

**City of Orillia
2021 Operating Budget Overview
Issue Detail**

Categories	
O - Base Budget Adjustments	Council is required by legislation to take action (i.e. salary wages and benefits)
1 - Legislated/Pre-approved/Committed	Council is required by legislation to take action, generally all should be funded but some flexibility or disclosure is needed (i.e. already approved by Council or required by legislation)
2 - Savings Proposals/Revenue Increases	Savings that result from service level reductions or user fee increases, Council may approve all, some or none based on each change (i.e. fare increases, reduction in service hours)
3 - Cost to Maintain Level of Service	Required to maintain the existing level of service, should be funded to maintain the current level of service
4 - New Level of Service/Projects	New service levels or projects where Council may decide to fund all, some or none based on each issue
5 - Financial & External Issues	City is facing significant financial challenges or there are high level financial policy issues
6 - Identified and Not Recommended	Issues requiring disclosure to Council, administration is not recommending approval for the stated reasons

**2021 Budget Increase
Category 0-5 \$ - 0.000%**

Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
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Tax Levy \$ 62,438,862

Base Adjustments								
1	0	All		Base Salaries, Wages and Benefits	Salaries, wages and benefits - Council approved and negotiated settlements. Increase is reflective of the following: *An estimation for cost of living increases for salaries and wages through Collective Agreements and for Exempt Staff. The annual percentage has not been determined yet, as union negotiations are occurring at the time of budget preparation: \$304,754 *Merit increases for eligible employees moving through the grid: \$138,385 *Pay Equity/Job Evaluation adjustments for various positions as per legislation: \$23,655 *There were no increases to corporate benefits, however statutory benefits increase due to increases in salary and wages, such as Canadian Pension Plan, Employer Health Tax, OMERS, Life Insurance, Long-Term Disability, etc.: \$249,739 *WSIB costs decreased in 2020 in comparison to 2019 expenses. It is suggested the decrease occurred due to less activity at work during certain periods of the year due to COVID-19. (WSIB costs include lost time for employees who experience an injury at work, hearing loss claims, post-traumatic stress disorders claims, administrative/physician charges for treatment, etc.)	\$ 677,191	\$ 677,191	1.08%
2	0	All		Base Budget Adjustments	Base budget adjustments required to maintain service levels; includes material and contract inflation increases as well as the removal of one-time items from the 2020 budget.	\$ 62,275	\$ 739,466	1.18%

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Legislated/Pre-approved/Committed								
3	1	Environment and Infrastructure Services Facilities - Properties		Internal Debt Repayment - 2 Hunter Valley Road	Council at its special meeting held on May 11, 2020 recommended in Report TREAS-2020-T01, that the remaining internal loan for 2 Hunter Valley Road be paid using a portion of the 2019 surplus. As a result, the principle budget and interest required to pay the loan on an annual basis is no longer required. 2020 Budget Expense - \$186,645	\$ (186,645)	\$ 552,821	0.89%
4	1	Corporate Services Department Leases Environment and Infrastructure Services Facilities - Properties		OPDC Properties - Lease Revenue and Maintenance	The lease revenue generated from the recent acquisition of real property located at 360 West Street South (\$154,489) will be partially offset by maintenance costs (\$12,250) required to maintain the Orillia Power Distribution Corporation (OPDC) properties. There is also a cost for utility usage (\$7,000). 2020 Expense Budget - \$20,000 2020 Revenue Budget - \$26,446	\$ (135,239)	\$ 417,582	0.67%
5	1	Environment and Infrastructure Services Parks Operation		West Orillia Park - Half Year	The operating budget impact for maintaining the new West Orillia Park was approved in the 2019 Capital budget process. One half of the required budget for maintaining this park was approved in 2020 and the second half of the budget is requested for 2021. 2020 Budget Expense - \$33,830	\$ 34,048	\$ 451,630	0.72%
6	1	General Government Environment and Infrastructure Services Parks Operation		West Orillia Park - Half Year Tax Rate Stabilization Reserve Funding	During the 2019 Operating budget process a one-time approval for a Contribution to the Tax Rate Stabilization Reserve for this budgeted operating impact was approved. These funds were to be used to offset the expense of \$34,048.	\$ (34,048)	\$ 417,582	0.67%

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7	1	Environment and Infrastructure Services Parks Operation		Dock Maintenance	<p>At its meeting held September 21, 2020 Council approved the following motion stemming from Report BDC-20-05:</p> <p><i>"THAT staff be directed to pursue a municipally initiated Zoning By-law Amendment to address the lot line setbacks and dock lengths for the encroachments identified within this report;</i></p> <p><i>AND THAT Policy 1.6.1.1. for the Grape Island Mainland Dock be repealed;</i></p> <p><i>AND THAT pending the passing of the above noted Zoning By-law Amendment, Council authorize expenditures of up to \$60,000 for the purchase of a dock and related signage at Forest Avenue South road allowance for use by all residents of the City of Orillia to be allocated from the Capital Contingency Fund;</i></p> <p><i>AND THAT pending the passing of the above noted Zoning By-law Amendment, Council authorize the inclusion of funding for installation and removal of the dock as well as dock maintenance to be included within the Environment and Infrastructure Services annual operating budget beginning in 2021."</i></p> <p>The \$500 budget increase is associated with the maintenance of the dock. 2020 Expense Budget: 24,305</p>	\$ 500	\$ 418,082	0.67%
8	1	Environment and Infrastructure Services Parks Operation		Operating Impacts from Approved Capital	<p>As part of Council-approved Capital Budgets an increase in the operating budget is required to maintain the improvements to infrastructure for the various areas:</p> <p>*J.B. Tudhope Park Improvements to maintain butterfly garden and new volleyball courts - \$1,500 2020 Combined Expense Budget: \$85,922</p>	\$ 1,500	\$ 419,582	0.67%
9	1	Development Services and Engineering Transit		Operating Impact from Approved Capital - Transit	<p>There is an approved annual increase of 2.5% or \$650 for the Consat contract (provider for AODA stop announcements and real time bus locations). There is also a preapproved expense for 2 months for the Smart Pay system due to the delayed implementation date. (annually \$15,000 with the first year at no cost). 2020 Expense Budget - \$26,000</p>	\$ 3,150	\$ 422,732	0.68%
10	1	Environment and Infrastructure Services Roads and Fleet		Operating Impact from Approved Capital	<p>As part of Council-approved Capital Budgets an increase in the operating budget is required to maintain the improvements to infrastructure for the various areas:</p> <p>*Licensing for Digital Communications Upgrade - \$1,365 *Front Street Phase 2 for line painting and winter maintenance - \$3,000 2020 Combined Expense Budgets: \$1,260,561</p>	\$ 4,365	\$ 427,097	0.68%

