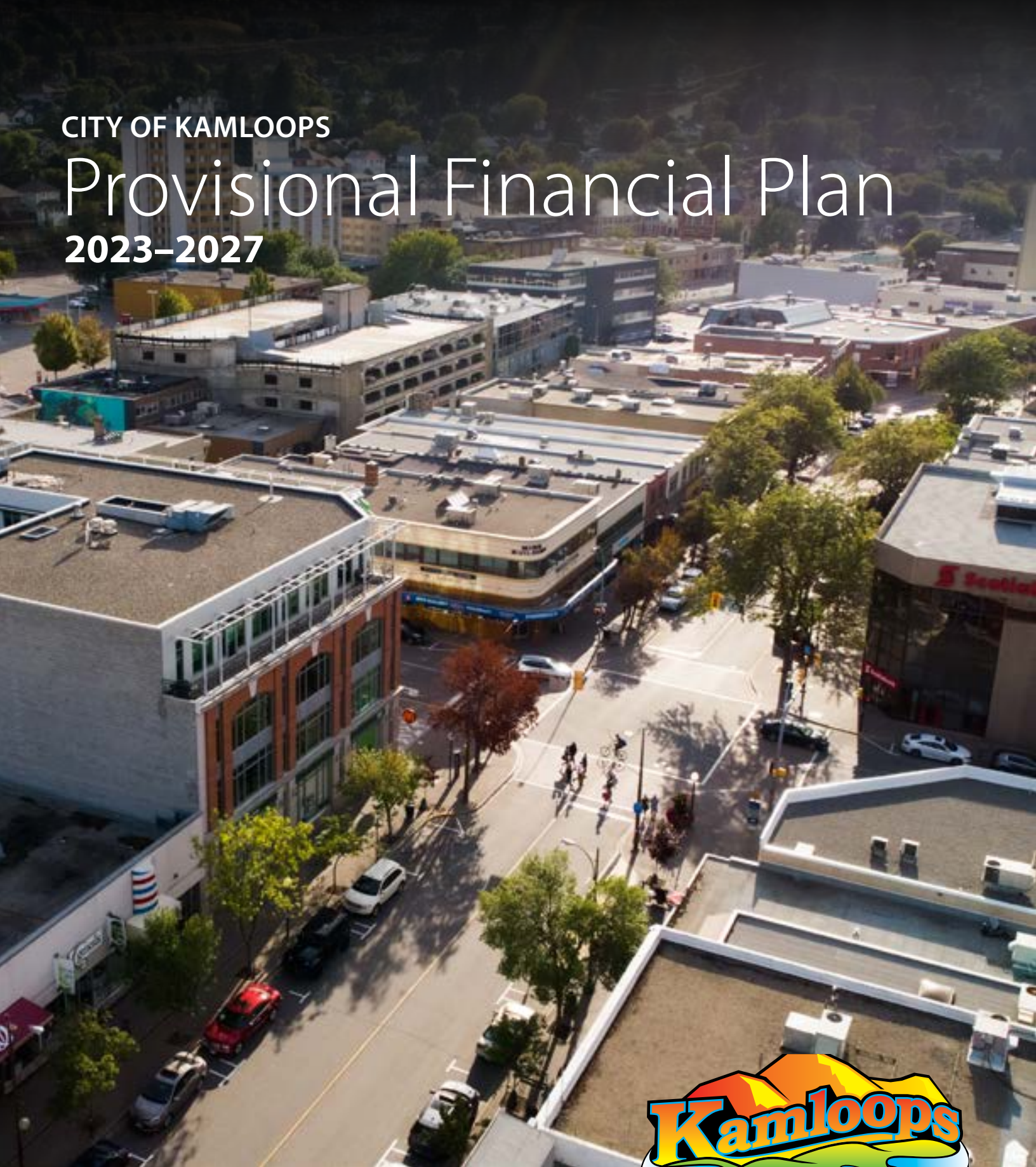


CITY OF KAMLOOPS

Provisional Financial Plan 2023–2027





Canada's Tournament Capital

CITY OF KAMLOOPS, BRITISH COLUMBIA, CANADA

Provisional Financial Plan

2023–2027

Prepared by: City of Kamloops
Communications and Community Engagement Division
and Corporate Services Department

📷 Front Cover: Jared Putnam

📷 Inside Cover: Steven Gillingham



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The City of Kamloops acknowledges that we are located on Tk'emlúps te Secwépemc territory, situated within the unceded ancestral lands of the Secwépemc Nation. We honour and respect the people, the territory, and the land that houses our community.



© Tom Allister

Five Year Financial Plan

Overview

The Five-Year Financial Plan offers residents a detailed presentation of the comprehensive budget and planning process that guides the City of Kamloops in the responsible management and operation of its many programs and services. This draft plan is prepared by the City's Corporate Services Department in consultation with all municipal departments and senior administration and outlines estimated costs for 2023–2027. The plan is divided into several sections that focus on the different categories within our overall plan.

The general operating budgets, which is organized by department, focuses on the ongoing operation of the primary City services, such as fire, policing, parks, recreation, roads, and other infrastructure maintenance.

The utility budgets for water, sewer, and waste removal.

The capital budgets, which include the planned costs for improvements and replacement of City assets, and infrastructure, and equipment.

In this plan, you will find highlights of how taxes and other revenue are used across the municipal functions and services to support day-to-day operating costs and the ongoing maintenance and planning of our community infrastructure and facilities. An in-depth analysis of costs is presented in Section B, Program Detail, beginning with estimated costs associated with the general operating budget. In the draft Financial Plan, the figures are the best estimates using information known at this time. Over the next few months, Council and Administration will fine-tune these figures and programs, in consultation with the community to reach the final plan in spring of 2023.

The Program Detail section also includes a program summary, highlights on how it has impacted the overall General Fund, and any changes in service levels for the current fiscal year. A detailed breakdown of utility costs for the Water, Sewer Utility and Waste Removal Funds follows. As we develop the final version of the plan, the final section will include a summary of the capital costs for the various programs.



© Yasuko Todd

Kamloops at a Glance

The City of Kamloops employs a diverse team of dedicated employees who work collectively to advance our mission of Making Kamloops Shine. Strong financial management allows us to provide core services to Kamloops citizens, to ensure sustainable community growth, to introduce new amenities, to improve our community's livability, and to maintain valuable infrastructure. In basic numbers, this is our City...

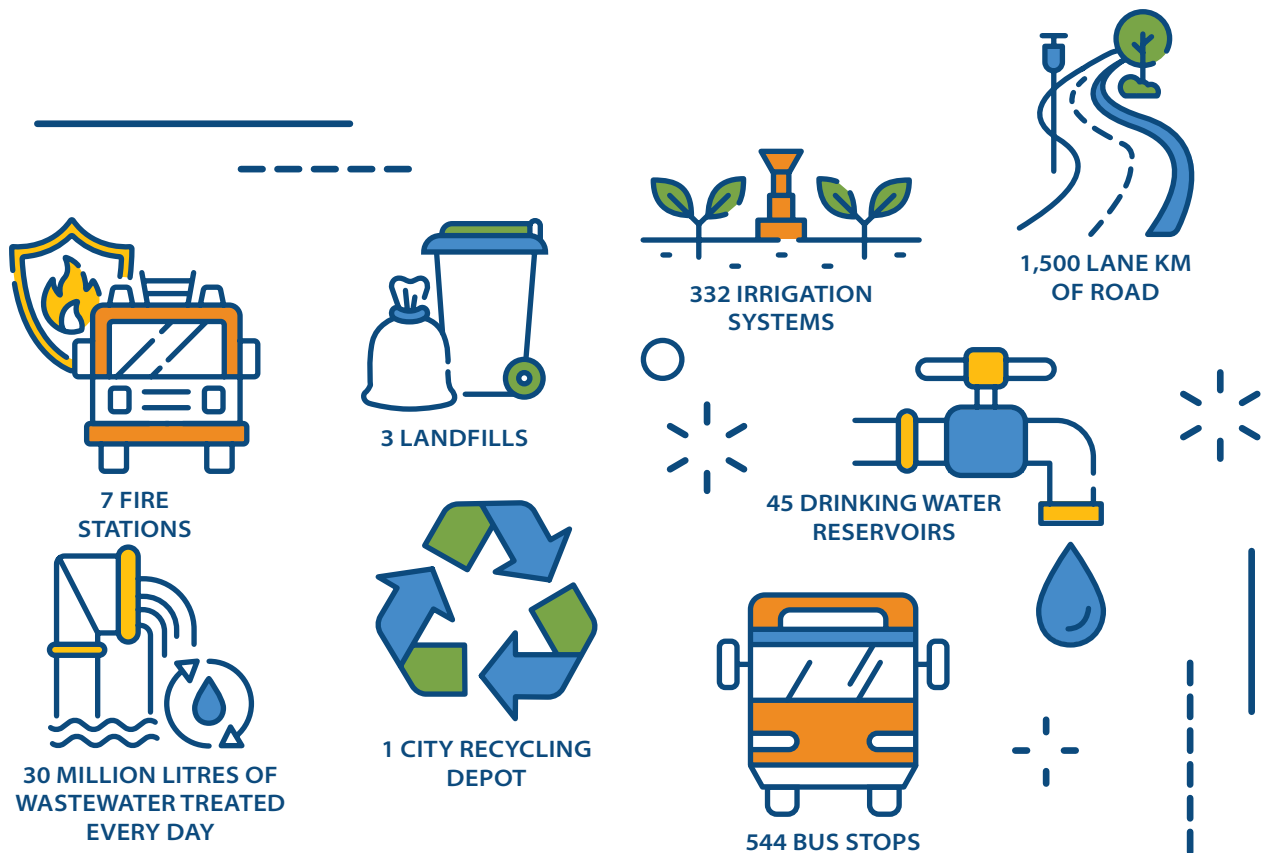
A Growing Community

The Kamloops metropolitan area tied for third place as one of the fastest-growing large urban centres in Canada between 2016 and 2021.



A Complex Network of Civic Infrastructure

The pulse of the City of Kamloops beats to the steady operation of several complex systems planned, built, and maintained by skilled teams of municipal employees.





A Place to Play

Kamloops is Canada's Tournament Capital and is known for hosting sporting events of all kinds with first-class recreational facilities, courts, and fields. Elite athletes and casual recreation enthusiasts alike enjoy these amenities along with the parks and trails we proudly maintain.

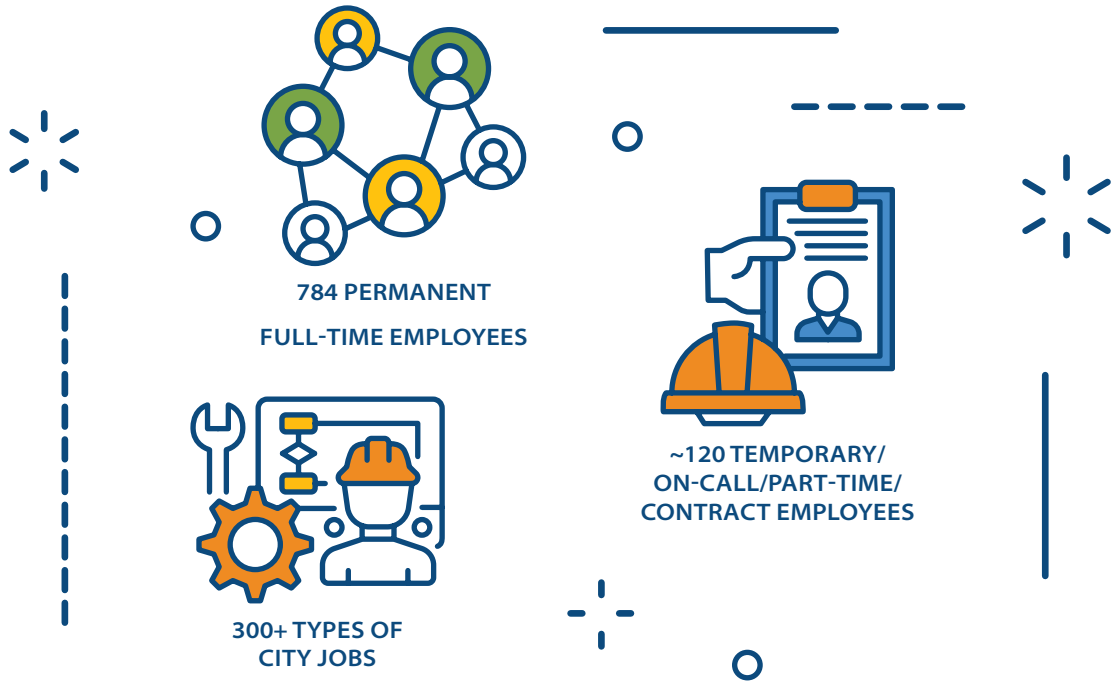




Adam Donnelly

A Choice Employer

The City of Kamloops believes in progressive and barrier-free recruitment with opportunities for all in a safe, inclusive, and diverse workplace that provides meaningful careers that help to shape the fabric of the community where we live.



Financial Planning Process at a Glance



PUBLIC

Attend the public budget engagement session.
Learn about the budget.
Share feedback and ideas for future business cases.
Establish connections with appropriate City staff to action ideas.

FINANCIAL SERVICES DIVISION

Draft utility rates and assemble provisional budget.

CORPORATE SENIOR LEADERSHIP

Review budgets and business cases.

CITY DEPARTMENTS

Develop budgets and proposed business cases.



CITY COUNCIL

Review, amend and/or approve the Utility Rate Bylaw and provisional budget. Review supplemental business cases.

CITY COUNCIL

Review proposed utility rates and provisional budget.

CITY DEPARTMENTS

Finalize business cases.

CITY COMMUNICATIONS

Release information about the upcoming budget, organize public engagement, and help present public feedback.

CORPORATE SENIOR LEADERSHIP

Review budgets and business cases.

PUBLIC

Attend the public budget engagement session. Learn about the supplemental budget items. Share feedback and ideas for future business cases. Establish connections with appropriate City staff to action ideas.

FINANCIAL SERVICES DIVISION

Determine final tax draw and rates. Finalize budget and determine the tax draw and rates.

CITY COUNCIL

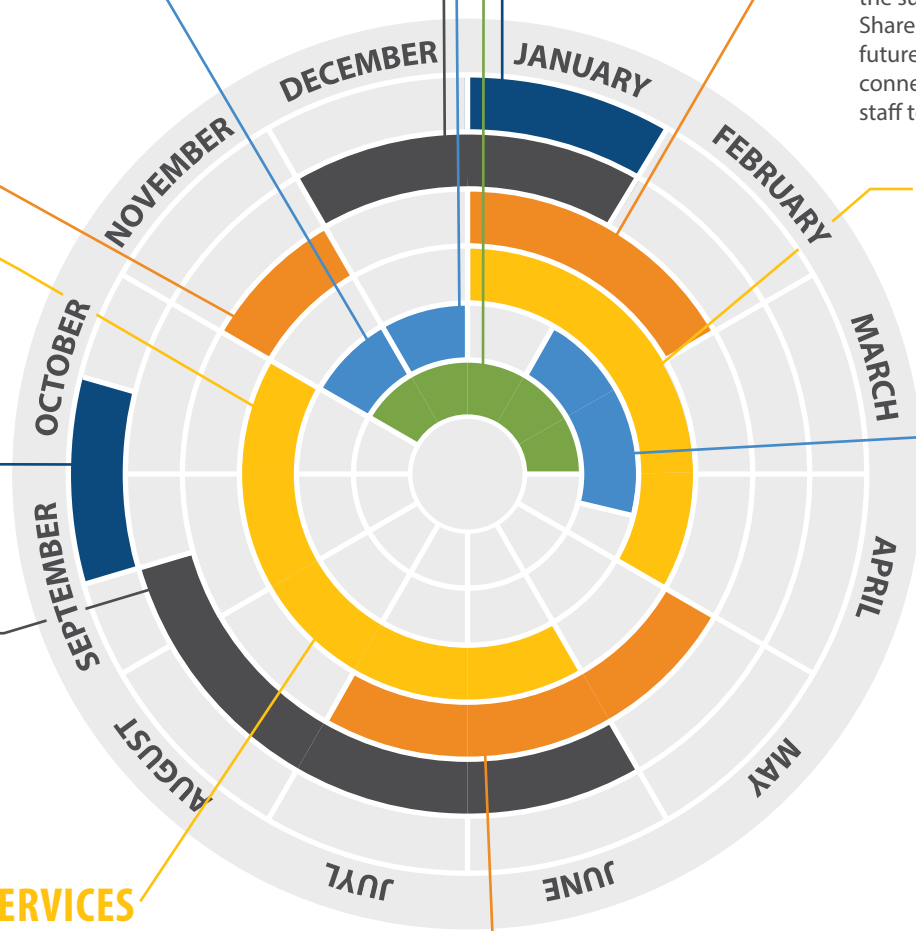
Vote on supplemental business cases and approve finalized Tax draw.

FINANCIAL SERVICES DIVISION

Assess common cost drivers such as the rates for materials or contract services and any impacts that might affect the utility rates.

PUBLIC

Work with City Staff on new ideas and project proposals.



Corporate Policies and Explanations

Financial Plan Process and Timing

The 2023–2027 Five-Year Financial Plan process began in June 2022 just as staff wrapped up the prior year budget. The first steps in the budget plan is to establish economic assumptions and guidelines to facilitate review of the current budgets for each program area. Each manager is asked to prepare a capital plan and a financial operating plan for their program area which, is reviewed by the department directors and the financial planning team prior to consolidation. The Chief Administrative Officer and the Senior Management Team met in October 2022 to review the plans to provide their input on the draft plan being presented to Council in November. The budget and rates for the three utility funds—water, sewer, and solid waste—were finalized earlier in the year, with final 2023 rates set in September 2022. Due to the recent municipal elections and the Council's changeover, the public input session normally held in the fall was postponed, and the public will be engaged early in the new year.

Throughout the process each department director reviews their program operating and capital budgets followed by a consolidated review by the Senior Leadership Team. After the initial presentation to at the Committee of the Whole, Administration will continue to update and the adjust the budget to reflect more current economic conditions as well as new direction from Council

In early 2023, Council will be presented with updates to the 2023 provisional budget and any supplemental items to be considered for the 2023-2027 Five-Year Financial Plan. Supplemental items are new service levels or ideas presented by Council, staff, or the public. They are considered after the provisional budget has been established and are part of the second phase of the budget process.

Once Council has approved the tax requirements though their deliberation of what is included or what is not included the overall budget, the City will set the tax rate for property owners. In early April, the City receives the authenticated property tax roll from the BC Assessment Authority, which provides the final assessed property values for our municipality. This information allows the Corporate Services Department to calculate the tax rates for the year.

In early May, Council will be asked to adopt the 2023-2027 Five-Year Financial Plan and the Tax Rates Bylaws at an open Council meeting.

Budget Basis

The operating budget is prepared on a cost-to-maintain-existing-services basis. This means it focuses on the changes that are required from the previous year's budget to provide the same service levels as the previous year. These changes may include non-controllable cost increases; adjust for cost savings and efficiencies; reflect salary and employment benefit increases; and the removal or addition of one-time, non-recurring revenues and expenditures from the previous year. New or expanded programs are considered as part of the supplemental process and included after separate deliberation by Council. Overall, expenditures are evaluated over a three-year rolling average where base levels are increased or decreased as needed. Economic considerations and operational efficiencies are reflected in the budget with selective zero-based budgeting included within the process.



Yana Straremeyer

Municipal Funds

Operating and Capital Funds

The City budget is divided into several distinct sections. The general operation and capital funds and the three utility funds—water, sewer and solid waste funds. In broad terms, the General Fund represents the cost of providing all municipal services other than the utilities. Costs that are in excess of user fees and other non-tax revenue, such as grants, are funded by property taxes. The *Community Charter* requires that all revenue sources be identified to cover all anticipated expenditures. The *Community Charter* does not allow the City to incur an accumulated deficit so all expenditures must be funded. The three utility funds are self-sufficient utilities, which means that their individual revenues cover all of their expenses and capital costs. The revenue raised by each fund through user fees or other sources can only be used to fund the expenses in each respective fund. Revenue cannot be transferred between funds.

Statutory Reserve Funds

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

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

Statutory in Trust Fund

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



© Anoop Maurya



Property Taxes



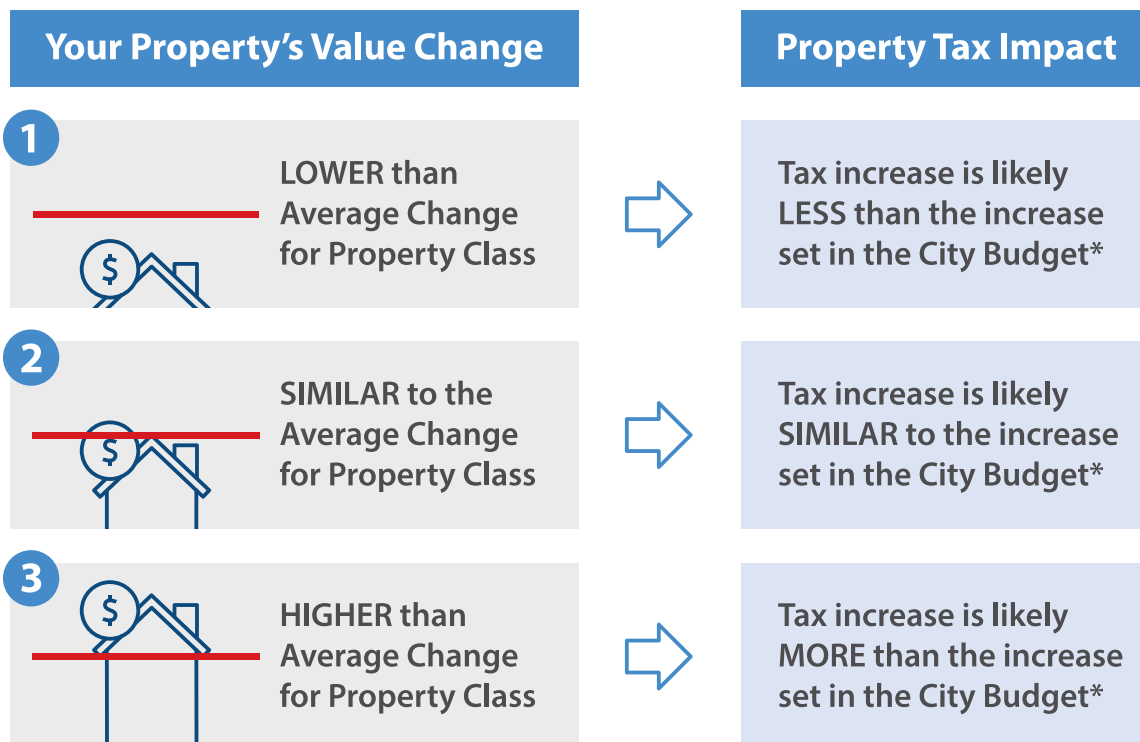
Service Levels

The majority of the City's revenue is obtained through property taxes. When preparing the budget, the non-tax revenues are identified and allocated against costs to determine the balance required from property taxation. Non-tax revenues can include fees and charges for services, federal and provincial government grants, and investment income, etc. The amount of property tax revenue the City must collect to provide the services to the levels prescribed by Council is then used to calculate the tax rates. When considering whether the tax rate is appropriate, Council needs to consider that to adjust the tax rate, the associated service levels must be adjusted to reduce the tax requirement. A lower service level can reduce the budgeted expenditures and consequently lower the property tax revenue requirement. Council's challenge is to balance the appropriate service level with the cost of providing that service. When the cost of providing a service increases (e.g. through inflation and other cost-of-living increases), the additional revenue must be allocated from property taxation or another source.

