

# Special Meeting of Council - Budget 2022

February 1, 2022



**ElginCounty**  
*Progressive by Nature*

# Summary of Budget Process Highlights

- ▶ The Budget Process for 2022 has included six meetings over the period of July 2021 to January 2022
- ▶ This timeline also included a period of Public Engagement using Bang the Table Software from July to mid September.
- ▶ The results of the 2022 budget survey can be found posted on our website page at:
- ▶ <https://www.elgincounty.ca/wp-content/uploads/2021/11/070-2022-Budget-Survey-Responses-1.pdf>
- ▶ A summary of each department presentation, and approved increases/decreases has been created and included for the purpose of this presentation in Appendix I.
- ▶ We had the advantage to have a video record of all our budget committee meetings. A link to the departmental presentation(s) are included and can be accessed for further clarification.
- ▶ Today's meeting serves as an update and debrief of where we were and where we are headed, to provide some further updates since the last budget committee meeting, and to gather feedback that may require further investigation to move the process forward.

# Meeting #1 Highlights

- ▶ Highlights of Meeting #1 - July 27, 2021 included:
  - ▶ 2<sup>nd</sup> Q Financials - showed a favourable variance of \$225,000 bringing YTD Performance to \$402,000
  - ▶ An outline of additions to the 10 year plan since last budget included \$2,690,000 which are included in the 2022 budget and beyond
  - ▶ A proposed Budget Timeline was proposed and accepted in principle
  - ▶ The new Small Business Sub-Class was outlined. The administration of this Sub-Class was created in a different format than other Sub-Classes. The roll out would be complicated for our Local Municipal Partners and therefore, the Treasurer's collectively agreed that it was not recommended to proceed with implementation at this time.
- ▶ The budget survey was then posted ready for responses. In light of the pandemic and to accommodate social distancing, invitations to the public were posted on our facebook page and included in our weekly news paper ads in local papers.

# Meeting #2 Highlights

- ▶ In advance of this meeting, the results of the Budget Survey were tabulated and shared with Department Managers. Some comments relative to areas that were not within our scope of work were received and we shared these with the appropriate Local Municipal Partners.
- ▶ Budget discussions began between Finance and individual departments. These discussions started the compiling of departmental 2022 needs. Staff were able to utilize the budget Survey to inform their work.
- ▶ Highlights of Meeting #2 - October 26, 2021 included:
  - ▶ CAO presented an introduction and a budget schedule with presentation outlines
  - ▶ The Budget Survey results were presented to the committee for review.
  - ▶ 3<sup>rd</sup> Quarter Financials were presented indicating further positive performance of \$385,000 bringing the overall year to date performance to \$787,000. The performance will enable the County flexibility to deal with any risks and opportunities that may arise in the fourth quarter of 2021.

# Meeting #2 Highlights continued

- ▶ Presentations were heard from Department Directors and Managers outlining their preliminary ask for 2022 and beyond
- ▶ At the conclusion of this meeting, the Budget committee requested further clarification on some aspects of individual department presentations. Further information was requested to be provided at the next meeting from all departments with respect to the following 6 questions:
  - ▶ 1) To what extent did your department take into consideration public input received through the survey?
  - ▶ 2) To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?
  - ▶ 3) To what extent have you considered offsets - in other words, what are you willing to give up?
  - ▶ 4) There is a need to make clear connections and provide more information about how priorities and initiatives link back to the Service Delivery Review Recommendations.
  - ▶ 5) To what extent has your department collaborated with other departments to develop the draft budgets and arrive at your recommendations?
  - ▶ 6) If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the risks associated with this?

