

2021 Budget Update



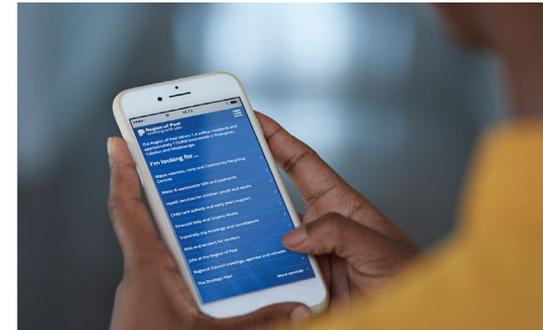
Living

People's lives are improved in their time of need.



Thriving

Communities are integrated, safe and complete.



Leading

Government is future-oriented and accountable.

	Published 2021 Budget	Staff Recommended Changes	Revised 2021 Budget (Feb 4)
Net Tax Levy	3.21%	(0.34%)	2.87%
Property Tax Impact	1.3%	(0.1%)	1.2%

Long Term Financial Planning Strategy

Financial Principles



Respect the taxpayer



Users pay where appropriate



Mitigate significant fluctuations in tax and utility rates



Ensure the Capital Plan is sustainable



Work with local municipalities to manage growth and support economic viability of the community



Manage assets



Borrow when appropriate for capital infrastructure



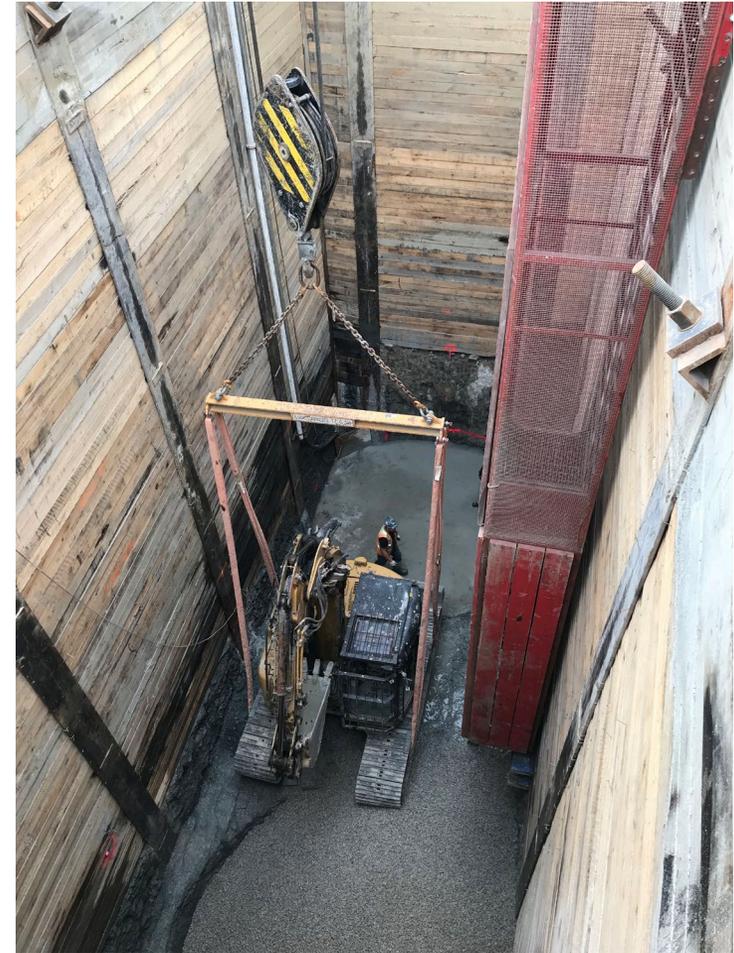
Deliver value for money



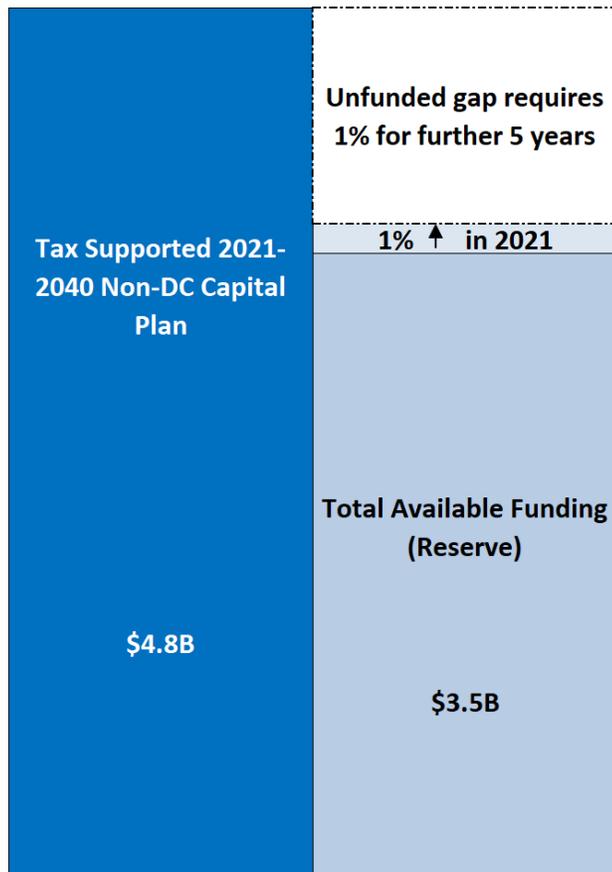
Make responsible investments

An Infrastructure Levy is Needed

- To match Federal & Provincial infrastructure funding
- To sustain 2021 and future capital program
- To manage unanticipated capital work
- To manage credit rating risk & maintain fiscal health



\$1.3B - 20 Year Funding Shortfall Regionally Controlled Tax



Total Asset Value: \$3.7 B

What do Capital Reserves Fund?:

- State of Good Repair of assets to maintain service levels
- Service Enhancements and Growth not fully funded by development charges
 - Paramedic Facilities Plan
 - Housing Master Plan
 - Waste Diversion
 - Climate Change

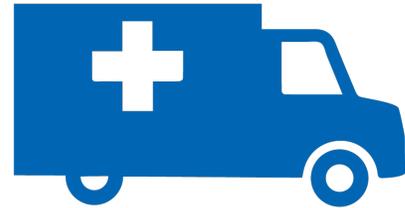
Waste Management – Material Recovery Facility

- Design and Construction of facility for processing garbage material
- Recovering Reduce, Reuse and Recycle (3Rs) material from garbage going to landfill.
- Based on latest legislation and regulations on Extended Producer Responsibility, facility likely not required
- Total Investment - \$50.6M Capital Reserves
- **Recommendation:** Remove from the Capital Plan

Spreading out the Infrastructure Levy Increases

Scenarios	2021	2022	2023	2024	2025	2026	2027	2028
