



STAFF REPORT

<u>Department:</u>	Corporate Services
<u>Chair:</u>	Deputy Mayor Gerard La Chapelle
<u>Meeting Date:</u>	September 9, 2021
<u>Report No.:</u>	CS-2021-68
<u>Report Title:</u>	2022 – 2031 Long Term Plan – Common Overview

RECOMMENDATIONS:

That Staff Report No. CS-2021-68 regarding the 2022 - 2031 Long Term Plan – Common Overview be received for information.

INTRODUCTION/BACKGROUND:

The purpose of the Long Term Plan is to assist Council and staff in the identification and prioritization of projects and unusual expenditures on a long term basis, and to give consideration to how the works will be financed.

The cost estimates included in the Long Term Plan are based on each Managers' knowledge from historical data, input from consultants, or an estimate; these costs are refined closer to the project date and therefore may change during the setting of the annual budget in future years.

The Long Term Plan is a **Council planning exercise**; approval of the plan does not give staff the authority to expend funds.

Council has the ability to review, discuss and adjust the priorities contained within the Long Term Plan, and direct staff to make the necessary changes before the Annual and Capital/Projects Budget are presented to Council.

The draft 2022 Capital/Projects Budget will include all purchases and projects contained in the first year of the Long Term Plan, as amended and accepted by Council.

ANALYSIS:

Budget Process

The Long Term Plan process begins with Managers and General Managers reviewing the prior year's plan and identifying significant changes in costs along with new budget requests for Council's consideration. A Budget Information Sheet with the identified need, anticipated costs and recommended priority is completed by the person responsible for overseeing the division's operations.

The CAO, General Managers and Managers meet to review all requests and determine timing and priorities prior to coming to Council. It is hoped that this will provide more information regarding costs (both project related and future annual) as well as justification for the project.

This report will be distributed to all Council Committees and will include:

- Long Term Plan Summary (summarizes all department expenses & funding)
- Reserve Summary (includes all Township Reserves)

Each Council Committee will also receive an individualized report that provides detail on items that may be of interest as well as an Appendix "A" containing detail sheets for the department/divisions that fall under their committee including:

- Detail of expenditures and financing. In some cases there is a summary page first followed by detail pages (i.e. roads reconstruction, bridges)
- Inventories of vehicles and equipment on which reserve transfers are based.

As well as an **Appendix "B"** which contains the Budget Information Sheets for the department in the order that they are identified on each department's detail sheet, by year. A Budget Information Sheet has been completed for items shown in 2022 as well as most items that are new in future years.

Indexing of Projects

For large construction projects, such as road improvements and watermain replacements, the current year funding amounts should be adjusted each year for inflation. If capital budgets are not indexed each year, the same budget dollars will result in less work being accomplished every year. For 2022 Capital budgets remain at the 2021 level as per Council's direction. Indexing for Roads Capital funding is included at 0.7% (based on 2020 CPI) plus \$40,400 for 2022, and 2% plus \$37,500 onwards, with \$40,400 representing an increase of approximately ½% of the tax rate excluding policing. This asset management strategy has worked well, increasing the contribution to roads capital to a more sustainable level.

Library Board

This draft of the Long Term Plan includes a Library component related to municipal buildings only, and based on what was adopted by the Board for their Long Term Plan last year. The Library board has not yet approved a 2022- 2031 Long Term Plan.

FINANCIAL/BUDGET IMPACT:

Total Capital/Project Expenditures

The total proposed capital/project related expenditures for 2022 are \$6,939,016. Water and wastewater capital projects included in this amount total \$2,195,000. This draft of the Long Term Plan proposes a 5.4% increase in funding provided by the tax levy for 2022. This translates to a corresponding overall tax levy increase of 1.8% based on the 2021 tax dollars raised.

A debt payment of \$323,685 for the internal borrowing for 2019 road program increases has been included in the summary to arrive at the overall increase and impact to the tax rate. The year over year increases for all years are shown in the schedule on the final page of this report.

The 1.0% increase proposed in the long-term plan will further necessitate reductions to operating expenditures to meet Council's target increase for 2022 taxation of 1.0%, given the significant increases in operating expenses that are known or anticipated. If Council wishes to, they can reduce this to 0.5% by not increasing any of the annual reserve transfer amounts, however this is not recommended.

Costs for projects/items requested by Council for investigation at the June 2021 Committee meetings are not included in the above tax levy impact calculations and are not currently included in the long term plan for implementation.

2021 Surplus

It is anticipated that the Township will have a 2021 operating surplus. With a number of expenses still to come, it is difficult to determine the final surplus at this time. However, it can be reasonably estimated that this surplus will be at least \$400,000. The anticipated surplus, in conjunction with the tax rate stabilization reserve, will assist over the next few years with absorbing the \$405,674 of budget pressures the Township is facing, as reported in report CS-2021-49 in June. The surplus and its utilization will be reviewed in more detail during operating budget discussions in October.

Council Information Requests

At the June committee meetings, Council members were provided the opportunity to put forth requests for information on specific potential capital projects in order for staff to be able to research items in time for potential inclusion in the 2022 long term plan and budget. Corporate Services committee did not make any requests of staff at that time. Operational Services committee requested that staff look into a number of items, while Protective and Development Services committee requested that staff provide an update on the timing of the Port McNicoll Fire Hall (renovation) project.

2021 Project Carry forwards

For simplicity, projects included in the 2021 Budget that will have a carry forward to 2022 have not been shown again in the Long Term Plan. Instead, the balance remaining on these projects will be rolled over into the 2022 Budget. Budget increases

if required to complete the projects will be included in the draft Operating and Capital Budget, or brought forward to Council at a later date.

Canada Community Building Fund (Formerly Federal Gas Tax)

The Government of Canada has committed to provide funding through to 2023 to provide greater certainty for local infrastructure renewal. Allocations for 2019-2023 are based on the 2016 Census results. In 2022 we will receive \$624,090, which has been allocated to the 2022 road program, per Council's direction in June. For the purpose of the Long Term Plan, estimated annual funding has been continued to 2031 and has not been indexed for inflation.

