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FINANCIAL PLAN 2019–2023

General Operating Fund

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

FINANCIAL PLAN 2019–2023

Water Operating Fund

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

FINANCIAL PLAN 2019–2023

Sewer Operating Fund

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

FINANCIAL PLAN 2019–2023

Full-Time Equivalents

Program Number and Name		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
813	Mayor and Council	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
881	Administration of the City	3.20	2.50	3.00	4.17	4.17	4.17	3.17	3.17	3.17	4.00
882	Business and Client Services	3.27	3.00	3.00	7.43	7.43	7.43	8.19	8.19	8.19	9.09
Administrator's Department		7.47	6.50	7.00	12.60	12.60	12.60	12.36	12.36	12.36	14.09
610	Cash Management	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.00
620	Billing and Collection	8.88	9.88	10.88	10.55	9.55	9.80	9.94	8.69	8.69	9.14
630	Financial Management	17.10	22.53	20.53	21.58	21.08	20.83	20.98	23.23	23.23	23.40
640	Fiscal Services										
650	Insurance and Risk Management	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
670	Purchasing and Stores	6.49	6.99	7.49	7.99	8.49	9.49	9.49	8.49	8.49	9.49
710	Central Office	6.96	6.97	6.97	2.47	2.47	2.47	2.52	2.49	2.62	2.32
720	Information Technology	20.25	23.39	23.51	23.49	24.49	24.29	24.29	24.29	25.29	22.66
810	Legislative and Elections										
880	CSCS Administration	7.17	7.17	7.17	6.00	6.00	6.70	6.70	1.70	6.70	0.00
Corporate Services		69.30	79.38	79.00	74.53	74.53	76.03	76.37	71.34	77.47	69.01
130	Solid Waste Collection and Disposal	22.85	23.35	24.86	25.00	25.15	25.65	28.49	28.49	29.20	29.20
140	Environmental Services	3.55	5.05	5.55	2.40	2.30	2.30	2.60	2.60	2.90	2.90
150	Cemeteries	5.48	5.48	5.48	4.14	3.39	3.39	3.39	3.39	3.39	3.39
310	Roads	28.42	27.42	27.43	27.83	28.21	25.29	25.21	24.54	24.54	27.54
320	PWU Administration	6.02	6.02	6.02	7.02	6.02	6.02	6.02	6.02	6.02	13.02
330	Capital Projects Management	13.00	8.00	11.00	12.00	13.00	13.00	14.00	15.33	15.33	15.33
360	Traffic Operations	5.99	5.99	5.99	6.15	6.25	6.25	6.25	6.25	6.24	6.24
380	Drainage	4.85	5.45	5.65	5.82	5.82	5.51	6.36	7.02	6.02	7.29
410	Sandman Centre	7.82	7.82	7.82	7.82	7.82	7.67	7.67	7.67	7.67	7.67
413	Arenas	15.36	15.36	15.36	15.36	15.36	14.95	14.95	14.95	14.95	14.95
429	Parks	38.45	40.95	42.42	42.69	46.33	47.77	50.77	52.19	52.20	52.20
457	City Facilities	3.07	3.77	3.78	17.79	13.50	13.50	13.50	13.50	13.50	13.50
461	Pools	9.31	9.31	9.31	9.45	9.45	9.45	7.79	9.00	9.46	9.46
465	Tournament Capital Centre	29.25	29.25	29.26	29.27	29.27	30.70	30.70	30.70	30.69	30.69
740	Vehicles and Equipment	18.10	18.11	18.11	18.26	19.13	18.88	18.88	19.88	19.88	17.88
750	HVAC	16.58	16.58	16.58	2.43	2.66	1.66	1.67	1.67	2.09	2.67
770	Millwright						9.00	9.01	9.01	9.00	9.00

FINANCIAL PLAN 2019–2023

Program Number and Name		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
775	Plumbing							1.00	1.00	1.00	1.00
780	Carpentry	6.04	6.04	6.34	6.34	6.72	6.80	6.79	6.79	6.80	7.30
790	Electrical	8.52	10.18	10.18	10.18	10.46	9.23	9.23	9.23	9.21	9.21
Civic Operations		242.66	244.13	251.14	249.95	250.84	257.02	264.28	269.23	270.09	280.44
210	Police Protection	53.69	53.59	53.71	54.56	56.22	55.67	55.70	57.70	57.70	58.19
220	Fire Protection Services	118.09	125.09	129.09	129.09	129.09	128.69	127.69	127.69	128.13	129.22
250	Kamloops Emergency	0.60	0.50				0.40	0.40	0.40	0.40	0.00
260	Community Safety and Enforcement	16.75	18.25	18.25	19.25	19.25	19.25	19.25	17.25	17.10	17.10
270	Bylaw Court										
340	On Street Parking	6.63	6.63	6.63	5.63	5.63	5.63	5.63	5.63	5.38	5.38
470	School Recreation Facilities										
481	Social & Community Development	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
482	Housing/Homelessness			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
483	Health & Sport Development	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
485	Arts, Culture & Heritage	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
490	Museum	5.32	5.32	5.32	5.32	5.32	5.32	5.32	5.32	5.32	5.32
491	Community & Protective Admin.	31.91	30.37	30.36	31.36	31.37	31.37	31.37	30.77	30.77	23.77
Community and Protective Services		240.99	247.75	252.36	254.21	255.88	255.33	254.36	253.76	253.80	247.98
230	Building & Engineering Development	16.33	17.50	17.00	17.00	16.00	16.00	16.00	16.00	16.00	17.00
240	Business Licensing	3.29	4.29	4.29	4.29	4.29	4.29	4.09	4.09	3.59	3.59
370	Transit	1.35	1.35	1.35	1.35	1.35	1.35	1.60	1.60	1.60	1.60
439	Sustainability	2.10	2.07	2.08	6.12	6.73	6.73	5.51	5.51	5.51	6.51
510	Business Operations & Community Planning	2.80	3.46	3.80	3.13	3.13	2.63	3.33	3.33	4.25	3.00
520	Development and Engineering Admin	4.65	4.65	4.82	5.15	5.15	5.15	5.00	5.00	5.00	5.00
530	Property Management	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
540	Planning & Development	8.25	8.09	8.09	8.09	8.09	8.59	9.09	9.09	8.34	9.59
560	Community Planning										
760	Engineering Services	20.65	21.15	20.65	20.65	20.65	20.65	20.40	20.40	20.40	20.40
Development, Engineering & Sustainability Services		62.42	65.56	65.08	68.78	68.39	68.39	68.02	68.02	68.69	70.69
680	Human Resources	8.00	8.00	9.00	10.00	11.00	11.00	11.60	11.60	12.60	14.00
General Fund Total		630.84	651.32	663.58	670.07	673.24	680.37	686.99	686.31	695.01	696.21

110	Water Utility	32.05	30.92	31.78	32.31	34.21	28.17	26.10	26.27	26.27	25.50
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FINANCIAL PLAN 2019–2023

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