



2012 Budget Overview



Corporate Vision:

- Delivering regional and/or broad-based services that meet the evolving needs of the Community.
- Operating efficiently and effectively in a fiscally responsible manner.
- Being a leader in community building initiatives.
- Managing the impacts of growth to provide a liveable, energetic and thriving community, making Essex County a pre-eminent location to live, learn, work, play, invest and visit.

Fundamental Principles:



- Appropriate levels of service are being delivered to the community.
- The Corporation is prepared to maintain its commitments to the community as represented by current discretionary funding levels (i.e. external commitments).
- Consideration has been given to the impact of decisions on the Corporation's future financial stability.

Fiscally Responsible Government



- Standard & Poor's **AA-** Credit rating
 - Very low debt
 - Healthy liquidity
 - Solid Reserve Strategy
 - Long standing life-cycle capital program
 - Pay-as-go infrastructure

- Consistent tax rates well below inflation

County Budget Process



- Budget Assumptions / Format / Timetable
- Preparation of Preliminary Departmental Estimates
- Administrative Review
- Council Review (February 1, 2012)
- Budget Adoption (February 15, 2012)

2012 Budget Overview



- Budget Summary
 - Impact Variables
 - Risk & Future Obligations
 - Corporate Operational Constraints
 - County Comparators
 - 2012 Tax Rate / Residential Impact
- Departmental Reviews

Budget Summary



	2011 BUDGET	2011 ACTUAL (unaudited)	2012 BUDGET
Total Gross Expenditures	124,983,550	110,885,150	118,833,290
Departmental Recoveries	(49,423,280)	(49,457,040)	(47,807,870)
Net Expenditures before Reserve Transfers	76,029,420	61,428,110	71,025,420
Net Contribution to (from) Reserves	(5,032,950)	9,099,210	2,530,300
Total County Requirement	<u>70,527,320</u>	<u>70,527,320</u>	<u>73,555,720</u>
Increase over 2011 Budget:			3,028,400
Estimated 2012 Tax Rate:			0.00429910
2011 Tax Rate:			0.00420421
Increase:			2.26%

2012 Budget – Impact Variables



	Levy	Tax Rate
County Levy, prior year	\$ 70,527,320	-1.95%
Roadway Expansion (1.5% of Levy)	1,057,910	1.47%
Transportation - Winter Control costs from Reserves (5 yr. exit strategy)	225,000	0.31%
Social Services / Child Care	(270,000)	-0.38%
Social Housing - rent subsidy / capital	385,000	0.54%
Regional Services cost sharing (EMS, Social Services, Social Housing)	300,000	0.42%
Wages - 2012 + prior multi-year rate adj.	1,268,500	1.76%
Benefits - EI, CPP, EHT, WSIB, Health	247,400	0.34%
OMERS (year 2 of 3 year rate increase, net County)	374,000	0.52%
Operational Impacts - fuel, utilities, service contracts, supplies	(25,410)	-0.03%
SPH - increases in Subsidy (per diems & CMI change)	(550,000)	-0.77%
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Infrastructure Expansion



