



# 2025 Business Plan and Budget

## Budget Committee Discussions

November 18, 2024



## Agenda

- Overview of historical trends & comparators
- Budget timelines
- Proposed tax supported budget highlights
- Proposed fee supported budget highlights
- Proposed capital budget and previously approved project status summary
- Departmental overview and detailed budget discussions

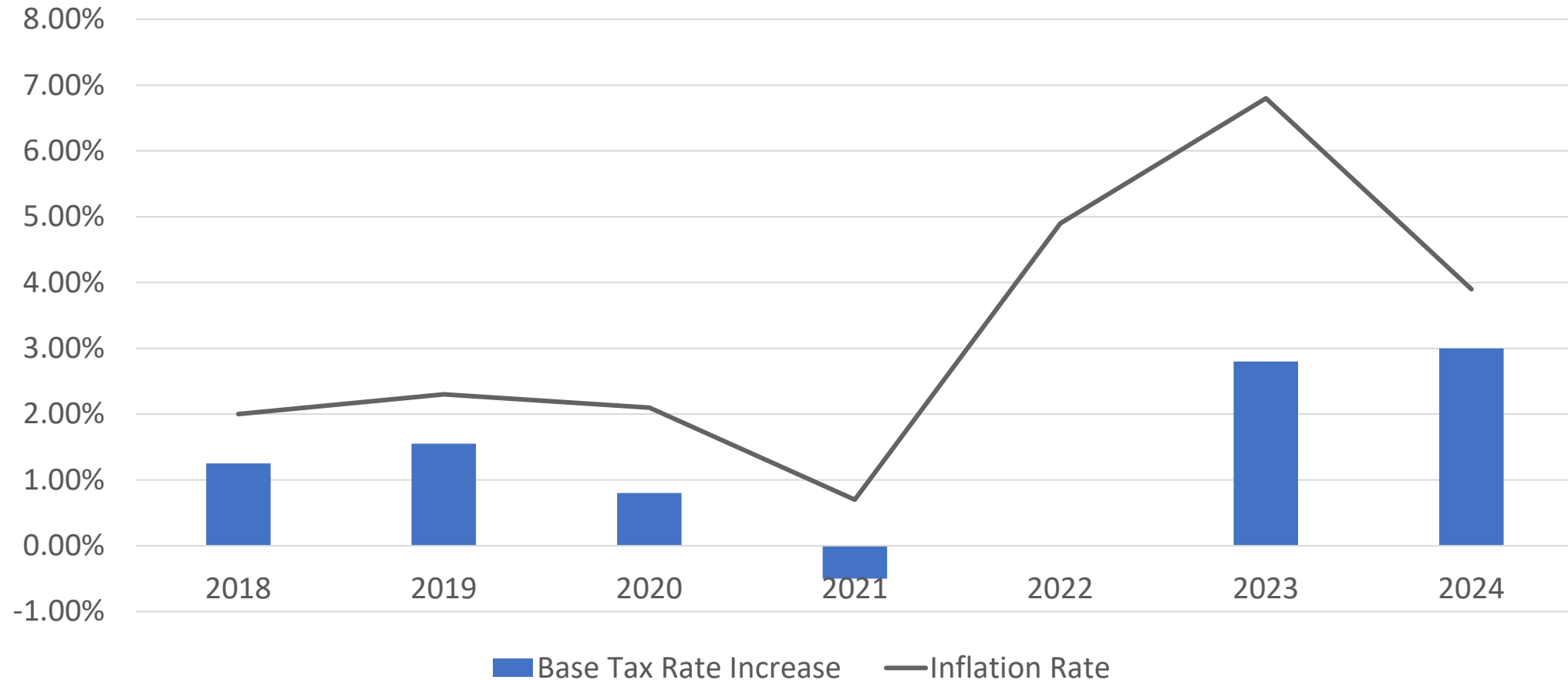


## Alignment with Strategic Priorities





## Inflation vs Base Program Tax Rate Increase



## Lowest Relative Taxes in York Region

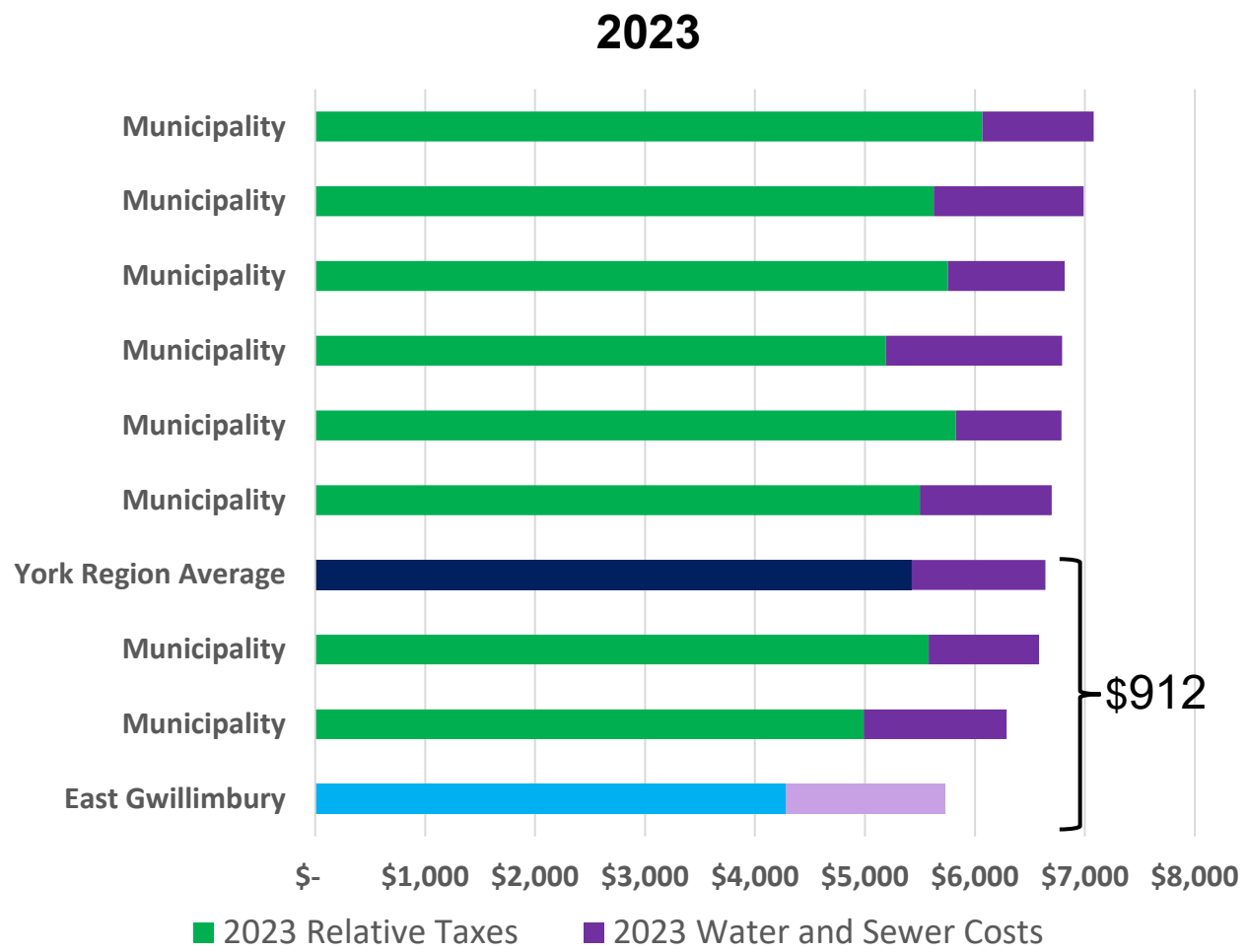
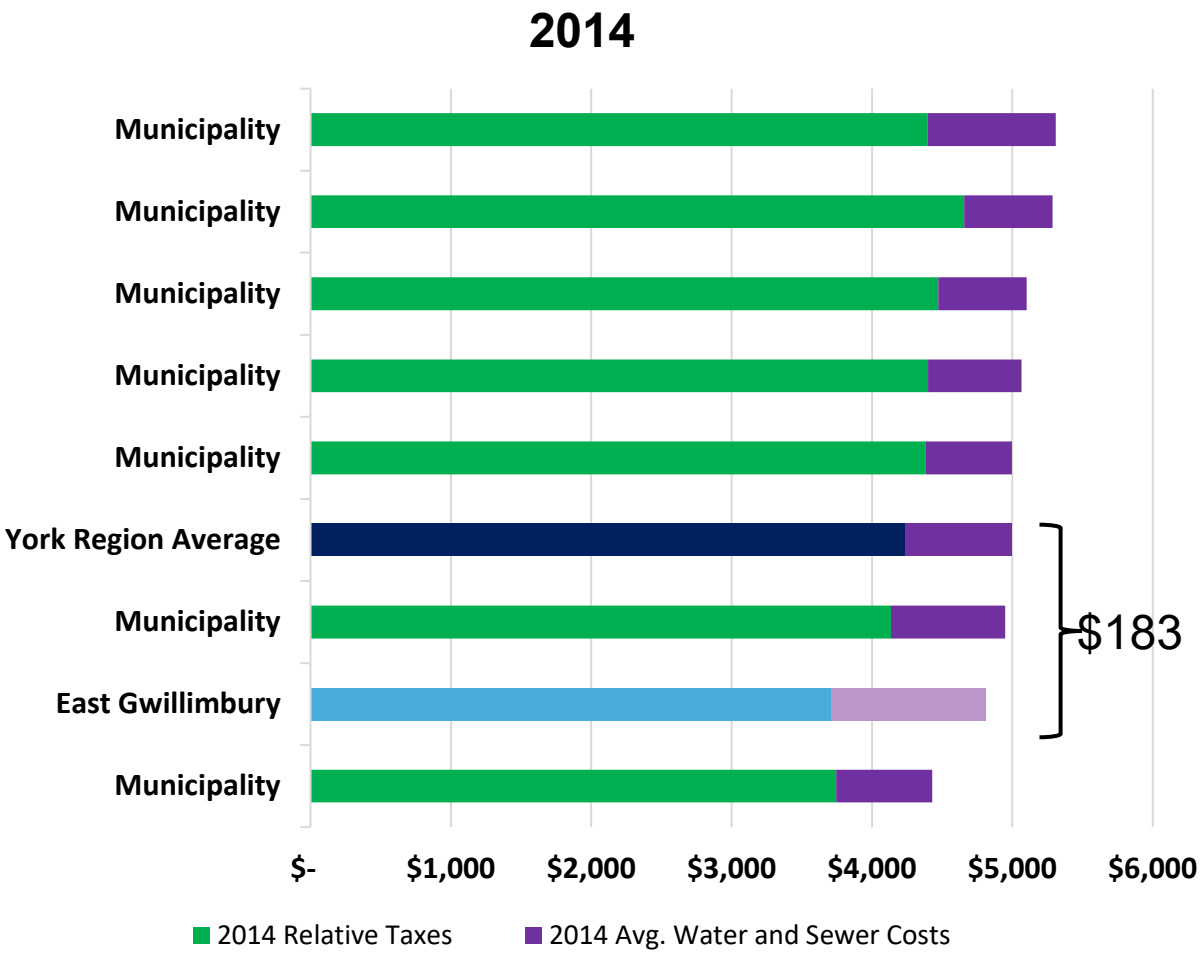


