

2021-2022 Budget Presentation

Capital Forecast 2021-2025

February 16, 2021

With Revisions February 24, 2021

Capital Budget Overview

- For 2021, Council agreed to a process for approval of a 2-year committed Capital and Operating Budget
- Due to current Service Level Review and implications on the 2-year budget, the Budget process was split into two streams:
 - Jan 15, 18 Review of Hard Assets (Base Capital Items)
 - Feb 11, 12, 16 Review of Operating Budgets including Strategic initiatives & Strategic Capital
- On December 16th, Council asked staff to come back with a plan to accelerate the road rehabilitation & construction to a maximum bump of \$4M (due to low interest rate environment)

Capital Budget Overview

- Current fixed interest rate on a 10-year debenture is 1.44%, allowing the Township to finance the additional \$4M acceleration with low cost borrowing
- Township asset renewal reserves are still under funded to meet asset replacement requirements
 - Continued 2% tax increase directed to infrastructure renewal is a minimum requirement to replenish these reserves
 - New Development Charges (DCs) rates are helping to finance capital and operating projects instead of drawing on Township reserves
 - Asset Management Plan update in 2021 will help to create a long-term sustainability plan

Capital Budget Overview

- With current COVID-19 pandemic, uncertainty will continue as we move through 2021
 - Potential construction shutdown due to provincial restrictions
 - Pricing of materials and labour (supply & demand)
 - How long interest rates will remain at historically low levels
- There is a need to be quick in making strategic decisions, while remaining flexible and nimble to pivot within the current environment

Infrastructure Renewal Contribution

As Revised
Feb 24, 2021

	2020 Original Budget	2020 Adjusted Budget	2020 Projection	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Transfer to Contingency Reserve	40,000	40,000	40,000	-	-	-	-	-
Transfer to Equipment Replacement Reserve	244,200	244,200	464,200	256,410	269,231	282,693	282,693	282,693
Transfer to Infrastructure Renewal Reserve	1,230,000	1,230,000	1,230,000	2,906,835	3,248,511	3,604,772	4,104,772	4,634,772
Transfer to Land Improvements Reserve	107,600	107,600	107,600	112,980	118,629	124,560	124,560	124,560
Transfer to Vehicle Replacement Reserve	1,168,000	1,168,000	1,168,000	726,400	787,720	852,106	852,106	852,106
Transfer to Facility Replacement Reserve	543,500	543,500	543,500	770,675	799,209	829,169	829,169	829,169
Transfer to Haul Route Reserve	320,000	320,000	240,861	250,000	250,000	250,000	250,000	250,000
Transfer to Internet Infrastructure Reserve	-	-	200,000	-	-	-	-	-
TOTAL Tax Levy Infrastructure Reserves	3,653,300	3,653,300	3,994,160	5,023,300	5,473,300	5,943,300	6,443,300	6,973,300
User Pay Infrastructure Reserves:								
Transfer to Water Asset Reserve	892,000	892,000	892,000	993,000	1,146,000	1,290,000	1,465,330	1,639,924
Transfer to CTB Reserve	10,695	10,695	10,695	14,725	19,000	22,800	26,600	30,400
TOTAL User Pay Infrastructure Reserves	902,695	902,695	902,695	1,007,725	1,165,000	1,312,800	1,491,930	1,670,324
TOTAL Infrastructure Reserve Contributions	4,555,995	4,555,995	4,896,855	6,031,025	6,638,300	7,256,100	7,935,230	8,643,624

