

City of Kamloops



Canada's Tournament Capital

FINANCIAL PLAN

2018-2022

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.

Two-year Budget Calendar



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 Corporate Services Department in consultation with all municipal departments and senior administration and outlines estimated costs for 2018-2022 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 the estimated costs associated with the general operating budget. This section includes budgets for individual programs and services in 2015, 2016, 2017, and 2018. 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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Section B - General Fund

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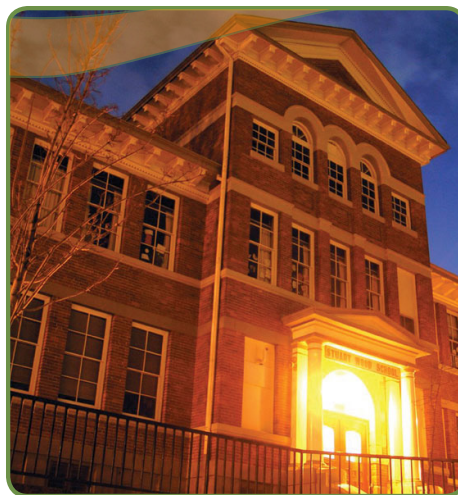
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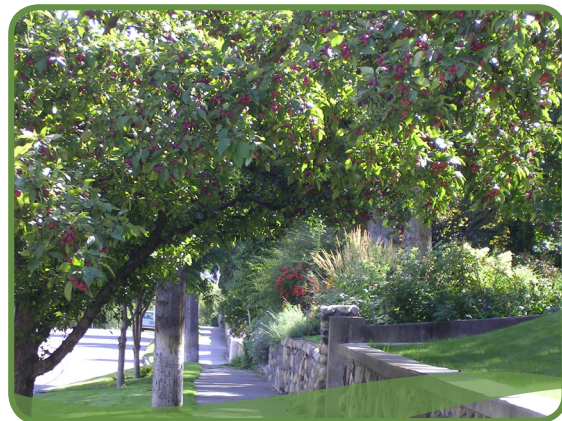
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Message from the Corporate Services Director

We have completed the 2018-2022 Financial Plan. The process involved discussion with various City departments, Council, and the public. As we presented to Council during the Budget Meetings, our focus this year has been to find efficiencies in everything that we do. These efficiencies were described in detail at the November 28, 2017, Public Budget Meeting, and the slides are available on the City's website. In an attempt to find our own efficiencies within the Corporate Services Department, we have simplified the Draft 2018-2022 Five-year Financial Plan, which formed a summary of information for the Final 2018-2022 Five-year Financial Plan.

To summarize the changes in the 2018-2022 Financial Plan and the 2018 utility rates, we have included the Council report and associated PowerPoint slides, which describe this year's changes in detail for the final Financial Plan Bylaw.



Analysis of 2018 Property Tax Increase RequirementA 1% property tax increase will generate: **\$1,041,441****Funded from Property Taxes****Total Tax
Requirement****Property Tax
% Increase/
(Decrease)**

2017 Tax Requirement

\$104,144,071

Explanation	Tax Increase (Decrease)		
Operating Expenses			
Contracts			
CUPE and Management wages and benefits	\$1,400,859		
IAFF Wages, Benefits, and Contract changes	\$297,000		
RCMP Contract increases - 121 members	\$639,858		
Reduction in Traffic Fine Revenue	\$314,142		
Transit Contract	\$(280,708)		
Other Impacts			
Increase in Natural Gas	\$15,000		
Net vehicle fuel savings (increase costs offset by reduced usage)	\$(61,000)		
Increase in ICBC rates	\$51,000		
Reduction in MSP costs	\$(304,500)		
Reduction in Hydro costs - due to lower usage	\$(9,000)		
Increase in sidewalk maintenance (approved in prior year)	\$90,000		
Reduction budgeted debt servicing and transfers	\$(1,932,090)		
Increase in other expenses	\$42,489		
Operating Revenues			
Increase in Permit Revenue	\$(110,000)		
Increase in Building Licensing and Inspection Revenue	\$(62,000)		
Increase in Recreation User Fee Revenues	\$(190,000)		
Increase in Investment Revenue	\$(360,000)		
Operating Expense Change	\$(458,950)	(0.44%)	
Change in Capital from Taxation	\$2,406,846	2.31%	
Anticipated Revenue from Growth	\$(950,000)	(0.91%)	
Efficiencies approved November 21	\$(56,000)	(0.05%)	

Property Tax Change after Growth		\$ 941,896	0.91%
Asset Management / Maintenance Requirements		\$465,000	0.45%
AM-01 Sandman Centre Heat Exchange		\$90,000	
AM-02 Ice Plant Equipment		\$175,000	
AM-05 Streets Maintenance		\$200,000	
AM-04 Civic Roofs Replacement (potential borrowing)		TBD	
Property Tax Change for Asset Maintenance		\$1,406,896	1.36%
Additional RCMP members (to budget 124)	3	\$525,000	0.50%
Property Tax Change after RCMP and Asset Maintenance requirements		\$1,931,896	1.86%
2018 Supplemental Tax Increase			0.22%
Total Property Tax Impact			2.08%

Cost to Average Household	2017	2018	\$ Change	% Change
(\$377,000 value)				
Property Taxes				
Total Municipal Property Taxes	\$2,073	\$2,116	\$43	2.08%
Utility Fees				
Water	\$379	\$379	0	
Sewer	\$316	\$363	\$47	
Garbage and Recycling	\$190	\$152	\$(38)	
Total Utility Fees	\$885	\$894	\$9	1.02%
Combined Utility Fees and Municipal Property Taxes	\$2,958	\$3,010	\$52	1.76%



2018 SUPPLEMENTALS

1. Heritage Commission Funding Increase - 2018 \$4,250 one time - The Kamloops Heritage Commission is requesting additional funds to distribute heritage brochures; attend the BC Heritage Conference; replace existing street signs pertaining to veterans; and allocate monies toward the advancement, awareness, and promotion of heritage education.
2. Riverside Park Outdoor Skating Rink - 2018 \$50,000 one time - To develop an overall concept plan, feasibility, and cost estimate for a public skating rink located in Riverside Park. To be followed by a new budget request for Council's consideration with a possible start of construction in 2019.
3. Pacific Way Elementary School Gym Curtain - 2018 \$10,000 one time - School District No. 73, in partnership with the City, proposes to install a \$25,000 curtain wall that would increase capacity and allow more use by students for physical education purposes and to increase community-programming opportunities. The City's share would be \$10,000.
4. Community Washrooms - 2018 \$370,000 one time, \$55,000 ongoing - Purchase and install two Portland Loo washrooms in Kamloops (one in the downtown core and the other along the North Shore business district, specific locations yet to be determined).
5. Kamloops Fire Rescue Haz-mat Response - 2018 \$45,000 one time - Kamloops Fire Rescue to purchase a portable, stand-alone, four-season decontamination system for use in the field prior to sending civilians or firefighting personnel for medical treatment.
6. Westsyde Pool Service Level Change - 2018 \$125,000 ongoing - The expanded operational hours enable the facility to offer increased swim and fitness programs and other services.
7. Westsyde Pool Phase II - 2018 \$50,000, 2019 \$1,200,000 one time (over two years) - During public engagement events, Council and residents were provided with an overview of repair costs required for both Phase I (building repair) and Phase II (building performance improvements). Phase II retrofits include updates to the heating, cooling, ventilation, electrical, and pool boiler systems.
8. Westsyde Pool Fitness Equipment - 2018 \$35,000 ongoing - Based on residents' feedback, the fitness equipment is old and requires an increased level of repair and maintenance or replacement over the next few years.
9. Sandman Centre Heat Exchange - 2018 \$90,000 one time - The Sandman Centre heat exchanger heat pump system is used to heat the entire building, and it is nearing the end of its useful life and requires replacement.
10. Sandman Centre Exterior Power Upgrade - 2018 \$75,000 one time - To provide funding for the upgrades to the external shore power to the Sandman Centre to support professional concert operations and to reduce greenhouse gas emissions caused by diesel generators.
11. Transit Infrastructure Improvements - 2018 \$60,000 one time - To fund the construction of a Park and Ride in the Campbell Creek area, a medium-term priority and enhanced customer information distribution as identified as an improvement initiative.
12. Snow Clearing in Limited Access Laneways - 2018 \$320,000 one time, \$35,000 ongoing - To fund snow removal from specific lanes in Kamloops that are used as the primary vehicle access to some residential properties.



2018 Recommended Funding Sources - Supplemental Items													
No	Cost Class	Description	2018 Original Funding Request	Prior Year Surplus *	Gaming		Community Works	CARIP	Equipment Reserve	Taxation	Tax Impact	2019 Community Works	Council Approval
1	O	Heritage Commission	\$4,250										No
2	M	Riverside Park Skating Rink	50,000				\$50,000						Yes
3	C	Pacific Way Gym Curtain	10,000	\$10,000									Yes
4	C/O	Community Washrooms	425,000			*	370,000			\$55,000	0.05%		Yes
5	C	KFR Haz-mat	45,000	45,000									Yes
6	O	Westsyde Pool Service Levels	125,000							125,000	0.12%		Yes
7	C/O	Westsyde Pool Phase II	50,000	25,000		*	12,500					\$1,200,000	Yes
8	C/O	Westsyde Pool Equipment	40,000		\$25,000	*				15,000	0.01%		Yes
9	C	Sandman Heat Exchanger	90,000		90,000								Yes
10	C	Sandman Power Upgrades	75,000					\$75,000					Yes
11	C	Transit Park n Ride	60,000				15,000						Partial
12	O	Snow Removal - Lanes	355,000						\$320,000	35,000	0.03%		Yes
			\$1,329,250	\$80,000	\$115,000		\$447,500	\$75,000	\$320,000	\$230,000	0.22%	\$1,200,000	

O = Operating

C = Capital

M = Minor Capital

Provisional Tax Percentage

1.86%

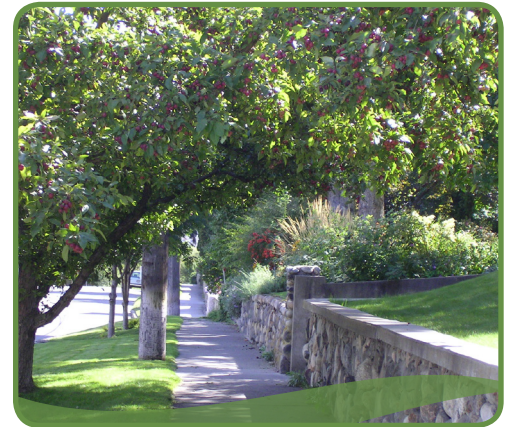
2018 - TOTAL TAX IMPACT**2.08%****Impact on the Average Valued Household \$377,000****\$43.14**

2017 Financial Plan - General Fund Operations

	2017	2016
Revenue		
Real property taxes	\$104,371	\$100,631
Special assessments	4,281	2,667
Fees, rates, and sales of service	66,323	61,268
Government transfers	24,609	20,131
Investment income	5,340	4,659
Private contributions	27,376	22,381
Total Revenue	\$236,140	\$215,543

Expenditures (in thousands of dollars)

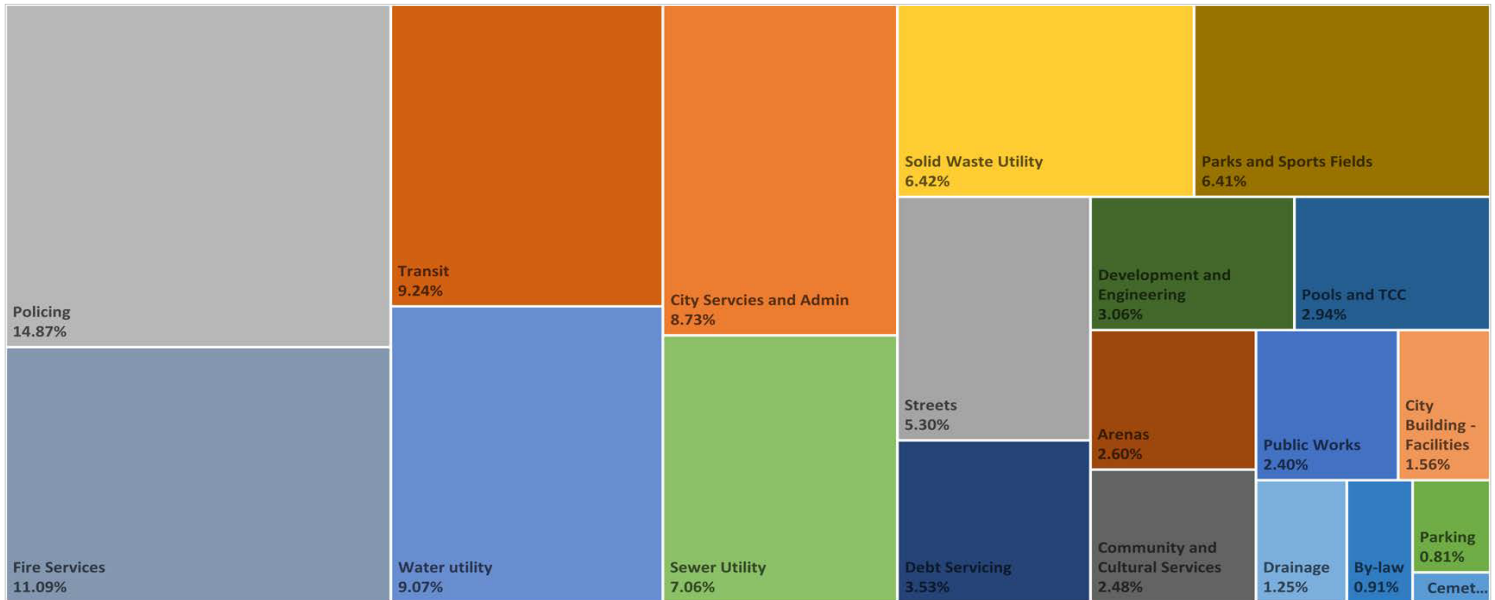
Cemetery	\$678	\$677
Community development	3,067	5,180
Corporate administration	10,633	11,072
Environmental services	312	575
Fire services	20,163	17,754
Infrastructure maintenance	24,272	24,768
Legislative and enforcement	5,437	5,740
Parks, recreation, and culture	36,878	36,129
Police services	27,421	24,790
Public transit	17,068	17,331
Solid waste	10,055	10,539
Total General Expenditures	\$155,984	\$154,555





Operating Expenses for 2018 (Budget)

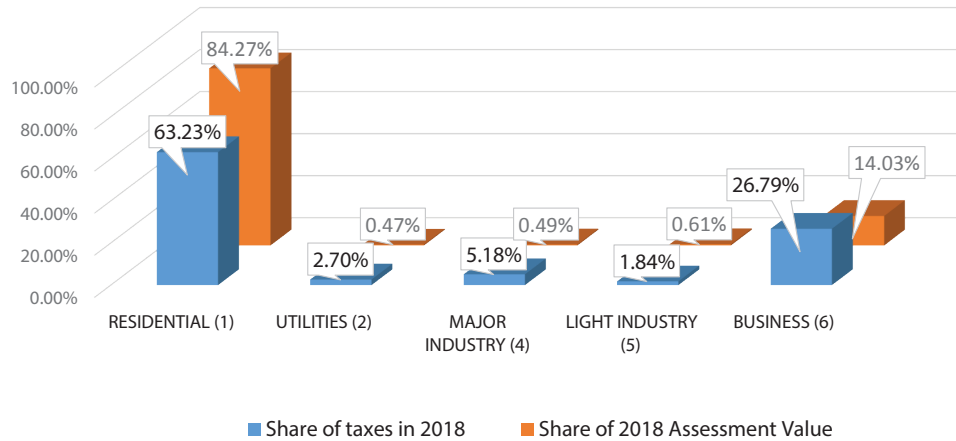
Where does the money go?



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PROPERTY TAXES VS ASSESSED VALUE 2017



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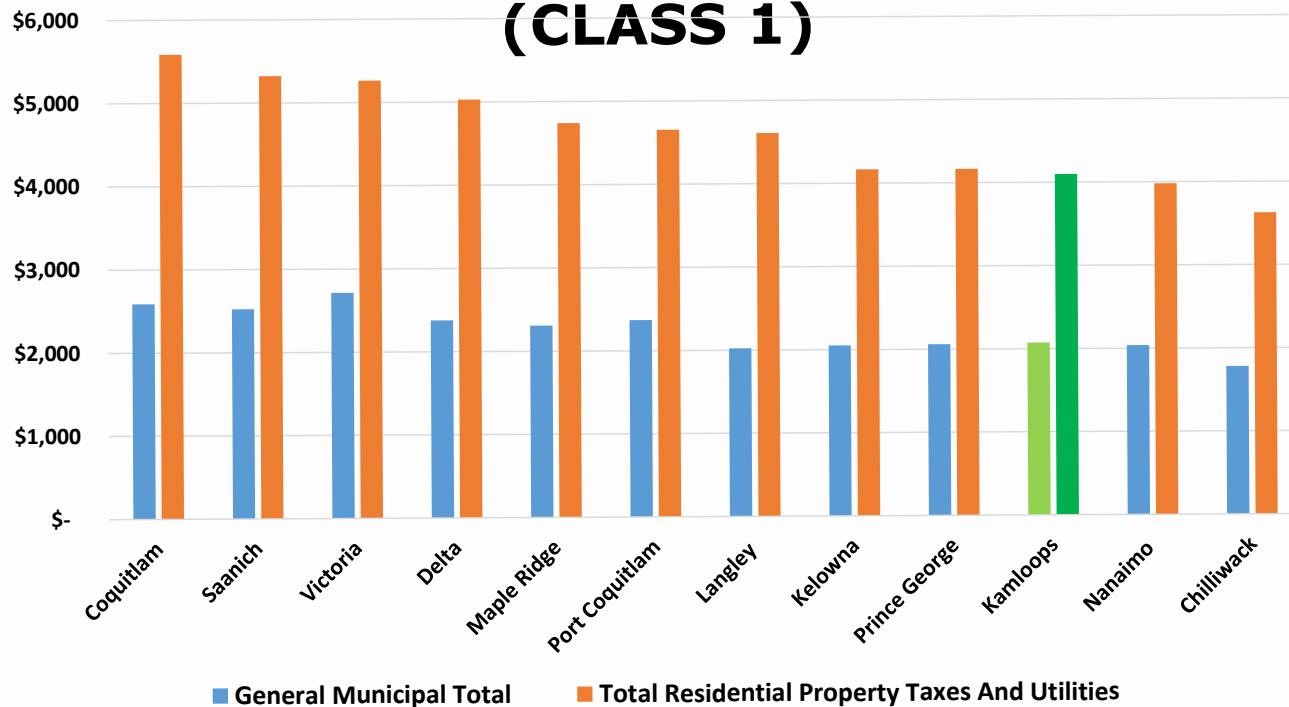
Cost to Average Household (\$377,000 value)	2017	2018	\$ change	% Change
Total Municipal Property Taxes	\$ 2,073	\$ 2,116	\$ 43	2.08%
Utility Fees				
Water	\$ 379	\$ 379	\$ 0	
Sewer	\$ 316	\$ 363	\$ 47	
Garbage and Recycling	\$ 190	\$ 152	\$ (38)	
Total Utility Fees	\$ 885	\$ 894	\$ 9	
Combined Utility Fees and Municipal Property Taxes	\$ 2,958	\$ 3,010	\$ 52	1.76%



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ESTIMATED MUNICIPAL PROPERTY TAXES FOR AVERAGE HOUSE – 2017 (CLASS 1)



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The estimated municipal property tax group shown is to illustrate the average home prices across the province of BC municipalities, as comparable to the City of Kamloops.

The City of Kamloops shows one of the lower, on average household increases in 2017..

Understanding Your Tax Bill

The City of Kamloops collects residential taxes by the beginning of July each year. Contained within your annual bill for City Property Taxes and your application for a Home Owner Grant is the collection of taxes specific to other government agencies.

The Property Taxation system in BC is legislated by the provincial government under the *Community Charter*, Part 7. There are six primary classification of properties that have different levels of taxation applied to, as follows:

- Residential
- Major Industry
- Light Industry
- Recreation/Non-profit
- Farm
- Business and Other

For each of these Taxation Classes, there is a single rate that is applied to properties classified within each class. Municipal governments are not allowed to develop sub-classifications within any of the taxation groups.

Each of these groups are subject to City Property Taxes as well as taxes collected for other agencies. As more than 60% of the taxation revenue for the City is derived from the Residential Class, examples will focus on this classification.

The 2018 total tax rate per household was \$8.5186 per \$1,000 in assessed value. This amount is the total of the following:

• BC Assessment Authority (BCAA)	\$0.0403
• Thompson-Nicola Regional District (TNRD)	\$0.3286
• Hospital	\$0.4744
• School	\$1.9835
• City Taxes	\$5.1900

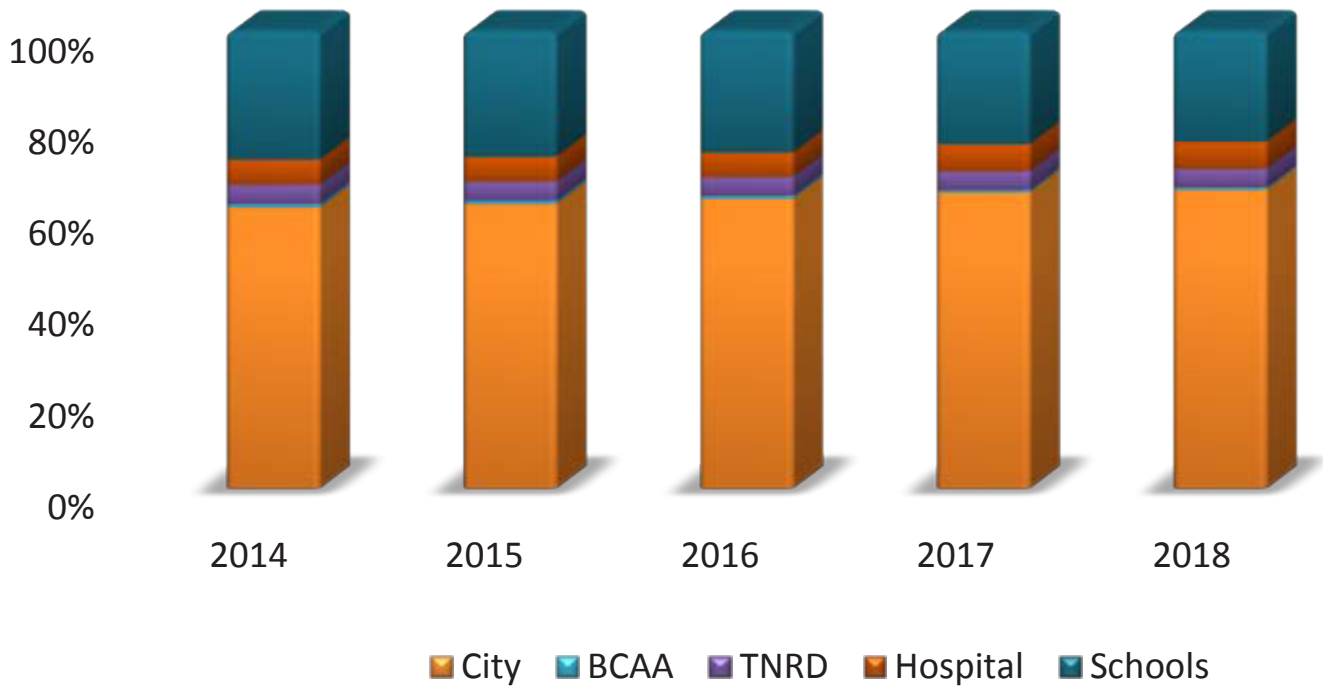
Of the total amount of taxes, \$3.0186 of the monies collected by the City were passed on to other government agencies. Financial reporting position amounts do not appear in the City's financial statements and are not included in the reported City's revenues.

It's important to note that the City has no input or control over these taxes; we simply collect these funds and pass them along. To provide additional context, for every \$1.00 on your total pre-Home Owner Grant Tax Bill, 35 cents is collected by the City for other government agencies and is not spent on services provided by the City to the residents.



Over the past four years, the trend on both civic taxes and other government taxes are as follows:

City of Kamloops - Residential Tax Rates



Year	City Taxes	BCAA	TNRD	Hospital	Schools	Total
2014	5.2800	0.0619	0.3690	0.4732	2.4326	8.6246
2015	5.3900	0.0596	0.3687	0.4704	2.3981	8.6868
2016	5.4800	0.0543	0.3616	0.4631	2.3137	8.6727
2017	5.5000	0.0432	0.3494	0.5097	2.1163	8.5186
2018	5.1900	0.0403	0.3286	0.4744	1.9835	8.0168

Using the most recent year (2017) and based on the average value of a house in Kamloops of \$377,000, the tax bill before the Home Owner Grant is \$3,212.

As detailed below, 65% of the funds collected are provided to the City in the delivery of services directly impacting the residents of Kamloops; the remaining 35% is distributed to other government agencies as identified below.



Year	City Taxes	BCAA	TNRD	Hospital	Schools	Total
2018	\$2,116	\$16	\$132	\$192	\$798	\$3,010

So, how does the Home Owner Grant fit into this?

The Home Owner Grant reduces the amount of property tax you pay for your principal residence. The grant is available to homeowners that pay property taxes to a municipality (or to the province if they live in a rural area). There are certain requirements regarding who is eligible for different levels of the Home Owner Grant. Please see the BC Government website for more details.

[<http://www2.gov.bc.ca/gov/content/taxes/property-taxes/annual-property-tax/reduce/home-owner-grant>]

The use of a grant impacts the City in the following manner:

When you look at your annual tax bill, it is broken out into three distinct areas:

1. School Taxes Collected for the Province of BC
2. Taxes Collected for Other Agencies
3. City of Kamloops Taxes

The basic grant reduces the amount of School Taxes Collected by the City on behalf of the Province.

City Taxes and Utilities for 2018 (estimated for the average household)

Average Kamloops Assessment: \$377,000

Police services	\$470.92
Parks, recreation, and culture	\$414.30
Fire services	\$333.53
Infrastructure maintenance	\$277.52
Capital	\$201.02
Debt servicing costs	\$147.74
Public transit	\$123.95
Corporate administration	\$113.08
Legislative and enforcement	\$24.80
Community development	\$53.74
Environmental services	\$5.14
Cemetery	\$0.26
CITY TAXES TOTAL	\$2,116.00
Water	\$379.00
Sewer	\$363.00
Garbage and recycling	\$152.00
UTILITY RATES TOTAL	\$894.00
Total Property Taxes and Utilities	\$3,010.00

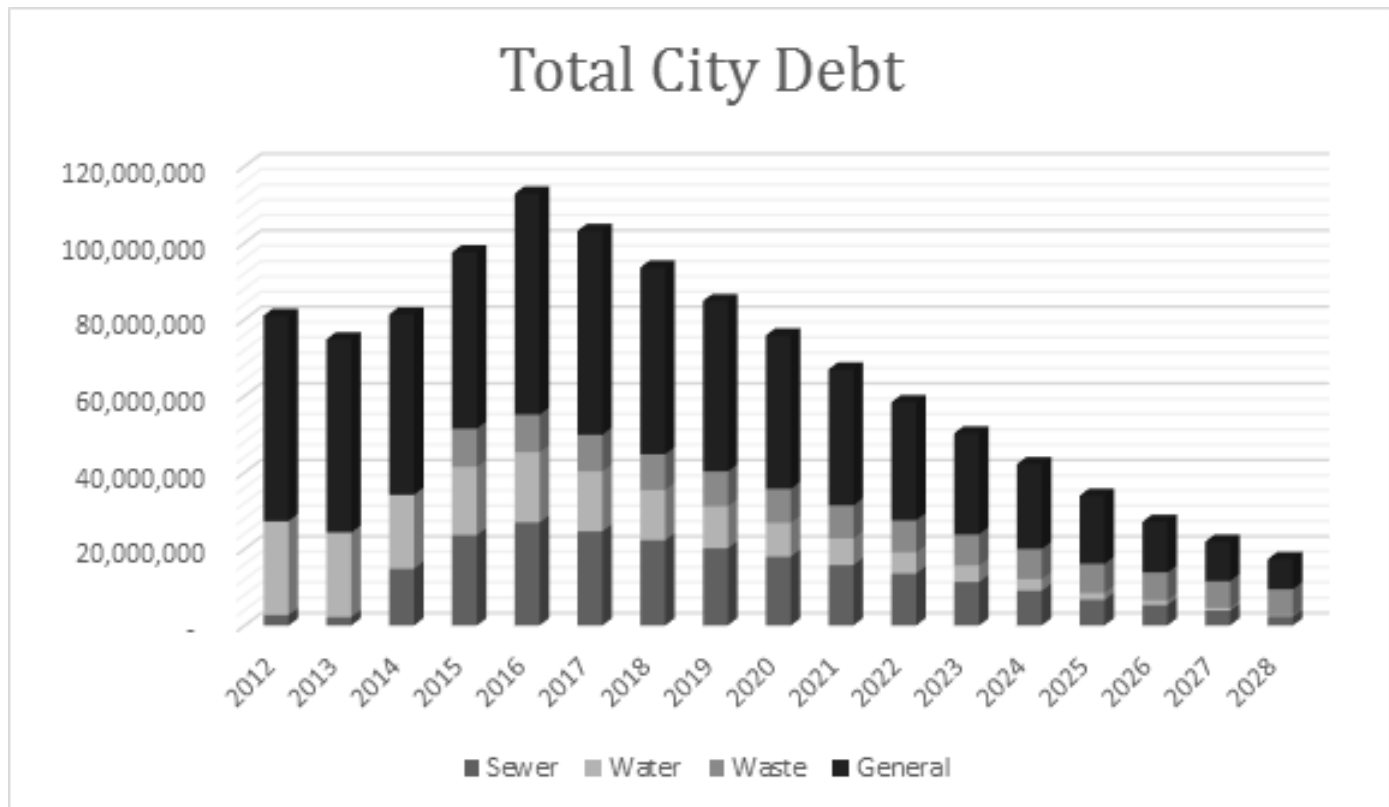


City Debt

Debt is used by the City of Kamloops in the funding of capital initiatives. From a personal perspective, debt mirrors a mortgage, where civic debt purchase provides a long-term value to the community and the residents. The City takes an approach that the decision to take on debt to fund projects should be seen as a preferred alternative over short-term significant increases in taxation (or levies).

During the course of civic development and the business planning process, there are capital-based initiatives and programs that will exceed the City's immediate ability to provide adequate funding for the project.

Under the *Community Charter*, [SBC 2003] Chapter 26, Part 6 – Financial Management, Division 3 – Expenditures, Liabilities and Investments, Sections 174, 177 – 182, - municipalities are to provide direction and guidelines on when and for what debt can be incurred on. Key within the legislation is that debt funding cannot be used to fund any operational work.



Recent examples of expenditures that the City of Kamloops has taken on debt to fund include the following:

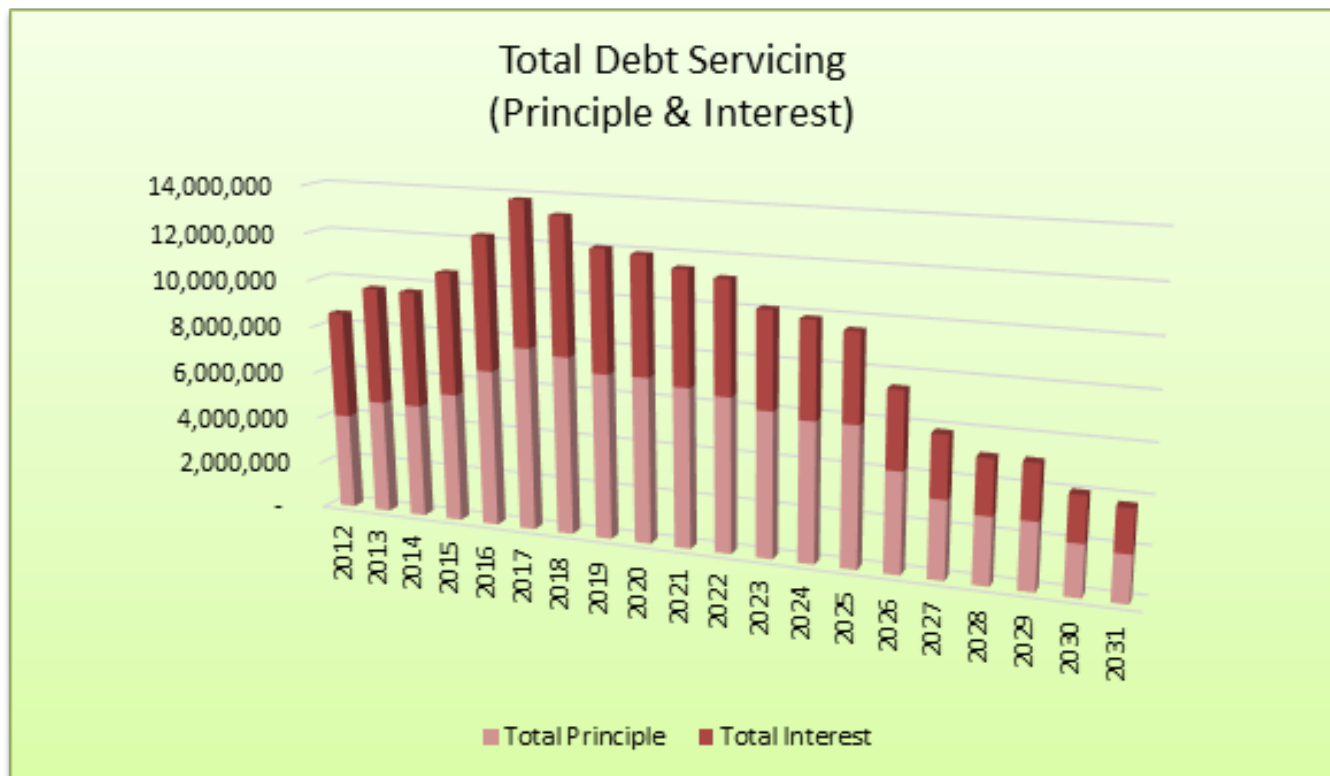
- 2014 Wastewater Treatment Centre
- 2015 Kamloops Resource Renewal Centre (Owl Road Landfill)
- 2015 Overlanders Bridge Rehabilitation Project
- 2006 Tournament Capital Project
- 2005 River Street Water Treatment Plant

Each of these projects (and the others that have been funded by debt) provides long-term and lasting benefits to our city.

Projected End Of Year Debt Balances by Revenue:

	2018	2019	2020	2021	2022
Sewer	\$22,256,512	\$20,123,825	\$17,948,899	\$15,789,309	\$13,586,591
Water	13,177,394	11,050,581	8,849,201	6,952,947	5,525,644
Solid Waste	9,350,316	9,120,633	8,884,059	8,640,388	8,389,407
General	48,732,295	44,484,355	40,075,949	35,551,172	30,855,617
Total	\$93,516,517	\$84,779,394	\$75,758,108	\$66,933,816	\$58,357,259

Annual cost of debt to be captured within Property Tax calculations



Corporate Policies and Explanations

Financial Plan Process and Timing

The 2018-2022 Five-year Financial Plan process began in August 2017. 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 2017 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 (now called the Corporate Services Director).

In December 2017, the 2017-2021 Financial Plan and the Utility Rates Bylaws were presented to Council for amendment to reflect the updates to the provisional 2018-2022 budget. Starting in January 2018, Council began deliberations of the 2018-2022 Five-year Financial Plan. Council was presented with significant changes to the financial plan 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 2018, the City received the Authenticated Roll from the BC Assessment Authority, which provided the final assessed property values for our municipality. This information allowed the Corporate Services Department to estimate the amount of new growth in the city. With that information, revenue projections were revised in the Financial Plan, and 2018 tax rates were established.

In early May, Council adopted the 2018-2022 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 Council bylaw 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, as 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.