2023 Property Taxes - Two Storey Detached House

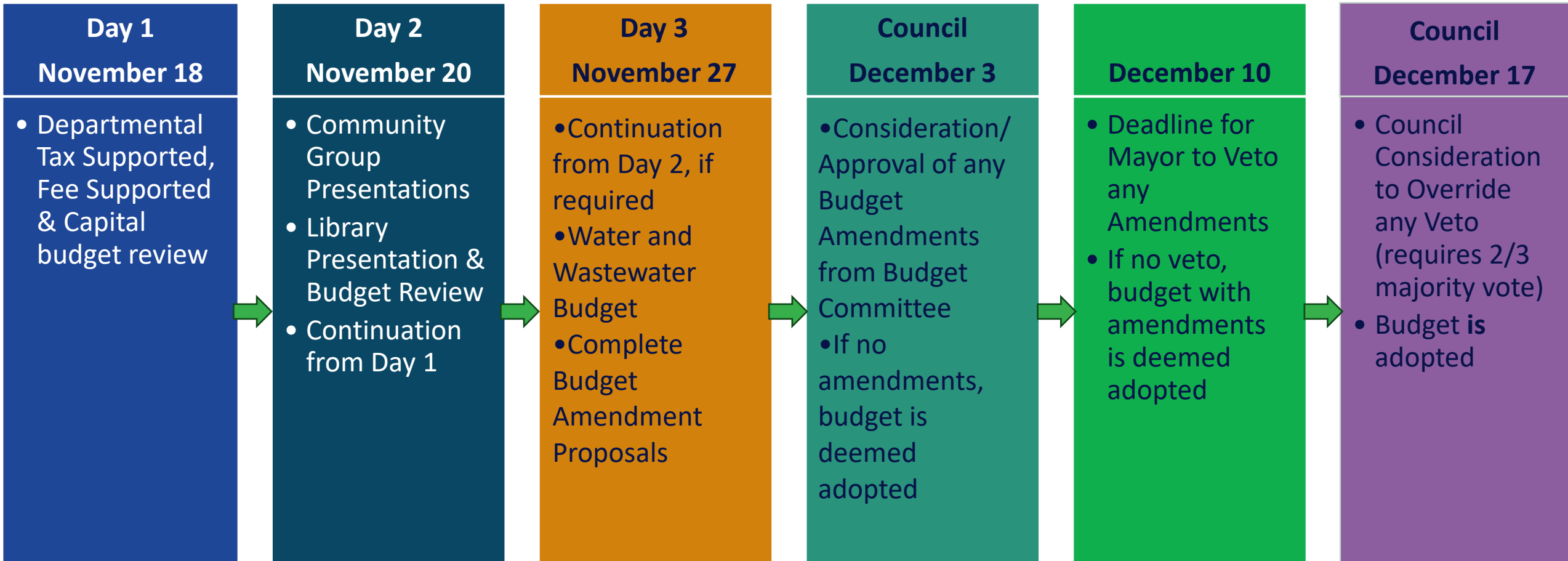
## Municipal Tax and Water & Wastewater Cost Comparison



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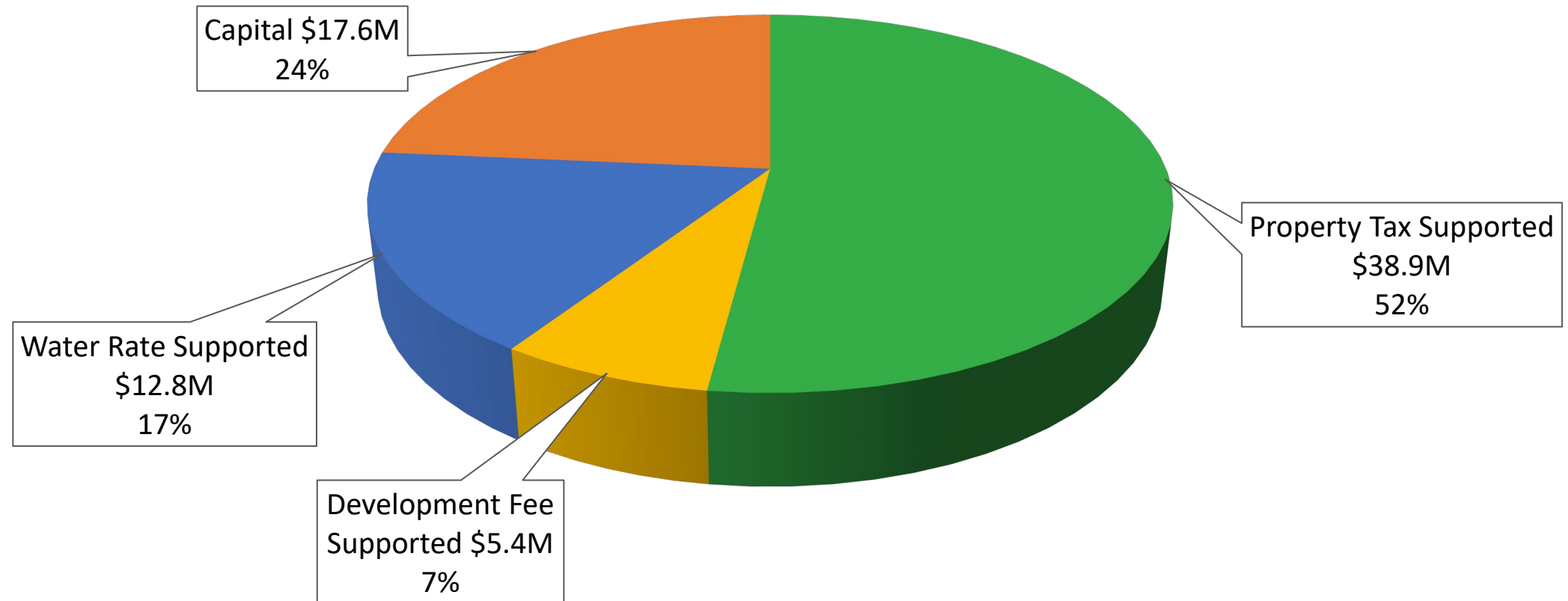


