

BUDGET OVERVIEW

OVERVIEW | FINANCIAL PLAN | CONCLUSION



BUDGET OVERVIEW

BUDGET TOTALS (OPERATING AND CAPITAL CONTRIBUTION CONSOLIDATED)

(in 000s)	2022 BUDGET	2023 DRAFT	2024 PLAN	2025 PLAN	2026 PLAN
Expenses	\$98,673	\$111,046	\$116,449	\$107,043	\$111,198
Non-tax revenue	-\$50,108	-\$58,883	-\$58,485	-\$52,177	-\$52,135
Reserves and DC's used	-\$6,144	-\$8,135	-\$9,659	-\$2,610	-\$2,869
Status quo Tax Levy*	\$42,421	\$44,028	\$48,305	\$52,256	\$56,194
Status quo Tax Levy Increase	\$1,378	\$1,607	\$4,277	\$3,951	\$3,938
Status quo Tax Levy % Increase	3.36%	3.79%	9.71%	8.18%	7.54%
Additional Staff		\$525	\$1,161	\$1,228	\$1,299
New Service - Transit		\$305	\$252	\$174	\$181
Total Tax Levy	\$42,421	\$44,858	\$49,718	\$53,658	\$57,674
Total Tax Levy Increase	\$1,378	\$2,437	\$4,860	\$3,940	\$4,016
Total Tax Levy % Increase	3.36%	5.74%	10.83%	7.93%	7.48%
New Assessment Growth	1.42%	1.56%	1.50%	1.50%	1.50%
Net Taxpayer Impact	1.94%	4.18%	9.33%	6.43%	5.98%

* Status quo includes additional provincial and federal programs that provide funding

BUDGET OVERVIEW

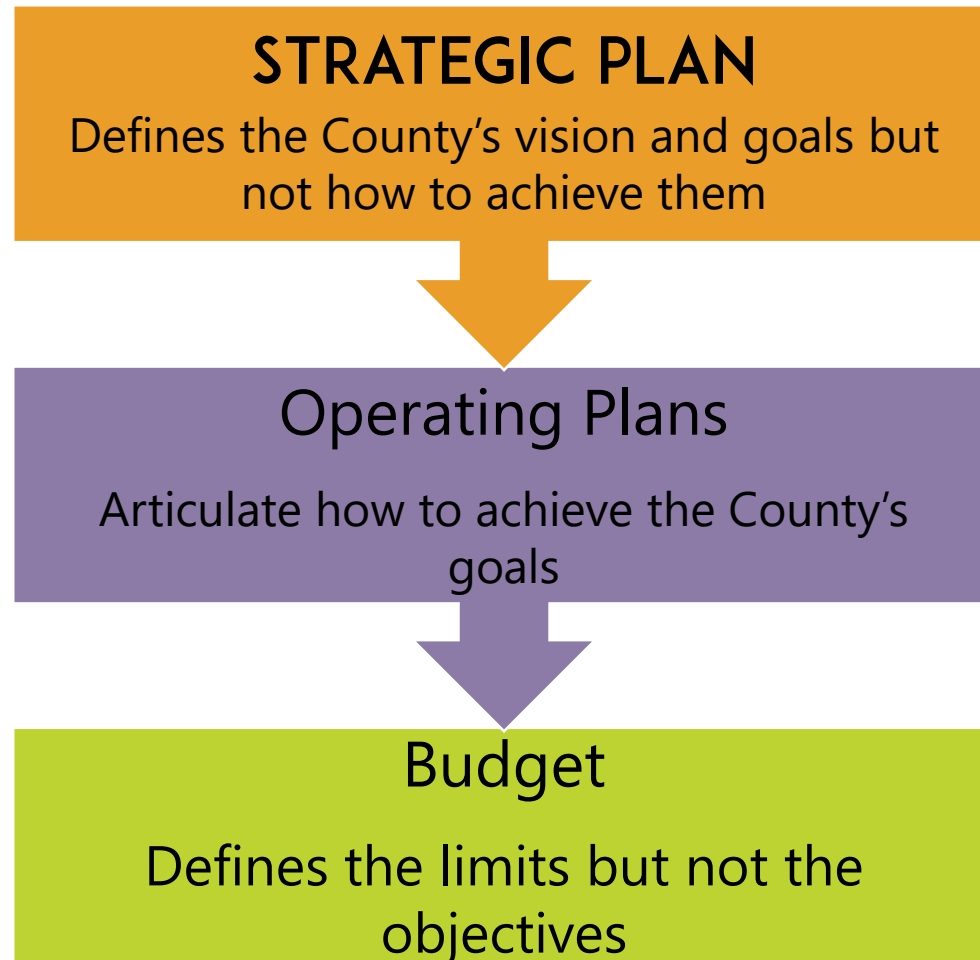
WHY BUDGET?

