

VIRTUAL ZOOM MEETING / RÉUNION VIRTUELLE PAR ZOOM

AGENDA / ORDRE DU JOUR

- A) Declaration of Pecuniary Interest / Déclaration d'intérêts pécuniaires
- B) Agenda / Ordre du jour
 - B-1 Adopt the Agenda
- C) 2022 Budget Presentations / Présentations budgétaires pour l'année 2022
- D) Adjournment / Ajournement
 - D-1 By-law **2022/31** confirming proceedings of meeting
 - D-2 Adjourn the meeting

MEMORANDUM

TO: Mayor and Council

AND: Alisa Craddock, Stephan Poulin, Shawn Remillard, Melanie Ducharme,
Richard Maranda

FROM: Jean-Pierre (Jay) Barbeau, CAO

DATE: February 25, 2022

RE: **BUDGET 2022**

Please find enclosed the budget workbook for 2022. As indicated at the February General Government meeting, our intention is to present a more concise and simplified format to achieve an acceptable budget. Last year we held nine Special budget meetings. This was obviously excessive and frustrating to most in attendance.

Hopefully, one of the key takeaways from the Municipal Affairs presentation is the role of Council as Policy makers and staff as the content experts. Council should accept and appreciate that staff have submitted budgets that are necessary for the continued effectiveness of our organization. The information is then vetted by myself, the Treasurer and her accounting staff for both accuracy and necessity. The line items which form the budget are operational and necessary. There is no excess given the legislation we must follow and expectations of the community.

In the package you will notice the high level discussion points that will be covered. We have also added a "reference" section that provides much of the same detail as was provided in previous years. I ask that you review the information provided. If you have questions that would need staff to compile a report, kindly raise the questions in advance so that we could be prepared to not prolong the exercise unnecessarily.

Council typically discusses acceptable general levy increases as their main point of concern. How can we get it done while minimizing the burden to our taxpayers. This budget reflects that. We have not presented as in past years where all options are on the Council table for discussion. We have proposed in advance the best solution which meets the needs of the community and sustains the organization going forward.

I trust that you will appreciate the new format and hopefully, it will lead to a better outcome.

from the desk of:

Jean-Pierre (Jay) Barbeau
Chief Administrative Officer

Joie de vivre



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2022 BUDGET Workbook

February 2022



West Nipissing Ouest

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Introduction

Message from the CAO

We are pleased to present the 2022 Budget Workbook in preparation for upcoming Council deliberations. Much like the first year of the pandemic, 2021 challenged the levels of service provided by municipalities and the methods by which we operate. Staff at all levels were asked to adjust services and procedures to protect themselves and the community. I want to commend each and every one of them.

This year's budget deliberations will differ from how we've done things historically. We have tailored this year's budget to present the information in a more concise and simplified format. We have proposed in advance key operational changes that are necessary to provide services to our residents while being mindful of future fiscal challenges.

Starting Point

Our current figures present a revenue shortfall of **\$431,603**. This represents a **2.37%** tax increase as a starting point.

I want to thank our Treasurer, Alisa Craddock for her assistance in finalizing the budget numbers as well as our Communications team for compiling the information in this document and on the web.

I'm looking forward to productive discussions regarding the information provided.

Jay Barbeau

Visit the [Budget and Finance](#) page for more information about the budget process, understanding tax ratios and rates, or to see last year's budget documents.

westnipissing.ca/town-hall/budget-and-finance

Highlights from 2021

COVID

- Partnered in the Assessment Centre until November.
- Continued operating expenses with PPE and cleaning.
- Addition of screeners at recreation facilities.
- Impacted training in most departments. Some departments (i.e. public works) are still heavily reliant on in-person training. Other departments were able to continue training, but incurred additional costs as employees had individual virtual training rather than group training.

Corporate Services

- Supplementals exceed budget, capture of building activity.
- Interest and Penalties exceeded budget.
- Challenges to POA revenue, due to COVID issues and general increased costs of operating POA.
- Vacancies throughout the year and timing of hiring new personnel impacted wages and benefits.
- Insurance claims and legal were higher than anticipated.
- Less write offs on taxation. This is expected in a year without an MPAC reassessment.

Public Works

- Vacancies throughout the year and timing of hiring of new personnel impacted wages and benefits.
- Winter materials (salt and sand) were lower than usual (seasonal variation).

