



**Committee of the Whole -
Presentation of the
2016 Draft Budget**

**Comité plénier -
Présentation de l'ébauche
du Budget 2016**

City of / Cité de Clarence-Rockland

November 16th, 2015 – le 16 novembre 2015



2016 Draft Budget

Ébauche du Budget 2016

Agenda

1. Opening Remarks
2. Operating Budget pressures
 - 1% number
 - Revenue
 - Compensation
 - New staffing pressures
 - Non-Compensation
 - Library

Ordre du jour

1. Mot d'ouverture
2. Pressions budgétaires
 - Comparaison de 1%
 - Revenus
 - Indemnisation
 - Nouvelles pressions quant au personnel
 - Non-Compensatoire
 - Bibliothèque



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Agenda

3. HEMSON – Water and Wastewater Rates (available in english only)
4. Capital Budget
 - Grant Funding
 - Capital Projects
5. Budget Review Dates

Ordre du jour

3. HEMSON – Tarifs d'eau et d'eaux usées (seulement disponible en anglais)
4. Budget d'immobilisation
 - Subventions
 - Projets d'immobilisation
5. Dates – révision du budget



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Opening Remarks

- Strategic Plan
- Recreation Master Plan
- Re-organization in 2016 in Base Budget
- Asset Management Planning
- 10 Year Plan – 2017 Budget

Mot d'ouverture

- Plan stratégique
- Plan directeur des loisirs
- Réorganisation en 2016 dans le budget de base
- Planification de la gestion des actifs
- Plan de 10 ans – Budget 2017



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2016 Budget Pressures /
Pressions budgétaires 2016

| | |
|-----------|------------------|
| 1% | \$173,400 |
|-----------|------------------|



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| | | Budget Pressures Pressions budgétaires |
|---|--|---|
| A | Revenue / Revenu | - 405,714 |
| B | Compensation / Compensation | 427,139 |
| C | New positions / Nouveaux postes | 152,730 |
| D | Non-Compensation / Non-compensatoire | 276,361 |
| E | Library – Compensation / Bibliothèque compensatoire | 25,078 |
| | Library – Non-Compensation / Bibliothèque – non-compensatoire | 39,665 |
| NET | | 515,259 |
| TAX INCREASE AUGMENTATION DE TAXES | | 2.97% |



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A – REVENUE / REVENU

Budget Pressures Pressions budgétaires

| | | |
|---|--|-----------|
| 1 | Assessment Base Growth / Évaluation de base sur la croissance @ 1.98% | - 334,571 |
| 2 | PIL restatement | 86,000 |
| 3 | Fee increase all departments except Daycare, Transit and Rate Services / Augmentation des frais et tarifs, tous les services sauf Garderie, CRT et Services tarifiés | - 165,589 |
| 4 | Provincial Offences (POA) / Offenses provinciales | 50,000 |
| 5 | Ontario Municipal Partnership Fund (OMPF) / Fonds de partenariat municipal de l'Ontario (FPMO) | 150,000 |



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A – REVENUE / REVENU (cont'd-suite)

Budget Pressures Pressions budgétaires

| | | |
|---|---|-----------|
| 6 | Elimination of one-time funding from OPP reserve / Élimination de versement non récurrent de la réserve PPO | 125,341 |
| 7 | Penalties and interest on taxes and NSF Charges / Pénalités et intérêts sur taxes | - 31,000 |
| 8 | Library Tax Levy / | - 39,665 |
| 9 | Program Support / Programme de soutien | - 100,000 |
| Revenue with corresponding off-setting expenses / Revenus qui correspondent aux dépenses avec restrictions compensatoire | | |
| 10 | UCPR Road Grant / Octroi des CUPR pour les chemins | - 465,000 |



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A – REVENUE / REVENU (cont'd-suite)

Budget Pressures Pressions budgétaires

| | | |
|--|--|------------------|
| 11 | To Capital / Au budget d'immobilisations | 465,000 |
| 12 | OCIF (Ontario Community Infrastructure Fund) / FOIC (Fonds ontarien pour l'infrastructure communautaire) | - 115,000 |
| 13 | To Capital / Au budget d'immobilisations | 115,000 |
| 14 | Daycare / Garderies | - 274,055 |
| 15 | Transit / Transport en commun | 127,825 |
| TOTAL REVENUES TOTAL DES REVENUES | | - 405,714 |



