



Town of Minto

Budget 2018

“Bringing it Home.”

December 12, 2017

Thursday, January 11, 2018

“The question isn’t who’s going to let me; it’s who is going to stop me.” [Ayn Rand](#)

“The good will of the governed will be starved if not fed by the good deeds of the governors.” [Ben Franklin \(1706-1790\)](#)



Budget 2018

Day 1 Tuesday December 12

- Introduction Mayor 1:30 to 1:35pm
- Presentation CAO/Clerk and Treasurer 1:35 to 1:55pm
- Operating Budget Discussions 1:55 to end

Day 2 Thursday January 11

- Introduction and Review Mayor, CAO, Treasurer 1:30 to 1:35pm
- Operating Budgets Changes and updates 1:35 to 1:45pm
- Capital Budget Discussions 1:45 to end

Public Open House 2018: Tuesday, March 20 5:00pm -6:30pm



Strategic Plan
2013

The framework
-Vision, Mission, Actions 40%
actions complete or partly
complete – 2 year review 2015
2018 public meeting

Official Plan
(County of Wellington)
1999 (Updated 2011)

Policies to attain long term vision
- “Council may take no action contrary
to the Official Plan” (County 5 year
review done in 2014)
- New Provincial Policy boundary
expansions 5 year review 2019-20

Integrated
Community
Sustainability
Plan & Culture
Plan 2011

Asset
Management
Plan 2013-14

Financial
Plans DWQMS
2015

Fire Master
Plan 2017

Succession
Plan 2017-
2022

Specific
Planning
Documents
Policy
Direction

Departmental Business Plans

Budget Implements
Council Directions



Vision & Mission

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles and respect for the natural environment



The Vision is the beacon in the distance. Navigating by Mission. To accomplish our goals



Strategic Direction

- Economic Development (12)
- Financial Strategy (8)
- Emergency Services and Health (10)
- Recreation and Facilities (9)
- Tourism and Culture (12)
- Planning and Development (13)
- Agriculture and Environment (12)
- Public Works (8)
- Governance and Leadership (13)
- Total = 98 40 (ST) 21 (MT) 3 (LT) 34(OG)