Levy Needed today	5.1%	-	-	-	-	-	-	-
Staff Recommendation	0.6%	1.0%	1.0%	1.0%	1.0%	1.0%	-	-
Deferring 2021 (Scenario 1)	-	1.7%	1.0%	1.0%	1.0%	1.0%	-	-
Deferring 2021 (Scenario 2)	-	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	-

Impact	Staff Recommendation 0.6% Infrastructure Levy in 2021	Scenario 1 No Infrastructure Levy in 2021 and catch up in 2022	Scenario 2 No Infrastructure Levy in 2021 & extend 1% infrastructure increases
2021 Net Tax Levy	2.47%	1.87%	1.87%
Forecasted 2022 Net Tax Levy	4.2%	4.9%	4.2%
2022 Infrastructure Levy Additional years to close gap	1.0% + 4 years	1.7% + 4 years	1.0% + 5 years
2021 Capital Budget	No other deferral required	\$6.1M deferral required	\$6.1M deferral required
Ten Year Capital Plan (over and above 2021 deferral)	No other deferral required	No other deferral required	\$79.4M deferral required



Response Time

Paramedic Reporting Station - \$19M Capital Reserves
Total Investment - \$19.5M

\$6.1 million
CAPITAL DEFERRAL



More Affordable Housing

Housing Master Plan - \$31M Capital Reserves;
Leverages External Funding - \$67M
Total Investment - \$120M

\$79.4 million
CAPITAL DEFERRAL



Response Time

Paramedic Facility Plan - \$114.7M Capital Reserves
Total Investment - \$120M



Waste Diversion

Mixed Waste Processing Facility - \$73M Capital Reserves:
Total Investment - \$195M



More Affordable Housing

Housing Master Plan - \$181M Capital Reserves:
Leverages External Funding - \$384M;
Total Investment - \$639M



Addressing Needs of an Aging Population

Additional Long Term Care - \$43M Capital Reserves
Total Investment - \$60M

	Published 2021 Budget	Recommended Adjustments	Revised 2021 Budget
Operations	2.21%	(0.34%)	1.87%
Infrastructure Levy	<u>1.00%</u>	<u>(0.40%)</u>	<u>0.60%</u>
Net Tax Levy	3.21%	(0.74%)	2.47%
Property Tax Impact	1.3%	(0.3%)	1.0%

Living



People's lives are improved
in their time of need.

Thriving



Communities are integrated,
safe and complete.

Leading



Government is future-oriented
and accountable.

Investing in better outcomes for residents & businesses