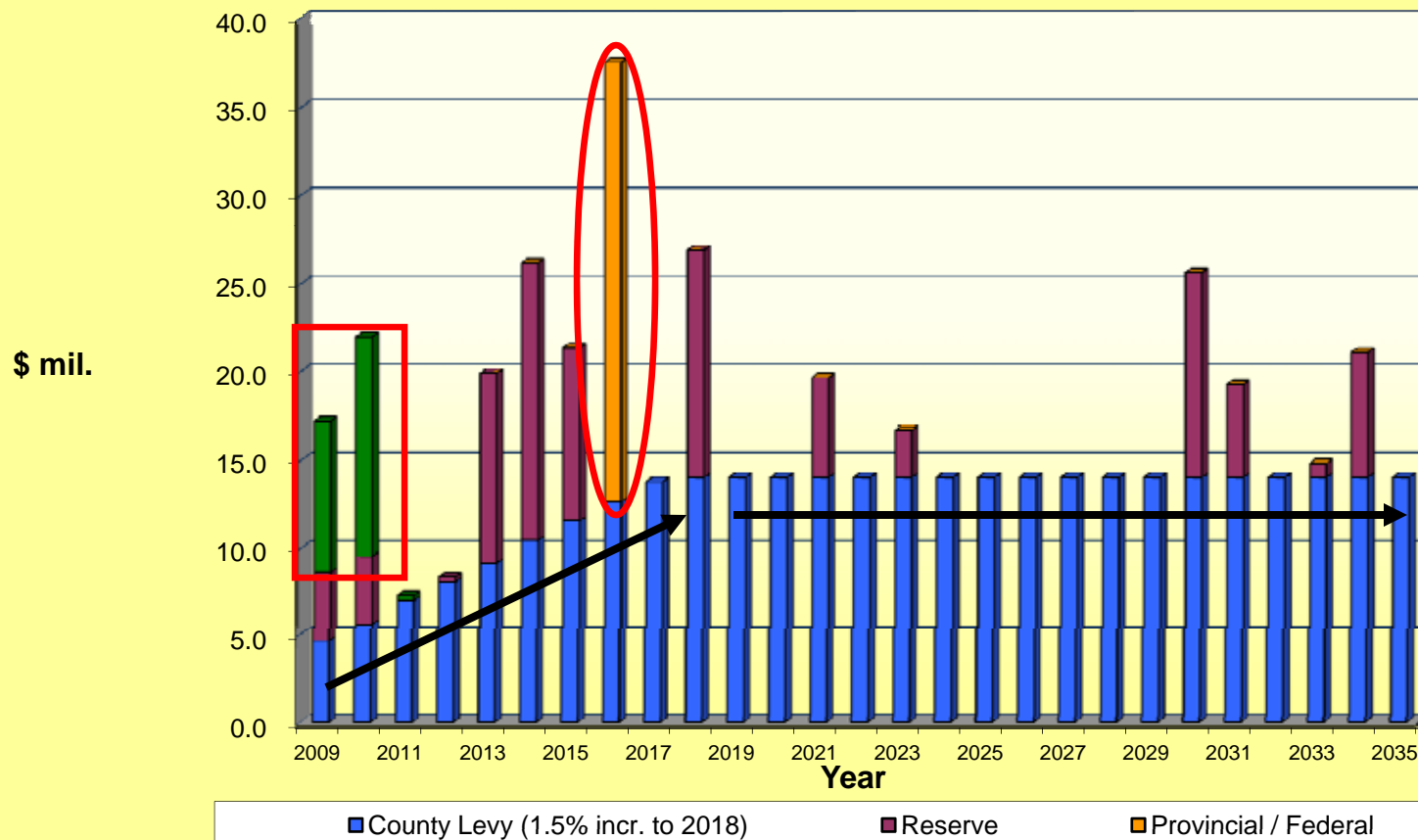
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- Expansion requirements identified through the Essex Windsor Regional Transportation Study.
- Current costs estimate - \$400 million.
- Timeframe 2009 - 2035.
- **Funding model predicated on receipt of over \$25 million in government funding.**
- County requirement - \$350 million, through 1.5% Levy increase through 2018.
- Current Infrastructure Reserve balance @ 12/31/11 - \$18.8 million.
- 2012 capital levy dedicated to expansion - \$7.6 million (inclusive of 2012 1.5% increment).

Infrastructure Expansion



Transportation Rate Stabilization Reserve



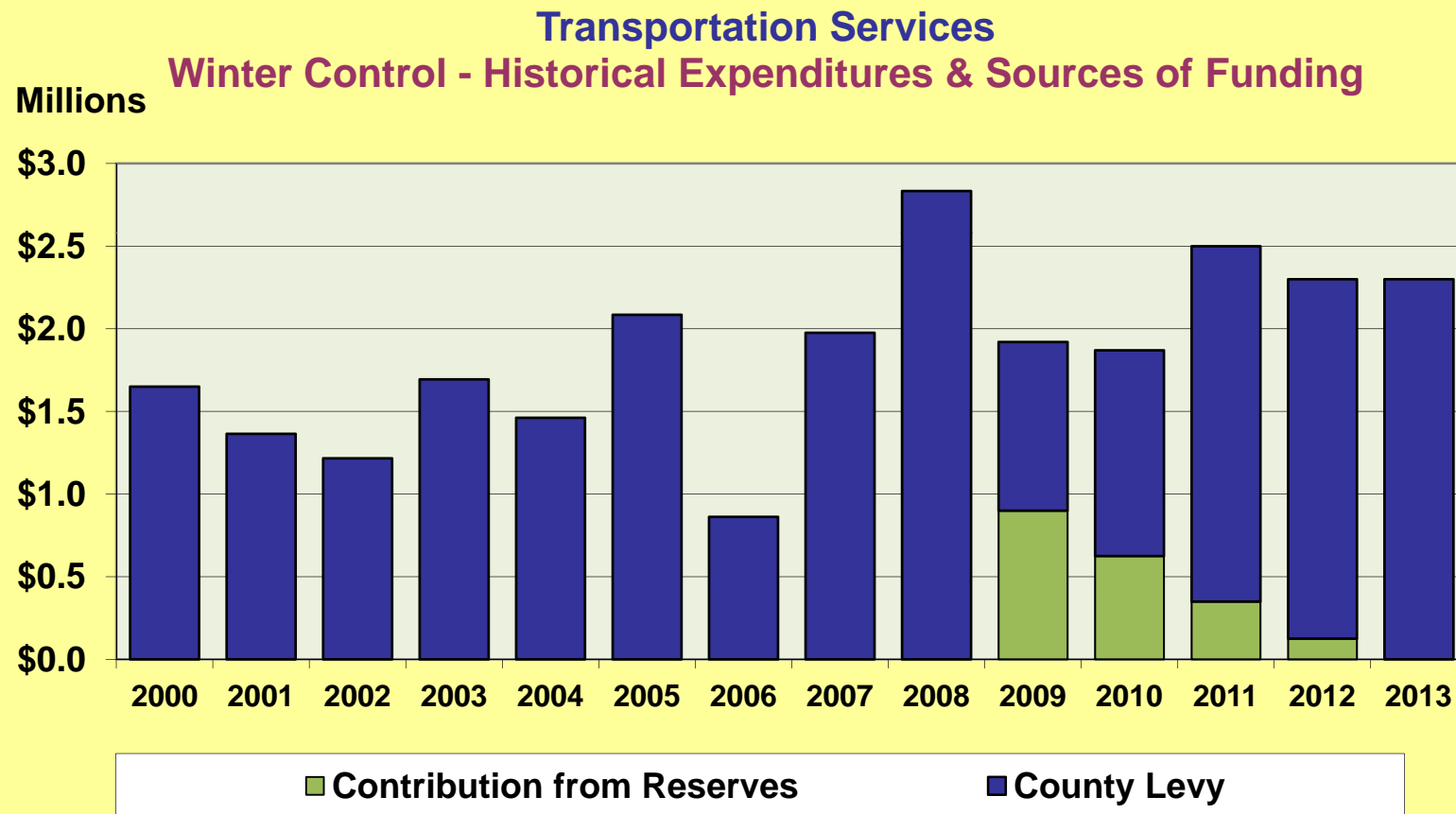
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Transportation Rate Stabilization Reserve



