



**COMMITTEE OF THE WHOLE  
AGENDA REPORT**

**TO:** Mayor Furniss and Members of Committee of the Whole  
**MEETING DATE:** September 14, 2017  
**SUBJECT:** 2016 DEVELOPMENT CHARGES STATEMENT

<b>RECOMMENDATION:</b> That Committee of the Whole recommend to Council to approve the 2016 Development Charges Statement.		
<b>APPROVALS:</b>	Date	Signature
Submitted By: Shannon Johnson, Treasurer	<u>2017-09-07</u>	Original signed by S. Johnson
Acknowledged: Steve McDonald, CAO	<u>2017-09-07</u>	Original signed by S. McDonald

**SUMMARY:** Outlined in this report are the 2016 transactions for the Development Charges Reserve Funds.

Development Charges Reserve Funds totalled \$951,815.85 at December 31, 2016. All 2016 transactions were budgeted and met the terms of the allowable use for Development Charges.

**ORIGIN:** Development Charges Act, 1997.

**BACKGROUND:** As legislated in the Development Charges Act, 1997, S.O. 1997, c. 27, s. 43

- (1) The treasurer of a municipality shall each year on or before such date as the council of the municipality may direct, give the council a financial statement relating to development charge by-laws and reserve funds established under section 33.
- (2) A statement must include, for the preceding year, statements of the opening and closing balances of the reserve funds and of the transactions relating to the funds and such other information as is prescribed in the regulations.
- (3) The treasurer shall give a copy of a statement to the Minister of Municipal Affairs and Housing within 60 days after giving the statement to council.

**DETAILS:** The following table summarizes 2016 Development Charges Reserve activity for the Township:

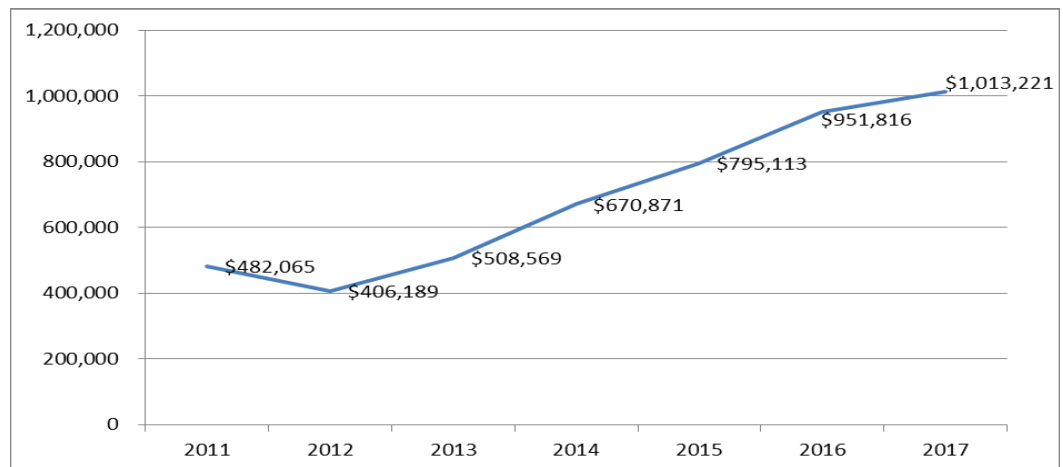
2016 TRANSACTIONS				
Department	Opening Balance	Additions	Usage	Closing Balance
Library	80,374.02	7,513.54	0	87,887.56
Fire Protection	256,942.79	139,200.47	(150,000.22)	246,143.04
Recreation	287,578.86	26,527.96	0	314,106.82
Roads and Related	181,008.29	157,739.72	(28,216.27)	310,531.74
General Government	(10,790.53)	3,937.20	0	(6,853.32)
<b>TOTAL</b>	<b>\$795,113.44</b>	<b>\$334,918.90</b>	<b>(\$178,216.49)</b>	<b>\$951,815.85</b>

Development Charge Reserve additions amounted to \$334,918.90 of which \$322,332.59 came from development within the Township and \$12,586.31 came from interest earned.

Amounts were applied to the individual departments per Schedule B and Schedule B2 of By-Law 2014-107.

