

DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 813 Legislative (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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	505,514	534,864	565,282	526,103	529,905	3,802
Personnel expenses	92,019	48,227	53,653	69,450	102,750	33,300
Contractual services	26,864	3,018	35,488	12,000	32,000	20,000
Supplies and other expenses	71,000	13,465	38,923	88,000	76,000	-12,000
Transfers to other functions	21,826	14,932	14,215	17,874	17,874	-
Total Direct Costs	717,223	614,506	707,561	713,427	758,529	45,102
Revenue Generated:						
Fees, rates, and sales of service	2,681	(17,453)	(5,398)	-	-	-
Total Revenue Generated:	2,681	(17,453)	(5,398)	-	-	-
Net Operating Costs	714,542	631,959	712,959	713,427	758,529	45,102
Net Tax Requirement (Contribution)	714,542	631,959	712,959	713,427	758,529	45,102

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 881 Administration of the City

Purpose:

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	708,417	681,775	795,421	681,779	799,354	117,575
Personnel expenses	20,864	25,395	25,420	34,875	32,076	-2,799
Contractual services	168,227	168,198	446,216	181,500	310,500	129,000
Supplies and other expenses	905,720	889,786	897,919	914,333	908,993	-5,340
Transfers to other functions	24,196	25,212	24,559	21,250	21,250	-
Total Direct Costs	1,827,424	1,790,366	2,189,535	1,833,737	2,072,173	238,436
Revenue Generated:						
Fees, rates, and sales of service	3,874	1,541	12,930	3,000	3,000	-
Total Revenue Generated:	3,874	1,541	12,930	3,000	3,000	-
Net Operating Costs	1,823,550	1,788,825	2,176,605	1,830,737	2,069,173	238,436
Transfer to (from) Other Gov't's	-	-	-	20,000	25,000	5,000
Net Tax Requirement (Contribution)	1,823,550	1,788,825	2,176,605	1,810,737	2,044,173	233,436

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 882 Business & 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

	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:					
Salaries, wages, and benefits	796,871	902,528	996,809	880,155	18,194
Personnel expenses	15,379	12,918	16,861	24,850	-3,450
Contractual services	121,455	97,671	93,709	118,900	-40,900
Supplies and other expenses	42,918	80,517	95,151	75,400	7,400
Transfers to other functions	32,072	35,621	39,028	33,122	-
Transfers from other functions	-10,203	-49,571	-10,000	-10,000	-
Costs allocated to capital	-20,090	-35,343	-20,671	-41,530	-
Total Direct Costs	978,402	1,044,341	1,210,887	1,062,141	-18,756
Revenue Generated:					
Total Revenue Generated:	-	-	-	-	-
Net Operating Costs	978,402	1,044,341	1,210,887	1,062,141	-18,756
Transfer to (from) Reserves	25,000	-25,000	-	-40,500	-
Transfer to (from) Other Govt's	15,000	15,000	15,000	-	-
Net Tax Requirement (Contribution)	988,402	1,004,341	1,195,887	1,021,641	-18,756

DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 710 Office Services

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	150,056	124,844	148,830	148,561	151,520	2,959
Personnel expenses	-	-	-	750	750	-
Contractual services	2,278	-	4,938	10,800	8,300	-2,500
Supplies and other expenses	99,278	79,737	74,819	108,200	94,950	-13,250
Transfers to other functions	9,918	10,140	9,863	9,458	9,458	-
Transfers from other functions	50	-	-	-1,000	-1,000	-
Total Direct Costs	261,580	214,721	238,450	276,769	263,978	-12,791
Revenue Generated:						
Fees, rates, and sales of service	-	-	49	-	-	-
Total Revenue Generated:	-	-	49	-	-	-
Net Operating Costs	261,580	214,721	238,401	276,769	263,978	-12,791
Transfer to (from) Trusts	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	-
Net Tax Requirement (Contribution)	291,580	244,721	268,401	306,769	293,978	-12,791

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 610 Cash Management

Purpose: To optimize interest revenues within legislative requirements.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	5,482	5,340	-	-	-	-
Contractual services	77,619	78,192	-45,610	41,000	35,000	-6,000
Transfers to other functions	2,921	3,234	3,019	2,905	2,905	-
Total Direct Costs	86,022	86,766	-42,591	43,905	37,905	-6,000
Revenue Generated:						
Fees, rates, and sales of service	5,086,613	6,370,846	3,834,568	3,788,000	3,985,600	197,600
Total Revenue Generated:	5,086,613	6,370,846	3,834,568	3,788,000	3,985,600	197,600
Net Operating Costs	-5,000,591	-6,284,080	-3,877,159	-3,744,095	-3,635,845	108,250
Transfer to (from) Reserves	901,197	1,178,740	57,740	576,000	551,000	-25,000
Transfer to (from) Other Govt's	1,813,606	1,930,838	2,122,764	1,925,000	2,164,500	239,500
Transfer to (from) Trusts	(1,368,227)	(839,373)	(610,066)	(386,400)	(246,400)	140,000
Collections for Other Taxing Authorities	-	-	-60,233,232	-56,662,000	-61,271,000	-4,609,000
Payments to Other Taxing Authorities	-	-	60,233,232	56,662,000	61,271,000	4,609,000
Net Tax Requirement (Contribution)	-4,544,773	-6,196,805	-5,332,117	-4,706,695	-5,002,945	-296,250

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	720,675	746,582	715,203	784,559	801,072	16,513
Personnel expenses	5,186	5,194	8,291	3,300	13,816	10,516
Contractual services	52,698	60,378	125,081	55,400	57,060	1,660
Supplies and other expenses	113,540	123,923	464,299	116,125	121,091	4,966
Debt Financing	182,230	48,396	362	80,000	79,205	-795
Transfers to other functions	23,464	23,406	21,643	21,458	21,458	-
Transfers from other functions	-354,567	-357,000	-359,921	-359,921	-359,921	-
Total Direct Costs	743,226	650,879	974,958	700,921	733,780	32,859
Revenue Generated:						
Fees, rates, and sales of service	633,381	428,655	453,490	388,000	406,700	18,700
Total Revenue Generated:	633,381	428,655	453,490	388,000	406,700	18,700
Net Operating Costs	109,845	222,224	521,468	312,921	327,080	14,159
Collections for Other Taxing Authorities	-56,009,070	-52,408,627	-	-	-	-
Payments to Other Taxing Authorities	56,009,192	52,408,627	-	-	-	-
Net Tax Requirement (Contribution)	109,845	222,224	521,468	312,921	327,080	14,159

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,307,519	2,391,988	2,575,239	2,404,779	2,460,298	55,519
Personnel expenses	81,094	48,494	52,786	90,926	92,615	1,689
Contractual services	190,323	241,030	128,659	160,095	172,395	12,300
Supplies and other expenses	139,794	33,836	161,571	42,150	45,500	3,350
Transfers to other functions	71,137	67,343	62,831	60,483	60,483	-
Total Direct Costs	2,789,867	2,782,691	2,981,086	2,758,433	2,831,291	72,858
Revenue Generated:						
Fees, rates, and sales of service	114,910	(10,127)	363,721	9,000	9,000	-
Total Revenue Generated:	114,910	(10,127)	363,721	9,000	9,000	-
Net Operating Costs	2,674,957	2,792,818	2,617,365	2,749,433	2,822,291	72,858
Transfer to (from) Other Gov't's	10,000	-	-	-	-	-
Net Tax Requirement (Contribution)	2,664,957	2,792,818	2,617,365	2,749,433	2,822,291	72,858

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 640 Fiscal Services

Purpose:

To transfer to/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.