Community Services

- Had the benefit of COVID relief funding to offset revenues.
- Strong year at the marina led to increased revenues.
- Underspent in wages (and corresponding benefits) – museum positions remained vacant, timing of hiring of new positions, difficult to forecast use of part time employees during COVID. Part time staff was not used during periods of shut down
- Significant savings in utilities (seasonal variation, shut down of arenas).
- Able to undertake some maintenance projects internally, due to shut down.
- Little expenditure under “Community Initiatives” (things Council agrees to write off) because there were not community events run by partners.

Fire

- Wage savings come from volunteer firefighters (this is always variable – we budget for an “average” expenditure.
- Savings in benefits.
- Transition in training from Fire College to new fire centres reduced training availability in 2021.
- New requirements in fleet maintenance re age of tires still be rolled in across entire fleet.
- Underspent in facility maintenance.

Building & Planning

- Exceeded revenues by \$146,000.

Economic Development

- Timing of hiring staff impacted all aspects of EcDev budget.
- RFP's for studies closed in 2022, funding and projects moved to 2022 budget.

Police

- Completed construction of facility and OPP moved into the facility.
- Maintenance contracted, not staffed.
- Construction draws turned to term loan in 2022.
- Timing impacted the required transfer from general reserves, resulting in a reduced transfer from general reserve.

Boards and levies

- Substantially as budgeted.

Summary of All Categories

	2021			2022	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Property Taxation	18,241,231	18,192,119	49,112	18,482,100	289,981
Payments in lieu	545,690	553,235	(7,545)	549,550	(3,685)
OMPF	6,608,900	6,608,900	-	6,588,900	(20,000)
Other Revenues	3,289,735	3,860,719	(570,984)	4,762,785	902,066
Total Revenues	28,685,556	29,214,973	(529,417)	30,383,335	1,168,362
Expenditures					
HR Costs	7,256,619	8,156,643	900,024	8,478,275	(321,632)
Operating Expenses	6,544,208	7,603,597	1,059,389	7,794,403	(190,806)
Policing	4,478,337	4,478,337	-	4,684,750	(206,413)
Social Programs	5,090,040	5,092,577	2,537	5,791,496	(698,919)
Total Expenditures	23,369,204	25,331,154	1,961,950	26,748,924	(1,417,770)
Local Boards					
Police	3,472	15,662	12,190	15,662	-
Library	416,995	416,995	-	422,202	(5,207)
Cemetery	17,429	44,840	27,411	46,240	(1,400)
Total Board Expenditures	437,896	477,497	39,601	484,104	(6,607)
Total Expenditures incl. Boards	23,807,100	25,808,651	2,001,551	27,233,028	(1,424,377)
Surplus (Deficit)-Operating	4,878,456	3,406,322	1,472,134	3,150,307	(256,015)

Donations	-	-	-	-	-
Funding	(1,376,052)	(2,864,080)	(1,488,028)	(4,037,200)	1,173,120
Total Revenues-Capital Fund	(1,376,052)	(2,864,080)	(1,488,028)	(4,037,200)	1,173,120
Transfer to Reserve	2,158,474	2,105,000	(53,474)	3,369,000	(1,264,000)
Contribution from Reserve	(1,863,091)	(3,351,849)	(1,488,758)	(4,530,800)	1,178,951
Total Change in Reserves	295,383	(1,246,849)	(1,542,232)	(1,161,800)	(85,049)
Long Term Debt Financing			-		-
Payments on Loans	331,387	326,322	(5,065)	212,910	113,412
Total Change in Financing	331,387	326,322	(5,065)	212,910	113,412
Capital Assets					
Capital expenditures-Infrastructure	2,496,910	4,489,080	1,992,170	5,323,500	(834,420)
Capital expenditures	1,664,791	2,701,849	1,037,058	3,244,500	(542,651)
Total Capital Assets	4,161,701	7,190,929	3,029,228	8,568,000	(1,377,071)
	3,412,419	3,406,322	(6,097)	3,581,910	(175,588)
Surplus (Deficit)	1,466,037	-	1,466,037	(431,603)	(431,603)

