



South Red Deer Regional Wastewater Commission

2021 Financial Plan and Budget (Version 2.0 - December 11th, 2020)

2020 - 2023 Operating Budget

2020 - 2023 Capital Budget

2019 - 2027 Infrastructure Plan

Table ES
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
Operating Financial Summary
Years 2020-2023

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	2020 Projected	2021 Budget	2022 Budget	2023 Budget
Yearly Wastewater Volume (m3)				
Olds	1,400,882	1,293,874	1,306,813	1,319,881
Mountain View County	5,519	4,878	4,975	5,075
Bowden	220,206	178,076	178,076	178,076
Innisfail	1,081,630	927,893	937,172	946,543
Penhold	287,193	280,181	282,983	285,813
Red Deer County	685,360	652,601	659,127	665,718
Septage Receiving Stations	21,592	21,977	22,306	22,641
Total Volume	3,702,382	3,359,479	3,391,452	3,423,747

Revenue

Rates to Members / m3	\$2.35	\$2.40	\$2.43	\$2.45
Members Rate Revenue	\$8,649,857	\$8,010,006	\$8,187,023	\$8,332,709
Members Contributions	\$0	\$0	\$0	\$0
Septage Receiving Station Rate	\$6.32	\$6.41	\$6.49	\$6.55
SRS Rate Revenue	\$136,461	\$140,976	\$144,879	\$148,263
Other Revenue	\$27,994	\$27,890	\$20,610	\$20,610
Total Revenue	\$8,814,312	\$8,178,872	\$8,352,512	\$8,501,582

Expenditure

Governance and Administration	\$190,054	\$231,209	\$237,468	\$242,414
Treatment by City of Red Deer				
Rate / m3	\$1.15	\$1.16	\$1.18	\$1.20
Treatment Costs	\$4,239,869	\$3,896,565	\$3,988,631	\$4,086,963
System O & M	\$2,491,220	\$2,174,383	\$2,207,023	\$2,238,919
Special Projects	\$0	\$0	\$0	\$0
Debenture Payments	\$863,249	\$863,249	\$863,249	\$863,249
Operating Reserves	\$150,000	\$150,000	\$150,000	\$150,000
Unrestricted Surplus	\$95,921	\$79,465	\$122,141	\$136,037
Capital Reserves	\$784,000	\$784,000	\$784,000	\$784,000
Total Expenditure	\$8,814,312	\$8,178,872	\$8,352,512	\$8,501,582

Reserves and Surplus Balances at Year End

Rate Stabilization Reserve	\$277,675	\$327,675	\$377,675	\$427,675
Emergency, O & M	\$741,193	\$841,193	\$941,193	\$1,041,193
Capital Reserves	\$1,571,888	\$866,588	\$866,184	\$548,684
Accumulated Operating Surplus	\$1,634,043	\$1,713,508	\$1,835,649	\$1,971,686

Table E1
South Red Deer Regional Wastewater Commission
2021 Financial Plan and Budget
Governance and Administration Revenue and Expen
Years 2020-2023