To record the transfer of funds to the General Capital Fund for the capital projects funded from the current year property tax revenue.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	-	-	-	-1,041,007	-1,045,000	-3,993
Supplies and other expenses	-	40,915	47,445	915,000	1,390,000	475,000
Transfers from other functions	-1,240,440	-1,240,440	-1,252,606	-1,252,606	-1,252,606	-
Total Direct Costs	-1,240,440	-1,199,525	-1,205,161	-1,378,613	-907,606	471,007
Revenue Generated:						
Fees, rates, and sales of service	691,851	28,228	91,716	-	25,000	25,000
Total Revenue Generated:	691,851	28,228	91,716	-	25,000	25,000
Net Operating Costs	-1,932,291	-1,227,753	-1,296,877	-1,378,613	-932,606	446,007
Transfer to (from) Reserves	11,708,023	17,904,340	16,959,034	9,941,000	7,400,000	-2,541,000
Transfer to (from) Other Govt's	10,694,982	11,372,242	9,713,645	5,435,000	5,750,000	315,000
Transfer to (from) Trusts	(18,377,352)	(7,252,868)	(8,298,224)	(13,203,094)	(13,500,000)	(296,906)
Transfer to (from) Other Funds	1,674,432	(104,226)	444,000	9,418,526	948,841	(8,469,685)
Net Tax Requirement (Contribution)	15,783,670	12,661,439	13,802,736	6,911,955	13,268,553	6,356,598

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 650 Insurance & Risk Management

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	217,519	234,268	222,371	228,461	233,045	4,584
Personnel expenses	5,209	1,475	2,159	2,800	6,800	4,000
Contractual services	1,179,360	1,009,126	1,192,220	1,192,100	1,480,737	288,637
Transfers to other functions	14,026	9,702	9,349	9,268	9,268	-
Transfers from other functions	-149,405	-191,400	-191,400	-191,400	-191,400	-
Total Direct Costs	1,266,709	1,063,171	1,234,699	1,241,229	1,538,450	297,221
Revenue Generated:						
Fees, rates, and sales of service	18,922	29,720	-	-	-	-
Total Revenue Generated:	18,922	29,720	-	-	-	-
Net Operating Costs	1,247,787	1,033,451	1,234,699	1,241,229	1,538,450	297,221
Transfer to (from) Reserves	-67,345	27,677	-4,364	-	-	-
Net Tax Requirement (Contribution)	1,180,442	1,061,128	1,230,335	1,241,229	1,538,450	297,221

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 660 Corporate Benefits

Purpose: To administer the corporate benefits for all employees

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,138	51,624	-292,521	-	-	-
Supplies and other expenses	1,117,708	430,505	-595,559	-	-	-
Total Direct Costs	1,121,846	482,129	-888,080	-	-	-
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	1,121,846	482,129	-888,080	-	-	-
Net Tax Requirement (Contribution)	1,121,846	482,129	-888,080	-	-	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 670 Purchasing & 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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	848,981	791,313	870,412	919,930	935,991	16,061
Personnel expenses	6,297	3,760	8,759	7,800	11,050	3,250
Contractual services	65,249	5,298	10,384	2,100	2,100	-
Supplies and other expenses	3,612	41,223	19,248	2,800	2,700	-100
Transfers to other functions	28,332	31,545	30,180	27,613	27,613	-
Total Direct Costs	952,471	873,139	938,983	960,243	979,454	19,211
Revenue Generated:						
Fees, rates, and sales of service	188,010	99,801	428,415	29,000	29,000	-
Total Revenue Generated:	188,010	99,801	428,415	29,000	29,000	-
Net Operating Costs	764,461	773,338	510,568	931,243	950,454	19,211
Net Tax Requirement (Contribution)	764,461	773,338	510,568	931,243	950,454	19,211

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 690 Debt Management

Purpose:

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Debt Financing	6,392,103	6,071,343	6,433,777	7,200,000	7,200,000	-
Transfers from other functions	-277,600	-	-	-	-	-
Total Direct Costs	6,114,503	6,071,343	6,433,777	7,200,000	7,200,000	-
Revenue Generated:						
Fees, rates, and sales of service	1,111,208	1,285,452	1,407,528	1,200,000	1,200,000	-
Total Revenue Generated:	1,111,208	1,285,452	1,407,528	1,200,000	1,200,000	-
Net Operating Costs	5,003,295	4,785,891	5,026,249	6,000,000	6,000,000	-
Transfer to (from) Reserves	-	8,890	-	-178,000	-178,000	-
Transfer to (from) Trusts	-	(9,029)	-	-	-	-
Transfer to (from) Other Funds	6,011,200	-	-	105,000	105,000	-
Net Tax Requirement (Contribution)	-1,007,905	4,803,810	5,026,249	5,717,000	5,717,000	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,615,788	2,639,436	2,644,159	2,462,698	2,678,690	215,992
Personnel expenses	43,350	32,882	50,765	65,350	75,090	9,740
Contractual services	1,810,706	2,025,600	3,715,777	2,697,126	3,324,160	627,034
Supplies and other expenses	421,339	431,236	416,956	387,592	390,992	3,400
Transfers to other functions	182,679	188,147	193,205	180,035	180,035	-
Transfers from other functions	-1,316,839	-1,490,819	-1,420,217	-1,413,900	-1,416,650	-2,750
Total Direct Costs	3,757,023	3,826,482	5,600,645	4,378,901	5,232,317	853,416
Revenue Generated:						
Fees, rates, and sales of service	6,489	264	8,345	200	200	-
Sale of Capital Assets	93	4,386	4,042	-	-	-
Total Revenue Generated:	6,582	4,650	12,387	200	200	-
Net Operating Costs	3,750,441	3,821,832	5,588,258	4,378,701	5,232,117	853,416
Transfer to (from) Reserves	-	-	-336,000	-	-	-
Transfer to (from) Trusts	(487,500)	(672,000)	(672,000)	(672,000)	(809,000)	(137,000)
Net Tax Requirement (Contribution)	4,237,941	4,493,832	5,924,258	5,050,701	6,041,117	990,416

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 730 Kamloops Community Network

Purpose:

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	72,270	84,633	113,067	97,000	97,000	-
Transfers from other functions	-8,000	-8,000	-12,000	-12,000	-12,000	-
Total Direct Costs	64,270	76,633	101,067	85,000	85,000	-
Revenue Generated:						
Fees, rates, and sales of service	95,954	91,930	89,366	78,703	94,500	15,797
Total Revenue Generated:	95,954	91,930	89,366	78,703	94,500	15,797
Net Operating Costs	-31,684	-15,297	11,701	6,297	-9,500	-15,797
Net Tax Requirement (Contribution)	-31,684	-15,297	11,701	6,297	-9,500	-15,797

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	534,217	633,934	826,554	942,765	956,041	13,276
Personnel expenses	8,841	5,287	4,055	5,130	11,779	6,649
Contractual services	46,954	62,221	18,477	30,500	30,500	-
Supplies and other expenses	10,580	5,949	2,644	-59,400	-145,200	-85,800
Transfers to other functions	7,226	12,834	12,336	9,938	9,938	-
Total Direct Costs	607,818	720,225	864,066	928,933	863,058	-65,875
Revenue Generated:						
Fees, rates, and sales of service	2,449	2,639	1,596	1,000	1,500	500
Total Revenue Generated:	2,449	2,639	1,596	1,000	1,500	500
Net Operating Costs	605,369	717,586	862,470	927,933	861,558	-66,375
Transfer to (from) Other Funds	-	-	-	(60,000)	(148,000)	(88,000)
Net Tax Requirement (Contribution)	605,369	717,586	862,470	987,933	1,009,558	21,625

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 880 Corp. Serv. On-Call Clerical

Purpose: To provide clerical and administrative support to the various corporate departments.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	17,166	72,267	25,572	-	-	-
Personnel expenses	971	-	200	3,000	3,000	-
Supplies and other expenses	-	291	-	-	-	-
Transfers to other functions	2,041	3,351	3,955	-	-	-
Total Direct Costs	20,178	75,909	29,727	3,000	3,000	-
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	20,178	75,909	29,727	3,000	3,000	-
Net Tax Requirement (Contribution)	20,178	75,909	29,727	3,000	3,000	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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).

