



2025 Preliminary Budget Volume Redesigned Layout Presentation

Financial Planning | November 25, 2024



Agenda

- ▶ Service based budget journey
- ▶ Budget prioritization
- ▶ Budget categorization
- ▶ Performance measures
- ▶ Presentation example – Solid Waste & Landfill

Service based budgeting

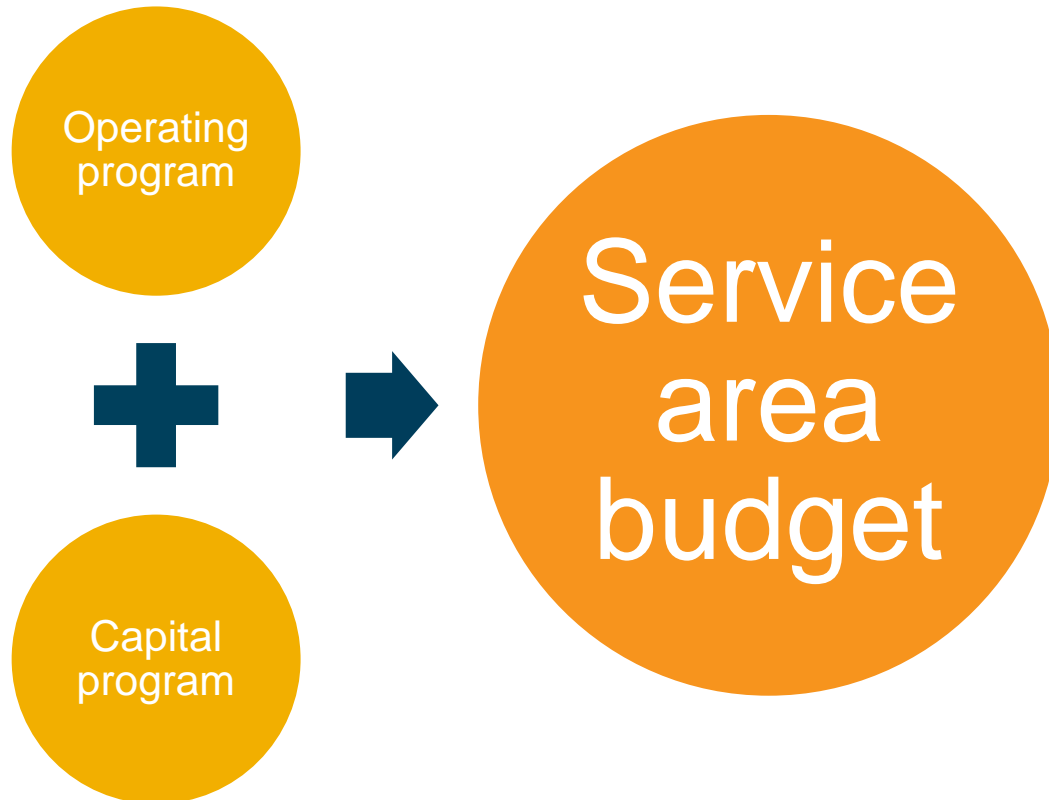
Financial planning approach that organizes and allocates a municipality's budget based on the specific services it delivers, rather than traditional line-item budgeting that categorizes spending by departments and divisions under which the municipality is organized.

This method links budget allocations directly to outcomes, enabling a clearer understanding of how resources are used to achieve municipal goals.

