

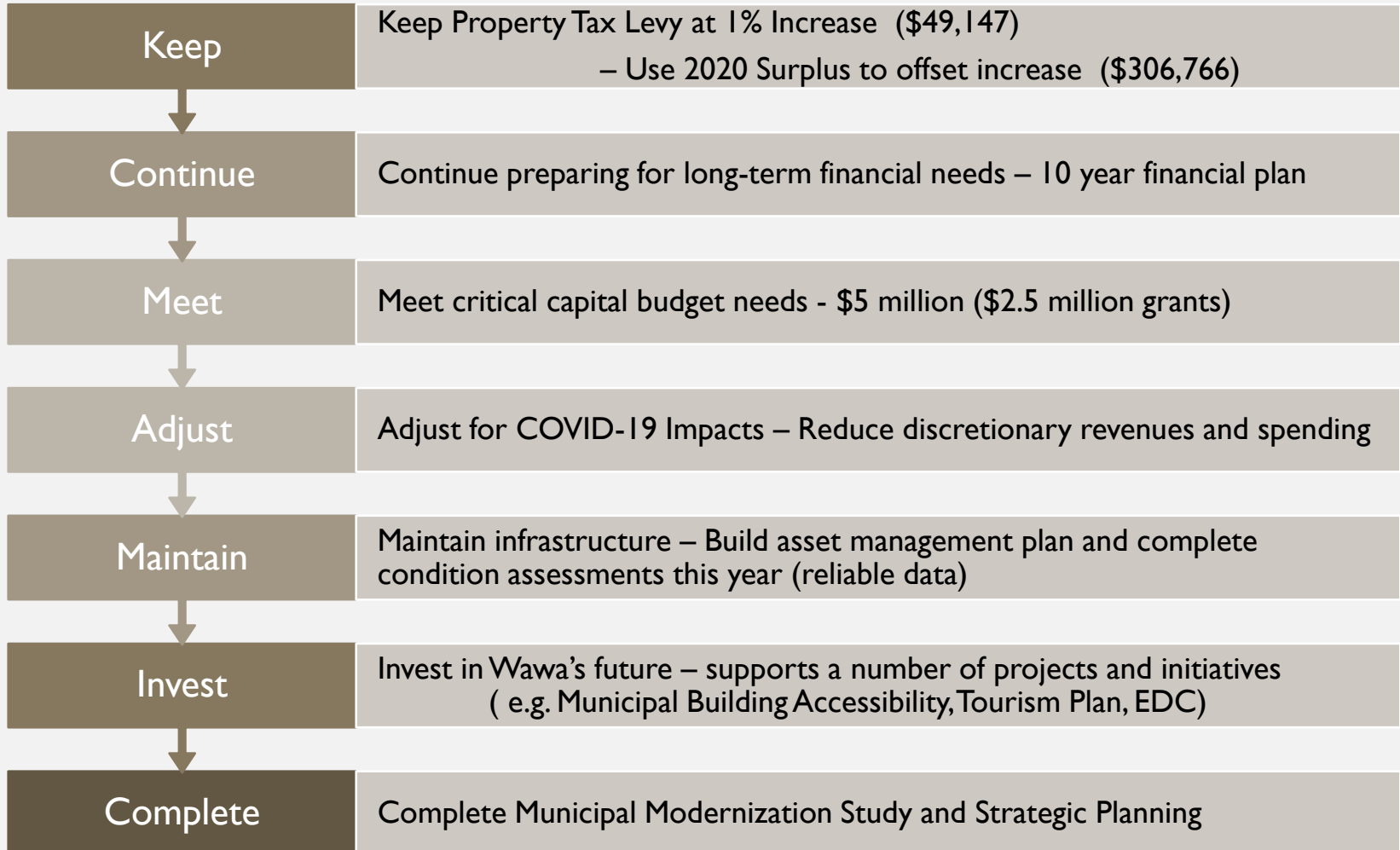
# MUNICIPALITY OF WAWA

A scenic photograph of a sunset over a beach. The sky is filled with soft, horizontal clouds in shades of orange, yellow, and blue. The sun is low on the horizon, creating a bright glow. In the foreground, a person is walking along the shoreline, their silhouette reflected in the wet sand. The overall mood is peaceful and serene.

## **2021 DRAFT OPERATING BUDGET**

Presentation to Council  
Tuesday, March 23, 2021

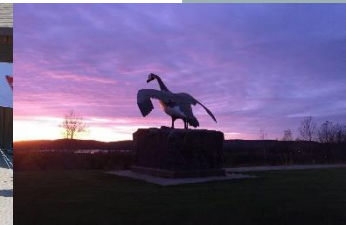
# WAWA OPERATING BUDGET 2021 OBJECTIVES



# TAX SUPPORTED MUNICIPAL SERVICES

- ❖ Community Center – Fitness, Skating Ice, Curling, Banquet Room and Kitchen
- ❖ Fire Services
- ❖ Recreation Programs inc. Marina, Beachfront, Parks
- ❖ Economic Development inc. Goose Nest Market
- ❖ Tourism and TIC Centre
- ❖ Building Permits and Advice
- ❖ Regional Services – Asset Management, Building, GIS
- ❖ Maintenance of Roads and Sidewalks inc. Winter Control
- ❖ Licenses and Permits – Marriage Ceremonies
- ❖ Crossing Guards
- ❖ Infrastructure inc. Landfill
- ❖ Airport
- ❖ Library Services
- ❖ Seniors Space & Programs
- ❖ External – O.P.P., Health Unit, ADSAB, MPAC, BIA

✓ Water and Sewer – Non-Tax Supported Service



# 2021 OPERATING BUDGET

## Significant Items Impacting Budget



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1) Significant increases to municipal insurance premiums - **8%** increase or \$12,500

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2) Rising salaries and employee benefits costs - **6%** increase in 2021 over 2020

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3) Materials and equipment replacement costs have risen more than inflation

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4) Unknown COVID Impacts – budget for 2021 includes estimate of impacts and loss of \$150,000 in grants

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5) 2020 Assessment Update postponed - property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016, values

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6) Decrease in provincial grants continues – e.g. annual Ontario Municipal Support Funds down \$50,000 from last year and down \$250,000 since 2017

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7) Uncertainties – e.g. hydro dam compensatory grant (no inflationary provisions or receive until August)

# 2021 BALANCED BUDGET

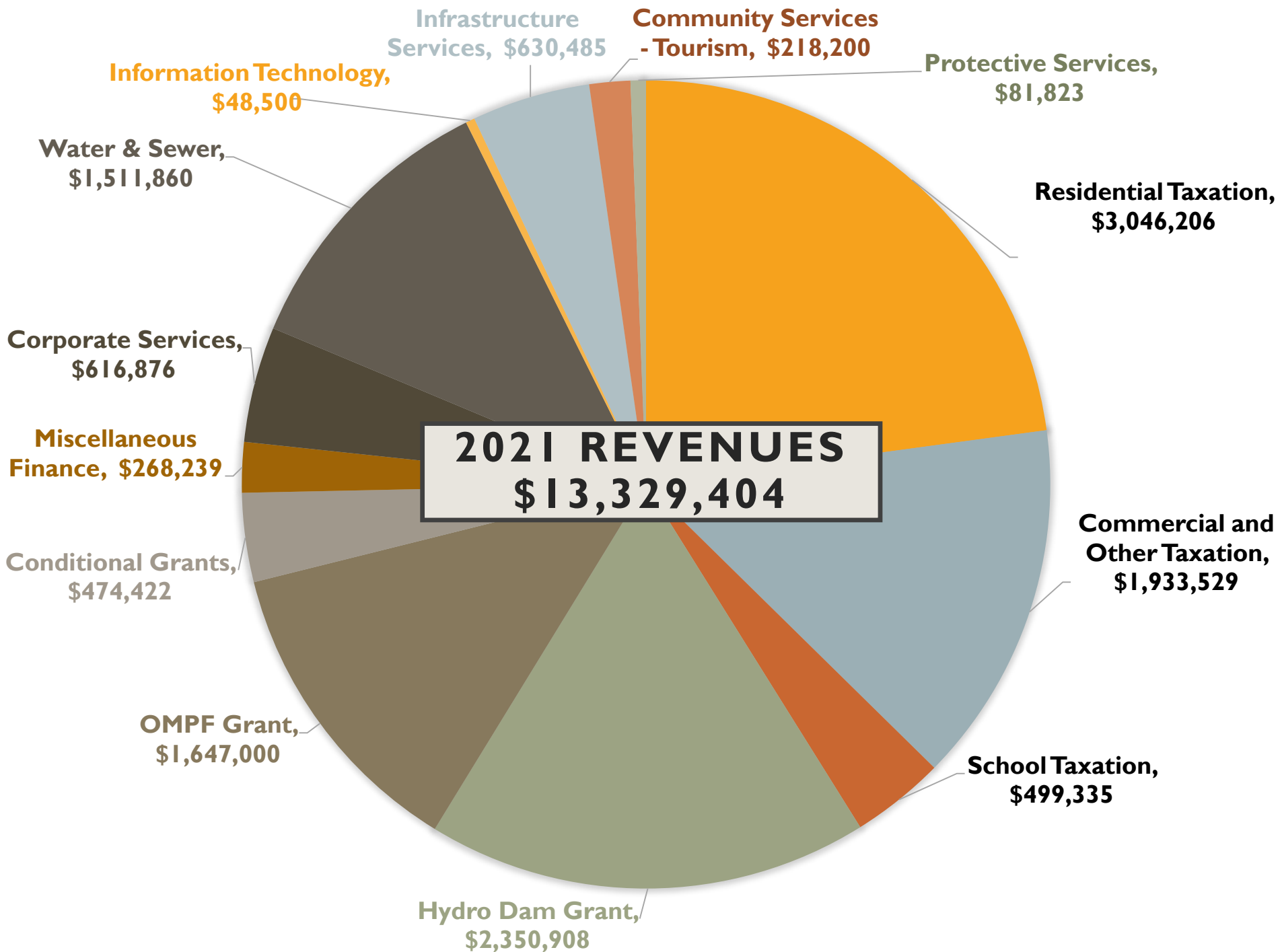
## REVENUES = EXPENDITURES

<b>2021 BUDGET SUMMARY</b>			
	<b>REVENUE</b>	<b>EXPENDITURE</b>	<b>DIFFERENCE</b>
Finance, Taxation, Boards	\$10,219,639	\$4,210,908	\$6,008,731
Admin, Council, COVID, Seniors	\$616,876	\$1,575,728	-\$958,852
Protective Services, Fire, Building	\$81,823	\$442,313	-\$360,490
Community Services and Tourism	\$218,200	\$1,613,970	-\$1,395,770
Infrastructure Services	\$630,485	\$3,781,127	-\$3,150,642
Water and Sewer	\$1,511,860	\$1,511,860	\$0
Information Technology	\$48,500	\$191,477	-\$142,977
<b>TOTAL BUDGET</b>	<b>\$13,327,383</b>	<b>\$13,327,383</b>	<b>\$0</b>

**NOTE: 2020 Budgeted Expenditure - \$13,214,174 (2021 is 0.86% increase or \$113,209)**

# 2021 OPERATING BUDGET - REVENUES

Revenues	2020	2021	Difference	% Change	Notes
Finance, Taxation & Boards	\$ 10,309,665	\$ 10,219,639	\$ (90,026)	-0.87%	Lower OMPF Grant \$50,000
Admin, Council, COVID & Seniors	\$ 235,279	\$ 616,876	\$ 381,597	162.19%	Transfer from reserves – 2020 surplus
Protective - Fire & Building	\$ 67,230	\$ 81,823	\$ 14,593	21.71%	Grant, building permit revenue
Community Services - Tourism	\$ 414,893	\$ 218,200	\$ (196,693)	-47.41%	COVID Impact
Infrastructure Services	\$ 606,270	\$ 630,485	\$ 24,215	3.99%	Inflationary increases
Water and Sewer	\$ 1,455,959	\$ 1,511,860	\$ 55,901	3.84%	External contracts
Information Technology	\$ 124,878	\$ 48,500	\$ (76,378)	-61.16%	Discontinue NITGC
<b>TOTAL BUDGET</b>	<b>\$ 13,216,194</b>	<b>\$ 13,329,404</b>	<b>\$ 113,209</b>	<b>0.86%</b>	