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:	2017 Budget	2018 Budget
• BC Wildlife Park	\$316,200	\$380,000
• Crime Stoppers	\$107,702	\$107,702
• Kamloops Community YM/YWCA	\$219,239	\$233,372
• Kamloops Heritage Railway	\$202,000	\$202,000
• Community Arts Council	\$38,240	\$38,622
• Sagebrush Theatre	\$134,640	\$162,510
• Kamloops Art Gallery	\$344,638	\$372,084
• Graffiti Task Force	\$150,000	\$150,000
• S.P.C.A.	\$32,460	\$33,444
• Chamber of Commerce	\$123,500	\$113,500
• Community Gardens	\$40,500	\$40,904
• Kamloops Performance Cycling	\$52,540	\$52,600
• Ask Wellness	\$73,605	\$75,084
• Kamloops Heritage Society	\$10,000	\$10,000
• Kamloops Multicultural Society	\$12,500	\$12,500
• Strata Plan KAS 2174	\$4,386	\$4,386
	\$1,862,150	\$1,988,708

Operating grant:	2017 Budget	2018 Budget
• Kamloops Symphony Society	\$100,990	\$102,000
• Western Canada Theatre	\$171,177	\$172,889
• Boys and Girls Club	\$129,313	\$139,534
• Venture Kamloops	\$608,803	\$620,979
• Tourism Kamloops	\$250,000	\$250,000
• Ambassador grants	\$35,572	\$35,852
• Other operating grants	\$279,510	\$282,904
	\$1,575,365	\$1,604,158

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 2017 and 2018 budgets:

Community events:	2017 Budget	2018 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	\$103,000
• Tournament bids	\$150,000	\$150,000
• Other events	\$54,000	\$51,000
	\$341,500	\$341,500

Grants recommended by commissions and boards:	2017 Budget	2018 Budget
• 24 Social Planning grants	\$99,302	\$111,657
• 25 Arts Commission grants	\$55,000	\$54,000
	\$154,302	\$165,657

Property Tax Exemptions

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

- senior citizen housing projects built with provincial assistance
- not-for-profit organizations
- land surrounding buildings for public worship, independent schools, seniors' housing, or private hospitals
- heritage properties

The 2018 permissive exemptions are estimated to be \$885,484.

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 2018 is estimated at \$671,682.

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 \$1,463,155 in 2018.

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General Fund by Function

	2018	2019	2020	2021	2022
Revenue:					
Real Property Taxes	106,265,967	110,151,878	113,170,916	117,025,189	121,270,882
Taxes - New Assessments	990,000	800,000	1,000,000	1,000,000	1,000,000
Special Assessments	4,619,797	4,604,347	4,680,347	4,759,347	4,871,347
Fees, rates, and sales of service	32,391,801	33,855,762	34,894,560	35,173,618	35,459,055
Grants	18,108,251	18,090,106	18,113,781	18,543,360	18,992,153
Investment income	3,434,685	3,616,207	3,847,532	4,062,528	4,303,911
Sale of capital assets	125,000	125,000	125,000	125,000	125,000
Private contributions	96,395	81,395	81,395	81,395	81,395
Total Revenue	166,031,896	171,324,695	175,913,531	180,770,437	186,103,743
Expenditures:					
Cemetery	495,087	501,087	507,185	513,385	519,687
Community Development	5,064,183	5,163,184	5,263,709	5,365,786	5,469,436
Corporate Administration	11,020,423	12,445,543	12,825,291	13,368,737	13,998,717
Environmental services	284,496	242,456	246,076	249,749	253,477
Fire services	18,988,739	19,333,690	19,803,761	20,285,451	20,779,048
Infrastructure Maintenance	9,808,156	10,130,015	10,457,555	10,790,883	11,130,102
Legislative and Enforcement	5,276,986	5,285,732	5,525,611	5,426,637	5,498,834
Parks, recreation and culture	28,309,047	28,686,552	29,115,448	29,552,607	29,997,164
Police services	30,449,196	31,141,909	31,811,078	32,515,053	33,233,066
Public transit	17,073,458	17,225,103	17,655,891	18,522,819	19,432,732
Solid Waste	9,857,308	10,146,806	10,465,170	10,614,028	10,765,863
Debt servicing costs	3,585,800	3,192,227	3,256,223	2,969,111	2,927,410
Capital expenditures	12,864,028	11,785,493	10,523,655	12,437,057	13,871,908
Total General Expenditures	153,076,907	155,279,797	157,456,653	162,611,303	167,877,444
Net operating activity	12,954,989	16,044,898	18,456,878	18,159,134	18,226,299
Transfers from (to) reserves	(5,162,303)	(7,768,433)	(8,230,970)	(8,375,956)	(8,447,144)
Transfers from (to) other funds	(4,432,453)	(4,405,136)	(4,577,022)	(4,645,073)	(4,715,166)
Debt principal repayment	(3,360,233)	(4,109,899)	(4,266,224)	(4,378,331)	(4,544,714)
Transfer to (from) surplus	0	(238,570)	1,382,662	759,774	519,275
Estimated surplus balance	14,404,000	14,165,430	15,548,092	16,307,866	16,827,141
Tax rate increase indicated	2.08%	2.70%	2.00%	2.50%	2.75%
Projected Increase in 2018 - 2022 Financial Plan	2.08%	2.50%	2.50%	2.00%	N/A

Financial Plans for each Function

Cemetery

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	301,688	325,634	278,622	274,372	279,674	5,302
Personnel expenses	632	632	0	0	0	0
Contractual services	7,924	10,701	26,092	16,500	14,500	(2,000)
Supplies and other expenses	63,246	73,401	75,324	60,639	75,739	15,100
Transfers from other functions	84,087	98,825	108,981	127,185	125,174	(2,011)
	457,577	509,193	489,019	478,696	495,087	16,391

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	279,674	283,869	288,126	292,448	296,834
Personnel expenses	0	0	0	0	0
Contractual services	14,500	14,790	15,086	15,388	15,696
Supplies and other expenses	75,739	77,254	78,799	80,375	81,983
Transfers from other functions	125,174	125,174	125,174	125,174	125,174
	495,087	501,087	507,185	513,385	519,687

Community Development Services

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	4,701,054	5,251,042	5,300,932	5,854,075	6,042,336	188,261
Personnel expenses	65,586	72,684	89,583	120,418	94,120	(26,298)
Contractual services	163,666	210,714	260,680	204,456	331,750	127,294
Supplies and other expenses	181,042	539,278	373,451	395,959	114,409	(281,550)
Transfers from other functions	232,235	315,130	379,153	380,408	292,068	(88,340)
Transfers to other functions	(276,052)	(363,120)	(384,888)	(380,500)	(530,500)	(150,000)
Costs allocated to capital	(1,014,855)	(1,424,421)	(1,174,491)	(1,350,000)	(1,280,000)	70,000
	4,052,676	4,601,307	4,844,420	5,224,816	5,064,183	(160,633)

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	6,042,336	6,132,971	6,224,964	6,318,338	6,413,112
Personnel expenses	94,120	96,003	97,923	99,882	101,879
Contractual services	331,750	338,385	345,153	352,056	359,097
Supplies and other expenses	114,409	114,257	114,101	113,942	113,780
Transfers from other functions	292,068	292,068	292,068	292,068	292,068
Transfers to other functions	(530,500)	(530,500)	(530,500)	(530,500)	(530,500)
Costs allocated to capital	(1,280,000)	(1,280,000)	(1,280,000)	(1,280,000)	(1,280,000)
	5,064,183	5,163,184	5,263,709	5,365,786	5,469,436

Corporate Services and Administration

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	7,352,680	8,269,343	8,939,946	8,262,383	8,880,814	618,431
Personnel expenses	289,820	378,891	414,006	477,091	500,608	23,517
Contractual services	2,508,818	2,987,174	2,779,546	3,143,674	3,263,613	119,939
Supplies and other expenses	750,992	1,992,228	948,568	1,807,759	844,684	(963,075)
Transfers from other functions	352,547	478,629	488,179	521,477	450,197	(71,280)
Transfers to other functions	(2,512,606)	(3,364,421)	(3,789,998)	(4,043,536)	(2,877,963)	1,165,573
Costs allocated to capital	(4,770)	(66,744)	0	(41,530)	(41,530)	0
	8,737,481	10,675,100	9,780,247	10,127,318	11,020,423	893,105
Fiscal services:						
Debt servicing costs	1,719,565	2,977,723	4,182,822	5,440,127	3,585,800	(1,854,327)
Capital expenditures	4,495,261	7,677,433	7,452,587	9,893,557	12,864,028	2,970,471
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	3,360,233	(96,143)
	9,416,174	13,990,691	14,205,912	18,790,060	19,810,061	1,020,001
Transfer to/(from) surplus	(2,641,703)	0	0	(160,000)	0	160,000

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	8,880,814	9,081,261	9,217,480	9,355,744	9,496,082
Personnel expenses	500,608	520,821	531,237	541,863	552,700
Contractual services	3,263,613	3,397,852	3,466,047	3,536,129	3,608,110
Supplies and other expenses	844,684	2,110,194	2,275,112	2,390,985	2,557,840
Transfers from other functions	450,197	452,237	452,237	452,237	452,237
Transfers to other functions	(2,877,963)	(3,075,292)	(3,075,292)	(2,866,691)	(2,626,722)
Costs allocated to capital	(41,530)	(41,530)	(41,530)	(41,530)	(41,530)
	11,020,423	12,445,543	12,825,291	13,368,737	13,998,717
Fiscal services:					
Debt servicing costs	3,585,800	3,192,227	3,256,223	2,969,111	2,927,410
Capital expenditures	12,864,028	11,785,493	10,523,655	12,437,057	13,871,908
Debt principal repayment	3,360,233	4,109,899	4,266,224	4,378,331	4,544,714
	19,810,061	19,087,619	18,046,102	19,784,499	21,344,032
Transfer to/(from) surplus	0	(238,570)	1,382,662	759,774	519,275

Environmental Services

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	146,677	169,757	186,548	213,374	252,828	39,454
Personnel expenses	6,850	6,534	7,194	8,403	8,403	0
Contractual services	29,152	47,087	23,922	43,000	43,000	0
Supplies and other expenses	2,549	9,451	97,846	201,000	1,000	(200,000)
Transfers from other functions	15,821	20,445	18,978	23,045	15,605	(7,440)
Transfers to other functions	(25,931)	(34,575)	(35,627)	(35,627)	(36,340)	(713)
	175,118	218,699	298,861	453,195	284,496	(168,699)

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	252,828	256,620	260,469	264,375	268,341
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	1,000	(45,500)	(46,410)	(47,338)	(48,285)
Transfers from other functions	15,605	15,605	15,605	15,605	15,605
Transfers to other functions	(36,340)	(36,340)	(36,340)	(36,340)	(36,340)
	284,496	242,456	246,076	249,749	253,477

Fire

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	16,073,282	17,817,489	17,190,535	15,982,575	17,373,223	1,390,648
Personnel expenses	127,323	146,981	118,043	161,220	269,470	108,250
Contractual services	308,448	359,246	392,791	430,963	457,963	27,000
Supplies and other expenses	517,880	680,359	1,674,736	1,677,060	620,948	(1,056,112)
Transfers from other functions	196,292	251,281	301,679	280,795	275,135	(5,660)
Transfers to other functions	(46,327)	(48,327)	(39,835)	(8,000)	(8,000)	0
	17,176,898	19,207,029	19,637,949	18,524,613	18,988,739	464,126

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	17,373,223	17,739,657	18,183,148	18,637,727	19,103,670
Personnel expenses	269,470	264,659	269,952	275,351	280,858
Contractual services	457,963	444,682	453,576	462,648	471,901
Supplies and other expenses	620,948	619,597	631,990	644,630	657,524
Transfers from other functions	275,135	273,095	273,095	273,095	273,095
Transfers to other functions	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	18,988,739	19,333,690	19,803,761	20,285,451	20,779,048

Infrastructure Maintenance

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	8,436,811	9,900,285	10,515,873	10,966,297	11,297,471	331,174
Personnel expenses	114,261	130,406	147,702	151,273	155,650	4,377
Contractual services	2,402,111	3,093,654	3,278,551	2,998,706	3,252,842	254,136
Supplies and other expenses	4,518,695	5,550,064	5,542,230	5,545,200	5,503,933	(41,267)
Transfers from other functions	2,214,327	2,762,443	2,952,256	2,963,975	3,121,588	157,613
Transfers to other functions	(8,452,471)	(10,810,747)	(12,293,128)	(11,630,341)	(11,488,822)	141,519
Costs allocated to capital	(907,096)	(1,062,957)	(1,207,615)	(2,034,506)	(2,034,506)	0
	8,326,638	9,563,148	8,935,869	8,960,604	9,808,156	847,552

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	11,297,471	11,466,934	11,638,936	11,813,521	11,990,723
Personnel expenses	155,650	158,762	161,937	165,175	168,480
Contractual services	3,252,842	3,310,550	3,369,413	3,429,452	3,490,694
Supplies and other expenses	5,503,933	5,614,011	5,726,291	5,840,818	5,957,635
Transfers from other functions	3,121,588	3,121,588	3,121,588	3,121,588	3,121,588
Transfers to other functions	(11,488,822)	(11,488,822)	(11,488,822)	(11,488,822)	(11,488,822)
Costs allocated to capital	(2,034,506)	(2,053,008)	(2,071,788)	(2,090,849)	(2,110,196)
	9,808,156	10,130,015	10,457,555	10,790,883	11,130,102

Legislative Services

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	2,974,928	3,371,793	3,351,437	3,300,638	3,260,478	(40,160)
Personnel expenses	112,571	124,865	108,109	166,686	194,336	27,650
Contractual services	331,113	542,563	470,432	460,450	492,850	32,400
Supplies and other expenses	908,154	1,011,350	977,157	1,121,922	1,066,203	(55,719)
Transfers from other functions	431,205	587,944	554,246	584,450	571,029	(13,421)
Transfers to other functions	(167,588)	(223,450)	(227,910)	(227,910)	(227,910)	0
Costs allocated to capital	0	0	0	0	0	0
	4,590,383	5,415,065	5,233,471	5,406,236	5,356,986	(49,250)

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	3,260,478	3,309,384	3,359,025	3,409,409	3,460,551
Personnel expenses	194,336	196,962	199,642	202,375	205,163
Contractual services	492,850	502,707	512,761	523,016	533,476
Supplies and other expenses	986,203	933,560	1,111,064	948,718	956,525
Transfers from other functions	571,029	571,029	571,029	571,029	571,029
Transfers to other functions	(227,910)	(227,910)	(227,910)	(227,910)	(227,910)
Costs allocated to capital	0	0	0	0	0
	5,276,986	5,285,732	5,525,611	5,426,637	5,498,834

Parks, Recreation, and Culture

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	12,247,573	13,563,505	13,697,873	14,234,078	14,505,236	271,158
Personnel expenses	103,316	109,769	157,001	160,681	152,345	(8,336)
Contractual services	2,854,633	3,391,830	3,700,892	4,067,434	3,864,027	(203,407)
Supplies and other expenses	5,381,644	6,192,375	6,422,913	6,494,190	6,471,026	(23,164)
Transfers from other functions	2,973,249	3,707,993	4,907,000	4,318,174	4,319,022	848
Transfers to other functions	(552,991)	(727,452)	(1,011,773)	(968,549)	(942,051)	26,498
Costs allocated to capital	0	0	(50,000)	(140,058)	(140,058)	0
	23,007,424	26,238,020	27,823,906	28,165,950	28,229,547	63,597

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	14,505,236	14,800,215	15,022,219	15,247,554	15,476,266
Personnel expenses	152,345	155,393	158,501	161,670	164,904
Contractual services	3,864,027	3,895,399	3,971,649	4,049,361	4,128,569
Supplies and other expenses	6,471,026	6,598,632	6,726,166	6,857,109	6,990,512
Transfers from other functions	4,319,022	4,319,022	4,319,022	4,319,022	4,319,022
Transfers to other functions	(942,051)	(942,051)	(942,051)	(942,051)	(942,051)
Costs allocated to capital	(140,058)	(140,058)	(140,058)	(140,058)	(140,058)
	28,229,547	28,686,552	29,115,448	29,552,607	29,997,164

Police

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	3,292,469	3,721,800	4,024,970	4,376,951	4,424,264	47,313
Personnel expenses	27,021	40,815	47,796	87,015	85,815	(1,200)
Contractual services	9,633,445	19,354,383	22,974,776	24,562,323	25,641,900	1,079,577
Supplies and other expenses	42,446	54,421	46,535	66,466	168,068	101,602
Transfers from other functions	78,805	100,919	122,597	137,513	129,149	(8,364)
Transfers to other functions	0	0	0	0	0	0
	13,074,186	23,272,338	27,216,674	29,230,268	30,449,196	1,218,928

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	4,424,264	4,490,628	4,557,987	4,626,357	4,695,752
Personnel expenses	85,815	87,531	89,282	91,068	92,889
Contractual services	25,641,900	26,263,172	26,859,802	27,490,124	28,133,354
Supplies and other expenses	168,068	171,429	174,858	178,355	181,922
Transfers from other functions	129,149	129,149	129,149	129,149	129,149
Transfers to other functions	0	0	0	0	0
	30,449,196	31,141,909	31,811,078	32,515,053	33,233,066

Public Transit

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	68,437	76,701	98,532	164,412	167,328	2,916
Personnel expenses	2,721	2,981	633	500	500	0
Contractual services	12,002,892	16,171,624	16,743,717	17,219,960	16,703,556	(516,404)
Supplies and other expenses	242	757	979	500	500	0
Transfers from other functions	171,593	226,799	205,004	213,695	201,574	(12,121)
Transfers to other functions	0	0	0	0	0	0
	12,245,885	16,478,862	17,048,865	17,599,067	17,073,458	(525,609)

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	167,328	169,838	172,386	174,972	177,597
Personnel expenses	500	508	516	526	537
Contractual services	16,703,556	16,852,675	17,280,899	18,145,221	19,052,487
Supplies and other expenses	500	508	516	526	537
Transfers from other functions	201,574	201,574	201,574	201,574	201,574
Transfers to other functions	0	0	0	0	0
	17,073,458	17,225,103	17,655,891	18,522,819	19,432,732

Solid Waste

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Salaries, wages, and benefits	1,780,514	2,035,282	2,326,583	2,350,138	2,482,498	132,360
Personnel expenses	9,889	9,928	12,790	12,203	12,003	(200)
Contractual services	2,449,587	3,061,911	3,599,995	4,133,500	3,466,500	(667,000)
Supplies and other expenses	147,740	198,136	211,773	643,278	980,980	337,702
Transfers from other functions	4,098,948	5,414,736	6,122,545	6,079,798	5,443,348	(636,450)
Transfers to other functions	(2,357,765)	(3,004,897)	(3,044,201)	(3,191,714)	(3,129,148)	62,566
	6,128,913	7,715,096	9,229,485	10,027,203	9,256,181	(771,022)

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	2,482,498	2,532,148	2,582,791	2,634,447	2,687,136
Personnel expenses	12,003	12,243	12,488	12,738	12,993
Contractual services	3,466,500	3,535,830	3,606,547	3,678,678	3,752,252
Supplies and other expenses	980,980	991,314	1,001,854	1,012,605	1,023,571
Debt financing	601,127				
Transfers from other functions	5,443,348	6,204,419	6,390,638	6,404,708	6,419,059
Transfers to other functions	(3,129,148)	(3,129,148)	(3,129,148)	(3,129,148)	(3,129,148)
	9,857,308	10,146,806	10,465,170	10,614,028	10,765,863

General Fund Financial Plan by Department

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Administrator	2,320,396	2,735,670	3,092,743	3,255,404	3,423,088	167,684
Finance & IT	8,845,064	14,571,929	13,943,888	18,135,901	19,444,756	1,308,855
Public Works	14,630,669	17,496,943	18,464,215	19,441,002	19,348,833	(92,169)
Parks, Recreation & Culture	23,465,001	26,747,213	28,312,925	28,644,646	28,724,634	79,988
Development & Engineering	16,298,561	21,080,169	21,893,285	22,823,883	22,137,641	(686,242)
Community & Corp. Affairs	37,046,884	49,964,544	54,346,209	55,293,817	57,307,612	2,013,795
Human Resources	1,586,200	1,957,315	2,015,270	1,936,997	2,089,716	152,719
Total Direct Costs	104,192,775	134,553,783	142,068,535	149,531,650	152,476,280	2,944,630
Revenue generated:						
Administrator	2,119	27,495	17,032	13,000	13,000	0
Finance & IT	12,655,582	15,866,797	17,235,005	15,421,801	15,977,477	555,676
Public Works	6,923,800	8,994,748	12,523,626	10,946,633	10,987,922	41,289
Parks, Recreation & Culture	6,699,647	7,743,202	8,227,997	8,364,193	8,462,455	98,262
Development & Engineering	12,077,191	15,216,439	19,649,791	14,401,573	14,733,442	331,869
Community & Corp. Affairs	6,549,934	7,708,581	8,253,026	8,567,814	8,486,633	(81,181)
Human Resources	128,471	128,471	162,690	115,000	115,000	0
Total Revenue Generated	45,036,744	55,685,733	66,069,167	57,830,014	58,775,929	945,915
Net operating costs	59,156,031	78,868,050	75,999,368	91,701,636	93,700,351	1,998,715
Transfer to (from) reserves	6,013,102	8,747,488	15,226,192	4,495,189	5,162,303	667,114
Transfer to (from) other funds	3,014,688	5,201,847	9,366,415	4,688,339	4,432,453	(255,886)
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	3,360,233	(96,143)
Transfer to (from) surplus	(2,641,703)	0	0	(160,000)	0	160,000
Net Tax Requirement (Contribution)	68,743,466	96,152,920	103,162,478	104,181,540	106,655,340	2,473,800
Staffing per budget - FTEs	680.37	686.99		687.98	695.50	7.52

General Revenue Fund by Department

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Administrator	3,423,088	3,338,229	3,393,837	3,399,922	3,456,490
Finance & IT	19,444,756	19,274,181	18,297,536	20,356,463	22,216,493
Public Works	19,316,333	20,486,127	21,134,988	21,620,171	22,114,263
Parks, Recreation & Culture	28,724,634	29,187,639	29,622,633	30,065,992	30,516,851
Development & Engineering	22,137,641	22,388,287	22,919,600	23,888,605	24,902,168
Community & Corp. Affairs	57,227,612	58,448,970	59,898,473	61,056,788	62,413,479
Human Resources	2,089,716	2,123,214	2,155,773	2,188,873	2,222,521
Total Direct Costs	152,363,780	155,246,647	157,422,840	162,576,814	167,842,265
Revenue generated:					
Administrator	13,000	22,960	22,919	22,877	22,835
Finance & IT	15,977,477	15,966,144	16,279,632	16,579,914	16,939,709
Public Works	10,987,922	12,288,702	13,059,175	13,059,489	13,059,810
Parks, Recreation & Culture	8,462,455	8,718,296	8,902,445	9,090,713	9,283,219
Development & Engineering	14,733,442	14,787,328	14,759,802	15,139,596	15,537,903
Community & Corp. Affairs	8,486,633	8,474,387	8,603,642	8,737,659	8,874,385
Human Resources	115,000	115,000	115,000	115,000	115,000
Total Revenue Generated	58,775,929	60,372,817	61,742,615	62,745,248	63,832,861
Net operating costs	93,587,851	94,873,830	95,680,225	99,831,566	104,009,404
Transfer to (from) reserves	5,162,303	7,773,533	8,230,970	8,375,956	8,447,144
Transfer to (from) other funds	4,432,453	4,405,136	4,577,022	4,645,073	4,715,166
Debt principal repayment	3,360,233	4,109,899	4,266,224	4,378,331	4,544,714
Transfer to (from) surplus	0	(238,570)	1,382,662	759,774	519,275
Net Tax Requirement (Contribution)	106,542,840	110,923,828	114,137,103	117,990,700	122,235,703
Staffing per budget - FTEs	695.50				

Financial Plans for Each Department

Administrator's Department

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,029,148	1,440,811	1,544,453	1,640,282	1,790,866	150,584
Personnel expenses	97,501	107,709	92,038	153,895	210,830	56,935
Contractual services	217,286	300,231	285,221	341,590	331,940	(9,650)
Supplies and other expenses	927,976	951,226	1,188,920	1,253,586	191,078	(1,062,508)
Transfers from other functions	55,985	92,532	90,458	100,285	78,925	(21,360)
Transfers to other functions	(7,500)	(156,839)	(108,347)	(192,704)	860,979	1,053,683
Costs allocated to capital	0	0	0	(41,530)	(41,530)	0
Total Direct Costs	2,320,396	2,735,670	3,092,743	3,255,404	3,423,088	167,684
Revenue generated:						
Fees, rates, and sales of service	(17,087)	(3,379)	2,032	(2,000)	(2,000)	0
Investment Income	19,206	15,874	0	5,000	5,000	0
Transfers from other governments	0	15,000	15,000	10,000	10,000	0
Total Revenue Generated	2,119	27,495	17,032	13,000	13,000	0
Net operating costs	2,318,277	2,708,175	3,075,711	3,242,404	3,410,088	167,684
Transfer to (from) reserves	0	133,650	14,462	(233,355)	(89,150)	144,205
Transfer to (from) other funds	0	0	0	0	(600)	(600)
Net Tax Requirement (Contribution)	2,318,277	2,841,825	3,090,173	3,009,049	3,320,338	311,289
Staffing per budget - FTEs	8.17	12.36		12.36	13.26	0.90

Administrator's Department

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Salaries, wages, and benefits	1,790,866	1,817,729	1,844,995	1,872,670	1,900,761
Personnel expenses	210,830	213,787	216,803	219,879	223,016
Contractual services	331,940	338,339	344,865	351,523	358,314
Supplies and other expenses	191,078	70,000	88,800	57,476	76,025
Transfers from other functions	78,925	78,925	78,925	78,925	78,925
Transfers to other functions	860,979	860,979	860,979	860,979	860,979
Costs allocated to capital	(41,530)	(41,530)	(41,530)	(41,530)	(41,530)
Total Direct Costs	3,423,088	3,338,229	3,393,837	3,399,922	3,456,490
Revenue generated:					
Fees, rates, and sales of service	(2,000)	(2,040)	(2,081)	(2,123)	(2,165)
Investment Income	5,000	5,000	5,000	5,000	5,000
Transfers from other governments	10,000	20,000	20,000	20,000	20,000
Total Revenue Generated	13,000	22,960	22,919	22,877	22,835
Net operating costs	3,410,088	3,315,269	3,370,918	3,377,045	3,433,655
Transfer to (from) reserves	(89,150)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer to (from) other funds	(600)	(600)	(600)	(600)	(600)
Net Tax Requirement (Contribution)	3,320,338	3,304,669	3,360,318	3,366,445	3,423,055
Staffing per budget - FTEs	13.26				

Finance

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,243,449	3,660,242	3,861,511	3,295,102	3,478,447	183,345
Personnel expenses	52,927	94,617	94,839	139,399	139,981	582
Contractual services	1,145,920	1,241,636	1,095,531	1,314,734	1,355,263	40,529
Supplies and other expenses	(638,667)	527,572	(643,270)	147,352	142,375	(4,977)
Transfers from other functions	118,698	160,627	162,890	168,651	146,671	(21,980)
Transfers to other functions	(1,292,089)	(1,705,947)	(2,263,022)	(2,263,021)	(2,267,809)	(4,788)
Costs allocated to capital	0	(61,974)	0	0	0	0
Debt servicing costs	1,719,565	2,977,723	4,182,822	5,440,127	3,585,800	(1,854,327)
Capital funded from taxation	4,495,261	7,677,433	7,452,587	9,893,557	12,864,028	2,970,471
Total Direct Costs	8,845,064	14,571,929	13,943,888	18,135,901	19,444,756	1,308,855
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	1,079,678	1,948,570	4,440,982	1,716,932	2,089,547	372,615
Grants	4,155,802	6,562,022	6,545,378	6,552,393	6,586,795	34,402
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	12,655,582	15,866,797	17,235,005	15,421,801	15,977,477	555,676
Net operating costs	(3,810,518)	(1,294,868)	(3,291,117)	2,714,100	3,467,279	753,179
Transfer to (from) reserves	5,809,479	7,506,866	13,166,701	6,252,885	5,956,028	(296,857)
Transfer to (from) other funds	0	680,187	843,095	529,845	529,845	0
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	3,360,233	(96,143)
Transfer to (from) surplus	(2,641,703)	0	0	(160,000)	0	160,000
Net Tax Requirement (Contribution)	2,558,606	10,227,720	13,289,182	12,793,206	13,313,385	520,179
Staffing per budget - FTEs	42.57	42.86		43.86	43.86	0.00

Finance

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Salaries, wages, and benefits	3,478,447	3,530,624	3,583,583	3,637,335	3,691,896
Personnel expenses	139,981	142,781	145,636	148,550	151,521
Contractual services	1,355,263	1,430,995	1,461,954	1,494,053	1,527,293
Supplies and other expenses	142,375	1,510,528	1,644,952	1,780,223	1,916,362
Transfers from other functions	146,671	146,671	146,671	146,671	146,671
Transfers to other functions	(2,267,809)	(2,465,138)	(2,465,138)	(2,256,537)	(2,016,568)
Costs allocated to capital	0	0	0	0	0
Debt servicing costs	3,585,800	3,192,227	3,256,223	2,969,111	2,927,410
Capital funded from taxation	12,864,028	11,785,493	10,523,655	12,437,057	13,871,908
Total Direct Costs	19,444,756	19,274,181	18,297,536	20,356,463	22,216,493
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	2,089,547	1,912,142	1,918,305	1,924,591	1,931,003
Grants	6,586,795	6,586,795	6,586,795	6,586,795	6,586,795
Investment income	3,429,685	3,611,207	3,842,532	4,057,528	4,298,911
Private Contributions	0	0	0	0	0
Sale of capital assets	0	0	0	0	0
Total Revenue Generated	15,977,477	15,966,144	16,279,632	16,579,914	16,939,709
Net operating costs	3,467,279	3,308,037	2,017,904	3,776,549	5,276,784
Transfer to (from) reserves	5,956,028	6,834,795	6,763,482	6,834,795	6,834,795
Transfer to (from) other funds	529,845	438,383	544,200	544,200	544,200
Debt principal repayment	3,360,233	4,109,899	4,266,224	4,378,331	4,544,714
Transfer to (from) surplus	0	(238,570)	1,382,662	759,774	519,275
Net Tax Requirement (Contribution)	13,313,385	14,452,544	14,974,472	16,293,649	17,719,768
Staffing per budget - FTEs	43.86				

Public Works and Utilities Department

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	10,364,002	12,105,324	13,029,004	13,529,809	14,032,797	502,988
Personnel expenses	131,000	146,868	167,686	171,879	176,056	4,177
Contractual services	4,880,850	6,202,652	6,902,468	7,175,206	6,762,342	(412,864)
Supplies and other expenses	4,668,984	5,757,651	5,851,849	6,389,478	6,485,913	96,435
Transfers from other functions	6,329,096	8,197,624	9,093,779	9,066,818	8,580,541	(486,277)
Transfers to other functions	(10,810,236)	(13,815,644)	(15,337,329)	(14,822,055)	(14,617,970)	204,085
Costs allocated to capital	(933,027)	(1,097,532)	(1,243,242)	(2,070,133)	(2,070,846)	(713)
Total Direct Costs	14,630,669	17,496,943	18,464,215	19,441,002	19,348,833	(92,169)
Revenue generated:						
Fees, rates, and sales of service	6,408,152	8,632,167	12,446,224	10,820,983	10,862,272	41,289
Grants	0	0	509	650	650	0
Private Contributions	300,000	300,000	0	0	0	0
Sale of capital assets	215,648	62,581	76,893	125,000	125,000	0
Total Revenue Generated	6,923,800	8,994,748	12,523,626	10,946,633	10,987,922	41,289
Net operating costs	7,706,869	8,502,195	5,940,589	8,494,369	8,360,911	(133,458)
Transfer to (from) reserves	0	1,200,359	2,676,259	578,680	989,864	411,184
Transfer to (from) other funds	1,783,532	2,368,058	2,378,042	2,378,042	2,138,152	(239,890)
Net Tax Requirement (Contribution)	9,490,401	12,070,612	10,994,890	11,451,091	11,488,927	37,836
Staffing per budget - FTEs	129.59	135.51		138.50	137.82	(0.68)

Public Works and Utilities Department

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Salaries, wages, and benefits	14,032,797	14,255,702	14,482,196	14,712,343	14,946,200
Personnel expenses	176,056	179,576	183,167	186,830	190,568
Contractual services	6,729,842	6,856,730	6,986,157	7,118,171	7,252,828
Supplies and other expenses	6,485,913	6,559,825	6,681,735	6,806,085	6,932,921
Transfers from other functions	8,580,541	9,341,612	9,527,831	9,541,901	9,556,252
Transfers to other functions	(14,654,310)	(14,654,310)	(14,654,310)	(14,654,310)	(14,654,310)
Costs allocated to capital	(2,034,506)	(2,053,008)	(2,071,788)	(2,090,849)	(2,110,196)
Total Direct Costs	19,316,333	20,486,127	21,134,988	21,620,171	22,114,263
Revenue generated:					
Fees, rates, and sales of service	10,862,272	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	10,987,922	12,288,702	13,059,175	13,059,489	13,059,810
Net operating costs	8,328,411	8,197,425	8,075,813	8,560,682	9,054,453
Transfer to (from) reserves	989,864	2,239,626	2,696,203	2,552,216	2,405,350
Transfer to (from) other funds	2,138,152	2,202,297	2,268,366	2,336,417	2,406,510
Net Tax Requirement (Contribution)	11,456,427	12,639,348	13,040,382	13,449,315	13,866,313
Staffing per budget - FTEs	137.82				

Parks, Recreation, and Cultural Services Department

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	12,549,261	13,889,139	13,976,495	14,508,450	14,784,910	290,402
Personnel expenses	103,948	110,401	157,001	160,681	152,345	(9,700)
Contractual services	2,862,557	3,402,531	3,726,984	4,083,934	3,878,527	(118,464)
Supplies and other expenses	5,444,890	6,265,776	6,498,237	6,554,829	6,546,765	(8,064)
Transfers from other functions	3,057,336	3,806,818	5,015,981	4,445,359	4,444,196	(963)
Transfers to other functions	(552,991)	(727,452)	(1,011,773)	(968,549)	(942,051)	26,498
Costs allocated to capital	0	0	(50,000)	(140,058)	(140,058)	0
Total Direct Costs	23,465,001	26,747,213	28,312,925	28,644,646	28,724,634	179,709
Revenue generated:						
Fees, rates, and sales of service	6,182,246	7,099,628	7,261,246	7,304,539	7,494,464	189,925
Grants	426,353	568,247	905,627	986,317	886,596	0
Private Contributions	91,048	75,327	61,124	73,337	81,395	8,058
Total Revenue Generated	6,699,647	7,743,202	8,227,997	8,364,193	8,462,455	197,983
Net operating costs	16,765,354	19,004,011	20,084,928	20,280,453	20,262,179	(18,274)
Transfer to (from) reserves	100,372	68,694	172,224	(115,221)	(93,683)	21,538
Transfer to (from) other funds	150,000	200,000	200,000	200,000	200,000	0
Net Tax Requirement (Contribution)	17,015,726	19,272,705	20,457,152	20,365,232	20,368,496	3,264
Staffing per budget - FTEs	179.85	179.97		182.00	182.46	0.46

Parks, Recreation and Cultural Services Department

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Salaries, wages, and Benefits	14,784,910	15,084,084	15,310,345	15,540,002	15,773,100
Personnel expenses	152,345	155,393	158,501	161,670	164,904
Contractual services	3,878,527	3,910,189	3,986,735	4,064,749	4,144,265
Supplies and other expenses	6,546,765	6,675,886	6,804,965	6,937,484	7,072,495
Transfers from other functions	4,444,196	4,444,196	4,444,196	4,444,196	4,444,196
Transfers to other functions	(942,051)	(942,051)	(942,051)	(942,051)	(942,051)
Costs allocated to capital	(140,058)	(140,058)	(140,058)	(140,058)	(140,058)
Total Direct Costs	28,724,634	29,187,639	29,622,633	30,065,992	30,516,851
Revenue generated:					
Fees, rates, and sales of service	7,494,464	7,733,509	7,900,531	8,071,334	8,246,029
Grants	886,596	903,392	920,519	937,984	955,795
Private Contributions	81,395	81,395	81,395	81,395	81,395
Total Revenue Generated	8,462,455	8,718,296	8,902,445	9,090,713	9,283,219
Net operating costs	20,262,179	20,469,343	20,720,188	20,975,279	21,233,632
Transfer to (from) reserves	(93,683)	65,300	60,200	60,200	60,200
Transfer to (from) other funds	200,000	200,000	200,000	200,000	200,000
Net Tax Requirement (Contribution)	20,368,496	20,734,643	20,980,388	21,235,479	21,493,832
Staffing per budget - FTEs	182.46				

