

2020-09-10 RDCO 2020-2024 Financial Plan Bylaw
Amendment No. 1461, 2020 Report Attachment.

Original Bylaw Pages From Financial Plan Bylaw No.
1449, and Amending Bylaw 1460 for Reference Purposes.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

ORIGINAL BUDGET

Program: 303 -- Falcon Ridge Water System

Department: Engineering Services (Water Systems)

Amended July 2020

Water Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Water User, Late Pmt & Insp. Fees	(51,665)	(52,182)	(53,225)	(54,290)	(55,376)
Maintenance / Asset Renewal Fee	(31,020) a	(25,245) a	(25,246) a	(25,246) a	(25,245) a
Previous Year's Surplus/Deficit	19	(0)	(0)	(0)	0
Engineering Admin OH	1,860	1,897	1,935	1,974	2,013
Administration OH	8,172	8,335	8,502	8,672	8,845
Other - Property Owner Contributions	(111,000) e	0	0	0	0
Total Revenue	(183,634)	(67,194)	(68,034)	(68,889)	(69,762)
Expenses:					
Operations	56,357 b	57,484	58,634	59,806	61,003
Transfer to Cap. Fac Reserves	127,277 a,e	9,710 a	9,400 a	9,083 a	8,759 a
Total Expenses	183,634	67,194	68,034	68,889	69,762
(Surplus) / Deficit	(0)	(0)	(0)	0	(0)
FTE's	0.15	0.15	0.15	0.15	0.15

Water Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Tsfr from Gas Tax Cap Fac. Rsrv	(15,016) c,d	0	0	0	0
Transfer From Equip Reserves	(2,509)	0	0	0	0
Transfer From Cap. Fac. Reserve	(136,429) e	(10,300)	(5,150)	(5,150)	(5,150)
Total Revenue	(153,954)	(10,300)	(5,150)	(5,150)	(5,150)
Expenses					
Distribution System Improvements	126,900 cde	0	0	0	0
Reservoir	8,554 d	0	0	0	0
Equipment/SCADA	3,500	0	0	0	0
Controls & Instrumentation	15,000	0	0	0	0
Equipment & Improvements	0	10,300	5,150	5,150	5,150
Total Expenses	153,954	10,300	5,150	5,150	5,150
(Surplus) / Deficit	0	0	0	0	0
Equip Reserve Fund Bal at Y/E	0	-	0	0	0
Capital Facility Reserve Bal at Y/E	(1,208) a	(527) a	(4,731) a	(8,660) a	(12,304) a

Notes

a. Transfer asset renewal fees to reserves. Full transfer cannot be made. Additional rate review may be required.

b. Increases: Travel \$3k, Payroll \$2.3k, Equip. Repairs & Mtce \$1.3k, Ministry testing \$0.5k, and misc. \$1.35k.

c. Community Works Fund Gas Tax funding:

Previously approved Capital:

Hydrants

\$15k

d. 2019 projects carried forward.

e. July Amendment: Property Owner Contributions \$111k re: Peregrin Water System is being abandoned and 3 properties joining system, making \$111k contribution resulting in equivalent expansion project.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

ORIGINAL BUDGET

Program: 023 -- North Westside Rd Fire Rescue Department

Department: Engineering Services (Fire Services)

Amended July 2020

General Revenue Fund Budgets

	2020 Budget		2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:						
Tax Req - EA Cent Ok. West	(572,815)	a	(586,786)	(607,743)	(628,078)	(648,599)
Previous Year's Surplus/Deficit	(37,104)		0	0	0	0
Administration OH	39,473		40,276	41,904	42,742	43,596
Total Revenue	(570,446)		(546,509)	(565,839)	(585,336)	(605,003)
Expenses:						
Operations	475,342	bjik	416,509	424,839	433,336	442,003
Transfer to Capital Fac. Reserve	95,104	abcik	130,000	141,000	152,000	163,000
Total Expenses	570,446		546,509	565,839	585,336	605,003
(Surplus) / Deficit	0		0	0	0	0
FTE's	0.2530	d	0.2530	0.2530	0.2530	0.2530

Tax Levy:

Tax Requisition

Residential Tax Rate

(per \$1000 of assessment)

Maximum Tax Rate

(572,815)	(586,786)	(607,743)	(628,078)	(648,599)
0.7671	0.7781	0.7979	0.8164	0.8347
1.3500				