# Meeting #3 Highlights

- ▶ Highlights of Meeting #3 - November 8, 2021 included:
  - ▶ CAO introduction included an overview of recommendations from Meeting #2, a more detailed overview of the results from the budget survey, Budget highlights from 2021 as a point of reference.
  - ▶ Department Directors and Managers presented clarification on items requested by the Committee from the last meeting as well as their responses to the six questions.
  - ▶ Further information was requested by the Committee related to the following departments:
    - ▶ Administrative Services - Agenda Management Software
    - ▶ Financial Services - Letter folding Machine Lease and Accounting intern
    - ▶ Engineering, Planning & Enterprise - Risks associated with Option #1 and Option #2 of the proposed Capital Asset Plan adjustments

# Meeting #4 Highlights

- ▶ Highlights of Meeting #4 - November 16, 2021 included:
  - ▶ A brief overview of the budget process to date was presented. To clarify the details, department presentations were summarized into charts to identify revisions, deletions, and items that could move forward into the 2022 budget year with their financial effects on both the 2022 plan and beyond.
  - ▶ Staff asked the Committee to consider Recommendations that can move forward and Recommendations requiring further changes or clarification.
  - ▶ Recommendations were approved to move forward for Council consideration during this phase of the process.
  - ▶ The Committee requested that staff gather more information related to identified Transportation projects, IT Service Management Software and ability to enable an inhouse development solution, and the need for the POA Generator. In addition, the committee requested data showing the Budget, Actual, and Variance for the last three years be provided for the purposes of comparison.

# Meeting #5 Highlights

- ▶ Highlights of Meeting #5 - December 9, 2021 included:
  - ▶ Known additions related to CPI Impacts and new pricing received
  - ▶ Financial options to accommodate the EPE additions to the capital plan
  - ▶ Related updates to an IT Inhouse ticketing system
- ▶ EPE updates:
  - ▶ POA generator has been confirmed as not required by the Ministry
  - ▶ Add Currie Road Pedestrian Crossover installation
  - ▶ Due to Bridge weight posting limit changes, operational constraints will be experienced by our Local Municipal Partner Bayham and therefore, rehabilitation of Philmore bridge must be addressed and can not be postponed so this bridge should be included in the 2022 budget deliberations
- ▶ The Committee requested staff bring back options that used the Growth of the County and incorporated an overview of Option #2 and Option #1 for further consideration. Preliminary increases to tax rates should also be presented as is possible.

# Meeting #6 Highlights

- ▶ After meeting #5, staff further collaborated to compile a solution to meet the Budget Committee requests to provide solutions and options to incorporate Option #1 and Option #2 into the 10 year plan while delivering some tax relief to ratepayers in this coming year.
- ▶ Highlights of Meeting #6 - January 12, 2022 included:
- ▶ A comprehensive outline of the funds available for the overall County Capital plan using the current budget numbers was presented that included Capital from all departments. Option #2 and the immediate needs for Philmore Bridge were additionally added.
- ▶ Funding of the Philmore project using existing funds within the following three projects was deemed possible. The 2021 in year reallocation of funds will alleviate the need to raise taxes to accommodate the immediate need for this project. We also learned that we would receive additional OCIF funding during this time period which was also incorporated into the budget.

Project	Budget	Spent	Available To Spend
62901805 Port Bruce Bridge Replacement 73030	8,479,500	( 8,038,239)	441,261
62901902 King George Lift Bridge Rehabilitation 4001	8,562,568	( 7,224,054)	1,338,514
62901910 Meeks Bridge Replacement 27010	3,050,000	( 2,109,181)	940,819

# Meeting #6 Focus on 2022

- ▶ With the funding of Philmore Bridge accommodated and the debt repayments covered using existing funds, the end of 2022 showed a surplus of funds.
- ▶ This surplus could then be reallocated in various ways including setting it aside for use in future years. The Committee indicated that they would like to investigate the possibility of reducing the Growth Reserve for 2022 and return any surplus back to the Levy resulting in a reduction to the Taxpayer wherever possible. If newly found surplus was returned to the Levy, the reduction would reduce the increase on the Levy from 5.6% to 3.85%
- ▶ The implication of utilizing the growth by rolling it into the Levy is that it is not likely desirable to increase the Levy by the same amount in a future year to regain the lost funding. Therefore, the base would be permanently reduced into the future years which puts some further pressure on future years

