

Budget 2021

Continuing to Look Ahead.

The Budget is a Strategic Planning Tool

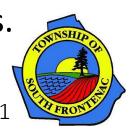
- The Budget may be the Township's most important policy document
- It operationalizes our strategic priorities
- "Put your money where your mouth is."
 - What do we value?
 - What do we want to get done?
 - Where do we want to be?

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 comunities**

- 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	Removed from proposed facilities capital budget; Deferred until completion of Recreation Master Plan (2021) for consideration in 2022.
Glendower Park Court	Removed from proposed facilities capital budget; Deferred until completion of Recreation Master Plan (2021) for consideration in 2022.
Storrington Centre Upgrades	More information provided on size and scope of planned renovations.
Public Services - Tractors w/arm (2)	Cost has been updated ; snow blower attachment deferred until 2022 capital budget.
Hinchinbrooke Road Reconstruction	No Change 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	Cost has been updated 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)	More information provided on scope/purpose of the study and additional revenue source identified following preliminary discussions with neighbouring municipality.
SFFR Mechanical Support Vehicle	More information provided regarding cost of vehicle compared to outfitting for mechanical purpose; assessment of using an existing squad included; Cost has been updated to reflect offsetting revenue from sale of squad.
SFFR Tanker @ Station 4	More information 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:

