

FINANCIAL PLAN 2020–2024



MAKING KAMLOOPS SHINE



Canada's Tournament Capital

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Financial Planning Process at a Glance

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

July-September	<ul style="list-style-type: none">• 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 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 2016, 2017, 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.





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Message from the Corporate Services Director

The City of Kamloops was well on the way to completing the final 2020–2024 Financial Plan when a local and then provincial state of emergency due to the COVID-19 pandemic, which resulted in the need to revisit the impact that the pandemic would have on the financial position of the organization.

The City, 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 and have a Council-approved Financial Bylaw by May 15.

This document is being presented in a format similar to prior years, but with small changes that are intended 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.

Planning Process

The approval and review process began with the draft 2020–2024 Financial Plan, which was reviewed with Council on November 19 and 26, 2019, and included an operational budget that maintains the current service levels that were established by Council. This financial plan also included a capital plan that supports the previous Council's decisions for new and existing infrastructure.

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 2020 budget included the following:

- global disasters causing increases to property and liability insurance premiums
- increasing costs of materials and services to maintain specialty infrastructure
- 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 its the ability for staff to address some services issues in a fast and timely manner.

The public consultation process gave Kamloops citizens an opportunity to provide input, ask questions, and/or comment on the 2020–2024 Financial Plan prior to its completion. The process included the following:

- In November 2019, 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 2019 to February 2020, 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 2020, the City hosted a second Public Budget Meeting. This meeting focused on the proposed supplemental items for consideration in the 2020–2024 Financial Plan.

Provisional Budget

The capital component of the 2020–2024 Financial Plan maintains a \$12.0 million, tax-funded capital program, which includes completing the investment in some of Kamloops' oldest infrastructure on Victoria Street West, the second phase of upgrades for Westsyde Pool, and addressing aging infrastructure at the Canada Games Aquatic Centre and the Tournament Capital Centre's outdoor field.



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The City has been impacted by initiatives that were presented in prior years that are now being realized this costs to increase or maintain City services resulted in an increase of 1.46%, or \$1.64 million, and ongoing inflation, revenue, and costs resulted in an increase of 2.88%, or \$3.23 million. The costs of items that originate through provincial government agencies dropped for 2020 and resulted in a savings of 0.18 %, or \$0.21 million. A large percentage of these costs were offset by the growth of other City revenues. These impacts resulted in an initial provisional tax increase of 2.76% for 2020 before supplemental items.

Initial Final Budget

Council considered 11 supplemental items for inclusion in the 2020–2024 Financial Plan (see Appendix B, 2020–2024 Supplemental Items). Business cases that were reviewed and approved by Council resulted in an additional 0.21% 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 proposed property tax rate increase of 2.97% for 2020.

COVID-19

The impact of the COVID-19 pandemic has resulted in the City's need to revisit a number of the previously approved projects. With the introduction of social distancing and reduced gatherings of no more than 50 people, recreation venues and activities have been severely limited. This change has resulted in the City planning on an operating revenue reduction nearing \$8 million along with a potential \$4.2 million reduction in grant revenues.

Taking a hybrid approach, the City proposed addressing these concerns with savings incurred due to cost reductions, not filling current vacancies, and reprioritizing and deferring a number of capital and operational programs.

Of the 13 supplemental items proposed, only 2 received final Council approval; the remaining supplemental items were deferred along with the prior year's approved contribution to the Asset Management Fund. These changes resulted in a final property tax increase of 2.29% for 2020.

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 7.0% over the 2019 rates, which can be attributed to a planned investment of \$9.9 million in 2020–2021 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.

Given the nature of the utility services, during the COVID-19 pandemic, utilities were classified as essential services and would operation with minimal change.

Throughout 2020 and as the City prepares the next Five-Year Financial Plan, the impacts of the COVID-19 pandemic will continue to result in changes to the budget. The uncertainty of the times will require the City to continually reassess the community safety and financial impacts of many of its services.



Kathy Humphrey, CPA, CA
Corporate Services Director



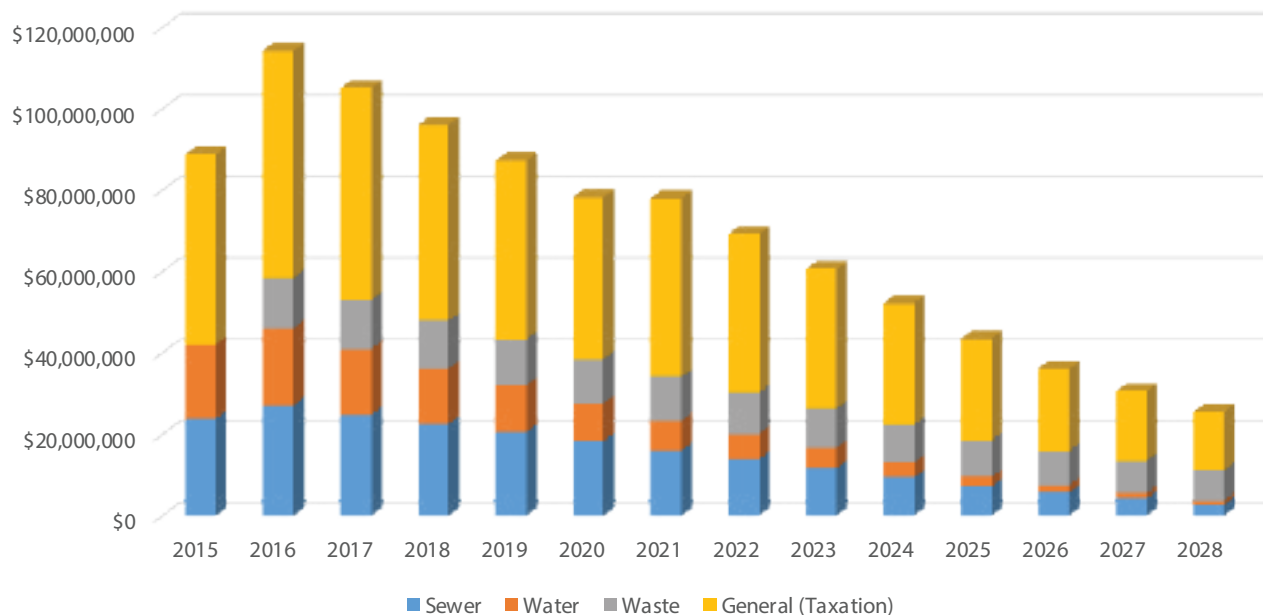
City Debt

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

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

Sections 174 and 177–182 of the *Community Charter*, provide direction and guidelines to municipalities on when and for what debt can be used for. Key in 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 River Street Water Treatment Plan

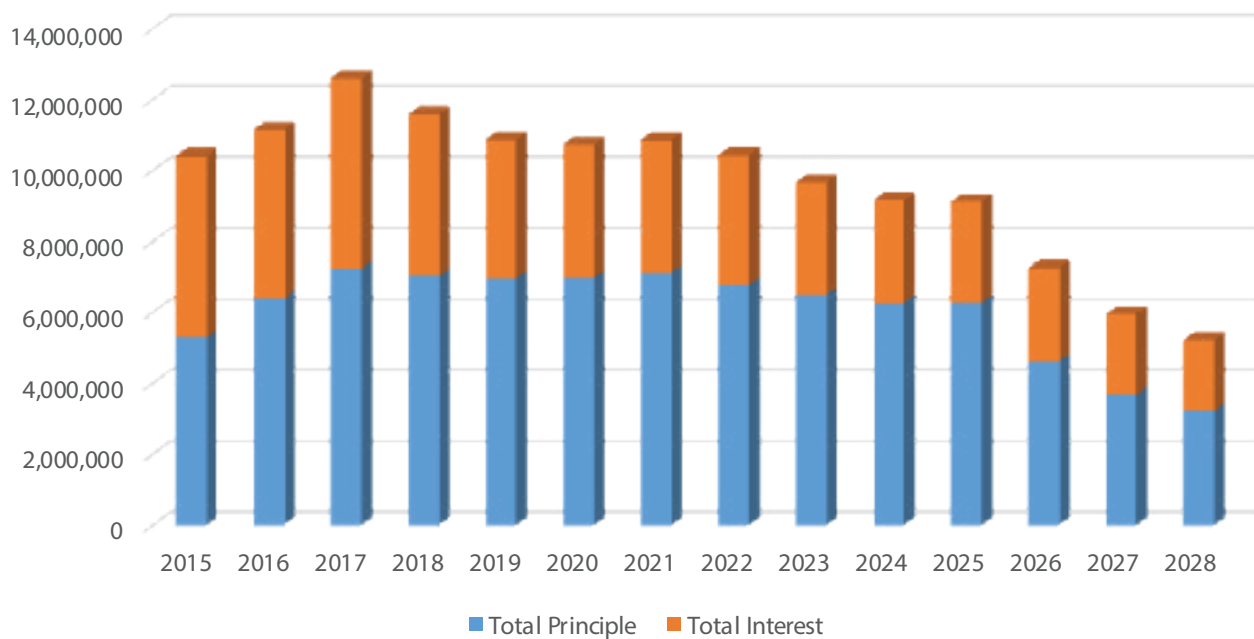
Each of these project funded by debt provide a long-term and lasting benefit to the City.

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Projected End-of-Year Debt Balances by Revenue

	2020	2021	2022	2023	2024
Sewer	\$18,428,469	\$16,268,880	\$14,066,161	\$11,818,686	\$ 9,524,765
Water	9,293,773	7,397,519	6,120,039	4,928,744	3,701,466
Solid Waste	10,996,279	10,613,260	10,218,750	9,812,405	9,393,869
General (Taxation)	39,754,130	43,963,716	38,998,466	34,226,745	29,726,398
Total	\$78,472,652	\$78,243,374	\$69,403,580	\$60,786,580	\$52,346,499

Total Debt Servicing (Principle and Interest All Streams)



Glossery of Terms

Accrual Accounting: The accounting treatment where revenues are recorded in the fiscal period they are earned and expenses are recognized in the fiscal period they are incurred.

Amortization: The annual charge calculated under accounting rules to approximate the using up of, or deterioration of, service life for infrastructure assets. The amortization amount is a calculation based on the historical cost, and does not necessarily represent the current replacement cost of renewing the asset.

Appropriated Surplus: Funds set aside for a non-statutory purpose.

Assessment Base: The total valuation of all properties within a jurisdiction. This is the value to which the tax levy is applied to determine the mill rate.

Assets: Things which have monetary value and are owned.

Bonds: A certificate issued by a government or a public company promising to repay borrowed money at a fixed rate of interest as a specified time; debenture.

British Columbia Assessment Authority (BCAA): BC Assessment Authority provides accurate property and value information to:

- tax authorities
- property owners
- municipal, provincial, and federal government agencies
- realtors, appraisers, lawyers, bankers, and title search companies
- other private and public agencies

Budget: A periodic estimate of the revenue or expenditure of a country, organization, etc.

Business Improvement Area (BIA): A defined area in which a specified tax levy or tax exemption program is authorized by bylaw.

Balanced Budget: A plan of financial operations where revenues and transfers from all sources equal all expenses and transfers.

Capital Budget: Includes the cost of building, acquiring and revitalizing infrastructure assets, and the sources of funds to pay for those assets.

Capital Expenditures: Funds used to acquire, build, or extend the service life of infrastructure assets.

Capital Reserves: A group of funds comprised of appropriated surplus, to be used for future capital program expenditures.

Climate Action Charter: The Climate Action Charter that commits most communities in BC to become carbon neutral by 2012. Out of 188 municipalities, 179 have signed the BC Climate Action Charter. By signing the Charter, local governments commit to measuring and reporting on their community's greenhouse gas emissions profile. They will also work to create compact, more energy efficient communities. The City of Kamloops has signed the Climate Action Charter.

Community Charter: The provincial legislation conveying many of the powers and responsibility to the City.

Community Grant: Each year, the City awards community grants to organization for the purpose of funding a project or capital expenditure under general guidelines established by policy.

Consumer Price Index (CPI): An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing, over time, the cost of a fixed basket of goods and services purchased by consumers. Since the basket contains goods and services of unchanging or equivalent quantity and quality, the index reflects only pure price change.

Canadian Union of Public Employees (CUPE): The union representing Kamloops' unionized workforce. The union local is CUPE 900.



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Capital Expenditures: Funds used to acquire, build, renew, or extend the service life of infrastructure assets. See Section E Capital for funding definitions and a listing of the capital projects contained in the Financial Plan.

Capital Project: Major construction acquisition or renovation/renewal activities, which add value to the City's capital assets or significantly increase their useful life.

Development Cost Charges (DCCs): Are fees imposed by bylaw on new developments to assist in the funding of future infrastructure such as parks, new and/or wider streets, water, storm, and sewer services.

Debt Service: The current period cost of payments for long-term debt, made up of principal payments and interest costs.

Discretionary Grant: Each year the City awards discretionary grants to organizations for the purpose of providing funding under general guidelines established by policy.

Financial Plan: A Financial Plan is required each year under Section 165 of the *Community Charter*, for the operating year and four following years, to authorize by bylaw the planned revenues and expenditures. The terms financial plan and budget are often used interchangeably.

Fiscal Resiliency: The ability to accommodate both known and potential ongoing and one-time expenses with realizable ongoing revenues and resources without compromising the long-term ability to respond to fiscal uncertainty.

Fiscal Sustainability: The ability to accommodate known and planned ongoing expenses with realizable ongoing revenues and resources.

Full-Time Equivalent (FTE): A unit of measure for employed individuals that makes them comparable despite working different hours per week, month, or year. It is measured by the number of hours worked by all employees of an organization or department, divided by the standard employee work week. For example, five employees work seven hours per week for a total of 35 hours and have a calculated FTE of 1.

Fund: A reserve of money or investments, especially one set apart for a purpose.

Fund Balance: The combined total of revenues, expenditures, debt payments, debt proceeds, and inter fund transfers for a specific fund.

Grants in Lieu (GIL): Paid by senior levels of government to approximate tax levies of the local jurisdiction.

International Association Of Fire Fighters (IAFF): The union representing Kamloops' full-time paid firefighters. The union local is IAFF 913.

Infrastructure Assets: Physical structures such as water and sewer pipes, pumps, mains, lines reservoirs, and treatment facilities. They are also made up of roadways, sidewalks, storm sewers, and roads.

Infrastructure Deficit: The combined total of accumulated amortization for all infrastructure assets, less the in-place funding set aside to replace those assets. This is not a measure of the actual funds required to renew existing infrastructure at current market rates.

KAMPLAN - Kamloops Official Community Plan (OCP): Intended to define the vision of the community—how the community sees itself growing and developing in the future and ultimately what kind of place the community wants Kamloops to be.

Municipal Finance Authority of British Columbia (MFA): Was created in 1970 to contribute to the financial well-being of local governments throughout BC. The MFA pools the borrowing and investment needs of BC communities and through a collective structure is able to provide a range of low-cost and flexible financial services.

Municipal Insurance Association (MIA): Is member owned and operated and contributes to the financial security of local governments in BC. Over 150 municipalities and regional districts are members. The MIA's mission is to:

- provide broad liability insurance coverage at stable and best value costs
- maintain the liability insurance coverage needed for members financial security
- stabilize liability insurance costs
- offer risk management education and resources to assist members in preventing claims



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Municipal Price Index (MPI): An indicator of changes in the cost of materials and supplies, wages, and contracted-for services. It is a weighted average of the more detailed price indexes measuring consumer cost fluctuations, industrial commodity wholesale prices, and construction contract costs that more accurately reflect the impact of inflation on municipal spending.

Operating Reserves: A group of funds comprised of appropriated surplus to allow completion of operating projects spanning more than one fiscal period.

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

Provisional Budget: The cost of continuing the existing levels of service for the current year.

Public Sector Accounting Body (PSAB): An independent body with the authority to set accounting standards for the public sector.

Thompson-Nicola Regional District (TNRD): Obtains its authority from the *Local Government Act*. The regional district functions as a partnership of the municipalities and electoral areas within its boundaries. These local governments work together through the regional district to provide and coordinate services in both urban and rural areas.

Sewer Reserves: A group of funds consisting of appropriated surplus to be used for funding sewer/utility priorities.

Sewer Utility: The costs of providing sanitary sewer treatment from collection to final disposition, including the handling of biosolids. The funding and rate structure of the utility are intended to be recovered on a user pay principle without subsidy from taxation.

Solid Waste: The costs of providing garbage and recycling services from collection to final disposition, including the operations of current and future actions required of landfill activities. The funding and rates are structured as a utility and are intended to be recovered on a user pay principle without subsidy from taxation.

Solid Waste Reserves: A group of funds comprised of appropriated surplus to be used for funding investment and future solid waste priorities.

Tax Equalization Reserves: A group of funds comprised of appropriated surplus to be used to smooth or phase in the effects of significant tax policy changes.

Tax Levy: The amount of money to be collected for general purposes or recovered from specified areas through taxation.

Tax Rate Multiplier: The statistical relationship between the mill rates imposed on the assessment classifications.

Union of British Columbia Municipalities (UBCM): An organization that has served and represented the interests of local government in BC since 1905. UBCM initiates, monitors, interprets, and reacts where such changes could have an effect on

Water Reserves: A group of funds comprised of appropriated surplus to be used for funding water/utility priorities.

Water Utility: The costs of providing water treatment and delivery services. The funding and rate structure of the utility are intended to be recovered on a user pay principle without subsidy from taxation.

Corporate Policies and Explanations

Financial Plan Process and Timing

The 2020–2024 Five-Year Financial Plan process began in August 2019. Guidelines, a timetable, and current operating reports were sent to all of the program coordinators. Managers prepared a capital financial plans for each program. The Chief Administrative Officer and the Corporate Leadership Team met in early November 2019 to review the capital plan and determine what would be presented to Council. During October and November 2019, department directors reviewed their program operating and capital budgets and took part in a consolidated review with the Chief Administrative Officer and the Corporate Services Director. In December 2019, the 2020–2024 Financial Plan and the utility rates bylaws were presented to Council for amendment to reflect the updates to the provisional 2020–2024 budget. Starting in January 2020, Council began deliberations of the 2020–2024 Five-Year Financial Plan. Council was presented with significant changes to the financial plan and proposed operating and capital supplemental items from staff and the community. Council reviewed this information and the input received from the public and Administration to decide on the final inclusions into the new five-year plan. In May 2020, the City received the Authenticated Roll from the BC Assessment Authority, which provided the final assessed property values for our municipality. This information allowed the Corporate Services Department to estimate the amount of new growth in the city. With that information, revenue projections were revised in the Financial Plan and 2020 tax rates were established. In early May, Council adopted the 2020–2024 Five-Year Financial Plan and the Tax Rates Bylaw at an open Council meeting.

Budget Basis

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

Municipal Funds

Operating and Capital Funds

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

Statutory Reserve Funds

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

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

Statutory in Trust Fund

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

Property Taxes

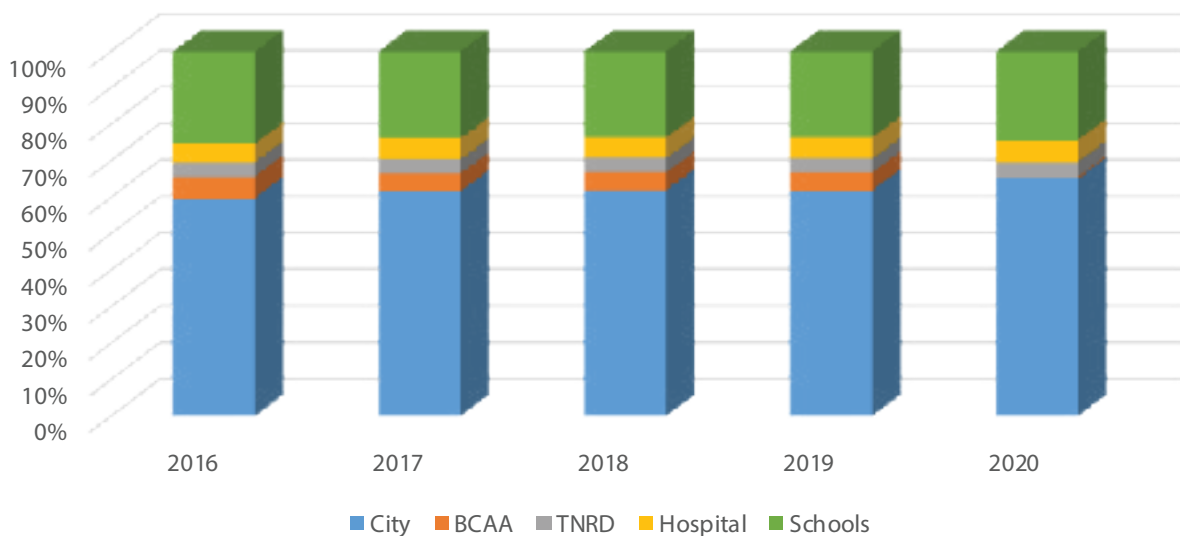
Service Levels

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

The Tax Rate

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

City of Kamloops - Residential Tax Rates





Understanding Your Tax Bill

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

BC's property taxation system is legislated by the provincial government under the *Community Charter*, Part 7. There are six primary classification of properties that have different levels of taxation applied to:

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

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

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

The 2020 the total tax rate per household was \$7.3862 per \$1,000 in assessed value. This amount was made up of the following:

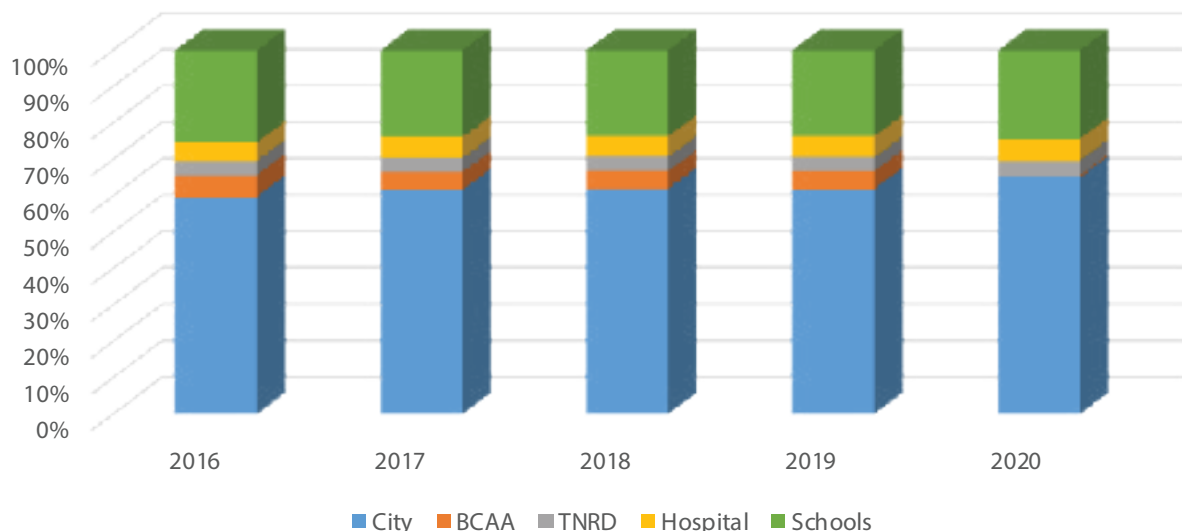
• BC Assessment Authority (BCAA)	\$0.0426
• Thompson-Nicola Regional District (TNRD)	\$0.2921
• Hospital	\$0.4263
• School	\$1.8852
• City taxes	\$4.7400

Of the total amount of taxes, \$2.6462 of the monies collected by the City were passed on to other government agencies. From a financial reporting position, 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 on your total pre-Home Owner Grant tax bill, the City collects \$0.35 for other government agencies and is not spent on services that the City provides to residents.

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

City of Kamloops - Residential Tax Rates



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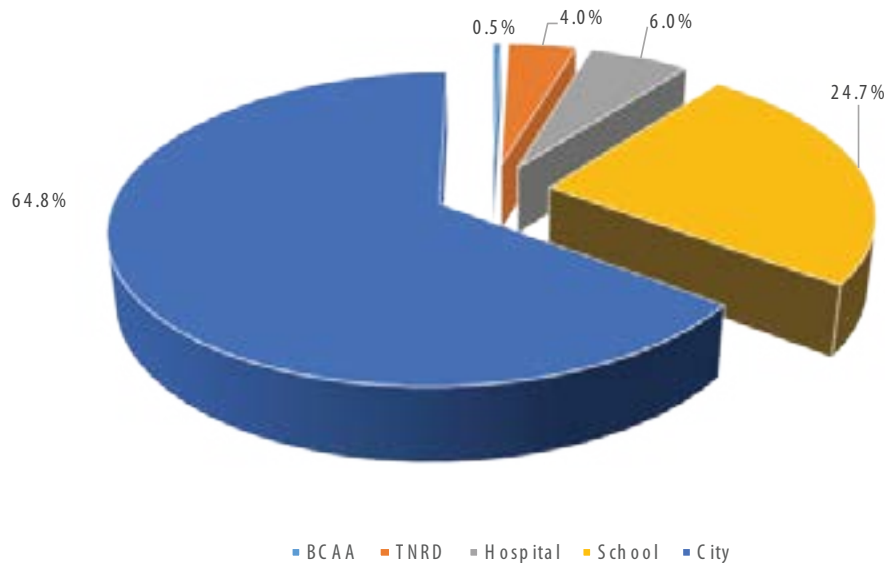


Year	City Taxes	BCAA	TNRD	Hospital	Schools	Total
2016	5.4800	0.0543	0.3616	0.4631	2.3137	8.6727
2017	5.5000	0.0432	0.3494	0.5097	2.1163	8.5186
2018	5.1900	0.0403	0.3286	0.4744	1.9835	8.0168
2019	4.9800	0.0389	0.3100	0.4598	1.8953	7.6840
2020	4.7400	0.0426	0.2921	0.4263	1.8852	7.3862

Using the most recent year (2020), and based on the average value of a house in Kamloops of \$443,000, the tax bill before the Home Owner Grant is \$3,272.

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

Residential Property Taxes



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

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

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

- School taxes collected for Government of BC
- Taxes collected for other agencies
- City taxes

The basic grant reduces the amount of school taxes collected by the City on behalf of the Province.

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About this Section . . .

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

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

Various Program 2020 Budget - Represent the events/amounts faced by each program when to preparing the 2020 budgets. These amounts are required to maintain the same levels of service.

Service Level Changes included in the 2020 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 2017, 2018, and 2019 year-to-date actual amounts by the type of revenue or expenditure, as well as the 2019 adopted and 2020 adopted budget amounts. Of note in this section is the Net Tax Requirement (Contribution) line. This line indicates the property taxes required to provide this program.

See Appendix A for Service Level Descriptions.

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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 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,326,583	2,507,322	2,747,282	2,475,720	2,534,024	58,304
Personnel expenses	12,790	13,293	9,990	16,103	16,103	0
Contractual services	3,599,995	3,982,180	4,110,018	4,023,500	5,190,000	1,166,500
Supplies and other expenses	582,826	1,396,731	878,673	1,002,642	1,007,342	4,700
Debt Financing					601,127	601,127
Transfers from other functions	6,122,545	5,454,717	5,661,495	5,554,744	5,604,011	49,267
Transfers to other functions	(3,044,201)	(2,912,594)	(2,909,900)	(3,215,020)	(3,197,270)	17,750
Total Direct Costs	9,600,538	10,441,649	10,497,558	9,857,689	11,755,337	1,897,648
Revenue generated:						
Fees, rates, and sales of service	12,468,470	12,880,122	13,386,808	11,489,500	12,672,000	1,182,500
Total Revenue Generated	12,468,470	12,880,122	13,386,808	11,489,500	12,672,000	1,182,500
Net operating costs	(2,867,932)	(2,438,473)	(2,889,250)	(1,631,811)	(916,663)	715,148
Transfer to (from) reserves	2,305,206	2,308,064	2,868,525	1,030,684	916,663	(114,021)
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	(562,726)	(130,409)	(20,725)	(601,127)	0	601,127
Staffing per budget - FTEs	28.49	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	186,548	146,320	145,557	252,828	261,125	8,297
Personnel expenses	7,194	6,546	11,174	9,500	9,500	0
Contractual services	23,922	28,829	106,946	45,000	70,000	25,000
Supplies and other expenses	97,846	953	1,119	1,000	1,600	600
Transfers from other functions	18,978	13,525	16,079	16,120	16,601	481
Transfers to other functions	(35,627)	(36,340)	(36,340)	(36,340)	(37,200)	(860)
Total Direct Costs	298,861	159,833	244,535	288,108	321,626	33,518
Revenue generated:						
Fees, rates, and sales of service	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Private contributions	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	298,861	159,833	244,535	288,108	321,626	33,518
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	298,861	159,833	244,535	288,108	321,626	33,518
Net Tax Requirement (Contribution)	2.60	2.60	2.60	2.60	2.90	0.30
Staffing per budget - FTEs	298,861	159,833	244,535	288,108	321,626	33,518

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

FINANCIAL PLAN 2020–2024

PROGRAM: 310 Roads

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,310,544	2,589,971	2,743,552	2,678,856	2,726,352	47,496
Personnel expenses	7,050	9,423	11,975	17,400	17,400	0
Contractual services	863,637	825,040	784,467	1,072,430	1,032,930	(39,500)
Supplies and other expenses	601,247	657,699	803,200	619,550	654,550	35,000
Transfers from other functions	1,710,611	1,734,187	1,619,642	1,784,390	1,804,638	20,248
Transfers to other functions	(253,725)	(344,944)	(494,294)	(209,500)	(280,000)	(70,500)
Costs allocated to capital	0	0	0	(36,387)	(36,387)	0
Total Direct Costs	5,239,364	5,471,376	5,468,542	5,926,739	5,919,483	(7,256)
Revenue generated:						
Fees, rates, and sales of service	0	0	29,758	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	0	0	29,758	0	0	0
Net operating costs	5,239,364	5,471,376	5,438,784	5,926,739	5,919,483	(7,256)
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	5,239,364	5,471,376	5,438,784	5,926,739	5,919,483	(7,256)
Staffing per budget - FTEs	25.21	24.54		24.54	24.54	0.00

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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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	590,155	663,909	1,603,329	1,518,191	1,575,993	57,802
Personnel expenses	29,061	25,283	54,294	28,700	28,700	0
Contractual services	1,819	4,704	9,380	3,200	3,200	0
Supplies and other expenses	13,371	13,738	14,139	11,820	11,820	0
Transfers from other functions	53,895	50,534	53,900	52,480	52,600	120
Transfers to other functions	(409,008)	(409,008)	(409,008)	(409,008)	(409,008)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	279,293	349,160	1,326,034	1,205,383	1,263,305	57,922
Revenue generated:						
Fees, rates, and sales of service	0	6,618	5,576	0	0	0
Total Revenue Generated	0	6,618	5,576	0	0	0
Net operating costs	279,293	342,542	1,320,458	1,205,383	1,263,305	57,922
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	279,293	342,542	1,320,458	1,205,383	1,263,305	57,922
Staffing per budget - FTEs	6.02	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,482,809	1,506,231	1,615,931	1,606,187	1,670,091	63,904
Personnel expenses	48,138	43,230	55,517	53,115	53,115	0
Contractual services	167	593,102	761,293	134,500	909,500	775,000
Supplies and other expenses	17,103	18,990	16,865	14,350	14,350	0
Transfers from other functions	88,125	64,566	120,155	68,100	69,394	1,294
Transfers to other functions	(217,109)	(216,420)	(253,407)	(250,000)	(300,000)	(50,000)
Costs allocated to capital	(1,207,615)	(1,206,314)	(1,555,324)	(1,233,469)	(1,233,469)	0
Total Direct Costs	211,618	803,385	761,030	392,783	1,182,981	790,198
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	211,618	803,385	761,030	392,783	1,182,981	790,198
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	211,618	803,385	761,030	392,783	1,182,981	790,198
Staffing per budget - FTEs	14.00	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	590,531	557,935	553,049	619,737	632,367	12,630
Personnel expenses	2,711	5,209	1,631	4,965	4,650	(315)
Contractual services	6,845	11,847	17,769	4,250	4,250	0
Supplies and other expenses	269,740	282,829	331,233	323,500	323,500	0
Transfers from other functions	164,742	144,570	166,223	200,636	202,464	1,828
Transfers to other functions	(168,166)	(107,033)	(149,600)	(130,300)	(141,700)	(11,400)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	866,403	895,357	920,305	1,022,788	1,025,531	2,743
Revenue generated:						
Fees, rates, and sale of service	6,189	6,071	17,961	8,000	8,000	0
Total Revenue Generated	6,189	6,071	17,961	8,000	8,000	0
Net operating costs	860,214	889,286	902,344	1,014,788	1,017,531	2,743
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	860,214	889,286	902,344	1,014,788	1,017,531	2,743
Staffing per budget - FTEs	6.25	6.25		6.24	6.24	0.00

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	602,707	656,581	433,083	662,409	691,605	29,196
Contractual services	237,068	382,217	175,676	273,100	273,100	0
Supplies and other expenses	79,941	79,079	56,211	64,650	66,150	1,500
Transfers from other functions	498,001	562,696	433,205	537,645	541,600	3,955
Transfers to other functions	(1,697)	(2,546)	(2,412)	(2,000)	(2,000)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,416,020	1,678,027	1,095,763	1,535,804	1,570,455	34,651
Revenue generated:						
Fees, rates, and sale of service	0	357	109,891	0	0	0
Total Revenue Generated	0	357	109,891	0	0	0
Net operating costs	1,416,020	1,677,670	985,872	1,535,804	1,570,455	34,651
Transfer to (from) reserves	0	(4,989)	0	0	0	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,416,020	1,672,681	985,872	1,535,804	1,570,455	34,651
Staffing per budget - FTEs	6.36	7.02		6.62	7.29	0.67

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,683,809	1,522,148	1,434,159	1,895,519	1,940,199	44,680
Personnel expenses	14,836	9,992	9,866	16,345	16,345	0
Contractual services	1,478,696	1,787,775	1,684,168	1,572,120	1,617,120	45,000
Supplies and other expenses	2,329,485	2,674,995	2,611,070	2,626,875	2,629,519	2,644
Transfers from other functions	16,847	4,622	(4,747)	66,310	67,494	1,184
Transfers to other functions	(7,817,596)	(6,871,814)	(6,715,557)	(6,740,400)	(6,886,584)	(146,184)
Costs allocated to capital	0	0	0	(764,650)	(764,650)	0
Total Direct Costs	(2,293,923)	(872,282)	(981,041)	(1,327,881)	(1,380,557)	(52,676)
Revenue generated:						
Fees, rates, and sale of service	(215,648)	(62,581)	(76,893)	(125,000)	(57,100)	67,900
Sale of capital assets	215,648	62,581	76,893	125,000	57,100	(67,900)
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	(2,293,923)	(872,282)	(981,041)	(1,327,881)	(1,380,557)	(52,676)
Transfer to (from) reserves	2,378,042	2,138,152	2,181,000	2,181,000	2,123,900	(57,100)
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	84,119	1,265,870	1,199,959	853,119	743,343	(109,776)
Staffing per budget - FTEs	18.88	19.88		19.88	18.88	(1.00)

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FINANCIAL PLAN 2020–2024

PROGRAM: 750 HVAC

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	299,229	324,167	330,970	329,492	459,106	129,614
Personnel expenses	4,403	4,777	2,923	5,704	6,704	1,000
Contractual services	54,937	212,242	192,835	87,200	61,878	(25,322)
Supplies and other expenses	7,768	(24,828)	(42,399)	5,704	109,925	104,221
Transfers from other functions	20,247	19,740	25,193	24,300	24,499	199
Transfers to other functions	(342,118)	(508,908)	(470,962)	(323,906)	(431,200)	(107,294)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	44,466	27,190	38,560	128,494	230,912	102,418
Revenue generated:						
Fees, rates, and sale of service	0	0	1,011	0	0	0
Private contributions	313,341	375,477	74,262	0	0	0
Total Revenue Generated	313,341	375,477	75,273	0	0	0
Net operating costs	(268,875)	(348,287)	(36,713)	128,494	230,912	102,418
Transfer to (from) reserves	(313,341)	(375,477)	(74,262)	0	0	0
Net Tax Requirement (Contribution)	(582,216)	(723,764)	(110,975)	128,494	230,912	102,418
Staffing per budget - FTEs	1.67	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.

FINANCIAL PLAN 2020–2024

PROGRAM: 770 Millwright

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	835,412	865,476	763,777	1,038,693	1,058,248	19,555
Personnel expenses	11,451	13,969	233	16,070	16,070	0
Contractual services	154,184	227,128	217,387	151,335	151,909	574
Supplies and other expenses	202,442	388,504	233,901	237,175	223,009	(14,166)
Transfers from other functions	69,824	80,989	76,608	90,361	92,364	2,003
Transfers to other functions	(959,972)	(1,200,588)	(1,217,644)	(1,533,634)	(1,541,600)	(7,966)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	313,341	375,478	74,262	0	0	0
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	313,341	375,478	74,262	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	313,341	375,478	74,262	0	0	0
Staffing per budget - FTEs	9.01	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.

FINANCIAL PLAN 2020–2024

PROGRAM: 775 Plumbing

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	642	35,083	38,625	104,324	106,671	2,347
Personnel expenses	0	0	0	0	0	0
Contractual services	8,674	221,653	212,358	135,500	134,829	(671)
Supplies and other expenses	59	8,069	15,367	0	0	0
Transfers from other functions	66	2,368	4,184	0	0	0
Transfers to other functions	(12,806)	(237,567)	(225,211)	(239,824)	(241,500)	(1,676)
Costs allocated to capital	(4)	(3)	(2)	(1)	0	1
Total Direct Costs	(3,369)	29,603	45,321	(1)	0	1
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	(3,369)	29,603	45,321	(1)	0	1
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	(3,369)	29,603	45,321	(1)	0	1
Staffing per budget - FTEs	1.00	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.