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	462,707	510,783	535,254	428,347	428,347	-
Total Direct Costs	462,707	510,783	535,254	428,347	428,347	-
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	462,707	510,783	535,254	428,347	428,347	-
Net Tax Requirement (Contribution)	462,707	510,783	535,254	428,347	428,347	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 130 Solid Waste Collection & 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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,747,283	2,732,388	2,815,124	2,649,750	2,705,458	55,708
Personnel expenses	9,990	15,836	13,907	16,103	16,103	-
Contractual services	4,110,020	4,409,457	4,477,870	5,113,200	5,221,000	107,800
Supplies and other expenses	878,672	869,943	208,051	1,001,842	1,009,042	7,200
Debt Financing	20,725	502,274	575,598	601,127	601,127	-
Transfers to other functions	5,661,495	5,607,517	5,669,028	5,647,110	5,696,946	49,836
Transfers from other functions	-2,909,900	-3,211,606	-3,255,605	-3,247,270	-3,247,270	-
Total Direct Costs	10,518,285	10,925,809	10,503,973	11,781,862	12,002,406	220,544
Revenue Generated:						
Fees, rates, and sales of service	13,386,808	12,825,310	13,515,289	12,322,000	13,590,000	1,268,000
Total Revenue Generated:	13,386,808	12,825,310	13,515,289	12,322,000	13,590,000	1,268,000
Net Operating Costs	-2,868,523	-1,899,501	-3,011,316	-540,138	-1,587,594	-1,047,456
Transfer to (from) Reserves	2,868,524	1,899,503	3,218,529	540,138	1,587,594	1,047,456
Transfer to (from) Other Govt's	-	-	38,400	-	-	-
Net Tax Requirement (Contribution)	1	2	168,813	-	-	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	145,558	143,082	225,187	267,404	273,030	5,626
Personnel expenses	11,174	5,245	11,132	9,500	9,500	-
Contractual services	106,946	324,048	113,594	55,000	70,000	15,000
Supplies and other expenses	1,118	2,012	1,473	1,600	1,400	-200
Transfers to other functions	16,079	17,396	17,285	16,629	16,629	-
Transfers from other functions	-36,340	-36,340	-37,200	-37,200	-37,200	-
Total Direct Costs	244,535	455,443	331,471	312,933	333,359	20,426
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	244,535	455,443	331,471	312,933	333,359	20,426
Net Tax Requirement (Contribution)	244,535	455,443	331,471	312,933	333,359	20,426

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 310 Roads

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,743,550	3,047,237	2,888,779	2,885,214	3,085,954	200,740
Personnel expenses	11,975	4,471	11,128	17,400	17,400	-
Contractual services	784,469	986,140	796,378	1,103,730	1,083,950	-19,780
Supplies and other expenses	803,203	749,792	640,681	649,550	692,050	42,500
Transfers to other functions	1,619,644	1,767,247	1,778,783	1,759,848	1,856,800	96,952
Transfers from other functions	-494,293	-440,448	-410,774	-282,000	-256,000	26,000
Costs allocated to capital	-	-	-	-36,387	-36,387	-
Total Direct Costs	5,468,548	6,114,439	5,704,975	6,097,355	6,443,767	346,412
Revenue Generated:						
Fees, rates, and sales of service	29,758	377	9,054	-	-	-
Total Revenue Generated:	29,758	377	9,054	-	-	-
Net Operating Costs	5,438,790	6,114,062	5,695,921	6,097,355	6,443,767	346,412
Transfer to (from) Reserves	-	-	-9,556	-	-	-
Transfer to (from) Trusts	-	-	(4,500)	-	-	-
Net Tax Requirement (Contribution)	5,438,790	6,114,062	5,690,865	6,097,355	6,443,767	346,412

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 320 Civic Operations Admin

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,603,331	1,669,014	2,013,066	1,609,729	1,626,874	17,145
Personnel expenses	54,294	44,769	44,088	28,700	42,650	13,950
Contractual services	9,380	1,907	-	3,200	3,200	-
Supplies and other expenses	14,139	10,862	11,617	11,820	11,820	-
Transfers to other functions	53,900	65,190	63,812	47,409	47,409	-
Transfers from other functions	-409,008	-409,008	-409,008	-409,008	-409,008	-
Total Direct Costs	1,326,036	1,382,734	1,723,575	1,291,850	1,322,945	31,095
Revenue Generated:						
Fees, rates, and sales of service	5,576	3,490	3,712	-	-	-
Total Revenue Generated:	5,576	3,490	3,712	-	-	-
Net Operating Costs	1,320,460	1,379,244	1,719,863	1,291,850	1,322,945	31,095
Net Tax Requirement (Contribution)	1,320,460	1,379,244	1,719,863	1,291,850	1,322,945	31,095

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 330 Capital Projects Management

Purpose:

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,615,930	1,638,119	1,723,794	1,824,465	1,813,767	-10,698
Personnel expenses	55,518	40,635	54,784	53,115	53,115	-
Contractual services	761,293	761,040	1,054,137	64,500	64,500	-
Supplies and other expenses	16,865	17,822	12,453	14,350	18,350	4,000
Transfers to other functions	120,155	94,903	115,957	65,855	65,855	-
Transfers from other functions	-253,407	-282,288	-282,723	-300,000	-300,000	-
Costs allocated to capital	-1,555,324	-1,506,378	-1,370,875	-1,233,469	-1,233,469	-
Total Direct Costs	761,030	763,853	1,307,527	488,816	482,118	-6,698
Revenue Generated:						
Fees, rates, and sales of service	18,027	-	1,440	-	-	-
Total Revenue Generated:	18,027	-	1,440	-	-	-
Net Operating Costs	743,003	763,853	1,306,087	488,816	482,118	-6,698
Transfer to (from) Reserves	-	750,000	-	-	-	-
Transfer to (from) Trusts	-	(50,000)	(50,000)	(50,000)	(50,000)	-
Net Tax Requirement (Contribution)	743,003	1,563,853	1,356,087	538,816	532,118	-6,698



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 360 Traffic Signs & Road Markings

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	553,050	530,359	533,363	646,459	621,098	-25,361
Personnel expenses	1,631	5,800	1,822	4,650	4,650	-
Contractual services	17,768	3,891	10,932	4,250	7,500	3,250
Supplies and other expenses	331,233	363,902	387,930	378,500	381,750	3,250
Transfers to other functions	166,225	100,862	128,401	193,526	193,526	-
Transfers from other functions	-149,600	-116,942	-129,849	-131,400	-131,400	-
Total Direct Costs	920,307	887,872	932,599	1,095,985	1,077,124	-18,861
Revenue Generated:						
Fees, rates, and sales of service	17,961	3,852	4,062	8,000	3,000	(5,000)
Total Revenue Generated:	17,961	3,852	4,062	8,000	3,000	(5,000)
Net Operating Costs	902,346	884,020	928,537	1,087,985	1,074,124	-13,861
Net Tax Requirement (Contribution)	902,346	884,020	928,537	1,087,985	1,074,124	-13,861

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	433,083	467,341	408,629	721,456	738,040	16,584
Personnel expenses	13,829	8,348	7,464	5,000	5,000	-
Contractual services	175,676	566,245	380,476	273,100	273,100	-
Supplies and other expenses	56,211	78,799	85,980	66,150	66,150	-
Transfers to other functions	433,205	541,340	438,752	492,443	492,443	-
Transfers from other functions	-2,412	-1,767	-3,910	-2,000	-2,000	-
Total Direct Costs	1,109,592	1,660,306	1,317,391	1,556,149	1,572,733	16,584
Revenue Generated:						
Fees, rates, and sales of service	109,890	259,090	28,045	-	-	-
Total Revenue Generated:	109,890	259,090	28,045	-	-	-
Net Operating Costs	999,702	1,401,216	1,289,346	1,556,149	1,572,733	16,584
Net Tax Requirement (Contribution)	999,702	1,401,216	1,289,346	1,556,149	1,572,733	16,584

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 740 Vehicles & Equipment

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,434,159	1,624,929	1,649,774	2,026,383	2,066,950	40,567
Personnel expenses	9,866	4,496	10,147	16,345	16,345	-
Contractual services	1,684,168	1,733,943	1,835,473	1,617,120	1,556,120	-61,000
Supplies and other expenses	2,611,067	2,621,596	3,099,467	2,629,519	2,684,479	54,960
Transfers to other functions	-4,747	28,588	-2,822	66,296	66,296	-
Transfers from other functions	-6,715,558	-7,077,842	-7,375,914	-6,886,584	-7,484,584	-598,000
Costs allocated to capital	-	-	-	-764,650	-764,650	-
Total Direct Costs	-981,045	-1,064,290	-783,875	-1,295,571	-1,859,044	-563,473
Revenue Generated:						
Fees, rates, and sales of service	5,882	14,752	4,609	7,100	7,100	-
Sale of Capital Assets	(3)	-	149,989	50,000	50,000	-
Total Revenue Generated:	5,879	14,752	154,598	57,100	57,100	-
Net Operating Costs	-986,924	-1,079,042	-938,473	-1,352,671	-1,916,144	-563,473
Transfer to (from) Trusts	(2,181,000)	(2,241,545)	(2,181,000)	(2,181,000)	(2,781,000)	(600,000)
Net Tax Requirement (Contribution)	1,194,076	1,162,503	1,242,527	828,329	864,856	36,527