Project Description	2008	2009	2010	2011	2012	2013
Roadway Expense (from Reserve)		900,000	625,000	350,000	125,000	0
Reserve Balance	2,000,000	1,100,000	475,000	125,000	0	0
Levy Increase			275,000	275,000	225,000	125,000

Transportation Rate Stabilization Reserve



Social Services / Child Care



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Social Services / Child Care



- Ontario Works Upload (from 81.2% to 82.8%)
- 2011 increase in Administration Subsidy
- Modest increase in caseloads for 2012
- 1% Ontario Works Benefit increase
- Increase in County Childcare spaces

Social Services / Child Care



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Provincial Upload – OW



	Provincial Cost Share <i>(pre-Upload)</i>	New Provincial Cost Share								
		2010	2011	2012	2013	2014	2015	2016	2017	2018
Ontario Works	80%	80.6%	81.2%	82.8%	85.8%	88.6%	91.4%	94.2%	97.2%	100%

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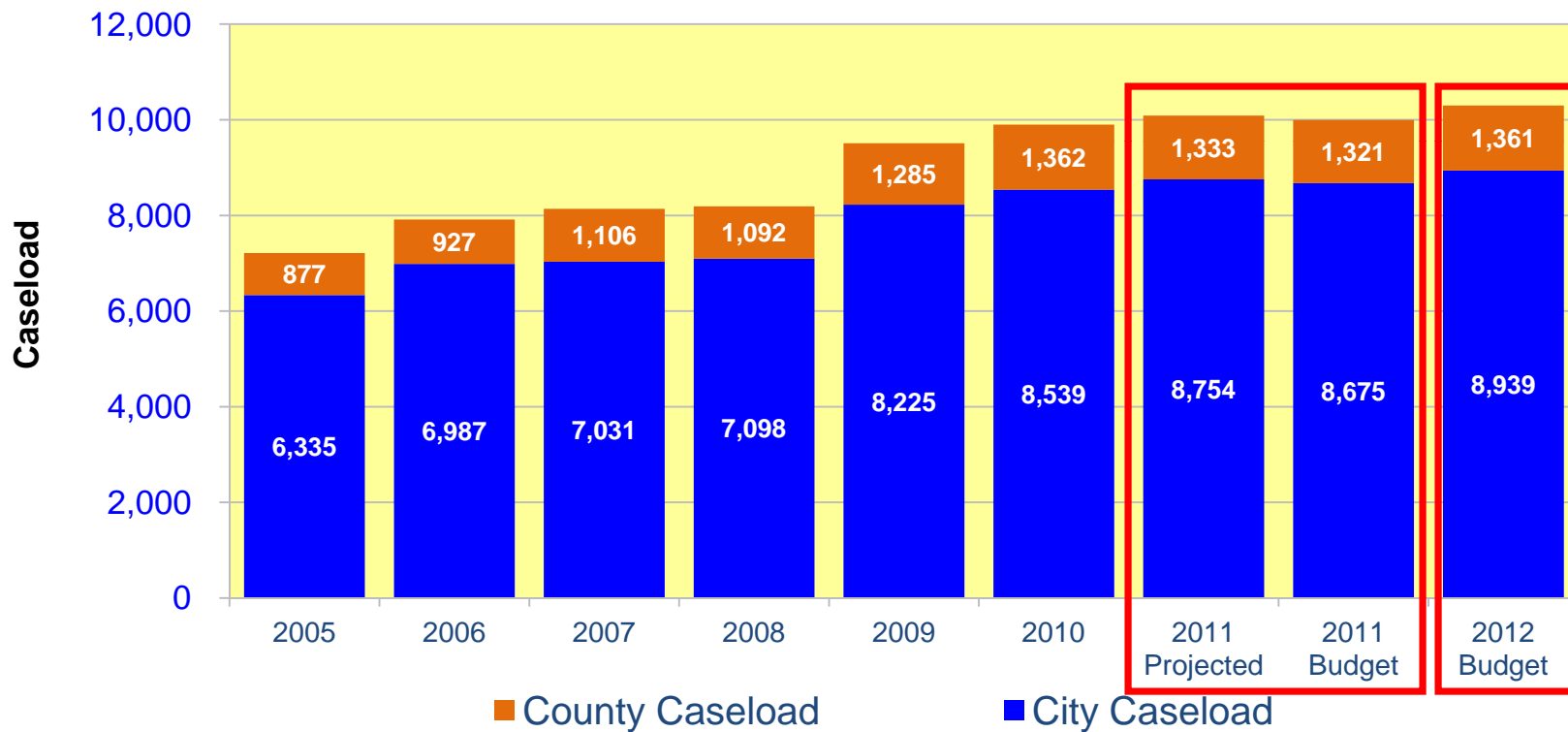