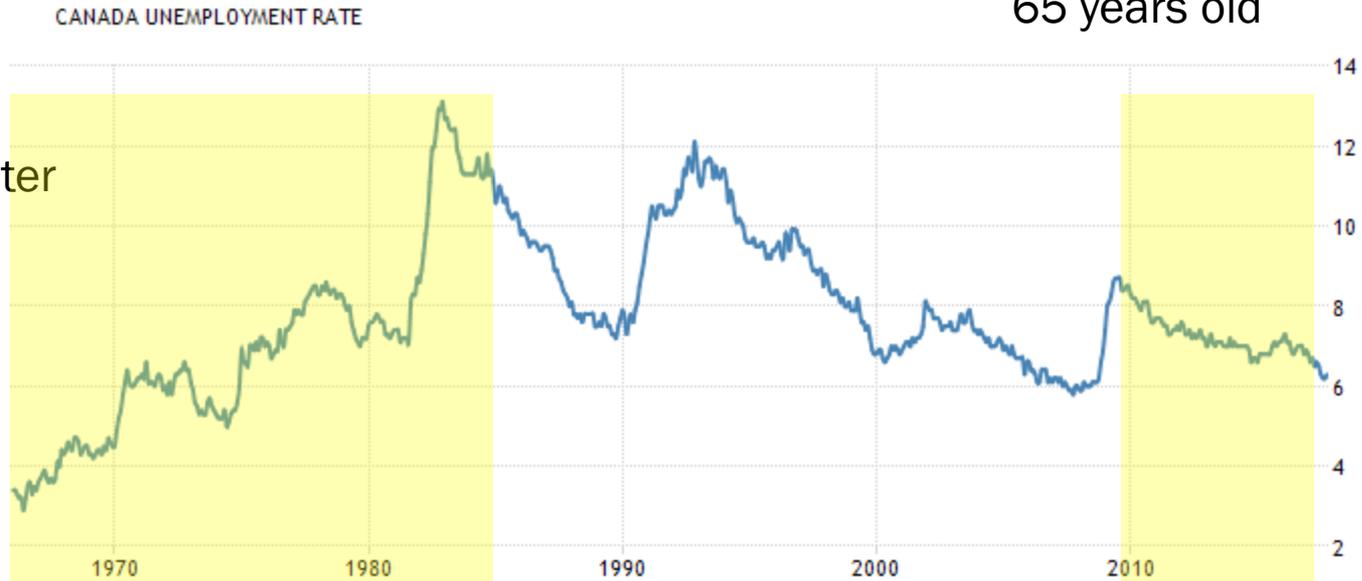


Economic Backdrop

2016 Employee Profile	
50 plus years of age	12
40 to 50 years of age	4
Less than 40 years	24

Boomers start to turn
65 years old

Boomers enter
workforce



SOURCE: TRADINGECONOMICS.COM | STATISTICS CANADA

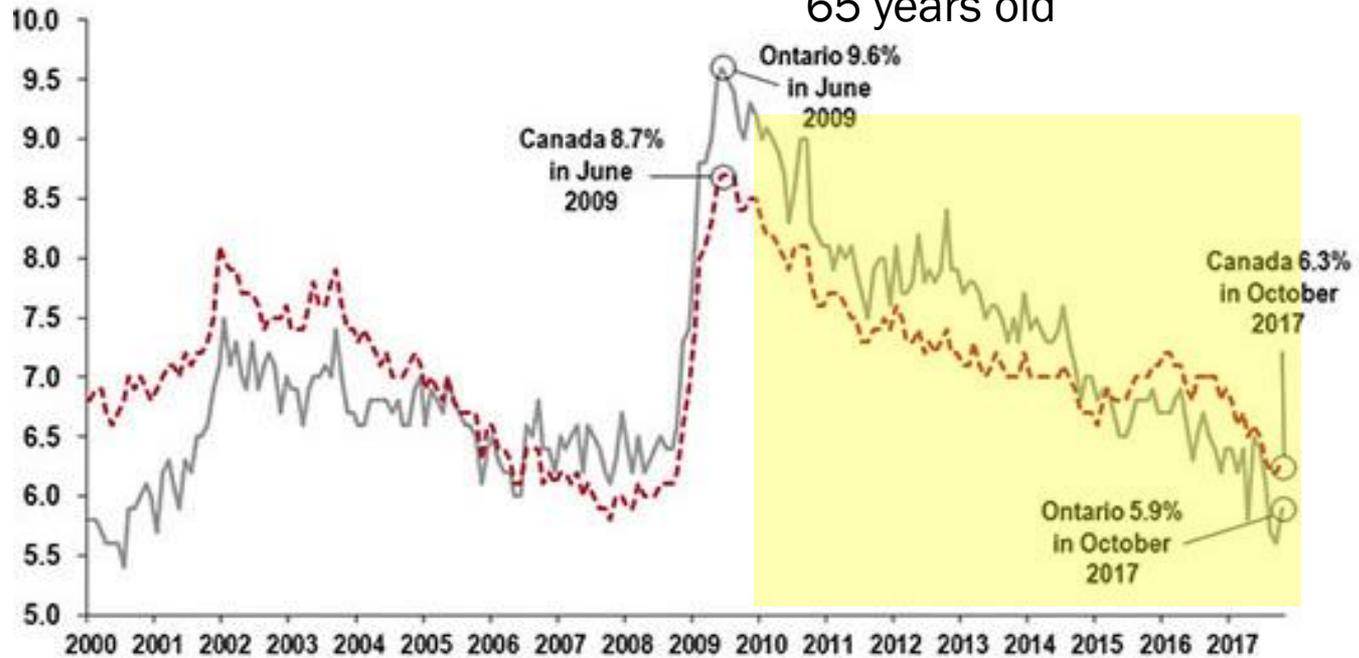
Canada 6.3%; Lowest ever 2.6% (66) Highest 13.1% (82)



