

PRESENTATION TO MUNICIPAL COUNCIL

2019 WAWA DRAFT OPERATING BUDGET

COUNCIL CHAMBERS

JUNE 6, 2019 1:00 P.M.

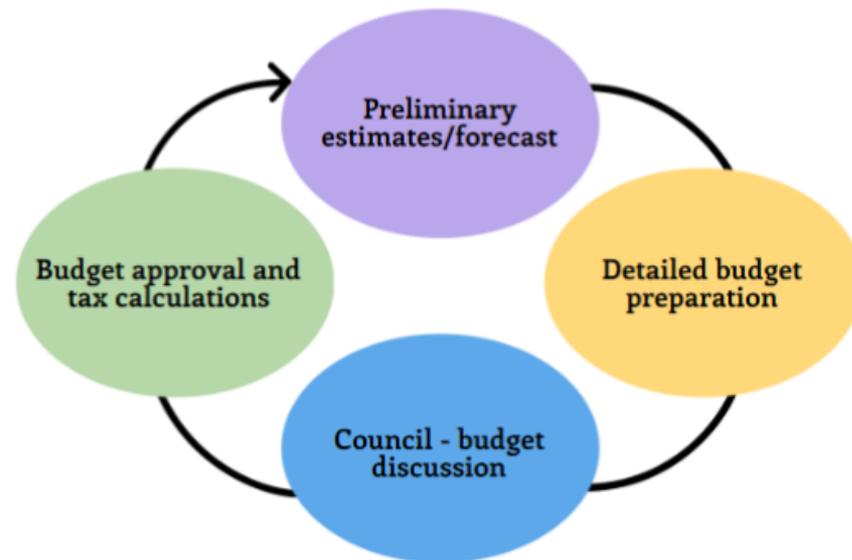


MUNICIPAL BUDGETS 101

Budgets

Sections 289, 290 and 291 of the Municipal Act outline the regulations for a municipality's yearly budget or multi-year budgeting process. Unlike federal and provincial budgets, municipal budgets must be balanced at the end of the year. Beyond the Municipal Act, municipalities must comply with the generally accepted accounting principles (GAAP) set by the Public Sector Accounting Board (PSAB).

Although municipalities take different approaches to tackling the budget, the process generally follows a similar cycle.



BUDGET 2019 – AN OVERVIEW

A FOCUSED APPROACH:

- Balance community needs – be **accountable** to taxpayers
- Maintain what we have – service levels & infrastructure
- Recognize that revenues are heavily dependent on residential property taxes = minimize costs (*below COLA*)
- Prepare for provincial downloading and decreasing grant revenues in 2019 and beyond
- Review municipal operating costs – salaries, benefits, legal, hydro, discretionary travel, ... identify efficiencies
- Future planning for aging infrastructure & financing deficit

FISCAL SUSTAINABILITY

BUDGET 2019 - AT A GLANCE

Key Highlights:

- **2.11% property tax increase proposed**
 - 2% property tax increase ~ \$99,000 in tax revenue
- **Staffing reductions achieved across departments**
 - Reduced One FT Employee at NITGC
 - No full replacement of staff on leave
 - TIC hours reduced, one less student at Infrastructure
 - Admin. Front Desk – Combined AP duties
- **Decreased travel and training budget**
 - Admin. travel/training budget decreased 58%
- **Increased reserve funds**

BUDGET MUST BE BALANCED

REVENUES = EXPENDITURES

2019 BUDGET SUMMARY

| | REVENUE | EXPENDITURE | DIFFERENCE |
|--------------------------------|---------------------|---------------------|-------------------|
| Finance, Taxation, Boards | \$10,804,124 | \$4,289,735 | \$6,514,389 |
| Corporate Services | \$283,824 | \$1,794,687 | -\$1,510,863 |
| Protective Services | \$77,648 | \$508,070 | -\$430,422 |
| Community Services and Tourism | \$611,134 | \$2,075,482 | -\$1,464,348 |
| Infrastructure Services | \$2,073,026 | \$4,893,127 | -\$2,820,101 |
| Information Technology | \$132,976 | \$421,631 | -\$288,655 |
| TOTAL BUDGET | \$13,982,732 | \$13,982,732 | \$0 |