Hydro Dividends

Hydro Dividends have been used in the past to help narrow the infrastructure gap in roads. The long term plan includes an estimated \$101,000 of dividend income received in 2022, the same amount as in 2021. This income has been included in the roads program funding. Actual dividend income to be received has yet to be confirmed.

Infrastructure Grants

Ontario Community Infrastructure Fund (OCIF)

In March of 2019, when we received our updated allocation notice under the Ontario Community Infrastructure Fund (OCIF) it was noted that the program was under review. The 2020 program allocation notice included the statement that the Ministry of Infrastructure plans to work with AMO and municipalities to review the design of the program. In January 2021 the Province announced that the program would continue for 2021, and the Township was allocated \$509,013, which was used to fund additional road works. While the funding is expected to continue, an announcement for 2022 has not yet been made. Therefore the 2022-2031 long term plan does not include this grant as a funding source. Should the Township be allocated funding for 2022, staff will seek Council's direction on how to utilize these funds.

Reserves and Reserve Funds

Reserves and Reserve Funds are established by Council to assist with the long term financial stability and financial planning of the Corporation. They are a critical component in the funding of the Long Term Plan and they also provide a mechanism to absorb unexpected shifts in revenues and expenditures, fund one-time expenditures and/or minimize fluctuations in taxation or user rates caused by cyclical conditions.

Annual transfers to reserves are calculated during the long term planning process and are based on expected replacement cost and lifecycle of the assets they are used to replace. The long range balances in reserves are reviewed to ensure that the mathematical calculation does not result in reserve balances greater than the actual need based on timing of purchases.

Municipal Fleet and Equipment

Staff reviews the cost of expected vehicle and equipment purchases annually using recent purchasing experience. If necessary, the replacement cost of vehicles and equipment is adjusted to reflect current prices and any new additions from the

previous year are added to the replacement schedule. The increasing cost of vehicles and equipment, and reduced life span has resulted in underfunding in our Vehicles and Equipment reserves. For a number of years increases have been phased in to bring this reserve to a more sustainable level.

Infrastructure

Replacement cost has been used to determine the appropriate amount to transfer to reserve for the replacement/refurbishment of our bridges, culverts, Tay Shore Trail and the Albert Street docks. Replacement of bridges, culverts and the Tay Shore Trail will require a combination of funding set aside in reserves, debt financing and grants (if available).

Municipal Buildings

Building replacement cost has been used to determine the appropriate amount to transfer to reserve for the replacement/refurbishment of municipally owned buildings. Replacement of buildings will require a combination of funding set aside in reserves, debt financing and grants (if available). While these buildings may never be completely torn down and rebuilt, it is important to recognize that significant costs will be incurred throughout the buildings' useful lives, with the assumption that major upgrades to these buildings will need to conform to both accessibility standards and building code requirements.

In order to mitigate the effect on the tax rate, increases to reserve transfers to bring these reserves to levels that can sustain our infrastructure are phased in over a number of years.

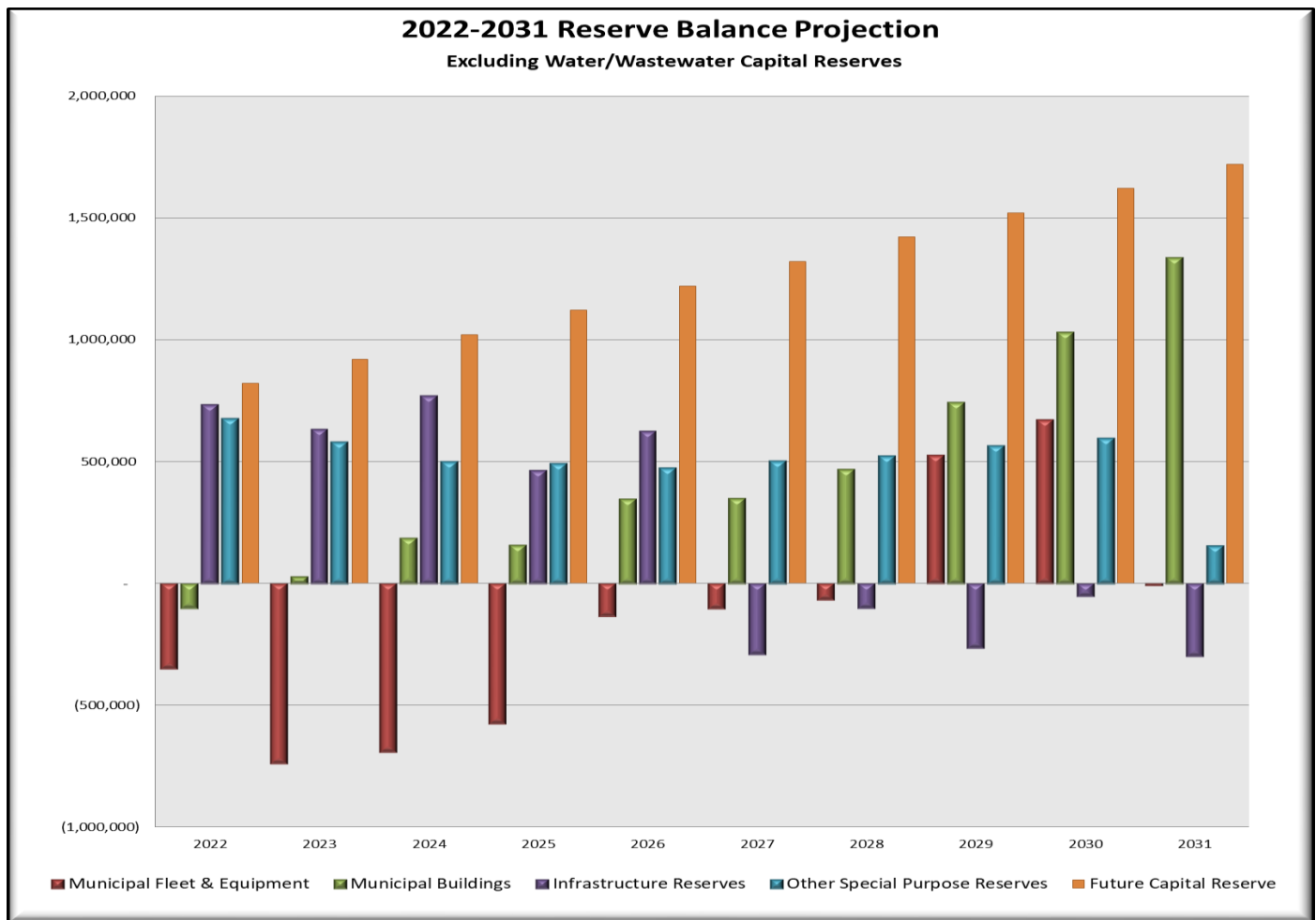
The following reserve transfers changes are recommended for 2022:

- Corporate Services - Municipal Buildings be increased from \$55,000 to \$60,000 (annual transfer required to fully fund this reserve is \$146,300).
- Protective and Development Services – Municipal Fleet & Equipment (Fire Capital) be increased from \$208,000 to \$218,000 (annual transfer required to fully fund this reserve is \$286,320).
- Protective and Development Services – Fire Contribution to Municipal Buildings be increased from \$25,000 to \$30,000 (annual transfer required to fully fund this reserve is \$113,769).
- Operational Services –Municipal Fleet and Equipment be increased from \$240,000 to \$250,000 (annual transfer required to fully fund this reserve is \$323,520).
- Operational Services – Parks Contribution to Municipal Buildings be increased from \$30,000 to \$35,000 (annual transfer required to fully fund this reserve is \$179,350).

- Operational Services – Parks Contribution to the Tay Shore Trail be increased from \$53,000 to \$58,000 (annual transfer required to fully fund this reserve is \$72,750).
- Operational Services – Bridges contribution be increased from \$75,000 to \$80,000 (annual transfer required to fully fund this reserve is \$108,000).

The dollar value increases to each of the reserves above are the same amounts that each reserve’s transfer was increased by in 2021.

With recommended increases to the contribution to reserves noted above, along with the continued phase in of annual increases, the following graph shows the projected balances in each of the reserve categories held by the Township. Staff annually reviews the purchases over an extended period that is well beyond the forecasted period to ensure that sufficient funding is available in the reserve.



From the projection, the Municipal Fleet & Equipment Reserve balance is negative from 2022 to 2028, and recovers in 2029 and 2030 before beginning to decline again. This deficit is the result of a number of high value purchases occurring in both Fire and Operational Services during this period, reserve transfers not at the amount required to fully fund the reserve, increasing purchase costs, and declining life expectancies. It was hoped that as long as Council continued to annually increase transfers to reserves,

over time these reserves would recover. While annual increases to the reserve transfer amount has helped, the reserve will go significantly negative just past the end of the current forecast period as a result of being underfunded by approximately \$141,000/year at present.

Most other reserve categories remain positive throughout the forecast period, with the exception of the Infrastructure Reserve, which is negative from 2027 to 2031, reflecting the timing of projects. The forecast above assumes the current balance in the Future Capital Reserve along with the annual \$100,000 contribution is retained, with the Municipal Building Reserve remaining in a deficit position until 2024. Experience has shown that much of the Future Capital Reserve will likely be spent during the forecast period, as unexpected costs and new projects are added to the work plan. If this reserve were kept intact, the Municipality would be in a fair position to offset the deficit in the Municipal Fleet & Equipment reserve allowing more time to bring that reserve to a more sustainable balance.

While additional reserves exist for water and wastewater infrastructure, they too are currently underfunded and may only be borrowed from, but not used, for non-water or wastewater projects as they are funded separately by utility rate payers. While the municipality can draw on water and wastewater reserves (or vice versa) for short-term borrowing, interest at a prescribed rate must be charged and tracked accordingly.

Debt Management

The Long Term Plan as presented estimates that an additional \$24 million in new debt may be required within the forecast period to complete the projects as planned. Where possible; internal borrowing for projects will be used. Based on our current reserve forecast, internal borrowing may be a good option for projects such as the Rosemount Bridge Replacement Project (\$1.1 million), while other projects such as the phase 2 upgrades to the Victoria Harbour Wastewater Treatment Plant (\$23 million) will likely require longer term external financing (typically 20-25 years).

SUMMARY

The priorities identified in the first year of the Long Term Plan are carried forward to the draft 2022 Budget. This draft of the Long Term Plan includes a **5.4% increase** in funding from the tax rate, which translates to an approximate **tax increase of 1.0%**. Staff has tried to keep additional capital/project contributions from the tax rate to a minimum, looking to address our residents' needs of today, while maintaining the long-term financial health of the municipality.

STRATEGIC PLAN:

Tay Open – Increasing transparency about decision-making that affects the community.

In alignment with the Township’s commitment to operating in an open, transparent and fiscally responsible manner, this report provides information on the process in which the Township determines its long term capital priorities and needs as well as some high-level information on the state of our capital asset reserves in relation to the current draft of the long term plan.

Attachments:

1. Summary of 2022-2031 Draft Long Term Plan Expenses and Funding Sources
2. Summary of 2022-2031 Draft Long Term Plan Impacts to Annual Tax Levy

Prepared By:

Date: September 1, 2021

Jacquelyn Genis
Financial Analyst

Reviewed By:

Date: September 1, 2021

Daryl C. W. O’Shea
General Manager, Corporate Services

Recommended By:

Date: September 1, 2021

Lindsay Barron, CPA, CGA, HBCom.
Chief Administrative Officer/Deputy Clerk

TOWNSHIP OF TAY

SUMMARY - 2022 - 2031 LONG TERM PLAN

	APPROVED BUDGET	FORECAST									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Corporate Services	485,000	129,000	177,000	129,500	244,500	98,900	117,500	194,500	15,000	165,000	35,000
Protective and Development Services	627,976	630,400	663,544	134,895	104,253	28,818	303,990	594,980	129,570	299,940	3,438,757
Operational Services - Roads, Water & Wastewater	5,436,797	5,297,671	14,045,760	21,070,810	3,242,687	2,727,605	3,307,497	5,723,991	2,070,915	4,538,298	2,896,169
Operational Services - Parks and Recreation	398,055	751,945	441,000	365,000	358,000	175,000	345,000	166,000	462,000	107,500	80,000
TOTAL LONG TERM PLAN	6,947,828	6,809,016	15,327,304	21,700,204	3,949,440	3,030,323	4,073,987	6,679,471	2,677,485	5,110,738	6,449,926
SOURCES OF FINANCING:											
Tax Rate	391,763	634,119	1,028,466	1,099,546	1,144,367	1,215,154	1,274,833	1,344,640	1,416,883	1,498,770	1,538,494
Reserves - Municipal	1,615,622	1,336,900	1,229,900	693,500	1,168,500	172,100	2,013,500	807,400	501,150	643,900	1,291,500
Reserves - Contingency	-	-	-	-	-	-	-	37,500	-	-	-
Reserves - Utility	3,260,602	1,100,000	1,662,500	7,392,500	474,500	976,500	114,500	3,785,500	64,500	2,237,499	(40,502)
Grant - Modernization Funding	138,200	100,000	100,000	100,000	-	-	-	-	-	-	-
Grants - Other	766,328	339,502	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	-
Debt	-	2,246,500	9,182,493	9,182,493	-	-	-	-	-	-	3,000,000
Developer Contributions (DCA)	107,920	92,462	1,514,412	2,673,633	103,540	108,036	112,621	141,898	136,419	172,035	131,899
Federal Gas Tax	318,198	624,090	332,033	332,033	332,033	332,033	332,033	332,033	332,033	332,033	332,033
Deferred Revenue	32,695	-	-	-	-	-	-	-	-	-	-
Library Reserve	-	138,944	31,000	-	-	-	-	4,000	-	-	-
Hydro Dividend/Interest	196,500	196,500	196,500	196,500	196,500	196,500	196,500	196,500	196,500	196,501	196,502
Prior Year Capital Surplus	23,000	-	-	-	-	-	-	-	-	-	-
TOTAL FINANCING	7,002,828	6,809,016	15,327,304	21,700,204	3,449,440	3,030,323	4,073,987	6,679,471	2,677,485	5,110,738	6,449,926

TOWNSHIP OF TAY

SUMMARY - 2022 - 2031 LONG TERM PLAN

Impact of Projects and Reserve Transfers on Annual Tax Levy

	APPROVED BUDGET	FORECAST									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Tax Rate	907,485	957,804	1,028,466	1,099,546	1,144,367	1,215,154	1,274,833	1,344,640	1,416,883	1,498,770	1,538,494
Transfer to Reserves	780,500	827,500	919,000	966,000	1,011,000	1,063,000	1,105,000	1,147,000	1,189,000	1,231,000	1,273,000
Transfer to Future Capital Reserve	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL IMPACT	1,787,985	1,885,304	2,047,466	2,165,546	2,255,367	2,378,154	2,479,833	2,591,640	2,705,883	2,829,770	2,911,494
Total increase funded by tax levy	1.9%	5.4%	8.6%	5.8%	4.1%	9.8%	10.0%	9.0%	9.1%	9.2%	7.6%
Total tax levy % increase required	0.4%	1.0%	1.7%	1.2%	0.9%	1.3%	1.0%	1.2%	1.2%	1.3%	0.8%



STAFF REPORT

<u>Department:</u>	Corporate Services
<u>Chair:</u>	Deputy Mayor Gerard La Chapelle
<u>Meeting Date:</u>	September 9, 2021
<u>Report No.:</u>	CS-2021-69
<u>Report Title:</u>	2022 – 2031 Long Term Plan – Corporate Services Details

RECOMMENDATION:

That Staff Report No. CS-2021-69 regarding the 2022 - 2031 Long Term Plan – Corporate Services Details be received; and

1. Reserve Transfers

That the transfer to reserves for the Year 2022 be increased as follows:

- Corporate Services - Municipal Buildings be increased from \$55,000 to \$60,000

2. Long Term Plan

That the 2022 – 2031 Long Term Plan for Corporate Services be adopted as amended.

3. Endorsement of Committee Financial Recommendations

That the Corporate Services Committee endorse and recommend to Council the financial recommendations of the Operational Services Committee and the Protective and Development Services Committee relating to reports OS-2021-56 and PDS-2021-80, dated September 8, 2021, as the recommendations were read and made by the committees.

INTRODUCTION/BACKGROUND:

Staff report CS-2021-68 2022 – 2031 Long Term Plan – Common Overview provides an overview of the common elements and financial considerations of the Township's long term plan and municipal reserves.

Further to the common overview, each committee is asked to review in detail their associated department's long term plan, Budget Information Sheets and associated

recommendations in regards to the utilization of various funding sources, and modifications to annual reserve transfer amounts.

ANALYSIS:

Significant Changes

The only material changes to the Corporate Services long term plan from the plan adopted in 2021 are:

- Updating the projected replacement cost for Council laptops (and software licensing) from \$10,500 to \$14,000 to reflect present day expected costs to replace the 7 computers at the end of the current term of Council.
- Delaying the expected replacement years for some well-functioning office equipment by one year throughout the schedule.
- Adding \$35,000 for the replacement, upgrade or expansion of the telephone system 10 years from the current system's implementation in 2021. While outright replacement may not be required, adding this to the plan will ensure that funds are saved for the incremental expansion of the system over time.

Council Information Requests

At the June committee meetings, Council members were provided the opportunity to put forth requests for information on specific potential capital projects in order for staff to be able to research items in time for potential inclusion in the 2022 long term plan and budget. Corporate Services committee did not make any requests of staff at that time.

Department Long Term Plan Information

Attached to the report is:

Appendix "A" which contains detail sheets for the department and its divisions.

Appendix "B" which contains Budget Information Sheets in the order that projects are identified on the department's detail sheets, by year. A Budget Information Sheet has been completed for items shown in 2022 as well as most items that are new in future years.

Reserve Transfers

As outlined in report CS-2020-68, it is recommended that annual reserve transfers continue to be increased to bring reserve balances closer to projected future expenditures.