## Budget Review Process





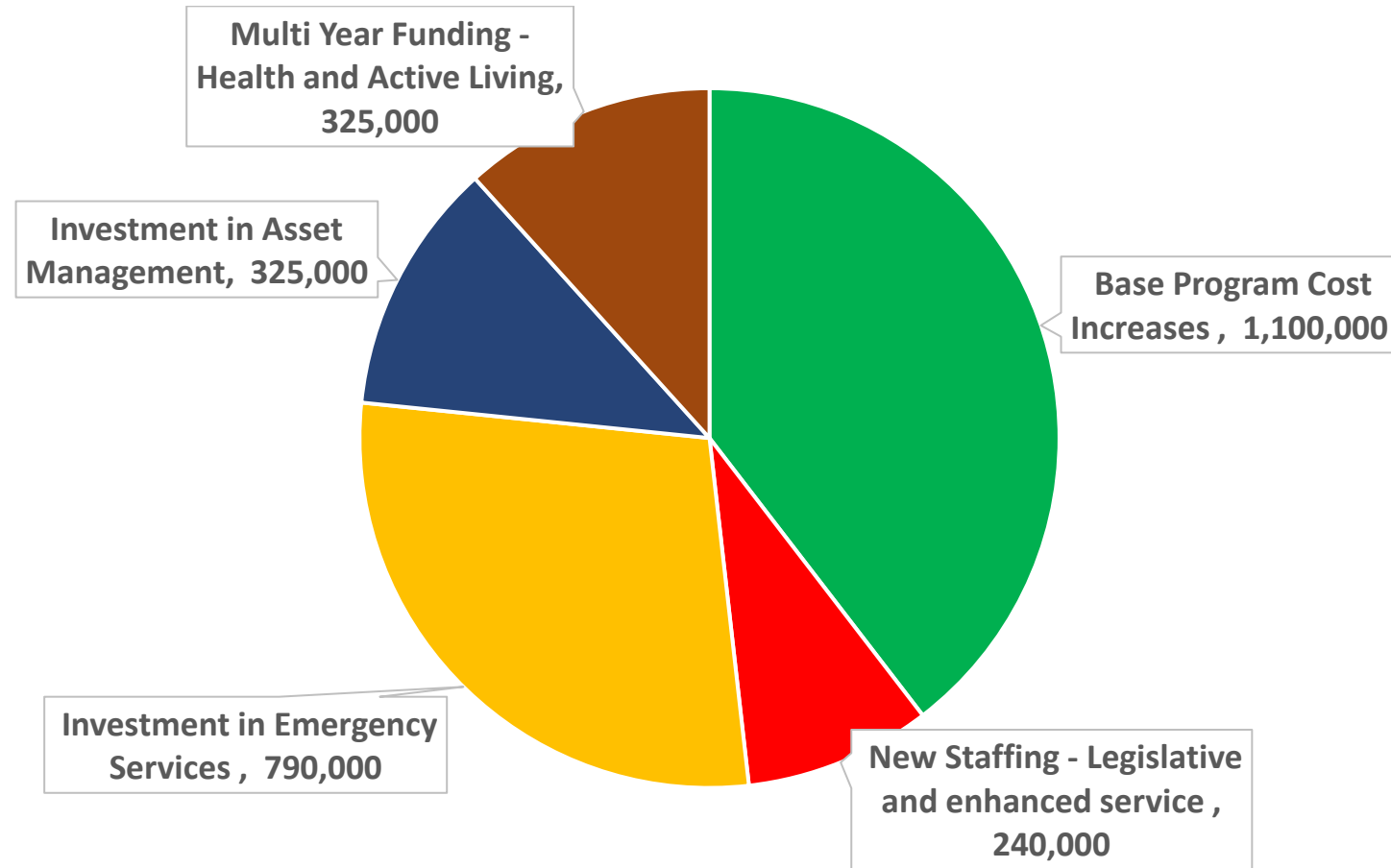
## Total 2025 Estimated Budget - \$74.7 Million



## Budget Pressures – Sources of Funding

Budget Pressure	Funding Source
<b>Base programs and services</b> <ul style="list-style-type: none"> <li>Costs to continue to provide existing services, such as:             <ul style="list-style-type: none"> <li>Salaries and Benefits, COLA/Collective Agreement</li> <li>Inflationary cost increases</li> </ul> </li> </ul> <b>Legislative changes</b> <ul style="list-style-type: none"> <li>Costs resulting from the need to comply with new legislation</li> </ul>	<ul style="list-style-type: none"> <li>Existing tax assessment</li> <li>Other revenues (grants, fees)</li> <li>Efficiency savings</li> <li>Tax levy increase</li> </ul>
<b>Growth-related costs</b> <ul style="list-style-type: none"> <li>Costs to provide the same level of service for an increased volume             <ul style="list-style-type: none"> <li>Services to new homes/businesses</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>New tax assessment (growth pays for growth)</li> </ul>
<b>Service level enhancements</b> <ul style="list-style-type: none"> <li>Costs to provide a higher level of service or a service not provided previously             <ul style="list-style-type: none"> <li>Dedicated funding (HALP, Asset Management, Emergency Services)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Other revenues (grants, fees)</li> <li>Efficiency savings</li> <li>Tax levy increase</li> </ul>

## Estimated net cost pressures on tax levy \$2.8M



## Breakdown of Cost Pressures – Base Programs

Category	Net Cost Pressure (rounded)	Annual Cost per Average Household*
Base program cost increases		
• Estimated COLA/Collective Agreement/Market Review	\$880,000	
• Net Cost Increases Base Programs		
• Insurance Premium Increase	\$100,000	
• Legal Services	\$35,000	
• Inflationary cost increases – events, mosquito control, material and supplies	\$85,000	
<b>Total Net Cost Pressure</b>	<b>\$1,100,000</b>	<b>\$74</b>

\*2024 Average Household Assessment Value: \$670,000

## Breakdown of New Staffing for Legislated Change and Enhanced Service

Category	Net Cost Pressure (rounded)	Annual Cost per Average Household*
• Legislative changes requiring additional resourcing		
• Asset Management Lead	\$83,000	
• Privacy and Information Coordinator	\$62,000	
• Enhanced services requiring resourcing		
• IT Analyst	\$60,000	
• Additional Crossing Guards	\$35,000	
<b>Total Net Cost Pressure</b>	<b>\$240,000</b>	<b>\$16</b>

## Breakdown of Cost Pressures – Growth-related

Category	Net Cost Pressure (rounded)	Annual Cost per Average Household*
Growth Related Cost Pressures		
• Growth related new staffing – net tax levy funding impact	\$177,000	
• Software licensing	\$175,000	
• Waste Collection & Roads Operations/Winter Maintenance	\$92,000	
• Various increased costs due to growth	\$233,000	
• Assessment Growth – 2025	(\$585,000)	
• Increased supplementary tax revenue	(\$92,000)	
<b>Total Net Cost Pressure</b>	<b>\$0</b>	<b>\$0</b>



