

# 2012 Budget Process

- The process to prepare the 2012 Budget began in August 2011.
- Committee of the Whole (COW) as Budget Committee met over four meetings to review and refine the Budget.
- Through the information brought forth by staff on September 6<sup>th</sup>, 2011 COW set a budget guideline of 1.5% municipal tax increase.
- Thereafter the CAO, Treasurer, and Financial Analyst met with each department to review all revenues and expenses to further refine the budget to a 1.0% municipal tax increase.
- Each department then made a presentation to COW over two meetings, where further discussions and analysis took place.
- Following the departmental presentations the municipal tax increase was brought to 0.86%, which was then presented to the public on December 6<sup>th</sup> 2011.



# 2012 Budget Process (Next Steps)

- On December 13<sup>th</sup> a regular Council meeting will take place for the Consideration and Adoption of the 2012 Operating and Capital Budget and 4-year Forecast.
- The By-law will proceed to Council in the New Year once the School Board and County rates are received.

# Budget Changes from Previous Meetings

## Operating Program

Note: (“ ”) indicates additional revenue or decreased expense.

Operating Budget Requirement as of November 29, 2011	\$13,491,196
Removal of 2 new proposed Firefighters	(114,000)
Increase Transfer to reserves	114,000
Operating Budget Requirement as of December 6, 2011	<u>\$13,491,196</u>
<b>Capital Budget Requirement as of December 6, 2011</b>	<u>\$1,996,725</u>



# The Corporation of the Town of Wasaga Beach

2012 Operating and Capital  
Budget Presentation



# Council's Mission

To govern the affairs of the Town effectively through a CAO management structure by acting on the input received from residents and businesses and making decisions on services and programs delivered by the municipality in the best interest of all residents and businesses in an open and transparent manner, mindful of the taxpayer's ability to pay.



# Strategic Budget Initiatives

- To develop and act on an implementation plan for the vision for Beach Areas 1 and 2; the Parks and Recreation Master Plan; and the Special Events Strategy developed in 2011.
- To continue with the implementation of Council's long range financial strategy that addresses the possible demise of the **OMPF grant**, implements dedicated reserve fund contributions, addresses future increases in **OPP costs**, and maintains the tax levy contribution to the capital program in order to put the Town on a solid financial footing.
- To develop and approve a sustainable Four Year Operating and Capital Forecast, Strategic Reserve Balance targets and consistent Development Charge reserve fund contributions.



# Municipal Levy Increase

2011 Budget Levy	\$ 14,217,095
Growth (2.3%)	<u>320,267</u>
Revenue neutral (Notional)	\$ 14,537,362
Revenue created due to Phase-in Increase to Assessment	<u>\$ 801,223</u>
	\$ 15,338,584
0.86% Residential Tax rate increase	<u>\$ 149,337</u>
2012 Proposed Budget Levy	<u>\$ 15,487,921</u>



# Impact on Average Resident

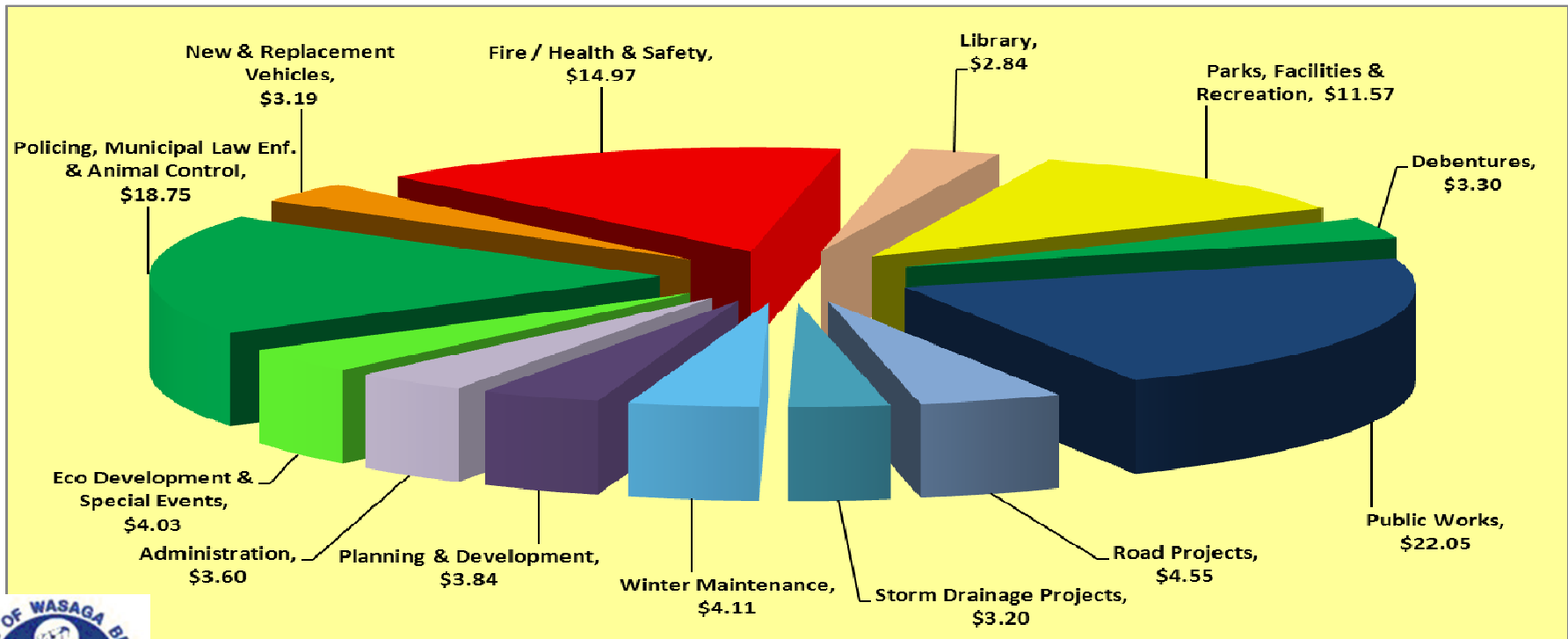
	Approved 2009	Approved 2010	Approved 2011	Draft 2012	(2011 vs 2012) Variance
Assessed Value	\$ 211,250	\$ 223,500	\$ 235,750	\$ 248,592	\$ 12,842
Municipal Taxes	\$ 1,018.50	\$ 1,034.11	\$ 1,109.54	\$ 1,180.06	\$ 70.52
Waste Mgmt Fee	\$ 115.43	\$ 152.54	\$ 142.84	\$ 153.44	\$ 10.60
<b>Total Impact on Avg Resident</b>	<b>\$ 1,133.93</b>	<b>\$ 1,186.65</b>	<b>\$ 1,252.38</b>	<b>\$ 1,333.50</b>	<b>\$ 81.12</b>