Economic Backdrop

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Unemployment Rate
Per Cent



Source: Statistics Canada

Ontario 5.9%;

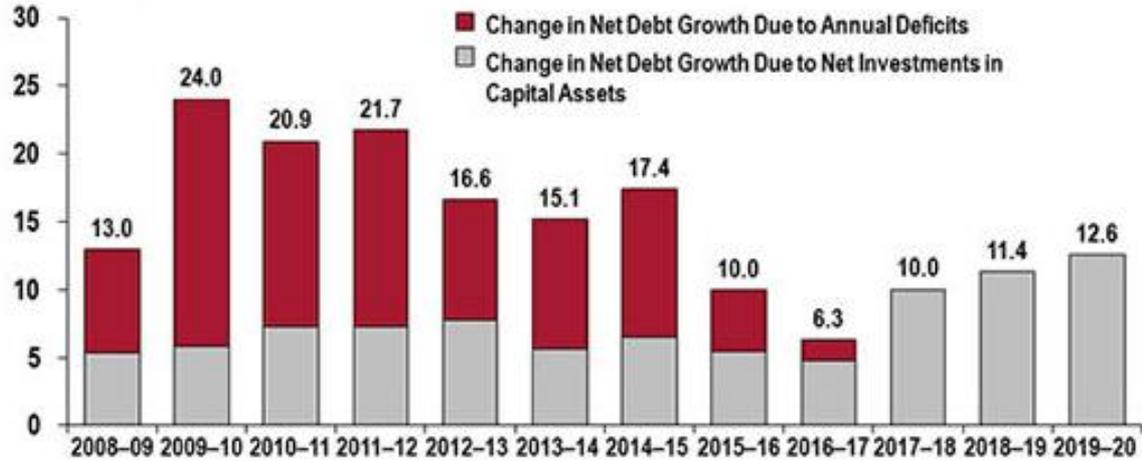
Minto <4%

Full Employment <4%



Economic Backdrop

Change in Net Debt from Previous Year
(\$ Billions)



Net Debt (\$ Billions)	169.6	193.6	214.5	236.2	252.8	268.0	285.4	295.4	301.6	311.7	323.0	335.6
% Change Due to Deficit	58.8	75.7	65.1	66.7	53.1	63.0	62.7	45.1	24.3	-	-	-
% Change Due to Net Investments in Capital Assets	41.2	24.3	34.9	33.3	46.9	37.0	37.3	54.9	75.7	100.0	100.0	100.0

Source: Ontario Financing Authority.

Ontario Debt \$312 billion Canada 645 billion - deficit to 2018/19



Economic Backdrop

- CMHC Housing Unit Growth London highest since 2007, Minto highest ever; Windsor resale market remains strong; Toronto housing steady but decline in single family relative to condo
- Interest rate changes and mortgage restrictions designed to impact on household debt
- Cost of living September 2017: 1.6-1.7% up due to energy and transportation costs (last year major driver housing)
- U.S. economic policy, 3.3% growth, stock market levels likely to be positive for Canada potential despite trade restrictions, but some unpredictability (international and domestic political)
- Budget assumes moderate growth in housing, agriculture, manufacturing sustain Minto revenues into 2018-19 changes



Business & Economic Development

Municipal Cultural Plan:

1. Creative Identity: Telling our Story
2. Creative Capacity: Cultivating Talent & Innovation
3. Creative Enterprise: Connecting & Leveraging Assets
4. Creative Places: Enhancing Quality of Place





Municipal Cultural Plan

Values : We believe...

- Creativity and culture are foundations for building a prosperous and sustainable economy.
- Culture is essential to making Minto a place where people want to live, work, play and invest.
- Cultural resources and activities are essential to building vibrant and successful downtowns.
- Conserving our natural and cultural heritage resources is important.
- Artists and creators are essential sources of new ideas, innovation and technologies important to our future.
- In cultural groups collaborating and working together toward shared purposes.