	2020		2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast
	Budget	Projected				
General Cost Inflation			1.5%	1.5%	1.5%	1.5%
OPERATING REVENUE						
4551 Interest Income	\$29,460	\$27,994	\$27,890	\$20,610	\$20,610	\$20,610
4549 Other Income	\$500	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$29,960	\$27,994	\$27,890	\$20,610	\$20,610	\$20,610
OPERATING EXPENSE						
Board						
5151 Board Honoraria	\$16,328	\$9,670	\$18,577	\$18,874	\$19,157	\$19,444
5152 Chair Honoraria	\$3,931	\$3,931	\$3,931	\$3,994	\$4,054	\$4,114
5211 Mileage and Travel	\$2,714	\$327	\$2,814	\$2,856	\$2,899	\$2,942
5212 Meals and Accommodation	\$1,060	\$0	\$1,280	\$1,299	\$1,319	\$1,338
5227 Insurance	\$14,188	\$13,739	\$12,377	\$12,563	\$12,751	\$12,942
5262 Meeting Room Rental	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Board Expense	\$38,221	\$27,667	\$38,978	\$39,585	\$40,179	\$40,782
Administration Expenses						
5211 Travel	\$5,625	\$4,576	\$2,410	\$2,458	\$2,520	\$2,551
5212 Accommodation and Meals	\$500	\$30	\$0	\$0	\$0	\$0
5215 Postage & Courier	\$1,900	\$0	\$1,000	\$1,015	\$1,030	\$1,046
5216 Telephone	\$365	\$0	\$420	\$428	\$439	\$445
5217 Internet, Data Lines	\$0	\$0	\$2,676	\$2,730	\$2,798	\$2,833
5221 Advertising	\$1,500	\$0	\$500	\$510	\$523	\$529
5222 Membership Fees	\$250	\$0	\$250	\$255	\$261	\$265
5223 Software Licenses and Permits	\$1,247	\$0	\$2,418	\$2,466	\$2,528	\$2,559
5227 Insurance	\$1,913	\$1,734	\$3,287	\$3,353	\$3,437	\$3,480
5231 Accounting & Audit Services	\$20,000	\$20,302	\$20,000	\$22,500	\$23,063	\$23,351
5232 Legal Fees	\$5,000	\$1,028	\$5,000	\$5,100	\$5,228	\$5,293
5234 CAO Contract	\$64,995	\$50,580	\$66,150	\$67,473	\$69,160	\$70,024
5235 Financial Services	\$7,500	\$5,000	\$30,500	\$31,110	\$31,888	\$32,286
5238 Other Professional Services	\$37,488	\$47,033	\$23,520	\$23,873	\$24,231	\$24,594
5262 Building Rental	\$500	\$0	\$0	\$0	\$0	\$0
5265 SRD Office Rental - Office Facility	\$27,600	\$24,000	\$24,000	\$24,360	\$24,725	\$25,096
5266 Office Utilities	\$3,600	\$3,075	\$3,600	\$3,654	\$3,709	\$3,764
5288 Other Technical Services	\$1,000	\$0	\$0	\$0	\$0	\$0
5514 Computer and Electronic Equip	\$1,000	\$0	\$0	\$0	\$0	\$0
5515 Office Supplies	\$3,600	\$2,972	\$3,600	\$3,654	\$3,709	\$3,764
5516 Office Equipment	\$3,600	\$2,057	\$2,400	\$2,436	\$2,473	\$2,510
5811 Bank Charges & Short Term Interest	\$500	\$0	\$500	\$508	\$515	\$523
Subtotal Administration	\$189,683	\$162,387	\$192,231	\$197,882	\$202,234	\$204,913
Total Expense	\$227,904	\$190,054	\$231,209	\$237,468	\$242,414	\$245,695
Surplus (Deficit Recovered from Rates)	(\$197,944)	(\$162,060)	(\$203,319)	(\$216,858)	(\$221,804)	(\$225,085)

Table E2
South Red Deer Regional Wastewater Commission
2021 Financial Plan and Budget
Detailed Operating & Maintenance Expenses
Years 2020-2023

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2020		2021	2022	2023
Budget	Projected	Budget	Forecast	Forecast

Escalation Factors

Inflationary Factor			1.5%	1.5%	1.5%
Volume Increase Factor			-9.3%	1.0%	1.0%

Expenditures

Total Volume to CRD WWTP		3,216,589	3,702,455	3,359,479	3,391,452	3,423,747
January 1 - February 28						
	Volume	519,942	598,479	543,039	548,207	553,428
	City of Red Deer Treatment Rate	1.12	\$1.12	\$1.15	\$1.16	\$1.18
	Treatment Charges	\$582,335	\$670,297	\$624,495	\$635,920	\$651,606
March 1 - December 31						
	Volume	2,696,647	3,103,976	2,816,440	2,843,244	2,870,319
	City or Red Deer Treatment Rate	\$1.15	\$1.15	\$1.16	\$1.18	\$1.20
	Rate Increase	2.8%	2.8%	0.9%	1.5%	1.5%
	Treatment Charges	\$3,101,144	\$3,569,572	\$3,267,070	\$3,347,636	\$3,430,207
	Total Treatment Charges	3,675,800	\$4,239,869	\$3,891,565	\$3,983,556	\$4,081,812
	Allowance for Off Specification Effluent	\$5,000	\$0	\$5,000	\$5,075	\$5,151
5351	Total CRD Charges	\$3,680,800	\$4,239,869	\$3,896,565	\$3,988,631	\$4,086,963
Electric Power						
31	Waskasoo LS 1	\$10,337	\$13,619	\$12,662	\$12,818	\$12,937
32	Waskasoo LS 2	\$11,011	\$10,507	\$9,769	\$9,889	\$9,981
33	Waskasoo LS 3	\$24,240	\$27,671	\$25,727	\$26,045	\$26,286
34	Waskasoo Odor Management	\$2,610	\$1,999	\$0	\$0	\$0
41	Penhold Lift Station	\$123,462	\$123,927	\$115,221	\$116,644	\$117,726
42	Innisfail Lift Station	\$86,409	\$105,609	\$98,190	\$99,403	\$100,325
43	Bowden Lift Station	\$41,684	\$48,808	\$45,379	\$45,940	\$46,366
44	Olds Lift Station	\$52,804	\$65,331	\$60,741	\$61,491	\$62,062
46	Odor Management Facility	\$30,419	\$39,832	\$37,034	\$37,491	\$37,839
5541	UT Total Electric Power Utilities	\$382,976	\$437,301	\$404,723	\$409,722	\$413,524
5211	OGS Mileage and Travel	\$9,839	\$3,975	\$2,410	\$2,446	\$2,483
5212	OGS Accommodations and Meals	\$2,060	\$231	\$500	\$508	\$515
5215	OGS Courier, Freight	\$2,400	\$91	\$250	\$254	\$258
5216	OGS Telephone	\$13,002	\$15,251	\$900	\$914	\$927
5217	OGS Internet/Data Lines	\$13,372	\$15,711	\$28,200	\$28,623	\$29,052
5223	OGS Software Licenses and Permits	\$1,247	\$0	\$3,000	\$3,045	\$3,091
5227	OGS Insurance	\$45,987	\$44,693	\$54,012	\$55,919	\$57,893
5233	PS General Engineering	\$75,000	\$181,961	\$100,000	\$101,500	\$103,023
5234	MF Management, CAO	\$64,997	\$50,580	\$66,150	\$67,142	\$68,149
5238	PS Other Professional Services	\$0	\$0	\$24,000	\$24,360	\$24,725
5241	OSC Municipal - Contract Operating Services	\$484,896	\$390,732	\$462,051	\$468,982	\$476,016
5252	MR Building Maint / Repair	\$6,000	\$11,753	\$4,000	\$4,060	\$4,121
5253	MR Equipment Maint / Repair	\$226,000	\$644,772	\$371,750	\$377,326	\$382,986
5263	OGS Equipment Rentals	\$1,500	\$11,385	\$2,500	\$2,538	\$2,576
5282	OGS Wastewater Effluent Testing	\$13,500	\$0	\$3,600	\$3,654	\$3,709
5288	PS Other Technical Services	\$3,400	\$7,871	\$1,200	\$1,218	\$1,236

