



2022 Draft Budget A Multi-Year Approach

PRESENTATION TO COUNCIL ON FEBRUARY 15, 2022

2022-25 Strategic Budget Process

Alignment with Wawa Strategic Plan

The 2021-2025 Wawa Strategic Plan provided the foundation for 2022 budget decision making, priority setting and operational improvement initiatives.

The Plan reflects community and Council priorities which guided budget decisions and directed tax dollars to those priorities now and over the next four years.

The 2022-2025 Multi-Year Budget is a strategic budget that takes into consideration long-term municipal objectives and funding those objectives over-time.

VISION

Wawa is a sustainable community focused on providing essential and cost-effective programs and services that contribute to the well-being of its residents.

2022 Budget Guidelines



- ❖ **Minimize Levy Impact and Tax Increase > Cost of Living ~ 4.8%**
 - Promote efficiency and respectfully manage taxpayer dollars
 - Ensure affordability for our community this year and next
- ❖ **Focus on maintaining existing service levels and infrastructure**
 - Asset Management – maintain and renew essential infrastructure
 - Maximize grants and save for long-term capital replacement program
- ❖ **Prepare for Long-Term Sustainability - Multi-Year Budgeting Approach**
 - Consider long-term implications in all decisions
 - Build a stable & predictable revenue stream with less reliance on grants
- ❖ **Link programs, services and infrastructure spending to Council priorities**
 - Follow Wawa Strategic Plan and Modernization Report
 - Implement in Annual Department Workplans (in progress)

2022 Budget Objectives



1) Keep Proposed Tax Levy Increase Below Inflation = 2.75%

- Uses 2021 Surplus of \$100,000 to offset larger increase
- Reduced Discretionary Spending Across the Board

2) Prepare for the Long-Term - Multi-Year Focus

- 10-year Financial Plan (in progress)
- Water & Wastewater – Financial Plan, Rate Study and Master Plan

3) Reduce Infrastructure Deficit and Fund Critical Infrastructure

- 2022 Capital Budget = **\$4,725,614** (*only \$160,875 from 22 taxation*)
- Transfers to reserves for future capital = **\$802,500**

4) Invest in Wawa's future – supports a number of special initiatives

- Tourism Recovery Plan, Downtown Improvement, Election
- Modernization of services using technology

Multi-Year Budget 2022 - 2025

- ✓ Provides time to look ahead and prepare to mitigate future risk
- ✓ Increases ability to fund asset rehabilitation/replacement over time
- ✓ Break down large cost burdened projects to smaller annual achievable tasks
- ✓ New term of Council presented a great starting point to plan from

The multi-year budget focus is on 2022 with 2023-2025 being estimates that will be adjusted based on economic conditions as well as the goals and priorities of a new term of Council. Future Councils will set a new multi-year budget in year two of their term.

2022 Budget Challenges

CHALLENGE

Impact of COVID-19 – reduced revenues forecasted and future impact unknown, unstable interest rate and inflated economy

Decrease in operational grants – Ontario Municipal Partnership Fund (OMPF) down \$53,500 from 2021 and down \$303,500 since 2017

Inflation rising affecting the cost of everything from materials, fuel and equipment - rising more than inflation

Shortage of contractors and supplies results in higher costs than budgeted and less competitive bidding is being received sometimes leading to delays

Employee costs increasing – 2022 salaries and benefits up 6.0% over 2021 budget which is due to two FT employees and negotiated COLA adjustments

Impact of increases to external boards such as ADSAB – increase of \$130,000 due to apportionment model

Future risks incl. hydro dam grant of \$2.3 million has no inflationary provisions and no long-term commitment from province

2022 – 2025 Balanced Budgets

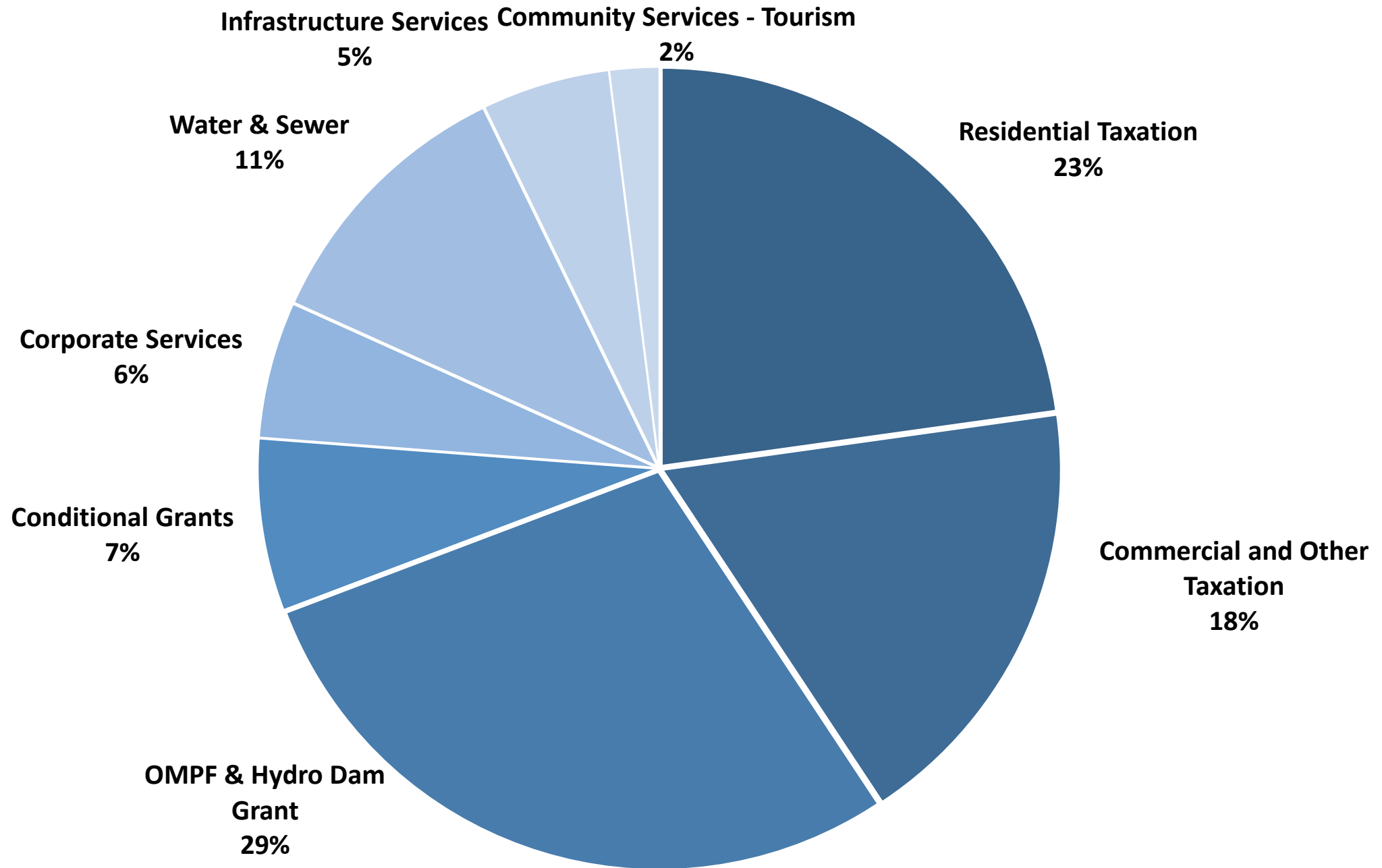
2022 BUDGET SUMMARY			
	<i>REVENUE</i>	<i>EXPENDITURE</i>	<i>DIFFERENCE</i>
Finance, Taxation, Boards	\$10,830,479	\$4,710,513	\$6,119,966
Admin, Council, COVID, Seniors	\$343,358	\$1,496,456	-\$1,153,098
Protective Services, Fire, Building	\$76,410	\$398,105	-\$321,695
Community Services and Tourism	\$276,581	\$1,705,620	-\$1,429,039
Infrastructure Services	\$717,461	\$3,797,300	-\$3,079,839
Water and Sewer	\$1,529,883	\$1,529,883	\$0
Information Technology	\$46,308	\$182,603	-\$136,295
TOTAL BUDGET	\$13,820,480	\$13,820,480	\$0