\* \$60.44 (Due to Phase-in increase) + \$10.08 (Due to Municipal Tax Increase) = \$70.52

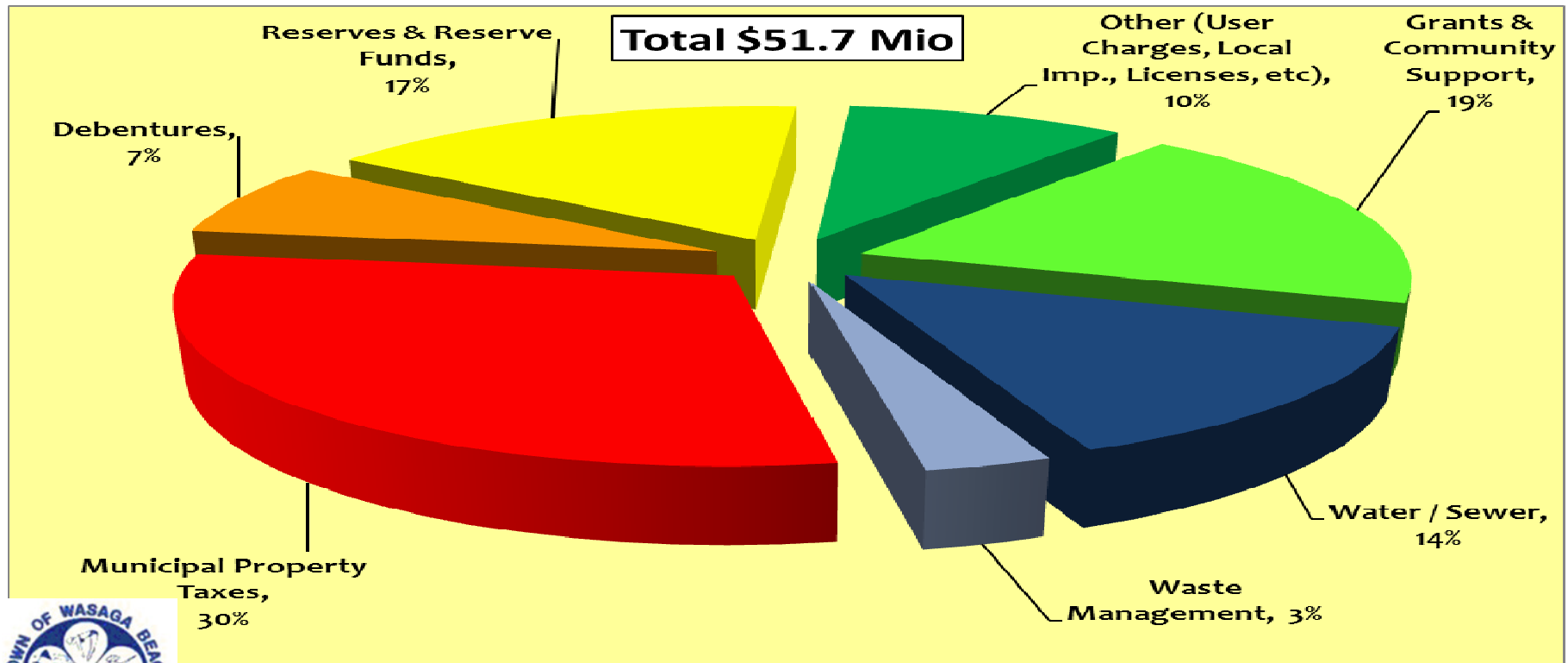
Note: Excluding County and Education charges