Table E2
South Red Deer Regional Wastewater Commission
2021 Financial Plan and Budget
Detailed Operating & Maintenance Expenses
Years 2020-2023

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			2020		2021	2022	2023
			Budget	Projected	Budget	Forecast	Forecast
5514	OGS	Computer, Electronic Equipment	\$1,000	\$0	\$0	\$0	\$0
5515	OGS	Office Supplies	\$0	\$195	\$0	\$0	\$0
5518	OGS	Safety Equipment	\$13,500	\$19,844	\$42,000	\$42,630	\$43,269
5519	OGS	Other General Supplies	\$500	\$11,268	\$12,000	\$12,180	\$12,363
5521	OGS	Fuel, Lubricants	\$4,000	\$3,522	\$4,000	\$4,060	\$4,121
5523	MR	Repair and Maintenance Parts	\$5,000	\$15,630	\$10,000	\$10,150	\$10,302
5531	CH	Odor Management Chemicals	\$469,985	\$481,702	\$469,100	\$476,136	\$483,278
5538	CH	Other Chemicals	\$39,047	\$102,733	\$65,594	\$66,578	\$67,577
5542	UT	Natural Gas	\$17,172	\$32,719	\$33,083	\$33,579	\$34,083
5543	UT	Municipal Utilities	\$4,500	\$7,300	\$9,360	\$9,500	\$9,643
Total O & M Expenses			\$5,581,680	\$6,731,089	\$6,070,948	\$6,195,655	\$6,325,883

Table 6.1
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
Expenditures for Governance and Administration
Years 2020-2023

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	2020		2021	2022	2023
	Budget	Projected	Budget	Budget	Budget
General Inflationary Allownce				1.6%	1.5%
Expense					
<u>Commission Board</u>					
Board Honorairums	\$20,259	\$13,601	\$22,508	\$22,868	\$23,211
Board Expense	\$17,962	\$14,066	\$16,471	\$16,718	\$16,969
	<u>\$38,221</u>	<u>\$27,667</u>	<u>\$38,978</u>	<u>\$39,585</u>	<u>\$40,179</u>
<u>General Administrative Services</u>					
CAO Services Contract	\$64,995	\$50,580	\$66,150	\$67,473	\$69,160
Admin Services & Office	\$31,200	\$27,075	\$27,600	\$28,014	\$28,434
Audit Services Contract	\$20,000	\$20,302	\$20,000	\$22,500	\$23,063
Other Professional and Consulting	\$5,500	\$1,028	\$5,500	\$5,608	\$5,743
General Goods and Services	\$67,988	\$63,402	\$72,981	\$74,288	\$75,835
	<u>\$189,683</u>	<u>\$162,387</u>	<u>\$192,231</u>	<u>\$197,882</u>	<u>\$202,234</u>
Gross Costs	\$227,904	\$190,054	\$231,209	\$237,468	\$242,414
<u>Less:</u>					
Interest Income	(\$29,460)	(\$27,994)	(\$27,890)	(\$20,610)	(\$20,610)
Other Income	(\$500)	\$0	\$0	\$0	\$0
Net Costs to be Recovered	\$197,944	\$162,060	\$203,319	\$216,858	\$221,804
To be Recovered from Rates	\$197,944	\$162,060	\$203,319	\$216,858	\$221,804