Capital Expenditures By Department

As Revised
Feb 24, 2021

Department	2020	2020	2020 Projection	2021	2022	2023 Forecast	2024 Forecast	2025 Forecast
	Original Budget	Adjusted Budget		Budget	Budget			
Finance & IT	634,000	415,000	-	954,000	356,000	40,000	40,000	40,000
Corporate Services	46,500	45,000	45,792	285,000	190,000	160,000	110,000	110,000
Shared Costs	143,000	13,000	1,328	281,500	245,000	314,000	-	60,000
Heritage	6,000	-	-	18,000	17,000	40,000	-	-
Emergency Services	1,486,000	971,000	590,974	3,756,000	285,000	80,000	660,000	625,000
Police	4,000	-	-	-	-	-	-	-
Building	31,000	31,000	30,348	31,000	31,000	-	-	-
Municipal Law Enforcement	-	-	-	35,000	-	35,000	-	-
Health Services	4,000	-	-	131,000	-	-	-	-
Transportation - Vehicles	783,400	711,400	403,332	1,811,000	1,561,000	1,733,000	601,000	700,000
Transportation - Road Construction	4,817,625	4,817,626	4,561,504	6,835,000	6,575,000	4,615,000	4,745,000	5,285,000
Water Systems	445,000	420,000	548,330	1,305,000	1,680,000	1,930,000	1,520,000	720,000
Recreation & Comm Services	50,000	-	-	115,000	-	85,000	-	55,000
Parks & Sports Fields	177,000	70,000	43,364	188,700	662,000	895,000	935,000	-
Recreation Facilities	197,500	197,500	168,792	1,632,000	5,854,000	236,000	-	8,000
Community Halls	19,000	6,000	34,979	90,800	76,000	30,000	-	-
Total	8,844,025	7,697,526	6,428,743	17,469,000	17,532,000	10,193,000	8,611,000	7,603,000

Sources of Funding for Capital Expenditures

As Revised
Feb 24, 2021

	2020 Original Budget	2020 Adjusted Budget	2020 Projection	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast
Tax Levy	917,999	895,000	1,115,628	316,900	205,000	236,000	85,000	85,000
Debt Issuance	630,000	630,000	740,000	2,810,000	4,975,000	690,000	975,000	1,100,000
Community Fundraising	9,500	3,000	17,489	45,400	38,000	15,000	-	-
Disposition of Township Land	-	-	-	600,000	-	-	-	-
Provincial & Federal Grants	61,000	45,000	45,792	125,000	56,000	50,000	50,000	50,000
Gas Tax Reserve Fund	1,013,000	1,013,000	1,013,000	1,100,000	667,000	696,000	696,000	696,000
OCIF Fund	183,000	183,000	183,028	183,000	183,000	183,000	183,000	183,000
Development Charges	836,874	478,700	349,902	3,035,050	4,537,700	1,763,500	1,302,000	396,000
Parkland Reserve Fund	138,726	62,500	150,000	409,980	141,000	35,000	-	-
Election Reserve				30,000				
Oro African Church Reserve						40,000		
Modernization Reserve	300,000	143,000	-	874,000	231,000	-	-	-
Vehicle Replacement Reserve	710,000	705,000	367,042	1,138,000	753,500	1,149,500	774,000	968,000
Equipment Replacement Reserve	776,400	597,400	220,112	645,250	618,000	220,000	62,500	49,000
Land Improvements Reserve	20,000	-	-	60,000	556,000	10,000	65,000	-
Infrastructure Renewal Reserve	2,133,426	2,133,426	1,575,020	2,739,500	2,717,500	2,821,000	2,898,500	3,306,000
Facility Replacement Reserve	633,600	357,000	92,670	1,882,420	147,300	354,000	-	50,000
Facility Maintenance Reserve	35,500	31,500	10,730	169,500	26,000	-	-	-
Water Infrastructure Renewal Reserve	445,000	420,000	548,330	1,305,000	1,680,000	1,930,000	1,520,000	720,000
Total	8,844,025	7,697,526	6,428,743	17,469,000	17,532,000	10,193,000	8,611,000	7,603,000

2021 - 2022 Operations

Received January 2021 Approval



Operations (1 of 2)

		January Approval	February To be Approved
• 2021 Road Pavement Program	\$ 6,060,000 (7 Sources)	✓	
• 2022 Road Pavement Program	\$ 5,625,000 (7 Sources)	✓	
• 2021 Bridge Work	\$ 775,000 (Debt)	✓	
• 2022 Bridge Work	\$ 950,000 (Debt)	✓	
• Replace 1999 Cat Loader (808) – approved in 2020 Budget, cfwd	\$ 350,000 (VRR)	✓	
• Replace 2007 Freightliner Tandem Snowplow (823)	\$ 332,000 (VRR)	✓	
• New Tandem Snowplow	\$ 332,000 (DC)	✓	
• Replace North & South Yard Fuel Pumps	\$145,000 (ERR)	✓	

Operations (2 of 2)