- Balanced budget requirement
- Estimates in the budget are used to determine amount to be collected from property taxpayers
- Budget is the tool used to implement strategic priorities, plans, and legislated requirements



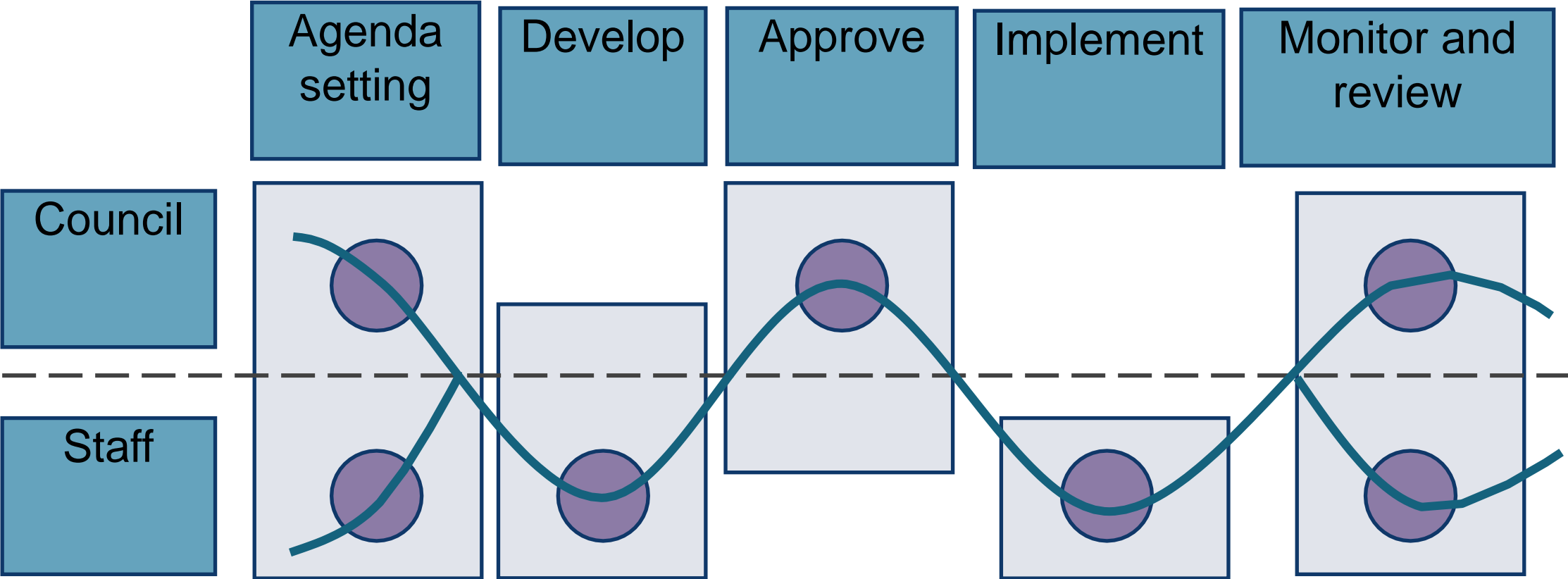
BUDGET OVERVIEW

HOW DOES THE BUDGET WORK WITH THE STRATEGIC PLAN AND OTHER LONG-TERM PLANS?



BUDGET OVERVIEW

HOW DO COUNCIL AND STAFF WORK TOGETHER TO SET AND ACHIEVE THE IDENTIFIED GOALS?