Integrated Sustainability Community Plan

Goals:

1. Optimum population so Minto pays its bills & take on new projects.
2. Use agricultural abundance to nourish land, people, livelihoods.
3. Pursue fiscal and ecological responsibility with equal diligence.
4. Build Main Streets that support the business and civic life
5. Create/retain enterprises with low environmental impact and provide fulfilling jobs for the people of Minto.
6. Focus on health & recreational well-being.





Fire Master Plan

Mission Statement:

“The Minto Fire Department is dedicated to serving the community with a high standard of emergency response and fire prevention programs to ensure a safe environment for the residents of Minto.”

Core Values:

Commitment, Community Service

Integrity, Professionalism

Teamwork, Trust

Recommendations (Update 2017)

Increase training (live facility), improve communication (internal, continue brand), leadership program, health & wellness, technology (“iamresponding”),





Recreation Needs

Recreation Needs

- Master Plan Terms of Reference Fall 2018
- Harriston Kinsmen Pool
- Central Booking Structure
- Harriston Minto Complex & Trailer Park Site Plan
- Clifford John Hobelman Rotary Park Expansion
- Minto Trails Committee; White's Junction Trail linked Palmerston to Harriston via roundabout and CR 5 shoulder; extend Harriston Greenway Trail to 13th Line Rail track unopened road allowance back of Concession D