Table 6.2
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
Actual and Projected Wastewater Volumes
Years 2020-2023

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	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020		2021 Budget	2022 Budget	2023 Budget
					Budget	Projected			
Olds									
Growth Rate							-7.6%	1.0%	1.0%
Annual Volume (m3)	1,446,230	1,315,552	1,194,476	1,286,264	1,284,495	1,400,882	1,293,874	1,306,813	1,319,881
Population			10,244	10,244		10,244	10,244	10,244	10,244
Wastewater Generation (lcd)			319	344		375	346	350	353
Mountain View County									
Growth Rate							-11.6%	2.0%	2.0%
Annual Volume (m3)	4,042	3,576	3,764	5,350	4,104	5,519	4,878	4,975	5,075
Bowden									
Growth Rate							-19.1%	0.0%	0.0%
Annual Volume (m3)	143,363	151,360	171,888	142,134	139,701	220,206	178,076	178,076	178,076
Population			1,240	1,240		1,240	1,240	1,240	1,240
Wastewater Generation (lcd)			380	314		487	393	393	393
Innisfail									
Growth Rate							-14.2%	1.0%	1.0%
Annual Volume (m3)	993,323	879,967	813,886	888,162	883,389	1,081,630	927,892.67	937,172	946,543
Population			7,847	7,847		7,953	7,953	7,953	7,953
Wastewater Generation (lcd)			284	310		373	320	323	326
Penhold									
Growth Rate							-2.4%	1.0%	1.0%
Annual Volume (m3)	239,748	256,598	256,616	260,735	257,236	287,193	280,181	282,983	285,813
Population			3,165	3,165		3,197	3,229	3,261	3,294
Wastewater Generation (lcd)			222	226		246	238	238	238

Table 6.2
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
Actual and Projected Wastewater Volumes
Years 2020-2023

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	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020		2021 Budget	2022 Budget	2023 Budget
					Budget	Projected			
Septage Receiving Stations									
Growth Rate							1.8%	1.5%	1.5%
Annual Volume (m3)	20,922	18,829	22,524	21,814	20,930	21,592	21,977	22,306	22,641
Total Regional Line	2,847,628	2,625,882	2,463,154	2,604,459	2,589,855	3,017,095	2,706,878	2,732,325	2,758,029
Springbrook									
Growth Rate							-19.7%	1.0%	1.0%
Annual Volume (m3)	165,299	163,720	158,273	175,127	162,934	236,431	189,944	191,843	193,762
Gasoline Alley									
Growth Rate							3.1%	1.0%	1.0%
Annual Volume (m3)	463,131	453,334	470,419	468,623	463,800	448,929	462,657	467,284	471,956
Total Waskasoo	628,430	617,054	628,692	643,750	626,734	685,360	652,601	659,127	665,718
Total SRD System	3,476,058	3,242,936	3,091,846	3,248,209	3,216,589	3,702,455	3,359,479	3,391,452	3,423,747
Estimates from 2012									
Business Plan	4,266,916	4,366,380	4,408,701	4,408,701	4,598,322	4,598,322	4,732,274	4,843,877	4,972,029
Average Daily Volume									
Regional Line	7,802	7,194	6,730	7,116		8,266	7,416	7,486	7,556
Waskasoo Line	1,722	1,691	1,718	1,759		1,878	1,788	1,806	1,824
Total SRD System	9,523	8,885	8,448	8,875		10,144	9,204	9,292	9,380

Table 6.3
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
System Operations Expense and Revenue to be Raised from Rates
Years 2020-2023

