



**CITY OF ORILLIA**  
**Addendum to Budget Committee Agenda**  
**Monday, November 16, 2020**

Page

**Reports**

- 3 - 22      1.      Corporate Services/Legal Department - re 2021 Budget. File: F05-21
- a) 2021 Budget PowerPoint Presentation



# City of Orillia 2021 Budget

## Introduction

- Executive summary
- Receive budget materials
- Review process for budget meetings
- Receive and discuss stand-alone reports

# City of Orillia 2021 Budget

## Finance Budget Team

Jas Rattigan

Stephanie MacMillan

Brad Scott

Nicole Price

# City of Orillia 2021 Budget

## Budget Process Steps

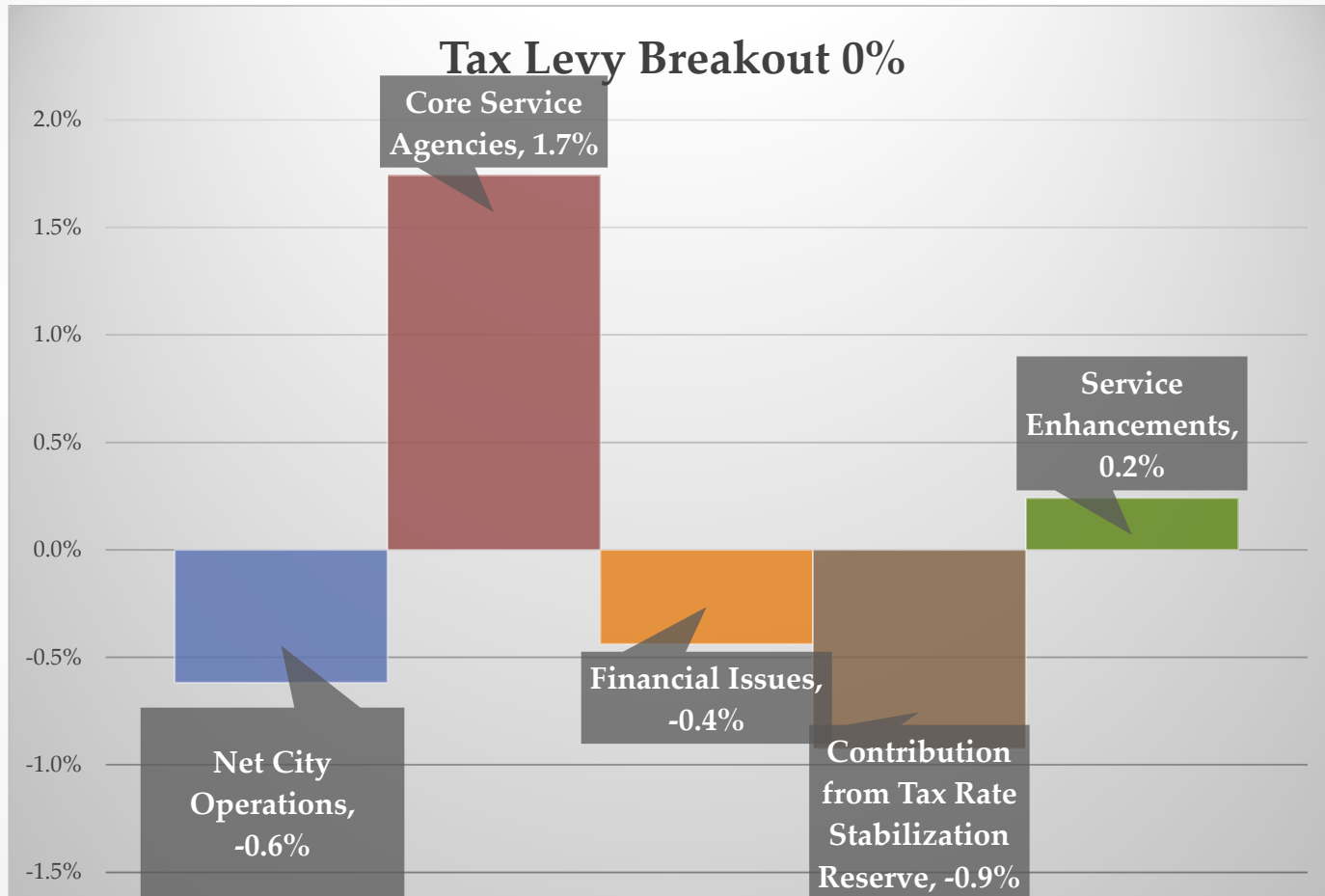
Step	Timing	Goal
Target setting	July	Review of major issues and target setting
Budget development	August to October	Intensive preparation & staff review
Budget review & approval	November/December	Council reviews budget, makes amendments and approves budget