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 750 HVAC

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	330,970	454,783	456,545	611,971	629,930	17,959
Personnel expenses	2,923	3,753	3,520	6,704	6,704	-
Contractual services	192,835	74,035	115,910	61,708	56,884	-4,824
Supplies and other expenses	96,729	112,435	186,332	109,925	129,925	20,000
Transfers to other functions	25,193	26,830	26,632	24,499	24,499	-
Transfers from other functions	-470,961	-408,686	-514,934	-446,000	-453,000	-7,000
Total Direct Costs	177,689	263,150	274,005	368,807	394,942	26,135
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	177,689	263,150	274,005	368,807	394,942	26,135
Net Tax Requirement (Contribution)	177,689	263,150	274,005	368,807	394,942	26,135

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 770 Millwright

Purpose:

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	763,777	586,492	552,811	968,735	986,846	18,111
Personnel expenses	233	-	2,599	16,070	14,910	-1,160
Contractual services	217,387	277,485	366,054	151,022	231,022	80,000
Supplies and other expenses	233,903	216,884	222,808	221,991	221,040	-951
Transfers to other functions	76,609	88,214	88,775	92,364	92,364	-
Transfers from other functions	-1,217,644	-1,198,378	-1,113,959	-1,450,182	-1,546,182	-96,000
Total Direct Costs	74,265	-29,303	119,088	-	-	-
Revenue Generated:						
Fees, rates, and sales of service	1,011	-	-	-	-	-
Total Revenue Generated:	1,011	-	-	-	-	-
Net Operating Costs	73,254	-29,303	119,088	-	-	-
Transfer to (from) Trusts	-	-	(7,500)	-	-	-
Net Tax Requirement (Contribution)	73,254	-29,303	126,588	-	-	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 775 Plumbing

Purpose:

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	38,626	198,373	339,033	223,050	227,511	4,461
Personnel expenses	-	200	-	-	-	-
Contractual services	212,358	121,210	59,662	19,829	19,489	-340
Supplies and other expenses	15,367	132,797	150,602	-	-	-
Transfers to other functions	4,184	8,787	42,229	-	-	-
Transfers from other functions	-225,211	-357,129	-554,193	-241,500	-247,000	-5,500
Total Direct Costs	45,324	104,238	37,333	1,379	-	-1,379
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	45,324	104,238	37,333	1,379	-	-1,379
Transfer to (from) Trusts	-	-	(4,500)	-	-	-
Net Tax Requirement (Contribution)	45,324	104,238	41,833	1,379	-	-1,379

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 780 Carpentry

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,129,199	1,138,318	1,221,045	868,935	897,427	28,492
Personnel expenses	2,800	2,259	3,914	6,203	6,203	-
Contractual services	659,246	598,264	653,964	463,296	563,896	100,600
Supplies and other expenses	319,088	373,583	300,835	250,471	315,971	65,500
Transfers to other functions	157,814	176,583	196,147	127,681	127,681	-
Transfers from other functions	-1,458,128	-1,476,859	-1,643,253	-1,019,843	-1,054,843	-35,000
Total Direct Costs	810,019	812,148	732,652	696,743	856,335	159,592
Revenue Generated:						
Fees, rates, and sales of service	281,640	-	4,869	-	-	-
Total Revenue Generated:	281,640	-	4,869	-	-	-
Net Operating Costs	528,379	812,148	727,783	696,743	856,335	159,592
Transfer to (from) Reserves	-	-13,220	-	-	-	-
Transfer to (from) Trusts	-	-	(6,000)	-	-	-
Net Tax Requirement (Contribution)	528,379	798,928	733,783	696,743	856,335	159,592

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 790 Electrical

Purpose:

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,417,108	1,514,962	1,571,735	1,215,678	1,252,239	36,561
Personnel expenses	19,548	23,617	14,103	26,203	26,203	-
Contractual services	428,461	220,968	334,175	329,351	329,351	-
Supplies and other expenses	1,793,709	1,838,105	1,869,284	1,753,567	1,806,379	52,812
Transfers to other functions	195,642	186,587	194,829	200,890	200,890	-
Transfers from other functions	-1,478,491	-1,344,276	-1,491,881	-1,374,700	-1,399,700	-25,000
Total Direct Costs	2,375,977	2,439,963	2,492,245	2,150,989	2,215,362	64,373
Revenue Generated:						
Fees, rates, and sales of service	53,085	33,033	81,767	-	-	-
Total Revenue Generated:	53,085	33,033	81,767	-	-	-
Net Operating Costs	2,322,892	2,406,930	2,410,478	2,150,989	2,215,362	64,373
Transfer to (from) Other Govt's	26,101	-	-	650	650	-
Transfer to (from) Trusts	-	-	(6,000)	-	-	-
Net Tax Requirement (Contribution)	2,296,791	2,406,930	2,416,478	2,150,339	2,214,712	64,373

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 150 Cemeteries

Purpose:

To provide cemetery services in an effective and dignified manner.

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	402,877	314,204	342,769	306,536	312,316	5,780
Contractual services	31,455	32,692	16,319	19,500	19,118	-382
Supplies and other expenses	80,647	88,838	94,153	84,551	89,551	5,000
Transfers to other functions	154,948	175,624	188,496	137,365	137,365	-
Total Direct Costs	669,927	611,358	641,737	547,952	558,350	10,398
Revenue Generated:						
Fees, rates, and sales of service	654,401	772,769	773,559	544,350	563,350	19,000
Total Revenue Generated:	654,401	772,769	773,559	544,350	563,350	19,000
Net Operating Costs	15,526	-161,411	-131,822	3,602	-5,000	-8,602
Transfer to (from) Trusts	15,526	(161,412)	(60,565)	(5,000)	(5,000)	-
Net Tax Requirement (Contribution)		1	-71,257	8,602	-	-8,602

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,317,149	4,099,596	4,782,033	4,819,285	4,912,278	92,993
Personnel expenses	27,785	9,874	14,544	45,380	45,380	-
Contractual services	383,045	487,826	511,443	316,090	539,000	222,910
Supplies and other expenses	1,164,906	986,554	1,458,081	1,142,386	1,295,187	152,801
Transfers to other functions	2,133,891	2,086,253	2,318,121	1,954,162	2,114,788	160,626
Transfers from other functions	-512,697	-611,808	-567,077	-572,351	-531,351	41,000
Total Direct Costs	7,514,079	7,058,295	8,517,145	7,704,952	8,375,282	670,330
Revenue Generated:						
Fees, rates, and sales of service	327,054	84,684	208,658	317,100	317,100	-
Total Revenue Generated:	327,054	84,684	208,658	317,100	317,100	-
Net Operating Costs	7,187,025	6,973,611	8,308,487	7,387,852	8,058,182	670,330
Transfer to (from) Reserves	30,000	30,000	30,000	30,000	30,000	-
Transfer to (from) Trusts	-	-	(10,500)	-	-	-
Net Tax Requirement (Contribution)	7,217,025	7,003,611	8,348,987	7,417,852	8,088,182	670,330

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
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Expenditures:

Salaries, wages, and benefits	858,703	941,538	907,025	899,334	916,990	17,656
Personnel expenses	3,042	2,967	4,044	2,695	2,695	-
Contractual services	167,465	176,565	210,354	192,143	200,143	8,000
Supplies and other expenses	757,004	796,911	751,606	860,765	859,765	-1,000
Transfers to other functions	1,174,514	1,439,302	1,621,397	1,107,610	1,066,610	-41,000
Total Direct Costs	2,960,728	3,357,283	3,494,426	3,062,547	3,046,203	-16,344

Revenue Generated:

Total Revenue Generated:	-	-	-	-	-	-
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Net Operating Costs

	2,960,728	3,357,283	3,494,426	3,062,547	3,046,203	-16,344
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Transfer to (from) Reserves	-	-	-50,000	-	-	-
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Net Tax Requirement (Contribution)

	2,960,728	3,357,283	3,444,426	3,062,547	3,046,203	-16,344
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CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	591,775	544,149	586,767	704,183	717,270	13,087
Personnel expenses	-	442	-	-	-	-
Contractual services	425,296	169,885	168,998	276,170	391,586	115,416
Supplies and other expenses	332,122	278,242	339,460	365,700	378,580	12,880
Transfers to other functions	415,135	354,627	406,660	358,017	358,017	-
Total Direct Costs	1,764,328	1,347,345	1,501,885	1,704,070	1,845,453	141,383
Revenue Generated:						
Fees, rates, and sales of service	1,158,400	293,364	391,847	555,500	850,000	294,500
Total Revenue Generated:	1,158,400	293,364	391,847	555,500	850,000	294,500
Net Operating Costs	605,928	1,053,981	1,110,038	1,148,570	692,513	-456,057
Transfer to (from) Reserves	-	-	-	-4,900	-6,956	-2,056
Transfer to (from) Trusts	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	-
Net Tax Requirement (Contribution)	680,928	1,128,981	1,185,038	1,218,670	760,557	-458,113

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,322,323	1,051,151	1,160,980	1,355,659	1,381,874	26,215
Personnel expenses	123	79	-	-	-	-
Contractual services	188,108	143,411	102,501	195,450	116,150	-79,300
Supplies and other expenses	596,735	510,696	512,647	645,069	663,069	18,000
Transfers to other functions	514,974	605,977	443,380	436,068	436,068	-
Total Direct Costs	2,622,263	2,311,314	2,219,508	2,632,246	2,597,161	-35,085
Revenue Generated:						
Fees, rates, and sales of service	1,465,712	852,277	895,390	1,049,501	1,241,151	191,650
Total Revenue Generated:	1,465,712	852,277	895,390	1,049,501	1,241,151	191,650
Net Operating Costs	1,156,551	1,459,037	1,324,118	1,582,745	1,216,420	-366,325
Transfer to (from) Reserves	-	-	-655,000	-	-1,410	-1,410
Net Tax Requirement (Contribution)	1,156,551	1,459,037	669,118	1,582,745	1,215,010	-367,735

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 461 Pools

Purpose:

To program and maintain the City's Aquatic Facilities (Westside Pool, Outdoor Pools, and Beaches) for the general public and competitive programs. These programs include recreational swimming, water safety programs, fitness, and skill development.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	798,481	551,894	721,861	914,577	939,065	24,488
Personnel expenses	1,337	1,150	1,119	1,000	1,200	200
Contractual services	9,564	17,088	23,506	42,245	35,745	-6,500
Supplies and other expenses	158,648	126,366	143,293	144,055	161,855	17,800
Transfers to other functions	91,541	75,999	113,432	74,857	74,857	-
Total Direct Costs	1,059,571	772,497	1,003,211	1,176,734	1,212,722	35,988
Revenue Generated:						
Fees, rates, and sales of service	258,470	104,242	157,203	99,200	208,400	109,200
Total Revenue Generated:	258,470	104,242	157,203	99,200	208,400	109,200
Net Operating Costs	801,101	668,255	846,008	1,077,534	1,004,322	-73,212
Transfer to (from) Reserves	-	-	-200,000	-	-	-
Net Tax Requirement (Contribution)	801,101	668,255	646,008	1,077,534	1,004,322	-73,212

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,383,431	1,561,154	2,207,239	2,499,216	2,550,517	51,301
Personnel expenses	26,324	10,677	36,536	31,500	32,500	1,000
Contractual services	89,357	110,213	118,685	157,590	149,090	-8,500
Supplies and other expenses	729,648	520,846	623,801	726,011	761,511	35,500
Transfers to other functions	794,624	648,269	802,312	718,822	683,672	-35,150
Transfers from other functions	-2,069	-250	-	-	-	-
Total Direct Costs	4,021,315	2,850,909	3,788,573	4,133,139	4,177,290	44,151
Revenue Generated:						
Fees, rates, and sales of service	2,470,967	1,089,943	1,555,157	1,361,000	2,086,200	725,200
Total Revenue Generated:	2,470,967	1,089,943	1,555,157	1,361,000	2,086,200	725,200
Net Operating Costs	1,550,348	1,760,966	2,233,416	2,772,139	1,419,474	-1,352,665
Transfer to (from) Reserves	-	-	-1,120,000	-	-6,784	-6,784
Transfer to (from) Trusts	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	-
Net Tax Requirement (Contribution)	1,750,348	1,960,966	1,313,416	2,972,139	1,612,690	-1,359,449

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 470 Community Recreation & Culture

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	-	27,018	-	-	-	-
Total Direct Costs	-	27,018	-	-	-	-
Revenue Generated:						
Fees, rates, and sales of service	797	-	-	-	-	-
Total Revenue Generated:	797	-	-	-	-	-
Net Operating Costs	-797	27,018	-	-	-	-
Net Tax Requirement (Contribution)	-797	27,018	-	-	-	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 471 Art Gallery

Purpose: To maintain the Art Gallery building and program.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	227,467	220,973	229,790	255,000	240,000	-15,000
Supplies and other expenses	375,564	375,565	379,321	379,320	379,320	-
Total Direct Costs	603,031	596,538	609,111	634,320	619,320	-15,000
Revenue Generated:						
Fees, rates, and sales of service	18,455	18,508	17,842	15,000	18,000	3,000
Total Revenue Generated:	18,455	18,508	17,842	15,000	18,000	3,000
Net Operating Costs	584,576	578,030	591,269	619,320	601,320	-18,000
Net Tax Requirement (Contribution)	584,576	578,030	591,269	619,320	601,320	-18,000

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 472 Sagebrush Theatre

Purpose: To maintain the Sagebrush Theatre building and program.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	158,640	117,000	158,640	158,640	158,640	-
Transfers to other functions	3,870	5,000	5,000	5,000	5,000	-
Total Direct Costs	162,510	122,000	163,640	163,640	163,640	-
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	162,510	122,000	163,640	163,640	163,640	-
Net Tax Requirement (Contribution)	162,510	122,000	163,640	163,640	163,640	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 473 Old Courthouse

Purpose: To maintain the Old Courthouse building and program.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	1,991	657	-	3,750	6,750	3,000
Supplies and other expenses	12,629	12,174	14,030	20,778	20,778	-
Transfers to other functions	20,299	22,681	25,276	31,744	31,744	-
Total Direct Costs	34,919	35,512	39,306	56,272	59,272	3,000
Revenue Generated:						
Fees, rates, and sales of service	19,400	10,612	19,045	19,500	19,500	-
Total Revenue Generated:	19,400	10,612	19,045	19,500	19,500	-
Net Operating Costs	15,519	24,900	20,261	36,772	39,772	3,000
Net Tax Requirement (Contribution)	15,519	24,900	20,261	36,772	39,772	3,000

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 475 BC Wildlife Park

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	372,933	372,933	376,662	372,933	372,933	-
Transfers to other functions	15,743	18,200	18,200	18,200	18,200	-
Total Direct Costs	388,676	391,133	394,862	391,133	391,133	-
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	388,676	391,133	394,862	391,133	391,133	-
Net Tax Requirement (Contribution)	388,676	391,133	394,862	391,133	391,133	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 476 Other Cultural Centres

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Supplies and other expenses	3,891	2,813	3,239	-	-	-
Total Direct Costs	3,891	2,813	3,239	-	-	-
Revenue Generated:						
Fees, rates, and sales of service	96,761	9,782	20,154	77,900	77,900	-
Total Revenue Generated:	96,761	9,782	20,154	77,900	77,900	-
Net Operating Costs	-92,870	-6,969	-16,915	-77,900	-77,900	-
Net Tax Requirement (Contribution)	-92,870	-6,969	-16,915	-77,900	-77,900	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 481 Social & Community Development

Purpose:

To provide effective, healthy, and economical program delivery for the administration of social housing program services to the City.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	88,931	80,354	83,212	239,033	243,791	4,758
Contractual services	181,252	160,253	160,688	167,165	188,362	21,197
Supplies and other expenses	646,672	752,257	1,249,454	663,797	715,447	51,650
Transfers to other functions	862	45	-	-	-	-
Total Direct Costs	917,717	992,909	1,493,354	1,069,995	1,147,600	77,605
Revenue Generated:						
Fees, rates, and sales of service	27,699	63,503	59,591	(39,400)	(43,500)	(4,100)
Private contributions	-	-	544	-	-	-
Total Revenue Generated:	27,699	63,503	60,135	(39,400)	(43,500)	(4,100)
Net Operating Costs	890,018	929,406	1,433,219	1,109,395	1,179,220	69,825
Transfer to (from) Reserves	40,128	-9,231	715,073	-14,051	1,829	15,880
Transfer to (from) Other Govt's	51,650	282,132	1,414,000	-	7,348	7,348
Net Tax Requirement (Contribution)	878,496	638,043	734,292	1,095,344	1,173,701	78,357