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Ontario Works (2005-2012)



Ontario Works Monthly Caseload



Social Services / Child Care



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Regional Cost Sharing



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Wages & Benefits



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O.M.E.R.S.



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Sun Parlor Home Subsidy



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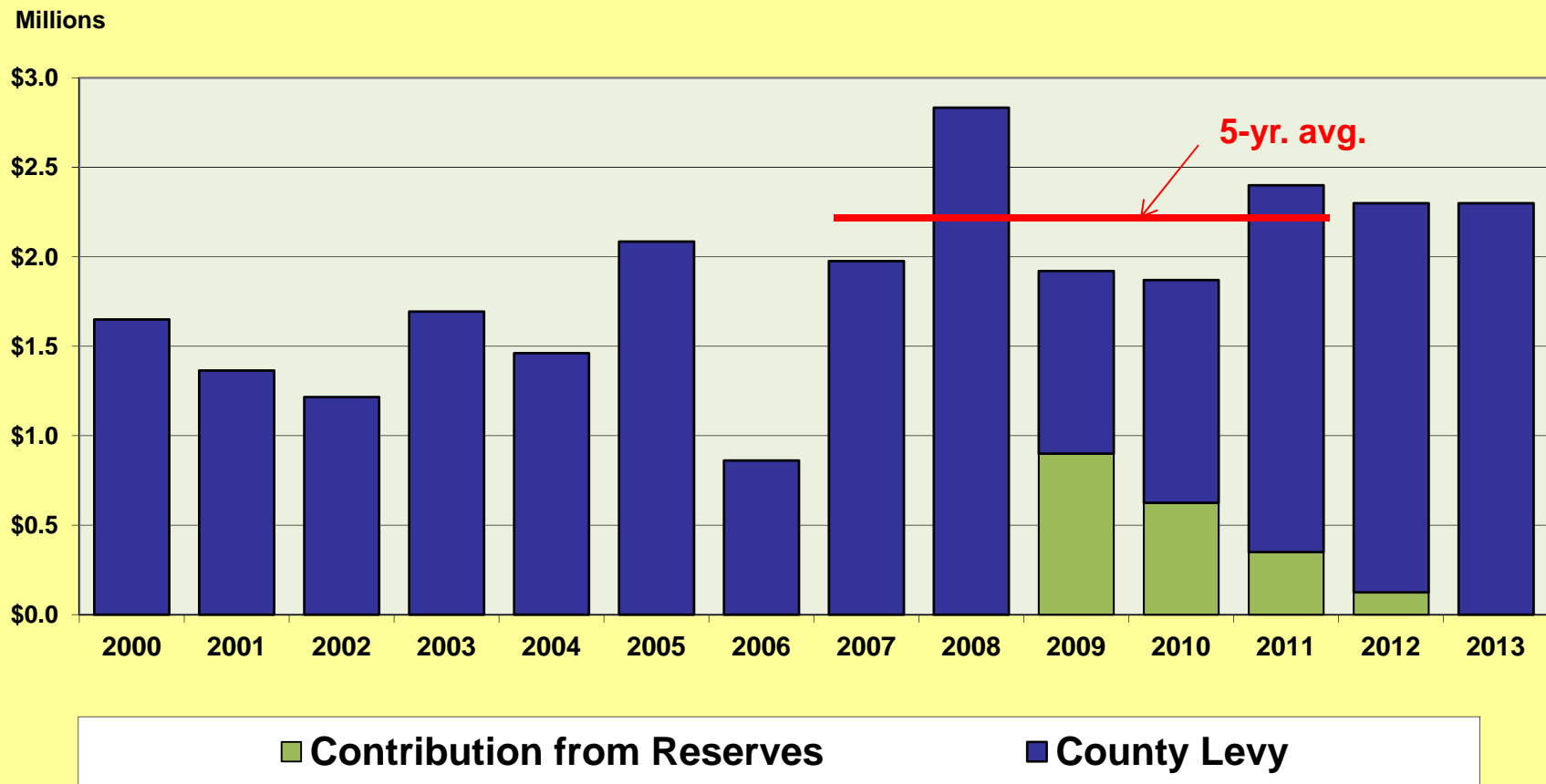


