,570,270	3,515,864
Capital funded from taxation	10,769,948	11,785,493	10,523,655	12,437,057	13,871,908
Total Direct Costs	20,005,522	19,606,725	18,632,145	20,703,850	22,563,752
Revenue generated:					
Special assessments	3,871,450	3,856,000	3,932,000	4,011,000	4,123,000
Fees, rates, and sales of service	1,611,120	1,552,244	1,558,409	1,564,697	1,571,111
Grants	6,586,795	6,986,795	6,986,795	6,986,795	6,986,795
Investment income	3,429,685	3,569,605	3,792,989	3,821,400	4,091,963
Private Contributions	0	0	0	0	0
Sale of capital assets	0	0	0	0	0
Total Revenue Generated	15,499,050	15,964,644	16,270,193	16,383,892	16,772,869
Net operating costs	4,506,472	3,642,081	2,361,952	4,319,958	5,790,883
Transfer to (from) reserves	6,333,077	7,234,795	7,163,482	7,234,795	7,234,795
Transfer to (from) other funds	529,845	438,383	544,200	544,200	544,200
Debt principal repayment	3,670,679	5,094,021	5,193,388	5,125,524	5,321,087
Transfer to (from) surplus	0	88,606	1,563,985	698,890	220,877
Net Tax Requirement (Contribution)	15,040,073	16,497,886	16,827,007	17,923,367	19,111,842
Staffing per budget - FTEs	42.86				

Public Works and Utilities Department

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	10,789,690	10,364,002	12,105,324	13,249,770	13,502,456	252,686
Personnel expenses	76,291	131,000	146,868	169,249	171,799	2,550
Contractual services	5,352,927	4,880,850	6,202,652	6,727,839	7,175,206	447,367
Supplies and other expenses	5,932,609	4,668,984	5,757,651	6,359,905	6,339,478	(20,427)
Transfers from other functions	7,070,021	6,329,096	8,197,624	9,059,865	9,071,935	12,070
Transfers to other functions	(12,318,130)	(10,810,236)	(13,815,644)	(14,750,545)	(14,822,055)	(71,510)
Costs allocated to capital	(793,791)	(933,027)	(1,097,532)	(2,027,310)	(2,070,133)	(42,823)
Total Direct Costs	16,109,617	14,630,669	17,496,943	18,788,773	19,368,686	579,913
Revenue generated:						
Fees, rates, and sales of service	6,788,350	6,561,219	8,617,855	10,214,100	10,826,100	612,000
Grants	0	0	0	650	650	0
Private Contributions	0	300,000	300,000	0	0	0
Sale of capital assets	215,648	62,581	76,893	125,000	125,000	0
Total Revenue Generated	7,003,998	6,923,800	8,994,748	10,339,750	10,951,750	612,000
Net operating costs	9,105,619	7,706,869	8,502,195	8,449,023	8,416,936	(32,087)
Transfer to (from) reserves	488,503	0	1,200,359	236,727	578,680	341,953
Transfer to (from) other funds	2,303,411	1,783,532	2,368,058	2,378,042	2,378,042	0
Net Tax Requirement (Contribution)	11,897,533	9,490,401	12,070,612	11,063,792	11,373,658	309,866
Staffing per budget - FTEs	123.43	125.72		135.51	137.83	2.32

Public Works and Utilities Department

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Salaries, wages, and benefits	13,502,456	13,660,984	13,934,204	14,212,887	14,497,144
Personnel expenses	171,799	175,234	178,738	182,312	185,958
Contractual services	7,175,206	7,311,001	7,449,514	7,590,796	7,734,905
Supplies and other expenses	6,339,478	6,406,462	6,525,306	6,646,526	6,770,170
Transfers from other functions	9,071,935	9,833,006	10,019,225	10,033,295	10,047,646
Transfers to other functions	(14,857,682)	(14,857,682)	(14,857,682)	(14,857,682)	(14,857,682)
Costs allocated to capital	(2,034,506)	(2,046,841)	(2,071,757)	(2,097,171)	(2,123,094)
Total Direct Costs	19,368,686	20,482,164	21,177,548	21,710,963	22,255,047
Revenue generated:					
Fees, rates, and sales of service	10,826,100	12,163,052	12,933,525	12,933,839	12,934,160
Grants	650	650	650	650	650
Private Contributions	0	0	0	0	0
Sale of capital assets	125,000	125,000	125,000	125,000	125,000
Total Revenue Generated	10,951,750	12,288,702	13,059,175	13,059,489	13,059,810
Net operating costs	8,416,936	8,193,462	8,118,373	8,651,474	9,195,237
Transfer to (from) reserves	578,680	1,459,544	1,912,100	1,764,011	1,612,961
Transfer to (from) other funds	2,378,042	2,449,383	2,522,864	2,598,550	2,676,507
Net Tax Requirement (Contribution)	11,373,658	12,102,389	12,553,337	13,014,035	13,484,705
Staffing per budget - FTEs	137.83				

Parks, Recreation and Cultural Services Department

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	13,374,289	12,549,261	13,889,139	14,385,702	14,508,450	122,748
Personnel expenses	118,050	103,948	110,401	164,762	160,681	(7,128)
Contractual services	3,520,881	2,862,557	3,402,531	3,644,278	4,036,959	(3,461)
Supplies and other expenses	6,309,981	5,444,890	6,265,776	6,447,752	6,442,266	(5,486)
Transfers from other functions	3,834,561	3,057,336	3,806,818	4,362,666	4,445,359	82,693
Transfers to other functions	(715,900)	(552,991)	(727,452)	(968,549)	(968,549)	0
Costs allocated to capital	(140,058)	0	0	(140,058)	(140,058)	0
Total Direct Costs	26,301,804	23,465,001	26,747,213	27,896,553	28,485,108	189,366
Revenue generated:						
Fees, rates, and sales of service	7,306,296	6,182,246	7,099,628	7,292,389	7,269,539	(22,850)
Grants	685,889	426,353	568,247	586,128	986,317	1,000
Private Contributions	93,460	91,048	75,327	72,637	73,337	700
Total Revenue Generated	8,085,645	6,699,647	7,743,202	7,951,154	8,329,193	(21,150)
Net operating costs	18,216,159	16,765,354	19,004,011	19,945,399	20,155,915	210,516
Transfer to (from) reserves	4,118	100,372	68,694	(26,183)	(26,183)	0
Transfer to (from) other funds	200,000	150,000	200,000	200,000	200,000	0
Net Tax Requirement (Contribution)	18,420,277	17,015,726	19,272,705	20,119,216	20,329,732	210,516
Staffing per budget - FTEs	178.32	177.54		179.97	182.00	2.03

Parks, Recreation and Cultural Services Department

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Salaries, wages, and Benefits	14,508,450	14,730,935	15,025,552	15,326,065	15,632,586
Personnel expenses	160,681	163,895	167,172	170,515	173,926
Contractual services	4,036,959	4,071,790	4,151,568	4,232,878	4,315,758
Supplies and other expenses	6,442,266	6,539,588	6,665,919	6,795,658	6,927,853
Transfers from other functions	4,445,359	4,445,359	4,445,359	4,445,359	4,445,359
Transfers to other functions	(968,549)	(968,549)	(968,549)	(968,549)	(968,549)
Costs allocated to capital	(140,058)	(140,058)	(140,058)	(140,058)	(140,058)
Total Direct Costs	28,485,108	28,842,960	29,346,963	29,861,868	30,386,875
Revenue generated:					
Fees, rates, and sales of service	7,269,539	7,503,696	7,665,712	7,831,390	8,000,836
Grants	986,317	1,004,686	1,024,115	1,043,933	1,064,148
Private Contributions	73,337	73,337	73,337	73,337	73,337
Total Revenue Generated	8,329,193	8,581,719	8,763,164	8,948,660	9,138,321
Net operating costs	20,155,915	20,261,241	20,583,799	20,913,208	21,248,554
Transfer to (from) reserves	(26,183)	75,200	75,200	75,200	75,200
Transfer to (from) other funds	200,000	200,000	200,000	200,000	200,000
Net Tax Requirement (Contribution)	20,329,732	20,536,441	20,858,999	21,188,408	21,523,754
Staffing per budget - FTEs	182.00				

Development and Engineering Services Department

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	5,301,365	4,769,491	5,327,743	6,026,908	6,103,917	77,009
Personnel expenses	96,882	68,307	75,665	100,343	100,918	575
Contractual services	15,854,993	12,166,558	16,382,338	17,058,708	17,424,416	365,708
Supplies and other expenses	320,658	181,284	540,035	240,826	236,459	(4,367)
Transfers from other functions	537,005	403,828	541,929	622,010	594,103	(27,907)
Transfers to other functions	(375,500)	(276,052)	(363,120)	(352,500)	(380,500)	(28,000)
Costs allocated to capital	(1,255,130)	(1,014,855)	(1,424,421)	(1,360,000)	(1,350,000)	10,000
Total Direct Costs	20,480,273	16,298,561	21,080,169	22,336,295	22,729,313	393,018
Revenue generated:						
Fees, rates, and sales of service	8,004,669	3,566,302	9,990,465	7,312,966	7,312,814	(152)
Grants	6,278,026	6,707,375	5,130,740	7,077,060	7,088,759	11,699
Sale of capital assets	2,158,820	1,803,514	95,234	0	0	0
Total Revenue Generated	16,441,515	12,077,191	15,216,439	14,390,026	14,401,573	11,547
Net operating costs	4,038,758	4,221,370	5,863,730	7,946,269	8,327,740	381,471
Transfer to (from) reserves	(51,826)	104,056	305,985	(2,276)	1,974	4,250
Transfer to (from) other funds	2,139,920	0	286,037	0	0	0
Net Tax Requirement (Contribution)	6,126,852	4,325,426	6,455,752	7,943,993	8,329,714	385,721
Staffing per budget - FTEs	62.66	61.66		62.51	62.51	0.00

Development and Engineering Services Department

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Salaries, wages, and benefits	6,103,917	6,164,956	6,288,254	6,414,020	6,542,298
Personnel expenses	100,918	102,935	104,992	107,092	109,234
Contractual services	17,424,416	17,071,548	17,493,822	18,362,196	19,273,798
Supplies and other expenses	236,459	238,746	241,077	243,458	245,886
Transfers from other functions	594,103	594,103	594,103	594,103	594,103
Transfers to other functions	(380,500)	(380,500)	(380,500)	(380,500)	(380,500)
Costs allocated to capital	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)	(1,350,000)
Total Direct Costs	22,729,313	22,441,788	22,991,748	23,990,369	25,034,819
Revenue generated:					
Fees, rates, and sales of service	7,312,814	7,353,627	7,372,526	7,396,413	7,421,100
Grants	7,088,759	7,113,101	7,064,025	7,417,226	7,788,087
Sale of capital assets	0	0	0	0	0
Total Revenue Generated	14,401,573	14,466,728	14,436,551	14,813,639	15,209,187
Net operating costs	8,327,740	7,975,060	8,555,197	9,176,730	9,825,632
Transfer to (from) reserves	1,974	1,974	1,974	1,974	1,974
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	8,329,714	7,977,034	8,557,171	9,178,704	9,827,606
Staffing per budget - FTEs	62.51				

Corporate Services and Community Safety Department

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	24,546,090	24,322,729	26,857,223	25,267,495	25,426,077	158,582
Personnel expenses	289,386	229,249	283,071	311,531	351,476	39,945
Contractual services	20,968,068	11,210,743	21,308,681	25,684,407	26,715,286	1,030,879
Supplies and other expenses	2,234,946	1,870,062	2,185,817	2,089,521	2,134,772	45,251
Transfers from other functions	1,218,560	840,132	1,102,264	1,183,947	1,164,294	(19,653)
Transfers to other functions	(2,243,736)	(1,426,032)	(1,772,512)	(1,833,721)	(1,823,721)	10,000
Total Direct Costs	47,013,314	37,046,883	49,964,544	52,703,180	53,968,184	1,265,004
Revenue generated:						
Special Assessments	676,318	683,757	613,820	705,639	707,019	1,380
Fees, rates, and sales of service	3,644,606	3,944,608	3,689,273	3,787,974	4,011,982	224,008
Private contributions	15,783	15,000	15,000	0	15,000	15,000
Sale of capital assets	0	20,133	0	0	0	0
Grants	2,961,305	1,893,874	3,320,551	3,879,369	3,815,926	(63,443)
Total Revenue Generated	7,298,012	6,557,372	7,638,644	8,372,982	8,549,927	176,945
Net operating costs	39,715,302	30,489,511	42,325,900	44,330,198	45,418,257	1,088,059
Transfer to (from) reserves	(304,277)	0	(522,054)	(1,949,214)	(1,838,243)	110,971
Transfer to (from) other funds	1,624,665	1,081,156	1,667,565	1,580,452	1,580,452	0
Net Tax Requirement (Contribution)	41,035,690	31,570,667	43,471,411	43,961,436	45,160,466	1,199,030
Staffing per budget - FTEs	247.58	247.58		242.15	235.15	(7.00)

Corporate Services and Community Safety Department

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Salaries, wages, and benefits	25,426,077	26,061,728	26,713,270	27,381,101	28,065,629
Personnel expenses	351,476	360,263	371,073	382,207	393,672
Contractual services	26,715,286	27,356,165	27,972,795	28,628,876	29,298,499
Supplies and other expenses	2,074,772	2,099,859	2,303,609	2,168,032	2,203,146
Transfers from other functions	1,164,294	1,164,294	1,164,294	1,164,294	1,164,294
Transfers to other functions	(1,823,721)	(1,823,721)	(1,823,721)	(1,823,721)	(1,823,721)
Total Direct Costs	53,908,184	55,218,588	56,701,320	57,900,789	59,301,519
Revenue generated:					
Special Assessments	707,019	707,019	707,019	707,019	707,019
Fees, rates, and sales of service	4,011,982	4,081,534	4,152,631	4,225,149	4,299,118
Private contributions	15,000	0	0	0	0
Sale of capital assets	0	0	0	0	0
Grants	3,815,926	3,780,310	3,835,934	3,894,847	3,954,968
Total Revenue Generated	8,549,927	8,568,863	8,695,584	8,827,015	8,961,105
Net operating costs	45,358,257	46,649,725	48,005,736	49,073,774	50,340,414
Transfer to (from) reserves	(1,838,243)	(1,584,852)	(1,370,647)	(1,156,915)	(942,986)
Transfer to (from) other funds	1,580,452	1,580,452	1,580,452	1,580,452	1,580,452
Net Tax Requirement (Contribution)	45,100,466	46,645,325	48,215,541	49,497,311	50,977,880
Staffing per budget - FTEs	235.15				

Human Resources Department

Prior years

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,212,747	1,098,033	1,222,149	1,282,374	1,314,086	31,712
Personnel expenses	217,009	177,058	206,155	231,712	244,242	12,530
Contractual services	193,862	207,875	392,818	217,632	225,800	8,168
Supplies and other expenses	98,311	60,100	73,743	78,131	81,131	3,000
Transfers from other functions	68,511	44,034	63,350	72,798	71,738	(1,060)
Transfers to other functions	(600)	(900)	(900)	0	0	0
Total Direct Costs	1,789,840	1,586,200	1,957,315	1,882,647	1,936,997	54,350
Revenue generated:						
Fees, rates, and sales of service	112,454	128,471	128,471	115,000	115,000	0
Total Revenue Generated	112,454	128,471	128,471	115,000	115,000	0
Net operating costs	1,677,386	1,457,729	1,828,844	1,767,647	1,821,997	54,350
Transfer to (from) reserves	(3,854)	0	53,988	28,469	28,469	0
Net Tax Requirement (Contribution)	1,673,532	1,457,729	1,882,832	1,796,116	1,850,466	54,350
Staffing per budget - FTEs	11.00	11.00		11.00	11.60	0.60

Human Resources Department

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Expenditures:					
Salaries, wages, and benefits	1,314,086	1,346,938	1,380,611	1,415,127	1,450,505
Personnel expenses	244,242	250,348	257,858	265,594	273,562
Contractual services	225,800	230,316	234,922	240,208	245,613
Supplies and other expenses	81,131	82,754	82,909	83,067	83,228
Transfers from other functions	71,738	71,738	71,738	71,738	71,738
Total Direct Costs	1,936,997	1,982,094	2,028,038	2,075,734	2,124,646
Revenue generated:					
Fees, rates, and sales of service	115,000	115,000	115,000	115,000	115,000
Total Revenue Generated	115,000	115,000	115,000	115,000	115,000
Net operating costs	1,821,997	1,867,094	1,913,038	1,960,734	2,009,646
Transfer to (from) reserves	28,469	26,306	24,089	21,816	19,486
Net Tax Requirement (Contribution)	1,850,466	1,893,400	1,937,127	1,982,550	2,029,132
Staffing per budget - FTEs	11.60				

Full-time Equivalents

Staffing Levels 2007-2017

Program # and Name		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
813	Mayor and Council	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
881	Administration of the City	2.70	2.70	2.70	3.20	2.50	3.00	4.17	4.17	4.17	3.17	3.17
882	Business And Client Services	3.27	3.94	3.27	3.27	3.00	3.00	7.43	7.43	7.43	8.19	8.19
Administrator's Department		6.97	7.64	6.97	7.47	6.50	7.00	12.60	12.60	12.60	12.36	12.36
610	Cash Management	0.55	0.55	0.55	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45
620	Billing and Collection	9.88	9.88	9.88	8.88	9.88	10.88	10.55	9.55	9.80	9.94	8.69
630	Financial Management	16.10	16.10	16.85	17.10	22.53	20.53	21.58	21.08	20.83	20.98	23.23
640	Fiscal Services											
650	Insurance and Risk Management	1.90	1.90	1.90	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
670	Purchasing and Stores	6.56	6.56	6.56	6.49	6.99	7.49	7.99	8.49	9.49	9.49	8.49
Finance		34.99	34.99	35.74	34.92	41.85	41.35	42.57	41.57	42.57	42.86	42.86
130	Solid Waste Collection and Disposal	18.75	19.66	22.85	22.85	23.35	24.86	25.00	25.15	25.65	28.49	28.49
140	Environmental Services	3.00	3.55	3.55	3.55	5.05	5.55	2.40	2.30	2.30	2.60	2.60
310	Roads	26.49	26.34	26.93	28.42	27.42	27.43	27.83	28.21	25.29	25.21	24.54
320	PWU Administration	5.00	5.02	5.02	6.02	6.02	6.02	7.02	6.02	6.02	6.02	6.02
330	Capital Projects Management	9.00	8.85	10.27	13.00	8.00	11.00	12.00	13.00	13.00	14.00	15.33
360	Traffic Operations	5.99	5.99	5.99	5.99	5.99	5.99	6.15	6.25	6.25	6.25	6.25
380	Drainage	4.94	4.85	4.85	4.85	5.45	5.65	5.82	5.82	5.51	6.36	7.02
740	Vehicles and Equipment	16.41	17.21	17.87	18.10	18.11	18.11	18.26	19.13	18.88	18.88	19.88
750	HVAC	15.29	15.19	16.26	16.58	16.58	16.58	2.43	2.66	1.66	1.67	1.91
770	Millwright									9.00	9.01	9.01
775	Plumbing										1.00	1.00
780	Carpentry	4.07	4.12	6.04	6.04	6.04	6.34	6.34	6.72	6.80	6.79	6.79
790	Electrical	7.42	6.42	8.22	8.52	10.18	10.18	10.18	10.46	9.23	9.23	9.23
Public Works & Utilities		116.36	117.20	127.85	133.92	132.19	137.71	123.43	125.72	129.59	135.51	138.07
150	Cemeteries	5.48	5.48	5.48	5.48	5.48	5.48	4.14	3.39	3.39	3.39	3.39
410	Sandman Centre	8.93	8.93	8.38	7.82	7.82	7.82	7.82	7.82	7.67	7.67	7.67
420	Arenas	18.52	17.52									
413	Arenas			15.92	15.36	15.36	15.36	15.36	15.36	14.95	14.95	14.95
429	Parks			37.99	38.45	40.95	42.42	42.69	46.33	47.77	50.77	52.19
430	Parks and Playfields	42.53	44.80									
439	Sustainability			0.27	2.10	2.07	2.08	6.12	6.73	6.73	5.51	5.51
440	Community Recreation Activities	6.91	6.50									
450	PRCS Admin	1.50	1.50									
457	City Facilities			3.07	3.07	3.77	3.78	17.79	13.50	13.50	13.50	13.50
460	Aquatics	38.97	41.22									
461	Pools			9.31	9.31	9.31	9.31	9.45	9.45	9.45	7.79	9.00
465	Tournament Capital Centre	5.53	5.53	27.63	29.25	29.25	29.26	29.27	29.27	30.70	30.70	30.70
470	School Recreation Facilities	4.20	3.86									
481	Social & Community Development			3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
482	Housing/Homelessness						1.00	1.00	1.00	1.00	1.00	1.00
482	Tournament/Ambassador	1.00	1.00									
483	Health & Sport Development			4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
485	Arts, Culture & Heritage			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
490	Museum	5.32	5.32	5.32	5.32	5.32	5.32	5.32	5.32	5.32	5.32	5.32
491	PR&C Administration			30.19	31.91	30.37	30.36	31.36	31.37	31.37	31.37	30.77
Parks, Recreation and Cultural Services		138.89	141.66	151.56	156.07	157.70	160.19	178.32	177.54	179.85	179.97	182.00
230	Building & Engineering Development	17.38	17.35	16.25	16.33	17.50	17.00	17.00	16.00	16.00	16.00	16.00
240	Business Licensing	3.77	3.77	3.27	3.29	4.29	4.29	4.29	4.29	4.29	4.09	4.09
370	Transit	0.90	0.90	1.20	1.35	1.35	1.35	1.35	1.35	1.35	1.60	1.60
510	Business Operations & Community Planning	2.80	2.80	2.80	2.80	3.46	3.80	3.13	3.13	2.63	3.33	3.33
520	Development and Engineering Admin	5.17	5.17	5.17	4.65	4.65	4.82	5.15	5.15	5.15	5.00	5.00
530	Property Management	2.27	2.50	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
540	Planning & Development	14.69	14.69	8.25	8.25	8.09	8.09	8.09	8.09	8.59	9.09	9.09
560	Community Planning											
760	Engineering Services	9.81	10.50	17.88	20.65	21.15	20.65	20.65	20.65	20.65	20.40	20.40
Development & Engineering Services		56.79	57.68	57.32	60.32	63.49	63.00	62.66	61.66	61.66	62.51	62.51

Program # and Name		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
210	Police Protection	51.54	55.86	52.69	53.69	53.59	53.71	54.56	56.22	55.67	55.70	57.70
220	Fire Protection Services	104.76	106.89	109.09	118.09	125.09	129.09	129.09	129.09	128.69	127.69	127.69
250	Kamloops Emergency	0.10	0.10	0.10	0.60	0.50				0.40	0.40	0.40
260	Community Safety and Enforcement	11.70	12.45	16.75	16.75	18.25	18.25	19.25	19.25	19.25	19.25	17.25
270	By-Law Court	1.30	1.30									
340	On Street Parking	5.63	5.63	6.63	6.63	6.63	6.63	5.63	5.63	5.63	5.63	5.63
710	Central Office	9.40	9.40	6.90	6.96	6.97	6.97	2.47	2.47	2.47	2.52	2.49
720	Information Technology	16.04	16.70	19.92	20.25	23.39	23.51	23.49	24.49	24.29	24.29	24.29
810	Legislative and Elections											
880	CSCS Administration	7.17	7.17	7.17	7.17	7.17	7.17	6.00	6.00	6.70	6.70	1.70
Corporate Services and Community Safety		207.64	215.50	219.25	230.14	241.59	245.33	240.49	243.15	243.10	242.18	237.15
680	Human Resources	8.00	8.00	8.00	8.00	8.00	9.00	10.00	11.00	11.00	11.60	11.60
General Fund Total		569.64	582.67	606.69	630.84	651.32	663.58	670.07	673.24	680.37	686.99	686.55
110	Water Utility	29.57	29.25	31.38	32.05	30.92	31.78	32.31	34.21	28.17	26.10	26.27
120	Sewer Utility	18.78	18.32	18.52	19.52	17.55	19.31	19.29	25.29	22.64	22.54	22.71
Utilities Total		48.35	47.57	49.90	51.57	48.47	51.09	51.60	59.50	50.81	48.64	48.98
310	Roads									5.92	5.92	5.92
380	Drainage									1.50	1.50	1.50
750	HVAC									1.00	1.00	1.00
780	Carpentry									4.76	4.76	4.76
790	Electrical									4.37	4.37	4.37
110	Water Utility									6.50	6.50	6.50
120	Sewer Utility									2.00	2.00	2.00
Capital Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26.05	26.05	26.05
CITY TOTALS		617.99	630.24	656.59	682.41	699.79	714.67	721.67	732.74	757.23	761.68	761.58
Contracted Police Officers per Budget		115.00	115.00	115.00	118.00	118.00	118.00	118.50	119.50	130.00	130.00	130.00

In previous financial plans, only the full-time equivalents for the operating funds were included. Full-time equivalents for the capital funds are now disclosed to provide a better representation of the total number of full-time equivalents working for the City of Kamloops. This change has been applied on a prospective basis with no restatement of previous years.



CONTENTS

Section C - 2017 Program Budgets - General Fund

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About this Section . . .

This section contains detailed information about each program (in department order) in the general revenue fund. The program details are divided into five sections:

Purpose - Provides a broad description of the purpose of the program.

Subprograms - If applicable, provides a brief description of the function/service provided by each subprogram.

Significant Impacts on the 2017 Budget - Represent the events/amounts faced by each program prior to preparing the 2017 budgets. These amounts are required to maintain the same levels of service.

Service Level Changes included in the 2017 Budget - Represent service level adjustments proposed. Included in this section is an indication of the impact the service level adjustment will have on the program delivery.

A detailed report showing the 2014, 2015, and 2016 year to date actual amounts by the type of revenue or expenditure, as well as the 2016 adopted and 2017 proposed budget amounts. Of note in this section is the **Net Tax Requirement (Contribution)** line. This line indicates the property taxes required to provide this program.

See **Appendix A** for Service Level Descriptions.

PROGRAM: 130 Solid Waste Collection and Disposal

Purpose: To eliminate environmental and health hazards through the effective collection and disposal of solid waste, and to promote and initiate waste reduction programs to reduce waste and conserve resources.

Subprograms:

- 1301 Solid Waste Bin Service - Collection of solid waste from commercial and multi-family customers using 3.5 cubic yard containers and front loader trucks.
- 1302 Solid Waste Disposal - Waste reduction and disposal program, including recycling initiatives, composting operations, and landfill operations.
- 1303 Solid Waste Collection - Residential - Collection of residential solid waste from approximately 22,750 customers using semi-automated side loading collection trucks with one man crews. Waste is collected 50 times per year.
- 1304 Container Maintenance - Maintenance and repair of the 3.5 cubic yard bins used in the commercial collection program.
- 1305 Solid Waste Diversion - Recycling and composting services to divert refuse from the landfills.
- 1309 Solid Waste Administration - Administration of solid waste main program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,951,949	1,780,514	2,035,282	2,327,671	2,350,138	22,467
Personnel expenses	7,888	9,889	9,928	9,953	12,203	2,250
Contractual services	2,743,391	2,449,587	3,061,911	3,958,500	4,133,500	175,000
Supplies and other expenses	421,940	147,740	559,811	664,798	643,278	(21,520)
Transfers from other functions	4,349,985	4,098,948	5,414,736	6,078,232	6,084,915	6,683
Transfers to other functions	(2,040,599)	(2,357,765)	(3,004,897)	(3,178,131)	(3,191,714)	(13,583)
Total Direct Costs	7,434,554	6,128,913	8,076,771	9,861,023	10,032,320	171,297
Revenue generated:						
Fees, rates, and sales of service	6,933,460	6,537,459	8,569,772	10,201,000	10,811,000	610,000
Total Revenue Generated	6,933,460	6,537,459	8,569,772	10,201,000	10,811,000	610,000
Net operating costs	501,094	(408,546)	(493,001)	(339,977)	(778,680)	(438,703)
Transfer to (from) reserves	383,769	0	710,402	574,077	778,680	204,603
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	884,863	(408,546)	217,401	234,100	0	(234,100)
Staffing per budget - FTEs	25.15	25.15		25.65	28.49	2.84

PROGRAM: 140 Environmental Services

Purpose: To eliminate environmental and health hazards through the effective collection and disposal of solid waste, and to promote and initiate waste reduction programs to reduce waste and conserve resources.

Subprograms:

- 1401 Manage the WaterSmart and Pollution Prevention Education programs. Provide technical support to all City departments in the area of environmental planning. Develop and maintain environmental partnership programs with the federal and provincial governments.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	178,724	146,677	169,757	213,021	213,374	353
Personnel expenses	3,806	6,850	6,534	7,103	8,403	1,300
Contractual services	36,389	29,152	47,087	33,000	43,000	10,000
Supplies and other expenses	1,775	2,549	9,451	337,850	201,000	(136,850)
Transfers from other functions	24,359	15,821	20,445	23,235	23,045	(190)
Transfers to other functions	(34,000)	(25,931)	(34,575)	(35,274)	(35,627)	(353)
Total Direct Costs	211,053	175,118	218,699	578,935	453,195	(125,740)
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Private contributions	0	300,000	300,000	0	0	0
Total Revenue Generated	0	300,000	300,000	0	0	0
Net operating costs	211,053	(124,882)	(81,301)	578,935	453,195	(125,740)
Transfer to (from) reserves	(1,500)	0	290,850	(337,350)	(200,000)	137,350
Net Tax Requirement (Contribution)	209,553	(124,882)	209,549	241,585	253,195	11,610
Staffing per budget - FTEs	2.30	2.30		2.30	2.60	0.30

PROGRAM: 310 Roads

Purpose: Provide transportation infrastructure systems for the safe and efficient movement of motorists, cyclists, and pedestrians.

Subprograms:

- 3101 Gravel Lanes - Maintenance of rural gravel roads and gravel lanes, including gravelling, grading, and dust control.
- 3102 Asphalt Roads - Maintenance of asphalt roads, including pothole repairs, crack sealing, and major machine patching.
- 3103 Road Cleaning - Sweeping of arterials, collectors, and local roads, including annual spring cleanup to pick up the winter's accumulation of sand.
- 3105 Winter Operations - Anti-icing and de-icing activities of maintaining the City street network during winter conditions.
- 3106 Weed Control - Controlling of weed growth within the road right-of-way.
- 3109 Streets Administration - General inspection and training activities.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,321,301	2,058,780	2,544,964	2,350,976	2,299,455	(51,521)
Personnel expenses	6,797	5,746	8,756	8,760	7,760	(1,000)
Contractual services	869,543	624,950	958,545	854,794	867,094	12,300
Supplies and other expenses	545,896	436,547	665,704	572,700	595,500	22,800
Transfers from other functions	1,533,235	1,290,260	1,603,238	1,699,557	1,690,387	(9,170)
Transfers to other functions	(148,403)	(220,127)	(275,320)	(190,000)	(201,000)	(11,000)
Costs allocated to capital	0	0	(47,880)	(36,387)	(36,387)	0
Total Direct Costs	5,128,369	4,196,156	5,458,007	5,260,400	5,222,809	(37,591)
Revenue generated:						
Fees, rates, and sales of service	0	0	9	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	0	0	9	0	0	0
Net operating costs	5,128,369	4,196,156	5,457,998	5,260,400	5,222,809	(37,591)
Transfer to (from) reserves	106,234	0	(162,568)	0	0	0
Net Tax Requirement (Contribution)	5,234,603	4,196,156	5,295,430	5,260,400	5,222,809	(37,591)
Staffing per budget - FTEs	28.21	28.21		25.29	24.54	(0.75)

PROGRAM: 320 Public Works and Utilities Department Administration

Purpose: To provide leadership, administrative, and office support services to the Public Works and Utilities Department.

To provide office support services to the Parks Division, Geographic Information Services Section, Purchasing and Inventory Control Division, and Safety Section.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	576,257	505,372	560,687	583,761	594,392	10,631
Personnel expenses	13,743	21,380	22,627	24,943	24,943	0
Contractual services	491	2,934	28,230	4,200	4,200	0
Supplies and other expenses	13,448	10,172	11,581	11,320	11,320	0
Transfers from other functions	59,969	40,305	54,149	58,199	58,189	(10)
Transfers to other functions	(398,345)	(295,747)	(406,147)	(409,008)	(409,008)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	265,563	284,416	271,127	273,415	284,036	10,621
Revenue generated:						
Fees, rates, and sales of service	116	0	0	0	0	0
Total Revenue Generated	116	0	0	0	0	0
Net operating costs	265,447	284,416	271,127	273,415	284,036	10,621
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	265,447	284,416	271,127	273,415	284,036	10,621
Staffing per budget - FTEs	6.02	6.02		6.02	6.02	0.00

PROGRAM: 330 Capital Projects Management

Purpose: To provide centralized oversight and coordination of large capital projects and to manage the corporate Asset Management program.

Subprograms:

- 3306 Capital Projects Management - to provide centralized oversight and coordination of large capital projects.
- 3309 Capital Projects Admin - to capture administrative expenses within this program that are not attributable to the specific business units listed above.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,051,387	1,083,401	1,221,208	1,449,400	1,559,826	110,426
Personnel expenses	14,518	39,672	43,760	49,115	49,115	0
Contractual services	1,969	4,517	9,273	4,550	4,500	(50)
Supplies and other expenses	9,076	9,520	9,576	12,350	12,350	0
Transfers from other functions	80,213	61,645	82,233	92,872	92,842	(30)
Transfers to other functions	(231,121)	(152,266)	(186,622)	(230,150)	(230,150)	0
Costs allocated to capital	(759,791)	(907,096)	(1,015,077)	(1,190,999)	(1,233,469)	(42,470)
Total Direct Costs	166,251	139,393	164,351	187,138	255,014	67,876
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	166,251	139,393	164,351	187,138	255,014	67,876
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	166,251	139,393	164,351	187,138	255,014	67,876
Staffing per budget - FTEs	13.00	13.00		13.00	15.33	2.33

PROGRAM: 360 Traffic Signs and Road Markings

Purpose: To provide for an orderly and safe flow of vehicular and pedestrian traffic throughout the City.

Subprograms:

- 3602 Traffic Signs and Road Markings - Inspection, maintenance, and installation of traffic and information signs. Inspection, layout, and painting of all road markings. Hydro costs for street lights and traffic engineering.
- 3604 Traffic and Signs - IPTs - Sign and painting work for other City departments, including painting of parking lots maintained by City departments. Graphic design, custom sign production, maintenance, and installation for other departments.
- 3609 Traffic Administration - To provide management and guidance to the Traffic Operations program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	556,021	506,417	550,294	601,282	609,221	7,939
Personnel expenses	1,427	2,163	2,879	3,050	3,050	0
Contractual services	3,352	3,049	3,678	4,000	4,250	250
Supplies and other expenses	205,256	206,781	216,021	215,050	224,050	9,000
Transfers from other functions	272,877	115,593	128,627	181,407	184,783	3,376
Transfers to other functions	(120,615)	(100,975)	(126,977)	(112,500)	(119,450)	(6,950)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	918,318	733,028	774,522	892,289	905,904	13,615
Revenue generated:						
Fees, rates, and sales of service	5,497	3,794	4,178	6,000	8,000	2,000
Total Revenue Generated	5,497	3,794	4,178	6,000	8,000	2,000
Net operating costs	912,821	729,234	770,344	886,289	897,904	11,615
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	912,821	729,234	770,344	886,289	897,904	11,615
Staffing per budget - FTEs	6.25	6.25		6.25	6.25	0.00

PROGRAM: 380 Drainage

Purpose: To provide for the collection and disposal of surface and subsurface water in order to minimize the impact on public property.

Subprograms:

- 3803 Storm Sewer Drainage - To provide for the installation, maintenance, and repair of underground storm mains and services and appurtenances.
- 3804 Drainage Pump Station - To provide for the operation, maintenance, and repair of storm pumping facilities.
- 3805 Flood/Dike Control - To provide for the operation, maintenance and repair of dikes and control of overland and river flooding.
- 3809 Drainage Administration - To provide administration, management, and support for the storm sewer system.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	479,715	432,311	516,319	612,288	616,963	4,675
Contractual services	293,023	210,981	299,674	279,000	289,000	10,000
Supplies and other expenses	66,671	40,718	96,640	41,441	52,255	10,814
Transfers from other functions	250,049	325,767	409,895	393,444	405,165	11,721
Transfers to other functions	0	(5,008)	(5,008)	0	0	0
Costs Allocated to Capital	0	0	0	0	0	0
Total Direct Costs	1,089,458	1,004,769	1,317,520	1,326,173	1,363,383	37,210
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	1,089,458	1,004,769	1,317,520	1,326,173	1,363,383	37,210
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,089,458	1,004,769	1,317,520	1,326,173	1,363,383	37,210
Staffing per budget - FTEs	5.82	5.51		6.36	7.02	0.66

PROGRAM: 740 Vehicles and Equipment

Purpose: To provide safe, economical, environmentally friendly, and practical fleet needs to all of the user departments.

Subprograms:

- 7401 Vehicles and Equipment - Maintain, service, and acquire replacements of light vehicles, medium, and heavy duty trucks, excavation equipment, and other large equipment (e.g. graders, street sweepers, etc.).
- 7402 Specialty Equipment - Maintain and service specialty equipment such as small compaction equipment, ice resurfacers, trailers, etc., and provide welding services to user departments.
- 7403 Specialty Equipment - Parks - Maintain and service Parks specialty equipment pieces, such as ride-on mowers, weed eaters, push mowers, chainsaws, gators, etc.
- 7409 Vehicles and Equipment Administration - Administration of the Fleet and Equipment Program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,467,375	1,363,726	1,553,291	1,927,118	2,052,588	125,470
Personnel expenses	6,609	12,573	12,573	16,345	16,345	0
Contractual services	1,233,126	1,400,704	1,546,320	1,249,740	1,490,120	240,380
Supplies and other expenses	2,928,193	2,291,744	2,708,296	2,500,695	2,540,330	39,635
Transfers from other functions	108,931	73,289	99,510	87,342	87,142	(200)
Transfers to other functions	(7,337,332)	(5,640,399)	(6,864,440)	(7,074,295)	(7,078,495)	(4,200)
Costs allocated to capital	0	0	0	(764,650)	(764,650)	0
Total Direct Costs	(1,593,098)	(498,363)	(944,450)	(2,057,705)	(1,656,620)	401,085
Revenue generated:						
Fees, rates, and sales of service	(150,710)	19,966	43,778	7,100	7,100	0
Sale of capital assets	215,648	62,581	76,893	125,000	125,000	0
Total Revenue Generated	64,938	82,547	120,671	132,100	132,100	0
Net operating costs	(1,658,036)	(580,910)	(1,065,121)	(2,189,805)	(1,788,720)	401,085
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	2,303,411	1,783,532	2,368,058	2,378,042	2,378,042	0
Net Tax Requirement (Contribution)	645,375	1,202,622	1,302,937	188,237	589,322	401,085
Staffing per budget - FTEs	19.13	18.88		18.88	19.88	1.00

PROGRAM: 750 HVAC

Purpose: To provide an efficient, healthy, safe, and economical HVAC service to all City departments.

Subprograms:

- 7501 HVAC - Parks and Cemeteries - Provide HVAC services to the Parks Division.
- 7502 HVAC - Buildings - Provide HVAC services to the maintenance of buildings.
- 7503 HVAC - Water, Sewer, and Drainage - Provide HVAC services to the Utilities Section.
- 7504 HVAC - Other - All Departments - Provide HVAC services to all other City departments.
- 7505 HVAC - Other - Department 3 - Provide HVAC services to the Public Works Division.
- 7506 HVAC - Recreation - Provide HVAC services to the Recreation Division.
- 7509 HVAC - Administration - Administration of the HVAC Program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	297,768	187,084	220,712	200,209	231,063	30,854
Personnel expenses	1,275	4,136	5,566	5,704	5,704	0
Contractual services	15,256	13,229	18,002	17,100	17,100	0
Supplies and other expenses	34,618	30,609	36,634	42,200	42,200	0
Transfers from other functions	29,924	12,093	14,743	21,114	21,104	(10)
Transfers to other functions	(77,498)	(105,334)	(143,128)	(172,400)	(197,400)	(25,000)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	301,343	141,817	152,529	113,927	119,771	5,844
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	301,343	141,817	152,529	113,927	119,771	5,844
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	301,343	141,817	152,529	113,927	119,771	5,844
Staffing per budget - FTEs	2.66	2.66		1.66	1.91	0.25

PROGRAM: 770 Millwright

Purpose:

Subprograms:

- 7701 Millwright - Water Treatment Plant
- 7702 Millwright - Water Pump Stations
- 7703 Millwright - Waste Water Treatment Plant
- 7704 Millwright - Sewer Pump Stations
- 7705 Millwright - Drainage Pump Stations
- 7709 Millwright - Administration

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	671,388	826,203	1,046,066	1,041,856	(4,210)
Personnel expenses	0	12,358	15,653	16,070	16,070	0
Contractual services	0	28,634	94,558	156,500	149,487	(7,013)
Supplies and other expenses	0	75,883	116,056	218,550	212,938	(5,612)
Transfers from other functions	0	50,005	64,996	75,909	75,909	0
Transfers to other functions	0	(641,251)	(1,117,466)	(1,513,095)	(1,496,260)	16,835
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	0	197,017	0	0	0	0
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	0	197,017	0	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	0	197,017	0	0	0	0
Staffing per budget - FTEs	0.00	9.00		9.01	9.01	0.00

PROGRAM: 775 Plumbing

Purpose:

Subprograms:

7751 Plumbing

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	0	0	101,266	102,278	1,012
Personnel expenses	0	0	0	0	0	0
Contractual services	0	0	0	0	0	0
Supplies and other expenses	0	0	0	0	0	0
Transfers from other functions	0	0	0	0	0	0
Transfers to other functions	0	0	0	(101,266)	(102,278)	(1,012)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	0	0	0	0	0	0
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	0	0	0	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	0	0	0	0	0	0
Staffing per budget - FTEs	0.00	0.00		1.00	1.00	1.00

PROGRAM: 780 Carpentry

Purpose: To provide an efficient and economical carpentry service to all City departments.