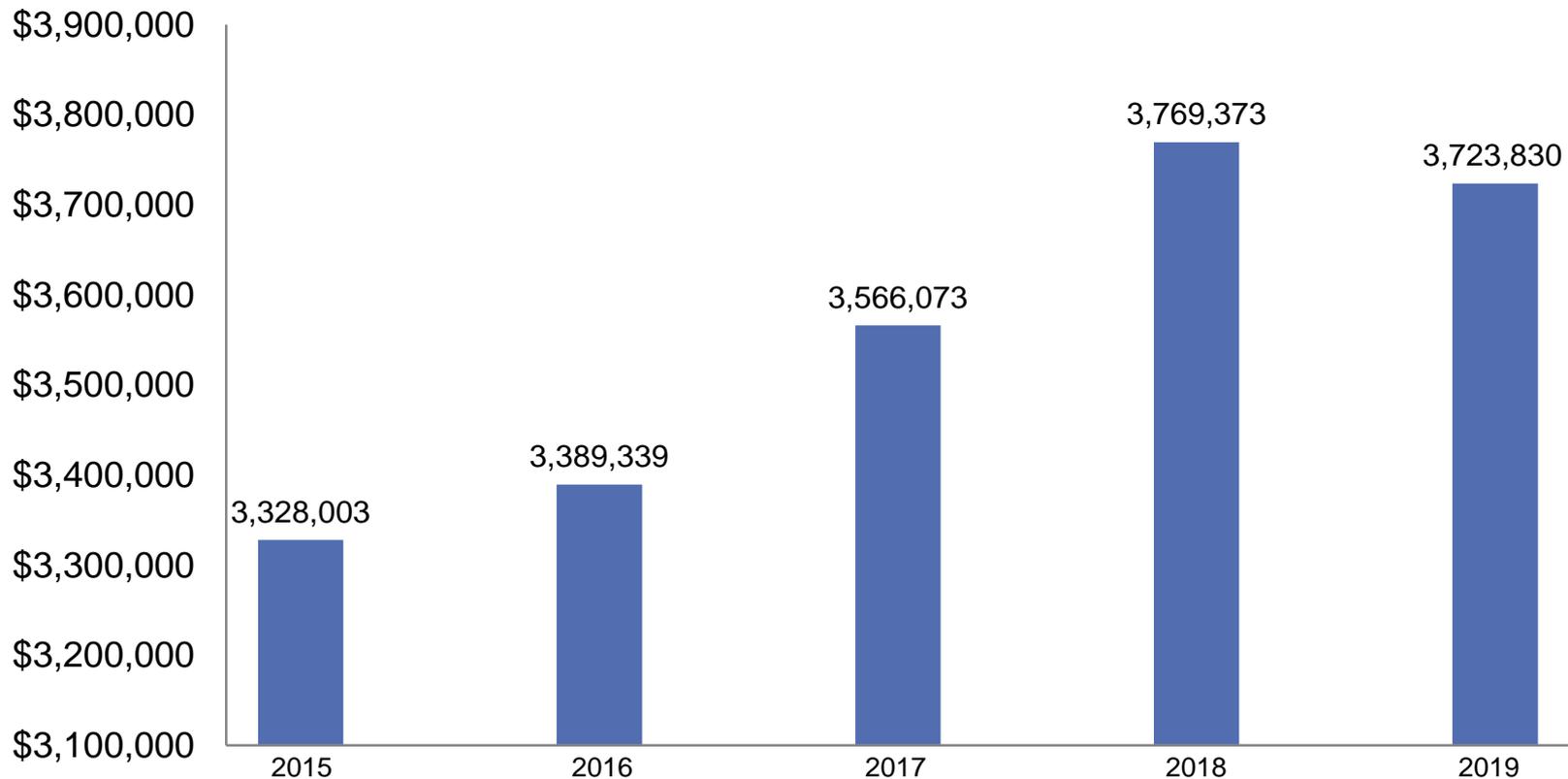
2019 REVENUES - ITEMS OF NOTE

There are four main sources of revenue for Wawa:

- **Taxation (including Payment In-Lieu of Taxes)**
 - Taxation is the main source of revenue for municipality
 - Dependent on Payment In-Lieu (Power Dams)
- **Conditional and Unconditional Grants**
 - OMPF decreased in 2019 from 2018 levels and will continue
 - Decreasing conditional grants - OCIF, Library, O.P.P.
- **User Fees, Permits, Licenses and Fines**
 - Overall, 2% – 5% increase in user fees proposed in 2019
 - Water rates increased 4.5% in 2019
- **Other revenues include penalties, rents, sale of land, etc.**