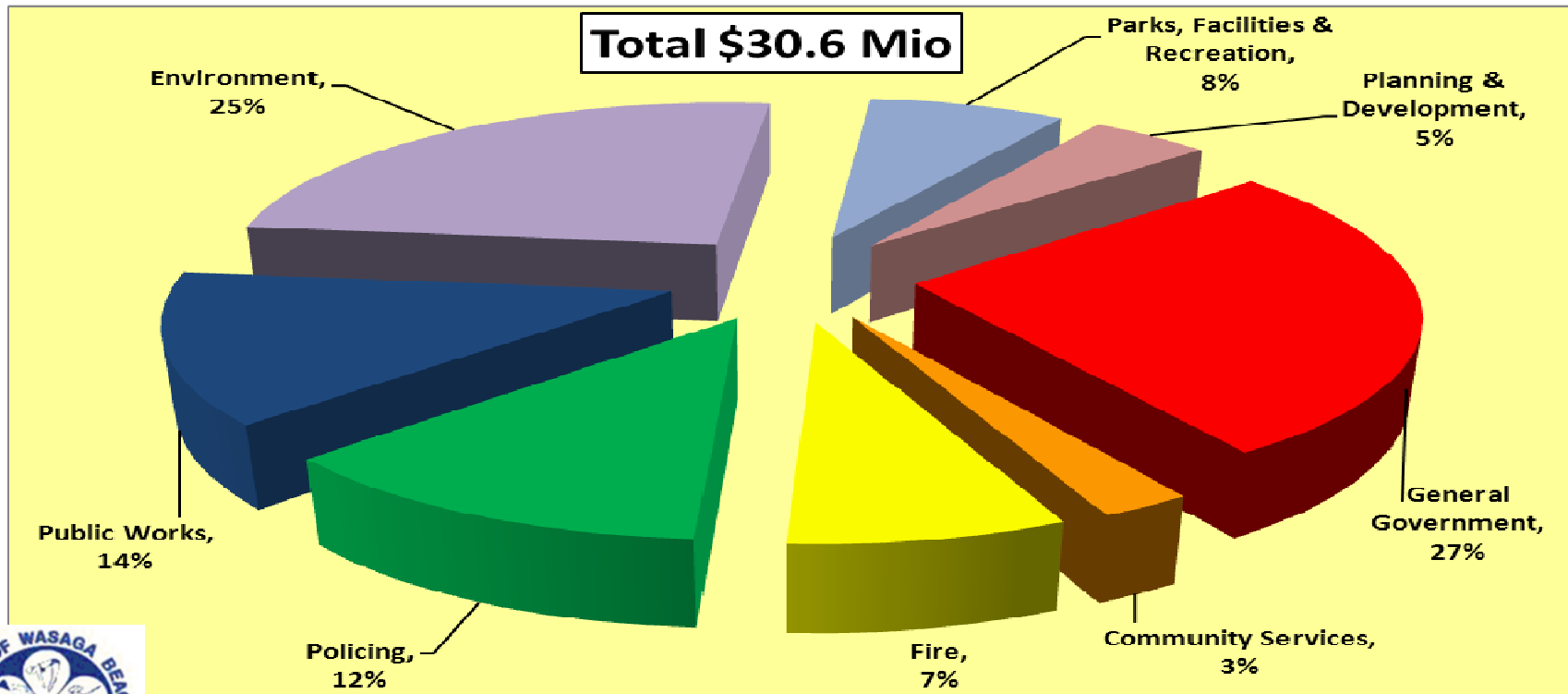
# Your Tax Dollars at Work (Per \$100)



