

2021 BUDGET Revised Workbook

May 2021



West Nipissing Oust



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Introduction

Word from the CAO

The COVID-19 pandemic has changed the landscape for communities throughout the globe. It has affected the levels of service provided by municipalities as well as the methods by which we operate. Staff at all levels were asked to do things differently to protect themselves and those they serve. I want to commend each and every one of them.

We have tailored this year's budget to consider the practical aspects of business continuity. We have not included any major strategic changes. We have only included what we believe is necessary to continue servicing our residents in the same manner while being mindful of the future fiscal challenges.

Post-deliberation Revisions

Our original starting point presented a revenue shortfall of \$1,190,320. This represented a 6.7% tax increase as a starting point. Typically, this number is much greater in non-pandemic years due to the fact that staff include new initiatives aimed at improving or adding service. Municipal staff, at the direction of Council, is providing a revised budget document with a tax levy increase of 2.00%.

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





Response to the COVID-19 Pandemic

The COVID-19 pandemic upended the Municipality of West Nipissing's plans for 2020 and continues to influence operations and services.

When COVID-19 was declared a global pandemic, the Municipality of West Nipissing had not yet passed its 2020 budget. Council and administration invested in re-evaluating the 2020 budget and produced a revised COVID budget. The pandemic continued to generate unexpected results, in planning, finances, and length of time, as the province moved through shut downs and gradual re-opening plans. The Keeping Ontario Safe and Open Framework, which allowed for gradual re-opening based on the local situation of each region, was announced in November 2020.

At the Municipality of West Nipissing, operations and services offered were adjusted to fit the guidance provided by the province and the local health unit throughout the year. Administrative services were maintained, with alternate forms of service delivery explored and adopted. Recreational services were mostly severely impacted resulting in reduced revenues, staff reassignments and lay-offs, and deferral of hiring for vacant full-time positions. The Municipality partnered with West Nipissing General Hospital on location and staff to operate an Assessment Centre in Sturgeon Falls. The Assessment Centre has been operating since March 2020. The Municipality continues to adjust operations to meet the evolving guidelines from the Province and our current local situation.

The West Nipissing Emergency Control Group began meeting in March of 2020. The group continued to meet weekly or bi-weekly throughout the year. This group is made up of Mayor Joanne Savage, senior Administrators from the Municipality, West Nipissing General Hospital, Au Chateau, West Nipissing Community Health, North Bay Parry Sound Health Unit, and the Nipissing West OPP. The group continues to meet weekly to monitor the global situation and assure a local response.

Visit the [COVID-19 Information](#) page for more details about COVID-19 resources and news in the Municipality of West Nipissing.

westnipissing.ca/covid19

2021 Budget Summary





Summary of All Categories

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Property Taxation	17,701,602	17,730,748	(29,146)	17,837,504	106,756
Payments in lieu	542,377	540,780	1,597	553,235	12,455
OMPF	6,528,600	6,528,600	-	6,608,900	80,300
Other Revenues	2,985,590	2,796,343	189,247	3,860,719	1,064,376
Total Revenues	27,758,169	27,596,471	161,698	28,860,358	1,263,887
Expenditures					
HR Costs	7,169,230	7,984,219	814,989	8,156,643	(172,424)
Operating Expenses	6,484,842	6,951,379	466,537	7,606,960	(655,581)
Policing	4,366,519	4,366,519	-	4,478,337	(111,818)
Social Programs	4,740,901	4,777,899	36,998	5,092,577	(314,678)
Total Expenditures	22,761,492	24,080,016	1,318,524	25,334,516	(1,254,501)
Local Boards					
Police	4,808	17,120	12,312	15,662	1,458
Library	414,920	414,920	-	416,995	(2,075)
Cemetery	15,110	41,185	26,075	44,840	(3,655)
Total Board Expenditures	434,838	473,225	38,387	477,497	(4,272)
Total Expenditures incl. Boards	23,196,330	24,553,241	1,356,911	25,812,013	(1,258,773)





Surplus (Deficit)-Operating	4,561,840	3,043,230	1,518,609	3,048,345	5,115
Donations	-	-	-	-	-
Funding	(1,562,369)	(2,153,100)	(590,731)	(2,864,080)	710,980
Total Revenues-Capital Fund	(1,562,369)	(2,153,100)	(590,731)	(2,864,080)	710,980
Transfer to Reserve	1,818,772	1,810,000	(8,772)	2,105,000	(295,000)
Contribution from Reserve	(1,327,891)	(2,008,410)	(680,519)	(3,351,849)	1,343,439
Total Change in Reserves	490,881	(198,410)	(689,291)	(1,246,849)	1,048,439
Long Term Debt Financing	-	-	-	-	-
Payments on Loans	338,911	338,230	(681)	322,959	15,271
Total Change in Financing	338,911	338,230	(681)	322,959	15,271
Capital Assets					
Capital expenditures-Infrastructure	2,391,294	3,000,000	608,706	4,489,080	(1,489,080)
Capital expenditures	1,376,054	2,056,510	680,456	2,701,849	(645,339)
Total Capital Assets	3,767,348	5,056,510	1,289,162	7,190,929	(2,134,419)
	3,034,771	3,043,230	(8,459)	3,402,959	359,729
Surplus (Deficit)	1,527,069	0	1,527,068	(354,614)	(354,614)



Summary of Revenues and Expenses

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Taxation					
Revenues	17,701,602	17,730,748	(29,146)	17,837,504	106,756
Payments in lieu	542,377	540,780	1,597	553,235	12,455
Provincial Grants-OMPF	6,528,600	6,528,600	-	6,608,900	80,300
General Government					
Revenues	1,513,510	1,780,243	(266,733)	2,289,214	508,971
Expenses	3,510,528	3,545,042	34,514	3,797,910	(252,868)
Surplus (Deficit)	(1,997,018)	(1,764,799)	(232,219)	(1,508,696)	256,103
Mayor & Council					
Expenses	233,240	191,943	(41,297)	218,629	(26,686)
Public Works					
Revenues	87,362	35,000	52,362	80,000	45,000
Expenses	6,098,950	6,428,657	329,707	6,628,378	(199,721)
Surplus (Deficit)	(6,011,588)	(6,393,657)	382,069	(6,548,378)	(154,721)
Community Services					
Revenues	881,814	734,500	147,314	901,700	167,200
Expenses	3,858,549	4,647,776	789,227	4,813,413	(165,637)
Surplus (Deficit)	(2,976,735)	(3,913,276)	936,541	(3,911,713)	1,563



