

2019 – 2021 Budget Outlook

Council

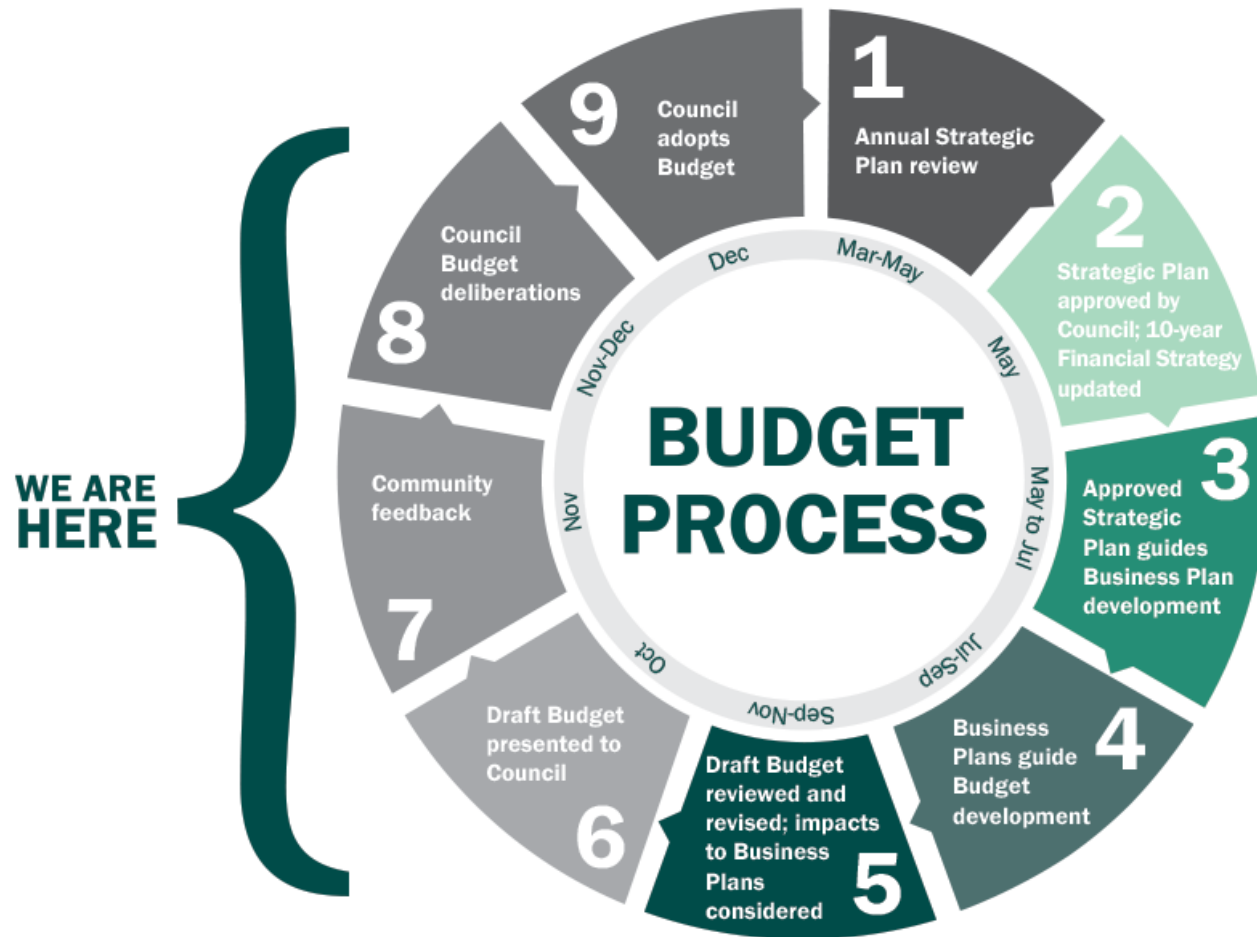
October 9, 2018



Guiding Principles for 2019 – 2021 Budget

- Align and support Council's Strategic Priorities
- Align and support Council's policies and direction
- Maintain existing services
- Manage Growth
- Create a proactive infrastructure renewal plan

