Mayoral Platform Policy Paper

Policy Title

The Construction Co-Build Initiative:
Protecting the Kamloops Taxpayer Through
Shared Capital Procurement

Pivot Kamloops Vision Pillars

Fiscal Responsibility and Management
Local Economic Vitality
"*Restoring disciplined fiscal leadership to freeze unnecessary spending, stabilize municipal property taxes, and shield Kamloops property owners from inflationary debt*."

Executive Summary

The City of Kamloops is facing unprecedented capital infrastructure pressures, driven by unmitigated borrowing, soaring construction costs, regional growth, and community needs. Traditional public procurement model variants often burden local property taxpayers with 100% of upfront land acquisition, excavation, and construction costs. While community assets, including the Kamloops Centre for the Arts (KCA) and the Kenna Cartwright multi-rink complex have been greenlit through the Alternative Approval process (AAP), committing the city to borrowing mandates, local property taxpayers face the immediate threat of unsustainable tax hikes. Our campaign is drawing a hard line: we will not spend more taxpayer money or increase taxes beyond what has already been approved. Our objective is to stabilize municipal property taxes and restore rigid fiscal responsibility to City Hall.

This policy paper establishes a **Construction-Phase Co-Build Partnership Model** as a tax stabilization tool. Under this framework, we will actively partner with private developers to pool capital exclusively during the property acquisition and construction phase. Costs are divided strictly proportional to each partner's respective footprint.

Once construction is complete, the partnership legally dissolves. The private developer finances and operates their own space, while **the city retains 100% independent ownership and operational control over the public asset**, fully protecting our municipal union workforce. This brings private-sector budgetary discipline to Kamloops projects while slashing capital debt, creating a true win-win for taxpayers and workers alike.

Project Timeline & Asset Separation

PHASE 1: SHARED CONSTRUCTION	**PHASE 2: POST-CONSTRUCTION (CLEAN-BREAK)**
Shared Property & Footprint • City & developer pool capital to buy land. • Costs split proportionally (e.g., 40/60).	**Private Property (Strata / Airspace)** * 100% financed by private developer. * Developer pays local property taxes.
Shared Building Construction • Shared foundation, parkades, & utility lines. • Full construction managed to completion.	**Public Property (Civic)** * 100% owned and managed by the City. * 100% operated by municipal union staff.

Core Mechanisms

To execute this shift, we will implement four precise financial and planning mechanisms immediately upon taking office:

1. **Expedited Co-Build RFIs**: Issue immediate Requests for Information (RFI) to regional and national development firms to gauge private sector appetite for joint capital pooling during the property acquisition and construction phases of municipal sites.
2. **Proportional Footprint Cost Sharing:** Utilize legally binding strata or airspace-parcel frameworks to divide costs. If a civic facility utilizes 40% of a project's total spatial scope, the City pays exactly 40% of the collective land acquisition, excavation, foundation, construction and shared baseline engineering (e.g., foundations, underground parkades, utility tie-ins).
3. **Private Budgetary Rigor:** Construction procurement is managed through the private partner's strict, cost-conscious operational lens. This isolates Kamloops taxpayers from municipal project delays, bureaucratic creep, and traditional government contract overruns.
4. **Clean-break Operational Sovereignty:** There are no long-term public-private management leases. Post-construction, properties are legally separated via standard air-space parcels or strata titles. The City operates its facility with public staff; the developer pays their own property taxes and runs their private business independently. Contracts are structured so that the partnership legally dissolves the moment construction is complete. The private developer holds 0% stake, 0% operational rights, and 0% management authority over the public asset.

Strategic Benefits for Kamloops

- **Taxpayer Insulation:** Directly slashes municipal borrowing by having private developers pay their proportional share of upfront land, excavation, foundation and construction costs.
- **Labor and Union Protection:** Guarantees that 100% of public asset operations, programming, and maintenance remain within municipal public service, preserving union jobs and worker protection.
- **Protects the Borrowing Limit:** Splitting the initial capital costs frees up municipal borrowing capacity under BC guidelines for critical core services such as road rehabilitation, water systems, and fire protection.
- **Economic Multiplier:** Replaces single-use civic buildings with multi-use co-build developments that bring permanent commercial property tax revenue and new housing directly into the urban footprint.
- **Budgetary Discipline:** Aligns municipal timelines with private-sector construction deadlines, mitigating the risk of extended, taxpayer-funded cost overruns during the critical excavation and entire construction phase.
- **Maximizes Density:** Unlocks high-value, underutilized municipal properties by building up, matching the density goals of KAMPLAN (The Official Community Plan).

Local Kamloops Project & Application Summary

Active Co-Build Partnership Sites:

West Kamloops: Kenna Cartwright Multi-Rink Complex
Community Safety: RCMP Detachment & Community Safety Triage Centre
Downtown Core & Columbia Precinct: Public Parking & Seniors Activity Centre
North Shore: Tranquille Road Infill & Hub Revitalization

Fiscal Oversight & Budget Stabilization Project:

Downtown: The Kamloops Centre for the Arts (KCA)

1. West Kamloops: Kenna Cartwright Multi-Rink Complex

- **The Reality:** Recreational ice demand is critical, but upfront excavation, servicing, and construction costs present a massive hurdle for the municipal capital budget.
- **The Co-Build Application (The Tax-Protection Fix):** Immediately introduce the Co-Build Partnership model**.**
- **The Vision:** Partner with a developer adding a hotel, restaurant, and complimentary amenities such as physiotherapy clinics/retail to share upfront Co-Build costs. Upon construction completion, the partnership dissolves; the private entities operate their own spaces, while the municipal workforce maintains exclusive control over the rinks, public programming, and public asset maintenance.