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	59,977	28,136	103,850	55,439	55,439	-
Personnel expenses	8,665	752	4,482	48,491	11,000	-37,491
Contractual services	537,046	974,739	1,972,893	878,626	1,130,000	251,374
Transfers to other functions	2,674	112	373	500	500	-
Total Direct Costs	608,362	1,003,739	2,081,598	983,056	1,196,939	213,883
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	608,362	1,003,739	2,081,598	983,056	1,196,939	213,883
Transfer to (from) Reserves	-	1,178,521	-811,297	-	-	-
Transfer to (from) Other Govt's	608,361	2,182,260	1,270,302	983,056	1,196,939	213,883
Net Tax Requirement (Contribution)	1	-	-1	-	-	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 483 Health & Sport Development

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	414,024	348,555	329,678	330,614	337,190	6,576
Contractual services	519,840	341,632	446,778	482,175	497,239	15,064
Supplies and other expenses	318,506	139,051	155,661	321,676	337,375	15,699
Transfers to other functions	16,020	7,675	9,917	5,000	5,000	-
Transfers from other functions	-255,525	-255,430	-294,047	-290,150	-255,000	35,150
Total Direct Costs	1,012,865	581,483	647,987	849,315	921,804	72,489
Revenue Generated:						
Fees, rates, and sales of service	356,114	238,985	284,769	263,500	305,700	42,200
Private contributions	59,428	58,244	1,459	57,296	56,296	(1,000)
Total Revenue Generated:	415,542	297,229	286,228	320,796	361,996	41,200
Net Operating Costs	597,323	284,254	361,759	528,519	495,458	-33,061
Transfer to (from) Reserves	63,223	174,409	-79,202	-	-650	-650
Net Tax Requirement (Contribution)	660,546	458,663	282,557	528,519	494,808	-33,711

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 485 Arts, Culture & Heritage

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	77,384	79,520	85,212	80,611	82,197	1,586
Contractual services	254,995	82,701	96,834	146,205	257,485	111,280
Supplies and other expenses	627,145	610,970	458,351	660,595	668,115	7,520
Transfers to other functions	421	734	814	-	-	-
Total Direct Costs	959,945	773,925	641,211	887,411	1,007,797	120,386
Revenue Generated:						
Fees, rates, and sales of service	95,242	54,353	59,892	66,000	90,500	24,500
Private contributions	2,529	250	1,414	4,000	-	(4,000)
Total Revenue Generated:	97,771	54,603	61,306	70,000	90,500	20,500
Net Operating Costs	862,174	719,322	579,905	817,411	910,862	93,451
Transfer to (from) Reserves	2,366	2,396	2,332	20,000	19,935	-65
Net Tax Requirement (Contribution)	864,540	721,718	582,237	837,411	930,797	93,386

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	405,969	402,255	386,189	526,155	441,798	-84,357
Personnel expenses	1,503	1,072	790	700	2,350	1,650
Contractual services	17,262	7,480	14,801	14,750	15,450	700
Supplies and other expenses	47,601	28,839	69,898	53,550	66,250	12,700
Transfers to other functions	32,936	33,638	32,675	33,356	33,356	-
Transfers from other functions	-300	-	-200	-	-	-
Total Direct Costs	504,971	473,284	504,153	628,511	559,204	-69,307
Revenue Generated:						
Fees, rates, and sales of service	30,998	12,767	11,593	15,000	16,000	1,000
Private contributions	10,000	15,858	10,550	10,000	10,000	-
Total Revenue Generated:	40,998	28,625	22,143	25,000	26,000	1,000
Net Operating Costs	463,973	444,659	482,010	603,511	533,204	-70,307
Transfer to (from) Reserves	-	22,500	225,897	10,000	10,000	-
Transfer to (from) Other Govt's	51,689	74,067	147,170	41,500	68,500	27,000
Net Tax Requirement (Contribution)	412,284	393,092	560,737	572,011	474,704	-97,307



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 491 Parks, Rec & Cultural Services Admin

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,137,418	2,271,451	2,764,192	2,421,115	2,501,693	80,578
Personnel expenses	53,568	37,837	29,107	54,110	54,780	670
Contractual services	248,307	223,598	192,855	326,236	354,250	28,014
Supplies and other expenses	13,208	32,622	13,813	35,000	38,485	3,485
Transfers to other functions	182,717	180,977	176,937	210,782	208,382	-2,400
Costs allocated to capital	-50,000	-50,000	-	-140,058	-140,058	-
Total Direct Costs	2,585,218	2,696,485	3,176,904	2,907,185	3,017,532	110,347
Revenue Generated:						
Fees, rates, and sales of service	(3,580)	(9,997)	2,952	33,000	10,000	(23,000)
Total Revenue Generated:	(3,580)	(9,997)	2,952	33,000	10,000	(23,000)
Net Operating Costs	2,588,798	2,706,482	3,173,952	2,874,185	2,998,622	124,437
Transfer to (from) Reserves	25,000	-25,000	-	-	-80	-80
Transfer to (from) Other Govt's	-	-	37,132	-	38,245	38,245
Net Tax Requirement (Contribution)	2,613,798	2,681,482	3,136,820	2,874,185	2,960,297	86,112

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,380,756	1,626,355	1,722,018	1,721,053	1,780,873	59,820
Personnel expenses	3,298	636	155	500	1,000	500
Contractual services	646	623	713	1,000	2,250	1,250
Supplies and other expenses	3,741	1,035	1,281	1,650	1,850	200
Transfers to other functions	79,753	86,142	83,011	83,598	83,598	-
Total Direct Costs	1,468,194	1,714,791	1,807,178	1,807,801	1,869,571	61,770
Revenue Generated:						
Fees, rates, and sales of service	2,152,672	2,817,522	1,744,946	1,531,000	1,580,750	49,750
Total Revenue Generated:	2,152,672	2,817,522	1,744,946	1,531,000	1,580,750	49,750
Net Operating Costs	-684,478	-1,102,731	62,232	276,801	288,821	12,020
Net Tax Requirement (Contribution)	-684,478	-1,102,731	62,232	276,801	288,821	12,020

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	220,084	169,989	131,676	333,067	252,236	-80,831
Contractual services	24,409	27,037	29,918	25,750	25,750	-
Supplies and other expenses	4,546	263	-	-	-	-
Transfers to other functions	15,715	15,866	15,053	15,869	15,869	-
Total Direct Costs	264,754	213,155	176,647	374,686	293,855	-80,831
Revenue Generated:						
Fees, rates, and sales of service	1,094,316	1,202,263	1,230,027	1,113,000	1,173,000	60,000
Total Revenue Generated:	1,094,316	1,202,263	1,230,027	1,113,000	1,173,000	60,000
Net Operating Costs	-829,562	-989,108	-1,053,380	-738,314	-879,145	-140,831
Net Tax Requirement (Contribution)	-829,562	-989,108	-1,053,380	-738,314	-879,145	-140,831

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 370 Public 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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	88,309	84,860	45,392	137,403	141,581	4,178
Personnel expenses	374	450	449	500	500	-
Contractual services	17,654,015	16,594,421	17,903,133	17,998,877	18,882,031	883,154
Supplies and other expenses	-	2,354	2,651	500	2,500	2,000
Transfers to other functions	207,251	206,764	208,224	208,900	208,900	-
Total Direct Costs	17,949,949	16,888,849	18,159,849	18,346,180	19,235,512	889,332
Revenue Generated:						
Fees, rates, and sales of service	12,626,005	11,527,091	12,097,098	12,745,775	12,076,620	(669,155)
Total Revenue Generated:	12,626,005	11,527,091	12,097,098	12,745,775	12,076,620	(669,155)
Net Operating Costs	5,323,944	5,361,758	6,062,751	5,600,405	7,158,892	1,558,487
Transfer to (from) Reserves	-	3,302,860	-	-	-1,152,550	-1,152,550
Transfer to (from) Other Govt's	-	4,352,860	-	-	539,493	539,493
Net Tax Requirement (Contribution)	5,323,944	4,311,758	6,062,751	5,600,405	5,466,849	-133,556