**Fire Department**

Revenues	29,622	18,000	11,622	18,000	-
Expenses	2,148,981	2,362,460	213,479	2,433,651	(71,191)
Surplus (Deficit)	(2,119,359)	(2,344,460)	225,101	(2,415,651)	(71,191)

Economic Development

Revenues	13,172	62,100	(48,928)	100,000	37,900
Expenses	77,832	164,370	86,538	362,718	(198,348)
Surplus (Deficit)	(64,660)	(102,270)	37,610	(262,718)	(160,448)

Planning & Development

Revenues	259,111	166,500	92,611	219,000	52,500
Expenses	416,529	452,316	35,787	470,946	(18,630)
Surplus (Deficit)	(157,418)	(285,816)	128,398	(251,946)	33,870

COVID

Revenues	200,999	-	200,999	252,805	252,805
Expenses	200,999	-	(200,999)	252,805	(252,805)
Surplus (Deficit)	-	-	-	-	-

Emergency Management

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

Expenses	-	2,500	2,500	2,500	-
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Policing

Revenues	244,760	451,968	(207,208)	495,767	43,799
Expenses	4,611,279	4,818,487	207,208	4,974,104	(155,617)
Surplus (Deficit)	(4,366,519)	(4,366,519)	-	(4,478,337)	(111,818)



**Police Board**

Expenses	4,808	17,120	12,312	15,662	1,458
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Libraries

Expenses	414,920	414,920	-	416,995	(2,075)
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Cemetery

Expenses	15,110	41,185	26,075	44,840	(3,655)
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Municipal Drains

Expenses	50,821	87,500	36,680	87,500	-
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Animal Control

Expenses	92,414	92,764	350	94,612	(1,848)
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Health Services

Expenses	417,925	454,523	36,598	417,926	36,597
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DNSSAB

Expenses	3,131,548	3,131,948	400	3,207,723	(75,775)
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Home for the Aged-Au Chateau

Expenses	1,191,428	1,191,428	-	1,466,928	(275,500)
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Grand Total

Revenues	28,002,929	28,048,439	(45,510)	29,356,125	1,307,686
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Expenses	26,475,861	28,048,439	1,572,578	29,710,739	(1,662,300)
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Net Surplus (Deficit)	1,527,069	-	1,527,068	(354,614)	(354,614)
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Operating Budget by Department





Mayor and Council

As per the Ontario Municipal Councillors Guide 2018, the key responsibilities of a Councillor are to support the Municipality and its operations while ensuring the community's well-being and interests. In addition to being available to the public at large, members of Council partake in a variety of committees within the community throughout their four-year term. Council remains well-informed of municipal government policies and procedure through research, training and workshops.

Council's Budget and Honorarium

Council budget includes honorariums and associated payroll costs, special events, and small amounts of administrative expenses. Council honorariums are adjusted annually based on the CPI-W of the prior November. In November 2020, CPI-W was 1.30%. Conferences and training have been returned to the pre-COVID levels to support participation in the virtual events that are now available.

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Expenditures					
HR Costs					
Salaries & Wages	152,066	153,247	1,181	155,239	(1,992)
Benefits	15,524	18,496	2,972	18,965	(469)
Education	3,211	5,000	1,789	5,000	-
Total HR Costs	170,801	176,743	5,942	179,204	(2,461)
Operating Costs					
Advertising	-	3,000	3,000	3,000	-
Community Projects	2,000	7,200	5,200	7,200	-
Legal	17,053	-	(17,053)	-	-
Office Supplies	1,765	1,500	(265)	3,025	(1,525)
Professional Fees	40,380	2,500	(37,880)	25,000	(22,500)
Utilities & Telecommunication	1,241	1,000	(241)	1,200	(200)



**Total Material, Supplies & Rents****62,439****15,200****(47,239)****39,425****(24,225)****Total Operating Expenditures****233,240****191,943****(41,297)****218,629****(26,686)****Capital Assets**

Contribution from Dedicated Reserve

-

(30,000)

(30,000)

(58,000)

28,000

Capital expenditures-Equipment

-

30,000

30,000

58,000

(28,000)

Total Capital Assets

-

-

-

-

-

Net Surplus (Deficit)**(233,240)****(191,943)****(41,297)****(218,629)****(26,686)**



Corporate Services

The Corporate Services Department provides administrative services that support the work of Council, management, and staff in their delivery of efficient municipal services. The team is responsible for: Accounting Services, Financial Support, Taxation and Utility Revenue, Human Resources, Policy Development, By-law Enforcement, Information Technology and Communications.

Focus and Goals

- Ongoing review and improvement of the customer service process
- Uphold professional standards through training and development
- Completion of an Operational Review
- Support internal and external communication
- Enhance and standardize policy development procedures

2021 Budget Highlights

- Capital investment in IT infrastructure
- Addition of 1 full-time Financial Analyst to assist with financial reviews and management feedback
- Completion of Operational Review, funded through Municipal Modernization Fund

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Taxation Revenue	17,701,602	17,730,748	(29,146)	17,837,504	(106,756)
Payments in Lieu	542,377	540,780	1,597	553,235	(12,455)
OMPF	6,528,600	6,528,600	-	6,608,900	(80,300)
Grants	27,344	106,650	(79,306)	156,500	(49,850)
Interest Income	128,892	140,500	(11,608)	140,500	-
Licenses and Fees	17,667	52,950	(35,283)	39,700	13,250
P.O.A.	(25,052)	30,000	(55,052)	30,000	-
Management Fees	143,846	143,000	846	143,000	-
Penalties & Interest	118,703	90,000	28,703	90,000	-