FINANCIAL PLAN 2020–2024

PROGRAM: 780 Carpentry

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	905,707	876,848	1,129,203	821,503	834,248	12,745
Personnel expenses	5,804	5,676	2,800	6,203	6,203	0
Contractual services	245,845	402,106	659,245	294,369	508,296	213,927
Supplies and other expenses	178,752	209,599	319,088	236,498	251,499	15,001
Transfers from other functions	118,626	116,903	157,813	118,734	121,907	3,173
Transfers to other functions	(895,398)	(1,060,262)	(1,458,128)	(881,100)	(1,065,700)	(184,600)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	559,336	550,870	810,021	596,207	656,453	60,246
Revenue generated:						
Fees, rates, and sale of service	0	0	269,464	0	0	0
Total Revenue Generated	0	0	269,464	0	0	0
Net operating costs	559,336	550,870	540,557	596,207	656,453	60,246
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	559,336	550,870	540,557	596,207	656,453	60,246
Staffing per budget - FTEs	6.79	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,214,328	1,288,256	1,417,111	1,139,905	1,167,723	27,818
Personnel expenses	24,248	21,757	19,549	26,203	26,203	0
Contractual services	226,679	203,224	428,459	263,919	329,351	65,432
Supplies and other expenses	1,743,629	1,761,409	1,793,712	1,712,838	1,749,958	37,120
Transfers from other functions	211,272	163,892	195,639	197,104	201,098	3,994
Transfers to other functions	(1,215,533)	(1,168,439)	(1,478,491)	(1,273,454)	(1,374,700)	(101,246)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	2,204,623	2,270,099	2,375,979	2,066,515	2,099,633	33,118
Revenue generated:						
Grants	0	0	0	0	0	0
collections from other gov't	509	0	26,101	650	650	
Total Revenue Generated	509	0	26,101	650	650	0
Net operating costs	2,204,114	2,270,099	2,349,878	2,065,865	2,098,983	33,118
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	2,204,114	2,270,099	2,349,878	2,065,865	2,098,983	33,118
Staffing per budget - FTEs	9.23	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,270,509	1,284,387	1,380,754	1,631,249	1,688,670	57,421
Personnel expenses	7,803	6,468	3,298	1,000	1,000	0
Contractual services	455	1,993	646	5,250	5,250	0
Supplies and other expenses	33,991	24,200	3,740	1,850	1,850	0
Transfers from other functions	103,425	78,428	79,753	89,390	90,017	627
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,416,183	1,395,476	1,468,191	1,728,739	1,786,787	58,048
Revenue generated:						
Fees, rates, and sale of service	1,839,235	2,154,773	2,152,672	1,641,000	1,631,000	(10,000)
Total Revenue Generated	1,839,235	2,154,773	2,152,672	1,641,000	1,631,000	(10,000)
Net operating costs	(423,052)	(759,297)	(684,481)	87,739	155,787	68,048
Transfer to (from) reserves	(30,000)	0	0	0	0	0
Net Tax Requirement (Contribution)	(453,052)	(759,297)	(684,481)	87,739	155,787	68,048
Staffing per budget - FTEs	16.00	16.00		16.00	16.00	0.00

*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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	191,713	198,423	220,084	322,495	329,568	7,073
Personnel expenses	60	0	0	0	0	0
Contractual services	28,776	31,367	24,409	24,750	27,750	3,000
Supplies and other expenses	1,562	1,391	4,546	3,000	0	(3,000)
Transfers from other functions	28,331	20,448	15,715	16,600	16,813	213
Total Direct Costs	250,442	251,629	264,754	366,845	374,131	7,286
Revenue generated:						
Fees, rates, and sale of service	1,109,621	1,065,170	1,094,316	1,135,700	1,135,700	0
Total Revenue Generated	1,109,621	1,065,170	1,094,316	1,135,700	1,135,700	0
Net operating costs	(859,179)	(813,541)	(829,562)	(768,855)	(761,569)	7,286
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	(859,179)	(813,541)	(829,562)	(768,855)	(761,569)	7,286
Staffing per budget - FTEs	4.09	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	98,532	92,956	88,309	167,328	172,368	5,040
Personnel expenses	633	806	374	500	500	0
Contractual services	16,743,717	17,097,959	17,654,015	17,520,264	17,998,877	478,613
Supplies and other expenses	979	25	0	500	500	0
Transfers from other functions	205,004	202,108	207,251	201,574	209,400	7,826
Total Direct Costs	17,048,865	17,393,854	17,949,949	17,890,166	18,381,645	491,479
Revenue generated:						
Fees, rates, and sale of service	5,264,550	5,426,239	7,495,265	5,174,505	5,413,942	239,437
Grants	6,277,390	6,707,375	5,130,740	7,077,060	7,395,433	318,373
Total Revenue Generated	11,541,940	12,133,614	12,626,005	12,251,565	12,809,375	557,810
Net operating costs	5,506,925	5,260,240	5,323,944	5,638,601	5,572,270	(66,331)
Net Tax Requirement (Contribution)	5,506,925	5,260,240	5,323,944	5,638,601	5,572,270	(66,331)
Staffing per budget - FTEs	1.60	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	445,860	508,962	490,441	316,886	334,127	17,241
Personnel expenses	756	9,066	732	400	400	0
Contractual services	0	64,734	50,376	81,300	85,200	3,900
Supplies and other expenses	43,053	3,388	0	750	0	(750)
Transfers from other functions	6,733	9,461	7,923	5,620	6,100	480
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	496,402	595,611	549,472	404,956	425,827	20,871
Revenue generated:						
Fees, rates, and sale of service	75	0	0	0	0	0
Grants	0	0	5,000	5,000	5,000	0
Total Revenue Generated	75	0	5,000	5,000	5,000	0
Net operating costs	496,327	595,611	544,472	399,956	420,827	20,871
Transfer to (from) reserves	(30,000)	0	7,720	0	0	0
Net Tax Requirement (Contribution)	466,327	595,611	552,192	399,956	420,827	20,871
Staffing per budget - FTEs	3.33	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	534,681	558,231	571,543	539,801	554,953	15,152
Personnel expenses	56,042	67,597	109,317	75,780	95,780	20,000
Contractual services	128,883	105,248	124,574	88,750	96,750	8,000
Supplies and other expenses	25,130	17,350	42,527	21,850	18,850	(3,000)
Transfers from other functions	29,446	23,231	25,684	25,520	26,358	838
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	774,182	771,657	873,645	751,701	792,691	40,990
Revenue generated:						
Fees, rates, and sale of service	1,350	850	16,800	2,000	2,000	0
Total Revenue Generated	1,350	850	16,800	2,000	2,000	0
Net operating costs	772,832	770,807	856,845	749,701	790,691	40,990
Transfer to (from) reserves	(120,000)	0	10,000	0	0	0
Net Tax Requirement (Contribution)	652,832	770,807	866,845	749,701	790,691	40,990
Staffing per budget - FTEs	5.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	329,791	387,644	394,558	385,206	397,675	12,469
Personnel expenses	6,288	6,202	5,574	5,645	5,645	0
Contractual services	80,263	119,061	75,817	88,000	135,500	47,500
Supplies and other expenses	241,281	570,440	165,384	67,134	67,134	0
Transfers from other functions	84,601	58,882	69,410	44,790	52,800	8,010
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	(144,700)	(176,900)	(111,400)	(180,000)	(180,000)	0
Total Direct Costs	597,524	965,329	599,343	410,775	478,754	67,979
Revenue generated:						
Fees, rates, and sale of service	2,675,406	(1,364,380)	1,042,834	425,000	425,000	0
Sale of capital assets	2,158,820	1,803,514	95,234	0	0	0
Total Revenue Generated	4,834,226	439,134	1,138,068	425,000	425,000	0
Net operating costs	(4,236,702)	526,195	(538,725)	(14,225)	53,754	67,979
Transfer to (from) reserves	195,340	172,556	11,160	110,000	110,000	0
Transfer to (from) other funds	4,249,865	0	459,680	0	0	0
Net Tax Requirement (Contribution)	208,503	698,751	(67,885)	95,775	163,754	67,979
Staffing per budget - FTEs	3.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	652,823	609,304	703,311	895,095	920,445	25,350
Personnel expenses	5,212	5,191	4,447	500	500	0
Contractual services	6,476	9,635	7,516	12,000	10,000	(2,000)
Supplies and other expenses	1,931	0	0	1,300	1,300	0
Transfers from other functions	54,842	41,054	37,132	45,230	42,700	(2,530)
Total Direct Costs	721,284	665,184	752,406	954,125	974,945	20,820
Revenue generated:						
Fees, rates, and sale of service	305,229	253,734	301,724	172,000	218,000	46,000
Total Revenue Generated	305,229	253,734	301,724	172,000	218,000	46,000
Net operating costs	416,055	411,450	450,682	782,125	756,945	(25,180)
Transfer to (from) reserves	0	62,000	96,000	24,000	60,000	36,000
Net Tax Requirement (Contribution)	416,055	473,450	546,682	806,125	816,945	10,820
Staffing per budget - FTEs	9.09	9.09		8.34	9.59	1.25

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,875,555	2,068,029	1,964,463	2,083,905	2,178,250	94,345
Personnel expenses	13,422	14,705	7,832	5,745	5,745	0
Contractual services	15,827	101,436	152,748	60,000	60,000	0
Supplies and other expenses	26,503	28,339	24,015	34,300	33,650	(650)
Transfers from other functions	71,775	62,783	71,452	67,600	67,379	(221)
Transfers to other functions	(384,888)	(458,341)	(428,813)	(530,500)	(530,500)	0
Costs allocated to capital	(1,029,791)	(1,138,519)	(1,190,994)	(1,100,000)	(1,100,000)	0
Total Direct Costs	588,403	678,432	600,703	621,050	714,524	93,474
Revenue generated:						
Fees, rates, and sale of service	18,115	26,200	18,505	20,600	20,600	0
Grants	0	0	0	0	0	0
Total Revenue Generated	18,115	26,200	18,505	20,600	20,600	0
Net operating costs	570,288	652,232	582,198	600,450	693,924	93,474
Transfer to (from) reserves	(160)	(7,200)	0	0	0	0
Net Tax Requirement (Contribution)	570,128	645,032	582,198	600,450	693,924	93,474
Staffing per budget - FTEs	20.40	20.40		20.40	20.40	0.00

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

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	278,622	389,989	402,877	287,874	293,957	6,083
Personnel expenses	0	225	0	0	0	0
Contractual services	26,092	17,658	31,235	19,500	19,500	0
Supplies and other expenses	75,324	88,798	80,649	84,551	84,551	0
Transfers from other functions	108,981	145,760	154,948	133,621	138,309	4,688
Total Direct Costs	489,019	642,430	669,709	525,546	536,317	10,771
Revenue generated:						
Fees, rates, and sale of service	477,759	485,010	654,402	480,550	545,550	65,000
Total Revenue Generated	477,759	485,010	654,402	480,550	545,550	65,000
Net operating costs	11,260	157,420	15,307	44,996	(9,233)	(54,229)
Transfer to (from) reserves	(46,168)	34,200	(15,526)	5,000	5,000	0
Net Tax Requirement (Contribution)	(34,908)	191,620	(219)	49,996	(4,233)	(54,229)
Staffing per budget - FTEs	3.39	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	625,796	711,046	591,775	661,932	675,703	13,771
Personnel expenses	96	0	0	0	0	0
Contractual services	382,738	402,028	425,296	434,050	410,571	(23,479)
Supplies and other expenses	385,050	366,338	332,122	383,200	381,100	(2,100)
Transfers from other functions	334,781	407,403	415,135	318,026	365,669	47,643
Total Direct Costs	1,728,461	1,886,815	1,764,328	1,797,208	1,833,043	35,835
Revenue generated:						
Fees, rates, and sale of service	1,186,780	1,209,618	1,158,399	1,183,330	1,130,330	(53,000)
Total Revenue Generated	1,186,780	1,209,618	1,158,399	1,183,330	1,130,330	(53,000)
Net operating costs	541,681	677,197	605,929	613,878	702,713	88,835
Transfer to (from) reserves	75,000	75,000	75,000	70,100	70,100	0
Net Tax Requirement (Contribution)	616,681	752,197	680,929	683,978	772,813	88,835
Staffing per budget - FTEs	7.67		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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,225,128	1,307,484	1,322,319	1,271,021	1,298,610	27,589
Contractual services	140,517	249,116	188,108	144,850	195,450	50,600
Supplies and other expenses	695,245	587,316	596,735	688,869	688,869	0
Transfers from other functions	420,582	497,049	514,977	419,962	443,550	23,588
Total Direct Costs	2,481,472	2,640,965	2,622,139	2,524,702	2,626,479	101,777
Revenue generated:						
Fees, rates, and sale of service	1,400,143	1,372,536	1,465,712	1,308,151	1,353,151	45,000
Total Revenue Generated	1,400,143	1,372,536	1,465,712	1,308,151	1,353,151	45,000
Net operating costs	1,081,329	1,268,429	1,156,427	1,216,551	1,273,328	56,777
Net Tax Requirement (Contribution)	1,081,329	1,268,429	1,156,427	1,216,551	1,273,328	56,777
Staffing per budget - FTEs	14.95	14.95		14.95	14.95	0.00

*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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,185,838	4,252,419	4,317,146	4,342,954	4,436,819	93,865
Personnel expenses	0	319	27,785	0	45,380	45,380
Contractual services	285,638	308,208	383,046	318,858	342,235	23,377
Supplies and other expenses	1,144,112	1,162,930	1,164,906	1,165,563	1,173,886	8,323
Transfers from other functions	1,968,388	2,078,153	2,133,891	1,855,746	1,967,662	111,916
Transfers to other functions	(598,587)	(555,433)	(512,697)	(529,920)	(577,351)	(47,431)
Total Direct Costs	6,985,389	7,246,596	7,514,077	7,153,201	7,388,631	235,430
Revenue generated:						
Fees, rates, and sale of service	359,083	338,933	326,762	367,600	317,100	(50,500)
Grants	0	0	0	0	0	0
Total Revenue Generated	359,083	338,933	326,762	367,600	317,100	(50,500)
Net operating costs	6,626,306	6,907,663	7,187,315	6,785,601	7,071,531	285,930
Transfer to (from) reserves	30,000	30,000	70,000	30,000	30,000	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	6,656,306	6,937,663	7,257,315	6,815,601	7,101,531	285,930
Staffing per budget - FTEs	50.77	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.

FINANCIAL PLAN 2020–2024

PROGRAM: 439 Sustainability

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	292,437	325,669	447,572	536,909	549,566	12,657
Personnel expenses	5,755	4,100	9,062	11,765	8,020	(3,745)
Contractual services	76,988	139,625	176,282	87,100	140,360	53,260
Supplies and other expenses	26,186	63,252	79,637	43,500	139,500	96,000
Transfers from other functions	57,840	51,317	56,595	51,202	53,366	2,164
Transfers to other functions	(156,981)	(156,981)	(165,015)	(163,797)	(162,064)	1,733
Total Direct Costs	302,225	426,982	604,133	566,679	728,748	162,069
Revenue generated:						
Fees, rates, and sale of service	8,352	6,335	5,585	6,500	6,500	0
Grants	96,485	131,305	269,638	143,000	226,830	83,830
Private contributions	0	0	0	0	0	0
Total Revenue Generated	104,837	137,640	275,223	149,500	233,330	83,830
Net operating costs	197,388	289,342	328,910	417,179	495,418	78,239
Transfer to (from) reserves	(19,963)	(30,050)	(90,282)	(91,600)	(157,030)	(65,430)
Net Tax Requirement (Contribution)	177,425	259,292	238,628	325,579	338,388	12,809
Staffing per budget - FTEs	5.51	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	873,546	886,578	858,703	862,979	882,024	19,045
Personnel expenses	3,303	2,759	3,041	2,695	2,695	0
Contractual services	180,356	262,918	167,466	183,350	192,143	8,793
Supplies and other expenses	863,069	700,217	757,004	873,165	866,665	(6,500)
Transfers from other functions	948,441	1,186,031	1,174,513	921,974	1,108,518	186,544
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	2,868,715	3,038,503	2,960,727	2,844,163	3,052,045	207,882
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Private contributions	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	2,868,715	3,038,503	2,960,727	2,844,163	3,052,045	207,882
Transfer to (from) reserves	(63,975)	(133,000)	0	0	0	0
Net Tax Requirement (Contribution)	2,804,740	2,905,503	2,960,727	2,844,163	3,052,045	207,882
Staffing per budget - FTEs	13.50	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 (Westsyde Pool, Outdoor Pools, and Beaches) for the general public and competitive programs. These programs include recreational swimming, water safety programs, fitness, and skill development.

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	448,987	750,699	798,482	682,876	697,729	14,853
Personnel expenses	156	964	1,337	1,000	1,000	0
Contractual services	58,557	34,445	9,565	42,245	42,245	0
Supplies and other expenses	106,969	131,097	158,648	159,920	160,855	935
Transfers from other functions	100,327	102,138	91,540	63,602	78,100	14,498
Total Direct Costs	714,996	1,019,343	1,059,572	949,643	979,929	30,286
Revenue generated:						
Fees, rates, and sale of service	140,407	238,129	258,470	193,350	193,350	0
Total Revenue Generated	140,407	238,129	258,470	193,350	193,350	0
Net operating costs	574,589	781,214	801,102	756,293	786,579	30,286
Transfer to (from) reserves	0	(66,000)	0	0	0	0
Net Tax Requirement (Contribution)	574,589	715,214	801,102	756,293	786,579	30,286
Staffing per budget - FTEs	7.79	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, and the field house, the Wellness Centre, the Gymnastics Club, and the meeting rooms.

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,244,433	2,319,459	2,383,429	2,342,640	2,396,679	54,039
Personnel expenses	36,528	24,025	26,324	26,500	36,500	10,000
Contractual services	130,984	133,539	89,356	156,090	167,590	11,500
Supplies and other expenses	824,195	699,539	729,647	787,411	757,411	(30,000)
Transfers from other functions	685,156	697,897	794,624	650,215	684,847	34,632
Transfers to other functions	0	0	(2,069)	0	0	0
Total Direct Costs	3,921,296	3,874,459	4,021,311	3,962,856	4,043,027	80,171
Revenue generated:						
Fees, rates, and sale of service	2,939,084	2,619,434	2,470,968	3,035,000	2,777,000	(258,000)
Private contributions	0	0	0	0	0	0
Total Revenue Generated	2,939,084	2,619,434	2,470,968	3,035,000	2,777,000	(258,000)
Net operating costs	982,212	1,255,025	1,550,343	927,856	1,266,027	338,171
Transfer to (from) reserves	(5,100)	0	0	0	0	0
Transfer to (from) other funds	200,000	200,000	200,000	200,000	200,000	0
Net Tax Requirement (Contribution)	1,177,112	1,455,025	1,750,343	1,127,856	1,466,027	338,171
Staffing per budget - FTEs	30.70	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	56,080	17,800	0	0	0	0
Transfers from other functions	0	0	0	0	0	0
Total Direct Costs	56,080	17,800	0	0	0	0
Revenue generated:						
Fees, rates, and sale of service	1,940	1,871	797	0	0	0
Total Revenue Generated	1,940	1,871	797	0	0	0
Net operating costs	54,140	15,929	(797)	0	0	0
Net Tax Requirement (Contribution)	54,140	15,929	(797)	0	0	0
Staffing per budget - FTEs	0.00	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.

FINANCIAL PLAN 2020–2024

PROGRAM: 471 Art Gallery

Purpose: To maintain the Art Gallery building and program.

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	202,755	240,653	227,467	255,000	255,000	0
Supplies and other expenses	344,638	372,084	375,564	375,564	375,564	0
Transfers from other functions	49	0	0	300	300	0
Total Direct Costs	547,442	612,737	603,031	630,864	630,864	0
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	547,442	612,737	603,031	630,864	630,864	0
Transfer to (from) reserves	0	0	0	0	(15,000)	(15,000)
Net Tax Requirement (Contribution)	547,442	612,737	603,031	630,864	615,864	(15,000)
Staffing per budget - FTEs	0.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	134,640	158,640	158,640	158,640	158,640	0
Transfers from other functions	3,870	3,870	3,870	3,870	5,000	1,130
Total Direct Costs	138,510	162,510	162,510	162,510	163,640	1,130
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	138,510	162,510	162,510	162,510	163,640	1,130
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	138,510	162,510	162,510	162,510	163,640	1,130
Staffing per budget - FTEs	0.00	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.

FINANCIAL PLAN 2020–2024

PROGRAM: 473 Old Courthouse

Purpose: To maintain the Old Courthouse building and program.

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	2,628	5,626	1,991	6,750	6,750	0
Supplies and other expenses	16,871	12,427	12,630	16,978	16,278	(700)
Transfers from other functions	46,466	26,804	20,299	31,183	32,563	1,380
Total Direct Costs	65,965	44,857	34,920	54,911	55,591	680
Revenue generated:						
Fees, rates, and sale of service	23,745	20,656	19,400	21,000	19,500	(1,500)
Private contributions	0	0	0	0	0	0
Total Revenue Generated	23,745	20,656	19,400	21,000	19,500	(1,500)
Net operating costs	42,220	24,201	15,520	33,911	36,091	2,180
Net Tax Requirement (Contribution)	42,220	24,201	15,520	33,911	36,091	2,180
Staffing per budget - FTEs	0.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	361,628	369,240	372,933	366,733	372,933	6,200
Transfers from other functions	14,889	14,889	15,743	15,743	18,200	2,457
Total Direct Costs	376,517	384,129	388,676	382,476	391,133	8,657
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	376,517	384,129	388,676	382,476	391,133	8,657
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	376,517	384,129	388,676	382,476	391,133	8,657
Staffing per budget - FTEs	0.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	0	0	0	0	0	0
Supplies and other expenses	3,682	2,354	3,891	0	0	0
Transfers from other functions	0	0	0	0	0	0
Total Direct Costs	3,682	2,354	3,891	0	0	0
Revenue generated:						
Fees, rates, and sale of service	145,340	115,708	96,397	77,900	77,900	0
Total Revenue Generated	145,340	115,708	96,397	77,900	77,900	0
Net operating costs	(141,658)	(113,354)	(92,506)	(77,900)	(77,900)	0
Net Tax Requirement (Contribution)	(141,658)	(113,354)	(92,506)	(77,900)	(77,900)	0
Staffing per budget - FTEs	0.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	225,461	216,077	88,932	229,235	234,365	5,130
Personnel expenses	0	0	0	0	0	0
Contractual services	177,992	164,042	181,252	171,588	175,027	3,439
Supplies and other expenses	556,665	580,355	646,672	584,112	688,805	104,693
Transfers from other functions	1,518	0	862	0	0	0
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	961,636	960,474	917,718	984,935	1,098,197	113,262
Revenue generated:						
Fees, rates, and sale of service	(51,043)	(41,364)	11,161	(52,500)	(32,500)	20,000
Grants	11,865	70,000	51,650	0	50,000	50,000
Private contributions	0	0	0	0	0	0
Total Revenue Generated	(39,178)	28,636	62,811	(52,500)	17,500	70,000
Net operating costs	1,000,814	931,838	854,907	1,037,435	1,080,697	43,262
Transfer to (from) reserves	49,741	(21,232)	40,128	13,500	1,949	(11,551)
Net Tax Requirement (Contribution)	1,050,555	910,606	895,035	1,050,935	1,082,646	31,711
Staffing per budget - FTEs	3.00	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	58,594	58,841	59,976	55,439	55,439	0
Personnel expenses	8,610	9,092	8,665	8,931	22,759	13,828
Contractual services	697,363	941,565	537,046	729,100	603,130	(125,970)
Supplies and other expenses	0	0	0	0	0	0
Transfers from other functions	559	1,322	2,674	500	500	0
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	765,126	1,010,820	608,361	793,970	681,828	(112,142)
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Grants	765,126	939,790	608,361	793,970	681,828	(112,142)
Private contributions	0	0	0	0	0	0
Total Revenue Generated	765,126	939,790	608,361	793,970	681,828	(112,142)
Net operating costs	0	71,030	0	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	0	71,030	0	0	0	0
Staffing per budget - FTEs	1.00	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	349,834	418,727	414,025	317,074	324,165	7,091
Contractual services	467,279	496,733	519,837	481,079	517,536	36,457
Supplies and other expenses	282,558	327,127	318,506	338,816	333,816	(5,000)
Transfers from other functions	29,286	10,660	87,143	5,000	5,000	0
Transfers to other functions	(255,150)	(255,150)	(255,525)	(255,150)	(290,150)	(35,000)
Total Direct Costs	873,807	998,097	1,083,986	886,819	890,367	3,548
Revenue generated:						
Fees, rates, and sale of service	316,981	233,703	321,553	312,500	304,500	(8,000)
Grants	0	0	0	0	0	0
Private contributions	45,621	50,514	59,428	56,296	65,796	9,500
Total Revenue Generated	362,602	284,217	380,981	368,796	370,296	1,500
Net operating costs	511,205	713,880	703,005	518,023	520,071	2,048
Transfer to (from) reserves	17,771	(6,890)	71,123	0	0	0
Net Tax Requirement (Contribution)	528,976	706,990	774,128	518,023	520,071	2,048
Staffing per budget - FTEs	4.00	4.00		4.00	4.00	0.00

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PROGRAM: 485 Arts, Culture, and Heritage

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	74,548	74,695	77,384	77,345	79,055	1,710
Contractual services	253,851	250,371	254,995	260,073	256,573	(3,500)
Supplies and other expenses	655,611	641,511	629,511	710,948	700,198	(10,750)
Total Direct Costs	984,010	966,577	961,890	1,048,366	1,035,826	(12,540)
Revenue generated:						
Fees, rates, and sale of service	94,512	94,149	95,242	95,400	95,400	0
Private contributions	4,353	3,225	2,529	6,500	6,500	0
Total Revenue Generated	98,865	97,374	97,771	101,900	101,900	0
Net operating costs	885,145	869,203	864,119	946,466	933,926	(12,540)
Transfer to (from) reserves	7,193	(2,540)	2,366	20,000	20,000	0
Net Tax Requirement (Contribution)	892,338	866,663	866,485	966,466	953,926	(12,540)
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

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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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	394,593	415,052	405,968	411,863	424,118	12,255
Personnel expenses	317	464	1,503	2,147	2,247	100
Contractual services	14,580	13,762	17,262	18,850	18,850	0
Supplies and other expenses	99,366	61,639	47,601	102,985	66,735	(36,250)
Transfers from other functions	47,171	45,968	42,935	31,820	47,100	15,280
Transfers to other functions	(500)	0	(300)	0	0	0
Total Direct Costs	555,527	536,885	514,969	567,665	559,050	(8,615)
Revenue generated:						
Fees, rates, and sale of service	17,817	21,581	30,998	20,000	20,000	0
Grants	32,151	41,500	51,689	41,500	41,500	0
Private contributions	11,150	13,828	10,000	10,000	10,000	0
Total Revenue Generated	61,118	76,909	92,687	71,500	71,500	0
Net operating costs	494,409	459,976	422,282	496,165	487,550	(8,615)
Transfer to (from) reserves	5,557	0	0	10,000	10,000	0
Net Tax Requirement (Contribution)	499,966	459,976	422,282	506,165	497,550	(8,615)
Staffing per budget - FTEs	5.32	5.32		5.32	5.32	0.00

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,698,678	2,832,349	2,137,417	2,002,088	2,120,850	118,762
Personnel expenses	102,332	96,586	53,567	60,610	48,610	(12,000)
Contractual services	302,151	289,903	248,306	346,236	346,236	0
Supplies and other expenses	64,261	31,936	13,208	33,000	38,500	5,500
Transfers from other functions	275,448	191,479	182,716	217,250	222,635	5,385
Transfers to other functions	(555)	0	0	0	0	0
Costs allocated to capital	(50,000)	(50,000)	(50,000)	(140,058)	(140,058)	0
Total Direct Costs	3,392,315	3,392,253	2,585,214	2,519,126	2,636,773	117,647
Revenue generated:						
Fees, rates, and sale of service	162,530	12,318	(3,581)	62,230	62,230	0
Grants	0	0	0	0	0	0
Total Revenue Generated	162,530	12,318	(3,581)	62,230	62,230	0
Net operating costs	3,229,785	3,379,935	2,588,795	2,456,896	2,574,543	117,647
Transfer to (from) reserves	76,000	(71,000)	25,000	0	0	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	3,305,785	3,308,935	2,613,795	2,456,896	2,574,543	117,647
Staffing per budget - FTEs	31.37	30.77		30.77	24.77	(6.00)

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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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,024,970	4,130,319	4,375,409	4,495,720	4,717,366	221,646
Personnel expenses	47,796	48,986	37,387	85,815	85,815	0
Contractual services	22,974,776	24,327,534	25,420,846	26,802,000	27,296,100	494,100
Supplies and other expenses	46,535	43,095	40,348	61,866	78,066	16,200
Transfers from other functions	122,597	119,147	118,123	142,120	254,188	112,068
Total Direct Costs	27,216,674	28,669,081	29,992,113	31,587,521	32,431,535	844,014
Revenue generated:						
911 levy	209,955	178,718	0	0	0	0
Fees, rates, and sale of service	451,053	456,856	311,236	(196,365)	414,600	610,965
Grants	3,290,352	3,379,259	3,747,908	4,150,416	3,666,451	(483,965)
Private contributions	0	0	0	0	0	0
Total Revenue Generated	3,951,360	4,014,833	4,059,144	3,954,051	4,081,051	127,000
Net operating costs	23,265,314	24,654,248	25,932,969	27,633,470	28,350,484	717,014
Transfer to (from) reserves	(863,360)	(665,667)	(278,799)	(1,588,000)	(1,488,000)	100,000
Transfer to (from) other funds	60,000	60,000	60,000	60,000	60,000	0
Net Tax Requirement (Contribution)	22,461,954	24,048,581	25,714,170	26,105,470	26,922,484	817,014
Municipal Staffing per budget - FTEs	55.70	57.70		57.70	58.70	1.00
Contracted police officers per budget	130.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	17,127,242	17,386,278	18,108,033	17,955,251	18,008,453	53,202
Personnel expenses	107,695	167,147	169,211	197,600	205,300	7,700
Contractual services	367,821	422,055	386,532	403,153	433,653	30,500
Supplies and other expenses	1,669,839	736,019	661,667	661,250	721,550	60,300
Transfers from other functions	299,547	306,947	311,495	282,546	283,400	854
Transfers to other functions	(39,835)	(56,497)	(30,556)	(8,000)	0	8,000
Total Direct Costs	19,532,309	18,961,949	19,606,382	19,491,800	19,652,356	160,556
Revenue generated:						
Fees, rates, and sale of service	1,384,648	1,542,205	1,469,782	1,382,300	1,478,300	96,000
911 levy	135,805	161,785	286,205	350,000	255,000	(95,000)
Private contributions	15,000	15,000	15,000	15,000	15,000	0
Sale of capital assets	0	20,133	0	0	0	0
Total Revenue Generated	1,535,453	1,739,123	1,770,987	1,747,300	1,748,300	1,000
Net operating costs	17,996,856	17,222,826	17,835,395	17,744,500	17,904,056	159,556
Transfer to (from) reserves	0	0	12,000	140,000	140,000	0
Transfer to (from) other funds	792,184	792,184	800,000	800,000	800,000	0
Net Tax Requirement (Contribution)	18,789,040	18,015,010	18,647,395	18,684,500	18,844,056	159,556
Staffing per budget - FTEs	127.69	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	63,293	28,414	0	0	0	0
Personnel expenses	10,348	23,049	11,206	12,000	14,000	2,000
Contractual services	24,970	14,075	18,920	20,000	20,000	0
Supplies and other expenses	4,897	7,243	4,157	5,500	8,500	3,000
Transfers from other functions	2,132	1,034	1,379	2,080	2,100	20
Total Direct Costs	105,640	73,815	35,662	39,580	44,600	5,020
Revenue generated:						
Private contributions	0	0	0	0	0	0
Grants	0	13,410	0	0	0	0
Total Revenue Generated	0	13,410	0	0	0	0
Net operating costs	105,640	60,405	35,662	39,580	44,600	5,020
Net Tax Requirement (Contribution)	105,640	60,405	35,662	39,580	44,600	5,020
Staffing per budget - FTEs	0.40	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,568,401	1,709,256	1,676,228	1,556,418	1,587,023	30,605
Personnel expenses	20,331	17,375	11,164	18,070	71,070	53,000
Contractual services	104,379	96,506	216,127	148,750	150,750	2,000
Supplies and other expenses	75,012	79,399	66,441	72,490	76,790	4,300
Transfers from other functions	127,052	106,540	101,398	99,555	102,452	2,897
Transfers to other functions	(227,910)	(227,910)	(229,575)	(227,910)	(233,600)	(5,690)
Total Direct Costs	1,667,265	1,781,166	1,841,783	1,667,373	1,754,485	87,112
Revenue generated:						
Fees, rates, and sale of service	317,727	302,032	300,825	311,400	311,400	0
Total Revenue Generated	317,727	302,032	300,825	311,400	311,400	0
Net operating costs	1,349,538	1,479,134	1,540,958	1,355,973	1,443,085	87,112
Transfer to (from) reserves	0	0	0	35,000	35,000	0
Net Tax Requirement (Contribution)	1,349,538	1,479,134	1,540,958	1,390,973	1,478,085	87,112
Staffing per budget - FTEs	19.25	17.25		17.10	17.10	0.00

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

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	498,148	479,640	421,627	448,150	458,484	10,334
Personnel expenses	1,888	6,170	3,543	3,510	3,500	(10)
Contractual services	298,329	302,990	322,838	307,900	325,900	18,000
Supplies and other expenses	38,863	122,956	94,793	137,650	170,650	33,000
Transfers from other functions	332,170	307,796	56,135	64,790	66,141	1,351
Total Direct Costs	1,169,398	1,219,552	898,936	962,000	1,024,675	62,675
Revenue generated:						
Fees, rates, and sale of service	1,561,629	1,604,832	1,681,544	1,638,950	1,788,950	150,000
Total Revenue Generated	1,561,629	1,604,832	1,681,544	1,638,950	1,788,950	150,000
Net operating costs	(392,231)	(385,280)	(782,608)	(676,950)	(764,275)	(87,325)
Transfer to (from) reserves	0	80,386	248,019	372,057	489,275	117,218
Transfer to (from) other funds	74,893	74,893	74,893	74,893	75,000	107
Net Tax Requirement (Contribution)	(317,338)	(230,001)	(459,696)	(230,000)	(200,000)	30,000
Staffing per budget - FTEs	5.63	5.63		5.38	5.38	0.00

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

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	0	95,719	283,477	0	60,000	60,000
Supplies and other expenses	238,262	145,437	494	246,600	0	(246,600)
Transfers from other functions	11,831	13,896	282,835	11,980	7,500	(4,480)
Total Direct Costs	250,093	255,052	566,806	258,580	67,500	(251,080)
Revenue generated:						
Fees, rates, and sale of service	501,753	509,934	485,755	470,000	511,000	41,000
Total Revenue Generated	501,753	509,934	485,755	470,000	511,000	41,000
Net operating costs	(251,660)	(254,882)	81,051	(211,420)	(443,500)	(292,080)
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	253,872	0	196,772	211,420	443,500	232,080
Net Tax Requirement (Contribution)	2,212	(254,882)	277,823	0	0	(60,000)
Staffing per budget - FTEs	0.00	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: 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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	429,400	446,197	462,707	428,347	428,347	0
Total Direct Costs	429,400	446,197	462,707	428,347	428,347	0
Revenue generated:						
Business improvement area levy	330,558	343,254	359,211	355,639	428,347	72,708
Total Revenue Generated	330,558	343,254	359,211	355,639	428,347	72,708
Net operating costs	98,842	102,943	103,496	72,708	0	(72,708)
Net Tax Requirement (Contribution)	98,842	102,943	103,496	72,708	0	(72,708)
Staffing per budget - FTEs	0.00	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	165,559	154,473	150,056	141,975	145,154	3,179
Personnel expenses	0	0	0	0	0	0
Contractual services	5,382	3,881	2,278	8,300	8,300	0
Supplies and other expenses	77,615	85,290	99,278	92,950	92,950	0
Transfers from other functions	15,031	9,778	9,918	10,420	10,466	46
Transfers to other functions	(148,679)	0	50	(1,000)	(1,000)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	114,908	253,422	261,580	252,645	255,870	3,225
Revenue generated:						
Fees, rates, and sale of service	90	31	0	0	0	0
Total Revenue Generated	90	31	0	0	0	0
Net operating costs	114,818	253,391	261,580	252,645	255,870	3,225
Transfer to (from) reserves	(805)	0	0	0	0	0
Transfer to (from) other funds	30,000	30,000	30,000	30,000	30,000	0
Net Tax Requirement (Contribution)	144,013	283,391	291,580	282,645	285,870	3,225
Staffing per budget - FTEs	2.52	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,368,139	2,502,028	2,615,790	2,457,011	2,435,580	(21,431)
Personnel expenses	43,890	70,092	43,349	68,555	81,350	12,795
Contractual services	1,049,395	1,338,679	1,810,707	1,372,713	1,803,213	430,500
Supplies and other expenses	330,142	396,256	421,341	468,870	397,592	(71,278)
Transfers from other functions	173,337	169,799	182,679	204,660	199,071	(5,589)
Transfers to other functions	(1,261,550)	(1,285,900)	(1,316,839)	(1,414,720)	(1,413,900)	820
Total Direct Costs	2,703,353	3,190,954	3,757,027	3,157,089	3,502,906	345,817
Revenue generated:						
Fees, rates, and sale of service	1,530	1,296	6,583	200	200	0
Sale of capital assets	0	0	0	0	0	0
Total Revenue Generated	1,530	1,296	6,583	200	200	0
Net operating costs	2,701,823	3,189,658	3,750,444	3,156,889	3,502,706	345,817
Transfer to (from) reserves	3,500	(65,500)	5,000	0	0	0
Transfer to (from) other funds	484,464	444,500	487,500	487,500	672,000	184,500
Net Tax Requirement (Contribution)	3,189,787	3,568,658	4,242,944	3,644,389	4,174,706	530,317
Staffing per budget - FTEs	24.29	24.29		25.29	25.29	0.00

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PROGRAM: 730 Kamloops Community Network

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	80,569	110,277	72,270	93,000	93,000	0
Transfers from other functions	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	0
Total Direct Costs	72,569	102,277	64,270	85,000	85,000	0
Revenue generated:						
Fees, rates, and sale of service	113,795	96,705	95,954	112,067	91,867	(20,200)
Total Revenue Generated	113,795	96,705	95,954	112,067	91,867	(20,200)
Net operating costs	(41,226)	5,572	(31,684)	(27,067)	(6,867)	20,200
Transfer to (from) reserves	41,226	0	0	27,067	6,867	0
Net Tax Requirement (Contribution)	0	5,572	(31,684)	0	0	20,200
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	93,250	122,580	10,580	0	120,600	120,600
Transfers from other functions	10,439	3,705	7,226	0	10,000	10,000
Total Direct Costs	103,689	126,285	17,806	0	130,600	130,600
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	103,689	126,285	17,806	0	130,600	130,600
Net Tax Requirement (Contribution)	103,689	126,285	17,806	0	130,600	130,600
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	849,692	544,114	0	592,775	0	(592,775)
Personnel expenses	849,692	544,114	0	592,775	0	(592,775)
Contractual services	5,875	2,690	0	1,700	0	(1,700)
Supplies and other expenses	25,302	7,193	0	8,400	0	(8,400)
Transfers from other functions	45,485	25,486	0	49,500	0	(49,500)
Total Direct Costs	1,776,046	1,123,597	0	1,245,150	0	(1,245,150)
Revenue generated:						
Fees, rates, and sale of service	1,630	934	0	658,825	0	(658,825)
Total Revenue Generated	1,630	934	0	658,825	0	(658,825)
Net operating costs	1,774,416	1,122,663	0	586,325	0	(586,325)
Transfer to (from) reserves	(1,630)	(934)	0	(1,000)	0	1,000
Net Tax Requirement (Contribution)	1,772,786	1,121,729	0	585,325	0	(585,325)
Staffing per budget - FTEs	6.70	1.70		6.70	6.00	(0.70)

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	435,196	514,882	505,513	475,519	479,931	4,412
Personnel expenses	60,828	65,610	92,018	109,450	109,450	0
Contractual services	22,239	21,480	26,864	16,000	16,000	0
Supplies and other expenses	96,256	41,730	70,999	92,000	77,000	(15,000)
Transfers from other functions	18,196	16,051	21,826	24,300	24,320	20
Total Direct Costs	632,715	659,753	717,220	717,269	706,701	(10,568)
Revenue generated:						
Fees, rates, and sale of service	(19,133)	(15,788)	2,681	(5,000)	(5,000)	0
Investment income	19,206	15,874	0	5,000	5,000	0
Total Revenue Generated	73	86	2,681	0	0	0
Net operating costs	632,642	659,667	714,539	717,269	706,701	(10,568)
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	632,642	659,667	714,539	717,269	706,701	(10,568)
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

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FINANCIAL PLAN 2020–2024

PROGRAM: 881 Administration of the City

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

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	470,705	570,117	708,417	643,892	675,379	31,487
Personnel expenses	14,998	20,966	20,863	29,125	29,875	750
Contractual services	43,318	209,821	168,227	197,500	197,500	0
Supplies and other expenses	20,981	26,246	22,321	22,680	19,600	(3,080)
Transfers from other functions	28,806	23,432	24,196	21,820	22,058	238
Transfers to other functions	0	870,979	883,400	883,399	883,399	0
Total Direct Costs	578,808	1,721,561	1,827,424	1,798,416	1,827,811	29,395
Revenue generated:						
Fees, rates, and sale of service	78	0	3,874	3,000	3,000	0
Grants	0	0	0	15,000	22,500	7,500
Total Revenue Generated	78	0	3,874	18,000	25,500	7,500
Net operating costs	578,730	1,721,561	1,823,550	1,780,416	1,802,311	21,895
Transfer to (from) reserves	0	7,000	0	0	0	0
Transfer to (from) other funds	0	0	0	(6,500)	0	6,500
Net Tax Requirement (Contribution)	578,730	1,728,561	1,823,550	1,773,916	1,802,311	28,395
Staffing per budget - FTEs	3.17	3.17		3.17	4.00	0.83

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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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	638,552	829,660	796,870	776,983	814,562	37,579
Personnel expenses	16,212	22,912	15,378	28,855	21,400	(7,455)
Contractual services	219,664	65,527	121,455	122,500	133,900	11,400
Supplies and other expenses	1,071,683	27,412	42,918	51,300	65,400	14,100
Transfers from other functions	43,456	35,816	32,072	39,090	35,000	(4,090)
Transfers to other functions	(108,347)	(10,000)	(10,203)	(10,000)	(10,000)	0
Costs allocated to capital	0	0	(20,090)	(41,530)	(41,530)	0
Total Direct Costs	1,881,220	971,327	978,400	967,198	1,018,732	51,534
Revenue generated:						
Fees, rates, and sale of service	1,881	759	0	0	0	0
Grants	15,000	15,000	15,000	0	0	0
Total Revenue Generated	16,881	15,759	15,000	0	0	0
Net operating costs	1,864,339	955,568	963,400	967,198	1,018,732	51,534
Transfer to (from) reserves	14,462	(89,000)	25,000	(40,500)	(40,500)	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,878,801	866,568	988,400	926,698	978,232	51,534
Staffing per budget - FTEs	8.19	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.

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,372,187	1,490,558	1,587,904	1,627,369	1,738,762	111,393
Personnel expenses	233,719	290,060	227,524	1,627,369	279,247	(1,348,122)
Contractual services	260,717	346,437	361,972	77,331	297,300	219,969
Supplies and other expenses	86,520	93,995	80,820	271,497	82,831	(188,666)
Transfers from other functions	62,527	43,042	45,705	313,300	51,858	(261,442)
Transfers to other functions	(400)	(1,200)	0	50,870	0	(50,870)
Total Direct Costs	2,015,270	2,262,892	2,303,925	3,967,736	2,449,998	(1,517,738)
Revenue generated:						
Fees, rates, and sale of service	1,852,580	2,100,745	2,144,778	2,275,182	115,000	(2,160,182)
Total Revenue Generated	1,852,580	2,100,745	2,144,778	2,275,182	115,000	(2,160,182)
Net operating costs	162,690	162,147	159,147	1,692,554	2,334,998	642,444
Transfer to (from) reserves	(139,988)	(135,816)	(138,766)	(93,500)	28,000	121,500
Net Tax Requirement (Contribution)	22,702	26,331	20,381	1,599,054	2,362,998	763,944
Staffing per budget - FTEs	11.00	11.60		12.60	14.00	1.40

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PROGRAM: 610 Cash Management

Purpose: To optimize interest revenues within legislative requirements.