NOTE: 2021 Budgeted Expenditure - \$13,327,383 (2022 is 3.70% increase or \$493,097)

2022 Operating Budget Revenues

Revenues	2021	2022	Difference	% Change	Notes
Finance, Taxation & Boards	\$10,219,639	\$10,830,479	\$610,837	5.98%	Increase in grants and user fees
Admin, Council, COVID	\$616,876	\$343,358	\$(273,518)	-44.34%	Reduced transfer of surplus by \$195,000
Protective - Fire & Building	\$81,823	\$76,410	\$(5,413)	-6.62%	Reduced discretionary revenue
Community Services - Tourism	\$218,200	\$276,581	\$58,381	26.76%	Transitioning to pre-COVID revenues
Infrastructure Services	\$630,485	\$717,461	\$86,976	13.79%	Increased airport usage
Water and Sewer	\$1,511,860	\$1,529,883	\$18,023	1.19%	Inflationary Increases to rates
Information Technology	\$48,500	\$46,308	\$(2,192)	-4.52%	Small discretionary revenue
TOTAL BUDGET	\$13,327,383	\$13,820,480	\$493,094	3.70%	

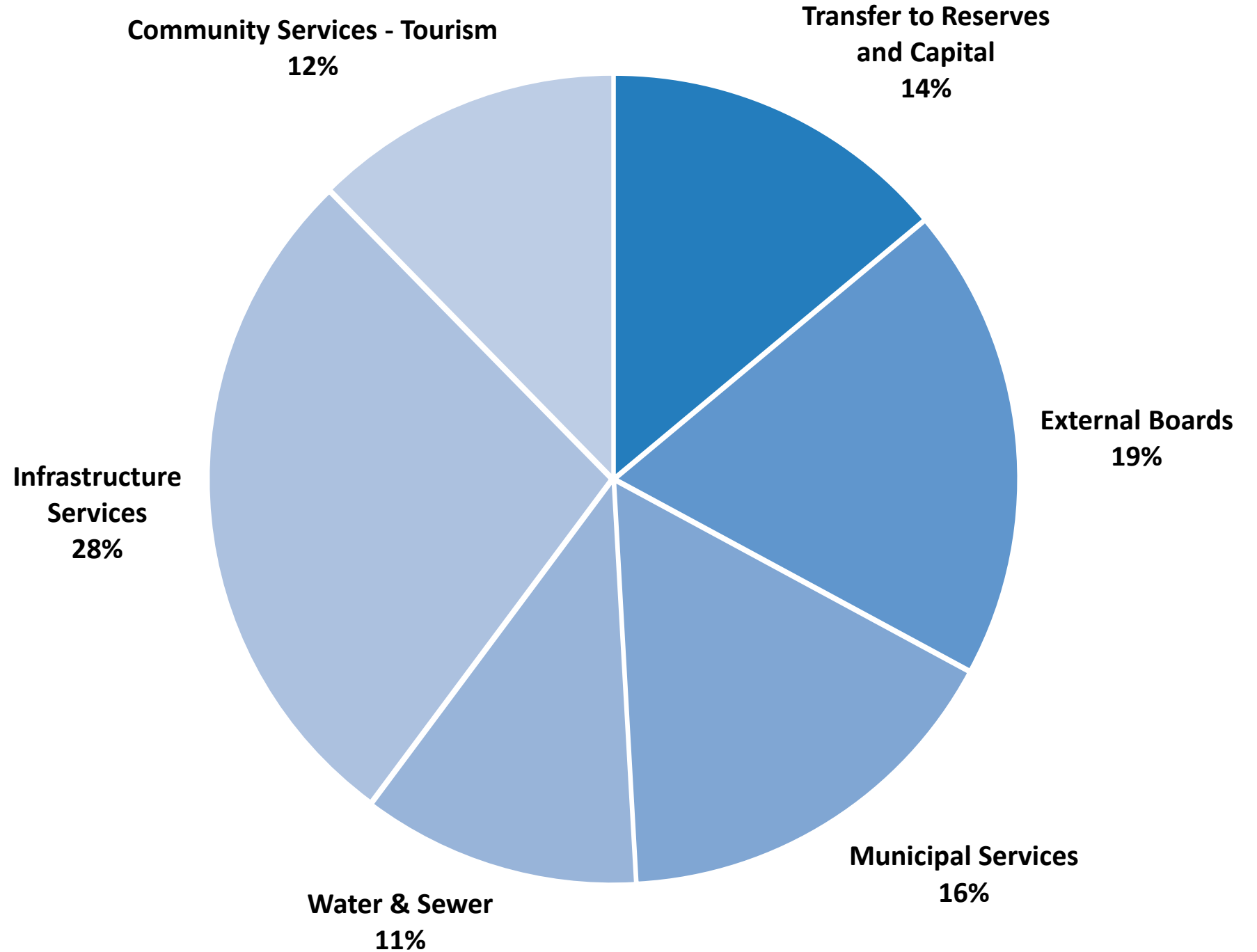
2022 Revenues



2022 Operating Budget Expenditures

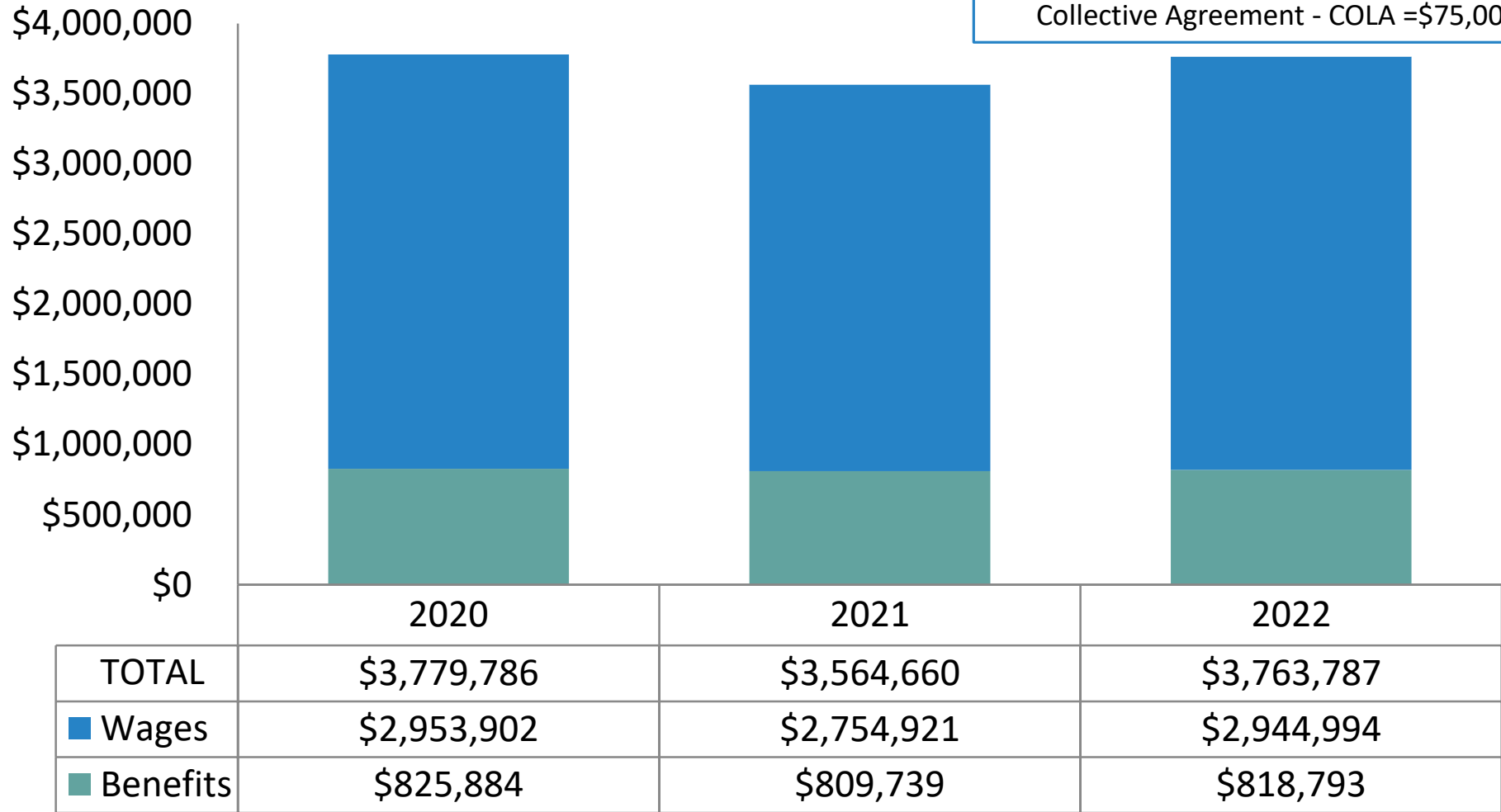
Operating Expenses	2021	2022	Difference	% Change	Notes
Finance, Taxation & Boards	\$4,210,908	\$4,710,513	\$499,605	11.86%	reserves/capital \$380,000 ADSAB increase \$130,000
Admin, Council, COVID	\$1,575,728	\$1,496,456	\$(79,272)	-5.03%	reduced COVID \$50,000
Protective - Fire & Building	\$442,313	\$398,105	\$(44,208)	-9.99%	discretionary reduced
Community Services – Tourism	\$1,613,970	\$1,705,620	\$91,650	5.68%	wages and tourism/edc
Infrastructure Services	\$3,781,127	\$3,797,300	\$16,173	0.43%	reduced transfers
Water and Sewer	\$1,511,860	\$1,529,883	\$18,023	1.19%	inflationary
Information Technology	\$191,477	\$182,603	\$(8,874)	-4.63%	reduced transfers to reserves
TOTAL BUDGET	\$13,327,383	\$ 13,820,480	\$493,097	3.70%	Spending increase below inflation

2022 Expenditures



2022 Operating Budget Payroll

2022 Increase = \$199,000
 Two new employees - IS & EDC-Tourism
 Collective Agreement - COLA = \$75,000



NOTE: Does not include Library staff or retiree benefits.