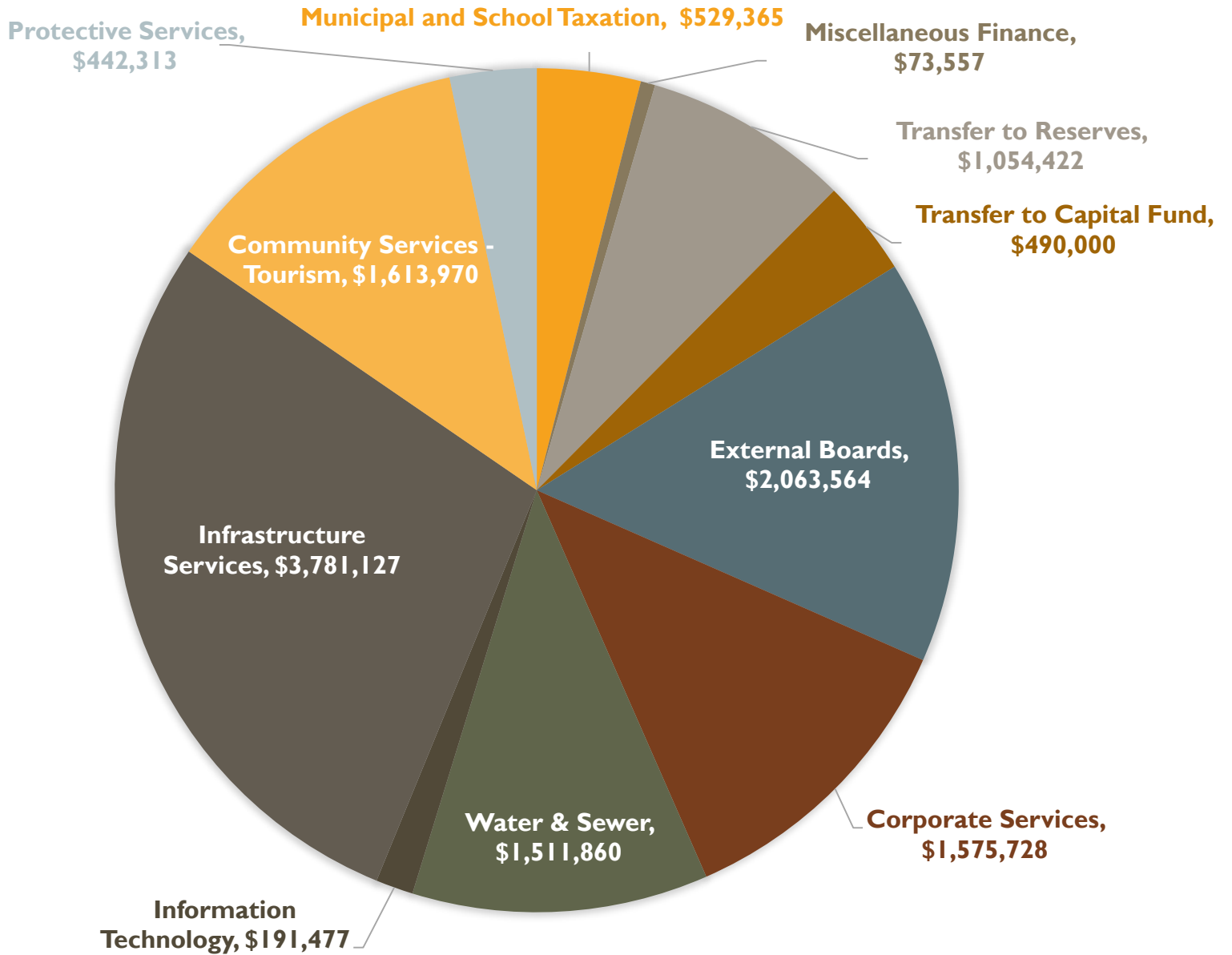


# 2021 OPERATING BUDGET - EXPENDITURES

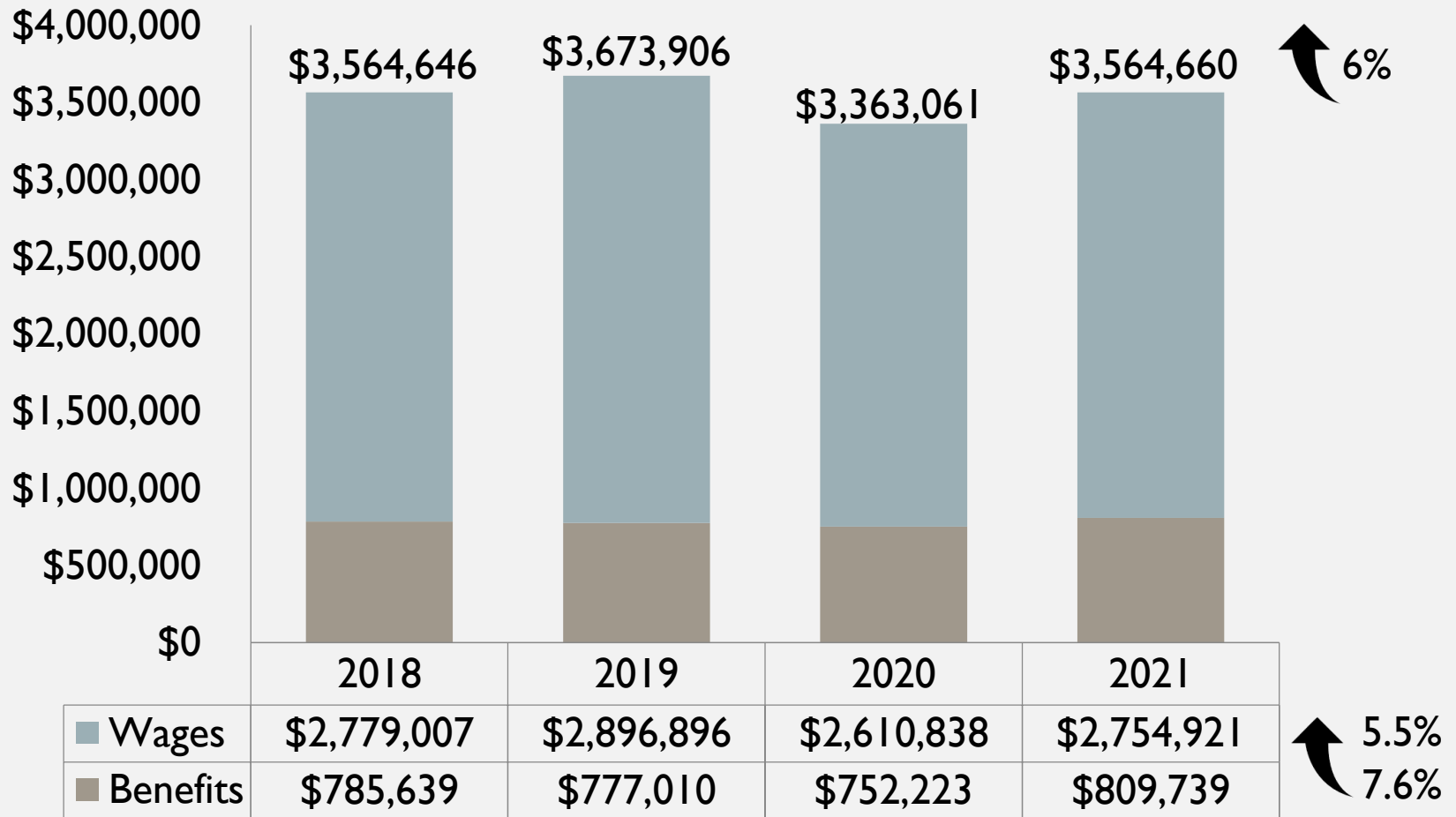
<b>Operating Expenses</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>Difference</b>	<b>% Change</b>	<b>Notes</b>
Finance, Taxation & Boards	\$ 3,502,428	\$ 4,210,908	\$ 708,480	20.23%	transfers to reserves/capital
Admin, Council, COVID & Seniors	\$ 1,653,501	\$ 1,575,728	\$ (77,773)	-4.70%	reduced COVID expenses by \$100,000
Protective - Fire & Building	\$ 506,198	\$ 442,313	\$ (63,885)	-12.62%	transfer to reserve in \$275,000 in admin
Community Services - Tourism	\$ 1,931,223	\$ 1,613,970	\$(317,253)	-16.43%	debtenture lower, transfer to reserves in admin, less cost due to COVID
Infrastructure Services	\$ 3,765,616	\$ 3,781,127	\$ 15,511	0.41%	steady
Water and Sewer	\$ 1,455,959	\$ 1,511,860	\$ 55,901	3.84%	reporting of actual staff costs
Information Technology	\$ 399,249	\$ 191,477	\$(207,772)	-52.04%	cancellation of NITGC
<b>TOTAL BUDGET</b>	<b>\$ 13,216,194</b>	<b>\$ 13,329,404</b>	<b>\$ 113,209</b>	<b>0.86%</b>	