The Tax Rate

The City determines the tax rate (a charge per thousand dollars of property value) by dividing the sum of all of the property values in the city by the amount of property tax revenue that must be collected. The tax rate is simply a means of determining how much each individual property owner must pay. The rationale for this approach is that owners of higher-valued properties should pay more than owners of lower-valued properties. The tax rate is calculated each year based on the revenue that must be collected and the assessed values of all the properties in the city at that time. Changes in the total assessed values in the city will cause the tax rate to change, but will have no direct effect on the amount each property owner must pay unless their assessed value change is different than the average.

How property assessments affect property taxes



Understanding Your Tax Bill

The City of Kamloops collects residential taxes by the beginning of July each year. In addition to property taxes, the City also collects taxes specific to other government agencies.. BC's property taxation system is legislated by the provincial government under the Community Charter, Part 7. The following are the six primary classification of properties that have different levels of taxation applied to:

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

For each of these taxation classes, there is a single rate that is applied to properties classified within each class. Municipal governments are not allowed to develop sub-classifications within any of the taxation groups; however, they can and do set a specific rate for each class. Each of these groups are subject to City property taxes as well as taxes collected for other agencies. As more than 60% of the taxation revenue for the city is derived from the Residential class, examples will focus on this classification. The 2022 the total

tax rate per household was \$6.04 per \$1,000 in assessed value. This amount per \$1,000 in assessed value was split up as follows:

BC Assessment Authority (BCAA)	\$0.0349
Thompson-Nicola Regional District (TNRD)	\$0.2333
Hospital	\$0.3421
School	\$1.4979
City taxes	\$3.9300

Of the total amount of taxes, \$2.1082 of the monies collected by the city were passed on to other government agencies. From a financial reporting position, amounts do not appear in the City's financial statements and are not included in the reported City's revenues. It is important to note that the city has no input or control over these taxes- The City simply collects these funds and passes them along to the appropriate agency. To provide additional context, for every \$1 on your total pre-Home Owner Grant tax bill, the City collects \$0.35 for other government agencies that is not spent on services that the City provides to residents.



© Mary Putnam

City Debt



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

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

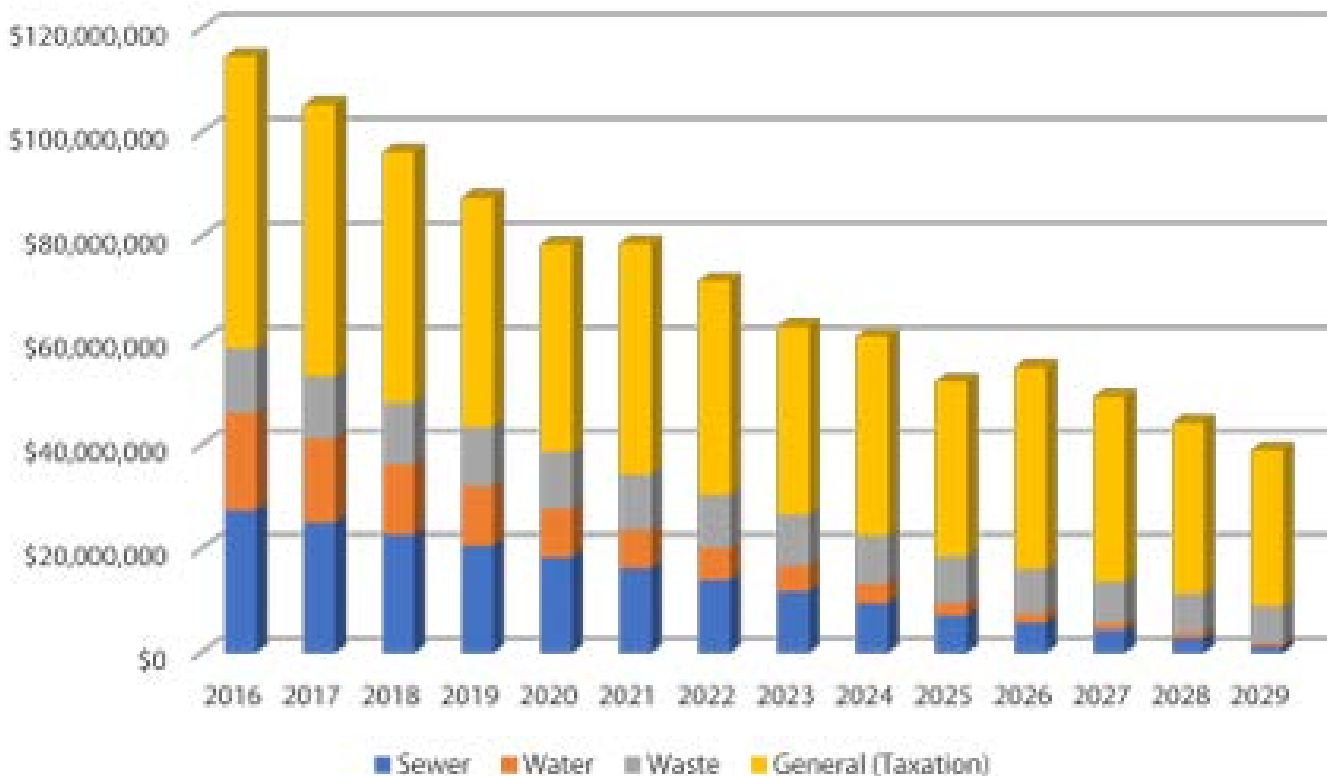
Sections 174 and 177–182 of the *Community Charter* provide direction and guidelines to municipalities on when and for what debt can be used for. Key in the legislation is that debt funding cannot be used to fund any operational work.

Recent examples of expenditures that the City has taken on debt to fund include the following:

- **2020** Canada Game Aquatic Centre Infrastructure Improvements
- **2015** Kamloops Resource Recovery Centre (Owl Road Landfill)
- **2015** Overlanders Bridge Rehabilitation Project
- **2014** Kamloops Sewage Treatment Centre
- **2006** Tournament Capital Project
- **2005** Kamloops Centre for Water Quality River Street Water Treatment Plan

Each of these debt-funded projects provides a long-term and lasting benefit to the City.

Total City Debt

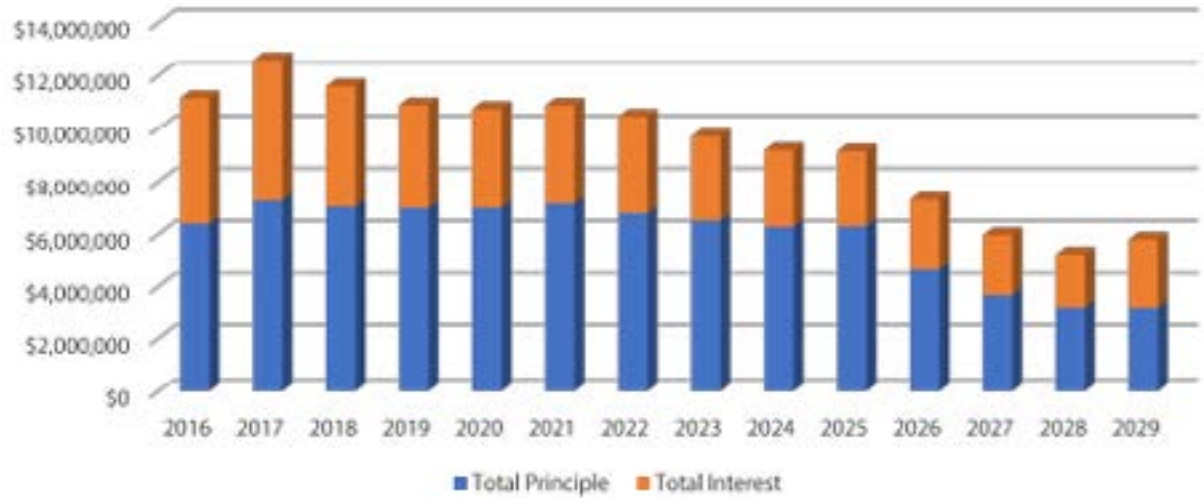




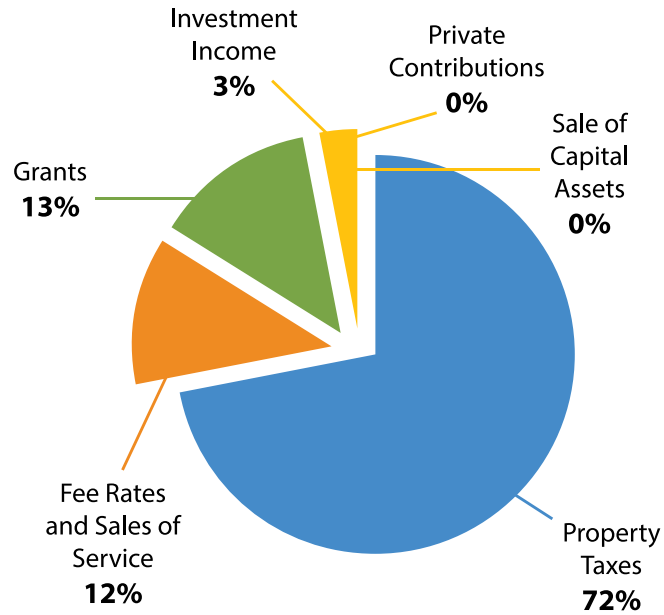
PROJECTED END-OF-YEAR DEBT BALANCES BY REVENUE					
	2022	2023	2024	2025	2026
Sewer	\$14,006,161	\$11,816,686	\$9,524,765	\$7,182,644	\$5,790,501
Water	6,120,039	4,928,744	3,701,466	2,437,077	1,817,587
Solid Waste	10,218,750	9,812,405	9,393,869	8,962,778	8,518,753
General(Taxation)	41,077,734	36,189,338	38,202,199	33,548,731	38,722,780
Total	\$78,243,374	\$69,403,580	\$60,786,580	\$52,346,499	\$43,646,657

Total Debt Servicing

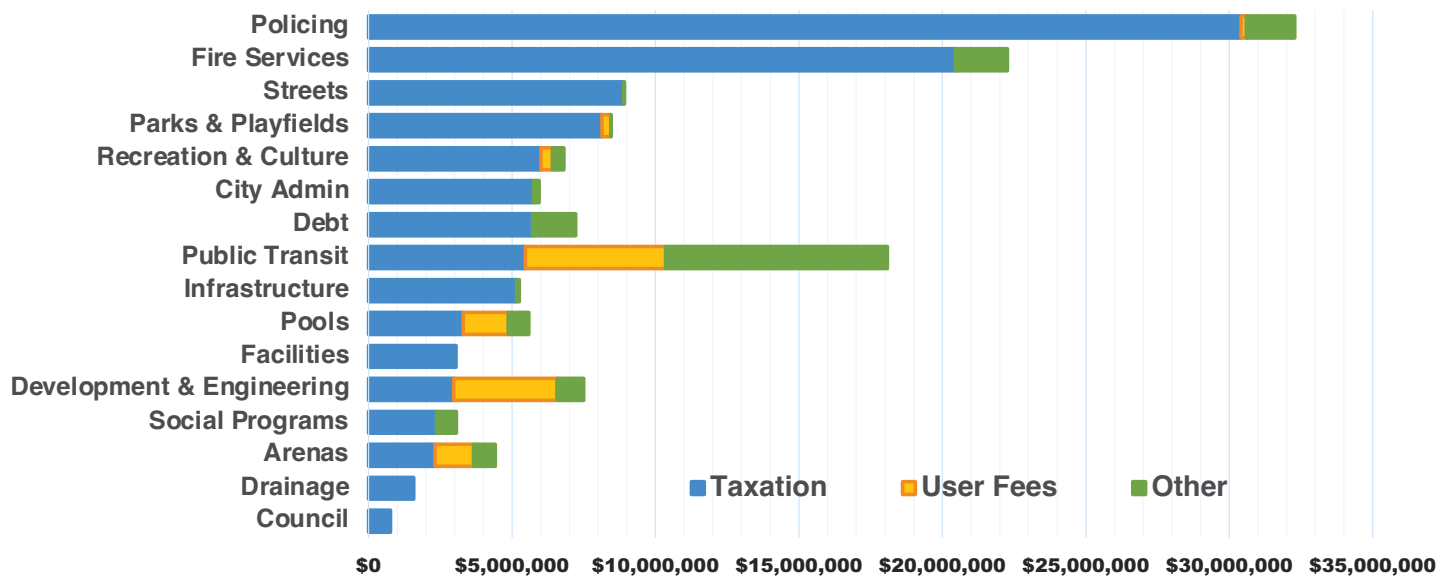
(Principle and Interest All Streams)



The General Fund of \$175 Million Includes Revenue from Several Sources:



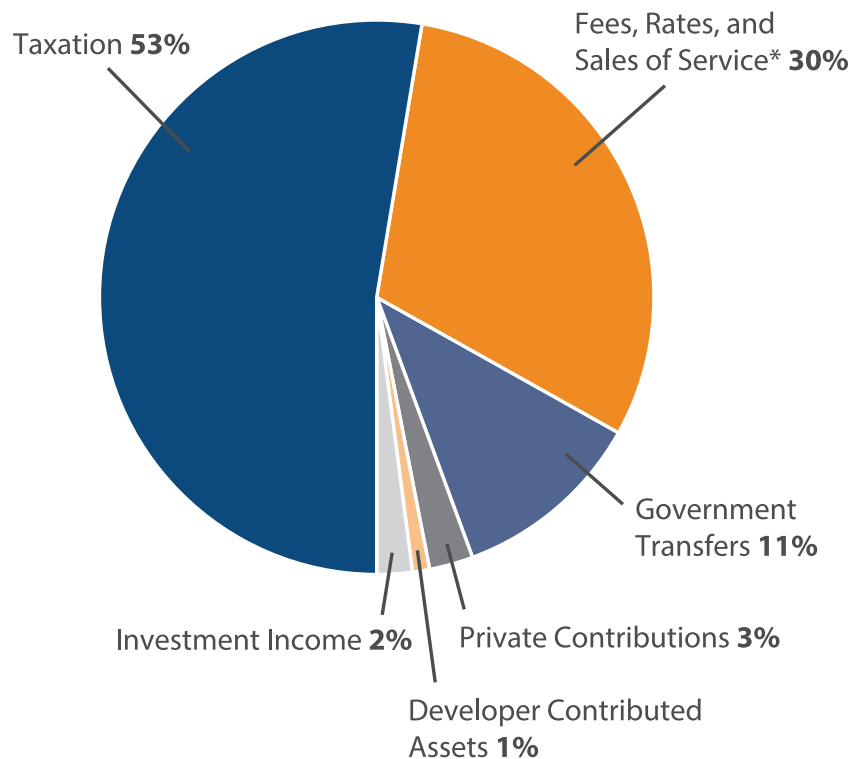
Service Funding Through the General Fund





Consolidated Revenue by Source

(General and Utility funds)



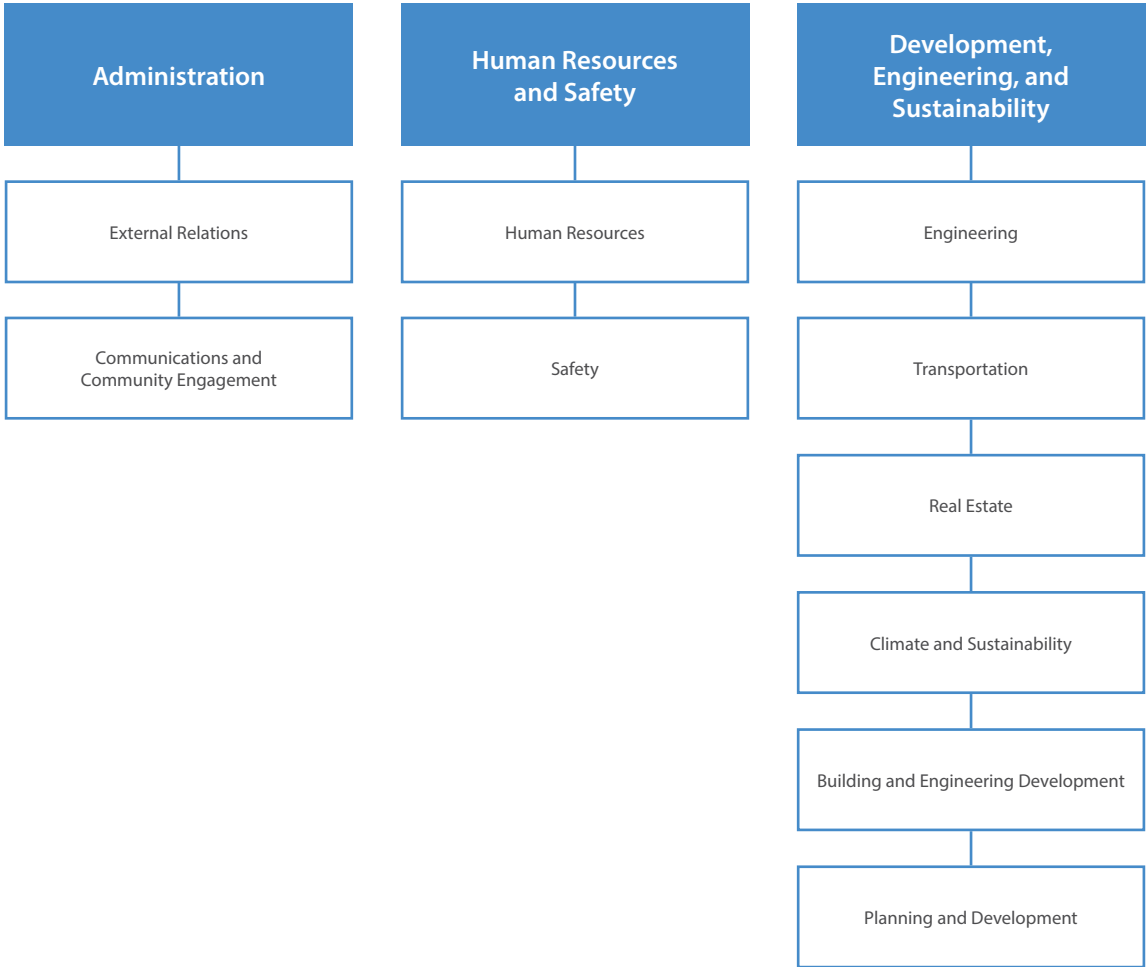
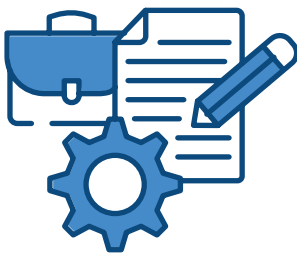
FIVE-YEAR CONSOLIDATED REVENUE BY SOURCE

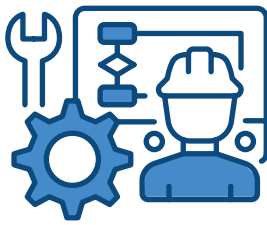
(in thousands of dollars)	2017	2018	2019	2020	2021
Taxation	\$108,211	\$110,629	\$116,818	\$119,687	\$123,939
Fees, rates, and sales of service *	70,142	67,557	74,492	68,465	71,870
Government transfers	24,609	23,236	24,549	34,612	26,502
Private contributions	27,376	19,941	8,372	5,048	6,025
Developer-contributed assets	4,281	1,134	1,105	2,323	2,346
Investment income	5,340	5,877	6,084	7,385	4,870
	\$239,959	\$228,374	\$231,420	\$237,520	\$235,552

*Note: Gain (loss) from capital asset disposal offset against fees, rates, and sales of services.

Source: City of Kamloops, Financial Services Division

City Administration and Departments





Civic Operations

Capital Projects

Streets and Environmental Services

Trades

Utility Services

Parks and Civic Facilities

Corporate Services

Legislative Services

Financial Services

Information Technology

Planning and Procurement

Risk Management

Community and Protective Services

Community Services (formerly Bylaw Services)

Kamloops Fire Rescue

RCMP

Recreation, Social Development, and Culture

Office of the Chief Administrative Officer



© Jared Putnam

Office of the Chief Administrative Officer

Council appoints the Chief Administrative Officer (CAO) to manage the operation of the entire organization. Programs and service levels are guided by the Council Strategic Plan, which sets out Council’s goals, objectives, and priorities. Administration’s main goals are to manage the City’s infrastructure in a save, cost-effective and safe manner while diversifying our economy, reducing our carbon footprint, maintaining our high quality of life, and providing excellent service delivery for our citizens.