Service based budgeting benefits

- Enhanced accountability and transparency
- Better communication of where tax dollars are being spent and for what outcome
- Greater clarity of services offered to the community & their associated costs
- Council established levels of service & associated investment

2025 - Service based budget improvements



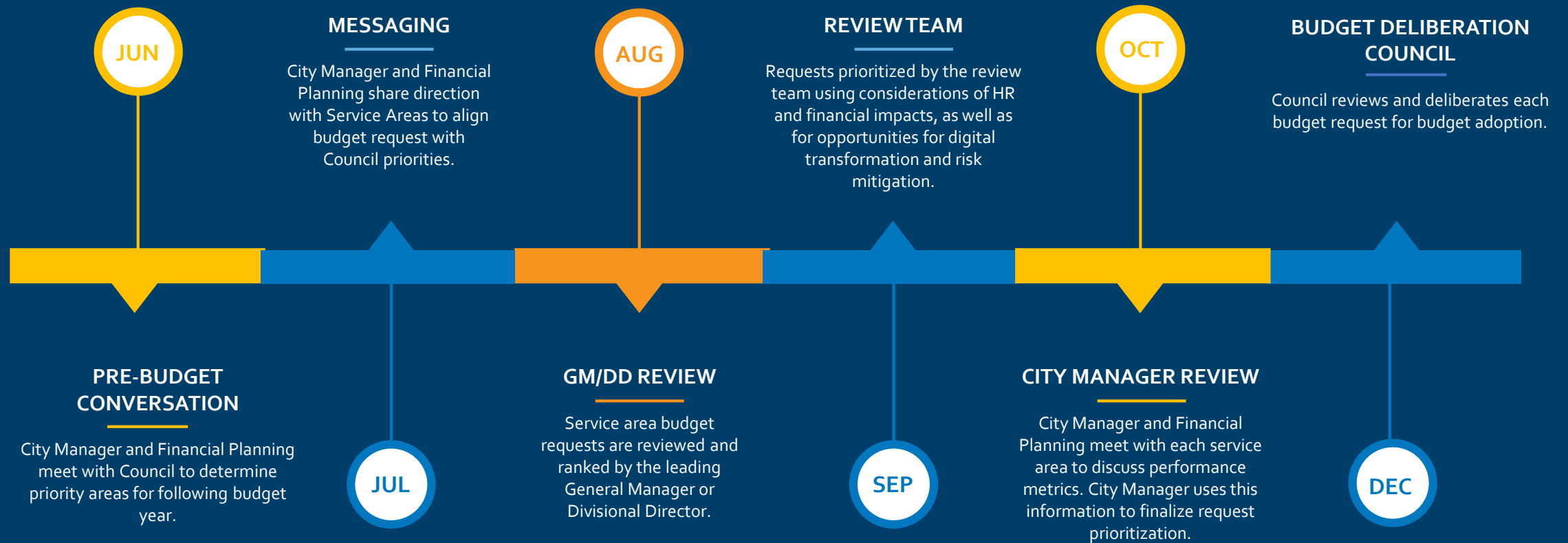
- Presents a comprehensive view of service area
- Further enhances budget accountability and transparency
- Highlights the relationship between the operating and capital programs
- Showing potential trade-offs between maintaining current operations and investing in future assets.

2025 - Service based budget improvements

Cash flow budgeting:

- Focuses on the timing of cash inflows and outflows
- Aligns property tax collection with anticipated spending
- Ability to monitor and adjust budgets in real-time, based on actual performance
- Allows for better informed decisions about funding, borrowing, or adjusting operational strategies.
- Financial management tool used to help avoid cash shortages or surpluses
- Expected reduction in carryover projects

Preliminary Budget Prioritization Timeline



Priorities

Priority 1 (P1) items include budget requests that are essential to maintain current service quality or suggest improvements to enhance service levels. These items are included as part of the recommended budget.

