

2022 BUDGET Workbook



West Nipissing Ovest

February 2022

Table of Contents

| | |
|--|-----------|
| Table of Contents | 2 |
| Message from the CAO | 3 |
| Highlights from 2021..... | 4 |
| Summary of All Categories | 6 |
| Summary of Revenues and Expenses | 8 |
| Reserve as of December 31, 2021 | 11 |
| 2022 Key Budget Changes | 12 |
| Capital Projects and Infrastructure | 18 |
| Capital Equipment | 20 |
| Capital Facilities..... | 21 |



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 | - |
| Heritage Committee | | | | | |
| Expenses | 1,506 | 2,500 | 994 | 2,500 | - |
| 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - Reflects departmental growth and supported by historical activity. |

Community Services

| | |
|---|--|
| Maintenance Employee Community Services, \$76,000 | <ul style="list-style-type: none"> - Meet increased demands of the department; specifically, to address lease service level requirements (Statistics Canada). |
| Lease Revenue Community Services, \$358,000 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - Special event, initiatives resulting from studies. |
| Corporate Services, \$0 (net) | <ul style="list-style-type: none"> - 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) | <ul style="list-style-type: none"> - 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) | <ul style="list-style-type: none"> - Reallocation of \$60,000 annual allocation for construction costs to a \$60,000 annual transfer to reserve for construction. |

Impacts on all Departments

| | |
|--|--|
| Payroll | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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. |

| | |
|--|--|
| <p>Loss of COVID funding General Government, \$15,000 Community Services, \$140,000</p> | <ul style="list-style-type: none"> - \$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. |
| <p>Transfer of prior year surplus to current year General Government, \$1,181,000</p> | <ul style="list-style-type: none"> - 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

| | |
|---|---|
| <p>Boards Library, \$5,000 Cemeteries, \$1,500</p> | <ul style="list-style-type: none"> - Library budget has been approved by the board. - Cemetery budget is an estimate. |
|---|---|

Levies

| | |
|--|---|
| <p>Levies Au Chateau, \$548,140 DNSSAB, \$137,100 Health Unit, \$13,700 Animal Control, \$2,000</p> | <ul style="list-style-type: none"> - 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. |
|--|---|

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 taper 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.) | 199,000 |
| Town Hall Stats Can – AODA | 175,000 |
| 2022 Projects | |
| Town Hall HVAC Equipment Upgrades | 190,000 |
| Community Services Operations/Garage Bldg. Upgrades | 125,000 |
| Roof Replacement – Sturgeon Falls Arena Lobby | 75,000 |
| Recreation Centre Pool Mechanical Upgrades/Repairs | 120,000 |
| Total | \$1,034,000 |

Deferred 2022 Capital

| Additional Capital Projects for Consideration | Projected Cost |
|--|------------------------|
| Cache Bay Trailer Park Pool , Deck and Fencing | 90,000 |
| Pickleball Facility (Multi Use) | 1,000,000 to 2,000,000 |