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11	1	Environment and Infrastructure Services Street Lighting		Smart Lighting Control System Maintenance	On-going operating budget impact approved as part of the 2020 LED Streetlight Upgrade project was initially identified as \$30,000 to \$40,000 to maintain the smart lighting control system. Based on the controls system selected by the City these costs have been refined at \$10,000 annually. 2020 Expense Budget - \$111,000	\$ 10,000	\$ 437,097	0.70%
12	1	Human Resources		Operating Impact from Approved Capital - Recruitment and Payroll Processes	Future operating impacts were identified as a result of 2020 approved capital items: *Recruitment Software - \$2,500/year for unlimited annual user licenses. *Payroll Processes/Timesheets - \$8,000 annually for software subscription with an estimated 3% annual increase. 2020 Budget Expense - \$0	\$ 10,500	\$ 447,597	0.72%
13	1	Environment and Infrastructure Services Street Lighting		Streetlight Pole Access Fee	This access fee is for Access to Power Poles, that will appear on the City of Orillia Streetlighting electricity bill beginning in October 2020. Previously Orillia Power Distribution Corporation (OPDC) did not charge the City for street light access to OPDC power poles as per a legacy agreement. Under a new rate harmonization order post financial closing on August 31, 2020, the fee for street lights on OPDC power poles will be \$2.04 per pole, per month effective September 1, 2020. The monthly impact of this new charge on the City's streetlighting bill is approximately \$5,400 including HST (\$65,000 annually) based on 2,329 streetlights currently on OPDC power poles. 2020 Expense Budget - \$694,126	\$ 65,000	\$ 512,597	0.82%
14	1	Environment and Infrastructure Services Waste Management		Solid Waste Contract	As per Council Committee Report Number ESO-20-04, the new solid waste collection contract that began on July 1, 2020 has significantly higher pricing requiring a total overall contract budget increase of \$297,761 - most of which was for the recycling portion of the contract. This extra budget costing has already been pre-approved by Council as part of the contract award. 2020 Expense Budget - \$1,457,314	\$ 297,761	\$ 810,358	1.30%

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15	1	Environment and Infrastructure Services Street Lighting		LED Streetlight Upgrade Debenture Cost	<p>The LED Streetlight Upgrade project is funded by a debenture. This reflects the debenture principal and interest cost (Principal \$385,547; Interest \$22,848). Annual savings of \$240,000 generated from the project will offset a portion of the debenture cost. See issue #33.</p> <p>The following recommendation was adopted by Council at its meeting held on June 15, 2020:</p> <p><i>"THAT as recommended in Report TREAS-2020-G05 dated June 3, 2020 from the Treasury Department, the application for debenture financing regarding the Streetlight Upgrade – LED and Smart Lighting Controls project be approved;</i></p> <p><i>AND THAT Council authorize the Mayor, Clerk and City Treasurer to execute all required documents to secure the City's funding for this project from a debenture to be issued by Infrastructure Ontario for the upset limit amount of \$2,400,000 for a term of 6 years;</i></p> <p><i>AND THAT staff prepare the necessary by-laws including a Borrowing Rate Offer By-Law and Debenture By-Law;</i></p> <p><i>AND THAT Council authorize \$5,000 in legal fees appropriated from the Capital Contingency Reserve."</i></p> <p>2020 Expense Budget - \$0</p>	\$ 408,395	\$ 1,218,753	1.95%

