



2021 Draft Operating Budget

Virtual Open House

February 8, 2021



Budget Road Map

June to September

Budget Timetable provided for Council Approval

Council Consultation for priorities

Commence Public Consultation on Capital and Operating Budget including feedback survey

November to December

Draft 2021 Capital Budget and 2022-2025 Capital Forecast presented

Public Feedback and Virtual Public Open House for Draft Capital

Final Capital presented for approval. Staff directed to review budget for 6% target

January to February

Line by line review of expenses, revenues, grants and economic changes impacting operating budget

Established COVID-19 reserve

Draft 2021 Operating Budget presented

Public Feedback and Virtual Open House for Draft Operating Budget

Final Operating Budget to be presented to Council for approval

Local Services Supported by Taxes

- ❖ Fire and Emergency Services
- ❖ Recreation Programs
- ❖ Museum
- ❖ Library
- ❖ By-Law Enforcement
- ❖ Economic Development
- ❖ Community Development
- ❖ Heritage Preservation
- ❖ Committee Expense Funding
- ❖ Maintenance of Roads and Sidewalks – including Winter Control
- ❖ Licenses and Permits
- ❖ Crossing Guards
- ❖ Infrastructure Construction/Replacement
- ❖ Tourism
- ❖ Growth Management

Delivering Value to Taxpayers

826 lane KM

road maintained in winter
27 km of sidewalks and trails
15 parking lots
15 winter maintenance vehicles



19 Parks

15 Playgrounds
12 ball diamonds
199 acres of parkland and open space
Splashpad, dog park, skate parks



Fire Protection

2 fire stations
11 apparatus
64 fire fighters
> 50 community events attended annually
> 300 fire safety inspections annually
445 emergency calls on average annually



Recreation Programs

Fitness and wellness 1,240
Day camp 1,225
Swimming lessons/ public swimming 4,500
Community events 40+