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B – COMPENSATION

| | | Budget Pressures Pressions budgétaires |
|---------------------------|--|---|
| 1 | Salary increments / Augmentations salariales | 101,049 |
| 2 | Cost of Living 2016 / Coûts de la vie 2016 | 151,666 |
| 3 | Legacy Cost of Positions added in previous year – Building Inspector / Coûts hérités de l'ajout du poste d'inspecteur en construction l'an passé | 27,500 |
| 4 | Staff Reorganization Savings / Économies de la restructuration | - 183,833 |
| 5 | Daycare Impact / Impact de la garderie | 271,123 |
| 6 | Benefit Impact / Impact des avantages | 59,633 |
| 7 | 2016 – Library / Bibliothèque 2016 | 25,078 |
| TOTAL COMPENSATION | | 452,217 |



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C – NEW STAFFING PRESSURES PRESSIONS DE LA DOTATION

Budget Pressures Pressions budgétaires

| | | |
|--|---|----------------|
| 1 | Full time firefighters / Pompiers à temps plein : 2 - Bourget 2 - Clarence Creek for 6 months / pour 6 mois | 120,000 |
| 2 | Benefits / Avantages | 32,730 |
| TOTAL NEW STAFFING PRESSURES TOTAL DES PRESSIONS DE LA DOTATION | | 152,730 |



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D – NON-COMPENSATION NON-COMPENSATOIRE

Corporate revenues and expenditures
Recettes et dépenses corporatives

| | | Budget Pressures Pressions budgétaires |
|---|---|---|
| 1 | Contingency / Contingence | 250,000 |
| 2 | Bunker Gear (See Fire) Reduce General PAYG / Tenue de feu (voir Incendie) réduire paiement à l'usage en général | - 30,000 |
| Total – Corporate revenues and expenditures Total des recettes et des dépenses corporatifs | | 220,000 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

**Budget Pressures
Pressions budgétaires**

City Council
Conseil Municipal

| | | |
|---|---|---------------|
| 1 | Budget for grants to organizations as discussed / Budget pour octrois aux organisations tel que discuté | 5,000 |
| 2 | \$2K for Mayor and \$1K for each councillor / 2,000\$ pour le maire et 1,000 pour chaque conseiller | 10,000 |
| Total – City Council Total – Conseil municipal | | 15,000 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Chief Administrative Officer
Directrice générale

Budget Pressures
Pressions budgétaires

| | | |
|---|---|------------------|
| 1 | Transfer to Corporate Services / Transfer aux services corporatifs | - 219,390 |
| 2 | Transfer from Corporate (Overtime) / Transfer des services corporatifs (Temps supplémentaire) | 7,000 |
| 3 | Building Maintenance / Entretien des édifices | - 33,000 |
| Total – Chief Administrative Officer | | - 245,390 |
| Total – Directrice générale | | |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Corporate Services
Services corporatifs

Budget Pressures
Pressions budgétaires

| | | |
|---|--|----------|
| 1 | Ward Boundary Review / Révision des limites de quartiers | 10,000 |
| 2 | Pay Equity Consultant / Consultant pour équité salariale | 75,000 |
| 3 | Pay Equity Consultant from General Reserve (one time) / Consultant pour équité salariale du fond de réserve (une seule fois) | - 75,000 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Corporate Services (cont'd)
Services corporatifs (suite)

Budget Pressures
Pressions budgétaires

| | | |
|---|--|----------|
| 4 | Leadership Management Training / Formation à la gestion de leadership | 25,000 |
| 5 | Reduction in Legal Fees resulting from re- organization / Réduction des frais légaux suite à la réorganisation | - 25,000 |
| 6 | Overtime / Temps supplémentaire | - 7,000 |
| 7 | Transfer from Corporate / Transfer des Services corporatifs | 219,390 |



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D – NON-COMPENSATION (cont'd)

NON-COMPENSATOIRE (suite)

Corporate Services (cont'd)
Services corporatifs (suite)

Budget Pressures
Pressions budgétaires

| | | |
|--|---|---------|
| 8 | Automated Calling System (Emergencies) Système automatisé d'appel (Urgences) | 15,000 |
| Total – Corporate Services Total – Services corporatifs | | 237,390 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Budget Pressures
Pressions budgétaires

Finance

| | | |
|------------------------|---|-----------------|
| 1 | PSAB (Public Sector Accounting Board) CCSP (Conseil sur la comptabilité dans le secteur public) | - 25,000 |
| Total – Finance | | - 25,000 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Budget Pressures Pressions budgétaires

