

2021-02-11 RDCO 2020-2024 Financial Plan Bylaw
Amendment No. 1474, 2021 Report Attachment.

Original Bylaw Pages From Financial Plan Bylaw No.
1449, and Amending Bylaws 1460, 1461, 1470, & 1472 for
Reference Purposes.

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

142 -- Regional Parks									
Department:		Parks & Recreation		CURRENT BUDGET			Amended Jul & Dec 2020		
General Revenue Fund Budgets									
	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
<u>Revenue:</u>									
Services - WFN	(297,697)		(309,397)		(323,832)		(328,673)		(337,499)
Sundry Rev. & Donations	(68,011)		(68,011)		(68,011)		(68,011)		(68,011)
Tax Requisition - Kelowna	(5,531,205)		(5,746,482)		(6,014,598)		(6,104,506)		(6,268,431)
Tax Requisition - Peachland	(237,539)		(246,784)		(258,298)		(262,159)		(269,199)
Tax Requisition - Lake Country	(614,090)		(637,991)		(667,758)		(677,740)		(695,939)
Tax Requisition - West Kelowna	(1,331,620)		(1,383,447)		(1,447,995)		(1,469,641)		(1,509,105)
Tax Req - EA Cent Ok. West	(171,575)		(178,253)		(186,570)		(189,359)		(194,443)
Tax Req - EA Cent Ok East	(158,069)		(164,221)		(171,883)		(174,453)		(179,137)
Grants	(89,600)	k	(10,600)		(10,600)		(10,600)		(10,600)
Previous Year's Surplus/Deficit	(152,023)	b	(0)		0		0		(0)
Administration OH	570,712		580,834		620,644		629,764		653,142
Transfer from Operating Reserve	(100,000)	f	(110,074)	f	0		0		0
Total Revenue	(8,180,717)		(8,274,427)		(8,528,901)		(8,655,377)		(8,879,222)
<u>Expenses:</u>									
Operations	4,228,696	c,k,m	4,005,749		4,196,374		4,258,042		4,416,107
Transfer to Equip. Reserves	143,115	d	145,262	d	147,441	d	149,652	d	151,897
Transfer to Capital Facility Reserve	3,796,906	a,d,m	4,111,416	d	4,173,087	d	4,235,684	d	4,299,219
Transfer to Dist of Peachland	12,000		12,000		12,000		12,000		12,000
Total Expenses	8,180,717		8,274,427		8,528,902		8,655,377		8,879,222
(Surplus) / Deficit	(0)		0		0		(0)		0
FTE's	32.222		32.2220		33.112	j	33.112		34.002
<u>Tax Levy:</u>									
Tax Requisition	(8,044,098)		(8,357,178)		(8,747,102)		(8,877,858)		(9,116,254)
Residential Tax Rate	0.1364		0.1403		0.1454		0.1461		0.1485
(per \$1000 of assessment)									

General Capital Fund Budgets									
	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
Revenue									
Grant	(238,323)	g	(357,484)	g	(119,161)	g	(183,325)	g	(365,282)
Donations	(20,000)	h	0		0		0		0
Proceeds of Sale	0		(2,000)		(2,000)		(2,000)		(2,000)
Transfer From Park Land Reserves	(1,213,257)	i	0		0		0		0
Transfer From Equip. Reserves	(217,560)	l	(146,130)		(77,140)		(105,560)		(77,140)
Transfer From Cap. Fac. Reserves	(2,337,321)	n	(1,349,766)		(1,508,234)		(1,815,138)		(1,063,577)
Total Revenue	(4,026,461)		(1,855,380)		(1,706,535)		(2,106,023)		(1,507,999)
Expenses									
Parks Development (see detailed project list):	2,556,644	n	1,705,250		1,625,395		1,996,463		1,426,859
Other Capital:									
Software	35,000		0		0		0		0
Vehicles	162,260	l	108,605		56,840		56,840		56,840
Office Furniture	5,075		5,075		5,075		5,075		5,075
Land Acquisition Strategy (from Land Reserves):									
Land Acquisition Strategy - Goats Peak Impr.	117,003	i	0		0		0		0
Land Acquisition Strat - Other	1,096,254	i	0		0		0		0
Benches	4,000		4,000		4,000		4,000		4,000
Equipment	50,225		32,450		15,225		43,645		15,225
Total Expenses	4,026,461		1,855,380		1,706,535		2,106,023		1,507,999
(Surplus) / Deficit	0		0		0		0		0
Capital Facility Reserve Bal at Y/E	(6,164,527)	d,m,n	(9,015,439)	d	(11,797,095)	d	(14,359,817)	d	(17,771,413)
Equip. Reserve Fund Balance at Y/E	(233,289)	d,e,l	(234,754)	d,e	(307,402)	d,e	(354,568)	d,e	(432,871)
Park Land Reserve Balance at Y/E	(86,886)		(87,755)		(88,633)		(89,519)		(90,414)
Parks Legacy Reserve at Y/E	(27,443)		(27,717)		(27,994)		(28,274)		(28,557)
Operating Reserve Balance at Y/E	(113,435)	j	(3,395)	m	(3,429)		(3,463)		(3,498)