Development and Engineering Services Department

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,769,491	5,327,743	5,399,464	6,018,487	6,209,664	191,177
Personnel expenses	68,307	75,665	90,216	120,918	94,620	(26,298)
Contractual services	12,166,558	16,382,338	17,004,397	17,424,416	17,035,306	(389,110)
Supplies and other expenses	181,284	540,035	374,430	396,459	114,909	(281,550)
Transfers from other functions	403,828	541,929	584,157	594,103	493,642	(100,461)
Transfers to other functions	(276,052)	(363,120)	(384,888)	(380,500)	(530,500)	(150,000)
Costs allocated to capital	(1,014,855)	(1,424,421)	(1,174,491)	(1,350,000)	(1,280,000)	70,000
Total Direct Costs	16,298,561	21,080,169	21,893,285	22,823,883	22,137,641	(686,242)
Revenue generated:						
Fees, rates, and sales of service	3,640,981	6,705,550	14,423,817	7,324,513	7,644,683	320,170
Grants	6,277,390	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	12,077,191	15,216,439	19,649,791	14,401,573	14,733,442	331,869
Net operating costs	4,221,370	5,863,730	2,243,494	8,422,310	7,404,199	(1,018,111)
Transfer to (from) reserves	104,056	305,985	15,180	(178,026)	134,000	312,026
Transfer to (from) other funds	0	286,037	4,249,865	0	0	0
Net Tax Requirement (Contribution)	4,325,426	6,455,752	6,508,539	8,244,284	7,538,199	(706,085)
Staffing per budget - FTEs	61.66	62.51		62.51	63.18	0.67

Development and Engineering Services Department

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Salaries, wages, and benefits	6,209,664	6,302,809	6,397,350	6,493,310	6,590,709
Personnel expenses	94,620	96,511	98,439	100,408	102,416
Contractual services	17,035,306	17,191,060	17,626,052	18,497,277	19,411,584
Supplies and other expenses	114,909	114,765	114,617	114,468	114,317
Transfers from other functions	493,642	493,642	493,642	493,642	493,642
Transfers to other functions	(530,500)	(530,500)	(530,500)	(530,500)	(530,500)
Costs allocated to capital	(1,280,000)	(1,280,000)	(1,280,000)	(1,280,000)	(1,280,000)
Total Direct Costs	22,137,641	22,388,287	22,919,600	23,888,605	24,902,168
Revenue generated:					
Fees, rates, and sales of service	7,644,683	7,674,227	7,695,777	7,722,370	7,749,816
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	14,733,442	14,787,328	14,759,802	15,139,596	15,537,903
Net operating costs	7,404,199	7,600,959	8,159,798	8,749,009	9,364,265
Transfer to (from) reserves	134,000	134,000	134,000	134,000	134,000
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	7,538,199	7,734,959	8,293,798	8,883,009	9,498,265
Staffing per budget - FTEs	63.18				

Corporate Services and Community Safety Department

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	24,322,729	26,857,223	26,665,444	25,673,077	27,210,641	1,537,564
Personnel expenses	229,249	283,071	257,010	354,476	459,176	104,700
Contractual services	11,210,743	21,308,681	24,951,106	26,715,286	27,910,823	1,195,537
Supplies and other expenses	1,870,063	2,185,817	3,009,929	3,191,138	2,284,219	(906,919)
Transfers from other functions	840,132	1,102,264	1,148,694	1,183,561	1,149,796	(33,765)
Transfers to other functions	(1,426,032)	(1,772,512)	(1,685,974)	(1,823,721)	(1,707,043)	116,678
Total Direct Costs	37,046,884	49,964,544	54,346,209	55,293,817	57,307,612	2,013,795
Revenue generated:						
Special Assessments	676,318	683,757	613,820	705,639	748,347	42,708
Fees, rates, and sales of service	3,967,593	4,070,419	3,929,724	3,871,426	4,187,835	316,409
Private contributions	15,000	15,000	15,000	15,000	15,000	0
Sale of capital assets	0	20,133	0	0	0	0
Grants	1,891,023	2,919,272	3,694,482	3,975,749	3,535,451	(440,298)
Total Revenue Generated	6,549,934	7,708,581	8,253,026	8,567,814	8,486,633	(81,181)
Net operating costs	30,496,950	42,255,963	46,093,183	46,726,003	48,820,979	2,094,976
Transfer to (from) reserves	(805)	(522,054)	(818,634)	(1,838,243)	(1,763,225)	75,018
Transfer to (from) other funds	1,081,156	1,667,565	1,695,413	1,580,452	1,565,056	(15,396)
Net Tax Requirement (Contribution)	31,577,301	43,401,474	46,969,962	46,468,212	48,622,810	2,154,598
Staffing per budget - FTEs	247.53	242.18		237.15	243.32	6.17

Corporate Services and Community Safety Department

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Salaries, wages, and benefits	27,210,641	27,791,870	28,386,144	28,993,769	29,615,053
Personnel expenses	459,176	468,358	477,726	487,281	497,027
Contractual services	27,910,823	28,575,613	29,216,632	29,892,231	30,581,642
Supplies and other expenses	2,204,219	2,170,376	2,375,218	2,240,754	2,277,004
Transfers from other functions	1,149,796	1,149,796	1,149,796	1,149,796	1,149,796
Transfers to other functions	(1,707,043)	(1,707,043)	(1,707,043)	(1,707,043)	(1,707,043)
Total Direct Costs	57,227,612	58,448,970	59,898,473	61,056,788	62,413,479
Revenue generated:					
Special Assessments	748,347	748,347	748,347	748,347	748,347
Fees, rates, and sales of service	4,187,835	4,259,872	4,333,503	4,408,607	4,485,212
Private contributions	15,000	0	0	0	0
Sale of capital assets	0	0	0	0	0
Grants	3,535,451	3,466,168	3,521,792	3,580,705	3,640,826
Total Revenue Generated	8,486,633	8,474,387	8,603,642	8,737,659	8,874,385
Net operating costs	48,740,979	49,974,583	51,294,831	52,319,129	53,539,094
Transfer to (from) reserves	(1,763,225)	(1,517,359)	(1,438,769)	(1,219,772)	(1,000,361)
Transfer to (from) other funds	1,565,056	1,565,056	1,565,056	1,565,056	1,565,056
Net Tax Requirement (Contribution)	48,542,810	50,022,280	51,421,118	52,664,413	54,103,789
Staffing per budget - FTEs	243.32				

Human Resources Department

Prior years

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,098,033	1,222,149	1,372,187	1,314,086	1,458,825	144,739
Personnel expenses	177,058	206,155	233,719	244,242	240,242	(4,000)
Contractual services	207,875	392,818	260,717	225,800	258,300	32,500
Supplies and other expenses	60,100	73,743	86,520	81,131	82,231	1,100
Transfers from other functions	44,034	63,350	62,527	71,738	50,118	(21,620)
Transfers to other functions	(900)	(900)	(400)	0	0	0
Total Direct Costs	1,586,200	1,957,315	2,015,270	1,936,997	2,089,716	152,719
Revenue generated:						
Fees, rates, and sales of service	128,471	128,471	162,690	115,000	115,000	0
Total Revenue Generated	128,471	128,471	162,690	115,000	115,000	0
Net operating costs	1,457,729	1,828,844	1,852,580	1,821,997	1,974,716	152,719
Transfer to (from) reserves	0	53,988	0	28,469	28,469	0
Net Tax Requirement (Contribution)	1,457,729	1,882,832	1,852,580	1,850,466	2,003,185	152,719
Staffing per budget - FTEs	11.00	11.60		11.60	11.60	0.00

Human Resources Department

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Expenditures:					
Salaries, wages, and benefits	1,458,825	1,480,707	1,502,918	1,525,463	1,548,345
Personnel expenses	240,242	245,047	249,948	254,947	260,046
Contractual services	258,300	263,466	268,735	274,110	279,592
Supplies and other expenses	82,231	83,876	84,054	84,235	84,420
Transfers from other functions	50,118	50,118	50,118	50,118	50,118
Total Direct Costs	2,089,716	2,123,214	2,155,773	2,188,873	2,222,521
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	1,974,716	2,008,214	2,040,773	2,073,873	2,107,521
Transfer to (from) reserves	28,469	27,171	25,854	24,517	23,160
Net Tax Requirement (Contribution)	2,003,185	2,035,385	2,066,627	2,098,390	2,130,681
Staffing per budget - FTEs	11.60				

Full-time Equivalents

Staffing Levels 2008-2018

Program # and Name		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
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	3.20	2.50	3.00	4.17	4.17	4.17	3.17	3.17	3.17
882	Business And Client Services	3.94	3.27	3.27	3.00	3.00	7.43	7.43	7.43	8.19	8.19	8.19
Administrator's Department		7.64	6.97	7.47	6.50	7.00	12.60	12.60	12.60	12.36	12.36	12.36
610	Cash Management	0.55	0.55	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45
620	Billing and Collection	9.88	9.88	8.88	9.88	10.88	10.55	9.55	9.80	9.94	8.69	8.69
630	Financial Management	16.10	16.85	17.10	22.53	20.53	21.58	21.08	20.83	20.98	23.23	23.23
640	Fiscal Services											
650	Insurance and Risk Management	1.90	1.90	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
670	Purchasing and Stores	6.56	6.56	6.49	6.99	7.49	7.99	8.49	9.49	9.49	8.49	8.49
Finance		34.99	35.74	34.92	41.85	41.35	42.57	41.57	42.57	42.86	42.86	42.86
130	Solid Waste Collection and Disposal	19.66	22.85	22.85	23.35	24.86	25.00	25.15	25.65	28.49	28.49	29.20
140	Environmental Services	3.55	3.55	3.55	5.05	5.55	2.40	2.30	2.30	2.60	2.60	2.90
310	Roads	26.34	26.93	28.42	27.42	27.43	27.83	28.21	25.29	25.21	24.54	24.54
320	PWU Administration	5.02	5.02	6.02	6.02	6.02	7.02	6.02	6.02	6.02	6.02	6.02
330	Capital Projects Management	8.85	10.27	13.00	8.00	11.00	12.00	13.00	13.00	14.00	15.33	15.33
360	Traffic Operations	5.99	5.99	5.99	5.99	5.99	6.15	6.25	6.25	6.25	6.25	6.24
380	Drainage	4.85	4.85	4.85	5.45	5.65	5.82	5.82	5.51	6.36	7.02	6.02
740	Vehicles and Equipment	17.21	17.87	18.10	18.11	18.11	18.26	19.13	18.88	18.88	19.88	19.88
750	HVAC	15.19	16.26	16.58	16.58	16.58	2.43	2.66	1.66	1.67	1.67	2.09
770	Millwright								9.00	9.01	9.01	9.00
775	Plumbing									1.00	1.00	1.00
780	Carpentry	4.12	6.04	6.04	6.04	6.34	6.34	6.72	6.80	6.79	6.79	6.80
790	Electrical	6.42	8.22	8.52	10.18	10.18	10.18	10.46	9.23	9.23	9.23	9.21
Public Works & Utilities		117.20	127.85	133.92	132.19	137.71	123.43	125.72	129.59	135.51	137.83	138.23
150	Cemeteries	5.48	5.48	5.48	5.48	5.48	4.14	3.39	3.39	3.39	3.39	3.39
410	Sandman Centre	8.93	8.38	7.82	7.82	7.82	7.82	7.82	7.67	7.67	7.67	7.67
420	Arenas	17.52										
413	Arenas		15.92	15.36	15.36	15.36	15.36	15.36	14.95	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	52.20
430	Parks and Playfields	44.80										
439	Sustainability		0.27	2.10	2.07	2.08	6.12	6.73	6.73	5.51	5.51	5.51
440	Community Recreation Activities	6.50										
450	PRCS Admin	1.50										
457	City Facilities		3.07	3.07	3.77	3.78	17.79	13.50	13.50	13.50	13.50	13.50
460	Aquatics	41.22										
461	Pools		9.31	9.31	9.31	9.31	9.45	9.45	9.45	7.79	9.00	9.46
465	Tournament Capital Centre	5.53	27.63	29.25	29.25	29.26	29.27	29.27	30.70	30.70	30.70	30.69
470	School Recreation Facilities	3.86										
481	Social & Community Development		3.00	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	1.00
482	Tournament/Ambassador	1.00										
483	Health & Sport Development		4.00	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	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	30.77
Parks, Recreation, and Cultural Services		141.66	151.56	156.07	157.70	160.19	178.32	177.54	179.85	179.97	182.00	182.46

Program # and Name		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
230	Building & Engineering Development	17.35	16.25	16.33	17.50	17.00	17.00	16.00	16.00	16.00	16.00	16.00
240	Business Licensing	3.77	3.27	3.29	4.29	4.29	4.29	4.29	4.29	4.09	4.09	3.59
370	Transit	0.90	1.20	1.35	1.35	1.35	1.35	1.35	1.35	1.60	1.60	1.60
510	Business Operations & Community Planning	2.80	2.80	2.80	3.46	3.80	3.13	3.13	2.63	3.33	3.33	4.25
520	Development and Engineering Admin	5.17	5.17	4.65	4.65	4.82	5.15	5.15	5.15	5.00	5.00	5.00
530	Property Management	2.50	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00
540	Planning & Development	14.69	8.25	8.25	8.09	8.09	8.09	8.09	8.59	9.09	9.09	8.34
560	Community Planning											
760	Engineering Services	10.50	17.88	20.65	21.15	20.65	20.65	20.65	20.65	20.40	20.40	20.40
Development & Engineering Services		57.68	57.32	60.32	63.49	63.00	62.66	61.66	61.66	62.51	62.51	63.18
210	Police Protection	55.86	52.69	53.69	53.59	53.71	54.56	56.22	55.67	55.70	57.70	57.70
220	Fire Protection Services	106.89	109.09	118.09	125.09	129.09	129.09	129.09	128.69	127.69	127.69	128.13
250	Kamloops Emergency	0.10	0.10	0.60	0.50				0.40	0.40	0.40	0.40
260	Community Safety and Enforcement	12.45	16.75	16.75	18.25	18.25	19.25	19.25	19.25	19.25	17.25	17.10
270	By-Law Court	1.30										
340	On Street Parking	5.63	6.63	6.63	6.63	6.63	5.63	5.63	5.63	5.63	5.63	5.38
710	Central Office	9.40	6.90	6.96	6.97	6.97	2.47	2.47	2.47	2.52	2.49	2.62
720	Information Technology	16.70	19.92	20.25	23.39	23.51	23.49	24.49	24.29	24.29	24.29	25.29
810	Legislative and Elections											
880	CSCS Administration	7.17	7.17	7.17	7.17	7.17	6.00	6.00	6.70	6.70	1.70	6.70
Corporate Services and Community Safety		215.50	219.25	230.14	241.59	245.33	240.49	243.15	243.10	242.18	237.15	243.32
680	Human Resources	8.00	8.00	8.00	8.00	9.00	10.00	11.00	11.00	11.60	11.60	12.60
General Fund Total		582.67	606.69	630.84	651.32	663.58	670.07	673.24	680.37	686.99	686.31	695.01
110	Water Utility	29.25	31.38	32.05	30.92	31.78	32.31	34.21	28.17	26.10	26.27	26.27
120	Sewer Utility	18.32	18.52	19.52	17.55	19.31	19.29	25.29	22.64	22.54	22.71	22.71
Utilities Total		47.57	49.90	51.57	48.47	51.09	51.60	59.50	50.81	48.64	48.98	48.98
310	Roads								5.92	5.92	5.92	5.93
380	Drainage								1.50	1.50	1.50	1.50
750	HVAC								1.00	1.00	1.00	1.00
780	Carpentry								4.76	4.76	4.76	4.76
790	Electrical								4.37	4.37	4.37	5.37
110	Water Utility								6.50	6.50	6.50	6.50
120	Sewer Utility								2.00	2.00	2.00	2.00
Capital Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	26.05	26.05	26.05	27.06
CITY TOTALS		630.24	656.59	682.41	699.79	714.67	721.67	732.74	757.23	761.68	761.34	771.05
Contracted Police Officers per Budget		115.00	115.00	118.00	118.00	118.00	118.50	119.50	130.00	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.

Tab Page

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CONTENTS

Section C - 2018 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 2018 Budget - Represent the events/amounts faced by each program prior to preparing the 2018 budgets. These amounts are required to maintain the same levels of service.

Service Level Changes included in the 2018 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 2015, 2016, and 2017 year-to-date actual amounts by the type of revenue or expenditure, as well as the 2017 adopted and 2018 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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,780,514	2,035,282	2,326,583	2,350,138	2,482,498	132,360
Personnel expenses	9,889	9,928	12,790	12,203	12,003	(200)
Contractual services	2,449,587	3,061,911	3,599,995	4,133,500	3,466,500	(667,000)
Supplies and other expenses	147,740	198,136	211,773	643,278	980,980	337,702
Transfers from other functions					601,127	601,127
Debt Financing	4,098,948	5,414,736	6,122,545	6,079,798	5,443,348	(636,450)
Transfers to other functions	(2,357,765)	(3,004,897)	(3,044,201)	(3,191,714)	(3,129,148)	62,566
Total Direct Costs	6,128,913	7,715,096	9,229,485	10,027,203	9,857,308	(169,895)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	146,677	169,757	186,548	213,374	252,828	39,454
Personnel expenses	6,850	6,534	7,194	8,403	8,403	0
Contractual services	29,152	47,087	23,922	43,000	43,000	0
Supplies and other expenses	2,549	9,451	97,846	201,000	1,000	(200,000)
Transfers from other functions	15,821	20,445	18,978	23,045	15,605	(7,440)
Transfers to other functions	(25,931)	(34,575)	(35,627)	(35,627)	(36,340)	(713)
Total Direct Costs	175,118	218,699	298,861	453,195	284,496	(168,699)
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Private contributions	300,000	300,000	0	0	0	0
Total Revenue Generated	300,000	300,000	0	0	0	0
Net operating costs	(124,882)	(81,301)	298,861	453,195	284,496	(168,699)
Transfer to (from) reserves	0	290,850	0	(200,000)	0	200,000
Net Tax Requirement (Contribution)	(124,882)	209,549	298,861	253,195	284,496	31,301
Staffing per budget - FTEs	2.30	2.60		2.60	2.60	0.00

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,058,780	2,544,964	2,310,544	2,299,455	2,351,514	52,059
Personnel expenses	5,746	8,756	7,050	7,760	7,760	0
Contractual services	624,950	958,545	863,637	867,094	888,430	21,336
Supplies and other expenses	436,547	665,704	601,247	595,500	571,800	(23,700)
Transfers from other functions	1,290,260	1,603,238	1,710,611	1,690,387	1,782,659	92,272
Transfers to other functions	(220,127)	(275,320)	(253,725)	(201,000)	(218,000)	(17,000)
Costs allocated to capital	0	(47,880)	0	(36,387)	(36,387)	0
Total Direct Costs	4,196,156	5,458,007	5,239,364	5,222,809	5,347,776	124,967
Revenue generated:						
Fees, rates, and sales of service	0	9	0	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	0	9	0	0	0	0
Net operating costs	4,196,156	5,457,998	5,239,364	5,222,809	5,347,776	124,967
Transfer to (from) reserves	0	(162,568)	0	0	0	0
Net Tax Requirement (Contribution)	4,196,156	5,295,430	5,239,364	5,222,809	5,347,776	124,967
Staffing per budget - FTEs	25.29	25.21		25.21	24.54	(0.67)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	505,372	560,687	590,155	594,392	606,249	11,857
Personnel expenses	21,380	22,627	29,061	25,023	27,400	2,377
Contractual services	2,934	28,230	1,819	4,200	3,200	(1,000)
Supplies and other expenses	10,172	11,581	13,371	11,320	11,820	500
Transfers from other functions	40,305	54,149	53,895	58,189	52,749	(5,440)
Transfers to other functions	(295,747)	(406,147)	(409,008)	(409,008)	(409,008)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	284,416	271,127	279,293	284,116	292,410	8,294
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	284,416	271,127	279,293	284,116	292,410	8,294
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	284,416	271,127	279,293	284,116	292,410	8,294
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,083,401	1,221,208	1,482,809	1,559,826	1,601,190	41,364
Personnel expenses	39,672	43,760	48,138	49,115	51,115	2,000
Contractual services	4,517	9,273	167	4,500	4,500	0
Supplies and other expenses	9,520	9,576	17,103	12,350	14,350	2,000
Transfers from other functions	61,645	82,233	88,125	92,842	67,903	(24,939)
Transfers to other functions	(152,266)	(186,622)	(217,109)	(230,150)	(250,000)	(19,850)
Costs allocated to capital	(907,096)	(1,015,077)	(1,207,615)	(1,233,469)	(1,233,469)	0
Total Direct Costs	139,393	164,351	211,618	255,014	255,589	575
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	139,393	164,351	211,618	255,014	255,589	575
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	139,393	164,351	211,618	255,014	255,589	575
Staffing per budget - FTEs	13.00	14.00		15.33	15.33	0.00

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	506,417	550,294	590,531	609,221	620,237	11,016
Personnel expenses	2,163	2,879	2,711	3,050	3,050	0
Contractual services	3,049	3,678	6,845	4,250	4,250	0
Supplies and other expenses	206,781	216,021	269,740	224,050	288,050	64,000
Transfers from other functions	115,593	128,627	164,742	184,783	198,116	13,333
Transfers to other functions	(100,975)	(126,977)	(168,166)	(119,450)	(131,600)	(12,150)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	733,028	774,522	866,403	905,904	982,103	76,199
Revenue generated:						
Fees, rates, and sales of service	3,794	4,178	6,189	8,000	8,000	0
Total Revenue Generated	3,794	4,178	6,189	8,000	8,000	0
Net operating costs	729,234	770,344	860,214	897,904	974,103	76,199
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	729,234	770,344	860,214	897,904	974,103	76,199
Staffing per budget - FTEs	6.25	6.25		6.25	6.24	(0.01)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	432,311	516,319	602,707	616,963	632,273	15,310
Contractual services	210,981	299,674	237,068	289,000	289,100	100
Supplies and other expenses	40,718	96,640	79,941	52,255	54,355	2,100
Transfers from other functions	325,767	409,895	498,001	405,165	519,036	113,871
Transfers to other functions	(5,008)	(5,008)	(1,697)	0	(2,000)	(2,000)
Costs Allocated to Capital	0	0	0	0	0	0
Total Direct Costs	1,004,769	1,317,520	1,416,020	1,363,383	1,492,764	129,381
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	1,004,769	1,317,520	1,416,020	1,363,383	1,492,764	129,381
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)	1,004,769	1,317,520	1,416,020	1,363,383	1,492,764	129,381
Staffing per budget - FTEs	5.51	6.36		7.02	6.62	(0.40)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,363,726	1,553,291	1,683,809	2,052,588	2,095,053	42,465
Personnel expenses	12,573	12,573	14,836	16,345	16,345	0
Contractual services	1,400,704	1,546,320	1,478,696	1,490,120	1,501,120	11,000
Supplies and other expenses	2,291,744	2,708,296	2,329,485	2,540,330	2,434,700	(105,630)
Transfers from other functions	73,289	99,510	16,847	87,142	72,059	(15,083)
Transfers to other functions	(5,640,399)	(6,864,440)	(7,817,596)	(7,078,495)	(6,694,376)	384,119
Costs allocated to capital	0	0	0	(764,650)	(764,650)	0
Total Direct Costs	(498,363)	(944,450)	(2,293,923)	(1,656,620)	(1,339,749)	316,871
Revenue generated:						
Fees, rates, and sales of service	82,547	120,671	46,601	132,100	132,100	0
Sale of capital assets	0	0	0	0	0	0
Total Revenue Generated	82,547	120,671	46,601	132,100	132,100	0
Net operating costs	(580,910)	(1,065,121)	(2,340,524)	(1,788,720)	(1,471,849)	316,871
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	1,783,532	2,368,058	2,378,042	2,378,042	2,138,152	(239,890)
Net Tax Requirement (Contribution)	1,202,622	1,302,937	37,518	589,322	666,303	76,981
Staffing per budget - FTEs	18.88	18.88		19.88	19.88	0.00

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	187,084	220,712	299,229	231,063	328,492	97,429
Personnel expenses	4,136	5,566	4,403	5,704	5,704	0
Contractual services	13,229	18,002	54,937	17,100	22,100	5,000
Supplies and other expenses	30,609	36,634	106,461	42,200	80,400	38,200
Transfers from other functions	12,093	14,743	20,247	21,104	23,697	2,593
Transfers to other functions	(105,334)	(143,128)	(342,118)	(197,400)	(197,400)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	141,817	152,529	143,159	119,771	262,993	143,222
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	141,817	152,529	143,159	119,771	262,993	143,222
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	141,817	152,529	143,159	119,771	262,993	143,222
Staffing per budget - FTEs	1.66	1.67		1.67	2.09	0.42

PROGRAM: 770 Millwright

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

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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	671,388	826,203	835,412	1,041,856	1,048,893	7,037
Personnel expenses	12,358	15,653	11,451	16,070	16,070	0
Contractual services	28,634	94,558	154,184	149,487	139,487	(10,000)
Supplies and other expenses	75,883	116,056	202,442	212,938	213,938	1,000
Transfers from other functions	50,005	64,996	69,824	75,909	88,339	12,430
Transfers to other functions	(641,251)	(1,117,466)	(959,972)	(1,496,260)	(1,506,727)	(10,467)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	197,017	0	313,341	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	197,017	0	313,341	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	197,017	0	313,341	0	0	0
Staffing per budget - FTEs	9.00	9.01		9.01	9.00	(0.01)

PROGRAM: 775 Plumbing

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

Subprograms:

7751 Plumbing

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	0	642	102,278	104,324	2,046
Personnel expenses	0	0	0	0	0	0
Contractual services	0	0	8,674	0	32,500	32,500
Supplies and other expenses	0	0	59	0	0	0
Transfers from other functions	0	0	66	0	0	0
Transfers to other functions	0	0	(12,806)	(102,278)	(136,824)	(34,546)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	0	0	(3,365)	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	(3,365)	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	0	0	(3,365)	0	0	0
Staffing per budget - FTEs	0.00	1.00		1.00	1.00	0.00

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	612,656	718,249	905,707	744,263	769,341	25,078
Personnel expenses	5,797	5,797	5,804	6,203	6,203	0
Contractual services	73,418	83,076	245,845	88,955	181,955	93,000
Supplies and other expenses	128,097	154,227	178,752	199,500	173,000	(26,500)
Transfers from other functions	83,316	99,417	118,626	121,809	122,909	1,100
Transfers to other functions	(535,822)	(712,347)	(895,398)	(663,500)	(693,471)	(29,971)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	367,462	348,419	559,336	497,230	559,937	62,707
Revenue generated:						
Fees, rates, and sales of service	0	118	1,857	0	0	0
Total Revenue Generated	0	118	1,857	0	0	0
Net operating costs	367,462	348,301	557,479	497,230	559,937	62,707
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	367,462	348,301	557,479	497,230	559,937	62,707
Staffing per budget - FTEs	6.80	6.79		6.79	6.80	0.01

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,015,676	1,188,358	1,214,328	1,114,392	1,139,905	25,513
Personnel expenses	10,436	12,795	24,248	22,003	22,003	0
Contractual services	39,695	52,298	226,679	84,000	186,200	102,200
Supplies and other expenses	1,288,624	1,535,329	1,743,629	1,654,757	1,661,520	6,763
Transfers from other functions	162,054	205,635	211,272	226,645	194,121	(32,524)
Transfers to other functions	(755,542)	(973,292)	(1,215,533)	(1,132,800)	(1,249,416)	(116,616)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,760,943	2,021,123	2,204,623	1,968,997	1,954,333	(14,664)
Revenue generated:						
Grants	0	0	509	650	650	0
Total Revenue Generated	0	0	509	650	650	0
Net operating costs	1,760,943	2,021,123	2,204,114	1,968,347	1,953,683	(14,664)
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,760,943	2,021,123	2,204,114	1,968,347	1,953,683	(14,664)
Staffing per budget - FTEs	9.23	9.23		9.23	9.21	(0.02)

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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,165,719	1,311,203	1,270,509	1,487,181	1,523,370	36,189
Personnel expenses	9,431	12,330	7,803	8,275	8,350	75
Contractual services	915	1,842	455	1,500	1,650	150
Supplies and other expenses	332	785	33,991	33,450	1,950	(31,500)
Transfers from other functions	75,295	101,488	103,425	116,960	89,648	(27,312)
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,251,692	1,427,648	1,416,183	1,647,366	1,624,968	(22,398)
Revenue generated:						
Fees, rates, and sales of service	1,389,233	1,514,094	1,839,235	1,354,000	1,501,000	147,000
Total Revenue Generated	1,389,233	1,514,094	1,839,235	1,354,000	1,501,000	147,000
Net operating costs	(137,541)	(86,446)	(423,052)	293,366	123,968	(169,398)
Transfer to (from) reserves	0	0	(30,000)	(30,000)	0	30,000
Net Tax Requirement (Contribution)	(137,541)	(86,446)	(453,052)	263,366	123,968	(139,398)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	200,669	220,406	191,713	314,123	322,495	8,372
Personnel expenses	1,760	1,760	60	250	250	0
Contractual services	34,965	49,614	28,776	20,756	24,750	3,994
Supplies and other expenses	1,129	25,238	1,562	1,000	3,000	2,000
Transfers from other functions	19,231	27,086	28,331	31,797	20,669	(11,128)
Total Direct Costs	257,754	324,104	250,442	367,926	371,164	3,238
Revenue generated:						
Fees, rates, and sales of service	1,012,704	1,036,233	1,109,621	1,040,700	1,095,700	55,000
Total Revenue Generated	1,012,704	1,036,233	1,109,621	1,040,700	1,095,700	55,000
Net operating costs	(754,950)	(712,129)	(859,179)	(672,774)	(724,536)	(51,762)
Transfer to (from) reserves	0	(15,000)	0	0	0	0
Net Tax Requirement (Contribution)	(754,950)	(727,129)	(859,179)	(672,774)	(724,536)	(51,762)
Staffing per budget - FTEs	4.29	4.09		4.09	3.59	(0.50)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	68,437	76,701	98,532	164,412	167,328	2,916
Personnel expenses	2,721	2,981	633	500	500	0
Contractual services	12,002,892	16,171,624	16,743,717	17,219,960	16,703,556	(516,404)
Supplies and other expenses	242	757	979	500	500	0
Transfers from other functions	171,593	226,799	205,004	213,695	201,574	(12,121)
Total Direct Costs	12,245,885	16,478,862	17,048,865	17,599,067	17,073,458	(525,609)
Revenue generated:						
Fees, rates, and sales of service	8,452,916	11,254,013	11,541,940	11,498,373	11,512,242	13,869
Grants	0	0	0	0	0	0
Total Revenue Generated	8,452,916	11,254,013	11,541,940	11,498,373	11,512,242	13,869
Net operating costs	3,792,969	5,224,849	5,506,925	6,100,694	5,561,216	(539,478)
Net Tax Requirement (Contribution)	3,792,969	5,224,849	5,506,925	6,100,694	5,561,216	(539,478)
Staffing per budget - FTEs	1.35	1.60		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	289,274	304,245	445,860	268,730	429,123	160,393
Personnel expenses	9,828	9,837	756	3,800	3,800	0
Contractual services	0	0	0	750	50,750	50,000
Supplies and other expenses	3,952	8,379	43,053	146,250	1,250	(145,000)
Transfers from other functions	6,649	8,432	6,733	10,974	5,384	(5,590)
Transfers to other functions	(2,500)	(2,500)	0	0	0	0
Total Direct Costs	307,203	328,393	496,402	430,504	490,307	59,803
Revenue generated:						
Fees, rates, and sales of service	0	0	75	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	0	0	75	0	0	0
Net operating costs	307,203	328,393	496,327	430,504	490,307	59,803
Transfer to (from) reserves	0	(5,750)	(30,000)	(30,000)	0	30,000
Net Tax Requirement (Contribution)	307,203	322,643	466,327	400,504	490,307	89,803
Staffing per budget - FTEs	2.63	3.33		3.33	4.25	0.92

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	424,068	480,527	534,681	529,230	539,801	10,571
Personnel expenses	7,716	8,954	56,042	83,853	57,430	(26,423)
Contractual services	51,711	73,609	128,883	70,450	79,450	9,000
Supplies and other expenses	21,680	24,467	25,130	124,175	17,875	(106,300)
Transfers from other functions	19,020	26,260	29,446	27,259	24,739	(2,520)
Transfers to other functions	(122)	(122)	0	0	0	0
Total Direct Costs	524,073	613,695	774,182	834,967	719,295	(115,672)
Revenue generated:						
Fees, rates, and sales of service	200	200	1,350	2,000	2,000	0
Total Revenue Generated	200	200	1,350	2,000	2,000	0
Net operating costs	523,873	613,495	772,832	832,967	717,295	(115,672)
Transfer to (from) reserves	0	16,215	(120,000)	(120,000)	0	120,000
Net Tax Requirement (Contribution)	523,873	629,710	652,832	712,967	717,295	4,328
Staffing per budget - FTEs	5.15	5.00		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	268,867	302,938	329,791	307,877	383,206	75,329
Personnel expenses	6,847	7,037	6,288	6,145	6,195	50
Contractual services	40,962	44,798	80,263	69,000	90,000	21,000
Supplies and other expenses	149,378	462,495	241,281	65,184	65,784	600
Transfers from other functions	14,601	21,041	84,601	39,345	38,355	(990)
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	(50,000)	(98,500)	(144,700)	(105,000)	(180,000)	(75,000)
Total Direct Costs	430,655	739,809	597,524	382,551	403,540	20,989
Revenue generated:						
Fees, rates, and sales of service	(1,180,925)	(678,519)	4,738,992	320,000	425,000	105,000
Sale of capital assets	2,158,820	1,803,514	95,234	0	0	0
Total Revenue Generated	977,895	1,124,995	4,834,226	320,000	425,000	105,000
Net operating costs	(547,240)	(385,186)	(4,236,702)	62,551	(21,460)	(84,011)
Transfer to (from) reserves	15,000	203,464	195,340	(4,026)	110,000	114,026
Transfer to (from) other funds	0	286,037	4,249,865	0	0	0
Net Tax Requirement (Contribution)	(532,240)	104,315	208,503	58,525	88,540	30,015
Staffing per budget - FTEs	3.00	3.00		3.00	4.00	1.00

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	663,253	738,764	652,823	883,273	765,929	(117,344)
Personnel expenses	7,954	7,954	5,212	4,400	4,400	0
Contractual services	10,143	15,356	6,476	12,000	15,150	3,150
Supplies and other expenses	226	295	1,931	2,450	2,300	(150)
Transfers from other functions	41,742	55,716	54,842	69,050	45,540	(23,510)
Total Direct Costs	723,318	818,085	721,284	971,173	833,319	(137,854)
Revenue generated:						
Fees, rates, and sales of service	180,346	202,684	305,229	144,000	172,000	28,000
Total Revenue Generated	180,346	202,684	305,229	144,000	172,000	28,000
Net operating costs	542,972	615,401	416,055	827,173	661,319	(165,854)
Transfer to (from) reserves	89,026	107,026	0	6,000	24,000	18,000
Net Tax Requirement (Contribution)	631,998	722,427	416,055	833,173	685,319	(147,854)
Staffing per budget - FTEs	8.59	9.09		9.09	8.34	(0.75)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,689,204	1,892,959	1,875,555	2,063,661	2,078,412	14,751
Personnel expenses	22,050	24,812	13,422	13,695	13,695	0
Contractual services	24,970	25,495	15,827	30,000	70,000	40,000
Supplies and other expenses	4,345	17,619	26,503	23,450	22,250	(1,200)
Transfers from other functions	55,697	75,107	71,775	85,023	67,733	(17,290)
Transfers to other functions	(273,430)	(360,498)	(384,888)	(380,500)	(530,500)	(150,000)
Costs allocated to capital	(964,855)	(1,325,921)	(1,029,791)	(1,245,000)	(1,100,000)	145,000
Total Direct Costs	557,981	349,573	588,403	590,329	621,590	31,261
Revenue generated:						
Fees, rates, and sales of service	63,897	84,220	18,115	42,500	25,500	(17,000)
Grants	0	0	0	0	0	0
Total Revenue Generated	63,897	84,220	18,115	42,500	25,500	(17,000)
Net operating costs	494,084	265,353	570,288	547,829	596,090	48,261
Transfer to (from) reserves	30	30	(160)	0	0	0
Net Tax Requirement (Contribution)	494,114	265,383	570,128	547,829	596,090	48,261
Staffing per budget - FTEs	20.65	20.40		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	301,688	325,634	278,622	274,372	279,674	5,302
Personnel expenses	632	632	0	0	0	0
Contractual services	7,924	10,701	26,092	16,500	14,500	(2,000)
Supplies and other expenses	63,246	73,401	75,324	60,639	75,739	15,100
Transfers from other functions	84,087	98,825	108,981	127,185	125,174	(2,011)
Total Direct Costs	457,577	509,193	489,019	478,696	495,087	16,391
Revenue generated:						
Fees, rates, and sales of service	424,773	431,574	523,927	471,050	484,050	13,000
Total Revenue Generated	424,773	431,574	523,927	471,050	484,050	13,000
Net operating costs	32,804	77,619	(34,908)	7,646	11,037	3,391
Transfer to (from) reserves	21,914	(43,496)	0	5,000	5,000	0
Net Tax Requirement (Contribution)	54,718	34,123	(34,908)	12,646	16,037	3,391
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	537,205	620,035	625,796	649,927	643,182	(6,745)
Personnel expenses	0	0	0	0	0	0
Contractual services	369,791	458,081	382,738	468,450	447,050	(21,400)
Supplies and other expenses	391,803	462,749	385,050	486,026	390,526	(95,500)
Transfers from other functions	182,976	267,446	334,781	322,547	319,353	(3,194)
Total Direct Costs	1,481,775	1,808,311	1,728,365	1,926,950	1,800,111	(126,839)
Revenue generated:						
Fees, rates, and sales of service	1,150,127	1,411,616	1,186,780	1,506,683	1,628,683	122,000
Total Revenue Generated	1,150,127	1,411,616	1,186,780	1,506,683	1,628,683	122,000
Net operating costs	331,648	396,695	541,585	420,267	171,428	(248,839)
Transfer to (from) reserves	56,250	77,000	75,000	48,100	48,100	0
Net Tax Requirement (Contribution)	387,898	473,695	616,585	468,367	219,528	(248,839)
Staffing per budget - FTEs	7.67	7.67		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,006,787	1,203,213	1,225,128	1,246,975	1,252,271	5,296
Contractual services	99,255	148,728	140,517	151,050	150,850	(200)
Supplies and other expenses	462,520	599,062	695,245	635,850	619,660	(16,190)
Transfers from other functions	263,450	351,939	420,582	406,842	394,919	(11,923)
Total Direct Costs	1,832,012	2,302,942	2,481,472	2,440,717	2,417,700	(23,017)
Revenue generated:						
Fees, rates, and sales of service	979,525	1,215,336	1,400,143	1,271,151	1,263,151	(8,000)
Total Revenue Generated	979,525	1,215,336	1,400,143	1,271,151	1,263,151	(8,000)
Net operating costs	852,487	1,087,606	1,081,329	1,169,566	1,154,549	(15,017)
Net Tax Requirement (Contribution)	852,487	1,087,606	1,081,329	1,169,566	1,154,549	(15,017)
Staffing per budget - FTEs	14.95	14.95		14.95	14.95	0.00

PROGRAM: 429 Parks

Purpose: To provide leadership, administrative, and office support services to the Parks, Recreational, and Cultural Services Department.