Protective Services

Services de la protection

| | | |
|---|---|--------|
| 1 | Regional Training Program, specialty courses and school / Formation régionale, cours spécialisés et faculté | 7,400 |
| 2 | Multi-purpose foam for all types of fires / Mousse multi-usage pour variétés de feux | 4,000 |
| 3 | Increase in fee from Ottawa Fire / Augmentation des frais du service d'incendies d'Ottawa | 31,250 |
| 4 | Bunker gear replacement / Remplacement d'équipement tenues de feu | 30,000 |



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D – NON-COMPENSATION (cont'd) **NON-COMPENSATOIRE (suite)**

Protective Services (cont'd)
Services de la protection (suite)

Budget Pressures
Pressions budgétaires

| | | |
|--|--|----------------|
| 5 | Vehicle repairs / réparations de véhicules | 23,000 |
| 6 | Reduce Overtime By-law / réduction du temps supplémentaire, service de la réglementation | - 3,500 |
| 7 | Provincial Request for Police Services / demandes provinciales pour services policiers | 40,000 |
| Total – Protective Services Total – Services de la protection | | 132,150 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Community Services
Services communautaires

Budget Pressures
Pressions budgétaires

| | | |
|---|--|--------|
| 1 | Canada Day and River Festival / Fête du Canada et Festival de la rivière | 15,000 |
| 2 | Grass Cutting – Park Village Morris / Tonte de gazon au parc du village Morris | 5,000 |
| 3 | Trailer Rental / location de remorque | 5,000 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Community Services (cont'd)
Services communautaires (suite)

| | | Budget Pressures Pressions budgétaires |
|---|---|---|
| 4 | Energy Management Plan / Plan de gestion de l'énergie | 7,609 |
| 5 | Agreement with the YMCA / Entente avec le YMCA | 70,000 |
| Total – Community Services Total – Services communautaires | | 102,609 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

**Budget Pressures
Pressions budgétaires**

Daycare
Garderie

| | | |
|---|--|-----------------|
| 1 | Program Supplies, food and overtime / Programme de fournitures, nourriture et temps supplémentaire | - 46,400 |
| 2 | Overtime / Temps supplémentaire | - 32,435 |
| Total – Daycare Total - Garderie | | - 78,835 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

**Budget Pressures
Pressions budgétaires**

Transit

Transport en commun

| | | |
|------------------------------------|--|-----------|
| 1 | Bus Shelters / Abris-bus | 3,000 |
| 2 | Marketing – Publicity / Marketing et publicité | 6,000 |
| 3 | Contract decrease/ diminution de contrat | - 169,773 |
| Total – Transit | | - 160,773 |
| Total – Transport en commun | | |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

**Budget Pressures
Pressions budgétaires**

Infrastructure and Planning
Infrastructure et aménagement du territoire

| | | |
|----------|--|----------|
| 1 | \$30K in Engineering; \$8K in Administration; / 30K\$ en ingénierie; 8K\$ en administration; - | - 38,553 |
| 2 | -10K Hot Mix; -205K Crack Sealing; -20K Bridges; -28K Traffic lights / 10K\$ béton bitumineux; -205\$K scellant fissures; -20\$K ponts; - 28\$K feux de circulation | - 83,612 |



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D – NON-COMPENSATION (cont'd)

NON-COMPENSATOIRE (suite)

**Budget Pressures
Pressions budgétaires**

Infrastructure and Planning (cont'd)
Infrastructure et aménagement du territoire (suite)

| | | |
|----------|--|----------|
| 3 | \$11K Grass and Trees; 3K Shoulder Maintenance; 10K Sidewalk; 7K Signs; -5K Guiderails; 79K Street Lights / 11K\$ Herbe et arbres, 3K\$ entretien d'accotement; 10K\$ trottoirs, 7K\$ enseignes; -5K\$ rails de sécurité; 79K\$ lumières de rues | 105,000 |
| 4 | Gravel / gravier | - 30,000 |



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D – NON-COMPENSATION (cont'd) **NON-COMPENSATOIRE (suite)**

Infrastructure and Planning (cont'd)