## Breakdown of Cost Pressures – Emergency Services & Dedicated Funding

Category	Breakdown	Net Cost Pressure (rounded)	Annual Cost per Average Household*
Investment in Emergency Services			
• New Staffing – 4 firefighters	\$570,000		
• Existing staff cost increases and enhanced service			
• Interim COLA Increase for staff & job evaluations	\$145,000		
• Medical Advisor/Increased dispatch costs	\$22,000		
• Utility costs at fire stations	\$26,000		
• Increased training, software, uniforms	\$32,000		
Total – Emergency Services		\$790,000	\$53
Dedicated Funding – Asset Management & HALP		\$650,000	\$44
<b>Total Net Cost Pressure</b>		<b>\$1,440,000</b>	<b>\$97</b>

\*2024 Average Household Assessment Value: \$670,000

## Breakdown of Cost Pressures – Summary

Category	Net Cost Pressure	Annual Cost per Average Household*
Base program cost increases	\$1,100,000	\$74
New Staffing – Legislative changes and enhanced services	\$240,000	\$16
Investment in Community Safety	\$790,000	\$53
Dedicated Funding – Asset Management & HALP	\$650,000	\$44
<b>Total Net Cost Pressure</b>	<b>\$2,780,000</b>	<b>\$187</b>

Note: Growth related costs are offset by assessment growth

## New Staffing Requests – Legislative and Growth-related

DEPARTMENT		POSITION STATUS	PROJECT DESCRIPTION	FTE	Total Operating Costs	Funding Offset	Capital Costs	Tax Levy Impact
New Staff Request Summary - Legislative Related - 2025 Budget								
NS-008	CS	FTE	Asset Management Lead	1.00	166,257	82,329	7,500	83,929
NS-009	LLS	FTE	Privacy and Information Coordinator	1.00	123,364	60,132	-	63,232
NS-010	LLS	Contract	Access and Elections Analyst		102,901	102,901	-	-
NS-011	EPW	FTE	Water Quality Analyst	1.00	123,364	123,364	-	-
			SUB TOTAL	3.00	515,886	368,726	7,500	147,161
New Staff Request Summary - Growth-Related - 2025 Budget								
NS-005	CS	FTE	People and Belonging Associate	1.00	102,901	51,450	-	51,450
NS-006	FIN	FTE	Senior Property Tax and Utility Analyst	1.00	138,211	100,000	7,500	38,211
NS-007	DS	FTE	Municipal Law Enforcement Officer	1.00	121,864	35,000	7,500	86,864
			SUB TOTAL	3.00	362,976	186,450	15,000	176,526

## New Staffing Requests – Service Enhancements and Emergency Services

DEPARTMENT	POSITION STATUS	PROJECT DESCRIPTION	FTE	Total Operating Costs	Funding Offset	Capital Costs	Tax Levy Impact
<b>New Staff Request Summary - Service Level Enhancement - 2025 Budget</b>							
NS-001	MC	PT Pilot	Council and Committee Support		51,286	51,286	-
NS-002	CS	FT Pilot	Equity, Diversity, Inclusion and Accessibility Coordinator		136,683	136,683	-
NS-003	CS	FTE	IT Analyst	1.00	121,864	60,932	-
NS-004	EPW	PT	School Crossing Guard		35,606	-	-
			<b>SUB TOTAL</b>	<b>1.00</b>	<b>345,440</b>	<b>248,901</b>	<b>-</b>
<b>New Staff Request Summary - Emergency Services - 2025 Budget</b>							
NS-012	FES	FTE	Firefighter	4.00	570,467	-	-
			<b>SUB TOTAL</b>	<b>4.00</b>	<b>570,467</b>	<b>-</b>	<b>-</b>

## New Staffing Requests – Health and Active Living Plaza

DEPARTMENT		POSITION STATUS	PROJECT DESCRIPTION	FTE	Total Operating Costs	Funding Offset	Capital Costs	Tax Levy Impact
New Staff Request Summary - HALP - Full Year								
NS-013	PRC	FTE	Community Engagement and Booking Coordinator	1.00	122,864	122,864	7,500	-
NS-014	PRC	FTE	Facilities Lead Hand	1.00	115,398	115,398	2,000	-
NS-015	PRC	FTE	Community Engagement and Permitting Supervisor	1.00	137,711	137,711	7,500	-
NS-016	LIB	PT	Shelvers		16,337	16,337	-	-
N/A	CS	PT	Customer Service Representatives		45,602	45,602	-	-
N/A	PRC	PT	Aquatics		601,922	601,922		-
N/A	PRC	PT	Recreation Programming		154,544	154,544	-	-
SUB TOTAL				3.00	1,194,379	1,194,379	17,000	-

## Future Multi Year Funding Strategy – Facilities Operating Funding Strategy

Estimated Health and Active Living Plaza  
Net Operating Costs: +/- \$2.1M

Current Funding Available: \$1.5M

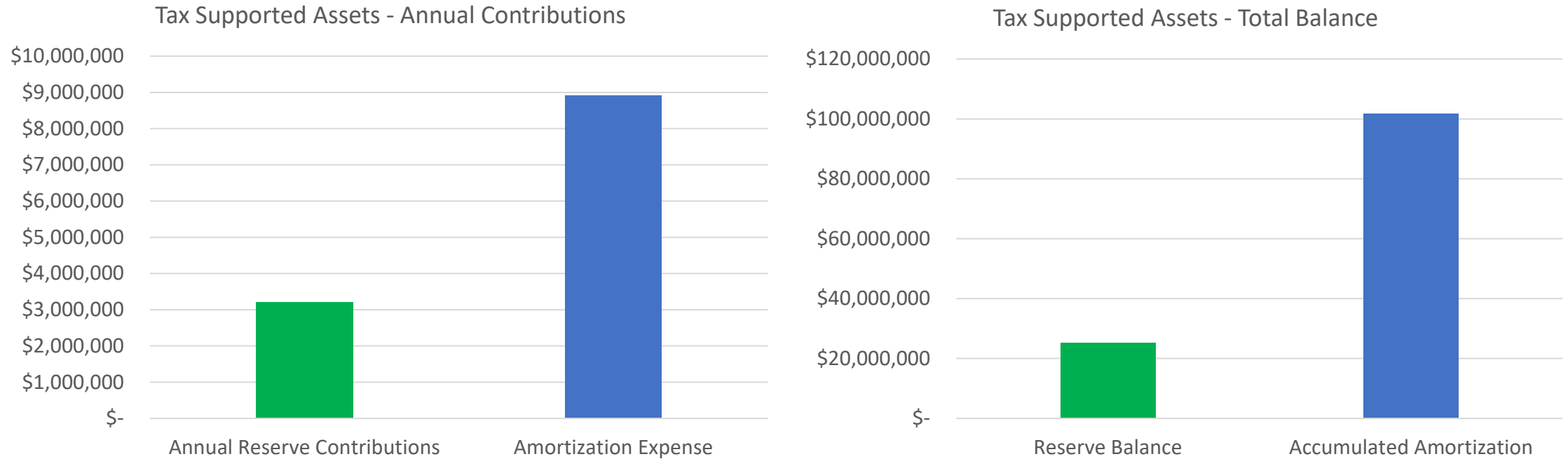
Amount that requires funding: +/- \$0.6M