Subprograms:

- 7801 Carpentry - Parks and Cemeteries - Provide carpentry services to the Parks Division.
- 7802 Carpentry - Buildings - Provide carpentry services for the maintenance of buildings.
- 7803 Carpentry - Water, Sewer, and Drainage - Provide carpentry services to the Utilities Section.
- 7804 Carpentry - Other - All Departments - Provide carpentry services to all other City departments.
- 7805 Carpentry - Other - Department 3 - Provide carpentry services to the Publics Works Division.
- 7806 Carpentry - Recreation - Provide carpentry services to the Recreation Division.
- 7808 Carpentry - Sidewalk Maintenance - Inspection and maintenance of City-owned sidewalks and structures.
- 7809 Carpentry - Administration - Administration of the Carpentry Program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	723,737	612,656	718,249	735,069	744,263	9,194
Personnel expenses	2,413	5,797	5,797	6,203	6,203	0
Contractual services	87,271	73,418	83,076	83,455	88,955	5,500
Supplies and other expenses	147,595	128,097	154,227	143,800	199,500	55,700
Transfers from other functions	109,423	83,316	99,417	121,839	121,809	(30)
Transfers to other functions	(617,593)	(535,822)	(712,347)	(639,700)	(663,500)	(23,800)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	452,846	367,462	348,419	450,666	497,230	46,564
Revenue generated:						
Fees, rates, and sales of service	(13)	0	118	0	0	0
Total Revenue Generated	(13)	0	118	0	0	0
Net operating costs	452,859	367,462	348,301	450,666	497,230	46,564
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	452,859	367,462	348,301	450,666	497,230	46,564
Staffing per budget - FTEs	6.72	6.72		6.79	6.79	0.00

PROGRAM: 790 Electrical

Purpose: To provide an efficient, healthy, safe, and economical electrical maintenance, consulting, and installation service to City departments.

Subprograms:

- 7901 Electrical - Parks and Cemeteries - Provides electrical services to the Parks Division.
- 7902 Electrical - Buildings - Provides electrical services to maintain buildings.
- 7903 Electrical - Water, Sewer, and Drainage - Provides electrical and instrumentation services to the water, sewer and drainage programs.
- 7904 Electrical - Other - All Departments - Provides electrical services to all other City departments.
- 7905 Electrical - Other - Department 3 - Provides electrical services to the Public Works Division.
- 7906 Electrical - Recreation - Provides electrical services to the Recreation Division.
- 7907 Electrical - Street Lighting - Provides electrical services to maintain street lights.
- 7909 Electrical - Administration - Administration of the Electrical Program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,185,456	1,015,676	1,188,358	1,101,643	1,114,392	12,749
Personnel expenses	17,815	10,436	12,795	22,003	22,003	0
Contractual services	69,116	39,695	52,298	83,000	84,000	1,000
Supplies and other expenses	1,558,141	1,288,624	1,535,329	1,599,151	1,654,757	55,606
Transfers from other functions	251,056	162,054	205,635	226,715	226,645	(70)
Transfers to other functions	(1,346,624)	(755,542)	(973,292)	(1,130,000)	(1,132,800)	(2,800)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,734,960	1,760,943	2,021,123	1,902,512	1,968,997	66,485
Revenue generated:						
Grants	0	0	0	650	650	0
Total Revenue Generated	0	0	0	650	650	0
Net operating costs	1,734,960	1,760,943	2,021,123	1,901,862	1,968,347	66,485
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,734,960	1,760,943	2,021,123	1,901,862	1,968,347	66,485
Staffing per budget - FTEs	10.46	10.46		9.23	9.23	0.00

PROGRAM: 230 Building & Engineering Development

Purpose: To regulate construction activity in a fair and reasonable manner with primary consideration of public safety and health with regard to new construction, alteration, and demolition by enforcing Provincial building regulations and relevant City bylaws.

2301 Building Inspections

5102 Engineering Plan Approval

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,254,215	1,165,719	1,311,203	1,465,548	1,487,181	21,633
Personnel expenses	19,514	9,431	12,330	8,230	8,275	45
Contractual services	906	915	1,842	2,250	1,500	(750)
Supplies and other expenses	1,028	332	785	3,450	3,450	0
Transfers from other functions	118,346	75,295	101,488	117,630	116,960	(670)
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,394,009	1,251,692	1,427,648	1,597,108	1,617,366	20,258
Revenue generated:						
Fees, rates, and sales of service	1,629,856	1,389,233	1,514,094	1,383,000	1,354,000	(29,000)
Total Revenue Generated	1,629,856	1,389,233	1,514,094	1,383,000	1,354,000	(29,000)
Net operating costs	(235,847)	(137,541)	(86,446)	214,108	263,366	49,258
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	(235,847)	(137,541)	(86,446)	214,108	263,366	49,258
Staffing per budget - FTEs	16.00	16.00		16.00	16.00	0.00

PROGRAM: 240 Business Licensing

Purpose: To regulate business activity in a fair and reasonable manner with primary consideration to ensure that the zoning is correct and necessary public safety and health clearance from local and provincial authorities have been obtained.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	327,906	200,669	220,406	354,063	356,838	2,775
Personnel expenses	3,880	1,760	1,760	250	250	0
Contractual services	59,262	34,965	49,614	16,756	20,756	4,000
Supplies and other expenses	4,276	1,129	25,238	1,000	1,000	0
Transfers from other functions	28,731	19,231	27,086	31,867	31,797	(70)
Total Direct Costs	424,055	257,754	324,104	403,936	410,641	6,705
Revenue generated:						
Fees, rates, and sales of service	1,037,134	1,012,704	1,036,233	1,040,700	1,040,700	0
Total Revenue Generated	1,037,134	1,012,704	1,036,233	1,040,700	1,040,700	0
Net operating costs	(613,079)	(754,950)	(712,129)	(636,764)	(630,059)	6,705
Transfer to (from) reserves	0	0	(15,000)	0	0	0
Net Tax Requirement (Contribution)	(613,079)	(754,950)	(727,129)	(636,764)	(630,059)	6,705
Staffing per budget - FTEs	4.29	4.29		4.09	4.09	0.00

PROGRAM: 370 Transit

Purpose: Management of the contracts among BC Transit, the City and the Transit operators to maximize the use of a City-wide transit service at approved level of expenditure.

To provide a cost-effective transit service by improving accessibility for all residents and promoting less reliance on the automobile.

Subprograms:

3701 Public Transit - The provision of transit through the scheduled routing of conventional buses.

3702 Custom Transit - The provision of transit to members of the public who meet BC Transit's criteria for handyDART transit service.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	65,696	68,437	76,701	162,465	164,412	1,947
Personnel expenses	1,334	2,721	2,981	500	500	0
Contractual services	15,629,621	12,002,892	16,171,624	16,844,502	17,219,960	375,458
Supplies and other expenses	389	242	757	500	500	0
Transfers from other functions	189,286	171,593	226,799	240,392	213,695	(26,697)
Total Direct Costs	15,886,326	12,245,885	16,478,862	17,248,359	17,599,067	350,708
Revenue generated:						
Fees, rates, and sales of service	4,820,392	1,745,541	6,123,273	4,370,766	4,409,614	38,848
Grants	6,277,390	6,707,375	5,130,740	7,077,060	7,088,759	11,699
Total Revenue Generated	11,097,782	8,452,916	11,254,013	11,447,826	11,498,373	50,547
Net operating costs	4,788,544	3,792,969	5,224,849	5,800,533	6,100,694	300,161
Net Tax Requirement (Contribution)	4,788,544	3,792,969	5,224,849	5,800,533	6,100,694	300,161
Staffing per budget - FTEs	1.35	1.35		1.60	1.60	0.00

PROGRAM: 510 Business Operations & Community Planning

Purpose: To ensure that growth and development takes place in accordance with the community's expressed goals and within the constraints imposed by economic, physical, environmental, and legislative factors. The Community Development section implements the content of the Official Community Plan through land use regulation and the development approval function. The division processes a variety of applications, including rezoning, subdivisions, development permit, variance permit, and sign permit applications.

To provide design approval and inspection services for subdivisions, construction, infrastructure, and private utility works. This budget provides the Engineering staff resources to coordinate and review various development applications from a transportation and servicing perspective, including approval of plans for off-site improvements.

Subprograms:

5104 Community Planning.

5109 Community Development Admin.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	387,798	289,274	304,245	302,940	311,445	8,505
Personnel expenses	9,003	9,828	9,837	3,800	3,800	0
Contractual services	0	0	0	750	750	0
Supplies and other expenses	34,944	3,952	8,379	120,500	116,250	(4,250)
Transfers from other functions	12,816	6,649	8,432	11,284	10,974	(310)
Transfers to other functions	0	(2,500)	(2,500)	0	0	0
Total Direct Costs	444,561	307,203	328,393	439,274	443,219	3,945
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	636	0	0	0	0	0
Total Revenue Generated	636	0	0	0	0	0
Net operating costs	443,925	307,203	328,393	439,274	443,219	3,945
Transfer to (from) reserves	(15,000)	0	(5,750)	(4,250)	0	4,250
Net Tax Requirement (Contribution)	428,925	307,203	322,643	435,024	443,219	8,195
Staffing per budget - FTEs	3.13	3.13		3.33	3.33	0.00

PROGRAM: 520 Development and Engineering Administration

Purpose: To provide administrative control of the Development and Engineering Services department in accordance with the expressed mandate of the Corporate Strategic Plan.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	462,659	424,068	480,527	523,987	529,230	5,243
Personnel expenses	9,614	7,716	8,954	64,823	63,853	(970)
Contractual services	51,357	51,711	73,609	71,450	70,450	(1,000)
Supplies and other expenses	24,332	21,680	24,467	24,675	24,175	(500)
Transfers from other functions	26,931	19,020	26,260	27,339	27,259	(80)
Transfers to other functions	0	(122)	(122)	0	0	0
Total Direct Costs	574,893	524,073	613,695	712,274	714,967	2,693
Revenue generated:						
Fees, rates, and sales of service	950	200	200	2,000	2,000	0
Total Revenue Generated	950	200	200	2,000	2,000	0
Net operating costs	573,943	523,873	613,495	710,274	712,967	2,693
Transfer to (from) reserves	0	0	16,215	0	0	0
Net Tax Requirement (Contribution)	573,943	523,873	629,710	710,274	712,967	2,693
Staffing per budget - FTEs	5.15	5.15		5.00	5.00	0.00

PROGRAM: 530 Property Management

Purpose: To acquire, maintain, improve and dispose of the City's land within established policies and procedures, in the most cost-effective manner.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	293,485	268,867	302,938	304,830	307,877	3,047
Personnel expenses	4,748	6,847	7,037	6,145	6,145	0
Contractual services	87,892	40,962	44,798	66,000	69,000	3,000
Supplies and other expenses	233,619	149,378	462,495	64,301	65,184	883
Transfers from other functions	22,078	14,601	21,041	39,355	39,345	(10)
Transfers to other functions	(28,000)	0	0	0	0	0
Costs allocated to capital	(84,400)	(50,000)	(98,500)	(90,000)	(105,000)	(15,000)
Total Direct Costs	529,422	430,655	739,809	390,631	382,551	(8,080)
Revenue generated:						
Fees, rates, and sales of service	349,538	(825,619)	1,029,761	320,000	320,000	0
Sale of capital assets	2,158,820	1,803,514	95,234	0	0	0
Total Revenue Generated	2,508,358	977,895	1,124,995	320,000	320,000	0
Net operating costs	(1,978,936)	(547,240)	(385,186)	70,631	62,551	(8,080)
Transfer to (from) reserves	(36,656)	15,000	203,464	85,000	(4,026)	(89,026)
Transfer to (from) other funds	2,139,920	0	286,037	0	0	0
Net Tax Requirement (Contribution)	124,328	(532,240)	104,315	155,631	58,525	(97,106)
Staffing per budget - FTEs	3.00	3.00		3.00	3.00	0.00

PROGRAM: 540 Planning & Development

Purpose: To provide leadership, administration, management, and support to the new Land Development Section. This includes the engineering and planning components of the subdivision approval process and managing the transportation and transit sections.

Subprograms:

5101 Zoning.

5103 Subdivision Approval.

5409 Land Development Engineering Administration.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	744,243	663,253	738,764	872,140	883,273	11,133
Personnel expenses	14,203	7,954	7,954	4,400	4,400	0
Contractual services	19,117	10,143	15,356	12,000	12,000	0
Supplies and other expenses	1,920	226	295	2,450	2,450	0
Transfers from other functions	58,733	41,742	55,716	68,840	69,050	210
Total Direct Costs	838,216	723,318	818,085	959,830	971,173	11,343
Revenue generated:						
Fees, rates, and sales of service	139,957	180,346	202,684	139,000	144,000	5,000
Total Revenue Generated	139,957	180,346	202,684	139,000	144,000	5,000
Net operating costs	698,259	542,972	615,401	820,830	827,173	6,343
Transfer to (from) reserves	0	89,026	107,026	(83,026)	6,000	89,026
Net Tax Requirement (Contribution)	698,259	631,998	722,427	737,804	833,173	95,369
Staffing per budget - FTEs	8.09	8.09		9.09	9.09	0.00

PROGRAM: 760 Engineering Services

Purpose: Provide professional engineering services for the City. This includes design and construction management of streets, traffic, drainage, solid waste, water, and sewer related projects. Traffic and transportation management provides technical support to land development proposals as well as long-term stability issues in the Aberdeen Hills Area, and to provide survey layout and control.

Subprograms:

- 7603 Engineering Design and Drainage - Maintain and update as-built drawings for public works infrastructure. Provide long-term drainage planning and assist in the management of the Thompson River system flood preparation and planning of the annual spring freshet.
- Engineering Utility and Environmental Planning - Provide project management services for water and sewer capital projects. Provide technical support to the operations division for the water and sewer utilities and solid waste. Ensure that the water and sewer system is upgraded and expanded in a cost-effective manner. Provide technical support to the Development and Engineering Services Department with respect to utility servicing for development proposals.
- 7605 Traffic Engineering - Provide management of traffic operations, including traffic signals, counts, and permits as well as transportation planning, Travel Demand Initiatives and Safer Cities implementation.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,765,363	1,689,204	1,892,959	2,040,935	2,063,661	22,726
Personnel expenses	34,586	22,050	24,812	12,195	13,695	1,500
Contractual services	6,838	24,970	25,495	45,000	30,000	(15,000)
Supplies and other expenses	20,150	4,345	17,619	23,950	23,450	(500)
Transfers from other functions	80,084	55,697	75,107	85,303	85,023	(280)
Transfers to other functions	(347,500)	(273,430)	(360,498)	(352,500)	(380,500)	(28,000)
Costs allocated to capital	(1,170,730)	(964,855)	(1,325,921)	(1,270,000)	(1,245,000)	25,000
Total Direct Costs	388,791	557,981	349,573	584,883	590,329	5,446
Revenue generated:						
Fees, rates, and sales of service	26,842	63,897	84,220	57,500	42,500	(15,000)
Grants	0	0	0	0	0	0
Total Revenue Generated	26,842	63,897	84,220	57,500	42,500	(15,000)
Net operating costs	361,949	494,084	265,353	527,383	547,829	20,446
Transfer to (from) reserves	(170)	30	30	0	0	0
Net Tax Requirement (Contribution)	361,779	494,114	265,383	527,383	547,829	20,446
Staffing per budget - FTEs	20.65	20.65		20.40	20.40	0.00

PROGRAM: 150 Cemeteries

Purpose: To provide cemetery services in an effective and dignified manner.

To perpetually care for grounds, graves, monuments, and the mausoleum.

Subprograms:

1501 Cemeteries - This section is responsible for the maintenance and operation of the municipal cemeteries. This includes two operating and two historical cemeteries within the City.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	290,963	301,688	325,634	271,748	274,372	2,624
Personnel expenses	0	632	632	0	0	0
Contractual services	18,088	7,924	10,701	16,500	16,500	0
Supplies and other expenses	74,466	63,246	73,401	69,888	60,639	(9,249)
Transfers from other functions	117,859	84,087	98,825	127,205	127,185	(20)
Total Direct Costs	501,376	457,577	509,193	485,341	478,696	(6,645)
Revenue generated:						
Fees, rates, and sales of service	422,173	424,773	431,574	482,050	471,050	(11,000)
Total Revenue Generated	422,173	424,773	431,574	482,050	471,050	(11,000)
Net operating costs	79,203	32,804	77,619	3,291	7,646	4,355
Transfer to (from) reserves	(39,132)	21,914	(43,496)	5,000	5,000	0
Net Tax Requirement (Contribution)	40,071	54,718	34,123	8,291	12,646	4,355
Staffing per budget - FTEs	3.39	3.39		3.39	3.39	0.00

PROGRAM: 410 Sandman Centre

Purpose: The mandate for Sandman Centre is to facilitate the needs of Kamloops and area by providing space, time, and facilities for competitive and recreational athletic events, such as, but not limited to, junior hockey, adult and youth hockey, and public programs. As well, it is our mandate to promote and acquire entertainment and convention activities for the City of Kamloops.

Subprograms:

- 4101 Sandman Centre Building Maintenance.
- 4102 Sandman Centre Events Services.
- 4103 Sandman Centre Blazers Services.
- 4106 Sandman Centre Parking Services.
- 4107 Sandman Centre Suites/ Lease Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	616,106	537,205	620,035	643,988	649,927	5,939
Personnel expenses	0	0	0	0	0	0
Contractual services	533,296	369,791	458,081	500,350	468,450	(31,900)
Supplies and other expenses	484,864	391,803	462,749	464,371	486,026	21,655
Transfers from other functions	241,305	182,976	267,446	313,871	322,547	8,676
Total Direct Costs	1,875,571	1,481,775	1,808,311	1,922,580	1,926,950	4,370
Revenue generated:						
Fees, rates, and sales of service	1,600,868	1,150,127	1,411,616	1,577,183	1,506,683	(70,500)
Total Revenue Generated	1,600,868	1,150,127	1,411,616	1,577,183	1,506,683	(70,500)
Net operating costs	274,703	331,648	396,695	345,397	420,267	74,870
Transfer to (from) reserves	0	56,250	77,000	48,100	48,100	0
Net Tax Requirement (Contribution)	274,703	387,898	473,695	393,497	468,367	74,870
Staffing per budget - FTEs	7.82	7.82		7.67	7.67	0.00

PROGRAM: 413 Arenas

Purpose: To facilitate competitive and recreational hockey, figure skating, broomball, speed skating, and curling needs of the community, and to provide adequate arenas and times for public use and public participation.

Subprograms:

- 4131 Memorial Arena Building Maintenance.
- 4132 Memorial Arena Services.
- 4137 Brocklehurst Arena Building Maintenance.
- 4138 Brocklehurst Arena Services.
- 4143 Valleyview Arena Building Maintenance.
- 4144 Valleyview Arena Services.
- 4161 McArthur Island Sports Centre.
- 4162 McArthur Island Sports Centre Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,176,083	1,006,787	1,203,213	1,235,072	1,246,975	11,903
Contractual services	177,201	99,255	148,728	143,750	151,050	7,300
Supplies and other expenses	621,033	462,520	599,062	637,766	635,850	(1,916)
Transfers from other functions	362,972	263,450	351,939	378,917	406,842	27,925
Total Direct Costs	2,337,289	1,832,012	2,302,942	2,395,505	2,440,717	45,212
Revenue generated:						
Fees, rates, and sales of service	1,200,952	979,525	1,215,336	1,235,901	1,271,151	35,250
Total Revenue Generated	1,200,952	979,525	1,215,336	1,235,901	1,271,151	35,250
Net operating costs	1,136,337	852,487	1,087,606	1,159,604	1,169,566	9,962
Net Tax Requirement (Contribution)	1,136,337	852,487	1,087,606	1,159,604	1,169,566	9,962
Staffing per budget - FTEs	15.36	14.95		14.95	14.95	0.00

PROGRAM: 429 Parks

Purpose:

Subprograms:

- 4290 Parks Maintenance - To develop and maintain parks and public areas that create an aesthetically pleasing environment for the public and to maintain parking lots and pathways in the parks.
- 4291 Playfields - To develop and maintain playfields to provide high quality athletic fields that are consistent with the Tournament Capital concept.
- 4292 Arboriculture - To maintain shrubs and trees in parks, public lands, and medians throughout the City.
- 4293 Horticulture - To look after unique horticultural displays such as the Rotary Rose Garden and the Xeriscape Demonstration Garden.
- 4294 Irrigation - To design, install, and maintain the irrigation systems and washroom facilities on all civic properties.
- 4295 Stadiums - To program and maintain the City's stadiums.
- 4296 City Facilities Landscape - To maintain landscaping around all City facilities.
- 4297 Graffiti Abatement - To provide a formal program for graffiti abatement on a City-wide basis through the efforts of a coordinator and numerous volunteers and other partners.
- 4298 Natural Resources

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,549,069	3,609,041	3,798,700	4,181,357	4,220,855	39,498
Personnel expenses	0	0	0	0	0	0
Contractual services	211,534	229,956	252,933	283,883	291,258	7,375
Supplies and other expenses	821,848	868,652	955,629	1,033,582	1,091,529	57,947
Transfers from other functions	1,544,280	1,269,090	1,455,410	1,660,717	1,669,807	9,090
Transfers to other functions	(403,382)	(307,589)	(410,012)	(556,418)	(556,418)	0
Total Direct Costs	5,723,349	5,669,150	6,052,660	6,603,121	6,717,031	113,910
Revenue generated:						
Fees, rates, and sales of service	267,372	289,361	299,310	297,600	342,600	45,000
Grants	0	0	0	0	0	0
Total Revenue Generated	267,372	289,361	299,310	297,600	342,600	45,000
Net operating costs	5,455,977	5,379,789	5,753,350	6,305,521	6,374,431	68,910
Transfer to (from) reserves	30,000	0	30,000	30,000	30,000	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	5,485,977	5,379,789	5,783,350	6,335,521	6,404,431	68,910
Staffing per budget - FTEs	46.33	46.33		50.77	52.19	1.42

PROGRAM: 439 Sustainability

Purpose:

Subprograms:

4390 Sustainability

4392 EcoSmart Team

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	538,531	572,825	624,753	396,004	398,927	2,923
Personnel expenses	1,617	3,831	3,831	5,245	5,245	0
Contractual services	46,124	87,484	48,970	74,000	74,000	0
Supplies and other expenses	191,406	156,536	215,557	38,500	58,500	20,000
Transfers from other functions	33,191	37,063	43,259	55,834	55,744	(90)
Transfers to other functions	(68,000)	(51,863)	(69,150)	(156,981)	(156,981)	0
Total Direct Costs	742,869	805,876	867,220	412,602	435,435	22,833
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	171,510	0	60,261	60,127	60,127	0
Private contributions	5,298	0	0	0	0	0
Total Revenue Generated	176,808	0	60,261	60,127	60,127	0
Net operating costs	566,061	805,876	806,959	352,475	375,308	22,833
Transfer to (from) reserves	58,250	0	(58,250)	(20,000)	(20,000)	0
Net Tax Requirement (Contribution)	624,311	805,876	748,709	332,475	355,308	22,833
Staffing per budget - FTEs	6.73	6.73		5.51	5.51	0.00

PROGRAM: 457 City Facilities

Purpose: To provide an efficient, healthy, safe, and economical building maintenance, consulting and installation service for administration, fire station, and recreation buildings.

Subprograms:

- 4572 City Facilities - Public Works and Utilities Buildings.
- 4573 City Facilities - Office Buildings.
- 4574 City Facilities - Fire Stations.
- 4575 City Facilities - Miscellaneous Buildings.
- 4576 City Facilities - Recreation and Culture Buildings.
- 4579 City Facilities - Administration of the City Facilities Program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	715,514	777,923	873,866	838,164	846,380	8,216
Personnel expenses	1,407	586	926	2,950	2,695	(255)
Contractual services	131,368	104,872	111,710	232,350	241,850	9,500
Supplies and other expenses	748,111	554,326	683,399	863,959	828,257	(35,702)
Transfers from other functions	557,470	503,642	644,542	800,915	827,398	26,483
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	2,153,870	1,941,349	2,314,443	2,738,338	2,746,580	8,242
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	2,153,870	1,941,349	2,314,443	2,738,338	2,746,580	8,242
Transfer to (from) reserves	0	0	0	(40,000)	(40,000)	0
Net Tax Requirement (Contribution)	2,153,870	1,941,349	2,314,443	2,698,338	2,706,580	8,242
Staffing per budget - FTEs	13.50	13.50		13.50	13.50	0.00

PROGRAM: 461 Pools

Purpose: To program and maintain the City's Aquatic Facilities (Westsyde Pool, Outdoor Pools, and Beaches) for the general public and competitive programs. These programs include recreational swimming, water safety programs, fitness, and skill development.

Subprograms:

4611 Brocklehurst Pool Building Maintenance.

4612 Brocklehurst Pool Programs and Services.

4613 Brocklehurst Pool Lessons.

4614 McDonald Pool Building Maintenance.

4615 McDonald Pool Programs and Services.

4616 McDonald Pool Lessons.

4617 Westsyde Pool Building Maintenance.

4618 Westsyde Pool Programs and Services.

4619 Westsyde Pool Lessons.

4621 Beaches Lifeguard Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	671,062	546,212	554,661	655,633	669,932	14,299
Personnel expenses	507	321	471	700	700	0
Contractual services	44,836	53,228	72,885	35,393	32,298	(3,095)
Supplies and other expenses	178,838	127,659	136,041	172,113	172,284	171
Transfers from other functions	41,315	27,118	33,746	37,272	37,433	161
Total Direct Costs	936,558	754,538	797,804	901,111	912,647	11,536
Revenue generated:						
Fees, rates, and sales of service	221,620	137,008	139,244	209,150	195,550	(13,600)
Total Revenue Generated	221,620	137,008	139,244	209,150	195,550	(13,600)
Net operating costs	714,938	617,530	658,560	691,961	717,097	25,136
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	714,938	617,530	658,560	691,961	717,097	25,136
Staffing per budget - FTEs	9.45	9.45		7.79	9.00	1.21

PROGRAM: 465 Tournament Capital Centre

Purpose: To program and maintain the Tournament Capital Centre (TCC), which includes the Canada Games Aquatic Centre, and the field house, the Wellness Centre, the Gymnastics Club, and the meeting rooms.

Subprograms:

- 4651 TCC Building Maintenance.
- 4652 TCC Special Events Services.
- 4653 TCC Sponsorship Services.
- 4654 TCC Health Services.
- 4655 Canada Games Pool Maintenance.
- 4656 Canada Games Programs and Services.
- 4657 Canada Games Pool General Admissions.
- 4658 Canada Games Pool Lessons.
- 4659 TCC Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,225,505	1,914,907	2,190,223	2,287,492	2,298,160	10,668
Personnel expenses	26,307	18,633	20,714	36,200	36,000	(200)
Contractual services	177,469	105,904	147,580	150,240	152,840	2,600
Supplies and other expenses	700,262	611,706	723,940	759,647	752,385	(7,262)
Transfers from other functions	452,747	366,750	481,847	593,543	606,871	13,328
Transfers from other functions	0	(1,700)	(1,700)	0	0	0
Total Direct Costs	3,582,290	3,016,200	3,562,604	3,827,122	3,846,256	19,134
Revenue generated:						
Fees, rates, and sales of service	3,056,152	2,679,982	3,021,469	2,971,475	2,987,475	16,000
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	3,056,152	2,679,982	3,021,469	2,971,475	2,987,475	16,000
Net operating costs	526,138	336,218	541,135	855,647	858,781	3,134
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	200,000	150,000	200,000	200,000	200,000	0
Net Tax Requirement (Contribution)	726,138	486,218	741,135	1,055,647	1,058,781	3,134
Staffing per budget - FTEs	29.27	29.27		30.70	30.70	0.00

PROGRAM: 470 School Recreation Facilities

Purpose: To provide funds required to pay for the operating cost of the City of Kamloops community rooms attached to schools. The facilities are Aberdeen Elementary Community Room, Dallas Elementary Community Room, Juniper Ridge Elementary Community Room, Pacific Way Elementary Gymnasium, Rayleigh Elementary Community Room, and Summit Elementary Community Room.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	96,000	64,000	96,000	96,000	96,000	0
Transfers from other functions	11,599	0	0	0	0	0
Total Direct Costs	107,599	64,000	96,000	96,000	96,000	0
Revenue generated:						
Fees, rates, and sales of service	2,478	1,622	0	0	0	0
Total Revenue Generated	2,478	1,622	0	0	0	0
Net operating costs	105,121	62,378	96,000	96,000	96,000	0
Net Tax Requirement (Contribution)	105,121	62,378	96,000	96,000	96,000	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 471 Art Gallery**Purpose:** To maintain the Art Gallery building and program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	255,555	168,857	238,236	250,930	245,930	(5,000)
Supplies and other expenses	331,224	337,848	337,848	341,226	344,638	3,412
Transfers from other functions	7,592	6,824	7,536	7,000	5,660	(1,340)
Total Direct Costs	594,371	513,529	583,620	599,156	596,228	(2,928)
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	15,000	15,000
Total Revenue Generated	0	0	0	0	15,000	15,000
Net operating costs	594,371	513,529	583,620	599,156	581,228	(17,928)
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	594,371	513,529	583,620	599,156	581,228	(17,928)
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 472 Sagebrush Theatre

Purpose: To maintain the Sagebrush Theatre building and program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	132,000	132,000	132,000	134,640	134,640	0
Transfers from other functions	3,455	2,771	3,695	3,870	3,870	0
Total Direct Costs	135,455	134,771	135,695	138,510	138,510	0
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	135,455	134,771	135,695	138,510	138,510	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	135,455	134,771	135,695	138,510	138,510	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 473 Old Courthouse**Purpose:** To maintain the Old Courthouse building and program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	2,098	175	8,634	13,750	13,750	0
Supplies and other expenses	13,106	8,259	10,126	16,347	16,582	235
Transfers from other functions	27,165	18,564	24,653	28,391	28,391	0
Total Direct Costs	42,369	26,998	43,413	58,488	58,723	235
Revenue generated:						
Fees, rates, and sales of service	22,987	21,117	23,504	21,000	21,000	0
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	22,987	21,117	23,504	21,000	21,000	0
Net operating costs	19,382	5,881	19,909	37,488	37,723	235
Net Tax Requirement (Contribution)	19,382	5,881	19,909	37,488	37,723	235
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 475 BC Wildlife Park**Purpose:** Administration and accounting of the operating grants for Kamloops Wildlife Park.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	312,500	292,182	318,744	316,200	316,200	0
Transfers from other functions	11,593	9,369	12,492	14,889	14,889	0
Total Direct Costs	324,093	301,551	331,236	331,089	331,089	0
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	324,093	301,551	331,236	331,089	331,089	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	324,093	301,551	331,236	331,089	331,089	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 476 Other Cultural Centres

Purpose: To maintain Other Cultural Centres and buildings and program.

Subprograms:

- 4762 Valleyview Hall Rental Services.
- 4764 Youth Centre Rental Services.
- 4766 Yacht Club Rental Services.
- 4768 Heritage House Rental Services.
- 4772 Hal Rogers Centre Rental Services.
- 4774 Parkview Activity Centre Rental Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	9,422	8,377	8,540	0	0	0
Supplies and other expenses	34,156	27,129	27,915	0	0	0
Transfers from other functions	2,258	1,810	2,413	0	0	0
Total Direct Costs	45,836	37,316	38,868	0	0	0
Revenue generated:						
Fees, rates, and sales of service	128,165	93,042	116,050	77,900	77,900	0
Total Revenue Generated	128,165	93,042	116,050	77,900	77,900	0
Net operating costs	(82,329)	(55,726)	(77,182)	(77,900)	(77,900)	0
Net Tax Requirement (Contribution)	(82,329)	(55,726)	(77,182)	(77,900)	(77,900)	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 481 Social and Community Development

Purpose:

Subprograms:

- 4811 Social Planning Services/Grants.
- 4812 Community Development Program Services.
- 4813 Recreation Special Events.
- 4814 Active Learning.

Previously, these expenses were budgeted to program 440 Recreation Programs, partially to program 450 Parks and Recreation Administration, and program 470 Tournament Capital Program. We have eliminated these programs and created programs 481 Social and Community Development, 483 Health and Sport Development and 485 Arts, Culture, and Heritage.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	202,362	157,158	179,222	222,545	224,762	2,217
Personnel expenses	0	0	0	0	0	0
Contractual services	143,915	161,951	169,274	149,355	170,591	21,236
Supplies and other expenses	506,709	447,572	510,756	585,052	595,654	10,602
Transfers from other functions	304	1,173	1,335	0	0	0
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	853,290	767,854	860,587	956,952	991,007	34,055
Revenue generated:						
Fees, rates, and sales of service	(54,622)	(44,275)	(46,091)	(50,500)	(50,500)	0
Grants	0	0	0	0	0	0
Private Contributions	12,810	1,000	1,000	0	0	0
Total Revenue Generated	(41,812)	(43,275)	(45,091)	(50,500)	(50,500)	0
Net operating costs	895,102	811,129	905,678	1,007,452	1,041,507	34,055
Transfer to (from) reserves	18,300	0	15,376	(28,800)	(28,800)	0
Net Tax Requirement (Contribution)	913,402	811,129	921,054	978,652	1,012,707	34,055
Staffing per budget - FTEs	3.00	3.00		3.00	3.00	0.00

PROGRAM: 482 Housing / Homelessness

Purpose:

Subprograms:

4815 Housing/Homelessness Designated Funds.

4816 Housing/Homelessness Aboriginal Funds.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	42,210	32,915	47,582	69,380	69,380	0
Personnel expenses	21,043	8,389	8,427	4,520	7,567	3,047
Contractual services	418,660	363,052	419,598	419,901	816,043	396,142
Supplies and other expenses	402	0	0	0	0	0
Transfers from other functions	(512)	0	95	200	200	0
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	481,803	404,356	475,702	494,001	893,190	399,189
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	481,802	394,069	475,702	494,001	893,190	399,189
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	481,802	394,069	475,702	494,001	893,190	399,189
Net operating costs	1	10,287	0	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1	10,287	0	0	0	0
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

PROGRAM: 483 Health and Sport Development

Purpose:

Subprograms:

- 4831 Sport Development Program Services/Grants.
- 4832 Fitness Program Services.
- 4833 Wellness Centre Services.
- 4834 Tournament Capital Services.
- 4835 Health and Wellness Program Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	297,225	250,506	284,021	307,530	310,692	3,162
Contractual services	449,891	402,790	455,819	484,880	474,203	(10,677)
Supplies and other expenses	457,686	363,183	440,834	422,750	318,775	(103,975)
Transfers from other functions	15,538	8,735	14,290	5,000	5,000	0
Transfers to other functions	(244,042)	(191,363)	(246,114)	(255,150)	(255,150)	0
Total Direct Costs	976,298	833,851	948,850	965,010	853,520	(111,490)
Revenue generated:						
Fees, rates, and sales of service	310,360	310,283	314,523	284,500	294,500	10,000
Grants	0	0	0	0	0	0
Private Contributions	55,252	70,982	54,827	54,637	55,337	700
Total Revenue Generated	365,612	381,265	369,350	339,137	349,837	10,700
Net operating costs	610,686	452,586	579,500	625,873	503,683	(122,190)
Transfer to (from) reserves	(60,000)	22,208	39,868	(28,000)	(28,000)	0
Net Tax Requirement (Contribution)	550,686	474,794	619,368	597,873	475,683	(122,190)
Staffing per budget - FTEs	4.00	4.00		4.00	4.00	0.00

PROGRAM: 485 Arts, Culture, and Heritage

Purpose:

Subprograms:

- 4851 Arts and Culture Program Services/Grants.
- 4852 Cultural Program Services.
- 4853 Arts and Culture and Heritage Special Events Program Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	71,598	65,503	73,561	75,115	75,854	739
Contractual services	282,218	205,872	279,731	275,520	275,720	200
Supplies and other expenses	776,814	647,571	650,156	653,216	679,812	26,596
Total Direct Costs	1,130,630	918,946	1,003,448	1,003,851	1,031,386	27,535
Revenue generated:						
Fees, rates, and sales of service	79,506	89,776	98,099	90,900	94,900	4,000
Private Contributions	9,600	9,041	9,475	8,000	8,000	0
Total Revenue Generated	89,106	98,817	107,574	98,900	102,900	4,000
Net operating costs	1,041,524	820,129	895,874	904,951	928,486	23,535
Transfer to (from) reserves	(25,900)	0	2,471	5,317	5,317	0
Net Tax Requirement (Contribution)	1,015,624	820,129	898,345	910,268	933,803	23,535
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

PROGRAM: 490 Museum

Purpose: To collect, preserve, and provide accessible historical information to the people of Kamloops.

To collect, maintain, and display artefacts and archival documents from Kamloops and region for the enjoyment and education of the public, students, researchers, and tourists.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	364,314	299,529	345,898	399,858	403,818	3,960
Personnel expenses	1,279	882	882	2,650	2,147	(503)
Contractual services	16,338	8,291	9,688	18,850	18,850	0
Supplies and other expenses	37,064	50,073	64,048	25,985	103,485	77,500
Transfers from other functions	22,222	13,973	18,577	25,316	26,496	1,180
Transfers to other functions	(476)	(476)	(476)	0	0	0
Total Direct Costs	440,741	372,272	438,617	472,659	554,796	82,137
Revenue generated:						
Fees, rates, and sales of service	25,037	21,974	24,661	33,000	30,000	(3,000)
Grants	32,577	32,284	32,284	32,000	33,000	1,000
Private Contributions	10,500	10,025	10,025	10,000	10,000	0
Total Revenue Generated	68,114	64,283	66,970	75,000	73,000	(2,000)
Net operating costs	372,627	307,989	371,647	397,659	481,796	84,137
Transfer to (from) reserves	22,600	0	(2,075)	10,000	10,000	0
Net Tax Requirement (Contribution)	395,227	307,989	369,572	407,659	491,796	84,137
Staffing per budget - FTEs	5.32	5.32		5.32	5.32	0.00

PROGRAM: 491 Parks, Recreation and Cultural Services Administration

Purpose:

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,613,747	2,477,062	2,767,770	2,796,816	2,818,416	21,600
Personnel expenses	65,890	70,674	74,518	112,497	106,327	(6,170)
Contractual services	374,868	288,778	333,423	363,986	362,986	(1,000)
Supplies and other expenses	19,492	34,625	55,571	52,150	52,150	0
Transfers from other functions	382,208	259,941	344,718	309,726	307,026	(2,700)
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	(140,058)	0	0	(140,058)	(140,058)	0
Total Direct Costs	3,316,147	3,131,080	3,576,000	3,495,117	3,506,847	11,730
Revenue generated:						
Fees, rates, and sales of service	23,248	27,931	50,333	62,230	62,230	0
Grants	0	0	0	0	0	0
Total Revenue Generated	23,248	27,931	50,333	62,230	62,230	0
Net operating costs	3,292,899	3,103,149	3,525,667	3,432,887	3,444,617	11,730
Transfer to (from) reserves	0	0	7,800	(7,800)	(7,800)	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	3,292,899	3,103,149	3,533,467	3,425,087	3,436,817	11,730
Staffing per budget - FTEs	31.37	31.37		31.37	30.77	(0.60)

PROGRAM: 210 Police Protection

Purpose: To provide policing services to protect life and property, prevent crime, preserve the peace, enforce the law, detect and arrest offenders, and educate the general public in law enforcement and crime prevention.

Subprograms:

- 2101 Police Administration and Response - Provides salary dollars for municipal staff component.
- 2103 North Shore Community Police Office - Funds expenses for the operation of this satellite police office. Includes salary dollars for one municipal employee.
- 2104 Auxiliary Police - Funds expenses for the operation of the auxiliary police.
- 2105 Victim Assistance - Supplies funding in a cost sharing with the provincial government to pay for a coordinator's salary and program expenses.
- 2107 Detention/Custody of Prisoners - Funds expenses incurred in housing prisoners. Costs shared with provincial, federal, and municipal governments.
- 2108 911 Emergency Dispatch - Supplies salaries for civilian employees working in the 911 centre.
- 2109 RCMP Contract - Records costs associated with the RCMP contract.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,649,715	3,292,469	3,721,800	4,202,354	4,376,951	174,597
Personnel expenses	66,010	27,021	40,815	64,850	87,015	22,165
Contractual services	19,517,400	9,633,445	19,354,383	23,661,649	24,562,323	900,674
Supplies and other expenses	60,276	42,446	54,421	53,266	174,168	120,902
Transfers from other functions	95,639	78,805	100,919	116,806	118,246	1,440
Total Direct Costs	23,389,040	13,074,186	23,272,338	28,098,925	29,318,703	1,219,778
Revenue generated:						
911 Levy	209,955	178,718	0	0	0	0
Fees, rates, and sales of service	172,000	622,428	9,094	59,592	186,150	126,558
Grants	2,961,305	1,893,874	3,320,551	3,879,369	3,815,926	(63,443)
Private Contributions	283	0	0	0	0	0
Total Revenue Generated	3,343,543	2,695,020	3,329,645	3,938,961	4,002,076	63,115
Net operating costs	20,045,497	10,379,166	19,942,693	24,159,964	25,316,627	1,156,663
Transfer to (from) reserves	360,362	0	855,338	(2,246,878)	(2,199,207)	47,671
Transfer to (from) other funds	60,000	45,000	60,000	60,000	60,000	0
Net Tax Requirement (Contribution)	20,465,859	10,424,166	20,858,031	21,973,086	23,177,420	1,204,334
Municipal Staffing per budget - FTEs	56.22	56.22		55.67	55.70	0.03
Contracted Police Officers per budget	119.50	119.50		130.00	130.00	0.00

PROGRAM: 220 Fire Protection Services

Purpose: To protect the lives and property of the citizens of Kamloops by deploying trained staff and sufficient equipment to provide emergency response through public education, training, and enforcement to reduce the number and severity of fires and injuries.

Subprograms:

- 2201 Firefighting Force - Protecting the lives and property of the citizens of Kamloops by deploying staff and equipment to provide emergency response in a timely and efficient manner.
- 2202 Firefighting Training - Training equipment and materials to ensure firefighting staff are fully compliant with national, provincial and WorkSafeBC standards and all certification remains current.
- 2203 Fire Prevention Services - To teach, inspect, assist, and endeavour to ensure our community is a fire safe community. Public education is a large part of our service, as well as working directly with the City of Kamloops Building Inspection and Bylaw Enforcement Divisions.
- 2204 Fire Dispatch Centre - Provide 911 emergency and fire dispatch to all residents within the Thompson-Nicola Regional District.
- 2205 Fire Equipment - Maintenance division responsible for 13 major and four minor pieces of equipment, 11 staff vehicles, and many types of auxiliary equipment such as compressors, generators, chainsaws, and pumps. It is also a designated provincial Inspection Facility under the Ministry of Transportation.
- 2206 Fire Training Centre - Provides initial training and ongoing professional development to our own staff and to emergency departments and loss prevention teams province-wide.
- 2209 Kamloops Fire Rescue Administration - To ensure effective overall management and administration of the various core divisions within Kamloops Fire Rescue Division structure and to provide support under a modern management philosophy.
- 6703 Radio and Communications - Maintain the City's mobile radio system (180 units).