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Winter Control Costs



Transportation Services Winter Control - Historical Expenditures & Sources of Funding



Construction Rehabilitation

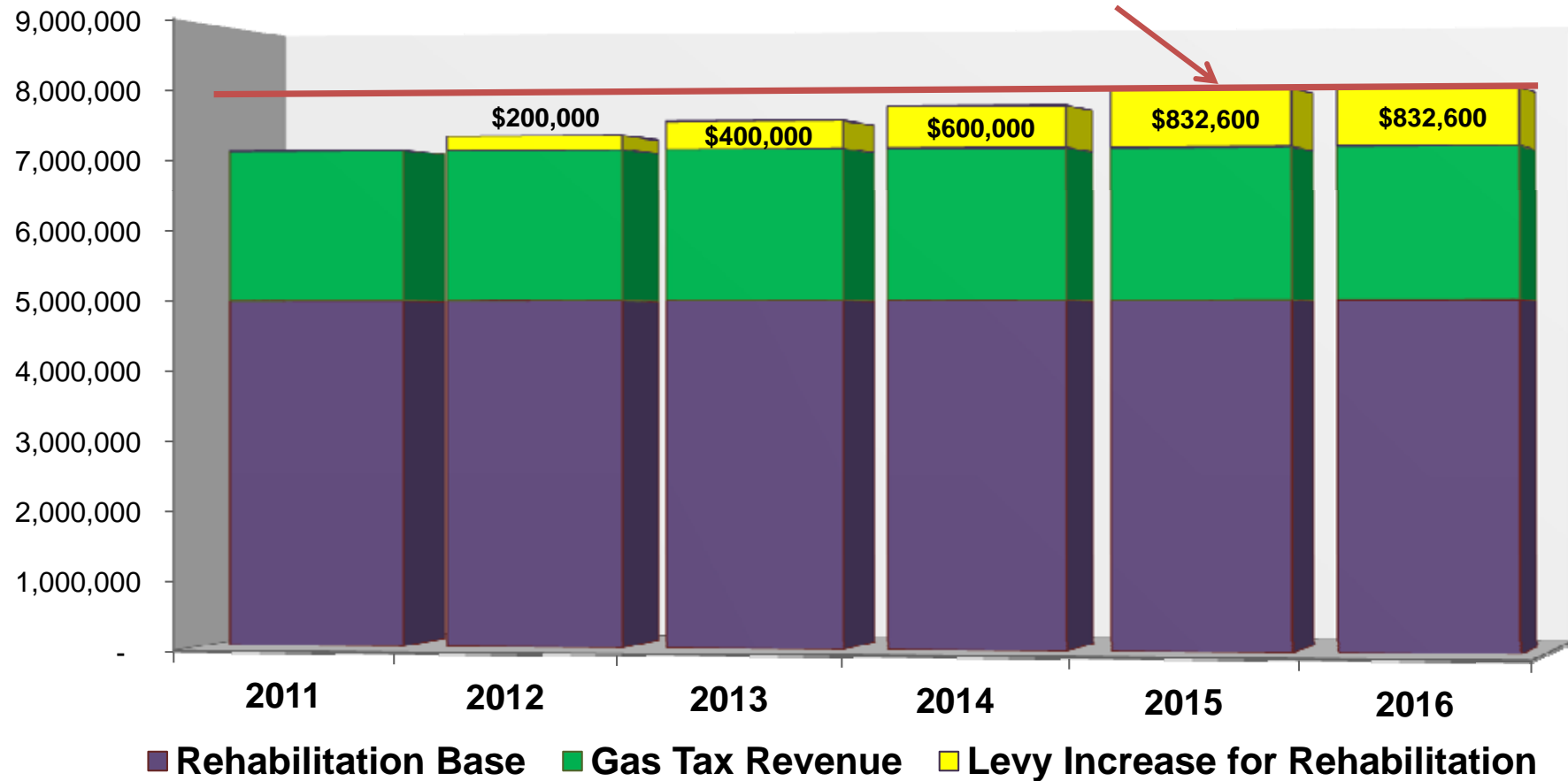


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Targeted Annual Expenditure Level = \$8,000,000



C.W.A.T.