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Revenue Increases								
16	2	Business Development and Communications		Municipal Accommodation Tax (MAT)	As set out in Policy 4.1.8.1 – Municipal Accommodation Tax Spending, all dollars generated from the MAT are allocated to enhance tourism delivery through marketing and promotion, visitor information, product development, event support and capital improvements, without impacting the municipal tax levy. 2020 Revenue Budget - \$326,150 2020 Expense Budget - \$103,150 2020 Transfer to Reserves - \$64,000 2020 Grants to Organizations - Revenue Sharing - \$159,000	\$ -	\$ 1,218,753	1.95%
17	2	Development Services and Engineering Legislative Services		Discontinue Seasonal Dog Tag Issuer Position	Eliminating the seasonal Dog Tag Issuer position will create a net savings of approximately \$582. The lost revenue estimated at \$12,600 is more than offset by the labour savings and associated operating expenses required to have this position. 2020 Revenue Budget: \$45,800 See Attached Schedule - I-06.	\$ (582)	\$ 1,218,171	1.95%
18	2	Development Services and Engineering Legislative Services		Inspection Fees	Chapter 490 enables the municipality to impose inspection fees in relation to specified by-laws such as Clean and Clear and Zoning By-law offences. The proposed increase to 2021 budget is a more accurate reflection of revenue received (average) over the past three years. 2020 Revenue Budget:- \$9,000	\$ (700)	\$ 1,217,471	1.95%
19	2	Community Services Parks Planning and Recreational Programming		Seniors at Play Programs	In order to capitalize on the success of the Seniors at Play program, funded by a grant in 2020, staff are proposing a monthly membership which will provide access to all Seniors at Play programs for one low cost monthly option. The total expenses would be \$10,000, with an increased revenue of \$11,000. 2020 Expense Budget - \$23,550 2020 Revenue Budget - \$356,142	\$ (1,000)	\$ 1,216,471	1.95%
20	2	Development Services and Engineering Planning and Building		Planning Application Fees and Committee of Adjustment Fees	The 2021 planning and Committee of Adjustment fees factor in the Consumer Price Index (CPI) increase. The projected fees are based on the total number of anticipated applications in 2021. 2020 Revenue budget - \$127,682	\$ (2,182)	\$ 1,214,289	1.94%
21	2	Environment and Infrastructure Services Waste Management		Blue Box Funding	A higher reimbursement is expected from Stewardship Ontario for Blue Box funding based on higher collection costs across Ontario and in Orillia. 2020 Revenue Budget - \$333,332	\$ (4,858)	\$ 1,209,431	1.94%
22	2	Police Services		Unclassified Revenue	A revenue increase is anticipated for 2021 as a result of increased criminal record and vulnerable sector checks for employment being processed by the Orillia OPP Detachment. Additionally, as a result of a review of the OPP's schedule of fees, the cost for criminal record and vulnerable sector checks for employment have increased from \$25 to \$41 (HST included). 2020 Revenue Budget - \$40,000	\$ (5,000)	\$ 1,204,431	1.93%

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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%

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27	2	Development Services and Engineering Transit		Transit Fares	<p>The increase in revenue is based on an approved annual 2.5% increase.</p> <p>*Regular Passenger Service - \$11,894 *Bus Passes - \$7,998 *Ticket Sales - \$2,130 *OWLS Regular Service - \$381</p> <p>The annual increase for U-Pass is 5%. Although this represents the budgeted increase amount for 1,250 students, there is a reduction as a result of the agreement being suspended until August 31, 2021, which is reflected under Issue #38.</p> <p>*Student Bus Passes - \$4,335 2020 Revenue Budget - \$1,040,627</p>	\$ (26,738)	\$ 1,114,084	1.78%
28	2	Development Services and Engineering Planning and Building		Building Permit Revenue - County of Simcoe Project	<p>The County of Simcoe's community hub/affordable housing project is anticipated to occur in 2021. The project will have approximately 156,000 sq. ft. of residential space for a permit fee of \$184,080 and 60,000 sq. ft. of commercial space for a permit fee of \$72,000. See Issue #36.</p> <p>2020 Revenue Budget - \$637,390</p>	\$ (256,000)	\$ 858,084	1.37%

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Savings Proposals								
29	2	Development Services and Engineering Planning and Building		AutoCAD Licenses	With the adoption of ArcGIS, the 2 existing AutoCAD licenses are no longer required and will not be renewed in 2021. 2020 Expense Budget - \$15,746	\$ (2,746)	\$ 855,338	1.37%
30	2	Corporate Services Department Information Technology Division Business Development and Communications Library		Computer Hardware and Software Licenses	A review of internal computer leases by the Information Technology department will result in a reduction in the computer lease charge in some areas. A significant portion of the reduction reflects the 2020 budget approval that advanced the purchase of computers that would have been replaced in 2021 in order to avoid an additional expense to purchase Windows 10 licenses. 2020 Combined Expense Budget - \$232,810	\$ (31,129)	\$ 824,209	1.32%
31	2	Environment and Infrastructure Services Facilities - Properties Corporate Services Department Leases		66 Peter Street South	Prior to end of 2020 the OPP Detachment will relocate from 66 Peter Street South to the new detachment building in West Orillia as a notice to terminate the lease was given effective March 31, 2021. The budget for 2021 has been removed to account for the proposed demolition of the building (2021 Capital Budget request). Should this request not be approved, additional costs will be required to maintain the vacant building. This represents a reduction in maintenance costs of \$151,111 and a reduction in lease revenue of \$116,177 based on the March 31, 2021 lease termination. Accommodation and cleaning costs for the new OPP Detachment will be charged as a flat/per property rate across the province. See issue #79. 2020 Revenue Budget - \$154,902 2020 Expense Budget - \$201,881	\$ (34,934)	\$ 789,275	1.26%
32	2	Environment and Infrastructure Services Roads and Fleet		Fleet Repairs and Maintenance	With the adoption of the Fleet Management Policy in 2018 and increased fleet replacement allocation, staff are observing reductions in breakdown maintenance and repairs for fleet. 2020 Expense Budget: \$319,500	\$ (49,500)	\$ 739,775	1.18%
33	2	Environment and Infrastructure Services Street Lighting		LED Streetlight Energy Savings	LED Streetlight Upgrades are projected to reduce the energy consumption of those fixtures upgraded by 42%. This equates to a continual savings of approximately \$240,000 annually. 2020 Expense Budget - \$694,126	\$ (240,000)	\$ 499,775	0.80%

