

FINANCIAL PLAN 2021–2025



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 public budget engagement session.
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 engagement session.
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 2021–2025 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 2017, 2018, 2019, and 2020. 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 has completed the final 2021–2025 Financial Plan under the current state of provincial emergency due to the COVID-19 pandemic. The pandemic would have significant after effects on the organization's financial position, even after 2019 and 2020.

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 2021–2025 Financial Plan, which was reviewed with Council on November 17 and 24, 2020, 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 2021 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. Additionally, during the provisional budget deliberations, all departments were asked to identify any and all service/cost reductions in order to minimize any budget increase. Staff were able to reduce costs related to some service reductions totalling \$1.56 million as a one-time reduction in 2021.

The public consultation process gave Kamloops citizens an opportunity to provide input, ask questions, and/or comment on the 2021–2025 Financial Plan prior to its completion. The process included the following:

- In November 2020, due to on-going COVID-19 concerns, Council and Administration hosted a virtual 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 2020 to February 2021, 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 2021, the City hosted a second virtual Public Budget Meeting, which focused on the proposed supplemental items for consideration in the 2021–2025 Financial Plan.



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Provisional Budget

The capital component of the 2021–2025 Financial Plan maintains a \$13.5 million, tax-funded capital program, which includes completing the investment in some of Kamloops' oldest infrastructure on major corridor routes, the Tranquille Road infrastructure improvements, and addressing aging infrastructure at the Canada Games Aquatic Centre and the Tournament Capital Centre's outdoor field. The City has been impacted by initiatives that were presented in prior years that are now being realized. The costs to increase or maintain City services resulted in increases to municipal costs netted against lost revenues totalling \$2.78 million. Along with lost revenues due to the COVID-19 pandemic, the City saw increases of \$400,000 directly related to costs associated with the pandemic and was forced to plan this expense in the 2021–2015 Financial Plan. A large percentage of these costs were offset by the growth of other City revenues and the use of specific reserve funds, which also helped to offset increases costs. These impacts resulted in an initial provisional tax increase of 3.49% for 2021 before supplemental items.

Supplemental Items - Final Budget

Council considered 15 supplemental items for inclusion in the 2021–2025 Financial Plan (see Appendix B, 2021–2025 Supplemental Items). This was a combination 2021 new supplemental items and those that were deferred from 2020, which were postponed due to the COVID-19 pandemic. Business cases that were reviewed and approved by Council resulted in an additional 0.81% 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.

Final Budget COVID-19

The impact of the COVID-19 pandemic is still resulting in some lasting effects on the City. With the introduction of social distancing and reduced gatherings carrying into 2021, recreation venues and activities were severely limited. This change resulted in the City planning on an operating revenue reduction nearing \$2.78 million along with additional COVID-19-related costs of \$400,000.

Taking a hybrid approach, the City proposed addressing these concerns with savings incurred due to cost reductions, not filling current vacancies, and funding budget shortfalls with reserve funds along with the using \$3.5 million of the provincially funded COVID-19 Restart funding. Of the 15 supplemental items proposed, all received final Council approval in hopes of economic restart viability. These changes resulted in a final property tax increase of 0.81% for 2021.

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 2.5% over the 2020 rates, which can be attributed to a planned investment of \$9.9 million in 2021–2022 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 2021 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. However, as certainty of the times continues to emerge, it 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

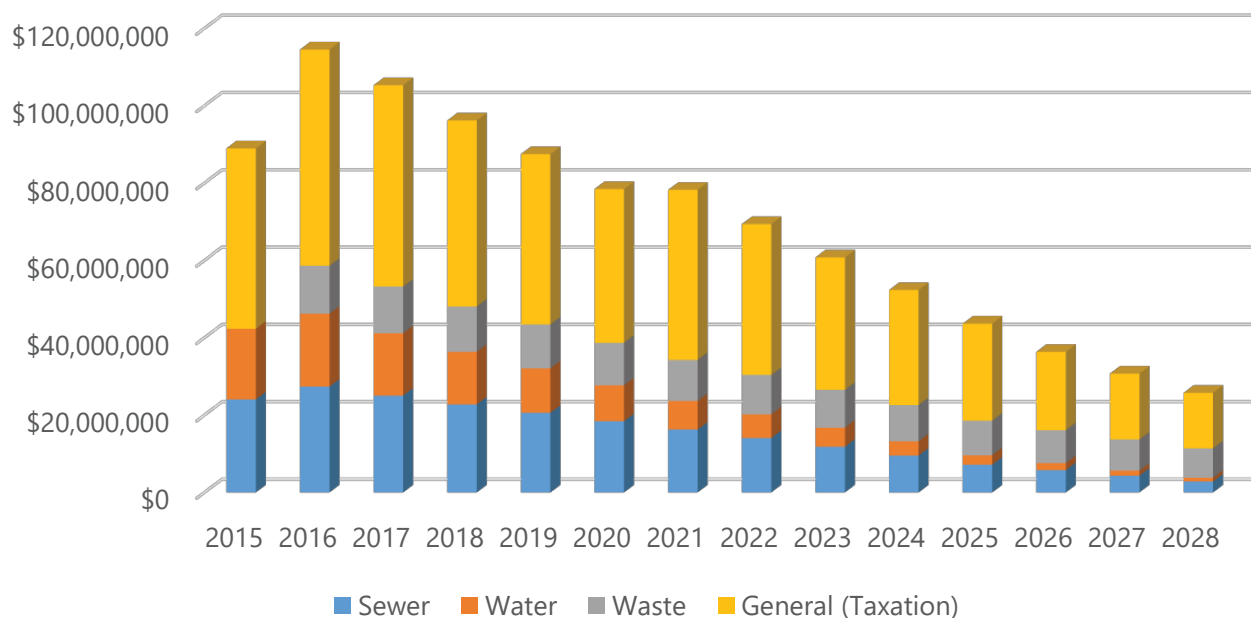
City Debt

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:

- 2020 Canada Game Aquatic Centre Infrastructure Improvements
- 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

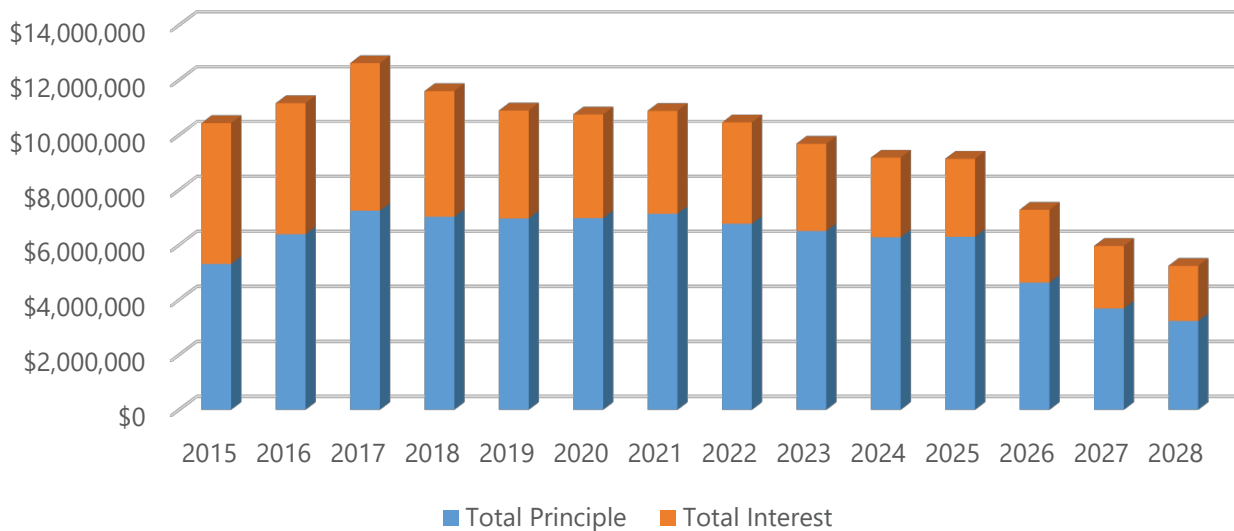
Each of these project funded by debt provide a long-term and lasting benefit to the City.

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Projected End-of-Year Debt Balances by Revenue

	2021	2022	2023	2024	2025
Sewer	\$16,268,880	\$14,066,161	\$11,818,686	\$ 9,524,765	\$ 7,182,644
Water	7,397,519	6,120,039	4,928,744	3,701,466	2,437,077
Solid Waste	10,613,260	10,218,750	9,812,405	9,393,869	8,962,778
General (Taxation)	43,963,716	38,998,466	34,226,745	29,726,398	25,064,158
Total	\$78,243,374	\$69,403,580	\$60,786,580	\$52,346,499	\$43,646,657

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): The BCAA 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): 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: City of 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 2021–2025 Five-Year Financial Plan process began in August 2020. Guidelines, a timetable, and current operating reports were sent to all of the program coordinators. A capital plan and a financial plan for each program were prepared by the managers. The Chief Administrative Officer and the Senior Management team met in early November 2020 to review the capital plan and determine what would be presented to Council. During October and November, each department director reviewed their program operating and capital budgets followed by a consolidated review with the Chief Administrative Officer and the Corporate Services Director. In December 2020, the 2021–2025 Financial Plan and the utility rates bylaws were presented to Council for amendment to reflect the updates to the provisional 2021–2025 budget. Starting in January 2021, Council began deliberating the 2021–2025 Five-Year Financial Plan. Council was presented with significant changes to the financial plan as well as proposed operating and capital supplemental items from staff and the community. Council reviewed this information and the input from the public and Administration to decide on the final inclusions into the new five-year plan. In May 2021, 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 2021 tax rates were established. In early May, Council adopted the 2021–2025 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 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.

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.



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 2021 total tax rate per household was \$7.1824 per \$1,000 in assessed value. This amount was made up of the following:

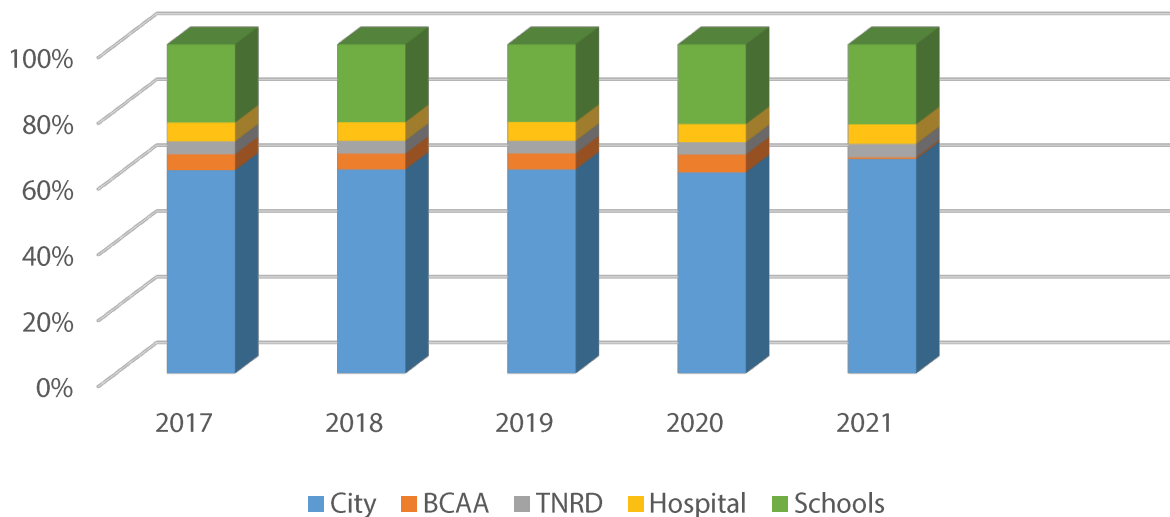
• BC Assessment Authority (BCAA)	\$0.0411
• Thompson-Nicola Regional District (TNRD)	\$0.2787
• Hospital	\$0.4141
• School	\$1.8085
• City taxes	\$4.6400

Of the total amount of taxes, \$2.5424 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



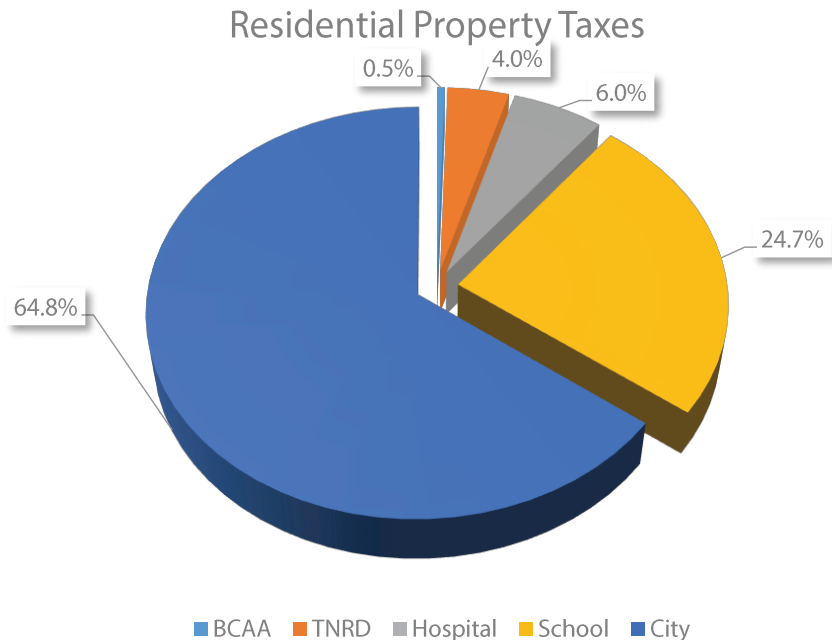
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Year	City Taxes	BCAA	TNRD	Hospital	Schools	Total
2017	5.5000	0.0432	0.3494	0.5097	2.1163	8.5186
2018	5.1900	0.0403	0.3286	0.4744	1.9835	8.0168
2019	4.9800	0.0389	0.3100	0.4598	1.8953	7.6840
2020	4.7400	0.0426	0.2921	0.4263	1.8852	7.3862
2021	4.6400	0.0411	0.2787	0.4141	1.8085	7.1824

Using the most recent year (2021), and based on the average value of a house in Kamloops of \$467,000, the tax bill before the Home Owner Grant is \$3,354.

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



Year	City Taxes	BCAA	TNRD	Hospital	Schools	Total
2021	\$2,167	\$19	\$130	\$193	\$845	\$3,354

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 2021 Budget - Represent the **events/amounts** faced by each program **when** to preparing the 2021 budgets. These amounts are required to maintain the same levels of **service**.

Service Level Changes included in the 2021 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 2021 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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,507,322	2,747,282	2,732,384	2,534,024	2,649,750	115,726
Personnel expenses	13,293	9,990	15,836	16,103	16,103	0
Contractual services	3,982,180	4,110,018	4,409,457	5,190,000	5,963,200	773,200
Supplies and other expenses	1,396,731	878,673	869,943	1,007,342	1,001,842	(5,500)
Debt Financing	130,409	20,725	502,272	601,127	601,127	0
Transfers from other functions	5,454,717	5,661,495	5,607,519	5,604,011	5,647,110	43,099
Transfers to other functions	(2,912,594)	(2,909,900)	(3,211,606)	(3,197,270)	(3,247,270)	(50,000)
Total Direct Costs	10,572,058	10,518,283	10,925,805	11,755,337	12,631,862	876,525
Revenue generated:						
Fees, rates, and sales of service	12,880,122	13,386,808	12,825,309	12,672,000	12,322,000	(350,000)
Total Revenue Generated	12,880,122	13,386,808	12,825,309	12,672,000	12,322,000	(350,000)
Net operating costs	(2,308,064)	(2,868,525)	(1,899,504)	(916,663)	309,862	1,226,525
Transfer to (from) reserves	2,308,064	2,868,525	1,899,504	916,663	(309,862)	(1,226,525)
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	0	0	0	0	0	0
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 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	146,320	145,557	143,082	261,125	267,404	6,279
Personnel expenses	6,546	11,174	5,245	9,500	9,500	0
Contractual services	28,829	106,946	324,048	70,000	55,000	(15,000)
Supplies and other expenses	953	1,119	2,012	1,600	1,600	0
Transfers from other functions	13,525	16,079	17,396	16,601	16,629	28
Transfers to other functions	(36,340)	(36,340)	(36,340)	(37,200)	(37,200)	0
Total Direct Costs	159,833	244,535	455,443	321,626	312,933	(8,693)
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	159,833	244,535	455,443	321,626	312,933	(8,693)
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	159,833	244,535	455,443	321,626	312,933	(8,693)
Staffing per budget - FTEs	2.60	2.60		2.60	2.90	0.30

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

FINANCIAL PLAN 2021–2025

PROGRAM: 310 Roads

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,589,971	2,743,552	3,047,234	2,726,352	2,885,214	158,862
Personnel expenses	9,423	11,975	4,470	17,400	17,400	0
Contractual services	825,040	784,467	986,140	1,032,930	1,013,730	(19,200)
Supplies and other expenses	657,699	803,200	749,792	654,550	649,550	(5,000)
Transfers from other functions	1,734,187	1,619,642	1,767,244	1,804,638	1,759,848	(44,790)
Transfers to other functions	(344,944)	(494,294)	(440,449)	(280,000)	(282,000)	(2,000)
Costs allocated to capital	0	0	0	(36,387)	(36,387)	0
Total Direct Costs	5,471,376	5,468,542	6,114,431	5,919,483	6,007,355	87,872
Revenue generated:						
Fees, rates, and sales of service	0	29,758	377	0	0	0
Grants	0	0	0	0	0	0
Total Revenue Generated	0	29,758	377	0	0	0
Net operating costs	5,471,376	5,438,784	6,114,054	5,919,483	6,007,355	87,872
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	5,471,376	5,438,784	6,114,054	5,919,483	6,007,355	87,872
Staffing per budget - FTEs	25.21	24.54		24.54	24.54	0.00

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

PROGRAM: 320 Public Works and Utilities Department Administration

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

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	663,909	1,603,329	1,669,013	1,575,993	1,609,729	33,736
Personnel expenses	25,283	54,294	44,769	28,700	28,700	0
Contractual services	4,704	9,380	1,907	3,200	3,200	0
Supplies and other expenses	13,738	14,139	10,861	11,820	11,820	0
Transfers from other functions	50,534	53,900	65,190	52,600	47,409	(5,191)
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	349,160	1,326,034	1,382,732	1,263,305	1,291,850	28,545
Revenue generated:						
Fees, rates, and sales of service	6,618	5,576	3,490	0	0	0
Total Revenue Generated	6,618	5,576	3,490	0	0	0
Net operating costs	342,542	1,320,458	1,379,242	1,263,305	1,291,850	28,545
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	342,542	1,320,458	1,379,242	1,263,305	1,291,850	28,545
Staffing per budget - FTEs	6.02	6.02		13.00	13.02	0.02

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

FINANCIAL PLAN 2021–2025

PROGRAM: 330 Capital Projects Management

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,506,231	1,615,931	1,638,118	1,670,091	1,824,465	154,374
Personnel expenses	43,230	55,517	40,635	53,115	53,115	0
Contractual services	593,102	761,293	761,040	909,500	839,500	(70,000)
Supplies and other expenses	18,990	16,865	17,822	14,350	14,350	0
Transfers from other functions	64,566	120,155	94,903	69,394	65,855	(3,539)
Transfers to other functions	(216,420)	(253,407)	(232,288)	(250,000)	(250,000)	0
Costs allocated to capital	(1,206,314)	(1,555,324)	(1,506,378)	(1,233,469)	(1,233,469)	0
Total Direct Costs	803,385	761,030	813,852	1,232,981	1,313,816	80,835
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	803,385	761,030	813,852	1,232,981	1,313,816	80,835
Transfer to (from) reserves	0	0	750,000	(820,000)	(750,000)	70,000
Net Tax Requirement (Contribution)	803,385	761,030	1,563,852	412,981	563,816	150,835
Staffing per budget - FTEs	14.00	15.33		15.33	16.33	1.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 360 Traffic Signs and Road Markings

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	557,935	553,049	530,358	632,367	646,459	14,092
Personnel expenses	5,209	1,631	5,801	4,650	4,650	0
Contractual services	11,847	17,769	3,891	4,250	4,250	0
Supplies and other expenses	282,829	331,233	363,901	323,500	378,500	55,000
Transfers from other functions	144,570	166,223	100,862	202,464	193,526	(8,938)
Transfers to other functions	(107,033)	(149,600)	(116,942)	(141,700)	(131,400)	10,300
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	895,357	920,305	887,871	1,025,531	1,095,985	70,454
Revenue generated:						
Fees, rates, and sale of service	6,071	17,961	3,852	8,000	8,000	0
Total Revenue Generated	6,071	17,961	3,852	8,000	8,000	0
Net operating costs	889,286	902,344	884,019	1,017,531	1,087,985	70,454
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	889,286	902,344	884,019	1,017,531	1,087,985	70,454
Staffing per budget - FTEs	6.25	6.25		6.24	6.24	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	656,581	433,083	467,341	691,605	721,456	29,851
Contractual services	382,217	175,676	566,245	273,100	273,100	0
Supplies and other expenses	79,079	56,211	78,798	66,150	66,150	0
Transfers from other functions	562,696	433,205	541,340	541,600	492,443	(49,157)
Transfers to other functions	(2,546)	(2,412)	(1,767)	(2,000)	(2,000)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,678,027	1,095,763	1,651,957	1,570,455	1,551,149	(19,306)
Revenue generated:						
Fees, rates, and sale of service	357	109,891	259,090	0	0	0
Total Revenue Generated	357	109,891	259,090	0	0	0
Net operating costs	1,677,670	985,872	1,392,867	1,570,455	1,551,149	(19,306)
Transfer to (from) reserves	(4,989)	0	0	0	0	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,672,681	985,872	1,392,867	1,570,455	1,551,149	(19,306)
Staffing per budget - FTEs	6.36	7.02		7.29	8.64	1.35

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FINANCIAL PLAN 2021–2025

PROGRAM: 740 Vehicles and Equipment

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,522,148	1,434,159	1,624,930	1,940,199	2,026,383	86,184
Personnel expenses	9,992	9,866	4,495	16,345	16,345	0
Contractual services	1,787,775	1,684,168	1,733,941	1,617,120	1,617,120	0
Supplies and other expenses	2,674,995	2,611,070	2,681,210	2,629,519	2,629,519	0
Transfers from other functions	4,622	(4,747)	28,587	67,494	66,296	(1,198)
Transfers to other functions	(6,871,814)	(6,715,557)	(7,077,841)	(6,886,584)	(6,886,584)	0
Costs allocated to capital	0	0	0	(764,650)	(764,650)	0
Total Direct Costs	(872,282)	(981,041)	(1,004,678)	(1,380,557)	(1,295,571)	84,986
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	(872,282)	(981,041)	(1,004,678)	(1,380,557)	(1,295,571)	84,986
Transfer to (from) reserves	2,138,152	2,181,000	2,181,931	2,181,000	2,123,900	(57,100)
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,265,870	1,199,959	1,177,253	800,443	828,329	27,886
Staffing per budget - FTEs	18.88	19.88		19.88	19.88	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 750 HVAC

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 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

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FINANCIAL PLAN 2021–2025

PROGRAM: 770 Millwright

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	865,476	763,777	586,493	1,058,248	968,735	(89,513)
Personnel expenses	13,969	233	0	16,070	16,070	0
Contractual services	227,128	217,387	277,484	151,909	151,022	(887)
Supplies and other expenses	388,504	233,901	216,883	223,009	221,991	(1,018)
Transfers from other functions	80,989	76,608	88,213	92,364	92,364	0
Transfers to other functions	(1,200,588)	(1,217,644)	(1,198,378)	(1,541,600)	(1,450,182)	91,418
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	375,478	74,262	(29,305)	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	375,478	74,262	(29,305)	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	375,478	74,262	(29,305)	0	0	0
Staffing per budget - FTEs	9.01	9.01		9.00	9.00	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 775 Plumbing

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	35,083	38,625	198,373	106,671	223,050	116,379
Personnel expenses	0	0	200	0	0	0
Contractual services	221,653	212,358	121,210	134,829	19,829	(115,000)
Supplies and other expenses	8,069	15,367	132,797	0	0	0
Transfers from other functions	2,368	4,184	8,787	0	0	0
Transfers to other functions	(237,567)	(225,211)	(357,129)	(241,500)	(241,500)	0
Costs allocated to capital	(4)	(3)	(2)	(1)	0	1
Total Direct Costs	29,602	45,320	104,236	(1)	1,379	1,380
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	29,602	45,320	104,236	(1)	1,379	1,380
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	29,602	45,320	104,236	(1)	1,379	1,380
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 2021–2025

PROGRAM: 780 Carpentry

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	876,848	1,129,203	1,138,316	834,248	868,935	34,687
Personnel expenses	5,676	2,800	2,259	6,203	6,203	0
Contractual services	402,106	659,245	598,263	508,296	508,296	0
Supplies and other expenses	209,599	319,088	373,583	251,499	250,471	(1,028)
Transfers from other functions	116,903	157,813	176,582	121,907	127,681	5,774
Transfers to other functions	(1,060,262)	(1,458,128)	(1,476,859)	(1,065,700)	(1,064,843)	857
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	550,870	810,021	812,144	656,453	696,743	40,290
Revenue generated:						
Fees, rates, and sale of service	0	269,464	0	0	0	0
Total Revenue Generated	0	269,464	0	0	0	0
Net operating costs	550,870	540,557	812,144	656,453	696,743	40,290
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	550,870	540,557	812,144	656,453	696,743	40,290
Staffing per budget - FTEs	11.56	12.06		12.06	12.06	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 790 Electrical

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,288,256	1,417,111	1,514,963	1,167,723	1,215,678	47,955
Personnel expenses	21,757	19,549	23,618	26,203	26,203	0
Contractual services	203,224	428,459	220,969	329,351	329,351	0
Supplies and other expenses	1,761,409	1,793,712	1,838,106	1,749,958	1,753,567	3,609
Transfers from other functions	163,892	195,639	186,585	201,098	200,890	(208)
Transfers to other functions	(1,168,439)	(1,478,491)	(1,344,277)	(1,374,700)	(1,374,700)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	2,270,099	2,375,979	2,439,964	2,099,633	2,150,989	51,356
Revenue generated:						
Grants	0	0	0	0	0	0
collections from other gov't	0	26,101	0	650	650	
Total Revenue Generated	0	26,101	0	650	650	0
Net operating costs	2,270,099	2,349,878	2,439,964	2,098,983	2,150,339	51,356
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	2,270,099	2,349,878	2,439,964	2,098,983	2,150,339	51,356
Staffing per budget - FTEs	14.58	14.58		14.58	14.58	0.00

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

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,284,387	1,380,754	1,626,354	1,688,670	1,721,053	32,383
Personnel expenses	6,468	3,298	636	1,000	500	(500)
Contractual services	1,993	646	623	5,250	1,000	(4,250)
Supplies and other expenses	24,200	3,740	1,035	1,850	1,650	(200)
Transfers from other functions	78,428	79,753	86,142	90,017	83,598	(6,419)
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	1,395,476	1,468,191	1,714,790	1,786,787	1,807,801	21,014
Revenue generated:						
Fees, rates, and sale of service	2,154,773	2,152,672	2,817,522	1,631,000	1,531,000	(100,000)
Total Revenue Generated	2,154,773	2,152,672	2,817,522	1,631,000	1,531,000	(100,000)
Net operating costs	(759,297)	(684,481)	(1,102,732)	155,787	276,801	121,014
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	(759,297)	(684,481)	(1,102,732)	155,787	276,801	121,014
Staffing per budget - FTEs	12.00	12.00		12.00	12.00	0.00

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

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	198,423	220,084	169,988	329,568	333,067	3,499
Personnel expenses	0	0	0	0	0	0
Contractual services	31,367	24,409	27,037	27,750	25,750	(2,000)
Supplies and other expenses	1,391	4,546	263	0	0	0
Transfers from other functions	20,448	15,715	15,866	16,813	15,869	(944)
Total Direct Costs	251,629	264,754	213,154	374,131	374,686	555
Revenue generated:						
Fees, rates, and sale of service	1,065,170	1,094,316	1,202,263	1,135,700	1,113,000	(22,700)
Total Revenue Generated	1,065,170	1,094,316	1,202,263	1,135,700	1,113,000	(22,700)
Net operating costs	(813,541)	(829,562)	(989,109)	(761,569)	(738,314)	23,255
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	(813,541)	(829,562)	(989,109)	(761,569)	(738,314)	23,255
Staffing per budget - FTEs	3.59	3.59		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.