After a review of current reserve balances and the current long term plan draft, it is recommended that each of the annual reserve transfers being increased be increased in 2022 by the same amounts that they were increased by in 2021.

The following reserve transfer for Corporate Services is recommended:

- Corporate Services - Municipal Buildings be increased from \$55,000 to \$60,000 (annual transfer required to fully fund this reserve is \$146,300).

FINANCIAL/BUDGET IMPACT:

Financial and budget impacts have been addressed in report CS-2021-68.

As the Committee responsible for financial oversight of the municipality, in addition to the role of the Audit Committee, it is recommended that the Corporate Services Committee review, and if deemed appropriate, endorse and recommend to Council the utilization of various funding sources recommended by the Operational Services Committee and the Protective and Development Services Committee. These Committees are anticipated to make recommendations as a result of reports OS-2021-56 and PDS-2021-80 on September 8, 2021. The details of the financial recommendations being proposed to these committees are covered in report CS-2021-68.

The financial recommendations include:

- Increases to annual reserve transfers totalling \$45,000 per year, including the \$5,000 increase to "Corporate Services - Municipal Buildings" recommended in this report.
- Allocation of anticipated Hydro Dividends of \$101,000 to the roads program.

STRATEGIC PLAN:

Tay Open - Increasing transparency about decision-making that affects the community.

In alignment with the Township's commitment to operating in an open, transparent and fiscally responsible manner, this report's attachments provide information on the department's long term projected capital expenditures, details of capital projects, and the methods of financing the expenditures.

CONCLUSION:

While the department's long term plan has evolved over time to include the department's anticipated major periodic expenses, the "Corporate Services - Municipal Buildings" reserve falls short of being fully funded. It is recommended that the annual reserve transfer for this reserve be increased by \$5000 in the coming year to close the gap.

Attachments:

1. Appendix A – Budget Summary and Department Detail
2. Appendix B – Budget Information Sheets

Prepared By:

Date: September 1, 2021

Jacquelyn Genis
Financial Analyst

and

Lindsay Barron, CPA, CGA, HBCom.
Chief Administrative Officer/Deputy Clerk

Reviewed By:

Date: September 1, 2021

Daryl C. W. O'Shea
General Manager, Corporate Services

Recommended By:

Date: September 1, 2021

Lindsay Barron, CPA, CGA, HBCom.
Chief Administrative Officer/Deputy Clerk

APPENDIX A

CORPORATE SERVICES

BUDGET SUMMARY AND DEPARTMENT DETAIL

TOWNSHIP OF TAY - LONG TERM PLAN

CORPORATE SERVICES SUMMARY

	Approved Budget	Forecast									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Administration	-	-	-	-	12,500	12,500	12,500	50,000	-	-	-
Office Equipment	32,000	-	5,000	-	-	27,000	-	30,000	-	16,000	35,000
Computer Hardware	155,000	19,000	5,000	9,000	154,000	19,000	5,000	5,000	15,000	149,000	-
Computer Software	221,000	100,000	150,000	100,000	-	-	100,000	12,000	-	-	-
Buildings	77,000	10,000	17,000	20,500	78,000	40,400		97,500	-	-	-
TOTAL PROJECTS BUDGET	485,000	129,000	177,000	129,500	244,500	98,900	117,500	194,500	15,000	165,000	35,000
SOURCES OF FINANCING:											
Tax Rate	-	-	-	-	12,500	12,500	12,500	12,500	-	-	-
Utility Rate	-	-	-	-	-	-	-	-	-	-	-
Reserves - Municipal	305,000	29,000	77,000	29,500	232,000	86,400	105,000	144,500	15,000	165,000	35,000
Prior Years Surplus	5,000	-	-	-	-	-	-	-	-	-	-
Reserves - Contingency		-	-	-	-	-	-	37,500	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	-
Reserve Funds	-	-	-	-	-	-	-	-	-	-	-
Grant - Modernization Funding	125,000	100,000	100,000	100,000		-	-	-	-	-	-
Grant - Other	50,000	-	-	-	-	-	-	-	-	-	-
TOTAL FINANCING	485,000	129,000	177,000	129,500	244,500	98,900	117,500	194,500	15,000	165,000	35,000
Impact of Projects and Reserve Transfers on Annual Tax Levy:											
Projects Funded from Tax rate	-	-	-	-	12,500	12,500	12,500	12,500	-	-	-
Transfer to Municipal Building Reserve	55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000	105,000
Transfer to Municipal Equipment Reserve	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Total Impact to Tax Rate	113,000	118,000	123,000	128,000	145,500	150,500	155,500	160,500	153,000	158,000	163,000

**TOWNSHIP OF TAY
2022 - 2031 LONG TERM PLAN
CORPORATE SERVICES**

	Approved Budget	Forecast										
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CORPORATE SERVICES												
Administration												
Financial System												
Community Sign Boards - LED Conversion								50,000				
Transfer to Reserve for Sign Board					12,500	12,500	12,500					
Total Administration	-	-	-	-	12,500	12,500	12,500	50,000	-	-	-	
Office Equipment												
Photocopier - Admin (colour)	16,000							16,000				
Printer/fax/copier	7,000									7,000		
Admin Laser Printer	4,500									4,500		
Laser Printers	4,500									4,500		
Color Laser Printers						6,000						
Telephone System												35,000
Financial Laser Printer			5,000									
Postage Machine						7,500						
Mini Mailer/Stuffer								14,000				
Total Office Equipment	32,000	0	5,000	0	0	27,000	0	30,000	0	16,000	35,000	
Computer Hardware												
PC/Monitor Replacement	90,000	5,000	5,000	5,000	85,000	5,000	5,000	5,000	5,000	85,000		
Office Server	25,000				25,000					25,000		
Council Laptops		14,000				14,000				14,000		
Financial Server	25,000				25,000					25,000		
Office Network Switches (MDF)(IDF)				4,000	4,000							
VPN Router/Firewall	5,000				5,000							
Switch for Expansion IDF Switch												
NAS Unit for Backup Storage	10,000				10,000				10,000			
Total Computer Hardware	155,000	19,000	5,000	9,000	154,000	19,000	5,000	5,000	15,000	149,000	0	
Computer Software												
Financial Software							100,000					
Agenda Management Software												
File Mgmt. Software			50,000									
Work Order System												
Website Refresh	25,000											
Land Manager Upgrade	9,000											
Backup Tape Drive & Software	12,000							12,000				
Internet Needs & Feasibility Project	75,000											
Municipal Management/Online Services Software	100,000	100,000	100,000	100,000								
Total Computer Software	221,000	100,000	150,000	100,000	0	0	100,000	12,000	0	0	0	