		January Approval	February To be Approved
• Replace 2014 Pickup (801) (Supervisor crew cab short box)	\$ 45,000 (VRR)	✓	
• Replace 2014 Pickup (806) (Supervisor crew cab short box)	\$ 45,000 (VRR)	✓	
• Replace 2014 Pickup (853) (Field Truck long box)	\$ 45,000 (VRR)	✓	
• Replace 2015 Pickup (854) (Supervisor Truck short box) <i>Early Replacement to reduce 2021 rental costs – COVID-19</i>	\$ 45,000 (VRR)	✓	
• Replace 2016 Pickup (855) (Field Truck long box) <i>Early Replacement to reduce 2021 rental costs – COVID-19</i>	\$ 45,000 (VRR)	✓	
• New Pickup (Field Truck long box)	\$ 45,000 (DC)	✓	

Total Operations approved in January 2021: \$14,839,000

2021 - 2022 Operations

Requesting February 2021 Approval



Operations (1 of 3)

As Revised
Feb 24, 2021

		January Approval	February To be Approved
• Traffic Counter x 4 (Traffic management) - 2021	\$25,000 (6,250 ERR, 18,750 DC)		✓
• Dynamic Radar signs – 2021	\$12,000 (ERR)		✓
• Culvert Steamer - 2021	\$30,000 (DC)		✓
• Shoulder Reclaimer - 2021	\$32,000 (ERR)		✓
• Hoist replacement – 2021	\$36,000 (ERR)		✓
• Specialized Fleet Vehicle - 2021	\$20,000 (ERR)		✓
• Slip in Water Tank -2021	\$32,000 (16K ERR, 16K, DC)		✓
• Moonstone Yard Transfer -2021	\$25,000 (Tax Levy)		✓
• South Yard Roof Replacement - from BCA - 2021	\$170,000 (FRR)		✓

Operations (2 of 3)

As Revised
Feb 24, 2021

		January Approval	February To be Approved
• Replace Unit 10 - Crew Cab (Silverado 2500HD LT Crew Cab 4wd) dump box - 2022	\$65,000 (VRR)		✓
• Replace 2008 Elgin Sweeper (unit 15) - 2022	\$410,000 (VRR)		✓
• Excavator - 2022	\$330,000 (247,500 VRR, 82,500 DC)		✓
• Backhoe Compactor Attachment - 2022	\$25,000 (ERR)		✓
• Cover Open Sand Pile - Small Cres. - 2022	\$40,000 (DC)		✓

Operations (3 of 3)

As Revised
Feb 24, 2021

		January Approval	February To be Approved
• Waste Oil Tank De-commissioning - South Yard - 2022	\$200,000 (ERR)		✓
• North Yard Septic - 2022	\$15,000 (DC)		✓
• Asphalt roller - 2022	\$70,000 (ERR)		✓
• Yard signs – North & South Yards - 2022	\$6,000 (ERR)		✓
• Land Acquisition for Facility Space - South Yard - 2022	\$400,000 (DC)		✓

Total Operations To be approved in February 2021: \$1,943,000

Fire & Emergency Services



2021 – 2022 Emergency Services

Received January 2021 Approval



Fire & Emergency Services

		January Approval	February To be Approved
• Replace 2013 Pickup	\$ 60,000 (VRR)	✓	
• New ¾ Ton Crew Cab Pickup	\$ 65,000 (VRR)	✓	
• Replace 1986 Rehab Unit	\$ 40,000 (VRR)	✓	

Total Fire & Emergency Services approved in January 2021 : \$ 165,000

2021 – 2022 Emergency Services

Requesting February 2021 Approval



Fire & Emergency Services (1 of 2)

		January Approval	February To be Approved
• Roof Replacement - 2021	\$ 70,000 (FRR)		✓
• New Fire Station - 2021	\$ 2,200,000 (1.6M FRR)		✓
• Water boat DC - 2021	\$ 20,000 (DC)		✓
• Extrication Equipment Replacement - 2021	\$ 36,000 (ERR)		✓
• Station 3 Parking lot resurface - 2021	\$ 40,000 (LIR)		✓
• Station 5 Fencing - 2021	\$ 5,000 (FRR)		✓
• Station 6 parking Area asphalt - 2021	\$ 20,000 (LIR)		✓
• Dry Hydrant Installation - 2022	\$ 10,000 (5K Tax Levy, 5K DC)		✓