Museum

Admissions 3,500
Event, exhibits, programs 10
Student attendance 400



Facilities

2 Recreation Complexes
3 Ice Pads
10 Community Halls
Town Hall 1873



500 Building Permits

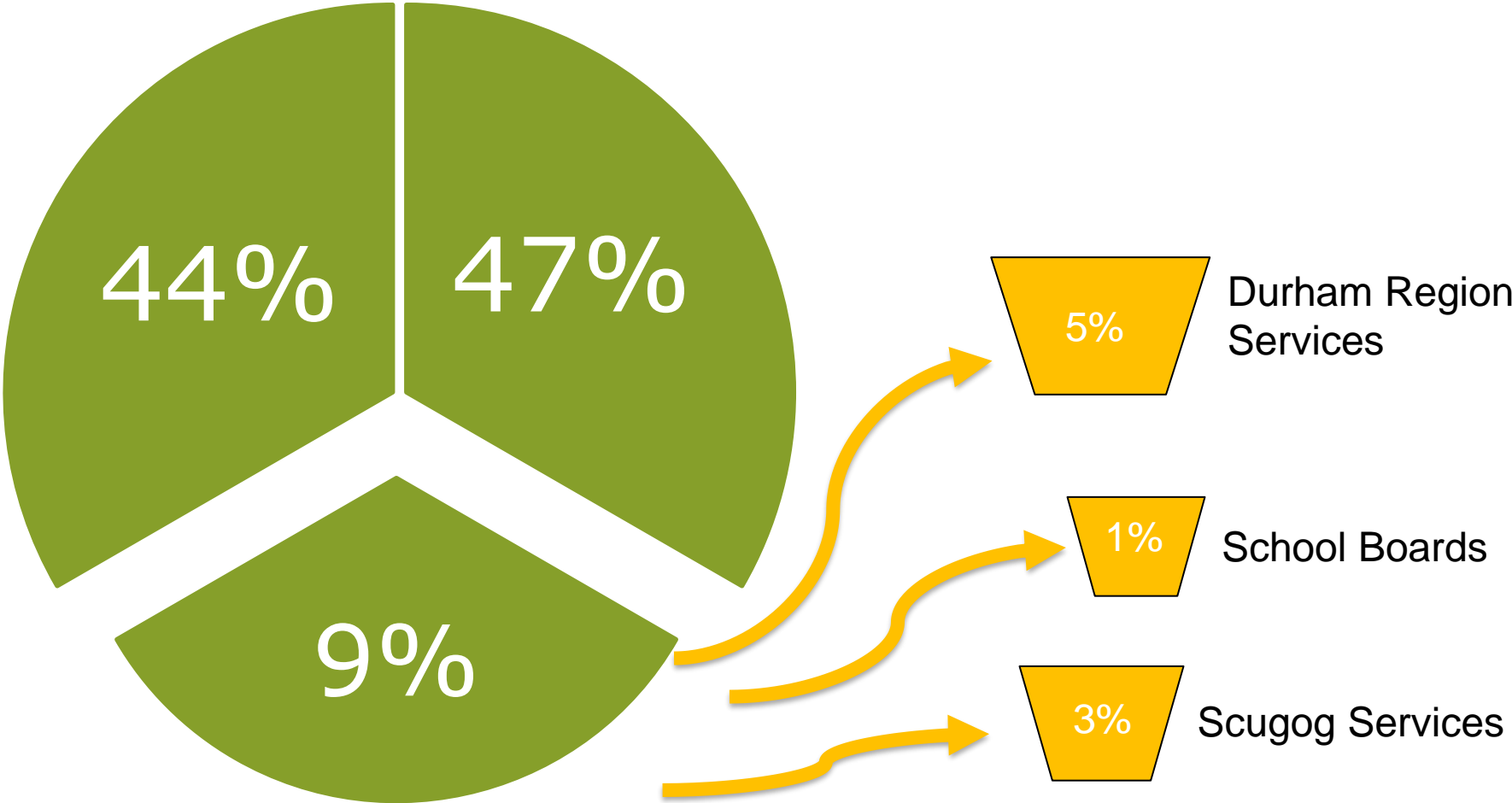


Public Library

142,000 annual library visits
15,700 computer users
39,000 wi-fi users
9,000 program attendance
500 children in summer reading club