PROGRAM: 220 Fire Protection Services

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	15,515,659	16,025,762	17,763,237	15,623,138	15,675,559	52,421
Personnel expenses	124,413	119,231	137,903	129,305	148,220	18,915
Contractual services	259,010	293,048	342,446	399,568	405,963	6,395
Supplies and other expenses	727,343	515,293	675,328	624,887	627,492	2,605
Transfers from other functions	337,513	194,818	249,541	279,295	278,475	(820)
Transfers to other functions	(128,660)	(46,327)	(48,327)	(8,000)	(8,000)	0
Total Direct Costs	16,835,278	17,101,825	19,120,128	17,048,193	17,127,709	79,516
Revenue generated:						
Fees, rates, and sales of service	1,357,941	1,313,533	1,347,647	1,338,300	1,412,300	74,000
911 Levy	135,805	161,785	254,609	350,000	320,000	(30,000)
Private Contributions	15,000	15,000	15,000	0	15,000	15,000
Sale of capital assets	0	20,133	0	0	0	0
Total Revenue Generated	1,508,746	1,510,451	1,617,256	1,688,300	1,747,300	59,000
Net operating costs	15,326,532	15,591,374	17,502,872	15,359,893	15,380,409	20,516
Transfer to (from) reserves	(770,000)	0	(1,451,025)	140,000	140,000	0
Transfer to (from) other funds	812,317	594,138	792,184	792,184	792,184	0
Net Tax Requirement (Contribution)	15,368,849	16,185,512	16,844,031	16,292,077	16,312,593	20,516
Staffing per budget - FTEs	129.09	129.09		127.69	127.69	0.00

PROGRAM: 250 Kamloops Emergency

Purpose: Maintain and exercise an emergency plan that will establish a system for rapid deployment of personnel and rescue equipment to minimize the adverse effects of either a natural or man-made disaster.

Subprograms:

2501 Kamloops Emergency Program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	262	47,520	54,252	48,282	60,016	11,734
Personnel expenses	7,541	8,092	9,078	10,000	10,000	0
Contractual services	29,810	15,400	16,800	25,000	25,000	0
Supplies and other expenses	1,942	2,587	5,031	5,500	5,500	0
Transfers from other functions	1,258	1,474	1,740	2,340	2,320	(20)
Total Direct Costs	40,813	75,073	86,901	91,122	102,836	11,714
Revenue generated:						
Private contributions	500	0	0	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	500	0	0	0	0	0
Net operating costs	40,313	75,073	86,901	91,122	102,836	11,714
Net Tax Requirement (Contribution)	40,313	75,073	86,901	91,122	102,836	11,714
Staffing per budget - FTEs	0.00	0.00		0.40	0.40	0.00

PROGRAM: 260 Community Safety and Enforcement

Subprograms:

2601 Bylaw Enforcement:

To protect the public from uncontrolled, dangerous, diseased, and injured animals.
 To ensure that parking is available to the public in residential, parks, and recreation areas.
 To ensure that parked vehicles are not creating hazardous situations at City facilities.
 To provide a minimum level of surveillance of City property and inventory through communication with the RCMP and City departments.
 To assist all City departments with enforcement needs.

2602 Bylaw Court:

To provide assistance to other user departments by effectively enforcing City Regulatory bylaws. To provide the public access to a court system to dispute violation notices issued by City departments.

2603 Community Safety:

Crime prevention, including education, events, and coordination of volunteers to support City and RCMP mandates for crime and community safety.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,638,279	1,481,142	1,682,519	1,704,722	1,573,842	(130,880)
Personnel expenses	17,763	18,327	24,438	23,805	25,970	2,165
Contractual services	113,312	89,775	120,727	119,700	114,050	(5,650)
Supplies and other expenses	183,023	176,118	192,446	202,254	74,222	(128,032)
Transfers from other functions	155,051	112,013	152,243	159,179	138,742	(20,437)
Transfers to other functions	(229,050)	(167,588)	(223,450)	(227,910)	(227,910)	0
Total Direct Costs	1,878,378	1,709,787	1,948,923	1,981,750	1,698,916	(282,834)
Revenue generated:						
Fees, rates, and sales of service	275,177	306,424	320,983	324,700	323,150	(1,550)
Total Revenue Generated	275,177	306,424	320,983	324,700	323,150	(1,550)
Net operating costs	1,603,201	1,403,363	1,627,940	1,657,050	1,375,766	(281,284)
Transfer to (from) reserves	0	0	35,000	(5,000)	35,000	40,000
Net Tax Requirement (Contribution)	1,603,201	1,403,363	1,662,940	1,652,050	1,410,766	(241,284)
Staffing per budget - FTEs	19.25	19.25		19.25	17.25	(2.00)

PROGRAM: 340 On-Street Parking

Purpose: To ensure that parking is available to the public in the South and North Shore business districts and make certain hazardous conditions are not created for emergency vehicles or the public at large.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	461,177	427,669	490,765	463,865	468,387	4,522
Personnel expenses	1,897	2,286	2,786	3,310	3,310	0
Contractual services	127,009	183,250	260,830	263,400	267,400	4,000
Supplies and other expenses	28,325	22,484	38,148	31,700	41,700	10,000
Transfers from other functions	314,222	246,367	323,805	320,618	321,652	1,034
Total Direct Costs	932,630	882,056	1,116,334	1,082,893	1,102,449	19,556
Revenue generated:						
Fees, rates, and sales of service	1,317,475	1,204,035	1,425,162	1,573,750	1,598,750	25,000
Total Revenue Generated	1,317,475	1,204,035	1,425,162	1,573,750	1,598,750	25,000
Net operating costs	(384,845)	(321,979)	(308,828)	(490,857)	(496,301)	(5,444)
Transfer to (from) reserves	86,065	0	3,935	185,964	185,964	0
Transfer to (from) other funds	68,780	56,170	74,893	74,893	74,893	0
Net Tax Requirement (Contribution)	(230,000)	(265,809)	(230,000)	(230,000)	(235,444)	(5,444)
Staffing per budget - FTEs	5.63	5.63		5.63	5.63	0.00

PROGRAM: 350 Off-Street Parking

Purpose: To coordinate and administer City-owned off-street parking.

Significant Impacts on the 2016 Budget:

Note: This program is always self-sufficient. Any excess revenue is to be transferred to the Parking Reserve and any actual shortfall will be funded from the Reserve. Consequently, there are never any property tax implications from the operation of this program.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	0	0	0	0	0	0
Supplies and other expenses	214,156	182,671	227,393	246,600	246,600	0
Transfers from other functions	9,598	8,496	10,493	19,921	19,921	0
Total Direct Costs	223,754	191,167	237,886	266,521	266,521	0
Revenue generated:						
Fees, rates and sales of service	428,178	391,852	463,911	405,432	405,432	0
Total Revenue Generated	428,178	391,852	463,911	405,432	405,432	0
Net operating costs	(204,424)	(200,685)	(226,025)	(138,911)	(138,911)	0
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	204,424	0	226,024	138,911	138,911	0
Net Tax Requirement (Contribution)	0	(200,685)	(1)	0	0	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 570 Business Improvement Area

Purpose: To collect business improvement levies from businesses in specified areas and remit these funds to the applicable Business Improvement Area Association (BIA).

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	343,254	355,639	355,639	387,019	412,400	25,381
Total Direct Costs	343,254	355,639	355,639	387,019	412,400	25,381
Revenue generated:						
Business Improvement Area Levy	330,558	343,254	359,211	355,639	387,019	31,380
Total Revenue Generated	330,558	343,254	359,211	355,639	387,019	31,380
Net operating costs	12,696	12,385	(3,572)	31,380	25,381	(5,999)
Net Tax Requirement (Contribution)	12,696	12,385	(3,572)	31,380	25,381	(5,999)
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 710 Central Office

Purpose: To provide an effective and cost-efficient communication and support services to Council and City staff.

Subprograms:

- 7204 In-house Printing and Duplicating - Management of photocopier, fax, and document reproduction services for all City departments.
- 7208 Document Services - Provides skilled word processing and document creation services, including text entry, proofreading, formatting, template creation, and pre-publishing consultation.
- 7213 Mail and Courier - Picks up, sorts, applies postage to, and delivers conventional mail. Pickup and delivery of internal correspondence.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	421,985	403,569	176,925	157,845	168,767	10,922
Personnel expenses	3,805	2,840	0	0	0	0
Contractual services	10,103	9,767	7,238	7,800	8,100	300
Supplies and other expenses	98,821	73,501	87,354	93,650	93,150	(500)
Transfers from other functions	31,612	21,983	14,069	15,385	15,385	0
Transfers to other functions	(396,086)	(218,919)	(178,264)	(204,151)	(194,151)	10,000
Costs allocated to capital	0	(4,770)	(4,770)	0	0	0
Total Direct Costs	170,240	287,971	102,552	70,529	91,251	20,722
Revenue generated:						
Fees, rates, and sales of service	310	212	217	0	0	0
Total Revenue Generated	310	212	217	0	0	0
Net operating costs	169,930	287,759	102,335	70,529	91,251	20,722
Transfer to (from) reserves	(805)	0	0	0	0	0
Transfer to (from) other funds	30,000	22,500	30,000	30,000	30,000	0
Net Tax Requirement (Contribution)	199,125	310,259	132,335	100,529	121,251	20,722
Staffing per budget - FTEs	6.90	6.90		2.52	2.49	(0.03)

PROGRAM: 720 Information Technology

Purpose: Committed to facilitating the use of information by employees and citizens through a computing environment that supports the decision making process.

Subprograms:

- 7101 Central Office Services - Supports the corporate telephone system.
- 7201 Desktop Services - Supports the operation of the desktop workstations (PCs) and the interconnecting network that enable the delivery of information technology to the organization.
- 7202 IT Infrastructure - Supports the servers, backup systems, and other major shared components that enable the delivery of enterprise computing solutions.
- 7203 Special Projects - Supports the application development and IT planning and implementation services for the Corporate Services and Finance departments.
- 7205 Records Management - Management, storage, and retrieval of the records of the City's operations.
- 7206 Geographic Information - Provides Geographic Information System (GIS) services to internal City departments and external users of City geographic information.
- 7207 Project and Support Services - Supports application development and IT planning and implementation services for the Engineering, Development and Public Works Department, and the Parks and Recreation Services Department.
- 7210 Database Services - Supports the relational database management systems (RDBMS) and enterprise resource planning (ERP) technologies that underlie most of our critical systems.
- 7211 Office Support Services - Provides non-technical support services to back up the courier, print shop, central records, and switchboard staff.
- 7299 Information Technology Administration - Management, planning, and training for the Information Technology Division.

PROGRAM: 720 Information Technology

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,190,603	1,954,065	2,191,442	2,288,101	2,317,886	29,785
Personnel expenses	49,668	33,266	44,806	55,305	55,305	0
Contractual services	764,907	828,389	951,659	1,056,290	1,176,450	120,160
Supplies and other expenses	446,720	403,670	442,713	438,045	393,540	(44,505)
Transfers from other functions	186,370	127,595	169,904	187,205	187,115	(90)
Transfers to other functions	(1,470,940)	(978,948)	(1,303,471)	(1,385,660)	(1,385,660)	0
Total Direct Costs	2,167,328	2,368,037	2,497,053	2,639,286	2,744,636	105,350
Revenue generated:						
Fees, rates, and sales of service	410	323	324	200	200	0
Sale of capital assets	0	0	0	0	0	0
Total Revenue Generated	410	323	324	200	200	0
Net operating costs	2,166,918	2,367,714	2,496,729	2,639,086	2,744,436	105,350
Transfer to (from) reserves	(7,500)	0	0	0	0	0
Transfer to (from) other funds	449,144	363,348	484,464	484,464	484,464	0
Net Tax Requirement (Contribution)	2,608,562	2,731,062	2,981,193	3,123,550	3,228,900	105,350
Staffing per budget - FTEs	24.49	24.49		24.29	24.29	0.00

PROGRAM: 730 Kamloops Community Network

Purpose:

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	80,265	105,371	105,371	93,000	93,000	0
Transfers to other functions	(19,000)	(14,250)	(19,000)	(8,000)	(8,000)	0
Total Direct Costs	61,265	91,121	86,371	85,000	85,000	0
Revenue generated:						
Fees, rates, and sales of service	88,866	104,729	121,069	85,000	85,000	0
Total Revenue Generated	88,866	104,729	121,069	85,000	85,000	0
Net operating costs	(27,601)	(13,608)	(34,698)	0	0	0
Transfer to (from) reserves	27,601	0	34,698	0	0	0
Net Tax Requirement (Contribution)	0	(13,608)	0	0	0	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 810 Legislative and Elections

Purpose: To articulate Council's vision of the community's long-term goals and priorities, identify actions required to achieve Council's vision, and to develop a public input process to establish a new community vision.

Subprograms:

8102 Elections and Referenda - To provide for staffing and costs associated for holding elections and referenda.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	125,169	91,230	102,148	0	60,000	60,000
Transfers from other functions	12,328	643	10,093	0	0	0
Total Direct Costs	137,497	91,873	112,241	0	60,000	60,000
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	137,497	91,873	112,241	0	60,000	60,000
Net Tax Requirement (Contribution)	137,497	91,873	112,241	0	60,000	60,000
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 880 Corporate Services and Community Safety Administration

Purpose: To provide leadership and administrative support to the Corporate and Community Affairs Department and to direct the Corporation.

Subprograms:

8801 Corporate Services and Community Safety Administration/City Clerk - To provide support services to City Council, Boards and Commissions, and to maintain official municipal records.

8803 Legislative Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	668,410	690,533	776,283	779,188	784,669	5,481
Personnel expenses	18,289	18,186	23,245	24,956	21,656	(3,300)
Contractual services	66,252	52,298	149,227	58,000	63,000	5,000
Supplies and other expenses	5,917	4,423	5,196	6,600	6,000	(600)
Transfers from other functions	74,969	47,938	69,457	83,198	82,438	(760)
Total Direct Costs	833,837	813,378	1,023,408	951,942	957,763	5,821
Revenue generated:						
Fees, rates, and sales of service	4,249	1,072	866	1,000	1,000	0
Total Revenue Generated	4,249	1,072	866	1,000	1,000	0
Net operating costs	829,588	812,306	1,022,542	950,942	956,763	5,821
Transfer to (from) reserves	0	0	0	(23,300)	0	23,300
Net Tax Requirement (Contribution)	829,588	812,306	1,022,542	927,642	956,763	29,121
Staffing per budget - FTEs	6.00	6.00		6.70	1.70	(5.00)

PROGRAM: 813 Mayor and Council

Purpose: To maintain an administrative office for the Mayor and Council as well as providing funds for Council's indemnities, allowances, and other expenses required to fulfill their duties.

To provide grants to community groups as approved by Council.

Subprograms:

8103 Legislative (Council).

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	371,427	375,584	422,226	441,362	473,740	32,378
Personnel expenses	61,094	73,772	74,396	115,750	115,750	0
Contractual services	15,473	5,790	11,779	16,000	16,000	0
Supplies and other expenses	86,188	75,588	90,380	181,000	181,000	0
Transfers from other functions	14,570	15,748	21,853	21,747	21,697	(50)
Total Direct Costs	548,752	546,482	620,634	775,859	808,187	32,328
Revenue generated:						
Fees, rates, and sales of service	(3,286)	(15,874)	9,524	(5,000)	(5,000)	0
Investment income	19,206	15,874	0	5,000	5,000	0
Total Revenue Generated	15,920	0	9,524	0	0	0
Net operating costs	532,832	546,482	611,110	775,859	808,187	32,328
Transfer to (from) reserves	14,305	0	10,000	(10,000)	(10,000)	0
Net Tax Requirement (Contribution)	547,137	546,482	621,110	765,859	798,187	32,328
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

PROGRAM: 881 Administration of the City

Purpose: To provide overall leadership, guidance, organization, and direction to the corporation.

Subprograms:

8804 Administration of the City.

8830 Corporate Programs and Projects.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	430,618	402,551	453,223	481,127	492,025	10,898
Personnel expenses	43,212	14,605	18,817	18,380	18,380	0
Contractual services	27,900	4,871	20,768	65,650	68,150	2,500
Supplies and other expenses	15,344	12,342	16,626	16,300	16,300	0
Transfers from other functions	35,880	26,119	36,182	34,362	34,222	(140)
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	552,954	460,488	545,616	615,819	629,077	13,258
Revenue generated:						
Fees, rates, and sales of service	169	0	0	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	169	0	0	0	0	0
Net operating costs	552,785	460,488	545,616	615,819	629,077	13,258
Transfer to (from) reserves	(3,195)	0	38,650	(38,650)	(38,650)	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	549,590	460,488	584,266	577,169	590,427	13,258
Staffing - FTEs	4.17	4.17		3.17	3.17	0.00

PROGRAM: 882 Business and Client Services

Purpose: To liaise with community, professional, and business associations and to facilitate resolution of issues pertaining to local government. The division also delivers communication services to external and internal clients.

To provide for the operation and administration of the Kamloops Airport Authority Society, Venture Kamloops, Tourism Kamloops, and assigned corporate projects.

Subprograms:

8802 Business and Client Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	276,273	251,013	565,362	657,707	674,517	16,810
Personnel expenses	7,917	9,124	14,496	18,145	19,845	1,700
Contractual services	237,336	206,625	267,684	256,200	257,440	1,240
Supplies and other expenses	828,841	840,046	844,220	1,076,344	941,581	(134,763)
Transfers from other functions	24,588	14,118	34,497	44,616	44,366	(250)
Transfers to other functions	(10,000)	(7,500)	(156,839)	(191,600)	(192,704)	(1,104)
Costs allocated to capital	0	0	0	(41,530)	(41,530)	0
Total Direct Costs	1,364,955	1,313,426	1,569,420	1,819,882	1,703,515	(116,367)
Revenue generated:						
Fees, rates, and sales of service	0	2,119	2,971	0	3,000	3,000
Grants	15,000	0	15,000	10,000	10,000	0
Total Revenue Generated	15,000	2,119	17,971	10,000	13,000	3,000
Net operating costs	1,349,955	1,311,307	1,551,449	1,809,882	1,690,515	(119,367)
Transfer to (from) reserves	30,000	0	85,000	(115,000)	(70,000)	45,000
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,379,955	1,311,307	1,636,449	1,694,882	1,620,515	(74,367)
Staffing per budget - FTEs	3.00	3.00		8.19	8.19	0.00

PROGRAM: 680 Human Resources

Purpose: To provide Human Resources services to all employees/departments within the City of Kamloops by promoting collaborative, positive, workplace relationships based upon the principles of mutual trust, respect, and professional integrity.

Subprograms:

- 6801 Human Resources Administration:
- To promote and facilitate the management of workplace conflict and differences in a manner sensitive to the legitimate interests of all employees and the City's operations.
 - To ensure an interactive relationship between the Human Resources Department and all client groups.
 - To support the development of an exemplary workplace where the values shared by all employees will enable the City to become a customer focused organization.
- 6802 Safety and Occupational Health - The City of Kamloops Safety Division strives to promote a safe and healthy working environment by providing information and advice about occupational health and safety to all its staff and employees.
- 6803 Return to Work Program - To provide an opportunity for injured employees to return to work earlier by providing lighter duties that will not hamper the healing process. Besides encouraging faster healing times for the employees, the City expects to realize a savings through reduced WorkSafeBC premiums.
- 6804 Employee Assistance - To provide all employees with competent and effective assistance/guidance and an effective corporate wellness program consistent with their needs and the needs of the organization.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,212,747	1,098,033	1,222,149	1,282,374	1,314,086	31,712
Personnel expenses	217,009	177,058	206,155	231,712	244,242	12,530
Contractual services	193,862	207,875	392,818	217,632	225,800	8,168
Supplies and other expenses	98,311	60,100	73,743	78,131	81,131	3,000
Transfers from other functions	68,511	44,034	63,350	72,798	71,738	(1,060)
Transfers to other functions	(600)	(900)	(900)	0	0	0
Total Direct Costs	1,789,840	1,586,200	1,957,315	1,882,647	1,936,997	54,350
Revenue generated:						
Fees, rates, and sales of service	112,454	128,471	128,471	115,000	115,000	0
Total Revenue Generated	112,454	128,471	128,471	115,000	115,000	0
Net operating costs	1,677,386	1,457,729	1,828,844	1,767,647	1,821,997	54,350
Transfer to (from) reserves	(3,854)	0	53,988	28,469	28,469	0
Net Tax Requirement (Contribution)	1,673,532	1,457,729	1,882,832	1,796,116	1,850,466	54,350
Staffing per budget - FTEs	11.00	11.00		11.60	11.60	0.00

PROGRAM: 610 Cash Management

Purpose: To optimize interest revenues within legislative requirements.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	52,552	50,491	56,653	57,587	58,307	720
Contractual services	22,660	33,492	43,573	45,000	51,000	6,000
Supplies and other expenses	644	0	0	0	0	0
Transfers from other functions	2,796	2,034	2,703	3,057	3,057	0
Total Direct Costs	78,652	86,017	102,929	105,644	112,364	6,720
Revenue generated:						
Special assessments	4,017,388	3,760,297	4,006,092	3,828,603	3,871,450	42,847
Fees, rates, and sales of service	1,625,147	1,627,543	1,930,272	1,421,549	1,215,000	(206,549)
Grants	21,518	240,552	0	0	0	0
Investment income	2,570,588	2,615,243	2,230,676	2,200,000	2,200,000	0
Total Revenue Generated	8,234,641	8,243,635	8,167,040	7,450,152	7,286,450	(163,702)
Net operating costs	(8,155,989)	(8,157,618)	(8,064,111)	(7,344,508)	(7,174,086)	170,422
Transfer to (from) reserves	268,660	0	238,545	228,000	228,000	0
Transfer to (from) other funds	793,051	0	771,134	635,662	635,662	0
Net Tax Requirement (Contribution)	(7,094,278)	(8,157,618)	(7,054,432)	(6,480,846)	(6,310,424)	170,422
Staffing per budget - FTEs	0.45	0.45		0.45	0.45	0.00

PROGRAM: 620 Billing and Collection

Purpose: To ensure that all City revenues are properly recorded, billed, and collected.

To monitor and collect general tax revenues.

Subprograms:

- 6201 Property Taxes - To provide for the billing and collection of municipal and other governments property tax levies.
- 6202 Water and Sewer Billing and Collection - To provide for the billing and collection of water and sewer services.
- 6203 Solid Waste Billing/Collection - To provide for the billing and collection of residential and commercial garbage services.
- 6204 Miscellaneous Receivables - To provide for the billing and collection of miscellaneous accounts receivable.
- 6205 Tax and Municipal Grant Allocation - To collect and distribute the grants in lieu of taxes we receive to the other levels of government (TNRD, TNRHD, BCAA, and MFA).
- 6206 Collections for Other Governments - To collect and distribute the taxes we levy for the other governments (TNRD, TNRHD, BCAA, and MFA).

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	713,990	676,757	761,993	818,825	705,105	(113,720)
Personnel expenses	3,633	6,027	6,027	8,600	8,950	350
Contractual services	36,627	39,181	45,024	36,255	49,791	13,536
Supplies and other expenses	118,307	86,003	130,769	101,845	120,502	18,657
Transfers from other functions	44,924	22,543	31,404	34,091	33,921	(170)
Transfers to other functions	(416,537)	(206,328)	(258,266)	(388,609)	(350,748)	37,861
Costs allocated to capital	(59,969)	0	(61,974)	0	0	0
Debt servicing costs	0	455	460	1,000	1,000	0
Total Direct Costs	440,975	624,638	655,437	612,007	568,521	(43,486)
Revenue generated:						
Fees, rates, and sales of service	197,754	(32,203)	422,668	267,650	293,200	25,550
Investment income	211,242	225,594	11,877	238,000	225,000	(13,000)
Total Revenue Generated	408,996	193,391	434,545	505,650	518,200	12,550
Net operating costs	31,979	431,247	220,892	106,357	50,321	(56,036)
Net Tax Requirement (Contribution)	31,979	431,247	220,892	106,357	50,321	(56,036)
Staffing per budget - FTEs	9.55	9.80		9.94	8.69	(1.25)

PROGRAM: 630 Financial Management

Purpose: To provide financial management information to Council, City staff, other governments and the general public.

To ensure that financial expenditures are properly paid, recorded, and controlled.

To administer the City's payroll and employee benefit plans.

Subprograms:

- 3301 Asset Management - To provide coordination of the Corporate Asset Management Program.
- 6301 Financial Administration - To provide financial management information to Council, City staff other governments, and the general public.
- 6302 Accounting Services - To ensure financial expenditures are paid, recorded, and controlled.
- 6303 Employer Paid Benefit Costs - To account for employer paid benefits.
- 6304 Payroll and CUPE Hourly Benefits - To administer the City's payroll and benefits.
- 6305 CUPE Salaried Benefits - To record CUPE salary benefits and employer costs.
- 6306 IAFF Benefits - To record firefighter benefits and employer costs.
- 6307 Management Benefits - To record management benefits and employer costs.
- 6308 14% CUPE Part-time Benefits - To record CUPE part-time benefits and employer costs.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,846,972	1,636,346	1,844,784	2,031,784	2,216,685	184,901
Personnel expenses	35,552	30,400	69,843	81,702	104,581	22,879
Contractual services	44,185	56,171	72,945	112,320	128,470	16,150
Supplies and other expenses	(334,131)	(724,266)	33,490	22,700	20,550	(2,150)
Transfers from other functions	89,475	56,828	80,006	89,174	88,404	(770)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,682,053	1,055,479	2,101,068	2,337,680	2,558,690	221,010
Revenue generated:						
Fees, rates, and sales of service	7,888	7,861	6,630	9,000	9,000	0
Grants	0	0	0	0	0	0
Total Revenue Generated	7,888	7,861	6,630	9,000	9,000	0
Net operating costs	1,674,165	1,047,618	2,094,438	2,328,680	2,549,690	221,010
Transfer to (from) reserves	350,000	0	83,000	(86,600)	(86,600)	0
Net Tax Requirement (Contribution)	2,024,165	1,047,618	2,177,438	2,242,080	2,463,090	221,010
Staffing per budget - FTEs	21.08	20.83		20.98	23.23	2.25

PROGRAM: 640 Fiscal Services

Purpose: To transfer to/or from the accumulated surplus account within the General Revenue fund.

To budget for unforeseen contingencies and emergencies.

To budget for other "Corporate" transactions not related to a specific program.

Subprograms:

6402 General Operating Fiscal Services.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	0	0	(662,932)	(662,932)	0
Supplies and other expenses	906	0	360,385	1,271,013	1,271,013	0
Transfers to other functions	0	(596,136)	(794,848)	(1,240,440)	(1,240,440)	0
Total Direct Costs	906	(596,136)	(434,463)	(632,359)	(632,359)	0
Revenue generated:						
Grants	6,117,870	3,893,734	6,321,470	6,986,795	6,586,795	(400,000)
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	6,117,870	3,893,734	6,321,470	6,986,795	6,586,795	(400,000)
Net operating costs	(6,116,964)	(4,489,870)	(6,755,933)	(7,619,154)	(7,219,154)	400,000
Transfer to (from) reserves	9,027,774	3,183,766	6,000,729	5,957,320	6,287,559	330,239
Transfer to (from) surplus	(2,641,703)	0	0	(160,000)	(25,382)	134,618
Net Tax Requirement (Contribution)	269,107	(1,306,104)	(755,204)	(1,821,834)	(956,977)	864,857
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 650 Insurance and Risk Management

Purpose: To obtain the most cost-effective insurance coverage and to maintain an effective risk management program.

Subprograms:

- 6501 General Liability Insurance - Provides insurance coverage and ongoing appraisals for City-owned buildings, assets, equipment, and vehicles.
- 6502 Liability Insurance - This program includes general claims, general insurance premiums for liability insurance, and legal fees. The program also encompasses an effective Risk Management Program to reduce or eliminate the risk of loss to City of Kamloops residents and our visitors. Safety and maintaining essential public services are a priority.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	191,644	178,129	200,421	206,585	211,298	4,713
Personnel expenses	3,126	5,997	6,014	4,950	5,000	50
Contractual services	914,072	1,014,760	1,077,778	1,083,092	1,034,092	(49,000)
Supplies and other expenses	13,769	49	49	500	500	0
Transfers from other functions	9,695	14,588	16,881	10,152	10,652	500
Transfers to other functions	(360,000)	(301,194)	(401,592)	(420,592)	(420,592)	0
Total Direct Costs	772,306	912,329	899,551	884,687	840,950	(43,737)
Revenue generated:						
Fees, rates, and sales of service	16,882	15,884	15,909	0	0	0
Total Revenue Generated	16,882	15,884	15,909	0	0	0
Net operating costs	755,424	896,445	883,642	884,687	840,950	(43,737)
Transfer to (from) reserves	104,346	(15,990)	(106)	0	0	0
Net Tax Requirement (Contribution)	859,770	880,455	883,536	884,687	840,950	(43,737)
Staffing per budget - FTEs	2.00	2.00		2.00	2.00	0.00

PROGRAM: 670 Purchasing and Stores

Purpose: To assist City departments in the efficient and effective delivery of services by providing goods and/or services at the most competitive prices when and where required.

Subprograms:

- 6701 Purchasing - Purchase goods and services as needed by City departments.
- 6702 Central Stores - Maximize supplier discounts through bulk buying and storage and distribution of goods used by City departments.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	686,726	701,726	796,391	852,515	766,639	(85,876)
Personnel expenses	7,095	10,503	12,733	21,779	11,750	(10,029)
Contractual services	2,815	2,316	2,316	5,600	3,100	(2,500)
Supplies and other expenses	(28,099)	(453)	2,879	7,100	5,800	(1,300)
Transfers from other functions	32,356	22,705	29,633	32,473	32,617	144
Transfers to other functions	(50,800)	0	0	0	0	0
Total Direct Costs	650,093	736,797	843,952	919,467	819,906	(99,561)
Revenue generated:						
Fees, rates, and sales of service	15,845	22,470	22,458	29,000	29,000	0
Total Revenue Generated	15,845	22,470	22,458	29,000	29,000	0
Net operating costs	634,248	714,327	821,494	890,467	790,906	(99,561)
Net Tax Requirement (Contribution)	634,248	714,327	821,494	890,467	790,906	(99,561)
Staffing per budget - FTEs	8.49	8.49		9.49	8.49	(1.00)

PROGRAM: 690 Debt Management

Purpose: To record, monitor and control debt costs for long-term financing for large capital additions within legislative requirements.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Transfers to other functions	(251,241)	(188,431)	(251,241)	(251,241)	(448,570)	(197,329)
Debt servicing costs	2,960,047	1,584,923	3,742,295	3,801,311	3,801,482	171
Total Direct Costs	2,708,806	1,396,492	3,491,054	3,550,070	3,352,912	(197,158)
Revenue generated:						
Special Assessments	0	0	0	0	0	0
Fees, rates, and sales of service	140,746	(755,071)	903,988	118,812	0	(118,812)
Investment income	620,884	755,071	0	885,873	1,069,605	183,732
Total Revenue Generated	761,630	0	903,988	1,004,685	1,069,605	64,920
Net operating costs	1,947,176	1,396,492	2,587,066	2,545,385	2,283,307	(262,078)
Transfer to (from) reserves	3,809	0	(27,449)	(486,246)	0	486,246
Transfer to (from) other funds	(352,416)	0	(90,947)	(291,747)	(105,817)	185,930
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	5,094,021	1,637,645
Net Tax Requirement (Contribution)	4,799,917	4,732,027	5,039,173	5,223,768	7,271,511	2,047,743
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

PROGRAM: 899 Capital Expenditures

Purpose: To record the transfer of funds to the General Capital Fund for the capital projects funded from the current year property tax revenue.

Subprograms:

6401 Capital Funding.

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Transfers from other functions	0	0	0	0	0	0
Capital funded from taxation	6,097,119	4,495,261	7,677,433	10,716,538	9,893,557	(822,981)
Total Direct Costs	6,097,119	4,495,261	7,677,433	10,716,538	9,893,557	(822,981)
Revenue generated:						
Sale of fixed assets	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	6,097,119	4,495,261	7,677,433	10,716,538	9,893,557	(822,981)
Transfer to (from) reserves	3,427,149	0	1,212,147	0	0	0
Net Tax Requirement (Contribution)	9,524,268	4,495,261	8,889,580	10,716,538	9,893,557	(822,981)
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00



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See **Appendix A** for Service Level Descriptions.



PROGRAM: 110 Water Utility Fund

Purpose: To provide a safe and dependable supply of water for residential, industrial, commercial, irrigation, and fire protection requirements.

Subprograms:

- 1101 Administration and Planning - To record revenue and non-operational expenses for the water utility.
- 1102 Water Treatment - To provide for operation, maintenance, and repair of water treatment facilities.
- 1103 Water Distribution - To provide for the installation, maintenance, and repair of underground water mains and services and appurtenances.
- 1104 Water Pump Stations - To provide for the operation, maintenance, and repair of pumping and storage facilities.
- 1109 Water Administration - To provide administration, management, and support for the water system and utility.

NOTE: The Financial Plan indicates no Water Levy rate increase for 2017.

Prior Year Amounts - Water Utility Fund

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,348,324	2,482,083	2,862,654	2,624,138	2,701,168	77,030
Personnel expenses	37,643	24,159	42,951	53,100	53,100	0
Contractual services	1,063,632	543,859	700,921	658,862	550,700	(108,162)
Supplies and other expenses	2,849,147	2,550,298	2,967,124	2,869,082	2,971,167	102,085
Transfers from other functions	2,257,927	1,957,344	2,594,874	3,357,447	3,347,716	(9,731)
Transfers to other functions	(344,859)	(286,686)	(382,093)	(600,000)	(600,000)	0
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	1,828,235	105,487	2,459,265	351,669	1,329,255	977,586
Capital funded from water levies	1,305,901	1,868,576	1,203,549	2,158,874	3,040,874	882,000
Total Direct Costs	12,345,950	9,245,120	12,449,245	11,473,172	13,393,980	1,920,808
Revenue generated:						
Fees, rates, and sales of service	122,190	173,513	132,121	67,120	128,000	60,880
Grants	0	0	0	0	0	0
Investment income	1,194,253	(7,048)	1,333,343	923,809	853,809	(70,000)
Total Revenue Generated	1,316,443	166,465	1,465,464	990,929	981,809	(9,120)
Net operating costs	11,029,507	9,078,655	10,983,781	10,482,243	12,412,171	1,929,928
Transfer to (from) reserves	1,690,949	0	533,537	(212,940)	(212,940)	0
Transfer to (from) other funds	(64,375)	1,459,082	1,984,177	323,518	776,705	453,187
Debt principal repayment	3,692,677	3,841,536	2,834,667	3,539,476	2,649,042	(890,434)
Transfer to (from) surplus	(2,623,034)	(1,486,609)	0	1,640,583	157,022	(1,483,561)
Net Water Requirement	13,725,724	12,892,664	16,336,162	15,772,880	15,782,000	9,120
Staffing per budget - FTEs	32.31	34.21		26.10	26.27	0.17

Water Operating Fund



2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Revenue:					
Water levies	15,782,000	16,096,598	16,578,444	17,074,720	17,585,920
Water levies from growth	0	157,800	162,500	167,400	172,400
Fees, rates, and service charges	128,000	128,000	128,000	128,000	128,000
Investment income	853,809	862,923	803,526	630,102	689,315
Total Revenue	16,763,809	17,245,321	17,672,470	18,000,222	18,575,635
Expenditures:					
Water utility operations	9,023,851	9,295,082	9,657,995	9,821,978	9,989,743
Debt servicing costs	1,329,255	1,277,363	1,277,168	1,093,888	1,094,634
Capital funded from operations	3,040,874	3,759,534	2,750,374	3,999,874	2,417,614
Total Water Expenditures	13,393,980	14,331,979	13,685,537	14,915,740	13,501,991
Net operating activity	3,369,829	2,954,125	4,042,919	3,157,770	5,164,984
Transfers from (to) reserves	0	0	0	58,328	0
Transfers from (to) other funds	(776,705)	(850,000)	(850,000)	(850,000)	(850,000)
Debt principal repayment	(2,649,042)	(2,658,156)	(2,473,480)	(2,079,189)	(2,325,740)
Transfer to (from) surplus	(55,918)	(554,031)	719,439	286,909	1,989,244
Estimated surplus balance	3,256,710	2,702,679	3,422,118	3,709,027	5,698,271
Water rate increase indicated	0.00%	2.00%	2.00%	2.00%	2.00%
Projected Increase in 2017-2020 Financial Plan	0%	1%	1%	1%	1%

Water Operating Fund - by Object

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	2,701,168	2,768,696	2,837,913	2,908,860	2,981,581
Personnel expenses	53,100	54,428	56,061	57,743	59,475
Contractual services	550,700	561,714	572,948	585,839	599,020
Supplies and other expenses	2,971,167	3,030,590	3,091,202	3,153,026	3,216,086
Transfers from other functions	3,347,716	3,479,654	3,699,871	3,716,510	3,733,581
Transfers to other functions	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Costs allocated to capital	0	0	0	0	0
	9,023,851	9,295,082	9,657,995	9,821,978	9,989,743
Fiscal services:					
Debt servicing costs	1,329,255	1,277,363	1,277,168	1,093,888	1,094,634
Capital expenditures	3,040,874	3,759,534	2,750,374	3,999,874	2,417,614
Debt principal repayment	2,649,042	2,658,156	2,473,480	2,079,189	2,325,740
	7,019,171	7,695,053	6,501,022	7,172,951	5,837,988
Transfer to/(from) surplus	157,022	569,611	1,227,105	547,183	620,983

PROGRAM: 120 Sewer Utility Fund

Purpose: To provide the collection, treatment, and disposal of liquid waste from residential, commercial, and industrial establishments.

Subprograms:

- 1201 Administration and Planning - To provide a revenue capture program and non-operational expenses for the sewer utility.
- 1203 Sanitary Collection - To provide for the installation, maintenance, and repair of underground sewer mains and services and appurtenances.
- 1204 Sanitary Pump Stations - To provide for the operation, maintenance, and repair of wastewater treatment, pumping, and disposal facilities.
- 1209 Sanitary Administration - To provide administration, management, and support for the sewer system and utility.

NOTE: The Financial Plan indicates a 1% Sewer Levy rate increase for 2017.