Equivalent to approx. \$22 per year tax  
levy increase for the average household  
over each of the next two years





## Future Multi Year Funding Strategy – Asset Management



**Tax Supported Assets**  
**Estimated Replacement Value - \$1.3 Billion**  
**\$10 Million Annual Shortfall over 10 Years**

## Service Level Enhancements - 2018 to 2024

Year	Enhancement	Cost
2024	Dedicated Funding: Health & Active Living Plaza, Asset Management Benefits Enhancements New Staffing: Environmental Initiatives, Strategic Advisor, Administrative Services	\$1,100,000
2023	Dedicated Funding: Health & Active Living Plaza, Asset Management New Staffing: 2 Firefighters, Aquatics Supervisor, Customer/Community Service Specialist	\$772,000
2022	Dedicated Funding: Health & Active Living Plaza New Staffing: Roads/Parks Operator	\$269,000
2021	Dedicated Funding: Emergency Services and New Facilities (HALP, Operations Centre)	\$127,000
2020	Dedicated Funding: Emergency Services and New Facilities (HALP, Operations Centre) New Staffing: 1 Fire Inspector	\$362,000
2019	Dedicated Funding: Emergency Services and New Facilities (HALP, Operations Centre)	\$190,000
2018	Dedicated Funding: Emergency Services New Staffing: 1 Firefighter	\$183,000

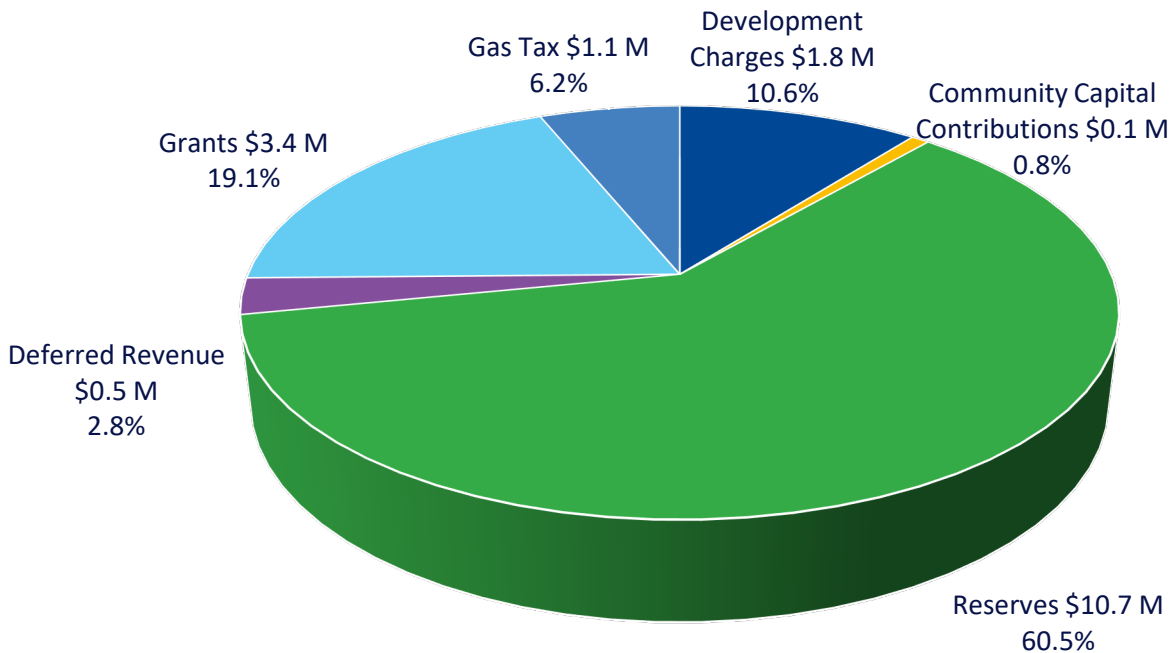
## Summary

- Proposed 2025 Tax Supported Budget
  - **\$187** annual tax levy increase for the average homeowner
    - Includes increased costs for base programs, inflationary and legislative pressures
    - Includes provision for asset management plan & Health and Active Living Plaza multi year funding
    - Includes increased investment in emergency services and new staffing
- Continuation of existing programs and services and related growth
- Maintain status of lowest relative taxes in York Region