Budget Process



3 Year Anticipated Tax Increases

	2019	2020	2021
Gross Tax Increase	7.11%	7.66%	6.95%
Less: Growth	(4.00%)	(4.00%)	(4.00%)
Net Tax Increase	3.11%	3.66%	2.95%

1% represents \$257,202 in additional property tax revenues

Impact on Average Home

Year	Taxes on Avg. Home	Annual Increase	Cost per Month
2018 - Approved	\$2,191	\$65	\$5.42
2019	\$2,258	\$67	\$5.58
2020	\$2,340	\$82	\$6.83
2021	\$2,409	\$69	\$5.75

2018 Average Single Family Dwelling – Assessed at \$481,410

Additional Budget Items included in 3.11% in 2019

- 7.5 FTEs to support growth plus inflationary, reclassifications, OT and step increments
- One additional RCMP Member (anticipated POP to COP Ratio = 1,211). Target is 1,000 to 1.
- Snow removal increase (\$20K operating and \$30K reserve)
- Transit based on an July/August 2019 start date (2019 – Net \$300,000 costs)
- 2% increase in contribution to the Infrastructure Gap Reserve of \$514K (and 2020 and 2021)

Staffing - 2019

- Budget includes inflationary, reclassifications, overtime and step increments
- 2019 New Staff Positions (7.5 FTEs funded by property taxes)
 - Roads Operator
 - Parks and Open Space Operator
 - Planner II
 - Civil Land Development Tech 1 (0.5 FTE)
 - Capital Projects Engineer (funded by reserve in 2018)
 - Safety Codes Officer (offsetting contract reductions)
 - Accountant
 - GIS Technician
 - Wage Equity at FCSS (no impact on FTE)
- 2019 New Staff Positions (1.46 FTEs funded by utilities)
 - Water and Wastewater Operator
 - Eco Center Worker (0.20 FTE)
 - Environmental Worker (0.26 FTE)

Transit Funding Strategy

	2019	2020	2021
Operating Costs (net revenue)	\$300,000	\$600,000	\$600,000
Less: Operating Reserve	(\$0)	(\$146,164)	(\$0)
Less: MSI Operating Grant	(\$0)	(\$100,000)	(\$100,000)
Net Tax Impact	\$300,000	\$353,836	\$500,000

Incremental Tax Impact	\$300,000	\$53,836	\$146,164
% Tax Impact	1.17%	0.19%	0.49%

Tax Supported Capital Reserve

Transfer included in proposed budget

- In 2018 Council create the Infrastructure Gap Reserve to increase Tax Supported Capital Transfers to Reserves from less to 8% to a target of 15% of Property Taxes.
- In 2018 Council transferred 1% or \$238,500 of Property Taxes to the Infrastructure Gap Reserve
- In the draft 2019 to 2021 Budget an additional 2%, 4% and 6% is transferred in 2019, 2020, 2021 respectively. Incrementally 2% more each year.