*graphic from StrategyCorp presentation

BUDGET OVERVIEW

BUDGET PROCESS

- July-October - staff review strategic priorities and goals, identifying work still to be completed
 - complete budget templates and review with Finance
- October-November – Finance consolidates and reviews further with departments
- November-December - Budget totals finalized, analysis
- December-January – Budget Review and packages created
- January – presentations to committee
- February - Consideration by Council
- February-March – as required



BUDGET OVERVIEW

WHAT'S IN THE DOCUMENT?

An overview with consolidated results and details by committee, department and division (functional area) of a 4-year financial plan and 10-year capital plan.

The document includes the following for each County functional area:

- Key team members, key functions, challenges, some statistical information and information about what's on the horizon
- Financial Plan, covering Draft Budgets for the years 2023 to 2026 including budget highlights and details to support proposed additional staffing requirements
- Capital Fund Summaries and Capital Work Plans

BUDGET OVERVIEW

EXTERNAL FACTORS IMPACTING THE BUDGET

- Uncertainty around policy changes and funding
- Inflation
- Rising interest rates
- Extended delivery times
- Ongoing pressures in the labour market
- Unprecedented levels of development activity.

Inflationary impacts are seen throughout the budget on specific contracts with CPI adjustments like waste collection and across the board on items like insurance (16%), utilities (14.5%) and vehicle fuel (19%).

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BUDGET OVERVIEW

TOTAL EXPENSES

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<u>Operating Expenditures</u>					
Salaries and Benefits	\$32,315	\$34,745	\$36,780	\$38,857	\$41,197
Administrative and Office	\$4,934	\$5,660	\$4,831	\$4,610	\$4,946
Debt Repayment	\$1,328	\$1,309	\$1,257	\$1,045	\$1,031
Service Delivery	\$36,824	\$40,746	\$39,788	\$40,568	\$41,301
IT and Communications	\$1,471	\$1,778	\$1,856	\$1,917	\$1,760
Facilities	\$4,664	\$5,198	\$5,203	\$5,297	\$5,391
Vehicles and Equipment	\$1,312	\$1,475	\$1,506	\$1,548	\$1,592
Internal Services Used	\$1,838	\$1,888	\$1,919	\$1,917	\$2,005
Internal Services Recovered	-\$1,838	-\$1,888	-\$1,919	-\$1,917	-\$2,005
COVID	\$633	\$0	\$0	\$0	\$0
Digital Modernization Projects	\$1,850	\$1,915	\$200	\$0	\$0
Total Operating Expenditures	\$85,331	\$92,827	\$91,421	\$93,843	\$97,219
Capital Contribution	\$13,342	\$18,218	\$25,028	\$13,200	\$13,979
Total Expenses	\$98,673	\$111,046	\$116,449	\$107,043	\$111,198

BUDGET OVERVIEW

Expense Distribution 2023



BUDGET OVERVIEW

NON-PROPERTY TAX REVENUES

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
User Fees	\$5,050	\$5,378	\$5,451	\$5,524	\$5,591
Supplemental Taxation	\$352	\$355	\$305	\$265	\$239
Investment Income	\$540	\$775	\$770	\$700	\$700
Rent Revenue	\$3,954	\$3,922	\$4,105	\$4,185	\$4,269
Government Transfers	\$37,050	\$40,588	\$38,841	\$38,723	\$38,927
Other Revenue	\$3,161	\$4,364	\$2,803	\$2,781	\$2,408
Debt Financing	\$0	\$3,500	\$6,210	\$0	\$0
Total Revenues	\$50,107	\$58,883	\$58,485	\$52,177	\$52,135

Other revenues are cost recoveries from outside agencies, recycling revenue, non-government grants, and sales of equipment.

