

2018 Budget

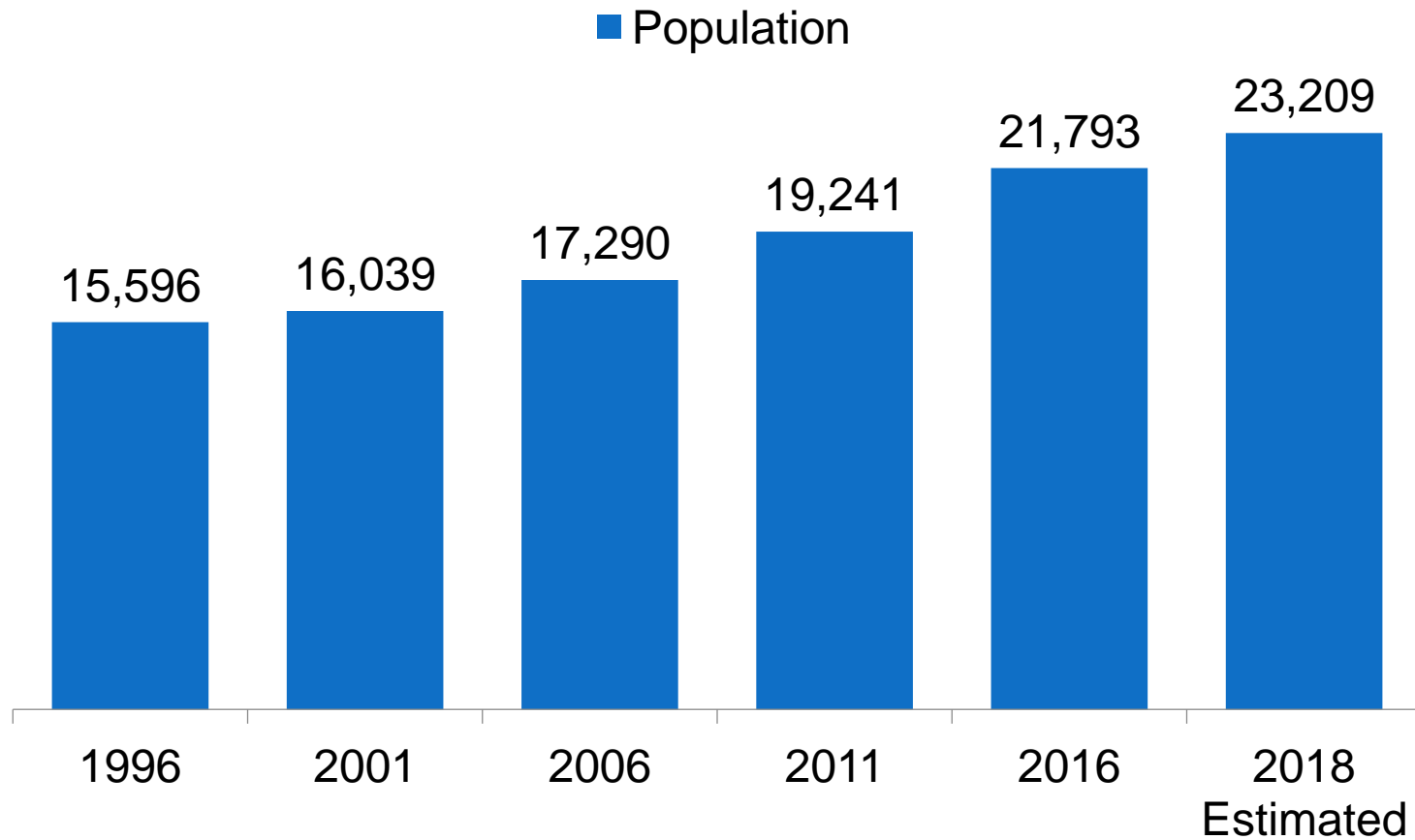
February 22, 2018



Budget Accomplishments

Year	Tax Increase	Average Impact	Major Projects
2015	1.21%	\$24	<ul style="list-style-type: none"> •Hume Street •Hwy 26 West •Co-generation project •Riverside Park development
2016	1.97%	\$41	<ul style="list-style-type: none"> •New pumper truck •Wastewater treatment plant upgrades •New junior ball diamond & new skateboard park
2017	2.86%	\$60	<ul style="list-style-type: none"> •Sewer rehabilitation •Completion of LED streetlight conversion •Heritage Park rehabilitation
2018 (with unmet needs)	0.95%	\$21	<ul style="list-style-type: none"> •Third/High intersection improvements •Playground replacements <ul style="list-style-type: none"> •WMP: Enviro Park
(without unmet needs)	-0.23%	\$-5	<ul style="list-style-type: none"> •Central Park baseball diamond lights •Strategic land acquisition