28% OF BUDGET EMPLOYEE COSTS

BUDGETTED SALARY & BENEFITS 2015-2019



FINANCE/TREASURY

MUNICIPALITY OF WAWA 2019 DEPARTMENTAL BUDGET - FINANCE, TAXATION, BOARDS SUMMARY OF ACCOUNTS

| | 2017 ACTUAL VALUES | 2018 ACTUAL VALUES | 2018 FINAL BUDGET | 2019 PRELIMINARY BUDGET |
|----------------------------|-----------------------|-----------------------|----------------------|-------------------------------|
| REVENUE | | | | |
| TAXATION | -\$4,835,953 | -\$4,758,007 | -\$4,746,695 | -\$4,844,207 |
| SCHOOL BOARD | -\$532,466 | -\$533,523 | -\$532,110 | -\$537,969 |
| FINANCE | -\$4,645,231 | -\$4,592,228 | -\$4,729,526 | -\$5,411,948 |
| HEALTH AND SAFETY | \$0 | \$0 | \$0 | \$0 |
| POLICE SERVICES BOARD | \$0 | \$0 | \$0 | \$0 |
| EXTERNAL BOARDS | -\$12,409 | -\$10,000 | -\$15,000 | -\$10,000 |
| SCHOOL BOARD REQ | \$0 | \$0 | \$0 | \$0 |
| TOTAL REVENUE | -\$10,026,059 | -\$9,893,758 | -\$10,023,331 | -\$10,804,124 |
| EXPENSES | | | | |
| TAXATION | \$231,123 | \$102,176 | \$65,612 | \$41,983 |
| SCHOOL BOARD | \$104,696 | \$8,605 | \$11,351 | \$4,044 |
| FINANCE | \$940,681 | \$187,333 | \$1,164,361 | \$1,666,928 |
| HEALTH AND SAFETY | \$3,774 | \$6,246 | \$3,800 | \$3,800 |
| POLICE SERVICES BOARD | \$9,145 | \$5,395 | \$10,609 | \$6,719 |
| EXTERNAL BOARDS | \$2,014,542 | \$2,030,231 | \$2,042,648 | \$2,050,336 |
| SCHOOL BOARD REQ | \$412,768 | \$506,920 | \$503,009 | \$515,925 |
| TOTAL EXPENSES | \$3,716,729 | \$2,846,906 | \$3,801,390 | \$4,289,735 |
| NET SURPLUS/DEFICIT | -\$6,309,331 | -\$7,046,852 | -\$6,221,941 | -\$6,514,389 |

↑ 7.8%

Vs
2018
actual



7.6%

↑ 12.8%

↑ 4.7%

2019 REVENUE BREAKDOWN

| Revenue | 2018 Budget | 2019 Budget Recommended | % Change |
|--|--------------|-------------------------|----------|
| Municipal Taxation | \$4,746,695 | \$4,844,207 | 2.05% |
| OMPF | \$1,807,200 | \$1,748,500 | -3.25% |
| Power Dam Compensation | \$2,350,908 | \$2,350,905 * | 0% |
| Federal Gas Tax | \$189,513 | \$365,767** | 93% |
| MMHA Modernization | \$0 | \$478,000*** | |
| OCIF | \$106,155 | \$161,743 | \$52.36% |
| Investments Gains | \$45,000 | \$105,680 | 134.84% |
| Sewer & Water | \$1,389,297 | \$1,448,294 | 4.25% |
| Airport Fuel Sales | \$250,000 | \$250,000 | 0% |
| Tax Arrears Interest | \$230,000 | \$200,000 | -13.04% |
| Transfer from Reserves | \$88,031 | \$78,000 | -11.39% |
| Garbage Collection & Landfill | \$137,474 | \$145,667 | 5.96% |
| Drag Races | \$170,000 | \$200,000 | 17.65% |
| Land Sales | \$7,100 | \$75,000 | 956% |
| Miscellaneous Fees & Charges | \$1,045,161 | \$999,331 | -4.38% |
| Sub-Total | \$12,562,534 | \$13,451,094 | 7.07% |
| Collected on behalf of Schoolboards | \$526,280 | \$531,638 | 1.02% |
| Total Projected Revenues | \$13,088,814 | \$13,982,732 | 6.83% |