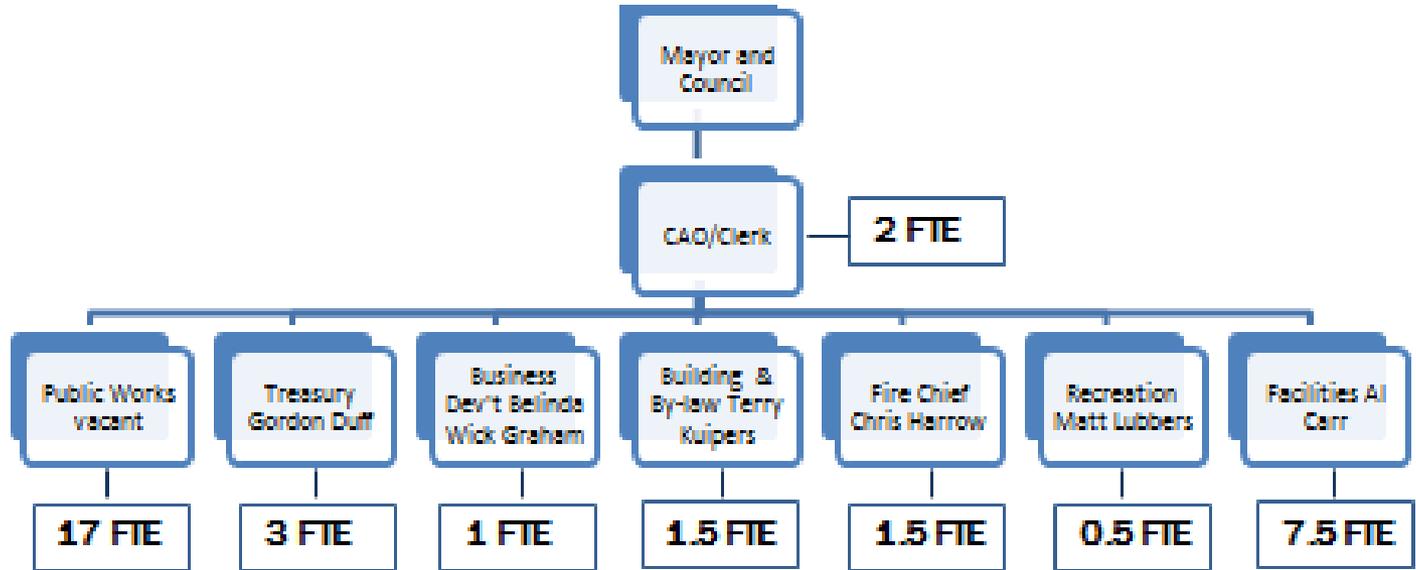
Succession Plan

2016 Employee Profile	
50 plus years of age	12
40 to 50 years of age	4
Less than 40 years	24

- Like many employers, Minto must replace up to 8 positions in the next 5 years including 1-2 senior management
- CAO position should be a combined position
- Size senior management team based on retention; merge & promote internally where it makes sense (ie. Recreation Director)
- Departure of Public Works Director creates short term opportunity for staff to move up in 1 year (re-assess January 2018 before “Lame Duck”)
- Central booking staffing needs facilities, recreation
- Continue to train internally to prepare candidates for vacated positions: Front Line to Lead Hand, Lead Hand to Supervisor, Supervisor to Director
- The Town has a strong core of young staff that have the skills and abilities to assume greater roles; active and alert to the changing workplace and increased competition for good staff (OIT Public Works, Clerk’s, Building)
- Minto benefited dramatically from succession planning (DWQMS Co-ord)



Organizational Structure



- 42 full time equivalent positions with one vacant (40 in 2010)
- Internal, External and Pay Equity Achieved plus COLA (1.7%) \$80,000
- Provincial mandated Asset Management, Accessibility, Vulnerable Occupancies, Source Water Protection (to name a few)
- Includes new position in facilities recognizing increase in satellite locations, future assessment of centralized booking impact (restructure)
- Budget does not fund Public Works Director in 2018



Asset Management Plan

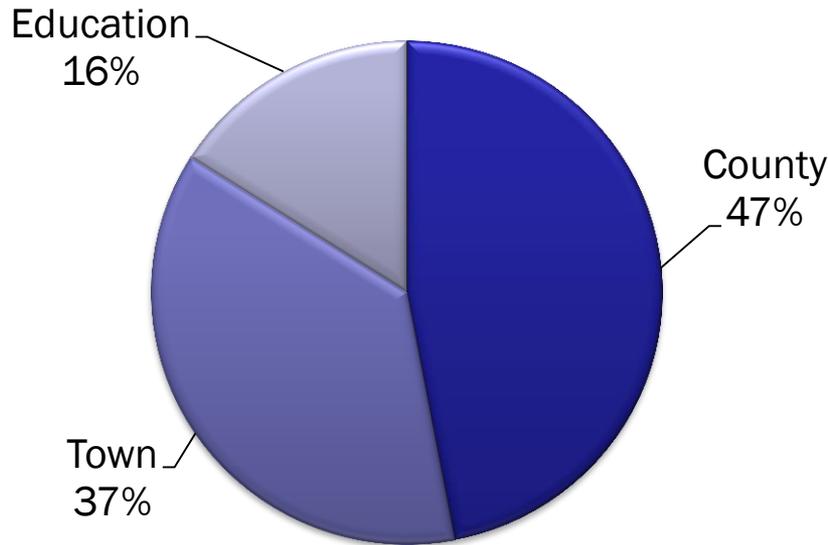
- Completed 2013-14 in House inventories Tangible Capital Assets (TCA) in six areas.
- Roads, Bridges, Culverts, Storm Water, Water and Wastewater
- Recreation and Facilities
- On a replacement cost basis over a 10 year period \$6.9 million year needed to maintain TCA
- The plan also looks at the condition of the assets, desired service levels, financial commitments needed to “operate, maintain, renew and replace”
- City Wide