TAX SUPPORTED

2022 OPERATING BUDGET

MUNICIPALITY OF WAWA
2022-2025 DEPARTMENTAL BUDGET - FINANCE
SUMMARY OF ACCOUNTS



	2020	2021	2021	PRELIMINARY			
	ACTUAL VALUES	ACTUAL VALUES	FINAL BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET
REVENUE							
TAXATION	\$ (4,984,283)	\$ (5,129,324)	\$ (4,977,235)	\$ (5,113,739)	\$ (5,292,721)	\$ (5,451,503)	\$ (5,615,049)
SCHOOL BOARD	\$ (546,429)	\$ (520,457)	\$ (501,835)	\$ (526,023)	\$ (536,242)	\$ (546,668)	\$ (557,299)
FINANCE	\$ (4,221,570)	\$ (4,930,315)	\$ (4,740,569)	\$ (5,185,717)	\$ (4,731,850)	\$ (4,680,950)	\$ (4,651,797)
HEALTH AND SAFETY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POLICE SERVICES BOA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXTERNAL BOARDS	\$ (10,000)	\$ -	\$ -	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)
SCHOOL BOARD REQS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ (9,762,282)	\$ (10,580,096)	\$ (10,219,639)	\$ (10,830,479)	\$ (10,565,813)	\$ (10,684,121)	\$ (10,829,145)
EXPENSES							
TAXATION	\$ 131,060	\$ 164,296	\$ 30,031	\$ 93,811	\$ -	\$ -	\$ -
SCHOOL BOARD	\$ 24,869	\$ 40,621	\$ 938	\$ 572	\$ -	\$ -	\$ -
FINANCE	\$ 349,893	\$ 1,370,764	\$ 1,611,872	\$ 1,994,668	\$ 1,671,850	\$ 1,502,016	\$ 1,542,616
HEALTH AND SAFETY	\$ 2,221	\$ 2,932	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
POLICE SERVICES BOA	\$ 1,849	\$ 1,218	\$ 5,107	\$ 2,768	\$ 2,814	\$ 2,860	\$ 2,907
EXTERNAL BOARDS	\$ 2,072,879	\$ 2,061,064	\$ 2,063,564	\$ 2,107,243	\$ 2,104,950	\$ 2,143,763	\$ 2,181,362
SCHOOL BOARD REQS	\$ 523,680	\$ 498,647	\$ 498,396	\$ 510,451	\$ 520,660	\$ 531,073	\$ 541,695
TOTAL EXPENSES	\$ 3,106,451	\$ 4,139,542	\$ 4,210,908	\$ 4,710,513	\$ 4,301,274	\$ 4,180,712	\$ 4,269,580
NET SURPLUS/DEFICIT	\$ (6,655,831)	\$ (6,440,554)	\$ (6,008,731)	\$ (6,119,966)	\$ (6,264,539)	\$ (6,503,409)	\$ (6,559,565)

**MUNICIPALITY OF WAWA
2022-2025 DEPARTMENTAL BUDGET - ADMIN
SUMMARY OF ACCOUNTS**



	2020		2021		2021		PRELIMINARY			
	ACTUAL		ACTUAL		FINAL		2022	2023	2024	2025
	VALUES	VALUES	VALUES	VALUES	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
REVENUE										
COUNCIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ELECTIONS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ADMIN	\$ (179,953)	\$ (211,512)	\$ (502,349)	\$ (290,381)	\$ (132,386)	\$ (133,461)	\$ (133,947)			
CEMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
COVID	\$ (201,540)	\$ (88,490)	\$ (50,576)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSIT	\$ (28,220)	\$ (28,905)	\$ (31,691)	\$ (28,893)	\$ (29,950)	\$ (30,450)	\$ (29,950)			
SENIORS ASSISTANCE	\$ (21,660)	\$ (22,961)	\$ (30,035)	\$ (21,749)	\$ (22,277)	\$ (22,723)	\$ (23,177)			
PLANNING	\$ (2,325)	\$ (3,200)	\$ (2,225)	\$ (2,335)	\$ (2,481)	\$ (2,427)	\$ (1,575)			
TOTAL REVENUE	\$ (433,698)	\$ (355,068)	\$ (616,876)	\$ (343,358)	\$ (187,094)	\$ (189,061)	\$ (188,649)			
EXPENSES										
COUNCIL	\$ 258,540	\$ 59,130	\$ 99,241	\$ 82,149	\$ 79,877	\$ 81,134	\$ 82,422			
ELECTIONS	\$ -	\$ 1,084	\$ 6,000	\$ 6,000	\$ 5,000	\$ 5,000	\$ 5,000			
ADMIN	\$ 1,187,482	\$ 1,196,439	\$ 1,316,221	\$ 1,324,763	\$ 1,306,641	\$ 1,432,513	\$ 1,383,249			
CEMC	\$ 1,739	\$ 968	\$ 500	\$ 3,118	\$ 4,126	\$ 4,135	\$ 3,892			
COVID	\$ 61,142	\$ 49,585	\$ 50,576	\$ 5,000	\$ 4,000	\$ 500	\$ 500			
TRANSIT	\$ 45,781	\$ 55,389	\$ 64,104	\$ 53,879	\$ 56,090	\$ 58,286	\$ 60,569			
SENIORS ASSISTANCE	\$ 18,911	\$ 16,246	\$ 26,883	\$ 17,844	\$ 18,144	\$ 18,357	\$ 18,574			
PLANNING	\$ 17,854	\$ 3,750	\$ 12,203	\$ 3,703	\$ 3,703	\$ 3,704	\$ 3,704			
TOTAL EXPENSES	\$ 1,591,449	\$ 1,382,592	\$ 1,575,728	\$ 1,496,456	\$ 1,477,581	\$ 1,603,629	\$ 1,557,910			
NET SURPLUS/DEFICIT	\$ 1,157,751	\$ 1,027,524	\$ 958,852	\$ 1,153,098	\$ 1,290,487	\$ 1,414,568	\$ 1,369,261			

MUNICIPALITY OF WAWA
2020 DEPARTMENTAL BUDGET - FIRE / BUILDING / BY-LAW ENFORCEMENT
SUMMARY OF ACCOUNTS

	2020	2021	2021	PRELIMINARY			
	ACTUAL VALUES	ACTUAL VALUES	FINAL BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET
REVENUE							
FIRE	\$ (44,765)	\$ (51,921)	\$ (36,713)	\$ (32,300)	\$ (32,300)	\$ (32,300)	\$ (32,300)
BUILDING	\$ (50,303)	\$ (52,375)	\$ (43,610)	\$ (43,610)	\$ (43,610)	\$ (43,610)	\$ (43,610)
BY-LAW ENFORCEMENT	\$ (1,046)	\$ (1,075)	\$ (1,500)	\$ (500)	\$ (500)	\$ (500)	\$ (500)
TOTAL REVENUE	\$ (96,113)	\$ (105,370)	\$ (81,823)	\$ (76,410)	\$ (76,410)	\$ (76,410)	\$ (76,410)
EXPENSES							
FIRE	\$ 332,969	\$ 262,986	\$ 303,598	\$ 267,376	\$ 272,481	\$ 279,666	\$ 284,057
BUILDING	\$ 105,443	\$ 112,625	\$ 130,281	\$ 127,053	\$ 133,288	\$ 142,427	\$ 144,206
BY-LAW ENFORCEMENT	\$ 729	\$ 916	\$ 8,434	\$ 3,676	\$ 4,295	\$ 4,315	\$ 4,336
TOTAL EXPENSES	\$ 439,141	\$ 376,527	\$ 442,313	\$ 398,105	\$ 410,064	\$ 426,408	\$ 432,599
NET (SURPLUS)/DEFICIT	\$ 343,028	\$ 271,157	\$ 360,490	\$ 321,695	\$ 333,654	\$ 349,998	\$ 356,189