General Capital Fund Budgets

	2020 Budget		2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue						
Grant	-25,000	h	0	0	0	0
Transfer from Cap Fac Reserve	-88,741	h	-30,342	-85,746	-156,262	-526,787
Transfer From Equip. Reserves	(1,047)		0	0	0	0
Total Revenue	(114,788)		(30,342)	(85,746)	(156,262)	(526,787)
Expenses						
Trucks	0		0	0	0	480,000
SCBA	31,280	h	5,100	60,000	130,000	0
Equipment	40,000	e	9,118	9,300	9,486	9,676
Pagers & Radios	5,500		5,610	5,722	5,837	5,953
Firehall Renovations	24,000	f	0	0	0	20,000
Turn Out Gear	10,308		10,514	10,724	10,939	11,158
Boathouse	3,700		0	0	0	0
Total Expenses	114,788		30,342	85,746	156,262	526,787
(Surplus) / Deficit	0		0	0	0	0
Equip. Reserve Fund Bal. at Y/E	(0)		(0)	(0)	(0)	(0)
Capital Facility Reserve Bal. at Y/E	(431,955)	achik	(535,933)	(596,546)	(598,249)	(240,445)

Notes

- Surplus due to under expenditures for payroll, training, uniforms, equipment rep & mtce, vehicle ops, security, responses, and various line items. Transfer difference between annual surpluses of \$36k to reserves.
- Net reduction to Operating expenses budgeted. Transfer excess \$6.9k to reserves.
Increases: Payroll \$6.7k, Insurance \$1.5k, Turn Out Gear Cleaning \$3.5k, Bldg Rep & Mtce \$1k, FMR Equipment \$3k.
Decreases: Training \$10k, Telephone \$1k, Uniforms \$2k, Supplies \$3k, Electricity \$1k, Equipment \$1k, Vehicle Ops \$5k, Misc. \$1k.
- It is highly recommended that the entire surplus and reduction to operating expenses be transferred to reserves in addition to annually increasing regular reserve transfers by \$11k. In addition to regular capital needs, after 2020, the following truck replacements totalling \$3.356 million are coming up: 2024 (\$480k), 2028 (\$200K), 2029 (\$501k), 2031 (\$75k), 2032 (\$600k), 2033 (\$100k), 2036 (\$1.4m). There are also 2 halls which are estimated to need \$465k in improvements.
- Fire Services Manager and support staff.
- Industrial Washing Machine, High Flow Quickeer Fans.
- Hot Water Heater and eavestroughs.
- SCBA System.
- Possible Grant Funding for SCBA. Remainder comes from reserves.
- July Amendment: Roof Leak & Repairs \$16k. Reduce Transfer to reserves to fund.
- July Amendment: OFC Dispatch Recoding Project \$1.2k added to each Fire Dept. Reduced supplies budget.
- July Amendment: Increase legal and other costs re: HR issues \$51k. Reduction to transfer to reserve is necessary to fund these expenditures.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

ORIGINAL BUDGET

Program: 030 -- Regional Rescue Service

Department: Engineering Services (Fire Services)

Amended July 2020

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Services - WFN	(84,049)	(87,839)	(91,517)	(93,479)	(95,263)
Tax Requisition - Kelowna	(1,561,633)	(1,631,451)	(1,699,759)	(1,736,212)	(1,769,336)
Tax Requisition - Peachland	(67,065)	(70,063)	(72,996)	(74,562)	(75,984)
Tax Requisition - Lake Country	(173,377)	(181,128)	(188,712)	(192,759)	(196,437)
Tax Requisition - West Kelowna	(375,958)	(392,767)	(409,211)	(417,988)	(425,962)
Tax Req - EA Cent Ok. West	(48,441)	(50,607)	(52,726)	(53,856)	(54,884)
Tax Req - EA Cent Ok East	(44,628)	(46,623)	(48,575)	(49,617)	(50,564)
Previous Year's Surplus/Deficit	(148,045)	a,b 0	0	0	0
Administration OH	217,331	214,304	218,538	222,856	227,261
Transfer from Operating Reserve	(40,000)	m (50,000)	0	0	0
WCB, PEP, JEPP Grant & Other	(51,427)	n (55,000)	(55,000)	(55,000)	(55,000)
Total Revenue	(2,377,292)	(2,351,174)	(2,399,958)	(2,450,617)	(2,496,169)
Expenses:					
Operations Radio & Dispatch	1,394,119	c,p 1,386,301	g 1,414,027	1,442,308	1,471,154
Operations Core Rescue	663,951	d,o 631,330	g 643,957	656,836	669,972
Operations Emergency Operations	192,222	e,n 171,543	g 174,974	178,473	182,043
Search & Rescue	27,000	27,000	27,000	27,000	27,000
Transfer to Equip Reserves	100,000	f,o 135,000	f 140,000	f 146,000	f 146,000
Total Expenses	2,377,292	2,351,174	2,399,957	2,450,617	2,496,169
(Surplus) / Deficit	0	(0)	(0)	(0)	0
FTE's	0.3180	0.3180	0.3180	0.3180	0.3180
Tax Levy:					
Tax Requisition	(2,271,102)	(2,372,639)	(2,471,979)	(2,524,994)	(2,573,167)
Residential Tax Rate (per \$1000 of assessment)	0.0385	0.0398	0.0411	0.0415	0.0419