Growth

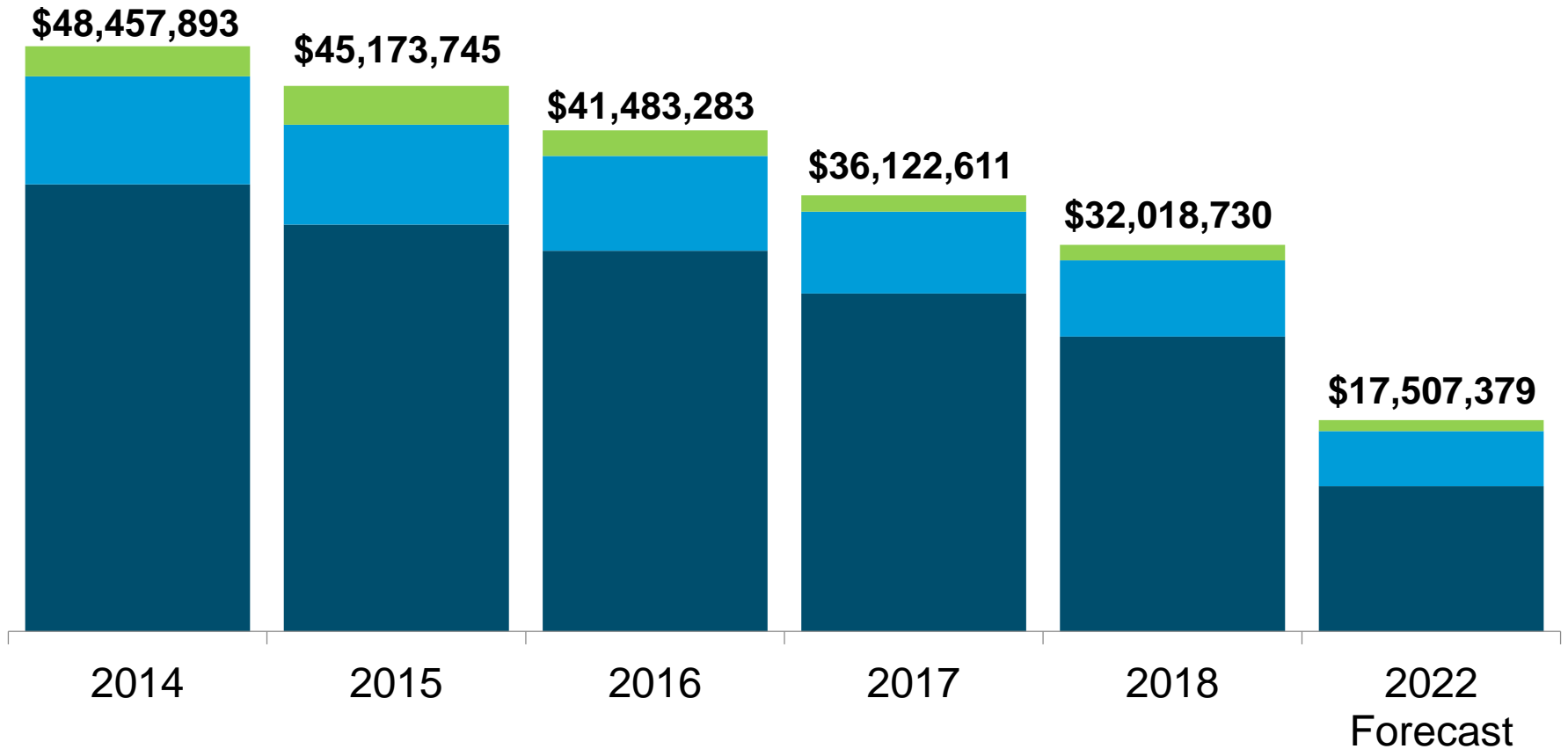


Debt

- Debt Management Policy
 - Adopted by Council on August 21, 2017
- Identified a number of goals regarding debt
- Supports key performance indicators in the Community Based Strategic Plan
 - Continue implementing the approved Debt Management Plan
 - Monitor the Debt Management Plan on a semi-annual basis