Infrastructure et aménagement du territoire (suite)

| | | Budget Pressures Pressions budgétaires |
|----------|---|---|
| | Infrastructure and Planning (cont'd) | |
| | Infrastructure et aménagement du territoire (suite) | |
| 5 | \$41K CCTV, 12K Materials / 41K\$ CCTV, 12K\$ matériaux | 53,000 |
| 6 | \$50K Revenue Loss, 10K Salt; -16K Rent Sidewalk Machine / 50K\$ perte de revenus, 10K\$ calcium; -16K\$ location machine à trottoirs | 43,875 |
| 7 | Materials / matériaux | - 58,000 |



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Infrastructure and Planning (cont'd)

Infrastructure et aménagement du territoire (suite)

| | | Budget Pressures Pressions budgétaires |
|---|---|---|
| | Infrastructure and Planning (cont'd) | |
| | Infrastructure et aménagement du territoire (suite) | |
| 8 | Roadside Drainage Infill / Remplissage de drain de ponceaux | 25,000 |
| 9 | Traffic Calming / Apaisement de circulation | 10,000 |



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D – NON-COMPENSATION (cont'd)

NON-COMPENSATOIRE (suite)

Infrastructure and Planning (cont'd)

Infrastructure et aménagement du territoire (suite)

10 Heritage Committee / Comité du patrimoine

2,500

11 Construction Reserve / Réserve construction

50,000

Total – Infrastructure and Planning

79,210

Total – Infrastructure et aménagement du territoire

Budget Pressures
Pressions budgétaires



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D – NON-COMPENSATION (cont'd) NON-COMPENSATOIRE (suite)

Library
Bibliothèque

Budget Pressures
Pressions budgétaires

| | | |
|---|---|--------|
| 1 | Provided by Acting CEO of Library / Soumis par le DG par intérim de la bibliothèque | 39,665 |
| Total – Library Total - Bibliothèque | | 39,665 |



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HEMSON

**WATER AND
WASTEWATER RATES**

Study Objectives

1: Rate Structure Analysis

- Hemson has calculated new water and wastewater rates for 2016
- Analysis incorporates proposed 2016 operating budget, some noted adjustments:
 - increased corporate overhead expenditures by \$100,000
 - Removed developer contribution revenue
- Capital projects identified by City staff

2015 User Rates

- The City currently levies a fixed charge per unit *plus* a charge per m³ of water consumed.
 - Fixed Charge is levied regardless of water use/wastewater generated.
 - Consumption charge is levied on the amount of water consumed

| 2015 Rates | | |
|-------------|------------------------------|----------------------------|
| Description | Fixed Fee (\$/Unit/month) | Consumption Fee (\$/m3) |
| Water | \$11.25 | \$1.1840 |
| Sewer | \$10.00 | \$1.4526 ⁽¹⁾ |

Note *: Wastewater generation is based on water consumption billed by sewer users connected to the water system.

Projected Demand: Billed Units

- Hemson and City staff have used data collected from recent water and sewer meter readings to establish the consumption and connection forecast

| Number of Billed Units | | | |
|------------------------|---------------------|-------|--------|
| Description | 2015 ⁽¹⁾ | 2016 | Growth |
| Water | 7,167 | 7,287 | 120 |
| Sewer | 5,249 | 5,369 | 120 |

Note 1 : 2015 based on year-to-date connection information

Water: 2016 Capital Expenditures

| Capital Projects | Cost | Funding Source |
|--|--------------------|--|
| St-Jean (Patricia Jerome Corbeil Loop) | \$40,800 | Development Charges |
| Bourget Aqueduct | \$3,262,000 | Water Rates/Reserves = \$1,087,000 Grants = \$2,175,000 |
| Total Capital | \$3,302,800 | DC = \$ 40,800 Grants = \$2,175,000 Reserve = \$ 478,900 Rates = \$ 608,100 Total = \$3,302,800 |

2015 Projected Water Reserves Ending Balance = \$1.93 million

2016 Projected Water Reserves Ending Balance = \$1.47 million

Sewer: 2016 Capital Expenditures

| Capital Projects | Cost | Funding Source |
|--|--------------------|--|
| Screening system WWTP | \$2,800,000 | Development Charges |
| Capacite expansion station pompage #1/capacity upgrade | \$1,000,000 | Development Charges |
| Expansion Station #2 | \$800,000 | Development Charges |
| Pumping station #3 | \$650,000 | Sewer Rates/Reserves |
| Sanitaire St-Jacques | \$280,000 | Sewer Rates /Reserves |
| Various Rockland WWTP Repairs | \$103,000 | Sewer Rates/Reserves |
| Laurier Phase II | \$1,000,000 | Sewer Rates/ DC |
| Transfer to Capital Fund | \$100,000 | Sewer Rates |
| Total Capital | \$6,733,000 | DC = \$4,800,000 Reserve = \$ 660,500 Rates = \$ 172,500 Debt = \$1,100,000 Total = \$6,733,000 |