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Decrease of Revenues								
34	3	Development Services and Engineering Planning and Building		Development Administration Fee	This revenue is derived from development applications that result in new public infrastructure. Based on staff's consultations with the local development sector, staff anticipate that they number and type of developments that will move forward in 2021 that include new public infrastructure, will be lower than in the recent years. 2020 Revenue Budget - \$55,000	\$ 20,000	\$ 519,775	0.83%
35	3	Development Services and Engineering Transit		Provincial Gas Tax	The Province has not yet announced the level of Gas Tax Funding for 2021. Staff anticipate a decrease based on previous years information. 2020 Revenue Budget - \$548,399	\$ 21,492	\$ 541,267	0.87%
36	3	Development Services and Engineering Planning and Building		Building Permit Revenue - Volume	The number and types of building permits generated each year varies according to changes in the economic climate. To accommodate for economic climate fluctuations, building permit revenue projections are based on a 10-year historical average. Using the 10-year average, the building permit volume is projected to be slightly lower than the current 2020 budget. See Issue #28. 2020 Revenue Budget - \$637,390	\$ 46,812	\$ 588,079	0.94%
37	3	Corporate Services Department Leases		Tudhope Building Rent	The reduction in rent results from one less City Centre tenant and a current City Centre tenant moving into a smaller unit which yields less revenue. 2020 Revenue Budget - \$575,452	\$ 75,452	\$ 663,531	1.06%
38	3	Corporate Services Department Leases Environment and Infrastructure Services Facilities - Properties		2 Hunter Valley Road	In June 2020, Council directed staff to work towards selling 2 Hunter Valley Road. Nordia vacated the property at the end of August 2020. The reduction in revenue (\$308,325) is partially offset by a reduction in expenses (\$123,956). The budget for 2021 has been updated to reflect the reduced costs associated with maintaining a vacant building, rather than with an active tenant. 2 Hunter Valley Road is currently for sale. 2020 Revenue Budget - \$308,235 2020 Expense Budget - \$143,856 <u>Utilities</u> Under the lease agreement the City was responsible for 15.6 % of the natural gas and electricity costs for the building. Increased utility costs are anticipated as a result of the previous budgets only accounting for 15.6% of the overall charges. The 2021 budget (\$65,700) was estimated based on reduced consumption at the property to reflect an unoccupied building. In addition, the former tenant was previously entirely responsible for water and sewer charges. An allocation of \$3,000 has been provided for the contracts budget to account for these charges in 2021. 2020 Expense Budget - \$2,340 (Natural Gas) 2020 Expense Budget - \$24,960 (Electricity) 2020 Expense Budget - \$45,000 (Contracts) See Attached Schedule I-09.	\$ 249,979	\$ 913,510	1.46%

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Cost to Maintain Level of Service - Expenses								
39	3	Business Development and Communications		Orillia Today Bulletin	The Weekly Bulletin is a two-page spread published each week in the Orillia Today. The bulletin contains City news and information including public and statutory notices, Council meeting schedule, and information on City projects, events and programs. The cost for the bulletin will be increasing in 2021 by \$1,301 for a total of \$52,175.76 + HST. The Weekly Bulletin is also offered as a weekly e-newsletter to subscribers. 2020 Expense Budget - \$89,230	\$ 1,301	\$ 914,811	1.47%
40	3	Development Services and Engineering Planning and Building		Property Standards By-law Training	With the merge of the Legislative Services Division and the Building Division, a review of the Property Standards By-law is underway along with a review of existing practices and procedures. It has been identified that applicable staff and the Property Standards Committee would benefit from a training session pertaining to the investigative process, powers and responsibilities of an officer, duties of the committee, appeal format, powers of the committee, and communication of committee decisions. 2020 Expense Budget - \$3,125	\$ 1,500	\$ 916,311	1.47%
41	3	Environment and Infrastructure Services Roads and Fleet		Portable Radios	In 2020 the City completed a communication system upgrade that transitioned all of the fleet to digital communications. The Municipal Operations Centre has a base and repeater system that communicates with staff conducting field work that requires upgrading. Staff evaluated the options available to complete this transition and are recommending that portable radios be purchased that will allow for access from any location, whether within the building or remotely. This was also the most economical option moving forward rather than replacing the base station and repeater with an upgraded system. This is a one-time purchase and the cost will be backed out during the 2022 budget process. 2020 Expense Budget: \$3,500	\$ 7,000	\$ 923,311	1.48%
42	3	Development Services and Engineering Legislative Services		Parking Database Replacement	The City has a parking database system which helps the City meet the notice requirements and deadlines established in the Provincial Offences Act pertaining to parking infractions. The City's existing parking database is required to be replaced as outlined in the supplementary report. The cost (\$10,000) would be partially offset by annual savings of \$3,000 as the handheld would no longer be required. 2020 Expense Budget -\$17,721 See Attached Schedule I-10.	\$ 7,000	\$ 930,311	1.49%

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43	3	Environment and Infrastructure Services Waste Management		Kitchener Park Venting System Monitoring	A new Environmental Compliance Approval (ECA) was issued in 2019 for the underground landfill gas barrier wall and venting system that was constructed in the summer of 2020 at Kitchener Park. A condition of this ECA requires that the venting system be monitored to ensure it is working as designed. It is estimated that the cost to monitor the venting system will be approximately \$7,200 per year and most of this cost will be for air sample laboratory analyses. It was unknown at the time the capital budget request for the underground landfill gas barrier wall was submitted in 2018 that this additional sampling was required. It was subsequently added as a requirement in 2019 by the Ministry of the Environment, Conservation and Parks. 2020 Expense Budget - \$15,700	\$ 7,200	\$ 937,511	1.50%
44	3	Corporate Services Department Information Technology Division		Software Support Contracts	This issue reflects the 2021 annual increase for software support for Great Plains Dynamics (Human Resources and Financial System), the Corporate Web Site Support (e-Solutions) and Adobe Acrobat Products. Microsoft Office Software is licensed under a three year contract and there is no increase in 2021. 2020 Expense Budget - \$318,156	\$ 10,211	\$ 947,722	1.52%
45	3	Environment and Infrastructure Services Facilities - Properties Library		Hoisting Ropes for Library Elevator	One-time budget funds of \$13,000 are required to replace the hoisting ropes for the elevator at the Orillia Public Library. This repair is needed to ensure continued compliance with Technical Standards and Safety Authority elevator standards. This is a one-time purchase and the cost for this will be backed out during the 2022 budget process. 86% of the cost is recovered from the Library. 2020 Expense Budget - \$73,576	\$ 13,000	\$ 960,722	1.54%
46	3	Corporate Services Department Information Technology Division (Community Services) Community Services Parks Planning and Recreational Programming		Software Fees - Recreation Centre	When operating costs were established for the Orillia Recreation Centre (ORC), the City was utilizing software on a one-time purchase basis. Since the transition to subscription (cloud-based) programs, software is purchased on an annual subscription. This increase of \$5,268 will provide staff working at the ORC access to the same tools as the rest of the City staff. An annual lease expense (\$9,194) for the internet equipment is also required for the Orillia Recreation Centre. 2020 Expense Budget - \$318,156	\$ 14,462	\$ 975,184	1.56%