To provide office support services to the entire Parks and Civic Facilities Division, GIS Section, Museum Section, and Social and Community Development Division.

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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,609,041	3,798,700	4,185,838	4,220,855	4,302,654	81,799
Personnel expenses	0	0	0	0	0	0
Contractual services	229,956	252,933	285,638	291,258	291,258	0
Supplies and other expenses	868,652	955,629	1,144,112	1,091,529	1,098,631	7,102
Transfers from other functions	1,269,090	1,455,410	1,968,388	1,669,807	1,753,318	83,511
Transfers to other functions	(307,589)	(410,012)	(598,587)	(556,418)	(529,920)	26,498
Total Direct Costs	5,669,150	6,052,660	6,985,389	6,717,031	6,915,941	198,910
Revenue generated:						
Fees, rates, and sales of service	289,361	299,310	359,083	342,600	367,600	25,000
Grants	0	0	0	0	0	0
Total Revenue Generated	289,361	299,310	359,083	342,600	367,600	25,000
Net operating costs	5,379,789	5,753,350	6,626,306	6,374,431	6,548,341	173,910
Transfer to (from) reserves	0	30,000	30,000	30,000	30,000	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	5,379,789	5,783,350	6,656,306	6,404,431	6,578,341	173,910
Staffing per budget - FTEs	47.77	50.77		52.19	52.20	0.01

PROGRAM: 439 Sustainability

Purpose: To provide an efficient, healthy, safe, and economical sustainability services for administration of the City.

Subprograms:

4390 Sustainability

4392 EcoSmart Team

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	572,825	624,753	292,437	398,927	411,607	12,680
Personnel expenses	3,831	3,831	5,755	5,245	5,245	0
Contractual services	87,484	48,970	76,988	74,000	88,000	14,000
Supplies and other expenses	156,536	215,557	26,186	78,463	58,850	(19,613)
Transfers from other functions	37,063	43,259	57,840	55,744	53,075	(2,669)
Transfers to other functions	(51,863)	(69,150)	(156,981)	(156,981)	(156,981)	0
Total Direct Costs	805,876	867,220	302,225	455,398	459,796	4,398
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	0	60,261	96,485	60,127	60,127	0
Private contributions	0	0	0	0	0	0
Total Revenue Generated	0	60,261	96,485	60,127	60,127	0
Net operating costs	805,876	806,959	205,740	395,271	399,669	4,398
Transfer to (from) reserves	0	(58,250)	(19,963)	(39,963)	(59,000)	(19,037)
Net Tax Requirement (Contribution)	805,876	748,709	185,777	355,308	340,669	(14,639)
Staffing per budget - FTEs	6.73	5.51		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	777,923	873,866	873,546	846,380	862,979	16,599
Personnel expenses	586	926	3,303	2,695	2,695	0
Contractual services	104,872	111,710	180,356	283,725	249,850	(33,875)
Supplies and other expenses	554,326	683,399	863,069	850,357	849,007	(1,350)
Transfers from other functions	503,642	644,542	948,441	827,398	866,737	39,339
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,941,349	2,314,443	2,868,715	2,810,555	2,831,268	20,713
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	1,941,349	2,314,443	2,868,715	2,810,555	2,831,268	20,713
Transfer to (from) reserves	0	0	(63,975)	(103,975)	(40,000)	63,975
Net Tax Requirement (Contribution)	1,941,349	2,314,443	2,804,740	2,706,580	2,791,268	84,688
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	546,212	554,661	448,987	669,932	682,876	12,944
Personnel expenses	321	471	156	700	500	(200)
Contractual services	53,228	72,885	58,557	32,298	42,245	9,947
Supplies and other expenses	127,659	136,041	106,969	172,284	162,038	(10,246)
Transfers from other functions	27,118	33,746	100,327	37,433	38,933	1,500
Total Direct Costs	754,538	797,804	714,996	912,647	926,592	13,945
Revenue generated:						
Fees, rates, and sales of service	137,008	139,244	140,407	195,550	189,950	(5,600)
Total Revenue Generated	137,008	139,244	140,407	195,550	189,950	(5,600)
Net operating costs	617,530	658,560	574,589	717,097	736,642	19,545
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	617,530	658,560	574,589	717,097	736,642	19,545
Staffing per budget - FTEs	9.45	7.79		9.00	9.46	0.46

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,914,907	2,190,223	2,244,433	2,298,160	2,342,640	44,480
Personnel expenses	18,633	20,714	36,528	36,000	26,500	(9,500)
Contractual services	105,904	147,580	130,984	157,940	150,590	(7,350)
Supplies and other expenses	611,706	723,940	824,195	752,385	759,985	7,600
Transfers from other functions	366,750	481,847	685,156	606,871	601,795	(5,076)
Transfers from other functions	(1,700)	(1,700)	0	0	0	0
Total Direct Costs	3,016,200	3,562,604	3,921,296	3,851,356	3,881,510	30,154
Revenue generated:						
Fees, rates, and sales of service	2,679,982	3,021,469	2,939,084	2,987,475	3,037,000	49,525
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	2,679,982	3,021,469	2,939,084	2,987,475	3,037,000	49,525
Net operating costs	336,218	541,135	982,212	863,881	844,510	(19,371)
Transfer to (from) reserves	0	0	(5,100)	(5,100)	0	5,100
Transfer to (from) other funds	150,000	200,000	200,000	200,000	200,000	0
Net Tax Requirement (Contribution)	486,218	741,135	1,177,112	1,058,781	1,044,510	(14,271)
Staffing per budget - FTEs	30.70	30.70		30.70	30.69	(0.01)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	64,000	96,000	56,080	96,000	0	(96,000)
Transfers from other functions	0	0	0	0	0	0
Total Direct Costs	64,000	96,000	56,080	96,000	0	(96,000)
Revenue generated:						
Fees, rates, and sales of service	1,622	0	1,940	0	0	0
Total Revenue Generated	1,622	0	1,940	0	0	0
Net operating costs	62,378	96,000	54,140	96,000	0	(96,000)
Net Tax Requirement (Contribution)	62,378	96,000	54,140	96,000	0	(96,000)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	168,857	238,236	202,755	245,930	250,000	4,070
Supplies and other expenses	337,848	337,848	344,638	344,638	372,084	27,446
Transfers from other functions	6,824	7,536	49	5,660	1,000	(4,660)
Total Direct Costs	513,529	583,620	547,442	596,228	623,084	26,856
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	513,529	583,620	547,442	596,228	623,084	26,856
Transfer to (from) reserves	0	0	0	0	(15,000)	(15,000)
Net Tax Requirement (Contribution)	513,529	583,620	547,442	596,228	608,084	11,856
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	132,000	132,000	134,640	134,640	158,640	24,000
Transfers from other functions	2,771	3,695	3,870	3,870	3,870	0
Total Direct Costs	134,771	135,695	138,510	138,510	162,510	24,000
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	134,771	135,695	138,510	138,510	162,510	24,000
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	134,771	135,695	138,510	138,510	162,510	24,000
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	175	8,634	2,628	13,750	13,750	0
Supplies and other expenses	8,259	10,126	16,871	16,582	16,682	100
Transfers from other functions	18,564	24,653	46,466	28,391	28,391	0
Total Direct Costs	26,998	43,413	65,965	58,723	58,823	100
Revenue generated:						
Fees, rates, and sales of service	21,117	23,504	23,745	21,000	21,000	0
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	21,117	23,504	23,745	21,000	21,000	0
Net operating costs	5,881	19,909	42,220	37,723	37,823	100
Net Tax Requirement (Contribution)	5,881	19,909	42,220	37,723	37,823	100
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	292,182	318,744	361,628	316,200	365,111	48,911
Transfers from other functions	9,369	12,492	14,889	14,889	14,889	0
Total Direct Costs	301,551	331,236	376,517	331,089	380,000	48,911
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	301,551	331,236	376,517	331,089	380,000	48,911
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	301,551	331,236	376,517	331,089	380,000	48,911
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	8,377	8,540	0	0	0	0
Supplies and other expenses	27,129	27,915	3,682	0	0	0
Transfers from other functions	1,810	2,413	0	0	0	0
Total Direct Costs	37,316	38,868	3,682	0	0	0
Revenue generated:						
Fees, rates, and sales of service	93,042	116,050	145,340	77,900	77,900	0
Total Revenue Generated	93,042	116,050	145,340	77,900	77,900	0
Net operating costs	(55,726)	(77,182)	(141,658)	(77,900)	(77,900)	0
Net Tax Requirement (Contribution)	(55,726)	(77,182)	(141,658)	(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: To provide effective, healthy, and economical program delivery for the administration of social housing program services to the City.

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	157,158	179,222	225,461	224,762	229,235	4,473
Personnel expenses	0	0	0	0	0	0
Contractual services	161,951	169,274	177,992	170,591	171,738	1,147
Supplies and other expenses	447,572	510,756	556,665	595,654	625,863	30,209
Transfers from other functions	1,173	1,335	1,518	0	0	0
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	767,854	860,587	961,636	991,007	1,026,836	35,829
Revenue generated:						
Fees, rates, and sales of service	(44,275)	(46,091)	(51,043)	(50,500)	(52,500)	(2,000)
Grants	0	0	11,865	0	0	0
Private Contributions	1,000	1,000	0	0	0	0
Total Revenue Generated	(43,275)	(45,091)	(39,178)	(50,500)	(52,500)	(2,000)
Net operating costs	811,129	905,678	1,000,814	1,041,507	1,079,336	37,829
Transfer to (from) reserves	0	15,376	49,741	(28,800)	(42,300)	(13,500)
Net Tax Requirement (Contribution)	811,129	921,054	1,050,555	1,012,707	1,037,036	24,329
Staffing per budget - FTEs	3.00	3.00		3.00	3.00	0.00

PROGRAM: 482 Housing/Homelessness

Purpose: To provide effective, healthy, and economical program delivery for the administration of social housing and homelessness program services to the City and its community partners.

Subprograms:

4815 Housing/Homelessness Designated Funds.

4816 Housing/Homelessness Aboriginal Funds.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	32,915	47,582	58,594	69,380	55,438	(13,942)
Personnel expenses	8,389	8,427	8,610	7,567	8,931	1,364
Contractual services	363,052	419,598	833,158	816,043	729,100	(86,943)
Supplies and other expenses	0	0	0	0	0	0
Transfers from other functions	0	95	559	200	0	(200)
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	404,356	475,702	900,921	893,190	793,469	(99,721)
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	394,069	475,702	765,126	893,190	793,469	(99,721)
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	394,069	475,702	765,126	893,190	793,469	(99,721)
Net operating costs	10,287	0	135,795	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	10,287	0	135,795	0	0	0
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

PROGRAM: 483 Health and Sport Development

Purpose: To provide effective, healthy, and economical programs for health and wellness program services to the City.

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	250,506	284,021	349,834	310,692	316,874	6,182
Contractual services	402,790	455,819	467,279	474,203	473,347	(856)
Supplies and other expenses	363,183	440,834	282,558	318,775	316,758	(2,017)
Transfers from other functions	8,735	14,290	11,515	5,000	5,000	0
Transfers to other functions	(191,363)	(246,114)	(255,150)	(255,150)	(255,150)	0
Total Direct Costs	833,851	948,850	856,036	853,520	856,829	3,309
Revenue generated:						
Fees, rates, and sales of service	310,283	314,523	316,981	294,500	290,000	(4,500)
Grants	0	0	0	0	0	0
Private Contributions	70,982	54,827	45,621	55,337	64,895	9,558
Total Revenue Generated	381,265	369,350	362,602	349,837	354,895	5,058
Net operating costs	452,586	579,500	493,434	503,683	501,934	(1,749)
Transfer to (from) reserves	22,208	39,868	17,771	(28,000)	(28,000)	0
Net Tax Requirement (Contribution)	474,794	619,368	511,205	475,683	473,934	(1,749)
Staffing per budget - FTEs	4.00	4.00		4.00	4.00	0.00

PROGRAM: 485 Arts, Culture, and Heritage

Purpose: To provide effective and economical arts and cultural programs to the City.

Subprograms:

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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	65,503	73,561	74,548	75,854	77,345	1,491
Contractual services	205,872	279,731	253,851	275,720	265,773	(9,947)
Supplies and other expenses	647,571	650,156	648,418	679,812	680,196	384
Total Direct Costs	918,946	1,003,448	976,817	1,031,386	1,023,314	(8,072)
Revenue generated:						
Fees, rates, and sales of service	89,776	98,099	94,512	94,900	95,400	500
Private Contributions	9,041	9,475	4,353	8,000	6,500	(1,500)
Total Revenue Generated	98,817	107,574	98,865	102,900	101,900	(1,000)
Net operating costs	820,129	895,874	877,952	928,486	921,414	(7,072)
Transfer to (from) reserves	0	2,471	7,193	5,317	5,317	0
Net Tax Requirement (Contribution)	820,129	898,345	885,145	933,803	926,731	(7,072)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	299,529	345,898	394,593	403,818	411,863	8,045
Personnel expenses	882	882	317	2,147	2,147	0
Contractual services	8,291	9,688	14,580	18,850	18,850	0
Supplies and other expenses	50,073	64,048	99,366	103,485	103,485	0
Transfers from other functions	13,973	18,577	37,171	26,496	23,916	(2,580)
Transfers to other functions	(476)	(476)	(500)	0	0	0
Total Direct Costs	372,272	438,617	545,527	554,796	560,261	5,465
Revenue generated:						
Fees, rates, and sales of service	21,974	24,661	17,817	30,000	30,000	0
Grants	32,284	32,284	32,151	33,000	33,000	0
Private Contributions	10,025	10,025	11,150	10,000	10,000	0
Total Revenue Generated	64,283	66,970	61,118	73,000	73,000	0
Net operating costs	307,989	371,647	484,409	481,796	487,261	5,465
Transfer to (from) reserves	0	(2,075)	5,557	10,000	10,000	0
Net Tax Requirement (Contribution)	307,989	369,572	489,966	491,796	497,261	5,465
Staffing per budget - FTEs	5.32	5.32		5.32	5.32	0.00

PROGRAM: 491 Parks, Recreation, and Cultural Services Administration

Purpose: To provide leadership, administrative, and office services to the Parks, Recreation, and Cultural Services Department.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,477,062	2,767,770	2,698,678	2,818,416	2,916,272	97,856
Personnel expenses	70,674	74,518	102,332	106,327	106,327	0
Contractual services	288,778	333,423	302,151	362,986	362,986	0
Supplies and other expenses	34,625	55,571	64,261	52,150	52,150	0
Transfers from other functions	259,941	344,718	275,448	307,026	213,826	(93,200)
Transfers to other functions	0	0	(555)	0	0	0
Costs allocated to capital	0	0	(50,000)	(140,058)	(140,058)	0
Total Direct Costs	3,131,080	3,576,000	3,392,315	3,506,847	3,511,503	4,656
Revenue generated:						
Fees, rates, and sales of service	27,931	50,333	162,530	62,230	62,230	0
Grants	0	0	0	0	0	0
Total Revenue Generated	27,931	50,333	162,530	62,230	62,230	0
Net operating costs	3,103,149	3,525,667	3,229,785	3,444,617	3,449,273	4,656
Transfer to (from) reserves	0	7,800	76,000	(7,800)	(7,800)	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	3,103,149	3,533,467	3,305,785	3,436,817	3,441,473	4,656
Staffing per budget - FTEs	31.37	31.37		30.77	30.77	0.00

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,292,469	3,721,800	4,024,970	4,376,951	4,424,264	47,313
Personnel expenses	27,021	40,815	47,796	87,015	85,815	(1,200)
Contractual services	9,633,445	19,354,383	22,974,776	24,562,323	25,641,900	1,079,577
Supplies and other expenses	42,446	54,421	46,535	66,466	168,068	101,602
Transfers from other functions	78,805	100,919	122,597	137,513	129,149	(8,364)
Total Direct Costs	13,074,186	23,272,338	27,216,674	29,230,268	30,449,196	1,218,928
Revenue generated:						
911 Levy	0	0	0	0	0	0
Fees, rates, and sales of service	1,375,706	1,163,651	1,201,480	1,319,559	1,128,868	(190,691)
Grants	1,140,596	2,165,994	2,539,925	2,701,784	2,735,451	33,667
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	2,516,302	3,329,645	3,741,405	4,021,343	3,864,319	(157,024)
Net operating costs	10,557,884	19,942,693	23,475,269	25,208,925	26,584,877	1,375,952
Transfer to (from) reserves	0	855,338	(863,360)	(2,199,207)	(2,055,000)	144,207
Transfer to (from) other funds	45,000	60,000	60,000	60,000	60,000	0
Net Tax Requirement (Contribution)	10,602,884	20,858,031	22,671,909	23,069,718	24,589,877	1,520,159
Municipal Staffing per budget - FTEs	55.67	55.70		57.70	57.70	0.00
Contracted Police Officers per budget	130.00	130.00		130.00	136.00	6.00

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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	16,025,762	17,763,237	17,127,242	15,922,559	17,306,982	1,384,423
Personnel expenses	119,231	137,903	107,695	151,220	259,470	108,250
Contractual services	293,048	342,446	367,821	405,963	435,963	30,000
Supplies and other expenses	515,293	675,328	1,669,839	1,671,560	615,448	(1,056,112)
Transfers from other functions	194,818	249,541	299,547	278,475	273,095	(5,380)
Transfers to other functions	(46,327)	(48,327)	(39,835)	(8,000)	(8,000)	0
Total Direct Costs	17,101,825	19,120,128	19,532,309	18,421,777	18,882,958	461,181
Revenue generated:						
Fees, rates, and sales of service	1,333,666	1,327,514	1,384,648	1,412,300	1,399,300	(13,000)
911 Levy	135,805	161,785	254,609	350,000	320,000	(30,000)
Private Contributions	15,000	15,000	15,000	15,000	15,000	0
Sale of capital assets	0	20,133	0	0	0	0
Total Revenue Generated	1,484,471	1,524,432	1,654,257	1,777,300	1,734,300	(43,000)
Net operating costs	15,617,354	17,595,696	17,878,052	16,644,477	17,148,658	504,181
Transfer to (from) reserves	0	(1,451,025)	0	140,000	140,000	0
Transfer to (from) other funds	594,138	792,184	792,184	792,184	792,184	0
Net Tax Requirement (Contribution)	16,211,492	16,936,855	18,670,236	17,576,661	18,080,842	504,181
Staffing per budget - FTEs	128.69	127.69		127.69	128.13	0.44

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	47,520	54,252	63,293	60,016	66,241	6,225
Personnel expenses	8,092	9,078	10,348	10,000	10,000	0
Contractual services	15,400	16,800	24,970	25,000	22,000	(3,000)
Supplies and other expenses	2,587	5,031	4,897	5,500	5,500	0
Transfers from other functions	1,474	1,740	2,132	2,320	2,040	(280)
Total Direct Costs	75,073	86,901	105,640	102,836	105,781	2,945
Revenue generated:						
Private contributions	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	75,073	86,901	105,640	102,836	105,781	2,945
Net Tax Requirement (Contribution)	75,073	86,901	105,640	102,836	105,781	2,945
Staffing per budget - FTEs	0.40	0.40		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,481,142	1,682,519	1,568,401	1,573,842	1,551,055	(22,787)
Personnel expenses	18,327	24,438	20,331	25,970	15,820	(10,150)
Contractual services	89,775	120,727	104,379	114,050	116,250	2,200
Supplies and other expenses	176,118	192,446	75,012	74,222	74,956	734
Transfers from other functions	112,013	152,243	127,052	138,742	117,274	(21,468)
Transfers to other functions	(167,588)	(223,450)	(227,910)	(227,910)	(227,910)	0
Total Direct Costs	1,709,787	1,948,923	1,667,265	1,698,916	1,647,445	(51,471)
Revenue generated:						
Fees, rates, and sales of service	306,424	320,983	317,727	323,150	317,650	(5,500)
Total Revenue Generated	306,424	320,983	317,727	323,150	317,650	(5,500)
Net operating costs	1,403,363	1,627,940	1,349,538	1,375,766	1,329,795	(45,971)
Transfer to (from) reserves	0	35,000	0	35,000	35,000	0
Net Tax Requirement (Contribution)	1,403,363	1,662,940	1,349,538	1,410,766	1,364,795	(45,971)
Staffing per budget - FTEs	19.25	19.25		17.25	17.10	(0.15)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	427,669	490,765	498,148	468,387	448,150	(20,237)
Personnel expenses	2,286	2,786	1,888	3,310	3,510	200
Contractual services	183,250	260,830	298,329	267,400	300,100	32,700
Supplies and other expenses	22,484	38,148	38,863	41,700	49,400	7,700
Transfers from other functions	246,367	323,805	332,170	321,652	377,989	56,337
Total Direct Costs	882,056	1,116,334	1,169,398	1,102,449	1,179,149	76,700
Revenue generated:						
Fees, rates, and sales of service	1,204,035	1,425,162	1,561,629	1,598,750	1,598,750	0
Total Revenue Generated	1,204,035	1,425,162	1,561,629	1,598,750	1,598,750	0
Net operating costs	(321,979)	(308,828)	(392,231)	(496,301)	(419,601)	76,700
Transfer to (from) reserves	0	3,935	0	185,964	174,708	(11,256)
Transfer to (from) other funds	56,170	74,893	74,893	74,893	74,893	0
Net Tax Requirement (Contribution)	(265,809)	(230,000)	(317,338)	(235,444)	(170,000)	65,444
Staffing per budget - FTEs	5.63	5.63		5.63	5.38	(0.25)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	0	0	0	0	0	0
Supplies and other expenses	182,672	227,393	238,261	246,600	246,600	0
Transfers from other functions	8,496	10,493	11,831	19,921	19,921	0
Total Direct Costs	191,168	237,886	250,092	266,521	266,521	0
Revenue generated:						
Fees, rates, and sales of service	391,853	463,911	501,752	405,432	430,000	24,568
Total Revenue Generated	391,853	463,911	501,752	405,432	430,000	24,568
Net operating costs	(200,685)	(226,025)	(251,660)	(138,911)	(163,479)	(24,568)
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	0	226,024	253,872	138,911	163,479	24,568
Net Tax Requirement (Contribution)	(200,685)	(1)	2,212	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).

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	355,639	355,639	429,400	412,400	428,347	15,947
Total Direct Costs	355,639	355,639	429,400	412,400	428,347	15,947
Revenue generated:						
Business Improvement Area Levy	330,558	343,254	359,211	355,639	428,347	72,708
Total Revenue Generated	330,558	343,254	359,211	355,639	428,347	72,708
Net operating costs	25,081	12,385	70,189	56,761	0	(56,761)
Net Tax Requirement (Contribution)	25,081	12,385	70,189	56,761	0	(56,761)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	403,569	176,925	165,559	168,767	171,539	2,772
Personnel expenses	2,840	0	0	0	0	0
Contractual services	9,767	7,238	5,382	8,100	8,300	200
Supplies and other expenses	73,501	87,354	77,615	93,150	92,950	(200)
Transfers from other functions	21,983	14,069	15,031	15,385	10,125	(5,260)
Transfers to other functions	(218,919)	(178,264)	(148,679)	(194,151)	(56,000)	138,151
Costs allocated to capital	(4,770)	(4,770)	0	0	0	0
Total Direct Costs	287,971	102,552	114,908	91,251	226,914	135,663
Revenue generated:						
Fees, rates, and sales of service	212	217	90	0	0	0
Total Revenue Generated	212	217	90	0	0	0
Net operating costs	287,759	102,335	114,818	91,251	226,914	135,663
Transfer to (from) reserves	(805)	0	0	0	0	0
Transfer to (from) other funds	22,500	30,000	30,000	30,000	30,000	0
Net Tax Requirement (Contribution)	309,454	132,335	144,818	121,251	256,914	135,663
Staffing per budget - FTEs	6.90	2.52		2.49	2.62	0.13

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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,954,065	2,191,442	2,368,139	2,317,886	2,456,656	138,770
Personnel expenses	33,266	44,806	43,890	55,305	60,305	5,000
Contractual services	828,389	951,659	1,049,395	1,176,450	1,232,810	56,360
Supplies and other expenses	403,670	442,713	330,142	393,540	457,050	63,510
Transfers from other functions	127,595	169,904	173,337	187,115	183,705	(3,410)
Transfers to other functions	(978,948)	(1,303,471)	(1,261,550)	(1,385,660)	(1,407,133)	(21,473)
Total Direct Costs	2,368,037	2,497,053	2,703,353	2,744,636	2,983,393	238,757
Revenue generated:						
Fees, rates, and sales of service	323	324	1,530	200	200	0
Sale of capital assets	0	0	0	0	0	0
Total Revenue Generated	323	324	1,530	200	200	0
Net operating costs	2,367,714	2,496,729	2,701,823	2,744,436	2,983,193	238,757
Transfer to (from) reserves	0	0	3,500	0	(85,000)	(85,000)
Transfer to (from) other funds	363,348	484,464	484,464	484,464	444,500	(39,964)
Net Tax Requirement (Contribution)	2,731,062	2,981,193	3,189,787	3,228,900	3,342,693	113,793
Staffing per budget - FTEs	24.29	24.29		24.29	25.29	1.00

PROGRAM: 730 Kamloops Community Network

Purpose: To provide the City with an economical and effective community network through community partnerships.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	105,371	105,371	80,569	93,000	93,000	0
Transfers to other functions	(14,250)	(19,000)	(8,000)	(8,000)	(8,000)	0
Total Direct Costs	91,121	86,371	72,569	85,000	85,000	0
Revenue generated:						
Fees, rates, and sales of service	104,729	121,069	113,795	85,000	112,067	27,067
Total Revenue Generated	104,729	121,069	113,795	85,000	112,067	27,067
Net operating costs	(13,608)	(34,698)	(41,226)	0	(27,067)	(27,067)
Transfer to (from) reserves	0	34,698	41,226	0	27,067	0
Net Tax Requirement (Contribution)	(13,608)	0	0	0	0	(27,067)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	91,230	102,148	93,250	180,000	140,000	(40,000)
Transfers from other functions	643	10,093	10,439	0	0	0
Total Direct Costs	91,873	112,241	103,689	180,000	140,000	(40,000)
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	91,873	112,241	103,689	180,000	140,000	(40,000)
Net Tax Requirement (Contribution)	91,873	112,241	103,689	180,000	140,000	(40,000)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	690,533	776,283	849,692	784,669	785,754	1,085
Personnel expenses	18,186	23,245	25,062	21,656	24,256	2,600
Contractual services	52,298	149,227	45,485	63,000	60,500	(2,500)
Supplies and other expenses	4,423	5,196	6,115	6,000	5,900	(100)
Transfers from other functions	47,938	69,457	54,558	82,438	36,498	(45,940)
Total Direct Costs	813,378	1,023,408	980,912	957,763	912,908	(44,855)
Revenue generated:						
Fees, rates, and sales of service	1,072	866	1,630	1,000	1,000	0
Total Revenue Generated	1,072	866	1,630	1,000	1,000	0
Net operating costs	812,306	1,022,542	979,282	956,763	911,908	(44,855)
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	812,306	1,022,542	979,282	956,763	911,908	(44,855)
Staffing per budget - FTEs	6.70	6.70		1.70	6.70	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).

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	375,584	422,226	435,196	473,740	475,519	1,779
Personnel expenses	73,772	74,396	60,828	115,750	150,750	35,000
Contractual services	5,790	11,779	22,239	16,000	16,000	0
Supplies and other expenses	75,588	90,380	96,256	161,000	121,000	(40,000)
Transfers from other functions	15,748	21,853	18,196	21,697	19,347	(2,350)
Total Direct Costs	546,482	620,634	632,715	788,187	782,616	(5,571)
Revenue generated:						
Fees, rates, and sales of service	(19,206)	(6,350)	73	(5,000)	(5,000)	0
Investment income	19,206	15,874	0	5,000	5,000	0
Total Revenue Generated	0	9,524	73	0	0	0
Net operating costs	546,482	611,110	632,642	788,187	782,616	(5,571)
Transfer to (from) reserves	0	10,000	0	(10,000)	(10,000)	0
Net Tax Requirement (Contribution)	546,482	621,110	632,642	778,187	772,616	(5,571)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	402,551	453,223	470,705	492,025	501,866	9,841
Personnel expenses	14,605	18,817	14,998	18,300	31,225	12,925
Contractual services	4,871	20,768	43,318	68,150	214,500	146,350
Supplies and other expenses	12,342	16,626	20,981	16,300	16,600	300
Transfers from other functions	26,119	36,182	28,806	34,222	21,162	(13,060)
Transfers to other functions	0	0	0	0	870,979	870,979
Total Direct Costs	460,488	545,616	578,808	628,997	1,656,332	1,027,335
Revenue generated:						
Fees, rates, and sales of service	0	0	78	0	3,000	3,000
Grants	0	0	0	0	10,000	10,000
Total Revenue Generated	0	0	78	0	13,000	13,000
Net operating costs	460,488	545,616	578,730	628,997	1,643,332	1,014,335
Transfer to (from) reserves	0	38,650	0	(38,650)	(38,650)	0
Transfer to (from) other funds	0	0	0	0	(600)	(600)
Net Tax Requirement (Contribution)	460,488	584,266	578,730	590,347	1,604,082	1,013,735
Staffing - FTEs	4.17	3.17		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	251,013	565,362	638,552	674,517	813,481	138,964
Personnel expenses	9,124	14,496	16,212	19,845	28,855	9,010
Contractual services	206,625	267,684	219,664	257,440	101,440	(156,000)
Supplies and other expenses	840,046	844,220	1,071,683	1,076,286	53,478	(1,022,808)
Transfers from other functions	14,118	34,497	43,456	44,366	38,416	(5,950)
Transfers to other functions	(7,500)	(156,839)	(108,347)	(192,704)	(10,000)	182,704
Costs allocated to capital	0	0	0	(41,530)	(41,530)	0
Total Direct Costs	1,313,426	1,569,420	1,881,220	1,838,220	984,140	(854,080)
Revenue generated:						
Fees, rates, and sales of service	2,119	2,971	1,881	3,000	0	(3,000)
Grants	0	15,000	15,000	10,000	0	(10,000)
Total Revenue Generated	2,119	17,971	16,881	13,000	0	(13,000)
Net operating costs	1,311,307	1,551,449	1,864,339	1,825,220	984,140	(841,080)
Transfer to (from) reserves	0	85,000	14,462	(184,705)	(40,500)	144,205
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,311,307	1,636,449	1,878,801	1,640,515	943,640	(696,875)
Staffing per budget - FTEs	3.00	8.19		8.19	9.09	0.90

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,098,033	1,222,149	1,372,187	1,314,086	1,458,825	144,739
Personnel expenses	177,058	206,155	233,719	244,242	240,242	(4,000)
Contractual services	207,875	392,818	260,717	225,800	258,300	32,500
Supplies and other expenses	60,100	73,743	86,520	81,131	82,231	1,100
Transfers from other functions	44,034	63,350	62,527	71,738	50,118	(21,620)
Transfers to other functions	(900)	(900)	(400)	0	0	0
Total Direct Costs	1,586,200	1,957,315	2,015,270	1,936,997	2,089,716	152,719
Revenue generated:						
Fees, rates, and sales of service	128,471	128,471	162,690	115,000	115,000	0
Total Revenue Generated	128,471	128,471	162,690	115,000	115,000	0
Net operating costs	1,457,729	1,828,844	1,852,580	1,821,997	1,974,716	152,719
Transfer to (from) reserves	0	53,988	0	28,469	28,469	0
Net Tax Requirement (Contribution)	1,457,729	1,882,832	1,852,580	1,850,466	2,003,185	152,719
Staffing per budget - FTEs	11.00	11.60		11.60	12.60	1.00

PROGRAM: 610 Cash Management

Purpose: To optimize interest revenues within legislative requirements.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	50,491	56,653	7,249	58,307	59,468	1,161
Contractual services	33,492	43,573	46,525	51,000	51,000	0
Supplies and other expenses	0	0	3,458	0	0	0
Transfers from other functions	2,034	2,703	2,925	3,057	3,057	0
Total Direct Costs	86,017	102,929	60,157	112,364	113,525	1,161
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	1,672,198	1,545,705	2,044,864	1,215,000	1,575,000	360,000
Grants	262,068	240,552	(142,637)	(34,402)	0	34,402
Investment income	2,570,588	2,615,243	2,230,676	2,200,000	2,200,000	0
Total Revenue Generated	8,522,242	8,161,797	8,138,995	7,209,201	7,646,450	437,249
Net operating costs	(8,436,225)	(8,058,868)	(8,078,838)	(7,096,837)	(7,532,925)	(436,088)
Transfer to (from) reserves	0	238,545	647,254	228,000	228,000	0
Transfer to (from) other funds	0	771,134	830,702	635,662	635,662	0
Net Tax Requirement (Contribution)	(8,436,225)	(7,049,189)	(6,600,882)	(6,233,175)	(6,669,263)	(436,088)
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).