Rental Income	362,962	352,165	10,797	352,165	-
Miscellaneous Income	19,920	14,000	5,920	14,000	-
COVID Relief funding	168,250	-	168,250	15,000	(15,000)
Interdepartmental Charges	200,978	200,978	-	205,493	(4,515)
General Reserve	-	300,000	(300,000)	752,856	(452,856)
Dividend Income	350,000	350,000	-	350,000	-
Total Revenues	26,286,089	26,580,371	(294,282)	27,288,853	(708,482)
Expenditures					
HR Costs					
Salaries & Wages	1,326,469	1,394,411	67,942	1,441,621	(47,210)
Benefits	295,568	331,199	35,631	353,067	(21,868)
Education	2,544	13,500	10,956	13,500	-
Total HR Costs	1,624,581	1,739,110	114,529	1,808,188	(69,078)
Operating Costs					
Advertising	17,290	27,500	10,210	28,100	(600)
Election Costs	1,832	-	(1,832)	2,000	(2,000)
General Insurance	102,629	102,309	(320)	124,444	(22,135)
IT and Support	132,064	141,119	9,055	155,450	(14,331)
Insurance Settlements	53,800	75,000	21,200	75,000	-
Contractors	7,161	8,000	839	8,000	-
Interest Expense	9,992	13,000	3,008	13,000	-
Interest on Loans	6,929	8,559	1,630	8,559	-
Leasing Expense	55,708	59,460	3,752	38,960	20,500
Legal	77,071	50,000	(27,071)	50,000	-
Materials	285	2,000	1,715	2,000	-
Memberships	17,231	17,750	519	17,500	250
Office Supplies	53,812	59,520	5,708	61,820	(2,300)
Professional Fees	84,339	85,000	661	85,000	-





Property Assessment	246,354	246,354	-	244,621	1,733
Repairs & Maintenance	64,037	96,500	32,463	96,500	-
Services and Rents	23,858	18,500	(5,358)	18,500	-
Special Projects	-	-	-	86,500	(86,500)
Utilities & Telecommunication	230,468	273,055	42,587	242,462	30,593
Vehicle Expenses	13,437	7,000	(6,437)	9,000	(2,000)
Write Offs	130,136	157,000	26,864	188,000	(31,000)
WNGH Special Funding	-	-	-	50,000	(50,000)
Non TCA Expenses	200,157	1,000	(199,157)	2,000	(1,000)
Total Material, Supplies & Rents	1,528,590	1,448,626	(79,964)	1,607,416	(158,790)
Total Expenditures	3,153,171	3,187,736	34,565	3,415,604	(227,868)
Net Surplus (Deficit) Operations	23,132,918	23,392,635	(259,717)	23,873,249	480,614
Transfer to Reserve	185,070	185,000	(70)	210,000	(25,000)
Contribution from Reserve	(119,251)	(159,510)	(40,259)	(170,405)	(10,895)
Total Change in Reserves	65,819	25,490	(40,329)	39,595	(35,895)
Payments on Loans	172,287	172,306	19	172,306	-
Total Change in Financing	172,287	172,306	19	172,306	-
Capital Assets					
Capital expenditures-Equipment	119,251	159,510	40,259	170,405	(10,895)
Total Capital Assets	119,251	159,510	40,259	170,405	(10,895)
	357,357	357,306	(51)	382,306	(25,000)
Surplus (Deficit)	22,775,561	23,035,329	(259,768)	23,490,943	455,614





By-law Enforcement

The Municipality's By-Law Officers are committed to maintaining a safe, welcoming community by providing public education, investigating calls/complaints, and issuing warnings and penalties for by-law violations when appropriate. Additionally, this team provides COVID-19 education when on patrol.

The By-law Enforcement figures are included in the Corporate Services departmental budget. Figures shown here represent a more detailed view of the By-law Enforcement division.

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Bylaw Revenue	8,691	12,000	(3,309)	12,000	-
Grants	27,344	27,650	(306)	5,000	(22,650)
Total Revenues	36,035	39,650	(3,615)	17,000	(22,650)
Expenditures					
HR Costs					
Salaries & Wages	77,348	86,641	9,293	89,161	(2,520)
Benefits	9,946	12,062	2,116	12,556	(494)
Education	-	1,000	1,000	1,000	-
Total HR Costs	87,294	99,703	12,409	102,717	(3,014)
Operating Costs					
Memberships	220	500	280	250	250
Office Supplies	1,855	1,105	(750)	2,905	(1,800)



Services and Rents	322	420	98	420	-
Utilities & Telecommunication	630	720	90	720	-
Vehicle Expenses	13,437	7,000	(6,437)	9,000	(2,000)
Non TCA Expenses	-	1,000	1,000	1,000	-
Total Material, Supplies & Rents	16,464	10,745	(5,719)	14,295	(3,550)
Total Expenditures	103,758	110,448	6,690	117,012	(6,564)
Surplus (Deficit)	(67,723)	(70,798)	3,075	(100,012)	(29,214)



COVID-19

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Miscellaneous Income	200,999	-	200,999	252,805	(252,805)
Total Revenues	200,999	-	200,999	252,805	(252,805)
Expenditures					
				-	-
HR Costs					
Salaries & Wages	125,065	-	(125,065)	155,916	(155,916)
Benefits	20,108	-	(20,108)	19,889	(19,889)
Total HR Costs	145,173	-	(145,173)	175,805	(175,805)
Operating Costs					
Advertising	4,658	-	(4,658)	5,000	(5,000)
Office Supplies	9,350	-	(9,350)	8,500	(8,500)
Telecommunications	3,954	-	(3,954)	5,500	(5,500)
Repairs & Maintenance			-		-
Services and Rents	3,414	-	(3,414)	3,000	(3,000)
Supplies	34,450	-	(34,450)	55,000	(55,000)
Capital Expenditures	-	-	-	-	-
Total Material, Supplies & Rents	55,826	-	(55,826)	77,000	(77,000)
Total Expenditures	200,999	-	(200,999)	252,805	(252,805)
Net Surplus (Deficit) Operations	-	-	-	-	-





Public Works

The Public Works crews work diligently at keeping our streets, gravel roads, and sidewalks accessible for the public, while attempting to prolong each infrastructure's life cycle. The Municipality is required by provincial legislation to respect the Minimum Maintenance Standards for Municipal Highways (Regulation 239/02). The team is comprised of two service areas – road maintenance and water distribution/collection.

