

MEMORANDUM

TO: MAYOR and COUNCIL
FROM: Jean-Pierre (Jay) Barbeau, CAO
DATE: February 25th, 2021
SUBJECT: 2021 BUDGET

Please find attached, the 2021 Budget Workbook. Thank you to the staff for their cooperation in working with senior staff and the communications team.

Last year was, to say the least, “unusual”!!! I am proud of the manner in which we adjusted to the ever changing circumstances that were thrown our way. From a financial perspective, we fared quite well for 3 reasons. Firstly, we were able to adjust our budget to account for some of the impacts that COVID presented prior to last year’s budget approval. Secondly, we received COVID support funding to assist us through these challenging times. Lastly and most importantly, we as a team showed an ability to be flexible and adapt to the new reality.

This year, staff has requested items that ensure a business continuity both during these difficult times as well as to position ourselves for the post-COVID environment. Requests were not made to consider enhancements to service levels in these uncertain times. As well, given the fact that we are in the midst of an independent operational review, we are not making any structural changes and are awaiting the consultant’s report.

Our opening deficit is approximately \$1.2 Million representing a 6.7% projected tax increase. Given the assumptions made by staff, our starting point is much lower than in previous years. As well, given the size of our annual surplus from last year, I believe that we can achieve the proper balance in minimizing increases to our residents while ensuring that we remain “somewhat” fiscally healthy for the future years. We are facing significant challenges as a Municipality and we need to ensure that decisions taken now will sustain us for the foreseeable future.

With respect to an Agenda for budget, the following page is an initial outline. You will note that this year we will be looking at department’s in their entirety including capital. We will not be separating the two. The capital documents will be provided early next week.

As well, prior to deliberations, I want to have an initial philosophical discussion regarding the budget because I believe we can achieve a final document that is much more usable and strategic if Council achieves a consensus to consider strategic issues rather than bogging down in the minutia.

I look forward to having this discussion next week.

Jay

from the desk of :
Jean-Pierre (Jay) Barbeau
C.A.O.



Joie de vivre

www.westnipissingouest.ca

BUDGET DELIBERATION PLAN

I have not targeted specific dates to assign to areas as it would depend on Council's decision as to the detail necessary.

The following is an initial plan of deliberation in sequence.

1. Introduction/ Overview
2. Council discussion regarding format of deliberations
3. Overview of where we are now
 - a. Starting point
 - b. Last year's results
 - c. Starting reserve position
 - d. Debt position
4. Mayor and Council
5. Corporate Services
 - a. By-law Enforcement
 - b. COVID-19
6. Committees, Boards and Service Partners
7. Public Works
 - a. Drains
8. Community Services
9. Planning and Building
10. Economic Development
11. Fire Service
12. Summary discussion/final budget tax levy