# 2021 BUDGET EXPENDITURES



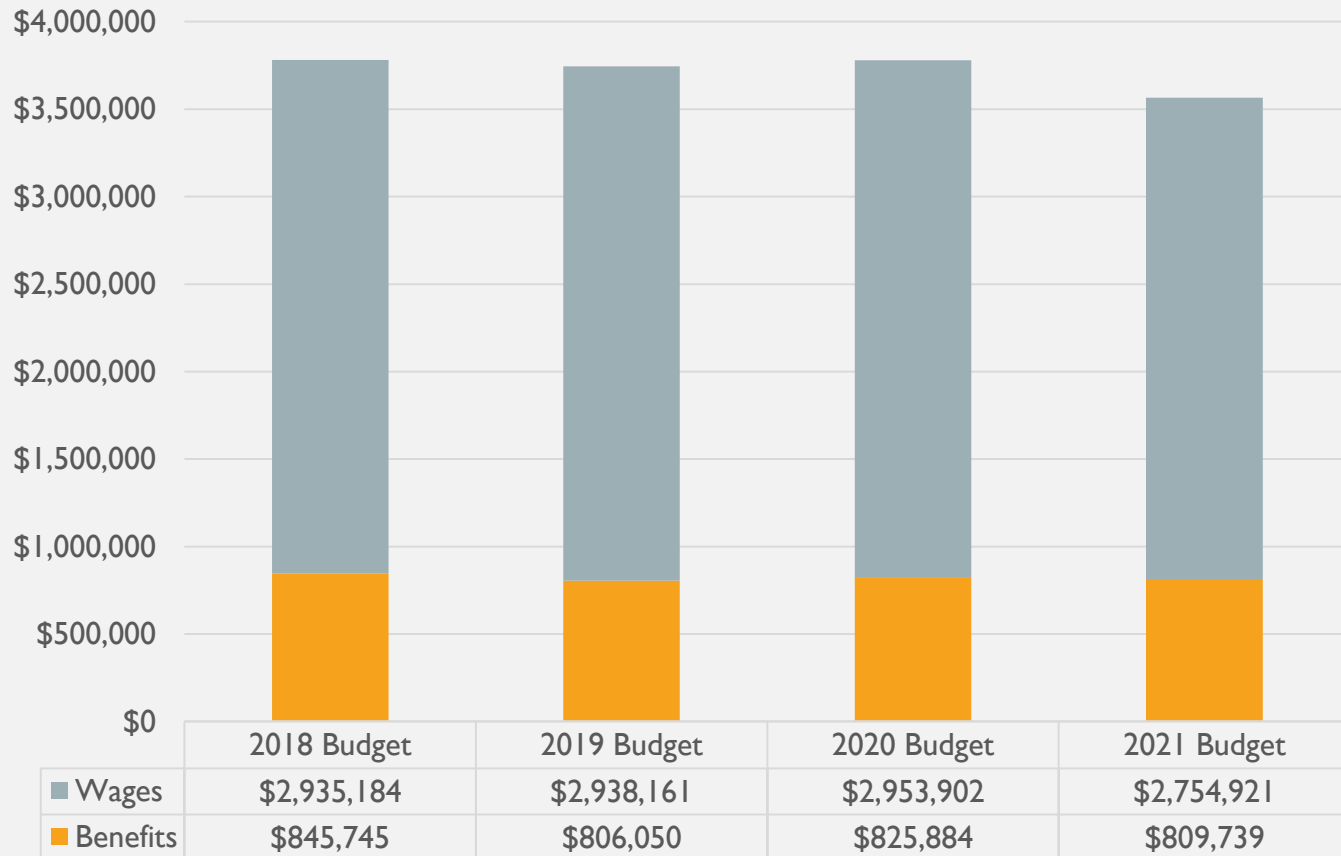
# 2021 OPERATING BUDGET ACTUAL STAFF COSTS



*NOTE: Does not include Library, EDC, Retiree Benefit Costs*

# 2021 OPERATING BUDGET

## BUDGETED STAFF COSTS



**2021 staffing budget compared to 2018 = - 5.7% reduction**

# 2021 OPERATING BUDGET

## EXTERNAL BOARD COSTS

	2019 Actual Values	2020 Actual Values	2021 Draft Budget	Difference (2019-2021)	% Change (2019-2021)
OPP	\$ 771,574	\$ 827,184	\$ 844,600	\$ 73,026	9.46%
MPAC	\$ 55,691	\$ 55,940	\$ 55,128	\$ (563)	-1.01%
Algoma Health Unit	\$ 98,195	\$ 105,694	\$ 106,247	\$ 8,052	8.20%
ADSAB	\$ 1,523,423	\$ 1,534,829	\$ 1,537,704	\$ 14,281	0.94%
EDC of Wawa	\$ 160,000	\$ 160,000	\$ 160,000	\$ 0	0.00%
Wawa Public Library	\$ 198,027	\$ 213,916	\$ 201,985	\$ 3,958	2.00%
Wawa BIA	\$ 13,832	\$ 2,500	\$ 2,500	\$ (11,332)	-82.0%
<b>Total</b>	<b>\$ 2,820,742</b>	<b>\$ 2,900,063</b>	<b>\$ 2,908,164</b>		<b>3.09%</b>