# City of Orillia 2021 Budget

## Major Considerations

- **COVID-19**
- **Continued focus on services and infrastructure**
- **Cost containment & mitigation efforts**
- **Impact of mitigation efforts**
- **Reserve impact**

# City of Orillia 2021 Budget



# City of Orillia 2021 Budget

## Math Behind Zero Percent

- Tax increase - \$578,000 - 0.93%
- Draw reserve to temporarily reduce tax levy to zero
- Delay increase to a future year
- Construction Price Index = 2.3%
- Municipal Price Index = in range of 2%



# City of Orillia 2021 Budget

<b>Projected 2022/2023 Budget Impact</b>			
	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>(Increases and Decreases to Base Budget)</b>	<b>Draft</b>	<b>Projected</b>	<b>Projected</b>
Removal of 1-time contribution from Tax Rate Stabilization	-	579,000	-
(Note: this is not a repayment back to the reserve, it is revenue used in the 2021 budget that will not exist in the 2022 budget)			
Base operations including labour, inflation, etc	1,530,000	1,600,000	1,600,000
Revenue and savings	(470,000)	(470,000)	(470,000)
Supplemental taxes	(300,000)	-	-
Assessment growth	(1,200,000)	(800,000)	(800,000)
External agencies	1,088,000	300,000	300,000
Other financial issues	(273,000)	-	-
Reserve contributions/debt payments	-	500,000	1,000,000
Service enhancements	150,000	200,000	200,000
New operating costs from new capital ('A' list only)	54,000	205,000	200,000
Change to Tax Levy	579,000	2,114,000	2,030,000
Percent increase	0.93%	3.39%	3.25%
One-time draw down of Tax Rate Stabilization Reserve	(579,000)	-	-
After one-time draw down of reserves	-	2,114,000	2,030,000
Percent increase after draw down of reserves	0.00%	3.39%	3.25%

# City of Orillia 2021 Budget

## 2020 Analysis – 3<sup>rd</sup> Quarter

Regular Operations	\$600,000 deficit
Parking	\$290,000 deficit
Water/Wastewater	\$600,000 deficit
Emergency Relief Fund	\$1,000,000 committed
Emergency Response	\$92,000
Approximate Deficit	\$2,582,000

# City of Orillia 2021 Budget

## 2020 Analysis

### Mitigation, Non-Operational Revenue

Area	Estimated Amount	Potential use
Transitional Tax Grant	\$473,000 surplus	Offset Deficit
Supplemental Tax Revenue	\$800,000 surplus (Current, may be reduced if appeals are settled in 2020)	Reduce Land Acquisition Deficit
Recreation Centre & Foundry Park	\$810,000 surplus	Contribution to Major Capital Facility Maintenance Reserve
Labour Savings	\$1,000,000	Offset Deficit
COVID-19 Safe Restart Grant	\$1,770,000 (Regular) \$661,000 (Transit)	Offset COVID Related impact in 2020 and 2021

# City of Orillia 2021 Budget

## Budget Materials

- **Stand-alone Departmental reports**
- **Budget report**
  - **Supporting Information Schedules (R-01 to R-9)**
  - **Operating Issues lists (I-01 to I-05)**
  - **Supplemental Information (I-06 to I-18)**
  - **Capital Book**
  - **10-Year Capital Forecast**