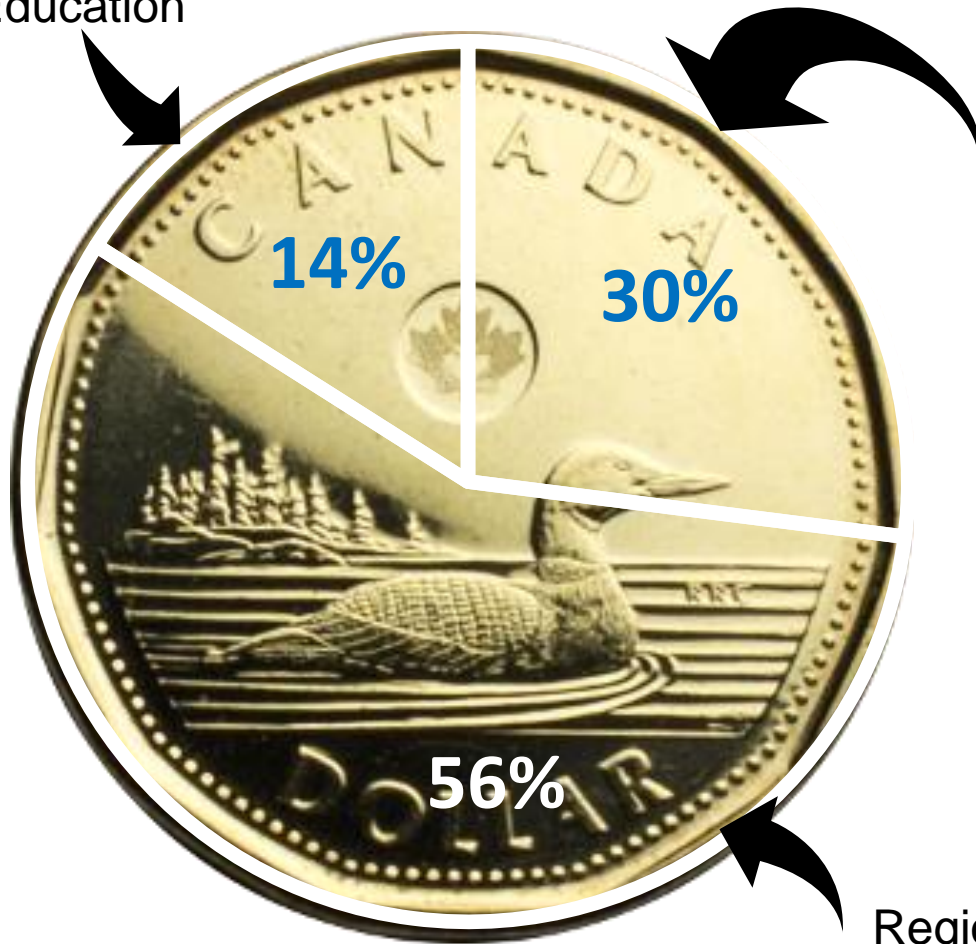
Total Taxes Paid by a Typical Household



 Federal  Provincial  Municipal

Distribution of Residential Tax Bill

Education



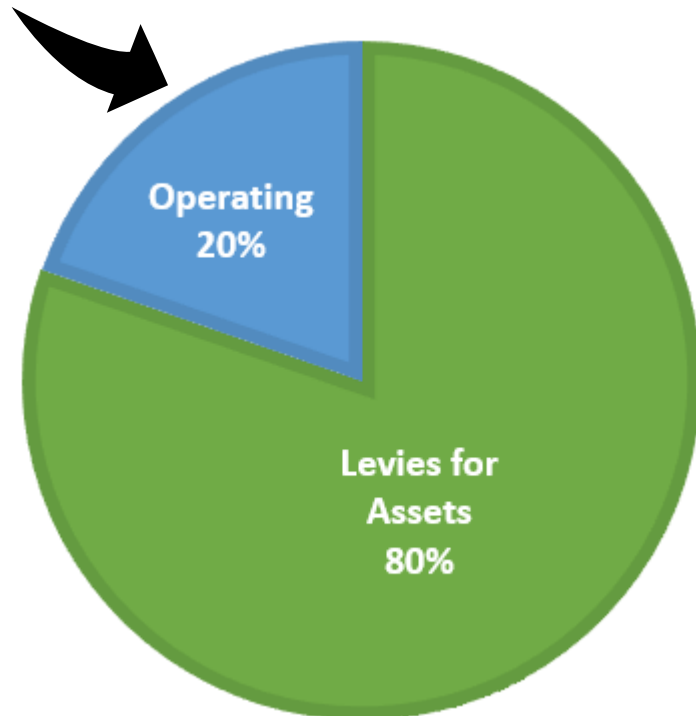
30% of the property tax bill is collected by Scugog to provide services.

Region of
Durham




2021 DRAFT Operating Budget

Majority of 4.98% increase relates to taking care of our assets.

Service Delivery



Investment in Assets:

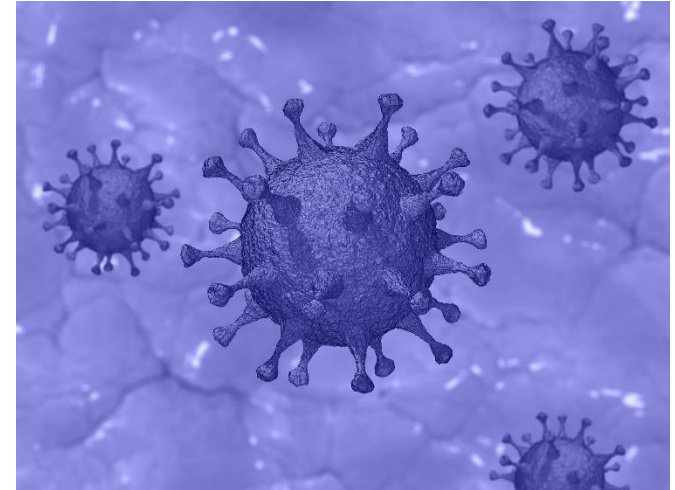
-  3% for Roads
-  0.5% for Vehicles & Equipment
-  0.5% for Building & Facilities

Significant Items Impacting 2021 Budgets

- ❖ Roads and Infrastructure budget allocation – \$406,335
- ❖ Vehicle & Equipment and Building & Facilities allocation – \$135,465
- ❖ Salary cost of living per collective agreement – \$120,000
- ❖ Overall projected increase in benefit costs – \$32,000
- ❖ Increase in WSIB rate for all staff – \$40,000
- ❖ Reduction of investment income rate – \$125,000
- ❖ Inflationary increases on road maintenance material – \$69,800
- ❖ Other outside pressures identified – \$112,000

COVID -19

- ❖ Uncertainty of how the pandemic will continue
- ❖ Budgeted 2021 as if it were a normal year to ensure funding will be available to continue service delivery after the pandemic ends
- ❖ Proactively mitigated pandemic impacts in 2020 so the funds received from the Provincial Government were able to be moved into a reserve for 2021



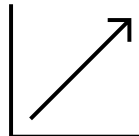
#DurhamStrong 

#CommunityIsntCancelled

scugog.ca/covid19

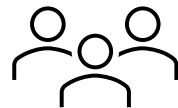
Assessment Growth

- ❖ Sum of all the changes that happen to the Township's assessment base during the year including: New Construction, Major renovations, Demolitions and Property value appeals
- ❖ Allows additional revenue to be raised from taxation without any budgetary increase on existing properties
- ❖ Should be used to help pay for growth (partially fund the Major Facility Reserves and to fund for future staffing)
- ❖ For 2021 the full amount was used to fund the operating budget
- ❖ Estimated funds raised from additional growth for 2021 is \$224,000



User Fees

- ❖ Fees and charges are reviewed every year and are compared to similar municipalities as well as those in the Durham Region
- ❖ The updated fee amounts that were approved by council were included in the draft operating budget
- ❖ Several new fees were considered but were not recommended due to the impact on the user and the acceptance of the residents
- ❖ Increased user fees will be required in the future to help with the ongoing pressures facing the Township