The Communications and Community Engagement Division and the External Relations Division both report directly to the CAO. Aspects of City Hall reception, print production, and courier services also fall under Administration. Staff reporting to the CAO can be found:

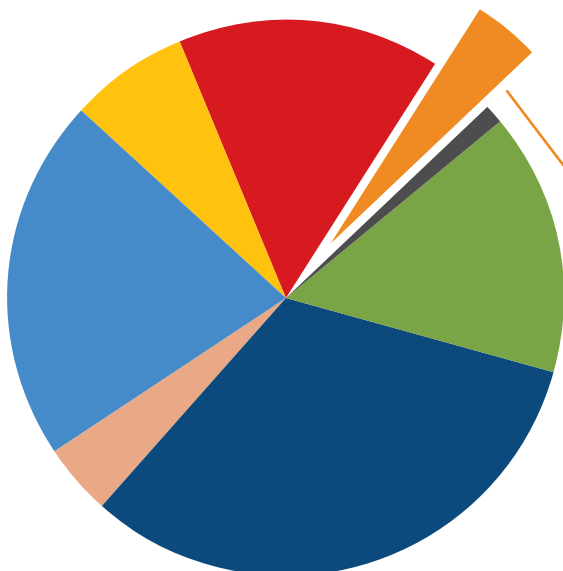
- supporting project teams with communication advice, tools, planning, and measurements
- overseeing media relations, corporate social media, and strategic communication planning
- supporting City staff in planning, implementing, and measuring public engagement
- building relationships with Indigenous communities
- supporting local business associations, tourism associations, Thompson Rivers University, Kamloops and District Chamber of Commerce, and other community organizations
- managing production permitting and support for feature films



EMPLOYEES: 17



**OPERATING BUDGET:
\$6,869,000**



CITY OF KAMLOOPS BUDGET

- Community Protective Services
- Parks, Recreation, and Cultural Services
- Development, Engineering, and Sustainability Services
- Human Resources and Safety Services
- **Office of CAO and Council**
- Fiscal Services
- Corporate Services
- Civic Operations Services



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PROGRAM: 813 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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Adopted Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	587,701	715,203	533,072	801,072	703,398	(97,674)
Personnel expenses	5,194	8,291	3,456	5,450	7,500	2,050
Contractual services	27,030	125,081	155,240	102,600	126,000	23,400
Supplies and other expenses	39,033	464,299	106,739	117,700	124,800	7,100
Debt Financing	48,396	362	40,612	500	80,000	79,500
Transfers to other functions	7,937	21,643	21,127	21,458	21,458	-
Transfers from other functions	-	(359,921)	(359,921)	(359,921)	(359,921)	-
Total Direct Costs	715,291	974,958	500,325	688,859	703,235	14,376
Revenue Generated:						
Fees, rates, and sales of service	424,064	453,490	401,289	406,700	646,700	240,000
Total Revenue Generated:	424,064	453,490	401,289	406,700	646,700	240,000
Net Operating Costs	291,227	521,468	99,036	282,159	56,535	(225,624)
Transfer to (from) Reserves	(3,400)	(10,100)	-	-	-	-
Net Tax Requirement (Contribution)	287,827	511,368	99,036	282,159	56,535	(225,624)

PROGRAM: 881 Office of the CAO and External Relations

Purpose:

To provide overall leadership, guidance, organization, and direction to the corporation, including external relations

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	681,775	795,421	652,056	799,354	909,225	109,871
Personnel expenses	25,395	25,420	15,212	30,195	31,950	1,755
Contractual services	168,198	446,216	55,283	310,500	195,520	(114,980)
Supplies and other expenses	889,786	897,919	1,017,374	905,033	19,300	(885,733)
Transfers to other functions	25,212	24,559	23,924	21,250	21,292	42
Total Direct Costs	1,790,366	2,189,535	1,763,849	2,066,332	1,177,287	(889,045)
Revenue Generated:						
Fees, rates, and sales of service	1,541	12,930	9,888	3,000	10,000	7,000
Total Revenue Generated:	1,541	12,930	9,888	3,000	10,000	7,000
Net Operating Costs	1,788,825	2,176,605	1,753,961	2,063,332	1,167,287	(896,045)
Transfer to (from) Other Govt's	-	-	5,000	25,000	20,000	(5,000)
Net Tax Requirement (Contribution)	1,788,825	2,176,605	1,748,961	2,038,332	1,147,287	(891,045)

PROGRAM: 882 Communications

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	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	902,528	996,809	795,586	891,302	1,030,004	138,702
Personnel expenses	12,918	16,861	15,145	21,400	21,400	-
Contractual services	97,671	93,709	81,428	93,000	100,400	7,400
Supplies and other expenses	80,517	95,151	49,090	81,900	101,600	19,700
Transfers to other functions	35,621	39,028	34,500	33,122	33,122	-
Transfers from other functions	(49,571)	(10,000)	(10,000)	(10,000)	(10,000)	-
Costs allocated to capital	(35,343)	(20,671)	(9,079)	(41,530)	(41,530)	-
Total Direct Costs	1,044,341	1,210,887	956,670	1,069,194	1,234,996	165,802
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	1,044,341	1,210,887	956,670	1,069,194	1,234,996	165,802
Transfer to (from) Reserves	(25,000)	-	-	(40,500)	-	40,500
Transfer to (from) Other Govt's	15,000	15,000	-	-	-	-
Net Tax Requirement (Contribution)	1,004,341	1,195,887	956,670	1,028,694	1,234,996	206,302

PROGRAM: 710 Printshop and Courier


Purpose:

To provide printing and mail services for the organization.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	124,844	148,830	116,261	151,520	154,538	3,018
Personnel expenses	-	-	1,328	750	750	-
Contractual services	-	4,938	4,152	7,000	7,000	-
Supplies and other expenses	79,737	74,819	75,122	94,950	101,300	6,350
Transfers to other functions	10,140	9,863	9,050	9,458	9,392	(66)
Transfers from other functions	-	-	-	(1,000)	(1,000)	-
Total Direct Costs	214,721	238,450	205,913	262,678	271,980	9,302
Revenue Generated:						
Fees, rates, and sales of service	-	49	19	-	-	-
Total Revenue Generated:	-	49	19	-	-	-
Net Operating Costs	214,721	238,401	205,894	262,678	271,980	9,302
Transfer to (from) Trusts	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	-
Net Tax Requirement (Contribution)	244,721	268,401	235,894	292,678	301,980	9,302

Corporate Services



 Kyle Kosolofski

Corporate Services

The Corporate Services Department provides services, primarily to internal departments and divisions, with a few touchpoints in the community. Corporate Services is accountable for the City's financial, legislative, and information technology and aims to enable data driven decisions for all the requirements of the City's operations. Work is organized into five main divisions: Financial Services, Planning and Procurement, Risk Management, Information Technology, and Legislative Services. Examples of work in this department include:

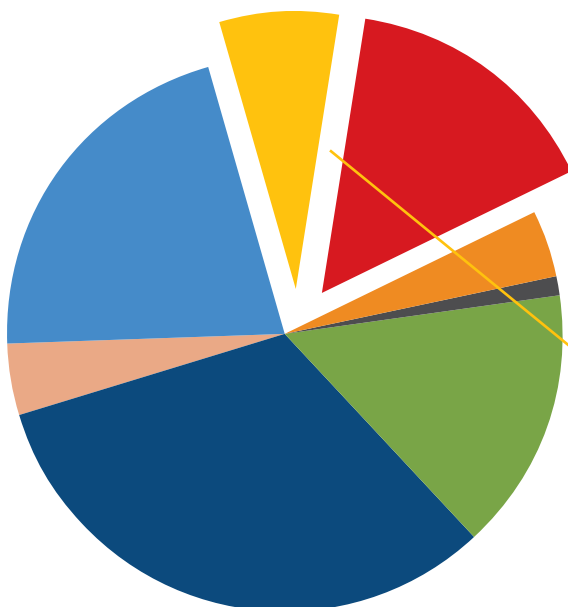
- providing financial planning and creating the five-year operating and capital budgets
- processing financial transactions such as cheques to vendors or collecting tax payments
- managing corporate risk and claims.
- providing information technology services to the organization and community
- providing direct services to Council and the public through the coordination and recording of Council Meetings and Public Hearings



EMPLOYEES: 72



**OPERATING BUDGET:
\$43,462,000**



CITY OF KAMLOOPS BUDGET

- Community Protective Services
- Parks, Recreation, and Cultural Services
- Development, Engineering, and Sustainability Services
- Human Resources and Safety Services
- Office of CAO and Council
- Fiscal Services
- Corporate Services
- Civic Operations Services



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PROGRAM: 630 Financial Services

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,391,988	2,575,239	1,981,655	2,347,262	2,572,713	225,451
Personnel expenses	48,494	52,786	45,636	86,675	94,180	7,505
Contractual services	241,030	128,659	159,908	201,600	193,750	(7,850)
Supplies and other expenses	33,836	161,571	31,017	45,500	29,400	(16,100)
Transfers to other functions	67,343	62,831	61,230	60,483	60,483	-
Total Direct Costs	2,782,691	2,981,086	2,279,446	2,741,520	2,950,526	209,006
Revenue Generated:						
Fees, rates, and sales of service	(10,127)	338,278	(29,885)	9,000	-	(9,000)
Total Revenue Generated:	(10,127)	338,278	(29,885)	9,000	-	(9,000)
Net Operating Costs	2,792,818	2,642,808	2,309,331	2,732,520	2,950,526	218,006
Net Tax Requirement (Contribution)	2,792,818	2,642,808	2,309,331	2,732,520	2,950,526	218,006

PROGRAM: 620 Revenue Services

Purpose:

To ensure that all City revenues are properly recorded, billed, and collected.

To monitor and collect general tax revenues.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	587,701	715,203	533,072	801,072	703,398	(97,674)
Personnel expenses	5,194	8,291	3,456	5,450	7,500	2,050
Contractual services	27,030	125,081	155,240	102,600	126,000	23,400
Supplies and other expenses	39,033	464,299	106,739	117,700	124,800	7,100
Debt Financing	48,396	362	40,612	500	80,000	79,500
Transfers to other functions	7,937	21,643	21,127	21,458	21,458	-
Transfers from other functions	-	(359,921)	(359,921)	(359,921)	(359,921)	-
Total Direct Costs	715,291	974,958	500,325	688,859	703,235	14,376
Revenue Generated:						
Fees, rates, and sales of service	424,064	453,490	401,289	406,700	646,700	240,000
Total Revenue Generated:	424,064	453,490	401,289	406,700	646,700	240,000
Net Operating Costs	291,227	521,468	99,036	282,159	56,535	(225,624)

PROGRAM: 650 Insurance and Risk Management

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	234,268	222,371	98,486	342,732	572,986	230,254
Personnel expenses	1,475	2,159	1,404	6,800	7,130	330
Contractual services	1,009,126	1,192,220	1,029,775	1,480,737	1,561,737	81,000
Supplies and other expenses	-	-	-	-	500	500
Transfers to other functions	9,702	9,349	8,866	9,268	9,610	342
Transfers from other functions	(191,400)	(191,400)	(191,400)	(191,400)	(191,400)	-
Total Direct Costs	1,063,171	1,234,699	947,131	1,648,137	1,960,563	312,426
Revenue Generated:						
Fees, rates, and sales of service	29,720	-	-	-	1,500	1,500
Total Revenue Generated:	29,720	-	-	-	1,500	1,500
Net Operating Costs	1,033,451	1,234,699	947,131	1,648,137	1,959,063	310,926
Transfer to (from) Reserves	27,677	(4,364)	(51,576)	-	-	-
Net Tax Requirement (Contribution)	1,061,128	1,230,335	895,555	1,648,137	1,959,063	310,926

PROGRAM: 670 Purchasing and Stores

Purpose:

To assist City departments in the efficient and effective delivery of services by providing goods and/or services at the most competitive prices when and where required.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	791,313	870,412	676,489	935,991	875,349	(60,642)
Personnel expenses	3,760	8,759	2,559	11,050	12,550	1,500
Contractual services	5,298	10,384	7,953	2,100	2,100	-
Supplies and other expenses	41,223	19,248	(37,287)	2,700	2,700	-
Transfers to other functions	31,545	30,180	27,781	27,613	28,130	517
Total Direct Costs	873,139	938,983	677,495	979,454	920,829	(58,625)
Revenue Generated:						
Fees, rates, and sales of service	99,801	428,415	276,507	29,000	35,500	6,500
Total Revenue Generated:	99,801	428,415	276,507	29,000	35,500	6,500
Net Operating Costs	773,338	510,568	400,988	950,454	885,329	(65,125)
Net Tax Requirement (Contribution)	773,338	510,568	400,988	950,454	885,329	(65,125)

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,639,436	2,644,159	2,107,223	2,759,548	2,865,933	106,385
Personnel expenses	32,882	50,765	28,192	59,250	67,750	8,500
Contractual services	2,025,600	3,715,777	2,628,527	3,324,160	3,380,500	56,340
Supplies and other expenses	431,236	416,956	405,294	390,992	435,692	44,700
Transfers to other functions	188,147	193,205	190,002	180,035	180,384	349
Transfers from other functions	(1,490,819)	(1,420,217)	(1,204,728)	(1,416,650)	(1,416,650)	-
Total Direct Costs	3,826,482	5,600,645	4,154,510	5,297,335	5,513,609	216,274
Revenue Generated:						
Fees, rates, and sales of service	264	3,190	920	200	200	-
Sale of Capital Assets	4,386	4,042	1,683	-	-	-
Total Revenue Generated:	4,650	7,232	2,603	200	200	-
Net Operating Costs	3,821,832	5,593,413	4,151,907	5,297,135	5,513,409	216,274
Transfer to (from) Reserves	(5,000)	(936,000)	(45,000)	-	-	-
Transfer to (from) Trusts	(672,000)	(672,000)	(809,000)	(809,000)	(809,000)	-
Net Tax Requirement (Contribution)	4,488,832	5,329,413	4,915,907	6,106,135	6,322,409	216,274

PROGRAM: 730 Kamloops Community Network

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	84,633	113,067	113,453	97,000	97,000	-
Transfers from other functions	(8,000)	(12,000)	(12,000)	(12,000)	(12,000)	-
Total Direct Costs	76,633	101,067	101,453	85,000	85,000	-
Revenue Generated:						
Fees, rates, and sales of service	91,930	89,366	45,125	94,500	94,500	-
Total Revenue Generated:	91,930	89,366	45,125	94,500	94,500	-
Net Operating Costs	(15,297)	11,701	56,328	(9,500)	(9,500)	-
Net Tax Requirement (Contribution)	(15,297)	11,701	56,328	(9,500)	(9,500)	-

PROGRAM: 810 Legislative Services

Purpose:

To provide legislative support to Mayor and Council, including coordination of meetings and agendas.
To provide records management services for the organization

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	633,934	826,554	781,017	956,041	744,643	(211,398)
Personnel expenses	5,287	4,055	6,996	6,750	11,784	5,034
Contractual services	62,221	18,477	43,175	30,500	33,500	3,000
Supplies and other expenses	5,949	2,644	104,792	(145,200)	202,506	347,706
Transfers to other functions	12,834	12,336	11,982	9,938	9,938	-
Total Direct Costs	720,225	864,066	947,962	858,029	1,002,371	144,342
Revenue Generated:						
Fees, rates, and sales of service	2,639	1,596	559	1,500	-	(1,500)
Total Revenue Generated:	2,639	1,596	559	1,500	-	(1,500)
Net Operating Costs	717,586	862,470	947,403	856,529	1,002,371	145,842
Transfer to (from) Other Funds	-	-	-	(148,000)	200,000	348,000
Net Tax Requirement (Contribution)	717,586	862,470	947,403	1,004,529	802,371	(202,158)

PROGRAM: 640 Fiscal Services

Purpose:

To budget for other “corporate” transactions not related to a specific program.

To manage flow throughs and other non-program cash transactions.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	5,340	-	54,000	(1,045,000)	(795,000)	250,000
Contractual services	78,192	(45,610)	(186,908)	35,000	33,000	(2,000)
Supplies and other expenses	551,698	1,655,072	(499,490)	1,818,347	520,000	(1,298,347)
Transfers to other functions	3,234	3,019	2,205	2,905	2,905	0
Transfers from other functions	(1,240,440)	(1,252,606)	(1,252,606)	(1,252,606)	(1,252,606)	-
Total Direct Costs	(601,976)	359,875	(1,882,799)	(441,354)	(1,489,701)	(1,048,347)
Revenue Generated:						
Fees, rates, and sales of service	28,228	91,716	36,545	25,000	25,000	-
Total Revenue Generated:	28,228	91,716	36,545	25,000	25,000	-
Net Operating Costs	(630,204)	268,159	(1,919,344)	(466,354)	(1,514,701)	(1,048,347)
Transfer to (from) Reserves	19,083,080	16,741,060	5,244,724	7,949,600	9,424,600	1,475,000
Transfer to (from) Other Govt's	13,303,080	9,533,839	7,049,805	6,299,600	6,675,000	375,400
Transfer to (from) Trusts	(6,413,495)	(7,761,247)	436,760	(13,253,600)	(13,253,600)	-
Collections for Other Taxing Authorities	-	(60,233,232)	(62,715,103)	(61,271,000)	(63,718,000)	(2,447,000)
Payments to Other Taxing Authorities	-	60,233,232	62,715,103	61,271,000	63,718,000	2,447,000
Transfer to (from) Other Funds	(104,226)	2,832,367	-	3,358,334	1,858,334	(1,500,000)
Net Tax Requirement (Contribution)	11,667,517	12,404,260	(4,161,185)	11,078,912	12,876,565	1,797,653


PROGRAM: Debt Management

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Debt Financing	6,071,343	6,129,914	3,368,462	7,200,000	7,200,000	-
Total Direct Costs	6,071,343	6,129,914	3,368,462	7,200,000	7,200,000	-
Revenue Generated:						
Fees, rates, and sales of service	1,285,452	1,407,528	-	1,200,000	1,200,000	-
Total Revenue Generated:	1,285,452	1,407,528	-	1,200,000	1,200,000	-
Net Operating Costs	4,785,891	4,722,386	3,368,462	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	-	-	-	105,000	105,000	-
Net Tax Requirement (Contribution)	4,803,810	4,722,386	3,368,462	5,717,000	5,717,000	-



 Kiki Dwerry



Civic Operations



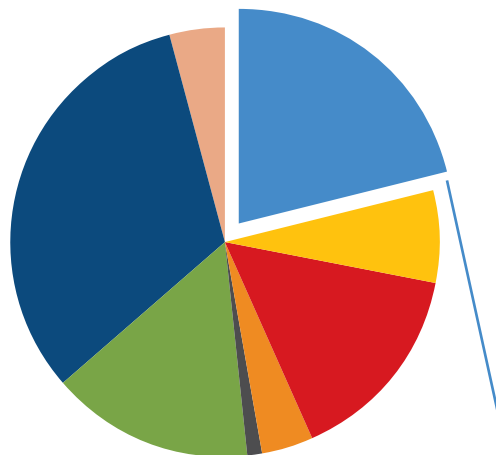
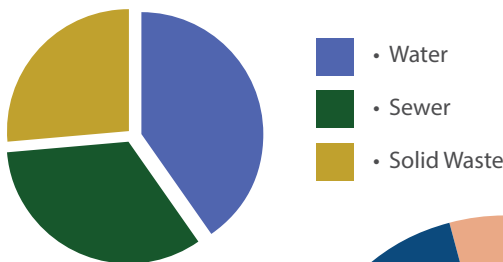
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Civic Operations Department

The Civic Operations Department works to provide Kamloops residents with the core services they need to work and play in our great city. These services keep the City's infrastructure and amenities safe and functional. Work is organized into five main divisions: Utility Services, Trades, Streets and Environmental Services, Capital Projects, and Parks and Civic Facilities. Day in and day out, employees working in Civic Operations are:

- treating and pumping clean drinking water
- collecting waste, recycling and organics
- painting road markings
- building and maintaining road surfaces and sidewalks
- managing capital projects
- maintaining parks, public lands, and cemetery operations
- ensuring the safe and efficient operation of our pools, arenas and other civic buildings
- maintaining the fleet of vehicles and equipment that we use to provide these services
- building and maintaining water, sewer, and stormwater infrastructure
- implementing the Transportation Master Plan and the Active Transportation Plan

CITY OF KAMLOOPS UTILITIES BUDGET



CITY OF KAMLOOPS BUDGET

- Community Protective Services
- Parks, Recreation, and Cultural Services
- Development, Engineering, and Sustainability Services
- Human Resources and Safety Services
- Office of CAO and Council
- Fiscal Services
- Corporate Services
- Civic Operations Services



EMPLOYEES: 370



**OPERATING BUDGET:
\$95,217,000***

**Includes Taxation, Water, Sewer, and Solid Waste*



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PROGRAM: 110 Water

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,940,635	3,042,828	2,386,130	3,017,549	3,420,204	402,655
Personnel expenses	23,407	29,664	33,013	53,400	53,400	-
Contractual services	688,462	892,791	696,566	838,000	986,300	148,300
Supplies and other expenses	2,987,284	3,124,487	2,556,670	3,029,700	3,138,300	108,600
Debt Financing	2,762,669	2,377,150	1,230,687	3,401,000	3,401,000	-
Transfers to other functions	3,236,579	3,399,179	2,680,541	3,873,314	3,911,427	38,113
Transfers from other functions	(764,931)	(739,304)	(818,161)	(708,900)	(708,900)	-
Total Direct Costs	11,874,105	12,126,795	8,765,446	13,504,063	14,201,731	697,668
Revenue Generated:						
Fees, rates, and sales of service	17,323,187	18,239,804	7,920,030	17,232,000	17,799,500	567,500
Total Revenue Generated:	17,323,187	18,239,804	7,920,030	17,232,000	17,799,500	567,500
Net Operating Costs	(5,449,082)	(6,113,009)	845,416	(3,727,937)	(3,597,769)	130,168
Transfer to (from) Reserves	2,351,910	3,290,211	-	57,684	57,684	-
Transfer to (from) Trusts	(2,797,879)	(2,192,082)	(400,000)	(9,353,466)	(7,845,796)	1,507,670
Transfer to (from) Other Funds	(299,293)	(630,717)	-	5,703,375	4,282,613	(1,420,762)
Net Tax Requirement (Contribution)	-	1	1,245,416	(20,162)	23,098	43,260

PROGRAM: 120 Sewer

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,933,302	1,990,334	1,716,301	2,631,722	2,804,212	172,490
Personnel expenses	10,825	34,350	63,210	35,700	45,700	10,000
Contractual services	4,346,526	1,750,421	1,625,974	1,597,000	1,941,050	344,050
Supplies and other expenses	1,531,655	1,601,820	1,346,635	1,586,310	1,753,250	166,940
Debt Financing	2,811,132	2,770,600	2,410,932	2,878,000	2,878,000	-
Transfers to other functions	2,357,876	2,229,104	1,831,561	2,630,599	2,651,427	20,828
Transfers from other functions	(110,450)	(109,954)	(108,032)	(107,000)	(107,000)	-
Total Direct Costs	12,880,866	10,266,675	8,886,581	11,252,331	11,966,639	714,308
Revenue Generated:						
Fees, rates, and sales of service	18,585,054	19,359,057	10,409,240	18,205,000	18,705,000	500,000
Total Revenue Generated:	18,585,054	19,359,057	10,409,240	18,205,000	18,705,000	500,000
Net Operating Costs	(5,704,188)	(9,092,382)	(1,522,659)	(6,952,669)	(6,738,361)	214,308
Transfer to (from) Reserves	2,734,853	1,912,699	-	10,000	10,000	-
Transfer to (from) Trusts	(5,495,043)	(4,053,228)	-	(4,949,475)	(6,051,200)	(1,101,725)
Transfer to (from) Other Funds	2,525,705	(3,126,456)	-	(1,993,194)	(692,597)	1,300,597
Net Tax Requirement (Contribution)	3	1	(1,522,659)	-	15,436	15,436

PROGRAM: 130 Solid Waste Collection and Disposal

Purpose:

To eliminate environmental and health hazards through the effective collection and disposal of solid waste, and to promote and initiate waste reduction programs to reduce waste and conserve resources.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,732,388	2,815,124	2,309,479	2,705,458	2,758,445	52,987
Personnel expenses	15,836	13,907	15,574	16,103	16,103	-
Contractual services	4,409,457	4,477,870	3,981,766	5,221,000	5,558,000	337,000
Supplies and other expenses	869,943	932,211	229,670	1,009,042	1,039,542	30,500
Debt Financing	502,274	513,430	408,550	601,127	601,127	-
Transfers to other functions	5,607,517	5,669,028	5,589,620	5,696,946	5,761,217	64,271
Transfers from other functions	(3,211,606)	(3,255,605)	(3,164,463)	(3,248,200)	(3,248,200)	-
Total Direct Costs	10,925,809	11,165,965	9,370,196	12,001,476	12,486,234	484,758
Revenue Generated:						
Fees, rates, and sales of service	12,825,310	13,515,289	9,440,206	13,590,000	14,500,000	910,000
Total Revenue Generated:	12,825,310	13,515,289	9,440,206	13,590,000	14,500,000	910,000
Net Operating Costs	(1,899,501)	(2,349,324)	(70,010)	(1,588,524)	(2,013,766)	(425,242)
Transfer to (from) Reserves	1,899,501	2,387,724	-	1,588,524	2,013,766	425,242
Transfer to (from) Other Govt's	-	38,400	1,176,500	-	-	-
Net Tax Requirement (Contribution)	-	-	(1,246,510)	-	-	-

PROGRAM: 140 Environmental Services

Purpose:

To provide guidance across the organization regarding the management of current and potential future environmental liabilities.