Distribution of Tax Dollar

Breakdown of Tax Dollars

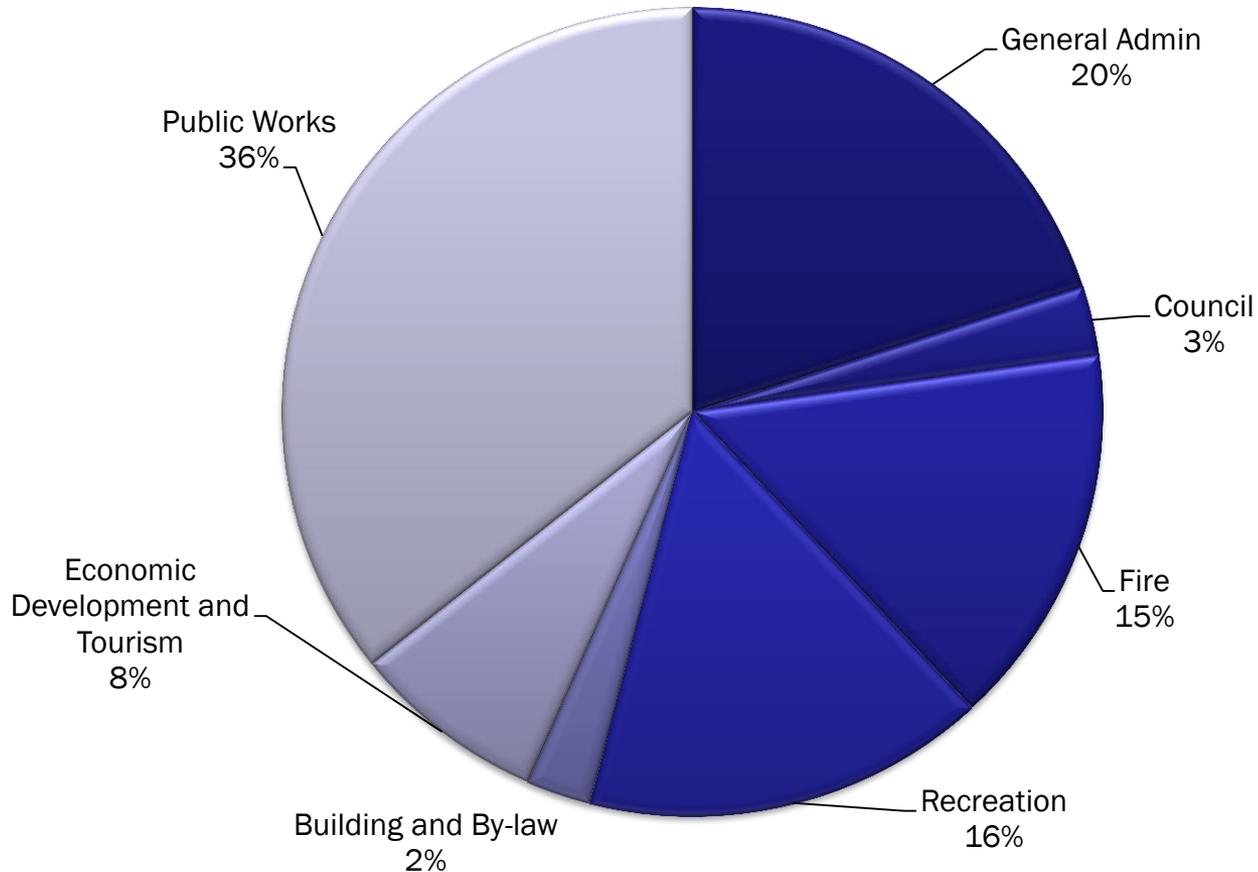


- Town Share is 37% of total tax collected.
- Education Share is 16%, (not increased for years).
- County Share 47%, expect +-2.5% in 2018.
- 1% Town Increase raises +-\$44,000 per year



Distribution of Town Share

Net Budget





OMPF and OCIF Funding

Year	OMPF Allocation	OCIF Formula Based	Net Increase
2012	\$1,354,300		
2013	\$1,306,900		
2014	\$1,491,400		
2015	\$1,532,500		
2016	\$1,680,700	2016 \$130,000	+\$278,200
2017	\$1,802,900	2017 \$223,161	+\$215,361
2018	\$1,630,700	2018 \$315,205	- \$ 80,156
2019	?	2019 \$476,143	+\$160,938
2020	?	2020 \$506,543	+\$ 30,400