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47	3	Environment and Infrastructure Services Facilities - Properties Environment and Infrastructure Services Recreation Facilities		Cooling Tower Maintenance	Additional costs are required to provide enhanced cooling tower maintenance at Rotary Place (\$4,275), the City Centre (\$4,000), Brian Orser Arena (\$4,600) and the Barnfield Recreation Centre (\$7,210). 2020 Combined Expense Budgets - \$240,110 See Attached Schedule I-11.	\$ 20,085	\$ 995,269	1.59%
48	3	Environment and Infrastructure Services Facilities - Properties		City Snow Clearing Contract	The City requires a snow clearing contract in place to ensure appropriate service levels are maintained across the various facilities, parking lots and bus shelters and stops under the contract. A competitive tender process was completed and the City evaluated which services to contract versus perform with City forces to ensure the overall best value and delivery of services. Council at it's meeting on October 26th, 2020 approved the following: <i>"THAT as recommended in Report EIS-2-15 dated October 2, 2020 from the Environment and Infrastructure Services Department, ... Contract."</i> 2019/2020 Actual Snow Clearing Expense - \$228,981	\$ 61,181	\$ 1,056,450	1.69%

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New Level of Service/Projects								
NEW -01	4	Environment and Infrastructure Services Parks Operation		Outdoor Skating Rink	This budget request is to fund seasonal Park Operators (two 5-month contracts), additional equipment and materials related to a new outdoor skating rink at J.B. Tudhope Memorial Park. This will be one-time funding in the amount of \$46,400 (including up to \$13,400 for lighting) from the Social and Economic Recovery Fund.	\$ -	\$ 1,056,450	1.69%
49	4	Development Services and Engineering Legislative Services		Seasonal Enforcement Officer	The Seasonal Enforcement Officer is hired for 13 weeks annually, 24 hours per week with the primary duties of the position being enforcing the City's Smoking/Vaping By-law and Traffic/Parking By-law. The costs associated with this position can be attributed to the grant funding provided by the Province to the City for costs associated with the Provincial Cannabis legislation. 2020 Expense Budget - \$5,905 (Wages Casual)	\$ 1,509	\$ 1,057,959	1.69%
50	4	Corporate Services Department Legal and Real Estate		Legal Research Database Subscription	A legal research database subscription (WesLawNext Canada by Thomson Reuters Canada Limited) is required for identifying and retrieving information necessary to support legal decision-making. This is necessary to assist in providing clarity to various legal questions, scenarios, risks and possibilities that are encountered by the City of Orillia. Specific items that are researched include: primary sources of law, or primary authority, in a given jurisdiction (cases, statutes, regulations, etc.) or secondary authority's (for example, law reviews, legal dictionaries, legal treatises, and legal memos). It provides access to concise legal research and allows us to find answers related to legal decision-making, that would be previously inaccessible. 2020 Expense Budget - \$0	\$ 3,600	\$ 1,061,559	1.70%
51	4	Corporate Services Department Information Technology Division (Community Services)		Youth Centre Information Technology Upgrade	For the Youth Centre to access the City of Orillia network, a new network connection to the City is required. The upgrade will also include 2 computers, Office 365 and Adobe licences to provide the three full time Youth centre staff with the same tools as other City staff. The total expenditure for the equipment is \$8,069.57 (\$1,850.85 in 2021) which is on a four and five year lease. The annual cost of the software subscriptions and support of the network components is \$2922.84 per annum. 2020 Expense Budget (Professional/Consulting Fees) - \$318,156 2020 Expense Budget (Leases) - \$175,999	\$ 4,774	\$ 1,066,333	1.71%

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Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
52	4	Development Services and Engineering Engineering		Engineering Student	The current budget allows for the hiring of two university students for 12 weeks each at 44 hours per week, while the spring/summer break for university students is typically 18-19 weeks long. A longer employment term provides benefit to both the student and the City. The student gains additional experience and finances to help pay for school, while the City gains additional experienced resources. There is a learning curve involved in every role which results in the final weeks in a work term being more efficient than the first few weeks. The proposed budget allows for the hiring of two university students for 19 weeks, at 35 hours per week, coordinating the weekly hours with that of the supervising staff. 2020 Expense Budget - \$20,490 See Attached Schedule I-12.	\$ 5,700	\$ 1,072,033	1.72%
53	4	Corporate Services Department Information Technology Division		Great Plains Licenses	This budget request is to fund the purchase of six new Great Plains licenses. The licenses are required due to an increase in the number of users of the Great Plains System. During peak times, users may not be able to login to the system until other users logoff because a licence is not available. The total expenditure is \$22,902 which is on a four year lease program. 2020 Expense Budget - \$175,999	\$ 6,023	\$ 1,078,056	1.73%
54	4	Environment and Infrastructure Services Facilities - Properties		Leacock Museum Snow Removal	An increase to the cost of snow removal is being proposed to cover items not previously part of the annual contract. With custodial and maintenance staff only on-site on a part-time basis, snow removal is often left to the Museum's administrative staff. In the event of an overnight snowfall, staff are currently shoveling the ramps, walkways, and exits to gain access to Swanmore Hall and the museum. As a health and safety requirement, this needs to be completed first thing and repeated as necessary. Ensuring walkways are cleared and sanded by the Contractor will reduce the City's risk. 2020 Expense Budget - 36,830 See Attached Schedule I-13.	\$ 6,208	\$ 1,084,264	1.74%
55	4	Corporate Services Department Information Technology Division		Microsoft Office Licenses	This budget request is to fund 40 Microsoft Office Licences for City Staff who do not have Microsoft Office licenses or share Generic E-mail accounts. I.T. Security experts discourage the use of shared (generic) accounts because it is not possible to identify the employee sending e-mails or updating information. As the City moves to more automation and modern I.T. systems (like BMO Spend Dynamics approved in 2020) there are more requirements for City staff to have access to e-mail. 2020 Expense Budget - \$318,156	\$ 6,454	\$ 1,090,718	1.75%
56	4	Corporate Services Department Financial Services		Purchase Order System	The City's financial system known as Great Plains (GP) has a purchasing order component already integrated within the system. In order to fully take advantage of this feature which will help in streamlining our current process, an additional cost is required. This includes implementation, training and support. New Budget Expense	\$ 12,033	\$ 1,102,751	1.77%