<u>Index</u>	2020		2021	2022	2023
	Budget	Projected	Budget	Budget	Budget
Inflationary Factor			1.5%	1.5%	1.5%
Governance and Administration	\$197,944	\$162,060	\$203,319	\$216,858	\$221,804
Operations and Maintenance					
<u>Waste Water Treatment Services</u>					
City of Red Deer Treatment Rate	\$1.15	\$1.15	\$1.16	\$1.18	\$1.20
Projected Rate Increase			0.9%	1.5%	1.5%
Allowance: Increases/Extra Charges					
Total Rate	\$1.15	\$1.15	\$1.16	\$1.18	\$1.20
Treatment Costs	\$3,675,800	\$4,239,869	\$3,891,565	\$3,983,556	\$4,081,812
Prior Year Adjustment					
Allowance - Over Strength Charge	\$5,000	\$0	\$5,000	\$5,075	\$5,151
Total Wastewater Treatment	\$3,680,800	\$4,239,869	\$3,896,565	\$3,988,631	\$4,086,963
<u>Transmission System Operations</u>					
OSC Operations Services Contract	\$484,896	\$390,732	\$462,051	\$468,982	\$476,016
MF Management and Financial	\$64,997	\$50,580	\$66,150	\$67,142	\$68,149
PS Professional Services	\$78,400	\$189,832	\$125,200	\$127,078	\$128,984
OGS Operating Goods and Services	\$121,907	\$126,165	\$153,372	\$156,769	\$160,256
MR Maintenance and Repair	\$237,000	\$672,155	\$385,750	\$391,536	\$397,409
UT Utilities	\$404,648	\$477,320	\$447,166	\$452,801	\$457,249
CH Chemicals	\$509,032	\$584,435	\$534,694	\$542,714	\$550,855
	\$1,900,880	\$2,491,220	\$2,174,383	\$2,207,023	\$2,238,919
Total O & M Costs	\$5,581,680	\$6,731,089	\$6,070,948	\$6,195,655	\$6,325,883
Transfer to Operating Reserves					
Rate Stabilization Reserve	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Emergency Response, O & M Reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
For Capital Development					
Annual Debt Payments	\$863,249	\$863,249	\$863,249	\$863,249	\$863,249
To Capital Expenditure					
To SRS Capital Reserves	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000
To General Capital Reserves	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
	\$1,647,249	\$1,647,249	\$1,647,249	\$1,647,249	\$1,647,249
Total to be Raised from Rates	\$7,576,873	\$8,690,397	\$8,071,516	\$8,209,761	\$8,344,935

Table 6.4
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
Rate Calculation for Wastewater Services
Years 2020-2023

Index	2020		2021	2022	2023
	Budget	Projected			
Annual Volume (Table 6.2)	3,216,589	3,702,455	3,359,479	3,391,452	3,423,747
Total Annual Expenditure (Table 6.3)	\$7,576,873	\$8,690,397	\$8,071,516	\$8,209,761	\$8,344,935
Less: G and A Excess Revenue					
Net Revenue to be Raised from Rates	\$ 7,576,873	\$ 8,690,397	\$ 8,071,516	\$ 8,209,761	\$ 8,344,935
Actual Rate Per M3 Required	\$2.3556	\$2.3472	\$2.4026	\$2.4207	\$2.4374
Projected Rate Per M3 for Members	\$ 2.35	\$ 2.35	\$ 2.40	\$ 2.43	\$ 2.45
Increase over previous year			2.1%	1.3%	0.8%
Rate Components					
Governance and Administration	\$0.062	\$0.044	\$0.061	\$0.064	\$0.065
Treatment Services	\$1.150	\$1.145	\$1.160	\$1.177	\$1.195
SRD System O & M	\$0.591	\$0.673	\$0.647	\$0.651	\$0.654
Debt Servicing Costs	\$0.268	\$0.233	\$0.257	\$0.255	\$0.252
To Reserves / Surplus	\$0.279	\$0.255	\$0.275	\$0.283	\$0.284
Total	\$2.350	\$2.350	\$2.400	\$2.430	\$2.450
Septage Receiving Station Customer Rates					
Projected Rate per M3	\$ 6.32	\$ 6.32	\$ 6.41	\$ 6.49	\$ 6.55
Revenue From Rates					
<u>Members</u>					
Mountain View County	\$9,644	\$12,970	\$11,706	\$12,090	\$12,433
Town of Olds	\$3,018,563	\$3,292,073	\$3,105,298	\$3,175,555	\$3,233,708
Town of Bowden	\$328,297	\$517,484	\$427,382	\$432,725	\$436,286
Town of Innisfail	\$2,075,964	\$2,541,831	\$2,226,942	\$2,277,327	\$2,319,031
Town of Penhold	\$604,505	\$674,904	\$672,435	\$687,649	\$700,242
Red Deer County	\$1,472,825	\$1,610,596	\$1,566,242	\$1,601,678	\$1,631,009
Total Members	\$7,509,799	\$8,649,857	\$8,010,006	\$8,187,023	\$8,332,709
<u>Others</u>					
SRS Customers	\$132,278	\$136,461	\$140,976	\$144,879	\$148,263
Total Revenue from Rates	\$ 7,642,076	\$ 8,786,318	\$ 8,150,982	\$ 8,331,902	\$ 8,480,972

Table 6.5
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
Summary of Income Statement Items
Years 2020-2023