Prior Year Amounts - Sewer Utility Fund

	2014 Actual Amounts	2015 Actual Amounts	2016 Actuals to October	2016 Adopted Budget	2017 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,754,428	1,448,964	1,660,508	2,176,374	2,230,084	53,710
Personnel expenses	39,088	30,033	35,139	40,700	40,700	0
Contractual services	555,812	397,011	423,924	778,950	787,950	9,000
Supplies and other expenses	1,590,695	1,461,731	1,670,303	1,720,809	1,757,700	36,891
Transfers from other functions	1,418,913	1,252,398	1,842,684	2,204,666	2,207,956	3,290
Transfers to other functions	(64,514)	(54,940)	(73,252)	(100,000)	(100,000)	0
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	493,554	822,637	899,197	849,141	802,045	(47,096)
Capital funded from sewer levies	1,050,989	970,742	640,514	1,584,034	2,179,677	595,643
Total Direct Costs	6,838,965	6,328,576	7,099,017	9,254,674	9,906,112	651,438
Revenue generated:						
Fees, rates, and sales of service	408,010	202,697	552,031	200,882	199,497	(1,385)
Investment income	0	0	0	328,875	330,260	1,385
Total Revenue Generated	408,010	202,697	552,031	529,757	529,757	0
Net operating costs	6,430,955	6,125,879	6,546,986	8,724,917	9,376,355	651,438
Transfer to (from) reserves	1,509,996	(828,641)	793,617	(118,077)	(118,077)	0
Transfer to (from) other funds	755,958	(330,228)	1,475,517	(884,739)	(228,968)	655,771
Debt principal repayment	529,856	554,952	962,905	2,021,074	2,255,683	234,609
Transfer to (from) surplus	270,785	828,641	0	(148,175)	(250,743)	(102,568)
Net Sewer Rate Requirement	9,497,550	6,350,603	9,779,025	9,595,000	11,034,250	1,439,250
Staffing per budget - FTEs	25.29	25.29		22.54	22.71	0.17

Sewer Operating Fund

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Revenue:					
Sewer levies	11,034,250	11,254,935	11,620,692	11,969,284	12,328,316
Sewer levies from growth	0	137,900	113,900	117,300	120,900
Fees, rates and service charges	199,497	199,497	199,497	199,497	199,497
Investment income	330,260	330,260	334,508	268,277	308,872
Total Revenue	11,564,007	11,922,592	12,268,597	12,554,358	12,957,585
Expenditures:					
Sewer utility operations	6,924,390	7,096,031	7,356,766	7,468,842	7,583,160
Debt servicing costs	802,045	802,045	759,437	681,287	643,820
Capital funded from operations	1,599,725	3,577,535	1,842,735	10,722,185	1,417,525
Total Sewer Expenditures	9,326,160	11,475,611	9,958,938	18,872,314	9,644,505
Net operating activity	2,237,847	446,981	2,309,659	(6,317,956)	3,313,080
Transfers from (to) reserves	118,077	0	0	0	0
Transfers from (to) other funds	(3,152,706)	849,661	833,689	817,716	801,743
Debt principal repayment	(2,255,683)	(2,255,683)	(2,215,558)	(2,041,871)	(2,082,466)
Transfer to (from) accum. surplus	(3,052,465)	(959,041)	927,790	(7,542,111)	2,032,357
Estimated surplus balance	2,233,075	1,274,034	2,201,824	(5,340,287)	(3,307,930)
Sewer rate increase indicated	2.00%	2.00%	2.00%	2.00%	2.00%
Projected Increase in 2017 - 2020 Financial Plan	15.00%	15.00%	15.00%	15.00%	N/A

Sewer Operating Fund - by Object

2017-2021 Financial Plan

	2017	2018	2019	2020	2021
Salaries, wages, and benefits	2,230,084	2,285,836	2,342,982	2,401,557	2,461,596
Personnel expenses	40,700	41,718	42,970	44,259	45,587
Contractual services	787,950	803,709	819,783	838,228	857,088
Supplies and other expenses	1,757,700	1,792,854	1,828,711	1,865,285	1,902,591
Transfers from other functions	2,207,956	2,207,956	2,280,492	2,355,777	2,433,891
Transfers to other functions	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Costs allocated to capital	0	0	0	0	0
	<u>6,924,390</u>	<u>7,032,073</u>	<u>7,214,938</u>	<u>7,405,106</u>	<u>7,600,753</u>
Fiscal services:					
Debt servicing costs	802,045	802,045	759,437	681,287	643,820
Capital expenditures	2,179,677	3,576,735	1,842,735	10,716,285	1,417,525
Debt principal repayment	2,255,683	2,381,460	2,383,002	2,182,036	2,222,631
	<u>5,237,405</u>	<u>6,760,240</u>	<u>4,985,174</u>	<u>13,579,608</u>	<u>4,283,976</u>
Transfer to/(from) surplus	<u>(250,743)</u>	<u>400,000</u>	<u>4,000,000</u>	<u>(2,600,000)</u>	<u>7,000,000</u>



CONTENTS

Section E - Capital



	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Water							
911109 Oversizing							
Water Levies	0	500	500	500	500	500	500
DCC Water	0	49,500	49,500	49,500	49,500	49,500	49,500
Total 911109 Oversizing	0	50,000	50,000	50,000	50,000	50,000	50,000
911115 Install Isolation Valves-Variou							
Water Levies	39,947	40,000	40,000	40,000	40,000	40,000	40,000
Total 911115 Install Isolation Valves-Variou	39,947	40,000	40,000	40,000	40,000	40,000	40,000
911159 Construct Emergency Intake-North Shore							
Future Capital Reserve	294,824	3,145,285	2,850,461	0	0	0	0
DCC Water	29,515	314,878	285,362	0	0	0	0
Grants	652,090	6,064,000	5,411,909	0	0	0	0
Debt	6,922	64,354	57,431	0	0	0	0
Total 911159 Construct Emergency Intake-North Shore	983,351	9,588,517	8,605,163	0	0	0	0
911201 Install/Replace Fire Hydrants							
Water Levies	50,899	51,000	50,000	50,000	50,000	50,000	50,000
Total 911201 Install/Replace Fire Hydrants	50,899	51,000	50,000	50,000	50,000	50,000	50,000
911202 Replace Castings-Roads							
Water Levies	7,758	9,000	10,000	10,000	10,000	10,000	10,000
Total 911202 Replace Castings-Roads	7,758	9,000	10,000	10,000	10,000	10,000	10,000
911204 Rehabilitate Infrastructure-Local Roads							
Water Levies	135,811	150,000	400,000	380,000	380,000	400,000	250,000
Future Capital Reserve	85,595	94,558	23,150	0	0	0	0
Total 911204 Rehabilitate Infrastructure-Local Roads	221,406	244,558	423,150	380,000	380,000	400,000	250,000
911205 Rehabilitate Infrastructure-Collector Roads							
Water Levies	191,527	200,000	75,000	100,000	840,000	200,000	175,000
Total Rehabilitate Infrastructure-Collector Roads	191,527	200,000	75,000	100,000	840,000	200,000	175,000
911206 Rehabilitate Infrastructure-Arterial Roads							
Water Levies	6,710	8,500	11,500	1,300,000	30,000	30,000	25,000
Future Capital Reserve	10,727	13,590	4,650	0	0	0	0
Total 911206 Rehabilitate Infrastructure-Arterial Roads	17,437	22,090	16,150	1,300,000	30,000	30,000	25,000
911247 Ord Road Watermain Connection**							
Water Levies	0	0	0	0	0	54,000	486,000
Total 911247 Ord Road Watermain Connection**	0	0	0	0	0	54,000	486,000
911250 Replace Air Release Valves-Variou							
Water Levies	2,970	3,000	5,000	5,000	5,000	5,000	5,000
Total 911250 Replace Air Release Valves-Variou	2,970	3,000	5,000	5,000	5,000	5,000	5,000
911252 Replace Pressure Reducing Valves							
Water Levies	9,421	9,900	10,000	10,000	10,000	10,000	10,000
Total 911252 Replace Pressure Reducing Valves	9,421	9,900	10,000	10,000	10,000	10,000	10,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
911254 Replace Main - Pacific Way							
Water Levies	1,097,856	1,200,000	0	0	0	0	0
Future Capital Reserve	49,929	68,180	120,390	0	0	0	0
Total 911254 Replace Main - Pacific Way	1,147,785	1,268,180	120,390	0	0	0	0
911257 Replace Service-Belair/Clearview/Foxwood							
Water Levies	95,768	100,000	100,000	100,000	0	0	0
Future Capital Reserve	0	0	4,230	0	0	0	0
Total 911257 Replace Service-Belair/Clearview/Foxwood	95,768	100,000	104,230	100,000	0	0	0
911279 Watermain/Service Relocations*							
Water Levies	0	0	65,000	50,000	50,000	50,000	50,000
Total 911279 Watermain/Service Relocations*	0	0	65,000	50,000	50,000	50,000	50,000
911293 Meadowlands Reservoir Access							
Future Capital Reserve	2,353	241,380	239,020	0	0	0	0
Total 911293 Meadowlands Reservoir Access	2,353	241,380	239,020	0	0	0	0
911295 Construct Main/Booster Station-Campbell Creek							
Future Capital Reserve	4,882	9,044	4,162	0	0	0	0
Debt	9,764	18,087	8,322	0	0	0	0
Total 911295 Construct Main/Booster Station-Campbell Creek	14,646	27,131	12,484	0	0	0	0
911296 PWY Main Upgrades							
Water Levies	0	250,000	0	0	0	0	0
Future Capital Reserve	0	0	250,000	0	0	0	0
Total 911296 PWY Main Upgrades	0	250,000	250,000	0	0	0	0
911306 Install Standby Power							
Water Levies	0	0	100,000	900,000	100,000	900,000	0
Total 911306 Install Standby Power	0	0	100,000	900,000	100,000	900,000	0
911316 Arrowstone Booster Upgrade							
Water Levies	0	0	0	0	0	1,400,000	0
Total 911316 Arrowstone Booster Upgrade	0	0	0	0	0	1,400,000	0
911327 Twin Valleyview Reservoir							
Future Capital Reserve	6,787	16,980	10,190	0	0	0	0
DCC Water	0	0	0	82,417	796,455	0	0
Debt	0	0	0	250,583	2,421,545	0	0
Total 911327 Twin Valleyview Reservoir	6,787	16,980	10,190	333,000	3,218,000	0	0
911331 Pump Upgrades at SWS # 4							
Future Capital Reserve	0	0	0	59,666	0	0	0
DCC Water	0	0	0	227,190	0	0	0
Total 911331 Pump Upgrades at SWS # 4	0	0	0	286,856	0	0	0
911332 Aberdeen Booster Pump Upgrade							
Water Levies	0	0	0	56,160	0	0	0
Future Capital Reserve	0	5,880	0	0	0	0	0
DCC Water	0	22,389	0	213,840	0	0	0
Total 911332 Aberdeen Booster Pump Upgrade	0	28,269	0	270,000	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
911333 South Kamloops West End Supply Pre-Design							
Water Levies	0	0	0	0	0	0	348,000
Total 911333 South Kamloops West End Supply Pre-Design	0	0	0	0	0	0	348,000
911335 Additional 1600 Reservoir Storage							
Water Levies	0	0	0	0	22,000	110,000	0
Total 911335 Additional 1600 Reservoir Storage	0	0	0	0	22,000	110,000	0
911336 Additional 2088 Reservoir Storage							
Water Levies	0	0	0	0	0	36,500	183,000
Total 911336 Additional 2088 Reservoir Storage	0	0	0	0	0	36,500	183,000
911340 Rehabilitate Cathodic Protection-Various							
Water Levies	9,967	10,000	10,000	10,000	10,000	10,000	10,000
Total 911340 Rehabilitate Cathodic Protection-Various	9,967	10,000	10,000	10,000	10,000	10,000	10,000
911342 Aberdeen Booster Repairs							
Future Capital Reserve	53,282	177,260	123,970	0	0	0	0
Total 911342 Aberdeen Booster Repairs	53,282	177,260	123,970	0	0	0	0
911346 Pineview Booster Upgrade							
Water Levies	0	0	0	0	0	0	58,240
DCC Water	0	0	0	0	0	0	221,760
Total 911346 Pineview Booster Upgrade	0	0	0	0	0	0	280,000
911347 Juniper Booster Repairs							
Future Capital Reserve	376,861	680,000	193,130	0	0	0	0
Total 911347 Juniper Booster Repairs	376,861	680,000	193,130	0	0	0	0
911356 Rehabilitate Mechanical Equipment - Various							
Water Levies	47,216	50,000	50,000	50,000	50,000	50,000	50,000
Total 911356 Rehabilitate Mechanical Equipment - Various	47,216	50,000	50,000	50,000	50,000	50,000	50,000
911360 Replace Pumps - Various							
Water Levies	100,025	100,100	300,000	100,000	100,000	100,000	100,000
Total 911360 Replace Pumps - Various	100,025	100,100	300,000	100,000	100,000	100,000	100,000
911364 Upgrade Communication - SCADA							
Water Levies	0	0	200,000	0	0	0	0
Future Capital Reserve	33,389	85,900	197,510	0	0	0	0
Total 911364 Upgrade Communication - SCADA	33,389	85,900	397,510	0	0	0	0
911374 Rehabilitate Electrical - 509 Booster Station							
Future Capital Reserve	40,450	53,880	0	0	0	0	0
Total 911374 Rehabilitate Electrical - 509 Booster Station	40,450	53,880	0	0	0	0	0
911376 Rehabilitate Electrical - Arrowstone							
Water Levies	0	0	500,000	0	0	0	0
Total 911376 Rehabilitate Electrical - Arrowstone	0	0	500,000	0	0	0	0
911398 Rehabilitate Reservoirs - Various							
Water Levies	156,823	157,000	100,000	100,000	100,000	100,000	100,000
Total 911398 Rehabilitate Reservoirs - Various	156,823	157,000	100,000	100,000	100,000	100,000	100,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
911399 Install Reservoir/Booster Stn Control-Various							
Water Levies	59,529	90,000	90,000	90,000	90,000	90,000	90,000
Future Capital Reserve	11,356	17,170	36,280	0	0	0	0
Total 911399 Install Reservoir/Booster Stn Control-Various	70,885	107,170	126,280	90,000	90,000	90,000	90,000
911402 Construct LASI - Various Locations							
Local Improvement	0	40,000	40,000	40,000	40,000	40,000	40,000
Total 911402 Construct LASI - Various Locations	0	40,000	40,000	40,000	40,000	40,000	40,000
911405 Complete Predesign/Engineering-Various							
Water Levies	20,199	23,000	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	3,420	5,080	0	0	0	0	0
Total 911405 Complete Predesign/Engineering-Various	23,619	28,080	30,000	30,000	30,000	30,000	30,000
911604 Water Balance Study							
Water Levies	0	100,000	0	0	0	0	0
Future Capital Reserve	0	0	100,000	0	0	0	0
Total 911604 Water Balance Study	0	100,000	100,000	0	0	0	0
911606 Complete Modeling/Engineering-Various							
Water Levies	21,266	21,500	25,000	25,000	25,000	25,000	25,000
Total 911606 Complete Modeling/Engineering-Various	21,266	21,500	25,000	25,000	25,000	25,000	25,000
911607 Complete Planning/Engineering-Various							
Water Levies	7,492	12,874	12,874	12,874	12,874	12,874	12,874
Future Capital Reserve	0	0	5,382	0	0	0	0
DCC Water	21,602	37,126	52,645	37,126	37,126	37,126	37,126
Total 911607 Complete Planning/Engineering-Various	29,094	50,000	70,901	50,000	50,000	50,000	50,000
911801 Purchase Tools/Equipment-Various							
Water Levies	22,410	22,500	25,000	25,000	25,000	25,000	25,000
Total 911801 Purchase Tools/Equipment-Various	22,410	22,500	25,000	25,000	25,000	25,000	25,000
911803 Replace Service Connections-Various							
Water Levies	56,855	57,000	50,000	50,000	50,000	50,000	50,000
Total 911803 Replace Service Connections-Various	56,855	57,000	50,000	50,000	50,000	50,000	50,000
911808 Construct Armring-Noble Creek Intake							
Future Capital Reserve	1,150	30,000	28,850	0	0	0	0
Total 911808 Construct Armring-Noble Creek Intake	1,150	30,000	28,850	0	0	0	0
911815 Procure Easements/Surveys-Various							
Water Levies	8,076	15,000	20,000	20,000	20,000	20,000	20,000
Total 911815 Procure Easements/Surveys-Various	8,076	15,000	20,000	20,000	20,000	20,000	20,000
911821 Complete Ultrasound Inspections-3 Crossings							
Water Levies	0	0	15,000	0	15,000	0	15,000
Total 911821 Complete Ultrasound Inspections-3 Crossings	0	0	15,000	0	15,000	0	15,000
911825 Building Upgrades							
Water Levies	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	8,570	9,000	0	0	0	0	0
Total 911825 Building Upgrades	58,570	59,000	50,000	50,000	50,000	50,000	50,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
911836 Replace Commercial Meters-Various							
Water Levies	963	30,000	25,000	30,000	30,000	30,000	30,000
Future Capital Reserve	955	29,740	57,820	0	0	0	0
Total 911836 Replace Commercial Meters-Various	1,918	59,740	82,820	30,000	30,000	30,000	30,000
911840 Replace PRV Stations - Various							
Water Levies	0	0	440,000	0	440,000	0	440,000
Total 911840 Replace PRV Stations - Various	0	0	440,000	0	440,000	0	440,000
911852 Replace Major Electrical Equipment-Various							
Water Levies	125,526	126,000	125,000	125,000	125,000	125,000	125,000
Total 911852 Replace Major Electrical Equipment-Various	125,526	126,000	125,000	125,000	125,000	125,000	125,000
911869 Purchase Crew Leader Pickup							
Future Capital Reserve	72,646	80,000	0	0	0	0	0
Total 911869 Purchase Crew Leader Pickup	72,646	80,000	0	0	0	0	0
911873 KCWQ Actuator Replacement							
Water Levies	4,455	20,000	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve	0	0	15,540	0	0	0	0
Total 911873 KCWQ Actuator Replacement	4,455	20,000	35,540	20,000	20,000	20,000	20,000
911876 WCB Upgrades							
Water Levies	2,741	20,000	20,000	20,000	20,000	20,000	20,000
Total 911876 WCB Upgrades	2,741	20,000	20,000	20,000	20,000	20,000	20,000
911877 Commercial Water Meter Install							
Future Capital Reserve	4,162	19,780	15,610	0	0	0	0
Total 911877 Commercial Water Meter Install	4,162	19,780	15,610	0	0	0	0
911878 KCWQ Devicenet Replacement							
Water Levies	0	200,000	0	0	0	0	0
Future Capital Reserve	0	0	165,000	0	0	0	0
Total 911878 KCWQ Devicenet Replacement	0	200,000	165,000	0	0	0	0
911880 Install Universal Water Meters							
Community Works Fund	131,559	385,167	253,608	0	0	0	0
Future Capital Reserve	91,233	267,154	175,920	0	0	0	0
Total 911880 Install Universal Water Meters	222,792	652,321	429,528	0	0	0	0
911882 Universal Water Meter Upgrade							
Water Levies	0	0	10,000	50,000	50,000	50,000	50,000
Total 911882 Universal Water Meter Upgrade	0	0	10,000	50,000	50,000	50,000	50,000
Water Levies	2,332,210	3,126,874	2,984,874	3,809,534	2,800,374	4,103,874	2,953,614
Community Works Fund	131,559	385,167	253,608	0	0	0	0
Future Capital Reserve	1,152,571	5,049,861	4,621,265	59,666	0	0	0
Local Improvement	0	40,000	40,000	40,000	40,000	40,000	40,000
DCC Water	51,117	423,893	387,507	610,073	883,081	86,626	308,386
Grants	652,090	6,064,000	5,411,909	0	0	0	0
Debt	16,686	82,441	65,753	250,583	2,421,545	0	0
Total Water	4,336,233	15,172,236	13,764,916	4,769,856	6,145,000	4,230,500	3,302,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Sewer							
912105 Replace Main - ETCH							
Future Capital Reserve	1,135,591	1,270,550	20,000	0	0	0	0
Total 912105 Replace Main - ETCH	1,135,591	1,270,550	20,000	0	0	0	0
912109 Oversizing							
Sewer Levies	442	3,500	500	500	500	500	500
Future Capital Reserve	3,575	3,961	3,444	0	0	0	0
DCC Sewer	397,648	738,677	390,529	49,500	49,500	49,500	49,500
Total 912109 Oversizing	401,665	746,138	394,473	50,000	50,000	50,000	50,000
912112 South Primary Lift Station Forcemain							
DCC Sewer	684,951	688,674	0	0	0	0	0
Debt	698,788	702,587	0	0	0	0	0
Total 912112 South Primary Lift Station Forcemain	1,383,739	1,391,261	0	0	0	0	0
912115 Install Trunkmain - Grasslands Boulevard							
Sewer Levies	0	0	0	0	2,000	20,000	250,000
Total 912115 Install Trunkmain - Grasslands Boulevard	0	0	0	0	2,000	20,000	250,000
912206 Rehabilitate Sewer Mains - Local Roads							
Sewer Levies	5,513	8,900	225,000	41,000	50,000	47,000	50,000
Future Capital Reserve	27,845	83,380	58,970	0	0	0	0
Total 912206 Rehabilitate Sewer Mains - Local Roads	33,358	92,280	283,970	41,000	50,000	47,000	50,000
912207 Rehabilitate Sewer Mains - Collectors							
Sewer Levies	30,702	33,000	60,000	60,000	170,000	80,000	75,000
Future Capital Reserve	3,613	3,640	0	0	0	0	0
Total 912207 Rehabilitate Sewer Mains - Collectors	34,315	36,640	60,000	60,000	170,000	80,000	75,000
912208 Rehabilitate Sewer Mains - Arterials							
Sewer Levies	29,859	32,000	25,000	950,000	50,000	25,000	26,000
Future Capital Reserve	22,952	24,600	3,780	0	0	0	0
Total 912208 Rehabilitate Sewer Mains - Arterials	52,811	56,600	28,780	950,000	50,000	25,000	26,000
912209 Replace Castings-Roads							
Sewer Levies	2,987	20,000	10,000	20,000	20,000	20,000	20,000
Total 912209 Replace Castings-Roads	2,987	20,000	10,000	20,000	20,000	20,000	20,000
912242 Install Mainn-Howe/Balmoral Twin							
Sewer Levies	42	42	6,200	0	0	0	0
Future Capital Reserve	230	240	0	0	0	0	0
DCC Sewer	26,904	27,918	613,800	0	0	0	0
Total 912242 Install Mn-Howe/Balmoral Twin	27,176	28,200	620,000	0	0	0	0
912270 4th Ave Sewer Main Upgrade**							
Sewer Levies	0	0	0	500	3,500	6,750	0
DCC Water	0	0	0	49,500	31,500	668,250	0
Total 912270 4th Ave Sewer Main Upgrade**	0	0	0	50,000	35,000	675,000	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
912301 Rehabilitate Cathodic Protection-Various							
Sewer Levies	9,921	10,000	10,000	10,000	10,000	10,000	10,000
Total 912301 Rehabilitate Cathodic Protection-Various	9,921	10,000	10,000	10,000	10,000	10,000	10,000
912303 Install Main - Dallas Drive							
Future Capital Reserve	133	9,090	0	0	0	0	0
DCC Sewer	13,216	899,963	0	0	0	0	0
Total 912303 Install Main - Dallas Drive	13,349	909,053	0	0	0	0	0
912310 Pump Upgrade-South Primary Lift Station							
Future Capital Reserve	1,007	274,980	50,000	0	0	0	0
Total 912310 Pump Upgrade-South Primary Lift Station	1,007	274,980	50,000	0	0	0	0
912311 Replace Pumps - Various							
Sewer Levies	91,499	95,000	75,000	95,000	95,000	95,000	95,000
Future Capital Reserve	68,604	71,230	0	0	0	0	0
Total 912311 Replace Pumps - Various	160,103	166,230	75,000	95,000	95,000	95,000	95,000
912312 Upgrade Biosolids Treatment Maintenance Facility							
Future Capital Reserve	9,244	232,262	949,334	0	0	0	0
DCC Sewer	2,696	67,738	279,900	0	0	0	0
Total 912312 Upgrade Biosolids Treatment Maintenance Facility	11,940	300,000	1,229,234	0	0	0	0
912315 Sanitary Lift Station Restoration							
Sewer Levies	122,286	200,000	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve	0	0	77,710	0	0	0	0
Total 912315 Sanitary Lift Station Restoraton	122,286	200,000	177,710	100,000	100,000	100,000	100,000
912324 Pump & Motor Replacement							
Sewer Levies	40,016	50,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	0	0	9,980	0	0	0	0
Total 912324 Pump & Motor Replacement	40,016	50,000	59,980	50,000	50,000	50,000	50,000
912325 Lift Station Control Replacement							
Sewer Levies	65,848	90,000	90,000	90,000	90,000	90,000	90,000
Future Capital Reserve	5,501	7,520	26,170	0	0	0	0
Total 912325 Lift Station Control Replacement	71,349	97,520	116,170	90,000	90,000	90,000	90,000
912327 McQueen Lift Station Upgrade							
Sewer Levies	0	0	0	5,000	50,000	500,000	0
Total 912327 McQueen Lift Station Upgrade	0	0	0	5,000	50,000	500,000	0
912329 Hook Lift Replacement							
Sewer Levies	228,028	252,641	0	0	0	0	0
Future Capital Reserve	172,162	190,760	43,211	0	0	0	0
Total 912329 Hook Lift Replacement	400,190	443,401	43,211	0	0	0	0
912338 Falcon Lift Station Replacement							
Future Capital Reserve	329	355	0	0	0	0	0
DCC Sewer	32,535	35,185	0	0	0	0	0
Total 912338 Falcon Lift Station Replacement	32,864	35,540	0	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
912346 Tranquille Road Sanitary Main Upgrade Phase 2							
Sewer Levies	0	0	364,952	139,258	504,210	9,027,760	0
DCC Sewer	0	0	15,048	5,742	20,790	372,240	0
Total 912346 Tranquille Road Sanitary Main Upgrade Phase 2	0	0	380,000	145,000	525,000	9,400,000	0
912401 Extension to Sewer System							
Local Improvement	0	50,000	50,000	50,000	50,000	50,000	50,000
Total 912401 Extension to Sewer System	0	50,000	50,000	50,000	50,000	50,000	50,000
912407 Pre Engineering							
Sewer Levies	78,099	78,600	80,000	65,000	65,000	65,000	65,000
Total 912407 Pre Engineering	78,099	78,600	80,000	65,000	65,000	65,000	65,000
912501 Rehabilitate Berms-Sewage Treatment							
Future Capital Reserve	1,001,895	1,061,560	59,660	0	0	0	0
Total 912501 Rehabilitate Berms-Sewage Treatment	1,001,895	1,061,560	59,660	0	0	0	0
912503 WWTC Improvements/Upgrades							
Sewer Levies	0	0	215,000	0	0	0	0
Future Capital Reserve	295,046	300,000	204,950	0	0	0	0
Grants	0	0	392,282	0	0	0	0
Total 912503 WWTC Improvements/Upgrades	295,046	300,000	812,232	0	0	0	0
912531 Cinnamon Ridge Infrastructure Improvemen							
Sewer Levies	48,659	60,000	60,000	60,000	60,000	60,000	60,000
Future Capital Reserve	0	100,000	111,340	0	0	0	0
Total 912531 Cinnamon Ridge Infrastructure Improvemen	48,659	160,000	171,340	60,000	60,000	60,000	60,000
912560 KSTC Cell 2B Rehabilitation							
Sewer Levies	0	0	42,000	1,000,000	0	0	0
Total 912560 KSTC Cell 2B Rehabilitation	0	0	42,000	1,000,000	0	0	0
912570 KSTC Mixer Replacement							
Future Capital Reserve	81,592	150,000	68,400	0	0	0	0
Total 912570 KSTC Mixer Replacement	81,592	150,000	68,400	0	0	0	0
912601 Master Sewer Planning							
Sewer Levies	18,579	18,625	18,025	18,025	18,025	18,025	18,025
DCC Sewer	53,574	51,975	51,975	51,975	51,975	51,975	51,975
Total 912601 Master Sewer Planning	72,153	70,600	70,000	70,000	70,000	70,000	70,000
912603 North Primary Lift Station Electrical Upgrade							
Sewer Levies	0	80,000	0	0	0	0	0
Future Capital Reserve	0	22,270	102,270	0	0	0	0
Total 912603 North Primary Lift Station Electrical Upgrade	0	102,270	102,270	0	0	0	0
912605 North Primary Gravity Main Assessment							
Future Capital Reserve	3,043	19,940	0	0	0	0	0
Total 912605 North Primary Gravity Main Assessment	3,043	19,940	0	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
912607 North Primary Gravity Main Upgrade							
Sewer Levies	190,683	2,750,000	0	0	0	0	0
Future Capital Reserve	0	1,000,000	3,576,200	0	0	0	0
Total 912607 North Primary Gravity Main Upgrade	190,683	3,750,000	3,576,200	0	0	0	0
912801 Tools & Equipment							
Sewer Levies	19,932	20,000	20,000	20,000	20,000	20,000	20,000
Total 912801 Tools & Equipment	19,932	20,000	20,000	20,000	20,000	20,000	20,000
912804 Sanitary CCTV Inspection/Reline							
Sewer Levies	0	200,000	100,000	200,000	200,000	200,000	200,000
Future Capital Reserve	0	0	100,000	0	0	0	0
Total 912804 Sanitary CCTV Inspection/Reline	0	200,000	200,000	200,000	200,000	200,000	200,000
912807 Purchase Backhoe Transport Trailer							
Sewer Levies	19,689	21,400	0	0	0	0	0
Future Capital Reserve	15,748	20,000	0	0	0	0	0
Total 912807 Purchase Backhoe Transport Trailer	35,437	41,400	0	0	0	0	0
912817 Access Chambers							
Sewer Levies	8,717	20,000	10,000	20,000	20,000	20,000	20,000
Total 912817 Access Chambers	8,717	20,000	10,000	20,000	20,000	20,000	20,000
912819 Balance Tank Upgrade							
Sewer Levies	21,557	30,000	350,000	0	0	0	0
Future Capital Reserve	0	0	8,440	0	0	0	0
Total 912819 Balance Tank Upgrade	21,557	30,000	358,440	0	0	0	0
912820 Easement / Legal Surveys							
Sewer Levies	4,377	20,000	20,000	20,000	20,000	20,000	20,000
Total 912820 Easement / Legal Surveys	4,377	20,000	20,000	20,000	20,000	20,000	20,000
912825 Sanitary Relining Project							
Sewer Levies	6,501	50,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	5,851	45,000	50,000	0	0	0	0
Total 912825 Sanitary Relining Project	12,352	95,000	100,000	50,000	50,000	50,000	50,000
912830 Sewer Network System Upgrade							
Sewer Levies	42,648	43,000	43,000	43,000	43,000	43,000	43,000
Total 912830 Sewer Network System Upgrade	42,648	43,000	43,000	43,000	43,000	43,000	43,000
912836 WCB Compliance Safety Equipment							
Sewer Levies	16,913	24,000	30,000	30,000	30,000	30,000	30,000
Total 912836 WCB Compliance Safety Equipment	16,913	24,000	30,000	30,000	30,000	30,000	30,000
912843 Purchase Crew Leader Pickup							
Future Capital Reserve	66,160	80,000	0	0	0	0	0
Total 912843 Purchase Crew Leader Pickup	66,160	80,000	0	0	0	0	0
912848 Replace Major Electrical Equipment							
Sewer Levies	122,175	125,000	125,000	125,000	125,000	125,000	125,000
Future Capital Reserve	0	0	2,820	0	0	0	0
Total 912848 Replace Major Electrical Equipment	122,175	125,000	127,820	125,000	125,000	125,000	125,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
912875 Sewage Micro Hydro Study							
Other Capital Reserves	0	0	55,000	0	0	0	0
Total 912875 Sewage Micro Hydro Study	0	0	55,000	0	0	0	0
Sewer Levies	1,225,672	4,335,708	2,179,677	3,212,283	1,846,235	10,723,035	1,417,525
Future Capital Reserve	2,920,121	4,971,338	5,526,679	0	0	0	0
Local Improvement	0	50,000	50,000	50,000	50,000	50,000	50,000
DCC Sewer	1,211,524	2,510,130	1,351,252	107,217	122,265	473,715	101,475
DCC Water	0	0	0	49,500	31,500	668,250	0
Grants	0	0	392,282	0	0	0	0
Debt	698,788	702,587	0	0	0	0	0
Other Capital Reserves	0	0	55,000	0	0	0	0
Total Sewer	6,056,105	12,569,763	9,554,890	3,419,000	2,050,000	11,915,000	1,569,000
Solid Waste Collection & Disposal							
913201 Waste Reduction Program							
Property Taxes	0	11,000	11,000	11,000	11,000	11,000	11,000
Future Capital Reserve	0	0	11,000	0	0	0	0
Total 913201 Waste Reduction Program	0	11,000	22,000	11,000	11,000	11,000	11,000
913213 Solid Waste Bin Truck							
Solid Waste Reserve	284,290	303,500	19,209	0	0	0	0
Total 913213 Solid Waste Bin Truck	284,290	303,500	19,209	0	0	0	0
913216 Progressive Closure - Mission Flats							
Solid Waste Reserve	92,823	702,951	610,128	0	500,000	0	0
Total 913216 Progressive Closure - Mission Flats	92,823	702,951	610,128	0	500,000	0	0
913218 Cover Material - Mission Flats							
Solid Waste Reserve	0	1,900,000	1,900,000	1,000,000	1,000,000	500,000	500,000
Total 913218 Cover Material - Mission Flats	0	1,900,000	1,900,000	1,000,000	1,000,000	500,000	500,000
913222 Mission Flats Landfill Leachate Collection							
Solid Waste Reserve	621	1,009,348	1,008,727	1,000,000	200,000	200,000	0
Total 913222 Mission Flats Landfill Leachate Collection	621	1,009,348	1,008,727	1,000,000	200,000	200,000	0
913227 Landfill Electrical Upgrade							
Solid Waste Reserve	48,759	75,466	26,707	0	0	0	0
Total 913227 Landfill Electrical Upgrade	48,759	75,466	26,707	0	0	0	0
913235 400 Owl Road Landfill Improvement							
Debt	6,533,775	9,997,681	3,463,906	0	0	0	0
Total 913235 400 Owl Road Landfill Improvement	6,533,775	9,997,681	3,463,906	0	0	0	0
913240 Landfill Gas Collection System							
Working Capital	12,824	12,824	0	0	0	0	0
Solid Waste Reserve	24,292	25,000	0	0	0	0	0
Debt	141,402	141,402	0	0	0	0	0
Total 913240 Landfill Gas Collection System	178,518	179,226	0	0	0	0	0
Property Taxes	0	11,000	11,000	11,000	11,000	11,000	11,000
Future Capital Reserve	0	0	11,000	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Working Capital	12,824	12,824	0	0	0	0	0
Solid Waste Reserve	450,784	4,016,265	3,564,771	2,000,000	1,700,000	700,000	500,000
Debt	6,675,177	10,139,083	3,463,906	0	0	0	0
Total Solid Waste Collection & Disposal	7,138,785	14,179,172	7,050,677	2,011,000	1,711,000	711,000	511,000
Cemeteries							
915104 Masoleum Roof							
Gaming Reserve	0	0	50,000	0	0	0	0
Total 915104 Masoleum Roof	0	0	50,000	0	0	0	0
915108 Main Office Retro Fit							
Gaming Reserve	0	0	20,000	0	0	0	0
Total 915108 Main Office Retro Fit	0	0	20,000	0	0	0	0
915113 Tools & Equipment							
Property Taxes	670	800	5,000	5,000	5,000	5,000	5,000
Total 915113 Tools & Equipment	670	800	5,000	5,000	5,000	5,000	5,000
915115 Hillside Cemetery - Irrigation							
Property Taxes	7,684	7,700	6,000	6,000	6,000	6,000	6,000
Total 915115 Hillside Cemetery - Irrigation	7,684	7,700	6,000	6,000	6,000	6,000	6,000
915125 Hillside Cemetery - Upgrade							
Gaming Reserve	101,919	102,000	100,000	100,000	100,000	100,000	100,000
Total 915125 Hillside Cemetery - Upgrade	101,919	102,000	100,000	100,000	100,000	100,000	100,000
Property Taxes	8,354	8,500	11,000	11,000	11,000	11,000	11,000
Gaming Reserve	101,919	102,000	170,000	100,000	100,000	100,000	100,000
Total Cemeteries	110,273	110,500	181,000	111,000	111,000	111,000	111,000
Police Protection							
921101 City Employee Furniture							
Property Taxes	4,900	4,900	7,000	7,000	7,000	7,000	7,000
Future Capital Reserve	5,250	7,000	1,750	0	0	0	0
Total 921101 City Employee Furniture	10,150	11,900	8,750	7,000	7,000	7,000	7,000
921102 RCMP Member Furniture							
Property Taxes	273	5,000	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	0	0	4,700	0	0	0	0
Total 921102 RCMP Member Furniture	273	5,000	9,700	5,000	5,000	5,000	5,000
921108 Automated Fingerprint Machine							
Future Capital Reserve	38,000	38,000	0	0	0	0	0
Total 921108 Automated Fingerprint Machine	38,000	38,000	0	0	0	0	0
921109 North Shore Police Office							
Grants	0	15,000	0	0	0	0	0
Debt	442,069	442,069	0	0	0	0	0
Other Capital Reserves	443,407	364,350	0	0	0	0	0
Total 921109 North Shore Police Office	885,476	821,419	0	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
921116 RCMP Capital Improvements							
Other Capital Reserves	0	0	1,000,000	0	0	0	0
Total 921116 RCMP Capital Improvements	0	0	1,000,000	0	0	0	0
921117 BlueButler Equipment							
Gaming Reserve	5,924	6,000	0	0	0	0	0
Total 921117 BlueButler Equipment	5,924	6,000	0	0	0	0	0
921121 Equipment							
Property Taxes	1,301	1,400	8,000	8,000	8,000	8,000	8,000
Total 921121 Equipment	1,301	1,400	8,000	8,000	8,000	8,000	8,000
921174 Member Lockers							
Property Taxes	0	0	4,200	0	4,200	0	4,200
Total 921174 Member Lockers	0	0	4,200	0	4,200	0	4,200
Property Taxes	6,474	11,300	24,200	20,000	24,200	20,000	24,200
Future Capital Reserve	43,250	45,000	6,450	0	0	0	0
Gaming Reserve	5,924	6,000	0	0	0	0	0
Grants	0	15,000	0	0	0	0	0
Debt	442,069	442,069	0	0	0	0	0
Other Capital Reserves	443,407	364,350	1,000,000	0	0	0	0
Total Police Protection	941,124	883,719	1,030,650	20,000	24,200	20,000	24,200
Fire Protection Services							
922101 Tools & Equipment							
Property Taxes	70,547	80,000	80,000	80,000	80,000	80,000	80,000
Future Capital Reserve	7,795	8,839	10,000	0	0	0	0
Total 922101 Tools & Equipment	78,342	88,839	90,000	80,000	80,000	80,000	80,000
922129 Communication Equipment							
Property Taxes	8,242	10,000	10,000	10,000	10,000	10,000	10,000
Total 922129 Communication Equipment	8,242	10,000	10,000	10,000	10,000	10,000	10,000
922139 Fire Station Furniture							
Property Taxes	6,585	10,000	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	0	0	3,400	0	0	0	0
Total 922139 Fire Station Furniture	6,585	10,000	13,400	10,000	10,000	10,000	10,000
922404 Fire Dispatch System Replacement							
Future Capital Reserve	1,896	24,593	22,690	0	0	0	0
Equipment Reserve	3,904	50,634	46,730	0	0	0	0
Total 922404 Fire Dispatch System Replacement	5,800	75,227	69,420	0	0	0	0
922511 Replace Nissan Titan #87117							
Equipment Reserve	0	0	50,000	0	0	0	0
Total 922511 Replace Nissan Titan #87117	0	0	50,000	0	0	0	0
922513 Replace Dodge Sprinter #87118							
Equipment Reserve	0	0	0	0	60,000	0	0
Total 922513 Replace Dodge Sprinter #87118	0	0	0	0	60,000	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
922515 Replace Ford F150 #87119							
Equipment Reserve	0	0	0	0	50,000	0	0
Total 922515 Replace Ford F150 #87119	0	0	0	0	50,000	0	0
922517 Replace Nissan Altima #87219							
Equipment Reserve	0	35,000	35,000	0	0	0	0
Total 922517 Replace Nissan Altima #87219	0	35,000	35,000	0	0	0	0
922532 Replace Engine #87029							
Equipment Reserve	0	0	0	750,000	0	0	0
Total 922532 Replace Engine #87029	0	0	0	750,000	0	0	0
922536 Replacement of Support Truck #87030							
Equipment Reserve	0	175,000	175,000	0	0	0	0
Total 922536 Replacement of Support Truck #87030	0	175,000	175,000	0	0	0	0
922538 Replacement of Training Vehicle (87117)							
Equipment Reserve	0	0	0	50,000	0	0	0
Total 922538 Replacement of Training Vehicle (87117)	0	0	0	50,000	0	0	0
922540 Replace Nissan Titan (87115)							
Equipment Reserve	0	0	0	50,000	0	0	0
Total 922540 Replace Nissan Titan (87115)	0	0	0	50,000	0	0	0
Property Taxes	85,374	100,000	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve	9,691	33,432	36,090	0	0	0	0
Equipment Reserve	3,904	260,634	306,730	850,000	110,000	0	0
Total Fire Protection Services	98,969	394,066	442,820	950,000	210,000	100,000	100,000
Animal Control & Security							
926101 Tools & Equipment							
Property Taxes	3,847	4,000	0	4,000	4,000	4,000	0
Total 926101 Tools & Equipment	3,847	4,000	0	4,000	4,000	4,000	0
926107 On-Board Computers							
Future Capital Reserve	6,416	10,490	0	0	0	0	0
Total 926107 On-Board Computers	6,416	10,490	0	0	0	0	0
926109 Urban Hens Handling							
Gaming Reserve	5,174	10,000	4,826	0	0	0	0
Total 926109 Urban Hens Handling	5,174	10,000	4,826	0	0	0	0
926115 Patrol Bikes							
Property Taxes	0	0	0	0	0	4,000	0
Gaming Reserve	3,478	4,000	0	0	0	0	0
Total 926115 Patrol Bikes	3,478	4,000	0	0	0	4,000	0
Property Taxes	3,847	4,000	0	4,000	4,000	8,000	0
Future Capital Reserve	6,416	10,490	0	0	0	0	0
Gaming Reserve	8,652	14,000	4,826	0	0	0	0
Total Animal Control & Security	18,915	28,490	4,826	4,000	4,000	8,000	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Roads							
931102 Update Weather Stations							
Property Taxes	0	0	0	50,000	0	50,000	0
Future Capital Reserve	0	30,000	30,000	0	0	0	0
Gaming Reserve	0	40,000	40,000	0	0	0	0
Total 931102 Update Weather Stations	0	70,000	70,000	50,000	0	50,000	0
931105 Columbia Street- 3rd to 6th							
Future Capital Reserve	6,929	71,300	64,370	0	0	0	0
Working Capital	860	8,860	8,000	0	0	0	0
DCC Roads	58,121	316,098	257,976	0	0	0	0
Debt	29,759	306,173	276,413	0	0	0	0
Total 931105 Columbia Street- 3rd to 6th	95,669	702,431	606,759	0	0	0	0
931106 Rural Road Upgrade							
Property Taxes	90,000	93,000	90,000	90,000	90,000	90,000	90,000
Future Capital Reserve	2,880	0	0	0	0	0	0
Total 931106 Rural Road Upgrade	92,880	93,000	90,000	90,000	90,000	90,000	90,000
931112 Pacific Way Upgrading							
Gaming Reserve	37,506	100,000	62,493	0	0	0	0
DCC Roads	337,556	900,000	562,444	0	0	0	0
Total 931112 Pacific Way Upgrading	375,062	1,000,000	624,937	0	0	0	0
931114 Aberdeen Dr Widening-Hwy 5A							
Future Capital Reserve	0	400	0	0	0	0	0
DCC Roads	0	50,404	0	0	0	0	0
Total 931114 Aberdeen Dr Widening-Hwy 5A	0	50,804	0	0	0	0	0
931116 Highland Dr Widening-Valleyview/Qu'Appelle							
Future Capital Reserve	0	721	721	0	0	0	0
DCC Roads	0	15,976	15,976	0	0	0	0
Debt	0	26,739	26,739	0	0	0	0
Total 931116 Highland Dr Widening-Valleyview/Qu'Appelle	0	43,436	43,436	0	0	0	0
931124 General Road Capacity Upgrades							
Property Taxes	0	4,500	4,500	4,500	4,500	4,500	4,500
DCC Roads	0	40,500	40,500	40,500	40,500	40,500	40,500
Total 931124 General Road Capacity Upgrades	0	45,000	45,000	45,000	45,000	45,000	45,000
931135 General Road Upgrades							
Property Taxes	342	8,500	13,750	13,750	13,750	13,750	13,750
DCC Roads	280	13,500	11,250	11,250	11,250	11,250	11,250
Total 931135 General Road Upgrades	622	22,000	25,000	25,000	25,000	25,000	25,000
931143 Land Acquisition - Roads							
Property Taxes	1,415	2,500	2,500	2,500	2,500	2,500	2,500
DCC Roads	12,734	22,500	22,500	22,500	22,500	22,500	22,500
Total 931143 Land Acquisition - Roads	14,149	25,000	25,000	25,000	25,000	25,000	25,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
931155 Arterial Overlays							
Property Taxes	1,491,437	1,580,000	1,750,000	3,000,000	1,700,000	1,900,000	2,000,000
Future Capital Reserve	173,298	191,650	106,000	0	0	0	0
Contractors and Others	26,700						
Total 931155 Arterial Overlays	1,691,435	1,771,650	1,856,000	3,000,000	1,700,000	1,900,000	2,000,000
931160 Grassland Boulevard Ext Road Improvements							
Future Capital Reserve	2,240	13,658	11,417	0	0	0	0
Gaming Reserve	32,764	200,000	167,236	0	0	0	0
DCC Roads	315,035	1,922,932	1,607,897	0	0	0	0
Total 931160 Grassland Boulevard Ext Road Improvements	350,039	2,136,590	1,786,550	0	0	0	0
931185 Hillside Improvements-Phase 2							
Property Taxes	6,534	16,000	0	0	0	0	0
Future Capital Reserve	0	0	9,466	0	0	0	0
DCC Roads	58,805	144,000	85,194	0	0	0	0
Total 931185 Hillside Improvements-Phase 2	65,339	160,000	94,660	0	0	0	0
931238 Collector Road Rehabilitation							
Property Taxes	771,298	900,000	700,000	1,000,000	1,000,000	900,000	800,000
Community Works Fund	144,996	169,200	24,000	0	0	0	0
Future Capital Reserve	88,523	103,350	143,000	0	0	0	0
Total 931238 Collector Road Rehabilitation	1,004,817	1,172,550	867,000	1,000,000	1,000,000	900,000	800,000
931247 Railway Crossings							
Property Taxes	147,309	148,000	110,000	110,000	110,000	110,000	110,000
Future Capital Reserve	36,130	36,130	0	0	0	0	0
Total 931247 Railway Crossings	183,439	184,130	110,000	110,000	110,000	110,000	110,000
931318 Local Roads - Rehabilitation							
Property Taxes	925,719	1,150,000	1,100,000	700,000	1,100,000	1,000,000	1,000,000
Future Capital Reserve	136,497	169,515	257,000	0	0	0	0
Total 931318 Local Roads - Rehabilitation	1,062,216	1,319,515	1,357,000	700,000	1,100,000	1,000,000	1,000,000
931356 Commercial Lanes Rehabilitation							
Property Taxes	39,484	45,000	45,000	45,000	50,000	50,000	50,000
Future Capital Reserve	0	0	5,500	0	0	0	0
Total 931356 Commercial Lanes Rehabilitation	39,484	45,000	50,500	45,000	50,000	50,000	50,000
931359 Residential Lane Paving							
Property Taxes	44,798	45,000	45,000	45,000	50,000	50,000	50,000
Total 931359 Residential Lane Paving	44,798	45,000	45,000	45,000	50,000	50,000	50,000
931360 Overlander Drive Reconstruction							
Future Capital Reserve	0	4,705	0	0	0	0	0
Total 931360 Overlander Drive Reconstruction	0	4,705	0	0	0	0	0
931375 Lorne Street Improvements							
Future Capital Reserve	23	4,348	0	0	0	0	0
Gaming Reserve	19	3,605	0	0	0	0	0
Total 931375 Lorne Street Improvements	42	7,953	0	0	0	0	0