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Social Services / Child Care	(270,000)	-0.38%
Social Housing - rent subsidy / capital	385,000	0.54%
Regional Services cost sharing (EMS, Social Services, Social Housing)	300,000	0.42%
Wages - 2012 + prior multi-year rate adj.	1,268,500	1.76%
Benefits - EI, CPP, EHT, WSIB, Health	247,400	0.34%
OMERS (year 2 of 3 year rate increase, net County)	374,000	0.52%
Operational Impacts - fuel, utilities, service contracts, supplies	(25,410)	-0.03%
SPH - increases in Subsidy (per diems & CMI change)	(550,000)	-0.77%
Transportation - Winter Control / Traffic Signal Maintenance	355,000	0.50%
Transportation Construction Rehabilitation Program	200,000	0.28%
County-Wide Active Transportation Infrastructure	100,000	0.14%
EMS - provincial subsidy (48.7% vs. 50%)	204,000	0.28%
External Commitments - Health Unit, MPAC	197,000	0.27%
Facility Asset Renewal	(800,000)	-1.11%
Economic Diversification / Rate Stabilization	(240,000)	-0.33%
County Levy 2012	\$ 73,555,720	2.26%

EMS Provincial Subsidy



	Levy	Tax Rate
County Levy, prior year	\$ 70,527,320	-1.95%
Roadway Expansion (1.5% of Levy)	1,057,910	1.47%
Transportation - Winter Control costs from Reserves (5 yr. exit strategy)	225,000	0.31%
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EMS Provincial Subsidy



- Provincial Funding change in 2010
 - 50% of prior year budget adjusted for inflation
 - Capital funding based on amortization, not asset replacement
 - No internal facility rental, and
 - No reserve allocations other than amortization
- Therefore, in a year that a municipality:
 - Acquires new or replacement capital
 - Experiences costs increases greater than inflation (i.e. OMERS, year-over-year wage adj., fuel, medical supplies)
 - Requires increased staff complement to address call volume, response times, Code 7s
- **100% municipal costs**

External Commitments



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Facility Asset Renewal



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Economic Diversification / Rate Stabilization	(240,000)	-0.33%
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Facility Asset Renewal



EMS facilities (Tecumseh)	\$2-3 million
Transportation facilities (base rationalization)	\$2-4 million
Civic Centre (structural components)	\$3-4 million
Sun Parlor Home (facility upgrades)	\$1+ million
Library facilities (shelving & furnishings)	\$300,000/facility

Economic Diversification / Rate Stabilization



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Reserve Continuity Schedule - General

	Balance Beginning of Year	Contribution From Revenue Fund	Contribution To Revenue Fund	Contribution To Capital Fund	Balance End of Year
Working Capital	4,500,000	-	-	-	4,500,000
Rate Stabilization	3,832,759	-	(442,850)	(180,000)	3,209,909
Insurance	478,420	22,000	-	-	500,420
WSIB	830,303	156,840	-	-	987,143
Automation	131,450	-	-	(8,000)	123,450
Capital	17,922,243	2,459,480	-	(2,251,800)	18,129,923
Capital - SPH - Structural Capital	422,481	-	-	(11,810)	410,671
Roadway Expansion	18,814,363	3,306,310	-	-	22,120,673
Transportation – Rate Stabilization	125,000	-	(125,000)	-	0
Official Plan Review Reserve	154,300	40,000	(41,600)	-	152,700
Donations/Vending Proceeds (SPH)	479,688	8,000	-	(95,000)	392,688
SPH WSIB NEER Reserve	57,950	-	-	-	57,950
	47,748,957	5,992,630	(609,450)	(2,546,610)	50,585,527

Reserve Continuity Schedule - General

	Balance Beginning of Year	Contribution From Revenue Fund	Contribution To Revenue Fund	Contribution To Capital Fund	Balance End of Year
Working Capital	4,500,000	-	-	-	4,500,000
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Transportation – Rate Stabilization	125,000	-	(125,000)	-	0
Official Plan Review Reserve	154,300	40,000	(41,600)	-	152,700
Donations/Vending Proceeds (SPH)	479,688	8,000	-	(95,000)	392,688
SPH WSIB NEER Reserve	57,950	-	-	-	57,950
	47,748,957	5,992,630	(609,450)	(2,546,610)	50,585,527



Budget Risk Factors

- EMS – offload delays (code 7s)
- EMS – call volume concerns – demographics / response time
- SPH – aging / higher level of care requirements
- Social Services – caseload increases
- Public Health – change in census data
- Winter Control maintenance costs
- Federal & Provincial deficit mitigation measures
- Province-wide municipal insurance issues (1% rule)
- Escalation in supply costs – fuel, medical supplies...
- OMERS, Health, WSIB premiums
- Outstanding collective agreements
- New CVA for 2013