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	2020		2021	2022	2023
	Budget	Projected	Budget	Budget	Budget
Cash Revenue					
Rates (From Table 6.4)	\$7,642,076	\$8,786,318	\$8,150,982	\$8,331,902	\$8,480,972
Members Contributions (T6.1)	\$0	\$0	\$0	\$0	\$0
Grants					
Other G and A Revenue	\$29,960	\$27,994	\$27,890	\$20,610	\$20,610
Other O and M Revenue					
Drawn from Operating Reserves	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$7,672,036	\$8,814,312	\$8,178,872	\$8,352,512	\$8,501,582
Cash Expenditures					
Governance and Administration (Table 6.1)	\$227,904	\$190,054	\$231,209	\$237,468	\$242,414
System O & M (Table 6.3)	\$5,581,680	\$6,731,089	\$6,070,948	\$6,195,655	\$6,325,883
Debenture Debt Payments (T 4.2)	\$866,014	\$863,249	\$863,249	\$863,249	\$863,249
Emergency O&M Reserves (T 6.3)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Rate Stabilization Reserve (T6.3)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Capital Reserves (T 6.3)	\$784,000	\$784,000	\$784,000	\$784,000	\$784,000
Total Operating Fund Expense	\$7,609,598	\$8,718,391	\$8,099,406	\$8,230,371	\$8,365,545
Increase(decrease) In Operating Fund Balance (Unrestricted Surplus)	\$62,439	\$95,921	\$79,465	\$122,141	\$136,037
Non Cash Expense					
Add:					
Reserve Contributions	\$934,000	\$934,000	\$934,000	\$934,000	\$934,000
Debt Prinicpal Payments	\$490,718	\$490,718	\$504,985	\$519,667	\$534,777
Less: Annual Amortization	-\$2,694,982	-\$2,694,981	-\$2,694,981	-\$2,694,981	-\$2,694,981
Accrued Surplus (Deficit)	-\$1,207,826	-\$1,174,343	-\$1,176,531	-\$1,119,173	-\$1,090,167

Table 6.6
South Red Deer Regional Wastewater System
2021 Financial Plan and Budget
Restricted and Unrestricted Surplus
Years 2020-2023

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	2020		2021	2022	2022
	Budget	Projected	Budget	Budget	Budget
Operating Reserves					
<u>Rate Stabilization</u>					
Opening Balance	\$227,675	\$227,675	\$277,675	\$327,675	\$377,675
Additions	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
(Withdrawals)					
Closing Balance	\$277,675	\$277,675	\$327,675	\$377,675	\$427,675
<u>Policy 213.72</u>					
10% of Operating Expense	\$577,962	\$689,315	\$627,427	\$641,251	\$654,769
Cap	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
<u>Emergency Response, Operations and Maintenance</u>					
Opening Balance	\$641,193	\$641,193	\$741,193	\$841,193	\$941,193
Additions	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
(Withdrawals)					
Closing Balance	\$741,193	\$741,193	\$841,193	\$941,193	\$1,041,193
<u>Policy 213.73</u>					
Balance = Major Environmental Incident	\$1,100,000	\$1,120,000	\$1,140,000	\$1,160,000	\$1,190,000
Capital Reserve					
<u>General Capital</u>					
Opening Balance	\$1,636,388	\$1,636,388	\$1,571,888	\$866,588	\$866,184
Additions	\$525,000	\$750,000	\$750,000	\$750,000	\$750,000
(Withdrawals)	-\$1,359,400	-\$814,500	-\$1,455,300	-\$750,404	-\$1,067,500
Closing Balance	\$801,988	\$1,571,888	\$866,588	\$866,184	\$548,684
<u>SRS Capital</u>					
Opening Balance	\$69,000	\$69,000	\$103,000	\$137,000	\$171,000
Additions	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000
(Withdrawals)					
Closing Balance	\$103,000	\$103,000	\$137,000	\$171,000	\$205,000
Unrestricted Net Assets (General Fund)					
Opening Balance	\$1,454,161	\$1,538,122	\$1,634,043	\$1,713,508	\$1,835,649
Excess / (Deficiency)	\$62,439	\$95,921	\$79,465	\$122,141	\$136,037
Closing Balance	\$1,516,600	\$1,634,043	\$1,713,508	\$1,835,649	\$1,971,686
Proportion of total Revenue	20%	19%	21%	22%	23%

Table 6.7
South Red Deer Regional Wastewater System
Summary of Municipal Contributions
Years 2020-2023