Assets / Infrastructure

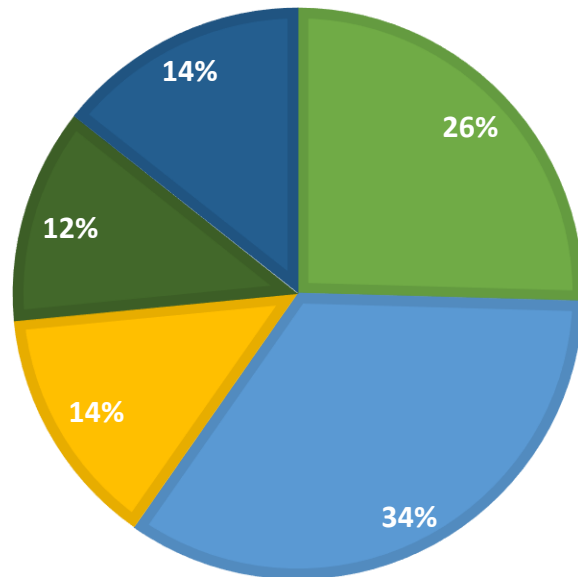
- ❖ Township's replacement value of assets - \$465 million
 - ❖ Majority of these are roads - \$393 million
- ❖ September 2019 SOTI report identified \$190 million deficit related to roads
- ❖ Special levies were introduced in 2014 to help with this deficit and to ensure the roads are kept safe and usable for our residents
- ❖ Special levies are expected to continue for the foreseeable future



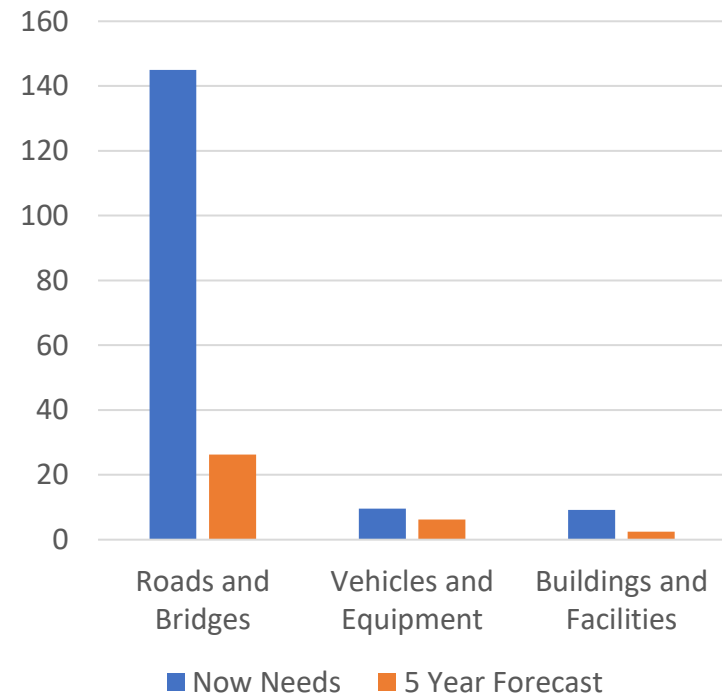
Ongoing Challenges to Maintain Township Assets