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	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
931826 Tranquille Road Boulevard Landscaping							
Property Taxes	0	6,650	0	0	0	0	0
Future Capital Reserve	0	0	6,650	0	0	0	0
Land Sales	0	23,000	23,000	0	0	0	0
Debt	0	115,000	115,000	0	0	0	0
Total 931826 Tranquille Road Boulevard Landscaping	0	144,650	144,650	0	0	0	0
Property Taxes	3,892,443	4,417,650	4,299,250	5,554,250	4,559,250	4,559,250	4,459,250
Community Works Fund	144,996	169,200	24,000	0	0	0	0
Future Capital Reserve	655,485	868,666	712,994	0	0	0	0
Gaming Reserve	72,449	346,605	269,729	0	0	0	0
Working Capital	860	8,860	8,000	0	0	0	0
Land Sales	0	23,000	23,000	0	0	0	0
Local Improvement	0	50,000	50,000	50,000	50,000	50,000	50,000
DCC Roads	782,531	3,425,910	2,603,737	119,250	74,250	74,250	74,250
Contractors and Others	31,700	0	0	0	0	0	0
Debt	338,239	765,758	418,152	0	0	0	1,600,000
Total Roads	5,918,703	10,075,649	8,408,862	5,723,500	4,683,500	4,683,500	6,183,500
Public Works Administration							
932101 Office Furniture & Equipment							
Property Taxes	6,000	6,100	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve	23	0	0	0	0	0	0
Total 932101 Office Furniture & Equipment	6,023	6,100	6,000	6,000	6,000	6,000	6,000
Property Taxes	6,000	6,100	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve	23	0	0	0	0	0	0
Total Program	6,023	6,100	6,000	6,000	6,000	6,000	6,000
Capital Projects							
933602 Construction Inspector Truck							
Property Taxes	0	50,000	0	0	0	0	0
Future Capital Reserve	0	0	50,000	0	0	0	0
Total 933602 Construction Inspector Truck	0	50,000	50,000	0	0	0	0
933615 Public Works Yard Improvements							
Property Taxes	0	750,000	0	0	0	0	0
Future Capital Reserve	0	280,000	1,030,000	0	0	0	0
Contractors and Others	1,363,858	2,517,330	1,153,472	0	0	0	0
Total 933615 Public Works Yard Improvements	1,363,858	3,547,330	2,183,472	0	0	0	0
Property Taxes	0	800,000	0	0	0	0	0
Future Capital Reserve	0	280,000	1,080,000	0	0	0	0
Contractors and Others	1,363,858	2,517,330	1,153,472	0	0	0	0
Total Public Works Administration	1,363,858	3,597,330	2,233,472	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
On-Street Parking							
934101 Maintenance of Pay Stations & Poles							
Future Capital Reserve	3,193	5,050	1,850	0	0	0	0
Parking Reserve	6,324	10,000	13,675	10,000	10,000	10,000	0
Total 934101 Maintenance of Pay Stations & Poles	9,517	15,050	15,525	10,000	10,000	10,000	0
934102 Replace Radio's							
Property Taxes	0	0	5,000	0	5,000	0	0
Total 934102 Replace Radio's	0	0	5,000	0	5,000	0	0
934104 Parking Zone Expansion							
Parking Reserve	0	0	20,000	0	20,000	0	0
Total 934104 Parking Zone Expansion	0	0	20,000	0	20,000	0	0
934107 Parking Pay Stations							
Five Year Borrowing	19,725	49,919	30,193	0	0	0	0
Total 934107 Parking Pay Stations	19,725	49,919	30,193	0	0	0	0
Total On-Street Parking	29,242	64,969	70,718	10,000	35,000	10,000	0
Off-Street Parking							
935104 Seymour Parkade Facade							
Future Capital Reserve	0	34,570	34,570	0	0	0	0
Parking Reserve	0	200,000	200,000	0	0	0	0
Total 935104 Seymour Parkade Facade	0	234,570	234,570	0	0	0	0
935111 Lansdowne Parkade Facade							
Gaming Reserve	0	7,915	7,915	0	0	0	0
Parking Reserve	0	200,000	200,000	0	0	0	0
Total 935111 Lansdowne Parkade Facade	0	207,915	207,915	0	0	0	0
935112 Ticket Dispensers							
Future Capital Reserve	28,442	78,070	49,620	0	0	0	0
Total 935112 Ticket Dispensers	28,442	78,070	49,620	0	0	0	0
935115 Parkade Painting							
Future Capital Reserve	0	15,000	15,000	0	0	0	0
Parking Reserve	0	7,500	7,500	0	10,000	0	0
Total 935115 Parkade Painting	0	22,500	22,500	0	10,000	0	0
Total Off-Street Parking	28,442	543,055	514,605	0	10,000	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Traffic Operations							
936204 Thermoplastic Road Marking Applicator							
Gaming Reserve	19,972	20,000	0	0	0	0	0
Total 936204 Thermoplastic Road Marking Applicator	19,972	20,000	0	0	0	0	0
936299 Tools & Equipment - Sign Shop							
Property Taxes	4,412	5,000	5,000	5,000	5,000	5,000	5,000
Total 936299 Tools & Equipment - Sign Shop	4,412	5,000	5,000	5,000	5,000	5,000	5,000
Property Taxes	4,412	5,000	5,000	5,000	5,000	5,000	5,000
Gaming Reserve	19,972	20,000	0	0	0	0	0
Total Traffic Operations	24,384	25,000	5,000	5,000	5,000	5,000	5,000
Public Transit							
937101 Bus Stops							
Property Taxes	12,296	20,000	20,000	20,000	50,000	85,000	85,000
Parking Reserve			25,000	45,000	30,000	15,000	15,000
Future Capital Reserve	3,904	6,350	10,000	0	0	0	0
Total 937101 Bus Stops	16,200	26,350	55,000	65,000	80,000	100,000	100,000
937109 North ShoreTransit Exchnge Planter Improvement							
Gaming Reserve	15,638	18,000	0	0	0	0	0
Total 937109 North ShoreTransit Exchnge Planter Improvement	15,638	18,000	0	0	0	0	0
Property Taxes	12,296	20,000	20,000	20,000	50,000	85,000	85,000
Future Capital Reserve	3,904	6,350	10,000	0	0	0	0
Parking Reserve	0	0	25,000	45,000	30,000	15,000	15,000
Gaming Reserve	15,638	18,000	0	0	0	0	0
Total Public Transit	31,838	44,350	55,000	65,000	80,000	100,000	100,000
Drainage							
938110 Juniper Creek Bank Stability							
Property Taxes	0	0	0	0	200,000	850,000	1,050,000
Future Capital Reserve	2,836	3,548	0	0	0	0	0
Total 938110 Juniper Creek Bank Stability	2,836	3,548	0	0	200,000	850,000	1,050,000
938408 Install Aberdeen Piezometers							
Property Taxes	81,974	100,000	0	0	0	0	0
Future Capital Reserve	204,117	234,300	0	0	0	0	0
Contractors and Others	39,870	39,870	0	0	0	0	0
Total 938408 Install Aberdeen Piezometers	325,961	374,170	0	0	0	0	0
938412 Install Infrastructure-Aberdeen Peizometers							
Future Capital Reserve	0	4,830	0	0	0	0	0
Total 938412 Install Infrastructure-Aberdeen Peizometers	0	4,830	0	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
938602 Lower Springhill Creek Erosion**							
Property Taxes	0	0	0	138,450	538,400	0	0
Tax Sale Reserve	0	0	0	0	200,000	0	0
DCC Drainage	0	0	0	11,550	61,600	0	0
Total 938602 Lower Springhill Creek Erosion**	0	0	0	150,000	800,000	0	0
938604 Springhill/1420 Summit Erosion**							
Property Taxes	0	0	26,760	178,400	0	0	0
DCC Drainage	0	0	3,240	21,600	0	0	0
Total 938604 Springhill/1420 Summit Erosion**	0	0	30,000	200,000	0	0	0
938610 Guerin Creek/Lombard Channel Improvement**							
Property Taxes	0	0	31,220	209,620	0	0	0
DCC Drainage	0	0	3,780	25,380	0	0	0
Total 938610 Guerin Creek/Lombard Channel Improvement**	0	0	35,000	235,000	0	0	0
938611 Strathcona Drainage Upgrades							
Community Works Fund	10,976	33,802	22,826	0	330,000	0	0
Total 938611 Strathcona Drainage Upgrades	10,976	33,802	22,826	0	330,000	0	0
938612 Peterson Creek Downtown Upgrade**							
Property Taxes	0	0	97,800	0	195,600	195,600	195,600
DCC Drainage	0	0	2,200	0	4,400	4,400	4,400
Total 938612 Peterson Creek Downtown Upgrade**	0	0	100,000	0	200,000	200,000	200,000
938613 Springhill Creek Drainage Repair							
Community Works Fund	273,130	273,827	0	0	0	0	0
Future Capital Reserve	11,406	12,000	0	0	0	0	0
Grants	100,000	100,000	0	0	0	0	0
Total 938613 Springhill Creek Drainage Repair	384,536	385,827	0	0	0	0	0
938615 Trophy Court Gully Rehabilitation							
Community Works Fund	156,526	183,687	27,160	0	0	0	0
Grants	50,000	50,000	0	0	0	0	0
Total 938615 Trophy Court Gully Rehabilitation	206,526	233,687	27,160	0	0	0	0
938616 Bestwick Channel Erosion Protection							
Property Taxes	0	0	0	0	0	60,000	350,000
Total 938616 Bestwick Channel Erosion Protection	0	0	0	0	0	60,000	350,000
938620 Braeview Channel Erosion Protection**							
Property Taxes	0	0	90,000	0	0	0	0
Future Capital Reserve			170,000				
Total 938620 Braeview Channel Erosion Protection**	0	0	260,000	0	0	0	0
938706 Owl Road Channel Improvements							
Property Taxes	6,428	150,000	200,000	0	0	0	0
Future Capital Reserve	68	2,901	146,404	0	0	0	0
DCC Drainage	2,137	954	1,182	0	0	0	0
Contractors and Others	0	150,000	350,000	0	0	0	0
Total 938706 Owl Road Channel Improvements	8,633	303,855	697,586	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
938707 Valleyview Arena Storm Upgrade							
Property Taxes	35,663	150,000	10,000	640,000	0	0	0
Future Capital Reserve	0	0	20,000	0	0	0	0
Total 938707 Valleyview Arena Storm Upgrade	35,663	150,000	30,000	640,000	0	0	0
938901 Oversizing							
Property Taxes	58	500	1,000	250	250	500	500
Future Capital Reserve	0	0	441	0	0	0	0
DCC Drainage	5,777	49,500	142,723	24,750	24,750	49,500	49,500
Total 938901 Oversizing	5,835	50,000	144,164	25,000	25,000	50,000	50,000
938902 Control Localized Flooding							
Property Taxes	145,357	200,000	30,000	130,000	130,000	130,000	110,000
Future Capital Reserve	0	0	114,640	0	0	0	0
Total 938902 Control Localized Flooding	145,357	200,000	144,640	130,000	130,000	130,000	110,000
938904 Drainage - L.I.P.							
Local Improvement	0	25,000	25,000	25,000	25,000	25,000	25,000
Total 938904 Drainage - L.I.P.	0	25,000	25,000	25,000	25,000	25,000	25,000
938905 Pre Engineering							
Property Taxes	25,520	27,000	32,000	32,000	32,000	35,000	35,000
Total 938905 Pre Engineering	25,520	27,000	32,000	32,000	32,000	35,000	35,000
938906 Outfall Protection							
Property Taxes	4,733	10,000	0	10,000	10,000	10,000	10,000
Future Capital Reserve	0	0	15,267	0	0	0	0
Total 938906 Outfall Protection	4,733	10,000	15,267	10,000	10,000	10,000	10,000
938911 Copperhead Storm Pond**							
Property Taxes	0	0	0	0	0	0	350
DCC Drainage	0	0	0	0	0	0	34,650
Total 938911 Copperhead Storm Pond**	0	0	0	0	0	0	35,000
938916 10th Street Underpass Warning System							
Property Taxes	0	0	0	50,000	0	0	0
Total 938916 10th Street Underpass Warning System	0	0	0	50,000	0	0	0
938917 Hillside #2 Storm Pond**							
Property Taxes	0	0	0	300	1,100	0	0
DCC Drainage	0	0	0	29,700	108,900	0	0
Total 938917 Hillside #2 Storm Pond**	0	0	0	30,000	110,000	0	0
938918 Dyke Upgrades							
Property Taxes	0	0	70,000	85,000	200,000	200,000	200,000
Total 938918 Dyke Upgrades	0	0	70,000	85,000	200,000	200,000	200,000
938919 Pineview Valley Pond Upgrade**							
Property Taxes	0	0	0	0	200	800	7,000
DCC Drainage	0	0	0	0	19,800	79,200	693,000
Total 938919 Pineview Valley Pond Upgrade**	0	0	0	0	20,000	80,000	700,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
938920 Upgrade/Rehabilitate Existing Storm System							
Property Taxes	110,902	200,000	0	200,000	200,000	200,000	100,000
Future Capital Reserve	0	0	204,090	0	0	0	0
Total 938920 Upgrade/Rehabilitate Existing Storm System	110,902	200,000	204,090	200,000	200,000	200,000	100,000
938921 DW92-3R Commisioning							
Property Taxes	0	0	70,000	0	0	0	0
Total 938921 DW92-3R Commisioning	0	0	70,000	0	0	0	0
938922 Replace Castings-Roads							
Property Taxes	13,963	14,000	21,000	21,000	21,000	21,000	21,000
Total 938922 Replace Castings-Roads	13,963	14,000	21,000	21,000	21,000	21,000	21,000
938923 BH1 Replacement							
Property Taxes	0	0	0	0	0	60,000	0
Total 938923 BH1 Replacement	0	0	0	0	0	60,000	0
938924 Master Drainage Planning							
Property Taxes	21,049	30,900	3,734	25,750	25,750	25,750	25,750
Future Capital Reserve	10,611	15,579	14,819	0	0	0	0
DCC Drainage	91,290	134,021	53,496	74,250	74,250	74,250	74,250
Total 938924 Master Drainage Planning	122,950	180,500	72,049	100,000	100,000	100,000	100,000
938925 Easement / Legal Surveys							
Property Taxes	26,438	27,000	20,000	20,000	20,000	20,000	20,000
Total 938925 Easement / Legal Surveys	26,438	27,000	20,000	20,000	20,000	20,000	20,000
938927 Rehabilitate Storm Mains - Local Roads							
Property Taxes	113,615	126,000	0	75,000	85,000	100,000	50,000
Future Capital Reserve	59,657	66,160	243,880	0	0	0	0
Total 938927 Rehabilitate Storm Mains - Local Roads	173,272	192,160	243,880	75,000	85,000	100,000	50,000
938928 Rehabilitate Storm Mains - Collectors							
Property Taxes	108,353	156,000	60,000	205,000	95,000	160,000	75,000
Future Capital Reserve	17,927	31,240	0	0	0	0	0
Total 938928 Rehabilitate Storm Mains - Collectors	126,280	187,240	60,000	205,000	95,000	160,000	75,000
938929 Rehabilitate Storm Mains - Arterials							
Property Taxes	134,173	134,500	0	125,000	185,000	170,000	110,000
Future Capital Reserve	87,350	87,360	80,000	0	0	0	0
Total 938929 Rehabilitate Storm Mains - Arterials	221,523	221,860	80,000	125,000	185,000	170,000	110,000
938973 Peterson Creek Channel-604 Nicola							
Future Capital Reserve	0	125,000	125,000	0	0	0	0
Total 938973 Peterson Creek Channel-604 Nicola	0	125,000	125,000	0	0	0	0
938975 Springhill Creek-1435 Summit Drive							
Future Capital Reserve	0	224,825	224,825	0	0	0	0
Total 938975 Springhill Creek-1435 Summit Drive	0	224,825	224,825	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
938979 Hillside Dr North Rip Rap Channel							
Property Taxes	0	0	90,000	0	0	0	0
Future Capital Reserve	175,138	278,158	103,000	0	0	0	0
Contractors and Others	36,011	0	0	0	0	0	0
Other Capital Reserves	616,984	980,000	363,000	0	0	0	0
Total 938979 Hillside Dr North Rip Rap Channel	828,133	1,258,158	556,000	0	0	0	0
938981 Trail Repairs-Miscellaneous Sites							
Future Capital Reserve	0	32,120	32,120	0	0	0	0
Total 938981 Trail Repairs-Miscellaneous Sites	0	32,120	32,120	0	0	0	0
938982 1200 Rogers Way Storm							
Property Taxes	28,434	30,000	0	0	0	0	0
Future Capital Reserve	6,893	6,893	0	0	0	0	0
Total 938982 1200 Rogers Way Storm	35,327	36,893	0	0	0	0	0
938985 Storm Channel Restoration							
Property Taxes	83,980	100,000	0	0	0	0	0
Total 938985 Storm Channel Restoration	83,980	100,000	0	0	0	0	0
938988 Storm CCTV Inspection/Reline							
Property Taxes	0	100,000	0	100,000	100,000	100,000	50,000
Future Capital Reserve	0	0	100,000	0	0	0	0
Total 938988 Storm CCTV Inspection/Reline	0	100,000	100,000	100,000	100,000	100,000	50,000
938990 Heffley Creek Culvert							
Property Taxes	0	0	200,000	0	0	0	0
Tax Sale Reserve			525,000				
Total 938990 Heffley Creek Culvert	0	0	725,000	0	0	0	0
938995 Rock Pit Replacement Program							
Property Taxes	22,132	22,500	20,000	20,000	20,000	20,000	20,000
Total 938995 Rock Pit Replacement Program	22,132	22,500	20,000	20,000	20,000	20,000	20,000
938997 Replace Major Electrical Equipment							
Property Taxes	2,954	11,000	11,000	11,000	11,000	11,000	11,000
Future Capital Reserve	0	0	8,040	0	0	0	0
Total 938997 Replace Major Electrical Equipment	2,954	11,000	19,040	11,000	11,000	11,000	11,000
938999 Unspecified Upgrades - Drainage							
Property Taxes	0	0	0	0	33,000	70,000	0
Future Capital Reserve							
Total 938999 Unspecified Upgrades - Drainage	0	0	0	0	33,000	70,000	0
Property Taxes	965,726	1,589,400	1,084,514	2,276,770	2,103,300	2,439,650	2,441,200
Community Works Fund	440,632	491,316	49,986	0	330,000	0	0
Future Capital Reserve	576,003	1,124,914	1,602,526	0	0	0	0
Local Improvement	0	25,000	25,000	25,000	25,000	25,000	25,000
Tax Sale Reserve	0	0	525,000	0	200,000	0	0
DCC Drainage	99,204	184,475	206,621	187,230	293,700	207,350	855,800
Grants	150,000	150,000	0	0	0	0	0
Contractors and Others	75,881	189,870	350,000	0	0	0	0
Other Capital Reserves	616,984	980,000	363,000	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Total Drainage	2,924,430	4,734,975	4,206,647	2,489,000	2,952,000	2,672,000	3,322,000
Sandman Centre							
941103 Sandman Center Dressing Room Renovations							
Gaming Reserve	120,062	120,159	0	0	0	0	0
Total 941103 Sandman Center Dressing Room Renovations	120,062	120,159	0	0	0	0	0
941105 Pro Show Equipment							
Gaming Reserve	0	22,680	22,680	0	0	0	0
Total 941105 Pro Show Equipment	0	22,680	22,680	0	0	0	0
941106 Sandman Center Lighting							
Gaming Reserve	0	0	0	300,000	0	0	0
Total 941106 Sandman Center Lighting	0	0	0	300,000	0	0	0
941123 Brine Chiller Replacement							
Property Taxes	0	0	200,000	0	0	0	0
Total 941123 Brine Chiller Replacement	0	0	200,000	0	0	0	0
941125 Sandman Center-Tools + Equipment							
Property Taxes	0	0	5,000	5,000	5,000	5,000	5,000
Total 941125 Sandman Center-Tools + Equipment	0	0	5,000	5,000	5,000	5,000	5,000
941127 Sandman Center Facility Repair/Retrofit							
Property Taxes	64,535	65,000	50,000	50,000	50,000	50,000	50,000
Total 941127 Sandman Ctr Facility Repair/Retrofit	64,535	65,000	50,000	50,000	50,000	50,000	50,000
941129 Sandman Center Concession Equipment							
Property Taxes	1,006	1,300	5,000	5,000	5,000	5,000	5,000
Total 941129 Sandman Center Concession Equipment	1,006	1,300	5,000	5,000	5,000	5,000	5,000
941137 Sandman Center Roof							
Gaming Reserve	0	0	0	0	1,500,000	0	0
Total 941137 ***Sandman Center Roof	0	0	0	0	1,500,000	0	0
941139 Sandman Center Boards							
Gaming Reserve	0	0	0	546,500	0	0	0
Total 941139 Sandman Center Boards	0	0	0	546,500	0	0	0
941143 Sandman Center Bleachers							
Gaming Reserve	0	0	0	460,000	0	0	0
Total 941143 Sandman Center Bleachers	0	0	0	460,000	0	0	0
941180 New Chairs							
Gaming Reserve	6,051	18,778	22,727	10,000	10,000	10,000	10,000
Total 941180 New Chairs	6,051	18,778	22,727	10,000	10,000	10,000	10,000
941183 Sandman Center Ice Plant Condenser							
Community Works Fund	0	0	200,000	0	0	0	0
Total 941183 Sandman Center Ice Plant Condenser	0	0	200,000	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
941187 Repair North Side Exit Stairs							
Property Taxes	0	0	50,000	0	0	0	0
Gaming Reserve	0	0	25,000	0	0	0	0
Total 941187 Repair North Side Exit Stairs	0	0	75,000	0	0	0	0
Property Taxes	65,541	66,300	310,000	60,000	60,000	60,000	60,000
Community Works Fund	0	0	200,000	0	0	0	0
Gaming Reserve	126,113	161,617	70,407	1,316,500	1,510,000	10,000	10,000
Total Sandman Centre	191,654	227,917	580,407	1,376,500	1,570,000	70,000	70,000
Arenas							
942130 Memorial Arena Stair Aids							
Community Works Fund	0	0	63,000	0	0	0	0
Total 942203 Continuous Energy Optimization	0	0	63,000	0	0	0	0
942203 Continuous Energy Optimization							
Other Capital Reserves	0	0	13,550	29,864	2,750	0	0
Grants			9,550		2,750		
Total 942203 Continuous Energy Optimization	0	0	23,100	29,864	5,500	0	0
942218 Concession Equipment							
Property Taxes	5,665	5,700	5,000	5,000	5,000	5,000	5,000
Total 942218 Concession Equipment	5,665	5,700	5,000	5,000	5,000	5,000	5,000
942275 MacIs REALice Technology							
Other Capital Reserves	0	0	76,498	0	0	0	0
Total 942275 MacIs REALice Technology	0	0	76,498	0	0	0	0
942307 Real Ice Tech System							
Other Capital Reserves	36,787	38,000	0	0	0	0	0
Total 942307 Real Ice Tech System	36,787	38,000	0	0	0	0	0
942406 Valleyview Arena Power Line Upgrades							
Gaming Reserve	0	0	75,000	0	0	0	0
Total 942406 Valleyview Arena Power Line Upgrades	0	0	75,000	0	0	0	0
942908 Tools and Equipment							
Property Taxes	0	0	5,000	5,000	5,000	5,000	5,000
Total 942908 Tools and Equipment	0	0	5,000	5,000	5,000	5,000	5,000
942913 Facility Repair/Retrofit-All Arenas							
Property Taxes	48,678	50,000	75,000	75,000	75,000	75,000	75,000
Total 942913 Facility Repair/Retrofit-All Arenas	48,678	50,000	75,000	75,000	75,000	75,000	75,000
942918 Floor Scrubber Replacement							
Property Taxes	0	0	15,000	0	0	0	0
Total 942918 Floor Scrubber Replacement	0	0	15,000	0	0	0	0
Property Taxes	54,343	55,700	100,000	85,000	85,000	85,000	85,000
Gaming Reserve	0	0	75,000	0	0	0	0
Community Works Fund	0	0	63,000	0	0	0	0
Grants	0	0	9,550	0	2,750	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Other Capital Reserves	36,787	38,000	90,048	29,864	2,750	0	0
Total Arenas	91,130	93,700	337,598	114,864	90,500	85,000	85,000
Parks and Playfields							
943101 Riverfront Land Acquisition							
Gaming Reserve	0	430,213	652,988	0	222,775	0	222,775
DCC Parks	0	63,547	90,772	0	27,225	0	27,225
Total 943101 Riverfront Land Acquisition	0	493,760	743,760	0	250,000	0	250,000
943103 Riverside Park Maintenance							
Property Taxes	51,740	51,800	50,000	50,000	50,000	50,000	50,000
Total 943103 Riverside Park Maintenance	51,740	51,800	50,000	50,000	50,000	50,000	50,000
943104 Fencing Replacement/Upgrade							
Property Taxes	15,000	15,000	0	15,000	15,000	15,000	15,000
Future Capital Reserve	448	500	0	0	0	0	0
Total 943104 Fencing Replacement/Upgrade	15,448	15,500	0	15,000	15,000	15,000	15,000
943107 BMX Re-Location							
Gaming Reserve	55,252	58,600	0	0	0	0	0
Total 943107 BMX Re-Location	55,252	58,600	0	0	0	0	0
943109 Rugby Clubhouse Septic System							
Property Taxes	3,631	3,700	0	0	0	0	0
Future Capital Reserve	34,420	34,420	0	0	0	0	0
Total 943109 Rugby Clubhouse Septic System	38,051	38,120	0	0	0	0	0
943117 Jimeva Park Development							
Property Taxes	0	0	0	0	142,944	1,316,514	0
DCC Parks	0	0	0	0	140,097	1,290,445	0
Other Capital Reserves	0	0	0	0	96,959	893,041	0
Total 943117 Jimeva Park Development	0	0	0	0	380,000	3,500,000	0
943119 McArthur Island Soccer Lights							
Property Taxes	0	0	100,000	0	0	0	0
Gaming Reserve	24,048	200,000	175,950	0	0	0	0
Total 943119 McArthur Island Soccer Lights	24,048	200,000	275,950	0	0	0	0
943129 Slo Pitch Complex - Phase 2							
Property Taxes	0	0	496,641	0	0	0	0
DCC Parks	0	0	73,359	0	0	0	0
Total 943129 Slo Pitch Complex - Phase 2	0	0	570,000	0	0	0	0
943147 Playfield Development							
Property Taxes	87,718	87,800	45,000	70,000	70,000	70,000	70,000
Field User Fees	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total 943147 Playfield Development	117,718	117,800	75,000	100,000	100,000	100,000	100,000
943160 Riverside Park Family Washroom							
Gaming Reserve	75,994	76,423	0	0	0	0	0
Total 943160 Riverside Park Family Washroom	75,994	76,423	0	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
943161 Rivers Trail							
Gaming Reserve	45,082	45,165	44,555	44,555	44,555	44,555	44,555
DCC Parks	6,659	6,435	5,445	5,445	5,445	5,445	5,445
Total 943161 Rivers Trail	51,741	51,600	50,000	50,000	50,000	50,000	50,000
943170 Mountain Bike Park-Valleyview							
Property Taxes	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total 943170 Mountain Bike Park-Valleyview	50,000	50,000	50,000	50,000	50,000	50,000	50,000
943801 Mt Dufferin Park							
Gaming Reserve	0	4,913	0	0	0	0	0
Contractors and Others			5,000	0	0	0	0
Grants			125,475	7,500	0	0	0
Total 943801 Mt Dufferin Park	0	4,913	130,475	7,500	0	0	0
943804 Nature Parks Upgrades							
Property Taxes	138,763	139,395	133,665	133,665	133,665	133,665	133,665
DCC Parks	20,497	19,305	16,335	16,335	16,335	16,335	16,335
Grants	0	0	20,000	0	0	0	0
Contractors and Others	5,000	0	0	0	0	0	0
Total 943804 Nature Parks Upgrades	164,260	158,700	170,000	150,000	150,000	150,000	150,000
943831 Portable Bleachers							
Property Taxes	28,568	70,000	0	0	0	0	0
Gaming Reserve	4,081	10,000	0	0	0	0	0
Total 943831 Portable Bleachers	32,649	80,000	0	0	0	0	0
943835 Multi Use Court Upgrades							
Property Taxes	69,830	70,000	100,000	70,000	70,000	110,000	100,000
Total 943835 Multi Use Court Upgrades	69,830	70,000	100,000	70,000	70,000	110,000	100,000
943841 Replace Bleachers							
Property Taxes	40,631	41,000	0	25,000	25,000	25,000	25,000
Total 943841 Replace Bleachers	40,631	41,000	0	25,000	25,000	25,000	25,000
943850 Boat Launch Upgrades							
Property Taxes	49,875	50,000	50,000	50,000	50,000	50,000	50,000
Total 943850 Boat Launch Upgrades	49,875	50,000	50,000	50,000	50,000	50,000	50,000
943901 McDonald Park Spray/Wading Pool							
Property Taxes	64,965	65,000	0	0	0	0	0
Community Works Fund	528,918	528,918	0	0	0	0	0
Total 943901 McDonald Park Spray/Wading Pool	593,883	593,918	0	0	0	0	0
943903 Rugby Clubhouse							
Gaming Reserve	0	50,000	50,000	0	0	0	0
Total 943903 Rugby Clubhouse	0	50,000	50,000	0	0	0	0
943904 Pickleball Improvements							
Gaming Reserve	225,190	225,200	0	0	0	0	0
Contractors and Others	25,000	25,000	0	0	0	0	0
Total 943904 Pickleball Improvements	250,190	250,200	0	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
943905 ***Fieldhouse Flooring Upgrade							
Gaming Reserve	0	0	1,000,000	0	0	0	0
Grants	0	0	500,000	0	0	0	0
Total 943905 ***Fieldhouse Flooring Upgrade	0	0	1,500,000	0	0	0	0
943906 Hillside Stadium Field/Track Upgrade							
Community Works Fund	0	0	0	0	500,000	0	0
Gaming Reserve	0	0	0	0	2,000,000	0	0
Total 943906 Hillside Stadium Field/Track Upgrade	0	0	0	0	2,500,000	0	0
943907 Walkway Upgrading							
Property Taxes	26,663	26,700	0	25,000	25,000	25,000	25,000
Total 943907 Walkway Upgrading	26,663	26,700	0	25,000	25,000	25,000	25,000
943909 Park Furniture							
Property Taxes	33,780	35,000	25,000	35,000	35,000	35,000	35,000
Contractors and Others	19,161	19,200	0	0	0	0	0
Total 943909 Park Furniture	52,941	54,200	25,000	35,000	35,000	35,000	35,000
943911 Drinking Fountains							
Property Taxes	9,457	9,460	0	8,000	0	8,000	0
Total 943911 Drinking Fountains	9,457	9,460	0	8,000	0	8,000	0
943913 Cenotaph Restoration Project							
Property Taxes	1,517	4,300	0	0	0	0	0
Grants	25,000	25,000	0	0	0	0	0
Contractors and Others	50,000	52,000	0	0	0	0	0
Total 943913 Cenotaph Restoration Project	76,517	81,300	0	0	0	0	0
943916 Washroom Upgrade							
Property Taxes	26,698	26,700	25,000	40,000	40,000	100,000	50,000
Total 943916 Washroom Upgrade	26,698	26,700	25,000	40,000	40,000	100,000	50,000
943917 Juniper West Park Development							
Property Taxes	0	0	6,500	0	0	0	0
Future Capital Reserve	38	500	461	0	0	0	0
DCC Parks	3,793	49,500	689,206	0	0	0	0
Total 943917 Juniper West Park Development	3,831	50,000	696,167	0	0	0	0
943923 West Highlands Park							
Gaming Reserve	478,399	478,399	0	0	0	0	0
Future Capital Reserve	69,206						
DCC Parks	263,761	263,761	0	0	0	0	0
Total 943923 West Highlands Park	811,366	742,160	0	0	0	0	0
943924 Rayleigh Skateboard Park**							
Gaming Reserve	0	0	250,000	0	0	0	0
Total 943924 Rayleigh Skateboard Park**	0	0	250,000	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
943926 Park/Trail Connections							
Property Taxes	25,250	25,850	44,555	44,555	44,555	44,555	44,555
Future Capital Reserve	554	0	0	0	0	0	0
DCC Parks	25,293	24,750	5,445	5,445	5,445	5,445	5,445
Total 943926 Park/Trail Connections	51,097	50,600	50,000	50,000	50,000	50,000	50,000
943928 Community Gardens Improvements							
Property Taxes	2,038	2,200	0	0	0	0	0
Total 943928 Community Gardens Improvements	2,038	2,200	0	0	0	0	0
943932 Parks Planning							
Property Taxes	494	500	500	500	500	500	500
DCC Parks	48,934	49,500	49,500	49,500	49,500	49,500	49,500
Total 943932 Parks Planning	49,428	50,000	50,000	50,000	50,000	50,000	50,000
943940 West Highlands Park Solar PV Array							
Grants	30,855	30,855	0	0	0	0	0
Other Capital Reserves	65,163	24,945	0	0	0	0	0
Total 943940 West Highlands Park Solar PV Array	96,018	55,800	0	0	0	0	0
943942 Tools & Equipment							
Property Taxes	26,567	26,600	15,000	25,000	25,000	25,000	25,000
Total 943942 Tools & Equipment	26,567	26,600	15,000	25,000	25,000	25,000	25,000
943945 Water Park Upgrade							
Property Taxes	24,130	24,140	25,000	25,000	25,000	25,000	25,000
Total 943945 Water Park Upgrade	24,130	24,140	25,000	25,000	25,000	25,000	25,000
943947 Playground Equipment - CSA Guidelines							
Gaming Reserve	96,548	97,200	75,000	75,000	75,000	75,000	100,000
Total 943947 Playground Equipment - CSA Guidelines	96,548	97,200	75,000	75,000	75,000	75,000	100,000
943956 Tree Planting Program							
Property Taxes	72,670	72,700	150,000	150,000	150,000	150,000	150,000
Contractors and Others	1,176	0	5,200	0	0	0	0
Total 943956 Tree Planting Program	73,846	72,700	155,200	150,000	150,000	150,000	150,000
943966 Signage for Parks							
Gaming Reserve	24,497	24,800	20,000	20,000	20,000	20,000	20,000
Total 943966 Signage for Parks	24,497	24,800	20,000	20,000	20,000	20,000	20,000
943985 Dog Park Upgrades							
Future Capital Reserve	34,338	34,400	35,000	35,000	35,000	35,000	35,000
Total 943985 Dog Park Upgrades	34,338	34,400	35,000	35,000	35,000	35,000	35,000
943986 Irrigation Upgrades							
Property Taxes	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	554	600	0	0	0	0	0
Total 943986 Irrigation Upgrades	50,554	50,600	50,000	50,000	50,000	50,000	50,000
Property Taxes	899,985	947,845	1,366,861	866,720	1,001,664	2,283,234	898,720
Community Works Fund	528,918	528,918	0	0	500,000	0	0
Field User Fees	30,000	30,000	30,000	30,000	30,000	30,000	30,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Future Capital Reserve	139,558	70,420	35,461	35,000	35,000	35,000	35,000
Gaming Reserve	1,029,091	1,700,913	2,268,493	139,555	2,362,330	139,555	387,330
DCC Parks	368,937	476,798	930,062	76,725	244,047	1,367,170	103,950
Grants	55,855	55,855	645,475	7,500	0	0	0
Contractors and Others	100,337	96,200	10,200	0	0	0	0
Other Capital Reserves	65,163	24,945	0	0	96,959	893,041	0
Total Parks and Playfields	3,217,844	3,931,894	5,286,552	1,155,500	4,270,000	4,748,000	1,455,000
Recreation Programs							
944901 Fieldhouse Fitness Equipment							
Equipment Reserve	116,582	190,000	248,400	175,000	175,000	175,000	0
Total 944901 Fieldhouse Fitness Equipment	116,582	190,000	248,400	175,000	175,000	175,000	0
Equipment Reserve	116,582	190,000	248,400	175,000	175,000	175,000	0
Total Recreation Programs	116,582	190,000	248,400	175,000	175,000	175,000	0
Parks & Recreation Administration							
945901 Office Furniture and Equipment							
Property Taxes	495	5,000	5,000	5,000	5,000	5,000	0
Total 945901 Office Furniture and Equipment	495	5,000	5,000	5,000	5,000	5,000	0
945903 ***CLASS System Replacement							
Tax Sale Reserve	0	0	400,000	0	0	0	0
Total 945903 ***CLASS System Replacement	0	0	400,000	0	0	0	0
Property Taxes	495	5,000	5,000	5,000	5,000	5,000	0
Tax Sale Reserve	0	0	400,000	0	0	0	0
Total Parks & Recreation Administration	495	5,000	405,000	5,000	5,000	5,000	0
City Facilities							
945301 Floor Machine Replacement							
Property Taxes	4,194	10,000	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	0	0	5,800	0	0	0	0
Total 945301 Floor Machine Replacement	4,194	10,000	15,800	10,000	10,000	10,000	10,000
945303 Facility Maintenance							
Property Taxes	204,228	292,500	225,000	225,000	225,000	225,000	225,000
Future Capital Reserve	2,042	2,257	88,480	0	0	0	0
Total 945303 Facility Maintenance	206,270	294,757	313,480	225,000	225,000	225,000	225,000
945307 Parking Areas Rehabilitation							
Property Taxes	100,983	101,000	100,000	100,000	100,000	100,000	100,000
Total 945307 Parking Areas Rehabilitation	100,983	101,000	100,000	100,000	100,000	100,000	100,000
945308 City Hall Stairs							
Gaming Reserve	0	0	80,000	0	0	0	0
Total 945308 City Hall Stairs	0	0	80,000	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
945311 Sound Proofing-Serious Crime							
Property Taxes	8,586	8,700	0	0	0	0	0
Future Capital Reserve	6,220	6,220	0	0	0	0	0
Total 945311 Sound Proofing-Serious Crime	14,806	14,920	0	0	0	0	0
945399 Tools and Equipment-Buildings							
Property Taxes	4,779	4,850	3,050	3,050	3,050	3,050	3,050
Total 945399 Tools and Equipment-Buildings	4,779	4,850	3,050	3,050	3,050	3,050	3,050
945401 Fire Hall #3 Building Upgrades							
Property Taxes	0	0	0	300,000	0	0	0
Total 945401 Fire Hall #3 Building Upgrades	0	0	0	300,000	0	0	0
945604 Flooring - Various							
Property Taxes	0	25,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	0	0	25,000	0	0	0	0
Total 945604 Flooring - Various	0	25,000	50,000	25,000	25,000	25,000	25,000
945608 Community Centers Repair/Retrofits							
Property Taxes	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	5,388	6,000	0	0	0	0	0
Total 945608 Community Centers Repair/Retrofits	30,388	31,000	25,000	25,000	25,000	25,000	25,000
945610 Sheep Breeder Building Repair/Retrofit							
Gaming Reserve	66,553	110,297	43,740	0	0	0	0
Total 945610 Sheep Breeder Building Repair/Retrofit	66,553	110,297	43,740	0	0	0	0
Property Taxes	347,770	467,050	388,050	688,050	388,050	388,050	388,050
Future Capital Reserve	13,650	14,477	119,280	0	0	0	0
Gaming Reserve	66,553	110,297	123,740	0	0	0	0
Total City Facilities	427,973	591,824	631,070	688,050	388,050	388,050	388,050
Pools							
946104 Facility Retrofit/Equipment Replacement							
Property Taxes	13,379	40,000	40,000	40,000	40,000	40,000	40,000
Future Capital Reserve	749	1,140	0	0	0	0	0
Total 946104 Facility Retrofit/Equipment Replacement	14,128	41,140	40,000	40,000	40,000	40,000	40,000
946163 Brock Pool Boilers/Sand Filters							
Community Works Fund	0	0	266,200	110,000	0	0	0
Total 946163 Brock Pool Boilers/Sand Filters	0	0	266,200	110,000	0	0	0
946403 Facility Repair/Retrofit							
Property Taxes	0	4,000	25,000	25,000	25,000	25,000	25,000
Total 946403 Facility Repair/Retrofit	0	4,000	25,000	25,000	25,000	25,000	25,000
946407 Westsyde Community Center Pool							
Community Works Fund	1,451,940	2,516,915	1,064,975	0	0	0	0
Future Capital Reserve	150,534	264,187	113,650	0	0	0	0
Gaming Reserve	154,047	269,980	115,933	0	0	0	0
Total 946407 Westsyde Community Center Pool	1,756,521	3,051,082	1,294,558	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
946463 Tools and Equipment							
Property Taxes	2,681	3,300	5,000	5,000	5,000	5,000	5,000
Total 946463 Tools and Equipment	2,681	3,300	5,000	5,000	5,000	5,000	5,000
946517 Rec Facility Study-North Shore/Brock/ Westsyde							
Gaming Reserve	0	100,000	74,250	0	0	0	0
Total 946517 Rec Facility Study-North Shore/Brock/ Westsyde	0	100,000	74,250	0	0	0	0
946519 TCC Tables and Chairs							
Property Taxes	5,178	5,200	5,000	5,000	5,000	5,000	5,000
Total 946519 TCC Tables and Chairs	5,178	5,200	5,000	5,000	5,000	5,000	5,000
946520 Pool Toys and Rides							
Gaming Reserve	10,209	14,000	3,790	14,000	0	14,000	0
Total 946520 Pool Toys and Rides	10,209	14,000	3,790	14,000	0	14,000	0
946528 Public Access AED Program							
Property Taxes	2,790	3,400	5,000	5,000	5,000	5,000	0
Total 946528 Public Access AED Program	2,790	3,400	5,000	5,000	5,000	5,000	0
946576 CGP Equipment Replacement							
Property Taxes	31,415	31,500	30,000	30,000	30,000	30,000	30,000
Total 946576 CGP Equipment Replacement	31,415	31,500	30,000	30,000	30,000	30,000	30,000
946577 Janitor Equipment							
Property Taxes	4,760	5,000	5,000	5,000	5,000	5,000	5,000
Total 946577 Janitor Equipment	4,760	5,000	5,000	5,000	5,000	5,000	5,000
946588 TCC Equipment/Supplies							
Property Taxes	4,999	15,000	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	0	0	10,000	0	0	0	0
Gaming Reserve	0	0	85,000	0	0	0	0
Total 946588 TCC Equipment/Supplies	4,999	15,000	110,000	15,000	15,000	15,000	15,000
946591 TCC Facility Repair/Retrofit							
Property Taxes	398,641	405,000	405,000	405,000	405,000	405,000	405,000
Future Capital Reserve	76,271	77,461	7,540	0	0	0	0
Total 946591 TCC Facility Repair/Retrofit	474,912	482,461	412,540	405,000	405,000	405,000	405,000
946592 TCC Building Envelope Repair							
Future Capital Reserve	0	32,196	0	0	0	0	0
Total 946592 TCC Building Envelope Repair	0	32,196	0	0	0	0	0
946593 CGAC Building Envelope Repair							
Community Works Fund	0	0	500,000	2,500,000	0	0	0
Total 946593 CGAC Building Envelope Repair	0	0	500,000	2,500,000	0	0	0
Property Taxes	463,843	512,400	535,000	535,000	535,000	535,000	530,000
Community Works Fund	1,451,940	2,516,915	1,831,175	2,610,000	0	0	0
Future Capital Reserve	227,554	374,984	131,190	0	0	0	0
Gaming Reserve	164,256	383,980	278,973	14,000	0	14,000	0
Total Pools	2,307,593	3,788,279	2,776,338	3,159,000	535,000	549,000	530,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Community Recreation & Culture							
947301 Art Gallery							
Property Taxes	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Total 947301 Art Gallery	24,000	24,000	24,000	24,000	24,000	24,000	24,000
947401 Sagebrush Theatre							
Property Taxes	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Total 947401 Sagebrush Theatre	24,000	24,000	24,000	24,000	24,000	24,000	24,000
947903 Tables and Chairs							
Property Taxes	1,753	5,000	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	1,539	4,390	6,090	0	0	0	0
Total 947903 Tables and Chairs	3,292	9,390	11,090	5,000	5,000	5,000	5,000
947905 Old Courthouse Boiler/HVAC							
Property Taxes	0	500	5,000	5,000	5,000	5,000	5,000
Total 947905 Old Courthouse Boiler/HVAC	0	500	5,000	5,000	5,000	5,000	5,000
947906 Old Courthouse Renovations							
Future Capital Reserve	67,168	215,188	148,010	0	0	0	0
Gaming Reserve	45,266	145,000	99,730	0	0	0	0
Total 947906 Old Courthouse Renovations	112,434	360,188	247,740	0	0	0	0
947909 Community Recreation Equipment							
Future Capital Reserve	0	3,637	3,637	0	0	0	0
Total 947909 Community Recreation Equipment	0	3,637	3,637	0	0	0	0
947910 Public Art Acquisitions							
Gaming Reserve	8,932	179,874	220,942	50,000	50,000	50,000	50,000
Total 947910 Public Art Acquisitions	8,932	179,874	220,942	50,000	50,000	50,000	50,000
947915 Retaining Wall Replacement - Old Courthouse							
Future Capital Reserve	66,760	67,708	0	0	0	0	0
Total 947915 Retaining Wall Replacement - Old Courthouse	66,760	67,708	0	0	0	0	0
947916 Heritage Plaques							
Future Capital Reserve	0	0	4,443	0	0	0	0
Total 947916 Heritage Plaques	0	0	4,443	0	0	0	0
Total Community Recreation & Culture	239,418	669,297	540,852	108,000	108,000	108,000	108,000
Civic Recreation							
948101 Wildlife Park							
Property Taxes	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total 948101 Wildlife Park	100,000	100,000	100,000	100,000	100,000	100,000	100,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
948107 Kermode Bear Habitat							
Gaming Reserve	0	150,000	150,000	0	0	0	0
Total 948107 Kermode Bear Habitat	0	150,000	150,000	0	0	0	0
Property Taxes	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Gaming Reserve	0	150,000	150,000	0	0	0	0
Total Civic Recreation	100,000	250,000	250,000	100,000	100,000	100,000	100,000
Museum							
949302 North Shore Cultural Heritage Plaques							
Gaming Reserve	1,409	2,000	591	0	0	0	0
Total 949302 North Shore Cultural Heritage Plaques	1,409	2,000	591	0	0	0	0
949313 Museum Restructuring							
Gaming Reserve	32,750	464,938	457,187	25,000	25,000	25,000	25,000
Grants	0	5,000	5,000	0	0	0	0
Contractors and Others	0	10,000	10,000	0	0	0	0
Total 949313 Museum Restructuring	32,750	479,938	472,187	25,000	25,000	25,000	25,000
949338 Bunker Renovations							
Gaming Reserve	0	55,000	55,000	0	0	0	0
Total 949338 Bunker Renovations	0	55,000	55,000	0	0	0	0
949340 Security Camera System							
Gaming Reserve	23,274	35,037	0	0	0	0	0
Grants	0	2,000	0	0	0	0	0
Total 949340 Security Camera System	23,274	37,037	0	0	0	0	0
949342 Visible Storage							
Gaming Reserve	1,515	25,448	23,933	0	0	0	0
Total 949342 Visible Storage	1,515	25,448	23,933	0	0	0	0
Total Museum	58,948	599,423	551,711	25,000	25,000	25,000	25,000
Community Development							
951401 Infrastructure Improvements							
Property Taxes	50,031	75,000	75,000	75,000	75,000	75,000	75,000
Future Capital Reserve	30,716	46,049	40,300	0	0	0	0
Total 951401 Infrastructure Improvements	80,747	121,049	115,300	75,000	75,000	75,000	75,000
951405 Downtown Streetscape Improvements							
Gaming Reserve	38,441	607,459	944,018	375,000	375,000	375,000	375,000
Total 951405 Downtown Streetscape Improvements	38,441	607,459	944,018	375,000	375,000	375,000	375,000
Total Community Development	119,188	728,508	1,059,318	450,000	450,000	450,000	450,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Administrative Services							
952901 Office Furniture and Equipment							
Property Taxes	5,134	6,500	6,500	6,500	6,500	6,500	0
Future Capital Reserve	12,804	16,215	0	0	0	0	0
Total 952901 Office Furniture and Equipment	17,938	22,715	6,500	6,500	6,500	6,500	0
Property Taxes	5,134	6,500	6,500	6,500	6,500	6,500	0
Future Capital Reserve	12,804	16,215	0	0	0	0	0
Total Administrative Services	17,938	22,715	6,500	6,500	6,500	6,500	0
Property Management							
953105 CMY Environment Assessment-Phase 2							
Land Sales	0	255,000	255,000	0	0	0	0
Total 953105 CMY Environment Assessment-Phase 2	0	255,000	255,000	0	0	0	0
953112 Tax Sale Land							
Land Sales	0	4,500	4,500	4,500	4,500	4,500	4,500
Total 953112 Tax Sale Land	0	4,500	4,500	4,500	4,500	4,500	4,500
953119 Crown Land Survey							
Land Sales	300	5,000	9,700	5,000	5,000	5,000	5,000
Total 953119 Crown Land Survey	300	5,000	9,700	5,000	5,000	5,000	5,000
953121 Equipment- Rental Properties							
Property Taxes	0	3,000	3,000	3,000	3,000	3,000	3,000
Future Capital Reserve	0	2,528	5,528	0	0	0	0
Total 953121 Equipment- Rental Properties	0	5,528	8,528	3,000	3,000	3,000	3,000
953127 Land Development							
Land Sales	23,090	40,000	40,000	40,000	40,000	40,000	40,000
Total 953127 Land Development	23,090	40,000	40,000	40,000	40,000	40,000	40,000
953128 Environmental Audits							
Land Sales	0	20,000	20,000	20,000	20,000	20,000	20,000
Total 953128 Environmental Audits	0	20,000	20,000	20,000	20,000	20,000	20,000
953134 Daily News Site Demolition							
Parking Reserve	28,066	1,136,326	1,108,260	0	0	0	0
Total 953134 Daily News Site Demolition	28,066	1,136,326	1,108,260	0	0	0	0
953137 Land Acquisition 103/107 Yew							
Parkland	566,685	560,000	0	0	0	0	0
Total 953137 Land Acquisition 103/107 Yew	566,685	560,000	0	0	0	0	0
953139 Demolition of 103/107 Yew Street							
Land Sales	81,956	120,000	38,040	0	0	0	0
Total 953139 Demolition of 103/107 Yew Street	81,956	120,000	38,040	0	0	0	0
Property Taxes	0	3,000	3,000	3,000	3,000	3,000	3,000
Future Capital Reserve	0	2,528	5,528	0	0	0	0
Land Sales	105,346	444,500	367,240	69,500	69,500	69,500	69,500