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 439 Sustainability

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

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	447,573	391,688	358,367	554,571	570,967	16,396
Personnel expenses	9,062	3,866	7,150	3,520	8,020	4,500
Contractual services	176,283	114,662	87,239	59,600	67,100	7,500
Supplies and other expenses	79,636	79,075	177,478	225,500	168,890	-56,610
Transfers to other functions	56,594	53,292	55,737	53,366	53,366	-
Transfers from other functions	-165,015	-162,064	-162,064	-162,064	-162,800	-736
Total Direct Costs	604,133	480,519	523,907	734,493	705,543	-28,950
Revenue Generated:						
Fees, rates, and sales of service	5,585	-	-	-	-	-
Total Revenue Generated:	5,585	-	-	-	-	-
Net Operating Costs	598,548	480,519	523,907	734,493	699,108	-35,385
Transfer to (from) Reserves	-90,282	-11,400	-183,859	-204,400	-199,565	4,835
Transfer to (from) Other Govt's	269,639	185,027	240,861	224,200	168,565	(55,635)
Net Tax Requirement (Contribution)	238,627	284,092	99,187	305,893	330,978	25,085

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 510 Business Operations & 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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	490,441	484,498	409,891	340,583	347,409	6,826
Personnel expenses	731	140	47	200	200	-
Contractual services	50,376	85,604	4,378	5,500	45,500	40,000
Supplies and other expenses	-	-	462	-	-	-
Transfers to other functions	7,923	8,047	9,493	5,310	5,310	-
Total Direct Costs	549,471	578,289	424,271	351,593	398,419	46,826
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	549,471	578,289	424,271	351,593	398,419	46,826
Transfer to (from) Other Govt's	5,000	-	-	-	-	-
Net Tax Requirement (Contribution)	544,471	578,289	424,271	351,593	398,419	46,826

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 520 Planning, Eng & Development Admin

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	571,543	542,268	596,184	563,142	571,884	8,742
Personnel expenses	109,318	50,593	47,875	59,780	95,630	35,850
Contractual services	124,574	119,110	89,128	77,750	96,750	19,000
Supplies and other expenses	42,527	21,154	19,179	18,850	18,850	-
Transfers to other functions	25,684	28,462	28,980	25,650	25,650	-
Total Direct Costs	873,646	761,587	781,346	745,172	808,764	63,592
Revenue Generated:						
Fees, rates, and sales of service	16,800	300	100	2,000	2,000	-
Total Revenue Generated:	16,800	300	100	2,000	2,000	-
Net Operating Costs	856,846	761,287	781,246	743,172	806,764	63,592
Net Tax Requirement (Contribution)	856,846	761,287	781,246	743,172	806,764	63,592

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	394,559	406,716	425,254	402,572	427,517	24,945
Personnel expenses	5,574	5,245	5,527	5,445	5,645	200
Contractual services	75,818	484,071	66,890	66,300	61,500	-4,800
Supplies and other expenses	165,383	291,209	117,871	61,134	67,134	6,000
Transfers to other functions	69,411	41,515	54,947	55,446	55,446	-
Costs allocated to capital	-111,400	-134,100	-154,250	-180,000	-180,000	-
Total Direct Costs	599,345	1,094,656	516,239	410,897	437,242	26,345
Revenue Generated:						
Fees, rates, and sales of service	396,603	975,987	740,070	425,000	425,000	-
Sale of Capital Assets	741,464	600,748	23,333	-	-	-
Total Revenue Generated:	1,138,067	1,576,735	763,403	425,000	425,000	-
Net Operating Costs	-538,722	-482,079	-247,164	-14,103	12,242	26,345
Transfer to (from) Reserves	11,160	703,761	459,358	110,000	110,000	-
Transfer to (from) Trusts	(459,680)	(157,000)	-	-	-	-
Net Tax Requirement (Contribution)	-67,882	378,682	212,194	95,897	122,242	26,345

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 540 Planning & 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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	703,311	777,770	785,627	935,055	957,507	22,452
Personnel expenses	4,447	146	387	250	500	250
Contractual services	7,516	9,623	9,581	8,000	10,000	2,000
Supplies and other expenses	-	67	1,153	-	-	-
Transfers to other functions	37,132	46,838	42,530	42,700	42,700	-
Total Direct Costs	752,406	834,444	839,278	986,005	1,010,707	24,702
Revenue Generated:						
Fees, rates, and sales of service	301,724	184,336	326,010	202,000	235,000	33,000
Total Revenue Generated:	301,724	184,336	326,010	202,000	235,000	33,000
Net Operating Costs	450,682	650,108	513,268	784,005	775,707	-8,298
Transfer to (from) Reserves	96,000	30,000	-	60,000	60,000	-
Net Tax Requirement (Contribution)	546,682	680,108	513,268	844,005	835,707	-8,298

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,964,464	1,982,491	2,095,457	2,241,267	2,312,071	70,804
Personnel expenses	7,832	5,805	6,289	5,545	6,245	700
Contractual services	152,748	119,150	100,542	110,000	115,750	5,750
Supplies and other expenses	24,016	17,014	22,621	26,100	55,122	29,022
Transfers to other functions	71,452	68,712	64,885	62,070	62,070	-
Transfers from other functions	-428,813	-353,729	-310,040	-360,000	-410,000	-50,000
Costs allocated to capital	-1,190,994	-1,154,133	-972,701	-1,150,000	-1,130,000	20,000
Total Direct Costs	600,705	685,310	1,007,053	934,982	1,011,258	76,276
Revenue Generated:						
Fees, rates, and sales of service	18,505	12,558	27,742	15,600	20,600	5,000
Total Revenue Generated:	18,505	12,558	27,742	15,600	20,600	5,000
Net Operating Costs	582,200	672,752	979,311	919,382	990,658	71,276
Transfer to (from) Reserves	-	-20	26,500	-	-	-
Transfer to (from) Other Govt's	-	-	75,000	-	750	750
Transfer to (from) Other Funds	-	45,188	16,349	-	-	-
Net Tax Requirement (Contribution)	582,200	627,544	914,462	919,382	989,908	70,526

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,375,312	4,538,002	4,177,926	5,122,486	4,331,699	-790,787
Personnel expenses	37,388	17,135	13,929	59,935	63,625	3,690
Contractual services	25,420,847	22,952,709	23,257,695	24,574,550	27,357,100	2,782,550
Supplies and other expenses	59,347	49,497	34,246	57,700	59,450	1,750
Transfers to other functions	118,123	209,304	190,666	250,857	1,003,607	752,750
Total Direct Costs	30,011,017	27,766,647	27,674,462	30,065,528	32,815,481	2,749,953
Revenue Generated:						
Fees, rates, and sales of service	1,381,854	1,544,778	1,539,505	1,225,600	1,477,800	252,200
Total Revenue Generated:	1,381,854	1,544,778	1,539,505	1,225,600	1,477,800	252,200
Net Operating Costs	28,629,163	26,221,869	26,134,957	28,839,928	31,332,731	2,492,803
Transfer to (from) Reserves	-278,799	2,182,362	-75,000	-1,011,000	-1,024,050	-13,050
Transfer to (from) Other Govt's	2,677,290	2,465,813	142,651	182,500	203,250	20,750
Transfer to (from) Trusts	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	-
Net Tax Requirement (Contribution)	25,733,074	25,998,418	25,977,306	27,706,428	30,165,431	2,459,003

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	18,108,035	18,032,874	19,108,483	17,983,006	18,190,439	207,433
Personnel expenses	169,210	110,563	49,711	139,800	151,500	11,700
Contractual services	386,531	432,439	680,033	541,400	494,600	-46,800
Supplies and other expenses	661,669	756,597	769,522	793,450	766,745	-26,705
Transfers to other functions	311,497	294,335	295,849	275,496	279,496	4,000
Transfers from other functions	-30,556	-8,000	-8,000	-	-	-
Total Direct Costs	19,606,386	19,618,808	20,895,598	19,733,152	19,882,780	149,628
Revenue Generated:						
Fees, rates, and sales of service	1,469,782	1,532,261	1,746,749	1,492,165	1,594,665	102,500
Private contributions	15,000	15,000	-	15,000	15,000	-
Total Revenue Generated:	1,484,782	1,547,261	1,746,749	1,507,165	1,609,665	102,500
Net Operating Costs	18,121,604	18,071,547	19,148,849	18,225,987	18,273,115	47,128
Transfer to (from) Reserves	-	-	40,000	-	-	-
Transfer to (from) Trusts	(800,000)	(800,000)	(940,000)	(940,000)	(970,000)	(30,000)
Net Tax Requirement (Contribution)	18,921,604	18,871,547	20,128,849	19,165,987	19,243,115	77,128