## Ten-Year Business Plan - Summary Report

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	2022 Budget
Funds Available to support Capital debt Repayment	(263,389)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607
Incremental Debt for Terrace Lodge (\$25M 25Years at Todays Rate2.87 (includes interest)	
TL Redevelopment Construction Funding Subsidy	
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.	(1,500,000)
Use of Capital Surplus Reserves	
Option #1 - Roundabout funding from MTO Partnership	
Option #1 - Roundabout Costs	
Option #1 - Gillets, Jamestown, and Fulton Line Bridges	
2022 levy reduction using Growth for each year of 10 year plan - .056% (.036% plus .02% Growth)	683,552
Use of Available Growth fund to fund Capital Debt	
Possible deferral of Capital to alleviate Further Debt	
Final funding Needs to balance to zero	42,770
	1.8500%
	2.0000%
	0.03850

- ▶ At Meeting #6 it was heard that a 3.85% increase on the Levy would result in an average tax rate increase for 2022 of 1.68% as per the table below.
- ▶ The Landfill rate is not set until later in the year when the regulation is implemented by the Ontario Property Tax Analysis system and will require an amendment at that time.
- ▶ This would translate to approximately \$10.50 per \$100,000 of assessment on a residential property.

Calculated Rates	Prior Year	Tax Rate	Increase
Residential	0.624937%	0.635435%	1.6799%
Farmland Awaiting Dev.	0.312469%	0.317718%	1.6798%
New Multi-Residential	0.624937%	0.635435%	1.6799%
Multi-Residential	1.249812%	1.270807%	1.6799%
Commercial - Occupied	1.023397%	1.040589%	1.6799%
Commercial - Small Value Added Farm	0.255849%	0.260147%	1.6800%
Commercial - Vacant Land	1.023397%	1.040589%	1.6799%
Industrial - Occupied	1.390547%	1.413907%	1.6799%
Industrial - Small Value Added Farm	0.347652%	0.353493%	1.6800%
Industrial - Vacant Land	1.390547%	1.413907%	1.6799%
Large Industrial - Occupied	1.769697%	1.799426%	1.6799%
Large Industrial - Vacant	1.769697%	1.799426%	1.6799%
Pipelines	0.715303%	0.727319%	1.6799%
Farm	0.143736%	0.146151%	1.6803%
Managed Forests	0.156234%	0.158859%	1.6801%
LandFill	20.874557%	21.225225%	1.6799%

# Meeting #6 Focus on the Future

- ▶ Strategies to manage the future of assets in the County of Elgin include but are not limited to:
- ▶ Putting Growth funds into a Reserve that can be delayed until there is an in year surplus that warrants some savings to be used into the future. The Growth amount may also fluctuate from the amount in the budget so it will be prudent to monitor this and base savings on actuals.
- ▶ Once the Transportation Master Plan is received, and the Asset Management Program is enabled, the County will have better data on which to fine tune project timelines.
- ▶ Moving projects ahead or back by a year where a surplus is available may be an opportunity to manage funding pressures.
- ▶ Adopting a best practice to put surplus funds from prior years into a reserve for use in years where there is unusual pressure.
- ▶ Divesting of assets should still be investigated and may still be a viable option.
- ▶ Long term financing of a major build such as the Terrace Lodge rebuild is proposed to be amortized over 25years to match the funding envelope and remove pressure using a longer repayment period.
- ▶ These strategies are offered numerically on the next slide for the committee's review as a summary of possible options for consideration as it relates to the current plan. It should be noted that this plan is flexible to accommodate knowns and unknowns as better information is received.