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	2020		2021	2022	2023
	Budget	Projected	Budget	Budget	Budget
Mountain View County					
Governance and Administration	\$0	\$0	\$0	\$0	\$0
Wastewater Services	\$9,644	\$12,970	\$11,706	\$12,090	\$12,433
	\$9,644	\$12,970	\$11,706	\$12,090	\$12,433
Town of Olds					
Governance and Administration	\$0	\$0	\$0	\$0	\$0
Wastewater Services	\$3,018,563	\$3,292,073	\$3,105,298	\$3,175,555	\$3,233,708
	\$3,018,563	\$3,292,073	\$3,105,298	\$3,175,555	\$3,233,708
Town of Bowden					
Governance and Administration	\$0	\$0	\$0	\$0	\$0
Wastewater Services	\$328,297	\$517,484	\$427,382	\$432,725	\$436,286
	\$328,297	\$517,484	\$427,382	\$432,725	\$436,286
Town of Innisfail					
Governance and Administration	\$0	\$0	\$0	\$0	\$0
Wastewater Services	\$2,075,964	\$2,541,831	\$2,226,942	\$2,277,327	\$2,319,031
	\$2,075,964	\$2,541,831	\$2,226,942	\$2,277,327	\$2,319,031
Town of Penhold					
Governance and Administration	\$0	\$0	\$0	\$0	\$0
Wastewater Services	\$604,505	\$674,904	\$672,435	\$687,649	\$700,242
	\$604,505	\$674,904	\$672,435	\$687,649	\$700,242
Red Deer County					
Governance and Administration	\$0	\$0	\$0	\$0	\$0
Wastewater Services	\$1,472,825	\$1,610,596	\$1,566,242	\$1,601,678	\$1,631,009
	\$1,472,825	\$1,610,596	\$1,566,242	\$1,601,678	\$1,631,009
<i>Financial Model Check</i>	\$7,509,799	\$8,649,857	\$8,010,006	\$8,187,023	\$8,332,709
	\$7,509,799	\$8,649,857	\$8,010,006	\$8,187,023	\$8,332,709
<i>Model in Check</i>	TRUE	TRUE	TRUE	TRUE	TRUE

Table 4.1
South Red Deer Regional Wastewater Commission
2021 Financial Plan and Budget
Capital Budget - Expense and Funding

		Infrastructure Expense												
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Capital Expense														
Regional System														
Regional Project	ne	\$138,701,876	\$2,044,083											\$140,745,959
Waskasoo Lift Station Upgrade/Forcemain	re	\$1,347,633	\$5,395											\$1,353,028
Subtotal Regional System		\$140,049,509	\$2,049,478	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$142,098,986
Regional System Capital Renewal/Replacement														
Re-commission SRS sampling systems						\$37,000								\$37,000
SCADA System upgrade/Cloud migration						\$250,000								\$250,000
Misc. Capital Renewal Projects						\$430,000	\$50,000							\$480,000
Replace OMF Amgas control valves							\$45,000							
Innisfail Biorem Tower Replacement							\$130,000							
Air Release Valve Upgrade/Recommissioning							\$250,000							
Equalization Storage														
Bowden														
Forcemain	ne					\$410,000								\$410,000
Berm Modifications	ne					\$48,000								\$48,000
Total Bowden Installation					\$0	\$458,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$458,000
Innisfail														
Forcemain, Gravity Return	ne					\$0	\$52,500							\$52,500
Berm Development	ne					\$0	\$126,600							\$126,600
Liner	ne					\$0	\$122,088							\$122,088
Access, soil, seeding, misc.	ne					\$0	\$125,000							\$125,000
Engineering(@10%) & Contingency@(20%)	ne					\$0	\$127,856							\$127,856
Total Innisfail Installation					\$0	\$0	\$554,044	\$0	\$0	\$0	\$0	\$0	\$0	\$554,044
Total Equalization Storage		\$0	\$0		\$0	\$458,000	\$554,044	\$0	\$0	\$0	\$0	\$0	\$0	\$1,012,044
Innisfail Lift Station - Pump Capacity Upgrade														
Total Regional System		\$140,049,509	\$2,049,478	\$0	\$0	\$1,175,000	\$1,029,044	\$0	\$0	\$0	\$0	\$0	\$0	\$143,878,030

Table 4.1
South Red Deer Regional Wastewater Commission
2021 Financial Plan and Budget
Capital Budget - Expense and Funding