BUDGET OVERVIEW

RESERVES AND DEVELOPMENT CHARGES

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Rate Stabilization Reserve	\$1,524	\$3,135	\$1,831	\$989	\$868
Contingencies	-\$20	-\$20	-\$20	-\$20	-\$20
Operating Reserves	\$271	\$73	\$70	\$0	\$60
Digital Modernization	\$1,850	\$1,915	\$200	\$0	\$0
Safe Restart Funding	\$700	\$31	\$0	\$0	\$0
Capital Reserves	\$81	\$629	\$221	\$46	\$456
Total General Reserves	\$4,406	\$5,763	\$2,302	\$1,015	\$1,364
Total Reserve Funds	\$378	\$420	\$392	\$401	\$409
Building Department Fund	\$525	\$616	\$444	\$471	\$409
Development Charges	\$1,219	\$1,336	\$6,521	\$724	\$687
Obligatory Reserve Funds	\$1,744	\$1,952	\$6,965	\$1,195	\$1,096
Total Reserves and DCs	\$6,528	\$8,135	\$9,659	\$2,611	\$2,869

The Rate Stabilization reserve has grown over the past several years. This budget proposes a plan to reduce the reserve to a more reasonable level and to offset impacts of inflation by applying \$3 million over the next years.

BUDGET OVERVIEW

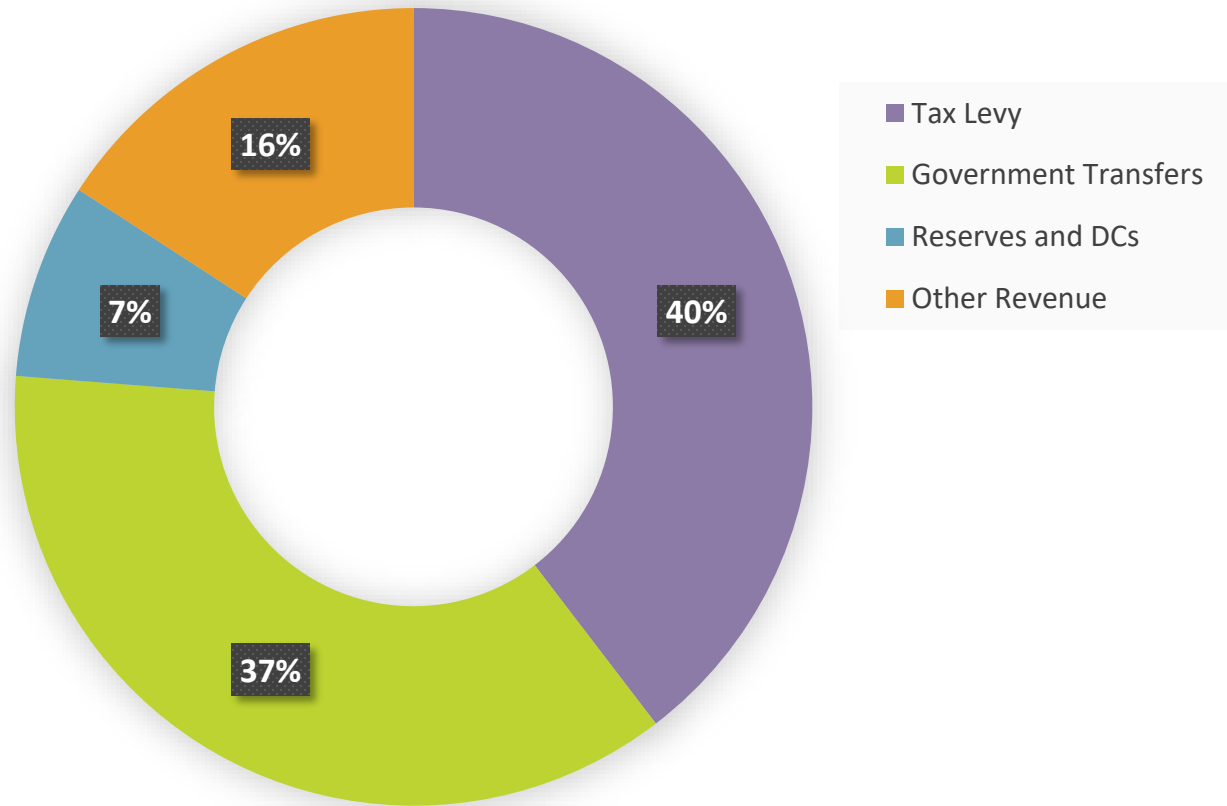
RESERVE BALANCES

(in 000s)	2022 ENDING BALANCE	ADDED	Transferred to/Capital Asset Fund	WITHDRAWN	2023 ENDING BALANCE
Rate Stabilization	\$7,306	\$0	\$650	\$2,485	\$4,171
Contingencies	\$1,360	\$20	\$0	\$0	\$1,380
Operating Reserves	\$3,637	\$0	\$0	\$73	\$3,564
Digital Modernization	\$2,460	\$0	\$0	\$1,915	\$545
Broadband Internet	\$718	\$0	\$0	\$0	\$718
Safe Restart	\$1,034	\$0	\$0	\$31	\$1,003
Capital Reserves	\$4,750	\$797	\$1,419	\$7	\$4,121
Dufferin Oaks Donation	\$399	\$0	\$0	\$0	\$399
Total Reserves	\$21,664	\$817	\$2,069	\$4,511	\$15,901
Reserve Funds	\$7,865	\$0	\$0	\$435	\$7,430
Development Charges*	\$5,644	\$0	\$441	\$895	\$4,308
Building Dept Fund	\$3,829	\$0	\$240	\$376	\$3,213
Total Obligatory Reserve Funds	\$9,474	\$0	\$681	\$1,271	\$7,521
Capital Asset Fund	\$17,140	\$15,468	\$2,750	\$22,649	\$12,709
Total	\$56,143	\$16,285	\$0	\$28,866	\$43,562

*There is no addition to Development Charges shown at this point as additional work needs to be completed on the impacts of Bill 23 before an estimated amount can be included.

BUDGET OVERVIEW

REVENUE DISTRIBUTION



BUDGET OVERVIEW

TAX LEVY BY DEPARTMENT

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Council	\$678	\$771	\$784	\$798	\$820
Office of CAO	\$1,237	\$1,255	\$1,313	\$1,382	\$1,449
People and Equity	\$1,204	\$1,319	\$1,494	\$1,586	\$1,684
Corporate Services	\$3,125	\$3,470	\$4,378	\$4,765	\$4,942
Corporate Finance	\$294	-\$1,665	-\$1,335	-\$694	-\$638
Infrastructure and Environment	\$17,086	\$18,222	\$19,635	\$20,437	\$21,697
Health Services	\$6,016	\$6,359	\$6,552	\$6,592	\$6,832
Dufferin Oaks	\$4,689	\$6,577	\$7,545	\$8,845	\$10,072