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Grants	(20,943)	n 0	0	0	0
Transfer From Equip Reserves	(453,066)	(58,071)	(251,843)	(81,880)	(1,918)
Total Revenue	(474,009)	(58,071)	(251,843)	(81,880)	(1,918)
Expenses					
Equipment	207,009	h,n 58,071	1,843	16,880	1,918
Marine Rescue Replacement	0	0	250,000	0	0
EOC Equipment	17,000	i 0	0	65,000	0
Vehicles	250,000	j 0	0	0	0
Total Expenses	474,009	58,071	251,843	81,880	1,918
(Surplus) / Deficit	0	0	0	0	0
Equip Reserve Fund Balance at Y/E	(83,679)	o (160,864)	(48,111)	(111,894)	(257,075)
Operating Reserve Balance at Y/E	(115,669)	(66,326)	(66,989)	(67,659)	(68,336)

Notes

- Surplus due to under expenditures for:
Carry forward of unspent \$75k in contract services consulting, contracting and studies to be done by CoK under contract management (Radio Review \$35k, Regional Operating Guidelines \$20k, Emergency Management Plan Update \$20k), Equipment, Repairs & Maintenance, Legal, Training, Vehicle Ops, & Responses. Operating Reserve not used.
- The surplus is \$41k less than last year.
- Radio & Dispatch Increase: Fire Dispatch \$26k, Equip, Insurance \$1k. Decreases: Repeater Sites \$21k, Radio Licence \$2.5k.
- Core Rescue Increases: Training \$10k, Equipment \$1.5k, Misc. \$1k. Decrease: Responses \$25k.
- Emergency Operations Increase: Minor misc. \$1k.
- Planning for future \$3.3m in equipment, marine, EOC equipment, hazmat and repeater/radio replacement.
Increase reserve transfer by \$5k annually from 2020 - 2022, then \$6k in 2023 and stay at that level.
- Remove \$35k, \$20k and \$20k in contract services. This was carried forward from 2019 and was part of surplus funds.
- Equipment includes Jaws of Life, Airbags, Hazmat Equipment, Repeater \$50k, Confined Space Equipment.
- Audio Visual Equipment for EOC.
- Hazmat unit carried forward from 2019.
- Replace Kelowna Marine Rescue 2
- Upgrade laptops, plotters, small equipment every 5 years.
- Use operating reserve to reduce impact of surplus reduction.
- July Amendment: UBCM CEPF Grant for equipment \$25k - \$4k in operating and \$21k in capital.
- July Amendment: Marine Rescue engine repairs \$25k. Reduce reserve transfer to fund.
- July Amendment: Increase Licenses \$1k, reduce legal \$1k.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

ORIGINAL BUDGET

Program: 044 -- Building Inspections & General Bylaw Enforcement

Department: Community Services (Inspection Services)