Decrease \$58,700

*NOT CONFIRMED FOR 2019

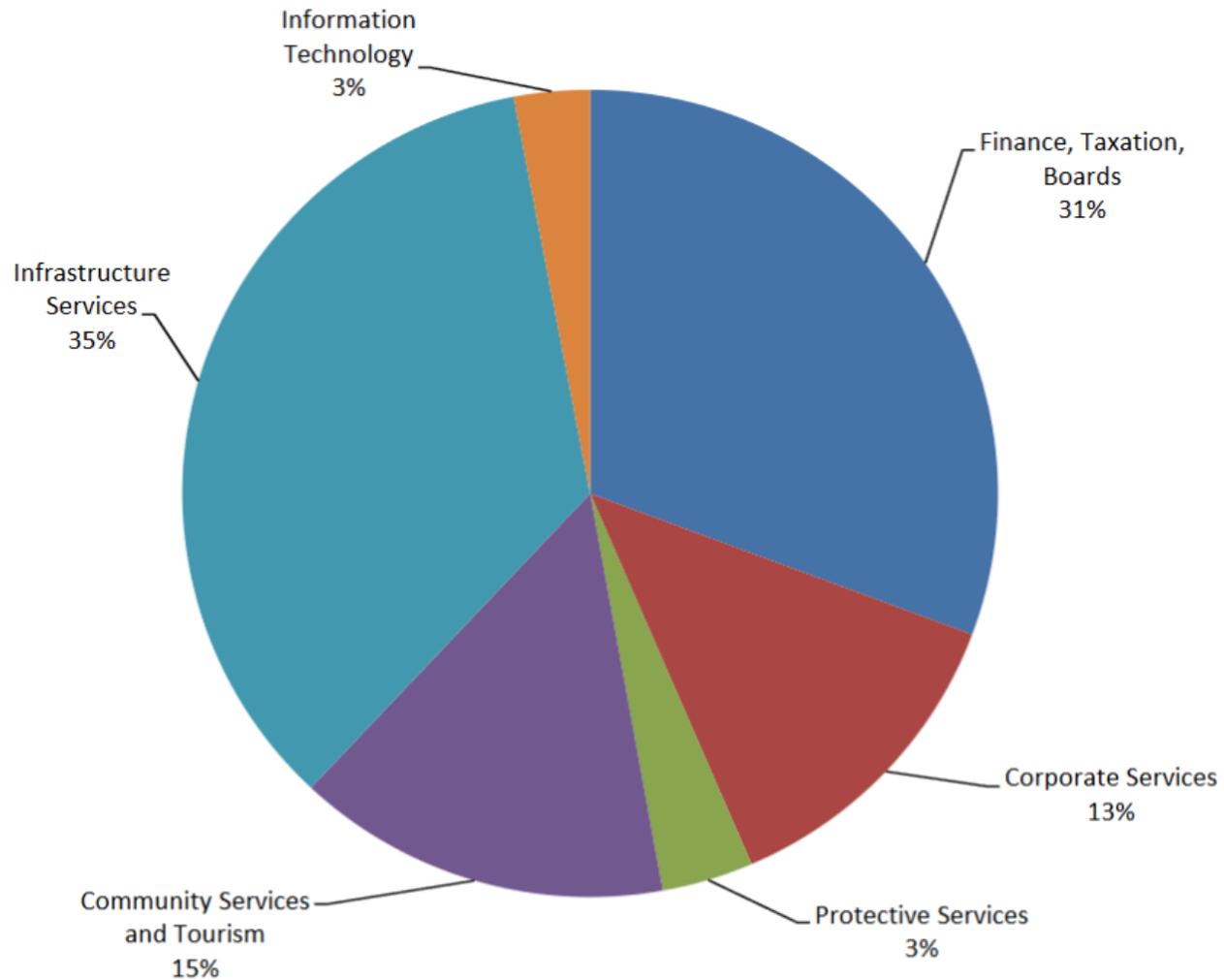
**One Time Top Up of \$176,254

***One Time

2019 EXPENDITURE BREAKDOWN

| Expenditure Type | 2018 Budget | 2018 Actual | 2019 Budget Proposed |
|-------------------------------------|---------------------|---------------------|----------------------|
| Salaries & Benefits | \$3,769,373 | \$3,656,046 | \$3,723,830 |
| Algoma DSSAB | \$1,515,880 | \$1,515,800 | \$1,523,423 |
| Policing | \$788,517 | \$793,889 | \$814,025 |
| Wawa Public Library | \$183,381 | \$183,381 | \$198,027 |
| Travel | \$205,022 | \$161,874 | \$155,471 |
| Airport Fuel Purchases | \$200,000 | \$266,194 | \$200,000 |
| Reserve Contributions | \$751,708 | \$719,586 | \$1,358,204 |
| Transfers to Capital | \$433,098 | \$148,993 | \$557,111 |
| Tax Write-downs | \$150,000 | \$0 | \$50,000 |
| Algoma Public Health | \$97,706 | \$97,704 | \$98,195 |
| Vacancy & Charitable Rebates | \$76,963 | \$41,855 | \$46,027 |
| Consulting/Professional Fees | \$1,787,349 | \$1,606,623 | \$1,932,961 |
| Debt Payments | \$415,088 | \$415,087 | \$415,888 |
| Maintenance & Repairs | \$419,157 | \$363,881 | \$411,539 |
| Materials & Supplies | \$473,205 | \$458,995 | \$486,410 |
| Fuels/Hydro | \$796,285 | \$685,694 | \$744,725 |
| Drag Races | \$170,000 | \$198,202 | \$235,000 |
| Other Costs | \$1,174,582 | \$2,701,012 | \$500,258 |
| Sub-Total | \$12,562,534 | \$14,014,816 | \$13,451,094 |
| Collected - Schoolboards | \$526,280 | \$527,693 | \$531,638 |
| Total Projected Expenditures | \$13,088,814 | \$14,542,509 | \$13,982,732 |

EXPENDITURES BY DEPARTMENT



RESERVE FUNDS

| Reserve | 2018 Balance | 2019 Added | 2019 Used | 2019 Balance |
|-------------------|--------------|------------|-----------|--------------|
| General | 4,275,004 | 1,815,587 | 1,159,939 | 4,930,652 |
| Obligatory | 1,030,322 | 440,766 | 342,508 | 1,128,580 |
| Conditional | 1,069,642 | 0 | 180,729 | 888,913 |
| Conditional Staff | 298,421 | 0 | 75,000 | 223,421 |
| Working Capital | 250,968 | 0 | 0 | 250,968 |
| Total | 6,924,357 | 2,256,363 | 1,758,176 | 7,422,534 |