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Parking Reserve	28,066	1,136,326	1,108,260	0	0	0	0
Parkland	566,685	560,000	0	0	0	0	0
Total Property Management	700,097	2,146,354	1,484,028	72,500	72,500	72,500	72,500
Financial Management							
963101 Office Furniture and Equipment							
Property Taxes	29,655	35,000	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	472	472	5,340	0	0	0	0
Total 963101 Office Furniture and Equipment	30,127	35,472	10,340	5,000	5,000	5,000	5,000
963104 A/P EFT Conversion							
Other Capital Reserves	0	0	15,000	0	0	0	0
Total 963104 A/P EFT Conversion	0	0	15,000	0	0	0	0
Property Taxes	29,655	35,000	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	472	472	5,340	0	0	0	0
Other Capital Reserves	0	0	15,000	0	0	0	0
Total Financial Management	30,127	35,472	25,340	5,000	5,000	5,000	5,000
Purchasing & Stores							
967101 Office Furniture and Equipment							
Property Taxes	0	2,000	2,000	2,000	2,000	2,000	0
Future Capital Reserve	0	3,693	5,693	0	0	0	0
Total 967101 Office Furniture and Equipment	0	5,693	7,693	2,000	2,000	2,000	0
Property Taxes	0	2,000	2,000	2,000	2,000	2,000	0
Future Capital Reserve	0	3,693	5,693	0	0	0	0
Total Purchasing and Stores	0	5,693	7,693	2,000	2,000	2,000	0
Human Resources							
968101 Office Furniture and Equipment							
Property Taxes	809	2,000	2,000	2,000	2,000	2,000	0
Future Capital Reserve	251	620	1,560	0	0	0	0
Total 968101 Office Furniture and Equipment	1,060	2,620	3,560	2,000	2,000	2,000	0
Property Taxes	809	2,000	2,000	2,000	2,000	2,000	0
Future Capital Reserve	251	620	1,560	0	0	0	0
Total Human Resources	1,060	2,620	3,560	2,000	2,000	2,000	0
Central Office							
971102 Office Furniture and Equipment							
Property Taxes	46	1,000	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve	18	390	1,325	0	0	0	0
Total 971102 Office Furniture and Equipment	64	1,390	2,325	1,000	1,000	1,000	1,000
971104 Office Services Equipment							
Equipment Reserve	40,498	105,324	117,326	48,325	0	0	97,000
Total 971104 Office Services Equipment	40,498	105,324	117,326	48,325	0	0	97,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Property Taxes	46	1,000	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve	18	390	1,325	0	0	0	0
Equipment Reserve	40,498	105,324	117,326	48,325	0	0	97,000
Total Central Office	40,562	106,714	119,651	49,325	1,000	1,000	98,000
Information Technology							
972101 Office Furniture and Equipment							
Property Taxes	752	2,500	2,500	2,500	2,500	2,500	2,500
Future Capital Reserve	0	0	1,740	0	0	0	0
Total 972101 Office Furniture and Equipment	752	2,500	4,240	2,500	2,500	2,500	2,500
972102 IT Equipment Replacement							
Equipment Reserve	699,222	987,351	1,040,935	508,870	615,361	320,133	724,983
Total 972102 IT Equipment Replacement	699,222	987,351	1,040,935	508,870	615,361	320,133	724,983
972104 New IT Equipment							
Property Taxes	0	10,788	12,088	32,088	12,088	12,088	12,088
Future Capital Reserve	0	32,088	42,876	0	0	0	0
Total 972104 New IT Equipment	0	42,876	54,964	32,088	12,088	12,088	12,088
972107 Class 7.X Upgrade							
Future Capital Reserve	0	12,300	12,300	0	0	0	0
Total 972107 Class 7.X Upgrade	0	12,300	12,300	0	0	0	0
972114 Software							
Property Taxes	960	960	960	960	960	960	960
Future Capital Reserve	8,646	8,723	0	0	0	0	0
Equipment Reserve	11,371	11,371	6,600	6,600	6,600	6,600	6,600
Total 972114 Software	20,977	21,054	7,560	7,560	7,560	7,560	7,560
972121 Records and Documents Management							
Future Capital Reserve	2,729	74,350	71,620	0	0	0	0
Total 972121 Records and Documents Management	2,729	74,350	71,620	0	0	0	0
972124 Tempest-Tax Intellisearch							
Property Taxes	7,570	8,070	0	0	0	0	0
Future Capital Reserve	437	0	0	0	0	0	0
Total 972124 Tempest-Tax Intellisearch	8,007	8,070	0	0	0	0	0
972126 Infrastructure Management System							
Future Capital Reserve	4,021	120,839	116,817	0	0	0	0
Tax Sale Reserve	17,738	532,591	514,851	0	0	0	0
Total 972126 Infrastructure Management System	21,759	653,430	631,668	0	0	0	0
972128 Financial Systems							
Future Capital Reserve	26,078	36,100	10,021	0	0	0	0
Tax Sale Reserve	181,385	251,016	69,628	0	0	0	0
Total 972128 Financial Systems	207,463	287,116	79,649	0	0	0	0
972129 Fibre Utility							
Future Capital Reserve	11,622	62,000	50,378	0	0	0	0
Contractors and Others	0	0	49,652	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Solid Waste Reserve	4,981	25,500	20,519	0	0	0	0
Total 972129 Fibre Utility	16,603	87,500	120,549	0	0	0	0
972139 Records Centre Shelving							
Property Taxes	0	0	0	50,000	0	0	0
Future Capital Reserve	4,389	50,000	45,610	0	0	0	0
Total 972139 Records Centre Shelving	4,389	50,000	45,610	50,000	0	0	0
972602 Digital Orthophoto							
Property Taxes	42,803	83,750	0	33,333	33,333	33,333	33,333
Water Levies	7,986	15,625	0	0	0	0	0
Sewer Levies	7,986	15,625	0	0	0	0	0
Future Capital Reserve	0	0	56,225	0	0	0	0
Contractors and Others	0	10,000	10,000	0	0	0	0
Total 972602 Digital Orthophoto	58,775	125,000	66,225	33,333	33,333	33,333	33,333
Property Taxes	52,085	106,068	15,548	118,881	48,881	48,881	48,881
Water Levies	7,986	15,625	0	0	0	0	0
Sewer Levies	7,986	15,625	0	0	0	0	0
Future Capital Reserve	57,922	396,400	407,587	0	0	0	0
Equipment Reserve	710,593	998,722	1,047,535	515,470	621,961	326,733	731,583
Tax Sale Reserve	199,123	783,607	584,479	0	0	0	0
Contractors and Others	0	10,000	59,652	0	0	0	0
Solid Waste Reserve	4,981	25,500	20,519	0	0	0	0
Total Information Technology	1,040,676	2,351,547	2,135,320	634,351	670,842	375,614	780,464
Vehicles & Equipment							
974100 Equipment Replacement							
Equipment Reserve	3,949,646	6,499,090	3,686,090	1,521,800	2,000,000	2,000,000	0
Total 974100 Equipment Replacement	3,949,646	6,499,090	3,686,090	1,521,800	2,000,000	2,000,000	0
974155 Add - Access/Modifications							
Equipment Reserve	62,575	63,000	80,000	60,000	60,000	60,000	60,000
Total 974155 Add - Access/Modifications	62,575	63,000	80,000	60,000	60,000	60,000	60,000
974199 Tools + Equipment - Specialty Equipment							
Property Taxes	5,510	9,500	9,500	9,500	9,500	9,500	9,500
Future Capital Reserve	2,233	3,850	0	0	0	0	0
Total 974199 Tools + Equipment - Specialty Equipment	7,743	13,350	9,500	9,500	9,500	9,500	9,500
974200 Specialty Equipment Replacement							
Equipment Reserve	878,362	1,978,900	1,337,545	485,900	1,000,000	1,000,000	0
Total 974200 Specialty Equipment Replacement	878,362	1,978,900	1,337,545	485,900	1,000,000	1,000,000	0
974252 Floor Scrubber Replacement							
Property Taxes	9,517	18,500	0	0	0	0	0
Gaming Reserve	58,000	58,000	0	0	0	0	0
Total 974252 Floor Scrubber Replacement	67,517	76,500	0	0	0	0	0
974258 Purchase New Mower/ATV							
Gaming Reserve	24,068	40,000	0	0	0	0	0
Total 974258 Purchase New Mower/ATV	24,068	40,000	0	0	0	0	0

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
974280 Purchase New Shop Equipment							
Property Taxes	14,288	15,000	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	5,600	5,880	0	0	0	0	0
Total 974280 Purchase New Shop Equipment	19,888	20,880	15,000	15,000	15,000	15,000	15,000
974283 Turf Equipment Hoist							
Gaming Reserve	19,068	19,182	0	0	0	0	0
Total 974283 Turf Equipment Hoist	19,068	19,182	0	0	0	0	0
974325 Fleet GPS System							
Other Capital Reserves	178,469	188,352	9,883	0	0	0	0
Total 974325 Fleet GPS System	178,469	188,352	9,883	0	0	0	0
974350 Idling Technology Pilot							
Other Capital Reserves	0	0	9,138	0	0	0	0
Total 974350 Idling Technology Pilot	0	0	9,138	0	0	0	0
Property Taxes	29,315	43,000	24,500	24,500	24,500	24,500	24,500
Future Capital Reserve	7,833	9,730	0	0	0	0	0
Gaming Reserve	101,136	117,182	0	0	0	0	0
Equipment Reserve	4,890,583	8,540,990	5,103,635	2,067,700	3,060,000	3,060,000	60,000
Other Capital Reserves	178,469	188,352	19,021	0	0	0	0
Total Vehicles and Equipment	5,207,336	8,899,254	5,147,156	2,092,200	3,084,500	3,084,500	84,500
HVAC							
975202 Admin Building HVAC System Replacement							
Property Taxes	63,865	65,000	85,000	85,000	85,000	85,000	85,000
Total 975202 Admin Building HVAC System Replacement	63,865	65,000	85,000	85,000	85,000	85,000	85,000
975213 Air Quality Improvements							
Property Taxes	8,935	10,000	10,000	10,000	10,000	10,000	10,000
Total 975213 Air Quality Improvements	8,935	10,000	10,000	10,000	10,000	10,000	10,000
975218 Control System Upgrades							
Property Taxes	22,438	25,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	0	0	2,500	0	0	0	0
Total 975218 Control System Upgrades	22,438	25,000	27,500	25,000	25,000	25,000	25,000
975230 Boiler/Hot Water Tank Replacement							
Property Taxes	33,647	35,000	35,000	35,000	35,000	35,000	35,000
Future Capital Reserve	0	0	1,350	0	0	0	0
Total 975230 Boiler/Hot Water Tank Replacement	33,647	35,000	36,350	35,000	35,000	35,000	35,000
975342 Unit Heater Replacement							
Property Taxes	13,807	15,000	15,000	15,000	15,000	15,000	15,000
Total 975342 Unit Heater Replacement	13,807	15,000	15,000	15,000	15,000	15,000	15,000
975399 Tools & Equipment - HVAC							
Property Taxes	2,795	3,050	3,050	3,050	3,050	3,050	3,050
Total 975399 Tools & Equipment - HVAC	2,795	3,050	3,050	3,050	3,050	3,050	3,050

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
975612 Fire Hall Exhaust System Upgrade							
Property Taxes	6,635	15,000	15,000	15,000	15,000	15,000	15,000
Total 975612 Fire Hall Exhaust System Upgrade	6,635	15,000	15,000	15,000	15,000	15,000	15,000
Property Taxes	152,123	168,050	188,050	188,050	188,050	188,050	188,050
Future Capital Reserve	0	0	3,850	0	0	0	0
Total HVAC	152,123	168,050	191,900	188,050	188,050	188,050	188,050
Active Transportation							
976102 Active Transportation-General							
Property Taxes	0	0	50,000	50,000	50,000	50,000	50,000
Community Works Fund	517,980	1,135,142	1,524,744	896,050	896,050	896,050	896,050
DCC Roads	68,632	150,459	173,030	103,950	103,950	103,950	103,950
Contractors and Others	20,300						
Grants	3,028	0	0	0	0	0	0
Total 976102 Active Transportation-General	609,940	1,285,601	1,747,774	1,050,000	1,050,000	1,050,000	1,050,000
976103 Active Transportation-Major Projects							
Community Works Fund	98,089	1,249,620	1,488,029	450,500	450,500	450,500	450,500
DCC Roads	0	0	163,502	49,500	49,500	49,500	49,500
Total 976103 Active Transportation-Major Projects	98,089	1,249,620	1,651,531	500,000	500,000	500,000	500,000
976104 Jimeva Park Pedestrian Overpass							
Property Taxes	0	0	0	0	110,000	330,000	3,307,700
Land Sales	0	0	0	0	0	0	786,000
DCC Roads	0	0	0	0	90,000	270,000	2,706,300
Total 976104 Jimeva Park Pedestrian Overpass	0	0	0	0	200,000	600,000	6,800,000
976117 Todd Road Pedestrian Upgrade							
Community Works Fund	1,073	0	0	702,750	1,030,700	0	0
DCC Roads	142	0	0	47,250	69,300	0	0
Total 976117 Todd Road Pedestrian Upgrade	1,215	0	0	750,000	1,100,000	0	0
976175 Car Bike Ports X 2							
Other Capital Reserves	0	0	16,968	0	0	0	0
Total 976175 Car Bike Ports X 2	0	0	16,968	0	0	0	0
Property Taxes	0	0	50,000	50,000	160,000	380,000	3,357,700
Community Works Fund	617,142	2,384,762	3,012,773	2,049,300	2,377,250	1,346,550	1,346,550
Land Sales	0	0	0	0	0	0	786,000
DCC Roads	68,774	150,459	336,532	200,700	312,750	423,450	2,859,750
Grants	3,028	0	0	0	0	0	0
Contractors and Others	20,300	0	0	0	0	0	0
Other Capital Reserves	0	0	16,968	0	0	0	0
Total Active Transportation	709,244	2,535,221	3,416,273	2,300,000	2,850,000	2,150,000	8,350,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Engineering Services							
976601 Traffic Counters/Loops							
Property Taxes	3,570	15,000	15,000	5,000	5,000	15,000	30,000
Future Capital Reserve	6,055	25,440	30,815	0	0	0	0
Total 976601 Traffic Counters/Loops	9,625	40,440	45,815	5,000	5,000	15,000	30,000
976602 Oversized Street Sign Replacement							
Property Taxes	256	20,000	13,414	0	0	40,000	40,000
Future Capital Reserve	84	6,586	26,245	0	0	0	0
Grants	23,069	0	0	0	0	0	0
Total 976602 Oversized Street Sign Replacement	23,409	26,586	39,659	0	0	40,000	40,000
976604 Railroad Crossings-Transport Canada Upgrades							
Property Taxes	0	0	45,000	45,000	5,000	45,000	85,000
Total 976604 Railroad Crossings-Transport Canada Upgrades	0	0	45,000	45,000	5,000	45,000	85,000
976606 Railroad Crossings- Farm Roads							
Property Taxes	50	45,000	0	0	0	0	0
Future Capital Reserve	0	0	44,950	0	0	0	0
Total 976606 Railroad Crossings- Farm Roads	50	45,000	44,950	0	0	0	0
976607 Audible Pedestrian Signal							
Property Taxes	9,468	10,000	150,000	175,000	0	0	0
Future Capital Reserve	4,733	5,000	0	0	0	0	0
Contractors and Others	13,000	0	0	0	0	0	0
Total 976607 Audible Pedestrian Signal	27,201	15,000	150,000	175,000	0	0	0
976608 Railroad Crossings 3rd Ave/ Mission Flats Road							
Property Taxes	2,551	25,000	0	0	0	0	0
Future Capital Reserve	0	0	22,449	0	0	0	0
Gaming Reserve	1,693	16,594	14,900	0	0	0	0
Total 976608 Railroad Crossings 3rd Ave/ Mission Flats Road	4,244	41,594	37,349	0	0	0	0
976609 Special Crosswalk Improvements							
Future Capital Reserve	225	12,570	0	0	0	0	0
Gaming Reserve	2,246	119,457	6,000	0	0	0	0
Contractors and Others	0	10,000	0	0	0	0	0
Total 976609 Special Crosswalk Improvements	2,471	142,027	6,000	0	0	0	0
976610 ***Tranquille Road Corridor							
Community Works Fund	0	0	2,500,000	0	0	0	0
Total 976610 ***Tranquille Road Corridor	0	0	2,500,000	0	0	0	0
976611 Intersection Capacity Improvements							
Property Taxes	6,932	92,625	0	69,000	47,000	44,000	50,000
Future Capital Reserve	1,740	23,257	24,741	0	0	0	0
DCC Roads	18,010	240,678	222,667	621,000	423,000	396,000	450,000
Total 976611 Intersection Capacity Improvements	26,682	356,560	247,408	690,000	470,000	440,000	500,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
976613 Transportation Safety Program							
Property Taxes	104,965	132,450	153,170	94,605	354,093	247,775	171,190
Community Works Fund	16,556	20,885	4,328	0	0	0	0
Future Capital Reserve	0	0	27,483	0	0	0	0
DCC Roads	16,102	20,317	21,044	10,395	38,907	27,225	18,810
Grants	48,400	100,000	120,000	55,000	207,000	145,000	100,000
Total 976613 Transportation Safety Program	186,023	273,652	326,025	160,000	600,000	420,000	290,000
976615 Traffic Signal-11th/Columbia							
Community Works Fund	1,768	38,780	0	0	0	0	0
Total 976615 Traffic Signal-11th/Columbia	1,768	38,780	0	0	0	0	0
976621 Transportation Master Plan							
Future Capital Reserve	22,331	43,014	20,683	0	0	0	0
DCC Roads	50,765	97,785	47,019	0	0	0	0
Contractors and Others	100,000	115,499	0	0	0	0	0
Total 976621 Transportation Master Plan	173,096	256,298	67,702	0	0	0	0
976667 Tranquille/Cambridge Pedestrian Upgrade							
Community Works Fund	0	0	180,000	0	0	0	0
Total 976667 Tranquille/Cambridge Pedestrian Upgrade	0	0	180,000	0	0	0	0
Property Taxes	127,792	340,075	376,584	388,605	411,093	391,775	376,190
Community Works Fund	18,324	59,665	2,684,328	0	0	0	0
Future Capital Reserve	35,168	115,867	197,366	0	0	0	0
Gaming Reserve	3,939	136,051	20,900	0	0	0	0
DCC Roads	84,877	358,780	290,730	631,395	461,907	423,225	468,810
Grants	71,469	100,000	120,000	55,000	207,000	145,000	100,000
Contractors and Others	113,000	125,499	0	0	0	0	0
Total Engineering Services	454,569	1,235,937	3,689,908	1,075,000	1,080,000	960,000	945,000
Carpentry							
978101 Guard Rails							
Property Taxes	15,591	25,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	0	0	9,400	0	0	0	0
Total 978101 Guard Rails	15,591	25,000	59,400	50,000	50,000	50,000	50,000
978103 Wheelchair Ramps							
Property Taxes	20,431	20,500	20,000	20,000	20,000	20,000	20,000
Total 978103 Wheelchair Ramps	20,431	20,500	20,000	20,000	20,000	20,000	20,000
978105 Retaining Wall Replacement							
Property Taxes	86,936	100,000	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve	28,717	33,030	17,370	0	0	0	0
Total 978105 Retaining Wall Replacement	115,653	133,030	117,370	100,000	100,000	100,000	100,000
978107 Keys/Locks							
Property Taxes	47,234	47,300	47,000	47,000	47,000	47,000	47,000
Future Capital Reserve	2,350	2,350	0	0	0	0	0
Total 978107 Keys/Locks	49,584	49,650	47,000	47,000	47,000	47,000	47,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
978109 Seymour Parkade							
Future Capital Reserve	8,781	41,040	32,250	0	0	0	0
Parking Reserve	12,588	58,833	146,240	0	100,000	0	100,000
Total 978109 Seymour Parkade	21,369	99,873	178,490	0	100,000	0	100,000
978111 Lansdowne Parkade							
Future Capital Reserve	27,799	54,290	26,490	0	0	0	0
Parking Reserve	79,245	154,752	75,500	90,000	0	90,000	0
Total 978111 Lansdowne Parkade	107,044	209,042	101,990	90,000	0	90,000	0
978199 Tools & Equipment - Carpentry							
Property Taxes	13,217	13,300	14,100	14,100	14,100	14,100	14,100
Total 978199 Tools & Equipment - Carpentry	13,217	13,300	14,100	14,100	14,100	14,100	14,100
Property Taxes	183,410	206,100	231,100	231,100	231,100	231,100	231,100
Future Capital Reserve	67,647	130,710	85,510	0	0	0	0
Parking Reserve	91,833	213,585	221,740	90,000	100,000	90,000	100,000
Total Carpentry	342,890	550,395	538,350	321,100	331,100	321,100	331,100
Electrical							
979103 Electrical Safety Improvements							
Property Taxes	18,833	32,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	30,689	81,480	63,950	0	0	0	0
Total 979103 Electrical Safety Improvements	49,522	113,480	113,950	50,000	50,000	50,000	50,000
979104 Emergency Generator							
Tax Sale Reserve	11,700	350,000	338,299	0	0	0	0
Total 979104 Emergency Generator	11,700	350,000	338,299	0	0	0	0
979115 Traffic Signal Upgrades							
Property Taxes	0	0	0	200,000	226,300	0	0
Future Capital Reserve	0	0	200,000	0	0	0	0
Total 979115 Traffic Signal Upgrades	0	0	200,000	200,000	226,300	0	0
979117 Street Lighting Rehabilitation							
Property Taxes	125,779	126,000	125,000	125,000	125,000	125,000	125,000
Future Capital Reserve	61,570	61,570	0	0	0	0	0
Total 979117 Street Lighting Rehabilitation	187,349	187,570	125,000	125,000	125,000	125,000	125,000
979119 Traffic Signal/Pole Rehabilitation							
Property Taxes	242,505	243,000	215,000	215,000	215,000	215,000	215,000
Future Capital Reserve	38,140	38,140	0	0	0	0	0
Contractors and Others	2,500	30,000	30,000	30,000	30,000	30,000	30,000
Total 979119 Traffic Signal/Pole Rehabilitation	283,145	311,140	245,000	245,000	245,000	245,000	245,000
979123 Signal Pre-Emption							
Property Taxes	21,900	30,000	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	14,316	19,610	13,390	0	0	0	0
Total 979123 Signal Pre-Emption	36,216	49,610	43,390	30,000	30,000	30,000	30,000

	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
979127 LED Installation							
Property Taxes	9,939	10,000	10,000	10,000	10,000	10,000	10,000
Total 979127 LED Installation	9,939	10,000	10,000	10,000	10,000	10,000	10,000
979129 Pre-Signalization							
Property Taxes	20,550	25,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	33,288	40,490	11,650	0	0	0	0
Total 979129 Pre-Signalization	53,838	65,490	36,650	25,000	25,000	25,000	25,000
979199 Tools & Equipment - Electrical							
Property Taxes	7,797	8,400	9,400	9,400	9,400	9,400	9,400
Total 979199 Tools & Equipment - Electrical	7,797	8,400	9,400	9,400	9,400	9,400	9,400
Property Taxes	447,303	474,400	464,400	664,400	690,700	464,400	464,400
Future Capital Reserve	178,003	241,290	288,990	0	0	0	0
Tax Sale Reserve	11,700	350,000	338,299	0	0	0	0
Contractors and Others	2,500	30,000	30,000	30,000	30,000	30,000	30,000
Total Electrical	639,506	1,095,690	1,121,689	694,400	720,700	494,400	494,400
Corporate & Community Services Administration							
988101 Office Furniture and Equipment							
Property Taxes	6,000	6,000	20,000	20,000	20,000	20,000	0
Future Capital Reserve	14,294	14,760	0	0	0	0	0
Total 988101 Office Furniture and Equipment	20,294	20,760	20,000	20,000	20,000	20,000	0
Property Taxes	6,000	6,000	20,000	20,000	20,000	20,000	0
Future Capital Reserve	14,294	14,760	0	0	0	0	0
Total Corporate & Community Services Administration	20,294	20,760	20,000	20,000	20,000	20,000	0
Property Taxes	8,050,358	10,648,938	9,893,557	12,185,826	10,980,288	12,602,390	14,037,241
Water Levies	7,986	15,625	0	0	0	0	0
Sewer Levies	7,986	15,625	0	0	0	0	0
Community Works Fund	3,201,952	6,150,776	7,865,262	4,659,300	3,207,250	1,346,550	1,346,550
Field User Fees	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	2,247,764	4,231,070	5,051,260	35,000	35,000	35,000	35,000
Other Capital Reserves	1,340,810	1,595,647	1,504,037	29,864	99,709	893,041	0
Gaming Reserve	1,867,229	4,789,316	5,241,384	2,020,055	4,422,330	713,555	947,330
Working Capital	13,684	21,684	8,000	0	0	0	0
Equipment Reserve	5,762,160	10,095,670	6,823,626	3,656,495	3,966,961	3,561,733	888,583
Land Sales	105,346	467,500	390,240	69,500	69,500	69,500	855,500
Local Improvement	0	75,000	75,000	75,000	75,000	75,000	75,000
Parking Reserve	126,223	1,767,411	1,796,175	145,000	170,000	115,000	115,000
Tax Sale Reserve	210,823	1,133,607	1,847,778	0	200,000	0	0
DCC Drainage	99,204	184,475	206,621	187,230	293,700	207,350	855,800
DCC Parks	368,937	476,798	930,062	76,725	244,047	1,367,170	103,950
DCC Roads	936,182	3,935,149	3,230,999	951,345	848,907	920,925	3,402,810
Grants	280,352	327,855	780,025	62,500	209,750	145,000	100,000
Contractors and Others	1,707,576	2,978,899	1,613,324	30,000	30,000	30,000	30,000
Five Year Borrowing	19,725	49,919	30,193	0	0	0	0
Solid Waste Reserve	455,766	4,041,765	3,585,290	2,000,000	1,700,000	700,000	500,000
Parkland	566,685	560,000	0	0	0	0	0
Debt	7,455,485	11,346,910	3,882,058	0	0	0	1,600,000



	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Total General Fund	34,862,233	64,939,639	54,784,891	26,213,840	26,582,442	22,812,214	24,922,764

FMW report	(34,862,234)	(64,939,639)	(54,784,891)	(26,213,840)	(26,582,442)	(22,812,214)	(24,922,764)
variance	(2)	0	0	0	0	0	0

Total Water Fund	4,336,233	15,172,236	13,764,916	4,769,856	6,145,000	4,230,500	3,302,000
Total Sewer Fund	6,056,105	12,569,763	9,554,890	3,419,000	2,050,000	11,915,000	1,569,000
Total General Fund	34,862,233	64,939,639	54,784,891	26,213,840	26,582,442	22,812,214	24,922,764
Grand Total - All Funds	45,254,571	92,681,638	78,104,697	34,402,696	34,777,442	38,957,714	29,793,764

Service Level Descriptions

1102 Water Treatment Plant

01 Station Inspection - Treatment Plant - Inspect all operating equipment and instruments to ensure proper operation.

Four times daily - One hour per inspection (every six hours).

02 Membrane Repair - Daily testing detects potential breaches in membrane fibres. Automated detection process monitors the condition of the membrane filtration barrier. If a breach is detected, a manual test is done to determine the location. Staff initiate repairs as scheduling allows.

As required.

03 Chemical Feed Repair - Repair chemical feed equipment on a reactive maintenance basis at the Kamloops Centre for Water Quality to maintain water quality and to prevent downtime of plant operation.

Reactive maintenance with a two-hour maximum response time.

04 Building and Site Maintenance - Maintain a professional appearance to the building by completing all cleaning functions and minor site maintenance.

Cleaning completed on a daily basis. Minor maintenance completed as required.

05 Pump and Equipment PM - Service, examine, and check pumps and equipment on a regular basis to minimize reactive maintenance.

Equipment checked daily. Equipment PMs done as scheduled.

06 Pump and Equipment Mechanical Repair - Repair all mechanical equipment on a reactive maintenance basis at the Kamloops Centre for Water Quality to prevent downtime of plant operation.

Reactive maintenance with a two-hour maximum response time.

07 Process Monitoring - Monitor all equipment and instruments to ensure proper operation to ensure water quality meets regulatory standards at all times.

Continuous 24/7 monitoring.

08 Centrifuge Repair - Repair all centrifuge-related equipment on a reactive maintenance basis at the Kamloops Centre for Water Quality to prevent downtime of plant operation.

Reactive maintenance within seven business days.

1102 Water Treatment Plant (cont.)

09 Centrifuge Operation - The centrifuge operation is critical to the process of residuals management and the disposal of sediment at the water treatment facility.

Operated a minimum of every four days.

10 Water Tests - Daily testing of water at the treatment facility to ensure adherence to all Provincial and Federal drinking water regulatory standards.

Daily.

11 Coagulation/Flocculation System Repair - Repair equipment associated with the coagulant flocculation process at the Kamloops Centre for Water Quality.

Reactive maintenance with a two-hour maximum response time.

12 Sodium Hypo Repair - Repair chemical feed equipment on a reactive maintenance basis at the Kamloops Centre for Water Quality.

Reactive maintenance with a one-hour maximum response time.

13 Sodium Hypo PM - To keep on-site sodium hypochlorite system up to manufacturers' specifications and reduce reactive maintenance.

Check all mechanical and electrical equipment as per manufacturers' specifications with visual inspections by operating staff on a daily basis.

20 Instrumentation Repair - Repair instrumentation equipment on a reactive maintenance basis at the Kamloops Centre for Water Quality.

Reactive maintenance with a one-hour maximum response time for critical monitoring equipment.

21 Instrumentation Calibration/Preventive Maintenance - To keep all onsite instruments calibrated and up to manufacturers' specifications to reduce reactive maintenance

Check all instrumentation equipment with visual inspections by operating staff on a daily basis.

22 Backflow and Cross connection - Inspect all on-site backflow and cross connection assemblies.

Daily inspection and annual testing.

1102 Water Treatment Plant (cont.)

26 DAF Operation - The DAF (dissolved air flotation) unit is critical to the process of residuals management and disposal at the water treatment facility.

Inspected every six hours. Operates 24/7.

27 DAF Repair - Repair all DAF-related equipment on a reactive maintenance basis at the Kamloops Centre for Water Quality.

Reactive maintenance with a 12-hour maximum response time.

40 Water Records - Daily data input for plant inspection, laboratory work, and operation reports to ensure accurate record keeping of plant variables and operation

Hourly - logged continuously.

77 Chemicals - Working with plant chemicals (receiving, feed and transfer equipment, dosing, and cleaning) to ensure steady plant operation.

Daily - numerous processes.

98 Training - Training required on a continuous basis to maintain regulatory compliance (operator certification).

As per levels required to maintain operator certification.

1103 Water Distribution

45 Curb Stop Replacement - Repair and/or replace curb stop.

Repair or replace units in order to ensure water availability to customers. Reactive maintenance response time as scheduling allows.

46 Service/Valve Box Repair/Replace - Repair and/or replace water service and main line valve boxes.

Repair or replace units in order to ensure accessibility to underground valves when needed. Reactive maintenance response time as scheduling allows.

47 Water Service Repairs - Repair/replace leaking or damaged commercial, residential, or irrigation water services.

Repair or replace in order to ensure valves and/or service function as required. Reactive maintenance initiated with a one-hour response time.

1103 Water Distribution (cont.)

48 Water Main Repairs - Repair/replace leaking or damaged water mains.

Repair or replace water mains in order to ensure they function as required. Reactive maintenance initiated within a one-hour response time from notification.

49 Water Main Flushing - Flush water distribution mains to remove sediment and maintain water quality.

Flush mains to achieve water quality requirements as per Interior Health Operating Permit. Preventative and reactive maintenance response time within one business day.

50 Valve Maintenance/Repairs - Repair or replace mainline valves.

Repair or replace units in order to ensure accessibility to underground valves when needed. Reactive maintenance response time as scheduling allows.

51 Test Holes and Investigations - Excavate test holes as required.

To determine or confirm information about soil strata, water pipe sizing, locations of City-owned or foreign utilities so they can be reflected in design or identified. Reactive maintenance response time as scheduling allows.

53 Customer Service Requests - Reply to complaints or inquiries regarding the water distribution system.

Reply time is to acknowledge within two business days.

54 Leak Detection - To perform field tests to find possible water leaks.

Respond to potential leaks in the water system initiated within two hours.

55 Water Infrastructure Locating - Locating City-owned utilities for contractors or other utility companies.

Response time is within three business days.

56 Valve/Service Box Locate - Locate mainline or service valve boxes to ensure that access to water services and mainline valves is possible in the event that a problem arises.

Response time is within three business days.

57 Hydrant Repair - Repair or replacement of existing fire hydrants to ensure that fire hydrants are operational and in good condition to ensure fire protection is maintained.

As required through annual inspections. Response time as scheduling allows.

1103 Water Distribution (cont.)

58 Standpipe Repair - Repair or replacement of existing standpipes to ensure that standpipes are operational, in good condition and that they are operational when required.

Reactive maintenance when failure occurs. Repairs to be completed as scheduling permits.

67 Service Repairs/OT - Repair/replace leaking or damaged commercial/residential/irrigation water services after hours to maintain water quality and infrastructure integrity.

Reactive maintenance - initial response within one hour.

68 Water Main Repairs/OT - Repair/replace leaking or damaged water mains after hours to maintain water quality and infrastructure integrity.

Reactive maintenance - initial response within one hour.

80 Road Base Repair - To repair road base failures related to installation of water utilities to ensure that the integrity of the roads are maintained above buried water utilities.

Reactive maintenance - response time as scheduling allows.

90 Plant Maintenance - To address any issues surrounding any of the pumping facilities.

To maintain access to the pumping facilities through grading or snow removal for operation and integrity of the pumping facilities. Reactive maintenance response time as scheduling allows.

