



# Budget 2021

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Continuing to Look Ahead.

# The Budget is a Strategic Planning Tool

- The Budget may be the Township's most important policy document
- It operationalizes our strategic priorities
- "Put your money where your mouth is."

- What do we value?
- What do we want to get done?
- Where do we want to be?

**The budget should answer all these questions.**



# A note about these budget documents...

- Capital budgets DO NOT include carry-over projects (projects approved and funded in prior years), although work may continue on those projects in 2021.
- Transfers from reserves can vary significantly year over year. These amounts are primarily driven by annual capital requirements.
- All budgets conform to Council's **long range financial plan** which considers the Township's ability to fund capital and operations over a 10-year period while maintaining target tax rates and reserve balances.



# Council Direction for the 2021 Budget

- Tax rate target of 2% (average taxpayer impact)
- Support for those impacted by COVID-19 while maintaining service levels
- Council's Strategic Plan/CAO Priorities
  1. Regional Leadership
  2. Appropriate Growth and Environmental Stewardship
  3. Organizational Capacity; progressive/flexible
  4. Community Development and Vibrancy



How are we operationalizing these community priorities in 2021?



Priority 1:

## Position South Frontenac as a Regional Leader

- Delivery of Part 8 services to the other Frontenac Townships
- Support for representation on AMO/ROMA Boards of Directors
- Enhanced procurement resources to build on 2020 partnerships
- Formalized communications role
- Funding allocation for regional roads lobbying strategy



## Priority 2:

**Promote and support growth that meets the community's needs while maintaining the integrity of our natural environment**

- Official Plan Continuation
- Municipal Services Options (water/sewer) Study
- Subdivision Standards
- Verona Seniors Housing Master Plan
- Climate Change Adaptation & Mitigation placeholder - \$100,000
- Capacity to start process to obtain delegated planning authority
- Next Generation 911 civic addressing support (mandated)



## Priority 3:

# Ensure the organizational capacity to deliver cost-effective services in a changing world

- Administrative Facility Feasibility Study
- In-house arterial winter control and roadside mowing (Fall 2021)
- In-house Part 8 (on-site sewage systems) service delivery
- More support for financial analysis and grant acquisition
- More support for Fire & Emergency Services Administration
- More resources for Facilities operations
- Succession planning considerations in multiple departments





Priority 4:

## **Be a catalyst for the creation of vibrant, complete communities**

- Official Plan Continuation
- Verona Seniors Housing Master Plan
- Covid-19 Resident Support - \$250,000
- Shifted resources to Communications and Public Engagement
- Resources to support grant acquisition for community projects



# Staffing Overview

The 2021 Budget includes **1.8\* Net\*\* new FTE positions**, including:

- **Financial Analyst**
- **SFFR Administrative Assistant**
- **Light Equipment Operator/FCA Arena Attendant**
- **2 x Light Equipment Operators (Winter Control/Roadside Mowing)**

\*This is below the long range financial plan target of 2 FTE annually.

\*\*The Net FTE accounts for staffing changes that either do not result in new positions, are offset by savings or other revenues, or were previously approved.



# Capital Project Updates

The following updates are based on Council's feedback during draft capital budget presentation meetings in November and December:

Capital Project	Changes/Explanation
Battersea Park Court	<b>Removed</b> from proposed facilities capital budget; Deferred until completion of Recreation Master Plan (2021) for consideration in 2022.
Glendower Park Court	<b>Removed</b> from proposed facilities capital budget; Deferred until completion of Recreation Master Plan (2021) for consideration in 2022.
Storrington Centre Upgrades	<b>More information</b> provided on size and scope of planned renovations.
Public Services - Tractors w/arm (2)	<b>Cost has been updated</b> ; snow blower attachment deferred until 2022 capital budget.
Hinchinbrooke Road Reconstruction	<b>No Change</b> to project because unable to revise estimates or modify other projects; however, staff will reassess once design/scope is updated in early 2021 and will review reallocation potential from other projects in 2021 in order to move surface treatment up to 2021.



# Capital Project Updates continued

Capital Project	Changes/Explanation
Council Chamber Furniture	<b>Cost has been updated</b> to reflect potential need to upgrade Council tables due to social distancing best practices; current tables seat two Councillors each.
Servicing Options Study (water/sewer)	<b>More information</b> provided on scope/purpose of the study and additional revenue source identified following preliminary discussions with neighbouring municipality.
SFFR Mechanical Support Vehicle	<b>More information</b> provided regarding cost of vehicle compared to outfitting for mechanical purpose; assessment of using an existing squad included; <b>Cost has been updated</b> to reflect offsetting revenue from sale of squad.
SFFR Tanker @ Station 4	<b>More information</b> provided on rationale for larger tanker; concern about private lane access has been addressed.

Changes have been highlighted on each project's capital detail sheet in the budget package.



# 2021 Draft Budget:

