



COMMITTEE OF THE
WHOLE COUNCIL

2021 Draft Tax Supported Operating Budget and 2021 Draft Capital Budget and Forecast

February 26, 2021

Presentation 5(2021)-1

Agenda

- Synopsis of Budget
- Historical Review of property taxes, debt and reserves
- 2021 Draft Operating Budget and Capital Budget and Forecast
- Proposed amendments from Standing Committees and proposed additional amendments
- Reserve, Reserve Funds and Forecasted Debt
- Ontario Regulation 284/09 Reconciliation Overview



2021 Budget at a Glance

(prior to proposed amendments)

Net Levy increase for 2021

3.41%

Tax increase for 2021

2.13%

Capital Budget for 2021

\$28M

10-Year Capital Forecast

\$227M



Fiscal Impacts at a Glance

Contribution to Reserves in 2021

\$30.3 M

Increase in Forecasted Reserves after 10 years

\$ 126M

External Debt Repayment in 2021

\$ 9.7M

External Debt Reduction Forecasted over 10 years

(\$ 37M)

Aa2 Credit Rating Maintained



Key Features of the Budget

- Breakdown of 3.41% Net Levy Increase:
 - Capital Reserve Increase: 1.38%
 - Insurance Increase: 0.34%
 - Service Level Changes Impact: 0.33%
 - All Other Departments Impact: 1.36%
- Average Tax Increase: 2.13% (1.25% growth)
- Maintained service levels
- Investments in capital maintained
- Fiscal position continues to improve over 10-year forecast



Historical Review of Property Taxes

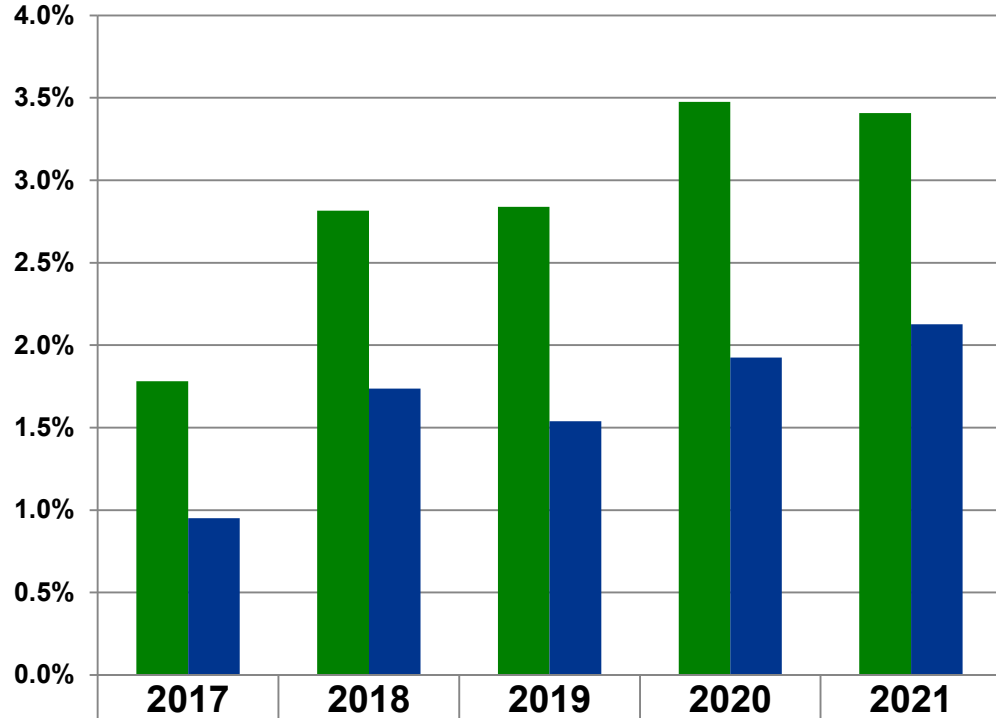
For 2017-2021:

Average Tax Levy Increase 2.9%

Average Tax Impact (after growth) 1.7%

Average CPI 1.7%

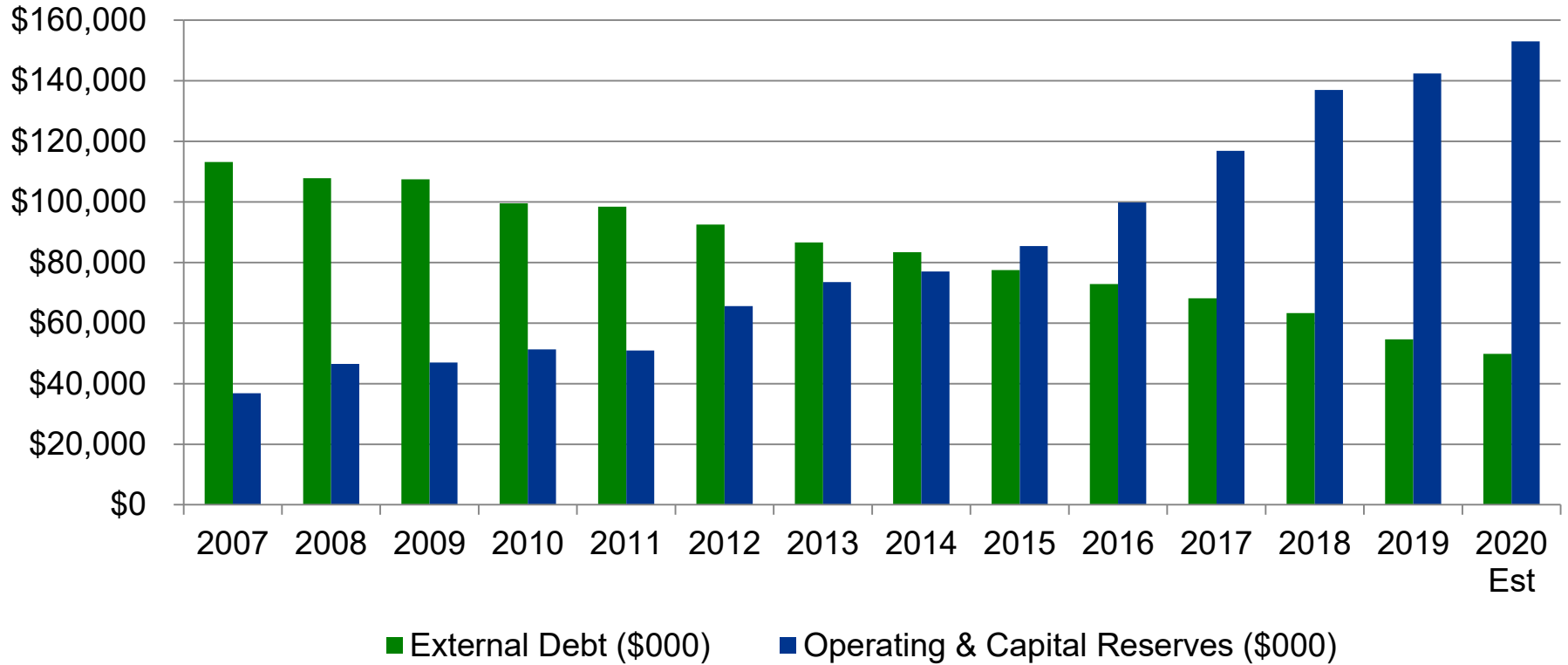
Average Construction index 2.5%



■ Net Levy Increase Before Assessment Growth	1.8%	2.8%	2.8%	3.5%	3.4%
■ Net Levy Increase After Assessment Growth	1.0%	1.7%	1.5%	1.9%	2.1%



Historical Review of Debt and Reserves



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2021 DRAFT OPERATING BUDGET

2021 Net Levy by Department

Department	2021 Net Levy Change	Department Yr-over-Yr Change %	Net Levy Impact
Finance and Corporate Services	\$211,963	0.95%	0.27%
Non-Program	9,025	0.32%	0.01%
PW Admin, Transportation and Locks	1,368,390	4.88%	1.74%
Environment	(23,939)	-0.77%	-0.03%
Community and Planning Services	428,869	3.90%	0.55%
Health Services	582,223	5.71%	0.74%
Airport	95,963	8.98%	0.12%
Net Levy Impact	\$2,672,494		3.41%
Assessment Growth	(1,001,215)		(1.28%)
Net Levy Impact After Growth	\$1,671,279		2.13%

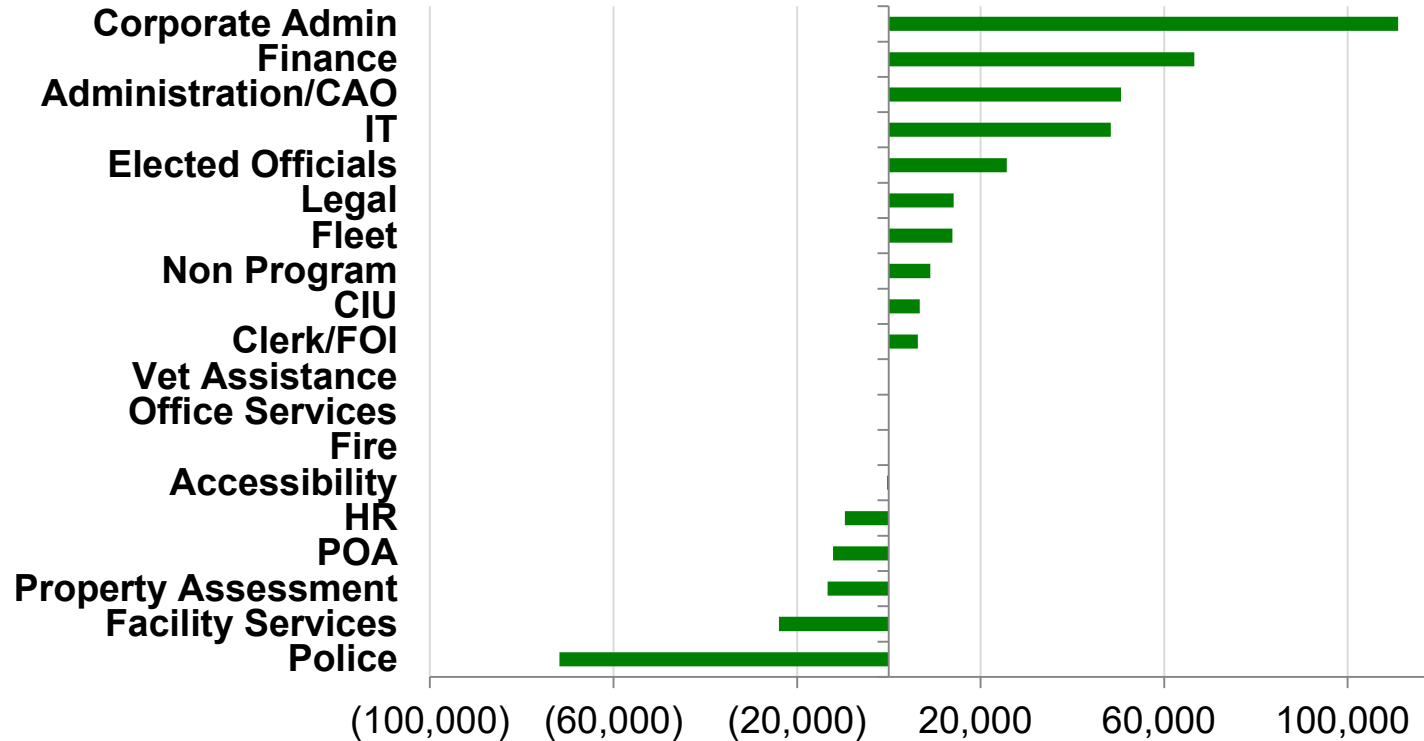
1% levy = \$784k

Net Levy above guideline of 3.0%

2.13% levy increase = \$18.23/household (est. based on average assessment of \$300,000)

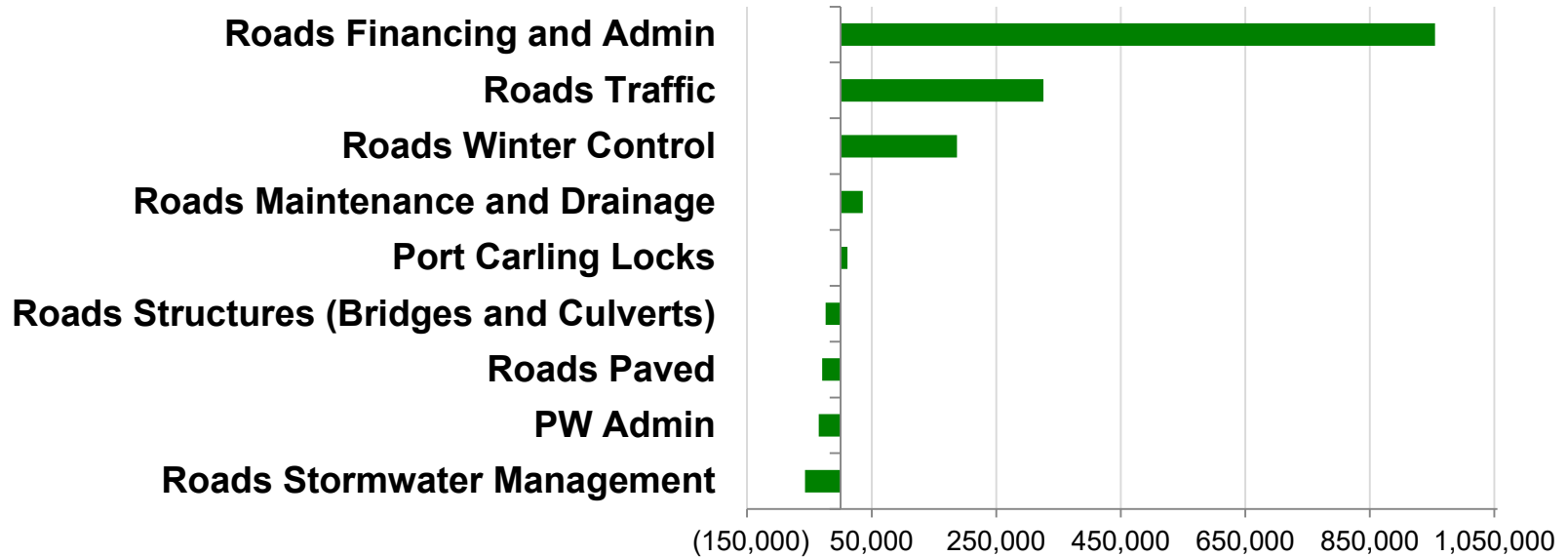
Finance and Corporate Services and Non-Program