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	92,956	88,309	84,859	172,368	137,403	(34,965)
Personnel expenses	806	374	450	500	500	0
Contractual services	17,097,959	17,654,015	16,594,421	17,998,877	17,998,877	0
Supplies and other expenses	25	0	2,354	500	500	0
Transfers from other functions	202,108	207,251	206,763	209,400	208,900	(500)
Total Direct Costs	17,393,854	17,949,949	16,888,847	18,381,645	18,346,180	(35,465)
Revenue generated:						
Fees, rates, and sale of service	5,426,239	7,495,265	3,400,033	5,413,942	5,078,657	(335,285)
Grants	6,707,375	5,130,740	7,077,060	7,395,433	7,679,118	283,685
Total Revenue Generated	12,133,614	12,626,005	10,477,093	12,809,375	12,757,775	(51,600)
Net operating costs	5,260,240	5,323,944	6,411,754	5,572,270	5,588,405	16,135
Transfer to (from) reserves	0	0	3,302,860	0	0	
Transfer to (from) other government	0	0	(4,352,860)	0	0	
Net Tax Requirement (Contribution)	5,260,240	5,323,944	5,361,754	5,572,270	5,588,405	16,135
Staffing per budget - FTEs	1.60	1.60		1.60	1.35	(0.25)

*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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	508,962	490,441	484,498	334,127	340,583	6,456
Personnel expenses	9,066	732	140	400	200	(200)
Contractual services	64,734	50,376	85,604	85,200	10,500	(74,700)
Supplies and other expenses	3,388	0	0	0	0	0
Transfers from other functions	9,461	7,923	8,047	6,100	5,310	(790)
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	595,611	549,472	578,289	425,827	356,593	(69,234)
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Grants	0	5,000	0	5,000	0	(5,000)
Total Revenue Generated	0	5,000	0	5,000	0	(5,000)
Net operating costs	595,611	544,472	578,289	420,827	356,593	(64,234)
Transfer to (from) reserves	0	7,720	(7,720)	0	0	0
Net Tax Requirement (Contribution)	595,611	552,192	570,569	420,827	356,593	(64,234)
Staffing per budget - FTEs	8.25	8.00		8.00	5.00	(3.00)

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

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	558,231	571,543	542,266	554,953	563,142	8,189
Personnel expenses	67,597	109,317	50,592	95,780	59,780	(36,000)
Contractual services	105,248	124,574	119,111	96,750	77,750	(19,000)
Supplies and other expenses	17,350	42,527	21,154	18,850	18,850	0
Transfers from other functions	23,231	25,684	28,461	26,358	25,650	(708)
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	771,657	873,645	761,584	792,691	745,172	(47,519)
Revenue generated:						
Fees, rates, and sale of service	850	16,800	300	2,000	2,000	0
Total Revenue Generated	850	16,800	300	2,000	2,000	0
Net operating costs	770,807	856,845	761,284	790,691	743,172	(47,519)
Transfer to (from) reserves	0	10,000	(10,000)	0	0	0
Net Tax Requirement (Contribution)	770,807	866,845	751,284	790,691	743,172	(47,519)
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.

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	387,644	394,558	406,716	397,675	402,572	4,897
Personnel expenses	6,202	5,574	5,245	5,645	5,445	(200)
Contractual services	119,061	75,817	484,071	135,500	76,300	(59,200)
Supplies and other expenses	570,440	165,384	291,209	67,134	61,134	(6,000)
Transfers from other functions	58,882	69,410	41,515	52,800	55,446	2,646
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	(176,900)	(111,400)	(134,100)	(180,000)	(180,000)	0
Total Direct Costs	965,329	599,343	1,094,656	478,754	420,897	(57,857)
Revenue generated:						
Fees, rates, and sale of service	(1,719,686)	(665,446)	1,481,502	425,000	425,000	0
Sale of capital assets	2,158,820	1,803,514	95,234	0	0	0
Total Revenue Generated	439,134	1,138,068	1,576,736	425,000	425,000	0
Net operating costs	526,195	(538,725)	(482,080)	53,754	(4,103)	(57,857)
Transfer to (from) reserves	172,556	11,160	703,761	110,000	110,000	0
Transfer to (from) other funds	0	459,680	157,000	0	0	0
Net Tax Requirement (Contribution)	698,751	(67,885)	378,681	163,754	105,897	(57,857)
Staffing per budget - FTEs	4.00	4.00		4.00	4.00	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	609,304	703,311	777,769	920,445	935,055	14,610
Personnel expenses	5,191	4,447	146	500	250	(250)
Contractual services	9,635	7,516	9,623	10,000	8,000	(2,000)
Supplies and other expenses	0	0	67	1,300	0	(1,300)
Transfers from other functions	41,054	37,132	46,838	42,700	42,700	0
Total Direct Costs	665,184	752,406	834,443	974,945	986,005	11,060
Revenue generated:						
Fees, rates, and sale of service	253,734	301,724	184,336	218,000	202,000	(16,000)
Total Revenue Generated	253,734	301,724	184,336	218,000	202,000	(16,000)
Net operating costs	411,450	450,682	650,107	756,945	784,005	27,060
Transfer to (from) reserves	62,000	96,000	30,000	60,000	60,000	0
Net Tax Requirement (Contribution)	473,450	546,682	680,107	816,945	844,005	27,060
Staffing per budget - FTEs	8.35	9.59		9.59	9.59	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,068,029	1,964,463	1,982,490	2,178,250	2,241,267	63,017
Personnel expenses	14,705	7,832	5,805	5,745	5,545	(200)
Contractual services	101,436	152,748	119,150	60,000	110,000	50,000
Supplies and other expenses	28,339	24,015	17,014	33,650	26,100	(7,550)
Transfers from other functions	62,783	71,452	68,711	67,379	62,070	(5,309)
Transfers to other functions	(458,341)	(428,813)	(353,729)	(530,500)	(360,000)	170,500
Costs allocated to capital	(1,138,519)	(1,190,994)	(1,154,133)	(1,100,000)	(1,150,000)	(50,000)
Total Direct Costs	678,432	600,703	685,308	714,524	934,982	220,458
Revenue generated:						
Fees, rates, and sale of service	26,200	18,505	12,558	20,600	15,600	(5,000)
Grants	0	0	0	0	0	0
Total Revenue Generated	26,200	18,505	12,558	20,600	15,600	(5,000)
Net operating costs	652,232	582,198	672,750	693,924	919,382	225,458
Transfer to (from) reserves	(7,200)	0	(20)	0	0	0
	0	0	(45,188)	0	0	0
Net Tax Requirement (Contribution)	645,032	582,198	627,542	693,924	919,382	225,458
Staffing per budget - FTEs	20.40	20.40		20.40	20.65	0.25

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FINANCIAL PLAN 2021–2025

PROGRAM: 150 Cemeteries

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

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	389,989	402,877	314,203	293,957	306,536	12,579
Personnel expenses	225	0	0	0	0	0
Contractual services	17,658	31,235	32,693	19,500	19,500	0
Supplies and other expenses	88,798	80,649	88,838	84,551	84,551	0
Transfers from other functions	145,760	154,948	175,623	138,309	137,365	(944)
Total Direct Costs	642,430	669,709	611,357	536,317	547,952	11,635
Revenue generated:						
Fees, rates, and sale of service	485,010	654,402	772,769	545,550	544,350	(1,200)
Total Revenue Generated	485,010	654,402	772,769	545,550	544,350	(1,200)
Net operating costs	157,420	15,307	(161,412)	(9,233)	3,602	12,835
Transfer to (from) reserves	34,200	(15,526)	161,412	5,000	5,000	0
Net Tax Requirement (Contribution)	191,620	(219)	0	(4,233)	8,602	12,835
Staffing per budget - FTEs	3.39	3.39		3.39	3.39	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	711,046	591,775	544,149	675,703	704,183	28,480
Personnel expenses	0	0	442	0	0	0
Contractual services	402,028	425,296	169,887	410,571	276,170	(134,401)
Supplies and other expenses	366,338	332,122	278,242	381,100	365,700	(15,400)
Transfers from other functions	407,403	415,135	354,627	365,669	358,017	(7,652)
Total Direct Costs	1,886,815	1,764,328	1,347,347	1,833,043	1,704,070	(128,973)
Revenue generated:						
Fees, rates, and sale of service	1,209,618	1,158,399	293,363	1,130,330	555,500	(574,830)
Total Revenue Generated	1,209,618	1,158,399	293,363	1,130,330	555,500	(574,830)
Net operating costs	677,197	605,929	1,053,984	702,713	1,148,570	445,857
Transfer to (from) reserves	75,000	75,000	75,000	70,100	70,100	0
Net Tax Requirement (Contribution)	752,197	680,929	1,128,984	772,813	1,218,670	445,857
Staffing per budget - FTEs	7.67		7.67	7.67	7.67	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,307,484	1,322,319	1,051,151	1,298,610	1,355,659	57,049
Contractual services	249,116	188,108	143,411	195,450	195,450	0
Supplies and other expenses	587,316	596,735	510,696	688,869	645,069	(43,800)
Transfers from other functions	497,049	514,977	605,975	443,550	436,068	(7,482)
Total Direct Costs	2,640,965	2,622,139	2,311,233	2,626,479	2,632,246	5,767
Revenue generated:						
Fees, rates, and sale of service	1,372,536	1,465,712	852,277	1,353,151	1,049,501	(303,650)
Total Revenue Generated	1,372,536	1,465,712	852,277	1,353,151	1,049,501	(303,650)
Net operating costs	1,268,429	1,156,427	1,458,956	1,273,328	1,582,745	309,417
Net Tax Requirement (Contribution)	1,268,429	1,156,427	1,458,956	1,273,328	1,582,745	309,417
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.

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,252,419	4,317,146	4,099,597	4,436,819	4,819,285	382,466
Personnel expenses	319	27,785	9,874	45,380	45,880	500
Contractual services	308,208	383,046	487,825	342,235	316,090	(26,145)
Supplies and other expenses	1,162,930	1,164,906	986,650	1,173,886	1,142,386	(31,500)
Transfers from other functions	2,078,153	2,133,891	2,086,252	1,967,662	1,954,162	(13,500)
Transfers to other functions	(555,433)	(512,697)	(611,808)	(577,351)	(572,351)	5,000
Total Direct Costs	7,246,596	7,514,077	7,058,390	7,388,631	7,705,452	316,821
Revenue generated:						
Fees, rates, and sale of service	338,933	326,762	84,684	317,100	317,100	0
Grants	0	0	0	0	0	0
Total Revenue Generated	338,933	326,762	84,684	317,100	317,100	0
Net operating costs	6,907,663	7,187,315	6,973,706	7,071,531	7,388,352	316,821
Transfer to (from) reserves	30,000	70,000	30,000	30,000	30,000	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	6,937,663	7,257,315	7,003,706	7,101,531	7,418,352	316,821
Staffing per budget - FTEs	50.77	52.19		52.20	54.20	2.00

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

FINANCIAL PLAN 2021–2025

PROGRAM: 439 Sustainability

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	325,669	447,572	391,688	549,566	554,571	5,005
Personnel expenses	4,100	9,062	3,866	8,020	3,520	(4,500)
Contractual services	139,625	176,282	114,662	140,360	119,860	(20,500)
Supplies and other expenses	63,252	79,637	79,075	139,500	321,500	182,000
Transfers from other functions	51,317	56,595	53,292	53,366	53,366	0
Transfers to other functions	(156,981)	(165,015)	(162,064)	(162,064)	(162,064)	0
Total Direct Costs	426,982	604,133	480,519	728,748	890,753	162,005
Revenue generated:						
Fees, rates, and sale of service	6,335	5,585	0	6,500	0	(6,500)
Grants	131,305	269,638	185,027	226,830	282,830	56,000
Private contributions	0	0	0	0	0	0
Total Revenue Generated	137,640	275,223	185,027	233,330	282,830	49,500
Net operating costs	289,342	328,910	295,492	495,418	607,923	112,505
Transfer to (from) reserves	(30,050)	(90,282)	(11,400)	(157,030)	(302,030)	(145,000)
Net Tax Requirement (Contribution)	259,292	238,628	284,092	338,388	305,893	(32,495)
Staffing per budget - FTEs	5.51	5.51		6.51	6.51	0.00

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

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	886,578	858,703	941,539	882,024	899,334	17,310
Personnel expenses	2,759	3,041	2,967	2,695	2,695	0
Contractual services	262,918	167,466	176,564	192,143	192,143	0
Supplies and other expenses	700,217	757,004	796,912	866,665	860,765	(5,900)
Transfers from other functions	1,186,031	1,174,513	1,439,304	1,108,518	1,107,610	(908)
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	3,038,503	2,960,727	3,357,286	3,052,045	3,062,547	10,502
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	3,038,503	2,960,727	3,357,286	3,052,045	3,062,547	10,502
Transfer to (from) reserves	(133,000)	0	0	0	0	0
Net Tax Requirement (Contribution)	2,905,503	2,960,727	3,357,286	3,052,045	3,062,547	10,502
Staffing per budget - FTEs	13.50	13.50		13.50	13.50	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	750,699	798,482	551,894	697,729	914,577	216,848
Personnel expenses	964	1,337	1,150	1,000	1,000	0
Contractual services	34,445	9,565	17,088	42,245	42,245	0
Supplies and other expenses	131,097	158,648	126,366	160,855	144,055	(16,800)
Transfers from other functions	102,138	91,540	75,999	78,100	74,857	(3,243)
Total Direct Costs	1,019,343	1,059,572	772,497	979,929	1,176,734	196,805
Revenue generated:						
Fees, rates, and sale of service	238,129	258,470	104,243	193,350	99,950	(93,400)
Total Revenue Generated	238,129	258,470	104,243	193,350	99,950	(93,400)
Net operating costs	781,214	801,102	668,254	786,579	1,076,784	290,205
Transfer to (from) reserves	(66,000)	0	0	0	0	0
Net Tax Requirement (Contribution)	715,214	801,102	668,254	786,579	1,076,784	290,205
Staffing per budget - FTEs	7.79	9.00		9.00	11.28	2.28

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

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,319,459	2,383,429	1,561,154	2,396,679	2,499,216	102,537
Personnel expenses	24,025	26,324	10,677	36,500	36,500	0
Contractual services	133,539	89,356	110,214	167,590	157,590	(10,000)
Supplies and other expenses	699,539	729,647	520,846	757,411	726,011	(31,400)
Transfers from other functions	697,897	794,624	648,269	684,847	718,822	33,975
Transfers to other functions	0	(2,069)	(250)	0	0	0
Total Direct Costs	3,874,459	4,021,311	2,850,910	4,043,027	4,138,139	95,112
Revenue generated:						
Fees, rates, and sale of service	2,619,434	2,470,968	1,089,943	2,777,000	1,361,000	(1,416,000)
Private contributions	0	0	0	0	0	0
Total Revenue Generated	2,619,434	2,470,968	1,089,943	2,777,000	1,361,000	(1,416,000)
Net operating costs	1,255,025	1,550,343	1,760,967	1,266,027	2,777,139	1,511,112
Transfer to (from) reserves	0	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)	1,455,025	1,750,343	1,960,967	1,466,027	2,977,139	1,511,112
Staffing per budget - FTEs	30.69	30.69		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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	17,800	0	27,018	0	0	0
Transfers from other functions	0	0	0	0	0	0
Total Direct Costs	17,800	0	27,018	0	0	0
Revenue generated:						
Fees, rates, and sale of service	1,871	797	0	0	0	0
Total Revenue Generated	1,871	797	0	0	0	0
Net operating costs	15,929	(797)	27,018	0	0	0
Net Tax Requirement (Contribution)	15,929	(797)	27,018	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 2021–2025

PROGRAM: 471 Art Gallery

Purpose: To maintain the Art Gallery building and program.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	240,653	227,467	220,973	255,000	255,000	0
Supplies and other expenses	372,084	375,564	375,565	375,564	379,320	3,756
Transfers from other functions	0	0	0	300	0	(300)
Total Direct Costs	612,737	603,031	596,538	630,864	634,320	3,456
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	612,737	603,031	596,538	630,864	634,320	3,456
Transfer to (from) reserves	0	0	0	0	(15,000)	(15,000)
Net Tax Requirement (Contribution)	612,737	603,031	596,538	630,864	619,320	(11,544)
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 472 Sagebrush Theatre

Purpose: To maintain the Sagebrush Theatre building and program.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	158,640	158,640	117,000	158,640	158,640	0
Transfers from other functions	3,870	3,870	5,000	5,000	5,000	0
Total Direct Costs	162,510	162,510	122,000	163,640	163,640	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	162,510	162,510	122,000	163,640	163,640	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	162,510	162,510	122,000	163,640	163,640	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 2021–2025

PROGRAM: 473 Old Courthouse

Purpose: To maintain the Old Courthouse building and program.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	5,626	1,991	657	6,750	3,750	(3,000)
Supplies and other expenses	12,427	12,630	12,174	16,278	20,778	4,500
Transfers from other functions	26,804	20,299	22,681	32,563	31,744	(819)
Total Direct Costs	44,857	34,920	35,512	55,591	56,272	681
Revenue generated:						
Fees, rates, and sale of service	20,656	19,400	10,612	19,500	19,500	0
Private contributions	0	0	0	0	0	0
Total Revenue Generated	20,656	19,400	10,612	19,500	19,500	0
Net operating costs	24,201	15,520	24,900	36,091	36,772	681
Net Tax Requirement (Contribution)	24,201	15,520	24,900	36,091	36,772	681
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 475 BC Wildlife Park

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	369,240	372,933	372,933	372,933	372,933	0
Transfers from other functions	14,889	15,743	18,200	18,200	18,200	0
Total Direct Costs	384,129	388,676	391,133	391,133	391,133	0
Revenue generated:						
None	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	384,129	388,676	391,133	391,133	391,133	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	384,129	388,676	391,133	391,133	391,133	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 2021–2025

PROGRAM: 476 Other Cultural Centres

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	0	0	0	0	0	0
Supplies and other expenses	2,354	3,891	2,813	0	0	0
Transfers from other functions	0	0	0	0	0	0
Total Direct Costs	2,354	3,891	2,813	0	0	0
Revenue generated:						
Fees, rates, and sale of service	115,708	96,397	9,797	77,900	77,900	0
Total Revenue Generated	115,708	96,397	9,797	77,900	77,900	0
Net operating costs	(113,354)	(92,506)	(6,984)	(77,900)	(77,900)	0
Net Tax Requirement (Contribution)	(113,354)	(92,506)	(6,984)	(77,900)	(77,900)	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	216,077	88,932	80,354	234,365	239,033	4,668
Personnel expenses	0	0	0	0	0	0
Contractual services	164,042	181,252	160,254	175,027	167,165	(7,862)
Supplies and other expenses	580,355	646,672	752,257	688,805	713,797	24,992
Transfers from other functions	0	862	45	0	0	0
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	960,474	917,718	992,910	1,098,197	1,119,995	21,798
Revenue generated:						
Fees, rates, and sale of service	(23,431)	27,699	63,503	(32,500)	(39,400)	(6,900)
Grants	70,000	51,650	282,132	50,000	50,000	0
Private contributions	0	0	0	0	0	0
Total Revenue Generated	46,569	79,349	345,635	17,500	10,600	(6,900)
Net operating costs	913,905	838,369	647,275	1,080,697	1,109,395	28,698
Transfer to (from) reserves	(21,232)	40,128	(9,231)	1,949	(14,051)	(16,000)
Net Tax Requirement (Contribution)	892,673	878,497	638,044	1,082,646	1,095,344	12,698
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 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	58,841	59,976	28,136	55,439	55,439	0
Personnel expenses	9,092	8,665	752	22,759	48,491	25,732
Contractual services	941,565	537,046	974,739	603,130	878,626	275,496
Supplies and other expenses	0	0	0	0	0	0
Transfers from other functions	1,322	2,674	112	500	500	0
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	1,010,820	608,361	1,003,739	681,828	983,056	301,228
Revenue generated:						
Fees, rates, and sale of service	0	0	0	0	0	0
Grants	939,790	608,361	2,182,260	681,828	983,056	301,228
Private contributions	0	0	0	0	0	0
Total Revenue Generated	939,790	608,361	2,182,260	681,828	983,056	301,228
Net operating costs	71,030	0	(1,178,521)	0	0	0
Transfer to (from) reserves	0	0	1,178,521	0	0	0
Net Tax Requirement (Contribution)	71,030	0	0	0	0	0
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 483 Health and Sport Development

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	418,727	414,025	348,555	324,165	330,614	6,449
Contractual services	496,733	519,837	341,631	517,536	482,175	(35,361)
Supplies and other expenses	327,127	318,506	139,051	333,816	316,676	(17,140)
Transfers from other functions	10,660	87,143	182,084	5,000	5,000	0
Transfers to other functions	(255,150)	(255,525)	(255,430)	(290,150)	(290,150)	0
Total Direct Costs	998,097	1,083,986	755,891	890,367	844,315	(46,052)
Revenue generated:						
Fees, rates, and sale of service	269,895	356,113	238,985	314,000	263,500	(50,500)
Grants	0	0	0	0	0	0
Private contributions	50,514	59,428	58,244	56,296	57,296	1,000
Total Revenue Generated	320,409	415,541	297,229	370,296	320,796	(49,500)
Net operating costs	677,688	668,445	458,662	520,071	523,519	3,448
Transfer to (from) reserves	(15,000)	0	(7,900)	0	0	0
Net Tax Requirement (Contribution)	662,688	668,445	450,762	520,071	523,519	3,448
Staffing per budget - FTEs	4.00	4.00		4.00	4.00	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 485 Arts, Culture, and Heritage

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	74,695	77,384	79,519	79,055	80,611	1,556
Contractual services	250,371	254,995	82,700	256,573	146,705	(109,868)
Supplies and other expenses	639,051	627,145	610,970	680,198	675,595	(4,603)
Total Direct Costs	964,117	959,524	773,189	1,015,826	902,911	(112,915)
Revenue generated:						
Fees, rates, and sale of service	94,149	95,242	54,353	95,400	66,000	(29,400)
Private contributions	3,225	2,529	250	6,500	4,000	(2,500)
Total Revenue Generated	97,374	97,771	54,603	101,900	70,000	(31,900)
Net operating costs	866,743	861,753	718,586	913,926	832,911	(81,015)
Transfer to (from) reserves	(2,540)	2,366	2,396	20,000	20,000	0
Net Tax Requirement (Contribution)	864,203	864,119	720,982	933,926	852,911	(81,015)
Staffing per budget - FTEs	1.00	1.00		1.00	1.00	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	415,052	405,968	402,256	424,118	526,155	102,037
Personnel expenses	464	1,503	1,072	2,247	700	(1,547)
Contractual services	13,762	17,262	7,480	18,850	14,750	(4,100)
Supplies and other expenses	61,639	47,601	28,838	66,735	53,550	(13,185)
Transfers from other functions	45,968	32,935	33,638	37,100	33,356	(3,744)
Transfers to other functions	0	(300)	0	0	0	0
Total Direct Costs	536,885	504,969	473,284	549,050	628,511	79,461
Revenue generated:						
Fees, rates, and sale of service	21,581	30,998	12,767	20,000	15,000	(5,000)
Grants	41,500	51,689	74,067	41,500	41,500	0
Private contributions	13,828	10,000	15,858	10,000	10,000	0
Total Revenue Generated	76,909	92,687	102,692	71,500	66,500	(5,000)
Net operating costs	459,976	412,282	370,592	477,550	562,011	84,461
Transfer to (from) reserves	0	0	22,500	10,000	10,000	0
Net Tax Requirement (Contribution)	459,976	412,282	393,092	487,550	572,011	84,461
Staffing per budget - FTEs	5.32	5.32		5.32	5.32	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 491 Parks, Recreation, and Cultural Services Administration

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,832,349	2,137,417	2,271,451	2,120,850	2,421,115	300,265
Personnel expenses	96,586	53,567	37,837	48,610	42,110	(6,500)
Contractual services	289,903	248,306	223,598	346,236	326,236	(20,000)
Supplies and other expenses	31,936	13,208	32,621	38,500	35,000	(3,500)
Transfers from other functions	191,479	182,716	180,977	222,635	210,782	(11,853)
Transfers to other functions	0	0	0	0	0	0
Costs allocated to capital	(50,000)	(50,000)	(50,000)	(140,058)	(140,058)	0
Total Direct Costs	3,392,253	2,585,214	2,696,484	2,636,773	2,895,185	258,412
Revenue generated:						
Fees, rates, and sale of service	12,318	(3,581)	(9,997)	62,230	33,000	(29,230)
Grants	0	0	0	0	0	0
Total Revenue Generated	12,318	(3,581)	(9,997)	62,230	33,000	(29,230)
Net operating costs	3,379,935	2,588,795	2,706,481	2,574,543	2,862,185	287,642
Transfer to (from) reserves	(71,000)	25,000	(25,000)	0	0	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	3,308,935	2,613,795	2,681,481	2,574,543	2,862,185	287,642
Staffing per budget - FTEs	31.37	30.77		24.77	24.77	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,130,319	4,375,409	4,538,015	4,717,366	5,122,486	405,120
Personnel expenses	48,986	37,387	17,134	85,815	59,935	(25,880)
Contractual services	24,327,534	25,420,846	22,952,711	26,771,100	24,574,550	(2,196,550)
Supplies and other expenses	62,095	59,348	49,497	78,066	57,700	(20,366)
Transfers from other functions	119,147	118,123	209,304	254,188	250,857	(3,331)
Total Direct Costs	28,688,081	30,011,113	27,766,661	31,906,535	30,065,528	(1,841,007)
Revenue generated:						
911 levy	209,955	178,718	0	0	0	0
Fees, rates, and sale of service	1,210,134	1,381,854	278,893	214,600	225,600	11,000
Grants	2,625,981	2,677,290	3,731,698	3,866,451	1,182,500	(2,683,951)
Private contributions	0	0	0	0	0	0
Total Revenue Generated	4,046,070	4,237,862	4,010,591	4,081,051	1,408,100	(2,672,951)
Net operating costs	24,642,011	25,773,251	23,756,070	27,825,484	28,657,428	831,944
Transfer to (from) reserves	(665,667)	(278,799)	2,182,362	(1,488,000)	(1,011,000)	477,000
Transfer to (from) other funds	60,000	60,000	60,000	60,000	60,000	0
Net Tax Requirement (Contribution)	24,036,344	25,554,452	25,998,432	26,397,484	27,706,428	1,308,944
Municipal Staffing per budget - FTEs	55.70	57.70		58.70	62.35	3.65
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.