Note: Assume Board increases are being held due to COVID 19 so comparisons made using 2019 values

\*\*\* In order to support local business BIA reduced their budget

# 2021 OPERATING BUDGET IMPACTS OF COVID-19

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Unstable impacts – Third Wave Impacts on budget unknown

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Budgeted for \$50,000 in direct COVID impacts

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All discretionary staff training, conferences, professional development and travel has been reduced

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Hiring of full-time non-essential positions suspended and services reduced such as TIC and recreation programming in 2021

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Cancellation of events and programs – *Drag Race, room rentals, court, bar...*

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COVID grants - \$150,000 less than 2020

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Proactively mitigated pandemic impacts in 2020 so the funds received from the Provincial Government were able to be moved into a reserve for 2021

# 2021 OPERATING BUDGET - FINANCE

## MUNICIPALITY OF WAWA 2021 DEPARTMENTAL BUDGET - FINANCE SUMMARY OF ACCOUNTS

	2019 ACTUAL VALUES	2020 ACTUAL VALUES	2020 FINAL BUDGET	2021 PRELIMINARY BUDGET
<b><u>REVENUE</u></b>				
TAXATION	\$ (4,849,008)	\$ (4,984,283)	\$ (4,941,256)	\$ (4,977,235)
SCHOOL BOARD	\$ (530,167)	\$ (546,429)	\$ (562,525)	\$ (501,835)
FINANCE	\$ (5,272,924)	\$ (4,221,570)	\$ (4,800,884)	\$ (4,740,569)
HEALTH AND SAFETY	\$ -	\$ -	\$ -	\$ -
POLICE SERVICES BOARD	\$ -	\$ -	\$ -	\$ -
EXTERNAL BOARDS	\$ -	\$ -	\$ -	\$ -
SCHOOL BOARD REQS	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ (10,652,100)</b>	<b>\$ (9,752,282)</b>	<b>\$ (10,304,665)</b>	<b>\$ (10,219,639)</b>
<b><u>EXPENSES</u></b>				
TAXATION	\$ 44,505	\$ 131,060	\$ -	\$ 30,031
SCHOOL BOARD	\$ 4,798	\$ 24,869	\$ 16,017	\$ 938
FINANCE	\$ 1,197,060	\$ 349,893	\$ 747,173	\$ 1,611,872
HEALTH AND SAFETY	\$ 5,088	\$ 2,221	\$ 1,000	\$ 1,000
POLICE SERVICES BOARD	\$ 4,090	\$ 1,849	\$ 6,282	\$ 5,107
EXTERNAL BOARDS	\$ 2,049,168	\$ 2,072,879	\$ 2,108,822	\$ 2,063,564
SCHOOL BOARD REQS	\$ 514,166	\$ 523,680	\$ 528,508	\$ 498,396
<b>TOTAL EXPENSES</b>	<b>\$ 3,818,876</b>	<b>\$ 3,106,451</b>	<b>\$ 3,407,802</b>	<b>\$ 4,210,908</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$ (6,833,224)</b>	<b>\$ (6,645,831)</b>	<b>\$ (6,896,863)</b>	<b>\$ (6,008,731)</b>

# 2021 OPERATING BUDGET – ADMINISTRATION/COUNCIL

## MUNICIPALITY OF WAWA 2021 DEPARTMENTAL BUDGET - ADMIN SUMMARY OF ACCOUNTS

	2019 ACTUAL VALUES	2020 ACTUAL VALUES	2020 FINAL BUDGET	2021 PRELIMINARY BUDGET
<b><u>REVENUE</u></b>				
COUNCIL	\$ (100,000)	\$ -	\$ -	\$ -
ELECTIONS	\$ -	\$ -	\$ -	\$ -
ADMIN	\$ (181,358)	\$ (179,953)	\$ (170,302)	\$ (502,349)
CEMC	\$ -	\$ -	\$ -	\$ -
COVID	\$ -	\$ (201,540)	\$ -	\$ (50,576)
TRANSIT	\$ (33,056)	\$ (28,220)	\$ (31,152)	\$ (31,691)
SENIORS ASSISTANCE	\$ (31,429)	\$ (21,660)	\$ (31,600)	\$ (30,035)
PLANNING	\$ (400)	\$ (2,325)	\$ (2,225)	\$ (2,225)
<b>TOTAL REVENUE</b>	<b>\$ (346,243)</b>	<b>\$ (433,698)</b>	<b>\$ (235,279)</b>	<b>\$ (616,876)</b>
<b><u>EXPENSES</u></b>				
COUNCIL	\$ 182,234	\$ 258,540	\$ 104,436	\$ 99,241
ELECTIONS	\$ -	\$ -	\$ 6,000	\$ 6,000
ADMIN	\$ 1,198,074	\$ 1,187,482	\$ 1,287,662	\$ 1,316,221
CEMC	\$ 4,565	\$ 1,739	\$ 4,900	\$ 500
COVID	\$ -	\$ 61,142	\$ 151,274	\$ 50,576
TRANSIT	\$ 50,868	\$ 45,781	\$ 66,226	\$ 64,104
SENIORS ASSISTANCE	\$ 27,298	\$ 18,911	\$ 28,936	\$ 26,883
PLANNING	\$ 3	\$ 17,854	\$ 4,067	\$ 12,203
<b>TOTAL EXPENSES</b>	<b>\$ 1,463,041</b>	<b>\$ 1,591,449</b>	<b>\$ 1,653,501</b>	<b>\$ 1,575,728</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$ 1,116,798</b>	<b>\$ 1,157,751</b>	<b>\$ 1,418,222</b>	<b>\$ 958,852</b>