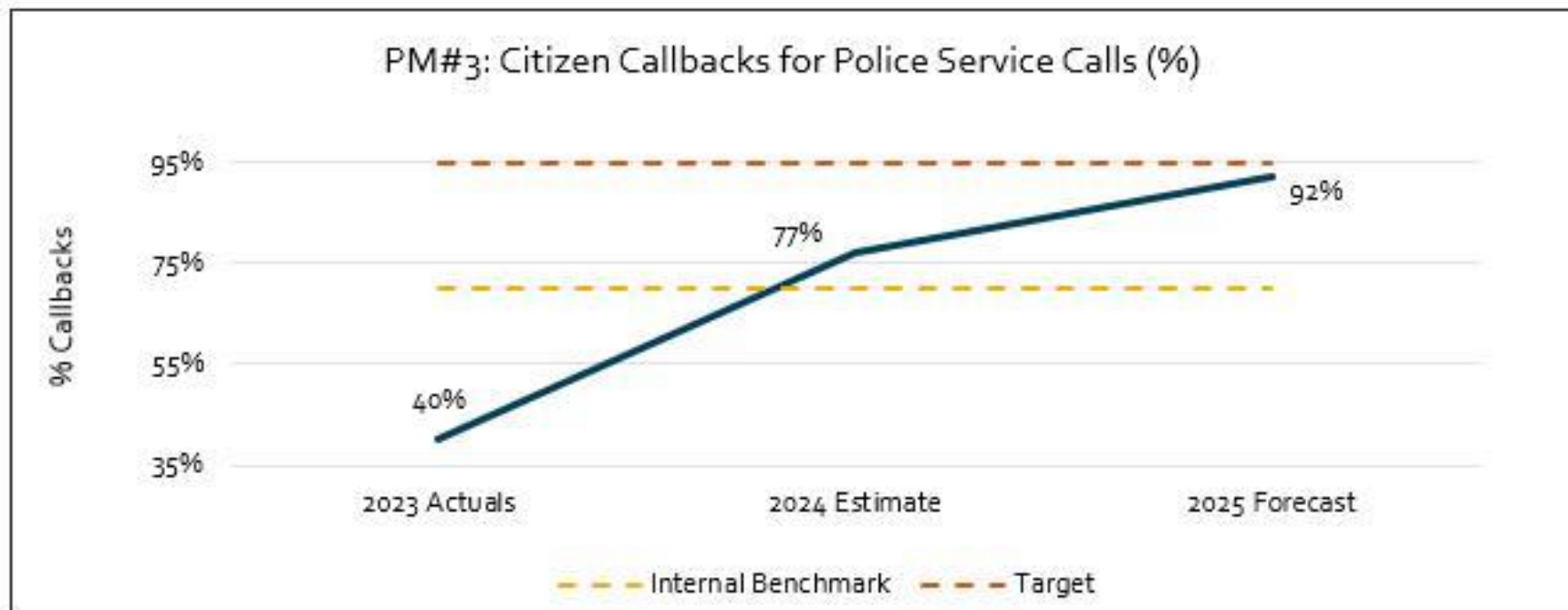
Priority 2 (P2) items include budget requests intended to enhance service levels but are not recommended in the effort to maintain an acceptable general taxation demand or utility user rate.

Budget categorization

Maintain requests are the budgets requested to maintain current service levels. Additional budget could be required because of inflation or growth of the community.

Enhance requests are the budgets requested to increase or improve the service level.

Performance measures





Solid Waste & Landfill

Service budget overview

Solid Waste & Landfill

► Key accomplishments

- Worked with Water, Roads, Parks and the Cemetery on a Civic Operations staff rotation to provide cross training and learning opportunities
- Completed the first phase of construction for the Aerated Static Pile compost system for Glengrow operations
- Area 3 landfill liner construction and Sliver Fill projects in 2024 and planned filling expansions in 2025
- Completed site landfill gas repairs and remedial earthworks to mitigate the damage from the 2023 McDougall Creek wildfires
- Implemented majority of recommendations from 2023 Design, Operations and Closure Plans and ancillary reports