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	17,386,278	18,108,033	18,034,366	18,008,453	18,008,006	(447)
Personnel expenses	167,147	169,211	110,561	205,300	141,800	(63,500)
Contractual services	422,055	386,532	432,439	433,653	542,900	109,247
Supplies and other expenses	736,019	661,667	756,596	721,550	793,450	71,900
Transfers from other functions	306,947	311,495	294,334	283,400	275,496	(7,904)
Transfers to other functions	(56,497)	(30,556)	(8,000)	0	0	0
Total Direct Costs	18,961,949	19,606,382	19,620,296	19,652,356	19,761,652	109,296
Revenue generated:						
Fees, rates, and sale of service	1,562,338	1,449,649	1,532,260	1,478,300	1,492,165	13,865
911 levy	257,931	286,205	274,801	255,000	255,000	0
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	1,835,269	1,770,987	1,822,061	1,748,300	1,762,165	13,865
Net operating costs	17,126,680	17,835,395	17,798,235	17,904,056	17,999,487	95,431
Transfer to (from) reserves	0	12,000	(10,378)	140,000	0	(140,000)
Transfer to (from) other funds	792,184	800,000	800,000	800,000	940,000	140,000
Net Tax Requirement (Contribution)	17,918,864	18,647,395	18,587,857	18,844,056	18,939,487	95,431
Staffing per budget - FTEs	128.53	128.53		128.53	129.53	1.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	28,414	0	0	0	0	0
Personnel expenses	23,049	11,206	952	14,000	10,500	(3,500)
Contractual services	14,075	18,920	18,849	20,000	20,000	0
Supplies and other expenses	7,243	4,157	9,650	8,500	8,500	0
Transfers from other functions	1,034	1,379	4,061	2,100	2,100	0
Total Direct Costs	73,815	35,662	33,512	44,600	41,100	(3,500)
Revenue generated:						
Private contributions	0	0	0	0	0	0
Grants	13,410	0	3,264	0	0	0
Total Revenue Generated	13,410	0	3,264	0	0	0
Net operating costs	60,405	35,662	30,248	44,600	41,100	(3,500)
Net Tax Requirement (Contribution)	60,405	35,662	30,248	44,600	41,100	(3,500)
Staffing per budget - FTEs	0.40	0.40		0.40	0.00	(0.40)

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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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,709,256	1,676,228	1,453,157	1,587,023	1,637,251	50,228
Personnel expenses	17,375	11,164	26,130	71,070	109,050	37,980
Contractual services	96,506	216,127	210,454	150,750	355,200	204,450
Supplies and other expenses	79,399	66,441	86,620	76,790	73,616	(3,174)
Transfers from other functions	106,540	101,398	101,512	102,452	99,929	(2,523)
Transfers to other functions	(227,910)	(229,575)	(233,600)	(233,600)	(233,600)	0
Total Direct Costs	1,781,166	1,841,783	1,644,273	1,754,485	2,041,446	286,961
Revenue generated:						
Fees, rates, and sale of service	302,032	300,825	440,504	311,400	306,950	(4,450)
Total Revenue Generated	302,032	300,825	440,504	311,400	306,950	(4,450)
Net operating costs	1,479,134	1,540,958	1,203,769	1,443,085	1,734,496	291,411
Transfer to (from) reserves	0	0	0	35,000	35,000	0
Net Tax Requirement (Contribution)	1,479,134	1,540,958	1,203,769	1,478,085	1,769,496	291,411
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.

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	479,640	421,627	441,951	458,484	476,981	18,497
Personnel expenses	6,170	3,543	1,508	3,500	3,300	(200)
Contractual services	302,990	322,838	345,983	325,900	324,000	(1,900)
Supplies and other expenses	122,956	94,793	77,104	170,650	110,200	(60,450)
Transfers from other functions	307,796	56,135	62,561	66,141	59,079	(7,062)
Total Direct Costs	1,219,552	898,936	929,107	1,024,675	973,560	(51,115)
Revenue generated:						
Fees, rates, and sale of service	1,604,832	1,681,544	954,373	1,788,950	1,336,800	(452,150)
Total Revenue Generated	1,604,832	1,681,544	954,373	1,788,950	1,336,800	(452,150)
Net operating costs	(385,280)	(782,608)	(25,266)	(764,275)	(363,240)	401,035
Transfer to (from) reserves	80,386	248,019	(40,000)	489,275	58,240	(431,035)
Transfer to (from) other funds	74,893	74,893	75,000	75,000	75,000	0
Net Tax Requirement (Contribution)	(230,001)	(459,696)	9,734	(200,000)	(230,000)	(30,000)
Staffing per budget - FTEs	5.63	5.63		5.38	5.38	0.00

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PROGRAM: 350 Off-Street Parking

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

Significant Impacts on the 2016 Budget:

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	95,719	283,477	245,710	60,000	60,000	0
Supplies and other expenses	145,438	494	0	0	0	0
Transfers from other functions	13,896	282,835	18,819	7,500	7,500	0
Total Direct Costs	255,053	566,806	264,529	67,500	67,500	0
Revenue generated:						
Fees, rates, and sale of service	509,935	485,755	223,214	511,000	500,000	(11,000)
Total Revenue Generated	509,935	485,755	223,214	511,000	500,000	(11,000)
Net operating costs	(254,882)	81,051	41,315	(443,500)	(432,500)	11,000
Transfer to (from) reserves	0	0	0	0	0	0
Transfer to (from) other funds	0	196,772	0	443,500	432,500	(11,000)
Net Tax Requirement (Contribution)	(254,882)	277,823	41,315	0	0	0
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

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).

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	446,197	462,707	510,783	428,347	428,347	0
Total Direct Costs	446,197	462,707	510,783	428,347	428,347	0
Revenue generated:						
Business improvement area levy	330,558	343,254	359,211	428,347	428,347	0
Total Revenue Generated	330,558	343,254	359,211	428,347	428,347	0
Net operating costs	115,639	119,453	151,572	0	0	0
Net Tax Requirement (Contribution)	115,639	119,453	151,572	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 2021–2025

PROGRAM: 710 Central Office

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	154,473	150,056	124,844	145,154	148,561	3,407
Personnel expenses	0	0	0	0	750	750
Contractual services	3,881	2,278	0	8,300	10,800	2,500
Supplies and other expenses	85,290	99,278	79,736	92,950	108,200	15,250
Transfers from other functions	9,778	9,918	10,140	10,466	9,458	(1,008)
Transfers to other functions	0	50	0	(1,000)	(1,000)	0
Costs allocated to capital	0	0	0	0	0	0
Total Direct Costs	253,422	261,580	214,720	255,870	276,769	20,899
Revenue generated:						
Fees, rates, and sale of service	31	0	0	0	0	0
Total Revenue Generated	31	0	0	0	0	0
Net operating costs	253,391	261,580	214,720	255,870	276,769	20,899
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)	282,586	291,580	244,720	285,870	306,769	20,899
Staffing per budget - FTEs	2.52	2.49		2.62	2.32	(0.30)

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,502,028	2,615,790	2,639,436	2,435,580	2,462,698	27,118
Personnel expenses	70,092	43,349	32,882	81,350	65,350	(16,000)
Contractual services	1,338,679	1,810,707	2,025,600	1,803,213	2,697,276	894,063
Supplies and other expenses	396,256	421,341	431,236	397,592	394,592	(3,000)
Transfers from other functions	169,799	182,679	188,147	199,071	182,035	(17,036)
Transfers to other functions	(1,285,900)	(1,316,839)	(1,490,819)	(1,413,900)	(1,413,900)	0
Total Direct Costs	3,190,954	3,757,027	3,826,482	3,502,906	4,388,051	885,145
Revenue generated:						
Fees, rates, and sale of service	1,296	6,583	4,649	200	200	0
Sale of capital assets	0	0	0	0	0	0
Total Revenue Generated	1,296	6,583	4,649	200	200	0
Net operating costs	3,189,658	3,750,444	3,821,833	3,502,706	4,387,851	885,145
Transfer to (from) reserves	(65,500)	5,000	(5,000)	0	0	0
Transfer to (from) other funds	444,500	487,500	672,000	672,000	672,000	0
Net Tax Requirement (Contribution)	3,568,658	4,242,944	4,488,833	4,174,706	5,059,851	885,145
Staffing per budget - FTEs	24.29	24.29		25.29	25.29	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 730 Kamloops Community Network

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	110,277	72,270	84,633	93,000	97,000	4,000
Transfers from other functions	(8,000)	(8,000)	(8,000)	(8,000)	(12,000)	(4,000)
Total Direct Costs	102,277	64,270	76,633	85,000	85,000	0
Revenue generated:						
Fees, rates, and sale of service	96,705	95,954	91,930	91,867	78,703	(13,164)
Total Revenue Generated	96,705	95,954	91,930	91,867	78,703	(13,164)
Net operating costs	5,572	(31,684)	(15,297)	(6,867)	6,297	13,164
Transfer to (from) reserves	0	0	0	6,867	6,867	0
Net Tax Requirement (Contribution)	5,572	(31,684)	(15,297)	0	13,164	13,164
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	0	534,217	633,934	895,851	942,765	46,914
Personnel expenses	629	8,841	5,287	11,430	5,130	(6,300)
Contractual services	0	46,952	62,220	40,500	30,500	(10,000)
Supplies and other expenses	122,580	10,580	5,949	10,000	60,600	50,600
Transfers from other functions	3,705	7,226	12,834	40,500	9,938	(30,562)
Total Direct Costs	126,914	607,816	720,224	998,281	1,048,933	50,652
Revenue generated:						
Fees, rates, and sales of service	0	2,449	2,639	1,000	1,000	0
None	0	0	0	0	0	0
Total Revenue Generated	0	2,449	2,639	1,000	1,000	0
Net operating costs	126,914	605,367	717,585	997,281	1,047,933	50,652
Transfer to (from) reserves	0	0	0	(120,000)	(60,000)	(50,652)
Transfer to (from) reserves					0	0
Net Tax Requirement (Contribution)	126,914	605,367	717,585	877,281	987,933	50,652
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	544,114	0	0	0	0	0
Personnel expenses	544,114	0	0	0	0	0
Contractual services	2,690	0	0	0	0	0
Supplies and other expenses	7,193	0	0	0	0	0
Transfers from other functions	25,486	0	0	0	0	0
Total Direct Costs	1,123,597	0	0	0	0	0
Revenue generated:						
Fees, rates, and sale of service	934	0	0	0	0	0
Total Revenue Generated	934	0	0	0	0	0
Net operating costs	1,122,663	0	0	0	0	0
Transfer to (from) reserves	(934)	0	0	0	0	0
Net Tax Requirement (Contribution)	1,121,729	0	0	0	0	0
Staffing per budget - FTEs	6.70	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	514,882	505,513	534,864	479,931	526,103	46,172
Personnel expenses	65,610	92,018	48,227	109,450	73,450	(36,000)
Contractual services	21,480	26,864	3,018	16,000	12,000	(4,000)
Supplies and other expenses	41,730	70,999	13,465	77,000	88,000	11,000
Transfers from other functions	16,051	21,826	14,932	24,320	17,874	(6,446)
Total Direct Costs	659,753	717,220	614,506	706,701	717,427	10,726
Revenue generated:						
Fees, rates, and sale of service	(19,120)	(13,193)	(17,453)	(5,000)	(5,000)	0
Investment income	19,206	15,874	0	5,000	5,000	0
Total Revenue Generated	86	2,681	(17,453)	0	0	0
Net operating costs	659,667	714,539	631,959	706,701	717,427	10,726
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	659,667	714,539	631,959	706,701	717,427	10,726
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 2021–2025

PROGRAM: 881 Administration of the City

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	570,117	708,417	681,773	675,379	681,779	6,400
Personnel expenses	20,966	20,863	25,394	29,875	34,875	5,000
Contractual services	209,821	168,227	168,198	197,500	181,500	(16,000)
Supplies and other expenses	26,246	22,321	6,387	19,600	24,600	5,000
Transfers from other functions	23,432	24,196	25,212	22,058	21,250	(808)
Transfers to other functions	870,979	883,400	883,399	883,399	889,733	6,334
Total Direct Costs	1,721,561	1,827,424	1,790,363	1,827,811	1,833,737	5,926
Revenue generated:						
Fees, rates, and sale of service	0	3,874	1,541	3,000	3,000	0
Grants	0	0	0	22,500	20,000	(2,500)
Total Revenue Generated	0	3,874	1,541	25,500	23,000	(2,500)
Net operating costs	1,721,561	1,823,550	1,788,822	1,802,311	1,810,737	8,426
Transfer to (from) reserves	7,000	0	0	0	0	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	1,728,561	1,823,550	1,788,822	1,802,311	1,810,737	8,426
Staffing per budget - FTEs	3.17	3.17		3.17	4.00	0.83

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	829,660	796,870	902,528	814,562	880,155	65,593
Personnel expenses	22,912	15,378	12,919	21,400	24,850	3,450
Contractual services	65,527	121,455	97,670	133,900	133,900	0
Supplies and other expenses	27,412	42,918	80,516	65,400	75,400	10,000
Transfers from other functions	35,816	32,072	35,620	35,000	33,122	(1,878)
Transfers to other functions	(10,000)	(10,203)	(49,571)	(10,000)	(10,000)	0
Costs allocated to capital	0	(20,090)	(35,343)	(41,530)	(41,530)	0
Total Direct Costs	971,327	978,400	1,044,339	1,018,732	1,095,897	77,165
Revenue generated:						
Fees, rates, and sale of service	759	0	0	0	0	0
Grants	15,000	15,000	15,000	0	0	0
Total Revenue Generated	15,759	15,000	15,000	0	0	0
Net operating costs	955,568	963,400	1,029,339	1,018,732	1,095,897	77,165
Transfer to (from) reserves	(89,000)	25,000	(25,000)	(40,500)	(40,500)	0
Transfer to (from) other funds	0	0	0	0	0	0
Net Tax Requirement (Contribution)	866,568	988,400	1,004,339	978,232	1,055,397	77,165
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 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,490,558	1,587,904	1,615,370	1,738,762	1,678,758	(60,004)
Personnel expenses	290,060	227,524	179,867	1,738,762	271,932	(1,466,830)
Contractual services	346,437	361,972	217,006	61,331	293,300	231,969
Supplies and other expenses	93,995	80,820	61,160	278,932	87,831	(191,101)
Transfers from other functions	43,042	45,705	47,407	297,300	49,073	(248,227)
Transfers to other functions	(1,200)	0	(800)	51,858	0	(51,858)
Total Direct Costs	2,262,892	2,303,925	2,120,010	4,166,945	2,380,894	(1,786,051)
Revenue generated:						
Fees, rates, and sale of service	2,100,745	2,144,778	176,675	115,000	115,000	0
Total Revenue Generated	2,100,745	2,144,778	176,675	115,000	115,000	0
Net operating costs	162,147	159,147	1,943,335	4,051,945	2,265,894	(1,786,051)
Transfer to (from) reserves	(135,816)	0	115,000	28,000	(23,000)	(51,000)
Net Tax Requirement (Contribution)	26,331	159,147	2,058,335	4,079,945	2,242,894	(1,837,051)
Staffing per budget - FTEs	11.00	11.60		12.60	14.00	1.40

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FINANCIAL PLAN 2021–2025

PROGRAM: 610 Cash Management

Purpose: To optimize interest revenues within legislative requirements.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,961	5,481	5,340	0	0	0
Contractual services	(21,443)	77,619	78,193	41,000	41,000	0
Supplies and other expenses	0	0	0	0	0	0
Transfers from other functions	2,934	2,921	3,234	3,200	2,905	(295)
Total Direct Costs	(16,548)	86,021	86,767	44,200	43,905	(295)
Revenue generated:						
Special assessments	3,760,297	4,006,092	3,828,603	4,101,669	4,100,062	(1,607)
Fees, rates, and sale of service	1,945,559	2,855,938	4,170,846	799,000	1,388,000	589,000
Grants	173,522	(59,745)	251,465	81,747	257,000	175,253
Investment income	2,615,243	2,230,676	2,200,000	3,500,000	2,400,000	(1,100,000)
Total Revenue Generated	8,494,621	9,032,961	10,450,914	8,482,416	8,145,062	(337,354)
Net operating costs	(8,511,169)	(8,946,940)	(10,364,147)	(8,438,216)	(8,101,157)	337,059
Transfer to (from) reserves	416,808	901,197	1,178,740	586,000	576,000	(10,000)
Transfer to (from) other funds	1,122,698	1,368,227	839,373	690,800	386,400	(304,400)
Net Tax Requirement (Contribution)	(6,971,663)	(6,677,516)	(8,346,034)	(7,161,416)	(7,138,757)	22,659
Staffing per budget - FTEs	0.45	0.45		0.45	0.45	0.00

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	761,606	720,676	746,583	786,329	784,559	(1,770)
Personnel expenses	4,292	5,186	5,194	21,260	3,300	(17,960)
Contractual services	44,705	52,698	60,376	53,493	55,400	1,907
Supplies and other expenses	140,964	113,541	123,922	113,592	116,125	2,533
Transfers from other functions	22,707	23,464	23,406	23,700	21,458	(2,242)
Transfers to other functions	(355,727)	(354,567)	(357,000)	(356,509)	(359,921)	(3,412)
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	89,135	182,230	48,396	153,000	80,000	(73,000)
Total Direct Costs	707,682	743,228	650,877	794,865	700,921	(93,944)
Revenue generated:						
Fees, rates, and sale of service	370,359	407,789	416,778	235,050	163,000	(72,050)
Investment income	211,242	225,594	11,877	238,000	225,000	(13,000)
Total Revenue Generated	581,601	633,383	428,655	473,050	388,000	(85,050)
Net operating costs	126,081	109,845	222,222	321,815	312,921	(8,894)
Net Tax Requirement (Contribution)	126,081	109,845	222,222	321,815	312,921	(8,894)
Staffing per budget - FTEs	9.94	8.69		6.29	7.29	1.00

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

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 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
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)

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FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	0	6,890	(1,041,007)	(1,041,007)	0
Supplies and other expenses	12,000	0	40,915	1,090,000	915,000	(175,000)
Transfers to other functions	(1,240,440)	(1,240,440)	(1,240,440)	(1,240,440)	(1,252,606)	(12,166)
Total Direct Costs	(1,228,440)	(1,240,440)	(1,192,635)	(1,191,447)	(1,378,613)	(187,166)
Revenue generated:						
Grants	6,679,761	10,694,981	11,372,241	6,720,000	5,435,000	(1,285,000)
Private contributions	0	0	0	0	0	0
Total Revenue Generated	6,679,761	10,694,981	11,372,241	6,720,000	5,435,000	(1,285,000)
Net operating costs	(7,908,201)	(11,935,421)	(12,564,876)	(7,911,447)	(6,813,613)	1,097,834
Transfer to (from) reserves	7,307,352	5,408,301	11,942,784	6,680,000	(589,692)	(7,269,692)
Transfer to (from) other funds	0	0	0	(160,000)		160,000
Net Tax Requirement (Contribution)	(600,849)	(6,527,120)	(622,092)	(1,391,447)	(7,403,305)	(6,011,858)
Staffing per budget - FTEs	0.00	0.00		0.00	0.00	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 650 Insurance and Risk Management

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	212,935	217,519	234,268	223,956	228,461	4,505
Personnel expenses	4,261	5,208	1,475	6,800	2,800	(4,000)
Contractual services	842,975	1,179,359	1,009,125	1,232,000	1,192,100	(39,900)
Supplies and other expenses	160	0	0	0	0	0
Transfers from other functions	9,887	14,027	9,702	10,358	9,268	(1,090)
Transfers to other functions	(428,021)	(149,405)	(191,400)	(191,400)	(191,400)	0
Total Direct Costs	642,197	1,266,708	1,063,170	1,281,714	1,241,229	(40,485)
Revenue generated:						
Fees, rates, and sale of service	26,240	18,922	29,720	0	0	0
Total Revenue Generated	26,240	18,922	29,720	0	0	0
Net operating costs	615,957	1,247,786	1,033,450	1,281,714	1,241,229	(40,485)
Transfer to (from) reserves	24,227	(67,345)	27,677	(130,000)	0	130,000
Net Tax Requirement (Contribution)	640,184	1,180,441	1,061,127	1,151,714	1,241,229	89,515
Staffing per budget - FTEs	2.00	2.00		2.00	2.00	0.00

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FINANCIAL PLAN 2021–2025

PROGRAM: 660 Corporate Benefits

Purpose:

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	0	1,066,968	482,127	0	0	0
Personnel expenses	0	0	0	0	0	0
Contractual services	0	0	0	0	0	0
Supplies and other expenses	0	54,877	0	0	0	0
Transfers from other functions	0	0	0	0	0	0
Total Direct Costs	0	1,121,845	482,127	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	0	1,121,845	482,127	0	0	0
Transfer to (from) reserves	0	0	0	0	0	0
Net Tax Requirement (Contribution)	0	1,121,845	482,127	0	0	0
Staffing per budget - FTEs						

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

FINANCIAL PLAN 2021–2025

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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	789,327	848,980	791,313	894,629	919,930	25,301
Personnel expenses	22,643	6,297	3,759	12,500	7,800	(4,700)
Contractual services	1,770	65,249	5,298	2,100	2,100	0
Supplies and other expenses	10,239	3,612	41,221	4,800	2,800	(2,000)
Transfers from other functions	28,020	28,332	31,545	29,383	27,613	(1,770)
Transfers to other functions	0	0	0	0	0	0
Total Direct Costs	851,999	952,470	873,136	943,412	960,243	16,831
Revenue generated:						
Fees, rates, and sale of service	182,912	188,011	99,801	29,000	29,000	0
Total Revenue Generated	182,912	188,011	99,801	29,000	29,000	0
Net operating costs	669,087	764,459	773,335	914,412	931,243	16,831
Net Tax Requirement (Contribution)	669,087	764,459	773,335	914,412	931,243	16,831
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.

FINANCIAL PLAN 2021–2025

PROGRAM: 690 Debt Management

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

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Transfers to other functions	(251,241)	(277,600)	0	0	0	0
Debt servicing costs	3,570,027	3,056,568	3,500,840	3,743,624	3,090,307	(653,317)
Total Direct Costs	3,318,786	2,778,968	3,500,840	3,743,624	3,090,307	(653,317)
Revenue generated:						
Special assessments	0	0	0	0	0	0
Fees, rates, and sale of service	676,105	356,137	1,285,452	314,127	89,000	(225,127)
Investment income	620,884	755,071	0	885,873	1,111,000	225,127
Total Revenue Generated	1,296,989	1,111,208	1,285,452	1,200,000	1,200,000	0
Net operating costs	2,021,797	1,667,760	2,215,388	2,543,624	1,890,307	(653,317)
Transfer to (from) reserves	83,956	0	8,890	(178,000)	(178,000)	0
Transfer to (from) other funds	(325,946)	(6,011,200)	9,029	(105,000)	(105,000)	0
Debt principal repayment	3,201,348	3,335,535	2,570,503	3,456,376	4,109,693	653,317
Net Tax Requirement (Contribution)	4,981,155	(1,007,905)	4,803,810	5,717,000	5,717,000	0
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.