2021 Net Levy Change from 2020 Budget



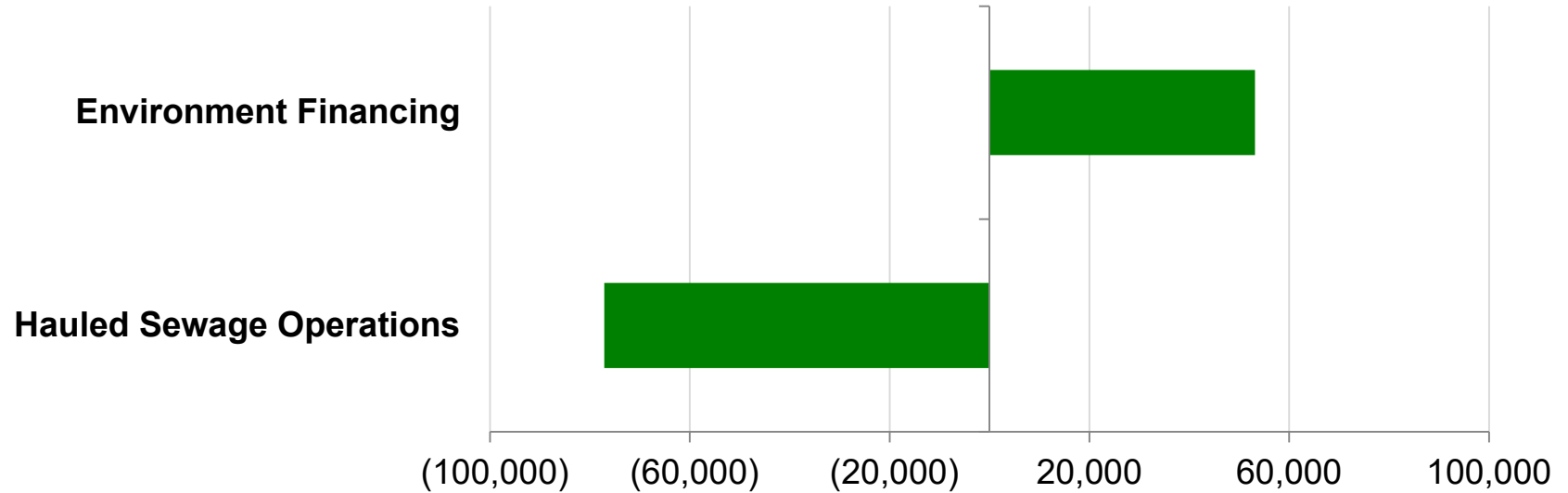
PW Admin, Locks and Transportation

2021 Net Levy Change from 2020 Budget



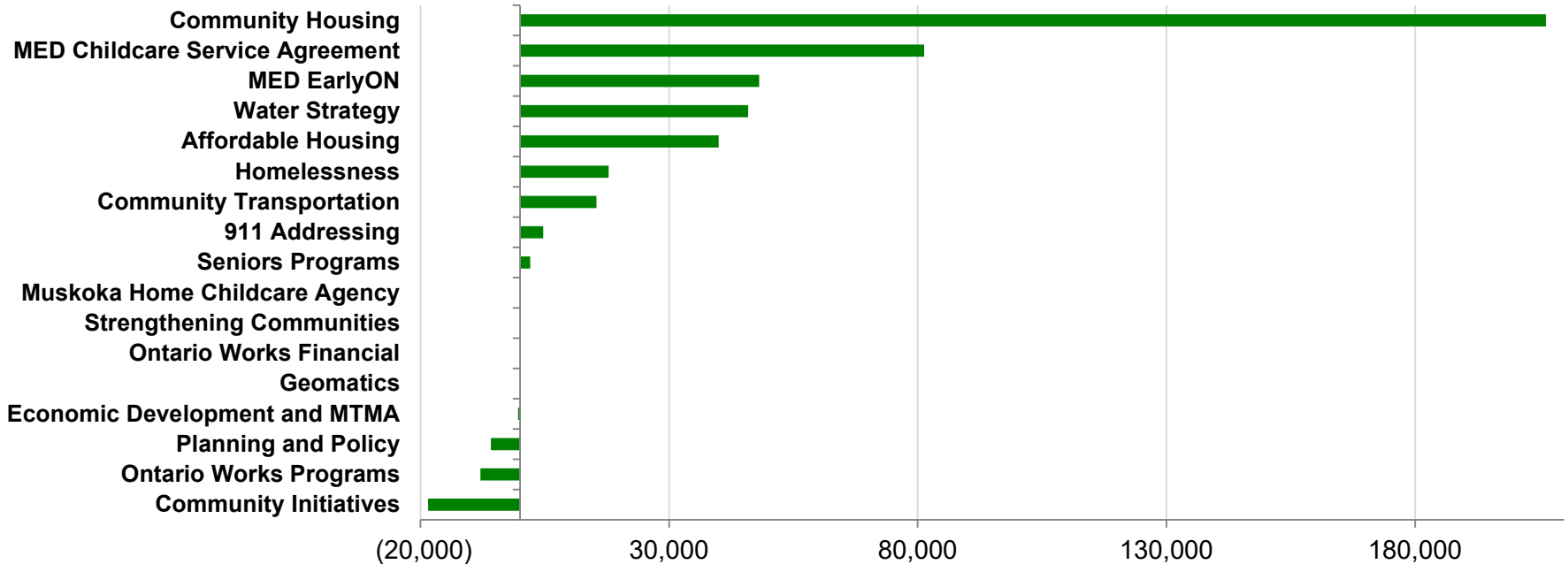
Environment

2021 Net Levy Change from 2020 Budget



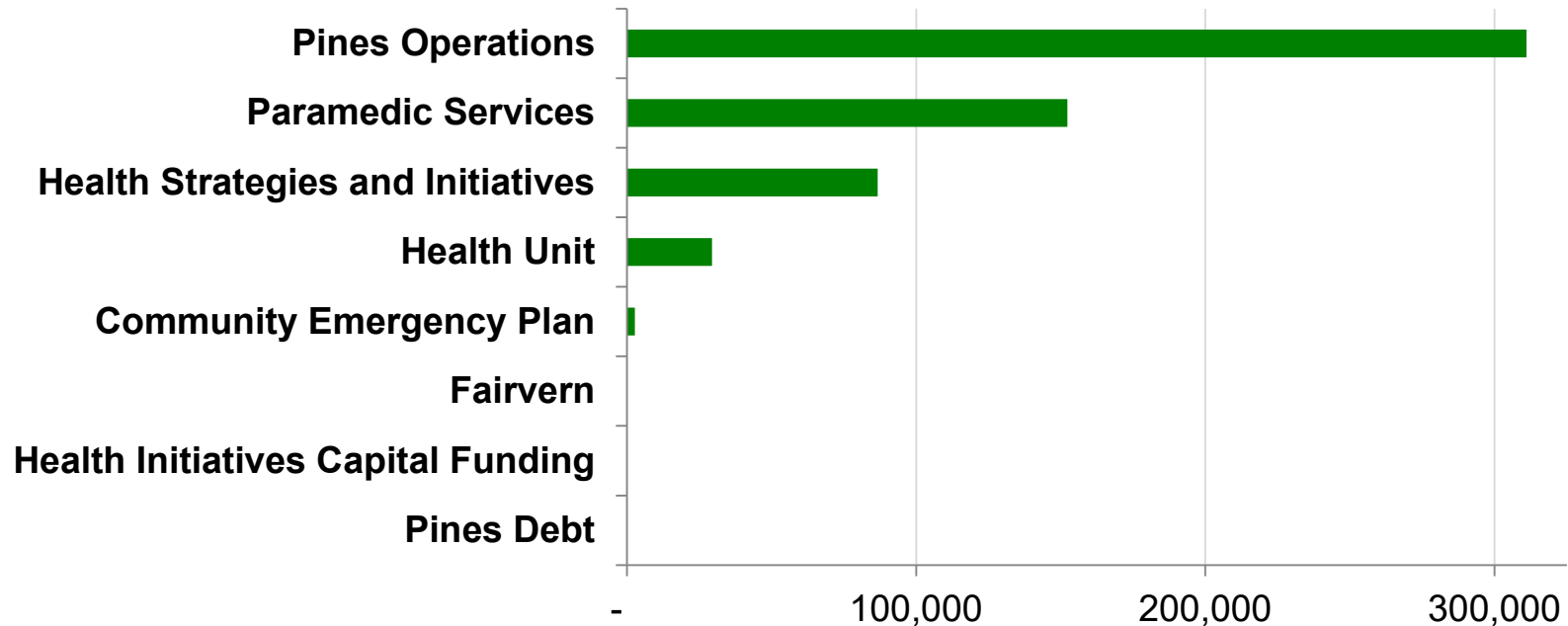
Community and Planning Services

2021 Net Levy Change from 2020 Budget



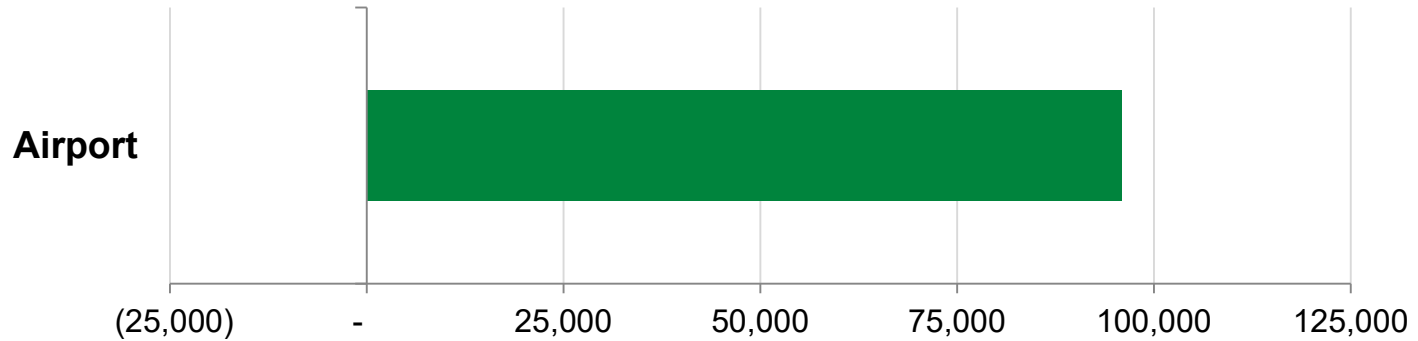
Health Services

2021 Net Levy Change from 2020 Budget



Airport

2021 Net Levy Change from 2020 Budget



Service Level Changes

Department	Request	2021 FTE Impact	Total Expenditures \$	Net Levy Impact \$
FCS-NP	- Communications Coordinator - Fleet Manager	1.75	102,812	102,812
EPW	- Program Communications Specialist - Increase in Fleet for tractor transferred from Solid Waste	0.18	29,159	29,159
CPS	- Ontario Works employment transformation impact - Ontario Works transfer of van to Airport - Community Initiatives TGIF program elimination	(6.20)	(638,913)	3,487
HS	- Paramedic Services Admin Assistant/Scheduler - Pines Operations transfer of PSW hours to RPN hours	0.83	109,560	109,560
Airport	- Transfer of van from Ontario Works	0.00	11,265	11,265
		Total	(\$386,117)	\$256,283



Service Change Options

Department	Description	Total Budget Amount \$	Amount Increase/ (Reduction) \$	Amount Increase/ (Reduction) %
	Proposed Net Levy Increase		\$2,672,494	3.41%
Finance and Corporate Services	Administration/CAO: Eliminate SLC for the temporary Communications Coordinator position.	68,419	(68,419)	(0.09%)
Finance and Corporate Services	Fleet: Eliminate SLC for the addition of fleet manager.	34,393	(34,393)	(0.04%)
Non-Program	Remove funding for Innovation Initiatives.	40,000	(40,000)	(0.05%)
Health Services	Health Links: Eliminate program as Provincial funding has been eliminated.	358,911	(193,699)	(0.25%)