- Notes**
- a. Short Term Land Acquisition Debt payment (\$10.77 m over 5 yrs) ended 2019. As per previous financial plans, increase transfer to reserves with equivalent of debt payment.
- b. 2019 Surplus: Includes increased revenues from Class Registrations \$23.6k. Under expenditures for payroll \$175.4k, planning \$48.3k, bldg repairs & mtce, security, park mtce, and various line items. Vehicle Operations \$30.6k, Interpretation \$18.2k, janitorial supplies and office supplies over budget.
- c. Increases: Payroll \$96k (staffing and contract increases), GIS Program \$44k, Telephone \$1k, Insurance \$6k, SBC Insurance \$3k, Signs \$1k, Office Supplies \$1k, Janitorial Supplies \$2k, Garbage Pick Up \$1.5k, Safety Equipment \$9k, Building/Equip. Assessment \$10k, Vehicle Ops \$20k, Contract Services \$50k.
Decreases: Travel \$2k, Training \$1k, Small Tools \$1k, Legal \$5k, North Zone Mtce \$5k, Central Zone Mtce \$2.5k, Building Rep & Mtce \$10k, Vandalism Repair \$1k, Water Rates \$1k, Irrigation Rep & Mtce \$1k, Equip Rep & Mtce \$1k, Gas & Oil \$1k, Equip Rental \$1k, Security \$15k, Planning \$42.7k.
- d. In 2019, for future financial plans, the Board approved that the combined amount being transferred to reserves and used to pay down land acquisition debt is only to be increased by 1.5% annually, as a reasonable representation of assessment growth. In the past, a specific tax rate of \$0.09 was used, which would have created an unintended consequence of causing a large tax increase per average home.
Note: As debt has been reduced or ended in prior years, the equivalent of those former payment amounts continues to be directed into funding capital reserves.
The capital facilities reserve can be use for development and land acquisition and all capital purposes.
- e. Transfer to Equipment Reserves is required for vehicle and equipment replacement.
- f. Utilize operating reserve to mitigate the impact of the change in surplus carried forward.
- g. ICIP Fed/Prov Grant for the Black Mountain / sntsk'il'nt'ən Regional Park Development.
- h. CONC Bird Viewing Platform
- i. Land Acquisition Strategy using Land Reserves.
- j. Adding .89 FTE
- k. July Amendment: Additional Student Grants \$39k.
- l. July Amendment: Transfer vehicle from cc 401 - WWTP for \$2k.
- m. December Amendment: Add \$253,750 to repairs & mtce. Spring freshet in 2020 eroded streambank upstream of Cedars Bridge on Mission Creek Greenway. Damage is not eligible for EMBC or DFA funding. Repairs needed prior to 2021 Freshet to protect bridge asset. Reduce transfer to reserves in 2020, but resume the transfer of the equivalent reduction in 2021.
- n. December Amendment: Add \$4k to Traders' Cove Picnic Shelter geotechnical and \$4.1k for Raymer Bay Picnic Shelter geotechnical.

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

Program: 058 -- Scotty Heights Street Lights

Department: Engineering Services (Public Works)

CURRENT BUDGET

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Req - EA Cent Ok East	(18,060)	(18,422)	(18,822)	(19,199)	(19,583)
Previous Year's Surplus/Deficit	(881) a	(0)	(0)	(0)	(0)
Engineering Admin OH	528	538	549	560	571
Administration OH	1,545	1,577	1,641	1,673	1,707
Total Revenue	(16,868)	(16,307)	(16,633)	(16,966)	(17,306)
Expenses:					
Operations	15,987	16,307	16,633	16,966	17,305
Transfer to Operating Reserve	881 a	0	0	0	0
Total Expenses	16,868	16,307	16,633	16,966	17,305
(Surplus) / Deficit	(0)	(0)	(0)	(0)	(1)
FTE's	0.01	0.01	0.01	0.01	0.01
Tax Levy:					
Tax Requisition	(18,060)	(18,422)	(18,822)	(19,199)	(19,583)
Residential Tax Rate (per \$1000 of assessment)	0.0758	0.0766	0.0775	0.0782	0.0790
Operating Reserve Bal. at Y/E	(1,983) a	(2,003)	(2,023)	(2,043)	(2,063)

Notes

These streetlights are in the Central Okanagan East Electoral Area.

a. Transfer surplus to operating reserve.

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

CURRENT BUDGET

Program: 301 -- Killiney Beach Water System

Department: Engineering Services (Water Systems)

Amended Jul & Dec 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	(186,498)	(190,228)	(194,033)	(197,913)	(201,871)
Maintenance / Asset Renewal Fees	(284,256) b	(284,256) b	(284,256) b	(284,256) b	(284,256) b
Parcel Tax	0	0	(49,235) g,j	(199,788) g,j	(199,788) g,j
Grants	(8,010) h	0	0	0	0
Previous Year's Surplus/Deficit	(54,725) a	0	(0)	0	(0)
Engineering Admin OH	5,593	5,705	5,819	5,936	6,055
Administration OH	24,577	25,068	25,570	26,082	26,603
Total Revenue	(503,319)	(443,710)	(496,134)	(649,939)	(653,259)
Expenses:					
Operations	177,508 c,h	172,888	176,346	179,873	183,470
Debt Payments	0	0	49,235 g,j	199,788 g,j	199,788 g,j
Transfer to Cap. Fac Reserves	325,811 b	270,822 b	270,554 b	270,278 b	270,000 b
Total Expenses	503,319	443,710	496,135	649,939	653,258
(Surplus) / Deficit	0	(0)	0	(0)	(0)
FTE's	0.46	0.46	0.46	0.46	0.46
Parcel Tax	0	0	(49,235) g,j	(199,788) g,j	(199,788) g,j