The road maintenance team manages **535 km** of roads in total (classes 4, 5 and 6).

430 km of gravel roads · **64 km** of paved roads · **41 km** of surface treated roads · **1,000 km** of ditches · **38.5 km** of sidewalks

Services areas: Roads, Sidewalks, Paths, and Parking Lots, and Water Distribution/Collection

Maintenance

Brush Cutting Edges of Roads
Calcium Chloride on Gravel Roads
Gravel Patching
Line Painting
Patrolling
Pothole Maintenance
Resurfacing
Shouldering
Snow and Ice Removal
Snow Plowing and Sanding
Sweeping

Drainage

Bridge Rehabilitation
Catch Basins
Culverts Installations and Upkeep
Ditching
Storm Water

Other

Equipment Maintenance
Load Restrictions: Patrol, Identify, Monitor
Signage Repair
Street Light Maintenance

Focus and Goals

- Maintain the safety of residents as a first priority
- Strive for improvement by finding and applying efficiencies
- Increase in-house and out-of-department equipment maintenance to reduce maintenance costs and vehicle/equipment down time
- Further develop planning procedures with a strong emphasis on preventative measures
- Ensure an increasingly balanced workload between departmental and capital projects
- Strive to keep a sustainable level of service
- Improve communication with residents for applicable requests requiring response/feedback
- Increase contract supervision on projects to ensure level of service/quality is being met





	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Miscellaneous Income	87,362	35,000	52,362	80,000	45,000
Total Revenues	87,362	35,000	52,362	80,000	45,000
Expenditures					
HR Costs					
Salaries & Wages	1,542,969	1,678,353	135,384	1,706,498	(28,145)
Benefits	416,706	430,314	13,608	448,224	(17,910)
Education	8,954	7,500	(1,454)	10,500	(3,000)
Total HR Costs	1,968,629	2,116,167	147,538	2,165,222	(49,055)
Operating Costs					
Advertising	294	2,000	1,706	2,000	-
Contractors	263,549	265,000	1,451	265,000	-
General Insurance	239,611	238,350	(1,261)	291,366	(53,016)
IT & Support	22,554	22,500	(54)	22,950	(450)
Leasing Expense	4,286	4,500	214	4,500	-
Licenses & Permits	40,973	30,000	(10,973)	30,000	-
Materials	840,392	914,500	74,108	925,000	(10,500)
Office Supplies	7,445	9,800	2,355	9,800	-
Professional Fees	1,080	4,000	2,920	4,000	-
Repairs & Maintenance	29,620	29,500	(120)	29,500	-
Services and Rents	256,942	236,000	(20,942)	236,000	-
Supplies	47,368	47,000	(368)	47,000	-
Utilities & Telecommunication	261,306	303,740	42,434	304,040	(300)





Vehicle Expenses	611,283	700,600	89,317	662,000	38,600
Non TCA Expenses	21,530	5,000	(16,530)	5,000	-
Total Material, Supplies & Rents	2,648,233	2,812,490	164,257	2,838,156	(25,666)
Total Expenditures	4,616,862	4,928,657	311,795	5,003,378	(74,721)
Net Surplus (Deficit) Operations	(4,529,500)	(4,893,657)	364,157	(4,923,378)	(29,721)
Funding	(1,562,369)	(2,153,100)	(590,731)	(2,864,080)	(710,980)
Total Revenues-Capital Fund	(1,562,369)	(2,153,100)	(590,731)	(2,864,080)	(710,980)
Transfer to Reserve	605,000	605,000	-	650,000	45,000
Contribution from Reserve	(643,922)	(653,000)	(9,078)	(1,307,000)	(654,000)
Total Change in Reserves	(38,922)	(48,000)	(9,078)	(657,000)	(609,000)
Capital Assets					
Capital expenditures-Infrastructure	2,391,294	3,000,000	608,706	4,489,080	1,489,080
Capital expenditures-Equipment	692,085	701,100	9,015	657,000	(44,100)
Total Capital Assets	3,083,379	3,701,100	617,721	5,146,080	1,444,980
	1,482,088	1,500,000	17,912	1,625,000	125,000
Surplus (Deficit)	(6,011,588)	(6,393,657)	382,069	(6,548,378)	(154,721)





Drains

Municipal Drains are administered by the Municipality under the authority of the *Drainage Act* and are governed by the Ministry of Agriculture, Food and Rural Affairs. The **Court of Revision** is a legislated body which hears appeals on assessments pursuant to the *Drainage Act*. The Municipality has approximately 125 Municipal Drains located primarily in agricultural and rural areas of the Municipality. Approximately 3 drains per year are constructed requiring new Engineer's Reports.

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Expenditures					
Drainage Maintenance	4,710	7,500	2,790	7,500	-
Superintendent Fees	12,138	20,000	7,863	20,000	-
Municipal portion of drains	33,973	60,000	26,027	60,000	-
Total Expenditures	50,821	87,500	36,680	87,500	-
Net Surplus (Deficit) Operations	(50,821)	(87,500)	36,680	(87,500)	-
Surplus (Deficit)	(50,821)	(87,500)	36,680	(87,500)	-





Community Services

The Community Services Department oversees a wide range of public services delivered by the Municipality. The team plays a key role in ensuring that community members are active and healthy through their participation in: Sports and Leisure, Arts and Culture, Community Events, Community Development, and Educational Programs. Because the Community Services team embraces the idea that ‘it takes a village,’ they are continuously engaged in strategic and collaborative partnerships with community groups, non-profit organizations, and residents.