Solid Waste & Landfill

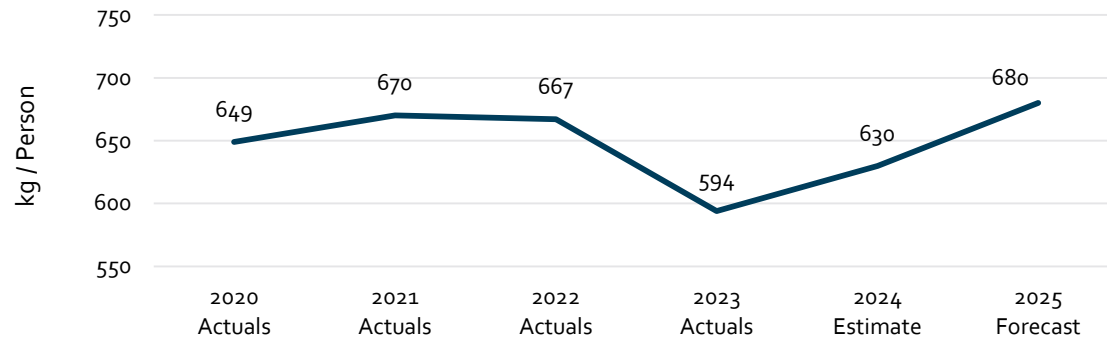
▶ Continuous improvements

- Design and RFP underway for end-of-life flare replacement
- Studies for leachate pre-treatment and potential facility construction in 2026
- Working with FortisBC to expand and better integrate their renewable natural gas system into landfill operations
- Planning for next phases of the Aerated Static Pile compost system
- Improvements to site by expanding waste recovery operations, preparation of structural fill for capital projects, and composting operations

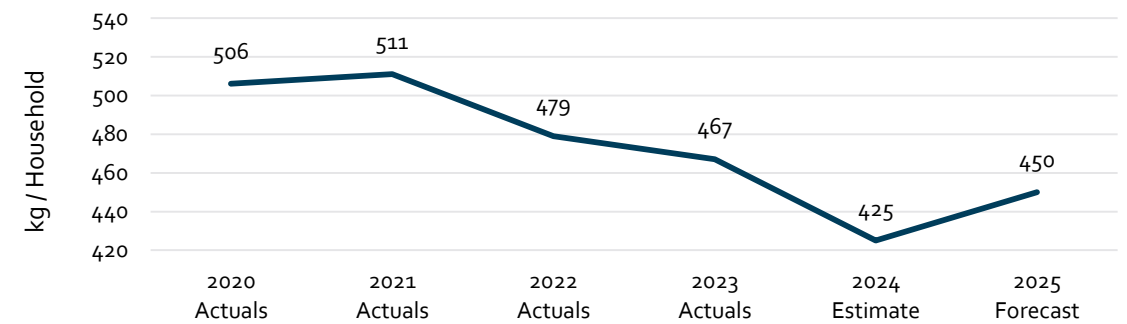
Solid Waste & Landfill

Performance measures

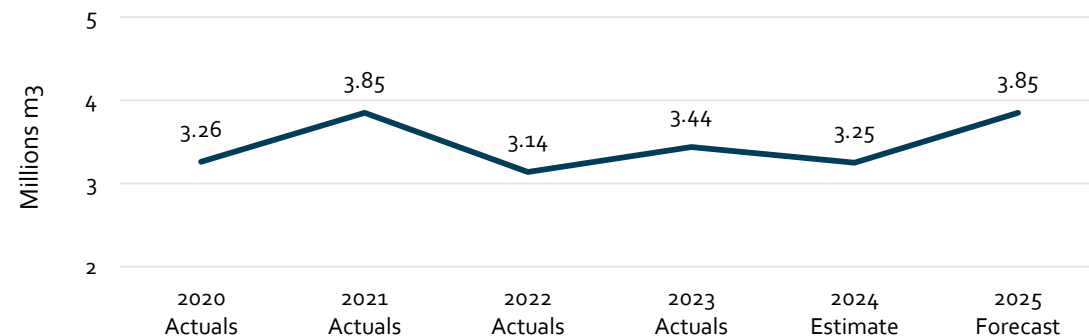
PM#1: Regional Per Capita Waste Landfilled (kg/person)