LONG-TERM DEBT

2019 Budgeted Debt Payments

| Description | Account | Type | TOTAL |
|----------------|---------------|-----------|-------------------|
| MMCC Debenture | 1-4-6020-8150 | Principal | 110,000.00 |
| MMCC Debenture | 1-4-6020-8250 | Interest | 77,015.00 |
| OSIFA WTP | 1-4-4400-8150 | Principal | 28,780.52 |
| OSIFA WTP | 1-4-4400-8250 | Interest | 128,485.20 |
| CMHC Klondike | 1-4-3039-8150 | Principal | 23,881.43 |
| CMHC Klondike | 1-4-3039-8250 | Interest | 6,687.85 |
| Solar Maple | 1-4-1405-8150 | Principal | 6,781.92 |
| Solar Maple | 1-4-1405-8250 | Interest | 544.69 |
| Solar Magpie | 1-4-3005-8150 | Principal | 7,156.80 |
| Solar Magpie | 1-4-3005-8250 | Interest | 574.82 |
| Solar WTP | 1-4-4400-8150 | Principal | 7,156.80 |
| Solar WTP | 1-4-4400-8250 | Interest | 574.82 |
| Solar Airport | 1-4-3710-8150 | Principal | 6,338.88 |
| Solar Airport | 1-4-3710-8250 | Interest | 509.13 |
| Solar Marina | 1-4-6400-8150 | Principal | 6,645.60 |
| Solar Marina | 1-4-6400-8250 | Interest | 533.76 |
| Solar MMCC | 1-4-6020-8150 | Principal | 3,609.28 |
| Solar MMCC | 1-4-6020-8250 | Interest | 610.62 |
| Total | | | 415,887.12 |

August 2020 Debenture Due - \$1,700,000

CORPORATE/ADMINISTRATION

MUNICIPALITY OF WAWA
2019 DEPARTMENTAL BUDGET - Corporate Services
SUMMARY OF ACCOUNTS

| | 2017 ACTUAL VALUES | 2018 ACTUAL VALUES | 2018 FINAL BUDGET | 2019 PRELIMINARY BUDGET | |
|----------------------------|--------------------------|-----------------------|----------------------|-------------------------------|---|
| REVENUE | | | | | |
| COUNCIL | -\$4,636 | \$ - | \$ - | \$ - | |
| ADMIN | -\$82,407 | -\$128,973 | -\$161,765 | -\$229,850 | |
| CEMC | \$0 | \$0 | \$0 | \$0 | |
| TRANSIT | -\$35,741 | -\$18,789 | -\$32,311 | -\$32,789 | |
| SENIORS ASSISTANCE | -\$26,391 | -\$19,708 | -\$25,195 | -\$18,960 | |
| PLANNING | -\$2,690 | -\$3,475 | -\$4,225 | -\$2,225 | |
| TOTAL REVENUE | -\$147,228 | -\$170,945 | -\$223,496 | -\$283,824 |  27.0% |
| EXPENSES | | | | | |
| COUNCIL | \$83,863 | \$76,577 | \$103,052 | \$117,906 | |
| ADMIN | \$929,209 | \$1,310,948 | \$1,298,217 | \$1,553,111 | |
| CEMC | \$7,050 | \$14,809 | \$18,370 | \$10,150 | |
| TRANSIT | \$36,539 | \$52,744 | \$76,213 | \$80,545 | |
| SENIORS ASSISTANCE | \$15,400 | \$20,883 | \$30,903 | \$28,905 | |
| PLANNING | \$13,257 | \$3,489 | \$7,078 | \$4,070 | |
| TOTAL EXPENSES | \$1,001,454 | \$1,402,874 | \$1,430,781 | \$1,794,687 |  30.1% |
| NET SURPLUS/DEFICIT | \$854,226 | \$1,231,929 | \$1,207,285 | \$1,510,863 |  25.1% |

CORPORATE/ADMINISTRATION

Increases to budget in 2019 include:

- Consulting/Professional - Town Hall Study \$75,000
 - Cyber Security \$63,000
 - KPMG \$10,000
- Legal Expenses - \$150,000
 - ❖ Actual 2018 - \$235,624, Budget 2018 -\$60,000
- Employee costs (one-time vacation pay-outs, short-term)
- Council Budget – New Integrity Commissioner - \$11,000