The department is also responsible for the planning, administration, operation, and maintenance of all municipal buildings and much of the green space surrounding them. Community Services also manages capital projects related to the repair, rehabilitation, or expansion of these facilities.

Facilities

Buildings and Halls

- 2 Municipal Administrative Buildings
- 2 Arenas
- 6 Community Centres/Halls
- 2 Fitness Centres
- Pool
- Museum
- Information Centre
- Ambulance Bay Building
- Verner First Response Building
- West Nipissing Health Centre
- 2 Scout Buildings
- OPP Detachment

Parks and Recreation

- 6 Outdoor Rinks
- 4 Soccer Fields
- 6 Baseball Fields
- 10 Parks and Playgrounds
- 3 Splash Parks
- Beach Volleyball Court
- Tennis Court

Boating and Camping

- 9 Boat Launches/Docks
- Minnehaha Bay and Marina
- Cache Bay Trailer Park Site

Storage

- Centra Gas Building
- Pie XII Building
- Info Centre Storage Building
- Verner Storage Garage

Tenants (Lease Agreements)

Internal: WN Fire Service, WN Library, Operations Department

External: Statistics Canada, Ministry of Agriculture, Dr. Bourgault, Twiggs Coffee Roasters, Le Loup Radio, DNSSAB (Ambulance), WN Health Centre, WN Physio, Knights of Columbus, WN Lynx, Field Seniors Group, Sudbury East West Nipissing Economic Partners, Centre Communautaire de Lavigne, Ontario Provincial Police, West Nipissing Chamber of Commerce, Cache Bay Trailer Park and Arena Canteens.





Focus and Goals

- Full review of fees and rates for programs and services
- Maintain and repair existing infrastructure – facing issues regarding aging facilities
- Enhance programs and services in partnership with key community stakeholders and partners
- Completion of building condition assessments, lifecycle costing, and review outdoor spaces as part of an ongoing asset management plan

2021 Budget Highlights

- Increase transfer to reserve for current and future capital projects
- Completion of an Asset Management Plan
- Carry out major construction projects – OPP Permanent Facility and 68 Michaud Street expansion
- Significant reduction in revenues due to COVID-19 related restrictions and guidelines

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Federal Grants	23,520	30,000	(6,480)	30,000	-
Provincial Grants	-	-	-	-	-
Donations	2,659	-	2,659	-	-
Arenas	128,539	158,500	(29,961)	68,000	(90,500)
Canteen Sales	62,704	27,000	35,704	60,000	33,000
Program Revenues	2,631	10,000	(7,369)	4,000	(6,000)
Fitness and Pool Revenues	33,689	74,500	(40,811)	35,200	(39,300)
Memberships	89	39,500	(39,411)	-	(39,500)
Advertising	-	5,000	(5,000)	1,500	(3,500)
Rentals	353,648	390,000	(36,352)	385,000	(5,000)
COVID relief funds	272,549	-	272,549	318,000	318,000
Miscellaneous Income	1,786	-	1,786	-	-
Total Revenues	881,814	734,500	147,314	901,700	167,200
Expenditures					





HR Costs

Salaries & Wages	1,367,735	1,602,261	234,526	1,589,556	12,705
Benefits	344,211	367,016	22,805	381,298	(14,282)
Education	4,912	13,500	8,588	18,500	(5,000)

Total HR Costs	1,716,858	1,982,777	265,919	1,989,354	(6,577)
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Operating Costs

Cost of Goods Sold	41,486	45,000	3,514	40,000	5,000
Materials & Supplies	12,964	40,000	27,036	30,000	10,000
Subcontractors	24,649	35,000	10,351	35,000	-
Advertising & Promotion	5,839	10,000	4,161	10,000	-
Community Initiatives	13,495	45,000	31,505	15,000	30,000
Community Projects	41,402	77,000	35,598	50,000	27,000
General Insurance	230,901	211,689	(19,212)	264,574	(52,885)
Interest and Bank Charges	72,153	79,657	7,504	79,657	-
IT & Support	37,394	41,500	4,106	42,175	(675)
Licenses & Permits	2,193	10,000	7,807	5,000	5,000
Office Supplies	17,901	41,500	23,599	41,500	-
Professional Fees	8,690	30,000	21,310	60,000	(30,000)
Repairs & Maintenance	273,747	412,500	138,753	412,500	-
Services and Rents	31,452	51,500	20,048	70,000	(18,500)
Utilities & Telecommunication	533,400	684,000	150,600	618,000	66,000
Vehicle Expenses	23,797	40,000	16,203	40,000	-
Non TCA Expenses	18,958	60,000	41,042	60,000	-

Total Material, Supplies & Rents	1,390,421	1,914,346	523,925	1,873,406	40,940
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Total Expenditures	3,107,279	3,897,123	789,844	3,862,760	34,363
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Net Surplus (Deficit) Operations	(2,225,465)	(3,162,623)	937,158	(2,961,060)	201,563
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Grants	-	-	-	-	-
Donations	-	-	-	-	-
Total Revenues-Capital Fund	-	-	-	-	-
Transfer to Reserve	600,000	600,000	-	800,000	(200,000)
Contribution from Reserve	(417,355)	(765,900)	(348,545)	(1,144,444)	(378,544)
Total Change in Reserves	182,645	(165,900)	(348,545)	(344,444)	(178,544)
Payments on Loans	99,770	99,153	(617)	99,153	-
Lease repayment	51,500	51,500	-	51,500	-
Total Change in Financing	151,270	150,653	(617)	150,653	-
Capital Assets					
Capital expenditures	417,355	765,900	348,545	1,089,444	(323,544)
Capital expenditures-Equipment	-	-	-	55,000	(55,000)
Total Capital Assets	417,355	765,900	348,545	1,144,444	(378,544)
	751,270	750,653	617	950,653	200,000
Surplus (Deficit)	(2,976,735)	(3,913,276)	936,541	(3,911,713)	1,563





Planning and Building

Planning Services

The **Planning Department** provides information and guidance to the public relative to development approval processes, Official Plan policies and the Zoning By-law. Planning oversees development, controls, and zoning, as well as long-range community planning.