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	676,757	761,993	771,466	705,105	511,996	(193,109)
Personnel expenses	6,027	6,027	6,693	8,950	11,800	2,850
Contractual services	39,181	45,024	52,118	49,791	48,340	(1,451)
Supplies and other expenses	86,003	130,769	102,727	120,502	115,325	(5,177)
Transfers from other functions	22,543	31,404	31,368	33,921	26,241	(7,680)
Transfers to other functions	(206,328)	(258,266)	(350,749)	(350,748)	(355,536)	(4,788)
Costs allocated to capital	0	(61,974)	0	0	0	0
Debt servicing costs	455	460	16,386	1,000	1,000	0
Total Direct Costs	624,638	655,437	630,009	568,521	359,166	(209,355)
Revenue generated:						
Fees, rates, and sales of service	(17,851)	208,951	462,071	280,200	241,600	(38,600)
Investment income	211,242	225,594	11,877	238,000	225,000	(13,000)
Total Revenue Generated	193,391	434,545	473,948	518,200	466,600	(51,600)
Net operating costs	431,247	220,892	156,061	50,321	(107,434)	(157,755)
Net Tax Requirement (Contribution)	431,247	220,892	156,061	50,321	(107,434)	(157,755)
Staffing per budget - FTEs	9.80	9.94		8.69	6.29	(2.40)

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,636,346	1,844,784	2,179,599	2,216,685	2,572,090	355,405
Personnel expenses	30,400	69,843	71,341	113,699	111,581	(2,118)
Contractual services	56,171	72,945	90,250	176,751	218,981	42,230
Supplies and other expenses	(724,266)	33,490	(761,647)	20,550	21,500	950
Transfers from other functions	56,828	80,006	81,828	88,404	79,124	(9,280)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,055,479	2,101,068	1,661,371	2,616,089	3,003,276	387,187
Revenue generated:						
Fees, rates, and sales of service	7,861	6,630	696,257	9,000	60,500	51,500
Grants					55,468,313	55,468,313
Total Revenue Generated	7,861	6,630	696,257	9,000	55,528,813	55,519,813
Net operating costs	1,047,618	2,094,438	965,114	2,607,089	(52,525,537)	(55,132,626)
Transfer to (from) reserves	0	83,000	(57,401)	(143,999)	(86,600)	55,132,626
Net Tax Requirement (Contribution)					55,468,313	
Staffing per budget - FTEs	1,047,618	2,177,438	907,713	2,463,090	2,856,176	0

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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	0	0	(662,932)	(662,932)	0
Supplies and other expenses	0	360,385	0	0	0	0
Transfers to other functions	(596,136)	(794,848)	(1,240,440)	(1,240,440)	(1,240,440)	0
Total Direct Costs	(596,136)	(434,463)	(1,240,440)	(1,903,372)	(1,903,372)	0
Revenue generated:						
Grants	3,893,734	6,321,470	6,688,015	6,586,795	6,586,795	0
Private Contributions	0	0	0	0	0	0
Total Revenue Generated	3,893,734	6,321,470	6,688,015	6,586,795	6,586,795	0
Net operating costs	(4,489,870)	(6,755,933)	(7,928,455)	(8,490,167)	(8,490,167)	0
Transfer to (from) reserves	5,825,469	6,000,729	10,102,726	6,366,213	5,993,577	(372,636)
Transfer to (from) surplus	(2,641,703)	0	0	(160,000)		160,000
Net Tax Requirement (Contribution)	(1,306,104)	(755,204)	2,174,271	(2,283,954)	(2,496,590)	(212,636)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	178,129	200,421	211,706	211,298	215,518	4,220
Personnel expenses	5,997	6,014	7,157	5,000	3,100	(1,900)
Contractual services	1,014,760	1,077,778	905,241	1,034,092	1,034,092	0
Supplies and other expenses	49	49	95	500	0	(500)
Transfers from other functions	14,588	16,881	12,922	10,652	9,922	(730)
Transfers to other functions	(301,194)	(401,592)	(420,592)	(420,592)	(420,592)	0
Total Direct Costs	912,329	899,551	716,529	840,950	842,040	1,090
Revenue generated:						
Fees, rates, and sales of service	15,884	15,909	16,214	0	0	0
Total Revenue Generated	15,884	15,909	16,214	0	0	0
Net operating costs	896,445	883,642	700,315	840,950	842,040	1,090
Transfer to (from) reserves	(15,990)	(106)	14,014	0	0	0
Net Tax Requirement (Contribution)	880,455	883,536	714,329	840,950	842,040	1,090
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	701,726	796,391	691,491	766,639	782,307	15,668
Personnel expenses	10,503	12,733	9,648	11,750	13,500	1,750
Contractual services	2,316	2,316	1,397	3,100	2,850	(250)
Supplies and other expenses	(453)	2,879	12,097	5,800	5,550	(250)
Transfers from other functions	22,705	29,633	33,847	32,617	28,327	(4,290)
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	736,797	843,952	748,480	819,906	832,534	12,628
Revenue generated:						
Fees, rates, and sales of service	22,470	22,458	121,073	29,000	29,000	0
Total Revenue Generated	22,470	22,458	121,073	29,000	29,000	0
Net operating costs	714,327	821,494	627,407	790,906	803,534	12,628
Net Tax Requirement (Contribution)	714,327	821,494	627,407	790,906	803,534	12,628
Staffing per budget - FTEs	9.49	9.49		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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Transfers to other functions	(188,431)	(251,241)	(251,241)	(251,241)	(251,241)	0
Debt servicing costs	1,719,110	2,977,263	4,166,436	5,439,127	3,584,800	(1,854,327)
Total Direct Costs	1,530,679	2,726,022	3,915,195	5,187,886	3,333,559	(1,854,327)
Revenue generated:						
Special Assessments	0	0	0	0	0	0
Fees, rates, and sales of service	(620,884)	148,917	1,100,503	183,732	183,447	(285)
Investment income	620,884	755,071	0	885,873	1,004,685	118,812
Total Revenue Generated	0	903,988	1,100,503	1,069,605	1,188,132	118,527
Net operating costs	1,530,679	1,822,034	2,814,692	4,118,281	2,145,427	(1,972,854)
Transfer to (from) reserves	0	(27,449)	18,505	(197,329)	(178,949)	18,380
Transfer to (from) other funds	0	(90,947)	12,393	(105,817)	(105,817)	0
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	3,360,233	(96,143)
Net Tax Requirement (Contribution)	4,732,027	5,039,173	5,416,093	7,271,511	5,220,894	(2,050,617)
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.

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Transfers from other functions	0	0	0	0	0	0
Capital funded from taxation	4,495,261	7,677,433	7,452,587	9,893,557	12,864,028	2,970,471
Total Direct Costs	4,495,261	7,677,433	7,452,587	9,893,557	12,864,028	2,970,471
Revenue generated:						
Sale of fixed assets	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	4,495,261	7,677,433	7,452,587	9,893,557	12,864,028	2,970,471
Transfer to (from) reserves	0	1,212,147	2,441,603	0	0	0
Net Tax Requirement (Contribution)	4,495,261	8,889,580	9,894,190	9,893,557	12,864,028	2,970,471
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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,482,083	2,862,654	2,727,827	2,701,168	2,766,335	65,167
Personnel expenses	24,159	42,951	37,057	53,100	53,100	0
Contractual services	543,859	700,921	392,435	550,700	598,000	47,300
Supplies and other expenses	2,550,298	2,967,124	2,839,376	2,971,167	2,953,167	(18,000)
Transfers from other functions	1,957,344	2,594,874	2,672,838	3,347,716	3,574,070	226,354
Transfers to other functions	(286,686)	(382,093)	(656,906)	(600,000)	(615,744)	(15,744)
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	254,346	1,452,396	685,554	438,821	1,141,970	703,149
Capital funded from water levies	1,305,901	1,868,576	1,203,549	2,158,874	5,878,738	3,719,864
Total Direct Costs	8,831,304	12,107,403	9,901,730	11,621,546	16,349,636	4,728,090
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	44,466	1,292,494	918,237	923,809	853,809	(70,000)
Total Revenue Generated	166,656	1,466,007	1,050,358	990,929	981,809	(9,120)
Net operating costs	8,664,648	10,641,396	8,851,372	10,630,617	15,367,827	4,737,210
Transfer to (from) reserves	0	533,537	1,846,462	(212,940)	(114,342)	98,598
Transfer to (from) other funds	535,148	2,805,759	3,385,721	175,144	(2,166,629)	(2,341,773)
Debt principal repayment	3,692,677	3,841,536	2,834,667	3,539,476	2,695,144	(844,332)
Transfer to (from) surplus	(2,623,034)	(1,486,609)	0	1,640,583	0	(1,640,583)
Net Water Requirement	10,269,439	16,335,619	16,918,222	15,772,880	15,782,000	9,120
Staffing per budget - FTEs	28.17	26.10		26.27	26.27	0.00

Water Operating Fund

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Revenue:					
Water levies	15,782,000	15,939,800	16,099,200	16,260,200	16,750,214
Water levies from growth	157,800	159,400	161,000	162,600	164,200
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	16,921,609	17,090,123	17,191,726	17,180,902	17,731,729
Expenditures:					
Water utility operations	9,328,928	9,574,445	9,910,306	10,044,691	10,181,648
Debt servicing costs	1,141,970	1,277,363	1,277,168	1,093,888	1,094,634
Capital funded from operations	5,878,738	3,610,179	2,441,874	4,584,614	3,971,572
Total Water Expenditures	16,349,636	14,461,987	13,629,348	15,723,193	15,247,854
Net operating activity	571,973	2,628,136	3,562,378	1,457,709	2,483,875
Transfers from (to) reserves	3,494,142	817,647	1,001,051	914,936	1,342,570
Transfers from (to) other funds	(2,166,629)	850,000	850,000	850,000	850,000
Debt principal repayment	(2,695,144)	(2,658,156)	(2,473,480)	(2,079,189)	(2,325,740)
Transfer to (from) surplus	(795,658)	1,637,627	2,939,949	1,143,456	2,350,705
Estimated surplus balance	6,812,810	8,450,437	11,390,386	12,533,842	14,884,547
Water rate increase indicated	0.00%	0.00%	0.00%	0.00%	2.00%
Projected Increase in 2018-2022 Financial Plan	0.00%	0.00%	0.00%	0.00%	N/A

Water Operating Fund - by Object

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	2,766,335	2,807,829	2,849,946	2,892,694	2,936,083
Personnel expenses	53,100	54,162	55,245	56,350	57,477
Contractual services	598,000	609,960	622,159	634,602	647,294
Supplies and other expenses	2,953,167	3,012,230	3,072,475	3,133,925	3,196,603
Transfers from other functions	3,574,070	3,706,008	3,926,225	3,942,864	3,959,935
Transfers to other functions	(615,744)	(615,744)	(615,744)	(615,744)	(615,744)
Costs allocated to capital	0	0	0	0	0
	9,328,928	9,574,445	9,910,306	10,044,691	10,181,648
Fiscal services:					
Debt servicing costs	1,141,970	1,277,363	1,277,168	1,093,888	1,094,634
Capital expenditures	5,878,738	3,610,179	2,441,874	4,584,614	3,971,572
Debt principal repayment	2,695,144	2,658,156	2,473,480	2,079,189	2,325,740
	9,715,852	7,545,698	6,192,522	7,757,691	7,391,946
Transfer to/(from) surplus	0	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

	2015 Actual Amounts	2016 Actual Amounts	2017 Actual Amounts	2017 Adopted Budget	2018 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,448,964	1,660,508	1,804,649	2,230,084	2,275,462	45,378
Personnel expenses	30,033	35,139	31,161	40,700	40,700	0
Contractual services	397,011	423,924	734,974	787,950	1,006,250	218,300
Supplies and other expenses	1,461,731	1,670,303	1,897,281	1,757,700	1,754,800	(2,900)
Transfers from other functions	1,252,398	1,842,684	2,143,588	2,207,956	2,346,947	138,991
Transfers to other functions	(54,940)	(73,252)	(111,434)	(100,000)	(100,000)	0
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	847,733	1,307,150	2,367,996	1,036,654	791,773	(244,881)
Capital funded from sewer levies	1,050,989	970,742	640,514	1,584,034	2,893,862	1,309,828
Total Direct Costs	6,433,919	7,837,198	9,508,729	9,545,078	11,009,794	1,464,716
Revenue generated:						
Fees, rates, and sales of service	202,697	552,031	565,991	200,882	199,497	(1,385)
Investment income	0	0	0	328,875	330,260	1,385
Total Revenue Generated	202,697	552,031	565,991	529,757	529,757	0
Net operating costs	6,231,222	7,285,167	8,942,738	9,015,321	10,480,037	1,464,716
Transfer to (from) reserves	(270,785)	(35,024)	325,872	(118,077)	(45,572)	72,505
Transfer to (from) other funds	(410,475)	1,145,289	1,388,945	264,107	546,768	282,661
Debt principal repayment	529,856	554,952	962,905	2,021,074	2,343,247	322,173
Transfer to (from) surplus	270,785	828,641	0	(148,175)	(638,611)	(490,436)
Net Sewer Rate Requirement	6,350,603	9,779,025	11,620,460	11,034,250	12,685,869	1,651,619
Staffing per budget - FTEs	22.64	22.64		22.71	22.71	0.00

Sewer Operating Fund

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Revenue:					
Sewer levies	12,685,869	14,742,619	15,275,389	15,732,877	16,204,819
Sewer levies from growth	133,800	160,200	149,000	154,200	158,900
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	13,349,426	15,432,576	15,958,394	16,354,851	16,872,088
Expenditures:					
Sewer utility operations	7,324,159	7,511,939	7,766,665	7,872,438	7,980,150
Debt servicing costs	791,773	802,045	759,437	681,287	643,820
Capital funded from operations	3,158,862	1,761,235	6,543,035	5,220,525	4,416,207
Total Sewer Expenditures	11,274,794	10,075,219	15,069,137	13,774,250	13,040,177
Net operating activity	2,074,632	5,357,357	889,257	2,580,601	3,831,911
Transfers from (to) reserves	(411,449)	(2,037,786)	(2,074,414)	(2,186,234)	1,245,800
Transfers from (to) other funds	(546,768)	849,661	833,689	817,716	801,743
Debt principal repayment	(2,343,247)	(2,255,683)	(2,215,558)	(2,041,871)	(2,082,466)
Transfer to (from) accum. surplus	(1,226,832)	1,913,549	(2,567,026)	(829,788)	3,796,988
Estimated surplus balance	4,349,039	6,262,588	3,695,562	2,865,774	6,662,762
Sewer rate increase indicated	15.00%	15.00%	2.50%	2.00%	2.00%
Projected Increase in 2018-2022 Financial Plan	15.00%	15.00%	2.00%	2.00%	N/A

Sewer Operating Fund - by Object

2018-2022 Financial Plan

	2018	2019	2020	2021	2022
Salaries, wages, and benefits	2,275,462	2,309,594	2,344,238	2,379,402	2,415,093
Personnel expenses	40,700	41,514	42,344	43,191	44,055
Contractual services	1,006,250	1,026,375	1,046,903	1,067,841	1,089,198
Supplies and other expenses	1,754,800	1,789,896	1,825,694	1,862,208	1,899,452
Transfers from other functions	2,346,947	2,444,560	2,607,486	2,619,796	2,632,352
Transfers to other functions	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Costs allocated to capital	0	0	0	0	0
	<u>7,324,159</u>	<u>7,511,939</u>	<u>7,766,665</u>	<u>7,872,438</u>	<u>7,980,150</u>
Fiscal services:					
Debt servicing costs	791,773	802,045	759,437	681,287	643,820
Capital expenditures	2,893,862	1,761,235	6,543,035	5,220,525	4,416,207
Debt principal repayment	2,343,247	2,255,683	2,215,558	2,041,871	2,082,466
	<u>6,028,882</u>	<u>4,818,963</u>	<u>9,518,030</u>	<u>7,943,683</u>	<u>7,142,493</u>
Transfer to/(from) surplus	<u>(638,611)</u>	<u>(379,171)</u>	<u>(761,911)</u>	<u>412,333</u>	<u>236,804</u>

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Section E - Capital

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Water							
911109 Oversizing							
Water Levies		500	500	500	500	500	500
DCC Water		49,500	49,500	49,500	49,500	49,500	49,500
Total 911109 Oversizing		50,000	50,000	50,000	50,000	50,000	50,000
911115 Instl Isolatr Valvs-Various							
Water Levies	11,093	40,000	40,000	40,000	40,000	40,000	40,000
Total 911115 Instl Isolatr Valvs-Various	11,093	40,000	40,000	40,000	40,000	40,000	40,000
911159 Const Emerg Intk-North Shore							
Future Capital Reserve	2,277,250	2,920,461	643,211				
DCC Water	228,270	285,362	58,015				
Grants	4,324,069	5,411,909	1,087,839				
Debt	46,066	57,431	10,441				
Total 911159 Const Emerg Intk-North Shore	6,875,655	8,675,163	1,799,506				
911201 Instl/Repl Fire Hydrants							
Water Levies	35,298	50,000	50,000	50,000	50,000	50,000	50,000
Total 911201 Instl/Repl Fire Hydrants	35,298	50,000	50,000	50,000	50,000	50,000	50,000
911202 Replace Castings-Roads							
Water Levies		10,000	10,000	10,000	10,000	10,000	10,000
Total 911202 Replace Castings-Roads		10,000	10,000	10,000	10,000	10,000	10,000
911204 Rehab Infrastruct-Local Rds							
Water Levies	165,161	400,000	534,204	314,805	363,000	336,000	407,365
Future Capital Reserve	9,557	23,150	248,430				
Total 911204 Rehab Infrastruct-Local Rds	174,718	423,150	782,634	314,805	363,000	336,000	407,365
911205 Rehab Infrastruct-Colctr Rds							
Water Levies	12,752	75,000	150,000	840,000	200,000	45,000	189,000
Future Capital Reserve	0		62,240				
Total 911205 Rehab Infrastruct-Colctr Rds	12,752	75,000	212,240	840,000	200,000	45,000	189,000
911206 Rehab Infrastruct-Arterl Rds							
Water Levies	203	11,500	140,000	30,000	30,000	25,000	25,000
Future Capital Reserve	82	4,650	15,865				
Total 911206 Rehab Infrastruct-Arterl Rds	285	16,150	155,865	30,000	30,000	25,000	25,000
911247 Ord Rd Watermain Connection**							
Water Levies					54,000	486,000	
Total 911247 Ord Rd Watermain Connection**					54,000	486,000	
911250 Repl Air Release Valves-Var							
Water Levies	4,171	5,000	5,000	5,000	5,000	5,000	5,000
Total 911250 Repl Air Release Valves-Var	4,171	5,000	5,000	5,000	5,000	5,000	5,000
911252 Repl Pressure Reducing Valvs							
Water Levies	3,435	10,000	10,000	10,000	10,000	10,000	10,000
Total 911252 Repl Pressure Reducing Valvs	3,435	10,000	10,000	10,000	10,000	10,000	10,000
911254 Replace Main - Pacific Way							
Future Capital Reserve	58,955	75,390					
Total 911254 Replace Main - Pacific Way	58,955	75,390					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
911257 Repl Serv-Belair/Clearview/Fxw							
Water Levies	116,151	125,000	100,000				
Future Capital Reserve	4,915	4,230	8,160				
Total 911257 Repl Serv-Belair/Clearview/Fxw	121,066	129,230	108,160				
911279 Watermain/Service Relocations*							
Water Levies	108,813	65,000	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve		45,000					
Total 911279 Watermain/Service Relocations*	108,813	110,000	100,000	100,000	100,000	100,000	100,000
911293 Meadowlands Reservoir Access							
Future Capital Reserve	160	239,020	238,860				
Total 911293 Meadowlands Reservoir Access	160	239,020	238,860				
911295 Const Mn/Bstr Stn-Campbell Ck							
Future Capital Reserve	117	4,162					
Debt	233	8,322					
Total 911295 Const Mn/Bstr Stn-Campbell Ck	350	12,484					
911296 PWY Main Upgrades							
Future Capital Reserve	219,451	250,000					
Total 911296 PWY Main Upgrades	219,451	250,000					
911306 Install Standby Power							
Water Levies		100,000	200,000	900,000	100,000	900,000	100,000
Future Capital Reserve			100,000				
Total 911306 Install Standby Power		100,000	300,000	900,000	100,000	900,000	100,000
911317 1600 Booster Upgrade							
Water Levies							21,833
DCC Water							13,167
Total 911317 1600 Booster Upgrade							35,000
911327 Twin Valleyview Reservoir							
Future Capital Reserve	505	10,190	9,685				
DCC Water			82,417	796,455			
Debt			250,583	2,421,545			
Total 911327 Twin Valleyview Reservoir	505	10,190	342,685	3,218,000			
911331 Pump Upgrades at SWS # 4							
Future Capital Reserve			59,666				
DCC Water			227,190				
Total 911331 Pump Upgrades at SWS # 4			286,856				
911332 Aberdeen Booster Pump Upgrade							
Water Levies			56,160				
DCC Water			213,840				
Total 911332 Aberdeen Booster Pump Upgrade			270,000				
911333 S. Kam-W. End Supply-Pre-Dsgn							
Water Levies						348,000	
Total 911333 S. Kam-W. End Supply-Pre-Dsgn						348,000	
911335 Additional 1600 Reservoir Storage							
Water Levies				22,000	110,000	1,000,000	
Total 911335 Additional 1600 Reservoir Storage				22,000	110,000	1,000,000	

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
911336 Additional 2088 Reservoir Storage							
Water Levies					36,500	183,000	1,680,000
Total 911336 Additional 2088 Reservoir Storage					36,500	183,000	1,680,000
911340 Rehab Cathodic Protection-Vari							
Water Levies	7,217	10,000	10,000	10,000	10,000	10,000	10,000
Total 911340 Rehab Cathodic Protection-Vari	7,217	10,000	10,000	10,000	10,000	10,000	10,000
911342 Aberdeen Booster Repairs							
Future Capital Reserve		123,970					
Total 911342 Aberdeen Booster Repairs		123,970					
911346 Pineview Booster Upgrade							
Water Levies						58,240	
DCC Water						221,760	
Total 911346 Pineview Booster Upgrade						280,000	
911347 Juniper Booster Repairs							
Future Capital Reserve	11,305	93,130					
Total 911347 Juniper Booster Repairs	11,305	93,130					
911356 Rehab Mech Eqpt - Various							
Water Levies	60,691	50,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve		30,000	19,300				
Total 911356 Rehab Mech Eqpt - Various	60,691	80,000	69,300	50,000	50,000	50,000	50,000
911360 Replace Pumps - Various							
Water Levies	82,764	300,000	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve			217,230				
Total 911360 Replace Pumps - Various	82,764	300,000	317,230	100,000	100,000	100,000	100,000
911364 Upgrade Comm - SCADA							
Water Levies	202,575	230,000					
Future Capital Reserve	200,079	197,510	24,850				
Total 911364 Upgrade Comm - SCADA	402,654	427,510	24,850				
911376 Arrowstone Booster Upgrade							
Water Levies	23,990	500,000	1,400,000				
Future Capital Reserve			476,010				
Total 911376 Arrowstone Booster Upgrade	23,990	500,000	1,876,010				
911398 Rehab Reserviors - Various							
Water Levies	96,107	100,000	100,000	100,000	100,000	100,000	100,000
Total 911398 Rehab Reserviors - Various	96,107	100,000	100,000	100,000	100,000	100,000	100,000
911399 Instl Rsvr/Bstr Stn Ctrl-Var							
Water Levies	75,436	90,000	90,000	90,000	90,000	90,000	90,000
Future Capital Reserve	30,409	36,280	20,430				
Total 911399 Instl Rsvr/Bstr Stn Ctrl-Var	105,845	126,280	110,430	90,000	90,000	90,000	90,000
911402 LASI - Water							
Local Improvement		40,000	40,000	40,000	40,000	40,000	40,000
Total 911402 LASI - Water		40,000	40,000	40,000	40,000	40,000	40,000
911405 Compl Predesign/Eng-Various							
Water Levies	6,015	30,000					
Total 911405 Compl Predesign/Eng-Various	6,015	30,000					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
911604 Water Balance Study							
Future Capital Reserve		60,000					
Total 911604 Water Balance Study		60,000					
911606 Compl Modeling/Eng-Various							
Water Levies	10,207	25,000					
Total 911606 Compl Modeling/Eng-Various	10,207	25,000					
911607 Compl Planning/Eng-Various							
Water Levies	3,005	12,874	12,874	12,874	12,874	12,874	12,874
Future Capital Reserve	1,256	5,382					
DCC Water	12,285	52,645	37,126	37,126	37,126	37,126	37,126
Total 911607 Compl Planning/Eng-Various	16,546	70,901	50,000	50,000	50,000	50,000	50,000
911801 Purch Tools/Eqpt-Various							
Water Levies	9,427	18,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve			10,570				
Total 911801 Purch Tools/Eqpt-Various	9,427	18,000	35,570	25,000	25,000	25,000	25,000
911803 Repl Service Connctns-Various							
Water Levies	20,729	25,000					
Total 911803 Repl Service Connctns-Various	20,729	25,000					
911808 Const Armring-Noble Crk Intk							
Future Capital Reserve	450	28,850					
Total 911808 Const Armring-Noble Crk Intk	450	28,850					
911815 Procr Easem'ts/Srvys-Various							
Water Levies	3,282	17,000	20,000	20,000	20,000	20,000	20,000
Total 911815 Procr Easem'ts/Srvys-Various	3,282	17,000	20,000	20,000	20,000	20,000	20,000
911821 Compl Ultrsnd Insp-3 Crssngs							
Water Levies	12,960	15,000		15,000		15,000	
Total 911821 Compl Ultrsnd Insp-3 Crssngs	12,960	15,000		15,000		15,000	
911825 Building Upgrades							
Water Levies	31,086	46,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve			10,000				
Total 911825 Building Upgrades	31,086	46,000	60,000	50,000	50,000	50,000	50,000
911836 Repl Connrcl Meters-Various							
Water Levies	1,905	25,000	80,000	80,000	80,000	80,000	80,000
Future Capital Reserve	4,406	57,820	40,000				
Total 911836 Repl Connrcl Meters-Various	6,311	82,820	120,000	80,000	80,000	80,000	80,000
911840 Rpl PRV Stations - Various							
Water Levies	13,244	440,000		40,000	400,000	40,000	400,000
Future Capital Reserve			426,750				
Total 911840 Rpl PRV Stations - Various	13,244	440,000	426,750	40,000	400,000	40,000	400,000
911852 Repl Major Elec Eqpt-Various							
Water Levies	91,579	95,000	125,000	125,000	125,000	125,000	125,000
Total 911852 Repl Major Elec Eqpt-Various	91,579	95,000	125,000	125,000	125,000	125,000	125,000
911873 KCWQ Capital Maintenance							
Water Levies	29,706	30,000	250,000	250,000	250,000	250,000	250,000
Future Capital Reserve	15,540	15,540					
Total 911873 KCWQ Capital Maintenance	45,246	45,540	250,000	250,000	250,000	250,000	250,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
911876 WCB Upgrades							
Water Levies	18,895	24,000	20,000	20,000	20,000	20,000	20,000
Total 911876 WCB Upgrades	18,895	24,000	20,000	20,000	20,000	20,000	20,000
911877 Commercial Water Meter Install							
Future Capital Reserve		15,610					
Total 911877 Commercial Water Meter Install		15,610					
911878 KCWQ Devicenet Replacement							
Future Capital Reserve	163,390	165,000					
Total 911878 KCWQ Devicenet Replacement	163,390	165,000					
911880 Residential Universal Wtr Mtrs							
Community Works Fund	77,048	253,608	176,559				
Future Capital Reserve	53,453	175,920	122,466				
Total 911880 Residential Universal Wtr Mtrs	130,502	429,528	299,025				
911882 Universal Water Meter Upgrade							
Water Levies	113	10,000					
Total 911882 Universal Water Meter Upgrade	113	10,000					
911884 KCWQ Control Upgrades							
Water Levies			850,000	300,000			
Future Capital Reserve	289,564	290,000					
Total 911884 KCWQ Control Upgrades	289,564	290,000	850,000	300,000			
Water Levies	1,258,010	2,984,874	4,578,738	3,610,179	2,441,874	4,584,614	3,971,572
Community Works Fund	77,048	253,608	176,559	0	0	0	0
Future Capital Reserve	3,340,844	4,871,265	2,753,723	0	0	0	0
Local Improvement	0	40,000	40,000	40,000	40,000	40,000	40,000
DCC Water	240,555	387,507	668,088	883,081	86,626	308,386	99,793
Grants	4,324,069	5,411,909	1,087,839	0	0	0	0
Debt	46,299	65,753	261,024	2,421,545	0	0	0
Total Water	9,286,825	14,014,916	9,565,971	6,954,805	2,568,500	4,933,000	4,111,365
Sewer							
912105 Replace Main - ETCH							
Future Capital Reserve		20,000					
Total 912105 Replace Main - ETCH		20,000					
912109 Oversizing							
Sewer Levies	390	500	500	500	500	500	500
Future Capital Reserve	2,610	3,444					
DCC Sewer	297,000	390,529	49,500	49,500	49,500	49,500	49,500
Total 912109 Oversizing	300,000	394,473	50,000	50,000	50,000	50,000	50,000
912115 Instl Trkmn - Grasslands Blvd							
Sewer Levies					22,000	250,000	
Total 912115 Instl Trkmn - Grasslands Blvd					22,000	250,000	
912206 Rehab Sewer Mains - Local Rds							
Sewer Levies	98,801	225,000	40,000	50,000	43,000	52,000	60,000
Future Capital Reserve	25,900	58,970	159,260				
Total 912206 Rehab Sewer Mains - Local Rds	124,701	283,970	199,260	50,000	43,000	52,000	60,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
912207 Rehab Sewer Mains - Collectors							
Sewer Levies	25,298	60,000	102,641	170,000	80,000	75,000	107,682
Future Capital Reserve			34,700				
Total 912207 Rehab Sewer Mains - Collectors	25,298	60,000	137,341	170,000	80,000	75,000	107,682
912208 Rehab Sewer Mains - Arterials							
Sewer Levies	1,785	25,000	42,196	50,000	50,000	30,000	25,000
Future Capital Reserve	270	3,780	26,720				
Total 912208 Rehab Sewer Mains - Arterials	2,055	28,780	68,916	50,000	50,000	30,000	25,000
912209 Replace Castings-Roads							
Sewer Levies		1,500	20,000	20,000	20,000	20,000	20,000
Total 912209 Replace Castings-Roads		1,500	20,000	20,000	20,000	20,000	20,000
912242 Install Mn-Howe/Balmoral Twin							
Sewer Levies	4,154	6,200					
Future Capital Reserve			100				
DCC Sewer	411,224	613,800	9,900				
Total 912242 Install Mn-Howe/Balmoral Twin	415,378	620,000	10,000				
912270 4th Ave Sewer Main Upgrade**							
Sewer Levies			500	3,500	6,750		
DCC Sewer			49,500	31,500	668,250		
Total 912270 4th Ave Sewer Main Upgrade**			50,000	35,000	675,000		
912301 Rehab Cathodic Protection-Vari							
Sewer Levies	9,440	10,000	10,000	10,000	10,000	10,000	10,000
Total 912301 Rehab Cathodic Protection-Vari	9,440	10,000	10,000	10,000	10,000	10,000	10,000
912310 Pump Upg-S.Primary Lift Statn							
Future Capital Reserve	42,829	50,000					
Total 912310 Pump Upg-S.Primary Lift Statn	42,829	50,000					
912311 Replace Pumps - Various							
Sewer Levies	61,430	75,000	110,000	110,000	110,000	110,000	110,000
Future Capital Reserve			13,570				
Total 912311 Replace Pumps - Various	61,430	75,000	123,570	110,000	110,000	110,000	110,000
912312 Biosolids/Compost Trtmnt Fac							
Future Capital Reserve	67,933	949,334	881,401				
DCC Sewer	20,029	279,900	259,871				
Total 912312 Biosolids/Compost Trtmnt Fac	87,962	1,229,234	1,141,272				
912315 Sanitary Lift Station Restorat							
Sewer Levies	97,979	100,000	190,000	190,000	190,000	190,000	100,000
Future Capital Reserve	76,144	77,710	3,580				
Total 912315 Sanitary Lift Station Restorat	174,123	177,710	193,580	190,000	190,000	190,000	100,000
912324 Pump & Motor Replacement							
Sewer Levies	3,504	50,000					
Future Capital Reserve	699	9,980					
Total 912324 Pump & Motor Replacement	4,203	59,980					
912325 Lift Station Control Replace.							
Sewer Levies	65,095	90,000					
Future Capital Reserve	18,931	26,170	32,140				
Total 912325 Lift Station Control Replace.	84,026	116,170	32,140				

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
912327 McQueen Lift Station Upgrade							
Sewer Levies			55,000		500,000		
Total 912327 McQueen Lift Station Upgrade			55,000		500,000		
912329 Hook Lift Replacement							
Future Capital Reserve	21,156	43,211					
Total 912329 Hook Lift Replacement	21,156	43,211					
912346 Tranquille Rd Sani Mn Upg Ph2							
Sewer Levies	343,594	364,952		504,210	5,186,160	3,841,600	
DCC Sewer	14,167	15,048		20,790	213,840	158,400	
Total 912346 Tranquille Rd Sani Mn Upg Ph2	357,761	380,000		525,000	5,400,000	4,000,000	
912401 LASI - Sewer							
Local Improvement		50,000	50,000	50,000	50,000	50,000	50,000
Total 912401 LASI - Sewer		50,000	50,000	50,000	50,000	50,000	50,000
912407 Pre Engineering							
Sewer Levies	55,826	80,000					
Total 912407 Pre Engineering	55,826	80,000					
912501 Rehab Berms-Sewage Treatment							
Sewer Levies				110,000			
Future Capital Reserve	105	59,660	59,555				
Total 912501 Rehab Berms-Sewage Treatment	105	59,660	59,555	110,000			
912503 WWTC Improvements/Upgrades							
Sewer Levies		215,000					
Future Capital Reserve		204,950	419,950				
Grants	289,941	392,282	102,341				
Total 912503 WWTC Improvements/Upgrades	289,941	812,232	522,291				
912531 Cinnamon Ridge Infrast Improv							
Sewer Levies	50,161	60,000	60,000	60,000			
Future Capital Reserve	93,074	111,340	28,100				
Total 912531 Cinnamon Ridge Infrast Improv	143,235	171,340	88,100	60,000			
912560 KSTC Cell 2B Rehabilitation							
Sewer Levies		42,000	1,000,000				
Future Capital Reserve			42,000				
Total 912560 KSTC Cell 2B Rehabilitation		42,000	1,042,000				
912570 KSTC Mixer Replacement							
Future Capital Reserve	14,643	68,400					
Total 912570 KSTC Mixer Replacement	14,643	68,400					
912601 Master Sewer Planning							
Sewer Levies	17,587	18,025	18,025	18,025	18,025	18,025	18,025
DCC Sewer	50,711	51,975	51,975	51,975	51,975	51,975	51,975
Total 912601 Master Sewer Planning	68,298	70,000	70,000	70,000	70,000	70,000	70,000
912603 N Prim Liftstation Elec Upg							
Future Capital Reserve		102,270					
Total 912603 N Prim Liftstation Elec Upg		102,270					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
912607 N Primary Gravity Mn Upgrade							
Future Capital Reserve	4,194,749	4,326,200	131,450				
Total 912607 N Primary Gravity Mn Upgrade	4,194,749	4,326,200	131,450				
912801 Tools & Equipment							
Sewer Levies	17,553	20,000	20,000	20,000	20,000	20,000	20,000
Total 912801 Tools & Equipment	17,553	20,000	20,000	20,000	20,000	20,000	20,000
912804 Sanitary CCTV Inspection/Relin							
Sewer Levies		100,000	200,000	250,000	250,000	250,000	250,000
Future Capital Reserve		100,000	200,000				
Total 912804 Sanitary CCTV Inspection/Relin		200,000	400,000	250,000	250,000	250,000	250,000
912817 Install Access Chambers							
Sewer Levies		10,000	20,000	20,000	20,000	20,000	20,000
Total 912817 Install Access Chambers		10,000	20,000	20,000	20,000	20,000	20,000
912819 Balance Tank Upgrade							
Sewer Levies	259,238	350,000					
Future Capital Reserve	6,239	8,440	92,960				
Total 912819 Balance Tank Upgrade	265,477	358,440	92,960				
912820 Easement / Legal Surveys							
Sewer Levies	28,108	28,500	20,000	20,000	20,000	20,000	20,000
Total 912820 Easement / Legal Surveys	28,108	28,500	20,000	20,000	20,000	20,000	20,000
912825 Sanitary Relining Project							
Sewer Levies		50,000					
Future Capital Reserve		50,000					
Total 912825 Sanitary Relining Project		100,000					
912830 Sewer Network System Upgrade							
Sewer Levies	35,294	43,000					
Total 912830 Sewer Network System Upgrade	35,294	43,000					
912836 WCB Compliance Safety Equip							
Sewer Levies	17,393	30,000	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve			12,600				
Total 912836 WCB Compliance Safety Equip	17,393	30,000	42,600	30,000	30,000	30,000	30,000
912848 Repl Major Elec Equipment							
Sewer Levies	123,369	125,000	175,000	125,000	125,000	125,000	125,000
Future Capital Reserve	2,788	2,820					
Total 912848 Repl Major Elec Equipment	126,157	127,820	175,000	125,000	125,000	125,000	125,000
912875 Sewage Micro Hydro Study							
Other Capital Reserves	4,372	55,000	50,628				
Total 912875 Sewage Micro Hydro Study	4,372	55,000	50,628				
Sewer Levies	1,315,999	2,179,677	2,113,862	1,761,235	6,701,435	5,062,125	916,207
Future Capital Reserve	4,568,070	6,276,679	2,138,086	0	0	0	0
Local Improvement	0	50,000	50,000	50,000	50,000	50,000	50,000
DCC Sewer	793,131	1,351,252	420,746	153,765	983,565	259,875	101,475
Grants	289,941	392,282	102,341	0	0	0	0
Other Capital Reserves	4,372	55,000	50,628	0	0	0	0
Total Sewer	6,971,513	10,304,890	4,875,663	1,965,000	7,735,000	5,372,000	1,067,682