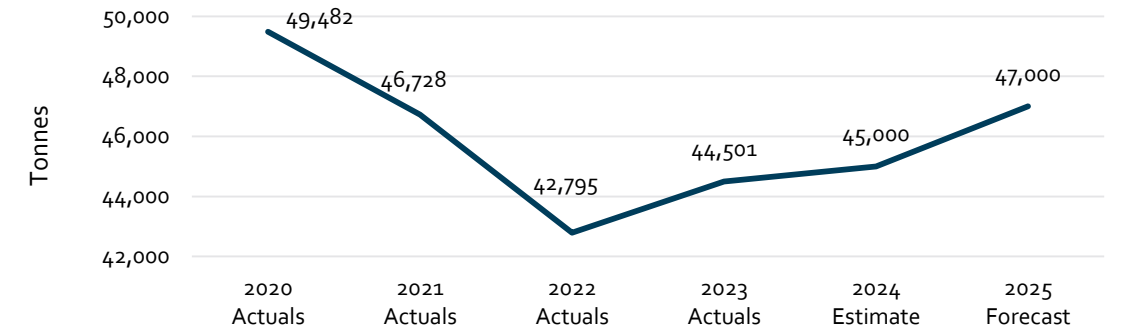
PM#2: Curbside Waste Collected Per Household



PM#3: Reduce GHG by Using or Destroying Landfill Gas (Millions m3)

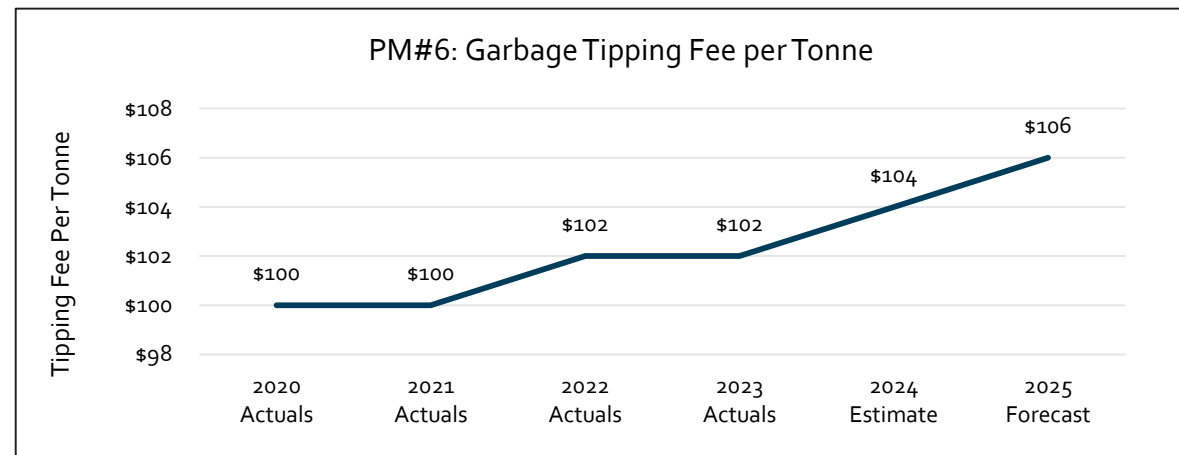
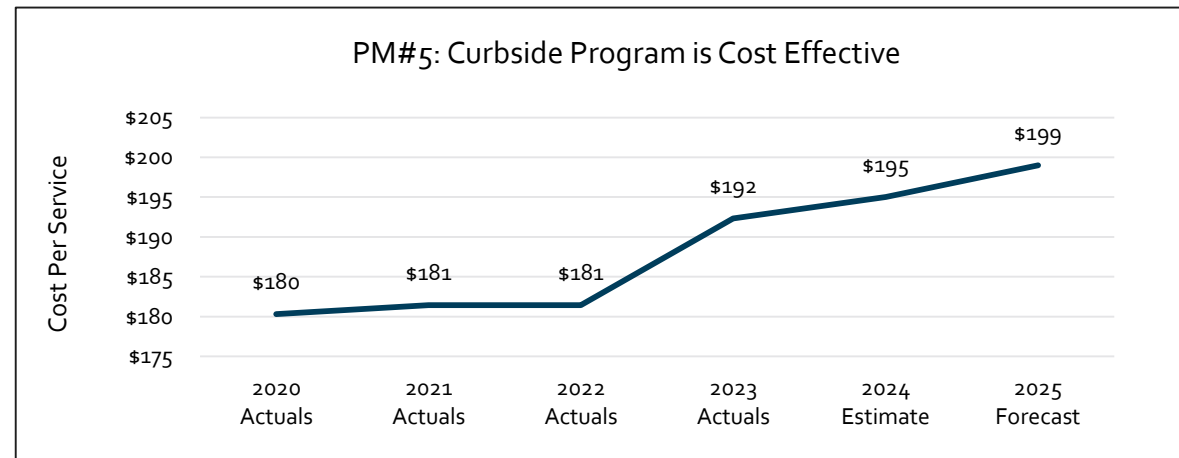