98 Training - Staff attend various training courses/seminars throughout the year to ensure they have the training or education needed to keep the water distribution system operating and to be able to perform their jobs in a safe manner.

As per operational and regulatory requirements.

1104 Water Pump Stations

01 Inspections - Regular station checks to inspect equipment and building integrity to ensure water availability.

All stations inspected a minimum of once per week.

02 Reservoir Inspections - Inspect reservoir condition for damage, leakage, and other hazards to ensure water availability.

Inspect each reservoir annually.

1104 Water Pump Stations (cont.)

03 Reservoir Cleaning - Remove silt from reservoirs to improve water quality and recover lost reservoir capacity on a rotational basis.

Clean all reservoirs as required based on findings of inspections.

04 Building and Site Maintenance - Maintain buildings and grounds at reservoirs and pump stations to minimize building deterioration and maintain site appearance.

Provide repairs as required based on station inspection results.

05 Preventative Maintenance - To service and examine pump station equipment on a regular basis to minimize reactive maintenance, meet manufacturers' requirements, and keep units in a safe operating condition.

Check and perform minor servicing on all mechanical equipment as scheduled.

06 Pump and Equipment Repair - To repair water pumping station equipment on a demand basis.

Reactive maintenance response time is within two hours of discovery.

08 Standby Equipment Maintenance and Operation - Service, check, and exercise emergency standby power generators.

Units operated and serviced twice per year.

09 Alarms - Respond to alarms from centres signalling possible problems to identify possible problems before there is a loss of function.

Response time is within two hours of notification.

10 Water Quality Monitoring - To conduct water tests to ensure the City's treated water is within Interior Health regulations and to optimize the economical use of chemicals.

- 1. Daily sampling and testing of chlorine, pH, and turbidity.*
- 2. Weekly bacteriological sampling and testing.*
- 3. Additional tests as needed.*

21 Turn On/Off - Turn water services on and off at property line.

Reactive maintenance response time is within two hours of notification.

1104 Water Pump Stations (cont.)

22 Back Flow/Cross connection - Inspect for possible back flow or cross-connection conditions/maintain City-owned equipment to reduce the chance of a back flow or cross connection allowing undesirable products into the potable water system.

All back flow/cross-connection devices must be inspected and certified annually.

23 PRV Maintenance - To service and examine pressure reducing valve stations to ensure a steady water supply at proper pressure.

Check all PRVs annually as a minimum.

25 Cathodic Protection Maintenance - Read and monitor all cathodic protection sites and repair any problems and ensure the system is in operating condition.

Preventative maintenance - sites are checked annually.

26 Standpipe Maintenance and Repairs - Repair and service standpipes.

Reactive maintenance when failure occurs. Repairs to be completed as scheduling allows.

27 Hydrant - CAU (Check After Use) - Service hydrants following use to ensure proper operation

Reactive maintenance response time based on problem reported.

28 Hydrant Maintenance and Repairs - Regular service check of hydrants to ensure all moving and wear parts are in good condition.

Each hydrant in the City of Kamloops system is inspected annually, excluding privately-owned hydrants.

29 Meter Reading - Read water meters to obtain information for water utility billing.

All metered-rate customer meters are read quarterly.

30 Install/Repair/Replace Residential Water Meters (new, worn out, or inaccurate water meters).

Service provided as new meters are installed, plus call backs for repairs or replacements

31 Repair Commercial Meters - Repair and service commercial water meters.

Service provided as new commercial meters are installed, plus call backs for repairs.

1104 Water Pump Stations (cont.)

33 Station Weed Control - Cut and remove weeds from around the City's water infrastructure to ensure access and visibility

Reactive maintenance - response time as scheduling allows.

34 Hydrant Painting - Paint fire hydrants as needed to ensure easy visual identification for emergency staff.

Preventative maintenance - response time as scheduling allows.

40 Water Records - To develop and maintain a Computerized Maintenance Management System (CMMS) to ensure the proper maintenance of water utility equipment under the Utility Services Division's control and to maintain records on the system operations.

Not applicable.

41 Service Requests - Respond to complaints or inquiries regarding the water distribution system.

As requested. Response time is to acknowledge within two business days.

51 Inspections - Regular station checks for the Noble Creek system to inspect the equipment and building integrity to ensure water availability.

All stations inspected daily.

53 Turn On/Off - Turn irrigation water services on and off at property line in the Noble Creek area.

Response time as scheduling allows.

54 Building and Site Maintenance - Maintain buildings and grounds at reservoir and booster stations in the Noble Creek system to minimize building deterioration and maintain site appearance.

Provide repairs as required based on station inspection results.

55 Service Requests - Respond to complaints or inquiries regarding the water distribution and irrigation system in Noble Creek.

As requested. Response time is to acknowledge within five business days.

57 Standpipe Maintenance and Repairs - Repair and service standpipes in the Noble Creek system.

Service all standpipes as required.

1104 Water Pump Stations (cont.)

59 Alarms - Respond to alarms from centres signalling possible problems in the Noble Creek system.

Response time is within two hours of notification.

98 Training - Staff attend various training courses/seminars throughout the year to ensure they have the training or education needed to keep the water distribution system operating in a safe manner

As per operational and regulatory requirements.

1202 Wastewater Treatment

20 Plant Inspection - Regular station checks at the Kamloops Sewage Treatment Centre.

Inspections as per seasonal schedule.

21 Power and Chemicals - Power supply and chemicals needed for wastewater treatment. Power, chlorine, alum, and other chemicals.

Provide adequate power and chemicals for wastewater treatment process.

22 Wastewater Quality Monitoring - To test wastewater quality to ensure economical use of chemicals and to ensure adherence to permits.

Daily.

23 Building and Site Maintenance - To keep building and sites in good operating condition. Complete weed control as required.

Cleaning completed on a daily basis. Minor maintenance completed as required.

24 Preventative Maintenance - To service and examine wastewater treatment equipment on a regular basis to minimize reactive maintenance, meet manufacturers' requirements, and keep units in a safe operating condition.

Preventative maintenance, daily inspections, and PMs completed as scheduled.

25 Pump and Equipment Repair - Repair equipment on a reactive maintenance basis at the Kamloops Sewage Treatment Centre.

Reactive maintenance - response time three hours, maximum.

26 Alarms - Respond to alarms from centres signalling possible problems.

Response time is within two hours of notification.

1203 Sanitary Collection

04 Service Blockage Removal - Remove obstruction(s) from sanitary sewer services.

Initial response time is within two hours of notification.

05 Service Repair - Excavate and repair broken, misaligned, and poor grade sanitary services and install cleanout if necessary.

Reactive maintenance response time as scheduling allows.

06 Grease Trap/Interceptor Inspections - Inspect grease interceptors in commercial establishments to ensure they are working properly.

Inspect entire inventory annually.

07 Main Blockage Removal - Use power flusher or power rodder to break through or remove obstructions in sanitary sewer mains.

Initial response time is within two hours of notification.

08 Main Repair - Excavation and repair of broken, misaligned, or poor grade sanitary sewer main.

Reactive maintenance response time impacted by severity of repair.

09 Main Flushing - High pressure cleaning of sanitary sewer mains.

Annually flush known minimal grade mains and mains where there have been historical problems.

10 Main Rodding - Mechanical cleaning of sanitary mains with root intrusion problems to reduce opportunity for root blockage.

Rod inventory of known mains with root problems once per annum.

11 Video Inspections - Camera inspection of sanitary sewer mains and services. Video inspection of historical problem sewer mains and operating mains previous to proposed road overlays and reconstructions to determine if repairs are required.

Inspect mains as required.

12 Access Chambers Repair - Make repairs to broken access chambers or raise/lower tops to grade.

Reactive maintenance - response time as scheduling allows.

1203 Sanitary Collection (cont.)

13 Test Holes and Investigations - Excavate test holes as required to determine soil strata, existing underground utilities, pipe quality, and sizing.

Response time as scheduling allows.

15 Customer Service Requests - Reply to complaints or inquiries regarding the sanitary collection system.

As requested. Reply time is to acknowledge within two business days.

16 Sanitary Infrastructure Locating - Locating City-owned utilities for contractors or other utility companies so that they are not broken or compromised through excavation.

As requested. Response time is within three business days.

80 Road Base Repair - To repair road-base failures related to installation of sewer utilities

Reactive maintenance - response time as scheduling allows.

90 Plant Maintenance - To address any issues surrounding any of the pumping facilities. To maintain access to the pumping facilities through grading or snow removal for operation and integrity of the pumping facilities or repairs to lines on the CREDS spray irrigation system.

Reactive maintenance - response time as scheduling allows.

98 Training - Staff attend various training courses/seminars throughout the year to ensure they have the training or education needed to keep the sanitary collection system operating in a safe manner

As per operational and regulatory requirements.

99 Safety Training - Staff attend various training courses/seminars throughout the year to ensure they have the training or education needed to perform their jobs in a safe manner

As per operational and regulatory requirements.

1204 Sanitary Pump Stations

01 Inspections - Regular sewer lift station checks to inspect equipment and building integrity related to sewer lift stations.

All stations inspected a minimum of once per week.

02 Cathodic Protection - Maintenance and Repairs - Read and monitor all cathodic protection sites and repair any problems.

Sites are inspected annually.

1204 Sanitary Pump Stations (cont.)

03 Campbell Creek Collection Recovery - Hauls wastewater from our holding station at Campbell Creek into our collection system at Victoria Street West and Mission Flats Road sani-dump.

All wastewater generated in Campbell Creek is collected as required.

04 Building and Site Maintenance - Maintain buildings and grounds at sewer pump stations to Minimize building deterioration and maintain site appearance.

Provide repairs as required based on station inspection results.

05 Preventative Maintenance - To service and examine sanitary sewer pump station equipment on a regular basis to minimize reactive maintenance, meet manufacturers' requirements, and keep units in a safe operating condition.

Perform minor servicing on all sanitary sewer mechanical equipment as required on an annual basis.

06 Pump and Equipment Repair - Major - To repair major sewage stations equipment on a demand basis to ensure wastewater is collected and treated

Reactive maintenance - response time is within one hour of discovery.

08 Pump and Equipment Repair - Submersible - Repair submersible pumps on a demand basis to ensure wastewater is collected and treated.

Reactive maintenance - response time is within one hour of discovery.

09 Pump and Equipment Repair - Other - Repair sanitary sewer pumps and equipment on a demand basis to ensure wastewater is collected and treated.

Reactive maintenance - response time is within one hour of discovery.

10 Alarms - Respond to alarms from centres signalling possible problems to signal possible problems that can be corrected before there is a loss of function.

Alarm response time is within two hours of notification.

11 Power – Ensure adequate power supply for sewer lift stations to ensure wastewater is collected and treated

Provide adequate power for sewage collection system.

12 Standby Equipment - Maintenance and Operation - Service, check, and exercise emergency standby power generators.

Units operate on 90-day intervals.

1204 Sanitary Pump Stations (cont.)

40 Irrigation Inspections - Regular checks of Cinnamon Ridge irrigation system to inspect equipment and building integrity related to the spray irrigation system.

All equipment inspected a minimum of daily during irrigation season and weekly otherwise.

41 Pump and Equipment Repair - To repair irrigation system equipment on a demand basis to ensure effluent irrigation system is operational.

Reactive maintenance - response time within three business days of notification.

42 Building and Site Maintenance - Maintain buildings and grounds at Cinnamon Ridge pump station.

Provide repairs as required based on station inspection results.

44 Wastewater Tests - To conduct effluent testing to ensure the City's effluent is within the Ministry of Environment's regulations and to ensure the chemical injection equipment is placing the prescribed amount of chemicals in the system and monitor the turbidity levels in the system.

- 1. Daily sampling and testing of chlorine during the irrigation season and weekly during the rest of year.*
- 2. Additional tests as needed.*

45 Chemicals - Chemicals required for Cinnamon Ridge effluent disposal system.

Provide adequate chemicals for effluent treatment system.

46 Alarms - Respond to alarms from Cinnamon Ridge signalling possible problems.

Alarm response time is within one business day of notification.

51 Service Requests - Respond to complaints or inquiries regarding the wastewater collection system.

As requested. Response time is to acknowledge within five business days.

98 Training - Staff attend various training courses/seminars throughout the year to ensure they have the training or education needed to keep the water distribution system operating in a safe manner

As per operational and regulatory requirements.

1301 Commercial and Multi-family Bins

01 Commercial and Multi-family Bin Maintenance - Purchase, maintain, and repair solid waste bins for use at commercial and multi-family sites.

Provide containers in acceptable condition for all customers.

03 Collection of Garbage at Commercial and Multi-family Zoned Sites - Collect garbage from solid waste bins and deliver to landfill for disposal.

Provide scheduled service six days per week, 52 weeks per year, including statutory holidays. Annual service level - 70,000 tips. Respond to requests for extra tips within one business day.

04 Collection of Recycling at Commercial and Multi-family sites - Collect cardboard from commercial sites and mixed recycling from multi-family sites and deliver to recycling processor.

Provide scheduled service five days per week, 52 weeks per year, including statutory and municipal holidays. Annual service level - 20,000 tips. Respond to requests for extra tips within one business day.

05 Customer Service for Commercial and Multi-family Customers - Types of requests include new construction bin location siting, service, and access issues and service schedule requirements.

Reply to requests for service within two business days.

1302 Solid Waste Disposal

01 Daily Operation of the Barnhartvale Landfill - Operate landfill according to Ministry of Environment, WorkSafe BC, and all applicable regulations to provide an environmentally sound location and disposal methods for community waste and recyclables.

Operating hours 8:30 am-4:30 pm

Open four days per week: Friday, Saturday, Sunday, Monday, and closed on Christmas Day and New Year's Day, if applicable.

03 Daily Operation of the Mission Flats Landfill - Operate landfill according to Ministry of Environment, WorkSafeBC, and all other applicable regulations to provide an environmentally sound location and disposal methods for community waste.

Operating hours: 8:30 am-4:30 pm, seven days per week. Closed on Christmas Day and New Year's Day. Open 363 days per year.

04 Daily Operation of the Kamloops Resource Recovery Centre – Operate landfill according to Ministry of Environment, WorkSafeBC, and all applicable regulations to provide an environmentally sound location and disposal methods for community waste and recyclables.

Operating hours: 8:00 am-4:00 pm

Open five days per week: Monday through Friday and closed all statutory and municipal holidays.

1302 Solid Waste Disposal (cont.)

10 Daily operation of Mission Flats landfill weigh scale – Operate the weigh scale to process all incoming and outgoing loads, classify by refuse type, process payment methods, daily transaction balance, and cash deposit.

Operating hours: 8:30 am-4:30 pm, seven days per week. Closed on Christmas Day and New Year's Day. Open 363 days per year.

08 Daily Operation of Kamloops Resource Recovery Center weigh scale – Operate the weigh scale to process all incoming and outgoing loads, classify by refuse type, process payment methods, daily transaction balance, and cash deposit.

Operating hours: 8:00 am-4:00 pm

Open five days per week: Monday through Friday and closed on all statutory and municipal holidays.

1303 Residential Curbside Containers (Carts)

01 Cart Collection of Garbage and Recycling - Collect garbage and recyclables from cart customers. Deliver garbage to disposal site and recyclables to material processing facility.

Service is not provided on statutory or municipal holidays.

05 Customer Service for Cart Collection - Reply to Request for Service calls within one business day related to cart collection issues and by-law compliance.

There is no service on statutory or municipal holidays.

07 Cart Container Customer Service - Reply to Request for Service calls regarding cart issues.

Respond to Request for Service calls within seven business days

1304 Community Service

01 Collect and dispose of waste from litter containers - Provide containers and collection and disposal services for community and transit litter containers.

Various schedules (daily, weekly biweekly) based on location

02 Recycling depot collection - Provide collection services for mixed recycling at City landfills and recycling depots.

Provide scheduled service six days per week, 52 weeks per year, including statutory and municipal holidays.

1305 Solid Waste Diversion

CR3 Diversion Data Tracking (Cinnamon Ridge) – Tracking yard waste and compost data from the weigh scales to monitor landfill diversion.

Contractor tracks daily weights from on-site scales. Data is collected and compiled by Environmental Services staff on a monthly basis.

1309 Solid Waste Administration

03 Safety and Training - Monthly crew meetings, training seminars, and staff development.

Monthly staff meetings and training as available and/or required.

1401 Environmental Services

CR1 Groundwater Sampling (Cinnamon Ridge) - Measure groundwater well levels on public and private property and collect water samples from public and private property to monitor for potential impact of treated wastewater spray irrigation and biosolids composting on groundwater.

1. *Monthly measurement of groundwater levels.*
2. *Monthly collection of groundwater samples from three public groundwater wells.*
3. *Annual collection of samples (each fall) from ten wells.*
4. *Semi-annual collection of water sample (spring and fall) from the private residence.*
5. *Deliver all samples to an accredited third-party lab and the Kamloops Sewage Treatment Centre for various analyses.*
6. *Storage of all analytical data in a database for review, tracking, and reporting purposes.*

E1 National Pollutant Release Inventory (NPRI) - Prepare annual NPRI report on pollutants released through City operations for submission to Environment Canada as legislated under the Canadian Environmental Protection Act.

1. *Review current operations to report requirements annually.*
2. *Collect data from applicable operations (Kamloops Sewage Treatment Centre, etc.) and compile into annual reporting standards.*

E2 Spill Response – External/Internal - Investigate spills from City and non-City operations or equipment reported by the public, City staff, or other agencies to minimize the environmental impact remediate impacted areas and ensure compliance with the Spill Reporting Regulations and Contaminated Sites Regulation of the Environmental Management Act.

Investigate all spills reported on public property and through City operations and coordinate with applicable government agencies for reporting accordingly and consultants for remediation as required.

E5 Responding to Environmental Inquiries - Reply to phone calls and emails from the general public.

Inquiries are replied to within two business days or are forwarded to the appropriate person for response.

E6 WildSafe Program - Oversee WildSafe/Bear Smart Program delivery and coordinate the contract with BCCF to increase the public awareness of bear behaviours and reduce wildlife-human conflicts.

1. *Oversee the delivery of the annual WildSafe BC/Bear Smart program from May to November.*
2. *Coordinate with BC Conservation Fund in program administration.*
3. *Liaise with City Bylaws division, the provincial Conservation Office, and other key stakeholders for bear and other wildlife-related matters.*

1401 Environmental Services (cont.)

E7 Environmental Assistance, Environmental Referrals, and Environmental Review (Major Projects) - To provide assistance to other City departments on environmental issues. To coordinate City responses to environmental referrals (permits, etc.) from the Ministry of Environment and to participate in the environmental review process from major projects.

Function as a referral service on environmental matters pertaining to City and external projects, engaging both internal and external subject matter experts as required.

SW1 former McGill Road Landfill Methane Sampling - To measure/record methane gas concentrations from sampling wells in the former McGill Road Landfill area to determine if methane concentrations are increasing or decreasing.

1. *Monthly measurement of methane levels in all accessible landfill gas wells.*
2. *Storage of all methane data in a database for review, tracking and reporting purposes.*

SW2 Data Review of Former McGill Landfill - Annually review the methane production levels and mitigation management based on internally-collected data and external monitoring reports submitted through development requirements to monitor compliance with environmental regulations and reporting requirements.

1. *Annual review of City-collected methane data and third party reports provided by owners of properties overlying the former landfill footprint.*
2. *Provision of recommendations to Corporate Leadership Team based on observed trends in methane levels as required.*

SW 3 Mission Flats Landfill Groundwater Sampling - Measure groundwater well levels and collect water samples for analysis to test for the presence/absence of landfill leachate and to ensure compliance with monitoring requirements of the Waste Management Act and/or as specifically required in our permit.

1. *Quarterly measurement of groundwater levels and collection of groundwater samples. Submission of all groundwater samples to an accredited third party laboratory for analysis of landfill leachate parameters.*
2. *Annual submission of groundwater analytical results to a consultant for review and interpretation.*

SW4 Tracking Recycling Data - Tracking the level of landfill diversion through curbside, commercial, and multi-family collection, as well as recycling depot collection to monitor the effectiveness of the City's various reduction initiatives.

1. *Weekly tracking of diversion from curbside, commercial, and multi-family collection.*
2. *Monthly tracking of diversion for recycling depot collection.*
3. *Annual review of diversion metrics from diversion activities at City landfill facilities.*

SW5 Solid Waste and Recycling Container and Account Database Management - Updating and tracking all container inventory adjustments in an electronic database and providing an internal auditing service for the Solid Waste Services Section.

Maintain up-to-date container management for solid waste billing and services.

1401 Environmental Services (cont.)

W2 Aberdeen Groundwater Monitoring - Measure groundwater well levels and record well-pumping station hours and litres pumped to monitor groundwater wells in the Aberdeen area to see if groundwater levels are rising and to make sure well pumps are operating properly.

1. *Weekly measurement of 66 groundwater piezometers and 15 dewatering wells.*
2. *Weekly collection and upload of SCADA data to electronic monitoring software.*

1501 Cemeteries

19 Gateway Columbarium Inurnments Maintenance and Repair - Open and close City-owned columbariums for inurnment service and installing memorialization items.

Revenue-generating service.

20 Adult/Child/Cremation/Ossuary Interment/Exhumations Maintenance and Repair - Open and close graves for interments.

Revenue-generating service.

27 Headstone/Crypt Name Bar Removal, Install/Flower Pot and Headstone Base Construction and Installations/ Horticulture Maintenance of Commonwealth War Graves - Installing and resetting headstones on cemetery grave sites and installing name bars, flower pots, pictures, and lights on crypts and niches. Installing name plaques on the Garden of Memory wall and Veterans plaza. Horticulture flower bed maintenance on war graves.

Revenue-generating service.

33A Cemetery Landscape Maintenance and Repair - General maintenance of cemetery landscape, including all floral beds, trees, shrubs, hedges, buildings, yard area, benches, fencing, roadways, and pathways.

Level A: Hillside Cemetery.

Level B: Pleasant Street Cemetery.

33B Headstone/Flower Pot Maintenance And Repair - Repairing sunken headstones and flower pots.

Level A: As needed, checked weekly.

Level B: As needed, checked monthly.

55 Grave Maintenance And Repair - Repair sunken graves and haul and mix compactable soil materials.

Level A: Repaired when depression exceeds six inches.

Level B: Repaired when depression exceeds 12 inches.

3101 Gravel Lanes

10 Grading Rural Roads - Grading rural gravel roads to provide a reasonably smooth driving surface.

All gravel roads will be:

- 1. Graded a minimum of twice per year (spring and fall) for reshaping.*
- 2. Spot-graded as required throughout the year.*

11 Grading Lanes (Alleys) - Grading gravel lanes to provide a reasonably smooth access to back of properties adjacent to alleys.

All gravel surfaced lanes are to be graded:

- 1. Twice per year (spring and fall).*
- 2. As required where necessary.*

22 Shoulder Maintenance - Maintaining 1 m off edge of pavement to provide a safe free-draining and smooth surface along edge of pavement

Arterial and collector roads that have gravel shoulders will be addressed:

- 1. Bi-annually for reshaping.*
- 2. Within 10 business days when a deficiency or rut exceeding 6 cm is identified.*

Local roads with gravel shoulders will be addressed as required within ten business days when a rut exceeding 6 cm is identified.

31 Cleaning Cattle Guards - Inspecting and cleaning of cattle guards to prevent cattle from transgressing out of their grazing area.

- 1. All cattle guards are to be inspected twice per year (spring and fall).*
- 2. All cattle guards are to be cleaned as required.*

50 Dust Abatement - Application of dust suppressant to reduce airborne dust particulates on gravel rural roads and lanes.

- 1. Apply once per year on gravel rural roads and alleys as required.*
- 2. Touch up spots as required.*

3102 Asphalt Roads

10 Machine Overlays - The application of hot-mix asphalt by machine (grader, paving machine, etc.) over existing hard surfaces to extend the life of the road surface and improve the ride condition.

As required where asphalt surfaces have been identified that a continuous lift of asphalt would be the efficient option.

3102 Asphalt Roads (cont.)

11 Skin Patch - The placing of a fine mix of asphalt materials to an existing hard surface to maintain a smooth surface for the travelling public and remove sharp bumps that may affect the performance of snow equipment.

Once identified, and if required, the work will be scheduled between June and September.

12 Full Depth Patching - Placement of hot-mix asphalt into a defined area with vertical cut walls or patch with a depth greater than 3 cm to remove and replace failing asphalt in order to provide a smooth surface and restore the strength in the surface.

Once identified, and if required, the work will be scheduled between March and November.

13 Temporary Patch (Pothole) - Placement of cold-mix or hot-mix asphalt, when available, in potholes to provide short-term repairs and to attempt to seal all defective areas from water penetration and restore a smooth surface.

As required from internal or external requests for service.

34 Railway Crossing Maintenance - Repairing the approaches to railway tracks to provide reasonably smooth approaches to railway crossings within City limits.

If repairs are identified and required, the work will be scheduled within 20 business days, with weather permitting, if asphalt is required.

40 Asphalt Curb Maintenance - Maintenance of asphalt curbs to control drainage or delineate the road edge to repair asphalt curbs in order to control road surface runoff and to minimize shoulder maintenance by delineating the road edge.

As requested by the Utility Services Division or the public. If repairs are required, the work will be scheduled between May and October.

50 Utility Patching - Placement of hot-mix or cold-mix asphalt into a defined area with vertical cut walls to repair utility excavations in asphalt road surfaces.

As required by the Utility Services Division.

3103 Road Cleaning

10 Street Sweeping - Street sweeping of City streets to maintain an aesthetic appearance and a safer, healthier City.

Street sweeping will occur:

1. *On the following streets twice per week (during the spring, summer, and fall seasons):*
 - *Tranquille Road - Overlanders Bridge to Fortune Drive;*
 - *Victoria Street - Overlanders Bridge to 10th Avenue;*
 - *Seymour Street - Victoria Street West to Victoria Street;*
 - *Lansdowne Street - Victoria Street to Victoria Street West; and*
 - *1st, 2nd, 3rd, 4th, 5th, and 6th Avenues - Seymour Street to Lansdowne Street.*
2. *On arterial roads once per month.*
3. *On local roads once per year or by request.*

20 Spring Cleanup - The removal of abrasives that have accumulated over the winter season in order to maintain an aesthetic appearance and a safer, healthier City.

1. *All streets to be swept and flushed each spring.*
2. *City-maintained sidewalks to be swept each spring.*
3. *All medians and islands to be swept and flushed each spring.*

30 Flood Control Cleanup - Cleaning City streets of gravel and mud to clean City streets after heavy rainfall runoff that causes mud and debris to be washed onto roadways.

Identified roads are swept and/or flushed as needed to remove all debris within five business days.

70 Screening Winter Sand - Hauling and screening sand from a gravel pit to screen sand to a desired size to be used as a sand abrasive for snow and ice control.

Provide sufficient amounts of sand stockpiled for winter.

80 Pit Maintenance - The maintenance of sand, gravel, and soil stockpiles; pit floors; and storage facilities.

As required.

3105 Winter

10 Snowplowing - Trucks - The mechanical removal of snow/ice/slush from the road surface with single or tandem axle trucks equipped with underbody plows to remove snow from roadways before applying sand and/or de-icers to maximize their effectiveness.

Plow roadways with accumulations of 2.5 cm or more of snow by the Snow and Ice Control Policy in accordance with priorities identified.

Priorities 1 and 2:

- *Single lane: plow wheel paths and the curb lane.*
- *Multiple lanes: plow wheel paths until gang plowing or grader/wing can occur.*

Priority 3:

- *During storm event, punch in and out if directed. During cleanup, plow curb to curb to open up travel and parking lanes.*

11 Snowplowing - Graders - The mechanical removal of large volumes of snow/ice/slush from the road surface with the use of graders to remove snow from roadways before applying sand and/or de-icers to maximize their effectiveness.

Plow roadways with accumulations of 10 cm or more of snow in accordance with priorities identified by the Snow and Ice Control Policy.

Priorities 1 and 2:

- *Single lane: plow entire lane to curbs edge.*
- *Multiple lanes: plow both lanes using wing to curbs edge.*

Priority 3:

- *Plow curb to curb to open up travel and parking lanes*

13 Sidewalk Plowing/Clearing - The removal of snow from City-maintained sidewalks by means of plowing and/or sweeping to provide a reasonably safe surface for pedestrian travel.

1. *Address sidewalks at the start of storm event with one sidewalk plow.*
2. *Address sidewalks with a second sidewalk plow after all roads have been addressed.*

3105 Winter (cont.)

20 Dry Chemical (Salt) Application - The application of a chemical (salt) in dry form to the road surface to prevent or break the bond of snow or ice to the road surface to facilitate effective snow clearing as per the Snow and Ice Control Policy.

1. Priorities 1 and 2:

- *Single lanes: apply close to centre line in a narrow strip 2' to 4' wide at a low or medium rate;*
- *Multi-lanes: apply on lane lines in a narrow strip 4' to 6' wide or close to centreline in a strip 8 ft. to 10 ft. wide at a high rate.*

2. Priority 3:

- *No application unless specifically directed.*

21 Liquid De-Icer Application - The application of a liquid freeze point suppressant to prevent or break the bond of snow or ice to the road surface to facilitate effective snow clearing as per the Snow and Ice Control Policy

1. Priorities 1 and 2: Apply to full lane or wheel tracks.

2. Priority 3: Apply only if directed to.

3. Sidewalks: Apply only if directed to.

22 Sand Application - Roadways - The application of abrasive material to the roadway to provide traction on road surfaces for the motoring public as per the Snow and Ice Control Policy.

1. Priorities 1 and 2:

- *Apply to travel lanes 8 ft. to 10 ft. wide at a medium to high rate.*

2. Priority 3:

- *At stop signs, curves, and steep hills, apply to travel lanes 6 ft. to 8 ft. wide at a medium to high rate.*

31 Snow Pickup - The removal of snow from designated areas and streets to a designated dump site to enhance the safe mobility of vehicles and/or pedestrians and for flood control.

As required when windrow reaches 60 cm in height.

40 Winter Patrol - Patrolling of City streets for slippery sections after a snow event. Sanding and/or salting as required to identify and address and/or respond to slippery road complaints throughout the City as per the Snow and Ice Control Policy.

Priority 1: Patrol Arterials for slippery sections and respond to complaints.

Priority 2: Patrol Collectors for slippery sections and respond to complaints.

Priority 3: Patrol Locals for slippery sections and respond to complaints.

3105 Winter (cont.)

47 Bus Stop Plowing/Clearing - The clearing of snow, by means of plowing and/or removal depending on snowfall amounts, from the areas used by transit for the purpose of picking up and dropping off passengers to provide a reasonably safe surface for pedestrian travel.

Bus stops along sidewalks plowed by City forces are to be addressed (which may consist of plowing, sanding, or removal of snow) within 24 hours of the completion of the storm event.

Remaining bus stops on Arterials followed by Collectors and then Residential Streets are to begin being addressed within 24 hours after the completion of the storm. Time of completion will vary according to the snowfall event.

99 Standby Time - employees on standby during off-hours to respond to snow and ice events in a timely fashion.

- 1. Respond with a minimum of seven personnel and one Crew Leader within 30 minutes of a call out.*
- 2. Standby on every weekend and statutory holiday between mid-December and mid-February of each year.*

3106 Weed Control

10 Right-of-way Mowing - mowing weeds within the road rights-of-way to control the weed growth within the road rights-of-way in areas adjacent to City owned property and along roads with no immediate adjacent property owner.

- 1. These designated areas, as mentioned above, shall have the weeds cut up to 1.5 m off the edge of the pavement a minimum of twice per season.*
- 2. Respond to complaints as required.*

13 Right-of-Way Maintenance - Vegetation - pruning of shrubs and/or trees within the road right-of-way to remove and/or trim plants which impede traffic visibility as requested by the Traffic and Transportation Section.

Respond to safety issues as notified within 5 business days.

3109 Streets Administration

02 Training - Training courses related to road maintenance to ensure they have the training or education needed to safely carry out summer and winter maintenance.

As per operational and regulatory requirements.

04 Administration - Planning, estimating and scheduling of work for the assets maintained, crew meetings and staff training.

Organize projects in order to accomplish work as efficiently and effectively as possible in a safe environment.

11 Miscellaneous Work - Miscellaneous work such as trash pickup, painting of City buildings, equipment, and building maintenance, etc., carried out by staff throughout the year.

Not applicable.

3201 Public Works and Utilities Administration

01 Public Request for Service Centre - Dispatch Clerks receive citizens' complaints and requests for service and ensure that they are all responded to in a timely manner. They record information and refer inquiries to the appropriate operations staff for action, and then track and monitor the actions taken to resolve the requests for service.

City of Kamloops staff reply to requests and inquiries Monday-Friday, except statutory holidays and weekends during the following hours:

7:00 am-4:00 pm: May long weekend (Victoria Day) to September long weekend (Labour Day)

8:00 am-4:00 pm: Labour Day to Victoria Day

02 Clerical Support Services - Input data and maintain records relating to incoming mail, database systems, surveys, and statistical reports to support staff in the Public Works and Utilities Department.

City of Kamloops staff provide clerical support Monday-Friday, except statutory holidays and weekends during the following hours:

7:00 am-4:00 pm: May long weekend (Victoria Day) to September long weekend (Labour Day)

8:00 am-4:00 pm: Labour Day to Victoria Day.

03 Utility Data Entry - Utility Services field staff collect daily data from pumping facilities (i.e., flow meter readings, water quality test results, etc.) and operations and maintenance activities (i.e., hydrant flushing results, camera data, etc.) and ensure all data is entered into our Utility Services databases on a regular basis.

Enter Utility Services field data as required.

04 Respond to Electronic Inquiries - Dispatch Clerks receive citizens' complaints or requests for service that are e-mailed to publicworks@kamloops.ca or submitted through the myKamloops app and refer the inquiry to the appropriate operations staff for action via the request for service process. Provides the public the opportunity to submit non-emergency complaints or inquiries 24 hours a day.

City of Kamloops staff reply to requests and inquiries Monday to Friday, except statutory holidays and weekends during the following hours:

7:00 am-4:00 pm: May long weekend (Victoria Day) to September long weekend (Labour Day)

8:00 am-4:00 pm: Labour Day to Victoria Day.

05 Recording of Minutes at Meetings - Record minutes at monthly crew meetings for Public Works and Utilities Department and the Safety Division to ensure all meeting discussions are documented and distributed accordingly.

Record minutes for Public Works and Utilities Department crew meetings and the Safety Division and distribute them before the next scheduled meeting.

3306 Capital Projects Management

01 Arterial and Collector Road Evaluation - Asphalt pavement condition evaluation, rating, and report on the arterial and collector road networks. To provide a detailed pavement management report, including the pavement quality index (PQI) rating for the planning of the five-year arterial and collector road rehabilitation programs. The objective of pavement management is to maximize the value and level of service of the road network.

Evaluation of all arterial and collector roads in the City network every four years. Receipt of a comprehensive detailed report, database, and pavement management computer software provided by the consultant.

02 Local Roads Evaluation - Asphalt pavement condition evaluation, rating, and report on the local road network. To provide a pavement quality index (PQI) rating for the planning of the five-year local road rehabilitation program. The objective of pavement management is to maximize the value and level of service of the road network.

Evaluation of local roads in the City network on a five-year cycle. Maintain the database that holds all the evaluation information.

10 Roadway Construction - Inspection and Testing - Inspect and undertake materials testing for capital projects involving new road construction and reconstruction to maintain quality control to maximize service life.

All reconstructed or new roadways constructed by City/contractors in the annual capital program shall be inspected and have materials tested for quality control by the City of Kamloops or the consultant hired by the City of Kamloops.

11 Sanitary and Storm Sewer Construction - Inspection and Testing - Quality control, including grade control and air pressure testing of new sanitary and storm sewers to ensure municipal standards are met.

Quality control of new sanitary and storm sewers on City-administered projects that are identified in the annual capital program.

12 Water Main Construction - Inspection and Testing - Quality control, including grade control and air pressure testing of new water mains to ensure municipal standards are met.

Quality control of new water mains on City-administered projects that are identified in the annual capital program.

3602 Traffic and Signs

72 Install, Repair, and Replace Signs - New sign installations, repair, and replacement of existing signs to maintain existing sign inventory and to provide for safe vehicular and pedestrian movement.

New sign installations, repairs, and replacements as required. Perform annual survey of all Stop and Yield signs in the City. Provide response for Stop and Yield signs within one business day after notification.

3602 Traffic and Signs (cont.)

78 Road Line Striping - Annual repaint of road centre, lane, and edge lines as required to maintain existing inventory to provide for safe vehicular movement.

1. *Spring program - paint complete inventory.*
2. *Fall program - paint approximately one-third of total inventory (heavier travelled roads).*

81 Paint Miscellaneous Road Markings - Annual repaint of crosswalks, arrows, symbols, stop bars, and painted medians to maintain existing inventory to provide for safe vehicular movement.

1. *Spring program - paint complete inventory.*
2. *Fall program - paint worn markings.*

85 Provide Services for Community Initiatives Requiring Signs, Traffic Control Devices - Maintain community banners on Victoria Street and Tranquille Road. Provide signs and traffic control devices for community events. Provide traffic control services for traffic emergencies in the community.

As requested.

3604 Traffic and Signs IPTs

01 Provide Sign and Painting Work for Other City Departments - Provide sign design, production, and installation services for City departments, facilities, and various initiatives. Paint parking lots at City facilities.

As requested.

3609 Traffic Administration

10 Crew Meetings and Training - Conduct monthly crew meetings, and training.

Monthly crew meetings and training as required.

3803 Storm Sewer Drainage

11 Ditch and Channel Cleaning - Clean and maintain existing drainage ditches and channels. Maintenance of the existing ditches reduces the likelihood of flooding to private property and maintenance of creek beds to reduces the likelihood of flooding.

Reactive maintenance - response time as scheduling allows.

12 Maintain Inlets and Outlets - Clean, maintain, and repair all existing storm sewer inlets and outlets so flow is not restricted.

Inspect all storm sewer inlets and outlets twice a year and repair or clean as required.

3803 Storm Sewer Drainage (cont.)

14 Storm Main Flushing - High pressure cleaning of storm mains to ensure that they are free flowing.

Flush known minimal grade mains and mains where there have been historical problems annually.

15 Clean Catch Basins and Rock Pits - Remove accumulated debris from catch basins and rock pits to handle runoff from snow melt and rain storms.

Reactive maintenance - response time as scheduling allows.

16 Repair Catch Basins - After inspection by cleaning crew, the damaged barrel, or grate is replaced.

Reactive maintenance - response time as scheduling allows.

17 Repair Storm Sewer Main - Repair broken or damaged storm sewer main.

Reactive maintenance - response time impacted by severity of repair.

18 Repair Manholes - Repair broken or damaged manholes.

Reactive maintenance - response time as scheduling allows.

19 Test Holes - Excavate test holes to determine or confirm information about soil strata, water pipe sizing, locates of City-owned or foreign utilities so they can be reflected in design or identified.

As required or requested.

20 Tools and Supplies - Tools and supplies required to carry out general maintenance and repairs to the drainage system.

Not applicable.

21 Storm Sewer Service Requests - Reply to customer and other complaints and inquiries regarding drainage system.

Reply time is to acknowledge within two business days.

22 Rural Roads - Repair culverts and maintain ditching on rural roads to reduce the likelihood of flooding on roadways and private property.

Reactive maintenance - response time as scheduling allows.

3803 Storm Sewer Drainage (cont.)

23 Video Inspection - Camera inspection of storm mains and services. Video inspection of historical problem storm mains and operating mains previous to proposed road overlays and reconstructions to determine if repairs are required.

Inspect mains as required.

26 Storm Blockage Removal - Remove blockages in storm main by flushing with sewer flusher truck or power rodder.

Reactive maintenance - response time as scheduling allows.

27 Clean Culverts - Remove debris, sand, and ice from culverts.

Reactive maintenance - response time as scheduling allows.

3804 Drainage Pump Stations

01 Station Inspections - Inspection of storm lift stations for proper operation to ensure stations will function as needed and to ensure site integrity.

All stations inspected once per week.

02 Pump and Equipment Repair - Repair and maintain storm pump station equipment to ensure stormwater is collected and conveyed to outlets.

Reactive maintenance - response time as scheduling allows.

03 Building and Site Maintenance - Maintain buildings and grounds at drainage collection pump stations to minimize building deterioration and maintain site appearance.

Provide repairs as required based on station inspection results

04 Power - Power supply for drainage lift stations to ensure stormwater is collected and conveyed to outlet.

Provide adequate power for drainage collection system.

05 Preventative Maintenance - To service and examine pump station equipment on a regular basis to minimize reactive maintenance, meet manufacturers' requirements, and keep units in a safe operating condition.

Check and perform minor servicing on all mechanical equipment as scheduled.

3804 Drainage Pump Stations (cont.)

06 Service Requests - Respond to complaints or inquiries regarding the drainage pumping system.

Response time is to acknowledge within five business days.

07 Groundwater Tests - Collection and sampling of groundwater to verify if source is groundwater.

Testing of groundwater levels as required.

08 Van Horne Pump Repair - Repair of Van Horne groundwater pumps to assist in stability of soils and other infrastructure.

Depending on well's significance, reactive maintenance response time is repair or replace pump within 24 or 48 hours. Reactive maintenance response time is within two hours of notification.

3805 Flood Dyke Control

13 Flood Control - Respond to flooding problems to divert or pump water that is doing damage to private property or causing traffic problems to minimize property damage.

Respond to complaints within one hour of notice during normal work hours and within three hours during off hours.

24 Dyke Inspection - Inspect City-owned and adjacent private property dyking along the North Thompson, South Thompson, and Thompson Rivers.

- 1. Inspect all City-owned and adjacent dykes on private property, annually prior to Spring freshet.*
- 2. As required during rising river levels.*

25 Dyke Repair - Repair City dykes and/or sections along the North Thompson, South Thompson, and Thompson Rivers.

Annually ensure dykes are intact and operational prior to spring freshet.

7401 Vehicles and Equipment

01 Preventative Maintenance - Construction Equipment - To perform preventative maintenance on the City's fleet of construction equipment in compliance with applicable government regulations.

- 1. To meet user requirements of equipment availability.*
- 2. To keep equipment available to the user groups in a safe operating condition with up-to-date government approved preventative maintenance program in place.*
- 3. To maintain regulatory compliance.*

7401 Vehicles and Equipment (cont.)

02 Repairs - Construction Equipment - To perform unscheduled repairs to the City's fleet of construction equipment to ensure construction equipment is kept in a safe and reliable condition in accordance with applicable government standards.

Maintain required construction equipment availability for user departments.

03 Fleet Procurement and Asset Management - To ensure fleet is up to date and all required insurance coverage is in place.

To work within departmental specifications and budgets to assist in obtaining required vehicles for user departments.

04 Repairs to Light Vehicles - To perform necessary repairs to light vehicles as needed to ensure light vehicles are kept in a safe and reliable condition in accordance with applicable government standards.