# Meeting #6 Focus on the Future continued

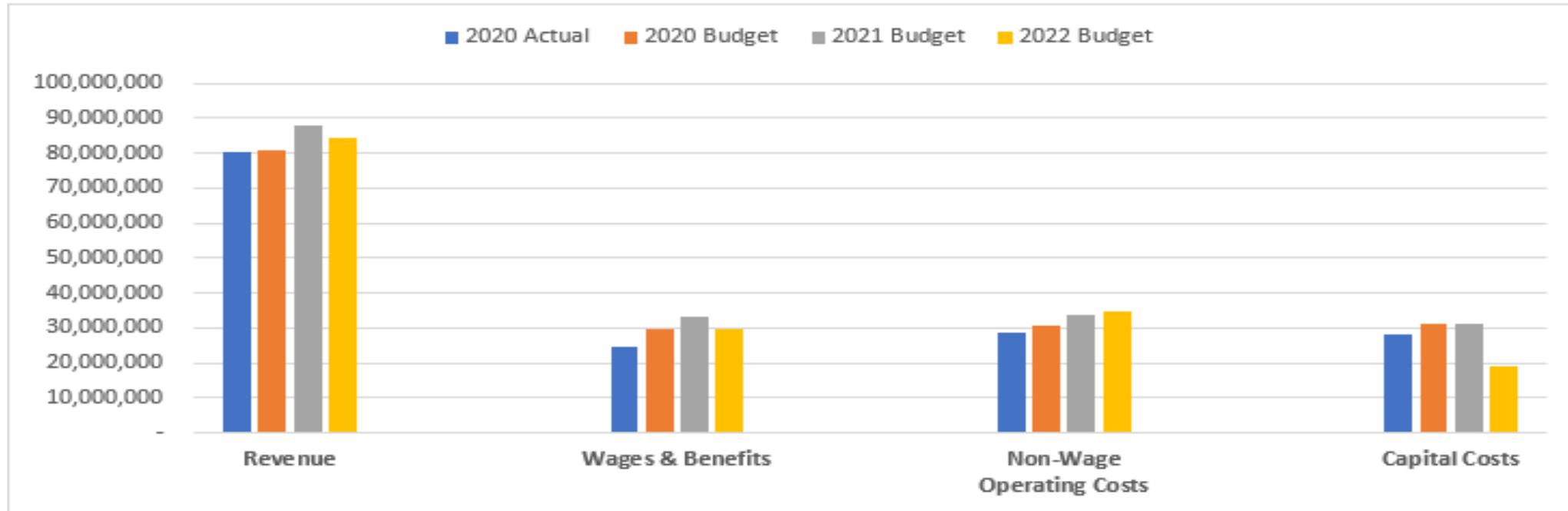
- ▶ The largest pressure point years from 2023 to 2026 could be managed with some preplanning and coordination as presented below. Additionally, 2031 would require additional consideration after 2026 is managed
- ▶ By earmarking approximately \$14M of Growth funds (either through levy or growth reserve), moving some projects between years, and setting aside possible surplus funds for use in a future year, we would be able to first manage Option #2 and additionally Option #1 over the 10 year capital plan.