To identify opportunities for improvement in overall environmental stewardship.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	143,082	225,187	299,733	273,030	278,425	5,395
Personnel expenses	5,245	11,132	6,280	9,500	9,500	-
Contractual services	324,048	113,594	23,360	145,000	70,000	(75,000)
Supplies and other expenses	2,012	1,473	1,179	1,400	1,100	(300)
Transfers to other functions	17,396	17,285	15,032	16,629	17,328	699
Transfers from other functions	(36,340)	(37,200)	(37,200)	(37,200)	(37,200)	-
Total Direct Costs	455,443	331,471	308,384	408,359	339,153	(69,206)
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	455,443	331,471	308,384	408,359	339,153	(69,206)
Net Tax Requirement (Contribution)	455,443	331,471	308,384	408,359	339,153	(69,206)

PROGRAM: 320 Civic Operation Services

Purpose:

To provide leadership, administrative, and office support services to the Civil Operations Department.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,669,014	1,997,213	1,859,500	1,989,139	1,767,129	(222,010)
Personnel expenses	44,769	44,088	52,818	42,650	43,785	1,135
Contractual services	1,907	-	-	3,200	3,200	-
Supplies and other expenses	10,862	11,617	7,140	11,820	11,820	-
Transfers to other functions	65,190	63,812	55,380	47,409	47,409	-
Transfers from other functions	(409,008)	(409,008)	(409,008)	(409,008)	(409,008)	-
Total Direct Costs	1,382,734	1,707,722	1,565,830	1,685,210	1,464,335	(220,875)
Revenue Generated:						
Fees, rates, and sales of service	3,490	3,712	566	-	-	-
Total Revenue Generated:	3,490	3,712	566	-	-	-
Net Operating Costs	1,379,244	1,704,010	1,565,264	1,685,210	1,464,335	(220,875)
Net Tax Requirement (Contribution)	1,379,244	1,704,010	1,565,264	1,685,210	1,464,335	(220,875)

PROGRAM: 310 Streets

Purpose:

To provide transportation infrastructure systems for the safe and efficient movement of motorists, cyclists, and pedestrians.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	3,047,237	2,888,779	2,104,471	2,741,426	2,738,459	(2,967)
Personnel expenses	4,471	11,128	2,375	17,400	17,400	-
Contractual services	986,140	796,378	895,485	1,079,000	1,102,000	23,000
Supplies and other expenses	749,792	640,681	501,696	692,050	713,500	21,450
Transfers to other functions	1,767,247	1,778,783	1,303,889	1,766,674	1,824,410	57,736
Transfers from other functions	(440,448)	(410,774)	(199,225)	(256,000)	(263,000)	(7,000)
Costs allocated to capital	-	-	-	(36,387)	(36,387)	-
Total Direct Costs	6,114,439	5,704,975	4,608,691	6,004,163	6,096,382	92,219
Revenue Generated:						
Fees, rates, and sales of service	377	9,054	3,554	-	-	-
Total Revenue Generated:	377	9,054	3,554	-	-	-
Net Operating Costs	6,114,062	5,695,921	4,605,137	6,004,163	6,096,382	92,219
Transfer to (from) Reserves	-	(9,556)	-	-	-	-
Net Tax Requirement (Contribution)	6,114,062	5,686,365	4,605,137	6,004,163	6,096,382	92,219

PROGRAM: 360 Traffic Signs and Road Markings

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	530,359	533,363	574,644	621,098	632,612	11,514
Personnel expenses	5,800	1,822	1,018	4,650	4,650	-
Contractual services	3,891	10,932	5,096	7,500	7,500	-
Supplies and other expenses	363,902	387,930	671,244	406,500	549,500	143,000
Transfers to other functions	100,862	128,401	101,924	193,526	198,678	5,152
Transfers from other functions	(116,942)	(129,849)	(73,362)	(131,400)	(131,400)	-
Total Direct Costs	887,872	932,599	1,280,564	1,101,874	1,261,540	159,666
Revenue Generated:						
Fees, rates, and sales of service	3,852	4,062	8,702	3,000	3,000	-
Total Revenue Generated:	3,852	4,062	8,702	3,000	3,000	-
Net Operating Costs	884,020	928,537	1,271,862	1,098,874	1,258,540	159,666
Net Tax Requirement (Contribution)	884,020	928,537	1,271,862	1,098,874	1,258,540	159,666

PROGRAM: 330 Capital Projects Management

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,638,119	1,723,794	1,309,840	1,636,894	1,948,043	311,149
Personnel expenses	40,635	54,784	40,878	53,115	53,115	-
Contractual services	761,040	1,054,137	904,038	64,500	64,500	-
Supplies and other expenses	17,822	12,453	13,099	18,350	18,350	-
Transfers to other functions	94,903	115,957	95,743	65,855	67,261	1,406
Transfers from other functions	(282,288)	(282,723)	(22,145)	(300,000)	(300,000)	-
Costs allocated to capital	(1,506,378)	(1,370,875)	(1,165,826)	(1,233,469)	(1,233,469)	-
Total Direct Costs	763,853	1,307,527	1,175,627	305,245	617,800	312,555
Revenue Generated:						
Fees, rates, and sales of service	-	1,440	10,989	-	-	-
Total Revenue Generated:	-	1,440	10,989	-	-	-
Net Operating Costs	763,853	1,306,087	1,164,638	305,245	617,800	312,555
Transfer to (from) Reserves	750,000	-	-	-	-	-
Transfer to (from) Trusts	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	-
Net Tax Requirement (Contribution)	1,563,853	1,356,087	1,214,638	355,245	667,800	312,555

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	467,341	408,629	434,294	738,040	780,573	42,533
Personnel expenses	8,348	7,464	553	5,000	5,000	-
Contractual services	566,245	380,476	249,059	273,100	69,100	(204,000)
Supplies and other expenses	78,799	85,980	104,998	66,150	87,300	21,150
Transfers to other functions	541,340	438,752	248,346	487,443	496,344	8,901
Transfers from other functions	(1,767)	(3,910)	(8,043)	(2,000)	(2,000)	-
Total Direct Costs	1,660,306	1,317,391	1,029,207	1,567,733	1,436,317	(131,416)
Revenue Generated:						
Fees, rates, and sales of service	259,090	28,045	12,290	-	-	-
Total Revenue Generated:	259,090	28,045	12,290	-	-	-
Net Operating Costs	1,401,216	1,289,346	1,016,917	1,567,733	1,436,317	(131,416)
Net Tax Requirement (Contribution)	1,401,216	1,289,346	1,016,917	1,567,733	1,436,317	(131,416)

PROGRAM: 750 HVAC

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	454,783	456,545	356,271	629,930	633,652	3,722
Personnel expenses	3,753	3,520	426	6,704	6,704	-
Contractual services	74,035	115,910	155,411	56,884	67,168	10,284
Supplies and other expenses	112,435	186,332	162,829	129,925	174,925	45,000
Transfers to other functions	26,830	26,632	22,850	24,499	26,400	1,901
Transfers from other functions	(408,686)	(514,934)	(417,190)	(453,000)	(453,000)	-
Total Direct Costs	263,150	274,005	280,597	394,942	455,849	60,907
Revenue Generated:						
Fees, rates, and sales of service	-	-	269	-	-	-
Total Revenue Generated:	-	-	269	-	-	-
Net Operating Costs	263,150	274,005	280,328	394,942	455,849	60,907
Net Tax Requirement (Contribution)	263,150	274,005	280,328	394,942	455,849	60,907

PROGRAM: 740 Vehicles and Equipment

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,624,929	1,649,774	1,280,192	2,066,950	2,063,761	(3,189)
Personnel expenses	4,496	10,147	2,847	16,345	16,345	-
Contractual services	1,733,943	1,835,473	1,701,770	1,556,120	1,698,120	142,000
Supplies and other expenses	2,621,596	2,665,790	3,109,569	2,690,419	2,804,419	114,000
Transfers to other functions	28,588	(2,822)	(26,100)	66,296	67,702	1,406
Transfers from other functions	(7,077,842)	(7,375,914)	(6,192,645)	(7,484,584)	(7,737,500)	(252,916)
Costs allocated to capital	-	-	-	(764,650)	(764,650)	-
Total Direct Costs	(1,064,290)	(1,217,552)	(124,367)	(1,853,104)	(1,851,803)	1,301
Revenue Generated:						
Fees, rates, and sales of service	14,752	4,609	71,321	7,100	7,100	-
Sale of Capital Assets	-	149,989	31,667	50,000	50,000	-
Total Revenue Generated:	14,752	154,598	102,988	57,100	57,100	-
Net Operating Costs	(1,079,042)	(1,372,150)	(227,355)	(1,910,204)	(1,908,903)	1,301
Transfer to (from) Trusts	(2,241,545)	(2,614,676)	(2,781,000)	(2,781,000)	(2,781,000)	-
Net Tax Requirement (Contribution)	1,162,503	1,242,526	2,553,645	870,796	872,097	1,301

PROGRAM: 770 Millwright

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	586,492	552,811	435,412	986,846	660,595	(326,251)
Personnel expenses	-	2,599	2,910	14,910	14,910	-
Contractual services	277,485	366,054	368,506	231,022	311,022	80,000
Supplies and other expenses	216,884	222,808	298,919	221,040	294,413	73,373
Transfers to other functions	88,214	88,775	55,837	92,364	96,600	4,236
Transfers from other functions	(1,198,378)	(1,113,959)	(797,872)	(1,546,182)	(1,546,182)	-
Total Direct Costs	(29,303)	119,088	363,712	-	(168,642)	(168,642)
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	(29,303)	119,088	363,712	-	(168,642)	(168,642)
Net Tax Requirement (Contribution)	(29,303)	119,088	363,712	-	(168,642)	(168,642)

PROGRAM: 775 Plumbing

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	198,373	339,033	331,990	227,511	464,123	236,612
Personnel expenses	200	-	-	-	-	-
Contractual services	121,210	59,662	65,946	19,489	19,489	-
Supplies and other expenses	132,797	150,602	184,252	-	-	-
Transfers to other functions	8,787	42,229	17,930	-	-	-
Transfers from other functions	(357,129)	(554,193)	(505,964)	(247,000)	(483,621)	(236,621)
Total Direct Costs	104,238	37,333	94,154	-	236,612	236,612
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	104,238	37,333	94,154	-	236,612	236,612
Net Tax Requirement (Contribution)	104,238	37,333	94,154	-	236,612	236,612

PROGRAM: 780 Carpentry

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,138,318	1,221,045	1,096,992	897,427	1,195,427	298,000
Personnel expenses	2,259	3,914	4,744	6,203	6,203	-
Contractual services	598,264	653,964	469,336	563,896	563,896	-
Supplies and other expenses	373,583	300,835	276,798	315,971	356,367	40,396
Transfers to other functions	176,583	196,147	141,794	127,681	132,374	4,693
Transfers from other functions	(1,476,859)	(1,643,253)	(1,183,870)	(1,054,843)	(1,054,843)	-
Total Direct Costs	812,148	732,652	805,794	856,335	1,199,424	343,089
Revenue Generated:						
Fees, rates, and sales of service	-	4,869	2,271	-	-	-
Total Revenue Generated:	-	4,869	2,271	-	-	-
Net Operating Costs	812,148	727,783	803,523	856,335	1,199,424	343,089
Transfer to (from) Reserves	(13,220)	-	-	-	-	-
Net Tax Requirement (Contribution)	798,928	727,783	803,523	856,335	1,199,424	343,089

PROGRAM: 790 Electrical

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,514,962	1,571,735	1,229,237	1,252,239	1,388,827	136,588
Personnel expenses	23,617	14,103	11,825	26,203	26,203	-
Contractual services	220,968	334,175	322,269	329,351	429,729	100,378
Supplies and other expenses	1,838,105	1,869,284	1,681,623	1,806,379	1,899,870	93,491
Transfers to other functions	186,587	194,829	158,950	200,890	204,092	3,202
Transfers from other functions	(1,344,276)	(1,491,881)	(1,282,496)	(1,399,700)	(1,399,700)	-
Total Direct Costs	2,439,963	2,492,245	2,121,408	2,215,362	2,549,021	333,659
Revenue Generated:						
Fees, rates, and sales of service	33,033	80,014	(7,859)	-	-	-
Total Revenue Generated:	33,033	80,014	(7,859)	-	-	-
Net Operating Costs	2,406,930	2,412,231	2,129,267	2,215,362	2,549,021	333,659
Transfer to (from) Other Govt's	-	-	-	650	650	-
Net Tax Requirement (Contribution)	2,406,930	2,412,231	2,129,267	2,214,712	2,548,371	333,659

PROGRAM: 150 Cemeteries

Purpose:

To provide cemetery services in an effective and dignified manner.

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	314,204	342,769	471,181	312,316	318,212	5,896
Contractual services	32,692	16,319	29,098	19,118	19,118	-
Supplies and other expenses	88,838	94,153	88,039	89,551	89,551	-
Transfers to other functions	175,624	188,496	187,267	137,365	139,556	2,191
Total Direct Costs	611,358	641,737	775,585	558,350	566,437	8,087
Revenue Generated:						
Fees, rates, and sales of service	772,769	773,559	772,838	563,350	563,350	-
Total Revenue Generated:	772,769	773,559	772,838	563,350	563,350	-
Net Operating Costs	(161,411)	(131,822)	2,747	(5,000)	3,087	8,087
Transfer to (from) Trusts	(161,412)	(131,820)	(116,161)	(5,000)	3,087	8,087
Net Tax Requirement (Contribution)	1	(2)	118,908	-	-	-

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 Section.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,099,596	4,782,033	4,439,488	5,253,186	6,261,830	1,008,644
Personnel expenses	9,874	14,544	7,280	45,380	45,380	-
Contractual services	487,826	511,443	485,108	539,000	628,000	89,000
Supplies and other expenses	986,554	1,430,812	1,387,571	1,339,737	1,359,196	19,459
Transfers to other functions	2,086,253	2,318,121	2,115,874	2,191,914	2,220,400	28,486
Transfers from other functions	(611,808)	(567,077)	(521,351)	(521,351)	(535,351)	(14,000)
Total Direct Costs	7,058,295	8,489,876	7,913,970	8,847,866	9,979,455	1,131,589
Revenue Generated:						
Fees, rates, and sales of service	84,684	208,658	332,848	317,100	370,200	53,100
Total Revenue Generated:	84,684	208,658	332,848	317,100	370,200	53,100
Net Operating Costs	6,973,611	8,281,218	7,581,122	8,530,766	9,609,255	1,078,489
Transfer to (from) Reserves	(10,000)	(270,000)	-	30,000	30,000	-
Transfer to (from) Other Govt's	-	364,588	355,997	-	-	-
Net Tax Requirement (Contribution)	6,963,611	7,646,630	7,225,125	8,560,766	9,639,255	1,078,489

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	941,538	907,025	868,235	916,990	935,001	18,011
Personnel expenses	2,967	4,044	3,872	2,695	2,695	-
Contractual services	176,565	210,354	212,275	200,143	203,843	3,700
Supplies and other expenses	796,911	751,606	688,808	859,765	862,602	2,837
Transfers to other functions	1,439,302	1,621,397	1,323,245	1,066,610	1,067,180	570
Total Direct Costs	3,357,283	3,494,426	3,096,435	3,046,203	3,071,321	25,118
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	3,357,283	3,494,426	3,096,435	3,046,203	3,071,321	25,118
Transfer to (from) Reserves	-	(50,000)	-	-	-	-
Net Tax Requirement (Contribution)	3,357,283	3,444,426	3,096,435	3,046,203	3,071,321	25,118

PROGRAM: 410 Sandman Centre

Purpose:

To provide 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.

To promote and acquire entertainment and convention activities for the City of Kamloops.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	544,149	586,767	515,154	717,270	730,621	13,351
Personnel expenses	442	-	-	-	-	-
Contractual services	169,885	168,998	328,376	282,170	480,770	198,600
Supplies and other expenses	278,242	339,460	309,871	376,600	333,500	(43,100)
Transfers to other functions	354,627	406,660	277,751	358,017	359,723	1,706
Total Direct Costs	1,347,345	1,501,885	1,431,152	1,734,057	1,904,614	170,557
Revenue Generated:						
Fees, rates, and sales of service	293,364	391,847	972,227	920,000	1,376,500	456,500
Total Revenue Generated:	293,364	391,847	972,227	920,000	1,376,500	456,500
Net Operating Costs	1,053,981	1,110,038	458,925	814,057	528,114	(285,943)
Transfer to (from) Other Govt's	-	-	-	-	800	800
Transfer to (from) Trusts	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	-
Net Tax Requirement (Contribution)	1,128,981	1,185,038	533,925	889,057	602,314	(286,743)

PROGRAM: 413 Arenas

Purpose:

To provide competitive and recreational hockey, figure skating, broomball, speed skating, and curling facilities for needs of the community.

To provide adequate arenas and times for public use and public participation.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,051,151	1,160,980	950,937	1,381,874	1,408,618	26,744
Personnel expenses	79	-	-	-	-	-
Contractual services	143,411	102,501	61,133	116,150	121,150	5,000
Supplies and other expenses	510,696	512,647	445,354	663,069	619,980	(43,089)
Transfers to other functions	605,977	443,380	434,991	436,068	437,818	1,750
Total Direct Costs	2,311,314	2,219,508	1,892,415	2,597,161	2,587,566	(9,595)
Revenue Generated:						
Fees, rates, and sales of service	852,277	895,390	815,170	1,225,151	1,395,501	170,350
Total Revenue Generated:	852,277	895,390	815,170	1,225,151	1,395,501	170,350
Net Operating Costs	1,459,037	1,324,118	1,077,245	1,372,010	1,192,065	(179,945)
Transfer to (from) Reserves	-	(655,000)	-	(141,000)	-	141,000
Net Tax Requirement (Contribution)	1,459,037	669,118	1,077,245	1,231,010	1,192,065	(38,945)

PROGRAM: 461 Pools

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	551,894	721,861	592,484	939,064	967,561	28,497
Personnel expenses	1,150	1,119	424	1,200	1,200	-
Contractual services	17,088	23,506	21,670	35,745	38,145	2,400
Supplies and other expenses	126,366	143,293	156,931	161,445	153,695	(7,750)
Transfers to other functions	75,999	113,432	78,715	74,857	74,857	-
Total Direct Costs	772,497	1,003,211	850,224	1,212,311	1,225,261	12,950
Revenue Generated:						
Fees, rates, and sales of service	104,242	157,203	212,236	208,400	232,400	24,000
Total Revenue Generated:	104,242	157,203	212,236	208,400	232,400	24,000
Net Operating Costs	668,255	846,008	637,988	1,003,911	973,061	(30,850)
Transfer to (from) Reserves	-	(200,000)	-	-	-	-
Net Tax Requirement (Contribution)	668,255	646,008	637,988	1,003,911	973,061	(30,850)

PROGRAM: 473 Old Courthouse


Purpose:

To maintain the Old Courthouse building and program.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	657	-	-	6,750	6,750	-
Supplies and other expenses	12,174	14,030	16,583	20,778	20,750	(28)
Transfers to other functions	22,681	25,276	23,077	31,744	31,744	-
Total Direct Costs	35,512	39,306	39,660	59,272	59,244	(28)
Revenue Generated:						
Fees, rates, and sales of service	10,612	19,045	16,816	19,500	19,500	-
Total Revenue Generated:	10,612	19,045	16,816	19,500	19,500	-
Net Operating Costs	24,900	20,261	22,844	39,772	39,744	(28)
Net Tax Requirement (Contribution)	24,900	20,261	22,844	39,772	39,744	(28)

Development, Engineering, and Sustainability



 Alisa Khlietkova

Development, Engineering, and Sustainability Department

The Development, Engineering, and Sustainability Department provides external services to the development community and to other City departments in the areas of planning, building inspection, engineering, real estate, and sustainability. The department is made up of six core divisions: Building and Engineering Development, Planning and Development, Climate and Sustainability, Engineering, Transportation, and Real Estate. Some of the functions completed by this team include:

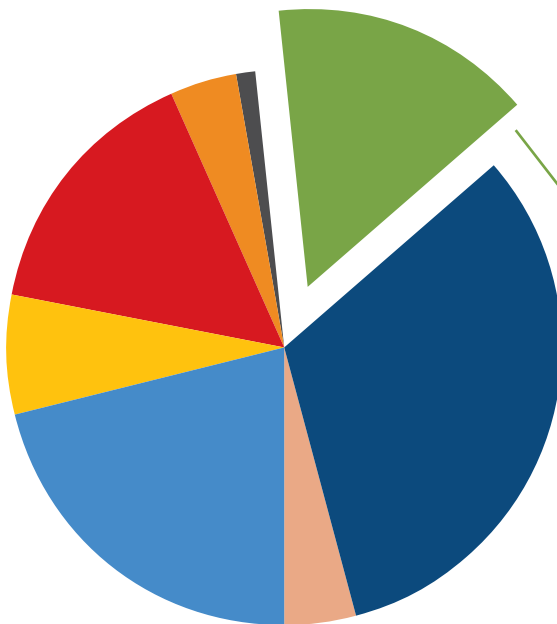
- developing long-range community plans
- processing all development-related applications
- issuing business licences
- ensuring that buildings constructed in the city conform to the requirements of codes, bylaws, contracts, and permits and are safe for their intended purpose
- selling City-owned property, purchasing property for City use, issuing leases for City-owned facilities, obtaining leases for City uses, and securing rights-of-way for capital works projects
- developing and implementing the Community Climate Action Plan
- planning and designing infrastructure
- Transportation planning, including active transportation
- administering transit services and transportation demand management initiatives



EMPLOYEES: 69




**OPERATING BUDGET:
\$28,375,000**



CITY OF KAMLOOPS BUDGET

- Community Protective Services
- Parks, Recreation, and Cultural Services
- Development, Engineering, and Sustainability Services
- Human Resources and Safety Services
- Office of CAO and Council
- Fiscal Services
- Corporate Services
- Civic Operations Services



 Sigi White

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PROGRAM: 520 Development, Engineering, and Sustainability Services

Purpose:

To provide administrative control of the Development, Engineering, and Sustainability Department in accordance with the expressed mandate of the Corporate Strategic Plan.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	542,268	596,184	542,557	571,884	591,221	19,337
Personnel expenses	50,593	47,875	46,233	80,780	95,780	15,000
Contractual services	119,110	89,128	56,932	96,750	96,750	-
Supplies and other expenses	21,154	19,179	21,823	18,850	18,850	-
Transfers to other functions	28,462	28,980	25,087	25,650	25,692	42
Total Direct Costs	761,587	781,346	692,632	793,914	828,293	34,379
Revenue Generated:						
Fees, rates, and sales of service	300	100	1,200	2,000	2,000	-
Total Revenue Generated:	300	100	1,200	2,000	2,000	-
Net Operating Costs	761,287	781,246	691,432	791,914	826,293	34,379
Transfer to (from) Reserves	(10,000)	-	-	-	-	-
Net Tax Requirement (Contribution)	751,287	781,246	691,432	791,914	826,293	34,379

PROGRAM: 230 Building and Engineering Development

Purpose:

To regulate construction activity in a fair and reasonable manner with primary consideration for public safety and health with regard to new construction, alteration, and demolition by enforcing provincial building regulations and relevant City bylaws.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,626,355	1,722,018	1,481,393	1,780,873	1,847,095	66,222
Personnel expenses	636	155	-	1,000	1,000	-
Contractual services	623	713	573	2,250	2,250	-
Supplies and other expenses	1,035	1,281	888	1,600	1,600	-
Transfers to other functions	86,142	83,011	78,352	83,598	84,981	1,383
Total Direct Costs	1,714,791	1,807,178	1,561,206	1,869,321	1,936,926	67,605
Revenue Generated:						
Fees, rates, and sales of service	2,817,522	1,744,946	2,495,660	1,580,750	1,630,750	50,000
Total Revenue Generated:	2,817,522	1,744,946	2,495,660	1,580,750	1,630,750	50,000
Net Operating Costs	(1,102,731)	62,232	(934,454)	288,571	306,176	17,605
Net Tax Requirement (Contribution)	(1,102,731)	62,232	(934,454)	288,571	306,176	17,605

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	169,989	131,676	121,372	252,236	359,034	106,798
Contractual services	27,037	29,918	10,799	25,750	25,750	-
Supplies and other expenses	263	-	12,612	-	-	-
Transfers to other functions	15,866	15,053	13,262	15,869	15,656	(213)
Total Direct Costs	213,155	176,647	158,045	293,855	400,440	106,585
Revenue Generated:						
Fees, rates, and sales of service	1,202,263	1,230,027	1,289,412	1,173,000	1,173,000	-
Total Revenue Generated:	1,202,263	1,230,027	1,289,412	1,173,000	1,173,000	-
Net Operating Costs	(989,108)	(1,053,380)	(1,131,367)	(879,145)	(772,560)	106,585
Net Tax Requirement (Contribution)	(989,108)	(1,053,380)	(1,131,367)	(879,145)	(772,560)	106,585

PROGRAM: 370 Public Transit

Purpose:

To manage the contracts between 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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	84,860	45,392	-	141,581	52,045	(89,536)
Personnel expenses	450	449	-	500	500	-
Contractual services	16,594,421	17,902,450	13,403,538	18,882,031	20,908,749	2,026,718
Supplies and other expenses	2,354	2,651	40	2,500	2,000	(500)
Transfers to other functions	206,764	208,224	204,245	207,900	207,900	-
Total Direct Costs	16,888,849	18,159,166	13,607,823	19,234,512	21,171,194	1,936,682
Revenue Generated:						
Fees, rates, and sales of service	11,527,091	12,097,098	9,293,414	12,051,620	16,222,267	4,170,647
Total Revenue Generated:	11,527,091	12,097,098	9,293,414	12,051,620	16,222,267	4,170,647
Net Operating Costs	5,361,758	6,062,068	4,314,409	7,182,892	4,948,927	(2,233,965)
Transfer to (from) Reserves	3,302,860	(1,152,500)	-	(1,152,550)	(458,164)	694,386
Transfer to (from) Other Govt's	4,352,860	-	3,871	539,493	-	(539,493)
Net Tax Requirement (Contribution)	4,311,758	4,909,568	4,310,538	5,490,849	4,490,763	(1,000,086)

PROGRAM: 439 Sustainability

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	391,688	358,367	303,680	498,915	477,496	(21,419)
Personnel expenses	3,866	7,150	4,086	8,020	8,020	-
Contractual services	114,662	87,239	54,350	67,100	58,310	(8,790)
Supplies and other expenses	79,075	177,478	53,753	207,500	169,040	(38,460)
Transfers to other functions	53,292	55,737	52,539	52,866	52,800	(66)
Transfers from other functions	(162,064)	(162,064)	(162,800)	(162,800)	(162,800)	-
Total Direct Costs	480,519	523,907	305,608	671,601	602,866	(68,735)
Revenue Generated:						
Fees, rates, and sales of service	-	-	-	-	6,500	6,500
Total Revenue Generated:	-	-	-	-	6,500	6,500
Net Operating Costs	480,519	523,907	305,608	671,601	596,366	(75,235)
Transfer to (from) Reserves	(11,400)	(183,859)	-	(209,400)	240,100	449,500
Transfer to (from) Other Govt's	185,027	240,861	137,076	204,700	168,400	(36,300)
Net Tax Requirement (Contribution)	284,092	99,187	168,532	257,501	668,066	410,565

PROGRAM: 530 Property Management

Purpose:

To acquire, maintain, improve, and dispose of the City's land in the most cost-effective manner within established policies and procedures.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	406,716	425,254	344,095	427,517	570,133	142,616
Personnel expenses	5,245	5,527	4,500	5,645	5,645	-
Contractual services	484,071	66,890	266,522	61,500	61,500	-
Supplies and other expenses	291,209	114,357	363,909	67,134	70,000	2,866
Debt Financing	-	-	81,927	-	-	-
Transfers to other functions	41,515	54,947	55,793	55,446	55,446	-
Costs allocated to capital	(134,100)	(154,250)	(205,350)	(180,000)	(180,000)	-
Total Direct Costs	1,094,656	512,725	911,396	437,242	582,724	145,482
Revenue Generated:						
Fees, rates, and sales of service	975,987	740,070	769,834	425,000	425,000	-
Sale of Capital Assets	600,748	23,333	2,540,941	-	-	-
Total Revenue Generated:	1,576,735	763,403	3,310,775	425,000	425,000	-
Net Operating Costs	(482,079)	(250,678)	(2,399,379)	12,242	157,724	145,482
Transfer to (from) Reserves	703,761	459,358	(64,000)	110,000	110,000	-
Transfer to (from) Trusts	(157,000)	-	(1,480,291)	-	-	-
Net Tax Requirement (Contribution)	378,682	208,680	(983,088)	122,242	267,724	145,482

PROGRAM: 510 Business Operations and Community Planning

Purpose:

To ensure that growth and development takes place in accordance with the community's expressed goals and within the constraints imposed by economic, physical, environmental, and legislative factors. The Community Planning 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 Engineering staff resources to coordinate and review various development applications from a transportation and servicing perspective, including approval of plans for off-site improvements.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	484,498	409,891	13,064	347,409	372,576	25,167
Personnel expenses	140	47	-	200	200	-
Contractual services	85,604	4,378	87,718	45,500	45,500	-
Supplies and other expenses	-	462	-	-	-	-
Transfers to other functions	8,047	9,493	6,814	5,310	5,310	-
Total Direct Costs	578,289	424,271	107,596	398,419	423,586	25,167
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	578,289	424,271	107,596	398,419	423,586	25,167
Transfer to (from) Reserves	(7,720)	-	-	-	-	-
Net Tax Requirement (Contribution)	570,569	424,271	107,596	398,419	423,586	25,167

PROGRAM: 540 Planning and Development

Purpose:

To provide leadership, administration, management, and support to the new Land Development Section, including the engineering and planning components of the subdivision approval process and managing the transportation and transit sections.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	777,770	785,627	692,224	957,507	937,223	(20,284)
Personnel expenses	146	387	144	500	500	-
Contractual services	9,623	9,581	9,814	10,000	10,000	-
Supplies and other expenses	67	1,153	-	-	-	-
Transfers to other functions	46,838	42,530	39,255	42,700	42,700	-
Total Direct Costs	834,444	839,278	741,437	1,010,707	990,423	(20,284)
Revenue Generated:						
Fees, rates, and sales of service	184,336	326,010	185,072	235,000	235,000	-
Total Revenue Generated:	184,336	326,010	185,072	235,000	235,000	-
Net Operating Costs	650,108	513,268	556,365	775,707	755,423	(20,284)
Transfer to (from) Reserves	30,000	150,000	-	60,000	60,000	-
Net Tax Requirement (Contribution)	680,108	663,268	556,365	835,707	815,423	(20,284)



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PROGRAM: 760 Engineering Services

Purpose:

To provide professional engineering services for the City, including 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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,982,491	2,095,457	1,781,483	2,312,071	1,904,651	(407,420)
Personnel expenses	5,805	6,289	4,668	6,245	6,245	-
Contractual services	119,150	83,672	78,415	190,000	372,050	182,050
Supplies and other expenses	17,014	22,621	20,515	57,300	181,239	123,939
Transfers to other functions	68,712	64,885	58,573	62,070	61,791	(279)
Transfers from other functions	(353,729)	(310,040)	(298,876)	(410,000)	(415,000)	(5,000)
Costs allocated to capital	(1,154,133)	(972,701)	(729,161)	(1,130,000)	(1,130,000)	-
Total Direct Costs	685,310	990,183	915,617	1,087,686	980,976	(106,710)
Revenue Generated:						
Fees, rates, and sales of service	12,558	27,742	24,675	20,600	20,600	-
Total Revenue Generated:	12,558	27,742	24,675	20,600	20,600	-
Net Operating Costs	672,752	962,441	890,942	1,067,086	960,376	(106,710)
Transfer to (from) Reserves	(20)	26,500	(26,750)	-	-	-
Transfer to (from) Other Govt's	-	75,000	30,600	75,000	750	(74,250)
Transfer to (from) Other Funds	45,188	16,349	-	-	-	-
Net Tax Requirement (Contribution)	627,544	897,592	833,592	992,086	959,626	(32,460)

Community and Protective Services



Community and Protective Services Department

The Community and Protective Services Department provides the opportunity for an outstanding quality of life for people of all ages by offering an extensive array of programs and services. While the focus of this department crosses many operational areas, the common thread is creating a livable and safe community. This is best achieved by closely aligning protective services with community services to create a strong foundation for community engagement that allows residents to feel secure so that they can thrive. Work is organized into five main divisions: Recreation, Social Development, and Culture; RCMP; Kamloops Fire Rescue; Community Safety; and Community Services. Community and Protective Services staff work to:

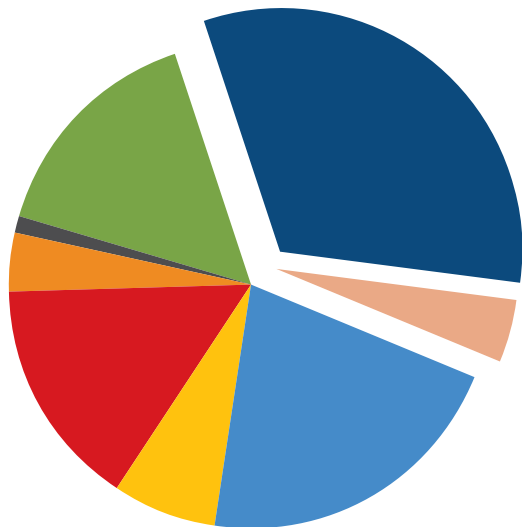
- managing health and wellness, recreation, and sport programs and services
- maintaining museum operations, including exhibitions, programs, and the archives
- coordinating and facilitating emergency support services
- serving as first responders to many emergency and non-emergency incidents
- liaising with neighbourhood associations, engagement groups, and community stakeholders
- providing specialized administrative, front office, and records management support to the RCMP
- developing and delivering programs that provide crime prevention, education, and awareness to the public
- enforcing and promoting the safe use of parks, facilities, and public property
- addressing community social issues through stewardship, facilitation, communication, investment, and advocacy



EMPLOYEES: 486




**OPERATING BUDGET:
\$64,667,000**



CITY OF KAMLOOPS BUDGET

- Community Protective Services
- Parks, Recreation, and Cultural Services
- Development, Engineering, and Sustainability Services
- Human Resources and Safety Services
- Office of CAO and Council
- Fiscal Services
- Corporate Services
- Civic Operations Services



 Samantha Forshner

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PROGRAM: 491 Recreation and Cultural Services

Purpose:

To provide leadership, administrative, and office services to the Community and Protective Services Department.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	2,271,451	2,764,192	2,149,626	2,620,082	2,864,766	244,684
Personnel expenses	37,837	29,107	30,060	52,800	68,900	16,100
Contractual services	223,598	192,855	202,199	354,250	355,600	1,350
Supplies and other expenses	32,622	13,813	17,249	37,000	31,000	(6,000)
Transfers to other functions	180,977	176,937	147,072	208,382	209,147	765
Costs allocated to capital	(50,000)	-	-	(140,058)	-	140,058
Total Direct Costs	2,696,485	3,176,904	2,546,206	3,132,456	3,529,413	396,957
Revenue Generated:						
Fees, rates, and sales of service	(9,997)	2,952	41,515	9,000	12,000	3,000
Total Revenue Generated:	(9,997)	2,952	41,515	9,000	12,000	3,000
Net Operating Costs	2,706,482	3,173,952	2,504,691	3,123,456	3,517,413	393,957
Transfer to (from) Reserves	(25,000)	-	-	-	-	-
Transfer to (from) Other Govt's	-	37,132	-	38,245	38,245	-
Net Tax Requirement (Contribution)	2,681,482	3,136,820	2,504,691	3,085,211	3,479,168	393,957

PROGRAM: 465 Tournament Capital Centre

Purpose:

To program and maintain the Tournament Capital Centre, which includes the Canada Games Aquatic Centre, the Fieldhouse, the Wellness Centre, the Gymnastics Club, and the meeting rooms.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,561,154	2,207,239	1,865,406	2,550,517	2,617,989	67,472
Personnel expenses	10,677	36,536	17,489	32,500	32,500	-
Contractual services	110,213	118,685	106,399	149,090	149,090	-
Supplies and other expenses	520,846	623,801	559,414	761,511	697,525	(63,986)
Transfers to other functions	648,269	802,312	726,289	683,672	686,400	2,728
Transfers from other functions	(250)	-	-	-	-	-
Total Direct Costs	2,850,909	3,788,573	3,274,997	4,177,290	4,165,684	(11,606)
Revenue Generated:						
Fees, rates, and sales of service	1,089,943	1,555,157	1,754,288	2,121,200	2,393,820	272,620
Total Revenue Generated:	1,089,943	1,555,157	1,754,288	2,121,200	2,393,820	272,620
Net Operating Costs	1,760,966	2,233,416	1,520,709	2,056,090	1,304,980	(751,110)
Transfer to (from) Reserves	-	(1,120,000)	-	(678,400)	-	678,400
Transfer to (from) Trusts	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	-
Net Tax Requirement (Contribution)	1,960,966	1,313,416	1,720,709	1,577,690	1,504,980	(72,710)

PROGRAM: 471 Art Gallery

Purpose:

To maintain the Art Gallery building and program.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	220,973	229,790	318,825	240,000	340,000	100,000
Supplies and other expenses	375,565	379,321	379,321	379,320	-	(379,320)
Total Direct Costs	596,538	609,111	698,146	619,320	340,000	(279,320)
Revenue Generated:						
Fees, rates, and sales of service	18,508	17,842	21,714	18,000	18,000	-
Total Revenue Generated:	18,508	17,842	21,714	18,000	18,000	-
Net Operating Costs	578,030	591,269	676,432	601,320	322,000	(279,320)
Net Tax Requirement (Contribution)	578,030	591,269	676,432	601,320	322,000	(279,320)

PROGRAM: 472 Sagebrush Theatre

Purpose:

To maintain the Sagebrush Theatre building and program.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	117,000	158,640	-	158,640	218,640	60,000
Transfers to other functions	5,000	5,000	5,000	5,000	5,000	-
Total Direct Costs	122,000	163,640	5,000	163,640	223,640	60,000
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	122,000	163,640	5,000	163,640	223,640	60,000
Net Tax Requirement (Contribution)	122,000	163,640	5,000	163,640	223,640	60,000

PROGRAM: 476 Other Cultural Centres

Purpose:

To maintain other cultural centres, buildings, and programs.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	-	-	830	-	5,000	5,000
Supplies and other expenses	2,813	3,239	6,305	-	4,000	4,000
Total Direct Costs	2,813	3,239	7,135	-	9,000	9,000
Revenue Generated:						
Fees, rates, and sales of service	9,782	20,154	49,630	65,900	72,900	7,000
Total Revenue Generated:	9,782	20,154	49,630	65,900	72,900	7,000
Net Operating Costs	(6,969)	(16,915)	(42,495)	(65,900)	(63,900)	2,000
Net Tax Requirement (Contribution)	(6,969)	(16,915)	(42,495)	(65,900)	(63,900)	2,000

PROGRAM: 483 Health and Sport Development

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	348,555	329,678	217,763	337,190	345,699	8,509
Contractual services	341,632	446,778	362,962	474,568	551,565	76,997
Supplies and other expenses	139,051	155,661	202,861	347,176	291,990	(55,186)
Transfers to other functions	7,675	9,917	9,149	5,000	6,500	1,500
Transfers from other functions	(255,430)	(294,047)	(255,000)	(255,000)	(255,000)	-
Total Direct Costs	581,483	647,987	537,735	908,934	940,754	31,820
Revenue Generated:						
Fees, rates, and sales of service	238,985	284,769	247,809	314,000	371,000	57,000
Private contributions	58,244	1,459	-	56,296	56,296	-
Total Revenue Generated:	297,229	286,228	247,809	370,296	427,296	57,000
Net Operating Costs	284,254	361,759	289,926	538,638	449,108	(89,530)
Transfer to (from) Reserves	166,509	(79,202)	3,623	(65,000)	11,500	76,509
Transfer to (from) Other Govt's	-	-	25,000	-	-	-
Net Tax Requirement (Contribution)	450,763	282,557	268,549	473,638	460,608	(13,030)

PROGRAM: 481 Social and Community Development

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	80,354	83,212	193,323	243,791	248,645	4,854
Contractual services	160,253	160,688	228,963	908,884	57,350	(851,534)
Supplies and other expenses	752,257	1,249,454	623,356	720,447	302,306	(418,141)
Transfers to other functions	45	-	-	-	-	-
Total Direct Costs	992,909	1,493,354	1,045,642	1,873,122	608,301	(1,264,821)
Revenue Generated:						
Fees, rates, and sales of service	63,503	58,673	17,459	(38,500)	50,000	88,500
Private contributions	-	544	8,797	-	2,500	2,500
Total Revenue Generated:	63,503	59,217	26,256	(38,500)	52,500	91,000
Net Operating Costs	929,406	1,434,137	1,019,386	1,911,622	555,801	(1,355,821)
Transfer to (from) Reserves	(9,231)	1,455,435	(777,402)	4,000	16,000	12,000
Transfer to (from) Other Govt's	282,132	2,122,166	97,728	734,800	23,000	(711,800)
Net Tax Requirement (Contribution)	638,043	767,406	144,256	1,180,822	548,801	(632,021)

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	28,136	103,850	65,607	55,439	55,439	-
Personnel expenses	752	4,482	1,583	11,000	11,000	-
Contractual services	974,739	1,972,893	936,959	1,130,000	1,130,000	-
Transfers to other functions	112	373	903	500	500	-
Total Direct Costs	1,003,739	2,081,598	1,005,052	1,196,939	1,196,939	-
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	1,003,739	2,081,598	1,005,052	1,196,939	1,196,939	-
Transfer to (from) Other Govt's	2,182,260	1,270,302	1,134,934	1,196,939	1,196,939	-
Net Tax Requirement (Contribution)	(1,178,521)	811,296	(129,882)	-	-	-

PROGRAM: 485 Arts, Culture, and Heritage

Purpose:

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	79,520	85,212	67,039	82,197	83,815	1,618
Contractual services	82,701	96,834	207,037	235,705	243,600	7,895
Supplies and other expenses	610,970	458,351	607,902	650,295	103,440	(546,855)
Transfers to other functions	734	814	546	-	-	-
Total Direct Costs	773,925	641,211	882,524	968,197	430,855	(537,342)
Revenue Generated:						
Fees, rates, and sales of service	54,353	59,892	94,698	90,500	94,500	4,000
Private contributions	250	1,414	1,630	-	1,200	1,200
Total Revenue Generated:	54,603	61,306	96,328	90,500	95,700	5,200
Net Operating Costs	719,322	579,905	786,196	877,697	335,155	(542,542)
Transfer to (from) Reserves	2,396	2,332	2,866	-	-	-
Net Tax Requirement (Contribution)	721,718	582,237	789,062	877,697	335,155	(542,542)

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	402,255	386,189	379,411	441,798	450,612	8,814
Personnel expenses	1,072	790	590	2,350	3,500	1,150
Contractual services	7,480	14,801	13,808	15,450	16,450	1,000
Supplies and other expenses	28,839	69,898	63,974	66,250	66,250	-
Transfers to other functions	33,638	32,675	32,316	33,356	33,356	-
Transfers from other functions	-	(200)	(749)	-	-	-
Total Direct Costs	473,284	504,153	489,350	559,204	570,168	10,964
Revenue Generated:						
Fees, rates, and sales of service	12,767	11,593	12,292	16,000	20,000	4,000
Private contributions	15,858	10,550	10,000	10,000	10,000	-
Total Revenue Generated:	28,625	22,143	22,292	26,000	30,000	4,000
Net Operating Costs	444,659	482,010	467,058	533,204	540,168	6,964
Transfer to (from) Reserves	22,500	225,897	(73,400)	10,000	10,000	-
Transfer to (from) Other Govt's	74,067	147,170	126,092	68,500	54,000	(14,500)
Net Tax Requirement (Contribution)	393,092	560,737	267,566	474,704	496,168	21,464

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	441,951	232,321	-	300	-	(300)
Personnel expenses	1,509	2,702	2,522	3,300	4,300	1,000
Contractual services	345,983	349,634	372,588	282,000	330,000	48,000
Supplies and other expenses	77,105	12,923	126,017	113,900	40,000	(73,900)
Transfers to other functions	62,562	55,926	400,102	409,079	429,238	20,159
Total Direct Costs	929,110	653,506	901,229	808,579	803,538	(5,041)
Revenue Generated:						
Fees, rates, and sales of service	954,373	1,095,012	830,306	1,070,000	1,000,000	(70,000)
Total Revenue Generated:	954,373	1,095,012	830,306	1,070,000	1,000,000	(70,000)
Net Operating Costs	(25,263)	(441,506)	70,923	(261,421)	(196,462)	64,959
Transfer to (from) Reserves	(40,000)	136,504	-	54,721	(158,038)	(212,759)
Transfer to (from) Trusts	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	-
Net Tax Requirement (Contribution)	9,737	(230,002)	145,923	(131,700)	(279,500)	(147,800)

PROGRAM: 350 Off-Street Parking

Purpose:

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

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

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Contractual services	245,710	217,513	168,800	180,000	220,000	40,000
Supplies and other expenses	-	-	272	-	20,000	20,000
Transfers to other functions	18,819	15,082	11,320	7,500	7,500	-
Total Direct Costs	264,529	232,595	180,392	187,500	247,500	60,000
Revenue Generated:						
Fees, rates, and sales of service	223,214	398,543	338,184	400,000	450,000	50,000
Total Revenue Generated:	223,214	398,543	338,184	400,000	450,000	50,000
Net Operating Costs	41,315	(165,948)	(157,792)	(212,500)	(202,500)	10,000
Transfer to (from) Reserves	-	100,000	-	-	-	-
Transfer to (from) Trusts	-	-	-	(312,500)	(202,500)	110,000
Net Tax Requirement (Contribution)	41,315	(65,948)	(157,792)	100,000	-	(100,000)

PROGRAM: 260 Community Safety and 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.