Balance Trend

Below is a graph of the Development Charges balance since 2011, projected through 2017:



**CONCLUSION:** Transactions during the year comply with the legislated restrictions of the Development Charges Act. This report will be submitted to the Minister of Municipal Affairs and Housing within 60 days of Council’s approval of the report. A resolution from COW is required and must be sent for the Municipal Audit and the 2016 Financial Information Return.



**COMMITTEE OF THE WHOLE  
AGENDA REPORT**

**TO:** Mayor Furniss and Members of Committee of the Whole  
**MEETING DATE:** September 14, 2017  
**SUBJECT:** 2016 FINANCIAL RESERVE TRANSACTIONS

<b><u>RECOMMENDATION:</u></b> That Committee of the Whole recommend to Township Council to approve the 2016 financial reserves transactions.			
<b><u>APPROVALS:</u></b>		Date	Signature
<b>Submitted By:</b>	<b>S. Johnson, Treasurer</b>	<b><u>2016-09-07</u></b>	<u>Original Signed by S. Johnson</u>
<b>Approved By:</b>	<b>S. McDonald, CAO</b>	<b><u>2016-09-07</u></b>	<u>Original Signed by S. McDonald</u>

**SUMMARY:** The ending balance for all financial reserves at December 31, 2016 was \$8,949,496 or 93.5% of the 2016 levy. The reserves balance at the 2015 year end was \$7,832,095. Major contributing factors to the year over year increase include: a net increase in building permit revenue over expenditures of \$760,077, the transfer of Provincial grant funding due to unspent funds on capital projects and equipment that were approved in 2016; as well as the transfer of \$500,000 from the operating budget to the roads reserve account.

Since 2011, reserve funds have been utilized to close the gap between asset investment and depreciation. Council should continue to make a strict commitment to adequate replenishment of these reserves so that they may continue to be used for this purpose.

Projected financial reserve transactions for 2017 anticipate reserves to reduce to \$8,792,611 or 85.1% of the 2017 levy. The minimal decrease year over year is due to an additional \$250,000 to the roads reserve and a five (5%) capital levy contribution of \$480,000 to the Township's discretionary reserves. This additional contribution to reserves will be a starting point to a strategic path to increase reserves in order to maintain and increase Township service levels and infrastructure. Council will continue to consider an annual capital levy to increase discretionary reserves each budget year.

**ORIGIN:** Office of the Treasurer

**BACKGROUND:** Policy C-FS-03 to have Council approve the financial reserve transactions for 2016.

**DETAILS:**

The following table summarizes the reserve transactions for 2016:

<b>2016 Actual Financial Reserves</b>					
	Opening Bal.	Additions	Interest	Disbursements	Closing Bal.
<b>Obligatory Reserves:</b>					
Development Charges	795,113	350,458	12,586	(206,341)	951,816
Parks	1,520,618	403,865	20,455	(625,458)	1,319,481
<b>Total Obligatory Reserves</b>	<b>2,315,732</b>	<b>754,323</b>	<b>33,041.01</b>	<b>(831,799)</b>	<b>2,271,297</b>
<b>Restricted Reserves</b>					
Building Services	1,218,986	760,077	23,027	(36,714)	1,965,376
Library	23,163	40,000	-	(73,208)	(10,045)
<b>Total Restricted Reserves</b>	<b>1,242,149</b>	<b>800,077</b>	<b>23,026.57</b>	<b>(109,922)</b>	<b>1,955,331</b>
<b>Discretionary Reserves:</b>					
Arenas	205,215	20,000	2,503	(85,489)	142,230
Attainable Housing	11,504	8,480	185	(5,954)	14,215
Bala Heritage Professional Fees	35,055	8,549	371	(27,475)	16,501
Cemeteries	50,317	9,352	798	-	60,467
Computer Equipment	66,027	202,799	2,304	(19,510)	251,619
Education & Training	-	25,725	187	-	25,912
Election	27,351	29,400	610	-	57,361
Fire	1,486,018	200,000	17,525	(757,176)	946,368
Municipal Building	6,008	-	87	-	6,095
Mural	16,018	15,000	341	-	31,359
Nursing Station	171,056	26,350	2,674	-	200,080
Other equipment	92,371	47,000	1,258	(58,371)	82,258
Organizational Review	-	192,976	1,067	(46,003)	148,039
Parking Facilities	194	-	3	-	197
Parks Equipment	84,626	-	1,183	(6,247)	79,562
Planning	38,413	20,294	630	(10,294)	49,043
Roads	606,064	500,000	9,236	(439,387)	675,914
Street Lighting	5,875	-	90	-	5,965
Weather Event	25,471	-	370	-	25,840
Working Capital	1,346,633	768,852	25,225	(236,865)	1,903,845
<b>Total Discretionary Reserves</b>	<b>4,274,214</b>	<b>2,074,776</b>	<b>66,648</b>	<b>(1,692,770)</b>	<b>4,722,869</b>
<b>Total Financial Reserves</b>	<b>7,832,095</b>	<b>3,629,176</b>	<b>122,715</b>	<b>(2,524,569)</b>	<b>8,949,496</b>
				<b>Total 2016 Levy</b>	<b>9,573,542</b>
				<b>Total Reserves to Levy</b>	<b>93.5%</b>
				<b>TML Discretionary Reserves to Levy</b>	<b>49.3%</b>
				<b>2015 Provincial average</b>	<b>49.9%</b>
				<b>Difference</b>	<b>-0.6%</b>