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Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
57	4	Chief Administrative Office		New Resident Welcome and Information Program	As part of a City-wide initiative, the Chief Administrative Office, in conjunction with other City Departments, is developing a New Resident Welcome and Information Program which includes several elements such as a City webpage as well as and electronic and hard-copy materials dedicated to welcoming new and potential residents and providing important information on accessing City Services and amenities. To enhance this program, staff are recommending that one-time discount vouchers be provided to new residents to experience some of the City's municipal amenities and services such as the Orillia Recreation Centre, Orillia Opera House, the Leacock Museum, and Orillia Transit. Providing these vouchers encourages new residents to get out and explore their new community in a cost-effective way and allows them to learn more about their new City. 2020 Expense Budget - \$100 See Attached Schedule I-14.	\$ 20,000	\$ 1,122,751	1.80%
58	4	Corporate Services Department Information Technology Division		Information Technology Analyst - Critical Business Systems	This budget request is to fund an I.T. Analyst – Critical Business Systems. This position will ensure that support and the historical knowledge of existing critical business systems and processes is maintained today and into the future and that the I.T. Division has the capability to select, support, enhance and leverage existing and emerging modern I.T. systems. Hiring the IT Systems Analyst - Critical Business Systems will add new technical expertise and provide succession planning. 2020 Expense Budget (Salary and Benefits) - \$651,755 See attached schedule I-15.	\$ 84,754	\$ 1,207,505	1.93%

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Financial and Other Issues								
59	5	Corporate Services Department Financial Services General Government		Legacy Fund/Orillia Power Dividend Contribution to Reserves - Major Capital Facilities Reserve	<p>On April 30, 2020 the Ontario Energy Board (OEB) approved the sale of Orillia Power Distribution Corporation (OPDC) to Hydro One Inc. The sale officially closed on September 1st, 2020, with proceeds from the transaction to be placed in an Orillia Legacy Fund and generate investment income to replace the existing OPDC portion of the annual dividend.</p> <p>The City of Orillia will retain complete ownership of the Orillia Power Generation Corporation, along with the annual dividend which accounts for approximately 78% of the overall Orillia Power Corporation dividend.</p> <p><u>Revenue Prior to the Sale:</u> Interest Revenue = \$924,750 Dividend Income = \$1,100,000</p> <p><u>Revenue After Sale:</u> Interest Revenue = \$314,750 Dividend Income = \$858,000 Legacy Interest = \$330,000</p> <p>A Council Information Package outlining the details of the Orillia Power Distribution Legacy Fund was provided to Council on September 25, 2020. As a result of current market conditions, proceeds from the Orillia Power Distribution transaction have been placed temporarily in a secured High Interest Savings Account (HISA) managed by the Association of Municipalities of Ontario (AMO). This HISA account currently earns 0.9150%. The temporary decrease in revenue of \$522,000 is offset by a decrease to the Major Capital Facilities Reserve contribution, resulting in a net impact of zero. 2020 Revenue Budget - \$2,024,750</p>	\$ -	\$ 1,207,505	1.93%
60	5	Corporate Services Department Financial Services		Debenture Interest Expense	<p>In 2012, the City of Orillia proceeded with the acquisition of a debenture to finance costs related to major capital facilities for a 10-year serial debenture, in the amount of \$20 million (2.64% interest). The balance of the debenture at December 31st, 2019 was \$6,009,552 and matures in October 2022.</p> <p>This decrease represents the decrease in interest expense for 2021. 2020 Expense Budget - \$134,490</p>	\$ (53,135)	\$ 1,154,370	1.85%