Service Change Options Continued

Department	Description	Total Budget Amount \$	Amount Increase/ (Reduction) \$	Amount Increase/ (Reduction) %
Health Services	Paramedic Services: Eliminate SLC for the addition of an administrative.	60,206	(60,206)	(0.08%)
Health Services	The Pines - Eliminate SLC which shifts 6,500 hours of staffing hours from personal support workers to register practical nurses.	49,354	(49,354)	(0.06%)
Reserves	Capital Reserve Contributions: Decrease reserve contributions.	30,284,517	(296,042)	(0.38%)
Levy Reductions			(\$742,113)	(0.95%)
Net Levy if all Options Approved			\$1,930,381	2.46%



Proposed Amendments from Standing Committees

Dept	Program	Net Levy Impact Increase / (Decrease) \$
FCS	Rotary Garden	\$8,000
Trans	Port Carling Locks	\$20,918
NP	Insurance Premium	(\$7,373)
NP	Insurance Deductible	(\$84,000)
HS	Health Links	(\$193,000)
HS	Health Initiatives Capital Funding	(\$600,000)
CPS	Economic Development & MTMA	\$6,000
	Net Levy Decrease	(\$849,455)



Proposed Additional Amendments

Dept	Program	Expenditure Impact \$	Net Levy Impact Increase / (Decrease) \$
CPS	Economic Development & MTMA	\$50,000	\$0
HS	Community Paramedicine LHIN Grant	\$181,160	\$0
HS	Community Paramedicine LTC Grant	\$30,000	\$0
HS	Community Paramedicine LTC Grant	\$1,000,325	\$0
		\$1,261,485	\$0



Amended Impact on Residential Owner

(based on residential CVA of \$300,000)

2021 Budget Impact on a Residential Property Assessed at \$300,000

2020 Taxes	2021 Taxes	% Increase	\$ Increase
\$855.42	\$864.44	1.05%	\$9.02

- Insurance increases
- Contributions to Reserves
- All other costs

\$0.88

\$5.34

\$2.80

- Net levy increase prior to growth, if amendments are approved, is 2.32%.
- Tax impact is projected to be 1.05% higher than in 2020, as assessment growth was 1.25%.
- Guideline approved by Council was 3.0%



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2021 DRAFT

CAPITAL BUDGET AND FORECAST

2021 Capital Budget

Gross Capital Request	Amount
Roads	\$20,527,300
Fleet	1,864,400
Pines	1,368,500
Airport	1,206,000
Hauled Sewage	908,800
Facility Services	796,500
Computer Services	753,800
Port Carling Locks	500,000
Paramedic Services	471,335
Community Housing	341,600
Planning Services	171,700
Fairvern	90,000
Total	\$28,999,935

Funding Sources	Amount
Reserves/Reserve Funds	\$27,799,154
Development Charges	1,115,381
Grants	10,000
External Funding	75,400
Debentures	0
Total	\$28,999,935



10-Year Capital Forecast

Gross Capital Request	Amount
Roads	\$187,275,300
Fleet	9,806,000
Facility Services	5,974,800
Computer Services & Administration	5,570,600
Paramedic Services	4,813,315
Airport	4,228,400
Hauled Sewage	2,824,500
Community Housing	2,161,500
Pines	1,976,500
Port Carling Locks	1,971,400
Planning Services	1,145,300
Fairvern	90,000
Total	\$227,837,615

Funding Sources	Amount
Reserves/Reserve Funds	\$208,338,845
Development Charges	18,592,338
Grants	10,000
External Funding	896,432
Debentures	0
Total	\$227,837,615



Proposed Capital Amendments

Project	Program	Expenditure Impact \$	Reserves Impact \$	Other Financing \$
620774	Fairvern Redevelopment: Inclusion of budget based on Colliers report as required by Province to continue redevelopment process.	48,868,905	(22,627,445)	(26,241,460)
530046	Community Safety & Well-being Plan: Project created to meet legislative requirement by July 1, 2021	50,000	(50,000)	
530036	BB Paramedic Station Staffing Accommodations: Delete project as duplicated in error	(75,000)	75,000	
		48,843,905	(22,602,445)	(26,241,460)