Buildings											
Administration Building											
Humidity Control for Copy Room	5,000										
Roof & Cedar Facia repairs	30,000										
Generator								45,000			
Paint & Office Furniture	42,000										
Automatic door opener			7,000								
Carpet Replacement					70,000						
Chairs & Desks (Council members)				13,500							
Chairs (Council observers)						9,400					
Stucco						24,000					
Meeting room tables					8,000						
Curtains & Blinds (including blackout curtains)				7,000				42,500			
Shelving & Cabinetry						7,000					
Albert Street Mini-mall											
Harbour Shores Community Room - Flooring		10,000									
HVAC (Harbour Shores Community Room)			10,000								
Residential Furnace (Canada Post)								10,000			
Total Buildings	77,000	10,000	17,000	20,500	78,000	40,400	-	97,500	-	-	-
TOTAL LONG TERM PLAN	485,000	129,000	177,000	129,500	244,500	98,900	117,500	194,500	15,000	165,000	35,000
SOURCES OF FINANCING											
Prior year surplus	5,000										
Tax Rate					12,500	12,500	12,500	12,500			
Grants	50,000										
Reserves - Municipal Equipment	219,000	19,000	60,000	9,000	154,000	46,000	105,000	47,000	15,000	165,000	35,000
Reserves - Municipal Buildings	77,000	10,000	17,000	20,500	78,000	40,400	-	97,500	-	-	-
Reserves - Building vehicle	9,000										
Reserves - Contingency			-				-	37,500			
Reserves - Modernization Funding	125,000	100,000	100,000	100,000							
Debt											
Reserve Funds											
Utility Rate											
Borrowing (Internal)											
TOTAL FINANCING	485,000	129,000	177,000	129,500	244,500	98,900	117,500	194,500	15,000	165,000	35,000

APPENDIX B

CORPORATE SERVICES

BUDGET INFORMATION SHEETS



Tay Township

2022 Budget Information Sheet

PC/Monitor Replacement																						
Budget Type	Capital																					
Department	Corporate Services																					
Division	Technology Services																					
Prepared by	Daryl C. W. O'Shea																					
Approved by																						
Department Priority	A																					
Strategic Objective	Tay Resilient																					
Request Summary	Budget for PC/Monitor replacement for municipal office computers. Includes hardware and software licenses (Microsoft Office, Windows/SQL/Exchange Client Access Licenses). We budget for a 5 year replacement cycle but try to stretch their life to 6-8 years. Current computers were purchased in 2010. Current displays in 2009.																					
Service Level Impact	Maintain																					
Expected Useful Life	5																					
Current Year Budget	<table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Expenses</th> <th style="text-align: left;">Funding</th> <th></th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> <td></td> </tr> <tr> <td>Consultants</td> <td>Reserve</td> <td style="text-align: right;">5,000</td> </tr> <tr> <td>Equipment</td> <td>Development</td> <td style="text-align: right;">5,000</td> </tr> <tr> <td>Legal</td> <td>Utility</td> <td></td> </tr> <tr> <td>Other</td> <td>Surplus/Other</td> <td></td> </tr> <tr> <td>Total</td> <td>Total</td> <td style="text-align: right;">5,000</td> </tr> </tbody> </table>	Expenses	Funding		Materials	Grants		Consultants	Reserve	5,000	Equipment	Development	5,000	Legal	Utility		Other	Surplus/Other		Total	Total	5,000
Expenses	Funding																					
Materials	Grants																					
Consultants	Reserve	5,000																				
Equipment	Development	5,000																				
Legal	Utility																					
Other	Surplus/Other																					
Total	Total	5,000																				
	2022 Tax Levy Impact \$0																					
Future Year Budget	2022 - 2024 - \$5,000 2025 - \$85,000 2026 - 2029 - \$5,000 2030 - \$85,000																					
Cost-Benefit Analysis and Other Financial Considerations																						
Administrative Recommendation																						

Content revised August 2021 by JG | Form revised May 9, 2021



Tay Township

2022 Budget Information Sheet

Council Laptops																									
Budget Type	Capital																								
Department	Corporate Services																								
Division	Technology Services																								
Prepared by	Daryl C. W. O'Shea																								
Approved by																									
Department Priority	A																								
Strategic Objective	Tay Resilient																								
Request Summary	Budget for the purchase of laptops for Councillors in the election year.																								
Service Level Impact	Maintain																								
Expected Useful Life	5																								
Current Year Budget	<table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Expenses</th> <th style="text-align: left;">Funding</th> <th></th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> <td></td> </tr> <tr> <td>Consultants</td> <td>Reserve</td> <td style="text-align: right;">14,000</td> </tr> <tr> <td>Equipment</td> <td>Development</td> <td style="text-align: right;">14,000</td> </tr> <tr> <td>Legal</td> <td>Utility</td> <td></td> </tr> <tr> <td>Other</td> <td>Surplus/Other</td> <td></td> </tr> <tr> <td>Total</td> <td>Total</td> <td style="text-align: right;">14,000</td> </tr> <tr> <td colspan="2">2022 Tax Levy Impact</td> <td style="text-align: right;">\$0</td> </tr> </tbody> </table>	Expenses	Funding		Materials	Grants		Consultants	Reserve	14,000	Equipment	Development	14,000	Legal	Utility		Other	Surplus/Other		Total	Total	14,000	2022 Tax Levy Impact		\$0
Expenses	Funding																								
Materials	Grants																								
Consultants	Reserve	14,000																							
Equipment	Development	14,000																							
Legal	Utility																								
Other	Surplus/Other																								
Total	Total	14,000																							
2022 Tax Levy Impact		\$0																							
Future Year Budget	2026 - \$14,000 2030 - \$14,000																								
Cost-Benefit Analysis and Other Financial Considerations																									
Administrative Recommendation																									