# Total Revenues



# Operating Expenses by Function



# Operating Budget – Service Level Enhancements

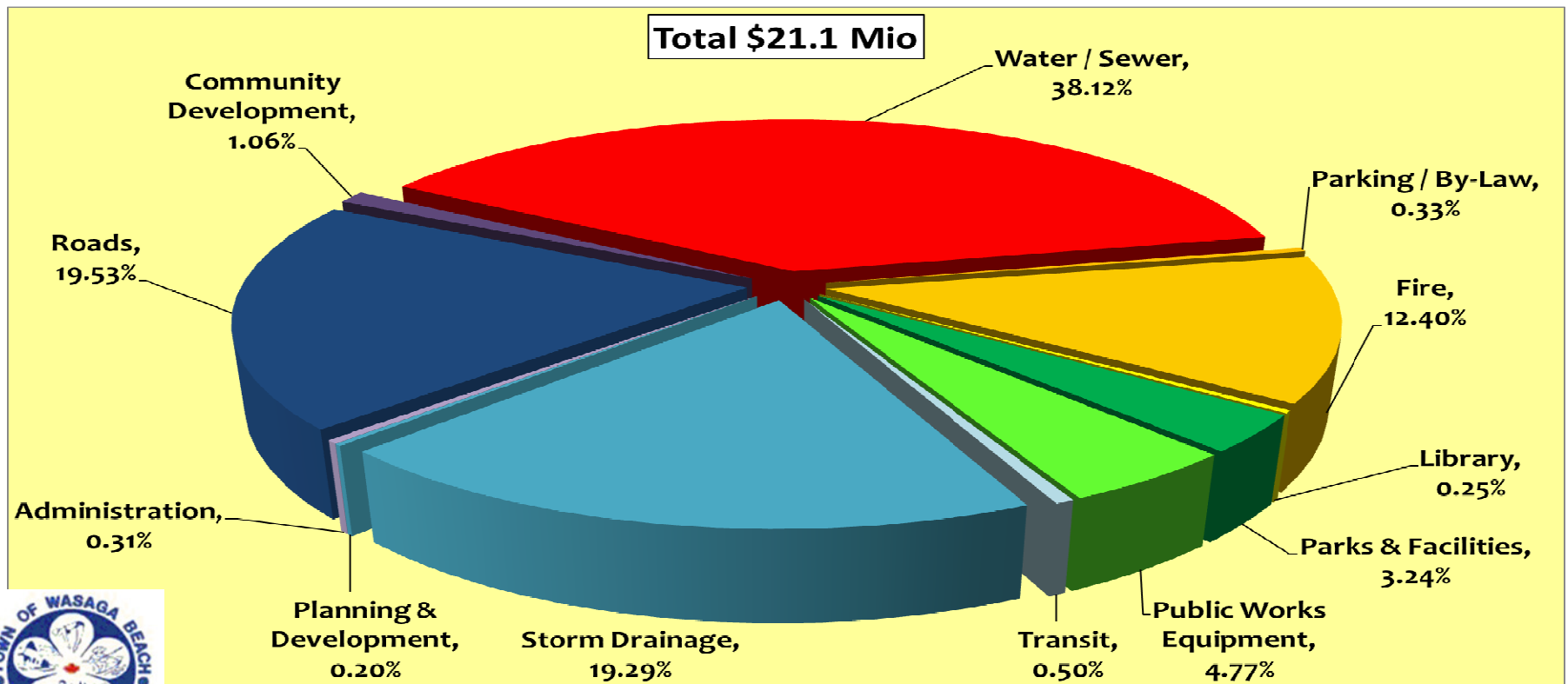
- Full year funding for Transit Link to Collingwood.
- Continued implementation of Records Management.
- Development of implementation plans for: Beach Areas 1 & 2 Visioning Studies, Parks, Facilities and Recreation Master Plan, and Special Events Strategy.

## Staffing Changes:

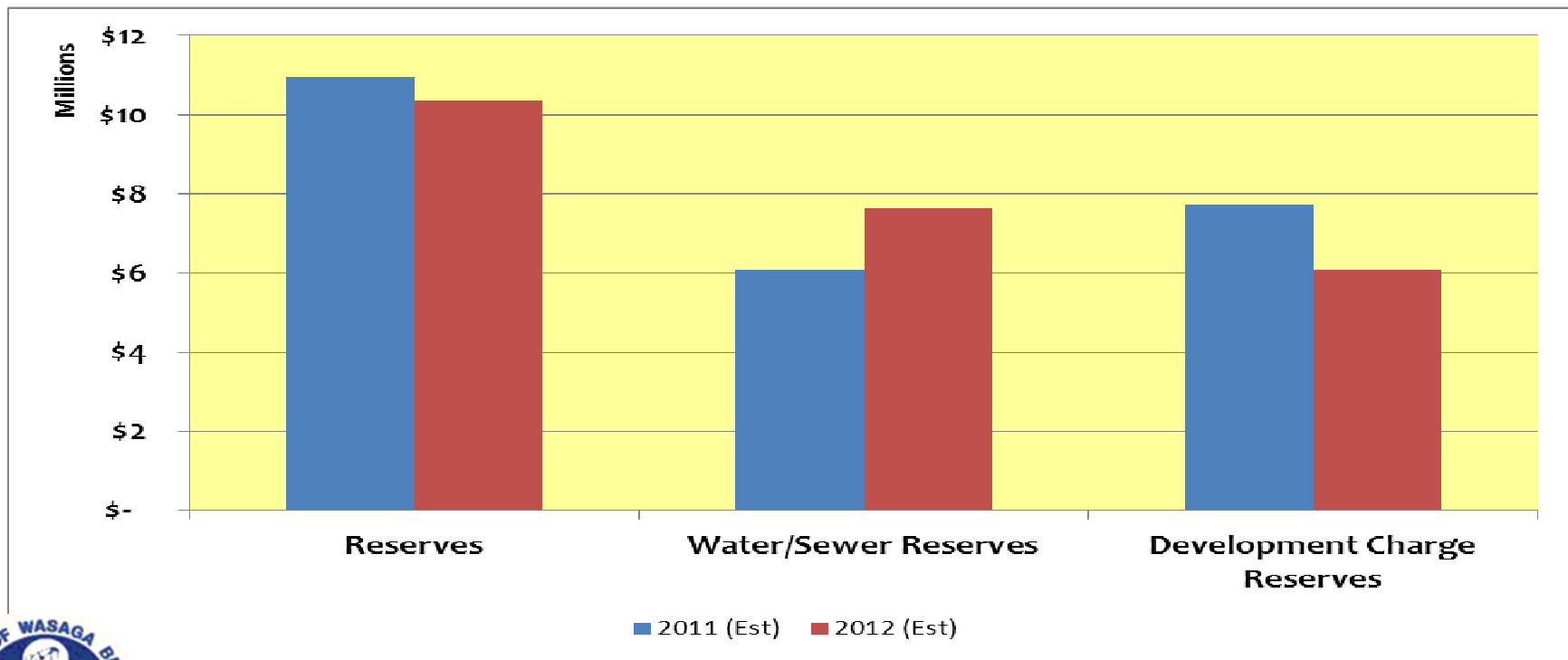
- Human Resources (conversion to FT)
- Library (additional PT hours)
- IT / Records Management (conversion of casual staff to FT)
- Youth Centre (PT position)



