

FINANCIAL PLAN 2019–2023



MAKING KAMLOOPS SHINE



Canada's Tournament Capital

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">• Finance staff establish budget preparation guidelines.• Department managers prepare and submit their operating and capital budget requests.
October–November	<ul style="list-style-type: none">• Senior Management and Finance staff review the department's budget submissions.• Senior Management and Finance staff consult with the public on future supplemental items.• Council holds two public budget input workshops.
December	<ul style="list-style-type: none">• Finance staff present a draft Five-Year Financial Plan with a focus on the base budget to Council.• Council adopts a Utility Rates Bylaw, which sets the rates for the coming year.
January–April	<ul style="list-style-type: none">• Council reviews the results from the public budget input workshops.• Council considers additional budget items that were not included in the base budget.• Council hosts another public budget input meeting.
April–May	<ul style="list-style-type: none">• Council adopts 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 the 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 it outlines estimated costs for 2019–2023 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 that impact the City while making the best use of community tax dollars; and how all of this impacts the average property owner.

An in-depth analysis of costs is presented in Section B, Program Detail, beginning with estimated costs associated with the general operating budget. This section includes budgets for individual programs and services in 2018 and 2019. The Program Detail 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, and 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.





Contents

Section A - Introduction

- Message from the Corporate Services Director 4
- Council Vision 6
- Where the Budget Money Goes 7

Section B - Program Detail

- See section front for details on content. 15

Section C - All Funds

- See section front for details on content. 83

Section D - Capital Projects

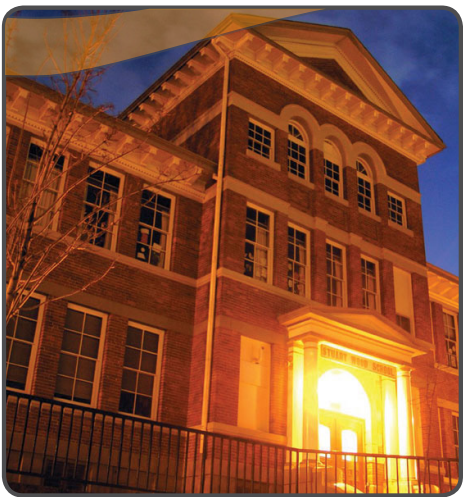
- See section front for details on content. 91

Appendix A

- 2019 Business Cases A1

Appendix B

- Service Levels B1





Message from the Corporate Services Director

The City of Kamloops, in accordance with requirements of Sections 165 and 166 of the *Community Charter*, is required to present a financial plan to Council for its consideration and deliberation.

The draft 2019–2023 Financial Plan was reviewed with Council on November 20 and 27, 2018, and it included an operational budget that maintains the current service levels that were established by Council. The complete financial plan also included a capital plan that supports the previous Council's decisions for new and existing infrastructure.

The final 2019–2023 Financial Plan is being presented in a format similar to prior years, but with small changes that intend to improve the plan's readability and provide a greater degree of transparency and understanding of this technical document. The City's Finance team is always happy to respond to any questions that Council or our citizens have about this document. A full discussion of the budget process can be found at LetsTalk.Kamloops.ca/Budget.

The public consultation process gave Kamloops citizens an opportunity to provide input, ask questions, and/or comment on the 2019–2023 Financial Plan prior to its completion. The process included the following:

- In November 2018, Council and City Administration hosted a Public Budget Meeting to discuss the provisional budget and review some of the financial challenges the City is facing in an ever-changing world.
- From November 2018 to February 2019, Let's Talk Kamloops, the City's interactive online engagement tool (LetsTalk.Kamloops.ca/Budget), actively provided supporting information related to the budget, and City staff were available to answer questions related to the overall budget, cost items, and the process used to create this financial document.
- In February 2019, the City hosted a second Public Budget Meeting. This meeting focused on the proposed supplemental items for consideration in the 2019–2023 Financial Plan.

The City's budget planning process began in June, with department managers reviewing their existing budgets and determining their needs in order to maintain the current service levels. Finance staff monitored the operating environment for information that will directly impact the budget process. Items identified for the 2019 budget included the following:

- changes to the provinces health care premiums (Medical Services Plan premiums and the Employer Health Tax)
- rate changes announced for:
 - ICBC
 - BC Hydro
 - Fortis Natural Gas
 - BC Carbon Tax
- requirements contained within existing contracts and collective agreements
- impacts from international trade agreements, tariffs, and duties

All of these items were taken into consideration while developing the annual budget. Other considerations, which were difficult to quantify, included the impacts of a changing environment and weather patterns. Climate-related events can have a considerable impact on the City and staff's ability to address some services issues in a fast and timely manner.





FINANCIAL PLAN 2019–2023



The capital component of the 2019–2023 Financial Plan maintains a \$12.5 million, tax-funded capital program, which includes investment in some of Kamloops' oldest infrastructure, with work being done on Victoria Street West, the second phase of upgrades for Westsyde Pool, and Todd Road pedestrian upgrades.

The City has been impacted by items with rates and services that originate through provincial government agencies, which resulted in an increase of 0.80%, or \$0.86 million. The cost to increase or maintain City services resulted in an increase of 1.36%, or \$1.45 million. Ongoing inflation, revenue, and costs resulted in an increase of 1.37%, or \$1.46 million. A large percentage of these costs were offset by the growth of other City revenues. These impacts resulted in a proposed tax increase of 2.26% for 2019 before supplemental items.

Council considered 13 supplemental items for inclusion in the 2019–2023 Financial Plan (see Appendix B, 2019–2023 Supplemental Items). Business cases that were reviewed and approved by Council resulted in an additional 0.70% increase to taxation, with many items approved but funded from reserves or other sources. Many of the approved supplemental items directly reflect Council's Strategic Priorities. These new items resulted in a final property tax rate increase of 2.96% for 2019.

In addition to reviewing the City's general budget, Council must also set utility rates based on their individual budgets. Sewer rates were set at 15% over the 2018 rates, which can be attributed to a planned investment of \$9.9 million in 2019–2021 for the Tranquille Road sanitary main and the costs associated with handling biosolids. The Water and Solid Waste/Recycling fees will remain the same, with all planned capital requirements covered by the current rates.



Kathy Humphrey, CPA, CA
Corporate Services Director



COUNCIL VISION

BOLD LEADERSHIP FOR A STRONG AND HEALTHY COMMUNITY

We are the elected municipal representatives of the people of Kamloops, placed in office to uphold our citizens' trust and to make responsible, progressive decisions in their best interests.

It is our responsibility to work on behalf of every citizen and to continually improve the way in which we carry out our duties.

We will act with integrity and responsiveness and in an open consultative manner and place the community's interest above our own.

Building on the community's strengths, diversity, and past successes, we want Kamloops to be a place where citizens can enjoy good health and feel safe and where there are abundant opportunities for work and play.

We want a community where citizens and civic government participate in the present and future direction of our City respectfully and collaboratively.



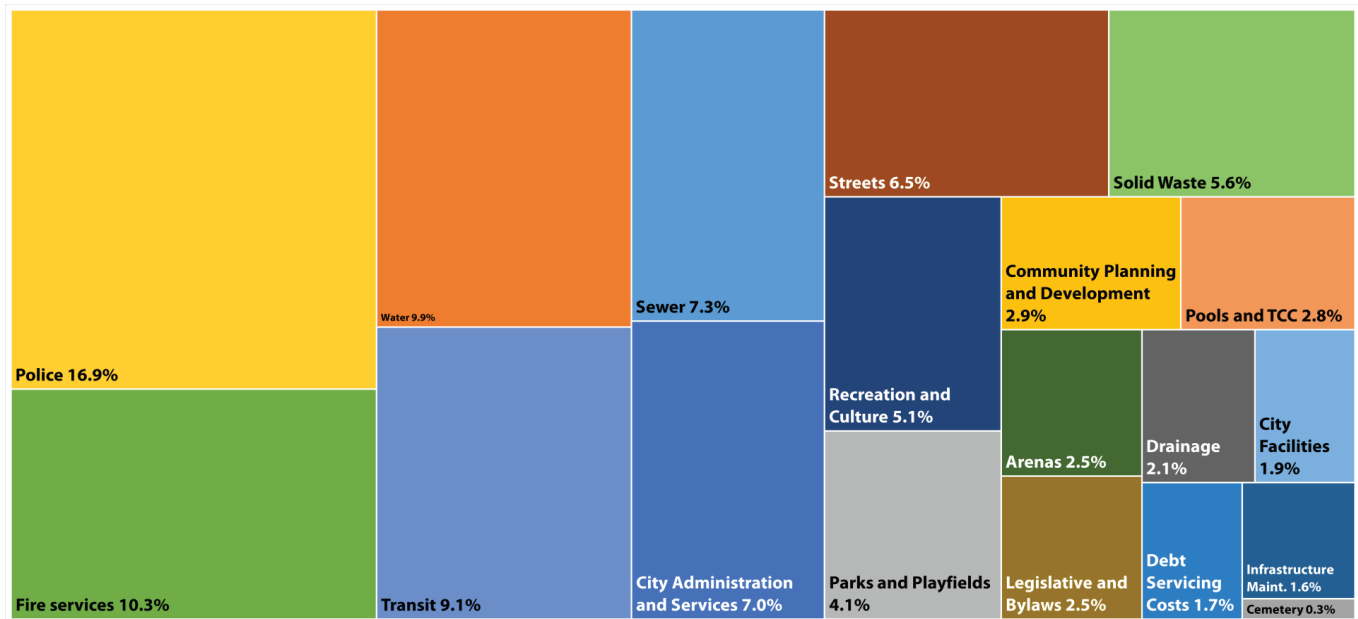
2019
CITY OF KAMLOOPS

Where the Budget Money Goes

Below is a graphical representation of “where the budget money goes” based on the 2019 provisional budget. This representation is based on the proposed taxation, water and sewer levies, and garbage and recycling collection fees (solid waste), and it illustrates the proportional spend of both the operating and capital costs each group has identified in the budgeting process.

Taxation is used to fund most of the civic services. Under the *Community Charter*, water and sewer levies are required to fund the operation, improvement, maintainance, and expansion of the infrastructure that supports the delivery of these services to Kamloops residents. Solid waste activities are treated as a utility, where all revenues earned are for the operation, improvement, maintainance, and expansion of the infrastructure that supports the delivery of this service to Kamloops residents.

2019 Projected Budget Expenditures



*This tree map chart indicates the 2019 capital and operating budgeted expenditures. The size of the boxes are a percentage representation of the 2019 overall budget expenditures.

Understanding Your Tax Bill

The City of Kamloops collects residential taxes by the beginning of July each year. Collection of taxes specific to other government agencies is included with your annual bill for municipal property taxes and your Home Owner Grant application .

The BC's property taxation system is legislated under Part 7 of the *Community Charter*. The six primary classifications of properties that have different levels of taxation applied to them are:

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

A single rate is applied to properties classified within each of these taxation classifications. Municipal governments are not allowed to develop sub-classifications within any of the taxation classifications.

Each of these classifications is subject to municipal 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 classification, examples within this report will focus on that classification.

The 2019 total tax rate per household was \$7.6840 per \$1,000 in assessed value. This amount was made up of the following:

• BC Assessment Authority (BCAA)	\$0.0389
• Thompson-Nicola Regional District (TNRD)	\$0.3100
• Hospital	\$0.4598
• School	\$1.8953
• City Taxes	\$4.9800

Of the total amount of taxes per \$1,000 in assessed value that was collected by the City, \$2.7040 was passed on to other government agencies. From a financial reporting position, the amounts do not appear in the City's financial statements and are not included in the reported City's revenues.

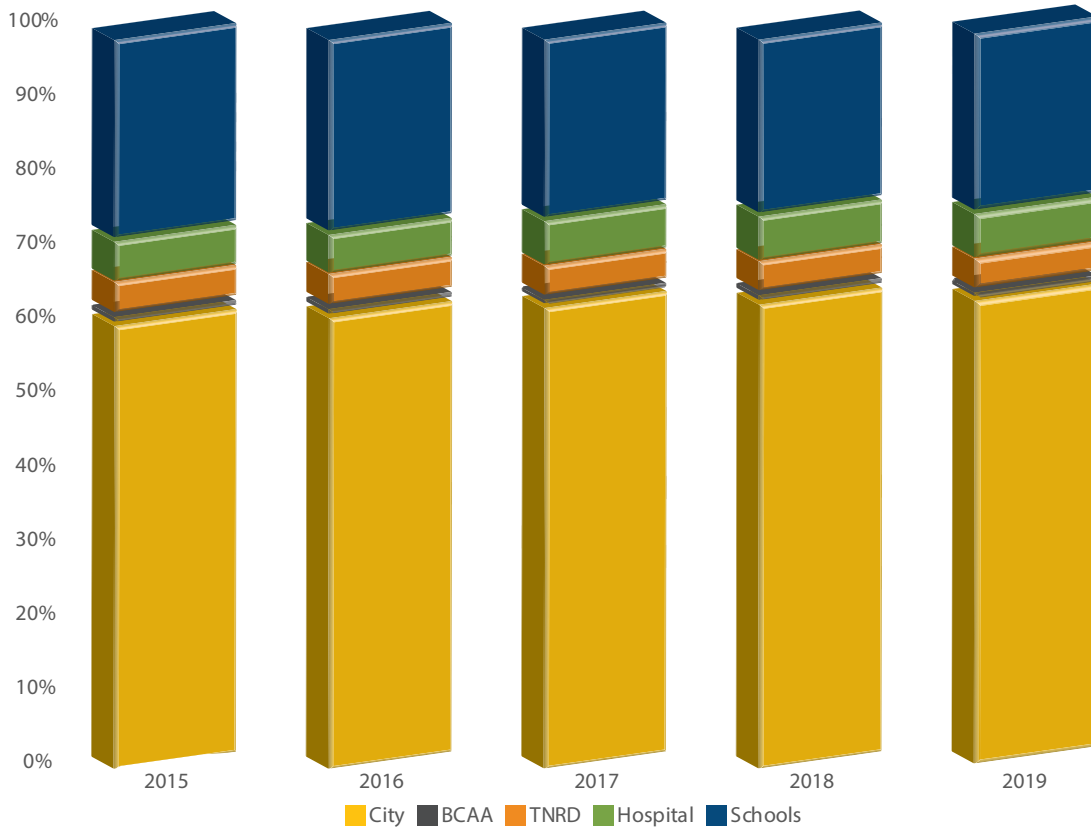
It is important to note that the City has no input or control over these taxes—we simply collect these funds and pass them along. To provide additional context, for every \$1.00 on your total pre-Home Owner Grant tax bill, \$0.35 is collected by the City for other government agencies and is not spent on services provided to the residents by the City.

FINANCIAL PLAN 2019–2023



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

City of Kamloops - Residential Tax Rates

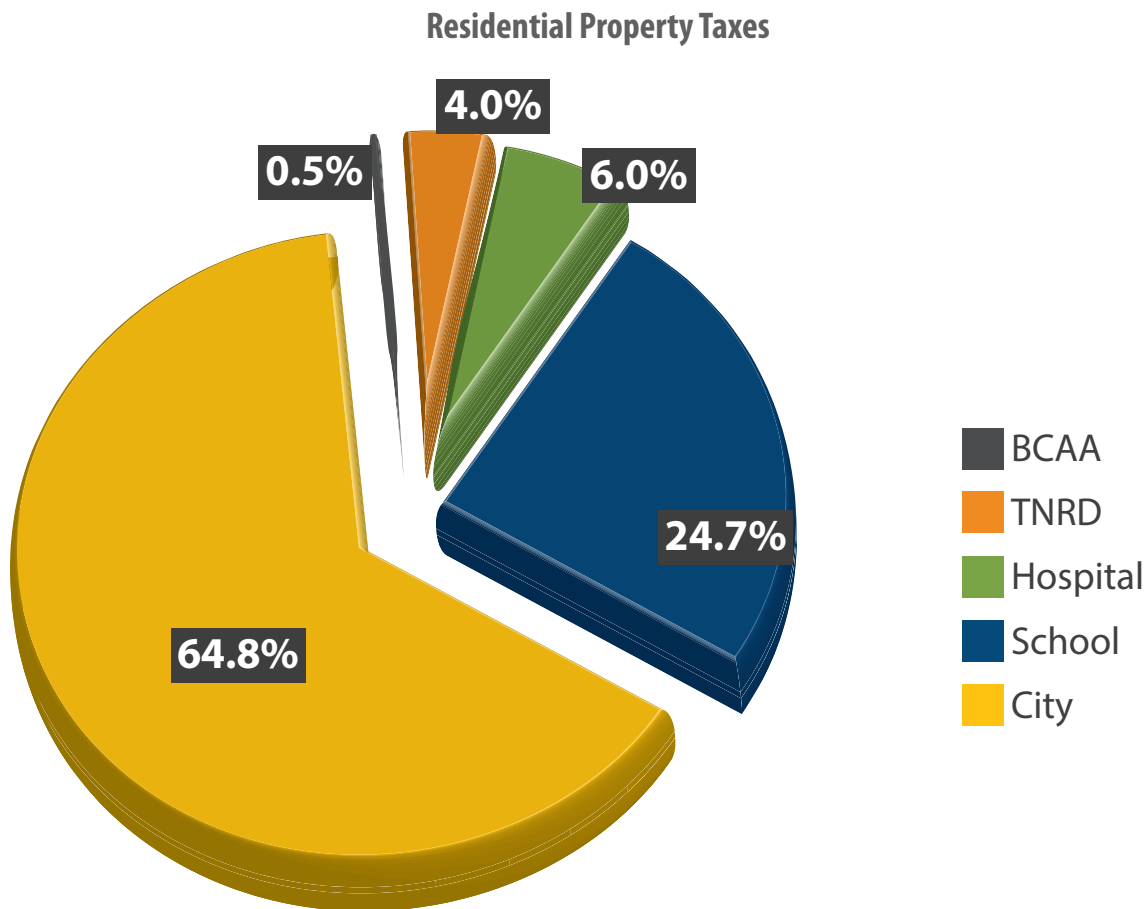


Year	City Taxes	BCAA	TNRD	Hospital	Schools	Total
2015	5.3900	0.0596	0.3687	0.4704	2.3981	8.6868
2016	5.4800	0.0543	0.3616	0.4631	2.3137	8.6727
2017	5.5000	0.0432	0.3494	0.5097	2.1163	8.5186
2018	5.1900	0.0403	0.3286	0.4744	1.9835	8.0168
2019	4.9800	0.0389	0.3100	0.4598	1.8953	7.6840

Using the most recent year (2019), and based on the average value of a house in Kamloops (\$416,000), the tax bill before the Home Owner Grant is \$3,196.

FINANCIAL PLAN 2019–2023

As detailed below, 65% of the funds collected are provided to the City for the delivery of services that directly impact Kamloops residents, and the remaining 35% is distributed to other government agencies.



Year	City Taxes	BCAA	TNRD	Hospital	Schools	Total
2019	\$2,072	\$16	\$129	\$191	\$788	\$3,196

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 who 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 the different levels of the Home Owner Grant. Please see the Government of BC website at Gov.BC.ca/HomeOwnerGrant for more details.

When you look at your annual tax bill, it contains three distinct areas:

- school taxes collected for the Government of BC
- taxes collected for other agencies (BCAA, TNRD, Hospital)
- City of Kamloops taxes

The basic Home Owner Grant reduces the amount of school taxes that the City collects on behalf of the Province.



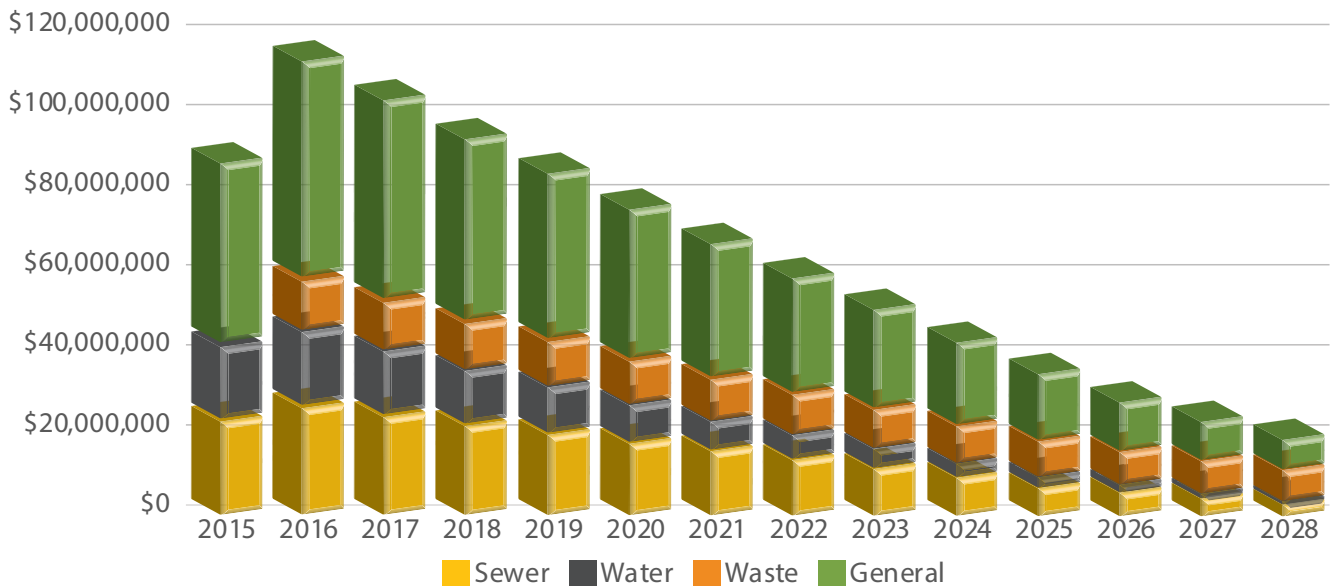
City Debt

The City uses debt to fund capital initiatives. Debt mirrors a mortgage, and civic debt purchases provide long-term value to the community and the residents. The City's approach is 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.

Sections 174 and 177–182 of the *Community Charter* provide direction and guidelines to municipalities on when debt can be used and what debt can be used for. Key within the legislation is that debt funding cannot be used to fund any operational work.

Total City Debt



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

- 2015 Kamloops Resource Recovery Centre (Owl Road Landfill)
- 2015 Overlanders Bridge Rehabilitation Project
- 2014 Kamloops Sewage Treatment Centre
- 2006 Tournament Capital Project
- 2005 Kamloops Centre for Water Quality

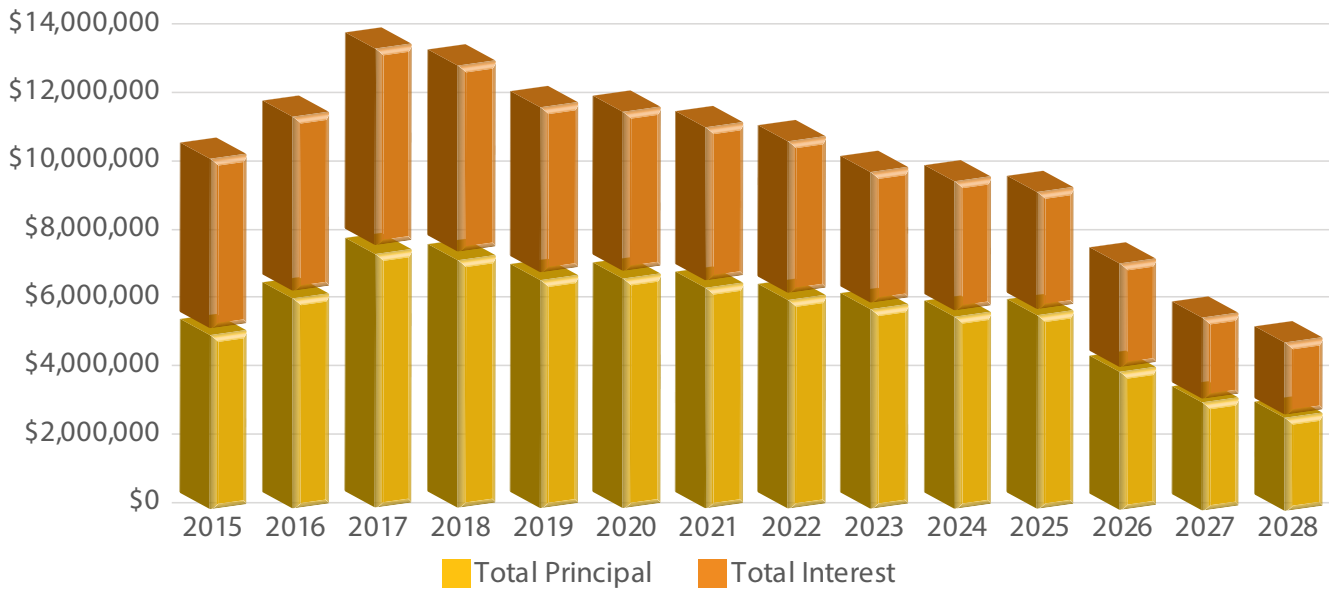
Each of these projects was funded by debt to provide long-term and lasting benefits to Kamloops and its residents.

FINANCIAL PLAN 2019–2023

Projected End-of-Year Debt Balances by Revenue (rounded to the nearest thousand)

	2019	2020	2021	2022	2023
Sewer	\$22,257	\$20,124	\$17,949	\$15,789	\$13,587
Water	13,177	11,051	8,849	6,953	5,526
Solid Waste	9,350	9,121	8,884	8,640	8,389
General	48,732	44,484	40,076	35,551	30,856
Total	\$93,516	\$84,780	\$75,758	\$66,933	\$58,358

Total Debt Servicing (Principal and Interest)



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 Kamloops residents 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 2018 and 2019, the fees for service agreements and operating grants included in the budget were the following:

Fees for Service:	2018 Budget¹	2019 Budget¹
• BC Wildlife Park	\$ 365,111	\$ 365,111
• Crime Stoppers	107,702	20,000
• Kamloops Community YM/YWCA	233,372	233,372
• Kamloops Heritage Railway	202,000	204,020
• Community Arts Council	38,622	39,008
• Sagebrush Theatre	158,640	158,640
• Kamloops Art Gallery	372,084	375,564
• Graffiti Task Force	150,000	150,000
• S.P.C.A.	33,444	33,444
• Community Gardens	40,904	40,904
• Kamloops Performance Cycling	53,066	53,596
• ASK Wellness	75,084	75,084
• Kamloops Heritage Society	54,000	54,000
• Kamloops Multicultural Society	12,500	12,500
• Strata Plan KAS 2174	117,650	130,000
	\$2,014,179	\$1,945,243
Operating Grant	2018 Budget	2019 Budget
• Kamloops Symphony Society	\$ 102,000	\$ 113,020
• Western Canada Theatre	172,889	184,618
• Boys and Girls Club	139,534	139,534
• Venture Kamloops	-	-
• Tourism Kamloops	-	-
• Ambassador grants	450,275	473,304
• Other operating grants	247,101	247,854
	\$1,575,365	\$1,604,158

¹ In most instances, the amount of funds identified in the budget are the funds the organization/agency receive from the City.



FINANCIAL PLAN 2019–2023



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 2018 and 2019 budgets:

Community Events	2018 Budget	2019 Budget
• Canada Day in the Park	\$ 12,500	\$ 12,500
• Canada Day fireworks	15,000	15,000
• Kamloops International Bantam Ice Hockey Tournament	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:	2018 Budget	2019 Budget
• 24 Social Planning grants	\$ 90,156	\$ 90,156
• 25 Arts Commission grants	154,000	54,000
	\$144,156	\$144,156

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 2019 permissive exemptions are estimated to be \$945,824.

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 property taxes in 2019 is estimated at \$768,309.

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 \$1,563,596 in 2019.

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Contents

Section B - 2019 Program Budgets - General Fund

- About This Section 17
- 2019 Financial Plans for Each Program 18

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.

Significant Impacts on the 2019 Budget - Represent the events/amounts faced by each program prior to preparing the 2019 budgets. These amounts are required to maintain the same levels of service.

Service Level Changes included in the 2019 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 2018 adopted and 2019 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 B** for Service Level Descriptions.

*Due to the corporate reorganization in 2018, figures may not conform to prior years' presentations.

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.

	2017 Actuals	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	2,326,583	2,507,322	2,482,498	2,475,720	(6,778)
Personnel expenses	12,790	13,293	12,003	16,103	4,100
Contractual services	3,599,995	3,982,180	3,466,500	4,023,500	557,000
Supplies and other expenses	582,826	1,396,731	980,980	1,002,642	21,662
				601,127	601,127
Transfers from other functions	6,122,545	5,454,717	5,443,348	5,554,744	111,396
Transfers to other functions	(3,044,201)	(2,912,594)	(3,129,148)	(3,215,020)	(85,872)
Total Direct Costs	9,600,538	10,441,649	9,256,181	10,458,816	1,202,635
Revenue generated:					
Fees, rates, and sales of service	12,468,470	12,880,122	10,847,172	11,489,500	642,328
Total Revenue Generated	12,468,470	12,880,122	10,847,172	11,489,500	642,328
Net operating costs	(2,867,932)	(2,438,473)	(1,590,991)	(1,030,684)	560,307
Transfer to (from) reserves	2,305,206	2,308,064	989,864	1,030,684	40,820
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	(562,726)	(130,409)	(601,127)	0	601,127
Staffing per budget - FTEs	28.49		28.49	29.20	0.71

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 140 Environmental Services

Purpose: To provide guidance across the organization regarding the management of current and potential future environmental liabilities, and to identify opportunities for improvement in overall environmental stewardship.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	186,548	146,320	252,828	252,828	0
Personnel expenses	7,194	6,546	8,403	9,500	1,097
Contractual services	23,922	28,829	43,000	45,000	2,000
Supplies and other expenses	97,846	953	1,000	1,000	0
Transfers from other functions	18,978	13,525	15,605	16,120	515
Transfers to other functions	(35,627)	(36,340)	(36,340)	(36,340)	0
Total Direct Costs	298,861	159,833	284,496	288,108	3,612
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Grants	0	0	0	0	0
Private contributions	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	298,861	159,833	284,496	288,108	3,612
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	298,861	159,833	284,496	288,108	3,612
Staffing per budget - FTEs	2.60		2.60	2.90	0.30

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 310 Roads

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	2,310,544	2,589,971	2,351,514	2,678,856	327,342
Personnel expenses	7,050	9,423	7,760	17,400	9,640
Contractual services	863,637	825,040	888,430	1,072,430	184,000
Supplies and other expenses	601,247	657,699	571,800	619,550	47,750
Transfers from other functions	1,710,611	1,734,187	1,782,659	1,784,390	1,731
Transfers to other functions	(253,725)	(344,944)	(218,000)	(209,500)	8,500
Costs allocated to capital	0	0	(36,387)	(36,387)	0
Total Direct Costs	5,239,364	5,471,376	5,347,776	5,926,739	578,963
Revenue generated:					
Fees, rates, and sales of service	9	0	0	0	0
Grants	0	0	0	0	0
Total Revenue Generated	9	0	0	0	0
Net operating costs	5,239,355	5,471,376	5,347,776	5,926,739	578,963
Transfer to (from) reserves	(162,568)	0	0	0	0
Net Tax Requirement (Contribution)	5,076,787	5,471,376	5,347,776	5,926,739	578,963
Staffing per budget - FTEs	24.54		24.54	24.54	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	590,155	663,909	606,249	1,518,191	911,942
Personnel expenses	29,061	25,283	29,373	28,700	(673)
Contractual services	1,819	4,704	3,200	3,200	0
Supplies and other expenses	13,371	13,738	11,820	11,820	0
Transfers from other functions	53,895	50,534	52,749	52,480	(269)
Transfers to other functions	(409,008)	(409,008)	(409,008)	(409,008)	0
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	279,293	349,160	294,383	1,205,383	911,000
Revenue generated:					
Fees, rates, and sales of service	0	6,618	0	0	0
Total Revenue Generated	0	6,618	0	0	0
Net operating costs	279,293	342,542	294,383	1,205,383	911,000
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	279,293	342,542	294,383	1,205,383	911,000
Staffing per budget - FTEs	6.02		6.02	13.02	7.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 330 Capital Projects Management

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,482,809	1,506,231	1,601,190	1,606,187	4,997
Personnel expenses	48,138	43,230	51,115	53,115	2,000
Contractual services	167	593,102	54,500	134,500	80,000
Supplies and other expenses	17,103	18,990	14,350	14,350	0
Transfers from other functions	88,125	64,566	67,903	68,100	197
Transfers to other functions	(217,109)	(216,420)	(250,000)	(250,000)	0
Costs allocated to capital	(1,207,615)	(1,206,314)	(1,233,469)	(1,233,469)	0
Total Direct Costs	211,618	803,385	305,589	392,783	87,194
Revenue generated:					
None	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	211,618	803,385	305,589	392,783	87,194
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	211,618	803,385	305,589	392,783	87,194
Staffing per budget - FTEs	15.33		15.33	15.33	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 360 Traffic Signs and Road Markings

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	590,531	557,935	620,237	619,737	(500)
Personnel expenses	2,711	5,209	3,050	4,965	1,915
Contractual services	6,845	11,847	4,250	4,250	0
Supplies and other expenses	269,740	282,829	288,050	323,500	35,450
Transfers from other functions	164,742	144,570	198,116	200,636	2,520
Transfers to other functions	(168,166)	(107,033)	(131,600)	(130,300)	1,300
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	866,403	895,357	982,103	1,022,788	40,685
Revenue generated:					
Fees, rates, and sales of service	6,189	6,071	8,000	8,000	0
Total Revenue Generated	6,189	6,071	8,000	8,000	0
Net operating costs	860,214	889,286	974,103	1,014,788	40,685
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	860,214	889,286	974,103	1,014,788	40,685
Staffing per budget - FTEs	6.25		6.24	6.24	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 380 Drainage

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	602,707	656,581	632,273	662,409	30,136
Contractual services	237,068	382,217	289,100	273,100	(16,000)
Supplies and other expenses	79,941	79,079	54,355	64,650	10,295
Transfers from other functions	498,001	562,696	519,036	537,645	18,609
Transfers to other functions	(1,697)	(2,546)	(2,000)	(2,000)	0
Costs Allocated to Capital	0	0	0	0	0
Total Direct Costs	1,416,020	1,678,027	1,492,764	1,535,804	43,040
Revenue generated:					
Fees, rates, and sales of service	0	357	0	0	0
Total Revenue Generated	0	357	0	0	0
Net operating costs	1,416,020	1,677,670	1,492,764	1,535,804	43,040
Transfer to (from) reserves	0	(4,989)	0	0	0
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	1,416,020	1,672,681	1,492,764	1,535,804	43,040
Staffing per budget - FTEs	7.02		6.62	7.29	0.67