# 2021 OPERATING BUDGET

## BUILDING AND FIRE

### MUNICIPALITY OF WAWA 2021 DEPARTMENTAL BUDGET - FIRE / BUILDING / BY-LAW ENFORCEMENT SUMMARY OF ACCOUNTS

	2019 ACTUAL VALUES	2020 ACTUAL VALUES	2020 FINAL BUDGET	2021 PRELIMINARY BUDGET
<b><u>REVENUE</u></b>				
FIRE	\$ (31,191)	\$ (44,765)	\$ (29,800)	\$ (36,713)
BUILDING	\$ (34,957)	\$ (50,303)	\$ (32,930)	\$ (43,610)
BY-LAW ENFORCEMENT	\$ (6,971)	\$ (1,046)	\$ (4,500)	\$ (1,500)
<b>TOTAL REVENUE</b>	<b>\$ (73,119)</b>	<b>\$ (96,113)</b>	<b>\$ (67,230)</b>	<b>\$ (81,823)</b>
<b><u>EXPENSES</u></b>				
FIRE	\$ 331,729	\$ 332,969	\$ 363,522	\$ 303,598
BUILDING	\$ 117,182	\$ 105,443	\$ 131,064	\$ 130,281
BY-LAW ENFORCEMENT	\$ 2,108	\$ 729	\$ 11,612	\$ 8,434
<b>TOTAL EXPENSES</b>	<b>\$ 451,020</b>	<b>\$ 439,141</b>	<b>\$ 506,198</b>	<b>\$ 442,313</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$ 377,901</b>	<b>\$ 343,028</b>	<b>\$ 438,968</b>	<b>\$ 360,490</b>



# 2021 OPERATING BUDGET

## COMMUNITY SERVICES AND TOURISM

### MUNICIPALITY OF WAWA 2021 DEPARTMENTAL BUDGET - MMCC SUMMARY OF ACCOUNTS

	2019 ACTUAL VALUES	2020 ACTUAL VALUES	2020 FINAL BUDGET	2021 PRELIMINARY BUDGET
<b><u>REVENUE</u></b>				
MMCC	\$ (145,174)	\$ (221,407)	\$ (307,893)	\$ (124,700)
REC PROGRAM	\$ (55,941)	\$ (16,263)	\$ (50,500)	\$ (29,000)
PARKS	\$ (21,648)	\$ (64,192)	\$ (18,500)	\$ (26,500)
VEHICLES	\$ -	\$ -	\$ -	\$ -
EVENTS	\$ (188,775)	\$ 211	\$ -	\$ -
TOURISM	\$ (46,622)	\$ (13,890)	\$ (38,000)	\$ (38,000)
SERVICES	\$ (11,048)	\$ -	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ (469,208)</b>	<b>\$ (315,541)</b>	<b>\$ (414,893)</b>	<b>\$ (218,200)</b>
<b><u>EXPENSES</u></b>				
MMCC	\$ 1,100,413	\$ 1,452,964	\$ 1,470,982	\$ 1,212,608
REC PROGRAM	\$ 31,823	\$ 30,424	\$ 46,000	\$ 29,000
PARKS	\$ 97,088	\$ 153,290	\$ 141,067	\$ 177,390
VEHICLES	\$ 13,764	\$ 19,964	\$ 26,090	\$ 30,783
EVENTS	\$ 232,859	\$ 10,015	\$ 23,000	\$ 23,000
TOURISM	\$ 126,665	\$ 89,140	\$ 216,819	\$ 141,189
SERVICES	\$ 8,096	\$ -	\$ -	\$ -
<b>TOTAL EXPENSES</b>	<b>\$ 1,610,709</b>	<b>\$ 1,755,796</b>	<b>\$ 1,923,958</b>	<b>\$ 1,613,970</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$ 1,141,501</b>	<b>\$ 1,440,255</b>	<b>\$ 1,509,065</b>	<b>\$ 1,395,770</b>

# INFRASTRUCTURE

**MUNICIPALITY OF WAWA  
2021 DEPARTMENTAL BUDGET - INFRASTRUCTURE  
SUMMARY OF ACCOUNTS**

	2019 ACTUAL VALUES	2020 ACTUAL VALUES	2020 FINAL BUDGET	2021 PRELIMINARY BUDGET
<b><u>REVENUE</u></b>				
INFRASTRUCTURE - ADMIN	\$ (15,484)	\$ (27,267)	\$ (11,599)	\$ (17,800)
BUILDINGS	\$ (95,028)	\$ (105,917)	\$ (97,140)	\$ (109,809)
VEHICLES	\$ -	\$ -	\$ -	\$ -
HEAVY EQUIPMENT	\$ -	\$ -	\$ -	\$ -
ROADS	\$ (853)	\$ (853)	\$ (850)	\$ (870)
AIRPORT	\$ (396,341)	\$ (317,356)	\$ (337,200)	\$ (339,840)
EQUIPMENT	\$ -	\$ -	\$ -	\$ -
CEMETERY	\$ (12,947)	\$ (13,390)	\$ (8,500)	\$ (11,000)
LANDFILL	\$ (232,277)	\$ (146,572)	\$ (150,980)	\$ (151,166)
<b>TOTAL REVENUE</b>	<b>\$ (752,929)</b>	<b>\$ (611,354)</b>	<b>\$ (606,269)</b>	<b>\$ (630,485)</b>
<b><u>EXPENSES</u></b>				
INFRASTRUCTURE - ADMIN	\$ 663,391	\$ 594,779	\$ 700,016	\$ 680,985
BUILDINGS	\$ 1,086,629	\$ 1,149,229	\$ 1,170,611	\$ 1,201,150
VEHICLES	\$ 42,013	\$ 38,932	\$ 50,364	\$ 50,393
HEAVY EQUIPMENT	\$ 229,157	\$ 240,803	\$ 179,018	\$ 220,467
ROADS	\$ 577,073	\$ 601,166	\$ 628,245	\$ 628,416
AIRPORT	\$ 323,654	\$ 278,272	\$ 392,848	\$ 392,104
EQUIPMENT	\$ 7,579	\$ 6,138	\$ 7,568	\$ 5,312
CEMETERY	\$ 30,881	\$ 22,954	\$ 42,092	\$ 39,572
LANDFILL	\$ 513,550	\$ 550,317	\$ 556,919	\$ 562,728
<b>TOTAL EXPENSES</b>	<b>\$ 3,473,927</b>	<b>\$ 3,482,591</b>	<b>\$ 3,727,681</b>	<b>\$ 3,781,127</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$ 2,720,998</b>	<b>\$ 2,871,237</b>	<b>\$ 3,121,412</b>	<b>\$ 3,150,642</b>