2. Community Safety: RCMP Detachment & Community Safety Triage Centre

- **The Reality:** Community Safety and Wellbeing require infrastructure expansion, but standalone policing facilities place a heavy, non-revenue-generating strain on municipal capital reserves.
- **The Co-Build Application (The Tax-Protection Fix):** Immediately introduce a Co-Build Partnership model to develop a co-located, mixed-use facility combining civic safety and private commerce.

- **The Vision:** Pool construction costs with commercial developers to build a multi-purpose, multi-story facility to full completion. The ground floor or adjacent commercial spaces are funded, finished, and operated entirely by the private sector, while the City owns and operates the secure RCMP Detachment and Intergovernmental Triage desk independently.

3. Downtown Core & Columbia Precinct: Public Parking & Seniors Activity Centre

The Reality: The Downtown Core and Columbia Precinct face severe parking shortages alongside a growing need for modern senior activity spaces.
At the same time, the province is aggressively utilizing programs like BC Builds to erect dense housing in the Columbia Precinct (such as the 250-unit project near Columbia St.). These thousands of new residents will require recreational and social infrastructure.

- **The Co-Build Application (The Tax-Protection Fix):** Link public parking and senior amenities to a commercial parking operator/residential developer Co-Build Partnership model. Meet the demand for recreational space, a permanent modern Senior Activity Centre, and parking, without asking Kamloops taxpayers to bear 100% of the land and capital costs.
- **The Vision:** A multi-level structure where a private developer funds their proportional footprint. The City retains outright ownership of its designated levels, delivering a subsidized Senior Activity Centre and public parking.

4. **North Shore: Tranquille Road Infill and Hub revitalization**

- **The Reality:** The North Shore is experiencing a massive residential expansion, with nearly 1,000 new units opening. While the North Shore Neighbourhood Plan explicitly calls for new public spaces, plazas, and community hubs to match this density, the intersection at Fortune, 8^{th} and Tranquille remains a stressed commercial focal point.
- **The Co-Build Application (The Tax-Protection Fix):** Instead of the City buying scarce expensive land for dedicated public amenities and services, initiate the Construction-Phase Co-Build model on key infill sites.
- **The Vision:** Partner with a private developer to pool capital for a multi-story building. The developer funds the residential units and commercial spaces, while the City secures a designated portion of the ground floor footprint for the North Shore Neighborhood Plan's public spaces requirement. Once construction is complete, the partnership dissolves; the developer manages their housing units and commercial spaces, while the City retains 100% independent ownership and uses municipal staff to operate the new public community hub and plaza space.

5. Downtown: The Kamloops Centre for the Arts (KCA)

- **The Reality:** The project has broken ground and is in the deep excavation and substructural phase. While the 2024 Alternative Approval Process (AAP) approved $140 million borrowing mandate toward an original $166 million capital budget, the total project scope escalated to $211 million before construction began. Given the main contract is active, this specific site cannot pivot to a Construction Co-Build model, exposing taxpayers to late-stage cost overruns if left unmonitored.
- **The Policy Action (The Taxpayer Oversight Directive):** Utilize Council's general corporate powers to implement a strict, risk mitigation framework over the remaining project lifecycle.
- **The Vision:** Safeguard project contingency reserves and lock in the final budget through rigorous, real-time risk-management oversight. This active strategy insulates Kamloops

taxpayers from late-stage overruns, protects municipal reserves, and ensures the current build stays contained while leveraging the Construction Co-Build model for future major capital projects to offset long-term debt.

Implementation Timeline & Accountability

Upon being sworn into office, we will implement this initiative on a strict, transparent timeline to ensure immediate taxpayer protection:

- **Day 1-30 (Immediate Fiscal Review)**: Directive issued to City Staff to freeze all unbudgeted capital expenditures on the application sites and draft the formal framework parameters for the Construction-Phase Co-Build model.
- **Day 31-60 (Labour Consultation**): Formal engagement with municipal labour unions (CUPE Local 900) to solidify operational protections for all incoming public footprints prior to external market outreach.
- **Day 61-90 (Market Engagement):** Launch of the expedited, fast-tracked Requests for Information (RFIs) to regional development and construction firms for the RCMP/Community Safety Triage Centre, and Kenna Cartwright sites.
- **Days 91+ (Council Tabling):** Present the Co-Build procurement templates to City Council for integration into the Five-Year Financial Plan, locking in long-term property tax stabilization.

Let’s Move Kamloops Forward Responsibly

This initiative proves that we do not have to choose between building a vibrant city and protecting the people who pay the bills. By bringing private sector budgetary discipline to City Hall, we will deliver the recreational, cultural, and safety infrastructure Kamloops needs, without increasing your taxes or spending a single dollar beyond what has already been approved.

We can build a better Kamloops, stabilize your taxes, and support our workforce. It’s time to Pivot Kamloops.

Nelly Dever

2026 Kamloops Mayoral Candidate