COMMUNITY SERVICES EDC/TOURISM

MUNICIPALITY OF WAWA
2022 -2025 DEPARTMENTAL BUDGET - COMMUNITY SERVICES
SUMMARY OF ACCOUNTS



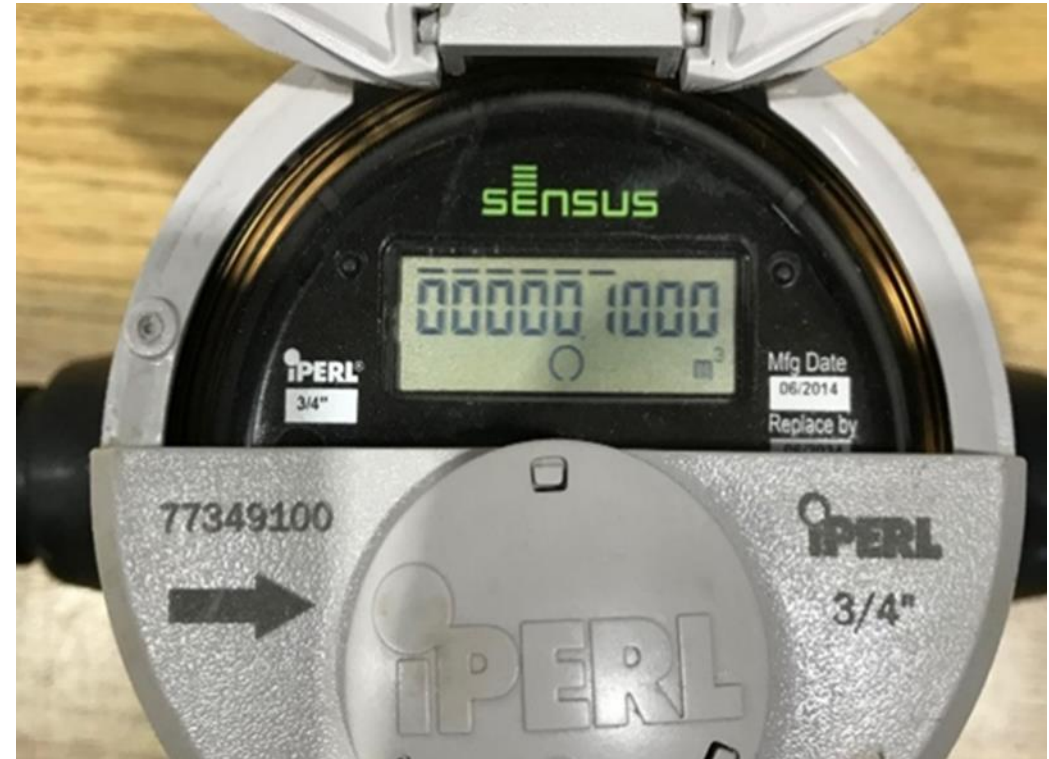
	2020	2021	2021	PRELIMINARY			
	ACTUAL VALUES	ACTUAL VALUES	FINAL BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET
REVENUE							
MMCC	\$ (221,407)	\$ (80,975)	\$ (124,700)	\$ (131,500)	\$ (152,250)	\$ (167,750)	\$ (183,500)
REC PROGRAM	\$ (16,263)	\$ (11,901)	\$ (29,000)	\$ (52,081)	\$ (40,000)	\$ (50,000)	\$ (55,000)
PARKS	\$ (64,192)	\$ (23,092)	\$ (26,500)	\$ (25,500)	\$ (25,900)	\$ (26,308)	\$ (26,725)
VEHICLES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EVENTS	\$ 211	\$ -	\$ -	\$ (15,000)	\$ (15,000)	\$ (15,000)	\$ (15,000)
TOURISM	\$ (13,890)	\$ (8,077)	\$ (38,000)	\$ (52,500)	\$ (52,500)	\$ (54,500)	\$ (57,500)
SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ (315,541)	\$ (124,046)	\$ (218,200)	\$ (276,581)	\$ (285,650)	\$ (313,558)	\$ (337,725)
EXPENSES							
MMCC	\$ 1,452,964	\$ 1,093,286	\$ 1,212,608	\$ 1,338,292	\$ 1,358,537	\$ 1,396,140	\$ 1,410,826
REC PROGRAM	\$ 30,424	\$ 29,124	\$ 29,000	\$ 40,181	\$ 26,500	\$ 29,000	\$ 34,000
PARKS	\$ 153,290	\$ 155,272	\$ 177,390	\$ 72,411	\$ 73,799	\$ 77,721	\$ 81,681
VEHICLES	\$ 25,319	\$ 26,889	\$ 30,783	\$ 25,248	\$ 23,973	\$ 24,826	\$ 25,687
EVENTS	\$ 10,015	\$ 5,512	\$ 23,000	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
TOURISM	\$ 89,140	\$ 70,866	\$ 141,189	\$ 212,988	\$ 232,881	\$ 226,652	\$ 233,022
SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 1,761,151	\$ 1,380,950	\$ 1,613,970	\$ 1,705,620	\$ 1,732,190	\$ 1,770,839	\$ 1,801,716
NET (SURPLUS)/DEFICIT	\$ 1,445,610	\$ 1,256,904	\$ 1,395,770	\$ 1,429,039	\$ 1,446,540	\$ 1,457,281	\$ 1,463,991