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	7,249	1,961	5,481	0	0	0
Contractual services	46,525	(21,443)	77,619	54,336	41,000	(13,336)
Supplies and other expenses	0	0	0	0	0	0
Transfers from other functions	2,925	2,934	2,921	3,200	3,200	0
Total Direct Costs	56,699	(16,548)	86,021	57,536	44,200	(13,336)
Revenue generated:						
Special assessments	4,017,388	3,760,297	4,006,092	3,828,603	4,101,669	273,066
Fees, rates, and sale of service	1,704,952	1,945,559	2,855,938	2,513,558	799,000	(1,714,558)
Grants	119,431	173,521	(59,746)	64,516	81,747	17,231
Investment income	2,570,588	2,615,243	2,230,676	2,200,000	3,500,000	1,300,000
Total Revenue Generated	8,412,359	8,494,620	9,032,960	8,606,677	8,482,416	(124,261)
Net operating costs	(8,355,660)	(8,511,168)	(8,946,939)	(8,549,141)	(8,438,216)	110,925
Transfer to (from) reserves	647,254	416,808	901,197	228,000	586,000	358,000
Transfer to (from) other funds	830,702	1,122,698	1,368,227	635,662	690,800	55,138
Net Tax Requirement (Contribution)	(6,877,704)	(6,971,662)	(6,677,515)	(7,685,479)	(7,161,416)	524,063
Staffing per budget - FTEs	0.45	0.45		0.45	0.45	0.00

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	771,466	761,606	720,676	778,188	786,329	8,141
Personnel expenses	6,693	4,292	5,186	21,260	21,260	0
Contractual services	52,118	44,705	52,698	58,693	53,493	(5,200)
Supplies and other expenses	102,727	140,964	113,541	115,692	113,592	(2,100)
Transfers from other functions	31,368	22,707	23,464	23,700	23,700	0
Transfers to other functions	(350,749)	(355,727)	(354,567)	(355,727)	(356,509)	(782)
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	0	89,135	182,230	1,000	153,000	152,000
Total Direct Costs	613,623	707,682	743,228	642,806	794,865	152,059
Revenue generated:						
Fees, rates, and sale of service	262,706	356,007	621,506	229,100	248,050	18,950
Investment income	211,242	225,594	11,877	238,000	225,000	(13,000)
Total Revenue Generated	473,948	581,601	633,383	467,100	473,050	5,950
Net operating costs	139,675	126,081	109,845	175,706	321,815	146,109
Net Tax Requirement (Contribution)	139,675	126,081	109,845	175,706	321,815	146,109
Staffing per budget - FTEs	9.94	8.69		6.29	7.29	1.00

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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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,179,599	2,253,811	2,328,824	2,250,197	2,367,473	117,276
Personnel expenses	71,341	81,737	82,063	98,015	104,566	6,551
Contractual services	90,250	141,303	190,324	161,395	186,095	24,700
Supplies and other expenses	(758,189)	(342,670)	1,257,500	23,200	47,150	23,950
Transfers from other functions	81,828	64,024	73,178	67,020	66,500	(520)
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,664,829	2,198,205	3,931,889	2,599,827	2,771,784	171,957
Revenue generated:						
Fees, rates, and sale of service	696,257	433,280	114,910	9,000	9,000	0
Private contributions	0	0	10,000	0	0	0
Total Revenue Generated	696,257	433,280	124,910	9,000	9,000	0
Net operating costs	968,572	1,764,925	3,806,979	2,590,827	2,762,784	171,957
Transfer to (from) reserves	(57,401)	(5,000)	0	0	0	(171,957)
Transfer to (from) other funds					0	0
Net Tax Requirement (Contribution)	911,171	1,759,925	3,806,979	2,590,827	2,762,784	0
Staffing per budget - FTEs	20.98	23.23		26.63	25.80	(0.83)

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

FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	0	0	(1,041,007)	(1,041,007)	0
Supplies and other expenses	0	12,000	0	1,200,000	1,090,000	(110,000)
Transfers to other functions	(1,240,440)	(1,240,440)	(1,240,440)	(1,240,440)	(1,240,440)	0
Total Direct Costs	(1,240,440)	(1,228,440)	(1,240,440)	(1,081,447)	(1,191,447)	(110,000)
Revenue generated:						
Grants	6,688,015	6,679,761	10,694,981	6,586,795	6,720,000	133,205
Private contributions	0	0	0	0	0	0
Total Revenue Generated	6,688,015	6,679,761	10,694,981	6,586,795	6,720,000	133,205
Net operating costs	(7,928,455)	(7,908,201)	(11,935,421)	(7,668,242)	(7,911,447)	(243,205)
Transfer to (from) reserves	9,489,771	7,307,352	5,408,301	6,046,795	6,520,000	473,205
Transfer to (from) other funds	0	0	0	(160,000)		160,000
Net Tax Requirement (Contribution)	1,561,316	(600,849)	(6,527,120)	(1,781,447)	(1,391,447)	390,000
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	211,706	212,935	217,519	215,518	223,956	8,438
Personnel expenses	7,157	4,261	5,208	6,800	6,800	0
Contractual services	905,241	842,975	1,179,359	1,109,000	1,232,000	123,000
Supplies and other expenses	95	160	0	0	0	0
Transfers from other functions	12,922	9,887	14,027	10,220	10,358	138
Transfers to other functions	(420,592)	(428,021)	(149,405)	(146,175)	(191,400)	(45,225)
Total Direct Costs	716,529	642,197	1,266,708	1,195,363	1,281,714	86,351
Revenue generated:						
Fees, rates, and sale of service	16,214	26,240	18,922	0	0	0
Total Revenue Generated	16,214	26,240	18,922	0	0	0
Net operating costs	700,315	615,957	1,247,786	1,195,363	1,281,714	86,351
Transfer to (from) reserves	14,014	24,227	(67,345)	(130,000)	(130,000)	0
Net Tax Requirement (Contribution)	714,329	640,184	1,180,441	1,065,363	1,151,714	86,351
Staffing per budget - FTEs	2.00	2.00		2.00	2.00	0.00

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FINANCIAL PLAN 2020–2024

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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	691,491	789,327	848,980	868,659	894,629	25,970
Personnel expenses	9,648	22,643	6,297	13,250	12,500	(750)
Contractual services	1,397	1,770	65,249	2,100	2,100	0
Supplies and other expenses	12,097	10,239	3,612	4,800	4,800	0
Transfers from other functions	33,847	28,020	28,332	28,799	29,383	584
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	748,480	851,999	952,470	917,608	943,412	25,804
Revenue generated:						
Fees, rates, and sale of service	121,073	182,912	188,011	29,000	29,000	0
Total Revenue Generated	121,073	182,912	188,011	29,000	29,000	0
Net operating costs	627,407	669,087	764,459	888,608	914,412	25,804
Net Tax Requirement (Contribution)	627,407	669,087	764,459	888,608	914,412	25,804
Staffing per budget - FTEs	9.49	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Transfers to other functions	(251,241)	(251,241)	(277,600)	0	0	0
Debt servicing costs	4,505,240	3,435,840	3,821,600	3,743,624	3,090,307	(653,317)
Total Direct Costs	4,253,999	3,184,599	3,544,000	3,743,624	3,090,307	(653,317)
Revenue generated:						
Special assessments	0	0	0	0	0	0
Fees, rates, and sale of service	479,619	541,918	1,111,208	314,127	89,000	(225,127)
Investment income	620,884	755,071	0	885,873	1,111,000	225,127
Total Revenue Generated	1,100,503	1,296,989	1,111,208	1,200,000	1,200,000	0
Net operating costs	3,153,496	1,887,610	2,432,792	2,543,624	1,890,307	(653,317)
Transfer to (from) reserves	18,505	83,956	0	(178,949)	(178,000)	949
Transfer to (from) other funds	12,393	(325,946)	(6,011,200)	(105,817)	(105,000)	817
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	4,109,693	653,317
Net Tax Requirement (Contribution)	6,385,742	4,981,155	(1,007,905)	5,715,234	5,717,000	1,766
Staffing per budget - FTEs	0.00	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 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Transfers from other functions	0	0	0	0	0	0
Capital funded from taxation	7,452,587	9,523,007	18,377,352	12,732,883	11,811,594	(921,289)
Total Direct Costs	7,452,587	9,523,007	18,377,352	12,732,883	11,811,594	(921,289)
Revenue generated:						
Sale of fixed assets	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	7,452,587	9,523,007	18,377,352	12,732,883	11,811,594	(921,289)
Transfer to (from) reserves	2,441,603	0	5,708,172	0	550,000	550,000
Net Tax Requirement (Contribution)	9,894,190	9,523,007	24,085,524	12,732,883	12,361,594	(371,289)
Staffing per budget - FTEs	0.00	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.

FINANCIAL PLAN 2020–2024

PROGRAM: 110 Water Utility Fund Prior Year Amounts (2017–2019)

Purpose:

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,727,827	2,734,893	3,115,969	2,789,485	2,768,519	(20,966)
Personnel expenses	37,057	43,347	42,131	53,100	53,100	0
Contractual services	392,435	453,900	704,076	671,000	701,000	30,000
Supplies and other expenses	2,839,376	3,182,753	3,074,832	2,993,100	3,021,700	28,600
Transfers from other functions	2,672,838	2,814,600	3,090,728	3,586,367	3,669,874	83,507
Transfers to other functions	(656,906)	(751,446)	(744,379)	(708,900)	(708,900)	0
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	(77,661)	(560,568)	639,526	(89,712)	1,680,500	1,770,212
Capital funded from water levies	1,305,901	1,868,576	4,015,274	2,158,874	3,718,677	1,559,803
Total Direct Costs	9,240,867	9,786,055	13,938,157	11,453,314	14,904,470	3,451,156
Revenue generated:						
Fees, rates, and sales of service	122,190	173,513	408,685	67,120	148,000	80,880
Grants	0	0	0	0	0	0
Investment income	928,902	807,343	659,566	943,809	854,000	(89,809)
Total Revenue Generated	1,051,092	980,856	1,068,251	1,010,929	1,002,000	(8,929)
Net operating costs	8,189,775	8,805,199	12,869,906	10,442,385	13,902,470	3,460,085
Transfer to (from) reserves	1,846,462	84,912	4,194,645	57,684	57,684	0
Transfer to (from) other funds	5,811,609	4,917,529	(6,204,790)	(993,031)	508,530	1,501,561
Debt principal repayment	3,692,677	3,841,536	2,126,812	3,489,943	1,720,500	(1,769,443)
Transfer to (from) surplus	(2,623,034)	(1,486,609)	3,527,395	2,775,899	(99,184)	(2,875,083)
Net Water Requirement	16,917,489	16,162,567	16,513,968	15,772,880	16,090,000	317,120
Staffing per budget - FTEs	26.10	26.27		26.27	26.00	(0.27)

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FINANCIAL PLAN 2020–2024

PROGRAM: 120 Sewer Utility Fund Prior Year Amounts (2017–2019)

Purpose:

	2017 Actual Amounts	2018 Actual Amounts	2019 Actuals	2019 Adopted Budget	2020 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,804,649	1,708,072	1,800,045	2,267,657	2,416,807	149,150
Personnel expenses	31,161	36,137	18,371	40,700	40,700	0
Contractual services	734,974	528,177	2,028,674	3,625,000	3,650,000	25,000
Supplies and other expenses	1,897,281	1,583,533	1,788,225	1,774,950	1,607,350	(167,600)
Transfers from other functions	2,143,588	2,313,213	2,359,105	2,379,336	2,480,459	101,123
Transfers to other functions	(111,434)	(107,485)	(104,283)	(100,000)	(107,000)	(7,000)
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	2,706,251	2,480,577	666,207	866,150	740,000	(126,150)
Capital funded from sewer levies	1,050,989	970,742	2,416,487	2,893,862	8,171,785	5,277,923
Total Direct Costs	10,257,459	9,512,966	10,972,831	13,747,655	19,000,101	5,252,446
Revenue generated:						
Fees, rates, and sales of service	565,991	649,223	788,057	200,882	274,740	73,858
Investment income	0	0	0	328,875	330,260	1,385
Total Revenue Generated	565,991	649,223	788,057	529,757	605,000	75,243
Net operating costs	9,691,468	8,863,743	10,184,774	13,217,898	18,395,101	5,177,203
Transfer to (from) reserves	325,872	38,809	1,036,598	10,028	10,000	(28)
Transfer to (from) other funds	802,479	2,660,679	(6,238,674)	(501,732)	(7,656,202)	(7,154,470)
Debt principal repayment	529,856	554,952	8,143,887	2,011,850	2,138,000	126,150
Transfer to (from) surplus	270,785	828,641	3,119,337	(148,175)	2,813,101	2,961,276
Net Sewer Rate Requirement	11,620,460	12,946,824	16,245,922	14,589,869	15,700,000	1,110,131
Staffing per budget - FTEs	22.54	22.54		22.71	22.71	0.00

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

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FINANCIAL PLAN 2020–2024

General Operating Fund

	2020	2021	2022	2023	2024
Revenue:					
Real property taxes	117,382,262	121,987,168	126,266,326	130,273,703	134,672,069
Taxes - new assessments	4,848,549	4,909,156	4,970,520	5,032,652	5,095,560
Special assessments	40,252,067	40,654,588	41,061,134	41,471,745	41,886,462
Fees, rates and sales of service	16,319,871	16,523,869	16,730,418	16,939,548	17,151,292
Grants	3,547,400	3,600,611	3,564,620	3,709,439	3,765,081
Investment income	125,000	125,000	125,000	125,000	125,000
Sale of capital assets	90,000	82,296	82,296	82,296	82,296
Private contributions	117,382,262	121,987,168	126,266,326	130,273,703	134,672,069
Total Revenue	182,565,149	187,882,688	192,800,314	197,634,383	202,777,760
Expenditures:					
Cemetery	536,317	544,362	552,527	560,815	569,227
Community development	6,110,147	6,262,901	6,419,473	6,579,960	6,744,459
Corporate administration	16,981,718	17,406,261	17,841,417	18,287,453	18,744,639
Environmental services	342,225	350,781	359,550	368,539	377,752
Fire services	19,358,956	19,842,930	20,339,003	20,847,478	21,368,665
Infrastructure maintenance	29,817,187	30,562,617	31,326,682	32,109,849	32,912,595
Legislative and enforcement	2,803,760	2,873,854	2,945,700	3,019,343	3,094,826
Parks, recreation and leisure services	8,071,218	8,272,998	8,479,823	8,691,819	8,909,114
Police services	31,906,535	32,704,198	33,521,803	34,359,848	35,218,845
Public transit	18,172,245	18,626,551	19,092,215	19,569,520	20,058,758
Solid waste	10,265,259	10,521,890	10,732,328	10,946,975	11,165,914
Debt servicing costs	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Capital funded from operations	11,811,594	14,050,000	13,050,000	12,750,000	16,480,000
Total General Expenditures	159,177,161	165,019,343	167,660,521	171,091,599	178,644,794
Net operating activity	23,387,988	22,863,345	25,139,793	26,542,784	24,132,966
Transfers from (to) reserves	(6,500,000)	(6,662,500)	(6,829,063)	(6,999,789)	(7,174,784)
Transfers from (to) other funds	(4,952,297)	(5,076,104)	(5,203,007)	(5,333,082)	(5,466,409)
Debt principal repayment	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Transfer to (from) surplus	8,935,691	8,124,741	10,107,723	11,209,913	8,491,773
Projected Increase in 2020–2024 Financial Plan	2.76%	2.64%	2.23%	1.90%	2.10%

FINANCIAL PLAN 2020–2024

Water Operating Fund

	2020	2021	2022	2023	2024
Revenue:					
Water levies	16,388,600	16,593,400	16,748,780	16,906,060	17,065,240
Investment income	854,000	864,700	875,500	886,400	897,500
Total Revenue	17,242,600	17,458,100	17,624,280	17,792,460	17,962,740
Expenditures:					
Water utility operations	8,913,625	9,091,898	9,273,735	9,459,210	9,648,394
Administration	484,800	489,648	494,544	499,544	504,485
Debt servicing costs	2,600,000	2,300,000	1,900,000	1,400,000	1,350,000
Capital funded from operations	3,719,000	5,402,000	5,456,000	2,812,000	3,603,000
Total Water Expenditures	15,717,425	17,283,546	17,124,279	14,170,754	15,105,879
Net operating activity	1,525,175	174,554	500,001	3,621,706	2,856,861
Projected Opening Prior Year Surplus	(7,408,000)	(9,333,175)	(9,907,730)	(10,807,730)	(14,829,490)
Transfers from (to) reserves	0	0	0	0	0
Transfers from (to) other funds	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Transfer to (from) Accumulated Surplus	1,525,175	174,554	500,001	3,621,706	2,856,861
Estimated Surplus Balance	9,333,175	9,907,730	10,807,730	14,829,490	18,086,351
Projected Increase in 2020–2024 Financial Plan	0.00%	0.00%	0.00%	0.00%	0%

FINANCIAL PLAN 2020–2024

Sewer Operating Fund

	2020	2021	2022	2023	2024
Revenue:					
Sewer levies	16,202,862	16,811,688	17,443,453	18,099,015	18,779,267
Investment income	305,000	312,600	320,400	328,400	336,600
Total Revenue	16,507,862	17,124,288	17,763,853	18,427,415	19,115,867
Expenditures:					
Sewer utility operations	6,603,166	6,735,229	6,869,934	7,007,333	7,147,479
Biosolids Contract	3,200,000	1,320,000	1,452,000	1,597,000	1,756,920
Administration	362,100	369,342	376,729	384,263	391,949
Debt servicing costs	3,313,000	3,344,775	3,378,000	4,378,000	4,379,200
Capital funded from operations	8,172,000	6,430,000	3,573,000	1,938,000	3,189,000
Capital funded from operations - Biosolids	0	0	2,310,000	2,772,000	
Total Sewer Expenditures	21,650,266	18,199,346	17,959,663	18,076,596	16,864,548
Net operating activity	(5,142,404)	(1,075,058)	(195,810)	350,819	2,251,319
Projected Opening Prior Year Surplus	(11,050,000)	(5,907,596)	(4,832,538)	(4,636,728)	(4,987,347)
Transfers from (to) other funds	0	0	0	0	0
Transfer to (from) Accumulated Surplus	(5,142,404)	(1,075,058)	(195,810)	350,819	2,251,319
Estimated Surplus Balance	5,907,596	4,832,538	4,636,728	4,987,347	6,770,031
Projected Increase in 2020–2024 Financial Plan	7.00%	2.50%	2.50%	2.50%	2.50%

FINANCIAL PLAN 2020–2024

Full-Time Equivalents

Program No. and Name		2013	2014	2015	2016	2017	2018	2019	2020
813	Mayor and Council	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
881	Administration of the City	4.17	4.17	4.17	3.17	3.17	3.17	4.00	4.00
882	Business and Client Services	7.43	7.43	7.43	8.19	8.19	8.19	9.09	9.09
710	Central Office	2.47	2.47	2.47	2.52	2.49	2.62	2.32	2.32
Administrator's Department		12.60	12.60	12.60	12.36	12.36	12.36	14.09	16.41
610	Cash Management	0.45	0.45	0.45	0.45	0.45	0.45	0.00	0.00
620	Billing and Collection	10.55	9.55	9.80	9.94	8.69	8.69	9.14	9.14
630	Financial Management	21.58	21.08	20.83	20.98	23.23	23.23	23.40	23.23
640	Fiscal Services								
650	Insurance and Risk Management	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
670	Purchasing and Stores	7.99	8.49	9.49	9.49	8.49	8.49	9.49	9.49
720	Information Technology	23.49	24.49	24.29	24.29	24.29	25.29	24.00	24.00
810	Legislative and Elections					5.00	5.00	9.14	9.14
880	CSCS Administration	6.00	6.00	6.70	6.70	1.70	1.70		
Corporate Services		72.06	72.06	73.56	73.85	73.85	74.85	77.17	77.00
130	Solid Waste Collection and Disposal	25.00	25.15	25.65	28.49	28.49	29.20	29.20	29.20
140	Environmental Services	2.40	2.30	2.30	2.60	2.60	2.90	2.90	2.90
150	Cemeteries	4.14	3.39	3.39	3.39	3.39	3.39	3.39	3.39
310	Roads	27.83	28.21	25.29	25.21	24.54	24.54	27.54	27.54
320	PWU Administration	7.02	6.02	6.02	6.02	6.02	6.02	13.02	13.00
330	Capital Projects Management	12.00	13.00	13.00	14.00	15.33	15.33	15.33	15.33
360	Traffic Operations	6.15	6.25	6.25	6.25	6.25	6.24	6.24	6.24
380	Drainage	5.82	5.82	5.51	6.36	7.02	6.02	7.29	7.29
410	Sandman Centre	7.82	7.82	7.67	7.67	7.67	7.67	7.67	7.67
413	Arenas	15.36	15.36	14.95	14.95	14.95	14.95	14.95	14.95
429	Parks	42.69	46.33	47.77	50.77	52.19	52.20	52.20	52.20
457	City Facilities	17.79	13.50	13.50	13.50	13.50	13.50	13.50	13.50
461	Pools	9.45	9.45	9.45	7.79	9.00	9.46	9.46	9.46
465	Tournament Capital Centre	29.27	29.27	30.70	30.70	30.70	30.69	30.69	30.69
740	Vehicles and Equipment	18.26	19.13	18.88	18.88	19.88	19.88	17.88	17.88
750	HVAC	2.43	2.66	1.66	1.67	1.67	2.09	2.67	4.67
770	Millwright			9.00	9.01	9.01	9.00	9.00	8.00
775	Plumbing				1.00	1.00	1.00	1.00	2.00
780	Carpentry	6.34	6.72	6.80	6.79	6.79	6.80	7.30	7.30
790	Electrical	10.18	10.46	9.23	9.23	9.23	9.21	9.21	9.21
Civic Operations		249.95	250.84	257.02	264.28	269.23	270.09	280.44	282.42
210	Police Protection	54.56	56.22	55.67	55.70	57.70	57.70	58.19	60.33
220	Fire Protection Services	129.09	129.09	128.69	127.69	127.69	128.13	129.22	129.22
250	Kamloops Emergency			0.40	0.40	0.40	0.40	0.00	0.00
260	Community Safety and Enforcement	19.25	19.25	19.25	19.25	17.25	17.10	17.10	17.10
270	Bylaw Court								
340	On-Street Parking	5.63	5.63	5.63	5.63	5.63	5.38	5.38	5.38
470	School Recreation Facilities								
481	Social and Community Development	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 and Sport Development	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

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Program No. and Name		2013	2014	2015	2016	2017	2018	2019	2020
485	Arts, Culture, and Heritage	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
491	Community and Protective Admin.	31.36	31.37	31.37	31.37	30.77	30.77	23.77	24.77
Community and Protective Services		254.21	255.88	255.33	254.36	253.76	253.80	247.98	251.12
230	Building and Engineering Development	17.00	16.00	16.00	16.00	16.00	16.00	17.00	17.00
240	Business Licensing	4.29	4.29	4.29	4.09	4.09	3.59	3.59	3.59
370	Transit	1.35	1.35	1.35	1.60	1.60	1.60	1.60	1.60
439	Sustainability	6.12	6.73	6.73	5.51	5.51	5.51	6.51	6.51
510	Business Operations and Community Planning	3.13	3.13	2.63	3.33	3.33	4.25	3.00	3.00
520	Development and Engineering Admin	5.15	5.15	5.15	5.00	5.00	5.00	5.00	5.00
530	Property Management	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00
540	Planning and Development	8.09	8.09	8.59	9.09	9.09	8.34	9.59	9.59
560	Community Planning								
760	Engineering Services	20.65	20.65	20.65	20.40	20.40	20.40	20.40	20.65
Development, Engineering, and Sustainability Services		68.78	68.39	68.39	68.02	68.02	68.69	70.69	70.94
680	Human Resources	10.00	11.00	11.00	11.60	11.60	12.60	14.00	15.00
General Fund Total		667.60	670.77	677.90	684.47	688.82	692.39	704.37	712.89
110	Water Utility	32.31	34.21	28.17	26.10	26.27	26.27	25.50	25.50
120	Sewer Utility	19.29	25.29	22.64	22.54	22.71	22.71	23.21	24.21
Utilities Total		51.60	59.50	50.81	48.64	48.98	48.98	48.71	49.71
310	Roads			5.92	5.92	5.92	5.93	5.93	5.93
380	Drainage			1.50	1.50	1.50	1.50	1.35	1.35
750	HVAC			1.00	1.00	1.00	1.00	1.00	1.00
780	Carpentry			4.76	4.76	4.76	4.76	4.76	4.76
790	Electrical			4.37	4.37	4.37	5.37	5.37	5.37
110	Water Utility			6.50	6.50	6.50	6.50	6.85	6.85
120	Sewer Utility			2.00	2.00	2.00	2.00	1.80	1.80
Capital Total		0.00	0.00	26.05	26.05	26.05	27.06	27.06	27.06
CITY TOTALS		719.20	730.27	754.76	759.16	763.85	768.43	780.14	789.66
Contracted Police Officers per Budget		118.50	119.50	130.00	130.00	130.00	130.00	136.00	137.00

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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 2020, the Twin Valleyview Reservoir Project will result in a considerable investment to this area east of downtown Kamloops. The scope of this project includes primarily water infrastructure upgrades.

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 2020, the traffic signal/pole rehabilitation program delivers on two key objectives within this funding:

- a rehabilitation program focused on the downtown core to replace traffic signal poles that have corroded along with 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.

<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 of Kamloops 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.



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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 playfields 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.

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:

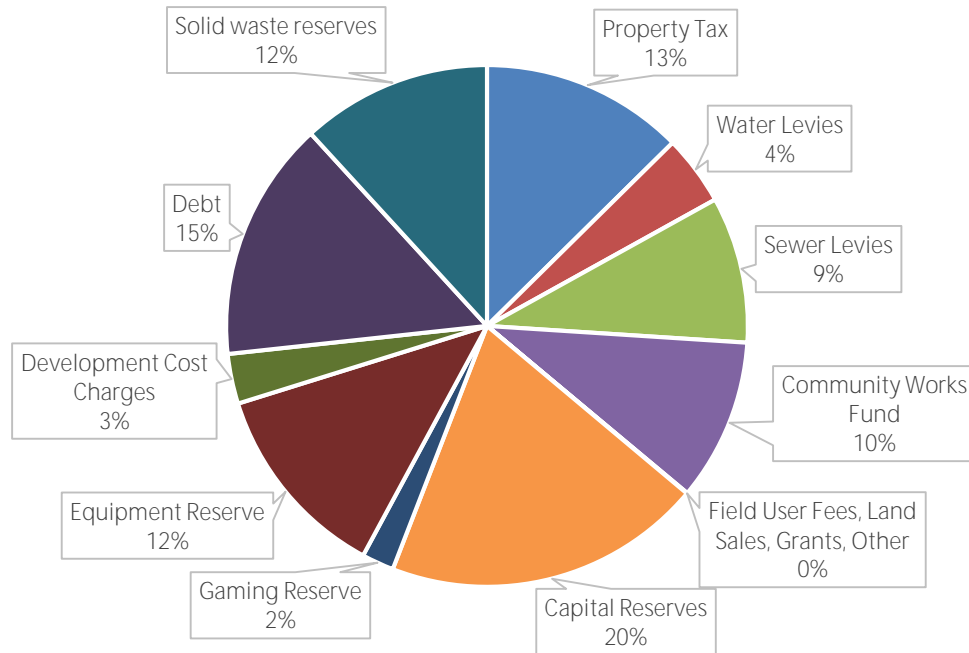
- solid waste
- other capital reserves
- parkland
- equipment
- parking
- future capital reserves

Sewer Infrastructure - Capital cost improvements related to addressing wastewater infrastructure, including sewer pipes and Kamloops Sewage Treatment Centre, and addressing infrastructure requirements for biosolids treatments.

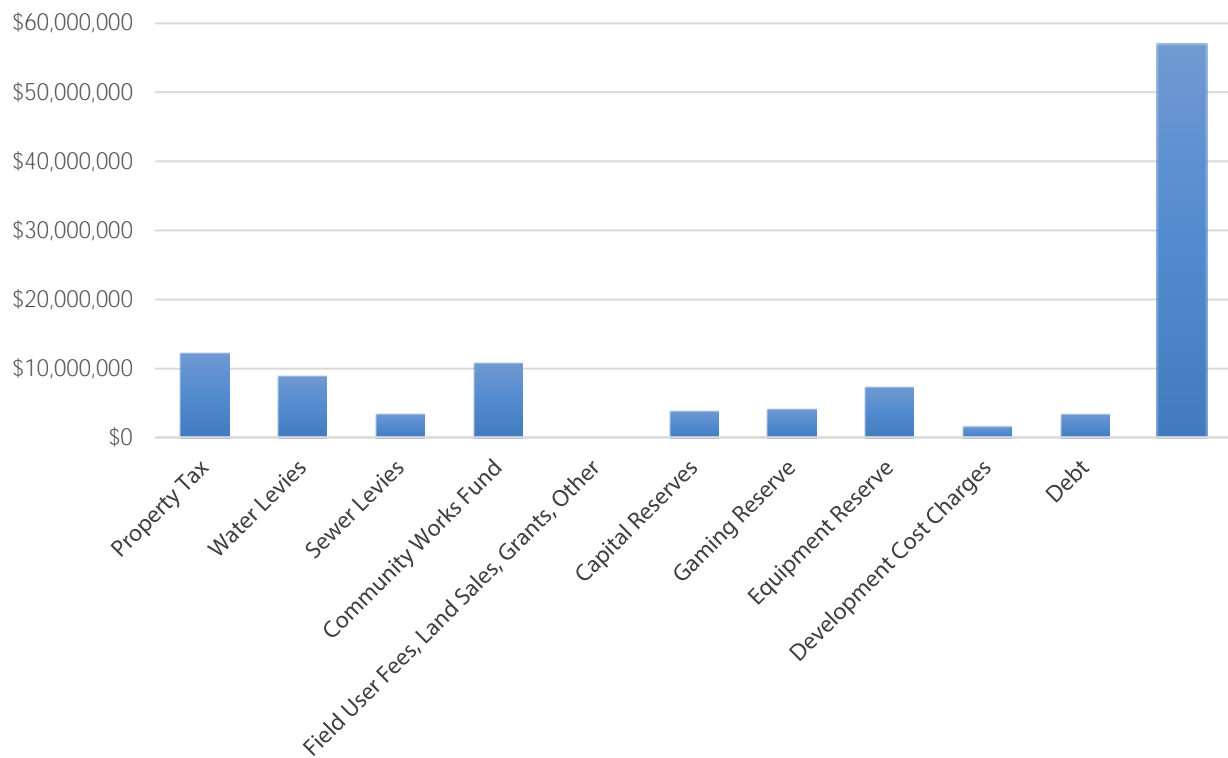


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2020 Capital Projects Funding Breakdown