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 740 Vehicles and Equipment

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,683,809	1,522,148	2,095,053	1,895,519	(199,534)
Personnel expenses	14,836	9,992	16,345	16,345	0
Contractual services	1,478,696	1,787,775	1,501,120	1,572,120	71,000
Supplies and other expenses	2,329,485	2,674,995	2,434,700	2,626,875	192,175
Transfers from other functions	16,847	4,622	72,059	66,310	(5,749)
Transfers to other functions	(7,817,596)	(6,871,814)	(6,694,376)	(6,740,400)	(46,024)
Costs allocated to capital	0	0	(764,650)	(764,650)	0
Total Direct Costs	(2,293,923)	(872,282)	(1,339,749)	(1,327,881)	11,868
Revenue generated:					
Fees, rates, and sales of service	(62,581)	(76,893)	(125,000)	(57,100)	67,900
Sale of capital assets	62,581	76,893	125,000	57,100	(67,900)
Total Revenue Generated	0	0	0	0	0
Net operating costs	(2,293,923)	(872,282)	(1,339,749)	(1,327,881)	11,868
Transfer to (from) reserves	2,378,042	2,138,152	2,138,152	2,123,900	(14,252)
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	84,119	1,265,870	798,403	796,019	(2,384)
Staffing per budget - FTEs	19.88		19.88	17.88	(2.00)

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

DRAFT FINANCIAL PLAN 2019–2023

PROGRAM: 750 HVAC

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	299,229	324,167	328,492	329,492	1,000
Personnel expenses	4,403	4,777	5,704	5,704	0
Contractual services	54,937	212,242	22,100	87,200	65,100
Supplies and other expenses	7,768	(24,828)	5,704	104,281	98,577
Transfers from other functions	20,247	19,740	23,697	24,300	603
Transfers to other functions	(342,118)	(508,908)	(197,400)	(323,906)	(126,506)
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	44,466	27,190	188,297	227,071	38,774
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Private Contributions	313,341	375,477	0	0	0
Total Revenue Generated	313,341	375,477	0	0	0
Net operating costs	(268,875)	(348,287)	188,297	227,071	38,774
Transfer to (from) reserves	(313,341)	(375,477)	0	0	0
Net Tax Requirement (Contribution)	(582,216)	(723,764)	188,297	227,071	38,774
Staffing per budget - FTEs	1.67		2.09	2.67	0.58

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 770 Millwright

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	835,412	865,476	1,048,893	1,038,693	(10,200)
Personnel expenses	11,451	13,969	16,070	16,070	0
Contractual services	154,184	227,128	139,487	151,335	11,848
Supplies and other expenses	202,442	388,504	213,938	237,175	23,237
Transfers from other functions	69,824	80,989	88,339	90,361	2,022
Transfers to other functions	(959,972)	(1,200,588)	(1,506,727)	(1,533,634)	(26,907)
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	313,341	375,478	0	0	0
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	313,341	375,478	0	0	0
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	313,341	375,478	0	0	0
Staffing per budget - FTEs	9.01		9.00	9.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 775 Plumbing

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	642	35,083	104,324	104,324	0
Personnel expenses	0	0	0	0	0
Contractual services	8,674	221,653	32,500	135,500	103,000
Supplies and other expenses	59	8,069	0	0	0
Transfers from other functions	66	2,368	0	0	0
Transfers to other functions	(12,806)	(237,567)	(136,824)	(239,824)	(103,000)
Costs allocated to capital	(3)	(2)	(1)	0	1
Total Direct Costs	(3,368)	29,604	(1)	0	1
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	(3,368)	29,604	(1)	0	1
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	(3,368)	29,604	(1)	0	1
Staffing per budget - FTEs	1.00		1.00	1.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 780 Carpentry

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	905,707	876,848	769,341	821,503	52,162
Personnel expenses	5,804	5,676	6,203	6,203	0
Contractual services	245,845	402,106	181,955	294,369	112,414
Supplies and other expenses	178,752	209,599	173,000	236,498	63,498
Transfers from other functions	118,626	116,903	122,909	118,734	(4,175)
Transfers to other functions	(895,398)	(1,060,262)	(693,471)	(881,100)	(187,629)
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	559,336	550,870	559,937	596,207	36,270
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	559,336	550,870	559,937	596,207	36,270
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	559,336	550,870	559,937	596,207	36,270
Staffing per budget - FTEs	6.79		6.80	7.30	0.50

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 790 Electrical

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,214,328	1,288,256	1,139,905	1,139,905	0
Personnel expenses	24,248	21,757	22,003	26,203	4,200
Contractual services	226,679	203,224	186,200	263,919	77,719
Supplies and other expenses	1,743,629	1,761,409	1,661,520	1,712,838	51,318
Transfers from other functions	211,272	163,892	194,121	197,104	2,983
Transfers to other functions	(1,215,533)	(1,168,439)	(1,249,416)	(1,273,454)	(24,038)
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	2,204,623	2,270,099	1,954,333	2,066,515	112,182
Revenue generated:					
Grants	0	0	0	0	0
Collectetions from other governments	509	0	650	650	
Total Revenue Generated	509	0	650	650	0
Net operating costs	2,204,114	2,270,099	1,953,683	2,065,865	112,182
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	2,204,114	2,270,099	1,953,683	2,065,865	112,182
Staffing per budget - FTEs	9.23		9.21	9.21	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,270,509	1,284,387	1,523,370	1,631,249	107,879
Personnel expenses	7,803	6,468	8,350	1,000	(7,350)
Contractual services	455	1,993	1,650	5,250	3,600
Supplies and other expenses	33,991	24,200	1,950	1,850	(100)
Transfers from other functions	103,425	78,428	89,648	89,390	(258)
Transfers to other functions	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	1,416,183	1,395,476	1,624,968	1,728,739	103,771
Revenue generated:					
Fees, rates, and sales of service	1,839,235	2,154,773	1,501,000	1,641,000	140,000
Total Revenue Generated	1,839,235	2,154,773	1,501,000	1,641,000	140,000
Net operating costs	(423,052)	(759,297)	123,968	87,739	(36,229)
Transfer to (from) reserves	(30,000)	0	0	0	0
Net Tax Requirement (Contribution)	(453,052)	(759,297)	123,968	87,739	(36,229)
Staffing per budget - FTEs	16.00		16.00	17.00	1.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	191,713	198,423	322,495	322,495	0
Personnel expenses	60	0	250	0	(250)
Contractual services	28,776	31,367	24,750	24,750	0
Supplies and other expenses	1,562	1,391	3,000	3,000	0
Transfers from other functions	28,331	20,448	20,669	16,600	(4,069)
Total Direct Costs	250,442	251,629	371,164	366,845	(4,319)
Revenue generated:					
Fees, rates, and sales of service	1,109,621	1,065,170	1,095,700	1,135,700	40,000
Total Revenue Generated	1,109,621	1,065,170	1,095,700	1,135,700	40,000
Net operating costs	(859,179)	(813,541)	(724,536)	(768,855)	(44,319)
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	(859,179)	(813,541)	(724,536)	(768,855)	(44,319)
Staffing per budget - FTEs	4.09		3.59	3.59	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	98,532	92,956	167,328	167,328	0
Personnel expenses	633	806	500	500	0
Contractual services	16,743,717	17,097,959	16,703,556	17,520,264	816,708
Supplies and other expenses	979	25	500	500	0
Transfers from other functions	205,004	202,108	201,574	201,574	0
Total Direct Costs	17,048,865	17,393,854	17,073,458	17,890,166	816,708
Revenue generated:					
Fees, rates, and sales of service	4,834,565	7,002,874	4,435,182	4,856,132	420,950
Grants	6,707,375	5,130,740	7,077,060	7,395,433	318,373
Total Revenue Generated	11,541,940	12,133,614	11,512,242	12,251,565	739,323
Net operating costs	5,506,925	5,260,240	5,561,216	5,638,601	77,385
Net Tax Requirement (Contribution)	5,506,925	5,260,240	5,561,216	5,638,601	77,385
Staffing per budget - FTEs	1.60		1.60	1.60	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 510 Business Operations and 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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	445,860	508,962	429,123	316,886	(112,237)
Personnel expenses	756	9,066	3,800	400	(3,400)
Contractual services	0	64,734	50,750	81,300	30,550
Supplies and other expenses	43,053	3,388	1,250	750	(500)
Transfers from other functions	6,733	9,461	5,384	5,620	236
Transfers to other functions	0	0	0	0	0
Total Direct Costs	496,402	595,611	490,307	404,956	(85,351)
Revenue generated:					
Fees, rates, and sales of service	75	0	0	0	0
Grants	0	0	0	5,000	5,000
Total Revenue Generated	75	0	0	5,000	5,000
Net operating costs	496,327	595,611	490,307	399,956	(90,351)
Transfer to (from) reserves	(30,000)	0	0	0	0
Net Tax Requirement (Contribution)	466,327	595,611	490,307	399,956	(90,351)
Staffing per budget - FTEs	3.33		4.25	3.00	(1.25)

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 520 Development and Engineering Administration

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	534,681	558,231	539,801	539,801	0
Personnel expenses	56,042	67,597	57,430	75,780	18,350
Contractual services	128,883	105,248	79,450	88,750	9,300
Supplies and other expenses	25,130	17,350	17,875	21,850	3,975
Transfers from other functions	29,446	23,231	24,739	25,520	781
Transfers to other functions	0	0	0	0	0
Total Direct Costs	774,182	771,657	719,295	751,701	32,406
Revenue generated:					
Fees, rates, and sales of service	1,350	850	2,000	2,000	0
Total Revenue Generated	1,350	850	2,000	2,000	0
Net operating costs	772,832	770,807	717,295	749,701	32,406
Transfer to (from) reserves	(120,000)	0	0	0	0
Net Tax Requirement (Contribution)	652,832	770,807	717,295	749,701	32,406
Staffing per budget - FTEs	5.00		5.00	5.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	329,791	387,644	383,206	385,206	2,000
Personnel expenses	6,288	6,202	6,195	5,645	(550)
Contractual services	80,263	119,061	90,000	88,000	(2,000)
Supplies and other expenses	241,281	570,440	65,784	67,134	1,350
Transfers from other functions	84,601	58,882	38,355	44,790	6,435
Transfers to other functions	0	0	0	0	0
Costs allocated to capital	(144,700)	(176,900)	(180,000)	(180,000)	0
Total Direct Costs	597,524	965,329	403,540	410,775	7,235
Revenue generated:					
Fees, rates, and sales of service	3,030,712	343,900	425,000	425,000	0
Sale of capital assets	1,803,514	95,234	0	0	0
Total Revenue Generated	4,834,226	439,134	425,000	425,000	0
Net operating costs	(4,236,702)	526,195	(21,460)	(14,225)	7,235
Transfer to (from) reserves	195,340	172,556	110,000	110,000	0
Transfer to (from) other funds	4,249,865	0	0	0	0
Net Tax Requirement (Contribution)	208,503	698,751	88,540	95,775	7,235
Staffing per budget - FTEs	3.00		4.00	4.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 540 Planning and 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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	652,823	609,304	765,929	895,095	129,166
Personnel expenses	5,212	5,191	4,400	500	(3,900)
Contractual services	6,476	9,635	15,150	12,000	(3,150)
Supplies and other expenses	1,931	0	2,300	1,300	(1,000)
Transfers from other functions	54,842	41,054	45,540	45,230	(310)
Total Direct Costs	721,284	665,184	833,319	954,125	120,806
Revenue generated:					
Fees, rates, and sales of service	305,229	253,734	172,000	172,000	0
Total Revenue Generated	305,229	253,734	172,000	172,000	0
Net operating costs	416,055	411,450	661,319	782,125	120,806
Transfer to (from) reserves	0	62,000	24,000	24,000	0
Net Tax Requirement (Contribution)	416,055	473,450	685,319	806,125	120,806
Staffing per budget - FTEs	9.09		8.34	9.59	1.25

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,875,555	2,068,029	2,078,412	2,083,905	5,493
Personnel expenses	13,422	14,705	13,695	5,745	(7,950)
Contractual services	15,827	101,436	70,000	60,000	(10,000)
Supplies and other expenses	26,503	28,339	22,250	34,300	12,050
Transfers from other functions	71,775	62,783	67,733	67,600	(133)
Transfers to other functions	(384,888)	(458,341)	(530,500)	(530,500)	0
Costs allocated to capital	(1,029,791)	(1,138,519)	(1,100,000)	(1,100,000)	0
Total Direct Costs	588,403	678,432	621,590	621,050	(540)
Revenue generated:					
Fees, rates, and sales of service	18,115	26,200	25,500	20,600	(4,900)
Grants	0	0	0	0	0
Total Revenue Generated	18,115	26,200	25,500	20,600	(4,900)
Net operating costs	570,288	652,232	596,090	600,450	4,360
Transfer to (from) reserves	(160)	(7,200)	0	0	0
Net Tax Requirement (Contribution)	633,158	570,128	645,032	596,090	600,450
Staffing per budget - FTEs	20.40	20.40		20.40	20.40

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 150 Cemeteries

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

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	278,622	389,989	279,674	287,874	8,200
Personnel expenses	0	225	0	0	0
Contractual services	26,092	17,658	14,500	19,500	5,000
Supplies and other expenses	75,324	88,798	75,739	84,551	8,812
Transfers from other functions	108,981	145,760	125,174	133,621	8,447
Total Direct Costs	489,019	642,430	495,087	525,546	30,459
Revenue generated:					
Fees, rates, and sales of service	477,759	485,010	484,050	480,550	(3,500)
Total Revenue Generated	477,759	485,010	484,050	480,550	(3,500)
Net operating costs	11,260	157,420	11,037	44,996	33,959
Transfer to (from) reserves	(46,168)	34,200	5,000	5,000	0
Net Tax Requirement (Contribution)	(34,908)	191,620	16,037	49,996	33,959
Staffing per budget - FTEs	3.39		3.39	3.39	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	625,796	711,046	643,182	661,932	18,750
Personnel expenses	0	0	1,000	0	(1,000)
Contractual services	382,738	402,028	447,050	434,050	(13,000)
Supplies and other expenses	385,050	366,338	390,526	383,200	(7,326)
Transfers from other functions	334,781	407,403	319,353	318,026	(1,327)
Total Direct Costs	1,728,365	1,886,815	1,801,111	1,797,208	(3,903)
Revenue generated:					
Fees, rates, and sales of service	1,186,780	1,209,618	1,628,683	1,183,330	(445,353)
Total Revenue Generated	1,186,780	1,209,618	1,628,683	1,183,330	(445,353)
Net operating costs	541,585	677,197	172,428	613,878	441,450
Transfer to (from) reserves	75,000	75,000	48,100	70,100	22,000
Net Tax Requirement (Contribution)	616,585	752,197	220,528	683,978	463,450
Staffing per budget - FTEs	7.67		7.67	7.67	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

DRAFT FINANCIAL PLAN 2019–2023

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,225,128	1,307,484	1,252,271	1,271,021	18,750
Contractual services	140,517	249,116	150,850	144,850	(6,000)
Supplies and other expenses	695,245	587,316	619,660	688,869	69,209
Transfers from other functions	420,582	497,049	394,919	419,962	25,043
Total Direct Costs	2,481,472	2,640,965	2,417,700	2,524,702	107,002
Revenue generated:					
Fees, rates, and sales of service	1,400,143	1,372,536	1,263,151	1,308,151	45,000
Total Revenue Generated	1,400,143	1,372,536	1,263,151	1,308,151	45,000
Net operating costs	1,081,329	1,268,429	1,154,549	1,216,551	62,002
Net Tax Requirement (Contribution)	1,081,329	1,268,429	1,154,549	1,216,551	62,002
Staffing per budget - FTEs	14.95		14.95	14.58	(0.37)

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	4,185,838	4,252,419	4,302,654	4,342,954	40,300
Personnel expenses	0	319	0	0	0
Contractual services	285,638	308,208	291,258	318,858	27,600
Supplies and other expenses	1,144,112	1,162,930	1,133,631	1,165,563	31,932
Transfers from other functions	1,968,388	2,078,153	1,753,318	1,855,746	102,428
Transfers to other functions	(598,587)	(555,433)	(529,920)	(529,920)	0
Total Direct Costs	6,985,389	7,246,596	6,950,941	7,153,201	202,260
Revenue generated:					
Fees, rates, and sales of service	359,083	338,933	367,600	367,600	0
Grants	0	0	0	0	0
Total Revenue Generated	359,083	338,933	367,600	367,600	0
Net operating costs	6,626,306	6,907,663	6,583,341	6,785,601	202,260
Transfer to (from) reserves	30,000	30,000	30,000	30,000	0
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	6,656,306	6,937,663	6,613,341	6,815,601	202,260
Staffing per budget - FTEs	52.19		52.20	52.20	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 439 Sustainability

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	292,437	325,669	411,607	536,909	125,302
Personnel expenses	5,755	4,100	5,245	11,765	6,520
Contractual services	76,988	139,625	88,000	87,100	(900)
Supplies and other expenses	26,186	63,252	58,850	43,500	(15,350)
Transfers from other functions	57,840	51,317	53,075	51,202	(1,873)
Transfers to other functions	(156,981)	(156,981)	(156,981)	(163,797)	(6,816)
Total Direct Costs	302,225	426,982	459,796	566,679	106,883
Revenue generated:					
Fees, rates, and sales of service	8,352	6,335	0	6,500	6,500
Grants	96,485	131,305	60,127	143,000	82,873
Private contributions	0	0	0	0	0
Total Revenue Generated	104,837	137,640	60,127	149,500	89,373
Net operating costs	197,388	289,342	399,669	417,179	17,510
Transfer to (from) reserves	(19,963)	(30,050)	(59,000)	(91,600)	(32,600)
Net Tax Requirement (Contribution)	177,425	259,292	340,669	325,579	(15,090)
Staffing per budget - FTEs	5.51		5.51	6.51	1.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	873,546	886,578	862,979	862,979	0
Personnel expenses	3,303	2,759	2,695	2,695	0
Contractual services	180,356	262,918	249,850	183,350	(66,500)
Supplies and other expenses	863,069	700,217	859,007	873,165	14,158
Transfers from other functions	948,441	1,186,031	866,737	921,974	55,237
Transfers to other functions	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	2,868,715	3,038,503	2,841,268	2,844,163	2,895
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Private Contributions	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	2,868,715	3,038,503	2,841,268	2,844,163	2,895
Transfer to (from) reserves	(63,975)	(133,000)	(40,000)	0	40,000
Net Tax Requirement (Contribution)	2,804,740	2,905,503	2,801,268	2,844,163	42,895
Staffing per budget - FTEs	13.50		13.50	13.50	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 461 Pools

Purpose: To program and maintain the City's aquatic facilities (Westside Pool, outdoor pools, and beaches) for the general public and competitive programs. These programs include recreational swimming, water safety programs, fitness, and skill development.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	448,987	750,699	807,876	682,876	(125,000)
Personnel expenses	156	964	500	1,000	500
Contractual services	58,557	34,445	67,245	42,245	(25,000)
Supplies and other expenses	106,969	131,097	162,038	159,920	(2,118)
Transfers from other functions	100,327	102,138	38,933	63,602	24,669
Total Direct Costs	714,996	1,019,343	1,076,592	949,643	(126,949)
Revenue generated:					
Fees, rates, and sales of service	140,407	238,129	189,950	193,350	3,400
Total Revenue Generated	140,407	238,129	189,950	193,350	3,400
Net operating costs	574,589	781,214	886,642	756,293	(130,349)
Transfer to (from) reserves	0	(66,000)	0	0	0
Net Tax Requirement (Contribution)	574,589	715,214	886,642	756,293	(130,349)
Staffing per budget - FTEs	9.00		9.46	9.46	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 465 Tournament Capital Centre

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	2,244,433	2,319,459	2,342,640	2,342,640	0
Personnel expenses	36,528	24,025	26,500	26,500	0
Contractual services	130,984	133,539	150,590	156,090	5,500
Supplies and other expenses	824,195	699,539	759,985	787,411	27,426
Transfers from other functions	685,156	697,897	601,795	650,215	48,420
Transfers from other functions	0	0	0	0	0
Total Direct Costs	3,921,296	3,874,459	3,881,510	3,962,856	81,346
Revenue generated:					
Fees, rates, and sales of service	2,939,084	2,619,434	3,037,000	3,035,000	(2,000)
Private Contributions	0	0	0	0	0
Total Revenue Generated	2,939,084	2,619,434	3,037,000	3,035,000	(2,000)
Net operating costs	982,212	1,255,025	844,510	927,856	83,346
Transfer to (from) reserves	(5,100)	0	0	0	0
Transfer to (from) other funds	200,000	200,000	200,000	200,000	0
Net Tax Requirement (Contribution)	1,177,112	1,455,025	1,044,510	1,127,856	83,346
Staffing per budget - FTEs	30.70		30.69	30.69	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Contractual services	56,080	17,800	0	0	0
Transfers from other functions	0	0	0	0	0
Total Direct Costs	56,080	17,800	0	0	0
Revenue generated:					
Fees, rates, and sales of service	1,940	1,871	0	0	0
Total Revenue Generated	1,940	1,871	0	0	0
Net operating costs	54,140	15,929	0	0	0
Net Tax Requirement (Contribution)	54,140	15,929	0	0	0
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 471 Art Gallery

Purpose: To maintain the Art Gallery building and program.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Contractual services	202,755	240,653	250,000	255,000	5,000
Supplies and other expenses	344,638	372,084	372,084	375,564	3,480
Transfers from other functions	49	0	1,000	300	(700)
Total Direct Costs	547,442	612,737	623,084	630,864	7,780
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	547,442	612,737	623,084	630,864	7,780
Transfer to (from) reserves	0	0	0	(15,000)	(15,000)
Net Tax Requirement (Contribution)	547,442	612,737	623,084	615,864	(7,220)
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 472 Sagebrush Theatre

Purpose: To maintain the Sagebrush Theatre building and program.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Contractual services	134,640	158,640	158,640	158,640	0
Transfers from other functions	3,870	3,870	3,870	3,870	0
Total Direct Costs	138,510	162,510	162,510	162,510	0
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	138,510	162,510	162,510	162,510	0
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	138,510	162,510	162,510	162,510	0
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 473 Old Courthouse

Purpose: To maintain the Old Courthouse building and program.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Contractual services	2,628	5,626	13,750	6,750	(7,000)
Supplies and other expenses	16,871	12,427	16,682	16,978	296
Transfers from other functions	46,466	26,804	28,391	31,183	2,792
Total Direct Costs	65,965	44,857	58,823	54,911	(3,912)
Revenue generated:					
Fees, rates, and sales of service	23,745	20,656	21,000	21,000	0
Private Contributions	0	0	0	0	0
Total Revenue Generated	23,745	20,656	21,000	21,000	0
Net operating costs	42,220	24,201	37,823	33,911	(3,912)
Net Tax Requirement (Contribution)	42,220	24,201	37,823	33,911	(3,912)
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 475 BC Wildlife Park

Purpose: Administration and accounting of the operating grants for Kamloops Wildlife Park.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Supplies and other expenses	361,628	369,240	365,111	366,733	1,622
Transfers from other functions	14,889	14,889	14,889	15,743	854
Total Direct Costs	376,517	384,129	380,000	382,476	2,476
Revenue generated:					
None	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	376,517	384,129	380,000	382,476	2,476
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	376,517	384,129	380,000	382,476	2,476
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 476 Other Cultural Centres

Purpose: To maintain other cultural centres and buildings and program.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Contractual services	0	0	0	0	0
Supplies and other expenses	3,682	2,354	0	0	0
Transfers from other functions	0	0	0	0	0
Total Direct Costs	3,682	2,354	0	0	0
Revenue generated:					
Fees, rates, and sales of service	145,340	115,708	77,900	77,900	0
Total Revenue Generated	145,340	115,708	77,900	77,900	0
Net operating costs	(141,658)	(113,354)	(77,900)	(77,900)	0
Net Tax Requirement (Contribution)	(141,658)	(113,354)	(77,900)	(77,900)	0
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	225,461	216,077	229,235	229,235	0
Personnel expenses	0	0	0	0	0
Contractual services	177,992	164,042	171,738	171,588	(150)
Supplies and other expenses	556,665	580,355	625,863	584,112	(41,751)
Transfers from other functions	1,518	0	0	0	0
Transfers to other functions	0	0	0	0	0
Total Direct Costs	961,636	960,474	1,026,836	984,935	(41,901)
Revenue generated:					
Fees, rates, and sales of service	(51,043)	(41,364)	(52,500)	(37,500)	15,000
Grants	11,865	70,000	0	0	0
Private Contributions	0	0	0	0	0
Total Revenue Generated	(39,178)	28,636	(52,500)	(37,500)	15,000
Net operating costs	1,000,814	931,838	1,079,336	1,022,435	(56,901)
Transfer to (from) reserves	49,741	(21,232)	(28,800)	13,500	42,300
Net Tax Requirement (Contribution)	1,050,555	910,606	1,050,536	1,035,935	(14,601)
Staffing per budget - FTEs	3.00		3.00	3.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	58,594	58,841	55,438	55,439	1
Personnel expenses	8,610	9,092	8,931	8,931	0
Contractual services	697,363	941,565	729,100	729,100	0
Supplies and other expenses	0	0	0	0	0
Transfers from other functions	559	1,322	0	500	500
Transfers to other functions	0	0	0	0	0
Total Direct Costs	765,126	1,010,820	793,469	793,970	501
Revenue generated:					
Fees, rates, and sales of service	0	0	0	0	0
Grants	765,126	939,790	793,469	793,970	501
Private Contributions	0	0	0	0	0
Total Revenue Generated	765,126	939,790	793,469	793,970	501
Net operating costs	0	71,030	0	0	0
Transfer to (from) reserves	0	0	0	0	0
Net Tax Requirement (Contribution)	0	71,030	0	0	0
Staffing per budget - FTEs	1.00		1.00	1.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 483 Health and Sport Development

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	349,834	418,727	316,874	317,074	200
Contractual services	467,279	496,733	488,347	481,079	(7,268)
Supplies and other expenses	282,558	327,127	316,758	338,816	22,058
Transfers from other functions	11,515	2,550	5,000	5,000	0
Transfers to other functions	(255,150)	(255,150)	(255,150)	(255,150)	0
Total Direct Costs	856,036	989,987	871,829	886,819	14,990
Revenue generated:					
Fees, rates, and sales of service	316,981	233,703	290,000	312,500	22,500
Grants	0	0	0	0	0
Private Contributions	45,621	50,514	55,395	65,796	10,401
Total Revenue Generated	362,602	284,217	345,395	378,296	32,901
Net operating costs	493,434	705,770	526,434	508,523	(17,911)
Transfer to (from) reserves	17,771	(6,890)	(28,000)	0	28,000
Net Tax Requirement (Contribution)	511,205	698,880	498,434	508,523	10,089
Staffing per budget - FTEs	4.00		4.00	4.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 485 Arts, Culture, and Heritage

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	74,548	74,695	77,345	77,345	0
Contractual services	253,851	250,371	265,773	260,073	(5,700)
Supplies and other expenses	648,418	639,051	680,196	690,948	10,752
Total Direct Costs	976,817	964,117	1,023,314	1,028,366	5,052
Revenue generated:					
Fees, rates, and sales of service	94,512	94,149	95,400	95,400	0
Private Contributions	4,353	3,225	6,500	6,500	0
Total Revenue Generated	98,865	97,374	101,900	101,900	0
Net operating costs	877,952	866,743	921,414	926,466	5,052
Transfer to (from) reserves	7,193	(2,540)	5,317	20,000	14,683
Net Tax Requirement (Contribution)	885,145	864,203	926,731	946,466	19,735
Staffing per budget - FTEs	1.00		1.00	1.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 490 Museum

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

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	394,593	415,052	411,863	411,863	0
Personnel expenses	317	464	2,147	2,147	0
Contractual services	14,580	13,762	18,850	18,850	0
Supplies and other expenses	99,366	61,639	103,485	102,985	(500)
Transfers from other functions	37,171	45,968	23,916	21,820	(2,096)
Transfers to other functions	(500)	0	0	0	0
Total Direct Costs	545,527	536,885	560,261	557,665	(2,596)
Revenue generated:					
Fees, rates, and sales of service	17,817	21,581	30,000	20,000	(10,000)
Grants	32,151	41,500	33,000	41,500	8,500
Private Contributions	11,150	13,828	10,000	10,000	0
Total Revenue Generated	61,118	76,909	73,000	71,500	(1,500)
Net operating costs	484,409	459,976	487,261	486,165	(1,096)
Transfer to (from) reserves	5,557	0	10,000	10,000	0
Net Tax Requirement (Contribution)	489,966	459,976	497,261	496,165	(1,096)
Staffing per budget - FTEs	5.32		5.32	5.32	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 491 Parks, Recreation, and Cultural Services Administration

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	2,698,678	2,832,349	2,916,272	2,002,088	(914,184)
Personnel expenses	102,332	96,586	106,327	60,610	(45,717)
Contractual services	302,151	289,903	362,986	346,236	(16,750)
Supplies and other expenses	64,261	31,936	52,150	33,000	(19,150)
Transfers from other functions	275,448	191,479	213,826	217,250	3,424
Transfers to other functions	(555)	0	0	0	0
Costs allocated to capital	(50,000)	(50,000)	(140,058)	(140,058)	0
Total Direct Costs	3,392,315	3,392,253	3,511,503	2,519,126	(992,377)
Revenue generated:					
Fees, rates, and sales of service	162,530	12,318	62,230	62,230	0
Grants	0	0	0	0	0
Total Revenue Generated	162,530	12,318	62,230	62,230	0
Net operating costs	3,229,785	3,379,935	3,449,273	2,456,896	(992,377)
Transfer to (from) reserves	76,000	(71,000)	(7,800)	0	7,800
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	3,305,785	3,308,935	3,441,473	2,456,896	(984,577)
Staffing per budget - FTEs	30.77		30.77	23.77	(7.00)

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	4,024,970	4,130,319	4,424,264	4,495,720	71,456
Personnel expenses	47,796	48,986	85,815	85,815	0
Contractual services	22,974,776	24,327,534	25,641,900	27,327,000	1,685,100
Supplies and other expenses	46,535	43,095	60,366	81,866	21,500
Transfers from other functions	122,597	119,147	129,149	142,120	12,971
Total Direct Costs	27,216,674	28,669,081	30,341,494	32,132,521	1,791,027
Revenue generated:					
911 Levy	178,718	0	0	0	0
Fees, rates, and sales of service	448,202	55,577	(145,097)	277,600	422,697
Grants	3,293,203	3,780,538	4,009,416	3,676,451	(332,965)
Private Contributions	0	0	0	0	0
Total Revenue Generated	3,920,123	3,836,115	3,864,319	3,954,051	89,732
Net operating costs	23,296,551	24,832,966	26,477,175	28,178,470	1,701,295
Transfer to (from) reserves	(863,360)	(665,667)	(2,055,000)	(1,588,000)	467,000
Transfer to (from) other funds	60,000	60,000	60,000	60,000	0
Net Tax Requirement (Contribution)	22,493,191	24,227,299	24,482,175	26,650,470	2,168,295
Municipal Staffing per budget - FTEs	57.70		57.70	58.70	1.00
Contracted Police Officers per budget	130.00		130.00	132.00	2.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	17,127,242	17,386,278	17,306,982	17,955,251	648,269
Personnel expenses	107,695	167,147	259,470	197,600	(61,870)
Contractual services	367,821	422,055	435,963	403,153	(32,810)
Supplies and other expenses	1,669,839	736,019	615,448	661,250	45,802
Transfers from other functions	299,547	306,947	273,095	282,546	9,451
Transfers to other functions	(39,835)	(56,497)	(8,000)	(8,000)	0
Total Direct Costs	19,532,309	18,961,949	18,882,958	19,491,800	608,842
Revenue generated:					
Fees, rates, and sales of service	1,364,515	1,562,338	1,399,300	1,382,300	(17,000)
911 Levy	161,785	254,609	350,000	275,000	(75,000)
Private Contributions	15,000	15,000	15,000	15,000	0
Sale of capital assets	20,133	0	0	0	0
Total Revenue Generated	1,561,433	1,831,947	1,764,300	1,672,300	(92,000)
Net operating costs	17,970,876	17,130,002	17,118,658	17,819,500	700,842
Transfer to (from) reserves	0	0	140,000	140,000	0
Transfer to (from) other funds	792,184	792,184	792,184	800,000	7,816
Net Tax Requirement (Contribution)	18,763,060	17,922,186	18,050,842	18,759,500	708,658
Staffing per budget - FTEs	127.69		128.13	128.53	0.40

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	63,293	28,414	66,241	0	(66,241)
Personnel expenses	10,348	23,049	10,000	12,000	2,000
Contractual services	24,970	14,075	22,000	20,000	(2,000)
Supplies and other expenses	4,897	7,243	5,500	5,500	0
Transfers from other functions	2,132	1,034	2,040	2,080	40
Total Direct Costs	105,640	73,815	105,781	39,580	(66,201)
Revenue generated:					
Private contributions	0	0	0	0	0
Grants	0	13,410	0	0	0
Total Revenue Generated	0	13,410	0	0	0
Net operating costs	105,640	60,405	105,781	39,580	(66,201)
Net Tax Requirement (Contribution)	105,640	60,405	105,781	39,580	(66,201)
Staffing per budget - FTEs	0.40		0.40	0.00	(0.40)

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 260 Community Safety and Enforcement

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,568,401	1,709,256	1,551,055	1,556,418	5,363
Personnel expenses	20,331	17,375	15,820	18,070	2,250
Contractual services	104,379	96,506	116,250	148,750	32,500
Supplies and other expenses	75,012	79,399	74,956	72,490	(2,466)
Transfers from other functions	127,052	106,540	117,274	99,555	(17,719)
Transfers to other functions	(227,910)	(227,910)	(227,910)	(227,910)	0
Total Direct Costs	1,667,265	1,781,166	1,647,445	1,667,373	19,928
Revenue generated:					
Fees, rates, and sales of service	317,727	302,032	317,650	311,400	(6,250)
Total Revenue Generated	317,727	302,032	317,650	311,400	(6,250)
Net operating costs	1,349,538	1,479,134	1,329,795	1,355,973	26,178
Transfer to (from) reserves	0	0	35,000	35,000	0
Net Tax Requirement (Contribution)	1,349,538	1,479,134	1,364,795	1,390,973	26,178
Staffing per budget - FTEs	17.25		17.10	17.10	0.00

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	498,148	479,640	448,150	448,150	0
Personnel expenses	1,888	6,170	3,510	3,510	0
Contractual services	298,329	302,990	300,100	307,900	7,800
Supplies and other expenses	38,863	32,956	49,400	77,650	28,250
Transfers from other functions	332,170	307,796	317,989	64,790	(253,199)
Total Direct Costs	1,169,398	1,129,552	1,119,149	902,000	(217,149)
Revenue generated:					
Fees, rates, and sales of service	1,561,629	1,604,832	1,598,750	1,638,950	40,200
Total Revenue Generated	1,561,629	1,604,832	1,598,750	1,638,950	40,200
Net operating costs	(392,231)	(475,280)	(479,601)	(736,950)	(257,349)
Transfer to (from) reserves	0	80,386	174,708	372,057	197,349
Transfer to (from) other funds	74,893	74,893	74,893	74,893	0
Net Tax Requirement (Contribution)	(317,338)	(320,001)	(230,000)	(290,000)	(60,000)
Staffing per budget - FTEs	5.63		5.38	5.38	0.00

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Contractual services	0	95,719	0	0	0
Supplies and other expenses	238,261	145,437	246,600	246,600	0
Transfers from other functions	11,831	13,896	19,921	11,980	(7,941)
Total Direct Costs	250,092	255,052	266,521	258,580	(7,941)
Revenue generated:					
Fees, rates and sales of service	501,752	509,934	430,000	470,000	40,000
Total Revenue Generated	501,752	509,934	430,000	470,000	40,000
Net operating costs	(251,660)	(254,882)	(163,479)	(211,420)	(47,941)
Transfer to (from) reserves	0	0	0	0	0
Transfer to (from) other funds	253,872	0	163,479	211,420	47,941
Net Tax Requirement (Contribution)	2,212	(254,882)	0	0	0
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

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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).