Infrastructure Expense														
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total	
Waskasoo System														
<u>Evaluation</u>														
Engineering Evaluation and Report		\$25,000											\$25,000	
Main Camera Inspection		\$125,000		\$86,000									\$211,000	
<u>System Capacity Increase</u>														
Redirect Lift Station 2 (Springbrook) to Penhold Lift Station										\$2,500,000			\$2,500,000	
<u>Pipeline Upgrading, Renewal and Replacement</u>	re				\$625,000	\$125,000	\$125,000						\$875,000	
<u>Lift Station Upgrading</u>														
Lift Station 1														
Wet Well Expansion	ne					\$0	\$125,000						\$125,000	
Water Service Connection	ne				\$17,500								\$17,500	
Structural Improvements	rb			\$10,500									\$10,500	
Electrical and Controls	rm			\$145,000									\$145,000	
Standby Power - New Generator	rm	\$350,000	\$111,564										\$461,564	
Grinder Replacement	rm					\$0	\$125,000						\$125,000	
HVAC - Heater Replacement	rm						\$0						\$0	
HVAC - Roof Top Ventilation Replacement	rm								\$40,000				\$40,000	
Total Lift Station 1		\$350,000	\$111,564	\$155,500	\$17,500	\$0	\$250,000	\$0	\$40,000	\$0	\$0	\$0	\$924,564	
Lift Station 2														
Water Service Connection	ne						\$17,500						\$17,500	
Structural Improvements	rb			\$6,500									\$6,500	
HVAC - Heater Replacement	rm				\$25,000								\$25,000	
Electrical and Controls	rm			\$145,000									\$145,000	
Standby Power - New Generator	rm			\$130,000									\$130,000	
Grinder Pump 1 and 2 Replacement	rm					\$0	\$300,000						\$300,000	
HVAC - Roof Top Ventilation Replacement	rm								\$40,000				\$40,000	
Total Lift Station 2		\$0	\$0	\$281,500	\$25,000	\$0	\$317,500	\$0	\$40,000	\$0	\$0	\$0	\$664,000	
Lift Station 3														
Wet Well Expansion	ne				\$0	\$0	\$250,000						\$250,000	
Water Service & Washroom	ne				\$0	\$45,000							\$45,000	
HVAC - Heater Replacement	rm				\$25,000								\$25,000	
Structural and Process	rm			\$16,500									\$16,500	
Redo Roof	rb				\$0	\$50,000							\$50,000	
Electrical and Controls	rm			\$145,000									\$145,000	
Standby Power - New Generator	rm			\$130,000									\$130,000	
Grinder Replacement	rm					\$0	\$125,000						\$125,000	
HVAC - Roof Top Ventilation Replacement	rm								\$40,000				\$40,000	
Total Lift Station 3		\$0	\$0	\$291,500	\$25,000	\$95,000	\$375,000	\$0	\$40,000	\$0	\$0	\$0	\$826,500	
Total Waskasoo System		\$500,000	\$111,564	\$814,500	\$692,500	\$220,000	\$1,067,500	\$0	\$120,000	\$2,500,000	\$0	\$0	\$6,026,064	
Total South Red Deer System		\$140,049,509	\$2,549,478	\$111,564	\$814,500	\$1,867,500	\$1,249,044	\$1,067,500	\$0	\$120,000	\$2,500,000	\$0	\$0	\$149,904,094

Table 4.1
South Red Deer Regional Wastewater Commission
2021 Financial Plan and Budget
Capital Budget - Expense and Funding

	Infrastructure Expense												
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Funding													
Water for Life Grant	\$123,652,971	\$1,839,674	\$0	\$0	\$412,200	\$498,640	\$0	\$0	\$0	\$0	\$0	\$0	\$126,403,485
Other Grants										\$1,000,000			\$1,000,000
Other	\$303,353	\$35,478											\$338,831
Debenture	\$15,300,000												\$15,300,000
Reserves	\$1,347,633	\$119,878	\$111,564	\$814,500	\$1,455,300	\$750,404	\$1,067,500	\$0	\$120,000	\$2,500,000	\$0	\$0	\$8,286,779
Operating													\$0
Total Funding	\$140,603,956	\$1,995,030	\$111,564	\$814,500	\$1,867,500	\$1,249,044	\$1,067,500	\$0	\$120,000	\$3,500,000	\$0	\$0	\$151,329,094
Surplus / - Deficit	\$554,447	-\$554,447	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$1,425,000
Capital Reserve													
Opening Balance	\$856,700	\$732,373	\$1,362,495	\$1,843,468	\$1,636,388	\$931,088	\$930,684	\$613,184	\$1,363,184	\$1,993,184	\$243,184	\$993,184	\$732,373
Added	\$1,274,560	\$750,000	\$592,537	\$607,420	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$7,949,957
Withdrawn	-\$1,398,887	-\$119,878	-\$111,564	-\$814,500	-\$1,455,300	-\$750,404	-\$1,067,500	\$0	-\$120,000	-\$2,500,000	\$0	\$0	-\$6,939,146
Closing Balance	\$732,373	\$1,362,495	\$1,843,468	\$1,636,388	\$931,088	\$930,684	\$613,184	\$1,363,184	\$1,993,184	\$243,184	\$993,184	\$1,743,184	\$1,743,184