INFRASTRUCTURE SERVICES

MUNICIPALITY OF WAWA
2019 DEPARTMENTAL BUDGET - INFRASTRUCTURE SERVICES
SUMMARY OF ACCOUNTS

| | 2017 ACTUAL VALUES | 2018 ACTUAL VALUES | 2018 FINAL BUDGET | 2019 PRELIMINARY BUDGET | |
|------------------------------|-----------------------|-----------------------|----------------------|-------------------------------|---|
| REVENUE | | | | | |
| INFRASTRUCTURE - ADMIN | -\$10,384 | -\$23,793 | -\$2,000 | -\$6,800 | |
| BUILDINGS | -\$87,739 | -\$103,482 | -\$106,355 | -\$112,643 | |
| VEHICLES | \$ - | \$ - | \$ - | \$ - | |
| HEAVY EQUIPMENT | \$ - | \$ - | \$ - | \$ - | |
| ROADS | -\$853 | -\$853 | -\$860 | \$ - | |
| AIRPORT | -\$241,329 | -\$491,248 | -\$335,948 | -\$336,495 | |
| EQUIPMENT | \$ - | \$ - | \$ - | \$ - | |
| WATER & SEWER | -\$1,332,916 | -\$1,393,431 | -\$1,400,424 | -\$1,459,421 | |
| CEMETERY | -\$9,846 | -\$13,256 | -\$8,500 | -\$8,500 | |
| LANDFILL | -\$138,270 | -\$202,372 | -\$140,974 | -\$149,167 | |
| TOTAL REVENUE | -\$1,821,337 | -\$2,228,436 | -\$1,995,061 | -\$2,073,026 |  3.9% |
| EXPENSES | | | | | |
| INFRASTRUCTURE - ADMIN | \$501,601 | \$640,203 | \$1,229,538 | \$1,253,008 | |
| BUILDINGS | \$1,025,053 | \$1,071,254 | \$1,048,955 | \$1,075,361 | |
| VEHICLES | \$40,062 | \$59,209 | \$51,581 | \$50,804 | |
| HEAVY EQUIPMENT | \$178,544 | \$250,997 | \$172,793 | \$164,348 | |
| ROADS | \$362,684 | \$624,289 | \$211,319 | \$223,019 | |
| AIRPORT | \$295,786 | \$443,992 | \$385,604 | \$381,756 | |
| EQUIPMENT | \$9,809 | \$5,456 | \$4,418 | \$6,268 | |
| WATER & SEWER | \$1,097,137 | \$1,371,932 | \$1,089,836 | \$1,173,377 | |
| CEMETERY | \$22,992 | \$30,943 | \$20,244 | \$35,264 | |
| LANDFILL | \$348,055 | \$421,671 | \$435,168 | \$529,922 | |
| TOTAL EXPENSES | \$3,881,723 | \$4,919,944 | \$4,649,456 | \$4,893,127 |  5.2% |
| NET (SURPLUS)/DEFICIT | \$2,060,386 | \$2,691,509 | \$2,654,395 | \$2,820,101 |  6.2% |

Vs
2018
actual



0.55%

INFRASTRUCTURE SERVICES

2019 Budget and Service Goals

- ✓ Exceed maintenance standards of routine tasks and undertake additional work to reduce contractor costs
- ✓ Access funding sources to assist with budgets and manage time to complete the applications
- ✓ Continue to receive positive feedback from ministry and third parties on water & sewage treatment plant & landfill
- ✓ Review staff scheduling to reduce overtime, i.e. w/s have a 3 week schedule rotation or rotating weekends between 2 staff reducing call outs and overtime on weekends
- ✓ Continue to take on more of a consulting and engineering role, as done in past, to reduce the costs of consulting
- ✓ Focus on continuous improvements – staff training, maintenance, capital projects...

INFRASTRUCTURE SERVICES

2019 Expenses - Some Challenges

- ✓ Aging infrastructure and equipment result in higher maintenance costs
- ✓ Attempting to foresee the future maintenance costs, some unknowns that occur are water breaks, sewer breaks/blockages, frozen pipes, equipment repairs that can increase budget costs significantly
- ✓ Complying with Ministry changes to sampling requirements for water treatment and sewage treatment, landfill monitoring etc.
- ✓ Managing contractor increases i.e. refuse collection, cost increases to asphalt, concrete etc.
- ✓ Fuel & Hydro increases, hydro for heating and lighting source and fuel for fleet & heating source increase annually
- ✓ Balancing overtime and shift work – weather conditions play a role during the winter for operators to be called out and our w/s department has to maintain 24/7 coverage of the water treatment plant.

INFRASTRUCTURE SERVICES

2019 Expenses - Major Budget Increases

Significant increases to IS operating budget have occurred in some areas due to the following:

- Heavy equipment budget increased due to repairs & warranty expiring and fuel cost increases
- Buildings budget increased due to fuel for heating and electrical cost increases
- Water quality sampling increases due to ministry requirements
- Landfill sampling increases due to ministry requirements
- Refuse collection increase was the largest % this year due to a contractor increase of 100k for 2019.