In-Flow

Operating and Capital Reserve additions are transferred in accordance with the 2016 approved budget.

With respect to Obligatory Reserve additions, Parks are mostly earned as cash-in-lieu of parkland from the creation of vacant land through severances, the sale of road allowances and issuing of license agreements. Effective January 1, 2014, proceeds from the sale of road allowance and issuing of license agreements are allocated to the Roads Reserve. Development Charges are collected when permits are issued for any new development that occurs within the Township. Both of these revenue streams may vary depending on the level of activity in the given year.

### Interest

The Township earns interest through the general bank account. The total of the interest earned in the year is divided among the reserves accounts based on their average balance. Investment interest earned in 2016 is up \$14,745 from 2015 due to the timing of cash inflows and outflows throughout the calendar year in the Township's general bank account.

### Out-Flow

Obligatory Reserves are restricted by legislated usage of the funds. Parks Reserve may only be utilized for the purchase (and required maintenance of) recreational assets, and therefore disbursements were allocated in such a manner for 2016. Development Charges may be spent on capital required to increase service capacity deemed necessary due to development within the Township.

Discretionary Reserve disbursements are applied based on the 2016 approved budget. Other Equipment disbursement included purchases of wifi equipment to implement Phase 1 of the Township's wifi initiative to provide private and public internet at the municipality's fire stations and community centres. The Roads disbursements included various road and bridge projects.

## 2017 Projections

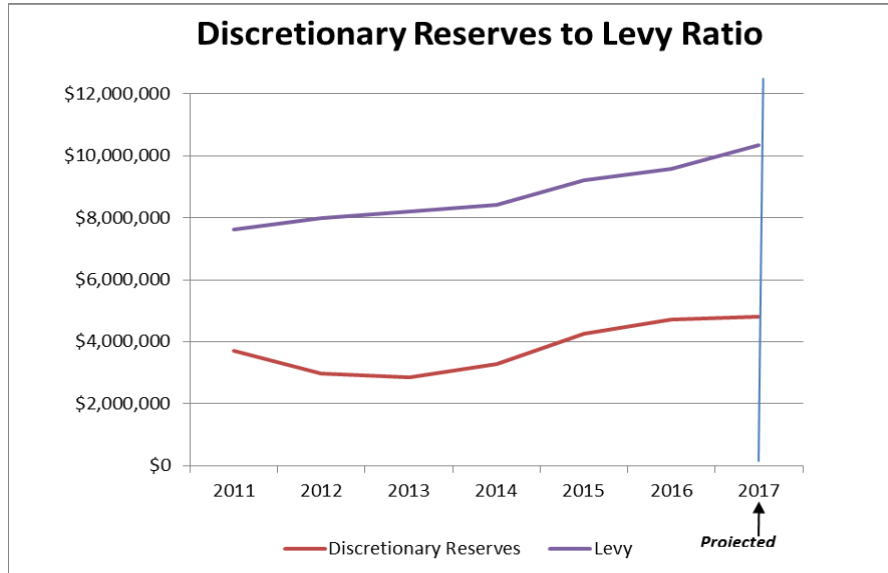
The following table summarizes the reserve transactions that are anticipated for 2017:

2017 ESTIMATED FINANCIAL RESERVES					
	Opening	Additions	Interest	Outflow	Closing
<b>Obligatory/Politically Restricted Reserves:</b>					
Development Charges	951,816	50,000	11,405	-	1,013,221
Parkland Dedication	1,319,481	50,000	15,897	(441,000)	944,377
<b>Total Obligatory Reserves</b>	<b>2,271,297</b>	<b>100,000</b>	<b>27,301</b>	<b>(441,000)</b>	<b>1,957,598</b>
<b>Restricted Reserves</b>					
Building Services	1,965,376	123,368	24,791	(93,000)	2,020,534
Library	(10,045)	80,000	-	(75,000)	(5,045)
<b>Total Restricted Reserves</b>	<b>1,955,331</b>	<b>203,368</b>	<b>24,791</b>	<b>(168,000)</b>	<b>2,015,489</b>
<b>Discretionary Reserves:</b>					
Arenas	142,230	20,000	1,951	(126,000)	38,180
Attainable Housing	14,215	8,480	116	(12,000)	10,812
Bala Heritage Professional Fees	16,501		-	-	16,501
By-law	-	12,766	-	-	12,766
Capital Levy Reserve	-	480,000			480,000
Cemeteries	60,467	10,000	1,188	(6,500)	65,155
Computer Equipment	251,619	75,000	1,420	(185,600)	142,439
Education and Training	25,912	-	468		26,380
Election	57,361	29,000	1,129	(25,000)	62,490
Fire	946,368	185,000	15,192	(538,634)	607,925
Municipal Building	6,095	-	111	(5,000)	1,206
Mural	31,359	15,000	705	-	47,065
Nursing Station	200,080	-	2,220	-	202,300
Organizational Review FTE posit	148,039	-		(146,973)	1,067
Other equipment	82,258	50,000	1,475	(10,000)	123,733
Parking Facilities	197	-	4	-	201
Parks Equipment	79,562	-	520	(7,600)	72,482
Planning	49,043	25,000	1,119		75,162
Roads	675,914	750,000	12,455	(530,066)	908,303
Street Lighting	5,965	-	196	-	6,160
Weather Event	25,840	-	470	-	26,311
Working Capital	1,903,845	137,882	27,168	(176,008)	1,892,887
<b>Total Discretionary Reserves</b>	<b>4,722,869</b>	<b>1,798,128</b>	<b>67,908</b>	<b>(1,769,381)</b>	<b>4,819,524</b>
<b>Total Financial Reserves</b>	<b>8,949,496</b>	<b>2,101,496</b>	<b>120,000</b>	<b>(2,378,381)</b>	<b>8,792,611</b>
			<b>Total 2017 Levy</b>		<b>10,335,707</b>
			<b>Total Reserves to Levy</b>		<b>85.1%</b>
			<b>TML Discretionary Reserves to Levy</b>		<b>46.6%</b>
			<b>2015 Provincial average</b>		<b>49.9%</b>
			<b>Difference</b>		<b>-3.3%</b>

Major in-flow includes an additional allotment of \$250,000 to the Roads Reserve and a five (5%) capital levy that was introduced in the 2017 budget which equated to an additional \$480,000 allotment to discretionary reserves for future infrastructure requirements. It is recommended to increase annual capital funding to meet future infrastructure spending as per the Township's ten year capital plan.

## Trends and Analysis

The graph below depicts the discretionary reserves held in relation to the levy over the last six years and 2017's projected balances. Due to the 2017 additional five (5%) capital levy contribution to discretionary reserves, this has maintained the estimated 2017 discretionary balance as compared with the balance at the end of 2016.



Reserves should be held to assist with cash flow fluctuations, future requirements, emergencies, unexpected events and as general working capital. Capital infrastructure that is not expected to be funded by debt financing, grant proceeds, or out of the general levy should be considered when establishing reserve contributions at budget time.

During the 2017 budget deliberations, it was identified by staff that other recommendations must be considered in combination with a five percent (5%) dedicated capital levy being added to discretionary reserves each year, as this will not be enough to fund the Township's forecasted capital needs over the next 10 years and into the future.

Reserve balances were utilized to increase capital spending, effectively closing the gap between infrastructure investment and related depreciation.