MUNICIPALITY OF WAWA
2022-2025 DEPARTMENTAL BUDGET - INFRASTRUCTURE
SUMMARY OF ACCOUNTS

	2020 ACTUAL VALUES	2021 ACTUAL VALUES	2021 FINAL BUDGET	PRELIMINARY			
				2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET
REVENUE							
INFRASTRUCTURE - ADMIN	\$ (27,267)	\$ (27,188)	\$ (17,800)	\$ (16,260)	\$ (16,525)	\$ (16,796)	\$ (17,072)
BUILDINGS	\$ (105,917)	\$ (128,580)	\$ (109,809)	\$ (121,443)	\$ (125,235)	\$ (125,672)	\$ (126,072)
VEHICLES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HEAVY EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROADS	\$ (853)	\$ (853)	\$ (870)	\$ (870)	\$ (870)	\$ (870)	\$ (870)
AIRPORT	\$ (317,356)	\$ (511,113)	\$ (339,840)	\$ (407,278)	\$ (414,706)	\$ (422,282)	\$ (400,014)
EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CEMETERY	\$ (13,390)	\$ (17,220)	\$ (11,000)	\$ (13,620)	\$ (13,742)	\$ (13,867)	\$ (13,995)
LANDFILL	\$ (146,572)	\$ (230,628)	\$ (151,166)	\$ (157,990)	\$ (162,869)	\$ (166,906)	\$ (169,800)
TOTAL REVENUE	\$ (611,354)	\$ (915,581)	\$ (630,485)	\$ (717,461)	\$ (733,947)	\$ (746,393)	\$ (727,823)
EXPENSES							
INFRASTRUCTURE - ADMIN	\$ 594,779	\$ 559,839	\$ 680,985	\$ 1,374,920	\$ 1,398,472	\$ 1,429,314	\$ 1,450,011
BUILDINGS	\$ 1,149,229	\$ 1,147,795	\$ 1,201,150	\$ 1,104,005	\$ 1,118,190	\$ 1,136,446	\$ 1,155,958
VEHICLES	\$ 38,932	\$ 37,004	\$ 50,393	\$ 46,176	\$ 46,713	\$ 49,580	\$ 49,474
HEAVY EQUIPMENT	\$ 240,803	\$ 208,802	\$ 178,668	\$ 253,988	\$ 176,185	\$ 170,601	\$ 190,181
ROADS	\$ 601,166	\$ 499,438	\$ 628,416	\$ 219,941	\$ 215,426	\$ 224,357	\$ 220,936
AIRPORT	\$ 278,272	\$ 402,480	\$ 392,104	\$ 325,577	\$ 335,997	\$ 340,051	\$ 343,852
EQUIPMENT	\$ 6,138	\$ 1,758	\$ 5,062	\$ 3,898	\$ 3,929	\$ 3,959	\$ 3,991
CEMETERY	\$ 22,954	\$ 23,879	\$ 39,572	\$ 18,109	\$ 18,129	\$ 18,151	\$ 18,173
LANDFILL	\$ 550,317	\$ 518,211	\$ 562,728	\$ 450,686	\$ 473,389	\$ 516,042	\$ 524,052
TOTAL EXPENSES	\$ 3,482,591	\$ 3,399,205	\$ 3,739,078	\$ 3,797,300	\$ 3,786,430	\$ 3,888,501	\$ 3,956,628
NET (SURPLUS)/DEFICIT	\$ 2,871,237	\$ 2,483,624	\$ 3,108,593	\$ 3,079,839	\$ 3,052,483	\$ 3,142,108	\$ 3,228,805

MUNICIPALITY OF WAWA
2022-2025 DEPARTMENTAL BUDGET - INFORMATION TECHNOLOGY
SUMMARY OF ACCOUNTS

	2020	2021	2021	PRELIMINARY			
	ACTUAL VALUES	ACTUAL VALUES	FINAL BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET
REVENUE							
INFORMATION TECHNOLOGY	\$ (58,239)	\$ (43,992)	\$ (48,500)	\$ (46,308)	\$ (46,308)	\$ (46,308)	\$ (46,308)
INFORMATION TECHNOLOGY - NITGC	\$ (58,767)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ (117,006)	\$ (43,992)	\$ (48,500)	\$ (46,308)	\$ (46,308)	\$ (46,308)	\$ (46,308)
EXPENSES							
INFORMATION TECHNOLOGY	\$ 235,451	\$ 163,141	\$ 191,477	\$ 182,603	\$ 187,683	\$ 185,762	\$ 187,627
INFORMATION TECHNOLOGY - NITGC	\$ 113,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 348,476	\$ 163,141	\$ 191,477	\$ 182,603	\$ 187,683	\$ 185,762	\$ 187,627
NET (SURPLUS)/DEFICIT	\$ 231,470	\$ 119,150	\$ 142,977	\$ 136,295	\$ 141,375	\$ 139,454	\$ 141,319