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Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
61	5	General Government		Streetlighting Financing	<p>The streetlighting upgrade project is well underway and the debenture to fund the project has been finalized. One challenge is that while the debenture loan terms are fixed repayment amounts, the actual savings are now expected to be different from the anticipated savings. Further, the final actual savings will not be known with certainty for a few years as the system is optimized, actual energy consumption is known, and maintenance cost savings identified.</p> <p>While the significant anticipated savings will still offset the debt, the payback period is now 3-4 years longer than originally anticipated. The annual debenture payment is approximately \$400,000, while the annual savings now anticipated in the 2021 budget is \$240,000. (See also issue \$14 and #33.)</p> <p>Adjust (To avoid an impact to the tax levy, staff recommend that the contribution to the Major Capital Facility (MCF) Reserve re reduced to absorb the difference of \$160,000 between the original anticipated savings and revised savings. This will: a) keep the 2021 tax levy unaffected, b) slightly extend the amount of time the MCF Reserve is in a negative balance by about 2 months (assuming current contribution levels), c) allow for flexibility in future years, given the uncertainty of the actual savings to be experienced. 2020 contribution to Major Capital Facilities Reserve - \$6.5 million</p>	\$ (178,395)	\$ 975,975	1.56%
62	5	General Government		Contribution from Tax Rate Stabilization Reserve	<p>The following recommendation was adopted by Council at its meeting held on July 20, 2020:</p> <p>“THAT, further to Report TREAS-2020-B01 dated July 7, 2020 from the Treasury Department, staff be directed to prepare a 2021 Draft Budget based on a minimum tax levy increase that includes all tax and non-tax supported services;</p> <p>AND THAT the proposed budget includes a contribution from the Tax Rate Stabilization Reserve to achieve a zero percent tax levy increase.”</p> <p>Options and a preliminary assessment of factors influencing the municipality's 2021 Budget were outlined in Report TREAS-2020-B01, given the current COVID-19 emergency. Staff presented a minimum increase of \$1,120,000 funded by the Tax Rate Stabilization Reserve, resulting in a zero percent tax levy increase for 2021.</p>	\$ (603,734)	\$ 372,241	0.60%

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Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
63	5	General Government	Y	Park Equipment Reserve Shortfall	<p>Community Services staff have provided a separate report outlining issues related to the adequacy of funding for the Parks Equipment Reserve.</p> <p>The financial options to the issue depend on decisions related to the service levels. In this case, service levels are primarily how many playground structures are provided, and the amenities (size, quality, etc.) of the structures. In making service level decisions, it is also important to consider the financial cost of those service levels.</p> <p>Based on the report, to maintain current service levels, additional funding is required. If Council chooses to maintain the current service, the staff report identified an approximate \$150,000 annual increase to the reserve contributions.</p> <p>The impact to the tax levy will be dependent on Council determining service levels and the method of funding as outlined in the staff report. 2020 Contribution to Parks Equipment Reserve - \$137,000</p> <p><i>The following recommendation was presented at the 2021 Budget Committee meeting: THAT, further to Report TREAS-2020-B03 dated November 12, 2020 from the Corporate Services/Legal Department regarding Issue 63 of Schedule I-01 (2021 Operating Budget) with respect to the Park Equipment Reserve, a one-time transfer of \$100,000 be appropriated from the Tax Rate Stabilization Reserve to the Park Equipment Reserve.</i></p>	\$ -	\$ 372,241	0.60%
64	5	General Government		Assessment Growth	<p>Revenue from Assessment Growth is the amount of additional revenue generated from increases in assessment added to the tax roll. 2020 Revenue Budget - \$915,000</p>	\$ (1,200,000)	\$ (827,759)	-1.33%
65	5	General Government		Supplementary Taxes	<p>Supplementary assessment revenue reflects the increase in property value during the current taxation year. This occurs where new construction is completed, or when a major renovation or addition is completed on an existing building/home during the current taxation year.</p> <p>The City of Orillia has been experiencing substantial increases in supplementary taxes over the past few years. 2020 Revenue Budget - \$520,000</p>	\$ (300,000)	\$ (1,127,759)	-1.81%
66	5	Business Development and Communications		Streets Alive!	<p>Streets Alive! is not requesting funding for 2021. A total of \$15,000 was included in the 2020 budget; this issue removes the grant request for the 2021 budget year. 2020 Expense Budget - \$15,000</p>	\$ (15,000)	\$ (1,142,759)	-1.83%

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Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
67	5	Farmers' Market		Farmers' Market	<p>The Farmers' Market has a total expense budget of \$29,942 which is intended to be self-funded through vendor space rentals.</p> <p>The Farmers' Market Management Committee is projecting a revenue shortfall for the Orillia Farmers' Market in 2020 of approximately \$13,000. The Farmers' Market Reserve Fund has been depleted. In 2019 there was a similar situation and as a result, Council granted the Farmers' Market Committee a grant from the Operating Contingency Fund in the amount of \$6,230 to offset any remaining net losses from operations.</p>	\$ -	\$ (1,142,759)	-1.83%
68	5	Environment and Infrastructure Services Facilities - Properties		70 Front Street North	<p>70 Front Street North generates approximately \$740,313 in revenue, which includes base rent, property taxes, and community area maintenance revenue (CAM) to offset expenses of approximately \$429,729. The net difference of \$310,584 is contributed back to the Land Acquisition Reserve which originally funded the purchase of the property.</p> <p>The acquisition was purchased using internal debt that is incurring interest carrying charges of approximately \$300,000/year.</p>	\$ -	\$ (1,142,759)	-1.83%
69	5	General Government		Dougall Canal Committee	<p>The City levies an annual charge to properties adjacent to the Dougall Canal on Couchiching Point. The Dougall Canal Committee administers the maintenance of the canal using the funds collected through the tax levy. The Committee submitted a budget requiring a levy from applicable properties of \$16,147 for the maintenance of the Dougall Canal. The cost is funded only from the benefiting properties and does not affect the general tax rates.</p> <p>2020 Expense Budget - \$16,146</p>	\$ -	\$ (1,142,759)	-1.83%
70	5	General Government		Dougall Canal Committee City Contribution	<p>City owned property borders the canal and will incur an annual charge for the maintenance of the canal. In 2019, a new survey was used to update the allocation of frontage. Based on historic data, the 2020 share allocated to the City was approximately 9%.</p> <p>2020 Expense Budget - \$1,509</p>	\$ -	\$ (1,142,759)	-1.83%