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Transfers from other functions	0	0	0	0	0	0
Capital funded from taxation	9,523,007	18,377,352	7,252,868	11,811,594	13,203,094	1,391,500
Total Direct Costs	9,523,007	18,377,352	7,252,868	11,811,594	13,203,094	1,391,500
Revenue generated:						
Sale of fixed assets	0	0	0	0	0	0
Total Revenue Generated	0	0	0	0	0	0
Net operating costs	9,523,007	18,377,352	7,252,868	11,811,594	13,203,094	1,391,500
Transfer to (from) reserves	0	5,708,172	5,510,781	550,000	1,100,000	550,000
Net Tax Requirement (Contribution)	9,523,007	24,085,524	12,763,649	12,361,594	14,303,094	1,941,500
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 2021–2025

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

Purpose:

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,734,893	3,115,969	2,940,635	2,768,519	2,948,997	180,478
Personnel expenses	43,347	42,131	23,406	53,100	53,100	0
Contractual services	453,900	704,076	688,462	701,000	596,000	(105,000)
Supplies and other expenses	3,182,753	3,074,832	2,987,285	3,021,700	3,019,700	(2,000)
Transfers from other functions	2,814,600	3,090,728	3,236,577	3,669,874	3,604,742	(65,132)
Transfers to other functions	(751,446)	(744,379)	(764,931)	(708,900)	(708,900)	0
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	(560,568)	639,526	(727,274)	1,046,000	1,316,000	270,000
Capital funded from water levies	1,868,576	4,015,274	2,158,874	3,718,677	4,872,834	1,154,157
Total Direct Costs	9,786,055	13,938,157	10,543,034	14,269,970	15,702,473	1,432,503
Revenue generated:						
Fees, rates, and sales of service	173,513	408,685	167,713	148,000	148,000	0
Grants	0	0	0	0	0	0
Investment income	807,343	659,566	707,231	854,000	534,000	(320,000)
Total Revenue Generated	980,856	1,068,251	874,944	1,002,000	682,000	(320,000)
Net operating costs	8,805,199	12,869,906	9,668,090	13,267,970	15,020,473	1,752,503
Transfer to (from) reserves	84,912	4,194,645	2,351,910	57,684	57,684	0
Transfer to (from) other funds	4,917,529	(6,204,790)	(1,837,601)	508,530	(1,073,157)	(1,581,687)
Debt principal repayment	3,841,536	2,126,812	3,489,943	2,355,000	2,085,000	(270,000)
Transfer to (from) surplus	(1,486,609)	3,527,395	2,775,899	(99,184)	0	99,184
Net Water Requirement	16,162,567	16,513,968	16,448,241	16,090,000	16,090,000	0
Staffing per budget - FTEs	26.10	26.27		26.27	26.00	(0.27)

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FINANCIAL PLAN 2021–2025

PROGRAM: 120 Sewer Utility Fund Prior Year Amounts (2020–2021)

Purpose:

	2018 Actual Amounts	2019 Actual Amounts	2020 Actuals	2020 Adopted Budget	2021 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,708,072	1,800,045	1,933,302	2,416,807	2,605,481	188,674
Personnel expenses	36,137	18,371	10,825	40,700	35,700	(5,000)
Contractual services	528,177	2,028,674	4,346,523	3,650,000	1,622,000	(2,028,000)
Supplies and other expenses	1,583,533	1,788,225	1,531,654	1,607,350	1,604,310	(3,040)
Transfers from other functions	2,313,213	2,359,105	2,357,877	2,480,459	2,388,349	(92,110)
Transfers to other functions	(107,485)	(104,283)	(110,450)	(107,000)	(107,000)	0
Costs allocated to capital	0	0	0	0	0	0
Debt servicing costs	2,480,577	666,207	799,282	740,000	740,000	0
Capital funded from sewer levies	970,742	2,416,487	2,893,862	8,171,785	5,965,825	(2,205,960)
Total Direct Costs	9,512,966	10,972,831	13,762,875	19,000,101	14,854,665	(4,145,436)
Revenue generated:						
Fees, rates, and sales of service	649,223	788,057	704,878	276,125	274,740	(1,385)
Investment income	0	0	0	328,875	330,260	1,385
Total Revenue Generated	649,223	788,057	704,878	605,000	605,000	0
Net operating costs	8,863,743	10,184,774	13,057,997	18,395,101	14,249,665	(4,145,436)
Transfer to (from) reserves	38,809	1,036,598	2,734,852	10,000	10,000	0
Transfer to (from) other funds	2,660,679	(6,238,674)	223,652	(7,656,202)	(1,375,330)	6,280,872
Debt principal repayment	554,952	8,143,887	2,011,850	2,138,000	2,138,000	0
Transfer to (from) surplus	828,641	3,119,337	(148,175)	2,813,101	677,665	(2,135,436)
Net Sewer Rate Requirement	12,946,824	16,245,922	17,880,176	15,700,000	15,700,000	0
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 2021–2025

General Operating Fund

	2021	2022	2023	2024	2025
Revenue:					
Real property taxes	118,800,000	121,449,240	123,756,776	126,355,668	130,146,338
Special assessments	3,198,409	3,237,590	3,278,059	3,319,035	3,360,523
Fees, rates and sales of service	30,566,709	30,872,376	31,181,100	31,492,911	31,807,840
Grants	19,292,387	19,533,542	19,777,711	20,024,932	20,275,244
Investment income	3,589,700	3,643,546	3,698,199	3,753,672	3,809,977
Sale of capital assets	50,000	125,000	125,000	125,000	125,000
Private contributions	25,000	82,296	82,296	82,296	82,296
Total Revenue	175,522,205	178,943,589	181,899,141	185,153,514	189,607,218
Expenditures:					
Cemetery	414,945	423,244	429,593	436,036	442,577
Community development	8,134,121	8,296,803	8,504,224	8,716,829	8,934,750
Corporate administration	16,084,320	16,406,006	16,816,157	17,236,560	17,667,474
Environmental services	337,044	343,785	352,380	361,189	370,219
Fire services	19,971,423	20,370,851	20,880,123	21,402,126	21,937,179
Infrastructure maintenance	39,417,400	40,205,748	41,210,892	42,241,164	43,297,193
Legislative and enforcement	4,392,615	4,480,467	4,592,479	4,707,291	4,824,973
Parks, recreation and leisure services	8,804,442	8,980,531	9,205,044	9,435,170	9,671,049
Police services	30,131,155	30,733,778	31,502,123	32,289,676	33,096,918
Public transit	18,329,808	18,696,404	19,163,814	19,642,910	20,133,982
Solid waste	9,481,613	9,671,245	9,864,670	10,061,964	10,263,203
Debt servicing costs	2,526,538	3,000,000	3,000,000	3,000,000	3,000,000
Capital funded from operations	13,350,000	13,300,000	13,300,000	13,300,000	13,300,000
Total General Expenditures	171,375,424	174,908,864	178,821,497	182,830,915	186,939,517
Net operating activity	4,146,781	4,034,725	3,077,644	2,322,599	2,667,700
Transfers from (to) reserves	(7,678,000)	(3,700,000)	(4,200,000)	(4,900,000)	(5,600,000)
Transfers from (to) other funds	(4,926,391)	(5,049,551)	(5,175,790)	(5,305,184)	(5,437,814)
Debt principal repayment	(3,500,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Transfer to (from) surplus	(2,104,828)	(7,714,826)	(9,298,145)	(10,882,585)	(11,370,113)
Projected Increase in 2021–2025 Financial Plan	0.63%	2.23%	1.90%	2.10%	3.00%

FINANCIAL PLAN 2021–2025

Water Operating Fund

	2021	2022	2023	2024	2025
Revenue:					
Water levies	16,592,100	16,799,500	16,957,380	17,117,260	17,279,140
Investment income	534,000	540,700	547,500	554,300	561,200
Total Revenue	17,126,100	17,340,200	17,504,880	17,671,560	17,840,340
Expenditures:					
Water utility operations	9,008,839	9,189,016	9,372,796	9,560,252	9,751,457
Administration	484,800	489,648	494,544	499,490	504,485
Debt servicing costs	4,872,834	5,656,516	5,030,270	8,617,949	3,460,518
Capital funded from operations	2,000,000	1,600,000	1,400,000	1,400,000	1,350,000
Total Water Expenditures	16,366,473	16,935,180	16,297,611	20,077,691	15,066,460
Net operating activity	759,627	405,020	1,207,269	-2,406,131	2,773,880
Projected Opening Prior Year Surplus	8,851,000	9,210,627	9,215,647	10,022,917	7,216,786
Transfers from (to) reserves	759,627	405,020	1,207,269	-2,406,131	2,773,880
Transfers from (to) other funds	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Transfer to (from) Accumulated Surplus	0	0	0	0	0
Estimated Surplus Balance	9,210,627	9,215,647	10,022,917	7,216,786	9,590,666
Projected Increase in 2021–2025 Financial Plan	0.00%	0.00%	0.00%	0.00%	0.00%

FINANCIAL PLAN 2021–2025

Sewer Operating Fund

	2021	2022	2023	2024	2025
Revenue:					
Sewer levies	16,801,219	17,432,671	18,087,916	18,767,847	19,473,389
Investment income	305,000	312,600	320,400	328,400	336,600
Total Revenue	17,106,219	17,745,271	18,408,316	19,096,247	19,809,989
Expenditures:					
Sewer utility operations	6,551,911	6,682,949	6,816,608	6,952,940	7,091,999
Biosolids contract	1,200,000	1,320,000	1,452,000	1,597,200	1,756,920
Administration	362,100	369,342	376,729	384,263	391,949
Debt servicing costs	3,278,000	3,378,000	4,378,000	4,379,200	3,933,000
Capital funded from operations	5,965,825	4,200,825	1,836,075	5,505,245	11,606,150
Capital funded from operations - Biosolids	0	2,310,000	2,772,000	0	0
	17,357,836	18,261,116	17,631,412	18,818,849	24,780,018
Total Sewer Expenditures	6,551,911	6,682,949	6,816,608	6,952,940	7,091,999
Net operating activity	(251,617)	(515,845)	776,904	277,398	(4,970,029)
Projected Opening Prior Year Surplus	8,356,900	8,105,283	7,589,437	8,366,342	8,643,740
Transfers from (to) other funds	(251,617)	(515,845)	776,904	277,398	(4,970,029)
Transfer to (from) Accumulated Surplus	0	0	0	0	0
Estimated Surplus Balance	8,105,283	7,589,437	8,366,342	8,643,740	3,673,711
Projected Increase in 2021–2025 Financial Plan	2.50%	2.50%	2.50%	2.50%	2.50%

FINANCIAL PLAN 2021–2025

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	3.17	3.17	3.17	4.00	4.00	4.00
882	Business and Client Services	7.43	7.43	8.19	8.19	8.19	9.09	9.09	9.09
710	Central Office	2.47	2.47	2.52	2.49	2.62	2.32	2.32	2.32
Administrator's Department		12.60	12.60	12.36	12.36	12.36	14.09	16.41	16.41
610	Cash Management	0.45	0.45	0.45	0.45	0.45	0.00	0.00	0.00
620	Billing and Collection	9.55	9.80	9.94	8.69	8.69	9.14	9.14	9.14
630	Financial Management	21.08	20.83	20.98	23.23	23.23	23.40	23.23	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	8.49	9.49	9.49	8.49	8.49	9.49	9.49	9.49
720	Information Technology	24.49	24.29	24.29	24.29	25.29	24.00	24.00	24.00
810	Legislative and Elections				5.00	5.00	9.14	9.14	9.14
880	CSCS Administration	6.00	6.70	6.70	1.70	1.70			
Corporate Services		72.06	73.56	73.85	73.85	74.85	77.17	77.00	77.00
130	Solid Waste Collection and Disposal	25.15	25.65	28.49	28.49	29.20	29.20	29.20	29.20
140	Environmental Services	2.30	2.30	2.60	2.60	2.90	2.90	2.90	2.90
150	Cemeteries	3.39	3.39	3.39	3.39	3.39	3.39	3.39	3.39
310	Roads	28.21	25.29	25.21	24.54	24.54	27.54	27.54	27.54
320	PWU Administration	6.02	6.02	6.02	6.02	6.02	13.02	13.00	13.00
330	Capital Projects Management	13.00	13.00	14.00	15.33	15.33	15.33	15.33	15.33
360	Traffic Operations	6.25	6.25	6.25	6.25	6.24	6.24	6.24	6.24
380	Drainage	5.82	5.51	6.36	7.02	6.02	7.29	7.29	7.29
410	Sandman Centre	7.82	7.67	7.67	7.67	7.67	7.67	7.67	7.67
413	Arenas	15.36	14.95	14.95	14.95	14.95	14.95	14.95	14.95
429	Parks	46.33	47.77	50.77	52.19	52.20	52.20	52.20	52.20
457	City Facilities	13.50	13.50	13.50	13.50	13.50	13.50	13.50	13.50
461	Pools	9.45	9.45	7.79	9.00	9.46	9.46	9.46	9.46
465	Tournament Capital Centre	29.27	30.70	30.70	30.70	30.69	30.69	30.69	30.69
740	Vehicles and Equipment	19.13	18.88	18.88	19.88	19.88	17.88	17.88	17.88
750	HVAC	2.66	1.66	1.67	1.67	2.09	2.67	4.67	4.67
770	Millwright		9.00	9.01	9.01	9.00	9.00	8.00	8.00
775	Plumbing			1.00	1.00	1.00	1.00	2.00	2.00
780	Carpentry	6.72	6.80	6.79	6.79	6.80	7.30	7.30	7.30
790	Electrical	10.46	9.23	9.23	9.23	9.21	9.21	9.21	9.21
Civic Operations		250.84	257.02	264.28	269.23	270.09	280.44	282.42	282.42
210	Police Protection	56.22	55.67	55.70	57.70	57.70	58.19	60.33	60.33
220	Fire Protection Services	129.09	128.69	127.69	127.69	128.13	129.22	129.22	129.22
250	Kamloops Emergency		0.40	0.40	0.40	0.40	0.00	0.00	0.00
260	Community Safety and Enforcement	19.25	19.25	19.25	17.25	17.10	17.10	17.10	17.10
270	Bylaw Court								
340	On Street Parking	5.63	5.63	5.63	5.63	5.38	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
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

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

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FINANCIAL PLAN 2021–2025



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 2021, the Tranquille Road Sanitary Main Upgrade Project will result in a considerable investment to this area west of North Kamloops towards the Kamloops Airport. The scope of this project includes sewer 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 2021, 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.

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).



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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:

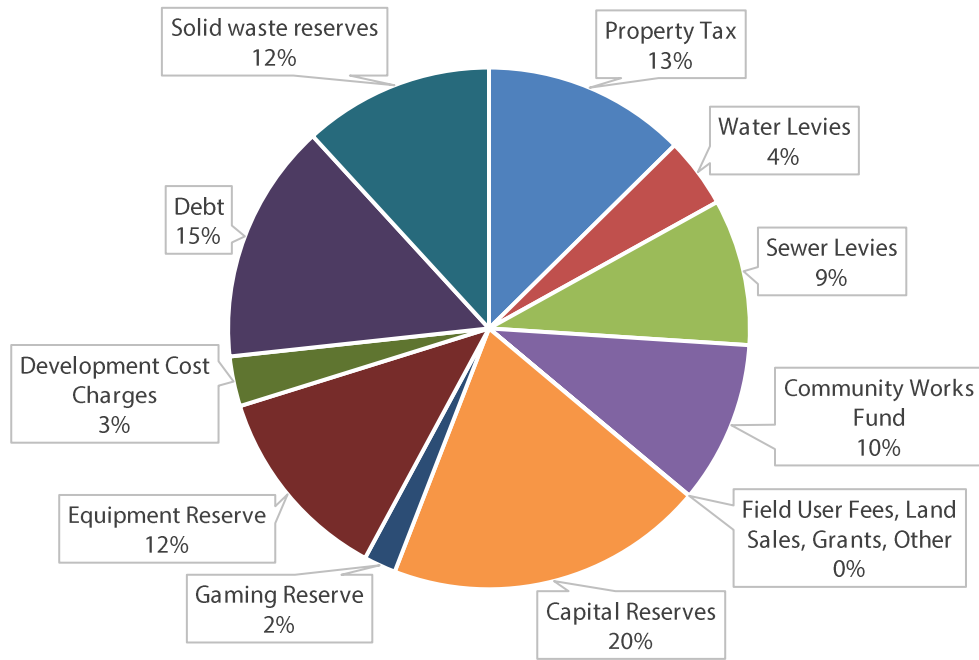
- solid waste
- other capital reserves
- parkland
- equipment
- parking
- future capital reserves

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.

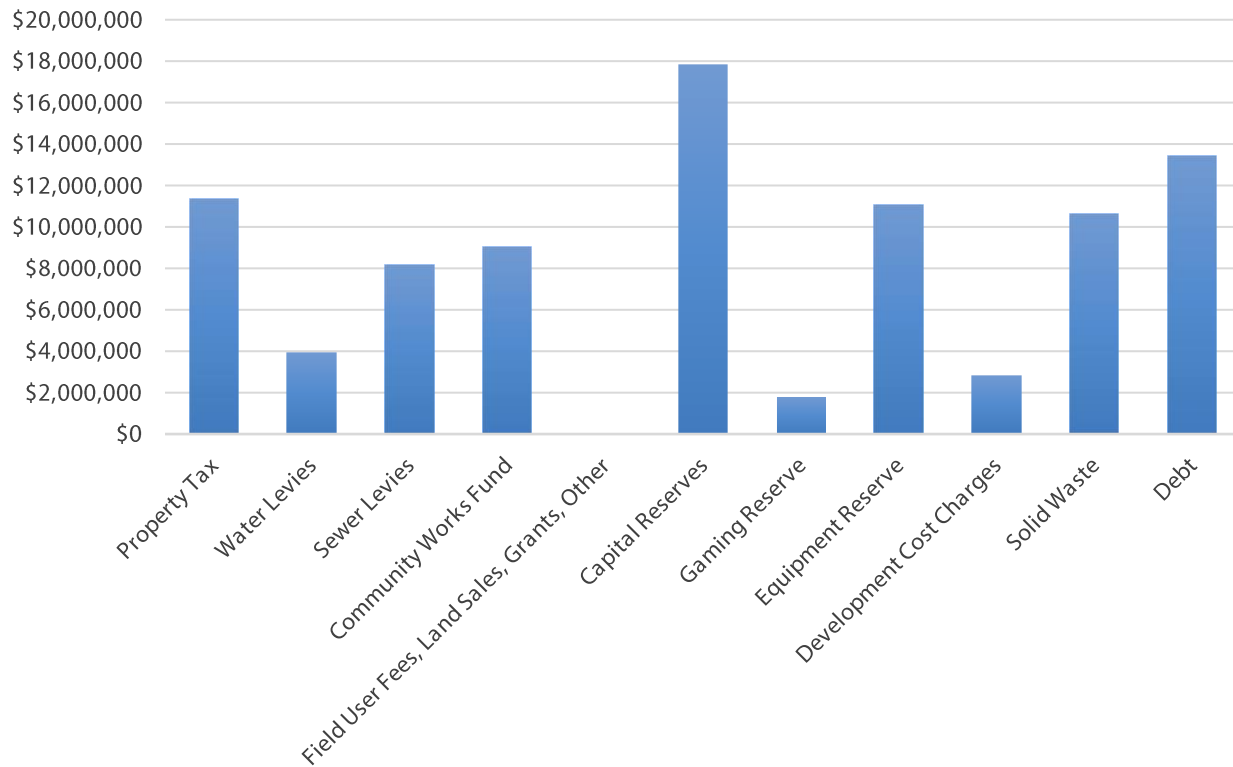


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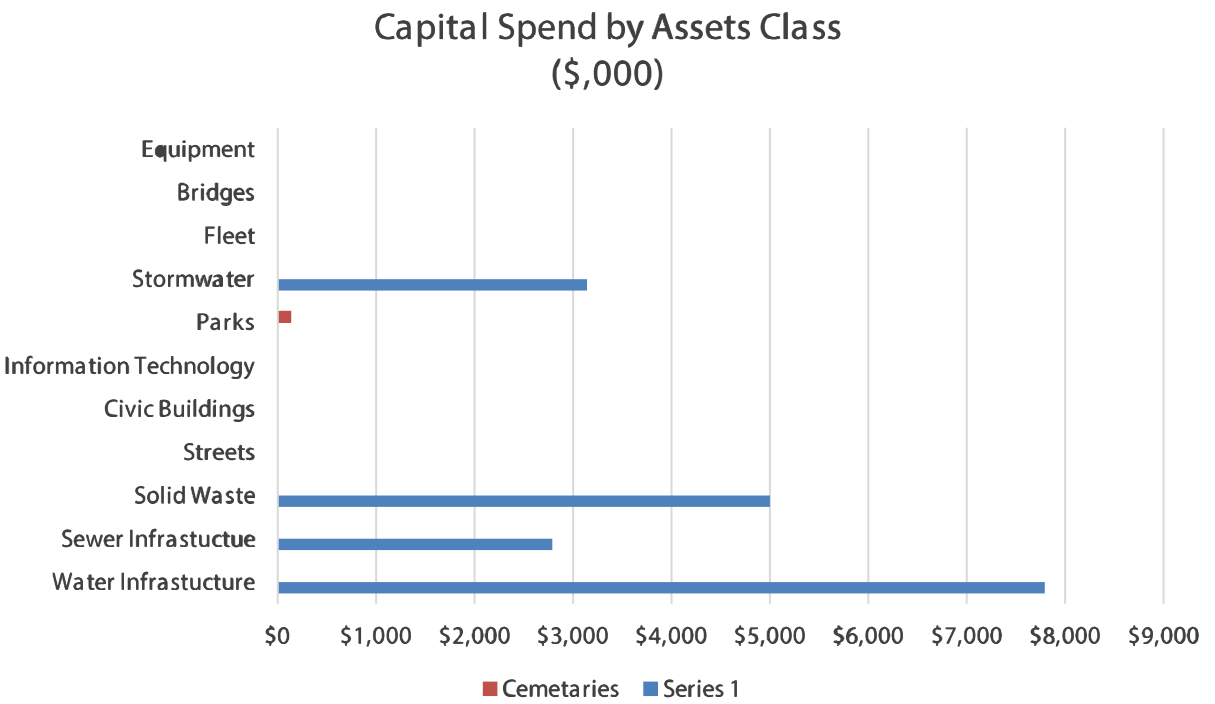
2021 Capital Projects Funding Breakdown