Water Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Capital Financing	0	0	(2,461,750) g,j	0	0
Grants	(58,154) d,f	0	0	0	0
CWF Gas Tax Cap Fac. Rsrv	(33,183) e,f	0	0	0	0
Transfer From Equip Reserves	(473,250) i,k	(20,750)	(119,000) j	0	0
Transfer From Cap. Fac. Reserve	(177,285)	0	(940,000)	(20,750)	(20,750)
Total Revenue	(741,872)	(20,750)	(3,520,750)	(20,750)	(20,750)
Expenses					
Metering Program	5,300	5,300	5,300	5,300	5,300
Equipment/SCADA	7,000	0	0	0	0
Distribution System	232,421 f,j	0	0	0	0
Leak Detection Equipment	10,000	0	0	0	0
Equipment & Improvements	15,450	15,450	15,450	15,450	15,450
UV Disinfecting System	51,500 f,k	0	3,500,000 g	0	0
Intake Replacement	420,201 f	0	0	0	0
Total Expenses	741,872	20,750	3,520,750	20,750	20,750
(Surplus) / Deficit	0	0	0	0	0
Equip Reserve Fund Bal at Y/E	(193,072) i,k	(174,596)	(56,152) j	(56,713)	(57,280)
Capital Facility Reserve Bal at Y/E	(448,791) b	(724,101) b	(52,496) b	(302,341) b	(554,407) b

Notes

- Surplus due to higher revenues from late payment fees, water user fees, water system cost recovery and connection fees. Costs for payroll, leak detection & repair and electricity were also lower than expected.
- Transfer asset renewal fees and additional funds to reserves.
- Increases: Equipment Repairs & Mtce \$15k, and misc. \$2.2k. Decreased Payroll \$13.4k.
- Remainder of Build Canada Grant.
- Community Works Fund Gas Tax (from the Capital Facilities Reserve Fund) projects: \$33,183 Carry forward of remaining Board approved amount for Filtration.
- 2019 projects carried forward.
- IHA Required work under discussion. Contingent on finding an alternative solution, receiving financing or grant. This scenario assumes approval for debt & parcel tax received, MFA Financing 20 years, conservatively at 4%.
- OBWB Grant for Source Protection Plan Study \$8k.
- July Amendment: Add \$90k re: PRV Installation.
- July Amendment: Additional Financing required due to additional use of reserves in 2020.
- December Amendment: Reduce from \$106k to \$51.5k.

CURRENT BUDGET

Amended Jul, Sep, & Dec 2020

Water Revenue Fund Budgets

Water Capital Fund Budgets

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

CURRENT BUDGET

Program: 305 -- Sunset Ranch Water System

Department: Engineering Services (Water Systems)

Water Revenue Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
<u>Revenue:</u>									
Water User, Late Pmt & Insp. Fees	(132,398)		(135,046)		(137,747)		(140,502)		(143,312)
Maintenance / Asset Renewal Fee	(67,448)	b	(67,448)	b	(67,448)	b	(67,448)	b	(67,448)
Previous Year's Surplus/Deficit	(47,079)	a	0		0		(0)		(0)
Engineering Admin OH	4,264		4,349		4,437		4,525		4,615
Administration OH	18,735		19,109		19,491		19,882		20,278
Total Revenue	(223,926)		(179,036)		(181,266)		(183,544)		(185,867)
<u>Expenses:</u>									
Operations	129,204	c	131,788		134,424		137,112		139,855
Transfer to Capital Facility Reserves	94,722	b	47,248	b	46,842	b	46,431	b	46,013
Total Expenses	223,926		179,036		181,266		183,543		185,868
(Surplus) / Deficit	0		0		(0)		(0)		0
FTE's	0.46		0.46		0.46		0.46		0.46

Water Capital Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
<u>Revenue</u>									
Transfer From Equip Reserves	(33,050)		(26,050)		(26,050)		(26,050)		(26,050)
Total Revenue	(33,050)		(26,050)		(26,050)		(26,050)		(26,050)
<u>Expenses</u>									
Meters	10,600		10,600		10,600		10,600		10,600
Equipment & Improvements	15,450		15,450		15,450		15,450		15,450
Equipment/SCADA	7,000		0		0		0		0
Total Expenses	33,050		26,050		26,050		26,050		26,050
(Surplus) / Deficit	0		0		0		0		0
Equip Reserve Fund Bal at Y/E	(341,736)		(318,842)		(295,720)		(272,367)		(248,780)
Capital Facility Reserve Bal at Y/E	(161,224)	b	(210,085)	b	(259,028)	b	(308,049)	b	(357,142)

Notes

- a. Surplus due to higher than anticipated revenues from partial year rate increases for water system cost recovery, asset renewal fees and water user fees and reduced costs for contract services, payroll and travel.
- b. Transfer includes asset renewal fees. For 2021 onward, it does not appear that the full transfer will be able to be made.
- c. Increases: Payroll \$1.08k, misc. \$2.47k. Decreased Contract Services \$5.5k.

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

CURRENT BUDGET

Program: 306 -- Trepanier Bench Water System

Department: Engineering Services (Water Systems)

Amended December 2020

Water Revenue Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
<u>Revenue:</u>									
Water User, Late Pmt & Insp. Fees	(22,000)		(22,440)		(22,889)		(23,347)		(23,814)
Maintenance / Asset Renewal Fee	(8,448)	b	(8,448)		(8,448)		(8,448)		(8,448)
Insurance Proceeds	(2,539)	b	0		0		0		0
Previous Year's Surplus/Deficit	(786)	ab	(0)		0		(0)		(0)
Engineering Admin OH	695		709		723		738		753
Administration OH	3,055		3,116		3,179		3,242		3,307
Rental	(600)	d	(600)	d	0		0		0
Total Revenue	(30,623)		(27,663)		(27,434)		(27,815)		(28,202)
<u>Expenses:</u>									
Operations	21,069	c	21,490		21,920		22,359		22,806
Transfer to Capital Facility Reserves	9,554	b	6,173	b	5,514	b	5,456	b	5,397
Total Expenses	30,623		27,663		27,434		27,815		28,203
(Surplus) / Deficit	(0)		0		(0)		(0)		0
FTE's	0.06		0.06		0.06		0.06		0.06