Fire & Emergency Services (2 of 2)

		January Approval	February To be Approved
• Training Centre - Fire HQ - 2022	\$ 80,000 (DC)		✓
• Diesel Exhaust Extraction - Station 6 - 2022	\$ 50,000 (25K ERR, 25K DC)		✓
• Station 5 Parking lot resurface - 2022	\$ 40,000 (LIR)		✓
• Positive Pressure Fans replacement - 2022	\$ 15,000 (ERR)		✓
• Propane Training Props - 2022	\$ 55,000 (DC)		✓
• Breathing Air Compressor Replacement - 2022	\$ 35,000 (DC)		✓
• Fire Headquarters Expansion - 2021 <i>(Approved in 2020 Budget at \$400k, deferred due to COVID-19)</i>	\$ 1,200,000 (DC)		✓

Total Fire & Emergency Services To be approved in February 2021: \$3,876,000

2021 – 2022 Environmental Services

Received January 2021 Approval



Environmental Services

		January Approval	February To be Approved
• SCADA Software Enhancements	\$ 50,000 (WRR)	✓	
• Replace 2014 Pickup	\$ 40,000 (WRR)	✓	

Total Environmental Services approved in January 2021 : \$ 90,000

2021 – 2022 Environmental Services

Requesting February 2021 Approval



Environmental Services (1 of 2)

		January Approval	February To be Approved
• Various Well, Pump, Pipe Replacement - 2021	\$ 30,000 (WRR)		✓
• Various Well, Pump, Pipe Replacement - 2022	\$ 30,000 (WRR)		✓
• Integration of Zone 1 (Skyline) to Horseshoe Highlands - 2021	\$ 250,000 (WRR)		✓
• Integration of Zone 1 (Skyline) to Horseshoe Highlands - 2022	\$ 250,000 (WRR)		✓
• Distribution System Upgrades - Sugar Bush - 2021	\$ 875,000 (WRR)		✓
• Water Storage - Shanty Bay (Twin Tower) - 2021	\$ 60,000 (WRR)		✓
• Water Storage - Shanty Bay (Twin Tower) - 2022	\$ 600,000 (WRR)		✓

Environmental Services (2 of 2)

		January Approval	February To be Approved
• Replace Pickup - 2022	\$ 40,000 (WRR)		✓
• Water Storage - Horseshoe Highlands - 2022	\$ 600,000 (WRR)		✓
• Water Storage - Harbourwood (Twin Tower) - 2022	\$ 60,000 (WRR)		✓
• Distribution System Upgrades - Medonte Hills - 2022	\$ 100,000 (WRR)		✓

Total Environmental Services To be approved in February 2021: \$2,895,000

2021 – 2022 Recreation Services

Received January 2021 Approval



Recreation & Community Services

		January Approval	February To be Approved
• New Pickup & Plow Combo	\$ 65,000 (DC)	✓	

Total Recreation & Community Services approved in January 2021 : \$ 65,000

2021 – 2022 Recreation Services

Requesting February 2021 Approval



Recreation & Community Services (1 of 3)

		January Approval	February To be Approved
• Tractor Attachments - Trails and turf maintenance - 2021	\$ 50,000 (DC)		✓
• OTH: Water line - 2021	\$ 7,500 (FMR)		✓
• OTH: Washrooms upgrades - 2021	\$ 21,000 (FMR)		✓
• OTH: Exterior weatherproofing - 2021	\$ 6,500 (Tax Levy)		✓
• OTH: Interior painting - 2021	\$ 7,000 (Tax Levy)		✓
• OTH: Flooring - 2022	\$ 20,000 (FMR)		✓
• OTH: Replace front stairs - 2022	\$ 6,000 (FMR)		✓

Recreation & Community Services (2 of 3)