NON-TAX SUPPORTED

2022 OPERATING BUDGET

2022 OPERATING BUDGET WATER AND SEWER

**MUNICIPALITY OF WAWA
2022-2025 DEPARTMENTAL BUDGET - INFRASTRUCTURE - WATER AND WASTEWATER
SUMMARY OF ACCOUNTS**

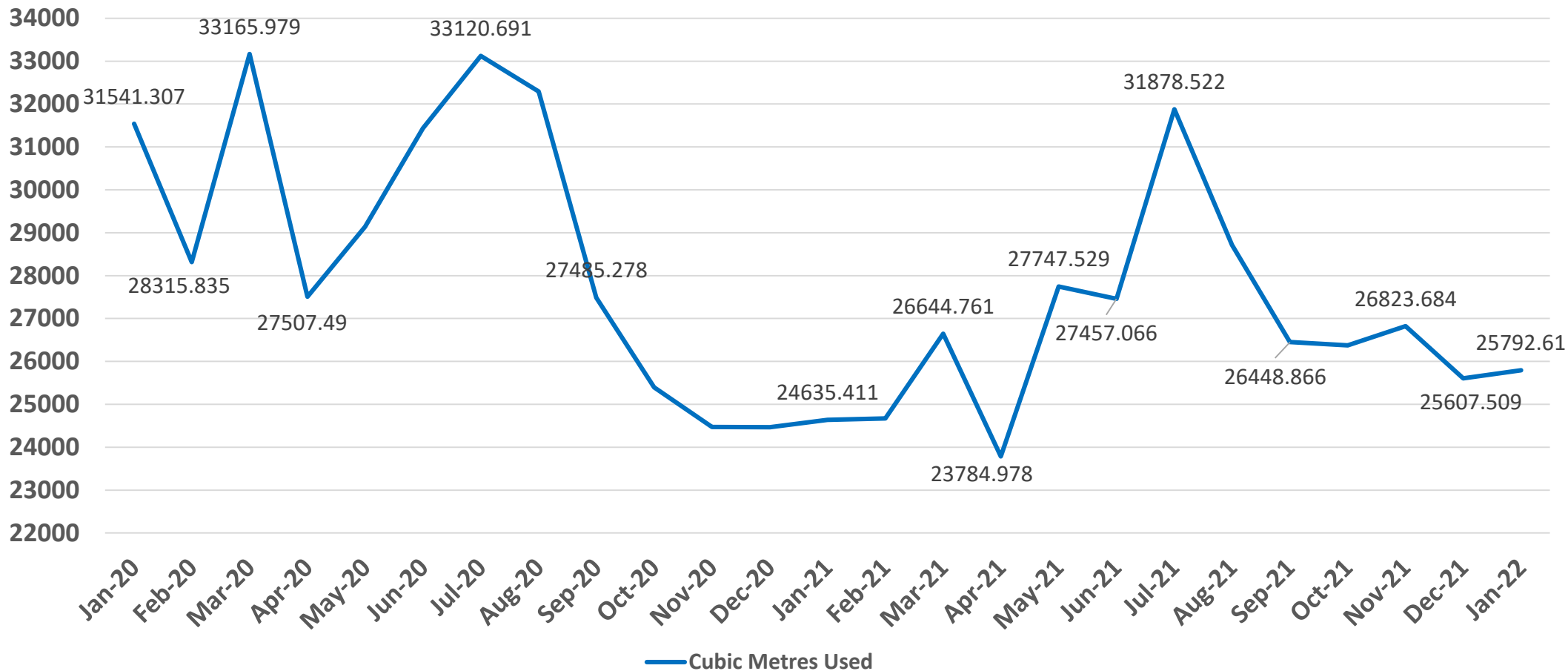
	2020	2021	2021	PRELIMINARY			
	ACTUAL VALUES	ACTUAL VALUES	FINAL BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET
REVENUE							
EQUIPMENT - THOMPSON STEAMER S/N 15-987	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SEWER AND WATER SYSTEM	\$ (1,418,010)	\$ (1,451,990)	\$ (1,503,860)	\$ (1,522,383)	\$ (1,372,960)	\$ (1,383,589)	\$ (1,340,279)
MRV WATER SYSTEM	\$ (12,693)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PINEWOOD DR. WATER SYSTEM	\$ (7,062)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WATER TREATMENT PLANT	\$ (6,934)	\$ (7,443)	\$ (8,000)	\$ (7,500)	\$ (7,600)	\$ (7,700)	\$ (7,800)
TOTAL REVENUE	\$ (1,444,699)	\$ (1,459,432)	\$ (1,511,860)	\$ (1,529,883)	\$ (1,380,560)	\$ (1,391,289)	\$ (1,348,079)
EXPENSES							
EQUIPMENT - THOMPSON STEAMER S/N 15-987	\$ 315	\$ 38	\$ 1,438	\$ 1,142	\$ 1,144	\$ 1,146	\$ 1,148
STORM & SANITARY SEWER	\$ 60,468	\$ 56,388	\$ 51,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000
SEWER TREATMENT PLANT	\$ 93,170	\$ 76,512	\$ 108,962	\$ 81,741	\$ 82,713	\$ 83,705	\$ 84,718
SEWER AND WATER SYSTEM	\$ 413,033	\$ 492,180	\$ 574,746	\$ 805,423	\$ 644,908	\$ 647,459	\$ 595,180
MRV WATER SYSTEM	\$ 28,610	\$ 26,153	\$ 38,547	\$ 19,906	\$ 19,630	\$ 19,857	\$ 20,264
PINEWOOD DR. WATER SYSTEM	\$ 626	\$ 794	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700
WATER PURIFICATION	\$ 32,558	\$ 22,459	\$ 40,000	\$ 38,000	\$ 37,000	\$ 37,000	\$ 37,000
WATER DISTRIBUTION	\$ 122,135	\$ 79,572	\$ 128,532	\$ 72,035	\$ 75,037	\$ 77,039	\$ 79,041
WATER TREATMENT PLANT	\$ 598,105	\$ 473,521	\$ 545,068	\$ 461,212	\$ 468,804	\$ 473,975	\$ 479,262
WAWA LAKE PUMP HOUSE	\$ 3,982	\$ 14,208	\$ 5,708	\$ 6,729	\$ 6,801	\$ 6,874	\$ 6,949
VEHICLE - 2018 Chev Silverado 1500 4x4 - WHITE	\$ 4,787	\$ 5,860	\$ 5,657	\$ 5,931	\$ 6,872	\$ 6,214	\$ 6,359
VEHICLE - 2008 FORD F350 4X2 BLK/ORANGE	\$ 5,796	\$ 8,310	\$ 9,502	\$ 6,576	\$ 6,378	\$ 6,659	\$ 6,704
VEHICLE - 1994 TANKER / FLUSHER				\$ 5,488	\$ 5,573	\$ 5,661	\$ 5,754
TOTAL EXPENSES	\$ 1,363,583	\$ 1,255,995	\$ 1,511,860	\$ 1,529,883	\$ 1,380,560	\$ 1,391,289	\$ 1,348,079
NET (SURPLUS)/DEFICIT	\$ (81,115)	\$ (203,437)	\$ -	\$ -	\$ -	\$ -	\$ -



Water Consumption (m3)

2022 Rate Increase
75 ¢ - 84 ¢ water
44 ¢ - 52 ¢ sewer

Cubic Meters Used



2020 ~ 348,332.10m3 2021 ~ 320,785.88m3 2022 ~ 315,000m3

MUNICIPALITY OF WAWA

2022 CAPITAL PROJECTS

2023

2024

2025

Project	Operating	Reserves	Grants	Other	Total Project Costs	2023	2024	2025