Water Capital Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
<u>Revenue</u>									
Transfer from Cap Fac. Reserve	(7,310)	e	(2,060)		(2,060)		(2,060)		(2,060)
Total Revenue	(7,310)		(2,060)		(2,060)		(2,060)		(2,060)
<u>Expenses</u>									
Equipment Improvements	5,810	e	2,060		2,060		2,060		2,060
Equipment/SCADA	1,500		0		0		0		0
Total Expenses	7,310		2,060		2,060		2,060		2,060
(Surplus) / Deficit	0		0		0		0		0
Equip Reserve Fund Balance at Y/E	0		-		-		-		-
Capital Facility Reserve Bal at Y/E	(2,266)	b	(6,381)	b	(9,878)	b	(13,352)	b	(16,802)

Notes

- a. Surplus: Increased equipment repair costs resulting from contractor error, offset by contractor insurance coverage. Increased water user fee and asset renewal revenues offset increased travel (equipment pool) costs and Trepanier Ditch Water expense reflected for 2018 and 2019.
- b. Transfer includes asset renewal fees. Only able to transfer full amount because of surplus and insurance proceeds. For 2021 onward, it does not appear that the full transfer will be able to be made.
- c. Increases: Travel \$1.5k, Ministry testing \$0.5k, Payroll \$0.23k, and misc. \$0.73k. Decreased Equip Repairs & mtce \$2.9k.
- d. Five year contract for space rental to Peachland. Ends 2021.
- e. December Amendment: Pressure Tank Replacement

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

CURRENT BUDGET

Program: 307 -- Westshore Water System

Department: Engineering Services (Water Systems)

Amended Jul & Dec 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	(191,150)	(194,973)	(198,872)	(202,850)	(206,907)
Maintenance / Asset Renewal Fee	(367,488) b	(367,488) b	(367,488) b	(367,488) b	(367,488) b
Parcel Tax	0	0	(30,228) e	(119,624) e	(119,624) e
Previous Year's Surplus/Deficit	(44,848) a	0	(0)	(0)	0
Engineering Admin OH	6,765	6,900	7,038	7,179	7,323
Administration OH	29,725	30,319	30,925	31,544	32,175
OBWB Grant	(8,010) f	0	0	0	0
Total Revenue	(575,006)	(525,241)	(558,625)	(651,239)	(654,521)
Expenses:					
Operations	213,007 c,f	209,097	213,279	217,545	221,895
Debt Payments	0	0	30,228 e	119,624 e	119,624 e
Transfer to Capital Facility Reserves	361,999 b	316,144 b	315,118 b	314,071 b	313,002 b
Total Expenses	575,006	525,241	558,625	651,240	654,521
(Surplus) / Deficit	0	(0)	(0)	0	0
FTE's	0.56	0.56	0.56	0.56	0.56
Parcel Tax	0	0	(30,228)	(119,624)	(119,624)

Water Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Capital Financing	0	0	(1,487,240) e	0	0
Transfer From Equip Reserves	(233,360) g	(18,630)	(1,166,510)	0	0
Transfer from Cap Fac. Reserve	(135,008)	0	(1,077,000)	(20,750)	(20,750)
Total Revenue	(368,368)	(18,630)	(3,730,750)	(20,750)	(20,750)
Expenses					
Equip & Improvements	15,450 d	15,450	15,450	15,450	15,450
Metering	3,180	3,180	5,300	5,300	5,300
Equipment/SCADA	7,000	0	0	0	0
Leak Detection Equipment	31,230 d	0	0	0	0
Distribution System	125,000	0	0	0	0
Reservoir	135,008 d	0	0	0	0
UV Disinfection System	51,500 d,g	0	3,710,000 e	0	0
Total Expenses	368,368	18,630	3,730,750	20,750	20,750
(Surplus) / Deficit	0	0	0	0	0
Equip Reserve Fund Balance at Y/E	(1,228,636) g	(1,222,106)	(56,152)	(56,714)	(57,281)
Capital Facility Reserve Bal at Y/E	(596,025) b	(918,129) b	(154,659) b	(449,319) b	(745,856) b

Notes

- Surplus primarily due to higher revenues from asset renewal, water system cost recovery, and late payment fees; reduced payroll costs also contributed to the surplus. Contract services was higher than budgeted \$17.7k.
- Transfer asset renewal fees to reserves. Full transfer cannot be made. Additional rate review may be required.
- Increases: Equip Repairs & Mtce \$38k, Travel \$1k, and misc. \$2.5k. Decreases: Payroll \$11k, and Leak Detection & Repair \$5k.
- Carryforward 2019 project.
- IHA Required work under discussion. Contingent on finding an alternative solution, receiving financing or grant. This scenario assumes approval for debt & parcel tax received, MFA Financing 20 years, conservatively at 4%.
- July Amendment: OBWB Grant \$8k for Source Protection Study.
- December Amendment: Reduce from \$106k to \$51.5k.