# City of Orillia 2021 Budget

## Operating Budget - Issues List

# City of Orillia 2021 Budget

## City of Orillia 2021 Operating Budget Overview Issue Detail

Schedule I-01

Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
23	2	Environment and Infrastructure Services Waste Management	Y	Site Revenue	Environment and Infrastructure Services conducts an annual review of solid waste fees to ensure they are representative of current facility requirements. An increased focus is placed on individual user-based fees that are necessary to offset operating costs associated with tax increases. The proposed fee changes would result in an estimated increase in revenue of approximately \$10,800 per year. (\$9,500 - tipping fees, \$1,200 - compost sales, \$100 compost bins). 2020 Revenue Budget - \$455,100 See Attached Schedule I-07.	\$ (10,800)	\$ 1,193,631	1.91%
24	2	Development Services and Engineering Planning and Building		Planning and Committee of Adjustment Revenue - Volume	The number and types of Committee of Adjustment and Planning Applications received each year varies according to changes in the economic climate. To accommodate for economic climate fluctuations, Committee of Adjustment and Planning Application revenue projections are based on a 10-year historical average. Using the 10-year average, the Planning Application volume is projected to be slightly higher than budgeted in 2020. 2020 Revenue Budget - \$127,682	\$ (13,184)	\$ 1,180,447	1.89%
25	2	Community Services Parks Planning and Recreational Programming		Rental Rate Changes	Every three years the Community Services Department prepares a rate survey to ensure the City is at a comparable market rate within the surrounding area, which informs proposed changes to the City's rental rates and fees for the next three-year term. The current rate schedule goes to April 2023. This includes all parks, recreation, sporting and cultural facilities. 2020 Parks Revenue Budget - \$160,249 2020 Facilities Revenue Budget - \$2,479,540	\$ (17,625)	\$ 1,162,822	1.86%
26	2	Development Services and Engineering Legislative Services	Y	Life-time Dog Licence	The Perry Consulting Group recommended streamlining the administratively burdensome program of dog licensing and consider issuing dog licences that are valid for the life of the dog, instead of issuing annual, two-year, or three-year dog licences. 2020 Revenue Budget: \$45,800 See Attached Schedule - I-08.	\$ (22,000)	\$ 1,140,822	1.83%

# City of Orillia 2021 Budget

## Capital Budget Page

# City of Orillia 2021 Budget

November 10, 2020

## CITY OF ORILLIA

<b>PROJECT NAME:</b> ANNUAL SIDEWALK PROGRAM	<b>CURRENT YEAR FUNDING REQUIREMENT:</b> \$440,000
<b>DEPARTMENT:</b> DEVELOPMENT SERVICES AND ENGINEERING	<b>MANAGEMENT TEAM'S RECOMMENDATION:</b> A \$440,000 <b>RECOMMENDED FOR COUNCIL SELECTION:</b> B <b>NOT RECOMMENDED FOR 2021 FUNDING:</b> C
<b>Long Term Capital Plan Reference #:</b> 85	<b>POTENTIAL FUNDING SOURCE(S):</b> ROADS RESERVE

DESCRIPTION & PURPOSE	STATEMENT OF JUSTIFICATION
<p>Sections of replacement sidewalk noted are selected based on the Sidewalk Inventory maintained by the Environment and Infrastructure Services Department, as well as ongoing input from the Accessibility Advisory Committee and ongoing public requests.</p> <p>The following sidewalks are scheduled to be replaced based on condition ratings:</p> <p>Peter St. S. - Colborne St. E. to Elgin St. (140m, both sides) Matchedash St. S. - Elgin St. to King St. (140m, both sides) Elgin St. - Peter St. S. to Matchedash St. S. (120m, north side) Elgin St. - Peter St. S. to Matchedash St. S. (170m, south side)</p> <p><b>Value of replacement sidewalk - \$330,000</b></p> <p>For 2021, the following have been identified as required "new" sidewalk additions:</p> <p>Brant St. West - West St. to Patrick St. (220m of new sidewalk)</p> <p><b>Estimate value of new sidewalk - \$110,000</b></p>	<p>The proposed 2021 sidewalk program includes the replacement of sidewalks that are: undersized (i.e. not compliant with current Ontario Provincial Standards), not compliant with the Accessibility for Ontarians with Disabilities Act (AODA), or have sections that have been identified with a rating of "POOR". Municipalities are required to comply with the AODA regulation for newly constructed or re-developed outdoor sidewalks or walkways only. It should be noted that the remaining sidewalks that do not meet the AODA requirements are not considered "Non-Compliant", however, are required to be constructed to the recommended standards of the AODA regulation during re-development.</p> <p>The Program will improve approximately 850m of sidewalk. These improvements will elevate existing sections to be in compliance with AODA, support snow removal operations and provide safe passage for pedestrians and those utilizing transit stops.</p>
	OPERATING IMPACT
	There is no financial operating impact.