### Other Allowances

Aside from reserves, allowances for items such as uncollectable taxes are also allocated in the financial position of the Township; however they are presented as liabilities rather than reserve accounts because of the limited ability to use the funds for discretionary purposes.



**COMMITTEE OF THE WHOLE  
AGENDA REPORT**

**TO:** Mayor Furniss and Members of Committee of the Whole  
**MEETING DATE:** September 14, 2017  
**SUBJECT:** 2016 INVESTMENT REPORT

**RECOMMENDATION:** None. Information purposes only.

<b><u>APPROVALS:</u></b>	Date	Signature
<b>Submitted By:</b> Shannon Johnson, Treasurer	<u>2017-09-07</u>	<u>Original Signed by S. Johnson</u>
<b>Acknowledged:</b> Steve McDonald, CAO	<u>2017-09-07</u>	<u>Original Signed by S. McDonald</u>

**ORIGIN:** Section 418 of the *Municipal Act, 2001* and *Ontario Regulation 438/97 – Eligible Investments and Related Financial Agreements*.

**BACKGROUND:** The Township aims to optimize the earning potential of its cash reserves by investing any unrequired amounts with preservation of capital being the primary objective.

**DETAILS:** For 2016, Township funds were held in the Township’s chequing account with the Bank of Nova Scotia. The interest yield on account interest is comparable to stock market performance, and the capital preservation and agreed interest earnings are guaranteed, meaning that the Township can comfortably predict its cash position throughout the year.  
 The Township’s average monthly account balance in 2016 was \$13,732,315.



Throughout 2016, the total interest of \$122,715.76 was earned as follows:

<b>2016</b>	<b>Bank Interest</b>
January	5,841.00
February	8,306.12
March	11,747.75
April	8,764.96
May	10,401.30
June	10,785.17
July	9,097.67
August	14,681.44
September	14,378.17
October	10,002.46
November	9,900.59
December	8,809.13
<b>Total</b>	<b>\$ 122,715.76</b>

**CONCLUSION:**

It is my opinion that the performance of the Township's portfolio is in compliance with the Municipal Act, 2001, related regulations, and the Township's internal investment policy.

However, since Scotiabank's interest rate on chequing accounts is Prime - 1.80% which equals 0.90%, it is my opinion that the Township of Muskoka Lakes should consider investing with One Funds Investments through CHUMS Financing Corporation as interest on One Funds High interest Savings Account (HISA) is 1%. A Staff Report will be brought forward in the future recommending a conservative amount of Township funds to be invested with One Funds Investments.

One Fund is an approved investment instrument per the Township of Muskoka Lakes investment policy C-FS-04.



**COMMITTEE OF THE WHOLE  
AGENDA REPORT**

**TO:** Mayor Furniss and Members of Committee of the Whole  
**MEETING DATE:** September 14, 2017  
**SUBJECT:** 2018 BUDGET GUIDELINES

<b>RECOMMENDATION:</b> That Committee of the Whole direct staff to prepare the 2018 Budget in accordance with the Township Council Policy C-FS-01 and with consideration of the information included in this report.		
<b>APPROVALS:</b>	Date	Signature
Submitted By: Shannon Johnson, Treasurer	<u>2017-09-11</u>	<u>Original signed by S. Johnson</u>
Acknowledged: Steve McDonald, CAO	<u>2017-09-11</u>	<u>Original signed by S. McDonald</u>

**SUMMARY:** Following the direction of Township Council Policy C-FS-01 (attached for reference), Senior Management will develop the 2018 Budget for the Township of Muskoka Lakes utilizing historical data and any current trend information that may be available. The 2018 Budget will include both operating and capital components.

**ORIGIN:**

- Township Council Policy C-FS-01
- Municipal Act, 2001, C. 25, s. 290

**DETAILS:** Tentative Schedule

- **Sept/Oct 2017** – Departmental development of 2018 requirements.
- **Nov 2017** – Consolidation and Treasurer review.
- **Dec 2017** – Presentation to Finance Review Committee.
- **Jan 2018** – Review by Committee of the Whole.
- **Feb 2018** – Council adoption.

Guidelines

Senior Management will be instructed to prepare departmental budgets while adhering to Township policy guidelines and considering the following information:

Operating:

- Retain the current level of service.
- Utilize historical data to interpret trends for volume requirements.
- Analyze potential areas for efficiency improvement and cost reduction.
- Include employee wage adjustments as determined by a corporation-wide, non-union wage analysis.
- Contact employee benefits suppliers for expected pricing changes.
- Incorporate goods and services inflationary trends.