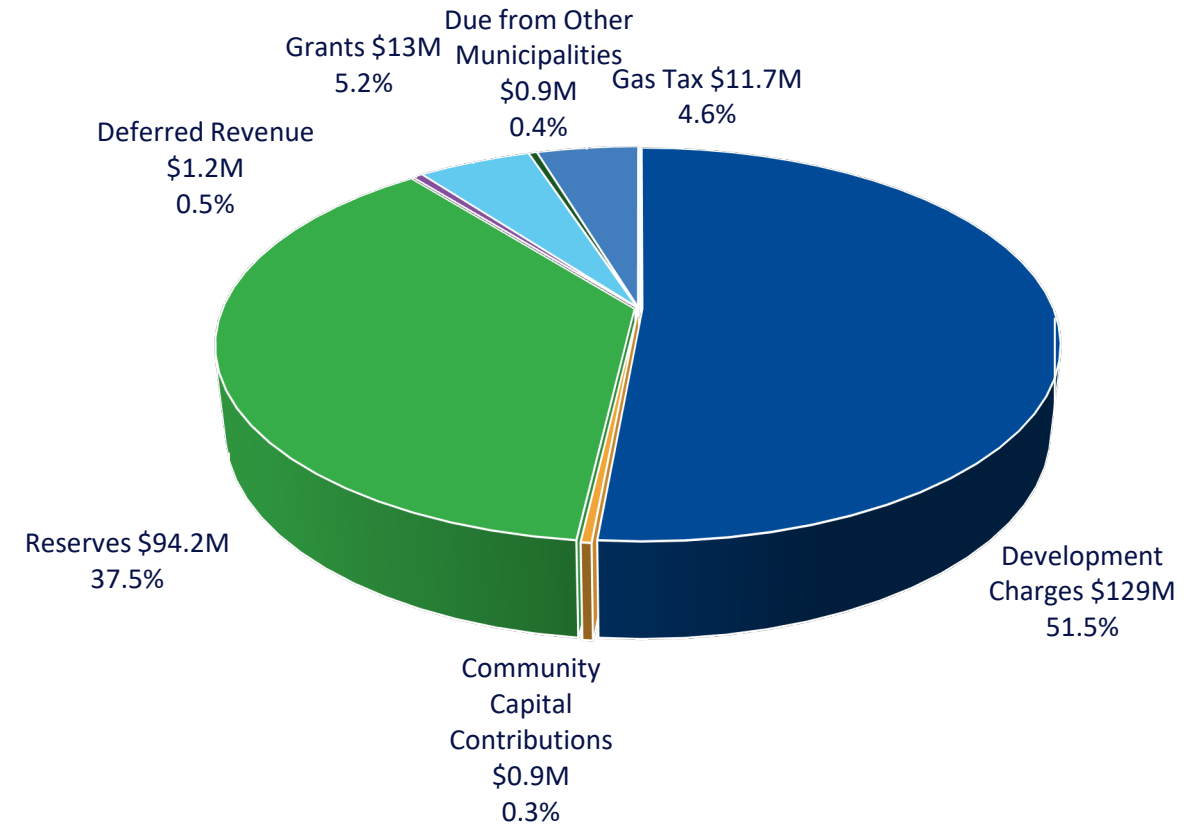


## 2025 Proposed Capital and Ten-Year Capital – Funding Sources

**2025 New Capital Budget by Funding Source - \$17.6 Million\***



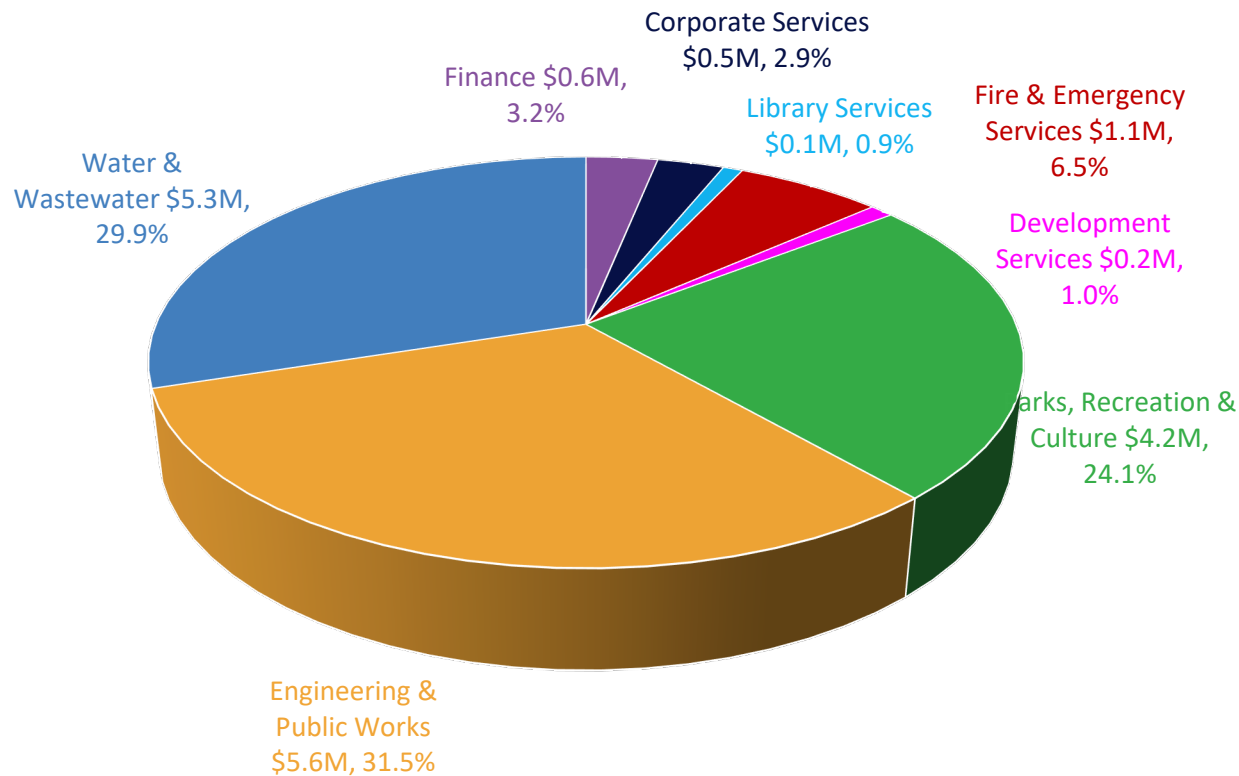
**Ten Year Total Capital Budget by Funding Source - \$251 Million**