# Capital Expenses by Function



# Reserve & Reserve Fund Balances



# Departmental Presentations

## General Government Committee

- Council
- Administration
- Treasury
- Cemetery
- Information Technology
- Municipal Law Enforcement & Licensing
- Economic Development
- Chamber of Commerce



# Departmental Presentations Cont'd

## Highlights for 2012

### Council

- Development of implementation plans for the Beach Visioning Studies, Parks and Recreation Master Plan, and Special Events Strategies

### Administration

- Human Resource position from PT to FT
- Increase transfer to reserves for OMPF to 40%



# Departmental Presentations Cont'd

## Highlights for 2012

### Treasury

- Included projected amount for Dividends from Wasaga Resources
- Annualization of Revenue Coordinator

### Cemetery

### Information Technology

- New employee to be shared with Records Management
- Website development to accommodate accessibility



# Departmental Presentations Cont'd

## Highlights for 2012

### Municipal Law Enforcement & Licensing

- New animal control shelter contract
- 2 new additional parking meters

### Economic Development

- Dragon's Den Event
- Town Entrance Signs

### Chamber of Commerce



# Departmental Presentations

## Community Services Committee

- Policing
- Fire Department, Emergency Management and Occupational Health & Safety
- Parks, Facilities & Recreation
- Wasaga Beach Public Library
- Special Events



# Departmental Presentations Cont'd

## Highlights for 2012

### Policing

- Civilian Data Entry
- No increase to OPP for 2012

### Fire, Emergency Mgmt & Occupational H&S

- Land lease to Roger's Communications
- Increased in FT wages for anticipated increases through the arbitration process
- Completion of the New Fire Hall



# Departmental Presentations Cont'd

## Highlights for 2012

### Parks, Facilities and Recreation

- Increased revenue/expenses to Recreation programs
- Wasaga Sports Park – Accessible Play Structure
- Design plans for Sports Dome
- New PT staff for Youth Centre

### Library

- New PT staff and additional hours

### Special Events

- Signs



# Departmental Presentations

## Public Works Committee

- Public Works
- Transit

## Development Committee

- Planning & Development



# Departmental Presentations Cont'd

## Highlights for 2012

### Public Works

- Nottawasaga River Bridge Crossing Study
- Water Well Development Study
- Robinson Rd SWM pond
- Schoonertown Bridge (subject to funding)
- Replacement of 2 Snow Plows

### Transit

- Collingwood Link continuation
- New Bus



# Departmental Presentations Cont'd

## Highlights for 2012

### Transit Cont'd

- Increased bus fares

### Planning

- Increased legal expenses for OMB hearings
- Housing intensification study



# Planning for the Future

## Operating and Capital Forecasts

- Assumptions
- Major Capital Projects
- Forecasted Tax Rates from 2013 through to 2016
- Forecasted Reserve & Reserve Fund Balances



The Corporation of the Town of Wasaga Beach  
Assumptions made for 4 Year Forecast

A.