Corporate Impacts

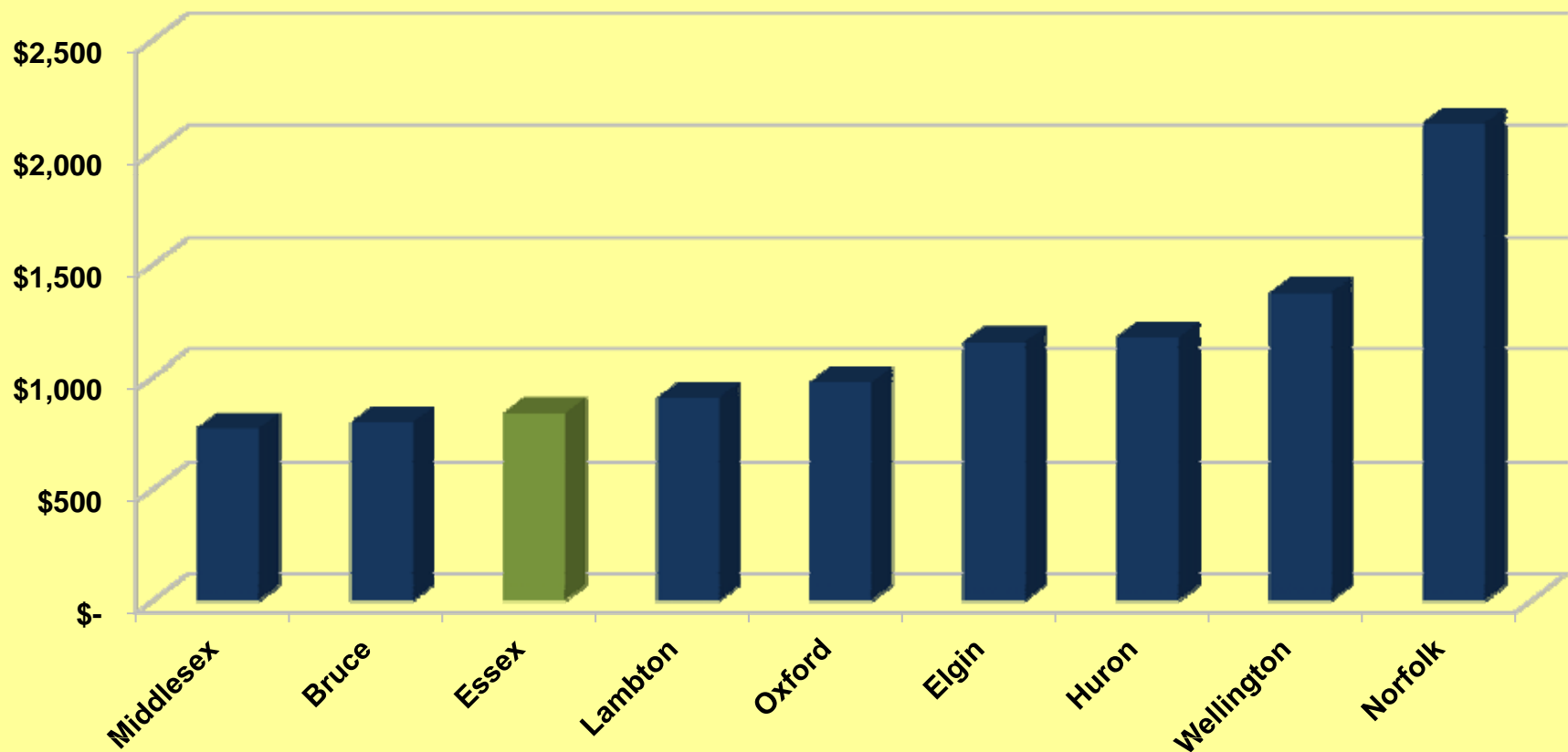


- Wage & Benefit Adjustments
 - 5 of 6 collective agreements expired
 - 1% of wages = \$350,000
 - Health/Dental benefits
 - WSIB
 - OMERS Pension costs
- Inflationary Adjustments
 - Service contracts
 - Utilities
 - Supplies
 - Asset Replacement - equipment & infrastructure