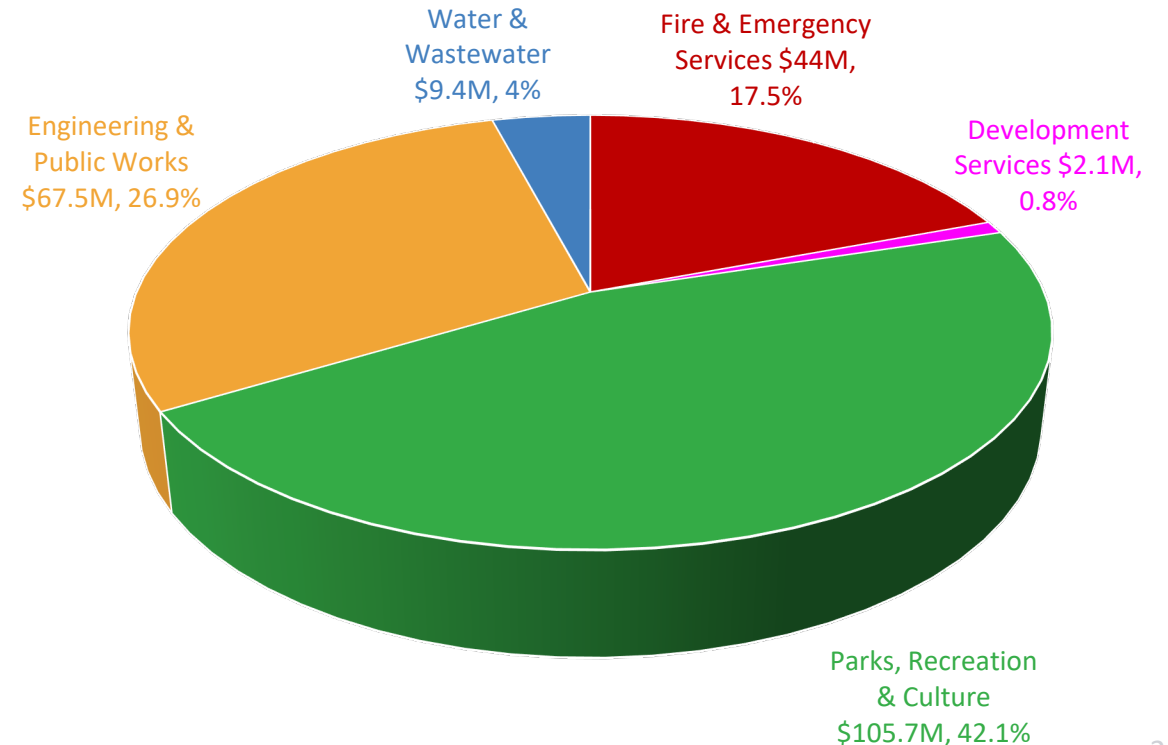
\*Note: \$17.6 million covers only new capital submissions – does not include previously approved ongoing capital projects and associated expenditures

## 2025 Proposed Capital and Ten-Year Capital – by Department

2025 New Capital Budget by Department - \$17.6 Million\*



Ten Year Total Capital Budget by Department - \$251 Million

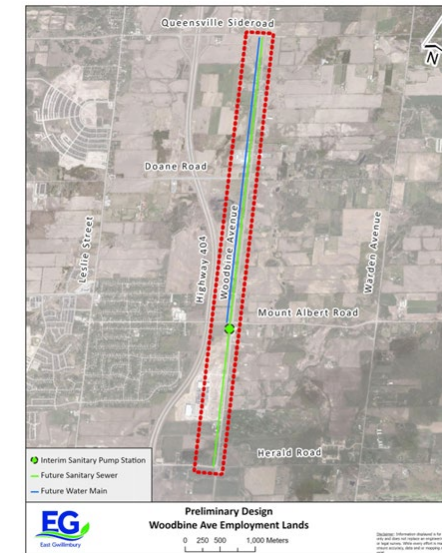




## Total Proposed New Capital Budget: \$17.6 Million

### Highlights

- Asset Repair & Replacement
  - Annual Road Rehabilitation Program \$2.9M
  - Water & Wastewater Rehabilitation Program \$3.5M
  - Water Quality Partnership Project \$1.1M
  - Playground Replacements \$0.8M
  - Holland Landing Fire Station Renovations \$0.8M
- Community Improvements
  - New Beach Volleyball Courts \$0.2M
  - New Pickleball Courts \$0.3M
  - Woodbine Avenue Employment Lands Servicing \$0.3M
  - Safer Streets Initiative Program \$0.2M





## Total Previously Approved Capital Outstanding: \$69.9 Million

- Facilities
  - Health & Active Living Plaza – Facility & Park Construction - \$30M
- Technology Improvement
  - CityView Software Implementation and Enhancements - \$0.4M
  - Municipal Modernization - \$0.3M
- Community Improvement
  - Centre Street Revitalization - \$2.3M
  - Yonge Street Revitalization- \$0.4M
- Regular Infrastructure Maintenance
  - Bridge Rehabilitations - \$8M
  - 2024 Road Rehabilitation - \$2.1M



## Proposed Development & Fee Supported Budget

- The Development and Fee Supported budget represents the component of the Town operations that is supported by fees for service (no tax support)
  - Planning
  - Building
  - Fill Operations
  - Engineering
  - Park Development
- Each of these service areas has approved fees or charges that are intended to fully recover the cost of providing the service
- Expenditure increase of approximately \$200,000 due to increased salaries and benefits



## Proposed Water and Wastewater Budget

- Region of York costs are approximately 2/3 of the Town's water and wastewater budget
- Regional rate increase of 3.3% (projected annually for next 3 years) to be included in budget
- Proposed variable rate increase in line with rate of inflation
  - Within the Council approved rate study recommendation
- Proposed fixed rate increase of \$1/service/month and final year of fixed rate increase phase-in for large meters
- Impact +/- \$5 per month for the average user



## Budget Development - Guiding Principles

- Maintaining existing (base) programs and services provided to residents with tax levy increases aligned with inflation
  - Tax increases on base programs lower than inflation over past several years
- Providing for growth-related service pressures
  - Growth costs offset by assessment growth
- Providing for service level increases with dedicated multi-year funding plans (e.g., community safety, Health and Active Living Plaza)
  - Budget includes hiring 4 new Firefighters, contribution to HALP
- Priority focus on continuous improvement, optimizing efficiency and effectiveness
  - Examples: Targeted Cost Savings, Modernization Program, new financial system
- Enhancing strategic funding plans for asset management (replacement and renewal)
  - Budget includes increased contribution to asset management reserves
- Providing for Cost of Living Allowances (COLA) and collective agreement obligations
  - Provisions included in Contingency



**Goal:** Develop the 2025 budget with these guiding principles while maintaining the lowest relative taxes in York Region