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Supplies and other expenses	429,400	446,197	428,347	428,347	0
Total Direct Costs	429,400	446,197	428,347	428,347	0
Revenue generated:					
Business Improvement Area Levy	343,254	359,211	355,639	428,347	72,708
Total Revenue Generated	343,254	359,211	355,639	428,347	72,708
Net operating costs	86,146	86,986	72,708	0	(72,708)
Net Tax Requirement (Contribution)	86,146	86,986	72,708	0	(72,708)
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 710 Central Office

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	165,559	154,473	171,539	141,975	(29,564)
Personnel expenses	0	0	0	0	0
Contractual services	5,382	3,881	8,300	8,300	0
Supplies and other expenses	77,615	85,290	92,950	92,950	0
Transfers from other functions	15,031	9,778	10,125	10,420	295
Transfers to other functions	(148,679)	0	(56,000)	(1,000)	55,000
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	114,908	253,422	226,914	252,645	25,731
Revenue generated:					
Fees, rates, and sales of service	90	31	0	0	0
Total Revenue Generated	90	31	0	0	0
Net operating costs	114,818	253,391	226,914	252,645	25,731
Transfer to (from) reserves	0	0	0	0	0
Transfer to (from) other funds	30,000	30,000	30,000	30,000	0
Net Tax Requirement (Contribution)	144,818	283,391	256,914	282,645	25,731
Staffing per budget - FTEs	2.49		2.62	2.32	(0.30)

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	2,368,139	2,502,028	2,456,656	2,457,011	355
Personnel expenses	43,890	70,092	60,305	68,555	8,250
Contractual services	1,049,395	1,338,679	1,240,910	1,372,713	131,803
Supplies and other expenses	330,142	396,256	457,050	468,870	11,820
Transfers from other functions	173,337	169,799	183,705	204,660	20,955
Transfers to other functions	(1,261,550)	(1,285,900)	(1,407,133)	(1,414,720)	(7,587)
Total Direct Costs	2,703,353	3,190,954	2,991,493	3,157,089	165,596
Revenue generated:					
Fees, rates, and sales of service	1,530	1,296	200	200	0
Sale of capital assets	0	0	0	0	0
Total Revenue Generated	1,530	1,296	200	200	0
Net operating costs	2,701,823	3,189,658	2,991,293	3,156,889	165,596
Transfer to (from) reserves	3,500	(65,500)	(85,000)	0	85,000
Transfer to (from) other funds	484,464	444,500	444,500	487,500	43,000
Net Tax Requirement (Contribution)	3,189,787	3,568,658	3,350,793	3,644,389	293,596
Staffing per budget - FTEs	24.29		25.29	25.29	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 730 Kamloops Community Network

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Contractual services	80,569	110,277	93,000	93,000	0
Transfers to other functions	(8,000)	(8,000)	(8,000)	(8,000)	0
Total Direct Costs	72,569	102,277	85,000	85,000	0
Revenue generated:					
Fees, rates, and sales of service	113,795	96,705	112,067	112,067	0
Total Revenue Generated	113,795	96,705	112,067	112,067	0
Net operating costs	(41,226)	5,572	(27,067)	(27,067)	0
Transfer to (from) reserves	41,226	0	27,067	27,067	0
Net Tax Requirement (Contribution)	0	5,572	0	0	0
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Supplies and other expenses	93,250	122,580	0	0	0
Transfers from other functions	10,439	3,705	0	0	0
Total Direct Costs	103,689	126,285	0	0	0
Revenue generated:					
None	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	103,689	126,285	0	0	0
Net Tax Requirement (Contribution)	103,689	126,285	0	0	0
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	849,692	617,104	785,754	592,775	(192,979)
Personnel expenses	849,692	617,104	785,754	8,400	(777,354)
Contractual services	5,875	3,750	5,600	49,500	43,900
Supplies and other expenses	25,302	9,757	20,756	1,700	(19,056)
Transfers from other functions	45,485	32,821	52,500	7,450	(45,050)
Total Direct Costs	1,776,046	1,280,536	1,650,364	659,825	(990,539)
Revenue generated:					
Fees, rates, and sales of service	1,630	934	903,908	1,000	(902,908)
Total Revenue Generated	1,630	934	903,908	1,000	(902,908)
Net operating costs	1,774,416	1,279,602	746,456	658,825	(87,631)
Transfer to (from) reserves	(1,630)	(934)	(1,000)	0	1,000
Net Tax Requirement (Contribution)	1,772,786	1,278,668	745,456	658,825	(86,631)
Staffing per budget - FTEs	1.70		6.70	6.00	(0.70)

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	435,196	514,882	475,519	475,519	0
Personnel expenses	60,828	65,610	150,750	109,450	(41,300)
Contractual services	22,239	21,480	16,000	16,000	0
Supplies and other expenses	96,256	41,730	116,000	92,000	(24,000)
Transfers from other functions	18,196	16,051	19,347	24,300	4,953
Total Direct Costs	632,715	659,753	777,616	717,269	(60,347)
Revenue generated:					
Fees, rates, and sales of service	(15,801)	86	(5,000)	(5,000)	0
Investment income	15,874	0	5,000	5,000	0
Total Revenue Generated	73	86	0	0	0
Net operating costs	632,642	659,667	777,616	717,269	(60,347)
Transfer to (from) reserves	0	0	(10,000)	0	10,000
Net Tax Requirement (Contribution)	632,642	659,667	767,616	717,269	(50,347)
Staffing per budget - FTEs	1.00		1.00	1.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

DRAFT FINANCIAL PLAN 2019–2023

PROGRAM: 881 Administration of the City

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	470,705	570,117	501,866	643,892	142,026
Personnel expenses	14,998	20,966	31,225	29,125	(2,100)
Contractual services	43,318	209,821	214,000	197,500	(16,500)
Supplies and other expenses	20,981	26,246	16,600	22,680	6,080
Transfers from other functions	28,806	23,432	21,162	21,820	658
Transfers to other functions	0	870,979	870,979	883,399	12,420
Total Direct Costs	578,808	1,721,561	1,655,832	1,798,416	142,584
Revenue generated:					
Fees, rates, and sales of service	78	0	3,000	3,000	0
Grants	0	0	10,000	15,000	5,000
Total Revenue Generated	78	0	13,000	18,000	5,000
Net operating costs	578,730	1,721,561	1,642,832	1,780,416	137,584
Transfer to (from) reserves	0	7,000	(38,650)	0	38,650
Transfer to (from) other funds	0	0	(600)	(6,500)	(5,900)
Net Tax Requirement (Contribution)	578,730	1,728,561	1,603,582	1,773,916	170,334
Staffing - FTEs	3.17		3.17	4.00	0.83

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	638,552	829,660	813,481	776,983	(36,498)
Personnel expenses	16,212	22,912	28,855	28,855	0
Contractual services	219,664	65,527	101,940	122,500	20,560
Supplies and other expenses	1,071,683	27,412	57,078	51,300	(5,778)
Transfers from other functions	43,456	35,816	34,816	39,090	4,274
Transfers to other functions	(108,347)	(10,000)	(10,000)	(10,000)	0
Costs allocated to capital	0	0	(41,530)	(41,530)	0
Total Direct Costs	1,881,220	971,327	984,640	967,198	(17,442)
Revenue generated:					
Fees, rates, and sales of service	1,881	759	0	0	0
Grants	15,000	15,000	0	0	0
Total Revenue Generated	16,881	15,759	0	0	0
Net operating costs	1,864,339	955,568	984,640	967,198	(17,442)
Transfer to (from) reserves	14,462	(89,000)	(40,500)	(40,500)	0
Transfer to (from) other funds	0	0	0	0	0
Net Tax Requirement (Contribution)	1,878,801	866,568	944,140	926,698	(17,442)
Staffing per budget - FTEs	8.19		9.09	9.09	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	1,372,187	1,490,558	1,458,825	1,627,369	168,544
Personnel expenses	233,719	290,060	1,458,825	271,812	(1,187,013)
Contractual services	260,717	346,437	60,731	313,300	252,569
Supplies and other expenses	86,520	93,995	240,242	98,831	(141,411)
Transfers from other functions	62,527	43,042	266,300	50,870	(215,430)
Transfers to other functions	(400)	(1,200)	50,118	0	(50,118)
Total Direct Costs	2,015,270	2,262,892	3,535,041	2,362,182	(1,172,859)
Revenue generated:					
Fees, rates, and sales of service	1,852,580	2,100,745	2,011,185	115,000	(1,896,185)
Total Revenue Generated	1,852,580	2,100,745	2,011,185	115,000	(1,896,185)
Net operating costs	162,690	162,147	1,523,856	2,247,182	723,326
Transfer to (from) reserves	(139,988)	(135,816)	(93,500)	28,000	121,500
Net Tax Requirement (Contribution)	22,702	26,331	1,430,356	2,275,182	844,826
Staffing per budget - FTEs	11.60		12.60	14.00	1.40

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 610 Cash Management

Purpose: To optimize interest revenues within legislative requirements.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	7,249	1,961	59,468	0	(59,468)
Contractual services	46,525	(21,443)	51,000	54,336	3,336
Supplies and other expenses	0	0	0	0	0
Transfers from other functions	2,925	2,934	3,057	3,200	143
Total Direct Costs	56,699	(16,548)	113,525	57,536	(55,989)
Revenue generated:					
Special assessments	3,760,297	4,006,092	3,828,603	4,101,669	273,066
Fees, rates, and sales of service	1,660,297	2,330,126	1,575,000	1,213,558	(361,442)
Grants	97,915	(67,031)	(34,402)	9,636	44,038
Investment income	2,615,243	2,230,676	2,200,000	3,500,000	1,300,000
Total Revenue Generated	8,133,752	8,499,863	7,569,201	8,824,863	1,255,662
Net operating costs	(8,077,053)	(8,516,411)	(7,455,676)	(8,767,327)	(1,311,651)
Transfer to (from) reserves	647,254	416,808	228,000	228,000	0
Transfer to (from) other funds	830,702	1,122,698	635,662	635,662	0
Net Tax Requirement (Contribution)	(6,599,097)	(6,976,905)	(6,592,014)	(7,903,665)	(1,311,651)
Staffing per budget - FTEs	0.45		0.45	0.45	0.00

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	771,466	761,606	511,996	778,188	266,192
Personnel expenses	6,693	4,292	11,800	21,260	9,460
Contractual services	52,118	44,705	48,340	58,693	10,353
Supplies and other expenses	102,727	140,964	115,325	115,692	367
Transfers from other functions	31,368	22,707	26,241	23,700	(2,541)
Transfers to other functions	(350,749)	(355,727)	(355,536)	(355,727)	(191)
Costs allocated to capital	0	0	0	0	0
Debt servicing costs	0	89,135	1,000	1,000	0
Total Direct Costs	613,623	707,682	359,166	642,806	283,640
Revenue generated:					
Fees, rates, and sales of service	248,354	569,724	228,600	242,100	13,500
Investment income	225,594	11,877	238,000	225,000	(13,000)
Total Revenue Generated	473,948	581,601	466,600	467,100	500
Net operating costs	139,675	126,081	(107,434)	175,706	283,140
Net Tax Requirement (Contribution)	139,675	126,081	(107,434)	175,706	283,140
Staffing per budget - FTEs	8.69		6.29	9.14	2.85

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	2,179,599	2,253,811	2,572,090	2,250,197	(321,893)
Personnel expenses	71,341	81,737	111,581	98,015	(13,566)
Contractual services	90,250	141,303	218,981	161,395	(57,586)
Supplies and other expenses	(758,189)	(342,670)	21,500	23,200	1,700
Transfers from other functions	81,828	64,024	79,124	67,020	(12,104)
Costs allocated to capital	0	0	0	0	0
Total Direct Costs	1,664,829	2,198,205	3,003,276	2,599,827	(403,449)
Revenue generated:					
Fees, rates, and sales of service	696,257	433,280	60,500	9,000	(51,500)
Grants				0	0
Total Revenue Generated	0	0	0	0	0
	696,257	433,280	60,500	9,000	(51,500)
Net operating costs	968,572	1,764,925	2,942,776	2,590,827	(351,949)
Transfer to (from) reserves	(57,401)	(5,000)	(86,600)	0	351,949
Net Tax Requirement (Contribution)				0	0
Staffing per budget - FTEs	911,171	1,759,925	2,856,176	2,590,827	0

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	0	0	(662,932)	(1,041,007)	(378,075)
Supplies and other expenses	0	12,000	0	1,200,000	1,200,000
Transfers to other functions	(1,240,440)	(1,240,440)	(1,240,440)	(1,240,440)	0
Total Direct Costs	(1,240,440)	(1,228,440)	(1,903,372)	(1,081,447)	821,925
Revenue generated:					
Grants	6,688,015	6,679,761	6,586,795	6,586,795	0
Private Contributions	0	0	0	0	0
Total Revenue Generated	6,688,015	6,679,761	6,586,795	6,586,795	0
Net operating costs	(7,928,455)	(7,908,201)	(8,490,167)	(7,668,242)	821,925
Transfer to (from) reserves	9,489,771	7,307,352	6,159,704	5,886,795	(272,909)
Transfer to (from) surplus	0	0	(160,000)		160,000
Net Tax Requirement (Contribution)	1,561,316	(600,849)	(2,490,463)	(1,781,447)	709,016
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 650 Insurance and Risk Management

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	211,706	212,935	215,518	215,518	0
Personnel expenses	7,157	4,261	3,100	6,800	3,700
Contractual services	905,241	842,975	1,034,092	1,109,000	74,908
Supplies and other expenses	95	160	0	0	0
Transfers from other functions	12,922	9,887	9,922	10,220	298
Transfers to other functions	(420,592)	(428,021)	(420,592)	(146,175)	274,417
Total Direct Costs	716,529	642,197	842,040	1,195,363	353,323
Revenue generated:					
Fees, rates, and sales of service	16,214	26,240	0	0	0
Total Revenue Generated	16,214	26,240	0	0	0
Net operating costs	700,315	615,957	842,040	1,195,363	353,323
Transfer to (from) reserves	14,014	24,227	0	(130,000)	(130,000)
Net Tax Requirement (Contribution)	714,329	640,184	842,040	1,065,363	223,323
Staffing per budget - FTEs	2.00		2.00	2.00	0.00

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	691,491	789,327	782,307	868,659	86,352
Personnel expenses	9,648	22,643	13,500	13,250	(250)
Contractual services	1,397	1,770	2,850	2,100	(750)
Supplies and other expenses	12,097	10,239	5,550	4,800	(750)
Transfers from other functions	33,847	28,020	28,327	28,799	472
Transfers to other functions	0	0	0	0	0
Total Direct Costs	748,480	851,999	832,534	917,608	85,074
Revenue generated:					
Fees, rates, and sales of service	121,073	182,912	29,000	29,000	0
Total Revenue Generated	121,073	182,912	29,000	29,000	0
Net operating costs	627,407	669,087	803,534	888,608	85,074
Net Tax Requirement (Contribution)	627,407	669,087	803,534	888,608	85,074
Staffing per budget - FTEs	8.49		8.49	8.49	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

PROGRAM: 690 Debt Management

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

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Transfers to other functions	(251,241)	(251,241)	(251,241)	0	251,241
Debt servicing costs	4,371,053	4,200,872	3,488,657	3,090,307	(398,350)
Total Direct Costs	4,119,812	3,949,631	3,237,416	3,090,307	(147,109)
Revenue generated:					
Special Assessments	0	0	0	0	0
Fees, rates, and sales of service	345,432	1,296,989	302,259	89,000	(213,259)
Investment income	755,071	0	885,873	1,111,000	225,127
Total Revenue Generated	1,100,503	1,296,989	1,188,132	1,200,000	11,868
Net operating costs	3,019,309	2,652,642	2,049,284	1,890,307	(158,977)
Transfer to (from) reserves	18,505	83,956	(178,949)	(178,949)	0
Transfer to (from) other funds	12,393	(325,946)	(105,817)	(105,817)	0
Debt principal repayment	3,335,535	2,570,503	3,456,376	4,109,693	653,317
Net Tax Requirement (Contribution)	6,385,742	4,981,155	5,220,894	5,715,234	494,340
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

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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.

	2017 Actual Amounts	2018 Actuals	2018 Adopted Budget	2019 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Transfers from other functions	0	0	0	0	0
Capital funded from taxation	7,452,587	9,523,007	12,864,028	12,732,883	(131,145)
Total Direct Costs	7,452,587	9,523,007	12,864,028	12,732,883	(131,145)
Revenue generated:					
Sale of fixed assets	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0
Net operating costs	7,452,587	9,523,007	12,864,028	12,732,883	(131,145)
Transfer to (from) reserves	2,441,603	0	0	0	0
Net Tax Requirement (Contribution)	9,894,190	9,523,007	12,864,028	12,732,883	(131,145)
Staffing per budget - FTEs	0.00		0.00	0.00	0.00

*Due to the corporate reorganization in 2018, figures will have been altered and may not conform to previous financial presentations.

Tab Page

Replace with correct tab from Tabs file and make sure to leave a blank page after this page. This must always be an odd-numbered page.



Contents

Section C - 2019 General, Water, and Sewer Funds

- General Operating Fund 85
- Water Operating Fund..... 86
- Sewer Operating Fund..... 87

DRAFT FINANCIAL PLAN 2019–2023

General Operating Fund

	2019	2020	2021	2022	2023
Revenue:					
Real property taxes	111,860,857	116,244,572	120,518,305	123,549,340	128,104,110
Special assessments	4,805,016	4,793,347	4,874,347	4,955,347	5,070,347
Fees, rates, and sales of service	32,708,018	33,475,998	34,490,792	34,761,628	35,038,670
Grants	18,666,785	18,479,955	18,554,396	19,002,271	19,470,222
Investment income	4,841,000	5,073,000	5,288,000	5,529,000	5,610,000
Sale of capital assets	57,100	57,100	57,100	57,100	57,100
Private contributions	97,296	82,296	82,296	82,296	82,296
Total Revenue	173,036,072	178,206,268	183,865,236	187,936,982	193,432,745
Expenditures:					
Cemetery	525,546	531,945	538,450	545,064	551,787
Community development	5,238,191	5,339,956	5,443,294	5,548,227	5,654,781
Corporate administration	12,701,982	13,170,814	13,557,434	14,107,876	14,744,981
Environmental services	288,108	246,130	249,814	253,552	257,346
Fire services	19,531,380	19,957,761	20,443,446	20,941,146	21,451,159
Infrastructure maintenance	11,645,409	12,008,144	12,377,292	12,752,972	13,135,303
Legislative and enforcement	4,693,394	4,698,666	4,935,015	4,832,454	4,901,009
Parks, recreation, and leisure services	27,879,594	28,245,914	28,664,090	29,090,372	29,523,889
Police services	32,132,521	33,358,284	34,061,158	34,799,507	35,552,577
Public transit	17,890,166	17,561,401	17,656,206	18,522,825	19,432,732
Solid waste	10,458,816	10,759,833	11,089,947	11,250,790	11,414,849
Debt servicing costs	3,091,307	2,940,000	2,927,000	2,927,000	2,727,000
Capital funded from operations	12,732,883	13,767,000	16,012,000	14,160,000	14,900,000
Total General Expenditures	158,809,297	162,585,848	167,955,146	169,731,785	174,247,413
Net operating activity	14,226,775	15,620,420	15,910,090	18,205,197	19,185,332
Transfers from (to) reserves	(7,729,924)	(8,558,031)	(8,629,773)	(10,258,880)	(11,341,168)
Transfers from (to) other funds	(2,387,158)	(2,795,696)	(2,901,513)	(3,401,513)	(3,501,513)
Debt principal repayment	(4,109,693)	(4,266,693)	(4,378,804)	(4,544,804)	(4,342,651)
Transfer to (from) surplus	0	0	0	0	0
Projected increase in 2019–2023 Financial Plan	2.08%	2.70%	2.00%	2.50%	n/a

Water Operating Fund

	2019	2020	2021	2022	2023
Revenue:					
Water levies	16,067,820	16,227,220	16,388,220	16,550,820	16,715,020
Investment income	853,809	862,923	870,900	879,600	888,400
Total Revenue	16,921,629	17,090,143	17,259,120	17,430,420	17,603,420
Expenditures:					
Water utility operations	9,949,528	10,096,372	10,245,395	10,396,629	10,550,106
Debt servicing costs	2,700,000	2,600,000	2,300,000	1,900,000	1,400,000
Capital funded from operations	8,209,919	3,570,000	4,718,000	4,500,000	4,500,000
Total Water Expenditures	20,859,447	16,266,372	17,263,395	16,796,629	16,450,106
Net operating activity	-3,937,818	823,771	-4,275	633,791	1,153,314
Transfers from (to) reserves	9,040,357	4,702,539	5,125,687	4,721,412	4,955,204
Transfers from (to) other funds	(3,937,818)	823,771	(4,275)	633,791	1,153,314
Debt principal payment	400,000	400,000	400,000	400,000	400,000
Transfer to (from) surplus	0	0	0	0	0
Estimated surplus balance	4,702,539	5,126,310	4,721,412	4,955,203	5,708,518
Projected increase in 2019–2023 Financial Plan	0%	0%	0%	0%	0%

Sewer Operating Fund

	2019	2020	2021	2022	2023
Revenue:					
Sewer levies	15,450,632	16,762,993	17,347,684	17,953,015	18,579,715
Investment income	343,672	347,920	281,689	322,284	322,284
Total Revenue	15,794,304	17,110,913	17,629,373	18,275,299	18,901,999
Expenditures:					
Sewer utility operations	7,208,091	7,317,987	7,429,567	7,542,857	7,657,884
Biosolids contract	3,200,000	1,200,000	1,320,000	1,452,000	1,597,200
Debt servicing costs	2,700,000	2,700,000	3,100,000	3,070,000	4,050,000
Capital funded from operations – sewer	3,416,235	7,611,435	5,101,125	2,818,525	1,400,000
Capital funded from operations – biosolids				3,000,000	3,600,000
Total Sewer Expenditures	16,524,326	18,829,422	16,950,692	17,883,382	18,305,084
Net operating activity	(730,022)	(1,718,509)	678,681	391,917	596,915
Prior year operating surplus	5,892,384	5,162,362	3,443,853	4,122,534	4,514,451
Transfers from (to) other funds	(730,022)	(1,718,509)	678,681	391,917	596,915
Transfer to (from) surplus	0	0	0	0	0
Estimated surplus balance	5,162,362	3,443,853	4,122,534	4,514,451	5,111,366
Projected increase in 2019–2023 Financial Plan	15%	7%	2%	2%	n/a

Full-Time Equivalents

Program Number and Name		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
813	Mayor and Council	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	3.20	2.50	3.00	4.17	4.17	4.17	3.17	3.17	3.17	4.00
882	Business and Client Services	3.27	3.00	3.00	7.43	7.43	7.43	8.19	8.19	8.19	9.09
Administrator's Department		7.47	6.50	7.00	12.60	12.60	12.60	12.36	12.36	12.36	14.09
610	Cash Management	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.00
620	Billing and Collection	8.88	9.88	10.88	10.55	9.55	9.80	9.94	8.69	8.69	9.14
630	Financial Management	17.10	22.53	20.53	21.58	21.08	20.83	20.98	23.23	23.23	23.40
640	Fiscal Services										
650	Insurance and Risk Management	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
670	Purchasing and Stores	6.49	6.99	7.49	7.99	8.49	9.49	9.49	8.49	8.49	9.49
710	Central Office	6.96	6.97	6.97	2.47	2.47	2.47	2.52	2.49	2.62	2.32
720	Information Technology	20.25	23.39	23.51	23.49	24.49	24.29	24.29	24.29	25.29	22.66
810	Legislative and Elections										
880	CSCS Administration	7.17	7.17	7.17	6.00	6.00	6.70	6.70	1.70	6.70	0.00
Corporate Services		69.30	79.38	79.00	74.53	74.53	76.03	76.37	71.34	77.47	69.01
130	Solid Waste Collection and Disposal	22.85	23.35	24.86	25.00	25.15	25.65	28.49	28.49	29.20	29.20
140	Environmental Services	3.55	5.05	5.55	2.40	2.30	2.30	2.60	2.60	2.90	2.90
150	Cemeteries	5.48	5.48	5.48	4.14	3.39	3.39	3.39	3.39	3.39	3.39
310	Roads	28.42	27.42	27.43	27.83	28.21	25.29	25.21	24.54	24.54	27.54
320	PWU Administration	6.02	6.02	6.02	7.02	6.02	6.02	6.02	6.02	6.02	13.02
330	Capital Projects Management	13.00	8.00	11.00	12.00	13.00	13.00	14.00	15.33	15.33	15.33
360	Traffic Operations	5.99	5.99	5.99	6.15	6.25	6.25	6.25	6.25	6.24	6.24
380	Drainage	4.85	5.45	5.65	5.82	5.82	5.51	6.36	7.02	6.02	7.29
410	Sandman Centre	7.82	7.82	7.82	7.82	7.82	7.67	7.67	7.67	7.67	7.67
413	Arenas	15.36	15.36	15.36	15.36	15.36	14.95	14.95	14.95	14.95	14.95
429	Parks	38.45	40.95	42.42	42.69	46.33	47.77	50.77	52.19	52.20	52.20
457	City Facilities	3.07	3.77	3.78	17.79	13.50	13.50	13.50	13.50	13.50	13.50
461	Pools	9.31	9.31	9.31	9.45	9.45	9.45	7.79	9.00	9.46	9.46
465	Tournament Capital Centre	29.25	29.25	29.26	29.27	29.27	30.70	30.70	30.70	30.69	30.69
740	Vehicles and Equipment	18.10	18.11	18.11	18.26	19.13	18.88	18.88	19.88	19.88	17.88
750	HVAC	16.58	16.58	16.58	2.43	2.66	1.66	1.67	1.67	2.09	2.67
770	Millwright						9.00	9.01	9.01	9.00	9.00

DRAFT FINANCIAL PLAN 2019–2023

Program Number and Name		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
775	Plumbing							1.00	1.00	1.00	1.00
780	Carpentry	6.04	6.04	6.34	6.34	6.72	6.80	6.79	6.79	6.80	7.30
790	Electrical	8.52	10.18	10.18	10.18	10.46	9.23	9.23	9.23	9.21	9.21
Civic Operations		242.66	244.13	251.14	249.95	250.84	257.02	264.28	269.23	270.09	280.44
210	Police Protection	53.69	53.59	53.71	54.56	56.22	55.67	55.70	57.70	57.70	58.19
220	Fire Protection Services	118.09	125.09	129.09	129.09	129.09	128.69	127.69	127.69	128.13	129.22
250	Kamloops Emergency	0.60	0.50				0.40	0.40	0.40	0.40	0.00
260	Community Safety and Enforcement	16.75	18.25	18.25	19.25	19.25	19.25	19.25	17.25	17.10	17.10
270	Bylaw Court										
340	On Street Parking	6.63	6.63	6.63	5.63	5.63	5.63	5.63	5.63	5.38	5.38
470	School Recreation Facilities										
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	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
491	Community & Protective Admin.	31.91	30.37	30.36	31.36	31.37	31.37	31.37	30.77	30.77	23.77
Community and Protective Services		240.99	247.75	252.36	254.21	255.88	255.33	254.36	253.76	253.80	247.98
230	Building & Engineering Development	16.33	17.50	17.00	17.00	16.00	16.00	16.00	16.00	16.00	17.00
240	Business Licensing	3.29	4.29	4.29	4.29	4.29	4.29	4.09	4.09	3.59	3.59
370	Transit	1.35	1.35	1.35	1.35	1.35	1.35	1.60	1.60	1.60	1.60
439	Sustainability	2.10	2.07	2.08	6.12	6.73	6.73	5.51	5.51	5.51	6.51
510	Business Operations & Community Planning	2.80	3.46	3.80	3.13	3.13	2.63	3.33	3.33	4.25	3.00
520	Development and Engineering Admin	4.65	4.65	4.82	5.15	5.15	5.15	5.00	5.00	5.00	5.00
530	Property Management	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
540	Planning & Development	8.25	8.09	8.09	8.09	8.09	8.59	9.09	9.09	8.34	9.59
560	Community Planning										
760	Engineering Services	20.65	21.15	20.65	20.65	20.65	20.65	20.40	20.40	20.40	20.40
Development, Engineering & Sustainability Services		62.42	65.56	65.08	68.78	68.39	68.39	68.02	68.02	68.69	70.69
680	Human Resources	8.00	8.00	9.00	10.00	11.00	11.00	11.60	11.60	12.60	14.00
General Fund Total		630.84	651.32	663.58	670.07	673.24	680.37	686.99	686.31	695.01	696.21

DRAFT FINANCIAL PLAN 2019–2023

Program Number and Name		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
110	Water Utility	32.05	30.92	31.78	32.31	34.21	28.17	26.10	26.27	26.27	25.50
120	Sewer Utility	19.52	17.55	19.31	19.29	25.29	22.64	22.54	22.71	22.71	23.21
Utilities Total		51.57	48.47	51.09	51.60	59.50	50.81	48.64	48.98	48.98	48.71
310	Roads						5.92	5.92	5.92	5.93	5.93
380	Drainage						1.50	1.50	1.50	1.50	1.35
750	HVAC						1.00	1.00	1.00	1.00	1.00
780	Carpentry						4.76	4.76	4.76	4.76	4.76
790	Electrical						4.37	4.37	4.37	5.37	5.37
110	Water Utility						6.50	6.50	6.50	6.50	6.85
120	Sewer Utility						2.00	2.00	2.00	2.00	1.80
Capital Total		0.00	0.00	0.00	0.00	0.00	26.05	26.05	26.05	27.06	27.06
CITY TOTALS		682.41	699.79	714.67	721.67	732.74	757.23	761.68	761.34	771.05	771.98
Contracted Police Officers per Budget		118.00	118.00	118.00	118.50	119.50	130.00	130.00	130.00	130.00	136.00

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Contents

Section D - Capital Projects

- 2019 Supplementals..... 93
- The Capital Program..... 95
- Capital Funding Sources..... 96
- 2019 Capital Projects Funding Breakdown..... 97

2019 Supplementals

1. **Building Inspector III Full-time Equivalent (FTE)** - 2019 \$107,000, \$102,000 ongoing, and \$5,000 one time - This request is for an FTE to support the building inspection services provided by the City. Building growth in the city is increasing the workload, and a number of major projects and succession planning have led to the need for an additional FTE.
2. **Remove Tournament Capital Ranch Derelict Buildings (TCR)** - 2019 \$535,000, 2020 \$250,000 one time (over two years) - There are seven buildings on the old Rayleigh Correctional Centre property that were used by Corrections staff. These buildings pose a fire risk, are structurally unsound, and are a safety hazard to the public and City staff. The plan includes building a new Parks outbuilding and secured storage on the TCR site.
3. **Asset Management Funding** - 2019 \$550,000 ongoing - This request represents a request of 0.50% taxation on an annual basis for at least the next 10 years to help the City address and support the funding requirements of the Asset Management program and related projects to address ongoing asset management requirements.
4. **Pioneer Park and Valleyview Boat Launch Upgrades** - 2019 \$100,000 one time - Additional funding is requested to address immediate needs related to the Pioneer Park and Valleyview boat launches due to damage caused by prolonged and excessive water erosion. A portion of the funds will be used to review the use, location, and business model options, and the findings will be presented to Council.
5. **Kamloops Fire Rescue Training Centre** - 2019–2021 \$350,000 - This request is a proposed multi-phased plan that would provide ongoing enhancements and improvements to Kamloops Fire Rescue's training facility to support the required training requirements of the City's firefighting services.
6. **Stuart Wood Cultural Investment: Cultural Design Consultancy** - 2019 \$200,000 one time - Future plans for the Stuart Wood School include a museum and joint-use cultural centre between the City of Kamloops and Tk'emlúps te Secwépemc. The engagement of consulting support with experience in planning and integrating the intended use with the site is required in order to develop a well-defined vision for this site to be presented to Council and the public.
7. **Singh Bowl Parking Lot** - 2019 \$175,000 one time, 2020 \$5,000 ongoing - This request is to enhance parking availability at the Singh Bowl Park. Parking capacity along Singh Street from north of the CN Rail tracks to Ord Road was already an issue due to busy events at the Singh Bowl. Existing parking created safety concerns for vehicles and pedestrians.
8. **Conventional Transit Expansion Hours** - 2019 \$37,500, 2020 \$112,253 ongoing - This request is to increase transit services in the City by 3,000 additional hours. Beginning in September 2019, a prorated amount to be fully implemented in 2020.
9. **Accelerate Active Transportation Projects** - 2019 \$315,000 ongoing (11% Development Cost Charges, 89% Community Works), \$50,000 ongoing taxation - A transportation goal in the 2015–2018 Council Strategic Plan is to identify a funding strategy for active transportation projects. As per the Transportation Master Plan, active transportation modes such as walking and cycling are at the top of the hierarchy pyramid. Additional funding is requested to accelerate the completion of the active transportation projects and provide for ongoing maintenance of the new infrastructure.
10. **RCMP Protective Services Training Facility** - 2019 \$25,000 one time - This request proposes the need to investigate the development of an integrated protective services training site. This relates to investigating possible solution to address the training needs of the Kamloops RCMP Detachment and introducing a potential revenue stream to the city by providing the facilities to neighbouring jurisdictions.
11. **Downtown Pedestrian Information Signs** - 2019 \$30,000 one time, \$5,000 periodically every three years - The Kamloops Central Business Improvement Association has requested that the City install five information (way-finding) kiosks within the downtown core to provide orientation and information to pedestrians.