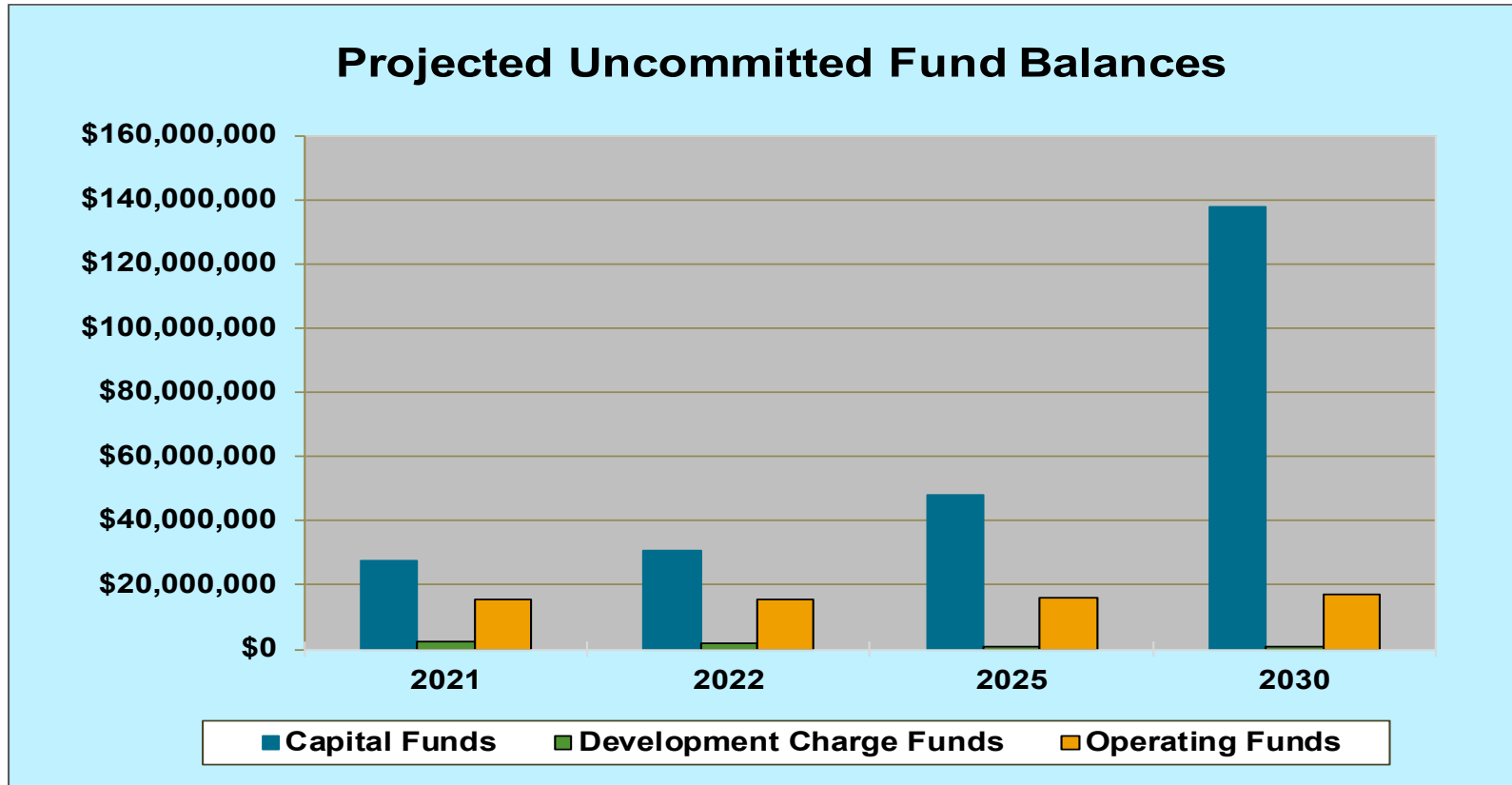
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2021 DRAFT