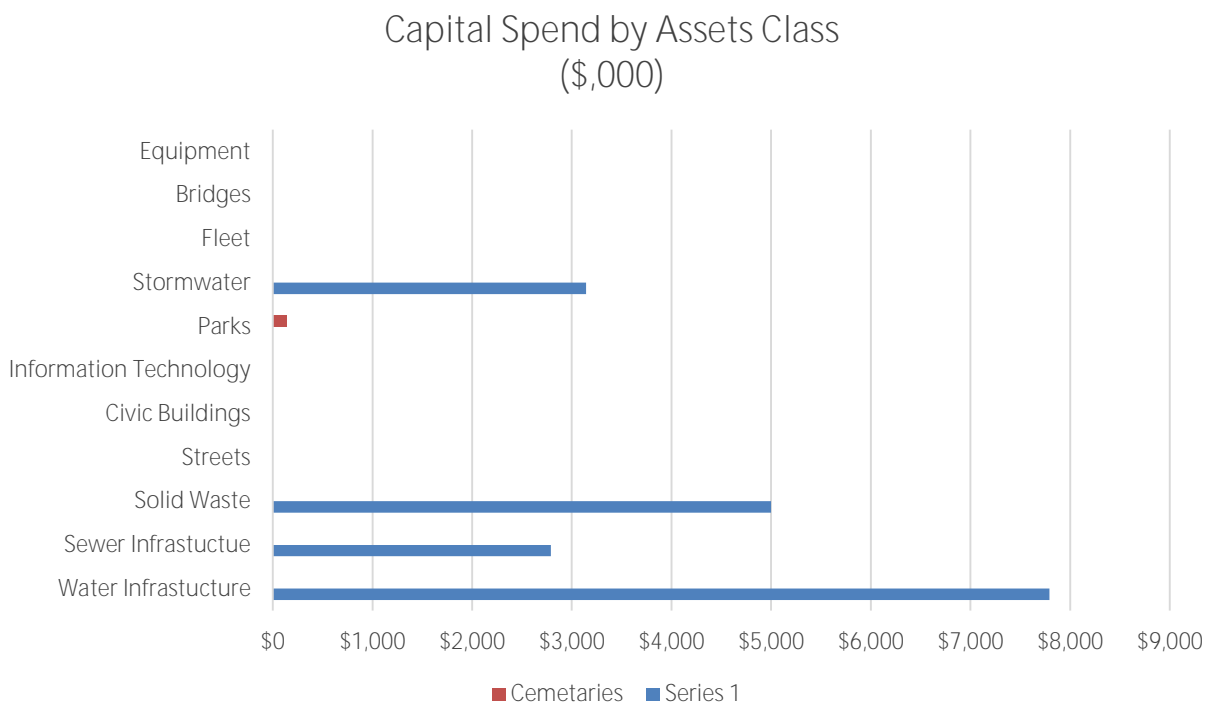


Capital Spend By Funding Source





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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Water					
911109 Oversizing					
Water Levies	600	600	600	600	600
DCC Water	59,400	59,400	59,400	59,400	59,400
Total 911109 Oversizing	60,000	60,000	60,000	60,000	60,000
911115 Distribution Capital Maintenance					
Water Levies	550,000	300,000	300,000	300,000	300,000
Future Capital Reserve	18,040	0	0	0	0
Total 911115 Distribution Capital Maintenance	568,040	300,000	300,000	300,000	300,000
911140 North Shore Emergency Interconnect					
Water Levies	0	0	0	0	0
Future Capital Reserve	30,000	0	0	0	0
Total 911140 North Shore Emergency Interconnect	30,000	0	0	0	0
911150 River Street Intake-Low Lift					
Water Levies	1,260,000	0	0	0	0
Future Capital Reserve	525,006	0	0	0	0
Total 911150 River Street Intake-Low Lift	1,785,006	0	0	0	0
911159 Construct Emergency Intake-North Shore					
Future Capital Reserve	0	0	0	0	0
Total 911159 Construct Emergency Intake-North Shore	0	0	0	0	0
911166 Dallas Reservoir Twinning					
Water Levies	0	0	15,845	61,796	746,475
DCC Water	0	0	34,155	133,204	1,609,080
Total 911166 Dallas Reservoir Twinning	0	0	50,000	195,000	2,355,555
911167 1786 West Reservoir & Trunk Main					
Water Levies	0	0	750	3,500	34,750
DCC Water	0	0	0	0	0
Debt			74,250	346,500	3,440,250
Total 911167 1786 West Reservoir & Trunk Main	0	0	75,000	350,000	3,475,000
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 Infrastructure-Local Roads					
Water Levies	394,550	350,000	380,000	110,000	800,000
Future Capital Reserve	390,961	0	0	0	0
Total 911204 Rehab Infrastructure-Local Roads	785,511	350,000	380,000	110,000	800,000
911205 Rehab Infrastructure-Collector Roads					
Water Levies	35,000	280,000	960,000	220,000	1,200,000
Future Capital Reserve	91,345	0	0	0	0
Total 911205 Rehab Infrastructure-Collector Roads	126,345	280,000	960,000	220,000	1,200,000
911206 Rehab Infrastructure-Arterial Roads					
Water Levies	30,000	100,000	30,000	30,000	295,000
Future Capital Reserve	135,372	0	0	0	0
Total 911206 Rehab Infrastructure-Arterial Roads	165,372	100,000	30,000	30,000	295,000
911247 Ord Road Watermain Connection**					
Water Levies	54,000	486,000	0	0	0
Total 911247 Ord Road Watermain Connection**	54,000	486,000	0	0	0
911260 Notre Dame Reservoir Overflow					
Water Levies	245,000	0	0	0	0
Future Capital Reserve	6,220	0	0	0	0
Total 911260 Notre Dame Reservoir Overflow	251,220	0	0	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
911293 Meadowlands Reservoir Access					
Future Capital Reserve	236,188	0	0	0	0
Total 911293 Meadowlands Reservoir Access	236,188	0	0	0	0
911298 Pacific Way Reservoir Overflow					
Water Levies	0	0	0	0	0
Future Capital Reserve	218,195	0	0	0	0
Total 911298 Pacific Way Reservoir Overflow	218,195	0	0	0	0
911306 Install Standby Power					
Water Levies	100,000	900,000	100,000	900,000	100,000
Future Capital Reserve	1,193,609	0	0	0	0
Total 911306 Install Standby Power	1,293,609	900,000	100,000	900,000	100,000
911317 Pemberton Booster Upgrade					
Water Levies	21,833	155,950	1,132,197	0	0
DCC Water	13,167	94,050	682,803	0	0
Total 911317 Pemberton Booster Upgrade	35,000	250,000	1,815,000	0	0
911327 Twin Valleyview Reservoir					
Water Levies	191,687	0	0	0	0
Future Capital Reserve	2,276,916	0	0	0	0
DCC Water	808,747	0	0	0	0
Debt	0	0	0	0	0
Total 911327 Twin Valleyview Reservoir	3,277,350	0	0	0	0
911331 Pump Upgrades at South west Sector # 4					
Future Capital Reserve	58,778	0	0	0	0
DCC Water	223,809	0	0	0	0
Total 911331 Pump Upgrades at South West Sector #4	282,587	0	0	0	0
911333 South Kam-West End Supply-Pre-Design					
Water Levies	0	348,000	0	0	0
Total 911333 South Kam-West End Supply-Pre-Design	0	348,000	0	0	0
911335 Additional 1600 Reservoir Storage					
Water Levies	110,000	1,000,000	0	0	0
Future Capital Reserve	13,815	0	0	0	0
Total 911335 Additional 1600 Reservoir Storage	123,815	1,000,000	0	0	0
911336 Additional 2088 Reservoir Storage					
Water Levies	36,500	183,000	1,680,000	0	0
Total 911336 Additional 2088 Reservoir Storage	36,500	183,000	1,680,000	0	0
911346 Pineview Booster Upgrade					
Water Levies	8,320	49,920	0	0	0
DCC Water	31,680	190,080	0	0	0
Total 911346 Pineview Booster Upgrade	40,000	240,000	0	0	0
911356 Water Pumping Capital Maintenance					
Water Levies	280,000	640,000	280,000	640,000	280,000
Future Capital Reserve	515,714	0	0	0	0
Total 911356 Water Pumping Capital Maintenance	795,714	640,000	280,000	640,000	280,000
911376 Arrowstone Booster Upgrade					
Water Levies	0	0	0	0	0
Future Capital Reserve	226,946	0	0	0	0
Total 911376 Arrowstone Booster Upgrade	226,946	0	0	0	0
911607 Complete Planning/Engineering-Various					
Water Levies	12,874	12,874	12,874	12,874	12,874
Future Capital Reserve	0	0	0	0	0
DCC Water	37,126	37,126	37,126	37,126	37,126
Total 911607 Complete Planning/Engineering-Various	50,000	50,000	50,000	50,000	50,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
911801 Purchase Tools/Equipment-Various					
Water Levies	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	20,000	0	0	0	0
Total 911801 Purchase Tools/Equipment-Various	45,000	25,000	25,000	25,000	25,000
911815 Procure Easements/Surveys-Various					
Water Levies	20,000	20,000	20,000	20,000	20,000
Total 911815 Procure Easements/Surveys-Various	20,000	20,000	20,000	20,000	20,000
911821 Complete Ultrasound Inspections-3 Xings					
Water Levies	0	15,000	0	15,000	0
Total 911821 Complete Ultrasound Inspections-3 Xings	0	15,000	0	15,000	0
911825 Building Upgrades					
Water Levies	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	44,255	0	0	0	0
Total 911825 Building Upgrades	94,255	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	45,970	0	0	0	0
Future Capital Reserve	0	0	0	0	0
Total 911836 Water Meter Installations	125,970	80,000	80,000	80,000	80,000
911852 Replace Major Electrical Equipment-Various					
Water Levies	125,000	125,000	125,000	125,000	125,000
Future Capital Reserve	55,000	0	0	0	0
Total 911852 Replace Major Electrical Equipment-Various	180,000	125,000	125,000	125,000	125,000
911873 Water Treatment Capital Maintenance					
Water Levies	250,000	250,000	250,000	250,000	250,000
Future Capital Reserve	110,950	0	0	0	0
Total 911873 Water Treatment Capital Maintenance	360,950	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	0	0	0	0	0
Future Capital Reserve	440,261	0	0	0	0
Total 911884 KCWQ Control Upgrades	440,261	0	0	0	0
Water Levies	3,910,364	5,401,344	5,472,266	2,873,770	4,349,699
Community Works Fund	45,970	0	0	0	0
Future Capital Reserve	6,607,571	0	0	0	0
DCC Water	1,173,929	380,656	813,484	229,730	1,705,606
Debt	0	0	74,250	346,500	3,440,250
Total Water	11,737,834	5,782,000	6,360,000	3,450,000	9,495,555
Sewer					
912109 Oversizing					
Sewer Levies	600	600	600	600	600
DCC Sewer	59,400	59,400	59,400	59,400	59,400
Total 912109 Oversizing	60,000	60,000	60,000	60,000	60,000
912115 Batchelor North Decommissioning					
Sewer Levies	22,000	250,000	0	0	0
Total 912115 Batchelor North Decommissioning	22,000	250,000	0	0	0
912206 Rehabilitate Sewer Mains - Local Roads					
Sewer Levies	40,000	50,000	50,000	50,000	180,000
Future Capital Reserve	81,959	0	0	0	0
Total 912206 Rehab Sewer Mains - Local Rds	121,959	50,000	50,000	50,000	180,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
912207 Rehabilitate Sewer Mains - Collectors					
Sewer Levies	72,000	47,000	25,000	54,000	92,000
Future Capital Reserve	89,806	0	0	0	0
Total 912207 Rehabilitate Sewer Mains - Collectors	161,806	47,000	25,000	54,000	92,000
912208 Rehabilitate Sewer Mains - Arterials					
Sewer Levies	48,000	100,000	641,000	25,000	50,000
Future Capital Reserve	57,880	0	0	0	0
Total 912208 Rehabilitate Sewer Mains - Arterials	105,880	100,000	641,000	25,000	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 Trunkmain-Versatile Twin					
Sewer Levies	0	0	0	450	450
DCC Sewer	0	0	0	44,550	44,550
Total 912251 Install Trunkmain-Versatile Twin	0	0	0	45,000	45,000
912270 4th Ave Sewer Main Upgrade**					
Sewer Levies	0	0	600	0	6,200
Future Capital Reserve	0	0	0	0	0
DCC Sewer	0	0	59,400	0	613,800
Total 912270 4th Ave Sewer Main Upgrade**	0	0	60,000	0	620,000
912272 Sifton Lane Sewer Upgrades**					
Sewer Levies	0	0	0	1,000	1,000
DCC Sewer	0	0	0	99,000	99,000
Total 912272 Sifton Lane Sewer Upgrades**	0	0	0	100,000	100,000
912275 Lorne Street Sewer Project					
Sewer Levies	250,000	0	1,610,000	0	0
Future Capital Reserve	22,445	0	0	0	0
Total 912275 Lorne Street Sewer Project	272,445	0	1,610,000	0	0
912311 Sewer Pumping Capital Maintenance					
Sewer Levies	300,000	300,000	210,000	210,000	210,000
Future Capital Reserve	261,135	0	0	0	0
Total 912311 Sewer Pumping Capital Maintenance	561,135	300,000	210,000	210,000	210,000
912312 Biosolids/Compost Treatment Facility					
Sewer Levies	0	0	2,316,900	2,780,280	0
Future Capital Reserve	797,854	0	0	0	0
DCC Sewer	235,234	0	683,100	819,720	0
Total 912312 Biosolids/Compost Treatment Facility	1,033,088	0	3,000,000	3,600,000	0
912327 McQueen Lift Station Upgrade					
Sewer Levies	500,000	0	0	0	0
Future Capital Reserve	47,876	0	0	0	0
Total 912327 McQueen Lift Station Upgrade	547,876	0	0	0	0
912329 Hook Lift Replacement					
Sewer Levies	0	0	0	0	0
Total 912329 Hook Lift Replacement	0	0	0	0	0
912346 Tranquille Road Sanitary Main Upgrade Ph2					
Sewer Levies	5,186,160	3,841,600	0	0	0
Future Capital Reserve	232,158	0	0	0	0
DCC Sewer	223,413	158,400	0	0	0
Total 912346 Tranquille Road Sanitary Main Upgrade Ph2	5,641,731	4,000,000	0	0	0
912348 Tranquille Road Sanitary Main Upgrade Ph3					
Sewer Levies	0	0	0	475,250	708,123
DCC Sewer	0	0	0	24,750	36,877
Total 912348 Tranquille Road Sanitary Main Upgrade Ph3	0	0	0	500,000	745,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
912503 Sewer Treatment Capital Maintenance					
Sewer Levies	1,200,000	1,000,000	500,000	500,000	500,000
Future Capital Reserve	856,663	0	0	0	0
Total 912503 Sewer Treatment Capital Maintenance	2,056,663	1,000,000	500,000	500,000	500,000
912560 KSTC Cell 2B Rehabilitation					
Future Capital Reserve	1,042,000	0	0	0	0
Total 912560 KSTC Cell 2B Rehabilitation	1,042,000	0	0	0	0
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	30,064	0	0	0	0
Total 912801 Tools & Equipment	50,064	20,000	20,000	20,000	20,000
912804 Collector Capital Maintenance					
Sewer Levies	257,000	270,000	270,000	270,000	270,000
Future Capital Reserve	100,000	0	0	0	0
Total 912804 Collector Capital Maintenance	357,000	270,000	270,000	270,000	270,000
912820 Easement / Legal Surveys					
Sewer Levies	33,000	20,000	20,000	20,000	20,000
Total 912820 Easement / Legal Surveys	33,000	20,000	20,000	20,000	20,000
912836 WCB Compliance Safety Equipment					
Sewer Levies	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	17,368	0	0	0	0
Total 912836 WCB Compliance Safety Equipment	47,368	30,000	30,000	30,000	30,000
912848 Replace Major Electrical Equipment					
Sewer Levies	125,000	125,000	125,000	125,000	125,000
Future Capital Reserve	0	0	0	0	0
Total 912848 Replace Major Electrical Equipment	125,000	125,000	125,000	125,000	125,000
912856 Campbell Creek West Lift Station Upgrade					
Sewer Levies	0	0	0	0	13,070
DCC Sewer	0	0	0	0	6,930
Total 912856 Campbell Creek West Lift Station Upgrade	0	0	0	0	20,000
912860 North Primary Lift Station - Electrical Building					
Sewer Levies	0	0	25,000	110,000	925,000
Total 912860 North Primary Lift Station - Electrical Building	0	0	25,000	110,000	925,000
912861 Grit Chamber & Bypass-Riverside Park					
Sewer Levies	50,000	335,000	0	0	0
Total 912861 Grit Chamber & Bypass-Riverside Park	50,000	335,000	0	0	0
Sewer Levies	8,171,785	6,427,225	5,882,125	4,709,605	3,189,468
Future Capital Reserve	3,637,208	0	0	0	0
DCC Sewer	570,022	269,775	853,875	1,099,395	912,532
Total Sewer	12,379,015	6,697,000	6,736,000	5,809,000	4,102,000
Solid Waste Collection & Disposal					
913215 Barnhartvale Site Development					
Solid Waste Reserve	500,000	1,500,000	500,000	0	0
Total 913215 Barnhartvale Site Development	500,000	1,500,000	500,000	0	0
913216 Mission Flats Landfill Progressive Closure					
Solid Waste Reserve	1,843,494	0	0	1,250,000	0
Total 913216 Mission Flats Landfill Progressive Closure	1,843,494	0	0	1,250,000	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
913218 Mission Flats Landfill Improvements					
Solid Waste Reserve	3,900,000	5,300,000	620,000	360,000	260,000
Total 913218 Mission Flats Landfill Improvements	3,900,000	5,300,000	620,000	360,000	260,000
913222 Mission Flats Landfill Leachate Collection					
Solid Waste Reserve	2,163,109	200,000	200,000	200,000	200,000
Total 913222 Mission Flats Landfill Leachate Collection	2,163,109	200,000	200,000	200,000	200,000
913235 KRRC Improvements					
Solid Waste Reserve	2,220,034	0	0	0	0
Debt	0	0	0	0	0
Total 913235 KRRC Improvements	2,220,034	0	0	0	0
913245 KRRC Progressive Closure					
Solid Waste Reserve	0	0	0	0	500,000
Total 913245 KRRC Progressive Closure	0	0	0	0	500,000
Solid Waste Reserve	10,626,637	7,000,000	1,320,000	1,810,000	960,000
Debt	0	0	0	0	0
Total Solid Waste collection and Disposal	10,626,637	7,000,000	1,320,000	1,810,000	960,000
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					
Property Taxes	0	0	0	0	0
Gaming Reserve	100,000	100,000	100,000	100,000	100,000
Contractors and Others	0	0	0	0	0
Total 915125 Cemetery Upgrades	100,000	100,000	100,000	100,000	100,000
Property Taxes	11,000	11,000	11,000	11,000	11,000
Gaming Reserve	100,000	100,000	100,000	100,000	100,000
Contractors and Others	0	0	0	0	0
Total Cemeteries	111,000	111,000	111,000	111,000	111,000
Police Protection					
921101 City Employee Furniture					
Property Taxes	20,000	24,200	20,000	24,200	20,000
Future Capital Reserve	37,578	0	0	0	0
Equipment Reserve	558	0	0	0	0
Total 921101 City Employee Furniture	58,136	24,200	20,000	24,200	20,000
921102 RCMP Member Furniture					
Future Capital Reserve	0	0	0	0	0
Total 921102 RCMP Member Furniture	0	0	0	0	0
921116 RCMP Capital Improvements					
Future Capital Reserve	15,000	0	0	0	0
Grants	0	0	0	0	0
Other Capital Reserves	199,903	0	0	0	0
Total 921116 RCMP Capital Improvements	214,903	0	0	0	0
Property Taxes	20,000	24,200	20,000	24,200	20,000
Future Capital Reserve	52,578	0	0	0	0
Equipment Reserve	558	0	0	0	0
Grants	0	0	0	0	0
Other Capital Reserves	199,903	0	0	0	0
Total Police Protection	273,039	24,200	20,000	24,200	20,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Fire Protection Services					
922101 Tools & Equipment					
Property Taxes	47,000	48,000	50,000	52,000	53,000
Future Capital Reserve	14,741	0	0	0	0
Total 922101 Tools & Equipment	61,741	48,000	50,000	52,000	53,000
922108 Replace Portable Radios					
Equipment Reserve	0	250,000	0	0	0
Total 922108 Replace Portable Radios	0	250,000	0	0	0
922129 Communication Equipment					
Property Taxes	10,500	11,000	11,000	11,500	11,500
Future Capital Reserve	26,905	0	0	0	0
Equipment Reserve	0	0	0	0	0
Total 922129 Communication Equipment	37,405	11,000	11,000	11,500	11,500
922131 Breathing Apparatus Equipment					
Property Taxes	75,000	75,000	75,000	77,000	77,000
Total 922131 Breathing Apparatus Equipment	75,000	75,000	75,000	77,000	77,000
922139 Fire Station Furniture					
Property Taxes	25,000	15,000	15,500	15,500	16,000
Future Capital Reserve	0	0	0	0	0
Total 922139 Fire Station Furniture	25,000	15,000	15,500	15,500	16,000
922502 Replace 87042 Rescue Truck					
Equipment Reserve	1,500,000	0	0	0	0
Total 922502 Replace 87042 Rescue Truck	1,500,000	0	0	0	0
922504 Replace 87120 Pickup					
Equipment Reserve	40,000	0	0	0	0
Total 922504 Replace 87120 Pickup	40,000	0	0	0	0
922506 Replace 87602 Generator					
Equipment Reserve	35,000	0	0	0	0
Total 922506 Replace 87602 Generator	35,000	0	0	0	0
922509 Replace 87033 Tender Truck					
Equipment Reserve	0	250,000	0	0	0
Total 922509 Replace 87033 Tender Truck	0	250,000	0	0	0
922511 Replace Nissan Titan #87117					
Equipment Reserve	40,000	0	0	0	0
Total 922511 Replace Nissan Titan #87117	40,000	0	0	0	0
922513 Replace Dodge Sprinter #87118					
Equipment Reserve	0	0	0	0	61,800
Total 922513 Replace Dodge Sprinter #87118	0	0	0	0	61,800
922515 Replace Ford F150 #87119					
Equipment Reserve	8,041	0	0	0	0
Total 922515 Replace Ford F150 #87119	8,041	0	0	0	0
922521 Replace 87123 PickUp					
Equipment Reserve	0	0	40,000	0	0
Total 922521 Replace 87123 PickUp	0	0	40,000	0	0
922523 Replace 87124 PickUp					
Equipment Reserve	0	0	50,000	0	0
Total 922523 Replace 87124 PickUp	0	0	50,000	0	0
922525 Replace 87125 PickUp					
Equipment Reserve	0	0	50,000	0	0
Total 922525 Replace 87125 PickUp	0	0	50,000	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
922527 Replace 87507 Jetboat					
Equipment Reserve	0	0	90,000	0	0
Total 922527 Replace 87507 Jetboat	0	0	90,000	0	0
922529 Replace 87506 Hazmat Trailer					
Equipment Reserve	0	0	30,000	0	0
Total 922529 Replace 87506 Hazmat Trailer	0	0	30,000	0	0
922532 Replace Engine #87029					
Equipment Reserve	605,123	0	0	0	0
Total 922532 Replace Engine #87029	605,123	0	0	0	0
922537 Replace 87039 Bush Truck					
Equipment Reserve	0	0	0	240,000	0
Total 922537 Replace 87039 Bush Truck	0	0	0	240,000	0
922539 Purchase Snap on Modis					
Equipment Reserve	0	0	0	10,000	0
Total 922539 Purchase Snap on Modis	0	0	0	10,000	0
922543 Replace 87046 Engine					
Equipment Reserve	0	0	0	0	1,148,000
Total 922543 Replace 87046 Engine	0	0	0	0	1,148,000
922568 Replace Pumper #87036					
Equipment Reserve	0	0	0	2,000,000	0
Total 922568 Replace Pumper #87036	0	0	0	2,000,000	0
922593 Purchase Compressor					
Equipment Reserve	45,000	0	0	0	0
Total 922593 Purchase Compressor	45,000	0	0	0	0
922595 Replace Station 1 Array					
Equipment Reserve	75,000	0	0	0	0
Total 922595 Replace Station 1 Array	75,000	0	0	0	0
922601 KFR Training Center					
Future Capital Reserve	259,518	0	0	0	0
Total 922601 KFR Training Center	259,518	0	0	0	0
922605 Training Center Forklift					
Equipment Reserve	30,000	0	0	0	0
Total 922605 Training Center Forklift	30,000	0	0	0	0
922606 Training Vehicle					
Equipment Reserve	50,000	0	0	0	0
Total 922606 Training Vehicle	50,000	0	0	0	0
Property Taxes	157,500	149,000	151,500	156,000	157,500
Future Capital Reserve	301,164	0	0	0	0
Equipment Reserve	2,428,164	500,000	260,000	2,250,000	1,209,800
Total Fire Protection Services	2,886,828	649,000	411,500	2,406,000	1,367,300
Animal Control & Security					
926101 Tools & Equipment					
Property Taxes	4,000	4,000	4,000	4,000	4,000
Future Capital Reserve	8,000	0	0	0	0
Total 926101 Tools & Equipment	12,000	4,000	4,000	4,000	4,000
926115 Patrol Bikes					
Property Taxes	0	0	0	0	4,000
Total 926115 Patrol Bikes	0	0	0	0	4,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Property Taxes	4,000	4,000	4,000	4,000	8,000
Future Capital Reserve	8,000	0	0	0	0
Total Animal Control & Security	12,000	4,000	4,000	4,000	8,000
Roads					
931102 Update Weather Stations					
Property Taxes	0	0	125,000	0	0
Future Capital Reserve	98,583	0	0	0	0
Gaming Reserve	0	0	0	0	0
Total 931102 Update Weather Stations	98,583	0	125,000	0	0
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
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	2,000,000	2,300,000	2,300,000	2,300,000	2,300,000
Future Capital Reserve	531,659	0	0	0	0
Total 931155 Arterial Overlays	2,531,659	2,300,000	2,300,000	2,300,000	2,300,000
931158 Lac le Jeune Rd-931155-2018					
Future Capital Reserve	0	0	0	0	0
Total 931158 Lac le Jeune Rd-931155-2018	0	0	0	0	0
931159 Columbia Street-McGill/Notre Dame - 931155					
Property Taxes	0	0	0	0	0
Future Capital Reserve	23,148	0	0	0	0
DCC Roads	29,761	0	0	0	0
Total 931159 Columbia Street-McGill/Notre Dame - 931155	52,909	0	0	0	0
931185 Hillside Improvements-Phase 2					
Property Taxes	27,000	0	40,000	0	0
Future Capital Reserve	46,639	0	0	0	0
DCC Roads	3,000	0	360,000	0	0
Total 931185 Hillside Improvements-Phase 2	76,639	0	400,000	0	0
931188 Victoria Street W Infrastructure Improvements					
Property Taxes	75,000	0	0	0	0
Water Levies	0	0	0	0	0
Sewer Levies	0	0	0	0	0
Community Works Fund	1,000,000	0	0	0	0
Future Capital Reserve	0	0	0	0	0
Gaming Reserve	420,000	0	0	0	0
DCC Roads	0	0	0	0	0
Grants	230,000	0	0	0	0
Contractors and Others	0	0	0	0	0
Five Year Borrowing	4,725,000	0	0	0	0
Total 931188 Victoria Street W Infrastructure Improvements	6,450,000	0	0	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
931189 Available Capital *					
Property Taxes	177,610	0	0	0	0
Future Capital Reserve	822,390	0	0	0	0
Total 931189 Available Capital *	1,000,000	0	0	0	0
931238 Collector Road Rehabilitation					
Property Taxes	810,858	1,300,000	1,400,000	1,400,000	1,400,000
Future Capital Reserve	0	0	0	0	0
Total 931238 Collector Road Rehabilitation	810,858	1,300,000	1,400,000	1,400,000	1,400,000
931247 Railway Crossings					
Property Taxes	50,000	120,000	120,000	120,000	120,000
Future Capital Reserve	71,150	0	0	0	0
Total 931247 Railway Crossings	121,150	120,000	120,000	120,000	120,000
931248 Shreiner Street-Edgemount-Bossert					
Property Taxes	389,415	0	0	0	0
Total 931248 Shreiner Street-Edgemount-Bossert	389,415	0	0	0	0
931318 Local Roads - Rehabilitation					
Property Taxes	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Future Capital Reserve	356,617	0	0	0	0
Total 931318 Local Roads - Rehabilitation	1,356,617	1,000,000	1,000,000	1,000,000	1,000,000
931354 Service Roads Rehabilitation					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve	0	0	0	0	0
Total 931354 Service Roads Rehabilitation	100,000	100,000	100,000	100,000	100,000
931356 Commercial Lanes Rehabilitation					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 931356 Commercial Lanes Rehabilitation	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
931530 North Shore Core Area Road Improvement					
Future Capital Reserve	5,000	0	0	0	0
DCC Roads	45,000	0	0	0	0
Total 931530 North Shore Core Area Road Improvement	50,000	0	0	0	0
931802 Tools and Equipment					
Property Taxes	8,500	10,000	10,000	10,000	10,000
Future Capital Reserve	1,500	0	0	0	0
Total 931802 Tools and Equipment	10,000	10,000	10,000	10,000	10,000
931812 Salt Storage					
Future Capital Reserve	0	0	400,000	115,000	0
Total 931812 Salt Storage	0	0	400,000	115,000	0
931815 Rock Face Stabilization					
Property Taxes	50,000	0	50,000	0	50,000
Future Capital Reserve	294,714	0	0	0	0
Total 931815 Rock Face Stabilization	344,714	0	50,000	0	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	800,000	500,000	500,000	4,200,000
Future Capital Reserve	348,155	0	0	0	0
Total 931823 Bridge Rehabilitation	948,155	800,000	500,000	500,000	4,200,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Property Taxes	5,509,133	5,850,750	5,865,750	5,650,750	9,400,750
Water Levies	0	0	0	0	0
Sewer Levies	0	0	0	0	0
Community Works Fund	1,000,000	0	0	0	0
Future Capital Reserve	2,599,555	0	400,000	115,000	0
Gaming Reserve	420,000	0	0	0	0
DCC Roads	152,011	74,250	434,250	74,250	74,250
Grants	230,000	0	0	0	0
Contractors and Others	0	0	0	0	0
Five Year Borrowing	4,725,000	0	0	0	0
Total Roads	14,635,699	5,925,000	6,700,000	5,840,000	9,475,000
Public Works Admin					
932101 Office Furniture & Equipment					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Total 932101 Office Furniture & Equipment	6,000	6,000	6,000	6,000	6,000
932111 Maintenance Management Software					
Future Capital Reserve	78,531	0	0	0	0
Tax Sale Reserve	38,500	0	0	0	0
Total 932111 Maintenance Management Software	117,031	0	0	0	0
Property Taxes	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve	78,531	0	0	0	0
Tax Sale Reserve	38,500	0	0	0	0
Total Public Works Admin	123,031	6,000	6,000	6,000	6,000
Capital Projects					
933606 North Shore Community Washroom					
Community Works Fund	210,000	0	0	0	0
Total 933606 North Shore Community Washroom	210,000	0	0	0	0
933608 Lower Roof - Westsyde Pool					
Future Capital Reserve	183,168	0	0	0	0
Total 933608 Lower Roof - Westsyde Pool	183,168	0	0	0	0
933612 Public Works Office Improvements					
Future Capital Reserve	17,451	0	0	0	0
Total 933612 Public Works Office Improvements	17,451	0	0	0	0
933613 Lansdowne Parkade/Street Improvements					
Future Capital Reserve	33,804	0	0	0	0
Gaming Reserve	86,968	0	0	0	0
Total 933613 Lansdowne Parkade/Street Improvements	120,772	0	0	0	0
933621 CGAC Infrastructure Improvements					
Property Taxes	215,000	0	0	0	0
Community Works Fund	2,755,042	0	0	0	0
Future Capital Reserve	178,209	0	0	0	0
Working Capital	1,531,490	0	0	0	0
Grants	2,512,256	0	0	0	0
Debt	6,200,000	0	0	0	0
Other Capital Reserves	500,000	0	0	0	0
Total 933621 CGAC Infrastructure Improvements	13,891,997	0	0	0	0
933622 Sandman Center Loge - Phase 2					
Gaming Reserve	25,704	0	0	0	0
Contractors and Others	0	0	0	0	0
Total 933622 Sandman Center Loge - Phase 2	25,704	0	0	0	0
933623 Sandman Center Improvements					
Gaming Reserve	0	0	0	0	0
Debt	2,500,000	0	0	0	0
Total 933623 Sandman Center Improvements	2,500,000	0	0	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Property Taxes	215,000	0	0	0	0
Community Works Fund	2,965,042	0	0	0	0
Future Capital Reserve	412,632	0	0	0	0
Gaming Reserve	112,672	0	0	0	0
Working Capital	1,531,490	0	0	0	0
DCC Parks	0	0	0	0	0
Grants	2,512,256	0	0	0	0
Contractors and Others	0	0	0	0	0
Debt	8,700,000	0	0	0	0
Other Capital Reserves	500,000	0	0	0	0
Total Capital Projects	16,949,092	0	0	0	0
On-Street Parking					
934101 Maintenance of Pay Stations & Poles					
Parking Reserve	12,500	10,000	10,000	10,000	10,000
Total 934101 Maintenance of Pay Stations & Poles	12,500	10,000	10,000	10,000	10,000
934102 Replace Radio's					
Property Taxes	0	0	5,000	0	5,000
Future Capital Reserve	1,897	0	0	0	0
Total 934102 Replace Radio's	1,897	0	5,000	0	5,000
934104 Parking Zone Expansion					
Parking Reserve	20,000	0	0	0	0
Total 934104 Parking Zone Expansion	20,000	0	0	0	0
934107 Parking Pay Stations					
Equipment Reserve	50,000	0	0	0	0
Total 934107 Parking Pay Stations	50,000	0	0	0	0
Property Taxes	0	0	5,000	0	5,000
Future Capital Reserve	1,897	0	0	0	0
Equipment Reserve	50,000	0	0	0	0
Parking Reserve	32,500	10,000	10,000	10,000	10,000
Total On-Street Parking	84,397	10,000	15,000	10,000	15,000
Off-Street Parking					
935115 Parkade Painting					
Future Capital Reserve	8,710	0	0	0	0
Parking Reserve	14,356	0	0	0	0
Total 935115 Parkade Painting	23,066	0	0	0	0
Future Capital Reserve	8,710	0	0	0	0
Parking Reserve	14,356	0	0	0	0
Other Capital Reserves	0	0	0	0	0
Total Off-Street Parking	23,066	0	0	0	0
Traffic Operations					
936209 Oversized Street Sign Replacement					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	53,498	0	0	0	0
Total 936209 Oversized Street Sign Replacement	78,498	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	0	0	0	0	0
Total 936299 Tools & Equipment - Sign Shop	5,000	5,000	5,000	5,000	5,000
Property Taxes	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	53,498	0	0	0	0
Contractors and Others	0	0	0	0	0
Total Traffic Operations	83,498	30,000	30,000	30,000	30,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Public Transit					
937101 Bus Stops					
Property Taxes	0	85,000	85,000	85,000	85,000
Future Capital Reserve	0	0	0	0	0
Parking Reserve	44,777	15,000	15,000	15,000	15,000
Grants	0	0	0	0	0
Total 937101 Bus Stops	44,777	100,000	100,000	100,000	100,000
937105 Valleyview Transit Exchange **					
Property Taxes	0	0	11,184	33,551	219,202
Community Works Fund	0	0	11,183	33,551	219,201
DCC Roads	0	0	2,633	7,898	51,597
Total 937105 Valleyview transit Exchange **	0	0	25,000	75,000	490,000
937116 Bank Road Bus Stop @ Overlander					
Future Capital Reserve	78,790	0	0	0	0
Total 937116 Bank Road Bus Stop @ Overlander	78,790	0	0	0	0
Property Taxes	0	85,000	96,184	118,551	304,202
Community Works Fund	0	0	11,183	33,551	219,201
Future Capital Reserve	78,790	0	0	0	0
Parking Reserve	44,777	15,000	15,000	15,000	15,000
DCC Roads	0	0	2,633	7,898	51,597
Grants	0	0	0	0	0
Total Public Transit	123,567	100,000	125,000	175,000	590,000
Drainage					
938110 Juniper Creek Bank Stability					
Future Capital Reserve	228,815	0	0	0	0
Grants	183,413	0	0	0	0
Total 938110 Juniper Creek Bank Stability	412,228	0	0	0	0
938130 Campbell Creek Culvert-Barnhartvale Road					
Property Taxes	0	0	0	0	0
Future Capital Reserve	235,740	0	0	0	0
Total 938130 Campbell Creek Culvert-Barnhartvale Road	235,740	0	0	0	0
938602 Lower Springhill Creek Erosion**					
Future Capital Reserve	661,288	0	0	0	0
Tax Sale Reserve	35,796	0	0	0	0
DCC Drainage	51,905	0	0	0	0
Total 938602 Lower Springhill Creek Erosion**	748,989	0	0	0	0
938606 Upper Springhill Erosion Protection					
Property Taxes	0	0	0	26,139	104,556
DCC Drainage	0	0	0	3,861	15,444
Total 938606 Upper Springhill Erosion Protection	0	0	0	30,000	120,000
938608 Guerin Creek Channel/Hugh Allan**					
Property Taxes	0	0	34,852	287,529	0
DCC Drainage	0	0	5,148	42,471	0
Total 938608 Guerin Creek Channel/Hugh Allan**	0	0	40,000	330,000	0
938610 Guerin Creek/Lombard Channel Improvements					
Future Capital Reserve	186,612	0	0	0	0
DCC Drainage	22,806	0	0	0	0
Total 938610 Guerin Creek/Lombard Channel Improvements	209,418	0	0	0	0
938611 Strathcona Drainage Upgrades					
Community Works Fund	332,011	0	0	0	0
Total 938611 Strathcona Drainage Upgrades	332,011	0	0	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
938612 Peterson Creek Downtown Upgrade**					
Property Taxes	195,600	195,600	195,600	0	0
Future Capital Reserve	78,554	0	0	0	0
DCC Drainage	6,167	4,400	4,400	0	0
Total 938612 Peterson Creek Downtown Upgrade**	280,321	200,000	200,000	0	0
938616 Bestwick Channel Erosion Protection					
Property Taxes	60,000	350,000	0	0	0
Total 938616 Bestwick Channel Erosion Protection	60,000	350,000	0	0	0
938707 Valleyview Arena Storm Upgrade					
Property Taxes	0	0	0	0	0
Future Capital Reserve	316,256	0	0	0	0
Total 938707 Valleyview Arena Storm Upgrade	316,256	0	0	0	0
938713 Parkview Drive Upgrades					
Property Taxes	0	0	0	0	0
Future Capital Reserve	779,734	0	0	0	0
Total 938713 Parkview Drive Upgrades	779,734	0	0	0	0
938728 Galore-Control Localized Flood					
Future Capital Reserve	400,000	0	0	0	0
Total 938728 Galore-Control Localized Flood	400,000	0	0	0	0
938802 Grasslands Pond					
Property Taxes	40,000	175,000	0	0	0
Total 938802 Grasslands Pond	40,000	175,000	0	0	0
938901 Oversizing					
Property Taxes	500	500	500	500	500
DCC Drainage	49,500	49,500	49,500	49,500	49,500
Total 938901 Oversizing	50,000	50,000	50,000	50,000	50,000
938902 Drainage Collection Capital Maintenance					
Property Taxes	447,000	675,000	1,145,000	1,295,000	460,000
Future Capital Reserve	67,910	0	0	0	0
Total 938902 Drainage Collection Capital Maintenance	514,910	675,000	1,145,000	1,295,000	460,000
938917 Upper Dufferin Stom Pond					
Property Taxes	0	0	0	700	2,350
Future Capital Reserve	1,195	0	0	0	0
DCC Drainage	118,319	0	0	69,300	232,651
Total 938917 Upper Dufferin Stom Pond	119,514	0	0	70,000	235,001
938918 Dike Upgrades					
Property Taxes	200,000	200,000	200,000	200,000	200,000
Future Capital Reserve	328,214	0	0	0	0
Total 938918 Dike Upgrades	528,214	200,000	200,000	200,000	200,000
938919 Pineview Valley Pond Upgrade					
Property Taxes	1,000	11,300	0	0	0
Future Capital Reserve	5	0	0	0	0
DCC Drainage	99,499	1,118,700	0	0	0
Total 938919 Pineview Valley Pond Upgrade	100,504	1,130,000	0	0	0
938921 DW92-3R Commissioning					
Property Taxes	0	0	0	0	0
Future Capital Reserve	0	0	0	0	0
Total 938921 DW92-3R Commissioning	0	0	0	0	0
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

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
938923 Groundwater Wells					
Property Taxes	50,000	75,000	230,000	50,000	50,000
Future Capital Reserve	138,652	0	0	0	0
Total 938923 Groundwater Wells	188,652	75,000	230,000	50,000	50,000
938924 Master Drainage Planning					
Property Taxes	25,750	25,750	25,750	25,750	25,750
Future Capital Reserve	14,959	0	0	0	0
DCC Drainage	117,384	74,250	74,250	74,250	74,250
Total 938924 Master Drainage Planning	158,093	100,000	100,000	100,000	100,000
938925 Easement / Legal Surveys					
Property Taxes	33,000	20,000	20,000	20,000	20,000
Total 938925 Easement / Legal Surveys	33,000	20,000	20,000	20,000	20,000
938927 Rehabilitate Storm Mains - Local Roads					
Property Taxes	259,660	360,000	330,000	150,000	406,260
Future Capital Reserve	9,035	0	0	0	0
Total 938927 Rehabilitate Storm Mains - Local Roads	268,695	360,000	330,000	150,000	406,260
938928 Rehabilitate Storm Mains - Collectors					
Property Taxes	60,000	667,910	88,000	300,000	273,000
Future Capital Reserve	109,190	0	0	0	0
Total 938928 Rehabilitate Storm Mains - Collectors	169,190	667,910	88,000	300,000	273,000
938929 Rehabilitate Storm Mains - Arterials					
Property Taxes	170,000	510,000	160,000	142,000	190,000
Future Capital Reserve	24,462	0	0	0	0
Total 938929 Rehabilitate Storm Mains - Arterials	194,462	510,000	160,000	142,000	190,000
938972 Cascade Storm Pond					
Property Taxes	0	0	0	0	0
Future Capital Reserve	4,313	0	0	0	0
DCC Drainage	427,031	0	0	0	0
Total 938972 Cascade Storm Pond	431,344	0	0	0	0
938983 Lanes Creek Stabilization					
Property Taxes	100,000	0	0	0	0
Future Capital Reserve	142,232	0	0	0	0
Total 938983 Lanes Creek Stabilization	242,232	0	0	0	0
938986 Schubert Drive Stabilization					
Property Taxes	80,000	0	0	0	0
Total 938986 Schubert Drive Stabilization	80,000	0	0	0	0
938987 Kenna Cartwright Reservoir					
Future Capital Reserve	180,000	0	0	0	0
Total 938987 Kenna Cartwright Reservoir	180,000	0	0	0	0
938997 Drainage Pumping Capital Maintenance					
Property Taxes	11,000	11,000	11,000	11,000	11,000
Future Capital Reserve	0	0	0	0	0
Total 938997 Drainage Pumping Capital Maintenance	11,000	11,000	11,000	11,000	11,000
Property Taxes	1,754,510	3,298,060	2,461,702	2,529,618	1,764,416
Community Works Fund	332,011	0	0	0	0
Future Capital Reserve	3,907,166	0	0	0	0
Tax Sale Reserve	35,796	0	0	0	0
DCC Drainage	892,611	1,246,850	133,298	239,382	371,845
Grants	183,413	0	0	0	0
Total Drainage	7,105,507	4,544,910	2,595,000	2,769,000	2,136,261

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Sandman Centre					
941104 Sandman Center Heat Exchange					
Future Capital Reserve	2,438	0	0	0	0
Gaming Reserve	140,000	0	0	0	0
Total 941104 Sandman Center Heat Exchange	142,438	0	0	0	0
941105 Pro Show Equipment					
Gaming Reserve	12,936	0	0	0	0
Total 941105 Pro Show Equipment	12,936	0	0	0	0
941125 Sandman Center-Tools + Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 941125 Sandman Center-Tools + Equipment	5,000	5,000	5,000	5,000	5,000
941127 Sandman Center Facility Repair/Retrofit					
Property Taxes	37,500	50,000	50,000	50,000	50,000
Future Capital Reserve	42,868	0	0	0	0
Total 941127 Sandman Center Facility Repair/Retrofit	80,368	50,000	50,000	50,000	50,000
941129 Sandman Center Concession Equipment					
Property Taxes	15,000	20,000	25,000	25,000	25,000
Future Capital Reserve	5,000	0	0	0	0
Total 941129 Sandman Center Concession Equipment	20,000	20,000	25,000	25,000	25,000
941180 New Chairs					
Gaming Reserve	0	10,000	10,000	10,000	10,000
Total 941180 New Chairs	0	10,000	10,000	10,000	10,000
Property Taxes	57,500	75,000	80,000	80,000	80,000
Community Works Fund	0	0	0	0	0
Future Capital Reserve	50,306	0	0	0	0
Gaming Reserve	152,936	10,000	10,000	10,000	10,000
Total Sandman Centre	260,742	85,000	90,000	90,000	90,000
Arenas					
942218 Concession Equipment					
Property Taxes	15,000	20,000	25,000	25,000	25,000
Future Capital Reserve	2,019	0	0	0	0
Total 942218 Concession Equipment	17,019	20,000	25,000	25,000	25,000
942907 Exterior Upgrades-All Arenas					
Property Taxes	500,000	500,000	500,000	500,000	500,000
Future Capital Reserve	254,790	0	0	0	0
Total 942907 Exterior Upgrades-All Arenas	754,790	500,000	500,000	500,000	500,000
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
942914 Ice Plant Equipment					
Property Taxes	150,000	125,000	125,000	125,000	125,000
Community Works Fund	0	0	0	0	0
Future Capital Reserve	52,172	0	0	0	0
Gaming Reserve	100,000	0	0	0	0
Total 942914 Ice Plant Equipment	302,172	125,000	125,000	125,000	125,000
Property Taxes	670,000	650,000	655,000	655,000	655,000
Community Works Fund	0	0	0	0	0
Future Capital Reserve	308,981	0	0	0	0
Gaming Reserve	100,000	0	0	0	0
Grants	0	0	0	0	0
Total Arenas	1,078,981	650,000	655,000	655,000	655,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Parks and Playfields					
943101 Riverfront Land Acquisition					
Gaming Reserve	0	225,250	0	225,250	0
DCC Parks	0	24,750	0	24,750	0
Total 943101 Riverfront Land Acquisition	0	250,000	0	250,000	0
943103 Riverside Park Maintenance					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	0	0	0	0	0
Total 943103 Riverside Park Maintenance	50,000	50,000	50,000	50,000	50,000
943104 Fencing Replacement/Upgrade					
Property Taxes	0	0	0	25,000	50,000
Total 943104 Fencing Replacement/Upgrade	0	0	0	25,000	50,000
943110 MacIsland Community Park Project					
Gaming Reserve	0	210,000	602,000	0	0
Total 943110 MacIsland Community Park Project	0	210,000	602,000	0	0
943117 Jimeva Park Development					
Property Taxes	0	0	0	0	0
Future Capital Reserve	142,944	0	0	0	0
DCC Parks	114,327	0	0	0	0
Other Capital Reserves	70,668	0	0	0	0
Total 943117 Jimeva Park Development	327,939	0	0	0	0
943129 Slo Pitch Complex - Phase 2					
Property Taxes	0	0	0	0	0
Future Capital Reserve	0	0	0	0	0
Total 943129 Slo Pitch Complex - Phase 2	0	0	0	0	0
943147 Playfield Development					
Property Taxes	195,000	220,000	220,000	220,000	220,000
Field User Fees	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	0	0	0	0	0
Total 943147 Playfield Development	225,000	250,000	250,000	250,000	250,000
943170 Mountain Bike Park-Valleyview					
Property Taxes	53,596	54,132	54,132	54,673	54,673
Total 943170 Mountain Bike Park-Valleyview	53,596	54,132	54,132	54,673	54,673
943278 KYSA/Sports Council Roll Shutters					
Property Taxes	0	0	0	0	0
Future Capital Reserve	50,000	0	0	0	0
Other Capital Reserves	50,000	0	0	0	0
Total 943278 KYSA/Sports Council Roll Shutters	100,000	0	0	0	0
943803 Hudsons Bay Park - #55**					
Property Taxes	0	0	0	0	22,725
DCC Parks	0	0	0	0	22,275
Total 943803 Hudsons Bay Park - #55**	0	0	0	0	45,000
943804 Nature Parks Upgrades					
Property Taxes	0	0	0	0	0
DCC Parks	0	0	0	0	0
Total 943804 Nature Parks Upgrades	0	0	0	0	0
943805 Skyline Park Development**					
Property Taxes	0	0	0	0	75,750
DCC Parks	0	0	0	0	123,750
Other Capital Reserves	0	0	0	0	50,500
Total 943805 Skyline Park Development**	0	0	0	0	250,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
943807 Parks Amenities					
Property Taxes	30,000	0	0	0	0
Future Capital Reserve	8,000	0	0	0	0
Total 943807 Parks Amenities	38,000	0	0	0	0
943835 Multi Use Court Upgrades					
Property Taxes	100,000	100,000	100,000	100,000	150,000
Future Capital Reserve	0	0	0	0	0
Total 943835 Multi Use Court Upgrades	100,000	100,000	100,000	100,000	150,000
943850 Boat Launch Upgrades					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	48,814	0	0	0	0
Gaming Reserve	0	0	0	0	0
Total 943850 Boat Launch Upgrades	98,814	50,000	50,000	50,000	50,000
943906 Hillside Stadium Field/Track Upgrade					
Community Works Fund	1,065,998	0	0	0	0
Gaming Reserve	565,998	0	0	0	0
Total 943906 Hillside Stadium Field/Track Upgrade	1,631,996	0	0	0	0
943907 Walkway Upgrading					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 943907 Walkway Upgrading	25,000	25,000	25,000	25,000	25,000
943909 Park Furniture					
Property Taxes	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 Building Demolition					
Future Capital Reserve	405,207	0	0	0	0
Total 943910 TCR Derelict Building Demolition	405,207	0	0	0	0
943911 Drinking Fountains					
Property Taxes	0	0	0	0	25,000
Total 943911 Drinking Fountains	0	0	0	0	25,000
943914 Community Washrooms					
Community Works Fund	231,932	0	0	0	0
Future Capital Reserve	0	0	0	0	0
Total 943914 Community Washrooms	231,932	0	0	0	0
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
943926 Park/Trail Connections					
Property Taxes	0	110,521	110,521	110,521	110,521
Gaming Reserve	0	44,209	44,209	44,209	44,209
DCC Parks	0	20,270	20,270	20,270	20,270
Total 943926 Park/Trail Connections	0	175,000	175,000	175,000	175,000
943932 Parks Planning					
Property Taxes	12,875	12,875	12,875	12,875	12,875
DCC Parks	37,125	37,125	37,125	37,125	37,125
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	25,000
Future Capital Reserve	0	0	0	0	0
Total 943942 Tools & Equipment	25,000	25,000	25,000	25,000	25,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
943945 Water Park Upgrade					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	0	0	0	0	0
Total 943945 Water Park Upgrade	50,000	50,000	50,000	50,000	50,000
943947 Playground Equipment - CSA Guidelines					
Gaming Reserve	75,000	100,000	100,000	100,000	100,000
Total 943947 Playground Equipment - CSA Guidelines	75,000	100,000	100,000	100,000	100,000
943949 Singh Bowl Parking Lot					
Future Capital Reserve	5,000	0	0	0	0
Total 943949 Singh Bowl Parking Lot	5,000	0	0	0	0
943956 Tree Planting Program					
Property Taxes	75,000	150,000	150,000	150,000	150,000
Future Capital Reserve	110,000	0	0	0	0
Contractors and Others	0	0	0	0	0
Total 943956 Tree Planting Program	185,000	150,000	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
943984 Aviation Way Dog Park					
Contractors and Others	170,000	0	0	0	0
Total 943984 Aviation Way Dog Park	170,000	0	0	0	0
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	0	100,000	100,000	100,000	100,000
Total 943999 Entrance Corridor Enhancements	0	100,000	100,000	100,000	100,000
Property Taxes	716,471	997,528	997,528	1,023,069	1,221,544
Community Works Fund	1,297,930	0	0	0	0
Field User Fees	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	804,965	35,000	35,000	35,000	35,000
Gaming Reserve	660,998	599,459	766,209	389,459	164,209
DCC Parks	151,452	82,145	57,395	82,145	203,420
Contractors and Others	170,000	0	0	0	0
Other Capital Reserves	120,668	0	0	0	50,500
Total Parks and Playfields	3,952,484	1,744,132	1,886,132	1,559,673	1,704,673
Recreation Programs					
944901 Fieldhouse Fitness Equipment					
Equipment Reserve	244,891	175,000	175,000	175,000	175,000
Total 944901 Fieldhouse Fitness Equipment	244,891	175,000	175,000	175,000	175,000
Gaming Reserve	0	0	0	0	0
Equipment Reserve	244,891	175,000	175,000	175,000	175,000
Total Recreation Programs	244,891	175,000	175,000	175,000	175,000
Parks & Recreation Administration					
945901 Office Furniture and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	2,204	0	0	0	0
Total 945901 Office Furniture and Equipment	7,204	5,000	5,000	5,000	5,000
945903 ***CLASS System Replacement					
Tax Sale Reserve	42,240	0	0	0	0
Total 945903 ***CLASS System Replacement	42,240	0	0	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	2,204	0	0	0	0
Tax Sale Reserve	42,240	0	0	0	0
Total Parks & Recreation Administration	49,444	5,000	5,000	5,000	5,000
City Facilities					
945301 Floor Machine Replacement					
Property Taxes	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	0	0	0	0	0
Total 945301 Floor Machine Replacement	10,000	10,000	10,000	10,000	10,000
945303 Facility Maintenance					
Property Taxes	134,890	300,000	300,000	300,000	300,000
Parking Reserve	7,500	0	0	0	0
Total 945303 Facility Maintenance	142,390	300,000	300,000	300,000	300,000
945307 Parking Areas Rehabilitation					
Property Taxes	175,000	200,000	225,000	250,000	250,000
Future Capital Reserve	52,732	0	0	0	0
Contractors and Others	0	0	0	0	0
Total 945307 Parking Areas Rehabilitation	227,732	200,000	225,000	250,000	250,000
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
945603 Main Office Retrofit-Cemetery					
Property Taxes	0	0	0	0	0
Future Capital Reserve	25,000	0	0	0	0
Total 945603 Main Office Retrofit-Cemetery	25,000	0	0	0	0
Property Taxes	322,940	513,050	538,050	563,050	563,050
Future Capital Reserve	77,732	0	0	0	0
Parking Reserve	7,500	0	0	0	0
Contractors and Others	0	0	0	0	0
Total City Facilities	408,172	513,050	538,050	563,050	563,050
Pools					
946104 Facility Retrofit/Equipment Replacement					
Property Taxes	0	40,000	40,000	40,000	40,000
Total 946104 Facility Retrofit/Equipment Replacement	0	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 Community Center Pool-Phase 2					
Community Works Fund	1,165,113	0	0	0	0
Future Capital Reserve	31,627	0	0	0	0
Total 946409 Westsyde Community Center Pool-Phase 2	1,196,740	0	0	0	0
946463 Tools and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	0	0	0	0	0
Total 946463 Tools and Equipment	5,000	5,000	5,000	5,000	5,000
946511 Pool/Building Envelope - General					
Property Taxes	200,000	200,000	200,000	200,000	200,000
Future Capital Reserve	225,000	0	0	0	0
Total 946511 Pool/Building Envelope - General	425,000	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