General Revenue Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
<u>Revenue:</u>									
BE Tax Req - EA Cent Ok West	(27,978)	a	(31,830)		(32,467)		(33,116)		(33,779)
BE Tax Req - EA Cent Ok East	(25,748)	a	(29,293)		(29,879)		(30,476)		(31,086)
BI Previous Year's Surplus/Deficit	(325,295)	b,c	0		0		(0)		0
BE Previous Year's Surplus/Deficit	(6,199)	a	0		0		0		0
BI Permits, Tickets, & Sundry	(253,600)	c	(313,456)	c	(322,125)	c	(330,967)	c	(400,480)
BI Administration OH	53,815		54,892		55,990		57,109		58,252
BE Administration OH	7,589	a	7,740		7,895		8,053		8,214
Transfer from BI Operating Reserve	0		(120,000)	f	(120,000)	f	(120,000)	f	(59,507)
Total Revenue	(577,416)		(431,946)		(440,586)		(449,397)		(458,385)
<u>Expenses:</u>									
Building Inspection Operations	371,141	d	378,564		386,135		393,858		401,735
Bylaw Enforcement Operations	52,336	a,e	53,383		54,450		55,539		56,650
Transfer to BI Operating Reserve	153,939	c	0		0		0		0
Total Expenses	577,416		431,947		440,585		449,397		458,385
(Surplus) / Deficit	0		0		(0)		0		(0)
FTE's	3.650		3.650		3.650		3.650		3.650
<u>Tax Levy:</u>									
Tax Requisition	(53,726)		(61,123)		(62,346)		(63,592)		(64,865)
Residential Tax Rate	0.0211		0.0237		0.0240		0.0242		0.0245
(per \$1000 of assessment)									
Equip. Reserve Balance at Y/E	(141,249)		(142,661)		(144,088)		(145,528)		(146,984)
Bldg Insp Operating Rsrv Bal at Y/E	(410,103)	c	(294,204)	f	(177,146)	f	(58,918)	f	0
Bylaw Enf. Operating Rsrv Bal at Y/E	(2,052)		(2,073)		(2,094)		(2,115)		(2,136)

Notes

- Tax requisition only relates to fund for general bylaw enforcement services for zoning, etc.
- Surplus mainly due to significant increase in Building Permits \$332.9k, and Inspection fees revenue.
- Building permit revenue is budgeted based on recent past history and conservatively based on experience with 2012 & 2013 levels. Any Building Inspection related surplus should be transferred to operating reserve for future years to avoid a similar situation to 2012 & 2013 when taxation was required. Completion of workload may vary from permit fee inflow and create timing issues. Staffing increased to handle increased permits received in 2019 and remainder of surplus transferred to BI Operating Reserves.
- BI Increases: Payroll \$72.6k (increase FTE's to handle workload), Vehicle Operations \$2k, and misc. \$1.17k. Decreases: Travel \$1.4k, and Publications/Subscrip. \$0.7k.
- BE Increases: Payroll \$1k, and Insurance \$0.05k.
- Use Operating reserves

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

ORIGINAL BUDGET

Program: 110 -- Regional Planning

Department: Community Services (Planning Services)

Amended July 2020

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Requisition - Kelowna	(280,678)	(280,108)	(281,844)	(285,720)	(289,672)
Tax Requisition - Peachland	(12,054)	(12,029)	(12,104)	(12,270)	(12,440)
Tax Requisition - Lake Country	(31,162)	(31,098)	(31,291)	(31,721)	(32,160)
Tax Requisition - West Kelowna	(67,572)	(67,435)	(67,853)	(68,786)	(69,738)
Tax Req - EA Cent Ok. West	(8,706)	(8,689)	(8,743)	(8,863)	(8,985)
Tax Req - EA Cent Ok East	(8,021)	(8,005)	(8,054)	(8,165)	(8,278)
UBCM Grant	(252,581) gh	0	0	0	0
Previous Year's Surplus/Deficit	(94,366) a	0	(0)	(0)	(0)
Administration OH	85,082	50,574	51,274	51,988	52,716
Other Grants / Revenues	(98,712) b,i,j	0	0	0	0
Total Revenue	(768,770)	(356,789)	(358,615)	(363,537)	(368,557)
Expenses:					
Operations	585,558 ce,hj	241,289	246,115	251,037	256,058
Transfer to Cap Fac Reserves	8,000 f	8,000	5,000	5,000	5,000
Regional Growth Strategy	175,212 d	107,500	107,500	107,500	107,500
Total Expenses	768,770	356,789	358,615	363,537	368,558
(Surplus) / Deficit	0	(0)	(0)	(0)	0
FTE's	2.75	2.75	2.75	2.75	2.75

Tax Levy:

Tax Requisition	(408,193)	(407,364)	(409,889)	(415,525)	(421,273)
Residential Tax Rate (per \$1000 of assessment)	0.0069	0.0068	0.0068	0.0068	0.0069