FINANCIAL PLAN 2019–2023

12. **Centennial Park Building Upgrade** - 2019 \$0 - The Westsyde Community Development Society has requested the creation of a community meeting space in anticipation of School District No. 73's decision to reopen Westsyde Elementary School. Given the level of uncertainty at this time, this request is to alert Council to a pending situation that may require City intervention or support.
13. **McArthur Island Community Park Project** - 2019 \$198,000, 2020 \$210,000, 2021 \$602,000 one time over three years-The proposed plan includes site cleanup and removal of unsafe conditions, preservation of riparian areas, installation of a new multi-use path and a disc golf course, refurbish mini-golf course, construction of a new washroom facility, site furniture, a new pollinator garden, pond improvements, new pedestrian bridges, a picnic shelter, a natural playground structure, and educational information signage about local ecology and history.

2019 Recommended Funding Sources - Supplemental Items

Department	#	Supplemental Item	Capital	Operating	Funding Source						Year
					Tax	Tax %	Reserve	Other	Options	Recommended	
Development, Engineering, and Sustainability	1	Building Inspector FTE	\$5,000	\$102,645	X	0.10%	Vehicle Equipment Reserve			Taxation and Reserve	2019
Civic Operations	2	Remove TCR Derelict Buildings	\$20,000	\$515,000				General Reserve		General Reserve	2019
Corporate Services	3	Asset Management Funding		\$550,000	X	0.50%		Taxation		Taxation	2019 TO 2028
Civic Operations	4	Community Boat Launch Upgrades	\$70,000	\$30,000				Gaming		Gaming	2019
Community and Protective Services	5	Kamloops Fire Rescue Training Centre	\$350,000		X	0.33%				Taxation	2019 TO 2021
Community and Protective Services	6	Stuart Wood Cultural Investment: Cultural Design Consultancy		\$200,000				Gaming		Gaming	2019
Civic Operations	7	Singh Bowl Parking Lot	\$175,000					General Reserve		General Reserve	2019
Development, Engineering, and Sustainability	8	Transit Expansion		\$37,500	X	0.04% (+.07% 2020)				Taxation	2019
Development, Engineering, and Sustainability	9	Accelerate Active Transportation Projects	\$315,000	\$50,000	X	0.05%		DCC and Community Works	DCC and Taxation (0.26%)	DCC and Community Works	2019
Community and Protective Services	10	RCMP Protective Services Training Facility		\$25,000	X	0.02%			Gaming	Gaming	2019
Development, Engineering, and Sustainability	11	Community Request: Downtown Pedestrian Information Signs	\$35,000					Gaming		Gaming	2019
Civic Operations	12	Community Request: Centennial Park Building Upgrades	\$0	\$0	N/A		N/A	N/A		Not Approved	2019
Civic Operations	13	McArthur Island Community Park Project	\$1,010,000					Gaming		Gaming	2019

The Capital Program

The City's Capital Program is made up of two key components:

Major Capital Projects - funding for these types of projects is traditionally an investment in civic infrastructure that occurs periodically over the life of existing or new assets.

For example, in 2019, the Victoria Street West Improvement Project will result in a considerable investment to this area of downtown Kamloops. The scope of this project includes water, sewer infrastructure upgrades, sidewalks, and renewed street surfaces.

Minor Capital Programs - funding for these types of programs are traditionally on a smaller scale, with an ongoing investment in civic infrastructure. This work occurs annually over the life of civic assets and is supported by routine maintenance of the equipment. A common term associated with this form of capital funding is asset management.

For example, in 2019, the traffic signal/pole rehabilitation program will deliver on two key objectives within this funding:

- focus on the downtown core to replace traffic signal poles that have corroded and traffic signals that are becoming obsolete and require replacement
- focus on other areas of the city and upgrading equipment that accommodates increases in capacity at intersections

The goal of this program is to improve street capacity without major road improvements and reduce the downtime for signals.

Capital Funding Sources

Property Taxes - A real estate tax, which is calculated by a local government and paid by the owner of the property. The tax is usually based on the value of the owned property, including land.

Water Levies - The municipal rate charged to cover water services provided to residents by the municipality. Funds are allocated for the operation, improvement, maintenance, and expansion of the infrastructure that supports the delivery of this service to city residents.

Sewer Levies - The municipal rate charged to cover sewer services provided to residents by the municipality. Funds are allocated for the operation, improvement, maintenance, and expansion of the infrastructure that supports the delivery of this service to city residents.

Community Works Funds - A component of the federal Gas Tax Program, these funds are received semi-annually through the Union of BC Municipalities as a predictable source of funding that is provided to municipalities on a per capita basis. The link below details projects and forms of investment that are eligible for community works funding.

[UBCM.ca/Assets/Funding~Programs/Renewed~Gas~Tax~Agreement/Community~Works~Fund/Examples-of-Eligible-Projects.pdf](https://www.ubcm.ca/Assets/Funding~Programs/Renewed~Gas~Tax~Agreement/Community~Works~Fund/Examples-of-Eligible-Projects.pdf)

Gaming Reserve - The Province shares gaming revenue with local governments that host casinos and community gaming centres in BC. Host local governments receive 10% of the net casino gaming revenue from casinos and community gaming centres within their jurisdiction. These funds are used by the City to support initiatives and enhancements that improve the quality of life in Kamloops.

Grants - Grants are non-repayable funds given by one party—often the federal or provincial government, a corporation, a foundation, or a trust—to a municipality. In order to receive a grant, some form of application or proposal is required. Grants received by the municipal government are made to fund a specific project and require some level of compliance and reporting.

Debt - Used by the City to fund capital initiatives. Civic debt mirrors a mortgage, where a debt purchase provides long-term value to the community and the residents. The City's approach is that the decision to take on debt to fund projects should be seen as a preferred alternative over significant, short-term increases in taxation (or levies).

Development Cost Charges (DCCs) - Monies that are collected from land developers by a municipality to offset some of the infrastructure expenditures incurred in order to service the needs of new development. DCCs are imposed by bylaw pursuant to the *Community Charter*. DCCs are intended to facilitate development by providing a method to finance capital projects related to roads, drainage, sewers, water, and parkland.

Contractors and Others - Funds received by the City to offset the costs of performing work undertaken on behalf of a contractor.

Field User Fees - Funds received by field user groups that are allocated towards enhancing and improving the play fields that they use.

Private Contributions - Funds or donations of products or services that are received from either a corporation or an individual in support of an initiative undertaken by the City.

Land Sales - Funds generated by the sale of civic lands. These funds are placed in a reserve to provide funding for future land sales to support civic operations and services.



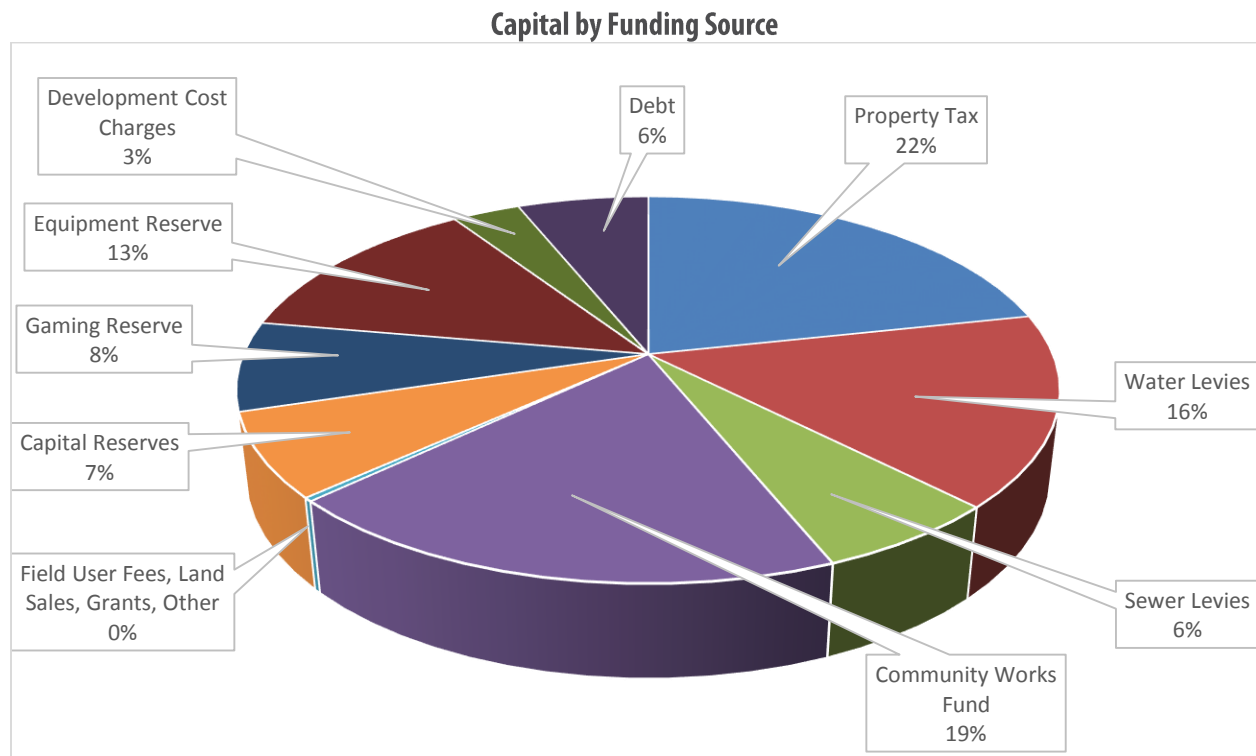
FINANCIAL PLAN 2019–2023



Reserves - Funds that have been received and set aside for a future intended use. Reserves that are currently in use include, but are not limited to:

- solid waste
- other capital reserves
- parkland
- equipment
- parking
- future capital reserves

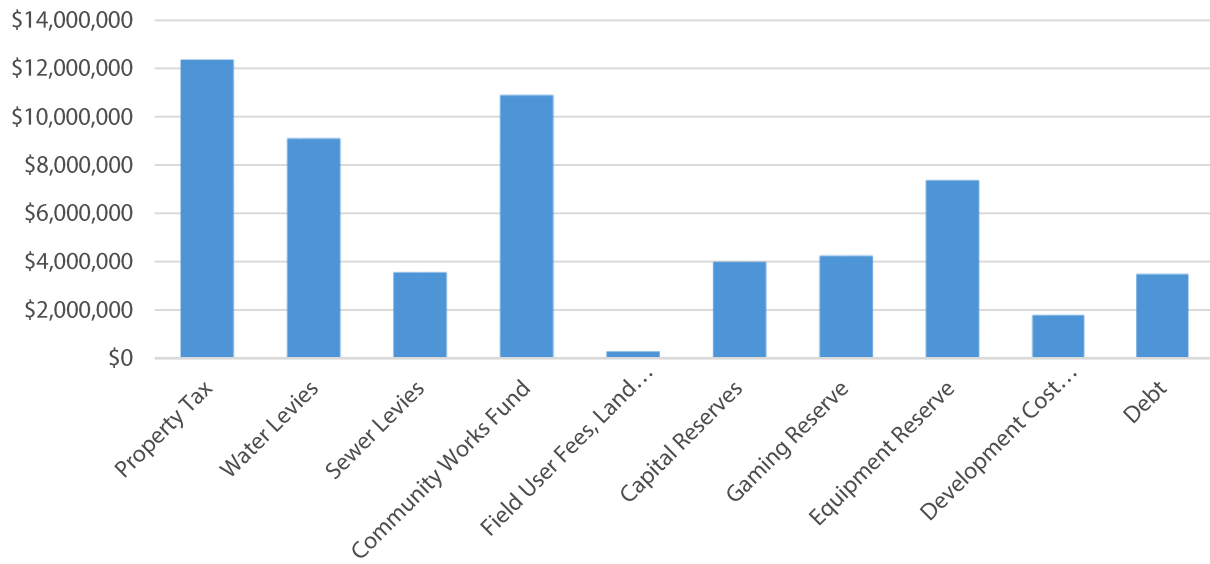
2019 Capital Projects Funding Breakdown





FINANCIAL PLAN 2019–2023

Capital Spend by Funding Source



FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Water					
911109 Oversizing					
Water Levies	500	500	500	500	500
DCC Water	49,500	49,500	49,500	49,500	49,500
Total 911109 Oversizing	50,000	50,000	50,000	50,000	50,000
911115 Distribution Capital Mntce					
Water Levies	205,000	205,000	205,000	857,428	2,165,676
Future Capital Reserve	18,370				
Total 911115 Distribution Capital Mntce	223,370	205,000	205,000	857,428	2,165,676
911140 N. Shore Emergency Interconnec					
Water Levies	450,000				
Total 911140 N. Shore Emergency Interconnec	450,000				
911150 River St Intake-Low Lift					
Water Levies	220,000	1,260,000			
Total 911150 River St Intake-Low Lift	220,000	1,260,000			
911159 Const Emerg Intk-North Shore					
Future Capital Reserve	41,770				
DCC Water					
Grants					
Debt					
Total 911159 Const Emerg Intk-North Shore	41,770				
911202 Replace Castings-Roads					
Water Levies	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
911204 Rehab Infrastruct-Local Rds					
Water Levies	260,000	221,495	390,000	407,365	325,000
Future Capital Reserve	434,470				
Total 911204 Rehab Infrastruct-Local Rds	694,470	221,495	390,000	407,365	325,000
911205 Rehab Infrastruct-Colctr Rds					
Water Levies	880,000	75,000	210,000	170,000	35,000
Future Capital Reserve	43,520				
Total 911205 Rehab Infrastruct-Colctr Rds	923,520	75,000	210,000	170,000	35,000
911206 Rehab Infrastruct-Arterl Rds					
Water Levies	25,000	30,000	46,000	30,000	30,000
Future Capital Reserve	117,420				
Total 911206 Rehab Infrastruct-Arterl Rds	142,420	30,000	46,000	30,000	30,000
911247 Ord Rd Watermain Connection**					
Water Levies		54,000	486,000		
Total 911247 Ord Rd Watermain Connection**		54,000	486,000		
911260 Notre Dame Reservoir Overflow					
Water Levies	30,000	245,000			
Total 911260 Notre Dame Reservoir Overflow	30,000	245,000			
911293 Meadowlands Reservoir Access					
Future Capital Reserve	238,702				
Total 911293 Meadowlands Reservoir Access	238,702				

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
911298 Pacific Way Reservoir Overflow					
Water Levies	240,000				
Total 911298 Pacific Way Reservoir Overflow	240,000				
911306 Install Standby Power					
Water Levies	900,000	100,000	900,000	100,000	900,000
Future Capital Reserve	300,000				
Total 911306 Install Standby Power	1,200,000	100,000	900,000	100,000	900,000
911317 1600 Booster Upgrade					
Water Levies				21,833	155,950
DCC Water				13,167	94,050
Total 911317 1600 Booster Upgrade				35,000	250,000
911327 Twin Valleyview Reservoir					
Water Levies	2,421,545				
Future Capital Reserve	7,980				
DCC Water	858,940				
Debt	191,687				
Total 911327 Twin Valleyview Reservoir	3,480,152				
911331 Pump Upgrades at SWS # 4					
Future Capital Reserve	59,196				
DCC Water	225,400				
Total 911331 Pump Upgrades at SWS # 4	284,596				
911332 Aberdeen Booster Pump Upgrade					
Water Levies					
Future Capital Reserve	48,703				
DCC Water	185,447				
Total 911332 Aberdeen Booster Pump Upgrade	234,150				
911333 S. Kam-W. End Supply-Pre-Dsgn					
Water Levies			348,000		
Total 911333 S. Kam-W. End Supply-Pre-Dsgn			348,000		
911335 Add'l 1600 Reservoir Storage					
Water Levies	22,000	110,000	1,000,000		
Total 911335 Add'l 1600 Reservoir Storage	22,000	110,000	1,000,000		
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	
911346 Pineview Booster Upgrade					
Water Levies			58,240		
DCC Water			221,760		
Total 911346 Pineview Booster Upgrade			280,000		
911356 Water Pumping Cap Mntce					
Water Levies	280,000	640,000	280,000	640,000	280,000
Future Capital Reserve	612,845				
Total 911356 Water Pumping Cap Mntce	892,845	640,000	280,000	640,000	280,000
911376 Arrowstone Booster Upgrade					
Water Levies					
Future Capital Reserve	1,673,870				
Total 911376 Arrowstone Booster Upgrade	1,673,870				
911607 Compl Planning/Eng-Various					
Water Levies	12,874	12,874	12,874	12,874	12,874
DCC Water	37,126	37,126	37,126	37,126	37,126
Total 911607 Compl Planning/Eng-Various	50,000	50,000	50,000	50,000	50,000
911801 Purch Tools/Eqpt-Various					
Water Levies	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	5,000				
Total 911801 Purch Tools/Eqpt-Various	30,000	25,000	25,000	25,000	25,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
911815 Procr Easem'ts/Srvys-Various					
Water Levies	20,000	20,000	20,000	20,000	20,000
Total 911815 Procr Easem'ts/Srvys-Various	20,000	20,000	20,000	20,000	20,000
911821 Compl Ultrsnd Insp-3 Crssngs					
Water Levies	15,000		15,000		15,000
Total 911821 Compl Ultrsnd Insp-3 Crssngs	15,000		15,000		15,000
911825 Building Upgrades					
Water Levies	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	13,750				
Total 911825 Building Upgrades	63,750	50,000	50,000	50,000	50,000
911836 Water Meter Installations					
Water Levies	80,000	80,000	80,000	80,000	80,000
Community Works Fund	120,367				
Future Capital Reserve	167,426				
Total 911836 Water Meter Installations	367,793	80,000	80,000	80,000	80,000
911852 Repl Major Elec Eqpt-Various					
Water Levies	193,000	125,000	125,000	125,000	125,000
Total 911852 Repl Major Elec Eqpt-Various	193,000	125,000	125,000	125,000	125,000
911873 Wtr Treatment Cap Mntce					
Water Levies	250,000	250,000	250,000	250,000	250,000
Total 911873 Wtr Treatment Cap Mntce	250,000	250,000	250,000	250,000	250,000
911876 WCB Upgrades					
Water Levies	20,000	20,000	20,000	20,000	20,000
Total 911876 WCB Upgrades	20,000	20,000	20,000	20,000	20,000
911884 KCWQ Control Upgrades					
Water Levies	300,000				
Future Capital Reserve	408,630				
Total 911884 KCWQ Control Upgrades	708,630				
Water Levies	6,909,919	3,570,369	4,714,614	4,500,000	4,500,000
Community Works Fund	120,367	0	0	0	0
Future Capital Reserve	4,191,652	0	0	0	0
Local Improvement	0	0	0	0	0
DCC Water	1,356,413	86,626	308,386	99,793	180,676
Grants	0	0	0	0	0
Debt	191,687	0	0	0	0
Total Water	12,770,038	3,656,995	5,023,000	4,599,793	4,680,676
Sewer					
912109 Oversizing					
Sewer Levies	500	500	500	500	500
DCC Sewer	49,500	49,500	49,500	49,500	49,500
Total 912109 Oversizing	50,000	50,000	50,000	50,000	50,000
912115 Batchelor North Decommissioning					
Sewer Levies		22,000	250,000		
Total 912115 Batchelor North Decommissioning		22,000	250,000		

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
912206 Rehab Sewer Mains - Local Rds					
Sewer Levies	50,000	43,000	61,000	60,000	50,000
Future Capital Reserve	65,000				
Total 912206 Rehab Sewer Mains - Local Rds	115,000	43,000	61,000	60,000	50,000
912207 Rehab Sewer Mains - Collectors					
Sewer Levies	190,000	25,000	95,000	70,000	50,000
Future Capital Reserve	50,000				
Total 912207 Rehab Sewer Mains - Collectors	240,000	25,000	95,000	70,000	50,000
912208 Rehab Sewer Mains - Arterials					
Sewer Levies	25,000	25,000	50,000	75,000	50,000
Future Capital Reserve	32,880				
Total 912208 Rehab Sewer Mains - Arterials	57,880	25,000	50,000	75,000	50,000
912209 Replace Castings-Roads					
Sewer Levies	20,000	20,000	20,000	20,000	20,000
Total 912209 Replace Castings-Roads	20,000	20,000	20,000	20,000	20,000
912251 Install Trunkmn-Versatile Twin					
Sewer Levies					860
DCC Sewer					85,140
Total 912251 Install Trunkmn-Versatile Twin					86,000
912270 4th Ave Sewer Main Upgrade**					
Sewer Levies	350	6,750			
Future Capital Reserve	262				
DCC Sewer	60,710	668,250			
Total 912270 4th Ave Sewer Main Upgrade**	61,322	675,000			
912272 Sifton Lane Sewer Upgrades**					
Sewer Levies					1,800
DCC Sewer					178,200
Total 912272 Sifton Lane Sewer Upgrades**					180,000
912275 Lorne Street Sewer Project					
Sewer Levies	40,000			1,860,000	
Total 912275 Lorne Street Sewer Project	40,000			1,860,000	
912301 Rehab Cathodic Protection-Vari					
Sewer Levies					
Total 912301 Rehab Cathodic Protection-Vari					
912311 Sewer Pumping Cap Mntce					
Sewer Levies	300,000	300,000	300,000	210,000	210,000
Future Capital Reserve	147,140				
Total 912311 Sewer Pumping Cap Mntce	447,140	300,000	300,000	210,000	210,000
912312 Biosolids/Compost Trtmnt Fac					
Sewer Levies				3,000,000	3,600,000
Future Capital Reserve	816,104				
DCC Sewer	240,624				
Total 912312 Biosolids/Compost Trtmnt Fac	1,056,728			3,000,000	3,600,000
912327 McQueen Lift Station Upgrade					
Sewer Levies		500,000			
Future Capital Reserve	48,686				
Total 912327 McQueen Lift Station Upgrade	48,686	500,000			

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
912346 Tranquille Rd Sani Mn Upg Ph2					
Sewer Levies	504,210	5,186,160	3,841,600		
DCC Sewer	20,790	213,840	158,400		
Total 912346 Tranquille Rd Sani Mn Upg Ph2	525,000	5,400,000	4,000,000		
912348 Tranquille Rd Sani Mn Upg Ph3					
Sewer Levies					475,250
DCC Sewer					24,750
Total 912348 Tranquille Rd Sani Mn Upg Ph3					500,000
912501 Rehab Berms-Sewage Treatment					
Sewer Levies	10,000				
Future Capital Reserve	26,840				
Grants	77,135				
Total 912501 Rehab Berms-Sewage Treatment	113,975				
912503 Swr Treatment Cap Mntce					
Sewer Levies	1,010,000	1,000,000			
Future Capital Reserve	297,860				
Grants					
Total 912503 Swr Treatment Cap Mntce	1,307,860	1,000,000			
912560 KSTC Cell 2B Rehabilitation					
Sewer Levies					
Future Capital Reserve	1,042,000				
Total 912560 KSTC Cell 2B Rehabilitation	1,042,000				
912601 Master Sewer Planning					
Sewer Levies	18,025	18,025	18,025	18,025	18,025
DCC Sewer	51,975	51,975	51,975	51,975	51,975
Total 912601 Master Sewer Planning	70,000	70,000	70,000	70,000	70,000
912801 Tools & Equipment					
Sewer Levies	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve	20,000				
Total 912801 Tools & Equipment	40,000	20,000	20,000	20,000	20,000
912804 Coll Capital Maintenance					
Sewer Levies	270,000	270,000	270,000	270,000	270,000
Total 912804 Coll Capital Maintenance	270,000	270,000	270,000	270,000	270,000
912820 Easement / Legal Surveys					
Sewer Levies	20,000	20,000	20,000	20,000	20,000
Total 912820 Easement / Legal Surveys	20,000	20,000	20,000	20,000	20,000
912836 WCB Compliance Safety Equip					
Sewer Levies	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve					
Total 912836 WCB Compliance Safety Equip	30,000	30,000	30,000	30,000	30,000
912848 Repl Major Elec Equipment					
Sewer Levies	165,000	125,000	125,000	125,000	125,000
Future Capital Reserve	19,950				
Total 912848 Repl Major Elec Equipment	184,950	125,000	125,000	125,000	125,000
Sewer Levies	2,673,085	7,611,435	5,101,125	5,778,525	4,941,435
Future Capital Reserve	2,566,722	0	0	0	0
Local Improvement	0	0	0	0	0
DCC Sewer	423,599	983,565	259,875	101,475	389,565
Grants	77,135	0	0	0	0
Other Capital Reserves	0	0	0	0	0
Total Sewer	5,740,541	8,595,000	5,361,000	5,880,000	5,331,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Solid Waste Collection & Disposal					
913216 Progressive Closure - M.F.					
Solid Waste Reserve	823,121			500,000	
Total 913216 Progressive Closure - M.F.	823,121			500,000	
913218 Cover Material - Mission Flats					
Solid Waste Reserve	2,800,000				
Total 913218 Cover Material - Mission Flats	2,800,000				
913222 M.F. L/F Leachate Collection					
Solid Waste Reserve	1,963,109	200,000	200,000	200,000	200,000
Total 913222 M.F. L/F Leachate Collection	1,963,109	200,000	200,000	200,000	200,000
913235 400 Owl Rd Landfill Improvemnt					
Debt	2,388,476				
Total 913235 400 Owl Rd Landfill Improvemnt	2,388,476				
913245 Progressive Closure-Owl Rd					
Solid Waste Reserve	1,000,000		500,000	500,000	
Total 913245 Progressive Closure-Owl Rd	1,000,000		500,000	500,000	
Property Taxes	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Solid Waste Reserve	6,586,230	200,000	700,000	1,200,000	200,000
Debt	2,388,476	0	0	0	0
Total Solid Waste Collection & Disposal	8,974,706	200,000	700,000	1,200,000	200,000
Cemeteries					
915113 Tools & Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 915113 Tools & Equipment	5,000	5,000	5,000	5,000	5,000
915115 Cemetery Irrigation					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Total 915115 Cemetery Irrigation	6,000	6,000	6,000	6,000	6,000
915125 Cemetery Upgrades					
Gaming Reserve	50,000	100,000	100,000	100,000	100,000
Total 915125 Cemetery Upgrades	50,000	100,000	100,000	100,000	100,000
Property Taxes	11,000	11,000	11,000	11,000	11,000
Gaming Reserve	50,000	100,000	100,000	100,000	100,000
Total Cemeteries	61,000	111,000	111,000	111,000	111,000
Police Protection					
921101 City Employee Furniture					
Property Taxes	24,200	20,000	24,200	20,000	24,200
Future Capital Reserve	17,020				
Equipment Reserve	12,000				
Total 921101 City Employee Furniture	53,220	20,000	24,200	20,000	24,200
921116 RCMP Capital Improvements					
Property Taxes					
Future Capital Reserve	20,000				
Grants	6,942				
Other Capital Reserves	280,570				
Total 921116 RCMP Capital Improvements	307,512				
Property Taxes	24,200	20,000	24,200	20,000	24,200
Future Capital Reserve	37,020	0	0	0	0
Equipment Reserve	12,000	0	0	0	0
Grants	6,942	0	0	0	0
Other Capital Reserves	280,570	0	0	0	0
Total Police Protection	360,732	20,000	24,200	20,000	24,200

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Fire Protection Services					
922101 Tools & Equipment					
Property Taxes	5,000	7,000	8,000	10,000	12,000
Future Capital Reserve	81,000	75,000	75,000	75,000	75,000
Total 922101 Tools & Equipment	86,000	82,000	83,000	85,000	87,000
922108 Replace Portable Radios					
Equipment Reserve			250,000		
Total 922108 Replace Portable Radios			250,000		
922129 Communication Equip					
Property Taxes	10,500	10,500	11,000	11,000	11,500
Future Capital Reserve	21,683				
Equipment Reserve	15,727				
Total 922129 Communication Equip	47,910	10,500	11,000	11,000	11,500
922131 Breathing Apparatus Equipment					
Property Taxes	75,000	75,000	75,000	75,000	29,000
Total 922131 Breathing Apparatus Equipment	75,000	75,000	75,000	75,000	29,000
922139 Fire Station Furniture					
Property Taxes	12,000	12,000	12,500	13,000	13,000
Total 922139 Fire Station Furniture	12,000	12,000	12,500	13,000	13,000
922502 Replace 87042 Rescue Truck					
Equipment Reserve		920,000			
Total 922502 Replace 87042 Rescue Truck		920,000			
922504 Replace 87120 Pickup					
Equipment Reserve		40,000			
Total 922504 Replace 87120 Pickup		40,000			
922506 Replace 87602 Generator					
Equipment Reserve		35,000			
Total 922506 Replace 87602 Generator		35,000			
922509 Replace 87033 Tender Truck					
Equipment Reserve			650,000		
Total 922509 Replace 87033 Tender Truck			650,000		
922511 Replace Nissan Titan #87117					
Equipment Reserve		40,000			
Total 922511 Replace Nissan Titan #87117		40,000			
922515 Replace Ford F150 #87119					
Equipment Reserve	50,000				
Total 922515 Replace Ford F150 #87119	50,000				
922519 Replace 87122 Pickup					
Equipment Reserve			75,000		
Total 922519 Replace 87122 Pickup			75,000		

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
922521 Replace 87123 PickUp					
Equipment Reserve				40,000	
Total 922521 Replace 87123 PickUp				40,000	
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				30,000	
Total 922529 Replace 87506 Hazmat Trailer				30,000	
922532 Replace Engine #87029					
Equipment Reserve	645,000				
Total 922532 Replace Engine #87029	645,000				
922537 Replace 87039 Bush Truck					
Equipment Reserve					240,000
Total 922537 Replace 87039 Bush Truck					240,000
922539 Purchase Snap on Modis					
Equipment Reserve					10,000
Total 922539 Purchase Snap on Modis					10,000
922568 Replace Pumper #87036					
Equipment Reserve					2,000,000
Total 922568 Replace Pumper #87036					2,000,000
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				
922601 KFR Training Center					
Future Capital Reserve	1,050,000				
Total 922601 KFR Training Center	1,050,000				
922605 Training Ctr Forklift					
Equipment Reserve		50,000			
Total 922605 Training Ctr Forklift		50,000			
Property Taxes	102,500	104,500	106,500	109,000	65,500
Future Capital Reserve	1,152,683	75,000	75,000	75,000	75,000
Equipment Reserve	830,727	1,085,000	975,000	260,000	2,250,000
Total Fire Protection Services	2,085,910	1,264,500	1,156,500	444,000	2,390,500
Animal Control & Security					
926101 Tools & Equipment					
Property Taxes	4,000	4,000	4,000	4,000	4,000
Future Capital Reserve	4,000				
Total 926101 Tools & Equipment	8,000	4,000	4,000	4,000	4,000
926115 Patrol Bikes					
Property Taxes		4,000			
Total 926115 Patrol Bikes		4,000			

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Property Taxes	4,000	8,000	4,000	4,000	4,000
Future Capital Reserve	4,000	0	0	0	0
Total Animal Control & Security	8,000	8,000	4,000	4,000	4,000
Roads					
931102 Update Weather Stations					
Property Taxes	32,410			125,000	
Future Capital Reserve	80,390				
Gaming Reserve	250				
Total 931102 Update Weather Stations	113,050			125,000	
931106 Rural Road Upgrade					
Property Taxes	70,000	70,000	70,000	70,000	70,000
Total 931106 Rural Road Upgrade	70,000	70,000	70,000	70,000	70,000
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
Total 931124 General Road Capacity Upgrades	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
Total 931135 General Road Upgrades	25,000	25,000	25,000	25,000	25,000
931143 Land Acquisition - Roads					
Property Taxes	2,500	2,500	2,500	2,500	2,500
Gaming Reserve					
DCC Roads	22,500	22,500	22,500	22,500	22,500
Total 931143 Land Acquisition - Roads	25,000	25,000	25,000	25,000	25,000
931155 Arterial Overlays					
Property Taxes	600,000	2,000,000	2,300,000	2,000,000	2,000,000
Future Capital Reserve	360,410				
Total 931155 Arterial Overlays	960,410	2,000,000	2,300,000	2,000,000	2,000,000
931185 Hillside Improvements-Phase 2					
Property Taxes	150,000			27,000	1,150,000
Future Capital Reserve					
DCC Roads				243,000	10,350,000
Total 931185 Hillside Improvements-Phase 2	150,000			270,000	11,500,000
931188 Victoria St W Infrastr Imp					
Property Taxes	1,435,000	75,000			
Water Levies	1,300,000				
Sewer Levies	780,000				
Community Works Fund	1,310,900	1,000,000			
Future Capital Reserve	133,800				
Gaming Reserve	375,000	120,000			
DCC Roads	89,100				
Grants		230,000			
Five Year Borrowing	1,000,000	4,725,000			
Total 931188 Victoria St W Infrastr Imp	6,423,800	6,150,000			