To provide crime prevention initiatives, including education, events, and coordination of volunteers to support City and RCMP mandates for crime and community safety.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,453,157	1,993,401	2,321,330	2,775,020	2,899,515	124,495
Personnel expenses	26,129	38,111	12,588	20,050	37,050	17,000
Contractual services	210,455	844,527	616,166	353,000	449,300	96,300
Supplies and other expenses	86,620	65,739	73,453	77,616	62,250	(15,366)
Transfers to other functions	101,511	104,642	93,465	91,329	93,477	2,148
Transfers from other functions	(233,600)	(233,600)	(1,333,600)	(1,333,600)	(1,368,600)	(35,000)
Total Direct Costs	1,644,272	2,812,820	1,783,402	1,983,415	2,172,992	189,577
Revenue Generated:						
Fees, rates, and sales of service	440,505	482,118	176,237	319,500	411,500	92,000
Total Revenue Generated:	440,505	482,118	176,237	319,500	411,500	92,000
Net Operating Costs	1,203,767	2,330,702	1,607,165	1,663,915	1,761,492	97,577
Transfer to (from) Reserves	-	(662,267)	-	35,000	35,000	-
Net Tax Requirement (Contribution)	1,203,767	1,668,435	1,607,165	1,698,915	1,796,492	97,577

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Personnel expenses	952	2,279	4,855	21,000	15,000	(6,000)
Contractual services	18,849	22,050	28,050	20,000	23,000	3,000
Supplies and other expenses	9,651	14,500	12,621	34,000	10,500	(23,500)
Transfers to other functions	4,061	5,188	4,504	2,100	2,100	-
Total Direct Costs	33,513	44,017	50,030	77,100	50,600	(26,500)
Revenue Generated:						
Total Revenue Generated:	-	-	-	-	-	-
Net Operating Costs	33,513	44,017	50,030	77,100	50,600	(26,500)
Transfer to (from) Other Govt's	3,264	21,736	45,662	25,000	-	(25,000)
Net Tax Requirement (Contribution)	30,249	22,281	4,368	52,100	50,600	(1,500)

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	4,538,012	4,177,816	3,133,033	4,641,008	4,743,013	102,005
Personnel expenses	17,135	13,929	12,816	56,200	40,500	(15,700)
Contractual services	22,952,709	25,557,695	11,585,539	27,354,600	30,945,400	3,590,800
Supplies and other expenses	49,497	34,246	31,856	59,450	36,700	(22,750)
Transfers to other functions	209,304	190,666	941,941	1,003,607	1,021,119	17,512
Total Direct Costs	27,766,657	29,974,352	15,705,185	33,114,865	36,786,732	3,671,867
Revenue Generated:						
Fees, rates, and sales of service	1,544,778	1,539,505	1,426,227	1,477,800	1,496,800	19,000
Total Revenue Generated:	1,544,778	1,539,505	1,426,227	1,477,800	1,496,800	19,000
Net Operating Costs	26,221,879	28,434,847	14,278,958	31,637,065	35,289,932	3,652,867
Transfer to (from) Reserves	2,182,362	(1,107,444)	-	(1,048,750)	(2,866,000)	(1,817,250)
Transfer to (from) Other Govt's	2,465,813	142,651	118,247	178,500	179,250	750
Transfer to (from) Trusts	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	-
Net Tax Requirement (Contribution)	25,998,428	27,244,752	14,220,711	30,469,815	32,304,682	1,834,867

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.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	18,032,874	19,108,483	17,539,401	18,190,439	18,333,279	142,840
Personnel expenses	110,563	49,711	92,947	151,500	161,600	10,100
Contractual services	432,439	680,033	358,417	494,600	518,000	23,400
Supplies and other expenses	756,597	769,522	702,638	820,700	851,650	30,950
Transfers to other functions	294,335	295,849	267,884	279,496	279,496	-
Transfers from other functions	(8,000)	(8,000)	-	-	-	-
Total Direct Costs	19,618,808	20,895,598	18,961,287	19,936,735	20,144,025	207,290
Revenue Generated:						
Fees, rates, and sales of service	1,532,261	1,746,159	1,714,923	1,594,665	1,781,165	186,500
Private contributions	15,000	-	-	15,000	15,000	-
Total Revenue Generated:	1,547,261	1,746,159	1,714,923	1,609,665	1,796,165	186,500
Net Operating Costs	18,071,547	19,149,439	17,246,364	18,327,070	18,347,860	20,790
Transfer to (from) Reserves	(12,000)	-	-	-	-	-
Transfer to (from) Trusts	(800,000)	(940,000)	(970,000)	(970,000)	(1,000,000)	(30,000)
Net Tax Requirement (Contribution)	18,859,547	20,089,439	18,216,364	19,297,070	19,347,860	50,790

Human Resources and Safety



 Mukesh Sharma

Human Resources and Safety Department

The Human Resources and Safety Department works to provide progressive and barrier-free recruitment for everybody every day. This means employment opportunities in a safe, inclusive, and diverse workplace at the City of Kamloops. Key functions of the Human Resources and Safety team include:

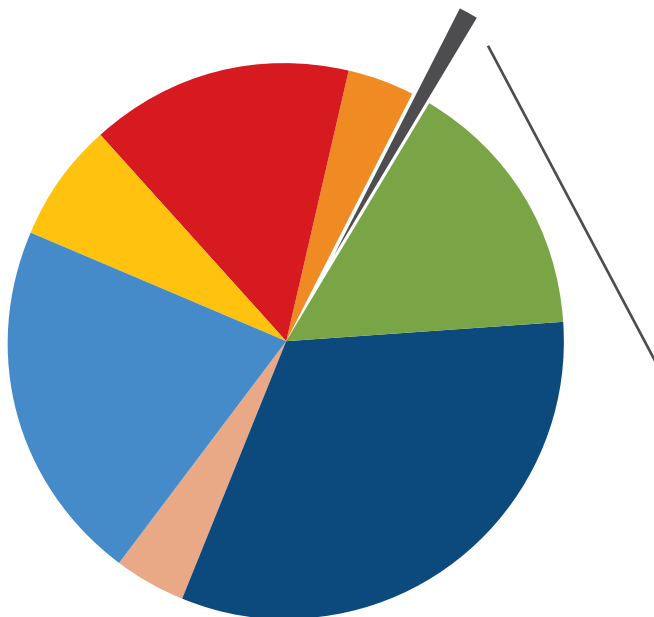
- fostering and creating mutually beneficial relationships between managers, employees, and unions
- promoting a safe, healthy City workplace with productive opportunities for accommodation
- ensuring the city has the staff needed to do the work
- developing staff's skills to effectively carry out their work
- providing fair and equitable compensation with recognition of staff performance and achievements



EMPLOYEES: 14



**OPERATING BUDGET:
\$2,779,000**



CITY OF KAMLOOPS BUDGET

- Community Protective Services
- Parks, Recreation, and Cultural Services
- Development, Engineering, and Sustainability Services
- Human Resources and Safety Services
- Office of CAO and Council
- Fiscal Services
- Corporate Services
- Civic Operations Services



Michael Wright

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680 Human Resources and Safety

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Pradeep Rao

PROGRAM: 680 Human Resources and Safety

Purpose:


To provide human resources services to all employees/departments within the City of Kamloops by promoting collaborative, positive workplace relationships based on the principles of mutual trust, respect, and professional integrity.

	2020 Actual Amounts	2021 Actual Amounts	2022 Actual Amounts	2022 Adopted Budget	2023 Draft Budget	Increase/ (Decrease)
Expenditures:						
Salaries, wages, and benefits	1,615,373	1,611,293	1,354,324	1,754,704	1,901,526	146,822
Personnel expenses	179,869	224,789	157,115	257,632	276,132	18,500
Contractual services	217,007	274,228	409,389	297,200	303,200	6,000
Supplies and other expenses	61,160	72,448	73,851	86,631	98,731	12,100
Transfers to other functions	47,407	41,431	39,611	49,073	49,415	342
Transfers from other functions	(800)	(5,125)	-	-	-	-
Total Direct Costs	2,120,016	2,219,064	2,034,290	2,445,240	2,629,004	183,764
Revenue Generated:						
Fees, rates, and sales of service	176,675	184,186	249,463	115,000	150,000	35,000
Total Revenue Generated:	176,675	184,186	249,463	115,000	150,000	35,000
Net Operating Costs	1,943,341	2,034,878	1,784,827	2,330,240	2,479,004	148,764
Transfer to (from) Reserves	115,000	6,893	(6,893)	115,000	150,000	35,000
Net Tax Requirement (Contribution)	2,058,341	2,041,771	1,777,934	2,445,240	2,629,004	183,764

Capital Projects Funding Breakdown

This section includes a detailed breakdown of the allocation of funding for the various capital items across the organization. In many cases, the funding must be accumulated and allocated over several years to ensure that there are sufficient funds to start the specific project in the specific year. Each program includes the funding broken down by program and then summarized at the end by funding source.



 Ryan Daburger

Capital Projects Funding Breakdown

The City's Capital Program is made up of two key components:

Major Capital Projects - Funding for these types of projects is traditionally an investment in civic infrastructure that occurs periodically over the life of existing or new assets.

For example, in 2022, the Riverside Park Upgrades Project will result in a considerable investment to the downtown area park located adjacent to the Sandman Centre. This project's scope of this project includes erosion protection along the riverbank to protect sewer infrastructure in the event of a major flood event as well as upgrades to civic park facilities and park playground equipment, including the spray park facilities.

Minor Capital Programs - Funding for these types of programs is traditionally on a smaller scale, with an ongoing investment in civic infrastructure. This work occurs annually over the life of civic assets and is supported by routine equipment maintenance. A common term associated with this form of capital funding is asset management.

For example, in 2022, the Traffic Signal/Pole Rehabilitation Program delivers on two key objectives within this funding:

- a rehabilitation program focused on the downtown core to replace traffic signal poles that have corroded along with traffic signals that are becoming obsolete and require replacement
- focus on other areas of the city and upgrading equipment that accommodates increases in capacity at intersections.

The goal of this program is to improve street capacity without major road improvements and reduce the downtime for signals.

Capital Funding Sources

Property Taxes - A real estate tax that is calculated by a local government and paid by the property owner. The tax is usually based on the value of the owned property, including land.

Water Levies - The municipal rate charged to cover water services provided to residents by the municipality. Funds are allocated for operating, improving, maintaining, and expanding the infrastructure that supports the delivery of this service to city residents.

Sewer Levies - The municipal rate charged to cover sewer services provided to residents by the municipality. Funds are allocated for operating, improving, maintaining, and expanding the infrastructure that supports the delivery of this service to city residents.

Solid Waste and Recycling Levies - The municipal rate charged to cover collection of solid waste, recycling, and organics from residents and commercial customers by the municipality as well as fees collected from land fill users. Funds are allocated for operating, improving, maintaining, and expanding the infrastructure that supports the delivery of these services.

Community Works Funds - A component of the federal Gas Tax Program, these funds are received semi-annually through the Union of BC Municipalities as a predictable source of funding that is provided to municipalities on a per capita basis. The link below details projects and forms of investment that are eligible for community works funding.

<https://www.ubcm.ca/assets/Funding~Programs/Renewed~Gas~Tax~Agreement/Community~Works~Fund/Examples-of-Eligible-Projects.pdf>

Gaming Reserve - The Province shares gaming revenue with local governments that host casinos and community gaming centres in BC. Host local governments receive 10% of the net casino gaming revenue from casinos and community gaming centres within their jurisdiction. These funds are used by the City of Kamloops to support initiatives and enhancements that improve the quality of life in Kamloops.

Grants - Grants are non-repayable funds given by one party—often the federal or provincial government, a corporation, a foundation, or a trust—to a municipality. In order to receive a grant, some form of application or proposal is required. Grants received by the municipal government are made to fund a specific project and require some level of compliance and reporting.

Debt - Used by the City to fund capital initiatives. Civic debt mirrors a mortgage, whereas a debt purchase provides long-term value to the community and the residents. The City's approach is that the decision to take on debt to fund projects should be seen as a preferred alternative over significant short-term increases in taxation (or levies).

Development Cost Charges (DCCs) - Monies that a municipality collects from land developers to offset some of the infrastructure expenditures incurred in order to service the needs of new development. DCCs are imposed by bylaw pursuant to the Community Charter. DCCs are intended to facilitate development by providing a method to finance capital projects related to roads, drainage, sewers, water, and parkland.

Contractors and Others - Funds received by the City to offset the costs of performing work undertaken on behalf of a contractor.

Field User Fees - Funds received by field user groups that are allocated towards enhancing and improving the playfields that they use.

Private Contributions - Funds or donations of products or services that are received from either a corporation or an individual in support of an initiative undertaken by the City.

Land Sales - Funds generated by the sale of civic lands. These funds are placed in a reserve to provide funding for future land sales to support civic operations and services.

Reserves - Funds that have been received and set aside for a future intended use. Reserves that are currently in use include, but are not limited to:

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



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PROGRAM: 110 Water

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Water					
911109 Oversizing					
Water Levies	500	200	200	200	200
DCC Water	49,500	19,800	19,800	19,800	19,800
Total 911109 Oversizing	50,000	20,000	20,000	20,000	20,000
911114 River Street HLPs, S Sector					
Water Levies				6,240	
DCC Water				23,760	
Total 911114 River Street HLPs, S Sector				30,000	
911115 Distribution Capital Mntce					
Water Levies	150,000	650,000	300,000	300,000	300,000
Total 911115 Distribution Capital Mntce	150,000	650,000	300,000	300,000	300,000
911150 River St Intake-Low Lift					
Water Levies					
Future Capital Reserve					
Total 911150 River St Intake-Low Lift					
911166 Dallas Reservoir Twinning					
Water Levies					
DCC Water					
Total 911166 Dallas Reservoir Twinning					
911171 Membrane Replacement					
Equipment Reserve	430,000	430,000	430,000	430,000	430,000
Total 911171 Membrane Replacement	430,000	430,000	430,000	430,000	430,000
911204 Rehab Infrastruct-Local Rds					
Water Levies	450,000	250,000	250,000	350,000	250,000
Future Capital Reserve					
Total 911204 Rehab Infrastruct-Local Rds	450,000	250,000	250,000	350,000	250,000
911205 Rehab Infrastruct-Colctr Rds					
Water Levies	840,000	2,000,000	200,000	200,000	100,000
Future Capital Reserve					
Total 911205 Rehab Infrastruct-Colctr Rds	840,000	2,000,000	200,000	200,000	100,000
911206 Rehab Infrastruct-Arterl Rds					
Water Levies	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve					
Total 911206 Rehab Infrastruct-Arterl Rds	100,000	100,000	100,000	100,000	100,000
911243 Vahalla Main Looping					
Water Levies					
Future Capital Reserve					
Total 911243 Vahalla Main Looping					
911245 Westsyde Rd Wtr Main Repl					
Water Levies		1,300,000			
Total 911245 Westsyde Rd Wtr Main Repl		1,300,000			
911247 Ord Rd Watermain Connection					
Water Levies	600,000				
Future Capital Reserve					
Total 911247 Ord Rd Watermain Connection	600,000				
911293 Meadowlands Reservoir Access					
Future Capital Reserve					
Total 911293 Meadowlands Reservoir Access					
911306 Install Standby Power					
Water Levies	900,000	100,000	900,000	100,000	900,000
Future Capital Reserve					
Total 911306 Install Standby Power	900,000	100,000	900,000	100,000	900,000
911317 Pemberton Booster Upgrade					
Water Levies	2,789,700				
DCC Water	2,680,300				
Total 911317 Pemberton Booster Upgrade	5,470,000				
911327 Twin Valleyview Reservoir					
Water Levies					
DCC Water					

Water Continued

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Total 911327 Twin Valleyview Reservoir					
911331 Pump Upgrades at SWS # 4					
Water Levies			10,400	54,080	
DCC Water			39,600	205,920	
Total 911331 Pump Upgrades at SWS # 4			50,000	260,000	
911335 Add'l 1600 Reservoir Storage					
Water Levies					
Total 911335 Add'l 1600 Reservoir Storage					
911336 Add'l 2088 Reservoir Storage					
Future Capital Reserve					
Total 911336 Add'l 2088 Reservoir Storage					
911346 Pineview Booster Upgrade					
Future Capital Reserve					
DCC Water					
Total 911346 Pineview Booster Upgrade					
911349 Memorial Booster Upgrade					
Water Levies		47,532	368,373		2,455,820
DCC Water		72,468	561,627		3,744,180
Total 911349 Memorial Booster Upgrade		120,000	930,000		6,200,000
911353 Campbell Creek Booster Pump Up					
Water Levies		600	2,400	29,000	
DCC Water		59,400	237,600	2,871,000	
Total 911353 Campbell Creek Booster Pump Up		60,000	240,000	2,900,000	
911355 Upper Aberdeen Booster Stn					
Water Levies	4,000	24,000	109,000	60,000	
DCC Water	396,000	2,376,000	10,791,000	5,940,000	
Total 911355 Upper Aberdeen Booster Stn	400,000	2,400,000	10,900,000	6,000,000	
911356 Water Pumping Cap Mntce					
Water Levies	640,000	280,000	640,000	280,000	640,000
Future Capital Reserve					
Total 911356 Water Pumping Cap Mntce	640,000	280,000	640,000	280,000	640,000
911357 1935 & 2088 Water Storage Exp					
Water Levies	51,096	187,352		2,231,192	
DCC Water	68,904	252,648		3,008,808	
Total 911357 1935 & 2088 Water Storage Exp	120,000	440,000		5,240,000	
911359 1786 W. Servicing Upgrades					
Water Levies	1,500	17,500			
DCC Water	148,500	1,732,500			
Total 911359 1786 W. Servicing Upgrades	150,000	1,750,000			
911406 SW Sector Industrial Ph1 & Ph2					
Water Levies	78,000	30,000			
DCC Water	7,722,000	2,970,000			
Total 911406 SW Sector Industrial Ph1 & Ph2	7,800,000	3,000,000			
911607 Master Water Planning					
Water Levies	20,600	20,600	20,600	20,600	20,600
DCC Water	59,400	59,400	59,400	59,400	59,400
Total 911607 Master Water Planning	80,000	80,000	80,000	80,000	80,000
911801 Purch Tools/Eqpt-Variou					
Water Levies	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total 911801 Purch Tools/Eqpt-Variou	25,000	25,000	25,000	25,000	25,000
911806 Campbell Cr Storage Expansion					
Water Levies			10,400		104,000
DCC Water			39,600		396,000
Total 911806 Campbell Cr Storage Expansion			50,000		500,000
911815 Procr Easem'ts/Srvys-Variou					
Water Levies	20,000	20,000	20,000	20,000	20,000
Total 911815 Procr Easem'ts/Srvys-Variou	20,000	20,000	20,000	20,000	20,000
911825 Building Upgrades					
Water Levies	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve					

Water Continued

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Total 911825 Building Upgrades	50,000	50,000	50,000	50,000	50,000
911826 Pump Upgrades at SWS No. 3					
Water Levies	10,400	31,200	249,600		
DCC Water	39,600	118,800	950,400		
Total 911826 Pump Upgrades at SWS No. 3	50,000	150,000	1,200,000		
911836 Water Meter Installations					
Water Levies	120,000	120,000	120,000	120,000	80,000
Future Capital Reserve					
Total 911836 Water Meter Installations	120,000	120,000	120,000	120,000	80,000
911852 Repl Major Elec Eqpt-Variou					
Water Levies	25,000				
Total 911852 Repl Major Elec Eqpt-Variou	25,000				
911873 Wtr Treatment Cap Mntce					
Water Levies	1,250,000	250,000	250,000	250,000	250,000
Total 911873 Wtr Treatment Cap Mntce	1,250,000	250,000	250,000	250,000	250,000
911876 WCB Upgrades					
Water Levies	20,000	20,000	20,000	20,000	20,000
Total 911876 WCB Upgrades	20,000	20,000	20,000	20,000	20,000
911887 NCIS - Capital Works					
Water Levies	300,000				
Future Capital Reserve					
Total 911887 NCIS - Capital Works	300,000				
Program					
Water Levies	8,445,796	5,523,984	3,645,973	4,216,312	5,315,620
Future Capital Reserve					
Equipment Reserve	430,000	430,000	430,000	430,000	430,000
DCC Water	11,164,204	7,661,016	12,699,027	12,128,688	4,219,380
Total Program	20,040,000	13,615,000	16,775,000	16,775,000	9,965,000

PROGRAM: 120 Sewer

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Sewer					
912109 Oversizing					
Sewer Levies		900	900	900	900
DCC Sewer		89,100	89,100	89,100	89,100
Total 912109 Oversizing		90,000	90,000	90,000	90,000
912115 Batchelor North Decommissionin					
Future Capital Reserve					
Total 912115 Batchelor North Decommissionin					
912121 SW Sector Industrial Sani Trnk					
Sewer Levies	7,250	107,000			
DCC Sewer	717,750	10,593,000			
Total 912121 SW Sector Industrial Sani Trnk	725,000	10,700,000			
912122 Summit Dr Sani Mn NDM-Springhi					
Sewer Levies		5,000	19,000		
DCC Sewer		495,000	1,881,000		
Total 912122 Summit Dr Sani Mn NDM-Springhi		500,000	1,900,000		
912124 Fernie Rd Sani Mn at Fernie Pl					
Sewer Levies	750	7,000			
DCC Sewer	74,250	693,000			
Total 912124 Fernie Rd Sani Mn at Fernie Pl	75,000	700,000			
912126 City Ctr Sani Upg-Lansdowne Tr					
Sewer Levies	5,000	50,000			
DCC Sewer	495,000	4,950,000			
Total 912126 City Ctr Sani Upg-Lansdowne Tr	500,000	5,000,000			
912128 City Ctr Sani Upg-Battle+4th					
Sewer Levies			2,000	5,000	60,000
DCC Sewer			198,000	495,000	5,940,000
Total 912128 City Ctr Sani Upg-Battle+4th			200,000	500,000	6,000,000
912206 Rehab Sewer Mains - Local Rds					
Sewer Levies	320,000	70,000	70,000	70,000	70,000
Future Capital Reserve					
Total 912206 Rehab Sewer Mains - Local Rds	320,000	70,000	70,000	70,000	70,000
912207 Rehab Sewer Mains - Collectors					
Sewer Levies	110,000	140,000	75,000	50,000	50,000
Future Capital Reserve					
Total 912207 Rehab Sewer Mains - Collectors	110,000	140,000	75,000	50,000	50,000
912208 Rehab Sewer Mains - Arterials					
Sewer Levies	870,000	50,000	50,000	50,000	50,000
Future Capital Reserve					
Total 912208 Rehab Sewer Mains - Arterials	870,000	50,000	50,000	50,000	50,000
912270 4th Ave Sewer Main Upgrade					
Sewer Levies					
DCC Sewer					
Total 912270 4th Ave Sewer Main Upgrade					
912272 Sifton Lane Sewer Upgrades					
Sewer Levies	2,500	3,500	30,000		
DCC Sewer	247,500	346,500	2,970,000		
Total 912272 Sifton Lane Sewer Upgrades	250,000	350,000	3,000,000		
912275 Lorne Street Sewer Project					
Sewer Levies					
Future Capital Reserve					
Other Capital Reserves					
Total 912275 Lorne Street Sewer Project					
912311 Sewer Pumping Cap Mntce					
Sewer Levies	210,000	210,000	210,000	210,000	210,000
Total 912311 Sewer Pumping Cap Mntce	210,000	210,000	210,000	210,000	210,000
912327 McQueen Lift Station Upgrade					
Future Capital Reserve					
Total 912327 McQueen Lift Station Upgrade					
912348 Tranquille Rd Sani Mn Upg Ph3					