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Solid Waste Collection & Disposal							
913201 Waste Reduction Program							
Property Taxes	498	11,000	11,000	11,000	11,000	11,000	
Future Capital Reserve	498	11,000					
Total 913201 Waste Reduction Program	996	22,000	11,000	11,000	11,000	11,000	
913213 Solid Waste Bin Truck							
Solid Waste Reserve	531	19,209	10,000				
Total 913213 Solid Waste Bin Truck	531	19,209	10,000				
913216 Progressive Closure - M.F.							
Solid Waste Reserve	12,131	610,128	597,997	500,000			
Total 913216 Progressive Closure - M.F.	12,131	610,128	597,997	500,000			
913218 Cover Material - Mission Flats							
Solid Waste Reserve		1,800,000	2,800,000	1,000,000	500,000	500,000	
Total 913218 Cover Material - Mission Flats		1,800,000	2,800,000	1,000,000	500,000	500,000	
913222 M.F. L/F Leachate Collection							
Solid Waste Reserve		1,008,727	2,008,727	200,000	200,000		
Total 913222 M.F. L/F Leachate Collection		1,008,727	2,008,727	200,000	200,000		
913227 Landfill Electrical Upgrade							
Solid Waste Reserve	675	26,707	26,032				
Total 913227 Landfill Electrical Upgrade	675	26,707	26,032				
913235 400 Owl Rd Landfill Improvemnt							
Debt	856,427	3,463,906	2,607,478				
Total 913235 400 Owl Rd Landfill Improvemnt	856,427	3,463,906	2,607,478				
Property Taxes	498	11,000	11,000	11,000	11,000	11,000	0
Future Capital Reserve	498	11,000	0	0	0	0	0
Solid Waste Reserve	13,337	3,464,771	5,442,756	1,700,000	700,000	500,000	0
Debt	856,427	3,463,906	2,607,478	0	0	0	0
Total Solid Waste Collection & Disposal	870,760	6,950,677	8,061,234	1,711,000	711,000	511,000	0
Cemeteries							
915104 Masoleum Roof							
Gaming Reserve	25,276	31,800					
Total 915104 Masoleum Roof	25,276	31,800					
915108 Main Office Retro Fit							
Gaming Reserve		20,000					
Total 915108 Main Office Retro Fit		20,000					
915113 Tools & Equipment							
Property Taxes	1,051	1,300	5,000	5,000	5,000	5,000	5,000
Total 915113 Tools & Equipment	1,051	1,300	5,000	5,000	5,000	5,000	5,000
915115 Hillside Cemetery - Irrigation							
Property Taxes	5,732	6,000	6,000	6,000	6,000	6,000	6,000
Total 915115 Hillside Cemetery - Irrigation	5,732	6,000	6,000	6,000	6,000	6,000	6,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
915125 Hillside Cemetery - Upgrade							
Gaming Reserve	114,451	114,500	100,000	100,000	100,000	100,000	100,000
Total 915125 Hillside Cemetery - Upgrade	114,451	114,500	100,000	100,000	100,000	100,000	100,000
Property Taxes	6,783	7,300	11,000	11,000	11,000	11,000	11,000
Gaming Reserve	139,727	166,300	100,000	100,000	100,000	100,000	100,000
Total Cemeteries	146,510	173,600	111,000	111,000	111,000	111,000	111,000
Police Protection							
921101 City Employee Furniture							
Property Taxes	4,543	7,000	7,000	7,000	7,000	7,000	7,000
Future Capital Reserve	1,136	1,750	3,070				
Total 921101 City Employee Furniture	5,679	8,750	10,070	7,000	7,000	7,000	7,000
921102 RCMP Member Furniture							
Property Taxes	5,394	5,800	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	5,070	4,700					
Total 921102 RCMP Member Furniture	10,464	10,500	5,000	5,000	5,000	5,000	5,000
921116 RCMP Capital Improvements							
Other Capital Reserves	150,354	1,000,000	849,645				
Total 921116 RCMP Capital Improvements	150,354	1,000,000	849,645				
921121 Equipment							
Property Taxes	4,817	7,200	8,000	8,000	8,000	8,000	8,000
Future Capital Reserve			2,380				
Grants		30,000	30,000				
Total 921121 Equipment	4,817	37,200	40,380	8,000	8,000	8,000	8,000
921174 Member Lockers							
Property Taxes		4,200		4,200		4,200	
Future Capital Reserve			4,200				
Total 921174 Member Lockers		4,200	4,200	4,200		4,200	
Property Taxes	14,754	24,200	20,000	24,200	20,000	24,200	20,000
Future Capital Reserve	6,206	6,450	9,650	0	0	0	0
Grants	0	30,000	30,000	0	0	0	0
Other Capital Reserves	150,354	1,000,000	849,645	0	0	0	0
Total Police Protection	171,314	1,060,650	909,295	24,200	20,000	24,200	20,000
Fire Protection Services							
922101 Tools & Equipment							
Property Taxes	71,159	80,000	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	8,894	10,000	84,940	75,000	75,000	75,000	75,000
Total 922101 Tools & Equipment	80,053	90,000	89,940	80,000	80,000	80,000	80,000
922108 Replace Portable Radios							
Equipment Reserve							200,000
Total 922108 Replace Portable Radios							200,000
922129 Communication Equip							
Property Taxes	5,268	10,000	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve			4,730				
Total 922129 Communication Equip	5,268	10,000	14,730	10,000	10,000	10,000	10,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
922131 Breathing Apparatus Equipment							
Property Taxes			75,000	75,000	75,000	75,000	75,000
Total 922131 Breathing Apparatus Equipment			75,000	75,000	75,000	75,000	75,000
922139 Fire Station Furniture							
Property Taxes	9,845	10,000	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	3,347	3,400					
Total 922139 Fire Station Furniture	13,192	13,400	10,000	10,000	10,000	10,000	10,000
922165 Hazardous Material Equip.							
Future Capital Reserve			45,000				
Total 922165 Hazardous Material Equip.			45,000				
922404 Fire Dispatch System Replaceme							
Future Capital Reserve		22,690	22,690				
Equipment Reserve		46,730	46,730				
Total 922404 Fire Dispatch System Replaceme		69,420	69,420				
922502 Replace 87042 Rescue Truck							
Equipment Reserve					750,000		
Total 922502 Replace 87042 Rescue Truck					750,000		
922504 Replace 87120 Pickup							
Equipment Reserve					50,000		
Total 922504 Replace 87120 Pickup					50,000		
922505 Replace EOL Call Log							
Equipment Reserve			75,000				
Total 922505 Replace EOL Call Log			75,000				
922506 Replace 87602 Generator							
Equipment Reserve					35,000		
Total 922506 Replace 87602 Generator					35,000		
922509 Replace 87033 Tender Truck							
Equipment Reserve						500,000	
Total 922509 Replace 87033 Tender Truck						500,000	
922511 Replace Nissan Titan #87117							
Equipment Reserve		50,000	50,000				
Total 922511 Replace Nissan Titan #87117		50,000	50,000				
922515 Replace Ford F150 #87119							
Equipment Reserve				50,000			
Total 922515 Replace Ford F150 #87119				50,000			
922517 Replace Nissan Altima #87219							
Equipment Reserve	30,197	35,000					
Total 922517 Replace Nissan Altima #87219	30,197	35,000					
922519 Replace 87122 Pickup							
Equipment Reserve						75,000	
Total 922519 Replace 87122 Pickup						75,000	
922521 Replace 87123 PickUp							
Equipment Reserve							50,000
Total 922521 Replace 87123 PickUp							50,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
922523 Replace 87124 PickUp							
Equipment Reserve							50,000
Total 922523 Replace 87124 PickUp							50,000
922525 Replace 87125 PickUp							
Equipment Reserve							50,000
Total 922525 Replace 87125 PickUp							50,000
922527 Replace 87507 Jetboat							
Equipment Reserve							90,000
Total 922527 Replace 87507 Jetboat							90,000
922529 Replace 87506 Hazmat Trailer							
Equipment Reserve							15,000
Total 922529 Replace 87506 Hazmat Trailer							15,000
922532 Replace Engine #87029							
Equipment Reserve			750,000				
Total Replace Engine #87029			750,000				
922536 Repl of Support Truck #87030							
Equipment Reserve		175,000	175,000				
Total 922536 Repl of Support Truck #87030		175,000	175,000				
922540 Replace Nissan Titan (87115)							
Equipment Reserve			50,000				
Total Replace Nissan Titan (87115)			50,000				
922593 Purchase Compressor							
Equipment Reserve				45,000			
Total 922593 Purchase Compressor				45,000			
922595 Replace Stn 1 Array							
Equipment Reserve				75,000			
Total 922595 Replace Stn 1 Array				75,000			
Property Taxes	86,272	100,000	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve	12,241	36,090	157,360	75,000	75,000	75,000	75,000
Equipment Reserve	30,197	306,730	1,146,730	170,000	835,000	575,000	455,000
Total Fire Protection Services	128,710	442,820	1,404,090	345,000	1,010,000	750,000	630,000
Animal Control & Security							
926101 Tools & Equipment							
Property Taxes			4,000	4,000	4,000	4,000	4,000
Total 926101 Tools & Equipment			4,000	4,000	4,000	4,000	4,000
926109 Urban Hens Handling							
Gaming Reserve	5,321	4,826					
Total 926109 Urban Hens Handling	5,321	4,826					
926115 Patrol Bikes							
Property Taxes					4,000		
Total 926115 Patrol Bikes					4,000		
Property Taxes	0	0	4,000	4,000	8,000	4,000	4,000
Gaming Reserve	5,321	5,326	0	0	0	0	0
Total Animal Control and Security	5,321	5,326	4,000	4,000	8,000	4,000	4,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Roads							
931102 Update Weather Stations							
Property Taxes			75,000		75,000	75,000	75,000
Future Capital Reserve	24,602	30,000	5,390				
Gaming Reserve	32,798	40,000	7,200				
Total 931102 Update Weather Stations	57,400	70,000	87,590		75,000	75,000	75,000
931105 Columbia St - 3rd to 6th							
Future Capital Reserve		64,370					
Working Capital		8,000					
DCC Roads		107,811					
Debt		92,878					
Total 931105 Columbia St - 3rd to 6th		273,059					
931106 Rural Road Upgrade							
Property Taxes	52,192	53,250	80,000	80,000	80,000	80,000	80,000
Total 931106 Rural Road Upgrade	52,192	53,250	80,000	80,000	80,000	80,000	80,000
931112 Pacific Way Upgrading							
Gaming Reserve		62,493	3,000				
DCC Roads		562,444	27,000				
Total 931112 Pacific Way Upgrading		624,937	30,000				
931116 Highland Dr Widening-V.V/Qu'Ap							
Future Capital Reserve		721					
DCC Roads		15,976					
Debt		26,739					
Total 931116 Highland Dr Widening-V.V/Qu'Ap		43,436					
931124 General Road Capacity Upgrades							
Property Taxes			4,500	4,500	4,500	4,500	4,500
DCC Roads		40,500	40,500	40,500	40,500	40,500	40,500
Total 931124 General Road Capacity Upgrades		40,500	45,000	45,000	45,000	45,000	45,000
931135 General Road Upgrades							
Property Taxes			13,750	13,750	13,750	13,750	13,750
DCC Roads		11,250	11,250	11,250	11,250	11,250	11,250
Total 931135 General Road Upgrades		11,250	25,000	25,000	25,000	25,000	25,000
931143 Land Acquisition - Roads							
Property Taxes	2,040	2,500	2,500	2,500	2,500	2,500	2,500
DCC Roads	18,356	22,500	22,500	22,500	22,500	22,500	22,500
Total 931143 Land Acquisition - Roads	20,396	25,000	25,000	25,000	25,000	25,000	25,000
931155 Arterial Overlays							
Property Taxes	1,214,089	1,214,090	1,590,000	2,000,000	2,100,000	2,000,000	2,000,000
Future Capital Reserve	421,067	439,700	18,630				
Total 931155 Arterial Overlays	1,635,156	1,653,790	1,608,630	2,000,000	2,100,000	2,000,000	2,000,000
931160 Grassland Blvd Ext Rd Imp							
Future Capital Reserve	16,478	11,417					
Gaming Reserve	195,906	167,236					
Land Sales	140,000	140,000					
DCC Roads	1,911,451	1,607,897					
Contractors and Others	378,962	354,962					
Total 931160 Grassland Blvd Ext Rd Imp	2,642,796	2,281,512					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
931185 Hillside Improvements-Phase 2							
Property Taxes			5,000				27,000
Future Capital Reserve	2,363	9,466	7,103				
DCC Roads	21,266	85,194	108,927				243,000
Total 931185 Hillside Improvements-Phase 2	23,629	94,660	121,030				270,000
931188 Victoria St W Infrastr Imp							
Property Taxes	87,364	400,000	1,435,000	75,000			
Water Levies			1,300,000				
Sewer Levies			780,000				
Community Works Fund			2,310,900				
Future Capital Reserve			312,635				
Gaming Reserve	49,142	225,000	550,857	120,000			
DCC Roads			89,100				
Grants				6,000,000			
Contractors and Others				500,000			
Total 931188 Victoria St W Infrastr Imp	136,506	625,000	6,778,492	6,695,000			
931238 Collector Road Rehabilitation							
Property Taxes	782,410	783,500	1,300,000	1,400,000	1,100,000	1,000,000	1,000,000
Community Works Fund	24,000	24,000					
Future Capital Reserve	143,000	143,000					
Total 931238 Collector Road Rehabilitation	949,410	950,500	1,300,000	1,400,000	1,100,000	1,000,000	1,000,000
931247 Railway Crossings							
Property Taxes	185,329	186,000	200,000	120,000	120,000	120,000	120,000
Total 931247 Railway Crossings	185,329	186,000	200,000	120,000	120,000	120,000	120,000
931318 Local Roads - Rehabilitation							
Property Taxes	748,854	1,089,500	900,000	1,100,000	1,000,000	1,000,000	1,000,000
Future Capital Reserve	174,974	257,000	422,670				
Total 931318 Local Roads - Rehabilitation	923,828	1,346,500	1,322,670	1,100,000	1,000,000	1,000,000	1,000,000
931356 Commercial Lanes Rehab							
Property Taxes	1,790		45,000	50,000	50,000	50,000	50,000
Future Capital Reserve	219	5,500					
Total 931356 Commercial Lanes Rehab	2,009	5,500	45,000	50,000	50,000	50,000	50,000
931359 Residential Lane Paving							
Property Taxes	10,062	14,000	45,000	50,000	50,000	50,000	50,000
Total 931359 Residential Lane Paving	10,062	14,000	45,000	50,000	50,000	50,000	50,000
931428 Oversized Street Sign Repl.							
Property Taxes			25,000	25,000	25,000	25,000	25,000
Future Capital Reserve			29,200				
Total 931428 Oversized Street Sign Repl.			54,200	25,000	25,000	25,000	25,000
931530 N.S Core Area Road Improvement							
Property Taxes			5,000				
DCC Roads			45,000				
Total 931530 N.S Core Area Road Improvement			50,000				
931802 Tools and Equipment							
Property Taxes	7,817	8,500	8,500	8,500	8,500	8,500	8,500
Total 931802 Tools and Equipment	7,817	8,500	8,500	8,500	8,500	8,500	8,500
931804 LASI - Roads							
Local Improvement		50,000	100,000	50,000	50,000	50,000	50,000
Total 931804 LASI - Roads		50,000	100,000	50,000	50,000	50,000	50,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
931812 Salt Storage							
Property Taxes				350,000	200,000		
Future Capital Reserve		15,000	15,000				
Total 931812 Salt Storage		15,000	15,000	350,000	200,000		
931815 Rock Face Stabilization							
Property Taxes	54,475	100,000	50,000		50,000		50,000
Future Capital Reserve	34,799	63,870	74,590				
Total 931815 Rock Face Stabilization	89,274	163,870	124,590		50,000		50,000
931822 Pre Engineering							
Property Taxes	1,330	1,500	30,000	30,000	30,000	30,000	30,000
Total 931822 Pre Engineering	1,330	1,500	30,000	30,000	30,000	30,000	30,000
931823 Bridge Rehabilitation							
Property Taxes	110,048	110,500	600,000	600,000	600,000	600,000	500,000
Total 931823 Bridge Rehabilitation	110,048	110,500	600,000	600,000	600,000	600,000	500,000
931824 Lafarge (Tumbleweeds) Bridge							
Debt						1,600,000	
Total 931824 Lafarge (Tumbleweeds) Bridge						1,600,000	
931826 Tranquille Blvd Lnsnpng 931821							
Future Capital Reserve	6,592	6,650					
Land Sales	22,786	23,000					
Debt	113,931	115,000					
Total 931826 Tranquille Blvd Lnsnpng 931821	143,309	144,650					
Property Taxes	3,257,800	3,963,340	6,414,250	5,909,250	5,509,250	5,059,250	5,036,250
Water Levies	0	0	1,300,000	0	0	0	0
Sewer Levies	0	0	780,000	0	0	0	0
Community Works Fund	24,000	24,000	2,310,900	0	0	0	0
Future Capital Reserve	824,094	1,046,694	885,218	0	0	0	0
Gaming Reserve	277,846	494,729	561,057	120,000	0	0	0
Working Capital	0	8,000	0	0	0	0	0
Land Sales	162,786	163,000	0	0	0	0	0
Local Improvement	0	50,000	100,000	50,000	50,000	50,000	50,000
DCC Roads	1,951,073	2,453,572	344,277	74,250	74,250	74,250	317,250
Grants	0	0	0	6,000,000	0	0	0
Contractors and Others	378,962	354,962	0	500,000	0	0	0
Debt	113,931	234,617	0	0	0	1,600,000	0
Total Roads	6,990,491	8,792,914	12,695,702	12,653,500	5,633,500	6,783,500	5,403,500
Public Works Admin							
932101 Office Furniture & Equipment							
Property Taxes	9,941	6,000	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve		10,000	6,050				
Total 932101 Office Furniture & Equipment	9,941	16,000	12,050	6,000	6,000	6,000	6,000
Property Taxes	9,941	6,000	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve	0	10,000	6,050	0	0	0	0
Total Public Works Admin	9,941	16,000	12,050	6,000	6,000	6,000	6,000
Capital Projects							
933602 Construction Inspector Truck							
Future Capital Reserve	37,035	40,000					
Total 933602 Construction Inspector Truck	37,035	40,000					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
933615 Public Works Yard Improvements							
Future Capital Reserve	965,577	1,030,000	64,422				
Contractors and Others	1,139,232	1,153,472	52,732				
Solid Waste Reserve	100,000	100,000					
Total 933615 Public Works Yard Improvements	2,204,809	2,283,472	117,154				
Future Capital Reserve	1,002,612	1,070,000	64,422	0	0	0	0
Gaming Reserve	0	0	967,915	0	0	0	0
Parking Reserve	0	0	430,000	0	0	0	0
Contractors and Others	1,139,232	1,153,472	52,732	0	0	0	0
Solid Waste Reserve	100,000	100,000	0	0	0	0	0
Total Capital Projects	2,241,844	2,323,472	1,515,069	0	0	0	0
On-Street Parking							
934101 Maint of Pay Stations & Poles							
Future Capital Reserve	1,008	1,850	841				
Parking Reserve	7,448	13,675	16,226	10,000	10,000	10,000	10,000
Total 934101 Maint of Pay Stations & Poles	8,456	15,525	17,067	10,000	10,000	10,000	10,000
934102 Replace Radio's							
Property Taxes	4,976	5,000	5,000		5,000		5,000
Total 934102 Replace Radio's	4,976	5,000	5,000		5,000		5,000
934104 Parking Zone Expansion							
Future Capital Reserve		16,000					
Parking Reserve	35,943	20,000		20,000			
Total 934104 Parking Zone Expansion	35,943	36,000		20,000			
934107 Parking Pay Stations							
Future Capital Reserve		4,800					
Five Year Borrowing	34,776	30,193					
Total 934107 Parking Pay Stations	34,776	34,993					
Property Taxes	4,976	5,000	5,000	0	5,000	0	5,000
Future Capital Reserve	1,008	22,650	841	0	0	0	0
Parking Reserve	43,391	33,675	16,226	30,000	10,000	10,000	10,000
Five Year Borrowing	34,776	30,193	0	0	0	0	0
Total On-Street Parking	84,151	91,518	22,067	30,000	15,000	10,000	15,000
Off-Street Parking							
935104 Seymour Parkade Facade							
Future Capital Reserve	766	34,570	33,804				
Parking Reserve	4,429	220,000	10,571				
Total 935104 Seymour Parkade Facade	5,195	254,570	44,375				
935111 Lansdowne Parkade Facade							
Gaming Reserve		7,415					
Parking Reserve		225,000					
Total 935111 Lansdowne Parkade Facade		232,415					
935112 Ticket Dispensers							
Future Capital Reserve		28,820	28,820				
Total 935112 Ticket Dispensers		28,820	28,820				
935115 Parkade Painting							
Future Capital Reserve	6,287	15,000	8,710				
Parking Reserve	3,143	7,500	4,356	10,000			
Total 935115 Parkade Painting	9,430	22,500	13,066	10,000			

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Future Capital Reserve	7,053	78,390	71,334	0	0	0	0
Gaming Reserve	0	7,415	0	0	0	0	0
Parking Reserve	7,572	452,500	14,927	10,000	0	0	0
Total Off Street Parking	14,625	538,305	86,261	10,000	0	0	0
Traffic Operations							
936299 Tools & Equipment - Sign Shop							
Property Taxes	4,935	5,000	5,000	5,000	5,000	5,000	5,000
Total 936299 Tools & Equipment - Sign Shop	4,935	5,000	5,000	5,000	5,000	5,000	5,000
Property Taxes	4,935	5,000	5,000	5,000	5,000	5,000	5,000
Total Traffic Operations	4,935	5,000	5,000	5,000	5,000	5,000	5,000
Public Transit							
937101 Bus Stops							
Property Taxes	13,180	20,000	20,000	50,000	85,000	85,000	85,000
Future Capital Reserve	6,589	10,000	10,230				
Parking Reserve	16,472	25,000	53,528	30,000	15,000	15,000	15,000
Grants			45,500				
Total 937101 Bus Stops	36,241	55,000	129,258	80,000	100,000	100,000	100,000
937105 Valleyview transit Exchange **							
Property Taxes							11,262
Community Works Fund							11,263
DCC Roads							2,475
Total 937105 Valleyview transit Exchange **							25,000
937115 Transit PID Signage							
Community Works Fund			15,000				
Total 937115 Transit PID Signage			15,000				
Property Taxes	13,180	20,000	20,000	50,000	85,000	85,000	96,262
Community Works Fund	0	0	15,000	0	0	0	11,263
Future Capital Reserve	6,589	10,000	10,230	0	0	0	0
Parking Reserve	16,472	25,000	53,528	30,000	15,000	15,000	15,000
DCC Roads	0	0	0	0	0	0	2,475
Grants	0	0	45,500	0	0	0	0
Total Public Transit	36,241	55,000	144,258	80,000	100,000	100,000	125,000
Drainage							
938110 Juniper Creek Bank Stability							
Property Taxes				200,000	850,000	1,050,000	
Future Capital Reserve			326,225				
Grants	6,129	706,106	699,977				
Total 938110 Juniper Creek Bank Stability	6,129	706,106	1,026,202	200,000	850,000	1,050,000	
938602 Lower Springhill Cr Erosion**							
Property Taxes			384,165				
Future Capital Reserve			300,000				
Tax Sale Reserve			200,000				
DCC Drainage			65,835				
Total 938602 Lower Springhill Cr Erosion**			950,000				
938604 Springhill/1420 Summit Eros**							
Property Taxes	13,763	26,760	178,220				
Future Capital Reserve			12,997				
DCC Drainage	1,682	3,240	23,338				

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Total 938604 Springhill/1420 Summit Eros**	15,445	30,000	214,555				
938608 Guerin Cr Channel/Hugh Allan**							
Property Taxes							34,456
DCC Drainage							5,544
Total 938608 Guerin Cr Channel/Hugh Allan**							40,000
938610 Guerin Cr/Lombard Chnnel Imp**							
Property Taxes	15,242	31,220	209,408				
Future Capital Reserve			15,977				
DCC Drainage	1,863	3,780	27,509				
Total 938610 Guerin Cr/Lombard Chnnel Imp**	17,105	35,000	252,894				
938611 Strathcona Drainage Upgrades							
Community Works Fund	6,923	22,826	15,903	330,000			
Total 938611 Strathcona Drainage Upgrades	6,923	22,826	15,903	330,000			
938612 Peterson Cr Downtown Upgrade**							
Property Taxes	6,433	97,800		195,600	195,600	195,600	
Future Capital Reserve			91,366				
DCC Drainage	145	2,200	2,055	4,400	4,400	4,400	
Total 938612 Peterson Cr Downtown Upgrade**	6,578	100,000	93,421	200,000	200,000	200,000	
938615 Trophy Court Gully Rehab							
Community Works Fund		21,160					
Total 938615 Trophy Court Gully Rehab		21,160					
938616 Bestwick Chnl Eros Protection							
Property Taxes					60,000	350,000	
Total 938616 Bestwick Chnl Eros Protection					60,000	350,000	
938620 Braeview Chnl Erosion Prot**							
Property Taxes	2,367	90,000					
Future Capital Reserve	4,470	170,000	253,160				
Total 938620 Braeview Chnl Erosion Prot**	6,837	260,000	253,160				
938706 Owl Road Channel Improvements							
Property Taxes	15,330	200,000					
Future Capital Reserve	11,223	146,404	293,115				
DCC Drainage	91	1,182	999				
Contractors and Others	26,826	350,000	350,000				
Total 938706 Owl Road Channel Improvements	53,470	697,586	644,114				
938707 V.V. Arena Storm Upgrade							
Property Taxes	4,224	10,000		640,000			
Future Capital Reserve	8,449	20,000	17,327				
Total 938707 V.V. Arena Storm Upgrade	12,673	30,000	17,327	640,000			
938901 Oversizing							
Property Taxes	510	1,000	250	250	500	500	500
Future Capital Reserve	229	441					
DCC Drainage	73,225	142,723	24,750	24,750	49,500	49,500	49,500
Total 938901 Oversizing	73,964	144,164	25,000	25,000	50,000	50,000	50,000
938902 Control Localized Flooding							
Property Taxes	4,522	30,000	130,000	130,000	130,000	110,000	130,000
Future Capital Reserve	17,281	114,640	122,836				
Total 938902 Control Localized Flooding	21,803	144,640	252,836	130,000	130,000	110,000	130,000
938904 LASI - Drainage							
Local Improvement	420	25,000	49,580	25,000	25,000	25,000	25,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Total 938904 LASI - Drainage	420	25,000	49,580	25,000	25,000	25,000	25,000
938905 Pre Engineering							
Property Taxes	31,493	32,000					
Total 938905 Pre Engineering	31,493	32,000					
938906 Outfall Protection							
Property Taxes		80,000	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	93,574	15,267					
Total 938906 Outfall Protection	93,574	95,267	10,000	10,000	10,000	10,000	10,000
938911 Copperhead Storm Pond**							
Property Taxes						350	23,500
DCC Drainage						34,650	211,500
Total 938911 Copperhead Storm Pond**						35,000	235,000
938916 10th St Underpass Warning Syst							
Property Taxes			50,000				
Total 938916 10th St Underpass Warning Syst			50,000				
938917 Hillside #2 Storm Pond**							
Property Taxes			300	1,100			
DCC Drainage			29,700	108,900			
Total 938917 Hillside #2 Storm Pond**			30,000	110,000			
938918 Dyke Upgrades							
Property Taxes	315	70,000	85,000	200,000	200,000	200,000	200,000
Future Capital Reserve			69,685				
Total 938918 Dyke Upgrades	315	70,000	154,685	200,000	200,000	200,000	200,000
938919 Pineview Valley Pond Upg**							
Property Taxes				200	800	7,000	
DCC Drainage				19,800	79,200	693,000	
Total 938919 Pineview Valley Pond Upg**				20,000	80,000	700,000	
938920 Upg/Rehab Existing Storm Syste							
Property Taxes			200,000	200,000	200,000	100,000	200,000
Future Capital Reserve	57,326	124,090	66,760				
Total 938920 Upg/Rehab Existing Storm Syste	57,326	124,090	266,760	200,000	200,000	100,000	200,000
938921 DW92-3R Commisioning							
Property Taxes	555	70,000					
Future Capital Reserve			69,445				
Total 938921 DW92-3R Commisioning	555	70,000	69,445				
938922 Replace Castings-Roads							
Property Taxes	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Total 938922 Replace Castings-Roads	21,000	21,000	21,000	21,000	21,000	21,000	21,000
938923 Groundwater Wells							
Property Taxes				60,000	50,000	75,000	230,000
Total 938923 Groundwater Wells				60,000	50,000	75,000	230,000
938924 Master Drainage Planning							
Property Taxes	3,715	3,734	25,750	25,750	25,750	25,750	25,750
Future Capital Reserve	14,751	14,819					
DCC Drainage	53,247	53,496	74,250	74,250	74,250	74,250	74,250
Total 938924 Master Drainage Planning	71,713	72,049	100,000	100,000	100,000	100,000	100,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
938925 Easement / Legal Surveys							
Property Taxes	25,364	20,000	20,000	20,000	20,000	20,000	20,000
Community Works Fund		6,000					
Total 938925 Easement / Legal Surveys	25,364	26,000	20,000	20,000	20,000	20,000	20,000
938927 Rehab Storm Mains - Local Rds							
Property Taxes			100,000	85,000	85,000	77,000	75,000
Future Capital Reserve	174,085	243,880	69,795				
Total 938927 Rehab Storm Mains - Local Rds	174,085	243,880	169,795	85,000	85,000	77,000	75,000
938928 Rehab Storm Mains - Collectors							
Property Taxes	59,529	60,000	190,000	95,000	185,000	114,000	95,000
Future Capital Reserve	2,500	2,500	125,000				
Total 938928 Rehab Storm Mains - Collectors	62,029	62,500	315,000	95,000	185,000	114,000	95,000
938929 Rehab Storm Mains - Arterials							
Property Taxes			120,000	200,000	170,000	110,000	130,000
Future Capital Reserve	73,929	77,500	3,570				
Total 938929 Rehab Storm Mains - Arterials	73,929	77,500	123,570	200,000	170,000	110,000	130,000
938972 Cascade Storm Pond							
Property Taxes			600	4,200			
DCC Drainage			59,400	415,800			
Total 938972 Cascade Storm Pond			60,000	420,000			
938973 Peterson Cr Channel-604 Nicola							
Future Capital Reserve		125,000					
Total 938973 Peterson Cr Channel-604 Nicola		125,000					
938975 Springhill Cr-1435 Summit Dr							
Future Capital Reserve		224,825					
Total 938975 Springhill Cr-1435 Summit Dr		224,825					
938979 Hillside Dr N Rip Rap Channel							
Property Taxes	57,697	90,000					
Future Capital Reserve	66,020	103,000					
Other Capital Reserves	232,700	363,000					
Total 938979 Hillside Dr N Rip Rap Channel	356,417	556,000					
938981 Trail Repairs-Misc Sites							
Future Capital Reserve		32,120					
Total 938981 Trail Repairs-Misc Sites		32,120					
938988 Storm CCTV Inspection/Reline							
Property Taxes			100,000	100,000	100,000	50,000	100,000
Future Capital Reserve		100,000	100,000				
Total 938988 Storm CCTV Inspection/Reline		100,000	200,000	100,000	100,000	50,000	100,000
938990 Heffley Creek Culvert**							
Property Taxes	148,552	535,910					
Future Capital Reserve			387,358				
Tax Sale Reserve	178,354	525,000	346,645				
Grants		1,120,000	1,120,000				
Total 938990 Heffley Creek Culvert**	326,906	2,180,910	1,854,003				
938995 Rock Pit Replacement Program							
Property Taxes	8,771	20,000	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve			11,228				
Total 938995 Rock Pit Replacement Program	8,771	20,000	31,228	20,000	20,000	20,000	20,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
938997 Repl Major Elec Equipment							
Property Taxes	10,519	11,000	11,000	11,000	11,000	11,000	11,000
Future Capital Reserve	7,689	8,040					
Total 938997 Repl Major Elec Equipment	18,208	19,040	11,000	11,000	11,000	11,000	11,000
938999 Unspecified Upg-Drainage							
Property Taxes				33,000	70,000		
Total 938999 Unspecified Upg-Drainage				33,000	70,000		
Property Taxes	429,901	1,500,424	1,855,693	2,252,100	2,404,650	2,547,200	1,326,206
Community Works Fund	6,923	49,986	15,903	330,000	0	0	0
Future Capital Reserve	531,526	1,522,526	2,335,844	0	0	0	0
Local Improvement	420	25,000	49,580	25,000	25,000	25,000	25,000
Tax Sale Reserve	178,354	525,000	546,645	0	0	0	0
DCC Drainage	130,253	206,621	307,836	647,900	207,350	855,800	340,794
Grants	6,129	1,826,106	1,819,977	0	0	0	0
Contractors and Others	26,826	350,000	350,000	0	0	0	0
Other Capital Reserves	232,700	363,000	0	0	0	0	0
Total Program	1,543,032	6,368,663	7,281,478	3,255,000	2,637,000	3,428,000	1,692,000
Sandman Centre							
941104 Sandman Ctr Heat Exchange							
Gaming Reserve			90,000				
Total 941104 Sandman Ctr Heat Exchange			90,000				
941105 Pro Show Equipment							
Gaming Reserve		22,680	22,680				
Total 941105 Pro Show Equipment		22,680	22,680				
941106 Sandman Center Lighting							
Gaming Reserve			300,000				
Total 941106 Sandman Center Lighting			300,000				
941108 R/S Park Skating Rink Study							
Community Works Fund			50,000				
Total 941108 R/S Park Skating Rink Study			50,000				
941111 Sandman Ctr Power Upgrade							
Other Capital Reserves			75,000				
Total 941111 Sandman Ctr Power Upgrade			75,000				
941113 Sandman Center REALice							
Other Capital Reserves		28,974					
Total 941113 Sandman Center REALice		28,974					
941123 Brine Chiller Replacement							
Property Taxes	208,650	208,700					
Total 941123 Brine Chiller Replacement	208,650	208,700					
941125 Sandman Ctr-Tools + Equipment							
Property Taxes		200	5,000	5,000	5,000	5,000	5,000
Total 941125 Sandman Ctr-Tools + Equipment		200	5,000	5,000	5,000	5,000	5,000
941127 Sandman Ctr Facility Rpr/Retro							
Property Taxes	50,734	50,800	50,000	50,000	50,000	50,000	50,000
Total 941127 Sandman Ctr Facility Rpr/Retro	50,734	50,800	50,000	50,000	50,000	50,000	50,000
941129 Sandman Ctr Concession Equip							
Property Taxes	6,878	6,900	5,000	5,000	5,000	5,000	5,000
Total 941129 Sandman Ctr Concession Equip	6,878	6,900	5,000	5,000	5,000	5,000	5,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
941137 ***Sandman Center Roof							
Gaming Reserve				1,500,000			
Total 941137 ***Sandman Center Roof				1,500,000			
941139 Sandman Center Boards							
Gaming Reserve			546,500				
Total 941139 Sandman Center Boards			546,500				
941143 Sandman Center Bleachers							
Gaming Reserve			460,000				
Total 941143 Sandman Center Bleachers			460,000				
941180 New Chairs							
Gaming Reserve		22,727	32,727	10,000	10,000	10,000	10,000
Total 941180 New Chairs		22,727	32,727	10,000	10,000	10,000	10,000
941183 Ice Plant Condenser							
Community Works Fund	208,650	208,700					
Total 941183 Ice Plant Condenser	208,650	208,700					
941187 Repair North Side Exit Stairs							
Property Taxes	6,548	50,000					
Future Capital Reserve			43,452				
Gaming Reserve	3,274	25,000	21,726				
Total 941187 Repair North Side Exit Stairs	9,822	75,000	65,178				
Property Taxes	272,810	316,600	60,000	60,000	60,000	60,000	60,000
Community Works Fund	208,650	208,700	50,000	0	0	0	0
Future Capital Reserve	0	0	43,452	0	0	0	0
Gaming Reserve	3,274	70,407	1,473,633	1,510,000	10,000	10,000	10,000
Other Capital Reserves	0	28,974	75,000	0	0	0	0
Total Sandman Centre	484,734	624,681	1,702,085	1,570,000	70,000	70,000	70,000
Arenas							
942130 Memorial Arena Stairs							
Community Works Fund		63,000	63,000				
Total 942130 Memorial Arena Stairs		63,000	63,000				
942203 Continuous Energy Optimization							
Grants	1,579	9,550	9,550	2,750			
Other Capital Reserves	2,241	13,550	39,594	2,750			
Total 942203 Continuous Energy Optimization	3,820	23,100	49,144	5,500			
942218 Concession Equipment							
Property Taxes	4,985	5,000	5,000	5,000	5,000	5,000	5,000
Total 942218 Concession Equipment	4,985	5,000	5,000	5,000	5,000	5,000	5,000
942275 MacIsL REALice Technology							
Other Capital Reserves	75,499	76,498					
Total 942275 MacIsL REALice Technology	75,499	76,498					
942406 V.V. Arena Power Line Upgrade							
Gaming Reserve	28,548	75,000	46,452				
Total 942406 V.V. Arena Power Line Upgrade	28,548	75,000	46,452				
942908 Tools and Equipment							
Property Taxes	7,437	7,500	5,000	5,000	5,000	5,000	5,000
Total 942908 Tools and Equipment	7,437	7,500	5,000	5,000	5,000	5,000	5,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
942913 Fac Rpr/Retrofit-All Arenas							
Property Taxes	111,748	75,000	75,000	75,000	75,000	75,000	75,000
Contractors and Others	28,600	28,600					
Total 942913 Fac Rpr/Retrofit-All Arenas	140,348	103,600	75,000	75,000	75,000	75,000	75,000
942914 Ice Plant Equipment							
Property Taxes			175,000	200,000	150,000	125,000	125,000
Total 942914 Ice Plant Equipment			175,000	200,000	150,000	125,000	125,000
942918 Floor Scrubber Replacement							
Property Taxes		500					15,000
Total 942918 Floor Scrubber Replacement		500					15,000
Property Taxes	124,170	88,000	260,000	285,000	235,000	210,000	225,000
Community Works Fund	0	63,000	63,000	0	0	0	0
Gaming Reserve	28,548	75,000	46,452	0	0	0	0
Grants	1,579	9,550	9,550	2,750	0	0	0
Contractors and Others	28,600	28,600	0	0	0	0	0
Other Capital Reserves	77,740	90,048	39,594	2,750	0	0	0
Total Arenas	260,637	354,198	418,596	290,500	235,000	210,000	225,000
Parks and Playfields							
943101 Riverfront Land Acquisition							
Gaming Reserve	636,471	652,988	16,516	222,775		222,775	
DCC Parks	77,782	90,772	12,989	27,225		27,225	
Total 943101 Riverfront Land Acquisition	714,253	743,760	29,505	250,000		250,000	
943103 Riverside Park Maintenance							
Property Taxes	52,864	52,900	50,000	50,000	50,000	50,000	50,000
Total 943103 Riverside Park Maintenance	52,864	52,900	50,000	50,000	50,000	50,000	50,000
943104 Fencing Replacement/Upgrade							
Parkland	16,482	16,500					
Total 943104 Fencing Replacement/Upgrade	16,482	16,500					
943117 Jimeva Park Development							
Property Taxes				142,944	1,316,514		
DCC Parks				140,097	1,290,445		
Other Capital Reserves				96,959	893,041		
Total 943117 Jimeva Park Development				380,000	3,500,000		
943119 McArthur Island Soccer Lights							
Property Taxes	100,241	100,000					
Gaming Reserve	176,362	176,650					
Total 943119 McArthur Island Soccer Lights	276,603	276,650					
943129 Slo Pitch Complex - Phase 2							
Property Taxes	367,791	496,641	200,399				
Future Capital Reserve			128,850				
DCC Parks	54,326	73,359	48,633				
Total 943129 Slo Pitch Complex - Phase 2	422,117	570,000	377,882				
943147 Playfield Development							
Property Taxes	56,520	45,000	170,000	170,000	170,000	170,000	170,000
Field User Fees	37,680	30,000	30,000	30,000	30,000	30,000	30,000
Total 943147 Playfield Development	94,200	75,000	200,000	200,000	200,000	200,000	200,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
943161 Rivers Trail							
Property Taxes	7,767	7,850					
Gaming Reserve	44,555	44,555		44,555	44,555	44,555	44,555
DCC Parks	6,394	5,445		5,445	5,445	5,445	5,445
Total 943161 Rivers Trail	58,716	57,850		50,000	50,000	50,000	50,000
943170 Mountain Bike Park-Valleyview							
Property Taxes	52,540	52,600	53,066	53,596	54,132	54,675	55,220
Total 943170 Mountain Bike Park-Valleyview	52,540	52,600	53,066	53,596	54,132	54,675	55,220
943801 Mt Dufferin Park							
Future Capital Reserve	0	0					
Grants	98,513	125,475	34,452				
Contractors and Others	0	5,000	5,200				
Total 943801 Mt Dufferin Park	98,513	130,475	39,652				
943804 Nature Parks Upgrades							
Property Taxes	161,540	161,665	66,832	133,665	133,665	133,665	133,665
DCC Parks	19,742	16,335	8,168	16,335	16,335	16,335	16,335
Grants	20,000	20,000					
Contractors and Others	3,483						
Total 943804 Nature Parks Upgrades	204,765	198,000	75,000	150,000	150,000	150,000	150,000
943835 Multi Use Court Upgrades							
Property Taxes	133,995	100,000	100,000	100,000	100,000	100,000	100,000
Total 943835 Multi Use Court Upgrades	133,995	100,000	100,000	100,000	100,000	100,000	100,000
943850 Boat Launch Upgrades							
Property Taxes	65,037	50,000	50,000	50,000	50,000	50,000	50,000
Total 943850 Boat Launch Upgrades	65,037	50,000	50,000	50,000	50,000	50,000	50,000
943903 Rugby Clubhouse							
Gaming Reserve	50,000	50,000					
Total 943903 Rugby Clubhouse	50,000	50,000					
943905 ***Fieldhouse Flooring Upgrade							
Community Works Fund	330,000	330,000					
Gaming Reserve	1,177,312	1,178,000					
Grants	500,000	500,000					
Total 943905 ***Fieldhouse Flooring Upgrade	2,007,312	2,008,000					
943906 Hillside Stad Field/Track Upgr							
Community Works Fund				500,000			
Gaming Reserve				2,000,000			
Total 943906 Hillside Stad Field/Track Upgr				2,500,000			
943907 Walkway Upgrading							
Property Taxes			25,000	25,000	25,000	25,000	25,000
Total 943907 Walkway Upgrading			25,000	25,000	25,000	25,000	25,000
943909 Park Furniture							
Property Taxes	22,352	23,500	25,000	25,000	25,000	25,000	25,000
Total 943909 Park Furniture	22,352	23,500	25,000	25,000	25,000	25,000	25,000
943914 Community Washrooms							
Property Taxes			55,000				
Community Works Fund			370,000				
Total 943914 Community Washrooms			425,000				