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

CURRENT BUDGET

Program: 310 -- Fintry / Valley of the Sun Water System

Department: Engineering Services (Water Systems)

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	(96,397)	(100,325)	(104,330)	(108,418)	(112,586)
Maintenance / Asset Renewal Fee	(79,300)	(79,300)	(79,300)	(79,300)	(79,300)
Parcel Tax	(220,605)	(220,605)	(220,605)	(220,605)	(220,605)
MOTI Parcel Tax Contribution	(6,536)	(6,536)	(6,536)	(6,536)	(6,536)
Previous Year's Surplus/Deficit	(37,299)	0	0	(0)	0
Engineering Admin OH	3,010	3,070	3,131	3,194	3,258
Administration OH	13,224	13,488	13,758	14,033	14,314
Total Revenue	(423,903)	(390,208)	(393,883)	(397,633)	(401,455)
Expenses:					
Operations	91,197	93,021	94,881	96,779	98,715
Debt Payments	227,141	227,141	227,141	227,141	227,141
Transfer to Cap Fac Reserves	105,565	70,046	71,860	73,713	75,600
Total Expenses	423,903	390,208	393,882	397,633	401,456
(Surplus) / Deficit	0	0	(0)	0	0
FTE's	0.25	0.25	0.25	0.25	0.25
Parcel Tax	(220,605)	(220,605)	(220,605)	(220,605)	(220,605)

Water Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Transfer From Equip Reserves	(35,400)	(20,900)	(20,900)	(20,900)	(20,900)
Total Revenue	(35,400)	(20,900)	(20,900)	(20,900)	(20,900)
Expenses					
Controls & Instrumentation	10,000	0	0	0	0
Metering	10,600	10,600	10,600	10,600	10,600
Equipment/SCADA	4,500	0	0	0	0
Equipment & Improvements	10,300	10,300	10,300	10,300	10,300
Total Expenses	35,400	20,900	20,900	20,900	20,900
(Surplus) / Deficit	0	0	0	0	0
Equip Reserve Fund Bal. at Y/E	(116,725)	(96,783)	(76,642)	(56,299)	(35,753)
Cap Facility Reserve Bal at Y/E	(335,658)	(409,061)	(485,011)	(563,574)	(644,810)

Notes

- Surplus due to higher revenues from water user fees, asset renewal fees, water system cost recovery and late payment fees. Costs for travel (vehicle operations), and electricity were lower than expected. Booster pump breaker replacement resulted in higher than anticipated equipment repairs.
- 30 Year Financing - ends in 2042.
- MOTI purchased 8 lots which became crown land. The related debt / parcel taxes would have shifted to the other property owners. Staff met with MOTI and MOTI agreed to pay a lump sum of \$149k to cover the parcel taxes until 2022, then pay down the related debt for the lots when refinancing comes up in 2022. Approximate annual savings to each of the other lots within the service area is \$20. There are still 22 years of debt payments remaining.
- Transfer includes asset renewal fees. For 2021 onward, it does not appear that the full transfer will be able to be made.
- Increases: Equip Repairs & mtce \$2.5k, Bldg/Equip Assessment Operations \$0.5k, Safety Supplies \$0.5k, and misc. \$0.75k. Decreases: Water Rates \$0.5k, and misc. \$0.36k.

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

CURRENT BUDGET

Program: 499 -- Ellison Sewer System

Department: Engineering Services (Sewer Systems)

Sewer Revenue Fund Budgets

Community Services (Engineering)

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Sewer User Fees	(119,934)	(125,931)	(132,227)	(138,839)	(145,781)
Maintenance/Asset Renewal Fees	(29,916)	(29,916)	(29,916)	(29,916)	(29,916)
Previous Year's Surplus/Deficit	(4,831) a	0	0	0	0
Engineering Admin OH	3,617	3,838	4,063	4,309	4,561
Administration OH	10,595	11,246	11,906	12,628	13,364
Total Revenue	(140,469)	(140,762)	(146,174)	(151,817)	(157,772)
Expenses:					
Operations	109,608 b	116,300	123,126	130,589	138,200
Transfer to Reserves	30,861	24,462	23,048	21,229	19,571
Total Expenses	140,469	140,762	146,174	151,817	157,772
(Surplus) / Deficit	0	0	0	0	0
FTE's	0.13	0.13	0.13	0.13	0.13

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Transfer From Reserves	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)
Total Revenue	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)
Expenses					
Pump Headworks	10,600	10,600	10,600	10,600	10,600
Total Expenses	10,600	10,600	10,600	10,600	10,600
(Surplus) / Deficit	0	0	0	0	0
Reserve Fund Balance at Y/E	(234,587)	(250,689)	(265,538)	(278,716)	(290,368)

Notes

- a. Surplus resulting from increased revenues.
b. Contract Services - fee increase and growth.

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

CURRENT BUDGET

Program: 020 -- Lakeshore Road Fire Protection

Department: Engineering Services (Fire Services)

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Req - EA Cent Ok East	(23,969)	(24,455)	(24,968)	(25,467)	(25,976)
Previous Year's Surplus/Deficit	(741)	(0)	0	0	0
Administration OH	1,139	1,127	1,173	1,196	1,220
Total Revenue	(23,571)	(23,328)	(23,795)	(24,271)	(24,756)
Expenses:					
Operations	22,871	23,328	23,795	24,271	24,756
Total Expenses	23,571	23,328	23,795	24,271	24,756
(Surplus) / Deficit	(0)	0	0	0	0

Tax Levy:

Tax Requisition	(23,969)	(24,455)	(24,968)	(25,467)	(25,976)
Residential Tax Rate	0.5329	0.5383	0.5442	0.5496	0.5550

(per \$1000 of assessment)

Maximum Tax Rate 1.5000

Operating Reserve Balance at Y/E	(823)	(831)	(840)	(848)	(857)
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Notes

3rd Party Contract based on assessments.