Sewer Continued

DCC Sewer	17,325	49,500	782,100		
Grants			12,661,704		
Total 912348 Tranquille Rd Sani Mn Upg Ph3	350,000	1,000,000	15,800,000		
912503 Sewer Treatment Center					
Sewer Levies	3,700,000	3,500,000	12,661,704	7,600,000	6,000,000
Future Capital Reserve					
Total 912503 Sewer Treatment Center	3,700,000	3,500,000	12,661,704	7,600,000	6,000,000
912601 Master Sewer Planning					
Sewer Levies	18,025	18,025	18,025	18,025	18,025
DCC Sewer	51,975	51,975	51,975	51,975	51,975
Total 912601 Master Sewer Planning	70,000	70,000	70,000	70,000	70,000
912801 Tools & Equipment					
Sewer Levies	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve					
Total 912801 Tools & Equipment	20,000	20,000	20,000	20,000	20,000
912804 Coll Capital Maintenance					
Sewer Levies	270,000	270,000	270,000	270,000	270,000
Future Capital Reserve					
Total 912804 Coll Capital Maintenance	270,000	270,000	270,000	270,000	270,000
912820 Easement / Legal Surveys					
Sewer Levies	20,000	20,000	20,000	20,000	20,000
Total 912820 Easement / Legal Surveys	20,000	20,000	20,000	20,000	20,000
912836 WCB Compliance Safety Equip					
Sewer Levies	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve					
Total 912836 WCB Compliance Safety Equip	30,000	30,000	30,000	30,000	30,000
912848 Repl Major Elec Equipment					
Sewer Levies	25,000				
Future Capital Reserve					
Total 912848 Repl Major Elec Equipment	25,000				
912854 York Lift Stn Replacement					
Sewer Levies			32,872	123,270	1,199,828
DCC Sewer			7,128	26,730	260,172
Total 912854 York Lift Stn Replacement			40,000	150,000	1,460,000
912855 Mackenzie Lift Stn Pump Upgrad					
Sewer Levies			21,833	196,497	
DCC Sewer			13,167	118,503	
Total 912855 Mackenzie Lift Stn Pump Upgrad			35,000	315,000	
912856 Campbell Cr W Lift Stn Upgrade					
Sewer Levies		13,070	91,490		
DCC Sewer		6,930	48,510		
Total 912856 Campbell Cr W Lift Stn Upgrade		20,000	140,000		
912857 O'Connor Lift Stn Pump Upgrade					
Sewer Levies			20,800		
DCC Sewer			79,200		
Total 912857 O'Connor Lift Stn Pump Upgrade			100,000		
912858 Riverside Park Lift Station					
Sewer Levies					12,870
DCC Sewer					12,130
Total 912858 Riverside Park Lift Station					25,000
912860 N Primary Lift Stn - Elec Bldg					
Sewer Levies	110,000	925,000			
Total 912860 N Primary Lift Stn - Elec Bldg	110,000	925,000			
912861 Grit chamb & bypass-Riverside					
Sewer Levies					
Future Capital Reserve					
Total 912861 Grit chamb & bypass-Riverside					
Future Capital Reserve					
DCC Sewer	1,603,800	17,275,005	6,120,180	781,308	6,353,377
Grants			12,661,704		
Other Capital Reserves					
Total Program	7,655,000	23,665,000	34,781,704	9,445,000	14,365,000

PROGRAM: 130 Solid Waste Collection and Disposal

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Solid Waste Collection & Disposal					
913215 Barnhartvale Site Development					
Solid Waste Reserve				500,000	1,500,000
Total 913215 Barnhartvale Site Development				500,000	1,500,000
913216 MFL Progressive Closure					
Solid Waste Reserve				2,500,000	
Total 913216 MFL Progressive Closure				2,500,000	
913218 MFL Improvements					
Solid Waste Reserve	375,000	1,100,000	5,500,000	100,000	375,000
Total 913218 MFL Improvements	375,000	1,100,000	5,500,000	100,000	375,000
913245 KRRC Progressive Closure					
Solid Waste Reserve	800,000	1,500,000			
Total 913245 KRRC Progressive Closure	800,000	1,500,000			
Program					
Solid Waste Reserve	1,175,000	2,600,000	5,500,000	3,100,000	1,875,000
Total Program	1,175,000	2,600,000	5,500,000	3,100,000	1,875,000

PROGRAM: 630 Financial Management

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Financial Management					
963101 Office Furniture and Equipment					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total 963101 Office Furniture and Equipment	25,000	25,000	25,000	25,000	25,000
Program					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total Program	25,000	25,000	25,000	25,000	25,000



PROGRAM: 310 Roads

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Roads					
931102 Update Weather Stations					
Property Taxes			125,000		
Total 931102 Update Weather Stations			125,000		
931106 Rural Road Upgrade					
Property Taxes	70,000	70,000	70,000	70,000	70,000
Total 931106 Rural Road Upgrade	70,000	70,000	70,000	70,000	70,000
931143 Land Acquisition - Roads					
Property Taxes					
DCC Roads					
Total 931143 Land Acquisition - Roads					
931155 Arterial Overlays					
Property Taxes	1,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Total 931155 Arterial Overlays	1,300,000	2,300,000	2,300,000	2,300,000	2,300,000
931190 Copperhead Drive Extension					
Property Taxes	15,000	382,500			
DCC Roads	135,000	3,442,500			
Total 931190 Copperhead Drive Extension	150,000	3,825,000			
931238 Collector Road Rehabilitation					
Property Taxes	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Future Capital Reserve					
Total 931238 Collector Road Rehabilitation	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
931247 Railway Crossings					
Property Taxes	100,000	120,000	120,000	120,000	120,000
Working Capital					
Total 931247 Railway Crossings	100,000	120,000	120,000	120,000	120,000
931318 Local Roads - Rehabilitation					
Property Taxes	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total 931318 Local Roads - Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
931354 Service Roads Rehabilitation					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve					
Total 931354 Service Roads Rehabilitation	100,000	100,000	100,000	100,000	100,000
931356 Commercial Lanes Rehab					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 931356 Commercial Lanes Rehab	50,000	50,000	50,000	50,000	50,000
931359 Residential Lane Paving					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Total 931359 Residential Lane Paving	50,000	50,000	50,000	50,000	50,000
931802 Tools and Equipment					
Property Taxes	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve					
Total 931802 Tools and Equipment	10,000	10,000	10,000	10,000	10,000
931812 Salt Storage					
Future Capital Reserve		115,000			
Total 931812 Salt Storage		115,000			
931815 Rock Face Stabilization					
Property Taxes	25,000	50,000	25,000	50,000	25,000
Total 931815 Rock Face Stabilization	25,000	50,000	25,000	50,000	25,000
931822 Pre Engineering					
Property Taxes	30,000	30,000	30,000	30,000	30,000
Total 931822 Pre Engineering	30,000	30,000	30,000	30,000	30,000
931823 Bridge Rehabilitation					
Property Taxes	340,000	4,040,000	340,000	340,000	340,000
Total 931823 Bridge Rehabilitation	340,000	4,040,000	340,000	340,000	340,000
Program					
Property Taxes	4,490,000	9,602,500	5,620,000	5,520,000	5,495,000
Future Capital Reserve		115,000			
Working Capital					
DCC Roads	135,000	3,442,500			
Total Program	4,625,000	13,160,000	5,620,000	5,520,000	5,495,000

PROGRAM: 320 Public Works Admin

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Public Works Admin					
932101 Office Furniture & Equipment					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Total 932101 Office Furniture & Equipment	6,000	6,000	6,000	6,000	6,000
Program					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Future Capital Reserve					
Tax Sale Reserve					
Total Program	6,000	6,000	6,000	6,000	6,000



PROGRAM: 780 Carpentry

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Carpentry					
978101 Guard Rails					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve					
Total 978101 Guard Rails	50,000	50,000	50,000	50,000	50,000
978103 Wheelchair Ramps					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Total 978103 Wheelchair Ramps	20,000	20,000	20,000	20,000	20,000
978105 Retaining Wall Replacement					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Future Capital Reserve					
Total 978105 Retaining Wall Replacement	100,000	100,000	100,000	100,000	100,000
978109 Parkades					
Parking Reserve	100,000	90,000	100,000	90,000	100,000
Total 978109 Parkades	100,000	90,000	100,000	90,000	100,000
978110 Sidewalk Extension Program					
Other Capital Reserves	200,000				
Total 978110 Sidewalk Extension Program	200,000				
978199 Tools & Equipment - Carpentry					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Total 978199 Tools & Equipment - Carpentry	15,000	15,000	15,000	15,000	15,000
Program					
Property Taxes	185,000	185,000	185,000	185,000	185,000
Future Capital Reserve					
Parking Reserve	100,000	90,000	100,000	90,000	100,000
Other Capital Reserves	200,000				
Total Program	485,000	275,000	285,000	275,000	285,000

PROGRAM: 330 Capital Projects

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Capital Projects					
933629 Tranquille Rd Beautification					
Property Taxes	75,000				
Gaming Reserve	175,000				
Grants					
Total 933629 Tranquille Rd Beautification	250,000				
933633 Tranquille Gateway Improvement					
Property Taxes	1,000,000				
Community Works Fund	2,000,000				
Contractors and Others	700,000				
Total 933633 Tranquille Gateway Improvement	3,700,000				
933635 BC22.02 Mausoleum					
Debt	1,700,000	3,500,000	650,000		
Total 933635 BC22.02 Mausoleum	1,700,000	3,500,000	650,000		
Program					
Property Taxes	1,075,000				
Water Levies					
Sewer Levies					
Community Works Fund	2,000,000				
Future Capital Reserve					
Gaming Reserve	175,000				
Working Capital					
Land Sales					
DCC Parks					
DCC Roads					
Grants					
Contractors and Others	700,000				
Five Year Borrowing					
Debt	1,700,000	3,500,000	650,000		
Other Capital Reserves					
Total Program	5,650,000	3,500,000	650,000		

PROGRAM: 360 Traffic Operations

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Traffic Operations					
936209 Oversized Street Sign Replacem					
Property Taxes	20,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total 936209 Oversized Street Sign Replacem	20,000	25,000	25,000	25,000	25,000
936299 Tools & Equipment - Sign Shop					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Future Capital Reserve					
Total 936299 Tools & Equipment - Sign Shop	5,000	5,000	5,000	5,000	5,000
Program					
Property Taxes	25,000	30,000	30,000	30,000	30,000
Future Capital Reserve					
Total Program	25,000	30,000	30,000	30,000	30,000

PROGRAM: 380 Drainage

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Drainage					
938130 Campbell Cr Culvert-Brnhrtv Rd					
Property Taxes	500,000				
Future Capital Reserve					
Total 938130 Campbell Cr Culvert-Brnhrtv Rd	500,000				
938135 Meadowland Cr Stormwater Upg					
Property Taxes			60,000	360,000	
Total 938135 Meadowland Cr Stormwater Upg			60,000	360,000	
938140 Barnhartvale Drainage Works					
Property Taxes		20,000	70,000	480,000	
Total 938140 Barnhartvale Drainage Works		20,000	70,000	480,000	
938453 Southgate Pond Upgrades					
Property Taxes			90,100		270,300
DCC Drainage			9,900		29,700
Total 938453 Southgate Pond Upgrades			100,000		300,000
938454 Guerin Cr below Summit					
Property Taxes			89,110		1,693,090
DCC Drainage			10,890		206,910
Total 938454 Guerin Cr below Summit			100,000		1,900,000
938606 Upper Springhill Erosion Prot					
Property Taxes		87,130	1,742,600		
DCC Drainage		12,870	257,400		
Total 938606 Upper Springhill Erosion Prot		100,000	2,000,000		
938608 Guerin Cr Channel/Hugh Allan					
Property Taxes	496,641				
DCC Drainage	73,359				
Total 938608 Guerin Cr Channel/Hugh Allan	570,000				
938616 Bestwick Chnl Eros Protection					
Property Taxes	250,000				
Future Capital Reserve					
Total 938616 Bestwick Chnl Eros Protection	250,000				
938622 Channels-Aberdeen-Gamble Pond					
Property Taxes			298,060	425,800	425,800
DCC Drainage			401,940	574,200	574,200
Total 938622 Channels-Aberdeen-Gamble Pond			700,000	1,000,000	1,000,000
938624 Princeton Kamloops Hwy at Aber					
Property Taxes			1,000	10,000	17,000
DCC Drainage			99,000	990,000	1,683,000
Total 938624 Princeton Kamloops Hwy at Aber			100,000	1,000,000	1,700,000
938711 V.V Gully Upg near V.V. Reserv					
Property Taxes	60,000	375,000			
Total 938711 V.V Gully Upg near V.V. Reserv	60,000	375,000			
938901 Oversizing					
Property Taxes		500	500	500	500
DCC Drainage		49,500	49,500	49,500	49,500
Total 938901 Oversizing		50,000	50,000	50,000	50,000
938911 Copperhead Storm Pond					
Property Taxes			5,400		10,000
DCC Drainage			534,600		990,000
Total 938911 Copperhead Storm Pond			540,000		1,000,000
938917 Upper Dufferin Stom Pond					
Property Taxes	5,600				
DCC Drainage	554,400				
Total 938917 Upper Dufferin Stom Pond	560,000				
938918 Dike Upgrades					
Property Taxes	100,000	200,000		200,000	200,000
Future Capital Reserve					
Total 938918 Dike Upgrades	100,000	200,000		200,000	200,000
938919 Pineview Valley Pond Upgr					
Property Taxes	44,250				

Drainage Continued

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
DCC Drainage	4,380,750				
Total 938919 Pineview Valley Pond Upgr	4,425,000				
938923 Groundwater Wells					
Property Taxes	230,000	230,000	230,000	230,000	230,000
Future Capital Reserve					
Total 938923 Groundwater Wells	230,000	230,000	230,000	230,000	230,000
938924 Master Drainage Planning					
Property Taxes	25,750	25,750	25,750	25,750	25,750
DCC Drainage	74,250	74,250	74,250	74,250	74,250
Total 938924 Master Drainage Planning	100,000	100,000	100,000	100,000	100,000
938925 Easement / Legal Surveys					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Total 938925 Easement / Legal Surveys	20,000	20,000	20,000	20,000	20,000
938927 Rehab Storm Mains - Local Rds					
Property Taxes	520,000	90,000	50,000	200,000	200,000
Future Capital Reserve					
Total 938927 Rehab Storm Mains - Local Rds	520,000	90,000	50,000	200,000	200,000
938928 Rehab Storm Mains - Collectors					
Property Taxes	860,000	920,000	440,000	80,000	80,000
Future Capital Reserve					
Total 938928 Rehab Storm Mains - Collectors	860,000	920,000	440,000	80,000	80,000
938929 Rehab Storm Mains - Arterials					
Property Taxes	110,000	80,000	160,000	50,000	50,000
Future Capital Reserve					
Total 938929 Rehab Storm Mains - Arterials	110,000	80,000	160,000	50,000	50,000
938989 Summit Dr Hairpin Pond Imp					
Property Taxes			2,000	2,200	10,000
DCC Drainage			198,000	217,800	990,000
Total 938989 Summit Dr Hairpin Pond Imp			200,000	220,000	1,000,000
938997 Drainage Pumping Cap Mntce					
Property Taxes	11,000	11,000	11,000	11,000	11,000
Future Capital Reserve					
Total 938997 Drainage Pumping Cap Mntce	11,000	11,000	11,000	11,000	11,000
Program					
Property Taxes	3,233,241	2,059,380	3,295,520	2,095,250	3,243,440
Future Capital Reserve					
DCC Drainage	5,082,759	136,620	1,635,480	1,905,750	4,597,560
Total Program	8,316,000	2,196,000	4,931,000	4,001,000	7,841,000

PROGRAM: 740 Vehicles and Equipment

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Vehicles & Equipment					
974171 - Annual Fleet Replacement					
Equipment Reserve	5,035,153	3,657,250	4,160,871	1,114,000	120,000
Total 974121 Repl #86940 '04 Skyjack Lift	5,035,153	3,657,250	4,160,871	1,114,000	120,000
974155 Add - Access/Modifications					
Equipment Reserve	80,000	80,000	80,000	80,000	80,000
Total 974155 Add - Access/Modifications	80,000	80,000	80,000	80,000	80,000
974199 Tools + Equipment - Spec Equip					
Property Taxes	9,500	9,500	9,500	9,500	9,500
Total 974199 Tools + Equipment - Spec Equip	9,500	9,500	9,500	9,500	9,500
974280 Purchase New Shop Equipment					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Total 974280 Purchase New Shop Equipment	15,000	15,000	15,000	15,000	15,000
974399 Fleet Contingency					
Equipment Reserve	120,000	120,000	120,000	120,000	
Total 974399 Fleet Contingency	120,000	120,000	120,000	120,000	
Program					
Property Taxes	24,500	24,500	24,500	24,500	24,500
Future Capital Reserve					
Equipment Reserve	5,235,153	3,872,250	4,360,871	1,314,000	120,000
Land Sales		331,000			
Solid Waste Reserve					
Total Program	5,259,653	4,227,750	4,385,371	1,338,500	144,500

PROGRAM: 750 HVAC

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
HVAC					
975218 Control System Upgrades					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total 975218 Control System Upgrades	25,000	25,000	25,000	25,000	25,000
975399 Tools & Equipment - HVAC					
Property Taxes	7,000	7,000	7,000	7,000	7,000
Total 975399 Tools & Equipment - HVAC	7,000	7,000	7,000	7,000	7,000
Program					
Property Taxes	32,000	32,000	32,000	32,000	32,000
Future Capital Reserve					
Total Program	32,000	32,000	32,000	32,000	32,000

PROGRAM: 790 Electrical

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Electrical					
979103 Electrical Safety Improvements					
Property Taxes	50,000	50,000	50,000	50,000	50,000
Future Capital Reserve					
Total 979103 Electrical Safety Improvements	50,000	50,000	50,000	50,000	50,000
979117 Street Lighting Improvements					
Property Taxes	165,000	165,000	165,000	165,000	165,000
Future Capital Reserve					
Total 979117 Street Lighting Improvements	165,000	165,000	165,000	165,000	165,000
979119 Traffic Signal/Pole Rehab					
Property Taxes	215,000	215,000	215,000	215,000	215,000
Total 979119 Traffic Signal/Pole Rehab	215,000	215,000	215,000	215,000	215,000
979123 Signal Pre-Emption					
Property Taxes	60,000	60,000	60,000	60,000	60,000
Total 979123 Signal Pre-Emption	60,000	60,000	60,000	60,000	60,000
979129 Pre-Signalization					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 979129 Pre-Signalization	25,000	25,000	25,000	25,000	25,000
979199 Tools & Equipment - Electrical					
Property Taxes	9,400	9,400	9,400	9,400	9,400
Total 979199 Tools & Equipment - Electrical	9,400	9,400	9,400	9,400	9,400
Program					
Property Taxes	524,400	524,400	524,400	524,400	524,400
Future Capital Reserve					
Other Capital Reserves					
Total Program	524,400	524,400	524,400	524,400	524,400

PROGRAM: 150 Cemeteries

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Cemeteries					
915113 Tools & Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 915113 Tools & Equipment	5,000	5,000	5,000	5,000	5,000
915115 Cemetery Irrigation					
Property Taxes	6,000	6,000	6,000	6,000	6,000
Total 915115 Cemetery Irrigation	6,000	6,000	6,000	6,000	6,000
915125 Cemetery Upgrades					
Gaming Reserve	100,000	100,000	100,000	100,000	100,000
Total 915125 Cemetery Upgrades	100,000	100,000	100,000	100,000	100,000
Program					
Property Taxes	11,000	11,000	11,000	11,000	11,000
Gaming Reserve	100,000	100,000	100,000	100,000	100,000
Total Program	111,000	111,000	111,000	111,000	111,000

PROGRAM: 410 Sandman Centre

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Sandman Centre					
941125 Sandman Ctr-Tools + Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 941125 Sandman Ctr-Tools + Equipment	5,000	5,000	5,000	5,000	5,000
941129 Sandman Ctr Concession Equip					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Future Capital Reserve					
Total 941129 Sandman Ctr Concession Equip	25,000	25,000	25,000	25,000	25,000
941180 New Chairs					
Gaming Reserve	10,000	10,000	10,000	10,000	10,000
Total 941180 New Chairs	10,000	10,000	10,000	10,000	10,000
Program					
Property Taxes	30,000	30,000	30,000	30,000	30,000
Community Works Fund					
Future Capital Reserve					
Gaming Reserve	10,000	10,000	10,000	10,000	10,000
Other Capital Reserves					
Total Program	40,000	40,000	40,000	40,000	40,000

PROGRAM: 420 Arenas

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Arenas					
942907 Exterior Upgrades-All Arenas					
Property Taxes	550,000	550,000	550,000	550,000	550,000
Future Capital Reserve					
Total 942907 Exterior Upgrades-All Arenas	550,000	550,000	550,000	550,000	550,000
942908 Tools and Equipment					
Property Taxes	30,000	30,000	30,000	30,000	30,000
Future Capital Reserve					
Total 942908 Tools and Equipment	30,000	30,000	30,000	30,000	30,000
942914 Ice Plant Equipment					
Property Taxes	125,000	125,000	125,000	125,000	125,000
Future Capital Reserve					
Total 942914 Ice Plant Equipment	125,000	125,000	125,000	125,000	125,000
Program					
Property Taxes	705,000	705,000	705,000	705,000	705,000
Future Capital Reserve					
Total Program	705,000	705,000	705,000	705,000	705,000