Capital Spend By Funding Source



FINANCIAL PLAN 2021–2025



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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 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	300,000	300,000	300,000	300,000	300,000
Future Capital Reserve	82,064	0	0	0	0
Total 911115 Distribution Capital Maintenance	382,064	300,000	300,000	300,000	300,000
911150 River St Intake-Low Lift					
Water Levies	0	0	0	0	0
Future Capital Reserve	380,939	0	0	0	0
Total 911150 River St Intake-Low Lift	380,939	0	0	0	0
911166 Dallas Reservoir Twinning					
Water Levies	0	15,845	61,796	746,475	0
DCC Water	0	34,155	133,204	1,609,080	0
Total 911166 Dallas Reservoir Twinning	0	50,000	195,000	2,355,555	0
911167 1786 W Reservoir & Trunk Main					
Water Levies	0	75,000	350,000	3,475,000	0
Total 911167 1786 W Reservoir & Trunk Main	0	75,000	350,000	3,475,000	0
911171 Membrane Replacement					
Equipment Reserve	0	4,675,000	400,000	400,000	400,000
Total 911171 Membrane Replacement	0	4,675,000	400,000	400,000	400,000
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	350,000	430,000	150,000	800,000	200,000
Future Capital Reserve	573,680	0	0	0	0
Total 911204 Rehab Infrastructure-Local Roads	923,680	430,000	150,000	800,000	200,000
911205 Rehabilitate Infrastructure-Collector Roads					
Water Levies	40,000	1,250,000	220,000	1,200,000	650,000
Future Capital Reserve	42,794	0	0	0	0
Total 911205 Rehabilitate Infrastructure-Collector Roads	82,794	1,250,000	220,000	1,200,000	650,000
911206 Rehabilitate Infrastructure-Arterial Roads					
Water Levies	450,000	30,000	30,000	50,000	120,000
Future Capital Reserve	114,105	0	0	0	0
Total 911206 Rehabilitate Infrastructure-Arterial Roads	564,105	30,000	30,000	50,000	120,000
911243 Vahalla Main Looping					
Water Levies	50,000	450,000	0	0	0
Total 911243 Vahalla Main Looping	50,000	450,000	0	0	0
911245 Westsyde Rd Water Main Replacement					
Water Levies	0	0	90,000	1,073,000	0
Total 911245 Westsyde Rd Water Main Replacement	0	0	90,000	1,073,000	0
911247 Ord Rd Watermain Connection**					
Water Levies	486,000	0	0	0	0
Future Capital Reserve	38,431	0	0	0	0
Total 911247 Ord Rd Watermain Connection**	524,431	0	0	0	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
911260 Notre Dame Reservoir Overflow					
Water Levies	0	0	0	0	0
Future Capital Reserve	199,025	0	0	0	0
Total 911260 Notre Dame Reservoir Overflow	199,025	0	0	0	0
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					
Future Capital Reserve	200,101	0	0	0	0
Total 911298 Pacific Way Reservoir Overflow	200,101	0	0	0	0
911306 Install Standby Power					
Water Levies	900,000	100,000	900,000	100,000	900,000
Future Capital Reserve	468,570	0	0	0	0
Total 911306 Install Standby Power	1,368,570	100,000	900,000	100,000	900,000
911317 Pemberton Booster Upgrade					
Water Levies	155,950	1,132,197	0	0	0
Future Capital Reserve	21,833	0	0	0	0
DCC Water	107,217	682,803	0	0	0
Total 911317 Pemberton Booster Upgrade	285,000	1,815,000	0	0	0
911327 Twin Valleyview Reservoir					
Water Levies	525,490	0	0	0	0
Future Capital Reserve	348,247	0	0	0	0
DCC Water	288,600	0	0	0	0
Total 911327 Twin Valleyview Reservoir	1,162,337	0	0	0	0
911331 Pump Upgrades at SWS # 4					
Water Levies	26,000	0	0	0	0
Future Capital Reserve	56,691	0	0	0	0
DCC Water	319,864	0	0	0	0
Total 911331 Pump Upgrades at SWS # 4	402,555	0	0	0	0
911333 S.Kam-W. End Supply-Pre-Design					
Water Levies	348,000	0	0	0	0
Total 911333 S.Kam-W. End Supply-Pre-Design	348,000	0	0	0	0
911335 Add'l 1600 Reservoir Storage					
Water Levies	0	1,000,000	0	0	0
Future Capital Reserve	85,221	0	0	0	0
Total 911335 Add'l 1600 Reservoir Storage	85,221	1,000,000	0	0	0
911336 Additional 2088 Reservoir Storage					
Water Levies	183,000	0	1,680,000	0	0
Future Capital Reserve	5,948	0	0	0	0
Total 911336 Additional 2088 Reservoir Storage	188,948	0	1,680,000	0	0
911346 Pineview Booster Upgrade					
Water Levies	49,920	0	0	0	0
Future Capital Reserve	8,277	0	0	0	0
DCC Water	221,597	0	0	0	0
Total 911346 Pineview Booster Upgrade	279,794	0	0	0	0
911349 Memorial Booster Upgrade					
Water Levies	0	0	0	0	37,844
DCC Water	0	0	0	0	27,156
Total 911349 Memorial Booster Upgrade	0	0	0	0	65,000
911355 Upper Aberdeen Booster Station					
Water Levies	0	0	0	0	3,000
DCC Water	0	0	0	0	297,000
Total 911355 Upper Aberdeen Booster Station	0	0	0	0	300,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
911356 Water Pumping Cap Maintenance					
Water Levies	640,000	280,000	640,000	280,000	640,000
Future Capital Reserve	316,876	0	0	0	0
Total 911356 Water Pumping Cap Maintenance	956,876	280,000	640,000	280,000	640,000
911406 SW Sector Industrial Phase 1 & Phase 2					
Water Levies	0	1,200	5,500	0	51,710
DCC Water	0	118,800	544,500	0	5,119,290
Total 911406 SW Sector Industrial Phase 1 & Phase 2	0	120,000	550,000	0	5,171,000
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
911801 Purchase Tools/Equipment-Various					
Water Levies	35,000	25,000	25,000	25,000	25,000
Future Capital Reserve	0	0	0	0	0
Total 911801 Purchase Tools/Equipment-Various	35,000	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
Future Capital Reserve	14,404	0	0	0	0
Total 911815 Procure Easements/Surveys-Various	34,404	20,000	20,000	20,000	20,000
911821 Complete Ultrasound Inspections-3 Crossings					
Water Levies	15,000	0	15,000	0	15,000
Total 911821 Complete Ultrasound Inspections-3 Crossings	15,000	0	15,000	0	15,000
911825 Building Upgrades					
Water Levies	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	59,229	0	0	0	0
Total 911825 Building Upgrades	109,229	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	16,087	0	0	0	0
Future Capital Reserve	80,000	0	0	0	0
Total 911836 Water Meter Installations	176,087	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	0	0	0	0	0
Total 911852 Replace Major Electrical Equipment-Various	125,000	125,000	125,000	125,000	125,000
911873 Water Treatment Capital Maintenance					
Water Levies	0	250,000	250,000	250,000	250,000
Future Capital Reserve	273,821	0	0	0	0
Total 911873 Water Treatment Capital Maintenance	273,821	250,000	250,000	250,000	250,000
911876 WCB Upgrades					
Water Levies	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve	19,921	0	0	0	0
Total 911876 WCB Upgrades	39,921	20,000	20,000	20,000	20,000
911884 KCWQ Control Upgrades					
Future Capital Reserve	147,876	0	0	0	0
Total 911884 KCWQ Control Upgrades	147,876	0	0	0	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Water Levies	4,872,834	5,657,716	5,035,770	8,617,949	3,511,028
Community Works Fund	16,087	0	0	0	0
Future Capital Reserve	3,774,241	0	0	0	0
Equipment Reserve	0	4,675,000	400,000	400,000	400,000
Land Sales	0	0	0	0	0
DCC Water	1,033,804	932,284	774,230	1,705,606	5,539,972
Contractors and Others	0	0	0	0	0
Total Water	9,696,966	11,265,000	6,210,000	10,723,555	9,451,000
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	250,000	0	0	0	0
Future Capital Reserve	128	0	0	0	0
Total 912115 Batchelor North Decommissioning	250,128	0	0	0	0
912121 SW Sector Industrial Sani Trunk					
Sewer Levies	0	750	3,750	0	32,350
DCC Sewer	0	74,250	371,250	0	3,202,650
Total 912121 SW Sector Industrial Sani Trunk	0	75,000	375,000	0	3,235,000
912206 Rehab Sewer Mains - Local Roads					
Sewer Levies	50,000	50,000	50,000	200,000	50,000
Future Capital Reserve	48,335	0	0	0	0
Total 912206 Rehab Sewer Mains - Local Roads	98,335	50,000	50,000	200,000	50,000
912207 Rehab Sewer Mains - Collectors					
Sewer Levies	55,000	25,000	75,000	70,000	70,000
Future Capital Reserve	135,306	0	0	0	0
Total 912207 Rehab Sewer Mains - Collectors	190,306	25,000	75,000	70,000	70,000
912208 Rehab Sewer Mains - Arterials					
Sewer Levies	130,000	641,000	50,000	50,000	50,000
Future Capital Reserve	104,427	0	0	0	0
Total 912208 Rehab Sewer Mains - Arterials	234,427	641,000	50,000	50,000	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	450	450	7,250
DCC Sewer	0	0	44,550	44,550	717,750
Total 912251 Install Trunkmain-Versatile Twin	0	0	45,000	45,000	725,000
912254 McGill Road Sani & Road Improvements					
Sewer Levies	0	0	0	0	0
Future Capital Reserve	15,234	0	0	0	0
Contractors and Others	0	0	0	0	0
Total 912254 McGill Road Sani & Road Improvements	15,234	0	0	0	0
912270 4th Ave Sewer Main Upgrade**					
Sewer Levies	600	6,200	0	0	0
DCC Sewer	59,400	613,800	0	0	0
Total 912270 4th Ave Sewer Main Upgrade**	60,000	620,000	0	0	0
912272 Sifton Lane Sewer Upgrades**					
Sewer Levies	0	0	1,000	1,000	15,250
DCC Sewer	0	0	99,000	99,000	1,509,750
Total 912272 Sifton Lane Sewer Upgrades**	0	0	100,000	100,000	1,525,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
912275 Lorne Street Sewer Project					
Sewer Levies	0	1,610,000	0	0	0
Future Capital Reserve	193,686	0	0	0	0
Total 912275 Lorne Street Sewer Project	193,686	1,610,000	0	0	0
912311 Sewer Pumping Capital Maintenance					
Sewer Levies	300,000	210,000	210,000	210,000	210,000
Future Capital Reserve	483,012	0	0	0	0
Total 912311 Sewer Pumping Capital Maintenance	783,012	210,000	210,000	210,000	210,000
912312 Biosolids Treatment Maintenance Facility					
Sewer Levies	0	0	0	2,316,900	2,780,280
Future Capital Reserve	0	0	0	0	0
DCC Sewer	0	0	0	683,100	819,720
Total 912312 Biosolids Treatment Maintenance Facility	0	0	0	3,000,000	3,600,000
912327 McQueen Lift Station Upgrade					
Sewer Levies	0	0	0	0	0
Future Capital Reserve	529,001	0	0	0	0
Total 912327 McQueen Lift Station Upgrade	529,001	0	0	0	0
912346 Tranquille Road Sanitary Main Upgrade Phase 2					
Sewer Levies	3,841,600	0	0	0	0
Future Capital Reserve	0	0	0	0	0
DCC Sewer	158,400	0	0	0	0
Total 912346 Tranquille Road Sanitary Main Upgrade Phase 2	4,000,000	0	0	0	0
912348 Tranquille Road Sanitary Main Upgrade Phase 3					
Sewer Levies	0	130,000	336,000	715,200	7,752,000
DCC Sewer	0	20,000	14,000	29,800	323,000
Total 912348 Tranquille Road Sanitary Main Upgrade Phase 3	0	150,000	350,000	745,000	8,075,000
912503 Sewer Treatment Capital Maintenance					
Sewer Levies	500,000	1,000,000	3,700,000	500,000	0
Future Capital Reserve	1,810,062	0	0	0	0
Total 912503 Sewer Treatment Capital Maintenance	2,310,062	1,000,000	3,700,000	500,000	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	27,459	0	0	0	0
Total 912801 Tools & Equipment	47,459	20,000	20,000	20,000	20,000
912804 Collector Capital Maintenance					
Sewer Levies	270,000	270,000	270,000	270,000	270,000
Future Capital Reserve	235,345	0	0	0	0
Total 912804 Collector Capital Maintenance	505,345	270,000	270,000	270,000	270,000
912820 Easement / Legal Surveys					
Sewer Levies	20,000	20,000	20,000	20,000	20,000
Total 912820 Easement / Legal Surveys	20,000	20,000	20,000	20,000	20,000
912836 WCB Compliance Safety Equipment					
Sewer Levies	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	38,405	0	0	0	0
Total 912836 WCB Compliance Safety Equipment	68,405	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	7,356	0	0	0	0
Total 912848 Replace Major Electrical Equipment	132,356	125,000	125,000	125,000	125,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
912854 York Lift Station Replacement					
Sewer Levies	0	0	0	0	32,872
DCC Sewer	0	0	0	0	7,128
Total 912854 York Lift Station Replacement	0	0	0	0	40,000
912855 Mackenzie Lift Station Pump Upgrade					
Sewer Levies	0	0	0	0	21,833
DCC Sewer	0	0	0	0	13,167
Total 912855 Mackenzie Lift Station Pump Upgrade	0	0	0	0	35,000
912856 Campbell Creek W Lift Station Upgrade					
Sewer Levies	0	0	0	13,070	91,490
DCC Sewer	0	0	0	6,930	48,510
Total 912856 Campbell Creek W Lift Station Upgrade	0	0	0	20,000	140,000
912857 O'Connor Lift Station Pump Upgrade					
Sewer Levies	0	0	0	0	20,800
DCC Sewer	0	0	0	0	79,200
Total 912857 O'Connor Lift Station Pump Upgrade	0	0	0	0	100,000
912860 North Primary Lift Station - Electrical Building					
Sewer Levies	0	25,000	110,000	925,000	0
Total 912860 North Primary Lift Station - Electrical Building	0	25,000	110,000	925,000	0
912861 Grit chamber & bypass-Riverside					
Sewer Levies	335,000	0	0	0	0
Future Capital Reserve	48,760	0	0	0	0
Total 912861 Grit chamber & bypass-Riverside	383,760	0	0	0	0
912863 1095 7th Ave Sani SIA					
Property Taxes	5,442	0	0	0	0
Total 912863 1095 7th Ave Sani SIA	5,442	0	0	0	0
Property Taxes	5,442	0	0	0	0
Sewer Levies	5,965,825	4,201,575	5,039,825	5,505,245	11,637,750
Future Capital Reserve	3,676,516	0	0	0	0
Land Sales	0	0	0	0	0
DCC Sewer	329,175	819,425	640,175	974,755	6,832,250
Contractors and Others	0	0	0	0	0
Total Sewer	9,976,958	5,021,000	5,680,000	6,480,000	18,470,000
Solid Waste Collection & Disposal					
913215 Barnhartvale Site Development					
Solid Waste Reserve	500,000	0	0	0	0
Total 913215 Barnhartvale Site Development	500,000	0	0	0	0
913216 MFL Progressive Closure					
Solid Waste Reserve	1,443,320	0	0	1,100,000	0
Total 913216 MFL Progressive Closure	1,443,320	0	0	1,100,000	0
913218 MFL Improvements					
Solid Waste Reserve	1,364,303	5,900,000	1,000,000	360,000	280,000
Total 913218 MFL Improvements	1,364,303	5,900,000	1,000,000	360,000	280,000
913220 Mission Flats Engineered Berm					
Solid Waste Reserve	1,122,526	0	0	0	0
Total 913220 Mission Flats Engineered Berm	1,122,526	0	0	0	0
913235 KRRC Improvements					
Solid Waste Reserve	376,728	500,000	3,800,000	0	0
Total 913235 KRRC Improvements	376,728	500,000	3,800,000	0	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
913245 KRRC Progressive Closure					
Solid Waste Reserve	500,000	0	50,000	1,400,000	0
Total 913245 KRRC Progressive Closure	500,000	0	50,000	1,400,000	0
Solid Waste Reserve	5,306,877	6,400,000	4,850,000	2,860,000	280,000
Total Solid Waste Collection & Disposal	5,306,877	6,400,000	4,850,000	2,860,000	280,000
Cemeteries					
915113 Tools & Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 915113 Tools & Equipment	5,000	5,000	5,000	5,000	5,000
915115 Cemetery Irrigation					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Total 915115 Cemetery Irrigation	6,000	6,000	6,000	6,000	6,000
915125 Cemetery Upgrades					
Gaming Reserve	166,270	100,000	100,000	100,000	100,000
Total 915125 Cemetery Upgrades	166,270	100,000	100,000	100,000	100,000
Property Taxes	11,000	11,000	11,000	11,000	11,000
Gaming Reserve	166,270	100,000	100,000	100,000	100,000
Total Cemeteries	177,270	111,000	111,000	111,000	111,000
Police Protection					
921101 City Employee Furniture					
Property Taxes	24,200	20,000	24,200	20,000	24,200
Future Capital Reserve	0	0	0	0	0
Equipment Reserve	0	0	0	0	0
Total 921101 City Employee Furniture	24,200	20,000	24,200	20,000	24,200
921116 RCMP Capital Improvements					
Future Capital Reserve	0	0	0	0	0
Other Capital Reserves	61,162	0	0	0	0
Total 921116 RCMP Capital Improvements	61,162	0	0	0	0
921168 BC20.06 RCMP Battle Street Renos					
Working Capital	750,000	0	0	0	0
Total 921168 BC20.06 RCMP Battle Street Renos	750,000	0	0	0	0
Property Taxes	24,200	20,000	24,200	20,000	24,200
Future Capital Reserve	0	0	0	0	0
Working Capital	750,000	0	0	0	0
Equipment Reserve	0	0	0	0	0
Other Capital Reserves	61,162	0	0	0	0
Total Police Protection	835,362	20,000	24,200	20,000	24,200
Fire Protection Services					
922101 Tools & Equipment					
Property Taxes	47,000	47,000	52,000	53,000	55,000
Future Capital Reserve	8,698	0	0	0	0
Total 922101 Tools & Equipment	55,698	47,000	52,000	53,000	55,000
922108 Replace Portable Radios					
Equipment Reserve	250,000	0	0	0	0
Total 922108 Replace Portable Radios	250,000	0	0	0	0
922129 Communication Equipment					
Property Taxes	10,500	10,500	11,500	11,500	12,000
Future Capital Reserve	28,272	0	0	0	0
Total 922129 Communication Equipment	38,772	10,500	11,500	11,500	12,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
922131 Breathing Apparatus Equipment					
Property Taxes	75,000	75,000	77,000	77,000	79,000
Total 922131 Breathing Apparatus Equipment	75,000	75,000	77,000	77,000	79,000
922139 Fire Station Furniture					
Property Taxes	15,000	15,000	15,500	16,000	16,000
Future Capital Reserve	4,179	0	0	0	0
Total 922139 Fire Station Furniture	19,179	15,000	15,500	16,000	16,000
922502 Replace 87042 Rescue Truck					
Equipment Reserve	987,862	0	0	0	0
Total 922502 Replace 87042 Rescue Truck	987,862	0	0	0	0
922505 Replace EOL Call Log					
Equipment Reserve	0	0	0	0	98,000
Total 922505 Replace EOL Call Log	0	0	0	0	98,000
922506 Replace 87602 Generator					
Equipment Reserve	55,000	0	0	0	0
Total 922506 Replace 87602 Generator	55,000	0	0	0	0
922509 Replace 87033 Tender Truck					
Equipment Reserve	0	0	0	250,000	0
Total 922509 Replace 87033 Tender Truck	0	0	0	250,000	0
922511 Replace Nissan Titan #87117					
Equipment Reserve	0	50,000	0	0	0
Total 922511 Replace Nissan Titan #87117	0	50,000	0	0	0
922513 Replace Dodge Sprinter #87118					
Equipment Reserve	0	0	0	61,800	0
Total 922513 Replace Dodge Sprinter #87118	0	0	0	61,800	0
922521 Replace 87123 PickUp					
Equipment Reserve	0	40,000	0	0	0
Total 922521 Replace 87123 PickUp	0	40,000	0	0	0
922523 Replace 87124 PickUp					
Equipment Reserve	0	50,000	0	0	0
Total 922523 Replace 87124 PickUp	0	50,000	0	0	0
922525 Replace 87125 PickUp					
Equipment Reserve	0	50,000	0	0	0
Total 922525 Replace 87125 PickUp	0	50,000	0	0	0
922527 Replace 87507 Jetboat					
Equipment Reserve	0	90,000	0	0	0
Total 922527 Replace 87507 Jetboat	0	90,000	0	0	0
922529 Replace 87506 Hazmat Trailer					
Equipment Reserve	0	30,000	0	0	0
Total 922529 Replace 87506 Hazmat Trailer	0	30,000	0	0	0
922533 Replace Unit#87126 - EVT					
Equipment Reserve	0	0	0	0	60,000
Total 922533 Replace Unit#87126 - EVT	0	0	0	0	60,000
922537 Replace 87039 Bush Truck					
Equipment Reserve	0	0	240,000	0	0
Total 922537 Replace 87039 Bush Truck	0	0	240,000	0	0
922539 Purchase Snap on Modis					
Equipment Reserve	0	0	10,000	0	0
Total 922539 Purchase Snap on Modis	0	0	10,000	0	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
922543 Replace 87046 Engine					
Equipment Reserve	0	0	0	1,148,000	0
Total 922543 Replace 87046 Engine	0	0	0	1,148,000	0
922545 Replace 87043 Engine					
Equipment Reserve	0	0	0	0	1,182,000
Total 922545 Replace 87043 Engine	0	0	0	0	1,182,000
922547 Replace 87044 Engine					
Equipment Reserve	0	0	0	0	1,182,000
Total 922547 Replace 87044 Engine	0	0	0	0	1,182,000
922568 Replace Pumper #87036					
Equipment Reserve	0	0	2,000,000	0	0
Total 922568 Replace Pumper #87036	0	0	2,000,000	0	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
922605 Training Center Forklift					
Equipment Reserve	60,000	0	0	0	0
Total 922605 Training Center Forklift	60,000	0	0	0	0
Property Taxes	147,500	147,500	156,000	157,500	162,000
Future Capital Reserve	41,149	0	0	0	0
Equipment Reserve	1,472,862	310,000	2,250,000	1,459,800	2,522,000
Total Fire and Rescue	1,661,511	457,500	2,406,000	1,617,300	2,684,000
Animal Control & Security					
926101 Tools & Equipment					
Property Taxes	4,000	4,000	4,000	4,000	4,000
Future Capital Reserve	2,072	0	0	0	0
Total 926101 Tools & Equipment	6,072	4,000	4,000	4,000	4,000
926115 Patrol Bikes					
Property Taxes	0	0	4,000	4,000	4,000
Total 926115 Patrol Bikes	0	0	4,000	4,000	4,000
926116 BC21-03 Ebikes Community Service					
Property Taxes	20,000	0	0	0	0
Total 926115 Patrol Bikes	20,000	0	0	0	0
Property Taxes	24,000	4,000	8,000	8,000	8,000
Future Capital Reserve	2,072	0	0	0	0
Total Animal Control and Security	26,072	4,000	8,000	8,000	8,000
Roads					
931102 Update Weather Stations					
Property Taxes	0	125,000	0	0	125,000
Future Capital Reserve	0	0	0	0	0
Total 931102 Update Weather Stations	0	125,000	0	0	125,000
931106 Rural Road Upgrade					
Property Taxes	20,000	70,000	70,000	70,000	70,000
Total 931106 Rural Road Upgrade	20,000	70,000	70,000	70,000	70,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
931124 General Road Capacity Upgrades					
Property Taxes	4,500	4,500	4,500	4,500	4,500
Future Capital Reserve	3,793	0	0	0	0
DCC Roads	74,639	40,500	40,500	40,500	40,500
Total 931124 General Road Capacity Upgrades	82,932	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	1,438,000	2,500,000	2,500,000	2,500,000	2,500,000
Future Capital Reserve	19,005	0	0	0	0
Total 931155 Arterial Overlays	1,457,005	2,500,000	2,500,000	2,500,000	2,500,000
931159 Columbia St- McGill/Notre Dame - 931155					
Property Taxes	1,277,000	0	0	0	0
Future Capital Reserve	236,568	0	0	0	0
DCC Roads	0	0	0	0	0
Total 931159 Columbia St- McGill/Notre Dame - 931155	1,513,568	0	0	0	0
931185 Hillside Improvements-Phase 2					
Property Taxes	0	40,000	0	0	0
Future Capital Reserve	27,606	0	0	0	0
DCC Roads	1,125	360,000	0	0	0
Total 931185 Hillside Improvements-Phase 2	28,731	400,000	0	0	0
931238 Collector Road Rehabilitation					
Property Taxes	1,300,000	1,400,000	1,400,000	1,400,000	1,400,000
Future Capital Reserve	203,025	0	0	0	0
Total 931238 Collector Road Rehabilitation	1,503,025	1,400,000	1,400,000	1,400,000	1,400,000
931247 Railway Crossings					
Property Taxes	120,000	120,000	120,000	120,000	120,000
Future Capital Reserve	0	0	0	0	0
Total 931247 Railway Crossings	120,000	120,000	120,000	120,000	120,000
931318 Local Roads - Rehabilitation					
Property Taxes	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Future Capital Reserve	30,459	0	0	0	0
Total 931318 Local Roads - Rehabilitation	1,030,459	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
Community Works Fund	350,000	0	0	0	0
Future Capital Reserve	97,874	0	0	0	0
Total 931354 Service Roads Rehabilitation	547,874	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

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
931530 N.Shore Core Area Road Improvement					
Future Capital Reserve	2,728	0	0	0	0
DCC Roads	24,554	0	0	0	0
Total 931530 N.Shore Core Area Road Improvement	27,282	0	0	0	0
931802 Tools and Equipment					
Property Taxes	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve	9,219	0	0	0	0
Total 931802 Tools and Equipment	19,219	10,000	10,000	10,000	10,000
931812 Salt Storage					
Future Capital Reserve	0	400,000	115,000	0	0
Total 931812 Salt Storage	0	400,000	115,000	0	0
931815 Rock Face Stabilization					
Property Taxes	20,000	50,000	25,000	50,000	25,000
Future Capital Reserve	15,580	0	0	0	0
Total 931815 Rock Face Stabilization	35,580	50,000	25,000	50,000	25,000
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	500,000	500,000	500,000	4,200,000	500,000
Future Capital Reserve	7,188	0	0	0	0
Total 931823 Bridge Rehabilitation	507,188	500,000	500,000	4,200,000	500,000
931841 Greenfield Ave Rotomill					
Property Taxes	0	0	0	0	0
Future Capital Reserve	20,000	0	0	0	0
Total 931841 Greenfield Ave Rotomill	20,000	0	0	0	0
Property Taxes	5,935,750	6,065,750	5,875,750	9,600,750	6,000,750
Community Works Fund	350,000	0	0	0	0
Future Capital Reserve	673,045	400,000	115,000	0	0
Gaming Reserve	0	0	0	0	0
DCC Roads	134,068	434,250	74,250	74,250	74,250
Contractors and Others	0	0	0	0	0
Five Year Borrowing	0	0	0	0	0
Total Roads	7,092,863	6,900,000	6,065,000	9,675,000	6,075,000
Public Works Administration					
932101 Office Furniture & Equipment					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve	2,298	0	0	0	0
Total 932101 Office Furniture & Equipment	8,298	6,000	6,000	6,000	6,000
932111 Maintenance Management Software					
Future Capital Reserve	61,775	0	0	0	0
Tax Sale Reserve	38,500	0	0	0	0
Total 932111 Maintenance Management Software	100,275	0	0	0	0
Property Taxes	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve	64,073	0	0	0	0
Tax Sale Reserve	38,500	0	0	0	0
Total Public Works Administration	108,573	6,000	6,000	6,000	6,000
Capital Projects					
933606 N Shore Community Washroom					
Community Works Fund	210,000	0	0	0	0
Total 933606 N Shore Community Washroom	210,000	0	0	0	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
933621 CGAC Infrastructure Improvements					
Property Taxes	0	0	0	0	0
Community Works Fund	0	0	0	0	0
Future Capital Reserve	245,000	0	0	0	0
Working Capital	0	0	0	0	0
Grants	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Debt	462,282	0	0	0	0
Other Capital Reserves	0	0	0	0	0
Total 933621 CGAC Infrastructure Improvements	707,282	0	0	0	0
933623 Sandman Center Improvements					
Debt	809,648	0	0	0	0
Total 933623 Sandman Center Improvements	809,648	0	0	0	0
933627 RCMP Battle St & City Hall Roof					
Property Taxes	0	0	0	0	0
Future Capital Reserve	528,202	0	0	0	0
Other Capital Reserves	80,000	0	0	0	0
Total 933627 RCMP Battle St & City Hall Roof	608,202	0	0	0	0
933630 Norbrock Stadium + Field Upgrade					
Property Taxes	75,000	0	0	0	0
Future Capital Reserve	225,000	0	0	0	0
Total 933630 Norbrock Stadium + Field Upgrade	300,000	0	0	0	0
933631 Juniper Park Upgrades					
Property Taxes	110,000	0	0	0	0
Gaming Reserve	100,000	0	0	0	0
Total 933631 Juniper Park Upgrades	210,000	0	0	0	0
Property Taxes	185,000	0	0	0	0
Community Works Fund	210,000	0	0	0	0
Future Capital Reserve	998,202	0	0	0	0
Gaming Reserve	100,000	0	0	0	0
Working Capital	0	0	0	0	0
Grants	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Debt	1,271,930	0	0	0	0
Other Capital Reserves	80,000	0	0	0	0
Total Capital projects	3,265,132	0	0	0	0
On-Street Parking					
934101 Maintenance of Pay Stations & Poles					
Parking Reserve	13,047	10,000	10,000	10,000	10,000
Total 934101 Maintenance of Pay Stations & Poles	13,047	10,000	10,000	10,000	10,000
934102 Replace Radio's					
Property Taxes	0	5,000	0	5,000	0
Future Capital Reserve	1,897	0	0	0	0
Total 934102 Replace Radio's	1,897	5,000	0	5,000	0
934104 Parking Zone Expansion					
Parking Reserve	145,000	20,000	20,000	20,000	20,500
Total 934104 Parking Zone Expansion	145,000	20,000	20,000	20,000	20,500
Property Taxes	0	5,000	0	5,000	0
Future Capital Reserve	1,897	0	0	0	0
Equipment Reserve	0	0	0	0	0
Parking Reserve	158,047	30,000	30,000	30,000	30,500
Total On Street Parking	159,944	35,000	30,000	35,000	30,500