Capital:

- Complete the asset management plan and incorporate the 2018 components based on needs prioritization.
- Estimate available funding sources and amounts.
- Include an optimal funding scenario including reserve replenishment.

The Treasurer will consolidate the departmental budgets for review by the Finance Review Committee (as appointed by Township Council). Once approved, the Treasurer will present the budget in its entirety to Committee of the Whole.

Trends and Other Considerations

- Consumer Price Index (Ontario) is forecasted to increase .10%, from August 2017, to the end of March 2018. The current increase over the September 2016 index is 1.24%.
- Annual discretionary reserves balances have been identified as a concern for the funding of the Township's ten year capital plan as discussed in the 2017 budget deliberations and service level review. Staff recommends that the five (5%) capital levy, approved by Council in the 2017 budget, be considered again in the 2018 budget as an increase contribution to Township discretionary reserve balances.
- Gasoline, diesel and heating oil pricing continue to be volatile with heavy influence from crude oil market prices.
- Energy demand in Ontario is expected to retreat slightly, which should lend to more stable rates.
- Liability insurance rates are experiencing upward pressure, particularly on municipalities, with significant court rulings and awards that have been paid out in recent cases.
- Statutory benefit rates (CPP, EI, OMERS, WSIB, EHT) for 2018 are not yet available.
- Other benefit rates (health, dental, etc.) continue an upward trend ranging from 0% to 14%.

**FINANCIAL:** Overall financial impact will be discussed during the annual budget presentation.

**CONCLUSION:** The details provided in this report along with the guidelines of Township Council Policy C-FS-01 will provide department managers with direction when preparing the 2018 Budget.



THE CORPORATION OF THE TOWNSHIP OF MUSKOKA LAKES  
**TOWNSHIP COUNCIL POLICY**

**Budget Guiding Principles**

<b>AUTHORITY:</b> Township Council	<b>APPROVED:</b> <b>Res. No:</b> <b>Date:</b>	<b>C-5-06/02/06</b> <b>February 6, 2006</b>	<b>REVISED:</b> <b>Res. No:</b> <b>Date:</b>	<b>C-32-17/02/17</b> <b>February 17, 2017</b>
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**PURPOSE:**

The purpose of this policy is to establish principles for the annual preparation of budgets and business plans. In some cases these principles will stand alone, while in others the principles are excerpts from separate policies established by Township Council.

The development of the Township’s Budget is one of the most critical functions undertaken by Township Council and administration. The Budget is the fiscal plan that is built to support Council’s Business Plan. The Budget provides authority for administration to spend Township revenues on programs and services as directed by Township Council.

As such, it is important that the annual budget be developed in a consistent and planned manner. The Budget should not be established without a good understanding of its impacts on future years and the ability to fund these impacts. The Budget for the Township of Muskoka Lakes will roll out of the Township’s Business Plans.

Financial policies will be an integral part of the development of the budget.

**POLICY:**

**The Township of Muskoka Lakes will develop annual operating budgets and capital investment programs based upon the following principles.**

**STANDARDS:**

1. General
  - a. The operating budget shall serve as the annual financial plan for the Township. It will serve as the policy document of Township Council for implementing Township Council goals and objectives. The budget shall provide staff with the resources necessary to accomplish Township Council determined service levels. Budgets will support Business Plans.
  - b. The Department Business Plans will:
    - i. be comprised of operating and capital investment projects and programs which are consistent with Township Council’s approved Strategic Plan;



- ii. be comprised of capital investment projects and operating programs which balance the expectations of citizens for service levels with their ability and willingness to pay for those services;
  - iii. where capital investment projects are being recommended, identify all costs associated with operating the new equipment or facility.
- c. While the demand and need for local public services will be the major considerations in determining tax rates, local taxing efforts of other municipal authorities will also be reviewed.
  - d. Township Council will seek public and administration's input, not only during Budget preparation, but throughout the year. Public input will include opportunity for presentations to Township Council during budget deliberations.

2. **Balanced Budget**

The Township of Muskoka Lakes shall annually adopt a balanced budget where operating revenues are equal to operating expenditures.