Debt

■ External Debt ■ Internal Debt ■ Committed Debt



2017 Accomplishments

Clerk Services	<ul style="list-style-type: none">• Implementation of Agenda Management System
Finance	<ul style="list-style-type: none">• Financial policies related to Surplus, Debt and Reserve and Reserve Fund Management were adopted by Council• Developed measures of reserve and reserve fund adequacy
Fire Services	<ul style="list-style-type: none">• Received 216 smoke/CO alarms from Enbridge• Visited 407 homes and install 103 smoke/CO alarms• Took delivery of a new 2017 Pumper in May, trained all staff and put in service middle of June
Human Resources	<ul style="list-style-type: none">• Establishment of the Multi-site Joint Health and Safety Committee• Handling of over fifty recruitment files (>100 staff changes)
Information Technology	<ul style="list-style-type: none">• Establishment and transition back to in house IT• Addressing “Critical” items on the Compusolve Report
Library	<ul style="list-style-type: none">• Awarded Provincial library accreditation and set records for library use

2017 Accomplishments

Marketing & Business Development	<ul style="list-style-type: none">• Opening of the Collingwood Youth Centre• Recognized as having good Broadband Connectivity• Launch of Excite Pitch Competition and new quarterly online business newsletter
Parks, Recreation & Culture	<ul style="list-style-type: none">• Completion of the Heritage Skatepark• Successful delivery of more than 150 Healthy Kids initiatives, interventions, programs and events, affecting nearly 15,000 families and kids
Planning & Building Services	<ul style="list-style-type: none">• Processing a significantly increased number of applications.
Public Works & Engineering	<ul style="list-style-type: none">• 7th and 8th Street Sanitary Renewal• Master Servicing Plan for Water and Sanitary
Wastewater	<ul style="list-style-type: none">• Commissioning of Co-generation turbine at WWTP• Commissioning of Odour Control unit at WWTP
Water	<ul style="list-style-type: none">• Replacement membranes at WTP• Replacement of watermain/services on sections of Seventh and Eighth St

Transparency and Accountability

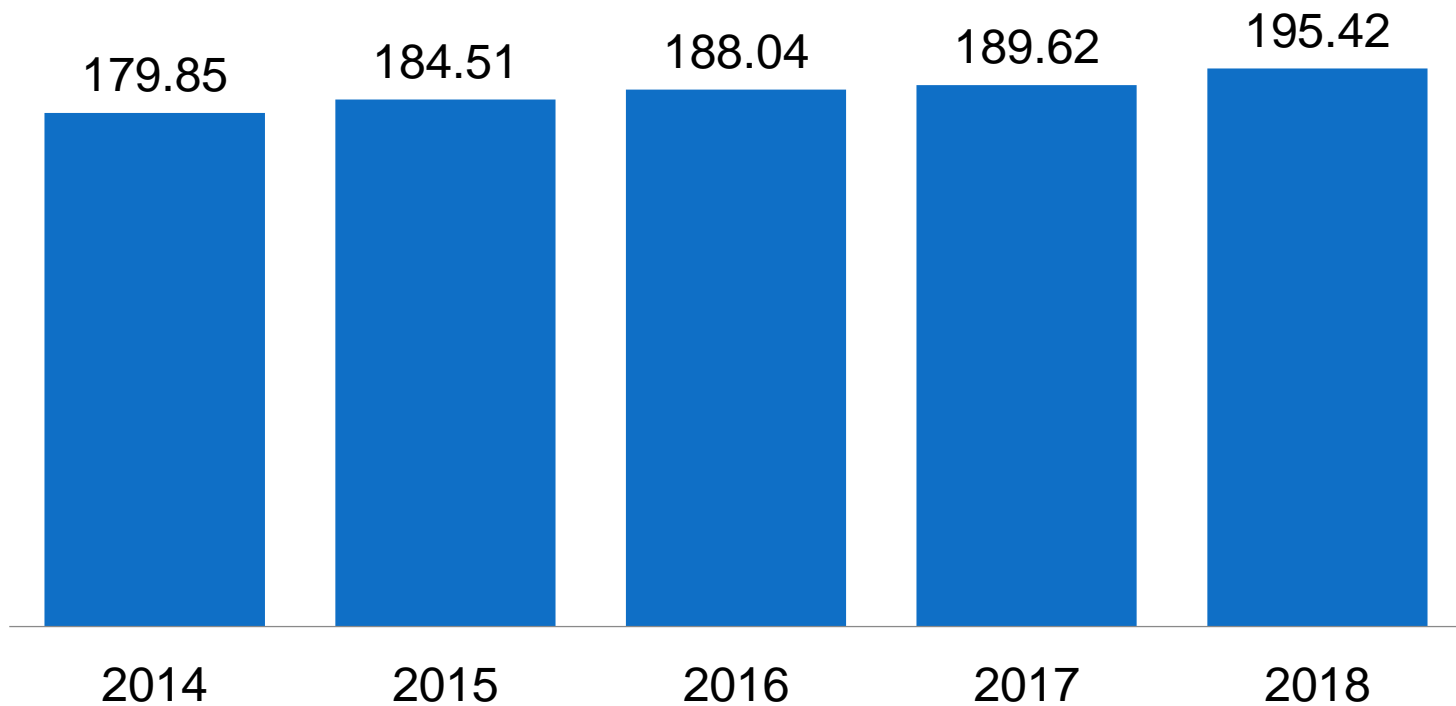
- Measures implemented to improve transparency and accountability:
 - Expanded definition of ‘meeting’
 - Electronic participation
 - Expansion of Closed Meeting Provisions
 - Resolution on addressing closed meeting investigation report
 - Temporary replacement on upper tier council
 - Integrity Commissioner
 - Municipal Conflict of Interest Act
- Plans for 2018 and beyond