Percentage Increases/(Decreases)				
	2013	2014	2015	2016
Office Supplies	2%	2%	2%	2%
Postage and Courier	2%	2%	2%	2%
Vehicle and Equipment Lease	2%	2%	2%	2%
Audit - Accounting	0%	5%	0%	0%
Utilities (Furnace Oil, Gas, Etc)	3%	3%	3%	3%
Water and Wastewater	0%	1.5%	1.5%	1.5%
Hydro - Building	2%	2%	2%	2%
Janitorial Services	0%	5%	0%	0%
Insurance	0%	5%	0%	0%
Parking Revenues	0%	0%	5%	0%
Motor Vehicle Costs	3%	3%	3%	3%
Animal Control Costs	15%	0%	0%	0%
Contracts - Animal Shelter	15%	0%	0%	0%
Legal - Bldg only	Decrease from \$75 - 50K in 2013			
Fee for Services - Grant	2.0%	2.0%	2.0%	2.0%
Doctor Recruitment	Reduced in 2015 to \$50K & 2016 \$0			
Policing -- Contractual Wages	0%	8%	2%	2%
Contracts - Transit	2%	2%	2%	2%
Material - PW	3%	3%	3%	3%
Hydro - Street Lighting	2%	2%	2%	2%
Hydro	2%	2%	2%	2%
OCWA Operating	2%	2%	2%	2%
Transfer to Reserves	114,000	( 114,000 )	( 114,000 )	-
Tippage - Municipal Facility	2%	2%	2%	2%

B.

	2013	2014	2015	2016
Borrowing Interest Rates	4%	4%	4%	4%
Investment Interest Rates	1.4%	1.4%	1.4%	1.4%



C. # of Houses	2013	2014	2015	2016
Single Family Dwelling	115	117	120	122
Townhouses / LS	15	15	16	16
Model Trailer	0	0	0	0
Multiple	55	56	57	58
Total	185	189	192	196

D. DC Charges *	2013	2014	2015	2016
Single Family Dwelling	15,005	16,632	17,364	18,128
Townhouses / LS	9,397	10,277	10,729	11,201
Model Trailer	4,699	5,138	5,365	5,601
Multiple	12,212	13,401	13,991	14,606

\* Note increased based on NRBCPI at 4% average per year

E. Base Assessment Growth	2013	2014	2015	2016
	2.23%	2.24%	2.24%	2.25%

F. Most revenue items, other than taxation, remain consistent with the 2012 Operating Budget, with the exception of Parking Revenues and water/sewer revenues.

\*\* Note water/sewer revenues are based on the status quo rates presented to General Government on November 10, 2011.

G. The Ontario Municipal Partnership Fund, continues to be phased out until 2015.



#### H. Long Term Debt Financing

It is assumed that the Town will finance certain projects and equipment through long term debt, subject to the Annual Repayment Limit which has been estimated for this forecast. The amount to be financed has been calculated based on maintaining an approximate capital tax levy of \$1.5Mio.

An interest rate of 4% for 10 years has been assumed.

Borrowing will assist in alleviating the financial burden on development charge reserve funds if applicable. Payments can be made through development charge reserve funds as amounts are collected.

Based on this forecast borrowing would need to commence in 2014 to alleviate this burden on DC balances, however financing is not included in this report, to detail the impact on Reserve Fund Balances.

I. Proposed Financing	2013	2014	2015	2016
Amounts	3,134,474	3,134,474	1,820,594	7,396,395



**SUMMARY TEN YEAR FORECAST (2013-2022)**

	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
<b>Capital Expenses</b>										
Public Works	3,718,410	5,001,797	11,214,967	11,201,618	6,707,933	7,084,295	9,331,900	6,567,200	7,793,300	5,629,100
Parks & Rec	979,900	3,104,600	1,058,800	7,840,600	722,200	219,900	458,000	180,400	245,400	343,000
Treasury	9,700	7,000	-	100	14,500	13,300	1,000	10,100	6,400	6,100
Special Events	-	-	-	800	-	-	2,000	-	800	-
Library	427,000	47,000	57,000	51,000	53,000	60,000	57,000	59,000	69,000	63,000
IT	33,100	25,300	5,900	9,400	40,600	9,400	34,800	14,600	4,100	6,300
Fire	588,800	80,000	1,427,800	665,700	118,500	434,000	2,111,000	129,000	98,100	610,300
Economic Development	37,100	5,000	5,000	13,100	2,000	17,100	2,000	16,000	2,100	6,000
Council	800	11,000	400	-	5,000	6,800	-	5,400	-	-
Cemetery	-	-	30,000	-	25,000	-	-	-	-	-
By-law	23,100	77,800	40,000	51,200	54,200	91,100	40,800	57,400	55,800	4,200
Bldg & Planning	10,100	45,000	6,300	45,300	28,100	51,100	1,800	54,500	9,300	55,000
Administration	202,300	225,000	700,250	206,500	237,100	201,500	200,000	202,250	201,300	203,300
<b>Total Capital Expenses</b>	<b>6,030,310</b>	<b>8,629,497</b>	<b>14,546,417</b>	<b>20,085,318</b>	<b>8,008,133</b>	<b>8,188,495</b>	<b>12,240,300</b>	<b>7,295,850</b>	<b>8,485,600</b>	<b>6,926,300</b>
<b>Revenues / Funding Capital</b>										
Transfer from General Reserves	(808,100)	(103,100)	(1,016,575)	(428,500)	(88,800)	(570,900)	(526,700)	(311,200)	(222,075)	(87,750)
Transfers from DC's	(2,008,451)	(3,692,885)	(9,998,003)	(10,453,995)	(5,369,000)	(4,739,263)	(8,382,413)	(4,222,900)	(5,187,450)	(4,062,020)
Grants / Donations	-	-	-	-	-	-	-	-	-	-
User fees	-	-	-	-	-	-	-	-	-	-
Borrowing	(1,326,400)	(3,134,474)	(1,820,594)	(7,396,395)	(784,945)	(1,286,245)	(1,630,600)	(1,020,300)	(1,456,600)	(1,065,500)
Sale of Land	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Total Revenues</b>	<b>(4,342,951)</b>	<b>(7,130,460)</b>	<b>(13,035,172)</b>	<b>(18,478,891)</b>	<b>(6,442,746)</b>	<b>(6,796,408)</b>	<b>(10,739,713)</b>	<b>(5,754,400)</b>	<b>(7,066,125)</b>	<b>(5,415,270)</b>
<b>Net (Surplus)/Deficit -- to Taxation</b>	<b>1,687,359</b>	<b>1,499,037</b>	<b>1,511,245</b>	<b>1,606,427</b>	<b>1,565,387</b>	<b>1,392,087</b>	<b>1,500,587</b>	<b>1,541,450</b>	<b>1,419,475</b>	<b>1,511,030</b>