Asset Management

- Town should spend \$2.8 and \$6 million to properly maintain assets.
- Starting 2018 some carry-over from 2017. Likely grant projects :

Project	Estimated Grant	Total Project \$
2015 Connecting Link Intake 1 Clifford Elora (2018)	\$1,935,806	\$2,800,000
2016 Connecting Link Intake 2 Clifford Elora N (2018)	\$ 830,000	\$1,250,000
2016 OCIF Jane & Inkerman (finish 2018)	\$1,300,000	\$2,090,000
2017 CWWF George Street (finish 2018)	\$ 748,110	\$1,100,000
2017 OCIF Top Up Queen St Palm (2018)	\$ 150,000	\$1,208,652
Total	\$4,963,916	\$8,448,652

- Fiscal accountability policy reserves to exceed borrowing unless needed to pay Town share of grant proposal.
- Capital proposals January 11 include Palmerston Industrial Park (Pave Frank Lambier Crt, Design Minto Sewage Lift/Treatment, Noble Road), Ann Street Clifford (drainage asphalt), William Street Clifford (Schwindt cost share) William Street Harriston (Lawrence St cost share); James St Palmerston (asphalt), 12th Line (mill & pave)



2018 Tax Supported Reserves to Debt

Budget	Reserves	Debt
CAO Clerk Election	\$ 6,000	\$0
General Admin	\$ 100,000	\$0
Fire Vehicle	\$ 218,000	\$0
Harriston Arena	\$ 66,500	\$0
Clifford Arena	\$ 30,000	-\$42,398
Palmerston Arena	\$ 30,000	-\$70,177
Satellite Facilities	\$ 5,000	\$0
Trails	\$ 1,000	\$0
Pools	\$ 3,000	\$0
Norgan	\$ 16,000	\$0
Building Vehicle	\$ 14,000	\$0
Economic Dev't	\$ -	-\$129,331
Public Works	\$ 220,000	-\$359,757
Total	\$ 709,500	-\$601,663

Notes:

1. New debt in 2018 to fund Clifford Elora \$1.28 million Town share (most sewer & water)

2. Final debt payments in 2018 \$150,000

Net \$107,837



Preliminary Capital Plan

Expenditures by Year	2017 Likely	2018	2019	2020	2021	
Water & Sewer	\$2,600,000	\$1,800,000	\$2,400,000	\$2,200,000	\$2,000,000	
Roads & Drainage	\$2,800,000	\$3,000,000	\$1,600,000	\$1,500,000	\$1,500,000	
Vehicles	\$280,000	\$260,000	\$400,000	\$360,000	\$300,000	
Other Departments	\$720,000	\$800,000	\$715,000	\$645,000	\$500,000	
Total	\$6,400,000	\$5,860,000	\$5,115,000	\$4,705,000	\$4,300,000	\$26,380,000
Funding Model	2017 Likely	2018	2019	2020	2021	
Revenue	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	
Grant	\$2,300,000	\$2,500,000	\$1,200,000	\$1,300,000	\$1,400,000	
Development Charge & Reserve	\$1,400,000	\$550,000	\$1,000,000	\$1,000,000	\$1,000,000	
Borrowing	\$250,000	\$1,500,000	\$1,535,000	\$1,015,000	\$500,000	
Tax	\$510,000	\$520,000	\$530,000	\$540,000	\$550,000	
2016 Carryover	\$1,255,000					
Sustained OCIF	\$185,000	\$290,000	\$350,000	\$350,000	\$350,000	
Total	\$6,400,000	\$5,860,000	\$5,115,000	\$4,705,000	\$4,300,000	\$26,380,000