# 2021 OPERATING BUDGET

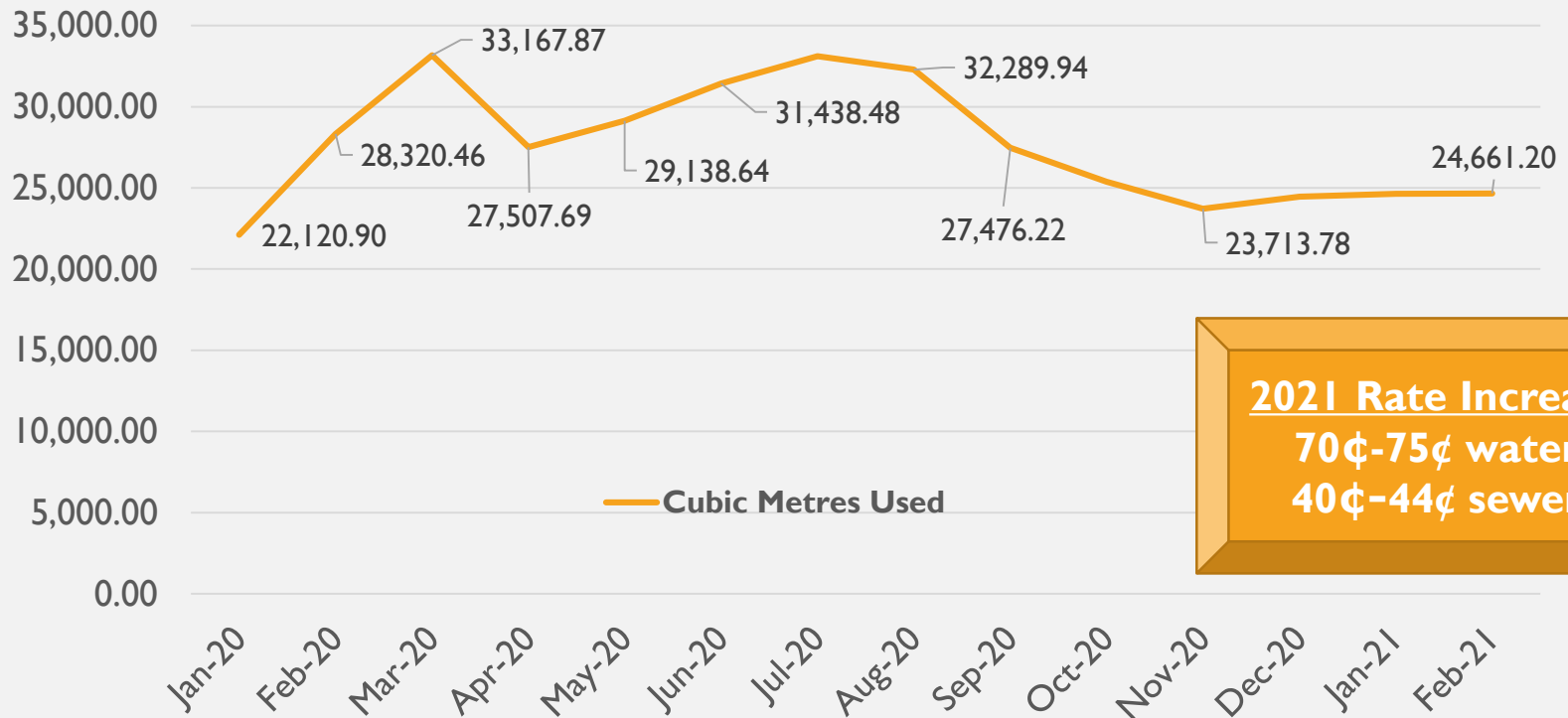
## WATER AND SEWER (NON-TAX SUPPORTED)

**MUNICIPALITY OF WAWA**  
**2021 DEPARTMENTAL BUDGET - INFRASTRUCTURE - WATER & SEWER**  
**SUMMARY OF ACCOUNTS**

	2019 ACTUAL VALUES	2020 ACTUAL VALUES	2020 FINAL BUDGET	2021 PRELIMINARY BUDGET
<b>REVENUE</b>				
EQUIPMENT - THOMPSON STEAMER S/N 15-987	\$ -	\$ -	\$ -	\$ -
SEWER AND WATER SYSTEM	\$ (1,422,352)	\$ (1,418,010)	\$ (1,414,668)	\$ (1,503,860)
MRV WATER SYSTEM	\$ (16,094)	\$ (12,693)	\$ (24,236)	\$ -
PINEWOOD DR. WATER SYSTEM	\$ (8,117)	\$ (7,062)	\$ (9,056)	\$ -
WATER TREATMENT PLANT	\$ (7,104)	\$ (6,934)	\$ (8,000)	\$ (8,000)
<b>TOTAL REVENUE</b>	<b>\$ (1,453,668)</b>	<b>\$ (1,444,699)</b>	<b>\$ (1,455,960)</b>	<b>\$ (1,511,860)</b>
<b>EXPENSES</b>				
EQUIPMENT - THOMPSON STEAMER S/N 15-987	\$ 886	\$ 315	\$ 1,385	\$ 1,438
STORM AND SANITARY SEWER	\$ 73,932	\$ 60,468	\$ 54,125	\$ 51,000
SEWAGE TREATMENT PLANT	\$ 97,776	\$ 93,170	\$ 105,271	\$ 108,962
SEWER AND WATER SYSTEM	\$ 240,885	\$ 413,033	\$ 533,344	\$ 574,746
MRV WATER SYSTEM	\$ 28,405	\$ 28,610	\$ 44,053	\$ 38,547
PINEWOOD DR. WATER SYSTEM	\$ 788	\$ 626	\$ 1,700	\$ 2,700
WATER PURIFICATION	\$ 24,781	\$ 32,558	\$ 41,000	\$ 40,000
WATER DISTRIBUTION	\$ 108,544	\$ 122,135	\$ 120,029	\$ 128,532
WATER TREATMENT PLANT	\$ 521,028	\$ 598,105	\$ 534,973	\$ 545,068
WAWA LAKE PUMP HOUSE	\$ 3,195	\$ 3,982	\$ 3,854	\$ 5,708
VEHICLE - 2018 Chev Silverado 1500 4x4 - WHITE	\$ 6,652	\$ 4,787	\$ 6,290	\$ 5,657
VEHICLE - 2008 FORD F350 4X2 BLK/ORANGE	\$ 7,637	\$ 5,796	\$ 9,935	\$ 9,502
<b>TOTAL EXPENSES</b>	<b>\$ 1,114,509</b>	<b>\$ 1,363,585</b>	<b>\$ 1,455,959</b>	<b>\$ 1,511,860</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$ (339,159)</b>	<b>\$ (81,114)</b>	<b>\$ (1)</b>	<b>\$ -</b>