- Provide information to individuals, organizations, and developers on all land use issues
- Consult with individuals considering using Planning Services (subdivision, severances, minor variance, etc.)
- Maintain a current Official Plan and Comprehensive Zoning By-law
- Provide compliance reports and respond to legal inquiries

Building Services

The **Building Department** utilizes an efficient system of building permits and conducts inspections to ensure that construction in West Nipissing adheres to provincial and municipal regulations. On average, 300 building permits are approved in West Nipissing each year.

- Issue permits for building, demolition, occupancy, etc.
- Conduct new building inspections and review existing structures
- Consult with individuals through the design and construction processes
- Building regulation enforcement
- Provide compliance reports and lawyer's letters
- Act as a liaison for contractors and designers

352 permits were approved in 2020

- 15%** Residential and Cottages
- 8%** Residential Garages
- 15%** Commercial and Industrial
- 11%** Demolitions
- 51%** Renovations/Repairs, Additions and Accessory Structures

Building Highlights 2020

The total value of projects for 2020 was \$32,162, 312.

Commercial and industrial highlights:

- 1 major commercial renovation
- 1 institutional (OPP Station)
- 2 new industrial buildings
- 20 New Industrial Farm Greenhouses

Focus and Goals

- Review Subdivision Policy
- Preliminary Official Plan 10 Year Review (Review to take place in 2021)
- Review and finalize Comprehensive Building/Planning Guide(s)
- Continue ongoing work with key stakeholders and partners on projects and opportunities for all sectors





	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Building Permits	201,343	123,750	77,593	165,000	41,250
Planning Consent	30,275	22,500	7,775	27,500	5,000
Other Revenue	27,493	20,250	7,243	26,500	6,250
Total Revenues	259,111	166,500	92,611	219,000	52,500
Expenditures					
HR Costs					
Salaries & Wages	287,936	305,157	17,221	310,383	(5,226)
Benefits	95,480	98,959	3,479	99,963	(1,004)
Education	4,426	11,000	6,574	11,000	-
Total HR Costs	387,842	415,116	27,274	421,346	(6,230)
Operating Costs					
Office Supplies	20,568	24,400	3,832	24,400	-
Legal	1,561	5,000	3,439	5,000	-
Professional Fees	1,140	2,000	860	2,000	-
Special Projects	-	-	-	12,000	(12,000)
Utilities & Telecommunication	4,151	3,600	(551)	4,000	(400)
Non TCA Expenses	1,267	2,200	933	2,200	-
Total Material, Supplies & Rents	28,687	37,200	8,513	49,600	(12,400)
Total Expenditures	416,529	452,316	35,787	470,946	(18,630)
Net Surplus (Deficit) Operations	(157,418)	(285,816)	128,398	(251,946)	33,870





Economic Development

Economic Development promotes a stable and diverse economy through business attraction, growth, and expansion. The team works closely with key stakeholders and partners regarding initiatives that can potentially create and retain jobs, as well as bring investments to our community. The team collaborates with local businesses and organizations, assisting them in moving their projects forward and meeting their goals. We collaborate closely with an established network of regional, provincial, and federal partners in our efforts to ensure progress and to stay informed of potential opportunities.

Stakeholders and Partners

Sudbury East West Nipissing Economic Partners
WN General Hospital, WN Health Centre, Au Château
West Nipissing Chamber of Commerce
Local Businesses and Not-for-Profit Groups
Provincial and Federal Ministries and Agencies
Potential New Investors

Focus and Goals

- Implement key projects identified by the WNEDC - Weyerhaeuser Land Use Feasibility Study and a Housing Development Strategy
- Develop a marketing strategy and assist/support local businesses
- Continue ongoing work with key stakeholders and partners on projects and opportunities for all sectors

2021 Budget Highlights

- Addition of 1 full-time permanent Economic Development Officer
- Continued contributions for Recruitment and Retention Initiatives for health professionals
- Hire consultants to complete studies/plans
- Enhanced marketing
- Financial resources for community groups to implement community development initiatives





	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Grants	13,172	62,100	(48,928)	100,000	37,900
Other Revenue	-	-	-	-	-
Total Revenues	13,172	62,100	(48,928)	100,000	37,900
Expenditures					
HR Costs					
Salaries & Wages	16,989	61,666	44,677	85,000	(23,334)
Benefits	3,627	6,197	2,570	21,768	(15,571)
Education	-	16,700	16,700	11,000	5,700
Total HR Costs	20,616	84,563	63,947	117,768	(33,205)
Operating Costs					
Advertising	34	10,000	9,966	25,000	(15,000)
Community Projects	19,183	15,000	(4,183)	25,000	(10,000)
Priority Projects	-	-	-	150,000	(150,000)
Doctor Recruitment	20,000	25,000	5,000	25,000	-
Interest on Loans	168	166	(2)	-	166
IT and Support	-	2,220	2,220	2,000	220
Office Supplies	854	9,670	8,816	11,750	(2,080)
Supplies	-	1,000	1,000	5,000	(4,000)
Materials	-	-	-	-	-
Telephone	1,623	1,480	(143)	1,200	280





Total Operating Costs	41,862	64,536	22,674	244,950	(180,414)
Total Expenditures	62,478	149,099	86,621	362,718	(213,619)
Net Surplus (Deficit) Operations	(49,306)	(86,999)	37,693	(262,718)	(175,719)
Payments on Loans	15,354	15,271	83	-	15,271
Total Change in Financing	15,354	15,271	83	-	15,271
	15,354	15,271	83	-	(15,271)
Surplus (Deficit)	(64,660)	(102,270)	37,610	(262,718)	(160,448)





Fire Service

The West Nipissing Fire Service (WNFS) is committed to preventing fires and injuries, and educating the citizens of West Nipissing. The WNFS is responsible for receiving and dispatching appropriate stations to all fire and emergency calls received in the Municipality.