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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
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	41,898	0	0	0	0
Total 936209 Oversized Street Sign Replacement	66,898	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	5,000	0	0	0	0
Total 936299 Tools & Equipment - Sign Shop	10,000	5,000	5,000	5,000	5,000
Property Taxes	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	46,898	0	0	0	0
Total Traffic Operations	76,898	30,000	30,000	30,000	30,000
Public Transit					
937101 Bus Stops					
Property Taxes	85,000	85,000	85,000	85,000	85,000
Parking Reserve	15,000	15,000	15,000	15,000	15,000
Total 937101 Bus Stops	100,000	100,000	100,000	100,000	100,000
937105 Valleyview Transit Exchange **					
Property Taxes	0	11,184	33,551	219,202	0
Community Works Fund	0	11,183	33,551	219,201	0
DCC Roads	0	2,633	7,898	51,597	0
Total 937105 Valleyview Transit Exchange **	0	25,000	75,000	490,000	0
937114 Transit Park & Ride					
Property Taxes	0	0	0	0	4,474
DCC Roads	0	0	0	0	526
Total 937114 Transit Park & Ride	0	0	0	0	5,000
Property Taxes	85,000	96,184	118,551	304,202	89,474
Community Works Fund	0	11,183	33,551	219,201	0
Future Capital Reserve	0	0	0	0	0
Gaming Reserve	0	0	0	0	0
Parking Reserve	15,000	15,000	15,000	15,000	15,000
DCC Roads	0	2,633	7,898	51,597	526
Total Public Transit	100,000	125,000	175,000	590,000	105,000
Drainage					
938130 Campbell Cr Culvert-Barnhartvale Road					
Future Capital Reserve	179,782	0	0	0	0
Total 938130 Campbell Cr Culvert-Barnhartvale Road	179,782	0	0	0	0
938135 Meadowland Cr Stormwater Upgrade					
Property Taxes	0	0	0	0	60,000
Total 938135 Meadowland Cr Stormwater Upgrade	0	0	0	0	60,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
938140 Barnhartvale Drainage Works					
Property Taxes	0	0	0	20,000	70,000
Total 938140 Barnhartvale Drainage Works	0	0	0	20,000	70,000
938453 Southgate Pond Upgrades					
Property Taxes	0	0	0	0	27,030
DCC Drainage	0	0	0	0	2,970
Total 938453 Southgate Pond Upgrades	0	0	0	0	30,000
938454 Guerin Creek below Summit					
Property Taxes	0	0	0	0	17,822
DCC Drainage	0	0	0	0	2,178
Total 938454 Guerin Creek below Summit	0	0	0	0	20,000
938602 Lower Springhill Creek Erosion**					
Future Capital Reserve	619,226	0	0	0	0
Tax Sale Reserve	35,796	0	0	0	0
DCC Drainage	48,773	0	0	0	0
Total 938602 Lower Springhill Creek Erosion**	703,795	0	0	0	0
938606 Upper Springhill Erosion Protection**					
Property Taxes	0	0	26,139	104,556	871,300
DCC Drainage	0	0	3,861	15,444	128,700
Total 938606 Upper Springhill Erosion Protection**	0	0	30,000	120,000	1,000,000
938608 Guerin Creek Channel/Hugh Allan**					
Property Taxes	0	34,852	287,529	0	0
DCC Drainage	0	5,148	42,471	0	0
Total 938608 Guerin Creek Channel/Hugh Allan**	0	40,000	330,000	0	0
938610 Guerin Cr/Lombard Channel Improvement**					
Future Capital Reserve	159,472	0	0	0	0
DCC Drainage	19,489	0	0	0	0
Total 938610 Guerin Cr/Lombard Channel Improvement**	178,961	0	0	0	0
938611 Strathcona Drainage Upgrades					
Community Works Fund	53,373	0	0	0	0
Total 938611 Strathcona Drainage Upgrades	53,373	0	0	0	0
938612 Peterson Cr Downtown Upgrade**					
Property Taxes	0	200,000	200,000	0	0
Future Capital Reserve	192,942	0	0	0	0
Grants	0	0	0	0	0
Total 938612 Peterson Cr Downtown Upgrade**	192,942	200,000	200,000	0	0
938616 Bestwick Channel Erosion Protection					
Property Taxes	350,000	0	0	0	0
Future Capital Reserve	39,155	0	0	0	0
Total 938616 Bestwick Channel Erosion Protection	389,155	0	0	0	0
938622 Channels-Aberdeen-Gamble Pond					
Property Taxes	0	0	0	0	4,258
DCC Drainage	0	0	0	0	5,742
Total 938622 Channels-Aberdeen-Gamble Pond	0	0	0	0	10,000
938624 Princeton Kamloops Hwy at Aberdeen					
Property Taxes	0	0	0	0	100
DCC Drainage	0	0	0	0	9,900
Total 938624 Princeton Kamloops Hwy at Aberdeen	0	0	0	0	10,000
938711 V.V Gully Upgrade near Valleyview Reservoir					
Property Taxes	0	0	60,000	375,000	0
Total 938711 V.V Gully Upgrade near Valleyview Reservoir	0	0	60,000	375,000	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
938713 Parkview Drive Upgrades					
Future Capital Reserve	727,034	0	0	0	0
Total 938713 Parkview Drive Upgrades	727,034	0	0	0	0
938728 Galore-Control Localized Flood					
Future Capital Reserve	148,583	0	0	0	0
Total 938728 Galore-Control Localized Flood	148,583	0	0	0	0
938802 Grasslands Pond					
Property Taxes	175,000	0	0	0	0
Future Capital Reserve	30,547	0	0	0	0
Total 938802 Grasslands Pond	205,547	0	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 Collector Capital maintenance					
Property Taxes	675,000	250,000	750,000	460,000	460,000
Future Capital Reserve	167,217	0	0	0	0
Total 938902 Drainage Collector Capital maintenance	842,217	250,000	750,000	460,000	460,000
938911 Copperhead Storm Pond**					
Property Taxes	0	0	0	0	350
DCC Drainage	0	0	0	0	34,650
Total 938911 Copperhead Storm Pond**	0	0	0	0	35,000
938917 Upper Dufferin Stom Pond					
Property Taxes	0	0	700	2,350	0
Future Capital Reserve	1,195	0	0	0	0
DCC Drainage	118,319	0	69,300	232,651	0
Total 938917 Upper Dufferin Stom Pond	119,514	0	70,000	235,001	0
938918 Dike Upgrades					
Property Taxes	200,000	350,000	200,000	200,000	200,000
Future Capital Reserve	545,544	0	0	0	0
Grants	117,173	0	0	0	0
Total 938918 Dike Upgrades	862,717	350,000	200,000	200,000	200,000
938919 Pineview Valley Pond Upgrade**					
Property Taxes	11,300	0	0	0	0
Future Capital Reserve	279	0	0	0	0
DCC Drainage	1,146,344	0	0	0	0
Total 938919 Pineview Valley Pond Upgrade**	1,157,923	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
938923 Groundwater Wells					
Property Taxes	75,000	230,000	230,000	230,000	230,000
Future Capital Reserve	78,280	0	0	0	0
Total 938923 Groundwater Wells	153,280	230,000	230,000	230,000	230,000
938924 Master Drainage Planning					
Property Taxes	25,750	25,750	25,750	25,750	25,750
Future Capital Reserve	0	0	0	0	0
DCC Drainage	74,250	74,250	74,250	74,250	74,250
Total 938924 Master Drainage Planning	100,000	100,000	100,000	100,000	100,000
938925 Easement / Legal Surveys					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve	1,998	0	0	0	0
Total 938925 Easement / Legal Surveys	21,998	20,000	20,000	20,000	20,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
938927 Rehabilitate Storm Mains - Local Roads					
Property Taxes	360,000	280,000	260,000	330,000	100,000
Future Capital Reserve	134,651	0	0	0	0
Total 938927 Rehabilitate Storm Mains - Local Roads	494,651	280,000	260,000	330,000	100,000
938928 Rehabilitate Storm Mains - Collectors					
Property Taxes	50,000	750,000	120,000	290,000	80,000
Future Capital Reserve	752	0	0	0	0
Total 938928 Rehabilitate Storm Mains - Collectors	50,752	750,000	120,000	290,000	80,000
938929 Rehabilitate Storm Mains - Arterials					
Property Taxes	300,000	210,000	142,000	190,000	130,000
Future Capital Reserve	68,670	0	0	0	0
Total 938929 Rehabilitate Storm Mains - Arterials	368,670	210,000	142,000	190,000	130,000
938972 Cascade Storm Pond					
Future Capital Reserve	4,258	0	0	0	0
DCC Drainage	421,608	0	0	0	0
Total 938972 Cascade Storm Pond	425,866	0	0	0	0
938983 Lanes Creek Stabilization					
Property Taxes	0	0	0	0	0
Future Capital Reserve	197,480	0	0	0	0
Total 938983 Lanes Creek Stabilization	197,480	0	0	0	0
938986 Schubert Drive Stabilization					
Property Taxes	0	0	0	0	0
Future Capital Reserve	76,708	0	0	0	0
Total 938986 Schubert Drive Stabilization	76,708	0	0	0	0
938987 Kenna Cartwright Reservoir					
Future Capital Reserve	0	0	0	0	0
Total 938987 Kenna Cartwright Reservoir	0	0	0	0	0
938997 Drainage Pumping Capital maintenance Mntce					
Property Taxes	11,000	11,000	11,000	11,000	11,000
Total 938997 Drainage Pumping Capital Maintenance	11,000	11,000	11,000	11,000	11,000
Property Taxes	2,274,550	2,383,102	2,354,618	2,280,156	2,329,110
Community Works Fund	53,373	0	0	0	0
Future Capital Reserve	3,373,773	0	0	0	0
Tax Sale Reserve	35,796	0	0	0	0
DCC Drainage	1,878,283	128,898	239,382	371,845	307,890
Grants	117,173	0	0	0	0
Contractors and Others	0	0	0	0	0
Total Drainage	7,732,948	2,512,000	2,594,000	2,652,001	2,637,000
Sandman Centre					
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	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	65,596	0	0	0	0
Total 941127 Sandman Center Facility Repair/Retrofit	115,596	50,000	50,000	50,000	50,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
941129 Sandman Center Concession Equipment					
Property Taxes	20,000	25,000	25,000	25,000	25,000
Future Capital Reserve	5,982	0	0	0	0
Total 941129 Sandman Center Concession Equipment	25,982	25,000	25,000	25,000	25,000
941180 New Chairs					
Gaming Reserve	10,000	10,000	10,000	10,000	10,000
Total 941180 New Chairs	10,000	10,000	10,000	10,000	10,000
Property Taxes	75,000	80,000	80,000	80,000	80,000
Future Capital Reserve	71,578	0	0	0	0
Gaming Reserve	22,936	10,000	10,000	10,000	10,000
Total Sandman Centre	169,514	90,000	90,000	90,000	90,000
Arenas					
942218 Concession Equipment					
Property Taxes	20,000	25,000	25,000	25,000	25,000
Future Capital Reserve	14,139	0	0	0	0
Total 942218 Concession Equipment	34,139	25,000	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	627,403	0	0	0	0
Total 942907 Exterior Upgrades-All Arenas	1,127,403	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	125,000	125,000	125,000	125,000	125,000
Future Capital Reserve	146,151	0	0	0	0
Gaming Reserve	0	0	0	0	0
Total 942914 Ice Plant Equipment	271,151	125,000	125,000	125,000	125,000
Property Taxes	650,000	655,000	655,000	655,000	655,000
Future Capital Reserve	787,693	0	0	0	0
Gaming Reserve	0	0	0	0	0
Total Program	1,437,693	655,000	655,000	655,000	655,000
Parks and Playfields					
943101 Riverfront Land Acquisition					
Gaming Reserve	225,250	0	225,250	0	225,250
DCC Parks	24,750	0	24,750	0	24,750
Total 943101 Riverfront Land Acquisition	250,000	0	250,000	0	250,000
943103 Riverside Park Maintenance					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 943103 Riverside Park Maintenance	50,000	50,000	50,000	50,000	50,000
943104 Fencing Replacement/Upgrade					
Property Taxes	0	0	25,000	50,000	50,000
Total 943104 Fencing Replacement/Upgrade	0	0	25,000	50,000	50,000
943110 MacIsland Community Park Project					
Gaming Reserve	812,000	0	0	0	0
Total 943110 MacIsland Community Park Project	812,000	0	0	0	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
943117 Jimeva Park Development					
Property Taxes	0	0	0	0	174,018
Future Capital Reserve	76,188	0	0	0	0
DCC Parks	78,599	0	0	0	222,885
Other Capital Reserves	70,668	0	0	0	98,397
Total 943117 Jimeva Park Development	225,455	0	0	0	495,300
943147 Playfield Development					
Property Taxes	94,300	220,000	220,000	220,000	220,000
Field User Fees	30,000	30,000	30,000	30,000	30,000
Total 943147 Playfield Development	124,300	250,000	250,000	250,000	250,000
943170 Mountain Bike Park-Valleyview					
Property Taxes	54,132	54,132	54,673	54,673	54,673
Total 943170 Mountain Bike Park-Valleyview	54,132	54,132	54,673	54,673	54,673
943278 KYSA/Sports Council Roll Shutters					
Future Capital Reserve	42,483	0	0	0	0
Other Capital Reserves	50,000	0	0	0	0
Total 943278 KYSA/Sports Council Roll Shutters	92,483	0	0	0	0
943803 Hudsons Bay Park - #55**					
Property Taxes	0	0	0	22,725	229,775
DCC Parks	0	0	0	22,275	225,225
Total 943803 Hudsons Bay Park - #55**	0	0	0	45,000	455,000
943804 Nature Parks Upgrades					
Property Taxes	66,832	66,832	66,832	66,832	66,832
DCC Parks	8,168	8,168	8,168	8,168	8,168
Total 943804 Nature Parks Upgrades	75,000	75,000	75,000	75,000	75,000
943805 Skyline Park Development**					
Property Taxes	0	0	0	75,750	0
DCC Parks	0	0	0	123,750	0
Other Capital Reserves	0	0	0	50,500	0
Total 943805 Skyline Park Development**	0	0	0	250,000	0
943807 Parks Amenities					
Property Taxes	0	30,000	30,000	30,000	30,000
Future Capital Reserve	19,520	0	0	0	0
Total 943807 Parks Amenities	19,520	30,000	30,000	30,000	30,000
943835 Multi Use Court Upgrades					
Property Taxes	0	100,000	100,000	150,000	150,000
Future Capital Reserve	61,322	0	0	0	0
Total 943835 Multi Use Court Upgrades	61,322	100,000	100,000	150,000	150,000
943850 Boat Launch Upgrades					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve	97,525	0	0	0	0
Total 943850 Boat Launch Upgrades	147,525	50,000	50,000	50,000	50,000
943851 BC20.08-Boat Launch Improvement					
Community Works Fund	4,000	300,000	380,000	75,000	0
Total 943851 BC20.08-Boat Launch Improvement	4,000	300,000	380,000	75,000	0
943906 Hillside Stadium Field/Track Upgrade					
Community Works Fund	1,430,000	0	0	0	0
Gaming Reserve	750,000	0	0	0	0
Total 943906 Hillside Stadium Field/Track Upgrade	2,180,000	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

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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	250,729	0	0	0	0
Total 943910 TCR Derelict Building Demolition	250,729	0	0	0	0
943911 Drinking Fountains					
Property Taxes	0	0	0	25,000	25,000
Total 943911 Drinking Fountains	0	0	0	25,000	25,000
943914 Community Washrooms					
Community Works Fund	33,271	0	0	0	0
Total 943914 Community Washrooms	33,271	0	0	0	0
943916 Washroom Upgrade					
Property Taxes	15,000	25,000	25,000	25,000	25,000
Total 943916 Washroom Upgrade	15,000	25,000	25,000	25,000	25,000
943926 Park/Trail Connections					
Property Taxes	110,521	110,521	110,521	110,521	110,521
Future Capital Reserve	0	0	0	0	0
Gaming Reserve	44,209	44,209	44,209	44,209	44,209
DCC Parks	20,270	20,270	20,270	20,270	20,270
Total 943926 Park/Trail Connections	175,000	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
Total 943942 Tools & Equipment	25,000	25,000	25,000	25,000	25,000
943945 Water Park Upgrade					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Contractors and Others	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	0	100,000	100,000	100,000	100,000
Total 943947 Playground Equipment - CSA Guidelines	0	100,000	100,000	100,000	100,000
943956 Tree Planting Program					
Property Taxes	150,000	150,000	150,000	150,000	150,000
Future Capital Reserve	78,046	0	0	0	0
Total 943956 Tree Planting Program	228,046	150,000	150,000	150,000	150,000
943960 BC20.11-Pickle Ball Expansion					
Community Works Fund	63,000	0	0	0	0
Contractors and Others	12,000	0	0	0	0
Total 943960 BC20.11-Pickle Ball Expansion	75,000	0	0	0	0
943966 Signage for Parks					
Gaming Reserve	36,986	20,000	20,000	20,000	20,000
Total 943966 Signage for Parks	36,986	20,000	20,000	20,000	20,000
943985 Dog Park Upgrades					
Property Taxes	35,000	35,000	35,000	35,000	35,000
Future Capital Reserve	20,417	0	0	0	0
Total 943985 Dog Park Upgrades	55,417	35,000	35,000	35,000	35,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
943990 Dufferin E Park-1405 Pacific Way					
Property Taxes	0	0	0	0	14,850
DCC Parks	0	0	0	0	15,150
Total 943990 Dufferin E Park-1405 Pacific Way	0	0	0	0	30,000
943991 Galor Park-1837 Qu'appelle Boulevard					
Property Taxes	0	0	0	0	300
DCC Parks	0	0	0	0	29,700
Total 943991 Galor Park-1837 Qu'appelle Boulevard	0	0	0	0	30,000
943996 Airport Memorial Park					
Future Capital Reserve	40,000	0	0	0	0
Total 943996 Airport Memorial Park	40,000	0	0	0	0
Property Taxes	763,660	1,029,360	1,054,901	1,253,376	1,573,844
Community Works Fund	1,530,271	300,000	380,000	75,000	0
Field User Fees	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	686,230	0	0	0	0
Gaming Reserve	1,868,445	164,209	389,459	164,209	389,459
DCC Parks	168,912	65,563	90,313	211,588	583,273
Contractors and Others	12,000	0	0	0	0
Other Capital Reserves	120,668	0	0	50,500	98,397
Total Program	5,180,186	1,589,132	1,944,673	1,784,673	2,674,973
Recreation Programs					
944901 Fieldhouse Fitness Equipment					
Equipment Reserve	200,000	175,000	175,000	175,000	200,000
Total 944901 Fieldhouse Fitness Equipment	200,000	175,000	175,000	175,000	200,000
Equipment Reserve	200,000	175,000	175,000	175,000	200,000
Total Recreation Programs	200,000	175,000	175,000	175,000	200,000
Parks & Rec Administration					
945901 Office Furniture and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	0	0	0	0	0
Total 945901 Office Furniture and Equipment	5,000	5,000	5,000	5,000	5,000
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	0	0	0	0	0
Tax Sale Reserve	0	0	0	0	0
Total Parks & Rec Administration	5,000	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
Total 945301 Floor Machine Replacement	10,000	10,000	10,000	10,000	10,000
945303 Facility Maintenance					
Property Taxes	300,000	300,000	300,000	300,000	300,000
Future Capital Reserve	44,638	0	0	0	0
Parking Reserve	0	0	0	0	0
Total 945303 Facility Maintenance	344,638	300,000	300,000	300,000	300,000
945307 Parking Areas Rehabilitation					
Property Taxes	200,000	225,000	250,000	250,000	250,000
Future Capital Reserve	63,083	0	0	0	0
Total 945307 Parking Areas Rehabilitation	263,083	225,000	250,000	250,000	250,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
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
Property Taxes	513,050	538,050	563,050	563,050	563,050
Future Capital Reserve	107,721	0	0	0	0
Parking Reserve	0	0	0	0	0
Total City Facilities	620,771	538,050	563,050	563,050	563,050
Pools					
946104 Facility Retrofit/Equipment Replacement					
Property Taxes	40,000	40,000	40,000	40,000	40,000
Total 946104 Facility Retrofit/Equipment Replacement	40,000	40,000	40,000	40,000	40,000
946403 Facility Repair/Retrofit					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 946403 Facility Repair/Retrofit	25,000	25,000	25,000	25,000	25,000
946409 Westsyde Community Center Pool-Phase 2					
Community Works Fund	198,630	0	0	0	0
Future Capital Reserve	31,627	0	0	0	0
Contractors and Others	0	0	0	0	0
Total 946409 Westsyde Community Center Pool-Phase 2	230,257	0	0	0	0
946463 Tools and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
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	177,580	0	0	0	0
Total 946511 Pool/Building Envelope - General	377,580	200,000	200,000	200,000	200,000
946519 TCC Tables and Chairs					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 946519 TCC Tables and Chairs	5,000	5,000	5,000	5,000	5,000
946520 Pool Toys and Rides					
Gaming Reserve	29,500	19,890	20,288	20,694	21,107
Total 946520 Pool Toys and Rides	29,500	19,890	20,288	20,694	21,107
946528 Public Access AED Program					
Property Taxes	5,000	5,100	5,202	5,306	5,412
Total 946528 Public Access AED Program	5,000	5,100	5,202	5,306	5,412
946576 CGP Equipment Replacement					
Property Taxes	30,000	30,000	30,000	30,000	30,000
Total 946576 CGP Equipment Replacement	30,000	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	0	0	0	0	0
Total 946588 TCC Equipment/Supplies	15,000	15,000	15,000	15,000	15,000
946591 TCC Facility Repair/Retrofit					
Property Taxes	405,000	405,000	405,000	405,000	405,000
Future Capital Reserve	290,790	0	0	0	0
Total 946591 TCC Facility Repair/Retrofit	695,790	405,000	405,000	405,000	405,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Property Taxes	735,000	735,100	735,202	735,306	735,412
Community Works Fund	198,630	0	0	0	0
Future Capital Reserve	499,997	0	0	0	0
Gaming Reserve	29,500	19,890	20,288	20,694	21,107
Contractors and Others	0	0	0	0	0
Total Pools	1,463,127	754,990	755,490	756,000	756,519
Community Rec & Culture					
947903 Tables and Chairs					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve	0	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	0	5,000	5,000	5,000	5,000
Future Capital Reserve	0	0	0	0	0
Total 947905 Old Courthouse Boiler/HVAC	0	5,000	5,000	5,000	5,000
947906 Old Courthouse Renos					
Future Capital Reserve	97,108	0	0	0	0
Total 947906 Old Courthouse Renos	97,108	0	0	0	0
947910 Public Art Acquisitions					
Gaming Reserve	50,000	50,000	50,000	50,000	50,000
Total 947910 Public Art Acquisitions	50,000	50,000	50,000	50,000	50,000
947911 BC20.04-Accessibility Mats					
Gaming Reserve	40,000	20,000	20,000	20,000	20,000
Total 947911 BC20.04-Accessibility Mats	40,000	20,000	20,000	20,000	20,000
Property Taxes	5,000	10,000	10,000	10,000	10,000
Community Works Fund	0	0	0	0	0
Future Capital Reserve	97,108	0	0	0	0
Gaming Reserve	90,000	70,000	70,000	70,000	70,000
Total Community Rec & Culture	192,108	80,000	80,000	80,000	80,000
Civic Recreation					
948101 Wildlife Park					
Property Taxes	101,000	101,000	102,000	102,000	102,000
Total 948101 Wildlife Park	101,000	101,000	102,000	102,000	102,000
Property Taxes	101,000	101,000	102,000	102,000	102,000
Total Civic Recreation	101,000	101,000	102,000	102,000	102,000
Museum					
949313 Museum Restructuring					
Gaming Reserve	225,000	25,000	25,000	25,000	25,000
Total 949313 Museum Restructuring	225,000	25,000	25,000	25,000	25,000
Gaming Reserve	225,000	25,000	25,000	25,000	25,000
Total Museum	225,000	25,000	25,000	25,000	25,000
Community Development					
951401 Infrastructure Improvements					
Property Taxes	94,558	125,000	150,000	150,000	150,000
Future Capital Reserve	0	0	0	0	0
Total 951401 Infrastructure Improvements	94,558	125,000	150,000	150,000	150,000
951405 Downtown Streetscape Improvements					
Gaming Reserve	0	500,000	500,000	500,000	500,000
Total 951405 Downtown Streetscape Improvements	0	500,000	500,000	500,000	500,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Property Taxes	94,558	125,000	150,000	150,000	150,000
Future Capital Reserve	0	0	0	0	0
Gaming Reserve	0	500,000	500,000	500,000	500,000
Total Community Development	94,558	625,000	650,000	650,000	650,000
Administrative Services					
952901 Office Furniture and Equipment					
Property Taxes	6,500	6,500	6,500	6,500	6,500
Future Capital Reserve	1,474	0	0	0	0
Total 952901 Office Furniture and Equipment	7,974	6,500	6,500	6,500	6,500
Property Taxes	6,500	6,500	6,500	6,500	6,500
Future Capital Reserve	1,474	0	0	0	0
Total Administrative Services	7,974	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	8,500	5,000	5,000	5,000	5,000
Total 953119 Crown Land Survey	8,500	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
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
953166 Development of 1500 9th Ave-CCDS					
Land Sales	165,313	0	0	0	0
Other Capital Reserves	37,681	0	0	0	0
Total 953166 Development of 1500 9th Ave-CCDS	202,994	0	0	0	0
Property Taxes	3,000	3,000	3,000	3,000	3,000
Land Sales	218,313	49,500	49,500	49,500	49,500
Other Capital Reserves	37,681	0	0	0	0
Total Property Management	258,994	52,500	52,500	52,500	52,500
Financial Management					
963101 Office Furniture and Equipment					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	23,197	0	0	0	0
Total 963101 Office Furniture and Equipment	48,197	25,000	25,000	25,000	25,000
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve	23,197	0	0	0	0
Total Program	48,197	25,000	25,000	25,000	25,000
Human Resources					
968101 Office Furniture and Equipment					
Property Taxes	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve	5,306	0	0	0	0
Total 968101 Office Furniture and Equipment	7,306	2,000	2,000	2,000	2,000
Property Taxes	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve	5,306	0	0	0	0
Total Human Resources	7,306	2,000	2,000	2,000	2,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Central Office					
971102 Office Furniture and Equipment					
Property Taxes	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve	1,000	0	0	0	0
Total 971102 Office Furniture and Equipment	2,000	1,000	1,000	1,000	1,000
971104 Office Services Equipment					
Equipment Reserve	127,920	47,000	41,500	0	0
Total 971104 Office Services Equipment	127,920	47,000	41,500	0	0
Property Taxes	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve	1,000	0	0	0	0
Equipment Reserve	127,920	47,000	41,500	0	0
Total Central Office	129,920	48,000	42,500	1,000	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
Total 972101 Office Furniture and Equipment	2,500	2,500	2,500	2,500	2,500
972102 IT Equipment Replacement					
Equipment Reserve	768,358	697,770	1,185,157	0	0
Total 972102 IT Equipment Replacement	768,358	697,770	1,185,157	0	0
972104 Data Center Equipment					
Future Capital Reserve	0	0	0	0	0
Equipment Reserve	12,088	12,088	12,000	12,000	12,000
Total 972104 Data Center Equipment	12,088	12,088	12,000	12,000	12,000
972108 New IT Equipment					
Property Taxes	19,200	0	0	0	0
Gaming Reserve	50,000	0	0	0	0
Equipment Reserve	50,000	50,000	50,000	50,000	50,000
Grants	0	0	0	0	0
Solid Waste Reserve	4,800	0	0	0	0
Total 972108 New IT Equipment	124,000	50,000	50,000	50,000	50,000
972109 IT Back Office Upgrade					
Equipment Reserve	42,488	0	0	0	0
Tax Sale Reserve	149,118	0	0	0	0
Total 972109 IT Back Office Upgrade	191,606	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					
Future Capital Reserve	0	0	0	0	0
Equipment Reserve	0	0	100,000	0	0
Contractors and Others	0	0	0	0	0
Total 972602 Digital Orthophoto	0	0	100,000	0	0
Property Taxes	21,700	2,500	2,500	2,500	2,500
Future Capital Reserve	0	0	0	0	0
Gaming Reserve	50,000	0	0	0	0
Equipment Reserve	880,434	767,358	1,354,657	69,500	69,500
Tax Sale Reserve	149,118	0	0	0	0
Grants	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Solid Waste Reserve	4,800	0	0	0	0
Total Information Technology	1,106,052	769,858	1,357,157	72,000	72,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Vehicles & Equipment					
974100 Equipment Replacement					
Equipment Reserve	4,800,636	5,421,287	0	0	0
Total 974110 Equipment replacement	4,800,636	5,421,287	0	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	0	0	0	0	0
Total 974199 Tools + Equipment - Specialty Equipment	9,500	9,500	9,500	9,500	9,500
974257 Purchase New Turf Stripper					
Property Taxes	50,700	0	0	0	0
Total 974257 Purchase New Turf Stripper	50,700	0	0	0	0
974280 Purchase New Shop Equipment					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve	0	0	0	0	0
Total 974280 Purchase New Shop Equipment	15,000	15,000	15,000	15,000	15,000
974285 Stores Scale					
Future Capital Reserve	34,855	0	0	0	0
Equipment Reserve	95,145	0	0	0	0
Total 974285 Stores Scale	130,000	0	0	0	0
974286 New Cross Country Tracksetter					
Property Taxes	0	0	0	0	0
Future Capital Reserve	14,874	0	0	0	0
Equipment Reserve	126	0	0	0	0
Total 974286 New Cross Country Tracksetter	15,000	0	0	0	0
974399 Fleet Contingency					
Equipment Reserve	170,000	120,000	0	0	0
Total 974399 Fleet Contingency	170,000	120,000	0	0	0
Total Program	5,270,836	5,645,787	104,500	104,500	104,500
HVAC					
975202 Bldg HVAC System Replacement					
Property Taxes	85,000	85,000	85,000	85,000	85,000
Future Capital Reserve	0	0	0	0	0
Total 975202 Bldg 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
Future Capital Reserve	10,725	0	0	0	0
Total 975218 Control System Upgrades	35,725	25,000	25,000	25,000	25,000
975230 Boiler/Hot Water Tank Replacement					
Property Taxes	40,000	35,000	35,000	35,000	35,000
Future Capital Reserve	65,000	0	0	0	0
Total 975230 Boiler/Hot Water Tank Replacement	105,000	35,000	35,000	35,000	35,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
975342 Unit Heater Replacement					
Property Taxes	15,000	15,000	15,000	15,000	15,000
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
Total 975612 Fire Hall Exhaust System Upgrade	18,000	18,000	18,000	18,000	18,000
Property Taxes	200,000	195,000	195,000	195,000	195,000
Future Capital Reserve	75,725	0	0	0	0
Total HVAC	275,725	195,000	195,000	195,000	195,000
Active Transportation					
976102 Active Transportation-General					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Community Works Fund	1,668,427	1,668,340	1,668,340	1,668,340	1,668,340
Future Capital Reserve	72,023	0	0	0	0
DCC Roads	248,407	231,660	231,660	231,660	231,660
Total 976102 Active Transportation-General	2,088,857	2,000,000	2,000,000	2,000,000	2,000,000
976103 Active Transportation-Major Projects					
Community Works Fund	1,995,185	353,668	353,668	353,668	353,668
Future Capital Reserve	60,702	0	0	0	0
DCC Roads	247,670	46,332	46,332	46,332	46,332
Total 976103 Active Transportation-Major Projects	2,303,557	400,000	400,000	400,000	400,000
976104 Jimeva Park Pedestrian Overpass					
Property Taxes	0	0	0	0	275,000
Future Capital Reserve	94,550	0	0	0	0
DCC Roads	77,358	0	0	0	225,000
Total 976104 Jimeva Park Pedestrian Overpass	171,908	0	0	0	500,000
976108 Special Xwalk on Summit 976102					
Property Taxes	0	0	0	0	0
Community Works Fund	96,768	0	0	0	0
Future Capital Reserve	2,459	0	0	0	0
DCC Roads	10,905	0	0	0	0
Total 976108 Special Xwalk on Summit 976102	110,132	0	0	0	0
976177 BC20.07-Pedestrian Crossings					
Property Taxes	0	250,000	250,000	250,000	250,000
Community Works Fund	0	250,000	250,000	250,000	250,000
Total 976177 BC20.07-Pedestrian Crossings	0	500,000	500,000	500,000	500,000
Property Taxes	100,000	350,000	350,000	350,000	625,000
Community Works Fund	3,760,380	2,272,008	2,272,008	2,272,008	2,272,008
Future Capital Reserve	229,734	0	0	0	0
DCC Roads	584,340	277,992	277,992	277,992	502,992
Total Program	4,674,454	2,900,000	2,900,000	2,900,000	3,400,000
Engineering Services					
976604 RR Crossings Transport Canada Upgrade					
Property Taxes	0	0	0	0	0
Future Capital Reserve	163,334	0	0	0	0
Total 976604 RR Crossings Transport Canada Upgrade	163,334	0	0	0	0
976610 ***Tranquille Road Corridor					
Community Works Fund	0	2,500,000	0	0	0
Total 976610 ***Tranquille Road Corridor	0	2,500,000	0	0	0