# Planning for the Future

## Major Capital Projects

### Year 2013

- Trillium Creek Action Plan

### Year 2014

- Sports Dome
- Powerline & Brillinger & River Road West

### Year 2015

- Storm Drainage – Zoo Park North, Bay Sands North
- Aerial Platform Vehicle – Fire

### Year 2016

- Arena



# Planning for the Future

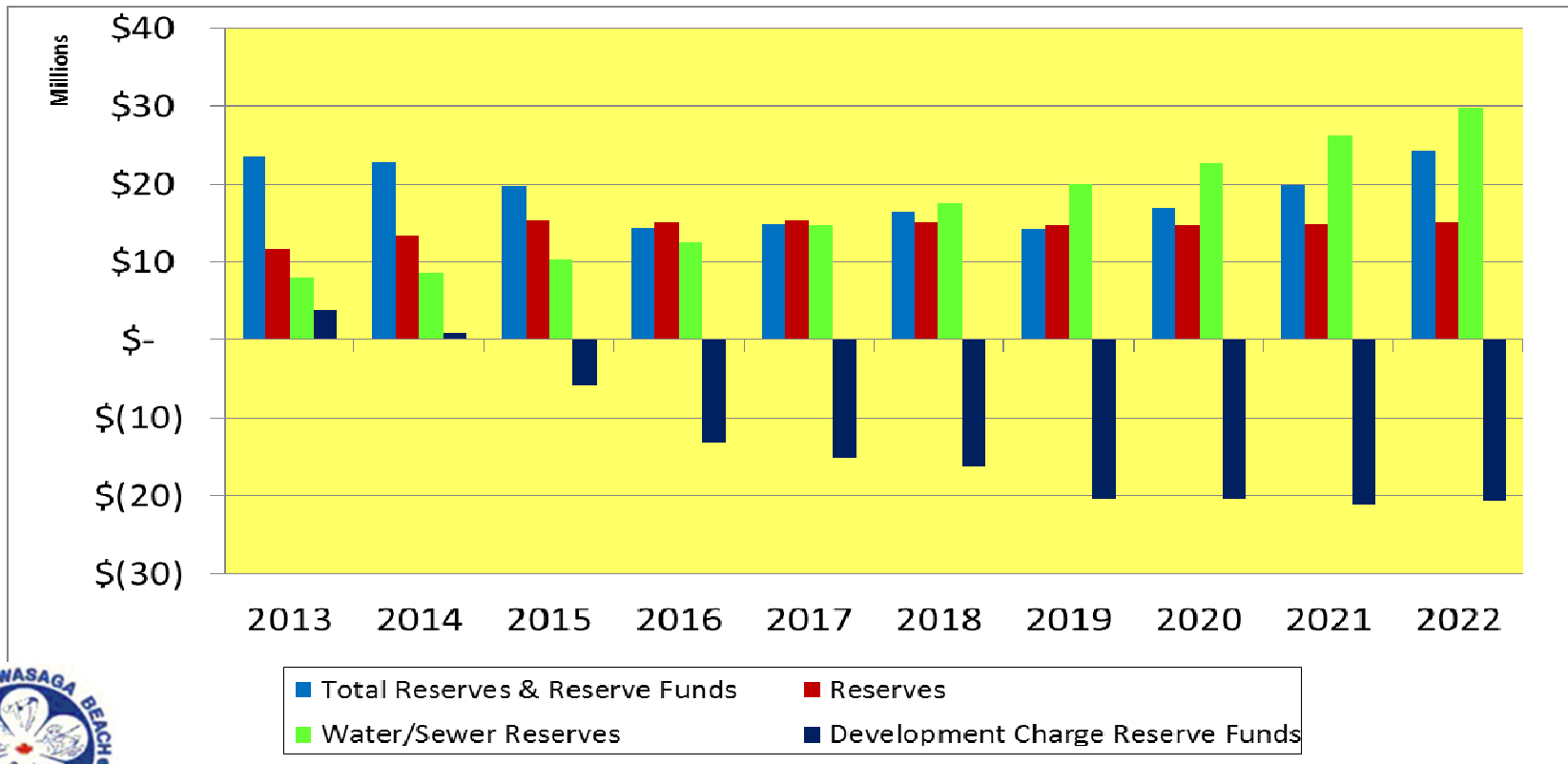
## Operating and Capital Forecasts

	2013	% Change from Previous Year	2014	% Change from Previous Year	2015	% Change from Previous Year	2016	% Change from Previous Year
Municipal Operations	14,459,076	7.2%	15,428,561	6.7%	16,473,193	6.8%	17,683,191	7.3%
Municipal Capital	1,687,359	-15.5%	1,499,037	-11.2%	1,511,245	0.8%	1,606,427	6.3%