PROGRAM: 430 Parks and Playfields

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Parks and Playfields					
943101 Riverfront Land Acquisition					
Gaming Reserve	225,250		225,250		225,250
Total 943101 Riverfront Land Acquisition	225,250		225,250		225,250
943117 Orchards Walk Park					
Property Taxes			1,954,350	3,331,750	
Future Capital Reserve					
DCC Parks			1,915,650	668,250	
Other Capital Reserves					
Total 943117 Orchards Walk Park			3,870,000	4,000,000	
943147 Playfield Development					
Property Taxes	250,000	250,000	250,000	250,000	250,000
Field User Fees					
Total 943147 Playfield Development	250,000	250,000	250,000	250,000	250,000
943803 Hudsons Bay Park					
Property Taxes		50,500	328,250		
DCC Parks		49,500	321,750		
Total 943803 Hudsons Bay Park		100,000	650,000		
943804 Nature Parks Upgrades					
Property Taxes	37,875	37,875	37,875	37,875	37,875
DCC Parks	37,125	37,125	37,125	37,125	37,125
Total 943804 Nature Parks Upgrades	75,000	75,000	75,000	75,000	75,000
943805 East Highland Park Development					
Property Taxes					252,500
DCC Parks					247,500
Total 943805 East Highland Park Development					500,000
943807 Parks Amnities					
Property Taxes	30,000	30,000	30,000	30,000	30,000
Total 943807 Parks Amnities	30,000	30,000	30,000	30,000	30,000
943835 Multi Use Court Upgrades					
Property Taxes	150,000	250,000	250,000	250,000	250,000
Total 943835 Multi Use Court Upgrades	150,000	250,000	250,000	250,000	250,000
943850 Boat Launch Upgrades					
Property Taxes	25,000				
Future Capital Reserve					
Total 943850 Boat Launch Upgrades	25,000				
943851 BC20.08 Boat Launch Improvem					
Community Works Fund	380,000	75,000			
Total 943851 BC20.08 Boat Launch Improvem	380,000	75,000			
943909 Park Furniture					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 943909 Park Furniture	25,000	25,000	25,000	25,000	25,000
943911 Drinking Fountains					
Property Taxes		25,000	25,000	25,000	25,000
Total 943911 Drinking Fountains		25,000	25,000	25,000	25,000
943926 Park/Trail Connections					
Property Taxes	150,745	150,745	150,745	150,745	150,745
DCC Parks	24,255	24,255	24,255	24,255	24,255
Total 943926 Park/Trail Connections	175,000	175,000	175,000	175,000	175,000
943932 Parks Planning					
Property Taxes	12,875	12,875	12,875	12,875	12,875
DCC Parks	37,125	37,125	37,125	37,125	37,125
Total 943932 Parks Planning	50,000	50,000	50,000	50,000	50,000
943942 Tools & Equipment					
Property Taxes	25,000	25,000	25,000	25,000	25,000
Total 943942 Tools & Equipment	25,000	25,000	25,000	25,000	25,000
943947 Playground Eq - CSA Guidelines					
Gaming Reserve	100,000	100,000	100,000	100,000	100,000
Contractors and Others					
Other Capital Reserves	250,000	250,000	250,000	250,000	250,000

Parks and Playfields Continued

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Total 943947 Playground Eq - CSA Guidelines	350,000	350,000	350,000	350,000	350,000
943956 Tree Planting Program					
Property Taxes	150,000	150,000	150,000	150,000	150,000
Future Capital Reserve					
Total 943956 Tree Planting Program	150,000	150,000	150,000	150,000	150,000
943966 Signage for Parks					
Gaming Reserve	20,000	20,000	20,000	20,000	20,000
Total 943966 Signage for Parks	20,000	20,000	20,000	20,000	20,000
943986 Irrigation Upgrades					
Property Taxes					250,000
Total 943986 Irrigation Upgrades					250,000
943990 Dufferin E Park-1405 Pac Way					
Property Taxes			22,725	280,275	
DCC Parks			22,275	274,725	
Total 943990 Dufferin E Park-1405 Pac Way			45,000	555,000	
943991 Galor Park-1837 Qu'appelle Blv					
Property Taxes			22,725	280,275	
DCC Parks			22,275	274,725	
Total 943991 Galor Park-1837 Qu'appelle Blv			45,000	555,000	
Program					
Property Taxes	856,495	1,006,995	3,284,545	4,848,795	1,458,995
Community Works Fund	380,000	75,000			
Field User Fees					
Future Capital Reserve					
Gaming Reserve	345,250	120,000	345,250	120,000	345,250
DCC Parks	98,505	148,005	2,380,455	1,316,205	346,005
Contractors and Others					
Other Capital Reserves	250,000	250,000	250,000	250,000	250,000
Total Program	1,930,250	1,600,000	6,260,250	6,535,000	2,400,250

PROGRAM: 440 Recreation Programs

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Recreation Programs					
944901 Fieldhouse Fitness Equipment					
Equipment Reserve	150,000	150,000	200,000	200,000	210,000
Total 944901 Fieldhouse Fitness Equipment	150,000	150,000	200,000	200,000	210,000
Program					
Equipment Reserve	150,000	150,000	200,000	200,000	210,000
Total Program	150,000	150,000	200,000	200,000	210,000



PROGRAM: 450 Parks and Rec Admin

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Parks & Rec Admin					
945901 Office Furniture and Equipment					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 945901 Office Furniture and Equipment	5,000	5,000	5,000	5,000	5,000
Program					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total Program	5,000	5,000	5,000	5,000	5,000

PROGRAM: 457 City Facilities

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
City Facilities					
945303 Facility Maintenance					
Property Taxes	463,000	463,000	463,000	463,000	463,000
Future Capital Reserve					
Other Capital Reserves					
Total 945303 Facility Maintenance	463,000	463,000	463,000	463,000	463,000
945307 Parking Areas Rehabilitation					
Property Taxes	250,000	250,000	250,000	250,000	250,000
Future Capital Reserve					
Total 945307 Parking Areas Rehabilitation	250,000	250,000	250,000	250,000	250,000
945399 Tools and Equipment-Buildings					
Property Taxes	10,000	10,000	10,000	10,000	10,000
Future Capital Reserve					
Total 945399 Tools and Equipment-Buildings	10,000	10,000	10,000	10,000	10,000
Program					
Property Taxes	723,000	723,000	723,000	723,000	723,000
Future Capital Reserve					
Other Capital Reserves					
Total Program	723,000	723,000	723,000	723,000	723,000

PROGRAM: 460 Pools

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Pools					
946463 Tools and Equipment					
Property Taxes	90,000	90,000	90,000	90,000	90,000
Future Capital Reserve					
Total 946463 Tools and Equipment	90,000	90,000	90,000	90,000	90,000
946511 Pool/Bldg Envelope - General					
Property Taxes	225,000	225,000	225,000	225,000	225,000
Future Capital Reserve					
Total 946511 Pool/Bldg Envelope - General	225,000	225,000	225,000	225,000	225,000
946520 Pool Toys and Rides					
Gaming Reserve	19,500	19,500	19,500	19,500	19,500
Total 946520 Pool Toys and Rides	19,500	19,500	19,500	19,500	19,500
946528 Public Access AED Program					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 946528 Public Access AED Program	5,000	5,000	5,000	5,000	5,000
946591 TCC Facility Repair/Retrofit					
Property Taxes	400,000	400,000	400,000	400,000	400,000
Future Capital Reserve					
Total 946591 TCC Facility Repair/Retrofit	400,000	400,000	400,000	400,000	400,000
Program					
Property Taxes	720,000	720,000	720,000	720,000	720,000
Future Capital Reserve					
Gaming Reserve	19,500	19,500	19,500	19,500	19,500
Contractors and Others					
Total Program	739,500	739,500	739,500	739,500	739,500

PROGRAM: 470 Community Rec and Culture

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Community Rec & Culture					
947903 Tables and Chairs					
Property Taxes	5,000	5,000	5,000	5,000	5,500
Total 947903 Tables and Chairs	5,000	5,000	5,000	5,000	5,500
947905 Old Courthouse Boiler/HVAC					
Property Taxes	5,000	5,000	5,000	5,000	5,000
Total 947905 Old Courthouse Boiler/HVAC	5,000	5,000	5,000	5,000	5,000
947906 Old Courthouse Renos					
Future Capital Reserve					
Gaming Reserve	50,000	50,000	50,000	50,000	50,000
Total 947906 Old Courthouse Renos	50,000	50,000	50,000	50,000	50,000
947910 Public Art Acquisitions					
Gaming Reserve	50,000	50,000	50,000	50,000	50,000
Total 947910 Public Art Acquisitions	50,000	50,000	50,000	50,000	50,000
947911 BC20.04-Accessibility Mats					
Gaming Reserve	20,000	20,000	20,000		
Total 947911 BC20.04-Accessibility Mats	20,000	20,000	20,000		
Program					
Property Taxes	10,000	10,000	10,000	10,000	10,500
Future Capital Reserve					
Gaming Reserve	120,000	120,000	120,000	100,000	100,000
Contractors and Others					
Total Program	130,000	130,000	130,000	110,000	110,500

PROGRAM: 490 Museum

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Museum					
949313 Museum Restructuring					
Gaming Reserve	25,000	25,000	25,000	25,000	25,000
Total 949313 Museum Restructuring	25,000	25,000	25,000	25,000	25,000
Program					
Gaming Reserve	25,000	25,000	25,000	25,000	25,000
Total Program	25,000	25,000	25,000	25,000	25,000

PROGRAM: 370 Public Transit

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Public Transit					
937101 Bus Stops					
Property Taxes	85,000	85,000	85,000	85,000	85,000
Parking Reserve	15,000	15,000	15,000	15,000	15,000
Other Capital Reserves	250,000	210,000	195,000		
Total 937101 Bus Stops	350,000	310,000	295,000	100,000	100,000
937105 Valleyview Transit Exchange					
Community Works Fund	56,810	1,223,600			
DCC Roads	8,190	176,400			
Total 937105 Valleyview Transit Exchange	65,000	1,400,000			
937114 Transit Park & Ride					
Property Taxes			4,474	40,262	
Total 937114 Transit Park & Ride			4,474	40,262	
937118 City Wide Bus Stop/Transit Exc					
Property Taxes		611,800	1,748,000	874,000	1,311,000
DCC Roads		88,200	252,000	126,000	189,000
Total 937118 City Wide Bus Stop/Transit Exc		700,000	2,000,000	1,000,000	1,500,000
Program					
Property Taxes	85,000	696,800	1,837,474	999,262	1,396,000
Community Works Fund	56,810	1,223,600			
Parking Reserve	15,000	15,000	15,000	15,000	15,000
DCC Roads	8,190	264,600	252,000	126,000	189,000
Other Capital Reserves	250,000	210,000	195,000		
Total Program	415,000	2,410,000	2,299,474	1,140,262	1,600,000

PROGRAM: 510 Community Development

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Community Development					
951401 Infrastructure Improvements					
Property Taxes	150,000	150,000	150,000	150,000	150,000
Total 951401 Infrastructure Improvements	150,000	150,000	150,000	150,000	150,000
951405 Downtown Streetscape Improveme					
Gaming Reserve	325,000	500,000	500,000	500,000	500,000
Total 951405 Downtown Streetscape Improveme	325,000	500,000	500,000	500,000	500,000
Program					
Property Taxes	150,000	150,000	150,000	150,000	150,000
Gaming Reserve	325,000	500,000	500,000	500,000	500,000
Working Capital					
Total Program	475,000	650,000	650,000	650,000	650,000

PROGRAM: 520 Administration Services

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Administrative Services					
952901 Office Furniture and Equipment					
Property Taxes	6,500	6,500	6,500	6,500	6,500
Total 952901 Office Furniture and Equipment	6,500	6,500	6,500	6,500	6,500
Program					
Property Taxes	6,500	6,500	6,500	6,500	6,500
Total Program	6,500	6,500	6,500	6,500	6,500



PROGRAM: 530 Property Management

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Property Management					
953112 Tax Sale Land					
Land Sales	4,500	4,500	4,500	4,500	4,500
Total 953112 Tax Sale Land	4,500	4,500	4,500	4,500	4,500
953119 Crown Land Survey					
Land Sales	5,000	5,000	5,000	5,000	5,000
Total 953119 Crown Land Survey	5,000	5,000	5,000	5,000	5,000
953121 Equipment - Rental Properties					
Property Taxes	3,000	3,000	3,000	3,000	3,000
Total 953121 Equipment - Rental Properties	3,000	3,000	3,000	3,000	3,000
953127 Land Development					
Land Sales	40,000	40,000	40,000	40,000	40,000
Total 953127 Land Development	40,000	40,000	40,000	40,000	40,000
Program					
Property Taxes	3,000	3,000	3,000	3,000	3,000
Land Sales	49,500	49,500	49,500	49,500	49,500
Total Program	52,500	52,500	52,500	52,500	52,500

PROGRAM: 760 Engineering Services

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Engineering Services					
976611 Intersection Capacity Improvem					
Property Taxes	100,000	100,000	100,000	100,000	100,000
DCC Roads	900,000	900,000	900,000	900,000	900,000
Total 976611 Intersection Capacity Improvem	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
976613 Transportation Safety Program					
Property Taxes	253,460	253,460	253,460	253,460	253,460
DCC Roads	36,540	36,540	36,540	36,540	36,540
Total 976613 Transportation Safety Program	290,000	290,000	290,000	290,000	290,000
976629 Transportation Planning					
Property Taxes	24,375	24,375	24,375	24,375	24,375
DCC Roads	50,625	50,625	50,625	50,625	50,625
Total 976629 Transportation Planning	75,000	75,000	75,000	75,000	75,000
976632 BC20.07-Pedestrian Crossings					
Property Taxes	250,000	250,000	250,000	250,000	250,000
Community Works Fund	250,000	250,000	250,000	250,000	250,000
Future Capital Reserve					
Total 976632 BC20.07-Pedestrian Crossings	500,000	500,000	500,000	500,000	500,000
976634 8th @ Fortune-S bound Dbl Left					
Property Taxes	55,000	100,000	100,000		
DCC Roads	495,000	900,000	900,000		
Total 976634 8th @ Fortune-S bound Dbl Left	550,000	1,000,000	1,000,000		
976635 Qu'Appelle Blvd Ext-Rosehill R					
Property Taxes	200,000				
DCC Roads	1,800,000				
Total 976635 Qu'Appelle Blvd Ext-Rosehill R	2,000,000				
976636 7th St at Fortune Upgrades					
Property Taxes		50,000		300,000	
DCC Roads		450,000		2,700,000	
Total 976636 7th St at Fortune Upgrades		500,000		3,000,000	
976638 Summit Dr Dbl Left @ Ebound #1					
Property Taxes		50,000		310,000	
DCC Roads		450,000		2,790,000	
Total 976638 Summit Dr Dbl Left @ Ebound #1		500,000		3,100,000	
976675 Hugh Allan Roundabouts					
Property Taxes		15,000	30,000	395,000	
DCC Roads		135,000	270,000	3,555,000	
Total 976675 Hugh Allan Roundabouts		150,000	300,000	3,950,000	
Program					
Property Taxes	882,835	842,835	757,835	1,632,835	627,835
Community Works Fund	250,000	250,000	250,000	250,000	250,000
Future Capital Reserve					
Working Capital					
DCC Roads	3,282,165	2,922,165	2,157,165	10,032,165	987,165
Total Program	4,415,000	4,015,000	3,165,000	11,915,000	1,865,000

PROGRAM: 761 Active Transportation

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Active Transportation					
976102 Active Transportation-General					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Community Works Fund	1,648,000	1,648,000	1,648,000	1,648,000	1,648,000
DCC Roads	252,000	252,000	252,000	252,000	252,000
Total 976102 Active Transportation-General	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
976103 Active Transportation-Major Pr					
Community Works Fund	437,000	437,000	437,000	437,000	437,000
DCC Roads	63,000	63,000	63,000	63,000	63,000
Total 976103 Active Transportation-Major Pr	500,000	500,000	500,000	500,000	500,000
Program					
Property Taxes	100,000	100,000	100,000	100,000	100,000
Community Works Fund	2,085,000	2,085,000	2,085,000	2,085,000	2,085,000
DCC Roads	315,000	315,000	315,000	315,000	315,000
Grants					
Total Program	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000

PROGRAM: 210 Police Protection

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Police Protection					
921101 City Employee Furniture					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve					
Total 921101 City Employee Furniture	20,000	20,000	20,000	20,000	20,000
Program					
Property Taxes	20,000	20,000	20,000	20,000	20,000
Future Capital Reserve					
Total Program	20,000	20,000	20,000	20,000	20,000



PROGRAM: 220 Fire Protection Services

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Fire Protection Services					
922101 Tools & Equipment					
Property Taxes	40,000	40,000	45,000	45,000	50,000
Total 922101 Tools & Equipment	40,000	40,000	45,000	45,000	50,000
922113 KFR Dispatch NG911 Upgrade					
Equipment Reserve	450,000	200,000	40,000		
Total 922113 KFR Dispatch NG911 Upgrade	450,000	200,000	40,000		
922129 Communication Equip					
Property Taxes	10,500	10,500	10,500	10,500	10,500
Future Capital Reserve					
Total 922129 Communication Equip	10,500	10,500	10,500	10,500	10,500
922131 Breathing Apparatus Equipment					
Property Taxes	80,000	80,000	80,000	80,000	80,000
Total 922131 Breathing Apparatus Equipment	80,000	80,000	80,000	80,000	80,000
922139 Fire Station Furniture					
Property Taxes	15,000	15,000	15,000	15,000	15,000
Future Capital Reserve					
Total 922139 Fire Station Furniture	15,000	15,000	15,000	15,000	15,000
922505 Replace EOL Call Log					
Equipment Reserve			98,000		
Total 922505 Replace EOL Call Log			98,000		
922509 Replace 87033 Tender Truck					
Equipment Reserve					280,000
Total 922509 Replace 87033 Tender Truck					280,000
922511 Replace Nissan Titan #87117					
Equipment Reserve	5,000				
Total 922511 Replace Nissan Titan #87117	5,000				
922521 Replace 87123 PickUp					
Equipment Reserve	65,000				
Total 922521 Replace 87123 PickUp	65,000				
922523 Replace 87124 PickUp					
Equipment Reserve					55,000
Total 922523 Replace 87124 PickUp					55,000
922525 Replace 87125 PickUp					
Equipment Reserve					55,000
Total 922525 Replace 87125 PickUp					55,000
922527 Replace 87507 Jetboat					
Equipment Reserve			30,000		
Total 922527 Replace 87507 Jetboat			30,000		
922529 Replace 87506 Hazmat Trailer					
Equipment Reserve		30,000			
Total 922529 Replace 87506 Hazmat Trailer		30,000			
922533 Replace Unit#87126 - EVT					
Equipment Reserve			60,000		
Total 922533 Replace Unit#87126 - EVT			60,000		
922536 Repl of Support Truck #87030					
Equipment Reserve					270,000
Total 922536 Repl of Support Truck #87030					270,000
922537 Replace 87039 Bush Truck					
Equipment Reserve	260,000				
Total 922537 Replace 87039 Bush Truck	260,000				
922539 Purchase Snap on Modis					
Equipment Reserve	10,000				
Total 922539 Purchase Snap on Modis	10,000				
922541 Replace 87045 Engine					
Equipment Reserve			1,423,000		
Total 922541 Replace 87045 Engine			1,423,000		
922551 Replace 87037 Engine					
Equipment Reserve			1,423,000		
Total 922551 Replace 87037 Engine			1,423,000		

Fire Protection Services Continued

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
922553 Replace 87038 Aerial					
Equipment Reserve					2,500,000
Total 922553 Replace 87038 Aerial					2,500,000
922568 Replace Pumper #87036					
Equipment Reserve	160,000				
Total 922568 Replace Pumper #87036	160,000				
922605 Training Ctr Forklift					
Equipment Reserve		60,000			
Total 922605 Training Ctr Forklift		60,000			
Program					
Property Taxes	145,500	145,500	150,500	150,500	155,500
Future Capital Reserve					
Equipment Reserve	950,000	290,000	3,074,000		3,160,000
Total Program	1,095,500	435,500	3,224,500	150,500	3,315,500

PROGRAM: 260 Animal Control and Security

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Animal Control & Security					
926115 Patrol Bikes					
Property Taxes		6,000		6,300	
Total 926115 Patrol Bikes		6,000		6,300	
Program					
Property Taxes		6,000		6,300	
Total Program		6,000		6,300	

PROGRAM: 340 On-Street Parking

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
On-Street Parking					
934102 Replace Radio's					
Equipment Reserve		6,000		65,000	
Total 934102 Replace Radio's		6,000		65,000	
Program					
Equipment Reserve		6,000		65,000	
Parking Reserve					
Total Program		6,000		65,000	



PROGRAM: 710 Central Office

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Central Office					
971102 Office Furniture and Equipment					
Property Taxes	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve					
Total 971102 Office Furniture and Equipment	1,000	1,000	1,000	1,000	1,000
971104 Office Services Equipment					
Equipment Reserve	41,500			50,000	47,000
Total 971104 Office Services Equipment	41,500			50,000	47,000
Program					
Property Taxes	1,000	1,000	1,000	1,000	1,000
Future Capital Reserve					
Equipment Reserve	41,500			50,000	47,000
Total Program	42,500	1,000	1,000	51,000	48,000

PROGRAM: 720 Information Technology

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Information Technology					
972101 Office Furniture and Equipment					
Property Taxes	2,500	2,500	2,500	2,500	2,500
Total 972101 Office Furniture and Equipment	2,500	2,500	2,500	2,500	2,500
972102 IT Equipment Replacement					
Equipment Reserve	500,000				
Local Improvement	700,000				
Total 972102 IT Equipment Replacement	1,200,000				
972104 Data Center Equipment					
Property Taxes	300,000	300,000	300,000	300,000	300,000
Local Improvement					
Total 972104 Data Center Equipment	300,000	300,000	300,000	300,000	300,000
972108 New IT Equipment					
Future Capital Reserve					
Equipment Reserve	50,000	50,000	50,000	50,000	50,000
Total 972108 New IT Equipment	50,000	50,000	50,000	50,000	50,000
972114 Software					
Equipment Reserve	7,500	7,500	7,500	7,500	7,500
Total 972114 Software	7,500	7,500	7,500	7,500	7,500
972602 Digital Orthophoto					
Equipment Reserve	100,000			100,000	
Total 972602 Digital Orthophoto	100,000			100,000	
Program					
Property Taxes	302,500	302,500	302,500	302,500	302,500
Future Capital Reserve					
Equipment Reserve	657,500	57,500	57,500	157,500	57,500
Local Improvement	700,000				
Grants					
Total Program	1,660,000	360,000	360,000	460,000	360,000

PROGRAM: 680 Human Resources

	2023	2024	2025	2026	2027
	Budget	Budget	Budget	Budget	Budget
Human Resources					
968101 Office Furniture and Equipment					
Property Taxes	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve					
Total 968101 Office Furniture and Equipment	2,000	2,000	2,000	2,000	2,000
968107 BC22.04 EDI Accessibility Retr					
Gaming Reserve	40,000				
Total 968107 BC22.04 EDI Accessibility Retr	40,000				
Program					
Property Taxes	2,000	2,000	2,000	2,000	2,000
Future Capital Reserve					
Gaming Reserve	40,000				
Working Capital					
Total Program	42,000	2,000	2,000	2,000	2,000

Total General Funding

Property Taxes	14,378,971	17,975,910	18,561,774	18,868,842	15,993,170
Community Works Fund	4,771,810	3,633,600	2,335,000	2,335,000	2,335,000
Future Capital Reserves	0	115,000	0	0	0
Other Capital Reserves	700,000	460,000	445,000	250,000	250,000
Gaming Reserve	1,159,750	894,500	1,119,750	874,500	1,099,750
Equipment Reserve	7,034,153	4,375,750	7,692,371	1,728,000	3,594,500
Land Sales	49,500	380,500	49,500	49,500	49,500
Local Improvement	700,000	0	0	0	0
Parking Reserve	115,000	105,000	115,000	105,000	115,000
DCC Drainage	5,082,759	136,620	1,635,480	1,905,750	4,597,560
DCC Parks	98,505	148,005	2,380,455	1,316,205	346,005
DCC Roads	3,740,355	6,944,265	2,724,165	10,473,165	1,491,165
Contractors and Others	700,000	0	0	0	0
Debt	1,700,000	3,500,000	650,000	0	0
Total General Fund	40,230,803	38,669,150	37,708,495	37,905,962	29,871,650



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