Ten-Year Business Plan - Summary Report											
Retrieved on Jan 5, 2022 08:23 PM	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2022 - 2031 Budget Total
Funds Available to support Capital debt Repayment	(263,389)	4,031,451	(1,807,229)	194,646	1,746,264	(5,073,963)	(4,453,046)	(7,436,266)	(5,921,019)	7,829,217	(11,153,335)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607	1,142,114	1,161,973	1,182,187	1,202,765	1,223,711	1,245,032	1,266,739	1,288,835	329,797	11,165,760
Incremental Debt for Terrace Lodge (\$25M 25Years at Todays Rate2.87 (includes interest)		698,606	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	11,876,294
TL Redevelopment Construction Funding Subsidy			(392,923)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(5,893,838)
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.	(1,500,000)										(1,500,000)
Use of Capital Surplus Reserves		(4,000,000)		(1,300,000)	(2,000,000)					(2,500,000)	(9,800,000)
Option #1 - Roundabout funding from MTO Partnership								(2,375,000)			(2,375,000)
Option #1 - Roundabout Costs							620,000	4,130,000			4,750,000
Option #1 - Gillets, Jamestown, and Fulton Line Bridges						2,500,000	450,000				2,950,000
2022 levy reduction using Growth for each year of 10 year plan - .056% (.036% plus .02% Growth)	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	6,835,521
Use of Available Growth fund to fund Capital Debt		(1,468,132)	(1,468,132)	(1,468,132)	(1,468,132)	(1,468,132)	800,000	3,100,000	3,300,000	(6,900,000)	(7,040,660)
Possible deferral of Capital to alleviate Further Debt		(1,000,000)	400,000		(800,000)	1,400,000					-
Final funding Needs to balance to zero	42,770	87,590	(25,547)	(96,381)	(24,185)	(123,466)	(43,096)	(19,609)	(37,265)	53,932	(185,258)
	1.8500%	3.600%	3.600%	3.600%	3.600%	3.600%	3.600%	3.600%	2.0%	2.0%	
	2.0000%	2.000%	2.000%	2.000%	2.000%	2.000%	2.000%	2.000%	2.0%	2.0%	
	0.03850	0.0560	0.0560	0.0560	0.0560	0.0560	0.0560	0.0560	4.0%	4.0%	

# Meeting #7 Next Steps

- ▶ The Budget Committee was in favour of reducing the levy increase from 5.6% to 3.85% resulting in a suggested tax rate increase of 1.68%. It was then decided to move forward to bring a summary of the work done over the last 6 meetings before a Special Meeting of Council.
- ▶ A preliminary discussion of the borrowing strategy for Terrace Lodge as outlined on the new plan was undertaken at a high level. Staff have discussed with Infrastructure Ontario some strategies to manage the necessary borrowings over the next two years and how the two upcoming elections can affect approval timelines.
- ▶ The Budget Committee also requested a discussion regarding tax ratios be brought forward. At the time of the last budget committee meeting, the Minister of Finance's tax policy letter had not yet been received. Recently, this letter was received and is attached in Appendix II in readiness for a discussion about tax ratios as requested. A list of the current tax ratios has been included for review and consideration.
- ▶ In readiness for this meeting, staff have incorporated the changes discussed at the last budget meeting into the budget for 2022 and beyond. This has some effect on the outlying years due to inflationary factors. The Levy was only changed for 2022 with the remaining placeholders left the same in the example in the outlying years.
- ▶ Additional items have been identified since the last budget meeting that have impact on 2022 and beyond. These costs and their 10 year impact have been calculated and will be presented to discuss a possible strategy to manage those additions.

# Three Year Budget Overview



<b>2022 Budget</b>	<b>84,204,288</b>	<b>29,666,357</b>	<b>34,685,018</b>	<b>18,781,414</b>
<b>2022 Budget vs 2021 Budget</b>	<b>(3,977,644)</b>	<b>3,651,114</b>	<b>(1,109,954)</b>	<b>12,321,146</b>
<b>Change</b>	<b>-4.7%</b>	<b>12.3%</b>	<b>-3.2%</b>	<b>65.6%</b>

# Tax Ratios

- ▶ Attached are the tax ratios that are anticipated to be used for 2022.
- ▶ The Landfill ratio that will not be finalized until late March or early April.
- ▶ Appendix II is a letter received from the Minister of Finance related to anticipated changes to the Small-Scale On-Farm Business Subclass