Summary of Revenues and Expenses

	2021			2022	
	Actual	Budget	Variance	Budget	Variance
Taxation					
Revenues	18,241,231	18,192,119	49,112	18,482,100	289,981
Payments in lieu	545,690	553,235	(7,545)	549,550	(3,685)
Provincial Grants-OMPF	6,608,900	6,608,900	-	6,588,900	(20,000)
General Government					
Revenues	1,391,200	1,937,049	(545,849)	2,561,620	624,571
Expenses	3,327,874	3,560,768	232,894	3,537,446	23,322
Surplus (Deficit)	(1,936,674)	(1,623,719)	(312,955)	(975,826)	647,893
Mayor & Council					
Expenses	179,470	218,629	39,159	225,085	(6,456)
Public Works					
Revenues	82,736	80,000	2,736	80,000	-
Expenses	6,416,557	6,628,378	211,821	6,786,940	(158,562)
Surplus (Deficit)	(6,333,821)	(6,548,378)	214,557	(6,706,940)	(158,562)
Community Services					
Revenues	1,281,045	1,253,865	27,180	1,643,665	389,800
Expenses	4,271,204	5,050,555	779,351	5,601,482	(550,927)
Surplus (Deficit)	(2,990,159)	(3,796,690)	806,531	(3,957,817)	(161,127)

Fire Department

Revenues	38,960	18,000	20,960	18,000	-
Expenses	2,296,557	2,433,651	137,094	2,478,575	(44,924)
Surplus (Deficit)	(2,257,597)	(2,415,651)	158,054	(2,460,575)	(44,924)

Economic Development

Revenues	-	100,000	(100,000)	154,500	54,500
Expenses	57,425	362,718	305,293	478,150	(115,432)
Surplus (Deficit)	(57,425)	(262,718)	205,293	(323,650)	(60,932)

Planning & Development

Revenues	365,108	219,000	146,108	305,000	86,000
Expenses	411,680	470,946	59,266	556,860	(85,914)
Surplus (Deficit)	(46,572)	(251,946)	205,374	(251,860)	86

COVID

Revenues	130,686	252,805	(122,119)	-	(252,805)
Expenses	130,686	252,805	122,119	-	252,805
Surplus (Deficit)	-	-	-	-	-

Emergency Management

Expenses	-	3,500	3,500	3,500	-
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Heritage Committee

Expenses	1,506	2,500	994	2,500	-
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Policing

Revenues	404,707	495,767	(91,060)	719,935	224,168
Expenses	4,883,044	4,974,104	91,060	5,404,685	(430,581)
Surplus (Deficit)	(4,478,337)	(4,478,337)	-	(4,684,750)	(206,413)

Police Board

Expenses

3,472

15,662

12,190

15,662

-

Libraries

Expenses

416,995

416,995

-

422,202

(5,207)

Cemetery

Expenses

17,429

44,840

27,411

46,240

(1,400)

Municipal Drains

Expenses

25,867

87,500

61,633

87,500

-

Animal Control

Expenses

94,420

94,612

192

96,550

(1,938)

Health Services

Expenses

417,925

417,926

1

431,650

(13,724)

DNSSAB

Expenses

3,209,322

3,207,723

(1,599)

3,344,778

(137,055)

Home for the Aged-Au Chateau

Expenses

1,462,793

1,466,928

4,135

2,015,068

(548,140)

Grand Total

Revenues

29,090,263

29,710,740

(620,477)

31,103,270

1,392,530

Expenses

27,624,226

29,710,740

2,086,514

31,534,873

(1,824,133)

Net Surplus (Deficit)

1,466,037

-

1,466,037

(431,603)

(431,603)

Reserve as of December 31, 2021

Opening Balance		4,313,960
Approved Transactions		
Transfer surplus to operations	-	
Transfer for Police Transition	(180,971)	
Transfer 2020 Emergency Measures to Dedicated	(3,500)	
Transfer 2020 Bylaw to Dedicated	(3,075)	
		(187,546)
Interim Balance		4,126,414
Surplus from		1,466,037
Ending Balance		5,592,451

2022 Key Budget Changes

Building & Planning

Building & Planning FTE Building & Planning, \$62,000	- Meet increased demands of department – revenue has also grown to support this addition. - Ensure smooth operations and timely response to residents. - Support building officials and increase efficiencies of the day-to-day operations.
Building & Planning Revenues Building & Planning, \$86,000	- Reflects departmental growth and supported by historical activity.