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
976611 Intersection Capacity Improvements					
Property Taxes	150,000	50,000	47,400	50,000	47,400
Future Capital Reserve	80,216	0	0	0	0
DCC Roads	2,071,942	450,000	426,600	450,000	426,600
Total 976611 Intersection Capacity Improvements	2,302,158	500,000	474,000	500,000	474,000
976613 Transportation Safety Program					
Property Taxes	196,834	157,132	157,132	157,132	157,132
Future Capital Reserve	92,866	0	0	0	0
DCC Roads	31,837	18,493	18,493	18,493	18,493
Grants	122,745	100,000	100,000	100,000	100,000
Total 976613 Transportation Safety Program	444,282	275,625	275,625	275,625	275,625
976616 VV Bulb Outs at Plover Road					
Future Capital Reserve	41,740	0	0	0	0
Total 976616 VV Bulb Outs at Plover Road	41,740	0	0	0	0
976629 Transportation Planning					
Property Taxes	9,750	9,750	9,750	9,750	9,750
Future Capital Reserve	7,222	0	0	0	0
DCC Roads	35,250	20,250	20,250	20,250	20,250
Total 976629 Transportation Planning	52,222	30,000	30,000	30,000	30,000
976632 BC20-07- Pedestrian Crossings					
Property Taxes	250,000				
Community Works Fund	250,000				
Total 976632 BC20-07- Pedestrian Crossings	500,000	0	0	0	0
976675 Hugh Allan Roundabouts**					
Property Taxes	0	15,000	30,000	295,000	0
DCC Roads	0	135,000	270,000	2,655,000	0
Total 976675 Hugh Allan Roundabouts**	0	150,000	300,000	2,950,000	0
Engineering Services					
Property Taxes	606,584	231,882	244,282	511,882	214,282
Community Works Fund	250,000	2,500,000	0	0	0
Future Capital Reserve	385,378	0	0	0	0
Gaming Reserve	0	0	0	0	0
DCC Roads	2,139,029	623,743	735,343	3,143,743	465,343
Grants	122,745	100,000	100,000	100,000	100,000
Total Engineering Services	3,503,736	3,455,625	1,079,625	3,755,625	779,625
Carpentry					
978101 Guard Rails					
Property Taxes	50,000	50,000	50,000	50,000	50,000
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	8,646	0	0	0	0
Total 978103 Wheelchair Ramps	28,646	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	266,468	0	0	0	0
Total 978105 Retaining Wall Replacement	366,468	100,000	100,000	100,000	100,000
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	0	0	0	0	0
Parking Reserve	100,000	90,000	100,000	90,000	100,000
Total 978109 Parkades	100,000	90,000	100,000	90,000	100,000

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	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
978110 Sidewalk Extension Program					
Other Capital Reserves	350,000	0	0	0	0
Total 978110 Sidewalk Extension Program	350,000	0	0	0	0
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	275,114	0	0	0	0
Parking Reserve	100,000	90,000	100,000	90,000	100,000
Other Capital Reserves	350,000	0	0	0	0
Total Carpentry	957,114	322,000	332,000	322,000	332,000
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
979117 Street Lighting Improvements					
Property Taxes	165,000	165,000	165,000	165,000	165,000
Future Capital Reserve	222,360	0	0	0	0
Total 979117 Street Lighting Improvements	387,360	165,000	165,000	165,000	165,000
979119 Traffic Signal/Pole Rehabilitation					
Property Taxes	0	215,000	215,000	215,000	215,000
Future Capital Reserve	0	0	0	0	0
Contractors and Others	0	0	0	0	0
Total 979119 Traffic Signal/Pole Rehabilitation	0	215,000	215,000	215,000	215,000
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	0	0	0	0	0
Total 979129 Pre-Signalization	25,000	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	0	0	0	0	0
Total 979199 Tools & Equipment - Electrical	9,400	9,400	9,400	9,400	9,400
Property Taxes	279,400	494,400	494,400	494,400	494,400
Future Capital Reserve	222,360	0	0	0	0
Contractors and Others	0	0	0	0	0
Total Electrical	501,760	494,400	494,400	494,400	494,400
Corp & Community Services Admin					
Future Capital Reserve	0	0	0	0	0
Total Corp & Community Services Admin	0	0	0	0	0
Property Taxes	13,217,652	13,614,828	13,519,454	17,824,122	14,360,022
Water Levies	0	0	0	0	0
Sewer Levies	0	0	0	0	0
Community Works Fund	6,352,654	5,083,191	2,685,559	2,566,209	2,272,008
Field User Fees	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve	8,729,163	400,000	115,000	0	0
Other Capital Reserves	649,511	0	0	50,500	98,397
Gaming Reserve	2,552,151	889,099	1,114,747	889,903	1,115,566
Working Capital	750,000	0	0	0	0

FINANCIAL PLAN 2021–2025

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Equipment Reserve	7,827,123	6,920,645	3,901,157	1,784,300	2,871,500
Land Sales	218,313	49,500	49,500	49,500	49,500
Local Improvement	0	0	0	0	0
Parking Reserve	287,403	135,000	145,000	135,000	145,500
Tax Sale Reserve	223,414	0	0	0	0
DCC Drainage	1,878,283	128,898	239,382	371,845	307,890
DCC Parks	168,912	65,563	90,313	211,588	583,273
DCC Roads	2,857,437	1,338,618	1,095,483	3,547,582	1,043,111
Grants	239,918	100,000	100,000	100,000	100,000
Contractors and Others	12,000	0	0	0	0
Five Year Borrowing	0	0	0	0	0
Solid Waste Reserve	5,311,677	6,400,000	4,850,000	2,860,000	280,000
Parkland	0	0	0	0	0
Debt	1,271,930	0	0	0	0
Total General Fund	52,577,541	35,155,342	27,935,595	30,420,549	23,256,767
Total Water Fund	9,696,966	11,265,000	6,210,000	10,723,555	9,451,000
Total Sewer Fund	9,976,958	5,021,000	5,680,000	6,480,000	18,470,000
Total General Fund	52,577,541	35,155,342	27,935,595	30,420,549	23,256,767
Grand Total - All Funds	72,251,465	51,441,342	39,825,595	47,624,104	51,177,767

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Service Level Descriptions

1102 Water Treatment Plant

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

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

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

As required.

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

Reactive maintenance with a two-hour maximum response time.

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

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

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

Equipment checked daily. Equipment PMs done as scheduled.

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

Reactive maintenance with a two-hour maximum response time.

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

Continuous 24/7 monitoring.

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

Reactive maintenance within seven business days.

1102 Water Treatment Plant (cont.)

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

Operated a minimum of every four days.

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

Daily.

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

Reactive maintenance with a two-hour maximum response time.

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

Reactive maintenance with a one-hour maximum response time.

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

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

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

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

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

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

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

Daily inspection and annual testing.

1102 Water Treatment Plant (cont.)

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

Inspected every six hours. Operates 24/7.

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

Reactive maintenance with a 12-hour maximum response time.

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

Hourly - logged continuously.

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

Daily - numerous processes.

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

As per levels required to maintain operator certification.

1103 Water Distribution

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

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

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

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

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

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

1103 Water Distribution (cont.)*48 Water Main Repairs - Repair/replace leaking or damaged water mains.*

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

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

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

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

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

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

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

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

Reply time is to acknowledge within two business days.

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

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

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

Response time is within three business days.

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

Response time is within three business days.

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

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

1103 Water Distribution (cont.)

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

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

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

Reactive maintenance - initial response within one hour.

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

Reactive maintenance - initial response within one hour.

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

Reactive maintenance - response time as scheduling allows.

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

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

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

As per operational and regulatory requirements.

1104 Water Pump Stations

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

All stations inspected a minimum of once per week.

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

Inspect each reservoir annually.

1104 Water Pump Stations (cont.)

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

Clean all reservoirs as required based on findings of inspections.

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

Provide repairs as required based on station inspection results.

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

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

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

Reactive maintenance response time is within two hours of discovery.

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

Units operated and serviced twice per year.

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

Response time is within two hours of notification.

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

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

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

Reactive maintenance response time is within two hours of notification.

1104 Water Pump Stations (cont.)

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

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

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

Check all PRVs annually as a minimum.

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

Preventative maintenance - sites are checked annually.

26 Standpipe Maintenance and Repairs - Repair and service standpipes.

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

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

Reactive maintenance response time based on problem reported.

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

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

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

All metered-rate customer meters are read quarterly.

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

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

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

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

1104 Water Pump Stations (cont.)

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

Reactive maintenance - response time as scheduling allows.

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

Preventative maintenance - response time as scheduling allows.

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

Not applicable.

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

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

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

All stations inspected daily.

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

Response time as scheduling allows.

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

Provide repairs as required based on station inspection results.

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

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

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

Service all standpipes as required.

1104 Water Pump Stations (cont.)

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

Response time is within two hours of notification.

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

As per operational and regulatory requirements.

1202 Wastewater Treatment

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

Inspections as per seasonal schedule.

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

Provide adequate power and chemicals for wastewater treatment process.

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

Daily.

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

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

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

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

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

Reactive maintenance - response time three hours, maximum.

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

Response time is within two hours of notification.

1203 Sanitary Collection

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

Initial response time is within two hours of notification.

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

Reactive maintenance response time as scheduling allows.

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

Inspect entire inventory annually.

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

Initial response time is within two hours of notification.

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

Reactive maintenance response time impacted by severity of repair.

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

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

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

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

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

Inspect mains as required.

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

Reactive maintenance - response time as scheduling allows.

1203 Sanitary Collection (cont.)

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

Response time as scheduling allows.

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

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

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

As requested. Response time is within three business days.

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

Reactive maintenance - response time as scheduling allows.

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

Reactive maintenance - response time as scheduling allows.

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

As per operational and regulatory requirements.

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

As per operational and regulatory requirements.

1204 Sanitary Pump Stations

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

All stations inspected a minimum of once per week.

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



Sites are inspected annually.

1204 Sanitary Pump Stations (cont.)

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

All wastewater generated in Campbell Creek is collected as required.

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

Provide repairs as required based on station inspection results.

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

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

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

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

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

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

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

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

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

Alarm response time is within two hours of notification.

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

Provide adequate power for sewage collection system.

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

Units operate on 90-day intervals.

1204 Sanitary Pump Stations (cont.)

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

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

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

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

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

Provide repairs as required based on station inspection results.

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

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

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

Provide adequate chemicals for effluent treatment system.

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

Alarm response time is within one business day of notification.

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

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

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

As per operational and regulatory requirements.

1301 Commercial and Multi-family Bins

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

Provide containers in acceptable condition for all customers.

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

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

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

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

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

Reply to requests for service within two business days.

1302 Solid Waste Disposal

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

Operating hours 8:30 am-4:30 pm

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

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

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

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

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

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

1302 Solid Waste Disposal (cont.)

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

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

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

Operating hours: 8:00 am-4:00 pm
Open five days per week: Monday through Friday and closed on all statutory and municipal holidays.

1303 Residential Curbside Containers (Carts)

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

Service is not provided on statutory or municipal holidays.

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

There is no service on statutory or municipal holidays.

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

Respond to Request for Service calls within seven business days

1304 Community Service

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

Various schedules (daily, weekly biweekly) based on location

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

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

1305 Solid Waste Diversion

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



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

1309 Solid Waste Administration

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

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

1401 Environmental Services

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

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

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

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

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

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

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

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

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

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

1401 Environmental Services (cont.)

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

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

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

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

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

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

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

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

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

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

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

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

1401 Environmental Services (cont.)

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

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

1501 Cemeteries

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

Revenue-generating service.

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

Revenue-generating service.

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

Revenue-generating service.

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

Level A: Hillside Cemetery.

Level B: Pleasant Street Cemetery.

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

Level A: As needed, checked weekly.

Level B: As needed, checked monthly.

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

Level A: Repaired when depression exceeds six inches.

Level B: Repaired when depression exceeds 12 inches.

3101 Gravel Lanes

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

All gravel roads will be:

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

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

All gravel surfaced lanes are to be graded:

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

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

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

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

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

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

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

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

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

3102 Asphalt Roads

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

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

3102 Asphalt Roads (cont.)

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

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

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

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

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

As required from internal or external requests for service.

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

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

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

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

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

As required by the Utility Services Division.

3103 Road Cleaning

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

Street sweeping will occur:

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

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

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

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

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

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

Provide sufficient amounts of sand stockpiled for winter.

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

As required.

3105 Winter

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

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

Priorities 1 and 2:

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

Priority 3:

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

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

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

Priorities 1 and 2:

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

Priority 3:

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

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

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

3105 Winter (cont.)

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

1. Priorities 1 and 2:

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

2. Priority 3:

- No application unless specifically directed.

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

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

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

1. Priorities 1 and 2:

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

2. Priority 3:

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

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

As required when windrow reaches 60 cm in height.

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

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

3105 Winter (cont.)

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

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

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

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

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

3106 Weed Control

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

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

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

Respond to safety issues as notified within 5 business days.

3109 Streets Administration

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

As per operational and regulatory requirements.

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

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

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



Not applicable.

3201 Public Works and Utilities Administration

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

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

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

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

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

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

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

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

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

Enter Utility Services field data as required.

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

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

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

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

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

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

3306 Capital Projects Management

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

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

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

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

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

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

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

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

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

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

3602 Traffic and Signs

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

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

3602 Traffic and Signs (cont.)

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

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

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

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

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

As requested.

3604 Traffic and Signs IPTs

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

As requested.

3609 Traffic Administration

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

Monthly crew meetings and training as required.

3803 Storm Sewer Drainage

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

Reactive maintenance - response time as scheduling allows.

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

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

3803 Storm Sewer Drainage (cont.)

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

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

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

Reactive maintenance - response time as scheduling allows.

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

Reactive maintenance - response time as scheduling allows.

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

Reactive maintenance - response time impacted by severity of repair.

18 Repair Manholes - Repair broken or damaged manholes.

Reactive maintenance - response time as scheduling allows.

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

As required or requested.

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

Not applicable.

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

Reply time is to acknowledge within two business days.

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

Reactive maintenance - response time as scheduling allows.

3803 Storm Sewer Drainage (cont.)

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

Inspect mains as required.

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

Reactive maintenance - response time as scheduling allows.

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

Reactive maintenance - response time as scheduling allows.

3804 Drainage Pump Stations

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

All stations inspected once per week.

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

Reactive maintenance - response time as scheduling allows.

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

Provide repairs as required based on station inspection results

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

Provide adequate power for drainage collection system.

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

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

3804 Drainage Pump Stations (cont.)

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

Response time is to acknowledge within five business days.

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

Testing of groundwater levels as required.

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

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

3805 Flood Dyke Control

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

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

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

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

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

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

7401 Vehicles and Equipment

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

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

7401 Vehicles and Equipment (cont.)

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

Maintain required construction equipment availability for user departments.

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

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

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

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

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

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

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

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

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

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

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

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

7401 Vehicles and Equipment (cont.)

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

Required vehicles to be available to user department as needed.

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

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

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

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

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

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

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

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

7402 Specialty Equipment

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

Maintain availability of all equipment.

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

Maintain availability of required equipment in accordance with applicable standards.

7402 Specialty Equipment (cont.)

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

Maintain availability of required small equipment.

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

To work within departmental scheduling to complete work requests.

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

7403 Specialty Equipment - Parks

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

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

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

Maintain availability of required specialty equipment.

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

To work within departmental scheduling to complete work requests.

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

7501 Facilities - Misc. Buildings

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

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

7501 Facilities - Misc. Buildings (cont.)

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

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

7502 Facilities - Offices

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

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

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

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

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

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

7503 Facilities - Yard/Storage Buildings

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

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

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

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

7503 Facilities - Yard/Storage Buildings (cont.)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7503 Facilities - Yard/Storage Buildings (cont.)

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

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

7504 Facilities - Recreation and Cultural Buildings

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

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

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

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

7505 Facilities - Shops

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

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

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

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

7506 Facilities - Fire Halls

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

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

7509 Facilities Administration

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

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

7801 Carpentry - Parks and Cemeteries

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

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

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

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

7802 Carpentry - Buildings

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

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

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

To conduct PMs and record as necessary.

7803 Carpentry - Water, Sewer, Drainage

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

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

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

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

7804 Carpentry - Other Departments

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

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

7805 Carpentry – Sanitation, Sign Shop & Traffic Engineering

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

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

7806 Carpentry - Recreation

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

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

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

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

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

To make all necessary repairs in a timely manner.

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

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

7808 Sidewalk Maintenance

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

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

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

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

7808 Sidewalk Maintenance (cont.)

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

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

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

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

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

To install or repair guardrails as required.

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

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

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

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

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

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

7809 Carpentry Administration

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

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

7901 Electrical - Parks and Cemeteries

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

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

02 Preventative Maintenance - To perform PMs to electrical equipment associated with all parks and park buildings.

1. To complete preventative maintenance (PM) repairs and record as necessary.
2. Equipment testing and maintenance as required.

7902 Electrical - Buildings

01A Preventative Maintenance - Life-safe systems - Perform routine preventative maintenance to building electrical systems, including testing of building fire alarm, emergency light, exit light, and back-up power systems.

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

01B Equipment Repairs - Life-safe systems - Emergency and ongoing repairs to building electrical systems and components. This includes routine and scheduled repairs to fire alarm, emergency light, exit light as well as standby power equipment.

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

7903 Electrical - Water, Sewer, Drainage

03 Equipment repairs - To provide ongoing electrical repairs at boosters, intakes, PRVs, reservoirs, etc., throughout the City's water distribution system.

1. Making necessary repairs to electrical equipment
2. Trouble shooting to ensure the shortest amount of downtime on a piece of equipment.

04 Preventative Maintenance - To perform preventative maintenance on electrical equipment throughout the water distribution network (boosters, intakes, PRVs, and reservoirs).

1. To ensure that all electrical equipment is in working order throughout the water distribution network.
2. Preventative maintenance is completed annually.

7903 Electrical - Water, Sewer, Drainage (cont.)*07 Preventative Maintenance - Southwest Sector dewatering wells.*

To ensure that pumps and related equipment are operating properly.

08 Equipment repairs - Southwest Sector Dewatering wells.

1. Making necessary repairs to electrical equipment to ensure availability of equipment at the dewatering stations.
2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.

10 Equipment repairs - Noble Creek Water System.

1. Making necessary repairs to electrical equipment to ensure availability of all pumps at the Noble Intake and Domestic stations.
2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.

11 Preventative Maintenance on Electrical Equipment - Noble Creek irrigation and water distribution.

1. To ensure that pumps and related equipment are in working order to ensure there is an adequate irrigation and domestic water supply.
2. Preventative maintenance is completed annually.