2018 Budget

- Base budget is reflective of assessment growth
- In order to provide the most efficient and effective service to our residents we've compiled a list of unmet needs
- This list has been drafted with the taxpayers in mind
- Staff is recommending that all unmet needs be included in the 2018 budget
 - Allows the Town to provide first-rate customer service, meet the needs of our residents
- Looking forward

Growth in FTEs

■ Growth in full time staff



Budget Process

November
2017

- Department Heads provided with preliminary budgets

December
2017

- Treasury department consolidation of draft departmental budgets

February
2018

- Preliminary Budget presented to Council
- Departmental presentations

March
2018

- Public Meeting held
- Final Budget presented to Council for adoption

December
2018

The 2019 Budget process will begin in December 2018, once the new Council has taken office.

Budget Overview



Fiscal Strategy

- Budget drafted within framework of:
 - Strategic Financial Plan
 - Community Based Strategic Plan
- Reserve Funds
- Asset Management
- Information Technology

Expenditures

(\$ Millions)

	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Operating	\$44.2	\$52.1	\$54.8	\$55.3
Capital	\$23.1	\$15.0	\$26.5	\$27.0
Total	\$67.3	\$67.1	\$81.3	\$82.3

Funding

(\$ Millions)

	2015 Budget	2016 Budget	2017 Budget	2018 Budget
User Fees and Other Non-Tax Revenue	\$17.6	\$24.4	\$24.9	\$24.8
Development Charges	\$ 5.0	\$ 2.8	\$ 7.7	\$ 9.7
Reserves & Reserve Funds	\$12.3	\$ 8.9	\$13.0	\$13.8
Federal & Provincial Grants	\$ 4.7	\$ 2.1	\$ 5.6	\$ 3.6
Total All Other Sources	\$39.6	\$38.2	\$51.2	\$51.9
Property Taxes	\$27.7	\$28.9	\$30.1	\$30.6
Total	\$67.3	\$67.1	\$81.3	\$82.5