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
943916 Washroom Upgrade							
Property Taxes	26,080	26,100	25,000	25,000	25,000	25,000	25,000
Total 943916 Washroom Upgrade	26,080	26,100	25,000	25,000	25,000	25,000	25,000
943917 Juniper West Park Development							
Property Taxes	6,224	6,500					
Future Capital Reserve	461	461	276				
DCC Parks	661,810	689,206	27,396				
Total 943917 Juniper West Park Development	668,495	696,167	27,672				
943924 Rayleigh Skateboard Park**							
Gaming Reserve	252,187	252,200					
Total 943924 Rayleigh Skateboard Park**	252,187	252,200					
943925 Carbon Park Project							
Contractors and Others			80,000				
Total 943925 Carbon Park Project			80,000				
943926 Park/Trail Connections							
Property Taxes	44,100	44,555	111,388	44,555	44,555	44,555	44,555
Gaming Reserve			44,555				
DCC Parks	5,389	5,445	19,057	5,445	5,445	5,445	5,445
Total 943926 Park/Trail Connections	49,489	50,000	175,000	50,000	50,000	50,000	50,000
943932 Parks Planning							
Property Taxes	500	500	500	500	500	500	500
DCC Parks	49,500	49,500	49,500	49,500	49,500	49,500	49,500
Total 943932 Parks Planning	50,000	50,000	50,000	50,000	50,000	50,000	50,000
943942 Tools & Equipment							
Property Taxes	19,023	19,100	25,000	25,000	25,000	25,000	25,000
Total 943942 Tools & Equipment	19,023	19,100	25,000	25,000	25,000	25,000	25,000
943945 WaterPark Upgrade							
Property Taxes	26,959	27,000	25,000	25,000	25,000	25,000	25,000
Total 943945 Water Park Upgrade	26,959	27,000	25,000	25,000	25,000	25,000	25,000
943947 Playground Eq - CSA Guidelines							
Gaming Reserve	88,782	88,800	75,000	75,000	75,000	100,000	100,000
Total 943947 Playground Eq - CSA Guidelines	88,782	88,800	75,000	75,000	75,000	100,000	100,000
943956 Tree Planting Program							
Property Taxes	139,898	141,300	150,000	75,000	150,000	150,000	150,000
Contractors and Others	5,625	5,200					
Total 943956 Tree Planting Program	145,523	146,500	150,000	75,000	150,000	150,000	150,000
943966 Signage for Parks							
Gaming Reserve	20,745	20,800	20,000	20,000	20,000	20,000	20,000
Total 943966 Signage for Parks	20,745	20,800	20,000	20,000	20,000	20,000	20,000
943985 Dog Park Upgrades							
Future Capital Reserve	40,507	40,600	35,000	35,000	35,000	35,000	35,000
Total 943985 Dog Park Upgrades	40,507	40,600	35,000	35,000	35,000	35,000	35,000
943986 Irrigation Upgrades							
Property Taxes	55,000	55,000					
Community Works Fund	95,000	95,000					
Future Capital Reserve	3,545	3,600					
Total 943986 Irrigation Upgrades	153,545	153,600					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
943999 Entrance Corridor Enhancements							
Property Taxes							100,000
Total 943999 Entrance Corridor Enhancements							100,000
Property Taxes	1,338,431	1,410,211	1,132,185	945,260	2,194,366	878,395	978,940
Community Works Fund	425,000	425,000	370,000	500,000	0	0	0
Field User Fees	37,680	30,000	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	44,513	44,661	164,126	35,000	35,000	35,000	35,000
Gaming Reserve	2,446,414	2,463,993	156,071	2,362,330	139,555	387,330	164,555
DCC Parks	874,943	930,062	165,743	244,047	1,367,170	103,950	76,725
Grants	618,513	645,475	34,452	0	0	0	0
Contractors and Others	9,108	10,200	85,200	0	0	0	0
Parkland	16,482	16,500	0	0	0	0	0
Other Capital Reserves	0	0	0	96,959	893,041	0	0
Total Parks and Playfields	5,811,083	5,976,102	2,137,777	4,213,596	4,659,132	1,434,675	1,285,220
Recreation Programs							
944901 Fieldhouse Fitness Equipment							
Equipment Reserve	194,824	248,400	228,576	175,000	175,000	175,000	175,000
Total 944901 Fieldhouse Fitness Equipment	194,824	248,400	228,576	175,000	175,000	175,000	175,000
Equipment Reserve	194,824	248,400	228,576	175,000	175,000	175,000	175,000
Total Recreation Programs	194,824	248,400	228,576	175,000	175,000	175,000	175,000
Parks & Rec Admin							
945901 Office Furniture and Equipment							
Property Taxes	2,979	3,000	5,000	5,000	5,000	5,000	5,000
Total 945901 Office Furniture and Equipment	2,979	3,000	5,000	5,000	5,000	5,000	5,000
945903 ***CLASS System Replacement							
Tax Sale Reserve	56,418	400,000	343,582				
Total 945903 ***CLASS System Replacement	56,418	400,000	343,582				
Property Taxes	2,979	3,000	5,000	5,000	5,000	5,000	5,000
Tax Sale Reserve	56,418	400,000	343,582	0	0	0	0
Total Parks and Rec Admin	59,397	403,000	348,582	5,000	5,000	5,000	5,000
City Facilities							
945301 Floor Machine Replacement							
Property Taxes	13,944	16,300	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	8,088	5,800					
Total 945301 Floor Machine Replacement	22,032	22,100	10,000	10,000	10,000	10,000	10,000
945303 Facility Maintenance							
Property Taxes	186,863	225,000	225,000	225,000	225,000	225,000	225,000
Future Capital Reserve	73,501	88,480	53,116				
Total 945303 Facility Maintenance	260,363	313,480	278,116	225,000	225,000	225,000	225,000
945307 Parking Areas Rehabilitation							
Property Taxes	102,877	105,700	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve			2,823				
Total 945307 Parking Areas Rehabilitation	102,877	105,700	102,823	100,000	100,000	100,000	100,000
945308 City Hall Stairs							
Gaming Reserve		80,000	80,000				
Total 945308 City Hall Stairs		80,000	80,000				

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
945399 Tools and Equipment-Buildings							
Property Taxes	2,572	3,050	3,050	3,050	3,050	3,050	3,050
Total 945399 Tools and Equipment-Buildings	2,572	3,050	3,050	3,050	3,050	3,050	3,050
945401 Fire Hall #3 Bldg Upgrades							
Property Taxes				300,000			
Total 945401 Fire Hall #3 Bldg Upgrades				300,000			
945603 Main Office Retrofit-Cemetery							
Gaming Reserve			20,000				
Total 945603 Main Office Retrofit-Cemetery			20,000				
945604 Flooring - Various							
Property Taxes	22,982	25,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	22,982	25,000	1,800				
Total 945604 Flooring - Various	45,964	50,000	26,800	25,000	25,000	25,000	25,000
945608 Comm Centers Repair/Retrofits							
Property Taxes	10,177	25,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve			14,822				
Total 945608 Comm Centers Repair/Retrofits	10,177	25,000	39,822	25,000	25,000	25,000	25,000
945610 Sheep Breeder Bldg Repair/Retr							
Gaming Reserve	41,199	43,740					
Total 945610 Sheep Breeder Bldg Repair/Retr	41,199	43,740					
Property Taxes	339,415	400,050	388,050	688,050	388,050	388,050	388,050
Future Capital Reserve	104,571	119,280	72,561	0	0	0	0
Gaming Reserve	41,199	123,740	100,000	0	0	0	0
Total City Facilities	485,184	643,070	560,611	688,050	388,050	388,050	388,050
Pools							
946104 Facility Retrofit/Equip Repl							
Property Taxes	4,995	40,000	40,000	40,000	40,000	40,000	40,000
Future Capital Reserve			35,005				
Total 946104 Facility Retrofit/Equip Repl	4,995	40,000	75,005	40,000	40,000	40,000	40,000
946163 Brock Pool Boilers/Sand Filter							
Community Works Fund	296,400	376,200	79,800				
Contractors and Others	18,000						
Total 946163 Brock Pool Boilers/Sand Filter	314,400	376,200	79,800				
946403 Facility Repair/Retrofit							
Property Taxes	22,122	22,150	25,000	25,000	25,000	25,000	25,000
Total 946403 Facility Repair/Retrofit	22,122	22,150	25,000	25,000	25,000	25,000	25,000
946407 Westsyde Community Ctr Pool							
Community Works Fund	1,055,474	1,056,275					
Future Capital Reserve	112,637	113,650					
Gaming Reserve	114,899	115,933					
Total 946407 Westsyde Community Ctr Pool	1,283,010	1,285,858					
946409 Westsyde Comm Ctr Pool-Ph 2							
Community Works Fund			12,500	1,200,000			
Future Capital Reserve			37,500				
Total 946409 Westsyde Comm Ctr Pool-Ph 2			50,000	1,200,000			

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
946450 Westsyde Pool Fitness Equipment							
Property Taxes			15,000				
Gaming Reserve			25,000				
Total 946450 Westsyde Pool Fitness Equipment			40,000				
946463 Tools and Equipment							
Property Taxes		100	5,000	5,000	5,000	5,000	5,000
Total 946463 Tools and Equipment		100	5,000	5,000	5,000	5,000	5,000
946517 Rec Fac Study-N.S. Brock Wests							
Gaming Reserve		32,450					
Total 946517 Rec Fac Study-N.S. Brock Wests		32,450					
946519 TCC Tables and Chairs							
Property Taxes	4,905	5,000	5,000	5,000	5,000	5,000	5,000
Total 946519 TCC Tables and Chairs	4,905	5,000	5,000	5,000	5,000	5,000	5,000
946520 Pool Toys and Rides							
Gaming Reserve	3,677	3,790	14,000		14,000		14,000
Total 946520 Pool Toys and Rides	3,677	3,790	14,000		14,000		14,000
946528 Public Access AED Program							
Property Taxes	4,757	5,000	5,000	5,000	5,000	5,000	5,000
Total 946528 Public Access AED Program	4,757	5,000	5,000	5,000	5,000	5,000	5,000
946576 CGP Equipment Replacement							
Property Taxes	15,263	30,000	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve			14,737				
Total 946576 CGP Equipment Replacement	15,263	30,000	44,737	30,000	30,000	30,000	30,000
946577 Janitor Equipment							
Property Taxes			5,000	5,000	5,000	5,000	5,000
Total 946577 Janitor Equipment			5,000	5,000	5,000	5,000	5,000
946588 TCC Equipment/Supplies							
Property Taxes	13,713	17,000	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	9,139	10,000					
Gaming Reserve	77,682	85,000					
Total 946588 TCC Equipment/Supplies	100,534	112,000	15,000	15,000	15,000	15,000	15,000
946591 TCC Facility Repair/Retrofit							
Property Taxes	289,070	405,000	325,000	405,000	405,000	405,000	405,000
Future Capital Reserve	5,389	7,540	118,080				
Total 946591 TCC Facility Repair/Retrofit	294,459	412,540	443,080	405,000	405,000	405,000	405,000
946593 CGAC Building Envelope Repair							
Community Works Fund	121,700	500,000	2,878,299				
Total 946593 CGAC Building Envelope Repair	121,700	500,000	2,878,299				
Property Taxes	354,825	524,250	470,000	535,000	535,000	535,000	535,000
Community Works Fund	1,473,574	1,932,475	2,970,599	1,200,000	0	0	0
Future Capital Reserve	127,165	131,190	205,322	0	0	0	0
Gaming Reserve	196,258	237,173	39,000	0	14,000	0	14,000
Contractors and Others	18,000	0	0	0	0	0	0
Total Pools	2,169,822	2,825,088	3,684,921	1,735,000	549,000	535,000	549,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Community Rec & Culture							
947301 Art Gallery							
Property Taxes	24,000	24,000					
Total 947301 Art Gallery	24,000	24,000					
947401 Sagebrush Theatre							
Property Taxes	24,000	24,000					
Total 947401 Sagebrush Theatre	24,000	24,000					
947903 Tables and Chairs							
Property Taxes		5,000	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve		6,090					
Total 947903 Tables and Chairs		11,090	-5,000	5,000	5,000	5,000	5,000
947905 Old Courthouse Boiler/HVAC							
Property Taxes		5,000	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve			5,000				
Total 947905 Old Courthouse Boiler/HVAC		5,000	10,000	5,000	5,000	5,000	5,000
947906 Old Courthouse Renos							
Future Capital Reserve	5,902	148,010	142,108				
Gaming Reserve	3,977	99,730	95,752		85,000		
Total 947906 Old Courthouse Renos	9,879	247,740	237,860		85,000		
947909 Community Recreation Equipment							
Future Capital Reserve		37					
Total 947909 Community Recreation Equipment		37					
947910 Public Art Acquisitions							
Gaming Reserve	11,151	220,942	78,791	50,000	50,000	50,000	50,000
Total 947910 Public Art Acquisitions	11,151	220,942	78,791	50,000	50,000	50,000	50,000
947916 Heritage Plaques							
Future Capital Reserve	5,866	5,943					
Total 947916 Heritage Plaques	5,866	5,943					
Property Taxes	48,000	53,000	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	11,768	154,480	147,108	0	0	0	0
Gaming Reserve	15,128	320,672	174,543	50,000	135,000	50,000	50,000
Total Community Rec & Culture	74,896	528,152	331,651	60,000	145,000	60,000	60,000
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
Property Taxes	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Civic Recreation	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Museum							
949302 N.S. Cultural Heritage Plaques							
Future Capital Reserve		4,443					
Gaming Reserve	3,055	591					
Total 949302 N.S. Cultural Heritage Plaques	3,055	5,034					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
949313 Museum Restructuring							
Gaming Reserve		457,187	482,187	25,000	25,000	25,000	25,000
Grants		5,000	5,000				
Contractors and Others		10,000	10,000				
Total 949313 Museum Restructuring		472,187	497,187	25,000	25,000	25,000	25,000
949338 Bunker Renovations							
Gaming Reserve		55,000	55,000				
Total 949338 Bunker Renovations		55,000	55,000				
949342 Visible Storage							
Gaming Reserve		23,933	23,933				
Total 949342 Visible Storage		23,933	23,933				
Future Capital Reserve	0	4,443	0	0	0	0	0
Gaming Reserve	3,055	536,711	561,120	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 Museum	3,055	556,154	576,120	25,000	25,000	25,000	25,000
Community Development							
951401 Infrastructure Improvements							
Property Taxes	60,321	74,600	75,000	75,000	75,000	75,000	75,000
Future Capital Reserve	32,409	40,300	22,170				
Total 951401 Infrastructure Improvements	92,730	114,900	97,170	75,000	75,000	75,000	75,000
951405 Downtown Streetscape Improve							
Gaming Reserve	53,779	719,018	10,738	380,000	500,000	500,000	500,000
Total 951405 Downtown Streetscape Improve	53,779	719,018	10,738	380,000	500,000	500,000	500,000
Property Taxes	60,321	74,600	75,000	75,000	75,000	75,000	75,000
Future Capital Reserve	32,409	40,300	22,170	0	0	0	0
Gaming Reserve	53,779	719,018	10,738	380,000	500,000	500,000	500,000
Total Community Development	146,509	833,918	107,908	455,000	575,000	575,000	575,000
Administrative Services							
952901 Office Furniture and Equipment							
Property Taxes	6,853	6,900	6,500	6,500	6,500	6,500	6,500
Total 952901 Office Furniture and Equipment	6,853	6,900	6,500	6,500	6,500	6,500	6,500
Property Taxes	6,853	6,900	6,500	6,500	6,500	6,500	6,500
Total Administrative Services	6,853	6,900	6,500	6,500	6,500	6,500	6,500
Property Management							
953105 CMY Environment Assessment-Ph2							
Land Sales		255,000	255,000				
Total 953105 CMY Environment Assessment-Ph2		255,000	255,000				
953112 Tax Sale Land							
Land Sales		4,500	4,500	4,500	4,500	4,500	4,500
Total 953112 Tax Sale Land		4,500	4,500	4,500	4,500	4,500	4,500
953119 Crown Land Survey							
Land Sales		9,700	5,000	5,000	5,000	5,000	5,000
Total 953119 Crown Land Survey		9,700	5,000	5,000	5,000	5,000	5,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
953121 Equipment - Rental Properties							
Property Taxes		3,000	3,000	3,000	3,000	3,000	3,000
Future Capital Reserve		5,528	5,528				
Total 953121 Equipment - Rental Properties		8,528	8,528	3,000	3,000	3,000	3,000
953127 Land Development							
Land Sales	56,810	57,000	40,000	40,000	40,000	40,000	40,000
Total 953127 Land Development	56,810	57,000	40,000	40,000	40,000	40,000	40,000
953128 Environmental Audits							
Land Sales		3,000	20,000	20,000	20,000	20,000	20,000
Total 953128 Environmental Audits		3,000	20,000	20,000	20,000	20,000	20,000
953134 Daily News Site Demolition							
Future Capital Reserve			40,000				
Parking Reserve	1,178,733	1,108,260					
Total 953134 Daily News Site Demolition	1,178,733	1,108,260	40,000				
953139 Demolition of 103/107 Yew St							
Land Sales	64,901	38,040					
Total 953139 Demolition of 103/107 Yew St	64,901	38,040					
953143 5th/ St Paul Land Acquisition							
Land Sales			2,350,000				
Total 953143 5th/ St Paul Land Acquisition			2,350,000				
953148 Purchase 317/323 Tranquille							
Land Sales	750,000	1,200,000	450,000				
Total 953148 Purchase 317/323 Tranquille	750,000	1,200,000	450,000				
953156 Demolition-317/323 Tranquille							
Land Sales		200,000	200,000				
Total 953156 Demolition-317/323 Tranquille		200,000	200,000				
Property Taxes	0	3,000	3,000	3,000	3,000	3,000	3,000
Future Capital Reserve	0	5,528	45,528	0	0	0	0
Land Sales	871,711	1,767,240	3,324,500	69,500	69,500	69,500	69,500
Parking Reserve	1,178,733	1,108,260	0	0	0	0	0
Total Property Management	2,050,444	2,884,028	3,373,028	72,500	72,500	72,500	72,500
Financial Management							
963101 Office Furniture and Equipment							
Property Taxes	10,109	7,000	30,000	7,000	7,000	7,000	7,000
Future Capital Reserve	10,795	13,940					
Total 963101 Office Furniture and Equipment	20,904	20,940	30,000	7,000	7,000	7,000	7,000
963104 A/P EFT Conversion							
Future Capital Reserve		1,400					
Other Capital Reserves	16,312	15,000					
Total 963104 A/P EFT Conversion	16,312	16,400					
Property Taxes	10,109	7,000	30,000	7,000	7,000	7,000	7,000
Future Capital Reserve	10,795	15,340	0	0	0	0	0
Other Capital Reserves	16,312	15,000	0	0	0	0	0
Total Financial Management	37,216	37,340	30,000	7,000	7,000	7,000	7,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Human Resources							
968101 Office Furniture and Equipment							
Property Taxes	891	2,000	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve	695	1,560	1,970				
Total 968101 Office Furniture and Equipment	1,586	3,560	3,970	2,000	2,000	2,000	2,000
Property Taxes	891	2,000	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve	695	1,560	1,970	0	0	0	0
Total Human Resources	1,586	3,560	3,970	2,000	2,000	2,000	2,000
Central Office							
971102 Office Furniture and Equipment							
Property Taxes		1,000	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve		1,325	2,325				
Total 971102 Office Furniture and Equipment		2,325	3,325	1,000	1,000	1,000	1,000
971104 Office Services Equipment							
Equipment Reserve	16,550	117,326	149,100			50,000	47,000
Total 971104 Office Services Equipment	16,550	117,326	149,100			50,000	47,000
Property Taxes	0	1,000	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve	0	1,325	2,325	0	0	0	0
Equipment Reserve	16,550	117,326	149,100	0	0	50,000	47,000
Total Central Office	16,550	119,651	152,425	1,000	1,000	51,000	48,000
Information Technology							
972101 Office Furniture and Equipment							
Property Taxes	3,433	2,500	2,500	2,500	2,500	2,500	2,500
Future Capital Reserve	2,389	3,340					
Total 972101 Office Furniture and Equipment	5,822	5,840	2,500	2,500	2,500	2,500	2,500
972102 IT Equipment Replacement							
Equipment Reserve	741,539	1,040,935	689,765	540,361	320,133	753,983	598,045
Total 972102 IT Equipment Replacement	741,539	1,040,935	689,765	540,361	320,133	753,983	598,045
972104 Data Center Equipment							
Property Taxes	18,273	12,088	32,088	12,088	12,088	12,088	12,088
Future Capital Reserve	64,822	81,076					
Total 972104 Data Center Equipment	83,095	93,164	32,088	12,088	12,088	12,088	12,088
972107 Class 7.X Upgrade							
Future Capital Reserve		500					
Total 972107 Class 7.X Upgrade		500					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
972108 New IT Equipment							
Equipment Reserve			50,000				
Total 972108 New IT Equipment			50,000				
972114 Software							
Property Taxes		960	960	960	960	960	960
Equipment Reserve		6,600	6,600	6,600	6,600	6,600	6,600
Total 972114 Software		7,560	7,560	7,560	7,560	7,560	7,560
972121 Records and Documents Mngmt							
Future Capital Reserve	2,090	71,620	69,530				
Total 972121 Records and Documents Mngmt	2,090	71,620	69,530				
972126 Infrastructure Mngmt Sys (IMS)							
Future Capital Reserve	5,978	84,510	78,531				
Tax Sale Reserve	26,349	439,851	413,500				
Total 972126 Infrastructure Mngmt Sys (IMS)	32,327	524,361	492,031				
972128 Financial Systems							
Future Capital Reserve	19,412	10,021					
Tax Sale Reserve	134,879	144,628					
Total 972128 Financial Systems	154,291	154,649					
972129 Fibre Utility							
Future Capital Reserve	32,485	50,378					
Contractors and Others	81,006	49,652					
Solid Waste Reserve	20,519	20,519					
Total 972129 Fibre Utility	134,010	120,549					
972139 Records Centre Shelving							
Future Capital Reserve	1,634	45,610	43,970		50,000		
Total 972139 Records Centre Shelving	1,634	45,610	43,970		50,000		
972602 Digital Orthophoto							
Property Taxes			33,333	33,333	33,333	33,333	33,000
Future Capital Reserve	31,367	56,225	24,858				
Contractors and Others		10,000	10,000				
Total 972602 Digital Orthophoto	31,367	66,225	68,191	33,333	33,333	33,333	33,000
Property Taxes	21,706	15,548	68,881	48,881	48,881	48,881	48,548
Future Capital Reserve	160,177	403,280	216,889	0	50,000	0	0
Equipment Reserve	741,539	1,047,535	746,365	546,961	326,733	760,583	604,645
Tax Sale Reserve	161,228	584,479	413,500	0	0	0	0
Contractors and Others	81,006	59,652	10,000	0	0	0	0
Solid Waste Reserve	20,519	20,519	0	0	0	0	0
Total Information Technology	1,186,175	2,131,013	1,455,635	595,842	425,614	809,464	653,193
Vehicles & Equipment							
974100 Equipment Replacement							
Equipment Reserve	1,914,998	3,597,290	3,956,100	2,267,532	2,000,000		
Total 974100 Equipment Replacement	1,914,998	3,597,290	3,956,100	2,267,532	2,000,000		
974155 Add - Access/Modifications							
Equipment Reserve	67,378	80,000	72,621	60,000	60,000	60,000	
Total 974155 Add - Access/Modifications	67,378	80,000	72,621	60,000	60,000	60,000	
974199 Tools + Equipment - Spec Equip							
Property Taxes	9,352	9,500	9,500	9,500	9,500	9,500	9,500
Total 974199 Tools + Equipment - Spec Equip	9,352	9,500	9,500	9,500	9,500	9,500	9,500

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
974200 Specialty Equipment Replacement							
Equipment Reserve	631,002	1,361,300	899,189	249,078	1,000,000		
Total 974200 Specialty Equipment Replacement	631,002	1,361,300	899,189	249,078	1,000,000		
974227 New Scrubber-Mondo Track TCC							
Property Taxes			80,000				
Total 974227 New Scrubber-Mondo Track TCC			80,000				
974280 Purchase New Shop Equipment							
Property Taxes	10,801	15,000	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve			4,199				
Total 974280 Purchase New Shop Equipment	10,801	15,000	19,199	15,000	15,000	15,000	15,000
974285 Stores Scale							
Property Taxes			34,855				
Equipment Reserve	3,502	65,145	61,643				
Total 974285 Stores Scale	3,502	65,145	96,498				
974325 Fleet GPS System							
Other Capital Reserves	3,116	9,883	6,767				
Total 974325 Fleet GPS System	3,116	9,883	6,767				
974350 Idling Technology Pilot							
Other Capital Reserves	7,706	9,138	1,431				
Total 974350 Idling Technology Pilot	7,706	9,138	1,431				
Property Taxes	20,153	24,500	139,355	24,500	24,500	24,500	24,500
Future Capital Reserve	0	0	4,199	0	0	0	0
Equipment Reserve	2,616,880	5,103,735	4,989,553	2,576,610	3,060,000	60,000	0
Other Capital Reserves	10,822	19,021	8,198	0	0	0	0
HVAC							
975202 Bldg HVAC System Replacement							
Property Taxes	86,993	87,000	85,000	85,000	85,000	85,000	85,000
Total 975202 Bldg HVAC System Replacement	86,993	87,000	85,000	85,000	85,000	85,000	85,000
975213 Air Quality Improvements							
Property Taxes	9,984	10,000	10,000	10,000	10,000	10,000	10,000
Total 975213 Air Quality Improvements	9,984	10,000	10,000	10,000	10,000	10,000	10,000
975218 Control System Upgrades							
Property Taxes	19,154	22,400	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	1,915	2,500	3,830				
Total 975218 Control System Upgrades	21,069	24,900	28,830	25,000	25,000	25,000	25,000
975230 Boiler/Hot Wtr Tank Replacemen							
Property Taxes	13,788	35,000	35,000	35,000	35,000	35,000	35,000
Future Capital Reserve	531	1,350	22,030				
Total 975230 Boiler/Hot Wtr Tank Replacemen	14,319	36,350	57,030	35,000	35,000	35,000	35,000
975342 Unit Heater Replacement							
Property Taxes	15,512	15,600	15,000	15,000	15,000	15,000	15,000
Total 975342 Unit Heater Replacement	15,512	15,600	15,000	15,000	15,000	15,000	15,000
975399 Tools & Equipment - HVAC							
Property Taxes	8,632	8,650	3,050	3,050	3,050	3,050	3,050
Total 975399 Tools & Equipment - HVAC	8,632	8,650	3,050	3,050	3,050	3,050	3,050

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
975612 Fire Hall Exhaust System Upgr							
Property Taxes	9,344	9,400	15,000	15,000	15,000	15,000	15,000
Total 975612 Fire Hall Exhaust System Upgr	9,344	9,400	15,000	15,000	15,000	15,000	15,000
Property Taxes	163,407	188,050	188,050	188,050	188,050	188,050	188,050
Future Capital Reserve	2,446	3,850	25,860	0	0	0	0
Total HVAC	165,853	191,900	213,910	188,050	188,050	188,050	188,050
Active Transportation							
976102 Active Transportation-General							
Property Taxes	29,959	50,000	50,000	50,000	50,000	50,000	50,000
Community Works Fund	913,844	1,434,644	605,928	896,050	896,050	896,050	896,050
Future Capital Reserve			20,064				
DCC Roads	103,705	163,130	74,277	103,950	103,950	103,950	103,950
Contractors and Others	46,013		11,100				
Total 976102 Active Transportation-General	1,093,521	1,647,774	761,369	1,050,000	1,050,000	1,050,000	1,050,000
976103 Active Transportation-Major Pr							
Community Works Fund	937,641	1,578,129	1,090,987	450,500	450,500	450,500	450,500
DCC Roads	103,026	173,402	119,875	49,500	49,500	49,500	49,500
Grants		1,000,000	1,000,000				
Total 976103 Active Transportation-Major Pr	1,040,667	2,751,531	2,210,862	500,000	500,000	500,000	500,000
976104 Jimeva Park Pedestrian Overpass							
Property Taxes				110,000	330,000	3,307,700	
Land Sales						786,000	
DCC Roads				90,000	270,000	2,706,300	
Total 976104 Jimeva Park Pedestrian Overpass				200,000	600,000	6,800,000	
976117 Todd Rd Pedestrian Upgrade							
Community Works Fund			702,750	1,030,700			
DCC Roads			47,250	69,300			
Total 976117 Todd Rd Pedestrian Upgrade			750,000	1,100,000			
976175 Car Bike Ports X 2							
Other Capital Reserves	15,477	16,968					
Total 976175 Car Bike Ports X 2	15,477	16,968					
Property Taxes	29,959	50,000	50,000	160,000	380,000	3,357,700	50,000
Community Works Fund	1,851,485	3,012,773	2,399,665	2,377,250	1,346,550	1,346,550	1,346,550
Future Capital Reserve	0	0	20,064	0	0	0	0
Land Sales	0	0	0	0	0	786,000	0
DCC Roads	206,731	336,532	241,402	312,750	423,450	2,859,750	153,450
Grants	0	1,000,000	1,000,000	0	0	0	0
Contractors and Others	46,013	0	11,100	0	0	0	0
Other Capital Reserves	15,477	16,968	0	0	0	0	0
Total Active Transportation	2,149,665	4,416,273	3,722,231	2,850,000	2,150,000	8,350,000	1,550,000
Engineering Services							
976601 Traffic Counters/Loops							
Property Taxes	2,021	15,000					
Future Capital Reserve	4,153	30,815					
Total 976601 Traffic Counters/Loops	6,174	45,815					
976602 Oversized Street Sign Repl							
Property Taxes	3,536	13,414					
Future Capital Reserve	6,920	26,245					
Total 976602 Oversized Street Sign Repl	10,456	39,659					