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Tay Township

2021-2024 Budget Information Sheet

Municipal Management/Online Services Software																									
Budget Type	Capital																								
Department	Corporate Services																								
Division	Technology Services																								
Prepared by	Daryl C. W. O'Shea																								
Approved by																									
Department Priority	A																								
Strategic Objective	Tay Open																								
Request Summary	<p>With an increasing expectation of online delivery of soft services and an organizational mindset that has changed to be accepting of such a delivery method; it is time that the Township start moving towards an online first service delivery method. There are many options for implementing online services but they can be summed up in two groups - fragmented services delivered through individual portals or a unified service portal that ties all online service offerings together into one portal and one user account. It is proposed that the Township undertake a hybrid approach, to achieve a unified solution, that obtains off-the-shell software where appropriate, builds the glue to connect our existing and new systems and builds the missing pieces that the market does not provide. To build these pieces it is proposed that the Township employ software engineering and computer science co-op students or recent grads to develop software that conforms to an architecture designed and documented by Township staff. It is expected that a significant transformation can be achieved with \$400,000 over four years. Future reports to Council will outline a plan and some further investigation of the problem to be solved. Types of software proposed by various departments to be included in this endeavour include, but are certainly not limited to, emergency management community alerting, service and work request management, road patrol records, sidewalk inspection records, streetlight inspection records, fleet management, online building permits, and online financial account access for residents.</p>																								
Service Level Impact																									
Expected Useful Life																									
Current Year Budget	<table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Expenses</th> <th style="text-align: left;">Funding</th> <th></th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td>Consultants</td> <td>Reserve</td> <td></td> </tr> <tr> <td>Equipment</td> <td>Development</td> <td></td> </tr> <tr> <td>Legal</td> <td>Utility</td> <td></td> </tr> <tr> <td>Other</td> <td>100,000 Surplus/Other</td> <td></td> </tr> <tr> <td>Total</td> <td>100,000 Total</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td colspan="2">2022 Tax Levy Impact</td> <td style="text-align: right;">\$0</td> </tr> </tbody> </table>	Expenses	Funding		Materials	Grants	100,000	Consultants	Reserve		Equipment	Development		Legal	Utility		Other	100,000 Surplus/Other		Total	100,000 Total	100,000	2022 Tax Levy Impact		\$0
Expenses	Funding																								
Materials	Grants	100,000																							
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Equipment	Development																								
Legal	Utility																								
Other	100,000 Surplus/Other																								
Total	100,000 Total	100,000																							
2022 Tax Levy Impact		\$0																							
Future Year Budget	2022-2024 - \$100,000 per year																								
Cost-Benefit Analysis and Other																									
Administrative Recommendation																									

Content revised October 6, 2020 by DOS | Form revised May 9, 2021



Tay Township

2021-2024 Budget Information Sheet

Municipal Management/Online Services Software																									
Budget Type	Capital																								
Department	Corporate Services																								
Division	Technology Services																								
Prepared by	Daryl C. W. O'Shea																								
Approved by																									
Department Priority	A																								
Strategic Objective	Tay Open																								
Request Summary																									
Service Level Impact																									
Expected Useful Life																									
Current Year Budget	<table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Expenses</th> <th style="text-align: left;">Funding</th> <th></th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> <td></td> </tr> <tr> <td>Consultants</td> <td>Reserve</td> <td></td> </tr> <tr> <td>Equipment</td> <td>Development</td> <td></td> </tr> <tr> <td>Legal</td> <td>Utility</td> <td></td> </tr> <tr> <td>Other</td> <td>Surplus/Other</td> <td></td> </tr> <tr> <td>Total</td> <td>0 Total</td> <td style="text-align: right;">0</td> </tr> <tr> <td colspan="2">2022 Tax Levy Impact</td> <td style="text-align: right;">\$0</td> </tr> </tbody> </table>	Expenses	Funding		Materials	Grants		Consultants	Reserve		Equipment	Development		Legal	Utility		Other	Surplus/Other		Total	0 Total	0	2022 Tax Levy Impact		\$0
Expenses	Funding																								
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Equipment	Development																								
Legal	Utility																								
Other	Surplus/Other																								
Total	0 Total	0																							
2022 Tax Levy Impact		\$0																							
Future Year Budget																									
Cost-Benefit Analysis and Other Financial Considerations	<p>Market offerings are either fragmented in their approach (leading to the "deal with Tay in seven different portals" problem), are strong in one main function and weak in the after-thought add-ons to provide a single solution, or are simply too expensive or complex for a small organization like Tay (SAP, etc.). Building our own small municipality system in a modular approach will allow us to tie our pools of data together, provide a unified portal to community members and potentially benefit from either an open-source approach with other municipalities or generate revenue in a free-for-service model for access to the software we create.</p>																								
Administrative Recommendation																									