		January Approval	February To be Approved
• Arena: Doors TL - 2021	\$ 10,000 (FMR)		✓
• Arena: Condenser tower replacement – 2021	\$ 80,000 (Tax Levy)		✓
• Arena: Parking Area Redevelopment - 2022	\$ 287,000 (LIR)		✓
• Arena: Parking Area Lights - 2022	\$ 45,000 (LIR)		✓
• Arena: Fencing - Condenser tower, NG compressor - 2022	\$ 6,000 (Tax Levy)		✓
• Arena: De-Humidifier Replacement - 2022	\$ 75,000 (ERR)		✓
• Arena: Scoreboard Replacement - 2022	\$ 15,000 (ERR)		✓

Recreation & Community Services (3 of 3)

**As Revised
Feb 24, 2021**

		January Approval	February To be Approved
• HV Corridor Community Center - 2021	\$ 1,500,000 (150K Debt, 1.0M DC, 350K PR)		✓
• HV Corridor Community Center - 2022	\$ 5,400,000 (2.0M Debt, 3.4M DC)		✓

Total Recreation & Community Services To be approved in February 2021: \$7,536,000



2021 – 2022 Parks Services

Requesting February 2021 Approval



Parks Services (1 of 3)

		January Approval	February To be Approved
• Ramey Board replacement - 2021	\$ 25,000 (ERR)		✓
• Line 13 Gate - 2021	\$ 8,000 (ERR)		✓
• Playgrounds: Braestone - 2021	\$ 57,700 (DC)		✓
• Playgrounds: Rail Side Park - 2021	\$ 58,000 (PR)		✓
• Shanty Bay Dock (replace decking) - 2021	\$ 10,000 (IRR)		✓
• Danny Mc Cue Park: Landscaping - 2021	\$ 6,000 (1,980 PRR, 4,020 DC)		✓
• Danny Mc Cue Washroom Building - 2021	\$ 24,000 (7,920 FRR, 16,080 DC)		✓
• Danny Mc Cue Washroom Building - 2022	\$ 310,000 (FRR)		✓

Parks Services (2 of 3)

		January Approval	February To be Approved
• Danny McCue Trails - 2022	\$ 25,000 (FRR)		✓
• Hawkestone: Resurfacing - 2022	\$ 20,000 (IRR)		✓
• Play grounds: Green Gym Element Replacement - 2022	\$ 15,000 (PR)		✓
• Shanty Bay Wharf drainage - 2022	\$ 10,000 (IRR)		✓
• Pickleball Courts - 2022	\$ 110,000 (PR)		✓
• Vasey Concession Stand Repairs - 2022	\$ 25,000 (FRR)		✓
• Vasey playground - 2022	\$ 30,000 (PR)		✓
• Vasey Pavilion - 2022	\$ 65,000 (PR)		✓

Parks Services (3 of 3)

		January Approval	February To be Approved
• Lohuaru Trail Extension - 2022	\$ 20,000 (DC)		✓
• Benches/Rest Stops Trail - 2022	\$ 12,000 (6K Tax Levy, 6K PR)		✓
• Bayview: Finish Existing Pavilion - 2022	\$ 20,000 (FRR)		✓

Total Parks Services To be approved in February 2021: \$ 850,700

2021 – 2022 Other Departments

Received January 2021 Approval



Other Departments

		January Approval	February To be Approved
<u>Building Department:</u>			
• Replace 2014 Equinox	\$ 31,000 (VRR)	✓	
<u>Municipal Law:</u>			
• New Additional Vehicle	\$ 35,000 (VRR)	✓	

Total Other Departments approved in January 2021 : \$ 66,000

2021 – 2022 Other Departments

Requesting February 2021 Approval



Shared Services (1 of 1)

		January Approval	February To be Approved
• Accommodation Plan - 2021	\$ 40,000 (22K FRR, 18K DC)		✓
• Admin: Washroom Updates (rear) - 2021	\$ 7,500 (FRR)		✓
• Admin: Generator Replacement - 2021	\$ 214,000 (100K Grants, 114K ERR)		✓
• Admin: Exterior Lighting Replacement - 2022	\$ 60,000 (LIR)		✓
• Admin: Parking Lot Extension - 2022	\$ 124,000 (LIR)		✓
• Admin: Garbage/Storage refurb / new - 2022	\$ 22,000 (ERR)		✓
• Admin: Planning for addition - 2022	\$ 15,000 (VRR)		✓
• Admin: BAS update - 2022	\$ 24,000 (VRR)		✓

Finance/IT Services (1 of 1)