PM#4: Organics Diversion (tonnes)



Solid Waste & Landfill

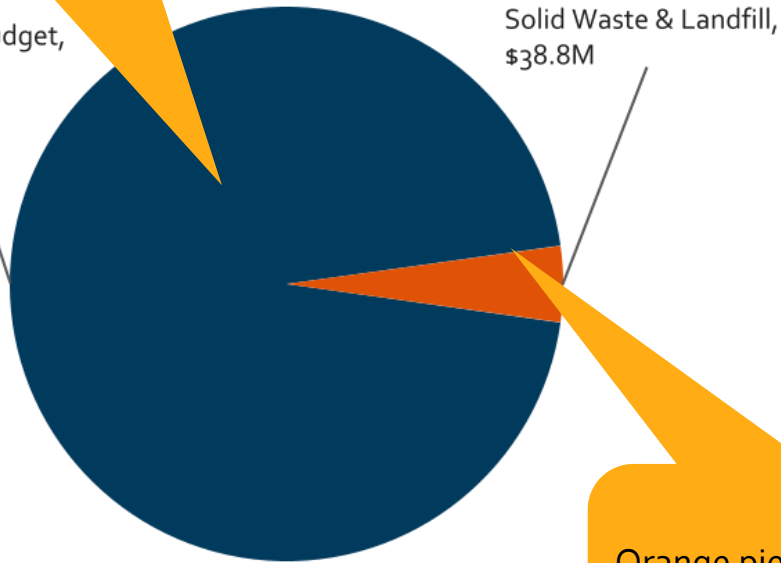
Performance measures (continued)



Solid Waste & Landfill Expenditure Budget

Large blue circle represents the City's total \$838.9M expenditure budget for the year.

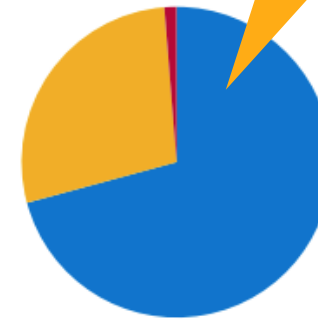
2025 Total
Expenditure Budget,
\$838.9M



Solid Waste & Landfill,
\$38.8M

Orange pie slice represents the Service Area's expenditure budget for the year.

The smaller pie chart shows the cost centres that make up the Service Area's \$38.8M budget.