# City of Orillia 2021 Budget

## 10-Year Capital Forecast

# City of Orillia 2021 Budget

## CITY OF ORILLIA 2021 - 2030 Capital Budget and Forecast

(report financial information in thousands)

Ref. #	Project Description	Source	2021	2021B	2022	2023	2024	2025	1-5 Year Total	2026	2027	2028	2029	2030	6-10 Year Total	1-10 Year Total	Future Funding
<b>COMMUNITY SERVICES</b>																	
25 YR	Pylon Signage	Tax Levy	-	-	100	100	-	-	200	-	-	-	-	-	-	-	200
		Reserve:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Insufficient Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		External	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Gross Cost	-	-	100	100	-	-	200	-	-	-	-	-	-	-	200
		<b>Operating Budget Impact</b>	There is no financial operating impact.														
26 S	Trails	Tax Levy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Trails	-	-	250	200	200	200	650	200	200	200	200	200	1,000	1,650	-
		External	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Gross Cost	-	-	250	200	200	200	650	200	200	200	200	200	1,000	1,650	-
		<b>Operating Budget Impact</b>	There is no financial operating impact.														
27 YR	Ball Diamond Development	Tax Levy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Reserve:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Purchase of Parkland	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Major Capital Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Insufficient Funding	-	-	1,500	-	-	3,400	4,900	-	-	-	-	-	-	-	4,900
		External	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Gross Cost	-	-	1,500	-	-	3,400	4,900	-	-	-	-	-	-	-	4,900
		<b>Operating Budget Impact</b>	There is no financial operating impact.														
28	Ontario Winter Games	Tax Levy	-	-	20	20	-	-	40	-	-	-	-	-	-	-	40
		Reserve:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		External	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Gross Cost	-	-	20	20	-	-	40	-	-	-	-	-	-	-	40
		<b>Operating Budget Impact</b>	There is no financial operating impact.														

# City of Orillia 2021 Budget

City of Orillia - 10 Year Reserve Forecast 2021-2030 (in 000s)

Reserves	2020 Closing	2021 Closing	2022 Closing	2023 Closing	2024 Closing	2025 Closing	2026 Closing	2027 Closing	2028 Closing	2029 Closing	2030 Closing
Tax Rate Stabilization	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893
Trails	383	573	507	761	714	666	719	773	828	884	941
Transit Equipment	369	214	487	(259)	(197)	(345)	(219)	45	212	500	284
Landfill Closure/Post Closure	222	-	374	807	-	476	962	1,458	1,964	2,480	3,006
Marina	519	639	759	879	999	1,119	1,239	1,359	1,479	1,599	1,719
Public Art	-	-	-	-	-	-	-	-	-	-	-
Farmers' Market Renovations	-	-	-	-	-	-	-	-	-	-	-
Stormwater	1,086	1,753	2,306	2,975	3,410	3,808	1,977	2,871	3,069	3,645	4,644
Municipal Operations Centre	(70)	29	130	161	264	369	476	585	697	811	927
Tourism	65	150	195	220	255	215	150	160	45	55	140
Youth Centre	49	50	51	52	53	54	55	56	57	58	59
Water & Wastewater	30,603	26,310	21,816	23,084	23,402	25,748	28,427	33,592	37,439	42,736	51,252
<b>Subtotal</b>	<b>1,254</b>	<b>3,411</b>	<b>5,448</b>	<b>10,673</b>	<b>18,326</b>	<b>30,819</b>	<b>41,903</b>	<b>58,475</b>	<b>74,850</b>	<b>93,634</b>	<b>114,876</b>
Development Charges	(13,700)	(11,638)	(12,680)	(13,804)	(13,007)	(10,968)	(10,807)	(8,693)	(6,507)	(4,247)	(1,910)
Federal Gas Tax	2,621	2,725	33	94	15	190	83	203	330	480	553
Transit-Dedicated Gas Tax	-	-	-	-	-	-	-	-	-	-	-
OCIF Roads	4	4	4	4	4	4	4	4	4	4	4
OCIF Storm Water	(3)	867	171	1,005	343	6	183	1,031	296	99	1,405
<b>Total</b>	<b>(9,824)</b>	<b>(4,632)</b>	<b>(7,024)</b>	<b>(2,029)</b>	<b>5,681</b>	<b>20,051</b>	<b>31,366</b>	<b>51,020</b>	<b>68,973</b>	<b>89,970</b>	<b>114,928</b>
Insufficient funding	-	-	(2,959)	(16,086)	(31,440)	(66,065)	(75,838)	(84,248)	(92,119)	(94,583)	(107,870)