Community Services	\$6,189	\$6,118	\$6,869	\$7,440	\$8,196
Development and Tourism	\$1,905	\$2,127	\$2,230	\$2,333	\$2,440
Transit	\$0	\$305	\$252	\$174	\$181
Total All County Departments	\$42,421	\$44,858	\$49,718	\$53,658	\$57,674

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Corporate Finance was previously combined with Treasury in Corporate Services. This portion of the budget captures significant financial transactions that impact the bottom line – investment income, supplemental property tax revenues, and the MPAC payment. This is where the proposed \$1 million transfer from Rate Stabilization Reserve is shown.

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Health Services Paramedics and Public Health, Community Services and Dufferin Oaks are impacted by uncertainty in future funding.

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Transit service was a priority identified in the 2021-2022 Strategic Action plan and an on-demand service is proposed as result of Transit Needs Study. An RFP for the service has been completed and is under review.

FINANCIAL PLAN



FINANCIAL PLAN - REVENUES

HIGHLIGHTS

- Overall revenues for operating are up \$5.2 million (11.32%)
- Increase in government transfers of \$4.2 million (12.69%) – mostly for national child care program
- User Fees are up \$329,000 (6.51%) User fees are mostly Dufferin Oaks resident accommodation charges
- Investment Income is up \$235,000 (43.52%) due to rising interest rates
- Other Revenue is up \$473,000 (15.81%) includes other grants, sale of equipment, and recoveries from outside agencies for services provided such as IT, Planning, and Health Safety to some local municipalities

FINANCIAL PLAN - EXPENDITURES

HIGHLIGHTS

- Salaries and Benefits are up \$3.18 million (9.84%) off set by \$750,000 vacancy savings
- Administrative and Office Expenses are up \$726,000 (14.71%) this includes liability insurance and WSIB insurance both of which are up significantly. There are also increase to consulting fees for one-time studies that are proposed to be offset by contributions from reserves. There is also additional training for staff including DEI training, training associated with on-boarding new staff and policy development and updates
- Service Delivery Costs are up over \$3.92 million or 10.65% mostly due to flow through programs but also CPI provision on contracts and cost increases on supplies and materials
- IT and communications costs are up \$307,000 or 20% with the majority being software licensing cost increases and cyber security measures
- Facilities costs are up \$535,000 or 11% due to increased utility costs and costs for materials and supplies