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
931238 Collector Road Rehabilitation					
Property Taxes	1,400,000	1,200,000	1,200,000	1,200,000	1,200,000
Future Capital Reserve	122,520				
Total 931238 Collector Road Rehabilitation	1,522,520	1,200,000	1,200,000	1,200,000	1,200,000
931247 Railway Crossings					
Property Taxes	120,000	120,000	120,000	120,000	120,000
Future Capital Reserve	14,000				
Total 931247 Railway Crossings	134,000	120,000	120,000	120,000	120,000
931318 Local Roads - Rehabilitation					
Property Taxes	900,000	1,000,000	1,000,000	1,000,000	900,000
Future Capital Reserve	534,209				
Local Improvement					
Total 931318 Local Roads - Rehabilitation	1,434,209	1,000,000	1,000,000	1,000,000	900,000
931356 Commercial Lanes Rehab					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 931356 Commercial Lanes Rehab	50,000	50,000	50,000	50,000	50,000
931359 Residential Lane Paving					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 931359 Residential Lane Paving	50,000	50,000	50,000	50,000	50,000
931428 Oversized Street Sign Repl.					
Property Taxes					
Future Capital Reserve	46,750				
Total 931428 Oversized Street Sign Repl.	46,750				
931530 N.S Core Area Road Improvement					
Property Taxes					10,000
Future Capital Reserve	5,000				
DCC Roads	45,000				90,000
Total 931530 N.S Core Area Road Improvement	50,000				100,000
931802 Tools and Equipment					
Property Taxes	8,500	8,500	8,500	8,500	8,500
Total 931802 Tools and Equipment	8,500	8,500	8,500	8,500	8,500
931812 Salt Storage					
Future Capital Reserve	365,000	200,000			
Total 931812 Salt Storage	365,000	200,000			
931815 Rock Face Stabilization					
Property Taxes	50,000	50,000		50,000	
Future Capital Reserve	298,190				
Total 931815 Rock Face Stabilization	348,190	50,000		50,000	
931822 Pre Engineering					
Property Taxes	30,000	30,000	30,000	30,000	30,000
Total 931822 Pre Engineering	30,000	30,000	30,000	30,000	30,000
931823 Bridge Rehabilitation					
Property Taxes	600,000	600,000	800,000	2,500,000	2,500,000
Total 931823 Bridge Rehabilitation	600,000	600,000	800,000	2,500,000	2,500,000
Property Taxes	5,516,660	5,274,250	5,649,250	7,251,250	8,109,250
Water Levies	1,300,000	0	0	0	0
Sewer Levies	780,000	0	0	0	0
Community Works Fund	1,310,900	1,000,000	0	0	0
Future Capital Reserve	1,960,269	200,000	0	0	0
Gaming Reserve	375,250	120,000	0	0	0
Local Improvement	0	0	0	0	0
DCC Roads	208,350	74,250	74,250	317,250	10,514,250
Grants	0	230,000	0	0	0
Five Year Borrowing	1,000,000	4,725,000	0	0	0
Total Roads	12,451,429	11,623,500	5,723,500	7,568,500	18,623,500

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Public Works Administration					
932101 Office Furniture & Equipment					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve					
Total 932101 Office Furniture & Equipment	6,000	6,000	6,000	6,000	6,000
Property Taxes	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve	0	0	0	0	0
Total Public Works Administration	6,000	6,000	6,000	6,000	6,000
Capital Projects					
933606 N Shore Community Washroom					
Community Works Fund	210,000				
Total 933606 N Shore Community Washroom	210,000				
933608 Lower Roof - Westsyde Pool					
Future Capital Reserve	201,876				
Total 933608 Lower Roof - Westsyde Pool	201,876				
933611 Stuart Wood Site Improvements					
Future Capital Reserve	52,119				
Total 933611 Stuart Wood Site Improvements	52,119				
933612 Public Works Office Improvmnts					
Future Capital Reserve	350,000				
Total 933612 Public Works Office Improvmnts	350,000				
933613 Lansdowne Parkade/Street Imp					
Future Capital Reserve	33,804				
Gaming Reserve	116,055				
Parking Reserve					
Total 933613 Lansdowne Parkade/Street Imp	149,859				
933614 Pr Charles Wading Pool Mech					
Property Taxes	75,000				
Total 933614 Pr Charles Wading Pool Mech	75,000				
933621 CGAC Infrastructure Improvemen					
Community Works Fund	2,755,042				
Debt		6,200,000			
Total 933621 CGAC Infrastructure Improvemen	2,755,042	6,200,000			
933623 Sandman Center Roof					
Gaming Reserve	50,000				
Debt		2,500,000			
Total 933623 Sandman Center Roof	50,000	2,500,000			
933625 Dufferin Education Center					
Property Taxes	44,555				
DCC Parks	5,445				
Grants	39,652				
Total 933625 Dufferin Education Center	89,652				
Property Taxes	119,555	0	0	0	0
Community Works Fund	2,965,042	0	0	0	0
Future Capital Reserve	637,799	0	0	0	0
Gaming Reserve	166,055	0	0	0	0
Parking Reserve	0	0	0	0	0
DCC Parks	5,445	0	0	0	0
Grants	39,652	0	0	0	0
Contractors and Others	0	0	0	0	0
Debt	0	8,700,000	0	0	0
Total Capital Projects	3,933,548	8,700,000	0	0	0

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
On-Street Parking					
934101 Maint of Pay Stations & Poles					
Future Capital Reserve					
Parking Reserve	10,000	10,000	10,000	10,000	10,000
Total 934101 Maint of Pay Stations & Poles	10,000	10,000	10,000	10,000	10,000
934102 Replace Radio's					
Property Taxes		5,000		5,000	
Future Capital Reserve	1,897				
Total 934102 Replace Radio's	1,897	5,000		5,000	
934104 Parking Zone Expansion					
Parking Reserve	20,000				
Total 934104 Parking Zone Expansion	20,000				
Property Taxes	0	5,000	0	5,000	0
Future Capital Reserve	1,897	0	0	0	0
Parking Reserve	30,000	10,000	10,000	10,000	10,000
Total On Street Parking	31,897	15,000	10,000	15,000	10,000
Off-Street Parking					
935115 Parkade Painting					
Future Capital Reserve	8,710				
Parking Reserve	14,356				
Total 935115 Parkade Painting	23,066				
Future Capital Reserve	8,710	0	0	0	0
Parking Reserve	14,356	0	0	0	0
Total Off Street Parking	23,066	0	0	0	0
Traffic Operations					
936208 Veteran Street Sign Project					
Contractors and Others	5,675				
Total 936208 Veteran Street Sign Project	5,675				
936209 Oversized Street Sign Replacem					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 936209 Oversized Street Sign Replacem	25,000	25,000	25,000	25,000	25,000
936299 Tools & Equipment - Sign Shop					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	4,680				
Total 936299 Tools & Equipment - Sign Shop	9,680	5,000	5,000	5,000	5,000
Property Taxes	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	4,680	0	0	0	0
Contractors and Others	5,675	0	0	0	0
Total Traffic Operations	40,355	30,000	30,000	30,000	30,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Public Transit					
937101 Bus Stops					
Property Taxes	50,000	85,000	85,000	85,000	85,000
Future Capital Reserve	28,790				
Parking Reserve	30,000	15,000	15,000	15,000	15,000
Grants					
Total 937101 Bus Stops	108,790	100,000	100,000	100,000	100,000
937105 Valleyview transit Exchange **					
Property Taxes				11,262	33,787
Community Works Fund				11,263	33,788
DCC Roads				2,475	7,425
Total 937105 Valleyview transit Exchange **				25,000	75,000
937115 Transit PID Signage					
Community Works Fund	12,177				
Total 937115 Transit PID Signage	12,177				
Property Taxes	50,000	85,000	85,000	96,262	118,787
Community Works Fund	12,177	0	0	11,263	33,788
Future Capital Reserve	28,790	0	0	0	0
Parking Reserve	30,000	15,000	15,000	15,000	15,000
DCC Roads	0	0	0	2,475	7,425
Grants	0	0	0	0	0
Total Public Transit	120,967	100,000	100,000	125,000	175,000
Drainage					
938110 Juniper Creek Bank Stability					
Future Capital Reserve	326,225				
Grants	1,330,905				
Total 938110 Juniper Creek Bank Stability	1,657,130				
938130 Campbell Cr Culvert-Brnhrtv Rd					
Property Taxes	250,000				
Total 938130 Campbell Cr Culvert-Brnhrtv Rd	250,000				
938602 Lower Springhill Cr Erosion**					
Property Taxes					
Future Capital Reserve	684,165				
Tax Sale Reserve	35,796				
DCC Drainage	53,608				
Total 938602 Lower Springhill Cr Erosion**	773,569				
938604 Springhill/1420 Summit Eros**					
Property Taxes					
Future Capital Reserve	163,336				
DCC Drainage	19,961				
Total 938604 Springhill/1420 Summit Eros**	183,297				
938606 Upper Springhill Erosion Pro**					
Property Taxes					26,139
DCC Drainage					3,861
Total 938606 Upper Springhill Erosion Pro**					30,000
938608 Guerin Cr Channel/Hugh Allan**					
Property Taxes				34,456	284,262
DCC Drainage				5,544	45,738
Total 938608 Guerin Cr Channel/Hugh Allan**				40,000	330,000
938610 Guerin Cr/Lombard Chnnel Imp**					
Property Taxes					
Future Capital Reserve	214,076				
DCC Drainage	26,162				
Total 938610 Guerin Cr/Lombard Chnnel Imp**	240,238				

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
938611 Strathcona Drainage Upgrades					
Community Works Fund	345,095				
Total 938611 Strathcona Drainage Upgrades	345,095				
938612 Peterson Cr Downtown Upgrade**					
Property Taxes		195,600	195,600	195,600	
Future Capital Reserve	83,431				
DCC Drainage	1,876	4,400	4,400	4,400	
Total 938612 Peterson Cr Downtown Upgrade**	85,307	200,000	200,000	200,000	
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**					
Future Capital Reserve	182,898				
Total 938620 Braeview Chnl Erosion Prot**	182,898				
938706 Owl Road Channel Improvements					
Future Capital Reserve	18,115				
DCC Drainage					
Contractors and Others					
Total 938706 Owl Road Channel Improvements	18,115				
938707 V.V. Arena Storm Upgrade					
Property Taxes	640,000				
Future Capital Reserve	9,711				
Total 938707 V.V. Arena Storm Upgrade	649,711				
938713 Parkview Drive Upgrades					
Property Taxes	80,000	730,000			
Total 938713 Parkview Drive Upgrades	80,000	730,000			
938802 Grasslands Pond					
Property Taxes		40,000	175,000		
Total 938802 Grasslands Pond		40,000	175,000		
938901 Oversizing					
Property Taxes	250	500	500	500	500
DCC Drainage	24,750	49,500	49,500	49,500	49,500
Total 938901 Oversizing	25,000	50,000	50,000	50,000	50,000
938902 Drainage Coll Cap Mntce					
Property Taxes	460,000	460,000	675,000	1,145,000	1,295,000
Future Capital Reserve	323,650				
Total 938902 Drainage Coll Cap Mntce	783,650	460,000	675,000	1,145,000	1,295,000
938911 Copperhead Storm Pond**					
Property Taxes			350	23,500	
DCC Drainage			34,650	211,500	
Total 938911 Copperhead Storm Pond**			35,000	235,000	

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
938917 Hillside #2 Storm Pond**					
Property Taxes	1,100				
Future Capital Reserve	268				
DCC Drainage	135,483				
Total 938917 Hillside #2 Storm Pond**	136,851				
938918 Dike Upgrades					
Property Taxes	200,000	200,000	200,000	200,000	200,000
Future Capital Reserve	143,697				
Total 938918 Dike Upgrades	343,697	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		
938921 DW92-3R Commissioning					
Future Capital Reserve	58,665				
Total 938921 DW92-3R Commissioning	58,665				
938922 Replace Castings-Roads					
Property Taxes	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
938923 Groundwater Wells					
Property Taxes	60,000	50,000	75,000	230,000	50,000
Total 938923 Groundwater Wells	60,000	50,000	75,000	230,000	50,000
938924 Master Drainage Planning					
Property Taxes	25,750	25,750	25,750	25,750	25,750
Future Capital Reserve	9,481				
DCC Drainage	101,591	74,250	74,250	74,250	74,250
Total 938924 Master Drainage Planning	136,822	100,000	100,000	100,000	100,000
938925 Easement / Legal Surveys					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Total 938925 Easement / Legal Surveys	20,000	20,000	20,000	20,000	20,000
938927 Rehab Storm Mains - Local Rds					
Property Taxes	125,000	125,000	95,000	85,000	125,000
Future Capital Reserve					
Total 938927 Rehab Storm Mains - Local Rds	125,000	125,000	95,000	85,000	125,000
938928 Rehab Storm Mains - Collectors					
Property Taxes	95,000	50,000	210,000	60,000	58,000
Future Capital Reserve	275,870				
Total 938928 Rehab Storm Mains - Collectors	370,870	50,000	210,000	60,000	58,000
938929 Rehab Storm Mains - Arterials					
Property Taxes	25,000	110,000	190,000	200,000	135,000
Future Capital Reserve					
Total 938929 Rehab Storm Mains - Arterials	25,000	110,000	190,000	200,000	135,000
938972 Cascade Storm Pond					
Property Taxes	4,200				
Future Capital Reserve	449				
DCC Drainage	460,254				
Total 938972 Cascade Storm Pond	464,903				
938983 Lanes Creek Stabilization					
Property Taxes	150,000				
Total 938983 Lanes Creek Stabilization	150,000				

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
938986 Schubert Drive Stabilization					
Property Taxes		80,000			
Total 938986 Schubert Drive Stabilization		80,000			
938990 Heffley Creek Culvert**					
Future Capital Reserve	10,000				
Tax Sale Reserve					
Grants					
Total 938990 Heffley Creek Culvert**	10,000				
938997 Drainage Pumping Cap Mntce					
Property Taxes	11,000	11,000	11,000	11,000	11,000
Total 938997 Drainage Pumping Cap Mntce	11,000	11,000	11,000	11,000	11,000
Property Taxes	2,168,500	2,179,650	2,251,200	2,251,806	2,251,651
Community Works Fund	345,095	0	0	0	0
Future Capital Reserve	2,504,037	0	0	0	0
Local Improvement	0	0	0	0	0
Tax Sale Reserve	35,796	0	0	0	0
DCC Drainage	843,485	207,350	855,800	345,194	173,349
Grants	1,330,905	0	0	0	0
Contractors and Others	0	0	0	0	0
Total Drainage	7,227,818	2,387,000	3,107,000	2,597,000	2,425,000
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				
Total 941105 Pro Show Equipment	22,680				
941108 R/S Park Skating Rink Study					
Community Works Fund	5,875				
Total 941108 R/S Park Skating Rink Study	5,875				
941115 Sandman Ctr Loge Seating					
Future Capital Reserve	10,000				
Contractors and Others					
Total 941115 Sandman Ctr Loge Seating	10,000				
941125 Sandman Ctr-Tools + Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 941125 Sandman Ctr-Tools + Equipment	5,000	5,000	5,000	5,000	5,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
941127 Sandman Ctr Facility Rpr/Retro					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 941127 Sandman Ctr Facility Rpr/Retro	50,000	50,000	50,000	50,000	50,000
941129 Sandman Ctr Concession Equip					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 941129 Sandman Ctr Concession Equip	5,000	5,000	5,000	5,000	5,000
941139 Sandman Center Boards					
Gaming Reserve	540,975				
Total 941139 Sandman Center Boards	540,975				
941143 Sandman Center Bleachers					
Gaming Reserve	460,000				
Total 941143 Sandman Center Bleachers	460,000				
941180 New Chairs					
Gaming Reserve	39,731	10,000	10,000	10,000	10,000
Total 941180 New Chairs	39,731	10,000	10,000	10,000	10,000
Property Taxes	60,000	60,000	60,000	60,000	60,000
Community Works Fund	5,875	0	0	0	0
Future Capital Reserve	10,000	0	0	0	0
Gaming Reserve	1,153,386	10,000	10,000	10,000	10,000
Contractors and Others	0	0	0	0	0
Other Capital Reserves	0	0	0	0	0
Total Sandman center	1,229,261	70,000	70,000	70,000	70,000
Arenas					
942203 Continuous Energy Optimization					
Grants	10,725				
Other Capital Reserves	36,644				
Total 942203 Continuous Energy Optimization	47,369				
942218 Concession Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 942218 Concession Equipment	5,000	5,000	5,000	5,000	5,000
942907 Exterior Upgrades-All Arenas					
Property Taxes	100,000	200,000	300,000	300,000	300,000
Future Capital Reserve	100,000	100,000			
Total 942907 Exterior Upgrades-All Arenas	200,000	300,000	300,000	300,000	300,000
942908 Tools and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 942908 Tools and Equipment	5,000	5,000	5,000	5,000	5,000
942913 Fac Rpr/Retrofit-All Arenas					
Property Taxes	125,000	200,000	200,000	200,000	200,000
Total 942913 Fac Rpr/Retrofit-All Arenas	125,000	200,000	200,000	200,000	200,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
942914 Ice Plant Equipment					
Property Taxes	300,000	150,000	125,000	125,000	
Community Works Fund	63,000				
Future Capital Reserve	160,020				
Total 942914 Ice Plant Equipment	523,020	150,000	125,000	125,000	
Property Taxes	535,000	560,000	635,000	635,000	510,000
Community Works Fund	63,000	0	0	0	0
Future Capital Reserve	260,020	100,000	0	0	0
Gaming Reserve	0	0	0	0	0
Grants	10,725	0	0	0	0
Other Capital Reserves	36,644	0	0	0	0
Total Arenas	905,389	660,000	635,000	635,000	510,000
Parks and Playfields					
943101 Riverfront Land Acquisition					
Gaming Reserve	237,248		222,775		222,775
DCC Parks	28,994		27,225		27,225
Total 943101 Riverfront Land Acquisition	266,242		250,000		250,000
943103 Riverside Park Maintenance					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 943103 Riverside Park Maintenance	50,000	50,000	50,000	50,000	50,000
943110 MacIs Community Park Project					
Gaming Reserve	198,000	210,000	602,000		
Total 943110 MacIs Community Park Project	198,000	210,000	602,000		
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			
943129 Slo Pitch Complex - Phase 2					
Property Taxes	100,000				
Future Capital Reserve					
DCC Parks					
Total 943129 Slo Pitch Complex - Phase 2	100,000				
943147 Playfield Development					
Property Taxes	70,000	170,000	170,000	170,000	170,000
Field User Fees	30,000	30,000	30,000	30,000	30,000
Total 943147 Playfield Development	100,000	200,000	200,000	200,000	200,000
943170 Mountain Bike Park-Valleyview					
Property Taxes	53,596	54,132	54,675	55,220	55,775
Total 943170 Mountain Bike Park-Valleyview	53,596	54,132	54,675	55,220	55,775
943801 Mt Dufferin Park					
Grants	4,040				
Contractors and Others					
Total 943801 Mt Dufferin Park	4,040				
943804 Nature Parks Upgrades					
Property Taxes	22,277	66,832	66,832	66,832	66,832
DCC Parks	2,723	8,168	8,168	8,168	8,168
Total 943804 Nature Parks Upgrades	25,000	75,000	75,000	75,000	75,000
943835 Multi Use Court Upgrades					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve					
Total 943835 Multi Use Court Upgrades	100,000	100,000	100,000	100,000	100,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
943850 Boat Launch Upgrades					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Gaming Reserve	70,000				
Total 943850 Boat Launch Upgrades	120,000	50,000	50,000	50,000	50,000
943906 Hillside Stad Field/Track Upgr					
Community Works Fund	1,500,000				
Gaming Reserve	1,000,000				
Total 943906 Hillside Stad Field/Track Upgr	2,500,000				
943907 Walkway Upgrading					
Property Taxes		25,000	25,000	25,000	25,000
Total 943907 Walkway Upgrading		25,000	25,000	25,000	25,000
943909 Park Furniture					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 943909 Park Furniture	25,000	25,000	25,000	25,000	25,000
943910 TCR Derelict Bldg Demolition					
Future Capital Reserve	535,000	250,000			
Total 943910 TCR Derelict Bldg Demolition	535,000	250,000			
943914 Community Washrooms					
Property Taxes					
Community Works Fund	366,847				
Future Capital Reserve	55,000				
Total 943914 Community Washrooms	421,847				
943916 Washroom Upgrade					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 943916 Washroom Upgrade	25,000	25,000	25,000	25,000	25,000
943925 Carbon Park Project					
Property Taxes					
Future Capital Reserve	18,800				
Contractors and Others					
Total 943925 Carbon Park Project	18,800				
943926 Park/Trail Connections					
Property Taxes	111,388	111,388	111,388	111,388	111,388
Gaming Reserve	44,555	44,555	44,555	44,555	44,555
DCC Parks	19,057	19,057	19,057	19,057	19,057
Total 943926 Park/Trail Connections	175,000	175,000	175,000	175,000	175,000
943932 Parks Planning					
Property Taxes	500	500	500	500	500
DCC Parks	49,500	49,500	49,500	49,500	49,500
Total 943932 Parks Planning	50,000	50,000	50,000	50,000	50,000
943942 Tools & Equipment					
Property Taxes		25,000	25,000	25,000	25,000
Total 943942 Tools & Equipment		25,000	25,000	25,000	25,000
943945 Water Park Upgrade					
Property Taxes		50,000	50,000	50,000	50,000
Total 943945 Water Park Upgrade		50,000	50,000	50,000	50,000
943947 Playground Eq - CSA Guidelines					
Gaming Reserve	75,000	75,000	100,000	100,000	100,000
Total 943947 Playground Eq - CSA Guidelines	75,000	75,000	100,000	100,000	100,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
943949 Singh Bowl Parking Lot					
Future Capital Reserve	175,000				
Total 943949 Singh Bowl Parking Lot	175,000				
943956 Tree Planting Program					
Property Taxes	150,000	75,000	150,000	150,000	150,000
Total 943956 Tree Planting Program	150,000	75,000	150,000	150,000	150,000
943966 Signage for Parks					
Gaming Reserve	20,000	20,000	20,000	20,000	20,000
Total 943966 Signage for Parks	20,000	20,000	20,000	20,000	20,000
943985 Dog Park Upgrades					
Future Capital Reserve	35,000	35,000	35,000	35,000	35,000
Total 943985 Dog Park Upgrades	35,000	35,000	35,000	35,000	35,000
943999 Entrance Corridor Enhancements					
Property Taxes				100,000	100,000
Total 943999 Entrance Corridor Enhancements				100,000	100,000
Property Taxes	900,705	2,144,366	903,395	1,003,940	1,004,495
Community Works Fund	1,866,847	0	0	0	0
Field User Fees	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	818,800	285,000	35,000	35,000	35,000
Gaming Reserve	1,644,803	349,555	989,330	164,555	387,330
DCC Parks	240,371	1,367,170	103,950	76,725	103,950
Grants	4,040	0	0	0	0
Contractors and Others	0	0	0	0	0
Other Capital Reserves	96,959	893,041	0	0	0
Total Parks and Playfields	5,602,525	5,069,132	2,061,675	1,310,220	1,560,775
Recreation Programs					
944901 Fieldhouse Fitness Equipment					
Equipment Reserve	213,480	140,000	140,000	140,000	140,000
Total 944901 Fieldhouse Fitness Equipment	213,480	140,000	140,000	140,000	140,000
944903 Westsyde Pool Fitness Equipmnt					
Gaming Reserve	38,785	25,000	25,000	25,000	25,000
Total 944903 Westsyde Pool Fitness Equipmnt	38,785	25,000	25,000	25,000	25,000
Gaming Reserve	38,785	25,000	25,000	25,000	25,000
Equipment Reserve	213,480	140,000	140,000	140,000	140,000
Total Recreation Programs	252,265	165,000	165,000	165,000	165,000
Parks & Rec Administration					
945901 Office Furniture and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 945901 Office Furniture and Equipment	5,000	5,000	5,000	5,000	5,000
945903 ***CLASS System Replacement					
Tax Sale Reserve	214,025				
Total 945903 ***CLASS System Replacement	214,025				
Property Taxes	5,000	5,000	5,000	5,000	5,000
Tax Sale Reserve	214,025	0	0	0	0
Total Parks and Rec Administration	219,025	5,000	5,000	5,000	5,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
City Facilities					
945301 Floor Machine Replacement					
Property Taxes	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	5,545				
Total 945301 Floor Machine Replacement	15,545	10,000	10,000	10,000	10,000
945303 Facility Maintenance					
Property Taxes	525,000	225,000	225,000	225,000	225,000
Future Capital Reserve					
Total 945303 Facility Maintenance	525,000	225,000	225,000	225,000	225,000
945307 Parking Areas Rehabilitation					
Property Taxes	150,000	150,000	150,000	150,000	150,000
Future Capital Reserve	1,920				
Total 945307 Parking Areas Rehabilitation	151,920	150,000	150,000	150,000	150,000
945308 City Hall Stairs					
Gaming Reserve	25,335				
Total 945308 City Hall Stairs	25,335				
945399 Tools and Equipment-Buildings					
Property Taxes	3,050	3,050	3,050	3,050	3,050
Total 945399 Tools and Equipment-Buildings	3,050	3,050	3,050	3,050	3,050
945604 Flooring - Various					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total 945604 Flooring - Various	25,000	25,000	25,000	25,000	25,000
945608 Comm Centers Repair/Retrofits					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	7,090				
Total 945608 Comm Centers Repair/Retrofits	57,090	50,000	50,000	50,000	50,000
Property Taxes	763,050	463,050	463,050	463,050	463,050
Future Capital Reserve	14,555	0	0	0	0
Gaming Reserve	25,335	0	0	0	0
Total City Facilities	802,940	463,050	463,050	463,050	463,050
Pools					
946104 Facility Retrofit/Equip Repl					
Property Taxes	40,000	40,000	40,000	40,000	40,000
Future Capital Reserve					
Total 946104 Facility Retrofit/Equip Repl	40,000	40,000	40,000	40,000	40,000
946403 Facility Repair/Retrofit					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 946403 Facility Repair/Retrofit	25,000	25,000	25,000	25,000	25,000
946409 Westsyde Comm Ctr Pool-Ph 2					
Community Works Fund	1,333,230				
Future Capital Reserve	12,500				
Total 946409 Westsyde Comm Ctr Pool-Ph 2	1,345,730				

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
946463 Tools and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	5,000				
Total 946463 Tools and Equipment	10,000	5,000	5,000	5,000	5,000
946511 Pool/Bldg Envelope - General					
Property Taxes	100,000	200,000	200,000	200,000	200,000
Future Capital Reserve	100,000				
Total 946511 Pool/Bldg Envelope - General	200,000	200,000	200,000	200,000	200,000
946519 TCC Tables and Chairs					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 946519 TCC Tables and Chairs	5,000	5,000	5,000	5,000	5,000
946520 Pool Toys and Rides					
Gaming Reserve	10,500	10,500	10,500	10,500	10,500
Total 946520 Pool Toys and Rides	10,500	10,500	10,500	10,500	10,500
946528 Public Access AED Program					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 946528 Public Access AED Program	5,000	5,000	5,000	5,000	5,000
946576 CGP Equipment Replacement					
Property Taxes	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	35,290				
Total 946576 CGP Equipment Replacement	65,290	30,000	30,000	30,000	30,000
946577 Janitor Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	5,000				
Total 946577 Janitor Equipment	10,000	5,000	5,000	5,000	5,000
946588 TCC Equipment/Supplies					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	5,500				
Total 946588 TCC Equipment/Supplies	20,500	15,000	15,000	15,000	15,000
946591 TCC Facility Repair/Retrofit					
Property Taxes	405,000	405,000	405,000	405,000	405,000
Future Capital Reserve	93,486				
Total 946591 TCC Facility Repair/Retrofit	498,486	405,000	405,000	405,000	405,000
Property Taxes	635,000	735,000	735,000	735,000	735,000
Community Works Fund	1,333,230	0	0	0	0
Future Capital Reserve	256,776	0	0	0	0
Gaming Reserve	10,500	10,500	10,500	10,500	10,500
Total Pools	2,235,506	745,500	745,500	745,500	745,500
Community Rec & Culture					
947903 Tables and Chairs					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 947903 Tables and Chairs	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
Future Capital Reserve	10,000				
Total 947905 Old Courthouse Boiler/HVAC	15,000	5,000	5,000	5,000	5,000
947906 Old Courthouse Renos					
Future Capital Reserve	142,108				
Gaming Reserve	56,229	85,000			
Total 947906 Old Courthouse Renos	198,337	85,000			

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
947910 Public Art Acquisitions					
Gaming Reserve	120,620	50,000	50,000	50,000	
Total 947910 Public Art Acquisitions	120,620	50,000	50,000	50,000	
Property Taxes	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	152,108	0	0	0	0
Gaming Reserve	176,849	135,000	50,000	50,000	0
Total Community Rec & Culture	338,957	145,000	60,000	60,000	10,000
Civic Recreation					
948101 Wildlife Park					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Total 948101 Wildlife Park	100,000	100,000	100,000	100,000	100,000
Property Taxes	100,000	100,000	100,000	100,000	100,000
Total Civic Recreation	100,000	100,000	100,000	100,000	100,000
Museum					
949313 Museum Restructuring					
Gaming Reserve	507,187	25,000	25,000	25,000	25,000
Grants	5,000				
Contractors and Others	10,000				
Total 949313 Museum Restructuring	522,187	25,000	25,000	25,000	25,000
949338 Bunker Renovations					
Gaming Reserve	55,000				
Total 949338 Bunker Renovations	55,000				
949342 Visible Storage					
Gaming Reserve	23,933				
Total 949342 Visible Storage	23,933				
Future Capital Reserve	0	0	0	0	0
Gaming Reserve	586,120	25,000	25,000	25,000	25,000
Grants	5,000	0	0	0	0
Contractors and Others	10,000	0	0	0	0
Total Museum	601,120	25,000	25,000	25,000	25,000
Community Development					
951401 Infrastructure Improvements					
Property Taxes	75,000	75,000	75,000	75,000	75,000
Future Capital Reserve	3,670				
Total 951401 Infrastructure Improvements	78,670	75,000	75,000	75,000	75,000
951405 Downtown Streetscape Improveme					
Gaming Reserve	390,738	1,000,000		500,000	500,000
Grants					
Total 951405 Downtown Streetscape Improveme	390,738	1,000,000		500,000	500,000
Property Taxes	75,000	75,000	75,000	75,000	75,000
Future Capital Reserve	3,670	0	0	0	0
Gaming Reserve	390,738	1,000,000	0	500,000	500,000
Grants	0	0	0	0	0
Total Community Development	469,408	1,075,000	75,000	575,000	575,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Administrative Services					
952901 Office Furniture and Equipment					
Property Taxes	6,500	6,500	6,500	6,500	6,500
Total 952901 Office Furniture and Equipment	6,500	6,500	6,500	6,500	6,500
Property Taxes	6,500	6,500	6,500	6,500	6,500
Total Administrative Services	6,500	6,500	6,500	6,500	6,500
Property Management					
953105 CMY Environment Assessment-Ph2					
Land Sales	180,000				
Total 953105 CMY Environment Assessment-Ph2	180,000				
953112 Tax Sale Land					
Land Sales	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
953119 Crown Land Survey					
Land Sales	5,000	5,000	5,000	5,000	5,000
Total 953119 Crown Land Survey	5,000	5,000	5,000	5,000	5,000
953121 Equipment - Rental Properties					
Property Taxes	3,000	3,000	3,000	3,000	3,000
Future Capital Reserve					
Total 953121 Equipment - Rental Properties	3,000	3,000	3,000	3,000	3,000
953127 Land Development					
Land Sales	40,000	40,000	40,000	40,000	40,000
Total 953127 Land Development	40,000	40,000	40,000	40,000	40,000
953128 Environmental Audits					
Land Sales	20,000	20,000	20,000	20,000	20,000
Total 953128 Environmental Audits	20,000	20,000	20,000	20,000	20,000
953143 5th/ St Paul Land Acquisition					
Land Sales	1,329,164				
Total 953143 5th/ St Paul Land Acquisition	1,329,164				
Property Taxes	3,000	3,000	3,000	3,000	3,000
Future Capital Reserve	0	0	0	0	0
Land Sales	1,578,664	69,500	69,500	69,500	69,500
Total Property Management	1,581,664	72,500	72,500	72,500	72,500
Financial Management					
963101 Office Furniture and Equipment					
Property Taxes	27,000	27,000	27,000	27,000	27,000
Future Capital Reserve	14,320				
Total 963101 Office Furniture and Equipment	41,320	27,000	27,000	27,000	27,000
Property Taxes	27,000	27,000	27,000	27,000	27,000
Future Capital Reserve	14,320	0	0	0	0
Total Financial Management	41,320	27,000	27,000	27,000	27,000
Human Resources					
968101 Office Furniture and Equipment					
Property Taxes	5,000	2,000	2,000	2,000	2,000
Future Capital Reserve	3,375				
Total 968101 Office Furniture and Equipment	8,375	2,000	2,000	2,000	2,000
Property Taxes	5,000	2,000	2,000	2,000	2,000
Future Capital Reserve	3,375	0	0	0	0

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Total Human Resources	8,375	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
Future Capital Reserve	2,353				
Total 971102 Office Furniture and Equipment	3,353	1,000	1,000	1,000	1,000
971104 Office Services Equipment					
Equipment Reserve	149,100		50,000	47,000	41,500
Total 971104 Office Services Equipment	149,100		50,000	47,000	41,500
Property Taxes	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve	2,353	0	0	0	0
Equipment Reserve	149,100	0	50,000	47,000	41,500
Total Central Office	152,453	1,000	51,000	48,000	42,500
Information Technology					
972101 Office Furniture and Equipment					
Property Taxes	2,500	2,500	2,500	2,500	2,500
Total 972101 Office Furniture and Equipment	2,500	2,500	2,500	2,500	2,500
972102 IT Equipment Replacement					
Equipment Reserve	563,326	991,810	768,358	697,770	1,185,157
Total 972102 IT Equipment Replacement	563,326	991,810	768,358	697,770	1,185,157
972104 Data Center Equipment					
Property Taxes					
Future Capital Reserve	10,918				
Equipment Reserve	12,088	12,088	12,088	12,088	12,000
Total 972104 Data Center Equipment	23,006	12,088	12,088	12,088	12,000
972109 IT Back Office Upgrade					
Equipment Reserve	325,000				
Tax Sale Reserve	375,000				
Total 972109 IT Back Office Upgrade	700,000				
972114 Software					
Property Taxes					
Equipment Reserve	7,500	7,500	7,500	7,500	7,500
Total 972114 Software	7,500	7,500	7,500	7,500	7,500
972121 Records and Documents Mngmt					
Future Capital Reserve	69,530				
Total 972121 Records and Documents Mngmt	69,530				
972126 Infrastructure Mngmt Sys (IMS)					
Future Capital Reserve	78,531				
Tax Sale Reserve	38,500				
Total 972126 Infrastructure Mngmt Sys (IMS)	117,031				
972139 Records Centre Shelving					
Future Capital Reserve	43,970				
Total 972139 Records Centre Shelving	43,970				
972602 Digital Orthophoto					
Property Taxes	33,333	33,333	33,333	33,000	33,000
Future Capital Reserve	58,191				
Contractors and Others	10,000				
Total 972602 Digital Orthophoto	101,524	33,333	33,333	33,000	33,000
Property Taxes	35,833	35,833	35,833	35,500	35,500
Future Capital Reserve	261,140	0	0	0	0
Equipment Reserve	907,914	1,011,398	787,946	717,358	1,204,657
Tax Sale Reserve	413,500	0	0	0	0
Contractors and Others	10,000	0	0	0	0
Total Information Technology	1,628,387	1,047,231	823,779	752,858	1,240,157

FINANCIAL PLAN 2019–2023

2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
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Vehicles & Equipment					
974100 Equipment Replacement					
Equipment Reserve	4,956,067	3,220,000	3,000,000	3,200,000	3,200,000
Future Capital Reserve	152,875				
Gaming	50,000				
Other Capital Reserves	7,425				
Property Taxes	28,000				
Total 974100 Equipment Replacement	5,194,367	3,220,000	3,000,000	3,200,000	3,200,000
974155 Add - Access/Modifications					
Equipment Reserve	90,000	80,000	80,000	80,000	80,000
Total 974155 Add - Access/Modifications	90,000	80,000	80,000	80,000	80,000
974199 Tools + Equipment - Spec Equip					
Property Taxes	9,500	9,500	9,500	9,500	9,500
Total 974199 Tools + Equipment - Spec Equip	9,500	9,500	9,500	9,500	9,500
974280 Purchase New Shop Equipment					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	11,210				
Equipment Reserve					
Total 974280 Purchase New Shop Equipment	26,210	15,000	15,000	15,000	15,000
Property Taxes	52,500	24,500	24,500	24,500	24,500
Sewer Levies	0	0	0	0	0
Future Capital Reserve	164,085	0	0	0	0
Gaming Reserve	50,000	0	0	0	0
Equipment Reserve	5,046,067	3,300,000	3,080,000	3,280,000	3,280,000
Other Capital Reserves	7,425	0	0	0	0
Total Vehicles & Equipment	5,320,077	3,324,500	3,104,500	3,304,500	3,304,500
HVAC					
975202 Bldg HVAC System Replacement					
Property Taxes	85,000	85,000	85,000	85,000	85,000
Total 975202 Bldg HVAC System Replacement	85,000	85,000	85,000	85,000	85,000
975213 Air Quality Improvements					
Property Taxes	60,000	10,000	10,000	10,000	10,000
Total 975213 Air Quality Improvements	60,000	10,000	10,000	10,000	10,000
975218 Control System Upgrades					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total 975218 Control System Upgrades	25,000	25,000	25,000	25,000	25,000
975230 Boiler/Hot Wtr Tank Replacemen					
Property Taxes	35,000	35,000	35,000	35,000	35,000
Future Capital Reserve					
Total 975230 Boiler/Hot Wtr Tank Replacemen	35,000	35,000	35,000	35,000	35,000
975342 Unit Heater Replacement					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	1,410				
Total 975342 Unit Heater Replacement	16,410	15,000	15,000	15,000	15,000
975399 Tools & Equipment - HVAC					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 975399 Tools & Equipment - HVAC	5,000	5,000	5,000	5,000	5,000

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
975612 Fire Hall Exhaust System Upgr					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Total 975612 Fire Hall Exhaust System Upgr	20,000	20,000	20,000	20,000	20,000
Property Taxes	245,000	195,000	195,000	195,000	195,000
Future Capital Reserve	1,410	0	0	0	0
Total HVAC	246,410	195,000	195,000	195,000	195,000
Active Transportation					
976101 Active Transportation-Non DCC					
Community Works Fund	300,000				
Total 976101 Active Transportation-Non DCC	300,000				
976102 Active Transportation-General					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Community Works Fund	279,452	896,050	896,050	896,050	896,050
Future Capital Reserve					
DCC Roads	36,199	103,950	103,950	103,950	103,950
Contractors and Others					
Total 976102 Active Transportation-General	365,651	1,050,000	1,050,000	1,050,000	1,050,000
976103 Active Transportation-Major Pr					
Community Works Fund	450,500	1,306,450	1,306,450	1,306,450	1,306,450
Future Capital Reserve	60,702				
DCC Roads	56,170	143,550	143,550	143,550	143,550
Grants					
Total 976103 Active Transportation-Major Pr	567,372	1,450,000	1,450,000	1,450,000	1,450,000
976104 Jimeva Park Pedestrian Overpas					
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 Overpas	200,000	600,000	6,800,000		
976117 Todd Rd Pedestrian Upgrade					
Community Works Fund	1,616,311				
DCC Roads	108,674				
Total 976117 Todd Rd Pedestrian Upgrade	1,724,985				
Property Taxes	160,000	380,000	3,357,700	50,000	50,000
Community Works Fund	2,646,263	2,202,500	2,202,500	2,202,500	2,202,500
Future Capital Reserve	60,702	0	0	0	0
Land Sales	0	0	786,000	0	0
DCC Roads	291,043	517,500	2,953,800	247,500	247,500
Grants	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Total Active Transportation	3,158,008	3,100,000	9,300,000	2,500,000	2,500,000
Engineering Services					
976603 Downtown Ped Info Signs					
Gaming Reserve	35,000				
Total 976603 Downtown Ped Info Signs	35,000				
976604 RR Xings Transport Canada Upgr					
Property Taxes	40,000	135,000			
Future Capital Reserve	17,859				
Total 976604 RR Xings Transport Canada Upgr	57,859	135,000			
976607 Audible Pedestrian Signal					
Property Taxes					
Future Capital Reserve	149,500				
Grants					
Total 976607 Audible Pedestrian Signal	149,500				

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
976610 ***Tranquille Rd Corridor					
Community Works Fund				2,500,000	
Total 976610 ***Tranquille Rd Corridor				2,500,000	
976611 Intersection Capacity Improvem					
Property Taxes	7,000	98,500	272,500	22,000	45,000
Future Capital Reserve	83,148				
DCC Roads	811,332	886,500	2,452,500	198,000	405,000
Total 976611 Intersection Capacity Improvem	901,480	985,000	2,725,000	220,000	450,000
976613 Transportation Safety Program					
Property Taxes	72,080	247,775	198,220	171,190	171,190
Community Works Fund					
Future Capital Reserve	184,668				
DCC Roads	28,929	27,225	21,780	18,810	18,810
Grants	20,000	100,000	100,000	100,000	100,000
Total 976613 Transportation Safety Program	305,677	375,000	320,000	290,000	290,000
976620 Marion Schilling School-976613					
976675 Hugh Allan Roundabouts**					
Property Taxes				15,000	30,000
DCC Roads				135,000	270,000
Total 976675 Hugh Allan Roundabouts**				150,000	300,000
Property Taxes	119,080	481,275	470,720	208,190	246,190
Community Works Fund	0	0	0	2,500,000	0
Future Capital Reserve	435,175	0	0	0	0
Gaming Reserve	35,000	0	0	0	0
DCC Roads	840,261	913,725	2,474,280	351,810	693,810
Grants	20,000	100,000	100,000	100,000	100,000
Total Engineering Services	1,449,516	1,495,000	3,045,000	3,160,000	1,040,000
Carpentry					
978101 Guard Rails					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	30,880				
Total 978101 Guard Rails	80,880	50,000	50,000	50,000	50,000
978103 Wheelchair Ramps					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Total 978103 Wheelchair Ramps	20,000	20,000	20,000	20,000	20,000
978105 Retaining Wall Replacement					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve	101,110				
Total 978105 Retaining Wall Replacement	201,110	100,000	100,000	100,000	100,000
978107 Keys/Locks					
Property Taxes	47,000	47,000	47,000	47,000	47,000
Future Capital Reserve					
Total 978107 Keys/Locks	47,000	47,000	47,000	47,000	47,000
978109 Seymour Parkade					
Future Capital Reserve	26,639				
Parking Reserve	213,756		100,000		100,000
Total 978109 Seymour Parkade	240,395		100,000		100,000
978111 Lansdowne Parkade					
Future Capital Reserve	18,849				
Parking Reserve	142,760	90,000		90,000	
Total 978111 Lansdowne Parkade	161,609	90,000		90,000	
978199 Tools & Equipment - Carpentry					
Property Taxes	14,100	14,100	14,100	14,100	14,100
Total 978199 Tools & Equipment - Carpentry	14,100	14,100	14,100	14,100	14,100

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Property Taxes	231,100	231,100	231,100	231,100	231,100
Future Capital Reserve	177,478	0	0	0	0
Gaming Reserve	0	0	0	0	0
Parking Reserve	356,516	90,000	100,000	90,000	100,000
Total Carpentry	765,094	321,100	331,100	321,100	331,100
Electrical					
979103 Electrical Safety Improvements					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve					
Total 979103 Electrical Safety Improvements	50,000	50,000	50,000	50,000	50,000
979115 Traffic Signal System Upg					
Property Taxes	226,300				
Future Capital Reserve	55,675				
Total 979115 Traffic Signal System Upg	281,975				
979117 Street Lighting Rehabilitation					
Property Taxes	165,000	165,000	165,000	165,000	165,000
Future Capital Reserve	11,040				
Total 979117 Street Lighting Rehabilitation	176,040	165,000	165,000	165,000	165,000
979119 Traffic Signal/Pole Rehab					
Property Taxes	215,000	215,000	215,000	215,000	215,000
Future Capital Reserve	4,610				
Contractors and Others	30,000	30,000	30,000	30,000	30,000
Total 979119 Traffic Signal/Pole Rehab	249,610	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	30,000	30,000	30,000	30,000	30,000
Total 979123 Signal Pre-Emption	30,000	30,000	30,000	30,000	30,000
979127 LED Installation					
Property Taxes	10,000	10,000	10,000	10,000	10,000
Total 979127 LED Installation	10,000	10,000	10,000	10,000	10,000
979129 Pre-Signalization					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	10,400				
Total 979129 Pre-Signalization	35,400	25,000	25,000	25,000	25,000
979199 Tools & Equipment - Electrical					
Property Taxes	9,400	9,400	9,400	9,400	9,400
Total 979199 Tools & Equipment - Electrical	9,400	9,400	9,400	9,400	9,400
Property Taxes	730,700	504,400	504,400	504,400	504,400
Future Capital Reserve	121,365	0	0	0	0
Tax Sale Reserve	0	0	0	0	0
Contractors and Others	30,000	30,000	30,000	30,000	30,000
Total Electrical	882,065	534,400	534,400	534,400	534,400

FINANCIAL PLAN 2019–2023

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Corp & Community Services Admin					
988101 Office Furniture and Equipment					
Property Taxes					
Future Capital Reserve	18,097				
Total 988101 Office Furniture and Equipment	18,097				
Property Taxes	0	0	0	0	0
Future Capital Reserve	18,097	0	0	0	0
Total Program	18,097	0	0	0	0
Property Taxes	12,732,883	13,767,424	16,012,348	14,159,498	14,909,123
Water Levies	1,300,000	0	0	0	0
Sewer Levies	780,000	0	0	0	0
Community Works Fund	10,548,429	3,202,500	2,202,500	4,713,763	2,236,288
Field User Fees	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	9,115,314	660,000	110,000	110,000	110,000
Other Capital Reserves	421,598	893,041	0	0	0
Gaming Reserve	4,702,821	1,775,055	1,209,830	885,055	1,057,830
Equipment Reserve	7,159,288	5,536,398	5,032,946	1,244,358	3,716,157
Land Sales	1,578,664	69,500	855,500	69,500	69,500
Local Improvement	0	0	0	0	0
Parking Reserve	430,872	115,000	125,000	115,000	125,000
Tax Sale Reserve	663,321	0	0	0	0
DCC Drainage	843,485	207,350	855,800	345,194	173,349
DCC Parks	245,816	1,367,170	103,950	76,725	103,950
DCC Roads	1,339,654	1,505,475	5,502,330	919,035	11,462,985
Grants	1,417,264	330,000	100,000	100,000	100,000
Contractors and Others	55,675	30,000	30,000	30,000	30,000
Five Year Borrowing	1,000,000	4,725,000	0	0	0
Solid Waste Reserve	6,586,230	200,000	700,000	1,200,000	200,000
Debt	2,388,476	8,700,000	0	0	0
Total General Fund	63,339,790	43,113,913	32,870,204	23,998,128	34,324,182
Total Water Fund	12,770,038	3,656,995	5,023,000	4,599,793	4,680,676
Total Sewer Fund	5,740,541	8,595,000	5,361,000	5,880,000	5,331,000
Total General Fund	63,339,790	43,113,913	32,870,204	23,998,128	34,324,182
Grand Total - All Funds	81,850,369	55,365,908	43,254,204	34,477,921	44,335,858

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Contents

[Appendix A - 2019 Business Cases](#)



Canada's Tournament Capital

Additional Building Official III FTE

Prepared by: J. Dixon, Building and Engineering Development Manager

Reviewed by: M. Kwiatkowski, P. Eng., Development, Engineering, and
Sustainability Director

Executive Summary

Building inspection is a key service of the Development, Engineering, and Sustainability Department, helping to ensure the protection of health, safety, and property as it pertains to buildings within the city. The Building Inspection Section provides plan checking and field inspection services in addition to acting as a resource for residents and the building community.

As the community grows, so does construction and real estate activity, and, coupled with increasing regulation, this leads to more complex building permitting, record keeping, and administrative demands. The Building Inspection Section has sought out and embraced any technological advances or tools that are available to be as efficient as possible, which is evidenced by the number of permits handled per employee, especially when compared to other municipalities. Technology can only assist so much, and an increasing workload, imminent major projects and succession planning have led to the need for an additional FTE within the Building Inspection Section.

Funding for the FTE can come from existing Building Permit revenues without the need for fee increases that would impact the building industry or tax increases for residents.

Situational Overview (Terms of Reference)

After completing an operational review, the Building Inspection Section is requesting an additional Building Official FTE. The review focused on three key metrics to establish the current and long-term need for the position as well as an operational review in relation to comparable municipalities and desired service levels.

In 2017, the City set an all-time record for construction and in 2018 to date is over 50% ahead of the 2017 pace leading. The key driver in the 2018 numbers is the construction of multi-family apartment buildings and an increase in commercial activity. Looking to 2019 and beyond, the following projects will keep construction activity high:

- The Patient Care Tower at Royal Inland Hospital is anticipated to take a minimum of four years to complete, with an anticipated construction value of \$400+ million.
- Thompson Rivers University (TRU) is anticipating \$280-350 million of building improvements on campus with planned projects, which is in addition to the continued residential and commercial development of "The Reach" at TRU.

An additional FTE provides operational capacity to manage the completion of large projects started in 2018 and the upcoming projects identified above.

The current team of Building Officials relies on their combined experience to be successful. To ensure that team continues to perform at a high level, a succession plan needs to be developed. Currently, the Building Inspection Section has seven CUPE staff, four who are field inspectors and three who perform plan checking. Of the four field inspectors, the two most experienced and highly certified Building Officials could be expected to retire within the next few years.

The addition of an FTE now allows the hiring of a new Building Official, ideally with the same level of certification to provide capacity for upcoming major projects. The pending retirements will also provide an opportunity to review the Building Inspection Section's workload, construction activity, and desired service levels to determine if the added FTE needs to be kept indefinitely.

The Building Inspection Section strives to be as efficient as possible, using training and technology to ensure that staff can handle as many permits per year as possible.

The Building Inspection Section recently undertook an operational evaluation against a number of other municipalities. The Building Inspection Section sent a survey to the building inspection operations of nine BC municipalities with similar characteristics to Kamloops. Information was gathered for the Thompson-Nicola Regional District, but, considering its large geographical area, it is hard to draw parallels between municipal and regional district operations. The nine municipalities contacted were:

- Nanaimo,
- Kelowna,
- Williams Lake,
- West Kelowna,
- Prince George,
- Penticton,
- Abbotsford,
- Vernon, and
- Chilliwack.

Responses were received from Nanaimo, Kelowna, Vernon, Penticton, and Chilliwack, and a review of those municipalities has shown the City's Building Inspection Section staff handle more permits per year, per person than any of the responding municipalities. In some instances, up to four times as many. Even with the addition of a Building Official, Kamloops will still process more permits per staff member than the other responding municipalities.

Building Department Comparison						
Municipality	Population	Annual Permits	Construction Value (million)	Field Inspectors	Plan Checkers	Front Counter Staff
Kamloops	90,000	1,850	\$225	5	3	2
Kelowna	130,000	2,700	\$700	12	6	13
Vernon	40,100	433	\$130	3	2	3
Nanaimo	90,000	1,050	\$204	4	7	3
Penticton	34,000	1,093	\$198	4	1	3
Chilliwack	90,000	1,200	\$309	4	2	3

Options (Alternatives) Considered

In this case, the options are limited.

- The Collective Agreement with CUPE prevents contract positions.
- Not adding an FTE is an option; however, this option would lead to unmanageable workloads and reduced the level of service.
- Reducing the workload of the Building Inspection Section by relinquishing certain tasks, such as Business Licence inspections, is an option. This option would only lead to requests for additional staff in the Business Licensing and Property Use Section, as there is not capacity to take on the role at this time.

Financial Considerations (Benefit/Cost Analysis)

Option 1: Adding a Building Official based on Building Official III pay grade (15TQ)

Funding for the position would come from Building Permit revenue. 2018 Building Permit revenue was targeted at \$1,080,000, with total revenue expected to be \$1,350,000. Wages and operating costs for the business unit, including 10% of the operating costs for the Development, Engineering, and Sustainability Department's administration, are budgeted at \$1,228,753, for a projected surplus of \$196,247. The additional cost for an FTE, including a fleet vehicle and a one-time allowance of \$5,000 for office furniture, is \$107,645, reducing the surplus to \$13,602. No increase in Building Permit fees is required to fund the requested FTE.

Description of Costs	2019	2020	2021	2022	2023
Capital:					
Total Capital					
Operating:					
Salary (Management)					
Wages (CUPE)*	\$76,236	\$76,236	\$76,236	\$76,236	\$76,236
Benefits*	\$19,059	\$19,059	\$19,059	\$19,059	\$19,059
Training	\$1,900	\$1,900	\$1,900	\$1,900	\$1,900
Membership	\$450	\$450	\$450	\$450	\$450
Vehicle	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Office Furniture	\$5,000	\$0	\$0	\$0	\$0
Total Operating	\$107,645	\$102,645	\$102,645	\$102,645	\$102,645
Total Spend By Year	\$107,645	\$102,645	\$102,645	\$102,645	\$102,645
Management					
Staff (CUPE)	1.0	0	0	0	0

* No increases shown as they are dependent on contract negotiations with CUPE.

Option 2: Status Quo

Description of Costs	2019	2020	2021	2022	2023
Capital:					
Total Capital					
Operating:					
Salary (Management)					
Wages (CUPE)	\$0	\$0	\$0	\$0	\$0
Total Operating	\$0	\$0	\$0	\$0	\$0
Total Spend By Year	\$0	\$0	\$0	\$0	\$0

Risk Analysis

The risks to the Building Inspection Section are increased workload and pressure on staff, ultimately leading to increased sick time usage or stress leave all the way up to staff leaving. The risk to the community is an inability to meet targets for permit processing and a reduced level of service on inspections, which could impact the Canadian Home Builders' Association (CHBA) and the broader development community as well as their customers. Attention to tasks such as expired files or incomplete projects will receive little to no attention and could lead to public safety issues and liability for the organization.

Proposed Schedule

Recruitment will begin as soon as budget approval is received.

Conclusion/Recommendation

Current and major projected construction projects coming to the City starting in late 2018, succession planning, and the results of a review of the City's Building Inspection Section against nine comparable municipalities (five respondents) have shown a need to add a Building Official position.

Current staffing levels have resulted in an excessive workload that leads to not meeting targets for processing permits; reduced service levels for inspection; high stress; and frustration among staff, the CHBA, and the broader development community. Adding an FTE will provide operational capacity to complete major planned projects such as the Patient Care Tower at Royal Inland Hospital and the developments planned at Thompson Rivers University.

Recommendation:

That a Building Official FTE, including a fleet vehicle, be provided in the Building Inspection Section of the Development, Engineering, and Sustainability Department, with funding from existing Building Permit revenues.

Council Recommendation and Decision

That a Building Official FTE, including a fleet vehicle, be provided in the Building Inspection Section of the Development, Engineering, and Sustainability Department, costs will be offset from existing Building Permit revenues.

Approved Funding Source

100% Taxation



Canada's Tournament Capital

Remove Tournament Capital Ranch Derelict Buildings

Prepared By: C. Andersen, Recreation and Civic Facilities Supervisor

Reviewed By: J. Putnam, B.Comm., Parks and Civic Facilities Manager
D. Crundwell, P.Eng., Capital Projects Manager

Executive Summary

From 1962 to 2002, the Rayleigh property was used by the Province as a corrections facility and working farm. These buildings are remnants from the original 1962 land acquisition between the federal and provincial governments. Currently, there are seven derelict buildings at the Tournament Capital Ranch (TCR). They pose a fire risk, are structurally unsound, and are a safety hazard to the public and City staff. All of these buildings also contain hazardous materials. We have taken steps to secure the area with perimeter fencing and signage that warns of the dangers within.

Parks Operations has been using one of the buildings as an operation centre to house field equipment, supplies, and fuel. Although this building is in marginal condition, it has been deemed safe enough to use for the 2018 season, but it will likely not remain so for the 2019 season and beyond. All of the buildings should be demolished to make the site safe and remove the considerable risk exposure from the City.

Administration recommends proceeding with Option 1, in a two-year phased approach, which will see all of the derelict buildings demolished, the grounds made safe, and a centralized operations centre constructed that meets the needs of this high-calibre slo-pitch facility. Option 1 is estimated to cost \$785,000, phased over 2019 and 2020.

Situational Overview (Terms of Reference)

The TCR opened to the public in July 2011. Prior to development, this 135 hectare site housed a correctional facility with seven buildings. These buildings were in poor condition when the land was transferred to the City, and they have deteriorated further. One building is currently being used as an operations centre for Parks staff and equipment, but this building is in marginal condition and is not centrally located.

Many of the buildings have been broken into for theft of wire and metal. Building damage from theft is widespread. The area is now secured with perimeter fencing, and "Do Not Enter" signs have been posted. All of the buildings on the site contain hazardous materials such as asbestos and lead paint. Considering all of the factors, these derelict buildings pose a significant safety hazard to the general public and City staff, and they need to be demolished in a timely manner.

Options (Alternatives) Considered

Option 1 - Remove all hazardous materials and demolish all buildings to make the site safe for the public and City staff. In year one, make the structure that is currently used by Parks staff temporarily safe for use as an equipment storage compound. In year two, construct a new Parks operations centre in a central location.

Option 2 - Maintain the current status of the site. Monitor the area via building checks to ensure that the fencing has not been compromised, and secure the site as required to ensure the buildings cannot be entered. Even though the City has demonstrated due diligence by fencing the area and posting signs, there is a risk that the buildings will be used by homeless individuals for shelter, and the theft and vandalism will continue to occur at the site. These buildings are not monitored for fire protection. Option 2 poses some significant risk exposure to the City due to unauthorized access, unsafe decks holding HVAC equipment, and fire risk.

Financial Considerations (Benefit/Cost Analysis)

All of the options have been reviewed with Parks and Capital Projects staff.

Option 1 is estimated at \$785,000, which includes a permanent and secure building that can house Parks equipment, fuel, and supplies. This option can be phased over a two-year period.

Option 2 requires significant hoarding of windows and doors, removal of HVAC equipment on deck areas, and regular building checks to ensure that the site has not been compromised. A previously used Quonset structure would need to be erected to temporarily house Parks operations.

Time and materials are estimated to cost \$50,000 for hoarding, \$20,000 for a temporary Parks structure, 15,000 for the removal of HVAC equipment, for a total of \$85,000.

Option 2 still exposes the City to significant risk, especially with fire.

Option 1: Full demolition plus permanent parks operations centre

Description of Costs	2019	2020	2021	2022	2023
Capital:					
New Parks Operations Centre	\$20,000	\$250,000			
Total Capital	\$20,000	\$250,000			
Operating:					
Hazardous Materials Removal					
Demolition of Site	515,000				
Total Operating	\$515,000				
Total Spend By Year	\$535,000	\$250,000			

Option 2: Status quo plus temporary Parks operations centre

Description of Costs	2019	2020	2021	2022	2023
Capital:					
Temporary Parks Operations Centre	\$20,000				
Total Capital	\$20,000				
Operating:					
Old HVAC Removal	15,000				
Hoarding costs	50,000				
Total Operating	\$65,000				
Total Spend By Year	\$85,000				

Risk Analysis

There is considerable risk exposure to the City if any of the derelict buildings are left standing. The risk to the City of fire or unauthorized occupancy is high.

Option 1 - This option provides a logical, phased approach and addresses current safety and operational concerns.

Option 2 - Even with the current perimeter fence and signage, there is considerable risk to the City with Option 2. These buildings are very difficult to monitor with building checks. There is no power to the buildings, and there are numerous hazards. Administration does not recommend that City staff enter these buildings to perform building checks.

Proposed Schedule

Option 1 - Construction of a Parks building in 2Q-2019, hazardous materials removal in 2Q-2019, and demolition and site remediation in 2Q-2020.

Option 2 - Window and door hoarding can commence in 2Q-2019. Once hoarding is complete, City staff can perform perimeter building checks to ensure that the hoarding has not been compromised.

Conclusion/Recommendation

Administration recommends to proceed with Option 1. This option addresses the risk exposure the City is faced with while providing Parks staff with a centralized and secure operations centre.

Option 2 addresses some immediate safety concerns but still leaves the City with risk exposure in the medium and long term.

Council Recommendation and Decision

Recommendation: That Council approve the removal of the derelict buildings at the Tournament Capital Ranch and build a parks out building for equipment storage. It is estimated at \$785,000. This option can be phased over a two-year period, \$535,000 in 2019 and \$250,000 in 2020.

Approved Funding Source

100% General Reserve



Canada's Tournament Capital

Asset Management Funding

Prepared by: D. Hallinan, FCPA, FCMA, Planning and Procurement Manager

Reviewed by: J. Belliveau, CPA, CMA Asset Management Supervisor

Executive Summary

Over the past 10 years, cities in North America have been dealing with the infrastructure gap, a theoretical amount that will be required to maintain the current levels of services provided by the assets employed in the operation of city. The City has embarked on an asset management program designed to identify and develop long-term plans to address the rising cost of maintaining civic infrastructure.

Over the past 125 years, the City has invested in the infrastructure to support a growing city. During that period of time, the investment in City assets, including bridges, roads, water, sewer, and facilities, has been over \$2 billion. As time passes, the costs to maintain, renew, and finally replace these civic assets increases. Some estimates indicate that the cost to replace the oldest assets is likely double or even triple the original historic investment.

The funding of assets supporting functions such as water, sewer, and solid waste are maintained through user pay systems. Each of these services is self-funded, and monies required to maintain, exchange, or replace these assets are financed by a specific reserve set aside as a component of the levy amount.

Other assets supported by taxation are funded on a case-by-case basis. Administration is proposing that a component of taxation be set aside for the establishment of an Infrastructure Reserve. These funds will be used for maintaining various civic assets that do not have a dedicated revenues source but are a part of the overall civic infrastructure supported by taxation.

The addition of 0.50% taxation levy on an annual basis over a 10-year period will result in a contribution of \$36.9 million before any return on investment. These funds can be used to address issues arising due to aging infrastructure or changes in the regulatory requirements related to the components of assets required to deliver on the defined service levels.

In 2019, the contribution towards the Infrastructure Reserve will be \$550,000.

Council Strategic Plan

This business case is written in support of Council's goals and objectives regarding:

- **Infrastructure** - invest in the long-term financial stability of our assets and improve the overall infrastructure standards of the City by developing timely and robust asset management programs that support the ongoing sustainability of the City's core infrastructure systems
- **Governance** - be recognized for excellence in public service in local government by being leaders in the field of asset management by establishing a framework and processes that deliver timely information to support transparent, effective decision making for the City

Organizational Priority

Category	Priority (Scale 5 High—1 low)
Maintenance of Existing Infrastructure	5
Safety/Statutory/Legal Requirements (change in regularity or compliance environment)	5
Change to Service Level (new service offering or +/- change to existing service level)	0
Community Request (request originated by the community)	0
Total Priority Score (Out of 20)	10

Situational Overview (Terms of Reference)

At the end of the 2017 fiscal year, the City reported over \$2.3 billion in total asset value. Financial reporting is based on historical actual monies spent to create the asset. Many of these assets date back over a number of decades and, as a result of inflation and changes in the economic environment, it is reasonable to expect that the replacement cost of some of these assets would be double or triple in value.

Asset management programs were introduced in BC to task municipalities to inventory their assets, determine the estimated replacement value, assess the current condition and risk of failure, and determine future demand trends. Based on that information, the municipalities will be able to develop short- and long-term asset management plans that outline what needs to be done to maintain defined service levels and associated costs. These plans will identify the funding shortfall, referred to as the infrastructure funding gap.

At its core, an asset management plan provides Administration, Council, and the public with an understanding of the required level of spending related to maintaining civic assets in a condition that will allow the infrastructure to deliver on its service level requirements. By factoring projected civic growth, the addition of new assets can be incorporated in the forecast to minimize and reduce financial volatility to the ratepayer.

A number of municipalities, in anticipation of the need to secure funding, have opted to introduce an infrastructure component of their taxation rates. The intent is to reduce the volatility on taxation changes by setting aside funds specific to maintaining civic assets as opposed to entertaining a one-off asset management project each year.

This approach provides a degree of certainty and predictability for supporting the ongoing funding needs to maintain the City's current and growing asset base.

Proposed

Introduction of an infrastructure levy is proposed to be added to the current change in tax. These funds will be set aside in an Infrastructure Reserve and used to support the reinvestment in current and future civic assets that support the delivery of the service levels that are in place.

Options considered under this funding model include:

- addition of a 0.25% increase - annually
- addition of a 0.50% increase - annually

Taking into account ongoing growth of the city and aging infrastructure, a solution would be to implement the additional infrastructure levy at the rate of 0.50%, increased annually, for 10 years. By that time, the rate would be 2.5%, and \$36.9 million in funding contribution would have been collected before any interest or return on investment.

Proposed Solution Financial Consideration

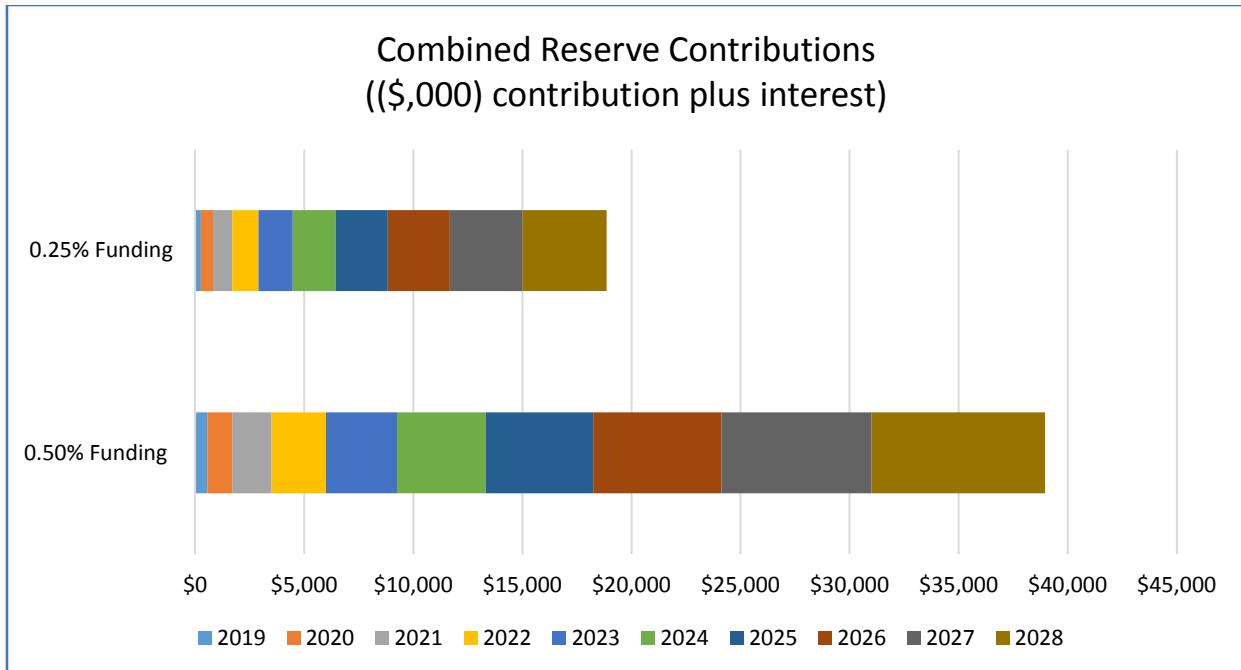
For purposes of this analysis, the following assumptions were made:

- growth - 1.0% annually
- taxation increase 2019 - 3.0% estimate
- taxation increase 2020–2028 - 2.25% (approximate 10-year average taxation increase for the City 2008–2019)
- interest on reserve balance - 2.0% annually

Annual taxation dollar impact associated with all three proposed funding options is as follows:

Year	Base Taxation	Growth Projection (1.0%)	Taxation Base	Funding @ 0.25%	Funding @ 0.50%
2018	106,045,967	950,000	106,995,967		
2019	110,205,846	1,102,058	111,307,904	265,115	551,029
2020	113,812,332	1,138,123	114,950,456	551,029	1,138,123
2021	117,536,841	1,175,368	118,712,209	853,592	1,763,053
2022	121,383,234	1,213,832	122,597,066	1,175,368	2,427,665
2023	125,355,500	1,253,555	126,609,055	1,517,290	3,133,888
2024	129,457,759	1,294,578	130,752,337	1,880,333	3,883,733
2025	133,694,264	1,336,943	135,031,207	2,265,511	4,679,299
2026	138,069,409	1,380,694	139,450,103	2,673,885	5,522,776
2027	142,587,730	1,425,877	144,013,608	3,106,562	6,416,448
2028	147,253,914	1,472,539	148,726,453	3,564,693	7,362,696
Total Contributions				17,853,379	36,878,709

A consolidation of the annual contributions over the initial 10-year period, along with a reasonable return on investment of interest of 2.0%, provides for a reserve of \$39.0 million before any funds are allocated to address aging infrastructure.