Program	Actual 2016	Budget 2017	Inflation and Unavoidable Increases	Operating Efficiencies	Base Budget 2018	% Change	Unmet Needs	TOTAL REQUEST	%
General Government	5,316,992	5,059,426	(116,926)	(11,982)	4,930,518	-2.55%	15,000	4,945,518	-2.25%
Protection Services	10,359,775	10,734,428	253,103	(3,750)	10,983,781	2.32%	0	10,983,781	2.32%
Public Works	6,172,660	5,809,128	324,541	0	6,133,669	5.59%	40,000	6,173,669	6.28%
Housing	105,541	104,235	(30,674)	0	73,561	-29.43%	0	73,561	-29.43%
Parks, Recreation & Culture	4,241,140	4,905,309	(7,403)	(3,000)	4,894,906	-0.21%	155,170	5,050,076	2.95%
Planning & Development	1,183,406	1,381,230	2,528	(40,000)	1,343,758	-2.71%	15,000	1,358,758	-1.63%
Airport	319,567	113,583	65,224	0	178,807	57.42%	0	178,807	57.42%
Library	1,437,051	1,562,157	55,722	0	1,617,879	3.57%	0	1,617,879	3.57%
Total Expenditures from Taxes	29,136,131	29,669,496	546,115	(58,732)	30,156,879	1.64%	225,170	30,382,049	2.40%
¹ Tax Related Revenue	30,384,889	929,275	(129,000)	0	1,058,275	13.88%		1,058,275	13.88%
² Capital Levy	1,247,000	1,402,000	149,000	0	1,551,000	10.63%		1,551,000	10.63%
To Be Raised From Taxes	(1,758)	30,142,221	566,115	(58,732)	30,649,604	1.68%	225,170	30,874,774	2.43%

The Unmet Needs figure of \$225,170 represents operating items only. There is an additional \$137,650 in Unmet Capital Needs

To Be Raised From Taxes Including Capital Unmet Needs:

30,649,604	1.68%	362,820	31,012,424	2.89%
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STAFF RECOMMENDED

¹ Tax Related Revenue is comprised of estimated revenues from supplementary taxes and penalty and interest on tax arrears less Court of Revision reductions, ARB minutes of settlement, vacancy rebates and charity rebates.

² The Capital Levy of \$1,551,000 is based on the 2017 budget with the addition of \$145,000 (the anticipated increase in Supplementary Tax bills) and an estimated \$4,000 increase in the 0.75% Special Capital Levy.

Reserves

	Actual Dec. 31, 2016	Estimated Dec. 31, 2017	Forecast Dec. 31, 2018
Reserves	\$5,619,366	\$5,650,898	\$5,069,975

Reserve Funds

Reserve Funds	Actual Dec. 31, 2016	Estimated Dec. 31, 2017	Forecast Dec. 31, 2018
Land Acquisition	\$1,000,000	\$1,000,000	\$1,000,000
Working Capital	\$2,557,681	\$2,684,294	\$2,697,000
Parking	\$767,306	\$981,087	\$822,594
10% Non DC	\$605,623	\$559,623	\$400,000
Heritage	\$10,055	\$20,110	\$30,000
Lifecycle*	\$4,393,904	\$5,795,904	\$3,346,904
Waterfront	\$1,157,758	\$1,957,758	\$2,182,758
Water	\$5,345,248	\$5,948,941	\$3,433,975
Wastewater	\$15,560,613	\$13,329,464	\$12,603,474

* Lifecycle has \$456,325.42 of Special Capital Levy included.

Effect on the average property

Value of average property	\$299,126	
	Base Budget	Fully Funded
Tax Levy	\$30,649,604	\$31,012,424
Effect on the Tax Rate	(3.42%) Decrease	(2.28%) Decrease
Funds available for Unmet Needs	\$0.00	\$362,820

Effect on the average property

2017 Actual Taxes	\$2,176.17	
2018 Proposed Taxes	\$2,171.07	\$2,196.77

This increase is comprised of

Increase due to phase-in assessment	\$69.28	\$70.12
Reduction due to tax rate decrease	(\$74.40)	(\$49.52)
Total Tax Impact	(\$5.10)	\$20.60

February 22, 2018

- Departmental Overview
 - Public Works, Transportation & Environmental Services
 - Parks, Recreation & Culture
 - Planning & Building Services
 - Human Resources
 - Information Technology
 - Marketing & Business Development
 - Library

March 6, 2018

- 4:00 p.m. - Strategic Initiatives Committee
 - Clerk Services / Finance
 - Fire Services
- 6:00 p.m. – Coffee with Council
 - Share your comments, questions, or feedback on the 2018 Budget over coffee with Council and staff.
- 6:45 p.m. – Budget Public Meeting
 - Council will host a Public Meeting to officially receive feedback on the 2018 Draft Budget.

Next Steps

- Further Council direction if required
- Final Budget presented to Council for adoption