FINANCIAL PLAN – SALARIES AND BENEFITS (PAGE 15)

HIGHLIGHTS

- Salaries and Benefits are up \$3.18 million (9.84%) less Vacancy savings plus additional staffing = \$2.955 million
- Council
 - Compensation– approved last term, 1 additional councilor, elimination of internet allowance
- Non-union
 - COLA proposal 4% effective July 1, 2023, (\$697,000). Draft policy at GGS.
 - Step increases on pay grid (\$108,000)
 - Contract Positions for government funded program increase (\$619,000)
 - Child Care and Early Learning Hours increased (\$59,000)
 - Temporary Contract positions for Digital Modernization projects (\$179,000)
- Union
 - Contract increase per collective bargaining (\$698,000)
 - PSWs \$3/hour premium, as per provincial mandate and funding (\$547,000)
 - OMERS for part-time staff (\$189,000)
- Proposal to apply \$750,000 vacancy savings (2% vacancy) to account for turnover/recruiting time
- + Additional staffing (6 plus additional nursing hours at Dufferin Oaks) in department budgets (\$525,000)

FINANCIAL PLAN – DIGITAL MODERNIZATION PROJECTS

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
<u>Digital Modernization Projects</u>							
Transfers from Reserves	-\$1,850	-\$1,915	-\$200	\$0	\$0	\$0	\$0
Expenses	\$1,850	\$1,915	\$200	\$0	\$0	\$0	\$0
Total Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0

- Identified as part of the 2021-2022 Strategic Action Plan following the Service Delivery Review in 2020.
- Include a new Financial Information System, Human Resources Information Systems, SharePoint Upgrade and a new website.
- Funds set aside in reserves and from provincial modernization funding over several years.
- Planning initiated in 2021 and some work occurred in 2022. Only a small portion of the 2022 budget was spent and the money remains in the reserve.
- Projects to be substantially completed in 2023 with some additional work expected in 2024.

CAPITAL ASSET FUND (PAGE 16)

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Carry Forward from Prior Year		\$5,730			
Opening Balance	\$16,021	\$17,140	\$12,708	\$10,665	\$9,184
Contributions					
Government Transfers	\$3,960	\$3,299	\$2,839	\$2,879	\$2,879
Capital Levy (Property Taxes)	\$7,554	\$7,770	\$8,350	\$8,632	\$8,961
Other Revenue	\$170	\$900	\$170	\$150	\$150
Debt Financing	\$0	\$3,500	\$6,210	\$0	\$0
Transfers from Reserves	\$1,135	\$2,308	\$1,193	\$1,068	\$1,553
DC Contributions	\$523	\$441	\$6,266	\$471	\$436
Total Contributions	\$13,342	\$18,218	\$25,028	\$13,200	\$13,979
Capital Work					
Land	\$0	\$3,300	\$0	\$0	\$0
Land Improvement	\$2,053	\$2,357	\$986	\$613	\$730
Buildings	\$3,525	\$4,293	\$14,557	\$2,684	\$1,539
Equipment and Machinery	\$1,139	\$1,164	\$751	\$956	\$2,040
Vehicles	\$1,271	\$2,120	\$1,665	\$1,540	\$1,885
Roads	\$6,559	\$7,723	\$7,063	\$7,105	\$6,918
Bridges & Culverts	\$2,806	\$1,692	\$2,050	\$1,784	\$1,596
Other	\$600	\$0	\$0	\$0	\$20
Total Capital Work	\$17,953	\$22,649	\$27,071	\$14,682	\$14,728
Ending Capital Asset Fund Balance	\$11,410	\$12,709	\$10,665	\$9,183	\$8,435

Carry Forward from Prior years represents projects not completed or completed for less than budget amount.