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Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
External Agencies - Core Services								
71	5	Health and Social Services		County Health and Social Services	<p>County operations for Homes for the Aged, Paramedic and Housing costs have been significantly affected by additional measures put in place as a result of the COVID-19 Pandemic, in addition to regular operational cost increases.</p> <p>The County draft budget currently identifies an increase in the shared operating cost to Orillia of \$891,000. There is significant uncertainty in how the County costs will be impacted by COVID-19 and to what extent these costs will be offset by the Province in grants and subsidies.</p> <p>The target budget set in July included a standard increase of \$100,000 to approximate inflation. This is normally adjusted at budget time to reflect actual cost changes. In addition, the City has a Health & Social Services Reserve intended to fund County capital construction over an agreed 10-year period. 2020 Expense Budget - \$6,518,000</p>	\$ 1,165,000	\$ 22,241	0.04%
72	5	Health and Social Services		Contribution from Social & Health Services Reserve	<p>As part of the 2015 budget, Council established a reserve to aid in leveling year-to-year fluctuations in County social service costs. In 2020, the reserve contributed \$275,000 to the operating budget. In 2021, the reserve will be required to contribute an additional \$302,000, resulting in a total contribution from the reserve of \$577,000.</p> <p>The current balance of the reserve is \$4,332,000, with additional annual contributions to the reserve of \$914,000. 2020 Budget - \$275,000 contributed from the reserve.</p>	\$ (302,000)	\$ (279,759)	-0.45%
73	5	Health and Social Services		Contribution from Development Charge Reserve	<p>A portion of projects in the County's capital plan are development related and included in the City's Development Charge study.</p> <p>In 2020, the Development Charge Reserve contributed \$218,000 to the operating budget based on projects that were eligible for DC funding. The increase of \$48,000 relates to capital projects being conducted in 2021, as well as projects that are deferred from 2018, 2019 and 2020. The net draw from reserves in 2021 is \$266,000. 2020 Budget - \$218,000 contributed from the reserve.</p>	\$ (48,000)	\$ (327,759)	-0.52%
74	5	Library		Base Salaries, Wages and Benefits	<p>Salaries, wages and benefits - Council approved and negotiated settlements. The increase is reflective of an estimation for cost of living increases for salaries and wages (\$14,865) and an estimate for Pay Equity/Job Evaluation adjustments as per legislation (\$5,143).</p>	\$ 27,162	\$ (300,597)	-0.48%
75	5	Library		Base Budget Adjustments	<p>Base budget adjustments required to maintain service levels; includes material and contract inflation increases as well as the removal of one-time items from the 2020 budget.</p>	\$ 7,390	\$ (293,207)	-0.47%

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Ref #	Cat #	Department	Policy Update/ Additional Motion	Issue Title	Issue Description	Change to 2020 Budget	Cumulative Tax Levy Increase	Cumulative % Change To Tax Levy
76	5	Library		Non-Resident Memberships	The Library Board is requesting a 2% increase in the per-member cost for the Contract for Library Services from the Township of Oro-Medonte and from the Severn Township Public Library Board. Library staff project there will be an additional 70 memberships from each township in addition to returning to the normal level of memberships. 2020 Revenue Budget - \$121,348	\$ (8,728)	\$ (301,935)	-0.48%
77	5	Library		Debit Machine	The Emergency Management Committee provided temporary approval for the use of a POS machine with tap capabilities in response to the effects of the Covid-19 Pandemic. A permanent new wireless POS machine with tap capabilities is required for the Library with associated costs of \$415 per year and a one-time \$75 start up cost. 2020 Expense Budget - \$1,400	\$ 490	\$ (301,445)	-0.48%
78	5	Library		Library Materials	The Library Board is requesting a 2% cost of living increase to help maintain the purchasing power for library materials. 2020 Expense Budget - \$176,804	\$ 3,536	\$ (297,909)	-0.48%
79	5	Police Services		Police Contract - Accommodation and Cleaning Services	The new Orillia OPP Detachment is to be located at 1 University Avenue and construction is expected to be complete by late 2020. Occupancy and operation within the new Detachment is also anticipated for November/December 2020. According to the OPP's 2021 Annual Billing Statement, accommodation and cleaning costs for the Detachment are charged as a flat/per property rate across the province. The 2021 property count provided by the OPP to the Municipal Property Assessment Corporation is 15,350. The OPP charges a rate of \$4.78 per property for accommodation and cleaning. Therefore, 2021 accommodation and cleaning services for the new Detachment are estimated to cost \$73,373.	\$ 73,373	\$ (224,536)	-0.36%
80	5	Police Services		Police Contract	The Province has not yet released the preliminary 2021 budget estimate with details on the annual credit for the Province's share of Court Security and Prisoner Transportation. This grant was \$308,328 in 2020. At this time, the communication indicates that the Ministry of the Solicitor General will retain an independent consultant with expertise in public safety and security to review the 2021 Court Security and Prisoner Transportation Program. As policing costs and the amount of the grant are unknown at this time, the recommended increase to the budget is an estimate and may need to increase or decrease once policing costs and the grant allocation are provided. 2020 Expense Budget - \$8,222,923	\$ 199,536	\$ (25,000)	-0.04%

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External Agencies - Discretionary								
82	5	General Government		Grant Funding - Information Orillia	Information Orillia is requesting grant funding to assist with the cost of a full-time office manager who will co-ordinate the volunteers and interns from the social services programs at Georgian College and Lakehead University. Along with the funding Information Orillia is also requesting continued permission to use the library offices they have occupied since the new library opened. 2020 Expense Budget - \$0	\$ 25,000	-	0.00%
					2020 Operating Budget Increase (Excluding Identified and Not Recommended)	\$ -		0.000%

Total Category 0	\$ 739,466
Total Category 1	\$ 479,287
Total Category 2	\$ (718,978)
Total Category 3	\$ 556,675
Total Category 4 (General)	\$ 151,055
Total Category 5	\$ (1,207,505)
Total Category 0-5 (Increase to Tax Levy)	\$ -