SUMMARY OF ASSET CONDITIONS

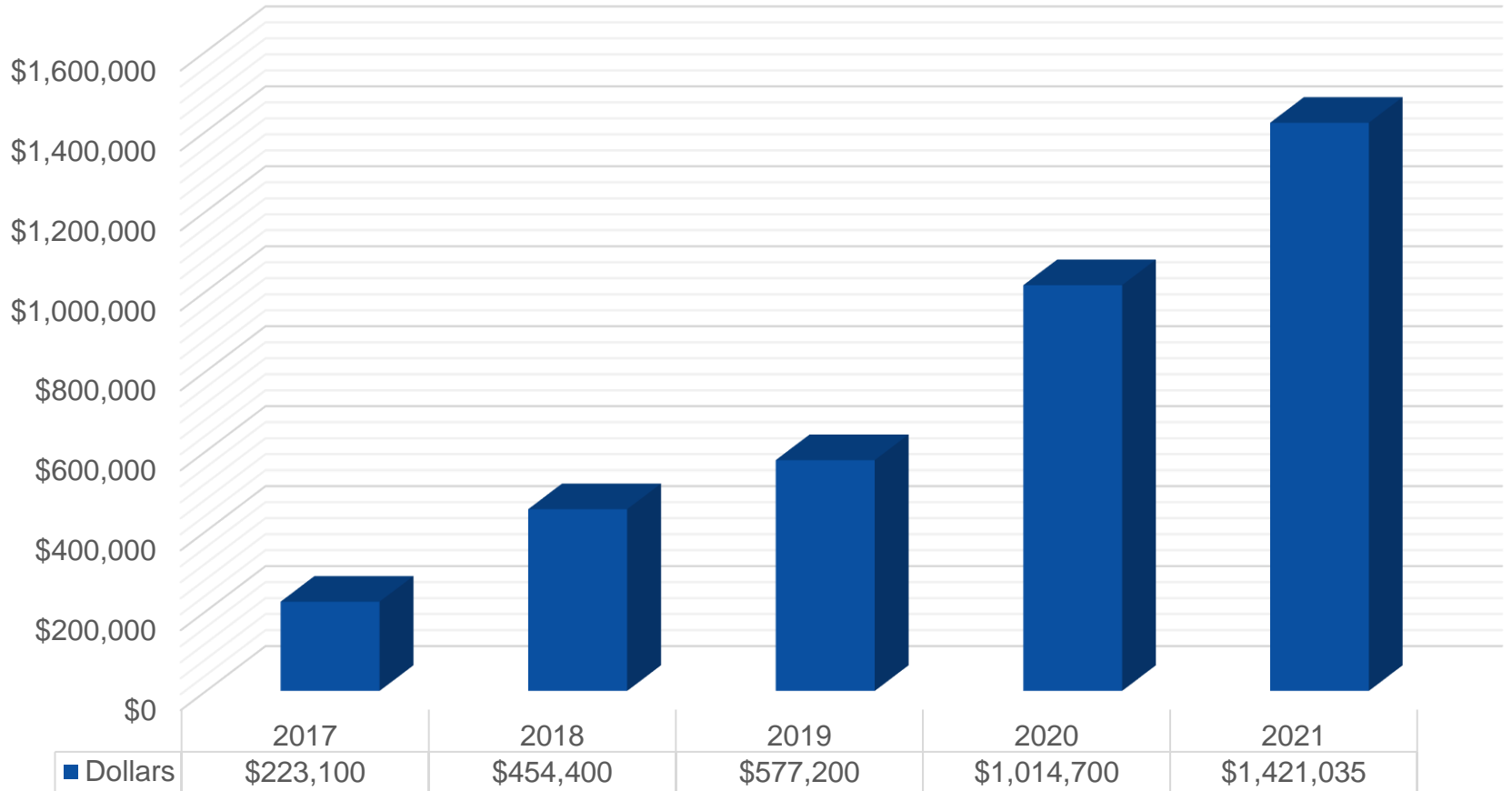
■ Very Good ■ Good ■ Fair ■ Poor ■ Very Poor



Asset Management Plan Gaps



Roads and Other Infrastructure Annual Levies



Investment in Roads for 2021

Operating \$4,464,700

Capital \$4,962,000

Total \$9,426,700

\$309,100 more than 2020

Savings and Increased Non-Tax Revenues

❖ **Core Services and Efficiency Review Savings**

- ❑ Reduction in contracted grader costs - \$13,800
- ❑ Reduction in bank fees and charges - \$15,440
- ❑ Reduction in winter maintenance contracted service - \$55,300
- ❑ Reduction in minutes of settlement (ARB activity) - \$55,000