2022 SCHEDULE A			
Ratios			
PROPERTY CLASS	Current	Prior	
Residential	1.0000	1.0000	
Farmland Awaiting Dev.	0.5000	0.5000	
New Multi-Residential	1.0000	1.0000	
Multi-Residential	1.9999	1.9999	
Commercial - Occupied	1.6376	1.6376	
Commercial - Small Value Added Farm	0.4094	0.4094	
Commercial - Vacant Land	1.6376	1.6376	
Industrial - Occupied	2.2251	2.2251	
Industrial - Small Value Added Farm	0.5563	0.5563	
Industrial - Vacant Land	2.2251	2.2251	
Large Industrial - Occupied	2.8318	2.8318	
Large Industrial - Vacant	2.8318	2.8318	
Pipelines	1.1446	1.1446	
Farm	0.2300	0.2300	
Managed Forests	0.2500	0.2500	
Landfill	33.402646	33.402646	

# Small-Scale On-Farm Business Subclass

- ▶ An excerpt from the MofF letter is provided
- ▶ Assessment eligibility will be expanded from \$50,000 to \$100,000 on eligible properties. MPAC will provide further information for Municipalities before March 2022.
- ▶ MPAC will release property eligibility to municipalities in March 2022. We expect to have the Landfill rate available to us around that same timeframe.
- ▶ A preliminary review of this Subclass indicates that approximately 5 properties may be fully or partially eligible within the County.
- ▶ A Council decision would be required to further move this tax ratio change forward.
- ▶ Other possible changes have not been discussed. If there are any to be brought forward for discussion, please advise.

## ***Small-Scale On-Farm Business Subclass***

*To enhance property tax programs that support farm businesses and to encourage their growth, the Province is increasing the assessment threshold for the small-scale on-farm business subclass. Currently, municipalities have the option of adopting this subclass which provides a reduced tax rate on the first \$50,000 of eligible assessment.*

*Starting in 2022, municipalities that adopt the small-scale on-farm business subclass will have the option to maintain the current assessment threshold of \$50,000 for municipal tax purposes, and they may also adopt a second subclass that would increase the amount of eligible assessment to \$100,000. The Province will apply a reduced business education tax rate to this increased \$100,000 threshold for all eligible properties, regardless of whether municipalities adopt the subclass.*

*It is anticipated that the Municipal Property Assessment Corporation will be identifying eligible properties and notifying affected property owners and municipalities by March 2022.*



# Focus on the New Plan continued

- ▶ A placeholder has been added for additions requested since the last budget meeting. These items are outlined on their various departmental presentations in Appendix I. Staff have calculated the projected costs and the implications on the 2022 to 2031 plan.
- ▶ The budget plan beyond the immediate year is fluid and can be adjusted as needed but it is important to highlight the impact that a decision today could have on the future. Focus is again mainly on 2022 as the immediate concern with 2023 and 2026 as emerging areas of concern.
- ▶ The move to give back the surplus and reduce the levy enabled a reduction on the tax rate. It may not be desirable for Council to reverse this decision to offset these new additional costs. The Growth Reserve is just beginning to accumulate in 2022 but was not removed or utilized to get to this point. Using this fund to offset these additional costs can reduce our ability to use them into the future however, by setting aside approximately \$250K in 2022 (\$2.5M over 10 years), it will cover most of the outlying years on the additional costs. This is illustrated on the next slide.
- ▶ If unexpected project funding is received throughout the year, we can reduce the need to use the growth fund as it will help offset costs already allocated in year.



# Infrastructure Ontario - Terrace Lodge

- ▶ During the budget meeting, there was some discussion around the financing strategy for Terrace Lodge.
- ▶ The expected compliance premium from the Ministry of Health will be received over a period of 25 years for the purpose of this rebuild. Staff are suggesting that the timeline for repayment of the expected debt of \$25M also be amortized over a period of 25 years.
- ▶ By matching the repayment period to the funding period, the County will pay more in interest over the life of the debenture but the pressure to raise funds for this is removed by the funding we will receive. Below is a closer look at this expected cost as outlined in the first eight years of the payback period within the 10 year plan.