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

CURRENT BUDGET

Program: 022 -- Joe Rich Fire 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:									
PEP Comp., Misc Rev, & Sundry Sales	(10,000)	m	0		0		0		0
Tax Req - EA Cent Ok East	(503,927)		(506,287)		(523,812)		(541,489)		(559,318)
Previous Year's Surplus/Deficit	25,030	a,b	0		0		0		0
Administration OH	32,517		33,179		33,842		34,519		35,209
Total Revenue	(456,380)		(473,108)		(489,970)		(506,970)		(524,109)
Expenses:									
Operations	336,380	c,l,m	343,108		349,970		356,970		364,109
Transfer to Capital Facility Reserve	120,000	d,m	130,000	d	140,000	d	150,000	d	160,000
Total Expenses	456,380		473,108		489,970		506,970		524,109
(Surplus) / Deficit	0		0		0		0		0
FTE's	0.2530	e	0.2530		0.2530		0.2530		0.2530
Tax Levy:									
Tax Requisition	(503,927)		(506,287)		(523,812)		(541,489)		(559,318)
Residential Tax Rate (per \$1000 of assessment)	1.5917		1.5833		1.6219		1.6600		1.6977
Maximum Tax Rate	2.5000								

General Capital Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
Revenue									
Sale of Asset / Internal Transfer	0		0		(25,000)		0		0
Grant	(25,000)	k	0		0		0		0
Transfer From Equip. Reserves	0		0		(25,719)		0		0
Trsf From CWF Cap Fac. Rsvr	(29,254)	f	0		0		0		0
Transfer from Cap Fac Reserve	(110,870)	k,m	(49,569)		(587,984)		(77,442)		(73,292)
Total Revenue	(165,124)		(49,569)		(638,703)		(77,442)		(73,292)
Expenses									
SCBA	10,025	k	8,058		8,219		8,384		8,551
Water Supply / Cisterns	30,900	f	0		0		0		0
Radios & Pagers	7,597		7,749		7,904		8,026		8,267
Trucks	10,700	m	0		550,000		0		0
Turnout Gear	10,308		10,514		11,290		11,516		11,746
Hall Renovations	80,844	g	12,180		50,000		38,000	h	32,982
Equipment	14,750	k	11,068		11,290		11,516		11,746
Total Expenses	165,124		49,569		638,703		77,442		73,292
(Surplus) / Deficit	0		0		0		0		0
Equip Reserve Balance at Y/E	(25,464)		(25,719)		0		0		0
Capital Facilities Reserve Bal. at Y/E	(406,488)	dkm	(490,488)	d	(41,529)	d	(113,728)	d	(200,840)
Joe Rich Water Cap Fac Bal	(15,181)	j	(20,333)		(25,536)		(30,791)		(36,099)

Notes

- Major deficit due to overspending. Must be recovered in 2020 requisition. Over expenditures include Payroll \$25.8k, Training \$6k Building Repairs & Mtce \$5k, Equipment Repairs & Mtce \$6k, Uniforms \$1.5k, Supplies & Cleaning \$14k. Vehicle Operations allocations were under \$10.5k, & various line items under by \$5k in total.
- Normal Board practice is to transfer any response revenues net of expenses to reserves. This did not occur because of the large deficit. Additional unbudgeted revenue of \$17.3k used to offset deficit instead.
- Increases: Payroll \$5k, Training \$2k, Insurance \$1k, Turn Out Gear Cleaning \$3.5k, FMR Equipment \$3k, Equip Rep & Mtce \$1k, Various Minor \$2k.
Decreases: Electricity \$4.5k, Equipment \$1k, Vehicle Ops \$8k.
- Reserves must continue to be built to a much higher level. Trucks totalling \$2.135 million are scheduled to be replaced in 2022 (\$550k), 2025 (\$200k), 2029 (\$520k), 2030 (\$215k) plus \$650k beyond that. In the past, the tolerance for rate increases and reserve transfers has been low for this service.
There are two firehalls that must be staffed, equipped and maintained, and the assessment tax base is very low. Improvements for 2 Halls over 20 years are expected to be \$745k.
- Fire Services Manager and support staff.
- Community Works Fund Gas Tax funding approved May 30th, 2016. Carryover of \$30,000 from 2018.
- Includes Roof, hot water heater, water treatment system, lighting fixtures.
- Thermostat, water treatment system, electrical upgrade.
- Lighting fixtures, exhaust ventilation system, and various.
- Joe Rich Water System Asset resides here. 022 - Joe Rich Fire, 144 - Eastside Parks, and 123 - Joe Rich Hall each contribute 1/3 share of operating costs which includes annual contribution to reserves of \$5k.
- Possible Grant Funding for SCBA and equipment reduces reserve usage.
- July Amendment: OFC Dispatch Recoding Project \$1.2k added to each Fire Dept. Reduced supplies budget.
- July Amendment: Donation of \$10k from Firefighters' Recognition Fund to purchase Utility Vehicle from Big White Fire Dept. for \$10.7k. Additional operating costs of \$1.5k covered by other savings in payroll and travel.

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

CURRENT BUDGET

Program: 023 -- North Westside Rd Fire Rescue Department

Department: Engineering Services (Fire Services)

Amended July & Sep 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)		(586,786)	(607,743)	(628,078)	(648,599)
Previous Year's Surplus/Deficit	(37,104)	a	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	490,342	b,j,k,l,n	416,509	424,839	433,336	442,003
Transfer to Capital Fac. Reserve	80,104	abc,i,k,n	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	(84,741)	h,m	(30,342)	(85,746)	(156,262)	(526,787)
Transfer From Equip. Reserves	(1,047)		0	0	0	0
Total Revenue	(110,788)		(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	20,000	f,m	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	110,788		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	(420,955)	achikmn	(524,823)	(585,325)	(586,916)	(228,998)

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 Quicke 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.
- Sep Amendment: Add \$4k Wildland PPE and reduce other line items for Travel, Vehicle Operations & Repairs & Maintenance accordingly.
- Sep Amendment: Reduce Firehall Renovations net \$4k: Add \$8k for Fencing and remove \$12k for other projects. Adjust use of reserves.
- Sep Amendment: Increased legal and other costs re: HR issues by another \$15k. Reduction to transfer to reserve is necessary to fund these expenditures.