❖ **Non-tax Revenues**

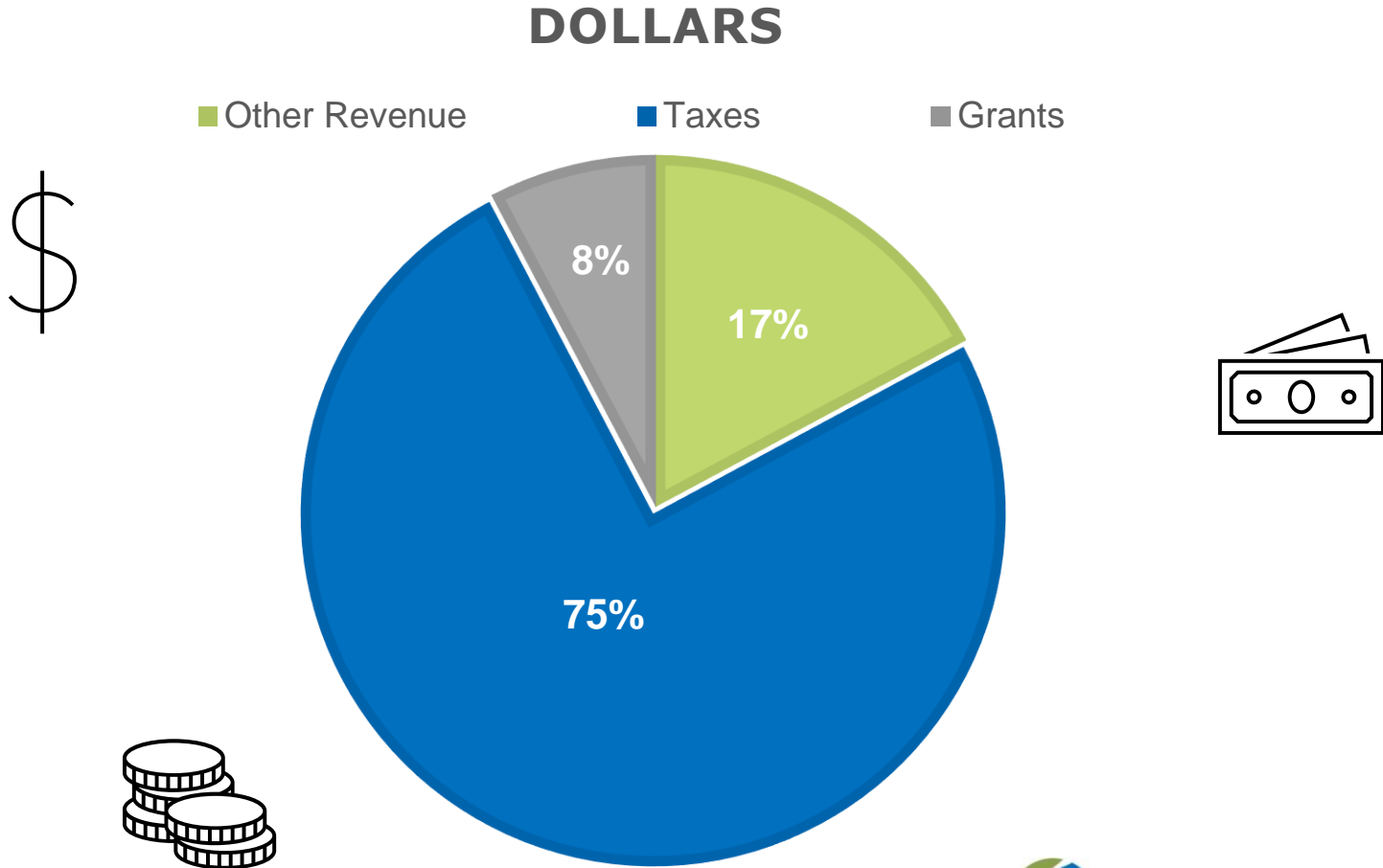
- ❑ Increase in Canada Summer Grant - \$86,600
- ❑ Increase in burn permit revenue - \$21,500
- ❑ Increase in recreation user fees - \$22,000

2021 DRAFT Operating Budget Net Impact by Department

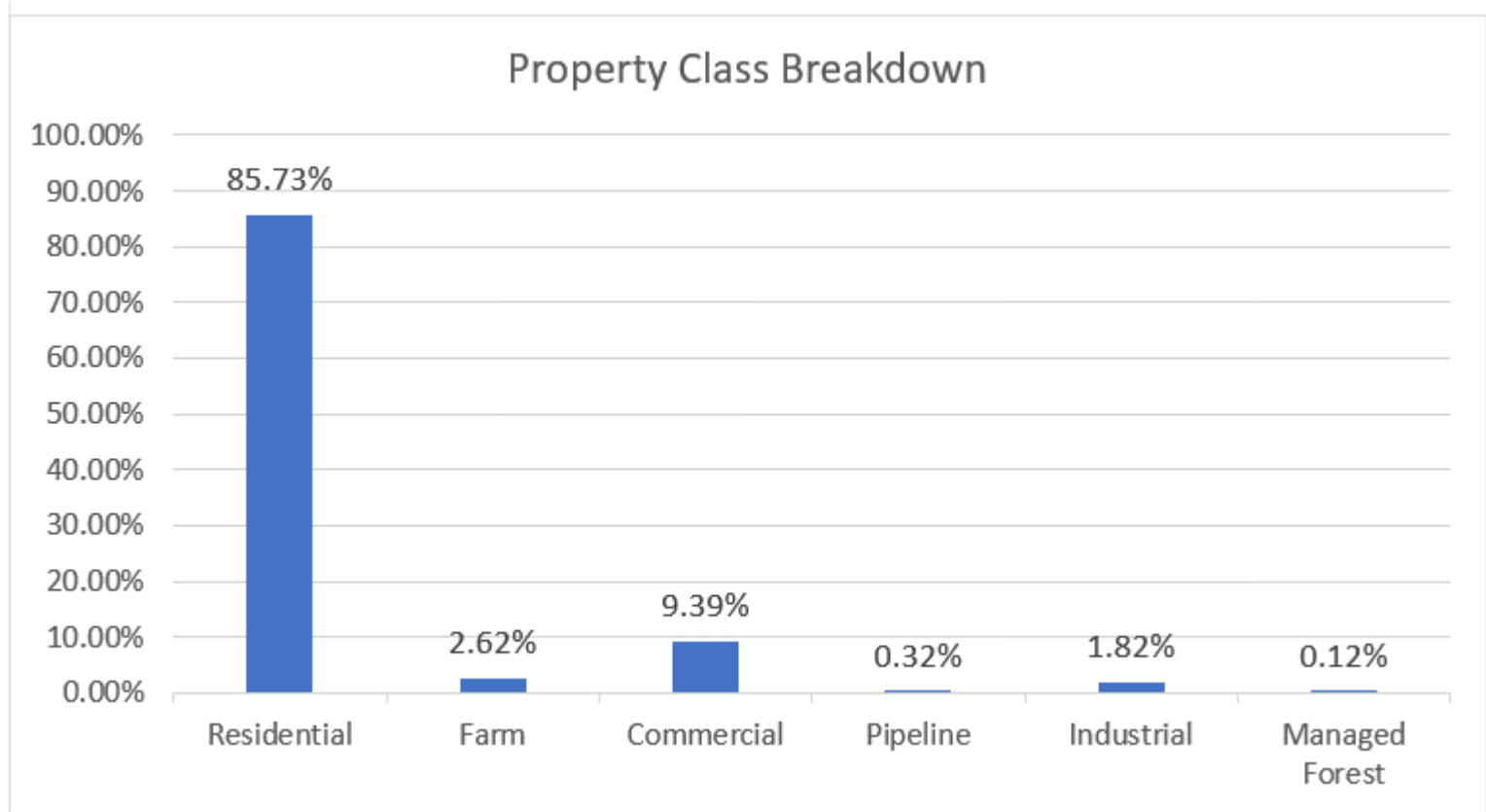
2021 Net Operating Budget proposed - \$14,698,600