INFRASTRUCTURE SERVICES

Major Budget Changes – Cost Savings Overtime

- Significant decreases to IS operating budget have occurred since 2016, actual expenses were reduced from an average of \$6.2 million in 2013-16 to an average of \$4.5 million in 2017-19
- Building budget decreased by average of 500k due to maintenance being done by staff vs contractor & hydro costs reducing province wide
- Equipment budget decreased by average of 100k due to repairs being done in shop and newer equipment purchases
- Vehicles reduced by average of 25k due to newer fleet & repairs done in shop
- Water & Sewer decreased as consulting such as DWQMS and some engineering work was taken on by Director instead of paying engineering firm
- Roads budget was decreased, specifically in the pavement section by average of 150k. This is due to staff preparing the area prior to paving and focusing on funding opportunities to pave vs. municipal paying 100% cost and staff completing culvert repairs vs contractor

COMMUNITY SERVICES & TOURISM

MUNICIPALITY OF WAWA
2019 DEPARTMENTAL BUDGET - Community Services and Tourism
SUMMARY OF ACCOUNTS

| | 2017 ACTUAL VALUES | 2018 ACTUAL VALUES | 2018 FINAL BUDGET | 2019 PRELIMINARY BUDGET | |
|------------------------------|-----------------------|-----------------------|----------------------|-------------------------------|--|
| REVENUE | | | | | |
| MMCC | -\$188,115 | -\$235,378 | -\$242,059 | -\$240,591 | |
| REC PROGRAM | -\$38,313 | -\$70,340 | -\$65,000 | -\$69,000 | |
| PARKS | -\$16,650 | -\$23,116 | -\$30,489 | -\$27,543 | |
| VEHICLES | \$ - | \$ - | \$ - | \$ - | |
| EVENTS | -\$168,876 | -\$155,656 | -\$172,000 | -\$201,000 | |
| TOURISM | -\$85,105 | -\$66,289 | -\$67,000 | -\$63,000 | |
| SERVICES | -\$23,165 | -\$21,147 | -\$30,000 | -\$10,000 | |
| TOTAL REVENUE | -\$520,224 | -\$571,926 | -\$606,548 | -\$611,134 |  0.75% |
| EXPENSES | | | | | |
| MMCC | \$963,945 | \$1,326,359 | \$1,466,111 | \$1,424,511 | |
| REC PROGRAM | \$36,158 | \$43,283 | \$52,000 | \$51,500 | |
| PARKS | \$194,171 | \$168,158 | \$111,926 | \$105,061 | |
| VEHICLES | \$14,805 | \$37,518 | \$48,430 | \$40,101 | |
| EVENTS | \$214,214 | \$219,821 | \$196,000 | \$258,000 | |
| TOURISM | \$169,166 | \$252,839 | \$227,428 | \$195,809 | |
| SERVICES | \$20,244 | \$20,470 | \$10,700 | \$500 | |
| TOTAL EXPENSES | \$1,612,703 | \$2,068,448 | \$2,112,595 | \$2,075,482 |  1.8% |
| NET (SURPLUS)/DEFICIT | \$1,092,479 | \$1,496,522 | \$1,506,047 | \$1,464,348 |  2.8% |

COMMUNITY SERVICES & TOURISM

MMCC Building

MMCC Training - 2018 \$16,000 - 2019 \$10,000

P.T Wages - 2018 \$227,495 – 2019 \$157,016

Maintenance - 2018 \$65,000 – 2019 \$81,00

Consulting - 2018 \$100,000 – 2019 \$100,000

Hydro - 2018 \$185,000 (Actual: 139,000) – 2019 \$140,000

COMMUNITY SERVICES & TOURISM

Events

Drag Race Conditional Grant - \$25,000

Drag Race Consulting – 2018 \$90,00 (actual: \$107,000) – 2019 \$109,000

Community Events Advertising – 2018 \$5000 – 2019 \$3000

Parks

Ground Maintenance – 2018 \$45,000 - 2019 \$30,000

Tourism

Training – 2018 \$7,500 – 2019 \$1,000

Marketing – 2018 \$25,00 – 2019 \$40,000

INFORMATION TECHNOLOGY

MUNICIPALITY OF WAWA
2019 DEPARTMENTAL BUDGET - INFORMATION TECHNOLOGY
SUMMARY OF ACCOUNTS

| | 2017 ACTUAL VALUES | 2018 ACTUAL VALUES | 2018 FINAL BUDGET | 2019 PRELIMINARY BUDGET | |
|--------------------------------|-----------------------|-----------------------|-------------------------|-------------------------------|---|
| REVENUE | | | | | |
| INFORMATION TECHNOLOGY | -\$8,775 | -\$10,426 | -\$70,465 | -\$55,465 | |
| INFORMATION TECHNOLOGY - NITGC | -\$45,518 | -\$68,528 | -\$89,977 | -\$77,511 | |
| TOTAL REVENUE | -\$54,293 | -\$78,954 | -\$160,442 | -\$132,976 |  17.1% |
| EXPENSES | | | | | |
| INFORMATION TECHNOLOGY | \$251,206 | \$343,570 | \$382,591 | \$338,766 | |
| INFORMATION TECHNOLOGY - NITGC | \$14,755 | \$17,706 | \$114,419 | \$82,865 | |
| TOTAL EXPENSES | \$265,961 | \$361,276 | \$497,010 | \$421,631 |  15.2% |
| NET (SURPLUS)/DEFICIT | \$211,668 | \$282,322 | \$336,568 | \$288,655 |  14.2% |