Community Services

Maintenance Employee Community Services, \$76,000	- Meet increased demands of the department; specifically, to address lease service level requirements (Statistics Canada).
Lease Revenue Community Services, \$358,000	- Renegotiated Statistics Canada lease. - Statistics Canada lease and related facility expenses have been transferred from General Government to Community Services to reflect facilities in one budget.
Community Services Clerk Community Services, \$62,000	- Manage the increase of service requests on CGIS - Support to managers and sub foremen in managing contracts, lease agreement requirements, scheduling, correspondence, accounts payable, timesheet processing, etc.
Contribution to Reserve (Statistics Canada) Community Services, \$179,000	- This represents ½ of the additional revenue from the Statistics Canada lease increase. - Transfer to reserve to support future maintenance costs at the facility.
Community Services Revenue Community Services, \$163,000	- Reflects a transition back to more normal operations, post COVID

Transfer to Capital Reserve
Community Services, \$50,000

- Continued investment to meet the future needs of facilities, fleet, and equipment.
- Ability to commence long term planning as recommended in the recently completed facility asset management plan.

Corporate Services

Corporate Services Revenue
Corporate Services, \$160,000

- Increase in supplementals and penalties and interest
- Reflects a change to pre-COVID activity levels

Election
Corporate Services, \$100,000

- General election expenses.
- \$75,000 is offset by a transfer from General Reserve.
- \$25,000 is funded through the current year budget to establish an annual contribution to election costs.

Economic Development

Community Improvement Plan (CIP)
Economic Development, \$60,000

- Implementation of a CIP for signage and building facades

Professional Fees
Economic Development, \$25,000

- To reflect increased demand for graphic design, translation, website content, legal review to implement initiatives from Economic Development Committee.

Training

Community Services, \$13,000

- Enhanced training of maintenance staff in equipment operation, facility operations.

WNFS, \$5000

- Reflect changes in fire training due to the closure of the Fire College.

Special Projects

Community Services, \$75,000	- IPM Volunteer Appreciation event, welcome sign Sturgeon Falls and Crystal Falls, SF Beautification, Friends of the Beach, Lavigne Beautification Committee, community events, Christmas Lights and Decorations.
Economic Development, \$25,000	- Special event, initiatives resulting from studies.
Corporate Services, \$0 (net)	- Corporate services special projects include the continuation of special projects coordinator contract, community strategic plan, and asset management activities; all projects are funded through the Municipal Efficiency funding.

Reallocation of Capital

Reallocation of Public Works Capital Public Works, \$0 (net)	- The tax funded \$975,000 of capital projects for Public Works is being reallocated as a transfer to infrastructure reserve. - Supports best practices in long term planning; increased flexibility in use of funding.
Reallocation of Municipal Drain Capital Municipal drains, \$0 (net)	- Reallocation of \$60,000 annual allocation for construction costs to a \$60,000 annual transfer to reserve for construction.

Impacts on all Departments

Payroll	- Except as noted separately, payroll increases reflect collective agreement increases, changes to benefits, and other uncontrollable changes (i.e. position was new in 2021 and only budgeted for partial year, now included as full year).
Insurance All departments, \$175,400	- Insurance increased by 18% in 2022. - Reflects the continued "hard market". - The Municipality has a good claim record and management is participating in risk assessment processes.

Loss of COVID funding General Government, \$15,000 Community Services, \$140,000	- \$178,000 of COVID funding applied to Community Services in 2022 reflects the final application of COVID relief funds received. - Will assist Community Services in the continued cleaning protocols and smooth the return to normal revenues.
Transfer of prior year surplus to current year General Government, \$1,181,000	- COVID has provided unique budgeting challenges and revenue streams, resulting in larger than usual surpluses over the prior two years. As the Municipality returns to normal operations, it is appropriate to return the prior year surplus to the current year.

Boards

Boards Library, \$5,000 Cemeteries, \$1,500	- Library budget has been approved by the board. - Cemetery budget is an estimate.
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Levies

Levies Au Chateau, \$548,140 DNSSAB, \$137,100 Health Unit, \$13,700 Animal Control, \$2,000	- Au Chateau levy increase reflects a \$148,140 increase in net levy + a \$400,000 increased contribution to reserve. This contribution to reserve at this point will mitigate large increases at the time of redevelopment. - DNSSAB levy is the finalized levy increase and reflects the increased municipal levy from DNSSAB and the change in allocation between DNSSAB partners. - Health Unit levy saw a significant decrease in 2021; the 2022 levy reflects a return to the 2019 level. - Animal Control is an estimated increase.
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2022 CAPITAL BUDGET



West Nipissing Ouest

The Capital Budget allocates funds to long-term investments and assets such as infrastructure, equipment and facilities. From roads, sidewalks, snow plows and arenas, investing in our assets allows us to provide services to our residents.