13 Daily and Emergency Call Out Repairs on Electrical Equipment - Campbell Creek Water System.

1. Making necessary repairs to electrical equipment to ensure availability of all five wells.
2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.

14 Preventative Maintenance on Electrical Equipment - To perform preventative maintenance on the five Campbell Creek wells.

1. To ensure that pumps and related equipment are in working order to ensure there is an adequate water level in reservoirs in case of emergency, such as fire protection.
2. Preventative maintenance is completed annually.

54 Daily and Emergency Call Out Repairs on Electrical Equipment - 106 lift stations.

1. Making necessary repairs to electrical equipment to ensure availability of all pumps in our lift stations.
2. Troubleshooting to ensure the shortest amount of downtime on a piece of equipment.

7903 Electrical - Water, Sewer, Drainage (cont.)*55 Preventative Maintenance on Electrical Equipment - wastewater lift stations.*

1. To ensure that pumps and related equipment are available to prevent wastewater from flooding, causing property damage.
2. Preventative maintenance is completed annually
3. Where submersible pumps are used, motor insulation is tested semi-annually.

60 Daily and Emergency Call Out Repairs on Electrical Equipment - Kamloops Sewage Treatment Centre.

1. Making necessary repairs to electrical equipment to ensure availability of equipment at the treatment centre.
2. Troubleshooting to minimize equipment downtime.

61 Preventative Maintenance on Electrical Equipment - To perform preventative maintenance at the Kamloops Sewage Treatment Centre.

1. To ensure that pumps and related equipment are available for wastewater treatment.
2. Preventative maintenance is completed annually
3. Where submersible pumps are used, motor insulation is tested semi-annually.

69 Daily and Emergency Call Out Repairs on Electrical Equipment - Cinnamon Ridge Facility.

1. Making necessary repairs to electrical equipment to ensure availability of equipment at the spray irrigation centre.
2. Troubleshooting to minimize equipment downtime.

70 Preventative Maintenance on Electrical Equipment - To perform preventative maintenance on the City's Cinnamon Ridge effluent spray irrigation

1. To ensure that pumps and related equipment are available for effluent irrigation.
2. Preventative maintenance is completed annually
3. Where submersible pumps are used, motor insulation is tested semi-annually.

71 Daily and Emergency Call Out Repairs on Electrical Equipment - stormwater stations.

1. Making necessary repairs to electrical equipment to ensure availability of equipment at the stormwater stations.
2. Troubleshooting to minimize equipment downtime.

72 Preventative Maintenance on Electrical Equipment - stormwater stations.

1. To ensure that pumps and related equipment are available to prevent stormwater from flooding, causing property damage.
2. Preventative maintenance is completed annually.
3. Where submersible pumps are used, motor insulation is tested semi-annually.

7904 Electrical - Other Departments*01 Equipment Repairs - Off-street parking.*

1. To make necessary repairs in a timely fashion to ensure that lighting levels are maintained to a safe standard.
2. To make necessary repairs to electric gates to ensure that they are available as required as well as maintaining a reasonable level of security for the parking lots.

04 Equipment Repairs - Information Technology Division.

To make necessary repairs in a timely fashion to ensure that IT computer network and equipment has a stable electrical power source.

06 Equipment Repairs - Dispatch Centre at Fire & Rescue Station No. 1.

To make necessary repairs in a timely fashion to ensure that the Dispatch Centre has a stable electrical power source as well as adequate lighting levels.

7905 Electrical - Traffic*05 Equipment Repairs - To provide ongoing repairs to the City's traffic signal's infrastructure.*

1. To ensure that the traffic signals are repaired within two hours of notification.
2. To ensure that crosswalks and intersections are functioning properly.

11 Preventative Maintenance - Perform routine preventative maintenance on signalized intersections and systems including the testing of conflict monitors.

1. Confirm that conflict monitors are functioning as designed in March and September of each year.
2. Ensure that signalized intersections are maintained to a standard that provides maximum availability and a safer city.

7906 Electrical - Recreation*02 Equipment Repairs - To provide ongoing repairs to electrical equipment associated with all arenas.*

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

05 Preventative Maintenance - Perform routine preventative maintenance to building electrical systems including testing of building fire alarms, emergency lighting, exit lighting, and backup power systems.

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

7906 Electrical - Recreation (cont.)

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

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

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

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

7907 Electrical - Street Lighting

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

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

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

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

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

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

7909 Electrical Administration

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

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

410 Sandman Centre

Daily Operation and Maintenance of Sandman Centre

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

413 Arenas*Daily Operation and Maintenance*

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

416 McArthur Island Sport and Event Centre*Operation and Maintenance of McArthur Island Sport and Event Centre*

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

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

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

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

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

4290 -3 Integrated Pest Management Maintenance

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

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

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

429 Parks (cont.)

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

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

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

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

4293 Horticulture maintenance and repair

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

4294 Irrigation maintenance and repair

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

4295 Stadium maintenance and repair

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

4296 City Facilities Landscape maintenance and repair

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

429 Parks (cont.)*4297 Graffiti removal in Parks and facilities*

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

4298 Nature Parks and open space maintenance and repair

Maintenance and repair done as per Service Level Program.

Service Level A*City-wide Parks:*

- Pioneer
- Exhibition
- Gagliardi
- Riverside

District Parks:

- Albert McGowan
- West Highlands Park

Neighbourhood Parks:

- Singh Bowl

Civic Facilities:

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

Trails:

- Rivers Trail

Stadiums:

- Charles Anderson
- Hillside and Track
- Norbrock

Cemeteries:

- Hillside

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection	X	X		X			Visual inspection weekly or as required.
Litter Control	X				X		Daily litter pick up or as required.
Gravel Parking Lots				X	X		As required; grading gravel parking lots.
Snow Removal	X				X		First priority accumulation of 1" or icy conditions with 24 hours. Daily inspections as required.
Trail & Pathways Maintenance				X		X	Trail inspections every four weeks with follow-up work. Clearing of vegetation 2x/year.
Other	X					X	Ongoing calls for service, vandalism, special events, etc.
<u>AMENITIES</u>							
Washroom building mtn.	X				X		Washroom maintenance done daily.
Stadium/change room mtn.	X			X	X		1. Stadium inspected daily 2. change room facilities cleaned as required.
Playgrounds		X		X		X	Monthly written inspection; detailed inspection annually; general maintenance done weekly, or as required.
Park Structures/Furnishings						X	Written inspection at least once seasonally; general maintenance, as required.
Water Park	X	X			X		Inspected daily for glass and other.
Hard Surface Areas				X	X		Monthly, or as requested; tennis courts, basketball, lacrosse, paved parking lots and multi-purpose courts.
<u>TURF</u>							
Trim Mowing (2" height min)		X			X		Passive turf areas - weekly.
Mowing (2" height min)		X			X		Sports fields - 2-3x/week (1.5" height); passive turf areas 1x/week, or as required.
Fertilizing (All areas)				X			1. 4-5 applications for sports fields and bowling green; 2. 2-3x for passive turf areas.
Soil Testing						X	Seasonally to establish proper fertilizer program.
Top Dressing					X		Once per season, or as required; 2x on selected sport field areas.
Over seeding					X		Once per season, or as required; 2x on selected areas.
Aeration			X	X	X		1. Sports fields - 2-3x/month; 2. Other areas 1-2x using deep tyne, normal core and slicing methods.
Turf Renovation					X		100% of field to standard as required.

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
Infield Maintenance	X				X		Baseball, softball, slo-pitch infield maintenance done daily or as required
Field Lining		X			X		
<u>IRRIGATION</u>							
Irrigation	X	X			X		Daily – weekly inspections; start up in April and winterize in October; DCVA inspection 1x/year.
Manual Watering	X	X			X		Watering of flower baskets and new trees without automatic irrigation system.
<u>TREES</u>							
Planting					X		As required. In early spring and late fall
Pruning						X	Trees pruned on a five year cycle or for safety purposes, vandalism or clearance; Young trees 3-5 year cycle.
Tree Inspection						X	Tree inspections every seven years as per pruning cycle, or as required.
Tree Removals						X	As required based on hazard assessment.
Fertilizing					X		As required.
<u>HORTICULTURE</u>							
Shrub/Perennial Beds		X			X		Maintenance weekly of litter, weeding, pruning and mulching, or as required.
Annual Beds	X	X			X		Maintenance done minimum weekly. Weeding, deadheading.
Fertilizing					X		As required upon inspection of plant material.
Soil Testing					X		Seasonally to establish proper fertilizer applications.
Weed Control	X	X			X		Threshold %: Turf 5%, Shrub beds 5%, Annual beds 0 -2 %, other areas 5 – 10%.
<u>CEMETERY</u>							
Headstone Adjustments		X			X	X	As requested, or as needed when surface level depths exceed 4” (10 – 16 cm). Headstones are raised and levelled.
Grave Repairs				X	X	X	Sunken graves are repaired when depression exceeds 6” (15.24cm) to 12” (30.48cm)

Service Level B*City-wide Parks:*

- Memorial Hill
- Waterfront

District Parks:

- Brocklehurst
- Rae-Mor
- Westsyde

Neighbourhood Parks:

- Aberdeen Hills
- Juniper
- McDonald
- Overlander
- Pineview Valley
- Prince Charles
- Valleyview
- Dallas

Civic Facilities:

- Canada Games Pools
- Fire Stations #3, #4, #5, #6, & #7
- Central Maintenance Yard frontage
- Animal Control
- Arenas (except Sandman Centre)
- Curling Club
- Parkview Activity Centre
- Brock Pool
- Public Works Centre

Medians:

- Columbia
- Notre Dame
- McGill
- Tranquille
- 8th Street
- Batchelor
- Victoria Mall
- Tranquille Mall

Open Space / Nature:

- Schubert Lookout

Cemeteries:

- Pleasant Street
- Pioneer
- 6th Avenue

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection		X				X	Visual inspection minimum 1x/week or as required.
Litter Control	X	X				X	At least 2x/week or as required
Gravel Parking Lots						X	Monthly, or as required; grading gravel parking lots.
Snow Removal		X			X		First priority accumulation of 1" or icy conditions with 24 hours. Inspections as required.
Trail & Pathways Maintenance				X		X	Trail inspections every six weeks with follow-up work. Clearing of vegetation 1x/year.
Other	X					X	Ongoing calls for service, vandalism, special events, etc. Priority to Level A areas.
<u>AMENITIES</u>							
Washroom Building maintenance	X				X		Washroom maintenance done daily, or as required
Stadium/Change Room maintenance	X				X		1. Stadium inspected daily 2. Change rooms cleaned as required.
Playgrounds				X		X	Monthly written inspection; detailed inspection annually; general maintenance done weekly, or as required.
Park Structures/ Furnishings						X	Written inspection at least once seasonally; general maintenance, as required.
Hard Surface Areas					X		Monthly, or as requested; tennis courts, basketball, lacrosse, paved parking lots and multi-purpose courts.
<u>TURF</u>							
Trim Mowing (2" height min)			X		X		Passive turf areas - weekly.
Mowing (2" height min)		X	X		X		Sports fields - 1-2x/week; passive turf areas 1x/week, or as required.
Fertilizing (All areas)					X		1. 2-3 applications for sports fields and bowling green; 2. 1-2x for trees and landscape beds, or as required.
Soil Testing					X		Seasonally to establish proper fertilizer program.
Top Dressing					X		Once per season, or as required; 2x on selected areas.
Over seeding					X		Once per season, or as required; 2x on selected areas.
Aeration				X	X		1. Sports fields – 1-2x/month; 2. Other areas as required using deep tyne, normal core and slicing methods.

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
Turf Renovation					X		100% of field to standard as required.
Infield Maintenance		X			X		Baseball, softball, slo-pitch infield maintenance done weekly, or as required
Field Lining				X	X		Done 3x / year.
<u>IRRIGATION</u>							
Irrigation		X	X		X		Weekly inspections; start up in April and winterize in October; DCVA inspection 1x/year.
Manual Watering	X	X			X		Watering of flower baskets and new trees without automatic irrigation system.
<u>TREES</u>							
Planting					X		As required. In early spring and late fall
Pruning						X	Trees pruned on a seven year cycle or for safety purposes, vandalism or clearance; Young trees 3-5 year cycle.
Tree Inspection						X	Tree inspections every five, or as required.
Tree Removals						X	As required based on hazard assessment.
<u>HORTICULTURE</u>							
Shrub/Perennial Beds			X		X		Maintenance biweekly of litter, weeding, pruning and mulching, or as required.
Annual Beds		X			X		Maintenance done weekly. Weeding, deadheading, etc.
Fertilizing					X		As required upon inspection of plant material.
Soil Testing					X		Seasonally to establish proper fertilizer applications.
Weed Control					X		Weed population tolerated up to 15% in turf; landscape beds 5-10% tolerance.
<u>CEMETERY</u>							
Headstone Adjustments				X	X		As requested, or needed when 2" (5.8 cm) of sod edge removed from around headstone to expose headstone.
Grave Repairs					X		Sunken graves are repaired at the commencement and end of the turf maintenance season.
Headstone trimming			X	X	X		High profile areas trimmed biweekly, flush markers trimmed every six weeks.

Service Level C*City-wide Parks:*

- Campbell Creek

Neighbourhood Parks:

- Batchelor
- Crestline
- Dufferin
- Len Haughton
- McBeth
- Parkcrest
- Pemberton Terrace
- Thompson
- Todd Hill
- Westmount

Tot Lots:

- Acadia
- Allan Powers
- Bank
- Belmont
- Bogetti
- Braemar
- Cambridge
- Cammeray
- Connaught
- Dominion
- Edgemount
- Glen Nevis
- Hook
- Invermere
- Kemano
- Kinsmen
- McIntosh
- McLean
- Moose
- Parkcrest
- Richmond
- Sahali
- Sherbrooke
- Southview
- Spartan
- Summit
- West Pines

Open Space / Natural:

- Kenna Cartwright
- Peterson Creek

Dog Parks:

- Aberdeen
- Ord Road
- Juniper
- River Street

Trails:

- Sifton Loop

Other Areas:

- Aberdeen Interchange
- Pacific Way Interchange
- Sagebrush Interchange

Cemeteries:

- Chinese

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection			X		X		Every 3-4 weeks minimum; visual and written inspection of park.
Litter Control			X		X		Every 3-4 weeks minimum.
Gravel Parking Lots					X		Grading every three months, or as required.
Snow Removal					X		First priority accumulation of 1" or icy conditions with 24 hours.
Trail & Pathways Maintenance						X	Visual inspection of trails every eight weeks with follow-up work. Clearing of vegetation annually, or as required.
Other						X	Ongoing calls for service, vandalism, special events, etc. Priority to Level B areas.
<u>AMENITIES</u>							
Playgrounds				X		X	Monthly written inspection; detailed inspection annually.
Park Structures/Furnishings					X		Inspection every two years. General maintenance, as required.
Hard Surface Areas						X	As required; tennis courts, basketball, parking lots.
<u>TURF</u>							
Trim Mowing (3" height min)			X		X		Every 3-4 weeks.
Gang Mowing (2" height min)		X	X		X		1x/week; for sports field areas; passive areas every two weeks.
Fertilizing					X		1-2 applications for sports fields; other areas as required.

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
Aeration					X		Once a year for sports fields; other areas as required.
Infield Maintenance		X			X		Baseball, softball, slo-pitch infield maintenance done weekly.
Field Lining				X	X		Done 3x / year.
<u>IRRIGATION</u>							
Irrigation			X	X	X		Bi-weekly to monthly inspections; start up in April and winterize in October; DCVA inspection 1x/year.
Manual Watering					X		As required.
<u>TREES</u>							
Planting					X		As required. In early spring and late fall
Pruning						X	Trees pruned on a ten-year cycle; young trees on a 3-5 year cycle.
Tree Inspection						X	As required.
Tree Removals						X	As required based on hazard assessment.
<u>HORTICULTURE</u>							
Shrub Beds				X	X		Maintained biweekly to monthly as required.
Weed Control					X		Weed population tolerated up to 50% in turf; shrub beds – 20%.

Service Level D*Open Space / Natural:*

- Aberdeen Hills Skyline
- Arrowstone
- Batchelor
- China Road
- Crescent Heights
- Dallas/Barnhartvale
- Gleneagles
- Gordonhorn
- Highland
- Hugh Allan
- Humphrey Sanctuary
- Mission Flats
- Monmouth
- North River
- Perryville
- Robson
- Rose Hill
- Sahali Terrace
- Springview

- Strathcona
- Valleyview Rec. Centre

	Daily	Weekly	Biweekly	Monthly	Seasonally	Annually	Comments
<u>GENERAL</u>							
Inspection				X		X	Monthly, or as required.
Litter Control				X	X		Monthly, or as required.
Trail Maintenance							Inspection of trails every twelve weeks, or as required. Clearing of vegetation as required.
Gravel Parking Lots						X	As required.
Other						X	Ongoing calls for service, vandalism, special events, etc. Priority to Level C areas.
<u>AMENITIES</u>							
Park Structures/ Furnishings						X	General maintenance, as required.
<u>TURF</u>							
Trim Mowing (3" height min)				X			Monthly, or as required.
<u>TREES</u>							
Pruning							For hazardous areas only, as required.
Forest Management							Inspection of all areas in known problem areas every two years.
Brush Cutting				X	X		Done 2x/year, or as required.
<u>HORTICULTURE</u>							
Weed Control				X			Noxious weed control as required.

439 Sustainability

4390 - 1 Ongoing Education for the Citizens of Kamloops

Attend, organize, and promote various environmental seminars and presentations. Staff attend a variety of home shows, schools, and service groups. Presentations focus on environmental awareness, including, but not limited to, waste reduction, clean air, water conservation, and energy reduction.

1. Attend events when needed to communicate environmental programs effectively to a wide range of citizens.
2. Coordinate activities of ECOSmart Team to maximize opportunities for public education.

439 Sustainability (cont.)*4390 - 2 Public Events, Public Education, Community Outreach*

Attend, organize, and promote various public events focused on environmental and sustainability awareness. Undertake community education programs including working with the School District to target elementary classes. Work with community stakeholders.

1. Attend events when needed to communicate environmental programs effectively to a wide range of citizens.
2. Coordinate activities of ECOSmart Team to maximize opportunities for public education.
3. Ongoing throughout year, attend events when appropriate.
4. Meet with community stakeholders and educate and assist them in achieving their sustainability initiatives.

457 City Facilities

Caretaking and Building Maintenance Services - Perform cleaning and maintenance service to City of Kamloops administration buildings and various structures.

1. Clean offices, common areas, stairwells, hallways, and washrooms on a regular basis.
2. Remove refuse from all garbage receptacles on a regular basis.
3. Clean and sanitize washrooms on a daily basis and as required.
4. Wash, scrub, and buff floors as required and vacuum carpeted areas.

461 Pools

Daily Cleaning and Maintenance of All Pools.

Daily maintenance and cleaning of all change rooms, lobbies, and decks. Monitor and adjust pool water chemistry daily, as per Health Department regulations. Inspect and repair all pool equipment, slides, diving boards, and stairs. Set up for swim meets and special events as required. These facilities operate 5:30 am to 10:00 pm on most days.

465 Tournament Capital Centre Fieldhouse

Maintenance and Operation of the TCC Fieldhouse - Cleaning, maintenance, and event conversions at the Tournament Capital Centre.

Comprehensive annual preventative maintenance program for electrical fixtures, motors, lights and components, HVAC, roof-top units, heat pumps, geothermal systems, doors, and fixtures. Daily cleaning of washrooms, shower rooms, floors, courts, gym equipment, and office spaces. Event conversions as required.

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FINANCIAL PLAN 2021–2025



2020/2021 Supplemental Items

Approved 2020/2021 Supplemental Items

- 20.1 RCMP Municipal Employees (FTE) - 2021 \$97,000 ongoing - Request is to increase the FTE numbers in support of the Kamloops RCMP detachment. The positions identified is 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.
- 20.2 Arborist (2021) and Natural Resources Tech (2021) (FTEs) - 2021 \$169,000 - Request is for two additional FTEs in the Parks and Civic Facilities Division. The two roles would be introduced in 2021, an Arborist, would provide additional capacity to assist with landscape and tree inspections in new developments. The second role, 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 - 2021 \$40,000, 2022 \$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 2021.
- 20.5 Conventional and Custom Transit Expansion Hours - 2021 \$82,570, 2022 \$165,130 - BC Transit has offered 4,500 additional operating hours beginning in September 2021 with a pro-rated amount (1/3). The increase in hours will be fully implemented in 2022. These additional hours are for both conventional and custom (HandyDART) transit services.
- 20.6 RCMP Battle Street Detachment Upgrades - 2021 \$750,000 one time - This request has changed from the previous proposal. While the need to develop a longer-term plan to address the overall policing requirements for the city and area still exists, the more pressing need is focused on addressing immediate needs and concerns in conjunction with the need to provide a safe working environment for the existing staff and members. In addressing the short-term needs will provide time to develop the longer-term facility strategic plan.
- 20.7 Pedestrian Crossings - 2021 \$500,000 ongoing capital, 2021 \$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 - 2021 \$4,000, 2022 \$300,000, 2023 \$380,000, 2024 \$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.
- 20.10 Council Request - Service Agreements - 2021 \$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.
- 21.1 Kamloops Fire Rescue (KFR) IIAF Staffing Increase (FTEs) - 2021 \$200,000 ongoing - As identified in 2020, KFR has reached capacity with regard to leave coverage by the current composition of staff. KFR will need to use overtime call-back to fill some vacation requirements in order to maintain a sufficient contingent of on-duty members. As a result of the identified constraints, KFR is seeking to add two additional FTEs to expand coverage capacity and reduce direct and indirect coverage costs.
- 21.2 Professional Archeologist (FTE) - 2021 - The City has made a commitment to preserving and protecting cultural and archaeological resources that may be impacted by City projects or operations. Furthermore, the City is legally obligated to protect these resources through the Heritage Conservations Resources Act. To support this commitment, approximately three years ago, the City facilitated a competitive request to secure the services of a consulting firm specializing in archaeology and cultural resources. This initiative seeks to add the resource to City staff with an expected savings by reducing the reliance of contracted services.

FINANCIAL PLAN 2021–2025

- 21.3 Electric Bikes – Community Services - 2021 \$20,000 one time – Community Services’ current practice during bike patrol activities involves loading a conventional bike into a pickup truck; driving to the park or area for patrol; unloading, patrolling, and then reloading in order to move to the next location to patrol. E- bikes offer a more appropriate sustainable solution, particularly in eliminating the need for a pickup truck to transport the conventional bike over considerable distances and allowing officers to ride directly from the Bylaws Services office to their location. The intent of the E-bike is to use this mode of transportation to effectively cover greater distances and increase the officer’s community profile with the bike.
- 21.5 Renovate Smart Kamloops Program - 2021 \$15,000 one time - The primary objective of the Renovate Smart Kamloops Program is to increase local homeowners’ awareness of the opportunities to increase their homes’ energy performance, reduce their household emissions, and realize co-benefits such as reduced energy costs and increased home comfort. The program will seek to engage homeowners through one-on-one consultations, community workshops, and program marketing. Costs are directed towards marketing and program piloting.
- 21.6 Step Code Incentive Program - 2021 \$120,000 one time - This request is to replenish the Step Code Incentive Program, which was launched in October 2019 and is now nearly fully subscribed. The Step Code Incentive Program offers local builders a financial incentive to voluntarily comply with the BC Energy Step Code in advance of it becoming mandatory on January 1, 2022. The program also provides the City’s Building Inspection Section with experience with handling Step Code permitting, documentation, and inspection requirements in advance of it becoming mandatory in 2022.

Not Approved Supplemental items

- 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. This project could be tied into a greater RCMP Facility Strategy Plan.
- 21.4 Kamloops Fire Rescue (KFR) 911 Levy Amendment (Revenue) - 2021 (\$66,000), average (\$90,000) annually - The City collects funds by means of the 911 levy fee that is charged on all landlines located in the city’s geographic area. This \$0.75 per month fee has remained unchanged for 20 years. KFR is proposing a short-term increase to \$1.08 per month per landline while a longer-term strategy is developed to address the migration from landlines to cellular services.

Recommended Funding Sources - Supplemental Items

Item	Supplemental Item	Capital	Operating	Funding Source					Year
				Tax	Tax %	Reserve	Other	Recommended	
20.01	RCMP Municipal Employee		\$97,000	x	0.08%			Taxation	2021
20.02	Arborist and Nature Park Tech		\$94,000 \$75,000	x	0.08%			Taxation BC Safe Restart Funding	2021
20.04	Accessibility Mats	\$40,000				Gaming		Gaming	2021
20.05	Conventional and Custom Transit Expansion Hours		\$82,570	x	0.07%			Taxation	2021 + 2022
20.06	RCMP Battle Street Detachment Upgrades	\$750,000				Community Safety Reserve		Community Safety Reserve	2021
20.07	Pedestrian Crossing	\$500,000		X	0.44%			Taxation	2021– 2023
20.08	Boat Launch Improvement	\$759,000				Community Works		Community Works	2021– 2024

FINANCIAL PLAN 2021–2025

Item	Supplemental Item	Capital	Operating	Funding Source					Year
				Tax	Tax %	Reserve	Other	Recommended	
20.09	RCMP Protective Services Training Facility	\$8,755,000					Debt	Debt	2024 + 2025
20.10	Council Request: Service Agreements		\$33,000	x	0.03%			Taxation	2021
21.01	KFR IAFF Staffing Increase		\$200,000	x	0.17%			Taxation	2021
21.02	Professional Archeologist - NOTE								2021
21.03	Electric Bikes - Community Services	\$20,000				CAF		CAF	2021
21.04	KFR 911 Levy Amendment - Revenues		-\$66,000	x	-0.06%			Taxation (General Fund)	2021
21.05	Renovate Smart Kamloops Program	\$15,000				CAF		CAF	2021
21.06	Step Code Incentive Program	\$120,000				CAF		CAF	2021

Note: The proposal for the professional archeologist provides for a spend reduction as it relates to the costs associated with archeology work encountered on capital projects. As many of the capital projects are funded from various sources (water, sewer, or solid waste levies; taxation; grants; and other contributions), the savings are included in the spending portion of the project and not the funding contributions.