BUILDING & FIRE DEPARTMENT

MUNICIPALITY OF WAWA
 2019 DEPARTMENTAL BUDGET - PROTECTIVE SERVICES
 SUMMARY OF ACCOUNTS

| | 2017 ACTUAL VALUES | 2018 ACTUAL VALUES | 2018 FINAL BUDGET | 2019 PRELIMINARY BUDGET | |
|------------------------------|-----------------------|-----------------------|-------------------------|-------------------------------|--|
| REVENUE | | | | | |
| FIRE | -\$50,215 | -\$71,592 | -\$31,156 | -\$29,188 | |
| BUILDING | -\$29,478 | -\$34,974 | -\$42,780 | -\$42,460 | |
| BY-LAW ENFORCEMENT | -\$3,035 | -\$9,493 | -\$6,000 | -\$6,000 | |
| TOTAL REVENUE | -\$82,728 | -\$116,059 | -\$79,936 | -\$77,648 |  2.9% |
| EXPENSES | | | | | |
| FIRE | \$118,882 | \$273,532 | \$302,470 | \$347,546 | |
| BUILDING | \$117,737 | \$146,677 | \$163,661 | \$141,062 | |
| BY-LAW ENFORCEMENT | \$915 | \$25,701 | \$21,107 | \$19,462 | |
| TOTAL EXPENSES | \$237,534 | \$445,910 | \$487,238 | \$508,070 |  4.3% |
| NET (SURPLUS)/DEFICIT | \$154,806 | \$329,851 | \$407,302 | \$430,422 |  5.7% |

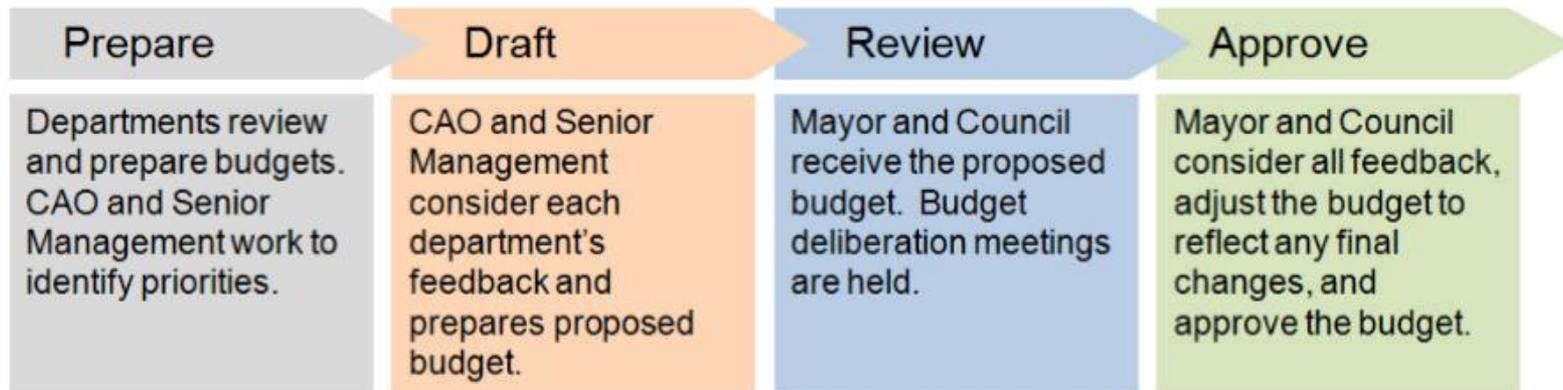
***Transfer to Reserves (Fire) \$66,000 more in 2019

CONTINUOUS IMPROVEMENTS

Planning for the 2020 Budget Process:

- ❖ Capital planning will begin in August and recommended budget presented to Council by December 2019
- ❖ Public engagement will be increased and begin earlier in the budget process
- ❖ A Draft Operating Budget will be prepared for 2020 by December 2019
- ❖ Council budgeting priorities for 2020 to be identified in updated Corporate Plan (*by September*)
- ❖ Longer-Term Budgeting will begin (*3 year budgets*)
- ❖ Asset Management will continue

BUDGET 2019 - NEXT STEPS



Complete Updated Schedule of Fees –

- ***Council Review June 18th***

Final Operating Budget Approval – Special Council June 25th

- ***By-laws – Adopt Tax Rates, Ratios, Capping and Budget***

Continue moving to water rate based on 25% metered

- ***Report July 9th if possible for 2019 implementation***

Develop Financial Policies – Reserve Funds, Debt Management

- ***By Year-End***