Capital Planning and Prioritization

The goal of the capital planning process is to develop a plan that will address the priority of projects and asset replacement, based on crucial factors such as risks, resources, scheduling, funding, strategic objectives, etc. This long-term review directs the annual Capital Budgets.

In 2022, the Municipality will be undertaking a revised Roads Needs Study and updating its Asset Management Plan for core infrastructure. The Municipality is also in the process of finalizing Facility Assessments and the corresponding asset management strategy to be incorporated into the Asset Management Plan. Due to these processes, detailed five-year plans are not presented this year; however, deferred projects and additional projects are included for Council's information.

Considerations

Many of the projects presented in this document are necessary for long-term sustainability.

Capital projects may be carried over to be completed in the following year(s) for a variety of reasons such as changes in the scope of work, time constraints and unforeseeable factors.

Some of the figures are subject to change due to funding availability.

Capital Projects and Infrastructure

The Public Works team collaborates with contractors and other departments such as Water and Wastewater during the scheduling of project phases. They try to identify opportunities to maximize efficiencies by combining overlapping work from various projects. Public Works uses a proactive cyclical approach to planning. For instance, this year's brushing and ditching will serve as preparatory work for next year's road resurfacing jobs.

Funding Sources

- Gas Tax (Infrastructure Canada – Federal Gas Tax Fund)
- OCIF (Ontario Community Infrastructure Fund)
- Municipal Taxation and Reserves

2022 Projects and Infrastructure

Asphalt	
Chateau Terrace	75,000
Garden Village Rd. (MD to Cockburn)	160,000
Cartier (Principale E to St-Amour)	40,000
Olivier (surface treatment)	112,000
Pilon	25,000
Third (King intersection to Roy)	120,000
Front Street curb lane including curb and catch basins	50,000
John St (Nipissing to Clark and Clark to Coursol)	450,000
Patching	
Cache Bay (M/H frost tapper various)	10,000
Granular "A" (2000 Tonnes/km)	
Champagne	31,200
Coyote Ridge	20,000
Crosby	12,000

Delorme	42,560
Pinepoultry	167,328
Roberge	75,430
Smily	20,000
Sidewalks	
Coursol (Ethel to Lachance)	65,000
Bridge Repairs	
#020 Laplage	15,000
#10 North & South	90,000
#14 Tomiko	10,000
#22 West McDonald Rd.	60,000
#06 East McDonald Rd.	90,000
#26 Eugene Rd. (Design only)	80,000
Brushing/Ditching	
Alphonse	20,000
Bellefeuille	25,000
Dokis Rd. (complete in 4 annual phases)	238,000
Dutrisac Rd and Tributaries	50,000
Eugene	271,000
Gauthier	135,000
Labrosse	240,000
Pierre Rd.	120,000
Quesnel (Dutrisac to east dead end)	55,000
Quesnel (Nipissing to Dutrisac)	210,000
Roberts	80,000
Rochon	130,000
Roy (Third to Mageau)	95,000
Tamarak	50,000
Total	\$ 3,539,518

Capital Equipment

Public Works Fleet

Asset	Projected Cost
3/4 Ton Pickup	70,000
Back Hoe	75,000
Loader	248,250
Snow Blade	20,000
Trailer	8,000
Trailer	8,000
18-ton excavator	260,000
Steamer	22,000
Steamer	22,000
Total	\$733, 250

Fire Services Fleet

Asset Replacement	Projected Cost
Fire Apparatus	250,000
Total	\$250,000

Community Services

Asset Replacement	Projected Cost
Ice Resurfacer	100,000
4x4 Pickup	55,000
Total	\$155,000

Corporate Services

Asset	Projected Cost
IT Infrastructure	26,900
Total	\$26,900

Capital Facilities

Funding Sources

- Municipal Taxation and Reserves

Public Works

2022 Projects	
SF Garage repairs and new office	300,000
Total	\$300,000

Community Services

Project	Projected Cost
Carried from 2021	
Field Rink	150,000
AODA Projects (Cache Bay Comm. Centre, Verner Arena, WN Rec. Centre, Verner Mun. Bldg.)	140,000
Town Hall Stats Can – AODA	175,000
2022 Projects	
Town Hall HVAC Equipment Upgrades	190,000
Community Services Operations/Garage Bldg. Upgrades	125,000
Public Dock and Boat Launch Repairs (Holditch and Muskasong)	35,000
Roof Replacement – Sturgeon Falls Arena Lobby	75,000
Recreation Centre Pool Mechanical Upgrades/Repairs	120,000
Total	\$1,010,000