2015 Projected Sewer Reserves Ending Balance = \$2.00 million

2016 Projected Sewer Reserves Ending Balance = \$1.46 million

Draft Calculated Rates: 2015 vs. 2016 (Per Month)

| Water | 2015 Rate | 2016 Rate | Variance (\$) | Variance (%) |
|--------------------|-----------|-----------|---------------|--------------|
| Fixed Charge | \$11.25 | \$12.15 | \$0.90 | 8.0% |
| Consumption Charge | \$1.1840 | \$1.2314 | \$0.047 | 4.0% |

| Sewer | 2015 Rate | 2016 Rate | Variance (\$) | Variance (%) |
|--------------------|-----------|-----------|---------------|--------------|
| Fixed Charge | \$10.00 | \$11.80 | \$1.80 | 18.0% |
| Consumption Charge | \$1.4526 | \$1.5979 | \$0.145 | 10.0% |

Draft Calculated Rates: 2015 vs. 2016

| | 2015 Actual | 2016 Calculated | \$ Difference | % Difference |
|---------------------------|----------------|--------------------|------------------|-----------------|
| Total Water Charge / Unit | \$330 | \$349 | \$19 | 6% |
| Total Sewer Charge / Unit | \$360 | \$405 | \$45 | 13% |
| Total Charge / Unit | \$690 | \$754 | \$64 | 9% |

Note 1: Based on HH consumption of 165m3 per annum



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BUDGET D'IMMOBILISATION

CAPITAL BUDGET



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- Capital/Immobilisations \$8.8 million
- Funding / Financement:
 - Growth/Croissance \$1.7
 - Reserves/Réserves \$4.5
 - Debt/Dettes \$2.6



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○ By Department /Par services

| | |
|---|-----------------|
| ● Protective Ser. / Ser. de la protection | \$ 160K |
| ● Finance | \$ 145K |
| ● Community Ser. / Ser. communautaires | \$1,205K |
| ● Inf. & Planning / Inf. et aménagement | <u>\$7,309K</u> |
| Total | \$8,819K |



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o Key Projects / Projets clés

- Trainstation / Gare de Bourget
- Various Park Development / Dev. divers de parcs
- Development plans / Conception de plans
- General Equipment Replacement / Remplacement d'équipements divers
- Ditches / Fossés
- Road Development / Développement de chemins
 - St Joseph Phase II
 - Resurfacing / Resurfaçage



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2016 Budget Review Dates

- Tuesday, November 24th - Committee of the Whole Budget Review Meeting which will also include a review of proposed amendments to user fees (Finance, Corporate Services, Protection Services)
- Wednesday, November 25th - Committee of the Whole Budget Review Meeting which will also include a review of proposed amendments to user fees (Daycares, CR Transpo, Recreation, Planning, Water, Sewer, Waste)

Dates – Révision du Budget 2016

- Le mardi 24 novembre – Comité plénier sur la révision budgétaire qui comprendra une révision des amendements proposés aux frais aux usagers (Finances, Services corporatifs, Service de la protection)
- Le mercredi 25 novembre - Comité plénier sur la révision budgétaire qui comprendra une révision des amendements proposés aux frais aux usagers (Garderies, CR Transpo, Loisirs, Aménagement, Eau, Égouts, Déchets)



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2016 Budget Review Dates

- Tuesday, December 1st - Committee of the Whole Budget Review Meeting
- Wednesday, December 2nd – Committee of the Whole Budget Review Meeting
- Thursday, December 3rd – Committee of the Whole Budget Review Meeting (if required)
- Monday, December 14th - City Council proposes to adopt the 2016 Municipal Operating and Capital Budget at a special meeting.

Dates – Revision du Budget 2016

- Le mardi 1er décembre – Comité plénier sur la révision budgétaire
- Le mercredi 2 décembre – Comité plénier sur la révision budgétaire
- Le jeudi 3 décembre – Comité plénier sur la révision budgétaire (si nécessaire)
- Le lundi 14 décembre - Il est proposé pour le conseil municipal d'adopter le Budget opérationnel et d'immobilisation 2016 lors d'une réunion spéciale.