County Comparators



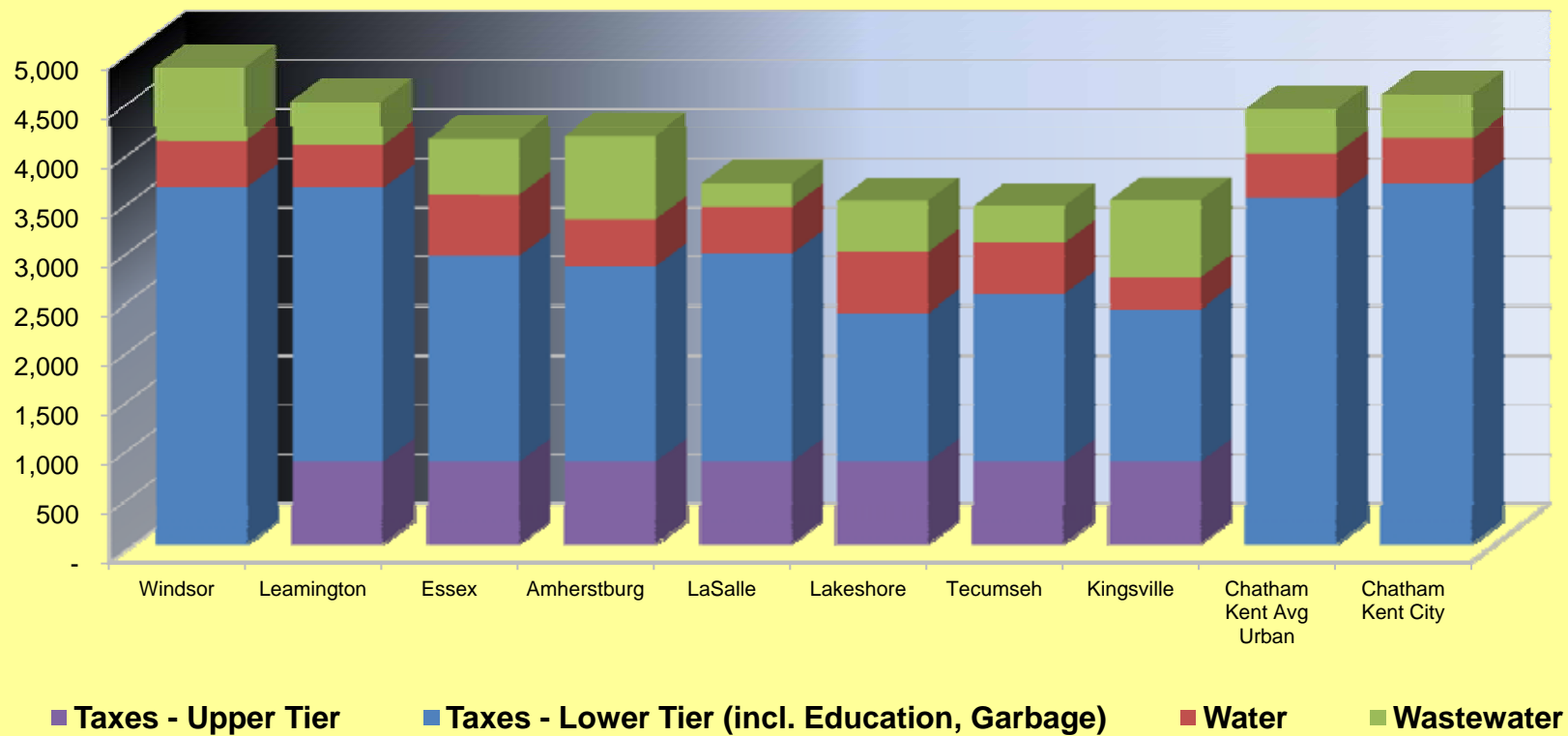
2011 Upper Tier Residential Taxes



Municipal Comparators



Combined Residential Tax, Sewer & Water Rates



Future Considerations



2013 Budget considerations:

1.5% Levy allocation for Infrastructure expansion	1,060,000	
Transportation - Reserve Exit Strategy	125,000	
Cost sharing of regional services	300,000	
External Commitment (S.S., S.H., MPAC, Health Unit, WEEDC, TWEPI)	500,000	
Departmental inflationary (no change to service levels)	300,000	
Road Rehabilitation - Incremental	200,000	
OMERS	375,000	
EMS Service Expansion (net County)	250,000	
External Capital Request	??	
County-Wide Active Transportation Infrastructure	??	
Economic Development Fund (Job Creation)	??	
Assessment Growth (est. 1%)	(650,000)	
Ontario Works assistance & employment benefit uploading	(1,000,000)	
	<u>1,460,000</u>	1.9%

Future Considerations



2013 Budget considerations:

1.5% Levy allocation for Infrastructure expansion	1,060,000	
Transportation - Reserve Exit Strategy	125,000	
Cost sharing of regional services	300,000	
External Commitment (S.S., S.H., MPAC, Health Unit, WEEDC, TWEPI)	500,000	
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Road Rehabilitation - Incremental	200,000	
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EMS Service Expansion (net County)	250,000	
External Capital Request	??	
County-Wide Active Transportation Infrastructure	??	
Economic Development Fund (Job Creation)	??	
Assessment Growth (est. 1%)	(650,000)	
Ontario Works assistance & employment benefit uploading	(1,000,000)	
	<u>1,460,000</u>	1.9%



Tax Rate Impact

YEAR	Assessed Value	Res. Tax Rate	Taxes	Tax Change	%
2011	\$200,000	.00420421	\$840.84		
2012	\$200,000	.00429910	\$859.82	\$18.98	2.26%



Questions?

2012 Budget Overview