- 1. Maintain availability of required light vehicles.*
- 2. Provide loaner vehicle where possible.*
- 3. Comply with applicable regulations.*

05 Preventative Maintenance - Light Vehicles - To perform preventative maintenance on the City's fleet of light vehicles

To keep fleet of light vehicles in a safe operating condition with up-to-date preventative maintenance in place.

06 Supply Non-stock Items to Mechanical Staff - To purchase parts and supplies as required by the mechanical and specialty equipment staff in compliance with the City's purchasing policy.

To obtain required parts and materials in a timely and cost-effective manner to minimize equipment downtime in compliance with the City's purchasing policy.

07 Repairs to Refuse/Recycle Collection Trucks - To perform unscheduled repairs to the vehicle systems on the fleet of refuse/recycle collection trucks.

- 1. Maintain availability of required refuse/recycle collection trucks.*
- 2. Compliance with applicable regulations.*

08 Preventative Maintenance - Refuse/Recycle Collection Trucks - To perform preventative maintenance on the fleet of refuse/recycle collection trucks.

To maintain fleet of refuse/recycle collection trucks in a safe operating condition with up-to-date government approved preventative maintenance in place, and with mandated government inspection requirements. One hundred per cent of required vehicles will be available.

7401 Vehicles and Equipment (cont.)

09 Equipment Conversions - To convert trucks as required for seasonal use in winter and summer activities to provide user departments with adequate equipment to maintain the City streets in winter snow conditions, and to provide them with adequate equipment for construction season.

Required vehicles to be available to user department as needed.

10 Repairs - Medium and Heavy Duty Trucks - To perform unscheduled repairs to medium and heavy duty trucks to ensure truck fleet is kept in a safe and reliable condition in accordance with applicable government standards.

Perform repairs as required to ensure availability of required medium and heavy duty trucks and comply with applicable requirements.

11 Preventative Maintenance - Medium and Heavy Duty Trucks - To perform preventative maintenance on heavy and medium duty trucks in compliance with applicable regulations to meet manufacturers' requirements and keep units in safe operating condition.

To keep fleet of heavy and medium duty trucks in a safe operating condition with up-to-date government approved preventative maintenance every 300 hours, and in compliance with mandated government annual inspection requirements to meet user requirements.

12 Preventative Maintenance - Utility Stations - To perform preventative maintenance and repairs to the diesel standby generating units at the water and sewer lift stations to ensure units will start and run in the event of an emergency affecting operation of the regular electric components.

To maintain these units ready for use when needed. Stations are serviced two times per year.

13 Welding Repairs - To perform welding fabrication and repairs as required to vehicles and equipment to maintain structural integrity of components and attachments to equipment.

To meet departmental requirements in a timely manner. To keep fleet of light vehicles, heavy and medium duty trucks, and equipment in a safe operating condition and in compliance with applicable regulations.

7402 Specialty Equipment

01 Repairs and Maintenance - Emergency Flood Control Pumps - To perform scheduled and unscheduled repairs and maintenance to the flood control pumps to ensure equipment is kept in a safe and reliable condition.

Maintain availability of all equipment.

02 Repairs and Maintenance - Pool and Arena Equipment - To perform scheduled and unscheduled repairs and maintenance to the City's fleet of vehicles pertaining to pool and arena operation to ensure equipment is kept in a safe and reliable condition in accordance with applicable government standards and PM program requirements.

Maintain availability of required equipment in accordance with applicable standards.

7402 Specialty Equipment (cont.)

03 Small Equipment Repairs - To perform maintenance and mechanical repairs to small equipment to maintain small equipment in a safe and reliable condition in accordance with applicable government standards and PM program requirements.

Maintain availability of required small equipment.

04 Welding and Fabricating - To perform welding and fabricating as required by various City departments.

To work within departmental scheduling to complete work requests.

- 1. Completion of unscheduled high priority or emergent fabrication work immediately upon request.*
- 2. Completion of scheduled fabrication work as requested.*

7403 Specialty Equipment - Parks

01 Small Equipment Repairs - To perform maintenance and mechanical repairs to small equipment.

Maintain availability of required small equipment in accordance with applicable standards.

02 Specialty Equipment Repairs - To perform maintenance and mechanical repairs to specialty equipment to ensure specialty equipment is kept in a safe and reliable condition in accordance with applicable government standards and PM program requirements.

Maintain availability of required specialty equipment.

03 Welding and Fabricating - To perform welding and fabricating as required by various City departments.

To work within departmental scheduling to complete work requests.

- 1. Completion of unscheduled high priority or emergent fabrication work immediately upon request.*
- 2. Completion of scheduled fabrication work as requested.*

7501 Facilities - Misc. Buildings

01 Equipment Repairs - HVAC repairs on the City of Kamloops Miscellaneous Buildings to ensure that the HVAC equipment is operating properly to maintain indoor air quality that is as good as possible.

- 1. Repairs to HVAC equipment to ensure availability of equipment when needed.*
- 2. Repairs encompass emergency breakdown and system alterations to ensure the most efficient manner of heating and air conditioning the buildings.*
- 3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7501 Facilities - Misc. Buildings (cont.)

02 Filter Change and Inspection - To perform filter change on all HVAC equipment associated with miscellaneous facilities to ensure that the HVAC equipment is operating properly to maintain indoor air quality that is as good as possible.

1. *To change filters on all HVAC equipment on a quarterly schedule.*
2. *To visually inspect equipment at time of filter change.*

7502 Facilities - Offices

01 Filter Change and Preventative Maintenance - To perform filter change and PM's on all HVAC equipment associated with our office buildings.

1. *To change filters on all HVAC equipment on a quarterly schedule*
2. *To visually inspect equipment at time of filter change.*

02 Equipment Repairs - To provide routine as well as emergency HVAC repairs on the City of Kamloops Administration Buildings.

1. *Making necessary repairs to HVAC equipment to ensure availability of equipment when needed.*
2. *Repairs encompass emergency breakdown and system alterations to ensure the most efficient manner of heating and air conditioning the buildings.*
3. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

04 Equipment Repairs - To provide routine as well as emergency HVAC repairs on the City of Kamloops Fire & Rescue Services fire stations.

1. *Repairs to HVAC equipment to ensure availability of equipment when needed.*
2. *Repairs encompass emergency breakdown and system alterations to ensure the most efficient manner of heating and air conditioning the buildings.*
3. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment*

7503 Facilities - Yard/Storage Buildings

01 Preventative Maintenance on HVAC Equipment - To perform filter change and PMs on all HVAC equipment associated with KCWQ.

1. *To change filters on all HVAC equipment on a quarterly schedule.*
2. *To visually inspect equipment at time of filter change.*

02 Repairs on HVAC Equipment - To provide routine, as well as emergency, HVAC repairs on the KCWQ.

1. *Making necessary repairs to HVAC equipment to ensure availability of equipment when needed.*
2. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7503 Facilities - Yard/Storage Buildings (cont.)

03 Preventative Maintenance on HVAC Equipment - To perform filter change and PMs on all HVAC equipment associated with water pumping facilities.

1. *To change filters on all HVAC equipment on a quarterly schedule.*
2. *To visually inspect equipment at time of filter change.*

04 Repairs on HVAC Equipment - To provide routine, as well as emergency, HVAC repairs on water pumping facilities.

1. *Making necessary repairs to HVAC equipment to ensure availability of equipment when needed.*
2. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

05 Preventative Maintenance on HVAC Equipment - To perform filter change and PMs on all HVAC equipment associated with sewer pumping facilities.

1. *To change filters on all HVAC equipment on a quarterly schedule.*
2. *To visually inspect equipment at time of filter change.*

06 Repairs on HVAC Equipment - To provide routine, as well as emergency, HVAC repairs on sewer pumping facilities.

1. *Making necessary repairs to HVAC equipment to ensure availability of equipment when needed.*
2. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

09 Preventative Maintenance on HVAC Equipment - To perform filter change and PMs on all HVAC equipment associated with the Sewer Treatment Plant.

1. *To change filters on all HVAC equipment on a quarterly schedule.*
2. *To visually inspect equipment at time of filter change.*

10 Repairs on HVAC Equipment - To provide routine, as well as emergency, HVAC repairs at the Sewer Treatment Plant.

1. *Making necessary repairs to HVAC equipment to ensure availability of equipment when needed.*
2. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

17 Equipment Repairs - HVAC repairs at the City of Kamloops storage and yard buildings.

1. *Repairs to HVAC equipment to ensure availability of equipment when needed.*
2. *Repairs encompass emergency breakdown and system alterations to ensure the most efficient manner of heating and air conditioning the buildings.*
3. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7503 Facilities - Yard/Storage Buildings (cont.)

18 Filter Change and Inspection - To perform filter change on all HVAC equipment associated with storage and yard facilities.

1. To change filters on all HVAC equipment on a quarterly schedule.
2. To visually inspect equipment at time of filter change.

7504 Facilities - Recreation and Cultural Buildings

39 Equipment Repairs - To provide ongoing HVAC repairs on the City of Kamloops community recreation centres.

1. Repairs to HVAC equipment to ensure availability of equipment when needed.
2. Repairs encompass emergency breakdown and system alterations to ensure the most efficient manner of heating and air conditioning the buildings.
3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.

40 Filter Change and Preventative Maintenance - To perform filter change and PM's on all HVAC equipment associated with our community recreation facilities.

1. To change filters on all HVAC equipment on a quarterly schedule.
2. To visually inspect equipment at time of filter change.

7505 Facilities - Shops

12 Equipment Repairs - To provide ongoing HVAC repairs on the City of Kamloops shops facilities.

1. Repairs to HVAC equipment to ensure availability of equipment when needed.
2. Repairs encompass emergency breakdown and system alterations to ensure the most efficient manner of heating and air conditioning the shops.
3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.

13 Filter Change and Inspection - To perform filter change on all HVAC equipment associated with our Shop buildings.

1. Change filters on all HVAC equipment on a quarterly schedule.
2. Visually inspect equipment at time of filter change.

7506 Facilities - Fire Halls

31 Filter Change and Inspection - Equipment inspection and filter change on all HVAC equipment associated with our Fire Stations.

1. To change filters on all HVAC equipment on a quarterly schedule.
2. To visually inspect equipment at time of filter change.

7509 Facilities Administration

01 Administration - To provide ongoing crew talks, meetings, WorkSafe research, estimates, etc.

1. *Job site inspections.*
2. *Weekly crew talks and follow-up job site meetings.*
3. *Stay current with training for crews.*

7801 Carpentry - Parks and Cemeteries

03 Park and Building Repairs - To provide ongoing repairs to infrastructure associated with Parks.

1. *To make necessary repairs in a timely fashion and ensure equipment is functioning in a safe and efficient manner.*
2. *Repair and maintain security to buildings.*

09 Preventative Maintenance - To provide ongoing repairs to buildings and equipment associated with City parks and PM's on Carpentry tasks in all parks and park buildings.

To visually and physically perform preventative maintenance (PM) repairs and record as required.

7802 Carpentry - Buildings

01 Equipment Repairs - To provide ongoing repairs to City offices and buildings.

To make necessary repairs in a timely fashion to ensure that all buildings are available for users.

11 Preventative Maintenance - To perform PMs on carpentry tasks in all City of Kamloops buildings.

To conduct PMs and record as necessary.

7803 Carpentry - Water, Sewer, Drainage

01 Equipment Repairs - To provide ongoing repairs to water utility buildings.

1. *Make necessary repairs to equipment to ensure availability.*
2. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

03 Equipment Repairs - To provide ongoing repairs to sewer and drainage buildings.

1. *Make necessary repairs to equipment to ensure availability.*
2. *Repairs encompass emergency breakdown and system alterations.*
3. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7804 Carpentry - Other Departments

01 Equipment Repairs - To provide ongoing repairs to building equipment for all other departments.

- 1. Make necessary repairs to equipment to ensure availability.*
- 2. Respond to emergency breakdowns and system alterations.*
- 3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7805 Carpentry – Sanitation, Sign Shop & Traffic Engineering

01 Equipment Repairs - To provide ongoing repairs to building equipment in Sanitation, Sign Shop, and Traffic Engineering areas.

- 1. Make necessary repairs to equipment to ensure availability.*
- 2. Respond to emergency breakdowns and complete system alterations.*
- 3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7806 Carpentry - Recreation

01 Equipment Repairs - To provide ongoing repairs to building and equipment associated with all arenas.

To make necessary repairs in a timely fashion to ensure that the building components and structure is available for user groups.

05 Preventative Maintenance - To provide all PM's to arena buildings and equipment.

To visually and physically do PM repairs and record as required.

23 Equipment Repairs - To provide ongoing repairs to equipment associated with pools.

To make all necessary repairs in a timely manner.

27 Preventative Maintenance - To perform PM's on carpentry tasks in all City of Kamloops Pools.

To visually and physically do PM repairs and record as required..

7808 Sidewalk Maintenance

59 Repair – Repair to surfaces associated with sewer, water, and drainage.

Respond to calls associated with sewer, water, and drainage issues (internal and external).

80 Repair – Routine and emergency repairs to curbs and gutter to maintain the integrity of the curbs and gutter and provide a reasonably safe surface for pedestrians.

- 1. Remove, replace, and repair as required.*
- 2. Respond to work requests within two business days.*

7808 Sidewalk Maintenance (cont.)

81 Repair – Repairs to concrete, asphalt and brick sidewalks as required to provide a reasonable safe surface for pedestrians.

- 1. Repair or replace concrete and brick sidewalks as required.*
- 2. Perform timely repairs based on Sidewalk Inspection Program.*

86 Inspect, Clean, and Repair - Inspect and wash bridges annually and do repairs required to remove debris from bridge decks and handrails and do repairs.

- 1. Remove debris from each bridge on an annual basis.*
- 2. Repair or replace guardrails and panels if required.*

87 Installation and Repair - Install and repair all guardrails owned by the City of Kamloops to provide a guard for pedestrians and vehicles.

To install or repair guardrails as required.

91 Inspection - Inspect and record the condition of City of Kamloops sidewalks as per the Sidewalk Inspection Program.

- 1. Inspect the surface for condition and variations between panels and record the results.*
- 2. Initiate repairs if warranted.*

96 Inspections and Repairs - Inspect, repair, and record the City of Kamloops-owned walkways, including stairs.

- 1. To annually confirm and document walkway surface condition.*
- 2. Do repairs if required.*

99 Administration - Planning, estimating, and scheduling of work for the assets maintained.

- 1. Organize projects in order to accomplish work as efficiently and effectively as possible.*
- 2. Safety meetings with crews on a weekly basis and as required to ensure safe work procedures.*

7809 Carpentry Administration

01 Administration - To provide ongoing crew talks, meetings, WorkSafe research, estimates, etc.

- 1. Job site inspections.*
- 2. Weekly crew talks and follow-up job site meetings.*
- 3. Stay current with training for crews.*

7901 Electrical - Parks and Cemeteries

01 Equipment Repairs - To provide ongoing repairs to electrical equipment associated with all parks.

- 1. Repair and troubleshoot electrical systems to ensure power is available at all times, including special events.*
- 2. To make necessary repairs in a timely fashion to ensure that the electrical equipment is functioning in a safe and efficient manner.*

02 Preventative Maintenance - To perform PMs to electrical equipment associated with all parks and park buildings.

- 1. To complete preventative maintenance (PM) repairs and record as necessary.*
- 2. Equipment testing and maintenance as required.*

7902 Electrical - Buildings

01A Preventative Maintenance - Life-safe systems - Perform routine preventative maintenance to building electrical systems, including testing of building fire alarm, emergency light, exit light, and back-up power systems.

To perform testing and documentation in compliance with the applicable regulations at the prescribed scheduled interval.

01B Equipment Repairs - Life-safe systems - Emergency and ongoing repairs to building electrical systems and components. This includes routine and scheduled repairs to fire alarm, emergency light, exit light as well as standby power equipment.

- 1. Making necessary repairs to electrical equipment to ensure availability.*
- 2. Repairs encompass emergency breakdown and system alterations.*
- 3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7903 Electrical - Water, Sewer, Drainage

03 Equipment repairs - To provide ongoing electrical repairs at boosters, intakes, PRVs, reservoirs, etc., throughout the City's water distribution system.

- 1. Making necessary repairs to electrical equipment*
- 2. Trouble shooting to ensure the shortest amount of downtime on a piece of equipment.*

04 Preventative Maintenance - To perform preventative maintenance on electrical equipment throughout the water distribution network (boosters, intakes, PRVs, and reservoirs).

- 1. To ensure that all electrical equipment is in working order throughout the water distribution network.*
- 2. Preventative maintenance is completed annually.*

7903 Electrical - Water, Sewer, Drainage (cont.)

07 Preventative Maintenance - Southwest Sector dewatering wells.

To ensure that pumps and related equipment are operating properly.

08 Equipment repairs - Southwest Sector Dewatering wells.

- 1. Making necessary repairs to electrical equipment to ensure availability of equipment at the dewatering stations.*
- 2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

10 Equipment repairs - Noble Creek Water System.

- 1. Making necessary repairs to electrical equipment to ensure availability of all pumps at the Noble Intake and Domestic stations.*
- 2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

11 Preventative Maintenance on Electrical Equipment - Noble Creek irrigation and water distribution.

- 1. To ensure that pumps and related equipment are in working order to ensure there is an adequate irrigation and domestic water supply.*
- 2. Preventative maintenance is completed annually.*

13 Daily and Emergency Call Out Repairs on Electrical Equipment - Campbell Creek Water System.

- 1. Making necessary repairs to electrical equipment to ensure availability of all five wells.*
- 2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

14 Preventative Maintenance on Electrical Equipment - To perform preventative maintenance on the five Campbell Creek wells.

- 1. To ensure that pumps and related equipment are in working order to ensure there is an adequate water level in reservoirs in case of emergency, such as fire protection.*
- 2. Preventative maintenance is completed annually.*

54 Daily and Emergency Call Out Repairs on Electrical Equipment - 106 lift stations.

- 1. Making necessary repairs to electrical equipment to ensure availability of all pumps in our lift stations.*
- 2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

7903 Electrical - Water, Sewer, Drainage (cont.)

55 Preventative Maintenance on Electrical Equipment - wastewater lift stations.

1. *To ensure that pumps and related equipment are available to prevent wastewater from flooding, causing property damage.*
2. *Preventative maintenance is completed annually*
3. *Where submersible pumps are used, motor insulation is tested semi-annually.*

60 Daily and Emergency Call Out Repairs on Electrical Equipment - Kamloops Sewage Treatment Centre.

1. *Making necessary repairs to electrical equipment to ensure availability of equipment at the treatment centre.*
2. *Troubleshooting to minimize equipment downtime.*

61 Preventative Maintenance on Electrical Equipment - To perform preventative maintenance at the Kamloops Sewage Treatment Centre.

1. *To ensure that pumps and related equipment are available for wastewater treatment.*
2. *Preventative maintenance is completed annually*
3. *Where submersible pumps are used, motor insulation is tested semi-annually.*

69 Daily and Emergency Call Out Repairs on Electrical Equipment - Cinnamon Ridge Facility.

1. *Making necessary repairs to electrical equipment to ensure availability of equipment at the spray irrigation centre.*
2. *Troubleshooting to minimize equipment downtime.*

70 Preventative Maintenance on Electrical Equipment - To perform preventative maintenance on the City's Cinnamon Ridge effluent spray irrigation

1. *To ensure that pumps and related equipment are available for effluent irrigation.*
2. *Preventative maintenance is completed annually*
3. *Where submersible pumps are used, motor insulation is tested semi-annually.*

71 Daily and Emergency Call Out Repairs on Electrical Equipment - stormwater stations.

1. *Making necessary repairs to electrical equipment to ensure availability of equipment at the stormwater stations.*
2. *Troubleshooting to minimize equipment downtime.*

72 Preventative Maintenance on Electrical Equipment - stormwater stations.

1. *To ensure that pumps and related equipment are available to prevent stormwater from flooding, causing property damage.*
2. *Preventative maintenance is completed annually.*
3. *Where submersible pumps are used, motor insulation is tested semi-annually.*

7904 Electrical - Other Departments

01 Equipment Repairs - Off-street parking.

1. *To make necessary repairs in a timely fashion to ensure that lighting levels are maintained to a safe standard.*
2. *To make necessary repairs to electric gates to ensure that they are available as required as well as maintaining a reasonable level of security for the parking lots.*

04 Equipment Repairs - Information Technology Division.

To make necessary repairs in a timely fashion to ensure that IT computer network and equipment has a stable electrical power source.

06 Equipment Repairs - Dispatch Centre at Fire & Rescue Station No. 1.

To make necessary repairs in a timely fashion to ensure that the Dispatch Centre has a stable electrical power source as well as adequate lighting levels.

7905 Electrical - Traffic

05 Equipment Repairs - To provide ongoing repairs to the City's traffic signal's infrastructure.

1. *To ensure that the traffic signals are repaired within two hours of notification.*
2. *To ensure that crosswalks and intersections are functioning properly.*

11 Preventative Maintenance - Perform routine preventative maintenance on signalized intersections and systems including the testing of conflict monitors.

1. *Confirm that conflict monitors are functioning as designed in March and September of each year.*
2. *Ensure that signalized intersections are maintained to a standard that provides maximum availability and a safer city.*

7906 Electrical - Recreation

02 Equipment Repairs - To provide ongoing repairs to electrical equipment associated with all arenas.

1. *To make necessary repairs to electrical equipment to ensure availability*
2. *Respond to emergency breakdowns and complete system alterations as required.*
3. *Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

05 Preventative Maintenance - Perform routine preventative maintenance to building electrical systems including testing of building fire alarms, emergency lighting, exit lighting, and backup power systems.

To perform testing and documentation in compliance with the applicable regulations at the scheduled interval.

7906 Electrical - Recreation (cont.)

23 Equipment Repairs - To provide ongoing repairs to electrical equipment associated with all pools.

- 1. Making necessary repairs to electrical equipment to ensure availability.*
- 2. Responding to emergency breakdowns and complete system alterations as required.*
- 3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.*

27 Preventative Maintenance - Perform routine preventative maintenance to building electrical systems, including testing of building fire alarm, emergency light, exit light, and backup power systems.

To perform testing and documentation in compliance with the applicable regulations at the scheduled interval.

7907 Electrical - Street Lighting

01 Equipment Repairs - To provide ongoing repairs to the City's street lighting infrastructure.

- 1. Complete repairs of non-functioning street lights on a monthly basis.*
- 2. To ensure that crosswalks and intersections are properly lit for a safer City.*

02 Preventative Maintenance - To perform preventative maintenance on the City's street lighting infrastructure.

To provide a City-wide inspection, 10 times per year, of all City-owned street lights to ensure they are functioning properly.

03 Preventative Maintenance and Repairs - Christmas Lights - To perform preventative maintenance, installations, and removal of the City's Christmas decorations.

To ensure that lights are functioning properly and installed/removed in a timely manner.

7909 Electrical Administration

01 Administration - To provide ongoing crew talks, meetings, WorkSafe research, estimates, etc.

- 1. Job site inspections.*
- 2. Weekly crew talks and follow-up job site meetings.*
- 3. Stay current with training for crews.*

410 Sandman Centre

Daily Operation and Maintenance of Sandman Centre

Provide and maintain the ice surface for Kamloops Blazers, Kamloops Minor Hockey, figure skaters, and adult users. Clean and maintain dressing rooms, meeting rooms, private suites, and lounges. Provide set-up for professional shows and special events as required. The facility operates seven days per week, 24 hours per day. The facility is open on statutory holidays for events, if required.

413 Arenas

Daily Operation and Maintenance

Provide and maintain ice surface and clean washrooms and dressing rooms for Junior B Storm, Kamloops Minor Hockey, figure skaters, and adult users. Dry floor activities include weddings, conventions, ball hockey, and lacrosse league play. Brock Arena ice is maintained year round for summer hockey and figure skating camps. These facilities operate 5:00 am-1:00 am seven days/week from September to March. Seasonal staff reduced from April to September.

416 McArthur Island Sport and Event Centre

Operation and Maintenance of McArthur Island Sport and Event Centre

Maintain the Olympic and NHL ice surfaces from July to April for Kamloops Minor Hockey and local speed skating clubs. This facility is the centre for all hockey and lacrosse tournaments. The North Kamloops Curling club operates the curling ice surface from September to April for league curling and bonspiels. Dry floor events include trade shows, conventions, lacrosse, and ball hockey. This facility includes a 4,000 sq. ft. lounge with a full kitchen and bar facility. This facility operates seven days per week, 24 hours per day during the ice season. Staff are reduced for summer operation as required.

429 Parks

4290-1 Parks Turf Maintenance - Mowing, trimming, and maintenance of City-wide, district, neighbourhood, and Tot Lot parks and medians.

Level A, Level B, and Level C as per the Parks Service Level Program. Cut weekly, trimmed every two weeks, and cultural program seasonally. Park maintenance staff report repairs and hazards to Crew Leader for immediate attention. Park users also forward requests to the Parks department.

4290-2 Parks Maintenance and Repair - Litter cleanup of all City parks, boulevards, highway interchanges, open space, lanes, and roadside pick-up (Adopt-A-road), and City wide transient cleanup.

Levels A, B, and C as per the Parks Service Level Program. Daily from April to October, staff hours 7:00 am-10:00 pm, seven days/week. Weekly from November to March, staff hours 7:00 am-3:00 pm and as required.

4290-3 Integrated Pest Management Maintenance

Level A, Level B, and Level C, as defined in the Parks Service Level Program.

4290-3 Nature Parks and Natural Areas - Maintenance, Repair, and Upgrading

Level B (Kenna and Peterson Creek Parks), Level C, and Level D (all other natural areas), as defined in the Parks Service Level Program.

429 Parks (cont.)

4291 – Playfield Maintenance - Sport field maintenance of turf and cultural practices included in maintenance IPM (Integrated Pest Management program).

Level A, B, and C as defined in the Parks Service Level Program. Sport fields cut twice a week, trimmed and lines painted weekly; cultural practices scheduled seasonally; field maintenance repairs as required; and field preparation prior to major tournaments. Park maintenance staff, sport users, and customer requests for Service are given to Supervisor and Crew Leaders for attention.

4292 – Tree Maintenance and Repair – General City-wide tree maintenance

- 1. Tree and Stump Removals: standard - within two months; hazardous - immediate (this is determined through the ISA Tree Hazard Evaluation Form).*
- 2. Tree Pruning: mature parks/facilities trees - every 7 years; mature boulevard/median trees - every seven years; newly planted trees - every three to five years. Pruning is also done on our Requests for Service Program on priority basis.*
- 3. Tree Inspection: parks/facilities trees are detailed inspected using the ISA Tree Hazard Evaluation Form done as per the pruning cycle or as required; boulevard/median trees are detailed inspected done as per the pruning cycle or as required.*
- 4. Tree Planting: based on funding in the Five-year Capital Plan; plant trees on a minimum planting-to-removal ratio of 2:1.*
- 5. Keeping records of tree inventory and maintenance work.*

4293 Horticulture maintenance and repair

City-wide maintenance of horticulture areas, which includes floral displays, shrub beds, and speciality gardens. The maintenance and production of flowers in the greenhouse. Floral display and maintenance. Level A, Level B, and Level C, as defined in the Parks Service Level Program.

4294 Irrigation maintenance and repair

Spring start-up and annual maintenance of City-owned irrigation systems from April to October. Level A, Level B, and Level C, as defined in the Parks Service Level Program.

4295 Stadium maintenance and repair

Maintenance of City stadiums, which include Hillside, Charles Anderson, and Norbrock Stadiums. Level A, as defined in Parks Service Level Program. Daily washroom maintenance from April to November, field turf maintenance Monday to Friday, install and remove football uprights, provide soccer and grass hockey goals. Monthly track cleaning, bleachers cleaned after events or as required.

4296 City Facilities Landscape maintenance and repair

The maintenance of landscape beds, trees, litter, and snow control of the City buildings. Level A, Level B, and Level C, as defined in the Parks Service Level Program.

429 Parks (cont.)*4297 Graffiti removal in Parks and facilities**The maintenance of graffiti removal in Parks and facilities by the Graffiti task force.**4298 Nature Parks and open space maintenance and repair**Maintenance and repair done as per Service Level Program.***Service Level A***City-wide Parks:*

- Pioneer
- Exhibition
- Gagliardi
- Riverside

District Parks:

- Albert McGowan
- West Highlands Park

Neighbourhood Parks:

- Singh Bowl

Civic Facilities:

- City Hall
- Fire Station #1
- Fire Station #2
- Sandman Centre

Trails:

- Rivers Trail

Stadiums:

- Charles Anderson
- Hillside and Track
- Norbrock

Cemeteries:

- Hillside

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection	X	X		X			Visual inspection weekly or as required.
Litter Control	X				X		Daily litter pick up or as required.
Gravel Parking Lots				X	X		As required; grading gravel parking lots.
Snow Removal	X				X		First priority accumulation of 1" or icy conditions with 24 hours. Daily inspections as required.
Trail & Pathways Maintenance				X		X	Trail inspections every four weeks with follow-up work. Clearing of vegetation 2x/year.
Other	X					X	Ongoing calls for service, vandalism, special events, etc.
<u>AMENITIES</u>							
Washroom building mtn.	X				X		Washroom maintenance done daily.
Stadium/change room mtn.	X			X	X		1. Stadium inspected daily 2. change room facilities cleaned as required.
Playgrounds		X		X		X	Monthly written inspection; detailed inspection annually; general maintenance done weekly, or as required.
Park Structures/Furnishings						X	Written inspection at least once seasonally; general maintenance, as required.
Water Park	X	X			X		Inspected daily for glass and other.
Hard Surface Areas				X	X		Monthly, or as requested; tennis courts, basketball, lacrosse, paved parking lots and multi-purpose courts.
<u>TURF</u>							
Trim Mowing (2" height min)		X			X		Passive turf areas - weekly.
Mowing (2" height min)		X			X		Sports fields - 2-3x/week (1.5" height); passive turf areas 1x/week, or as required.
Fertilizing (All areas)				X			1. 4-5 applications for sports fields and bowling green; 2. 2-3x for passive turf areas.
Soil Testing						X	Seasonally to establish proper fertilizer program.
Top Dressing					X		Once per season, or as required; 2x on selected sport field areas.
Over seeding					X		Once per season, or as required; 2x on selected areas.
Aeration			X	X	X		1. Sports fields - 2-3x/month; 2. Other areas 1-2x using deep tyne, normal core and slicing methods.
Turf Renovation					X		100% of field to standard as required.
Infield Maintenance	X				X		Baseball, softball, slo-pitch infield maintenance done daily or as required
Field Lining		X			X		

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>IRRIGATION</u>							
Irrigation	X	X			X		Daily – weekly inspections; start up in April and winterize in October; DCVA inspection 1x/year.
Manual Watering	X	X			X		Watering of flower baskets and new trees without automatic irrigation system.
<u>TREES</u>							
Planting					X		As required. In early spring and late fall
Pruning						X	Trees pruned on a five year cycle or for safety purposes, vandalism or clearance; Young trees 3-5 year cycle.
Tree Inspection						X	Tree inspections every seven years as per pruning cycle, or as required.
Tree Removals						X	As required based on hazard assessment.
Fertilizing					X		As required.
<u>HORTICULTURE</u>							
Shrub/Perennial Beds		X			X		Maintenance weekly of litter, weeding, pruning and mulching, or as required.
Annual Beds	X	X			X		Maintenance done minimum weekly. Weeding, deadheading.
Fertilizing					X		As required upon inspection of plant material.
Soil Testing					X		Seasonally to establish proper fertilizer applications.
Weed Control	X	X			X		Threshold %: Turf 5%, Shrub beds 5%, Annual beds 0-2 %, other areas 5 – 10%.
<u>CEMETERY</u>							
Headstone Adjustments		X			X	X	As requested, or as needed when surface level depths exceed 4" (10 – 16 cm). Headstones are raised and levelled.
Grave Repairs				X	X	X	Sunken graves are repaired when depression exceeds 6" (15.24cm) to 12" (30.48cm)

Service Level B*City-wide Parks:*

- *Memorial Hill*
- *Waterfront*

District Parks:

- *Brocklehurst*
- *Rae-Mor*
- *Westsyde*

Neighbourhood Parks:

- *Aberdeen Hills*
- *Juniper*
- *McDonald*
- *Overlander*
- *Pineview Valley*
- *Prince Charles*
- *Valleyview*
- *Dallas*

Civic Facilities:

- *Canada Games Pools*
- *Fire Stations #3, #4, #5, #6, & #7*
- *Central Maintenance Yard frontage*
- *Animal Control*
- *Arenas (except Sandman Centre)*
- *Curling Club*
- *Parkview Activity Centre*
- *Brock Pool*
- *Public Works Centre*

Medians:

- *Columbia*
- *Notre Dame*
- *McGill*
- *Tranquille*
- *8th Street*
- *Batchelor*
- *Victoria Mall*
- *Tranquille Mall*

Open Space / Nature:

- *Schubert Lookout*

Cemeteries:

- *Pleasant Street*
- *Pioneer*
- *6th Avenue*

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection		X				X	Visual inspection minimum 1x/week or as required.
Litter Control	X	X				X	At least 2x/week or as required
Gravel Parking Lots						X	Monthly, or as required; grading gravel parking lots.
Snow Removal		X			X		First priority accumulation of 1" or icy conditions with 24 hours. Inspections as required.
Trail & Pathways Maintenance				X		X	Trail inspections every six weeks with follow-up work. Clearing of vegetation 1x/year.
Other	X					X	Ongoing calls for service, vandalism, special events, etc. Priority to Level A areas.
<u>AMENITIES</u>							
Washroom Building maintenance	X				X		Washroom maintenance done daily, or as required
Stadium/Change Room maintenance	X				X		1. Stadium inspected daily 2. Change rooms cleaned as required.
Playgrounds				X		X	Monthly written inspection; detailed inspection annually; general maintenance done weekly, or as required.
Park Structures/Furnishings						X	Written inspection at least once seasonally; general maintenance, as required.
Hard Surface Areas					X		Monthly, or as requested; tennis courts, basketball, lacrosse, paved parking lots and multi-purpose courts.
<u>TURF</u>							
Trim Mowing (2" height min)			X		X		Passive turf areas - weekly.
Mowing (2" height min)		X	X		X		Sports fields - 1-2x/week; passive turf areas 1x/week, or as required.
Fertilizing (All areas)					X		1. 2-3 applications for sports fields and bowling green; 2. 1-2x for trees and landscape beds, or as required.
Soil Testing					X		Seasonally to establish proper fertilizer program.
Top Dressing					X		Once per season, or as required; 2x on selected areas.
Over seeding					X		Once per season, or as required; 2x on selected areas.
Aeration				X	X		1. Sports fields – 1-2x/month; 2. Other areas as required using deep tyne, normal core and slicing methods.
Turf Renovation					X		100% of field to standard as required.

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
Infield Maintenance		X			X		Baseball, softball, slo-pitch infield maintenance done weekly, or as required
Field Lining				X	X		Done 3x / year.
<u>IRRIGATION</u>							
Irrigation		X	X		X		Weekly inspections; start up in April and winterize in October; DCVA inspection 1x/year.
Manual Watering	X	X			X		Watering of flower baskets and new trees without automatic irrigation system.
<u>TREES</u>							
Planting					X		As required. In early spring and late fall
Pruning						X	Trees pruned on a seven year cycle or for safety purposes, vandalism or clearance; Young trees 3-5 year cycle.
Tree Inspection						X	Tree inspections every five, or as required.
Tree Removals						X	As required based on hazard assessment.
<u>HORTICULTURE</u>							
Shrub/Perennial Beds			X		X		Maintenance biweekly of litter, weeding, pruning and mulching, or as required.
Annual Beds		X			X		Maintenance done weekly. Weeding, deadheading, etc.
Fertilizing					X		As required upon inspection of plant material.
Soil Testing					X		Seasonally to establish proper fertilizer applications.
Weed Control					X		Weed population tolerated up to 15% in turf; landscape beds 5-10% tolerance.
<u>CEMETERY</u>							
Headstone Adjustments				X	X		As requested, or needed when 2" (5.8 cm) of sod edge removed from around headstone to expose headstone.
Grave Repairs					X		Sunken graves are repaired at the commencement and end of the turf maintenance season.
Headstone trimming			X	X	X		High profile areas trimmed biweekly, flush markers trimmed every six weeks.

Service Level C

City-wide Parks:

- *Campbell Creek*

Neighbourhood Parks:

- *Batchelor*
- *Crestline*
- *Dufferin*
- *Len Haughton*
- *McBeth*
- *Parkcrest*
- *Pemberton Terrace*
- *Thompson*
- *Todd Hill*
- *Westmount*

Tot Lots:

- *Acadia*
- *Allan Powers*
- *Bank*
- *Belmont*
- *Bogetti*
- *Braemar*
- *Cambridge*
- *Cammeray*
- *Connaught*
- *Dominion*
- *Edgemount*
- *Glen Nevis*
- *Hook*
- *Invermere*
- *Kemano*
- *Kinsmen*
- *McIntosh*
- *McLean*
- *Moose*
- *Parkcrest*
- *Richmond*
- *Sahali*
- *Sherbrooke*
- *Southview*
- *Spartan*
- *Summit*
- *West Pines*

Open Space / Natural:

- *Kenna Cartwright*
- *Peterson Creek*

Dog Parks:

- Aberdeen
- Ord Road
- Juniper
- River Street

Trails:

- Sifton Loop

Other Areas:

- Aberdeen Interchange
- Pacific Way Interchange
- Sagebrush Interchange

Cemeteries:

- Chinese

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection			X		X		Every 3-4 weeks minimum; visual and written inspection of park.
Litter Control			X		X		Every 3-4 weeks minimum.
Gravel Parking Lots					X		Grading every three months, or as required.
Snow Removal					X		First priority accumulation of 1" or icy conditions with 24 hours.
Trail & Pathways Maintenance						X	Visual inspection of trails every eight weeks with follow-up work. Clearing of vegetation annually, or as required.
Other						X	Ongoing calls for service, vandalism, special events, etc. Priority to Level B areas.
<u>AMENITIES</u>							
Playgrounds				X		X	Monthly written inspection; detailed inspection annually.
Park Structures/Furnishings					X		Inspection every two years. General maintenance, as required.
Hard Surface Areas						X	As required; tennis courts, basketball, parking lots.
<u>TURF</u>							
Trim Mowing (3" height min)			X		X		Every 3-4 weeks.
Gang Mowing (2" height min)		X	X		X		1x/week; for sports field areas; passive areas every two weeks.
Fertilizing					X		1-2 applications for sports fields; other areas as required.
Aeration					X		Once a year for sports fields; other areas as required.

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
Infield Maintenance		X			X		Baseball, softball, slo-pitch infield maintenance done weekly.
Field Lining				X	X		Done 3x / year.
IRRIGATION							
Irrigation			X	X	X		Bi-weekly to monthly inspections; start up in April and winterize in October; DCVA inspection 1x/year.
Manual Watering					X		As required.
TREES							
Planting					X		As required. In early spring and late fall
Pruning						X	Trees pruned on a ten-year cycle; young trees on a 3-5 year cycle.
Tree Inspection						X	As required.
Tree Removals						X	As required based on hazard assessment.
HORTICULTURE							
Shrub Beds				X	X		Maintained biweekly to monthly as required.
Weed Control					X		Weed population tolerated up to 50% in turf; shrub beds – 20%.

Service Level D

Open Space / Natural:

- Aberdeen Hills Skyline
- Arrowstone
- Batchelor
- China Road
- Crescent Heights
- Dallas/Barnhartvale
- Gleneagles
- Gordonhorn
- Highland
- Hugh Allan
- Humphrey Sanctuary
- Mission Flats
- Monmouth
- North River
- Perryville
- Robson
- Rose Hill
- Sahali Terrace
- Springview
- Strathcona
- Valleyview Rec. Centre

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection				X		X	Monthly, or as required.
Litter Control				X	X		Monthly, or as required.
Trail Maintenance							Inspection of trails every twelve weeks, or as required. Clearing of vegetation as required.
Gravel Parking Lots						X	As required.
Other						X	Ongoing calls for service, vandalism, special events, etc. Priority to Level C areas.
<u>AMENITIES</u>							
Park Structures/Furnishings						X	General maintenance, as required.
<u>TURF</u>							
Trim Mowing (3" height min)				X			Monthly, or as required.
<u>TREES</u>							
Pruning							For hazardous areas only, as required.
Forest Management							Inspection of all areas in known problem areas every two years.
Brush Cutting				X	X		Done 2x/year, or as required.
<u>HORTICULTURE</u>							
Weed Control				X			Noxious weed control as required.

439 Sustainability

4390 - 1 Ongoing Education for the Citizens of Kamloops

Attend, organize, and promote various environmental seminars and presentations. Staff attend a variety of home shows, schools, and service groups. Presentations focus on environmental awareness, including, but not limited to, waste reduction, clean air, water conservation, and energy reduction.

- 1. Attend events when needed to communicate environmental programs effectively to a wide range of citizens.*
- 2. Coordinate activities of ECOSmart Team to maximize opportunities for public education.*

439 Sustainability (cont.)*4390 – 2 Public Events, Public Education, Community Outreach*

Attend, organize, and promote various public events focused on environmental and sustainability awareness. Undertake community education programs including working with the School District to target elementary classes. Work with community stakeholders.

1. *Attend events when needed to communicate environmental programs effectively to a wide range of citizens.*
2. *Coordinate activities of ECOSmart Team to maximize opportunities for public education.*
3. *Ongoing throughout year, attend events when appropriate.*
4. *Meet with community stakeholders and educate and assist them in achieving their sustainability initiatives.*

457 City Facilities

Caretaking and Building Maintenance Services - Perform cleaning and maintenance service to City of Kamloops administration buildings and various structures.

1. *Clean offices, common areas, stairwells, hallways, and washrooms on a regular basis.*
2. *Remove refuse from all garbage receptacles on a regular basis.*
3. *Clean and sanitize washrooms on a daily basis and as required.*
4. *Wash, scrub, and buff floors as required and vacuum carpeted areas.*

461 Pools*Daily Cleaning and Maintenance of All Pools.*

Daily maintenance and cleaning of all change rooms, lobbies, and decks. Monitor and adjust pool water chemistry daily, as per Health Department regulations. Inspect and repair all pool equipment, slides, diving boards, and stairs. Set up for swim meets and special events as required. These facilities operate 5:30 am to 10:00 pm on most days.

465 Tournament Capital Centre Fieldhouse

Maintenance and Operation of the TCC Fieldhouse - Cleaning, maintenance, and event conversions at the Tournament Capital Centre.

Comprehensive annual preventative maintenance program for electrical fixtures, motors, lights and components, HVAC, roof-top units, heat pumps, geothermal systems, doors, and fixtures. Daily cleaning of washrooms, shower rooms, floors, courts, gym equipment, and office spaces. Event conversions as required.