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Transfer From Cap Fac Reserves	-6,953	0	0	0	0
Transfer From Revenue Fund	0	0	0	0	0
Total Revenue	-6,953	0	0	0	0
Expenses					
Computers & Equipment	3,090	0	0	0	0
Furniture	3,863	0	0	0	0
Total Expenses	6,953	0	0	0	0
(Surplus) / Deficit	0	0	0	0	0
Reserve Fund Balance at Y/E	-977 f	-8,987	-14,077	-19,218	-24,410
Operating Reserve Balance at Y/E	-33,855	-34,194	-34,536	-34,881	-35,230

Notes

- Surplus Carryforward. Projects, including Mission Creek Dike Assessment & NDMP and funding carried forward.
Note: Surplus reduction of \$20k.
- Remainder of National Disaster Mitigation Program (NDMP) Grant for project \$270k
- Increases: Payroll \$53k, Travel \$2k, Legal \$1.5k, Memberships \$1k, Collaboration/Consulting \$7k.
Decreases: Insurance \$1k, Contract Services \$66.5k, Biodiversity Conservation \$13k.
- Reduction to RGS Projects \$271 (corresponds to grant funding revenue reduction).
2020 Projects: NDMP remainder \$67.7k, Regional Citizen Survey \$25k, Regional Housing Strategy \$60k Regional Agriculture Compliance & Enforcement Strategy \$5k, Other \$17.5k.
- Contract Services totals \$113.6k and includes: \$104k Mission Creek Dike Assessment Project, \$10k Other.
- Transfer funds to build reserves for minor capital needs.
- For Mission Creek Dike Assessment Project
- July Amendment: UBCM 2020 Poverty Reduction Planning & Action Program Grant \$149k and related costs.
- July Amendment: Vancouver Foundation Grant - Okanagan Lake Responsibility Planning Initiative \$20k and related costs.
- July Amendment: BC Rent Bank Grant and related costs.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

ORIGINAL BUDGET

Program: 041 -- Victims Services

Department: Community Services (Police & Community Support Services)

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Services - WFN	(14,531)	(15,134)	(15,570)	(15,999)	(16,402)
Tax Requisition - Kelowna	(269,992)	(281,091)	(289,177)	(297,160)	(304,629)
Tax Requisition - Peachland	(11,595)	(12,071)	(12,419)	(12,762)	(13,082)
Tax Requisition - Lake Country	(29,975)	(31,208)	(32,105)	(32,992)	(33,821)
Tax Requisition - West Kelowna	(65,000)	(67,672)	(69,618)	(71,540)	(73,339)
Tax Req - EA Cent Ok. West	(8,375)	(8,719)	(8,970)	(9,218)	(9,449)
Tax Req - EA Cent Ok East	(7,716)	(8,033)	(8,264)	(8,492)	(8,706)
Grants	0	0	0	0	0
Previous Year's Surplus/Deficit	(11,158) b	0	0	(0)	0
Transfer From Operating Reserve	0	0	0	0	0
Administration OH	67,035	68,375	71,138	72,560	74,012
Province - Min of Public Safety & Solicitor General	(121,000) a	(121,000)	(121,000)	(121,000)	(121,000)
Total Revenue	(472,307)	(476,553)	(485,985)	(496,604)	(506,416)
Expenses:					
Operations	462,307 c	471,553	480,984	490,604	500,416
Transfer to Equip. Reserves	5,000	5,000	5,000	6,000	6,000
Transfer to Operating Reserve	5,000 b	0	0	0	0
Total Expenses	472,307	476,553	485,984	496,604	506,416
(Surplus) / Deficit	0	0	(0)	0	0
FTE's	4.00	4.00	4.00	4.00	4.00
Tax Levy:					
Tax Requisition	(392,653)	(408,794)	(420,553)	(432,164)	(443,026)
Residential Tax Rate (per \$1000 of assessment)	0.0067	0.0069	0.0070	0.0071	0.0072
Equip. Reserve Fund Bal. at Y/E	(33,520)	(38,856)	(44,244)	(50,687)	(57,193)
Operating Reserve Bal. at Y/E	(9,078) b	(9,169)	(9,261)	(9,353)	(9,447)

Notes

- a. Accounting revenue recognition timing change impact.
- b. Surplus from underexpenditures in payroll and contract services, and increased grant revenue. Higher than budgeted travel, training, advertising & promotion. Transfer part of surplus to operating reserve or there could be too much of a swing next year.
- c. Increases: Payroll \$16.9k, Travel \$2.5k, Insurance \$0.57k, and misc. \$0.63k. Decreased Office supplies \$1k.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