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
946520 Pool Toys and Rides					
Gaming Reserve	28,774	19,500	19,500	19,500	19,500
Total 946520 Pool Toys and Rides	28,774	19,500	19,500	19,500	19,500
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	22,275	0	0	0	0
Total 946576 CGP Equipment Replacement	52,275	30,000	30,000	30,000	30,000
946577 Janitor Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 946577 Janitor Equipment	5,000	5,000	5,000	5,000	5,000
946588 TCC Equipment/Supplies					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	29,645	0	0	0	0
Total 946588 TCC Equipment/Supplies	44,645	15,000	15,000	15,000	15,000
946591 TCC Facility Repair/Retrofit					
Property Taxes	230,000	405,000	405,000	405,000	405,000
Future Capital Reserve	127,165	0	0	0	0
Total 946591 TCC Facility Repair/Retrofit	357,165	405,000	405,000	405,000	405,000
Property Taxes	520,000	735,000	735,000	735,000	735,000
Community Works Fund	1,165,113	0	0	0	0
Future Capital Reserve	435,712	0	0	0	0
Gaming Reserve	28,774	19,500	19,500	19,500	19,500
Total Pools	2,149,599	754,500	754,500	754,500	754,500
Community Recreation & Culture					
947903 Tables and Chairs					
Property Taxes	0	5,000	5,000	5,000	5,000
Future Capital Reserve	5,000	0	0	0	0
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	15,000	0	0	0	0
Total 947905 Old Courthouse Boiler/HVAC	20,000	5,000	5,000	5,000	5,000
947906 Old Courthouse Renovations					
Community Works Fund	141,229	0	0	0	0
Future Capital Reserve	142,108	0	0	0	0
Gaming Reserve	0	0	0	0	0
Total 947906 Old Courthouse Renovations	283,337	0	0	0	0
947910 Public Art Acquisitions					
Gaming Reserve	0	50,000	50,000	50,000	50,000
Total 947910 Public Art Acquisitions	0	50,000	50,000	50,000	50,000
Property Taxes	5,000	10,000	10,000	10,000	10,000
Community Works Fund	141,229	0	0	0	0
Future Capital Reserve	162,108	0	0	0	0
Gaming Reserve	0	50,000	50,000	50,000	50,000
Total Community Recreation & Culture	308,337	60,000	60,000	60,000	60,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Civic Recreation					
948101 Wildlife Park					
Property Taxes	100,000	101,000	101,000	102,000	102,000
Total 948101 Wildlife Park	100,000	101,000	101,000	102,000	102,000
Property Taxes	100,000	101,000	101,000	102,000	102,000
Total Civic Recreation	100,000	101,000	101,000	102,000	102,000
Museum					
949313 Museum Restructuring					
Gaming Reserve	200,000	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 949313 Museum Restructuring	215,000	25,000	25,000	25,000	25,000
Gaming Reserve	200,000	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	215,000	25,000	25,000	25,000	25,000
Community Development					
951401 Infrastructure Improvements					
Property Taxes	0	100,000	125,000	150,000	150,000
Future Capital Reserve	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Total 951401 Infrastructure Improvements	0	100,000	125,000	150,000	150,000
951405 Downtown Streetscape Improvement					
Gaming Reserve	0	0	500,000	500,000	500,000
Contractors and Others	0	0	0	0	0
Total 951405 Downtown Streetscape Improvement	0	0	500,000	500,000	500,000
Property Taxes	0	100,000	125,000	150,000	150,000
Future Capital Reserve	0	0	0	0	0
Gaming Reserve	0	0	500,000	500,000	500,000
Contractors and Others	0	0	0	0	0
Total Community Development	0	100,000	625,000	650,000	650,000
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					
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
Total 953121 Equipment - Rental Properties	3,000	3,000	3,000	3,000	3,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
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
953143 5th/ St Paul Land Acquisition					
Land Sales	654,164	0	0	0	0
Total 953143 5th/ St Paul Land Acquisition	654,164	0	0	0	0
Property Taxes	3,000	3,000	3,000	3,000	3,000
Land Sales	703,664	49,500	49,500	49,500	49,500
Total Property Management	706,664	52,500	52,500	52,500	52,500
Financial Management					
963101 Office Furniture and Equipment					
Property Taxes	27,000	27,000	27,000	27,000	27,000
Future Capital Reserve	0	0	0	0	0
Total 963101 Office Furniture and Equipment	27,000	27,000	27,000	27,000	27,000
Property Taxes	27,000	27,000	27,000	27,000	27,000
Future Capital Reserve	0	0	0	0	0
Total Financial Management	27,000	27,000	27,000	27,000	27,000
Human Resources					
968101 Office Furniture and Equipment					
Property Taxes	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve	6,863	0	0	0	0
Total 968101 Office Furniture and Equipment	8,863	2,000	2,000	2,000	2,000
968105 ATS Application					
Future Capital Reserve	10,000	0	0	0	0
Total 968105 ATS Application	10,000	0	0	0	0
Property Taxes	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve	16,863	0	0	0	0
Total Human Resources	18,863	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	0	0	0	0	0
Total 971102 Office Furniture and Equipment	1,000	1,000	1,000	1,000	1,000
971104 Office Services Equipment					
Equipment Reserve	101,964	50,000	47,000	41,500	0
Total 971104 Office Services Equipment	101,964	50,000	47,000	41,500	0
Property Taxes	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve	0	0	0	0	0
Equipment Reserve	101,964	50,000	47,000	41,500	0
Total Central Office	102,964	51,000	48,000	42,500	1,000
Information Technology					
972101 Office Furniture and Equipment					
Property Taxes	2,500	2,500	2,500	2,500	2,500
Future Capital Reserve	0	0	0	0	0
Equipment Reserve	0	0	0	0	0
Total 972101 Office Furniture and Equipment	2,500	2,500	2,500	2,500	2,500
972102 IT Equipment Replacement					
Equipment Reserve	1,144,829	768,358	697,770	1,185,157	0
Total 972102 IT Equipment Replacement	1,144,829	768,358	697,770	1,185,157	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
972104 Data Center Equipment					
Future Capital Reserve	10,101	0	0	0	0
Equipment Reserve	23,351	12,088	12,088	12,000	12,000
Total 972104 Data Center Equipment	33,452	12,088	12,088	12,000	12,000
972108 New IT Equipment					
Equipment Reserve	50,000	50,000	50,000	50,000	50,000
Total 972108 New IT Equipment	50,000	50,000	50,000	50,000	50,000
972109 IT Back Office Upgrade					
Equipment Reserve	106,848	0	0	0	0
Tax Sale Reserve	375,000	0	0	0	0
Total 972109 IT Back Office Upgrade	481,848	0	0	0	0
972114 Software					
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
972602 Digital Orthophoto					
Property Taxes	0	0	0	0	0
Future Capital Reserve	91,524	0	0	0	0
Equipment Reserve	0	0	0	100,000	0
Contractors and Others	10,000	0	0	0	0
Total 972602 Digital Orthophoto	101,524	0	0	100,000	0
Property Taxes	2,500	2,500	2,500	2,500	2,500
Future Capital Reserve	101,625	0	0	0	0
Equipment Reserve	1,332,528	837,946	767,358	1,354,657	69,500
Tax Sale Reserve	375,000	0	0	0	0
Contractors and Others	10,000	0	0	0	0
Total Information Technology	1,821,653	840,446	769,858	1,357,157	72,000
Vehicles & Equipment					
974100 Equipment Replacement					
Equipment Reserve	2,166,609	885,000	1,107,750	0	0
Future Capital Reserve	60,848				
Total 974155 Add - Access/Modifications	2,166,609	885,000	1,107,750	0	0
974155 Add - Access/Modifications					
Equipment Reserve	80,000	80,000	80,000	80,000	80,000
Total 974155 Add - Access/Modifications	80,000	80,000	80,000	80,000	80,000
974199 Tools + Equipment - Specialty Equipment					
Property Taxes	9,500	9,500	9,500	9,500	9,500
Future Capital Reserve	4,315	0	0	0	0
Total 974199 Tools + Equipment - Specialty Equipment	13,815	9,500	9,500	9,500	9,500
974200 Specialty Equipment Replacement					
Equipment Reserve	4,366,226	3,145,000	4,239,910	0	0
Total 974200 Specialty Equipment Replacement	4,366,226	3,145,000	4,239,910	0	0
974201 Floor Scrubber Replacement					
Equipment Reserve	20,000	0	0	0	0
Total 974201 Floor Scrubber Replacement	20,000	0	0	0	0
974280 Purchase New Shop Equipment					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	11,408	0	0	0	0
Total 974280 Purchase New Shop Equipment	26,408	15,000	15,000	15,000	15,000
974285 Stores Scale					
Future Capital Reserve	34,855	0	0	0	0
Equipment Reserve	61,558	0	0	0	0
Total 974285 Stores Scale	96,413	0	0	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
974399 Fleet Contingency					
Equipment Reserve	225,130	120,000	120,000	0	0
Other Capital Reserves	0	0	0	0	0
Total 974399 Fleet Contingency	225,130	120,000	120,000	0	0
974493 Purchase E-Bike					
Equipment Reserve	5,000	0	0	0	0
Total 974493 Purchase E-Bike	5,000	0	0	0	0
Property Taxes	24,500	24,500	24,500	24,500	24,500
Community Works Fund	0	0	0	0	0
Future Capital Reserve	111,426	0	0	0	0
Gaming Reserve	0	0	0	0	0
Equipment Reserve	6,924,523	4,230,000	5,547,660	80,000	80,000
Other Capital Reserves	0	0	0	0	0
Total Vehicles & Equipment	7,060,449	4,254,500	5,572,160	104,500	104,500
HVAC					
975202 Building HVAC System Replacement					
Property Taxes	85,000	85,000	85,000	85,000	85,000
Total 975202 Building HVAC System Replacement	85,000	85,000	85,000	85,000	85,000
975213 Air Quality Improvements					
Property Taxes	10,000	10,000	10,000	10,000	10,000
Total 975213 Air Quality Improvements	10,000	10,000	10,000	10,000	10,000
975218 Control System Upgrades					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 975218 Control System Upgrades	25,000	25,000	25,000	25,000	25,000
975230 Boiler/Hot Water Tank Replacement					
Property Taxes	35,000	35,000	35,000	35,000	35,000
Total 975230 Boiler/Hot Water Tank Replacement	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	0	0	0	0	0
Total 975342 Unit Heater Replacement	15,000	15,000	15,000	15,000	15,000
975399 Tools & Equipment - HVAC					
Property Taxes	7,000	7,000	7,000	7,000	7,000
Total 975399 Tools & Equipment - HVAC	7,000	7,000	7,000	7,000	7,000
975612 Fire Hall Exhaust System Upgrade					
Property Taxes	18,000	18,000	18,000	18,000	18,000
Future Capital Reserve	20,000	0	0	0	0
Total 975612 Fire Hall Exhaust System Upgrade	38,000	18,000	18,000	18,000	18,000
Property Taxes	195,000	195,000	195,000	195,000	195,000
Future Capital Reserve	20,000	0	0	0	0
Total HVAC	215,000	195,000	195,000	195,000	195,000
Active Transportation					
976102 Active Transportation-General					
Property Taxes	44,098	100,000	100,000	100,000	100,000
Community Works Fund	1,001,304	1,668,340	1,668,340	1,668,340	1,668,340
Future Capital Reserve	44,098	0	0	0	0
DCC Roads	221,927	231,660	231,660	231,660	231,660
Total 976102 Active Transportation-General	1,311,427	2,000,000	2,000,000	2,000,000	2,000,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
976103 Active Transportation-Major Projects					
Community Works Fund	881,334	382,517	353,668	353,668	353,668
Future Capital Reserve	60,702	0	0	0	0
DCC Roads	112,849	50,111	46,332	46,332	46,332
Total 976103 Active Transportation-Major Projects	1,054,885	432,628	400,000	400,000	400,000
976104 Jimeva Park Pedestrian Overpass					
Property Taxes	0	0	0	0	0
Future Capital Reserve	94,731	0	0	0	0
DCC Roads	77,507	0	0	0	0
Total 976104 Jimeva Park Pedestrian Overpass	172,238	0	0	0	0
976108 Special Xwalk on Summit 976102					
Property Taxes	2,459	0	0	0	0
Community Works Fund	107,705	0	0	0	0
Future Capital Reserve	2,459	0	0	0	0
DCC Roads	12,377	0	0	0	0
Total 976108 Special Xwalk on Summit 976102	125,000	0	0	0	0
976117 Todd Road Pedestrian Upgrade					
Community Works Fund	0	0	0	0	0
DCC Roads	0	0	0	0	0
Grants	0	0	0	0	0
Total 976117 Todd Road Pedestrian Upgrade	0	0	0	0	0
976157 Pacific Way Bulb Outs- 976102					
Property Taxes	885	0	0	0	0
Community Works Fund	38,774	0	0	0	0
Future Capital Reserve	885	0	0	0	0
DCC Roads	4,456	0	0	0	0
Total 976157 Pacific Way Bulb Outs- 976102	45,000	0	0	0	0
976158 Brentwood Sidewalk- 7th/8th 976102					
Property Taxes	2,558	0	0	0	0
Community Works Fund	112,012	0	0	0	0
Future Capital Reserve	2,558	0	0	0	0
DCC Roads	12,872	0	0	0	0
Total 976158 Brentwood Sidewalk- 7th/8th 976102	130,000	0	0	0	0
Property Taxes	50,000	100,000	100,000	100,000	100,000
Community Works Fund	2,141,129	2,050,857	2,022,008	2,022,008	2,022,008
Future Capital Reserve	205,433	0	0	0	0
DCC Roads	441,988	281,771	277,992	277,992	277,992
Grants	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Total Active Transportation	2,838,550	2,432,628	2,400,000	2,400,000	2,400,000
Engineering Services					
976603 Downtown Pedestrian Information Signs					
Gaming Reserve	19,334	0	0	0	0
Total 976603 Downtown Pedestrian Information Signs	19,334	0	0	0	0
976604 Railway Xings Transport Canada Upgrade					
Property Taxes	135,000	0	0	0	0
Future Capital Reserve	49,480	0	0	0	0
Total 976604 Railway Xings Transport Canada Upgrade	184,480	0	0	0	0
976610 Tranquille Road Corridor					
Community Works Fund	0	0	2,500,000	0	0
Total 976610 ***Tranquille Road Corridor	0	0	2,500,000	0	0

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
976611 Intersection Capacity Improvements					
Property Taxes	60,500	150,000	50,000	47,400	50,000
Future Capital Reserve	62,964	0	0	0	0
DCC Roads	1,111,176	1,350,000	450,000	426,600	450,000
Total 976611 Intersection Capacity Improvements	1,234,640	1,500,000	500,000	474,000	500,000
976613 Transportation Safety Program					
Property Taxes	0	196,834	157,132	157,132	157,132
Future Capital Reserve	92,866	0	0	0	0
DCC Roads	16,797	23,166	18,493	18,493	18,493
Grants	40,000	100,000	100,000	100,000	100,000
Total 976613 Transportation Safety Program	149,663	320,000	275,625	275,625	275,625
976616 VV Bulb Outs at Plover Road					
Future Capital Reserve	60,000	0	0	0	0
Total 976616 VV Bulb Outs at Plover Road	60,000	0	0	0	0
976629 Transportation Planning					
Property Taxes	9,750	9,750	9,750	9,750	9,750
DCC Roads	20,250	20,250	20,250	20,250	20,250
Total 976629 Transportation Planning	30,000	30,000	30,000	30,000	30,000
976653 Downtown Signal Optimization 976611					
Future Capital Reserve	0	0	0	0	0
DCC Roads	0	0	0	0	0
Grants	0	0	0	0	0
Total 976653 Downtown Signal Optimization 976611	0	0	0	0	0
976654 Westsyde/Wawn Pedestrian Signal 976611					
Future Capital Reserve	0	0	0	0	0
DCC Roads	0	0	0	0	0
Grants	0	0	0	0	0
Total 976654 Westsyde/Wawn Pedestrian Signal 976611	0	0	0	0	0
976675 Hugh Allan Roundabout					
Property Taxes	0	0	15,000	30,000	295,000
DCC Roads	0	0	135,000	270,000	2,655,000
Total 976675 Hugh Allan Roundabouts**	0	0	150,000	300,000	2,950,000
Property Taxes	205,250	356,584	231,882	244,282	511,882
Community Works Fund	0	0	2,500,000	0	0
Future Capital Reserve	265,310	0	0	0	0
Gaming Reserve	19,334	0	0	0	0
DCC Roads	1,148,223	1,393,416	623,743	735,343	3,143,743
Grants	40,000	100,000	100,000	100,000	100,000
Total Engineering Services	1,678,117	1,850,000	3,455,625	1,079,625	3,755,625
Carpentry					
978101 Guard Rails					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	0	0	0	0	0
Total 978101 Guard Rails	50,000	50,000	50,000	50,000	50,000
978103 Wheelchair Ramps					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve	5,462	0	0	0	0
Total 978103 Wheelchair Ramps	25,462	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	191,350	0	0	0	0
Total 978105 Retaining Wall Replacement	291,350	100,000	100,000	100,000	100,000

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	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
978107 Keys/Locks					
Property Taxes	47,000	47,000	47,000	47,000	47,000
Total 978107 Keys/Locks	47,000	47,000	47,000	47,000	47,000
978109 Parkades					
Future Capital Reserve	45,488	0	0	0	0
Parking Reserve	441,645	100,000	90,000	100,000	90,000
Total 978109 Parkades	487,133	100,000	90,000	100,000	90,000
978199 Tools & Equipment - Carpentry					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Total 978199 Tools & Equipment - Carpentry	15,000	15,000	15,000	15,000	15,000
Property Taxes	232,000	232,000	232,000	232,000	232,000
Future Capital Reserve	242,300	0	0	0	0
Parking Reserve	441,645	100,000	90,000	100,000	90,000
Total Carpentry	915,945	332,000	322,000	332,000	322,000
Electrical					
979103 Electrical Safety Improvements					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	0	0	0	0	0
Total 979103 Electrical Safety Improvements	50,000	50,000	50,000	50,000	50,000
979115 Traffic Signal System Upgrades					
Property Taxes	0	0	0	0	0
Future Capital Reserve	41,736	0	0	0	0
Total 979115 Traffic Signal System Upgrades	41,736	0	0	0	0
979117 Street Lighting Improvements					
Property Taxes	165,000	165,000	165,000	165,000	165,000
Future Capital Reserve	119,696	0	0	0	0
Total 979117 Street Lighting Improvements	284,696	165,000	165,000	165,000	165,000
979119 Traffic Signal/Pole Rehabilitation					
Property Taxes	215,000	215,000	215,000	215,000	215,000
Future Capital Reserve	19,070	0	0	0	0
Contractors and Others	30,000	30,000	30,000	30,000	30,000
Total 979119 Traffic Signal/Pole Rehabilitation	264,070	245,000	245,000	245,000	245,000
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
979129 Pre-Signalization					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	20,282	0	0	0	0
Total 979129 Pre-Signalization	45,282	25,000	25,000	25,000	25,000
979199 Tools & Equipment - Electrical					
Property Taxes	9,400	9,400	9,400	9,400	9,400
Future Capital Reserve	1,899	0	0	0	0
Total 979199 Tools & Equipment - Electrical	11,299	9,400	9,400	9,400	9,400
Property Taxes	494,400	494,400	494,400	494,400	494,400
Future Capital Reserve	202,683	0	0	0	0
Contractors and Others	30,000	30,000	30,000	30,000	30,000
Total Electrical	727,083	524,400	524,400	524,400	524,400
Corp & Community Services Administration					
988101 Office Furniture and Equipment					
Future Capital Reserve	18,097	0	0	0	0
Total 988101 Office Furniture and Equipment	18,097	0	0	0	0

FINANCIAL PLAN 2020-2024

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Future Capital Reserve	18,097	0	0	0	0
Total Corp & Community Services Administration	18,097	0	0	0	0
Property Taxes	11,347,204	14,089,072	13,217,496	13,185,420	16,828,244
Community Works Fund	9,042,454	2,050,857	4,533,191	2,055,559	2,241,209
Field User Fees	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	10,528,266	35,000	435,000	150,000	35,000
Other Capital Reserves	820,571	0	0	0	50,500
Gaming Reserve	1,794,714	803,959	1,470,709	1,093,959	868,709
Working Capital	1,531,490	0	0	0	0
Equipment Reserve	11,082,628	5,792,946	6,797,018	3,901,157	1,534,300
Land Sales	703,664	49,500	49,500	49,500	49,500
Parking Reserve	540,778	125,000	115,000	125,000	115,000
Tax Sale Reserve	491,536	0	0	0	0
DCC Drainage	892,611	1,246,850	133,298	239,382	371,845
DCC Parks	151,452	82,145	57,395	82,145	203,420
DCC Roads	1,742,222	1,749,437	1,338,618	1,095,483	3,547,582
Grants	2,970,669	100,000	100,000	100,000	100,000
Contractors and Others	220,000	30,000	30,000	30,000	30,000
Five Year Borrowing	4,725,000	0	0	0	0
Solid Waste Reserve	10,626,637	7,000,000	1,320,000	1,810,000	960,000
Debt	8,700,000	0	0	0	0
Total General Fund	77,941,896	33,184,766	29,627,225	23,947,605	26,965,309
Total Water Fund	11,737,834	5,782,000	6,360,000	3,450,000	9,495,555
Total Sewer Fund	12,379,015	6,697,000	6,736,000	5,809,000	4,102,000
Total General Fund	77,941,896	33,184,766	29,627,225	23,947,605	26,965,309
Grand Total - All Funds	102,058,745	45,663,766	42,723,225	33,206,605	40,562,864

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Service Level Descriptions

1102 Water Treatment Plant

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

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

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

As required.

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

Reactive maintenance with a two-hour maximum response time.

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

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

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

Equipment checked daily. Equipment PMs done as scheduled.

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

Reactive maintenance with a two-hour maximum response time.

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

Continuous 24/7 monitoring.

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

Reactive maintenance within seven business days.

1102 Water Treatment Plant (cont.)

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

Operated a minimum of every four days.

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

Daily.

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

Reactive maintenance with a two-hour maximum response time.

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

Reactive maintenance with a one-hour maximum response time.

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

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

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

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

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

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

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

Daily inspection and annual testing.

1102 Water Treatment Plant (cont.)

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

Inspected every six hours. Operates 24/7.

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

Reactive maintenance with a 12-hour maximum response time.

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

Hourly - logged continuously.

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

Daily - numerous processes.

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

As per levels required to maintain operator certification.

1103 Water Distribution

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

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

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

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

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

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

1103 Water Distribution (cont.)

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

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

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

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

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

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

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

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

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

Reply time is to acknowledge within two business days.

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

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

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

Response time is within three business days.

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

Response time is within three business days.

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

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

1103 Water Distribution (cont.)

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

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

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

Reactive maintenance - initial response within one hour.

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

Reactive maintenance - initial response within one hour.

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

Reactive maintenance - response time as scheduling allows.

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

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

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

As per operational and regulatory requirements.

1104 Water Pump Stations

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

All stations inspected a minimum of once per week.

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

Inspect each reservoir annually.

1104 Water Pump Stations (cont.)

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

Clean all reservoirs as required based on findings of inspections.

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

Provide repairs as required based on station inspection results.

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

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

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

Reactive maintenance response time is within two hours of discovery.

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

Units operated and serviced twice per year.

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

Response time is within two hours of notification.

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

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

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

Reactive maintenance response time is within two hours of notification.

1104 Water Pump Stations (cont.)

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

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

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

Check all PRVs annually as a minimum.

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

Preventative maintenance - sites are checked annually.

26 Standpipe Maintenance and Repairs - Repair and service standpipes.

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

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

Reactive maintenance response time based on problem reported.

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

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

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

All metered-rate customer meters are read quarterly.

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

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

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

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



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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.



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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.



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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.



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1204 Sanitary Pump Stations (cont.)

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

All wastewater generated in Campbell Creek is collected as required.

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

Provide repairs as required based on station inspection results.

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

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

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

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

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

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

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

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

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

Alarm response time is within two hours of notification.

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

Provide adequate power for sewage collection system.

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

Units operate on 90-day intervals.

1204 Sanitary Pump Stations (cont.)

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

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

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

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

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

Provide repairs as required based on station inspection results.

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

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

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

Provide adequate chemicals for effluent treatment system.

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

Alarm response time is within one business day of notification.

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

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

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

As per operational and regulatory requirements.



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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.



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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.



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1309 Solid Waste Administration

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

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

1401 Environmental Services

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

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

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

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

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

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

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

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

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

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

1401 Environmental Services (cont.)

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

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

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

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

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

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

SW3 Mission Flats Landfill Groundwater Sampling - Measure groundwater well levels and collect water samples for analysis to test for the presence/absence of landfill leachate and to ensure compliance with monitoring requirements of the Waste Management Act and/or as specifically required in our permit.

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

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

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

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

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



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1401 Environmental Services (cont.)

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

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

1501 Cemeteries

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

Revenue-generating service.

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

Revenue-generating service.

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

Revenue-generating service.

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

Level A: Hillside Cemetery.

Level B: Pleasant Street Cemetery.

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

Level A: As needed, checked weekly.

Level B: As needed, checked monthly.

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

Level A: Repaired when depression exceeds six inches.

Level B: Repaired when depression exceeds 12 inches.

3101 Gravel Lanes

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

All gravel roads will be:

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

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

All gravel surfaced lanes are to be graded:

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

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

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

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

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

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

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

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

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

3102 Asphalt Roads

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

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

3102 Asphalt Roads (cont.)

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

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

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

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

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

As required from internal or external requests for service.

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

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

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

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

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

As required by the Utility Services Division.

3103 Road Cleaning

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

Street sweeping will occur:

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

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

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

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

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

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

Provide sufficient amounts of sand stockpiled for winter.

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

As required.



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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.



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3105 Winter (cont.)

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

1. Priorities 1 and 2:

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

2. Priority 3:

- No application unless specifically directed.

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

- | | |
|------------------------|-------------------------------------|
| 1. Priorities 1 and 2: | Apply to full lane or wheel tracks. |
| 2. Priority 3: | Apply only if directed to. |
| 3. Sidewalks: | Apply only if directed to. |

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

1. Priorities 1 and 2:

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

2. Priority 3:

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

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

As required when windrow reaches 60 cm in height.

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

- | | |
|-------------|--------------------------------------------------------------------|
| Priority 1: | Patrol Arterials for slippery sections and respond to complaints. |
| Priority 2: | Patrol Collectors for slippery sections and respond to complaints. |
| Priority 3: | Patrol Locals for slippery sections and respond to complaints. |



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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.



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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.



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3306 Capital Projects Management

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

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

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

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

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

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

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

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

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

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

3602 Traffic and Signs

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

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

3602 Traffic and Signs (cont.)

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

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

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

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

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

As requested.

3604 Traffic and Signs IPTs

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

As requested.

3609 Traffic Administration

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

Monthly crew meetings and training as required.

3803 Storm Sewer Drainage

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

Reactive maintenance - response time as scheduling allows.

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

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



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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.



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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.



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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.



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7401 Vehicles and Equipment (cont.)

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

Maintain required construction equipment availability for user departments.

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

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

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

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

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

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

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

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

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

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

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

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

7401 Vehicles and Equipment (cont.)

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

Required vehicles to be available to user department as needed.

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

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

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

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

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

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

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

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

7402 Specialty Equipment

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

Maintain availability of all equipment.

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

Maintain availability of required equipment in accordance with applicable standards.

7402 Specialty Equipment (cont.)

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

Maintain availability of required small equipment.

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

To work within departmental scheduling to complete work requests.

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

7403 Specialty Equipment - Parks

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

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

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

Maintain availability of required specialty equipment.

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

To work within departmental scheduling to complete work requests.

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

7501 Facilities - Misc. Buildings

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

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



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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.



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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.



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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.



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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.



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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.



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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.



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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.



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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.



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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.



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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.



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7906 Electrical - Recreation (cont.)

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

1. Making necessary repairs to electrical equipment to ensure availability.
2. Responding to emergency breakdowns and complete system alterations as required.
3. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.

27 Preventative Maintenance - Perform routine preventative maintenance to building electrical systems, including testing of building fire alarm, emergency light, exit light, and backup power systems.

To perform testing and documentation in compliance with the applicable regulations at the scheduled interval.

7907 Electrical - Street Lighting

01 Equipment Repairs - To provide ongoing repairs to the City's street lighting infrastructure.

1. Complete repairs of non-functioning street lights on a monthly basis.
2. To ensure that crosswalks and intersections are properly lit for a safer City.

02 Preventative Maintenance - To perform preventative maintenance on the City's street lighting infrastructure.

To provide a City-wide inspection, 10 times per year, of all City-owned street lights to ensure they are functioning properly.

03 Preventative Maintenance and Repairs - Christmas Lights - To perform preventative maintenance, installations, and removal of the City's Christmas decorations.

To ensure that lights are functioning properly and installed/removed in a timely manner.

7909 Electrical Administration

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

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

410 Sandman Centre

Daily Operation and Maintenance of Sandman Centre

Provide and maintain the ice surface for Kamloops Blazers, Kamloops Minor Hockey, figure skaters, and adult users. Clean and maintain dressing rooms, meeting rooms, private suites, and lounges. Provide set-up for professional shows and special events as required. The facility operates seven days per week, 24 hours per day. The facility is open on statutory holidays for events, if required.

413 Arenas

Daily Operation and Maintenance

Provide and maintain ice surface and clean washrooms and dressing rooms for Junior B Storm, Kamloops Minor Hockey, figure skaters, and adult users. Dry floor activities include weddings, conventions, ball hockey, and lacrosse league play. Brock Arena ice is maintained year round for summer hockey and figure skating camps. These facilities operate 5:00 am-1:00 am seven days/week from September to March. Seasonal staff reduced from April to September.

416 McArthur Island Sport and Event Centre

Operation and Maintenance of McArthur Island Sport and Event Centre

Maintain the Olympic and NHL ice surfaces from July to April for Kamloops Minor Hockey and local speed skating clubs. This facility is the centre for all hockey and lacrosse tournaments. The North Kamloops Curling club operates the curling ice surface from September to April for league curling and bonspiels. Dry floor events include trade shows, conventions, lacrosse, and ball hockey. This facility includes a 4,000 sq. ft. lounge with a full kitchen and bar facility. This facility operates seven days per week, 24 hours per day during the ice season. Staff are reduced for summer operation as required.

429 Parks

4290 -1 Parks Turf Maintenance - Mowing, trimming, and maintenance of City-wide, district, neighbourhood, and Tot Lot parks and medians.

Level A, Level B, and Level C as per the Parks Service Level Program. Cut weekly, trimmed every two weeks, and cultural program seasonally. Park maintenance staff report repairs and hazards to Crew Leader for immediate attention. Park users also forward requests to the Parks department.

4290 -2 Parks Maintenance and Repair - Litter cleanup of all City parks, boulevards, highway interchanges, open space, lanes, and roadside pick-up (Adopt-A-road), and City wide transient cleanup.

Levels A, B, and C as per the Parks Service Level Program. Daily from April to October, staff hours 7:00 am-10:00 pm, seven days/week. Weekly from November to March, staff hours 7:00 am-3:00 pm and as required.

4290 -3 Integrated Pest Management Maintenance

Level A, Level B, and Level C, as defined in the Parks Service Level Program.

4290 - 3 Nature Parks and Natural Areas - Maintenance, Repair, and Upgrading

Level B (Kenna and Peterson Creek Parks), Level C, and Level D (all other natural areas), as defined in the Parks Service Level Program.



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429 Parks (cont.)

4291 – Playfield Maintenance -Sport field maintenance of turf and cultural practices included in maintenance IPM (Integrated Pest Management program).

Level A, B, and C as defined in the Parks Service Level Program. Sport fields cut twice a week, trimmed and lines painted weekly; cultural practices scheduled seasonally; field maintenance repairs as required; and field preparation prior to major tournaments. Park maintenance staff, sport users, and customer requests for Service are given to Supervisor and Crew Leaders for attention.

4292 – Tree Maintenance and Repair – General City-wide tree maintenance

1. Tree and Stump Removals: standard - within two months; hazardous - immediate (this is determined through the ISA Tree Hazard Evaluation Form).
2. Tree Pruning: mature parks/facilities trees - every 7 years; mature boulevard/median trees - every seven years; newly planted trees - every three to five years. Pruning is also done on our Requests for Service Program on priority basis.
3. Tree Inspection: parks/facilities trees are detailed inspected using the ISA Tree Hazard Evaluation Form done as per the pruning cycle or as required; boulevard/median trees are detailed inspected done as per the pruning cycle or as required.
4. Tree Planting: based on funding in the Five-year Capital Plan; plant trees on a minimum planting-to-removal ratio of 2:1.
5. Keeping records of tree inventory and maintenance work.

4293 Horticulture maintenance and repair

City-wide maintenance of horticulture areas, which includes floral displays, shrub beds, and speciality gardens. The maintenance and production of flowers in the greenhouse. Floral display and maintenance. Level A, Level B, and Level C, as defined in the Parks Service Level Program.

4294 Irrigation maintenance and repair

Spring start-up and annual maintenance of City-owned irrigation systems from April to October. Level A, Level B, and Level C, as defined in the Parks Service Level Program.

4295 Stadium maintenance and repair

Maintenance of City stadiums, which include Hillside, Charles Anderson, and Norbrock Stadiums. Level A, as defined in Parks Service Level Program. Daily washroom maintenance from April to November, field turf maintenance Monday to Friday, install and remove football uprights, provide soccer and grass hockey goals. Monthly track cleaning, bleachers cleaned after events or as required.

4296 City Facilities Landscape maintenance and repair

The maintenance of landscape beds, trees, litter, and snow control of the City buildings. Level A, Level B, and Level C, as defined in the Parks Service Level Program.

429 Parks (cont.)

4297 Graffiti removal in Parks and facilities

The maintenance of graffiti removal in Parks and facilities by the Graffiti task force.

4298 Nature Parks and open space maintenance and repair

Maintenance and repair done as per Service Level Program.

Service Level A

City-wide Parks:

- Pioneer
- Exhibition
- Gagliardi
- Riverside

District Parks:

- Albert McGowan
- West Highlands Park

Neighbourhood Parks:

- Singh Bowl

Civic Facilities:

- City Hall
- Fire Station #1
- Fire Station #2
- Sandman Centre

Trails:

- Rivers Trail

Stadiums:

- Charles Anderson
- Hillside and Track
- Norbrock

Cemeteries:

- Hillside

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	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

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	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)



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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

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	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.

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	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.



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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

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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 2020–2024

	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 2020–2024



- 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>TURE</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.

2020 Supplemental Items

Approved 2020 Supplemental Items

- 20.1 Trades Plumber (FTE) - 2020 (\$12,000), 2021 \$2,000 ongoing - Request is for a Plumber to support the maintaining and development of a preventative maintenance plan. The costs of the employee will be offset by a reduction in the use of external contractors. Civic facilities, recreation facilities, and utility infrastructure continue to expand throughout the City, which results in more plumbing infrastructure, fixtures, and equipment that need maintenance and repair.
- 20.2 RCMP Municipal Employees (FTEs) - 2020 \$165,000 ongoing - Request is to increase the FTE numbers in support of the Kamloops RCMP detachment. The positions identified are Police Accounts Clerk and Crime Analyst. There is an additional request to maintain the predetermined member-to-support-staff ratio to support future changes in RCMP members deployed in Kamloops.

Deferred 2020 Supplemental items

- 20.3 Arborist (2020) and Natural Resources Tech (2022) (FTEs) - 2020 \$93,500, 2022 \$75,000 - Request is for two additional FTEs in the Parks and Civic Facilities Division. The first (in 2020), an Arborist FTE, would provide additional capacity to assist with landscape and tree inspections in new developments. The second (in 2022), an additional Natural Resources Technician, would provide additional resources to assist in maintaining the ever-growing public demand for safe access to our large network of nature trails and park areas.
- 20.4 Accessibility Mats - 2020 \$40,000, 2021 \$20,000 annually - Request is for the purchase of reusable mobility mats that can be installed/placed temporarily for events. It is planned that an initial purchase of \$20,000 be undertaken to assess the viability, stability, and performance of the product over the summer months. If the testing is successful, a second purchase to double the inventory would be completed in 2020.
- 20.5 Conventional and Custom Transit Expansion Hours - 2020 \$82,000, 2021 \$258,000 - BC Transit has offered 4,500 additional operating hours beginning in September 2020 with a prorated amount (1/3). The increase in hours will be fully implemented in 2020. These additional hours are for both conventional and custom (handyDART) transit services.
- 20.6 RCMP Battle Street Detachment Upgrades - 2020 \$750,000 one time - Request is to develop a two- to five year plan to address the space needs of the Battle Street Detachment. In 2020, there will be an additional request to address immediate needs and concerns in conjunction with the longer term strategy for the facility.
- 20.7 Pedestrian Crossings - 2021 \$150,000 one time, 2022 \$650,000 ongoing capital, 2023 \$8,000 per intersection ongoing - Request proposes a funding strategy to initiate pedestrian crossing upgrades to the 39 existing crosswalks in Kamloops that do not adhere to 2018 updated guidelines. The main objective of the guidelines is to promote uniformity across the country with respect to the approach used in the provision of pedestrian crossing control. This program looks to address the upgrades over a 10-year period.
- 20.8 Boat Launch Improvements - 2020 \$4,000, 2021 \$300,000, 2022 \$380,000, 2023 \$75,000 - This proposal is a follow-up to the 2019 request to address the condition of the boat launches with an investigation to determine a long-term plan for **the City's inventory of boat launches. The result is a multi-year plan to address these civic assets. The introduction of paid parking should therefore be considered within the City's Parking Management Plan.**
- 20.9 RCMP Protective Services Training Facility - 2024 \$755,000, 2025 \$8,000,000 - This proposal is a follow up to the 2019 request to investigate building a multi-purpose training facility to support the ongoing needs of RCMP training activities. This facility has a broader reach in that it will support other organizations within the geographic boundaries and can generate revenues and a positive return between revenues and cost avoidance.
- 20.10 Council Request - Service Agreements - 2020 \$33,000 - This request proposes to reallocate the funds that were slated to be increases to existing service agreements and set aside these funds to be used in the community by means of social grants.
- 20.11 Community Request – Pickleball Expansion - 2020 \$75,000, one-time - The Kamloops Pickleball Club has requested a one-time court expansion in Riverside Park, which would require court levelling; line painting; and adding interior fencing, gates, posts, and nets. The Kamloops Pickleball Club is prepared to contribute \$12,000 to offset the total cost of \$75,000.

FINANCIAL PLAN 2020–2024

2020–2024 Recommended Funding Sources - Supplemental Items

Dept.	Item	Supplemental Item	Capital	Operating	Funding Source					Year
					Tax	Tax %	Reserve	Other	Recommended	
CPS	20.2	RCMP Municipal Employees (2 FTE)		\$165,000	X	0.08%			Taxation	2020
CO	20.3	Arborist (2020) and Natural Resources Tech (2022) (2 FTE)		\$47,250	X	0.04%			Taxation	2020 + 2022
CO	20.1	Trades Plumber (1 FTE)		(\$12,000)	X	(0.01%)			Taxation	2020
CPS	20.4	Accessibility Mats	\$40,000					Gaming	Gaming	2020
DES	20.5	Transit Expansion		\$82,000		0.07%			Taxation	2020
CPS	20.6	RCMP Battle Street Detachment Upgrades	\$750,000					Prior Year Surplus	Prior Year Surplus	2020
DES	20.7	Pedestrian Crossings	\$150,000					Community Works + Taxation (Years out)	Community Works (via current Active Transportation Funding)	2021
CO	20.8	Community Boat Launch Improvements	\$759,000					Prior Year Surplus + Gaming	Prior Year Surplus + Gaming	2020 – 2023
CPS	20.9	RCMP Protective Services Training Facility	\$755,000					Debt	Debt	2024 + 2025
CS	20.10	Council Request: Service Agreements		\$33,000	X	0.03%			Taxation	2020
CPS	20.11	Community Request: Pickleball Expansion	\$75,000					Community Works + Donation	Community Works + Donation	2020



Canada's Tournament Capital

Trades - Plumber

Prepared by: A. Simpson, Trades Supervisor

Reviewed by: D. Luison, Trades Manager

Concurrence: [Click here to enter text.](#)

X

Business Case Committee

Executive Summary

Plumbing maintenance and repair costs have been increasing steadily over the past five years and are expected to continue to increase as our existing facilities and infrastructure age and as new facilities and sites are added. In order to increase the efficiency, reliability, and life span of these assets, we need to establish a complete plumbing preventative maintenance program.

The repair of all civic facility, recreation facility, and utility plumbing systems is currently completed by external contractors and managed within the Trades Division. The scope of work is limited to emergency service and repair, which is reliant on contractor availability.

Re-allocating funding for a Plumber full-time equivalent (FTE) would give the Trades Division an opportunity to establish a preventative maintenance program. Some of the benefits of maintenance programs are: increased asset lifespan, decreased interruptions for stakeholders, and cost savings due to increased efficiency of work flow and communication. Internal plumbing staff would have better access to all sites and facilities, would benefit from all internal resources, and could be accurately scheduled to complete plumbing work around staff or user group requirements to eliminate service interruptions. Properly maintained infrastructure and facilities require less emergency repair, operate more efficiently, and cost less to maintain and operate over the lifespan of the asset.

The City currently spends upwards of \$250,000 annually on external contractual plumbing, which is strictly to deal with emergency repairs and service that are due to a lack of capacity to perform proactive maintenance work. Re-allocating spending from external contractual to a Plumber FTE will allow us to decrease a portion of the external contractual costs while providing increased services to stakeholders. The addition of the new FTE will require reallocating \$20,000 from external contractual plumbing to offset costs required for plumbing supplies. The addition of a FTE will also allow us to establish a preventative maintenance program.

The intent of this business case is to re-allocate external contractual spending to allow for one Plumber FTE with the understanding that if future assessments indicate additional FTEs are required, they could be added on the condition that there is no additional funding required and a maximum of two FTEs would be added before additional Council approval is needed.

Background

Preventative maintenance programs are beneficial as they offer an important budgeting and maintenance planning tool. Completing appropriate, timely maintenance on plumbing equipment and infrastructure increases reliability and reduces service interruptions for stakeholders. Asset lifespan expectancy is more accurate and is often increased as a result of proper maintenance. The addition of an FTE in the Trades Division would facilitate the creation of, and allow for the management of, a preventative maintenance program by qualified staff.

The number of civic facilities, recreation facilities, and utility infrastructure in Kamloops continues to grow. This results in more plumbing infrastructure, fixtures, and equipment needing maintenance and repair. The City currently does not have a plumber working within the Trades Division. All plumbing repair and emergency callouts are completed by external contractors.

General Goals and Specific Objectives (list highest to lowest in priority)

Priority	General Goal	Specific Objective
1	Establish a preventative maintenance program for all City-owned assets and infrastructure	To add one FTE for a Plumber in the Trades Division.
2	Provide effective, timely plumbing maintenance and repair and ensure all plumbing systems are operating as efficiently as possible.	To have regular and consistent monitoring and maintenance of all plumbing-related equipment and infrastructure, including a preventative maintenance program
3	Have qualified personnel regularly visit buildings to complete preventative maintenance and repair	To provide regular maintenance checks to spot and resolve small problems before they become a major issue.

Stakeholders

- Trades Division
- Community and Protective Services Department
- Civic Operations Department
- Utility Services Division
- Development, Engineering, and Sustainability Department
- Internal and external customers

Boundaries

- Availability of qualified candidate—the time and resources to train an unqualified person have not been calculated and included in this business case.
- An additional FTE could be added in future years if it does not result in an increase to the budget.

Assumptions

- That Administration sees value in adding a FTE to the Trades area to better meet the needs of all stakeholders.
- That Administration sees value in a proper preventative maintenance program that will reduce plumbing breakdowns and ensure safe, efficient, and reliable plumbing infrastructure
- That Administration sees the value of proper preventative maintenance as a key part of asset management and budgeting
- That Administration recognizes the cost benefits of utilizing internal staff to complete plumbing work in City facilities and purchasing material at cost rather than paying markup on plumbing components

Options

Option 1

Reallocate funding for FTE and complete plumbing work internally to achieve labour efficiency, increase internal service support, and establish preventative maintenance program

Option 2

Continue to contract out all plumbing service and repair at increased annual costs with limited control over scheduling and work site knowledge. This is not preferred as it does not address the absence of a preventative maintenance program.

Financial Considerations (Benefit/Cost Analysis)

Scenario	Hourly Rate	Pension & Benefits Per Hour	Hours Per Year	Annual Cost	Notes
City of Kamloops Plumber (proposed)	\$39.09	9.76	1700	\$82,943	$(\text{Hourly Rate} + \text{Benefits}) \times \text{Hours}$
External Contractor	\$80.00	\$0.00	1700	\$136,000	$\text{Hourly Rate} \times \text{Hours}$

Description of Costs	2020	2021	2022	2023	2024
Capital:					
Fleet			\$50,000		
Total Capital			\$50,000		
Operating:					
Wages (CUPE)	\$83,000	\$85,000	\$87,000	\$88,000	\$90,000
Parts	20,000	20,000	20,000	20,000	20,000
Savings from reduction of external contracting	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)
Total Operating					
Total Spend By Year	(\$12,000)	(\$10,000)	\$42,000	(\$7,000)	(\$5,000)

FTE Requests with Description	2020	2021	2022	2023	2024
Plumber CUPE Outside (14 TQ)	1				

The Trades Division will continue to use external contractors for plumbing. Reallocating funding for a Plumber FTE would reduce external contractual costs, increase the reliability of equipment, reduce overtime callouts, and allow smaller plumbing repair and maintenance tasks to be completed in-house. The in-house FTE will be responsible for the creation of a preventative maintenance program.

Risk Analysis

The risk of maintaining the current scenario of contracting out all plumbing is reduced asset life, increased lifetime maintenance cost per asset, and increased service disruption to stakeholders and user groups.

Recommendation

That Council authorize re-allocating funding to create one FTE to hire a plumber and achieve efficiencies, develop and deliver a preventative maintenance program, and reduce external contractual costs.

To be Completed by the Corporate Services Department

Proposed Funding Options

<i>Funding Sources</i>		<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Operating Costs:						
	Taxation	(\$12,000)	\$2,000	\$2,000	\$1,000	\$2,000
	Taxation Increase	(0.01%)	< .001%	< .001%	< .001%	< .001%



Canada's Tournament Capital

RCMP Support Services Financial Clerk and Crime Analyst

Prepared by: J. MacDonald, Municipal Support Services Manager - RCMP

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

Concurrence: [Click here to enter text.](#)

X _____
Business Case Committee

Executive Summary

Kamloops has a contract with the provincial government for RCMP municipal police services. The contract terms are laid out in the 2012 Municipal Police Unit Agreement (MPUA). Under this agreement, the municipality is required to provide all necessary support staff to the RCMP (municipal employees [ME]).

The current number of ME support staff is not able to meet all of the support services required by the RCMP. Over the past several years, policing has seen significant change. An increase in the calls for service, changes in crime trends and the types of crime, and an ever-changing socio-economic environment are some of the pressures facing the Kamloops RCMP Detachment. The investigation of serious/major crimes within BC has evolved in the following areas:

- number of required resources needed to investigate crimes
- length of investigations
- complexity of investigations
- the use of digital evidence and related technical support required
- Supreme Court of Canada Case Law legal decisions (R. v. Jordan, Criminal Practice Direction for Complex Criminal Cases)
- BC Provincial Policing Standards and Major Case Management principles

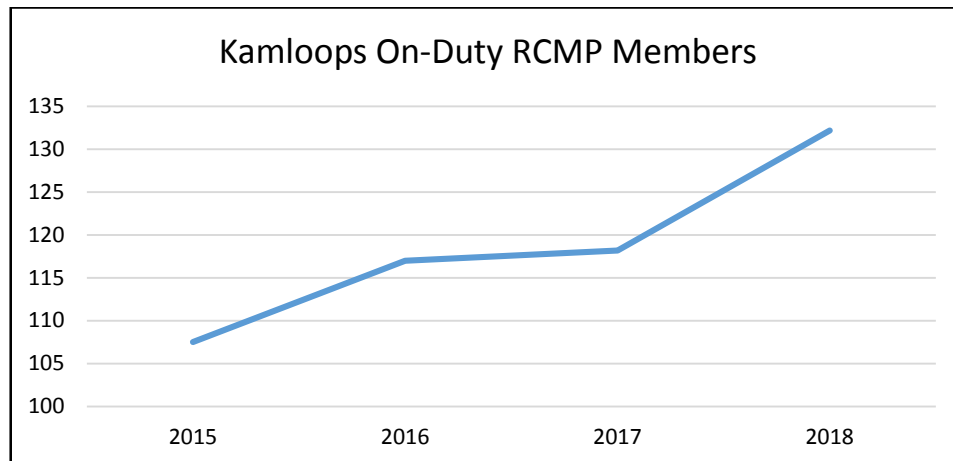
With these changes comes an increase in administrative duties required by the RCMP. Using municipal support service staff to perform these administrative duties reduces the amount of administrative work required by RCMP members, which allows them to focus on operational police service priorities.

The intent of this business case is to seek funding for two additional RCMP ME positions to fill the positions of Police Accounts Clerk and Crime Analyst. Further, it is recommended that Council approve allowing Administration to maintain the ratio between RCMP members and municipal support at a level range of 1:2.40 to 1:2.46.

Situational Overview (Terms of Reference)

Background

Since 2015, the number of on-duty RCMP members has increased by 24 members (23%), as shown in the chart below. The average number of on-duty RCMP members for 2019 to date is 133.5.



This business case requests that Council approve two additional RCMP ME positions—a Police Accounts Clerk and a Crime Analyst.

Kamloops has a contract with the provincial government for RCMP municipal police services. The contract terms are laid out in the 2012 MPUA. Increasing the funding for these additional ME positions is required to meet the City's obligations in that agreement.

Municipal Police Unit Agreement (April 1, 2012), Article 3.6, Purpose and Scope, outlines that "the Municipality will provide, without any cost to Canada or the Province, all necessary Support Staff; such staff will meet the job and other related requirements determined by the Commissioner."

The current number of ME support staff is not able to meet all of the support services required by the RCMP. Over the past several years, policing has seen significant change. An increase in the calls for service, changes in crime trends and the types of crime, and an ever-changing socio-economic environment are some of the pressures facing the Kamloops RCMP Detachment. The investigation of serious/major crimes within BC has evolved in the following areas:

- number of required resources needed to investigate crimes
- length of investigations
- complexity of investigations
- the use of digital evidence and related technical support required
- Supreme Court of Canada Case Law legal decisions (R. v. Jordan, Criminal Practice Direction for Complex Criminal Cases)
- BC Provincial Policing Standards and Major Case Management principles

With these changes comes an increase in administrative duties required by the RCMP. Using municipal support service staff to perform these administrative duties reduces the amount of administrative work required by RCMP members, which allows them to focus on operational police service priorities.

The support service duties performed by a Crime Analyst that are currently not being met according to the requirements determined by the Commissioner include the following:

- specialized research work that involves the application of research techniques to support relatively complex criminal investigative activities, operational programs, and crime reduction strategies
- preparing suspect and victim profiles, suspect lists, maps, and other graphic representations of criminal activity
- evaluating and validating intelligence information gathered from various closed and open sources, including web-based programs, automated databases, manual files, and electronic devices such as cell phones and tablets

According to the requirements of the department's service levels (as determined by the City and the Commissioner), the following support service duties performed by a Police Accounts Clerk are not being met:

- implement segregation of duties between the two accounts clerks to enhance internal controls related to cash handling and reduce accounting related risks for the City
- provide coverage for the RCMP finance team in order to perform critical accounting functions during vacation or other staff absences

- provide finance services for the City at the RCMP detachments, for example, during the municipal tax collection period
- provide financial oversight for purchasing and RCMP fleet vehicle maintenance

In comparison to similar-sized detachments, Kamloops has a higher ME RCMP-funded member ratio, as shown in the table below.

Municipality	Municipal Employees	Funded RCMP Members	Ratio
Coquitlam	102.86	239	1:2.32
Kelowna	74	191	1:2.58
Prince George	56	133	1:2.37
Kamloops	53.25	136	1:2.55

The ME to RCMP-funded member ratio would be 1:2.46 if two additional municipal employee positions were added. As the city is expected to grow, it is reasonable to expect that the number of RCMP members will need to increase in order to maintain the existing levels of service. In order to maintain the desired level of support to the RCMP, Administration is proposing that the ratio between RCMP members and municipal support staff be maintained at a level range of 1:2.40 to 1:2.46.

Using municipal support service staff to perform these administrative duties reduces the amount of administrative work required by RCMP members, which allows them to focus on operational police service priorities. In order to maintain the ratio, staffing levels will be reviewed and adjusted as the RCMP on-duty members achieve the following staffing levels:

- when the number of on-duty members reaches 139
- when the number of on-duty members reaches 142
- when the number of on-duty members reaches 145

Specific role details will be determined and reviewed as these milestones are achieved.

General Goals and Specific Objectives (list highest to lowest in priority)

Priority	General Goal	Specific Objective
1.	To provide intelligence support services at the Kamloops RCMP Detachment	To add an additional intelligence/disclosure municipal support staff.
2.	To provide the City of Kamloops and the RCMP with accounting and administrative support.	To add an additional finance municipal support staff.

Options (Alternatives) Considered

If the City of Kamloops does not meet the RCMP support service requirement outlined by the MPPA, then the RCMP can invoke Article 3.7, Purpose and Scope, which states that "Where the Municipality fails to provide any Support Staff required by sub-article 3.6, the Province or Canada may provide such Support Staff and the Municipality will pay 100 per cent of all the cost of that Support Staff."

Financial Considerations (Benefit/Cost Analysis)

Description of Costs	2020	2021	2022	2023	2024
Capital:					
Total Capital					
Operating:					
Police Accounts Clerk	\$36,000	\$72,000	\$72,000	\$72,000	\$72,000
Crime Analyst	47,500	95,000	95,000	95,000	95,000
Training Costs	2,000	2,000	2,000	2,000	2,000
Total Operating	\$85,500	\$167,000	\$167,000	\$167,000	\$167,000
Total Spend By Year	\$85,500	\$167,000	\$167,000	\$167,000	\$167,000

FTE Requests with Description	2020	2021	2022	2023	2024
Police Accounts Clerk	1				
Crime Analyst	1				

Risk Analysis

Failing to maintain the appropriate level of civic staff to RCMP members could place the members of the public at risk due to having the members in the office completing clerical work opposed to being on patrol and available to respond to service requests.

Proposed Schedule

If approval is received to proceed, these roles will be able to be filled and staff will be in place by the start of quarter 3 of the current fiscal year (2020).

Conclusion/Recommendation

Not providing the RCMP with a sufficient number of municipal support staff reduces the RCMP's ability to provide the service to the community. The changes to policing have significantly increased the amount of administrative work required. Much of the administrative work can be complete by municipal support staff, which will allow RCMP members to focus on operational policing so they can be responsive to changing crime types and trends.

Administration recommends hiring two municipal support services employees to allow the RCMP to meet the policing needs of the community. Further, it is recommended that Administration maintain the ratio between RCMP members and municipal support at a range of 1:2.40 to 1:2.46.

As the city is expected to grow, it is reasonable to expect that the number of RCMP members will need to increase in order to maintain the existing levels of service and desired level of support to the RCMP.

To be Completed by the Corporate Services Department

Proposed Funding Options

Funding Sources		2020	2021	2022	2023	2024
Operating Costs:						
	Taxation	\$85,500	\$81,500			
	Taxation Increase	0.08%	0.07%			



Canada's Tournament Capital

Arborist and Nature Park FTEs

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

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

X _____
Business Case Committee

Executive Summary

The City currently employs five full-time, year-round Arborists and two seasonal Nature Park Technicians (NPTs). The Arborists spend a significant amount of time responding to requests for service (RFS) from the public rather than planting and maintaining trees. The NPTs spend the majority of their time assisting Arborists, maintaining nature trails, collecting garbage, managing noxious weeds, and performing other related duties in all of the City's nature park areas.

Kamloops has more than 16,000 trees within its urban forest, which includes manicured park spaces, medians, and boulevards. The goal of the Urban Forest Management Strategy (UFMS) is to plant 4,000 trees in the next 20 years in order to reach 20,000 trees under the City's care in urban areas. This equates to planting an average of 200 new trees per year. The UFMS addresses the need to increase the number of staff. Due to the growing number of RFS, it has been difficult for the Parks Operations and Planning Section to achieve its 200-per-year tree-planting goal with its current staffing level.

The City spends approximately \$18 per tree on maintenance per year, which is below the national average of \$38/tree. Ideally, street trees should be subject to a five-year pruning and maintenance cycle. Kamloops trees are on an eight- to ten-year cycle due to the current staffing levels; an additional full-time Arborist would allow the team to achieve a six- to eight-year pruning cycle.

Adding another full-time Arborist would also benefit Bylaw Services staff and the Planning and Development Section staff because an additional Arborist could assist with landscape and tree inspections in new developments. Commercial and multi-family developments incorporate street trees as part of their landscaping plans, which the City inherits after the project is finished. The additional staff would make it easier to monitor the quality of the trees and how they are planted prior to the City assuming responsibility for them.

Kamloops has well over 1,000 hectares (ha) of nature parks to manage with two seasonal NPTs. The popularity of our parks continues to increase, and Kenna Cartwright is one of the most-visited parks in the city. Adding another NPT in 2022 would provide additional resources to assist in maintaining the ever-growing demand from public for safe access to our large network of nature trails and park areas.

In 2020, the wages for an additional full-time Arborist would mean a \$46,750 increase to the operating budget (because the position would not start until June 2020). In subsequent years, the cost will be \$93,500. An additional NRT in 2022 would mean a \$75,000 annual increase in wage costs. Additional costs of the new staff would be \$500 for training for the Arborist position in 2020 and \$50,000 for a new vehicle in 2022 for the NRT.

Administration recommends that Council authorize hiring an additional Arborist in 2020 and an additional NRT in 2022 to allow the Parks Operations and Planning Section to fulfill the goals of the UFMS and meet the growing demands of residents while maintaining the same level of service.

Situational Overview (Terms of Reference)

Arborist

Since the peak infestation level in 2004, the mountain pine beetle epidemic has had a devastating impact on the forest canopy in the Kamloops region. This epidemic has passed, but it created the need for staff to build a strategy to replenish the urban forest, which is what precipitated the development of the recently adopted UFMS.

One of the UFMS's goals is to plant 4,000 trees in the next 20 years (200 trees per year) to achieve a 20% urban tree canopy cover. The arboriculture team currently consists of five CUPE staff—a crew leader and four field staff. Increasing the City's staff resources was a key recommendation of the UFMS. Staff were able to average 157 trees planted per year between 2015 and 2019. With the current staffing level and the current planting rate, it would take 26 years to reach the UFMS's goal of planting 4,000 trees.

The Civic Operations Call Centre received 757 tree-related RFS inquiries in 2018 and 682 tree-related RFS inquiries in 2019. Tree-related inquiries are the most requested parks-related RFS that Civic Operations receives. Responding to these calls consumes a large amount of staff time, which reduces the amount of time they have to plant and maintain trees.

The City recently joined the Yardstick Parks Benchmarking project, which allows staff to compare parks' service levels on a global scale. When compared to the rest of Canada, Kamloops ranks "moderately low" in its tree maintenance budget per 1,000 residents and "average" in the provision of street trees per resident.

Increasing the number of Arborists would benefit other City departments such as the Bylaw Services Division and the Planning and Development Division. The recently updated Tree Protection Bylaw has increased fines for tree violations and greater tree protection regulations, which indicate to residents that trees are an important public asset. The Parks Operations and Planning Section could serve as a valuable resource in managing the new Tree Protection Bylaw. Planning and Development Division staff work with developers to ensure street trees and landscaping are included in new developments. An Arborist could serve as a resource to ensure the appropriate tree species are being selected, planted correctly, and maintained according to the approved plan.

The annual cost of adding another Arborist would be: \$93,500 including benefits in wages (with annual increases as per the Collective Agreement) and a one-time training cost of \$500. Increasing resources would assist staff in working toward several of the Corporation's goals including sustainability, livability, economic viability, and asset management among others.

Nature Park Technician

By 2022, with the growth in both use and expectations from the public in our nature parks, we anticipate the need to hire a third Nature Park Technician.

The duties of this new FTE position would be to assist with maintaining current service levels in the following areas:

- noxious weed control
- trail maintenance and inspections
- garbage/litter control
- BMX pump track maintenance (Dufferin, Rae-Mor, and Centennial Parks)

- park amenities and irrigation repairs as required
- assisting other City departments on matters affecting natural areas

Options (Alternatives) Considered

Option 1: Status Quo

Arborist

Maintaining the current complement of Arborists would place an increased demand on existing resources. It would also result in not achieving the goals identified in the UFMS, which would, in turn, result in negative impacts to the health and viability of the existing urban forest as gaps in the tree-maintenance cycle would only increase.

Nature Park Technician

Currently, only one staff member is responsible for overseeing the management and well-being of the nature parks in the entire Kamloops area. As public use and demand increases for these areas, maintaining the current level of staffing will make it increasingly difficult for staff to manage the City's natural and open spaces. As the use of nature parks increases, trail degradation, litter volume, demand and maintenance of amenities, spread of noxious weeds, and management of the natural forest cover may suffer without extra resources.

Option 2: Reduced Service Levels

Not adding a new FTE is an option; however, this option would lead to increased workload or increased reliance on contracted services, a reduced level of service, and an inability to meet the goals of the UFMS in a timely manner.

Staff could reduce frequency of the tree-maintenance cycle from the current 8–10 years to 10–12 years. Alternatively, the goal identified in the UFMS of adding 200 trees per year could be reduced to 150 trees annually, and staff could be directed to only focus on tree service requests that pose a threat to public safety. Tree replacements and stump removals may take longer or not occur at all unless they are in highly visible and highly frequented areas.

The Natural Resources team could rely more on the "Adopt a Trail" program for trail maintenance, reduce the trail inspection cycle, service trail heads more infrequently, reduce the noxious weed program to primarily concentrate on new invasive species, and do less public education programming.

Financial Considerations (Benefit/Cost Analysis)

Description of Costs	2020	2021	2022	2023	2024
Capital:					
• Fleet			\$50,000		
Total Capital			\$50,000		
Operating Costs:					
• Wages (CUPE)*	\$46,750	\$93,500	\$168,500	\$168,500	\$168,500
• Vehicle					
• Training	\$500				
Total Operating	\$47,250	\$93,500	\$218,500	\$168,500	\$168,500
Total Spend By Year	\$47,250	\$93,500	\$218,500	\$168,500	\$168,500

* Annual wage increase not shown as per CUPE contract.

Risk Analysis

By not hiring the additional staff resources, Council's goal of a 20% urban tree canopy within 20 years will likely not be met. As the community grows, there is also a potential risk to public safety as planned tree maintenance may be reduced due to arborist crews being dispatched to deal with emergent tree issues in the community.

Proposed Schedule

If Council approves additional FTE resources as described in report, the year-round, full-time Arborist position would be implemented in June 2020, and the seasonal, full-time NPT position would be implemented by spring 2022.

Conclusion/Recommendation

Not providing an additional Arborist or Natural Resource Technician is not considered a viable option to maintain the City's urban forest and natural areas to the existing service levels. The goals and recommendations of the UFMS are not achievable without additional resources.

Public use of the City's nature parks and open spaces continues to increase, which makes it more difficult for staff to properly manage these sensitive ecosystems.

Administration recommends that Council authorize hiring an additional Arborist (who can use a pick-up truck that is currently available) in 2020 and an additional NPT (with a new pickup truck) in 2022 to allow the Parks Operations and Planning Section to meet the service levels required to keep the urban forest and natural areas at acceptable levels.

To be Completed by the Corporate Services Department

Proposed Funding Options

Funding Sources	2020	2021	2022	2023	2024
Capital:					
• Fleet			\$50,000		
Total Capital			\$50,000		
Operating Costs:					
• Taxation	\$47,250	\$46,250	\$75,000		
• Taxation Increase	0.04%	0.04%	0.06%		



Canada's Tournament Capital

Mobility Mats for Civic Events

Prepared by: N. Serl, Social and Community Development Supervisor
D. Hallinan, FCPA, FCMA, Planning and Procurement Manager

Reviewed by: B. Berger, Recreation, Social Development, and Culture Manager

Concurrence:

X

Business Case Committee

Executive Summary

Civic events, such as Canada Day, Music in the Park, and Ribfest, draw a large number of people to City parks. For able-bodied residents, it is fairly easy to move about on the various types of ground surfaces; however, it can be challenging for people who have mobility issues or rely on motorized scooters or wheelchairs to attend these outdoor events.

Administration has undertaken a review of various opportunities to address these challenges and proposes purchasing temporary, rollout access pathways—made from recycled polyester—that are usable by pedestrians, wheelchair/mobility scooter users, and people with strollers.

These pathways are easily installed and relatively low maintenance. They can be rolled up for storage. Administration is proposing an initial purchase to test the product to assess its suitability, durability, and ease of use. Staff will coordinate the testing with People in Motion. After the testing, if the product is successful, a second pathway system will be purchased so that the City can have sufficient inventory to support park events of various sizes.



\$20,000 is being requested for an initial purchase to test the viability of the product.

An additional \$20,000 is being requested so that if the test is successful, the inventory of product available can be doubled.

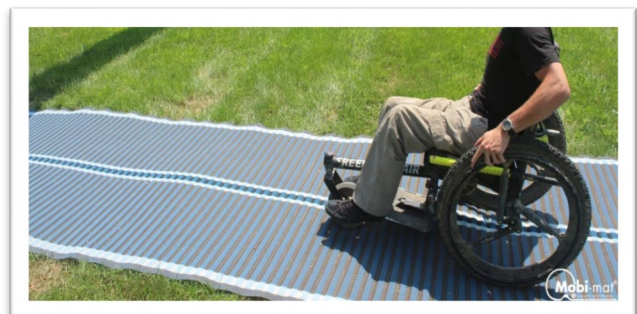
The overall request from the City's supplementary budget is for 2020 is \$40,000. If the mats perform as expected, then \$20,000 per year ongoing will be required to support this initiative.

Situational Overview

Many events, festivals, and celebrations are held on green spaces in City parks, and people with mobility challenges and/or mobility devices cannot easily access this terrain. When the lawn is wet, it is even more difficult for people with mobility challenges to access events. Accessing the City's beaches and water is also significantly challenging for those with mobility challenges and/or devices.

Administration is proposing the purchase of portable, temporary rollout access pathways for pedestrians, wheelchair/mobility stroller users, and people with strollers. The mats can be put in place for an event, and the layout can be tailored to the event's needs. When not in use, the mats can be rolled up and stored in a City facility.

The mats are made from 100% recycled materials. They are designed to not absorb heat, which will prevent harm to bare feet. They will not be harmed by exposure to water and, unlike a wooden pathway, they are free from nails and splinters that could harm



users. The mats are permeable—they allow sand and dirt to pass through and will not damage the grass underneath. Securing the mats to the ground is done via staples (spikes) that connect sections of the mats and secure the mats in place. These mats are available in 5 ft. or 6.5 ft. widths, and the lengths varying from 16.5 ft. to 100 ft. This proposal for the initial purchase of is one 5 ft. wide, 100 ft. long mat and two 5 ft. wide, 50 ft. long mats. The three mats will provide configuration options and test public acceptance, installation and removal times, and durability. The initial purchase will be tested in 2020 and, upon successful testing, a second order will be placed, also in 2020.

Additionally, in order to maintain the effective and safe use of these products, it is proposed that capital funds be set aside as a placeholder (pending a positive outcome of the trials) in the 2021–2024 budgets to purchase additional mats to increase the inventory and allow for the timely replacement of worn or damaged mats.

Administration will also investigate options to introduce a security deposit or nominal rental fee to help offset some of the anticipated costs related to the use of the mats (for example, cleaning the mats).

Options (Alternatives) Considered

Other options considered:

1. Status Quo

Maintaining the status quo does not address the current situation's accessibility challenges.

2. Build Permanent Access Structures

Building and maintaining multiple permanent access structures was initially considered; however, given the challenges in initially determining where the structures should be placed; the considerable cost associated with engineering, constructing, and maintaining the structures; the lack of flexibility; and the potential negative impact of the aesthetics, this option was dismissed from further analysis or consideration.

Financial Considerations (Benefit/Cost Analysis)

Preferred Option:

<i>Description of Costs</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital:					
Test purchase - 1 mat	\$20,000				
Additional purchases of mats	20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Capital	\$40,000	\$20,000	\$20,000	\$20,000	\$20,000
Operating:					
Test purchase - 1 mat	\$2,000				
Additional purchases of mats		\$4,000	\$4,000	\$4,000	\$4,000
Total Operating	\$2,000	\$4,000	\$4,000	\$4,000	\$4,000
Total Spend By Year	\$42,000	\$24,000	\$24,000	\$24,000	\$24,000

Additional mats will be procured once the test phase is successfully completed. Administration will investigate alternative funding for additional mats via grant programs after the test of the product is successfully completed.

Risk Analysis

Potential risks with the products include durability and possible slippage, either of the mat on the ground due to wet conditions or by users while using the product. The initial purchase and testing will evaluate these risks. As this product is available from a Canadian location, there will be no financial risk or uncertainty related to import costs or a fluctuating currency exchange rate.

Proposed Schedule

The initial purchase of mats will be reviewed with the Planning and Procurement Division to align the transaction with procurement compliance requirements. As this is a manufactured product, it is possible for the mats to be in place for use in spring 2020. Testing is expected to occur over the summer months when many of the events in the parks occur.

After a season of use, it will be determined if the products meet the needs and provide the expected benefits. Based on the outcome of the test period, a second purchase may be completed in fall 2020.

Conclusion/Recommendation

Administration recommends that Council approve both the initial purchase of the mobility mats (estimated to cost \$20,000) and a second purchase (estimated to cost \$20,000) if the testing is considered successful. In order to support this program into the future once the tests are completed, \$20,000 per year is to be included in the budget on an ongoing basis.

To be Completed by the Corporate Services Department

Proposed Funding Options

Initial Funding Option:

Funding Sources	2020	2021	2022	2023	2024
Capital Costs:					
Gaming Fund	\$40,000				
Grants		\$20,000	\$20,000	\$20,000	\$20,000
Operating Costs:					
Taxation					

Secondary Funding Option:

Funding Sources	2020	2021	2022	2023	2024
Capital Costs:					
Gaming Fund	\$40,000	\$20,000	\$20,000	\$20,000	\$20,000
Operating Costs:					
Taxation					

For the initial purchase and testing, it is proposed that the funds be provided by the Gaming Reserve Fund. Upon successful completion of the test, additional funding will be investigated and sourced from grants. In the event that grant funding is not available or the application is not successful, the Gaming Reserve Fund will provide ongoing funding for the future.

The costs to clean and maintain the mats are immaterial and can be absorbed in the annual operating budget.



Canada's Tournament Capital

Conventional and Custom Transit Expansion Hours

Prepared By: C. Fraser, Transit Planner

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

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Business Case Committee

Executive Summary

BC Transit (BCT) has offered expansion hours and funding 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 (regularly scheduled fixed-route transit service provided for all) by 4,500 hours starting in September 2020.

Staff further recommend expanding custom transit (HandyDART), which is a door-to-door, fully accessible, on-demand transit service for individuals who are unable to take fixed route transit). The custom transit service is provided to registered users only. Staff recommend expanding custom transit service by increasing its annual funding by \$22,709.

Situational Overview (Terms of Reference)

BCT has offered to expand Kamloops Transit's conventional service hours. An additional 4,500 conventional service hours are being offered. BCT has also offered a \$106,000 (net municipal share is \$22,709/year) expansion to the custom budget. These service expansions would be implemented in September 2020.

The last expansion to service was implemented in September 2019, when 3,000 annual hours of conventional service were added.

Custom Transit Expansion

The custom transit expansion initiative would expand the custom transit weekday service span exclusively by means of supplemental services (i.e. taxi supplement) to reflect the conventional hours of operation. BC Transit continuously works towards creating parity between conventional and custom transit, and this expansion initiative will be a progressive step forward as the City and Province work towards this common goal.

PROPOSED CUSTOM EXPANSION INITIATIVES 2020/21 FISCAL YEAR			
<i>Annual Operating Agreement Period</i>	<i>Estimated Annual Revenue</i>	<i>Estimated Annual Total Costs</i>	<i>Estimated Annual Net Municipal Share</i>
2020/21	\$12,600	\$106,000	\$22,709
Description: Supplemental Services			

Conventional Transit Expansion

The conventional transit expansion initiative is scaled to meet the ridership targets initially conceived in the Sustainable Kamloops Plan and subsequently re-evaluated and then captured in the TMP.

PROPOSED CONVENTIONAL EXPANSION INITIATIVE 2020/21 FISCAL YEAR						
<i>Annual Operating Agreement Period</i>	<i>In-Service Date</i>	<i>Annual Hours</i>	<i>Vehicle Requirements</i>	<i>Estimated Part Year Revenue</i>	<i>Estimated Part Year Total Costs</i>	<i>Estimated Annual Net Municipal Share</i>
2020/21	Sep.20	4,500	2	\$95,337	\$531,951	\$223,278
Description: Improve Transit Network Span and Frequency Based on Transit Future Action Plan						

The City recently updated 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. Nine 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 hours proposed

can improve the core transit network, service span, and frequency of service. Primarily, the hours will be applied toward transit improvement needs identified through ongoing assessment and customer feedback. All hours applied will be in line with the short-, medium- and long-term network improvement strategies identified in the Transit Future Action Plan.

The 2018/2019 passenger trips per capita in Kamloops (51.6 trips per person) is still lower than the Tier 1 average (81.1 trips per person). The 2018/2019 service hours per capita in Kamloops (1.41 annual hours per person) is also lower than the Tier 1 average (2.1 annual hours per person). These measures indicate there is untapped transit demand in Kamloops and suggest that adding hours of service will continue to increase ridership.

In order to achieve the Transit Goals and KPI targets set out in the City's Transportation Master Plan (TMP), staff recommend that Council approve the proposed conventional and custom transit expansion initiatives that have been presented to the municipality by BC Transit.

Options (Alternatives) Considered

Option 2: Approve the budget increase to conventional and custom service for the next three years.

Conventional

Incorporate 13,500 (4,500 hours per year for the next three years) additional conventional service hours. This option further ensures funding is in place to support the continued growth of transit in Kamloops for the next three years and that the City continues toward the mode share target set out in the TMP for 2039.

Annual Operating Agreement Period	In-Service Date	Annual Hours	Vehicle Requirement	Estimated Annual Net Municipal Share
2020–2021	September 2020	4,500	2	\$223,278
Potential Future Expansion Opportunities (Option 2)				
2021–2022	September 2021	4,500	3	\$261,327
2022–2023	September 2022	4,500	2	\$232,227

Custom

This option further ensures funding is in place to support the continued enhancement of custom transit in Kamloops for the next three years. It will be a progressive step forward as the City and Province work toward the common goal of parity in span of service between custom and conventional.

Annual Operating Agreement Period	In-Service Date	Estimated Annual Total Costs	Estimated Annual Net Municipal Share
2020–2021	September 2020	\$106,000	\$22,709
Potential Future Expansion Opportunities (Option 2)			
2021–2022	September 2021	\$85,000	\$20,714
2022–2023	September 2022	\$50,000	\$10,855

Financial Considerations (Benefit/Cost Analysis)

Please note that the predicted costs for each group of service expansion hours vary 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 4,500 annual hours for conventional transit implementation starting September 2020, along with the proposed \$106,000 gross annual expansion to custom transit (net municipal cost of \$22,709/year)

<i>Description of Costs</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Operating:					
<i>Conventional Transit: (September 2020)</i>	\$74,426	\$223,278	\$223,278	\$223,278	\$223,278
<i>Custom Transit:</i>	\$7,570	\$22,709	\$22,709	\$22,709	\$22,709
Total Spend By Year	\$81,996	\$245,987	\$245,987	\$245,987	\$245,987

Option 2: Approve the budget increase to incorporate expansion for the next three years

<i>Description of Costs</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Operating:					
<i>Conventional Transit:</i>					
<i>Sept 2020 Implementation</i>	\$74,426	\$223,278	\$223,278	\$223,278	\$223,278
<i>Sept 2021 Implementation</i>		\$87,109	\$261,327	\$261,327	\$261,327
<i>Sept 2022 Implementation</i>			\$77,409	\$232,227	\$232,227
<i>Custom Transit:</i>					
<i>Sept 2020</i>	\$7,570	\$22,709	\$22,709	\$22,709	\$22,709
<i>Sept 2021</i>		\$6,905	\$20,714	\$20,714	\$20,714
<i>Sept 2022</i>			\$3,618	\$10,855	\$10,855
Total Spend By Year	\$81,996	\$340,001	\$609,055	\$771,110	\$771,110

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, tires) are projected to be covered under the Conventional Transit Operating Reserve Fund, which has accrued from previous years' surplus and is held by BCT.

Proposed Schedule

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

Conclusion/Recommendation

Administration recommends that Council approve the additional service hours under Option 2 and the requisite costs for both conventional and custom transit for the 2020 fiscal year.

To be Completed by the Corporate Services Department

Proposed Funding Options

Proposed funding is 100% taxation. 2020 is projected to be a partial year, beginning in September with the annualization being recognized in 2021.

<i>Funding Sources</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Operating Costs:					
<i>Taxation</i>	<i>\$82,000</i>	<i>\$164,000</i>			
<i>Taxation Increase</i>	<i>0.07%</i>	<i>0.14%</i>			

Should Council consider approving Option 2 per the details above, the proposed funding would be as follows:

<i>Funding Sources</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Operating Costs:					
<i>Taxation</i>	<i>\$82,000</i>	<i>\$258,000</i>	<i>\$270,000</i>	<i>\$161,000</i>	
<i>Taxation Increase</i>	<i>0.07%</i>	<i>0.22%</i>	<i>0.23%</i>	<i>0.14%</i>	

Tax percentages for years 2021 and beyond are based on the current 2020 \$112 million provisional budget taxation base.



Canada's Tournament Capital

RCMP Battle Street Detachment Renovations and Improvements

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

Reviewed by: D. Hallinan, FCPA, FCMA, Planning and Procurement Manager
K. Beeton, Police Support Services Supervisor

Concurrence: [Click here to enter text.](#)

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Business Case Committee

Executive Summary

Public safety is fundamental to the livability of a community. The City strives to continually improve community safety by strategically investing in opportunities that have meaningful benefits. The City works with a variety of organizations, agencies, and community interest groups to collectively ensure community safety. The RCMP is the main agency responsible for providing policing services in Kamloops.

The RCMP Detachment at Battle Street was built in 1990. At that time, the 3,200 m² building was designed to accommodate the traffic, rural, and investigations departments as well as general daily duty operations. The building was expected to support the needs of policing operations for the next 10 years. In 2002, 12 years after opening, the total occupancy in the detachment was 158 employees. In fall 2019, total occupancy had increased to 194 employees, which represented a 23% increase since 2002.

Over the past 30 years, there has been a number of renovations intended to help address the increased occupancy at the Battle Street Detachment. There have also been changes to the building because of the many changes related to the regulatory requirements of the policing service. These physical facility changes have impacted the building's configuration, which has resulted in a number of operational challenges and several safety concerns.

Given the piecemeal nature of past renovations, there is a significant need to improve the current booking entry, main entry, and forensic/evidence rooms. The exploration into improving these areas has uncovered a need to expand further and to assess opportunities to increase the office spaces, locker rooms on the second floor, and the gymnasium in the basement. If these improvements are implemented, it will extend the facility's lifespan and allow for future growth.

The Province has recognized the need to address the concerns related to the current working environment and is currently in discussion with the City to identify the provincial government's level of commitment regarding this project. The funding will be used to address the deficiencies, which will support a longer-term facility solution for policing activities in Kamloops.

Administration recommends that \$750,000 be added to the City's supplemental budget in order to develop a detailed, phased expansion plan that will address work space constraints within the current building configuration at the RCMP Battle Street Detachment.

Background

The Battle Street Detachment was constructed in 1990. At that time, the population of the Kamloops was approximately 67,000. The building opened in fall 1990, and it was expected that the facility would provide the necessary support for policing operations for the next 10 years. In 2002, the total occupancy in the structure was 158 employees. Reporting in 2019 shows occupancy at 194 employees, which is a 23% increase. The occupancy numbers are a combination of both RCMP members and City support staff. As the city has grown over the past 30 years, the conditions in society have changes considerably, which has resulted in the need for increased policing services and support from City staff.

The various incidents handled by police, the handling and safeguarding of evidence, and the nature of the evidence has changed over the past 30 years. These changes are a result of an increased policing services requirement and an increased need to safeguard employees and segregate evidence from those who do not require access. These requirements are currently challenged due to the building's configuration and the amount of space available.

The Battle Street detachment will not be able to accommodate the increase in required staffing stationed at this facility as the city continues to grow and the demand for policing services increases.

Proposal

In order to provide continued successful policing service, it is recommended that the City invest in renovating the Battle Street Detachment. These renovations will include a phased approach to reduce the operational impact while ultimately improving access, security, and usability at the facility. Further information is outlined in Option 3 below.

Options Considered

Several options have been considered as part of this business case assessment. The options of greatest relevance are summarized below.

Option 1 - Remain at Status Quo

The City could advance no additional investment into the Battle Street Detachment. This approach would increase the need for a new detachment in the near future. There are no renovation costs for this option.

Option 2 - Build a New Facility

In 2017, the City of Kelowna completed construction of a new, purpose-built RCMP facility. The total cost was \$48 million, of which \$42 million was funded by debt. While constructing a new facility in Kamloops is a viable option, the location of the current building is able to accommodate an expansion, is readily available, and provides a viable, affordable solution.

Option 3 - Development Detailed Design and Phasing Plans

During 2020, Administration will develop a medium-term three- to five-year design/renovation plan that will address the space needs to support the required workspace upgrades for the Battle Street Detachment for the next 10–15 years. Renovating this facility will keep the RCMP Detachment adjacent to the downtown core. The location is central and provides easy access to all of the city's neighbourhoods.

Implementation of the phased approach will deal with the immediate design deficiencies and safety concerns related to the following:

- renovating and expanding the booking entry
- replacing the main entry canopy
- addressing concerns regarding the treatment of potentially harmful items
- addressing the storage requirements and receipt of items delivered to the detachment
- performing basic upgrades to the HVAC in the forensic evidence room on the second floor

Once the priority design is completed, Administration will present a report to Council to secure additional funding to address these issues as soon as possible.

Included in this work will be the development of a phased plan to address the viability and cost estimates of expanding the current facility to accommodate a three-storey addition to the north

of the building, which would expand each of the improvements in the new area. Key features of the design include:

- new and renovated office spaces to accommodate current employees and additional space for potential increase in employees over the next 10–15 years
- replacing the main entry canopy and reinvention of the reception area
- expanding the garage bays to the north end of the building
- relocating the forensic department from the second storey to the bottom floor in the former garage bays, and evidence room
- relocating the gym into the second storey
- reconfiguring the second floor to expand the men's and women's locker rooms

In order to understand the complete costs and potential schedule of this work, an initial \$750,000 is being requested to deliver on the design and development of the overall plan.

It is anticipated that the additional investment to address the current constraints in the building will cost \$8–\$10 million depending on when the work is completed, any possible changes in building requirements, and inflation.

Financial Considerations (Benefit/Cost Analysis)

Option 3 - Development Detailed Design and Phasing Plans

<i>Description of Costs</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital:					
Detailed design	\$750,000				
Total Capital	\$750,000				
Operating:					
Total Operating	\$0				
Total Spend By Year	\$750,000				

Once the detailed design is complete, there will be a need to address an increase in operating costs due to the increased floor space. This increase includes, but is not limited to, utilities, janitorial, routine repairs, and maintenance. These costs will be further detailed once the design is complete.

Conclusion/Recommendation

It is our conclusion and recommendation that the best approach, both financially and operationally, is to implement a program that will extend the current facility's lifespan for as long as possible. While this approach comes with its own risks, mitigating the risks by implementing an Integrated Project Delivery approach (IPD) is suggested. This approach will accurately identify actual project costs and phases. A collaborative IPD model will optimize project results, increase value to the owner, reduce waste, and maximize efficiency through all phases of design, fabrication, and construction. This approach will bring the major design and construction team members on board during the early phases to assist with design, cost development, and collaboration with the RCMP Departmental Security Screening Branch (DSS) to ensure that the end result will meet the needs of the detachment for the foreseeable future.

The Community and Protective Services (CPS) Department visualizes these renovations taking place over a number of years to minimize disruptions to policing services and allow for a phased financial strategy for the renovations and improvements. The Province has recognized the need to address the concerns related to the current working environment and is currently in discussion with the City to identify the provincial government's level of commitment towards this project.

To properly implement this approach, it is recommended that \$750,000 for design be allocated to this year's capital budget for Council consideration and adoption in 2020. The construction phases, actual construction costs, request to address the immediate concerns, and funding options will be presented to Council in fall 2020 when the design is complete.

To be completed by the Corporate Services Department

Proposed Funding Options

Funding Sources		2020	2021	2022	2023	2024
Capital Costs						
	Surplus Reserve – City Share	\$750,000				



Canada's Tournament Capital

Pedestrian Crossing Upgrade Program

Prepared By: B. Demuriak, P. Eng., Transportation Engineer

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

Concurrence: Devis Luison, Trades Manager

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Business Case Committee

Executive Summary

As outlined in the 2019–2022 City of Kamloops Council Strategic Plan, one of the City’s goals is to ensure we facilitate safe and sustainable transportation options and create community connectivity through constructing infrastructure that provides the safe use of alternative forms of transportation.

This business case proposes a funding strategy to initiate pedestrian crossing upgrades as prescribed by the updated (third edition) *Pedestrian Crossing Control Guide (the Guide)*, published by the Transportation Association of Canada (TAC) in June 2018.