Stations

Station #1 Sturgeon Falls (Main Station)
Station #1B Sturgeon Falls
Station #2 Crystal Falls
Station #3 Tomiko Lake
Station #4 Field
Station #5 River Valley
Station #6 Verner
Station #7 Lavigne
Station #8 North Monetville
Station #9 Cache Bay

Team

1 Fire Chief
1 Assistant Fire Chief
1 Fire Prevention and Training Officer
4 Full-time Firefighters
2 Part-time Firefighters
101 Paid-On Call Firefighters

Services

Public Education
Issuing Permits
Fire Inspections and Code Compliance
Fire Investigations
Training
Hazardous Material Response
Ice and Water Rescue
Structural, Vehicle, Grass, Brush, Forestry,
and Marine Firefighting
Vehicle Accidents and Auto Extrication
Public, Police, and Ambulance Assistance
Community Emergency Planning

Focus and Goals

- Enhance public education and fire prevention initiatives
- Certify all full-time employees as public educators and fire inspectors (COVID-19 restrictions permitting)
- Continue to provide extensive fire training to all fire fighters (COVID-19 restrictions permitting)
- Provide the best fire safety services and increase performance

2021 Budget Highlights

- Computer software and hardware upgrades to support fire prevention initiatives
- Replace a 1997 Fire Apparatus (approved in the 2020 capital expenditure)
- Replace a 1999 Fire Apparatus





	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Miscellaneous Income	29,622	18,000	11,622	18,000	-
Total Revenues	29,622	18,000	11,622	18,000	-
Expenditures					
HR Costs					
Salaries & Wages	995,746	1,085,367	89,621	1,108,800	(23,433)
Benefits	277,974	362,776	84,802	345,161	17,615
Education	6,183	21,600	15,417	21,600	-
Total HR Costs	1,279,903	1,469,743	189,840	1,475,561	(5,818)
Operating Costs					
Materials & Supplies	34,598	60,000	25,402	60,000	-
General Insurance	39,821	39,821	-	52,791	(12,970)
Interfund transfers	22,000	22,000	-	22,000	-
Licenses & Permits	417	1,600	1,183	1,600	-
Office Supplies	57,796	65,276	7,480	65,179	97
Repairs & Maintenance	85,964	102,500	16,536	102,500	-
Services and Rents	14,056	18,000	3,944	23,000	(5,000)
Utilities & Telecommunication	87,474	94,220	6,746	101,720	(7,500)
Vehicle Expenses	98,250	69,300	(28,950)	84,300	(15,000)
Total Material, Supplies & Rents	440,376	472,717	32,341	513,090	(40,373)





Total Expenditures	1,720,279	1,942,460	222,181	1,988,651	(46,191)
Net Surplus (Deficit) Operations	(1,690,657)	(1,924,460)	233,803	(1,970,651)	(46,191)
Transfer to Reserve	428,702	420,000	8,702	445,000	(25,000)
Contribution from Reserve	(147,363)	(430,000)	(282,637)	(730,000)	(300,000)
Total Change in Reserves	281,339	(10,000)	(273,935)	(285,000)	(325,000)
Capital Assets					
Capital expenditures-Equipment	147,363	430,000	282,637	730,000	(300,000)
Total Capital Assets	147,363	430,000	282,637	730,000	(300,000)
	428,702	420,000	8,702	445,000	25,000
Surplus (Deficit)	(2,119,359)	(2,344,460)	225,101	(2,415,651)	(71,191)





Committees | Boards | Service Partners





Committees

Heritage Committee and Emergency Measures

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Emergency Measures	-	3,500	3,500	3,500	-
Heritage Committee	-	2,500	2,500	2,500	-
	-	6,000	6,000	6,000	-





Boards

The local boards represent services provided to the community that are governed by their own boards of directors. These services are funded, in part, by their own revenue generation and fundraising, and in part through municipal contribution. The portion shown here is the requested municipal contribution. Though the Council has the ability to approve the level of expenditures to these boards (amount of money that the Municipality is willing to contribute); the Council has little or no control over how the money is spent or individual line items within these budgets.

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Police Board	4,808	17,120	(12,312)	15,662	1,458
Library	414,920	414,920	-	416,995	(2,075)
Cemetery	15,110	41,185	(26,075)	44,840	(3,655)
Total Boards	434,838	473,225	(38,387)	477,497	(4,272)

Police Services Board

As per the *Police Services Act* of Ontario, the Police Services Board advises the Ontario Provincial Police – Nipissing West Detachment Commander with respect to police services in the Municipality. This includes determining objectives and priorities for police services in consultation with the detachment commander, establishing local policing policies, and monitoring performance of the detachment commander.

West Nipissing Public Library Board

The WNPL is a community resource that is committed to furthering the acquisition of knowledge, fostering literacy, and promoting life-long learning by serving the needs of our community. The main branch is located in Sturgeon Falls, accompanied by 4 satellite branches located in Cache Bay, Field, Verner and River Valley. The management of the Library is overseen by the WNPL Board.

Cemetery Board

The Cemetery Board oversees the effective operation of municipally owned cemeteries and provides guidance to the cemetery caretakers.





Policing

On June 6, 2019, the Municipality transitioned from a municipal police service to a detachment within the Ontario Provincial Police (OPP). The OPP – Nipissing West detachment provides police services for West Nipissing, with local objectives, priorities, and policies advised by the Police Services Board.

In the transition years, the Policing expenditure has been compiled based on the transition strategy previously presented to Council.