Department	2020 Budget	2021 Request	Change
Mayor & Council	322,700	327,100	4,400
Office of the CAO	625,400	643,400	18,000
Corporate Services	875,900	923,200	47,300
Finance	250,000	354,100	104,100
Fire & Emergency Services	1,760,800	1,792,500	31,700
Community Services - Public Works	6,593,800	7,134,300	540,500
Community Services - Parks	646,100	778,300	132,200
Community Services - Rec & Culture	1,160,400	1,107,900	(52,500)
Development Services	826,500	945,500	119,000
Library	684,200	692,300	8,100
Total Organization	13,745,800	14,698,600	952,800

Where does the Money Come From to Pay for Services



Tax Burden by Property Class



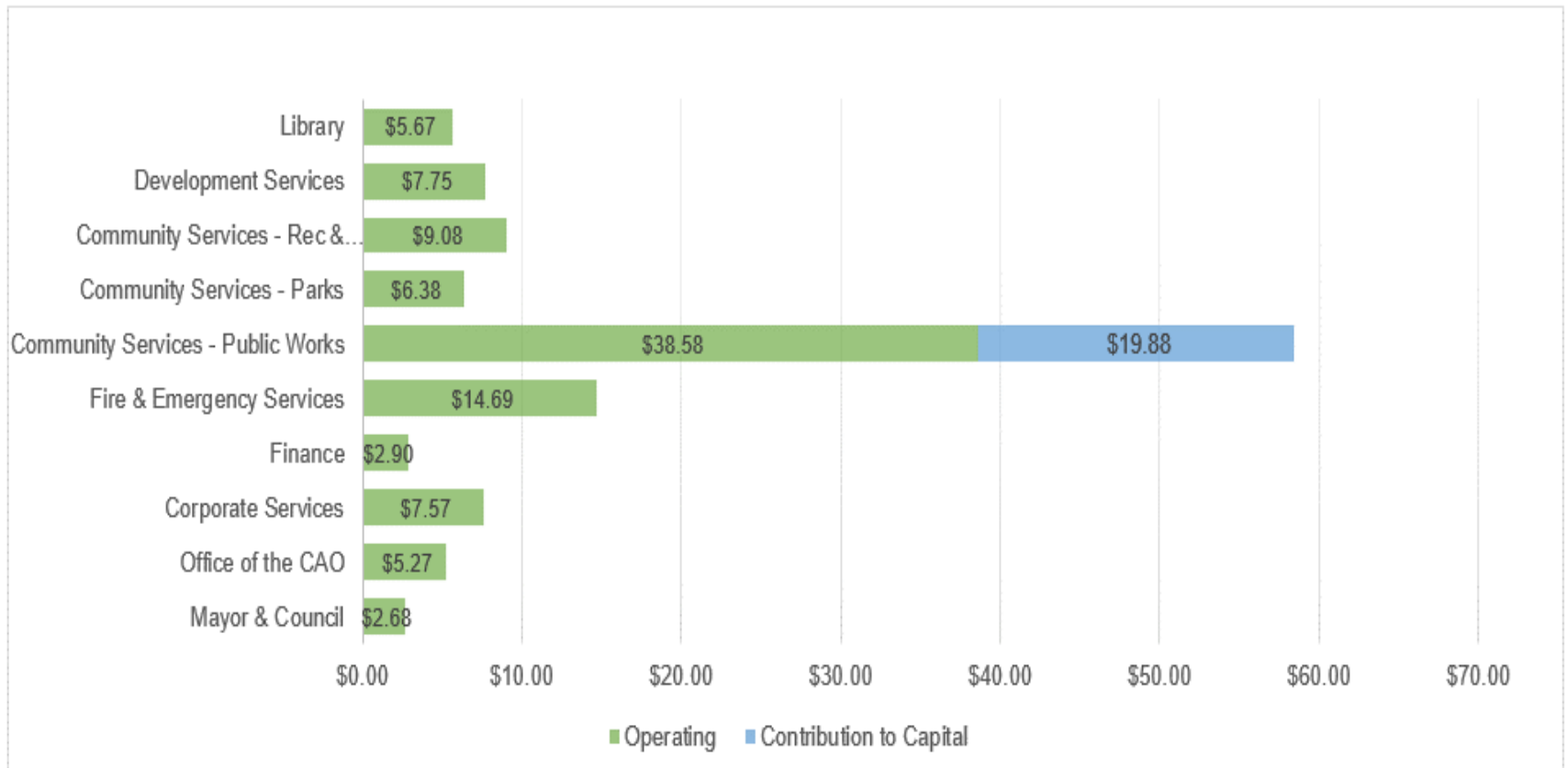
Township of Scugog 2021 DRAFT Operating Budget