There are 390 marked crosswalks in Kamloops and all were evaluated using the new Guide. There are 47 existing crosswalks that do not adhere to the new guidelines. Upon review of these locations, it was determined that eight of the crossing locations are already identified and slated for upgrades through intersection capacity (Development Cost Charges [DCC]) funding or future road improvement projects. The remaining 39 crossing locations are the subject of this business case.

An annual budget of \$650,000 over 10 years (\$6.5 million) is to be allocated from the existing Active Transportation budget and will support upgrades to the 39 existing crossing locations so they can conform to the updated Guide.

Situational Overview (Terms of Reference)

As outlined in the 2019–2022 City of Kamloops Council Strategic Plan, one of the City’s goals is to ensure we facilitate safe and sustainable transportation options and create community connectivity through constructing infrastructure that provides the safe use of alternative forms of transportation.

This business case proposes a funding strategy to implement pedestrian crossing upgrades identified using the Guide. The main objective of the Guide is to promote uniformity across the country with respect to the approach used in the provision of pedestrian crossing control. This is done through:

- establishing the need for controlling the traffic to enable pedestrians to cross the roadway safely
- identifying the type of traffic control device that would be most suitable for the location’s cross-section, vehicular exposure, and pedestrian demand

Ensuring that the crosswalks in the city meet the standards of the new Guide directly supports the following key performance indicators (KPI) and targets as outlined in the Council-adopted 2019 Transportation Master Plan (TMP):

- KPI 1 - Target 1 - Increase share of travel to work by sustainable modes to 30% by a population of 120,000 (2039).

Providing safer crossing facilities will encourage people to walk as a mode of transportation.

- KPI 5 - Target 5 - Zero traffic collisions resulting in fatalities by 2039.

Increasing the visibility and creating more awareness for pedestrians at crossings will assist in lowering the number of collisions that involve pedestrians.

The Traffic and Transportation Section reviewed 390 existing crossing locations throughout the City and compared those configurations to the updated 2018 Guide. Previously, the City has used the 1994 Guide, and the Pedestrian Crossing Control Manual was adopted by the City of Kamloops Traffic Advisory Committee on June 1995. A revised edition of the Guide was released in 1998.

The major differences between the 2018 and 1994 guidelines are the required hourly average pedestrians, the minimum number of vehicles per day, and the regulatory speed limit.

Type	No. of Lanes	1998 Pedestrian Crossing Control Manual		2018 Pedestrian Crossing Control Guide	
		Vehicles per Day	Pedestrians**	Vehicles per Day*	Pedestrians**
Signed and Marked (Ground Mounted [GM]))	2	8,000	15	1,500	15
	3	5,500	15	1,500	15
	4	3,000	15	1,500	15
Rectangular Rapid Flashing Beacon (RRFB)	2	n/a	n/a	12,000	15
	3	n/a	n/a	9,000	15
	4	n/a	n/a	4,500	15
Special Crosswalk (Overhead Flasher [OF])	2	10,000	35	n/a (<70 km/h)	n/a (<70 km/h)
	3	n/a (for two-way)	n/a (for two-way)	15,000	15
	4	4,500	35	9,000	15
Pedestrian Signal (Traffic Signal [TS]))	2	12,000	55	n/a (for two-way)	n/a (for two-way)
	3	n/a (for two-way)	n/a (for two-way)	n/a (< 60 km/h)	n/a (<60 km/h)
	4	8,000	55	15,000	15

*Vehicle volumes are the minimum total required to warrant the associated crosswalk

**Pedestrians are represented in Equivalent Adult Units (EAUs) per hour:

- Adults 1.0 EAU
- Children (12 or younger) 2.0 EAUs
- Older pedestrians (65 or older) 1.5 EAUs
- Pedestrian with impairment 2.0 EAUs

Of the 390 marked crosswalks in Kamloops, 47 do not adhere to the new guidelines. The locations were reviewed, and eight are already identified and slated for upgrades through intersection capacity (DCC) funding or future road improvement projects. The remaining 39 locations do not have current funding identified to upgrade them. These 39 locations are the primary subject of this business case.

To evaluate the crossings, a scoring criteria was established. It uses 10 road characteristics to help prioritize the list of the 39 crosswalks that require upgrading. Higher scores indicate higher priorities. Certain characteristics carry higher weight in the scoring criteria than others. The following table lists the criteria and the scores assigned for each characteristic.

Criteria	Characteristic	Score
Road classification	Arterial	5
	Collector	3
	Local	1
Number of lanes (each direction)	1	1
	1.5	2
	2	3
	3	4
	4	5
Transit route present?	Yes	2.5
	No	0
Street lights present?	Both sides	1
	One side	2
	Opposite corner of crosswalk	3
	None	4
Truck route present?	Yes	5
	No	0
Present/future bike route?	Yes	2.5
	No	0
Connectivity present?	Yes	2.5
	No	0
Pedestrian collision history over the past five years (number of incidents involving pedestrians)	1	2
	2	3
	≥3	5
Adjacent facilities (100 m offset or directly connected route or school, park, seniors centre, mall, bus stop)	Yes	5
	No	0
Road Grade (%)	Grade < 4%	1
	4% ≤ Grade ≤ 8%	3
	8% < Grade	5

Note: The maximum possible score is 41.5.

The following table lists the 39 crosswalks in order of priority. A more detailed list of the crosswalks, their evaluation results, and the approximate costs to upgrade has been provided as Appendix "A".

Location	Upgrade Required	Total Score
Westsyde Rd at Rue Chez Nous	TS	34.50
Westsyde Rd at Parkview Dr (N)	TS	32.50
Summit Dr at Freshfield Rd	RRFB	32.50
Westsyde Rd at Woodhaven Dr	TS	30.50
Westsyde Rd at Anderson Terr	TS	29.50
Westsyde Rd at Yates Rd	TS	29.50
Westsyde Rd at Bebek Rd	TS	29.50
Westsyde Rd at Mcqueen Dr	TS	28.50
Westsyde Rd at Grant Rd	TS	28.50
Victoria St at 11th Ave	TS	27.00
Battle St at 12th Ave	TS	27.00
Tranquille Rd at Valhalla Dr	TS	27.00
Summit Dr at Gleneagles Dr	RRFB	26.50
Columbia St W 610 Lookout Park	TS	26.00
Tranquille Rd at Leigh Rd	RRFB	25.50
Mackenzie Ave at Van Dyke St McArthur Island	RRFB	25.50
Columbia St W at Sahali Terr	TS	25.00
Halston Ave at 13th St	OF	25.00
Westsyde Rd at Settlement Rd	TS	24.50
Tranquille Rd at 665 (Northhills Mall)	TS	24.00
Hillside Dr At 1210 Aberdeen Mall	RRFB	24.00
Tranquille Rd #262	RRFB	23.00
Tranquille Rd at Aspen Ave	RRFB	23.00
Tranquille Rd at Knox St	RRFB	23.00
Tranquille Rd at Mackenzie Ave	RRFB	23.00
Tranquille Rd at Palm St	RRFB	23.00
Tranquille Rd at Yew St	RRFB	23.00
Valleyview Dr at Strom Rd	RRFB	22.50
Westsyde Rd at Parkview Dr (S)	TS	22.50
Tranquille Rd #377	RRFB	22.00
Valleyview Dr at Knollwood Cres	RRFB	21.50
Tranquille Rd at Royal Ave	RRFB	21.50
Tranquille Rd at Larkspur St	RRFB	21.50
Tranquille Rd at Wilson St	RRFB	21.50
Columbia St at 12th Ave	RRFB	21.00
Tranquille Rd at Oak Rd	RRFB	21.00
Valleyview Dr at Knollwood Dr	RRFB	20.50
Summit Dr at Whiteshield Cres	RRFB	19.50
Summit Dr at Robson Dr	OF	18.50

The following table provides the upgrade descriptions and costs.

TYPE	DESCRIPTION	COST
RRFB - rapid rectangular flashing beacon	Roadside, mounted pedestrian signage with flashing LED lights	\$50,000
OF - special crosswalk	Overhead pedestrian signage and flashing lights	\$150,000
TS - pedestrian traffic signal	Flashing green light activated by pedestrian push button (differs from a full traffic signal)	\$300,000

The proposed 10-year program has identified a construction budget of approximately \$6,500,000 to upgrade the 39 pedestrian crossing locations. An annual construction budget of \$650,000 per year is required.

Please note the estimates are in 2020 dollars. Estimates are high-level Class D estimates and do not include allowances for property acquisition, utility relocations, and/or service connections.

Upon review of the major corridors in the city, it should be noted that the number of crossing locations needing to be upgraded could be reduced, as a number of existing locations are in close proximity to each other (within 200 m) and may be candidates for removal. Consultation with relevant stakeholders would be required before reducing the number of crossings in a particular area.

Accessibility upgrades will also occur (e.g. proper ramps, transitions, etc.) at each identified crossing location, where required and where it is feasible to integrate into the work.

Grant funding may be available for certain projects. Staff regularly access the Road Improvement Program funding from the Insurance Corporation of BC (ICBC). If other grant funding opportunities become available, it may be possible to either reduce the tax draw of the program or to accelerate the 10-year program.

Options (Alternatives) Considered

Option 1

To complete the 39 pedestrian crossing upgrades presented in this business case in 10 years.

Option 2

15-Year Program

The proposed 15-year program has identified a construction budget of approximately \$6,600,000 to upgrade the 39 pedestrian crossing locations. An annual budget of \$440,000 per year is required. The costs in this option are more exposed to risks from inflation than the costs proposed in Option 1.

Option 3

The third option is to maintain the status quo.

Financial Considerations (Benefit/Cost Analysis)

Option 1 - Complete 39 pedestrian crossing upgrades over 10 years

The costs associated with operating and maintaining are estimated at approximately \$8,000 per traffic signal per year. During 2021, the project will commence with survey, design and analysis for the initial locations.

<i>Description of Costs</i>		<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital:						
	Location identification, analysis, and design		\$150,000			
	Construction and materials			\$650,000	\$650,000	\$650,000
Total Capital			\$150,000	\$650,000	\$650,000	\$650,000
Operating:						
	Operating and maintenance		\$0	\$0	\$16,000	\$32,000
Total Operating			\$0	\$0	\$16,000	\$32,000
Total Spend By Year			\$150,000	\$650,000	\$666,000	\$682,000

Option 2 - Complete 39 pedestrian crossing upgrades over 15 years

The costs associated with operating and maintaining are estimated at approximately \$8,000 per traffic signal per year. During 2021, the project will commence with survey, design and analysis for the initial locations.

<i>Description of Costs</i>		<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital:						
	Location identification, analysis, and design		\$150,000			
	Construction and materials			\$440,000	\$440,000	\$440,000
Total Capital			\$150,000	\$440,000	\$440,000	\$440,000
Operating:						
	Operating and maintenance			\$0	\$8,000	\$24,000
Total Operating				\$0	\$8,000	\$24,000
Total Spend By Year			\$150,000	\$440,000	\$451,000	\$464,000

Risk Analysis

With the current FTE levels in the Civic Operations and Development, Engineering, and Sustainability Departments, there may not be sufficient resources to install and maintain new infrastructure, which could result in overcommitting staff. This risk can be mitigated by contracting out much of the work.

Detailed designs will be required for each crossing location prior to construction. Project constraints such as property acquisition and utility relocations may cause the timing of proposed projects to vary and may impact the overall budget.

Possible liability issues may arise if a collision or safety problem occurs as a result of the lack of a warranted pedestrian control device at an identified crossing within the city. Having a proper program in place that identifies the locations requiring improvements and working proactively to upgrade each crossing will reduce the liability incurred by the City should an incident occur.

The longer the time period over which the program is delivered creates longer exposure to inflation. A small allowance for inflation has been included.

Proposed Schedule

It is proposed that the Pedestrian Crossing Upgrade Program start in 2021 with identification, warrant analysis, and design, with crossing upgrade construction to begin in 2022.

There are adequate staff resources to deliver approximately two crossings per year (consistent with the 10-year program). Much of the work will be performed by contracted services.

Conclusion/Recommendation

To complete 39 crosswalk upgrades over a 10-year period, staff are requesting that existing funds already approved towards active transportation initiatives be allocated to support an annual capital budget of \$650,000/year, for a total of \$6,500,000. A corresponding request for operating and maintenance funding is required for year 2023 and beyond. Operating and maintenance costs are estimated at approximately \$8,000 per traffic signal per year.

Allocating funding from the existing active transportation funds will require reprioritizing of projects. An alternative funding source such as taxation would be required to complete both this project and the previously identified Active Transportation projects.

To be Completed by the Corporate Services Department

Proposed Funding Options

Initial Funding Option:

Funding Sources	2020	2021	2022	2023	2024
Capital Costs:					
Existing Funding: Active Transportation		\$150,000	\$650,000	\$650,000	\$650,000
Operating Costs:					
Taxation				\$16,000	\$32,000

Active transportation is funded under projects number 976102 and 976103 in the Five-Year Financial Plan. This will extend by five years the time it takes to deliver Active Transportation short- and medium-term priority projects identified in the TMP.

Active transportation modes such as walking and cycling are at the top of the TMP's hierarchy. The TMP has identified the need for roughly \$13 million* for short-term priority projects and \$24 million* for medium-term priority projects. Currently, \$2,500,000/year in capital is budgeted for active transportation projects. At this funding level, it will take approximately 15 years to complete the short and medium-term priority projects identified in the TMP. This level of funding was set by Council during budget deliberations in 2019 based on a business case presented to Council by staff in 2019.

Long-term priority and secondary projects have also been identified in the TMP at an estimated cost of \$48 million*. Staff will continue to implement these projects when opportunities to cost share with other capital projects are feasible; however, funding is presently not identified for any of the long-term priority and secondary projects.

11% of the overall funding is provided by Development Cost Charges (DCCs) and the remainder is primarily Community Works Fund. The Pedestrian Crossing Upgrade Program is not eligible for DCCs as there are not any capacity upgrades included in these projects. Therefore, only the Community Works Funds could be re-allocated towards the Pedestrian Crossing Upgrades Program.

Assuming \$650,000 of Community Works Funds are taken from the Active Transportation Programs and re-allocated to Pedestrian Crossing Upgrades then it is expected that it will take a little more than 20 years to complete the Active Transportation short and medium-term priority projects identified in the TMP. This is a little more than Five years longer than the current funding level for Active Transportation provided.

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

Alternative Funding Proposal:

<i>Funding Sources</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital Costs:					
Taxation					
Total Capital Costs		\$150,000	\$650,000	\$650,000	\$650,000
			\$650,000	\$650,000	\$650,000
Operating Costs:					
Taxation				\$16,000	\$32,000

Impact on Taxation:

<i>Funding Sources</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital Funding:					
Taxation		\$150,000	\$500,000		
Operating Costs:					
Taxation				\$16,000	\$16,000
Estimated Increase*		0.13%	0.43%	0.10%	0.10%

* Based on 2020 Provisional Tax Requirement

Appendix "A"
List of Crosswalks Evaluated and Results

20/01/2020

LOCATION	YEAR	AADT	2019 ADDT	2020.0	2021.0	2022.0	2023.0	2024.0	2025.0	2026.0	2027.0	2028.0	2029.0	SPEED	TRAVEL	PARKING	# OF LANES
Westsyde Rd at Rue Chez Nous	2018	16180	16382.250	16587.03	16794.37	17004.30	17216.85	17432.06	17649.96	17870.59	18093.97	18320.14	18549.14	60	4	0	4
Westsyde Rd at Parkview Dr (N)	2018	16180	16382.250	16587.03	16794.37	17004.30	17216.85	17432.06	17649.96	17870.59	18093.97	18320.14	18549.14	60	4	0	4
Summit Dr at Freshfield Rd	2017	8418	8629.765	8737.64	8846.86	8957.44	9069.41	9182.78	9297.56	9413.78	9531.46	9650.60	9771.23	50	4	0	4
Westsyde Rd at Woodhaven Dr	2018	16180	16382.250	16587.03	16794.37	17004.30	17216.85	17432.06	17649.96	17870.59	18093.97	18320.14	18549.14	60	4	0	4
8th St at Lethbridge Ave	2017	22490	23055.764	23343.96	23635.76	23931.21	24230.35	24533.23	24839.89	25150.39	25464.77	25783.08	26105.37	50	4	0	4
Westsyde Rd at Anderson Terr	2018	16180	16382.250	16587.03	16794.37	17004.30	17216.85	17432.06	17649.96	17870.59	18093.97	18320.14	18549.14	60	4	0	4
Westsyde Rd at Yates Rd	2018	16180	16382.250	16587.03	16794.37	17004.30	17216.85	17432.06	17649.96	17870.59	18093.97	18320.14	18549.14	60	4	0	4
Westsyde Rd at Bebek Rd	2016	8850	9186.041	9300.87	9417.13	9534.84	9654.03	9774.70	9896.89	10020.60	10145.85	10272.68	10401.09	60	4	0	4
Westsyde Rd at Overlander Dr	2017	6200	6355.969	6435.42	6515.86	6597.31	6679.78	6763.27	6847.81	6933.41	7020.08	7107.83	7196.68	60	4	0	4
Hillside Dr at Home Depot	2018	11970	12119.625	12271.12	12424.51	12579.82	12737.06	12896.28	13057.48	13220.70	13385.96	13553.28	13722.70	50	4	0	4
Westsyde Rd at McQueen Dr	2018	16180	16382.250	16587.03	16794.37	17004.30	17216.85	17432.06	17649.96	17870.59	18093.97	18320.14	18549.14	60	4	0	4
Westsyde Rd at Grant Rd	2011	10430	11519.790	11663.79	11809.58	11957.20	12106.67	12258.00	12411.23	12566.37	12723.45	12882.49	13043.52	60	4	0	4
Victoria St at 11th Ave	2016	16640	17271.833	17487.73	17706.33	17927.66	18151.75	18378.65	18608.38	18840.99	19076.50	19314.96	19556.39	50	4	0	4
Battle St at 12th Ave	2016	16640	17271.833	17487.73	17706.33	17927.66	18151.75	18378.65	18608.38	18840.99	19076.50	19314.96	19556.39	50	4	0	4
Tranquille Rd at Valhalla Dr	2018	14420	14600.250	14782.75	14967.54	15154.63	15344.06	15535.87	15730.06	15926.69	16125.77	16327.35	16531.44	50	4	0	4
Summit Dr at Gleneagles Dr	2017	8418	8629.765	8737.64	8846.86	8957.44	9069.41	9182.78	9297.56	9413.78	9531.46	9650.60	9771.23	50	3	0	3
Columbia St W 610 Lookout Park	2016	27940	29000.901	29363.41	29730.46	30102.09	30478.36	30859.34	31245.08	31635.65	32031.09	32431.48	32836.87	60	4	0	4
TRANQUILLE RD AT LEIGH RD	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
Pacific Way at Howe Rd *	2018	8110	8211.375	8314.02	8417.94	8523.17	8629.71	8737.58	8846.80	8957.38	9069.35	9182.72	9297.50	50	3	0	3
MacKenzie Ave at Van Dyke St McArthur	2019	4910	4910.000	4971.38	5033.52	5096.44	5160.14	5224.64	5289.95	5356.08	5423.03	5490.81	5559.45	50	2	1	3
Columbia St W at Sahali Terr	2016	30400	31554.309	31948.74	32348.10	32752.45	33161.85	33576.38	33996.08	34421.03	34851.30	35286.94	35728.02	60	4	0	4
Halston Ave at 13th St	2016	10810	11220.463	11360.72	11502.73	11646.51	11792.09	11939.49	12088.74	12239.85	12392.85	12547.76	12704.60	50	4	0	4
Westsyde Rd at Settlement Rd	2011	12370	13662.493	13833.27	14006.19	14181.27	14358.53	14538.02	14719.74	14903.74	15090.03	15278.66	15469.64	60	4	0	4
Hillside Dr at 1210 Aberdeen Mall	2017	14360	14721.244	14905.26	15091.58	15280.22	15471.22	15664.61	15860.42	16058.68	16259.41	16462.65	16668.43	50	4	0	4
TRANQUILLE RD AT ELM AVE	2018	8890	9001.125	9113.64	9227.56	9342.90	9459.69	9577.94	9697.66	9818.88	9941.62	10065.89	10191.71	50	2	1	3
Tranquille Rd at 665 (Northhills Mall)	2019	14396	14396.000	14575.95	14758.15	14942.63	15129.41	15318.53	15510.01	15703.88	15900.18	16098.93	16300.17	50	4	0	4
TRANQUILLE RD #262	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
TRANQUILLE RD AT ASPEN AVE	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	1	3
TRANQUILLE RD AT KNOX ST	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	1	3
TRANQUILLE RD AT MACKENZIE AVE	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
TRANQUILLE RD AT PALM ST	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	1	3
TRANQUILLE RD AT YEW ST	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
Valleyview Dr at Strom Rd	2018	10450	10580.625	10712.88	10846.79	10982.38	11119.66	11258.65	11399.39	11541.88	11686.15	11832.23	11980.13	50	3	0	3
Westsyde Rd at Parkview Dr (S)	2018	15760	15957.000	16156.46	16358.42	16562.90	16769.93	16979.56	17191.80	17406.70	17624.28	17844.59	18067.65	60	4	0	4
TRANQUILLE RD #377	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
Valleyview Dr at Knollwood Cres	2018	8337	8441.213	8546.73	8653.56	8761.73	8871.25	8982.14	9094.42	9208.10	9323.20	9439.74	9557.74	50	3	0	3
Tranquille Rd at Royal Ave	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
TRANQUILLE RD AT LARKSPUR ST	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
TRANQUILLE RD AT WILSON ST	2017	11940	12240.366	12393.37	12548.29	12705.14	12863.96	13024.75	13187.56	13352.41	13519.31	13688.31	13859.41	50	2	0	2
Columbia St at 12th Ave	2016	9080	9424.774	9542.58	9661.87	9782.64	9904.92	10028.73	10154.09	10281.02	10409.53	10539.65	10671.40	50	2	1	3
TRANQUILLE RD AT OAK RD	2018	9820	9942.750	10067.03	10192.87	10320.28	10449.29	10579.90	10712.15	10846.05	10981.63	11118.90	11257.89	50	2	1	3
Valleyview Dr at Rose Hill Rd	2018	10450	10580.625	10712.88	10846.79	10982.38	11119.66	11258.65	11399.39	11541.88	11686.15	11832.23	11980.13	50	2	0	2
Valleyview Dr at Knollwood Dr	2018	8337	8441.213	8546.73	8653.56	8761.73	8871.25	8982.14	9094.42	9208.10	9323.20	9439.74	9557.74	50	3	0	3
Summit Dr at Whiteshield Cres	2017	11320	11604.769	11749.83	11896.70	12045.41	12195.98	12348.43	12502.78	12659.07	12817.31	12977.52	13139.74	50	3	0	3
Summit Dr at Robson Dr *	2016	9780	10151.353	10278.25	10406.72	10536.81	10668.52	10801.87	10936.90	11073.61	11212.03	11352.18	11494.08	50	4	0	4
Hillside Dr N at Bunker Rd	2017	7885	8083.357	8184.40	8286.70	8390.29	8495.17	8601.36	8708.87	8817.73	8927.96	9039.55	9152.55	50	3	0	3
6th Ave at Douglas St *	2018	7907	8005.838	8105.91	8207.23	8309.82	8413.70	8518.87	8625.35	8733.17	8842.34	8952.87	9064.78	50	2	1	3

SUBLOCATIO	DESCRIPTIO		ROADCLASS	REQUIRED	ESTIMATE	Road Clas	Score	# of Lanes (Ea.	Score	Transit I	Score	Street Light	Score	Truck	Score	Bike Rout	Score
S	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	Opp corner	3	Yes	5	Yes	2.5
S	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	Yes	2.5
N	Upgrade required	4500 to 9000	ARTERIAL	RRFB	\$ 150,000.00	Arterial	5	1.5	2	Yes	2.5	Opp corner	3	No	0	Yes	2.5
S	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	Opp corner	3	Yes	5	Yes	2.5
S	Upgrade required	15000+	SPECIAL XWALK	TS	Funded from 976611	Arterial	5	2	3	Yes	2.5	Both sides	1	Yes	5	No	0
S	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	Yes	2.5
N	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	Opp corner	3	Yes	5	Yes	2.5
N	Upgrade required	4500 to 9000	SPECIAL XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	Yes	2.5
N	Upgrade required	4500 to 9000	ENHANCED XWALK	OF	Funded from 976611	Arterial	5	2	3	Yes	2.5	Opp corner	3	Yes	5	Yes	2.5
S	Upgrade required	9000 to 12000	ENHANCED XWALK	OF	Funded from 976611	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	No	0
S	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	Yes	2.5
S	Upgrade required	9000 to 12000	SPECIAL XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	Yes	2.5
W	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	No	0
W	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	Yes	5	No	0
W	Upgrade required	12000 to 15000	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	Opp corner	3	Yes	5	No	0
S	Upgrade required	4500 to 9000	ARTERIAL	RRFB	\$ 150,000.00	Arterial	5	1.5	2	Yes	2.5	One side	2	No	0	Yes	2.5
N/B S/B	Upgrade required	15000+	SPECIAL XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	No	0	No	0
W	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	Yes	2.5
S	Upgrade required in 8 years	4500 to 9000	ARTERIAL	RRFB	Funded from 976611	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	Yes	2.5
E	Upgrade required	4500 to 9000	COLLECTOR	GM	\$ 50,000.00	Collector	3	3	4	Yes	2.5	None	5	No	0	Yes	2.5
W	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	No	0	No	0
W	Upgrade required	9000 to 12000	ENHANCED XWALK	OF	\$ 150,000.00	Arterial	5	2	3	Yes	2.5	Opp corner	3	No	0	No	0
N	Upgrade required	12000 to 15000	SPECIAL XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	Opp corner	3	Yes	5	Yes	2.5
N	Upgrade required	12000 to 15000	ARTERIAL	RRFB	\$ 150,000.00	Arterial	5	2	3	No	0	Opp corner	3	Yes	5	No	0
N	Upgrade required	4500 to 9000	ARTERIAL	RRFB	Funded from 976611	Arterial	5	1	1	Yes	2.5	One side	2	No	0	No	0
N	Upgrade required in 4 years		SPECIAL XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	One side	2	No	0	No	0
N	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	No	0
N S	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	No	0
N S	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	No	0
N S	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	No	0
N S	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	No	0
N S	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	No	0
E	Upgrade required	9000 to 12000	COLLECTOR	RRFB	\$ 50,000.00	Collector	3	1.5	2	Yes	2.5	Opp corner	3	No	0	Yes	2.5
N	Upgrade required	15000+	ENHANCED XWALK	TS	\$ 300,000.00	Arterial	5	2	3	Yes	2.5	Both sides	1	Yes	5	Yes	2.5
N	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	One side	2	No	0	No	0
E	Upgrade required in 6 years	4500 to 9000	COLLECTOR	GM	\$ 50,000.00	Collector	3	1.5	2	Yes	2.5	Opp corner	3	No	0	Yes	2.5
S W	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	Yes	2.5
E	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	Yes	2.5
E	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	Yes	2.5
W	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	None	4	No	0	No	0
N S	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	Both sides	1	No	0	No	0
W	years	9000 to 12000	COLLECTOR	GM	Funded from 976611	Collector	3	1.5	2	Yes	2.5	One side	2	No	0	Yes	2.5
W	Upgrade required in 6 years	4500 to 9000	COLLECTOR	GM	\$ 50,000.00	Collector	3	1.5	2	Yes	2.5	One side	2	No	0	Yes	2.5
N	Upgrade required	9000 to 12000	ARTERIAL	RRFB	\$ 50,000.00	Arterial	5	1	1	Yes	2.5	One side	2	No	0	Yes	2.5
W	Upgrade required	9000 to 12000	ARTERIAL	OF	\$ 150,000.00	Arterial	5	1	1	Yes	2.5	None	4	No	0	Yes	2.5
N	Upgrade required in 9 years	4500 to 9000	ARTERIAL	GM	Funded from 976611	Arterial	5	1	1	Yes	2.5	One side	2	No	0	No	0
S	years	4500 to 9000	COLLECTOR	GM	Funded from 976611	Collector	3	1	1	No	0	One side	2	No	0	No	0

Connectivi	Score	Min SSI	Ped Coll (5yrs)	Score	Adj. Fac	Score	Road Grad	Score	Normalized	Total
Yes	2.5	Yes	3	5	Yes	5	1.1	1	3.450	34.50
Yes	2.5	Yes	0	0	Yes	5	8	5	3.250	32.50
Yes	2.5	Yes	7	5	Yes	5	8.5	5	3.250	32.50
Yes	2.5	Yes	1	1	Yes	5	0.3	1	3.050	30.50
Yes	2.5	Yes	4	5	Yes	5	1.2	1	3.000	30.00
Yes	2.5	Yes	1	1	Yes	5	0.4	1	2.950	29.50
Yes	2.5	Yes	0	0	Yes	5	1.1	1	2.950	29.50
Yes	2.5	Yes	1	1	Yes	5	0.6	1	2.950	29.50
Yes	2.5	Yes	0	0	Yes	5	0.8	1	2.950	29.50
Yes	2.5	Yes	1	1	Yes	5	5	3	2.900	29.00
Yes	2.5	Yes	0	0	Yes	5	2.4	1	2.850	28.50
Yes	2.5	Yes	0	0	Yes	5	0.4	1	2.850	28.50
Yes	2.5	Yes	1	1	Yes	5	0.7	1	2.700	27.00
Yes	2.5	Yes	1	1	Yes	5	3.7	1	2.700	27.00
Yes	2.5	Yes	0	0	Yes	5	0.2	1	2.700	27.00
Yes	2.5	Yes	0	0	Yes	5	8.5	5	2.650	26.50
Yes	2.5	No	2	3	Yes	5	5.2	3	2.600	26.00
Yes	2.5	Yes	3	5	Yes	5	0.3	1	2.550	25.50
Yes	2.5	Yes	2	3	Yes	5	7	3	2.550	25.50
Yes	2.5	No	0	0	Yes	5	1	1	2.550	25.50
Yes	2.5	Yes	0	0	Yes	5	8.5	5	2.500	25.00
Yes	2.5	Yes	2	3	Yes	5	0.2	1	2.500	25.00
Yes	2.5	Yes	0	0	No	0	0.5	1	2.450	24.50
Yes/No	0	Yes	0	0	YEs	5	7.8	3	2.400	24.00
Yes	2.5	Yes	5	5	Yes	5	0.5	1	2.400	24.00
Yes	2.5	Yes	2	3	Yes	5	0.5	1	2.400	24.00
Yes	2.5	Yes	4	5	Yes	5	0.2	1	2.300	23.00
Yes	2.5	Yes	6	5	Yes	5	0.6	1	2.300	23.00
Yes	2.5	Yes	3	5	Yes	5	0.6	1	2.300	23.00
Yes	2.5	Yes	5	5	Yes	5	1	1	2.300	23.00
Yes	2.5	Yes	4	5	Yes	5	0.2	1	2.300	23.00
Yes	2.5	Yes	12	5	Yes	5	0.1	1	2.300	23.00
Yes	2.5	Yes	1	1	Yes	5	1	1	2.250	22.50
Yes	2.5	Yes	0	0	No	0	1.1	1	2.250	22.50
Yes	2.5	Yes	2	3	Yes	5	1.5	1	2.200	22.00
Yes	2.5	Yes	0	0	Yes	5	0.4	1	2.150	21.50
Yes	2.5	Yes	1	1	Yes	5	0.3	1	2.150	21.50
Yes	2.5	Yes	1	1	Yes	5	1.5	1	2.150	21.50
Yes	2.5	Yes	1	1	Yes	5	0.5	1	2.150	21.50
Yes	2.5	Yes	0	0	Yes	5	3	1	2.100	21.00
Yes	2.5	Yes	2	3	Yes	5	0.6	1	2.100	21.00
Yes	2.5	Yes	0	0	Yes	5	0.4	1	2.050	20.50
Yes	2.5	Yes	0	0	Yes	5	0.6	1	2.050	20.50
Yes	2.5	Yes	2	3	No	0	3.2	1	1.950	19.50
Yes	2.5	Yes	0	0	No	0	0.8	1	1.850	18.50
Yes	2.5	Yes	0	0	No	0	4	3	1.600	16.00
Yes	2.5	Yes	0	0	No	0	8	5	1.350	13.50



Canada's Tournament Capital

Business Case for Additional Investments in City-Owned Boat Launches

Prepared by: Urban Systems
J. Putnam, B.Comm, Parks and Civic Facilities Manager

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

Concurrence:

X

Business Case Committee

Executive Summary

The North and South Thompson Rivers provide recreational opportunities (e.g. boating, fishing, paddling, and floating) for Kamloops and area residents. City-managed boat launches are well-utilized facilities that serve as important locations for launching watercraft. Ongoing investment into boat launches will maintain and/or increase service levels and proactively address the issues of infrastructure decline due to use and erosion.

In spring 2019, Council directed staff to undertake a review of its three public boat launches—McArthur Island, Pioneer Park, and Valleyview—to better understand how the City can support boat access to the river. This business case has been prepared based on Council's request to assess boat launch infrastructure, locations, and service levels as well as to investigate how the public and stakeholders (e.g. clubs, boat retailers, and emergency services) use these facilities.

The City partnered with Urban Systems to undertake the evaluation in summer 2019. The evaluation considered current conditions and recent upgrades, impacts of adding or reducing infrastructure, adjustments to access, a cost-benefit estimate of implementing pay parking for vehicles with trailers, and public and user input. Capital improvement options and estimated costs were also included in the evaluation.

Two options are being submitted for consideration. Option 1 outlines minimal improvements that total less than \$8,000 and include installing new signage at all sites to advise users of applicable City bylaws, ongoing maintenance to boat ramps to fill the gaps between pavers, and a parking reconfiguration at McArthur Island. Option 2 includes the same minimal improvements as Option 1 and outlines capital investments, including paved parking at Pioneer Park for vehicles with trailers, boat ramp replacements at Valleyview and Pioneer Park facilities, and replacing the dock and performing dredging at McArthur Island. A small change to the parking layout at McArthur Island is also a recommended investment. The total cost for the second option is \$763,000.

Option 1 addresses some of the feedback received as a result of the stakeholder engagement process and recognizes that approximately 75% of survey respondents were satisfied or somewhat satisfied with existing facilities. However, Option 1's limited activities would increase the long-term risk of failure from water erosion by relying on the temporary repairs at the two boat ramps and would mean that service levels would not be maintained. Option 2 considers stakeholders' consistent feedback around limited parking, boat launch ramp quality, and, in the case of McArthur Island, access from the channel to the river.

This business case presents the most practical investments, which do not raise the City's liability and do not significantly increase maintenance responsibilities.

Situational Overview (Terms of Reference)

Existing Boat Launches

The City owns and maintains three boat launches in Kamloops—Valleyview (Thompson Drive), Pioneer Park, and McArthur Island. All three launches are used for launching both motorized and non-motorized boat and watercraft by individuals, clubs, boat retailers, and emergency services. There is also a private boat launch at the Kamloops Airport and a publicly used area that is not City-owned or City-maintained near the Lafarge Road bridge.

Recent Investments

In 2018, the Valleyview and Pioneer Park boat launch ramps were temporarily improved by placing rock and gravel at the end of the existing ramps. The expected time before a more permanent solution is warranted is approximately five years, depending on river erosion.

Boat Launches as a System

Recent discussions about more permanent investments at the Valleyview and Pioneer Park boat launch ramps prompted a holistic review of boat access to the rivers and user experience. Boat launches function as a system, and the operations of one site may direct or impact users at another. A technical evaluation of the three facilities, a public and stakeholder engagement process, and a less formal review of the airport and Lafarge locations all informed this holistic review. These activities helped staff to understand what is both desirable and practical for improving the City-owned boat launch facilities.

The City's Ongoing Investment in Boat Launches

The City invests approximately \$50,000 per year to operate and maintain its three boat launches. That investment provides community members, boat-related businesses, and visitors with access to the North and South Thompson Rivers. Removing the boat launches from the City's service offerings is not recommended. These are relatively static facilities that do not require extensive operational costs compared to the benefits that river access provide to the community.

Stakeholder Engagement

During the stakeholder engagement conducted in July and August 2019, 75% of respondents to an online survey and face-to-face surveys conducted over two weekends at all three boat launches indicated that they were "satisfied" or "somewhat satisfied" with the existing facilities. There were, however, some challenges noted at each site. Appendix "A" includes a summary of results from stakeholder engagement.

Some survey recipients and stakeholder groups provided suggestions for improvements at each site. Comments that were most prevalent were around increasing parking spots for vehicles with trailers, improving boat ramp surfaces to make them even, and installing docks or places to tie up at the Valleyview and Pioneer Park locations. It is recognized that not all investments can be accommodated due to site constraints, liability, and benefits compared to capital cost; therefore, this business case presents the more pragmatic options that support site management and existing operations.

Options (Alternatives) Considered

A variety of upgrade improvements were considered for each of the existing boat launch sites. System-wide changes—from signage to paid parking to boat launch restrictions—were also considered. Appendix "A" provides a summary of the various capital and operations options that were reviewed. The report also recommends that the most suitable options be considered as two levels of investment.

Option 1

Option 1 is to make minimal capital investment and spend money on maintaining the sites, improving signage at all sites, and making a minor line-painting revision at the McArthur Island facility. These updates would result in a minimal improvement to service levels. Eventually, investments in the two boat launches will be necessary if Option 1, only, is advanced.

Option 2:

In Option 2, investments focus on the following:

- completing the investments outlined in Option 1 (maintaining the sites, signage improvements, and a minor line-painting revision at the McArthur Island facility)
- completing ramp replacements at both Valleyview and Pioneer Park facilities (timing would be dependent on how well the existing temporary improvements hold up)
- parking area improvements and reconfiguration at the Pioneer Park facility to accommodate more vehicle-with-trailer parking
- rebuilding and relocating the McArthur Island dock closer to the launch so that boat launchers can tie to the dock and return to their vehicles more easily
- dredging the river access point at McArthur Island boat launch (if environmental permits can be obtained)

Dredging the river access at the McArthur Island boat launch was also an investment requested through public input, and it is viewed as a way to extend the useful period that this facility can operate for motorized boat users. Dredging work is already within the City's investment plan for next spring 2020 and is contingent on environmental permits currently being reviewed and subject to final approval. Therefore, the dredging work is included in the overall plan but not shown as a new investment in the financial analysis.

Option 2 requires additional investments for a permanent boat ramp solution that will meet the demands and service levels at the McArthur Island and Pioneer Park boat launches.

Other investments in docks or mooring facilities were identified as priorities within the public engagement process; however, the liability and a higher and ongoing level of maintenance required do not make them a recommended priority.

An estimate of potential revenue that could be generated through paid parking at boat launches was also considered in the consultant's report. Results, included in the attachment, estimate that about \$15,000 could be generated each season based on a \$5 per day parking fee. Options related to parking will need to be investigated to determine the appropriate equipment specification, locations, and enforcement requirement prior to implementing should Council wish to see this activity occur.

The issue of congestion at the boat ramps and in the parking areas during nice weather was also raised by the public. Investments could be made to increase site capacity. However, it's recommended that key messages on signage promoting consideration and patience would be a more practical and effective approach compared to major capital investments.

Possible Additional Boat Launch Sites

Public and stakeholder input and the review of the existing boat launches resulted in the following conclusions:

- The existing sites provide acceptable access to the confluence of the two rivers to the upstream areas of the South Thompson River and around McArthur Island.
- Access to Kamloops Lake from the three City boat launches requires boating for a distance while being mindful of staying in the channel.
- Although the North Thompson River does not have a boat launch, there was limited interest shared by stakeholders about investing in a new facility along that river. This may be due to colder water temperature and areas of shallow water that can make motorized boating more difficult.
- Constructing new boat launches would likely come with the purchase of private, riverfront properties to provide the space needed for parking and a suitable ramp facility.

It is therefore recommended that the City not make the larger investments in constructing a new boat launch site and rather consider investments at the existing sites.

The exception is the possible future boat launch for Kamloops Lake at the west end of Tranquille Road. Some stakeholders noted the benefit of constructing that lake access as part of future development of the surrounding land.

Financial Considerations (Benefit/Cost Analysis)

The following are summaries of the investment in the three existing boat launch sites.

Option 1: Minimal Improvements

<i>Description of Costs</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital:					
Signage at all 3 Sites	\$4,000				
McArthur Island Minor Parking Paint Line Change	\$4,000				
Total Capital	\$8,000				
Operating:					
Total Operating					
Total Spend By Year	\$8,000				

Option 2: Additional Investments

<i>Description of Costs</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital:					
Signage at all 3 Sites	\$4,000				
McArthur Island Minor Parking Paint Line Change	\$4,000				
Pioneer Park Parking		\$300,000			
Boat Ramp Replacements			\$380,000		

Description of Costs		2020	2021	2022	2023	2024
	McArthur Island Dock Replacement				\$75,000	
Total Capital		\$8,000	\$300,000	\$380,000	\$75,000	
Operating:						
Total Operating		\$0	\$0	\$0	\$0	
Total Spend By Year		\$8,000	\$300,000	\$380,000	\$75,000	

Risk Analysis

The following is the primary risk of spending the above noted amount for Option 2:

- A small percentage of the population uses the boat launches; therefore, the City could receive backlash for spending money on this small niche of stakeholders.

The following is the primary risk of not spending the above noted amount for Option 2, and only completing Option 1:

- Valleyview and Pioneer Park Boat launches currently have temporary solutions to keep them in usable condition for the near future; however, without completing long-term upgrades to launches, the City is assuming that large capital funds can be redirected, with little notice for the repair/replacement of unforeseen boat ramp failures.

Risks that could impact project delivery include:

- Obtaining the required approvals to complete the ramp improvement work during low river level is a risk, which can be partially mitigated by employing articulating concrete mats rather than cast-in-place concrete for the ramps.
- Improvements to the ramps can only occur during certain times (i.e. low water levels).
- The remaining investments noted in Option 2 allow for flexibility to assemble the best team and set an attainable schedule.

Proposed Schedule

Dredging of the river access at McArthur Island is already scheduled this year, outside of the investments noted in this business case. The dredging is expected to occur during a low-water period, depending on timing of environmental approvals. Dredging of the river access early in the process will also help to reduce the congestion at the other two boat launches for approximately three weeks in the summer as the McArthur Island boat launch would be usable when the river level drops.

Completing the signage and the parking paint line changes at McArthur Island are recommended in the first year as they are minor investments.

The parking lot improvements at Pioneer Park are proposed for 2021. This would allow the City to complete the design and coordinate the work in 2020 so that construction can occur before

peak summer boating season in 2021. It would also provide time to consider the Rivers Trail realignment to north of the parking lots as part of the overall park improvements.