Any year-end operating surpluses will be applied either to:

- a. reserves for use in maintaining reserve levels set by Township Council policy
- b. one-time expenditures, or
- c. the repayment of outstanding debt.

3. **One-time Revenues**

Major one-time revenues will be applied either to:

- a. reserves for use in maintaining reserve levels set by Township Council policy,
- b. one-time expenditures, or
- c. the repayment of outstanding debt.

Operating surpluses and one-time revenues will not be used to fund ongoing operating expenditures, as this results in incurring annual expenditure obligations that may be unfunded in future years.



4. Use of Unpredictable Revenues

Unpredictable revenue sources will not be relied upon to directly fund expenditures until the revenue has been received

The major unpredictable revenues of the Township are related to the timing of land sales and land development. Development levies vary depending on the rate of development.

Revenue from land sales will be transferred to the Capital Asset Revolving Fund. Major revenues from development levies will be transferred to financial reserves as defined in the schedules to the Financial Reserves Policy. Expenditures will be funded from reserves after the revenue has been received.

5. Diversify Revenues

- a. It is the policy of the Township to charge fees for services where it is applicable and cost effective to do so.
- b. The Township will strive for full cost recovery where it is applicable and cost effective to do so.
- c. The Township will continuously seek new and diverse revenues so as to limit the dependence on one or only a few sources and in order to maintain needed services during periods of declining economic activity.

6. New Programs

- a. The Township will consider general fund requests for new or expanded programs during the course of the regular budget process. Only in extreme circumstances will such requests be considered during the course of the year.
- b. The Township will pursue federal, provincial, and private grants but will strictly limit financial support of these programs to avoid commitments, which continue beyond funding availability.

7. Reserves

- a. In order to plan for future infrastructure requirements and needs, Council will consider a capital levy of up to 5% annually.
- b. The Township will maintain appropriate Reserves as determined by Township Council through its Reserve Policy and planning.
- c. The budget will allocate an appropriate level of funds to Reserves in



order to maintain services throughout economic cycles:

- i. to ensure against unforeseen costs and revenue reductions;
  - ii. to provide bridge financing for capital; and
  - iii. to allow the Township to take advantage of grants and/or market opportunities.
- d. In addition to its capital reserve funds, the Township will establish reserves to fund:
- i. large, long-term liabilities;
  - ii. eliminate tax rate fluctuations due to unanticipated expenditures and revenue shortfalls;
  - iii. smooth expenditures;
  - iv. and fund multiple year special projects.
- e. Use of reserves is planned and is not considered as an alternate-funding source in place of good financial practice. Long-term liabilities will be reviewed on an annual basis. Reserves and reserve funds will be established as required and maintained.
- f. Ensure that current revenues support current programs. The budget should provide that current programs are funded from current revenues and that reserves are used only as a temporary balancing measure.

## 8. Infrastructure

- a. The Township will endeavor to preserve and renew its infrastructure, as a priority over developing new infrastructure.
- b. Projects and maintenance will not generally be deferred unless the need for the project or maintenance changes. As a result, projects in the 10-year capital forecast advance from year to year in an orderly fashion. Maintenance is not deferred to meet funding constraints since deferred maintenance generally results in increased operating or replacement costs in the future.
- c. The Department Business Plans will provide that an appropriate proportion of the cost of new development related to capital infrastructure, as determined by Township Council Policy, be financed by development charges.
- d. The Township prepares a multi-year operating forecast to identify the impact of new facilities and infrastructure. Unless the Township has the ability to afford the new facility, the project will not proceed.

9. Staffing

In general, unless unusual circumstances warrant, additional staffing requests included in budget development will be based on a start date of April 1.

10. Revenue Estimates

Operating revenue projections will be based on actual historic trends, supplemented with additional knowledge of future expectations.

**ADMINISTRATIVE PROCEDURES:**

This policy will be reviewed annually by Administration with any changes being recommended to Township Council for approval.

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**CROSS REFERENCES:**

Policy C-CAO-04, CAO Directives on Financial Planning and Budgeting; Policy C-CAO-05, CAO Directive on Financial Conditions and Activities; Policy C-CAO-07, CAO Directive on Asset Protection, Management & Services Res. # MSC-3-17/01/06, Confirming By-law 2006-22, Confirming By-law 2017-027