ORIGINAL BUDGET

Program: 042 -- Crime Prevention & Alarm Control a

Department: Community Services (Police & Community Support Services)

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
<u>Revenue:</u>					
RDCO Crime Prevention					
Share of Alarm Control					
Revenue	(34)	(34)	(34)	(34)	(34)
Tax Requisition - Peachland	(14,931)	(16,114)	(17,826)	(18,174)	(18,528)
Tax Requisition - Lake Country	(39,284)	(42,398)	(46,901)	(47,817)	(48,750)
Tax Requisition - West Kelowna	(88,536)	(95,551)	(105,704)	(107,765)	(109,870)
Tax Req - EA Cent Ok. West	(10,739)	(11,591)	(12,822)	(13,072)	(13,327)
Tax Req - EA Cent Ok East	(9,883)	(10,667)	(11,800)	(12,030)	(12,265)
CP Previous Year's Surplus/Deficit	(33,192)	(0)	0	(0)	(0)
Services - WFN	(6,046)	(7,083)	(7,221)	(7,362)	(7,506)
Transfer from Operating Reserve	0	(15,000)	0	0	0
Administration OH - Crime Prev	24,016	24,497	24,987	25,486	25,996
Administration OH - Alarm Control	30,796	31,397	32,025	32,666	33,319
Alarm Licenses	(246,185)	(251,031)	(255,990)	(261,048)	(266,206)
Total Revenue	(394,018)	(393,576)	(401,286)	(409,150)	(417,171)
<u>Expenses:</u>					
Operations - Crime Prev	165,630	168,943	172,321	175,768	179,283
Operations - Alarm Control	212,288	216,534	220,864	225,282	229,787
Transfer to CP Equip.Reserves	5,000	5,000	5,000	5,000	5,000
Transfer to Alarm Equip. Reserves	3,000	3,000	3,000	3,000	3,000
Transfer to Operating Reserve	8,000	0	0	0	0
Transfer to Crime Prev. Rev. RDCO	34	34	34	34	34
Transfer to City of Kelowna - Alarms	66	66	66	66	66
Total Expenses	394,018	393,576	401,286	409,150	417,171
(Surplus) / Deficit	(0)	0	(0)	(0)	(0)
FTE's	2.62	2.62	2.62	2.62	2.62
<u>Tax Levy:</u>					
Tax Requisition	(163,373)	(176,321)	(195,053)	(198,858)	(202,740)
Residential Tax Rate	0.0082	0.0086	0.0095	0.0096	0.0097
(per \$1000 of assessment)					
Maximum Tax Rate	0.0315				
CP Equipment Reserve Bal at Y/E	(51,564)	(57,080)	(62,650)	(68,277)	(73,960)
Alarm Control Equip Reserve	(11,854)	(14,972)	(18,122)	(21,303)	(24,516)
CP Operating Reserve Bal. at Y/E	(46,297)	(46,760)	(47,228)	(47,700)	(48,177)

Notes

- Includes the Alarm Control function. Note - The alarm control function is completely self-sustaining. Surpluses are paid out to the partners at year end, and any deficits are invoiced to the City of Kelowna or transferred to this function. Alarm Control is netted to zero at year end. It is considered part of Crime Prevention Program, but they are tracked in 2 separate cost centres. The budget lines are separated for tracking purposes.
- Surplus due to increased revenues due to alarm control surplus. Crime Prevention: lower than anticipated payroll, vehicle operations, office supplies. Unspent funds for graffiti eradication.
Alarm Control: Underexpenditures for advertising & promotion, office supplies, payroll, contract services, clerical/rent-kelowna, and software & licenses.
- Crime Prevention: Increases: Payroll \$2.2k, Travel \$0.5k, and misc. \$0.54k. Decreases: Vehicle Operations \$2.5k, and Speed Watch \$1k.
- Alarm Control: Increases: Software & Licenses \$7.3k, Payroll \$2.5k, Travel \$1k, Training-Staff \$0.5k, insurance \$0.3k. Decreases: Contract Services \$6k, Clerical/Rent-Kelowna \$4k, Advertising & Promotion \$2k, Office Supplies \$1.5k.
- Reserves for future vehicle replacement.
- Transfer portion of 2019 surplus carried forward into operating reserve to mitigate future tax requisition increases & reduce surplus swing effect from year to year.
- Possibly use operating surplus to reduce tax increase effect re: surplus change.