- Solid Waste \$27.5M
- Solid Waste & Landfill Capital \$10.9M
- Solid Waste Management \$0.5M

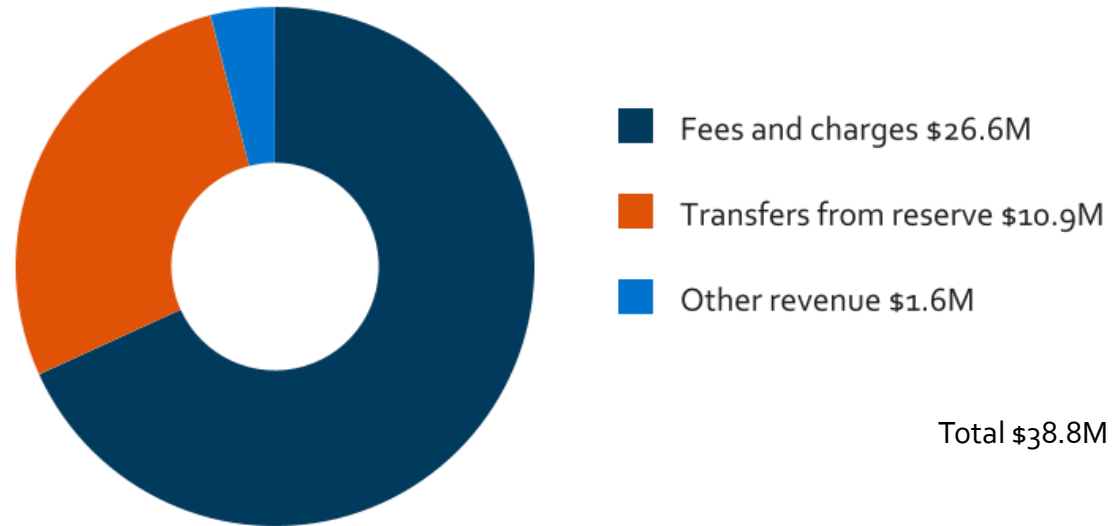
Total \$38.8M
Includes \$200k contribution to the general fund

Solid Waste & Landfill

Budget overview

This slide shows how the \$38.8M budget will be funded.

Funding strategy



Solid Waste & Landfill

Expenditure budget overview

Annualization of previously approved budget requests

<i>(in thousands)</i>	Operating	Capital	Total
2024 Revised budget	\$26,378	\$22,203	\$48,581
2023 & 2024 Adjustments	(194)	(22,203)	(\$22,397)
2025 Starting budget	\$26,184	\$ -	\$26,184

► Drivers for change:

- Removal of 2024 one-time capital and operating budgets
- Removal of 2024 carryover capital and operating budgets
- Annualization of 2023 & 2024 operating requests

Solid Waste & Landfill

Expenditure budget overview

2025 Recommended budget

<i>(in thousands)</i>	Operating	Capital	Total
2025 Starting budget	\$26,184	\$ -	\$26,184
Maintaining current service level	1,785	5,400	\$7,185
	\$27,969	\$5,400	\$33,369
Enhancing service level	-	5,450	\$5,450
2025 Recommended budget	\$27,969	\$10,850	\$38,819

► Drivers for change:

- Expansion of composting at the Glenmore Landfill
- Stormwater management to address the landfill closure plan and historical flood challenges in the Robert Lake Basin

Solid Waste & Landfill

Operating requests (\$thousands)

Priority 1

Description	2025	2026	2027	2028	2029
Landfill Operations Maintenance	140	—	—	—	—
Operating and Maintenance Impacts from Capital Requests	51	101	101	101	101
Operating Requests Priority 1 Total	191	101	101	101	101

Cash flow budgets by year – depicts one-time budgets vs ongoing budgets

2025 Operating Request Details

Service Area: Solid Waste & Landfill

Priority 1

Maintain

ONE-TIME

PRELIMINARY

Title: Landfill Operations Maintenance

Justification:

The Landfill offers various disposal options including recycling and household/commercial waste for residents within the Central Okanagan Regional District and operates 7 days a week. To maintain this level of service, annual maintenance is required. Budget is requested for two projects in 2025. The first is to retrofit piping and relocate the existing leachate pumps from inside the current lift station to an above ground kiosk, improving staff safety and access to the pumps. The second is to perform sandblasting and repainting of the landfill scale vehicle decks and railings to maintain and extend the life of this asset.