Monthly Increase in Total Average Residential Tax Bill

	2020	2021	\$ Change	% On Total Property Tax Bill
Average CVA	\$437,400	\$437,400	\$0.00	0%
Region of Durham	\$213.42	\$217.69*	\$4.27	1.1%
Township of Scugog	\$114.74	\$120.45	\$5.71	1.5%
Education	\$55.75	\$55.75	\$0.00	0%
Total Tax	\$383.91	\$393.89	\$9.98	2.6%

* The Region of Durham's amount is only an estimate at this time.

Taxes per month (\$120.45)



Accomplishments in 2020

- ❖ COVID-19 Emergency Response - implemented Safety Plans to ensure services continued while protecting the health of the public and staff
- ❖ Extended season for seasonal patios
- ❖ Completed of the Township Wide Speed Limit Review
- ❖ Proactively managed expenditures to ensure no deficit as a result of COVID-19 pandemic
- ❖ Launched My Scugog, Our Community Engagement Site improving resident feedback and civic participation
- ❖ Port Perry Waterfront Action Plan - 3 Concept Plans, substantial public consultation process, preparation of an Emerging Preferred Plan
- ❖ Reviewed and Issued approximately 500 building permits which is a 66% increase over a typical year
- ❖ Community Improvement Plan (CIP) approved for Employment Lands
- ❖ Continued to modernize technology, introduced virtual programming and virtual council meetings
- ❖ Increased communications outreach through social media and mayor update videos
- ❖ By-law Enforcement Patrol hours/enforcement substantially increased during the initial COVID lockdown to ensure coverage 7 days a week
- ❖ Launched popular online versions of regular Library programs and activities using Facebook Live, Zoom and YouTube (143 programs have been delivered online since March 2020)
- ❖ Introduced new Self-Checkout kiosk & phone app to allow patrons to check out their own materials more safely
- ❖ Delivered fire safety education to all schools
- ❖ ZERO fire fatalities

Coming up in 2021

- ❖ Continuing to keep our community safe during COVID-19 and providing facilities for mass vaccination implementation
- ❖ Port Perry Waterfront Action Plan Final Report
- ❖ Open Streets task force
- ❖ Cannabis policies and regulations
- ❖ Refresh of Scugog.ca for accessibility and improved user experience
- ❖ Secondary Suite policies and regulations
- ❖ Port Perry Downtown Community Improvement Plan
- ❖ Completion of the Active Transportation and Transportation Master Plan
- ❖ New service delivery method for winter maintenance of parking lots
- ❖ Conversion of tendering process to online bids
- ❖ Expanding By-Law enforcement to meet needs of community for nights and weekends
- ❖ Increased resources to help process the increased number of building permits for 2020 and 2021
- ❖ Modernizing phone system
- ❖ Expanding virtual services and programming
- ❖ Completion of the Roads Maintenance Modernization Review

Future Challenges

- ❖ Annual pressures each year
 - ❖ Inflation
 - ❖ Growth
 - ❖ Infrastructure
 - ❖ External Influences (legislative etc.)
- ❖ COVID – 19?
- ❖ Community expectation for service delivery
 - ❖ Service Levels
 - ❖ Programs
 - ❖ E-services
 - ❖ Strategic Plan Deliverables
- ❖ Invest in foundational aspects for the Township
 - ❖ Technology
 - ❖ People
 - ❖ Business Processes
 - ❖ Assets

2021 DRAFT Operating Budget

Thank you

This presentation will be available on our Township Website at
www.scugog.ca

Terri Barton, CPA, CGA
Manager of Finance
tbarton@scugog.ca