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
Revenues					
Grants	145,143	179,698	(34,555)	179,543	(155)
Lease	-	-	-	48,300	48,300
Other Revenue	29,820	18,000	11,820	14,000	(4,000)
Contribution from General Reserve	69,797	254,270	(184,473)	253,924	(346)
Total Revenues	244,760	451,968	(207,208)	495,767	43,799
Expenditures					
HR Costs					
Salaries & Wages	-	-	-	59,008	(59,008)
Benefits	4,675	8,000	3,325	16,027	(8,027)
Total HR Costs	4,675	8,000	3,325	75,035	(67,035)
Operating Costs					
Contractors	4,348,177	4,395,487	47,310	4,498,087	(102,600)
Temporary site	19,724	52,000	32,276	8,000	44,000





Facility Maintenance	-	-	-	10,832	(10,832)
Utilities & Telecommunication	25,703	20,000	(5,703)	30,925	(10,925)
Total Operating Costs	4,393,604	4,467,487	73,883	4,547,844	(80,357)
Total Expenditures	4,398,279	4,475,487	77,208	4,622,879	(147,392)
Net Surplus (Deficit) Operations	(4,153,519)	(4,023,519)	(130,000)	(4,127,112)	(103,593)
Financing Costs	213,000	343,000	(130,000)	351,225	(8,225)
Total Change in Financing	213,000	343,000	(130,000)	351,225	(8,225)
	213,000	343,000	(130,000)	351,225	8,225
Surplus (Deficit)	(4,366,519)	(4,366,519)	-	(4,478,337)	(111,818)





Service Partners

Levies and Contracts

	2020			2021	
	Actual	Budget	Variance	Budget	Variance
DNSSAB	3,131,548	3,131,948	400	3,207,723	(75,775)
Au Chateau	1,191,428	1,191,428	-	1,466,928	(275,500)
Health Unit	417,925	454,523	36,598	417,926	36,597
Animal Control	92,414	92,764	350	94,612	(1,848)
Total Levies	4,833,315	4,870,663	37,348	5,187,189	(316,526)

District of Nipissing Social Services Administration Board (DNSSAB)

The DNSSAB is responsible for the funding and administration of social housing programs and works to prevent homelessness in the Nipissing District.

Au Château

This 160-bed Long-Term Care Home supports older adults and adults with disabilities and helps individuals remain independent in their own homes for as long as possible.

Nipissing Parry Sound District Health Unit

Providing services to over 120,000 residents within an area consisting of most of Nipissing District, and all of Parry Sound District, the Health Unit works locally with individuals, families, the community and partner agencies to promote and protect health and to prevent disease. The Health Unit is governed by the Board of Health.

Animal Control Services

The North Bay and District Humane Society is contracted by the Municipality to provide animal control and after-hours emergency services for injured dogs and cats at large. This agreement ends in 2021.



Appendices





Reserve as of December 31, 2020

Opening Balance 2020		2,856,688
Approved Transactions in 2020		
Transfer of 2019 surplus to operations	-	
Transfer for Police Transition	(69,797)	(69,797)
Interim Balance 2020		2,786,891
Surplus from 2020		1,527,069
Ending Balance 2020		4,313,960





Dedicated Reserve as of December 31, 2020

	Opening Balance	Additions	Transfer to Capital Fund	Reserve Available	Expenditure	Ending Balance
Municipal Reserves						
General Government IT	5,631	45,000		50,631	6,765	43,866
General Government Facilities	136,497	140,000		276,497	200,192	76,304
Evansville Playground	5,010		70	5,080	-	5,080
Fire Services-Equipment Reserve	5,000	45,000		50,000	8,572	41,428
Fire Services - Fleet	344,025	275,000		619,025	118,873	500,152
Fire Services - Facilities	291,618	100,000		391,618	19,918	371,700
Fire Services - Fire Marque	26,775		8,702	35,477	-	35,477
Emergency Measures	70,268			70,268	-	70,268
Au Chateau	215,240			215,240	-	215,240
Community Services	363,587	600,000		963,587	329,649	633,938
Museum	52,058			52,058	-	52,058
Parks from Planning	34,229			34,229	-	34,229
Downtown Beautification	425			425	-	425
Public Works	57,397	605,000		662,397	643,922	18,475
Public Works (Infrastructure)	18,037			18,037	-	18,037
Public Works (Facility)	250,000			250,000	-	250,000
Public Works (Nature's Trail)	400,000	-		400,000	-	400,000
	2,275,796	1,810,000	8,772	4,094,568	1,327,891	2,766,677
Board Reserves						
Police Services-Contingency Reserve	469			469		469
Police Transition	132,396			132,396	-	132,396
Cemeteries	17,683	2,700		20,383		20,383
	150,547	2,700	-	153,247	-	153,247
	2,426,343	1,812,700	8,772	4,247,815	1,327,891	2,919,925





Analysis of Debt as of December 31, 2020

Municipal Debt	3,503,659.46
Water & Sewer Debt:	<u>6,341,643.39</u>
Consolidated Debt	<u>9,845,302.85</u>

	Opening	Add'l loans	Principal	Interest	Payments	Closing
2016 Fleet (for 2015)	75,453.64	-	75,453.64	366.26	75,819.90	-
Infrastructure Ontario (Emerg)	733,976.89	-	98,248.22	15,255.24	113,503.46	635,728.67
Administration Building	259,522.94		122,286.75	6,929.37	129,216.12	137,236.19
Infrastructure Ontario (Roof)	782,323.37	-	46,445.18	26,962.34	73,407.52	735,878.19
Infrastructure Ontario (CS)	760,599.59	-	85,435.23	22,255.95	107,691.18	675,164.36
Signage	15,354.05		15,354.05	157.34	15,511.39	-
Ambulance Bay	892,635.61	-	61,272.19	26,880.05	88,152.24	831,363.42
Waterfront II	324,462.19	-	41,073.97	9,412.31	50,486.28	283,388.22
NOHFC Museum	205,879.20		978.79	-	978.79	204,900.41
	<u>4,050,207.48</u>	<u>-</u>	<u>546,548.02</u>	<u>108,218.86</u>	<u>654,766.88</u>	<u>3,503,659.46</u>
	Opening	Add'l loans	Principal	Interest	Payments	Closing
Water Sewer #1	5,023,750.30		524,593.28	306,929.82	831,523.10	4,499,157.02
Water Sewer #2 (2009)	1,140,997.85	-	101,589.55	50,592.05	152,181.60	1,039,408.30
Water Sewer #3 (2010)	961,585.29	-	158,507.22	43,562.99	202,070.21	803,078.07
	<u>7,126,333.44</u>	<u>-</u>	<u>784,690.05</u>	<u>401,084.86</u>	<u>1,185,774.91</u>	<u>6,341,643.39</u>