LNG Project	\$ -	\$ 53,300	\$ -	\$ -	\$ 53,300	\$ -	\$ -	\$ -
Airport Lighting	\$ -	\$ 31,009	\$ 174,755	\$ -	\$ 205,764	\$ -	\$ -	\$ -
Water Main and Hydrant - MRV Tandem	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Landfill Expansion	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -
Connecting Link	\$ -	\$ 263,334	\$ 526,666	\$ -	\$ 790,000	\$ 200,000	\$ -	\$ -
School Zone Surface Rehabilitation - ICIP	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Townhall - Study	\$ -	\$ 124,299	\$ 1,739,251	\$ -	\$ 1,863,550	\$ -	\$ -	\$ -
Job Evaluation Study	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Municipal Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Records Management Software	\$ 25,000	\$ 85,000	\$ -	\$ -	\$ 85,000	\$ 85,000	\$ -	\$ -
MMCC Improvements	\$ -	\$ 16,000	\$ -	\$ -	\$ 41,000	\$ -	\$ -	\$ -
Marina Washroom	\$ 25,000	\$ 130,000	\$ -	\$ -	\$ 130,000	\$ 150,000	\$ 250,000	\$ 600,000
Tractor Deck / Tractor	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -
TIC Interior	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 130,000
Benches & Receptacles - Mission Rd	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 50,000	\$ -
Community Risk Assessment	\$ 25,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Fire Services Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -
Fire Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Sidewalk Rehabilitation	\$ -	\$ -	\$ 37,000	\$ -	\$ 37,000	\$ 37,000	\$ 35,000	\$ 20,000
Pavement Preservation	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Cemetery Expansion	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ 60,000	\$ -	\$ -
IS Building - Magpie	\$ 15,000	\$ 70,000	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ -
Mower	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
Water and WW 10 yr Plan & Rate Study	\$ -	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -
Hydrant Rehabilitation	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Sewer Jet / Vacuum Trailer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -
Water Treatment Plant - Filters	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -
Water Intake Valve	\$ -	\$ 125,000	\$ -	\$ 125,000	\$ 250,000	\$ -	\$ -	\$ -
Mini Excavator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ -
3 Maple - Exterior	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Computer Hardware	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ 10,000	\$ 15,000	\$ 20,000
AV System Upgrade - Townhall	\$ 15,875	\$ 14,125	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -
	\$ 160,875	\$ 1,807,067	\$ 2,477,672	\$ 280,000	\$ 4,725,614	\$ 987,000	\$ 960,000	\$ 1,925,000