CAPITAL ASSET FUND (CAPITAL LEVY)

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Carry Forward from Prior Year		\$5,730			
Opening Balance	\$16,021	\$17,140	\$12,708	\$10,665	\$9,184
Contributions					
Government Transfers	\$3,960	\$3,299	\$2,839	\$2,879	\$2,879
Capital Levy (Property Taxes)	\$7,554	\$7,770	\$8,350	\$8,632	\$8,961
Other Revenue	\$170	\$900	\$170	\$150	\$150
Debt Financing	\$0	\$3,500	\$6,210	\$0	\$0
Transfers from Reserves	\$1,135	\$2,308	\$1,193	\$1,068	\$1,553
DC Contributions	\$523	\$441	\$6,266	\$471	\$436
Total Contributions	\$13,342	\$18,218	\$25,028	\$13,200	\$13,979
Capital Work					
Land	\$0	\$3,300	\$0	\$0	\$0
Land Improvement	\$2,053	\$2,357	\$986	\$613	\$730
Buildings	\$3,525	\$4,293	\$14,557	\$2,684	\$1,539
Equipment and Machinery	\$1,139	\$1,164	\$751	\$956	\$2,040
Vehicles	\$1,271	\$2,120	\$1,665	\$1,540	\$1,885
Roads	\$6,559	\$7,723	\$7,063	\$7,105	\$6,918
Bridges & Culverts	\$2,806	\$1,692	\$2,050	\$1,784	\$1,596
Other	\$600	\$0	\$0	\$0	\$20
Total Capital Work	\$17,953	\$22,649	\$27,071	\$14,682	\$14,728
Ending Capital Asset Fund Balance	\$11,410	\$12,709	\$10,665	\$9,183	\$8,435

The Capital Levy = Total of the Work Plan – All other contributions to capital
(over a 20-year planning horizon)

One goal of capital asset planning is maintaining a stable capital levy over time.

CAPITAL ASSET FUND (DEBT FINANCING)

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
(in 000s)					
Carry Forward from Prior Year		\$5,730			
Opening Balance	\$16,021	\$17,140	\$12,708	\$10,665	\$9,184
Contributions					
Government Transfers	\$3,960	\$3,299	\$2,839	\$2,879	\$2,879
Capital Levy (Property Taxes)	\$7,554	\$7,770	\$8,350	\$8,632	\$8,961
Other Revenue	\$170	\$900	\$170	\$150	\$150
Debt Financing	\$0	\$3,500	\$6,210	\$0	\$0
Transfers from Reserves	\$1,135	\$2,308	\$1,193	\$1,068	\$1,553
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Total Contributions	\$13,342	\$18,218	\$25,028	\$13,200	\$13,979
Capital Work					
Land	\$0	\$3,300	\$0	\$0	\$0
Land Improvement	\$2,053	\$2,357	\$986	\$613	\$730
Buildings	\$3,525	\$4,293	\$14,557	\$2,684	\$1,539
Equipment and Machinery	\$1,139	\$1,164	\$751	\$956	\$2,040
Vehicles	\$1,271	\$2,120	\$1,665	\$1,540	\$1,885
Roads	\$6,559	\$7,723	\$7,063	\$7,105	\$6,918
Bridges & Culverts	\$2,806	\$1,692	\$2,050	\$1,784	\$1,596
Other	\$600	\$0	\$0	\$0	\$20
Total Capital Work	\$17,953	\$22,649	\$27,071	\$14,682	\$14,728
Ending Capital Asset Fund Balance	\$11,410	\$12,709	\$10,665	\$9,183	\$8,435

Debt Financing is proposed for the land purchase and design (2023) for a new southern operation centre. Additional debt financing and development charges would fund construction of a facility.

CAPITAL ASSET FUND – MUNICIPAL DEBT

			2023	2024	2025	2026
	2023 Principal & Interest Payments	Expiry date		Remaining Balance		
2011 Housing	\$285,360	2031	\$1,802,095	\$1,594,836	\$1,378,230	\$1,151,856
Courthouse	\$166,400	2033	\$1,379,947	\$1,217,487	\$1,059,078	\$904,718
Edelbrock Centre	\$266,240	2033	\$2,207,915	\$1,947,980	\$1,694,524	\$1,447,549
2014 Housing	\$213,880	2035	\$2,055,610	\$1,904,303	\$1,748,269	\$1,587,361
2019 Housing	\$139,210	2029	\$784,685	\$646,915	\$511,947	\$379,866
Public Health	\$238,400	2024	\$2,082,503	\$0	\$0	\$0
Total	\$1,309,490		\$10,312,755	\$7,311,521	\$6,392,048	\$5,471,350

Debt repayment amounts are included in the operating part of the budget. The housing amounts are currently paid using DCs. This will no longer be permitted under Bill 23.