Over the 10-year initial period, the overall percentage of the tax draw directed towards the Infrastructure Reserve will be 5.0%. Beyond year 2028, the required funding will be re-evaluated by means of an updated business case, or it will be capped at \$7.0 million annually.

Risk Analysis

The intent of this proposal is to manage risk. Based on the current valuation of the City's assets at \$2.3 billion and the range of the assets' age, it is reasonable to expect that there will be a required investment based on anticipated and possibly unforeseen work. This funding model is designed to provide a level of funding to support this anticipated work.

Not included in this funding plan are assets related to water and sewer, which, based on their statutory requirements, are expected to be self-funded. Additionally, as the City treats solid waste as a levy, assets specific to this activity will not be included.

The reserve will be used in the event that there is required investment in maintaining civic assets related to streets, facilities, building infrastructure, etc. that are approaching and nearing the end of their useful life. Access to these funds will be supported by one of the following:

- an asset management plan
- an enhanced engineering review
- a detailed proposal of the scope and requirements to prolong the life of the asset

Other uses of the reserve will include securing additional expertise in the creation and development of enhanced reviews or development of asset management plans.

Additional consideration will be provided for changes in the regulatory framework that governs many of the infrastructure systems that are required for the ongoing use of City assets.

Risk associated with this proposal is insufficient funding being secured over the proposed period.

Proposed Schedule

The proposed funding strategy would begin in the 2019 fiscal period and extend for a period of 10 years.

Conclusion/Recommendation

Introduction of an infrastructure levy designed to address potential funding gaps related to the management of civic assets is a recommended action that is already undertaken by a number of other municipalities across the province.

The intent is to phase the additional tax burden over 10-year period, which will minimize the impact on the taxpayers. A separate reserve allocated to support the City's infrastructure management will help to reduce the number of one-off requests for increases to address unplanned and reactive requests. It will move the organization into a more proactive asset management program.

Council Recommendation and Decision

Recommendation: That Council approve funding from taxation to address asset management funding requirements. The proposed funding strategy would begin in the 2019 fiscal period and extend for a period of 10 years with a 0.5% annual increase over the period.

Approved Funding Source

100% taxation



Canada's Tournament Capital

Pioneer Park and Valleyview Boat Launch Upgrades

Prepared By: M. Doll, Parks Operations and Planning Supervisor

Reviewed By: J. Putnam, B.Comm., Parks and Civic Facilities Manager
M. Kachel, ASCT, Capital Projects Supervisor

Executive Summary

There are four boat launches in the Kamloops, three of which are maintained by the City. The Pioneer Park and Valleyview boat launches are in a state of disrepair due to excessive water erosion. Several of the concrete bricks on the boat launch aprons have become dislodged or removed. The longer the repairs are delayed, the worse the damage will become. The winter months and early spring are ideal for conducting these repairs as low river levels permit access.

In addition to completing repairs at Pioneer Park and in Valleyview, staff recommend that an overall study be completed on boat launches to answer the following questions:

- Where should boat launches be located within the city?
- How many boat launches does the city need?
- Should the City charge a fee for using the boat launches?

In determining options for consideration the following were reviewed:

- Option 1 proposes to address the immediate repair needs and conduct a study to determine the future direction of boat launches offered by the City.
- Option 2 proposes to conduct significant repairs to both the Pioneer Park and Valleyview Boat Launches.
- Option 3 was considered and not pursued was to do perform no repair work on either of the launches and allow the launches to further degrade and be closed for public use.

Administration recommends Option 1 to fix both boat launches in 2019 and complete a study.

The total cost for Option 1 is \$100,000. By not pursuing Option 1, the risks would include eliminating public access, liability from public safety and/or damaged property, delays by having to duplicate the permitting process, and increased costs by allowing the erosion to continue.

Situational Overview (Terms of Reference)

The Pioneer Park and Valleyview boat launches have experienced extensive water damage, with several of the concrete bricks being displaced and removed. There are not enough existing funds to do the necessary repairs. The estimated total cost to fix both boat launches so that they are operational in 2019 is \$120,000. This additional \$70,000 would be added to the existing, previously approved annual \$50,000 allotted for boat launch repairs to allow for the completion of the required repairs. The boat launches are becoming unsafe for the public to use and are in jeopardy of being shut down until they can be repaired. The winter months would be ideal for conducting the repairs, before the river level rises.

The proposed study will cost \$30,000.

Options (Alternatives) Considered

Option 1 - Complete minor repairs of both boat launches so that they are functional for 2019. Repairing both launches per the Class "A" estimates would cost \$120,000. This would alleviate the City of any potential risk of liability and danger to the public and ensure that both boat launches remain open. Use of the City's boat launches appears to be increasing every year, and there may be a need to add an additional boat launch in the future if demand continues to increase.

The McArthur Island boat launch requires regular dredging of the channel to keep it operational during low water (summer/fall periods), which makes the availability of the Pioneer Park and Valleyview boat launches more critical.

Option 2 - Phased approach - Repair one boat launch in 2019 and the other one in 2020. It would be recommended to fix the Pioneer Park boat launch first, as it is also being severely compromised by the adjacent Peterson Creek overflow. The estimate includes measures to mitigate the damage caused by the creek. This option of phasing may take up more staff time and cause delays due to duplicating the permitting process. Costs for 2019 would be \$215,000 (Pioneer Park boat launch upgrade) and \$175,000 (Valleyview boat launch upgrade) for 2020. This option would risk having to close one of the boat launches until the repairs can be done.

Financial Considerations (Benefit/Cost Analysis)

Option 1: Minor Repairs to Both Boat Launches and Conduct a Boat Launch Assessment Study

Description of Costs		2019	2020	2021	2022	2023
Capital:						
	Additional Repair Funds	\$70,000				
Total Capital		\$70,000				
Operating:	Funds for Study	\$30,000				
Total Operating						
Total Spend By Year		\$100,000				

Option 2: Phased Approach

Description of Costs		2019	2020	2021	2022	2023
Capital:						
Pioneer Park	Construction	\$160,000				
	Engineering	\$16,000				
	Contingency	\$31,000				
	Internal Costs	\$8,000				
Total Capital		\$215,000				
Valleyview	Construction		\$128,000			
	Engineering		\$13,000			
	Contingency		\$26,000			
	Internal Costs		\$8,000			
Total Capital			\$175,000			
Operating:						
Total Operating						
Total Spend By Year		\$215,000	\$175,000			

Risk Analysis

The immediate need to address some of the conditions, particularly at the Pioneer Park boat launch, will mitigate the potential for damage to ramp users' property. A longer-term review of the city's requirements related to boat launches will allow a proactive solution to be brought forward to support a longer-term plan.

Proposed Schedule

Option 1 - repairs and study will be completed in 2019

Option 2 - repairs to Pioneer Park prior to 2Q-2019 and Valleyview 2Q-2020

Conclusion/Recommendation

Option 1 addresses the immediate needs of the city and establishes a foundation to develop a future-focused plan on the ideal locations, plans, and costs related to the boat launches that are provided by the City for public use.

Option 2 allows the costs to be distributed over a two-year period. The risk would be having to close one of the boat launches, and it may cost more by delaying the repairs.

The recommendation would be to implement Option 1. This would eliminate any potential risk to the City, keep both launches open to the public, and avoid the possibility of increased repair costs.

Council Recommendation and Decision

Recommendation: That Council approve minor repairs to the Pioneer Park and Valleyview boat launches and develop a longer term boat launch strategy.

Approved Funding Source

100% Gaming Reserve



Canada's Tournament Capital

Kamloops Fire Rescue Training Centre

Prepared By: M. Helfrich, CPA, CA Business Manager, KFR

Reviewed By: S. Robinson, Assistant Fire Chief

Executive Summary

Until 2016, the Kamloops Fire Rescue (KFR) Training Centre (TC) was situated across the street from its current location on Bunker Road. At that time, a land exchange was made with BC Hydro. The intention was a like-for-like exchange, where the new TC could support the same live-fire, classroom, and other specialty training required for KFR suppression staff to meet the National Fire Protection Association (NFPA) 1001 Standard for Professional Firefighter Qualifications.

In support of these standards, the old TC was able to provide the following live-fire training opportunities, which are reflective of real-world situations that firefighters face on the job:

- interior live fire, in a concrete structure
- vehicle fires
- dumpster fires
- propane tank fires
- propane tank fires with relief valve flame
- propane pan for fire extinguisher training
- gas line break pit
- simulated gas pump fires

The previous interior live-fire training made use of combustible Class A materials, which are potential carcinogens and therefore no longer safe or environmentally suitable for training purposes. In addition, these types of fires are not able to be safely controlled or turned off in an emergency, thereby creating an unsafe training situation.

The exterior prop was natural gas fired, but could not be utilized in the new TC as it no longer met the safety standards for these devices.

Creating a safe training environment is paramount, as between 2001 and 2010, 108 firefighters died in training-related activities in the United States, which related to 11.3% of all firefighter deaths during that period (National Fire Protection Association, 2012).

Due to budget constraints, only one prop could be purchased for the new TC as part of the planned like-for-like build. The net result is that the new burn building only contains one internal kitchen fire burn prop and no external props. This means that KFR is challenged to provide its internal staff or external clients with the required training scenarios needed to meet the NFPA requirements.

KFR staff training is essential. Residential and commercial fires are increasingly becoming low-probability, high-risk events. This is a trend being experienced by fire departments across the country. However, when fires do occur, they burn hotter and faster due to increased use of synthetic building materials, which can result in faster structural collapse. This amplifies the need for firefighters to increase training frequency in order to maintain their technical skills and readiness, thereby reducing the risk to both firefighters and civilians when real-life events occur.

The TC needs to have the ability to meet all of the NFPA's 1001 requirements without bringing in specialized equipment at additional cost, and it is not operationally feasible or cost-effective to have KFR staff receive this training at other locations due to the travel and associated costs involved.

The required expenditures needed to bring the TC up to a fully operational status have been broken down into three phases (Appendix "A"), with a total cost of \$350,000 per year for the period beginning 2019–2021; this provides funding of \$1,050,000 over three consecutive years. In general, the phases are as follows:

- Phase 1 - allows for full NFPA 1001 compliance
- Phase 2 - increases the ability for situational awareness training
- Phase 3 - increases the ability for increased hazardous-materials (haz-mat) training

Each of the phases aid KFR in completing its goals, which are identified in the KFR Strategic Plan 2016–2020.

Situational Overview

Construction of the TC was completed in 2017. The TC has a main building that consists of a classroom space, offices for the training officers, a washroom, and shower facilities. The burn building contains one internal kitchen burn prop, which is used to simulate a live-fire environment for training purposes.

The original scope of the TC did not include various amenities required to bring the facility up to fully operational status. These include, but are not limited to, a paved parking lot and yard, exterior lighting, and a secondary yard hydrant to provide water for training purposes.

Further limiting the use of the current TC is the single prop in the burn building, as once a trainee has gone through the simulation, there are only a few options for variations to the scenario. As a result, repeat sessions on the same prop have diminishing training benefits for situational awareness. The current configuration has already resulted in the loss of approximately \$50,000 in gross annual revenue from external training contracts as well as a reduction in the ability to provide variable scenario training to KFR suppression staff.

The TC requires additional burn props in order to simulate the various situations and environments that firefighters encounter. In addition, related infrastructure is needed to allow the props to be operated without causing site damage, erosion, and adverse muddy conditions.

The TC burn building has capacity for an additional internal burn prop in the upstairs portion, which would be used for a bedroom fire and wall fire scenarios. A more realistic house fire scenario can be achieved with multiple rooms involved in a fire.

The TC site also has two pre-plumbed, gas-fired pads for external props, although only one is planned for development at this juncture. The external pads can house multiple props, such as horizontal tanks for spill fires and hazardous materials scenarios; BBQ and tank fires; and pallet, propane cylinder, and car fire options.

These improvements would represent key parts of a multi-year, phased approach to bring the TC up to fully operational status. The total capital cost to complete all phases is estimated at \$1,050,000 (see cost estimates - Appendix "A").

Options (Alternatives) Considered

Option 1: Status quo with external supplemental training opportunities

Continue to use the kitchen fire prop exclusively. This would provide insufficient training options for KFR suppression staff and decrease the realism of the training. KFR would need to look at external training opportunities or rent a live-fire training trailer from the Justice Institute of BC (JI) in order to provide the mandatory training requirements for suppression members.

Option 2: TC multi-phased development over consecutive years

Beginning with Phase 1 in 2019, KFR would work towards completion of the facility over three years, using a multi-phased approach.

In **Phase 1**, KFR would purchase and install an exterior live-fire training prop on one of the TC pads. In order to provide sufficient variety in the available training scenarios, this would include acquiring various optional configuration types for this prop.

By having multiple options for the prop, the trainees would be required to assess the situation before initiating the appropriate suppression response. As they would not know in advance which scenario they are entering, this provides essential situational awareness training. These props would vastly improve the benefits of the training for both internal and external stakeholders and could assist with attracting additional revenue-generating opportunities. In addition, it would allow instructors to tailor the training scenarios to reflect real-life situations faced by suppression staff regularly and that are in line with NFPA standards.

Also included in this option is site preparation work in the area immediately surrounding the external prop area. This would involve the installation of a 40 ft. x 80 ft. concrete pad immediately around the external prop area to prevent heat damage to the grounds (currently asphalt millings). The railing above the garbage bins would also be upgraded at this time as this is a safety issue that must be addressed.

Phase 2 would see the addition of a second interior prop in the KFR burn building. This would consist of a bedroom prop with a simulated wall fire addition. This would further enhance the training scenarios that can be offered and increase the use of the TC as a whole. A second hydrant would also be added in the yard as well as a concrete shell to allow for large volume water application training (simulated industrial fire).

Phase 3 would add lighting to the yard and parking lot for night training, safety, and security. As part of this phase, the drainage canal, which runs through the TC grounds, would be upgraded and partially covered over, which would reduce the current erosion risk and allow a full 360° approach to action the exterior burn prop for training purposes. A specialized section of the drainage canal would be altered to contain water for diking and booming training. This would be used to simulate a water-related hazardous material spill response.

Option 3: Completion of Phases 1-3 under one project

In order for the TC to reach fully operational status and fill the immediate necessary training needs of KFR staff, Phases 1–3 above would be completed under one project.

Financial Considerations (Benefit/Cost Analysis)

Option 1: Status Quo - External Supplemental Training Opportunities

(A) Use the Vernon Fire Training Centre - four days for 104 suppression members*

Description of Costs		2019	2020	2021	2022	2023
Operating:						
	Wages (IAFF)	\$385,000	\$394,000	\$404,000	\$414,000	\$424,000
	Course Fees	149,000	149,000	156,000	156,000	161,000
	Travel/Meals	71,000	72,000	72,000	76,000	77,000
Total Operating		\$605,000	\$615,000	\$632,000	\$646,000	\$662,000
Total Spend By Year		\$605,000	\$615,000	\$632,000	\$646,000	\$662,000

(B) Rent the JI live-fire trailer for two days of training for each suppression member

Description of Costs		2019	2020	2021	2022	2023
Operating:						
	Transport Costs	\$6,000	\$6,000	\$6,500	\$6,500	\$6,500
	Trailer Fee	55,000	55,000	58,000	59,000	60,000
Total Operating*		\$61,000	\$61,000	\$64,500	\$65,500	\$66,500
Total Spend By Year		\$61,000	\$61,000	\$64,500	\$65,500	\$66,500

* All off-site, off-duty training would be paid at overtime rates, as per the Collective Agreement. Out-of-city training has to be done off duty in order to maintain resources in the city. In addition, the actual costs would likely be higher as this assumes only two days of training, which would not be sufficient in some cases. In addition, it does not include the costs to train auxiliary staff in a live-fire environment.

Option 2: TC Multi-phased Development Over Consecutive Years

Description of Costs		2019	2020	2021	2022	2023
Capital:						
	Yard and Infrastructure Improvements	\$84,200	\$25,000	\$241,000		
	Prop Costs	211,600	268,700	40,000		
	Contingency	54,200	56,300	69,000		
Total Capital		\$350,000	\$350,000	\$350,000		
Total Spend By Year		\$350,000	\$350,000	\$350,000	\$0	\$0

Option 3: Completion of Phases 1–3 Under One Project

Description of Costs		2019	2020	2021	2022	2023
Capital:						
	Yard and Infrastructure Improvements	\$350,200				
	Prop Costs	520,300				
	Contingency	179,500				
Total Capital		\$1,050,000				
Total Spend By Year		\$1,050,000	\$0	\$0	\$0	\$0

Risk Analysis**Option 1: Status Quo - External Supplemental Training Opportunities**

As previously noted, the current TC configuration of a single-kitchen burn prop does not provide adequate training opportunities to meet KFR's strategic goals and the training required under the NFPA standards. As a result, KFR is left with having to supplement internal staff training through either an external service provider or by renting a live-fire travel trailer unit from the JI.

As outlined in Option 1(A), staff attending an external training centre on their days off is cost prohibitive as a result of the overtime rates under the Collective Agreement.

Logistically, this would create additional challenges in getting all 104 suppression members to cycle through the external training centre due to the travel and employee vacations. There would also be additional costs to get auxiliary members live-fire training, as many have other work commitments that would cause travel logistics to be untenable.

The cost and logistics of the JI trailer would be prohibitive. As can be seen in Option 1(B), for just two days of a single course, it would be 20% of the outright purchase price of the external prop. In addition, the trailer is used by various agencies throughout the province, and the window for usage is limited to the spring through fall months. This limits its availability and constrains when we can put on the various training courses required, adding to the logistical complications.

The lack of an exterior fire prop also inhibits training for outside agencies and the associated revenue earning opportunities.

Given the history of the site, there is the potential for site contamination to be identified during yard construction, which would result in unbudgeted remediation costs. These costs would be beyond the scope of this project, as they are unknown and undeterminable at this stage.

Training requirements for KFR staff alone are a necessary requirement for the safety of KFR staff, as fires are increasingly becoming low-probability, high-risk events. Not providing sufficient training for our suppression staff is not an option given the high-risk nature of their daily work.

Proposed Schedule

Phase 1 is to begin in spring 2019, with subsequent phases to be completed in each of the following two years. This would allow for the enhanced live-fire training to commence in fall 2019, which will meet KFR's operational training needs.

Recommendation

Option 2 is recommended for implementation. KFR has a demonstrated need for immediate upgraded training opportunities for the aforementioned operational and safety-related reasons.

Council Recommendation and Decision

Recommendation: That Council modify the proposed recommendation and approve a one-time funding of \$1,050,000 to provide for additional training equipment to meet industry certification standards.

Approved Funding Source

100% General Reserve

References

National Fire Protection Association. (2012). *US Firefighter deaths related to training*. Quincy, MA: NFPA.

Appendix "A" - Project Details

	2019	2020	2021	Project Total
Capital:				
<i>Yard Costs:</i>				
Concrete Pad Around Prop	\$ 59,800	\$ -	\$ -	\$ 59,800
Common Excavation - On Site Re-Use	1,400	-	-	1,400
Common Excavation - Off-Site Disposal	15,000	-	-	15,000
Remove and Reinstall Chain Link Fence	4,500	-	7,000	11,500
Removable Handrails	3,500	-	-	3,500
Hydrant and Water Main	-	25,000	-	25,000
Concrete Spillway	-	-	10,000	10,000
Drainage Canal Upgrades	-	-	104,000	104,000
Yard Lighting	-	-	120,000	120,000
<i>Total Yard Costs:</i>	<u>84,200</u>	<u>25,000</u>	<u>241,000</u>	<u>350,200</u>
<i>Prop Costs:</i>				
Interior - 2nd Floor Bedroom Prop	-	170,800	-	170,800
Wall Fire Simulator	-	13,000	-	13,000
1/2 Exterior Live Fire Training Prop	117,600	-	-	117,600
500 Gal horizontal tank w/ Flowing Spill Fire Effect	8,900	-	-	8,900
500 Gal horizontal tank w/ HazMat Leak Trainer	14,300	-	-	14,300
BBQ w/ Auxiliary Tank Fire	4,200	-	-	4,200
Pallet Equip. Prop	3,400	-	-	3,400
Flange Prop w/ Split Leak and Gate Valve	4,800	-	-	4,800
Propane cylinder w/ blow off valve	4,800	-	-	4,800
Large Flammable Locker	4,000	-	-	4,000
Car Prop w/ Auxiliary Wheel Fire	14,300	-	-	14,300
3rd Party Engineer and BCSA Approval	18,000	19,000	-	37,000
Shipping	5,000	3,000	-	8,000
Provincial Sales Tax	12,300	12,900	-	25,200
High-Volume Water Application Prop	-	50,000	-	50,000
Hazmat Diking and Damming Prop	-	-	40,000	40,000
<i>Total Prop Costs:</i>	<u>211,600</u>	<u>268,700</u>	<u>40,000</u>	<u>520,300</u>
Contingency	54,200	56,300	69,000	179,500
Total Capital	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ 1,050,000</u>



Canada's Tournament Capital

Stuart Wood Cultural Investment: Cultural Design Consultancy

Prepared By: B. Berger, Recreation, Social Development, and Culture Manager
J. Cyr, Museum Supervisor

Reviewed By: D. Hallinan, FCPA, FCMA, Planning and Procurement Manager

Concurrence: B. McCorkell, Community and Protective Services Director

Executive Summary

In 1906, the Province granted title of the property of Stuart Wood (245 St. Paul Street) to the City “in trust for school purposes and as a school site.”

Prior to 2016, Stuart Wood was operated by School District No. 73 (SD73). Effective in 2016, SD73 terminated operating on the Stuart Wood property.

The City proposed to the Province to relocate the Kamloops Museum & Archives (KMA) to the Stuart Wood property and engage and consult with local First Nations.

Engagement and consultation between the City and Tk’emlúps te Secwépemc (TteS) has garnered the opportunity to collaboratively express a shared vision for a cultural centre at the Stuart Wood property.

Administration is requesting \$200,000 from the City’s supplementary budget for the tendering of a cultural design consultancy to create renderings for the establishment of a joint-use cultural centre at the Stuart Wood property.

Council Strategic Plan

This business case is written in support of Council’s goals and objectives regarding:

- **Livability** - ensure Kamloops maintains a high quality of life while meeting the challenge of a growing community by establishing an environment where culture and history are celebrated for the residents of the community and surrounding areas

Situational Overview (Terms of Reference)

Since 2016, when SD73 vacated the Stuart Wood property, the City has been working with the Province to reassign title of the property to the City as a result of a reverter clause.

The reverter clause asserts that if the property is no longer used for educational purposes, it will revert back to the Province as Crown land, in which the City is required to include local First Nations in consultation on the new future use of the property as the property is being proposed for alternative purposes (a new location for the KMA and a joint-use cultural centre established by the City and TteS).

The City and TteS have engaged in discussions in the collaborative redevelopment of the Stuart Wood property to establish a joint-use cultural centre. The vision is to develop a cultural centre that is vibrant and inclusive in sharing the history of Kamloops and surrounding area, the First Peoples of those lands, truth and reconciliation, language, and culture.

Currently, the City is in consultation with TteS to work toward developing a letter of understanding that will enable both parties to pursue funding opportunities that will allow for the development of the proposed use of the property.

The City will not be in a position to apply for sources of funding without a schematic drawing that details the needs of the KMA, which is fundamental to potential grant application requirements.

Given the unique nature of the building, the property, and the planned use, it is reasonable to expect that external consulting services will be required for the creation and development of a Stuart Wood site plan. It is expected that engagement will deliver a collaborative vision through renderings for the future Stuart Wood property as the KMA and a joint-use cultural centre between the City and TteS.

Proposed

Administration is requesting approval for \$200,000 to engage with qualified consultants through a competitive bid process for a Stuart Wood cultural design consultancy to determine renderings for a redesigned facility that will support the KMA and a joint-use facility in collaboration with TteS and that will guide this project forward into applications for grants that are appropriate for building modifications, renovations, and additions.

Proposed Solution Financial Consideration (Benefit/Cost Analysis)

Proposed:

Description of Costs	2019	2020	2021	2022	2023
Capital:					
Total Capital					
Operating:					
Salary (Management)					
Wages (CUPE)					
Consulting Services	\$200,000				
Total Operating	\$200,000				
Total Spend By Year	\$200,000				

Risk Analysis

Risk adjacent to this proposal is that, if not approved, a Stuart Wood cultural design consultancy process will have insufficient funding secured to propel this project forward. The lack of a clear agreed upon vision on the future intended use of the property may result in ad hoc and either ineffective or inappropriate use of the facility and properties that could result in a breakdown in the local relationships.

Proposed Schedule

The proposed review would begin early in the 2019 fiscal period and extend for a period of six months.

Other Options (Alternatives) Considered

Other options are to not perform the study, thereby leaving an unclear and uncertain future for the site, missed funding opportunities, and a lack of a consistent vision within the region.

This option of status quo has no financial consideration.

Conclusion/Recommendation

Administration recommends that Council provide \$200,000 in order to support this direction.

Council Recommendation and Decision

Recommendation: That Council approve the engagement of consulting support to develop an integrated plan for the site, including a museum and cultural center. This plan will be presented to Council and the public at a later date.

Approved Funding Source

100% Gaming Reserve



Canada's Tournament Capital

Singh Bowl Parking Lot

Prepared By: D. Crundwell, P.Eng., Capital Projects Manager

Reviewed By: D. Luison, Assistant Operations Manager

Executive Summary

During the 2018 construction season, the City reconstructed a portion of Singh Street from the north side of the existing CN Rail right-of-way to Ord Road. The construction included the following:

- Two 3.5 m travel lanes
- Two 2.6 m lanes for parallel parking
- Minor utility reconstruction
- A multi-use trail on the east side of the road
- Detailed design for a future parking lot at Singh Bowl Park (proposed construction 2019)

Construction of the multi-use trail at this location was included in the Pedestrian Master Plan. Adding the parallel parking was also identified as a primary safety improvement, as the current angle parking along Singh Street did not meet current City bylaws, and it created vehicular and pedestrian conflicts during busy events at Singh Bowl Park.

Parking capacity was already an issue at the park, and resolving the safety conflict by constructing the parallel parking resulted in a net loss of approximately 30 stalls. To offset this loss of parking, Administration recommends that Council approve construction of a new parking lot at the north end of Singh Bowl Park to accommodate an additional 32 stalls. See Appendix "A" for details of the Singh Street road project and the proposed parking lot.

Council Strategic Plan

- **Infrastructure** - invest in the long-term financial stability of our assets and improve the overall infrastructure standards of the City by maintaining and investing in our current assets
- **Livability** - ensure Kamloops maintains a high quality of life while meeting the challenge of a growing community through proper planning and implementation of identified active transportation corridors

Situational Overview (Terms of Reference)

Parking capacity along Singh Street from north of the CN Rail tracks to Ord Road was already an issue due to busy events at Singh Bowl Park. Existing angle parking created safety concerns for vehicles and pedestrians. Reconstruction of Singh Street to maintain the City's road asset, accommodate proper parking, and create an active transportation corridor resulted in a net loss of approximately 30 stalls. To offset this loss of parking, Administration recommends that Council approve construction of a new parking lot at the north end of Singh Bowl Park for additional parking, which was designed as part of the project.

Proposed

Construction of a new paved parking lot located at the north end of Singh Bowl Park to accommodate an additional 32 parking stalls. See Appendix "A" - Map of the Proposed Solution.

Proposed Solution Financial Consideration (Benefit/Cost Analysis)

Proposed:

Description of Costs	2019	2020	2021	2022	2023
Capital:	\$175,000				
Total Capital	\$175,000				
Operating:					
Salary (Management)					
Wages (CUPE)					
Maintenance		\$5,000	\$5,000	\$5,000	\$5,000
Total Operating					
Total Spend By Year	\$175,000	\$5,000	\$5,000	\$5,000	\$5,000

Risk Analysis

The potential risks to the proposed solution in the business case relate to the following:

- The parking lot size is too big or too small for actual demand. If the size exceeded the needed use, there is a perceived waste of money. Alternatively, if it is too small, the lot will fail to meet the needs of the various user groups and may result in potential dangerous on-street parking practices, which could place people at risk.
- From a planned and timing perspective, the City may not have sufficient resources to construct or manage this work in 2019 and/or construction of another project may have to be deferred.
- Construction costs are uncertain and are placed at a Class "D" estimate for budgeting purposes.

Proposed Schedule

If approved by Council, the parking lot would be constructed by internal staff during the 2019 construction season. Paving of the parking lot would be completed using the annual asphalt contract.

Other Options (Alternatives) Considered

Other options include the following:

- Not constructing a parking lot and utilizing parking along Ord Road and at the BMX bike park
- Working with the soccer association to stagger soccer game start times

Conclusion/Recommendation

Parking during events at Singh Bowl Park has been an ongoing safety concern for many years due to the angle parking. Reconstruction of Singh Street corrected this problem; however, there was a net loss of 30 stalls. Due to other priorities, there was no additional funding to construct the Singh Bowl parking lot to add more parking.

Singh Bowl Parking Lot

The design for a proposed parking lot was completed at the time of the detailed design for the road project, and staff recommend that Council approve funding for this work in 2019.

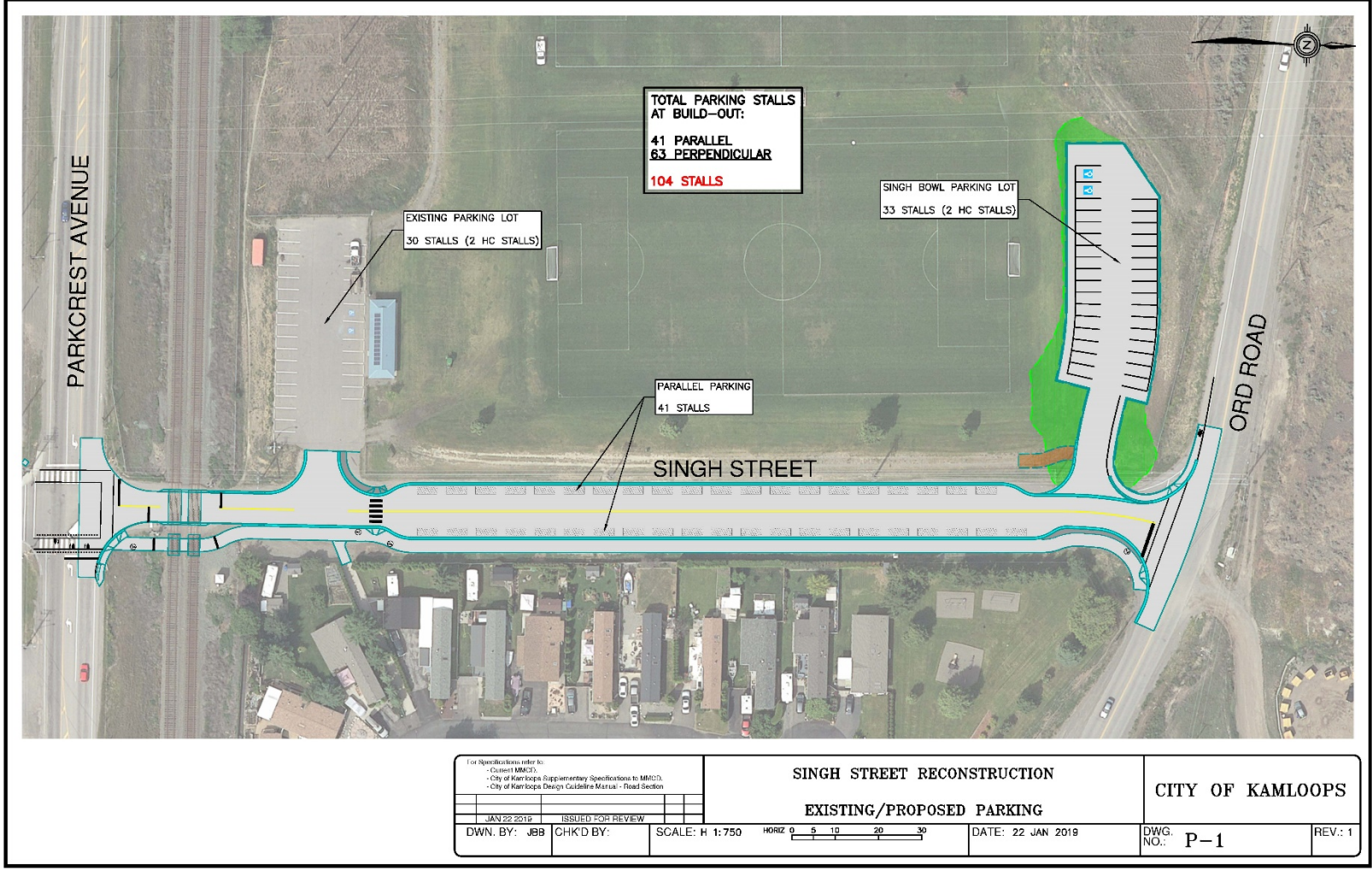
Council Recommendation and Decision

That Council approve a request to enhance parking availability at the Singh Bowl Park.

Approved Funding Source

100% General Reserve
100% Operating costs - Taxation

Appendix "A" - Map of the Proposed Solution





Canada's Tournament Capital

Conventional Transit Expansion Hours

Prepared By: D. Matkowski, P.Eng., Engineering Manager

Executive Summary

BC Transit (BCT) has offered a service hour expansion for Kamloops Transit.

To achieve the transit goals and key performance indicators (KPIs) targets set out in the Transportation Master Plan (TMP), staff recommend increasing the annual hours of conventional transit by 3,000 hours in September 2019.

Situational Overview (Terms of Reference)

BCT has offered to expand Kamloops Transit's conventional service hours. There are 3,000 hours available for September 2019. BCT also anticipates that another 3,000 hours will be available in both September 2020 and September 2021.