Operating Budget Process

- Operating Budgets, Mayor identifies each budget by service
- Council discusses as Committee of the Whole each budget, and provides direction to approve, modify or table
- Department Heads/Managers provide information in support of budget including recommendations around increases or decreases as well as Strategic direction.
- Budget Open house prior to regular Council meeting March 20 (5:00pm to 6:30pm)
- Minutes form Council's budget direction; Treasurer prepares final budget by-law based on minutes and final resolution to adopt.
- Budget by-law April depending on input



		2017 Budget	2018 Draft	Difference		
Council		\$128,200	\$129,700	\$1,500		
C.A.O. Clerk		\$335,900	\$333,305	-\$2,595		
General Admin & Reserves		\$550,050	\$505,300	-\$44,750	\$968,305	
People and Property		\$139,650	\$138,196	-\$1,454		
Health Services		\$33,750	\$32,750	-\$1,000	-\$48,299	
Minto Fire Service Overall	Fire Admin	\$596,930	\$607,260	\$10,330		
	\$908,128	Palmerston Fire	\$68,773	\$63,423	-\$5,350	
	\$919,858	Harriston Fire	\$146,825	\$146,375	-\$450	
		Clifford Fire	\$95,600	\$102,800	\$7,200	\$11,730
Clifford Arena & Hall		\$162,043	\$167,232	\$5,189		
Harriston Arena & Hall		\$175,744	\$178,867	\$3,123		
Palmerston Arena & Hall		\$184,709	\$198,203	\$13,494		
Satellite Facilities		\$76,044	\$85,845	\$9,801		
Clifford Parks		\$21,411	\$25,554	\$4,143		
Clifford Ball & Soccer		\$19,933	\$20,306	\$373		
Harriston Parks		\$29,457	\$28,772	-\$685		
Harriston Ball		\$18,870	\$21,771	\$2,901		
Palmerston Parks		\$56,633	\$55,269	-\$1,364		
Palmerston Ball & Soccer		\$36,338	\$43,479	\$7,141		
Trails		\$5,590	\$16,474	\$10,884	\$55,000	
Recreation Administration		\$252,000	\$262,000	\$10,000		
Harriston Pool		\$46,000	\$48,000	\$2,000		
Palmerston Pool		\$39,500	\$40,500	\$1,000		
Adventure Camp		\$0	\$0	\$0		
Special Programs		-\$6,000	-\$6,000	\$0	\$1,192,272	
Joint Health & Safety		\$5,000	\$5,000	\$0		
Norgan Theatre		\$0	\$0	\$0	\$13,000	
Building & By-law		\$150,175	\$146,675	-\$3,500		
Economic Development		\$434,035	\$434,981	\$946		
Tourism		\$25,900	\$23,350	-\$2,550	-\$1,604	
Public Works	Roads Admin	\$844,208	\$771,478	-\$72,730		
	Municipal Drains	\$53,306	\$33,306	-\$20,000		
	Vehicle Cost & Time	-\$345,000	-\$322,600	\$22,400		
	Road Maintenance	\$1,041,810	\$1,012,810	-\$29,000		
	Winter Control	\$479,206	\$494,614	\$15,408		
	Trailer Park	-\$8,115	-\$22,744	-\$14,629		
	Cemeteries	\$20,520	\$20,520	\$0		
	Street Lights	\$0	\$0	\$0	-\$70,251	
	Town Landscape Care	\$100,506	\$128,806	\$28,300	\$2,116,190	
Sewage Collect & Treat		\$0	\$0	\$0		
Water Treat & Distribute		\$0	\$0	\$0	-\$70,251	
Subtotal		\$6,015,501	\$5,971,577	-\$43,924	-\$43,924	
OMPF		-\$1,802,900	-\$1,630,700	\$172,200		
Stabilization Reserves		-\$10,026	\$6,530	\$16,556		
Pay Equity, Internal & External Equity		\$0	\$80,000	\$80,000		
Total Operating		\$4,202,575	\$4,427,407	\$224,832	\$224,832	
Tax Supported Capital		\$510,000	520,000	\$10,000		
Total Raised through Tax		\$4,712,575	\$4,947,407	\$234,832	\$234,832	