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# City of Orillia 2021 Budget

## 2021 10-Year Capital Forecast - Insufficient Funding Summary (in 000s)

Schedule R-04

Reserves/Projects	2021	2021B	2022	2023	2024	2025	1 to 5	2026	2027	2028	2029	2030	6 to 10	1 to 10
<b>Equipment</b>														
Fleet Replacement	-	-	914	633	588	73	2,208	312	-	-	-	-	312	2,520
<b>Land Acquisition</b>														
Huronian Regional Centre	-	-	-	-	-	-	-	-	1,000	1,000	-	-	2,000	2,000
<b>Leacock Home</b>														
Leacock Home - Lighting and Parking	-	-	-	-	-	-	-	-	436	-	-	-	436	436
Leacock Infrastructure Upgrades for Exhibits and Displays	-	-	-	350	-	-	350	-	-	-	-	-	-	350
Leacock Pavilion and Portable Washroom	-	-	-	1,000	-	-	1,000	-	-	-	-	-	-	1,000
Leacock Swanmore Hall Design	-	-	-	120	-	-	120	-	-	-	-	-	-	120
Swanmore Hall Upgrades / Archival Storage	-	-	-	-	420	-	420	-	-	-	-	-	-	420
<b>Major Capital Facilities</b>														
Foundry Park Design Plan	-	-	-	300	300	-	600	-	-	-	-	-	-	600
<b>Opera House Restoration</b>														
Opera House Front Entrance Restoration	-	-	-	-	-	-	-	-	-	-	-	900	900	900
Orillia Opera House - Washroom	-	-	-	100	-	1,500	1,600	-	-	-	-	-	-	1,600
Orillia Opera House Conservation	-	-	-	-	-	321	321	-	-	-	-	-	-	321
Orillia Opera House Front Entrance Restoration - Design	-	-	-	-	-	-	-	-	-	100	-	-	100	100
<b>Park Development</b>														
Fittons Road East Park	-	-	-	-	250	-	250	-	-	-	-	-	-	250
Franklin Carmichael Park	-	-	-	-	150	-	150	-	-	-	-	-	-	150
Kitchener Park Master Plan and Implementation	-	-	-	-	-	1,000	1,000	1,600	-	-	-	-	1,600	2,600
McKinnell Square Building and Park Design	-	-	-	-	200	-	200	-	-	-	-	-	-	200
McKinnell Square Park	-	-	-	-	-	2,000	2,000	-	-	-	-	-	-	2,000

# City of Orillia 2021 Budget

Reserves	2020 Closing	2021 Closing	2022 Closing	2023 Closing	2024 Closing	2025 Closing	2026 Closing	2027 Closing	2028 Closing	2029 Closing
Affordable Housing	80	160	240	320	400	480	560	640	720	800
Barnfield Point Recreation Centre	745	803	877	953	1,030	1,109	1,189	1,271	1,355	1,439
Police and Library	360	367	374	381	389	397	405	413	421	429
Capital Contingency	908	908	908	908	908	908	908	908	908	908
City Centre	366	361	167	82	31	157	255	615	1,003	1,391
Community Improvement Plan	1,052	1,027	1,002	977	1,152	1,327	1,502	1,677	1,852	2,027
Development Charges Incentives	174	299	224	(51)	74	124	174	224	274	324
Downtown Orillia Management Board	56	60	63	67	70	74	78	83	87	91
Election	150	185	220	118	153	188	223	121	156	191
Equipment	428	470	-	-	-	-	-	633	870	1,107
Fire Equipment	(17)	154	290	476	612	773	(121)	25	216	401
Park Equipment	231	133	-	80	217	354	491	628	765	902
Leacock Home	81	113	39	40	61	62	84	9	14	19
Major Capital Facilities	(32,663)	(30,121)	(24,959)	(22,183)	(18,047)	(11,934)	(5,614)	909	7,562	15,116
Major Facility Cap. Maint.	2,110	3,794	4,059	4,691	5,621	6,774	7,852	9,356	10,690	12,184
Major Facilities Operating	-	-	-	-	-	-	-	-	-	-

# City of Orillia 2021 Budget

Date	Meetings
November 16	Receive budget documents
November 19	Boards and Agencies
November 25 & 26	Operating Budget – review & approve
November 30 & December 1	Capital Budget – review & approve
December 7	Final approval of budget by Council