The most recent addition to the service hours for the Kamloops Transit system were implemented in September 2018. At that time, an additional 8,500 hours of service hit the road; 3,000 of those hours of service are provided at no net cost to the City, as per the terms of the Community Transit Partnership Agreement with Tk'emlúps te Secwépemc.

The City recently completed updating the TMP, which Council adopted on July 17, 2018. Increasing the number of transit service hours will directly improve the City's ability to achieve the transit goal and objectives from the recently adopted TMP:



3.4.2 Transit Goal and Objectives

GOAL:	Foster an efficient, affordable, safe, and accessible transit system that is an attractive alternative to the private vehicle and integrates with other transportation modes.
OBJECTIVES:	<ol style="list-style-type: none">1. Transit contributes to a more environmentally sustainable Kamloops.2. Transit is well integrated with all other transportation modes.3. A robust frequent transit network serves the community.4. Riding transit provides the rider with a great experience.5. There are high levels of bus stop accessibility and safety.6. There is public awareness that transit is an attractive alternative to the private vehicle.

The success of the TMP's implementation will be measured by the 20 KPIs in the TMP; 9 of the KPIs have a clear correlation with achieving the goal for transit. The most direct KPI that benefits from adopting expansion hours is KPI 2.

<p>▶ KPI 2 – Transit Ridership, as measured annually by BC Transit.</p>	<p>▶ Target 2 – Achieve annual ridership of 8 million at a population of 120,000 (2039), representing 5% mode share at 3.4 trips per day per person.</p> <p>▶ Target 2 Baseline: 3.5 million (2016/17)</p>
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There is a direct correlation between hours of service and ridership; all previous service hour additions have resulted in corresponding increases in ridership. The additional 3,000 hours proposed for September 2019 can improve the core transit network, service span, and frequency of service. Primarily, the hours will be applied toward transit improvement needs identified in the 2016 Kamloops Transit Service Review. All hours applied will be in line with the short- and long-term network improvement strategies identified in the Transit Future Plan (2012) and/or the eventual update to the Transit Future Plan, which BCT and City staff initiated in 2018 and expect to complete in 2019. For example, consideration could be given to the following for the 2019 expansion:

- rerouting Route No. 2 (Parkcrest) and Route No. 6 (Downtown Loop)
- expanding service on weekends and holidays
- providing ongoing service reliability for key routes that connect to Thompson Rivers University

Options (Alternatives) Considered

Option 2:

Approve the budget increase to incorporate 9,000 additional conventional service hours (3,000 hours per year for the next three years). This option further ensures funding is in place to support the continued growth of transit in Kamloops for the next three years.

Financial Considerations (Benefit/Cost Analysis)

Annual Operating Agreement Period	In-service Date	Annual Hours	Vehicle Requirement	Net Municipal Cost Annualized
2019-2020	September 2019	3,000	0	\$112,253
Potential Future Expansion Opportunities (Option 2)				
2020-2021	September 2020	3,000	2	\$195,740
2021-2022	September 2021	3,000	1	\$162,229

The estimated annual total net cost to the City, including vehicle lease fees for the 3,000-hour conventional service expansion proposed by BCT for September 2019, is \$112,253. Additional

funding will come from general taxation. To provide context for the scale of the increase, please note that the City's 2018 general tax allocation budget to provide conventional transit service is \$4,688,086.

Note, the predicted costs for each group of 3,000 hours varies due to factors, such as:

- vehicle requirements vary depending on how additional service hours are implemented
- revenue projections vary based on assumptions on anticipated ridership

Option 1: Approve 3,000 Hours for Implementation Starting September 2019

Description of Costs	2019	2020	2021	2022	2023
Operating:					
September 2019 (3,000 hours)	\$37,418	\$112,253	\$112,253	\$112,253	\$112,253
Total Spend By Year	\$37,418	\$112,253	\$112,253	\$112,253	\$112,253

Option 2: Approve the Budget Increase to Incorporate 9,000 Additional Conventional Service Hours (3,000 hours per year for the next three years)

Description of Costs	2019	2020	2021	2022	2023
Operating:					
September 2019 (3,000 hours)	\$37,418	\$112,253	\$112,253	\$112,253	\$112,253
September 2020 (3,000 hours)		65,247	195,740	195,740	195,740
September 2021 (3,000 hours)			50,176	168,229	168,229
Total Spend By Year	\$37,418	\$177,500	\$358,169	\$476,222	\$476,222

Risk Analysis

Many factors can contribute to variations in the actual cost of putting service on the road. Any inflationary operating cost increases for the next three to five years (e.g. fuel, wages, and tires) are projected to be covered under the Conventional Transit Operating Reserve Fund, which has a balance of \$1,705,842 (at December 31, 2017) and is held by BCT.

Proposed Schedule

Subject to approval, Administration will work with BCT and FirstCanada ULC to have the additional service on the road in the first week of September each year.

Conclusion/Recommendation

Option 1

Council Recommendation and Decision

Recommendation: That Council approve an increase of an additional 3,000 conventional transit hours per year. Hours will be phased in over 2019 and 2020 with an additional 1,000 hours in 2019 and a full 3,000 hours beginning in 2020.

Approved Funding Source

100% Taxation



Canada's Tournament Capital

Accelerate Active Transportation Projects

Prepared By: E. Ansari, P.Eng., Traffic and Transportation Engineer

Reviewed By: D. Matkowski, P.Eng., Engineering Manager

Concurrence: D. Crundwell, P.Eng., Capital Projects Manager

Executive Summary

A transportation goal in the 2015–2018 Council Strategic Plan is to identify a funding strategy for active transportation projects. Per the Transportation Master Plan (TMP), active transportation modes such as walking and cycling are at the top of the hierarchy. Currently, \$1,550,000 per year of funding provided by the Community Works Reserve is allocated to the capital budget for active transportation projects. At this rate, it will take approximately 24 years to complete the short- and medium-term priority projects identified in the TMP.

To support the active transportation targets set in the TMP, and to complete the short- and medium-term projects within the next 20 years, staff recommend increasing the annual budget by \$315,000, with additional funds added to the current \$1,550,000, to provide total active transportation funding of \$1,865,000. Of the funding, 11% will be provided by Development Cost Charges (DCCs) and the balance will come from the Community Works Fund.

In addition to the construction and expansion of the active transportation network, the Civic Operations Department requires additional support in order to maintain and support safe use of the new (and existing) infrastructure. It is estimated that a 0.5 full-time equivalent (FTE) will be required to perform this work.

Situational Overview (Terms of Reference)

A transportation goal in the 2015–2018 Council Strategic Plan is to identify a funding strategy for active transportation projects. This business case proposes a funding strategy to implement the short- and medium-term active transportation projects identified in the recently adopted TMP.

In the current capital plan, \$1,550,000 is budgeted annually for active transportation projects. This includes \$1,050,000 per year for smaller scope projects such as general bike lanes or sidewalks and \$500,000 per year for major projects such as the Peterson Creek Multi-use Path or the Summit Drive Multi-use Overpass. .

The strategy behind the \$500,000 per year for the major projects is to collect enough funds year over year until enough has been set aside for a major project. These capital programs were created in 2014.

Funding of the active transportation program is provided by DCCs (11%) and the Community Works Fund.

The TMP has identified the need for approximately \$13 million^{1*} for short-term priority projects and \$24 million^{2*} for medium-term priority projects. In order to complete these active transportation projects within the next 20 years, an additional \$315,000 of funding is required each year. The short- and medium-term pedestrian and bicycle priority projects identified in the TMP are presented in the Appendix I below.

¹ *note: 2018 dollars. Estimates are high-level Class "D" estimates and do not include allowances for right-of-way, property acquisition, and utility relocations.

² *note: 2018 dollars. Estimates are high-level Class "D" estimates and do not include allowances for right-of-way, property acquisition, and utility relocations.

Increasing the funding available for active transportation modes directly supports the following targets in the TMP:

- Target 1 - Increase share of travel to work by sustainable modes to 30% by a population of 120,000 (2039)
- Target 3 - Increase the percent share of active transportation infrastructure to 33% by 2039
- Target 12 - Annual increase in both bicycle and pedestrian usage

Specific examples of the types and locations of active transportation projects are included in Appendix "I" - Active Transportation Projects List.

Options (Alternatives) Considered

Along with Option 1, which is increasing the active transportation budget by \$315,000, the following other options were considered.

Option 2:

A 15-year option - Increase the active transportation budget by \$950,000 per year to complete the short- and medium-term projects within 15 years. The total annual active transportation budget would be \$2.5 million.

Option 3:

Status quo (25-year option) - Continue with the current \$1,550,000 per year budget. With this budget, the short- and medium-term priority projects would take about 25 years to complete (not considering inflation).

Financial Considerations (Benefit/Cost Analysis)

Option 1: Complete projects within 20 years. Increase annual budget by \$315,000 per year for a total of \$1,865,000 per year.

Description of Costs	2019	2020	2021	2022	2023
Capital:	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000
Total Capital	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000
Operating:					
Wages (CUPE)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Operating					
Total Spend By Year	\$365,000	\$365,000	\$365,000	\$365,000	\$365,000

Building and constructing are one aspect of introducing new active transportation project. Once in place, the City has a requirement to maintain and support the infrastructure to provide safe use by members of the community. It is estimated that the addition of these projects will result in the need for an additional 0.5 FTE to maintain active transportation infrastructure.

FTE Requests With Description	2019	2020	2021	2022	2023
Staff (CUPE)	0.5				

Option 2: Complete projects within 15 years. Increase annual budget by \$950,000 per year for a total of \$2.5 million per year.

Description of Costs		2019	2020	2021	2022	2023
Capital:			\$950,000	\$950,000	\$950,000	\$950,000
Total Capital			\$950,000	\$950,000	\$950,000	\$950,000
Operating:						
Wages (CUPE)			\$50,000	\$50,000	\$50,000	\$50,000
Total Operating						
Total Spend By Year			\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

FTE Requests with Description	2019	2020	2021	2022	2023
Management					
Staff (CUPE)	0.5				

Risk Analysis

Overcommitting staff in the Civic Operations Department and the Development, Engineering, and Sustainability Department could be a risk with this budget increase.

Normal project constraints such as property acquisition and utility relocations will cause the timing of proposed projects to adjust and may affect the overall budget. This is a typical risk with any capital project, and no unique considerations are proposed. Staff will continue to pursue grant opportunities, which, if obtained, would help offset any cost increases and accelerate the implementation of projects on the list of short- and medium-term projects.

Proposed Schedule

Additional annual funding to start in 2019 and continue thereafter.

Conclusion/Recommendation

To complete the short- and medium-term active transportation priority projects and support the targets set in the TMP, staff are requesting an annual increase of \$315,000 to the current active transportation budget, which is currently at \$1,550,000 per year.

Council Recommendation and Decision

Recommendation: That Council approve increased funding for Active Transportation initiatives to meet the 20-year Transportation Master Plan goals and maintain the infrastructure. Council

modified the proposed recommendation and propose an increase to funding from active transportation projects to meet the plan in the 15-year timeframe.

Approved Funding Source

For the Infrastructure Additions:

- 11% Development Cost Charges
- 89% Community Works

For ongoing operational oversight:

- 100% Taxation

Appendix "I" - Active Transportation Projects List

Project Name	Project Extents	Facility Type
Short-Term Pedestrian Priorities		
Dallas to Valleyview	from Grand Boulevard to Todd Road	Multi-Use Pathway
Lansdowne St	from Victoria St to 6th Ave	Standard Sidewalk
Summit Drive	from Guerin Creek Way to McGill Road	Standard Sidewalk
Victoria St	from Battle St to Lansdowne St	Standard Sidewalk
Battle St	from 13th Ave to 12th Ave	Standard Sidewalk
Tanager Dr	from Trans-Canada Hwy E to Valleyview Dr	Standard Sidewalk
Frontage Rd	from Highland Road to River Rd	Standard Sidewalk
Leigh Rd	from Venus Dr & Tranquille Rd to Clapperton Road	Standard Sidewalk
9th Street	from Renfrew Avenue to Fortune Dr	Standard Sidewalk
10th Street	from Renfrew Avenue to Fortune Dr	Standard Sidewalk
Renfrew Avenue	from 10th Street to Tranquille Road	Standard Sidewalk
Fleetwood Ave	from Holt St to Southill St	Pedestrian Shoulder

Project Name	Project Extents	Facility Type
Medium-Term Pedestrian Priorities		
Jimeva Park Overpass	Across the Trans Canada Highway	Pathway Overpass
Lethbridge Ave	from 8th St to 12th St	Standard Sidewalk
Versatile Dr	from 1795 Versatile Drive to Copperhead Dr	Standard Sidewalk
McGill Rd	from Summit Dr to Hillside Dr & University Dr	Premium Sidewalk
Beach Avenue	from Kitchener Crescent to Schubert Dr	Standard Sidewalk
Lorne St	from 7th Ave to 8th Ave	Standard Sidewalk
Chestnut Avenue	from Fortune Dr to Schubert Dr	Standard Sidewalk
Willow St	from Poplar Street to Mackenzie Avenue	Standard Sidewalk
Poplar Street	from Mackenzie Avenue to Tranquille Road	Standard Sidewalk
Yew Street	from Dot Street to Tranquille Road	Standard Sidewalk
York Ave	from Schubert Dr to Sitka St	Standard Sidewalk
Pleasant Street	from 6th Ave to 7th Ave	Standard Sidewalk
Bebek Rd	from Westsyde Rd to Westside Pool	Standard Sidewalk
Kyle Dr	from Bank Rd to Westsyde Rd	Standard Sidewalk
River Rd	from Trans-Canada Hwy E to Valleyview Dr	Standard Sidewalk
Sydney Ave	from Schubert Dr to Sarnia Pl	Standard Sidewalk
McGowan Avenue	from Elm Avenue to Leigh Road	Standard Sidewalk
Brentwood Avenue	from 8th Street to 7th Street	Standard Sidewalk
Westminster Avenue	from 8th Street to 9th Street	Standard Sidewalk
Highway 5A	from Aberdeen Drive to Summit Drive	Multi-Use Pathway
Pine Springs Road	from Bebek Road to Wawn Road	Standard Sidewalk
Wawn Road	from Pine Springs Road to Westsyde Road	Standard Sidewalk
Hugh Allan Drive	from Lodgepoll Drive to Pineview Heights Access	Standard Sidewalk
Bank Rd	from Bisette Rd to Overlander Dr	Pedestrian Shoulder
Desmond St	from Happyvale Ave to Tranquille Rd	Pedestrian Shoulder

Project Name	Project Extents	Facility Type
Short-Term Bicycle Priorities		
McGill Road (west)	from Columbia Street to Hillside Drive	Multi-Use Pathway
Tranquille Connector (Desmond to Aviation Way)	from Desmond Street to Aviation Way	Multi-Use Pathway
Westsyde Rd (north)	from Batchelor Drive to Westmount Drive	Multi-Use Pathway
Dallas to Valleyview	from Grand Boulevard to Todd Road	Multi-Use Pathway
Peterson Creek Path	from Glenfair Drive to Summit Drive (Design in Progress)	Off-Road Trail
Singh Street North	from Parkcrest Ave to Ord Rd	Multi-Use Pathway
Summit Drive	from Notre Dame Drive to Whiteshield Crescent	Multi-Use Pathway
Peterson Creek Path	from Glenfair Dr to Columbia St	Signed Route
Springhill Drive	from Gleneagles Drive to Summit Drive	Bike Lane
City Centre West End Connection	from Strathcona Terrace to Summit Drive	Signed Route

Project Name	Project Extents	Facility Type
Medium-Term Bicycle Priorities		
Summit Overpass	from East of Summit Drive to West of Summit Drive	Multi-Use Pathway
Aberdeen Drive (Copperhead to Aberdeen)	from Pacific Way to Lodgepole Drive	Multi-Use Pathway
TCH Overpass	from South of Highway 1 to North of Highway 1	Multi-Use Pathway
5th Avenue	from Columbia Street to Lansdowne Street	Bike Lane



Canada's Tournament Capital

RCMP Protective Services Training Facility

Prepared By: D. Hallinan, FCPA, FCMA, Planning and Procurement Manager

Reviewed By: D. Crundwell, P.Eng., Capital Projects Manager

Executive Summary

In recent years, the Kamloops RCMP has given significant consideration on how it can enhance the ability of law enforcement officers to respond safely to more complex and challenging armed conflict situations.

In Kamloops, providing both firearms and immediate action rapid deployment (IARD) training to local RCMP officers is challenging and costly. Regional firearm ranges and training facilities currently available to the local detachment simply do not meet the ever-increasing mandatory training requirements. Travelling outside of the Interior for mandatory training is becoming more costly, and it limits the total number of available officers in Kamloops. Furthermore, there are limited opportunities for Kamloops RCMP officers to advance their training and skills beyond mandatory requirements. This, in turn, increases overall policing costs and limits the level of protective service offered within the city and the surrounding region.

To address current training challenges, it is proposed that the City work in partnership with the Kamloops RCMP to advance the development of a new protective services training and development facility.

Conceptually, the proposed facility would include the following:

- an indoor 50 m covered firearms range with 12 shooting bays
- a large, warehouse-style building that can be used for IARD and scenario-based training
- expanded shared classroom space, which is currently dedicated to Kamloops Fire Rescue (KFR)

Further investigation is required to determine the overall viability of a facility of this nature. Areas to be investigated and confirmed include the following:

- investigate potential customer base
- finalize overall needs assessment
- determine and confirm revenue models
- understand possible synergies with the possible location of this facility adjacent to the Kamloops Fire Training Centre

Administration is requesting \$25,000 to engage external consulting support to complete this investigation to provide a more robust business case, which will identify potential revenue streams, cost to operate, and funding alternatives and will be presented to Council in fall 2019 for its consideration and approval for inclusion in the 2020–2024 Five-year Financial Plan.

Situational Overview (Terms of Reference)

Introduction

Personal and community safety is fundamental to a community's liveability. The City strives to improve community safety by strategically investing in opportunities that bring meaningful benefits to the city.

The City works with a variety of organizations, agencies, and community interest groups to ensure the safety of the community. The keystone agency responsible for providing protective

services in Kamloops is the RCMP. As of summer 2018, the Kamloops RCMP Detachment included 136 officers, who provide policing services on behalf of the City.

What is the Issue?

In recent years, the Kamloops RCMP has given significant consideration to how it can enhance officers' abilities to safely respond to more complex and challenging armed conflict situations. This, in part, is driven by tragic events across Canada; in particular, the Moncton shooting on June 4, 2014; the Spiritwood shooting on July 7, 2006; and the Mayerthorpe shooting on March 3, 2005. These events resulted the tragic loss of police officers' lives.

These specific, complex armed situations, among many other armed standoff incidents across Canada, stress the need to advance both officer and community safety.

In response to these tragic events, in particular the Moncton shooting, the RCMP commissioned an independent review, led by Assistant Commissioner Alphonse MacNeil.¹ This independent review outlined several specific recommendations that focused on enhancing firearms and IARD training for RCMP officers. These recommendations are being implemented, building on a very comprehensive firearms training regime. In short, the RCMP has an ever-increasing level of standard for firearms and IARD training to maximize the officers' ability to respond safely to major incidents.

In Kamloops, providing both firearms and IARD training to local RCMP officers is challenging and costly. Regionally, the firearm ranges and training facilities that are available to local detachments simply do not meet the ever-increasing mandatory training requirements.

As a result, officers are often forced to travel to firearm range facilities in the Lower Mainland (e.g. the Pacific Region Training Centre in Chilliwack) to meet mandatory training requirements. Initial estimates suggest that the additional travel and labour costs of having Kamloops RCMP officers train at Lower Mainland facilities is \$50,000 per year. In addition to the direct labour and travel costs, this is a challenging scenario for the local RCMP and the City, as it:

- Significantly increases administrative complexities associated with facilitating mandatory firearms training.
- Increases the detachment's overall training budget.
- Limits the ability for the Kamloops RCMP to offer enhanced or speciality training opportunities to local officers given the lack of a local training facility.
- Often creates scenarios where the total number of officers available to serve the community becomes limited. This can be particularly troubling during high-risk incidents such as a standoff with an armed perpetrator, which requires the engagement of additional officers and specialized officers.

In summary, the Kamloops RCMP faces challenges to meet mandatory firearms and IARD training requirements. Furthermore, there is very limited opportunity for Kamloops RCMP officers to advance their training and skills beyond mandatory requirements. This limits the potential level of protective service offered within the city and the surrounding region.

¹ Available at: <http://www.rcmp-grc.gc.ca/en/independent-review-moncton-shooting-june-4-2014>

In addition to the training challenges experienced by the Kamloops RMCP, several other protective services agencies local to Kamloops and the surrounding region struggle to advance mandatory firearms training opportunities. This includes the following:

- regional RCMP detachments, including, but not limited to, Chase, Merritt, Ashcroft, Clinton, and Barrier
- British Columbia Sheriff Service (Kamloops detachment)
- Canadian National Police Service and Canadian Pacific Police Service
- BC Conservation officers
- Fisheries and Oceans Canada officers

These agencies all have similar mandatory firearm training requirements to that of the RCMP.

Proposed

It is proposed that the City investigate the development of the protective services training and development facility. The proposed facility would be located at the City's Civic Operations Centre. Features required for a facility of this type include the following:

- an indoor 50 m covered firearms range with 12 shooting bays
- a large, warehouse-style building that can be used for IARD and scenario-based training
- expanded shared classroom space, which is currently dedicated to KFR

Further, this could become a regionally supported site, and locating this facility adjacent to the existing KFR facility could create operational synergies.

Options (Alternatives) Considered

Do Nothing (Status Quo)

The City could not investigate providing a firearms and training facility for the local RCMP and other protective services in the region. This would see the Kamloops RCMP having to rely on training facilities in the Lower Mainland and local ranges that poorly service the increasing needs of the detachment. This scenario results in additional labour and travel costs associated with relying on non-regional facilities at a cost of \$50,000 per year.

Financial Considerations (Benefit/Cost Analysis)

A summary of the above analysis is presented in the table below.

Preferred Option - Investigate the Viability of the Training Facility

Description of Costs	2019	2020	2021	2022	2023
Capital:					
Total Capital					
Operating:					
Professional Services	\$25,000				
Total Operating	\$25,000				
Total Spend By Year	\$25,000				

Proposed Schedule

The review and investigation of this opportunity will be completed during 2019, with a more robust business case that details revenue streams, costs to operate, and funding alternatives to be presented to Council in fall 2019 for its consideration and approval for inclusion in the 2020–2024 Five-year Financial Plan.

Conclusion/Recommendation

It is administration's recommendation that \$25,000 be allocated to this operating budget for Council's consideration and adoption.

Council Recommendation and Decision

Recommendation: That Council approve funding to investigate the development of a training facility to meet the needs of the RCMP. It is recommended that \$25,000 be allocated to this operating budget for Council's consideration and adoption.

Approved Funding Source

100% Gaming Reserve



Canada's Tournament Capital

Community Request Downtown Pedestrian Information Maps

Prepared by: E. Ansari, P.Eng., Traffic and Transportation Engineer

Reviewed by: D. Matkowski, P.Eng., Engineering Manager

Executive Summary

The Kamloops Central Business Improvement Association (KCBIA) has requested that the City install information map kiosks within the downtown core to provide orientation and information to pedestrians—see images of potential options below.

The pedestrian information maps would be installed within the downtown core, preferably near busy pedestrian intersections and on sidewalks, where space allows. Based on preliminary research, the cost per unit can vary significantly. Staff are requesting approval for \$35,000 for initial implementation in product and design and \$5,000 every three years for operating costs for preparing and updating the physical signs for this initiative. Depending on the cost per unit, up to five signs could be added in the downtown core.

Situational Overview (Terms of Reference)

This community request has been prepared on behalf of the KCBIA. The KCBIA has requested pedestrian information maps in the downtown to provide orientation and information to pedestrians. The pedestrian information would be provided on a map and either mounted on its own post or on existing posts—samples are shown in Figures 1 and 2 below. In the downtown core, the maps would be installed at or near intersections and on sidewalks, where space allows. Pedestrian information maps are commonly used by municipalities across North America and Europe.

The information maps would not be used for advertising private businesses. Attractions such as civic amenities, community services, historic buildings, and shopping and dining corridors could be highlighted on the maps. Attractions could include the Kamloops Museum & Archives, the Thompson-Nicola Regional Library, Riverside Park, the Farmers' Market, and general shopping/dining areas in the downtown core. A "You Are Here" point would be shown on the map with a 5-minute walking radius from the sign location highlighted.

Depending on the cost of the signs, up to five would be installed within the downtown core. City staff will work with the KCBIA for the design and placement of the pedestrian information maps.

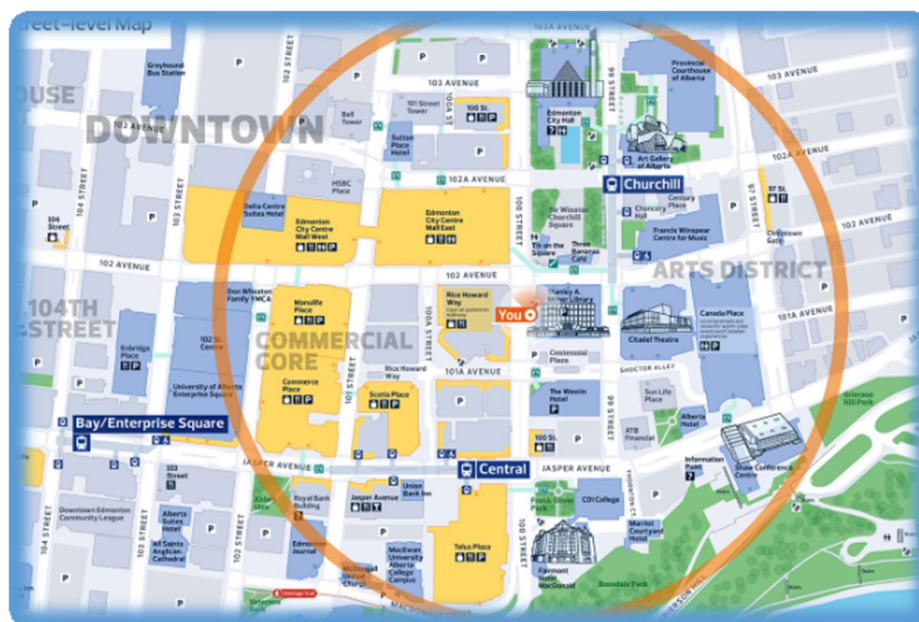


Figure 1 - Sample Pedestrian Map (source: google)



Figure 2 - Samples of Pedestrian Maps and Mounts (source: Google)

Options (Alternatives) Considered

An alternative would be to not support this request from the KCBIA.

Financial Considerations (Benefit/Cost Analysis)

Option 1:

Description of Costs	2019	2020	2021	2022	2023
Capital:	\$35,000				
Total Capital	\$35,000				
Operating:					
Update of maps every three years (contract or wages)				\$5,000	
Total Operating				\$5,000	
Total Spend By Year	\$35,000			\$5,000	

Risk Analysis

More community requests for these types of maps may be made (e.g. North Shore Business Improvement Association).

Proposed Schedule

The project would start as soon as funding is available in 2019, and it should be completed by the end of 2019.

Conclusion/Recommendation

It is recommended that the funding to implement this request be approved so that the pedestrian orientation and information maps can be added to the downtown core in 2019.

Council Recommendation and Decision

Recommendation: That Council approve the development and maintenance of Pedestrian Wayfinding signage to be added to the downtown core in 2019.

Proposed Funding Options

Initial purchases - Gaming \$35,000
\$5,000 operating costs - taxation every three years out



Canada's Tournament Capital

Community Request Westsyde Centennial Park Building Upgrade

Prepared By: C. Andersen, Recreation and Civic Facilities Supervisor

Reviewed By: J. Putnam, B.Comm., Parks and Civic Facilities Manager

Concurrence: S. Cook, Senior Parks Supervisor
K. Wilk, Trades Supervisor

Executive Summary

The Westsyde Neighbourhood Centre (former Westsyde Elementary School) is facing an uncertain future as School District No. 73 (SD73) is still deciding whether to reopen the facility for elementary education purposes. This change in the school's use may result in several community groups, including the Westsyde Community Development Society (Society), being displaced. In anticipation of a possible 2019/2020 closure, the Society is proposing a \$60,000 renovation to a Parks outbuilding within Westsyde Centennial Park.

Currently, the Westsyde Centennial Park building is being used for storage, and extensive renovations would be required to convert the interior into useful meeting space. A Building Permit would be required for this project, which may also necessitate bringing various parts of the building up to current building code. These additional costs would not be included in the estimate. Old sections of the cinder block wall are in poor shape structurally and contain vermiculite with asbestos. If renovations cause enough disturbance to these sections, vermiculite may be released from within the cinder block walls. If this occurs, the project would halt to allow for cleanup, which would add additional costs to the project.

Administration recommends that the project not proceed until the City is certain that SD73 intends to displace the current user groups from the Westsyde Neighbourhood Centre, and should this end up being the situation, Administration would work with these various groups to locate a suitable replacement venue. If this is not possible, Administration would report back to Council with costs related to new space requirements.

Situational Overview (Terms of Reference)

Currently, the Society utilizes the Westsyde Neighbourhood Centre for meetings. This building is currently operated by the City, but it remains an asset of SD73.

With a possible decision to reopen the school for the 2019/2020 school year, the Society, along with other community groups, is uncertain if it is still able to use the facility to deliver its program or for their meetings and faces possible displacement from this location.

In anticipation of the community centre closing and being displaced, the Society has proposed renovating an outbuilding inside Westsyde Centennial Park to be used by the Society and other small, displaced community groups such as Cub Scouts and Girl Guides. The proposal would see a complete interior renovation of more than half of the building so that it would become a useful meeting place. Several suggested improvements involve bringing the building up to current building code. The building is currently being used for storage.

Currently, there are a limited number of facilities in the Westsyde neighbourhood.

Options (Alternatives) Considered

Option 1 - Renovation as Proposed by the Westsyde Community Development Society

Option 1 is to renovate the Westsyde Centennial Park building as proposed. The Society is anticipating that, with the school scheduled to be reopened in fall 2019, there will not be space available to support its activities. This renovation would allow the Society and other small community groups to have a home base within their neighbourhood. The Society has estimated that the proposed renovation will cost \$60,000. This estimate has been reviewed by the City's

Trades Division staff, who have determined it to be inadequate, as the costs do not include abatement of hazardous materials or any unanticipated repairs.

Option 2 - Proposed by Administration

Administration recognizes that the Society will not be the only group impacted by SD73's proposed change in the use of the Westsyde Elementary School. Once SD73's position is certain, it is proposed that City Administration work with the Society and other potentially displaced organizations and user groups to assist these entities with locating and securing suitable venues for their use.

Financial Considerations (Benefit/Cost Analysis)

Option 1 - Renovation as Proposed by Westsyde Community Development Society

Description of Costs	2019	2020	2021	2022	2023
Capital:					
Renovations	\$60,000				
Total Capital	\$60,000				
Operating:					
Salary (Management)					
Wages (CUPE)					
Electricity - Hydro	\$1,000	\$1000	\$1,000	\$1,000	\$1,000
Total Operating	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Spend By Year	\$61,000	\$1,000	\$1,000	\$1,000	\$1,000

Option 2 - Proposed by Administration

At this time, there is no certain financial impact until SD73 has provided direction on its intention to provide or allow community groups use in its facility.

Risk Analysis

If this proposed building upgrade is not approved and SD73 proceeds with reopening the building as a school, there will be displaced community groups in 2019 and 2020. With limited options for alternate space, it will be difficult for these displaced groups to find space.

If the Society's proposal is approved, substantial renovations will be needed, which could include unanticipated costs that the Society may not have considered when preparing its estimate. This project will require a Building Permit, and the City may be required to bring the building up to current building code in several key areas. Costs will increase beyond the requested amount based on the additional work required to bring the building up to current building code.

Trades Division staff conducted a site visit on September 11, 2019, and concerns were noted with the structural integrity of the old sections of the cinder block walls and the overall electrical supply. Both of these conditions will add to the projected costs, which cannot be determined until the complete project scope has been finalized. If any of the old cinder block sections become compromised during renovations, staff will be faced with cleaning up hazardous vermiculite materials, which are deemed to be a moderate risk remediation. This will result in

reactionary and mandatory cleanup costs, which will delay the construction timeline and increase project costs beyond the estimated amount.

Proposed Schedule

Option 1 - Renovation as Proposed by Westsyde Community Development Society

If approved, this project could proceed in Q2-2019 as soon as funding is in place. Demolition and renovations are estimated to take four to five weeks. It should be noted that the cost estimate of \$60,000 put forward by the Society has been deemed to be substantially low.

Option 2 - Proposed by Administration

Discussions with SD73 can begin immediately with an understanding of its intentions by the end of Q2-2019.

Conclusion/Recommendation

With the recent announcement that SD73 is proposing to reopen the school for the upcoming school year, it is still uncertain whether the facility will be made available by SD73 for various community groups.

With this degree of uncertainty, it is not recommended to invest any monies into the outbuilding in Westsyde Centennial Park, and the City should work with all impacted groups to help secure suitable spaces for their programs and meeting needs.

Council Recommendation and Decision

Recommendation: Administration recommends that the project not proceed until the City is certain that SD73 intends to displace the current user groups from the Westsyde Neighbourhood Centre, and should this end up being the situation, Administration would work with these various groups to locate a suitable replacement venue. If this is not possible, Administration would report back to Council with costs related to new space requirements.

Approved Funding Source

No funding source was required

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Contents

[Appendix B - Service Level Descriptions](#)

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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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

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|------------------------|-------------------------------------|
| 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. |



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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.



FINANCIAL PLAN 2019–2023



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

FINANCIAL PLAN 2019–2023

	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

FINANCIAL PLAN 2019–2023

	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

FINANCIAL PLAN 2019–2023

	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.

FINANCIAL PLAN 2019–2023

	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

FINANCIAL PLAN 2019–2023

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.

FINANCIAL PLAN 2019–2023

	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
- Gordonhorn
- Highland
- Hugh Allan
- Humphrey Sanctuary
- Mission Flats
- Monmouth
- North River
- Perryville
- Robson
- Rose Hill
- Sahali Terrace

FINANCIAL PLAN 2019–2023

- 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.