Replacement of the boat ramps at Valleyview and Pioneer Park will be somewhat dependent on the degradation of the temporary repairs that were undertaken in 2019. The schedule proposed in this business case is based on the assumption that the temporary repairs will be sufficient for at least the next two years.

The dock at McArthur Island underwent some minor repairs in 2019. That dock will likely remain functional for another couple of years before more major work is required. However, the City could consider replacing the dock in the timeframe identified in order to maintain the existing level of service to the public.

Conclusion/Recommendation

It is recommended that the City invest in Option 2 and make service level investments at all three of the City-managed boat launches.

Options related to parking will need to be investigated to determine the appropriate equipment specifications, locations, and enforcement requirements prior to implementing. A report will be brought forward for presentation to Council for its consideration in spring 2020.

To be Completed by the Corporate Services Department

Proposed Funding Options

<i>Funding Sources</i>		<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital Costs						
	Gaming Fund		\$300,000	\$380,000	\$75,000	
	Prior Year Surplus	\$4,000				

In Option 2, line painting is identified; however, there is existing funding for line painting in the budget. Therefore, there is no new ask.

Additionally, the required dredging estimated at \$100,000 in 2020 at the McArthur Island launch is already captured in the budget, so no additional funding is required.

New capital costs include an increase in signage for 2020.



Canada's Tournament Capital

RCMP Protective Services Training Facility

Prepared by: J. Kenney, Urban Systems

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

Concurrence:

X

Business Case Committee

Executive Summary

Situational Overview

In recent years, the Kamloops Branch of the Royal Canadian Mounted Police (RCMP) has considered how it can enhance the ability of law enforcement officers to safely respond to complex and challenging armed conflict situations. This, in part, has been driven by tragic events across Canada, which have resulted in police officers losing their lives.

These tragic events, in particular the Moncton Shooting in 2014, caused the RCMP to commission an independent review led by retired RCMP Assistant Commissioner Alphonse MacNeil.¹ The independent review outlined several specific recommendations that focus on enhancing mandatory firearm and Immediate Action Rapid Deployment (IARD) training for RMCP officers. The recommendations are being implemented by the RMCP to build on a very comprehensive firearms training regime.

In Kamloops, providing both firearms and IARD training to local RCMP officers is challenging and costly. The regional firearm ranges and training facilities that are currently available to the local detachment do not meet the increasing mandatory training requirements. Travelling outside of the BC Interior for mandatory training is becoming increasingly costly and time consuming, and it limits the total number of officers available in Kamloops at any given time. Furthermore, there are very limited opportunity for Kamloops RCMP officers to advance their training and skills beyond mandatory requirements. The current training landscape creates cost and time inefficiencies and limits the skill levels of the officers who serve Kamloops and surrounding region.

To address the current training challenges presented above, 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 will include:

- an indoor, 20,000 sq. ft., 50 m long firearms range
- a large, warehouse-style, approximately 4,000 sq. ft. building that can be used for IARD and scenario-based training
- an expansion of the shared classroom space that is currently dedicated to Kamloops Fire Rescue (KFR)

It is proposed that the facility be located adjacent to the existing KFR training facility, which is within the City's Civic Operations Yard. It is envisioned this will create new synergies between the two agencies and support a safer community. A preliminary site concept plan and facility rendering are presented in Appendix "A" of this business case.

Financial Considerations

To develop the business case for this project, a significant amount of research has been conducted to understand the need and potential demand for such a facility.

It is estimated that approximately 334 officers² would use the proposed Kamloops-based facility. Of these 334 officers, 132 would be from the Kamloops RCMP Detachment, and the other officers would come from the surrounding area and other protective services agencies.

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

² Includes key protective services agencies and other RMCP detachments

Collectively, the identified user group requires approximately 14,810 mandatory hours of firearms training annually.

RCMP representatives have suggested the proposed facility would also empower Kamloops RCMP officers to exceed mandatory firearms training requirements and an additional 2,222 hours of discretionary training at the facility would be likely. Additionally, it is evident that there is a need for approximately 5,538 hours annually of classroom time for Kamloops and regional officers.

The estimated use of the proposed Protective Services Training and Development Facility is expected to grow as local and regional forces grow in parallel with the overall population of Kamloops and region.³

Based on the existing mandatory training regime of the RCMP and other protective services agencies and the anticipated usage summarized above, it is estimated that the facility would generate revenue of approximately \$270,000 in its first year of operation. Thereafter, it is assumed that revenues would continue to increase at 1.5% per annum, which reflects an estimated growth rate for local protective agency forces. This estimate is based on a series of assumptions, which are detailed in Appendix "B" of this business case.

In addition to potential revenues, estimates suggest that a facility of this nature in Kamloops would lead to approximately \$245,000 in cost savings in the facility's first year of operation. These savings would result from decreased travel and will likely increase by 1.5% per annum. It has also been estimated that the proposed facility will result in avoiding the cost of having to add one full-time equivalent (FTE) officer to the Kamloops RCMP detachment at approximately \$160,000 per year. This avoided cost would be realized by allowing officers to remain local to Kamloops for training and avoiding lost time associated with travel to the Pacific Region Training Centre in Chilliwack. Collectively, this represents a meaningful cost savings to the Kamloops RCMP's overall annual training budget and ultimately represents a savings to the City. The assumptions used to generate this estimated are detailed in Appendix "B".

The proposed facility represents approximately \$675,000 per year⁴ to the City in revenue and avoided costs.

A preliminary facility cost estimate has been generated by the City's construction management advisors (Unitech) for inclusion in this business case. Based on initial estimates, it is projected that the facility will cost approximately \$8.755 million to construct. This cost estimate is provided in Appendix "C".

The facility is expected to have minimal operational and maintenance costs. This is due to the proposed approach of the facility's operation and that City staff will not be responsible for day-to-day maintenance. Additionally, the facility's booking system would leverage the City's existing facility booking/reservation systems, which will limit the facility's direct administrative costs. Preliminary operation and maintenance costs are estimated to be \$35,000 per annum, which includes \$20,000 for heating and power and an additional \$15,000 per year in City operational support costs (e.g. booking services, janitorial costs) and will need to be revaluated closer to implementation.

If the project is debt-financed via the Municipal Finance Authority at the posted rate of 2.26%⁵ over a 25 year term, it is anticipated that the training facility will have a positive business case

³ Assumed to be 1.5% per annum.

⁴ Unadjusted for growth.

⁵ As of October 2019.

from a financial perspective. Additionally, it is expected that facility will result in several intangible benefits to the Kamloops community and our protective services agencies.

Recommendation

It is recommended that the RCMP Training Facility proposal be included in the 2020–2024 Five-Year Financial Plan.

Prior to advancing to Council, City staff, RCMP representatives, and consultants will continue to refine this business case and its revenue projections and cost estimates.

Situational Overview (Terms of Reference)

Introduction

Personal and community safety is fundamental to the livability of a community. The City strives to continuously improve community safety by strategically investing in opportunities that bring meaningful benefits.

The City works with a variety of organizations, agencies, and community interest groups to collectively ensure community safety. The key agency responsible for providing policing services in Kamloops is the RCMP. As of summer 2019, the Kamloops RCMP included 132 officers who provide policing services on behalf of the City and 8 officers serving the community from the Tk'emlúps te Secwépemc Rural RCMP office.

What is the Issue?

Kamloops RCMP have given significant consideration on how it can enhance the ability of officers to safely respond to more complex and challenging armed conflict situations. This has, in part, been 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 in the tragic loss of police officers' lives. These complex armed situations, as well as many other armed stand-off incidents across Canada, emphasize the need to continually 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 retired Assistant Commissioner Alphonse MacNeil.⁶ This independent review outlined several specific recommendations that focus on enhancing IARD and firearm training for RCMP officers. These recommendations are actively being implemented to build on a very comprehensive firearms training regime. In short, the RCMP has an ever-increasing level of standards for firearms and IARD training to maximize the ability of officers to safely respond to major incidents.

In the context of Kamloops, providing both firearms and IARD training to local RCMP officers is challenging and costly. Regionally, the firearm ranges and training facilities available to the local detachment simply do not meet the ever-increasing mandatory training requirements. As result, officers are often forced to travel to firearm range facilities in the Lower Mainland (e.g. PRTC in Chilliwack) to meet mandatory training requirements. Initial estimates suggest that the direct and additional travel and labour costs of having Kamloops RCMP officers train at Lower Mainland facilities is \$245,000 per year. This scenario also results in lost service time from Kamloops

⁶ Available at: <http://www.rcmp-grc.gc.ca/en/independent-review-moncton-shooting-june-4-2014>

officers and therefore increases the need for additional officers on staff. This lost service time is estimated to equal to one FTE.

In addition to the direct labour and travel costs, officers travelling to other facilities creates a challenging scenario for the local RCMP and the City as it:

- increases administrative complexities when 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
- results in personal and professional work life imbalances for local officers
- often creates scenarios where the total number of officers available to serve the community is limited, which can be particularly troubling during high-risk incidents

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

In addition to the training challenges experienced by the Kamloops RMCP, several other protective services agencies local to Kamloops and surrounding region also struggle to advance mandatory firearm training opportunities. The following agencies all have similar mandatory firearms training requirements to that of the RCMP:

- Regional RCMP Detachments including Chase, Merritt, Ashcroft, Clinton, and Barriere
- BC Sheriff Department (Kamloops Detachment)
- Canadian National Railway and Canadian Pacific Railway Police
- BC Conservation Officers
- Department of Fisheries and Oceans Officers

Why is this Business Case Being Presented?

To proactively address the current training challenges presented above, 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.

It is envisioned that the proposed facility will offer the Kamloops RCMP and other regional protective services agencies an opportunity to cost-effectively meet mandatory firearms training requirements and empower local officers to secure additional opportunities to advance their firearm skills and protective services with IARD training.

It is envisioned that the proposed facility will serve as a centre of excellence for protective services training and skills development. In advancing a facility of this nature, it is anticipated that regional RCMP detachments and other protective agencies will be further drawn to use the facility; therefore, improving the overall business case.

Financial business case aside, the Kamloops RCMP has detailed the explicit need for such a facility. This need has been characterized in a survey completed by local officers as part of this business case assessment. The results of this survey are presented in Appendix "D" of this business case.

Through a series of conversations with City staff, the Kamloops RCMP have outlined how a new training facility will directly support better trained officers in Kamloops; therefore, enhancing the

overall level of service offered by local and regional officers. It is expected that this will contribute to a safer community.

Kamloops RCMP officers and the community as a whole will recognize additional benefits from the development of this facility. Officers, who will no longer be required to travel to the Lower Mainland for their training, will experience a stronger work-life balance without an extensive travel schedule for yearly firearms training.

The proposed Protective Services Training and Development Facility will allow officers to gain additional training allowing them to become more confident in their firearms abilities. This centre of excellence will likely lead to an increased level of local RCMP special circumstance training, which will result in an enhanced level of safety for the Kamloops community. Finally, members of the RCMP will have the ability to be deployed to situations more quickly and efficiently than if they were continuously training in the Lower Mainland. The faster deployment of highly trained, confident RCMP officers will help to foster a safer community for all.

Proposal

It is proposed that the City invest in the development of the Protective Services Training and Development Facility. The proposed facility will be located within the City's Civic Operations Yard. For the purpose of this business case, it is proposed that the facility will include:

- an indoor, 20,000 sq. ft., 50 m long firearms range
- a large, warehouse-style, approximately 4,000 sq. ft. building that can be used for IARD and scenario-based training
- an expansion of the shared classroom space that is currently dedicated to Kamloops Fire Rescue (KFR)

It is proposed that the facility will be located adjacent to the existing KFR training facility. It is envisioned this will create new synergies between the two agencies and support a safer community.

Options (Alternatives) Considered

Several options have been considered as part of this business case assessment. The options of greatest relevance are summarized below:

Option 1 - Remain at Status Quo

The City could choose not to invest in providing a firearms and training facility for the local RCMP and other protective services in the region. This would see Kamloops RCMP continually rely on training facilities in the Lower Mainland and local ranges that poorly service the increasing needs of the detachment. As noted earlier, this scenario results in additional labour and travel costs associated with the reliance on non-regional facilities \$245,000 per year. Additionally, due to associated travel needs, the City loses the presence of a FTE officer which represents a cost of approximately \$160,000.

Option 2 - Outdoor Training Facility

Consideration was given to the development of an outdoor training facility. This option is still available for discussion; however, based on the proposed location (within the Civic Operations Yard, which is near Kenna Cartwright Park), staff felt the public may have perceptual or real concerns with the facility. For example, some may be concerned about the active noise of a gun

range and potential impacts the recreational experiences of those using the park, as well as impacts on local wildlife. An outdoor facility would likely cost much less from a development cost and operation and maintenance cost perspective.

Option 3 - Proposed Scenario

This scenario offers the City an opportunity to advance the development of a facility that significantly increases overall accessibility to a training facility that allows the Kamloops RCMP to meet mandatory training requirements and advance enhanced training and skills development. The scenario will leverage existing site services at the Civic Operations Yard and lands that are currently underutilized.

It has been determined that the Kamloops RCMP detachment faces the unique challenge of meeting ever-increasing mandatory training opportunities for their officers. This, coupled with the cost of employee travel to out-of-town training facilities and lost service time from local officers, re-enforces the need for a local training facility for Kamloops RCMP officers.

Option 4 - Enhanced Facility

This scenario would see the development of a large training facility similar to the size and scale of the PRTC in Chilliwack. While the features and attributes of such a facility are useful for that region, the PRTC had a development cost of approximately \$19 million. A facility of this size and scale is not required in Kamloops and regionally it would not present a viable business case for the City.

Financial Considerations (Benefit/Cost Analysis)

The following provides a high-level summary of the financial considerations made with respect to the proposed facility.

For this business case, it was determined that the size and scale of the facility should be based on the estimated need (i.e. demand) from local and regional protective services agencies. The project team took several steps to develop a revenue and cost forecast for the proposed facility. The specific steps taken are outlined as follows:

1. Qualitatively determine need for a firearms/training facility in Kamloops through an online survey of the Kamloops RCMP detachment.
2. Quantify the mandatory firearms training needs of the Kamloops RCMP detachment through a series of inquiries with local training officers.
3. Quantify the mandatory firearms training needs for regional RCMP detachments and other protective services agencies. It is important to note that these are representative of estimates and data collected directly from each agency. All values should be considered preliminary and do not represent a confirmed user of the proposed facility.
4. Estimate the usage of the facility. Usage was calculated based on direct input provided by representatives of the Kamloops RCMP and their respective demand for mandatory and advanced training by their force and other agencies. Table 1 below summarizes the estimated mandatory range and field training for local and regional protective services agencies that are likely to use the proposed facility.

Table 1: Mandatory Range/Field Training Demand Estimate by Agency

User Group	Number of Officers	Assumed Number of Hours of Training/Year/Officer (mandatory)	Total Estimated Mandatory Firearms Range Training (Hours)
Kamloops RCMP Detachment (Baseline)	132	30	3,960
Regional RCMP Detachments	64	30	1,920
BC Conservation Officers/Aquatic Invasive Species Officers	30	30	900
BC Sheriff Department (Kamloops)	24	30	720
Department of Fisheries and Oceans	6	30	180
Canadian National Railway/Canadian Pacific Rail Police	10	30	300
Kamloops RCMP Supplementary Training to Mandatory Baseline	10	8	80
RCMP Tactical Troop Training (Southeast District)	40	72	2,880
RCMP Regional Emergency Response Team (ERT)	18	215	3,870
Total	334	475	14,810

In addition to the mandatory training summarized in Table 1 above, it is estimated that the facility will be used for discretionary training purposes. This usage profile estimate is outlined in Table 2.

Table 2: Discretionary Range/Field Training Estimate by Agency

User Group	Number of Officers	Total Estimated Discretionary Firearms Range Usage (hrs)
Kamloops RCMP Detachment (Baseline)	132	594
Regional RCMP Detachments ⁷	8	288
BC Conservation Officers/Aquatic Invasive Species Officers	30	135
BC Sheriff Department (Kamloops)	21	108
Department of Fisheries and Oceans	6	27
Canadian National Railway/Canadian Pacific Rail Police	10	45
RCMP Potential Addition to Mandatory Baseline Training	0	12
RCMP Tactical Troop Training	9	432
RCMP Regional Emergency Response Team	18	581
Total	234	2,222

⁷ Assumes only TteS officers use facility for discretionary training.

Appendix "B" of this business case report offers additional details of the anticipated utilization of the facility from local and regional protective services agencies. The summary below provides details and assumptions that were used to develop usage/revenue forecasts for the facility.

1. Establish preliminary revenue forecasts based on estimated usage (as per mandatory training requirements and limited discretionary use) and a proposed operational schedule for the facility. The key assumptions used to calculate the revenue forecast is based on the following key assumptions:
 - a) It is assumed that up to 10 officers will be engaged for mandatory training per block.
 - i) The mandatory time will be charged out at (on average) \$525 per block.
 - ii) Discretionary training usage of the range will be based on a \$15 per hour per officer.
 - b) The classroom space of the facility will be made available for an 8-hour block per day. It is assumed, on average, that 10 officers will be using the classroom space per block.
 - c) Like the range, the classroom will aim to operate on a cost-recovery model and for the purpose of this business case will charge out at a rate of \$525 per block (or day).
 - d) Appendix "B" of this business case report offers additional details the assumptions referenced to calculate the anticipated revenues of the facility.
2. Establish avoided cost scenarios based on the estimated travel and time requirements currently associated with Kamloops RCMP officer training.
3. Develop a comprehensive, yet preliminary cost estimate for the proposed project. The cost estimate is provided in Appendix "C" of this report.
4. Develop a financial model and cost and cost benefit analysis and summary report.

From the work completed in support of this business case, it is estimated that approximately 132 officers from Kamloops and 202 officers regionally would use the proposed facility. This represents an assumed minimum of 14,810 mandatory hours of training at the facility. RCMP representatives have suggested the facility would empower local officers to exceed mandatory firearms training requirements and that an additional 2,222 hours of discretionary training at the facility would be probable. Additionally, it is evident that there is a need for approximately 5,538 hours of officer classroom time.

Based on the existing mandatory training regimes of the RCMP and other protective services agencies and the anticipated usage, it is estimated that the facility would generate revenues of approximately \$270,000 in year one of its operation and increase by 1.5% per annum. This estimate is based on a series of assumptions which are detailed in Appendix "B" of this business case.

In addition to potential revenues, estimates suggest that a facility of this nature in Kamloops would lead to approximately \$245,000 in cost savings in the first year of the facility's operation related to less travel by officers. These savings will likely increase by 1.5% per annum. It has also been estimated that the proposed facility will result in the avoided cost of having to add one

FTE officer to the Kamloops RCMP detachment. This avoided cost will be realized by allowing officers to remain local to Kamloops for training and avoiding time lost associated with travel to the PRTC. The avoided cost to the City is conservatively estimated to be \$160,000 per year.

Again, the assumptions used to generate this estimated are detailed in Appendix "B" of this business case. This represents a meaningful cost savings to the Kamloops RCMP's overall annual training budget and a savings to the City.

Collectively this represents approximately \$675,000 per year⁸ in "avoided costs/revenue".

A preliminary facility cost estimate has been generated by the City's construction management advisors (Unitech) for the purpose of this briefing. Based on initial estimates, it is projected that the facility will cost approximately \$8.755 million to construct. This cost estimate is provided in Appendix "C" of this report.

The facility is expected to have minimal operational and maintenance costs, as it is proposed that City staff will not be responsible for day-to-day maintenance, and the facility's booking would leverage the City's existing facility booking/reservation systems. Preliminary operational and maintenance costs are currently estimated to be \$35,000 per annum, which includes \$20,000 for heating and power and an additional \$15,000 per year in City operational support costs (booking services and janitorial costs). For the purpose of this business case, it is assumed that the cost of any consumables associated with the facility such as targets and materials will be the responsibility of the users.

Based on the assumptions used to prepare this business case, and if the project is debt-financed via the Municipal Finance Authority at the posted rate of 2.26%⁹ over a 25-year term, it is anticipated that the training facility will have a close to break-even business case.

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

Financial Impact to the City

Capital Costs:

Description of Costs	2020	2021	2022	2023	2024	2025
Capital:						
Construction of facility					\$755,000	\$8,000,000
Total Capital					\$755,000	\$8,000,000
Operating:						
Total Operating						
Total Spend By Year					\$755,000	\$8,000,000

⁸ Unadjusted for growth.

⁹ As of October 2019.

Impact on City Operations

Description of Costs	2020	2021	2022	2023	2024	2025
Revenue:						
New Revenue						\$67,500
Operating:						
Utilities						\$5,000
Janitorial/Booking/Admin						3,750
Avoided Cost of Travel (time/mileage)						
Avoided Cost of Additional FTE						
Loan Payment						
Total Operating Costs						\$8,750
Total Revenues By Year						\$58,750

Savings based on cost avoidance will not be realized until the first full year of operation, which is expected to be in 2026. At that time, savings realized from a reduction in travel is estimated to amount to \$245,000 annually, and the eliminated need to backfill staff while out-of-town training is estimated to save an additional \$160,000 annually.

For financial purposes, 2025 is shown as information only as it is outside of the current five-year planning period.

Risk Analysis

The key risks of not advancing the proposed project include:

- continually increasing training costs for local RCMP
- officers travelling to out-of-region facilities for mandatory training
- reducing level of protective services in Kamloops
- missing opportunity create synergies between the Kamloops Fire Rescue and RCMP
- limited advanced training opportunities for RCMP

No risks to employees or public services have been identified to date.

Proposed Schedule

Based on current schedules, it is envisioned that the facility's construction will be initiated in spring 2025 and completed and operational by fall 2025.

Conclusion/Recommendation

It is recommended that the RCMP Training Facility proposal be included in the 2020–2024 Five-Year Financial Plan.

Prior to advancing to Council, staff, RCMP representatives, and consultants will continue to refine this business case, including revenue projections and cost estimates.

To be completed by the Corporate Services Department**Proposed Funding Options**

Funding Sources	2020	2021	2022	2023	2024	2025
Capital Costs:						
Debt					\$775,000	\$8,000,000
Operating Costs:						
Taxation						(\$58,750)

Due to the timing of the construction, debt execution will not occur until 2026. At that time, the annual debt payment will be \$462,000 annually over 25 years.

During this time, it is further expected that new gross revenues realized by the City will amount to approximately \$280,000 annually. With the identified operating savings estimated to be \$400,000 (reduction in travel time and mileage and RCMP backfill), the overall net impact of this proposal beyond 2025 is estimated to be a tax reduction of \$200,000.

Appendix "B"

Overview of Business Case Assumptions

As with all business cases, there are numerous assumptions required to appreciate the viability of a project proposal. Urban Systems, staff, and the Kamloops RCMP have prepared a set of assumptions to estimate the overall revenue and cost-saving projections associated with the proposed training facility. The key assumptions outlined in this appendix have been used to prepare the final business case for City budgeting purposes.

Protective Services Training Profile and Facility Use Demand Estimate

Estimated Kamloops RCMP Usage

The Kamloops RCMP detachment currently has 140 officers who have the following mandatory firearms training requirements. Of these officers, 132 are from the Kamloops RCMP detachment and 8 are from the Tk'emlúps te Secwépemc Rural RCMP office.

Each Kamloops RCMP officer has a minimum of 30 hours of firearms training per year. This includes:

- 14 hours (6 hours pistol, 4 hours carbine, and 4 hours other [e.g. rifle/less lethal]).
- 16 hours of Scenario-based training, IARD, and Conductive Energy Weapon (CEW) - taser training.
- Approximately 10 Kamloops RCMP officers require additional/supplementary assistance of 8 hours to meet mandatory training requirements/(re)certification.
- Each of the 140 Kamloops RCMP officers requires approximately 16 hours of mandatory classroom training. This includes CBRN (4 hrs) and approximately 12 hrs of miscellaneous courses (e.g. ASD, warrant, EVO, ICIR, etc.).
- The Kamloops RCMP Regional Emergency Response Team (ERT) currently includes 18 officers. These officers require a minimum of 215 hours each of field training per year plus an additional 105 hours of classroom training.
- The Kamloops RCMP Specialty Units (TAC/TROOP) require additional and speciality firearms training. More specifically, 40 officers (9 of which are in Kamloops, with 31 throughout other Southeast District Detachments) require a minimum of 72 hours of additional field training per year. Additionally, these officers have 8 hours in classroom training.

Estimated Usage from Other RCMP Detachments

- It is estimated that there are 56 RCMP officers in regional detachments¹⁰ who are likely to use the proposed facility for mandatory training.
- Similar to the Kamloops RCMP detachment, these officers have 14 hours (6 hours pistol, 4 hours carbine and 4 hours other [e.g. rifle/less lethal]) of training, plus an additional 16 hours of Scenario-based training, IARD, and CEW training.
- In addition to the field training required, it is assumed that these regional officers will participate in classroom training opportunities at the proposed facility. For the purposes of this business case, it is assumed that the officers will have approximately 8 hours of classroom training in the Kamloops classroom facility.¹¹

¹⁰ Includes officers from Merritt, Ashcroft, Chase, Barriere, Clinton, Revelstoke, Salmon Arm

¹¹ Represents ½ of the mandatory training

Estimated Usage by Other Protective Services Agencies

- It is estimated that there are 70 officers in other protective services agencies¹² requiring mandatory firearms training. For the purposes of this business case, it is estimated that they have a minimum of 30 hours of field training per year.
- It is assumed that these officers will require 8 hours of classroom training in the Kamloops classroom facility.¹³

Estimated Discretionary Use

- Excluding RCMP officers from regional detachments, it is assumed that all other officers (approximately 240) will use the firearms range for discretionary training at a rate of 25% of their mandatory training. This represents approximately 2,690 hours of total use.

Summary of Facility Demand Estimate

The following tables summarize the demand profile estimated for the proposed Kamloops Protective Services Training and Development Facility.

Table 1: Mandatory Range/Field Training Demand Estimate by Agency

User Group	Number of Officers	Assumed Number of Hours of Training/Year/Officer (mandatory)	Total Estimated Mandatory Firearms Range Training (Hours)
Kamloops RCMP Detachment (Baseline)	132	30	3,960
Regional RCMP Detachments	64	30	1,920
BC Conservation Officers/AIS	30	30	900
BC Sheriff Department (Kamloops)	24	30	720
Department of Fisheries and Oceans	6	30	180
Canadian National Railway/Canadian Pacific Rail Police	10	30	300
Kamloops RCMP Supplementary Training to Mandatory Baseline	10	8	80
RCMP TAC/TROOP Training (Southeast District)	40	72	2,880
RCMP Regional Emergency Response Team (ERT)	18	215	3,870
Total	334	475	14,810

¹² Includes local BC Conservation Officers, BC Sheriff Department (Kamloops), Department of Fisheries and Oceans Officers, and Canadian National and Canadian Pacific Rail Police

¹³ Represents ½ of the mandatory training

Table 2: Discretionary Range/Field Training Estimate by Agency

User Group	Number of Officers	Total Estimated Discretionary Firearms Range Usage (hrs)
Kamloops RCMP Detachment (Baseline)	140	630
Regional RCMP Detachments	0	252
BC Conservation Officers/AIS	30	135
BC Sheriff Department (Kamloops)	21	108
Department of Fisheries and Oceans	6	27
Canadian National Railway/Canadian Pacific Rail Police	10	45
RCMP Potential Addition to Mandatory Baseline Training	0	12
RCMP TAC/TROOP Training	9	432
RCMP Regional Emergency Response Team	18	581
Total	234	2,222

Table 3: Estimated Classroom Demand and Usage from Protective Services Agencies

Classroom	Day	Total Available Blocks	Total Hours Available	Estimated Usage	Occupancy Rate	No. of Blocks Used
Mandatory	8 hrs	260	2,080	568	27%	71.025

Based on the above-noted assumptions, there is a total estimated demand of 17,032 hours of officer training needed within a firearms/field setting and 5,538 hours of officer classroom time.

Facility Business Model

The following summarizes a conceptual business model for the proposed training facility:

- The facility is assumed to be open 3,120 hours per year. This assumes the facility is open 12 hours per day, 5 days a week, 52 weeks a year.
- For the "range"¹⁴, each day of operation will be broken into two "blocks" of 4 hours which will be allocated solely for mandatory/structured training, and the third block will be allocated to both mandatory (as needed) and discretionary training opportunities/use.
- It is assumed that up to 10 officers will be engaged for mandatory training per block.¹⁵
- The range facility will aim to operate on a cost recovery model. For the purposes of this business case it is assumed that:
 - The mandatory time will be charged out at (on average) \$525 per block.¹⁶
 - Discretionary training usage of the range will be based on a \$15 per hour per officer.
- The classroom space of the facility will be made available for an 8-hour block per day. It is assumed, on average, 10 officers will be using the classroom space per block.
- Like the range, the classroom will aim to operate on a cost-recovery model and, for the purpose of this business case, will charge out at a rate of \$525 per block (or day).

¹⁴ Includes space for firearms/IARD/scenario training

¹⁵ Note – have also assumed that officers would be "grouped" based on their respective detachment/agencies

¹⁶ It may be appropriate to charge a different rate for different agencies. This requires additional consideration and discussion.

- Through conversations with staff and RCMP representatives, it is assumed that the facility will not be staffed by City employees and the facility's bookings will be managed by Kamloops RCMP administrative personnel.

Summary of Results

Table 4 below summarizes the estimated annual revenue from the proposed training facility.

Table 4: Estimated Annual Revenue from the Proposed Training Facility

Facility Usage	Revenue Estimate
Mandatory Firearm/Field Training Blocks	\$197,925
Discretionary Use	\$33,930
Mandatory Classroom Training	\$37,288
Total	\$269,143

Avoided Cost (Estimate) of Travel to PRTC

Should the proposed facility be constructed, it is probable that local and regional officers will have limited need to travel to the PRTC facility in Chilliwack. In such a scenario, cost savings in terms of time and travel would be realized and therefore should be acknowledged in this business case.

The following summarizes the assumptions used to estimate the potential avoided cost of travel to PRTC:

- 140 Kamloops RCMP officers (132 Kamloops RCMP officers, 8 TKIB RCMP officers) require a minimum of two trips per year to PRTC for training.
- The travel time per trip is estimated to be 8 hrs.
- The cost per hour to the RCMP / City for each officer is estimated to be \$76.92/hour.
- The total distance is assumed to be 568 km (roundtrip).
- The cost per kilometre is assumed to be \$0.55/km.

Summary of Avoided Costs with Local Facility

Table 5 summarizes the avoided Cost of Travel to the PRTC for local RCMP Officers.

Table 5: Avoided Cost of Travel to the PRTC from Kamloops RCMP

Avoided Cost Estimate	
Cost of Travel (time)	\$162,462
Mileage	\$82,474
Total Savings Estimate	\$244,935

Avoided Cost (Estimate) of Additional RCMP Officer

As noted above, the time associated with travel to the PRTC is significant. This time and cost as accounted for above is directly estimated to be \$245,000. However, it is important to recognize that over 2,110 hrs of time is lost to travel and to make up for this time lost to travel; therefore, an additional FTE is required to meet the protective services needs of Kamloops. An FTE position

is conservatively estimated to be \$160,000 per year and with the proposed facility, the cost of one FTE position would be avoided.

Results

Based on the assumptions made as part of this business case, it is estimated that the proposed facility will generate approximately \$270,000 per year in revenue and result in an avoided cost of approximately \$405,000 per year from reduced travel demands on Kamloops RMCP officers.

This represents almost \$675,000 per year in avoided costs/revenue.



Canada's Tournament Capital

Business Case - Service Agreements

Prepared by: K. Humphrey, CPA, CA, Director, Corporate Services

Executive Summary

In 2019, Administration undertook a review of the funding that the City provides to various organizations through service agreements. One of the goals of this review was to assess the levels of funding to see if there was a way to find some savings that could be used to develop agreements with organizations that did not currently have a service agreement.

As a result of the review, the decision was made to forgo providing a 1% increase each year to the existing contracted amount. The amount of funding that was provided in 2019 was \$3.299 million, and the 1% increase for that year amounted to approximately \$33,000.

The service agreements review also resulted in some reductions to the amounts being provided to some agencies; the total funding being provided to service agreements in the 2020 budget is \$3.275 million.

Through the provisional budget, the amount of funds distributed in 2020 was adjusted to reflect the \$3.275 million in funding distribution. This amount reflected a small savings against the provisional 2020 tax requirements needed to maintain the existing City service levels.

Administration proposes, instead of recognizing the savings in 2020, adding the \$33,000 to the funds available through Social Planning Grants. In addition, there is no funding increase scheduled for 2022 and, again, instead of recognizing the savings, an amount equivalent to the anticipated increase could be added to the Social Planning Grants fund.

Options (Alternatives) Considered

Staff considered the following as alternatives to allocating the new funding to the Social Planning Grant in 2020:

Option 1

The additional funding could be deferred for a year to 2021 so that a new allocation process could be developed. There are no risks identified with this process. There would simply be a delay in allocating additional funding, and the funding could be targeted to focus on issues/services desired by Council.



Canada's Tournament Capital

Option 2

The second option is to simply announce the availability of additional funding and see which organizations are interested in providing services to the City. The risk with this approach is that it is likely that the requests will exceed the funding allocated, which will make it difficult for Council to adjudicate the requests.

Financial Considerations

Description of Costs	2020	2021	2022	2023	2024
Operating:					
Phase 1 Additional Funding	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000
Phase 2 Additional Funding			33,000	33,000	33,000
Total Spend By Year	\$33,000	\$33,000	\$66,000	\$66,000	\$66,000

Conclusion/Recommendation

As social issues are reflected in many of Council's Strategic Plan items, Administration recommends that in 2020, the additional funding not be provided and instead be allocated as an increase in the Social Planning Grants. The allocation process for Social Planning Grants is very robust and includes a diverse committee, which reviews the stability of the organization as well as the merit of the proposal. This recommendation would ensure that the new funds are targeted to meet Council objectives.

Moving forward, Council could decide that the additional funding be earmarked for specific strategic objectives and/or services. With these specific targets in mind, staff (through the Finance Committee) could recommend a process to assess new applicants

Proposed Funding Options

Funding Sources	2020	2021	2022	2023	2024
Operating Costs:					
Taxation	\$33,000		\$33,000		



Canada's Tournament Capital

Pickleball Court Expansion at Riverside Park

Prepared by: L. Stride, Recreation, Health and Wellness Supervisor

Reviewed by: B. Berger, Recreation, Social Development, and Culture Manager

Concurrence: J. Fretz, P.Eng., Civic Operations Director

X

Business Case Committee

Executive Summary

Pickleball is one of the fastest growing sports in Canada and is seeing exponential growth locally. Between 2012 and 2018, the number of pickleball players in Canada increased from 6,000 to 60,000. A total of 20,000 players are registered with Pickleball Canada—the majority reside in Alberta and British Columbia—with close to 350 registered members in Kamloops alone. There is growing interest in pickleball locally and nationally.

Pickleball gained popularity with older adults as it is similar to fast-paced sports like tennis and badminton but is played on a smaller surface and requires less running. Because pickleball is not as intense, there is less strain on the body, which allows players to participate regularly. There is also a significant social component to pickleball, which can help reduce social isolation, depression, and mood/anxiety disorders. More recently, the sport is being integrated into schools and is starting to see growth in the younger age groups. Pickleball is an affordable, accessible, easy-to-learn sport that is bringing generations together. The sport is well positioned for continued growth and integration into physical activity curriculums and community programming.

The Kamloops Pickleball Club hosts one annual tournament, the Kamloops Open, and single-day events and clinics. The club's strategic plan indicates its desire to host two multi-day tournaments annually. During tournaments and larger events, City staff and club members are required to tape temporary lines on Riverside Park's west tennis courts to accommodate the number of players. Replacing the park's two east tennis courts with six permanent pickleball courts would bring the total number of permanent pickleball courts to ten. The option to tape lines on the west tennis courts during tournaments and events would still exist, which would allow for a total of 14 pickleball courts in one location.

The addition of these courts would allow the club and the City to bid on provincial- and national-level tournaments that range from two days to five days in duration. Other communities, such as Kelowna, West Kelowna, and Vernon, have expanded their facilities and increased their hosting capacity. Hosting multi-day tournaments and events provides the opportunity to attract over 1,000 participants. Additionally, an expansion would increase public access to premier pickleball courts.

The court expansion would require court leveling and line painting as well as the addition of interior fencing and gates, posts, and nets. The Kamloops Pickleball Club is prepared to contribute approximately \$12,000 of the \$75,000 total towards the expansion costs. In 2017, the club contributed to the permanent dedicated pickleball courts at Riverside Park. Ongoing court maintenance would be captured in the Parks and Civic Facilities Division's maintenance budget. No additional budget would be required for court maintenance or repairs.

Ten dedicated pickleball courts at Riverside Park will help the sport of pickleball to continue to grow and the City's increased ability to host tournaments will complement the Tournament Capital Program. A budget of \$75,000 to add six permanent, dedicated pickleball courts at Riverside Park is recommended.

Situational Overview (Terms of Reference)

Currently, there are four dedicated practise/tournament courts at Riverside Park and four dedicated practise courts at McDonald Park. Additionally, there are several multi-lined courts for tennis and pickleball throughout the community; however, multi-lined courts require temporary pickleball nets to be set up and taken down.

In 2011, the City built four dedicated pickleball courts at McDonald Park, which were utilized by the Kamloops Pickleball Club. As the club experienced tremendous growth between 2014 and 2016, it was apparent that four dedicated courts were not sufficient. In 2017, the City built four additional dedicated, premier courts at Riverside Park. In 2019, the City added temporary lines to the east tennis courts at Riverside Park to allow players to use the courts for both tennis and pickleball. The additional lines provide four temporary pickleball courts. The club and the public have maximized the use of the eight courts (four dedicated and four temporary) at Riverside Park.

The current situation with temporary, multi-lined courts is an improvement over 2018; however, the wait time to play pickleball at Riverside Park is significant. Replacing the two east tennis courts with six permanent pickleball courts—for a total of ten permanent pickleball courts—would decrease the wait times, which would lead to increased playing time. Use of the east tennis courts for tennis is low as players prefer the west tennis courts. Upon completion of the six permanent courts, there would be no further expansion for permanent pickleball courts at Riverside Park. Included in Appendix “A” is a letter from the Kamloops Pickleball Club indicating that it will not request any further expansion of dedicated pickleball courts at Riverside Park.

The Recreation Master Plan (RMP) recommends that the City monitor the court situation and make adjustments accordingly. Currently, the dedicated pickleball court inventory cannot meet the demand for structured play, spontaneous play, or tournaments. The RMP indicates that 12 or more courts are ideal for tournament hosting and larger-scale events. Providing a larger pickleball facilities hub is beneficial as it enables participants to match up against individuals with similar skill levels and provides an opportunity for socializing, which is a large component of the sport. While Riverside Park is not an ideal location for a pickleball facility hub, it is suitable for an expansion in the short term. Long-term planning should include developing a pickleball facility hub with 12 to 14 courts at the Tournament Capital Ranch. This option would require significant capital investment and is not a viable short-term option.

Options (Alternatives) Considered

Option 1

Replace the two east tennis courts with six permanent dedicated pickleball courts for a total of ten permanent, dedicated pickleball courts.

Option 2

Develop a pickleball hub facility with 16 to 20 courts.

Option 3

Maintain the status quo by leaving the east courts as multi-lined, temporary pickleball courts.

Financial Considerations (Benefit/Cost Analysis)

Requested Option:

<i>Description of Costs</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Capital:					
Add six pickleball courts to the east courts at Riverside Park	\$75,000				
<i>Total Capital</i>	<i>\$75,000</i>				
Operating					
Salary - management					
Wages - CUPE					
<i>Total Operating</i>	<i>\$0</i>				
Total Spend By Year	\$75,000				

Risk Analysis

In many communities, pickleball has seen a 500% increase over the past five years. The popularity of this sport is expected to continue to grow. The Kamloops Pickleball Club has seen a 350% increase in its membership since 2014. The demand for pickleball courts continues to grow along with our population. According to Interior Health, the expected growth rate of the 64–75 age category is 19–24% by 2023. Currently in Kamloops, the prevalence of chronic disease is the same or higher than the provincial average. As the population ages, the prevalence of these diseases is expected to grow. Providing safe and appropriate amenities in support of the aging population who remain active is important for a healthy community. The expansion of pickleball courts at Riverside Park is one way to support healthy aging.

Without the addition of six permanent dedicated pickleball courts at Riverside Park, the wait times to play pickleball will increase as the popularity of the sport increases. If citizens are experiencing lengthy wait times to play pickleball, it is possible they will not continue with the sport.

Eliminating the east tennis courts should not cause any concerns; the current use of those courts is low as players prefer the west tennis courts. Also, there are a number of dedicated community tennis courts throughout the city as well as the Kamloops Tennis Centre. The number of tennis courts available exceeds community demand.

Proposed Schedule

The construction of the of the east pickleball courts at Riverside Park would begin in late March to early April, weather dependent. Allowing for possible impacts of weather, the construction is expected to take four to six weeks.

Conclusion/Recommendation

Pickleball has become an important activity in the community. Due to the affordable and accessible nature of the sport, people of all ages and abilities have an opportunity to play. Access to community recreation is vital to a strong, vibrant, and healthy community.

Administration recommends that the City contribute \$63,000 in addition to the \$12,000 provided by the Kamloops Pickleball Club to replace the two east tennis courts at Riverside Park with six pickleball courts. The total project cost is \$75,000.

To be Completed by the Corporate Services Department

Proposed Funding Options

Initial Funding Option:

Funding Sources	2020	2021	2022	2023	2024
Capital Costs:					
Community works - City funding	\$63,000				
Donation	\$12,000				
Total Funding Required	\$75,000				

Appendix "A"



Kamloops Pickleball Club - 2020 Supplemental Budget Request

September 12, 2019

To: Linda Stride, Jeff Putnam,

Re: Construction of six permanent pickleball courts at Riverside Park.

Kamloops Pickleball Club would like to request the two East tennis courts, located at Riverside Park, be converted to six permanent dedicated pickleball courts.

These six additional dedicated pickleball courts, when added to the existing four dedicated pickleball courts, will serve the present needs of the club and the club will not request any further dedicated court expansion at Riverside Park.

The Kamloops Pickleball Club is prepared to contribute \$12,000 towards the development of the six dedicated pickleball courts.

We thank you for your consideration of our budget request. If you require further information please contact Paul Levens at 250-374-5589.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Davie", written over a horizontal line.

Jim Davie, Club President

A handwritten signature in black ink, appearing to read "Paul Levens", written over a horizontal line.

Paul Levens, Court Committee

PO Box 27043, Cityview PO
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