

Proposed 2017 Municipal Budget Guidelines  
Summary for 2014, 2015 and 2016

	2017	2016	2015	2014
	<u>Policy</u>	<u>Policy</u>	<u>Policy</u>	<u>Policy</u>
1.	Capital contribution of \$600,000 from levy	Increases in capital will reflect a 2% capital levy (\$67,000).	Same as 2016.	In total the capital budget will include an increase of \$80,000 from muncipal tax revenues and the additional increases in capital projects will depend on the grants.
2.	Capital projects will reflect the priorities in the asset management plan; any exceptions must be extensively documented and reported.	Capital projects will reflect the priorities in the asset management plan; any exceptions must be extensively documented and reported.	Same as 2016.	All capital expenditures shall show the relationship to the vision priorities identified by Council and the Asset Management Plan.
3.	Each capital project will also list the grants being applied for and budget submissions must make it clear where the corresponding decrease in expenditures will be if the Municipality fails to receive an expected grant.	Each capital project will also list the grants being applied for and budget submissions must make it clear where the corresponding decrease in expenditures will be if the Municipality fails to receive an expected grant.	Each capital project will also list the grants being applied for, where appropriate. Where applications for grants are included, budget submissions must make it clear where the corresponding decrease in expenditures will be if the Municipality fails to receive an expected grant.	In conjunction with drafting the capital budget, where possible, grant applications will be prepared to seek funds for needed projects. Applications for grans must be increased in all departments, not limited to capital items, and all department budget submissions must make it clear where the corresponding decrease in expenditures will be if the grant is not received.
4.	Targe a 3% levy increase to include the capital commitment of \$600K.	Operating – overall increases in the operating budget will be limited to one percent (1%) – includes salary costs – every effort must be made to offset any increases.	Operating - overall increases in the operating budget will be limited to the amount of growth in revenues and/or inflation. Every effort must be made to offset any increases.	Draft department operating budgets will be submitted with at least a two percent (2%) decrease.
5.	1FTE - PW Foreman; all other staffing is forecasted at status quo	Program salary costs will be based upon normal staffing levels and no adjustments are to be made in anticipation of possible outcomes of the organization review; adjustments, if any, shall only be done once the organization review is completed.		
6.	Opportunities for new or expanded sources of revenue, along with the related program costs, shall be included in budget submissions for Council consideration, as much as possible.	Opportunities for new or expanded sources of revenue, along with the related program costs, shall be included in budget submissions for Council consideration, as much as possible.	Each program area will propose at least one new or expanded source of revenue and the projected associated costs for council consideration.	Same as 2015.
7.		If program submissions are at or near the guideline level, Council will review the budget strategically rather than line by line.		
	<i>If deadline of February 28, 2016</i>			
	<u>Process</u>	<u>Process</u>	<u>Process</u>	<u>Process</u>
1.	All salary and wage calculations will be done by the Treasurer. 2017 COLA presented for committee consideration.	All salary and wage calculations will be done by the Treasurer.	Same as 2016.	Same
2.	All area charge calculations (i.e. water/sewer, garbage, etc.) will be done by the Treasurer.	All area charge calculations (i.e. water/sewer, etc.) will be done by the Treasurer.	Same as 2016.	
3.	In conjunction with the CAO, Councillors, in their role as Committee Chairs, will be responsible to ensure that budget guidelines are met.	In conjunction with the CAO, Councillors, in their role as Committee Chairs, will be responsible to ensure that budget guidelines are met.	Same as 2016.	Same
4.	All local Boards (including the library and police services board) will be subject to the same guidelines in preparing their budget submissions.	All local Boards (including the library and police services board) will be subject to the same guidelines in preparing their budget submissions.	Same as 2016.	Same
5.	Program areas should analyze the previous year’s expenditures, prior to asking for any inflationary growth.	Program areas should analyze the previous year’s expenditures, prior to asking for any inflationary growth.	Same as 2016.	Proposed increases will only be considered on an exception basis, where offsets are proposed within the same department's budget, with an explanation of the service impacts of such offsets. Any expception must be of an urgent nature and must be accompanied by a written justification outlining how it impacts the priorities of the vision.
6.		Council will hold two Committee of the Whole meetings through the process; (a) to establish budget guidelines; and (b) to strategically review initial program submissions and give direction to GG&F.		
7.		Department heads and committee chairs will attend the initial meeting with the GG&F to present and explain their budget submissions.	Department heads and committee chairs will meet with the GG&F Committee to present and explain their budget submissions.	
8.	GG&F to work closely with Department Heads throughout the process	GG&F shall keep all department heads informed during the process of recommended changes to their department’s budget submissions.		

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9.	All programs are to be frugal with year-end spending. Year-end surpluses will be transferred to reserve for future year obligations.	All programs are to be frugal with year-end spending. Year-end surpluses help offset next year’s pressures.		All departments attempt to maximize surpluses at the end of the 2013 budget year and do not overspend just to use up the budget, since to meet our overall 2014 capital budget objective it is necessary that we have surplus funds at the end of this year.
	<u>Schedule</u>	<u>Schedule</u>	<u>Schedule</u>	<u>Schedule</u>
1.	Nov 2016 - Initial Committee of the Whole meeting to adopt Budget Guidelines. Council to vote on Guidelines on Nov 24, 2016	Initial Committee of the Whole meeting to adopt Budget Guidelines in December 2015.	Initial guidelines to be approved in November 2014	
2.	Dec 20, 2016 - Deadline for capital submissions.	Deadline for capital submissions is December 20th.	Deadline for capital submissions is December 16th.	Deadline for capital submissions is December 16th.
3.	Jan 19, 2017 - All initial operating submissions are to be submitted.	All initial operating submissions are to be submitted by January, 20, 2016.	All initial operating submissions are to be submitted according to the schedule set by the Treasurer/CAO by departmnet.	Initial operating submissions submitted by January 15, 2014
4.	Feb 2017 - Initial budget submissions reviewed by Council	Second Committee of the Whole meeting in January 2016 to review all initial budget submissions for comment and strategic decisions.		
5.	Feb/Mar - GGF&F to meet with Department Heads to review Council comments , refine budget where possible; and incorporate final 2016 figures when available.			
5.	Mar/April - Final Draft Budget presented to Council	GG&F Committee to present the final draft to Council in mid to late April 2016.	GG&F Committee to present the final draft to Council in late April 2015.	GG&F Committee to present the final draft to Council in early April 2014.
6	The final draft budget and by-laws to be adopted at a subsequent council meeting.	The final draft budget and by-laws to be adopted at a subsequent council meeting.		
	<u>Assumptions</u>	<u>Assumptions</u>	<u>Assumptions</u>	<u>Assumptions</u>
	<b>Capital</b>	<b>Capital</b>	<b>Capital</b>	<b>Capital</b>
1.	Add 3% from taxation	Add 2% from taxation to about 615k		
2.	Hold budget cost on rollover projects: Spruce Drive (holdback), Docks, Train Station, Tower, Financial System, etc.	Hold budget cost on rollover projects: Spruce Drive, Docks, Train Station.		
3.	Maximize Grants	Maximize Grants: Water Plant, Tower, etc		
4.		Replace \$25k into Arena Reserve		
5.		Add \$80k into Temagmi Fire Truck Reserve		
6.	Offset loan reserve contribution with actual borrowing costs.	Increase loan reserve to reflect decreasing payments		
7.	Public Works complex \$50K	<b>Repeat contributions to:</b> Public Works complex \$50K		
8.	Roads - Reserve Contribution of \$50,000 in 2016 and 2017 for Fox Run - Work to be completed in 2018	<u>Roads \$25k + \$25K</u>		
9.		Marten River Fire Truck \$20k		
10.		Generator \$25K		
11.	Follow Asset Management Plan to prioritize new projects	Follow Asset Management Plan to prioritize new projects		
12.	Priority is completion of current projects (Train Station, Spruce Drive, Docks)	Priority is completion of current projects (Train Station, Spruce Drive, Docks)		
		<b>Operating</b>		
1.		Staff will consider associated costs with solid waste (MOECC orders)		

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2.	User fees for water, sewer and garbage operating will be revenue neutral	User fees for water operating will be revenue neutral		
3.	Tax ratios stay constant (revenue neutral)	Tax ratios stay constant (revenue neutral)		
4.	Local boards are expected to follow budget guidelines	Local boards are expected to follow budget guidelines		
5.	No presumptions to be made of outcomes of organization review before it is completed.	No presumptions to be made of outcomes of organization review before it is completed.		
6.	Add summer staff/student(s) for "events resources and that staff will apply for additional student grant money.	Add summer staff/student(s) for "events resources and that staff will apply for additional student grant money.		
7.	Acknowledge the need for the expertise of consultants (Landfills, Engineering, Vision, Org Review, Affordable Housing for Seniors Project) and budget accordingly.	Acknowledge the need for the expertise of consultants (Landfills, Engineering, Vision, Org Review, Affordable Housing for Seniors Project) and budget accordingly.		
8.	Program pressures will likely include: Insurance, equipment maintainance, landfills, OCWA.	Program pressures will likely include: Insurance, equipment maintainance, landfills, OCWA.		
9.	Amounts for staff training should be maintained or increased.	Amounts for staff training should be maintained or increased.		