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
976604 RR Xings Transport Canada Upgr							
Property Taxes	18,907	45,000	45,000	40,000	45,000	40,000	
Future Capital Reserve			26,090				
Total 976604 RR Xings Transport Canada Upgr	18,907	45,000	71,090	40,000	45,000	40,000	
976606 RR Xings Farm Road							
Future Capital Reserve	32,333	44,950					
Total 976606 RR Xings Farm Road	32,333	44,950					
976607 Audible Pedestrian Signal							
Property Taxes	96,062	150,000	175,000				
Future Capital Reserve			53,930				
Total 976607 Audible Pedestrian Signal	96,062	150,000	228,930				
976608 RR Xing 3rd Ave and MF Rd							
Future Capital Reserve	114	22,449					
Gaming Reserve	76	14,900					
Total 976608 RR Xing 3rd Ave and MF Rd	190	37,349					
976609 Special Crosswalk Improvements							
Gaming Reserve	4,655	6,000					
Total 976609 Special Crosswalk Improvements	4,655	6,000					
976610 ***Tranquille Rd Corridor							
Community Works Fund	3,288	2,500,000	2,496,712				
Total 976610 ***Tranquille Rd Corridor	3,288	2,500,000	2,496,712				
976611 Intersection Capacity Improvem							
Property Taxes			69,000	47,000	44,000	50,000	35,000
Future Capital Reserve	2,757	24,741	642,983				
DCC Roads	24,817	222,667	197,850	423,000	396,000	450,000	315,000
Total 976611 Intersection Capacity Improvem	27,574	247,408	909,833	470,000	440,000	500,000	350,000
976613 Transportation Safety Program							
Property Taxes	65,954	153,170	94,605	354,093	247,775	171,190	171,190
Community Works Fund	1,855	4,328	2,472				
Future Capital Reserve	11,785	27,483	102,915				
DCC Roads	8,745	21,044	22,693	38,907	27,225	18,810	18,810
Grants	15,400	120,000	220,000	100,000	100,000	100,000	100,000
Total 976613 Transportation Safety Program	103,739	326,025	442,685	493,000	375,000	290,000	290,000
976621 Transportation Master Plan							
Property Taxes			2,000				
Future Capital Reserve	5,745	20,683	14,937				
DCC Roads	51,707	47,019	22,688				
Total 976621 Transportation Master Plan	57,452	67,702	39,625				
976667 Tranquille/Cambridge Ped Exch							
Community Works Fund	100,787	180,000	79,213				
Contractors and Others	7,100						
Total 976667 Tranquille/Cambridge Ped Exch	107,887	180,000	79,213				
976675 Hugh Allan Roundabouts**							
Property Taxes							15,000
DCC Roads							135,000
Total 976675 Hugh Allan Roundabouts**							150,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Property Taxes	186,480	376,584	385,605	441,093	336,775	261,190	221,190
Community Works Fund	105,930	2,684,328	2,578,397	0	0	0	0
Future Capital Reserve	63,807	197,366	-840,855	0	0	0	0
Gaming Reserve	4,731	20,900	0	0	0	0	0
DCC Roads	85,269	290,730	243,231	461,907	423,225	468,810	468,810
Grants	15,400	120,000	220,000	100,000	100,000	100,000	100,000
Contractors and Others	7,100	0	0	0	0	0	0
Total Engineering Services	468,717	3,689,908	4,268,088	1,003,000	860,000	830,000	790,000
Carpentry							
978101 Guard Rails							
Property Taxes	49,838	50,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	9,366	9,400					
Total 978101 Guard Rails	59,204	59,400	50,000	50,000	50,000	50,000	50,000
978103 Wheelchair Ramps							
Property Taxes	19,210	19,300	20,000	20,000	20,000	20,000	20,000
Total 978103 Wheelchair Ramps	19,210	19,300	20,000	20,000	20,000	20,000	20,000
978105 Retaining Wall Replacement							
Property Taxes	85,172	100,000	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve	14,795	17,370	17,400				
Total 978105 Retaining Wall Replacement	99,967	117,370	117,400	100,000	100,000	100,000	100,000
978107 Keys/Locks							
Property Taxes	43,874	47,000	47,000	47,000	47,000	47,000	47,000
Future Capital Reserve			3,125				
Total 978107 Keys/Locks	43,874	47,000	50,125	47,000	47,000	47,000	47,000
978109 Seymour Parkade							
Future Capital Reserve	5,610	32,250	26,639				
Parking Reserve	25,438	146,240	120,801	100,000		100,000	
Total 978109 Seymour Parkade	31,049	178,490	147,440	100,000		100,000	
978111 Lansdowne Parkade							
Future Capital Reserve	7,640	26,490	18,849				
Parking Reserve	21,779	75,500	143,720		90,000		90,000
Total 978111 Lansdowne Parkade	29,419	101,990	162,569		90,000		90,000
978199 Tools & Equipment - Carpentry							
Property Taxes	14,738	14,800	14,100	14,100	14,100	14,100	14,100
Total 978199 Tools & Equipment - Carpentry	14,738	14,800	14,100	14,100	14,100	14,100	14,100
Property Taxes	212,832	231,100	231,100	231,100	231,100	231,100	231,100
Future Capital Reserve	37,411	85,510	66,013	0	0	0	0
Parking Reserve	47,217	221,740	264,521	100,000	90,000	100,000	90,000
Total Carpentry	297,461	538,350	561,634	331,100	321,100	331,100	321,100
Electrical							
979103 Electrical Safety Improvements							
Property Taxes	46,855	50,000	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	59,925	63,950	7,169				
Total 979103 Electrical Safety Improvements	106,780	113,950	57,169	50,000	50,000	50,000	50,000
979104 Emergency Generator							
Tax Sale Reserve	253,716	338,299	84,582				
Total 979104 Emergency Generator	253,716	338,299	84,582				

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
979115 Traffic Signal System Upg							
Property Taxes			200,000	226,300			
Future Capital Reserve	154,661	200,000	45,338				
Total 979115 Traffic Signal System Upg	154,661	200,000	245,338	226,300			
979117 Street Lighting Rehabilitation							
Property Taxes	22,549	125,000	165,000	165,000	165,000	165,000	165,000
Total 979117 Street Lighting Rehabilitation	22,549	125,000	165,000	165,000	165,000	165,000	165,000
979119 Traffic Signal/Pole Rehab							
Property Taxes	198,709	215,000	215,000	215,000	215,000	215,000	215,000
Future Capital Reserve			16,290				
Contractors and Others	742	30,000	30,000	30,000	30,000	30,000	30,000
Total 979119 Traffic Signal/Pole Rehab	199,450	245,000	261,290	245,000	245,000	245,000	245,000
979121 Traffic Counters/Loops							
Future Capital Reserve			39,640				
Total 979121 Traffic Counters/Loops			39,640				
979123 Signal Pre-Emption							
Property Taxes	19,936	26,500	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	8,898	13,390					
Total 979123 Signal Pre-Emption	28,834	39,890	30,000	30,000	30,000	30,000	30,000
979127 LED Installation							
Property Taxes	13,170	13,500	10,000	10,000	10,000	10,000	10,000
Total 979127 LED Installation	13,170	13,500	10,000	10,000	10,000	10,000	10,000
979129 Pre-Signalization							
Property Taxes	2,594	25,000	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	1,209	11,650	32,840				
Total 979129 Pre-Signalization	3,803	36,650	57,840	25,000	25,000	25,000	25,000
979199 Tools & Equipment - Electrical							
Property Taxes	9,099	9,400	9,400	9,400	9,400	9,400	9,400
Total 979199 Tools & Equipment - Electrical	9,099	9,400	9,400	9,400	9,400	9,400	9,400
Property Taxes	312,912	464,400	704,400	730,700	504,400	504,400	504,400
Future Capital Reserve	224,693	288,990	141,277	0	0	0	0
Tax Sale Reserve	253,716	338,299	84,582	0	0	0	0
Contractors and Others	742	30,000	30,000	30,000	30,000	30,000	30,000
Total Electrical	792,063	1,121,689	960,259	760,700	534,400	534,400	534,400
Corp & Community Services Admin							
988101 Office Furniture and Equipment							
Property Taxes	17,603	20,000	20,000	20,000	20,000	20,000	20,000
Total 988101 Office Furniture and Equipment	17,603	20,000	20,000	20,000	20,000	20,000	20,000
Property Taxes	17,603	20,000	20,000	20,000	20,000	20,000	20,000
Total Corp & Community Services Admin	17,603	20,000	20,000	20,000	20,000	20,000	20,000

	2017 Actual	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Property Taxes	7,452,896	10,002,057	12,782,069	12,939,684	13,520,522	14,769,416	10,293,996
Water Levies	0	0	1,300,000	0	0	0	0
Sewer Levies	0	0	780,000	0	0	0	0
Community Works Fund	4,095,562	8,400,262	10,773,464	4,407,250	1,346,550	1,346,550	1,357,813
Field User Fees	37,680	30,000	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	3,212,276	5,310,903	5,560,668	110,000	160,000	110,000	110,000
Other Capital Reserves	503,405	1,533,011	972,437	99,709	893,041	0	0
Gaming Reserve	3,215,280	5,241,384	4,190,529	4,547,330	923,555	1,072,330	863,555
Working Capital	0	8,000	0	0	0	0	0
Equipment Reserve	3,599,990	6,823,726	7,260,324	3,468,571	4,396,733	1,620,583	1,281,645
Land Sales	1,034,497	1,930,240	3,324,500	69,500	69,500	855,500	69,500
Local Improvement	420	75,000	149,580	75,000	75,000	75,000	75,000
Parking Reserve	1,293,385	1,841,175	779,202	170,000	115,000	125,000	115,000
Tax Sale Reserve	649,716	1,847,778	1,388,309	0	0	0	0
DCC Drainage	130,253	206,621	307,836	647,900	207,350	855,800	340,794
DCC Parks	874,943	930,062	165,743	244,047	1,367,170	103,950	76,725
DCC Roads	2,243,073	3,080,834	828,910	848,907	920,925	3,402,810	941,985
Grants	641,621	3,636,131	3,164,479	6,102,750	100,000	100,000	100,000
Contractors and Others	1,735,589	1,996,886	549,032	530,000	30,000	30,000	30,000
Five Year Borrowing	34,776	30,193	0	0	0	0	0
Solid Waste Reserve	133,856	3,585,290	5,442,756	1,700,000	700,000	500,000	0
Parkland	16,482	16,500	0	0	0	0	0
Debt	970,358	3,698,523	2,607,478	0	0	1,600,000	0
Total General Fund	31,876,057	60,224,576	62,357,316	35,990,648	24,855,346	26,596,939	15,686,013
Total Water Fund	9,286,825	14,014,916	9,565,971	6,954,805	2,568,500	4,933,000	4,111,365
Total Sewer Fund	6,971,513	10,304,890	4,875,663	1,965,000	7,735,000	5,372,000	1,067,682
Total General Fund	31,876,057	60,224,576	62,357,316	35,990,648	24,855,346	26,596,939	15,686,013
Grand Total - All Funds	48,134,395	84,544,382	76,798,950	44,910,453	35,158,846	36,901,939	20,865,060

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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.

SW3 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

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
Field Lining		X			X		
<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.

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
Aeration					X		Once a year for sports fields; other areas as required.
Infield Maintenance		X			X		Baseball, softball, slo-pitch infield maintenance done weekly.
Field Lining				X	X		Done 3x / year.
<u>IRRIGATION</u>							
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.
<u>TREES</u>							
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.
<u>HORTICULTURE</u>							
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
- Gordonshorn
- 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.

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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 2018-2022 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 2015, 2016, 2017, and 2018. 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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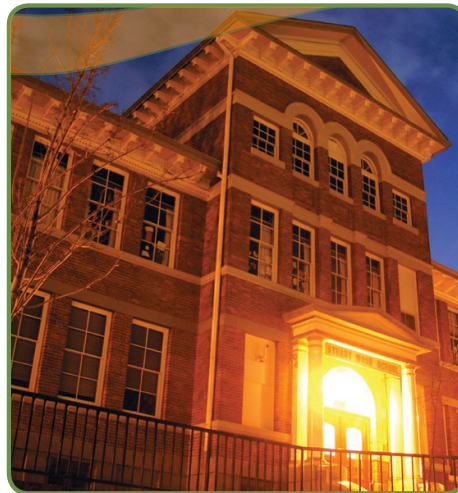
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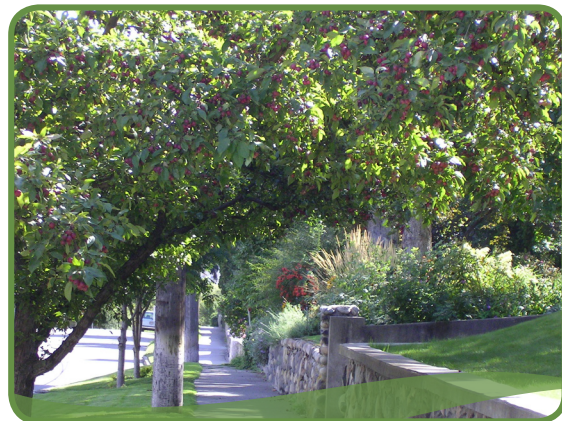
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Message from the Finance Director

We are in the process of completing the 2018-2022 Financial Plan. The process involves discussion with various City departments, Council, and the public. As we presented to Council during the budget meetings, our focus this year has been to find efficiencies in everything that we do. These efficiencies were described in detail at the November 28, 2017, Public Budget Meeting, and the slides are available on the City's website. In an attempt to find our own efficiencies within the Finance Department, we have simplified the Draft 2018-2022 Five-year Financial Plan, which will form a summary of information for the Final 2018-2022 Five-year Financial Plan in late spring 2018.

To summarize the changes in the 2018-2022 Financial Plan and the 2018 utility rates, we have included the Council report and associated PowerPoint slides, which describe this year's changes in detail.





**CITY OF KAMLOOPS
Council Budget Meeting Agenda
November 28, 2017, at 10:00 am
in Council Chambers at 7 Victoria Street West, Kamloops, BC**

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1. REPORTS – Chief Administrative Officer

- 1.1 2018 Provisional Budget and Utility Funds 2 - 75
[Attachment](#)

Recommendation:

That Council direct staff to amend the following with rate changes discussed at the November 28, 2018 budget meeting:

- a) **2018-2022 Five-year Financial Plan**
- b) **Sanitary Sewer Amendment Bylaw**
- c) **Solid Waste Amendment Bylaw**
- d) **Water Amendment Bylaw**

November 24, 2017

REPORT TO THE CHIEF ADMINISTRATIVE OFFICER
FROM THE FINANCE DEPARTMENT

ON

2018 PROVISIONAL BUDGET AND UTILITY FUNDS

PURPOSE

To provide Council with the details of the 2018 provisional budget included in the 2018-2022 Five-year Financial Plan, as introduced at the November 14, 2017, Council Budget Meeting, and to introduce the utility funds budgets and proposed rates with a view to adopting the following before December 31, 2017:

- Amended 2018-2022 Five-year Financial Plan Bylaw
- Amended Water, Sewer, and Solid Waste Utility Bylaws

COUNCIL STRATEGIC PLAN

This report supports Council's goals and objectives regarding:

- **Governance** - be recognized for excellence in public service in local government by continuing to thoroughly review City costs and fiscal accountability while being mindful of the need to balance user fees and taxes

SUMMARY

The 2018 provisional budget and the 2018-2022 Five-year Financial Plan are based on the requirement to deliver the same service levels as approved by Council in 2017. Over the past year, Administration has focused on efficiencies, and the 2018-2022 Five-year Financial Plan reflects these cost reductions and time savings. After preliminary reviews of the operating and capital budgets, and taking expected revenue growth into account, the overall increase in property tax revenue required in 2018 is an increase of approximately \$998 thousand (0.96% increase) over 2017. This change translates into an overall increase of approximately \$23 for the average household to their municipal property taxes. In addition to the base budget, Administration is recommending that Council consider adding an additional \$465 thousand to the budget as part of its asset management program and \$525 thousand for three additional RCMP Officers. The increase in the funding for officers in 2018 is part of a funding strategy to gradually move the City to a complement of 130 officers through balancing tax funding with the use of the RCMP reserves.

The utility funds (water, sewer, and garbage and recycling [solid waste]) are considered separate from the general operating and capital funds, as they are all funded from user fees, not property taxes. In addition to budgeting to cover the operating costs for these utilities, individual reserve funds have been established with the money set aside each year to fund significant capital maintenance and replacement projects for the utilities infrastructure. The operating and capital budgets form a crucial component of the effective asset management of the City's utilities infrastructure.

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2018 PROVISIONAL BUDGET AND UTILITY RATES

November 24, 2017

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For 2018, Administration is recommending no additional increase in water rates, a 15% (\$47 per household) increase in sewer rates (as proposed in 2016 as part of the five-year plan), and a 76% (\$38 per household) decrease in recycling rates, with no additional increase in garbage rates.

It should be noted that the provisional operating and capital budget is Administration's best estimate of both revenue and expenditures. Administration has attempted to account for all known changes in costs while including a conservative estimate for revenue from growth. The provisional budget does not include any spending from surplus, nor does it include any supplemental items. It is important for Council to look long term when reviewing the budget to identify the impact of funding or service decisions on future years. Administration has tried to estimate timing and costs of future projects; however, it is necessary to update budget estimates, particularly for capital projects, as their budget year approaches. To support best practices for budgeting and planning, it is important for Council to consider looking forward to years two to five in the 2018-2022 Five-year Financial Plan with a goal to solidify service levels and tax requirements as early as possible. This longer-term planning helps the City be more efficient in its project scheduling and procurement processes and allows the community to plan with an understanding of future years' property taxes and utility rates. We will present an overview of the five-year plan at the budget meeting.

This report will highlight each of the utilities and then review the changes in the 2018 provisional budget. Below is a summary of impact to the average household with the recommended changes to the utility and property tax rates for 2018:

Cost to Average Household (\$377,000 value)	2017	2018	\$ Change	% Change
Property Taxes				
Municipal Property Taxes (base budget)	\$ 2,073	\$ 2,096	\$ 23	0.96%
Asset Management		\$ 7	\$ 7	0.45%
Policing (three additional officers)		\$ 10	\$ 10	0.50%
Total Municipal Property Taxes	\$ 2,073	\$ 2,113	\$ 40	1.91%
Utility Fees				
Water	\$ 379	\$ 379	0	
Sewer	\$ 316	\$ 363	\$ 47	
Garbage and Recycling	\$ 190	\$ 152	\$ (38)	
Total Utility Fees	\$ 885	\$ 894	\$ 9	1.02%
Combined Utility Fees and Municipal Property Taxes	\$ 2,958	\$ 3,007	\$ 49	1.65%

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2018 PROVISIONAL BUDGET AND UTILITY RATES

November 24, 2017

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RECOMMENDATION:

That Council direct staff to amend the following with rate changes discussed at the November 28, 2018 budget meeting:

- a) **2018-2022 Five-year Financial Plan**
- b) **Sanitary Sewer Amendment Bylaw**
- c) **Solid Waste Amendment Bylaw**
- d) **Water Amendment Bylaw**

COUNCIL POLICY

There is no applicable Council policy.

DISCUSSION**2018-2022 Five-year Financial Plan and 2018 Provisional Budget and the Utility Funds**

Under direction from the Finance Department, staff have prepared the 2018-2022 Five-year Financial Plan in line with Council's direction, including the 2018 provisional budget and the budget for utility rates.

As noted during the November 14, 2017, Budget Meeting, the primary focus for Administration and staff has been on finding efficiencies to offset increasing costs while ensuring that the City continues to meet Council's established service levels and that the City's assets are being adequately maintained. This philosophy applies to the base operating and capital budget as well as the utility budgets.

A detailed analysis and discussion for each of the water, sewer, and garbage and recycling (solid waste) utilities is provided below, followed by a section highlighting the major changes in the 2018-2022 Five-year Financial Plan and the 2018 provisional base budget.

Water Utility

The benefits of the completed Universal Water Metering Program are becoming evident in the water utility budget. The significant reduction in water consumption has resulted in many expected system upgrades being postponed or cancelled. The water utility is currently financially sound, which allows for effective asset management of the existing infrastructure. The financial strength of the water utility has allowed Administration to reschedule the \$1.4 million upgrade of the Arrowstone Booster Station into 2018, which aligns the City's work with BC Hydro's upgrades, potentially resulting in an improved project delivery. Previous five-year financial plans identified a potential increase in rates for 2018; however, continued efficiencies within the system operations, coupled with the reduced consumption, have resulted in a recommendation to remove the planned rate increase and leave rates at their current levels throughout most of the 2018-2022 Five-year Financial Plan. The new recommendation shows no increase in water rates for the next four years and a marginal 2% increase expected in the fifth year of the plan.

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2018 PROVISIONAL BUDGET AND UTILITY RATES

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The reserve balance for the water utility is expected to be approximately \$7.2 million at the end of 2017.

Sewer

Administration recommends continued efforts to bolster the reserve balance within the sewer utility. 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 major capital maintenance projects. The most significant of these projects is the replacement of the sewer main along sections of Tranquille Road, which is tentatively planned for 2020 and 2021. The Class "D" estimate for this project is approximately \$10 million. A combined 15% (\$47/household) increase is recommended in 2018 to cover the operating costs and bolster the sewer reserve to ensure adequate funding for the Tranquille Road project. Rate increases for the remainder of the 2018-2022 Five-year Financial Plan are proposed to be 15% in 2019, 2.5% in 2020, 2% in 2021, and 2% in 2022. Staff continue to look for other funding opportunities for these projects, including grants, and will adjust future rate recommendations to reflect additional funding sources when they come available. The sewer reserve balance is expected to be approximately \$5.6 million at the end of 2017.

With Council's endorsement, staff continue, to work on a long-term biosolids management strategy. Many options are being reviewed for feasibility prior to engaging a variety of stakeholders in the decision-making process. Regardless of which option is recommended by staff and stakeholders, and is ultimately approved by Council, the sewer utility budget will need to be adjusted accordingly. A report with recommendations and high-level costs is expected for 2018 budget deliberations. At this time, no additional funds have been added to the budget to address long-term biosolids management.

In 2017, the City signed a contract with SYLVIS Environmental to manage the beneficial use of biosolids in the short term. The operating budget has been adjusted to reflect the cost of this contract for 2018.

Garbage and Recycling (Solid Waste) Utility

In April 2017, the City joined the growing list of BC communities participating in the Recycle BC Packaging and Printed Paper Stewardship Plan in a partnership that is expected to generate approximately \$1.1 million in revenue for the City per year. There is no longer a need to have a recycling processing contract, as Recycle BC is responsible for recycling the product. In addition to gaining \$1.1 million in annual revenue, expenses will be reduced by \$800 thousand annually by eliminating the processing contract. The addition of this new revenue source comes with an expectation from Recycle BC that the City either provide additional services or reduce recycling fees.

At the October 26, 2017, Council Workshop, staff were directed to report back to Council during budget discussions with a proposed recycling rate reduction. It is recommended that a 76% (\$38 per household) decrease in the curbside recycling rate be introduced for 2018. This proposed recycling rate would reduce the current annual rate from \$50 per household to \$12 per household. Additionally, recycling rates for the multi-family sector would be reduced to an annual fee of approximately \$12 per household unit.

Administration continues to investigate the feasibility of additional services, such as food waste organics collection and commercial recycling. There will be a contribution of approximately \$800 thousand to the Solid Waste Reserve Fund for future rate stabilization and diversion planning. These items will be brought forward to Council at a later date as further research is conducted and a plan is created.

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2018 PROVISIONAL BUDGET AND UTILITY RATES

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To reflect the changing collection needs of our solid waste customers, it is necessary to make some additional administrative changes to the Solid Waste Bylaw. Some multi-family and commercial sites have significant space constraints, so there is a need for larger recycling containers and increased collection frequency.

The tables below illustrate the new rates, which are proposed to address the existing needs, and, if approved, the changes that would be reflected in the bylaw update.

Type	Collection	Container Size	Annual Rate
Single-family Residential	Weekly	245 L	\$12
Multi-family	Weekly	245 L	\$12
	Weekly	360 L	\$20
	Two times per week	245 L	\$24
	Two times per week	360 L	\$40
Commercial (in existing residential areas)	Weekly	245 L	\$50
	Weekly	360 L	\$75
	Two times per week	245 L	\$100
	Two times per week	360 L	\$150

Service Charge	Current 2017 Rates			Proposed 2018 Rates		
Multi-family Residential	Per Month	Per Tip	Biweekly	Per Month	Per Tip	Biweekly
3 yd. bin rental	\$31.88	\$10.75	\$16.00	\$20.00	\$10.00	\$10.00
4 yd. bin rental	\$42.50	\$14.25	\$21.25	\$30.00	\$15.00	\$15.00
6 yd. bin rental	\$56.25	\$23.38	\$28.13	\$40.00	\$20.00	\$20.00

Provisional Budget and Five-year Financial Plan

After the preliminary reviews of the operating and capital budgets, and taking expected revenue growth into account, the overall increase in property tax required in 2018 is approximately \$998 thousand (a 0.96% increase over 2017) to undertake the same level of service. This change translates into an overall increase of approximately (\$23 for the average household) to the municipal share of property taxes (Attachment "A").

The lower increase in base operating costs is the result of operating efficiencies and the reduction of debt payments, which have offset changes in other revenues and expenditures. As several of these changes are one-time events, this type of reduction in costs cannot be expected again in subsequent years. As part of the focus on the 2018-2022 Five-year Financial Plan, Administration recommends that Council consider including additional funds to increase service levels and/or increase asset maintenance in 2018 as the various factors have aligned to create a low increase in tax requirements for the 2018 base operating and capital budgets. The 2018 provisional budget figures do not take into account supplemental items, nor do they consider other funding sources for specific projects. Further discussion with regard to community requests and supplemental items will continue in early 2018.

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Contractual Changes

As in prior years, a significant portion of the budget increase is related to contractual increases for services, as follows:

Wage and Benefits - It is estimated that the CUPE and management wage and benefits increases will be \$1.4 million, based on the collective agreement's negotiated increase of 2% for 2018. It should be noted that the contract expires at the end of 2018. The City will be entering into negotiations to ratify a new collective bargaining agreement. The increased cost in wages and benefits to provide firefighting services is estimated at \$297 thousand and reflects the latest contractual increase, which was ratified in 2017. The International Association of Fire Fighters contract, which expires at the end of 2019, includes a 2.5% increase in both 2018 and 2019. The City will be working towards ratifying a new contract in the coming years. The costs of benefits in all agreements has increased for 2018. To ensure the City is getting the best possible value in benefits, we will be going to a request for proposals for these services later in 2018.

RCMP Contract and Traffic Fine Revenue - The RCMP contract costs are set by the federal government, and the City is required to pay 90% of the cost of the contract. The 2018 budget includes taxation funding for 121 regular members. This is an increase of \$639 thousand over the prior year. This increase reflects increases in both the cost of the contract and the staffing levels at the Kamloops Detachment. Over the past year, the Kamloops Detachment has increased the number of officers on the road, which is reflected in the actual costs billed to the City. For the first time in many years, the City will be drawing approximately \$900 thousand from the RCMP reserve to pay for policing services instead of contributing a surplus to the reserve. As the local RCMP detachment works to increase its complement of members, Council needs to consider a funding strategy to cover the additional costs. Options for this are discussed in detail later in this report. Additionally, the Kamloops Detachment is working hard to fill vacancies and bring the staffing complement closer to 130 members. In addition to an increase in the cost of policing services, the City has also seen a decrease in the traffic fine revenue it receives from the Province. The budgeted reduction for 2018 is approximately \$314 thousand. Administration will be investigating the rationale behind this decrease and will provide Council with more information later in 2018.

Transit - the City budgets for transit services based on the budget provided by BC Transit. The reduction of \$280 thousand in the 2018 budget is the result of reductions within the overall BC Transit budget. This cost savings in the overall Transit contract include the additional hours for September 2018, which Council approved earlier this year.

Additional Budget Highlights

Hydro/Natural Gas - the budget reflects a decrease of \$9 thousand in the cost of hydro due to the cost-saving measures taken by staff at the direction of Council to reduce energy costs in 2017. The provincial government has proposed a hydro rate freeze for 2018, which has been assumed in this budget. The City continues to realize a lower use of natural gas (an objective in the Sustainable Kamloops Plan); however, the increase in unit costs for natural gas has been reflected in the 2018 budget at an overall corporate increase of \$51 thousand.

Reduction in MSP Premiums - the provincial government announced a reduction in the MSP premium rates starting in January 2018. This change results in an estimated savings of \$304 thousand in benefit costs.

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2018 PROVISIONAL BUDGET AND UTILITY RATES

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Fuel Savings/ICBC Insurance Increases - as part of the implementation of the fleet management system in all City fleet vehicles, the City is starting to realize the projected fuel savings. This reduction in fuel usage is reflected in the 2018-2022 Five-year Financial Plan with a \$61 thousand reduction in the total gasoline and diesel costs in 2018. The fuel savings are offset by an expected increase in the 2018 ICBC insurance rates. The impact of the increased cost of insurance is a budget increase of \$51 thousand for 2018.

Debt Servicing and Transfers - One of the most significant reductions for 2018 is a \$1.9 million reduction in debt payments. This one-time savings is the result of several loans being paid in full. The next significant reduction in debt payments will occur in 2023.

Efficiencies and Changing Costs - In an attempt to keep costs from escalating, Administration continues to budget on a three-year average and has been reducing the budget, where applicable, as a result of various efficiencies and changing costs pressures. Line items are adjusted up or down to reflect changes in contract prices, consumption, and other external factors. The overall increase in other expenses is approximately \$43 thousand. This increase includes costs such as annual maintenance contract increases for IT systems and other minor inflationary increases across all City departments.

Revenues - To offset the expenses of providing services in 2018, the City expects to see an increase of \$172 thousand in revenue generated from increased Building Permit, building licensing, and inspection revenues. As well, an increase of \$190 thousand in recreation user fees is expected in the 2018 annual budget within the Parks, Recreation, and Cultural Services Department. This increase is a result of additional usage, not an increase in the rates.

A change in the investment projections, mainly due to world economic factors and a slight change in the type of investment vehicle used by the City's investments, has influenced the rate of return on the City's investments slightly, thereby increasing the overall annual investment revenue projections. The City anticipates an increase of approximately \$360 thousand in investment revenues allocated to the general fund.

Capital Budget - The overall capital budget for 2018 has not changed significantly from the projections in the previous five-year financial plan. Overall, the capital budget for 2018, excluding the utilities, is budgeted to be approximately \$26 million. Within the capital budget, on average, approximately \$12 million is funded from taxation each year. In 2017, this figure was lower due to specific grants received by the City, which reduced the amount of capital funded required from taxation. The increase of \$2.4 million in 2018 returns the amount of capital spent to approximately \$12 million. As the City begins to develop a capital planning strategy, better planning will help to reduce annual fluctuations in capital spending.

Asset Management

The City continues to gather data from its asset management plan and develop a strategy for the maintenance and replacement of the various assets under the City's control with a longer-term vision of planning. Administration recommends that Council add \$465 thousand to the 2018 budget as an ongoing contribution to funding asset maintenance requirements. The attached business cases for asset management recommendations for 2018 show, in detail, the expected requirements to maintain the arenas and streets. The capital projects included in these asset management funds are to address existing infrastructure needs related to aging infrastructure and the requirements to fix and maintain

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these assets and do not include the addition of any new services. There are two other asset management business cases included on the supplemental list: one for roof replacements and another for equipment replacement at Westsyde Pool. These are both large projects that will most likely be funded from a source other than taxation. As a result, these will be discussed further as part of the supplemental item discussion.

Policing Services

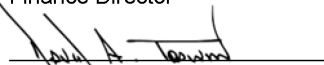
Council has been made aware of the challenges facing our residents as a result of the social challenges for many people in our community. The combination of the opioid crisis and the increase in the homeless population is stretching many of our city's resources beyond their ability to respond. The local RCMP Detachment is looking to increase the number of officers on the road; therefore, the City will need to commit to a plan to fund these additional officers. The budget currently provides for 121 officers to be fully funded. The RCMP Reserve Fund will have an anticipated balance of \$2.3 million at the end of 2017 after accounting for expected retroactive wage increases and the contribution from reserve required to fund the 2017 contract costs. Each additional officer costs approximately \$177 thousand per year, which includes wages, benefits, and equipment as well the associated training, overhead, and other costs in the contract. Administration will provide Council with several options for potentially funding additional officers, one of which includes funding an additional three officers for \$525 thousand in 2018.

Other Supplemental Items

Attachment "B" includes a list of supplemental items compiled by the community and Administration. These items are for Council's information and decisions are not required until the budget meetings in the new year. Items will be discussed in more detail with recommended funding sources during the budget meetings in January and February 2018. The business cases include the rationale for the project as well as eligible funding sources. Administration has not yet determined a recommended source for most of these projects. A summary of expected reserve balances at December 2017 will be provided to Council during the November 28, 2017, budget meeting.


K. Humphrey, CPA, CA
Finance Director

Concurrence: J. Fretz, P.Eng., Public Works and Utilities
Director


Approved for Council

KH/lm/ts/kjm

Attachments

Our corporate mission is...

MAKING KAMLOOPS SHINE

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Attachment "A"

Analysis of 2018 Property Tax Increase RequirementA 1% property tax increase will generate: **1,041,441**

		Funded from property taxes	
		Total Tax Requirement	Property Tax % Increase
2017 Tax requirement		104,144,071	
Explanation	Tax Increase (Decrease)		
Operating Expenses			
Contracts			
CUPE & Management Wages and Benefits	1,400,859		
IAFF Wages, Benefits and Contract changes	297,000		
RCMP Contract increases - 121 members	639,858		
Reduction in Traffic Fine Revenue	314,142		
Transit Contract	(280,708)		
Other Impacts			
Increase in Natural Gas	15,000		
Net vehicle fuel savings (increase costs offset by reduced usage)	(61,000)		
Increase in ICBC rates	51,000		
Reduction in MSP costs	(304,500)		
Reduction in Hydro costs - due to lower usage	(9,000)		
Increase in sidewalk maintenance (approved in prior year)	90,000		
Reduction budgeted debt servicing and transfers	(1,932,090)		
Increase in other expenses	42,489		
Operating Revenues			
Increase in Permit Revenue	(110,000)		
Increase in Building licencing and Inspection Revenue	(62,000)		
Increase in Recreation User Fee Revenues	(190,000)		
Increase in investment revenue	(360,000)		
Operating Expense Change	(458,950)	(0.44%)	
Change in Capital from Taxation	2,406,846	2.31%	
Anticipated revenue from growth	(950,000)	(0.91%)	
Property Tax Change after Growth	997,896	0.96%	
Asset Management / Maintenance Requirements	465,000	0.45%	
Additional 3 RCMP members	525,000	0.50%	
Property Tax Change after RCMP and Asset Maintenance requirements	1,987,896	1.91%	

Cost to Average Household (\$377,000 value)	2017	2018	\$ change	% Change
Property Taxes				
Municipal Property Taxes (Base budget)	\$2,073	\$2,096	\$23	0.96%
Asset Management		\$7	\$7	0.45%
Policing (3 additional officers)		\$10	\$10	0.50%
Total Municipal Property Taxes	\$2,073	\$2,113	\$40	1.91%
Utility Fees				
Water	\$379	\$379	0	
Sewer	\$316	\$363	\$47	
Garbage and Recycling	\$190	\$152	(38)	
Total Utility Fees	\$885	\$894	\$9	1.02%
Combined Utility Fees and Municipal Property Taxes	\$2,958	\$3,007	\$49	1.65%

Attachment "B"

Prefix	Department	Description	Classification	FTE	Capital	Operating	Salaries & Wages	Current Year Funding			Net Program Impact				Additional Comments
								Taxation	Reserve	Other	2019	2020	2021	2022	
AM 01	PRC	Sandman Centre Heat Exchange	Asset Management		90,000				90,000						Equipment 25 years old end of life
AM 02	PRC	Arena Condenser Chillers Reserve Fund	Asset Management		175,000			175,000			200,000	150,000	125,000	125,000	Asset management funding strategy to address arenas ice making equipment
AM 03	PRC	Civic Roofs	Asset Management		700,000						500,000	500,000	500,000	500,000	Asset management funding strategy to address civic facility roofs
AM 04	PRC	Westside Pool Phase II	Asset Management			50,000		50,000			1,200,000				Yr. 2018 R&M & Study costs, 2019 \$1.2 infrastructure repair
AM 05	PWJ	Additional Streets	Asset Management		200,000			200,000			400,000	600,000	600,000	600,000	Increase budgeted amount of maintain city streets (\$200k / yr X 3)
CARIP 01	PRC	Sandman Centre Exterior Power Upgrade	CARIP Funded		75,000				75,000						Additional External power shores for Sandman Center
CR 01	PRC	Heritage Commission Funding	Community Request			4,250		4,250							Requested increase to the 2018 budget
CR 02	PRC	Riverside Park Outdoor Skating Rink	Community Request			50,000		50,000							Funding for study to assess viability
CR 03	PRC	Pacific Way Llem Gym Curtain	Community Request			10,000		10,000		15,000					Dividing curtain for PacWay Gym - \$15,000 from S073
CR 04	PRC	Public Washrooms	Community Request		370,000	55,000					55,000	55,000	55,000	55,000	Install 2 Portland Loos
CR 05	PRC	Westside Pool Service Level Change	Community Request	2.28			125,464	125,464			125,464	125,464	125,464	125,464	Wages budgeted flat net of \$6,250 revenue increase)
CR 06	PRC	Westside Pool Fitness Equipment	Community Request		25,000	10,000		35,000			35,000	35,000	35,000	35,000	Ongoing funding to support rotation and mntnc of fitness equipment
CSCS 01	CSCS	KFR Hazmat Response	Internal		45,000			45,000							Operating Costs absorbed within KFR Budget