Ten-Year Business Plan - Summary Report											
Retrieved on Jan 24, 2022 07:36 PM	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2022 - 2031 Budget Total
Funds Available to support Capital debt Repayment	(1,074,498)	4,042,951	(1,795,729)	97,903	1,426,540	(2,421,613)	(3,379,012)	(5,698,958)	(5,909,519)	7,840,717	(6,871,219)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607	1,142,114	1,161,973	1,182,187	1,202,765	1,223,711	1,245,032	1,266,739	1,288,835	329,797	11,165,760
Incremental Debt for Terrace Lodge (\$25M 25Years at Todays Rate2.87 (includes interest)		698,606	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	11,876,294
TL Redevelopment Construction Funding Subsidy			(392,923)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(5,893,838)
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.											-
Use of Capital Surplus Reserves		(4,000,000)		(1,300,000)	(2,000,000)					(2,500,000)	(9,800,000)
Option #1 - Roundabout funding from MTO Partnership											-
Option #1 - Roundabout Costs											-
Option #1 - Gilllets, Jamestown, and Fulton Line Bridges											-
2022 levy reduction using Growth for each year of 10 year plan - .056% (.036% plus .02% Growth)		683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	6,151,968
Use of Available Growth fund to fund in year Deficit	(250,000)	(1,718,132)	(1,718,132)	(1,468,132)	(1,368,132)	(1,618,132)	550,000	2,850,000	3,050,000	(7,150,000)	(8,840,660)
Additional in year Considerations for Budget	219,180	157,769	168,492	174,680	181,842	186,998	190,034	194,588	198,497	202,477	1,874,557
Possible deferral of Capital to alleviate Further Debt		(1,000,000)	400,000		(800,000)	1,400,000					-
											-
Final funding Needs to balance to zero	17,289	6,859	(95,555)	(18,444)	(62,067)	65,883	(99,028)	(92,714)	(77,269)	17,909	(337,137)

# Infrastructure Ontario - Terrace Lodge

- ▶ Staff have been researching the debenture application process with our area representative from Infrastructure Ontario (IO).
- ▶ There are a few timeline issues in the 2022 year as we get closer to both the Provincial and Municipal elections. Elections normally include blackout periods where decisions are neither made nor finalized. For Infrastructure Ontario, this timeframe will begin when the writ drops in June until sometime in August. Our possible sign off dates would then occur sometime in September and possibly as late as October. This timing would then encroach upon our Municipal election period.
- ▶ Initial reviews indicates that the amount we expect to need is \$25M. IO suggests that we may want to apply for more than \$25M, so that if additional need arises, we do not have to reapply. If we do not need the full amount that we apply for, we would only debenture for the amount that we would need. The full construction preflow/debenture must be finalized within 5 years of approval or 120 days after substantial completion.
- ▶ The process for a project of this size takes extra levels of approval and therefore additional time. IO Staff suggest we begin the process in early February of 2022, which may enable the full application process to be completed before the June Provincial election deadline. We would then have the funds available to us as needed in early 2023 and beyond which would ensure we are fully funded and able to meet our payment obligations. We would pay interest on whatever funds are pre-flowed to us or can take out a large portion of the debenture in order to secure a favourable interest rate if we choose.

# Summary and Wrap Up

- ▶ Questions:
- ▶ Concerns:
- ▶ Direction on Next Steps:
- ▶ The following Recommendations are presented for consideration:
  - ▶ THAT the 2022 budget be accepted as presented, and;
  - ▶ THAT the 2023 to 2031 budget with Option #1 be accepted in principle, and;
  - ▶ THAT the Landfill ratio be accepted in principle to be amended as per regulation 95-17 once updated for 2022, and;
  - ▶ THAT Staff proceed to include or not include the Small-Scale On-Farm Business Subclass in the tax ratios beginning in 2022, and;
  - ▶ THAT the recommended Tax Rate increase of 1.68% (3.85% increase on the Levy) be accepted in principle and amended once the Landfill rate is set, and;
  - ▶ THAT Staff proceed with an application to Infrastructure Ontario to finance the Terrace Lodge rebuild and bring a report to Council to further the process before the Provincial Election, and;