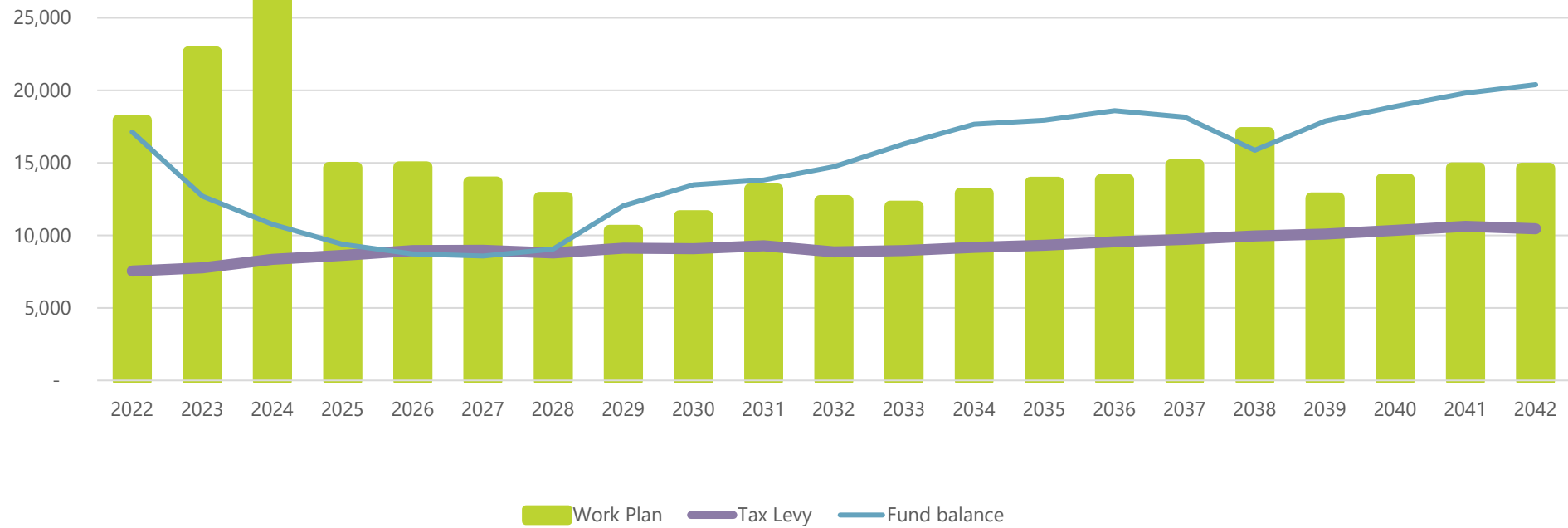
CAPITAL ASSET FUND - CAPITAL WORKPLAN

(in 000s)s	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Capital Work					
Land	\$0	\$3,300	\$0	\$0	\$0
Land Improvement	\$2,053	\$2,357	\$986	\$613	\$730
Buildings	\$3,525	\$4,293	\$14,557	\$2,684	\$1,539
Equipment and Machinery	\$1,139	\$1,164	\$751	\$956	\$2,040
Vehicles	\$1,271	\$2,120	\$1,665	\$1,540	\$1,885
Roads	\$6,559	\$7,723	\$7,063	\$7,105	\$6,918
Bridges & Culverts	\$2,806	\$1,692	\$2,050	\$1,784	\$1,596
Other	\$600	\$0	\$0	\$0	\$20
Total Capital Work	\$17,953	\$22,649	\$27,071	\$14,682	\$14,728

The long-term workplan is based on the Asset Management Plan and supported by various studies including building condition assessments, roads needs study and bridge inspection reports.

CAPITAL ASSET FUND

20 YEAR CAPITAL PLAN (in 000s)



CONCLUSION



QUESTIONS?

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