# WATER AND SEWER CONSUMPTION COMPARISONS

## Cubic Meters Used January 2020 – February 2021



2020 budget 400,000m3    2020 actual 347,551m3    2021 est. 332,000m3

# 2021 OPERATING BUDGET

## IT, WEBSITE, GIS

### MUNICIPALITY OF WAWA 2021 DEPARTMENTAL BUDGET - INFORMATION TECHNOLOGY SUMMARY OF ACCOUNTS

	2019 ACTUAL VALUES	2020 ACTUAL VALUES	2020 FINAL BUDGET	2021 PRELIMINARY BUDGET
<b><u>REVENUE</u></b>				
INFORMATION TECHNOLOGY	\$ -	\$ (58,239)	\$ (58,239)	\$ (48,500)
INFORMATION TECHNOLOGY - NITGC	\$ (76,478)	\$ (58,767)	\$ (66,639)	\$ -
<b>TOTAL REVENUE</b>	<b>\$ (76,478)</b>	<b>\$ (117,006)</b>	<b>\$ (124,878)</b>	<b>\$ (48,500)</b>
<b><u>EXPENSES</u></b>				
INFORMATION TECHNOLOGY	\$ 271,958	\$ 235,451	\$ 315,610	\$ 191,477
INFORMATION TECHNOLOGY - NITGC	\$ 43,290	\$ 113,025	\$ 83,639	\$ -
<b>TOTAL EXPENSES</b>	<b>\$ 315,248</b>	<b>\$ 348,476</b>	<b>\$ 399,249</b>	<b>\$ 191,477</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$ 238,770</b>	<b>\$ 231,470</b>	<b>\$ 274,371</b>	<b>\$ 142,977</b>

# 2021 CAPITAL BUDGET - APPROVED

Project	Operating	Reserves	Other	Total Project Costs
LNG Project	* \$ 70,000	\$ -	\$ -	\$ 70,000
Scenic High Falls	* \$ -	\$ 25,000	\$ 50,000	\$ 75,000
Fire Truck	* \$ -	\$ 503,000	\$ -	\$ 503,000
Water Main Valves - Caverhill / Broadway	* \$ -	\$ -	\$ 50,000	\$ 50,000
Water Main and Hydrant - MRV	* \$ -	\$ -	\$ 120,000	\$ 120,000
Connecting Link	* \$ 140,000	\$ 160,821	\$ 187,384	\$ 488,205
School Zone Surface Rehabilitation - ICIP	* \$ -	\$ 138,403	\$ 1,936,598	\$ 2,075,000
Organization Review	\$ -	\$ 100,000	\$ -	\$ 100,000
Municipal Software	\$ -	\$ 70,000	\$ -	\$ 70,000
Records Management Software	\$ 20,000	\$ -	\$ -	\$ 20,000
10 Year Financial Plan	\$ 50,000	\$ -	\$ -	\$ 50,000
Arena Improvements	\$ -	\$ 90,000	\$ 120,000	\$ 210,000
Marina Improvements	\$ 25,000	\$ -	\$ 40,000	\$ 65,000
Parks Mower	\$ -	\$ 10,800	\$ -	\$ 10,800
Fire - Truck #1 Pump	\$ 30,000	\$ -	\$ -	\$ 30,000
Sidewalk Rehabilitation	\$ -	\$ 100,000	\$ -	\$ 100,000
Tandem Truck	\$ -	\$ 300,000	\$ -	\$ 300,000
Water Valve Exercising Equipment	\$ -	\$ -	\$ 12,000	\$ 12,000
Landfill Expansion	\$ 60,000	\$ 60,000	\$ 240,000	\$ 360,000
Cemetary Expansion	\$ 15,000	\$ 15,000	\$ -	\$ 30,000
Ashphalt Resurfacing	\$ 50,000	\$ 50,000	\$ -	\$ 100,000
Road Condition Study	\$ 25,000	\$ -	\$ -	\$ 25,000
Hardware	\$ 5,000	\$ -	\$ -	\$ 5,000
Wireless Mesh Network	\$ -	\$ 40,000	\$ -	\$ 40,000
Phone System Upgrade	\$ -	\$ 30,000	\$ -	\$ 30,000
Firewall and Security Cameras	\$ -	\$ 30,000	\$ -	\$ 30,000
Website Development	\$ -	\$ 30,000	\$ -	\$ 30,000
	<u>\$ 490,000</u>	<u>\$ 1,753,024</u>	<u>\$ 2,755,982</u>	<u>\$ 4,999,006</u>

\* Previously committed

## **2021 BUDGET – RESERVES AND RESERVE FUNDS**

### **2020 Reserve Funds (est. as at Dec. 15, 2020)**

Total 2020 Fund Balance	= \$6,267,555	*Arena Loan \$992,145
General Reserve Funds (discretionary)	= \$4,288,750	*Arena Loan \$992,145
Obligatory Reserve Funds (restricted)	= \$1,978,805	

### **2021 Reserve Funds (proposed)**

To be spent from Reserve Funds in 2021	= \$1,753,024	(\$1,314,885 in 2020)
• To be added to 2021 reserves	= \$1,371,956	(\$822,254 in 2020)
• Total Reserve Funds at end of 2021 (est.)	= \$5,886,126	
• Decrease in Reserve Funds at end of 2021 (est.)	= \$-381,427	

# 2021 OPERATING BUDGET

## DEBENTURES AND LOANS

JAN. 1, 2021

Ontario Infrastructure Debenture payable semi-annual \$77,632 with interest at 5.6%, repayable July 2049

\$ 2,242,279

Loan payable CMHC, \$30,569 annually including interest at 3.59%, repayable December 2025

\$ 137,671

Ontario Infrastructure and Lands Corporation Debenture payable \$18,409 semi-annually with interest at 2.83% repayable December 2021

\$ 36,050

Ontario Infrastructure and Lands Corporation Debenture payable \$2,110 semi-annually with interest at 3.00% repayable February 2024

\$ 13,922

Internal Borrowing – Community Centre

\$ 1,000,000

**TOTAL**

**\$ 3,429,992**

**INTEREST CHARGES SAVED ON MMCC LOAN** in 2021 is \$65,000 - 2020 \$86,665; 2021 \$21,653



# 2021 OPERATING BUDGET SUMMARY

- The draft budget meets Council's goals with a 1% tax levy increase.
- Employees have worked very hard to find ways to limit any increases to operational costs but some uncontrollable costs require reductions to expenses.
- This budget implements the initiative's Council has set as priorities in 2020 and 2021 with little cost to taxpayers by using 2020 surplus to offset tax increase in 2021.
- Long-term impact of COVID on operating unknown.
- Council to review and make any changes to the operating and capital budget it desires to achieve its goals and objectives.
- RISK – Future years negatively impacted by low property levy increases.



## 2021 OPERATING BUDGET

### NEXT STEPS

- **Council Review & Public Input – April 6, 2021**
- **Final Budget Approval – April 20, 2021**
- **By-laws – Adopt Tax Rates, Ratios, Capping and Budget (*Tax Billing Due Dates Changed to end of July and October*)**
- **Schedule of Fees Approval – April 20, 2021**
- **Year-End 2020 Financial Statements by May 2021**