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

CURRENT BUDGET

Program: 024 -- Wilson's Landing Fire 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	(278,111)	(320,838)	(336,676)	(352,150)	(367,733)
Previous Year's Surplus/Deficit	(27,467)	0	0	0	0
Administration OH	23,145	23,616	24,570	25,062	25,563
Total Revenue	(282,433)	(297,222)	(312,106)	(327,088)	(342,170)
Expenses:					
Operations	239,433	244,222	249,106	254,088	259,170
Transfer to Cap. Fac. Reserve	43,000	53,000	63,000	73,000	83,000
Total Expenses	282,433	297,222	312,106	327,088	342,170
(Surplus) / Deficit	0	0	0	0	0
FTE's	0.2530	0.2530	0.2530	0.2530	0.2530
Tax Levy:					
Tax Requisition	(278,111)	(320,838)	(336,676)	(352,150)	(367,733)
Residential Tax Rate	0.7896	0.9019	0.9370	0.9704	1.0033
(per \$1000 of assessment)					
Maximum Tax Rate	2.8500				

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Grants	(25,000)	0	0	0	0
Transfer From Equip. Reserves	(60,888)	(19,539)	0	0	0
Transfer from Cap. Fac. Reserve	(31,532)	(21,899)	(31,812)	(37,241)	(77,818)
Total Revenue	(117,420)	(41,438)	(31,812)	(37,241)	(77,818)
Expenses					
Pagers and Radios	4,500	4,559	4,650	4,743	4,838
SCBA	12,960	5,698	5,812	5,928	6,048
Equipment	43,782	9,118	9,300	9,456	9,676
Hall Improvements	45,870	15,225	5,075	10,000	50,000
Turnout Gear	10,308	6,838	6,975	7,114	7,256
Total Expenses	117,420	41,438	31,812	37,241	77,818
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Balance at Y/E	(19,539)	(0)	(0)	(0)	(0)
Capital Facility Reserve Bal. at Y/E	(157,205)	(189,878)	(222,965)	(260,953)	(268,745)

Notes

- Due to a \$60k requisition increase in 2019 the budgeted reserve transfer for 2019 was reduced from the planned level of \$45k to \$35k.
- Increases: Payroll \$5k, Training \$2.8k, Uniforms \$3k, Turn Out Gear Cleaning \$3.5k, Supplies \$1k, FMR Equipment \$1k, Equipment \$8k, Misc. \$1k. Decreases: Telephone \$1k.
- In future, in order to avoid debt financing, the revised \$35k planned reserve transfer would now need to be increased by \$8k in 2020, then \$10k annually, order to be able to fund \$1.54 million in future truck purchases from reserves: 2031 (\$700k), 2035 (\$570k), & 2038 (\$270k). Estimates for hall improvements over 20 years are \$383k.
- Fire Services Manager and support staff.
- AV system, baseboard heaters, hot water heater, chain link fence, etc.
- Possible Grant Funding for SCBA, Equipment and Hall. Remainder comes from reserves.
- July Amendment: OFC Dispatch Recoding Project \$1.2k added to each Fire Dept. Reduced supplies budget.

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

CURRENT BUDGET

Program: 028 -- June Springs Fire Protection

Department: Engineering Services (Fire Services)

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Req - EA Cent Ok East	(15,087)	(15,726)	(16,055)	(16,376)	(16,704)
Previous Year's Surplus/Deficit	(81)	0	0	0	0
Administration OH	711	725	754	769	784
Transfer from Operating Reserve	(250) a	0	0	0	0
Total Revenue	(14,707)	(15,001)	(15,301)	(15,607)	(15,919)
Expenses:					
Operations	14,707 b	15,001	15,301	15,607	15,919
Transfer to Operating Reserve	0	0	0	0	0
Total Expenses	14,707	15,001	15,301	15,607	15,919
(Surplus) / Deficit	0	0	0	0	0

Tax Levy:

Tax Requisition	(15,087)	(15,726)	(16,055)	(16,376)	(16,704)
Residential Tax Rate (per \$1000 of assessment)	0.5498	0.5581	0.5642	0.5698	0.5754

Operating Reserve Bal. at Y/E	(337) a	(341)	(344)	(348)	(351)
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Notes

- a. Utilize operating reserve to reduce tax impact.
b. Contract costs from City of Kelowna based on assessments.

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

CURRENT BUDGET

Program: 002 -- Administration / Corporate Services

Department: Corporate Services

General Revenue Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
Revenue:									
Sundry Sales & Office Rentals	(108,963)	a	(95,163)	a	(95,163)		(95,163)		(95,163)
Grants	(173,180)	b,o	(168,658)	b,o	(138,000)	b,o	(98,000)		(98,000)
Previous Year's Surplus/Deficit	(147,551)	c	0		0		0		0
Transfer from Operating Reserve	(76,150)	d	(17,575)	j	0		0		0
Administration OH Recovery	(1,179,497)		(1,585,552)		(1,657,003)		(1,754,806)		(1,813,266)
Total Revenue	(1,685,341)		(1,866,948)		(1,890,166)		(1,947,969)		(2,006,429)
Expenses:									
Operations	1,485,341	e,o	1,641,948	k,l,o	1,640,166	k,o	1,672,969		1,706,429
Transfer to Operating Reserve	0		0		0		0		0
Transfer to Cap. Fac. Reserve	200,000	f	225,000	f	250,000	f	275,000	f	300,000
Total Expenses	1,685,341		1,866,948		1,890,166		1,947,969		2,006,429
(Surplus) / Deficit	0		0		0		0		0
FTE's	8.9510	f,o	9.9510	k,o	9.9510	k,o	9.9510		9.9510