2022-2025 CAPITAL BUDGET

2022-2025 CAPITAL BUDGET



	2022			<u>2023</u>	<u>2024</u>	<u>2025</u>	TOTAL
	2021 Balance Forward	Operating	Other				
Fire - Truck(s)	200,000	100,000	-	100,000	50,000	50,000	500,000
Fire Hall	75,000	125,000	-	125,000	125,000	-	450,000
Heavy Equipment	-	50,000	-	75,000	100,000	125,000	350,000
Sewer Jet / Vacuum Trailer	25,000	-	30,000	20,000	-	-	75,000
Mini Excavator	75,000	50,000	-	50,000	-	-	175,000
Pavement	250,000	125,000	-	125,000	125,000	125,000	750,000
Water Meters	80,000	-	80,000	80,000	80,000	80,000	400,000
Water Treatment Plant Filters	-	-	-	-	-	30,000	30,000
Townhall Renovation	-	75,000	-	75,000	125,000	125,000	400,000
Water and Sewer Network	-	-	-	-	-	-	-
MMCC Roof & HVAC	-	150,000	-	150,000	100,000	100,000	500,000
Tractor - MMCC	-	17,500	-	37,500	37,500	-	92,500
General Capital	-	-	-	-	-	30,000	30,000
Total Long Term Financial Planning	705,000	692,500	110,000	837,500	742,500	665,000	3,752,500

Note: Amended to reduce General Capital by \$125,000 in 2022, 2023 and 2024 and by \$95,000 in 2025



2022-2025 Reserves

	2022	2023	2024	2025
General Reserves				
Beginning Balance	\$ 6,505,169	\$ 5,826,616	\$ 6,501,922	\$ 7,015,927
Additions	\$ 881,344	\$ 906,974	\$ 814,005	\$ 734,092
Disbursements	\$ (1,559,897)	\$ (231,668)	\$ (300,000)	\$ (1,192,500)
Balance at December 31	\$ 5,826,616	\$ 6,501,922	\$ 7,015,927	\$ 6,557,519
Obligatory Reserves				
Beginning Balance	\$ 2,476,557	\$ 3,022,628	\$ 3,434,013	\$ 3,711,234
Additions	\$ 839,491	\$ 636,385	\$ 637,221	\$ 638,994
Disbursements	\$ (293,420)	\$ (225,000)	\$ (360,000)	\$ (230,000)
Balance at December 31	\$ 3,022,628	\$ 3,434,013	\$ 3,711,234	\$ 4,120,228
Total December 31	\$ 8,849,244	\$ 9,935,935	\$ 10,727,161	\$ 10,677,747

Multi-Year Budget Challenges

- ❖ Proposed tax levy increases = 2023-3.5%, 2024-3.0%, 2025-3%
** estimated inflationary increases only*
- ❖ Economic Changes - impacts of COVID, inflation, other increasing costs
- ❖ Hydro Dam Grant - \$2.3 million has no inflationary protection or guarantee
- ❖ 2024 Property Reassessment – impact not known - *could shift tax burden*
- ❖ Infrastructure Needs - reliable data and condition assessments still required
- ❖ Human Resources - aging workforce and loss of knowledge/experience
- ❖ **Goals and priorities of new term of Council may redirect future budgets**

Mitigating Future Challenges

Possible options;

- ❖ Internal audit of programs and services and examine service levels
- ❖ Explore cost recovery through users fees and alternate streams
- ❖ Human Resources – succession planning, redefine job functions
- ❖ Advocate for change to the ADSAB apportionment model
- ❖ Annual review of strategic plan, goals, priorities
- ❖ Change management – accept need for change





2022 Budget Summary

- ❖ The 2022 draft budget recommends a **2.75%** increase (*~\$137,500*).
- ❖ 2022 includes \$4.7 million in capital and \$800,000 to long-term capital
- ❖ Tax levy increases are projected over the next few years to maintain current levels of services and to fund essential infrastructure ~ **3.0 – 3.5%**
- ❖ Cost of living is having a dramatic impact across all departments in 2022
- ❖ Transitions to Multi-Year Budget – Focus on 2022 but plan for 2023-2025
- ❖ Maintains service levels and programs – adapting to COVID challenges

	% increase	\$ increase
Property Tax (based on 1030)	0.277%	\$7.56
Water (based on 993 users)	4.29%	\$24.84
Wastewater (based on 926 users)	5.21%	\$16.68

Impact to Average Residential Property

Based on an average single detached home with assessment value of \$100,000 and using 176 m³ of water and 154 m³ of wastewater per year.

2022 Budget – Options

Options to lower the proposed tax levy increase of 2.75%

- Reduce number of capital projects requiring tax support and transfer to future years
- Reduce or eliminate programs and services
- Allocate more 2021 surplus to 2022 or use rate stabilization funds to decrease tax rate

Options to raise the proposed tax levy increase of 2.75%

- Add back transfers to reserves for capital (~ \$200,000)
- Do not use any surplus for operating budget
- Combination of all of the above



RECOMMENDED

Approve the 2022 draft budget for a 2.75% increase over the 2021 tax levy as presented.

2022 Budget - Next Steps



Council and Public Input – February 15 to March 4, 2022

Presentation of Departmental Work Plans - March 2022

Final Operating and Capital Budget Approval – March 15, 2022
Adopt Tax Rates, Ratios, Capping and Budget

2021 Audited Financial Statements - May 2022