		January Approval	February To be Approved
• Replace Server - 2021	\$ 15,000 (ERR)		✓
• Replace Server - 2022	\$ 15,000 (ERR)		✓
• Backup/Recovery Solution Enhancement - 2021	\$ 15,000 (Tax Levy)		✓
• Budget Software - 2022	\$ 25,000 (Tax Levy)		✓

Corporate Services (1 of 1)

		January Approval	February To be Approved
• Tourism Strategy - 2021	\$ 50,000 (25K Tax Levy, 25K Grants)		✓
• Ward Boundary Review - 2021	\$ 65,000 (35K Tax Levy, 30K ER)		✓
• Community/ Wayfinding signage - 2022	\$ 75,000 (25K Tax Levy, 50K Grants)		✓

Health Services (1 of 1)

		January Approval	February To be Approved
• NP Clinic – HVAC Replacement - 2021	\$ 53,000 (FMR)		✓
• NP Clinic – Replace Roof - old section - 2021	\$ 78,000 (FMR)		✓

Community Halls (1 of 3)

		January Approval	February To be Approved
<u>JARRATT: - 2021</u>			✓
• Crawl space floor	\$ 6,000 (3K Tax Levy, 3K CF)		✓
• New Furnace and oil tank replacement	\$ 12,000 (6K Tax Levy, 6K CF)		✓
			✓
<u>CARLEY: - 2021</u>			✓
• Septic Replacement	\$ 15,000 (7,500K Tax Levy, 7,500 CF)		✓
			✓

Community Halls (2 of 3)

		January Approval	February To be Approved
<u>EADY: - 2021</u>			
• Repoint Masonry	\$ 7,800 (3,900K Tax Levy, 3,900K CF)		✓
• Ramp replacement	\$ 21,000 (10,500K Tax Levy, 10,500K CF)		✓
• Furnace & oil tank replacement	\$ 12,000 (6K Tax Levy, 6K CF)		✓
<u>HAWKESTONE: - 2021</u>			
• Replace hardwood floors	\$ 17,000 (8,500K Tax Levy, 8,500K CF)		✓

Community Halls (3 of 3)

		January Approval	February To be Approved
<u>CARLEY: - 2022</u>			
• Roof and soffit replacement	\$ 46,000 (23K Tax Levy, 23K CF)		✓
• Hardwood floor and joist repair	\$ 30,000 (15K Tax Levy, 15K CF)		✓

Other Departments

		January Approval	February To be Approved
<u>Building Department:</u>			
• Replacement - 2015 Ford Escape - 2022	\$ 31,000 (VRR)		✓
<u>Heritage Department:</u>			
• Cemetery Signs - 2021	\$ 12,000 (Tax Levy)		✓
• Review of Cairns and Monuments – 2021	\$ 6,000 (Tax Levy)		✓
• Review of Cairns and Monuments - 2022	\$ 17,000 (Tax Levy)		✓

Total Other Departments To be approved in February 2021: \$ 1,130,300

2021 – 2022 Strategic Initiatives

Requesting February 2021 Approval



Strategic Initiatives – 2021/2022 (1 of 2)

Prioritization Process Review	\$ 10,000 (MF)
Customer Service Strategy	\$ 45,000 (MF)
Website Upgrades	\$ 100,000 (75K MF, 25K Tax Levy)
Forms & Online Payments	\$ 20,000 (MF)
Records Digitization	\$ 110,000 (25K MF, 85K Tax Levy)
Township Enterprise Software Upgrade (ERP) (Baker Replacement – Financial + Work Order)	\$ 880,000 (550K MF, 330K ERR)
HRIS & Payroll System (Baker Replacement)	\$ 100,000 (MF)

Strategic Initiatives – 2021/2022 (2 of 2)

Office 365 / Cloud Efficiency Applications	\$ 100,000 (MF)
Upgrade Phone System	\$ 75,000 (MF)
Laptop Replacement Initiative	\$ 65,000 (MF)
Asset Management Plan (part of Operating Budget)	\$ 80,000 (30K MF, 50K FCM Grant)
Digital Signature Implementation	\$ 20,000 (MF)
Key FOB System	\$ 20,000 (MF)

Total Strategic Initiatives to be approved: \$ 1,625,000