Total Municipal Expenditures	16,146,435	4.3%	16,927,598	4.8%	17,984,438	6.2%	19,289,618	7.3%
<b>Municipal Tax Rate</b>	<b>0.0048404</b>	<b>1.97%</b>	<b>0.0049631</b>	<b>2.54%</b>	<b>0.0051569</b>	<b>3.90%</b>	<b>0.0054091</b>	<b>4.89%</b>
Notional Tax Rate	0.0046634	3.8%	0.0047341	4.8%	0.0048539	6.2%	0.0050431	7.3%
Assessment	3,348,949,980		3,423,858,293		3,500,639,313		3,579,339,859	
\$\$ Change	73,081,280		74,908,312		76,781,020		78,700,546	
% Change	2.2%		2.2%		2.2%		2.2%	

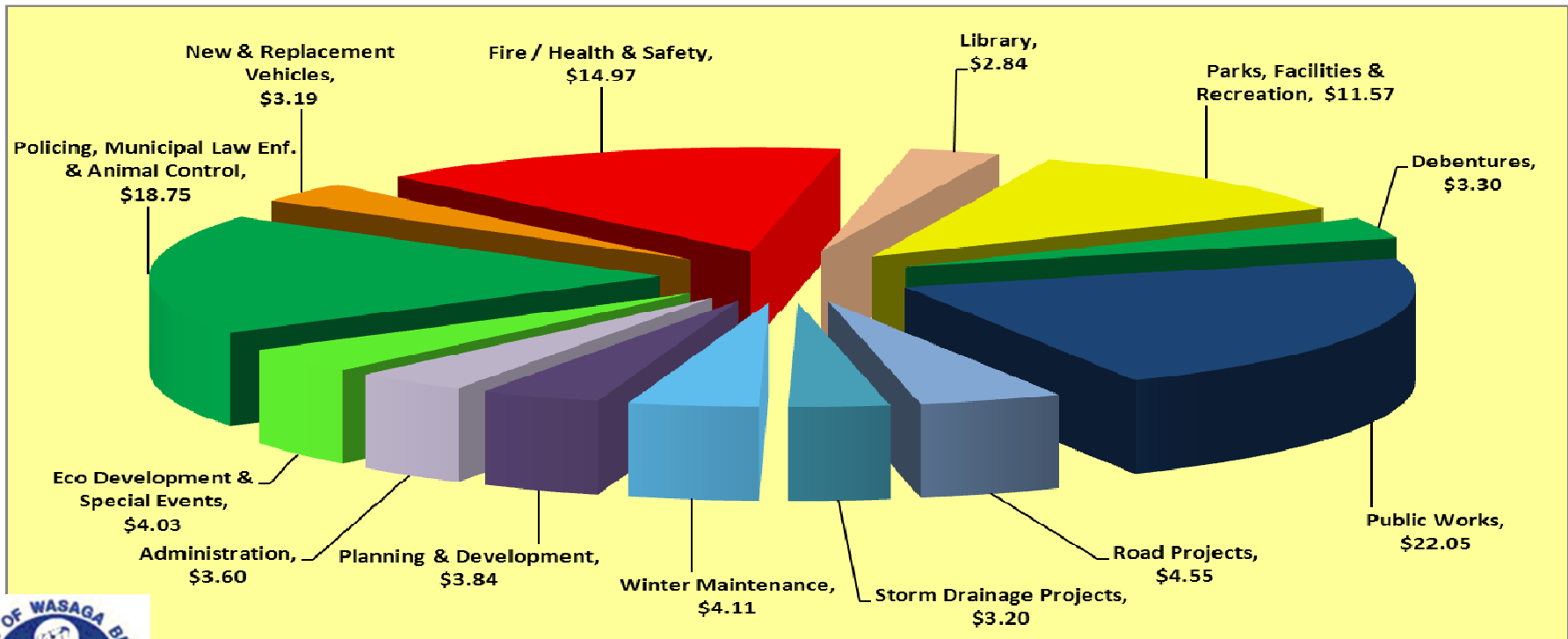


# Planning for the Future

## Reserve & Reserve Fund Forecast



# Your Tax Dollars at Work (Per \$100)



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