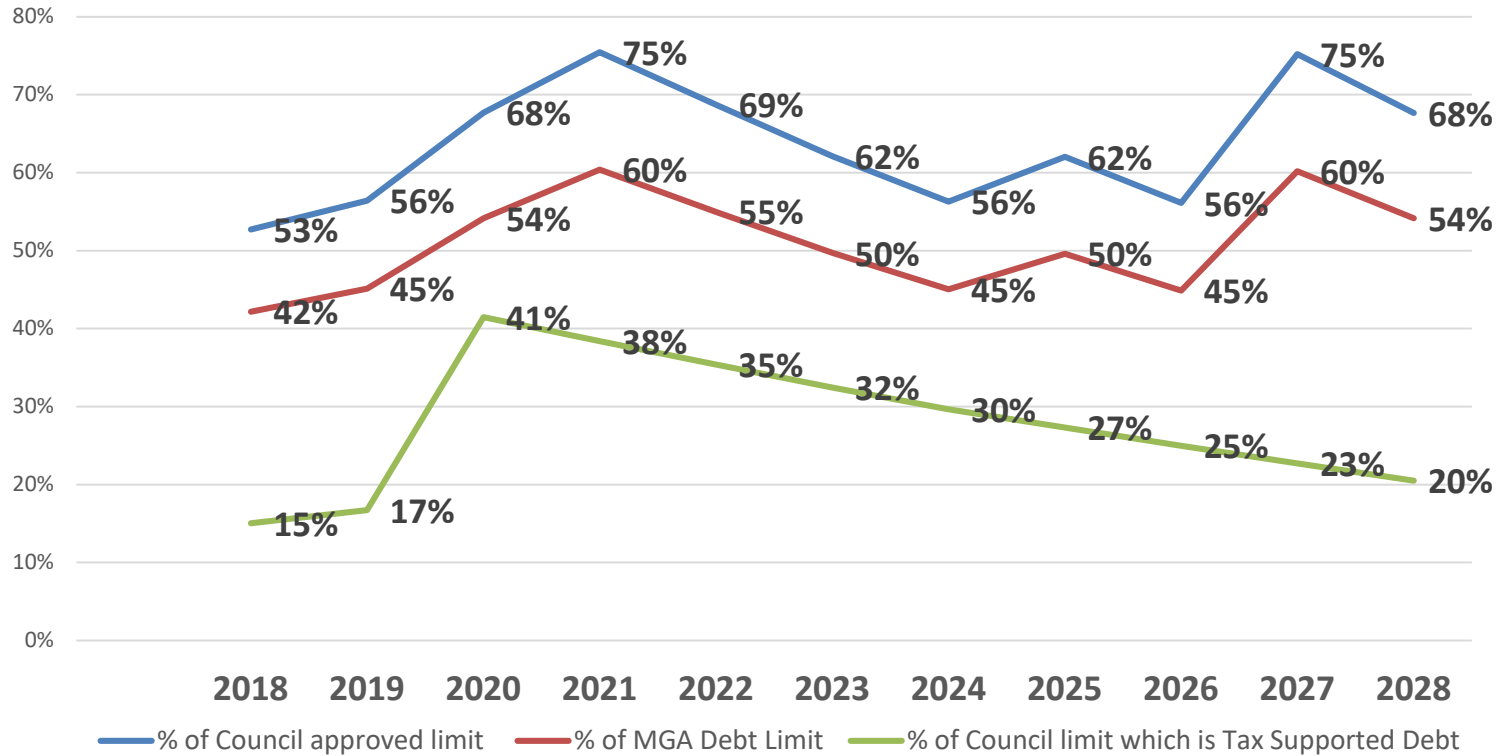
	2018 Approved	2019 Projected	2020 Projected	2021 Projected
Tax Supported Reserve Transfers	\$2,134,342	\$2,677,601	\$3,316,646	\$3,940,030
% of Property Taxes	8.30%	9.68%	11.13%	12.47%

Capital Plan Highlights

- Bow River Bridge - 2019/2020 (OSL Funded Debt and MSI)
- Horse Creek Pedestrian Crossing – 2018/2019 (OSL/MSI Funded)
- Transit Infrastructure – 2019/2020 (GreenTRIP, CRL and MSI Funded)
- Esso Bulk Station Pedestrian Crossing – 2020/2021 (CRL Funded)
- New RCMP Detachment – 2020/2021 (OSL and Tax Funded Debt)
- Centre Ave. Widening – 2021 (OSL/MSI Funded)
- Centre Ave/1A Intersection Improvements – 2022 (OSL/MSI Funded)
- Grade Separated Crossing at Centre Ave – 2026/2027 (OSL/MSI Funded)
- Ongoing Fleet Replacements (Tax funded)
- Ongoing Water/Wastewater Upgrades (OSL and Utility Debt funded)
- Potential Arts/Culture/Innovation/Library – 2025 (Partially CRL Funded)

Debt Projections

Debt vs. Benchmark (%)



Next Steps

- October 9, 2018 - Budget Outlook Presentation (today)
- October 22, 2018 – Draft 2019 – 2021 Budget Presented to Council
- November 5th – Two (2) Conversation Café Sessions on 2019 – 2021 Budget
- October 17th to November 9th – Outreach Campaign on Budget
- November 15th and 16th (19th if necessary) – Council Review of the Budget and Feedback
- December 10, 2018 – Adoption of 2019 – 2021 Budget by Council

Note: Transit RFP Closes October 29, 2018



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HOW THE WEST IS NOW