Content revised Month ##, 20## by initials | Form revised May 9, 2021



Tay Township

2022 Budget Information Sheet

Harbour Shores Community Room - Flooring																									
Budget Type	Capital																								
Department	Operational Services																								
Division	Parks, Recreation and Facility Services																								
Prepared by	Jacquelyn Genis																								
Approved by																									
Department Priority	B																								
Strategic Objective	Tay Resilient																								
Request Summary	The flooring in the Harbour Shores Community Room, located in the Albert Street Mini Mall, is cracking and staff recommends replacement in 2022.																								
Service Level Impact	Improve																								
Expected Useful Life																									
Current Year Budget	<table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Expenses</th> <th style="text-align: left;">Funding</th> <th></th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> <td></td> </tr> <tr> <td>Consultants</td> <td>Reserve</td> <td style="text-align: right;">10,000</td> </tr> <tr> <td>Equipment</td> <td>Development</td> <td style="text-align: right;">10,000</td> </tr> <tr> <td>Legal</td> <td>Utility</td> <td></td> </tr> <tr> <td>Other</td> <td>Surplus/Other</td> <td></td> </tr> <tr> <td>Total</td> <td>Total</td> <td style="text-align: right;">10,000</td> </tr> <tr> <td colspan="2">2022 Tax Levy Impact</td> <td style="text-align: right;">\$0</td> </tr> </tbody> </table>	Expenses	Funding		Materials	Grants		Consultants	Reserve	10,000	Equipment	Development	10,000	Legal	Utility		Other	Surplus/Other		Total	Total	10,000	2022 Tax Levy Impact		\$0
Expenses	Funding																								
Materials	Grants																								
Consultants	Reserve	10,000																							
Equipment	Development	10,000																							
Legal	Utility																								
Other	Surplus/Other																								
Total	Total	10,000																							
2022 Tax Levy Impact		\$0																							
Future Year Budget																									
Cost-Benefit Analysis and Other Financial Considerations																									
Administrative Recommendation																									

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Tay Township

2023 Budget Information Sheet

Financial Laser Printer																									
Budget Type	Capital																								
Department	Corporate Services																								
Division	Technology Services																								
Prepared by	Daryl C. W. O'Shea																								
Approved by																									
Department Priority	A																								
Strategic Objective	Tay Resilient																								
Request Summary	Budget for the replacement of the black and white laser printer located in the Financial Services department.																								
Service Level Impact	Maintain																								
Expected Useful Life	5																								
Current Year Budget	<table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;">Expenses</th> <th style="text-align: left; border-bottom: 1px solid black;">Funding</th> <th style="border-bottom: 1px solid black;"></th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> <td></td> </tr> <tr> <td>Consultants</td> <td>Reserve</td> <td style="text-align: right;">5,000</td> </tr> <tr> <td>Equipment</td> <td>5,000 Development</td> <td></td> </tr> <tr> <td>Legal</td> <td>Utility</td> <td></td> </tr> <tr> <td>Other</td> <td>Surplus/Other</td> <td></td> </tr> <tr> <td>Total</td> <td>5,000 Total</td> <td style="text-align: right;">5,000</td> </tr> <tr> <td colspan="2" style="background-color: black; color: white;">2023 Tax Levy Impact</td> <td style="text-align: right; background-color: black; color: white;">\$0</td> </tr> </tbody> </table>	Expenses	Funding		Materials	Grants		Consultants	Reserve	5,000	Equipment	5,000 Development		Legal	Utility		Other	Surplus/Other		Total	5,000 Total	5,000	2023 Tax Levy Impact		\$0
Expenses	Funding																								
Materials	Grants																								
Consultants	Reserve	5,000																							
Equipment	5,000 Development																								
Legal	Utility																								
Other	Surplus/Other																								
Total	5,000 Total	5,000																							
2023 Tax Levy Impact		\$0																							
Future Year Budget																									
Cost-Benefit Analysis and Other Financial																									
Administrative Recommendation																									

Content revised August 2021 by JG | Form revised May 9, 2021



Tay Township

2023 Budget Information Sheet

File Management Software																									
Budget Type	Capital																								
Department	Corporate Services																								
Division	Technology Services																								
Prepared by	Daryl C. W. O'Shea																								
Approved by																									
Department Priority	A																								
Strategic Objective	Tay Resilient																								
Request Summary	Budget for enhancements to the Laserfiche file management software.																								
Service Level Impact	Maintain																								
Expected Useful Life	5																								
Current Year Budget	<table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;">Expenses</th> <th style="text-align: left; border-bottom: 1px solid black;">Funding</th> <th style="border-bottom: 1px solid black;"></th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> <td></td> </tr> <tr> <td>Consultants</td> <td>Reserve</td> <td style="text-align: right;">50,000</td> </tr> <tr> <td>Equipment</td> <td>Development</td> <td style="text-align: right;">50,000</td> </tr> <tr> <td>Legal</td> <td>Utility</td> <td></td> </tr> <tr> <td>Other</td> <td>Surplus/Other</td> <td></td> </tr> <tr> <td>Total</td> <td>Total</td> <td style="text-align: right;">50,000</td> </tr> <tr> <td colspan="2" style="background-color: black; color: white;">2023 Tax Levy Impact</td> <td style="text-align: right; background-color: black; color: white;">\$0</td> </tr> </tbody> </table>	Expenses	Funding		Materials	Grants		Consultants	Reserve	50,000	Equipment	Development	50,000	Legal	Utility		Other	Surplus/Other		Total	Total	50,000	2023 Tax Levy Impact		\$0
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2023 Tax Levy Impact		\$0																							
Future Year Budget																									
Cost-Benefit Analysis and Other Financial																									
Administrative Recommendation																									

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Tay Township

2023 Budget Information Sheet

Automatic Door Opener																	
Budget Type	Capital																
Department	Operational Services																
Division	Parks, Recreation and Facility Services																
Prepared by	Jacquelyn Genis																
Approved by																	
Department Priority	A																
Strategic Objective	Tay Resilient																
Request Summary	Budget for Replacement of the automatic door opener located at the main entrance of the Municipal Office building.																
Service Level Impact	Maintain																
Expected Useful Life	5																
Current Year Budget	<table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 50%;">Expenses</th> <th style="text-align: left; width: 50%;">Funding</th> </tr> </thead> <tbody> <tr> <td>Materials</td> <td>Grants</td> </tr> <tr> <td>Consultants</td> <td>Reserve 7,000</td> </tr> <tr> <td>Equipment 7,000</td> <td>Development</td> </tr> <tr> <td>Legal</td> <td>Utility</td> </tr> <tr> <td>Other</td> <td>Surplus/Other</td> </tr> <tr> <td>Total 7,000</td> <td>Total 7,000</td> </tr> <tr> <td colspan="2" style="background-color: black; color: white;">2023 Tax Levy Impact \$0</td> </tr> </tbody> </table>	Expenses	Funding	Materials	Grants	Consultants	Reserve 7,000	Equipment 7,000	Development	Legal	Utility	Other	Surplus/Other	Total 7,000	Total 7,000	2023 Tax Levy Impact \$0	
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