Strategic Direction:

Other

Year	Cost	Reserve	DCC Reserve	Borrow	Grant	Other Revenue	Utility	Taxation
2025	140,000	(140,000)	—	—	—	—	—	—
2026	—	—	—	—	—	—	—	—
2027	—	—	—	—	—	—	—	—

Cost presented over 3 years

Recommended priority (1 or 2)

Budget category: Maintain or Enhance

Budget length: One-time or Ongoing

NEW Fund sources – Reserves, DCC Reserves, Borrowing, Grants, Other, Utility, Taxation

Solid Waste & Landfill

Capital requests (\$thousands)

Presents the total project cost for multi-year projects

Cash flow budgets by year – depicts length of project and expected budget requirements

Priority 1		2025	2026	2027	2028	2029
Description						
Programs						
* Solid Waste Equipment		1,150	1,050	450	450	450
Solid Waste Infrastructure & Facilities		4,250	4,200	4,150	1,885	1,860
Projects						
Total Project						
Composting System Expansion	9,200	700	3,000	3,700	500	1,300
Surface Water Bypass	9,850	4,750	—	350	4,750	—
Capital Request Priority 1 Total		19,050	10,850	8,250	8,650	3,610

* denotes capital request has operating & maintenance impacts linked to this request

Changes from 10-Year Capital Plan: Solid Waste Infrastructure & Facilities (Oil Water Separator): (\$0.350M)

This note presents variances from the Council Approved 10-Year Capital Plan

Recommended
priority (1 or 2)

Budget category:
Maintain or
Enhance

Service Area: Solid Waste & Landfill

Priority 1

Maintain

ONE-TIME

Title: Solid Waste Infrastructure & Facilities

PRELIMINARY

Justification:

Budget is requested for this annual program for solid waste infrastructure and facilities. Annual items for consideration may include, but are not limited to, site works and investigations, progressive closure and landfill gas and leachate recirculation laterals.

Capital request
s are always
one-time

Strategic Direction:

Other

Year	Cost	Reserve	DCC Reserve	Borrow	Grant	Other Revenue	Utility	Taxation
2025	4,250,000	(4,250,000)	—	—	—	—	—	—

Project cost

NEW Fund sources – Reserves, DCC Reserves,
Borrowing, Grants, Other, Utility, Taxation

2025 Capital Request Details

Service Area: Solid Waste & Landfill

Priority 1

Maintain

ONE-TIME

PRELIMINARY

Title: Solid Waste Equipment

Justification:

Budget is requested for this annual program for solid waste equipment. Annual items for consideration may include, but are not limited to, replacing end of life equipment, purchasing new equipment to meet future demands and advances in technology and the purchase of automated collection curbside carts. Included in this request is the addition of a new loader and Equipment Operator IV to respond to increased waste production and diversion activities at the landfill. This new loader and staff will primarily work with material handling for managing increased drywall recycling, scrap metal sorting and concrete/asphalt storage and sales.

Strategic Direction:

Other

Year	Cost	Reserve	DCC Reserve	Borrow	Grant	Other Revenue	Utility	Taxation
2025	1,150,000	(1,150,000)	—	—	—	—	—	—

Operating Impacts:

Year	Cost	Reserve	DCC Reserve	Borrow	Grant	Other Revenue	Utility	Taxation
2025	50,500	(50,500)	—	—	—	—	—	—
2026	100,900	(100,900)	—	—	—	—	—	—
2027	100,900	(100,900)	—	—	—	—	—	—

Recommended
priority (1 or 2)

Budget category:
Maintain or
Enhance

Capital requests are
always one-time

Project cost

Operating impact

Operating impact

NEW Fund sources – Reserves, DCC Reserves,
Borrowing, Grants, Other, Utility, Taxation



Thank you