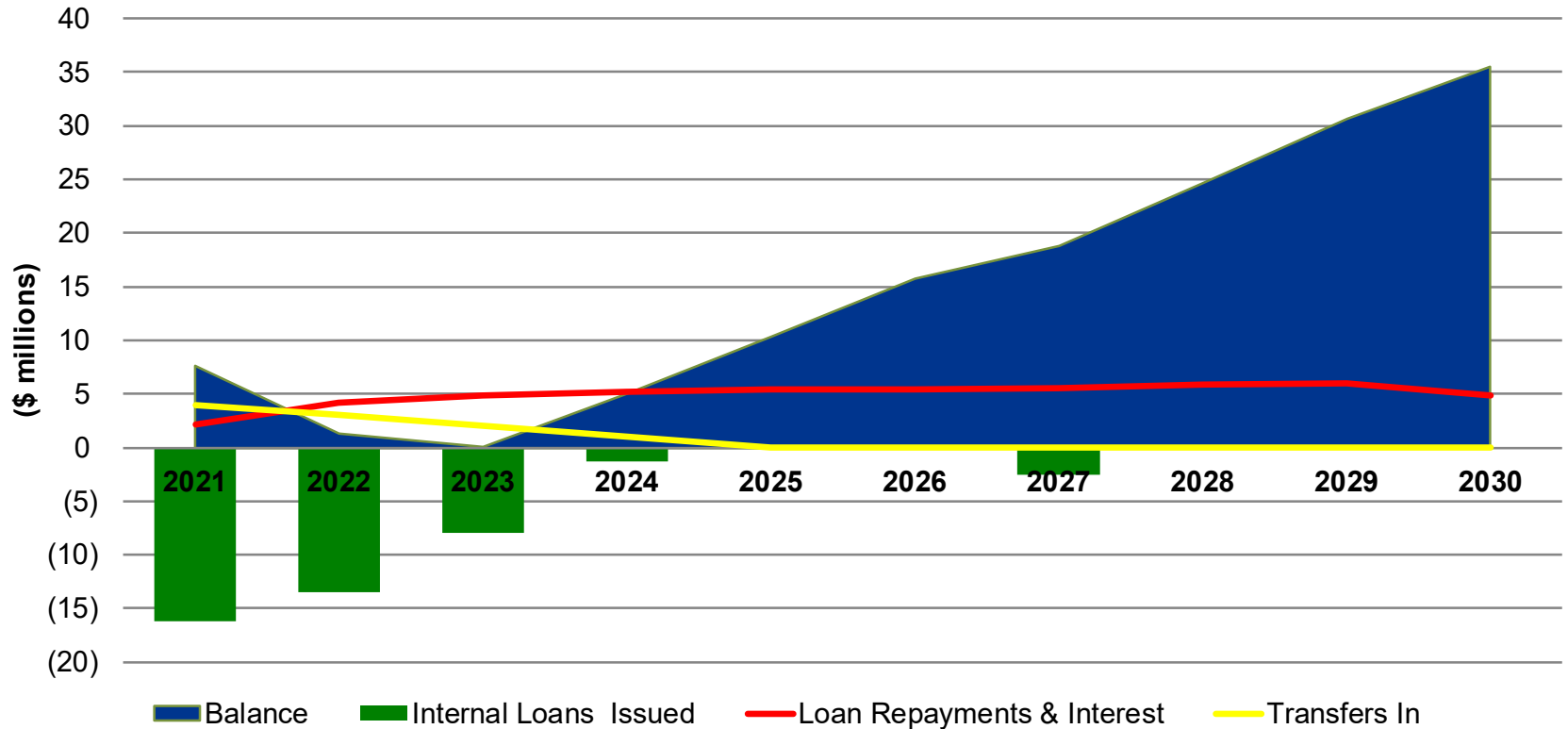
RESERVES, RESERVE FUNDS AND

FORECASTED DEBT

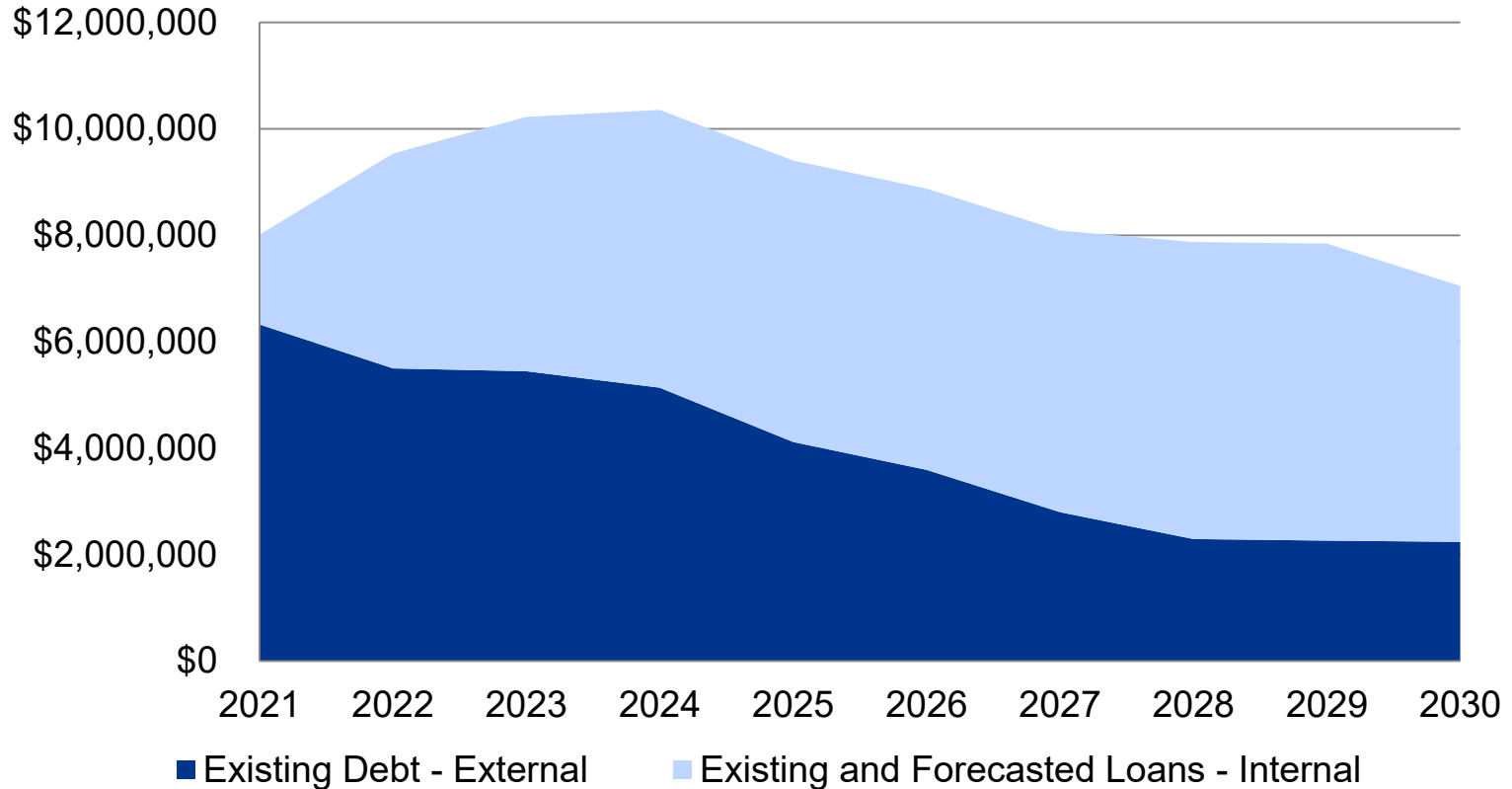
Reserve and Reserve Funds



Debt Reduction Reserve



Projected Debt Payments



Ontario Regulation 284/09

- The 2021 Draft Tax Supported Budget has been prepared excluding:
 - Amortization: Estimated at \$16.6 million;
 - Post-employment benefits: nominal; and
 - Solid waste landfill closures and post closure expenses: part of Solid Waste Management Budget for 2021
- Net surplus with Full Accrual Budgeting:
 - \$14.8 million, as proposed, and
 - \$20.2 million, if all amendments presented are approved
- Conclusion: contributions to reserves are in excess of amortization



QUESTIONS