General Capital Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
Revenue									
Transfer from Cap Fac Res.	(290,460)		(196,000)	n,o	(288,700)		(180,250)		(185,400)
Total Revenue	(290,460)		(196,000)		(288,700)		(180,250)		(185,400)
Expenses									
Computers & Equipment	22,030	g	20,600		10,300		10,300		10,300
Office Furniture	25,375		5,150		10,300		5,150		10,300
Vehicle	38,095		0		0		0		0
Software	0		0		103,000	m	0		0
Building Improvements	204,960	h	170,250	h	165,100	n	164,800		164,800
Total Expenses	290,460		196,000		288,700		180,250		185,400
(Surplus) / Deficit	0		0		0		0		0
Cap. Fac. Rsrv Fund Bal. At Y/E	(525,596)		(559,852)		(526,750)		(626,768)		(747,635)
Operating Reserve Bal at Y/E	(17,401)	d	(0)	i	(0)		(0)		(0)

Notes

- a. City of Kelowna moving out in April. \$36.9k Reduction to rental revenue in 2020 and additional \$13.8k in 2021.
- b. Includes Provincial Unconditional Regional District Administrative Grant \$80k CARIP grant \$18k, and UBCM Asset Management Grant \$5.8k.
- c. 2019 Surplus due to \$43k in grants received, higher recovery due to capital projects \$45k, and \$60k underexpenditure for various line items: including \$49k contract services, office supplies, offset by some over expenditures in payroll, insurance, grounds maintenance,
- d. Utilize operating reserve to reduce impact of lost revenue, surplus swing and increased expenses.
- e. Increases: Payroll \$8k (includes FTE reallocations), Insurance \$3k, Goods & Supplies \$2k, Legal \$30k, Bldg. Assmt \$10k Grounds Mtce \$15k, Communications \$25k.
Decreases: Telephone \$2k, Office Supplies \$7k, Contract Services \$10k, SIBAC \$5k, Electricity \$4k, Misc. \$4k
- f. Need to continue to build increased reserve levels for admin building and service.
- g. Includes Folding & Sorting Machine
- h. Miscellaneous Building Upgrades
- i. Remove UBCM Asset Management Grant \$5.8k.
- j. Utilize operating reserve to reduce impact on recovery amount required.
- k. Add .5 FTE \$38k in 2021 for Records Management (starts 1/2 way through the year, then add remaining .5 for full year in 2022)
- l. Add \$20k for Contract Services for Records Management and software licensing fees.
- m. Records Management Software.
- n. Exterior Painting.
- o. Add term position part way through 2020 for Energy Efficiency. Funded by \$180k grant from Fortis - \$69k 2020, \$70.6k 2021, \$40k 2022 (includes .5 FTE 2020 \$69k, 1 FTE 2021 \$139k, .5 FTE 2022 \$69k)

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

CURRENT BUDGET

Program: 003 -- Finance

Department: Financial Services

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Interest	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Previous Year's Surplus/Deficit	(436,341) a	0	0	0	0
Transfer from Operating Reserve	0	(100,000) a	0	0	0
Administration OH Recovery	(825,000)	(1,017,212)	(1,143,186)	(1,169,680)	(1,196,704)
Services SIR & OBWB, Sundry Sales	(169,500)	(169,500)	(169,500)	(169,500)	(169,500)
Total Revenue	(1,475,841)	(1,331,712)	(1,357,686)	(1,384,180)	(1,411,204)
Expenses:					
Operations	1,273,247 b	1,298,712	1,324,686	1,351,180	1,378,204
Debt Payments	18,000	18,000	18,000	18,000	18,000
Transfer to Equip. Reserves	10,000	15,000	15,000	15,000	15,000
Transfer to Operating Reserve	174,594 a	0	0	0	0
Total Expenses	1,475,841	1,331,712	1,357,686	1,384,180	1,411,204
(Surplus) / Deficit	0	0	0	0	0
FTE's	7.45	7.45	7.45	7.45	7.45

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Transfer From Reserves	(95,810)	(17,510) e	(17,510)	(17,510)	(17,510)
Total Revenue	(95,810)	(17,510)	(17,510)	(17,510)	(17,510)
Expenses					
Computers & Equipment	2,060	2,060	2,060	2,060	2,060
Software & Vadim Server Migration	83,450 c	15,450 d	15,450 d	15,450 d	15,450 d
Office Renovation	10,300	0	0	0	0
Total Expenses	95,810	17,510	17,510	17,510	17,510
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Fund Balance at Y/E	(151,236)	(150,064)	(148,879)	(147,683)	(146,475)
Operating Reserve Bal at Y/E	(336,045) a	(238,404.97)	(240,789)	(243,197)	(245,629)

Notes

- a. Surplus due mostly to higher capital project recoveries and interest (no EOC expenditures funded, and lower capital expenditures) and other underexpenditures. Transfer a portion of surplus to operating reserve for future overhead rate mitigation and to ease eventual transition to funding cloud based software licencing in operating.
- b. Increases: Payroll \$40k, Data processing \$2k, Contract Services \$4k, Insurance \$1.7k
- c. Transitioning Server to IT Department.
- d. Upgrades & Programming.