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Personnel expenses	11,206	952	2,279	10,500	21,000	10,500
Contractual services	18,920	18,849	22,050	20,000	20,000	-
Supplies and other expenses	4,156	9,651	14,500	8,500	9,000	500
Transfers to other functions	1,379	4,061	5,188	2,100	2,100	-
Total Direct Costs	35,661	33,513	44,017	41,100	52,100	11,000
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	35,661	33,513	44,017	41,100	52,100	11,000
Transfer to (from) Other Govt's	-	3,264	21,736	-	-	-
Net Tax Requirement (Contribution)	35,661	30,249	22,281	41,100	52,100	11,000

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 260 Community Safety & Services

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,676,228	1,453,157	2,218,401	1,637,251	2,851,921	1,214,670
Personnel expenses	11,164	26,129	38,111	56,550	20,050	-36,500
Contractual services	216,128	210,455	844,527	355,200	353,000	-2,200
Supplies and other expenses	66,441	86,620	65,739	68,616	79,616	11,000
Transfers to other functions	101,399	101,511	104,642	99,929	91,329	-8,600
Transfers from other functions	-229,575	-233,600	-233,600	-233,600	-1,333,600	-1,100,000
Total Direct Costs	1,841,785	1,644,272	3,037,820	1,983,946	2,062,316	78,370
Revenue Generated:						
Fees, rates, and sales of service	300,825	440,505	482,118	306,950	319,700	12,750
Total Revenue Generated:	300,825	440,505	482,118	306,950	319,700	12,750
Net Operating Costs	1,540,960	1,203,767	2,555,702	1,676,996	1,742,616	65,620
Transfer to (from) Reserves	-	-	-	35,000	35,000	-
Net Tax Requirement (Contribution)	1,540,960	1,203,767	2,555,702	1,711,996	1,777,616	65,620

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	421,626	441,951	7,321	476,981	300	-476,681
Personnel expenses	3,543	1,509	2,702	3,300	3,300	-
Contractual services	322,838	345,983	349,634	324,000	283,700	-40,300
Supplies and other expenses	94,793	77,105	12,923	110,200	113,900	3,700
Transfers to other functions	56,134	62,562	55,926	59,079	409,079	350,000
Total Direct Costs	898,934	929,110	428,506	973,560	810,279	-163,281
Revenue Generated:						
Fees, rates, and sales of service	1,681,543	954,373	1,095,012	1,336,800	1,070,000	(266,800)
Total Revenue Generated:	1,681,543	954,373	1,095,012	1,336,800	1,070,000	(266,800)
Net Operating Costs	-782,609	-25,263	-666,506	-363,240	-358,721	4,519
Transfer to (from) Reserves	248,019	-40,000	361,504	58,240	53,721	-4,519
Transfer to (from) Trusts	(74,893)	(75,000)	(75,000)	(75,000)	(75,000)	-
Net Tax Requirement (Contribution)	-459,697	9,737	-230,002	-230,000	-230,000	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 350 Off Street Parking

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

Significant Impacts on the 2022 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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	283,477	245,710	217,513	60,000	180,000	120,000
Supplies and other expenses	494	-	-	-	-	-
Transfers to other functions	282,835	18,819	15,082	7,500	7,500	-
Total Direct Costs	566,806	264,529	232,595	67,500	187,500	120,000
Revenue Generated:						
Fees, rates, and sales of service	485,755	223,214	398,543	500,000	400,000	(100,000)
Total Revenue Generated:	485,755	223,214	398,543	500,000	400,000	(100,000)
Net Operating Costs	81,051	41,315	-165,948	-432,500	-311,500	121,000
Transfer to (from) Reserves	-	-	-300,000	-	-1,000	-1,000
Transfer to (from) Trusts	(196,772)	-	-	(432,500)	(312,500)	120,000
Net Tax Requirement (Contribution)	277,823	41,315	-465,948	-	-	-

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

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.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,587,804	1,615,313	1,611,453	1,678,758	1,714,704	35,946
Personnel expenses	227,528	179,869	224,789	271,932	257,632	-14,300
Contractual services	361,971	217,007	274,228	293,200	297,200	4,000
Supplies and other expenses	80,819	61,160	72,448	87,831	86,631	-1,200
Transfers to other functions	45,705	47,407	41,431	49,073	49,073	-
Transfers from other functions	-	-800	-5,125	-	-	-
Total Direct Costs	2,303,827	2,119,956	2,219,224	2,380,794	2,405,240	24,446
Revenue Generated:						
Fees, rates, and sales of service	159,147	176,675	184,186	115,000	115,000	-
Total Revenue Generated:	159,147	176,675	184,186	115,000	115,000	-
Net Operating Costs	2,144,680	1,943,281	2,035,038	2,265,794	2,290,240	24,446
Transfer to (from) Reserves	-	115,000	6,893	115,000	115,000	-
Net Tax Requirement (Contribution)	2,144,680	2,058,281	2,041,931	2,380,794	2,405,240	24,446



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 110 Water

Purpose:

To provide water services to the City of Kamloops along with maintain and manager the operational and capital requirements for the water system.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,115,969	2,940,635	3,042,828	2,948,997	3,017,549	68,552
Personnel expenses	42,132	23,407	29,664	53,100	53,400	300
Contractual services	704,077	688,462	892,791	576,000	763,750	187,750
Supplies and other expenses	3,074,831	2,987,284	3,124,487	3,019,700	3,029,700	10,000
Debt Financing	2,766,337	2,762,669	2,490,549	3,401,000	3,401,000	-
Transfers to other functions	3,090,727	3,236,579	3,399,179	3,604,742	3,873,314	268,572
Transfers from other functions	-744,379	-764,931	-739,304	-708,900	-708,900	-
Total Direct Costs	12,049,694	11,874,105	12,240,194	12,894,639	13,429,813	535,174
Revenue Generated:						
Fees, rates, and sales of service	17,582,221	17,323,187	18,239,804	16,772,000	17,232,000	460,000
Total Revenue Generated:	17,582,221	17,323,187	18,239,804	16,772,000	17,232,000	460,000
Net Operating Costs	-5,532,527	-5,449,082	-5,999,610	-3,877,361	-3,802,187	75,174
Transfer to (from) Reserves	4,194,645	2,351,910	118,375	57,684	57,684	-
Transfer to (from) Trusts	(4,865,274)	(2,797,879)	(2,192,082)	(5,292,996)	(9,373,628)	(4,080,632)
Transfer to (from) Other Funds	3,527,394	(299,293)	9,750	1,473,319	5,311,453	3,838,134
Net Tax Requirement (Contribution)	-2	-	-3,698,903	-	317,672	317,672

CITY OF KAMLOOPS |



DRAFT FINANCIAL PLAN 2022 - 2026

OPERATING PLAN

PROGRAM: 120 Sewer

Purpose:

To provide sewer services to the City of Kamloops along with maintain and manager the operational and capital requirements for the sewer system.

	2019 Actual Amounts	2020 Actual Amounts	2021 Actual Amounts	2021 Adopted Budget	2022 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,800,044	1,933,302	1,990,334	2,605,481	2,631,722	26,241
Personnel expenses	18,370	10,825	34,350	35,700	35,700	-
Contractual services	2,028,673	4,346,526	1,750,421	1,599,000	1,597,000	-2,000
Supplies and other expenses	1,788,227	1,531,655	1,601,820	1,604,310	1,586,310	-18,000
Debt Financing	8,810,095	2,811,132	2,906,186	2,878,000	2,878,000	-
Transfers to other functions	2,359,109	2,357,876	2,229,104	2,388,349	2,630,599	242,250
Transfers from other functions	-104,283	-110,450	-109,954	-107,000	-107,000	-
Total Direct Costs	16,700,235	12,880,866	10,402,261	11,003,840	11,252,331	248,491
Revenue Generated:						
Fees, rates, and sales of service	17,033,979	18,585,054	19,359,057	16,305,000	18,205,000	1,900,000
Total Revenue Generated:	17,033,979	18,585,054	19,359,057	16,305,000	18,205,000	1,900,000
Net Operating Costs	-333,744	-5,704,188	-8,956,796	-5,301,160	-6,952,669	-1,651,509
Transfer to (from) Reserves	1,036,598	2,734,853	-	10,000	10,000	-
Transfer to (from) Trusts	(2,416,487)	(5,495,043)	(4,053,228)	(5,965,825)	(4,949,475)	1,016,350
Transfer to (from) Other Funds	3,119,336	2,525,705	9,750	677,665	(2,075,347)	(2,753,012)
Net Tax Requirement (Contribution)	5	3	-4,913,318	-3,000	82,153	85,153

CITY OF KAMLOOPS |

